

Performance Data

Non-financial Summary

Material Issues	Theme	Index	Scope of Data	Results			
				FY2020	FY2021	FY2022	FY2023
Environment – Reduce Environmental Impact –							
Climate change	GHG	GHG emissions (Scope 1 + Scope 2) (t-CO ₂ e)* ¹	IHI and consolidated subsidiaries	225,066	220,138	215,753	211,970
		Scope 1 (t-CO ₂ e)	IHI and consolidated subsidiaries	58,517	64,270	61,469	65,033
		Scope 2 (market-based) (t-CO ₂)	IHI and consolidated subsidiaries	166,549	155,868	154,284	146,937
		GHG emissions intensity (t-CO ₂ e/100 million yen)* ^{2, *3}	IHI and consolidated subsidiaries	20.2	18.8	15.9	16.0
		GHG Emissions (Scope 3) (t-CO ₂ e)		322,462,000	177,593,000	184,475,000	403,575,000
		Category 1 Purchased goods and services	IHI and consolidated subsidiaries	4,075,000	4,197,000	4,665,000	5,130,000
		Category 2 Capital goods	IHI and consolidated subsidiaries	162,000	145,000	205,000	239,000
		Category 3 Fuel and energy-related activities not included in Scope 1 or Scope 2	Domestic consumption of electric power and city gas only	14,000	13,000	13,000	13,000
		Category 4 Upstream transportation and delivery	IHI	1,000	1,000	1,000	1,000
		Category 5 Waste generated in operations	IHI and consolidated subsidiaries	8,000	8,000	8,000	9,000
		Category 6 Business travel	IHI and consolidated subsidiaries	14,000	14,000	14,000	14,000
		Category 7 Employee commuting	IHI and consolidated subsidiaries	4,000	4,000	4,000	4,000
		Category 8 Upstream leased assets	—	—	—	—	—
		Category 9 Downstream transportation and distribution	—	—	—	—	—
		Category 10 Processing of sold products	—	—	—	—	—
	Category 11 Use of sold products	IHI and consolidated subsidiaries	318,184,000	173,211,000	179,565,000	398,165,000	
	Category 12 End-of-life treatment of sold products	—	—	—	—	—	
	Category 13 Downstream leased assets	—	—	—	—	—	
	Category 14 Franchises	—	—	—	—	—	
	Category 15 Investments	—	—	—	—	—	
	Energy	Energy consumption (TJ)* ¹	IHI and consolidated subsidiaries	2,283	2,348	2,294	2,322
		Fuel consumption (TJ)	IHI and consolidated subsidiaries	974	1,084	1,019	1,070
		Electricity consumption (TJ)	IHI and consolidated subsidiaries	1,276	1,229	1,230	1,184
		Heat consumption (TJ)	IHI and consolidated subsidiaries	7	5	0	0
		Renewable energy used (TJ)	IHI and consolidated subsidiaries	26	31	45	69
		Energy consumption intensity (TJ/10 billion yen)* ^{2, *4}	IHI and consolidated subsidiaries	20.5	20.0	17.0	17.6
	External evaluation	Evaluation of CDP climate change	IHI and consolidated subsidiaries	B- (Management)	B- (Management)	B (Management)	B (Management)

*1 The total value for each item is rounded off and may not match the figures in the breakdown.

*2 The numerator of the intensity is GHG emissions (Scope 1 + Scope 2) and the denominator is net sales revenue.

*3 GHG emissions intensity in FY2023 is 14.2 t-CO₂e/100 million yen, excluding special factors.

*4 Energy consumption intensity in FY2023 is 15.6 TJ/10 billion yen, excluding special factors.

