

## Stakeholder Engagement

### Dialogue with Stakeholders

The IHI Group deems customers, business partners, employees, shareholders, investors, government agencies, local communities, and NPOs/NGOs with a significant influence over ongoing corporate activities as its primary stakeholders. Based on that idea, we value and engage in broad dialogue with these stakeholders. As tools for this dialogue, the Integrated

Report as well as the Sustainability Data Book are published, and pages on our official website related to ESG are enhanced to communicate the IHI Group's views on ESG management in detail. Content of dialogue with stakeholders that are considered particularly vital are reported to the Management Committee and Board of Directors, and are thus reflected in its corporate strategy.

### Track Record of Dialogue with Stakeholders

Stakeholders	Main Purpose of Dialogue	Example of Dialogues in fiscal 2022	Frequency	Relevant page in SDB*
<b>Customers</b>	<ul style="list-style-type: none"> <li>● Contribute to solving social issues and customer challenges</li> <li>● Ensure product safety</li> </ul>	● Carry out day-to-day business operations	Timely	<b>P78</b>
		● Conduct customer satisfaction surveys	Timely	
		● Provide product safety information	As needed	
<b>Business partners</b>	<ul style="list-style-type: none"> <li>● Engage in fair and equitable trade</li> <li>● Cultivate mutually beneficial partnerships with our business partners</li> </ul>	● Disseminate the "IHI Group Code of Conduct for Suppliers"	Timely	<b>P80</b>
		● CSR procurement monitoring	Timely	
<b>Shareholders &amp; investors</b>	<ul style="list-style-type: none"> <li>● Disclose appropriate information in a timely manner</li> <li>● Strengthen relationships based on trust</li> <li>● Enhance corporate value</li> </ul>	● Convene the General Meeting of Shareholders	Annually	<a href="https://www.ihico.jp/ir/">https://www.ihico.jp/ir/</a>
		● Hold financial results briefings and telephone conferences	Quarterly	
		● Conduct individual meetings	As needed	
		● Offer service to provide information	As needed	
<b>Government organizations</b>	<ul style="list-style-type: none"> <li>● Form partnerships with government organizations</li> </ul>	● Participate in policy boards	Timely	<b>P40</b>
		● Participate in joint development and projects with government organizations	Timely	
<b>Local communities</b>	<ul style="list-style-type: none"> <li>● Recognize ourselves as a member of society</li> <li>● Contribute to solving social issues</li> </ul>	● Host events for local communities	Timely	<b>P82</b>
		● Hold school visits		
<b>Employees</b>	<ul style="list-style-type: none"> <li>● Develop and secure human resources, our most important management resource</li> </ul>	● Conduct employee-awareness surveys	Annually	<b>P27, P62</b>
		● Operate a compliance hotline	Regularly	
<b>NPO/NGO</b>	<ul style="list-style-type: none"> <li>● Examine in depth social issues that could lead to business opportunities</li> </ul>	● Engage in dialogue with senior management	Timely	<b>P12</b>









\*SDB: IHI Sustainability Data Book 2023

### Track record of dialogue with UN agency, NPO (fiscal 2022)

	UN agency (February 2023, remote connection)	NPO (March 2023, remote connection)
<b>Dialogue theme</b>	Climate Change Adaptation and Just Transition	Mineral Supply Chain and Just Transition
<b>Dialogue party</b>	Mr. Yusuke Taishi, United Nations Development Programme	Mr. Shigeru Tanaka, Pacific Asia Resource Center
<b>IHI participants</b>	Officer in Charge of ESG, President of Social Infrastructure & Offshore Facilities Business Area	Officer in Charge of ESG, General Manager of Procurement Strategy Planning
<b>Overview</b>	How to prevent and mitigate disaster through business in countries and regions vulnerable to disasters	Human rights issues at mining sites where nickel will be increasingly in demand in the future

### Third-party Evaluation

The IHI Group's sustainability initiatives have been evaluated by various organizations in Japan and overseas.

