



# NIKON SUSTAINABILITY REPORT 2026

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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.

Sustainability Report 2026 is based on domestic and international standards and guidelines to provide comprehensive disclosure of non-financial information to stakeholders.

This report includes a section on overall sustainability management and a section on value creation, which is particularly important for Nikon Group sustainability. The report also includes activities and results for the given period under review based on the pillars of E (Environment), S (Society), and G (Governance), and updated with new information for major progress. Detailed data is disclosed in the Sustainability Report 2026 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.

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-001**

Reporting Period

Fiscal Year 2025 (April 1, 2025 to March 31, 2026)  
Disclosures include some activities in or after April 2026.

Boundaries

Nikon Group  
Nikon Corporation and consolidated subsidiaries (82 companies)  
Note: However, 11 companies have been excluded from the total, including entities without substantial employees or business activities, such as entities in liquidation proceedings or that are dormant. 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.034)

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 2026 (Previous report: July 2025)  
This document is published once a year as an annual report.

Contact

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E-mail: Sustainability.Info@nikon.com

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.

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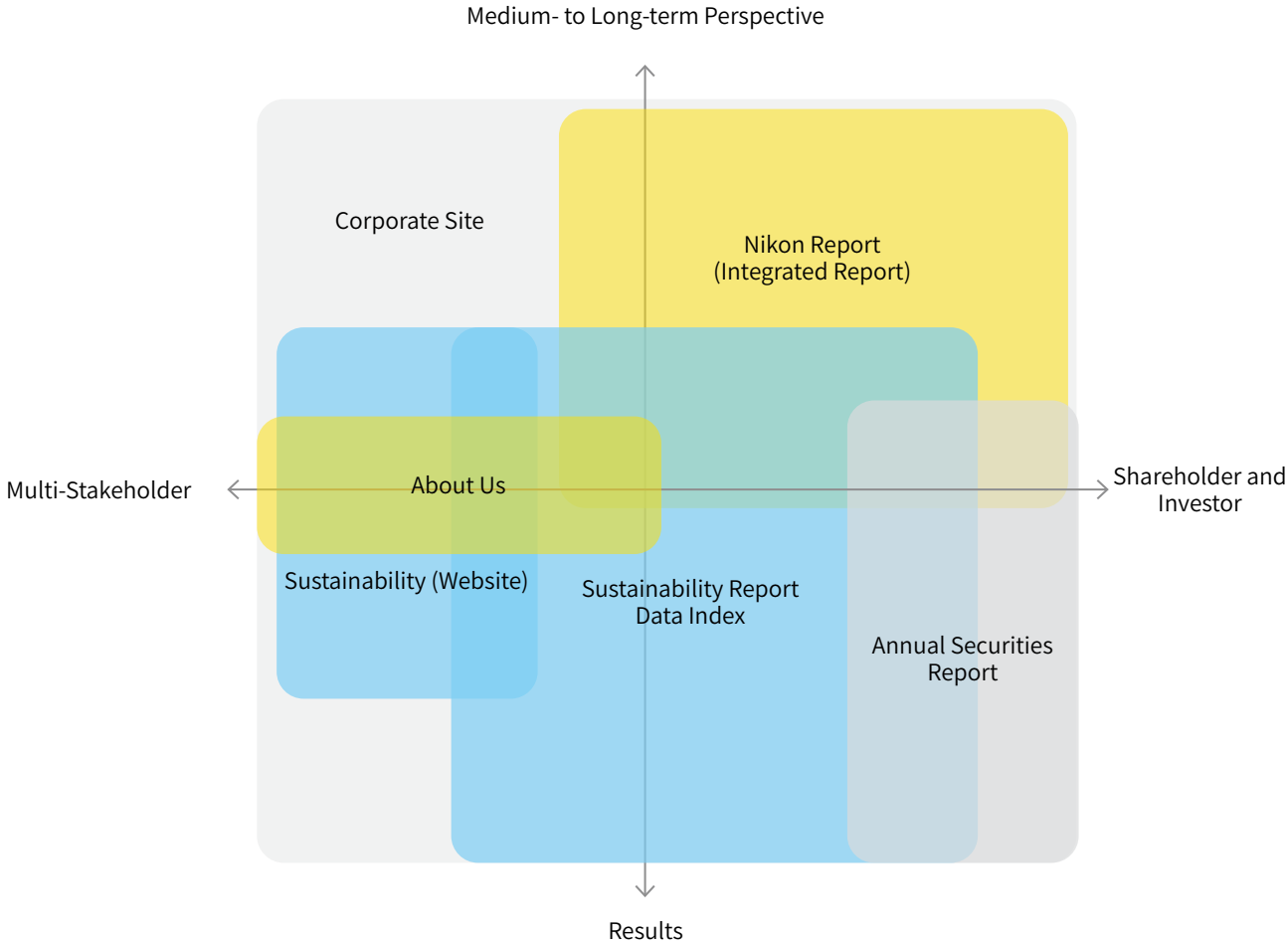
On Disclosure of Financial and Non-Financial Information

Nikon provides information organized by target audience and 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 <ul style="list-style-type: none"><li>• Medium-Term Management Plan</li><li>• Nikon Report (Integrated Report)</li><li>• Annual Securities Report (in Japanese only)</li></ul> |
|  | ▶ Sustainability <ul style="list-style-type: none"><li>• Sustainability Report</li><li>• Data Index, etc.</li></ul>                                                                                 |
|  | ▶ Corporate Information <ul style="list-style-type: none"><li>• Company Profile, etc.</li></ul>                                                                                                     |

● Division of Various Information Tools



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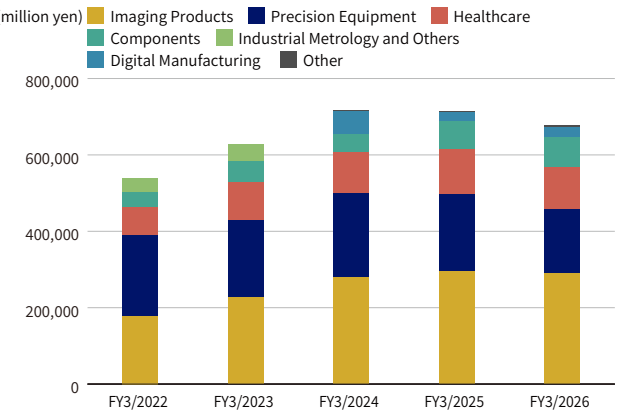
|                                                                |                                                                                                                                                                                              |
|----------------------------------------------------------------|----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| Company name                                                   | NIKON CORPORATION                                                                                                                                                                            |
| Head office                                                    | 1-5-20 Nishi-Oi, Shinagawa-ku, Tokyo 140-8601, Japan<br>Tel.: +81-3-3773-1111                                                                                                                |
| Representative                                                 | Yasuhiro Ohmura<br>Representative Director and President, CEO                                                                                                                                |
| Established                                                    | July 25, 1917                                                                                                                                                                                |
| Capital                                                        | 65,476 million yen (as of March 31, 2026)                                                                                                                                                    |
| Revenue                                                        | Consolidated: 677,163 million yen (as of March 31, 2026, presented under International Financial Reporting Standards (IFRS))                                                                 |
| Number of employees                                            | Consolidated: 19,928 (as of March 31, 2026)<br>Non-consolidated: 4,656 (as of March 31, 2026)                                                                                                |
| Group companies by region (consolidated; as of March 31, 2026) | Japan [excluding Nikon] 19 companies / Europe 18 companies<br>Asia and Oceania 26 companies / The Americas 19 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, digital cinema cameras
- Precision Equipment Business  
FPD lithography systems, semiconductor lithography systems, digital lithography systems, alignment stations
- Healthcare Business  
Biological microscopes, retinal diagnostic imaging systems, cell manufacturing
- Industry Business (former 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

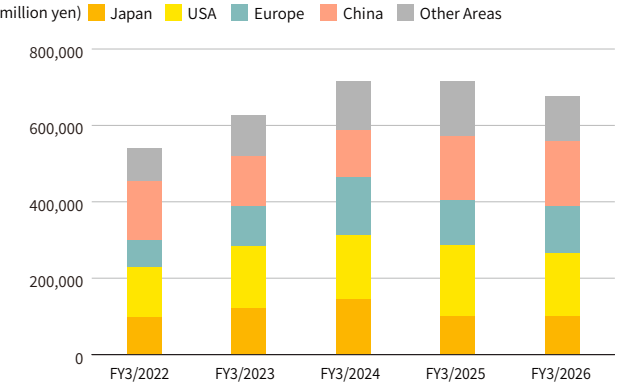
● Revenue by Industry Segment (Consolidated)



Notes:

- 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

Mission

Unlock the future with the power of light

Vision

A key technology solutions company in a global society where humans and machines co-create seamlessly

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Message From the President



Guided by Responsibility and Resolve

My name is Yasuhiro Ohmura, and I assumed the position of Representative Director and President, CEO in April 2026. I want to express my gratitude to all of our stakeholders for your continued support of Nikon.

Nikon took on numerous challenges to develop new businesses under our previous Medium-Term Management Plan (FY2022-FY2025). While we achieved some success, rapid changes in the market environment and resources being spread across too many

initiatives weighed heavily on overall profitability. I take these results very seriously as the person responsible for the Company's management. At the same time, the challenges we have undertaken have clarified our strengths and the direction we need to take to enhance corporate value. In our new Medium-Term Management Plan (FY2026-FY2030), formulated this April, we carefully selected initiatives from our past challenges that will contribute to enhancing corporate value. We will allocate resources to these focus areas while maintaining a strong focus on financial discipline.

The current business environment presents both challenges

and opportunities. The world is facing geopolitical tensions and rapid economic and social change. Conflicts are disrupting energy supplies and supply chains, while uncertainty surrounding policies and regulations continues to increase. At the same time, AI-driven technological innovation is advancing rapidly, new investments are supporting the global economy, and opportunities for growth continue to expand.

Nikon's mission to contribute to society through applied optics and precision technologies is becoming increasingly important as people and technology work together to create new value.

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Throughout my career as an engineer, I have learned through on-site experience and overcome difficulties alongside my colleagues. Guided by those experiences, I am determined to move forward together with our employees and stakeholders with integrity and a spirit of challenge.

## Creating New Value With the Power of Light

Our mission, *Unlock the future with the power of light*, reflects our determination to pave the way to the future through light. Nikon has continued to refine technologies centered on light for over 100 years. We have developed ultra-precision manufacturing technologies for lithography systems and brought products that contribute to the development of imaging culture, such as digital cameras, to markets worldwide. These efforts have helped establish the Nikon brand and earned the support of a strong stakeholder base.

Our Vision is *A key technology solutions company in a global society where humans and machines co-create seamlessly*, which represents the future Nikon aims to create. How, then, will Nikon become a key technology solutions company in that society? The key lies in connecting the physical and cyber spaces through light. We use light to capture objects and events in the physical world, convert them into data, and send that data into the cyber space. We generate new value from the data accumulated and analyzed in the cyber space, then feed that value back into the physical world using optical technologies. Seamless co-creation between humans and machines is, in essence, the co-creation of the physical and cyber spaces. And at the center of this cycle are Nikon's strengths: light and optical technologies.

Our new Medium-Term Management Plan identifies creating value and strengthening trust as key themes to achieve this Vision and pursue sustainability-focused management. We set *Creating Social Value Through Our Businesses* under our Key Themes for Creating Value, with priority areas defined as enriched spirits, more precise treatment and health, the future of a digital society, and manufacturing solutions. In more precise treatment and health, for

example, we use AI and other technologies to analyze vast amounts of data, including microscope images and DNA data, to uncover the underlying causes of previously unexplained diseases. In this way, we strive to achieve "cyber-physical fusion" across our business areas by circulating data between cyber and physical spaces to provide the systems that drive real-world operations.

This unique approach to creating value will serve as the driving force behind our efforts as we aim to contribute to a sustainable society in four key areas while achieving our own sustainable growth. At the same time, we will focus on two key themes that will enable and support these efforts: *Empowering Diverse Talent and Strengthening Organizational Capabilities* and *Driving Value Through Collaboration*.

## Strong Relationships Based on Trust

Nikon positions the Key Themes for Building Trust as one of the management foundations that supports value creation and sustainable growth. We identified eight themes to help us responsibly address and respond to challenges facing people, society, and the global environment. These eight themes are addressing climate change, promoting resource circularity, pollution prevention and ecosystem protection, respect for human rights across the value chain, supply chain resilience, quality and safety of products and services, information security and cybersecurity, and thorough compliance. We also defined visions, strategies, indicators, and targets for each theme and linked these items to executive compensation to help advance initiatives under these eight themes across the Group.

Under addressing climate change, we set a goal to achieve 100% renewable energy across our operations by fiscal year 2030. In fiscal year 2025, we switched 100% of the electricity used by our manufacturing Group companies in China to renewable energy and pursued initiatives to improve energy-efficiency improvements and explore power purchase agreements. Under respect for human rights across the value chain, we established grievance mechanisms based on the Nikon Human Rights Policy revised in April 2025.

We also conducted human rights risk surveys and implemented improvement measures across Group companies and certain key suppliers and contractors. Furthermore, we established the Nikon Group AI Ethics Policy in April 2026. Under supply chain resilience, we seek to enhance value chain visibility and strengthen our business continuity planning (BCP) framework, with an eye toward addressing geopolitical risks. We are also strengthening information security and cybersecurity under our Group governance and risk management framework.

Each of these initiatives is not a stand-alone effort but rather part of a foundation that strengthens our ability to execute our business strategy. We are committed to making steady progress on these efforts to uphold the trust placed in us.

## A Company Where Every Employee Continues to Take on Challenges

My goal is to build a company where every employee continues to take on challenges. I value the ability to act quickly at the frontline and a culture that turns setbacks into opportunities for learning. Nikon's ability to accelerate and expand our value creation efforts relies on our ability to embrace diverse perspectives rather than adhering to a single answer and to build seamless relationships with customers and business partners from the earliest stages of development.

Since becoming President, I have encouraged all employees to keep smiling, especially when taking on difficult challenges. A smile fosters a positive mindset, brings people together, and helps sustain the spirit of challenge. As President, I recognize that Nikon is currently navigating a difficult period, but I also recognize this period as an opportunity to bring us closer to our Vision. I intend to lead by example and continue to take on challenges with a smile.

I hope to create a better future together through active dialogue with our stakeholders and the power of light. I sincerely appreciate your continued understanding and support.

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Strategy

Basic Approach

The Nikon Group defines sustainability as contributing to a sustainable society while achieving sustainable growth through business activities grounded in our philosophy of *Trustworthiness and Creativity*. The Board of Directors adopted the Sustainability Policy, which consists of this core principle and four supporting commitments.

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

Sustainability Strategy

The Nikon Group's Vision is to become a key technology solutions company in a global society where humans and machines co-create seamlessly. We aim to achieve sustainable growth by focusing on creating new value through products and services that contribute to a society where humans and machines co-create seamlessly.

Based on this concept, the Nikon Group formulates sustainability strategies in medium-term management plans and annual plans that support implementation of the Sustainability Policy. The Medium-Term Management Plan (FY2026-FY2030), launched in April 2026, emphasizes sustainability-focused management.

Specifically, the plan sets out Key Themes for Creating Value linked to business and pursues related initiatives. The plan also



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identifies Key Themes for Building Trust to support value creation, address challenges related to people, society, and the global environment, and fulfill our responsibilities as a member of a sustainable society. In addition to key themes, the Medium-Term Management Plan also sets out our Vision, strategies, indicators, and targets.

The Nikon Group is committed to steadily advancing these initiatives to contribute to a sustainable society while achieving sustainable growth under the Sustainability Policy.

## Selection of Key Themes

The Nikon Group identifies materialities to prioritize achieving sustainable growth together with society. We reviewed our materialities in fiscal year 2025 in connection with the formulation of the Medium-Term Management Plan (FY2026-FY2030). In this review, we held extensive discussions on the future vision the Group should pursue based on higher-level policies, including our corporate philosophy, as well as expected changes in the business environment and social issues. We then defined and identified materialities as areas requiring focused attention to achieve that vision.

Our analysis drew on feedback gathered through ongoing communication with stakeholders, risks identified by the Risk Management and Compliance Committee, and the external environment. We also interviewed general managers and heads of planning departments across each business unit. Furthermore, we compiled a list of 33 items based on issues identified using international frameworks, including the GRI Standards, SDGs, RBA Code of Conduct, SASB, and ESRS, as well as competitor trends and external ESG assessments. We then evaluated these items from both perspectives of the impact the Nikon Group has on society and the environment, as well as and the impact society and the environment have on the Nikon Group. We developed a proposed set of materialities through extensive discussions with corporate administration divisions responsible for management

strategy, human resources, procurement, the environment, and compliance, taking into account out efforts listed above. We then discussed the proposed materialities with external experts and held management-level deliberations through the Executive Committee and other meetings. The Sustainability Committee selected the final materialities and received approval at the Board of Directors.

To avoid confusion with the various definitions of materiality used today, Nikon refers to the newly identified materialities as key themes. These themes consist of three Key Themes for Creating Value and eight Key Themes for Building Trust.

The Key Themes for Creating Value define the areas where the Nikon Group will contribute to creating social value through

our businesses. We also clarified key elements for empowering diverse talent and strengthening organization capabilities, two factors essential to value creation, as well as the key elements of partnerships that accelerate and expand value creation. The Nikon Group will manage progress and advance the above initiatives in these key focus areas through our management strategy.

The Key Themes for Building Trust include a defined vision for each theme. Initiatives to address both risks and opportunities are positioned as strategies under each theme and include indicators and targets for each strategy. The Sustainability Committee manages progress against the annual plans for key themes to support steady execution.

● Steps to Identify Key Themes (Materiality)



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● Key Themes for Building Trust: Vision, Risks and Opportunities, and Strategies

| Key Themes for Creating Trust                   | Vision                                                                                                        | Risks                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                        | Opportunities                                                                                                                                                                                                                                                                                                                                                                                                       | SDGs Contributed To | Strategies                                                                                                                                                         |
|-------------------------------------------------|---------------------------------------------------------------------------------------------------------------|------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|---------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|---------------------|--------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| Addressing climate change                       | Achieving net zero throughout the value chain by fiscal year 2050                                             | <ul style="list-style-type: none"><li>•Decrease in asset values and operational shutdowns due to weather-related disasters increasing in frequency due to climate change</li><li>•Financial impact due to carbon pricing programs, etc.</li><li>•Loss of market share and public trust due to a failure to take adequate climate change action</li></ul>                                                                                                                                                                                                                                                                                                                     | <ul style="list-style-type: none"><li>•Growth in businesses that contribute to climate change mitigation</li><li>•Improved value chain resilience through climate change solutions</li></ul>                                                                                                                                                                                                                        | 7, 13               | GHG emission reduction in Scope 1, 2, and 3 and accelerate introduction of renewable energy                                                                        |
| Promoting resource circularity                  | Minimizing resource consumption and maximizing resource circulation throughout the value chain                | <ul style="list-style-type: none"><li>•Increased costs due to stricter regulations related to resource use and recycling, waste disposal, and information disclosure</li><li>•Impact of water risk (including climate change) on Nikon and value chain operations</li><li>•Loss of market share and public trust due to a failure to conduct resource circulation efforts and address water risks adequately</li></ul>                                                                                                                                                                                                                                                       | <ul style="list-style-type: none"><li>•Growth in businesses that contribute to the circular economy</li><li>•Lower business costs through reduced resource use and waste disposal</li><li>•Gain trust through appropriate response to stakeholder demands regarding resource circulation and water risks</li></ul>                                                                                                  | 6, 11, 12           | <ul style="list-style-type: none"><li>•Reducing resource consumption and waste, etc.</li><li>•Effective use of water leading to reduced water withdrawal</li></ul> |
| Pollution prevention and ecosystem protection   | Zero negative impacts on human health or ecosystems in the value chain                                        | <ul style="list-style-type: none"><li>•Increased operating costs due to stricter regulations regarding hazardous chemical substances in products and the prevention of air, wastewater, and soil pollution in operations</li><li>•Procurement risks associated with the transition away from hazardous substances</li><li>•Loss of market share and public trust due to a failure to respond to increasing stakeholder demands</li></ul>                                                                                                                                                                                                                                     | <ul style="list-style-type: none"><li>•Growth in businesses that contribute to biodiversity conservation</li><li>•Earning stakeholder trust by ensuring compliance with regulations and other requirements</li></ul>                                                                                                                                                                                                | 6, 11, 12, 14, 15   | Appropriate use of chemical substances and reduction of ecological impact and dependence                                                                           |
| Respect for human rights across the value chain | Establish initiatives to respect the human rights of rights holders' in business activities                   | <ul style="list-style-type: none"><li>•Negative impact of human rights violations on rights holders due to failure to protect and extend human rights across the value chain</li><li>•Such situations could damage brand value, cause a loss of trust from customers and society, or result in a decline in business performance</li></ul>                                                                                                                                                                                                                                                                                                                                   | <ul style="list-style-type: none"><li>•Improved social trust and brand value through efforts to protect and extend human rights</li><li>•Increased employee job satisfaction and productivity through decent work; improved recruitment and retention of outstanding human resources</li><li>•Building a resilient supply chain through responsible sourcing throughout the supply chain</li></ul>                  | 3, 5, 8, 10, 16     | Spreading awareness of human rights via the Nikon Human Rights Policy and conducting human rights due diligence                                                    |
| Supply chain resilience                         | A sustainable supply chain that addresses business risks and social issues in an appropriate manner           | <ul style="list-style-type: none"><li>•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.</li><li>•Loss of business opportunities and a decline in business performance due to supply constraints caused by geopolitical risks, difficulties in procuring raw materials and components due to natural disasters, infectious diseases, conflicts, etc.</li><li>•Production disruptions, loss of business opportunities, and a decline in business performance due to cyberattacks on supply chains with weak information security</li></ul> | <ul style="list-style-type: none"><li>•Improved supply chain stability and business growth due to ESG-oriented procurement and cooperation with procurement partners</li><li>•Earning customer trust and increasing brand and corporate value based on the preceding</li></ul>                                                                                                                                      | 8, 12               | Building a mechanism for supply chain risk assessments and immediate emergency response                                                                            |
| Quality and safety of products and services     | Providing high-quality, competitive products and services that are safe, environmentally friendly, and secure | <ul style="list-style-type: none"><li>•Loss of trust and decline in business performance due to a failure to respond to increasingly diverse and sophisticated customer needs</li><li>•Loss of market share and public trust due to a failure to secure products and services that comply with stricter laws and regulations</li></ul>                                                                                                                                                                                                                                                                                                                                       | <ul style="list-style-type: none"><li>•Improving relationships of trust with customers and society by offering high-quality products and services in response to changing customer needs, as well as laws and regulations</li><li>•Enhancing brand value and fostering business growth through creative, efficient manufacturing that enables us to adequately provide high-quality products and services</li></ul> | 12                  | Advancement and establishment of quality management                                                                                                                |
| Information security and cybersecurity          | Establishment of global security controls and cyber resilience                                                | <ul style="list-style-type: none"><li>•Risk of undermining social trust and the safety of the digital society due to information leaks involving customers and business partners or service disruptions</li><li>•Severe impact on business continuity due to the suspension of or delays in restoring key operations, including production, research, and sales</li><li>•Medium- to long-term decline in earnings capacity and corporate value due to regulatory violations, litigation, or damage to brand value</li></ul>                                                                                                                                                  | <ul style="list-style-type: none"><li>•Provision of a secure digital environment in which customers and business partners can use data and digital services with peace of mind</li><li>•Improvement of social trust through the safe and secure use of AI and data</li><li>•Sustainable business growth and enhanced corporate value by leveraging cyber resilience as a competitive advantage</li></ul>            | 9, 16               | Continuous enhancement of cyber resilience through proactive risk management and a Zero Trust-based governance approach                                            |
| Thorough compliance                             | Zero compliance violations                                                                                    | <ul style="list-style-type: none"><li>•Loss of stakeholder trust, brand damage, penalties, lost business opportunities, and other losses due to serious compliance violations</li></ul>                                                                                                                                                                                                                                                                                                                                                                                                                                                                                      | <ul style="list-style-type: none"><li>•Maintaining stakeholder trust and achievement of sustainable growth through ethical and good-faith behavior in accordance with international guidelines</li><li>•Enhancement of employee motivation and performance through the creation of a sound workplace environment grounded in strong ethical values</li></ul>                                                        | 16                  | Spreading awareness of the Nikon Code of Conduct                                                                                                                   |

\*A rights holder is a person who is the subject of human rights and refers to someone whose human rights are being or may be violated.

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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 initiatives 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. Audit and Supervisory Committee members also participate as observers.

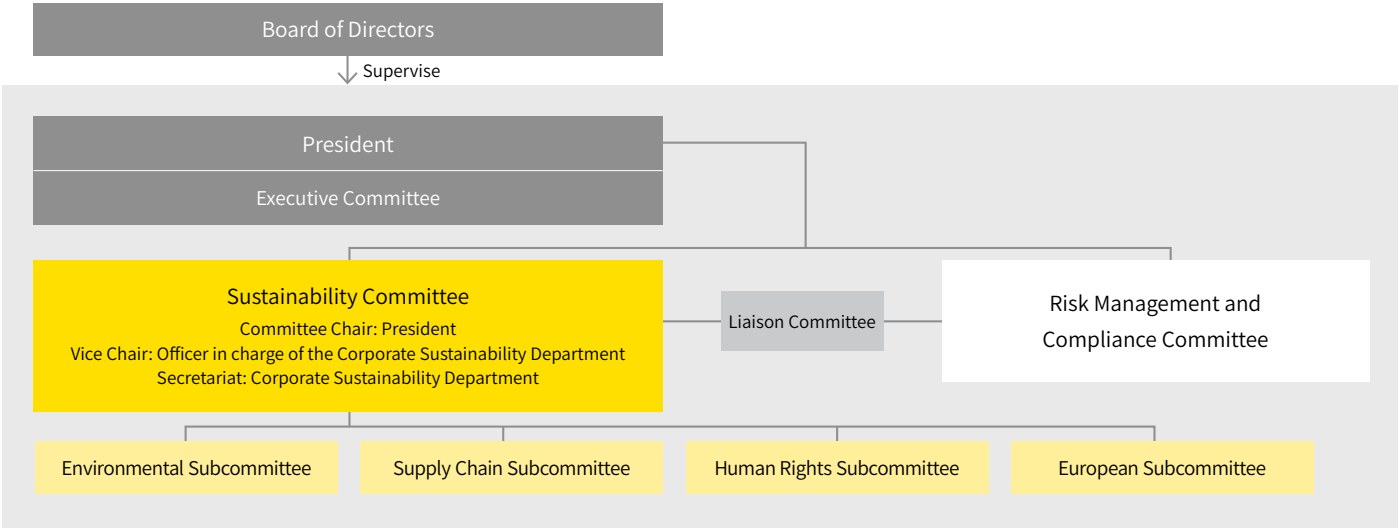
The Sustainability Committee, which meets twice per year as a rule, deliberates and manages overall sustainability activities, including the review of materiality (referred to as key themes beginning in fiscal year 2026). The committee also sets strategies and targets for these issues, manages the progress of each initiative, evaluates performance, and directs improvements, while monitoring sustainability-related risks and opportunities with an emphasis on key themes.

The Environmental Subcommittee and Supply Chain Subcommittee are organized under the Sustainability Committee. In April 2026, we established the European Subcommittee to strengthen our response to the rapid development of sustainability-related regulations in Europe. 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 Management and Compliance Committee, which has jurisdiction over all Nikon Group risks, for sustainability-related risk management. This liaison meeting 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, 2026)



Main Agenda for Fiscal Year 2025 Sustainability Committee Meetings

| May 2025                                                                                                                                                                                                                                                                     | December 2025                                                                                                                                                                                                                                                                                                         | March 2026                                                                                                                                       |
|------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|-----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|--------------------------------------------------------------------------------------------------------------------------------------------------|
| <ul style="list-style-type: none"><li>•Fiscal year 2024 performance versus targets</li><li>•Renewable energy adoption plans</li><li>•DEI advancement</li><li>•Progress on human rights initiatives (follow-up surveys and remedies)</li><li>•Review of materiality</li></ul> | <ul style="list-style-type: none"><li>•Progress toward fiscal year 2025 targets</li><li>•Nikon EMS operations (policy establishment and regulation revision)</li><li>•Human Rights Subcommittee reports (AI ethics, customer harassment, follow-up investigations, remedies)</li><li>•Review of materiality</li></ul> | <ul style="list-style-type: none"><li>•Targets for fiscal year 2026</li><li>•Materiality review and KPIs</li><li>•Compliance with CSRD</li></ul> |

Main Reports and Deliberations at Board of Directors Meetings in Fiscal Year 2025

| April 2025                                                                                                                                                    | September 2025                                                                                                   |
|---------------------------------------------------------------------------------------------------------------------------------------------------------------|------------------------------------------------------------------------------------------------------------------|
| <ul style="list-style-type: none"><li>•Sustainability Committee reports (decarbonization and renewable energy, human rights, DEI, disclosure, etc.)</li></ul> | <ul style="list-style-type: none"><li>•Discussions regarding compliance with the UK Modern Slavery Act</li></ul> |

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Sustainability Promotion System at Group Companies Outside Japan

Advancing sustainability across the Group requires maintaining consistency as a whole while taking into account regional characteristics, including culture, customs, and language, in the locations where Group companies operate. To this end, the Nikon Group Sustainability Committee oversees Group-wide sustainability activities, and communicates decisions through business units and HQ to Group companies for incorporation into management and business operations.

In addition, we established sustainability divisions at regional headquarters outside Japan. We divide the geographic areas where we operate into five 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 Sustainability Coordinator is appointed at each company to ensure collaboration.

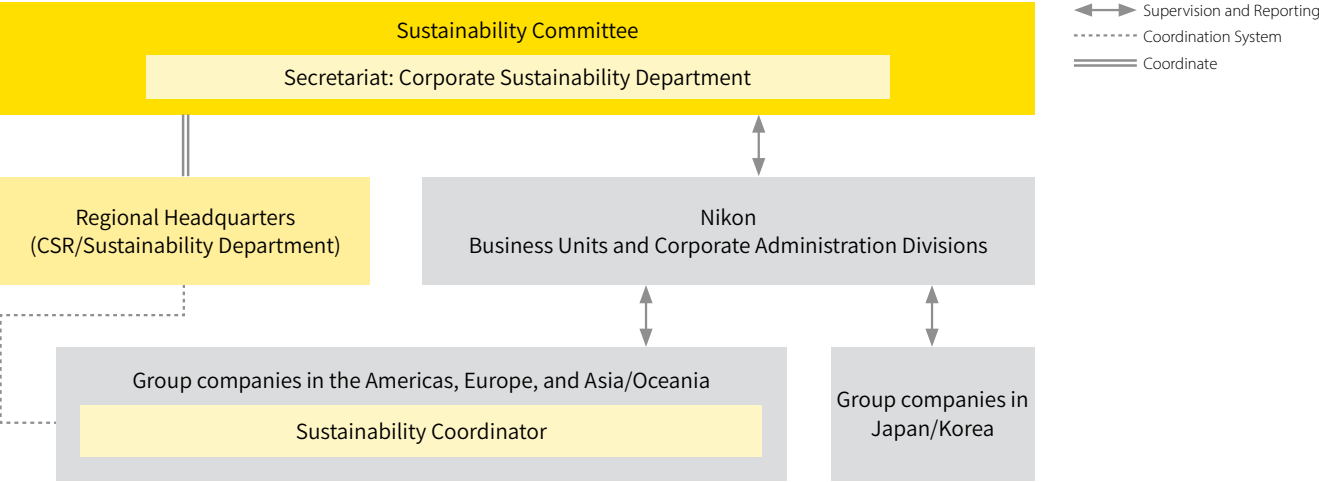
The Corporate Sustainability Department, which serves as the secretariat of the Sustainability Committee, and the sustainability divisions of the regional headquarters exchange information at regular monthly meetings and coordinates efforts. The sustainability global communication meeting is held once a year, with participants representing the sustainability departments at each regional headquarters. At this meeting, participants discuss response measures after sharing information regarding social trends in each region, progress made in sustainability activities, and issues that need to be addressed. 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 and address the risks and opportunities related to materiality in their business activities. Every Nikon business unit and division proposes goals that integrate 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.

