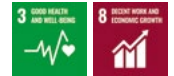


Materiality 9

Employees' Health and Safety



We established the Nikon Group Health and Safety Policy in March 2023. This policy, expressed as the Health and Safety Declaration, indicates our commitment to creating workplaces with a sense of health, safety, and enriched spirit for all Nikon Group employees, including employees at temporary employment agencies and contractors.

Activity Policies

■ Nikon Group Health and Safety Policy

Aiming to Achieve Vision 2030

(Established on March 3, 2023)

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)
Average rate of health issues discovered with regular medical checkups (Nikon Group in Japan)	Below the previous national average ^{*1} (every fiscal year)	<ul style="list-style-type: none"> 58.9% or less of the 2023 national average Health guidance and recommendations for medical checkups by occupational health staff Health education Managing excessive overtime 	<ul style="list-style-type: none"> Average rate of health issues discovered: 54.5% (Nikon Group in Japan) 	○	<ul style="list-style-type: none"> Less than the 2024 national average Health guidance and recommendations for medical checkups by occupational health staff Health education Managing excessive overtime
Annual number of occupational accidents attributable to work or related to the performance of work	60 cases or less (FY2025)	<ul style="list-style-type: none"> Risk assessments (operations, equipment, chemical substances) Safety education Sharing of health and safety and occupational accident risk information 	<ul style="list-style-type: none"> Number of accidents: 59 (29 in Japan and 30 outside Japan) 	○	<ul style="list-style-type: none"> Reduction of potential risks by performing risk assessments (operations, equipment, chemical substances) Safety education Sharing of occupational accident cases and measures
High stressed person rates in stress checks (Nikon)	Below the previous national average ^{*2} (every fiscal year)	<ul style="list-style-type: none"> 14.8% or less of the 2023 national average Individual counseling Mental health education 	<ul style="list-style-type: none"> High stressed person rates: 13.5% 	○	<ul style="list-style-type: none"> Less than the 2024 national average Individual counseling Mental health education

*1 National average for the manufacturing industry as published by the Ministry of Health, Labor and Welfare.

*2 National average as published by stress check contractors.

Employees' Health and Safety

Basic Approach

The Nikon Group aims to ensure the health and safety of our employees, the foundation of our corporate activities, to lead to better employee productivity. To do so, we must give priority to creating comfortable work environments offering health and safety to all people working for the Nikon Group, including employees of temporary agencies and contractors.

Nikon Group Health and Safety Policy

The Nikon Group Health and Safety Policy includes the Health and Safety Declaration, which advocates the above basic approach and sets three major issues. Besides this policy, Nikon decides on Health and Safety Activities for each fiscal year, which include success criteria for each major issue and examples of specific measures to be taken.

Nikon Group Health and Safety Policy Aiming to Achieve Vision 2030

● Health and Safety Declaration

We will create workplaces where all employees who work in the Nikon Group can feel safe in the knowledge that their health, safety, and general enriched spirit are a priority for the respective companies. With that knowledge, each and every employee will perform their duties willingly and enthusiastically to help the Nikon Group achieve its goal of becoming a key technology solutions company in a global society where humans and machines co-create seamlessly.

● Major Issues

1. Maintaining and promoting good health of the employees (increasing health literacy)

Employees will be aware of the importance of good physical and mental health, and will take an active role in checking, maintaining, and improving their health.

2. Preventing occupational accidents through thorough legal compliance and safety management

Under the respective health and safety management systems, we will carry out preventative measures, such as safety patrols, work risk assessments, safety education, and activities that develop employees' ability to sense and identify danger in the workplace. We will share Nikon Group safety activities and accident case studies from around the world and deploy recurrence prevention measures globally.

3. Creating a vibrant work environment through dialogue (making two-way communication easier and more comfortable for both parties)

We will create a pleasant and rewarding work environment through promoting mutual understanding, trust, and a sense of solidarity.

Strategy

Risk

Situations such as occupational accidents and the loss of labor due to employee mental and physical illnesses may lead to increased and unbalanced workloads in the workplaces involved, which may then lead to mental health concerns and the risk of further accidents for other employees. Such circumstances may result in a further loss of productivity and loss of social credibility, leading to a decline in business performance and corporate brand value.

