

Materiality 8

Diversity, Equity & Inclusion



Companies like Nikon work with employees from a variety of social backgrounds and values. Leveraging the individuality and talents of each employee leads to major innovations in corporate activities.

The Nikon Group formulated the Nikon Global Diversity, Equity & Inclusion Policy. Under this policy, we foster a corporate culture in which the characteristics and abilities of all team members are accepted and valued. We also endeavor to create work environments where employees can make the most of their unique talents and strengths. We also respect diversity in society at large as equally valuable and important.

Activity Policies

■ Nikon Global Diversity, Equity & Inclusion Policy



● Indicators and Targets

Self-Evaluation ○ : Achieved △ : Measures partially achieved or revised

Indicators	Targets (Year of Achievement)	Fiscal Year 2024 Plan (Action Plan)	Fiscal Year 2024 Results	Self-Evaluation	Fiscal Year 2025 Plan (Action Plan)
Level of awareness of Nikon Global DEI Policy	● 100% (FY2030)	<ul style="list-style-type: none"> Conduct DEI training for senior management (Group companies in and outside Japan) 	<ul style="list-style-type: none"> Conducted three DEI training sessions in October 2024 for Group company top management (average satisfaction score of 3.8/5.0, 93% participation rate) 	○	<ul style="list-style-type: none"> Measure awareness of the Nikon Global DEI Policy Analyze issues and consider future outreach measures based on DEI training for top management conducted in fiscal year 2024 (Group companies in and outside Japan) Conduct DEI training for new section managers (Nikon) Conduct DEI training for pre-management (deputy section manager, subsection manager) employees (Nikon)
		<ul style="list-style-type: none"> Conduct DEI training for section managers (Nikon) Consider DEI training for pre-management employees (Nikon) 	<ul style="list-style-type: none"> DEI training for Section Managers held 11 times between September and November 2024 (average satisfaction score of 4.3/5.0, 96% participation rate) We co-hosted an event with other companies for female managers in September 2024 (20 Nikon participants, average satisfaction score of 4.8/5.0) 	○	
Percentage of women in management positions (Nikon)	● 8.0% or more (FY2025)	<ul style="list-style-type: none"> Percentage of women in management positions: 7.8% or more Percentage of female new hires: 25% or more Review mentor/mentee system operations Implement measures to raise awareness and increase the rate of childcare leave taken 	<ul style="list-style-type: none"> Percentage of women in management positions: 7.5% (Nikon) Percentage of female new hires: 32.7% (Nikon) 	△	<ul style="list-style-type: none"> Percentage of women in management positions: 8.0% or more (as of March 31, 2026) Percentage of female new hires: 25% or more Continue to systematically train and promote female managers

Diversity, Equity & Inclusion

Basic Approach

Diversity, Equity and Inclusion (DEI) is essential to the Nikon Group, and forms the foundation upon which we strive to fulfill our social responsibility of respecting human rights, to embody our corporate philosophy of Trustworthiness and Creativity, and to continue being a company that contributes to a more prosperous and sustainable society. We believe that engaging diverse values, talent, knowledge, experiences, skills and expertise is vital in adapting to a rapidly changing world to meet the needs of our customers and the communities we serve. Such diversity exists within each one of us, shaped by our characteristics and differences, such as age, gender, nationality, and background. Everyone working in the Nikon Group should feel like part of a team where they can perform at their best and feel comfortable in raising their voice, which will help improve decision-making and nurture innovation that drives the growth of the Nikon Group.

The Nikon Group clearly states our commitment to DEI in the Nikon Global Diversity, Equity & Inclusion Policy (Nikon Global DEI Policy). Based on this policy, the Nikon Group pursues specific initiatives that take into account local laws and regulations, business characteristics, and other factors. Through DEI-conscious business activities, we respond to social issues and customer needs, contributing to sustainable societies in which all strive together.



Nikon Global Diversity, Equity & Inclusion Policy

Strategy

Risk

Workplaces that do not allow the expression of diverse employee values, knowledge, experience, skills, expertise, etc., may lead to a decline in employee engagement and motivation. This negativity could result in a talent drain and a decline in talent acquisition.

In the rapidly changing world of today, social issues and customer needs continue to diversify. Decision-making and organizational management reflecting a highly homogenous organization resistant to diversity may pose certain risks to the company.

Further, the growing awareness of minority considerations and whether a company develops products, services, advertisements, etc., that account for user diversity has come to affect the company's value itself.

Opportunities

As DEI becomes firmly established in the Nikon Group as the basis for an individual's actions and decisions, we strive to create work environments in which we mutually acknowledge and utilize the individuality and talents of each person. In doing so, we will attract and maximize the impact of outstanding talent, leading to enhanced productivity, innovation, and sustainable corporate growth.

In addition, perspectives that take into account social diversity in the development, specifications, design, advertising, marketing, and other business activities will

help us provide products, services, and solutions that meet the needs of our customers and society at large.

Strategy

Our Medium-Term Management Plan describes DEI as a materiality in sustainability strategy and human capital management, which are management base strategies. We regard DEI as an important element serving as the foundation for Nikon growth.

