

Financial Results for Third Quarter FY2025 (IFRS) (For the Year Ended March 31, 2026)



February 10, 2026

IHI Corporation

Executive Officer In Charge of Group Finance & Accounting
Hiromi Oshima

- 1. Highlights**
- 2. Consolidated Results for Third Quarter FY2025**
- 3. Forecasts of Consolidated Results for FY2025**
- 4. Progress on Reformation of Business Structure**
- 5. Appendix**

Note 1.: Figures for each item are rounded down to the nearest 0.1 billion yen.

Note 2.: Segment abbreviations used in the text are as follows:

Resources, Energy & Environment Business Area: "Energy Business"

Social Infrastructure Business Area: "Infrastructure Business"

Industrial Systems & General-Purpose Machinery Business Area: "Industrial Systems Business"

Aero Engine, Space & Defense Business Area: "Aerospace Business"

Results for Third Quarter FY2025

Summary of business results

- **Orders: Achieved a record-high for Q3** driven by expansion of Energy Business with its growing demand in Nuclear energy etc.
- Revenue & Profit: **Achieved a record-high profit attributable to owners of parent for Q3** driven by improved profit from the investments accounted for using equity method etc. Operating profit remained at the same level as the previous year, which is a record-high for Q3, despite declines in revenue due to a rebound from the progress of large projects in the previous year.

Orders	¥1,364.8 Bil. Year-on-Year (YoY): +¥150.6 Bil.	Revenue	¥1,129.3 Bil. YoY: (¥20.6) Bil.	Operating Profit	¥102.5 Bil. [9.1%] YoY: (¥0.9) Bil. [+0.1 pt.]
EBITDA	¥158.7 Bil. [14.1%] YoY: +¥2.2 Bil. [+0.4 pt.]	Profit Attributable to Owners of Parent	¥85.0 Bil. YoY: +¥8.2 Bil.	CF from Operating Activities	(¥73.2) Bil. YoY: (¥20.9) Bil.

Forecasts of FY2025

Summary of business results

- **Orders: Revised upward by ¥90 Bil.**, driven by continued strong demand in Nuclear energy and other businesses in Energy Business.
- For FY2025, **Orders, Revenue, Operating Profit, and Profit Attributable to Owners of Parent** are all expected to reach **record-highs**.

Orders	¥1,940.0 Bil. +¥90.0 Bil. / +¥188.8 Bil. (*)	Revenue	¥1,640.0 Bil. ±¥0.0 Bil. / +¥13.1 Bil.	Operating Profit	¥160.0 Bil. [9.8%] ±¥0.0 Bil. / +¥16.4 Bil.
EBITDA	¥230.0 Bil. [14.0%] ±¥0.0 Bil. / +¥14.3 Bil.	Profit Attributable to Owners of Parent	¥125.0 Bil. ±¥0.0 Bil. / +¥12.2 Bil.	CF from Operating Activities	¥100.0 Bil. ±¥0.0 Bil. / (¥77.6) Bil.

Consolidated Results for Third Quarter FY2025



Consolidated Results for Third Quarter FY2025

Overview of Financial Results

(¥ Bil.)		Q3 FY2024	Q3 FY2025	Change	
Orders received		1,214.2	1,364.8	[+12.4%]	+150.6
Revenue		(*) 1,149.9	(*) 1,129.3	[(1.8%)]	(20.6)
Operating profit [%]		[9.0%] 103.4	[9.1%] 102.5	[+0.1pt]	(0.9)
Finance income / costs etc.	Foreign exchange gains (losses)	9.9	8.6		(1.3)
	Share of profit (loss) of investments accounted for using equity method	5.6	11.8		+6.2
	Other finance income (costs)	(4.4)	(4.0)		+0.3
	Total	11.1	16.4		+5.2
Profit before tax [%]		[10.0%] 114.6	[10.5%] 118.9	[+0.6pt]	+4.3
Profit attributable to owners of parent [%]		[6.7%] 76.7	[7.5%] 85.0	[+0.9pt]	+8.2
EBITDA [%]		[13.6%] 156.4	[14.1%] 158.7	[+0.4pt]	+2.2
Cash flows from operating activities		(52.3)	(73.2)		(20.9)
Average FX rate [Yen/USD]		152.43	149.44		(2.99)
Closing FX rate [Yen/USD]		157.98	156.31		(1.67)

*The revenue includes the impact of FX revaluation related to the additional inspection program for PW1100G-JM engines for (¥6.0) Bil. in Q3 FY2024, and (¥3.6) Bil. in Q3 FY2025.

There is no change in the total estimated amount (USD) of the impact related to the additional inspection program for PW1100G-JM engines.

Additional maintenance work is in progress, and there is no change in the assumptions regarding payments for compensation for aircraft on the ground.

Consolidated Results for Third Quarter FY2025

Overview of Financial Results by Segment

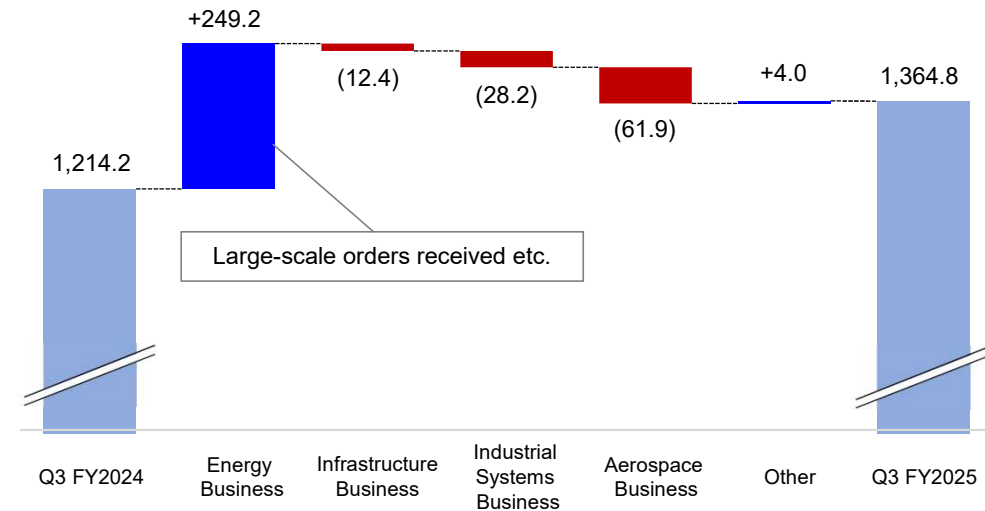
- Continuous orders growth in Energy Business, driven by strong demand for Nuclear energy etc.
- Revenue in Defense business increased significantly compared to the previous fiscal year.
- Group-wide operating profit remained at the previous fiscal year level as increased engine maintenance costs offset growth in aftermarket sales in the Civil aero engines business.

Financial Results by Segment (¥ Bil.)

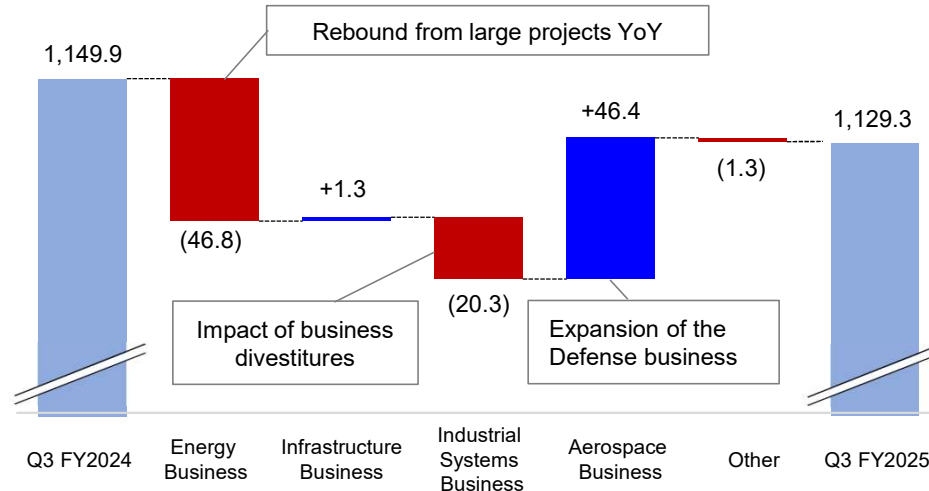
	Orders		Revenue		Operating profit	
	Q3 FY2025	Change	Q3 FY2025	Change	Q3 FY2025	Change
Energy Business	509.2	+249.2	257.0	(46.8)	2.6	(8.4)
Infrastructure Business*	81.3	(12.4)	97.0	+1.3	(0.7)	+2.4
Industrial Systems Business	333.5	(28.2)	329.9	(20.3)	28.7	+25.7
Aerospace Business	416.4	(61.9)	423.8	+46.4	70.6	(23.9)
Other*	24.2	+4.0	21.4	(1.3)	1.2	+3.3
Total	1,364.8	+150.6	1,129.3	(20.6)	102.5	(0.9)

*Due to the change in the reporting segments, the results for Urban development have been reclassified from "Social Infrastructure" to "Other."

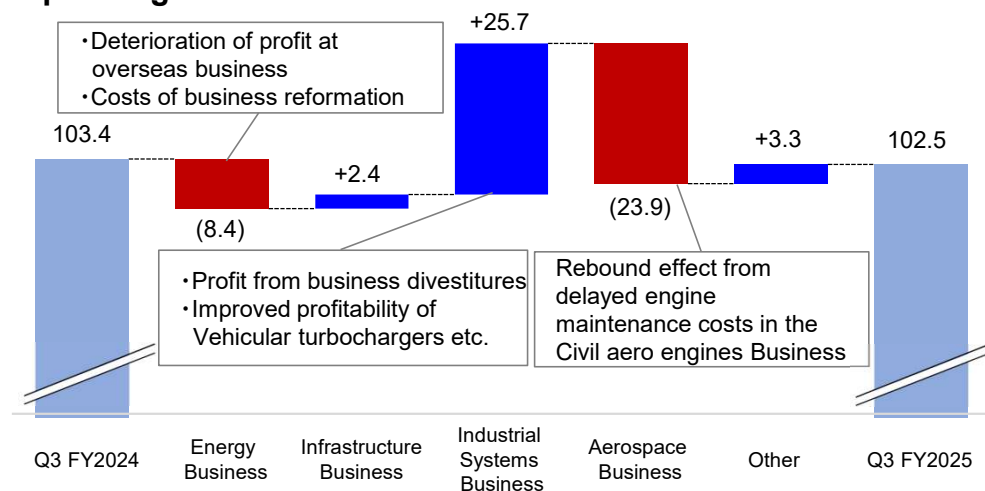
<Orders (¥ Bil.) >



<Revenue (¥ Bil.) >



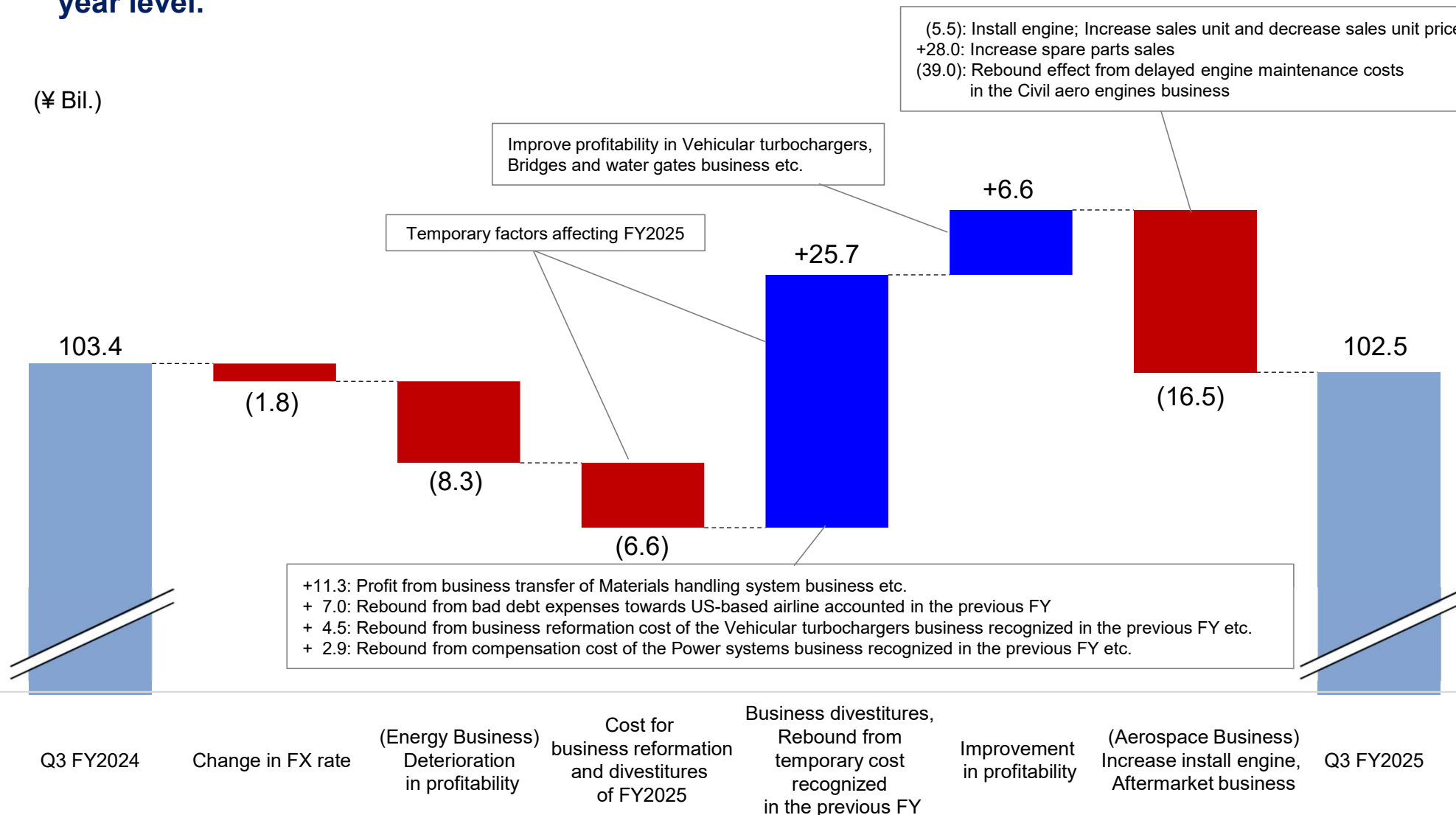
<Operating Profit (¥ Bil.) >



Consolidated Results for Third Quarter FY2025

Factors of Change in Operating Profit (Group-Wide)

- Profit from business divestitures offset profitability deterioration in Energy Business and costs for business reformation.
- Profitability improved in the Vehicular turbochargers and others, while higher maintenance costs in Civil aero engines resulted in group-wide operating profit remaining at previous fiscal year level.

