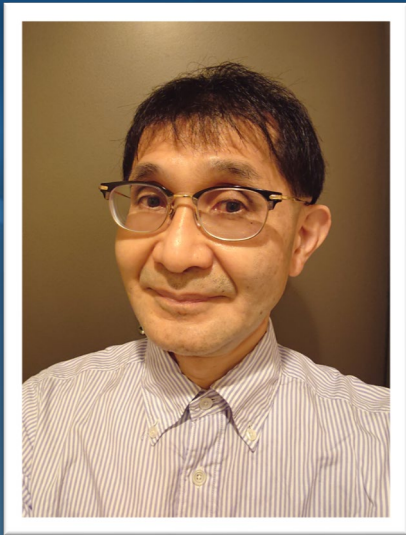


IHI DEPLOYMENT



HIROSHI YAMAMOTO

GENERAL MANAGER, QUALITY SYSTEM DEPT.
IHI CORP.

1. Company profile of IHI Corporation



Year of establishment
1853



Number of employees
(consolidated)
29,149



Overseas
representative offices
14



Capital
107.1 billion yen
(8.3 million dollars converted to 115 yen per dollar)



Works
6



Affiliated companies in Japan
63
[Subsidiaries: 46 Affiliates: 17]



Revenue(Consolidated)
1,112.9 billion yen
(fiscal 2020)
(8.6 billion dollars converted to 115 yen per dollar)



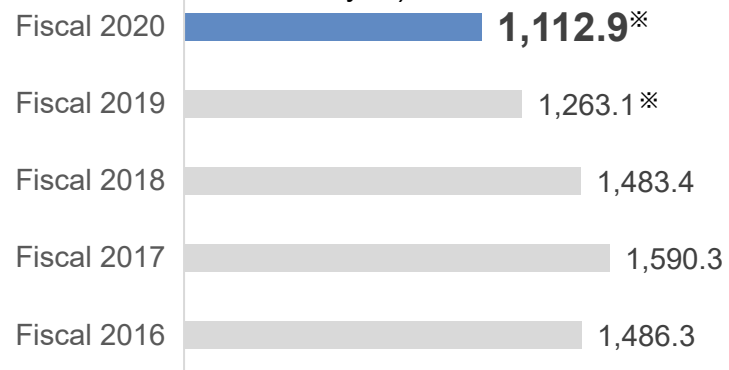
Branches in Japan
8



Overseas affiliates
143
[Subsidiaries: 121 Affiliates: 22]

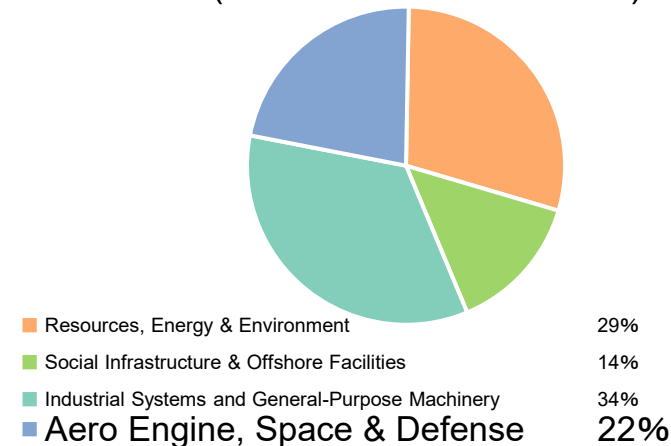
Net sales/Revenue

Consolidated net sales/sales revenue (billions of yen)



* IHI adopted International Financial Reporting Standards (IFRS) from fiscal 2020, showing sales based on those sales from fiscal 2019.