We established the Nikon Global DEI Policy to clarify the Nikon Group approach to DEI. Under this policy, we create environments in which diverse employees pursue autonomous growth and gain a sense of team contribution, maximizing their abilities.

The Nikon Group as a whole, and as individual companies, engages in specific initiatives that take into account local laws and regulations, business characteristics, and other factors.



Human Capital Management

Governance

The director in charge of the Nikon Corporate Sustainability Department at the Nikon Group also serves as the responsible officer in charge of DEI. The secretariat consists of the Nikon Corporate Sustainability Department and Human Resources Department, as well as the sustainability divisions of each regional headquarters. The secretariat

is responsible for planning and developing Group-wide policies, conducting education, creating communication tools, and supporting the initiatives of each company.

Since priorities related to DEI vary by country, region, and business, specific targets and initiatives are set for each company and business as a rule, based on local laws and regulations and business characteristics.

The Sustainability Committee monitors group-wide initiatives and targets, reporting and deliberating on specific measures as necessary.

Risk Management

The Nikon Group conducts global shared awareness surveys for employees to understand whether our

workplaces foster environments in which employees mutually recognize and make the most of each other's individuality and abilities. In addition, we strive to ensure that the Nikon Global DEI Policy is reflected widely in the thinking of every employee as the basis for decisions and actions. To this end, we established the level of awareness of Nikon Global DEI Policy as a shared global metric.

Major Initiatives

DEI Promotion Activities

Initiatives in Japan

Nikon continues efforts to communicate the need for DEI by broadcasting top messages from the president and the heads of each business unit.

We conduct activities to promote awareness of the SDGs widely among employees. These activities include a voluntary online radio program titled SDGs at Work and hosting a lecture by outside experts in conjunction with World Human Rights Day in December.

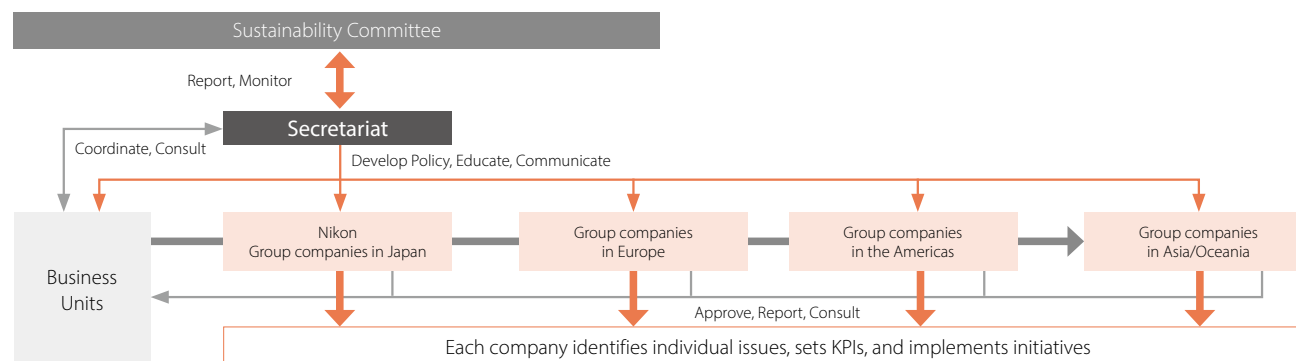
We made awareness reform and skills development management-level matters in fiscal year 2024. These issues play an important role in organizational operations, and we treat these issues as a priority to address under a shared global theme. Nikon conducted group DEI training for personnel at the section manager level and above, as well as networking events for female managers in collaboration with other companies. We also held online workshops for CEOs of Group companies in and outside Japan to deepen their understanding of DEI.

Initiatives in Europe

Nikon Europe B.V. publishes the DEI Playbook, which covers the imaging product business, healthcare business, and workplace environment, explaining the DEI perspectives to be incorporated into each business and workplace activity. The company continuously raises awareness among employees and promotes the use of the Playbook in their daily work

Nikon Europe also planned a week-long International Women's Day campaign in March 2025, involving branches across 11 countries in Europe. The event deepened understanding of gender issues through a variety of events, including an online workshop on gender bias, a quiz competition on women's empowerment, and a video introducing female STEM employees in the healthcare

DEI Global Promotion Structure



business highlighting female employees in STEM fields working in the healthcare business.

Optos Plc implemented a new DEI program called *Inclusion for All*, promoting the program across all Optos group companies in response to employee survey results. The program included sessions on working collaboratively across cultures and age differences, as well as workshops aimed at preventing harassment and microaggressions. In addition, managers received performance management training that included incorporating DEI perspectives.

Promoting the Success of Diverse Employees

Promoting Advancement of Women in the Workplace

Nikon approaches advancement of women in the workplace as one of our most important issues.

We established a target percentage of women in management positions of 8.0% or more by the end of March 2026 as one metric to measure the advancement of women in decision-making roles and organization management leading to more diverse perspectives. We conduct initiatives to improve this percentage, including systematic education in the workplace, promotions, and career development support.

