Value Creation Process Diagram

Recognition of the Environment and Challenges Society where instability becomes the norm Decarbonization Achieving carbon neutrality in the industry Achieving a global ecosystem resilient to climate change industrial ecosystems and energy security

IHI Sustainability Goal

Create a World where Nature and Technology Work in Unity

Input [Fiscal 2024] Business Process Output Outcome

Human capital

3.1 million
7. 1 1111111011
%
4 %
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Intellectual capital

R&D expenses	¥39.9 billion
Number of patents held	8.016

Financial capital

Total assets	¥2,240.3 billion
Total capital	¥508.6 billion
Interest-bearing liabilities	¥514.7 billion

Manufactured capital

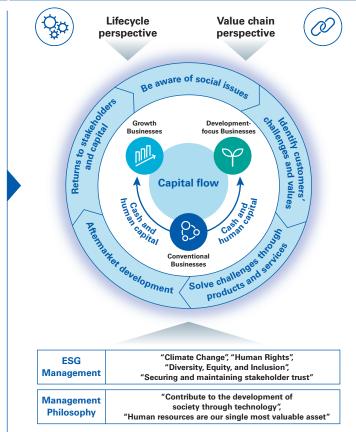
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Capital expenditure	¥97.4 billion
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Social and relationship capital

Relationship with business partners
Engagement with stakeholders

Natural capital

Energy consumption	2,218 тл
Water withdrawal	4 662 thousand m



Products and services



Growth Businesses

Aero Engines and Space Civil aero engine, defense, and space businesses



Development-focus Businesses

Clean Energy

Fuel ammonia value chain businesses



Conventional Businesses

Resources, Energy & Environment, Social Infrastructure, Industrial Systems & General-Purpose Machinery

Value to be co-created with stakeholders

Shareholders and investors

- Medium- to long-term growth and improvement in shareholder value
- Dividends of profits

Customers

- Environmental consideration through IHI products
- Labor saving, energy saving, automation

Employees

- Individual "growth + happiness"
- Job satisfaction through DE&I
- Workplace where diverse human resources participate actively

Business partners

Sustainable and highly competitive supply chain

Government organizations, local communities, NPOs/NGOs

Favorable relationships

Value IHI Group offers to society



Achievement of carbon neutrality

Energy transition, energy transformation, carbon solutions



Realization of resilient social infrastructure

Realizing maintenance, disaster prevention and mitigation



Building an ecosystem

Labor saving, energy saving, and automation of customer value chains



Contribution to social security

Strengthening of defense capabilities and stable supply of energy