



NIKON SUSTAINABILITY REPORT 2025

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About the Cover Photo

The cover photo features the Grand Prize winner of the 2024 Nikon Group Sustainability Photo Contest. We solicited entries from within the Nikon Group under the theme of the SDGs, receiving 118 submissions from 12 different countries.

Work title	Strangers Like Me
Winner	Julian Harvie
Company	Nikon UK, Branch of Nikon Europe BV (UK)
Reasons for the award	This photograph captures a family observing a group of African elephants, symbolizing the strong bond shared by both human and animal families. We recognized this work as the Grand Prize winner as it reflects the spirit of SDG Goal 15: Life on Land and reinforces the value of family.

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About Sustainability Report 2025

Editorial Policy

The Nikon Group aspires to be a company that can both grow our business and contribute to the sustainable development of society. We also hope to build strong relationships with stakeholders by sharing information proactively about our basic approaches and initiatives.

The Sustainability Report 2025 is produced with reference to the GRI Sustainability Reporting Standards (GRI Standards) in order to provide comprehensive disclosure of non-financial information to stakeholders. In addition, we have disclosed climate-related information based on the recommendations of the Task Force on Climate-related Financial Disclosures (TCFD). We have also disclosed biodiversity-related information based on the recommendations of the Taskforce on Nature-related Financial Disclosure (TNFD). This report also refers to other domestic and international standards and guidelines as needed, such as the International Sustainability Standards Board's (ISSB) Sustainability Disclosure Standards (IFRS S1 and IFRS S2).

Nikon structured this report in accordance with the Nikon Group's materiality (important issues) and reports activities and results for the reporting period, with detailed data disclosed in the Sustainability Report 2025 Data Index. Data marked with a star (★) in the Data Index has received third-party assurance from Deloitte Tohmatsu Sustainability Co., Ltd. in accordance with ISAE 3000 and ISAE 3410 (of the International Standards on Assurance Engagements) in order to improve the reliability of the figures.

Reporting Period

Fiscal Year 2024 (April 1, 2024 to March 31, 2025)

Disclosures include some activities in or after April 2025.

Boundaries

Nikon Group: Nikon Corporation and consolidated subsidiaries (81 companies)

Note: When relevant, we clearly indicate individually defined boundaries (including non-financial information such as risks and dependencies) in each section. (Environmental data is summarized on p.055)

Definition of Words and Numbers

Nikon: Indicates Nikon Corporation or brand

Group companies: Indicates Nikon subsidiaries

Employees: Includes Nikon Group executives, full-time employees, part-time employees, contract workers, temporary workers from staffing agencies, part-time employees, and temporary personnel.

Numbers: The financial numbers in this report are rounded to the nearest hundred million yen, and to the nearest million yen when stated in millions. Other figures are also rounded after presentation. Therefore, sums of detailed figures may not match total amounts.

Publication Date

July 2025 (Previous report: July 2024)

This document is published once a year as an annual report.

Reference Guidelines, Etc.

- GRI Sustainability Reporting Standards (GRI Standards)
- Final Report Recommendations of the Task Force on Climate-related Financial Disclosures
- Taskforce on Nature-related Financial Disclosures (TNFD) Recommendations
- International Sustainability Standards Board (ISSB) IFRS S1, IFRS S2

GRI Content Index

Comparisons with each item of the GRI Standards are shown in the GRI Content Index.

GRI Content Index ➔ **p.G-01**

Contact

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Disclaimer

This report includes not only past and present information related to Nikon Corporation and our Group companies, but also forward-looking statements based on plans, management policies, and other information available at the time of publication. These forward-looking statements are based on information obtained at the time of writing. Actual results and future developments may differ materially due to changes in circumstances.

On Disclosure of Financial and Non-Financial Information

Nikon provides information designed for target audience and by time frame.

We feature the Nikon Report (Integrated Report) on the Investor Relations page of our corporate website. This report highlights our efforts towards medium- to long-term growth and increasing corporate value. We also provide the Annual Securities Report, the Medium-Term Management Plan, and other materials containing information on our performance and management, primarily for shareholders and investors. Our Sustainability page provides information on environmental and social matters for a wide range of stakeholders, along with the Sustainability Report and data summaries containing more detailed ESG information. Furthermore, the Corporate Information page provides a corporate profile that summarizes Nikon and our business.



Corporate Site



Investor Relations

- Medium-Term Management Plan
- Nikon Report (Integrated Report)
- Annual Securities Report [In Japanese]



Sustainability

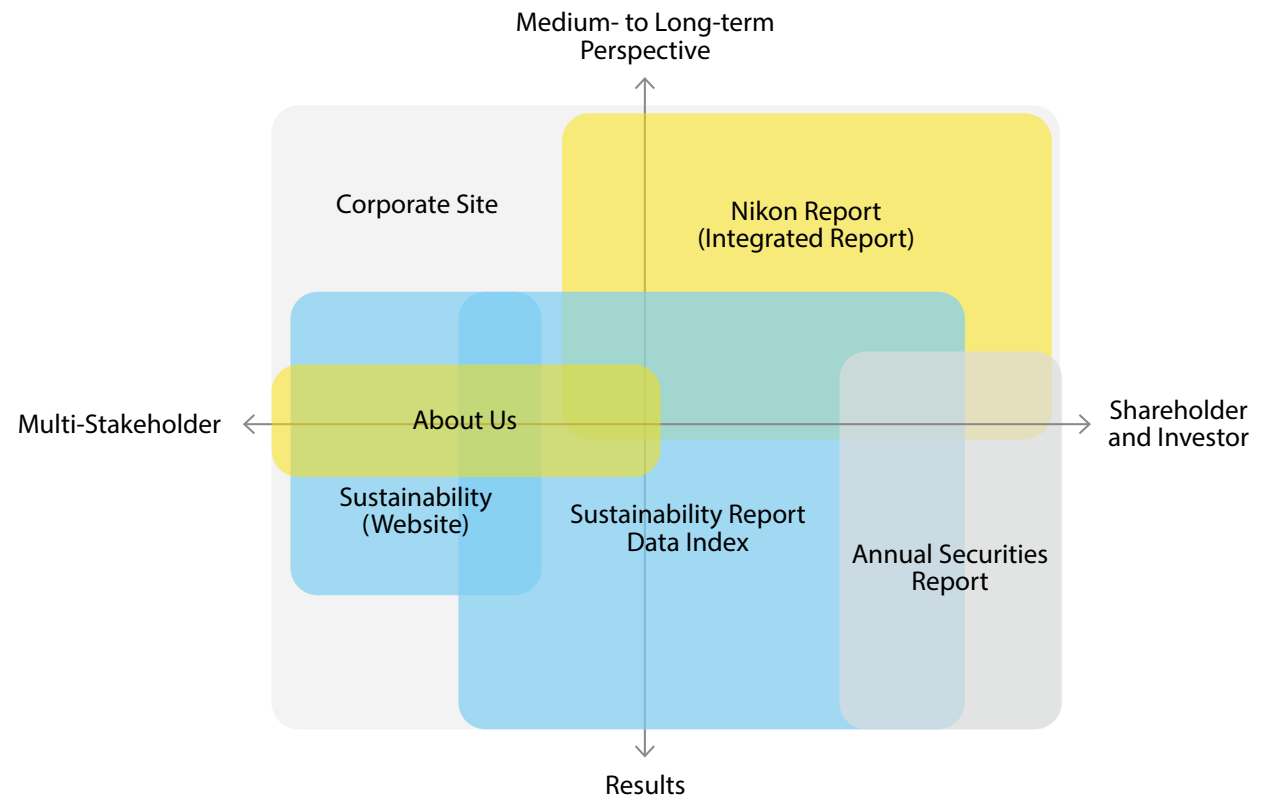
- Sustainability Report
- Data Index, etc.



Corporate Information

- Company Profile, etc.

● Division of Various Information Tools



Message from the President

Lighting the Future: Our Aspiration to Remain Essential to Society



Muneaki Tokunari
Representative Director and President, COO



Our Philosophy and Vision

Nikon operates under Vision 2030: to become a *key technology solutions company in a global society where humans and machines co-create seamlessly*. This vision is rooted in our philosophy of *Trustworthiness and Creativity*.

Our role in the transition to Industry 5.0 is to create new value in a society where humans and machines coexist. Society is undergoing a major turning point, and we aim to become a company people are truly glad to have. We *create* products and services that help address environmental and social challenges, from climate change to the declining birthrate and aging population, while earning stakeholder *trust* through socially and environmentally conscious management.

FY2024 Sustainability Initiatives

Our fiscal year 2024 financial results fell short of plan, due in part to economic instability and shifting global conditions. But despite these circumstances, we made steady progress on our sustainability activities.

We focused on strengthening risk management and compliance to meet society's expectations to win *trust*. In particular, we reviewed our organizational structure and expanded our workforce with professionals and mid-career hires. These efforts strengthened the governance of our group and subsidiaries and reinforced global compliance

across investments and acquisitions.

We also reviewed our human rights initiatives based on impact assessments and other evaluations, with plans to strengthen our human rights due diligence further starting in fiscal year 2025.

At the same time, we delivered several products and services in fiscal year 2024 to contribute to society through *creativity*.

Demand for fertility treatment continues to rise as declining birthrates become major social issues in many countries and regions. In response, we developed and launched a new microscope that significantly reduces the workload of embryologists performing ICSI and IMSI.

We also began a demonstration study in fiscal year 2024 to apply our proprietary laser processing technology to wind turbine blades. This technology improves energy efficiency by reducing friction through a riblet surface treatment that mimics sharkskin, and is already being tested in aircrafts.

Labor shortages have become a serious social issue as production and quality control grow more complex in response to rising demand for flexible manufacturing systems across industries, including the automotive sector. Here, Nikon developed an industrial robot vision system that adds dynamic vision and brain functions to robot arms. Our customers have begun introducing this system into their production lines.

These efforts reflect our ongoing commitment to build a sustainable and prosperous future by creating new value through applied optics technologies that support people and societies around the world.

Importance of Human Capital and Employee Engagement

The source of these various innovations is human capital. Our human resources strategy aims to acquire, develop, and leverage talent. At the same time, we focus on strengthening employee engagement to ensure each person shares our company direction and takes proactive measures.

I believe that when employees understand Nikon, they are more likely to feel a sense of purpose in their work, take pride in belonging to the company, and become more engaged. For this reason, I began sharing video interviews in Japanese and English shortly after my appointment as President, featuring conversations I conduct directly with employees in and outside Japan about their work. I also hold town hall meetings in and outside Japan to engage in direct dialogue and strengthen communication with our employees.

Nikon opened our Innovation Center in 2024. This facility doubles as our corporate headquarters and encourages cross-departmental collaboration and new technologies creation by consolidating research and development (R&D) functions. The center also provides workspaces for diverse work styles and stimulating communication. Nikon also strives to create environments that allow employees to perform at their full potential. To this end, we are upgrading equipment at our production sites in Mito and Tochigi, Japan, and investing in IT infrastructure. We plan to invest approximately 100 billion yen in production site development and 30 billion yen in IT infrastructure by fiscal year 2030.

Dialogue with Our Stakeholders

Dialogue with stakeholders is vital to the sustainable growth of Nikon.

I see it as my responsibility in management to share our vision and build understanding with all stakeholders, including our shareholders, investors, business partners, employees, and local communities. I am equally committed to ensuring that external perspectives and expectations are communicated internally and reflected in our actions.

Nikon aims to pioneer a sustainable future through the power of light, guided by our philosophy of *Trustworthiness and Creativity*. We will continue to engage in dialogue as we work together with our stakeholders to build the future Nikon envisions. I appreciate your continued support.

July 2025

Nikon Group Profile

Corporate Information

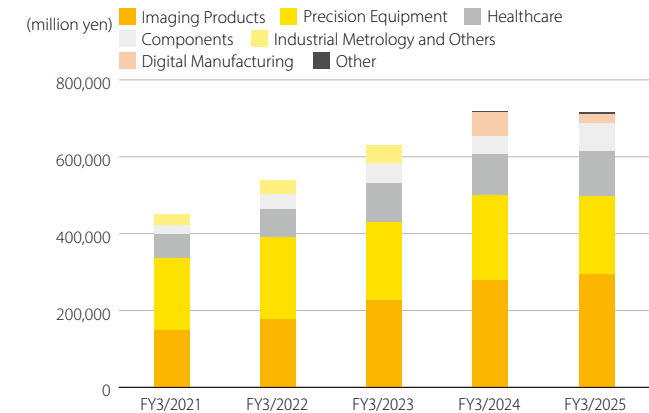
Company name	NIKON CORPORATION
Head office	1-5-20 Nishi-Oi, Shinagawa-ku, Tokyo 140-8601, Japan Tel.: +81-3-3773-1111
Representative	Toshikazu Umatate Representative Director and President
Established	July 25, 1917
Capital	65,476 million yen (as of March 31, 2024)
Revenue	Consolidated 717,245 million yen (as of March 31, 2025, presented under International Financial Reporting Standards (IFRS))
Number of employees	Consolidated 20,069 (as of March 31, 2025) Non-consolidated 4,634 (as of March 31, 2025)
Group companies by region (consolidated; as of March 31, 2025)	Japan [excluding Nikon] 19 companies / Europe 20 companies Asia and Oceania 26 companies / The Americas 20 companies
Business domains	The Nikon Group provides a wide range of products, services, and solutions globally based on our opto-electronics and precision technologies cultivated over more than 100 years of history.

Main Businesses, Products by Segment

■ Imaging Products Business	Digital cameras-interchangeable lens type, interchangeable lens, professional digital cinema cameras
■ Precision Equipment Business	FPD lithography systems, semiconductor lithography systems, alignment stations, measurement and inspection systems
■ Healthcare Business	Biological microscopes, retinal diagnostic imaging systems, cell manufacturing
■ Components Business	EUV-related components, optical parts, optical components, encoder, measurement and inspection systems, photomask substrates for FPD
■ Digital Manufacturing Business	Metal 3D printers, optical processing machines, 3D scanners, contract material processing

Main Financial Data

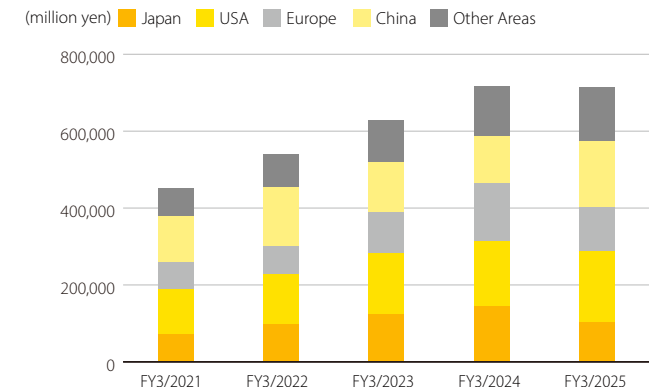
● Revenue by Industry Segment (Consolidated)



Note:

- Figures are presented in accordance with IFRS.
- Starting from the fiscal year ended March 31, 2025, figures include the Digital Manufacturing Business as a newly established reporting segment.
- Composition of revenue by segment

● Revenue by Region (Consolidated)



Note: Figures are presented in accordance with IFRS.

Our Philosophy

Trustworthiness and Creativity

Corporate Vision

Unlock the future with the power of light

Our Approach to Sustainability 009

Strategy 010

Governance 015

Risk Management 021

Indicators and Targets 022

External Evaluations 025

Nikon's Sustainability

Our Approach to Sustainability

Basic Approach

The Nikon Group defines sustainability as contribution to a sustainable society and achievement of sustainable growth for the company through the realization of our philosophy of *Trustworthiness and Creativity* in our business activities. With this idea as the main statement, the Board of Directors decided on four intentions that support this idea as the Sustainability Policy.

Under this policy, the Nikon Group has established the Nikon Code of Conduct, which embodies Nikon's basic approach to social responsibility and lays down standards for employees to follow when taking actions based on this approach.

Sustainability Policy

The Nikon Group aims to both contribute to a sustainable society and achieve sustainable growth for itself by putting into practice the Nikon philosophy of Trustworthiness and Creativity through our business activities.

- We are committed to helping solve environmental and social challenges and achieve Sustainable Development Goals (SDGs) through our business activities by delivering uniquely Nikon products and services.
- We aim to do better for the environment and for society by objectively assessing the impact our business has on the environment and society and continually striving to make improvements.
- Through active dialog with our stakeholders, we stay abreast of changes in society. We also constantly reflect on our own activities to meet stakeholder expectations.
- We do more than what is required to comply with laws and regulations. We act with integrity and fairness and disclose information appropriately.



Nikon Code of Conduct

Column

Activities Aimed at Raising Employees' Sustainability Awareness

The Nikon Group publishes a quarterly newsletter in 14 languages covering sustainability-related activities and news within and outside the Group, aiming to raise sustainability awareness among employees. The Nikon Group Sustainability Photo Contest is an annual event under the theme of sustainability. We feature the winning entry on the cover of this report, as in the previous year.

The Nikon Group portal site has a sustainability page, which includes articles on the basic approach, system, targets, and status of Group activities. The site also publicizes upcoming events. In fiscal year 2024, we created an English-language version of the website, available to employees at Group companies outside Japan.

In Japan, we held events that included a series of discussions about initiatives at various workplaces to raise awareness of the connection between one's work and sustainability. In fiscal year 2024, we held a total of six events. Guests included employees involved in the planning and commercialization of the premium exterior model of the Z fc mirrorless camera in collaboration with HERALBONY. Guests also included employees of the Materials & Advanced Research Laboratory, which researches cutting-edge materials and technologies.

Newsletter sent to all Nikon Group employees



Strategy

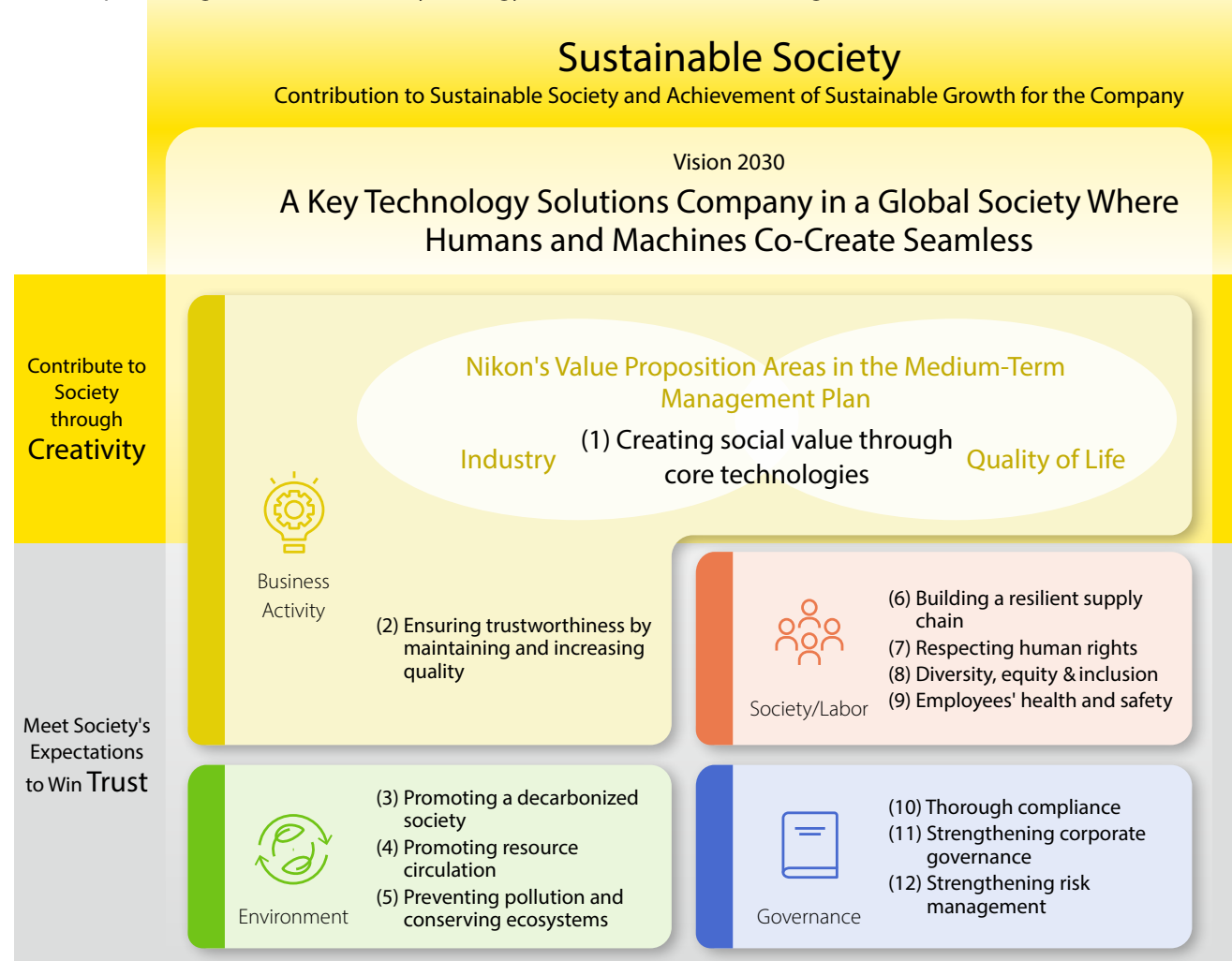
Sustainability Strategy

To implement our Sustainability Policy, the Nikon Group formulated a sustainability plan in conjunction with our Medium-Term Management Plan and yearly management plan. Our Medium-Term Management Plan (FY2022-FY2025) places sustainability strategy as a foundation of our business and provides a basic policy defining sustainability strategy as an integral part of our business strategy.

Based on our philosophy of *Trustworthiness and Creativity*, our sustainability strategy identifies Nikon Group materiality from the perspectives of what we must do to earn the trust of our stakeholders and society and what we must do to create social value through our businesses. In addition, we defined strategies, indicators, and targets for each materiality to accomplish in order to achieve Vision 2030 as presented in the Medium-Term Management Plan.

The Nikon Group manages the progress of these initiatives through the Sustainability Committee, chaired by the president. We pursue these initiatives through a cycle of assessments and improvements to contribute to a sustainable society and achieve sustainable growth, as stated in our Sustainability Policy.

● Conceptual Diagram of Sustainability Strategy in the Medium-Term Management Plan



Note: (1) through (12) are sustainability materialities.

Identification of Materiality → p.011

Identification of Materiality

The Nikon Group identifies materiality in order to ensure the efficient and steady implementation of sustainability measures.

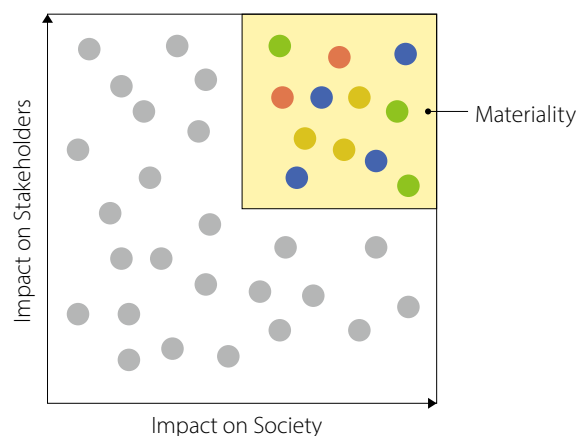
Specifically, we begin by identifying social issues from the GRI Standards, ISO 26000, the UN Global Compact, the Sustainable Development Goals (SDGs), and other standards. Issues of particular relevance to the Nikon Group are then extracted on the basis of analyses of the Group's value chain and our corporate vision. Next, we assess the impact of each issue identified based on the priorities of ESG evaluation

organizations, internal and external communications with NGOs and other organizations, benchmarks from leading sustainability companies, and other factors. At the final stage of identifying potential materialities, we conduct assessments of validity, conduct numerous management level discussions, and select materialities. We then set a Nikon Group vision and targets for each issue.

The Nikon Group reviews these materialities every one to three years in response to changes in society and the business environment. When we formulated the current Medium-Term Management Plan, we conducted investigations

from the stakeholder perspective to ensure our materiality efforts would lead to achieving Vision 2030, as described in our Medium-Term Management Plan. We investigated and modified certain materialities after collecting a cross-section of employee opinions through interviews and workshops across all business units, as well as in response to discussions with outside experts and members of management. In addition, we defined a vision in terms of each materiality toward achieving Vision 2030, defining strategies to respond properly to these risks and opportunities. We then established new indicators and targets for each strategy.

● Materiality Extraction Concept



● Materiality Identification Process

Step 1 Identify social issues

We identified social issues based on GRI Standards, ISO 26000, the UN Global Compact, the Sustainable Development Goals (SDGs), and other standards. We then selected 34 issues of particular relevance to the Nikon Group based on analyses of the Group's value chain and our corporate vision.

Step 2 Assess importance

Based on priority issues from ESG evaluation organizations, internal and external communications with NGOs and other organizations, and benchmarking from leading sustainability companies, we evaluated the social impact (impact on the economy, society, and environment) and stakeholder impact (impact on stakeholder assessment and decision-making) of each issue identified to determine potential materialities.

Step 3 Identify and determine materiality

After management-level discussions in Sustainability Committee meetings, we selected 12 materialities. The Executive Committee determined Nikon Group medium- and long-term targets for each issue.

Step 4 Set targets for each materiality

We included the creation of social value through our businesses in our Medium-Term Management Plan, and established annual targets for each materiality.

● Risks and Opportunities, Vision, and Strategies for Each Materiality

	Materiality	Risk	Opportunity	SDGs Contributed To	Vision	Strategy
Business Activity	Materiality 1 Creating Social Value through Core Technologies	<ul style="list-style-type: none"> Loss of customer trust and declining performance due to the inability to deliver solutions that contribute to customer experience value and innovation creation in an increasingly diverse society 	<ul style="list-style-type: none"> Sustainable growth by contributing answers to social issues by delivering solutions that transform social systems and lifestyles 	9	A Key Technology Solutions Company in a Global Society where Humans and Machines Co-Create Seamlessly	Expansion of growth drivers, services and components
	Materiality 2 Ensuring Trustworthiness by Maintaining and Increasing Quality	<ul style="list-style-type: none"> Loss of trust and decline in business performance due to a failure to respond to increasingly diverse and sophisticated customer needs Loss of market share and public trust due to a failure to ensure quality in response to stricter safety and environmental laws and regulations 	<ul style="list-style-type: none"> Improving relationships of trust with customers and society by ensuring and improving quality in response to changing customer needs and legal statutes Enhancing brand value and fostering business growth through creative, efficient <i>Monodzukuri</i> (manufacturing) and high quality standards 	12	Providing competitive products and services with safe, environmentally friendly and information security	Advancement and establishment of quality management
Environment	Materiality 3 Promoting a Decarbonized Society	<ul style="list-style-type: none"> Decrease in asset values and operational shutdowns due to weather-related disasters increasing in frequency due to climate change Financial impact due to carbon pricing programs, etc. Loss of market share and public trust due to a failure to take adequate climate change action 	<ul style="list-style-type: none"> Growth in businesses that contribute to climate change mitigation Improved value chain resilience through climate change solutions 	7,13	Achieving net zero throughout the value chain by fiscal year 2050	GHG emission reduction in Scope 1, 2, and 3 and accelerate introduction of renewable energy
	Materiality 4 Promoting Resource Circulation	<ul style="list-style-type: none"> Increased costs due to stricter regulations related to resource use and recycling, waste disposal, and information disclosure Impact of water risk (including climate change) on Nikon and value chain operations Loss of market share and public trust due to a failure to conduct resource recycling efforts and address water risks adequately 	<ul style="list-style-type: none"> Growth in businesses that contribute to the circular economy Lower business costs through reduced resource use and waste disposal 	6,11,12	Minimizing resource consumption and maximizing resource circulation throughout the value chain	<ul style="list-style-type: none"> Reducing resource consumption and waste, etc. Effective use of water leading to reduced water withdrawal
	Materiality 5 Preventing Pollution and Conserving Ecosystems	<ul style="list-style-type: none"> Increased operating costs due to stricter regulations regarding hazardous chemical substances in products and the prevention of air, wastewater, and soil pollution in operations Procurement risks associated with the transition away from hazardous substances Loss of market share and public trust due to a failure to respond to increasing stakeholder demands 	<ul style="list-style-type: none"> Growth in businesses that contribute to biodiversity conservation Earning stakeholder trust by ensuring compliance with regulations and other requirements 	6,11,12,14,15	Zero negative impacts on human health or ecosystems in the value chain	Appropriate use of chemical substances and reduction of ecological impact and dependence

	Materiality	Risk	Opportunity	SDGs Contributed To	Vision	Strategy
Society/Labor	Materiality 6 Building a Resilient Supply Chain	<ul style="list-style-type: none"> Loss of business opportunities and a decline in business performance due to difficulties in procuring raw materials and components due to natural disasters, infectious diseases, conflicts, etc. Damage to brand image and loss of trust from stakeholders due to issues in the supply chain related to human rights, the labor environment, health and safety, the environment, etc. 	<ul style="list-style-type: none"> Improved supply chain stability and business growth due to ESG-oriented procurement and cooperation with procurement partners Earning customer trust and increasing brand and corporate value based on the preceding 	8, 12	A sustainable supply chain that remains sound at all times in the face of business risks and social issues	Building a mechanism for supply chain risk assessments and immediate emergency response
	Materiality 7 Respecting Human Rights	<ul style="list-style-type: none"> Negative impact of human rights violations on rights holders due to failure to protect and extend human rights across the value chain Such situations could damage brand value, cause a loss of trust from customers and society, or result in a decline in business performance 	<ul style="list-style-type: none"> Improved social trust and brand value through efforts to protect and extend human rights Increased employee job satisfaction and productivity through decent work; improved recruitment and retention of outstanding human resources 	8, 10, 16	Establish initiatives to respect the human rights of rights holders * in business activities	Spreading awareness of human rights via the Nikon Human Rights Policy and conducting human rights due diligence
	Materiality 8 Diversity, Equity & Inclusion	<ul style="list-style-type: none"> Decline in employee motivation, exodus of talent, or decline in talent acquisition stemming from workplaces that do not allow the expression of diverse values, talents, experiences, skills, expertise, etc. Risk of homogeneity in decision-making and organizational operations stemming from organizations not receptive to diversity Reduced corporate value due to product development, services, advertising, etc., that fail to account for minorities or user diversity 	<ul style="list-style-type: none"> The acceptance of DEI leading to the attraction and retention of outstanding talent, improved productivity and innovation, and resulting sustainable corporate growth Business expansion and growth due to products, services, and solutions that meet the needs of customers and society 	5, 8, 10	Realizing a corporate culture that welcomes diversity and harnesses it in business activities	Spreading awareness of the Nikon Global Diversity, Equity & Inclusion Policy, creating an environment in which diverse human resources can participate fully, and applying DEI to business activities
	Materiality 9 Employees' Health and Safety	<ul style="list-style-type: none"> Loss of labor force due to a failure to ensure employee health and safety Occupational accidents or the emergence of mental stress due to unbalanced workloads in the workplace Further loss of productivity and social credibility 	<ul style="list-style-type: none"> Improved business plan execution due to healthy, safe, and fulfilling work environments 	3, 8	Allowing each individual to fulfill their potential with a sense of physical and mental health in a safe and comfortable working environment	Raising awareness of the Nikon Group Health and Safety Policy and implementing health and safety activities

* A person who has human rights, referring to people whose human rights are being or may be violated.

	Materiality	Risk	Opportunity	SDGs Contributed To	Vision	Strategy
Governance	Materiality 10 Thorough Compliance	<ul style="list-style-type: none"> Loss of stakeholder trust, brand damage, penalties, lost business opportunities, and other losses due to serious compliance violations 	<ul style="list-style-type: none"> Maintaining stakeholder trust and achievement of sustainable growth through ethical and good-faith behavior in accordance with international guidelines 	16	Zero compliance violations	Spreading awareness of the Nikon Code of Conduct
	Materiality 11 Strengthening Corporate Governance	<ul style="list-style-type: none"> Decreased stakeholder confidence and reduced board effectiveness due to governance systems that fail to ensure fair and transparent management Loss of business opportunities and impediments to sustainable growth due to an insufficient foundation for supporting appropriate risk-taking decisions 	<ul style="list-style-type: none"> Stronger corporate resilience and improved stakeholder trust through effective, fair, and transparent governance More business opportunities, stable management, and sustainable growth through environments that support appropriate risk-taking 	—	Governance that is transparent, efficient, and trusted by stakeholders	Continuously conducting effectiveness evaluations of the Board of Directors and improving its diversity
	Materiality 12 Strengthening Risk Management	<ul style="list-style-type: none"> Material business damage due to a failure to respond appropriately and systematically to changes in the business environment or potential risks 	<ul style="list-style-type: none"> Foster sound relationships with stakeholders, by accurately identifying and prioritizing critical management risks in response to changes in social conditions and the environment 	—	Appropriate measures in place to address key risks	Establishing a company-wide risk management system in line with environmental changes and management strategies

Governance

Sustainability Promotion System

The Nikon Group established the Sustainability Committee, chaired by the president, to implement the Sustainability Policy throughout the Group and to advance our sustainability strategy consistently. The vice chair is the officer in charge of the Corporate Sustainability Department, while the committee members consist of all Executive Committee members and all general managers responsible as heads of the business units and divisions.

The committee, which meets twice per year as a rule, deliberates and manages overall sustainability activities, including the review of materialities, setting related strategies and targets, managing progress, evaluating performance, and directing improvements. The committee also monitors risks and opportunities related to sustainability, with a focus on materiality.

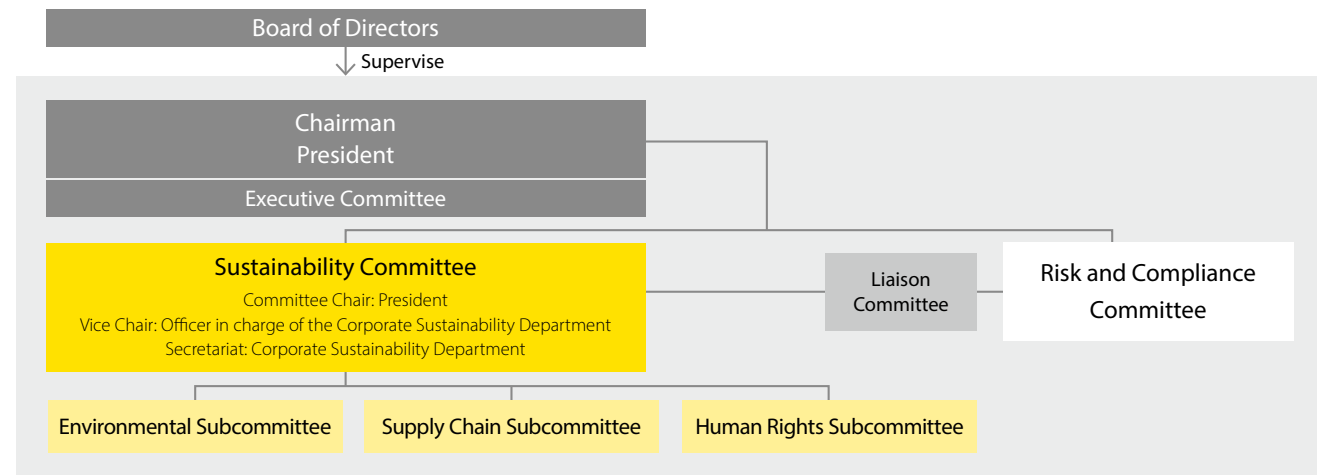
The Environmental Subcommittee and Supply Chain Subcommittee are organized under the Sustainability Committee. We also established the Human Rights Subcommittee in April 2025 to engage with important human rights issues. These subcommittees examine specific initiatives and submit reports on activities to the Sustainability Committee once per year and as needed.

We also established a liaison meeting with the Risk and Compliance Committee (name changed in April 2025; jurisdiction over all Nikon Group risks) for sustainability-related risk management. This subcommittee shares information regularly and cooperates to address risks.

The Board of Directors receives reports of the activities of these committees at least once a year. In turn, the Board supervises the appropriateness, effectiveness, and risks of

various sustainability activities, including those related to climate change.

Sustainability Promotion System (As of April 01, 2025)



Main Agenda for Fiscal Year 2024 Sustainability Committee Meetings

8th Meeting (May 2024)	9th Meeting (November 2024)	10th Meeting (February 2025)
<ul style="list-style-type: none"> Review of human rights initiatives Report on the fiscal year 2024 plan for DEI promotion EMS system at the new headquarters Fiscal year 2023 performance versus targets 	<ul style="list-style-type: none"> Review of human rights initiatives Responsible Business Alliance (RBA) Code of Conduct compliance (results of response to non-compliant matters found during audits) Progress in complying with the Corporate Sustainability Reporting Directive (CSRD) Fiscal year 2024 progress 	<ul style="list-style-type: none"> Review of human rights response, final report Environmental Policy revision Targets for fiscal year 2025 Review of materiality under the new Medium-Term Management Plan Changes in the Nikon EMS system Clarification of medium-term targets for product resource circulation

Main Reporting and Deliberations at Board of Directors Meetings in Fiscal Year 2024

April 2024	August 2024	March 2025
<ul style="list-style-type: none"> Report from the Sustainability Committee (environment (decarbonization, resource circulation), human rights, etc.) 	<ul style="list-style-type: none"> Discussion regarding compliance with the UK Modern Slavery Act 	<ul style="list-style-type: none"> Report on revised initiatives related to human rights Discussion regarding revisions to the Nikon Human Rights Policy

Promotion System at Group Companies outside Japan

The Nikon Group has established a sustainability department at each regional headquarters, in order to advance consistent sustainability initiatives across the Group companies while taking into account the characteristics of each region where they are located, including culture, customs, language, etc. Toward this objective, the Nikon Group Sustainability Committee manages the overall sustainability activities of the Nikon Group as a whole, communicating decisions to each relevant Group company through business divisions and headquarters to ensure decisions are reflected in management and business activities.

In addition, we established sustainability divisions at regional headquarters outside Japan. We divide the geographic

areas where we operate into four regions (excluding Japan), and the sustainability departments of Nikon and of each regional headquarters puts in place systems for the promotion of sustainability within their jurisdiction. Furthermore, a Compliance and Sustainability Coordinator is appointed at each company to ensure collaboration.

The Corporate Sustainability Department, which serves as the secretariat of the Sustainability Committee, and the sustainability divisions of the regional headquarters exchange information at regular monthly meetings and coordinates efforts. The sustainability global communication meeting is held once a year, with participants representing the sustainability departments at each regional headquarters. At this meeting, information regarding social trends in each region, progress made in sustainability activities, and issues that need to be addressed

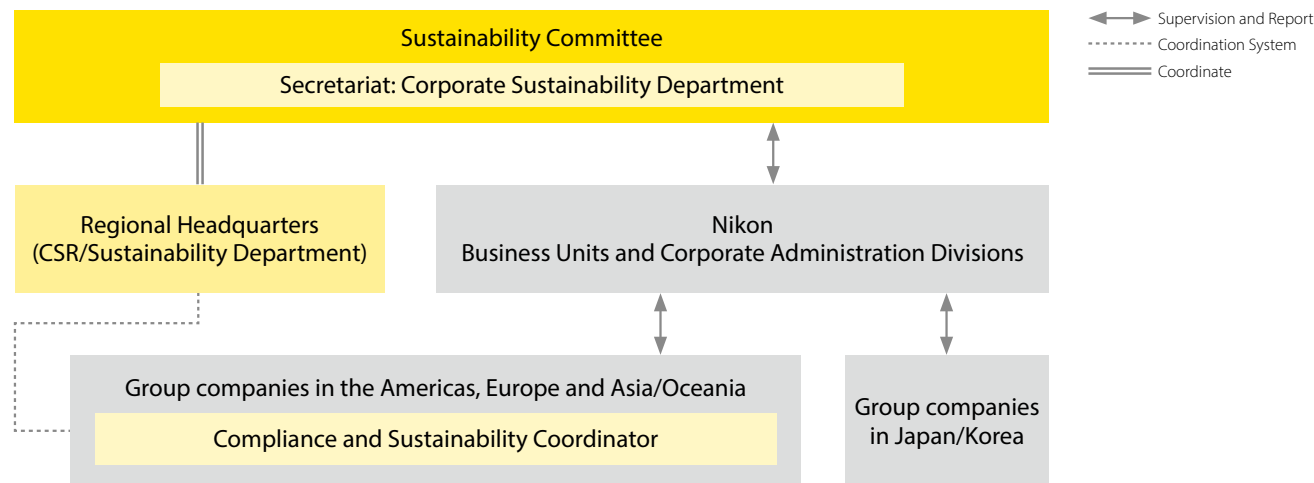
are shared, and response measures discussed. The May 2025 meeting included updates on our efforts in human rights, DEI, environment, and information disclosure. The meeting also discussed issues and future actions in each region.

PDCA Cycle Implementation Framework

In the Nikon Group, corporate administration divisions take the lead in developing Group-wide activities based on materiality goals discussed and finalized by the Sustainability Committee. At the same time, other divisions recognize the risks and opportunities related to materiality in their business activities, taking action to address such risks and opportunities. Every Nikon business unit and division proposes integrated goals for sustainability and business activities for inclusion in annual plans. The Sustainability Committee deliberates on the appropriateness and manages the progress of these sustainability-related goals. At the same time, each department and section employee is made aware through the goal management system. In this way, we ensure that sustainability is communicated throughout the entire Group and initiatives are carried out toward achieving these goals.

In addition, to clarify initiatives related to sustainability and management's responsibility for achieving goals, effective June 2022, we revised the performance-based stock compensation plan for Nikon executives, allocating 10% of evaluation factor scoring to efforts for strengthening the management base, such as sustainability strategies and human capital management.

● Group-Wide Sustainability Structure



Participation in International Initiatives

The Nikon Group aims to enhance the optimization and effectiveness of our activities by working together with various groups through involvement in international initiatives.

Participation in Environmental Initiatives and Outreach to Society ➡ [p.052](#)

Joining the UN Global Compact

Nikon became a signatory to the UN Global Compact (UNGC) in 2007. We respect the ten principles covering the four areas

of human rights, labor, environment and anticorruption.

Through the UNGC, the Nikon Group acquires a global perspective on social challenges as well as gaining opportunities to share information with other companies and build a network with experts.



Joining the RBA

With the aim of enhancing sustainability both within the Nikon Group and in the supply chain, Nikon joined the Responsible Business Alliance (RBA) in May 2018. The RBA has established the RBA Code of Conduct to ensure that working environments remain safe and workers are treated with respect and dignity, while also setting standards for the fulfillment of environmental and ethical responsibilities within the supply chains of all member companies.

Promoting CSR Procurement ➡ [p.096](#)
Respecting Human Rights ➡ [p.101](#)

● Main Achievements for the Fiscal Year 2024 in Relation to the Ten Principles of the UN Global Compact

	Principle	Policy	Jurisdiction	Achievements
Human rights/ Labor	1・2/3・4・5・6	Nikon Human Rights Policy	Sustainability Committee	Reviewed activities in line with international agreements, including the UN Guiding Principles on Business and Human Rights, to respond to social demands, adapt to business changes, and strengthen our commitment to human rights. Contracted with outside experts to conduct a human rights impact assessment. The assessment identified six salient human rights issues for Nikon to prioritize. We also revised the Nikon Human Rights Policy.
		Nikon CSR Procurement Standards	Supply Chain Subcommittee	Conducted CSR assessment, audits, and corrective actions once every three years for procurement partners that are selected based on risk assessment from various perspectives. Based on the results of the CSR questionnaire diagnosis for Tier 1 suppliers and Tier 2 suppliers conducted in the previous fiscal year, in fiscal year 2024, we requested that 14 companies make improvements and audited two companies, requesting improve. We confirmed that the improvements were completed.
		Responsible Minerals Sourcing Policy		We conducted a survey on the use of five minerals (3TG plus cobalt), regarding these substances as high-risk conflict minerals. In fiscal year 2024, we found 229 of the 362 smelters identified in the 3TG survey, and 54 of the 85 smelters identified in the cobalt survey, to be RMAP compliant.
Environment	7・8・9	Nikon Long-Term Environmental Vision	Environmental Subcommittee	Deployment throughout the Group of Environmental Management Systems and implementation of initiatives. In fiscal year 2024, we revised the Nikon Environmental Policy to respond to stricter disclosure requirements in Japan and outside Japan, as well as to further clarify matters we should address. We also implemented the Environmental Action Plan to achieve greenhouse gas reduction targets, renewable energy targets, and other targets.
		Nikon Green Procurement Standards	Supply Chain Subcommittee	Conducted our triennial environmental management system survey in accordance with risks of chemical substances occurring in materials used, components, and processes. We also conducted environmental management system assessments to confirm the establishment and management of environmental management systems. In fiscal year 2024, we conducted assessments for 27 procurement partners. As a result, we certified 23 companies as new environmental partners (461 certified environmental partners in total).
Anticorruption	10	Nikon Anti-Bribery Policy	Compliance Committee	Confirmed the operation of anti-bribery guidelines using a self-inspection sheet. In fiscal year 2024, elective compliance education in Japan for each workplace during the year focused on precautions to prevent illegal activities related to entertainment and gifts for university and research institute employees. We also conducted anti-bribery training at Group companies in the Americas, Europe, South Korea, and Hong Kong.

Stakeholder Engagement

The Nikon Group believes that stakeholder engagement is important to properly understand and identify sustainability risks and opportunities, as well as to objectively evaluate and improve overall sustainability efforts, including strategies, indicators, targets, and performance.

Therefore, we disclose policies and results to Nikon Group stakeholders, including customers, shareholders, employees, business partners, and society at large, conducting disclosure through a variety of opportunities and methods. We take opinions and expectations received in response into consideration. As examples where we listen to stakeholder feedback, management communicates directly with customers in business meetings, with shareholders and

investors during investor relations activities, with employees in town hall meetings and labor-management council meetings, and with business partners in procurement partner meetings. As examples where we listen to stakeholder feedback, management communicates directly with customers in business meetings, with shareholders and investors during investor relations activities, with employees in town hall meetings and labor-management council meetings, and with business partners in procurement partner meetings. In addition, the IR department regularly shares the content of

dialogues with shareholders and investors at meetings of the Board of Directors and the Executive Committee. The opinions of stakeholders collected and analyzed by each department are also reported to the directors in charge and the Executive Committee as appropriate, and subsequently utilized in management and business activities.

In this way, the Nikon Group strives to foster sound relationships with stakeholders and engage actively in two-way communication.

● Nikon Group's Main Stakeholders



● Main Forms of Engagement with Stakeholders

Main Stakeholders	Methods of Engagement	Objectives
Customers	<ul style="list-style-type: none"> • Call centers and service counters (as required) • Responses to customers by departments in charge of sales/services (as required) • Sharing of information via the website and other methods (as required) • Exhibitions/events (several times a year) • News releases via mass media and other methods (as required), etc. 	Provision of high quality, high value-added products and services, response to feedback and requests, and provision of appropriate information on products and services
Shareholders	<ul style="list-style-type: none"> • General Shareholders' Meeting (once a year) • Announcements (as required) • Publishing of various types of printed materials including the NIKON REPORT and interim reports (once a year), etc. • Sharing of information via the website and other methods (as required) • Financial Results Conference (four times a year) • Responding to ESG investment (as required), etc. 	Timely and appropriate disclosure of information, acquisition of appropriate evaluation and support from capital markets, fair and highly transparent corporate management, appropriate return of profits
Employees	<ul style="list-style-type: none"> • Sharing of information via company newsletters, the Group portal site and other methods (as required) • Labor and management conferences, and conferences with employee-elected representatives (as required) • Reporting and Consulting System (as required) • Conducting labor standards surveys at the Group companies (once a year) • Conducting employee awareness surveys and questionnaires (once every one to two years) • President's town hall meetings, etc. (as required) 	Active utilization of diverse human resources, provision rewarding work and workplace environments, proper treatment of workers, enhancement of occupational safety and mental health, positive labor-management relationships
Business partners	<ul style="list-style-type: none"> • Dialog through everyday business activities (as required) • Meetings with procurement partners (once a year) • Briefings/surveys/audits/correctional support for procurement partners on CSR procurement (as required) • Survey/assessments of the establishment of environmental management systems (as required), etc. 	Mutual development through provision of products and services that are useful to society, fair business relationships, smooth sharing of information, joint research and development, and CSR procurement
Society	<ul style="list-style-type: none"> • Participation in local events (as required) • Collaboration with NGOs/NPOs in Corporate Citizenship Activities (as required) • Participation in economic and industry organizations (as required) • Consultations with governmental agencies, academic societies/research organizations (as required) • Issuing of the Nikon Sustainability Report (once a year), etc. 	Compliance with laws and regulations, participation in industry-government-academia collaboration projects, participation in the community as a corporate citizen, contribution to technology development through support for research organizations, and enhancement of our activities through partnerships

● Main Affiliated Organizations Related to Sustainability (as of March 2025)

Organization Name
Joint Article Management Promotion-consortium (JAMP)
Global Compact Network Japan (GCNJ)
Business Ethics Research Center (BERC)
Japan Electronics and Information Technology Industries Association (JEITA) (CSR Committee, Environment Committee, and Responsible Minerals Trade Working Group)
Keidanren (Japan Business Federation) (Committee on Responsible Business Conduct and SDGs Promotion)
Platform for Learning Innovation - Japan (PLIJ)
The four Japanese electric and electronic (E&E) industrial associations, JEITA, CIAJ, JBMIA and JEMA (The Expert Committee on Chemical Substances in Products, Expert Committee on Waste and Recycling Measures Relating to Business Facilities, Expert Committee on Chemical Substance Measures Relating to Business Facilities, and Biodiversity Working Group)
Japan Machinery Center for Trade and Investment (JMC)
Business for Social Responsibility (BSR)
Institute of Business Ethics (IBE)
Japan Business Council in Europe (JBCE) (CSR Committee)
Responsible Business Alliance (RBA)
Responsible Minerals Initiative (RMI)
SEMI Japan (Sustainability Committee)

Engagement with Employees

The Nikon Group believes that it is very important for every employee to share the company's vision, to be committed to the company's policies and plans, and to work proactively to put these policies and plans into effect.

During fiscal year 2024, we held town hall meetings at two locations in Japan and seven outside Japan. Roughly 2,530 employees participated, including many via an online conference system. At each town meeting, management provided unvarnished updates of the current Nikon status, social trends, sustainability, diversity, equity and inclusion (DEI), and the roles and expectations of each location. Employees offered many questions and opinions, leading to passionate discussions.

Many of the questions regarding sustainability related to specific initiatives based on the Nikon Global Diversity, Equity

& Inclusion Policy (established in fiscal year 2023), showing the high level of interest in this topic.

In addition, we continue to communicate actively through the Nikon Group portal site, internal newsletters, e-mails, and other means. One unique method is our Talk NARI TV, a video program in which the president himself discusses the current state of the Nikon Group.

Engagement with Shareholders and Investors

Nikon set a goal of capital market-oriented management and has been focusing on investor relations activities that emphasize dialogue with shareholders and investors as opportunities to hear valuable opinions from a variety of perspectives.

We hold interviews with approximately 600 shareholders and institutional investors both in and outside Japan

● Town Hall Meetings Outside Japan



RED (RED Digital Cinema, Inc.)
RED joined the Nikon Group in March 2024. President Tokunari explained the video portion of our Imaging Products Business to approximately 200 RED employees, emphasizing the importance of cooperation with RED. During the reception that followed, many employees took the opportunity to speak with President Tokunari directly.



Nanjing Nikon Jiangnan Optical Instrument Co., Ltd. (NNJC)
NNJC manufactures microscopes and objective lenses for microscopes. Twenty employees participated in the event, and President Tokunari expressed his desire for the participants to take pride in making microscopes for the development of medicine and pharmaceuticals around the world.



Nikon SLM Solutions AG (SLM)
Approximately 400 people attended the town hall meeting in December 2024. Many of the questions were related to sustainability, including what opportunities existed to address DEI and related goals under the current DEI policy.

throughout the year. Throughout fiscal year 2024, we continued to give quarterly financial results conferences in an online format. We endeavor to improve our approach and engagement with shareholders and investors, including participation in conferences sponsored by securities firms. Top management also engages in face-to-face meetings in and outside Japan to listen directly to opinions from shareholders and institutional investors. In this way, we have redoubled our efforts to disseminate information regarding the current state of the company's operations in a timely, appropriate manner through numerous constructive dialogues.

We receive a great many useful opinions and suggestions from shareholders and investors related to Nikon Group growth strategy, business management, restructuring, and more. With investors placing particular emphasis on the long-term perspective, we engage in frank exchanges of opinion across a wide range of topics. These topics include solving social issues through our businesses, financial strategies, including capital allocation, and ESG issues, focused mainly on governance. We make effective use of these opinions when reflecting on our business management and considering our strategies, and by sharing the same with our Board of Directors and the Executive Committee on a regular basis.

Going forward, Nikon aims to enhance its engagement with shareholders and investors in terms of both quality and quantity. In addition, we will listen carefully to stakeholders' hopes and expectations, and will make effective use of what we have learned to improve our business management.

Customer Satisfaction Initiatives ➔ **p.042**

Communication with Procurement Partners ➔ **p.094**

Reviews Conducted by Outside Experts

The Nikon Sustainability Report is a good report offering tremendous accuracy and detail.

The company organized the 2024 edition into four pillars of disclosure information: strategy, governance, risk management, and indicators and targets. This format is commendable for a certain degree of clarity, but I noted a number of initiatives and examples listed in a group toward the end of the report that did not fit neatly under one of the four pillars. In addition, there was a noticeable lack of information in the strategy section in general. When a company has a means to explain its approach, the details, and examples for each strategy, these elements should be incorporated into the strategy as appropriate. Nikon provides many good examples, which makes it easier for the reader to understand what Nikon is thinking.

I think the top message could be a bit more detailed and strategic.

In terms of information disclosure by materiality, I noted that the Environment area of the report offered the information necessary. However, information in the Society/Labor area related to human rights, in particular, was insufficient. I do not think the company has been sufficient in disclosing human rights due diligence results or in identifying risks. While I read various activities regarding diversity, equity and inclusion, it seems to me that the content reflected modern trends. I don't see any original ideas being communicated. The Corporate Citizenship Activities section does not describe a strategy. Since Nikon is active in this area, I'm sure there is a strategy involved. I think Nikon should state this strategy clearly.

I believe that the numerical information, such as targets and results, have been disclosed fairly well throughout the

Hidemi Tomita

Managing Director, LRQA Sustainability K.K.



report. However, there is a lack of indication as to what the numbers actually mean in terms of definitions or boundaries, for example. Providing information in an easy-to-understand manner enhances the trust placed in said numerical information. I also commend Nikon for properly disclosing negative information.

The information disclosure system at Nikon and other Japanese companies is organized across certain media. This media includes sustainability reports, integrated reports, annual securities reports, governance reports, and related websites. However, the amount of information disclosed is quite large, and there are subtle differences and many redundancies. In light of CSRD and other mandatory information disclosure frameworks, separating disclosure media and organizing the content of disclosures will become important issues in the future.

The Nikon Group underwent another external expert review this year to improve the disclosure of non-financial information. Based on the feedback, the company revised and reorganized the content, structure, and connections with other information disclosure tools. I am sure that Nikon will endeavor in the future to enhance information disclosure, improve transparency, and foster greater credibility to comply with international standards, such as the European Sustainability Reporting Standards (ESRS) and the Sustainability Standards Board of Japan (SSBJ). And through these efforts, the company will pursue practical sustainability activities further to meet stakeholder expectations.

Risk Management

Sustainability Risk Management

The Risk and Compliance Committee understands and identifies risks, including sustainability, for the Nikon Group as a whole. The committee offers instructions on how to respond to risks and manages the progress of these response measures. The Risk and Compliance Committee and Sustainability Committee hold liaison meetings regularly to share reports, identify issues and matters for both committees to address in the future, and work together in forming responses to risks as necessary.

Risk Management ➡ p.140

identifies and assesses risks and opportunities related to sustainability in general, referencing these risks and opportunities when selecting materialities.

Understanding and Identifying Sustainability Risks and Opportunities

The Nikon Group strives to understand risks and opportunities around materiality through external ESG surveys and analysis of the results, information gathering from industry associations, dialogues with stakeholders, RBA self-checks, internal sustainability surveys, and CSR assessments/audits of procurement partners.

The Sustainability Committee, subordinate committee secretariats, and relevant departments communicate and evaluate the risks and opportunities identified in a timely manner. The Sustainability Committee or subcommittees consult with the Director in charge of sustainability regarding risks identified as significant. These risks are added to meeting agendas for discussion and action planning.

During the process of reviewing materiality, the Group

Indicators and Targets

● Materiality Goals and Fiscal Year 2025 Plan

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

Materiality	Indicators	Targets (Target Fiscal Year)	Fiscal Year 2024 Plan (Action Plan)	Fiscal Year 2024 Results	Self-Evaluation	Fiscal Year 2025 Plan (Action Plan)
Business Activity	Materiality 1 Creating Social Value through Core Technologies	Growth drivers as a percentage of consolidated operating profit	* Annual plan for each business unit and division	0% or less	—	* Annual plan for each business unit and division
		Services and components as a percentage of consolidated operating profit		59%		
	Materiality 2 Maintaining and Improving Quality to Meet Customer Trust	Degree of achievement of the plan to review the quality management system in response to changes in the business environment	<ul style="list-style-type: none"> Revise Quality Management Directive (QMD) Establish QMD for Group companies outside Japan 	<ul style="list-style-type: none"> Implemented QMD revisions related to new business activities and services in July 2024 Prepared QMD revisions related to the amendments to the ISO management system for climate change and further clarification of the scope of product environmental regulation targets Established QMD for Group companies outside Japan in July 2024 	○	<ul style="list-style-type: none"> Establish a global version of the Quality Management Directive (QMD)
		Quality management system operation status monitoring/Percentage of improvement plans in place	<ul style="list-style-type: none"> Complete assessments based on annual plans (at least eight departments/companies, mainly Group companies outside Japan) 	<ul style="list-style-type: none"> Conducted assessments for nine departments and companies 	○	<ul style="list-style-type: none"> Complete assessments based on annual plans (at least eight departments/companies, mainly Group companies outside Japan)
		Comprehension of basic training on quality (division, business units, Group manufacturing companies)	<ul style="list-style-type: none"> Training participation rate: 80% or more (business units, Group manufacturing companies in Japan) 	<ul style="list-style-type: none"> E-learning participation rate for QC Levels 3 and 4: 92% (business units, Group manufacturing companies in Japan) 	○	<ul style="list-style-type: none"> Training participation rate: 80% or more (business units, Group manufacturing companies in Japan) Conduct trial basic quality control training at Group companies outside Japan
Environment	Environmental Action Plan ➔ p.049					
Society/Labor	Materiality 6 Building a Resilient Supply Chain	Percentage of due diligence conducted *1 (critical procurement partners)	<ul style="list-style-type: none"> 100% Nikon CSR Self-Assessment Survey rate for critical procurement partners Completion of CSR audits and written improvement requests to critical procurement partners 	<ul style="list-style-type: none"> 100% Nikon CSR Self-Assessment Survey rate (25 companies) Completed CSR audits and submitted written improvement requests to critical procurement partners (23 companies) 	○	<ul style="list-style-type: none"> 100% Nikon CSR Self-Assessment Survey rate for critical procurement partners Complete of CSR audits and submit written improvement requests to critical procurement partners Conduct the Responsible Mineral Sourcing Survey and due diligence and publish reports
		Understanding BCP systems in the supply chain *2	<ul style="list-style-type: none"> Visualization of information regarding the key business areas of procurement partner locations (15 companies) Conducting BCP system surveys for procurement partners (50 or more companies) Provision of assistance to procurement partners failing to meet Nikon standards as a result of the fiscal year 2023 survey 	<ul style="list-style-type: none"> Visualized information regarding the key business areas of procurement partner locations outside the primary managing division (15 companies) and expanded survey coverage through methodology streamlining (20 companies) Conducted BCP system surveys for procurement partners (54 companies) Supported procurement partners requiring system establishment (10 companies) 	○	<ul style="list-style-type: none"> Visualize procurement partner location data and their key procurement partners information (50 companies)

* 1 Implement until improvement is completed when a survey or audit reveals correction is necessary.

* 2 The scope of the supply chain requiring BCP system establishment is managed based on the number of suppliers.

Materiality		Indicators	Targets (Target Fiscal Year)	Fiscal Year 2024 Plan (Action Plan)	Fiscal Year 2024 Results	Self-Evaluation	Fiscal Year 2025 Plan (Action Plan)
Society/Labor	Materiality 7 Respecting Human Rights	Level of awareness of Nikon Human Rights Policy	100% (FY2030)	<ul style="list-style-type: none"> Degree of human rights education: 80% or more 	<ul style="list-style-type: none"> Implemented human rights e-learning for all Nikon Group employees in Japan Participation rate: 83% (99% of respondents indicated an understanding of the human rights policy in the post-training survey) 	○	<ul style="list-style-type: none"> Share the revised Human Rights Policy with all employees Distribute e-mails, newsletters, etc., to employees and managers Conduct training via e-learning
		Conformity rate of RBA Code of Conduct (manufacturing facilities)	90% or more (FY2025)	<ul style="list-style-type: none"> Implementation of improvement plans for Nikon plants and Nikon Group companies formulated in fiscal year 2023 	<ul style="list-style-type: none"> Implemented RBA self-check issue improvement plans for all eligible business facilities 	○	<ul style="list-style-type: none"> Implement RBA-based human rights risk surveys within Nikon (Nikon Head Office/plants and Group companies) and formulate improvement plans^{*1}
	Materiality 8 Diversity, Equity & Inclusion	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
	Materiality 9 Employees' Health and Safety	Average rate of health issues discovered with regular medical checkups (Nikon Group in Japan)	Below the previous national average ^{*2} (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 ^{*3} (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} Starting in fiscal year 2025, the indicators and target were changed to "Implementation rate of human rights due diligence at Nikon Group: 100%"

^{*2} National average for the manufacturing industry as published by the Ministry of Health, Labor and Welfare.

^{*3} National average as published by stress check contractors.

Materiality		Indicators	Targets (Target Fiscal Year)	Fiscal Year 2024 Plan (Action Plan)	Fiscal Year 2024 Results	Self-Evaluation	Fiscal Year 2025 Plan (Action Plan)
Governance	Materiality 10 Thorough Compliance	Establishment of compliance awareness * ¹	95% or more (FY2025)	<ul style="list-style-type: none">Develop a global legal and compliance structureCommunicate the revised Nikon Code of Conduct and review awareness measuresConduct awareness surveys to determine awareness and identify issues	<ul style="list-style-type: none">Revised the Nikon Code of Conduct in April 2024 and implemented training activities, including activities outside JapanIn October 2024, we created the Compliance Department to integrate compliance functions previously divided among multiple organizations, establishing a global- and group-based compliance structureWe plan to conduct a global awareness survey in fiscal year 2025, once we determine content and timing	△	<ul style="list-style-type: none">Spread awareness of the Nikon Code of ConductConduct awareness surveys to determine awareness and identify issues
		Awareness level of whistleblower system * ¹	95% or more (FY2025)	<ul style="list-style-type: none">Implement activities to raise awareness of the whistleblower (reporting and consultation) system (in Japan, this includes establishing an external contact to handle cases related to heads of organizations and other executives, as well as compliance with the Freelance Protection Act)	<ul style="list-style-type: none">Publicized the consultation system under the new Freelance Protection Act (add freelancers to the list of eligible users and publicize the service in newsletters, etc.)Raised awareness of the whistleblower system through seminars for executives at Compliance Committee meetings	○	<ul style="list-style-type: none">Implement activities to raise awareness of the whistleblower (reporting and consultation) system (in Japan, this includes establishing an external contact to handle cases related to heads of organizations and other executives)
	Materiality 11 Strengthening Corporate Governance	Assessing Board effectiveness and addressing key issues	100% (every fiscal year)	<ul style="list-style-type: none">Discuss and take action to address issues identified by the Board of Directors in the fiscal year 2023 effectiveness evaluation. Conduct evaluation based on preliminary questionnaire and individual interview evaluations, prepare evaluation reports	<ul style="list-style-type: none">Addressed issues (system improvement, etc.) identified in the fiscal year 2023 effectiveness assessmentConducted effectiveness assessment in fiscal year 2024, reported the results to the Board of Directors in April 2025, and discussed measures to be taken	○	<ul style="list-style-type: none">Discuss and take action to address issues identified by the Board of Directors in the fiscal year 2024 effectiveness evaluation. Conduct evaluation based on preliminary questionnaire and individual interview evaluations, prepare evaluation reports
		Diversity of the Board of Directors	Optimizing the composition of the Board of Directors to meet stakeholder demands (every fiscal year)	<ul style="list-style-type: none">Consider the optimal composition of the Board of Directors	<ul style="list-style-type: none">The Nominating Committee deliberated and approved matters related to the composition of the Board of Directors for fiscal year 2025Ongoing consideration of structure in the next fiscal year and beyond	○	<ul style="list-style-type: none">Consider the optimal composition of the Board of Directors
	Materiality 12 Strengthening Risk Management	Progress in identifying important risks and implementing measures based on risk assessments	100% (every fiscal year)	<ul style="list-style-type: none">Support the optimization of export control systems in Group companiesImplement measures to improve the effectiveness of BCP for large-scale disasters and BCM for international conflict contingencies (familiarization and training, continuous updates)	<ul style="list-style-type: none">Established export management and service management systems for newly added (M&A) Group companies outside Japan; enhanced cooperation with business units overseeing these new membersConducted a response drill in January 2025 simulating a major disaster. The IT Solutions Division began discussions with the Production Technology Division (Group production company) on BCM collaboration	○	<ul style="list-style-type: none">Redesign and implement a risk assessment frameworkIdentify critical risks and consider policies to address these risks
				<ul style="list-style-type: none">Strengthen cybersecurity systems and comply with laws and regulations in each country that require product cybersecurity measures	<ul style="list-style-type: none">Strengthened cybersecurity systems and complied with laws and regulations in each country that require product cybersecurity measures	○	<ul style="list-style-type: none">Continue to comply with laws and regulations in each country that require product cybersecurity measures

*1 Checked by Nikon Group awareness surveys.