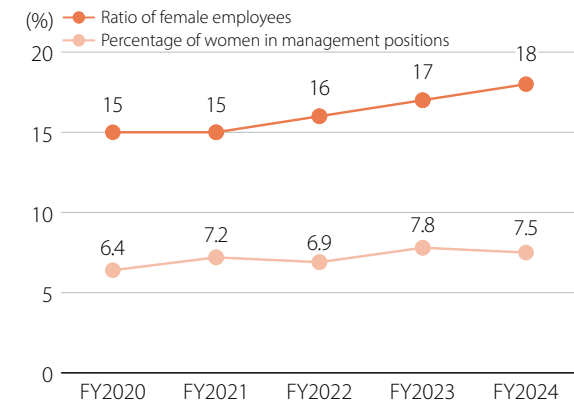
In addition, we established a metric beginning in fiscal year 2016 to maintain a 25% or greater level of female new hires, ensuring a stable base of female employees. Japan has relatively few female students majoring in engineering. Even at Nikon, where we hire in number for engineering-related

occupations, training the next generation of employees is a challenge. We participate actively in events to recruit women in the engineering field. We are also part of the DE&I working group established by SEMI Japan (the Japanese branch of the US-based semiconductor industry association) to foster the next generation of female engineers.

Further, we develop programs and environments for women and employees in diverse situations (e.g., childcare and nursing care) to choose flexible work styles according to their life stages.

As a result of our efforts, the percentage of women in management positions as of March 31, 2025 was 7.5%, and the percentage of female new hires in fiscal year 2024 was 32.7%.

● Percentage of Female Employees and Women in Management Positions (Nikon)



Column

DEI Promotion Logo and Communication Book

To foster a sense of unity in our pursuit of DEI at the Nikon Group, we created the DEI Promotion Logo in combination with the Nikon Global DEI Policy. We use the logo for business cards, event novelties, other activities, and content creation related to DEI both inside and outside the company.

Nikon also publishes a Communication Book for internal use as a basic explanation of the reasons and definitions behind Nikon's commitment to DEI. Our goal is to ensure that each employee understands the need for DEI and that DEI takes root as a way of thinking that forms the basis for decisions and actions.



DEI DIVERSITY
EQUITY
INCLUSION

Column

Employee-Focused DX for DEI

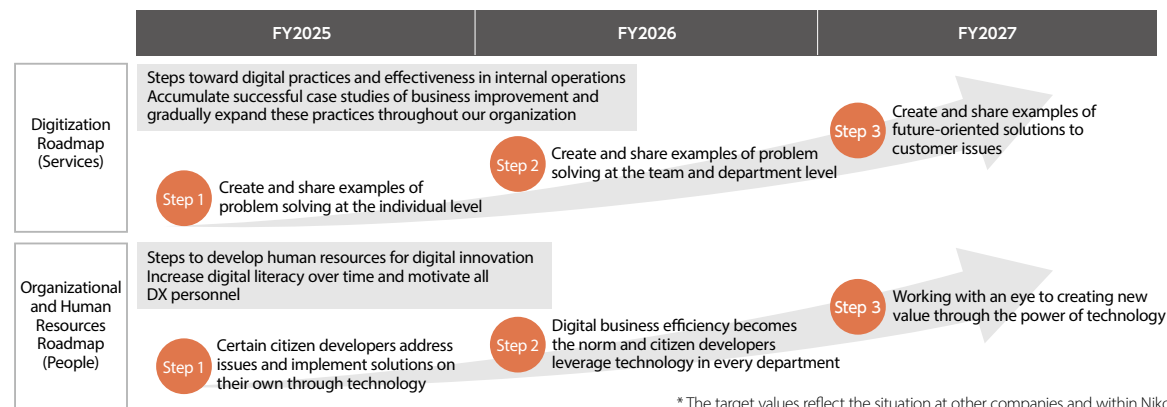
We are developing the Nikon Group digital transformation (DX) strategy from the perspectives of customers and employees. We endeavor to create an environment in which every employee commits to DEI to create both employee and customer experience and satisfaction.

Specifically, we are engaged in a number of IT measures to achieve six goals, including the ability to connect and co-create with anyone and multilingual and cultural support. As a result, we expect to improve the customer and employee experience through diverse ideas, new value creation, and comfortable work environments. In fiscal year 2024, we focused on improving the IT literacy of our employees. In March 2025, we conducted an e-learning program for all employees of Nikon Group companies in Japan to understand an overview of DX, AI, and cloud services.

Over the three-year period from fiscal years 2025 to 2027, we plan to build an inventory of successes in improving business through DX, expanding these successes over time. We will also increase literacy and motivation throughout the company to solve problems through technology.

● Three-Year DX Literacy Education Roadmap

- Digitalization: Accumulate successful experiences of business improvement through workplace DX and gradually expand these successes toward Vision 2030
- Organization and human resources: Improve literacy and motivation to solve technology issues throughout the company to support digitization



* The target values reflect the situation at other companies and within Nikon

Supporting Mid-Career Hires in the Workplace

In our Medium-Term Management Plan (fiscal years 2022 to 2025), Nikon laid out a path for stabilizing our mainstay businesses and increasing earnings from strategic businesses. To achieve these goals, we emphasize the recruitment of mid-career hires.