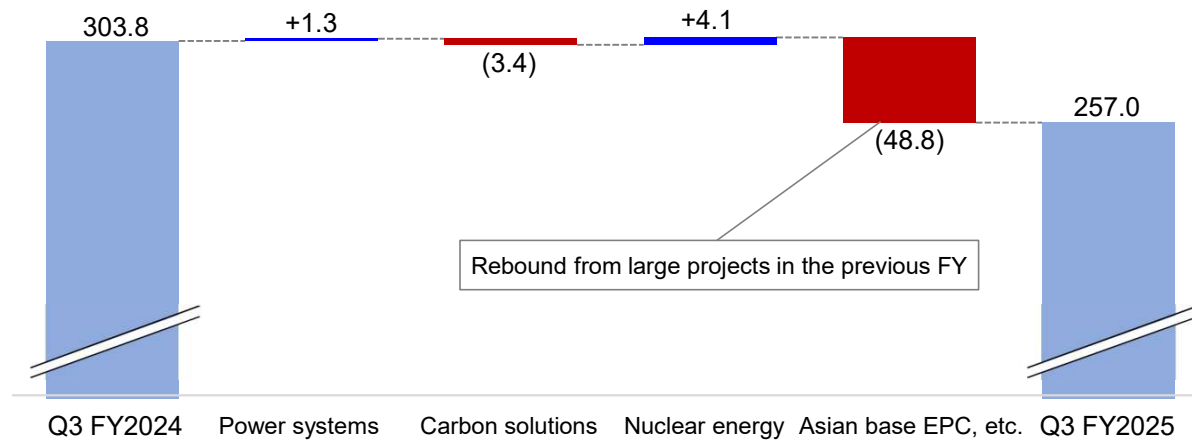


Financial Results by Segment

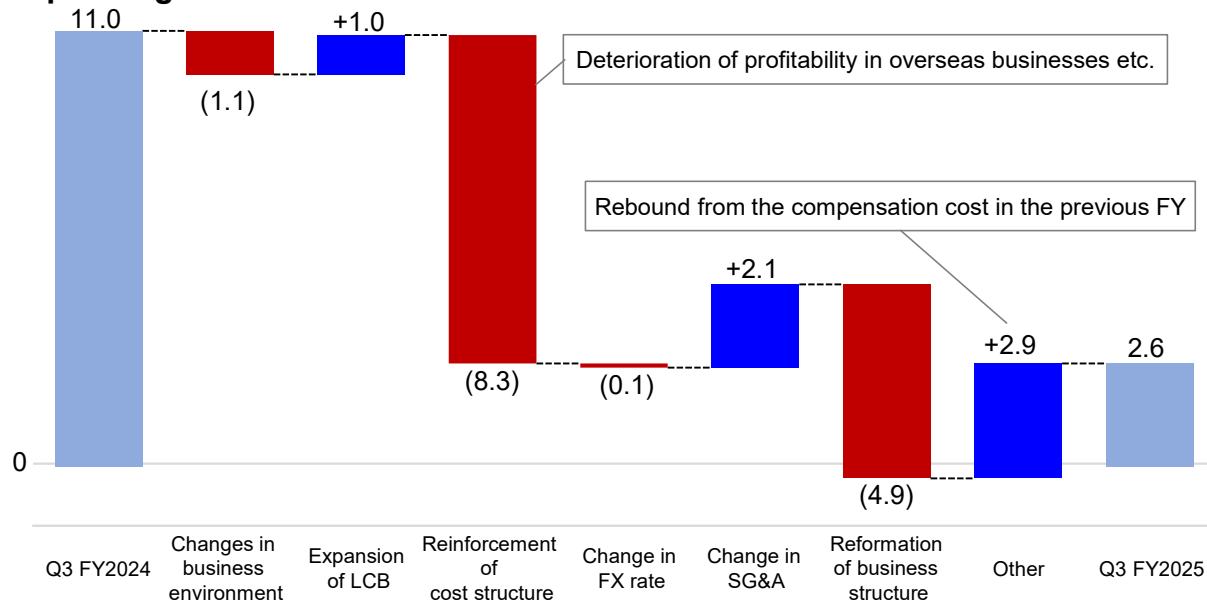
<Resources, Energy and Environment>

- Despite steady performance in the domestic business of Carbon solutions, Nuclear energy and Power systems business, operating profit declined sharply mainly due to deterioration in the profitability of overseas business.
- Striving for decisive overseas reformation to stop losses and early improvement in profitability.

<Revenue (¥ Bil.) >



<Operating Profit (¥ Bil.) >



<Revenue>

- Nuclear energy, Power systems:
 - ✓ Increased on the back of robust demand.
- Carbon solutions, Asian base EPC:
 - ✓ Decreased due to a rebound from large projects in the previous FY.

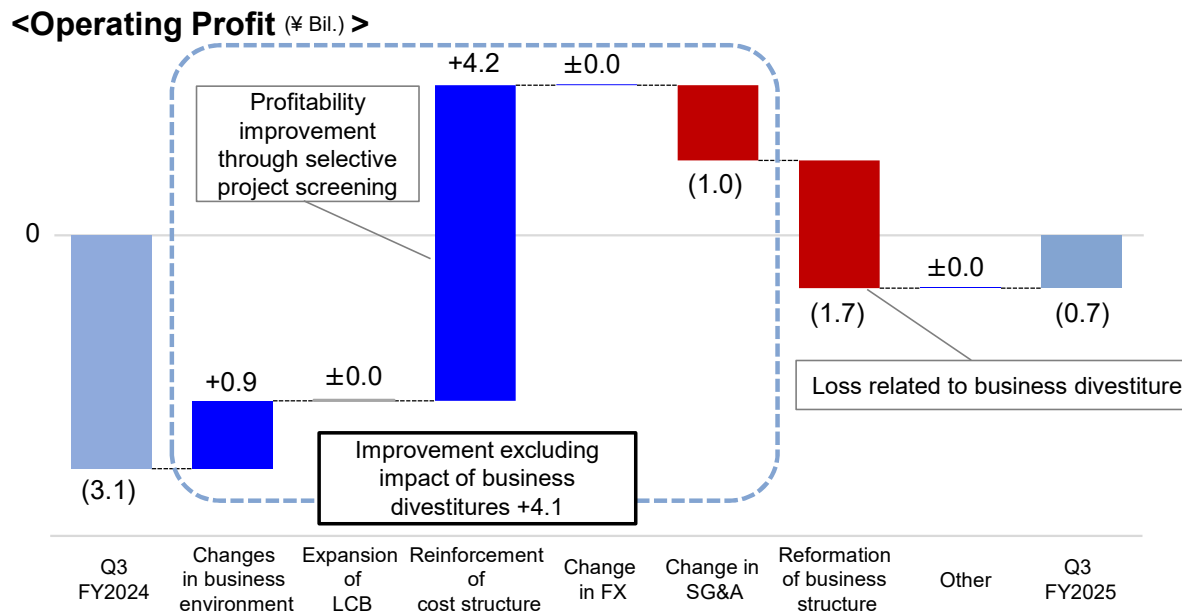
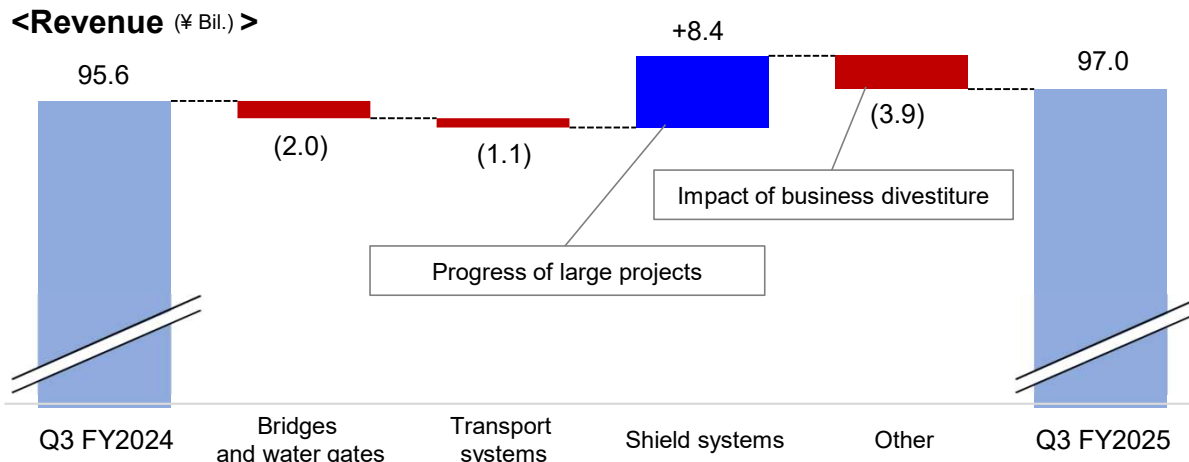
<Operating Profit>

- Expansion of LCB:
 - ✓ Mainly in fuel reprocessing business in the Nuclear energy.
- Reinforcement of cost structure:
 - ✓ Profitability deteriorated significantly at overseas business.
- Change in SG&A:
 - ✓ Increase in profit through cost-reduction, while increase in personnel cost.
- Reformation of business structure:
 - ✓ Executing restructuring of overseas subsidiaries as structural reformation.
- Other:
 - ✓ Rebound from compensation cost of the Power systems business in the previous FY.

Financial Results by Segment

<Social Infrastructure>

- Operating profit increased year-on-year, driven by improved profitability in Bridges and water gates, despite a loss related to the business divestiture.



<Revenue>

- Despite decreasing revenue from business divestiture(*), overall segment revenue increased supported by the progress of large projects in the Shield systems business.

(*) Concrete construction materials business

<Operating profit>

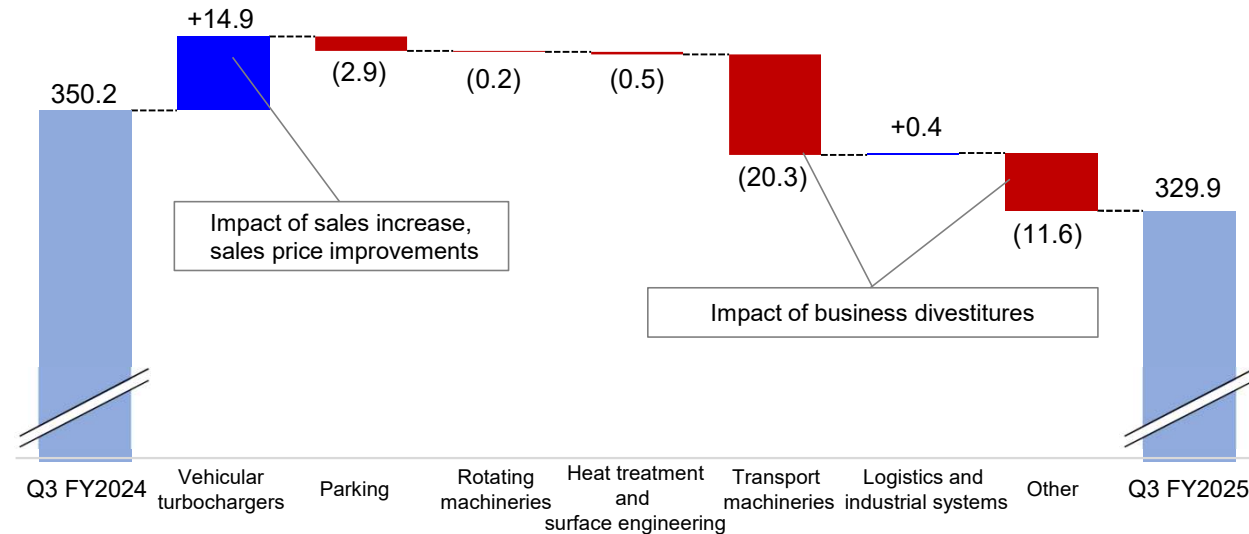
- Changes in business environment:
 - ✓ Improved in Shield systems business.
- Reinforcement of cost structure:
 - ✓ Profitability improved through strategic order selection, focusing on higher-margin projects in the Bridges and water gates business.
- Change in SG&A:
 - ✓ Increase in personnel cost and R&D etc.
- Reformation of business structure:
 - ✓ Recognized loss from the business divestiture of Transport systems business.

Financial Results by Segment

<Industrial Systems and General-Purpose Machinery>

- Revenue declined due to business divestitures, despite higher sales in Vehicular turbochargers driven by demand growth.
- Operating profit increased, driven by improved sales prices and fixed cost reductions in Vehicular turbochargers, and the expansion of LCB in Parking business.