Nikon incorporates sustainability into the evaluation criteria for performance-linked stock compensation to clarify management accountability for sustainability initiatives and the achievement of related goals. We revised our compensation system in June 2026 in conjunction with the new Medium-Term Management Plan. The revised system includes initiatives to strengthen the business fundamentals as one of the performance metrics for performance-linked stock compensation during the period covering fiscal year 2026 to fiscal year 2030. This metric comprises a comprehensive assessment of five areas (human capital management, manufacturing, digital transformation, executive management, and sustainability) and carries a weighting of 10%.

● Group-Wide Sustainability Structure



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Understanding and Identifying  
Sustainability-Related Risks and  
Opportunities

The Nikon Group strives to understand risks and opportunities around key themes through external ESG surveys and analysis of the results, information gathering from industry associations, dialogues with stakeholders, human rights risk surveys, 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 key themes, the Group identifies and assesses risks and opportunities related to sustainability in general, referencing these risks and opportunities when selecting key themes.

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.031

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.



● Main Achievements for the Fiscal Year 2025 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                 | We conducted due diligence on six salient human rights issues for the Nikon to prioritize under the Nikon Human Rights Policy. In fiscal year 2025, we implemented human rights risk surveys at the Nikon Head Office, all plants, and Group companies in and outside Japan and formulated improvement plans based on survey results.                                                                                                                                                                                         |
|                    |                 | Nikon CSR Procurement Standards      | Supply Chain Subcommittee                | We conducted CSR assessment, audits, and corrective actions once every three years for procurement partners that are selected based on risk assessment from various perspectives. In fiscal year 2025, we conducted the Nikon CSR Self-Assessment Survey for 19 procurement partners, including 15 companies that will begin doing business with the Nikon Group. We completed CSR audits of three key procurement partners and confirmed completion of the corrective actions requested in writing.                          |
|                    |                 | 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 2025, we found 226 of the 360 smelters identified in the 3TG survey, and 65 of the 104 smelters identified in the cobalt survey, to be RMAP compliant.                                                                                                                                                                                                                         |
| Environment        | 7, 8, 9         | Nikon Long-Term Environmental Vision | Environmental Subcommittee               | We rolled out Environmental Management Systems throughout the Group and implemented initiatives. In fiscal year 2025, we implemented environmental action plans, including transitioning Group manufacturing companies in China to 100% renewable energy, to achieve greenhouse gas emissions reduction and renewable energy targets.                                                                                                                                                                                         |
|                    |                 | Nikon Green Procurement Standards    | Supply Chain Subcommittee                | We 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 2025, we conducted assessments for nine procurement partners. As a result, we certified nine companies as new environmental partners (461 certified environmental partners in total). |
| Environment        | 10              | Nikon Anti-Bribery Policy            | Risk Management and Compliance Committee | The Compliance Department and Regional Headquarters outside Japan work together continuously to communicate anti-bribery procedures to employees, provide training, and verify implementation status.                                                                                                                                                                                                                                                                                                                         |

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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.

Respecting Human Rights ▶ p.064

Promoting CSR Procurement ▶ p.090

Activities Aimed at Raising Employees' Sustainability Awareness

The Nikon Group publishes a quarterly newsletter in 15 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. The fiscal year 2025 contest was held under the theme *Harmony Between Our Aspirations and the Global Environment*. We invited Nikon Group employees to submit

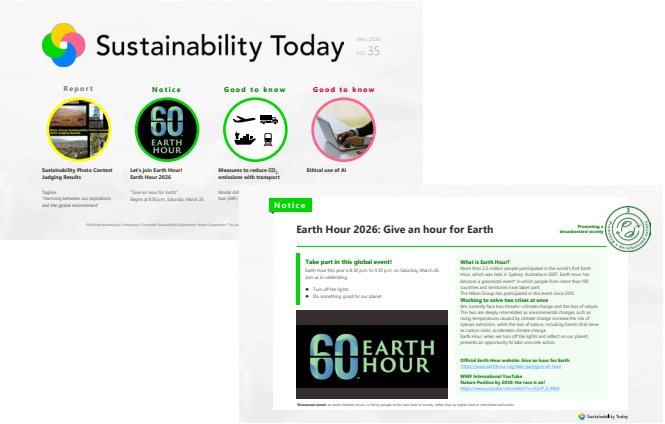


Nikon Group Sustainability Photo Contest Excellence Award  
Title: Hope for the Future  
Photographer: Margaret Jones  
Affiliation: Nikon Precision Inc. (U.S.)  
Reason for Award: This work captures the native forests of the Waitakere Ranges Regional Park near Auckland, New Zealand, together with a rainbow, symbolizing the importance of forest conservation and biodiversity as outlined in SDG 15, *Life on Land*. The rainbow evokes the natural water cycle and the benefits of nature, expressing a desire to preserve these valuable natural environments for future generations.

entries from June through the end of September 2025 and received a total of 174 entries from 89 employees across 13 countries and regions participated.

The Nikon Group portal site features a sustainability page in English and Japanese, with articles on our basic approach, organization, targets, and Group activities.

Furthermore, we held various events in Japan, including a series of discussions on initiatives at various workplaces to raise awareness of the connection between one's work and sustainability. We encourage participation in these events and share archived content on the Japanese portal site.



Newsletter sent to all Nikon Group employees

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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

Nikon Group's Main Stakeholders



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. 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 through two-way communication.

Main Forms of Engagement With Stakeholders

| Main Stakeholders | Methods of Engagement                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                  | Objectives                                                                                                                                                                                                                                                                                                   |
|-------------------|------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|--------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| Customers         | <ul style="list-style-type: none"><li>•Call centers and service counters (as required)</li><li>•Responses to customers by departments in charge of sales/services (as required)</li><li>•Sharing of information via the website and other methods (as required)</li><li>•Exhibitions/events (several times a year)</li><li>•News releases via mass media and other methods (as required), etc.</li></ul>                                                                                                                                                               | 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"><li>•General Shareholders' Meeting (once a year)</li><li>•Announcements (as required)</li><li>•Publishing of various types of printed materials including the NIKON REPORT and interim reports (once a year), etc.</li><li>•Sharing of information via the website and other methods (as required)</li><li>•Financial Results Conference (four times a year)</li><li>•Responding to ESG investment (as required), etc.</li></ul>                                                                                                     | 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"><li>•Sharing of information via company newsletters, the Group portal site, and other methods (as required)</li><li>•Labor and management conferences, and conferences with employee-elected representatives (as required)</li><li>•Reporting and Consulting System (as required)</li><li>•Conducting labor standards surveys at Group companies (once a year)</li><li>•Conducting employee awareness surveys and questionnaires (once every one to two years)</li><li>•President's town hall meetings, etc. (as required)</li></ul> | 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"><li>•Dialogue through everyday business activities (as required)</li><li>•Meetings with procurement partners (once a year)</li><li>•Briefings/surveys/audits/correctional support for procurement partners on CSR procurement (as required)</li><li>•Survey/assessments of the establishment of environmental management systems (as required), etc.</li></ul>                                                                                                                                                                       | 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"><li>•Participation in local events (as required)</li><li>•Collaboration with NGOs/NPOs in Corporate Citizenship Activities (as required)</li><li>•Participation in economic and industry organizations (as required)</li><li>•Consultations with governmental agencies, academic societies/research organizations (as required)</li><li>•Issuing of the Nikon Sustainability Report (once a year), etc.</li></ul>                                                                                                                    | 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 |

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● Main Affiliated Organizations Related to Sustainability (As of April, 2026)

| 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)<br>(CSR Committee, Environment Committee, and Responsible Minerals Trade Working Group)                                                                                                                                                                   |
| Keidanren (Japan Business Federation)<br>(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<br>(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) |
| Japan Machinery Center for Trade and Investment (JMC)                                                                                                                                                                                                                                                                                 |
| Business for Social Responsibility (BSR)                                                                                                                                                                                                                                                                                              |
| Institute of Business Ethics (IBE)                                                                                                                                                                                                                                                                                                    |
| Japan Business Council in Europe (JBCE)<br>(CSR Committee)                                                                                                                                                                                                                                                                            |
| Responsible Business Alliance (RBA)                                                                                                                                                                                                                                                                                                   |
| Responsible Minerals Initiative (RMI)                                                                                                                                                                                                                                                                                                 |
| SEMI Japan<br>(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.

Guided by this belief, we hold town hall meetings where management engages directly with employees, particularly when announcing new medium-term management plans or when new companies join the Group through M&A or other means. We also began releasing video content, Talk NARI TV, in June 2024, in which the president introduces current developments across the Nikon Group. The videos are made available in Japanese and English. In fiscal year 2025, we shared a total of 22 videos covering a wide range of topics, including management matters (medium-term management plan progress and management structure), business matters (digital lithography systems and Contract Cell Manufacturing), and administrative matters (CSR procurement, 5S activities, and information security). Each video receives strong employee engagement.

The Group also continues to actively share information through the Group portal site, internal newsletters, and email communications.



Video content for employees: Talk NARI TV (President Muneaki Tokunari; current Representative Director and Chairman)

Engagement With Shareholders and Investors

Nikon sets 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 throughout the year. Throughout fiscal year 2025, 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 domestic and international 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 our engagement with shareholders and investors in terms of both quality and quantity.

Communication With Procurement Partners ▶ p.088

Enhancing Customer Satisfaction ▶ p.100

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About Sustainability Report 2025 and Sustainability Activities

About Sustainability Report 2025

Nikon Sustainability Report 2025 maintains the high standard established in the previous year. The report presents a well-structured overall narrative, clearly articulates risks, opportunities, and Nikon's vision, and provides thoughtful analysis of performance and carefully selected case studies.

One area for further enhancement relates to Materiality 1, *Creating Social Value Through Core Technologies*. The report would benefit from more concrete disclosure of the impacts associated with the value creation examples presented in this section. Although quantifying impact remains challenging, the report effectively describes the outcomes of these initiatives.

Another area for enhancement relates to the presentation of the environmental strategy. The report provides detailed data and case studies, but the strategic narrative appears somewhat less developed. For example, in discussing Scope 3 emissions reductions, the report could more clearly highlight emissions hotspots within the overall footprint and explain where reduction efforts are being prioritized. Clearer presentation of these priorities would further strengthen the report.

Materiality Review and New Key Themes

Having reviewed numerous integrated reports and sustainability disclosures over the years, I believe relatively few companies have successfully demonstrated a strong connection between business strategy and sustainability. Against this backdrop, the direction Nikon took in revising the company's materiality was commendable. I had the opportunity to hear about the review process midway through and subsequently discuss the process with management. Nikon gave further consideration to the issues raised during the interim stage and ultimately reflected them in the final key themes. I view this as another positive aspect of the review process.

Recent guidelines and disclosure standards have adopted increasingly diverse interpretations of materiality. For example, materiality in the ISSB framework, which is becoming mandatory in many jurisdictions, refers to information that could reasonably be expected to influence how investors and other stakeholders evaluate the company. In contrast, the materiality topics traditionally identified within corporate sustainability strategies have often been determined based on the significance of environmental and social impacts and the areas where companies choose to focus their efforts. Companies will need to clarify what the term materiality means within their own context. The recent materiality review that Nikon conducted provides a clear framework in this regard. Nikon identifies Key Themes for Creating Value as the business-driven areas that support value

creation and clearly positions these key themes within the overall framework. Nikon also identifies Key Themes for Building Trust as ESG issues that form the foundation for enhancing corporate value. The resulting structure strikes me as a rational one that is well positioned to respond to evolving societal expectations.

I expect that continued progress in measuring and disclosing the impacts of these key themes, together with steady implementation, will contribute to both a sustainable society and the sustainable growth of Nikon.

Response From Nikon

Thank you for your valuable feedback and insights. We recognize that quantifying the impact of the value we provide remains a challenge, particularly in our BtoB businesses. We will continue to explore methodologies for impact assessment. With respect to Scope 3 emissions, we will continue to encourage procurement partners to take action, collect data, and strengthen systems based on the impact and reduction potential of each category, while providing a clearer explanation of how these efforts are incorporated into our environmental strategy. As we prepare for evolving disclosure requirements, Nikon will continue working to communicate sustainability initiatives and business activities as an integrated whole, enabling stakeholders to better understand the connection between the two.

Hidemi Tomita  
Managing Director  
LRQA Sustainability K.K.



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Indicators and Targets

● Materiality: Fiscal Year 2025 Results

[Legend] ○:Achieved △:Measures partially achieved or revised ×:Not started

| Materiality (Material Issues) |                                                                                | Indicators                                                                                                                   | Targets (Year of Achievement) | Fiscal Year 2025 Plan (Action Plan)                                                                                                                                                                                                                                              | Fiscal Year 2025 Results                                                                                                                                                                                                                                                                                                                                                                                      | Self-Evaluation | Related Sections                       |
|-------------------------------|--------------------------------------------------------------------------------|------------------------------------------------------------------------------------------------------------------------------|-------------------------------|----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|---------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|-----------------|----------------------------------------|
| Business Activities           | Materiality 1<br>Creating Social Value Through Core Technologies               | Growth drivers as a percentage of consolidated operating profit                                                              | 40% or more (FY2030)          | Note: Annual plan for each business unit and division                                                                                                                                                                                                                            | *Indicator not calculated due to negative consolidated operating profit despite efforts to expand business activities                                                                                                                                                                                                                                                                                         | —               | —                                      |
|                               |                                                                                | Services and components as a percentage of consolidated operating profit                                                     | 50% or more (FY2030)          |                                                                                                                                                                                                                                                                                  |                                                                                                                                                                                                                                                                                                                                                                                                               |                 |                                        |
|                               | Materiality 2<br>Ensuring Trustworthiness by Maintaining and Improving Quality | Degree of achievement of the plan to review the quality management system in response to changes in the business environment | 100% (every fiscal year)      | •Revise the Quality Management Directive (QMD)<br>•Draft a proposal for globalization of the Quality Management Directive (QMD)                                                                                                                                                  | 100%<br>•Established a new Quality Management Directive (QMD) for globalization in March 2026                                                                                                                                                                                                                                                                                                                 | ○               | Ensuring Quality and Safety<br>→ p.095 |
|                               |                                                                                | Implementation rate of monitoring and improvement plans for quality management system operations                             | 100% (every fiscal year)      | •Complete assessments based on annual plans (at least eight departments/companies, mainly Group companies outside Japan)                                                                                                                                                         | 100%<br>•Conducted assessments based on annual plans for eight departments/companies                                                                                                                                                                                                                                                                                                                          | ○               |                                        |
|                               |                                                                                | Comprehension of basic training on quality (business units, Group manufacturing companies)                                   | 80% or more (FY2025)          | •Training participation rate: 80% or more (business units, Group companies in Japan)<br>•Conduct basic quality control training on a trial basis at Group companies outside Japan                                                                                                | 92% <sup>*1</sup><br>•Conducted e-learning training for certification testing Levels 3 and 4 for business units, as well as Group manufacturing companies in and outside Japan<br>•Completed trial basic quality control training at Group companies outside Japan                                                                                                                                            | ○               |                                        |
| Environment                   | Environmental Action Plan ▶ p.038                                              |                                                                                                                              |                               |                                                                                                                                                                                                                                                                                  |                                                                                                                                                                                                                                                                                                                                                                                                               |                 |                                        |
| Society/Labor                 | Materiality 6<br>Building a Resilient Supply Chain                             | Percentage of human rights due diligence conducted <sup>*2</sup> (critical procurement partners)                             | 100% (FY2025)                 | •100% Nikon CSR Self-Assessment Survey rate for critical procurement partners<br>•Complete CSR audits and submit written improvement requests to critical procurement partners<br>•Conduct the Responsible Mineral Sourcing Survey, implement due diligence, and publish reports | 100%<br>•Conducted Nikon CSR Self-Assessment Survey for critical procurement partners (four target companies)<br>•Completed CSR audits and submitted written improvement requests in FY2024 (two companies audited; written request submitted to one company)<br>•Published the FY2024 assessment report; conducted the FY2025 Responsible Mineral Sourcing Survey and implemented human rights due diligence | ○               | Promoting CSR Procurement<br>→ p.090   |
|                               |                                                                                | Understanding BCP systems in the supply chain <sup>*3</sup>                                                                  | 100% (FY2025)                 | •Visualize procurement partner location data and their critical procurement partners information (50 companies)                                                                                                                                                                  | 100%<br>•Visualized critical procurement partner location data through Tier 2 suppliers (51 companies)                                                                                                                                                                                                                                                                                                        | ○               | Supply Chain Management<br>→ p.085     |

\*1 Completion rate through the comprehension test.  
\*2 Implement until improvement is completed when a survey or audit reveals correction is necessary.  
\*3 The scope of the supply chain requiring BCP system establishment is managed based on the number of suppliers.

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| Materiality (Material Issues) |                                                | Indicators                                                                                             | Targets (Year of Achievement)                                         | Fiscal Year 2025 Plan (Action Plan)                                                                                                                                                                | Fiscal Year 2025 Results                                                                                                                                                                                                                                                                                                                                                                                            | Self-Evaluation | Related Sections                        |
|-------------------------------|------------------------------------------------|--------------------------------------------------------------------------------------------------------|-----------------------------------------------------------------------|----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|---------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|-----------------|-----------------------------------------|
| Society/Labor                 | Materiality 7<br>Respecting Human Rights       | Level of awareness of Nikon Human Rights Policy                                                        | 100% (FY2030)                                                         | •Share the revised Human Rights Policy with all employees<br>•Distribute e-mails, newsletters, etc., to employees and managers<br>•Conduct training via e-learning                                 | •Communicated revisions to the Human Rights Policy at management meetings and through internal portals and newsletters<br>•Conducted training via e-learning for all employees in Japan<br>•Developed educational materials for regional headquarter employees outside Japan; held training across regions                                                                                                          | ○               | Respecting Human Rights<br>→p.064       |
|                               |                                                | Implementation rate of human rights due diligence (RBA-based human rights risk surveys) in the company | 100% (FY2025)                                                         | •Implement RBA-based human rights risk surveys within Nikon (Head Office, plants, and Group companies) and formulate improvement plans                                                             | 100%<br>•Implemented human rights risk surveys at the Nikon Head Office, all plants, and Group companies in and outside Japan; formulated improvement plans based on survey results; began implementing improvement plans                                                                                                                                                                                           | ○               |                                         |
|                               | Materiality 8<br>Diversity, Equity & Inclusion | Level of awareness of Nikon Global DEI Policy                                                          | 100% (FY2030)                                                         | •Analyze issues and consider future outreach measures based on DEI training for top management conducted in FY2024 (Group companies in and outside Japan)                                          | •Following discussions with regional headquarters, each region and company conducted employee awareness activities and implemented initiatives tailored to local conditions while taking regional differences into account                                                                                                                                                                                          | ○               | Diversity, Equity & Inclusion<br>→p.069 |
|                               |                                                |                                                                                                        |                                                                       | •Measure the level of awareness of Nikon Global DEI Policy                                                                                                                                         | •Percentage of employees who read the policy increased by approx. 8% from the FY2023 survey (Nikon: 87.7%; Group companies: 83.3%)                                                                                                                                                                                                                                                                                  | ○               |                                         |
|                               |                                                |                                                                                                        |                                                                       | •Conduct DEI training for new section managers (Nikon)<br>•Conduct DEI training for pre-management (deputy section manager, subsection manager) employees (Nikon)                                  | •Conducted DEI training for department and section managers and expanded training to include pre-management tiers (deputy section managers, subsection managers) (department and section managers: 99; subsection managers, deputy section managers: 82)                                                                                                                                                            | ○               |                                         |
|                               | Materiality 9<br>Employees' Health and Safety  | Percentage of women in management positions (Nikon)                                                    | 8.0% or more (FY2025)                                                 | •Percentage of women in management positions: 8.0% or more (as of March 31, 2026)<br>•Percentage of female new hires: 25% or more<br>•Continue to systematically train and promote female managers | •Percentage of women in management positions: 8.0% (as of March 31, 2026)<br>•Percentage of female new hires: 34.2% (April 2026 entrants)                                                                                                                                                                                                                                                                           | ○               | Employees' Health and Safety<br>→p.078  |
|                               |                                                | Average rate of health issues discovered with regular medical checkups (Nikon Group in Japan)          | Below the previous national average <sup>*1</sup> (every fiscal year) | •59.4 % or less of the 2024 national average<br>•Health guidance and recommendations for medical checkups by occupational health staff<br>•Health education<br>•Management for excessive overtime  | 53.5%<br>•Provided health guidance and encouraged medical consultations for employees identified by occupational physicians and healthcare staff as requiring support<br>•Conducted seminars on male menopause, female menopause, and responsible drinking as part of health literacy education                                                                                                                     | ○               |                                         |
|                               |                                                | Annual number of occupational accidents attributable to work or related to the performance of work     | 60 cases or less (FY2025)                                             | •Reduce potential risks by performing risk assessments (operations, equipment, chemical substances)<br>•Safety education<br>•Sharing of occupational accident cases and measures                   | 43 cases<br>•Conducted assessments of accident risks related to falls, fall risk measurements, and various risk assessments<br>•Conducted new hire training, supervisor training, special training, and competency improvement training for operations supervisors<br>•Shared information within the Nikon Group (including accident cases and corrective measures)                                                 | ○               |                                         |
|                               | Materiality 9<br>Employees' Health and Safety  | High stressed person rates in stress checks (Nikon)                                                    | Below the previous national average <sup>*2</sup> (every fiscal year) | •14.7 % or less of the 2024 national average<br>•Individual counseling<br>•Mental health education                                                                                                 | 13.8%<br>•Conducted stress checks, occupational physician interviews for high-stress employees, individual counseling, and trial counseling for new employees<br>•Conducted briefing sessions for managers on how to interpret group stress check analysis results as part of line care initiatives<br>•Conducted basic anger management training to improve communication skills and support self-care initiatives | ○               |                                         |

<sup>\*1</sup> National average for the manufacturing industry as published by the Ministry of Health, Labor and Welfare.  
<sup>\*2</sup> National average as published by stress check contractors.

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| Materiality (Material Issues) |                                                      | Indicators                                                                                  | Targets (Year of Achievement)                                                                        | Fiscal Year 2025 Plan (Action Plan)                                                                                                                                                                                                                       | Fiscal Year 2025 Results                                                                                                                                                                                                                                                                                                                                                                                                                                                                          | Self-Evaluation | Related Sections                |
|-------------------------------|------------------------------------------------------|---------------------------------------------------------------------------------------------|------------------------------------------------------------------------------------------------------|-----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|---------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|-----------------|---------------------------------|
| Governance                    | Materiality 10<br>Thorough Compliance                | Establishment of compliance awareness <sup>*1</sup>                                         | 95% or more (FY2025)                                                                                 | •Spread awareness of the Nikon Code of Conduct<br>•Conduct awareness surveys to monitor awareness and identify issues                                                                                                                                     | 96%<br>•Conducted e-learning and workplace training led by compliance coordinators to spread awareness of the Code of Conduct<br>•Conducted awareness surveys to assess the level of awareness in each workplace; held interviews with departments and subsidiaries showing weaker results to discuss improvement measures                                                                                                                                                                        | ○               | Thorough Compliance<br>→ p.114  |
|                               |                                                      | Awareness level of whistleblower system <sup>*1</sup>                                       | 95% or more (FY2025)                                                                                 | •Implement activities to raise awareness of the whistleblower (reporting and consulting) system (in Japan, this includes establishing an external contact point to handle cases related to heads of organizations and other executives)                   | 97%<br>•Communicated the system in Japan through Compliance Coordinator Liaison Meeting (including reconfirmation of roles under the system during orientation sessions for new coordinators and reminders regarding precautions for use of the system)                                                                                                                                                                                                                                           | ○               |                                 |
|                               | Materiality 11<br>Strengthening Corporate Governance | Assessing Board effectiveness and addressing key issues                                     | 100% (every fiscal year)                                                                             | •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 | 100%<br>•Implemented measures identified through the FY2024 effectiveness evaluation, including initiatives to strengthen monitoring<br>•Conducted effectiveness evaluation in FY2025, reported the results to the Board of Directors in April 2026, and discussed measures to be taken                                                                                                                                                                                                           | ○               | Corporate Governance<br>→ p.105 |
|                               |                                                      | Diversity of the Board of Directors                                                         | Optimizing the composition of the Board of Directors to meet stakeholder demands (every fiscal year) | •Consider the optimal composition of the Board of Directors                                                                                                                                                                                               | •The Nominating Committee deliberated and approved matters related to the composition of the Board of Directors for FY2026; ongoing consideration of structure in the next fiscal year and beyond                                                                                                                                                                                                                                                                                                 | ○               |                                 |
|                               | Materiality 12<br>Strengthening Risk Management      | Progress in identifying important risks and implementing measures based on risk assessments | 100% (every fiscal year)                                                                             | •Redesign and implement a risk assessment framework<br>•Identify critical risks and consider policies to address these risks                                                                                                                              | 100%<br>•Reviewed and identified material group-wide risks through the Risk Management and Compliance Committee and reported the identified risks to the Board of Directors. Identified key risks with significant impacts for each unit during formulation of the new Medium-Term Management Plan and formulated response measures. Determined the parties responsible for monitoring and the target risks and reported to the Risk Management and Compliance Committee.                         | ○               | Risk Management<br>→ p.108      |
|                               |                                                      |                                                                                             |                                                                                                      | •Continue to comply with laws and regulations in each country that require product cybersecurity measures                                                                                                                                                 | •Established a company-wide foundation for product cybersecurity measures in anticipation of compliance with laws and regulations in various countries and developed product incident response procedures and frameworks<br>•Established the Nikon-PSIRT <sup>*2</sup> framework in collaboration with business units and Group companies in and outside Japan, launched a vulnerability reporting contact point; introduced SBOM <sup>*3</sup> management platform and secure development rules. | ○               |                                 |

<sup>\*1</sup> Checked by Nikon Group awareness surveys.  
<sup>\*2</sup> PSIRT: Product Security Incident Response Team. A specialized organization responsible for responding to product incidents.  
<sup>\*3</sup> SBOM: Software Bill of Materials.

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● Key Themes for Building Trust: Targets and Fiscal Year 2026 Plans

| Key Themes for Building Trust                   | Indicators                                                                                                                    | Targets (Year of Achievement)                                         | Fiscal Year 2026 Action Plan                                                                                                                                                                                                                                                                                                                                                                                                                            |
|-------------------------------------------------|-------------------------------------------------------------------------------------------------------------------------------|-----------------------------------------------------------------------|---------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| Addressing climate change                       | Note: Refer to our Medium-Term Environmental Targets and Environmental Action Plan.                                           |                                                                       |                                                                                                                                                                                                                                                                                                                                                                                                                                                         |
| Promoting resource circularity                  |                                                                                                                               |                                                                       |                                                                                                                                                                                                                                                                                                                                                                                                                                                         |
| Pollution prevention and ecosystem protection   |                                                                                                                               |                                                                       |                                                                                                                                                                                                                                                                                                                                                                                                                                                         |
| Respect for human rights across the value chain | Level of awareness of Nikon Human Rights Policy                                                                               | 100% (FY2030)                                                         | Conduct activities to raise awareness through the internal portal site and newsletters                                                                                                                                                                                                                                                                                                                                                                  |
|                                                 | Rate of implementation of human rights due diligence (human rights risk survey and improvement activities) in the Nikon Group | 100% (every fiscal year)                                              | Implement improvement plans developed by Nikon Group companies based on results from the FY2025 human rights risk survey                                                                                                                                                                                                                                                                                                                                |
|                                                 | Level of awareness of Nikon Global EDI Policy                                                                                 | 100% (FY2030)                                                         | •Continue DEI training for management; design and introduce cross-cultural communication training (Nikon)<br>•Review the employment framework for persons with disabilities (Nikon and certified Group companies)<br>•Provide a variety of online DEI-related seminars (Japan)<br>•Conduct LGBTQ+ awareness activities and survey systems adopted by other companies (Japan)<br>•Advance DEI initiatives by sharing efforts among Nikon Group companies |
|                                                 | Occupational accidents attributable to work or related to the performance of work                                             | 60 cases or less (every fiscal year)                                  | •Conduct thorough risk assessments (laws and regulations, operations, equipment, chemical substances)<br>•Conduct safety education<br>•Sharing of occupational accident cases and measures                                                                                                                                                                                                                                                              |
|                                                 | Percentage of employees with high stress levels (Nikon)                                                                       | Below the previous national average* <sup>1</sup> (every fiscal year) | •Manage the health of employees working excessive hours<br>•Encourage use of a wide range of support services for physical and mental health concerns and support balancing treatment and work                                                                                                                                                                                                                                                          |
|                                                 | Average Energy and Work Satisfaction scores (Nikon)                                                                           | Above the previous average* <sup>2</sup> (every fiscal year)          | •Conduct training on mental health (self-care, line care)<br>•Monitor the impact of employee health and psychological well-being on productivity* <sup>3</sup>                                                                                                                                                                                                                                                                                          |
| Supply chain resilience                         | Percentage of human rights due diligence conducted* <sup>4</sup> (critical procurement partners)                              | 100% (FY2030)                                                         | •Conduct Nikon CSR Self-Assessment Survey for critical procurement partners and analyze risks through audits<br>•Implement improvements for procurement partners requiring improvement<br>•Conduct the Responsible Mineral Sourcing Survey and due diligence and publish reports                                                                                                                                                                        |
|                                                 | Assess supply chain BCP systems* <sup>5</sup> (Tier 2 suppliers of critical procurement partners)                             | 100% (FY2030)                                                         | •Procurement partner location data: Visualize the supply chain through Tier 2 sites of critical procurement partners (50 companies)<br>•Assessing and strengthening BCP systems for critical procurement partners: Address procurement partners that did not meet Nikon standards and procurement partners considered to face high natural disaster risks based on disaster hazard information                                                          |
|                                                 | Understanding supply chain cybersecurity systems                                                                              | 100% (FY2030)                                                         | •Assessing information security systems of critical procurement partners: Conduct a trial within Precision Equipment before expanding to other business units                                                                                                                                                                                                                                                                                           |
| Quality and safety of products and services     | Number of product recalls                                                                                                     | 0 (every fiscal year)                                                 | Conduct trials of a new quality risk inspection scheme and strengthen global regulatory management systems                                                                                                                                                                                                                                                                                                                                              |
|                                                 | Degree of achievement of the plan to review the quality management system in response to changes in the business environment  | 100% (every fiscal year)                                              | Revise the Quality Management Directive (QMD) to reflect revisions to ISO 9001 and other standards                                                                                                                                                                                                                                                                                                                                                      |
|                                                 | Level of understanding of basic training on quality (business units, Group manufacturing companies)                           | 80% or more (every fiscal year)                                       | Conduct quality training                                                                                                                                                                                                                                                                                                                                                                                                                                |
| Information security and cybersecurity          | Number of days of business suspension caused by major cyber incidents with serious impacts on business continuity             | 0 (every fiscal year)                                                 | •Establish a global common foundation for cybersecurity controls and regulatory compliance<br>•Strengthen business resilience and data protection measures against cyberattacks and information leaks                                                                                                                                                                                                                                                   |
|                                                 | Achievement rate of target maturity levels based on global security standards (including the NIST CSF)                        | 95% (FY2030)                                                          | •Enhance cyber resilience across technology, organizations, and personnel                                                                                                                                                                                                                                                                                                                                                                               |
|                                                 | Reporting rate for suspicious emails in phishing simulation training                                                          | 70% or more (FY2030)                                                  | •Establish governance covering security, ethics, and data management related to AI utilization                                                                                                                                                                                                                                                                                                                                                          |
| Thorough compliance                             | Establishment of compliance awareness* <sup>6</sup>                                                                           | 95% or more (every fiscal year)                                       | Conduct global awareness surveys, provide feedback on results to each department and subsidiary, and spread awareness of the Code of Conduct through meetings with the heads of the departments and subsidiaries as necessary                                                                                                                                                                                                                           |
|                                                 | Awareness level of whistleblower system* <sup>6</sup>                                                                         | 95% or more (every fiscal year)                                       |                                                                                                                                                                                                                                                                                                                                                                                                                                                         |

\*1 Based on data published by the stress check service provider.

\*2 Scores use a five-point evaluation scale based on the Ministry of Health, Labour and Welfare conversion table. Scores closer to 5 indicate better conditions, while scores closer to 1 indicate greater challenges.