Opportunities

Employees improve their own health literacy through various health checkups, health guidance from occupational health staff, and various trainings and seminars. Voluntary participation in health and safety activities, such as health events, risk assessments, and patrols, provides a sense of security about health and safety and increases motivation for work. This results in increased employee productivity and helps us to fulfill our business plans.

Strategy

We work to familiarize all Group employees in and outside Japan with the Nikon Group Health and Safety Policy and the health and safety activities decided upon for each fiscal year. We provide health literacy and health and safety training as part of our health and safety initiatives, encouraging

employees to take steps independently. We also interview business facilities in Japan and Group companies on their activities and training, sharing good practices with Group companies in and outside Japan.

Annual company-wide plans are made at the Central Health and Safety Committee Meeting, and annual plans at each business facility are made at the business facility's Health and Safety Committee by labor and management and communicated to employees.

● Health and Safety Activities —Standards of Achievement for Each Major Issue

FY2024	Success Criteria	Examples of Measures Undertaken
Major Issue 1	Reduce the average rate of health issues discovered with regular medical checkups for employees of Nikon and Group companies in Japan to less than the national average*. * The results of regular medical checkups conducted in 2024 will be compared with the 2023 national average announced by the Ministry of Health, Labor and Welfare.	(1) Check on health guidance if employees attend necessary doctor visits based on medical checkup results. (2) Train new hires on health literacy and make them aware of their responsibility for their own health. (3) Offer activities that increase awareness of the need to maintain and improve health. (4) Ensure participation in Health Up at 35 seminar by Group companies in Japan. (5) Improve eating habits, establish exercise routines, and engage in other activities related to lifestyle habits. (6) Offer education on preventing productivity loss (sleep disorders, stiff shoulders, back pain, other pain, alcoholism, hay fever, eye strain, etc.). (7) Check with an occupational physician after medical treatment and consider work restrictions and other health considerations. (8) Check the status of working hours (manage excessive overtime, etc.). (9) Cooperate with health insurance society (discuss issues with health and nursing staff).
Major Issue 2	Keep the number of occupational accidents at the Nikon Group most likely arising out of, or in the course of, the performance of duties at or below 60 for the fiscal year.	(1) Confirm compliance with relevant laws and regulations independently and conduct assessments through corporate administration divisions. (2) Monitor chemical substances on a regular basis and conduct assessments through corporate administration divisions. (3) Conduct risk assessments and work risk assessments at the time equipment is newly installed and confirm with the corporate administration divisions. (4) Conduct safety patrols under the respective health and safety management systems. (5) Conduct safety education and activities that develop employees' ability to sense and identify danger in the workplace. (6) Share information on health, safety, and accident risks with on-site contractors. (7) Share safety activities and accident case studies from around the world and develop recurrence prevention measures globally. (8) Comply with new regulations designed to prevent occupational accidents caused by chemical substances.
Major Issue 3	Improve the work environment through line care education (manager education on how to provide support to employees with health risks) based on group analysis of stress checks.	(1) Recommend employees experiencing high stress levels consult with occupational physicians; conduct group analysis of stress checks. (2) Improve stress check participation rates. (3) Implement line care education. (4) Provide individual counseling, including counseling based on requests from supervisors. (5) Encourage dialogue and communication. (6) Educate on women's health issues (including male employee participation). (7) Counsel new hires. (8) Offer mental health care by psychiatrists, psychosomatic physicians, and clinical psychologists. (9) Offer counseling on balancing illness and work.

Governance

Central Health and Safety Committee Meeting

Besides the legally mandated workplace Health and Safety Committees, the Nikon Group also has a Central Health and Safety Committee to serve as the supreme investigative and deliberative organization for important matters related to health and safety.

