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## Message from the President

# *Unlock the future with the power of light*



*Kazuo Ushida*

Kazuo Ushida  
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President  
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In July 2017 Nikon reached a significant milestone - its centennial anniversary.

For over a hundred years Nikon has produced a number of products to contribute to build affluent and happy societies offering the goods and services to customers across the world. We have undergone a number of transformations in our history – from manufacturing optical instruments to expanding our business to overseas with consumer products such as cameras, launching a semiconductor and FPD lithography systems business and shifting to digital cameras.

Today Nikon is in the midst of yet another major transformation. We aim to maximize the potential of “light” and “sight” to play a role of “industries’ vision” as we tap into innovative IoT (Internet of Things) and AI (Artificial Intelligence) technologies powered by high-speed, high-capacity transmission networks. We entered the retina diagnostic imaging equipment market and are working to establish a simple diagnostic technology that links the fundus camera with AI. I am convinced that this role as being ‘vision’ will enable Nikon to expand our horizon to better serve society.

We have seen revolutionary changes unfolding in the world of sustainability. We used to know little about environmental destruction or human rights abuses in remote countries. Today, such news circulates throughout the world. Nikon supports the UN Global Compact and addresses all issues centered on its principles of “human rights,” “labor,” “environment,” and

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“anti-corruption.” We strive to tackle emerging global challenges and to promote sustainable development.

The current focus for Nikon has been: addressing human rights risks in the supply chain, including modern slavery and conflict minerals; implementing “FUTURE IN FOCUS,” our global human resource management scheme to champion diversity and nurture capacity; and enhancing corporate governance. To further enhance our governance, we made the transition to be a company with an Audit and Supervisory Committee in 2016 and we increased the number of external directors up to more than one-third of board members in 2017. Incorporating diverse perspectives is vital for our business to take due notice of our stakeholders and society as a whole.

In my engagement with employees I emphasize three important qualities: “curiosity,” “acceptance” and “inspirational power.” Innovative technologies are less likely to develop in a homogeneous organization. To promote innovation, we must master these three competencies upheld in “Our Qualities of Mind” and build a workplace where employees with diverse background can achieve further growth. While this will open doors for Nikon to explore and expand new business opportunities, it is also to identify and to tackle various social challenges.

The adoption of the Sustainable Development Goals (SDGs) at the UN Summit confirmed the wide array of challenges for the world and that social responsibility companies ought to bear is increasing. I believe Nikon can contribute to the betterment of the world by exploring the potential of light, which is our unique

competency.

As we look to the next century we formulated a new Management Vision in July 2017 under our timeless philosophy of “Trustworthiness and Creativity.” We shall

## Our Vision

### *Unlock the future with the power of light*

Unleashing the limitless possibilities of light.  
Striving to brighten the human experience.  
Focused, with purpose, on a better future for all.  
THIS IS THE ESSENCE OF NIKON

## Our Qualities of Mind

### **Curiosity**

We show our passion for progress through a wide range of interests to cultivate fresh ideas.

### **Acceptance**

We warmly embrace diverse ideas and delight in differences among people and cultures.

### **Inspirational Power**

We share our ideas with infectious enthusiasm to effect positive change in the world.

continue to act with integrity and fairness and strive to brighten and embrace people in every corner of the world.  
Nikon will unlock the future with the power of light.

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