\*3 Work engagement (a positive and energized psychological state toward work), presenteeism (a condition in which employees come to work despite health issues and experience reduced productivity), and absenteeism (a condition in which employees are absent from work due to illness or leave).

\*4 Conduct until completion of corrective actions when investigations or audits identify the need for corrective action.

\*5 The scope of the supply chain requiring BCP system establishment is managed based on the number of suppliers.

\*6 Checked by Nikon Group awareness surveys.

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Inclusion in ESG Investment Indexes  
(as of June 30, 2026)

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.

\*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.

FTSE JPX Blossom Japan Index<sup>\*1</sup>



Selected: Since 2017  
FTSE JPX Blossom Japan Index is designed to reflect the performance of Japanese companies with excellent track records in terms of ESG.

FTSE JPX Blossom Japan Sector Relative Index<sup>\*1</sup>



Selected: 2022  
FTSE JPX 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<sup>\*1\*2</sup>

2026 CONSTITUENT MSCI NIHONKABU  
ESG SELECT LEADERS INDEX

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.

MSCI Japan Empowering Women Index<sup>\*1\*2</sup>

2026 CONSTITUENT MSCI JAPAN  
EMPOWERING WOMEN INDEX (WIN)

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.

MSCI Selection Indexes<sup>\*2</sup>



Selected: Since 2026  
Nikon was selected for inclusion in the MSCI World Small Cap Selection Index, which aims to measure the performance of companies selected based on ESG criteria.

S&P/JPX Carbon Efficient Index<sup>\*1</sup>



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.

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ESG Evaluation (as of May 31, 2026)

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. CDP also promotes the increased adoption of measures of this type. Nikon has been selected as an "A List" company, the highest ranking, for the seventh consecutive year since FY2019 in the FY2025 climate change survey. In addition, we have received an "A" score in the Supplier Engagement Assessment. We also received an "A-" rating in the water security survey.

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 were rated "Prime" in the ESG Corporate Rating that is given to companies that received high evaluation from the perspectives of the environment, society, and governance in their industry sectors.

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.

Sustainability Yearbook 2026  
Top 10% S&P Global CSA Score



S&P Global conducts the Corporate Sustainability Assessment (CSA) each year and publishes *The Sustainability Yearbook*, which features companies that receive high evaluations within their respective industries. Nikon was featured in *The Sustainability Yearbook 2026* after earning a Top 10% evaluation in CSA2025, recognizing companies whose CSA scores fall within 10% of the top-performing company in their industry category. In CSA2025, approximately 9,200 companies across 59 industries were surveyed, and 848 companies were listed in *The Sustainability Yearbook 2026*.

\*Based on the 2025 CSA score of 73/100 as of February 11, 2026.

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Value Creation at Nikon

Basic Approach

The Nikon Group sees our mission as exploring the potential of light to shape the future and has set *Unlock the future with the power of light* as our corporate mission. We also defined our vision as becoming *a key technology solutions company in a global society where humans and machines co-create seamlessly*, aiming to play an essential role in enabling this future.

Over our history spanning more than 100 years, the Nikon Group has cultivated ultra-precise manufacturing capabilities, as evidenced in our lithography systems. We have also cultivated a brand recognized worldwide for imaging products, led by our digital cameras, and earned the trust of our stakeholders. Social and industrial needs, as well as the processes and methods of delivering value, will continue to diversify. In this social environment, we expect collaboration between humans and machines to advance and shift the focus from functional value to meaningful value. As this future takes shape, the Nikon Group will leverage our strengths to provide solutions that expand human potential by helping create valuable customer experiences and driving innovation. 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.

Strategy

The Nikon Group aspires to be a company that contributes to the sustainable development of society by creating new value through our business activity based on our Corporate Philosophy of *Trustworthiness and Creativity*. We defined Key Themes for Creating Value in the FY2026-FY2030 Medium-Term Management Plan, which launched in April 2026. The first key theme is *Creating Social Value Through Our Business Activities*, with priority areas defined as enriched spirits, more precise treatment and health, the future of a digital society, and manufacturing solutions.

The second key theme is *Empowering Diverse Talent and*

*Strengthening Organizational Capabilities*, which we position as the driving force behind our value creation. The third key theme is *Driving Value Through Collaboration* by strengthening collaboration with key partners to accelerate and expand value creation. Each key

theme also has clearly defined key elements.

The Nikon Group will advance our business strategy by addressing these Key Themes for Creating Value to contribute to a sustainable society and achieve continued growth.

● Contribution Areas and Key Elements in Our Key Themes for Creating Value



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● Key Themes for Creating Value and Related Content

| Key Focus Areas                                                           | Related Content                                                                                                                                     |
|---------------------------------------------------------------------------|-----------------------------------------------------------------------------------------------------------------------------------------------------|
| ● Creating Social Value Through Business Activities                       | • Value-Creating Technology Capabilities (Research and Development, Intellectual Property Initiatives)<br>• Manufacturing That Brings Value to Life |
| ● Empowering Diverse Talent and Strengthening Organizational Capabilities | • Human Capital Management (Web Page)<br>• Diversity, Equity & Inclusion<br>• Human Resources Development<br>• Employees' Health and Safety         |
| ● Driving Value Through Collaboration                                     | • Value-Creating Technology Capabilities (Open Innovation)<br>• Supply Chain Management<br>• Promoting CSR Procurement                              |



▶ Medium-Term Management Plan

Value-Creating Technology Capabilities

Research and Development

The Nikon Group identifies future social issues within the contribution areas defined in our Medium-Term Management Plan. The Technology Strategy Committee, chaired by the Corporate Vice President serving as Chief Technology Officer (CTO), determines our priority investment areas and the direction of technology development.

Nikon works with our corporate R&D department, which is responsible for fundamental and future technologies, to develop technologies in collaboration with business units responsible for product development and Group companies. We also engage actively in joint development with universities, research institutions, and companies, including startups.



▶ 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. We have established the Nikon-SBI Innovation Fund and Nikon-SBI Innovation Fund II in Japan, as well as the NFocus Fund in the United States.

As of March 31, 2026, we provide investment support to 23 startups and 12 venture capital firms.



▶ Open Innovation

Creation and Utilization of Intellectual Property

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

Supporting each business strategy through intellectual property is important to supporting the Key Themes for Creating Value. To this end, our business units and R&D and Intellectual Property Department 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 serve as part of the technological foundation that creates value and are essential for business growth

from a medium- to long-term perspective.



▶ Intellectual Property Initiatives

Manufacturing That Brings Value to Life

The Nikon Group's basic philosophy is Customer and Quality First, and we provide the products and services that our customers need in the most optimized way through our manufacturing. Our approach to manufacturing is to anticipate customer needs and drive innovation through a range of solutions. The technical expertise and solution capabilities we have built over many years underpin the quality products and services we deliver and create unique value that earns customer trust and meets expectations. These strengths also form the foundation of our competitiveness and brand strength.

Manufacturing is the main source of our corporate activities. Maintaining and enhancing our manufacturing capabilities enables us to continue to further expand the value we provide to our customers.

Production Strategy

The Nikon Group aims to build a flexible production structure capable of adapting to change to achieve our Vision.

Production Base 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

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entire Nikon Group, building a production system that is resilient to production fluctuations in each business activity.

### Manufacturing Technology Strategy

We will continue to enhance the core technologies that support Nikon Group manufacturing, including materials, manufacturing, and assembly and calibration technologies. At the same time, we will also continue utilizing industrial engineering (IE), equipment development, digital transformation, and other measures to create new manufacturing processes and achieve sustainable productivity improvements.

We will continue these efforts to advance future product development and manufacturing.

### Procurement and Logistics Strategy

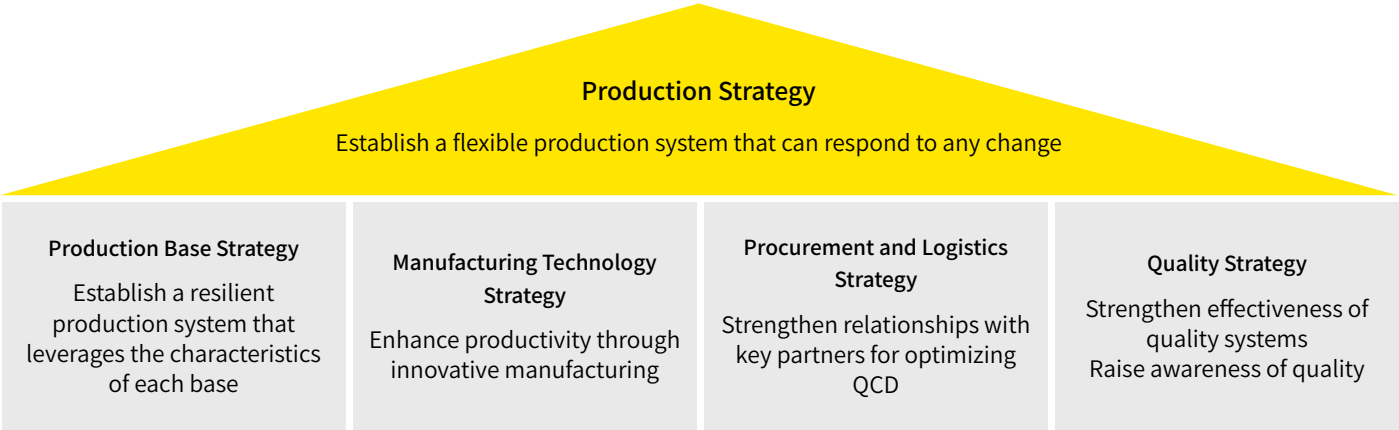
The supply chain environment is becoming increasingly complex due to factors including rising labor and material costs, natural disasters, infectious diseases, constraints in parts and materials component procurement caused by geopolitical risks, and logistical disruptions. Against this backdrop, Nikon will strengthen collaboration with procurement and logistics partners that comply with our quality and sustainability standards, building on strong relationships of trust.

### 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.

- Supply Chain Management ▶ p.085
- Ensuring Quality and Safety ▶ p.095

### Strengthening Our Manufacturing Foundation (Conceptual Image)



## Group-Wide Manufacturing Framework

Nikon established cross-functional divisions to implement strategies for production, technology, procurement and logistics, quality, and other strategies across the organization. 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 to Support Manufacturing Capabilities

The Nikon Group views the various risks associated with production as opportunities to continuously improve our manufacturing. We manage these risks through various councils for each of the four strategies that underpin our production strategy (see figure above). Councils identify risks in a timely manner and ensure that countermeasures are implemented. Specific risks reviewed are as follows: market risks related to changes in the competitive environment and demand fluctuations; risks to our 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.

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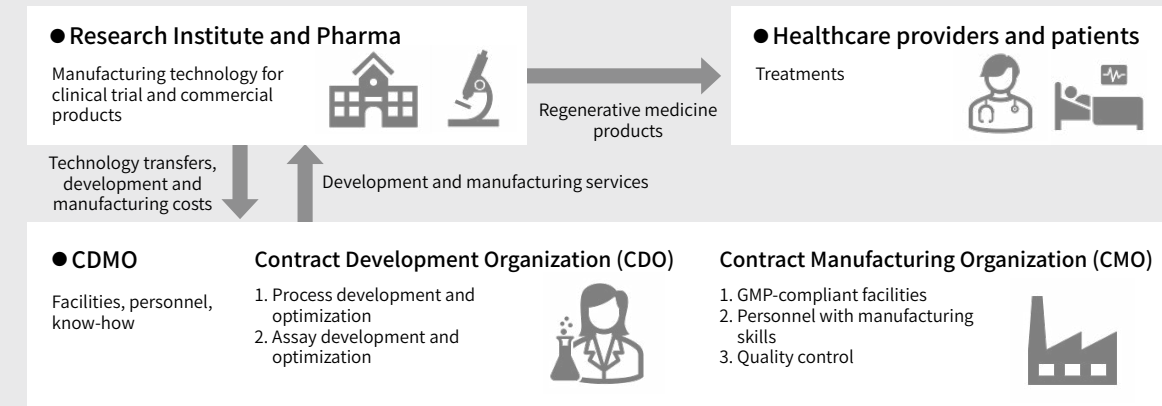
Value Provided Through Business Activities-1

Areas Where Nikon Contributes: **More precise treatment and health**

**Supporting the Future of Medicine With Contract Cell Manufacturing Services — NCLi's Commitment to the Future**

**CDMOs Addressing Unmet Medical Needs**  
Despite advances in medicine, there are still some rare and intractable diseases against which current treatments are less effective. As there is growing need to address unmet medical needs for diseases with no effective treatments to date, regenerative medicine and gene therapies have attracted attention as promising treatment approaches for the diseases. The spread of these advanced therapies (regenerative medicine products) is supported by Contract Development and Manufacturing Organizations (CDMOs). CDMOs possess advanced facilities and know-how that can be used in both small scale clinical manufacturing and commercial manufacturing conducted in compliance with Good Manufacturing Practice (GMP) standards

● Roles of a CDMO



for the consistent manufacture of safe, high quality pharmaceuticals. CDMOs are entrusted with process development, manufacturing, and quality control by research institutions and pharmaceutical companies, helping reduce the operational burden on these organizations and supporting efficient clinical implementation and a stable supply of pharmaceuticals.

**The Challenge of Quality and Stability of Cells**  
Even with innovative regenerative medicine and gene therapy candidates, significant challenges remain in bringing regenerative medicine products into practical pharmaceutical use. One of the most significant challenges is ensuring cell quality and stability. Regenerative medicine products are manufactured from cells, which are critical raw materials and therefore require extensive know-how to store, transport, and handle cells. As living materials, cells are highly sensitive to changes in culture conditions, temperature, and nutrients. These changes can alter cell characteristics and affect product quality. Although the manufacturing has been increasingly mechanized and automated, there are still certain manufacturing processes that require manual operations performed by operators. Addressing these challenges requires optimized processes and more

advanced process and quality control systems.



Cell cultures are grown in temperature-controlled incubators (left). Quality testing includes not only product testing but also environmental monitoring within manufacturing facilities (right).

**NCLi Meeting Expectations as a CDMO**  
Nikon Cell Innovation Co., Ltd. (NCLi) was founded in 2015 as a CDMO for regenerative medicine products. NCLi combines Nikon's long-cultivated technologies in optics, precision control, and image processing with the know-how of manufacturing, training, and quality control, which we gained through our collaboration with Lonza, a global leader in pharmaceutical CDMO services. NCLi possesses the required capabilities for advanced manufacturing, quality control, and process design to provide contract development and manufacturing services for regenerative medicine and gene therapies. With over 10,000 m<sup>2</sup> of facilities including manufacturing rooms and quality control laboratories, the company operates under a GMP-compliant quality assurance system and responds flexibly to a wide range of manufacturing needs from customers in Japan and overseas. In 2025, NCLi was selected as a recipient of a subsidy from the Ministry of Economy, Trade and Industry (METI) for supporting capital investment in regenerative medicine CDMO facilities. Additionally, through a strategic license agreement with RoosterBio, a US biotechnology company, NCLi has gained access to their 3D cell culture technology for mesenchymal stem cells (MSCs). Building on these opportunities, NCLi has continued to expand cell manufacturing facilities and strengthen process development capabilities, accelerating the

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development of platforms intended for large-scale cell culture, and digital transformation in manufacturing and quality control processes.



Inside a NCLi manufacturing room

NCLi Contributing to Patient Quality of Life and Sustainable Healthcare

From a manufacturing point of view, NCLi supports physicians and medical institutions to enable them to provide stable treatment for patients fighting diseases. Delivering high-quality and stable cell products is critical to ensure treatment reproducibility and safety. These capabilities help NCLi reduce hospital visits and shorten treatment periods, improving quality of life for patients and their families. Additionally, by using the automated cell analysis and efficient cell culture technologies, which NCLi aims to adopt with the use of the Nikon-cultivated technologies, NCLi can reduce manufacturing costs as well as resource and energy consumption in manufacturing, which is vital to building a sustainable healthcare system.

NCLi pursues further value creation by combining the Nikon-cultivated technologies including optics, image processing, and precision control with new cell manufacturing technologies. Looking ahead, NCLi will continue efforts to improve quality of life for patients and their families and deliver sustainable healthcare through our medical and healthcare businesses.

Value Provided Through Business Activities-2

Areas Where Nikon Contributes: **Future of a digital society**

Increasing Productivity and Environmental Value With FPD Lithography Systems

What Are FPD Lithography Systems?

Substrates used in flat panel displays for smartphones, televisions, and other devices contain fine, high density circuit patterns. FPD lithography systems use light to form these patterns and serve as essential production equipment supporting today's information society.

As display resolutions continue to improve, FPD lithography systems require the ability to draw increasingly fine patterns with high precision while maintaining the productivity needed to process large substrates in a short period of time.

These large systems, which occupy roughly the area of a volleyball court, typically operates continuously 24 hours a day to ensure high production efficiency and stable operation. As a result, energy consumption arising from operation accounts for a significant portion of the product lifecycle, making environmental impact a serious challenge.

Nikon's FX-88SL and FX-88SLD<sup>\*1</sup> are the first<sup>\*2</sup> next-generation FPD lithography systems to adopt UV-LEDs (ultraviolet LED light source). These two models reduce energy consumption while maintaining high resolution and throughput, strengthening both product and environmental performance.

<sup>\*1</sup> The FX-88SL and FX-88SLD models use different UV-LED light source wavelengths.  
<sup>\*2</sup> Based on Nikon research of publicly announced FPD lithography systems as of October 23, 2025.

Reduced Power Consumption and Higher Productivity

Introducing UV-LEDs into FPD lithography systems presented numerous technical challenges that made commercialization difficult, including sufficient light intensity and heat control. Nikon partnered with a light source manufacturer to enhance our proprietary control technologies and successfully integrate UV-LEDs capable of providing sufficient light intensity and quality required for lithography.

UV-LEDs can directly generate the specific ultraviolet wavelengths required for FPD lithography systems, improving light source efficiency compared with mercury lamps, which extract the required wavelengths from multi wavelength light. UV-LEDs also offer stable high brightness output with less fluctuation in light intensity over time.



Markets for Nikon's FX-88SL and FX-88SLD FPD Lithography Systems

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The FX-88SL leverages these UV-LED characteristics to reduce power consumption in the illumination system by approximately 27% compared with previous models. This model also achieves higher illuminance while suppressing power consumption in the illumination system. Combined with Nikon's optical technologies, the system achieves 1.5  $\mu\text{m}^3 \text{ L/S}^4$  resolution, shortens takt time by approximately 17% compared with previous models, and achieves approximately 39 seconds<sup>\*5</sup> per plate.

<sup>\*3</sup> 1  $\mu\text{m}$  (micrometer) equals one millionth of a meter (1/1000 mm).  
<sup>\*4</sup> Abbreviation for Line and Space. Refers to wiring width and the spacing between adjacent wiring lines.  
<sup>\*5</sup> When configured for 2,290 × 2,620 mm substrates, four scans, i-line, and 30 mJ/cm<sup>2</sup>.

**LCA Evaluation Shows CO<sub>2</sub> Reduction Effects**  
A Life Cycle Assessment (LCA) calculating CO<sub>2</sub> emissions from procurement through disposal shows that the FX-88SL reduces CO<sub>2</sub> emissions per unit by approximately 30% compared with previous models. Emission reductions during the use phase account for the largest share of the overall reduction and serve as the primary driver of improved environmental performance. Improved distribution efficiency resulting from a redesigned system structure also helps reduce emissions across the entire lifecycle.  
The FX-88SL not only helps Nikon reduce CO<sub>2</sub> emissions but also supports CO<sub>2</sub> reduction efforts by user companies, helping improve environmental value across the entire supply chain.

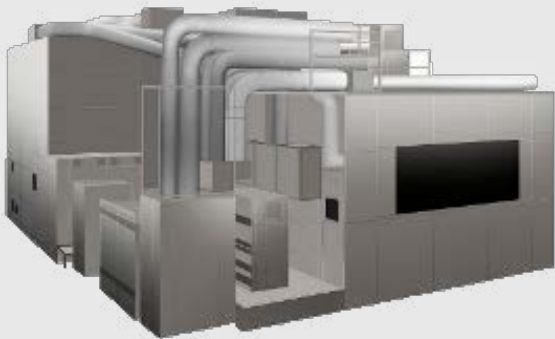
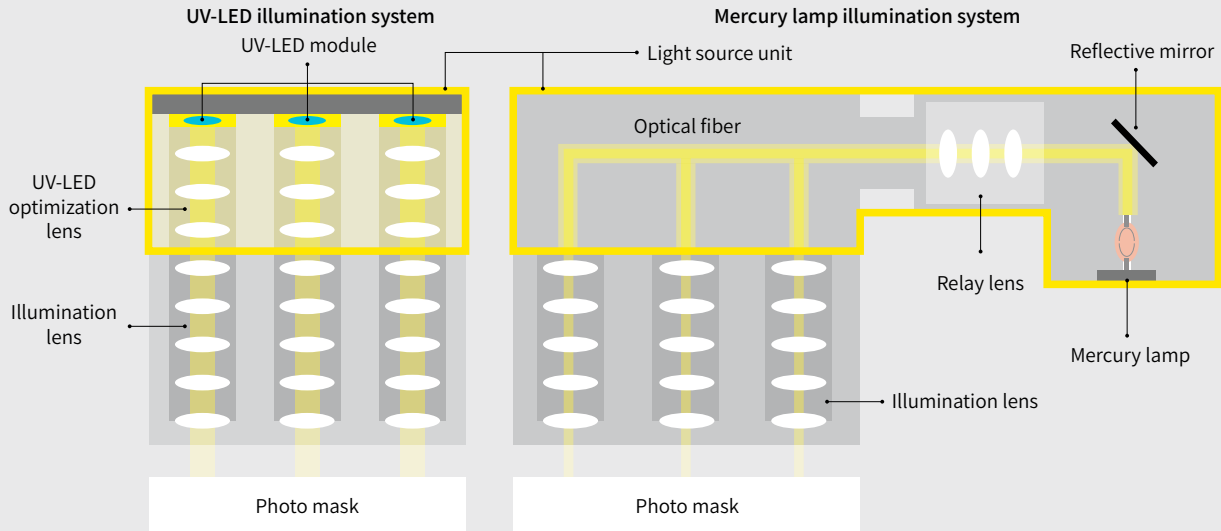


Image of FPD Lithography System FX-88SL

● Comparison of UV-LED and Mercury Lamp Illumination System Configurations  
Adopting a UV-LED light source simplifies the system configuration and improves operational stability and space efficiency.



**Supporting a Sustainable Future Through Technology**  
Nikon is committed to helping reduce environmental impact while meeting the performance requirements of the FPD market. We strive to develop illuminance control technologies that further maximize the advantages of UV-LEDs in FPD lithography systems, establish LED light source recycling systems, and implement mercury-free system designs.  
Looking ahead, we will continue implementing initiatives that help achieve a sustainable society by enhancing not only productivity but also environmental performance through technological innovation.

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Basic Approach

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 various 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 on the TNFD\* framework and perform nature-related risk and 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 Disclosures aims to build a framework for companies and organizations to assess and disclose the impact of economic activities on the natural environment and biodiversity.

Strategy

Policy and Long-Term Environmental Vision

The Nikon Group established the Sustainability Policy, which aims to contribute to sustainable societies and achieve sustainable growth for the company, and the Nikon Environmental Policy, a specific policy regarding the environment. Under these policies, we formulated the Nikon Long-Term Environmental Vision as a means to address environmental risks and regulations proactively, targeting fiscal year 2050.

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 Key Themes and the Nikon Medium-Term Environmental Goals, which targets fiscal year 2030. 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 reviews and approves self-evaluations of performance, identifies issues, and incorporates these issues into activities for the following year and thereafter.

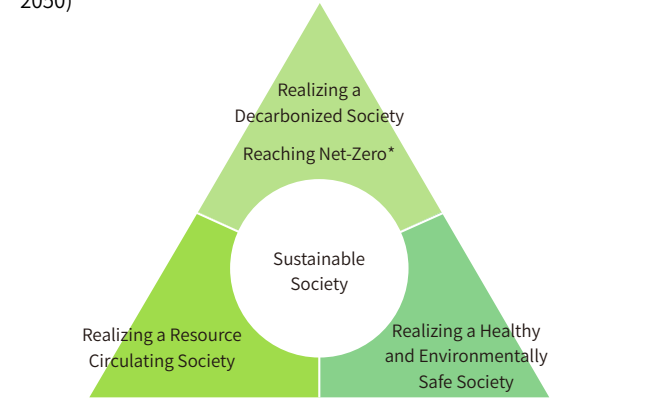
Nikon Long-Term Environmental Vision and Medium-Term Environmental Goals ▶ p.030

Environmental Action Plan Achievements for Fiscal Year 2025 [Summary] ▶ p.038

Environmental Action Plan Targets for Fiscal Year 2026 [Summary] ▶ p.039

Web ▶ Nikon Environmental Policy

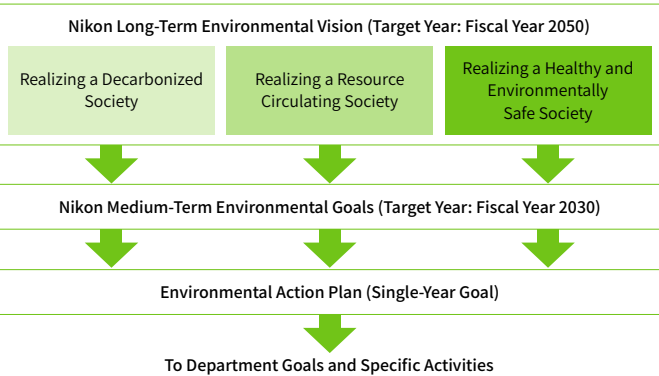
● Nikon Long-Term Environmental Vision (Target Period: Fiscal Year 2050)



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

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.

● Nikon Environmental Goal Relationship Diagram



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

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

<sup>\*1</sup> Scope 1: Direct greenhouse gas emissions from the use of fuel on site.  
<sup>\*2</sup> Scope 2: Indirect greenhouse gas emissions from the consumption of purchased electricity or heat.  
<sup>\*3</sup> Scope 3: Indirect greenhouse gas emissions related to business activities in the value chain (excluding emissions already included in Scope 1 and 2).  
<sup>\*4</sup> 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 S refers to a final landfill disposal rate of 0.5%.  
<sup>\*5</sup> 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)  
<sup>\*6</sup> 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*.  
<sup>\*7</sup> Conducted in accordance with our internal Hazardous Chemical Substances Guideline.  
<sup>\*8</sup> Zero hazardous chemical substances contained in products: Here, “contained” is defined as having an amount that exceeds the threshold level specified by law.

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## Participation in Environmental Initiatives and Outreach to Society

The Nikon Group supports ambitious public policies and regulations related to climate change measures aligned with the Paris Agreement. Specifically, we support greenhouse gas emissions reduction targets aligned with the 1.5°C target, significant expansion of renewable energy, and the introduction and strengthening of carbon pricing systems.

By participating in a range of environmental initiatives, the Nikon Group is able to play an active role in influencing governments and society.

In October 2025, we endorsed the Japan Climate Action Summit 2025 Declaration *Leading the Transition to a Decarbonized Society — We Will Never Stop —*. This declaration, issued by the Japan Climate Initiative (JCI), calls on non-state actors, including companies, to take action. The declaration reaffirms a commitment and responsibility to confront the climate crisis and underscores continued efforts toward a decarbonized society.

### ● Major Environmental Initiatives and Organizations With Nikon's Participation

| Initiatives and Organizational Activities                            |                                                                                                                                                                                                                                                                                            |
|----------------------------------------------------------------------|--------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| Science Based Targets (SBT) (2019 - )                                |  SCIENCE<br>BASED<br>TARGETS<br><small>DRIVING AMBITIOUS CORPORATE CLIMATE ACTION</small>                                                                                                               |
| Business Ambition for 1.5°C (2021 - )                                |  BUSINESS<br>AMBITION FOR 1.5°C                                                                                                                                                                         |
| RE100 (2021 - )                                                      |  RE100    CLIMATE<br>GROUP    CDP |
| Japan Climate Initiative (JCI) (2018 - )                             |                                                                                                                                                                                                                                                                                            |
| Task Force on Climate-related Financial Disclosures (TCFD) (2018 - ) |  TCFD   TASK FORCE ON<br>CLIMATE-RELATED<br>FINANCIAL<br>DISCLOSURES                                                                                                                                    |
| GX Future Consortium (Established April 2026)                        |  GX<br>FUTURE<br>CONSORTIUM                                                                                                                                                                            |
| Japan Climate Leaders' Partnership (JCLP) (2023 - )                  |  JCLP                                                                                                                                                                                                 |

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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.

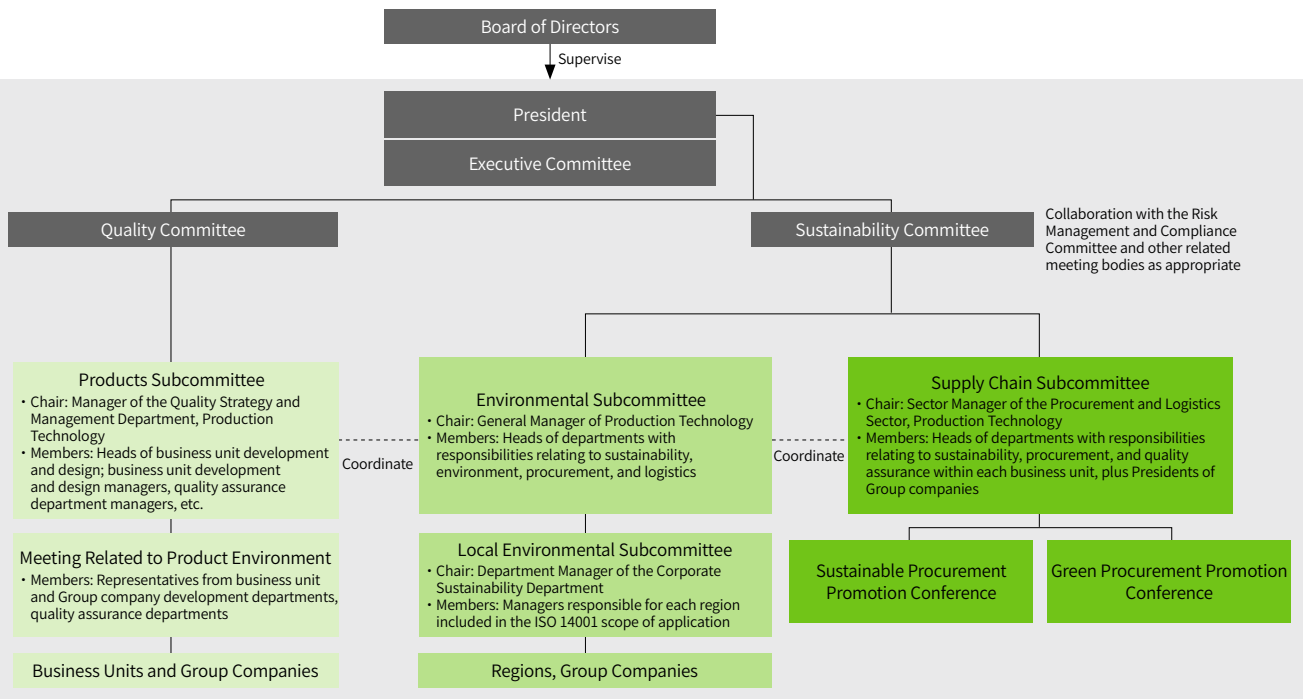
The Supply Chain Subcommittee, which also operates under the Sustainability Committee, promotes sustainable procurement, including addressing environmental issues, together with procurement partners.

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 2025, 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.010 |
| Supply Chain Management System  | ▶ p.087 |

Environmental Management Promotion System (As of April 1, 2026)



Key Topics Discussed by the Environmental Subcommittee in Fiscal Year 2025

| September 2025                                                                                                                                                                             | February 2026                                                                                                                                                                                                                                                                     |
|--------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|-----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| <ul style="list-style-type: none"><li>•Development of EMS operational policies</li><li>•Progress of renewable energy adoption</li><li>•Progress of the Environmental Action Plan</li></ul> | <ul style="list-style-type: none"><li>•EMS management review report</li><li>•Progress of renewable energy adoption</li><li>•Issues in the management and reduction of hazardous chemical substances</li><li>•Confirming Environmental Action Plan results (projections)</li></ul> |

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Environmental Management System

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

Utilization of ISO 14001 Certification

The Nikon Group conducts environmental management in accordance with ISO 14001 and aims to have all manufacturing Group companies 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.