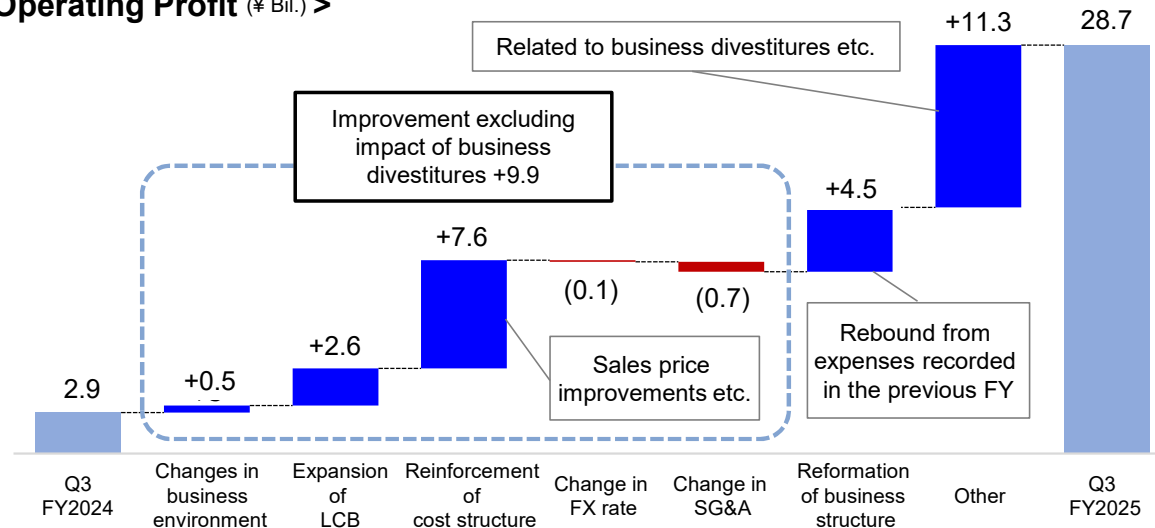
<Revenue (¥ Bil.) >



<Revenue>

- Increased in Vehicular turbochargers, driven by expanding demand and price improvements.
 - Overall revenue decreased due to deconsolidation through business divestitures(*).
- (*) Packaged boiler business,
Turf care machinery business,
Materials handling system business

<Operating Profit (¥ Bil.) >



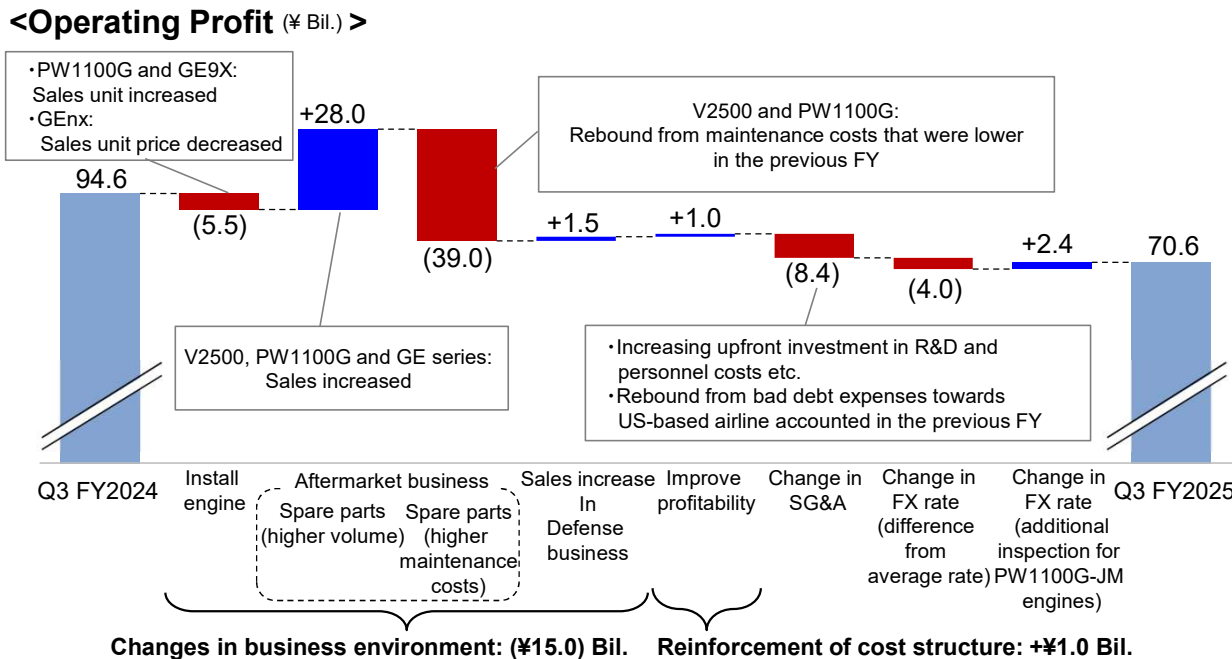
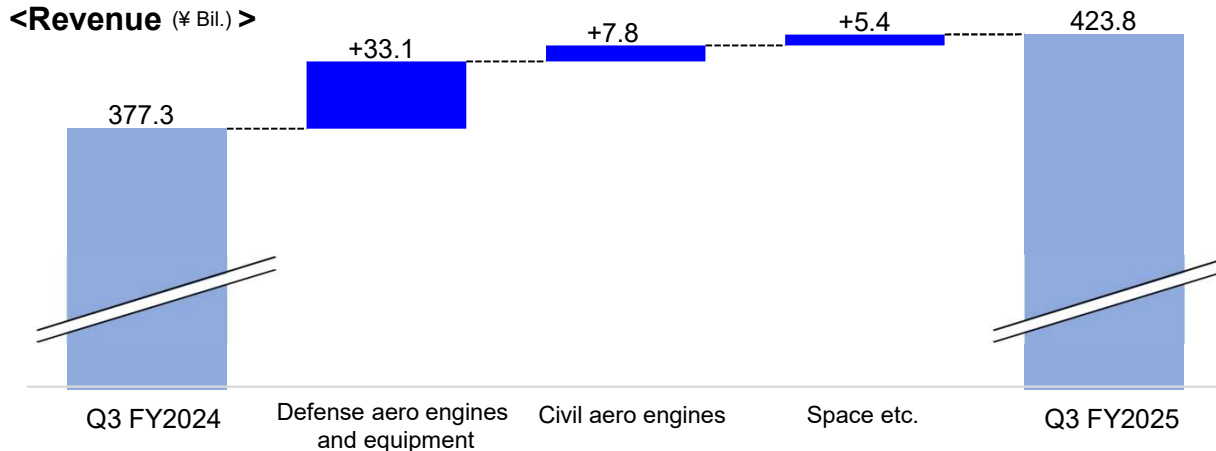
<Operating Profit>

- Reinforcement of cost structure:
 - ✓ Improved profitability through sales price improvements and fixed cost reductions in Vehicular turbochargers.
- Expansion of LCB:
 - ✓ Expansion in Parking business etc.
- Business reformation:
 - ✓ Rebound from cost recognition in the previous FY for Vehicular turbochargers.
- Other:
 - ✓ Impacted mainly by profit from business divestitures (gains on divestiture and impacts of exclusion from consolidation).

Financial Results by Segment

<Aero Engine, Space and Defense>

- Defense business grew steadily, resulting in increased revenue.
- Civil aero engines business continued to perform steadily as Aftermarket business remained strong, despite profit declined due to higher cost associated with accelerating shipments of serviced engine.



<Revenue>

- Defense aero engines and equipment:
 - ✓ Increased significantly, driven by strong sales of main units and spare parts.

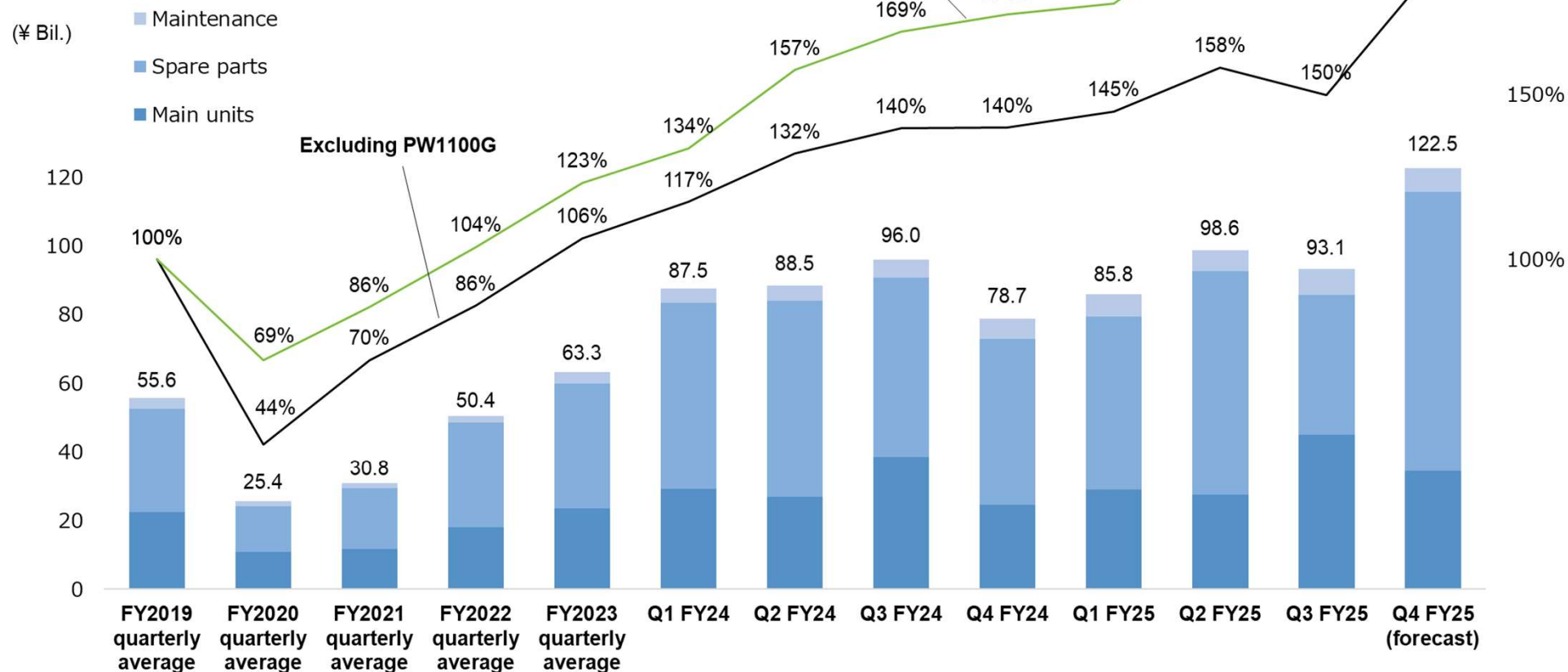
<Operating profit>

- Changes in business environment:
 - ✓ Install engine sales increased, while sales unit price decreased.
 - ✓ Spare parts sales continue to grow robustly (see page 13)
 - ✓ Maintenance costs increased due to the rebound from the previous FY as well as accelerated shipments to support customer operation under the program, which put downward pressure on profit.
 - ✓ Defense business is expected to recover fixed costs toward the fiscal year-end and accumulate further profit.
- Change in SG&A:
 - ✓ Mainly due to upfront investments such as R&D and personnel costs.

[Reference] Revenue for Civil aero engines *1

	Percentage of main units	Percentage of spare parts
FY2024	34%	60%
Q3 FY2025	36%	56%
Forecasts of FY2025	34%	59%

Line graph: Trends in spare parts handling amount *2 (USD basis)
(Percentage compared to the FY2019 quarterly average)
Bar graph: Revenue (¥ Bil.)



Note: Excluding the impact of the additional inspection program for PW1100G-JM engines.