Revenue Compositions by business areas (Consolidated/fiscal 2020)



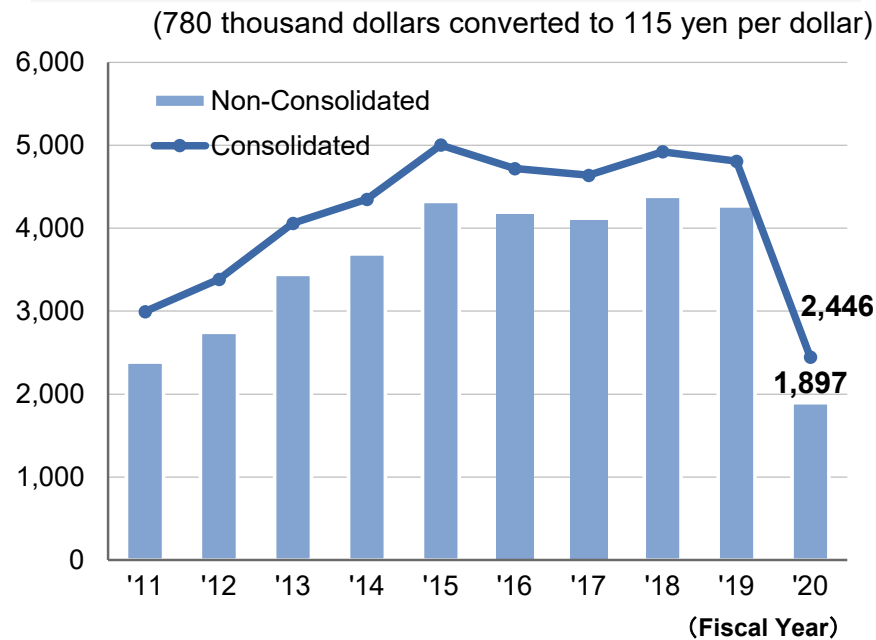
Note : The total may not be 100% owing to the exclusion of "Other" and "Adjustments".

2. Profile of Aero-Engine, Space & Defense Business Area

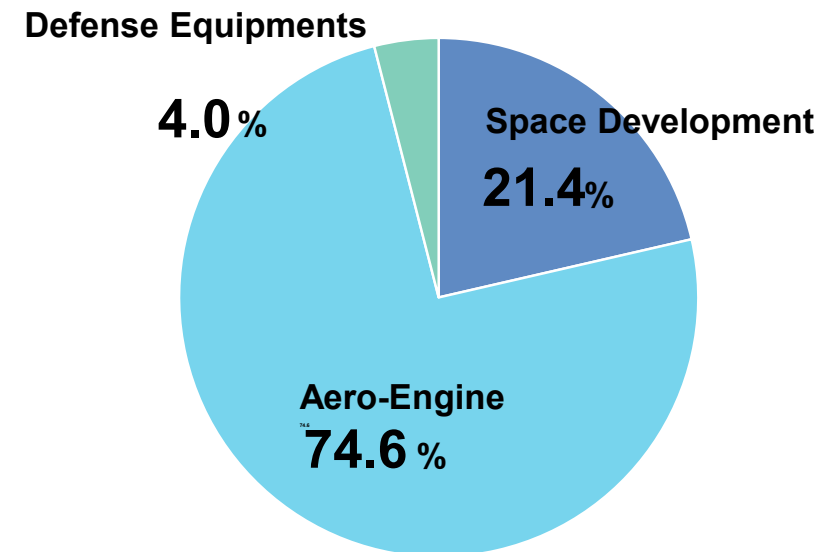
President of Business Area		Hideo Morita
		Managing Executive Officer
Employees (as of March 31, 2021)	(consolidated)	6,765
	(non-consolidated)	4,212

Operation divisions	<ul style="list-style-type: none"> ● Defense Systems Div. ● Civil Aero-Engine Div. ● Space Development Dept. ● Research & Engineering Div. ● Manufacturing Div. ● Life Cycle Solution Div.
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Annual Sales (Unit: 100 million yen)