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				FY2020	FY2021	FY2022	FY2023	
Conservation of the global environment	Compliance with environmental laws and regulations	Environmental accidents and violation of environmental laws/regulations	Significant environmental accidents	IHI and consolidated subsidiaries	0	0	0	0
			Major violation of environmental laws/regulations	IHI and consolidated subsidiaries	0	0	0	0
			Number of cases IHI paid fines, penalties, etc.	IHI and consolidated subsidiaries	0	0	0	0
		Ozone depleting substances (ODS) emissions (t-CO ₂ e)	HFCs	IHI and affiliated companies in Japan	—	—	469	281
		Volatile organic compounds (VOC) emissions (tons)	Toluene	IHI and affiliated companies in Japan	—	39	48	48
			Xylene	IHI and affiliated companies in Japan	—	29	59	50
			Ethylbenzene	IHI and affiliated companies in Japan	—	6	37	39
			Methyl isobutyl ketone	IHI and affiliated companies in Japan	—	0	0	4
			Tetrachloroethylene	IHI and affiliated companies in Japan	—	2	2	2
		Ratio of treated toxic waste (waste containing PCBs) (%)	Electrical equipment containing high-concentration PCBs	IHI and affiliated companies in Japan	99.7	99.9	100	100
			Electrical equipment containing low-concentration PCBs	IHI and affiliated companies in Japan	98.1	94.0	97.5	94.9
			Fluorescent lamps	IHI and affiliated companies in Japan	44.5	58.8	69.5	83.7
		Chemical substance emissions/substances transferred (tons)	Emissions (atmosphere, public bodies of water, soil)	IHI and affiliated companies in Japan	—	—	152	150
			Transferred amount (sewage/waste)	IHI and affiliated companies in Japan	—	—	85	93
Conservation of the global environment	Costs to reduce the IHI environmental impact	Investments (millions of yen)* ⁵	IHI plants and offices	334	357	563	1,048	
		Expenditures (millions of yen)	IHI plants and offices	23	92	151	365	
	Environment-related capital investments	Energy-saving/climate change measures (millions of yen)* ⁶	IHI plants and offices	60	61	127	517	
		Environmental risk measures (millions of yen)	IHI plants and offices	271	285	432	532	
		PCB measures (millions of yen)	IHI plants and offices	4	10	3	—	
Circular economy	Waste	Waste emissions (tons)	IHI and consolidated subsidiaries	20,912	23,633	23,044	25,410	
		Of which, toxic waste emissions (tons)	IHI and consolidated subsidiaries	182	255	156	128	
		Amount of valuable materials (recycled) (tons)	IHI and consolidated subsidiaries	15,067	16,164	17,869	15,219	
	Water	Water withdrawal (1,000 m ³)* ¹	IHI and consolidated subsidiaries	4,008	4,195	4,037	5,844	
		Public water (1,000 m ³)	IHI and consolidated subsidiaries	651	664	670	2,326	
		Industrial water (1,000 m ³)	IHI and consolidated subsidiaries	799	792	737	738	
		Groundwater (1,000 m ³)	IHI and consolidated subsidiaries	1,731	1,691	1,451	1,506	
		Rainwater, rivers, lakes, etc. (1,000 m ³)	IHI and consolidated subsidiaries	827	1,047	1,180	1,274	
	Waste water (1,000 m ³)	IHI and consolidated subsidiaries	3,373	3,265	3,181	4,856		

*⁵ In FY2023, when consolidated subsidiaries are included, the amount is 2,010 million yen.

*⁶ In FY2023, when consolidated subsidiaries are included, the amount is 1,478 million yen.

Non-financial Summary

Material Issues	Theme	Index	Scope of Data	Results				
				FY2020	FY2021	FY2022	FY2023	
Society – Materialize an Affluent Society –								
Diversity, equity, and inclusion	Number of employees	Consolidated number of employees	IHI and consolidated subsidiaries	29,149	28,801	28,486	28,237	
		Number of employees (IHI)	IHI	7,796	7,779	7,768	7,840	
			Male	IHI	6,766	6,727	6,695	6,753
			Female	IHI	1,030	1,052	1,073	1,087
		Ratio of female employees (%)	IHI	13.2	13.5	13.8	13.9	
	Average years of service*7	All employees	IHI	15.1	16.1	16.5	16.6	
		Male	IHI	15.3	16.2	16.6	16.7	
		Female	IHI	14.2	15.4	15.8	16.0	
	Turnover rate	Total turnover rate (%)	IHI	2.9	3.1	2.7	2.8	
		Rate of retirement due to personal reasons (%)	IHI	1.1	1.6	1.5	1.5	
		Turnover rate within 3 years of joining the company (%)	IHI	4.3	3.4	5.5	5.3	
	Employment	Number of new graduate recruitments	IHI, University graduates	194	109	98	126	
			Male	IHI, University graduates	162	87	84	101
			Female	IHI, University graduates	32	22	14	25
			Ratio of female employees (%)	IHI, University graduates	16.5	20.2	14.3	19.8
		Number of mid-career hires	IHI	55	85	98*8	165	
		Number of employees from abroad*9	IHI	82	74	66	59	
Recruitment ratio of people with disabilities (%)*10		IHI	2.35	2.39	2.55	2.62		
Re-employment rate of employees at retirement age (%)		IHI	81	78	100	81		

*7 Due to a revision in the scope of calculation, the average years of service for FY2021 and FY2022 have been revised.