External Evaluations

Inclusion in ESG Investment Indexes

(As of June 30, 2025)

Dow Jones Best-in-Class World Index and Dow Jones Best-in-Class Asia Pacific Index

Selected: Since 2018

Every year, the sustainability of major global companies is quantified from three perspectives: economy, environment, and society. Based on the results of evaluation by industry, approximately the top 10% are selected for World and approximately the top 20% in the Asia-Pacific region are selected for Asia Pacific.

Note: Names for the former Dow Jones Sustainability World Index and Dow Jones Sustainability Asia Pacific Index changed in February 2025.

FTSE4Good Index Series

Selected: Since 2004

The ESG Investment Indexes by FTSE Russell, wholly owned by the London Stock Exchange.



FTSE Blossom Japan Index *1

Selected: Since 2017

FTSE Blossom Japan Index is designed to reflect the performance of Japanese companies with excellent track records in terms of ESG.



FTSE Blossom Japan Sector Relative Index *1

Selected: 2022

FTSE Blossom Japan Sector Relative Index is designed to measure the performance of Japanese companies that demonstrate relative environmental, social, and governance excellence in their respective sectors.



MSCI Nihonkabu ESG Select Leaders Index *1*2

Selected: Since 2024

An index constructed by selecting companies with excellent ESG ratings from the constituents of the MSCI Japan IMI Index. In order to prevent bias in industry sectors, the index utilizes the industry classification of the S&P Global Industry Classification Standard (GICS), selecting the top 50% of companies with high ESG ratings within each sector.

**2025 CONSTITUENT MSCI NIHONKABU
ESG SELECT LEADERS INDEX**

MSCI Japan Empowering Women Index *1*2

Selected: Since 2019

The MSCI Japan Empowering Women Index selects companies in various industries that have demonstrated superior gender diversity performance, from among the 500 listed Japanese companies with the highest market capitalization.

**2025 CONSTITUENT MSCI JAPAN
EMPOWERING WOMEN INDEX (WIN)**

S&P/JPX Carbon Efficient Index *1

Selected: Since 2018

The S&P/JPX Carbon Efficient Index is an index that uses TOPIX, the representative stock index for the Japanese market, as its securities universe and selects composite stocks with a focus on disclosure of environmental information and level of carbon efficiency.



*1 Selected as an ESG index by the Government Pension Investment Fund, or GPIF.

*2 The inclusion of Nikon Corporation in any MSCI index, and the use of MSCI logos, trademarks, service marks or index names herein, does not constitute a sponsorship, endorsement or promotion of Nikon Corporation by MSCI or any of its affiliates. The MSCI indexes are the exclusive property of MSCI. MSCI and the MSCI index names and logos are trademarks or service marks of MSCI or its affiliates.

ESG Evaluation (As of February 21, 2025)

CDP Climate Change A List

CDP is an NPO whose main activities include requesting that business enterprises and local government authorities disclose information relating to the measures they have taken to address environmental issues, including climate change strategies, waste resource conservation, forest conservation, etc., in line with requests from global institutional investors etc. who are concerned about the environment, and also promoting increased adoption of measures of this type. Organizations that secure an A rating (the highest possible rank) in relation to climate change are included in the CDP Climate Change A List. Nikon has been selected for the "A List" for the fifth consecutive year from fiscal year 2019.



Note: Results for 2024 under review as of June 2025.

AAA MSCI ESG Rating

The MSCI ESG Ratings adopt a seven-point scale from "AAA" to "CCC," ranking a company's ESG performance according to industry-specific ESG risks and its ability to manage those risks relative to its industry peers. Nikon achieved the highest rating of "AAA" for three consecutive years, beginning in 2023.

Note: THE USE BY NIKON CORPORATION OF ANY MSCI ESG RESEARCH LLC OR ITS AFFILIATES ("MSCI") DATA, AND THE USE OF MSCI LOGOS, TRADEMARKS, SERVICE MARKS OR INDEX NAMES HEREIN, DO NOT CONSTITUTE A SPONSORSHIP, ENDORSEMENT, RECOMMENDATION, OR PROMOTION OF NIKON CORPORATION BY MSCI. MSCI SERVICES AND DATA ARE THE PROPERTY OF MSCI OR ITS INFORMATION PROVIDERS, AND ARE PROVIDED 'AS-IS' AND WITHOUT WARRANTY. MSCI NAMES AND LOGOS ARE TRADEMARKS OR SERVICE MARKS OF MSCI.



ISS ESG "Prime" Status

ISS ESG is the responsible investment arm of the world's proxy advisory firm, Institutional Shareholder Services Inc. (ISS) and conducts sustainability rating assessments. On December 4, 2023, we are rated "Prime" in the ESG Corporate Rating that is given to companies that are received high evaluation from the perspectives of the environment, society, and governance in their industry sectors.



Sustainability Yearbook 2025 "Top10% S&P Global CSA Score"

S&P Global conducts the Corporate Sustainability Assessment (CSA) on listed companies worldwide every year, evaluating their sustainability from economic, environmental, and social perspectives. The company publishes "The Sustainability Yearbook" online with the aim of distinguishing companies

that have received high CSA scores and includes the top 15% of scoring companies in this Yearbook. Nikon is listed in "The Sustainability Yearbook 2025" as a company whose score is within 10% of the top company in its industry category. In the 2024 CSA, approximately 7,690 companies across 62 industries were surveyed, and 780 companies were listed in "The Sustainability Yearbook 2025."



Sustainalytics ESG Risk Ratings

Sustainalytics evaluates how exposed companies are to significant ESG issues and how effectively they manage them. The ESG risk ratings are designed to assist institutional investors in identifying and understanding financially material ESG risks at the individual security/portfolio level, and we have received a Low Risk rating.



Business Activity

Investment Support through Open Innovation



Startups

21

Venture capital firms

12

Procurement Partner Quality Management System Assessments



Conducted for

80 companies

Customer Satisfaction



88.7%*

* Customer satisfaction with call center responses in the Americas, Europe, and China for the Imaging Products business

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Increasing Quality 035

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Ensuring Quality and Safety 038

Materiality 1

Creating Social Value through Core Technologies



Companies are considered public institutions and have a responsibility to contribute to the sustainable development of society through transparent and fair business activities. Moreover, in recent years, amidst the emergence of social issues of global importance, companies are required to innovate in ways that will transform social systems and lifestyles, and contribute to solving these issues through their business activities.

Nikon seeks to fulfill Vision 2030 by striving to become a key solutions company in a global society where humans and machines co-create seamlessly. By leveraging the inherent strengths of our business activity, Nikon will deliver innovative value and unique solutions that contribute to the creation of a sustainable society.

● 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)
Growth drivers as a percentage of consolidated operating profit	40% or more (FY2030)	* Annual plan for each business unit and division	• 0% or less	—	* Annual plan for each business unit and division
Services and components as a percentage of consolidated operating profit	50% or more (FY2030)		• 59%		

Nikon's Social Value Creation

Basic Approach

In our Medium-Term Management Plan, we state our Vision 2030 is to be a key technology solutions company in a global society where humans and machines co-create seamlessly. Over our history spanning more than 100 years, Nikon has cultivated ultra-precise *Monodzukuri* (manufacturing) capabilities, as evidenced in our lithography systems. We have also cultivated a brand that has popularized digital cameras worldwide and greater trust among our stakeholders. Leveraging these strengths, we will provide solutions closely tied to customer experience value and the generation of innovation, and expand possibilities for people in a world where humans and machines co-create more seamlessly. We will also contribute to the realization of a prosperous and sustainable society by providing innovative value that will help address societal and industrial challenges, including those presented in the Sustainable Development Goals (SDGs).

Strategy

Risk

In an increasingly diverse society, where issues are emerging on a global level, failure to provide solutions that contribute to the creation of customer experience value and innovation could result in a loss of customer trust, a decline in corporate brand strength, and a fall in business performance.

Opportunities

Creating innovations that alter social systems and lifestyles and contribute to solving social issues through our business activity will lead to our corporate brand strength improving and the creation of sustainable growth.

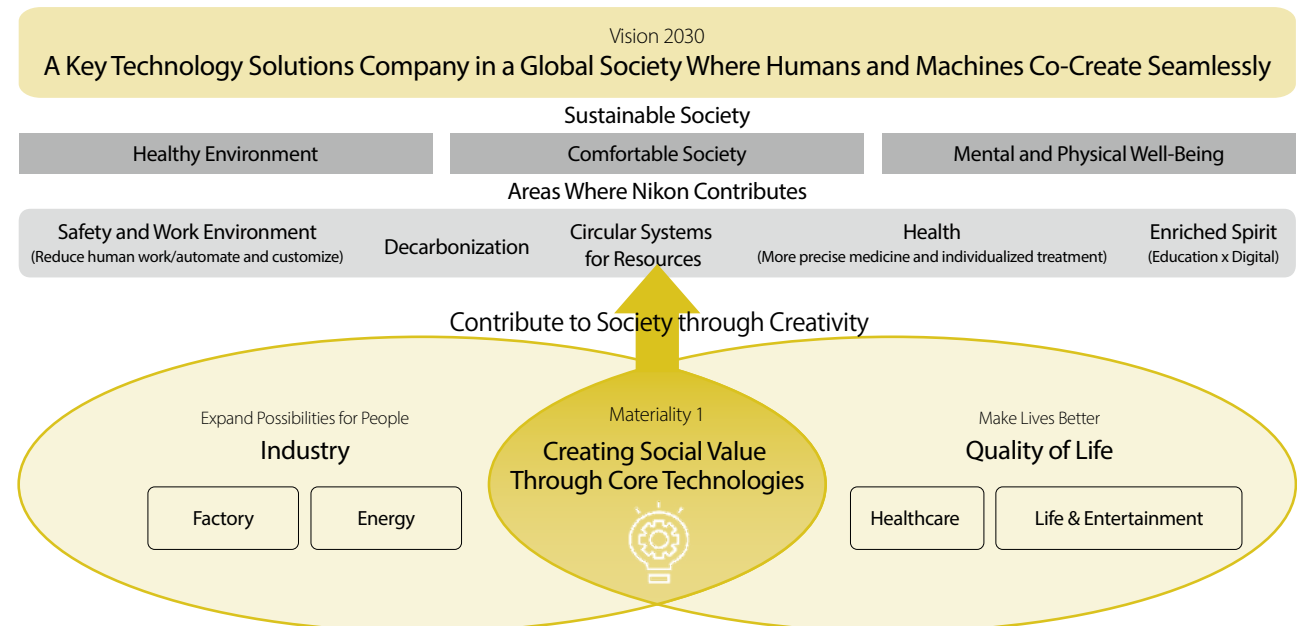
Strategy

The Nikon Group aspires to be a company that contributes to the sustainable development of society through the creativity

of new value through our business activity based on our Corporate Philosophy of *Trustworthiness and Creativity*. In our Sustainability Policy, we are committed to helping solve environmental and social challenges, as well as achieving the SDGs through our business activities by delivering unique Nikon products and services, thereby contributing to society through creativity.

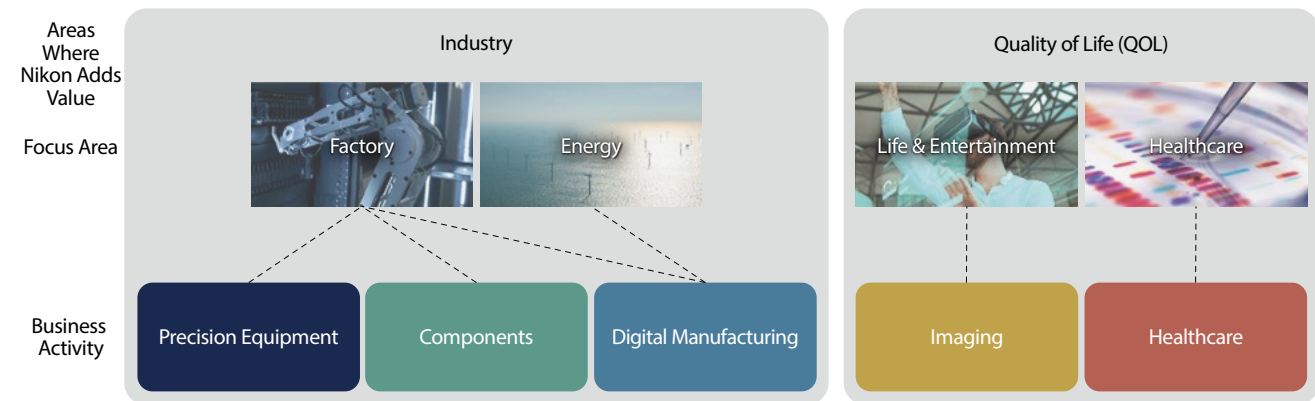
In addition, to promote Creating Social Value through Core Technologies, which is one of our materialities, we have made our sustainability strategy part of the management base set out in our Medium-Term Management Plan. Under this plan,

● Contributions to Society through Creativity



our Vision 2030 is to become a key technology solutions company in a global society where humans and machines co-create seamlessly. We will focus on the Industry and Quality of Life (QOL) value creation domains, specifically in the areas of Factory, Energy, Healthcare, and Life & Entertainment, to expand human potential and enrich lives. In a world where humans and machines co-create more seamlessly, we will use these efforts to contribute to the achievement of the SDGs and the realization of a sustainable society, especially in the areas of safety and work environment, decarbonization, circular systems for resources, health, and enriched spirit.

● Areas and Businesses Where Nikon Provides Value



Areas and Businesses of Contribution in the Medium-Term Management Plan

In our Medium-Term Management Plan, we aim to use our Components, Digital Manufacturing, and Precision Equipment businesses to provide value in the Industry domain. Likewise, we aim to use our Imaging Products and Healthcare businesses to provide value in the Quality of Life domain. In this context, we aim to contribute to a sustainable society and grow our own company by focusing on five areas, with the delivery of integrated solutions, including finished products, services, and components as growth drivers.



Medium-Term Management Plan

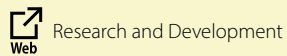
● Contributions through Business Activities

Areas Where Nikon Contributes		● Precision Equipment ● Components ● Digital Manufacturing ● Imaging ● Healthcare
Safety and Work Environment (Reduce human work labor, automate and customize)	<ul style="list-style-type: none"> Contribute to work environments and public transportation infrastructure through sensing, imaging and displays, etc. Contribute to urban planning and resilient social infrastructure with image analysis and optical telecommunications technology Contribute to space industry and technology by providing satellite modules, etc. 	<div></div> <div></div> <div></div> <div></div> <div></div>
Decarbonization	<ul style="list-style-type: none"> Increase energy efficiency in society with additive and fine processing using optics Enhance manufacturing efficiency in robots with sophisticated hands and eyes and device manufacturing processes Contribute to a society where people connect transcending time and space and real and virtual leveraging image production technologies Contribute to a healthy global environment with longer lasting light sources and more durability in our products 	<div></div> <div></div> <div></div> <div></div> <div></div>
Circular Systems for Resources	<ul style="list-style-type: none"> Reduce the burden of waste and promote re-use among our customers through turbine repairs and ultra-precision processing, controls and measurement Aim to achieve a recycling society by strengthening equipment re-use and refurbished systems sales Leverage digitalization to help reduce needs 	<div></div> <div></div> <div></div> <div></div> <div></div>
Health (More precise medicine and individualized treatment)	<ul style="list-style-type: none"> Reduce the burden on doctors and patients and support drug discovery with early and high-precision evaluation of ailments Achieve regenerative medicine for everyone with Contract Cell Manufacturing solutions Support medicine with high-precision robot modules 	<div></div> <div></div> <div></div> <div></div> <div></div>
Enriched Spirit (Education x Digital)	<ul style="list-style-type: none"> Contribute to rich and creative visual expression and culture with imaging equipment and 3D and 4D technology, etc. Use cameras, microscopes, and telescopes to spark interest in space and the natural sciences, contributing to learning and the development of future generations Education and training that transcends time and space and real and virtual 	<div></div> <div></div> <div></div> <div></div> <div></div>

Major Initiatives

Research and Development (R&D)

The Technology Strategy Committee at Nikon, chaired by an officer, leverages analyses of macro social issue trends to comprehend business environments, conduct market studies and evaluations, and develop new areas of focus for our efforts. The committee also formulates technology strategies and R&D plans for existing business activities. These serve as the foundation for the Advanced Technology Research & Development Division's duties, including R&D of technologies shared by business units and R&D of future technologies.



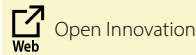
Research and Development

Open Innovation

In order to accelerate the development of new products and services, as well as the launch of new businesses that address diversifying social issues, Nikon actively adopts open innovation by leveraging external resources.

Specifically, as a part of our corporate venture capital activities, we established the private funds to directly invest in startups and nurture promising technologies and ideas from startups. In addition to the two Japan-based private funds, Nikon-SBI Innovation Fund and Nikon-SBI Innovation Fund II, we established the US-based NFocus Fund in August 2024.

As of March 31, 2025, we are providing investment support to 21 startups and 12 venture capital firms.

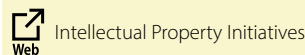


Open Innovation

Creation and Utilization of Intellectual Property

To adequately protect the competitiveness of products and technologies that support sustainable business growth, Nikon has established and effectively utilizes a necessary and sufficient intellectual property portfolio. At the same time, we respect others' intellectual property rights while taking a resolute stance against infringements of our own intellectual property rights.

To achieve management plans, it is crucial to support the business strategies of each division from the perspective of intellectual property. To this end, our business units and R&D and intellectual property divisions work closely together to formulate and implement intellectual property strategies optimized for each of our business activities. These strategies involve utilizing an IP mix that combines patents, designs, and trademarks to provide comprehensive protections for our products and services. Following these strategies enables us to create intellectual property and manage associated risks, both of which are essential for business growth from a medium- to long-term perspective.



Intellectual Property Initiatives

Value Provided through Business Activities-1

Areas Where Nikon Contributes: **Health**

Helping Address Declining Birthrates with Fertility Treatment Products

In Japan, Europe, and the United States, the declining birthrate has become a serious social issue, and so the demand for fertility treatments is increasing*. Confronting this social issue are embryologists. Working under the guidance of physicians, they employ assisted reproductive technologies (ART) such as in vitro fertilization (IVF), intracytoplasmic sperm injection (ICSI), and clinical embryology. The workload on embryologists is growing with the rising volume of fertility treatments being performed, leading to an ever-greater need for efficiency and accuracy in their work.

Against this societal backdrop, Nikon Solutions Co., Ltd., a subsidiary of Nikon, released the ECLIPSE Ti2-I, a microscope designed specifically for intracytoplasmic sperm injection, in July 2024.

* In Japan, births resulting from fertility treatments account for 8.6% of all births. This figure was calculated using the number of births in 2021, which is based on data in the *ART Data Book* (Japan Society of Obstetrics and Gynecology) and the *Total Fertility Rate* (Japan Ministry of Health, Labor and Welfare). In Europe, infertility treatment increased by a factor of about 1.8 between 2011 and 2019. This is based on calculations taken from *ART in Europe, 2019: results generated from European registries by ESHRE* (Human Reproduction, 2023, 38(12), 2321–2338). In the U.S., infertility treatment increased by a factor of about 2.3 between 2012 and 2021. This is based on calculations taken from the *CDC 2021 Assisted Reproductive Technology (ART) Fertility Clinic and National Summary Report*.



ECLIPSE Ti2-I Motorized Inverted Microscope for ICSI/MSI (photo with the manipulator of Narishige Lifemed Co., Ltd. installed)

> **Creating Social Value through Core Technologies**

> Ensuring Trustworthiness by Maintaining and Increasing Quality

Contributing to the Efficiency and Accuracy of ICSI

Intracytoplasmic sperm injection is a fertility treatment technique. It is a treatment in which a sperm is injected directly into a collected egg. Because extremely delicate manipulation is required, the work must be performed in a short period of time under microscopic observation by a highly skilled embryologist.

The ECLIPSE Ti2-I microscope was developed to streamline the ICSI process, which is a complex process. The necessary microscope settings for each process and the observation mode can be changed with a single touch of a button while the operator is actually looking through the microscope. According to our research, this one-touch adjustment reduces the number of operational steps by approximately 75% compared to when existing equipment is used, significantly improving workflow efficiency (Figure 1).

In addition, the display on the front of the microscope features intuitive icons for easy operation and a notification function to prevent operational errors (Figure 2).

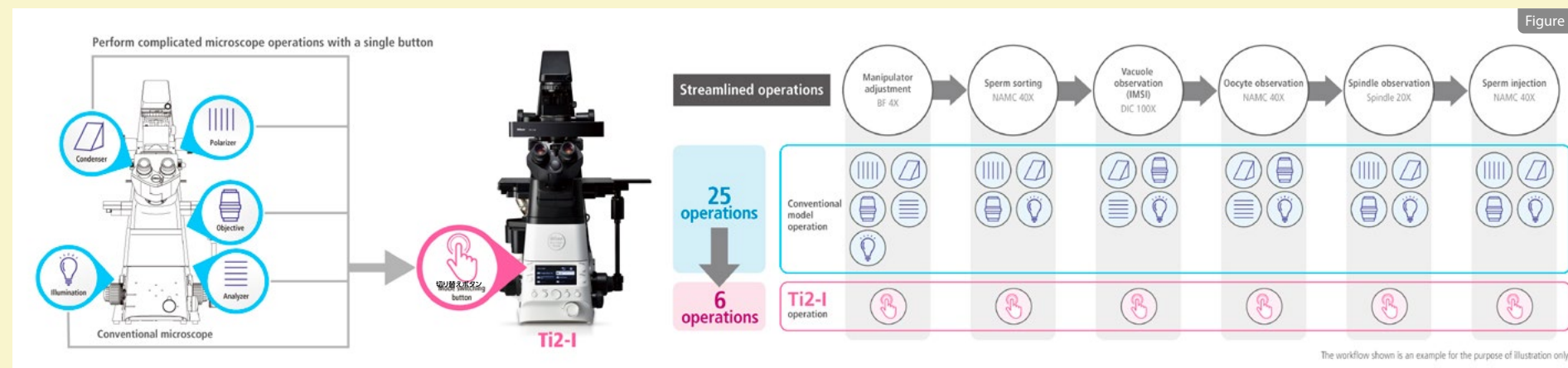
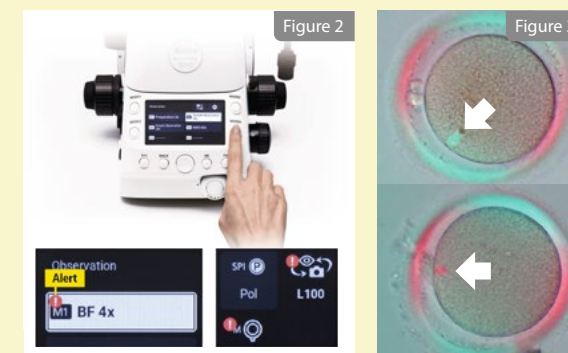
Our unique optical technology enables bright and clear observation of the eggs and sperm. In particular, the microscope's ability to provide full-color, omnidirectional visualization of the oocyte spindle, which is difficult to see even under a microscope, helps embryologists accurately determine the angle to insert the needle when injecting the sperm, improving the operational precision of the fertility treatment and reducing the workload of embryologists (Figure 3).

Reducing Workload of Embryologists

Embryologists performing ICSI are under a lot of pressure when handling eggs and sperm—the source of life—and, in particular, because they always have to perform the best possible work in

the shortest possible time without making mistakes. Many have said the emotional burden of the mission, intensified by the desire to provide the best possible outcome for patients having difficulty conceiving, is very heavy.

Compounding these challenges, ICSI is a routine operation performed by multiple personnel taking turns in a limited space,



meaning an efficient work environment is essential. In particular, the frequent manual micromanipulations required contributes to the increased burden on embryologists.

The introduction of the ECLIPSE Ti2-I is expected to substantially mitigate these issues, reducing the burden on embryologists and increasing productivity. And Nikon will continue looking for ways we can contribute to fertility treatment by supporting professionals using our microscopes.

Contributing to Women's Advancement in Society and Diverse Lifestyles

Significant progress in fertility treatment has contributed greatly to the advancement of women in society, allowing women to have more diverse lifestyles. Women who previously felt they had to abandon their career aspirations if they wanted to have a child can now plan childbirth around their life stages more easily, thanks to IVF and ICSI being available options. These increase the chances of conception even for women who have difficulty conceiving naturally due to age or medical factors. Moreover, as family structures diversify—with later marriages, rising average ages for first marriages, and an increase in single motherhood—everyone can expand their possibilities of becoming a parent and having children.

Such advances in fertility treatment are helping to create a society that respects diverse values. And we will certainly continue supporting healthier, more creative work styles and diverse lifestyles.

Value Provided through Business Activities -2

Areas Where Nikon Contributes: **Decarbonization**

Digital Lithography Systems Contributing to Next-Generation Semiconductor Manufacturing and a Sustainable Future

Chiplets Overcoming the Limits of Miniaturization

With the miniaturization of circuit patterns in monolithic ICs approaching its practical limits, the semiconductor industry is turning to chiplets as a promising new manufacturing technology. With conventional monolithic ICs, as circuit pattern miniaturization continues, manufacturing costs increase, and issues such as lower yields and increased design complexity become more pronounced. This is especially the case in leading-edge processes, making it difficult to improve performance and keep costs down.

In light of this, combining multiple individual chips to create larger multi-chip modules, or chiplets as they are known, has been attracting attention in the past few years. Using chiplets

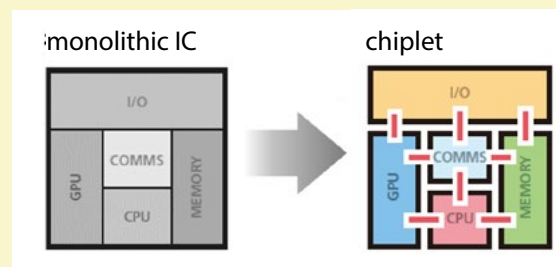


Illustration comparing a monolithic IC and chiplet

can reduce manufacturing costs and improve yields because only the chips requiring the most advanced manufacturing processes are actually made using them, meaning the rest can be made using conventional processes. In the future, chiplets are expected to have a wide range of applications, including in data centers and AI, and may become mainstream next-generation semiconductors.

Chiplet Manufacturing and Lithography Systems

As demand for AI, cloud services, and big data analysis rapidly increases, the semiconductors used in data centers are required to have higher performance and greater efficiency than they do at present. To support large-scale processing in data centers, larger chiplets that can accommodate more chips are essential.

When manufacturing a chiplet, it is necessary to form fine wiring, or interconnects, to precisely connect the chiplet, and our lithography systems are used for this purpose. Such systems form an interconnect pattern on a substrate coated with a photosensitive material by projecting a pattern engraved on a photomask onto the substrate. For large chiplets, the density and accuracy of the interconnects is especially important so that high-speed, low-power communication between multiple chiplets can be achieved.

Balancing Miniaturization and Productivity

As chiplets continue to increase in performance and size, the lithography systems used in the manufacturing process must be able to handle ever finer patterns and larger exposure areas. Our high-resolution semiconductor lithography system technology,

developed over many years, enables miniaturization and facilitates interconnect formation that is leading edge.

However, as chiplets increase in size, substrate dimensions also grow. This in turn demands higher throughput from lithography systems, requiring them to expose large areas more quickly. This can be accomplished by integrating the multi-lens technology employed in the lithography systems used to manufacture flat panel displays. This technology enables efficient scanning of large exposure areas by arranging multiple lenses in an array, and can accommodate future substrate enlargement.

Therefore, our digital lithography systems, which enable both miniaturization and offer high productivity, provide an indispensable technological foundation for next-generation semiconductor manufacturing.

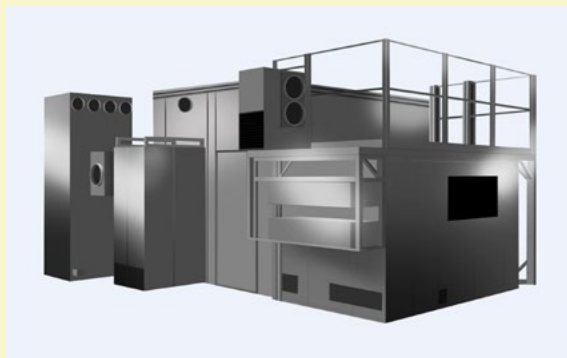


Illustration of a digital lithography system

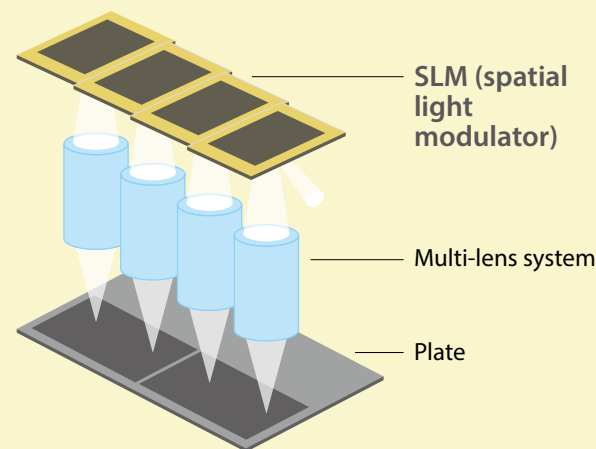
Maskless Digital Lithography Systems

By replacing photomasks with SLMs (spatial light modulators), our digital lithography systems not only shorten development lead times and improve exposure accuracy, but also provide

major advantages with regard to the environment and sustainability.

These environmental advantages become clear when considering the drawbacks of conventional photomasks: Conventional photomasks use chemicals and consume energy during manufacturing and transportation, and ultimately become waste themselves. In addition, each time an interconnect pattern changes, a new mask must be created, which consumes energy and generates waste.

However, using SLMs (spatial light modulators) eliminates the need for physical photomasks, significantly reducing the environmental impact. In addition, SLMs (spatial light modulators) are electronically controlled, allowing them to generate a variety of patterns. This in turn allows changes in interconnect patterns to be responded to very quickly, streamlining prototyping and development and reducing the amount of resources wasted.



Digital lithography technology using SLMs (spatial light modulators)

Contributing to Sustainability and Development of Various Fields

Our digital lithography systems will make a significant contribution to chiplet manufacturing, providing the foundation for the further development of semiconductors. This will bring efficiency and convenience to a wide range of fields, including medicine, education, transportation, and energy, leading to the enrichment and improved well-being of people's lives.

Our digital lithography systems are a future-oriented technology that reduces the carbon footprint of the entire semiconductor manufacturing process by reducing the resource consumption and environmental impact of the process. Moreover, our digital lithography systems are a technology that delivers sustainability through both environmental conservation and technological innovation, and these systems will play a vital role in shaping the society of the future.

We plan to launch Nikon's digital lithography systems during fiscal year 2026.

Materiality 2

Ensuring Trustworthiness by Maintaining and Increasing Quality



Ensuring that products and services that are widely utilized in the market are safe to use is an important precondition for the development of a sustainable society. As IoT, AI, and other technologies continue to advance, it is necessary to ensure quality not only in terms of product safety and environmental considerations but also in areas such as product security. We also consider it important to respond to changing customer needs such as lifestyles and values, and strive to maintain and improve quality that meets customer trust. We see ourselves at the Nikon Group as having a mission to contribute to the healthy development of society by achieving creative, efficient *Monodzukuri* (manufacturing).

Activity Policies

- Basic Quality Policy
- Quality Management Directive (QMD)

Organizations

- Quality Committee

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)
Degree of achievement of the plan to review the quality management system in response to changes in the business environment	100% (every fiscal year)	<ul style="list-style-type: none"> Revise Quality Management Directive (QMD) Establish QMD for Group companies outside Japan 	<ul style="list-style-type: none"> Implemented QMD revisions related to new business activities and services in July 2024 Prepared QMD revisions related to the amendments to the ISO management system for climate change and further clarification of the scope of product environmental regulation targets Established QMD for Group companies outside Japan in July 2024 	○	<ul style="list-style-type: none"> Establish a global version of the Quality Management Directive (QMD)
Quality management system operation status monitoring/Percentage of improvement plans in place	100% (every fiscal year)	<ul style="list-style-type: none"> Complete assessments based on annual plans (at least eight departments/companies, mainly Group companies outside Japan) 	<ul style="list-style-type: none"> Conducted assessments for nine departments and companies 	○	<ul style="list-style-type: none"> Complete assessments based on annual plans (at least eight departments/companies, mainly Group companies outside Japan)
Comprehension of basic training on quality (division, business units, Group manufacturing companies)	80% or more (FY2025)	<ul style="list-style-type: none"> Training participation rate: 80% or more (business units, Group manufacturing companies in Japan) 	<ul style="list-style-type: none"> E-learning participation rate for QC Levels 3 and 4: 92% (business units, Group manufacturing companies in Japan) 	○	<ul style="list-style-type: none"> Training participation rate: 80% or more (business units, Group manufacturing companies in Japan) Conduct trial basic quality control training at Group companies outside Japan

Nikon *Monodzukuri* (Manufacturing)

Basic Approach

The Nikon Group's basic philosophy is Customer and Quality first, and with our *Monodzukuri* (manufacturing), we optimize our creation of the products and services that our customers request. We anticipate our customers' needs and drive innovation utilizing a variety of solutions. This is our vision for Nikon *Monodzukuri* (manufacturing).

For us, as a manufacturer, *Monodzukuri* (manufacturing) is the source of our corporate activities, and through our commitment to *Monodzukuri*, we will continue to further expand the value we provide to our customers.

Strategy

Risk

If we are unable to maintain and improve the prowess in *Monodzukuri* (manufacturing), the source of our business, then the technological capabilities that support the high quality we have built up over many years, as well as our ability to provide solutions that help solve our customers' request, could be compromised. This could lead to a decline in customer trust, damage to the value of the Nikon brand, and a decrease in business opportunities.

Opportunities

By leveraging our prowess in advanced *Monodzukuri* (manufacturing) to create and provide products and services that meet our customers' desires and demands, we can add unique value that meets the expectations of customers and

society, differentiate ourselves from our competitors, and improve our competitiveness, sales, and brand strength.

Strategy

To achieve our vision, the Nikon Group must create a flexible production system that can respond to any change.

● Manufacturing Site Strategy

We are building a flexible production system that can respond to changes in business activity by clearly defining the role of each of our manufacturing sites, developing their unique advantages, and enhancing cooperation between each site. All of our production bases in Japan have been allocated to the Production Technology Division, where we address productivity improvement and quality issues that extend across our business activities. Furthermore, by sharing information to create synergy, we are optimizing the entire Nikon Group, building a production system that is resilient to production fluctuations in each business activity.

● *Monodzukuri* (Manufacturing) Technology Strategy

We will continue to enhance the core technologies that support Nikon Group's *Monodzukuri* (manufacturing), such as materials, manufacturing, or assembly and calibration technology, and utilize industrial engineering (IE), equipment development, and DX in our future product development and manufacturing.

● Procurement and Logistics Strategy

In response to the increasingly complex supply chain

● Strengthening Our *Monodzukuri* (Manufacturing) Foundation (Conceptual Image)

Goal	Establishment of a flexible production system that can respond to any change	
KSF*	Production Base Strategy	Procurement and Logistics Strategy
	Provide value-added services by taking advantage of the strengths of each manufacturing site	Strengthen relationships with key partners for optimizing QCD
	Quality Strategy	<i>Monodzukuri</i> (Manufacturing) Technology Strategy
	Strengthen effectiveness of quality systems Raise awareness of quality	Timely delivery of differentiated technologies

* KSF: Key Success Factor

environment, including rising labor and material costs, a shortage of parts and materials due to natural disasters and infectious diseases, and logistical disruptions, we will enhance the strong collaborative relationships built on trust that we have with our procurement and logistics partners—partners who all comply with the quality and sustainability levels requested by Nikon.

● Quality Strategy

In order to meet customer needs and provide safe and reliable products and services in a timely manner, we are working to maintain and strengthen the quality systems in each of our business units. We have established a Quality Committee to deliberate and make decisions on important issues related to quality control. We are also advancing initiatives to embed a quality-first culture across the entire Nikon Group.

Ensuring Trustworthiness by Maintaining and Increasing Quality → p.038
Building a Resilient Supply Chain → p.090

Governance

Nikon has established cross-functional divisions to implement strategies for production, technology, procurement and logistics, quality, and other strategies on a group-wide basis. These divisions include the Production Technology Division, the Optical Engineering Division, and the Advanced Technology Research & Development Division. We have also reviewed our technology development process, and we are deploying it to our Group manufacturing companies both in and outside Japan. This deployment allows us to seamlessly

link Engineering Chain Management (ECM) with Supply Chain Management (SCM), thereby achieving optimization from a company-wide perspective that spans across business units. Consequently, we have been able to establish a system that not only smoothly maintains and expands our existing business activities but also launches new businesses.

Risk Management

Nikon practices risk management in support of the continuous improvement of our *Monodzukuri* (manufacturing). Meetings are held to discuss each of the four strategies detailed on p.036 and p.037. In these meetings, we identify risks in a timely manner and ensure that countermeasures are implemented. The specific risks we consider are as follows: market risks related to changes in the competitive environment and demand fluctuations; risks to our *Monodzukuri* (manufacturing) that may hinder the maintenance and improvement of our core technologies; supply chain risks resulting from soaring resource prices, natural disasters, infectious disease outbreaks, and disputes; and quality risks that may reduce customer satisfaction due to declines in quality.

We also strive to formulate and implement optimal risk mitigation measures by taking a holistic view of all risks under the four aforementioned strategies and comprehensively assessing their potential impact on each other and on our business activities as a whole.

Ensuring Quality and Safety

Basic Approach

The Nikon Group has established a Basic Quality Policy centered around the idea of increasing the value we provide to our customers, and the value that we provide to society, through our products and services. In order to put this policy into practice, we have also established the Quality Management Directive (QMD).

Basic Quality Policy

Based on our philosophy of *Trustworthiness and Creativity*, Nikon has established the following Basic Quality Policy. It aims to increase the value that we provide to customers through our products and contribute to the healthy development of society.

- (1) Enhance brand value and provide high-quality distinctive products to the market in a timely manner through creative and efficient *Monodzukuri* (manufacturing).
- (2) Provide safe and environmentally friendly products to earn the trust of customers and society.

Strategy

Risk

Customer needs in the market are diversifying and becoming more sophisticated each day due to changes in lifestyles and values. Demands on companies regarding quality management also grows stronger each year as countries and regions develop various safety and environmental laws and regulations for the sustainable development of society. Failing

to meet those requirements results in not only fines and other penalties, but also the loss of public trust. This could lead to a decline in the value of our corporate brand and a decrease in sales, which in turn may have a significant impact on the Nikon Group's continued business activities.

Amidst these changes in the social environment, the Nikon Group recognizes the importance of compliance with laws and regulations, including safety and environmental measures, and ensuring quality that leads to customer satisfaction. We are also strengthening the mechanisms in place to ensure quality.

Opportunities

Although the aforementioned trends in the social environment pose risks to the Group, we also recognize these risks as opportunities to earn the trust of our customers and society through rapid response to changes in customer needs, quality assurance, and improvement. Opportunities also exist for business growth by improving brand value through creative and efficient *Monodzukuri* (manufacturing) and differentiating ourselves from competitors with our quality.

With these various actions, we will contribute to our business activities and coexist with our stakeholders.

Strategy

Nikon's Medium-Term Management Plan sets out our Vision 2030, which is to be a key technology solutions company in a global society where humans and machines co-create

seamlessly. To achieve this vision, we must establish a global quality management system across the entire Nikon Group that ensures the maintenance and improvement of the trust our customers have in our quality. This system also needs to anticipate changes in the values sought by society and customers, as well as technological innovations and shifts in *Monodzukuri* (manufacturing).

For this reason, we have created a Quality Manual (QM) based on the QMD for each business unit (including the Group companies). This QMD encompasses the requirements of ISO 9001*, and we are implementing swift and appropriate revisions in response to changes in trends and situations happening around the world.

We have also established a global quality management system to strengthen our global governance, which includes deploying it to subsidiaries outside Japan that joined the Nikon Group through M&A. In addition, this initiative includes the reduction of quality risks.

We also strive to strengthen our culture of quality by establishing a system to improve the level of quality education, form behavioral principles in *Monodzukuri* (manufacturing), and ensure product safety and product security in response to technological advances. Through these efforts, we work to prevent quality issues on an ongoing basis.

By undertaking the above, we will build a group-wide quality foundation within the Nikon Group that supports both our proactive prevention system for quality risks and our ability to deliver products that earn customer satisfaction.

* ISO 9001: An international standard of quality management system established by the International Organization for Standardization (ISO). The ISO 9000 series is a quality management system for organizations to maintain and manage quality. ISO 9001 certification can be obtained from registrars.

Governance

The Nikon Group has established a Quality Committee to deliberate and make decisions on important matters related to quality control for the entire Group. The committee convenes twice a year on a fixed schedule and is chaired by a responsible officer, with general managers from each business unit and others serving as standing committee

members. Under the Quality Committee, we have established the Product Subcommittee, and Education Subcommittee—the purpose of these is to strengthen the functions of the Quality Committee in preventing quality and environmental problems; complying with legal and regulatory standards and ensuring safety; and maintaining and improving manufacturing technologies.

Decisions made at the Quality Committee are shared

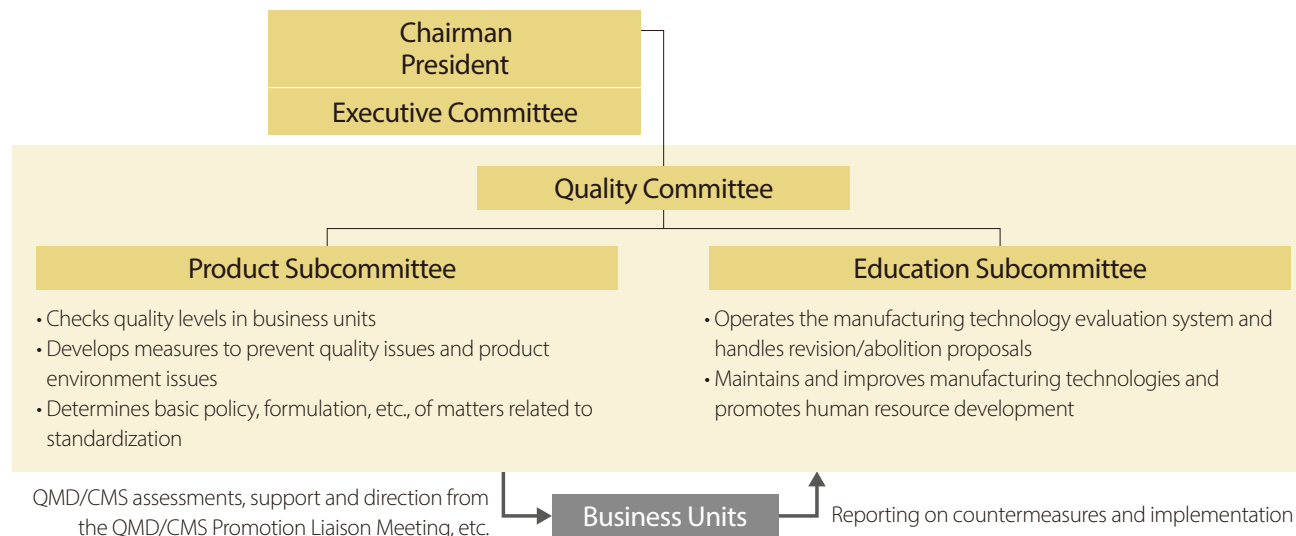
at the QMS/CMS* Promotion Liaison Meeting which is held twice a year as a forum for exchanging information among all the business units. Based on this, each business unit reflects decisions made at the Quality Committee in its business processes, revising each QM where necessary, thereby strengthening the Quality Management System.

* QMS: Quality Management System, CMS: Chemical Substances Management System (Management of chemical substances in products)

● Main Reporting and Deliberations at Quality Committee Meetings in Fiscal Year 2024

February 2024	June 2024	October 2024
<ul style="list-style-type: none"> Globalization of quality control 	<ul style="list-style-type: none"> Globalization of quality control Enhanced product security Revised Quality Management Directive for FY2024 	<ul style="list-style-type: none"> Globalization of quality control Enhanced product security

● Quality Management System (As of April 1, 2025)



Kakekomi Dera : Quality Maintenance and Improvement Hub

We have established the Nikon *Kakekomi Dera** as a consultation service for employees who have technical problems or questions that are difficult to resolve in their own department or workplace. The hub handles about 20 consultations a year, covering a wide range of issues, including new technologies, process improvements, various evaluation methods, and root cause analysis of problems with processes and products. Depending on the nature and scale of the case, the hub can even undertake development itself.

The Optical Engineering Division, Advanced Technology Research & Development Division, and Production Technology Division, which are all specialized technical divisions, are responsible for responding to requests for consultation, with the aim of further sustaining and improving quality by enhancing the technology of the entire Group.

After handling a case, we create a report, organize the findings in list form, and use these items to support horizontal deployment and efficient responses to similar cases.

* *Kakekomi Dera* is a historical term in Japan referring to temples that offered sanctuary to people in distress. At Nikon, we use this name for a support service where employees can seek help for technical issues they are unable to resolve within their own teams.

Risk Management

The Nikon Group identifies and assesses quality risks across the entire value chain, primarily through the Quality Committee and its subordinate Product Subcommittee.

Important risk factors are reported to the Risk and Compliance Committee with the Quality Committee driving efforts to improve quality by prioritizing responses and formulating countermeasures based on the level of impact.

The Nikon Group identifies and reduces risks through QMD/CMS assessments* and other such tools. We extract supplier risks through self-inspections related to quality management and assessments conducted by the Nikon Group, and work together with suppliers to implement improvements.

* In fiscal year 2021, the Nikon Group began conducting audits related to existing quality control and the management of chemical substances in products, referring to such audits as "assessments." Our use of "assessment" is synonymous with the term audit defined in JIS Q 19011, and refers to a systematic process for the objective evaluation of the degree to which QMD requirements are met.

Implementing QMD/CMS assessments

The Nikon Group conducts QMD/CMS assessments to check the status of quality management and the management of chemical substances in products based on QMD, and investigates, confirms, and evaluates the status of quality management operations throughout the Group.

The person responsible for these assessments is the Product Subcommittee Chairperson of the Quality Committee. In the event of an unsatisfactory situation occurring, we issue directions for corrective action or improvement and ensure such measures are promptly implemented to maintain and improve our quality control activities. Additionally, we

report assessment results to the Quality Committee in a timely manner, share important findings with the Executive Committee, and reflect such findings in our internal controls.

In fiscal year 2024, we formulated a plan focusing on Group companies outside Japan, and QMD/CMS assessments were conducted for six Group companies outside and three inside Japan using assessment check sheets adapted to the individual company being assessed.

The Nikon Group also makes continuous reviews in order to further enhance the effectiveness and efficiency of these assessments.

Initiatives for Procurement Partners

Cooperation from procurement partners is essential in order to promote Quality First initiatives. Therefore, we conclude quality assurance agreements with our procurement partners based on their understanding of the Nikon Group's Quality First philosophy.

To quantitatively understand and manage QMS maintenance status, we conduct a self-evaluation using a Self-assessment Sheet once every three years. We also conduct QMS assessments for procurement partners whom we have determined to be important. In fiscal 2024, we conducted QMS assessments at 80 procurement partners and worked to strengthen issue detection by incorporating a trial run of a new assessment method. We plan to fully shift to the new method in fiscal 2025 based on the trial results. We discuss countermeasures with procurement partners that do not meet Nikon's required standards based on the assessment and work together to implement systematic improvements.

In addition, we plan to conduct a trial operation of a new assessment method for the environmental management system to strengthen guidance and oversight of suppliers in response to recent quality issues.

Major Initiatives

Small Group Activities

The Nikon Group believes that maintaining high quality requires each employee to stay highly aware and take initiative in improving daily operations. Since 1979, we have promoted small group activities, with 694 groups totaling 5,851 employees participating across Nikon Group companies in and outside Japan in fiscal 2024.

Furthermore, every year in July, the Nikon Group holds Nikon Group Select Small Group Activity Presentation. It is presided over by the company president, and the best activity groups from each region get together to talk and educate each other. In fiscal year 2024, more than 200 employees participated, including executives, and the excellent presentations were used as a reference for improvement activities in each unit.

Quality Training and Raising Awareness

The Nikon Group believes it is imperative that each and every employee acquires the relevant knowledge and quality control skills, and that they tailored to the specific requirements of an individual employee's position, level, and specialty. With this approach, we are promoting internal

education and awareness-raising related to quality in order to improve standards for all employees and to strengthen and foster the development of certain selected employees.

The Technical College program, a forum for training and educating young engineers, had 1,351 participants in the mandatory training course on quality control in fiscal year 2024. In addition, the Expert Package Training program to create experts in statistical quality control has completed its ninth term, and a total of 174 students from the first through ninth terms are active across each field.

We produced e-learning video materials in English, Chinese, and Thai to raise the overall competency level of all employees, including those outside Japan. We are also planning to implement the same training required in Japan at Group companies outside Japan.

Furthermore, every year during Quality Month in November, Nikon hosts the Quality Month Conference. In fiscal year 2024, we welcomed Dr. Koichi Obara, advisor to construction and civil engineering company MAEDA Corporation, to give a lecture entitled Quality Management as a Strategy: Quality in the Coming Era. He spoke about the impact of improving quality on sustainable companies and society, focusing on how quality management is an important factor in both corporate growth and building a sustainable society. And throughout his lecture, he shared his own experiences. This lecture was attended by approximately 100 Nikon Group executives and employees and 120 procurement partners, including those watching via a simultaneous webcast.

Quality Education Programs for Employees

(Applicable to: Nikon Group in Japan)

Mandatory training for all employees

- E-learning for all employees
 - Basic Quality Control Training (QC Grade 3)
 - Introduction to Statistical Methods Training (QC Grade 3)
- Basic Quality Control Training for new employees
 - Specialist training for engineers
- Expert package training
 - (comprehensive training that combines experimental design and multivariate analysis, etc.)
- SQC ^{*1} leader training (basic training combining Q7, N7, exams and estimations, etc.)

^{*1} Statistical Quality Control (SQC)

Ensuring Safety of Products and Services

The Nikon Group regards safety as an integral part of the quality of our products and services, and believes that our most important mission is to provide safe products and services to our customers. We give due consideration to the safety of products and services for the entire lifecycle of the product from the planning stage, right through to disposal.

Our Basic Quality Policy states clearly our commitment to ensuring safety, and we also incorporate this commitment into QMD and the regulations of each business unit, which must be adhered to. In addition, we confirm in our regular QMD and CMS assessments that each division and department is implementing the safety-related matters

incorporated in those QMDs and rules.

In addition, the Nikon Group is obliged to conduct safety assessments for all of our products. In line with the established Safety Design Principles (Safety Design Principles [General Standards], Common Standards and Product Area-Specific Safety Design Standards) which are based on international standards, etc., we identify risks and implement safe designs to eliminate these risks.

In fiscal year 2024, we established one new standard and revised four. The details are as follows: the establishment of the Non-laser optical Radiation Safety Standards, a technical standard aimed at ensuring the safety of all products handling non-laser radiation, and the revision of existing technical guidelines, including *the Laser Safety Standards, Measurement Equipment Safety Design Standards, IT/AV Equipment Safety Design Standards, and the Industrial Equipment Safety Design Standards*.

The Nikon Group also ensures safety through design reviews at the development and design stages and inspections of manufacturing processes during mass production, obtaining certification from third-party certification bodies as necessary.

Note that the number of serious product accidents related to safety ^{*2} for fiscal year 2024 was zero.

^{*2} Serious product accidents related to safety: Based on the definition of serious product accidents used in the Consumer Product Safety Act.

Product Security

Even though we are seeing rapid growth in technologies such as IoT and AI, the Nikon Group is still strengthening and improving quality management systems in order to provide safe products and services to customers.

The Nikon Group established *the Product Security Countermeasures Standards* to strengthen product security throughout the entire product lifecycle, from development to end-of-life disposal. We clarify the requirements for each market based on country-specific product security requirements and carry out risk analysis and implement appropriate measures. In addition, the Nikon Group works on product incident response and vulnerability management and we are building a PSIRT^{*1}. As part of these efforts, we are developing a framework to continuously provide product security training and foster human resources in each business unit. Through these initiatives, we aim to further strengthen our product security measures throughout the product lifecycle.

With regard to AI, we have verified there is no use of prohibited AI systems in any of our business units, as stipulated by the EU Artificial Intelligence Act, which came into effect on August 1, 2024. We will also continue to monitor and assess other categories of AI systems to ensure we provide our customers with safe products.

^{*1} PSIRT: Product Security Incident Response Team

Product and Service Safety Training

To ensure the safety of our products and services, the Nikon Group conducts a variety of periodic safety education programs for employees. These programs include training covering the Fundamental Safety Design Principles that define standards of safety design, the Product Liability Act, and the Electrical Appliance and Material Safety Act.

In fiscal year 2024, approximately 660 employees of the Nikon Group in Japan participated in the educational training

courses held by the Quality and Environmental Administration Department of the Production Technology Division and the Technical College. We offered in-person, online, and on-demand training for employees to take and repeat as needed, ensuring retention of safety design knowledge.

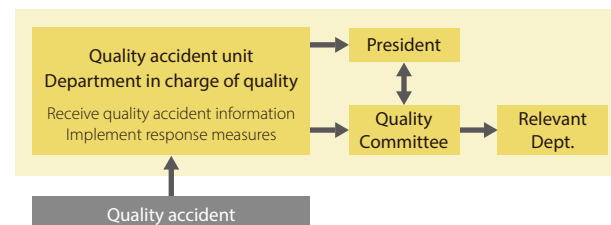
Response in Case of an Accident

The Nikon Group carries out planning, design, manufacturing, quality assurance, sales, logistics, and services with sufficient consideration to product safety. In the event of a quality problem in the market, including safety issues, or even if there are concerns regarding such an occurrence, we immediately cooperate with the relevant departments to ascertain the facts and promptly take any necessary measures in accordance with our escalation response procedures^{*2}.

Additionally, quality problems that have a significant impact on customers are reported to top management and disclosed promptly, and a system is in place to respond appropriately to customer inquiries.

In fiscal year 2024, following these procedures, we proceeded to take measures to prevent damage from occurring, spreading, or recurring in response to four incidents.

● Flowchart Outlining Communication After Accidents Occur



These measures are also reviewed annually, and suitably revised if needed.

^{*2} These procedures stipulate that in the event of a quality accident, our first priority is to ensure the safety of customers, related parties, and employees, responding promptly and in an organized manner to minimize damage and maintain public trust.

Information Provision for Safe Use

In the Nikon Group, we provide appropriate information for all products to ensure that customers can use its products and services safely. For example, information on correct usage and information to help safeguard against accidents due to misuse or carelessness is provided directly on the products themselves and in instruction manuals.

Information which needs to be disclosed is stipulated in our proprietary Fundamental Safety Design Principles and we are verifying its appropriateness in product risk assessment and safety evaluation.

Additionally, certification marks are indicated in accordance with the laws and regulations of each country or region where the product is sold.

For example, products with wireless functions are labeled as compliant with the Radio Act of various countries and regions.

Furthermore, in fiscal year 2024, there were no violations of laws, regulations, etc., with regard to safety labeling and information provision.

Customer Satisfaction Initiatives

The Nikon Group strives to improve customer satisfaction and trust by providing products and services that are unsurpassed in safety and quality, and also useful to society. The Nikon

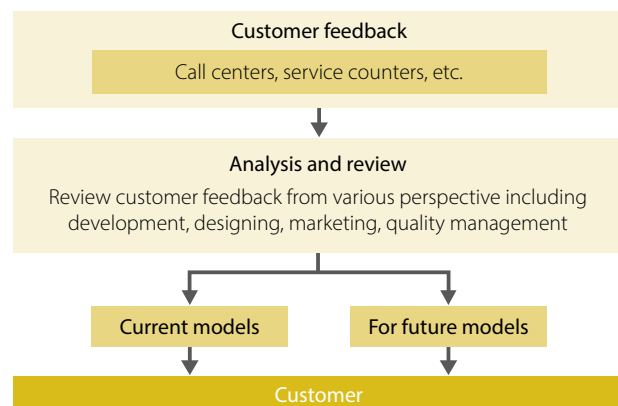
Group has previously built a system to incorporate customer feedback into our products and services by increasing opportunities to meet with customers, and we will continue to strengthen this system going forward.

Product Development for Imaging Products Based on Customer Feedback

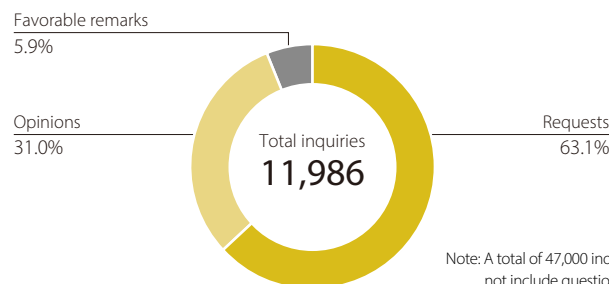
At the Nikon Imaging Products, feedback is received through call centers, service counters and NPS* staff from general and professional users as well as users who use photographic equipment in businesses worldwide. After careful analysis, customer feedback is examined from a range of different perspectives by the Product Development, UX, Marketing, and Quality Assurance departments, and by other relevant departments. The results are reflected in our products and services leading to improved customer satisfaction.

* Nikon Professional Services (NPS): A membership-based support service for professional photographers who use Nikon products.

Customer Feedback Flowchart (Imaging Products)



Breakdown of Call Center Inquiry Analysis and Investigation (Japan, Fiscal Year 2024)



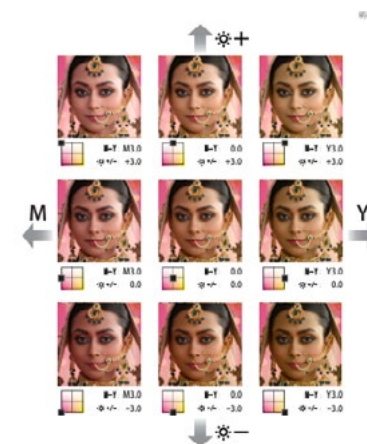
Column

Responding to Requests for Additional Functionality

Nikon takes such requests from customers around the world very seriously and strives to satisfy customers by incorporating the features they seek into our products.

Our flagship mirrorless camera, the Z9, released in December 2021, received its fourth major firmware update (Ver. 5.00) in March 2024. This update significantly enhanced its portrait photography features, including our Rich Tone Portrait, which is for rendering skin details with rich tonality, and the camera's skin softening and Portrait Impression Balance features. All of these are designed to help photographers to create the images they are seeking to create. In addition, the enhanced functions of Auto Capture and High-Speed Frame Capture have improved its usability in sports photography.

These new modes have been well received by many customers. Nikon will not only continue to develop new products, we will update functions to meet the needs of our customers even after they purchase our products.



Rich Tone Portrait menu display example



Sample adjustment with the portrait impression feature

Improving Services in the Imaging Products Business

In our Imaging Products Business, in keeping with our customer-first mindset, we aim to provide services that make our customers say, "I am really happy I chose a Nikon product." As of the end of March 2025, we have an organization that can consistently deliver high-quality services via more than 200 repair service facilities and direct contact points (customer service counters) in 70 countries and regions around the world. We are also striving to improve service quality through a diverse range of initiatives on a global scale.

● Maintaining and Improving Repair Quality

Once a year, we conduct an assessment at all Nikon regional headquarters service locations to check whether the accuracy of the equipment and tools meets our standards. Additionally, in order to monitor repair quality at each site, repair data is collated by the Nikon Head Office on a monthly basis to ensure any issues are identified. At the same time, so as to be able to provide high-quality service in all countries and regions, we have introduced a cloud service that enables sharing of information on Nikon products and quality management, and through which we offer regular guidance to all service facilities, including local distributors and authorized repair service providers, in those countries and regions where Nikon does not have its own service facilities, with the aim of maintaining and improving service quality.

We are also working to improve service quality control and quality in individual countries and regions. For example, employees from Nikon Group sales companies conduct

assessments based on region-specific assessment lists of each authorized repair service provider in Europe, China, and India. This is in addition to our people visiting each service provider individually to hold technical seminars.

● Enhancing Customer Satisfaction

To enhance customer satisfaction, we conduct regular online training sessions for repair technicians and provide product knowledge education that makes effective use of e-learning for employees involved with service provision.

In the Imaging Products Business, we strive to educate each staff member involved in our services on product concepts and functions to ensure said employees are able to advise customers on the best settings for their cameras in specific settings. We also gather and consolidate real customer testimonials at the Nikon Head Office and share this information globally.

To ensure customers use our imaging products over the long term, we offer various maintenance packages tailored to our customers. These packages offer repair services in addition to high-precision inspections with cleanings and tools.

To improve customer experience, we post troubleshooting information on the Nikon website to help our customers diagnose issues before they request repairs.

Through measures such as these, we are working to not only sell products, but also provide added value.

● Customer Satisfaction Survey Results

(%)

	FY2020	FY2021	FY2022	FY2023	FY2024
Customer satisfaction	87.0	86.9	88.4	87.0	88.7

Note: The above figures cover satisfaction with call center responses in the Americas, Europe, and China.

Strengthening the Foundation of the Organization to Utilize Design in Management

The Nikon Group has established an organization and operational structure that encourages design that enhances the experiential value of products and services delivered, supports continuous evolution to become a brand of value to society, and drives the creation of internal innovation. By deepening our understanding of customers' essential needs and utilizing the design process in our approach to meeting these needs, we aim to revitalize our efforts and enhance the emotional value we create.

Specifically, we utilize design not only for our products and services, but also for our corporate vision development, advertising, exhibitions, various sponsored events, and other points of contact with customers.



Customer-Oriented DX

The Nikon Group develops our digital transformation (DX) strategy from the perspective of both customers and employees. The Nikon Group incorporates the four perspectives of Customer Relations, Idea, Data, and Work Style into our DX Vision, engaging in various measures to achieve these goals.

The Customer Relations perspective and Idea perspective are necessary for a customer-focused DX that improves customer experience and satisfaction.

For Customer Relations, the Nikon Group aims to create

environments through which we can provide value to our customers with digital connections. We aim to provide customers with value that matches their exact needs by striving to help customers understand the extent of our technology as we work to understand their needs.

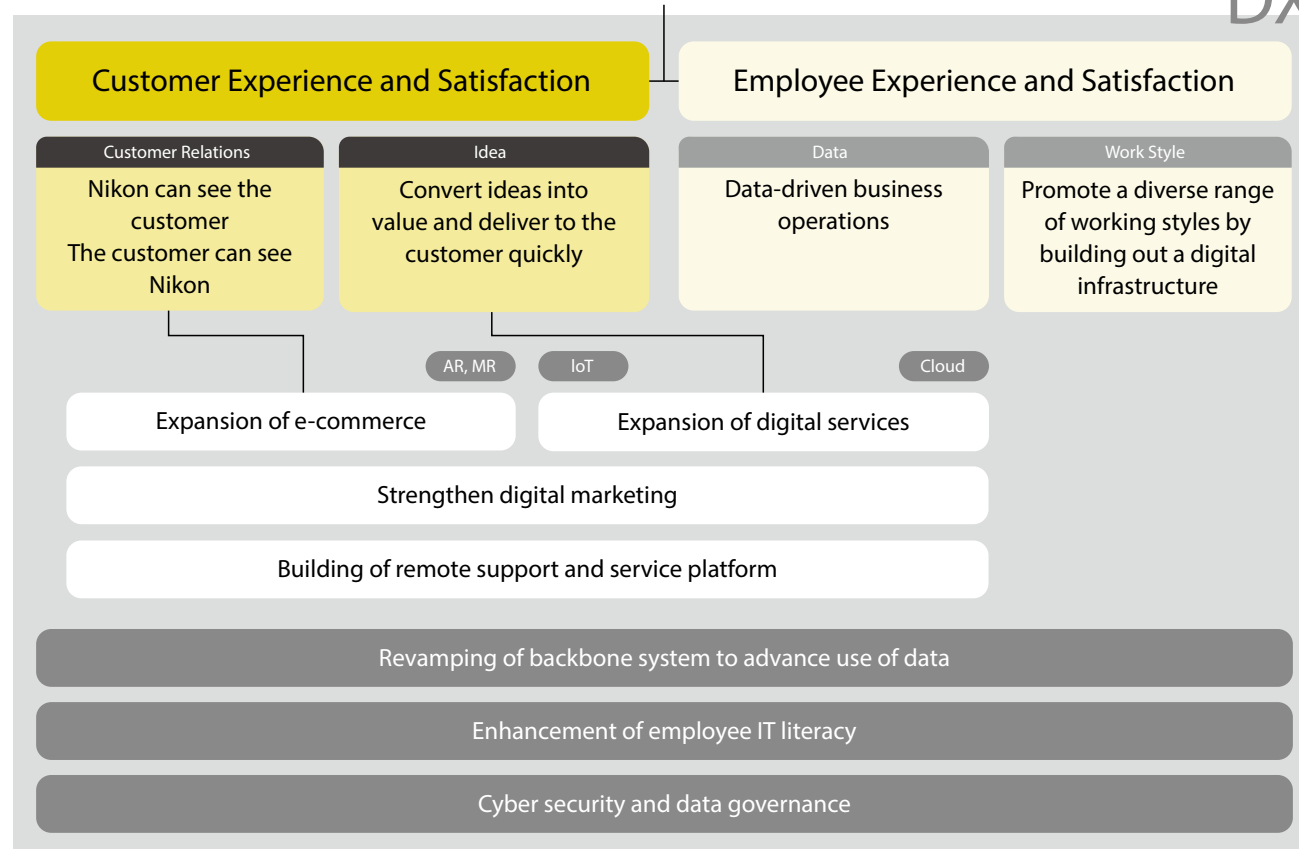
Under our Idea perspective, we aim to create environments that use various digital technologies to convert ideas rapidly into value for delivery to customers. Specifically, we work to strengthen digital marketing through website integration of BtoB businesses to improve such customer experiences and satisfaction. We are also consolidating information on Nikon Group BtoB products on a single website. This information was previously spread across the various websites of our business units, and the consolidation will enable customers to search through products from all of our business units and find solutions quickly.