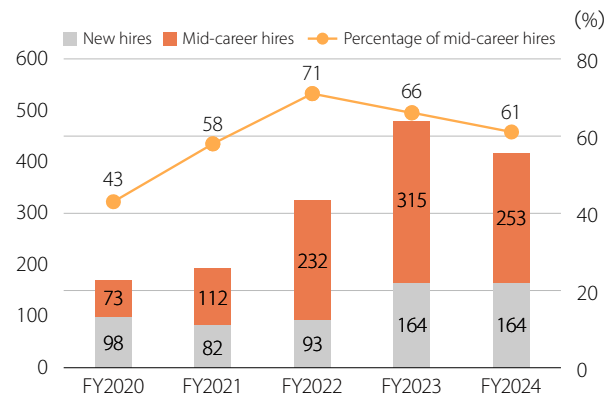
For Nikon to leverage the technologies we have cultivated over the years, as well as to move into new fields, we must take advantage of a diverse range of skills, knowledge, and experience.

We pursue the following efforts to ensure mid-career hires make use of the knowledge cultivated in previous jobs for the benefit of Nikon and maximize their talents to the fullest.

- Detailed follow-up in the workplace, led by a supervisor
- Training and regular monitoring at newly assigned workplaces
- Training and social gatherings for mid-career hires, etc.

As of March 31, 2025, 37.1% of Nikon management positions were filled by mid-career hires.

Percentage of Mid-Career Hires to New Hires (Nikon)



Utilization of Global Human Resources

The Nikon Group appoints outstanding human resources to management and executive positions, regardless of age, gender, or nationality. We are committed to utilizing human resources on a global scale, including appointing one locally hired personnel from a Group company as an officer of Nikon. As members of their respective local communities, our Group companies hire local employees and appoint them to management positions as appropriate in order to contribute to local job creation and economic revitalization.

Supporting Senior Employees in the Workplace

The needs and values of each individual in the areas of life planning and working styles are diversifying. In order

to realize a society in which people can continue to work for as long as they want, it is important to provide opportunities for senior citizen employees to play an active role. It is also important to help employees consider career development and how they want to work after reaching the mandatory retirement age, and to encourage them to take stock of the experience and skills they possess.

The Nikon Group introduced a reemployment system in Japan under which employees who have reached the mandatory retirement age of 60 and wish to continue working can be reemployed up to the age of 65. Nikon Nisso Prime Corporation, a joint venture company engaged in the human resources services business, rehires Nikon employees who have reached the mandatory retirement age. This company is expanding the options it offers to retirees, including to positions outside the Nikon Group, addressing the diversification of work styles and providing senior citizens with the opportunity to continue working as long as they would like.

Furthermore, we provide support for independent career development from a long-term perspective by holding age group-specific training. We held Career Design Training for 58-year-olds (363 participants), which fosters awareness necessary to continue working for a long time. We also offered a Life Plan Seminar (170 participants), which focuses mainly on financial planning skills.

Through these measures, we provide opportunities for employees to consider post-retirement careers earlier in their professional lives, and we strive to support the success of senior employees.

Initiatives at Nikon Nisso Prime Corporation

Nikon Nisso Prime Corporation supports the activities of older employees who still want to work.

- More than 60 individuals have been employed outside the Nikon Group through expanded career options
- We create opportunities through public-private partnerships, including agreements with five municipalities

* As of March 2025

Supporting Persons with Disabilities

The Nikon Group is working to establish an environment that enables every employee to make the most of their individuality and abilities regardless of any disability.

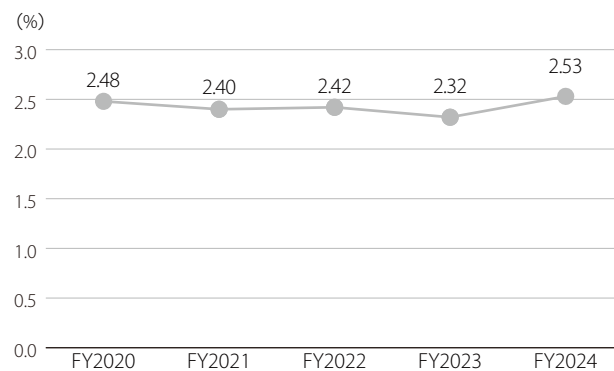
With support from experienced staff and instructors, employees with disabilities play an active role at Nikon Tsubasa Inc., a special subsidiary which Nikon established in 2000. As of June 2024, persons with disabilities exceeded the statutory minimum percentage, accounting for 2.53% of the employees of the four Nikon Group companies (Nikon Corporation, Nikon Tsubasa Inc., Nikon Systems Inc., and Nikon Business Service Co., Ltd.) that have been approved for Group treatment (using the Special System for Affiliate Companies) under the Act to Facilitate the Employment of Persons with Disabilities.