ISO 14001 Acquisition Status and Data Categories ▶ p.034

Implementing EMS Assessments<sup>\*1</sup>

The Nikon Group conducts HQ EMS Assessments to check the state of top management and the EMS Secretariat per region<sup>\*2</sup>, 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<sup>\*3</sup> 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 163 employees completed this training in fiscal year 2025. 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 191 employees completed this training in fiscal year 2025. 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.

<sup>\*1</sup> 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."

<sup>\*2</sup> The Nikon Group EMS organization consists of business sites, companies, and other units called districts.

<sup>\*3</sup> 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 Simplified EMS

The Nikon Group implements the Nikon Simplified EMS at Group companies in Japan and overseas that do not hold ISO 14001 certification. In fiscal year 2025, we revised the related guidelines to clarify the scope of application and required activities. Group companies eligible under the Nikon Simplified EMS focus on compliance with environmental laws and regulations, environmental awareness-raising activities, environmental impact reduction initiatives, and the collection and reporting of environmental data. The Group reviews the results of these efforts through an annual internal environmental survey.

● Breakdown of EMS Activities

| Environmental Management Systems                                                                                                                                                   | ISO 14001                                                                                                          | Nikon Simplified EMS                                           |
|------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|--------------------------------------------------------------------------------------------------------------------|----------------------------------------------------------------|
| Major applicable entities                                                                                                                                                          | Nikon and Group manufacturing companies, Group non-manufacturing companies requiring ISO 14001 certification, etc. | Group companies that have not obtained ISO 14001 certification |
| Compliance with environmental laws and regulations                                                                                                                                 | ○                                                                                                                  | ○                                                              |
| Implementation of environmental awareness-raising activities                                                                                                                       | ○                                                                                                                  | ○                                                              |
| Implementation of environmental impact reduction activities (energy and resource conservation, proper waste disposal and management of chemical substances, etc.)                  | ○                                                                                                                  | ○                                                              |
| Collection and reporting of environmental data                                                                                                                                     | ○                                                                                                                  | ○                                                              |
| Other ISO 14001 requirements (setting environmental goals, PDCA cycle operation, environmental impact assessment, compliance evaluation, EMS assessments, management review, etc.) | ○                                                                                                                  | —                                                              |

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● ISO 14001 Acquisition Status and Data Categories (Fiscal Year 2025)

| 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 CeLL innovation Co., Ltd.                     | *1                           |
| Group non-manufacturing companies in Japan         | Nikon Imaging Japan Inc.                            | ○                            |
|                                                    | Nikon Vision Co., Ltd.                              | ○                            |
|                                                    | Nikon Tec Corporation                               | ○                            |
|                                                    | Nikon Systems Inc.                                  | ○                            |
|                                                    | Nikon Business Service Co., Ltd.                    | ○                            |
|                                                    | Nikon Engineering Co., Ltd.                         | ○                            |
|                                                    | Nikon Product Support Corporation                   | *1                           |
|                                                    | Nikon Solutions Co., Ltd.                           | ○                            |
| Group manufacturing companies outside Japan        | Optos, Inc.                                         | ○                            |
|                                                    | Nikon X-Tek Systems Ltd.                            | ○                            |
|                                                    | Optos Plc                                           | ○                            |
|                                                    | Nikon SLM Solutions AG                              | ○                            |
|                                                    | Nikon (Thailand) Co., Ltd.                          | ○                            |
|                                                    | Hikari Glass (Changzhou) Optics Co., Ltd.           | ○                            |
|                                                    | Nikon Lao Co., Ltd.                                 | ○                            |
|                                                    | Nanjing Nikon Jiangnan Optical Instrument Co., Ltd. | ○                            |
| Group non-manufacturing companies outside Japan *2 | 49 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 Simplified EMS.

\*2 Three non-manufacturing Group companies in Japan with extremely limited environmental impact that have not obtained ISO 14001 are included. We also excluded 11 companies such as private funds and companies in the process of liquidation.

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Environmental Education and Awareness-Raising  
Activities for Employees

The Nikon Group believes that employee awareness and understanding are essential to advancing environmental initiatives and raising standards.

Based on this belief, we introduced various education and awareness-raising activities to help employees have a better understanding and awareness of our 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 2025) (Unit: persons)

| Content                                                                   | Participants |                                      |
|---------------------------------------------------------------------------|--------------|--------------------------------------|
|                                                                           | Nikon        | Group companies in and outside Japan |
| Education on environmental issues and EMS                                 | 205          | 1,876                                |
| Education on EMS assessments                                              | 131          | 173                                  |
| Education on environmental laws, hazardous chemical substances, and waste | 166          | 721                                  |

Environmental Awareness-Raising Activities

The Nikon Group conducts a range of ongoing environmental awareness-raising initiatives, including e-learning programs for employees. In fiscal year 2025, the Group provided e-learning on climate change prevention and the circular economy. The Group also marked World Environment Day on June 5 by delivering a message from the responsible officer, hosting an environmental seminar with a guest speaker, and presenting environmental awareness-raising slideshow videos on internal digital signage. These efforts deepen understanding of environmental issues and encourage employees to reflect on their actions and apply them in their daily work and behavior.

● Environmental Awareness-Raising Activities (Fiscal Year 2025)

| Major Environmental Activities |                                                        | Eligible Organizations        | Results                               |
|--------------------------------|--------------------------------------------------------|-------------------------------|---------------------------------------|
| World Environment Day (June 5) | Distribute newsletters                                 | Nikon Group                   | 15 languages supported                |
|                                | Share environmental awareness-raising slideshow videos | Nikon Group                   | Shared in Japanese and English        |
|                                | Hold an environmental seminar                          | Nikon Group in Japan          | 281 participants (on-site and online) |
| E-learning (June)              |                                                        | Nikon Group in Japan          | Attendance rate: 91%                  |
|                                |                                                        | Group companies outside Japan | Implemented for eligible personnel    |
| Earth Hour * (March)           |                                                        | Nikon Group                   | Participants: 50 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 Management and Compliance Committee oversees risk management across the Nikon Group. The Environmental Subcommittee manages environmental risks and opportunities, taking into account environmental impacts, external environmental factors, applicable regulations, and stakeholder expectations. The subcommittee reviews response strategies for identified risks and opportunities within the environmental management system (EMS) and incorporates priority actions into the Environmental Action Plan. The actions are then discussed and approved by the Sustainability Committee.

Each site and Group company identifies environmental risks and opportunities at the local level and sets local environmental targets based on the Environmental Action Plan.

The Nikon Group reviews and follows up regularly with each site and Group company regarding progress and target achievement through 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, properly, and effectively. The review also confirms progress in the environmental targets of the districts. The Sustainability Committee confirms the results of said review.

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. Such regulations 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.

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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 strengthen our management framework by developing and updating internal policies and providing training to relevant personnel. We monitor regulatory developments on an ongoing basis and respond appropriately.

Legal Violations

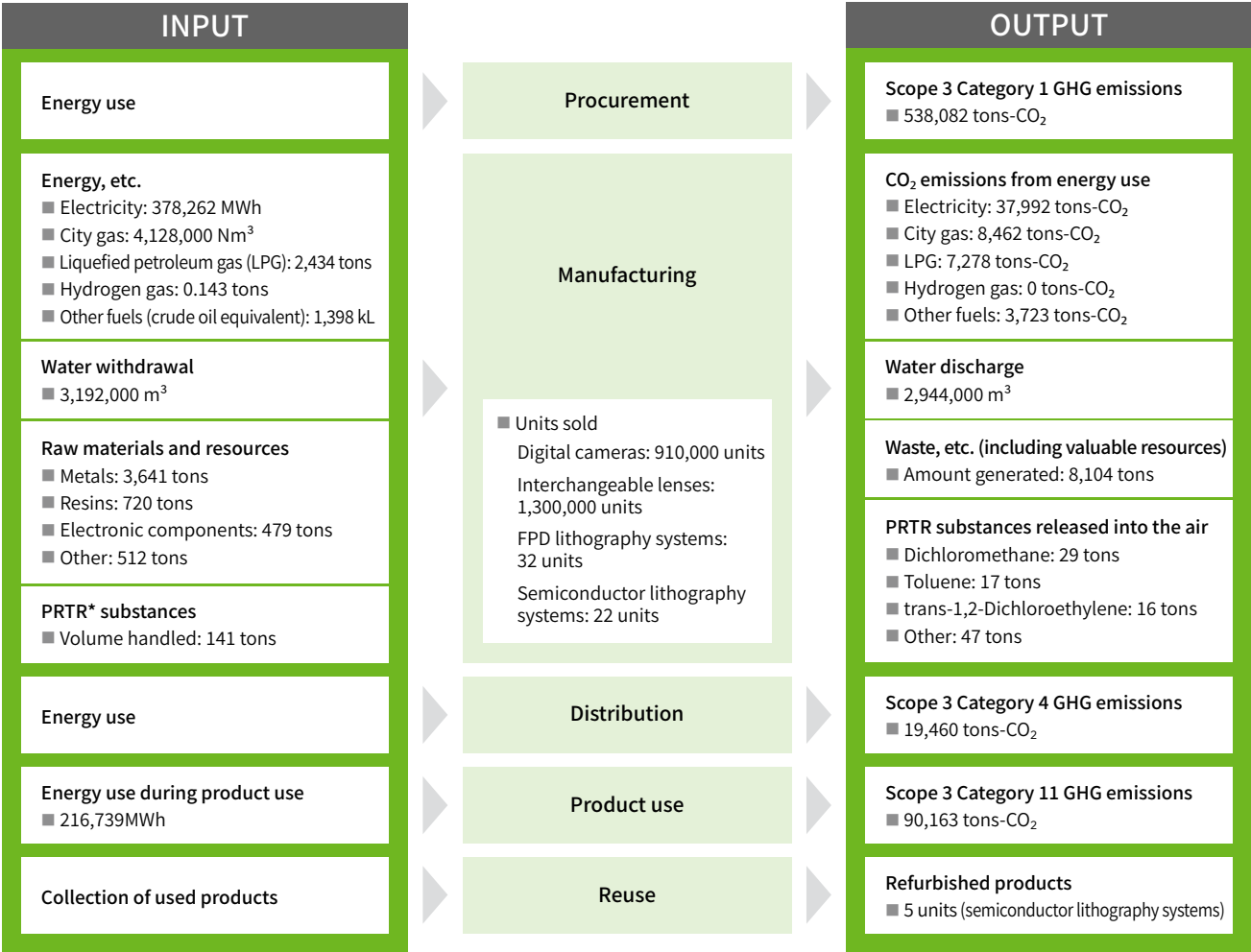
In fiscal year 2025, the Nikon Group recorded one violation of environmental laws and received a fine. The violation occurred at Nikon (Thailand) Co., Ltd. due to deficiencies in procedures related to waste treatment handled by an outsourced contractor. Nikon (Thailand) Co., Ltd. has already implemented corrective measures and strengthened controls over outsourced operations to prevent recurrence.

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.

Based on this approach, the Nikon Group actively collects environmental data on electricity and other forms of energy, waste, and water in Japan and overseas.

Relationship Between Nikon Group Businesses and the Environment



Note: Numbers reflect the performance data of Nikon Group in Japan and Group manufacturing companies outside Japan.  
\* PRTR (Pollutant Release and Transfer Register): In Japan, the PRTR system is used by the government to collect, tabulate, and disclose data on chemical substances that might have harmful effects on human health and ecosystems. Companies identify and report emissions of these substances into the environment to the government on an annual basis.

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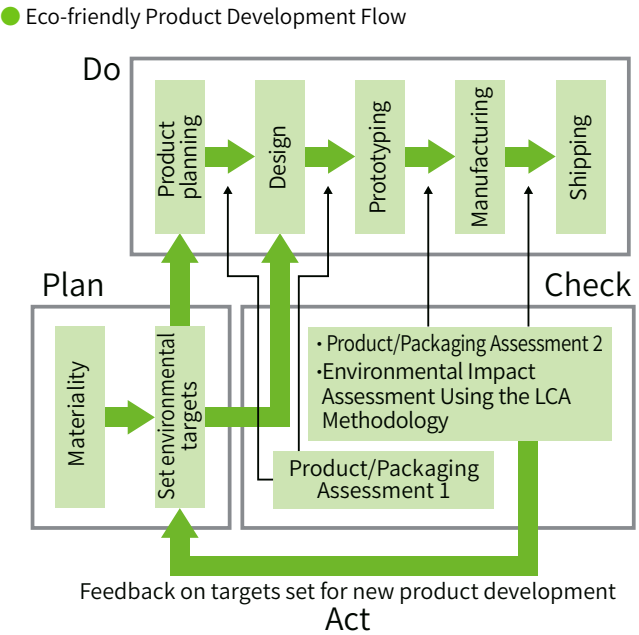
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Eco-friendly Product Development

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.



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 on the right, 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 key themes. In fiscal year 2024, we began classifying products into three categories and revised the weighting of key items and evaluation criteria based on the characteristics of each category.

The Nikon Packaging Assessment includes evaluation categories such as the usage reduction of packaging materials and a change to materials with less environmental impact. We use this assessment to encourage a reduction in plastic packaging materials and a shift to paper-based materials.

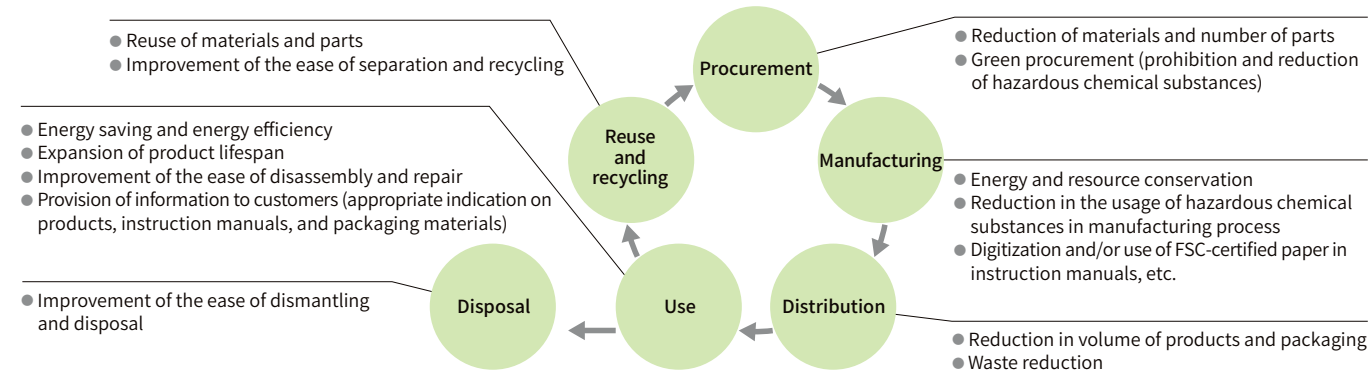
The 3Rs for Products and Packaging ▶ p.048

Eco-friendly Product Certification System

The Group operates a certification program under which products developed through product assessments that meet defined criteria are certified as Eco-friendly Products or Super Eco-friendly Products.

This system is based on ISO 14021, the international standard for *Environmental labels and declarations — Self-declared*

● Nikon Product/Packaging Assessment Items



*environmental claims (Type II environmental labeling).*

In fiscal year 2025, approximately 59% of new products were classified as Eco-friendly Products.

Web ▶ Eco-friendly Products (Certified as of March 2026)



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Indicators and Targets

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

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

| Materiality                              |                                                                 | Fiscal Year 2025 Targets                                            |                                                                                                                                                                                                                                                                                                                              | Results                                                                                                                                                                                                                                                   | Self-Evaluation | Corresponding Page |
|------------------------------------------|-----------------------------------------------------------------|---------------------------------------------------------------------|------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|-----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|-----------------|--------------------|
| Decarbonized society                     | Materiality 3<br>Promoting a Decarbonized Society               | Greenhouse gas reduction                                            | •Reduce Scope 1 and Scope 2 greenhouse gas emissions by at least 52% compared to fiscal year 2022                                                                                                                                                                                                                            | • Reduced Scope 1 and Scope 2 greenhouse gas emissions by 64.5% compared to fiscal year 2022                                                                                                                                                              | ○               | p.040              |
|                                          |                                                                 |                                                                     | •Achieve a renewable energy adoption rate of 71% or higher in electricity used for business activities                                                                                                                                                                                                                       | •Renewable energy adoption rate of electricity used for business: 76.0%                                                                                                                                                                                   | ○               | p.045              |
|                                          |                                                                 | 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.043              |
|                                          |                                                                 |                                                                     | •Create at least 50% eco-friendly products                                                                                                                                                                                                                                                                                   | •Approximately 59% of new products certified as eco-friendly products                                                                                                                                                                                     | ○               | p.037              |
|                                          |                                                                 | 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 8.5% year on year                                                                                                                                                                                    | ○               | p.047              |
| Resource circulating society             | Materiality 4<br>Promoting Resource Circulation                 | Zero emissions                                                      | •Identify CO <sub>2</sub> emissions of critical procurement partners (150 or more companies = top 80% of procurement value)                                                                                                                                                                                                  | •Identified CO <sub>2</sub> emissions of 150 applicable procurement partners                                                                                                                                                                              | ○               | p.044              |
|                                          |                                                                 |                                                                     | •Nikon and Group manufacturing companies in Japan: Maintain Level S<br>•Group manufacturing companies in China: Maintain Level 1<br>•Group manufacturing companies outside Japan: Implement initiatives in line with national circumstances                                                                                  | •Nikon and Group manufacturing companies in Japan: Maintained Level S<br>•Group manufacturing companies in China: Achieved Level S<br>•Group manufacturing companies outside Japan: Processed in accordance with the laws and regulations of each country | ○               | p.052              |
|                                          |                                                                 | Waste reduction                                                     | •Reduce total waste emissions from business activities by 10% or more compared to fiscal year 2018 (total waste emissions: 6,993.9 tons)                                                                                                                                                                                     | •Reduced total waste emissions from business activities by 15.8% compared to fiscal year 2018 (total waste emissions: 6,541 tons)                                                                                                                         | ○               | p.052              |
|                                          |                                                                 | Promotion of the appropriate use and effective utilization of water | •Reduce freshwater consumption by at least 3% compared to fiscal year 2018 (freshwater consumption in fiscal year 2018: 1,877,000 m <sup>3</sup> )                                                                                                                                                                           | •Reduced freshwater consumption by at least 10.6% compared to fiscal year 2018 (freshwater consumption in fiscal year 2025: 1,678,000 m <sup>3</sup> )                                                                                                    | ○               | p.054              |
|                                          |                                                                 | Promotion of reduce, reuse, and recycling                           | 1) Reduce<br>• Reduce environmental impact of products and packaging materials (reduce size, extend product life, etc.)                                                                                                                                                                                                      | •Reduced plastic packaging material for certain healthcare and imaging products (shifted from plastic to paper)                                                                                                                                           | ○               | p.050              |
|                                          |                                                                 |                                                                     | 2) Reuse<br>• Promote reuse of products, parts, materials, and packaging materials                                                                                                                                                                                                                                           | •Continued sales of used FPD lithography systems and used semiconductor lithography systems                                                                                                                                                               | ○               | p.049              |
|                                          |                                                                 |                                                                     | 3) Recycle<br>• Promote use of recycled materials in products                                                                                                                                                                                                                                                                | •Used recycled materials for certain imaging products                                                                                                                                                                                                     | ○               | p.050              |
| Healthy and environmentally safe society | Materiality 5<br>Preventing Pollution and Conserving Ecosystems | Reduction of hazardous chemical substances, etc.                    | •Implement measures 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: 39.7 tons) | •Reduced new input of PRTR substances among prohibited rank substances by 16%                                                                                                                                                                             | △               | p.058              |
|                                          |                                                                 |                                                                     | •Comply with the laws and regulations of each country<br>•Explore substitutes for hazardous chemical substances                                                                                                                                                                                                              | •Achieved zero regulatory violations<br>•Conducted chemical substance surveys using chemSHERPA and substitution activities in each division                                                                                                               | ○               | p.056              |
|                                          |                                                                 | 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 39 times annually                                                                                           | ○               | p.063              |
|                                          |                                                                 |                                                                     | •Promote paperless operations or the use of FSC-certified paper for paper items bearing the Nikon logo                                                                                                                                                                                                                       | •Digitized product catalogs and instruction manuals<br>•Printed approximately 96% of newly ordered product catalogs for use in Japan, North America, and Europe on FSC-certified paper, excluding special paper types                                     | ○               | p.062              |

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● Environmental Action Plan Targets for Fiscal Year 2026 [Summary]

| Materiality                              | FY2026 Targets                                                      |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                   |
|------------------------------------------|---------------------------------------------------------------------|-----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| Decarbonized society                     | Greenhouse gas reduction                                            | •Maintain Scope 1 and Scope 2 greenhouse gas emissions at least 57% below fiscal year 2022 levels<br>•Achieve a renewable energy adoption rate of at least 75% in electricity used for business activities                                                                                                                                                                                                                                                                                                                        |
|                                          | Reduction of the environmental impact from products                 | •Reduce environmental impact by making effective use of the LCA methodology<br>•Create at least 50% eco-friendly products                                                                                                                                                                                                                                                                                                                                                                                                         |
|                                          | Reduction of the environmental impact of transportation             | •Reduce greenhouse gas emissions in distribution by 2.7% year on year                                                                                                                                                                                                                                                                                                                                                                                                                                                             |
|                                          | Engagement with procurement partners                                | •Hold meetings with eligible suppliers to explain calculation support and reduction policies, communicate Nikon’s vision, and share support measures<br>•Identify the challenges of each company and understand reduction potential by verifying the accuracy of primary data received from suppliers and through individual dialogues with companies with ambitious reduction targets<br>•Encourage and support suppliers to set and disclose voluntary GHG reduction targets through individual dialogues and other initiatives |
| Resource circulating society             | Zero emissions                                                      | •Nikon and Group manufacturing companies in Japan: Maintain Level S<br>•Group manufacturing companies in China: Maintain Level 1<br>•Group manufacturing companies outside Japan: Implement initiatives in line with national circumstances                                                                                                                                                                                                                                                                                       |
|                                          | Waste reduction                                                     | •Reduce total waste emissions from business activities by 10% or more compared to fiscal year 2018 (total waste emissions: 6,993.9 tons)                                                                                                                                                                                                                                                                                                                                                                                          |
|                                          | Promotion of the appropriate use and effective utilization of water | •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 recycle                             | 1) Reduce<br>•Reduce environmental impact of products and packaging materials (reduce size, extend product life, etc.)<br>2) Reuse<br>•Promote reuse of products, parts, materials, and packaging materials<br>3) Recycle<br>•Promote use of recycled materials in products                                                                                                                                                                                                                                                       |
| Healthy and environmentally safe society | Reduction of hazardous chemical substances, etc.                    | •Implement measures to abolish prohibited level hazardous chemical substances based on our own Nikon Group standards (Hazardous Chemical Substances Guideline);<br>reduce atmospheric emissions of hydrofluorocarbons (HFCs) among prohibited rank substances by 85% or more compared to fiscal year 2022 (fiscal year 2022: 7,260 kg)<br>•Comply with the laws and regulations of each country<br>•Explore substitutes for hazardous chemical substances                                                                         |
|                                          | 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<br>•Promote paperless operations or the use of FSC-certified paper for paper items bearing the Nikon logo                                                                                                                                                                                                                                                 |

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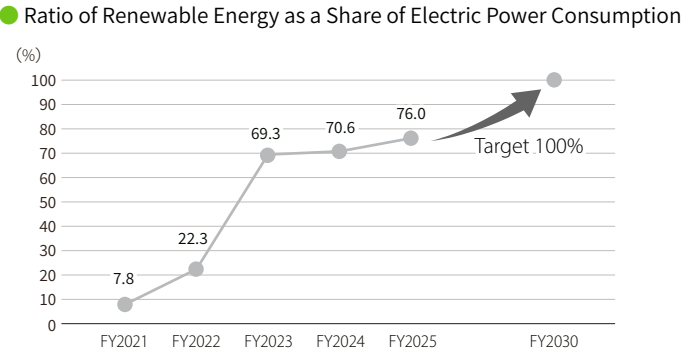
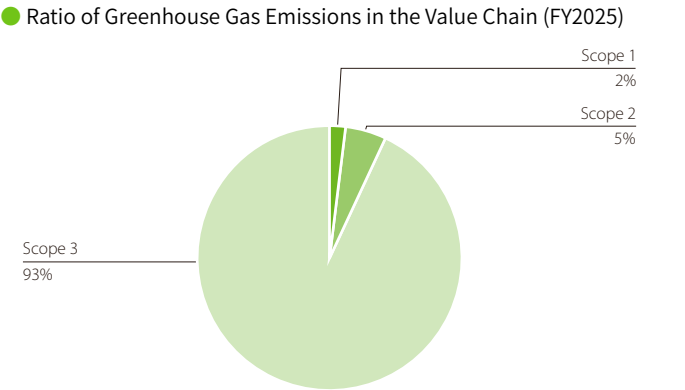
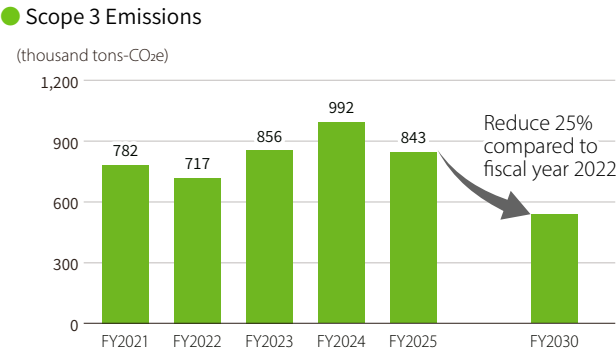
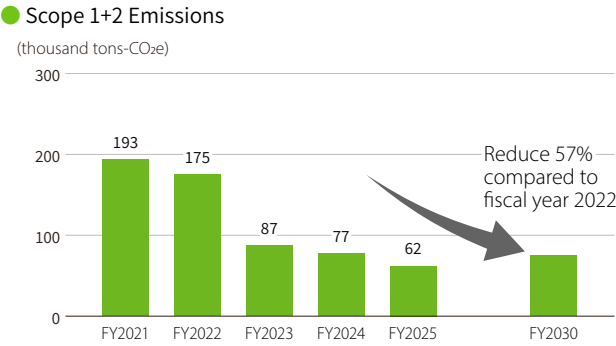
Environmental Action Plan Achievements for Fiscal Year 2025  
[Summary] ▶ [p.038](#)

Environmental Action Plan Targets for Fiscal Year 2026 [Summary]  
▶ [p.039](#)

Achievements

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

Scope 1 and Scope 2 emissions for fiscal year 2025 amounted to 62,172 tons-CO<sub>2</sub>e, a reduction of 64.5% compared with fiscal year 2022 and meeting our fiscal year 2025 target (52% reduction compared with fiscal year 2022). This reduction was higher than expected due to the impact of renewable energy, as described on the following pages. We will continue to make steady progress toward achieving our medium-term targets. Our Scope 3 results were 843,216 tons-CO<sub>2</sub>e emissions. Emissions from Category 1 (Purchased Goods and Services) and other categories increased as product sales volumes grew. Meanwhile, emissions from Category 2 (Capital Goods), which had risen significantly in the previous fiscal year, decreased by approximately 60% following the completion of the Nikon headquarters. As a result, fiscal year 2025 Scope 3 emissions decreased by approximately 15% compared with the previous fiscal year.



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## Basic Approach

The Nikon Group established, in the Nikon Environmental Policy, measures aimed at mitigating climate change, in light of the emerging impacts of climate change and social trends toward decarbonization. These measures focus on reducing greenhouse gas emissions in our value chain, not only across business operations but also across the procurement partners and customers across our value chain. We also take measures to reduce environmental impact throughout product life cycles. We also take efforts under Realizing a Decarbonized Society, one of the pillars of the Nikon Long-Term Environmental Vision (see the figure to the right for Nikon Group SBTs related to GHG reduction targets). Our target is to achieve a 100% rate of renewable energy adoption by fiscal year 2030.



► Nikon Environmental Policy

### The Nikon Group's SBTs <sup>\*1</sup> (Certified in January 2024)

- Net-Zero target  
Reach net zero<sup>\*2</sup> 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 GHG emissions by 25% by fiscal year 2030 compared to the base year of fiscal year 2022



<sup>\*1</sup> 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 the Paris Agreement-mandated objective of limiting the increase in the global average temperature to below 2°C above pre-industrial levels. The initiative certifies the CO<sub>2</sub> emission reduction targets of companies that are in line with emissions reduction scenarios based on scientific facts.

<sup>\*2</sup> 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

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Strategy

Risk

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

● 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  | •Building a resilient supply chain<br>•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     | •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     | •Reducing water withdrawal<br>•Promoting water resource recycling                                                                                                                                                                                                   |
| Transition risks                   | Policies and regulations                                                                                                                                                                                                                                                                                                                            | •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.<br>•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  | •Reducing greenhouse gas emissions through promotion of energy conservation and adoption of renewable energy<br>•Reducing greenhouse gas emissions through modal shifts and improved distribution routes<br>•Requiring suppliers to reduce greenhouse gas emissions |
|                                    | Technologies                                                                                                                                                                                                                                                                                                                                        | •Failure to reduce emissions during product use and shift to low-carbon manufacturing methods and materials could result in reduced sales opportunities.                                                                                                                                                                                                                                    | High             | Low     | •Reducing greenhouse gas emissions through promotion of energy conservation and adoption of renewable energy<br>•Improving energy-saving performance for products<br>•Creating new materials and manufacturing methods                                              |
|                                    | Markets/ Reputation                                                                                                                                                                                                                                                                                                                                 | •Failure to adequately meet customer decarbonization requirements could result in reduced sales opportunities.<br>•Inadequate response to decarbonization could damage our evaluations/reputation and affect stock price and sales.                                                                                                                                                         | Medium           | Low     | •Reducing greenhouse gas emissions through promotion of energy conservation and adoption of renewable energy<br>•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.

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## Opportunities

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

| Opportunities for the Nikon Group                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                          | Applicable Period   |
|--------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|---------------------|
| •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.<br>- Increase energy efficiency in society with additive manufacturing and fine processing using optics<br>- Additive processing contributing to longer product lifespans through repair of existing parts, etc.<br>- Robots with sophisticated hands and eyes and device manufacturing processes, that enhance manufacturing efficiency<br>- Longer lasting light sources and more durability in our products that contribute to a healthy global environment<br>- Image production technologies that contribute to a society where people connect transcending time and space and real and virtual | Short- to long-term |
| •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 |
| •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 of 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 refine 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.030**

## Governance

The Nikon Group sets greenhouse gas reduction and decarbonization targets for each site and Group company, and manages energy and emissions data. The Local Environmental Subcommittee secretariat, which operates under the Environmental Subcommittee, monitors results and progress toward targets for each entity on a regular basis.

Each business unit sets targets for product-related greenhouse gas reductions and advances initiatives using Life Cycle Assessment (LCA) methodology. Meetings related to product environment, organized under the Products Subcommittee, check progress against these targets.

Environmental Management Promotion System ▶ **p.032**

## Risk Management

The Risk Management 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.035**

## Main Initiatives

### Reducing Greenhouse Gas Emissions in Products

#### Environmental Impact Assessment Using the LCA Methodology

Nikon calculates CO<sub>2</sub> emissions in each phase of a product lifecycle by conducting evaluations of our environmental impact using the LCA methodology. We found that CO<sub>2</sub> emissions for imaging products tend to be relatively large in the raw material procurement phase. CO<sub>2</sub> emissions also tend to be large in the use phase for flat panel displays (FPD) lithography systems, semiconductor lithography systems, and industrial metrology. Based on these findings, making improvements at each phase is a key priority for Nikon. We revise design and procurement, improve energy efficiency, and take other measures to incorporate improvements at each phase into new product development.

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CO<sub>2</sub> Reduction Measures for Products

For imaging products, CO<sub>2</sub> emissions are highest in the raw material procurement phase. The zoom lens, NIKKOR Z 24-70mm f/2.8 S II, released in September 2025, is approximately 16% lighter than its predecessor, the NIKKOR Z 24-70mm f/2.8 S. The lighter weight reduced procurement-stage CO<sub>2</sub> emissions per unit by approximately 13%.