The Nikon Group ensures the delivery of our technologies to customers by strengthening digital marketing, leading to the further creation of social value through the core technologies of the Group.

Employee-Focused DX for DEI → **p.111**

A Key Technology Solutions Company in a Global Society Where Humans and Machines Co-Crete Seamlessly

DX



Environment

Scope 1 and Scope 2
Greenhouse Gas Emissions
(Compared to Fiscal Year
2022)



56.0%
reduction

Total Waste Generated
from Operations
(Compared to Fiscal Year
2018)



Over 16%
reduction

Unit Sales of Refurbished
Semiconductor Lithography
Systems



Total 474
units

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The effects of climate change are becoming more pronounced, leading to increasingly severe social and economic losses and damages. The deliverable of the global stocktake, an assessment of global climate change action, reaffirmed the urgent need for action to achieve the 1.5°C target. The document included emission reductions for all greenhouse gases across all sectors, including industry, transportation, and households, as well as contributions by field.

Simultaneously, there is a need to shift away from the traditional linear economy characterized by a cycle of mass production, consumption, and waste generation toward a circular economy in which resources are recycled and reused. In addition, with regard to chemical substances in products, there has been a steady expansion in the scope of substances that are subject to regulation, as well as in the geographical areas in which such regulations apply.

Companies will be asked to further their efforts to conduct information disclosures based the TNFD* framework and perform nature-related risk/opportunity assessments toward becoming Nature Positive by 2030, a movement to halt biodiversity loss and put nature on a recovery track.

The Nikon Long-Term Environmental Vision stipulates our three pillars of Realizing a Decarbonized Society, Realizing a Resource Circulating Society, and Realizing a Healthy and Environmentally Safe Society. Under this vision, the Nikon Group contributes to building a sustainable society by balancing environmental responsibility with business growth.

* TNFD: Abbreviation for Taskforce on Nature-related Financial Disclosures. The Task Force on Nature-Related Financial Disclosure established a framework for companies and organizations to assess and disclose the impact of economic activities on the natural environment and biodiversity.

Activity Policies

- Nikon Long-Term Environmental Vision
- Nikon Environmental Policy
- Nikon Basic Green Procurement Policy
- Nikon Green Procurement Standards
- Hazardous Chemical Substances Guideline
- Paper Procurement Policy

Organizations

- Sustainability Committee
- Environmental Subcommittee
- Supply Chain Subcommittee

Management System

- ISO 14001

Indicators and Targets

● Nikon Long-Term Environmental Vision and Medium-Term Environmental Goals

Materiality	Nikon Long-Term Environmental Vision (Target Year: Fiscal Year 2050)	Vision	What Nikon Will Do	Nikon Medium-Term Environmental Goals (Target Year: Fiscal Year 2030)
Materiality 3 Promoting a Decarbonized Society	Realizing a Decarbonized Society	Achieving net zero throughout the value chain by fiscal year 2050	<ul style="list-style-type: none"> Improve manufacturing facilities and production processes and promote decarbonization Promote eco-office and diverse work styles to achieve a decarbonized workstyle 	<ul style="list-style-type: none"> Reduce greenhouse gas emissions (Scope 1^{*1} and Scope 2^{*2}) by 57% compared to fiscal year 2022
			<ul style="list-style-type: none"> Accelerate renewable energy adoption 	<ul style="list-style-type: none"> Achieve renewable energy adoption rate of 100%
			<ul style="list-style-type: none"> Visualize the environmental impact in each process within products' lifecycles and implement new environmental initiatives harnessing expertise 	
			<ul style="list-style-type: none"> Downsize cargo, promote modal shift, and establish a transportation system requiring minimal energy 	<ul style="list-style-type: none"> Reduce Scope 3^{*3} greenhouse gas emissions by 25% compared to fiscal year 2022
			<ul style="list-style-type: none"> Require procurement partners to formulate and pursue greenhouse gas reduction targets 	
Materiality 4 Promoting Resource Circulation	Realizing a Resource Circulating Society	Minimizing resource consumption and maximizing resource circulation throughout the value chain	<ul style="list-style-type: none"> Reduce waste through streamlining processes from development to manufacturing Minimize the amount of abrasives used 	<ul style="list-style-type: none"> Achieve the following zero emissions level^{*4} at all manufacturing companies <ul style="list-style-type: none"> Japan: Level 5 Group manufacturing companies in China: Level 1 Other locations: Levels determined individually Reduce total amount of waste generated by 10% or more compared to fiscal year 2018
			<ul style="list-style-type: none"> Promote the 3Rs of water (reduce water consumption, and recycle and reuse water) 	<ul style="list-style-type: none"> Reduce freshwater consumption^{*5} by 5% compared to fiscal year 2018
			<ul style="list-style-type: none"> Take into account the impacts that products have on the environment from the initial planning phase onwards and promote the 3Rs^{*6} throughout the product lifecycle 	<ul style="list-style-type: none"> Reduce waste by extending product life, reducing size, decreasing weight, etc. Reduce the average amount of plastic packaging materials used per product by 10% compared to fiscal year 2022 Promote the reuse and recycling of products, parts, materials, and related packaging materials Ensure plastic materials used in products contain an average of at least 5% recycled content Ensure an average of at least 10% recycled or bio-based plastics in packaging materials per product.
Materiality 5 Preventing Pollution and Conserving Ecosystems	Realizing a Healthy and Environmentally Safe Society	Zero negative impacts on human health or ecosystems in the value chain	<ul style="list-style-type: none"> Comply with the laws, ordinances, and regulations of the countries and regions where we operate and also manage the use of chemical substances appropriately based on more rigorous voluntary targets 	<ul style="list-style-type: none"> Zero usage of hazardous chemical substances^{*7} in manufacturing processes Zero hazardous chemical substances contained in products^{*8}
			<ul style="list-style-type: none"> Conduct ecosystem conservation activities Quantify and minimize impact and dependence on ecosystems 	<ul style="list-style-type: none"> Continue Environmental Conservation Activities to contribute to the prevention of marine plastic pollution Product catalogs: Electronic data or FSC-certified paper 100% Instruction Manuals: Electronic data or FSC-certified paper/recycled paper (80% or more recycled pulp content) 100% Packing boxes: FSC-certified paper or recycled paper 100%

*1 Scope 1: Direct greenhouse gas emissions from the use of fuel on site.

*2 Scope 2: Indirect greenhouse gas emissions from the consumption of purchased electricity or heat.

*3 Scope 3: Indirect greenhouse gas emissions related to business activities in the value chain (excluding emissions already included in Scope 1 and 2).

*4 Achieving zero emissions level: The concept of zero emissions was first advocated by the United Nations University (UNU) in 1994. This concept is an approach that seeks to reduce the waste to net zero for society as a whole, by using the waste generated in industrial activity as resources for other industries. The Nikon Group introduced level-specific targets into our zero emissions initiatives. Zero emissions Level 1 refers to a final landfill disposal rate of less than 1%. Zero emissions Level 5 refers to a final landfill disposal rate of 0.5%.

*5 Freshwater consumption: Sum of withdrawal volumes A, B, and C, minus returned water volume D (A+B+C-D).

A: Water withdrawal from municipal water supply facilities (tap water, industrial water, etc.) B: Water withdrawal from surface water (lakes, rivers) C: Water withdrawal from groundwater D: Return water of equal or better quality than the water withdrawal source (applicable to B and C only)

*6 the 3Rs: Here, this term refers to *reducing* the amount of resources used and the amount of waste generated, *reusing* products and components, and *recycling*.

*7 Hazardous chemical substances: Here, this term refers to prohibited substances as defined in the Hazardous Chemical Substances Guideline, a voluntary standard.

*8 Zero hazardous chemical substances contained in products: Here, "contained" is defined as having an amount that exceeds the threshold level specified by law.

> Indicators and Targets

> Strategy

> Environmental Management Promotion System

> Risk Management

> Promoting a Decarbonized Society

> Promoting Resource Circulation

> Preventing Pollution and Conserving Ecosystems

● Environmental Action Plan Achievements for Fiscal Year 2024 [Summary]

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

Materiality		Targets for Fiscal Year 2024		Result	Self-Evaluation	Corresponding Page
Decarbonized society	Materiality 3 Promoting a Decarbonized Society	Greenhouse gas reduction	• Reduce Scope 1 and Scope 2 greenhouse gas emissions by 50% compared to fiscal year 2022	• Reduced Scope 1 and Scope 2 greenhouse gas emissions by 56.0% compared to fiscal year 2022	○	p.060
			• Achieve a renewable energy adoption rate of 69% or higher in electricity used for business activities	• Renewable energy adoption rate of electricity used for business: 70.6%	○	p.065
		Reduction of the environmental impact from products	• Reduce environmental impact by making effective use of the LCA methodology	• Continued to expand the range of product models subject to LCA calculation (100% for new products)	○	p.064
			• Create at least 50% eco-friendly products	• Approximately 63% of new products certified as eco-friendly products	○	p.059
		Reduction of the environmental impact of transportation	• Reduce greenhouse gas emissions in distribution by 2.7% year on year	• Reduced greenhouse gas emissions in distribution by 1.5% year on year	△	p.067
		Engagement with procurement partners	• Identify CO ₂ emissions of critical procurement partners (70 or more companies)	• Identified CO ₂ emissions of critical procurement partners (90 companies)	○	p.064
Resource circulating society	Materiality 4 Promoting Resource Circulation	Zero emissions	• Nikon and Group manufacturing companies in Japan: Maintain Level S • Group manufacturing companies in China: Maintain Level 1 • Group manufacturing companies outside Japan: Implement initiatives in line with the actual conditions and circumstances of the country	• Nikon and Group manufacturing companies in Japan: Maintained Level S • Group manufacturing companies in China: Achieved Level S • Group manufacturing companies outside Japan: Conducted disposal in accordance with respective national laws and regulations	○	p.073
		Waste reduction	• Reduce total waste emissions from business activities by 4% or more compared to fiscal year 2018 (total waste emissions: 7,530 tons)	• Reduce total waste emissions from business activities by 16% or more compared to fiscal year 2018 (total waste emissions: 6,531 tons)	○	p.073
		Promotion of the appropriate use and effective utilization of water	• Reduce freshwater consumption by at least 2% compared to fiscal year 2018 (freshwater consumption in fiscal year 2018: 1,877,000 m ³)	• Reduce freshwater consumption by at least 6.4% compared to fiscal year 2018 (freshwater consumption in fiscal year 2024: 1,756,000 m ³)	○	p.075
		Promotion of reduce, reuse, and recycling	1) Reduce • Reduce environmental impact from products and packaging materials (reduce size, extend product life, etc.)	• Reduced plastic packaging material for certain imaging products (shifted from plastic to paper)	○	p.071
			2) Reuse • Promote reuse of products, parts, materials, and packaging	• Continued sales of used FPD lithography systems and used semiconductor lithography systems	○	p.070
			3) Recycle • Promote use of recycled materials in products	• Used recycled materials for certain imaging products	○	p.071
Healthy and environmentally safe society	Materiality 5 Preventing Pollution and Conserving Ecosystem	Reduction of hazardous chemical substances, etc.	• Determine measures to abolish prohibited level hazardous chemical substances based on the Hazardous Chemical Substances Guideline; implement measures in order	• Discontinued 24 of the 84 prohibited substances under the Hazardous Chemical Substances Guideline, granted exceptions for 56, and finalized measures for the remaining 4	○	p.081
			• Comply with the hazardous chemical substances laws and regulations of each country	• Zero violations of laws and regulations	○	p.078
			• Strengthen the management system of chemical substances in products	• Strengthened the internal management system of chemical substances in products		
		Implementation of activities aimed at biodiversity conservation	• Perform local contribution activities related to preventing marine plastic pollution or other biodiversity conservation at least once a year at each business facility	• Performed local contribution activities related to prevention of marine plastic pollution at least once a year at each business facility and 35 times annually	○	p.088
			• Promote paperless operations or the use of FSC-certified paper for paper items bearing the Nikon logo	• Digitized product catalogs and instruction manuals • Printed approximately 67% of newly ordered product catalogs for use in Japan, North America, and Europe on FSC-certified paper, excluding special paper types	○	p.087

> Indicators and Targets

> Strategy

> Environmental Management Promotion System

> Risk Management

> Promoting a Decarbonized Society

> Promoting Resource Circulation

> Preventing Pollution and Conserving Ecosystems

● Environmental Action Plan Targets for Fiscal Year 2025 [Summary]

Materiality		Targets for Fiscal Year 2025	
Decarbonized society	Materiality 3 Promoting a decarbonized society	Greenhouse gas reduction	<ul style="list-style-type: none"> • Reduce Scope 1 and Scope 2 greenhouse gas emissions by over 52% compared to fiscal year 2022 • Achieve a renewable energy adoption rate of 71% or higher in electricity used for business activities
		Reduction of the environmental impact from products	<ul style="list-style-type: none"> • Reduce environmental impact by making effective use of the LCA methodology • Create at least 50% eco-friendly products
		Reduction of the environmental impact of transportation	<ul style="list-style-type: none"> • Reduce greenhouse gas emissions in distribution by 2.7% year on year
		Engagement with procurement partners	<ul style="list-style-type: none"> • Identify CO₂ emissions of critical procurement partners (150 or more companies = top 80% of procurement value)
Resource circulating society	Materiality 4 Promoting resource circulation	Zero emissions	<ul style="list-style-type: none"> • Nikon and Group manufacturing companies in Japan: Maintain Level S • Group manufacturing companies in China: Maintain Level 1 • Group manufacturing companies outside Japan: Implement initiatives in line with the actual conditions and circumstances of the country
		Waste reduction	<ul style="list-style-type: none"> • Reduce total waste emissions from business activities by 10% or more compared to fiscal year 2018 (total waste emissions: 6993.9 tons)
		Promotion of the appropriate use and effective utilization of water	<ul style="list-style-type: none"> • Reduce freshwater consumption by at least 3% compared to fiscal year 2018 (freshwater consumption in fiscal year 2018: 1,877,000 m³)
		Promotion of reduce, reuse, and recycling	<ol style="list-style-type: none"> 1) Reduce <ul style="list-style-type: none"> • Reduce environmental impact of products and packaging materials (reduce size, extend product life, etc.) 2) Reuse <ul style="list-style-type: none"> • Promote reuse of products, parts, materials, and packaging 3) Recycle <ul style="list-style-type: none"> • Promote use of recycled materials in products
Healthy and environmentally safe society	Materiality 5 Preventing pollution and conserving ecosystems	Reduction of hazardous chemical substances, etc.	<ul style="list-style-type: none"> • Implement measures in order to abolish prohibited level hazardous chemical substances based on our own Nikon Group standards (Hazardous Chemical Substances Guideline) • Reduce new input of PRTR substances among prohibited rank substances by at least 50% compared to fiscal year 2023 (new input in fiscal year 2023: 43.1 tons) • Comply with the laws and regulations of each country • Explore substitutes for hazardous chemical substances
		Implementation of activities aimed at biodiversity conservation	<ul style="list-style-type: none"> • Perform local contribution activities related to preventing marine plastic pollution or other biodiversity conservation at least once a year at each business facility • Promote paperless operations or the use of FSC-certified paper for paper items bearing the Nikon logo

Strategy

Policy and Long-Term Environmental Vision

The Nikon Group established a Sustainability Policy, which aims to contribute to sustainable societies and achieve sustainable growth for the company. The Group has also operated under the Nikon Environmental Activity Policy, a specific policy regarding the environment, to date. In February 2025, we revised this policy into the Nikon Environmental Policy and further clarified the guidelines for our activities in response to the growing seriousness of environmental issues and heightened societal expectations for corporate initiatives.

Under these policies, we formulated the Nikon Long-Term Environmental Vision looking ahead to fiscal year

2050 as a means to address environmental risks and regulations proactively. The Nikon Long-Term Environmental Vision comprises three pillars believed to be particularly important in consideration of the global situation and the characteristics of Nikon's business, which uses limited resources to manufacture and sell products. These three pillars are linked with Materiality and with the Nikon Medium-Term Environmental Goals, for which fiscal year 2030 is the target year. Our Environmental Action Plan is a single-year goal that we are rolling out across the Group. We clarify the relationship between the environment and our business activities and then make an accurate assessment of the impacts and risks posed to the environment, using this information to prioritize goals and plans.

The Environmental Subcommittee deliberates on and

approves self-evaluation performances and we review our action plans for the next year and thereafter based on the issues that are identified by the Subcommittee.

The Nikon Group clarified the content of the resource circulation targets under the Nikon Medium-Term Environmental Goals in fiscal year 2024 to enable reliable progress management toward achieving those targets.

Nikon Long-Term Environmental Vision and Medium-Term Environmental Goals → [p.048](#)
 Environmental Action Plan Achievements for Fiscal Year 2024 [Summary] → [p.049](#)
 Environmental Action Plan Targets for Fiscal Year 2025 [Summary] → [p.050](#)



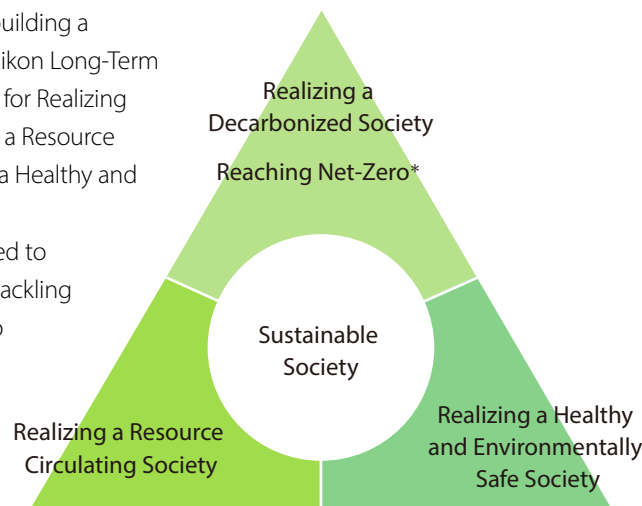
Nikon Environmental Policy

● Nikon Long-Term Environmental Vision (Target Period: Fiscal Year 2050)

The Nikon Group contributes to building a sustainable society through the Nikon Long-Term Environmental Vision, established for Realizing a Decarbonized Society, Realizing a Resource Circulating Society, and Realizing a Healthy and Environmentally Safe Society.

The Nikon Group is committed to developing new businesses and tackling innovations that will contribute to reducing environmental impacts.

* 90% reduction of GHG emissions (Scope 1, 2, and 3) throughout the value chain, with the remaining emissions neutralized according to internationally recognized criteria.



● Nikon Environmental Goal Relationship Diagram



Participation in Environmental Initiatives and Outreach to Society

By participating in a range of initiatives relating to the environment, Nikon is able both to accelerate our own initiatives undertaken within the Nikon Group, and also help to influence governments and society.

We endorsed the RE100 Japan Policy Recommendations in June 2024, calling on the Japanese government to set a target and implement concrete measures to triple the renewable energy generation capacity in Japan by 2035.

In July, we endorsed the message released by the Japan Climate Initiative (JCI) calling for the Japanese Government to set an ambitious 2035 target aligned with the 1.5°C goal. The message urges the government to adopt a national target of reducing greenhouse gas emissions by more than 66% by 2035 and formulate the 7th Strategic Energy Plan to support that goal. The message also calls for accelerated improvements in energy efficiency and the deployment of renewable energy to achieve an early phase-out of fossil fuels.

● Major Environmental Initiatives and Organizations with Nikon's Participation

Initiatives and Organizational Activities	
Science Based Targets (SBT) (2019 -)	
Business Ambition for 1.5°C (2021 -)	
RE100 (2021 -)	
Japan Climate Initiative (JCI) (2018 -)	
Task Force on Climate-related Financial Disclosures (TCFD) (2018 -)	
TCFD Consortium (2019 -)	
Japan Climate Leaders' Partnership (JCLP) (2023 -)	

Environmental Management Promotion System

The Nikon Group promotes environmental activities as shown in the environmental promotion system diagram on the right.

The Environmental Subcommittee operates under the Sustainability Committee. This subcommittee formulates specific policies, targets, and achievement criteria in relation to overall Nikon Group environmental issues and environmental activities, verifies implementation status, and promotes relevant response measures in line with Nikon Long-Term Environmental Vision. The Environmental Subcommittee meets twice a year, chaired by an officer serving as the General Manager of Production Technology. Subcommittee members consist of the heads of departments relating to the environment, procurement, logistics, and sustainability.

The Supply Chain Subcommittee, which also operates under the Sustainability Committee, promotes sustainable procurement, including addressing environmental issues, together with procurement partners.

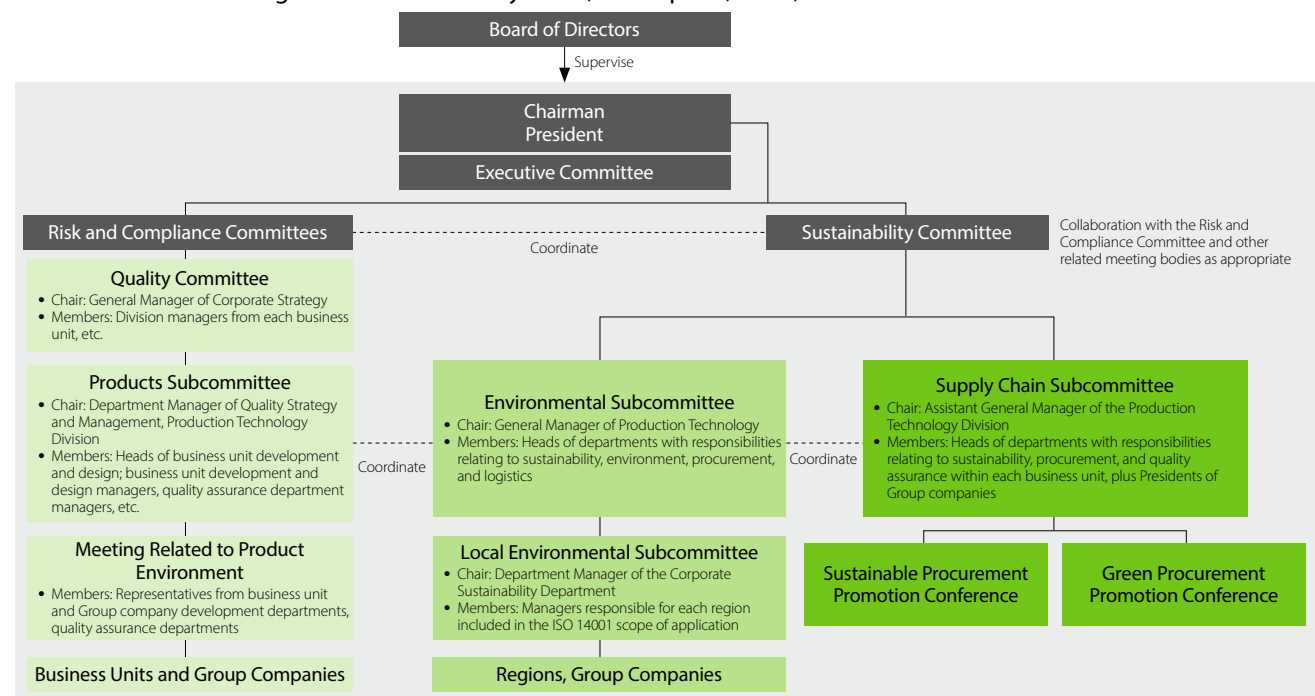
Nikon considers environmental considerations in our products to be an element of product quality. To this end, we established the Product Subcommittee under the Quality Committee, ensuring collaboration between the two.

We report details from the Environmental Subcommittee and the Supply Chain Subcommittee to the Sustainability Committee twice a year. The Board of Directors oversees sustainability initiatives, including those related to the environment, and links such initiatives to executive compensation. In fiscal year 2024, the Board received reports on key performance indicator progress and results under the sustainability strategy in the Medium-Term Management Plan. These reports covered greenhouse gas reduction rates, renewable energy usage rates, and contributions from each business unit to decarbonization and resource circulation.

Sustainability Promotion System → p.015

Outline of Supply Chain Management System → p.093

● Environmental Management Promotion System (As of April 1, 2025)



● Key Topics Discussed by the Environmental Subcommittee in Fiscal Year 2024

October 2024	February 2025	March 2025
<ul style="list-style-type: none"> EMS System Partial update of Nikon Medium-Term Environmental Goals Progress of the Environmental Action Plan 	<ul style="list-style-type: none"> Temporary meeting to revise the environmental policy 	<ul style="list-style-type: none"> EMS management review report contents Renewable energy adoption plans Confirming Environmental Action Plan results (projections)

Environmental Management System

The Nikon Group has rolled out our Environmental Management System (EMS) across every one of its companies.

Utilization of ISO 14001 Certification

The Nikon Group conducts environmental management in accordance with ISO 14001 and aims to have all manufacturing business sites certified under this standard.

We will continue to use the ISO 14001 system and promote environmental management integrated with our business activities by introducing mechanisms for mitigating environmental impacts while maintaining a clear understanding of both internal and external circumstances. The status of our ISO 14001 certification progress is presented on p.055.

Implementing EMS Assessments ^{*1}

The Nikon Group conducts HQ EMS Assessments to check the state of top management and the EMS Secretariat per region ^{*2}, and Local EMS Assessments to check the state of organizations within each region. These assessments are each conducted once a year, designed to check conformity with ISO 14001 and to improve performance. HQ EMS Assessments are conducted by EMS assessors qualified by JRCA ^{*3} or those persons with EMS management experience at a regional secretariat.

To maintain and improve the quality of these

assessments, the Nikon Group in Japan conducts EMS assessor cultivation training four times a year. A total of 113 employees completed this training in fiscal year 2024. Employees completing this training are tasked with conducting Local EMS Assessments.

We are also cultivating assessors at Group companies outside Japan through participation in training programs run by auditing organizations.

In addition, the Nikon Group in Japan conducts training on laws and regulations related to the environment twice a year. A total of 199 employees completed this training in fiscal year 2024.

In fiscal year 2022, we began inviting lecturers from outside educational institutions to improve the level of training related to environmental laws and regulations and ensure an up-to-date knowledge of legal information.

^{*1} EMS Assessment: At the Nikon Group, the term "EMS assessment" is used as an equivalent to "internal audit" in ISO 14001, and internal auditors are called "EMS assessors."

^{*2} The Nikon Group EMS organization consists of business sites, companies, and other units called *districts*.

^{*3} JRCA: A certification and registration body for management auditors established within the Japanese Registration of Certificated Auditors and experts. The body registers certification of ISO management system auditors and internal auditors.

Nikon Eco Program

The Nikon Group has introduced the Nikon Eco Program, which is a simplified environmental management system for our non-manufacturing facilities in and outside Japan that have low environmental impacts. The Nikon Eco Program is divided into two levels, Standard and Basic. This mechanism helps facilities more easily implement environmental activities.

The Nikon Eco Program Standard (NEPS) applies

to relatively large non-manufacturing sites. Five sites currently use this framework. Each site sets goals to reduce environmental impacts, makes efforts to achieve those goals, and improves and enhances activities while repeating the PDCA cycle. Other sites use the Nikon Eco Program

Basic (NEPB), which applies to smaller non-manufacturing locations. These sites carry out environmental initiatives and visualize their environmental impact.

● Nikon Environmental Management Tools

	ISO 14001	Nikon Eco Program Standard	Nikon Eco Program Basic
Target business facilities	Manufacturing facilities and certain non-manufacturing facilities, etc., where ISO 14001 certification is required	Large-scale non-manufacturing facilities, etc.	Small-scale non-manufacturing facilities
<ul style="list-style-type: none"> ● Implementation of environmental impact assessments, compliance assessments, and EMS assessments ● Implementation of corrective actions, preventive actions, etc. ● Management reviews, etc. 	○	—	—
<ul style="list-style-type: none"> ● Setting of environmental goals ● Utilization of the PDCA cycle in relation to targets 	○	○	—
<ul style="list-style-type: none"> ● Implementation of environmental awareness-raising activities ● Collection of environmental impact data 	○	○	○

● ISO 14001 Acquisition Status and Data Categories (Fiscal Year 2024)

Data Category	Company	ISO 14001 Acquisition Status
Nikon	Nikon	○
Group manufacturing companies in Japan	Tochigi Nikon Corporation	○
	Tochigi Nikon Precision Co., Ltd.	○
	Sendai Nikon Corporation	○
	Miyagi Nikon Precision Co., Ltd.	○
	Hikari Glass Co., Ltd.	○
	Nikon Engineering Co., Ltd.	○
	Nikon CeLL innovation Co., Ltd.	* 1
Group non-manufacturing companies in Japan	Nikon Tec Corporation	○
	Nikon Solutions Co., Ltd.	○
	Nikon Systems Inc.	○
	Nikon Business Service Co., Ltd.	○
	Nikon Product Support Corporation	* 1
	Nikon Vision Co., Ltd.	○
	Nikon Imaging Japan Inc.	○
Group manufacturing companies outside Japan	Hikari Glass (Changzhou) Optics Co., Ltd.	○
	Nanjing Nikon Jiangnan Optical Instrument Co., Ltd.	○
	Nikon (Thailand) Co., Ltd.	○
	Nikon Lao Co., Ltd.	○
	Nikon X-Tek Systems Ltd.	○
	Optos Plc	○
	Optos, Inc.	○
	Nikon SLM Solutions AG	○
Group non-manufacturing companies outside Japan *2	47 other companies	* 1

Note:

1. The ISO 14001 certification rate for the Nikon Group as a percentage of the number of employees at manufacturing sites is nearly 100%.

2. Data classification for environmental performance data in this report is based on the above data categories.

*1 These companies have introduced the Nikon Eco Program.

*2 Three non-manufacturing Group companies in Japan with extremely limited environmental impact that have not obtained ISO 14001 are included. This excludes 16 companies such as private funds, companies in the process of liquidation, newly added companies through M&A, etc.

Environmental Education and Awareness Raising Activities for Employees

The Nikon Group believes that the awareness and understanding of employees who are the foundation of our activities are vital to furthering its environmental activities and increasing its standards.

Therefore, we have introduced various environmental education and awareness raising activities for our employees in an effort to help employees have a better understanding and awareness of environmental activities.

Environmental Education

The Nikon Group provides employees with education matched to their duties and position, based on the EMS training plan.

● Environmental Education Programs (Fiscal Year 2024)

(Unit: persons)

Content	Participants	
	Nikon	Group companies in and outside Japan
Education on environmental issues and EMS	178	1,392
Education on EMS assessments	111	152
Education on environmental laws, hazardous chemical substances, and waste	197	1,311

Environmental Awareness Raising Activities

The Nikon Group conducts various environmental awareness-raising activities among employees in the month of June, which is designated as Nikon Environment Month. In addition, every year, we implement environment-related e-learning for the Nikon Group in Japan, focusing in particular on matters with which employees must be familiar. The content of this e-learning is also shared with Nikon Group companies outside Japan and is incorporated into individual companies' environmental education and awareness-raising activities. The topic of the fiscal year 2024 program was plastic. Participants learned about plastic-related environmental issues, including the growing problem of marine plastic waste, as well as social trends, Nikon initiatives, and individual actions employees should take.

● Environmental Awareness-Raising Activities (Fiscal Year 2024)

Main Environmental Awareness-Raising Activities		Eligible Organizations	Result
Nikon Environment Month (June)	Awareness-raising posters and newsletter distribution	Nikon Group	15 languages supported
	Seminars	Nikon Group in Japan	146 participants
Sustainability Photo Contest (June to September)		Nikon Group	Entries: 118
Environmental e-learning (March -)		Nikon Group in Japan	Attendance rate: 90%
		Group companies outside Japan	Implemented for eligible personnel
Earth Hour * (March)		Nikon Group	Participants: 49 companies

* Earth Hour: An environmental campaign organized by the World Wide Fund for Nature (WWF). People around the world show their desire to stop global warming and protect the global environment by switching off the lights at the same time on the same day.

Risk Management

Environment-Related Risk Management

The Risk and Compliance Committee manages risks for the Nikon Group as a whole. The Environmental Subcommittee identifies and determines environmental risks and opportunities, taking into account our environmental impact, environmental risks affecting business activities, relevant laws and regulations, and stakeholder input. The Environmental Subcommittee discusses how to address identified risks and opportunities within the EMS framework and reflects high-priority items in the Environmental Action Plan. The plan is then discussed and approved by the Sustainability Committee.

Each site and Group company identifies local environmental issues and determines related risks and opportunities. Each entity then sets its own environmental targets based on these local issues and the Environmental Action Plan.

The Nikon Group reviews and follows up regularly with each site and Group company regarding progress and target achievement through various tools, including the Local EMS Assessments and HQ EMS Assessments. We conduct a management review at least once a year to confirm that the EMS framework is operating appropriately, effectively, and in line with its objectives. The Sustainability Committee confirms the results of said review.

Environmental Management Promotion System ➔ **p.053**

Risk Deriving from Environmental Regulation and Nikon's Response

There is a risk that violations of laws and regulations relating to energy, greenhouse gases, the atmosphere, water quality, soil, chemical substances, and waste may result in business suspension orders or the need to spend large sums of money on remediation work, which in turn could have a negative impact on company valuation and affect the operations of the Nikon Group as a whole. There is a possibility that regulation may become even more restrictive in the future. If ensuring compliance results in a high level of expenditure, this could negatively impact the Nikon Group's financial health.

In order to be prepared for these risks, the Nikon Group establishes voluntary, self-directed standards that are more rigorous than each region's statutory requirements. We also establish and revise relevant internal rules, implement education and training for relevant employees, work to strengthen the Group's management systems, and strive to monitor and respond to regulatory changes, etc., in a timely manner.

Legal Violations

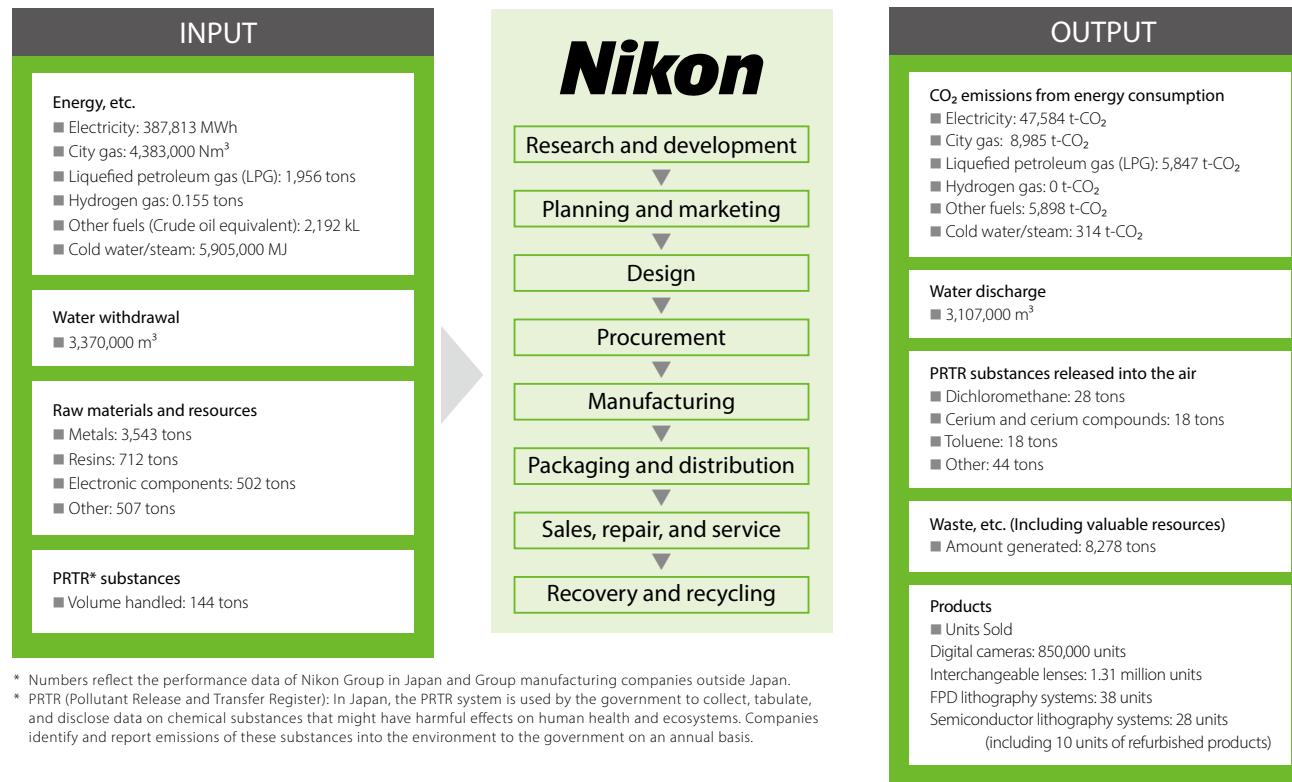
In fiscal year 2024, there were no fines or sanctions for violation of environmental laws and regulations imposed on Nikon or any of our Group companies in or outside Japan.

Business Activities and the Environment

The Nikon Group ensures that we have a clear understanding of our relationship between the environment and our business activities in order to make an accurate assessment of our environmental impacts and risks. We prioritize initiatives based on this assessment and set goals accordingly, and we attach great importance to carrying out environmental activities to achieve these goals.

Therefore, the Nikon Group is actively advancing the collection of environmental data covering electricity and other forms of energy, waste, water, etc., both inside and outside of Japan.

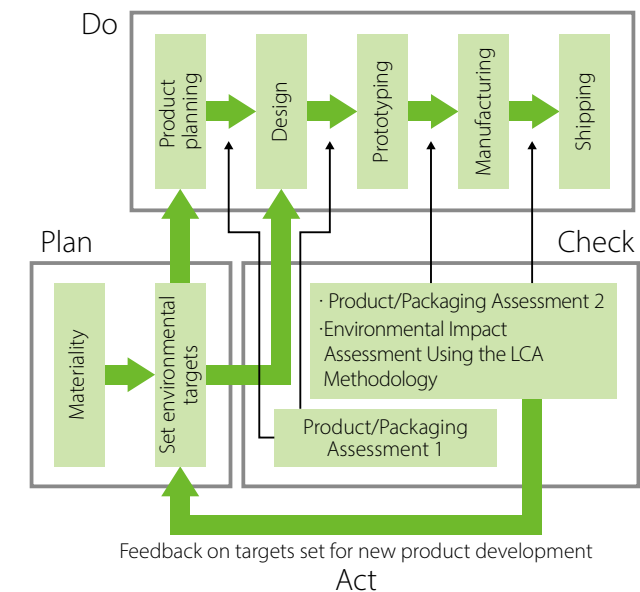
● Relationship between Nikon Group Businesses and the Environment



Eco-friendly Product Development

The Nikon Group works to develop what we term as Eco-friendly Products by taking into account environmental impacts starting from product planning and design phases, following the Eco-friendly Product Development Flow provided below.

● Eco-friendly Product Development Flow



Nikon Product/Packaging Assessment

The Nikon Group has formulated the Nikon Product Assessment and Nikon Packaging Assessment. These assessments are applied to all newly-developed products and packaging materials so that our product development will thoroughly incorporate the characteristics of Nikon products and their environmental impact. As illustrated in the figure, these assessments evaluate the degree of reduction in weight and volume for products and packaging, reduction in hazardous substances, and material commonality and recyclability from the planning, design, prototype, and production phases.

We revise the Nikon Product Assessment items and criteria as needed based on amendments to laws

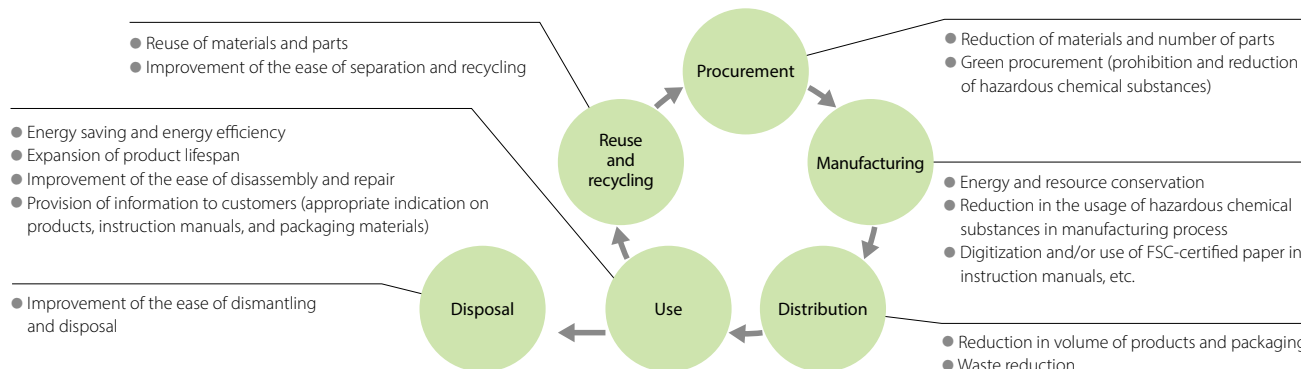
and regulations, social trends, and Nikon materiality.

Previously, we applied a common set of evaluation criteria to all products. However, we divided products into three categories in fiscal year 2024 and weighted key items and reviewed assessment criteria according to the characteristics of each category. This updated framework supports further progress in developing Eco-friendly Products.

The Nikon Packaging Assessment includes evaluation categories such as the reduction of packaging materials used and a change to materials with less environmental impact. This is one way in which we encourage a reduction in plastic packaging materials and a shift to paper-based materials.

See p.071 for specific initiatives to reduce plastic used in containers and packaging.

● Nikon Product/Packaging Assessment Items



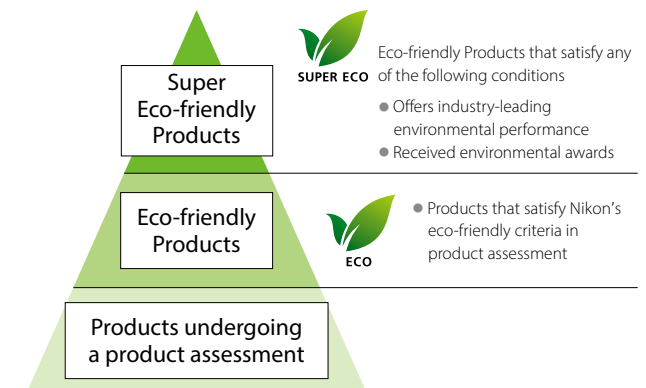
Eco-friendly Product Certification System

In the past, all products that had been developed by implementing product assessment were classed as Eco-friendly Products. However, we revised the definition and underlying framework, and established a system effective from fiscal year 2017, whereby those products that conform to more rigorous standards in product assessment are classed as either Eco-friendly Products or Super Eco-friendly Products. Along with this, we created our own unique logos for Eco-friendly Products and Super Eco-friendly Products. This system follows ISO 14021, the international standard for Type II environmental labeling based on *Environmental labels and declarations-Self-declared environmental claims*.

In fiscal year 2024, approximately 63% of new products were classified as Eco-friendly Products.



Eco-friendly Products (Certified as of March 2025)



*The above logos are used only for Nikon products recognized as Eco-friendly Products based on our own standards of environmental consideration.
The above logos are not affiliated with any environmental organizations.

Materiality 3

Promoting a Decarbonized Society

Decarbonization Initiatives



Environmental Action Plan Achievements for Fiscal Year 2024

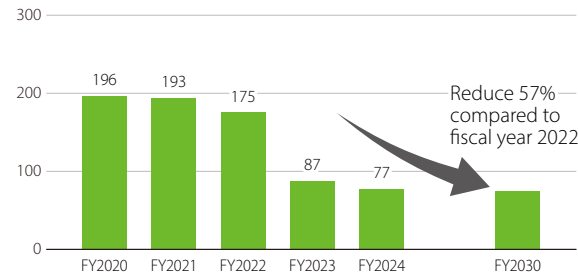
[Summary] → [p.049](#)Environmental Action Plan Targets for Fiscal Year 2025 [Summary] → [p.050](#)

Achievements

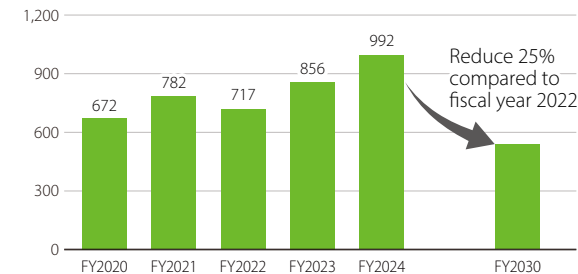
The Nikon Group calculates greenhouse gas emissions in the entire value chain in accordance with the Greenhouse Gas Protocol (GHGP).

Scope 1 and Scope 2 emissions for fiscal year 2024 amounted to 76,929 tons-CO₂e, a reduction of 56% compared with fiscal year 2022 and meeting our fiscal year 2024 target (50% reduction compared with fiscal year 2022). As we describe on the following pages, the impact of renewable energy resulted in a significant reduction. We will continue to make steady progress toward achieving our medium-term targets. Our Scope 3 results were 991,775 tons-CO₂e emissions. We conducted reduction measures that include making products smaller, lighter, and more energy-efficient. However, total emissions rose approximately 16% over the previous fiscal year. This result was due to an increase in Category 2 (capital goods) emissions due to the construction of Nikon headquarters and an increase in emissions from categories related to sales and production volume growth.

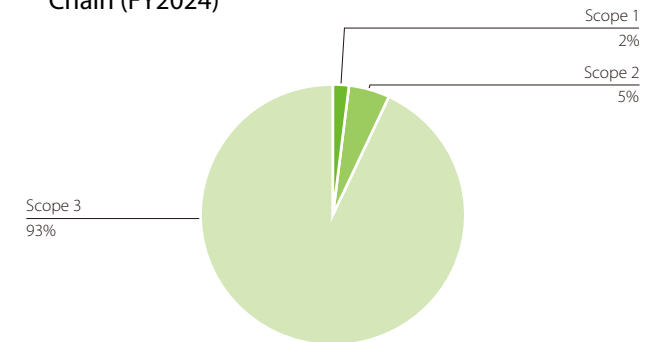
● Scope 1+2 Emissions

(thousand tons-CO₂e)

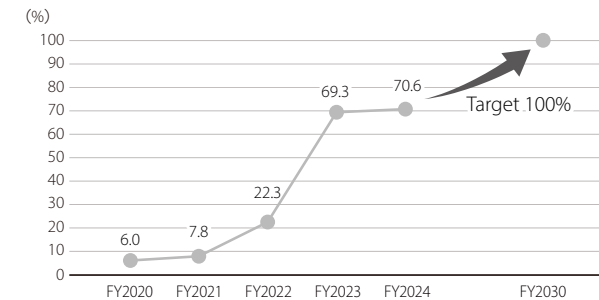
● Scope 3 Emissions

(thousand tons-CO₂e)

● Ratio of Greenhouse Gas Emissions in the Value Chain (FY2024)



● Ratio of Renewable Energy as a Share of Electric Power Consumption



Basic Approach

In light of the emerging impacts of climate change and social trends toward decarbonization, the Nikon Group established, in our Nikon Environmental Policy, a commitment to reduce greenhouse gas emissions in our value chain, including business operations, procurement partners, and customers, toward mitigating climate change. The policy also includes environmental considerations throughout the product life cycle, while the Nikon Long-Term Environmental Vision describes how we will realize a decarbonized society, which is one of the pillars of this vision (see the figure to the right for Nikon Group's SBTs related to GHG reduction targets). Our target is to achieve a 100% rate of renewable energy adoption rate by fiscal year 2030.

Our Medium-Term Management Plan for fiscal years 2022 to 2025 defines targets to reduce Scope 1 and Scope 2 greenhouse gas emissions by 46.5% compared with 2013 levels to achieve a 30% rate of renewable energy use. We achieved these targets ahead of schedule in fiscal years 2023 and 2022, respectively. We will continue working toward achieving our fiscal year 2030 targets.



Nikon Environmental Policy

The Nikon Group's SBTs ^{*1} (Certified in January 2024)

- Net-Zero target

Reach net zero ^{*2} greenhouse gas emissions across the value chain by fiscal year 2050

- Short-term targets

Reduce Scope 1 and 2 GHG emissions by 57% by fiscal year 2030 compared to the base year of fiscal year 2022

Reduce Scope 3 greenhouse gas emissions by 25% by fiscal year 2030 compared to the base year of fiscal year 2022



^{*1} Science Based Targets (SBT) initiative The SBT initiative is a collaboration between CDP, an international NGO working on environmental issues such as climate change, the United Nations Global Compact, World Resources Institute, and the World Wide Fund for Nature. The initiative targets achieving the Paris Agreement-mandated objective of holding the increase in the global average temperature to below 2°C above pre-industrial levels. It certifies the CO₂ emission reduction targets of companies that are in line with emissions reduction scenarios based on scientific facts.

^{*2} Reducing GHG emissions (Scope 1, 2, and 3) across the value chain by 90% and neutralizing remaining emissions in accordance with standards set by the SBT Initiative

Strategy

Risk

We recognize the following climate change risks faced by the Nikon Group.

● Financial impact

High: 10 billion yen or more, Medium: 1 to 10 billion yen, Low: 1 billion yen or less

● Urgency

High: Within 3 years, Medium: 3 to 10 years, Low: Later than 10 years

Risks Faced by the Nikon Group			Financial Impact	Urgency	Response
Physical risks (acute and chronic)	An increase in typhoons, floods, and other weather-related disasters could disrupt supply/operations or reduce asset values due to damage to major production sites (Japan, Thailand, etc.) and supplier sites, disruption of logistics networks, and other factors. In addition, a rise in sea levels may increase the probability of these risks.		Medium	Medium	<ul style="list-style-type: none"> Building a resilient supply chain Promoting business continuity management (BCM)
	A rise in average temperatures could lead to increased electricity costs due to increased load on cooling and other air conditioning equipment. In particular, strict temperature controls required in manufacturing and transporting precision equipment may become unreasonably difficult, or management costs may increase.		Small	Low	<ul style="list-style-type: none"> Promoting aggressive energy-saving activities
	Long-term changes in precipitation patterns, as well as droughts, could constrain the use of water resources and adversely affect operations.		Medium	Low	<ul style="list-style-type: none"> Reducing water withdrawal Promoting water resource recycling
Transition risks	Policies and regulations	<ul style="list-style-type: none"> Introduction or expansion of carbon pricing policies, such as carbon taxes, could increase Nikon's operating costs if applied to us. In addition, purchase prices may increase if these are applied to suppliers. Changes in national energy policies where we have business sites could lead to higher electricity prices, which would increase operating costs and purchasing costs. 	High*	Medium	<ul style="list-style-type: none"> Reducing greenhouse gas emissions through promotion of energy conservation and adoption of renewable energy Reducing greenhouse gas emissions through modal shifts and improved distribution routes Requiring suppliers to reduce greenhouse gas emissions
	Technologies	<ul style="list-style-type: none"> Failure to reduce emissions during product use and shift to low-carbon manufacturing methods and materials could result in reduced sales opportunities. 	High	Low	<ul style="list-style-type: none"> Reducing greenhouse gas emissions through promotion of energy conservation and adoption of renewable energy Improving energy-saving performance for products Creating new materials and manufacturing methods
	Markets/ Reputation	<ul style="list-style-type: none"> Failure to adequately meet customer decarbonization requirements could result in reduced sales opportunities. Inadequate response to decarbonization could damage our evaluations/reputation and affect stock price and sales. 	Medium	Low	<ul style="list-style-type: none"> Reducing greenhouse gas emissions through promotion of energy conservation and adoption of renewable energy Promoting proactive information disclosure

* Specific example: Carbon tax system in the Netherlands

In 2021, the Netherlands began levying a carbon tax equivalent to 30 Euros per ton of greenhouse gas emissions, targeting manufacturing firms and other firms in the industrial sector. This carbon tax is set to increase by 10 Euros every year, and by 2030 it is expected to have risen to 125 Euros per ton of emissions. A similar trend toward the introduction of carbon taxes can be seen in other countries in Europe. While the Nikon Group's business areas do not currently fall within the scope of such carbon taxes, there is a possibility that the scope of applicability may be extended in the future. For instance, the Nikon Group's manufacturing companies in Europe had total annual greenhouse gas emissions of around 1,300 tons in fiscal year 2020. If these companies were to become subject to carbon taxes and no measures were taken to reduce emissions, the Group could face an annual carbon tax bill of around 162,500 Euros.

Opportunities

The Nikon Group recognizes the following opportunities in connection with climate change.

Opportunities for the Nikon Group	Applicable Period
<ul style="list-style-type: none"> Rising evaluation of Nikon by consumers, institutional investors, and others for our technologies and business activities (as follows) contributing to a decarbonized society could lead to increased sales and higher stock prices. <ul style="list-style-type: none"> Increase energy efficiency in society with additive manufacturing and fine processing using optics Additive processing contributing to longer product lifespans through repair of existing parts, etc. Robots with sophisticated hands and eyes and device manufacturing processes, that enhance <i>Monodzukuri</i> (manufacturing) efficiency Longer lasting light sources and more durability in our products that contribute to a healthy global environment Image production technologies that contribute to a society where people connect transcending time and space and real and virtual 	Short- to long-term
<ul style="list-style-type: none"> Achieving efficiency in production processes and distribution, as well as carrying out energy-saving activities, could reduce future carbon taxes and energy costs. 	Short- to long-term
<ul style="list-style-type: none"> Total Supply Chain Management, a practice designed to prepare for physical risks, and improvements in our BCM, could make our business structure more robust. 	Short-term

Strategy

In November 2018, Nikon endorsed the Task Force on Climate-related Financial Disclosures (TCFD) established by the Financial Stability Board (FSB). We conduct disclosures based on the TCFD final report.

Nikon conducts analyses of climate-related risks and opportunities by comprehensively considering a number of factors, such as the characteristics of business, the location

conditions of production sites and business facilities, the recent degree and frequency of natural disasters due to climate change, industry trends, trends in related laws and regulations, representative concentration pathway (RCP) scenarios used in the IPCC climate change forecasts, and survey results and scenarios carried out by external research institutes. Accordingly, we identify and evaluate risks under the 2°C and 4°C scenarios.

The 2°C scenario recognizes the tightening of greenhouse gas emissions and other regulations, as well as the associated market demands. The 4°C scenario recognizes the rising frequency in natural disasters, including flooding and rising temperatures. In both scenarios, we recognize the changes in costs associated with the transition to renewable energy, and we undertake measures to adapt to climate change as a business strategy, taking the financial impacts into account. The Nikon Group will continue to carry out and improve our scenario analysis going forward.

We conduct sustainability initiatives, including climate change response, under our Medium-Term Management Plan. We also reflect an evaluation of sustainability initiatives, including climate change, in officer remuneration.

Nikon Long-Term Environmental Vision and Medium-Term Environmental Goals → p.048

Governance

The Nikon Group sets reduction targets and manages data for each location. The Local Environmental Subcommittee secretariat, which operates under the Environmental

Subcommittee, checks the results and the status of achievement of targets for each party. The subcommittee examines risks and opportunities related to climate change, drafts strategies and indicators/targets, and manages progress for the Nikon Group as a whole. The Sustainability Committee determines risks and opportunities, and discusses strategies, indicators, targets, and performance, deciding whether to make decarbonization-related investments.

Environmental Management Promotion System → p.053

Risk Management

The Risk and Compliance Committee manages risks overall for the Nikon Group. In addition, the Sustainability Committee identifies and assesses risks related to climate change based on reports from the Environmental Subcommittee and the content of management reviews, deliberating the response to risks identified. We conduct financial simulations in our Medium-Term Management Plan related to the potential impact of identified risks, identifying and recognizing these risks with other potential factors. We prioritize and address those risks related to laws and regulations, risks impacting the entire organization, and risks related to multiple businesses across our organization. Each site and Group company monitors energy consumption and greenhouse gas emissions on a monthly basis using an environmental data collection system.

Environment-Related Risk Management → p.057

Major Initiatives

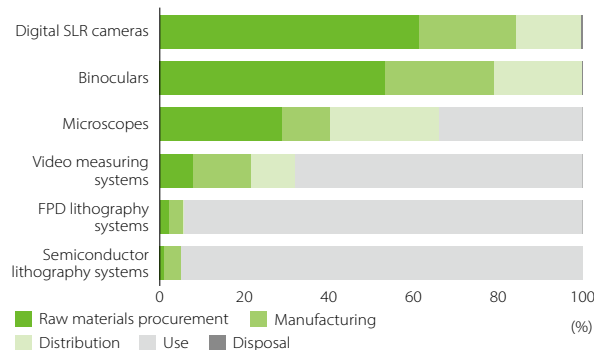
Reducing Greenhouse Gas Emissions in Products

Environmental Impact Assessment Using the LCA Methodology

Nikon calculates CO₂ emissions in each phase of a product's lifecycle by conducting evaluations of our environmental impact using the Life Cycle Assessment (LCA) methodology. We tend to see greater CO₂ emissions in the raw material procurement phase for imaging products and in the use phase for flat panel displays (FPD) and semiconductor lithography systems, as well as industrial metrology. From this data, we understand that it is important for us to make improvements at these phases, and we are therefore incorporating this into new product development.

We calculated CO₂ emissions for all new products in fiscal year 2024.

● Percentage of CO₂ Emissions throughout the Product Lifecycle for Major Nikon Products



CO₂ Reduction Measures for Products

For imaging products, we have the highest amount of CO₂ emissions at the raw material procurement phase.

The Z8 full-frame mirrorless camera launched in May 2023 is approximately 32% lighter, 30% smaller, and uses 18% fewer parts than the Z9, another full-frame mirrorless camera. As a result, we reduced CO₂ emissions over the product life cycle per unit by approximately 23%.

In addition, the NEXIV VMF-K6555 imaging and measurement system launched in December 2024 features an approximately 6% reduction in CO₂ emissions at the raw materials procurement phase compared with previous products. We also reduced the power consumption of the system by approximately 50% and CO₂ emissions by approximately 23% per unit for the product life cycle.



The Z8 full-frame mirrorless camera



The NEXIV VMF-K6555 imaging and measurement system

Promoting GHG Reductions with Procurement Partners

The Nikon Group encourages major procurement partners to calculate and reduce GHGs.

In fiscal year 2024, we participated in the CDP Supply Chain Program*, requesting that 100 major procurement partners disclose information. A total of 90 companies provided greenhouse gas emissions and other climate change-related information through the CDP platform. When making this request, we offered three briefing sessions for the procurement partners in question. We also offered individual guidance and time for question-and-answers on calculating GHG emissions as needed.

Throughout fiscal year 2025, we will continue to participate in the CDP Supply Chain Program, expanding the number of targeted procurement partners to 150 companies to better understand partner's Scope 1, 2, and 3 emissions.

* CDP Supply Chain Program: An information disclosure program conducted by CDP, an international NGO working in climate change and other environmental fields. Member companies that disclose information on climate change, water, forests, etc., through CDP use this platform to request environmental information disclosure from their suppliers.

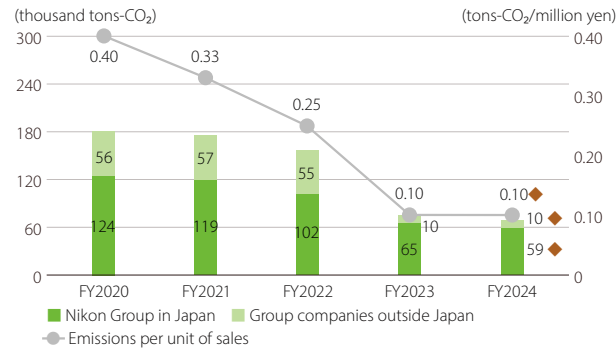
Green Procurement → p.099

Reducing Greenhouse Gas Emissions at Business Facilities

Status of CO₂ Emissions from Energy Consumption and Reduction Measures

CO₂ emissions from the energy consumption of the Nikon Group in Japan and Group manufacturing companies outside Japan for fiscal year 2024 amounted to 68,628t-CO₂, down 56.2% compared with fiscal year 2022.

● Changes in CO₂ Emissions from Energy Consumption



*1 The following values were used for CO₂ conversion factors.

[Electricity]

Japan: CO₂ emission factors without adjustment for each electric power utility noted in the "List of Emissions Factors by Electric Power Utility" specified in the Act on Promotion of Global Warming Countermeasures

UK: Residual mix

USA: NERC regional residual mix

Other countries: International Energy Agency (IEA) factors for the respective country [City gas]

Japan: Value obtained by multiplying the gas company-specific values under the guidance document of the Action on the Rational Use of Energy (Energy Conservation Act) by the figure located in Appendix 2, *List of Calculation Methods and Emissions Factors for Calculation, Reporting, and Announcement Systems*, specified in the Act on Promotion of Global Warming Countermeasures by 44/12

UK: Factors from the Report on Greenhouse Gas

Other countries: Equivalent values to a typical Japanese gas company

[Heat and other fuels]

Factors noted in the "List of Calculation Methods and Emissions Factors for Calculation, Reporting and Announcement Systems" specified in the Act on Promotion of Global Warming Countermeasures

*2 The above factors were also used for the calculation of CO₂ emissions according to market-based criteria for Scope 1 and Scope 2 on p.072

*3 Emissions have been calculated using the Emission Factors, subtracting the renewable energy portion from total energy consumption.

◆: Values in Data Index assured by third party

● Nikon Group Energy Management

The Nikon Group conducts monthly energy management operations at each business facility. Each business facility enters the amount of energy used by type into our internal

system, which is monitored by the regional Environmental Subcommittee secretariat. Any significant increase or decrease is confirmed with the person in charge at the business facility as needed. We verify the status of energy management through ISO 14001 EMS assessments, and the Environmental Subcommittee receives reports twice a year on the energy consumption by the group as a whole.

To reduce energy CO₂ emissions derived from energy consumption, the Nikon Group improves product development and production processes, makes production equipment more efficient, implements energy conservation measures, and adopts renewable energy.

In addition, we pursue initiatives and improve standards in a steady manner through employee training on energy conservation and other topics as part of employee environmental education.

● Utilizing Renewable Energy

The Nikon Group pursues renewable energy as an effort to reduce greenhouse gas emissions from business facilities.

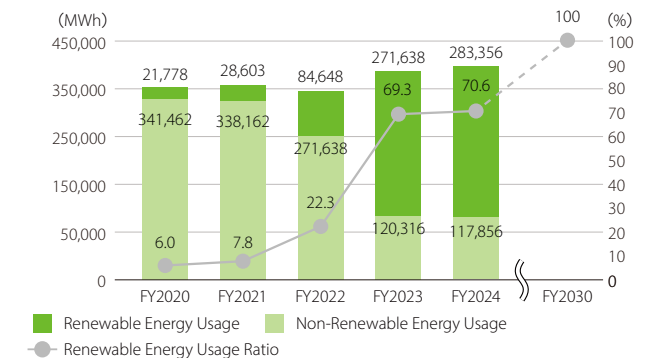
Our goal is to increase the ratio of renewable energy to electricity consumption to 100% by fiscal year 2030 through in-house power generation, electricity plans, renewable energy certificates, and other means. The result for fiscal year 2024 was 70.6%, meeting the fiscal year 2024 target (69% or more).

Several of our locations, including Tochigi Nikon Corp., Tochigi Nikon Precision Co., Ltd., Sendai Nikon Corp., Nikon (Thailand) Co., Ltd., and Optos Plc, have achieved 100% renewable energy electricity use. We will continue our efforts as we consider renewable energy additionality^{*1} and sustainability to contribute further to the wider adoption of

renewable energy in society.

*1 Requirement that the impact encourages new renewable energy installations

● Renewable Energy as a Share of Electric Power Consumption



● Membership in RE100

Nikon joined RE100^{*2}, an international initiative seeking to have companies source 100% renewable energy for electricity used in business activities. We aim to switch to 100% renewable energy-derived electricity used in the Group's business activities by fiscal year 2030, and we plan to work actively alongside other RE100 member companies to foster the development of the renewable energy market and to encourage governments in this area.

*2 RE100: Operated as a partnership by the Carbon Disclosure Project (CDP) and The Climate Group (an NPO focused on activities in response to climate change), RE100 is an international initiative with participation from companies all over the world.