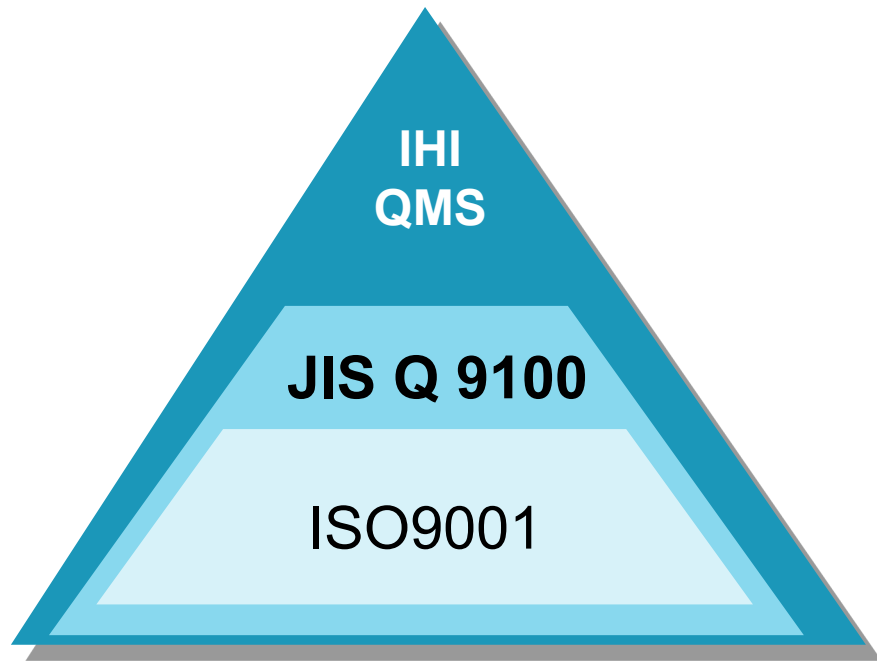


Consolidated Sales Ratio (In fiscal 2020)