Nikon established a follow-up system inside and outside the workplace, including workplace guides, coaches, and regular interviews. We continue to strengthen our support for the employment and retention of people with disabilities.



Nikon Tsubasa Inc. [In Japanese]

● Employment of Persons with Disabilities under Group Certification Over Time



Creating Comfortable Working Environments

The Nikon Group is working to build comfortable working environments with the goal of increasing labor productivity and securing a diverse workforce. Our goal is for employees to have a high degree of motivation at work while also enhancing their work-life balance.

Offering Diverse Work Styles

The Nikon Group strives to offer our employees flexible work styles in accordance with the qualities of each Group company business and the laws and labor practices of their respective countries and regions. At Nikon, we have introduced the

following systems offering employees more autonomy and flexibility in choosing their working hours and locations.

● Super Flex Time Working System

With the aim of encouraging employees to efficiently and autonomously carry out their duties, Nikon provides a mechanism allowing employees to choose work times flexibly through our Super Flex Time Working system, which has no core time period (no specific time frame in which employees are required to work).

● Telecommuting System

Nikon offers a telecommuting system to improve work life balance, reducing the burden of daily commutes and helping employees make effective use of time. By utilizing this system, employees are expected to improve productivity by working efficiently. As a general rule, telecommuting is allowed three days per week. However, in cases involving childcare or nursing care, we offer flexible arrangements that include allowing employees to exceed this maximum limit with supervisor approval. In addition to working from home, employees may work at other similar locations with the approval of a supervisor. These locations include a parent's home or temporary posts where the employee lives separately from their families.

Support for Balancing Work and Childcare/ Nursing Care

At Nikon, we established a system that allows employees to choose a flexible work style according to their life stage to balance work with infertility treatments, pregnancy,

childbirth, childcare, and nursing care.

In concrete terms, Nikon goes beyond the statutory requirements, allowing employees to take childcare leave up to two times on consecutive or non-consecutive days for any reason up until their child's second birthday. We also put in place systems such as nursing leave for childcare and nursing care, staggered work hours for childcare and nursing care, shortened work hours, and short-time Super Flex Time Work. Nursing care leave and staggered work hours for childcare are available until the employee's child graduates from elementary school.

Besides these systems, we have established an accumulated special leave system that allows up to 40 days of expired annual leave to be accumulated and used. This system can be used not only for childcare and nursing care, but also for situations like infertility treatment and participating in their children's school events, an enhancement to our systems helping employees establish a balance between work and family.

Nikon has also introduced a "re-entry" system. This system provides opportunities to rejoin the company for former employees who left the company because of childcare or other family care responsibilities, because of a spouse's job transfer, or for other unavoidable reasons.

Curbing Long Working Hours

The Nikon Group is taking action to manage working hours appropriately and to curb long working hours in accordance with the respective national and regional laws and regulations where we do business.

● Countermeasures against Overtime Work

In setting limits for maximum overtime work, Nikon and the Nikon Labor Union work together to check actual data and measures to take on a yearly basis. Limits set here are used as guidelines for all Group companies in Japan, and compliance is rigorously ensured.

Nikon has introduced a cooling off period for overtime work for employees whose total overtime hours exceed a certain level (including managers and others not subject to working hour management) to curb overwork and distribute the burden previously focused on specific individuals. Our standards for conducting health checkups for overtime work exceed statutory requirements.

