

Management Philosophy and IHI Sustainability Goal

Management Philosophy

Contribute to the development of society through technology
Human resources are our single most valuable asset

IHI Sustainability Goal

Create a World where Nature and Technology Work in Unity

The IHI Group Management Philosophy carries a spirit of passion and conviction that has been handed down through generations. The origins of IHI trace back to 1853, when a shipyard was established in the wake of the arrival of Perry's Black Ships. We believe that the foundation of IHI was driven by a strong aspiration to use the power of technology to offer hope and a future to Japan, a nation on the cusp of facing the world's open, rough seas.

Our guiding philosophy—**"Contribute to the development of society through technology"**—has remained unchanged from our founding to the present day. Since its establishment, the IHI Group has met numerous challenges and led innovations that have supported the development of social infrastructure, introducing many Japan-first technologies and products. Our business areas have expanded from shipbuilding to energy infrastructure and aero engines, continuously broadening in scope. At the foundation of these efforts lies a profound regard for people. To build society and to create technology is, ultimately, a human endeavor. The belief that **"Human resources are our single most valuable asset"** forms the core of the IHI Group and has been the driving force behind its over 170-year history.

At the same time, the fabric of modern society grows more complex and diverse. Societal demands shift daily, amid accelerating climate change, escalating international tensions, and greater attention to human rights and DE&I. IHI confronts these challenges head-on and continues to pursue new frontiers through the combined strength of its people and technology.

The IHI Sustainability Goal—**"Create a World where Nature and Technology Work in Unity"**—is not a mere slogan. It is a statement of intent: to create a society where all people, including future generations, can live in safety and prosperity, while preserving a sustainable global environment on which life depends. This enduring mission expresses the IHI Group's reason for being: to continue fulfilling the expectations of society through its unwavering commitment to people and technology, in every era.