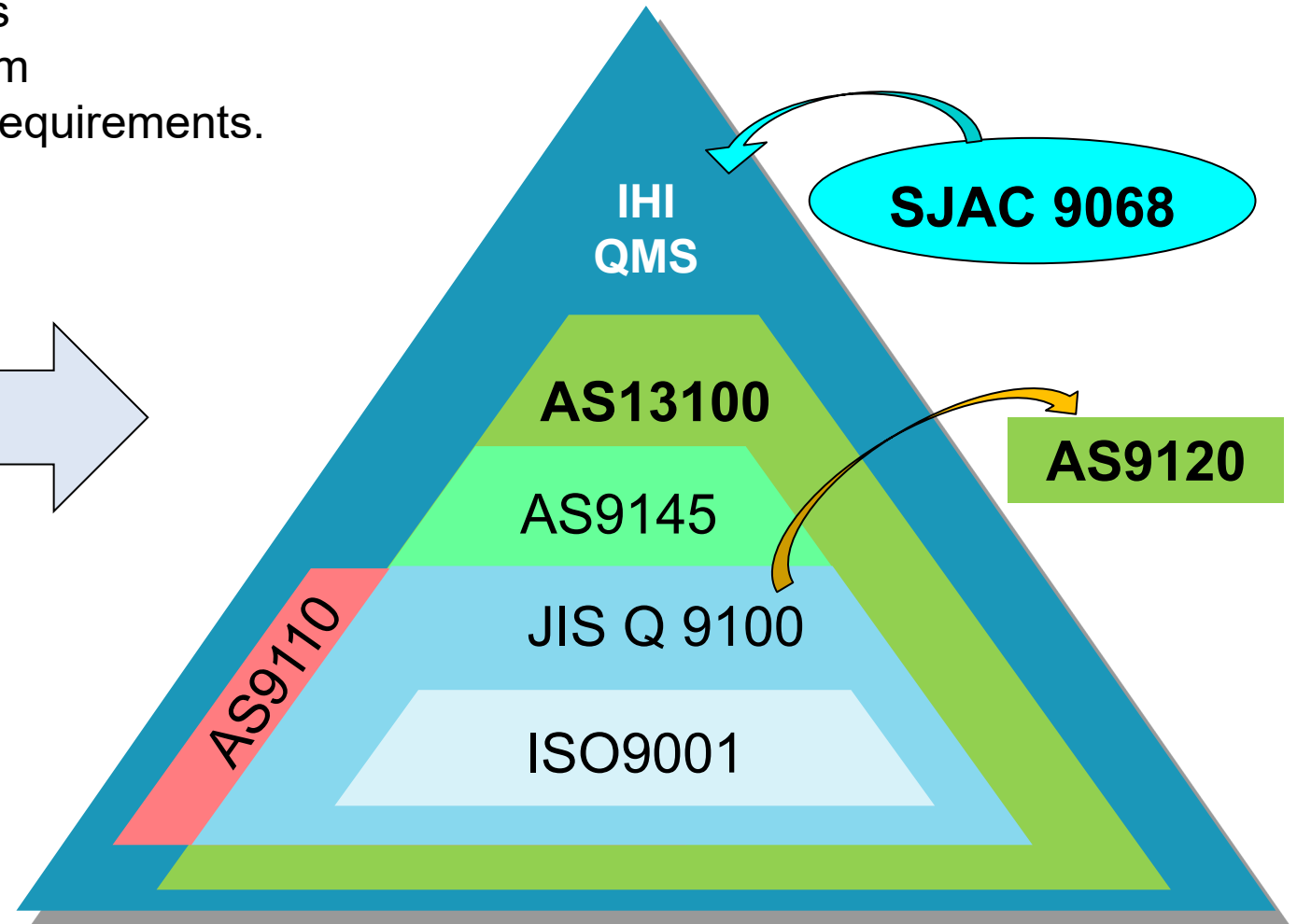
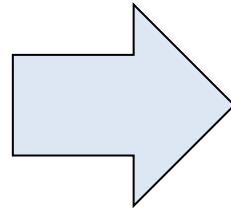