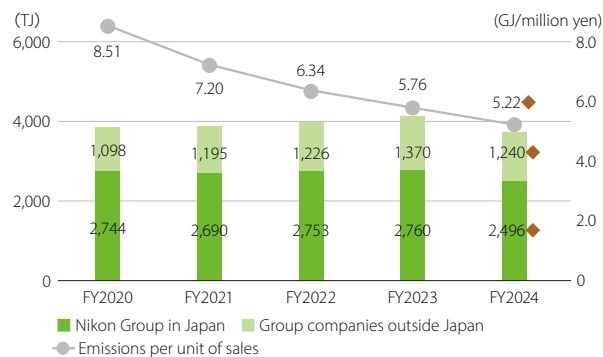


● Conserving Energy at Business Facilities

When planning new equipment installation at all Nikon Group business facilities, one important process is energy saving checks, and determining whether or not to install the equipment based on these checks. After the equipment has been installed, its energy use is monitored, and its performance is managed compared to the forecast.

Furthermore, a range of energy saving initiatives are ongoing at each business facility, including switching over to energy saving lights, using motion sensor-equipped lighting, and working to make air conditioning equipment and office machinery more efficient.

● Changes in Energy Consumption



* The following values were used for calorific-value conversion factors.

[Electric power] Factors given in the guidance document for the Periodic Report pursuant to the Act on the Rational Use of Energy (Energy Conservation Act)

[City gas]

Japan: Gas company-specific factors under the guidance document for the Periodic Report pursuant to the Act on the Rational Use of Energy (Energy Conservation Act)

UK: Values calculated from the factors for the Report on Greenhouse Gas

Other countries: Equivalent values to a typical Japanese gas company

[Heat and other fuels] Factors given in the guidance document for the Periodic Report pursuant to the Act on the Rational Use of Energy (Energy Conservation Act)

◆: Values in Data Index assured by a third party

● Main Energy-Saving Initiatives at Business Facilities

Energy-Saving Initiative	Initiative Content
Adjusting design and development	Reducing experiments and prototyping through effective use of AI, CAE, and external technical information
Conserving energy in production equipment	Integrating and replacing production equipment, and making existing equipment more energy-efficient
Enhancing productivity	Improving conformity rates through IE analysis, optimizing work flow lines and production spaces, and automating production
Upgrading transformer equipment	Switching over to highly efficient receiving and transformer equipment
Adjusting utilization of transformer equipment	Integrating transformers, reducing electricity consumption from equipment on standby, and switching equipment off when not in use
Upgrading air conditioning equipment	Improving cooling efficiency and streamlining equipment footprint through replacement of cooling and refrigeration equipment, reducing power consumption by replacing motors
Adjusting air conditioning usage	Optimizing temperature and humidity settings and scheduling usage periods
Reducing heat dissipation and heat absorption loss	Insulating piping and exterior walls, optimizing heat exchangers, integrating piping and bypasses
Adjusting building facilities	Upgrading to insulating window glass and energy-saving elevators
Conserving energy in lighting	Switching over to LED lights, adjusting the spacing of lights, and adjusting brightness
Conserving energy in vacuums and compressed air equipment	Switching over to highly efficient pumps, adopting bypassing for piping, optimizing pressure, and optimizing pump operation controls
Adjusting water usage	Improving the efficiency of water pumps installed in receiving tanks and optimizing piping
Upgrading company vehicles	Purchase environmentally friendly vehicles (electric vehicles, fuel cell vehicles, etc.)
Improving driving practices for company vehicles	Achieving energy-efficient driving through training to optimize driving styles and making use of driving recorder analysis

● Improving Product Development Efficiency

By continuing to strive for further improvement and evolution in the core technologies that underpin our *Monodzukuri* (manufacturing) operations, the Nikon Group is able to enhance the efficiency of development and production operations and raise quality standards. In turn, we also reduce our environmental impact by achieving reductions in energy consumption and the generation of waste.

Optical technologies, one of the core technologies of the Nikon Group, is supported by optical glass with high performance and quality. The development and manufacturing processes for optical glass use high temperatures from melting furnaces and require repeated experiments, which leads to high energy consumption and a large amount of waste. Therefore, the Nikon Group has focused on quality engineering methods to achieve significant efficiency gains in the development and manufacturing processes for optical glass, improving evaluation methods, using simulations to reduce the number of experiments, shortening lead times, and improving the accuracy of stamping (metalworking).

As a result, the Nikon Group reduced energy consumption, greenhouse gas emissions, and waste emissions, leading to a greatly reduced impact on the environment. The simulations and technical data established in these measures have been applied and extended to the development and manufacturing processes of other lens materials, thereby helping to further reduce environmental impact.

● Initiatives for Commuting and Company Vehicles

All Nikon Group business facilities are making efforts to adopt fuel-efficient, environmentally friendly vehicles, such as hybrid cars, as company vehicles.

Many business facilities are also working to mitigate environmental impact of employee commuting, through means like encouraging employees to utilize car sharing, cycle to work, and actively use public transport.

CO₂ Emissions from Non-Energy Consumption and Other Greenhouse Gas Emissions and Reduction Measures

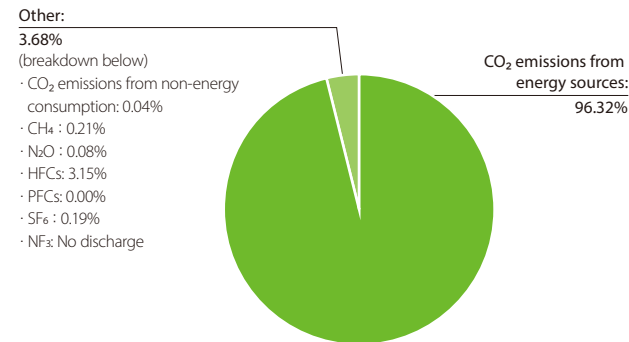
For fiscal year 2024, CO₂ emissions from non-energy sources^{*1} and other greenhouse gases^{*2} totaled 2,623t-CO₂e, accounting for 3.7% of the greenhouse gases emitted by Nikon and Group manufacturing companies. Of these gases, HFCs contained in detergents used in the manufacturing process constituted the largest category at 3.2%.

The Nikon Group is working to establish alternative technologies while implementing chemical substance management thoroughly in accordance with the Hazardous Chemical Substance Guideline in order to reduce CO₂ emissions from non-energy sources and other greenhouse gases.

*1 CO₂ emissions from non-energy sources: CO₂ generated by fire extinguishers, sprays, waste incineration, etc.

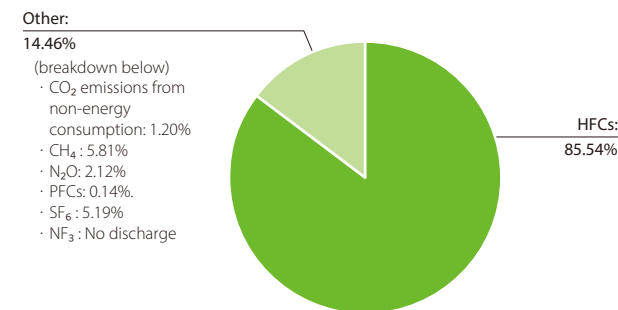
*2 Other greenhouse gas: CH₄, N₂O, HFCs, PFCs, SF₆, NF₃

● Breakdown of Greenhouse Gas Emissions from Nikon and Group Manufacturing Companies◆



◆: Values in Data Index assured by a third party

● Breakdown of CO₂ Emissions from Non-Energy Consumption and Other Greenhouse Gas Emissions◆



◆: Values in Data Index assured by a third party

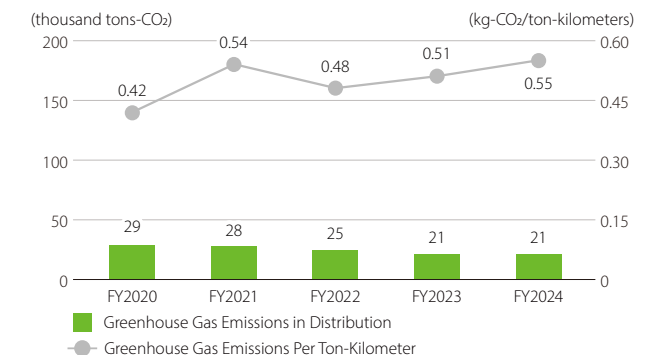
Reducing Logistics Greenhouse Gas (GHG) Emissions

Visualizing Logistics GHG Emissions

Nikon products are manufactured mainly in Asia and sold worldwide. Based on this structure, we visualize transportation routes, cargo volume, and GHG emissions, striving to reduce emissions.

In fiscal year 2024, GHG emissions for domestic transportation amounted to 531t-CO₂ and 20,406t-CO₂ for international trading, including transportation within foreign country borders. The Nikon Group achieved a 1.5% year-on-year reduction in emissions, compared to the target of 2.7%

● Logistics GHG Emissions in Japan, Internationally, and outside Japan



Use of SAF in Air Cargo Transportation

In fiscal year 2024, we began using sustainable aviation fuel (SAF) in air cargo transportation as a new initiative. SAF is a sustainable aviation fuel produced from biomass, such as waste cooking oil and sugar cane, as well as municipal waste and waste plastics.

Nikon, Nippon Express, and ANA entered into a three-way agreement for air export flights between September and December 2024, leveraging a subsidy program offered by the Tokyo Metropolitan Government. We intend to use this arrangement actively in the next fiscal year and beyond.

Promotion of Modal Shifts

The Nikon Group initiates modal shifts* to reduce environmental impact, shifting the main mode of transportation from air and trucks to marine, rail, and ferry transport.

In fiscal year 2024, subsidiary Tochigi Nikon Corporation reviewed its land transportation mode to the Port of Tokyo for ocean-bound cargo, and conducted a trial to switch from trucks to rail in January 2025. We expect the modal shift to reduce CO₂ emissions by approximately 0.9 tons per year.

* Modal shift: This term is normally used to refer to shifting the transportation mode in order to reduce the impact on the environment.

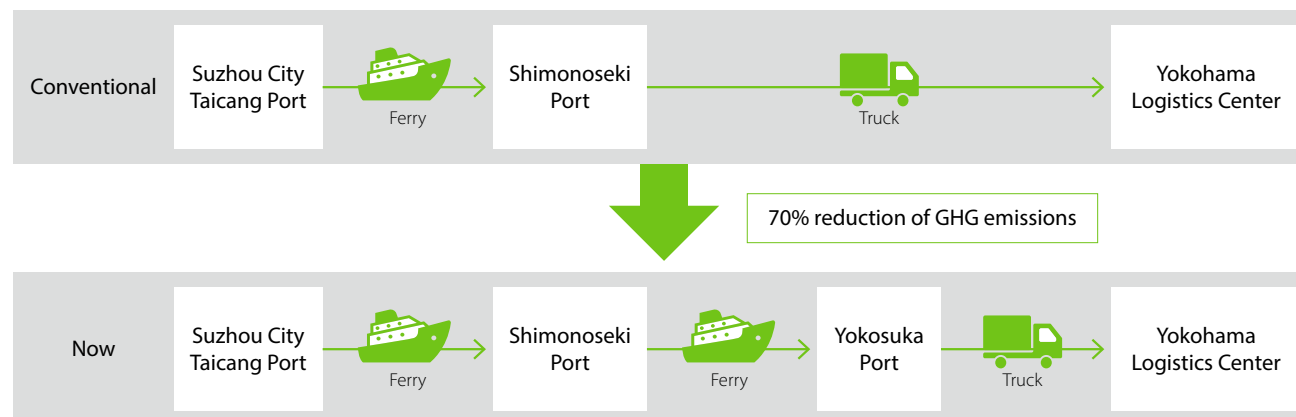
Environmentally Friendly Transportation

As well as gradually shifting over to the use of environmentally-friendly vehicles with low fuel consumption for delivery trucks, etc., the Nikon Group is also working to promote eco-driving (fuel-efficient driving) by having drivers attend regular seminars on eco-driving sponsored by the Japan Trucking Association.

We are also reducing the number of trucks used in

domestic transportation for exports from our warehouses. We accomplish this goal by improving loading efficiency through the selection of optimal packing boxes based on volume calculations and by consolidating shipments from different business units.

● Switching to Ferries for Domestic Transportation



Materiality 4

Promoting Resource Circulation

The 3Rs for Products and Packaging



Environmental Action Plan Achievements for Fiscal Year 2024

[Summary] → **p.049**Environmental Action Plan Targets for Fiscal Year 2025 [Summary] → **p.050**

Basic Approach

As the world shifts into a circular economy, companies exist as members of society expected to consider product life cycles that prevent waste generation and reduce environmental impact to the greatest extent possible.

The Nikon Environmental Policy discusses maximizing resource efficiency by optimizing raw material usage and extending product lifespan, etc., moving away from the use of virgin resources, and considering environmental friendliness throughout the product life cycle for the circular economy. Guided by this policy, the Nikon Group engages in the 3Rs (reduce, reuse, recycle) for products and packaging in the product development and design phases.



Strategy

Risk

Many countries are tightening laws and regulations regarding the resource circulation of products and

packaging (e.g., mandatory reuse of waste and taxation), and mandating the disclosure of amount information regarding plastic use. As laws and regulations are tightened, we face potential risks in procurement challenges and higher costs as recycled materials are likely to become scarce in the market. As the circular economy progresses, we also face potential risks of sales decline, a loss of social trust, and disinvestment due to slower responses to changing market and consumer preference in product choice.

Opportunities

We recognize opportunities to reduce business costs through reduced and more efficient use of plastics and other resources, to expand our business by offering technologies and products that contribute to the transition to a circular economy, and to earn the trust of our stakeholders.

The 3R Initiatives of the Nikon Group

- Reduce
 - ① Promote to materials with low environmental impact, make products smaller, and reduce the number of parts
 - ② Extend product lifespan
 - ③ Reduce plastic packaging materials
 - ④ Promote the switchover of containers and packaging from plastic to paper and bio-based plastic materials
- Reuse
 - ① Pursue the reuse of products, parts, materials, and packaging
 - ② Expand sales of used products
 - ③ Decide whether to continue the sale of used equipment
- Recycle
 - ① Decide on the new adoption of recycled materials
 - ② Pursue the adoption of recycled materials (research, etc.)
 - ③ Promote the switchover from plastic packaging and containers to recycled materials

Strategy

Given our diverse range of products, the Nikon Group must base our strategies on the characteristics of each business. We organize the necessary measures to reduce, reuse, and recycle, and set appropriate targets for each business.

Nikon Long-Term Environmental Vision and Medium-Term Environmental Goals → **p.048**

Governance

Each business unit in the Nikon Group sets its own targets based on the Nikon Environmental Action Plan. Meetings related to product environment, organized under the Products Subcommittee (a subordinate committee to the Quality Committee), confirm progress, review and make decisions on response policies. These meetings share information on product environment laws and regulations, while promoting the development of Eco-friendly Products and the 3Rs related to products and packaging materials. Results are reported semiannually in Quality Committee and Products Subcommittee meetings.

Environmental Management Promotion System → **p.053**

Risk Management

To avoid risks related to resource recycling for products, we share the latest information on laws and regulations, as well as case studies of initiatives at other companies, with each business unit at meetings related to product environment. Each business unit conducts product and packaging assessments at the phase of product planning and development, as well as at the phase of the prototype and production, confirming assessment results and the status of the 3Rs initiatives at these meetings.

Environment-Related Risk Management → **p.057**

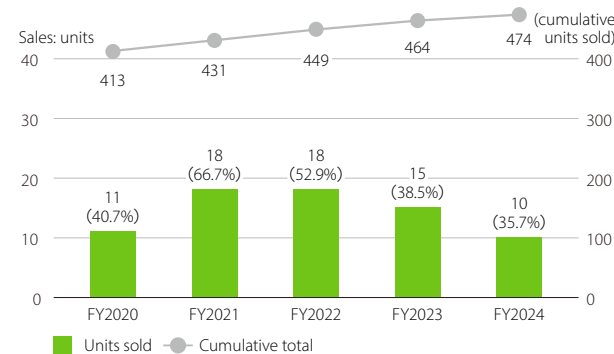
Major Initiatives

Sales of Refurbished Semiconductor Lithography Systems and Reuse of Projection Lenses

The Nikon Group has commercialized a service for collecting and reconditioning used Nikon semiconductor lithography systems from customers, where we replace and reconfigure parts and install the refurbished systems for new customers in and outside Japan. This business activity is an example of the Nikon Group's practice of reusing our own products within the Group. As of fiscal year 2024, the Nikon Group had sold a cumulative total of 474 refurbished products. We also began services to refresh and upgrade FPD lithography systems in fiscal year 2024.

The Nikon Group is also working on extending the life of lithography systems by using Nikon's latest technology to refresh and replace projection lenses which have deteriorated from long-term use at client locations and cannot maintain basic exposure performance.

● Sales Volume of Refurbished Semiconductor Lithography Systems (for ICs)



* Figures in parentheses indicate share of total units sold

Extending Product Life

To extend product lives for our customers, Nikon offers our Plaza Inspection Pack and Periodic Maintenance inspection and cleaning services.

The Plaza Inspection Pack is a daily care service for cameras and accessories. Our Nikon Plaza service centers in Tokyo and Osaka inspect and clean cameras, lenses, and camera accessories through this service.

The Periodic Maintenance service is to inspect each part of the camera equipment and lenses, check accuracy, clean details, and perform other services in an environment

fully equipped with inspection equipment and devices.

We also refresh and upgrade projection lenses for older FPD lithography systems to extend product lives for customers.

Battery Recycling

The Nikon Group works through JBRC^{*1} to recycle used digital cameras and other rechargeable batteries collected in the Japanese market.

^{*1} Japan Portable Rechargeable Battery Recycling Center (JBRC): An organization that recycles small rechargeable batteries in line with the Act on the Promotion of Effective Utilization of Resources.



Battery recycling marks

Recycling and Reuse of Nikon Products

We also work to collect and recycle used electrical and electronic equipment around the world in compliance with the laws and regulations of each country, based on the latest information.

Under the WEEE Directive^{*2}, European countries in particular have been establishing national laws in relation to the collection and recycling of used electrical and electronic equipment.

In response to these laws, the Nikon Group has been working to fulfill our responsibility for the collection and recycling of Nikon digital cameras and other products. The Nikon Group has registered with local collection

organizations in more than 30 countries, establishing collection and recycling networks in each of these. We are also implementing product assessments at their design stages to promote easy-to-disassemble designs, reductions in the types of raw materials used, and extensive utilization of recycled resources, to comply with the provisions of the Act on Promotion of Recycling of Small Waste Electrical and Electronic Equipment ^{*3} in Japan.

As to reuse, part of our services includes accepting digital cameras returned from customers, repairing them, and then selling them as refurbished cameras in and outside Japan.

^{*2} Waste Electrical and Electronic Equipment (WEEE) Directive: Legislation enacted in the EU in 2003 (and amended in 2012) requiring EU Member States to collect and recycle waste electrical and electronic equipment.

^{*3} Act on Promotion of Recycling of Small Waste Electrical and Electronic Equipment: Enacted on April 1, 2013. This legislation stipulates the responsibilities of various entities, including national and local public bodies, business operators and manufacturers, with respect to the promotion of recycling of small waste electrical and electronic equipment such as digital cameras and game devices.



EU recycling symbol

Use of Recycled Plastic Materials in Products

The Nikon Group sets the use of recycled materials as an assessment item in our product assessments and promotes the active use of recycled materials from the development stage. Currently, we use recycled plastic materials in digital camera body caps, binocular eyepiece caps, and for certain other components.



Eyepiece caps for binoculars

Recycling of Packaging Materials

The Nikon Group promotes the recycling of packaging materials for Nikon products including digital cameras in Japan by outsourcing the task to the Japan Containers and Packaging Recycling Association.

In Europe, under the EU Packaging and Packaging Waste Directive, each country has established a packaging waste recovery and recycling system in accordance with its national laws. In the EU, the Nikon Group pays recovery and recycling fees to recycling organizations in each country, cooperating in promoting the collection and recycling of containers and packaging materials in various countries. In addition, we facilitate sorted collection by providing recycling marks and material indications on product containers and packaging materials as specified in each country.



Examples of recycling marks in each country

Reducing Plastics in Packaging

In recent years, marine pollution from plastic waste has become a global problem. In response, the Nikon Group implements a number of measures that include reducing the amount of disposable plastics used in product packaging and at production sites, using paper-based materials instead of plastics, etc.

We are currently shifting plastic packaging materials to paper for imaging products. For example, we switched the

cushioning material for the telephoto NIKKOR Z 28-135mm f/4 PZ lens, launched in April 2025, from formed plastic to paper. We have also eliminated the plastic window on the individual box for certain accessories.

We reduced the amount of plastics used in packaging for healthcare products by approximately 97% compared with the previous packaging to change the packaging method as using stretch packaging that covers products in transparent film, rather than using foam plastic cushioning materials.



Conventional packaging



Stretch film packaging

Using Bio-Based Plastic Packaging Materials

As a measure to reduce petroleum-based plastics, Nikon is moving forward with the switch to bio-based plastics for packaging materials.

We have already switched from petroleum-based to bio-based foamed plastic cushioning materials for the package for certain healthcare products and industrial products.

In addition, we reduced the amount of plastic cushioning material used in the package for certain healthcare product units by approximately 24% after modifying the shape and materials used for cushioning.



Example of bio-based plastics

Management and Reduction of Waste

Environmental Action Plan Achievements for Fiscal Year 2024

[Summary] → **p.049**

Environmental Action Plan Targets for Fiscal Year 2025 [Summary] → **p.050**

Basic Approach

As society transitions to the circular economy, companies are expected to reduce waste, reuse, and recycle resources, and reduce their environmental impact to the greatest extent possible.

The Nikon Group is committed to maximizing resource efficiency and minimizing waste as part of our efforts to create a circular economy. We reduce final landfill disposal of waste or recycle waste as resources, and we are committed to environmental considerations throughout the product life cycle, striving to reduce waste from product manufacturing processes and business sites.



Nikon Environmental Policy

Strategy

Risk

Waste-related laws and regulations have been tightened further in recent years due to the shortage of waste disposal sites, illegal dumping, and the resulting pollution. Amid these circumstances, we recognize risks, including higher costs in waste management, costs to respond in the unlikely

event we violate laws or regulations, and a loss of public trust and investment withdrawals due to negative attention from the public announcement of our company name.

Opportunities

We recognize opportunities to reduce business costs through waste reduction and the efficient use of resources, as well as opportunities to maintain public trust through proper management and disposal of waste.

Strategy

We adopted the concept of zero emissions, striving to not only reduce emissions but to reduce emissions to zero for society as a whole by using waste as a resource in other industries. Here, we introduced our own level-specific targets into zero emission initiatives to reduce final landfill waste volumes and encourage resource circulation.

We established the Waste Disposal Guidelines to ensure the proper outsourcing of waste disposal (including the selection and contracting of appropriate outsourced waste disposal contractors) in accordance with the laws of each country. The Waste Disposal Guidelines require all production facilities to confirm proper disposal of waste through the monthly management of discharge dates, disposal completion dates (intermediate disposal), discharge type, discharge weight, and amount of landfill waste (including the amount of final disposal not recycled). We evaluate waste management at each site through EMS assessments to identify issues and make improvements. Furthermore,

departments in charge of waste disposal train employees at the relevant sites to improve overall waste management.

Nikon Long-Term Environmental Vision and Medium-Term Environmental Goals → **p.048**

Governance

The Nikon Group sets waste reduction targets and manages data for each location and Group company. The Local Environmental Subcommittee secretariat, which operates under the Environmental Subcommittee, checks the results and the status of achievement of targets for each party.

Environmental Management Promotion System → **p.053**

Risk Management

Every site and Group company in Japan uses a waste management system to manage monthly waste data (date of discharge, type of discharge, weight, amount of landfill waste, etc.) and monitor whether waste is transported and disposed of in accordance with laws and regulations.

Every site overseas conducts waste management. An annual HQ EMS Assessment is conducted to confirm that all waste is handled in accordance with the laws and regulations of each country.

Environment-Related Risk Management → **p.057**

Major Initiatives

Towards Zero Emissions

The Nikon Group has introduced level-specific targets into zero emissions initiatives. Nikon and Group manufacturing companies in Japan maintain Level S status. Hikari Glass (Changzhou) Optics Co., Ltd. (China), Nikon X-Tek Systems Ltd. (UK), and Nikon SLM Solutions (Germany) achieved Level S status in fiscal year 2024. In addition, Nanjing Nikon Jiangnan Optical Instrument Co., Ltd. (China) and Optos Plc (UK) achieved Level 1 status, while other Group manufacturing companies are making further efforts to achieve Level 1 by fiscal year 2030.

Zero Emission Level-Specific Targets

- Level S: Final landfill disposal rate of less than 0.5%
- Level 1: Final landfill disposal rate of less than 1%
- Level 2: Final landfill disposal rate of less than 5%
- Level 3: Final landfill disposal rate of less than 10%
- Level 4: Final landfill disposal rate of less than 20%

Note:

1. Final landfill disposal rate = Final landfill amount / (waste + valuable resources)

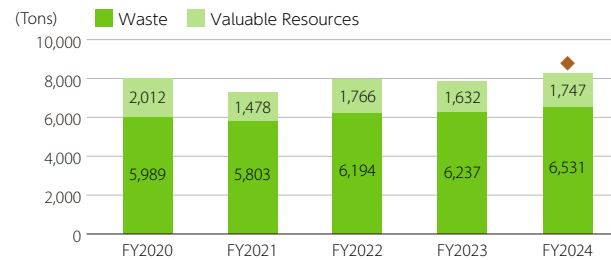
2. The final landfill amount is the amount of waste disposed of by landfill at the final disposal site.

Waste Reduction Performance

The amount of waste (excluding valuable resources) generated by the Nikon Group in Japan and by the Group manufacturing companies outside Japan during fiscal year 2024 was 6,531 tons. This figure represented a reduction of 16% (1,240 tons), achieving the Group target of reducing the total waste generated from operations by at least 4%

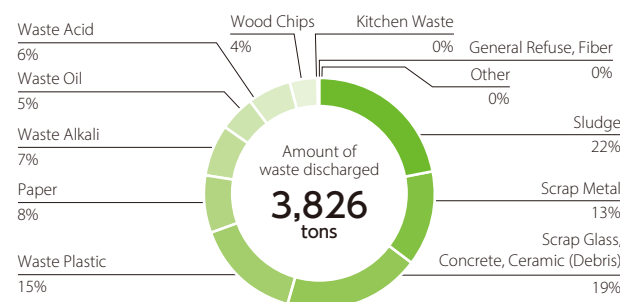
compared to fiscal year 2018 (7,530 tons or less in total waste). The total amount of final landfill waste generated was 244 tons[◆], with 6,287 tons of waste recycled (not including valuable resources).

● Waste Generated by the Nikon Group in Japan and Group Manufacturing Companies outside Japan



◆: Values in Data Index assumed by a third party

● Breakdown by Category of Waste (Waste + Valuable Resources) Generated by the Nikon Group in Japan (Fiscal Year 2024)



Initiatives in the Manufacturing Process

In August 2023, Miyagi Nikon Precision Co., Ltd. began separating soft vinyl (bubble cushioning material and

plastic bags) for sale as valuable resources. This vinyl had previously been disposed of as industrial waste. The company collected the used vinyl through the effective use of available space in company transport vehicles returning from transporting parts. This initiative enabled the company to convert approximately 37% of used soft vinyl into valuable resources.

Abrasive agents used to polish optical glass are discarded as abrasive sludge after use. Abrasive sludge accounts for around 19% of waste discharged by the Nikon Group in Japan. The Nikon Group established a method to reuse these abrasives, achieving a 45% reduction in abrasive sludge waste at the Nikon Shonan Branch, which produces photomask substrates. We are working to further reduce this abrasive sludge.

At Sendai Nikon Corporation, we are taking actions to recycle resources. For example, plastic waste is sorted by material and color, gate parts from molded products are crushed, and heating is used to reduce the volume of extruded polystyrene foam. With regard to metal waste, oil is separated from metal shavings by centrifugal separation, thereby enhancing the value of recycled valuable resources.

Paper Resource Initiatives

The Nikon Group is working to reduce document printing by digitizing meeting materials and encouraging the use of computers and tablets to confirm engineering drawings and forms. We are also working to reduce paper usage by changing the settings on multifunction printers and installing software to reduce accidental or unnecessary copying.

Protection of Water Resources

Environmental Action Plan Achievements for Fiscal Year 2024

[Summary] → **p.049**

Environmental Action Plan Targets for Fiscal Year 2025 [Summary] → **p.050**

Basic Approach

Large quantities of water are used in the production processes for optical lenses, part of Nikon's main product category, and for the quartz glass used in these lenses. For example, during the optical lens polishing process, water has to be added frequently in order to keep the polishing agent at the right consistency. Similarly, in the quartz glass production process, our waste gas purification devices require water to remove acid components from waste gases. For these reasons, water is not only an indispensable resource for Nikon Group business, but it also affects the global environment through water discharge and other means. Working to conserve water resources is therefore essential for business continuity.

The Nikon Group formulated the Nikon Environmental Long-Term Vision looking ahead to fiscal year 2050. Of the three pillars, realizing a resource circulating society depicts our vision for water and resources, while realizing a healthy and environmentally safe society corresponds to our vision for water safety. To achieve these goals, the Nikon Environmental Policy stipulates the conduct of regular water risk assessments, monitoring of water withdrawal, proactive water reuse, and the establishment and compliance of voluntary standards exceeding legal requirements. In this way, we reduce our environmental

impact stemming from water use to the greatest extent possible. In addition, we aim to implement steady initiatives and improve standards through employee training on water-related initiatives and related laws and regulations as part of employee environmental education.



Nikon Environmental Policy

Strategy

Risk

The Company recognizes water-related risks including difficulties in securing sufficient water resources and related operational difficulties due to climate change, extreme weather events, or other disasters. These water risks apply to not only our direct operations but also to our entire supply chain, including procurement partners. Flooding and inundation caused by typhoons and long rains may inflict damage to work sites of the Company or our suppliers, and disrupt logistics, leading to potential disruptions in operations. The further progression of climate change may increase the probability of these risks.

If for some reason we are unable to treat wastewater properly and comply with relevant laws and regulations, we recognize the risk of incurring costs to respond, a loss of public trust, and investment withdrawals due to negative attention from the public announcement of our company name.

Opportunities

We believe that pursuing the efficient reuse and recycling of water resources will lead to business cost reductions.

Our efforts also represent an opportunity to earn trust by, for example, responding appropriately to stakeholder demands regarding water risk.

Strategy

To conserve water resources, the Nikon Group monitors the amount of water withdrawal, discharge, and reuse, implementing proactive initiatives for effective water use.

Beginning in fiscal year 2021, the Group also introduced a new freshwater consumption indicator *, as we believe it is important that water used should be returned at an equal or better quality than when it was withdrawn. The Nikon Group believes that reducing freshwater consumption leads to a reduction in the load on water withdrawal in each region. We also believe reducing freshwater consumption leads directly to reduced water-related costs, such as costs for tap water.

For fiscal year 2024, the Nikon Group reduced freshwater consumption by 6.4% to 1,756,000 m³, achieving our Environmental Action Plan goals for the fiscal year to reduce water withdrawal by at least 2% compared with fiscal year 2018.

* Freshwater consumption: Sum of withdrawal volumes A, B, and C, minus returned water volume D (A+B+C-D).

A: Water withdrawal from municipal water supply facilities (tap water, industrial water, etc.)

B: Water withdrawal from surface water (lakes, rivers, etc.)

C: Water withdrawal from groundwater

D: Return water of equal or better quality than the withdrawal source (applicable to B and C only)

Nikon Long-Term Environmental Vision and Medium-Term Environmental Goals → **p.048**

Governance

The Nikon Group sets reduction targets and manages data for each location and Group company. The Local Environmental Subcommittee secretariat, which operates under the Environmental Subcommittee, checks the results and the status of achievement of targets for each party.

Environmental Management Promotion System → **p.053**

Risk Management

Since many water risks are specific to each region, each location and Group company identifies risks, determines initiatives to address identified risks, and incorporates risks into targets. The Local Environmental Subcommittee secretariat leads the assessment of the potential future impact on corporate activities of water-related issues. The secretariat works with outside specialists once every three years to conduct such assessments. In 2019, we conducted a water risk assessment using Aqeduct^{*1} for 16 domestic and overseas business facilities with high water withdrawal. We confirmed that there are no areas with significantly high water stress^{*2} in the regions where the Nikon Group conducts business activities.

In fiscal year 2024, we assessed the water risks of our suppliers in light of recent requests for the Group to understand and identify water risks in our supply chain. Specifically, we conducted a water risk survey of 245 suppliers (262 sites) selected by procurement departments, identifying priority sites.

The Nikon Group uses an environmental data collection system to monitor data on water withdrawal, water discharge, freshwater consumption, etc., on a monthly basis for each location and Group company. Each site and Group company sets its own standards for wastewater quality, which are stricter than legal requirements, and monitors said standards on a regular basis. In the unlikely event that a site or Group company exceeds the standard values, the party in question reports the incident immediately to the relevant parties in accordance with the environmental accident reporting procedures established by the Nikon Group. The party in question then takes action to minimize environmental impact.

^{*1} Aqeduct: A world map and information tool showing global water risks, provided free of charge by the World Resources Institute.

^{*2} Water stress: A condition in which demand for water exceeds supply.

Environment-Related Risk Management → **p.057**

Major Initiatives

Appropriate Wastewater Treatment

The Nikon Group uses large amounts of water in our manufacturing processes. When discharging water used, the Group applies appropriate wastewater treatment to minimize the environmental impact on waterways in each region.

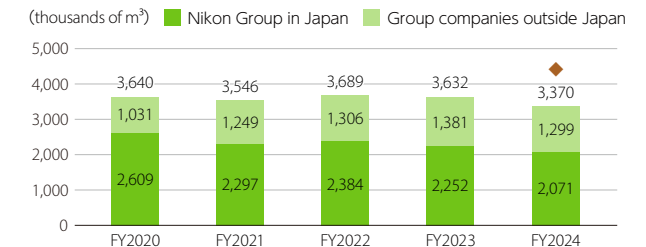
Specifically, we established voluntary standards even stricter than discharge standards found in each region, and we treat wastewater in accordance with wastewater quality levels alongside regular monitoring of the water discharge situation.

Water Withdrawal and Discharge

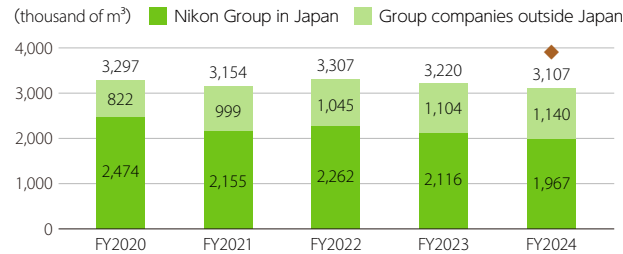
Nikon Group water withdrawal for fiscal year 2024 was 3,370,000 m³ (Nikon Group in Japan accounting for 2,071,000 m³ and Group manufacturing companies outside Japan accounting for 1,299,000 m³). Water discharge volume amounted to 3,107,000 m³ (Nikon Group in Japan accounting for 1,967,000 m³ and Group manufacturing companies outside Japan accounting for 1,140,000 m³). We reduced freshwater consumption by 6.4% to 1,756,000 m³, achieving our target of reducing freshwater consumption by at least 2% compared to fiscal year 2018.

In addition, at the business facilities and the Group manufacturing companies that make use of considerable amounts of water, we pay special attention to ensuring that wastewater generated in manufacturing processes is properly treated, and endeavor to reuse as much water as possible. The fiscal year 2024 water reuse rate of the Nikon Group amounted to 8.1%.

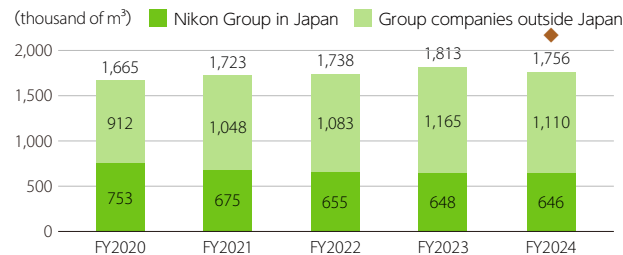
Changes in Water Withdrawal



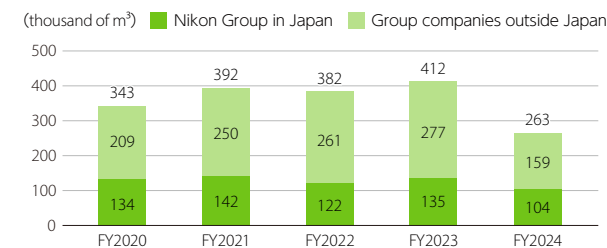
● Changes in Water Discharge



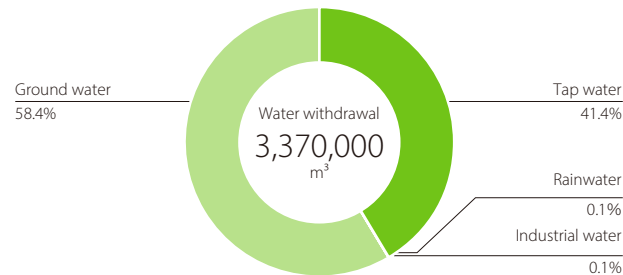
● Changes in Freshwater Consumption



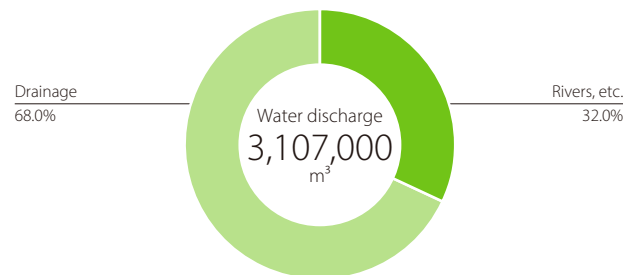
● Changes in Water Consumption



● Breakdown of Water Withdrawal (Fiscal Year 2024)◆



● Breakdown of Water Discharge (Fiscal Year 2024)◆



Water Reuse Measures

Case Example of Wastewater Reuse (Nikon Shonan Branch)

When manufacturing photomask substrates, the Nikon Shonan Branch uses a large amount of water resources during the polishing and cleaning processes. Accordingly, during fiscal year 2018, the Nikon Shonan Branch implemented a mechanism to reuse the wastewater from the cleaning process as supply water for pure water production equipment. As a result, over the course of fiscal year 2024, the Nikon Shonan Branch reused approximately 9,600 m³ of water discharge, reducing water withdrawal 7.5% compared with water withdrawal prior to adoption.

Effective Use of Concentrated Water (Nikon Kumagaya Plant)

Nikon Kumagaya Plant manufactures semiconductor lithography systems, a process requiring a large amount of ultrapure water. The process of producing semiconductor lithography systems requires large amounts of ultrapure water. To generate ultrapure water, tap water is first fed into an ultrapure water apparatus and separated into pure water and concentrated water using RO membranes. The pure water is treated further to produce ultrapure water. However, the concentrated water had previously been discharged as wastewater. In fiscal year 2018, Nikon adopted a process to reuse this concentrated water effectively to supplement water used in cooling towers. In addition, we have been increasing the number of cooling towers reusing this concentrated water since

◆: Values in Data Index assured by a third party

October 2020. As a result, the Nikon Kumagaya Plant reused approximately 36,000 m³ of concentrated water as supplementary water for cooling towers in fiscal year 2024. This reused water accounted for approximately 12% of the total water withdrawal at the Nikon Kumagaya Plant.

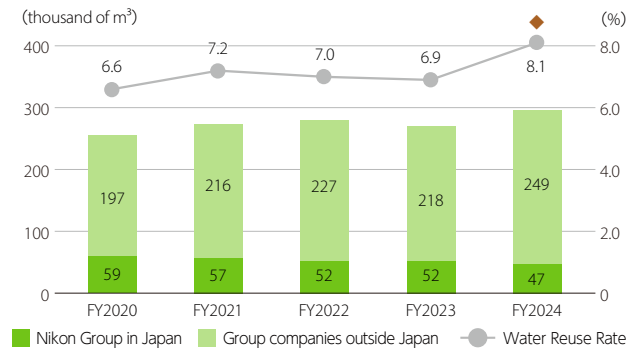
Reuse of Domestic Wastewater and Treated Water (Nikon Lao Co., Ltd.)

Nikon Lao Co., Ltd. (Laos) is located in a district with only basic water supply infrastructure, and has been actively implementing measures to improve water resource efficiency. The company purifies domestic wastewater for reuse in flushing toilets and in the company garden sprinkler system. Nikon Lao also reuses treated water as a coolant.



Wastewater treatment system at Nikon Lao Co., Ltd.

Changes in Water Reuse at the Nikon Group in Japan and Group Manufacturing Companies outside Japan



Materiality 5

Preventing Pollution and Conserving Ecosystems

Management and Reduction of Hazardous Chemical Substances in Products



Environmental Action Plan Achievements for Fiscal Year 2024

[Summary] → **p.049**Environmental Action Plan Targets for Fiscal Year 2025 [Summary] → **p.050**

Basic Approach

While chemical substances enrich lives, highly hazardous substances can cause serious damage to human health and the environment depending on the method of use and disposal. Countries around world develop laws and regulations on the proper management of chemical substances aiming to prevent health hazards and negative environmental impact. These laws and regulations are tightened each year, spreading to other countries based on European laws and regulations.

The products sold by the Nikon Group consist of numerous parts, which contain a variety of chemical substances. Based on these circumstances, the Nikon Group established the Nikon Environmental Policy on the management of hazardous chemical substances in products, environmental friendliness, pollution prevention, and compliance with laws and regulations. In addition, we set Realizing a Healthy and Environmentally Safe Society as a pillars of the Nikon Long-Term Environmental Vision for 2050.



Nikon Environmental Policy

Strategy

Risk

If products are improperly disposed or incinerated, any hazardous chemical substances released may pose a risk of environmental contamination and health hazards to humans and other living organisms. We recognize various risks amid the tightening of laws and regulations on chemical substances in products. These risks include costs to respond (recall, compensation, etc.) in the event of non-compliance with laws and regulations, suspension of operations and other penalties, loss of social trust, and disinvestment.

Avoiding the use of newly regulated hazardous chemical substances could make it impossible to manufacture products that meet the performance requirements of the market. Other risks include product manufacturing delays due to difficulties in obtaining alternate materials and sub-materials, as well as delays in technological development relying on alternate materials.

Opportunities

Managing and reducing chemical substances in proper to comply with increasingly tightening laws and regulations enables us to reduce our impact on climate change and biodiversity, as well as reduce health, safety, and environmental risks to society. These efforts will also help us maintain stakeholder trust.

Strategy

To safeguard human health and reduce environmental risks, the Nikon Group strives to implement rigorous chemical substance management that adheres to international regulatory frameworks. More specifically, we established our own Nikon Group standards (Nikon Green Procurement Standards) to ensure compliance with international environmental laws and regulations, including the EU RoHS Directive^{*1} and REACH Regulation^{*2}. We follow the latest trends in chemical substance regulations and prohibit relevant substances in our procured products to control and reduce said substances before regulations are enforced.

We also track trends in each country in advance of the enforcement of laws and regulations to share information and develop alternative technologies.

^{*1} EU RoHS Directive: RoHS stands for "Restriction of Hazardous Substances." This directive restricts use of specified hazardous substances in electrical and electronic equipment.

^{*2} REACH Regulations: An EU regulation on chemical substances that came into effect in 2007. REACH stands for "Registration, Evaluation, Authorisation and Restriction of Chemicals." Under this regulation, manufacturers and importers of chemical substances are required to register information on the safety and use of these substances.

Nikon Long-Term Environmental Vision and Medium-Term

Environmental Goals → **p.048**Green Procurement → **p.099**

Governance

Each business unit in the Nikon Group sets its own targets based on the Nikon Environmental Action Plan. Meetings related to product environment, organized under the Products Subcommittee, check progress, discuss and decide on response policies. The secretariats of these meetings gather the latest information on relevant laws, regulations, and industry trends, share information with relevant business units. Further, we instruct our business units to manage and reduce hazardous chemical substances based on the latest information and check the status of their response.

Environmental Management Promotion System → [p.053](#)

Risk Management

Since Nikon products consist of a very large number of materials and parts, we conduct surveys using chemSHERPA^{*1}, a tool for communicating information on chemical substances in products. We conduct both internal surveys and surveys in cooperation with our procurement partners. We obtain survey results from chemSHERPA for stages up to production launch for new products and through regular surveys once a year for existing products.

Based on information gathered from these surveys, each business unit confirms whether Nikon products comply with Nikon Green Procurement Standards, striving to manage and reduce hazardous chemical substances in our supply chain.

^{*1} chemSHERPA: A shared scheme for communicating information on chemical substances in products in the supply chain.

Environment-Related Risk Management → [p.057](#)

Green Procurement → [p.099](#)

Main Measures for Chemical Substance Management

1. Researching recent global trends in related laws and regulations
 - Collecting information from external committees, etc.
2. Implementing surveys of hazardous chemical substances in products
 - Conducting surveys throughout the supply chain
 - Making effective use of IT to realize efficient data management
 - Implementing chemical analysis, etc.
3. Discussing countermeasures of the Nikon Group
 - Utilizing the relevant internal environment-related systems (committees, etc.)
4. Communicating countermeasures, both internally and externally, in a timely manner
 - Reduction of hazardous chemical substances, alternative instructions, etc.
 - Formulating and updating the Nikon Green Procurement Standards
5. Confirming compliance with laws and regulations
 - Implementing product/packaging assessments
6. Confirming how procurement partners manage chemicals and helping to upgrade their processes
 - Implementing CMS (Chemical Substances Management System)^{*2} assessments for procurement partners
 - Providing support to procurement partners for building CMS (Chemical Substances Management System)

^{*2} CMS: Chemical Substances Management System (Management system of chemical substances in products)

Major Initiatives

Total Abolition of All Ozone-Depleting Substances and Reduction of CFC Use

As of fiscal year 2008, the Nikon Group has abolished the use of substances that contribute to the depletion of the ozone layer (HCFCs). These substances had previously been used as refrigerants needed to regulate the temperature in FPD lithography systems and semiconductor lithography systems. For devices previously sold that used HCFCs as their refrigerant, the Nikon Group is developing new types of air-cooling units that do not use HCFCs, and which can be installed in these older devices. With this modification, the Nikon Group is helping to not only reduce the use of HCFCs, but also to extend the product lifespan of older devices.

In 2024, the EU revised regulations (F-gas regulation) on hydrofluorocarbons (HFCs) and other greenhouse gases, making regulations more stringent than ever. Currently, the Nikon Group strives to reduce HFCs or switch to use this substance with lower coefficients of global warming for equipment using HFCs.

Technology without Hazardous Substances

The Nikon Group works to develop technologies that do not employ hazardous substances.

Use of Lead- and Arsenic-Free Technology

In the 1990s the Nikon Group adopted the use of lead- and arsenic-free glass *, in the recognition that the lead and arsenic used in most optical glass at that time had a serious environmental impact. We are also thoroughly utilizing lead-free solder. Today, with the exception of certain products with special specifications for industrial use, the utilization rate of lead-free solder in new designs is 100%.

* Lead- and arsenic-free glass: Nikon has developed a new type of glass that contains absolutely no lead or arsenic for the optical glass used in the lenses and prisms built into optical instruments. Nearly all of Nikon's product lines have a 100% utilization rate of lead- and arsenic-free glass.

Hexavalent Chromium-Free Technology for Surface Treatment Processes

Nikon has formulated rigorous technical standards in order to discontinue the use of heavy metals (hexavalent chromium, lead, cadmium, and mercury) in all surface treatment processes, including plating. We provide separate technical support to the procurement partners to which we outsource surface treatment processes, and use chemical analysis to check actual products delivered.

Reduction of Organofluorine Compounds

Organofluorine compounds (PFAS), a general term for organic substances that contain fluorine, are extremely stable compounds that we use in numerous products. The stability of PFAS reversely makes it difficult to decompose in nature or in the body, causing countries to review the safety of the substance and expand product content restrictions. PFOS, PFOA, PFHxS, and related substances are a type of PFAS already designated as substances to be eliminated under the Stockholm Convention. PFHxA is another type of PFAS, regulated under EU REACH and added to the list of restricted substances. The Nikon Green Procurement Standards have prohibited these substances ahead of the effective regulation date, and we are working to replace components that contain these substances.

The State of California in the U.S. banned the use of PFAS in textile products effective January 1, 2025. The Nikon Group designated PFAS as a banned substance one year ago and began substituting out components containing PFAS.

Management and Reduction of Hazardous Chemical Substances

Environmental Action Plan Achievements for Fiscal Year 2024

[Summary] → [p.049](#)

Environmental Action Plan Targets for Fiscal Year 2025 [Summary] → [p.050](#)

Basic Approach

Chemical substances can inflict serious damage to health and the environment if mishandled, and countries around the world continue to develop, strengthen, and expand laws and regulations to prevent such damage. Companies are required to establish a system for the proper management of chemical substances and to develop, manufacture, and sell products while complying with laws and regulations. The Nikon Group stipulates the management of chemicals and compliance with laws and regulations and pollution prevention in the Nikon Environmental Policy, establishing Realizing a Healthy and Environmentally Safe Society as one of the pillars of the Nikon Long-Term Environmental Vision for the year 2050.



Nikon Environmental Policy

Strategy

Risk

The pollution of public waters due to a leakage of hazardous chemical substances from business facilities has a negative impact on the environment. For example, reports say that

the toxic chemical PFAS has been detected in rivers and tap water due to underground infiltration and diffusion caused by improper management. We have learned that it takes decades for water quality to change from poor to good, and that the types of aquatic life also change. Contamination of soil, groundwater, etc., by hazardous chemical substances not only threatens human health, but may also affect the survival of surrounding species. We also recognize the risk of losing public trust and the withdrawal of investment.

Opportunities

The proper management and use of hazardous chemical substances enables the Group to comply with laws and regulations and maintain stakeholder trust. These efforts also help strengthen our competitiveness through taking preemptive measures to avoid the use of chemical substances facing potential stricter regulations.

Strategy

The Nikon Group established and enforces the Hazardous Chemical Substances Guideline as a self-directed chemical substances management measure. These guidelines integrate management standards regarding chemical substances used in production processes, safety and health, and contained in products. Management standards have been established in relation to chemical substances used in the production process, according to the risks to the environment and to health. These substances are classified as "Prohibited," "Reduced," "Controlled," or other. We have

restricted the use of substances ranked "Prohibited" since April 2025. We may make special exceptions only within the scope of laws and regulations when replacing or discontinuing use is technically difficult. Meanwhile, we conduct studies for alternate materials and take action to abolish prohibited materials. We strive to mitigate environmental impact and human health risks by reducing the use of chemical substances.

We not only comply with laws, regulations, ordinances, and other rules to prevent air, water, and soil contamination from hazardous chemical substance emissions, we also enter into agreements with local organizations, set voluntary standard values in said areas, and engage in other initiatives.

Nikon Long-Term Environmental Vision and Medium-Term Environmental Goals → [p.048](#)

Governance

The person in charge of EMS at each location and Group company collects environmental data on chemical substances, air, water, etc., reporting to the Local Environmental Subcommittee secretariat (under the Environmental Subcommittee) twice a year.

In addition, the Chemical Substance Risk Control Team, a working group spanning each business unit, sets common targets for the Group in order to manage and reduce chemical substances in the product lifecycle.

Environmental Management Promotion System → [p.053](#)

Risk Management

The Nikon Group continues to strive to reduce the risk of environmental pollution to as close to zero as possible by implementing environmentally-friendly management of chemical substances, from purchase to use to disposal. When purchasing a new chemical substance, a system has been established whereby a safety data sheet (SDS) * is obtained and a risk assessment is conducted. Measures based on the results of the assessment are then checked and confirmed by the environment department and the health and safety department from an expert's point of view.

Further, emergency drills are conducted annually in each region.

In the event of an environmental accident, we report it to the relevant parties under a predetermined management system. We then follow the contact and reporting system according to the level of accident that occurred.

* Safety data sheet (SDS): To promote improvements in the appropriate management of chemical substances by business enterprises, when a chemical substance specified by the Chemical Substances Control Law (CSCL), or a product containing such a substance, is transferred or supplied from one enterprise to another, the transferring or supplying enterprise is required to provide, in advance, a safety data sheet (SDS) noting information about the characteristics of the chemical substance and how it should be handled.

Environment-Related Risk Management ➔ **p.057**

Major Initiatives

Management and Reduction of Chemical Substances in Manufacturing

The Nikon Group has completely eliminated the use of ozone-depleting substances, including HCFCs and other substances classified as "Prohibited" under the Hazardous Chemical Substances Guideline. We ranked dichloromethane, suspected of being a carcinogenic substance, as a "Prohibited" substance. We have also replaced dichloromethane with other substances for certain processes. The installation of extraction equipment and repeated use of the extracted dichloromethane has resulted in an 18% reduction in dichloromethane emissions in fiscal year 2024 compared to fiscal year 2023. For HFCs, our reductions are significantly ahead of the Montreal Protocol, which targets reduction of at least 85% by 2036.

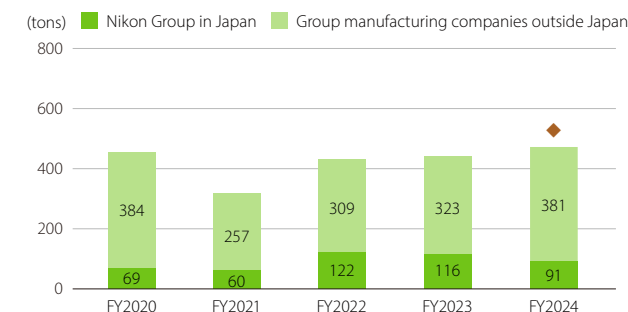
Nikon Group's PRTR and VOCs

At the Nikon Group in Japan and Group manufacturing companies outside Japan, we use the Hazardous Chemical Substances Guideline to reduce the use of and manage chemical substances subject to inclusion in a pollutant release and transfer register (PRTR) *¹, and also carry out safety controls on the handling and disposal of these substances based on the safety data sheets (SDS). In addition, the Nikon Group carries out environmental information surveys twice a year to compile data on uses, disposals, transfers, etc. We conduct the surveys for

substances of which 100 grams or more are handled per year, implementing internal management that is more rigorous than the PRTR, which only requires reporting for substances of which 0.5 tons or more (or 1 ton or more, depending on the substance) are handled per year.

We established reduction targets for our efforts to reduce the amount of volatile organic compounds (VOC) *² emitted into the atmosphere, implementing measures to make cleaning equipment more airtight, improve the rate of reuse, and otherwise reduce atmospheric emissions. For fiscal year 2024, VOC emissions were on par year on year, totaling 91 tons from the Nikon Group in Japan and 381 tons from Group manufacturing companies outside Japan.

● VOC Emissions of the Nikon Group in Japan and Group Manufacturing Companies outside Japan



◆ Values in Data Index assured by a third party

* 1 PRTR → p.065

* 2 VOCs mentioned here mean the 100 major VOCs as indicated by the Ministry of the Environment

Control and Disposal of Polychlorinated Biphenyl (PCB) Waste

With regard to waste and in-use electrical equipment containing polychlorinated biphenyl (PCB), which can be harmful to living organisms and the environment, the Nikon Group conducts surveys of all Group companies to confirm whether they possess any such equipment, observes stringent safekeeping practices in compliance with relevant laws and regulations, and submits all required notifications to the relevant governmental authorities.

Nikon has completed the treatment of all high-density PCB waste in the Nikon Group. We intend to dispose of any electrical components that may be contaminated with low-density PCBs by the end of fiscal year 2025. Disposal should go as planned, meeting the deadline for treatment under the Act on Special Measures concerning Promotion of Proper Treatment of PCB Wastes* (March 2027).

* The Act on Special Measures concerning Promotion of Proper Treatment of PCB Wastes: A special measures law aimed at promoting the appropriate processing of polychlorinated biphenyl (PCB) waste.

Prevention of Air, Water, and Soil Pollution

Nikon and one Group manufacturing company in Japan reported a minor case of exceeding levels allowed by water quality standards.

We follow the government's administrative guidance in response to cases of exceeding allowed levels, including increasing the frequency of cleaning and conduct more water discharge analyses as we endeavor to maintain stable water quality below the maximum standard.

Biodiversity Conservation

Environmental Action Plan Achievements for Fiscal Year 2024

[Summary] → [p.049](#)

Environmental Action Plan Targets for Fiscal Year 2025 [Summary] → [p.050](#)

Basic Approach

Corporate activities are profoundly linked to biodiversity. We obtain resources needed in our business activities from ecosystems, while causing impacts on ecosystems, such as the emission of chemical substances and greenhouse gases, from our business activities.

Biodiversity is the foundation of society, and conserving biodiversity is extremely important for companies to continue business activities. In December 2022, the second part of the 15th Conference of the Parties (COP15) to the Convention on Biological Diversity was held in Montreal, Canada. During the convention, representatives adopted a new international goal, the Kunming-Montreal Global Biodiversity Framework (GBF). This framework established a 2030 Mission to take urgent action to halt and reverse biodiversity loss and put nature on a path toward recovery. The framework includes 23 new targets with related business goals under each. Companies will have to accelerate biodiversity efforts if they are to achieve these targets. In September 2023, the Taskforce on Nature-related Financial Disclosures (TNFD)^{*1} released the Recommendations of the Taskforce on Nature-related Financial Disclosures (Final TNFD Recommendations v1.0).

The Nikon Environmental Policy stipulates that we strive to identify and disclose dependency, impact, risks,

and opportunities related to biodiversity and ecosystems in our value chain. We also endeavor to conserve ecosystems through our business activities, environmental activities, and community contribution activities. We also engage in biodiversity conservation to realize a healthy and environmentally safe society, a pillar of the Nikon Long-Term Environmental Vision, and are implementing related activities to this end.

The loss of nature over that past several years has accelerated climate change. And the world is realizing that climate change is a cause of nature loss.

The Nikon Group recognizes this connection with climate change and works to conserve biodiversity and disclose information in line with the Final TNFD Recommendations.

^{*1} An international organization that establishes a framework for private companies and financial institutions to assess and disclose risks and opportunities related to natural capital and biodiversity.



Nikon Environmental Policy

Strategy

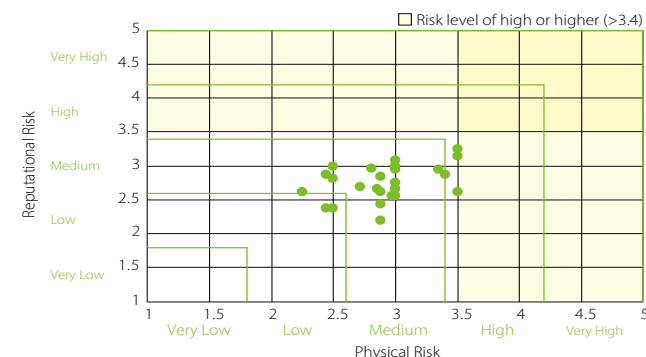
Risk Assessment through the Biodiversity Risk Filter

The Nikon Group used WWF Biodiversity Risk Filter^{*2} to assess physical and reputational risks at 38 major sites. The granularity of physical risk and reputational risk indicated that several business facilities face high physical risk (greater than 3.4). All business facilities ranked below medium (3.4 or lower) in terms of reputational risk.

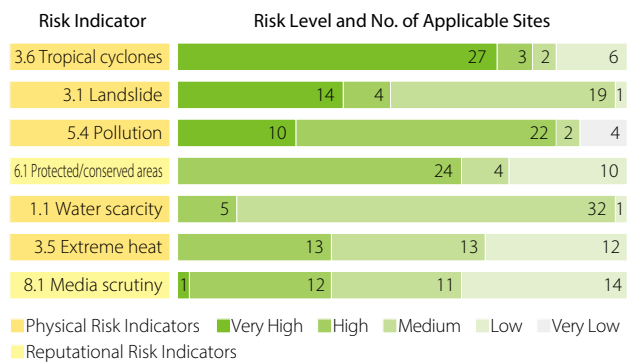
However, a closer look at the 33 indicators used in our evaluations showed a risk level of extremely high risk indicators. We also found that trends in risks differed by region.

^{*2} A tool developed by WWF to promote spatial understanding of the natural environment, including forests, oceans, and river basins, to conserve biodiversity ecosystem and business perspective, determining issues and priorities for investment and business model considerations. Developed by WWF. <https://riskfilter.org/>

● Biodiversity Risks at 38 Major Sites



● Top Risk Indicators at 38 Major Sites (Excerpt)



● Risk Trends by Region at 38 Major Sites

Region	Risk Trends
Japan	Very high risk of tropical cyclones and landslides High risk of pollutions and protected/conserved areas
China and Asia	Very high risk of tropical cyclones and pollution High risk of water scarcity and extreme heat
The Americas	High risk of tropical cyclones
Europe	High risk of pollution High risk of water conditions

Dependency and Impact Assessment through Encore

The Nikon Group used Encore* to assess the dependencies on ecosystem services and the impacts on nature that our main Group operations have. While we have previously analyzed and assessed such dependencies and impacts, the Encore results indicate that the Group is particularly dependent on water supply (groundwater and surface

water) in ecosystem services. The results also indicate that we impact nature through pollutants to water and soil, greenhouse gases, and waste. Even though these results indicate no significant differences from previous assessments, we now have a clearer understanding of the degree of our dependencies and impacts.

* Encore is a tool developed jointly by the Natural Capital Finance Alliance (NCFA, an international network of financial institutions), the United Nations Environment Programme World Conservation Monitoring Center (UNEPWCMC), and other organizations to understand the extent of the impacts and dependencies of private companies on nature.

Main Risks Related to Biodiversity

The Nikon Group identified the following risks based on our Biodiversity Risk Filter and Encore assessment results.

Water is a natural resource on which the Nikon Group has a relatively high degree of dependence and impact. We have not experienced any major issues to date, but we continue to monitor water quality and quantity carefully. In fiscal year 2024, we conducted a water risk survey for major procurement partners. We used location information and information on water use to assess watershed and operational risks for procurement partners.

In the future, we plan to take this information into account and study the risks related to biodiversity in our supply chain.

Protection of Water Resources ➔ p.074

● Summary of Ecosystem Service Dependencies and Impacts on Nature (M: Medium H: High NA: Not Applicable)

Dependencies and Impacts	Dependencies on Ecosystem Services		Impacts on Nature					
Ecosystem Services	Provisioning services		Climate change	Pollution/pollution removal				Resource use/replenishment
	Groundwater	Surface water	Greenhouse gas emissions	Water pollutants	Soil pollutants	Solid waste	Lifestyle interference (noise, light pollution)	Water use
Evaluation	M	M~H	NA~H	H	NA~H	M~H	NA~M	NA~H

● Biodiversity Risks

Principle Risks		Related Major Dependencies and Impacts	Financial Impacts	Nikon Group Initiatives	Corresponding Page
Physical Risk	Acute	Intensifying tropical cyclones due to natural degradation	Dependency: Flood mitigation, storm mitigation Impact: GHG emissions	Suspension of operations and decline in asset values due to damage to major bases	Pursuit of business continuity management (BCM) p.141
	Chronic	Changes in precipitation patterns and droughts due to natural degradation	Dependency: Water supply Impact: Water use	Operating rate declines and shutdowns due to inability to extract sufficient water resources	Reducing water withdrawal Proactive water recycling Assessing water risks p.074
Transition Risk	Policies	Stricter regulations on pollution	Impact: Pollutant emissions in air, water discharge, and soil; waste emission	Higher management costs for chemical substances contained in production processes and products Lower raw material supplies and price hikes due to stricter regulations; switch to substitutes Higher waste disposal and wastewater treatment costs Lower sales and stock price due to fines or the loss of public trust	Management and reduction of chemical substances in products Chemical substance management in production processes Waste reduction Proper waste management Appropriate wastewater treatment p.072 p.075 p.078 p.079
		Tighter disclosure regulations	Dependency: Water and other natural resources Impact: GHG emissions, pollutant emissions, water discharge, etc.	Higher costs to respond to assessments that consider biodiversity as well as related information disclosures	Monitoring and appropriate disclosure of environment-related information Response to TNFD p.084
	Technologies	Mandates to replace with raw materials having less environmental impact	Impact: Use of chemicals and raw materials derived from oil refining	Inability to switch to raw materials with less environmental impact, resulting in exclusion from the market and weaker competitiveness Higher costs related to raw material procurement	Implementing product assessments The 3R initiatives for products and packaging p.059 p.069
	Reputation	Lower corporate reputation and brand value due to the use of natural resources that are not environmentally friendly	-	Lower sales and stock price due to loss of public trust	The 3R initiatives for Products and Packaging Paper Resource Initiatives p.069 p.087

Biodiversity Opportunities

The Nikon Group recognizes business opportunities in biodiversity. We believe it is crucial for the Group to contribute to biodiversity through our business activities. These activities include contributing to the

mainstreaming of biodiversity by providing products for education and research and through engaging in corporate citizenship activities. We also provide products and services to improve energy efficiency, reduce waste, and encourage resource circulation.

We are committed to conducting further analysis

on our unique risks, opportunities, and impacts of our dependencies. At the same time, we will properly assess not only direct operations, but also the relationship our value chain has with nature, aiming to incorporate such findings in establishing targets and effective initiatives.

