

## Introduction to the FY2026 Operating Plan

The Nippon Foundation pursues activities in the public interest using grants received under the Motorboat Racing Law as our primary source of funds. While maintaining accountability through the public release of information and third-party evaluations, we fulfill our responsibilities as an institution designated to support the recovery of the maritime shipping industry and as a public interest incorporated foundation, with the aim of realizing a sustainable and inclusive society through future-oriented activities.

With today's society undergoing drastic changes, issues related to maritime and ocean affairs and to the daily lives of people in Japan and around the world are becoming increasingly diverse and complex. Climate change is manifesting itself in the form of increasingly larger typhoons and more frequent heavy rains caused by ocean heat waves, having a serious effect on economies and people's lives. The increasing intensity of these natural disasters is affecting energy supplies and economic activity on a global scale, and bringing about greater disparities and social uncertainty. Stagnation in international cooperation from Russia's invasion of Ukraine and prolonged instability in the Middle East is also contributing to greater economic uncertainty. In Japan, an aging and contracting population is bringing about rapid changes in the social structure, creating an increasingly challenging environment for children reflected in rapidly growing numbers of children living in poverty or not attending school.

We must aim to resolve these issues with a sense of urgency through comprehensive approaches that are aligned with all of society. The Nippon Foundation is pursuing cutting-edge initiatives to resolve social issues and developing programs that seek to achieve a society with increasingly diverse possibilities. We are contributing to the creation of a sustainable social infrastructure by providing a framework that strives to balance self-reliance, mutual aid, and public assistance through both government policy proposals and invigorated private-sector activities. Through these initiatives, we will continue to work to resolve issues by embodying a consistent direction for Japan's future while verifying their effectiveness.