

Sustainability Strategy as the Core of Our Medium-Term Management Plan



Muneaki Tokunari

Director, Executive Vice President
Officer in charge of the Corporate Sustainability Department

Advanced Sustainability Initiatives

In the little more than a year since I took on the dual role of Officer in Charge of Sustainability and Chief Financial Officer, Nikon sustainability efforts have evolved significantly.

The Board of Directors has adopted a Sustainability Policy and Global Tax Policy, and our Annual Securities Report includes disclosures in line with the Task Force on Climate-related Financial Disclosures for climate-related risks and opportunities.

Furthermore, in the formulation of Medium-Term Management Plan, the business strategy and sustainability strategy of each business unit were discussed simultaneously as an integrated whole and incorporated into a concrete plan.

Meet Society's Expectations to win Trust

We divide the 12 materialities related to sustainability into two categories based on the Nikon Corporate Philosophy of *Trustworthiness and Creativity*: (1) Meet society's expectations to win trust and (2) Contribute to society through creativity.

In terms of the first category, to win trust, we intend to strengthen our Materiality initiatives in the areas of the Environment, Society/Labor, and Governance.

With respect to the Environment in particular, we set a lofty goal of reducing greenhouse gas emissions from our business sites by 46.5% by the fiscal year ending March 2026 compared with the fiscal year ended March 2014. Our aim is to become carbon neutral by the fiscal year ending March

2051.

In terms of Diversity & Inclusion with respect to Society/Labor, we aim to achieve numerical targets of increasing the representation of women in management positions to 8% or more, while hiring women as at least 25% of newly hired graduates.

Contribute to Society Through Creativity

In terms of the second category, we will leverage creativity to contribute to a society through various initiatives; providing 3D/4D image production technology for people to connect each other beyond time and space, and even beyond reality and virtuality (metaverse), support for drug discovery through high-precision cell quality evaluation via microscopes that reduce the burden on doctors and patients, and contributions to the development of the space industry and technology through satellite modules, etc.

In this way, Nikon will contribute to the creation of sustainable societies, leveraging our core competencies in opto-electronics and precision technologies.

The Link Between Non-Financial and Financial Value

We expect our sustainability initiatives to increase social and non-financial value, which, over a certain time frame, will lead to an increase in financial value, including ROE, stock price, and market capitalization. With this in mind, and as the Nikon chief financial officer, I intend to encourage and support sustainability activities in the Nikon Group.