Nikon Long-Term Environmental Vision and Medium-Term Environmental Goals → **p.048**

Governance




The secretariat of the Environmental Subcommittee examines Nikon Group-wide strategies for biodiversity conservation and the analysis of risks and opportunities. The meeting related to product environment (under the Products Subcommittee of the Quality Committee) and the Local Environmental Subcommittee (under the Environmental Subcommittee) propose targets and confirm the progress of initiatives.

Environmental Management Promotion System → **p.053**

Risk Management

All environmental activities involve biodiversity conservation. The Nikon Group confirms nature-related dependencies, impacts, risks, and opportunities, as well as the progress of initiatives, related to our business and products at meetings related to product environment. The

Biodiversity Opportunities

Opportunity Type		Principle Opportunities	Nikon Group Initiatives	Corresponding Page
Business Performance	Market	Expanded sales of technologies and products that improve energy efficiency and contribute to decarbonization	Riblet processing that contributes to carbon neutrality	 Riblet processing
	Resource Efficiency	Expanded sales of technologies and products that reduce resource use and waste	Additive manufacturing	 Optical processing machine
Sustainability Performance	Ecosystem protection, restoration, and regeneration	More opportunities to use products and technologies in biodiversity research and conservation activities	Environmental awareness raising activities for children	 Encouraging Future Generations to Appreciate Global Environmental Issues
		Support for biodiversity conservation and restoration	Support for the Akaya Project	p.088

Local Environmental Subcommittee evaluates company production process. Not only do we verify laws, regulations, industry information, and other social trends at each of these meetings, but the Environmental Subcommittee secretariat also collects information. Each party shares information with each other.

Environment-Related Risk Management

➔ p.057

Major Initiatives

Forest Resource Initiatives

Sustainable Paper Use


Paper, a forest resource, is one of the resources that the Nikon Group benefits from ecosystem services. The Nikon Group strives to reduce paper consumption as a part of the conservation of biodiversity and forest resources. These efforts include the digitization of product catalogs and

instruction manuals.

In addition, under our Paper Procurement Policy, we have recommended conversion to paper use that is mindful of the sustainable use of forest resources. In product development, we verify the environmental sustainability of the paper resources that we use by implementing the Nikon Product Assessment and Nikon Packaging Assessment at the planning and design stage, as well as at the prototyping and production stage.

Nikon Product/Packaging Assessment

➔ p.059



Paper Procurement Policy

Conversion to Using FSC-Certified Paper

The Nikon Group is, in accordance with the Paper Procurement Policy, switching over to the use of FSC-certified paper. We prioritize high-quantity paper use cases with a major impact on society. In Japan, we are using

FSC-certified paper for product catalogs and for printed materials, corporate envelopes, name-cards, and other items issued or used by Nikon's corporate administration divisions.

In addition, our Environmental Action Plan calls for the use of FSC-certified paper for paper used by business units. In fiscal year 2024, approximately 67% of newly published product catalogs in Japan, North America, and Europe, were made from FSC-certified paper (excluding cases of specialty paper use). We also completed the switch to FSC-certified paper for packaging boxes for certain products.

* FSC-certified paper: Paper certified as made from wood harvested from appropriately managed forests.

Reducing Paper Resources Used in Products

The Nikon Group is working to save resources in the user's manuals packaged with Nikon products.

For example, in recent years, the amount of paper used for user's manuals for mirrorless cameras has tended to increase as the range of functions that these cameras provide has grown, thus requiring more pages in these manuals. Paper use has also increased with the need to provide replacement manuals or supplementary materials when upgrading firmware. In response to this situation, we have been taking steps to substantially simplify user's manuals provided with our cameras, while providing more detailed information in a timely manner through the Nikon website. Nikon Vision Co., Ltd. revised the instruction manual included in the COOLSHOT 20i GIII GOLF LASER RANGEFINDER, released in April 2024, reducing paper consumption by 43% compared to all models.

The Nikon Group also started utilizing paperless

catalogs and instruction manuals for corporate products. The Healthcare Business provides product catalogs and instruction manuals for certain products on the website. Customers now access the latest information whenever they need it using their preferred device, whether it be their laptop, tablet computer or smartphone. This helps to enhance customer convenience. Further, this initiative not only helps with reducing paper usage, but also contributes to cutting CO₂ emissions associated with printing and product transportation.

Activities in Industry Groups

Nikon participates in the Environmental Strategy Liaison Committee Biodiversity Working Group (WG) formed by the four leading Japanese electric and electronic (E&E) industrial associations*, and works to promote biodiversity conservation and restoration activities alongside the associations' member companies. This working group undertakes a wide variety of activities, including the publication of biodiversity awareness-raising materials and handbooks for activity implementation, the conduction of surveys on biodiversity-related trends, the organization of training activities, and the creation and publication of a public database of case-studies on biodiversity conservation work undertaken by the associations' member companies.

In fiscal year 2024, we updated and prepared guidance related to our existing relationship map between the electric and electronics business and biodiversity, holding seminars related to this content. We also held an OECEM

workshop for member companies of the four electrical and electronic industrial associations, as was the case last year.

* The four leading Japanese electric and electronic (E&E) industrial associations. These associations are collaborating on biodiversity initiatives. The Japan Electrical Manufacturers' Association (JEMA), The Japan Electronics and Information Technology Industries Association (JEITA), Communications and Information Network Association of Japan (CIAJ), Japan Business Machine and Information System Industries Association (JBMA)

Support for Biodiversity Conservation and Restoration

Nikon has been supporting the Akaya Project of the Nature Conservation Society of Japan (NACS-J) since 2006. This project involves research and verification testing aimed at conservation and restoration of biodiversity in the Akaya Forest, which is centered in an around 10,000 hectare area of national forest in the north of Minakami Town in Gunma Prefecture, and which has been designated by UNESCO as the Minakami Biosphere Reserve, as well as promoting sustainable community development that makes effective use of forest resources. In addition to providing our digital cameras and binoculars to support research activities, Nikon began encouraging employees of the Nikon Group in Japan every year since 2016 to participate in volunteer activities to help regenerate the natural forests. An initiative to accelerate the regeneration of natural forest by removing trees and plants that retard the growth of young trees.

In 2023, vegetation specialists analyzed the growth and reproduction of the tree species of the natural forest, demonstrating the results of our efforts over an eight-year period. In 2024, we took the lessons from our experience to a nearby site and started new activities to transition from planted forests to natural forests.



A voluntary employee activity. Employees carefully collect saplings for trees targeted for growth from the surrounding area and plant in areas requiring transplanting. The transplanted saplings are marked and size recorded to determine subsequent growth.

Initiatives at Each Plant and Business Facility

Through cleaning and beautification activities surrounding our business locations, the Nikon Group contributes to the preservation of local environments and prevention of urban waste flowing into the ocean. We also participate in nature conservation activities held in local communities. In fiscal year 2024, each location participated in at least one such activity, accounting for 35 activities in all.



Environmental Actions at Business Facilities

Society/Labor

Critical Procurement Partners



In compliance with CSR
Procurement Standards

Approx. **260**
companies

Percentage of women in management positions at Nikon:



7.5%

Severity rate of lost time accidents at the Nikon Group:



0.02%

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Materiality 6

Building a Resilient Supply Chain



In recent years, stakeholders have become increasingly concerned about social issues related to human rights, work environments, health and safety, and the environment in the supply chain. In addition, raw material price fluctuations due to various factors such as global extreme weather events and natural disasters, geopolitical influences, and international conflicts have increased the instability and risks in the supply chain.

Against this backdrop, the Nikon Group, together with procurement partners who share our vision and act in unison, strives to listen to the views of society and build a resilient supply chain that can address these social issues.

Activity Policies

- Nikon Basic Procurement Policy
- Nikon CSR Procurement Standards
- Responsible Minerals Sourcing Policy
- Nikon Basic Green Procurement Policy
- Nikon Green Procurement Standards

Organizations

- Supply Chain Subcommittee

● 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)
Percentage of due diligence conducted* ¹ (critical procurement partners)	100% (FY2025)	<ul style="list-style-type: none"> 100% Nikon CSR Self-Assessment Survey rate for critical procurement partners Completion of CSR audits and written improvement requests to critical procurement partners 	<ul style="list-style-type: none"> 100% Nikon CSR Self-Assessment Survey rate (25 companies) Completed CSR audits and submitted written improvement requests to critical procurement partners (23 companies) 	○	<ul style="list-style-type: none"> 100% Nikon CSR Self-Assessment Survey rate for critical procurement partners Complete of CSR audits and submit written improvement requests to critical procurement partners Conduct the Responsible Mineral Sourcing Survey and due diligence and publish reports
Understanding BCP systems in the supply chain* ²	100% (FY2025)	<ul style="list-style-type: none"> Visualization of information regarding the key business areas of procurement partner locations (15 companies) Conducting BCP system surveys for procurement partners (50 or more companies) Provision of assistance to procurement partners failing to meet Nikon standards as a result of the fiscal year 2023 survey 	<ul style="list-style-type: none"> Visualized information regarding the key business areas of procurement partner locations outside the primary managing division (15 companies) and expanded survey coverage through methodology streamlining (20 companies) Conducted BCP system surveys for procurement partners (54 companies) Supported procurement partners requiring system establishment (10 companies) 	○	<ul style="list-style-type: none"> Visualize procurement partner location data and their key procurement partners information (50 companies)

*1 Implement until improvement is completed when a survey or audit reveals correction is necessary.

*2 The scope of the supply chain requiring BCP system establishment is managed based on the number of suppliers.

Supply Chain Management

Basic Approach

Nikon considers suppliers to be important partners helping us create and provide products and solutions useful for the world. Based on this belief, we strive to deepen mutual understanding and build trust with these procurement partners, and seek co-existence and co-prosperity. We established the Nikon Basic Procurement Policy based on this approach to ensure honest and fair procurement of materials.

Nikon Basic Procurement Policy (Summary)

Procurement based on the concept of partnership

1. Sustainable corporate activities
2. Open-door procurement
3. Procurement founded in fair competition



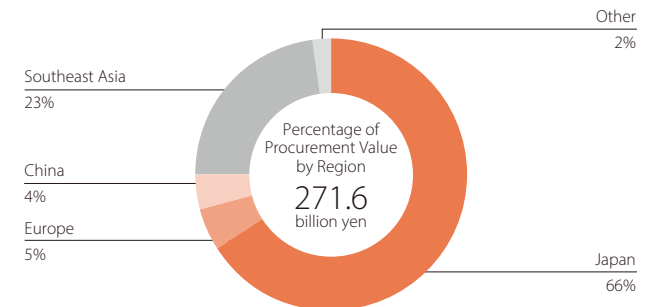
Nikon Basic Procurement Policy

The Nikon Group's Supply Chain

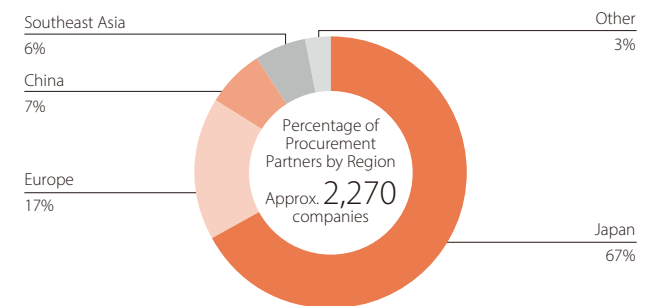
The Nikon Group has approximately 2,270 direct procurement partners globally. Beyond them, there are numerous Tier 2 and Tier 3 suppliers from whom we procure raw materials, electronic components, mechanical components, units, and others.

The Nikon Group's overseas production sites hire employees locally and actively procure raw materials and components from the countries and regions where the sites operate to ensure quality (Q), cost (C), and delivery (D). We require our local procurement partners to comply with various standards and provide assistance for improvement. In this way, we work from a long-term perspective to enhance our procurement partners' corporate capabilities and to generate new business opportunities for them.

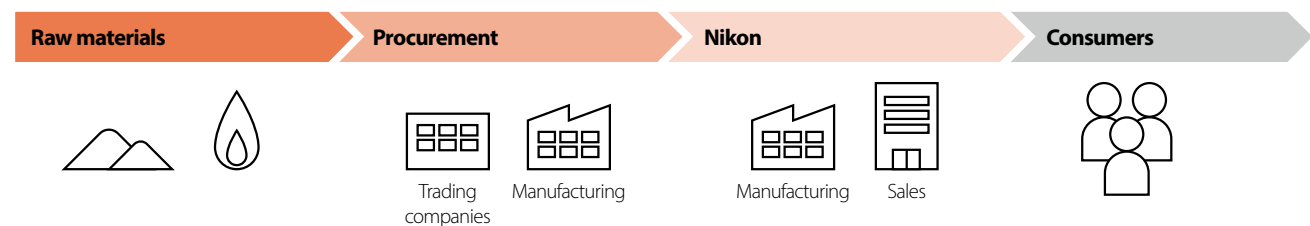
Percentage of Procurement Value by Region



Supply Chain Illustration



Supply Chain Illustration



Strategy

Risk

Risks in the supply chain include the spread of infectious diseases, extreme global-scale weather events, natural disasters, geopolitical influences. These factors can disrupt the supply-demand balance significantly for components and cause fluctuations in energy and raw material prices, leading to supply chain instability, and ultimately, potential business opportunity loss and a decline in business performance.

In particular, a major portion of the Nikon Group supply chain is in Japan, where earthquakes occur frequently. Stable procurement from procurement partners with inadequate BCP systems could be compromised, depending on the region, resulting in disruptions to the supply of products to our markets.

Public concern is rising related to human rights, the labor environment, health and safety, and environmental issues in the supply chain. Inappropriate efforts to address these concerns entail a risk of damage to our brand image and a loss of stakeholder trust.

Opportunities

To create a sustainable society, we must build supply chains from an ESG procurement perspective, collaborating in activities with procurement partners. Given this perspective, the Nikon Group believes we can strengthen business continuity by enhancing supply chain stability while engaging in environmentally and socially conscious procurement.

These initiatives also enable us to earn the trust of our customers and enhance the value of the Nikon Group brand.

Strategy

The Nikon Group builds strong relationships with procurement partners and establishes mechanisms and systems to respond flexibly to drastically changing business risks, social issues, and supply chain risks.

Specifically, we evaluate procurement partner risks to minimize the impact of supply chain disruptions during emergencies and to ensure a swift response and business continuity. We offer support to procurement partners that have not fully identified and established BCP systems of their own.

We also conduct survey-based procurement partner assessments to identify, prevent, and mitigate human rights-related, environmental, and other social risks in our supply chain. We ask procurement partners identified as high-risk to conduct audits, and we provide remediation support to help these partners improve. Furthermore, Nikon establishes and operates effective remedy mechanisms to respond quickly and flexibly when risks do occur.

These efforts enable us to build a sustainable supply chain that remains sound at all times in the face of business risks and social issues. Furthermore, these efforts help us grow our business through stable supply chains, create social value, fulfill our social responsibility as a corporate entity, gain the trust of our customers, and enhance brand value.

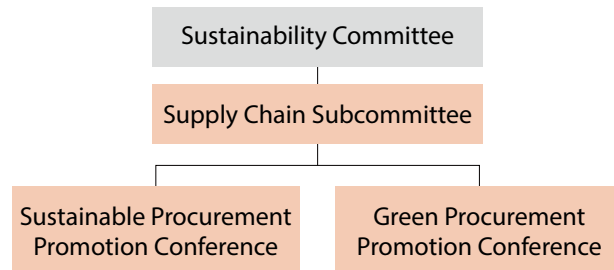
Governance

The Nikon Group established the Supply Chain Subcommittee under the Sustainability Committee to pursue sustainable procurement with our procurement partners.

An officer serving as the Deputy General Manager of the Production Technology Division (Sector Manager of the Procurement and Logistics Sector) chairs the Supply Chain Subcommittee under the supervision of an officer serving as the General Manager of the Production Technology Division. The subcommittee meets twice a year with the head of the Corporate Sustainability Department, the heads of the Quality Assurance Department and the Procurement Department, and Group company officers. This subcommittee manages risks and opportunities related to the supply chain and deliberates on activity reports and plans for building a resilient supply chain.

The Sustainable Procurement Promotion Conference (held monthly) and the Green Procurement Promotion Conference (held biannually) operate under the Supply Chain Subcommittee. These two conferences hold preliminary discussions on subcommittee reports and deliberations. The Nikon Group implements specific activities to build a resilient supply chain in cooperation with procurement departments and related divisions in each business, as well as administrative departments at each manufacturing site.

● Outline of Supply Chain Management System



● Supply Chain Subcommittee

Chair: Sector Manager, Procurement and Logistics Sector
 Vice Chairman: Department Manager, Procurement and Logistics Sector, Strategic Procurement Department
 Members: Manager of the Corporate Sustainability Department, managers in charge of procurement and quality assurance from each business unit, and officers from each Group company

● Sustainable Procurement Promotion Conference

Chair: Department Manager, Strategic Procurement Department
 Vice Chair: Section Manager, Supplier Management Section, Strategic Procurement Department
 Committee Members: Persons in charge of advancing ESG from each business unit and Group company

● Green Procurement Promotion Conference

Chair: Department Manager, Strategic Procurement Department
 Vice Chair: Section Manager, Quality Engineering Section, Quality Strategy and Management Department
 Committee Members: Members in charge of advancing Green Procurement from each business unit and Group company

Procurement Hotline

The Nikon Group set up an externally accessible point of contact so that any information on violations of our CSR procurement standards in the supply chain can be quickly conveyed and acted upon.

We protect the privacy of individuals who contact us and accept anonymous reports to ensure that no user experiences unfair treatment as a result of making an inquiry. Each inquiry undergoes a fact-based review. If we identify a problem, we implement the appropriate procedures and take corrective and preventive action.

There were zero calls to the hotline related to procurement in fiscal year 2024.

Risk Management

The Nikon Group identifies supply chain risks through a process that involves selecting critical procurement partners and conducting risk assessments covering CSR procurement, responsible mineral sourcing, and business continuity planning (BCP). We clearly define the criteria for each assessment item to determine risks. Procurement departments and related divisions in each business, as well as lead teams at manufacturing sites, take the lead in addressing assessments and mitigating identified risks.

The Supply Chain Subcommittee and the Sustainable Procurement Promotion Conference, a subordinate body of the subcommittee, coordinate responses to cross-functional and high-priority risks, work with relevant

teams, and review risk assessments and countermeasures as needed.

Identifying Critical Procurement Partners

The Nikon Group identifies critical procurement partners through the following process based on perspectives such as procurement value, importance of procured components, and availability of substitutes. We prioritize various surveys on social issues, while also working to strengthen inter-company collaboration in the course of our business.

Identification of critical procurement partners takes place during CSR assessments. We conduct the CSR Self-Assessment Survey every three years for selected critical procurement partners. The Nikon Group assessed 247 companies globally in fiscal year 2023, identifying an additional 15 companies following mergers and acquisitions in fiscal year 2024.

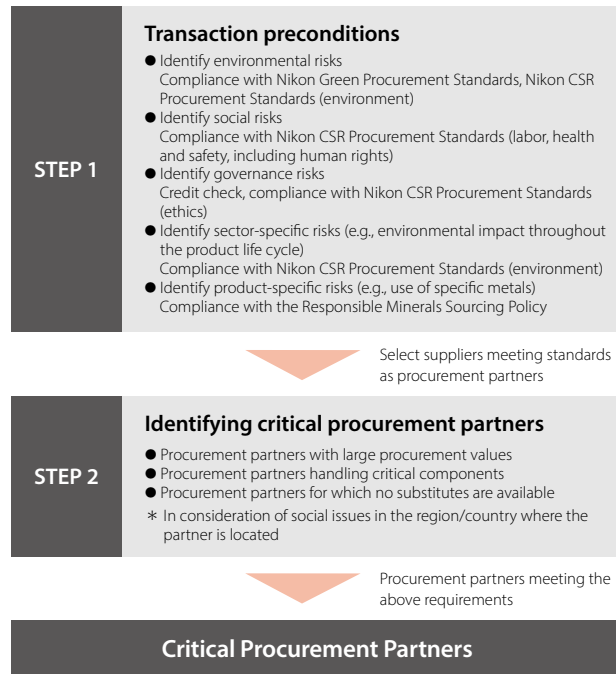
● STEP 1

When beginning business with a new supplier, we apply the Nikon Group Procurement Procedure Manual to identify any environmental, social, governance, and sector- and product-specific risks. We also stipulate ESG in the terms of our master agreements. Suppliers that meet these standards are selected as procurement partners.

● STEP 2

Among procurement partners, we identify those with whom we have large procurement values, those that handle critical components, and those for which no substitutes are available as critical procurement partners.

● Process for Identifying Critical Procurement Partners



● Number of Procurement Partners (Tier 1 Suppliers) and Critical Procurement Partners

	FY2020	FY2021	FY2022	FY2023	FY2024
Procurement partners (Tier 1 suppliers)	2,700	2,300	2,250	2,250	2,270
Critical procurement partners (Tier 1 suppliers)	200	200	200	250	260

* The above figures are approximate.

* Critical procurement partners (Tier 1 suppliers): In fiscal year 2019, we changed the definition to as suppliers accounting for the top 80% of Nikon Group procurement costs.

Major Initiatives

Communication with Procurement Partners

Sustainable Procurement Briefings

The Nikon Group holds briefings every year to gain procurement partner understanding of Nikon Group procurement quality management and ESG-related policies and approaches.

The Sustainable Procurement Briefing met four times in fiscal year 2024 between November 28 and 29 in an online format for procurement partners we engage with at our Japan, China, and Thailand locations. A total of 1,180 participants representing 1,078 companies attended the presentations, with topics related to human rights and BCP gaining the highest interest from participants.

We also took time to recognize procurement partners who contributed to ESG and quality management through flexibility, promptness, and resiliency.

Meetings with Procurement Partners

The Nikon Group believes in close communication with procurement partners and the importance of strengthening mutual relationships. To this end, we invite the representatives of approximately 160 major procurement partner companies in Japan and overseas to our annual meetings with procurement partners. These meetings report on Nikon's business environment, provide an overview of our business operations, and convey a message from the president to ensure communication with top management and strengthen relationships.



Sustainable Procurement Briefing 2024 (online)

Education and Communication

Nikon implements the following initiatives to build a responsible supply chain.

● Internal education and training

The Nikon Group implements various trainings and awareness activities for procurement department employees. Building on the previous year, we provided sessions for operational staff and new employees to strengthen their understanding of procurement fundamentals and their broader context. These efforts help improve supply chain stability and raise awareness of environmentally and socially responsible procurement.

● Donation activities

We continue to support the resilience-building project in the Democratic Republic of the Congo conducted by the certified NPO Terra Renaissance. Our contributions have helped 184 women learn sewing skills and 148 individuals begin producing beekeeping products. These efforts support women affected by conflict and help reduce the risk

> **Building a Resilient Supply Chain**

> Respecting Human Rights


> Diversity, Equity & Inclusion

> Employees' Health and Safety

of vulnerable youth and people in extreme poverty being drawn into armed groups or the conflict mineral trade.

● Awareness-raising activities

In conjunction with Human Rights Day, we held our first external seminar on responsible mineral sourcing for approximately 160 students at Shinagawa Shouei Junior and Senior High School. The event aimed to contribute to the local community while enhancing corporate value. We also shared a recorded version internally to deepen employee understanding and broader internal and external awareness of responsible mineral sourcing.

 Special Seminar with Shinagawa Shouei Junior and Senior High School and Certified NPO Terra Renaissance [In Japanese]

Visualizing the Supply Chain

The Nikon Group focuses on registering supply chain information in our procurement system in our efforts to build a resilient supply chain. To this end, we asked procurement partners that handle critical materials to help us visualize Tier 2 suppliers. This initiative has enabled us to quickly and precisely identify the compliance status of our procurement partners with the standards required by the Nikon Group.

Strengthening BCP

In recent years, strengthening the ability to respond to natural disasters and the spread of new viruses has become an important issue in supply chain management. The Nikon Group has established a BCP management system

and takes measures to ensure our rapid response in the event of such emergencies.

In fiscal year 2024, we continued advancing supply chain visualization and established internal procedures for contingency surveys to enable faster situational awareness

during crises. Furthermore, based on the survey results, we provided support to major procurement partners with inadequate BCP systems to help them build systems for handling emergencies and promote the strengthening of BCPs in the supply chains.

● Initiatives for Visualizing the Supply Chain

FY2019	<ul style="list-style-type: none"> Introduced an integrated procurement data management system to visualize supplier information for the entire Nikon Group Started registering and gathering information on direct material procurement partners in Japan and Asian Group locations, where major suppliers are concentrated
FY2020	<ul style="list-style-type: none"> Added information used for procurement partner assessment (e.g., management status, business transactions, ESG information) Expanded scope of visualization to include indirect material procurement partners and procurement partners of Group locations in Europe
FY2021	<ul style="list-style-type: none"> Added business continuity plan (BCP) and quality information used for procurement partner assessment
FY2022	<ul style="list-style-type: none"> Conducted regular assessments of procurement partners based on visualized information Provided assistance for improvement to procurement partners that do not meet standards and promoted transaction suspension and transaction volume review based on survey results and improvement status
FY2023	<ul style="list-style-type: none"> Visualized procurement partner handling of critical parts and materials, beginning with Tier 2 suppliers
FY2024	<ul style="list-style-type: none"> Visualized supply chain information, including Tier 2 suppliers of procurement partners handling critical parts and materials

● Initiatives to Strengthen BCP

	I Visualizing the Supply Chain	II Establishing a Contingency Survey System	III Establishing Supplier BCP Systems
FY2020	<ul style="list-style-type: none"> Registered procurement partner (Tier 1 supplier) location information necessary for contingency surveys in the integrated procurement data management system 	<ul style="list-style-type: none"> Developed BCP internal first response infrastructure to efficiently assess procurement partner situations in the event of an emergency 	
FY2021		<ul style="list-style-type: none"> Launched contingency surveys using the integrated procurement data management system 	<ul style="list-style-type: none"> Conducted a survey on the status of infrastructure-related BCP system construction among our major procurement partners
FY2022	<ul style="list-style-type: none"> Expanded the scope of supplier location information visualization to include Tier 2 suppliers and beyond (manufacturing sites beyond trading company procurement partners) 		<ul style="list-style-type: none"> Conducted a survey on the status of BCP system construction among our major procurement partners, including those not related to infrastructure
FY2023	<ul style="list-style-type: none"> Visualized procurement partner handling of critical parts and materials, beginning with Tier 2 suppliers 		<ul style="list-style-type: none"> Provided support for procurement partners with insufficient BCP systems; expanded survey coverage
FY2024	<ul style="list-style-type: none"> Visualized procurement partners, including Tier 2 suppliers, that handle critical parts and materials 		<ul style="list-style-type: none"> Provided support for procurement partners with insufficient BCP systems; expanded survey coverage

Promoting CSR Procurement

Basic Approach

Nikon, as a global company, is committed to actively addressing social issues such as human rights, work environments, health and safety, and the environment in our supply chain, including among our procurement partners, through CSR procurement activities to meet society's expectations with trust and to realize a sustainable society. With this in mind, the Nikon Group has established the Nikon CSR Procurement Standards in accordance with the Responsible Business Alliance (RBA) Code of Conduct. We have published these standards in Japanese, English, and Chinese.

We also review these codes of conduct and standards on a regular basis to ensure our own procurement activities are consistent.

Joining the RBA ➡ [p.017](#)

 [Nikon CSR Procurement Standards](#)

Compliance Requests

The Nikon Group incorporates compliance with the Nikon CSR Procurement Standards in our master agreements, and we ask all our procurement partners and their suppliers to act responsibly in accordance with these standards.

Procurement Partner Assessments

We conduct assessments of critical procurement partners

in three-year cycles from fiscal year 2023 to 2025, and from fiscal year 2026 to 2028.

We conduct the Nikon CSR Self-Assessment Survey for suppliers identified as Nikon Group critical procurement partners. These assessments ask partners to self-assess their implementation of the Nikon CSR Procurement Standards. The CSR Self-Assessment questionnaire is based on the RBA questionnaire and is conducted as an assessment of items related to human rights and human life, such as forced labor and child labor, with its own weighting. If the survey results do not meet the target standards, improvements are requested.

Furthermore, we conduct CSR audits (second-party audits*) of procurement partners that are particularly critical to our business or that we judge to be high-risk. We ask for improvements and provide assistance to address issues identified through the Nikon CSR Self-Assessment Survey and CSR audits, confirming that improvements have been made. In principle, we confirm improvements in the year following the year of the improvement request (completion of improvements within one cycle, i.e., three years).

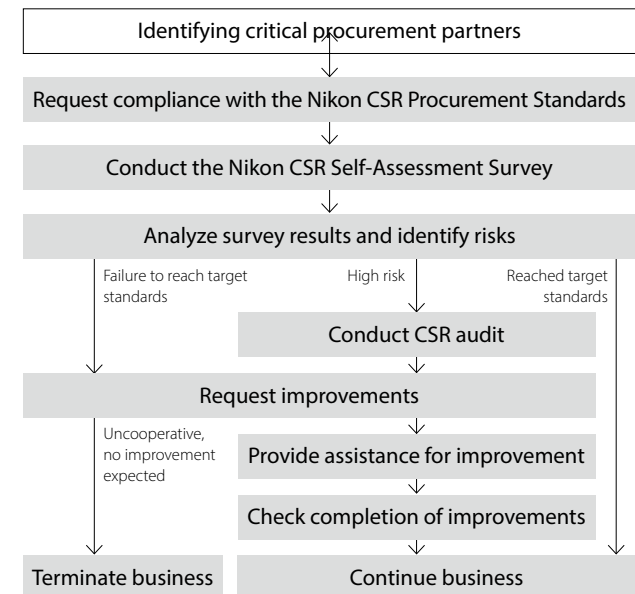
If a serious violation of the Nikon CSR Procurement Standards is confirmed, or if a procurement partner does not cooperate sufficiently in a survey or audit or make any improvements to address issues, we will review our business relationship with the partner. In addition, we always conduct the Nikon CSR Self-Assessment Survey for new suppliers before entering into business contracts after confirming that they meet our standards.

* Nikon CSR audit: An audit conducted by a commissioned consultant in accordance with RBA auditing standards.

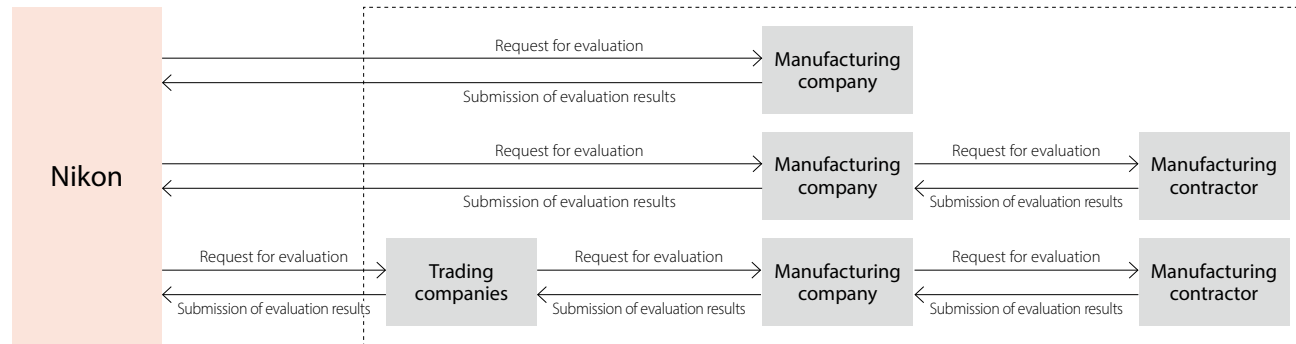
Risk-Based Procurement Partner Assessments



Flowchart of Critical Procurement Partner Assessments



● Scope of Assessments



Results of Fiscal Year 2024 Assessment

Basic Approach

We requested new procurement partners, critical partners, and Tier 2 suppliers and above to comply with the Nikon CSR Procurement Standards, and we conducted the Nikon CSR Self-Assessment Survey for these entities. We also conducted CSR audits (second-party audits) targeting three companies.

New Procurement Partners

In fiscal year 2024, we conducted the Nikon CSR Self-Assessment Survey for three new procurement partners that will begin doing business with the Nikon Group. We confirmed said partners met target standards, and began business transactions with these new procurement partners.

Existing Procurement Partners (Tier 1 Suppliers)

The Nikon Group assessed 15 procurement partners in fiscal year 2024 using the Nikon CSR Self-Assessment Survey. We confirmed that 14 companies met target standards, and we requested one company improve noncompliance related to labor, health and safety, the environment, and ethics. In addition, we conducted CSR audits (second-party audits) targeting three companies.

Tier 2 Suppliers and Beyond (Critical Procurement Partners)

In fiscal year 2024, we conducted the Nikon CSR Self-Assessment Survey for seven Tier 2 suppliers and beyond, confirming that these entities met target standards.

Major Improvement Request Cases for CSR Audit Findings

● Working hours

Issue	Long working hours
Assistance for improvement	Requests to provide information on and consistently manage legal restrictions regarding long working hours; requests for continuous monitoring

● No guidelines or procedures for obtaining, implementing, and retaining up-to-date legal information

Issue	Lack of communication of updated laws and regulations within the company
Assistance for improvement	Requests to update internal management procedures and implement training and disseminate information; confirmation of improved results

● Emergency exits

Issue	Lack of emergency exit signs
Assistance for improvement	Requests to install signs for emergency exits and evacuation routes; confirmation of improvements

● Fees related to employment

Issue	Collection of fees for new hires
Assistance for improvement	Requests for refunds of fees and suspension of collection; confirmation of improved results

● First aid kits

Issue	Expired first aid kits in some workplaces
Assistance for improvement	Requests to replace expired first aid kits and establish a management system; confirmation of improved results

● Plant equipment safety

Issue	Lack of equipment safety checks and inspections
Assistance for improvement	Implementation of pre-startup inspections and monthly inspections, requests to maintain management regulations, and confirmation of improved results

Assessment Results

				FY2020	FY2021	FY2022	FY2023	FY2024
Nikon CSR Self- Assessment Survey	Tier 1 suppliers	Existing procurement partners	Critical procurement partners (periodic assessments)	211	-	-	247	-
			Critical procurement partners newly identified through M&A and other means	-	-	-	-	15
		New procurement partners			-	15	6	20
	Suppliers other than Tier 1 suppliers (Tier 2 and beyond, including key partners)			60	43	11	30	7
Improvement requests based on the Nikon CSR Self-Assessment Survey results				10	13	-	20	1
Improvement requests based on CSR audits				3	-	2	3	3
Improvements completed *				13	26	-	3	23

*Improvements may be completed in the fiscal year following requests for improvement.

Support for Responsible Minerals Sourcing

Basic Approach

Certain minerals contained in Nikon products are mined and traded in conflict and high-risk areas. Concerns exist whether the mining processes may be a source of human rights abuses, including child and forced labor, environmental destruction, conflict, and social injustice. The Nikon Group established the Responsible Minerals Sourcing Policy, and we strive to procure mineral resources responsibly. The Nikon Group incorporates compliance with this policy into master agreements, and we ask all procurement partners and their suppliers to act responsibly in accordance with this policy.



Responding to High-Risk Conflict Minerals

Tin, tantalum, tungsten, gold, and cobalt are high-risk minerals distributed through our global supply chain from various countries and regions. In cooperation with procurement partners, Nikon continues to initiatives to improve supply chain transparency and reduce risk.

Five Mineral Usage Survey and Results

We conduct a Nikon Group survey on the use of the five minerals as follows.

1. Identify Nikon Group products manufactured or commissioned to be manufactured in each business unit for the year covered by the survey
2. Request procurement partners handling products subject to the survey to conduct their own survey regarding country of origin and smelters related to said minerals

(using the industry standard Responsible Minerals Initiative: RMI Conflict Minerals Reporting Template (CMRT/EMRT))

3. Compare smelter information collected from procurement partners against the RMI list of smelters

The results of the 2024 survey forming the basis of our 2025 Responsible Minerals Sourcing Report did not identify country of origin for all five minerals used in our products. However, we did not identify any minerals that could be considered as contributing to conflict in the reports submitted by procurement partners.

- Tin, tantalum, tungsten, gold
Conducted surveys using CMRT for 704 procurement partners.
Of the 362 smelters identified in the survey, we found 229 to be compliant* with the Responsible Minerals Assurance Process (RMAP).
- Cobalt
Conducted surveys using EMRT for 58 procurement partners.
Of the 85 smelters identified in the survey, we found 54 to be RMAP-compliant*.

* Compliance includes smelters for which assessments were in progress.

Risk Mitigation Initiatives

Nikon requires procurement partners to establish a conflict minerals policy and implementation plan. We also encourage procurement from smelters that comply with RMAP. We also encourage smelters that do not comply with RMAP (as identified in our surveys) to obtain certification.

Responsible Minerals Sourcing

Nikon has participated in the Responsible Minerals Sourcing Study Group organized by the Japan Electronics and Information Technology Industries Association (JEITA) since 2013, working to raise awareness across the supply chain and improve the efficiency of due diligence efforts.

JEITA activities include hosting seminars and conducting survey briefings with domestic and international industry associations, as well as verifying smelter and refinery information. In fiscal 2024, JEITA briefings attracted 2,831 participants from approximately 1,290 companies.

We also actively contribute to JEITA working groups, where we continue engaging with member companies to encourage more smelters to join the Responsible Minerals Assurance Process (RMAP).

Nikon has also been a member of the Responsible Minerals Initiative (RMI), a global program focused on resolving mineral-related risks, since 2014. Through our membership, we strengthen our approach to responsible mineral sourcing and contribute to international frameworks for addressing these issues.



Report on Responsible Mineral Procurement Briefing 2024 [In Japanese]

Responsible Minerals Sourcing Report 2025 (Results of the 2024 Survey)

List of 3TG Smelters and Cobalt Refiners (Conformant and Active as of January 31, 2025) Identified by the 2024 Survey

Green Procurement

Basic Approach

Environmental regulations like the EU RoHS ^{*1} Directive and REACH ^{*2} Regulations have even become more widespread in countries outside the EU, and Japan has also established similar laws and regulations. Moreover, efforts aimed at reducing CO₂ are rapidly growing around the world.

The Nikon Group has been aware of the social issues behind these social trends for some time. Based on the Nikon Green Procurement Policy, we conduct honest and fair materials procurement, aiming to continue providing products answering the expectations of our customers and to foster better society, a cleaner global environment, and sustainable corporate growth. Based on this philosophy, the Nikon Group created the Nikon Green Procurement Standards, prioritizing the procurement of goods that give consideration to environmental impact, and we have made active involvement in environmental conservation a condition of doing business with our procurement partners.

Furthermore, we have defined prohibited chemical substances and controlled chemical substances for the chemical substances contained in products and used in manufacturing processes in the Separate Volume: Corresponding Chemical Substance Lists, a part of the aforementioned standards, and we require our procurement partners to comply with this and to submit data via chemSHERPA ^{*3} or another appropriate method.

The Nikon Green Procurement Standards and the Separate Volume: Corresponding Chemical Substance

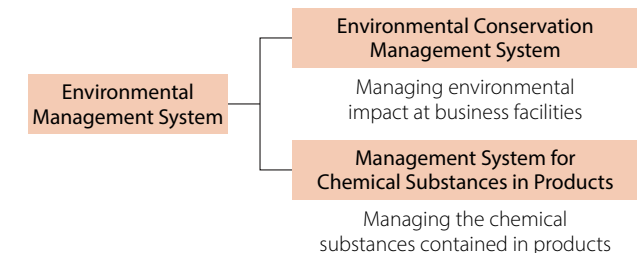
Lists include not only the substances regulated by the EU RoHS Directive, REACH Regulations, and other laws and regulations in Japan and abroad, but also our own regulated substances, and are both revised and updated regularly.

^{*1} EU RoHS Directive: RoHS stands for "Restriction of Hazardous Substances." This directive restricts use of specified hazardous substances in electrical and electronic equipment.

^{*2} REACH Regulations: An EU regulation on chemical substances that came into effect in 2007. REACH stands for Registration, Evaluation, Authorisation and Restriction of Chemicals. Under this regulation, manufacturers and importers of chemical substances are required to register information on the safety and use of these substances.

^{*3} chemSHERPA: A shared scheme for communicating information on chemical substances contained in products in the supply chain.

● Environmental Management System



Environmental Management System Survey and Assessment

At the Nikon Group, we conduct environmental management system surveys every three years for each eligible procurement partner in accordance with risks of chemical substances occurring in materials used, components, and processes. In addition, we conduct environmental management system assessments to check the status of the establishment and management of environmental management systems.

Environmental management system assessments

check the environmental management structure (EMS) and chemical substance management (CMS) of procurement partners with a high risk of containing restricted substances. This review also covers the status of third-party management system certifications. For any noncompliance in environmental management systems found in the assessment process, improvements are requested, and assessments are completed after confirming that improvements have been made.

We use the results of these assessments to certify procurement partners deemed compliant with our system standards as Nikon Environmental Partners. After certification, we continue to carry out checks on their system maintenance. For small companies where it is challenging to establish a system, we conduct a simplified environmental management system assessment to confirm how chemical information is communicated and managed. The scope of this simple assessment has been expanded to include trading companies. Please note that the simple assessment confirms that there are no problems in the management of chemical substances contained in products is not a partner certification. In addition, we request that procurement partners submit data via chemSHERPA to check that their management of chemical substances contained in products is functioning effectively.

Education and Communication

To maintain and enhance the quality of our procurement partner assessments, the Nikon Group works to cultivate Environmental Management System Assessors.

More specifically, we provide education and training for personnel selected by Nikon business units and Group companies in and outside Japan, certifying those who meet our requirements as Environmental Management System Assessors. These certified assessors are the driving force in conducting environmental system assessments.

In fiscal year 2024, 45 new assessors were certified, bringing the total number of assessors within the Nikon Group to 248^{*1}.

^{*1} As of March 31, 2025

Assessment Results

We requested that procurement partners comply with the Nikon Green Procurement Standards and conducted assessments.

In fiscal year 2024, we conducted assessments for 27 procurement partners. As a result, 23 companies^{*2} were certified as new Environmental Partners.

In addition, we conducted renewal assessments for 141 procurement partners, bringing the total number of certified companies to 461^{*2}, including newly certified companies. For the 13 companies^{*2} not certified, we requested improvements.

^{*2} As of March 31, 2025

● Environmental Partner Certification Results (as of March 31, 2025)

	FY2020	FY2021	FY2022	FY2023	FY2024
Assessments	139	149	180	167	168
Newly certified Environmental Partners	18	36	31	15	23
Total certified Environmental Partners	420	453	456	456	461

Note: Figures reflect the decrease stemming from discontinued business transactions, business closures, etc.

Materiality 7

Respecting Human Rights



Respecting human rights in every aspect of our business activities is fundamental to our corporate social responsibility. The importance of respecting the human rights of all stakeholders is increasing, including the human rights of stakeholders in the business value chain and employees.

The Nikon Group recognizes the importance of human rights and the issues involved, and we pursue initiatives to respect human rights in accordance with the Nikon Human Rights Policy. We also foster a corporate culture that respects human rights so that all employees of the Nikon Group will conduct their business activities with integrity and respect human rights in accordance with this policy and relevant laws and regulations.

Activity Policies

- Nikon Human Rights Policy

Organizations

- Human Rights Subcommittee

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 Human Rights Policy	100% (FY2030)	<ul style="list-style-type: none"> Degree of human rights education: 80% or more 	<ul style="list-style-type: none"> Implemented human rights e-learning for all Nikon Group employees in Japan Participation rate: 83% (99% of respondents indicated an understanding of the human rights policy in the post-training survey) 	○	<ul style="list-style-type: none"> Share the revised Human Rights Policy with all employees Distribute e-mails, newsletters, etc., to employees and managers Conduct training via e-learning
Conformity rate of RBA Code of Conduct (manufacturing facilities)	90% or more (FY2025)	<ul style="list-style-type: none"> Implement improvement plans for Nikon plants and Nikon Group companies formulated in fiscal year 2023 	<ul style="list-style-type: none"> Implemented RBA self-check issue improvement plans for all eligible business facilities 	○	<ul style="list-style-type: none"> Implement RBA-based human rights risk surveys within Nikon (Nikon Head Office/plants and Group companies) and formulate improvement plans *

* Starting in fiscal year 2025, the indicators and target were changed to "Implementation rate of human rights due diligence at Nikon Group: 100%"

Human Rights Initiatives

Basic Approach

In our business activities, the Nikon Group is directly and indirectly involved in the human rights of a variety of stakeholders. It is for this reason that our stance, which emphasizes respect for the human rights of all these people, is clearly enunciated in "2. Respect for Human Rights" of the Nikon Code of Conduct.

Furthermore, we have established our Nikon Human Rights Policy in order to clearly show how we address human rights issues related to our business activities under our Code of Conduct. This policy is a comprehensive guideline for practicing initiatives within the Nikon Group aligned with the 2011 UN Guiding Principles on Business and Human Rights. We consulted with the main relevant departments internally and sought the advice of outside experts in formulating the policy, which was approved by the Board of Directors and enacted in 2019. We continue to pursue higher levels of respect for human rights in response to changes in social demands and business activities. In fiscal year 2024, we reviewed the policy after a human rights impact assessment, a close look of our past efforts, and other factors, revising our policy on human rights in April 2025.

The Nikon Group has other policies and standards in place specific to individual human rights issues, including the Nikon CSR Procurement Standards and the Responsible Minerals Sourcing Policy.

Joining the UN Global Compact → **p.017**



Nikon Code of Conduct

Nikon Human Rights Policy

Nikon CSR Procurement Standards

Responsible Minerals Sourcing Policy

Strategy

Risk

Human rights are our universal rights from birth to live happily and be treated with human dignity. As entities that respect human rights, companies must not inflict or encourage adverse impacts on human rights, and must take action should such impacts arise. Companies must also seek to prevent or mitigate adverse impacts on human rights arising from business relationships that are directly related to company activities, products, or services, even if the company is not at fault. Failure to address issues such as the protection and expansion of human rights in the value chain risks violating the rights of rights holders with whom the Nikon Group is involved. Such failures may cause damage to brand value, loss of customer and public trust, and declines in business performance.

Opportunities

We can prevent adverse impacts on human rights by understanding and addressing human rights risks in the value chain. By respecting human rights and considering

health and safety, we strive to increase employee job satisfaction and productivity through decent work, and improve the recruitment and retention of outstanding human resources. We can build trust with procurement partners by prohibiting forced labor and child labor, engaging in responsible mineral sourcing, and respecting workers' rights.

These efforts will also allow us to pursue responsible and resilient procurement. Moreover, we can improve public trust and brand value by working to protect and extend human rights.

Strategy

In accordance with the revised Nikon Human Rights Policy, amended in April 2025, we will establish a remedy mechanism, establish a governance system, and continue to improve human rights through stakeholder engagement. At the same time, we will ensure that we conduct human rights due diligence in line with the UN Guiding Principles on Business and Human Rights for the six human rights issues specified in this policy (health and safety, work environments, human rights issues in the supply chain, prohibition of child labor and forced labor, ethical use of AI, and access to remedy).

Governance

The Sustainability Committee discusses Nikon Group initiatives and progress related to the Nikon Human Rights

Policy. The president of the company chairs this committee, while the Executive Committee receives reports and approves committee resolutions, overseen by the Board of Directors.

In fiscal year 2024, we established the Human Rights Initiative Working Group under the Sustainability Committee to review and strengthen our efforts related to human rights. In April 2025, we established the Human Rights Subcommittee, headed by the General Manager of the Group Governance & Administration Division, an officer of the Company. The subcommittee conducts necessary research, gathers information, and formulates response plans to conduct and manage human rights initiatives comprehensively throughout the Group. The Human Rights Subcommittee meets twice yearly to confirm the details of activities.

Reporting and Notifications on Human Rights

Any Group employee can use these systems to report violations of the Nikon Code of Conduct (including issues related to human rights). For external stakeholders, we have several channels of inquiry, including contact points for suppliers and customer support, a hotline dedicated to conflict minerals issues, etc. In fiscal year 2025, we plan to offer a contact point available for any stakeholder to consult, staffed by independent third-party experts.

Reporting and Consulting System (Code of Conduct Hotline) ➡ **p.131**

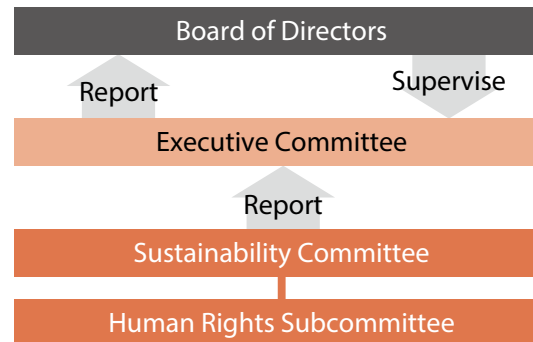


Inquiries

(Procurement, CSR Procurement, Green Procurement)

Responsible Minerals Sourcing Hotline

Human Rights Governance Structure



Salient Human Rights Issues Discussed by the Human Rights Committee and Responsible Departments

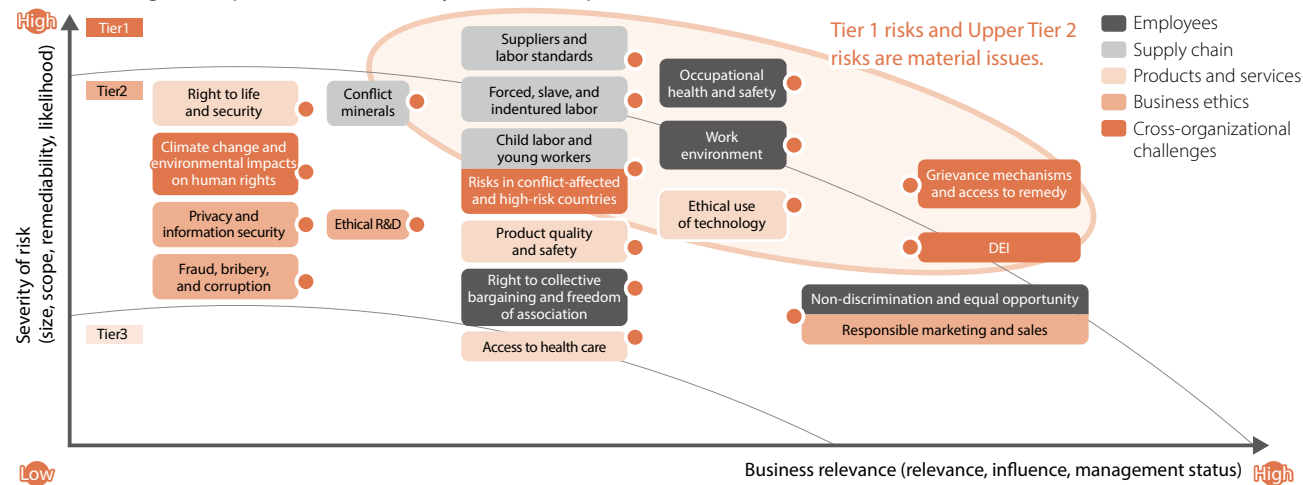
Material Human Rights Issues	Responsible Department
Safety and Health	Human Resources Department
Work Environment	Human Resources Dept., Corporate Sustainability Dept.
Human Rights Issues in the Supply Chain	Strategic Procurement Department
Prohibition of Child Labor and Forced Labor	Strategic Procurement Dept., Corporate Sustainability Dept.
Access to Remedy	Corporate Sustainability Dept., Human Resources Dept., Compliance Dept., Strategic Procurement Dept.
Ethical Use of AI	Advanced Technology Research & Development Div., IT Solutions Div., Quality Strategy and Management Dept.

Risk Management

When formulating the Nikon Human Rights Policy in fiscal 2019, the Nikon Group used international human rights standards as a reference for this assessment, benchmarking Nikon's situation against industry peers and reviewing past human rights violations reported in business domains where Nikon is active.

We hired outside experts to conduct a human rights impact assessment during fiscal year 2024 to review our measures to respect human rights. The assessment identified, mapped, and prioritized issues that may affect rights holders in the Nikon value chain, identifying six salient human rights issues. We also took a look at past efforts to ensure the proper implementation based on the UN Guiding Principles. Our human rights policy reflects these six salient human rights issues, stating that we will conduct initiatives and make continuous improvements.

Human Rights Impact Assessment by External Experts (Assessment Results)



surveys based on the RBA Code of Conduct at Group non-manufacturing companies in and outside Japan, as well as at certain companies with whom we contract.

Moreover, we collect information on the latest trends and collaborate with relevant internal parties, while taking appropriate actions in response to the tightening of laws and regulations on human rights in various countries and regions.

*3 Validated Audit Process (VAP): An audit to verify compliance with the RBA's Code of Conduct for labor, health and safety, environment, and ethics, conducted by an audit organization accredited by the RBA.

Joining the RBA → p.017

Other related measures

Promoting CSR Procurement → p.096

Responsible Minerals Sourcing Report 2025 (Results of the 2024 Survey)

Major Initiatives

Monitoring

In the Nikon Group, we conduct human rights and labor monitoring surveys for Group companies each year in order to continuously improve how we address human rights. The results of these surveys are reported to the Sustainability Committee, and we endeavor to prevent the occurrence or recurrence of human rights violations.

Nikon has joined the Responsible Business Alliance (RBA) and uses the self-assessment tool for RBA Code of Conduct compliance to monitor human rights risks. We conducted an RBA Code of Conduct self-assessment in fiscal year 2022 at all Group manufacturing companies in Japan and overseas,

as well as each Nikon plant. We crafted an improvement plan in fiscal year 2023 and implemented plan measures during fiscal year 2024. We also revised employment rules at Nikon and Group companies in Japan to delete pay reduction from forms of disciplinary action to appropriately address the salary reduction regulations found to be non-compliant in the RBA VAP*³ reaudit conducted at the Kumagaya Plant in fiscal year 2023.

The Nikon Group also conducts an annual survey on human rights and labor issues at each Group company. In the past, we checked mainly for the presence of migrant workers and foreign technical trainees. In fiscal year 2024, however, we conducted a ground-up review of the survey sheet to ensure we identify risks related to the six material human rights issues. Beginning in fiscal year 2025, we will conduct

Human Rights Training

The Nikon Group works to disseminate information and raise awareness about human rights among our executives and employees. We also provide presentations about the importance of human rights issues to our procurement partners as well as persons in charge of procurement within the Nikon Group.

● Major Human Rights Initiatives by the Nikon Group

FY1997	Established the Business Conduct Committee (currently the Compliance Committee)
FY2001	Established the Nikon Code of Conduct, which touches on respect for human rights Established the Code of Conduct Hotline
FY2004	Established the Nikon Charter of Corporate Behavior, clearly stating respect for human rights as the basic approach of the Nikon Group
FY2006	Established the CSR Committee (currently the Sustainability Committee) to integrate CSR-related activities, including respect for human rights, and create a company-wide promotion system
FY2007	Revised the Nikon Charter of Corporate Behavior and newly established the Nikon CSR Charter (revised content regarding respect for human rights) Established the Nikon Procurement Partner's CSR Guidelines, clearly stating our approach to CSR in procurement, including respect for human rights, and what we expect of our procurement partners Joined the United Nations Global Compact (UN Global Compact)
FY2010	Launched monitoring surveys to manage human rights and labor standards globally for Group companies
FY2011	Established the Policy on Conflict Minerals and established a hotline for conflict minerals
FY2012	Launched conflict minerals survey and disclosure of survey results
FY2014	Joined the Responsible Minerals Initiative (RMI)* ¹
FY2015	Abolished the Nikon Procurement Partner's CSR Guidelines, established the Nikon CSR Procurement Standards, and launched CSR assessments and CSR audits
FY2016	Launched disclosure of compliance statement with the UK Modern Slavery Act
FY2018	Integrated the Nikon CSR Charter and Nikon Code of Conduct integrated into a new Nikon Code of Conduct to serve as the Group's unified standard Joined the Responsible Business Alliance (RBA)* ²
FY2019	Established the Nikon Human Rights Policy
FY2020	Launched streaming of the message from the president for Human Rights Day in the internal newsletter
FY2021	Created the Communications with an Inclusive Perspective of Human Rights handbook
FY2023	Established the Nikon Global Diversity, Equity & Inclusion Policy
FY2024	Conducted a human rights impact assessment and identified six salient human rights issues
FY2025	Revised the Nikon Human Rights Policy Established the Human Rights Subcommittee under the Sustainability Committee

*1 The name of the organization on joining was the Conflict-Free Sourcing Initiative (CFSI). Its name was changed in 2018.

*2 An international industry coalition dedicated to corporate social responsibility in global supply chains (labor, occupational health and safety, environment, and ethics).

E-Learning for Human Rights

In fiscal year 2024, course materials covered the relationship between business and human rights, DEI, and unconscious bias, with a 83% e-learning participation rate in Japan. Overseas, the Sustainability Department of each regional headquarters leads the implementation of topics incorporating the issues of their respective regions.

Human Rights Events

We hold events for World Human Rights Day in December, mainly for employees in Japan. In addition to broadcasting a special message from the president, we hold talk events (seminars on DEI and conflict minerals with outside speakers and case studies of internal initiatives on DEI) over a period of about one month. We also give away DEI-related goods to participants.

Promoting CSR Procurement → **p.096**

Compliance with the UK Modern Slavery Act

The Nikon Group has released a statement on our website in accordance with the UK Modern Slavery Act (enacted in 2015).



Nikon Group Slavery and Human Trafficking Statement for the fiscal year ended March 2025

Labor Relations

The Nikon Group respects basic labor rights and is committed to human rights as described in the Nikon Human Rights Policy following the International Labor Organization's (ILO's) Declaration on Fundamental Principles and Rights at Work.

At Nikon, the Nikon Labor Union has been organized as an organization representing employees. The Nikon Labor Union is affiliated with the Japanese Association of Metal, Machinery, and Manufacturing Workers (JAM), an industrial labor union that mostly consists of workers in the metal, machinery, and manufacturing industries. As of March 31, 2025, the Nikon Labor Union had 4,282 members, and 78.7% of Nikon employees were members of the union. We make every effort to hold in-depth discussions with the Nikon labor union prior to implementing measures related to personnel systems and work styles. We also hold labor-management study meetings as necessary to exchange opinions.

At Group companies in Japan, Nikon Labor Union branch or employee-elected representatives are responsible for discussing issues with their company. At Group companies outside Japan, issues are discussed either by the company's in-house union or through consultations with an outside labor union to which employees belong. At companies where there is no labor union, we hold briefings for all employees, dialogues with employee groups, and face-to-face meetings with individual employees.

When ordering an employee to change the job description and/or work location, the Nikon Group consults

with the labor union or employee representative and informs the employee within a sufficient period of time prior to the effective date (Effective Date). Nikon, for example, sends preliminary notifications to eligible employees within the following timeframes, as a general rule

Types of Transfers	Approximate Timing of Preliminary Notification
Transfers not involving a change of residence	Up to one week prior to the Effective Date
Transfers involving a change of residence Transfers involving a change in work location Temporary leave of absence and reinstatement due to secondment within Japan	Up to one month prior to the Effective Date
Temporary leave of absence and reinstatement due to secondment overseas	Up to three months prior to the Effective Date

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.

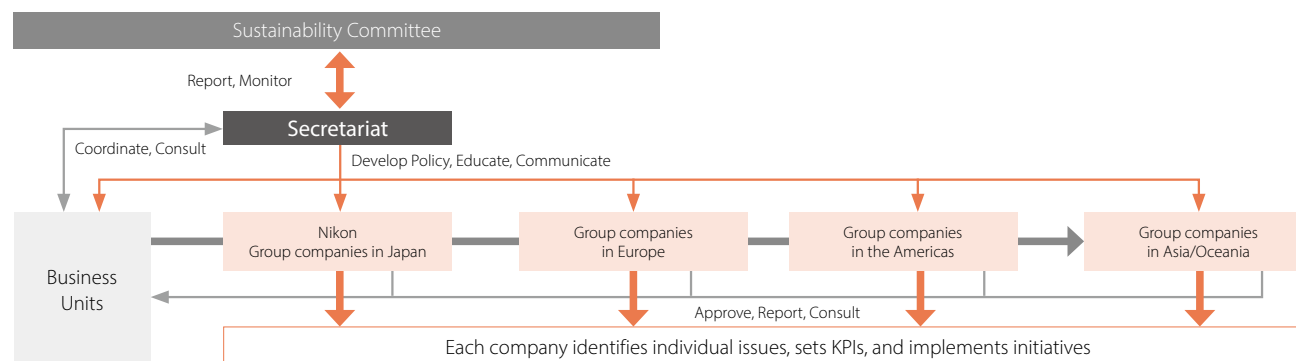
We made awareness reform and skills development management-level matters in fiscal year 2024. These issues play an important role in organizational operations, and we treat these issues as a priority to address under a shared global theme. Nikon conducted group DEI training for personnel at the section 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.

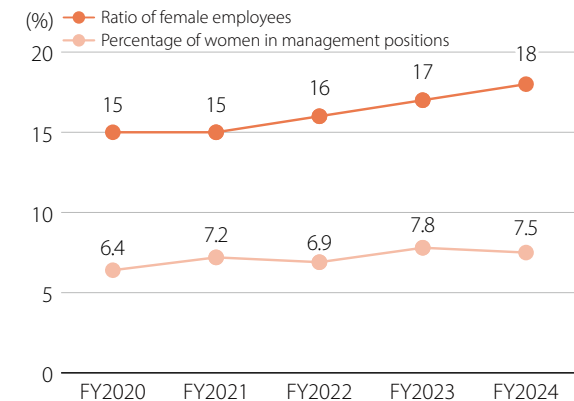
In addition, we established a metric beginning in fiscal year 2016 to maintain a 25% or greater level of female new hires, ensuring a stable base of female employees. Japan has relatively few female students majoring in engineering. Even at Nikon, where we hire in number for engineering-related

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

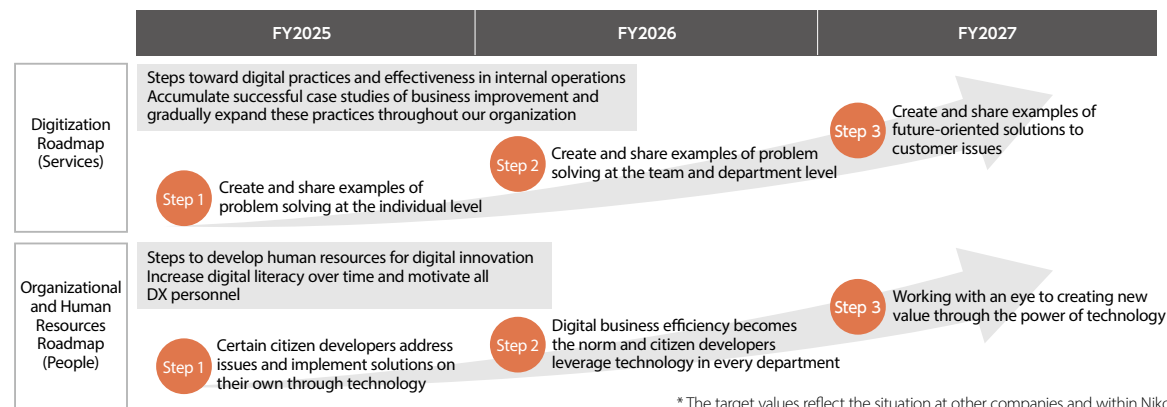
We are developing the Nikon Group digital transformation (DX) strategy from the perspectives of customers and employees. We endeavor to create an environment in which every employee commits to DEI to create both employee and customer experience and satisfaction.

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.

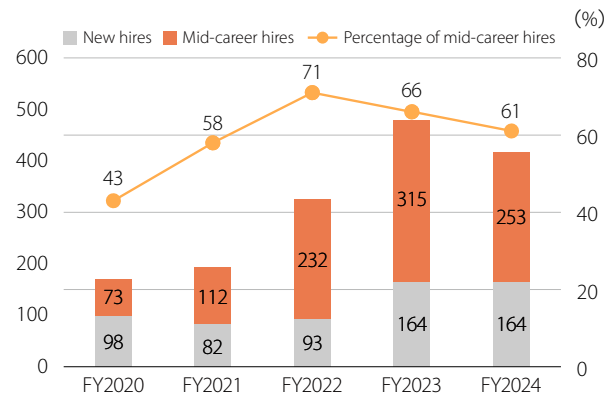
For Nikon to leverage the technologies we have cultivated over the years, as well as to move into new fields, we must take advantage of a diverse range of skills, knowledge, and experience.

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.

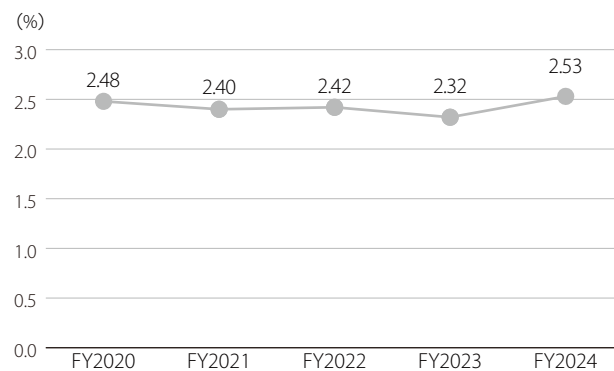
With support from experienced staff and instructors, employees with disabilities play an active role at Nikon Tsubasa Inc., a special subsidiary which Nikon established in 2000. As of June 2024, persons with disabilities exceeded the statutory minimum percentage, accounting for 2.53% of the employees 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.