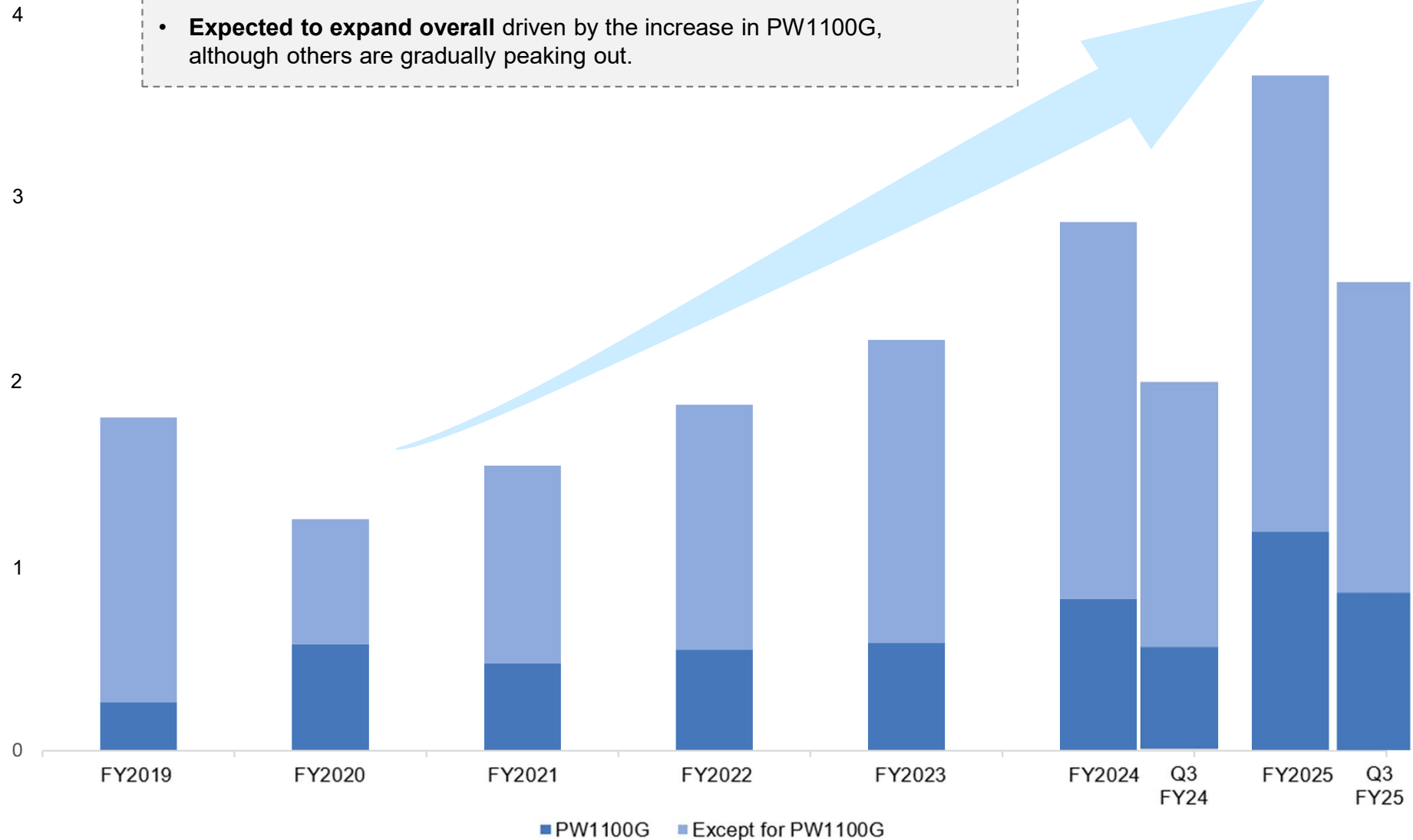
*1: Revenue based on accounting standards
(GAAP base : Generally Accepted Accounting Principles).

*2: Gross-based sales before the deduction of spare parts related costs, as used in management accounting.

[Reference] KPI of Aftermarket business (Spare Parts Handling Amount*) IHI

(Unit: Billion USD)

- In Q3 FY2025, **spare parts handling amount remained steady**, driven by growth in passenger demand and increase in maintenance of PW1100G.
- **Expected to expand overall** driven by the increase in PW1100G, although others are gradually peaking out.



* Gross-based sales before the deduction of spare parts related costs, as used in management accounting.

Consolidated Results for Third Quarter FY2025

Financial Position

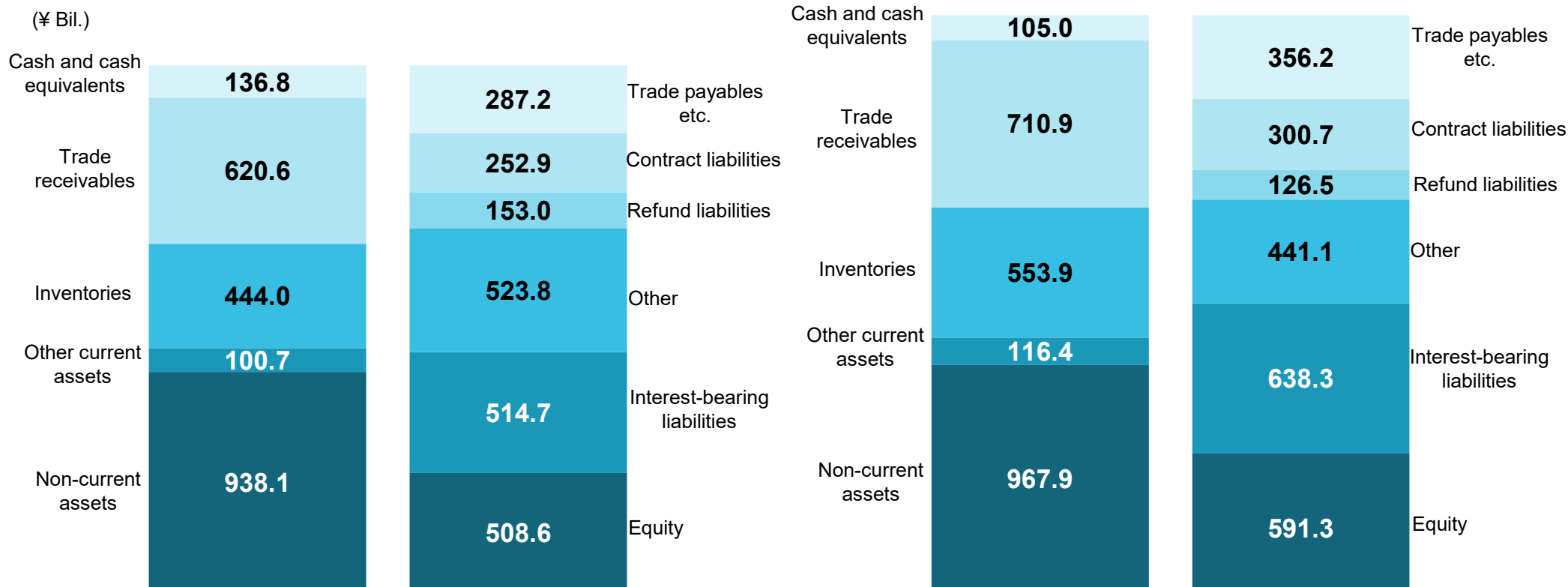
- Ratio of equity attributable to owners of parent continued to improve due to profit accumulation.
- Ongoing efforts to reduce working capital toward year-end and strengthening of sound financial foundation is in progress.

As of March 31, 2025

As of December 31, 2025

Total assets : ¥ 2,240.3 Bil.
 D/E ratio : 1.01 times
 Ratio of equity attributable to owners of parent : 21.5%

Total assets : ¥ 2,454.3 Bil. [+¥ 213.9 Bil.]
 D/E ratio : 1.08 times [+0.07 pt.]
 Ratio of equity attributable to owners of parent : 23.0% [+1.5 pt.]



Consolidated Results for Third Quarter FY2025

Cash Flows

- Working capital improved significantly year-on-year.
- Cash flows from operating activities deteriorated due to increased expenditures related to powder metallurgy issues and tax payments.

(¥ Bil.)	Q3 FY2024	Q3 FY2025	Change
Profit before tax	114.6	118.9	+4.3
Depreciation	53.0	56.1	+3.1
Other	(11.1)	(16.4)	(5.2)
EBITDA	156.4	158.7	+2.2
Expenditures related to the additional inspection program for PW1100G-JM engines *1	(17.7)	(34.7)	(17.0)
Change in working capital *2	(189.5)	(103.7)	+85.8
Tax payments	2.1	(80.9)	(83.0)
Other	(3.6)	(12.5)	(8.9)
Cash flows from operating activities	(52.3)	(73.2)	(20.9)
Cash flows from investing activities	(39.1)	(47.7)	(8.5)
Free cash flows	(91.5)	(120.9)	(29.4)

*1: "Expenditures related to the additional inspection program for PW1100G-JM engines" are shown separately from conventional "Change in working capital."

*2: "Change in working capital" consists of change in trade receivables, contract assets, inventories, prepayments, contract liabilities, trade payables, and refund liabilities.
Working capital = Trade receivables + Contract assets + Inventories + Prepayments - Contract liabilities - Trade payables - Refund liabilities.

Forecasts of Consolidated Results for FY2025



Forecasts of Consolidated Results for FY2025

Performance Outlooks

- Orders were revised upward to a record-high, driven by expanding orders in Energy business such as Nuclear energy.
- Expecting to achieve record-highs revenue and profit, while accelerating structural reforms in Q4.

(¥ Bil.)	FY2024	FY2025 Forecast (in Nov.)	FY2025 Forecast (in Feb.)	Change Feb. - Nov.
Orders received	1,751.1	1,850.0	1,940.0	+90.0
Revenue	1,626.8	1,640.0	1,640.0	-
Operating profit [%]	[8.8%] 143.5	[9.8%] 160.0	[9.8%] 160.0	-
Profit before tax [%]	[8.5%] 138.4	[8.8%] 145.0	[8.8%] 145.0	-
Profit attributable to owners of parent [%]	[6.9%] 112.7	[7.6%] 125.0	[7.6%] 125.0	-
EPS [Yen] (*)	106.41	117.49	117.49	-
EBITDA [%]	[13.3%] 215.6	[14.0%] 230.0	[14.0%] 230.0	-
Cash flows from operating activities	177.6	100.0	100.0	-
Assumed FX rate [Yen/USD]	152.84	140.00	140.00	-

(Reference) FX rate sensitivity (impact of a 1-yen fluctuation on operating profit for Q4) : USD 0.5 ¥ Bil.

The FX impact of the additional inspection program for PW1100G-JM engines remains unchanged at the end of the previous fiscal year (¥149.45 / USD).
(The FX rate sensitivity excludes this effect.)

(*) Figures have been retroactively adjusted to reflect the 7-for-1 stock split implemented in October 2025. Values are rounded to the second decimal place.

Forecasts of Consolidated Results for FY2025

Financial Forecasts by Segment

(¥ Bil.)	Orders received			Revenue			Operating profit		
	FY2025 Forecast (in November)	FY2025 Forecast (in February)	Change Feb. - Nov.	FY2025 Forecast (in November)	FY2025 Forecast (in February)	Change Feb. - Nov.	FY2025 Forecast (in November)	FY2025 Forecast (in February)	Change Feb. - Nov.
Resources, Energy and Environment	500.0	590.0	+90.0	370.0	370.0	-	11.0 [3.0%]	6.0 [1.6%]	(5.0) [(1.4pt)]
Social Infrastructure	130.0	130.0	-	120.0	120.0	-	4.0 [3.3%]	4.0 [3.3%]	- [-]
Industrial Systems and General-Purpose Machinery	450.0	450.0	-	440.0	440.0	-	40.0 [9.1%]	40.0 [9.1%]	- [-]
Aero Engine, Space and Defense	750.0	750.0	-	690.0	690.0	-	119.0 [17.2%]	119.0 [17.2%]	- [-]
Total Reportable Segment	1,830.0	1,920.0	+90.0	1,620.0	1,620.0	-	174.0	169.0	(5.0)
Other	70.0	70.0	-	70.0	70.0	-	14.0	14.0	-
Adjustment	(50.0)	(50.0)	-	(50.0)	(50.0)	-	(28.0)	(23.0)	+5.0
Total	1,850.0	1,940.0	+90.0	1,640.0	1,640.0	-	160.0 [9.8%]	160.0 [9.8%]	- [-]

Progress on Reformation of Business Structure

Progress on Reformation of Business Structure

- **Continuing business structure reforms toward the year-end of final year of the Group Management Policies 2023. Aiming for further improvements in profitability and efficiency.**

Publication date	Business	Overview
FY2023	Vehicular turbochargers	<ul style="list-style-type: none"> • Structural reforms, such as impairment losses on fixed assets in the overseas consolidated subsidiary IHI Charging Systems International GmbH (ICSI)
Sep.26, 2024	Vehicular turbochargers	<ul style="list-style-type: none"> • Policy resolution for the dissolution of ICSI
Oct.28, 2024	Packaged boiler	<ul style="list-style-type: none"> • Completed transfer 100% shares of IHI PACKAGED BOILER CO.,LTD. to TAKUMA CO., LTD. (April 1, 2025)
Nov.6, 2024	Materials Handling Systems	<ul style="list-style-type: none"> • Completed transfer the Materials Handling System business of IHI Transport Machinery Co.,Ltd. to Tadano Ltd. (July 1, 2025)
Nov.25, 2024	Turf care machinery	<ul style="list-style-type: none"> • Completed transfer the Turf care machinery business of IHI Agri-Tech Corporation to Kyoisha Co., Ltd. (June 1, 2025)
Mar.27, 2025	Concrete construction materials	<ul style="list-style-type: none"> • Completed transfer 100% shares of IHI CONSTRUCTION MATERIALS Co., Ltd., to Vertex Corporation. (October 1, 2025)
Jun.26, 2025	Investments accounted for using equity method	<ul style="list-style-type: none"> • Completed transfer 15% shares of Japan Marine United Corporation, to Imabari Shipbuilding Co., Ltd. (January 5, 2026)
Aug.6, 2025	Transport systems	<ul style="list-style-type: none"> • Completed transfer 100% shares of Niigata Transys Co.,LTD. to J-Will Partners Co., Ltd. Group (December 30, 2025)
Aug.6, 2025	Weather, disaster prevention, space	<ul style="list-style-type: none"> • Completed transfer 100% shares of Meisei Electric Co., Ltd. to NOHMI BOSAI LTD. (February 2, 2026)
Feb.2, 2026	Carbon solutions	<ul style="list-style-type: none"> • Completed transfer 100% shares of Kotobuki Iron Works Co., Ltd. to TSUNEISHI IRON WORKS Co., Ltd. (February 1, 2026)
Feb.10, 2026	Carbon solutions (Overseas)	<ul style="list-style-type: none"> • Initiated the liquidation process (Employee dismissal etc.) for IHI Energy Solutions Inc. on January 12, 2026. • Substantial completion of liquidation is expected within fiscal year 2025.