Orders for the FX-88SL FPD lithography system began in November 2025. This system is the first FPD lithography system to employ a UV-LED (ultraviolet LED) light source. Compared with conventional light sources, the system reduces power consumption during operation by approximately 26%. In addition, compared with the conventional model (FX-88S2), it reduces product life cycle CO<sub>2</sub> emissions per unit by approximately 22%.

Increasing Productivity and Environmental Value With FPD  
Lithography Systems ▶ **p.027**



Zoom lens NIKKOR Z 24-70mm f/2.8 S II

Reducing GHGs With Procurement Partners

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

In fiscal year 2025, we introduced a greenhouse gas emissions visualization platform to reduce the burden our procurement partners face in calculating emissions. We collect information on Scope 1, 2, and 3 emissions for 150 procurement partners that together account for approximately 80% of total procurement spend.

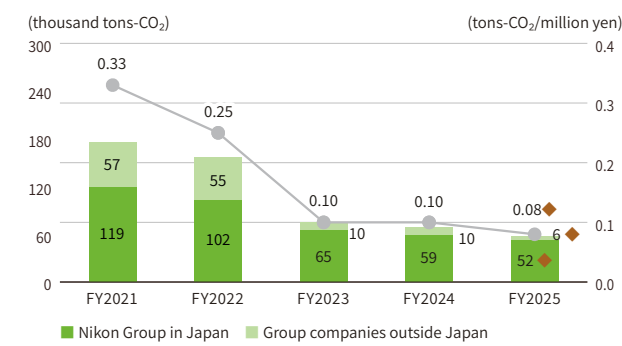
In fiscal year 2026, we will take action to reduce greenhouse gas emissions throughout the supply chain by providing procurement partners with information on reduction measures and support for setting reduction targets.

Reducing Greenhouse Gas Emissions at Business Facilities

CO<sub>2</sub> Emissions From Energy Consumption and Related Reduction Measures

CO<sub>2</sub> emissions from energy consumption by the Nikon Group in Japan and Group manufacturing companies outside Japan for fiscal year 2025 amounted to 57,456 t-CO<sub>2</sub>, down 63.3% compared with fiscal year 2022.

Changes in CO<sub>2</sub> Emissions from Energy Consumption



Note:  
1. The following values were used for CO<sub>2</sub> conversion factors.  
[Electricity]  
Japan: CO<sub>2</sub> 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: Emission factors from the *List of Emission Factors by Gas Utility* specified in the Act on Promotion of Global Warming Countermeasures  
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 CO<sub>2</sub> 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

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● Nikon Group Energy Management

The Nikon Group conducts monthly energy management operations at each business facility. Each business facility enters energy consumption by type into the in-house system, and the Local Environmental Subcommittee secretariat monitors this data. The secretariat confirms details with the manager at each business facility when a significant increase or decrease is identified. The Local Environmental Subcommittee secretariat verifies 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 CO<sub>2</sub> emissions derived from energy consumption, the Nikon Group undertakes various actions, including improving product development and production processes, making production equipment more efficient, implementing energy conservation measures, and adopting renewable energy.

In addition, we train employees on energy conservation and other topics as part of employee environmental education to ensure the steady advancement of initiatives and raise the level of our environmental responsiveness.

● Utilizing Renewable Energy

The Nikon Group pursues renewable energy use as a key measure in reducing greenhouse gas emissions from business facilities. Our goal is to increase the ratio of renewable energy in electricity consumption to 100% by fiscal year 2030 through in-house power generation, renewable energy power plans, procurement of renewable energy certificates, and a wide range of other means tailored to each business facility. The ratio of renewable energy adoption reached 76.0% in fiscal year 2025, exceeding the target of at least 71% in the same fiscal year.

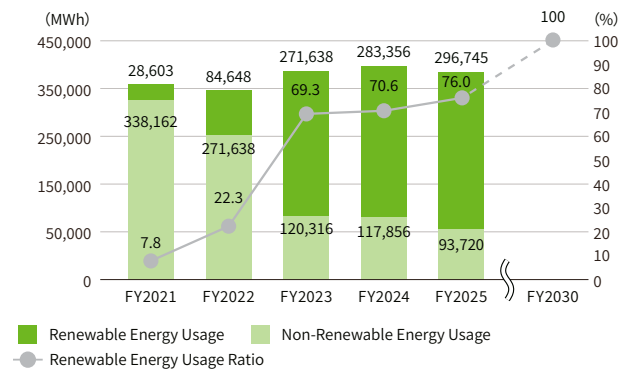
Tochigi Nikon Corp., Sendai Nikon Corp., Nikon (Thailand) Co., Ltd., and Optos Plc, and other company locations have already achieved 100% renewable energy electricity use. In fiscal year 2025, Hikari Glass (Changzhou) Optics Co., Ltd., Nanjing Nikon Jiangnan Optical Instrument Co., Ltd., and Nikon X-Tek Systems Ltd. joined

these sites in achieving 100% of electricity consumption from renewable energy.

Looking ahead, the Nikon Group will further strengthen Group-wide efforts to contribute to the wider adoption and expansion of renewable energy, while giving due consideration to additional<sup>\*1</sup> and sustainability.

<sup>\*1</sup> Requirement that the impact encourages new renewable energy installations

● Renewable Energy as a Share of Electric Power Consumption



● Membership in RE100

Nikon joined RE100<sup>\*2</sup>, 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.

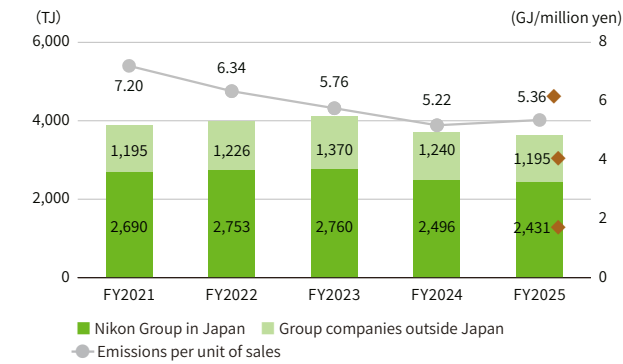
<sup>\*2</sup> RE100: Operated as a partnership by the Carbon Disclosure Project (CDP) and The Climate Group (an NPO focused on activities in response to climate change), RE100 is an international initiative with participation from companies all over the world.

● Conserving Energy at Each Business Facility

When planning new equipment installation at all Nikon Group business facilities, one important process is checking energy savings impact and determining whether or not to install the equipment based on these checks. After installation, we monitor actual energy consumption of the relevant equipment and track differences between planned and actual results to confirm effectiveness and make improvements.

Furthermore, each business facility pursues multifaceted energy conservation measures, including switching to energy saving lights, using motion sensor-equipped lighting, and working to make air conditioning equipment and office machinery more efficient. Effective measures are horizontally deployed within the Group for continuous improvement.

● Changes in Energy Consumption



Note: 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)  
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● 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 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 waste generation.

The development and manufacturing processes for optical glass, which supports optical technologies, use high temperatures from melting furnaces and require repeated experiments. These operations lead to high energy consumption and a large amount of waste. In response, 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, we 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. In fiscal year 2025, we introduced an electric (EV) bus at the Nikon Kumagaya Plant.

Many business facilities are also working to mitigate the environmental impact of employee commuting. Measures include encouraging employees to utilize car sharing, cycle to work, and use public transport.



EV bus introduced at the Kumagaya Plant

CO<sub>2</sub> Emissions From Non-Energy Consumption and Other Greenhouse Gas Emissions and Reduction Measures

For fiscal year 2025, CO<sub>2</sub> emissions from non-energy sources<sup>\*1</sup> and other greenhouse gases<sup>\*2</sup> totaled 1,334 t-CO<sub>2</sub>e, accounting for 2.3% 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 1.8%.

The Nikon Group works to reduce CO<sub>2</sub> emissions from non-energy sources and other greenhouse gas emissions in accordance with the Nikon Hazardous Chemical Substance Guideline. Under this guideline, we thoroughly manage the use of chemical substances, explore and introduce alternative substances and technologies, and improve processes.

<sup>\*1</sup> CO<sub>2</sub> emissions from non-energy sources: CO<sub>2</sub> generated by fire extinguishers, sprays, waste incineration, etc.

<sup>\*2</sup> Other greenhouse gas: CH<sub>4</sub>, N<sub>2</sub>O, HFCs, PFCs, SF<sub>6</sub>, NF<sub>3</sub>

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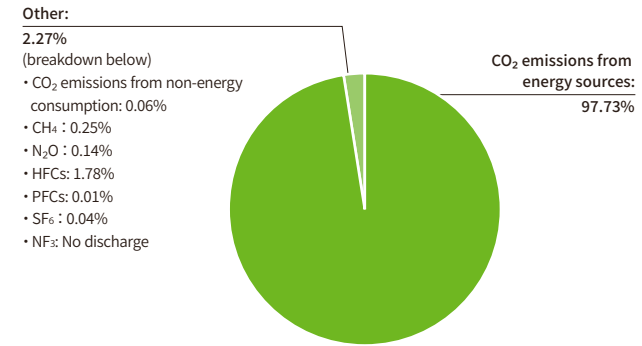
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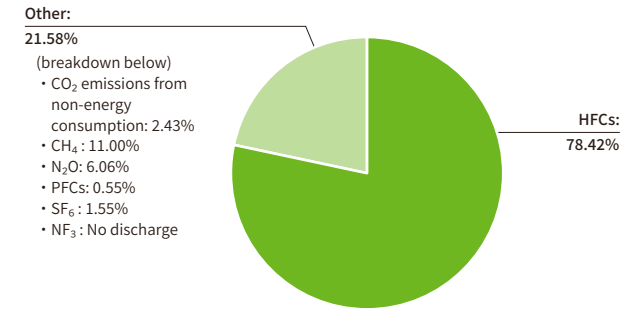
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● Breakdown of Greenhouse Gas Emissions From Nikon and Group Manufacturing Companies ◆



◆:Values in Data Index assured by a third party

● Breakdown of CO<sub>2</sub> Emissions From Non-Energy Consumption and Other Greenhouse Gas Emissions ◆



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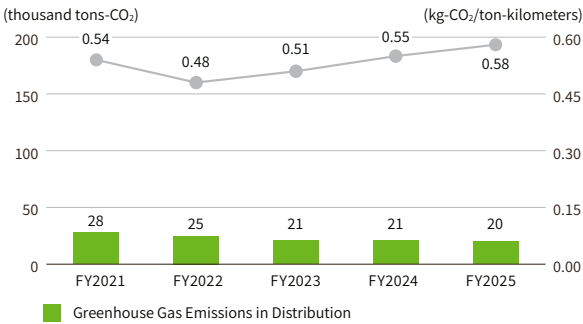
Reducing Greenhouse Gas (GHG) Emissions From Logistics

Visualizing Logistics GHG Emissions

Nikon products are manufactured mainly in Asia and sold worldwide. In light of this structure, we monitor global logistics routes and shipment volumes and strive to reduce greenhouse gas emissions.

In fiscal year 2025, GHG emissions for domestic transportation amounted to 622 t-CO<sub>2</sub> and 18,837 t-CO<sub>2</sub> for international transportation, including transportation within foreign country borders. The Nikon Group achieved an 8.5% 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

We have used SAF in air cargo transportation continuously since fiscal year 2024.

Sustainable Aviation Fuel (SAF) is a fuel that helps reduce GHG emissions and is produced from biomass, such as waste cooking oil and sugar cane, as well as municipal waste and waste plastics.

Nikon also leverages a subsidy program offered by the Tokyo Metropolitan Government to conduct air shipment using SAF.

Promotion of Modal Shifts

The Nikon Group initiates modal shifts\* to transition from air and truck transport to lower-impact modes such as marine, rail, and ferry transport.

In fiscal year 2025, the Healthcare Business Unit conducted marine transport from the Port of Tokyo to the Port of Singapore. The Healthcare Business Unit previously transported cargo as separate shipments by air to Asian countries around Singapore. In this initiative, the cargo was consolidated in Singapore and transported by sea.

We expect this initiative to reduce CO<sub>2</sub> emissions by approximately 7 t-CO<sub>2</sub> per shipment compared with conventional air transport.

\* Modal shift: Reviewing transportation modes and transitioning to modes with lower environmental impact.

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.

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The 3Rs for Products and Packaging

Environmental Action Plan Achievements for Fiscal Year 2025  
[Summary] ▶ p.038

Environmental Action Plan Targets for Fiscal Year 2026 [Summary]  
▶ p.039

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.

 ▶ Nikon Environmental Policy

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 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.030

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. 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.032

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. The secretariat confirm assessment results and the status of the 3Rs initiatives at these meetings.

Environment-Related Risk Management ▶ p.035

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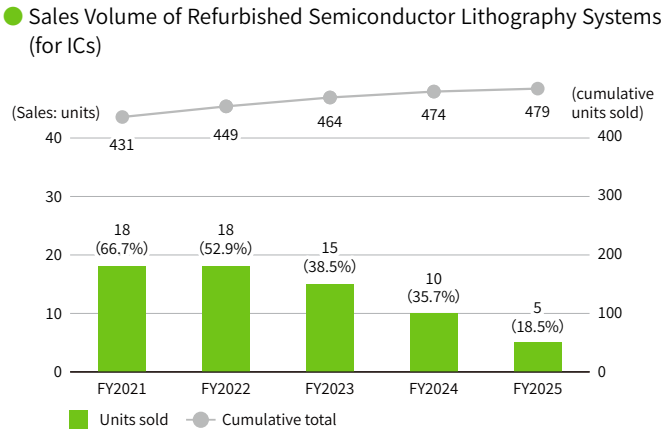
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Main Initiatives

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 2025, 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 provide basic exposure performance.



Note: 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.

Furthermore, the FX-88SL FPD lithography system, for which we began accepting orders in 2025, is the first FPD lithography system to employ a UV-LED light source. The longer life expectancy compared to conventional lamps allows the equipment to be used for a longer period of time.

Increasing Productivity and Environmental Value With FPD Lithography Systems ▶ [p.027](#)

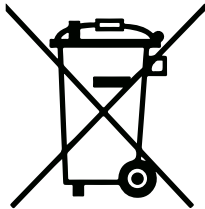
Battery Recycling

The Nikon Group works through JBRC<sup>\*1</sup> to recycle used digital cameras and other rechargeable batteries collected in the Japanese market.

<sup>\*1</sup> 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



EU recycling symbol

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<sup>\*2</sup>, 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 country. We are also implementing product assessments at the design stage 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<sup>\*3</sup> in Japan.

As for reuse, part of our services includes accepting imaging products and healthcare products, repairing them, and then selling them as refurbished cameras in and outside Japan.

<sup>\*2</sup> 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.

<sup>\*3</sup> 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.

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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 caps of digital camera, interchangeable lenses and binocular eyepiece.



Eyepiece caps for binoculars

Recycling of Packaging Materials

The Nikon Group facilitates sorted collection by providing recycling marks and material indications on product containers and packaging materials as specified in each country.

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

In Europe, under the EU Packaging and Packaging Waste Regulation, 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.



Examples of recycling marks in each country

Reducing Plastics in Packaging

The Nikon Group pursues the reduction of disposable plastics used in product packaging, not only for imaging products, but also for industrial products, as a key topic, reducing the volume of disposable plastics, switching to paper-based materials, etc.

Our packaging for the ECLIPSE Ti2-E, biological microscope (for healthcare product) uses paper as a cushioning material, completely replacing the foam plastic used previously. We also developed packaging configurations capable of withstanding the specified drop and vibration tests, reducing the weight of packaging materials by 16% and eliminating metal fasteners.

These efforts were recognized for both environmental impact reduction and product quality, receiving the Technical Packaging Award at the 2025 Japan Packaging Contest of the Japan Packaging Institute. In addition, we received the WorldStar Award, the world's most prestigious award in the packaging field, at the WorldStar Contest 2026 hosted by the World Packaging Organisation (WPO).



Packaging for ECLIPSE Ti2-E biological microscope

Using Bio-Based Plastic Packaging Materials

As a measure to reduce petroleum-based plastics, the Nikon Group is also 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.



Example of bio-based plastics

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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.

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 the withdrawal of investments resulting from the public disclosure of our company name.

Opportunities

We recognize the opportunity to reduce costs through waste reduction efforts and to use resources more efficiently, thereby gaining credibility as an environmentally conscious company. We also recognize that these efforts will make it easier to establish a competitive advantage in the marketplace.

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.

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Environmental Goals ▶ p.030

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.032

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.

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Main 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 AG (Germany) achieved Level S status in fiscal year 2025. In addition, Nanjing Nikon Jiangnan Optical Instrument Co., Ltd. (China) achieved Level 1 status, while other Group manufacturing companies are making further efforts to achieve Level 1 by fiscal year 2030.

\*Zero emissions: Standard proposed by the United Nations University in 1994. The concept is to utilize waste and other materials emitted from industrial activities as resources for other industries to achieve zero waste in society as a whole.

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%

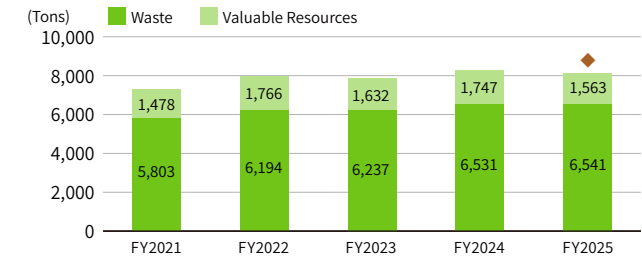
Note:

- 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

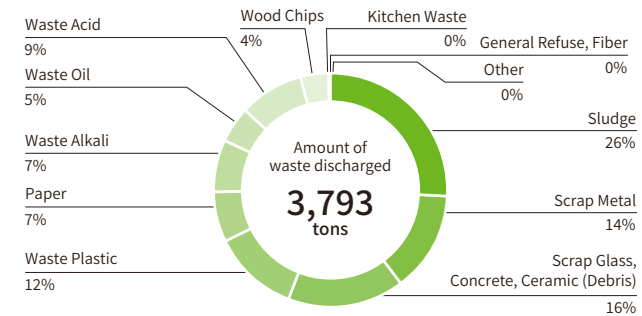
The amount of waste (excluding valuable resources) generated by the Nikon Group in Japan and by the Group manufacturing companies outside Japan during fiscal year 2025 was 6,541 tons. This figure represented a reduction of 15.8% (1,230 tons), achieving the Group target of reducing the total waste generated from operations by at least 10% compared to fiscal year 2018 (6993.9 tons or less in total waste). The total amount of final landfill waste generated was 267 tons ♦, with 6,274 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 assured by a third party

Breakdown by Category of Waste (Waste + Valuable Resources) Generated by the Nikon Group in Japan (Fiscal Year 2025)



Initiatives in the Manufacturing Process

Miyagi Nikon Precision Co., Ltd. collects and separates used soft vinyl (bubble cushioning material and plastic bags), converting the material into valuable resources. The company collects the used vinyl through the effective use of available space in company transport vehicles returning from transporting parts. The company introduced compression packaging machines in fiscal year 2025. As a result, more than 45% of used soft vinyl is recycled as a valuable resource.

Abrasive agents used to polish optical glass are discarded as abrasive sludge after use. Abrasive sludge accounts for around 15% of waste discharged by the Nikon Group in Japan. The Nikon Group established a method to reuse these abrasives, achieving an approximately 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 the recycled 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.

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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 Long-Term Environmental 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.

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▶ 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 withdrawal of investment resulting from the public disclosure 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 water supply costs.

In addition, Nikon Group production sites have created a water balance sheet to visualize water balance and usage according to process for the purpose of efficient and effective water use. Through these efforts, the Nikon Group identifies opportunities for water conservation, reuse, etc., and implements improvement measures accordingly.

For fiscal year 2025, the Nikon Group reduced freshwater consumption by 10.6% to 1,678,000 m³, achieving our Environmental Action Plan goals for the fiscal year to reduce water withdrawal by at least 3% 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)

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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.

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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 Aqueduct<sup>\*1</sup> for 16 domestic and overseas business facilities with high water withdrawal. We confirmed that there are no areas with significantly high water stress<sup>\*2</sup> 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 Department, 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 (voluntary standards) for wastewater quality, which are stricter than legal requirements, and monitors said standards on a regular basis. We set these voluntary standards at appropriate levels based on local government standards, and we notify the competent authorities of our targets as we engage in operations. 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.

<sup>\*1</sup> Aqueduct: A world map and information tool showing global water risks, provided free of charge by the World Resources Institute.

<sup>\*2</sup> Water stress: A condition in which demand for water exceeds supply.

Main 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.

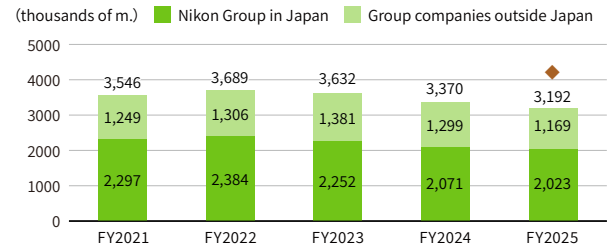
Specifically, we established voluntary standards even stricter than discharge standards found in each region, and we treat wastewater in accordance with wastewater quality levels alongside regular monitoring of the water discharge situation.

Water Withdrawal and Discharge

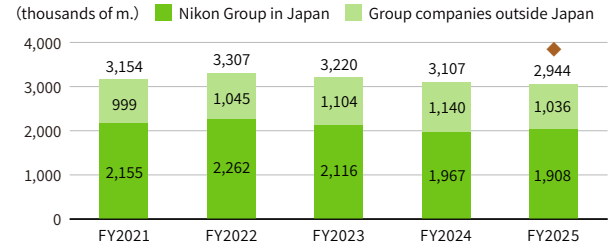
Nikon Group water withdrawal for fiscal year 2025 was 3,192,000 m<sup>3</sup> (Nikon Group in Japan accounting for 2,023,000 m<sup>3</sup> and Group manufacturing companies outside Japan accounting for 1,169,000m<sup>3</sup>). Water discharge volume amounted to 2,944,000 m<sup>3</sup> (Nikon Group in Japan accounting for 1,908,000 m<sup>3</sup> and Group manufacturing companies outside Japan accounting for 1,036,000 m<sup>3</sup>). We reduced freshwater consumption by 10.6% to 1,678,000m<sup>3</sup>, achieving our target of reducing freshwater consumption by at least 3% 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 2025 water reuse rate of the Nikon Group amounted to 8.0%.

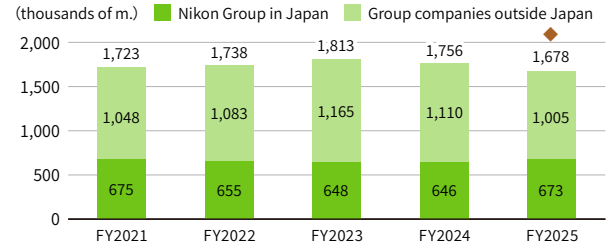
Changes in Water Withdrawal



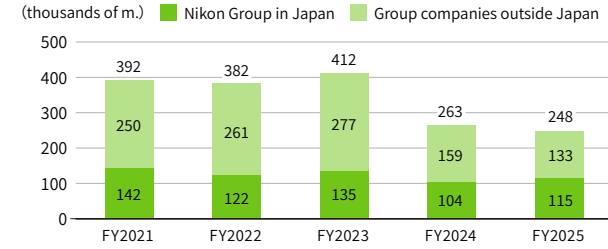
Changes in Water Discharge



Changes in Freshwater Consumption



Changes in Water Consumption



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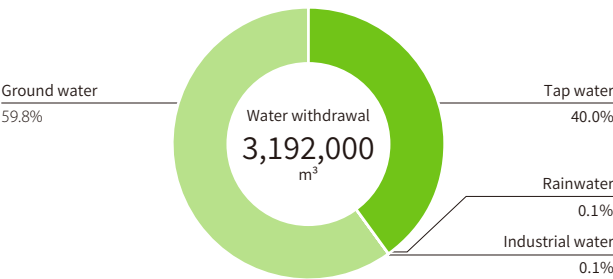
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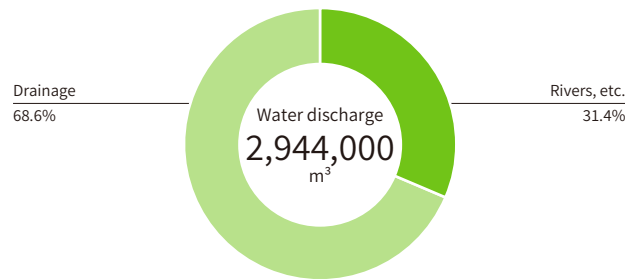
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Breakdown of Water Withdrawal (Fiscal Year 2025)



Breakdown of Water Discharge (Fiscal Year 2025)



Values in Data Index assured by a third party

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 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 2025, the Nikon Shonan Branch reused approximately 9,600 m³ of water discharge, reducing water withdrawal 7.9% compared with water withdrawal prior to adoption.

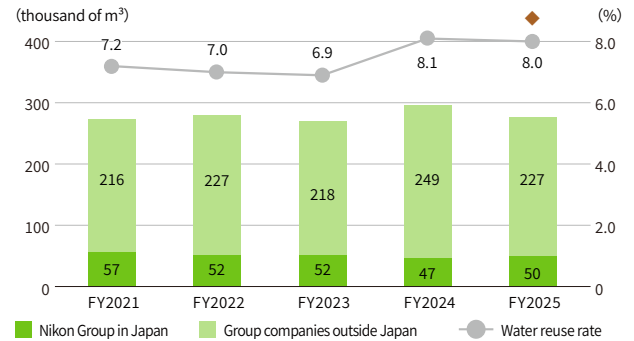
**Effective Use of Concentrated Water (Nikon Kumagaya Plant)**  
Nikon Kumagaya Plant manufactures semiconductor lithography systems, a process requiring a large amount of ultrapure water. The process of producing semiconductor lithography systems requires large amounts of ultrapure water. To generate 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 October 2020. As a result, the Nikon Kumagaya Plant reused approximately 38,000 m³ of concentrated water as supplementary water for cooling towers in fiscal year 2025. 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 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



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Management and Reduction of Hazardous Chemical Substances

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Environmental Action Plan Targets for Fiscal Year 2026 [Summary]  
▶ p.039

Basic Approach

While chemical substances enrich lives, highly hazardous substances can cause serious damage to human health and the environment when used and disposed of improperly. Countries around the 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 continue to tighten with every passing year. 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, environmental consideration, 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.

 Web

▶ Nikon Environmental Policy

Strategy

Risk

If products are improperly disposed of or incinerated, any hazardous chemical substances released may pose a risk of environmental contamination and health hazards to humans and other living organisms. As regulatory requirements become stricter, potential

consequences include the costs associated with violations (product recalls, compensation for damages, etc.), penalties (suspension of operations, etc.), loss of public trust, and withdrawal of investment. 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.

Leakage of hazardous chemical substances from business facilities can contaminate soil, groundwater, and public waters, posing a threat not only to human health, but also a risk of adverse effects on the surrounding ecosystem.

Opportunities

Managing and reducing chemical substances in a proper manner 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 also help strengthen our competitiveness through taking preemptive measures to avoid the use of chemical substances facing potential stricter regulations. We expect our continued implementation of these activities to maintain the trust of stakeholders.

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. As part of our efforts to manage chemical substances, we established and operate unique Nikon Group standards under the Hazardous Chemical Substances Guideline that are stricter than laws and regulations for chemical substances used in production processes, safety and health, and chemical substances contained in products. We may make special exceptions to use restricted chemical substances only within the scope of laws and regulations when replacing or discontinuing use is

technically difficult. At the same time, we pursue activities to eliminate such substances.

Chemical Substances Contained in Products

We comply with the EU RoHS Directive<sup>\*1</sup>, REACH Regulation<sup>\*2</sup>, and other laws and regulations on chemical substances contained in products around the world. To this end, we manage regulated substances in two categories: *Prohibited and Control*. We require that procurement partners comply with Nikon Group management standards (Nikon Green Procurement Standards).

We follow the latest trends in chemical substance regulations and prohibit relevant substances in our procured items 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 Regulation: 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.

Chemicals Used in Production Processes

We manage substances, categorized according to environmental and health risk: *Prohibited, Reduce, Control, and Other*.

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.

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In the Nikon Group, each business unit and office has established targets for chemical substance management under Nikon Environmental Action Plan.

Meetings related to the product environment, organized under the Products Subcommittee, confirm progress toward targets, examining and determining policies for dealing with chemical substances contained in products. The secretariats of these meetings gather the latest information on relevant laws, regulations, and industry trends, sharing 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.

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

In addition, the Chemical Substance Risk Control Team, organized under the Local Environmental Subcommittee, confirms the management and reduction of hazardous chemical substances at each production site.

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## Risk Management

### Chemical Substances Contained in Products

Since Nikon products consist of a very large number of materials and parts, we conduct surveys using chemSHERPA<sup>1</sup>, a tool for communicating information on chemical substances in products. We conduct surveys with the cooperation of our partners. We obtain survey results from chemSHERPA before the start of production for new products. For existing products, we obtain survey results

periodically—about once a year. 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.

<sup>\*1</sup> chemSHERPA: A shared scheme for communicating information on chemical substances contained in products in the supply chain.

### 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)<sup>2</sup> assessments for procurement partners
  - Providing support to procurement partners for building CMS (Chemical Substances Management System)

<sup>\*2</sup> CMS: Chemical Substances Management System (management system for chemical substances in products)

### Chemicals Used in Production Processes

The Nikon Group strives 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)<sup>3</sup> is obtained and a risk assessment is conducted. Measures based on the results of the assessment are then checked and confirmed by the departments in charge of environment, health and safety, construction, and administration 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 according to the level of accident.

<sup>\*3</sup> Safety data sheet (SDS): To promote improvements in the appropriate management of chemical substances by business enterprises, when a chemical substance specified by the PRTR Law (Act on Confirmation, etc. of Release Amounts of Specific Chemical Substances in the Environment and Promotion of Improvements to the Management Thereof), 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.

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## Main 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

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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 used in equipment or used as cleaning agents in the production process, or to switch from these HFCs to substances with lower global warming potential.

### 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<sup>\*1</sup>, 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%.

\*1 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. Nikon uses lead- and arsenic-free glass for optics in most products, with certain exceptions for special applications.

#### 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 have replaced 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 prohibited substance for relevant items in 2023 and substituted out components containing PFAS.

In May 2025, long-chain perfluorocarboxylic acid (LC-PFCA) was designated as a substance to be eliminated under the Stockholm Convention. Regulations are expected to be enforced in various countries in 2026. In anticipation, Nikon prohibited the use of this substance in procured products beginning in May 2026, and we are working on replacing parts containing the substance.

### 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*. We also categorized dichloromethane (a possible carcinogen) as a prohibited rank substance, and have replaced the substance in certain processes.

However, we permit special certification and continued use for prohibited substances that are technically and cost-prohibitively difficult to abolish entirely. We permit said use only within the scope of legal regulations and provided that the impact is reduced as much as possible. Although the emission of dichloromethane into the atmosphere is of concern, as the substance is a VOC, we permit the use of the chemical in certain cleaning processes where the substance is technically difficult to replace. In these situations, we install detoxification equipment that absorbs, collects, and reuses most of the volatile dichloromethane,

thereby reducing its release into the atmosphere.

Our target for fiscal year 2025 was to reduce certain hazardous chemical substances, including dichloromethane, by 50% or more compared to fiscal year 2023. However, issues with the installation specifications of detoxification equipment resulted in an actual reduction of only 16%, falling short of the target. We formed a working group to begin studying measures to address this issue.

Our progress in reducing HFCs, a prohibited rank substance, is proceeding substantially ahead of the Kigali Amendment to the Montreal Protocol, which targets a reduction of 85% or more by 2036. We expect to achieve this target by the end of fiscal year 2026.

### Nikon Group PRTR and VOCs

At the Nikon Group in Japan and Group manufacturing companies outside Japan, we use the unique Hazardous Chemical Substances Guideline to reduce the use of and manage chemical substances subject to inclusion in a pollutant release and transfer register (PRTR)<sup>\*1</sup>, 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 related to substances falling under PRTR Class I Designated Chemical Substances or Specific Class I Designated Chemical Substances, twice a year to compile data on uses, disposals, transfers, recycling, 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 in Japan, which only requires reporting for substances of which 0.5 tons (Specific Class I Designated Chemical Substances) or 1 ton or more (Class I Designated Chemical Substances) are handled per year.