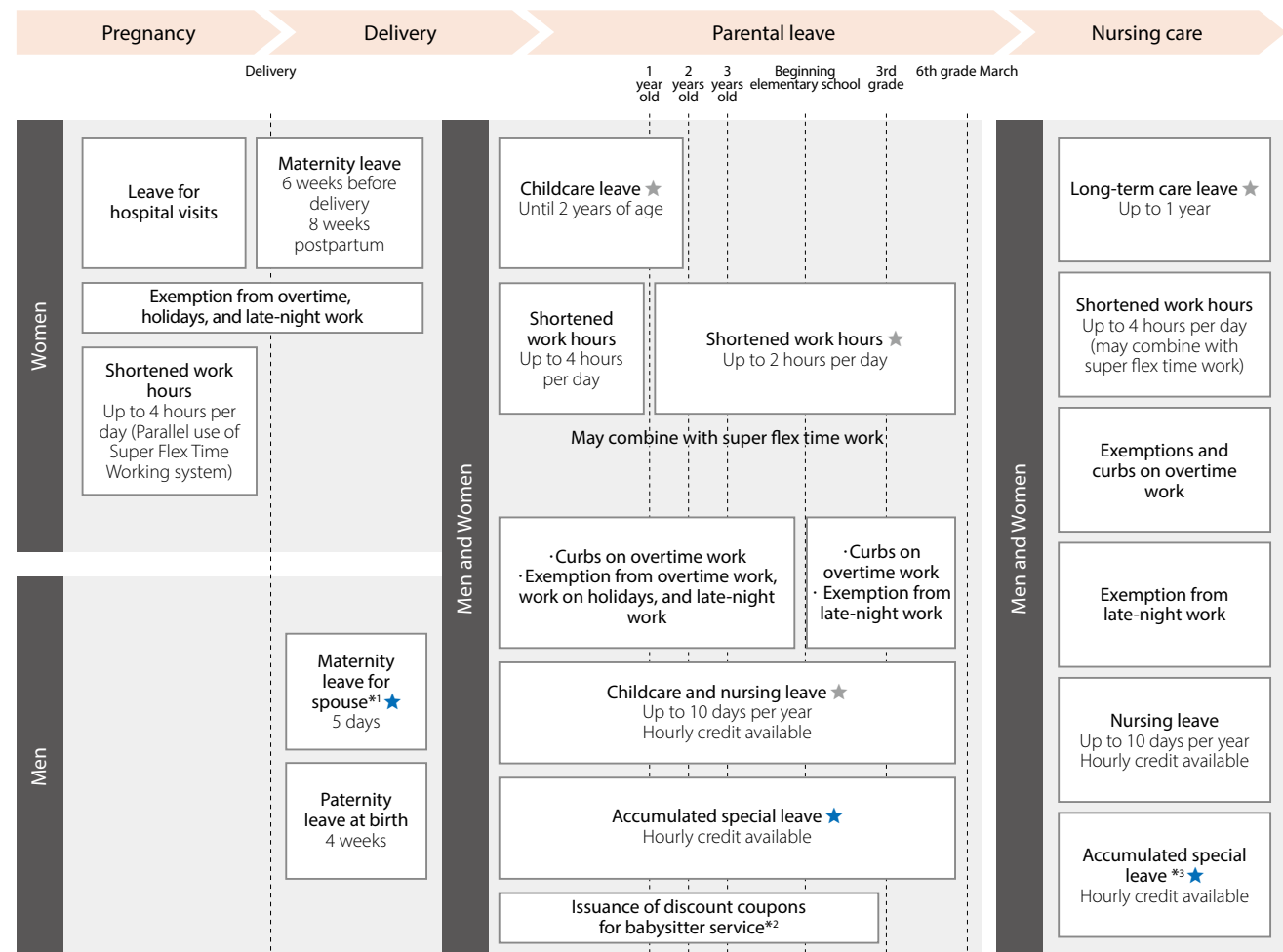
● Encouraging Employees to Take Annual Paid Leave

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.

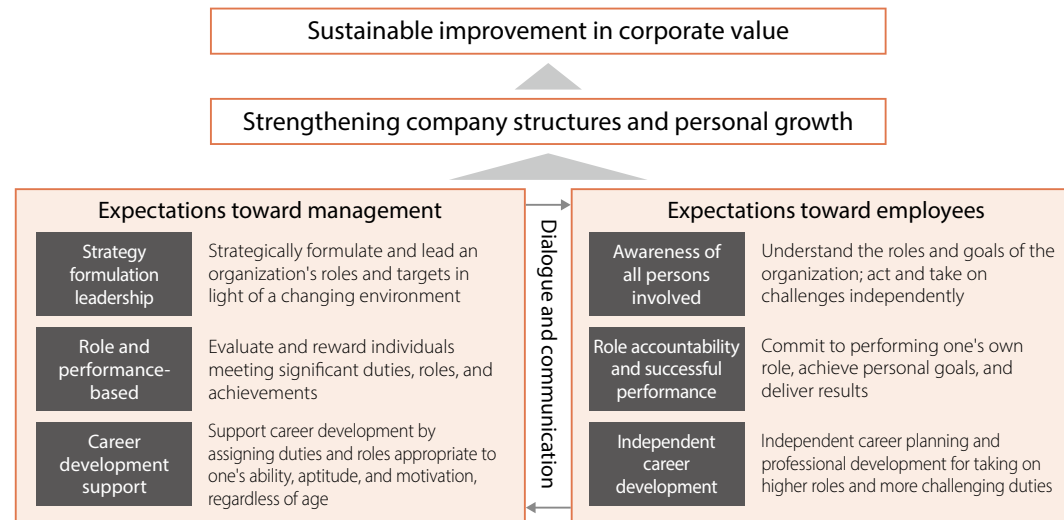
We publish job descriptions for positions at the section manager level and above to encourage employees in developing careers autonomously and taking on the challenge of higher-level duties and roles. We also publish a

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

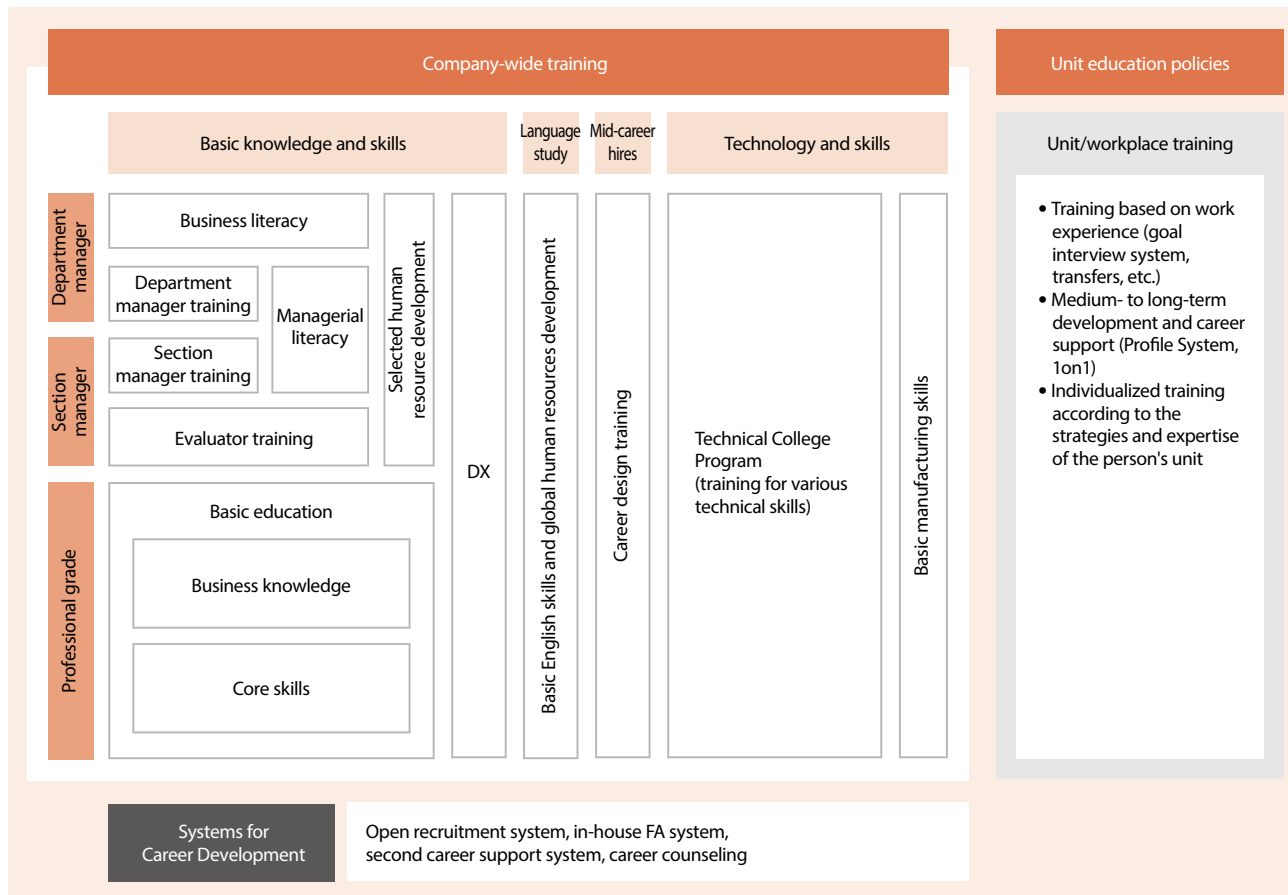
for new employees, as well as employee training based on job duties and experience.

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)



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.

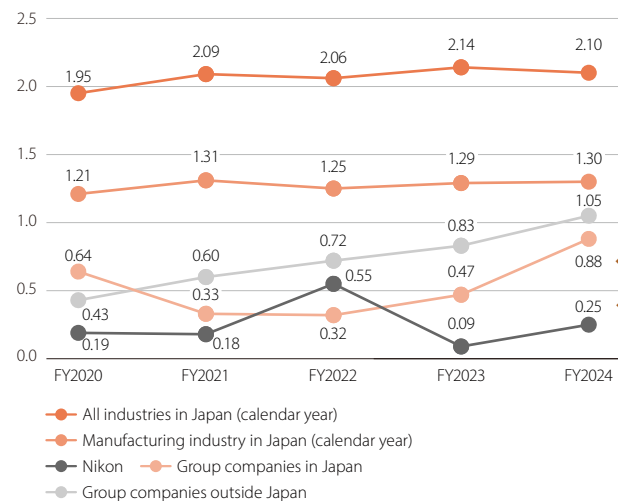
Examples of Activities by Group Companies outside Japan

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.).



Governance

Internal Reporting System



Compliance
with new
Freelance Act

Assessing Board Effectiveness and Addressing Key Issues



100%

Integrating the Risk Management and Compliance Committees to Strengthen Company-Wide Risk Management



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Thorough Compliance



While the global social environment surrounding our business continues to change rapidly, we will continue to fulfill our social responsibilities by thoroughly complying with corporate ethics, as well as laws and regulations. The Nikon Group established the Nikon Code of Conduct as a set of guidelines to ensure that employees perform their duties faithfully and act with integrity. We are committed to spreading awareness of the Nikon Code of Conduct to ensure our employees always recognize the importance of compliance in daily business activities, make appropriate judgments, and take appropriate actions.

Activity Policies

- Nikon Code of Conduct
- Nikon Anti-Bribery Policy

Organizations

- Risk and Compliance Committee

● 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)
Establishment of compliance awareness *	95% or more (FY2025)	<ul style="list-style-type: none"> Develop a global legal and compliance structure Communicate the revised Nikon Code of Conduct and review awareness measures Conduct awareness surveys to determine awareness and identify issues 	<ul style="list-style-type: none"> Revised the Nikon Code of Conduct in April 2024 and implemented training activities, including activities outside Japan In October 2024, we created the Compliance Department to integrate compliance functions previously divided among multiple organizations, establishing a global- and group-based compliance structure We plan to conduct a global awareness survey in fiscal year 2025, once we determine content and timing 	△	<ul style="list-style-type: none"> Spread awareness of the Nikon Code of Conduct Conduct awareness surveys to monitor awareness and identify issues
Awareness level of whistleblower system *	95% or more (FY2025)	<ul style="list-style-type: none"> Implement activities to raise awareness of the whistleblower (reporting and consultation) system (in Japan, this includes establishing an external contact to handle cases related to heads of organizations and other executives, as well as compliance with the Freelance Protection Act) 	<ul style="list-style-type: none"> Publicized the consultation system under the new Freelance Protection Act (add freelancers to the list of eligible users and publicize the service in newsletters, etc.) Raised awareness of the whistleblower system through seminars for executives at Compliance Committee meetings 	○	<ul style="list-style-type: none"> Implement activities to raise awareness of the whistleblower (reporting and consultation) system (in Japan, this includes establishing an external contact to handle cases related to heads of organizations and other executives)

* Checked by Nikon Group awareness surveys.

Compliance

Basic Approach

The Nikon Group believes that our business is rooted in every member acting with integrity and fairness under our corporate philosophy of Trustworthiness and Creativity. Therefore, we established the Nikon Code of Conduct to stipulate our basic stance toward social responsibility and the standards for all officers and employees working for the Group to behave in a sensible manner with high ethical standards.

The Nikon Code of Conduct defines actions to be taken as a member of the Nikon Group on respecting human rights and sound working environments. The code also defines actions to be taken for all possible matters in daily business operations in the following categories: anti-bribery and corruption, relationships with business partners and social responsibility, fair competition and business transactions, import and export control, and taxation.

Our vision is to strive for zero compliance violations to ensure compliance with the Nikon Code of Conduct, and we are committed to ensuring each member is aware of this code.



Strategy

Risk

Serious compliance violations may lead to a loss of stakeholder trust and damage to our brand.

Opportunities

Daily business activities based on ethical and good-faith behavior and in accordance with international guidelines will maintain stakeholder trust and stabilize the continuity of our business. We also expect that ensuring sound working environments will improve overall workplace ethics and individual employee performance. These efforts will in turn lead to a higher customer perspective supporting the enhancement of our company-wide direction to enhance the delivery of integrated solutions, as stated in our Medium-Term Management Plan.

Strategy

The Nikon Group takes the following measures to achieve our Vision to strive for zero compliance violations.

- We will continue to provide training, as well as implement measures to ensure all employees are aware of the Nikon Code of Conduct. We will periodically review the Nikon Code of Conduct in light of stakeholder requests, trends in social issues, and the business activities of the Nikon Group.
- We will raise awareness of the reporting and consultation system, foster an environment that allows ease of use for employees, work to detect behavior that conflicts with laws and compliance in early stages, and resolve any issues appropriately.
- We will establish a system to respond in accordance with the culture, customs, laws, and regulations of each country and region.

Governance

Compliance Committee

The Nikon Group established a Compliance Committee under the Risk Management Committee to strengthen governance and risk management. The committee is chaired by an officer serving as the General Manager of the Group Governance & Administration Division. The committee deliberates and decides on measures related to anti-bribery and other priority compliance promotion issues. Deliberations and decisions are reported to the Risk Management Committee.

We renamed the committee the Risk Management and Compliance Committee in April 2025, integrating with the Risk Management Committee. The newly constituted committee discusses compliance-related risks as part of company-wide risk management.

● Main Agenda Items at Compliance Committee Meeting in FY2024

- Report of activities for fiscal year 2024
- Compliance and disciplinary incidents
- Policy for activities for fiscal year 2025

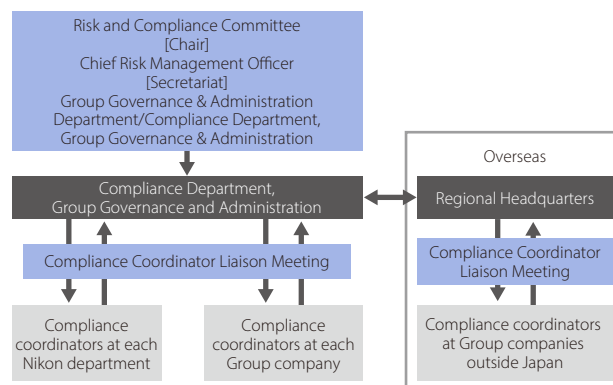
Promotion in and outside Japan

In Japan, the Compliance Department undertakes compliance promotion activities in cooperation with Compliance coordinators in each Nikon department

and at Group companies, including liaison meetings with coordinators, etc. The Nikon Group also established a system in which the compliance departments at the Regional Headquarters and coordinators in charge of compliance at Group companies outside Japan cooperate with each other. This system aims to ensure that overseas initiatives are in line with the culture, customs, laws, and regulations of each country and region. The Compliance Department and compliance departments at the Regional Headquarters share information and collaborate in activities to train and raise awareness throughout the Group.

Nikon's Corporate Governance Organization → p.137

● Compliance Promotion Structure Diagram (As of April 1, 2025)



Risk Management

We identify and understand compliance-related risks based on employee awareness surveys and issues raised through our reporting and consultation system, as well as related needs for improvement and the status of operations. The Compliance Committee secretariat responds to the identified risks together with other departments in charge of those risks, determining issues to be monitored or deciding recurrence prevention measures.

In the event of violations of employment rules or the Nikon Code of Conduct, the Nikon Group will take strict disciplinary action in accordance with internal regulations after investigating all related matters.

Major Initiatives

Ensuring Compliance with the Nikon Code of Conduct

The Nikon Code of Conduct is a specific set of standards that each and every employee should understand in depth and utilize to implement the concept of compliance.

Additionally, to ensure thorough compliance with the Code of Conduct across the Nikon Group, the heads or above of each department or equivalent organization at Nikon and the president of each Group company make a pledge each year to take responsibility for compliance with the Code of Conduct in the organizations of which they are in charge.

The Code of Conduct is translated into 15 languages and made publicly available to external parties. We also post the Code of Conduct on the Company intranet for all employees to reference whenever necessary. We also include processes that refer to the Code of Conduct in our regular compliance training to ensure awareness. In fiscal year 2024, we put up posters and created a glossary of terms and Q&As to promote an internal awareness and understanding of the Nikon Code of Conduct.



Reporting and Consulting System (Code of Conduct Hotline)

The Nikon Group has included provisions regarding a reporting and consulting system in the Nikon Code of Conduct and has established such systems at all Group companies in and outside Japan in order to respond to reports of violations or potential violations of the Nikon Code of Conduct. The Compliance Department is responsible for internal consultation systems in Japan while advising overseas reporting and consulting systems and escalating issues from overseas to the head office. We also make employees aware of this system through written explanations on the Nikon Code of Conduct, accessible to all employees, and relevant training programs.

In Japan, the Code of Conduct Hotline has been established as a unified reporting and consultation system for the Nikon Group in Japan (including non-consolidated Group companies). The Code of Conduct Hotline has both

> Thorough Compliance

> Strengthening Corporate Governance

> Strengthening Risk Management

an internal contact point and an external contact point set up with a specialized vendor. The external contact point is available every day of the year except during the year-end and New Year holidays. In Japan, upon the enforcement of the revised Whistleblower Protection Act on June 1, 2022, an external contact point for cases related to heads of organizations and other executives has been established at a law firm handling whistleblower cases, and a full-time member of the Audit & Supervisory Board Committee is handling these cases.

In principle, each Group company outside Japan establishes its own external contact point with specialized firms and operates said contact point 24 hours a day, 365 days a year, in the local language(s). We also established our own internal contact points in Europe and Asia.

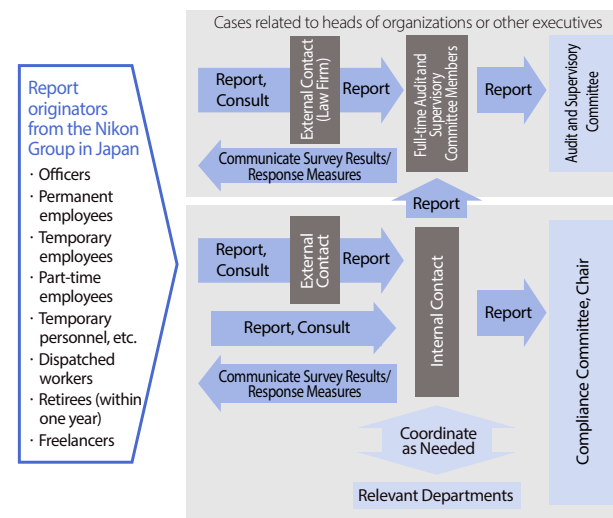
Reporting and consulting can be done anonymously. When violations or potential violations of the Code of Conduct are reported, we promptly investigate the facts and take steps to resolve the matter and prevent recurrence. For each case received through the system, information is gathered from the reporter and persons relevant to the matter in order to understand the issue objectively. We then work together with relevant departments to resolve the case and follow up as necessary. We treat each case with the utmost care by respecting human rights, which includes keeping the matter in strict confidence, protecting privacy, ensuring anonymity, and preventing any negative treatment as a result of using the system.

In fiscal year 2024, the Nikon Group as a whole received 293 reports through the reporting and consulting

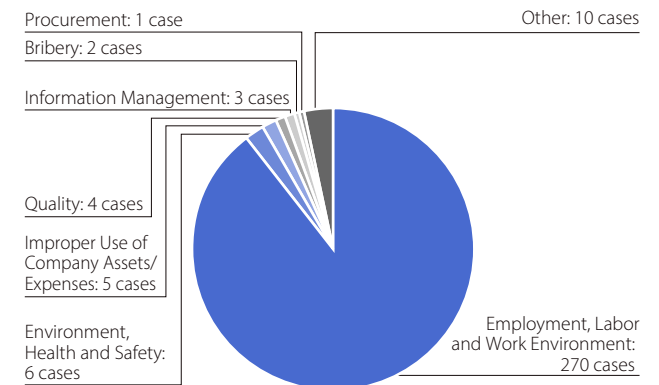
system. Cases related to employment, labor, and work environment were the most reported, with a total of 270 reports. Of these reports, 119 were related to discrimination and harassment. No cases of conflict of interest or insider trading were reported.

To ensure that this reporting and consultation system is functioning properly, the secretariat operating the Code of Conduct Hotline reports regularly to the Compliance Committee on the development and operational status of the system, which is based on the regulations. The committee is also informed of the status of overseas operations.

● Diagram of the Reporting and Consulting System in Japan



● FY2024 Reporting and Consulting System Use Results (Report Details)



Note: Total number of consultations in and outside Japan. In cases where consultants make more than one report, each report is counted individually.

Compliance Training for Directors and Employees of the Nikon Group

The Nikon Group aims to instill an awareness of the concept of compliance in every person at the Nikon Group, from our top management to each and every employee.

At the March 2025 meeting of the Compliance Committee, a compliance seminar was conducted by the Compliance Department Manager for committee members, including Nikon's full-time directors. The seminar covered specific points of caution and required responses to management based on cases that have occurred within the Group.

For employees, we provide classroom training and e-learning. In fiscal year 2024, the Nikon Group in Japan provided education on revisions to the Nikon Code

of Conduct, anti-bribery, the fraud triangle, etc., led by compliance coordinators in each department and company. At Group companies outside Japan, the Regional Headquarters take the lead in continuously implementing activities to train and raise awareness of the Code of Conduct. In fiscal year 2024, we conducted training on anti-bribery and the prevention of competition law violations in all regions. We also held trainings tailored to the individual situations in each region.

In addition to this, in our quarterly sustainability newsletter to all Nikon Group employees, we explain the Nikon Group's approach to compliance by featuring compliance-related news that is attracting attention around the world.

Global Awareness Survey (Monitoring)

The Nikon Group conducts monitoring through an awareness survey given to our employees at Group companies in and outside Japan every one or two years. The survey enables the Nikon Group to assess the degree of compliance awareness, the level of employee confidence in the reporting and consulting system, and the current status of Code of Conduct training, and reflect the results in improvements made to the Nikon Group's promotional activities.

Although we did not conduct an awareness survey in fiscal year 2024, we conducted a global awareness survey in fiscal year 2025 and reported the survey results to the Risk and Compliance Committee, as we did in 2023. We intend to relay survey results to each Nikon department and Nikon Group company, who will work to make improvements

based on these results. Using this type of awareness survey, the Nikon Group plans to establish a PDCA cycle for promoting compliance in all regions where we conduct business activities.

Anti-Bribery

The Nikon Group has established the Nikon Anti-Bribery Policy with the approval of the Executive Committee to reconfirm our commitment to anti-bribery both internally and externally. To ensure compliance with the Nikon Anti-Bribery Policy, each Regional Headquarters outside Japan has formulated their own Anti-Bribery Guidelines under the direction of the Compliance Department. These guidelines reflect regional characteristics and summarize business approaches, precautions and operational procedures, etc., for entertainment, gifts and donations that are necessary to comply with the policy.

Specifically, we are taking steps to ensure full compliance with written application and approval procedures for expenditures related to public officials, etc. As a general rule, we have banned facilitation payments. In addition, at the start of transactions with third parties, such as intermediaries, Nikon makes the Nikon Anti-Bribery Policy known to all parties, and in principle, the contract must include a clause regarding anti-bribery.

The Compliance Department and Regional Headquarters outside Japan work continuously to provide training and make procedures regarding anti-bribery known to all. Each Group company also checks the operation of the Anti-Bribery Guidelines using a self-

assessment checklist at the end of every fiscal year, and the results are used to improve practices in the subsequent fiscal year.

In fiscal year 2024, elective compliance education in Japan for each workplace during the first half of the year focused on precautions to prevent illegal activities related to entertainment and gifts for university and research institute employees. In addition, we conducted anti-bribery training at overseas Group companies in the Americas, Europe, South Korea, and Hong Kong. Note that the Nikon Group has not experienced any violations of anti-bribery laws and regulations in fiscal year 2024.



Nikon Anti-Bribery Policy

Prevention of Competition Law Violations

As set out in the Free Competition and Fair Competition and Business Transaction chapter of the Nikon Code of Conduct, the Nikon Group's fundamental position is to carry out fair competition and engage in business deals that comply with the competition laws of each country.

In recent years, the international community has increased its focus on compliance with competition laws, requiring more stringent efforts to comply with these laws. Through this training, which the Nikon Group provides on an annual basis, we strive to promote and raise awareness of legal compliance across the entire Nikon Group, as well as prevent competition law violations.

Training on Competition Law

In order to provide competition law training that is in line with the laws and regulations of each country where we operate, the Nikon Group conducts training globally. Specifically, Nikon's Compliance Department takes the lead role in competition law training for the entire group, and the same department is in charge of training for the Nikon Group in Japan. Outside Japan, the legal department of each business operations site and each Group company prepares a curriculum and provides training with the assistance of local law firms as necessary.

In fiscal year 2024, the Nikon Group in Japan continued to implement e-learning programs, while outside Japan, training was provided based on the risks associated with each company's business activities.

employees through the newsletter, e-learning and other means in order to prevent the recurrence of misconduct.

Responding to Misconduct

In the event of violations of employment rules or the Nikon Code of Conduct, the Nikon Group will take strict disciplinary action in accordance with internal regulations after investigating all related matters.

In fiscal year 2024, we took serious disciplinary action in one case based on misconduct in the Nikon Group. This case involved the improper receipt of money from a business partner by employees of a Group company outside Japan, resulting in disciplinary action against three principal parties and three relevant parties. There were no cases of serious disciplinary actions related to discrimination or harassment. Nikon continually provides education for

Materiality 11

Strengthening Corporate Governance

Strengthening governance is one of the principal challenges for a company, and it is necessary to build a corporate governance structure that ensures we become a company that is trusted not only by investors but also by a diverse group of stakeholders. The Nikon Group continues to improve governance mechanisms for fair and transparent management. At the same time, we forecast and respond to various and ever-changing global risks and opportunities from a medium- to long-term perspective, implementing counter-measures accordingly.

Activity Policies

- Corporate Governance Guideline
- Basic Policy on Internal Control System
- Global Tax Policy

Organizations

- General Shareholders' Meeting
- Board of Directors
- Audit and Supervisory Committee
- Nominating Committee
- Compensation Committee
- Executive Committee
- Independent External Directors' Meeting

● 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)
Assessing Board effectiveness and addressing key issues	100% (every fiscal year)	<ul style="list-style-type: none"> Discuss and take action to address issues identified by the Board of Directors in the fiscal year 2023 effectiveness evaluation. Conduct evaluation based on preliminary questionnaire and individual interview evaluations, prepare evaluation reports 	<ul style="list-style-type: none"> Addressed issues (system improvement, etc.) identified in the fiscal year 2023 effectiveness assessment Conducted effectiveness assessment in fiscal year 2024, reported the results to the Board of Directors in April 2025, and discussed measures to be taken 	○	<ul style="list-style-type: none"> Discuss and take action to address issues identified by the Board of Directors in the fiscal year 2024 effectiveness evaluation. Conduct evaluations based on preliminary questionnaire and individual interview evaluations, prepare evaluation reports
Diversity of the Board of Directors	Optimizing the composition of the Board of Directors to meet stakeholder demands (every fiscal year)	<ul style="list-style-type: none"> Consider the optimal composition of the Board of Directors 	<ul style="list-style-type: none"> The Nominating Committee deliberated and approved matters related to the composition of the Board of Directors for fiscal year 2025 Ongoing consideration of structure in the next fiscal year and beyond 	○	<ul style="list-style-type: none"> Consider the optimal composition of the Board of Directors

Corporate Governance

Basic Approach

Based on our Corporate Philosophy, the Nikon Group will conduct operations in a highly transparent manner in order to fulfill its fiduciary responsibilities to shareholders as well as responsibilities to all stakeholders, including customers, employees, business partners, and society, with a sincere and diligent attitude.

The Nikon Group will strive to achieve sustainable growth and enhancement of corporate value over the medium to long-term by improving management efficiency and transparency, and further strengthening the supervisory function over management in light of the

purpose behind Japan's Corporate Governance Code.



Corporate Governance Guidelines

Strategy

Risk

A governance system that fails to ensure fair and transparent management will lead to a decline in stakeholder confidence. At the same time, this type of failure reduces the effectiveness of the Board of Directors.

The resulting environment is not conducive to appropriate risk-taking, which may result in lost business opportunities and may impede a company's sustainable growth.

Opportunities

Effective, fair, and transparent governance strengthens a company's resilience, maintains and enhances stakeholder trust, and creates an environment that supports appropriate risk-taking. Supported in this way, a company captures and expands business opportunities. The resulting environment is stable management and sustainable growth of the company in question.

History of Enhancing Corporate Governance

		FY2019	FY2020	FY2021	FY2022	FY2023	FY2024
Increase of Board of Directors' diversity	% of external directors	42% (5 out of 12)	45% (5 out of 11)	45% (5 out of 11)	45% (5 out of 11)	50% (6 out of 12)	55% (6 out of 11)
	o/w % of those from major shareholders, etc.	60% (3 out of 5)	40% (2 out of 5)	40% (2 out of 5)	0%	0%	0%
	% of female directors	0%	9% (1 out of 11)	9% (1 out of 11)	9% (1 out of 11)	17% (2 out of 12)	18% (2 out of 11)
Improvement the effectiveness of the Board of Directors	Chairman of the Board	Separation from the position of officer	Separation from the representative director (strengthening of supervisory function over management)				
	Committees	<ul style="list-style-type: none"> Establishment of Nominating Committee (chaired by external director) Appointment of external director as chairperson of Compensation Committee 					Majority of members of Compensation Committee changed to external directors
	Independent External Directors' Meeting	—	—	—	Establishment		
	Effectiveness evaluation	Continuation of consideration and implementation cycles for improvement measure based on the results of the evaluation of Board of Directors' effectiveness conducted in the previous year					
Nominating	Succession Planning for President	Formulation of the plan	Commencement of implementation	Full-scale implementation		President was selected for the first time since the establishment of Nominating Committee *	
Compensation	Performance-based stock remuneration	Resumption of officer compensation system linked to the Medium-Term Management Plan			Decision of KPI based on the new Medium-Term Management Plan		

* The change of president was in April 2024

Strategy

Nikon fulfills our responsibilities to stakeholders and implements highly transparent management, while improving management efficiency and transparency, and further strengthening the supervisory function over management for sustainable growth and enhanced corporate value over the medium to long term. To reach higher levels of supervisory functions, the Company continues to evaluate the effectiveness of the Board of Directors, resolving issues raised in said evaluations.

We also enhance the effectiveness of the Board of Directors by increasing diversity and improving the executive compensation system. Through these efforts, we achieve the goal of strengthening our management base as described in our Medium-Term Management Plan.

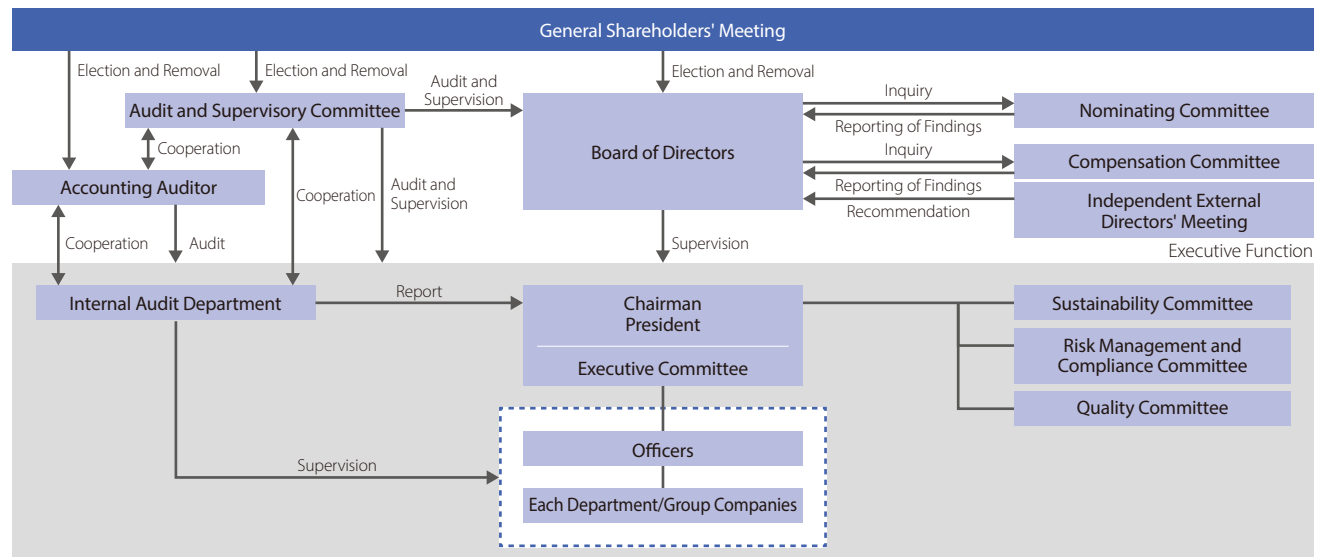


Initiatives to Enhance Corporate Governance

Organizations

Aiming to further enhance corporate governance, Nikon adopted a company with an Audit and Supervisory Committee. This position further strengthens the supervisory function of the Board of Directors as it strives to streamline decision-making and clarify management responsibility arising through delegation of authority. In addition, we recognize the importance of identifying, evaluating, and managing risks that may have a significant impact on

● Nikon's Corporate Governance Organization (As of June 27, 2025)



corporate management and business continuity. Based in this recognition, the Risk Management and Compliance Committee strives to develop systems to manage risks appropriately, including identifying risks affecting the Nikon Group and determining appropriate policies in response.

Sustainability Promotion System → p.015

Compliance Committee → p.130



Corporate Governance Organization
Internal Control System
Basic Policy on Internal Control System
Shareholders' Meeting

Risk Management

The Board of Directors consists of a majority of Independent External Directors. The Company identifies governance issues by striving to increase diversity and transparency in this way. At the same time, committees and the Board of Directors examine issues, strengthening management over governance-related risks.



Corporate Governance Organization

Main Initiatives

Effectiveness of the Board of Directors

Nikon asks a third-party organization to analyze and evaluate the effectiveness of its Board of Directors in order to further improve its functions. See the Nikon corporate website for more on issues raised during the fiscal year 2023 evaluation and future responses.



Evaluation of the Board of Directors' Effectiveness

Independent External Directors' Meeting

The Company established the Independent External Directors' Meeting in October 2022. The meeting membership consists of all of the Company's external directors, and serves as an opportunity for the members to freely exchange opinions and have discussions from an independent and objective standpoint about issues and matters to be deliberated by the Board of Directors. Based on the results of this meeting, the Independent External Directors' Meeting makes proposals to the Board of Directors and helps stimulate discussions at Board meetings.



Initiatives to Enhance Corporate Governance

Taxation

Taxes have a significant impact on the development of local communities, and proper payment of taxes is an

important corporate social obligation. In its Nikon Code of Conduct, the Nikon Group stipulates conduct that is in compliance with applicable tax laws and regulations as well as open and honest dialog with tax authorities. We have also established the Global Tax Policy, which has been approved by the Board of Directors, in order to improve tax compliance and strengthen governance.

Based on this policy, the Nikon Group will implement tax compliance measures that are aligned with management policy and management of taxation that is consistent across the Group. The Nikon Group CFO* is responsible for tax governance. Tax compliance is delegated to the tax department within each Group company, and each regional headquarters is responsible for managing their respective region. Tax management and compliance for the entire Nikon Group is the responsibility of the tax department within Nikon's Finance & Accounting Division.

Each regional headquarters conducts quarterly monitoring of Group companies in its region and implements appropriate countermeasures in response to regional tax risks and in order to effect awareness of and compliance with this policy. Furthermore, the tax team at Nikon's Finance & Accounting Division receives reports from each regional headquarters, based on which it provides supervision and support and addresses issues that cross regional lines.

The tax team at Nikon's Finance & Accounting Division also regularly reports to the CFO on the status of tax governance. In addition, the CFO submits these reports to the Board of Directors as appropriate.

Looking ahead, the Nikon Group endeavors to respond appropriately to changes in conditions and tax risks pertaining to tax governance in and outside Japan.

* CFO: Chief Financial Officer

● Fiscal Year 2023 Tax Payments by Region (million yen)

Region	Tax payment
Japan	10,626
USA	951
Europe	1,997
China	1,142
Other Areas	2,562
Total	17,278

Note: Results for the fiscal year ended March 2024



Global Tax Policy

Details on Corporate Governance

Refer to our website for more information on corporate governance.



Corporate Governance

Materiality 12

Strengthening Risk Management

The Nikon Group implements both offensive and defensive risk management by identifying material risks that could impair corporate value, taking proactive risks to support the sustainable growth of Nikon and our Group companies, and taking appropriate preliminary actions to prevent fraud, accidents, and other issues.

Activity Policies

- Nikon Group Information Security Policy
- Nikon Group Privacy Protection Statement
- Basic Policy on Internal Control System

Organizations

- Risk and Compliance Committee
- Export Control Committee

● 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)
Progress in identifying important risks and implementing measures based on risk assessments	100% (every fiscal year)	<ul style="list-style-type: none"> Support the optimization of export control systems in Group companies Implement measures to improve the effectiveness of BCP for large-scale disasters and BCM for international conflict contingencies (familiarization and training, continuous updates) 	<ul style="list-style-type: none"> Established export management and service management systems for newly added (M&A) Group companies outside Japan; enhanced cooperation with business units overseeing these new members Conducted a response drill in January 2025 simulating a major disaster. The IT Solutions Division began discussions with the Production Technology Division (Group production company) on BCM collaboration 	○	<ul style="list-style-type: none"> Redesign and implement a risk assessment framework Identify critical risks and consider policies to address these risks
		<ul style="list-style-type: none"> Strengthen cybersecurity systems and comply with laws and regulations in each country that require product cybersecurity measures 	<ul style="list-style-type: none"> Strengthened cybersecurity systems and complied with laws and regulations in each country that require product cybersecurity measures 	○	<ul style="list-style-type: none"> Continue to comply with laws and regulations in each country that require product cybersecurity measures

Risk Management

Basic Approach

Risk management covers external factors including geopolitical risks, digital transformation, and climate change, as well as internal factors including the risk of not achieving targets in the Medium-Term Management Plan. We investigate and analyze increasingly diverse corporate risks, predict their potential impact, and work to avoid, reduce, or strategically take risks to support sustainable growth.

Strategy

Risk

Our business environment is heavily influenced by external factors such as geopolitical risks, rising policy interest rates to control inflation in various countries, higher tariffs, and the weak yen. We must take appropriate measures to address risks arising from major market changes and other fluctuations in the business environment

Failure to respond to such risks appropriately could result in the loss of trust among customers, shareholders, and other stakeholders, and may lead to damages that affect the continuity of our company.

Opportunities

Risk management not only minimizes the impact of issues like fraud or accidents but also supports risk-taking as a means of executing business strategy.

Accurately identifying and prioritizing key management risks in our company in response to social and environmental changes enables business development aligned with management strategy and supports future profit generation and sustainable growth.

Strategy

The Nikon Group conducts surveys on internal and external perceptions of risk to understand the risks our Group faces. We identify our key management risks and reflect our findings in the goals and initiatives of each department and Group company.

Related Information

Our Consolidated Financial Results contains additional information about business and other risks within analysis of management performance and financial conditions.



Consolidated Financial Results for the Fiscal Year Ended March 31, 2025 (IFRS)

Governance

Risk Management Committee

To properly respond to risks that might critically impact corporate management, the Nikon Group has set up the Risk Management Committee. The committee meets twice a year and is chaired by the president and CEO, who also serves as chief risk officer (CRO). The Group Governance &

Administrative Division serves as the secretariat and committee members include members of the Executive Committee. The Risk Management Committee strives to build a framework to monitor priority risks and provide prompt response.

We integrated the Risk Management Committee and its subordinate Compliance Committee in April 2025 and renamed it the Risk and Compliance Committee. The newly constituted committee discusses compliance-related risks as part of company-wide risk management.

● Main Agenda Items of the Fiscal Year 2024 Risk Management Committee

October 2024	<ul style="list-style-type: none"> Risk assessments for key proposals submitted to the Executive Committee
March 2025	<ul style="list-style-type: none"> Risk assessments for key proposals submitted to the Executive Committee Integration of the Risk Management Committee and Compliance Committee to strengthen company-wide risk management (re-launched as the Risk and Compliance Committee on April 1, 2025) Revised the escalation process to strengthen crisis response

Risk Management Framework

The Nikon Group implements our risk management framework through three lines of defense. These lines consist of business divisions, administrative divisions, and internal audit divisions, respectively. Our first line of defense establishes various regulations and report lines, creating an autonomous risk control system that also covers relevant Group companies. The second line of defense supports the first line in risk control and assessment, respectively.

Our third line of defense conducts objective audits, independent of business execution divisions, evaluates if internal controls of the first and second lines are functioning, and gives advice.

Cooperation with Related Committees

While the Risk Management Committee has jurisdiction over all risks, the committee works in coordination with subordinate committees, the Sustainability Committee, and other relevant committees and subcommittees to address risk that require specialized responses.

● Main Specialist Committees Involved in Risk Management (Since April 2025)

Committees	Principal Risks
Risk and Compliance Committee	General risks and compliance
Quality Committee	Quality
Export Control Committee*	Prevention of foreign exchange law violations and security risk management
Sustainability Committee	Sustainability in general, especially environmental (climate change, chemical management, water, etc.), social and labor (human rights, etc.)
Bioethics Review Committee	Bioethics

* Subordinate committee of the Risk and Compliance Committee

Risk Management

The Nikon Group conducts a risk identification survey each year to assess and understand risks facing the Group. We conduct this survey with Nikon department managers and presidents of Group companies in and outside Japan to identify, analyze, and evaluate company-wide key risks and monitor response status. We then analyze risk identification surveys with high response volume or significant impact based on the results and incorporate external perspectives to create a risk correlation map and identify key risks. The Risk and Compliance Committee determines which issues require stronger action.

The Risk and Compliance Committee identifies top-priority risks that require specialized responses from a management perspective based on information from the Sustainability Committee, the Quality Committee, and the Export Control Committee, a subordinate committee under the Risk and Compliance Committee. The Risk and Compliance Committee issues directions for action and manages progress of these risks. The Board of Directors receives these reports and supervises Nikon Group risk and risk management overall. Internal audits conducted by the Internal Audit Department confirm the adequacy of risk management.

We will incorporate responses to identified key risks into the next Medium-Term Management Plan. Based on the measures and progress within relevant departments, we will define policies for the Risk and Compliance Committee and strengthen the risk management framework while working to mitigate risks.

Major Initiatives

Risk Management Education

The Nikon Group conducts an annual Risk Awareness Survey with Nikon department managers and presidents of Group companies in and outside Japan to raise awareness and understanding of risks.

We updated the Nikon Global Operating Standard, which serves as guidance for business units and Group companies to ensure efficient and sound operations, based on the latest conditions. We outlined 40 key items that require attention in our business activities. Each department selected priority items for fiscal year 2024 and is implementing improvement measures accordingly.

BCM^{*1} Activities Measures

The Nikon Group formulates and reviews BCPs^{*2} in preparation for large-scale disasters and other emergencies, including pandemics.

We conducted an initial response drill for a large-scale disaster in January of fiscal year 2024. Through this drill, we identified BCM issues and reflected such issues in our measures.

We will continue to optimize our BCP and update our initial response plan for international conflict contingencies.

^{*1} Business Continuity Management (BCM): Typical management activities such as BCP formulation, updates, and maintenance, as well as the implementation of proactive measures, education, trainings, inspections, and continuous improvements.

^{*2} Business Continuity Plan (BCP):

A plan describing the policy, systems, procedures, etc., by which corporations can avoid suspension of critical business activities, or can restore critical business quickly if it is interrupted, even when unforeseen contingencies arise, including natural disasters such as major earthquakes, pandemics, etc.

Export Control Initiatives

The Nikon Group engages in security export control to help maintain international peace and security. We worked in fiscal year 2024 to support the optimization of export control frameworks across Group companies in response to increasingly strict export regulations driven by economic security and geopolitical risks. Specifically, we strengthened group governance in export control by establishing export management and service management systems for companies outside Japan that became new Group companies through M&A. We also strengthened coordination among the business units that oversee these new members.

Risk Management for Information Assets and Cybersecurity

Basic Approach

At the Nikon Group, the management and security of information assets is conducted in accordance with the Nikon Group Information Security Policy. The Nikon Group Information Management Rules and other internal rules have been established based on the Policy, to ensure optimal and efficient business conduct while properly protecting information assets according to the circumstances in each country and region. These rules are posted on the internal portal site for employees to access anytime.



Nikon Group Information Security Policy

Strategy

Risk

Nikon may face operational disruptions and financial losses, including reduced revenue, in the event of a cyberattack that compromises our systems. Theft or leakage of confidential or personal information may also lead to reputational damage to our information management, resulting in a loss of trust in our company, and potential claims for damages.

Opportunities

Conducting proper information security measures and information asset management enables us to reduce

our risk of cyberattacks. These measures help improve information availability, support business continuity, and enhance trust in the Nikon Group.

Strategy

We will strengthen trust in the Nikon Group by implementing the following initiatives over the short term to medium to long term to advance information security measures and information asset management, as well as support business continuity.

In fiscal year 2025, we will strengthen cybersecurity systems and comply with laws and regulations in each country that require product cybersecurity measures.

To achieve the targets of the current Medium-Term Management Plan, we will enhance cybersecurity and establish a global IT and security framework and governance.

We also aim to establish a company-wide risk management system aligned with environmental changes and business strategy as a part of our efforts to achieve Vision 2030.

Governance

The Nikon Group appoints the president as the head of information management, including personal information protection. We also established operating processes in accordance with Information Security Management Systems (ISMS). The Information Security Department, under the supervision of the president, manages these operating

processes and oversees them across the entire Group.

In addition, the head of each organization of Nikon's business units, divisions, and Group companies are designated as information managers. By working with the Information Security Department, these individuals are establishing an information security management system compatible with the situation in each country and region, while comprehensively managing the entire Nikon Group.

The Information Security Department reports material matters involving information asset risks to the Information Security Meeting and the Risk and Compliance Committee (renamed in April 2025), which includes Executive Committee members. The department then translates the reported material matters into strategies and policies, and reports to the Information Security Meeting and the Risk Management Committee. The department also sets measurable targets for these strategies and policies and tracks performance.

* ISMS: Information Security Management System

Healthcare Business Unit Initiatives

In the Healthcare Business, Nikon works to expand business in information services centered on digitalization, including support for network-based remote diagnosis and services that store and manage cloud-based pathology images. As business expands, we will be faced with handling more personal medical information for subjects and patients, which requires strict management at medical institutions. Given these circumstances, Nikon works to ensure thorough information security management. We not only

increased the number of organizations subject to ISO 27001 in December 2023, but we also obtained ISO 27017 certification (a code of practice in information security management for cloud services) and launched operations.

Risk Management

The Nikon Group creates a security risk map based on risk frequency and impact, and plans and implements corresponding measures against risks. The Information Security Meeting evaluates the effectiveness of these measures and reflects the results in the plans for the following fiscal year.

Major Initiatives

Response to Information Security Incidents

When an information security incident occurs at the Nikon Group, the site where the incident occurred is obligated to report it immediately to the Information Security Department.

The Information Security Department works with relevant departments to establish a system and procedures for minimizing damage and impact, and processes for promptly resuming business. Serious cases are promptly reported to the director in charge by the Information Security Department.

The department revised the documentation related to the incident response process and conducted incident

response training in fiscal year 2024.

Information Security Education

The Nikon Group conducts information security e-learning education programs as part of new employee training, etc., in order to raise employee awareness and improve the effectiveness of information security. Within this education program, we include not only information about the policies and rules related to information management, but also provide specific examples.

In addition, the Nikon Group Information Security Handbook, an educational document that provides easy-to-understand explanations of the information security measures that are disseminated through internal regulations and bulletins, is posted on the portal site for all employees to refer to at any time.

This handbook is used in regular training to make sure that every one of the employees understands the importance of information asset management and complies with the rules with strong awareness.

In fiscal year 2024, the Information Security Department introduced an information security education platform and conducted e-learning for Nikon and Group companies in Japan. For regular new employees, we conduct training led by instructors, and for mid-career hires, we provide e-learning programs.

The Group will introduce and deploy our information security training platform to Group companies outside Japan beginning in fiscal year 2025.

Information Security Audit

The Nikon Group periodically conducts internal audits pursuant to the Nikon Group Information Management Rules to improve the level of our information security.

In fiscal year 2024, a paper-based audit was conducted on all of the Nikon Group's organizations (Nikon business departments and Group companies) in Japan and on-site audits were carried out on selected organizations based on materiality themes. The results of these audits indicate there were no significant risks. The Nikon Group plans to conduct internal audits focusing on the presence of appropriate information security measures in fiscal year 2025.

Personal Information Protection

The Nikon Group has established the Nikon Group Privacy Protection Statement based on our respect for privacy and acknowledgment that processing personal data in a lawful and proper manner is an important social responsibility.

Additionally, under this Statement, we established the Nikon Group Personal Data Processing Rules as a common set of rules covering the entire Group. We are now working to make these rules known within the Group and ensure that personal data is handled in accordance with these rules under the information management system.

Furthermore, we established the Personal Data Protection Subcommittee under the Risk and Compliance Committee, comprised of members from the Executive Committee and other organizations. The subcommittee carries out risk management concerning privacy and

personal information covering the entire Nikon Group.

Our specific initiatives include posting privacy notices on the website of each Nikon Group company in accordance with relevant laws and regulations, and notifying customers of contact information for support regarding privacy and individual rights. This includes the purpose of use of personal information and how to delete their personal information.

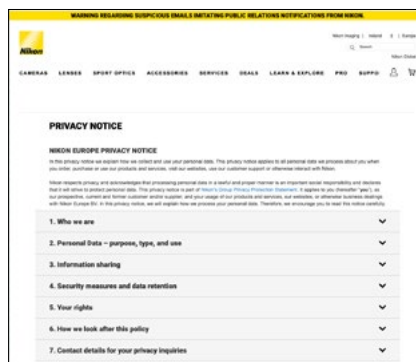
In addition, we request that procurement partners follow the Nikon CSR Procurement Standards in order to maintain information security, including privacy protection.



Nikon Group Privacy Protection Statement

Privacy Notice of Nikon Europe B.V. in accordance with the EU General Data Protection Regulation (GDPR)

Nikon CSR Procurement Standards



Privacy Notice of Nikon Europe B.V. in accordance with the EU General Data Protection Regulation (GDPR) (excerpt)

Response to the Personal Information Protection Laws of Each Country

The Nikon Group continuously monitors legislative developments related to personal data protection laws in each country and region, including the EU General Data Protection Regulation (GDPR), to ensure proper management of personal information under a robust information security system.

In fiscal year 2025, we will continue to take necessary actions in line with the enactment or revision of personal information protection-related laws and regulations in each country and region.

Improving Cybersecurity Infrastructure and Processes

In order to maintain a high level of defense against increasingly sophisticated and stealthy cyberattacks, the Nikon Group is improving and strengthening our operational system to collectively monitor and respond to cyberattacks on a global basis. This includes enhancing early detection and early response capabilities. We also operate a system deployed to filter out phishing scams and other suspicious e-mails.

Furthermore, we continue to regularly improve our existing operating processes. For example, we conduct periodic checks on the vulnerability of our corporate website, which could become an entry point for cyberattacks. We also conduct training for designers on information security rules for the product development process.

Corporate Citizenship Activities

Participation in Nikon Group
Corporate Citizenship Activities



Fiscal Year 2024

2,619 people

Nikon Corporate Citizenship Activities147

Nikon Corporate Citizenship Activities

Basic Approach

The Nikon Group strives to be a good corporate citizen, developing in partnership with our communities through corporate citizenship activities for future generations based on the Nikon Corporate Citizenship Policy.

Nikon Corporate Citizenship Policy

We have stated in the Nikon Code of Conduct, which sets out the standards of conduct that embody our philosophy of *Trustworthiness and Creativity*, that we will actively promote participation in activities that contribute to communities and serve public interests.

With the strong desire to be a good corporate citizen, Nikon will carry out corporate citizenship activities based on the following policy in order to build good relationships as a member of the community, and to work with the community to achieve sustainable development collectively.

1. We will engage primarily in activities that target the next generation with a focus on the areas of the environment, education, arts and sciences, and health.
2. We will effectively utilize resources such as the technologies and know-how that Nikon possesses.
3. We will build cooperative relationships with organizations (governments, educational institutions, NGOs, NPOs, etc.) that work to promote public interests, resolve social issues, and contribute to technology development through academic research.
4. We value the participation of employees in corporate citizenship activities and will strive to create opportunities for employees' participation in these activities.

Strategy

Risk

In all our corporate citizenship activities, violations of laws and regulations are completely unacceptable. Moreover, even inadequate administrative procedures on our part, as well as improper conduct on the part of recipients of our donations or an organization with whom we partner, can damage our own corporate value. Similarly, creating a negative impression with local residents in an area where we conduct business activities also damages our corporate value. Such actions not only result in this kind of damage, but also impede the sustainable development of the region, the country, and indeed Nikon.

Therefore, it is always necessary in our analysis to keep in mind whether a solution is in line with the needs of the local community and whether our support will actually fix a problem they have and resolve their social issues.

Opportunities

Since there is only so much a company can do, we believe it is necessary to anticipate our next move and work to improve society, all while building good relationships with the local communities and countries of our business activities.

This leads to our belief that the true worth of investing in corporate citizenship activities stems from steadily building a foundation, leading to outcomes such as Nikon resonating with local communities and countries and helping us attract our next generation of talent.

Strategy

In keeping with our Corporate Citizenship Policy, the Nikon Group undertakes—through donations and by other means—initiatives that we and our employees consider necessary to address local issues in each region and country, as well as those supporting and developing the upcoming generation who will shape the future.

We make these donations and conduct these activities on the basis of understanding local communities, countries, and social issues; considering the needs of organizations that serve the public interest; and taking into account compatibility with our business activities. At the same time, we strive to foster an environment in which employees can participate to the fullest extent possible.

The basis of our activities is the pursuit of sustainable development with local communities, and so we emphasize dialogue with organizations that serve the public interest and proceed with due care to ensure mutual value is created.

When making donations to public interest organizations, we follow the Nikon Anti-Bribery Policy and establish donation criteria. These donation criteria prohibit us from making donations to corporations and other entities as specified in guidelines established under this policy.

In addition to donations prohibited by national and regional laws and regulations, we also prohibit donations for which there is no proof of transfer; donations in response to mandated allocations or coercion by corporations with which we have business relationships;

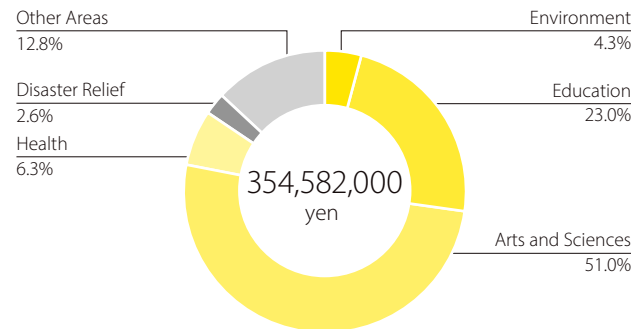
donations in recognition of monetary or other consideration; and donations in response to requests from personal contacts of Nikon executives or employees.

With these measures, we have established a system that enables us to carry out activities and make donations appropriately. Furthermore, by committing to good corporate citizenship, we are pursuing the goals of our Corporate Citizenship Policy.

Governance

Nikon engages in corporate citizenship activities, pursuing sustainability through all Group companies. The Sustainability Committee is the entity that drives our sustainability promotion structure. We implement an annual survey on the Nikon Group Corporate Citizenship Activities to monitor whether initiatives adopted by individual Group companies conform with the Corporate Citizenship Policy. Survey results are reported to the Sustainability Committee. Furthermore, with regard to donations, we closely monitor the Nikon Group's current situation in accordance with internal regulations and report it to the Board of Directors.

● Expenditures on Corporate Citizenship Activities by Area (Fiscal Year 2024)



Employee Participation

The Nikon Group strives to create a culture in which employees participate in corporate citizenship activities. In addition to offering support through the Nikon volunteer leave and other programs, we plan easy-to-join activities and encourage employees participation.

● Participation in Nikon Group Corporate Citizenship Activities

Total participants (fiscal year 2024)	2,619
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Corporate Citizenship Activities



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Published: September 2025



NIKON SUSTAINABILITY REPORT 2025

ニコン サステナビリティ報告書

Data Index データ集

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Boundary

Nikon Group (Nikon Corporation and all Nikon consolidated subsidiaries (81 entities))

Notes:

1. “Nikon Group in Japan” refers to Nikon and Group companies in Japan.
2. The boundary for environmental data is defined on D-03 in “Data classification and ISO 14001 Certification Status.” In other cases where a specific boundary is defined, details are clearly specified in each respective section.
3. Partial changes have been made to past performance data due to the expansion of the boundary.
4. Unless otherwise stated, the term “employees” includes Nikon Group executive officers, permanent and non-regular staff, contract workers, contract workers from staffing agencies, part-time employees, and temporary personnel.
5. The figures related to the financial content of this report are truncated to the nearest 100 million yen when stated in hundred millions of yen and rounded to the nearest 1 million yen when stated in millions of yen. Other figures are also rounded after presentation. Therefore, sums of detailed figures may not match total amounts.

Independent Practitioner's Assurance

Certain data have also received third-party assurance in order to enhance their credibility (relevant data are marked with ★).

範囲

ニコングループ(株式会社ニコンおよび全連結子会社(81社))

※1「国内ニコングループ」とはニコンと国内グループ会社を表しています。

※2環境データについては、D-03の「データ区分とISO 14001取得状況」に対象範囲を定義しています。また、これ以外に個別の対象範囲を定義している場合には、各掲載場所にその旨を明示しています。

※3バウダリ拡大等に伴い、過去のパフォーマンスデータを一部変更しています。

※4「従業員」には、ニコングループの役員、正社員、嘱託、契約社員、派遣社員、パートタイマー、アルバイトが含まれています。

※5財務内容にかかわる数値は、億円表示は単位未満を切り捨て、百万円表示は単位未満で四捨五入しています。また、それ以外の数値については、表示以降四捨五入しており、内訳と合計値が一致しない場合があります。

第三者保証

数値の信頼性向上のため、一部データについては、第三者保証を受けています(該当のデータには★を付けています)。

Data on "Business activity" field / 「事業」に関するデータ

Analysis and Review Breakdown of Call Center Inquiries (Japan)

分析・検討したコールセンターへのお問い合わせ内訳（日本）

		FY2020 2020年度	FY2021 2021年度	FY2022 2022年度	FY2023 2023年度	FY2024 2024年度	Unit 単位
Total number of inquiries お問い合わせ総件数		17,787	14,639	13,550	13,673	11,986	cases 件
Breakdown 内訳	Requests ご要望	70.2	70.0	68.2	65.6	63.1	%
	Feedback ご意見	28.1	27.6	28.5	30.0	31.0	
	Favorable comments 好評価	1.7	2.4	3.3	4.4	5.9	

Note: The number of inquiries received, excluding questions about dealers and usage methods, out of a total number of inquiries to the call center, used for analysis and review in product development.

※ コールセンターへのお問い合わせ総数のうち、販売店や使用方法に関する質問などを除き、製品開発などのための分析・検討に活用した件数。

Customer Satisfaction Survey Results

お客様対応時の満足度調査の結果

Unit: % / 単位: %

	FY2020 2020年度	FY2021 2021年度	FY2022 2022年度	FY2023 2023年度	FY2024 2024年度
Customer satisfaction お客様満足度	87.0	86.9	88.4	87.0	88.7

Note: The above figures represent the level of satisfaction taken from call center inquiries in the Americas, Europe and China.

※ 上記数値は米州、欧州および中国でのコールセンターの対応に対するもの。

Data on "Environment" field / 「環境」に関するデータ

Data classification and ISO 14001 Certification Status (Fiscal Year 2024)

データ区分とISO 14001取得状況 (2024年度)

Data classification データ区分	Company 会社名	ISO 14001 Certification Status ISO 14001取得状況
Nikon ニコン	Nikon Corporation / ニコン	○
Group manufacturing companies in Japan 国内グループ生産会社	Tochigi Nikon Corporation / 栃木ニコン	○
	Tochigi Nikon Precision Co., Ltd. / 栃木ニコンプレシジョン	○
	Sendai Nikon Corporation / 仙台ニコン	○
	Miyagi Nikon Precision Co., Ltd. / 宮城ニコンプレシジョン	○
	Hikari Glass Co., Ltd. / 光ガラス	○
	Nikon Engineering Co., Ltd. / ニコンエンジニアリング	○
	Nikon CeLL innovation Co., Ltd. / ニコン・セル・イノベーション	*1
Group nonmanufacturing companies in Japan 国内グループ非生産会社	Nikon Tec Corporation / ニコンテック	○
	Nikon Solutions Co., Ltd. / ニコンソリューションズ	○
	Nikon Systems Inc. / ニコンシステム	○
	Nikon Business Service Co., Ltd. / ニコンビジネスサービス	○
	Nikon Product Support Corporation / ニコンプロダクトサポート	*1
	Nikon Vision Co., Ltd. / ニコンビジョン	○
	Nikon Imaging Japan Inc. / ニコンイメージングジャパン	○
Group manufacturing companies outside Japan 海外グループ生産会社	Hikari Glass (Changzhou) Optics Co., Ltd.	○
	Nanjing Nikon Jiangnan Optical Instrument Co., Ltd.	○
	Nikon (Thailand) Co., Ltd.	○
	Nikon Lao Co., Ltd.	○
	Nikon X-Tek Systems Ltd.	○
	Optos Plc	○
	Optos, Inc.	○
	Nikon SLM Solutions AG	○
Group nonmanufacturing companies outside Japan, etc. 海外グループ非生産会社など *2	47 companies 47社	*1

Notes:

1. The ISO 14001 certification rate for the Nikon Group as a percentage of the number of employees at manufacturing sites is roughly 100%.

2. Since Nikon SLM Solutions AG has joined in Nikon Group in fiscal year 2023, so data for previous years is not included.

*1 Introduced the Nikon Eco Program.

*2 3 Group nonmanufacturing companies in Japan that have very minimal environmental impact and have not obtained ISO 14001 are included. 16 companies such as private funds, companies in the process of liquidation and Companies that have just joined the Nikon Group through M&A, etc. are excluded.