Appendix

Financial Results by Segment (Q3 FY2024 vs. Q3 FY2025)

Year on year

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(¥ Bil.)	Orders received			Order backlog			Revenue			Operating profit [%]		
	Q3 FY2024	Q3 FY2025	Change	FY2024	Q3 FY2025	Change	Q3 FY2024	Q3 FY2025	Change	Q3 FY2024	Q3 FY2025	Change
Resources, Energy and Environment	259.9	509.2	+249.2	437.6	707.7	+270.1	303.8	257.0	(46.8)	11.0 [3.6%]	2.6 [1.0%]	(8.4) [(-2.6pt)]
Social Infrastructure	93.8	81.3	(12.4)	217.0	283.3	+66.3	95.6	97.0	+1.3	(3.1) [(-3.3%)]	(0.7) [(-0.7%)]	+2.4 [+2.6pt]
Industrial Systems and General-Purpose Machinery	361.8	333.5	(28.2)	206.1	208.6	+2.4	350.2	329.9	(20.3)	2.9 [0.8%]	28.7 [8.7%]	+25.7 [+7.9pt]
Aero Engine, Space and Defense	478.3	416.4	(61.9)	605.9	606.6	+0.7	377.3	423.8	+46.4	94.6 [25.1%]	70.6 [16.7%]	(23.9) [(-8.4pt)]
Total Reportable Segment	1,194.0	1,340.6	+146.5	1,466.7	1,806.3	+339.6	1,127.1	1,107.8	(19.2)	105.5	101.2	(4.2)
Other	57.6	62.2	+4.6	20.6	23.8	+3.1	52.5	57.2	+4.7	5.2	10.7	+5.4
Adjustment	(37.4)	(38.0)	(0.6)	-	-	-	(29.6)	(35.7)	(6.0)	(7.3)	(9.4)	(2.1)
Total	1,214.2	1,364.8	+150.6	1,487.3	1,830.2	+342.8	1,149.9	1,129.3	(20.6)	103.4 [9.0%]	102.5 [9.1%]	(0.9) [+0.1pt]
Overseas	597.0	664.8	+67.8	289.1	360.0	+70.8	659.0	605.1	(53.9)			
Percentage of Overseas	49%	49%	-	19%	20%	+1pt	57%	54%	(3pt)			

Note: Due to the change in the reporting segment, the results for Urban development have been reclassified from “Social Infrastructure” to “Other.”

Factors of Change in Operating Profit by Segment

Year on year

IHI

(Q3 FY2024 vs. Q3 FY2025)

(¥ Bil.)	Changes in business environment	Expansion of LCB	Reinforcement of cost structure	Change in foreign exchange rate	Change in SG&A	Reformation of business structure	Other	Total
Resources, Energy and Environment	(1.1)	+1.0	(8.3)	(0.1)	+2.1	(4.9)	+2.9	(8.4)
Social Infrastructure	+0.9		+4.2		(1.0)	(1.7)		+2.4
Industrial Systems and General-Purpose Machinery	+0.5	+2.6	+7.6	(0.1)	(0.7)	+4.5	+11.3	+25.7
Aero Engine, Space and Defense	(15.0)		+1.0	(4.0)	(*) (8.4)			(23.9)
The additional inspection program for PW1100G-JM engines				+2.4				
Total Reportable Segment	(14.7)	+3.6	+4.5	(1.8)	(8.0)	(2.1)	+14.2	(4.2)
Other	+0.4				(0.4)		+5.4	+5.4
Adjustment					(2.1)			(2.1)
Total	(14.3)	+3.6	+4.5	(1.8)	(10.5)	(2.1)	+19.6	(0.9)

(*) P7: Includes rebound from bad debt expenses towards US-based airline accounted in the previous FY

Notes:

- There are cases where the aggregated amount of each segment or factor doesn't match the total due to rounding. Change in SG&A and change in other income and expenses exclude change in foreign exchange rate and other factors.
- Due to the change in the reporting segment, the results for Urban development have been reclassified from "Social Infrastructure" to "Other."

Factors of Change in Operating Profit by Segment

Quarter-on-quarter

IHI

(FY2025 forecasts announced in November vs. February)

(¥ Bil.)	Changes in business environment	Expansion of LCB	Reinforcement of cost structure	Change in foreign exchange rate	Change in SG&A	Reformation of business structure	Other	Total
Resources, Energy and Environment			(2.0)			(3.0)		(5.0)
Social Infrastructure								-
Industrial Systems and General-Purpose Machinery								-
Aero Engine, Space and Defense								-
Total Reportable Segment	-	-	(2.0)	-	-	(3.0)	-	(5.0)
Other								-
Adjustment						+5.0		+5.0
Total	-	-	(2.0)	-	-	+2.0	-	-

Note: There are cases where the aggregated amount of each segment or factor doesn't match the total due to rounding. Change in SG&A and change in other income and expenses exclude change in foreign exchange rate and other factors.

Financial Forecasts by Segment (Transition of announced forecasts)

(¥ Bil.)	Orders received					Revenue					Operating profit				
	FY2024	FY2025 Beginning	FY2025 Forecast (in Aug.)	FY2025 Forecast (in Nov.)	FY2025 Forecast (in Feb.)	FY2024	FY2025 Beginning	FY2025 Forecast (in Aug.)	FY2025 Forecast (in Nov.)	FY2025 Forecast (in Feb.)	FY2024	FY2025 Beginning	FY2025 Forecast (in Aug.)	FY2025 Forecast (in Nov.)	FY2025 Forecast (in Feb.)
Resources, Energy and Environment	370.3	470.0	470.0	500.0	590.0	411.4	380.0	380.0	370.0	370.0	16.1 [3.9%]	24.0 [6.3%]	24.0 [6.3%]	11.0 [3.0%]	6.0 [1.6%]
Social Infrastructure	150.4	140.0	140.0	130.0	130.0	146.0	130.0	130.0	120.0	120.0	(4.2) [(2.9%)]	7.0 [5.4%]	7.0 [5.4%]	4.0 [3.3%]	4.0 [3.3%]
Industrial Systems and General-Purpose Machinery	484.4	450.0	450.0	450.0	450.0	484.8	440.0	440.0	440.0	440.0	10.8 [2.2%]	25.0 [5.7%]	40.0 [9.1%]	40.0 [9.1%]	40.0 [9.1%]
Aero Engine, Space and Defense	719.9	710.0	710.0	750.0	750.0	555.7	680.0	680.0	690.0	690.0	122.7 [22.1%]	109.0 [16.0%]	109.0 [16.0%]	119.0 [17.2%]	119.0 [17.2%]
Total Reportable Segment	1,725.1	1,770.0	1,770.0	1,830.0	1,920.0	1,598.0	1,630.0	1,630.0	1,620.0	1,620.0	145.4	165.0	180.0	174.0	169.0
Other	75.5	70.0	70.0	70.0	70.0	77.2	70.0	70.0	70.0	70.0	16.8	25.0	10.0	14.0	14.0
Adjustment	(49.5)	(50.0)	(50.0)	(50.0)	(50.0)	(48.4)	(50.0)	(50.0)	(50.0)	(50.0)	(18.7)	(40.0)	(40.0)	(28.0)	(23.0)
Total	1,751.1	1,790.0	1,790.0	1,850.0	1,940.0	1,626.8	1,650.0	1,650.0	1,640.0	1,640.0	143.5 [8.8%]	150.0 [9.1%]	150.0 [9.1%]	160.0 [9.8%]	160.0 [9.8%]

Note: Due to the change in the reporting segment, the results for Urban development have been reclassified from “Social Infrastructure” to “Other.”

Factors of Change in Operating Profit by Segment

(FY2024 vs FY2025 forecasts announced in February)

(¥ Bil.)	Changes in Business Environment	Expansion of LCB	Reinforcement of cost structure	Change in foreign exchange rate	Change in SG&A	Reformation of business structure	Other	Total
Resources, Energy and Environment	+1.0	+2.0	(9.2)			(8.0)	+4.0	(10.2)
Social Infrastructure	(0.5)		+4.3			+3.4	+1.0	+8.2
Industrial Systems and General-Purpose Machinery	(3.0)	+3.0	+10.1			+4.1	+15.0	+29.2
Aero Engine, Space and Defense	+24.0		+5.2	(18.9)	(*) (14.0)			(3.7)
Total Reportable Segment	+21.5	+5.0	+10.4	(18.9)	(14.0)	(0.5)	+20.0	+23.5
Other			(0.3)		(1.0)		(1.5)	(2.9)
Adjustment			+1.8		(1.0)	(5.0)		(4.2)
Total	+21.5	+5.0	+11.9	(18.9)	(16.0)	(5.5)	+18.5	+16.4

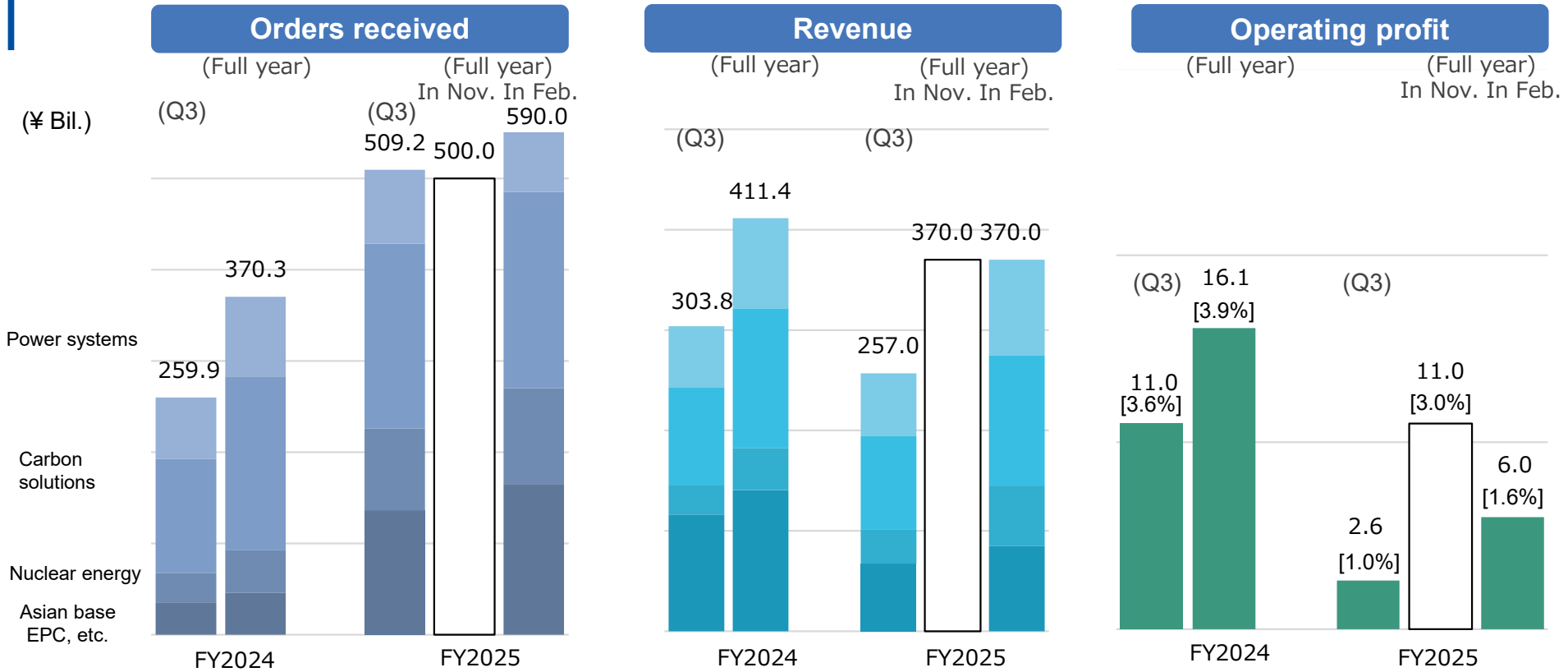
(*) P7: Includes rebound from bad debt expenses towards US-based airline accounted in the previous FY

Notes:

- There are cases where the aggregated amount of each segment or factor doesn't match the total due to rounding. Change in SG&A and change in other income and expenses exclude change in foreign exchange rate and other factors.
- Due to the change in the reporting segment, the results for Urban development have been reclassified from "Social Infrastructure" to "Other."

Financial Results & Forecasts by Segment

<Resources, Energy and Environment>



	Orders received				Revenue			
	Q3 FY24	FY2024 Full year	Q3 FY25	FY2025 Full year	Q3 FY24	FY2024 Full year	Q3 FY25	FY2025 Full year
Power Systems	67.1	87.4	80.7	105.0	61.3	89.7	62.7	95.0
Carbon Solutions	125.2	190.4	202.6	215.0	96.6	139.1	93.1	130.0
Nuclear Energy	32.2	46.4	89.9	105.0	29.7	41.9	33.9	60.0
Asian Base EPC	36.9	48.1	137.7	165.0	117.6	142.7	68.7	85.0

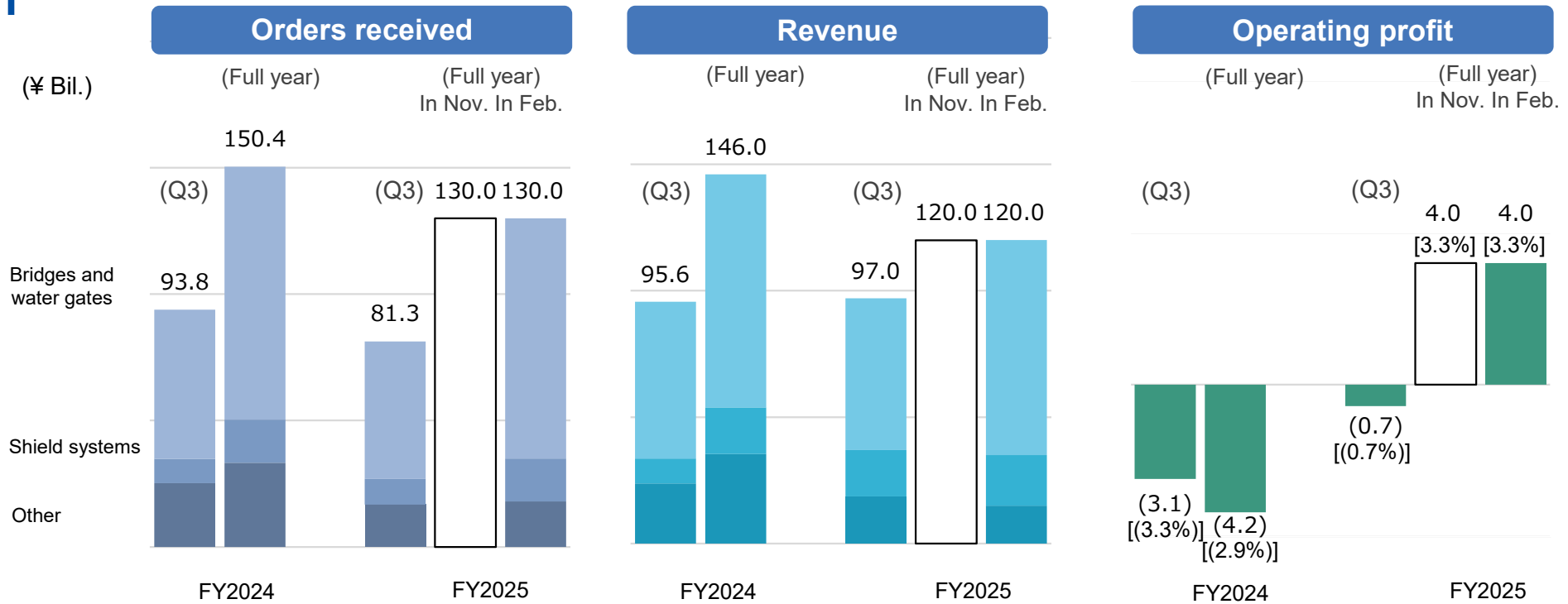
Additional notes

Full year forecast

- Orders received: Upward revision by ¥90.0 Bil. in all business units reflecting results up to Q3.
- Operating profit: Reflected cost for business structure reformation.