We established reduction targets for our efforts to reduce the amount of volatile organic compounds (VOC)<sup>\*2</sup> emitted into the atmosphere, and conduct surveys twice every year to monitor status. We implement measures to make cleaning equipment more airtight, improve the rate of reuse, and otherwise reduce atmospheric emissions. For fiscal year 2025, VOC emissions totaled 68 tons from the Nikon Group in Japan and 291 tons from Group manufacturing

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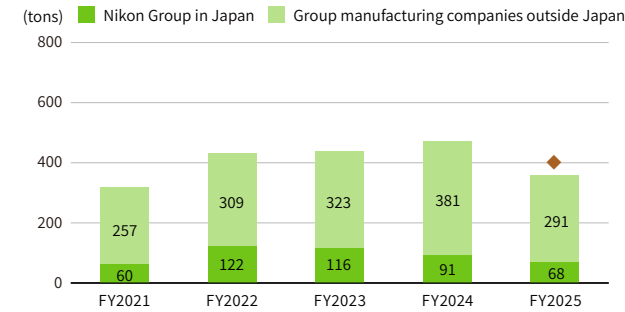
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companies outside Japan. These figures represent a 24% reduction compared with the previous fiscal year.

\*1 PRTR: A system for issuing a notice of the release and transfer of chemical substances under the Act on Confirmation, etc. of Release Amounts of Specific Chemical Substances in the Environment and Promotion of Improvements to the Management Thereof

\*2 VOC: The Nikon Group addresses the 100 major VOCs listed by the Ministry of the Environment.

VOC Emissions of the Nikon Group in Japan and Group Manufacturing Companies Outside Japan



◆:Values in Data Index assured by a third party  
Note: 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 intended to dispose of any electrical components that may be contaminated with low-density PCBs by the end of fiscal year 2025. However, we discovered additional low-density PCBs, and we plan to take measures during fiscal year 2026 in accordance with the Act on Special Measures concerning Promotion of Proper Treatment of PCB Wastes<sup>\*3</sup>.

\*3 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. The disposal deadline is the end of March 2027.

Prevention of Air, Water, and Soil Pollution

Nikon and one Group manufacturing company in Japan reported two cases of a minimal excess of levels allowed by sewer water quality standards (BOD<sup>\*4</sup> and SS<sup>\*5</sup>).

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

\*4 BOD: Biochemical oxygen demand. The amount of oxygen required for microorganisms to decompose organic matter

\*5 SS: Suspended solids, suspended particulates. An indicator of water turbidity.

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Biodiversity Conservation

Environmental Action Plan Achievements for Fiscal Year 2025  
[Summary] ▶ p.038

Environmental Action Plan Targets for Fiscal Year 2026 [Summary]  
▶ p.039

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, and included 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)<sup>\*1</sup> 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 the 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.

 Web

▶ Nikon Environmental Policy

Strategy

**Risk**

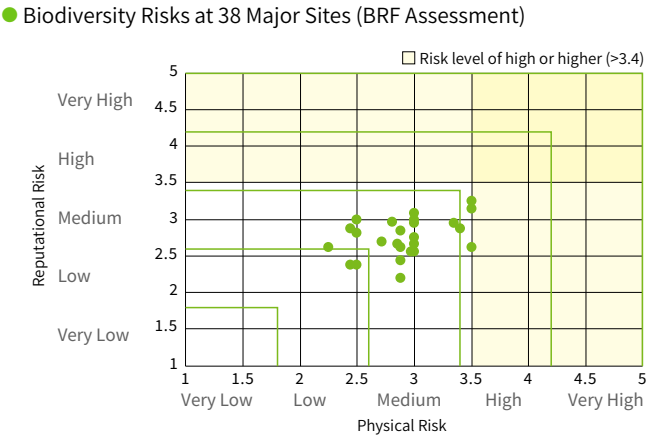
The Nikon Group used WWF Biodiversity Risk Filter<sup>\*2</sup> to assess physical and reputational risks at 38 major sites. The granularity of physical risk and reputational risk indicated that several business facilities face high physical risk (greater than 3.4). All business facilities ranked below 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.

Using Encore<sup>\*3</sup>, we also assessed the dependencies and impacts of the Nikon Group's main business activities on nature. The results showed a high dependency on nature for water supply, water purification, water flow regulation, and genetic material. The results also indicated a possible high impact on nature due to air pollutant emissions.

We took these results into account to identify risks related to biodiversity.

\*2 A tool developed by the WWF to promote spatial understanding of the natural environment, including forests, oceans, and river basins, to conserve biodiversity, ecosystems, and business perspectives, and to determine issues and priorities for investment and business model considerations. <https://riskfilter.org/>

\*3 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. <https://www.encorenature.org/en>



Protection of Water Resources ▶ p.053

Management and Reduction of Hazardous Chemical Substances  
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● Dependencies and Impact on Nature (Encore Assessment)

Very High (VH), High (H), Moderate (M), Low (L), Very Low (VL), No Data (ND), Not Applicable (NA)

|                   | Dependency   |                    |                       |                  |                             |                  |                             |                         |                  | Impact |           |                         |                                    |                                      |                                                       |                                             |
|-------------------|--------------|--------------------|-----------------------|------------------|-----------------------------|------------------|-----------------------------|-------------------------|------------------|--------|-----------|-------------------------|------------------------------------|--------------------------------------|-------------------------------------------------------|---------------------------------------------|
|                   | Water Supply | Water Purification | Water Flow Regulation | Flood Mitigation | Rainfall Pattern Regulation | Storm Mitigation | Soil and Sediment Retention | Solid Waste Remediation | Genetic Material | GHGs   | Water Use | Air Pollutant Emissions | Soil and Water Pollutant Discharge | Solid Waste Generation and Emissions | Lifestyle Interference (Noise, Light Pollution, Etc.) | Nutrient Soil and Water Pollutant Discharge |
| Direct Operations | M-H          | NA-VH              | M-H                   | M                | VL-M                        | M                | L-M                         | ND-M                    | NA-H             | L-M    | M         | L-H                     | ND-M                               | L-M                                  | ND-M                                                  | NA-M                                        |

● Risks Related to Biodiversity

|                 |              | Principle Risks                                                                                                      | Related Major Dependencies and Impacts                                                                                                                                                                   | Financial Impacts                                                                                                                                                                                                                                                                                                                | Related GBF Targets                                                                                                             | Nikon Initiatives                                                                                                                                                                                                                                                            | Corresponding Page                                 |
|-----------------|--------------|----------------------------------------------------------------------------------------------------------------------|----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|---------------------------------------------------------------------------------------------------------------------------------|------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|----------------------------------------------------|
| Physical Risk   | Acute        | Intensifying tropical cyclones due to natural degradation                                                            | Dependency: Flood mitigation, storm mitigation, soil and sediment retention<br>Impacts: GHG emissions                                                                                                    | Suspension of operations and decline in asset values due to damage to major bases                                                                                                                                                                                                                                                | Target 8: Climate change measures                                                                                               | Decarbonization activities (energy conservation and renewable energy)<br>Business continuity management (BCM)                                                                                                                                                                | p.044<br>p.110                                     |
|                 | Chronic      | Changes in precipitation patterns and droughts due to natural degradation                                            | Dependency: Water supply, water purification, water flow regulation, rainfall pattern regulation<br>Impact: Water use                                                                                    | Operating rate declines and shutdowns due to inability to extract sufficient water resources                                                                                                                                                                                                                                     | Target 8: Climate change measures<br>Target 11: Use of nature's regulation functions                                            | Reduce water withdrawal<br>Conduct active water recycling<br>Conduct water risk assessments                                                                                                                                                                                  | p.053                                              |
| Transition Risk | Policies     | Stricter regulations on pollution                                                                                    | Impact: Pollutant emissions in air, water discharge, and soil; waste emissions                                                                                                                           | Higher management costs for chemical substances contained in production processes and products<br>Lower raw material supplies and price hikes due to stricter regulations; switch to substitutes<br>Higher waste disposal and wastewater treatment costs<br>Lower sales and stock price due to fines or the loss of public trust | Target 7: Pollution prevention and reduction                                                                                    | Management and reduction of chemical substances in products<br>Chemical substance management in production processes<br>Waste reduction<br>Proper waste management<br>Appropriate wastewater treatment<br>Reduce disposable plastics (e.g., packaging and packing materials) | p.056<br>p.056<br>p.052<br>p.051<br>p.054<br>p.050 |
|                 |              | Tighter disclosure regulations                                                                                       | Dependency: Water and other natural resources<br>Impact: GHG emissions, pollutant emissions, water discharge, etc.                                                                                       | Higher costs to respond to assessments that consider biodiversity as well as related information disclosures                                                                                                                                                                                                                     | Target 15: Business impact assessment and disclosure                                                                            | Monitor and disclose environment-related information appropriately<br>TNFD compliance                                                                                                                                                                                        | p.060                                              |
|                 | Technologies | Mandates to replace with raw materials having less environmental impact                                              | Dependency: Forest resources<br>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                                                                                                                                                                                           | Target 7: Pollution prevention and reduction<br>Target 16: Sustainable consumption                                              | Implement product assessments<br>Conduct 3R initiatives for products and packaging                                                                                                                                                                                           | p.037<br>p.048                                     |
|                 | Reputation   | Lower corporate reputation and brand value due to the use of natural resources that are not environmentally friendly | Reduce the use of virgin materials and switch to raw materials that are recycled, reclaimed, etc.<br>Communicate and disclose information on product traceability<br>Reduce waste at business facilities | Lower sales and stock price due to loss of public trust                                                                                                                                                                                                                                                                          | Target 7: Pollution prevention and reduction<br>Target 9: Sustainable use of wild species<br>Target 16: Sustainable consumption | Implement product assessments<br>Conduct 3R initiatives for products and packaging<br>Use sustainable paper                                                                                                                                                                  | p.037<br>p.048<br>p.062                            |

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Opportunities

The Nikon Group recognizes business opportunities in biodiversity. We believe technologies that improve energy efficiency and products and services that entail waste reduction and resource circulation represent contributions to biodiversity conservation through our core business. We also believe that providing our products to educational and research institutions and engaging in corporate citizenship activities contributes to an understanding of biodiversity, the accumulation of knowledge through observation and documentation, and expanded access to scientific information and information on nature.

Nikon Long-Term Environmental Vision and Medium-Term Environmental Goals ▶ **p.030**

Strategy

The Nikon Group's analysis of risks and opportunities related to biodiversity is currently in the screening stage. We recognize the

need for a more detailed analysis based on the characteristics of our business. We are committed to conducting further analysis on our unique risks, opportunities, and impacts from 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.

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.032**

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 Local Environmental Subcommittee evaluates company production processes. 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 others.

Environment-Related Risk Management ▶ **p.035**

Main 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 our activities to conserve 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.037**

▶ **Paper Procurement Policy**

● Biodiversity Opportunities

|                            |                                                     | Principle Opportunities                                                                                                           | Related GBF Targets                                                                                                      | Nikon Initiatives                                                                                                                                            | Corresponding Page                                                                                                                                                                                                        |
|----------------------------|-----------------------------------------------------|-----------------------------------------------------------------------------------------------------------------------------------|--------------------------------------------------------------------------------------------------------------------------|--------------------------------------------------------------------------------------------------------------------------------------------------------------|---------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| Business Performance       | Market                                              | Expanded sales of technologies and products that improve energy efficiency and contribute to decarbonization                      | Target 8: Climate change measures                                                                                        | Riblet processing that contributes to carbon neutrality                                                                                                      |  Riblet processing                                                                                                                   |
|                            | Resource Efficiency                                 | Expanded sales of technologies and products that reduce resource use and waste                                                    | Target 16: Sustainable consumption                                                                                       | Additive manufacturing                                                                                                                                       |  Optical processing machine "Lasermeister"                                                                                           |
| Sustainability Performance | Ecosystem protection, restoration, and regeneration | More opportunities to use products and technologies in biodiversity research, conservation activities, and training and education | Target 21: Strengthen access to knowledge<br>Target 22: Ensure the participation of women, youth, and indigenous peoples | Environmental awareness-raising activities for children<br>Photo contests on themes of living creatures to raise awareness<br>Support for the Akaya Project* |  Nikon Comedy Wildlife Awards<br> AKAYA Project |
|                            |                                                     | Securing green space in cities                                                                                                    | Target 12: Secure green and water-friendly spaces                                                                        | Head office site greening                                                                                                                                    | -                                                                                                                                                                                                                         |

\*Fiscal year 2025 forest conservation volunteer activities were canceled in light of the increasing number of bear-related incidents reported across Japan.

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### Conversion to FSC-Certified Paper

In accordance with the Paper Procurement Policy, the Nikon Group is switching to the use of FSC-certified paper<sup>\*1</sup>, prioritizing printed materials used externally that involve a high quantity of paper. In Japan, we use FSC-certified paper for product catalogs and for printed materials, corporate envelopes, business cards, and other items issued or used by Nikon's corporate administration divisions.

In addition, our Environmental Action Plan promotes the use of FSC-certified paper for paper used by business units. In fiscal year 2025, approximately 96% 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.

<sup>\*1</sup> FSC-certified paper: Paper certified by the Forest Stewardship Council 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.

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 the manuals included in product boxes. 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 paper-based 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 with the product and published information on the website, reducing paper consumption.

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, target, computer, or smartphone. This helps to enhance customer convenience.

These initiatives not only help reduce paper usage, but also contribute

to cutting CO<sub>2</sub> 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<sup>\*2</sup>, 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 conduct 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 2025, we produced a collection of case studies of past relationship mapping between electrical and electronic businesses and biodiversity. We also held an OEMC workshop for member companies of the four electrical and electronic industrial associations.

<sup>\*2</sup> The following four electrical and electronic (E&E) associations work cooperatively on biodiversity: 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 (JBMIA).

## Photo and Video Contests to Encourage an Understanding and Interest in Nature

The Nikon Group holds photo and video contests to promote interest in the diversity of nature and life to society at large.

The Nikon Comedy Wildlife Awards is a contest that celebrates humorous and heartwarming wildlife photographs from around the world, and serves as an initiative to showcase the appeal of the diverse wildlife with which we coexist on our shared planet. The contest features unique, witty wildlife photos and videos, providing an opportunity to raise awareness and encourage dialogue about conservation, while deepening an understanding and interest

in nature. Humorous expressions of wild animals bring fun and excitement, while creating a way for people to feel closer to the relationship between people and nature. A portion of the proceeds from this contest is donated to organizations that support wildlife conservation activities. The Nikon Group believes in the importance of supporting photographers and filmmakers, encouraging creative activities that have social significance. Participation in this contest is an opportunity to celebrate outstanding expression and to publicize the importance of nature conservation.

Although these efforts do not constitute direct conservation activities or ecosystem restoration, we think contests like this help raise public interest in biodiversity and encourage citizen participation in nature conservation activities. We also believe that events of this sort enhance the Nikon Group brand value and strengthen engagement with stakeholders.



### ▶ Nikon Comedy Wildlife Awards



Nikon Comedy Wildlife Awards 2025  
Overall Winner  
"High Five"  
Photo by Mark Meth Cohn (UK)

## 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 2025, each location participated in at least one such activity, accounting for 39 activities in all.



### ▶ Environmental Actions at Business Facilities

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Respecting Human Rights

Basic Approach

The Nikon Group recognizes that our business activities may directly or indirectly affect the human rights of various stakeholders, and we clearly state our commitment to respect for human rights in the Nikon Code of Conduct.

As a specific guideline for the Code of Conduct, we established the Nikon Human Rights Policy and pursue efforts to respect human rights based on the UN Guiding Principles on Business and Human Rights.

In fiscal year 2024, we conducted a human rights impact assessment with the advice of outside experts. The assessment identified six salient human rights issues for Nikon Group to prioritize in the value chain: 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.

We have also established a cycle of improvement related to these issues that consists of continuous assessment, improvement, implementation, and monitoring, ensuring we engage in effective respect for human rights.

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.012

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- ▶ Nikon Code of Conduct
  - ▶ Nikon Human Rights Policy
  - ▶ Nikon CSR Procurement Standards
  - ▶ Responsible Minerals Sourcing Policy
  - ▶ Nikon Group Customer Harassment Response Policy in Japan (in Japanese only)
  - ▶ Nikon Group AI Ethics 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 cause 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. Respecting human rights and considering health and safety leads to increased employee job satisfaction and productivity through decent work, as well as improved 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 through efforts that 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 salient human rights issues specified in this policy.

In fiscal year 2025, we introduced new initiatives that included the development of the Nikon Group AI Ethics Policy and a new consultation desk for all stakeholders.

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- Corporate Citizenship Activities

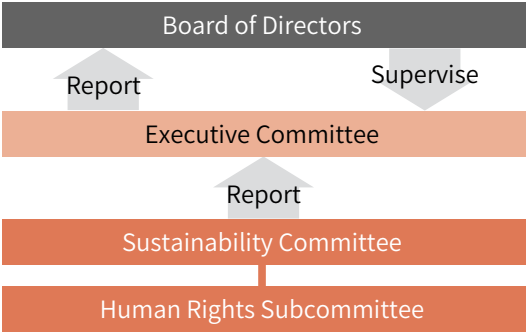
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The Sustainability Committee discusses Nikon Group initiatives and progress related to the Nikon Human Rights Policy. The president of the Nikon chairs this committee, while the Executive Committee receives reports and approves committee resolutions, overseen by the Board of Directors.

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 discuss the details of activities.

Human Rights Governance Structure



Salient Human Rights Issues Discussed by the Human Rights Committee and Responsible Departments

| Salient Human Rights Issues                     | Responsible Department                                                                                    |
|-------------------------------------------------|-----------------------------------------------------------------------------------------------------------|
| Health and Safety                               | Human Resources Department                                                                                |
| Working Environments                            | Human Resources Dept., Corporate Sustainability Dept.                                                     |
| Workers' Human Rights in the Supply Chain       | Committee and Responsible Departments                                                                     |
| Zero Tolerance for Child Labor and Forced Labor | Supplier Management Dept., Corporate Sustainability Dept.                                                 |
| Access to Remedy                                | Corporate Sustainability Dept., Human Resources Dept., Compliance Dept., Supplier Management Dept.        |
| Ethical Use of AI                               | Advanced Technology Research & Development Div., IT Solutions Div., Quality Strategy and Management Dept. |

Agenda Items of the Fiscal Year 2025 Human Rights Subcommittee

|             |                                                                                                                                                                                                                                                                                                                 |
|-------------|-----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| 1st Meeting | Salient Human Rights Issues Fiscal Year 2025 Action Plan progress report<br>Overview of the AI ethics policy draft<br>Human rights risk self-assessment results<br>Customer harassment response<br>Establishment of the Human Rights Grievance and Consultation Desk<br>Results of engagement with labor unions |
| 2nd Meeting | Salient Human Rights Issues Fiscal Year 2026 Action Plan<br>Human rights risk self-assessment improvement plan                                                                                                                                                                                                  |

Reporting and Consultations on Human Rights

The Nikon Group has established multiple reporting and consultation channels to provide appropriate remedies and correct human rights violations in connection with business activities.

Employees have access to the Code of Conduct Hotline to consult and report any violations of the Code of Conduct or infringement of human rights in the workplace.

In September 2025, the Nikon Group established the Human Rights Grievance and Consultation Desk as a channel to access the Engagement and Remedy Platform Contact Desk offered by the Japan Center for Engagement and Remedy on Business and Human Rights (JaCER). This desk complies with international human rights norms such as the UN Guiding Principles on Business and Human Rights, and accepts consultations and reports not only from employees, but also from external parties, including business partners, outsourcing partners, and local communities.

JaCER receives reports, while the Nikon Group takes the lead in determining the appropriate course of action, communicating with the original reporter, and taking steps to resolve the matter. The Group assures the confidentiality of the reporter and the details of the report, prohibiting any detrimental treatment or retaliation with respect to the person submitting a report.

The Human Rights Grievance and Consultation Desk received and responded to four cases in fiscal year 2025, including cases received through customer-related inquiries.

Reporting and Consulting System (Code of Conduct Hotline)  
▶ p.115

▶ Human rights grievance and consultation desk

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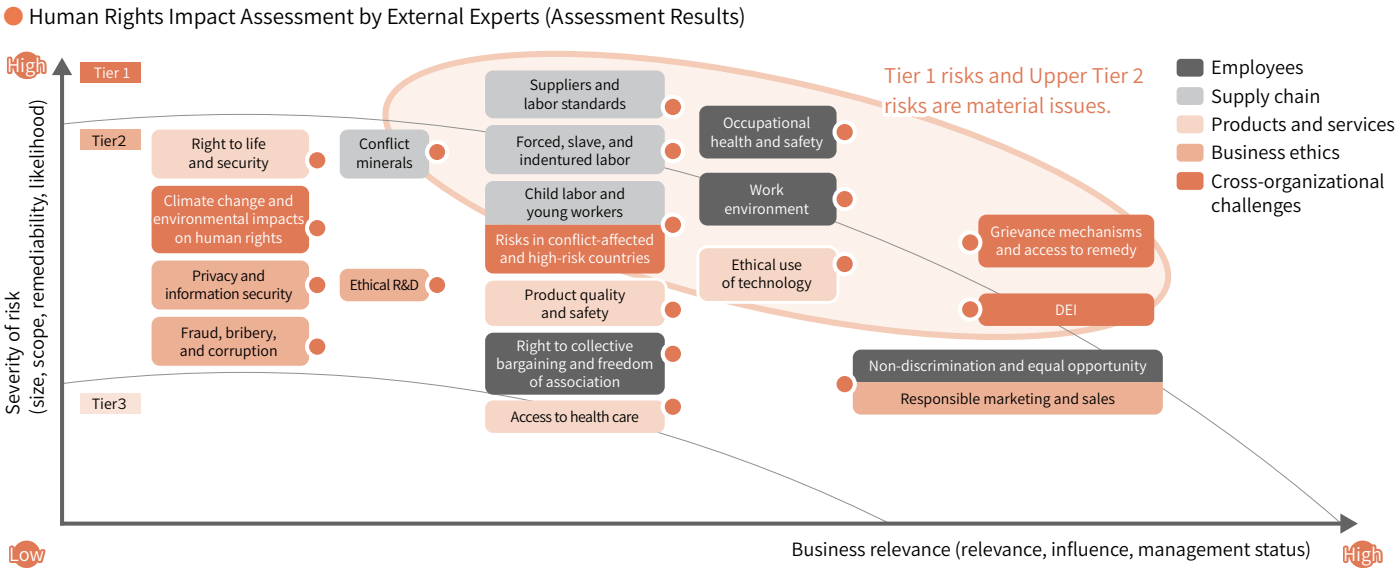
We hired outside experts to conduct a human rights impact assessment during fiscal year 2024 of all Nikon Group businesses. The assessment identified, mapped, and prioritized issues that may affect rights holders in the Nikon value chain, identifying six salient human rights issues.

The Nikon Group recognizes that while the use of AI technology can lead to business sophistication and the creation of new value, inappropriate use or management may lead to serious risks, including human rights violations and loss of social trust.

To address these risks, the Nikon Group defined the ethical use of AI as a salient human rights issue under the Nikon Human Rights Policy, which we updated in April 2025. We formulated the Nikon Group AI Ethics Policy in April 2026 to address this issue and clarify our approach to the development and use of AI technologies from the perspective of respect for human rights.

In formulating this policy, we took into account domestic and international guidelines and regulatory trends. We also conducted interviews with business units to ensure that the content would align with actual practice. The AI Working Group, consisting of representatives from departments involved in AI, ensured the technical appropriateness of the content, and worked with the Human Rights Subcommittee and related departments.

We intend to enhance the effectiveness of this policy through internal and external communication and education. We will continue to review the policy in light of changes in the social environment and technology surrounding AI.



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## Main Initiatives

● 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<br>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)<br>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<br>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) <sup>*1</sup>                                                                                                                                                                                                                                                                                                                                                         |
| 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<br>Joined the Responsible Business Alliance (RBA) <sup>*2</sup>                                                                                                                                                                                                        |
| 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<br>Established the Human Rights Subcommittee under the Sustainability Committee<br>Establishment of the Human rights Grievance and Consultation Desk                                                                                                                                                                                                                             |

<sup>\*1</sup> The name of the organization on joining was the Conflict-Free Sourcing Initiative (CFSI). Its name was changed in 2018.  
<sup>\*2</sup> An international industry coalition dedicated to corporate social responsibility in global supply chains (labor, occupational health and safety, environment, and ethics).

## Monitoring

The Nikon Group conducts regular monitoring to prevent human rights violations. Specifically, we conduct human rights risk self-assessment and improvement activities for each Group company, reporting the results to the Human Rights Subcommittee and the Sustainability Committee. In this way, we identify and correct risks to human rights.

We revised our self-assessment form in fiscal year 2024 to better uncover risks related to the six salient human rights issues based on the human rights impact assessment conducted by external experts. In fiscal year 2025, we used this new form to conduct our human rights risk self-assessment of the head office and domestic and overseas Group companies<sup>\*3</sup> (74 companies, 100% implementation rate), assessing the severity and priority of risks. We provided feedback to each company based on the self-assessment results, requesting improvement plans from companies deemed non-compliant or in need of improvement (74 companies).

In addition, Nikon is a member of the Responsible Business Alliance (RBA), and we use the RBA Code of Conduct and self-assessments (current human rights risks self-assessment) to monitor human rights risks. To date, we have implemented the self-assessment for the RBA Code of Conduct at production-related Group companies. In fiscal year 2025, we began expanding the self-assessment to non-production Group companies and certain contractors to better understand and manage human rights risks throughout the value chain.

We prioritize corrective actions and follow up to improve the effectiveness of our response for the most critical risks identified through monitoring. Through a consistent cycle of self-assessment, assessments, improvement, and confirmation, the Nikon Group ensures that respect for human rights is rooted firmly throughout the Group, leading to continuous improvement.

Moreover, we collect information on the latest trends and collaborate with relevant internal parties to respond to the tightening of laws and regulations related to human rights in various countries and regions.

<sup>\*3</sup> Excluding certain subsidiaries having different business characteristics

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- Joining the RBA ▶ **p.013**
- Other Related Measures
- Promoting CSR Procurement ▶ **p.090**



▶ Responsible Minerals Sourcing Report 2026 (2025 Survey Results)

## Stakeholder Engagement

The Nikon Group considers engagement with labor unions—the representative of our employees—to be one of our important initiatives. In addition to the daily dialogue between labor and management, Nikon held an inaugural study session with the labor union from the perspective of human rights. During the study session, we shared the content of the updated Human Rights Policy (as of April 2025), discussed efforts moving forward, and exchanged opinions. We plan to continue dialogue on an ongoing basis.

## 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.

### E-Learning for Human Rights

Fiscal year 2025 e-learning content focused on updates to the Human Rights Policy and the establishment of the Nikon Group Customer Harassment Response Policy in Japan. The e-learning participation rate was 88%. 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 fiscal year 2025, we broadcast a message from the president and held other events over a period of approximately one month.

Specifically, we held an online study session on LGBTQ+ topics to encourage an understanding and practical learning for action in the workplace. In addition, an expert speaker gave a lecture on the impact of the use of AI technology on human rights, furthering an understanding of the human rights issues associated with the use of AI and the responsibilities of corporations.

We also published a variety of content, including interviews with employees related to DEI and videos of lectures on the topics related to responsible mineral sourcing. In this way and others, we encouraged employees to consider human rights and social issues as a more personal matter.

## 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) 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, 2026, the Nikon Labor Union had

4,321 members, and 79.7% 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. Nikon determines wage levels in light of social trends and the business environment to provide a secure livelihood for employees and to secure excellent human resources.

At Group companies in Japan, a 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<br>Transfers involving a change in work location<br>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 |

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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 contributing to a more prosperous and sustainable society.

Diversity exists within each one of us, shaped by our characteristics and differences, such as age, gender, nationality, and background. We believe that engaging diverse values, talents, knowledge, experiences, skills, and expertise is vital to meet the needs of our customers and the communities we serve.

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. Ensuring such an environment will help improve decision-making and nurture the 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, talents, knowledge, experiences, skills, and expertise, among other attributes, may lead to a decline in employee engagement and motivation. This negativity could result in the loss of talent 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 diversity has come to affect corporate value itself.

Opportunities

Workplaces that attract top talent have a strong DEI foundation that guides individual actions and decisions and enables employees to recognize and leverage each other's unique strengths and capabilities. Maximizing the abilities of each person drives improvements in productivity, innovation, and ultimately, the sustainable growth of a company.

In addition, perspectives that take into account social diversity in specifications, development, design, marketing, advertising, 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 our sustainability strategy and human capital management, both of which are management base strategies. We regard DEI as an important element serving as the foundation for the growth of the Nikon Group.

We also 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

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The officer 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 unique strengths. 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, and monitor progress through the aforementioned surveys.

Main Initiatives

DEI Promotion Activities

Initiatives in Japan

Nikon continues efforts to spread awareness of the need for DEI by broadcasting top messages from the president and the heads of

each business unit.

In fiscal year 2025, we held an LGBTQ+ study group and a voluntary online talk on SDGs in the workplace. These events allowed participants to learn from LGBTQ+ members and aimed to create a workplace where everyone can work with peace of mind. We also conduct a wide range of activities to raise employee awareness, including inviting external speakers to give lectures in December to mark World Human Rights Day.

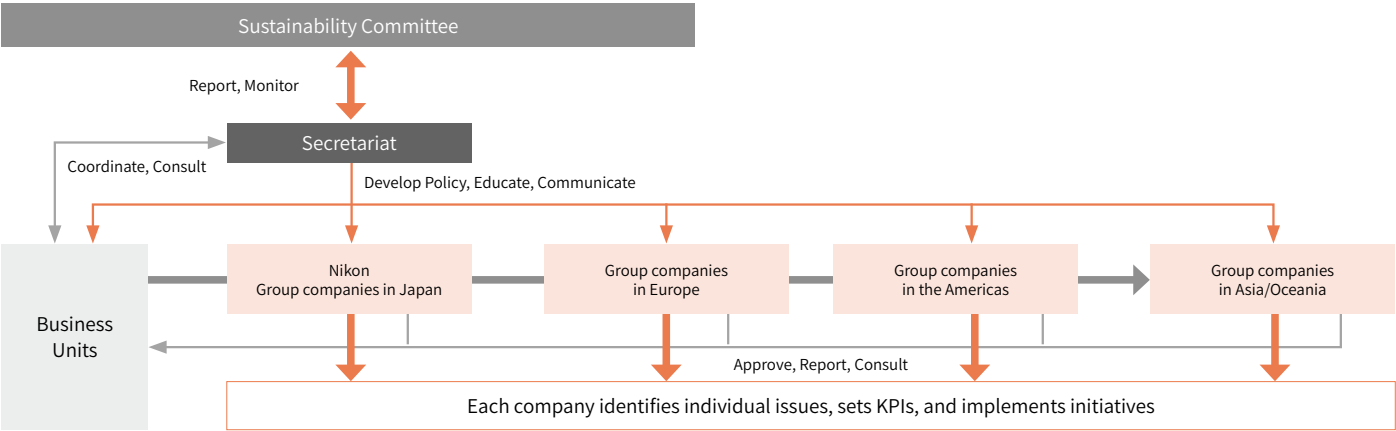
Awareness reform and skills development at the management level play an important role in organization operations. To this end, Nikon prioritized these matters and addressed them under a shared global focus. We also conducted group-based DEI training for new section managers, as well as training for pre-management roles, including deputy section managers and subsection managers. These efforts aim to raise awareness among management of the importance of the early incorporation of DEI perspectives.

Initiatives in Europe

Nikon Europe B.V. publishes a series of DEI playbooks. Each playbook covers one of three areas, the Imaging Products Business, Healthcare Business, or workplace environments, and explains the DEI perspectives that the company incorporates into each business and workplace activity. Nikon Europe updates the People's Stories section of the playbooks, which features employee interviews that employees can use in their daily work, to continually raise employee awareness.