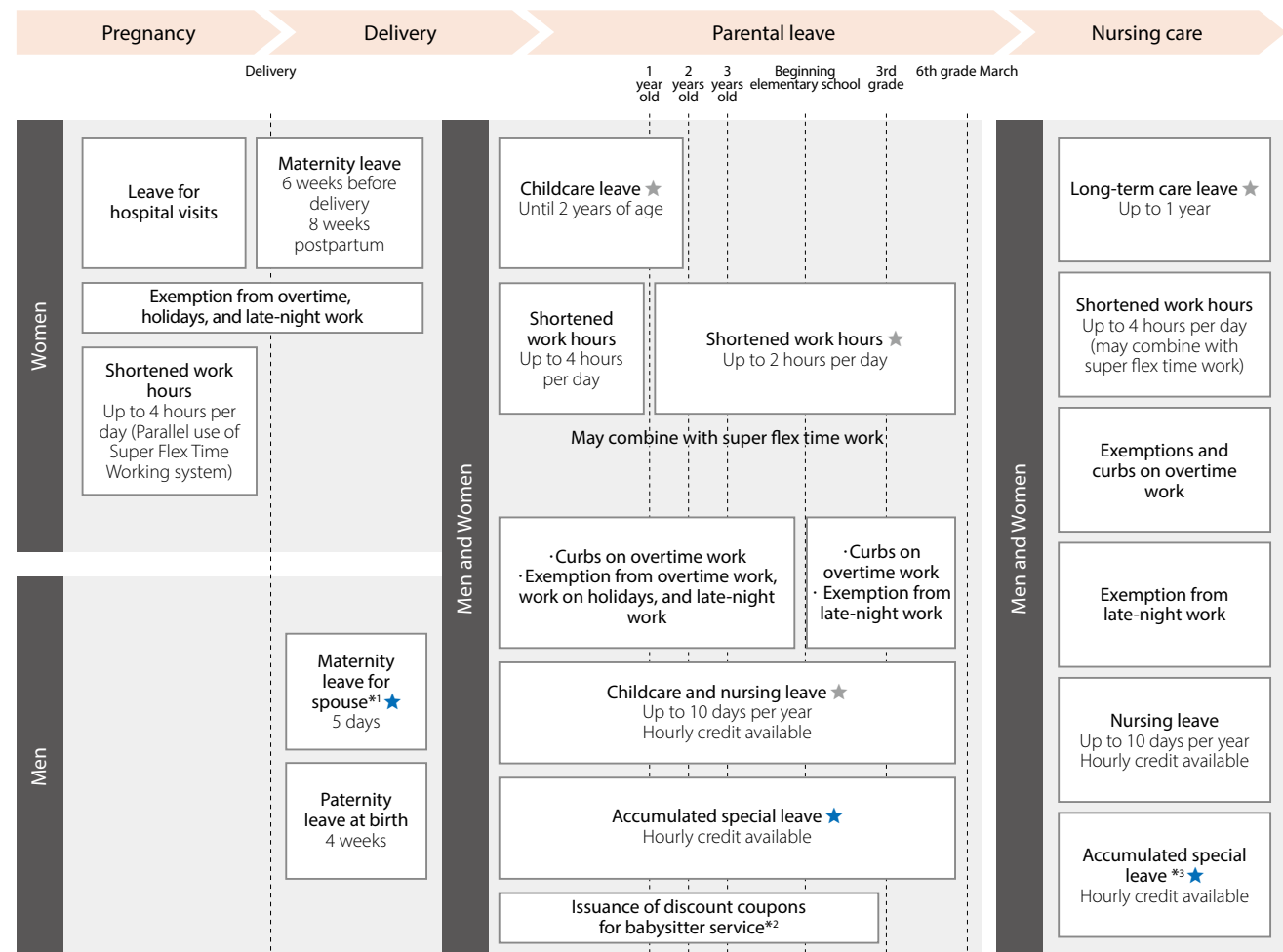
● Encouraging Employees to Take Annual Paid Leave

At Nikon, our ongoing goal is to have employees take annual paid leave at a rate of at least 70%. To help employees use annual paid leave, we promote company-wide planned leave days and to take planned leave consistently. Further, we encourage employees and managers who have a low paid leave utilization during the fiscal year to take paid leave. In fiscal year 2024, the percentage of Nikon employees taking annual paid leave stood at 72.0%.

Going forward, we will continue our efforts to encourage employees to take paid leave, aiming toward consistent achievement of the goal of at least 70%.

● Nikon's Support Systems for Balancing Work and Family

★ Systems exceeding legal requirements ★ Systems unique to Nikon



*1 Maternity leave for spouse (paid): Paid leave available when spouse gives birth

*2 Babysitter Dispatch Service provided by the All Japan Childcare Services Association on behalf of the Children and Families Agency. Eligible until the 6th grade if said child has a physical disability certificate or a rehabilitation certificate.

*3 Accumulated special leave (paid): A special leave system allowing employees to accumulate up to 40 days of annual paid leave not carried over to the following year. This leave may be taken under certain conditions, such as when medical treatment is required for one's own injury or illness, infertility treatment, participation in a child's school activities, or when caring for or nursing a child or relative.

External Evaluations of Support for Diverse Work Styles and Advancement of Women in the Workplace

Nikon received *Platinum Kurumin* and *Eruboshi* (second level) certification from the Minister of Health, Labor and Welfare. These honors recognize our ongoing efforts to support diverse work styles and the advancement of women in the workplace.



Platinum Kurumin: Certified June 2018



Eruboshi (2nd Level): Certified May 2016

● Nikon Childcare Leave Utilization Rate (FY2024)

Men: 98% Women: 104%

* Includes Nikon's own childcare leave program.

* Total may exceed 100% as employees (or spouses) who gave birth in previous years may take childcare leave, etc., during the current fiscal year.

● Nikon Return Rate from Childcare Leave (FY2024)

Men: 99% Women: 100%

Fair Treatment and Evaluation

Basic Approach

The Nikon Group has adopted a basic policy that values dialogue and communication, and uses this to develop a working environment that stimulates employees' motivation and helps them make the most of their capabilities. Each individual Nikon Group company has established its own HR management system based on this policy.

The Nikon Group conducts fair evaluations with emphasis on performance, irrespective of age, gender, etc., and encourages employees to fulfill their responsibilities and roles and produce results. Employees are placed in jobs and roles based on their aptitude, skills and drive, and we support them as they work to explore their career and develop their capabilities.

Nikon's HR Management System

Nikon has adopted a human resources management system that emphasizes accountability and achievements, evaluating and treating employees with a focus on their responsibilities, role, and results, irrespective of age, gender, etc. Work responsibilities consist of three grade levels: (1) Professional; (2) High-level professional; and (3) management (persons who supervise and lead organizations). Nikon defines the level of duties and roles required for each grade level classification.

