

In 2023, we added time axis to Nikko Group's process of value creation. In other words, we clarified outcomes that can lead to value creation in relatively short to medium term, and those that can lead to value creation in long term after output. We will aim for making the world a resilient and gentle

place, which is the vision of the future we want to realize, by solving the materiality and leading it to the desired outcome so as to ensure that the sustainability of the society and the Nikko Group is in sync.

Social issues and changes in the industry (risks and opportunities) (see p. 47)

- ◆ Carbon-neutral initiatives
- ◆ Recycling of waste materials and establishment of recycling-oriented society
- ◆ Acceleration of digitization
- ◆ Intensification of disasters and early restoration
- ◆ Declining birthrate and aging population, declining workforce
- ◆ Rising ESG awareness

Nikko Group's mission (raison d'être) (see P.1)

Update the social infrastructure by leveraging engineering that is one step ahead of others.