3. IHI Quality Management System Architecture

We are confronting with great challenges to reform IHI Quality management system which is conformable to new or revised requirements.

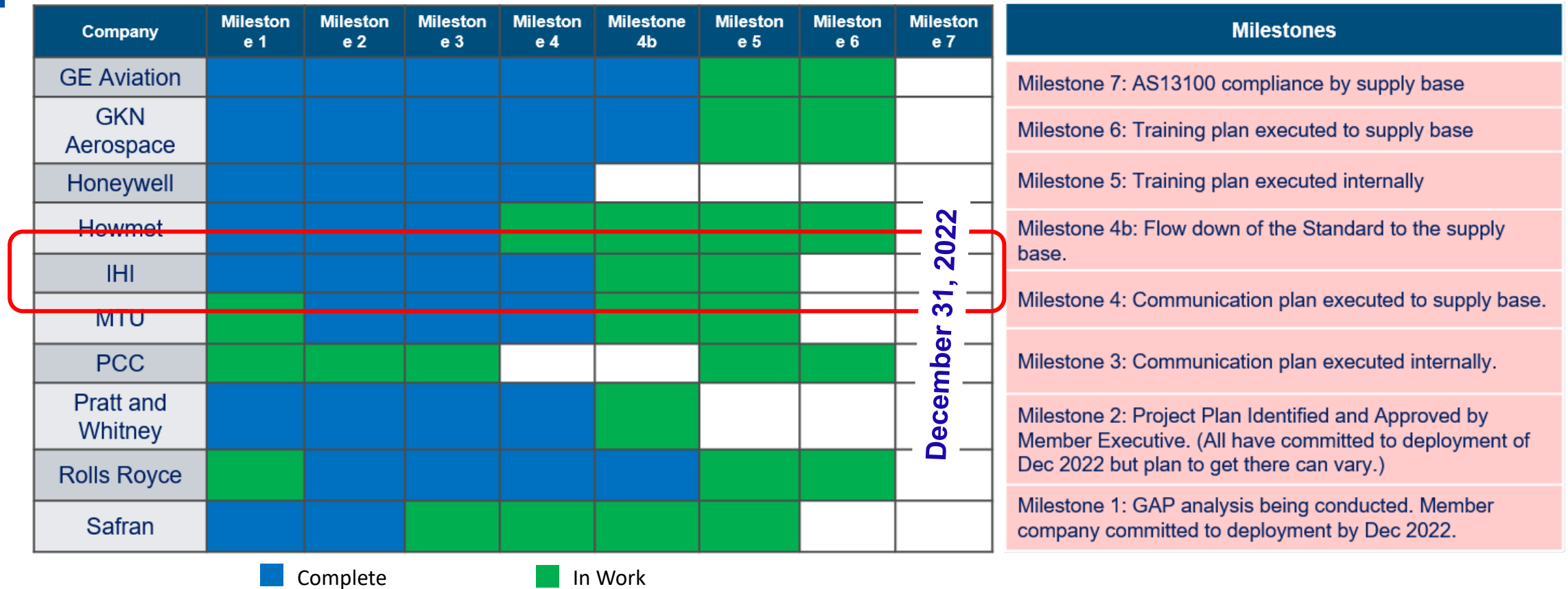


Previous Architecture



Current Architecture

4. Deployment Strategy Group dashboard



We have reached Milestone 4 so far.
 We are aiming for completing remaining milestones by the end of this year.

5. AS13100 Deployment schedule

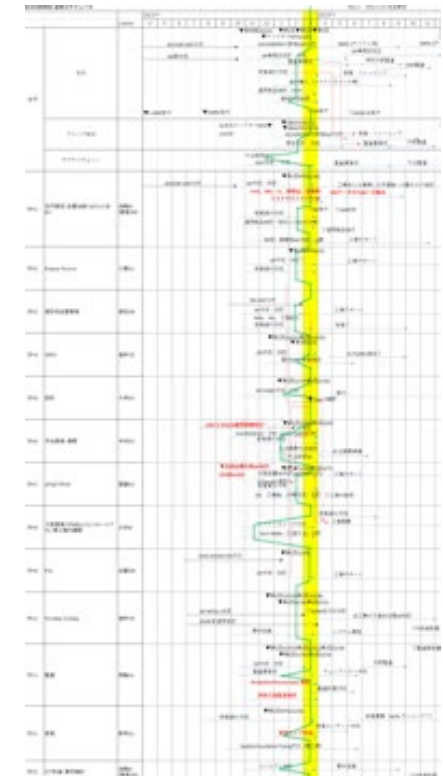
	2021FY												2022FY											
	4	5	6	7	8	9	10	11	12	1	2	3	4	5	6	7	8	9	10	11	12			
IHI	AS13100GAP analysis										AS13100/RM GAP analysis													
	Create quality plan										Create / Revise Quality procedure													
													Revise Quality procedure as needed											
													QMS activity (1 st cycle)											
													2 nd Cycle											
													Training Auditors											
													Extra internal Audit											
S C													Customer review / Audit											
													Purchasing materials (spectrometer etc.)											
													Create education material											
													Education / training											
													Extra MR											
													Introduction to IHI group companies											
													Introduction to supplier											
												Create / Revise purchase documents												
												Training Auditors												
												Supplier Audit												

We plan AS13100 deployment schedule for internal and supplier, respectively.