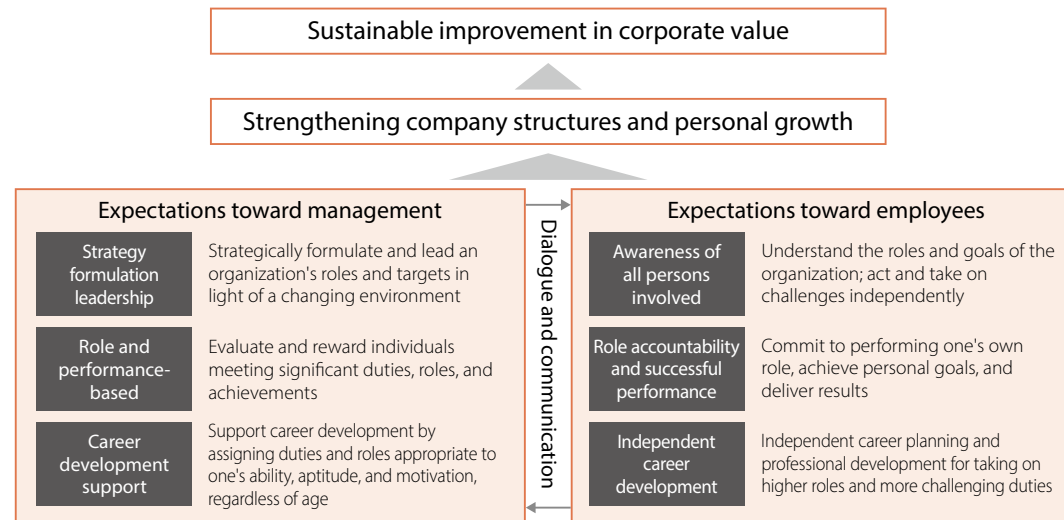
We publish job descriptions for positions at the section manager level and above to encourage employees in developing careers autonomously and taking on the challenge of higher-level duties and roles. We also publish a

list of the duties and roles of the Professional grade.

In principle, the Professional grade classification is determined based on the results of an annual performance evaluation conducted at the beginning of the fiscal year. Under this system, we ensure that managers are able to properly evaluate the responsibilities and roles of the employees that they supervise, and that they can fully explain the results of these evaluations.

Performance evaluations are based on the results of assigned duties and roles (degree of goal achievement) under the Goal Setting and Performance Review System. These evaluations are conducted semiannually, covering a six-month evaluation period. Under this goal review system, each employee determines goals corresponding to his or her main duties and roles in an interview with his or her department head. The employee is responsible for carrying out his or her duties to achieve the agreed-upon goals. We provide three interview opportunities during the six-month evaluation period: (1) a goal-setting interview; (2) a mid-term interview; and (3) a performance evaluation interview. In this way, we improve the fairness and acceptability of evaluations.

● Purpose of Nikon's HR Management System



Other Recognition Programs

The Nikon Group offers the President's Award and Unit Manager Award to reward departments and employees who have made outstanding contributions to the Group as a whole or to their own organizations. These awards aim to motivate, raise employee morale, and revitalize our organizations through recognition of department and employee achievements.

Nikon's Systems for Career Development

● Profile System

The profile system provides all employees with the chance to look back every year on their duties and personal growth and think about their future career vision, taking into account the company's expectations. Employees are interviewed by their supervisor to help brainstorm ways to develop their individual career.

● Career Counseling

Nikon has established offices where employees can consult about improving their skills and advancing their careers if they so desire.

● Open Recruitment System

The open recruitment system enables employees to apply for open recruitment when a new employee is required by a department, such as when launching new projects or expanding businesses.

● In-House Free-Agent System (FA System)

The FA system allows employees actively working on their career development to request a transfer once a year to seek out new challenging opportunities inside the company.

● Second Career Support System

The second career support system has been established with the aim of providing support for employees who are interested in taking early retirement from Nikon and developing a new career outside the company.

Employees who meet the specified criteria can benefit from job-hunting support services, second career support leave, etc.

Human Resources Development

Basic Approach

The Nikon Group and our diverse base of employees must pursue a relationship of mutual growth if we are to continue to be a company and a people sought after by society and our customers. We state clearly our direction and organizational goals, clarifying the skills, roles, and career paths required for individual job performance. We provide a wide range of training and development opportunities to encourage employees to grow independently.

Major Initiatives

The Nikon Group offers training and educational programs linked to the roles and the HR systems of the individual Group companies. Nikon provides training and educational programs to support employees looking to enhance their own employability.

For fiscal year 2024 employee education and training programs, Nikon held 419 training courses (including the training noted on the right) organized by departments specialized for employee education and attended by a total of 13,399 employees. On average, Nikon employees spent 4.12 days per year in training courses, and expenditure on training per employee was 53,734 yen. Training participants are tasked with completing a questionnaire (report) on their training course, which is then used to assess the training curriculum and make continual improvements. Our target score for the overall evaluation in these questionnaires is

4.0 points or higher out of 5.0, and the average for fiscal year 2024 was 4.30 points. Every Nikon business unit offers training necessary for particular locations. When including this training, our perperson investment in education is 89,292 yen.