Nikon Europe planned an International Women's Day campaign in March 2026, involving branches across countries in Europe. The campaign deepened participants' understanding of gender-related issues through a range of events, including a quiz competition on advancing women in the workplace, workshops on collaboration toward gender equality, and talk sessions led by external experts.

● DEI Global Promotion Structure



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Success of Diverse Employees

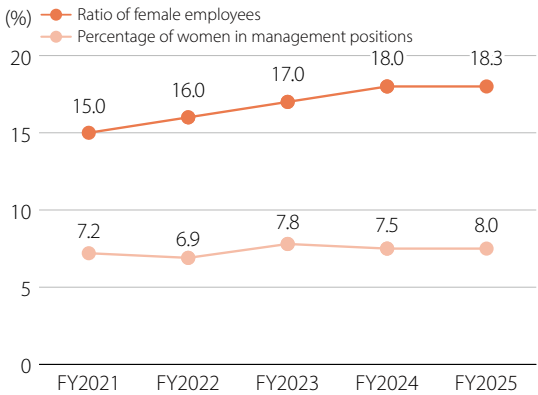
Advancement of Women in the Workplace

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. In light of these circumstances, 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

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



\*As of March 31, 2026, women accounted for 55 of Nikon's 689 managers.

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, 2026 was 8.0%, and the percentage of female new hires in fiscal year 2025 was 34.2%.

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.

The Nikon Group also publishes a Communication Book for internal use as a basic explanation of the reasons and definitions behind Nikon's commitment to DEI. Through the distribution of this publication, 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

Supporting Mid-Career Hires in the Workplace

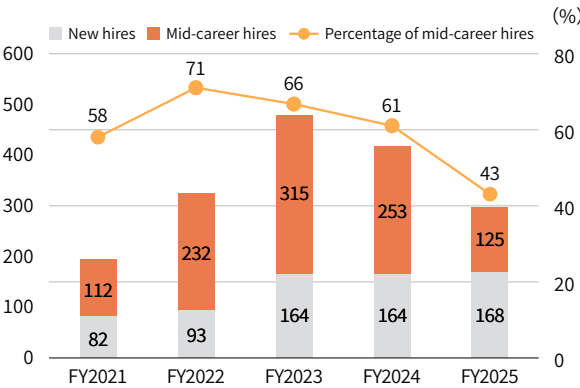
The Nikon Group strengthens our human resources strategy to acquire talent, develop talent, and leverage talent based on our approach to human capital management.

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 full 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, 2026, 38.2% 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

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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 (220 participants), which fosters awareness necessary to continue working for a long time. We also offered a Life Plan Seminar (322 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.

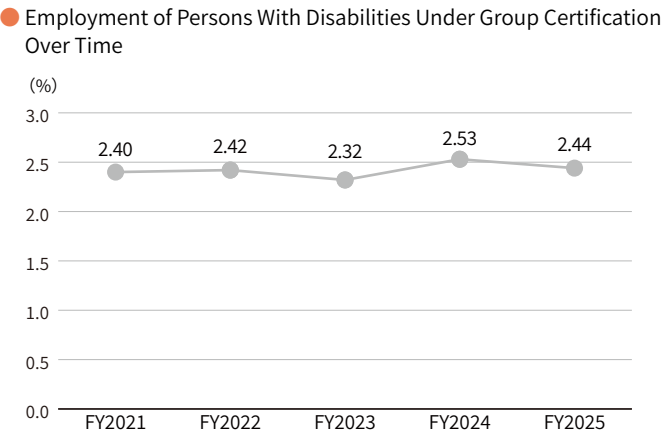
## Supporting Persons With Disabilities

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 to support the employment of persons with intellectual disabilities. As of June 2025, persons with disabilities exceeded the actual employment rate for private enterprises, accounting for 2.44% 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.

Our efforts go beyond simply increasing the quantity of employees with disabilities. We established a follow-up system inside and outside the workplace, comprised of workplace guides, coaches, and regular interviews, to strengthen our support for the employment and retention of people with disabilities.

 ▶ Nikon Tsubasa Inc. (in Japanese only)



## 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.

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Support for Balancing Work and Childcare/  
Nursing Care

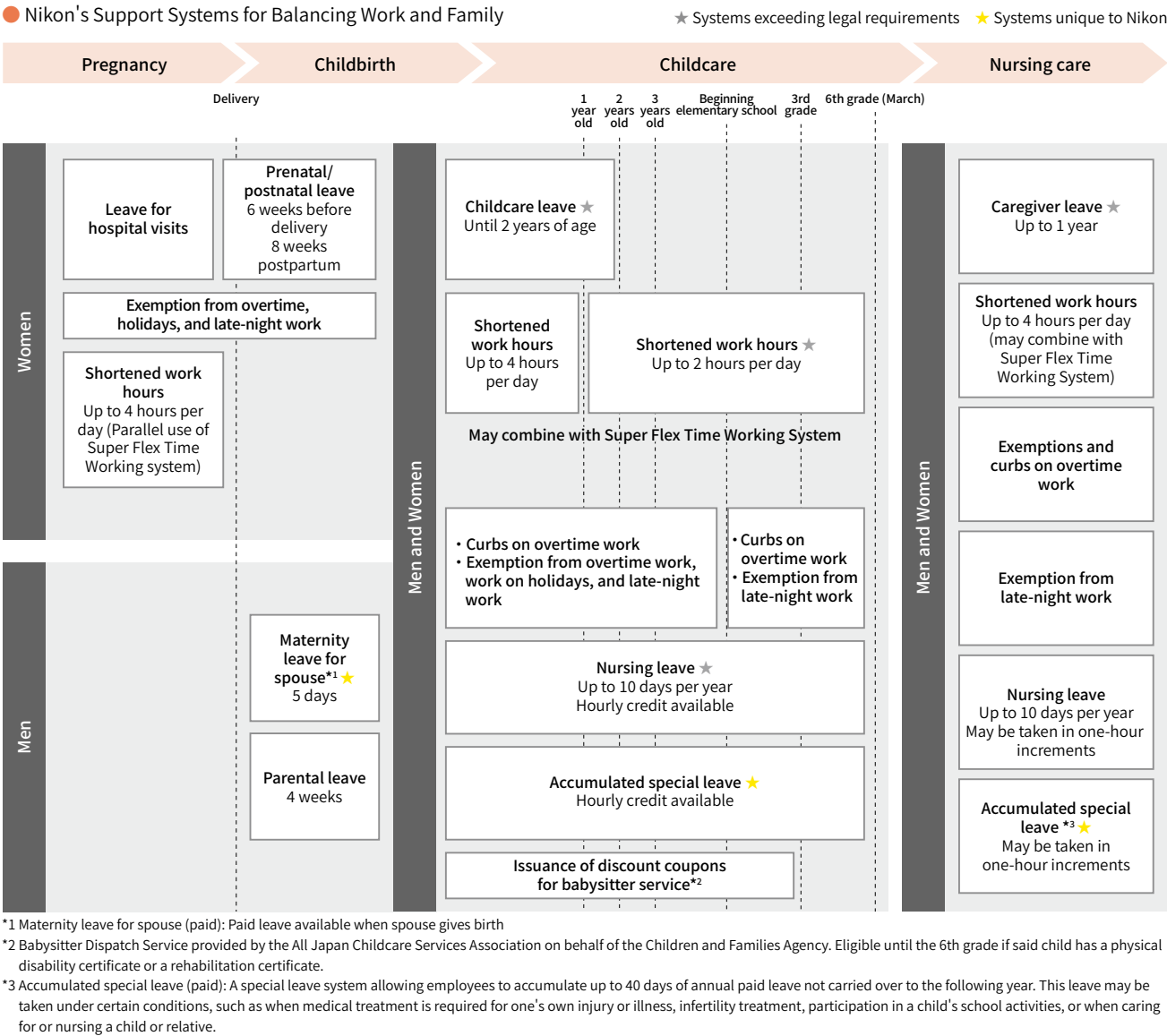
At Nikon, we established a system that allows employees to choose a flexible work style according to their life stage to balance work with infertility treatments, pregnancy, childbirth, childcare, and nursing care.

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.

Female employees with children under one year of age may also take two 30-minute breaks per day for breastfeeding or expressing breast milk. Health support rooms at each business facility are made available for this purpose.

Furthermore, 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.



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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 (FY2025)

Men **101%** Women **100%**

\* 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 (FY2025)

Men **100%** Women **100%**

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.

When overtime work is necessary, we pay appropriate overtime allowances in accordance with each company's employment rules as well as applicable laws and regulations in each country and region.

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

Nikon provides more paid leave than legally required (20 days per year in principle), and our ongoing goal is to have employees take annual paid leave at a rate of at least 70%. To help employees use this annual paid leave, we encourage employees to plan for and take company-wide leave days and scheduled leave. Further, we encourage employees and managers who have a low paid leave utilization during the fiscal year to take paid leave. In fiscal year 2025, the percentage of Nikon employees taking annual paid leave stood at 75%.

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%.

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

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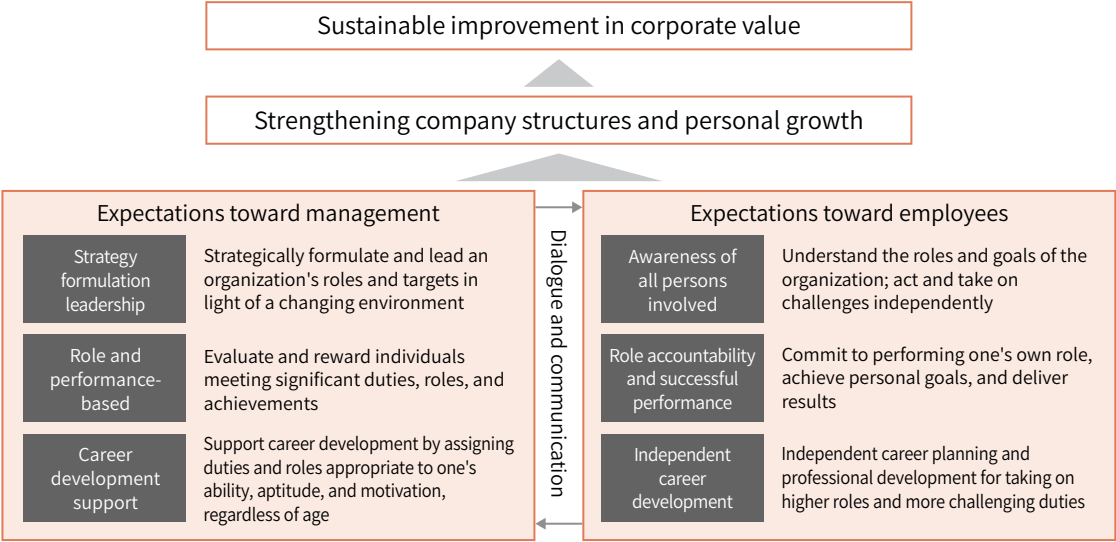
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duties and roles (degree of goal achievement) under the Goal Setting and Performance Review System. These evaluations are conducted semiannually, covering a six-month evaluation period. Under this goal review system, each employee determines goals 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. Nikon conducts goal-setting interviews and performance evaluation interviews nearly 100% of the time.

Group companies in Japan and overseas provide similar opportunities for dialogue. Companies evaluate performance and determine compensation based on the level and results of assigned duties and roles, regardless of age or gender.

● 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.

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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 autonomously.

Main 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 2025 employee education and training programs, Nikon held 415 training courses (including the training noted on the right) organized by departments specialized for employee education and attended by a total of 13,358 employees. On average, Nikon employees spent 4.72 days per year in training courses, and expenditure on training per employee was 58,804 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 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 2025 was 4.31 points. Every Nikon business unit offers training necessary for particular locations. When including this training, our per-person investment in education is 92,311 yen. Certain Nikon training courses are also available to employees of Group companies in Japan. The participation rate of Nikon Group consolidated employees in education and training programs provided by Nikon (including participation from Group companies in Japan), was 18.27%. In addition, each Nikon Group company provides education and

training. In fiscal year 2025, the average annual training per Nikon Group employee was 14,805 minutes and the training expenditure per employee was 45,482 yen.

● Annual Number of Training Days per Employee

| Number of training days on average | (days) |        |        |        |
|------------------------------------|--------|--------|--------|--------|
|                                    | FY2022 | FY2023 | FY2024 | FY2025 |
| Managers                           | 1.1    | 1.1    | 1.7    | 1.5    |
| Non-managers                       | 3.0    | 3.9    | 4.5    | 5.3    |
| Men                                | 2.5    | 3.1    | 3.8    | 4.4    |
| Women                              | 3.8    | 5.1    | 5.5    | 6.3    |
| Total                              | 2.7    | 3.5    | 4.1    | 4.7    |

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 the pzroactive acquisition of business knowledge and skills
- Support for self-development through on-demand learning tools for autonomous growth

Strengthening Management Skills

At Nikon, we aim to strengthen management skills through training that helps newly appointed managers to better 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 multi-source assessment. Each year, the company conducts multi-source assessment 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. We also strengthen management capabilities through training focused on human resource utilization capabilities, a category within the multi-source assessment, and support employee development. Furthermore, we provide literacy training for managers on topics such as corporate governance and accounting. In fiscal year 2025, a total of 310 participants, including department and section managers from Nikon and executive officers from subsidiaries, took part in the training. DEI Training for Section Managers We conduct DEI management training for all Nikon section managers, who play a central role in organizational management, to help them understand the need for DEI and to learn diversity management. In fiscal year 2025, we expanded the program to include pre-management employees, held a total of six sessions, and received participation from 181 employees. Through lectures by instructors and discussions among participants, participants acquired knowledge and skills necessary for DEI, including a basic understanding of DEI and conflict management.

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Support for Employee Independence and Autonomy

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

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

We also offer a career autonomy program (which includes a mindfulness seminar, self-management training, and career design training) to support independent and continued growth in a changing environment. A total of 48 employees participated in this program in fiscal year 2025. Nikon continues to support self-development 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 2025, we implemented measures to strengthen basic English proficiency, as overseas sales account for more than 80% of our total sales. In principle, we required all employees to take the TOEIC IP test, subsidized the examination fees, and expanded self-development language-learning programs.

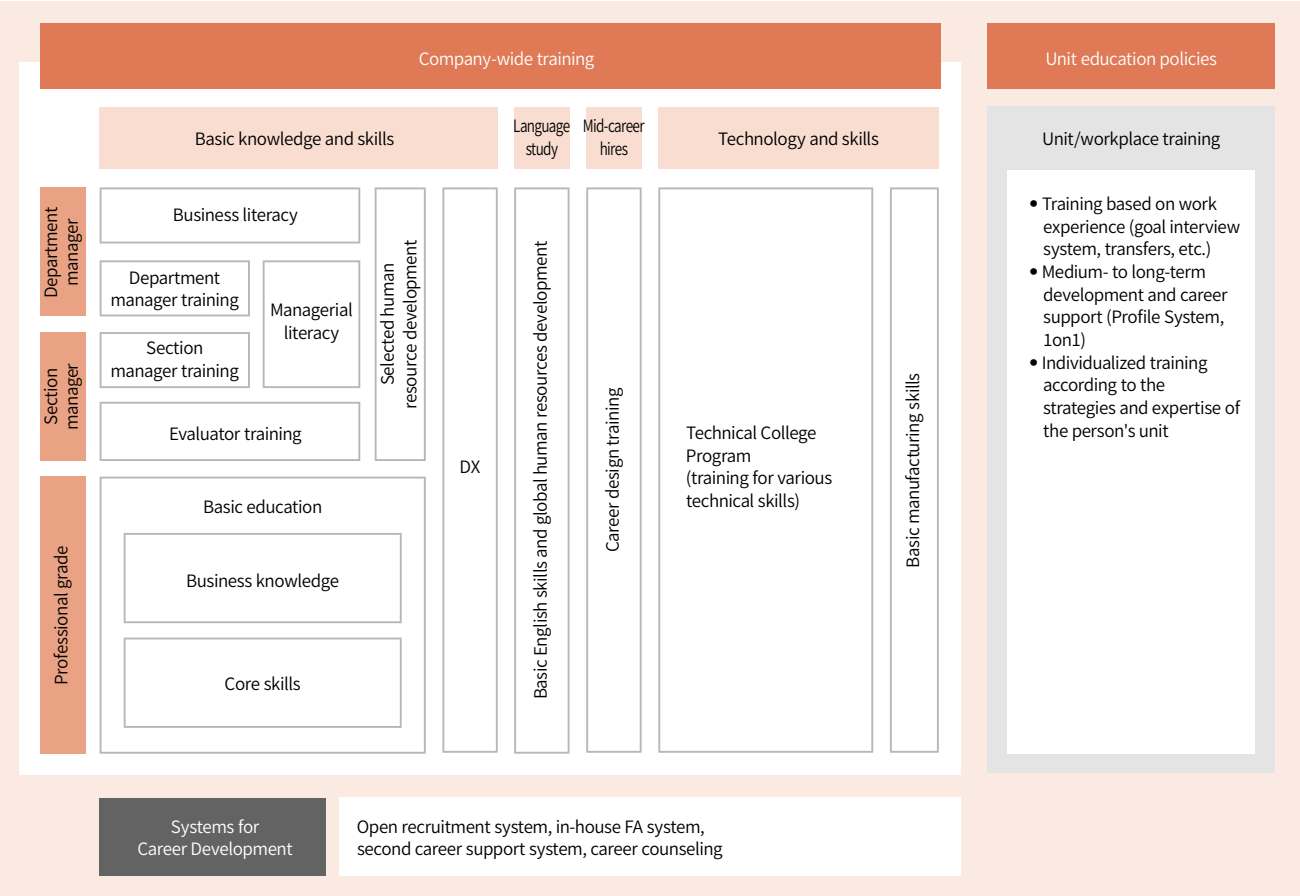
Supporting the active participation of senior employees is another area we focus on. Our measures include holding ongoing trainings, including the Career Design Training course for 58-year-olds, which encourages employees to build awareness of long-term career development, and the Life Plan Seminar, which focuses primarily on financial planning. Other trainings we have held include the Career Design Training course for 50-year-old employees (143 participants), which focused on career planning beyond retirement, and the Career Design Training course for employees in their early 50s (94 participants), which encouraged participants to consider future action plans while thriving at work. Implementing these measures allows us to provide opportunities for employees to begin considering post-retirement careers at an earlier stage.

Developing Solution Engineers

Nikon launched a target in fiscal year 2022 to develop 10% of the company's in-house engineers into solution engineers to strengthen our integrated solution-delivery capabilities. We conducted company-wide monitoring as each business unit defined required personnel and advanced engineer development plans

accordingly. As a result, we have seen progress in securing new business opportunities, strengthening relationships with existing customers, and expanding transactions. Looking ahead, Nikon will continue developing personnel based on plans aligned with the business environment of each business unit and further strengthen our integrated solution-delivery capabilities.

● Human Resources Development System (as of April 2026)



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Employees' Health and Safety

Basic Approach

The Nikon Group believes ensuring the health and safety of everyone working within the Group leads to higher productivity. Based on this belief, we give top priority to creating comfortable work environments offering health and safety to all workers, 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 sets out the basic approach above and sets three basic policies. We devise health and safety activities each fiscal year, consisting of indicators, targets, and action plans for each basic policy. The Central Health and Safety Committee Meeting, chaired by the Officer and General Manager of Group Governance & Administration Division, deliberates on and approves these activities.

The Sustainability Committee, which includes Executive Committee members, is reported to on basic policies and health and safety activities approved by the Central Health and Safety Committee Meeting.

Nikon Group Health and Safety Policy  
— Aiming to Achieve Vision 2030

Central Health and Safety Committee Meeting

● Health and Safety Declaration

We will create workplaces where everyone across the Nikon Group can work in good health and safety while fostering an enriched spirit. Furthermore, each employee will take a proactive, self-directed approach to their work to help the Nikon Group achieve our goal of becoming a key technology solutions company in a global society where humans and machines co-create seamlessly.

● Basic Policy

1. Protect and Improve Employee Health (Enhancing Health Literacy)  
We will establish a framework that enables each employee to recognize the importance of physical and mental health and take proactive action to support their well-being.
2. Create a Vibrant Workplace Environment (Enhancing Comfort and Communication)  
We will create a pleasant and rewarding work environment through promoting mutual understanding, trust, and a sense of unity.
3. Improve Safe and Secure Working Environments (Ensuring Compliance and Thorough 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.

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 nurses, and various trainings and seminars. Voluntary participation in health and safety activities, such as health events, risk assessments, and patrols, helps employees feel safer and more confident 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 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 activities, encouraging employees to take steps independently. We also gather information from business facilities in Japan and Group companies on their activities and training, sharing good practices with Group companies in and outside Japan.

In addition to the company-wide annual plan developed by the Central Health and Safety Committee Meeting, each business facility's Health and Safety Committee develops a separate annual plan.

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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 Meeting to serve as the highest decision-making and oversight body for important matters related to health and safety.

The Central Health and Safety Committee Meeting is chaired by an officer serving as the General Manager of the Group Governance & Administration Division. The General Manager of the Human Resources Department, the General Manager of the Administration 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.

The committee meeting assesses and verifies reports from the various committees described below and the overall status of risk management, as well as the results of these efforts, including the percentage of findings in regular medical checkups, stress check results and high-stress employee rates, and the occurrence of occupational accidents.

Based on the Nikon Group Health and Safety Policy, the committee meeting discusses and approves health and safety activities (indicators, targets, and action plans) for the next fiscal year, deploying said efforts to the Nikon Group. The health and safety committees of each business facility prepare and implement annual plans 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.

| ● Company-Wide Annual Plan |                                                                                                                                                                                                                                                                             |             |                                              |                                   |                                              |                                              |                                             |
|----------------------------|-----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|-------------|----------------------------------------------|-----------------------------------|----------------------------------------------|----------------------------------------------|---------------------------------------------|
|                            | FY2026                                                                                                                                                                                                                                                                      |             |                                              |                                   |                                              |                                              |                                             |
|                            | 1 Q                                                                                                                                                                                                                                                                         | 2Q          | 3Q                                           | 4Q                                |                                              |                                              |                                             |
| Events                     | Health and Safety Awards                                                                                                                                                                                                                                                    | Safety Week | Liaison Meeting for the Nikon Group in Japan | National Occupational Health Week | Year-End and New Year Zero-Accident Campaign | Liaison Meeting for the Nikon Group in Japan | Central Health and Safety Committee Meeting |
|                            | Health and Safety Officer Meetings (at least once per quarter); Health Promotion Committee Meetings (at least once per year, in collaboration with the Health Insurance Society)                                                                                            |             |                                              |                                   |                                              |                                              |                                             |
| Activities                 | Health checkups, follow-ups for employees who have not undergone examinations, post-checkup measures, and recommendations for medical consultations                                                                                                                         |             |                                              |                                   |                                              |                                              |                                             |
|                            | Physician consultations in person and online, individual counseling, and internal and external consultation support services (measures available as needed)                                                                                                                 |             |                                              |                                   |                                              |                                              |                                             |
|                            | Health monitoring of employees subject to excessive working hours (written surveys), occupational physician consultations (monthly), and supervisor interviews (measures available as needed)                                                                               |             |                                              |                                   |                                              |                                              |                                             |
|                            | Regular on-site inspections (Health and Safety Committee members and workplaces) and special on-site inspections (inspections of business facilities under the jurisdiction of business facility managers and health and safety divisions)                                  |             |                                              |                                   |                                              |                                              |                                             |
| Training                   | Health guidance, recommendations for medical consultations, and health education provided by occupational health nurses (company-wide and business facilities in Japan)                                                                                                     |             |                                              |                                   |                                              |                                              |                                             |
|                            | New-hire training, basic health and safety training, and specialized training programs                                                                                                                                                                                      |             |                                              |                                   |                                              |                                              |                                             |
| Surveys                    | Work environment measurements at locations using organic solvents, specified chemical substances, and other materials (once every six months)                                                                                                                               |             |                                              |                                   |                                              |                                              |                                             |
|                            | Verification of new chemical substance introductions (chemical risk assessments conducted) and new equipment installations (equipment and work risk assessments conducted)                                                                                                  |             |                                              |                                   |                                              |                                              |                                             |
|                            | Case reviews conducted following a disaster; hazard identification and countermeasure implementation through internal reporting formats; execution of improvement processes in accordance with established procedures; and sharing of incident cases and corrective actions |             |                                              |                                   |                                              |                                              |                                             |
|                            | Surveys on the status of regulatory filings (verification of government filings, reporting documents, and legally required inspection records)                                                                                                                              |             |                                              |                                   |                                              |                                              |                                             |
|                            | Workplace hazard risk assessments (work risk assessments conducted)                                                                                                                                                                                                         |             |                                              |                                   |                                              |                                              |                                             |
|                            |                                                                                                                                                                                                                                                                             |             |                                              |                                   |                                              | Chemical substance assessments               |                                             |
|                            |                                                                                                                                                                                                                                                                             |             |                                              |                                   |                                              |                                              | Fiscal year-end survey*                     |

\*Verification of health and safety management systems, work environment management (including labeling), work management, and health management

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● Fiscal Year 2026 Health and Safety Activities

Basic Policy 1. Protect and Improve Employee Health (Enhancing Health Literacy)

Evaluation Indicators: Medical consultation rate for employees identified as needing treatment; lifestyle disease risk factors<sup>\*1</sup>

| Indicators                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                          | Fiscal Year 2026 Targets                    | Action Plans                                                                                                                                                                           | Fiscal Year 2025 Results         |       |
|-------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|---------------------------------------------|----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|----------------------------------|-------|
| Medical consultation rate for employees identified as needing treatment                                                                                                                                                                                                                                                                                                                                                                                                                                                             | Improve medical consultation rates          | •Health guidance and recommendations for medical checkups by occupational health nurses<br>•Notification via supervisors when consultations with an occupational physician is required | 70.0%                            |       |
| Lifestyle disease risk factors<br>•Healthy weight maintenance rate (BMI between 18.5 and 24.9)<br>•Smoking rate (percentage of habitual smokers)<br>•Exercise habit rate (percentage of employees exercising at least twice per week for 30 minutes or more per session)<br>•Sufficient sleep and rest rate (percentage of employees who obtain adequate rest through sleep)<br>•Alcohol-related health risk rate (percentage of employees whose alcohol consumption or frequency increases the risk of lifestyle-related diseases) | Improve at least one of the five indicators | •Health education and health-related events<br>•Distribution of health information (in coordination with health insurance association)<br>•Health management to prevent overwork       | Healthy weight maintenance rate  | 66.3% |
|                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                     |                                             |                                                                                                                                                                                        | Smoking rate                     | 15.5% |
|                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                     |                                             |                                                                                                                                                                                        | Exercise habit rate              | 23.3% |
|                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                     |                                             |                                                                                                                                                                                        | Sufficient sleep and rest rate   | 70.9% |
|                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                     |                                             |                                                                                                                                                                                        | Alcohol-related health risk rate | 8.9%  |

<sup>\*1</sup> The first year covers Nikon only. The Nikon Group in Japan will be included beginning in fiscal year 2027. Medical consultation rates cover employees classified under Category D in regular health checkups conducted from January to December 2026 and identified by occupational physicians or other professionals as needing treatment.

Basic Policy 2. Create a Vibrant Workplace Environment (Enhancing Comfort and Communication)

Evaluation Indicators: Percentage of employees with high stress levels; average scores for *Energy and Fulfillment in Work*<sup>\*2</sup>

| Indicators                                                                                                                               | Fiscal Year 2026 Targets           | Action Plans                                                                                                                                                                                                                                                                                   | Fiscal Year 2025 Results                  |      |
|------------------------------------------------------------------------------------------------------------------------------------------|------------------------------------|------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|-------------------------------------------|------|
| Rate of employees with high stress levels                                                                                                | Below the national average         | •Workplace environment improvements<br>•Encourage use of consultation services for physical and mental health concerns and support balancing treatment and work<br>•Mental health training (self-care and line-care training)<br>•Monitoring of work engagement, presenteeism, and absenteeism | Rate of employees with high stress levels | 13.8 |
| Average <i>Energy</i> score<br>*Stress check questions: "I have been very active," "I have been full of energy," or "I have been lively" | Maintain or improve average scores |                                                                                                                                                                                                                                                                                                | Average <i>Energy</i> score               | 2.9  |
| Average <i>Fulfillment in Work</i> score<br>*Stress check questions: "My job is worth doing"                                             |                                    |                                                                                                                                                                                                                                                                                                | Average <i>Fulfillment in Work</i> score  | 3.0  |

<sup>\*2</sup> Covers Nikon only.

The percentage of employees with high stress levels is compared with the national average published by the stress check service provider. *Energy* and *Fulfillment in Work* scores use a five-point evaluation scale based on the Ministry of Health, Labour and Welfare conversion table. Scores closer to 5 indicate better conditions, while scores closer to 1 indicate greater challenges.

Basic Policy 3. Improve Safe and Secure Working Environments (Ensuring Compliance and Thorough Safety Management)

Evaluation Indicator: Annual number of occupational accidents attributable to work or related to the performance of work<sup>\*3</sup>

| Indicators                                                                        | Fiscal Year 2026 Targets | Action Plans                                                                                                                                                               | Fiscal Year 2025 Results |    |
|-----------------------------------------------------------------------------------|--------------------------|----------------------------------------------------------------------------------------------------------------------------------------------------------------------------|--------------------------|----|
| Occupational accidents attributable to work or related to the performance of work | 60 cases or fewer        | •Thorough risk assessments (legal compliance, operations, equipment, and chemical substances)<br>•Safety education<br>•Sharing of occupational accident cases and measures | Occupational accidents:  | 43 |
|                                                                                   |                          |                                                                                                                                                                            | - Japan                  | 17 |
|                                                                                   |                          |                                                                                                                                                                            | - Overseas               | 26 |

<sup>\*3</sup> Covers Nikon Group companies.

Workplace Health and Safety Committees

Each Japanese Nikon Group business facility establishes a Health and Safety Committee and conducts on-site inspections and 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. Certain activities are also shared through the Liaison Meetings below and rolled out across other business facilities as appropriate.

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

Occupational health nurses from the Nikon Head Office and each plant hold these meetings quarterly. We regularly share the progress of health checkups, post-examination follow-up actions, the utilization of stress check results, and the operational status of various health initiatives, and strive to enhance company-wide health management.

Health Promotion Committee

Occupational health nursing staff from the Nikon Head Office and each plant meet with the Nikon Health Insurance Society and share information and issues at least once a year and work together to strengthen health initiatives.

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## 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.

The Liaison Meeting verifies progress against the company-wide annual plan, reviews performance against various indicators, and shares information on health and safety activities conducted across the Nikon Group in Japan. Through these activities, the Liaison Meeting examines measures that effectively maintain and improve employee health and well-being and help prevent occupational accidents. The Nikon Health Insurance Society also participates to introduce the use of the Child and Childcare Support Contribution System and 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 Meeting.

Sendai Nikon Corporation, Nikon (Thailand) Co., Ltd., and Nikon SLM Solutions AG (Germany) have received ISO 45001 (international standard for occupational health and safety management systems) certification.

## On-Site Inspections

The Nikon Group in Japan conducts on-site inspections as part of risk management efforts to prevent occupational accidents by addressing unsafe conditions in equipment and work environments, as well as unsafe work practices, at an early stage.

The Health and Safety Committees conduct regular monthly joint labor-management on-site inspections, as well as special on-site inspections during events and other activities. The Nikon Group organizes issues identified through these inspections, including

the status of corrective measures and recurrence prevention efforts, and shares this information through the Health and Safety Committees of each business facility to support continuous improvement in safety and health activities.

## Legal Research

The health and safety, facilities management, and environmental management divisions ("corporate administration divisions") conduct joint on-site inspections of all plants and Group manufacturing companies in Japan to make improvements. The results of on-site surveys and improvement status are also reported annually to Audit and Supervisory Committee Members.

## Chemical Substance Management

Departments that use or store chemical substances subject to applicable laws and regulations must prepare a chemical substance risk assessment based on Safety Data Sheets (SDSs) and the three pillars of occupational hygiene management (work management, work environment management, and health management). These departments must submit the assessment to the corporate administrative divisions for approval before introducing the relevant chemical substances. After introduction, the Health and Safety Section of the Human Resources Department also conducts regular on-site checks of usage and storage conditions and implements corrective measures as needed.