*1 ニコングループにおけるISO 14001認証の取得率は、生産拠点における従業員ベースで約100%。

*2 Nikon SLM Solutions AGについては、2023年度よりニコングループに加わったため、それより前の年度のデータには含まれない。

*1 ニコン簡易EMSを導入。

*2 環境負荷のごく小さいISO 14001未取得の国内グループ非生産会社3社含む。またプライベートファンドや、清算に向けた諸手続き中の会社、M&A等によりニコングループに入ったばかりの会社など16社は除く。

GHG Emissions List Breakdown by Scope and Category (1)

Scope・カテゴリ別 GHG 排出量 (1)

★: Values assured by the third party (only for fiscal year 2024)
★: 第三者保証を受けている数値(2024年度のみ)

Unit: t-CO₂e / 単位: t-CO₂e

Data classification データ区分	Company 会社名	FY2020 2020年度	FY2021 2021年度	FY2022 2022年度	FY2023 2023年度	FY2024 2024年度
Scope 1	Nikon, Group companies in Japan, Group manufacturing companies outside Japan ★ ニコン, 国内グループ会社, 海外グループ生産会社 ★	31,300	33,027	33,056	28,311	23,352
	Group nonmanufacturing companies outside Japan, etc. 海外グループ非生産会社など	2,598	1,709	1,612	1,646	1,652
	Total 合計	33,898	34,736	34,668	29,957	25,004
Scope 2 Location-based/ロケーション基準	Nikon, Group companies in Japan, Group manufacturing companies outside Japan ニコン, 国内グループ会社, 海外グループ生産会社	160,925	159,788	166,178	173,999	175,367
	Group nonmanufacturing companies outside Japan, etc. 海外グループ非生産会社など	6,011	5,502	5,421	4,901	5,271
	Total 合計	166,936	165,290	171,599	178,899	180,638
Scope 2 Market-based/マーケット基準	Nikon, Group companies in Japan, Group manufacturing companies outside Japan ★ ニコン, 国内グループ会社, 海外グループ生産会社 ★	156,780	154,185	135,896	53,337	47,898
	Group nonmanufacturing companies outside Japan, etc. 海外グループ非生産会社など	4,999	4,165	4,303	4,058	4,027
	Total 合計	161,779	158,350	140,199	57,395	51,924

Notes:

1. The following values were used for CO₂ conversion factors.
[Electric power]
● Japan: The CO₂ emission factors without adjustment for each electric power utility noted in the "List of Emissions Factors by Electric Power Utility" specified in the Act on Promotion of Global Warming Countermeasures. ● UK: Residual mix. ● US: NERC regional residual mix. ● Other countries outside Japan: Individual country factor in International Energy Agency (IEA) factors.
[City gas]
● Japan: The gas company eigenvalues noted in the guidance document for Periodic Report pursuant to the Act on the Rational Use of Energy (Energy Conservation Act) were multiplied by the values given in Appended Table 2 of the "List of Calculation Methods and Emissions Factors for Calculation, Reporting, and Announcement Systems" specified in the Act on Promotion of Global Warming Countermeasures, and by 44/12. ● UK: Factors from the Report on Greenhouse Gases. ● Other countries outside Japan: Same value as a typical Japanese gas company.
[Heat and other fuels]
● The factors noted in the "List of Calculation Methods and Emissions Factors for Calculation, Reporting, and Announcement Systems specified in the Act on Promotion of Global Warming Countermeasures."

2. CO₂ emissions from energy consumption are calculated by subtracting amounts of green power plan, green power certificate, solar power, and green heat certificate from total energy consumption, and multiplying that by the emission factors.

3. Data coverage of Scope 1 and 2 for the fiscal year 2024 is 100% on an employee basis.

※1 CO₂ 換算係数は、下記の値を使用。
[電力]
●日本: 温対法「電気事業者別排出係数」 ●英国: 残渣ミックス ●米国: NERC 地域別残渣ミックス ●その他海外: 国際エネルギー機関 (IEA) の国別係数。
[都市ガス]
●日本: 省エネ法「定期報告書記入要領」のガス会社固有値に、温対法「算定・報告・公表制度における算定方法・排出係数一覧」の「別表2」の値と 44/12 を乗じた値 ●英国: 「温室効果ガス報告書」用係数 ●その他海外: 日本の代表的なガス会社と同じ値
[熱およびその他燃料]
●温対法「算定・報告・公表制度における算定方法・排出係数一覧」の係数

※2 エネルギー起源 CO₂ 排出量は、総エネルギー使用量から、グリーン電力プラン、グリーン電力証書、太陽光自家発電および、グリーン熱証書のエネルギー量分を減算し、排出係数を使用して算出。

※3 2024年度におけるScope1、2のデータのデータカバー率は従業員ベースで100%。

GHG Emissions List Breakdown by Scope and Category (2)

Scope・カテゴリ別 GHG排出量 (2)

★: Values assured by the third party (only for fiscal year 2024)
★: 第三者保証を受けている数値(2024年度のみ)

Unit: t-CO₂e / 単位: t-CO₂e

Data classification データ区分		Company 会社名	FY2020 2020年度	FY2021 2021年度	FY2022 2022年度	FY2023 2023年度	FY2024 2024年度
Scope 3	1 Purchased goods and services 購入した製品・サービス	Imaging Products Business, Precision Equipment Business 映像・精機事業	438,434	544,185	428,226	473,023	512,461
	2 Capital goods ★ 資本財 ★	Entire Nikon Group ニコングループ全体	58,879	60,917	76,577	144,160	236,528
	3 Fuel and energy-related activities not included in Scope 1, 2 Scope1、2に含まれない燃料およびエネルギー関連活動	Nikon, Group companies in Japan, Group manufacturing companies outside Japan ニコン、国内グループ会社、海外グループ生産会社	15,914	17,412	24,934	30,642	30,789
	4 Upstream transportation and distribution 輸送、配送(上流)	Entire Nikon Group ニコングループ全体	29,007	27,532	25,411	21,266	20,947
	5 Waste generated in operations 事業から出る廃棄物	Nikon, Group companies in Japan, Group manufacturing companies outside Japan ニコン、国内グループ会社、海外グループ生産会社	2,291	1,934	2,209	2,225	2,560
	6 Business travel 出張	Entire Nikon Group ニコングループ全体	8,928	12,341	47,742	55,211	66,707
	7 Employee commuting 雇用者の通勤	Entire Nikon Group ニコングループ全体	8,567	7,672	9,283	10,177	9,633
	8 Upstream leased assets リース資産(上流)	Included in Scope 2 Scope2に含む	—	—	—	—	—
	9 Downstream transportation and distribution 輸送、配送(下流)	Excluded *1 除外 *1	—	—	—	—	—
	10 Processing of sold products 販売した製品の加工	Excluded *1 除外 *1	—	—	—	—	—
	11 Use of sold products ★ 販売した製品の使用 ★	Imaging Products Business, Precision Equipment Business, Healthcare Business 映像・精機・ヘルスケア事業	108,524	108,903	100,851	117,753	110,199
	12 End-of-life treatment of sold products 販売した製品の廃棄	Imaging Products Business, Precision Equipment Business 映像・精機事業	1,544	1,591	1,726	1,997	1,949
	13 Leased assets (downstream) リース資産(下流)	Excluded *1 除外 *1	—	—	—	—	—
	14 Franchises フランチャイズ	Out of scope 対象外	—	—	—	—	—
	15 Investments 投資	Out of scope 対象外	—	—	—	—	—
Total 合計			672,089	782,488	716,958	856,454	991,775

4. Category 2 is calculated by multiplying the expenditure amount of purchased capital goods by the coefficient of the Ministry of the Environment's "Emissions Unit Database (Ver. 3.5) for calculating an organization's greenhouse gas emissions through the supply chain." The adjustment related to construction in progress is carried out for major capital investments.

5. Category 11 is calculated by the following calculation method for each product category in Imaging Products Business, Precision Equipment Business and Healthcare Business. The Healthcare Business began collecting data from fiscal year 2023. The emission factor is based on an alternative value from the "List of Emissions Factors by Electric Power Utility" specified in the Act on Promotion of Global Warming Countermeasures.

- Imaging Products Business: Number of frames taken during a lifetime × Electricity consumption per frame of representative model × Number of products sold
- Precision Equipment Business and Healthcare Business: Electricity consumption of representative models × Annual operating time × Useful life × Number of units sold

*1 Excluded because the amount is very small.

※4 カテゴリ2は購入した資本財の支出額に、環境省の「サプライチェーンを通じた組織の温室効果ガス排出等の算定のための排出原単位データベース」(Ver.3.5)の係数を乗じて算出。建設仮勘定に係る調整は重要な設備投資を対象に実施。

※5 カテゴリ11は、映像・精機・ヘルスケア事業ともに、製品カテゴリ毎に以下の算出方法で算出。ヘルスケア事業は2023年度より開始。係数は「電気事業者別排出係数」の代替値を使用。

● 映像事業: 生涯撮影コマ数×代表機種種の1コマ当たり電力使用量×販売台数

● 精機事業・ヘルスケア事業: 代表機種種の電力使用量×年間稼働時間×耐用年数×販売台数

*1 少量のため除外。

Energy Consumption ★ エネルギー使用量 ★

★: Values assured by the third party (only for fiscal year 2024)
★: 第三者保証を受けている数値(2024年度のみ)

			FY2020 2020年度	FY2021 2021年度	FY2022 2022年度	FY2023 2023年度	FY2024 2024年度	Unit 単位
Renewable energy 再生可能エネルギー	Electricity 電力	Nikon Group in Japan / 国内ニコングループ	17,751	18,305	67,000	147,568	154,302	MWh
		Group manufacturing companies outside Japan / 海外グループ生産会社	0	6,032	13,115	119,797	125,097	
	Cold water and steam 冷水・蒸気	Nikon Group in Japan / 国内ニコングループ	0	0	0	0	0	1,000 MJ
		Group manufacturing companies outside Japan / 海外グループ生産会社	0	0	0	0	0	
Nonrenewable energy 非再生可能エネルギー	Electricity 電力	Nikon Group in Japan / 国内ニコングループ	224,246	219,003	180,029	100,174	96,419	MWh
		Group manufacturing companies outside Japan / 海外グループ生産会社	105,847	109,384	105,835	12,108	11,995	
	City gas 都市ガス	Nikon Group in Japan / 国内ニコングループ	4,642	4,528	3,782	4,076	4,196	1,000 Nm ³
		Group manufacturing companies outside Japan / 海外グループ生産会社	130	102	75	211	187	
	Liquefied petroleum gas (LPG) 液化石油ガス	Nikon Group in Japan / 国内ニコングループ	2,186	2,130	2,069	1,875	1,731	t
		Group manufacturing companies outside Japan / 海外グループ生産会社	208	228	225	223	225	
	Compressed natural gas (CNG) 圧縮天然ガス	Nikon Group in Japan / 国内ニコングループ	0	0	0	0	0	1,000 m ³
		Group manufacturing companies outside Japan / 海外グループ生産会社	0	0	0	0	0	
	hydrogen gas 水素ガス	Nikon Group in Japan / 国内ニコングループ	0	0	0	0.264	0.155	t
		Group manufacturing companies outside Japan / 海外グループ生産会社	0	0	0	0	0	
	Other fuels ^{*1} その他燃料 ^{*1}	Nikon Group in Japan / 国内ニコングループ	1,239	1,196	1,253	1,146	1,245	kL
		Group manufacturing companies outside Japan / 海外グループ生産会社	682	730	701	920	947	
	Cold water and steam 冷水・蒸気	Nikon Group in Japan / 国内ニコングループ	7,109	8,084	9,005	9,748	5,905	1,000 MJ
		Group manufacturing companies outside Japan / 海外グループ生産会社	0	0	0	0	0	
Total energy consumption ^{*2} 総使用量 ^{*2}	Nikon Group in Japan / 国内ニコングループ		2,744	2,690	2,753	2,760	2,496	TJ
	Group manufacturing companies outside Japan / 海外グループ生産会社		1,098	1,195	1,226	1,370	1,240	
	Energy consumption per unit of sales / 売上高原単位		8.51	7.20	6.34	5.76	5.22	GJ/¥1M

*1 Calculated as crude oil equivalent.

*2 The following values were used for calorific-value conversion factors for total consumption.

[Electric power]

● The factors given in the guidance document for Periodical Report pursuant to the Act on the Rational Use of Energy (Energy Conservation Act).

[City gas]

● Japan: Gas company-specific factors under the guidance document for Periodical Report pursuant to the Act on the Rational Use of Energy (Energy Conservation Act).

● UK: Value calculated from the factors for the Report on Greenhouse Gases.

● Other countries outside Japan: Same value as a typical Japanese gas company.

[Heat and other fuels]

● The factors given in the guidance document for Periodical Report pursuant to the Act on the Rational Use of Energy (Energy Conservation Act).

*1 原油換算値。

*2 総使用量の熱量換算係数は、下記の値を使用。

[電力]

●省エネ法「定期報告書記入要領」の係数

[都市ガス]

●日本: 省エネ法「定期報告書記入要領」のガス会社固有係数

●英国: 「温室効果ガス報告書」用係数より算出した値

●その他海外: 日本の代表的なガス会社と同じ値

[熱およびその他燃料]

●省エネ法「定期報告書記入要領」の係数

Energy Consumption (MWh conversion)
エネルギー使用量 (MWh換算)

★: Values assured by the third party (only for fiscal year 2024)
★: 第三者保証を受けている数値 (2024年度のみ)

Unit: MWh / 単位: MWh

		FY2020 2020年度	FY2021 2021年度	FY2022 2022年度	FY2023 2023年度	FY2024 2024年度
Non-renewable energy consumption 非再生可能エネルギー使用量	Nikon Group in Japan, Group manufacturing companies outside Japan ★ 国内ニコングループ, 海外グループ生産会社 ★	446,103	442,417	389,928	220,320	215,621
	Group nonmanufacturing companies outside Japan, etc. 海外グループ非生産会社など	24,327	18,928	17,596	16,332	18,632
	Total 合計	470,430	461,345	407,524	236,652	234,253
Renewable energy consumption 再生可能エネルギー使用量	Nikon Group in Japan, Group manufacturing companies outside Japan ★ 国内ニコングループ, 海外グループ生産会社 ★	17,751	24,337	80,116	267,365	279,399
	Group nonmanufacturing companies outside Japan, etc. 海外グループ非生産会社など	4,027	4,266	4,533	4,273	3,957
	Total 合計	21,778	28,603	84,648	271,638	283,356

Notes:

1. Fuel: Value converted to calorific value and then multiplied by the power conversion coefficient (1MJ = 0.2778kWh). The following values are used for the conversion coefficient of calorific value.
[City gas]
● Japan: Gas company-specific factors under the guidance document for Periodical Report pursuant to the Act on the Rational Use of Energy (Energy Conservation Act).
● UK: Value calculated from the factors for the Report on Greenhouse Gases
● Other countries outside Japan: Same value as a typical Japanese gas company
[Heat and other fuels]
● The factors given in the guidance document for Periodical Report pursuant to the Act on the Rational Use of Energy (Energy Conservation Act).

2. Cold water and steam: Value converted to calorific value, and then multiplied by the power conversion coefficient (1MJ = 0.2778kWh).

※1 燃料: 熱量に換算した後、電力換算係数 (1MJ=0.2778kWh) を乗じた値。熱量への換算係数は、下記の値を使用。
[都市ガス]
●日本: 省エネ法「定期報告書記入要領」のガス会社固有係数
●英国: 「温室効果ガス報告書」用係数より算出した値
●その他海外: 日本の代表的なガス会社と同じ値
[熱およびその他燃料]
●省エネ法「定期報告書記入要領」の係数

※2 冷水・蒸気: 熱量換算後、電力換算係数 (1MJ = 0.2778kWh) を乗じた値。

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↩ < D-07 >

Ratio of renewable energy to electricity consumption

電力使用量における再生可能エネルギー使用量

★: Values assured by the third party (only for fiscal year 2024)

★: 第三者保証を受けている数値(2024年度のみ)

Unit: MWh / 単位: MWh

			FY2020 2020年度	FY2021 2021年度	FY2022 2022年度	FY2023 2023年度	FY2024 2024年度
Electricity consumption 使用電力量	Nikon Group in Japan ★ 国内ニコングループ ★		241,998	237,308	247,029	247,742	250,721
	Group manufacturing companies outside Japan ★ 海外グループ生産会社 ★		105,847	115,416	118,950	131,905	137,092
	Group nonmanufacturing companies outside Japan, etc. 海外グループ非生産会社など		15,396	14,041	13,418	12,307	13,399
	Total 合計		363,240	366,765	379,397	391,954	401,212
Renewable energy consumption ★ 再生可能エネルギー使用量 ★	Nikon Group in Japan, Group manufacturing companies outside Japan 国内ニコングループ、海外グループ生産会社	Green Power Plan グリーン電力プラン	16,487	16,493	67,801	150,586	157,038
		Green Power Certificate グリーン電力証書	1,136	7,681	12,000	116,282	121,491
		Solar power 太陽光発電	128	164	314	496	870
	Total 合計		17,751	24,337	80,116	267,365	279,399
Renewable energy consumption 再生可能エネルギー使用量	Group nonmanufacturing companies outside Japan, etc. 海外グループ非生産会社など	Green Power Plan グリーン電力プラン	3,999	4,239	4,401	4,143	3,832
		Green Power Certificate グリーン電力証書	0	0	0	0	0
		Solar power 太陽光発電	27	27	132	131	125
	Total 合計		4,027	4,266	4,533	4,273	3,957
Ratio of renewable energy consumption 再生可能エネルギー使用量割合			6.0%	7.8%	22.3%	69.3%	70.6%

CO₂ Emissions from Energy Consumption ★

エネルギー起源CO₂ 排出量 ★

★: Values assured by the third party (only for fiscal year 2024)
★: 第三者保証を受けている数値(2024年度のみ)

	FY2020 2020年度	FY2021 2021年度	FY2022 2022年度	FY2023 2023年度	FY2024 2024年度	Unit 単位
Nikon Group in Japan 国内ニコングループ	124,035	118,815	101,740	64,589	58,529	t-CO ₂
Group manufacturing companies outside Japan 海外グループ生産会社	55,693	56,584	54,855	10,098	10,098	
Total 合計	179,728	175,399	156,594	74,687	68,628	
Emissions per unit of sales 売上高原単位	0.40	0.33	0.25	0.10	0.10	t-CO ₂ /¥1M

Notes:
1. The following values were used for CO₂ conversion factors.
[Electric power]
● Japan: The CO₂ emission factors without adjustment for each electric power utility noted in the “List of Emissions Factors by Electric Power Utility” specified in the Act on Promotion of Global Warming Countermeasures.
● UK: Residual mix
● US: NERC regional residual mix
● Other countries outside Japan: Individual country factor in International Energy Agency (IEA) factors.
[City gas]
● Japan: The gas company eigenvalues noted in the guidance document for Periodic Report pursuant to the Act on the Rational Use of Energy (Energy Conservation Act) were multiplied by the values given in Appended Table 2 of the “List of Calculation Methods and Emissions Factors for Calculation, Reporting, and Announcement Systems” specified in the Act on Promotion of Global Warming Countermeasures, and by 44/12.
● UK: Factors from the Report on Greenhouse Gases
● Other countries outside Japan: Same value as a typical Japanese gas company.
[Heat and other fuels]
● The factors noted in the “List of Calculation Methods and Emissions Factors for Calculation, Reporting, and Announcement Systems” specified in the Act on Promotion of Global Warming Countermeasures.
2. CO₂ emissions from energy consumption are calculated by subtracting amounts of green power plan, green power certificate, and solar power from total energy consumption, and multiplying that by the emission factors.

※1 CO₂ 換算係数は、下記の値を使用。
[電力]
●日本: 温対法「電気事業者別排出係数」
●英国: 残渣ミックス
●米国: NERC 地域別残渣ミックス
●その他海外: 国際エネルギー機関 (IEA) の国別係数
[都市ガス]
●日本: 省エネ法「定期報告書記入要領」のガス会社固有値に、温対法「算定・報告・公表制度における算定方法・排出係数一覧」の「別表2」の値と44/12を乗じた値
●英国: 「温室効果ガス報告書」用係数
●その他海外: 日本の代表的なガス会社と同じ値
[熱およびその他燃料]
●温対法「算定・報告・公表制度における算定方法・排出係数一覧」の係数
※2 エネルギー起源CO₂ 排出量は、総エネルギー使用量から、グリーン電力プラン、グリーン電力証書、太陽光自家発電エネルギー量を減算し、排出係数を使用して算出。

Breakdown of Greenhouse Gas Emissions ★

温室効果ガス内訳 ★

★: Values assured by the third party (only for fiscal year 2024)

★: 第三者保証を受けている数値(2024年度のみ)

Unit: t CO₂e / 単位: t CO₂e

		FY2020 2020年度	FY2021 2021年度	FY2022 2022年度	FY2023 2023年度	FY2024 2024年度
CO ₂ Emissions from Energy Consumption エネルギー起源 CO ₂	Nikon Group in Japan / 国内ニコングループ	124,035	118,815	101,740	64,589	58,529
	Group manufacturing companies outside Japan / 海外グループ生産会社	55,693	56,584	54,855	10,098	10,098
	Total / 合計	179,728	175,399	156,594	74,687	68,628
CO ₂ Emissions from Nonenergy Consumption 非エネルギー起源 CO ₂	Nikon Group in Japan / 国内ニコングループ	30	30	30	35	31
	Group manufacturing companies outside Japan / 海外グループ生産会社	0	0	0	0	0
	Total / 合計	30	30	30	35	31
CH ₄	Nikon Group in Japan / 国内ニコングループ	92	90	54	51	57
	Group manufacturing companies outside Japan / 海外グループ生産会社	70	75	75	78	95
	Total / 合計	161	166	129	129	153
N ₂ O	Nikon Group in Japan / 国内ニコングループ	42	39	38	28	21
	Group manufacturing companies outside Japan / 海外グループ生産会社	23	24	25	27	35
	Total / 合計	65	63	63	55	56
HFCs HFC類	Nikon Group in Japan / 国内ニコングループ	6,625	8,337	8,722	4,902	1,722
	Group manufacturing companies outside Japan / 海外グループ生産会社	1,216	1,710	3,284	1,165	521
	Total / 合計	7,841	10,046	12,005	6,067	2,243
PFCs PFC類	Nikon Group in Japan / 国内ニコングループ	1	1	2	1	4
	Group manufacturing companies outside Japan / 海外グループ生産会社	0	0	0	0	0
	Total / 合計	1	1	2	1	4
SF ₆	Nikon Group in Japan / 国内ニコングループ	235	178	129	674	136
	Group manufacturing companies outside Japan / 海外グループ生産会社	0	0	0	0	0
	Total / 合計	235	178	129	674	136
NF ₃	Nikon Group in Japan / 国内ニコングループ	0	0	0	0	0
	Group manufacturing companies outside Japan / 海外グループ生産会社	0	0	0	0	0
	Total / 合計	0	0	0	0	0
Total 合計	Nikon Group in Japan / 国内ニコングループ	131,058	127,490	110,714	70,280	60,500
	Group manufacturing companies outside Japan / 海外グループ生産会社	57,022	58,393	58,239	11,368	10,750
		188,081	185,883	168,953	81,648	71,250

CO₂ from Nonenergy Consumption and Other Greenhouse Gases^{*1} Emissions ★

非エネルギー起源CO₂ およびその他の温室効果ガス^{*1} 排出量 ★

★: Values assured by the third party (only for fiscal year 2024)

★: 第三者保証を受けている数値(2024年度のみ)

Unit: t CO₂e / 単位: t CO₂e

	FY2020 2020年度	FY2021 2021年度	FY2022 2022年度	FY2023 2023年度	FY2024 2024年度
Nikon Group in Japan 国内ニコングループ	7,023	8,675	8,974	5,691	1,971
Group manufacturing companies outside Japan 海外グループ生産会社	1,309	1,809	3,384	1,270	652
Total 合計	8,332	10,484	12,358	6,961	2,623

*1 CH₄, N₂O, HFCs, PFCs, SF₆, NF₃*1 CH₄, N₂O, HFCs, PFCs, SF₆, NF₃

★: Values assured by the third party (only for fiscal year 2024)
★: 第三者保証を受けている数値(2024年度のみ)

			FY2020 2020年度	FY2021 2021年度	FY2022 2022年度	FY2023 2023年度	FY2024 2024年度
Renewable energy consumption ★ 再生可能エネルギー使用量 ★	Nikon Group in Japan, Group manufacturing companies outside Japan 国内ニコングループ、海外グループ生産会社	Solar power / 太陽光発電	59	79	180	299	453
		Green Power Plan / グリーン電力プラン	7,534	7,372	31,002	69,352	67,864
		Green Power Certificate / グリーン電力証書	600	3,725	5,850	57,839	62,119
		Green Heat Certificate / グリーン熱証書	0	0	0	0	0
	Total 合計		8,193	11,177	37,033	127,490	130,435
Renewable energy consumption 再生可能エネルギー使用量	Group nonmanufacturing companies outside Japan, etc. 海外グループ非生産会社など	Solar power / 太陽光発電	22	22	58	60	61
		Green Power Plan / グリーン電力プラン	1,135	1,393	1,462	1,317	1,275
		Green Power Certificate / グリーン電力証書	0	0	0	0	0
		Green Heat Certificate / グリーン熱証書	0	0	0	0	0
	Total 合計		1,157	1,414	1,520	1,377	1,336
Total 合計	Solar power / 太陽光発電		81	101	239	360	514
	Green Power Plan / グリーン電力プラン		8,669	8,765	32,464	70,669	69,139
	Green Power Certificate / グリーン電力証書		600	3,725	5,850	57,839	62,119
	Green Heat Certificate / グリーン熱証書		0	0	0	0	0
			9,350	12,591	38,553	128,867	131,771

※ CO₂ 削減効果の算出には、電気事業者別排出係数、国際エネルギー機関 (IEA) の国別係数の CO₂ 排出係数を使用。

GHG Emissions from Distribution in Japan, International Shipment and Distribution outside Japan

日本国内、国際間、海外領域の物流によるGHG排出量

	FY2020 2020年度	FY2021 2021年度	FY2022 2022年度	FY2023 2023年度	FY2024 2024年度	Unit 単位
GHG emissions in distribution 物流GHG排出量	29	28	25	21	21	1,000 t-CO ₂
GHG emissions per ton-kilometer トンキロ当たりのGHG排出量	0.42	0.54	0.48	0.51	0.55	kg-CO ₂ /ton-km

Sales Trends of Refurbished Semiconductor Lithography Systems (For IC)

中古露光装置 (IC用) の販売台数

	FY2020 2020年度	FY2021 2021年度	FY2022 2022年度	FY2023 2023年度	FY2024 2024年度	Unit 単位
Units sold 販売台数	11	18	18	15	10	Unit 台
Percentage of total units sold 全販売台数に対する割合	40.7	66.7	52.9	38.5	35.7	%
Cumulative total 累計	413	431	449	464	474	Unit 台

Zero Emission Levels

ゼロエミッションレベル状況

		FY2020 2020年度	FY2021 2021年度	FY2022 2022年度	FY2023 2023年度	FY2024 2024年度
Nikon ニコン		Level S レベル S	Level S レベル S	Level S レベル S	Level S レベル S	Level S レベル S
Group manufacturing companies in Japan 国内グループ生産会社						
Group manufacturing companies outside Japan 海外グループ生産会社	Hikari Glass (Changzhou) Optics Co., Ltd.	Level 1 レベル 1	Level 1 レベル 1	Level 1 レベル 1	Level 1 レベル 1	Level 1 レベル 1
	Nikon X-Tek Systems LTD.					
	Nanjing Nikon Jiangnan Optical Instrument Co., Ltd.			Level 1 レベル 1	Level 1 レベル 1	Level 1 レベル 1
	Optos Plc					

Note: Zero Emission Level-specific Targets

Level 5: Final landfill disposal rate of less than 0.5%

Level 1: Final landfill disposal rate of less than 1%

Level 2: Final landfill disposal rate of less than 5%

Level 3: Final landfill disposal rate of less than 10%

Level 4: Final landfill disposal rate of less than 20%

※ゼロエミッションのレベル別指標

レベル5: 最終(埋立)処分率0.5%未満

レベル1: 最終(埋立)処分率1%未満

レベル2: 最終(埋立)処分率5%未満

レベル3: 最終(埋立)処分率10%未満

レベル4: 最終(埋立)処分率20%未満

Amount of Waste (Waste plus Resources with Economic Value), Total waste used/recycled/sold, and Final landfill waste 廃棄物など排出量、再資源化量、最終（埋立）処分量

★: Values assured by the third party (only for fiscal year 2024)
★: 第三者保証を受けている数値(2024年度のみ)

Unit: t / 単位: t

			FY2020 2020年度	FY2021 2021年度	FY2022 2022年度	FY2023 2023年度	FY2024 2024年度
Amount of waste (waste, plus valuable resources) ★ 廃棄物など排出量 ★	Waste 廃棄物	Nikon Group in Japan / 国内ニコングループ	3,761	3,538	3,707	3,189	3,239
		Group manufacturing companies outside Japan / 海外グループ生産会社	2,228	2,264	2,487	3,049	3,291
		Total / 合計	5,989	5,803	6,194	6,237	6,531
	Resources with economic value 有価物	Nikon Group in Japan / 国内ニコングループ	1,248	962	843	579	587
		Group manufacturing companies outside Japan / 海外グループ生産会社	765	516	923	1,054	1,161
		Total / 合計	2,012	1,478	1,766	1,632	1,747
	Total / 合計		8,001	7,281	7,960	7,870	8,278
Recycled amount ★ 再資源化量 ★	Nikon Group in Japan / 国内ニコングループ		5,006	4,497	4,547	3,764	3,816
	Group manufacturing companies outside Japan / 海外グループ生産会社		2,120	1,972	2,866	3,878	4,219
	Total / 合計		7,127	6,469	7,413	7,642	8,035
Waste incinerated with energy recovery エネルギー回収で焼却された廃棄物の量	Nikon Group in Japan / 国内ニコングループ		533	560	525	570	573
	Group manufacturing companies outside Japan / 海外グループ生産会社		1,033	1,091	1,867	2,494	2,567
	Total / 合計		1,567	1,651	2,392	3,064	3,140
Waste incinerated without energy recovery エネルギー回収なしで焼却された廃棄物の量	Nikon Group in Japan / 国内ニコングループ		0.0	0.0	0.0	0.0	0.0
	Group manufacturing companies outside Japan / 海外グループ生産会社		0.0	0.0	0.0	0.0	0.0
	Total / 合計		0.0	0.0	0.0	0.0	0.0
Final landfill waste ★ 最終（埋立）処分量 ★	Nikon Group in Japan / 国内ニコングループ		2.5	3.9	2.8	3.4	10.1
	Group manufacturing companies outside Japan / 海外グループ生産会社		872.4	808.9	544.2	223.8	233.5
	Total / 合計		874.8	812.8	547.0	227.3	243.6
Waste with unknown disposal method 処分方法不明の廃棄物	Nikon Group in Japan / 国内ニコングループ		0.0	0.0	0.0	0.0	0.0
	Group manufacturing companies outside Japan / 海外グループ生産会社		0.0	0.0	0.0	0.0	0.0
	Total / 合計		0.0	0.0	0.0	0.0	0.0

Breakdown (by Category) of Waste (Waste plus Resources with Economic Value) Generated by Nikon Group in Japan (Fiscal Year 2024)

国内ニコングループの廃棄物など(廃棄物+有価物)の種類別内訳 (2024年度)

Unit: t / 単位: t

	Emissions 排出量	Percentage 割合(%)
Sludge 汚泥	860	22
Metals 金属くず	506	13
Glass, Concrete, Ceramics(debris) ガラス・コンクリート・陶磁器くず(がれき類)	708	19
Plastics 廃プラスチック	578	15
Paper 紙類	320	8
Alkalies 廃アルカリ	274	7
Oil 廃油	188	5
Acids 廃酸	220	6
Wood 木くず	154	4
Kitchen waste 厨芥類	11	0
General refuse, Fiber 一般ごみ、繊維くず	4	0
Other その他	3	0
Total 合計	3,826	100

Amount of waste (waste, plus valuable resources) (Hazardous waste* / Non-hazardous waste)
廃棄物など排出量(有害廃棄物* / 非有害廃棄物)

Unit: t / 単位: t

			FY2020 2020年度	FY2021 2021年度	FY2022 2022年度	FY2023 2023年度	FY2024 2024年度
Amount of waste (waste, plus valuable resources) 廃棄物など排出量	Amount of hazardous waste 有害廃棄物排出量	Nikon Group in Japan 国内ニコングループ	509	465	593	469	431
		Group manufacturing companies outside Japan 海外グループ生産会社	433	498	440	681	642
		Total 合計	942	963	1,033	1,151	1,073
	Amount of non-hazardous waste 非有害廃棄物排出量	Nikon Group in Japan 国内ニコングループ	4,500	4,035	3,956	3,298	3,395
		Group manufacturing companies outside Japan 海外グループ生産会社	2,559	2,283	2,970	3,421	3,884
		Total 合計	7,059	6,318	6,927	6,719	7,278
	Total 合計		8,001	7,281	7,960	7,870	8,351

Notes: Specially controlled industrial waste as stipulated in Japan's Waste Management Act is defined as hazardous waste.

※日本の廃棄物処理法が定める特別管理産業廃棄物を有害廃棄物と定義。

Water Withdrawal ★

取水量 ★

★: Values assured by the third party (only for fiscal year 2024)

★: 第三者保証を受けている数値(2024年度のみ)

Unit: 1,000 m³ / 単位: 1,000 m³

		FY2020 2020年度	FY2021 2021年度	FY2022 2022年度	FY2023 2023年度	FY2024 2024年度
Tap water 水道水	Nikon Group in Japan / 国内ニコングループ	671	601	602	588	610
	Group manufacturing companies outside Japan / 海外グループ生産会社	731	751	753	843	786
	Total / 合計	1,403	1,352	1,355	1,430	1,396
Groundwater 地下水	Nikon Group in Japan / 国内ニコングループ	1,934	1,694	1,779	1,660	1,453
	Group manufacturing companies outside Japan / 海外グループ生産会社	300	498	553	538	513
	Total / 合計	2,234	2,192	2,331	2,198	1,966
Industrial water 工業用水	Nikon Group in Japan / 国内ニコングループ	3	3	3	4	4
	Group manufacturing companies outside Japan / 海外グループ生産会社	0	0	0	0	0
	Total / 合計	3	3	3	4	4
River water and rainwater 河川水・雨水	Nikon Group in Japan / 国内ニコングループ	0	0	0	0	3
	Group manufacturing companies outside Japan / 海外グループ生産会社	0	0	0	0	0
	Total / 合計	0	0	0	0	3
Recycled water 再生水	Nikon Group in Japan / 国内ニコングループ	0	0	0	0	0
	Group manufacturing companies outside Japan / 海外グループ生産会社	0	0	0	0	0
	Total / 合計	0	0	0	0	0
Total 合計		3,640	3,546	3,689	3,632	3,370

Water Discharge★
排水量★

★: Values assured by the third party (only for fiscal year 2024)
★: 第三者保証を受けている数値(2024年度のみ)

Unit: 1,000 m³ / 単位: 1,000 m³

		FY2020 2020年度	FY2021 2021年度	FY2022 2022年度	FY2023 2023年度	FY2024 2024年度
Rivers, etc 河川等	Nikon Group in Japan / 国内ニコングループ	1,285	1,177	1,236	1,140	993
	Group manufacturing companies outside Japan / 海外グループ生産会社	0	0	0	0	0
	Total / 合計	1,285	1,177	1,236	1,140	993
Sewage 下水道	Nikon Group in Japan / 国内ニコングループ	1,190	978	1,026	976	974
	Group manufacturing companies outside Japan / 海外グループ生産会社	822	999	1,045	1,104	1,140
	Total / 合計	2,012	1,977	2,071	2,080	2,114
Total 合計		3,297	3,154	3,307	3,220	3,107

Freshwater consumption ★

淡水消費量 ★

★: Values assured by the third party (only for fiscal year 2024)

★: 第三者保証を受けている数値(2024年度のみ)

Unit: 1,000 m³ / 単位: 1,000 m³

		FY2020 2020年度	FY2021 2021年度	FY2022 2022年度	FY2023 2023年度	FY2024 2024年度
a) Withdrawal: Total municipal water supplies (or from other water utilities) a) 地方自治体の水道設備からの取水(水道水等)	Nikon Group in Japan 国内二コングループ	675	604	605	591	614
	Group manufacturing companies outside Japan 海外グループ生産会社	731	751	753	843	786
b) Withdrawal: Fresh surface water (lakes, rivers, etc.) b) 地表水からの取水(湖沼、河川等)	Nikon Group in Japan 国内二コングループ	0	0	0	0	3
	Group manufacturing companies outside Japan 海外グループ生産会社	0	0	0	0	0
c) Withdrawal: Fresh groundwater c) 地下水からの取水	Nikon Group in Japan 国内二コングループ	1,934	1,694	1,779	1,660	1,453
	Group manufacturing companies outside Japan 海外グループ生産会社	300	498	553	538	513
d) Discharge: Water returned to the source of extraction at similar or higher quality as raw water extracted (only applies to b and c) d) 取水源と同等またはそれ以上の品質での戻り水(bとcにのみ適用)	Nikon Group in Japan 国内二コングループ	1,856	1,623	1,728	1,603	1,421
	Group manufacturing companies outside Japan 海外グループ生産会社	119	200	223	216	189
e) Total Net Freshwater Consumption (a+b+c-d) e) 淡水の消費量合計(a+b+c-d)	Nikon Group in Japan 国内二コングループ	753	675	655	648	646
	Group manufacturing companies outside Japan 海外グループ生産会社	912	1,048	1,083	1,165	1,110

Water consumption 水消費量

★: Values assured by the third party (only for fiscal year 2024)

★: 第三者保証を受けている数値(2024年度のみ)

Unit: 1,000 m³ / 単位: 1,000 m³

		FY2020 2020年度	FY2021 2021年度	FY2022 2022年度	FY2023 2023年度	FY2024 2024年度
a) Water withdrawal(excluding saltwater) ★ a) 取水量(海水を除く)	Nikon Group in Japan 国内ニコングループ	2,609	2,297	2,384	2,251	2,071
	Group manufacturing companies outside Japan 海外グループ生産会社	1,031	1,249	1,306	1,381	1,299
	Total 合計	3,640	3,546	3,689	3,632	3,370
b) Water discharge(excluding saltwater) ★ b) 排水量(海水を除く)	Nikon Group in Japan 国内ニコングループ	2,474	2,155	2,262	2,116	1,967
	Group manufacturing companies outside Japan 海外グループ生産会社	822	999	1,045	1,104	1,140
	Total 合計	3,297	3,154	3,307	3,220	3,107
Total water consumption(a-b) 水消費量(a-b)	Nikon Group in Japan 国内ニコングループ	134	142	122	135	104
	Group manufacturing companies outside Japan 海外グループ生産会社	209	250	261	277	159
	Total 合計	343	392	382	412	263

Water Reuse★

再利用水量★

★: Values assured by the third party (only for fiscal year 2024)
★: 第三者保証を受けている数値(2024年度のみ)

Unit: 1,000 m³ / 単位: 1,000 m³

	FY2020 2020年度	FY2021 2021年度	FY2022 2022年度	FY2023 2023年度	FY2024 2024年度
Nikon Group in Japan 国内ニコングループ	59	57	52	52	47
Group manufacturing companies outside Japan 海外グループ生産会社	197	216	227	218	249
Total 合計	256	273	279	270	296
Reusing water rate 再利用水率	6.6%	7.2%	7.0%	6.9%	8.1%

Notes:
1. Reusing water discharged from one process in another process.
2. The reusing water rate is the ratio of the reusing water amount to the total of the water withdrawal amount and the reusing water amount: the reusing water rate = the reusing water amount / (water withdrawal amount + reusing water amount)

※1 再利用水とは、ある工程から排出されたのち、別の工程で利用される水。
※2 再利用水率は、取水量と再利用水量の合計に対する再利用水量の割合: 再利用水率 = 再利用水量 / (取水量 + 再利用水量)。

PRTR Survey Results

PRTR調査結果

Unit: t / 単位: t

		FY2020 2020年度	FY2021 2021年度	FY2022 2022年度	FY2023 2023年度	FY2024 2024年度
Amount released 排出量	Air / 大気	48.2	41.4	53.4	67.0	65.8
	Surface water / 公共用水域	0.0	0.0	0.0	0.0	0.0
	Amount in on-site landfill / 事業所内埋立	0.0	0.0	0.0	0.0	0.0
	Soil / 土壌	0.0	0.0	0.0	0.0	0.0
Amount transferred 移動量	Sewage / 下水道	0.0	0.0	0.0	0.0	0.0
	Waste / 廃棄物	16.5	25.5	22.0	38.5	42.4

Note: Due to the revision of the Act on Confirmation, etc. of Release Amounts of Specific Chemical Substances in the Environment and Promotion of Improvements to the Management Thereof (Law concerning Pollutant Release and Transfer Register / PRTR) in April 2023, the number of subject substances has increased from the results for fiscal year 2023.

※ 2023年4月の化学物質排出把握管理促進法(PRTR法)の改正に伴い、2023年度実績より対象物質数が増加。

Volatile Organic Compounds (VOCs) Emissions ★
VOC (揮発性有機化合物) 排出量 ★

★: Values assured by the third party (only for fiscal year 2024)
★: 第三者保証を受けている数値(2024年度のみ)

Unit: t / 単位: t

	FY2020 2020年度	FY2021 2021年度	FY2022 2022年度	FY2023 2023年度	FY2024 2024年度
Nikon Group in Japan 国内二コングループ	69	60	122	116	91
Group manufacturing companies outside Japan 海外グループ生産会社	384	257	309	323	381

Data on "Society/Labor" field / 「社会・労働」に関するデータ

Percentage of Procurement Value by Region and Percentage of Procurement Partners by Region at Regional Production Centers (Fiscal Year 2024) 生産拠点における地域別調達額比率と地域別パートナー比率 (2024年度)

Unit: % / 単位: %

	Percentage of Procurement Value by Region 調達金額ベースの地域別比率	Percentage of Procurement Partners by Region (Tier 1 suppliers) 地域別の調達パートナー比率
Japan / 日本	66	67
Europe / 欧州	5	17
Southeast Asia / 東南アジア	4	7
China / 中国	22	6
Others / その他	3	3

Number of Procurement Partners (Tier 1 suppliers) and Critical Procurement Partners 調達パートナー(一次調達先)と重点的に取り組む調達パートナー数

Unit: Companies / 単位: 社

	FY2020 2020年度	FY2021 2021年度	FY2022 2022年度	FY2023 2023年度	FY2024 2024年度
Procurement Partners (Tier 1 suppliers) 調達パートナー(一次調達先)	approx. 2,700 約 2,700	approx. 2,300 約 2,300	approx. 2,250 約 2,250	approx. 2,250 約 2,250	approx. 2,270 約 2,270
Critical Procurement Partners 重点的に取り組む調達パートナー	approx. 200 約 200	approx. 200 約 200	approx. 200 約 200	approx. 250 約 250	approx. 260 約 260

CSR Assessment Results

CSRアセスメント実績

Unit: Companies / 単位: 社

				FY2020 2020年度	FY2021 2021年度	FY2022 2022年度	FY2023 2023年度	FY2024 2024年度
CSR questionnaire diagnosis CSR調査票診断	Tier 1 suppliers 一次調達先	Existing procurement partners 既存調達パートナー	Critical procurement partners (regular assessment) 重点的に取り組む調達パートナー (定期アセスメント)	211	—	—	247	—
			Critical procurement partners newly identified through M&A and other means M&A等で新たに特定された重点的に取り組む調達パートナー	—	—	—	—	15
		New procurement partners 新規調達パートナー		—	15	6	20	3
	Suppliers other than Tier 1 suppliers (Tier 2 and beyond, including key partners) 一次調達先以外の調達先 (二次以降、キーパートナーを含む)		60	43	11	30	7	
Improvement requests based on CSR assessment results CSR調査票診断結果による改善要請				10	13	—	20	1
Improvement requests based on CSR audits CSR監査による改善要請				3	—	3	3	3
Improvements completed 改善完了				13	26	—	3	23

Note: Improvements may be completed in the fiscal year following the request for those improvements.
※ 改善完了は改善要請の翌年度になる場合がある。

Conflict Minerals Survey

紛争鉱物調査

Unit: Companies / 単位: 社

	FY2020 2020年度	FY2021 2021年度	FY2022 2022年度	FY2023 2023年度	FY2024 2024年度
Number of companies surveyed 調査対象社数	776	909	877	793	704
Percentage of procurement partners who conducted the surveys 調査実施率	92%	79%	85%	81%	86%
RMAP Conformant Smelter RMAP 適合製錬所	243	240	225	236	229
Non-RMAP Conformant Smelter 非RMAP 適合製錬所	84	104	116	120	133

Note: Figures calculated in May of the following year.
※ 翌年5月集計時点の数値。

Environmental Partner Certifications

環境パートナー認定の実績

Unit: Companies / 単位: 社

	FY2020 2020年度	FY2021 2021年度	FY2022 2022年度	FY2023 2023年度	FY2024 2024年度
Number of Environmental Management System Assessments 環境管理システムアセスメント数	139	149	180	167	168
Newly Certified Environmental Partners 環境パートナー新規認定数	18	36	31	15	23
Total Certified Environmental Partners * 環境パートナー認定総数*	420	453	456	456	461

* The figures have included declines due to business terminations, closures, and other factors.
* 取引中止、廃業などによる減少数を反映した値。

CSR Briefings for Procurement Partners

調達パートナー向けCSR調達説明会の実績

		FY2020 2020年度	FY2021 2021年度	FY2022 2022年度	FY2023 2023年度	FY2024 2024年度	Unit 単位
Participating companies 参加社数	In Japan 国内	849	716	802	920	890	Companies 社
	Outside Japan 海外	212	253	202	76	188	
Participants 参加者数	In Japan 国内	1,066	1,135	951	988	963	Persons 名
	Outside Japan 海外	389	402	317	170	217	

Note: From 2021 onward, meetings were held online. Starting in 2023, meetings were organized by language, with Japanese sessions classified as "In Japan" and Thai and Chinese sessions categorized as "Outside Japan".

※ 2021年度以降はオンライン開催。2023年度から言語別の会議を設定し、日本語の説明会を「国内」、タイ語・中国語の説明会を「海外」とカウント。

Number of Employees
従業員数

Unit: persons / 単位:名

	FY2020 2020年度	FY2021 2021年度	FY2022 2022年度	FY2023 2023年度	FY2024 2024年度
Nikon ニコン	4,183	4,174	4,184	4,388	4,634
Group companies in Japan 国内グループ会社	4,646	4,472	4,119	4,138	4,168
Group companies in Europe 欧州グループ会社	1,836	1,842	2,525	2,591	2,665
Group companies in the Americas 米州グループ会社	921	924	971	997	1124
Group companies in Asia and Oceania アジア・オセアニア グループ会社	7,862	7,025	6,991	7,330	7,478
Nikon Group (total) ニコングループ (合計)	19,448	18,437	18,790	19,444	20,069

Notes:
1. Permanent employees of the Nikon Group. Regarding regional figures, employees who are seconded to affiliates are counted as employees of the affiliates.
2. Number as of the end of March in each fiscal year.

※1 ニコングループの正社員。地域別人数について、出向者は出向先の人数に含む。
※2 各年度、3月末現在の人数。

Gender and Age Composition Ratios of Nikon by Managerial Level and Employment Type (As of March 31, 2025)
ニコンの管理職・雇用形態別の男女別／年齢別構成比(2025年3月末現在)

Unit: % / 単位:%

		Senior Managers 上級管理職	Managers other than senior 上級以外の管理職	Permanent employees 一般正社員	Part-time and temporary employees パート・アルバイト等	Total 合計
Gender 性別	Men 男性	100	93	81	0	82
	Women 女性	0	8	20	100	18
Age 年齢別	Under 30 30歳未満	0	0	17	0	15
	Between 30 and 49 30歳以上50歳未満	0	44	59	0	57
	Over 50 50歳以上	100	55	24	100	29

Note: Senior managers refers to directors and officers.
※ 上級管理職は役員。

Proportion of Management Hired from the Local Community outside Japan

海外における地元コミュニティから採用した管理職比率

Unit: % / 単位: %

			FY2020 2020年度	FY2021 2021年度	FY2022 2022年度	FY2023 2023年度	FY2024 2024年度
Group companies in Europe 欧州グループ会社	Senior Managers 上級管理職	Men 男性	50	55	83	80	67
		Women 女性	—	—	—	—	—
	Managers other than senior 上級以外の管理職	Men 男性	91	92	91	92	95
		Women 女性	100	100	100	100	100
Group companies in the Americas 米州グループ会社	Senior Managers 上級管理職	Men 男性	22	67	100	100	17
		Women 女性	—	100	100	100	100
	Managers other than senior 上級以外の管理職	Men 男性	87	84	78	80	79
		Women 女性	100	98	95	96	96
Group companies in Asia and Oceania アジア・オセアニア グループ会社	Senior Managers 上級管理職	Men 男性	13	8	67	80	19
		Women 女性	100	—	—	—	0
	Managers other than senior 上級以外の管理職	Men 男性	78	70	71	72	71
		Women 女性	99	97	95	94	95

Notes:

1. Senior managers refers to full-time director and officers.

2. The companies that have become consolidated subsidiaries through acquisition are not included in the calculations for the fiscal year in which they were acquired.

※1 上級管理職は、常勤役員。

※2 買収により連結子会社化した子会社は、当該買収を実施した年度の集計対象には含まない。

Number and Rate of New Hires

新規雇用者数と新規雇用率

Unit: persons / 単位: 名

		FY2020 2020年度	FY2021 2021年度	FY2022 2022年度	FY2023 2023年度	FY2024 2024年度	FY2024 New hires rate 2024年度 新規雇用率
Nikon ニコン	Men 男性	138	152	253	352	312	6.9%
	Women 女性	33	42	72	127	105	11.8%
	Total 合計	171	194	325	479	417	7.7%
Group companies in Japan 国内グループ会社	Men 男性	585	302	123	133	169	6.4%
	Women 女性	73	110	55	71	98	15.9%
	Total 合計	658	412	178	204	267	8.2%
Group companies in Europe 欧州グループ会社	Men 男性	125	214	217	315	256	13.3%
	Women 女性	67	94	96	118	111	16.2%
	Total 合計	192	308	313	433	367	14.1%
Group companies in the Americas 米州グループ会社	Men 男性	66	70	102	41	60	7.7%
	Women 女性	19	30	29	37	36	13.7%
	Total 合計	85	100	131	78	96	9.2%
Group companies in Asia and Oceania アジア・オセアニア グループ会社	Men 男性	63	159	233	164	128	5.7%
	Women 女性	45	160	350	557	922	18.1%
	Total 合計	108	319	583	721	1,050	14.3%

Notes:

1. Permanent employees of the Nikon Group.
2. Group companies in Japan for fiscal year 2020 and fiscal year 2021 include those who have transferred from Nikon to Nikon Nisso Prime under the Nikon post-retirement reemployment system.
3. The companies that have become consolidated subsidiaries through acquisition are not included in the calculations for the fiscal year in which they were acquired.
4. Rate of new hires: Number of new hires ÷ Number of employees as of March 31

※1 ニコングループの正社員。

※2 2020年度および2021年度の国内グループ会社には、ニコン定年後再雇用制度に基づき、ニコンからニコン日総プライムへ転籍した者を含む。

※3 買収により連結子会社化した子会社は、当該買収を実施した年度の集計対象には含まない。

※4 新規雇用率: 新規雇用者数 ÷ 3月31日時点の従業員数

Breakdown of Nikon's New Hires by Attributes

ニコンの新規雇用者の属性別の人数内訳

Unit: persons / 単位: 名

		FY2024 2024年度		
		Men 男性	Women 女性	Total 合計
Age 年齢別	Under 30 30歳未満	141	75	216
	Between 30 and 49 30歳以上50歳未満	165	30	195
	Over 50 50歳以上	6	0	6
Nationality 国籍別	日本籍 Japanese	306	95	401
	中国籍 Chinese	3	7	10
	韓国籍 Korean	3	2	5
	その他 Others	0	1	1
Managers, Non-managers 管理職・非管理職別	管理職相当 Managers	5	307	312
	非管理職 Non-managers	1	104	105

Average Age

平均年齢

Unit: years old / 単位: 歳

		FY2020 2020年度	FY2021 2021年度	FY2022 2022年度	FY2023 2023年度	FY2024 2024年度
Nikon ニコン	Men 男性	45.0	45.0	44.8	44.0	43.6
	Women 女性	41.0	41.2	40.7	39.5	38.8
Group companies in Japan 国内グループ会社	Men 男性	46.6	46.6	45.8	45.9	46.1
	Women 女性	46.3	45.8	46.1	45.1	44.7
Group companies in Europe 欧州グループ会社	Men 男性	44.8	44.4	44.6	42.7	42.5
	Women 女性	42.4	42.7	42.8	41.6	41.2
Group companies in the Americas 米州グループ会社	Men 男性	45.4	46.0	45.7	45.9	46.1
	Women 女性	46.7	46.6	46.7	46.7	42.1
Group companies in Asia and Oceania アジア・オセアニア グループ会社	Men 男性	37.5	38.1	38.6	39.0	39.5
	Women 女性	37.1	38.2	37.9	37.6	38.1

Notes:

1. Permanent employees of the Nikon Group. Employees who were seconded to affiliates are counted as those of their original companies.

2. The companies that have become consolidated subsidiaries through acquisition are not included in the calculations for the fiscal year in which they were acquired.

※1 ニコングループの正社員。関係会社への出向者は、出向元の人数に含む。

※2 買収により連結子会社化した子会社は、当該買収を実施した年度の集計対象には含まない。

Age Group 年齢層

Unit: persons / 単位: 名

		FY2020 2020年度	FY2021 2021年度	FY2022 2022年度	FY2023 2023年度	FY2024 2024年度
Nikon ニコン	Under 30 30歳未満	427	427	463	569	674
	Between 30 and 49 30歳以上50歳未満	2,319	2,319	2,341	2,470	2,628
	Over 50 50歳以上	1,428	1,428	1,380	1,349	1,332
Group companies in Japan 国内グループ会社	Under 30 30歳未満	212	212	249	297	363
	Between 30 and 49 30歳以上50歳未満	2,188	2,188	2,127	2,018	2,070
	Over 50 50歳以上	2,072	2,072	1,743	1,602	1,735
Group companies in Europe 欧州グループ会社	Under 30 30歳未満	225	225	259	420	400
	Between 30 and 49 30歳以上50歳未満	1,006	1,006	1,019	1,422	1,458
	Over 50 50歳以上	611	611	662	749	799
Group companies in the Americas 米州グループ会社	Under 30 30歳未満	103	103	124	104	89
	Between 30 and 49 30歳以上50歳未満	425	425	440	438	569
	Over 50 50歳以上	396	396	407	425	466
Group companies in Asia and Oceania アジア・オセアニアグループ会社	Under 30 30歳未満	1,098	1,098	1,064	1,344	1,387
	Between 30 and 49 30歳以上50歳未満	5,634	5,634	5,492	5,508	5,482
	Over 50 50歳以上	293	293	435	478	609

Notes:

1. Permanent employees of the Nikon Group. Regarding regional figures, employees who are seconded to affiliates are counted as employees of the affiliates.
 2. The companies that have become consolidated subsidiaries through acquisition are not included in the calculations for the fiscal year in which they were acquired.
- ※1 ニコングループの正社員。地域別の数値について、出向者は出向先の人数に含む。
- ※2 買収により連結子会社化した子会社は、当該買収を実施した年度の集計対象には含まない。

Average Years of Service

平均勤続年数

Unit: years / 単位: 年

		FY2020 2020年度	FY2021 2021年度	FY2022 2022年度	FY2023 2023年度	FY2024 2024年度
Nikon ニコン	Men 男性	18.6	18.5	17.9	16.5	15.8
	Women 女性	15.3	15.4	14.4	12.5	11.7
Group companies in Japan 国内グループ会社	Men 男性	16.2	15.4	17.2	18.0	16.9
	Women 女性	15.7	17.0	16.0	15.9	13.3
Group companies in Europe 欧州グループ会社	Men 男性	9.1	9.0	9.0	8.0	8.0
	Women 女性	7.5	7.8	7.3	7.2	7.0
Group companies in the Americas 米州グループ会社	Men 男性	12.8	12.7	12.5	12.8	11.4
	Women 女性	11.5	10.7	10.9	10.2	8.9
Group companies in Asia and Oceania アジア・オセアニア グループ会社	Men 男性	12.1	12.0	12.8	13.2	13.7
	Women 女性	13.6	13.9	14.5	14.1	14.2

Notes:

1. Permanent employees of the Nikon Group. Employees who were seconded to affiliates are counted as those of their original companies.
 2. The companies that have become consolidated subsidiaries through acquisition are not included in the calculations for the fiscal year in which they were acquired.
- ※1 ニコングループの正社員。関係会社への出向者は、出向元の人数に含む。
- ※2 買収により連結子会社化した子会社は、当該買収を実施した年度の集計対象には含まない。

Number and Rate of Turnover

離職者数と離職率

Unit: persons / 単位: 名

		FY2020 2020年度		FY2021 2021年度		FY2022 2022年度		FY2023 2023年度		FY2024 2024年度				
		Mandatory retirees 定年	Other retirees 定年以外	Mandatory retirees 定年	Other retirees 定年以外	Mandatory retirees 定年	Other retirees 定年以外	Mandatory retirees 定年	Other retirees 定年以外	Mandatory retirees 定年	Other retirees 定年以外			Turnover rate 離職率
											Contract expiration 契約期間満了	Retired for personal reasons 自己都合	Others その他	
Nikon ニコン	Men 男性	453	160	154	105	192	119	192	83	135	6	82	7	4.9%
	Women 女性	9	10	4	31	24	25	24	23	8	3	24	0	3.9%
Group companies in Japan 国内グループ会社	Men 男性	10	191	9	296	7	85	7	99	13	44	44	3	3.8%
	Women 女性	1	99	1	80	0	21	0	31	1	12	19	4	5.2%
Group companies in Europe 欧州グループ会社	Men 男性	7	148	8	219	12	174	12	194	8	11	48	211	3.5%
	Women 女性	3	53	2	96	2	75	2	85	2	10	8	58	2.9%
Group companies in the Americas 米州グループ会社	Men 男性	7	72	6	66	8	72	8	35	10	5	8	123	3.0%
	Women 女性	1	34	18	22	0	19	0	48	1	0	6	27	2.7%
Group companies in Asia and Oceania アジア・オセアニア グループ会社	Men 男性	5	189	1	554	4	131	4	108	13	7	75	17	4.3%
	Women 女性	6	598	2	509	8	411	8	583	25	5	81	753	2.2%
Nikon Group (total) ニコングループ (合計)	Men 男性	482	760	178	1,240	223	581	223	519	179	73	257	361	4.2%
	Women 女性	20	794	27	738	34	551	34	770	37	30	138	842	2.7%

Notes:

1. Permanent employees of the Nikon Group. Employees who were seconded to affiliates are counted as those of their original companies.
2. Starting from the fiscal year 2020, Nikon's retirees include those who have transferred from Nikon to Nikon Nisso Prime Corporation based on the Nikon's reemployment system for retirees.
3. Starting from the fiscal year 2020, "others" of group companies in Japan include those who have transferred from Nikon to Nikon Nisso Prime Corporation under the Nikon post-retirement reemployment system and then retired. However, from fiscal year 2022, this number is not included due to the conversion of Nikon Nisso Prime Corporation into an affiliated company.
4. The companies that have become consolidated subsidiaries through acquisition are not included in the calculations for the fiscal year in which they were acquired.
5. "Others" include retirement due to death or transfer to another company, etc.
6. Turnover rate: Turnover (excluding the number of others) ÷ Number of employees as of March 31.

- ※1 ニコングループの正社員。関係会社への出向者は、出向元の人数に含む。
- ※2 2020年度以降のニコンの定年には、ニコン定年後再雇用制度に基づき、ニコンからニコン日総プライムへ転籍した者を含む。
- ※3 2020年度以降の国内グループ会社の定年以外には、ニコン定年後再雇用制度に基づき、ニコンからニコン日総プライムへ転籍し、その後退職した者を含む。ただし、2022年度以降は、ニコン日総プライムの関連会社化により当該人数は含まない。
- ※4 買収により連結子会社化した子会社は、当該買収を実施した年度の集計対象には含まない。
- ※5 「その他」には、死亡や他社への転籍等による退職を含む。
- ※6 離職率: 離職者(その他を除く) ÷ 3月31日時点の従業員数

Ratio of Female Employees
女性従業員比率

Unit: % / 単位: %

	FY2020 2020年度	FY2021 2021年度	FY2022 2022年度	FY2023 2023年度	FY2024 2024年度
Nikon ニコン	14.8	15.2	15.8	16.9	17.5
Group companies in Japan 国内グループ会社	13.2	12.9	14.4	15.5	17.0
Group companies in Europe 欧州グループ会社	26.5	26.1	27.1	24.7	25.7
Group companies in the Americas 米州グループ会社	22.4	22.6	21.9	23.3	25.2
Group companies in Asia and Oceania アジア・オセアニア グループ会社	69.5	67.7	67.4	68.1	68.3
Nikon Group (total) ニコングループ (合計)	38.0	36.2	36.8	37.3	37.9

Notes:

1. Permanent employees of the Nikon Group. Employees seconded to affiliates have been counted as employees of the affiliates.

2. The companies that have become consolidated subsidiaries through acquisition are not included in the calculations for the fiscal year in which they were acquired.

※1 ニコングループの正社員。関係会社への出向者は出向先の人数に含む。

※2 買収により連結子会社化した子会社は、当該買収を実施した年度の集計対象には含まない。

Ratio of Females in Management Positions

管理職における女性の割合

Unit: % / 単位: %

		FY2020 2020年度	FY2021 2021年度	FY2022 2022年度	FY2023 2023年度	FY2024 2024年度
Nikon ニコン	General manager / 部長相当	4.8	7.1	8.9	7.1	7.1
	Manager / 課長相当	6.8	7.2	6.4	7.9	7.6
	Total / 合計	6.4	7.2	6.9	7.8	7.5
Group companies in Japan 国内グループ会社	General manager / 部長相当	3.0	3.0	4.0	3.2	3.1
	Manager / 課長相当	3.2	4.2	3.4	4.1	3.8
	Total / 合計	3.1	3.7	3.6	3.8	3.5
Group companies in Europe 欧州グループ会社	General manager / 部長相当	21.8	23.4	20.5	18.0	17.3
	Manager / 課長相当	24.3	25.5	25.3	23.2	22.2
	Total / 合計	22.9	24.4	23.1	20.6	19.9
Group companies in the Americas 米州グループ会社	General manager / 部長相当	29.1	17.6	15.0	16.7	30.9
	Manager / 課長相当	28.1	35.8	32.1	35.7	21.0
	Total / 合計	28.7	28.4	22.5	26.9	25.6
Group companies in Asia and Oceania アジア・オセアニア グループ会社	General manager / 部長相当	11.1	12.4	12.5	13.7	16.1
	Manager / 課長相当	31.5	31.0	27.5	31.4	32.3
	Total / 合計	23.6	23.7	22.1	25.4	26.6
Nikon Group (total) ニコングループ (合計)	General manager / 部長相当	15.2	13.3	12.3	11.8	13.7
	Manager / 課長相当	14.8	16.8	14.6	16.5	14.9
	Total / 合計	15.0	15.6	13.8	14.9	14.5

Notes:

1. Permanent employees of the Nikon Group. Regarding regional figures, employees who are seconded to affiliates are counted as employees of the affiliates.

2. The companies that have become consolidated subsidiaries through acquisition are not included in the calculations for the fiscal year in which they were acquired.

※1 ニコングループの正社員。地域別の数値について、出向者は出向先の人数に含む。

※2 買収により連結子会社化した子会社は、当該買収を実施した年度の集計対象には含まない。

Ratio of Females in Junior Management Positions at Nikon ニコンの初級管理職における女性の割合

Unit: % / 単位: %

		FY2023 2023年度	FY2024 2024年度
Nikon ニコン	Junior manager 係長相当	7.6	9.7

Number of Part-time and Temporary Employees パート・アルバイトなどの人数

Unit: persons / 単位: 名

	FY2020 2020年度	FY2021 2021年度	FY2022 2022年度	FY2023 2023年度	FY2024 2024年度
Nikon ニコン	5	4	3	3	1
Group companies in Japan 国内グループ会社	850	802	203	162	145
Group companies in Europe 欧州グループ会社	29	26	40	41	41
Group companies in the Americas 米州グループ会社	5	9	8	5	23
Group companies in Asia and Oceania アジア・オセアニア グループ会社	43	39	38	38	27
Nikon Group (total) ニコングループ (合計)	932	898	292	249	237

Employment of People with Disabilities under Group Certification

グループ認定における障がい者雇用率

Unit: % / 単位: %

	FY2020 2020年度	FY2021 2021年度	FY2022 2022年度	FY2023 2023年度	FY2024 2024年度
Japan 日本	2.48	2.40	2.42	2.32	2.53

Note: The rates are as of June 1 of each year.
※ 毎年6月1日時点のもの。

Number of Employees Taking Childcare Leave

育児休暇取得者数

Unit: persons / 単位: 名

		FY2020 2020年度	FY2021 2021年度	FY2022 2022年度	FY2023 2023年度	FY2024 2024年度
Nikon ニコン	Men 男性	31	46	61	53	98
	Women 女性	24	28	28	18	23
Group companies in Japan 国内グループ会社	Men 男性	9	13	16	12	21
	Women 女性	13	9	8	7	8

Return-to-Work Rates after Childcare Leave
育児休暇後の復職率

			FY2020 2020年度	FY2021 2021年度	FY2022 2022年度	FY2023 2023年度	FY2024 2024年度
Nikon ニコン	Men 男性	Number of employees retuning to work after childcare leave 復職した社員数	31	49	57	56	100
		Return-to-work rate 復職率	100%	100%	100%	100%	99%
	Women 女性	Number of employees retuning to work after childcare leave 復職した社員数	23	29	24	25	22
		Return-to-work rate 復職率	100%	94%	100%	100%	100%
Group companies in Japan 国内グループ会社	Men 男性	Number of employees retuning to work after childcare leave 復職した社員数	7	16	12	10	19
		Return-to-work rate 復職率	100%	100%	100%	100%	100%
	Women 女性	Number of employees retuning to work after childcare leave 復職した社員数	19	19	6	4	4
		Return-to-work rate 復職率	90%	100%	100%	100%	100%

Note: The return-to-work rate is the percentage of employees who returned to work among those who completed their childcare leave in that fiscal year.
※ 復職率とは、当該年度に育児休暇を終了した者のうち、復職した者の割合。

Number of Employees Taking Family Care Leave
介護休暇取得実績

		FY2020 2020年度	FY2021 2021年度	FY2022 2022年度	FY2023 2023年度	FY2024 2024年度
Nikon ニコン	Men 男性	1	1	1	1	1
	Women 女性	0	1	0	0	0
Group companies in Japan 国内グループ会社	Men 男性	5	2	2	3	3
	Women 女性	3	2	3	0	1

Retention Rates after Childcare Leave 育児休暇後の定着率

Unit: % / 単位: %

		FY2020 2020年度	FY2021 2021年度	FY2022 2022年度	FY2023 2023年度	FY2024 2024年度
Nikon ニコン	Men 男性	95	97	92	96	94
	Women 女性	97	100	97	96	93
Group companies in Japan 国内グループ会社	Men 男性	100	100	100	100	100
	Women 女性	79	79	100	100	100

Note: The retention rate is the proportion of employees returning to work from childcare leave in the previous fiscal year that were still with the company at least 12 months after returning to work.
※ 定着率とは、前年度に育児休暇から復職した者のうち、復職後12カ月以上在籍した人数の割合。

Annual Number of Training Days per Employee at Nikon ニコンの一人あたりの年間研修受講日数

Unit: days / 単位: 日

		FY2020 2020年度	FY2021 2021年度	FY2022 2022年度	FY2023 2023年度	FY2024 2024年度
Managers 管理職		1.1	1.6	1.1	1.1	1.7
Non-managers 管理職以外		2.6	2.6	3.0	3.9	4.5
Men 男性		2.3	2.5	2.5	3.1	3.8
Women 女性		2.9	2.7	3.8	5.1	5.5
Total 合計		2.4	2.5	2.7	3.5	4.1

Number of Employees Represented by an Independent Labor Union
独立した労働組合または労働協約にカバーされている従業員

Unit: persons / 単位: 名

		FY2020 2020年度	FY2021 2021年度	FY2022 2022年度	FY2023 2023年度	FY2024 2024年度
Nikon ニコン	Number of employees 従業員数	4,173	4,062	4,067	4,110	4,282
	Percentage 割合	79.8%	78.8%	78.8%	77.5%	78.7%

Satisfaction of Nikon Group Employees in Their Companies (Group Employee Awareness Survey Results)
国内ニコングループ従業員の会社への満足度意識 (グループ意識調査の結果)

Unit: % / 単位: %

	FY2020 2020年度	FY2021 2021年度	FY2022 2022年度	FY2023 2023年度	FY2024 2024年度
Satisfaction 満足度	78.7	80.1	82.4	77.5	—*1
Response rate 回答率	94.5	95.1	93.5	94.0	—*1

Notes:
1. The above figure was prepared based on the response to the following question.
 Question until fiscal year 2021: Do you feel that the Company's policies and targets are conveyed clearly?
 Questions after fiscal year 2022: Do you feel that you are working with enthusiasm in your workplace?
2. Targeted satisfaction rate: 100%
*1 Satisfaction was not measured due to a review of survey methods, etc.