Financial Results & Forecasts by Segment

<Social Infrastructure>



	Orders received				Revenue			
	Q3 FY24	FY2024 Full year	Q3 FY25	FY2025 Full year	Q3 FY24	FY2024 Full year	Q3 FY25	FY2025 Full year
Bridges and Water gates	58.9	100.1	54.4	95.0	62.0	92.2	60.0	85.0
Shield Systems	9.7	17.0	10.2	17.0	9.8	18.4	18.3	20.0
Divested businesses	24.1	32.0	15.3	15.3	22.7	34.0	17.4	17.4

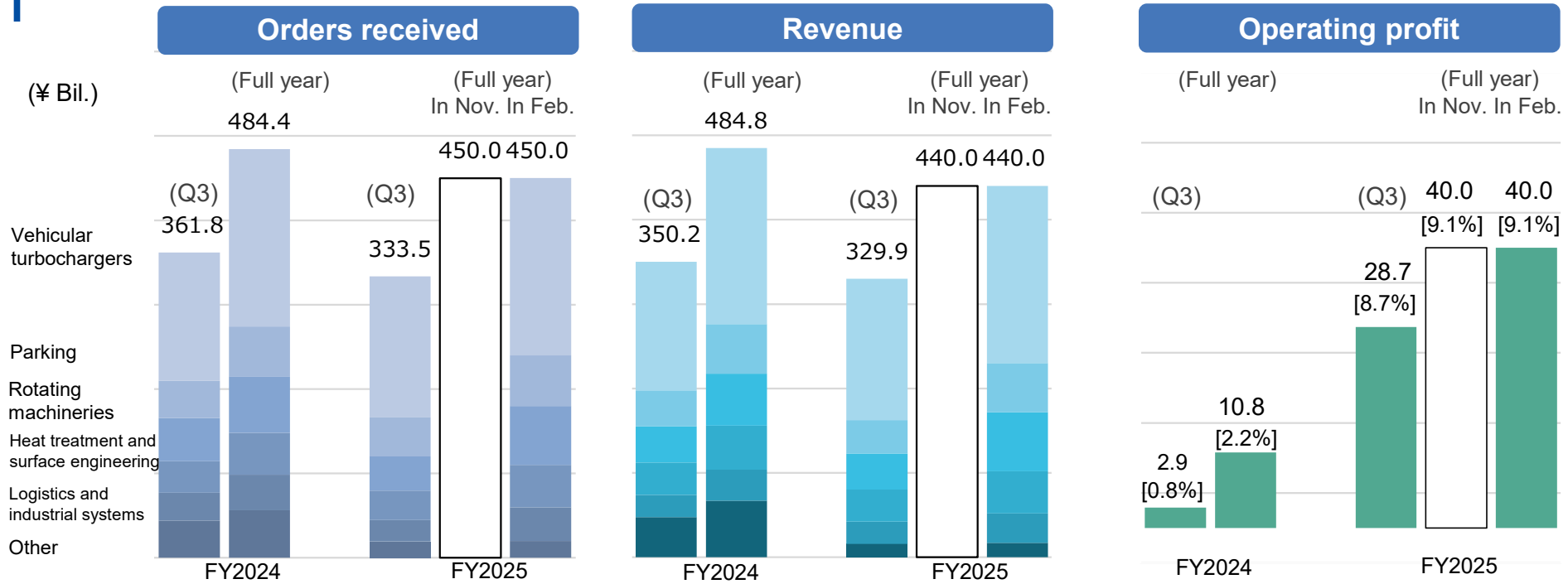
Additional notes

- A loss on transfer of the business was recognized upon the completion of the business divestiture of Transport systems completed on December 30, 2025.

Note: Due to the change in the reporting segment, the results for Urban development have been reclassified from "Social Infrastructure" to "Other."

Financial Results & Forecasts by Segment

<Industrial Systems and General-Purpose Machinery>

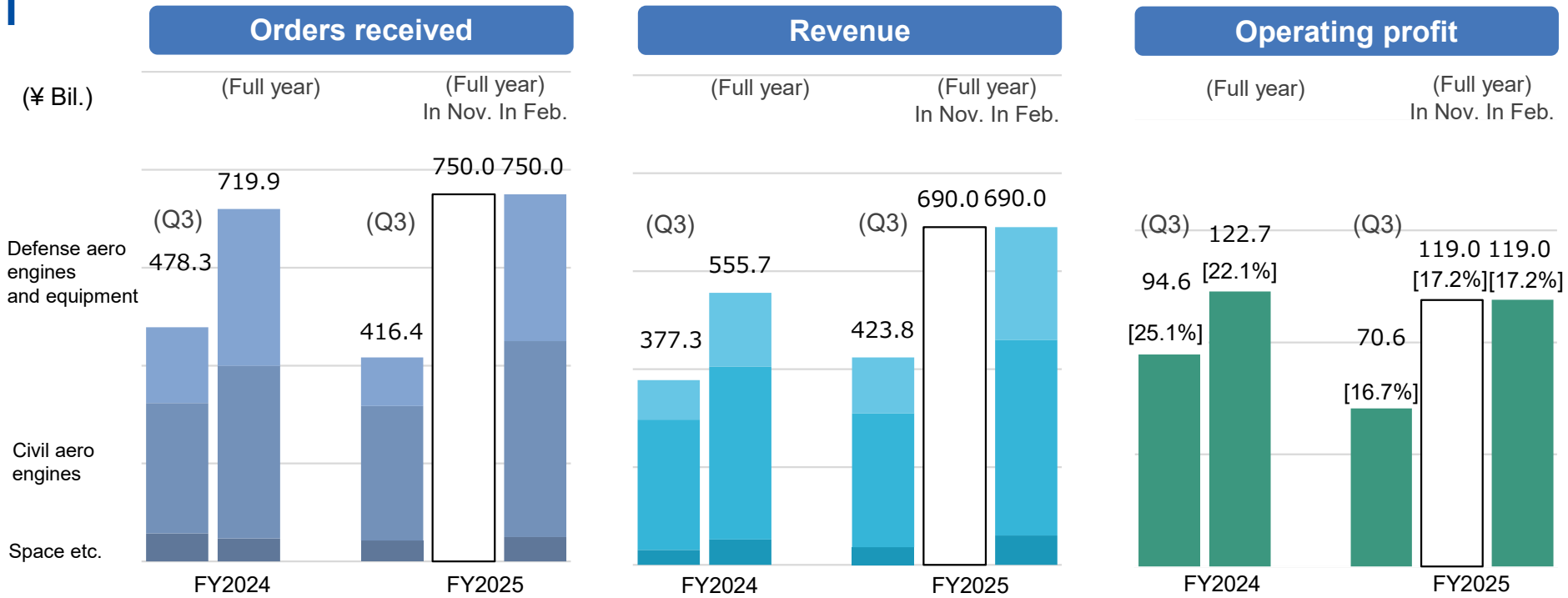


	Orders received				Revenue			
	Q3 FY24	FY2024 Full year	Q3 FY25	FY2025 Full year	Q3 FY24	FY2024 Full year	Q3 FY25	FY2025 Full year
Vehicular Turbochargers	152.1	210.2	167.2	210.0	152.3	208.6	167.3	210.0
Parking	43.8	59.2	46.2	60.0	42.7	58.7	39.7	58.0
Rotating Machineries	51.5	66.8	40.5	70.0	43.0	61.6	42.8	70.0
Heat Treatment and Surface Engineering	37.3	49.8	34.9	50.0	38.4	52.1	37.8	50.0
Logistics and Industrial Systems	33.0	41.9	25.4	40.0	26.2	36.7	26.6	35.0
Divested businesses	35.6	47.8	11.0	11.0	35.6	52.6	6.6	6.6

Additional notes

- A gain on the transfer of the businesses was recognized upon the completion of the business divestiture of Materials handling system on July 1, 2025.

Financial Results & Forecasts by Segment <Aero Engine, Space and Defense>



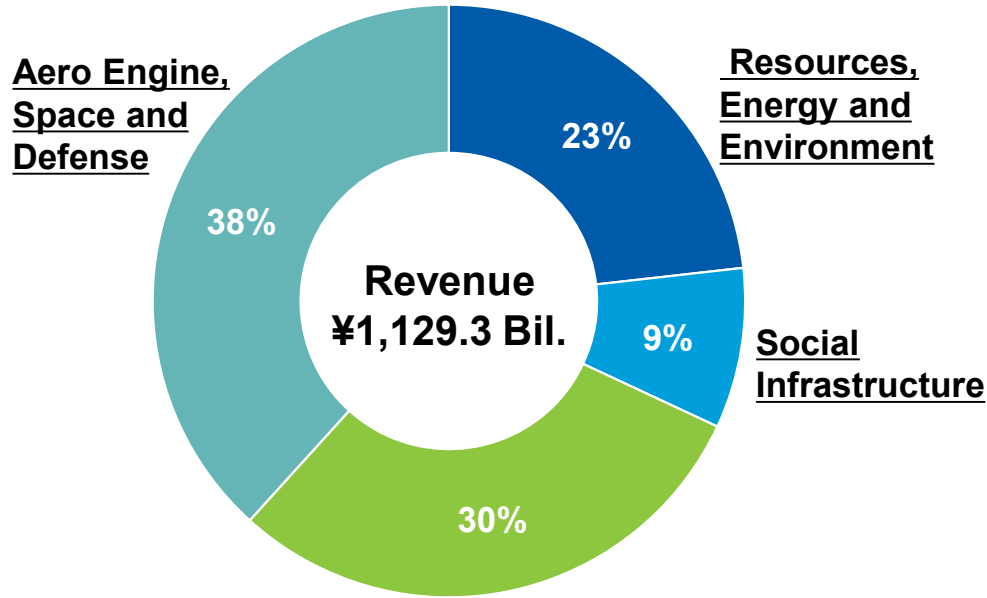
	Orders received				Revenue			
	Q3 FY24	FY2024 Full year	Q3 FY25	FY2025 Full year	Q3 FY24	FY2024 Full year	Q3 FY25	FY2025 Full year
Defense Aero-Engines and Equipment	154.7	320.5	99.2	300.0	80.5	150.2	113.7	230.0
Civil Aero-Engines	266.3	352.4	274.8	400.0	266.0	351.6	273.9	400.0
Space	43.6	58.8	21.2	40.0	14.9	29.7	19.2	40.0

Additional notes

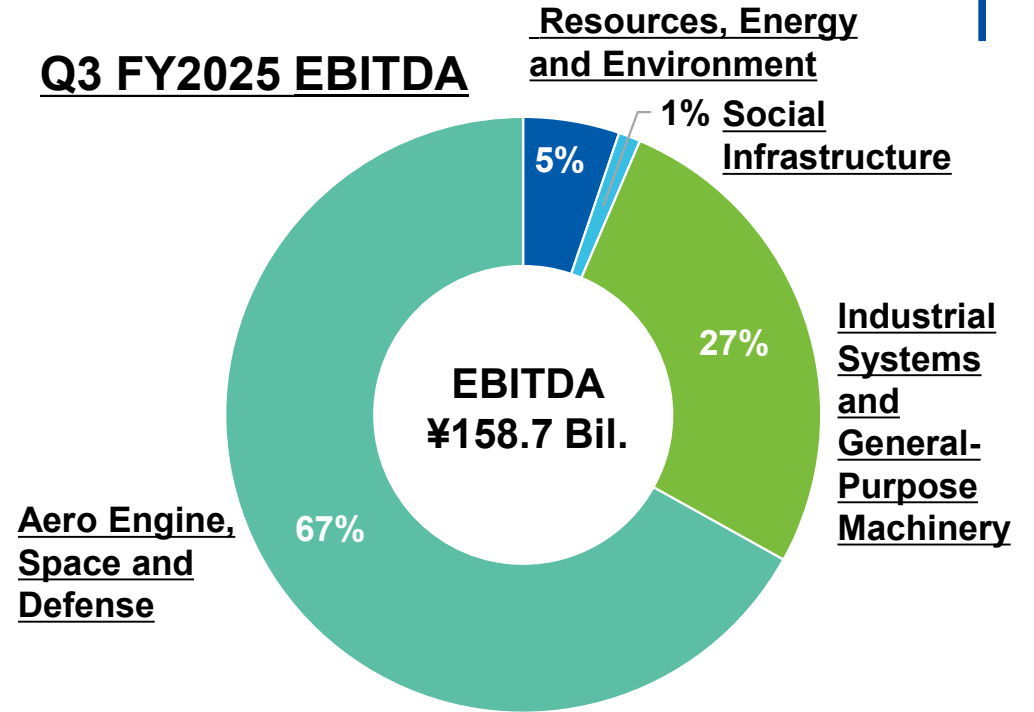
- Meisei Electric Co., Ltd. is to be deconsolidated upon the completion of the business divestiture on February 2, 2026.