The Central Health and Safety Committee is chaired by an officer serving as the General Manager of the Group Governance & Administration Division. The General Manager of the Human Resources Department and each plant manager represent the Company on the committee, while employees are represented by the central executive committee chairperson of the Nikon Labor Union and the executive committee members of each union. The presidents of Group manufacturing companies and the executive director of the Nikon Health Insurance Society also attend as observers.*

Specifically, the committee conducts assessments and verifies the status of regular medical checkups, medical checkups for employees working excessive overtime, stress checks, and other checkups. The committee also assesses and verifies occupational accidents (analyzed by business facility, accident type, and attribute) occurring in the Nikon Group. Key performance indicators (KPI) relevant to accidents are set and managed based on past accidents most likely arising out of, or in the course of, the performance of duties, as well as the number of past accidents. Priority risks are confirmed and

measures are reviewed across the company.

Based on the Nikon Group Health and Safety Policy, the committee discusses and approves health and safety activities (success criteria and examples of measures) for the next fiscal year, deploying said efforts to the Nikon Group in and outside Japan. Each business facility prepares and implements an activity plan according to business operations, production facilities, and other facility conditions.

* Chapter 11, Article 57 Health and Safety of the collective bargaining agreement that the Company has with the Nikon Labor Union states that the Company and the union shall discuss health and safety issues when necessary.

Workplace Health and Safety Committees

Each plant and each Japanese Nikon Group business facility conduct various health and safety activities in accordance with occupational health and safety laws, regulations, and the Nikon Health and Safety Management Regulations and related rules. We ensure these facilities share information mutually through such events as liaison meetings and spread them in a timely manner to each business site.

Nikon Health and Safety Officer Liaison Meeting

Bi-monthly meetings are attended by health and safety staff from the head office and each plant. Members share information on accidents and countermeasures, health and safety training, and safety patrols.

Nikon Health Management Meeting

Quarterly meetings are attended by health nursing staff from the head office and from each plant. Members share the implementation status of various health checkups, follow-up measures, and the status of medical checkups for employees working excessive overtime. Members also share information and issues with the Nikon Health Insurance Society at least once a year.

Health and Safety Liaison Meeting for Group Companies in Japan

Health and safety liaison meetings attended by health and safety staff (including managers) from Group companies in Japan are held at least once semi-annually.

Here, information is shared on the status of regular medical checkups, medical checkups for employees working excessive overtime, and stress checks at Nikon, as well as the status of occupational accidents in the Group, the progress of legal research, and points to keep in mind regarding revisions to laws and regulations. The Nikon Health Insurance Society also attends to share such information as the percentage of employees receiving specific health guidance and new system revisions, such as the My Number Card.

Risk Management

Nikon makes improvements to employee health and safety risks through the activities described below and reports results to the Central Health and Safety Committee.

Regarding certification in relation to international occupational health and safety management system standards, Sendai Nikon Corporation and Nikon (Thailand) Co., Ltd. have both received ISO 45001 certification.

Legal Research

The Health and Safety Section of the Human Resources Department collaborates with facilities management and environmental management divisions to conduct on-site surveys of all plants and Group manufacturing companies in Japan. If such surveys find issues, the relevant site is required to file an improvement report with a description of the action taken and the date of completion of the action. The results of on-site surveys and improvement status are also reported annually to Audit and Supervisory Committee Members.

Chemical Substance Risk Assessments

Nikon requires workplaces to conduct chemical substance risk assessments when they apply to use new chemical substances. The department applying for use checks the applicable laws and regulations on the SDS (Safety Data Sheet). Then, it performs a self-check of whether it will be necessary to practice work management (use protective equipment, etc.), work environment management (install local

ventilation, etc.), and health management (special medical checkups, etc.). The application is reviewed by the Health and Safety Department and other corporate administrative divisions. This system ensures that plants cannot start using new chemical substances unless they have been approved by the plant manager.

Chemical Substance Management Survey

The Health and Safety Section of the Human Resources Department conducts on-site surveys of chemical substance management and usage at all plants and Group manufacturing companies in Japan.

Work Risk Identification

Every year, the entire Nikon Group in Japan conducts this program, targeting business processes where accidents happen frequently, as well as the types of accidents that occur frequently.