*8 Number of mid-career recruitment for FY2022 has been revised.

*9 As of April 1 each year.

*10 As of June 1 each year.

Non-financial Summary

Material Issues	Theme	Index	Scope of Data	Results			
				FY2020	FY2021	FY2022	FY2023
Diversity, equity, and inclusion	Gender diversity	Number of officers* ¹¹	IHI	17	17	17	17
		Number of male officers	IHI	14	14	14	14
		Number of female officers	IHI	3	3	3	3
		Ratio of female officers (%)	IHI	18	18	18	18
		Number of managers* ^{12, 13}	IHI	2,715	2,763	2,643	2,707
		Number of male managers	IHI	2,623	2,656	2,519	2,563
		Number of female managers	IHI	92	107	124	144
		Number of female general managers	IHI	23	31	38	39
		Number of female section managers	IHI	69	76	86	105
		Ratio of female managers (%)* ¹²	IHI	3.4	3.9	4.7	5.3
		Ratio of female general managers (%)* ¹⁴	IHI	2.1	2.8	3.6	3.7
		Ratio of female section managers (%)* ¹⁴	IHI	4.2	4.6	5.4	6.4
		Local managers at overseas sites* ¹²	China, Singapore, and United States	22	25	26	30
	Number of managers that joined IHI mid-career* ¹²	IHI	234	230	253	307	
	Work-life balance	Employees with reduced work hours	IHI	139	158	140	141
		Employees who have taken childcare leave	IHI	768	935	1,010	995
		Employees who have taken parental leave	IHI	137	128	198	185
		Male	IHI	31	60	78	89
		Female	IHI	106	68	120	96
		Percentage of employees who return to work after parental leave (%)	IHI	100	100	99.6	98.3
Employees who have taken nursing care leave		IHI	2	6	3	10	
Average annual paid vacation days taken		IHI	18.73	17.37	18.65	19.78	
Monthly average overtime (hours)		IHI	13.00	18.90	21.60	21.90	
Annual work hours	IHI	1,797.9	1,948.3	1,984.5	1,972.7		

*11 As of July 1 each year, members of the Board of Directors and Audit & Supervisory Board.

*12 As of April 1 each year.

*13 Due to a change in the calculation method, the total numbers of managers for FY2020 and FY2021 have been revised.

*14 Due to a change in the calculation method, the ratios of female general managers and female section managers for FY2020–FY2022 have been revised.