Nikon's training courses are also available to employees of Group companies in Japan.

In addition, each Nikon Group company provides education and training. In fiscal year 2024, the average annual training per Nikon Group employee was 6,106 minutes and the training expenditure per employee was 97,175 yen.

Examples of Training Offered by Nikon

- Selective training aimed at cultivating the next generation of leaders and management personnel
- Training to foster understanding about new roles, such as when employees are newly promoted to management positions, including department head or section head
- HR training and education carried out systematically for several years from the first year of joining the company
- Career Design Training at certain milestones
- Targeted training for women and managerial candidates
- Application-based training for improving skills and knowledge through independent initiative
- Support for self-development through on-demand learning tools for autonomous growth

● Annual Number of Training Days per Employee

(days)

Number of training days on average	FY2022	FY2023	FY2024
Managers	1.1	1.1	1.7
Non-managers	3.0	3.9	4.5
Men	2.5	3.1	3.8
Women	3.8	5.1	5.5
Total	2.7	3.5	4.1

Strengthening Management Skills

At Nikon, we aim to strengthen management skills through training that helps newly appointed managers to understand their roles. In addition, we provide training and individualized education to intentionally develop managers identified as candidates for future roles as officers.

As part of efforts to strengthen management skills, Nikon and certain Group companies in Japan have introduced a multilateral evaluation system. In past years, the company conducted multilateral education feedback training for department and section managers who are being evaluated for the first time. We assist participants in analyzing their own strengths and weaknesses and in creating an action plan for the coming year.

In July 2020, we began offering training content focused on human resource utilization capabilities, a category within multilateral evaluation. During fiscal year 2024, 13 section managers took part in this training, working hard for five months to improve organizational

activity, train subordinates, and strengthen leadership.

In addition, we provided new literacy training for managers on topics such as corporate governance and accounting, with a total of 424 participants, including executive officers, managers, and department managers, including managers from Nikon and executive officers, etc., from subsidiaries.

DEI Training for Section Managers

We conducted DEI management training for all Nikon section managers to help them understand the need for DEI and to learn diversity management. We held a total of 13 sessions with 419 participants. Through lectures by instructors and discussions among participants, participants acquired knowledge and skills necessary for DEI, including basic understanding of DEI and conflict management.

Support for Employee Independence and Autonomy

Nikon provides a variety of training programs to support employee independence and autonomy.

We offered a number of training programs to improve employee skills, including business facilitation training for better project efficiency and productivity.

We offer an independent career program (mindfulness seminar, self-management training, and career design training) to support independent and continued growth in a changing environment. A total of 193 employees participated in this program. We continued to support career autonomy and independence for employees by

expanding on-demand training for employees to choose their own topics and learn language and business skills at their convenience. In fiscal year 2024, we developed measures to improve basic English language skills, which are indispensable for a company such as ours with more than 80% of total sales coming outside Japan. In general, we require all employees to take the TOEIC-IP test, subsidizing examination fees and expanding language self-development options.

In addition to the Career Design Training for 58-year-olds aimed at fostering a mindset necessary to work for an extended period of time, and a Life Plan Seminar, consisting mainly of money management knowledge, we also strengthened career development programs for employees in their 50s in fiscal year 2024. Specifically, the career seminar for 50-year-olds (149 participants) and the Career Design Training course for employees in their early 50s (60 participants) represent new initiatives to foster opportunities to think about future careers with a view to retirement, helping employees work with energy and think about future action plans. Through these measures, we provide opportunities for employees to consider post-retirement careers earlier in their professional lives, and we strive to support the success of senior employees.

Strengthening Technical and *Monodzukuri* (Manufacturing) Capabilities

The Nikon Group provides various types of basic training for promoting technical and *Monodzukuri* (manufacturing) capabilities, including specialized technical training by field

for new employees, as well as employee training based on job duties and experience.

The Technical College provides education focusing on foundational topics. The college offered 235 courses in fiscal year 2024 with a total of 5,079 participants. The Technical College provides opportunities to systematically learn about a wide range of technical fields, not only for young technical employees, but also for mid-career hires and internal employee reskilling.

Nikon provides long-term training, including technical training for new employees to acquire basic *Monodzukuri* (manufacturing) skills as well as basic training to cultivate design developers who will acquire knowledge and experience encompassing all *Monodzukuri* (manufacturing) processes, from upstream processes to downstream processes. Mid-level designers receive practical training on processing to acquire general manufacturing knowledge, with the aim of encouraging skills advancement.

Furthermore, Nikon has also been offering training for cultivating optical designers in relation to maintaining and advancing opto-electronics technologies, one of Nikon's core technologies. The training entails both fundamental theoretical knowledge and passing on the Company's unique technology and skills.

● Human Resources Development System (as of April 2025)