Since many accidents occurred in goods handling operations in fiscal year 2023, we rechecked our measures against such risks and strengthened them in fiscal year 2024. For about 750 operations in total, mainly at Group companies and divisions engaged in logistics and maintenance, we reviewed the rules covering the use of heavy equipment and the wearing of protective equipment. Also, we improved our work manuals by clearly stating that workers must not work alone when handling heavy objects, and we introduced new hand lifters and height-adjustable carts. These efforts have been effective, with the number of such accidents declining to

eight in fiscal year 2024 (compared to 17 in the previous year). However, fiscal year 2024 accidents involving falls and tumbles, including accidents happening during employee commutes, accounted for more than half of all occupational accidents, and the number of work days lost also increased significantly. In fiscal year 2025, we will study the risk of accidents involving falls like this and focus on awareness-raising activities.

On-Site Inspections

The general health and safety manager of each business facility takes the lead in performing regular on-site inspections as one effort to deter occupational accidents. Items identified during inspections and measures taken are shared with the legally mandated workplace health and safety committee meeting.

Responses to Occupational Accidents and Incidents

Accidents that occur at Group companies in Japan are reported to the Health and Safety Section of the Human Resources Department. In the event of serious accidents, matters are escalated promptly to the responsible officer.

Workplaces at which accidents occur hold a workplace health and safety meeting and prepare an Accident Report for submission to the head of the business facility in question via the health and safety staff of the business facility.

In the event of accidents and incidents attributable to work or related to the performance of work, the business facility in question submits the Worker's Measures

Confirmation Sheet and the Work Risk Assessment (Revised), which summarize reoccurrence prevention measures, as those measures are being implemented. After final confirmation by the Health and Safety Section of the Human Resources Department, Nikon posts the submitted reports and other information on the Group portal site.

Major Initiatives

Raising Health and Safety Management Standards (in Japan)

Health and Safety Training

As in previous years, in fiscal year 2024, we conducted special training programs that include training at the time of hiring in accordance with the Industrial Safety and Health Act, training for forepersons, training for workers involved in organic solvent operations, etc.

Each business facility conducts evacuation drills and safety confirmation drills based on the business continuity management (BCM) implementation guidelines. These facilities also conduct lifesaving training and traffic safety education under the guidance of local police departments. We include on-site contractors in these activities, routinely sharing information on risks related to occupational accidents and safety education.

● Number of Participants in Major Education and Seminars at Nikon Group in Japan

Category	Name(s)	No. of persons (approx.)	Of which, no. of on-site contractor employees
Time of hiring	Health and safety training at time of hiring	630	0
Basics, awareness-raising	Awareness of back injuries and fall accidents, safety awareness seminar for older staff Hazard simulation training	679	1
Special trainings	Laser safety training, high-pressure gas safety training, forklift operation skills training, etc.	908	63
Forepersons	Foreperson training, foreperson competence building training, etc.	122	5
Chemicals	Training for workers involved in organic solvent operations, competence building training for organic solvent work supervisors, etc.	109	0
Chemicals	Course on laws regulating hazardous chemical substances, protective equipment safety and health training, special training for work with dust	507	3
Health promotion events	Health Up at 35 seminars, walks, InBody physical fitness tests, Women's health promotion seminars, nutrition classes, etc.	2,252	3
Mental health care	Mental health trainings (self-care, line care), etc.	1,076	0
Traffic safety	Traffic safety, safe driving workshops	4,824	12
Disaster prevention, etc.	Comprehensive disaster prevention training, early-stage fire extinguishing drills, basic lifesaving training, etc. Gas leak drills, etc.	1,928	17

Health and Safety Awards

The Nikon Group in Japan strives to improve safety management standards through these types of education and assessments. In addition, we established an award system for individuals and departments that excel in health and safety activities to raise employee awareness and engage the workplace.

In fiscal year 2024, we commended a project that had improved the retention rate of temporary employees by revitalizing communication through voluntary patrol activities and workplace roundtables, and another that was found to have improved the first-pass yield of products.