Revenue, Operating Profit, and EBITDA by Segment

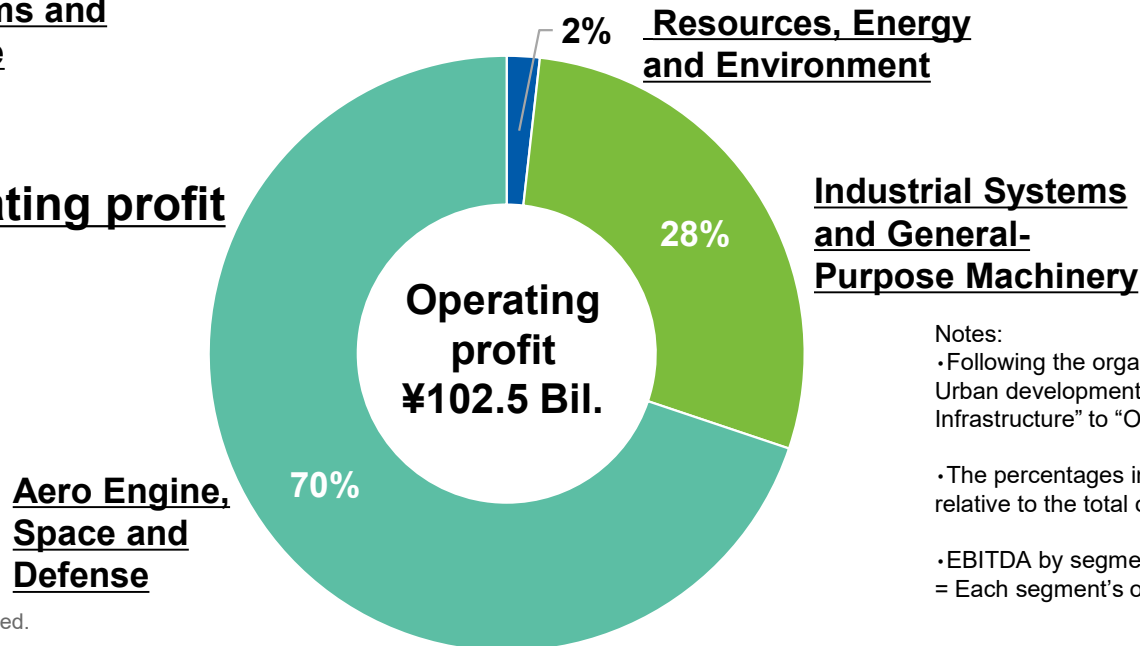
Q3 FY2025 Revenue



Q3 FY2025 EBITDA



Q3 FY2025 Operating profit



Notes:

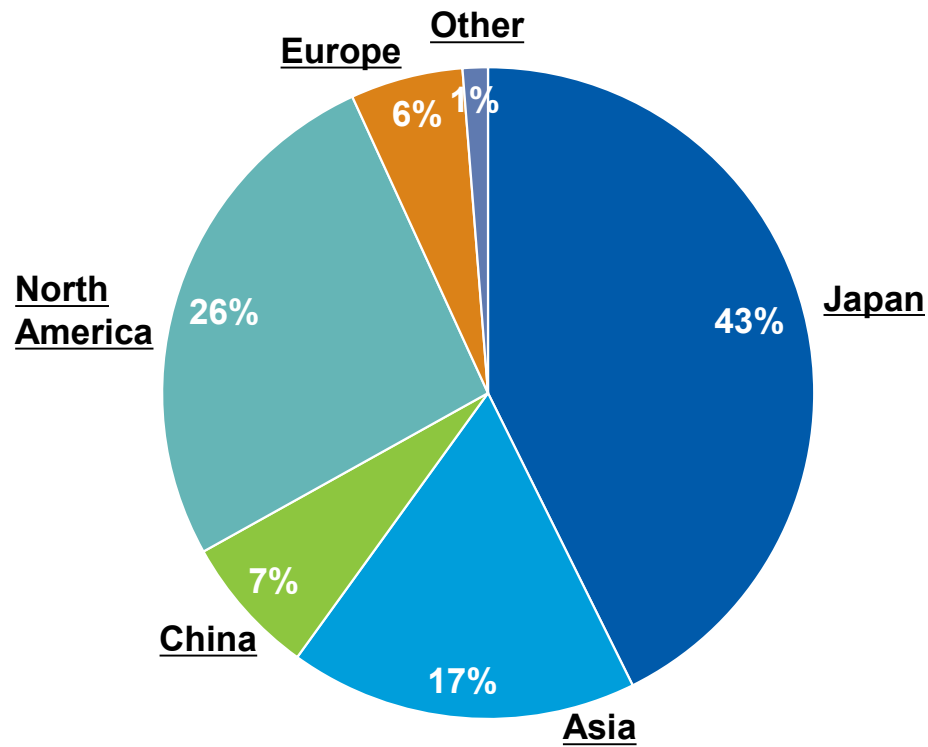
• Following the organizational restructuring in FY2025, Urban development has been retroactively reclassified from “Social Infrastructure” to “Other.”

• The percentages in pie chart represent the composition ratio relative to the total of reportable segments.

• EBITDA by segment

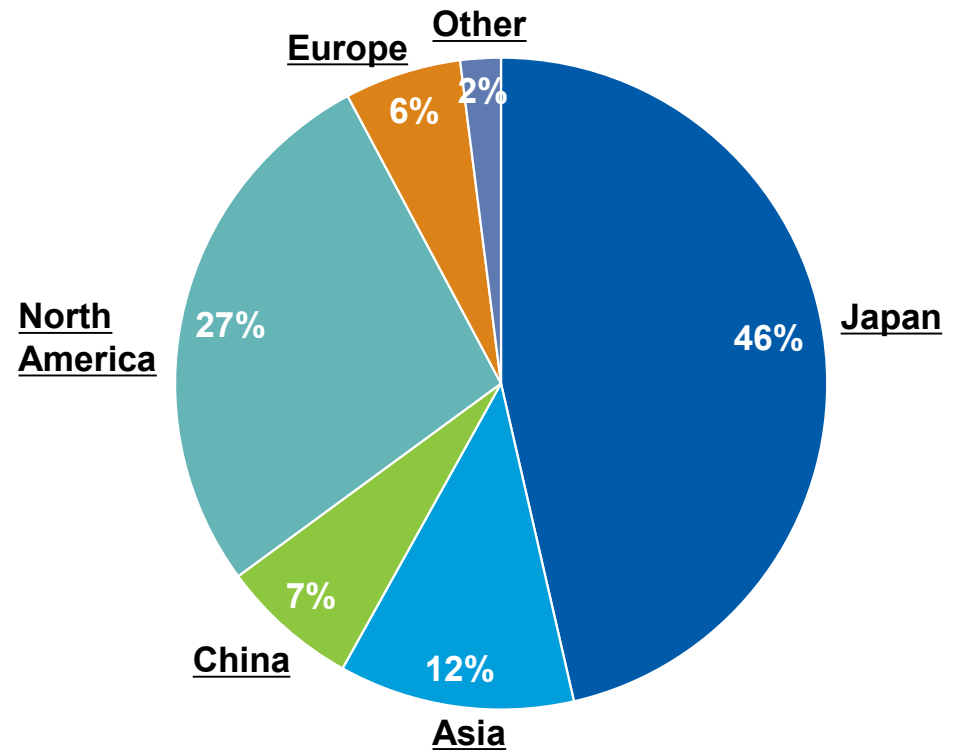
= Each segment's operating profit + Each segment's depreciation

Q3 FY2024



Overseas revenue
¥659.0 Bil.

Q3 FY2025

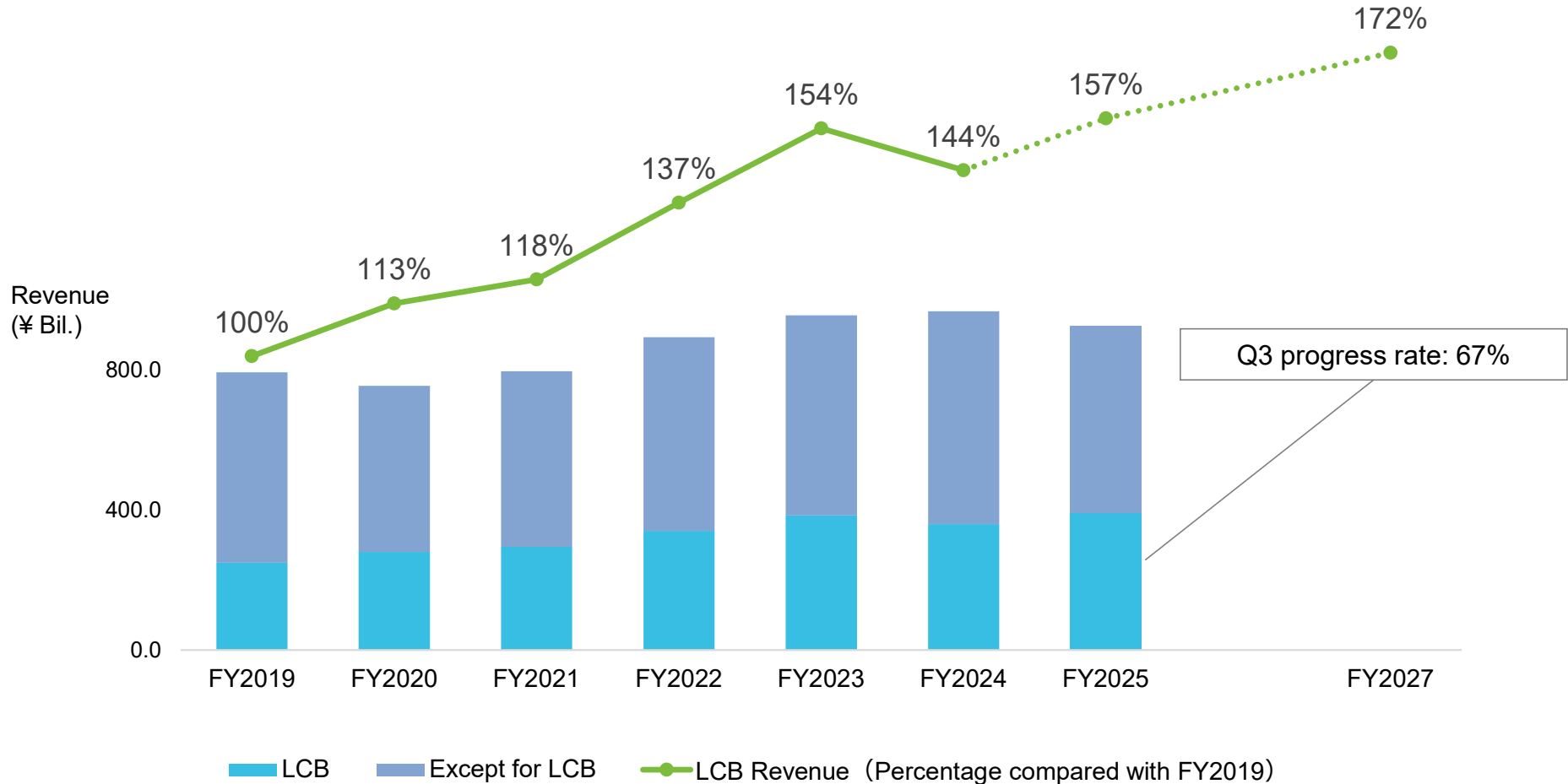


Overseas revenue
¥605.1 Bil.

The Status of LCB in Conventional Businesses

Note 1: Conventional Businesses: Energy Business, Infrastructure Business, and Industrial Systems Business.

Note 2: Figures affected by business divestitures and segment changes which have been excluded from past results such as Concrete construction materials, Transport machineries, Transport systems and Urban development.



LCB (Lifecycle business) sales tend to be concentrated at the fiscal year end. The Q3 progress rate is in line with expectations.

Financial Position

(¥ Bil.)	As of March 31, 2025	As of December 31, 2025	Change
Total assets	2,240.3	2,454.3	+213.9
Cash and cash equivalents	136.8	105.0	(31.7)
Trade receivables & contract assets	620.6	710.9	+90.3
Inventories	444.0	553.9	+109.8
Total liabilities	1,731.7	1,863.0	+131.3
Trade payables etc.	287.2	356.2	+69.0
Contract liabilities	252.9	300.7	+47.7
Refund liabilities	153.0	126.5	(26.4)
Interest-bearing liabilities	514.7	638.3	+123.6
Bonds and borrowings	389.3	513.4	+124.0
Lease liabilities	125.3	124.8	(0.4)
Total equity	508.6	591.3	+82.6
Equity attributable to owners of parent	481.7	563.6	+81.9
Non-controlling interests	26.9	27.6	+0.7
Total liabilities and equity	2,240.3	2,454.3	+213.9

Cash Flows / R&D / CAPEX / Depreciation (Q3 FY2024 vs Q3 FY2025)

(¥ Bil.)	Q3 FY2024	Q3 FY2025	Change
Profit before tax	114.6	118.9	+4.3
Depreciation	53.0	56.1	+3.1
Other	(11.1)	(16.4)	(5.2)
EBITDA	156.4	158.7	+2.2
Expenditures related to the additional inspection program for PW1100G-JM engines *1	(17.7)	(34.7)	(17.0)
Change in working capital *2	(189.5)	(103.7)	+85.8
Tax payments	2.1	(80.9)	(83.0)
Other	(3.6)	(12.5)	(8.9)
Cash flows from operating activities	(52.3)	(73.2)	(20.9)
Cash flows from investing activities	(39.1)	(47.7)	(8.5)
Free cash flows	(91.5)	(120.9)	(29.4)

*1: Expenditures related to the additional inspection program for PW1100G-JM engines are shown separately from conventional "change in working capital."