※1 上記数値は次の設問への回答数値をもとに作成した。
 2021年度までの設問: 会社の方向性や目標がきちんと伝達されているか?
 2022年度以降の設問: あなたは職場で熱意をもって仕事に取り組むことができていると感じるか?
※2 目標満足度: 100%
*1 調査手法等の見直しのため満足度計測を実施していません。

Occupational Accidents Attributed/Related to Work
業務起因性・業務遂行性の高い労働災害件数

Unit: cases / 単位: 件

	FY2020 2020年度	FY2021 2021年度	FY2022 2022年度	FY2023 2023年度	FY2024 2024年度
Nikon Group ニコングループ	19	21	27	52	59

Notes:
1. Figures up to fiscal year 2022 are for Nikon Group in Japan only.
2. Targets to be achieved by fiscal year 2025: less than 60.
3. There were 22 Group companies in Japan, including 17 consolidated subsidiaries, 1 non-consolidated subsidiary, and 4 affiliated companies, in the fiscal year 2024.
4. There were 62 Group companies (consolidated subsidiaries) outside Japan in the fiscal year 2024.

※1 2022年度までは、国内ニコングループのみの値。
※2 2025年度までの達成目標: 60件以下
※3 2024年度の国内グループ会社は、連結子会社17社、非連結子会社1社、関連会社4社の計22社が対象。
※4 2024年度の海外グループ会社は連結子会社62社が対象。

Frequency Rate of Lost Time Accidents (1 or More Days)
休業災害(1日間以上) 度数率

★: Values assured by the third party (only for fiscal year 2024)
★: 第三者保証を受けている数値(2024年度のみ)

	FY2020 2020年度	FY2021 2021年度	FY2022 2022年度	FY2023 2023年度	FY2024 2024年度
All industries in Japan (calendar year) 日本の全産業 (暦年)	1.95	2.09	2.06	2.14	2.10
Manufacturing industry in Japan (calendar year) 日本の製造業 (暦年)	1.21	1.31	1.25	1.29	1.30
Nikon ★ ニコン ★	0.19	0.18	0.55	0.09	0.25
Group companies in Japan ★ 国内グループ会社 ★	0.64	0.33	0.32	0.47	0.88
Group companies in Europe 欧州グループ会社	0.83	1.09	2.41	2.54	3.04
Group companies in the Americas 米州グループ会社	0.70	1.51	0.73	0.53	0.74
Group companies in Asia and Oceania アジア・オセアニア グループ会社	0.29	0.33	0.28	0.27	0.57
Nikon Group (total) ニコングループ (合計)	0.43	0.42	0.56	0.55	0.82

Notes:
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.
2. There were 22 Group companies in Japan, including 17 consolidated subsidiaries, 1 non-consolidated subsidiaries, and 4 affiliated companies, in the fiscal year 2024.
3. There were 62 Group companies (consolidated subsidiaries) outside Japan in the fiscal year 2024. The frequency rate was calculated based on total imputed working hours.
※1 度数率: 100万のべ実労働時間当たりの労働災害による死傷者数で、災害発生の頻度を表す。
※2 2024年度の国内グループ会社は、連結子会社17社、非連結子会社1社、関連会社4社の計22社が対象。
※3 2024年度の海外グループ会社は、連結子会社62社が対象。度数率は、のべみなし労働時間数から算出。

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

休業災害(1日間以上) 強度率

★: Values assured by the third party (only for fiscal year 2024)
★: 第三者保証を受けている数値(2024年度のみ)

	FY2020 2020年度	FY2021 2021年度	FY2022 2022年度	FY2023 2023年度	FY2024 2024年度
All industries in Japan (calendar year) 日本の全産業 (暦年)	0.09	0.09	0.09	0.09	0.09
Manufacturing industry in Japan (calendar year) 日本の製造業 (暦年)	0.07	0.06	0.08	0.08	0.06
Nikon ★ ニコン ★	0.00	0.00	0.01	0.00	0.01
Group companies in Japan ★ 国内グループ会社 ★	0.01	0.00	0.00	0.00	0.02
Group companies in Europe 欧州グループ会社	0.04	0.08	0.03	0.06	0.07
Group companies in the Americas 米州グループ会社	0.00	0.00	0.00	0.01	0.00
Group companies in Asia and Oceania アジア・オセアニア グループ会社	0.00	0.00	0.00	0.00	0.01
Nikon Group (total) ニコングループ (合計)	0.01	0.01	0.01	0.01	0.02

Notes:
1. 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.
2. 0.00 indicates a rate of less than 0.005.
3. There were 22 Group companies in Japan, including 17 consolidated subsidiaries, 1 non-consolidated subsidiary, and 4 affiliated companies, in the fiscal year 2024.
4. There were 62 Group companies (consolidated subsidiaries) outside Japan in the fiscal year 2024. The severity rate was calculated based on total imputed working hours.
※1 強度率: 1,000のべ実労働時間当たりの労働損失日数で、災害の重さの程度を表す。
※2 「0.00」は、小数点第3位において四捨五入しても小数点第2位に満たないもの。
※3 2024年度の国内グループ会社は、連結子会社17社、非連結子会社1社、関連会社4社の計22社が対象。
※4 2024年度の海外グループ会社は、連結子会社62社が対象。強度率は、のべみなし労働時間数から算出。

Occupational Accidents Requiring Time Off (1 or More Days) 休業災害 (1日間以上)

★: Values assured by the third party (only for fiscal year 2024)
★: 第三者保証を受けている数値 (2024年度のみ)

		FY2020 2020年度	FY2021 2021年度	FY2022 2022年度	FY2023 2023年度	FY2024 2024年度	Unit 単位
Nikon ★ ニコン ★	Accidents requiring time off / 休業災害	2	2	6	1	3	persons / 名
	Lost days / 業務災害労働損失日数	30.4	27.1	85.5	9.8	67.4	days / 日
	Ratio of seriously injured / 重篤者の割合	0.0	0.0	0.0	0.0	0.0	%
Group companies in Japan ★ 国内グループ会社 ★	Accidents requiring time off / 休業災害	7	4	4	6	11	persons / 名
	Lost days / 業務災害労働損失日数	178.4	10.7	58.4	14.3	270.4	days / 日
	Ratio of seriously injured / 重篤者の割合	0.0	0.0	0.0	0.0	0.0	%
Group companies in Europe 欧州グループ会社	Accidents requiring time off / 休業災害	3	4	9	13	16	persons / 名
	Lost days / 業務災害労働損失日数	148.0	282.7	112.6	289.3	380.6	days / 日
	Ratio of seriously injured / 重篤者の割合	33.3	25.0	0.0	0.0	0.0	%
Group companies in the Americas 米州グループ会社	Accidents requiring time off / 休業災害	2	4	2	1	3	persons / 名
	Lost days / 業務災害労働損失日数	4.1	3.3	4.5	15.6	4.9	days / 日
	Ratio of seriously injured / 重篤者の割合	0.0	0.0	0.0	0.0	0.0	%
Group companies in Asia and Oceania アジア・オセアニア グループ会社	Accidents requiring time off / 休業災害	5	5	4	4	11	persons / 名
	Lost days / 業務災害労働損失日数	32.9	7.4	62.5	4.9	130.7	days / 日
	Ratio of seriously injured / 重篤者の割合	0.0	0.0	0.0	0.0	0.0	%
Contractors (in Japan) ★ 請負 (国内) ★	Accidents requiring time off / 休業災害	0	0	0	0	0	persons / 名
	Lost days / 業務災害労働損失日数	0.0	0.0	0.0	0.0	0.0	days / 日
	Ratio of seriously injured / 重篤者の割合	0.0	0.0	0.0	0.0	0.0	%
Contractors (outside Japan) 請負 (海外)	Accidents requiring time off / 休業災害	0	0	0	0	1	persons / 名
	Lost days / 業務災害労働損失日数	0.0	0.0	0.0	0.0	167.7	days / 日
	Ratio of seriously injured / 重篤者の割合	0.0	0.0	0.0	0.0	100.0	%

Notes:

- Lost days: The number of missed work days in the past multiplied by 300/365.
- There were 22 Group companies in Japan, including 17 consolidated subsidiaries, 1 non-consolidated subsidiaries, and 4 affiliated companies, in the fiscal year 2024.
- There were 62 Group companies (consolidated subsidiaries) outside Japan in the fiscal year 2024.
- Contracts are for on-site contract workers entrusted by companies outside the Nikon Group.
- Seriously injured: Workers with injuries that result in a fatality or in an injury from which the worker cannot, does not, or is not expected to recover fully to pre-injury health status within 6 months.
- The number of days lost due to work-related injuries in contractors outside Japan was calculated based on the expected recovery information of one subject employee.

- ※1 損失日数: 暦日の休業日数に300/365を乗じた日数 (小数点以下四捨五入)
※2 2024年度の国内グループ会社は、連結子会社17社、非連結子会社1社、関連会社4社の計22社が対象。
※3 2024年度の海外グループ会社は、連結子会社62社が対象。
※4 請負は、ニコングループ外の会社が受託した構内請負労働者が対象。
※5 重篤者: 6ヶ月以内に傷害前の健康状態に完全に回復することができないか、回復しないまたは死亡すると予想される傷害を負った労働者。
※6 請負 (海外) の業務災害労働損失日数は、対象者1名の回復見込み情報より算出。

Fatalities

死亡者数

★: Values assured by the third party (only for fiscal year 2024)
★: 第三者保証を受けている数値(2024年度のみ)

		FY2020 2020年度	FY2021 2021年度	FY2022 2022年度	FY2023 2023年度	FY2024 2024年度	Unit 単位
Nikon ★ ニコン ★	Fatalities 死亡者数	0	0	0	0	0	persons 名
	Ratio of fatalities 死亡者の割合	0.00	0.00	0.00	0.00	0.00	%
Group companies in Japan ★ 国内グループ会社 ★	Fatalities 死亡者数	0	0	0	0	0	persons 名
	Ratio of fatalities 死亡者の割合	0.00	0.00	0.00	0.00	0.00	%
Group companies in Europe 欧州グループ会社	Fatalities 死亡者数	0	0	0	0	0	persons 名
	Ratio of fatalities 死亡者の割合	0.00	0.00	0.00	0.00	0.00	%
Group companies in the Americas 米州グループ会社	Fatalities 死亡者数	0	0	0	0	0	persons 名
	Ratio of fatalities 死亡者の割合	0.00	0.00	0.00	0.00	0.00	%
Group companies in Asia and Oceania アジア・オセアニア グループ会社	Fatalities 死亡者数	0	0	0	0	0	persons 名
	Ratio of fatalities 死亡者の割合	0.00	0.00	0.00	0.00	0.00	%
Contractors (in Japan) ★ 請負 (国内) ★	Fatalities 死亡者数	0	0	0	0	0	persons 名
	Ratio of fatalities 死亡者の割合	0.00	0.00	0.00	0.00	0.00	%
Contractors (outside Japan) 請負 (海外)	Fatalities 死亡者数	0	0	0	0	0	persons 名
	Ratio of fatalities 死亡者の割合	0.00	0.00	0.00	0.00	0.00	%

Notes:

- There were 22 Group companies in Japan, including 17 consolidated subsidiaries, 1 non-consolidated subsidiary, and 4 affiliated companies, in the fiscal year 2024.
- There were 62 Group companies (consolidaed subsidiaries) outside Japan in the fiscal year 2024.
- Contracts are for on-site contract workers entrusted by companies outside the Nikon Group. Other than on-site contract workers, one fatality occurred during the construction of a new store for a Group company outside Japan in fiscal year 2023. The response to this incident is described on p.148 of the Sustainability Report 2024.

※1 2024年度の国内グループ会社は、連結子会社17社、非連結子会社1社、関連会社4社の計22社が対象。

※2 2024年度の海外グループ会社は、連結子会社62社が対象。

※3 請負は、ニコングループ外の会社が受託した構内請負労働者が対象。構内請負以外では、2023年度、海外グループ会社の新店舗施工中の事故において1名死亡。当該事案の対応についてはサステナビリティ報告書2024のp.148に記載。

Frequency Rate of Occupational Illnesses

職業性疾病度数率

		FY2020 2020年度	FY2021 2021年度	FY2022 2022年度	FY2023 2023年度	FY2024 2024年度	Unit 単位
Nikon ニコン	Frequency Rate of Illnesses 疾病度数率	0.00	0.00	0.00	0.00	0.00	—
	Fatalities 死亡者数	0	0	0	0	0	persons 名
Group companies in Japan 国内グループ会社	Frequency Rate of Illnesses 疾病度数率	0.00	0.00	0.00	0.00	0.00	—
	Fatalities 死亡者数	0	0	0	0	0	persons 名
Group companies in Europe 欧州グループ会社	Frequency Rate of Illnesses 疾病度数率	0.00	0.00	0.00	0.00	0.00	—
	Fatalities 死亡者数	0	0	0	0	0	persons 名
Group companies in the Americas 米州グループ会社	Frequency Rate of Illnesses 疾病度数率	0.00	0.00	0.00	0.00	0.00	—
	Fatalities 死亡者数	0	0	0	0	0	persons 名
Group companies in Asia and Oceania アジア・オセアニア グループ会社	Frequency Rate of Illnesses 疾病度数率	0.00	0.00	0.00	0.00	0.00	—
	Fatalities 死亡者数	0	0	0	0	0	persons 名
Nikon Group (total) ニコングループ (合計)	Frequency Rate of Illnesses 疾病度数率	0.00	0.00	0.00	0.00	0.00	—
	Fatalities 死亡者数	0	0	0	0	0	persons 名

Notes:

1. There were 22 Group companies in Japan, including 17 consolidated subsidiaries, 1 non-consolidated subsidiary, and 4 affiliated companies, in the fiscal year 2024.

2. There were 62 Group companies (consolidated subsidiaries) outside Japan in the fiscal year 2024.

※1 2024年度の国内グループ会社は、連結子会社17社、非連結子会社1社、関連会社4社の計22社が対象。

※2 2024年度の海外グループ会社は、連結子会社62社が対象。

Number of People with Major Injuries and Illnesses Due to Occupational Accidents (Fiscal Year 2024) 業務災害における主な傷病や疾病の被災者数 (2024年度)

Unit: persons / 単位: 名

Types 分類	Number of injuries 被災者数
Bruise 打撲	14
Cut wound/fissure 切創・裂創	11
Broken bone 骨折・脱臼	8
Chemical inflammation etc. 化学炎症など	7
Back pain etc. 腰痛など	3

Notes: Data on types of occupational accident-related illnesses and injuries is collected only from collected only from Nikon Group in Japan.

※1 業務災害と疾病の傷病の種類データは国内ニコングループのみを集計。

Data on "Governance" field / 「ガバナンス」に関するデータ

Use of Reporting and Consulting System (Fiscal Year 2024)

倫理ホットライン（報告相談制度）利用実績（2024年度）

Unit: cases / 単位: 件

	Results by Consultation Type 相談内容別実績
Employment/Labor/Work Environment 雇用・労働・職場環境	56
Environment, occupational health and safety 環境・安全衛生	7
Quality 品質	2
Procurement 調達	0
Misappropriation of corporate assets and expenses 会社資産・経費の不適切な使用	6
Bribery 贈収賄	0
Information management 情報管理	2
Others その他	4

Note: The total number of reports received through the reporting and consulting systems in and outside Japan. If the same reporter makes multiple reports to this systems, each report is counted separately.

※国内・海外の相談内容の合計値。相談者が複数通報する場合は、それぞれカウントしている。

Directors and Officers (As of March 31, 2025)

取締役・執行役員の概況 (2025年3月末現在)

		Directors 取締役	Among the directors, Audit and Supervisory Committee members 取締役のうち監査等委員	Officers* 執行役員*	Unit 単位
Number of persons 人数	Internal 社内	5	2	21	persons 名
	External 社外	6	3	0	
Ratio of women 女性比率		18	40	0	%
Ratio of non-Japanese 外国人比率		0	0	5	
Attendance at Meetings of the Board of Directors 取締役会出席率	Internal 社内	99	100	—	
	External 社外	98	98	—	
Term of office 任期		Within 1 year 1年以内	Within 2 years 2年以内	Within 1 year 1年以内	—

* Including three Directors serving concurrently as Officer, and an Executive Fellow and those equivalent to other Officer.

* 取締役 兼 執行役員3名、およびエグゼクティブ・フェローその他執行役員に準ずるものを含む。

Number of Women and Non-Japanese Appointed as Nikon Group Directors/Officers and Corporate Auditors
ニコングループの取締役・執行役員および監査役の女性、外国人の人数

Unit: persons / 単位: 名

		FY2020 2020年度	FY2021 2021年度	FY2022 2022年度	FY2023 2023年度	FY2024 2024年度
Nikon ニコン	Women 女性	1	1	1	2	2
	Non-Japanese 外国人	1	1	1	1	1
Group companies グループ会社	Women 女性	3	4	4	4	5
	Non-Japanese 外国人	31	25	30	51	48

Note: Local equivalent to director, officer, and corporate auditor included in the count. Cases of directors or officers serving in concurrent posts are counted as one individual.
※ 取締役、執行役員、監査役の現地相当職をそれぞれ内数としてカウント。なお兼務している場合は、1とカウント。

Compensation for Directors (Fiscal Year 2025)
取締役の報酬などの額 (2025年度)

Unit: ¥1,000,000 / 単位: ¥1,000,000

Category 区分	Number of persons 員数 (persons/ 名)	Total amount by type of compensation 報酬の種類別総額				Total 総額
		Fixed compensation 定額	Bonus 賞与	PSU	RS	
Directors other than those who are Audit and Supervisory Committee Members 監査等委員以外の取締役	8	265	11	17	75	368
	Of which External Directors うち社外取締役	4	66	—	—	66
Directors who are Audit and Supervisory Committee Members 監査等委員である取締役	7	112	—	—	—	112
	Of which External Directors うち社外取締役	4	49	—	—	49

Notes:
1. Directors other than those who are Audit and Supervisory Committee Members include 2 Directors (including 1 External Director) who retired as Directors other than those who are Audit and Supervisory Committee Members upon expiration of their term of office at the conclusion of the 160th Annual General Shareholders' Meeting held on June 24, 2024.
2. Directors who are Audit and Supervisory Committee Members include 2 Directors (including 1 External Director) who retired as Directors who are Audit and Supervisory Committee Members upon expiration of their term of office at the conclusion of the 160th Annual General Shareholders' Meeting held on June 24, 2024.
3. Payment of the above amounts of bonus and PSU to Directors other than those who are Audit and Supervisory Committee Members has been resolved at the meeting of the Board of Directors held on May 19, 2025, after deliberation at the Compensation Committee.

※1 監査等委員以外の取締役には、2024年6月24日開催の第160期定時株主総会終結の時をもって任期満了により監査等委員以外の取締役を退任した2名(うち、社外取締役1名)を含んでいる。
※2 監査等委員である取締役には、2024年6月24日開催の第160期定時株主総会終結の時をもって任期満了により監査等委員である取締役を退任した2名(うち、社外取締役1名)を含んでいる。
※3 上記の賞与及びPSUの額は、報酬審議委員会の審議を経て、2025年5月19日開催の取締役会にて監査等委員以外の取締役に支給することを決議したもの。

Compensation Amount for Each Director (Fiscal Year 2024)

役員ごとの報酬額 (2024年度)

Unit: ¥1,000,000 / 単位: ¥1,000,000

	Total amount of compensation on a consolidated basis 連結報酬等の総額	Officer category 役員区分	Fixed monthly compensation 月例定額報酬	Bonuses 賞与	Performance-based stock remuneration 業績連動型株式報酬	Restricted stock remuneration 譲渡制限付株式報酬
Toshikazu Umatate 馬立 稔和	116	Director 取締役	77	0	7	32
Muneaki Tokunari 徳成 旨亮	117	Director 取締役	77	0	7	33

Note: Only persons with total compensation, etc., over 100 million yen are shown.
※ 報酬等の総額が1億円以上である者のみ記載。

Ratio at Nikon of Basic Salary and Remuneration of Women to Men (Fiscal Year 2024)

ニコンにおける基本給と報酬総額の男女比 (2024年度)

Unit: % / 単位: %

		Women / Men 女性 / 男性
Basic salary 基本給	Managers other than senior 上級以外の管理職	98.9
	Permanent employees 一般正社員	82.6
Total Compensation Amount 報酬総額	Managers other than senior 上級以外の管理職	99.4
	Permanent employees 一般正社員	83.6

Note: Nikon applies the same salary system for men and women. The main reason for the discrepancies is the composition of personnel by job grade.
※ 給与体系は、男女で同一の体系を適用。差は等級別人員構成などによる。

Compensation at Nikon of President and Average Annual Salary of Employees ニコンにおける社長執行役員と従業員平均年間給与比

	FY2024 2024年度	Unit 単位
Average annual salary of employees / 従業員平均年間給与	8,510,441	¥
Ratio (employees' salary: president's salary) / 比率(従業員給与: 社長執行役員給与)	1:14	—

Number of Meetings of the Board of Directors and Committees (Fiscal Year 2024) 取締役会および委員会開催回数 (2024年度)

Unit: Times / 単位: 回

	Number of times held 開催回数
Board of directors / 取締役会	17
Audit and supervisory committee / 監査等委員会	12
Nominating committee / 指名審議委員会	9
Compensation committee / 報酬委員会	3
Executive committee / 経営委員会	34

Revenue, Tax payment, and Number of Employee by Region (Fiscal Year 2023) 地域別売上収益、納税額、従業員数 (2023年度)

Unit: ¥1,000,000 / 単位: ¥1,000,000

Unit: persons / 単位: 名

	Revenue 売上収益	Tax payment 納税額	Employee 従業員数
Japan / 日本	144,167	10,626	8,526
United States / 米国	169,635	951	929
Europe / 欧州	149,411	1,997	2,591
China / 中国	123,177	1,142	794
Others / その他	130,855	2,562	6,604
Total / 合計	717,245	17,278	19,444

Data on Corporate Citizenship / 企業市民活動に関するデータ

Expenses of Corporate Citizenship and Breakdown by field 企業市民活動費と分野別の内訳

		FY2020 2020年度	FY2021 2021年度	FY2022 2022年度	FY2023 2023年度	FY2024 2024年度	Unit 単位
Expenses 支出		280,890	336,203	381,782	326,169	354,582	¥1,000
Breakdown by field 分野別内訳	Environment 環境	2.6	2.5	3.9	4.4	4	%
	Education 教育	20.6	19.5	13.0	20.1	23	
	Art and science 芸術・科学	58.2	59.6	49.5	56.9	51	
	Health 健康	5.5	6.2	3.0	6.1	6	
	Disaster Relief Assistance 災害支援	5.7	6.5	20.5	4.5	3	
	Other その他	7.4	5.7	10.1	8.1	13	

Number of Employees Participating in Corporate Citizenship Activities (Total) 企業市民活動への従業員参加人数 (のべ)

Unit: persons / 単位: 名

	FY2020 2020年度	FY2021 2021年度	FY2022 2022年度	FY2023 2023年度	FY2024 2024年度
Employee participants 従業員参加者	1,888	1,681	3,974	2,575	2,594

Independent Practitioner's Assurance / 第三者保証

The Nikon Group obtains independent practitioner's assurance in order to increase the reliability of reported information.
ニコングループでは、情報の信頼性を高めるため、第三者による保証を受けています。

Assurance Scope

保証対象

	Item / 項目	Scope / 対象
Promoting a decarbonized society 脱炭素化の推進	Scope 3 (Category 2) Emission Scope3 (カテゴリ2) 排出量	Entire Nikon Group ニコングループ全体
	Scope 3 (Category 11) Emissions Scope3 (カテゴリ11) 排出量	Imaging Products Business, Precision Equipment Business and Healthcare Business 映像事業、精機事業、ヘルスケア事業
	Energy Consumption and Energy Consumption per Unit of Sales エネルギー使用量、売上高原単位	Nikon, Group companies in Japan, and Group manufacturing companies outside Japan ニコン、国内グループ会社、海外グループ生産会社
	Renewable Energy Consumption 再生可能エネルギー使用量	
	CO ₂ Emissions from Energy Consumption and Emissions per Unit of Sales エネルギー起源 CO ₂ 排出量、売上高原単位	
	CO ₂ from Nonenergy Consumption and Other Greenhouse Gases Emissions 非エネルギー起源 CO ₂ およびその他の温室効果ガス排出量	
	CO ₂ Emissions Reduction through the Use of Renewable Energy 再生可能エネルギー活用による CO ₂ 削減効果	
	Breakdown of Greenhouse Gas Emissions 温室効果ガス内訳	
Promoting resource circulation 資源循環の推進	Amount of Waste (Waste plus Resources with Economic Value), Total waste used/recycled/sold, Final landfill waste 廃棄物など排出量、再資源化量、最終(埋立)処分量	Nikon, Group companies in Japan, and Group manufacturing companies outside Japan ニコン、国内グループ会社、海外グループ生産会社
	Water Withdrawal 取水量	
	Water Discharge 排水量	
	Water Consumption 淡水消費量	
	Water Reuse 再利用水量	
Preventing pollution and conserving ecosystems 汚染防止と生態系への配慮	Volatile Organic Compounds (VOCs) Emissions VOC(揮発性有機化合物) 排出量	Nikon and Group Companies in Japan (22 companies including 17 consolidated subsidiaries, 1 non-consolidated subsidiary, and 4 affiliated companies) ニコン、国内グループ会社(連結子会社17社、非連結子会社1社、関連会社4社の計22社が対象)
Employees' health and safety 従業員の健康と安全	Frequency Rates and Severity Rate of Lost Time Accidents (1 or More Days) 休業災害(1日間以上)の度数率、強度率	
	Number of Employees and Contractors for Occupational Accidents Requiring Time Off (1 or More Days), and Fatalities 従業員および請負の休業災害(1日間以上)、死亡者数	

Target period: Fiscal year 2024 (April 1, 2024 – March 31, 2025)

対象期間: 2024年度(2024年4月1日～2025年3月31日)

Independent Practitioner's Assurance Report



Independent Practitioner's Assurance Report

To the Representative Director and Chairman, CEO of Nikon Corporation

We have undertaken a limited assurance engagement of the Data on “Environment” and “Society/Labor” field indicated with ★ for the fiscal year 2024 (the “Sustainability Information”) included in the “NIKON SUSTAINABILITY REPORT 2025 Data index (the “Report”) of Nikon Corporation (the “Company”).

The Company's Responsibility

The Company is responsible for the preparation of the Sustainability Information in accordance with the calculation and reporting criteria adopted by the Company (indicated with the Sustainability Information included in the Report). Greenhouse gas quantification is subject to inherent uncertainty for reasons such as incomplete scientific knowledge used to determine emissions factors and numerical data needed to combine emissions of different gases.

Our Independence and Quality Management

We have complied with the independence and other ethical requirements of the Code of Ethics for Professional Accountants issued by the International Ethics Standards Board for Accountants, which is founded on fundamental principles of integrity, objectivity, professional competence and due care, confidentiality and professional behavior. We apply International Standard on Quality Management 1, *Quality Management for Firms that Perform Audits or Reviews of Financial Statements, or Other Assurance or Related Services Engagements*, and accordingly maintain a comprehensive system of quality management including documented policies and procedures regarding compliance with ethical requirements, professional standards and applicable legal and regulatory requirements.

Our Responsibility

Our responsibility is to express a limited assurance conclusion on the Sustainability Information based on the procedures we have performed and the evidence we have obtained. We conducted our limited assurance engagement in accordance with the International Standard on Assurance Engagements (“ISAE”) 3000, *Assurance Engagements Other than Audits or Reviews of Historical Financial Information*, issued by the International Auditing and Assurance Standards Board (“IAASB”), ISAE 3410, *Assurance Engagements on Greenhouse Gas Statements*, issued by the IAASB and the *Practical Guideline for the Assurance of Sustainability Information*, issued by the Japanese Association of Assurance Organizations for Sustainability Information.

The procedures we performed were based on our professional judgment and included inquiries, observation of processes performed, inspection of documents, analytical procedures, evaluating the appropriateness of quantification methods and reporting policies, and agreeing or reconciling with underlying records. These procedures also included the following:

- Evaluating whether the Company's methods for estimates are appropriate and had been consistently applied. However, our procedures did not include testing the data on which the estimates are based or reperforming the estimates.
- Undertaking site visits to assess the completeness of the data, data collection methods, source data and relevant assumptions applicable to the sites.

The procedures performed in a limited assurance engagement vary in nature and timing from, and are less in extent than for, a reasonable assurance engagement. Consequently, the level of assurance obtained in a limited assurance engagement is substantially lower than the assurance that would have been obtained had we performed a reasonable assurance engagement.

Limited Assurance Conclusion

Based on the procedures we have performed and the evidence we have obtained, nothing has come to our attention that causes us to believe that the Sustainability Information is not prepared, in all material respects, in accordance with the calculation and reporting criteria adopted by the Company.

Deloitte Tohmatsu Sustainability Co., Ltd.

Deloitte Tohmatsu Sustainability Co., Ltd.
Tokyo, Japan
June 30, 2025

Member of
Deloitte Touche Tohmatsu Limited

International Standard on Assurance Engagements (ISAE) 3000 and 3410

These assurance engagement standards were developed by the International Auditing and Assurance Standards Board (IAASB) of the International Federation of Accountants (IFAC). ISAE 3000 deals with “assurance engagements other than audits or reviews of historical financial information of entities,” which encompass assurance engagements on environmental information and information about social aspects. ISAE 3410 determines procedures for assurance engagements concerning greenhouse gas statements based on ISAE 3000. Compliance with ISAE 3410 necessitates that the requirements of ISAE 3000 also be fulfilled.

Inherent uncertainty

Uncertainty is inherent in the calculation of the amount of greenhouse gases. This uncertainty is unavoidable for any entity that performs the calculations, because the global warming potential values and other elements used in the calculations are based on current scientific hypotheses and errors generated by measuring equipment and other sources are inevitable. This uncertainty does not mean that the calculated values are inapplicable. The ISAE 3410 stipulates that reported information can be assured as long as the hypotheses are reasonable and sufficient disclosure is provided regarding their content.



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NIKON
SUSTAINABILITY
REPORT **2025**

GRI Content Index

Universal Standards

GRI 1: Foundation

Statement of use	Nikon has reported in accordance with the GRI Standards for the period 1 April 2024 to 31 March 2025.
GRI 1 used	GRI 1: Foundation 2021
Applicable GRI Sector Standard(s)	Not currently available

Explanation of Information Disclosure Level Symbols ○ = Fulfills disclosure requirements △ = Partially fulfills disclosure requirements × = Non-disclosure - = Not applicable

Disclosure Number	Disclosure	Disclosure Level	Location/Notes & Omissions
GRI 2: General Disclosures 2021			
2-1	Organizational details	○	P007 Corporate Information Nikon Group Companies [Web Page] https://www.nikon.com/company/corporate/group/
2-2	Entities included in the organization's sustainability reporting	○	P003 About Sustainability Report 2025 Securities Report (in Japanese)
2-3	Reporting period, frequency and contact point	○	P003 About Sustainability Report 2025 Securities Report (in Japanese)
2-4	Restatements of information	○	P003 About Sustainability Report 2025
2-5	External assurance	○	P003 About Sustainability Report 2025 D-56 Independent Practitioner's Assurance [Data Index]
2-6	Activities, value chain and other business relationships	○	P007 Corporate Information P091-095 Supply Chain Management p.096-100 Promoting CSR Procurement Securities Report (in Japanese)
2-7	Employees	○	D-28 Employee Composition [Data Index] D-28 Gender and Age Composition Ratios of Nikon by Managerial Level and Employment Type (As of March 31, 2025) [Data Index] D-38 Number of Part-time and Temporary Employees [Data Index]

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Disclosure Number	Disclosure	Disclosure Level	Location/Notes & Omissions
2-8	Workers who are not employees	△	D-38 Number of Part-time and Temporary Employees [Data Index]
2-9	Governance structure and composition	○	P015-020 Governance P.136-138 Corporate Governance D-50 Directors and Officers (As of March 31, 2025) [Data Index] Corporate Governance Organization [Web Page] https://www.nikon.com/company/ir/governance/organization/ Directors, Officers and Executive Fellows [Web Page] https://www.nikon.com/company/corporate/management/
2-10	Nomination and selection of the highest governance body	○	Corporate Governance Guideline [Web Page] https://www.nikon.com/company/ir/governance/organization/guideline/
2-11	Chair of the highest governance body	○	Corporate Governance Organization [Web Page] https://www.nikon.com/company/ir/governance/organization/
2-12	Role of the highest governance body in overseeing the management of impacts	○	P010-014 Strategy P015-020 Governance P021 Risk Management P.136-138 Corporate Governance
2-13	Delegation of responsibility for managing impacts	○	P015-020 Governance P021 Risk Management P.136-138 Corporate Governance P.140-142 Risk Management Corporate Governance Organization [Web Page] https://www.nikon.com/company/ir/governance/organization/
2-14	Role of the highest governance body in sustainability reporting	○	P015-016 Sustainability Promotion System
2-15	Conflicts of interest	○	Corporate Governance Guideline [Web Page] https://www.nikon.com/company/ir/governance/organization/guideline/
2-16	Communication of critical concerns	○	P.136-138 Corporate Governance P.140-142 Risk Management

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Disclosure Number	Disclosure	Disclosure Level	Location/Notes & Omissions
2-17	Collective knowledge of the highest governance body	○	P015-016 Sustainability Promotion System P018-020 Stakeholder Engagement P105-106 Human Rights Training P132-133 Compliance Training for Directors and Employees of the Nikon Group
2-18	Evaluation of the performance of the highest governance body	○	Corporate Governance Organization > Evaluation of the Board of Directors' Effectiveness [Web Page] https://www.nikon.com/company/ir/governance/organization/
2-19	Remuneration policies	○	Corporate Governance Organization > Compensation of Directors [Web Page] https://www.nikon.com/company/ir/governance/organization/ D-52 Compensation for Directors (Fiscal Year 2025) [Data Index] D-53 Compensation Amount for Each Director (Fiscal Year 2024) [Data Index]
2-20	Process to determine remuneration	○	Corporate Governance Organization > Compensation of Directors [Web Page] https://www.nikon.com/company/ir/governance/organization/ Securities Report (in Japanese)
2-21	Annual total compensation ratio	○	D-54 Compensation at Nikon of President and Average Annual Salary of Employees [Data Index]
2-22	Statement on sustainable development strategy	○	P005-006 Message from the President

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Disclosure Number	Disclosure	Disclosure Level	Location/Notes & Omissions
2-23	Policy commitments	○	<p>P007 Our Philosophy/Corporate Vision P009 Sustainability Policy P.038 Basic Quality Policy P051 Policy and Long-Term Environmental Vision P.102 Human Rights Initiatives > Basic Approach P.108 Diversity & Inclusion > Basic Approach P.121 Nikon Group Health and Safety Policy P.147 Nikon Corporate Citizenship Policy</p> <p>Nikon Code of Conduct https://www.nikon.com/company/sustainability/policy/codeofconduct/ Nikon Environmental Policy https://www.nikon.com/company/sustainability/environment/environment_policy.pdf Nikon Basic Green Procurement Policy https://www.nikon.com/company/corporate/procurement/green/ Paper Procurement Policy https://www.nikon.com/company/sustainability/environment/safety/paper_procurement_policy.pdf NIKON Basic Procurement Policy https://www.nikon.com/company/corporate/procurement/policy/ Nikon CSR Procurement Standards https://www.nikon.com/company/corporate/procurement/csr/ Responsible Minerals Sourcing Policy https://www.nikon.com/company/corporate/procurement/conflict_minerals/ Nikon Human Rights Policy https://www.nikon.com/company/sustainability/society-labor/human-rights/human_rights_policy.pdf Nikon Global Diversity, Equity & Inclusion Policy https://www.nikon.com/company/sustainability/society-labor/diversity-inclusion/dei_policy.pdf Nikon Anti-Bribery Policy https://www.nikon.com/company/sustainability/governance/compliance/anti-bribery_policy.pdf Basic Policy on Internal Control System https://www.nikon.com/company/ir/governance/internal-control/policy/ Global Tax Policy https://www.nikon.com/company/sustainability/governance/corporate-governance/tax_policy.pdf Nikon Group Information Security Policy https://www.nikon.com/company/sustainability/governance/risk-management/security_policy.pdf Nikon Group Privacy Protection Statement https://www.nikon.com/privacy/group/</p>

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Disclosure Number	Disclosure	Disclosure Level	Location/Notes & Omissions
2-24	Embedding policy commitments	○	<p>P009 Our Approach to Sustainability P010-014 Strategy P015-020 Governance P021 Risk Management P038-045 Ensuring Quality and Safety P053-056 Environmental Management Promotion System P096-100 Promoting CSR Procurement P101-106 Respecting Human Rights P107-116 Diversity, Equity & Inclusion P117-119 Human Resources Development P120-127 Employees' Health and Safety P129-134 Thorough Compliance P135-138 Strengthening Corporate Governance P139-145 Strengthening Risk Management P147-148 Nikon Corporate Citizenship Activities</p> <p>Corporate Governance Organization [Web Page] https://www.nikon.com/company/ir/governance/organization/</p>
2-25	Processes to remediate negative impacts	○	<p>P017 Main Achievements for the Fiscal Year Ended March 2024 in Relation to the Ten Principles of the UN Global Compact P054-055 Environmental Management System P105 Monitoring P131-132 Reporting and Consulting System (Code of Conduct Hotline)</p>
2-26	Mechanisms for seeking advice and raising concerns	○	<p>P093 Procurement Hotline P102-103 Human Rights Initiatives > Governance P131-132 Reporting and Consulting System (Code of Conduct Hotline)</p>
2-27	Compliance with laws and regulations	○	<p>P042 Information Provision for Safe Use * In fiscal year 2024, there were no violations of laws, regulations, etc., with regard to safety labeling and information provision. P057 Legal Violations * In fiscal year 2024, there were no fines or sanctions for violation of environmental laws and regulations imposed on the Nikon Group. P133 Anti-Bribery * In fiscal year 2024, no cases of violation of anti-bribery-related laws and regulations occurred in the Nikon Group.</p>
2-28	Membership associations	○	<p>P017 Participation in International Initiatives P019 Main Affiliated Organizations Related to Sustainability P052 Participation in Environmental Initiatives and Outreach to Society</p>

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Disclosure Number	Disclosure	Disclosure Level	Location/Notes & Omissions
2-29	Approach to stakeholder engagement	○	P018-020 Stakeholder Engagement
2-30	Collective bargaining agreements	○	P106 Labor Relations D-42 Number of Employees Represented by an Independent Labor Union [Data Index]
GRI 3: Material Topics			
3-1	Process to determine material topics	○	P010-014 Strategy
3-2	List of material topics	○	P010-014 Strategy

Topic Standards

Explanation of Information Disclosure Level Symbols ○ = Fulfills disclosure requirements △ = Partially fulfills disclosure requirements × = Non-disclosure - = Not applicable

Disclosure Number	Disclosure	Disclosure Level	Location/Notes & Omissions
Materiality 1 Creating Social Value through Core Technologies			
3-3	Management of material topics	○	P028-034 Materiality 1 Creating Social Value through Core Technologies
Materiality 2 Ensuring Trustworthiness by Maintaining and Increasing Quality			
3-3	Management of material topics	○	P035-045 Materiality 2 Ensuring Trustworthiness by Maintaining and Increasing Quality
416: Customer Health and Safety 2016			
416-1	Assessment of the health and safety impacts of product and service categories	○	P041 Ensuring Safety of Products and Services
416-2	Incidents of non-compliance concerning the health and safety impacts of products and services	○	P042 Response in Case of an Accident * In fiscal year 2024, following the procedures, we proceeded to take measures to prevent damage from occurring, spreading, or recurring in response to four incidents.
417: Marketing and Labeling 2016			
417-1	Requirements for product and service information and labeling	○	P042 Information Provision for Safe Use P078-080 Management and Reduction of Hazardous Chemical Substances in Products
417-2	Incidents of non-compliance concerning product and service information and labeling	○	P042 Information Provision for Safe Use * In fiscal year 2024, there were no violations of laws, regulations, etc. with regard to safety labeling and information provision.
417-3	Incidents of non-compliance concerning marketing communications	○	* In fiscal year 2024, there were no violations of laws or self-regulations with regard to marketing communications.
Materiality 3 Promoting a Decarbonized Society			
3-3	Management of material topics	○	P046-047 Environment P048-050 Indicators and Targets P051-052 Strategy P053-056 Environmental Management Promotion System P057-059 Risk Management P060-068 Materiality 3 Promoting a Decarbonized Society

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Disclosure Number	Disclosure	Disclosure Level	Location/Notes & Omissions
201: Economic Performance 2016			
201-2	Financial implications and other risks and opportunities due to climate change	○	P057-059 Risk Management P062-063 Promoting a Decarbonized Society > Strategy P063 Promoting a Decarbonized Society > Risk Management
302: Energy 2016			
302-1	Energy consumption within the organization	○	P065 Utilizing Renewable Energy P066 Changes in Energy Consumption D-06 Energy Consumption [Data Index] D-07 Energy Consumption (MWh conversion) [Data Index] D-08 Ratio of Renewable Energy to Electricity Consumption [Data Index]
302-2	Energy consumption outside of the organization	△	P060 Scope 3 Emissions P067 Logistics GHG Emissions in Japan, Internationally, and Outside Japan D-05 GHG Emissions List Breakdown by Scope and Category (2) [Data Index] D-13 GHG Emissions from Distribution in Japan, International Shipment and Distribution outside Japan
302-3	Energy intensity	○	P066 Changes in Energy Consumption D-06 Energy Consumption [Data Index]
302-4	Reduction of energy consumption	○	P066 Main Energy-Saving Initiatives at Business Facilities D-06 Energy Consumption [Data Index] D-07 Energy Consumption (MWh conversion) [Data Index]
302-5	Reductions in energy requirements of products and services	△	P064 CO ₂ Reduction Measures for Products

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Disclosure Number	Disclosure	Disclosure Level	Location/Notes & Omissions
305: Emissions 2016			
305-1	Direct (Scope 1) GHG emissions	○	<p>P060 Scope 1+2 Emissions P064-067 Reducing Greenhouse Gas Emissions at Business Facilities P065 Changes in CO₂ Emissions from Energy Consumption</p> <p>D-04 GHG Emissions List Breakdown by Scope and Category (1) [Data Index] D-09 CO₂ Emissions from Energy Consumption [Data Index] D-10 Breakdown of Greenhouse Gas Emissions [Data Index] D-11 CO₂ from Nonenergy Consumption and Other Greenhouse Gas Emissions [Data Index]</p>
305-2	Energy indirect (Scope 2) GHG emissions	○	<p>P060 Scope 1+2 Emissions P064-066 Reducing Greenhouse Gas Emissions at Business Facilities P065 Changes in CO₂ Emissions from Energy Consumption</p> <p>D-04 GHG Emissions List Breakdown by Scope and Category (1) [Data Index] D-09 CO₂ Emissions from Energy Consumption [Data Index] D-10 Breakdown of Greenhouse Gas Emissions [Data Index] D-12 CO₂ Emissions Reduction through the Use of Renewable Energy [Data Index]</p>
305-3	Other indirect (Scope 3) GHG emissions	○	<p>P060 Scope 3 Emissions P064 CO₂ Reduction Measures for Products P067-068 Visualizing Logistics GHG Emissions</p> <p>D-05 GHG Emissions List Breakdown by Scope and Category (2) [Data Index] D-13 GHG Emissions from Distribution in Japan, International Shipment and Distribution outside Japan [Data Index]</p>
305-4	GHG emissions intensity	○	<p>P064-066 Reducing Greenhouse Gas Emissions at Business Facilities</p> <p>D-09 CO₂ Emissions from Energy Consumption [Data Index]</p>

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Disclosure Number	Disclosure	Disclosure Level	Location/Notes & Omissions
305-5	Reduction of GHG emissions	○	P064 CO ₂ Reduction Measures for Products P064-066 Reducing Greenhouse Gas Emissions at Business Facilities P067-068 Reducing Logistics Greenhouse Gas (GHG) Emissions D-04, 05 GHG Emissions List Breakdown by Scope and Category [Data Index] D-09 CO ₂ Emissions from Energy Consumption [Data Index] D-10 Breakdown of Greenhouse Gas Emissions [Data Index] D-11 CO ₂ from Nonenergy Consumption and Other Greenhouse Gas Emissions [Data Index] D-12 CO ₂ Emissions Reduction through the Use of Renewable Energy [Data Index] D-13 GHG Emissions from Distribution in Japan, International Shipment, and Distribution outside Japan [Data Index]
305-6	Emissions of ozone-depleting substances (ODS)	○	P079 Total Abolition of All Ozone-Depleting Substances and Reduction of CFC Use
305-7	Nitrogen oxides (NOx), sulfur oxides (SOx), and other significant air emissions	○	P082 Nikon Group's PRTR and VOCs D-22 PRTR Survey Results [Data Index] D-23 Volatile Organic Compounds (VOCs) Emissions [Data Index] Environmental Data by Plants/Manufacturing Companies in Japan (in Japanese only) [Web Page] https://www.jp.nikon.com/company/sustainability/environment/data/
Materiality 4 Promoting Resource Circulation			
3-3	Management of material topics	○	P046-047 Environment P048-050 Indicators and Targets P051-052 Strategy P053-056 Environmental Management Promotion System P057-059 Risk Management P069-077 Materiality 4 Promoting Resource Circulation
GRI 301: Materials 2016			
301-1	Materials used by weight or volume	△	P057-058 Business Activities and the Environment
301-2	Recycled input materials used	△	P058-059 Eco-friendly Product Development P069-071 The 3Rs for Products and Packaging

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Disclosure Number	Disclosure	Disclosure Level	Location/Notes & Omissions
301-3	Reclaimed products and their packaging materials	△	P069-071 The 3Rs for Products and Packaging D-13 Sales Trends of Refurbished Semiconductor Lithography Systems (For IC) [Data Index]
303: Water and effluents 2018			
303-1	Interactions with water as a shared resource	○	P074-077 Protection of Water Resources
303-2	Management of water discharge-related impacts	○	P075 Protection of Water Resources > Governance P075 Appropriate Wastewater Treatment P083 Prevention of Air, Water and Soil Pollution
303-3	Water withdrawal	○	P057-058 Business Activities and the Environment P075 Protection of Water Resources > Risk Management P075-076 Water Withdrawal and Discharge > Changes in Water Withdrawal, Breakdown of Water Withdrawal D-18 Water Withdrawal [Data Index]
303-4	Water discharge	○	P057-058 Business Activities and the Environment P075 Protection of Water Resources > Risk Management P075-076 Water Withdrawal and Discharge > Changes in Water Discharge, Breakdown of Water Discharge D-19 Water Discharge [Data Index]
303-5	Water consumption	○	P075 Protection of Water Resources > Risk Management P076 Water Withdrawal and Discharge > Changes in Freshwater Consumption, Changes in Water Consumption D-20 Freshwater Consumption D-21 Water Consumption [Data Index]
306: Waste 2020			
306-1	Waste generation and significant waste-related impacts	○	P072-073 Management and Reduction of Waste
306-2	Management of significant waste-related impacts	○	P072-073 Management and Reduction of Waste * Nikon Group does not import or export hazardous wastes or other wastes specified in the Basel Convention on the Control of Transboundary Movements of Hazardous Wastes and their Disposal.

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Disclosure Number	Disclosure	Disclosure Level	Location/Notes & Omissions
306-3	Waste generated	○	P057-058 Business Activities and the Environment P073 Waste Reduction Performance D-15 Amount of Waste (Waste Plus Resources with Economic Value), Total Waste Used/Recycled/Sold, and Final Landfill Waste [Data Index] D-16 Breakdown (by Category) of Waste (Waste Plus Resources with Economic Value) Generated by Nikon Group in Japan (Fiscal Year 2024) [Data Index]
306-4	Waste diverted from disposal	○	P072-073 Management and Reduction of Waste D-15 Amount of Waste (Waste Plus Resources with Economic Value), Total Waste Used/Recycled/Sold, and Final Landfill Waste [Data Index] D-16 Breakdown (by Category) of Waste (Waste Plus Resources with Economic Value) Generated by Nikon Group in Japan (Fiscal Year 2024) [Data Index]
306-5	Waste directed to disposal	○	P072-073 Management and Reduction of Waste D-15 Amount of Waste (Waste Plus Resources with Economic Value), Total Waste Used/Recycled/Sold, and Final Landfill Waste [Data Index]
Materiality 5 Preventing Pollution and Conserving Ecosystems			
3-3	Management of material topics	○	P046-047 Environment P048-050 Indicators and Targes P051-052 Strategy P053-056 Environmental Management Promotion System P057-059 Risk Management P078-088 Materiality 5 Preventing Pollution and Conserving Ecosystems
304: Biodiversity 2016			
304-1	Operational sites owned, leased, managed in, or adjacent to, protected areas and areas of high biodiversity value outside protected areas	△	P084 Biodiversity Conservation > Basic Approach P084-086 Biodiversity Conservation > Strategy
304-2	Significant impacts of activities, products, and services on biodiversity	○	P084 Biodiversity Conservation > Basic Approach P084-086 Biodiversity Conservation > Strategy P087-088 Major Initiatives
304-3	Habitats protected or restored	○	P088 Support for Biodiversity Conservation and Restoration

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Disclosure Number	Disclosure	Disclosure Level	Location/Notes & Omissions
304-4	IUCN Red List species and national conservation list species with habitats in areas affected by operations	×	Reason for omission: We are currently considering methods to appropriately assess the relationship between our business and biodiversity.
Materiality 6 Building a Resilient Supply Chain			
3-3	Management of material topics	○	P090-100 Materiality 6 Building a Resilient Supply Chain
204: Procurement Practices 2016			
204-1	Proportion of spending on local suppliers	○	P091 The Nikon Group's Supply Chain > Percentage of Procurement Value by Region D-24 Percentage of Procurement Value by Region and Percentage of Procurement Partners by Region at Regional Production Centers (Fiscal Year 2024)[Data Index]
308: Supplier Environmental Assessment 2016			
308-1	New suppliers that were screened using environmental criteria	○	P099-100 Green Procurement * The business contract requires all new suppliers to follow Nikon Environment Standards. D-26 Environmental Partner Certifications [Data Index]
308-2	Negative environmental impacts in the supply chain and actions taken	○	P064 Promoting GHG Reductions with Procurement Partners P100 Assessment Results D-25 CSR Assessment Results [Data Index]
414: Supplier Social Assessment 2016			
414-1	New suppliers that were screened using social criteria	○	P096-100 Promoting CSR Procurement * When selecting new suppliers, we conduct a CSR assessment in advance to confirm they meet our management standard, and we do not enter into contracts with suppliers that do not meet our management standard.
414-2	Negative social impacts in the supply chain and actions taken	○	P091-095 Supply Chain Management P096-100 Promoting CSR Procurement D-25 CSR Assessment Results [Data Index]

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Disclosure Number	Disclosure	Disclosure Level	Location/Notes & Omissions
Materiality 7			
Respecting Human Rights			
3-3	Management of material topics	○	P.101-106 Materiality 7 Respecting Human Rights
202: Market Presence 2016			
202-1	Ratios of standard entry level wage by gender compared to local minimum wage	△	<p>P.105 Monitoring P.115-116 Fair Treatment and Evaluation</p> <p>D-53 Ratio at Nikon of Basic Salary and Remuneration of Women to Men (Fiscal Year 2024) [Data Index]</p> <p>Recruitment Information > Application Requirements of Clerical Staffs for New Graduates (in Japanese only) [Web Page] https://www.jp.nikon.com/company/recruitment/portal/newgraduates/recruit/requirements_jim.html</p> <p>Recruitment Information > Application Requirements of Technical Staffs for New Graduates (in Japanese only) [Web Page] https://www.jp.nikon.com/company/recruitment/portal/newgraduates/recruit/requirements_tec.html</p>
202-2	Proportion of senior management hired from the local community	○	D-29 Proportion of Management Hired from the Local Community outside Japan [Data Index]
402: Labor/Management Relations 2016			
402-1	Minimum notice periods regarding operational changes	○	P.106 Labor Relations
406: Non-discrimination 2016			
406-1	Incidents of discrimination and corrective actions taken	○	<p>P.102-103 Human Rights Initiatives > Governance P.105 Monitoring P.131-132 Reporting and Consulting System (Code of Conduct Hotline)</p> <p>D-49 Use of Reporting and Consulting System (Fiscal Year 2024) [Data Index]</p>
407: Freedom of Association and Collective Bargaining 2016			
407-1	Operations and suppliers in which the right to freedom of association and collective bargaining may be at risk	○	<p>P.096-100 Promoting CSR Procurement P.103-104 Human Rights Initiatives > Risk Management P.105 Monitoring</p>

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Disclosure Number	Disclosure	Disclosure Level	Location/Notes & Omissions
408: Child Labor 2016			
408-1	Operations and suppliers at significant risk for incidents of child labor	○	P096-100 Promoting CSR Procurement P.103-104 Human Rights Initiatives > Risk Management P.105 Monitoring
409: Forced or Compulsory Labor 2016			
409-1	Operations and suppliers at significant risk for incidents of forced or compulsory labor	○	P.096-100 Promoting CSR Procurement P.103-104 Human Rights Initiatives > Risk Management P.105 Monitoring
Materiality 8 Diversity, Equity & Inclusion			
3-3	Management of material topics	○	P.107-119 Materiality 8 Diversity, Equity & Inclusion
401: Employment 2016			
401-1	New employee hires and employee turnover	○	D-30 Number and Rate of New Hires [Data Index] D-35 Number and Rate of Turnover [Data Index]
401-2	Benefits provided to full-time employees that are not provided to temporary or part-time employees	○	P.113 Creating Comfortable Working Environments P.113 Offering Diverse Work Styles P.113 Support for Balancing Work and Childcare/Nursing Care P.113-114 Support for Balancing Work and Childcare/Nursing Care > Nikon's Support Systems for Balancing Work and Family P.113-114 Curbing Long Working Hours
401-3	Parental leave	○	P.113 Support for Balancing Work and Childcare/Nursing Care D-39 Number of Employees Taking Childcare Leave [Data Index] D-40 Return-to-Work Rates after Childcare Leave [Data Index] D-41 Retention Rates after Childcare Leave [Data Index]

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Disclosure Number	Disclosure	Disclosure Level	Location/Notes & Omissions
404: Training and Education 2016			
404-1	Average hours of training per year per employee	○	P.117 Major Initiatives > Annual Number of Training Days per Employee D-41 Annual Number of Training Days per Employee at Nikon [Data Index]
404-2	Programs for upgrading employee skills and transition assistance programs	○	P.112 Supporting Senior Employees in the Workplace P.117-119 Human Resource Development
404-3	Percentage of employees receiving regular performance and career development reviews	○	P.115-116 Fair Treatment and Evaluation * Nikon conducts target assessment interviews of all employees biannually and there is no difference in evaluations based on gender.
405: Diversity and Equal Opportunity 2016			
405-1	Diversity of governance bodies and employees	○	P.110 Promoting Advancement of Women in the Workplace > Percentage of Female Employees and Women in Management Positions (Nikon) P.112-113 Supporting Persons with Disabilities > Employment of Persons with Disabilities under Group Certification Over Time D-28 Gender and Age Composition Ratios of Nikon by Managerial Level and Employment Type (As of March 31, 2025) [Data Index] D-33 Age Group [Data Index] D-36 Ratio of Female Employees [Data Index] D-37 Ratio of Females in Management Positions [Data Index] D-38 Ratio of Females in Junior Management Positions at Nikon [Data Index] D-39 Employment of People with Disabilities under Group Certification [Data Index] D-50 Directors and Officers (As of March 31, 2025) [Data Index] D-51 Number of Women and Non-Japanese Appointed as Nikon Group Directors/Officers and Corporate Auditors [Data Index]
405-2	Ratio of basic salary and remuneration of women to men	○	D-53 Ratio at Nikon of Basic Salary and Remuneration of Women to Men (Fiscal Year 2024) [Data Index]
Materiality 9 Employees' Health and Safety			
3-3	Management of material topics	○	P.120-127 Materiality 9 Employees' Health and Safety
403: Occupational Health and Safety 2018			
403-1	Occupational health and safety management system	○	P.123 Employees' Health and Safety > Governance P.124-125 Employees' Health and Safety > Risk Management

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Disclosure Number	Disclosure	Disclosure Level	Location/Notes & Omissions
403-2	Hazard identification, risk assessment, and incident investigation	○	P.124-125 Employees' Health and Safety > Risk Management P.125 Raising Health and Safety Management Standards (in Japan) P.125-126 Raising Health and Safety Management Standards (Outside Japan)
403-3	Occupational health services	○	P.124-125 Employees' Health and Safety > Risk Management P.125 Raising Health and Safety Management Standards (in Japan) P.125-126 Raising Health and Safety Management Standards (Outside Japan)
403-4	Worker participation, consultation, and communication on occupational health and safety	○	P.106 Labor Relations P.123 Employees' Health and Safety > Governance
403-5	Worker training on occupational health and safety	○	P.125 Raising Health and Safety Management Standards (in Japan) P.125-126 Raising Health and Safety Management Standards (Outside Japan)
403-6	Promotion of worker health	○	P.127 Maintaining and Improving Employee Health
403-7	Prevention and mitigation of occupational health and safety impacts directly linked by business relationships	○	P.125 Raising Health and Safety Management Standards (in Japan) P.125-126 Raising Health and Safety Management Standards (Outside Japan) P.127 Initiatives with Business Partners
403-8	Workers covered by an occupational health and safety management system	○	P.120-127 Employees' Health and Safety * Our occupational health and safety management system applies to all Nikon Group employees
403-9	Work-related injuries	○	P.126 Nikon Group Occupational Accidents D-42 Occupational Accidents Attributed/Related to Work [Data Index] D-43 Frequency Rate of Lost Time Accidents (1 or More Days) [Data Index] D-44 Severity Rate of Lost Time Accidents (1 or More Days) [Data Index] D-45 Occupational Accidents Requiring Time Off (1 or More Days) [Data Index] D-46 Fatalities [Data Index] D-48 Number of People with Major Injuries and Illnesses Due to Occupational Accidents (Fiscal Year 2024) [Data Index]
403-10	Work-related ill health	○	P.126 Nikon Group Occupational Accidents D-42 Occupational Accidents Attributed/Related to Work [Data Index] D-46 Fatalities [Data Index] D-47 Frequency Rate of Occupational Illnesses [Data Index] D-48 Number of People with Major Injuries and Illnesses Due to Occupational Accidents (Fiscal Year 2024) [Data Index]

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Disclosure Number	Disclosure	Disclosure Level	Location/Notes & Omissions
Materiality 10 Thorough Compliance			
3-3	Management of material topics	○	P.129-134 Materiality 10 Thorough Compliance
205: Anti-corruption 2016			
205-1	Operations assessed for risks related to corruption	○	P.133 Anti-Bribery
205-2	Communication and training about anti-corruption policies and procedures	○	P.131-134 Compliance > Main Initiatives P.133 Anti-Bribery
205-3	Confirmed incidents of corruption and actions taken	○	P.134 Responding to Misconduct
206: Anti-competitive Behavior 2016			
206-1	Legal actions for anti-competitive behavior, anti-trust, and monopoly practices	○	P.133 Prevention of Competition Law Violations * In fiscal year 2024, no cases of violation of related anti-bribery laws and regulations occurred in the Nikon Group.
Materiality 11 Strengthening Corporate Governance			
3-3	Management of material topics	○	P.135-138 Materiality 11 Strengthening Corporate Governance
207: Tax 2019			
207-1	Approach to tax	○	P.138 Taxation Global Tax Policy https://www.nikon.com/company/sustainability/governance/corporate-governance/tax_policy.pdf
207-2	Tax governance, control, and risk management	○	P.138 Taxation Global Tax Policy https://www.nikon.com/company/sustainability/governance/corporate-governance/tax_policy.pdf

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Disclosure Number	Disclosure	Disclosure Level	Location/Notes & Omissions
207-3	Stakeholder engagement and management of concerns related to tax	○	P.138 Taxation Global Tax Policy https://www.nikon.com/company/sustainability/governance/corporate-governance/tax_policy.pdf
207-4	Country-by-country reporting	○	P.138 Fiscal Year 2023 Tax Payments by Region D-54 Revenue, Tax payment, and Number of Employee by Region (Fiscal Year 2023)
Materiality 12 Strengthening Risk Management			
3-3	Management of material topics	○	P.139-145 Materiality 12 Strengthening Risk Management
418: Customer Privacy 2016			
418-1	Substantiated complaints concerning breaches of customer privacy and losses of customer data	○	P.144 Response to Information Security Incidents * There have been no major information security incidents involving the payment of fines or compensation in the past three years.

Topic Standard (Non-material)

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201: Economic Performance 2016			
201-1	Direct economic value generated and distributed	○	P.007 Main Financial Data Securities Report (in Japanese)
201-3	Defined benefit plan obligations and other retirement plans	○	Securities Report (in Japanese)
201-4	Financial assistance received from government	○	Securities Report (in Japanese)
203: Indirect Economic Impacts 2016			
203-1	Infrastructure investments and services supported	△	P.147-148 Nikon Corporate Citizenship Activities D-55 Data on Corporate Citizenship [Data Index] Corporate Citizenship Activities [Web] https://www.nikon.com/about/sustainability/citizenship/
203-2	Significant indirect economic impacts	△	P.147-148 Nikon Corporate Citizenship Activities D-55 Data on Corporate Citizenship [Data Index] Corporate Citizenship Activities [Web] https://www.nikon.com/about/sustainability/citizenship/
410: Security Practices 2016			
410-1	Security personnel trained in human rights policies or procedures	-	Not applicable (because the disclosed matters regarding the training of security personnel have no relevance to or impact on material issues)
411: Rights of Indigenous Peoples 2016			
411-1	Incidents of violations involving rights of indigenous peoples	-	Not applicable (because the disclosed matters related to the violations of indigenous peoples' rights have no relevance to or impact on material issues)

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413: Local Communities 2016			
413-1	Operations with local community engagement, impact assessments, and development programs	△	<p>P.088 Support for Biodiversity Conservation and Restoration P.147-148 Nikon Corporate Citizenship Activities</p> <p>Environmental Actions at Nikon Business Facilities (in Japanese only) [Web] https://www.jp.nikon.com/company/sustainability/environment_action/ Corporate Citizenship Activities [Web] https://www.nikon.com/about/sustainability/citizenship/</p>
413-2	Operations with significant actual and potential negative impacts on local communities	-	Not applicable (because the disclosed matters related to significant negative impacts on local communities have no relevance to or impact on material issues)
415: Public Policy 2016			
415-1	Political contributions	○	0 Yen



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