Raising Health and Safety Management Standards (outside Japan)

At Group companies outside Japan, we work to prevent occupational accidents using each company's health and safety management systems in accordance with the laws and regulations of each country. Nikon checks on occupational accidents occurring in the Group companies outside Japan at the end of each half-year and fiscal year. We request response measures and share information on examples of accidents in the Nikon Group in Japan and on preventing recurrence.

In fiscal year 2024, there were a total of 49 occupational accidents at Group companies outside Japan (including 32 lost time accidents resulting from falls and tumbles). There were 30 cases of occupational accidents attributable to work or related to the performance of work. Major accidents included collision accidents, such as striking one's head

when installing parts, and accidents involving contact with hazardous substances, such as getting organic solvents in the eyes when wiping optical parts. We are developing KYT (hazard prediction) activities and writing rules on the wearing of protective equipment as measures to prevent recurrence.

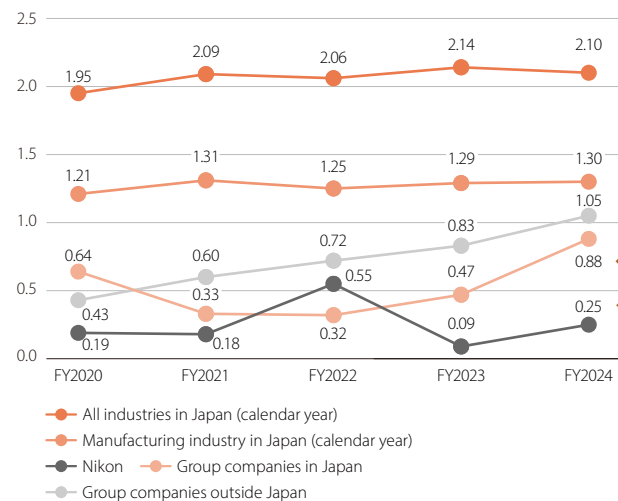
Examples of Activities by Group Companies outside Japan

Major issue	Examples of activities	
Maintaining and promoting good health of the employees (increasing health literacy)	<ul style="list-style-type: none"> Regular medical checkups Doctor consultations 	<ul style="list-style-type: none"> Introduction to employee benefits Distributing wellness information
Preventing occupational accidents through thorough legal compliance and safety management	<ul style="list-style-type: none"> Safety committees Risk assessments Patrols 	<ul style="list-style-type: none"> Health and safety training (new hires, senior staff) Disaster prevention training
Creating a vibrant work environment through dialogue (making two-way communication easier and more comfortable for both parties)	<ul style="list-style-type: none"> Town hall meetings Employee assistance programs (EAP) 	<ul style="list-style-type: none"> 1-on-1 meetings Health consultations

Note: There were 62 consolidated companies subject to data collection.

Nikon Group Occupational Accidents

Frequency Rate of Lost Time Accidents (1 or More Days)*1



*1 Frequency rate: The number of deaths and injuries resulting from occupational accidents per million hours worked, which is used as an index for the frequency of occupational accidents.

Note:

- There were 22 Group companies in Japan in fiscal year 2024, including 17 consolidated subsidiaries, 1 non-consolidated subsidiary, and 4 affiliated companies.
- There were 62 Group companies outside Japan in fiscal year 2024. We calculate frequency rates from the total deemed working hours.
- ◆: Values in Data Index assured by a third party

Occupational Accidents Attributed/Related to Work

	FY2020	FY2021	FY2022	FY2023	FY2024
Nikon Group	19	21	27	52	59

Note:

- Values until fiscal year 2022 represent only the Nikon Group in Japan.
- Target by fiscal year 2025: 60 cases or fewer.
- There were 22 Group companies in Japan in fiscal year 2024, including 17 consolidated companies, 1 non-consolidated company, and 4 affiliated companies. There were 62 Group companies outside Japan.