*2: Change in working capital consists of change in trade receivables, contract assets, inventories, prepayments, contract liabilities, trade payables, and refund liabilities.
Working capital = Trade receivables + Contract assets + Inventories + Prepayments - Contract liabilities - Trade payables - Refund liabilities.

(¥ Bil.)	Q3 FY2024	Q3 FY2025	Change
R&D	22.6	24.6	+1.9
CAPEX	48.5	64.9	+16.3
Depreciation	53.0	56.1	+3.1

Cash Flows / R&D / CAPEX / Depreciation

(Forecasts for FY2025 announced in November vs. February)

(¥ Bil.)	FY2024	FY2025 Forecast (in November)	FY2025 Forecast (in February)	Change Feb. - Nov.
Profit before tax	138.4	145.0	145.0	-
Depreciation	72.1	70.0	70.0	-
Other	5.0	15.0	15.0	-
EBITDA	215.6	230.0	230.0	-
Expenditures related to the additional inspection program of PW1100G-JM engines *1	(39.3)	(45.0)	(45.0)	-
Change in working capital *2	(1.2)	(43.0)	(43.0)	-
Other	2.4	(42.0)	(42.0)	-
Cash flows from operating activities	177.6	100.0	100.0	-
Cash flows from investing activities	(58.8)	(90.0)	(90.0)	-
Free cash flows	118.8	10.0	10.0	-

*1: Expenditures related to the additional inspection program for PW1100G-JM engines are shown separately from conventional "change in working capital."

*2: Change in working capital consists of change in trade receivables, contract assets, inventories, prepayments, contract liabilities, trade payables, and refund liabilities.

Working capital = Trade receivables + Contract assets + Inventories + Prepayments - Contract liabilities - Trade payables - Refund liabilities

(¥ Bil.)	FY2024	FY2025 Forecast (in November)	FY2025 Forecast (in February)	Change Feb. - Nov.
R&D	34.0	45.0	45.0	-
CAPEX	97.4	110.0	110.0	-
Depreciation	72.1	70.0	70.0	-

Financial Performance

(¥ Bil.)

	FY2019	FY2020	FY2021	FY2022	FY2023	FY2024	Q3 FY2025	FY2025 (Forecast)	FY2025 (Forecast in Nov.)
Orders received	1,280.0	1,097.0	1,261.2	1,366.1	1,376.8	1,751.1	1,364.8	1,940.0	1,850.0
Revenue	1,263.1	1,112.9	1,172.9	1,352.9	1,322.5	1,626.8	1,129.3	1,640.0	1,640.0
Operating profit	47.8	27.9	81.4	81.9	(70.1)	143.5	102.5	160.0	160.0
Profit attributable to owners of parent	8.2	13.0	66.0	44.5	(68.2)	112.7	85.0	125.0	125.0
EPS [Yen] (*1)	7.70	12.59	62.82	42.07	(64.40)	106.41	80.21	117.49	117.49
EBITDA	95.4	92.3	91.1	151.1	(*2) 175.0	215.6	158.7	230.0	230.0
Cash flows from operating activities	42.4	36.3	114.1	54.1	62.1	177.6	(73.2)	100.0	100.0
Cash flows from investing activities	(85.5)	(40.4)	27.9	(52.3)	(51.6)	(58.8)	(47.7)	(90.0)	(90.0)
Free cash flows	(43.0)	(4.1)	142.0	1.7	10.4	118.8	(120.9)	10.0	10.0
Dividends per share (yen) (*1) (Interim/Year-end)	7.14 (4.29 / 2.86)	0	10.00 (4.29 / 5.71)	12.86 (5.71 / 7.14)	14.29 (7.14 / 7.14)	17.14 (7.14 / 10.00)	-	20.00 (10.00 / 10.00)	20.00 (10.00 / 10.00)
Operating margin [%]	3.8	2.5	6.9	6.1	(5.3)	8.8	9.1	9.8	9.8
ROIC [%]	4.1	2.2	6.4	6.3	(4.9)	10.5	-	10.6	10.6
ROE [%]	2.8	4.5	19.3	11.0	(16.9)	26.3	-	23.8	23.8
CCC [days]	92	124	112	120	(*2) 132	(*2) 115	-	-	-
D/E ratio [times]	2.00	1.85	1.24	1.14	1.43	1.01	1.08	0.97	0.97
Ratio of equity attributable to owners of parent [%]	15.0	16.4	20.3	22.2	17.9	21.5	23.0	24.5	24.5

ROIC = (Operating profit + Interest income and dividend income) after tax / (Equity attributable to owners of parent + Interest-bearing liabilities)

ROE = Profit attributable to owners of parent / Equity attributable to owners of parent

CCC = Working capital / Revenue * 365 days

D/E ratio = Interest-bearing liabilities / Total equity

Ratio of equity attributable to owners of parent = Equity attributable to owners of parent / Total liabilities and equity

(*1): Figures have been retrospectively adjusted for the 7-for-1 stock split implemented in October 2025 and rounded to the second decimal place.

(*2): Excluding loss related to the IHI E&C litigation settlement impact and the additional inspection program for PW1100G-JM engines.

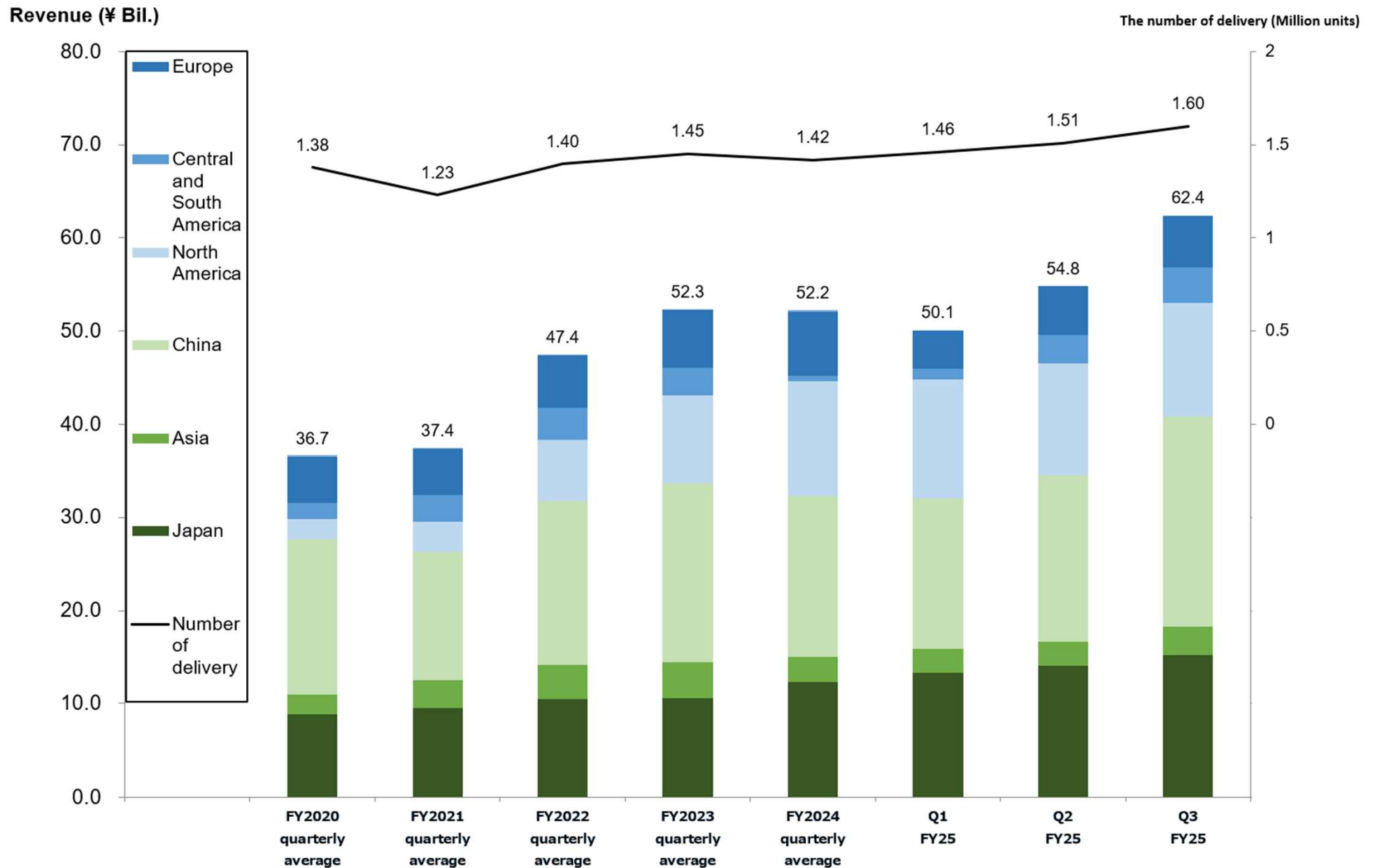
Revenue & Number of Civil aero engines Delivered

	Japanese GAAP				IFRS								Main aircraft
	FY15	FY16	FY17	FY18	FY19	FY20	FY21	FY22	FY23	FY24	FY25		
											Q3	Forecast	
Revenue (¥ Bil.)	299.1	291.5	281.0	318.5	222.4	101.7	123.3	201.4	97.0	351.6	273.9	400.0	
Cumulative total of civil aero engines delivered (Units)													
V2500	6,896	7,236	7,508	7,688	7,735	7,740	7,756	7,776	7,782	7,801	7,819		Airbus A319/320/321
GE90	2,257	2,457	2,617	2,715	2,824	2,885	2,925	2,968	3,029	3,085	3,131		Boeing B777
CF34	4,471	4,821	5,085	5,331	5,611	5,798	5,926	6,085	6,201	6,321	6,414		Regional jets (70 to 110 passengers)
GE9x	1,035	1,295	1,542	1,826	2,159	2,328	2,425	2,494	2,577	2,657	2,758		Boeing B787/B747-8
PW1100G	16	148	398	1,058	1,784	2,144	2,585	3,146	3,821	4,502	5,028		Airbus A320neo
Passport 20			13	66	142	202	269	335	406	480	531		Bombardier Global 7500
GE9X											5		Boeing B777X
Total	14,675	15,957	17,163	18,684	20,255	21,097	21,886	22,804	23,816	24,846	25,686	26,149	
Number of Civil aero engines delivered in a single fiscal year (Units)	1,260	1,282	1,206	1,521	1,571	842	789	918	1,012	1,030	840	1,303	

Revenue by Region & Number of Vehicular turbochargers Delivered

(¥ Bil.)	Japanese GAAP				IFRS							
	FY15	FY16	FY17	FY18	FY19	FY20	FY21	FY22	FY23	FY24	FY25	
											Q3 YTD	Forecast
Japan	34.6	38.9	39.8	44.6	39.1	35.4	38.0	41.8	42.1	49.1	42.6	53.0
Asia	21.6	15.8	11.7	11.0	10.7	8.5	11.8	14.9	15.8	10.9	8.3	11.0
China	24.9	48.5	71.9	63.1	57.2	66.5	55.4	70.2	76.6	69.4	56.4	69.0
North America	2.4	3.3	8.4	11.6	10.8	9.0	13.1	26.4	37.8	49.2	37.0	50.0
Central and South America	3.4	6.1	7.4	7.5	6.6	6.9	11.5	13.8	12.1	2.3	8.1	10.0
Europe	74.3	61.7	81.1	51.3	28.9	19.9	19.5	22.3	24.5	27.5	14.9	17.0
Other	0.0	0.0	0.0	0.0	0.1	0.1	0.1	0.1	0.1	0.2	0.0	0.0
Total	161.6	174.6	220.5	189.5	153.6	146.6	149.4	189.5	209.0	208.6	167.3	210.0
The number of delivery (Million Units)	5.36	6.10	7.90	6.76	6.00	5.51	4.92	5.59	5.81	5.67	4.57	6.00

Revenue by Region & Number of Vehicular turbochargers Delivered



(1) Lease revenue in the Toyosu area

(¥ Bil.)	Japanese GAAP				IFRS							
	'15	'16	'17	'18	'19	'20	'21	'22	'23	'24	'25	
											Q3	Forecast
Lease revenue	10.1	9.3	9.2	9.3	9.4	12.3	12.1	12.2	12.0	12.2	9.6	12.6

(2) Lease revenue and expenses in the Toyosu area

(¥ Bil.)	Lease revenue	Lease expense		Difference
		Depreciation	Others	
Q3 FY2025	9.6	3.4	3.5	+2.6

(3) Fair value of investment property in the Toyosu area

(¥ Bil.)	Carrying amount balance			Fair value as of March 31, 2025 (B)	(B) - (A)
	As of April 1, 2024	Net change	As of March 31, 2025 (A)		
FY2024	97.3	(4.4)	92.9	222.6	129.6

Note: Amounts are as of the end of the previous year.

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