7. AS13100 Deployment strategy

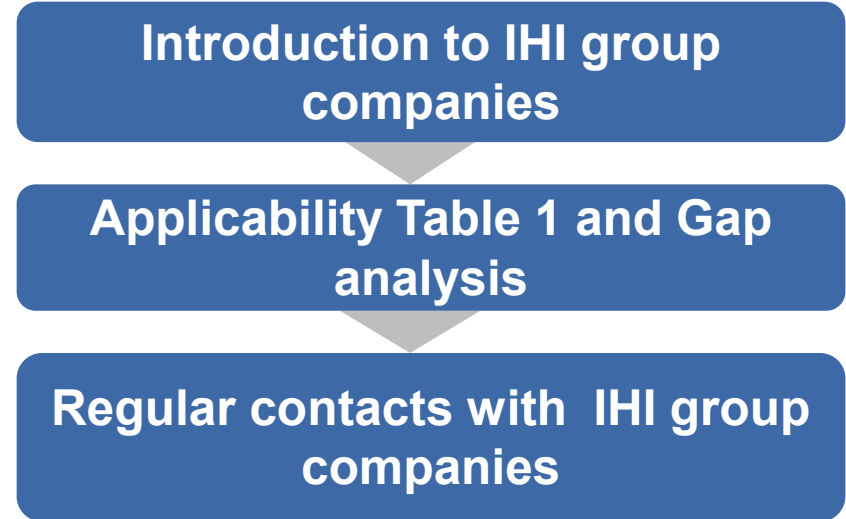
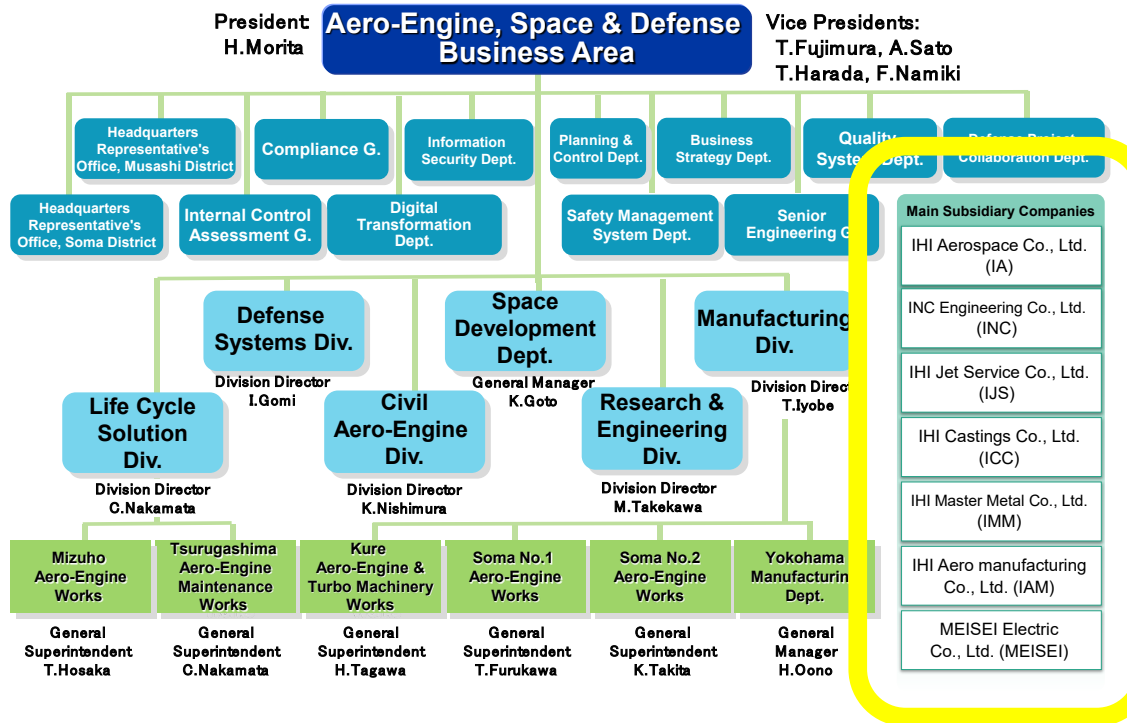
We are organizing a team and promoting the creation of IHI quality management system based on AS13100 Requirement.

Team No.	Role
TF01	General, Internal procedure
TF02	Human factors
TF03	Statistical quality control
TF04	DPRV
TF05	Design
TF06	Supplier control
TF07	APQP/PPAP
TF08	Process control / PFMEA / control plan
TF09	FAI
TF10	Problem solving
TF11	Audit
TF21	Education
TF22	Information and communication technology



Each progress has been Monitored monthly

8. AS13100 requirement flow down



We have been communicating with main subsidiary companies about AS13100 deployment status each other regularly.

IHI

Realize your dreams