Severity Rate of Lost Time Accidents (1 or More Days)*2

	FY2020	FY2021	FY2022	FY2023	FY2024
All industries in Japan (calendar year)	0.09	0.09	0.09	0.09	0.09
Manufacturing industry in Japan (calendar year)	0.07	0.06	0.08	0.08	0.06
Nikon	0.00	0.00	0.01	0.00	0.01◆
Group companies in Japan	0.01	0.00	0.00	0.00	0.02◆
Group companies in Europe	0.04	0.08	0.03	0.06	0.07
Group companies in the Americas	0.00	0.00	0.00	0.01	0.00
Group companies in Asia/Oceania	0.00	0.00	0.00	0.00	0.01
Nikon Group (total)	0.01	0.01	0.01	0.01	0.02

*2 Severity rate: The number of work days lost per 1,000 hours worked, which is used as an index for the severity of occupational accidents.

Note:

- There were 22 Group companies in Japan in fiscal year 2024, including 17 consolidated companies, 1 non-consolidated company, and 4 affiliated companies.
- There were 62 Group companies outside Japan in fiscal year 2024. We calculate severity rates from the total deemed working hours.
- A rate of 0.00 indicates a rate of less than 0.005.
- ◆: Values in Data Index assured by a third party

Initiatives with Business Partners

The Nikon Group strives to ensure the health and safety of all employees at our business facilities by sharing and exchanging information through various meetings. These meetings include liaison meetings with on-site contractors, such as security guards and cafeteria staff, and health and safety council meetings with resident construction workers.

We also require suppliers to comply with the Nikon CSR Procurement Standards. These standards comply with the RBA Code of Conduct and include the safety management items in our master agreements. Procurement departments check with suppliers on the status of compliance surveys and audits.

Promoting CSR Procurement → p.096

Maintaining and Improving Employee Health

Nikon ensures employees receive careful health guidance from occupational health staff after regular medical checkups. We also encourage activities to quit smoking and provide counseling and health literacy education to all new employees, including career hires. In addition, we increased the number of eligible participants for the Health Up at 35 seminar to include Group company employees. This seminar is held every year to encourage exercise habits and mental health self-care. Other initiatives include walking events that provide employees with the opportunity to maintain and improve their health voluntarily, and health promotion events that leverage the unique characteristics of each business facility.

Measures for Employees Working Excessive Overtime

For employees who work excessive overtime, Nikon establishes higher standards than the law requires and manages accordingly. These standards stipulate that employees working 40 or more hours of overtime must submit a health condition survey form. Additionally, their supervisors submit a written opinion from their own point of view on the employee's health and include measures to reduce future workload. Occupational physicians interview relevant employees and supervisors (any employee can request an interview) after reviewing all submitted forms on the health condition survey and the supervisor's written opinion. All employees who work 80 hours of overtime or more per month, an average of 80 hours or more over multiple months, or 60 hours or more for two consecutive months are required to meet with an occupational physician to check fatigue and stress accumulation levels caused by working excessive overtime.

Mental Health Care and Encouraging Communication

Nikon formulated the Mental Health Promotion Plan, which not only supports employees with mental health concerns, but also encourages communication in the workplace.

For stress checks in fiscal year 2024, we used a new simplified occupational stress questionnaire to survey for work engagement and conduct a group analysis, as in the previous year. Survey feedback is then provided to the relevant workplace. To provide better medical checkups for employees working excessive overtime and return-to-work support, we

improved line care for managers and supervisors through individual consultations with and guidance from occupational health staff.

● Top Indicators of Regular Medical Checkups in Nikon

	FY2020	FY2021	FY2022	FY2023	FY2024
Percentage of findings in regular medical checkups *	44.6%	50.0%	47.9%	48.7%	49.8%
Smoking rates	17.6%	16.4%	15.8%	15.6%	15.2%
Exercise habit rates	21.6%	20.8%	23.5%	22.4%	22.4%

* Percentage of findings: Ratio of findings to the number of persons receiving company sponsored medical checkups. A "finding" is defined as a person whose medical checkups results are other than normal.

Recognized as a Health and Productivity Management Outstanding Organizations 2025

Nikon received certification as a Health and Productivity Management Outstanding Organizations 2025 in March 2025. This certification is in recognition of our initiatives in providing guidance from occupational health staff after regular medical checkups, training to improve health literacy, training on women's health management, and activities to quit smoking.

Note: The medical checkup rate in fiscal year 2024 was 100%, as in the previous year (excluding employees on leave, etc.).

