

Q&A for IHI Group ESG Management

1. What initiatives are you undertaking to cultivate diversity, including in terms of gender equality?

- We have published figures on gender equality in securities reports and other documents. We think that there is still considerable room for improvement. In keeping with the Japanese Business Federation's Challenge to 30% by 2030 drive, we look to step up efforts to recruit more women and increase the proportion of women in management positions.

2. On the human rights due diligence front, what measures and approaches are you using to assess related risks throughout your supply chain?

- For CSR procurement, we are pushing ahead with human rights due diligence across the supply chain.
- We believe that human rights risks worldwide exist not just with raw materials but also with construction and other operations. We are using global perspectives to keep close tabs on how things stand in our supply chain.

3. Regarding its talent strategy, what sorts of expertise does the IHI Group need, and how does it look to secure outsiders with such knowledge?

- For operations related to the ammonia value chain, for example, we aim to appoint people who are familiar with such areas as distribution for fuels and fertilizers as well as for machinery and equipment.
- We also aim to hire people with expertise in such areas as Sustainable Aviation Fuel for our Aero-Engine, Space and Defense business area.