


Message from the President

Lighting the Future: Our Aspiration to Remain Essential to Society



Muneaki Tokunari
Representative Director and President, COO



Our Philosophy and Vision

Nikon operates under Vision 2030: to become a *key technology solutions company in a global society where humans and machines co-create seamlessly*. This vision is rooted in our philosophy of *Trustworthiness and Creativity*.

Our role in the transition to Industry 5.0 is to create new value in a society where humans and machines coexist. Society is undergoing a major turning point, and we aim to become a company people are truly glad to have. We *create* products and services that help address environmental and social challenges, from climate change to the declining birthrate and aging population, while earning stakeholder *trust* through socially and environmentally conscious management.

FY2024 Sustainability Initiatives

Our fiscal year 2024 financial results fell short of plan, due in part to economic instability and shifting global conditions. But despite these circumstances, we made steady progress on our sustainability activities.

We focused on strengthening risk management and compliance to meet society's expectations to win *trust*. In particular, we reviewed our organizational structure and expanded our workforce with professionals and mid-career hires. These efforts strengthened the governance of our group and subsidiaries and reinforced global compliance

across investments and acquisitions.

We also reviewed our human rights initiatives based on impact assessments and other evaluations, with plans to strengthen our human rights due diligence further starting in fiscal year 2025.

At the same time, we delivered several products and services in fiscal year 2024 to contribute to society through *creativity*.

Demand for fertility treatment continues to rise as declining birthrates become major social issues in many countries and regions. In response, we developed and launched a new microscope that significantly reduces the workload of embryologists performing ICSI and IMSI.

We also began a demonstration study in fiscal year 2024 to apply our proprietary laser processing technology to wind turbine blades. This technology improves energy efficiency by reducing friction through a riblet surface treatment that mimics sharkskin, and is already being tested in aircrafts.

Labor shortages have become a serious social issue as production and quality control grow more complex in response to rising demand for flexible manufacturing systems across industries, including the automotive sector. Here, Nikon developed an industrial robot vision system that adds dynamic vision and brain functions to robot arms. Our customers have begun introducing this system into their production lines.

These efforts reflect our ongoing commitment to build a sustainable and prosperous future by creating new value through applied optics technologies that support people and societies around the world.

Importance of Human Capital and Employee Engagement

The source of these various innovations is human capital. Our human resources strategy aims to acquire, develop, and leverage talent. At the same time, we focus on strengthening employee engagement to ensure each person shares our company direction and takes proactive measures.

I believe that when employees understand Nikon, they are more likely to feel a sense of purpose in their work, take pride in belonging to the company, and become more engaged. For this reason, I began sharing video interviews in Japanese and English shortly after my appointment as President, featuring conversations I conduct directly with employees in and outside Japan about their work. I also hold town hall meetings in and outside Japan to engage in direct dialogue and strengthen communication with our employees.

Nikon opened our Innovation Center in 2024. This facility doubles as our corporate headquarters and encourages cross-departmental collaboration and new technologies creation by consolidating research and development (R&D) functions. The center also provides workspaces for diverse work styles and stimulating communication. Nikon also strives to create environments that allow employees to perform at their full potential. To this end, we are upgrading equipment at our production sites in Mito and Tochigi, Japan, and investing in IT infrastructure. We plan to invest approximately 100 billion yen in production site development and 30 billion yen in IT infrastructure by fiscal year 2030.

Dialogue with Our Stakeholders

Dialogue with stakeholders is vital to the sustainable growth of Nikon.

I see it as my responsibility in management to share our vision and build understanding with all stakeholders, including our shareholders, investors, business partners, employees, and local communities. I am equally committed to ensuring that external perspectives and expectations are communicated internally and reflected in our actions.

Nikon aims to pioneer a sustainable future through the power of light, guided by our philosophy of *Trustworthiness and Creativity*. We will continue to engage in dialogue as we work together with our stakeholders to build the future Nikon envisions. I appreciate your continued support.

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