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Material Issues	Theme	Index	Scope of Data	Results				
				FY2020	FY2021	FY2022	FY2023	
Diversity, equity, and inclusion	Human resources development	Number of employees undergoing regular career development reviews	IHI and affiliated companies in Japan	—	—	15,327	14,939	
		Male	IHI and affiliated companies in Japan	—	—	13,024	12,605	
		Female	IHI and affiliated companies in Japan	—	—	2,303	2,334	
		Average annual training hours per employee	IHI and affiliated companies in Japan	13.3	12.1	14.3	34.9	
	Labor-management partnership	Training expense per employee (yen)	IHI and affiliated companies in Japan	—	—	23,512	40,380	
		Employee union membership rate (%)	IHI and affiliated companies in Japan	58	59	60	62	
	Engagement	Number of labor complaints received	IHI	0	0	0	0	
		Employee engagement	IHI and affiliated companies	56	54	53	54	
		Ratio of answered employee-awareness surveys (%)	IHI and affiliated companies	88	88	84	83	
Improving occupational health and safety standards	Occupational health and safety	Participation rate of medical check-ups (%)	IHI and 35 affiliated companies	—	97	96	98	
		Rate of diagnoses made as a result of medical checkups (%)	IHI and 35 affiliated companies	72	71	72	72	
		Participation rate of stress checks (%)	IHI and 35 affiliated companies	95	95	97	96	
		High stress rate (%)	IHI and 35 affiliated companies	—	9	9	10	
		Absenteeism (Ratio of employees who take three or more months of leave) (%)	IHI and 35 affiliated companies	0.8	0.7	1.3	1.4	
		Presenteeism (Ratio of employees with restricted hours) (%)	IHI and 35 affiliated companies	2.1	1.8	1.7	2.3	
		Smoking rate (%)	IHI and 35 affiliated companies	27	28	25	25	
		Rate of occupational diseases* ¹⁵	IHI and 31 affiliated companies	0.15	0.118	0.098	0.098	
		Deaths due to occupational diseases or illnesses	IHI and 31 affiliated companies	0	0	0	0	
		Total injuries frequency rate* ¹⁶	IHI and 31 affiliated companies	0.87	1.23	1.37	1.33	
		Lost time injuries frequency rate* ¹⁷	IHI and 31 affiliated companies	0.28	0.38	0.39	0.34	
		Occupational health and safety rate	Works Divisions	IHI and 31 affiliated companies	0.62	0.95	0.89	0.95
			Construction Divisions	IHI and 31 affiliated companies	1.31	1.75	2.30	2.10
		Occupational accidents* ¹⁸		IHI and 31 affiliated companies	38 (0)	52 (1)	56 (0)	54 (0)
			Employees	IHI and 31 affiliated companies	18 (0)	31 (1)	25 (0)	26 (0)
			Temporary employees	IHI and 31 affiliated companies	1 (0)	3 (0)	4 (0)	2 (0)
			Partners	IHI and 31 affiliated companies	19 (0)	18 (0)	27 (0)	26 (0)
			Number of administrative penalties due to Labor Standards Act violations	IHI and affiliated companies in Japan	0	0	0	0
		Corporate citizenship	Social contribution activities	Social contribution expenses (millions of yen)	IHI and consolidated subsidiaries	215	260	489

*15 People suffering from occupational diseases per million working hours.

*16 Fatalities or injuries caused by occupational accidents per million working hours.

*17 Fatalities or injuries caused by occupational accidents per million working hours (excluding injuries with no time lost).

*18 Fatalities caused by occupational accidents. Figure inside parentheses indicates fatal incidents.

Non-financial Summary

Material Issues	Theme	Index	Scope of Data	Results					
				FY2020	FY2021	FY2022	FY2023		
Governance – Principled Corporate Management –									
Corporate governance	Corporate governance	Average attendance of Independent Directors	Board of Directors meetings (%)	IHI	97	100	99	97	
		Average attendance of Independent Audit & Supervisory Board Members	Board of Directors meetings (%)	IHI	100	98	98	100	
			Audit & Supervisory Board meetings (%)	IHI	100	100	100	100	
Compliance	Legal compliance	Number of law violations	Competition law	IHI and consolidated subsidiaries	0	0	0	0	
			Anti-corruption law	IHI and consolidated subsidiaries	0	0	0	0	
			Laws/regulations relating to PR activities	IHI and consolidated subsidiaries	0	0	0	0	
		Expenditure to organizations	Political organizations (millions of yen)	IHI	10	10	10	10	
			Economic organizations (millions of yen)	IHI	57	52	55	55	
			Other major industry organizations (millions of yen)	IHI	122	119	122	123	
		Number of Compliance Hotline reports			IHI and affiliated companies	202	263	286	314
		Number of compliance training participants	Quality & Compliance Training (Japan)	IHI and subsidiary companies in Japan	24,085	26,243	25,870	25,379	
			Quality & Compliance Training (overseas)	Subsidiary companies overseas	3,261	4,938	5,334	5,072	
		Number of competition law/anti-corruption law training participants			IHI and consolidated subsidiaries	2,252	1,871	2,007	51,222
			Competition law	IHI and consolidated subsidiaries	—	—	622	26,148	
Anti-corruption law	IHI and consolidated subsidiaries		—	—	1,385	25,074			
Innovation management	Technology development	Research and development expenses (billions of yen)* ¹⁹		IHI Group	26.8	29.8	34.0	39.3	
	Intellectual property protection	Regional comparison in number of patents* ²⁰	Domestic patents	IHI	4,104	4,167	4,119	4,094	
			Foreign patents	IHI	3,972	4,244	4,245	4,078	
Information security	Information security measures	Evaluation of information security measures (out of 5) (score)		IHI and consolidated subsidiaries	3.4	3.7	3.7	3.8	

*19 The total value for each item is rounded off and may not match the figures in the breakdown.

*20 Figures for domestic and foreign patents between FY2020–2022 have been revised.