<p><b>S&amp;P/JPX Carbon Efficient Index</b></p>	<p>The IHI Group has been selected as a constituent brand of the S&amp;P/JPX Carbon Efficient Index. The index selects brands satisfying environmental information disclosure and carbon efficiency (carbon emissions per unit of revenue) standards according to their constituent selection and weighting process.</p>		<p><b>Kurumin Certification</b></p>	<p>The Minister of Health, Labour and Welfare recognized IHI Corporation as a company that supports child raising and granted us the Kurumin certification in 2007, 2011, 2015, and 2020. Kurumin certification is a program that certifies companies that formulate an action plan based on the Act on Advancement of Measures to Support Raising Next-Generation Children and achieves the set goals as well as set conditions.</p>	
<p><b>FTSE Blossom Japan Sector Relative Index</b></p>	<p>IHI Corporation has been selected a constituent brand of the FTSE Blossom Japan Sector Relative Index, a stock market index for ESG investment. The index is designed by FTSE Russell, a global index provider, to measure the performance of Japanese companies that demonstrate strong Environmental, Social and Governance (ESG) practices. The index is constructed so that sector weights align with the Japanese equity market.</p>		<p><b>Eruboshi Certification</b></p>	<p>The Minister of Health, Labour and Welfare certified IHI Corporation as an Eruboshi Company (2nd level) in 2017. Eruboshi certification is a program that certifies companies that excel in promoting advancement of women and fulfill set standards based on Act on the Promotion of Women's Active Engagement in Professional Life.</p>	
<p><b>EcoVadis Silver Medal</b></p>	<p>The IHI Group received a Silver Medal for sustainability in an assessment program by EcoVadis of France. EcoVadis uses a cloud-based platform to provide assessment data on companies' sustainability efforts. The sustainability assessment is a comprehensive rating across the four areas of the environment, labor and human rights, ethics, and sustainable procurement. The Silver Medal means that the IHI Group is ranked in the top 25% of the companies assessed by EcoVadis.</p>		<p><b>Health &amp; Productivity Companies 2023 (White 500)</b></p>	<p>Nineteen companies* of the IHI Group have been selected as Health &amp; Productivity Companies 2023 (White 500). The Ministry of Economy, Trade and Industry and the Nippon Kenko Kaigi (Japan Health Council) co-launched the White 500 program to recognize companies that consider employee health management from a corporate management standpoint and strategically implement activities to maintain and promote health. *IHI Corporation, IHI Scube, IHI Plant Services Corporation, IHI Power Systems, NICO Precision, IHI Infrastructure Systems, IHI AEROSPACE, IHI Finance Support Corporation, Takashima Giken, Japan Marine United Corporation, IHI CASTINGS, IHI Rotating Machinery Engineering, IHI Logistics &amp; Machinery, IHI Turbo, IHI Construction Service, IHI Business Support Corporation, IHI Agri-Tech Corporation, Paul Wurth IHI, Central Conveyor Company</p>	
<p><b>CDP</b></p>	<p>The IHI Group responds to CDP's questionnaire related to climate change on an annual basis. In fiscal 2022, we were evaluated as Management Level score of B. CDP is a non-profit charity established by responsible investors worldwide. The CDP sends an annual questionnaire to companies and local governments and releases the results in an effort to encourage more action on climate change.</p>		<p><b>Awarded Gold in PRIDE Index 2022</b></p>	<p>IHI Corporation has been awarded the highest honor of the Gold Award in the PRIDE Index 2022, the fifth consecutive year it has received the honor. IHI Corporation's human resource policies for LGBTQ+, launch of a consultation desk, expansion of an ally program, and training to promote greater understanding about gender minorities were recognized and led to receiving the award. The goal of the PRIDE Index is to help build working environments friendly to LGBTQ+ and other gender minorities. This index evaluates company initiatives via categories for the code of conduct, gender minority communities, enlightenment programs, personnel policies and programs, social contributions, and public relation practices.</p>	
<p><b>Digital Transformation Stock Selection 2023</b></p>	<p>IHI Corporation has been selected in the Digital Transformation Stock (DX Stock) Selection 2023. DX Stock is constructed by the Ministry of Economy, Trade and Industry and the Tokyo Stock Exchange to select outstanding companies from among TSE-listed companies that have established internal systems for promoting digital transformation, which is an approach that contributes to enhancing corporate value, and that have achieved outstanding digital utilization.</p>		<p><b>Resilience Certification</b></p>	<p>The IHI Group renewed the Resilience Certification acquired in 2016 with the aim of improving its business continuity as a company that supports social infrastructure. Resilience Certification is a certification system of the Association for Resilience Japan based on the guidelines for the certification of organizations contributing to national resilience. This certification certifies business operators that endorse the ideas of strengthening national resilience published by the Cabinet Secretariat's National Resilience Promotion Office and proactively work to ensure their business continuity.</p>	