

## Message from the Head of Sustainability



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### Communicating the significance of sustainability through disclosure

Sustainability values and initiatives differ by country and region, with diverse challenges. As sustainability conditions shift, companies face growing complexity in their responses. In Japan, we still rank low in the World Economic Forum's Gender Gap Index. Another major challenge is that our energy self-sufficiency remains low amid rising geopolitical risks. These are just some of the issues we must address. We must keep pushing forward with our sustainability efforts.

In this context, Japan's first sustainability disclosure standard was released in March 2025 by the Sustainability Standards Board of Japan (SSBJ). Using standards based on the IFRS Sustainability Disclosure Standards from the International Sustainability Standards Board (ISSB) ensures international comparability and consistency, aiding dialogue with investors and boosting corporate value. This should lead to better disclosure by Japanese companies and progress in their efforts.

We see sustainability disclosure not as a mere obligation, but a key tool for communicating our intentions. We will actively share this information. We have set "Creating a prosperous future through financial and capital markets" as the core concept of our Vision 2030. Through various initiatives based on Materiality, we aim to boost corporate value and help solve social issues, creating a prosperous future. Our sustainability KPIs include D&I indicators like the percentage of female managers and directors, and decarbonization indicators like greenhouse gas emissions.

Through this Integrated Report, we hope to provide stakeholders with a broad view of our initiatives, helping them to appreciate the importance of our commitment to sustainability.



At the IFRS Foundation Trustees Meeting  
(Montreal, Canada, October 2024)  
Photographer: Paul van den Boom