## Responses to Occupational Accidents and Incidents

Accidents that occur at Nikon 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 particular, when a work-related accident or incident occurs that is highly attributable to work or the performance of work, and the incident falls within the Nikon Group's KPIs, the business facility concerned submits the Worker's Measures Confirmation Sheet and the Work Risk Assessment (Reassessment), which summarize measures to prevent recurrence, upon implementation of those measures. 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.

## Workplace Risk Identification

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

Following a high number of slip, trip, and fall accidents in fiscal year 2024, we reconfirmed related risks and strengthened countermeasures in fiscal year 2025. We addressed unsafe conditions and behaviors, resulting in only two KPI-related slip,

● FY2025 Work Risk Assessment: Fall-Related Accident Risks and Mitigation Examples  
(Excerpt from materials presented at the Central Health and Safety Committee Meeting on March 3, 2026)

| Type of Measure               | Number of Risks Identified | Examples of Measures                                                                                                                                                                                                                                                                                  |
|-------------------------------|----------------------------|-------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| Engineering Measures          | 233                        | Steps with handrails, elimination of elevation differences on slopes, wider work platforms, adequate lighting, corner mirrors, stop lines, installation of drain pans (to prevent wet floors caused by condensation)                                                                                  |
| Administrative Measures       | 367                        | Establishment of cable-routing areas, setting designated storage locations for tools and workpieces, disposal of unnecessary equipment and materials, training on the proper use of truck steps, heavy equipment training, KYT (hazard prediction) training, slip, trip, and fall prevention training |
| Protective Equipment Measures | 200                        | Safety helmets, electrostatic safety shoes, knee pads, grip gloves, Inspection of helmet chin straps for fraying, fall-protection belts for wear, and soles for damage                                                                                                                                |

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trip, and fall accidents (nine cases in the previous fiscal year).  
In fiscal year 2026, we will conduct awareness activities based on accident cases to reduce (1) accidents involving temporary employees with limited work experience, accidents involving employees in research and development, and KPI-related accidents in non-routine operations and (2) slip, trip, and fall accidents associated with general occupational and commuting accidents.

Main Initiatives

Maintaining and Improving Employee Health

The Nikon Group provides multifaceted health support to help each employee maintain and improve physical and mental health. These efforts include health guidance from occupational health nursing staff following regular health checkups, individual counseling, smoking cessation initiatives, and health literacy education. One such example is the Health Up at 35 Seminar, which helps participants establish regular exercise habits and strengthen mental health self-care. Other examples include walking events that support employee health while encouraging employees to build relationships with one another. In recent years, Nikon has also provided education and consultation systems that address sex-specific health issues and life-stage changes, including women's health management and menopause, while working to deepen understanding among employees.

Health Management for Excessive Workloads

Nikon manages excessive workloads using standards that exceed legal requirements. These standards stipulate that employees working 40 or more hours of overtime and holiday hours per month 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 review all submitted health

condition survey forms and written opinions from supervisors. The physicians also conduct consultations with employees and supervisors when necessary to confirm that employees are not experiencing excessive fatigue or stress due to excessive workloads. Any employee can request a consultation. All employees who work 80 hours or more of overtime and holiday hours 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.

Mental Health Care and Active Communication

Nikon has established the Mental Health Promotion Plan that covers not only support for employees experiencing mental health issues, but also initiatives to encourage active communication in the workplace. Counselors provide counseling sessions for all new employees, including mid-career hires, while managers receive individual consultations and guidance from occupational health nurses to strengthen line care.  
In fiscal year 2025, Nikon used the New Brief Job Stress Questionnaire for stress checks and conducted a work engagement survey while also providing feedback and education on group analysis results to workplace managers. We also provided mental health care and enhanced assertive communication training for everyone working within the Nikon Group in Japan.

● Top Indicators of Regular Medical Checkups in Nikon

| Indicator <sup>*1</sup>                                             | 2021  | 2022  | 2023  | 2024  | 2025  |
|---------------------------------------------------------------------|-------|-------|-------|-------|-------|
| Rate of abnormal findings in regular medical checkups <sup>*2</sup> | 50.0% | 47.9% | 48.7% | 49.8% | 46.6% |
| Healthy weight maintenance rate (BMI) <sup>*3</sup>                 | 66.8% | 66.6% | 66.8% | 66.9% | 66.3% |
| Smoking rate <sup>*4</sup>                                          | 16.4% | 16.0% | 15.6% | 15.2% | 15.5% |
| Exercise habit rate <sup>*5</sup>                                   | 20.8% | 23.5% | 22.4% | 22.4% | 23.3% |
| Sufficient sleep and rest rate <sup>*6</sup>                        | 74.3% | 70.4% | 71.3% | 69.9% | 70.9% |
| Alcohol-related health risk rate <sup>*7</sup>                      | —     | —     | —     | —     | 8.9%  |

<sup>\*1</sup> Indicators are based on the Ministry of Health, Labour and Welfare's *Standard Health Checkup and Health Guidance Program* (FY2024 Edition).  
<sup>\*2</sup> Ratio of findings to the number of persons receiving company sponsored medical checkups. A "finding" is a person whose medical checkups results are other than normal.  
<sup>\*3</sup> Percentage of employees with a BMI between 18.5 and 24.9.  
<sup>\*4</sup> Percentage of habitual smokers.  
<sup>\*5</sup> Percentage of employees exercising at least twice per week for 30 minutes or more per session.  
<sup>\*6</sup> Percentage of employees who obtain adequate rest through sleep.  
<sup>\*7</sup> Percentage of employees whose alcohol consumption or frequency increases the risk of lifestyle-related diseases Calculation of the alcohol-related health risk rate began in 2025.

Recognized as a 2026 Outstanding Organization of KENKO Investment for Health

In March 2026, Nikon received certification as a 2026 Outstanding Organization of KENKO Investment for Health in recognition of our wide-ranging initiatives to maintain and improve employee health.



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Smart Life Project

Nikon participates in the Ministry of Health, Labour and Welfare's Smart Life Project and carries out initiatives aimed at extending healthy life expectancy. Through these efforts, we will continue working to maintain and further improve employee health.

Note: The medical checkup rate in fiscal year 2025 was 100%, as in the previous year (excluding employees on leave, etc.).



Health and Safety Training

As in previous years, in fiscal year 2025, we conducted safety 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.

Health and Safety Awards

The Nikon Group in Japan strives to improve safety management standards through health and safety education and risk assessments. We also established an award system for individuals and departments that excel in health and safety activities to raise employee awareness and engage the workplace.

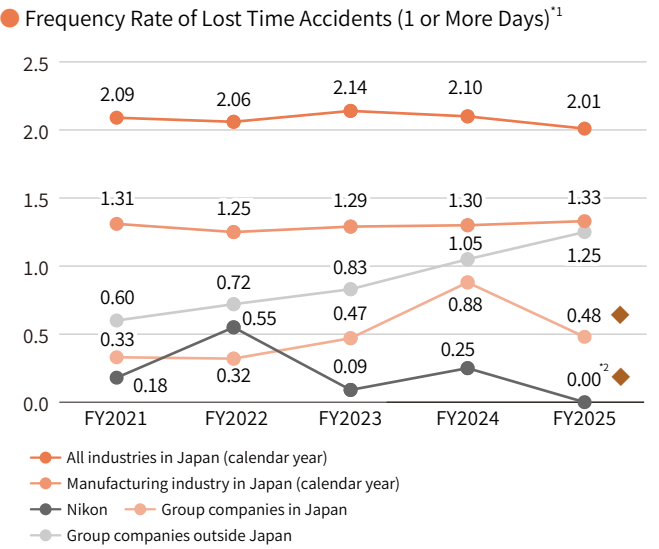
In fiscal year 2025, we awarded projects that implemented effective KYT (hazard prediction training) through the distribution of self-produced content on digital signage.

Health and Safety at Group Companies 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.

Group companies outside Japan reported a total of 55 occupational accidents in fiscal year 2025. Of these reported cases, 26 fell within our KPI criteria. Many of these cases involved cuts and abrasions or contact with hazardous substances. To prevent recurrence, the Group has focused on work procedures, education and awareness regarding the use of personal protective equipment, and KYT (hazard prediction) activities.

Nikon Group Occupational Accidents



<sup>\*1</sup> 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.  
<sup>\*2</sup> Nikon reported zero lost-time injuries in fiscal year 2025.  
Notes:  
1. There were 22 Group companies in Japan in fiscal year 2025, including 17 consolidated subsidiaries, 1 non-consolidated subsidiary, and 4 affiliated companies.  
2. There were 55 Group companies outside Japan in fiscal year 2025. We calculate frequency rates from the total deemed working hours.  
◆ : Values in Data Index assured by a third party

● Annual Number of Occupational Accidents Attributable to Work or Related to the Performance of Work

|             | FY2021 | FY2022 | FY2023 | FY2024 | FY2025 |
|-------------|--------|--------|--------|--------|--------|
| Nikon Group | 21     | 27     | 52     | 59     | 43     |

Notes:  
1. Values until fiscal year 2022 represent only the Nikon Group in Japan.  
2. Target by fiscal year 2025: 60 cases or fewer.  
3. There were 22 Group companies in Japan in fiscal year 2025, including 17 consolidated companies, 1 non-consolidated companies, and 4 affiliated companies. There were 55 Group companies outside Japan.

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Severity Rate of Lost Time Accidents (1 or More Days)<sup>\*1</sup>

|                                                 | FY2021 | FY2022 | FY2023 | FY2024 | FY2025               |
|-------------------------------------------------|--------|--------|--------|--------|----------------------|
| All industries in Japan (calendar year)         | 0.09   | 0.09   | 0.09   | 0.09   | 0.09                 |
| Manufacturing industry in Japan (calendar year) | 0.06   | 0.08   | 0.08   | 0.06   | 0.07                 |
| Nikon                                           | 0.00   | 0.01   | 0.00   | 0.01   | 0.00 <sup>*2</sup> ◆ |
| Group companies in Japan                        | 0.00   | 0.00   | 0.00   | 0.02   | 0.00 ◆               |
| Group companies in Europe                       | 0.08   | 0.03   | 0.06   | 0.09   | 0.05                 |
| Group companies in the Americas                 | 0.00   | 0.00   | 0.01   | 0.00   | 0.00                 |
| Group companies in Asia/Oceania                 | 0.00   | 0.00   | 0.00   | 0.01   | 0.01                 |
| Nikon Group (total)                             | 0.01   | 0.01   | 0.01   | 0.02   | 0.01                 |

<sup>\*1</sup> 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.  
<sup>\*2</sup> Nikon reported zero lost-time injuries in fiscal year 2025.  
Notes:  
1. There were 55 Group companies in Japan in fiscal year 2025, including 17 consolidated companies, 1 non-consolidated company, and 4 affiliated companies.  
2. There were 62 Group companies outside Japan in fiscal year 2025. We calculate severity rates from the total deemed working hours.  
3. A rate of 0.00 indicates a rate of less than 0.005.  
◆: Values in Data Index assured by a third party

Collaboration 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

Fiscal Year 2025 Nikon Group Health and Safety Activities

| Basic Policy                                                                                         | Examples of Activities<br>Figures represent the number of participating employees, including temporary agency employees. Figures in parentheses represent the number of participating employees from contractor companies.                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                            |
|------------------------------------------------------------------------------------------------------|---------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| 1. Protect and Improve Employee Health (Enhancing Health Literacy)                                   | <b>General: regular health checkups, occupational physician consultations, influenza vaccinations, distribution of wellness information, sports activities</b><br>• Japan: Health Up at 35 Seminar: 158; smoking cessation seminar: 350; gut health event: 90 (6); heatstroke prevention seminar: 38; InBody measurements and consultations: 98<br>• Europe: gym membership subsidies: 124; bicycle leasing program: 98; ergonomics consulting training: 584; breast cancer awareness campaign: 54<br>• Americas: wellness seminars: 338; Wellness Wednesday: 80; health insurance information sessions: 180; Pilates: 40<br>• Asia: health education: 131; musculoskeletal survey (risk assessment): 235; city cycling event: 20; laser tag: 128                                                                                                                                                                                                                                                                                                                                     |
| 2. Create a Vibrant Workplace Environment (Enhancing Comfort and Communication)                      | <b>General: management newsletters, town hall meetings, communication enhancement seminars, EAPs<sup>*1</sup>, fruit baskets (fruit provided in break rooms)</b><br>• Japan: mental health training: 518; line care training: 465; basic anger management training: 656 (4); Kids Day (a workplace tour for employees' children) :150; women's menopause seminars: 320 (1); men's menopause seminars: 374 (1); walking events: 110; year-end workplace cleanup and community cleanup activities: 440<br>• Europe: 360-degree feedback (management) / 180-degree feedback (employees) process: 514; training on dialogue and communication enhancement: 33; activities related to International Women's Week (IWW): 570<br>• Americas: soft shutdown <sup>*2</sup> : 200; new employee welcome event: 203; healthy snack program: 43 (3); ongoing WVPPs <sup>*3</sup> : 279 (7)<br>• Asia: one-on-one meetings (monthly): 55; women's health webinar: 16; efforts to raise awareness of mental health (conducted on R U OK Day): 55                                                    |
| 3. Improve Safe and Secure Working Environments (Ensuring Compliance and Thorough Safety Management) | <b>General: safety committees, safety patrols, health and safety training, risk management training, fire drills, evacuation drills, and first aid</b><br>• Japan: new-hire training: 586 (5); supervisor training: 114; training, etc., for workers handling organic solvents: 139; training, etc., for protective equipment administrators : 411; falling accident risk measurement meetings: 440 (3); traffic safety workshops: 4,447 (12); comprehensive disaster preparedness drills, basic lifesaving training, etc.: 6,162 (276)<br>• Europe: periodic inspections conducted by safety managers and other personnel (four times per year): 281; annual safety training: 656 (2); forklift operator training: 8<br>• Americas: health and safety awareness newsletters: 690; laser safety training, etc.: 232; ongoing SMBWA <sup>*4</sup> safety audits: 200<br>• Asia: occupational hazard prevention training: 180; safety training for contractors (mechanical, electrical, and chemical safety): (885); hazardous waste and chemical substance spill evacuation drills: 12 |

<sup>\*1</sup> Employee Assistance Program (EAP)  
<sup>\*2</sup> Soft shutdown: An initiative that encourages employees to slow down work activities and refresh during summer and winter holiday periods to support work-life balance  
<sup>\*3</sup> Workplace Violence Prevention Plans (WVPP; California Workplace Violence Prevention Program)  
<sup>\*4</sup> Safety Management By Walking Around (SMBWA): An audit that checks more than 20 items, including safety measures, management procedures, and tools

and cafeteria staff, and health and safety committee 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.

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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 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

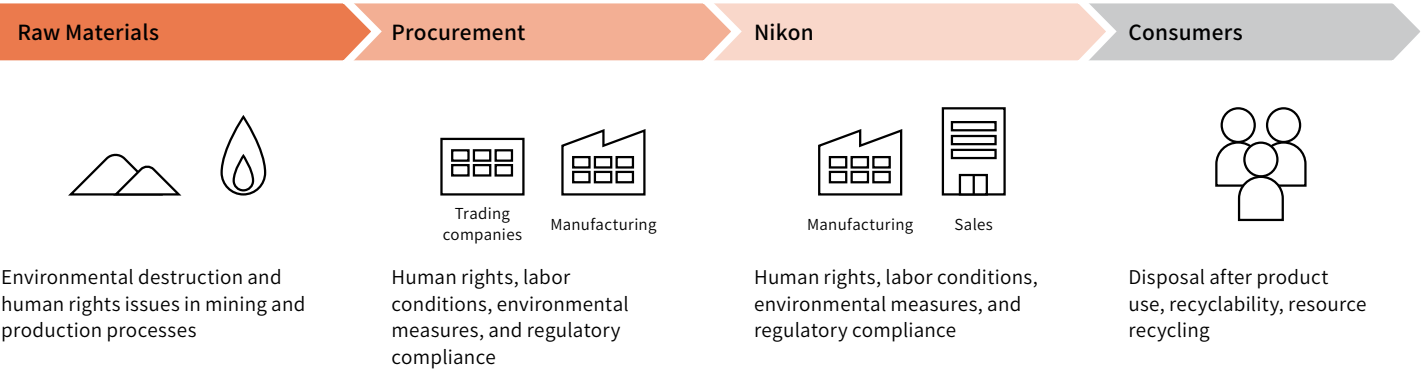
 [Nikon Basic Procurement Policy](#)

The Nikon Group's Supply Chain

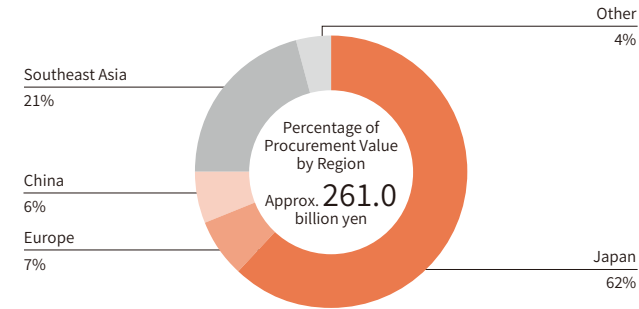
The Nikon Group has approximately 2,590 direct procurement partners globally. Beyond them, there are numerous Tier 2 and Tier 3 suppliers from whom we procure raw materials, electronic components, mechanical components, units, and others.

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.

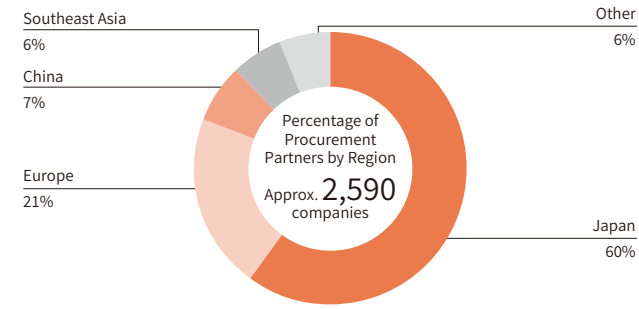
Supply Chain Overview and Risks at Each Stage



Percentage of Procurement Value by Region



Percentage of Procurement Partners by Region



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## Strategy

### Risk

Major supply chain risks include extreme weather and natural disasters on a global scale, geopolitical tensions, and international conflicts, and the spread of infectious diseases. These events could significantly disrupt the supply-demand balance for components and cause fluctuations in energy and raw material prices, destabilizing supply systems and potentially resulting in lost business opportunities and impacts on business performance.

In particular, a significant portion of the Nikon Group supply chain is concentrated in Japan, where the risk of earthquakes remains high. Insufficient business continuity planning among procurement partners could hinder stable procurement and disrupt the market supply of products in the event of a disaster.

Growing concern over social issues related to human rights, labor conditions, occupational health and safety, and environmental considerations also creates risk. Inadequate responses or insufficient initiatives within the supply chain could damage brand image and reduce stakeholder trust if such issues come to light.

### Opportunities

Achieving a sustainable society requires procurement activities that incorporate ESG perspectives and the establishment of a responsible supply chain through collaboration with procurement partners.

These efforts can stabilize supply, improve cost efficiency, reduce resource and energy consumption, and differentiate products and services.

The Nikon Group strives to achieve sustainable business growth through environmentally and socially conscious procurement while strengthening supply chain stability. At the same time, the Group aims to strengthen trust among stakeholders and customers and enhance brand value.

## Strategy

The Nikon Group builds frameworks and systems that can respond flexibly and appropriately to rapidly changing business environments, social issues, and various supply chain risks based on strong relationships of trust with procurement partners.

Specifically, we evaluate procurement partner risks to minimize supply chain disruptions during emergencies and to ensure a swift response and business continuity. We strive to strengthen resilience to risks by assessing business continuity planning systems and supporting partners with insufficient systems.

The Group also conducts procurement partner assessments through questionnaires to identify, prevent, and mitigate social risks in the supply chain related to human rights, labor conditions, occupational health and safety, and environmental considerations. We conduct second-party audits for procurement partners identified as high risk and encourage corrective action by assisting such partners in making improvements. In addition, the Nikon Group establishes and operates effective remediation mechanisms to enable prompt and appropriate responses when risks materialize.

These efforts continuously support the development of a sound and sustainable supply chain. The Nikon Group achieves sustainable business operations by strengthening supply chain stability, creating social value, and fulfilling corporate responsibilities. These efforts further strengthen trust among stakeholders and 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.

The 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. Members of the subcommittee include the

heads of corporate sustainability departments, quality assurance departments, and the procurement departments, as well as Group company officers. This subcommittee meets twice a year, managing risks and opportunities related to the supply chain and deliberating on activity reports and plans for building a resilient supply chain.

We established the new Procurement Quality Liaison Meeting (held biannually) to operate under the Supply Chain Subcommittee alongside the existing Sustainable Procurement Promotion Conference (held monthly) and the Green Procurement Promotion Conference (held biannually). This addition of the Procurement Quality Liason Meeting provides a stronger framework for quality management in procurement processes. Each of the meetings overseen by the Supply Chain Subcommittee reviews subcommittee reports and discussion items in advance and implements specific initiatives to build a resilient and sustainable supply chain in cooperation with procurement departments and related divisions in each business, as well as administration departments at each manufacturing site.

### ● Supply Chain Subcommittee

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

### ● Green Procurement Promotion Conference

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

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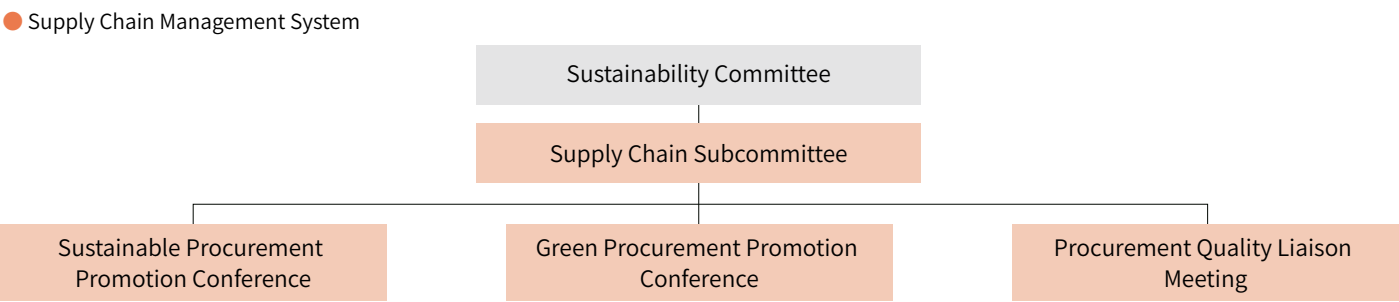
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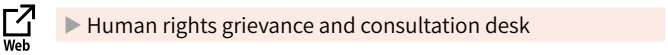
- **Procurement Quality Liaison Meeting**  
Chair: Department Manager, Supplier Management Department  
Vice Chair: Section Manager, Supplier Quality Section, Supplier Management Department  
Committee Members: Heads of procurement departments and quality assurance departments of each business unit, site, and Group company

Human Rights Grievance and Consultation Desk

The Nikon Group replaced our previous reporting channel with the Human Rights Grievance and Consultation Desk in September 2025 to identify risks of human rights violations and other supply chain risks at an early stage and ensure appropriate responses. The Japan Center for Engagement and Remedy on Business and Human Rights (JaCER) operates our new reporting channel, which is available to all stakeholders, including procurement partners, to assist grievance handling in accordance with the UN Guiding Principles on Business and Human Rights. We strictly protect the personal information of reporting parties, accept anonymous consultations, and prohibit disadvantageous treatment based on reporting. We investigate accepted cases, and in the event that issues are identified, we respond in accordance with internal procedures. We also work with external experts as necessary and implement corrective actions and measures to prevent recurrence.

In November 2025, we explained the new reporting channel

and provided detailed guidance on how to use the system at the Sustainable Procurement Briefing for procurement partners as part of our efforts to raise awareness and encourage use. The briefing aimed to encourage consultations and reporting with confidence. The Nikon Group plans to continue raising awareness through annual briefings going forward. Neither the previous reporting channel nor the new reporting channel received procurement-related reports in fiscal year 2025.



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 stronger responses to cross-functional high-priority risks, work with relevant departments, and review

risk assessments. These discussions also involve coordination with the Human Rights Subcommittee and support management-level monitoring and decision making.

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 give priority to these partners in conducting surveys related to social issues, while also working to strengthen intercompany collaboration in business operations. The Nikon Group selects critical procurement partners from among partners accounting for more than 80% of the Group's total procurement value. Critical partners play an important role in advancing risk management and responsible procurement across the supply chain.

We identify critical procurement partners on a three-year cycle (i.e., fiscal year 2023 to fiscal year 2025, fiscal year 2026 to fiscal year 2028), and conduct annual reviews as necessary. In fiscal year 2023, we identified 247 companies worldwide as critical procurement partners. We subsequently identified an additional 15 companies in fiscal year 2024 and 4 companies in fiscal year 2025 to reflect changes from M&A and other factors. These additions brought the total number of critical procurement partners for fiscal year 2023 to fiscal year 2025 to 266 companies.

- **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

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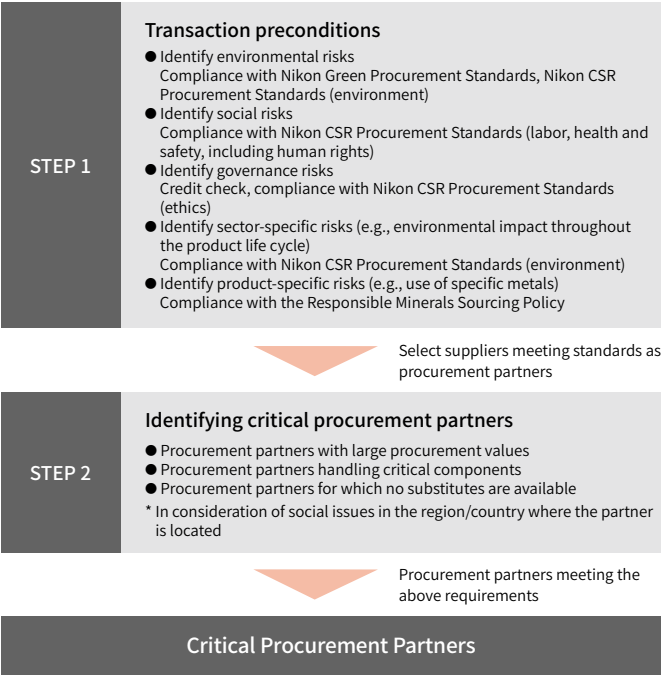
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components, and those for which no substitutes are available as critical procurement partners.

● Process for Identifying Critical Procurement Partners



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

|                                                  | FY2021        | FY2022        | FY2023        | FY2024        | FY2025        |
|--------------------------------------------------|---------------|---------------|---------------|---------------|---------------|
| Procurement partners (Tier 1 suppliers)          | Approx. 2,300 | Approx. 2,250 | Approx. 2,250 | Approx. 2,270 | Approx. 2,590 |
| Critical procurement partners (Tier 1 suppliers) | 211           | 211           | 247           | 262           | 266           |

Main 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 2025 between November 19 and 21 in an online format for procurement partners we engage with at our Japan, China, and Thailand locations. A total of 1,266 participants representing 1,034 companies attended the briefing, with topics related to BCP enhancement, green procurement, and human rights 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.

The relationships we strive to build extend beyond those between the Nikon Group and procurement partners. Beginning in 2025, the Nikon Group also took on a hub role, creating opportunities for collaboration among procurement partners and helping strengthen supply chain resilience across the Group.

Education and Communication

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

Internal Education and Training

We conduct training programs and awareness activities on an ongoing basis for employees in procurement departments. We continued efforts from the previous fiscal year to provide employees involved in procurement operations and new employees with training designed to strengthen understanding of procurement fundamentals and sustainable procurement. These efforts help strengthen supply chain stability and improve understanding of procurement practices conscious of the environment and society. Procurement and sustainability departments also conduct joint training that provides opportunities for communication and discussion on what sustainability activities in procurement should look like. The training sessions also aim to strengthen awareness and engagement among individual procurement personnel.

Awareness-Raising Activities

We held a seminar on responsible minerals sourcing alongside the Sustainable Procurement Briefing for procurement partners. A total of 686 participants attended the event. The seminar marked the first session held specifically for procurement partners and aimed to deepen understanding of the annual surveys and encourage voluntary due diligence at each company. We also shared archived recordings with employees and incorporated the seminar into training programs to expand viewing opportunities. Through these efforts, the Nikon Group strives to strengthen understanding and implementation of responsible minerals sourcing both inside and outside the company.

Donation Activities

We continue to support the resilience-building project in the Democratic Republic of the Congo conducted by the certified NPO Terra Renaissance. The project supports women and children

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affected by conflict and helps reduce the risk of young people and others becoming involved with armed groups and conflict mineral-related businesses. Specific support activities are listed below. Donations from Nikon supported a portion of the funding for these activities.

- Malaria prevention awareness activities for 300 elementary school students
- Provision of pharmaceuticals to over 1,000 patients
- Installation of water supply facilities for approx. 500 households (approx. 3,000 people)
- Improvement of schooling environments for 231 vulnerable children
- Livelihood support for 30 women affected by conflict
- Sewing skills training for 76 women in the poorest communities

Visualizing Supplier Supply Chain Information  
and Understanding BCP Systems

Business continuity challenges have become increasingly diverse in recent years, due in part to natural disasters, growing geopolitical risks, and rapid changes in the business environment. In fiscal year 2025, the Nikon Group continued advancing the visualization of supplier supply chain information to respond swiftly to these risks. We also worked more closely with critical suppliers through efforts to understand BCP systems and support system enhancement to strengthen resilience across the entire supply chain.

● Initiatives to Strengthen BCP

|        | I Visualizing the Supply Chain                                                                                                                                                                  | II Establishing a Contingency Survey System                                                                                              | III Establishing Supplier BCP Systems                                                                                                             |
|--------|-------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|------------------------------------------------------------------------------------------------------------------------------------------|---------------------------------------------------------------------------------------------------------------------------------------------------|
| FY2020 | • Registered procurement partner (Tier 1 supplier) location information necessary for contingency surveys in the integrated procurement data management system                                  | • Developed BCP internal first response infrastructure to efficiently assess procurement partner situations in the event of an emergency |                                                                                                                                                   |
| FY2021 |                                                                                                                                                                                                 | • Launched contingency surveys using the integrated procurement data management system                                                   | • Conducted a survey on the status of infrastructure-related BCP system construction among our major procurement partners                         |
| FY2022 | • Expanded the scope of supplier location information visualization to include Tier 2 suppliers and beyond (manufacturing sites beyond trading company procurement partners)                    |                                                                                                                                          | • Conducted a survey on the status of BCP system construction among our major procurement partners, including those not related to infrastructure |
| FY2023 | • Visualized procurement partner handling of critical parts and materials, beginning with Tier 2 suppliers                                                                                      |                                                                                                                                          | • Provided support for procurement partners with insufficient BCP systems; expanded survey coverage                                               |
| FY2024 | • Visualized procurement partners, including Tier 2 suppliers, that handle critical parts and materials                                                                                         |                                                                                                                                          | • Provided support for procurement partners with insufficient BCP systems; expanded survey coverage                                               |
| FY2025 | • Visualized Tier 2 suppliers of procurement partners handling of critical parts and materials (expanded scope)<br>• Updated and screened existing registration information for other suppliers |                                                                                                                                          | • Provided support for procurement partners with insufficient BCP systems; expanded survey coverage                                               |

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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.013**

 ▶ 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.

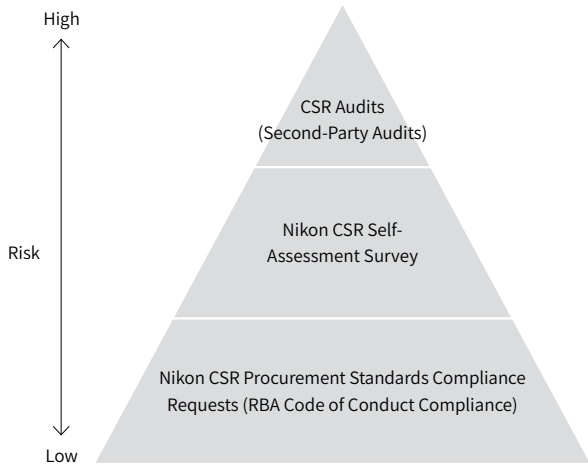
Procurement Partner Assessments

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,

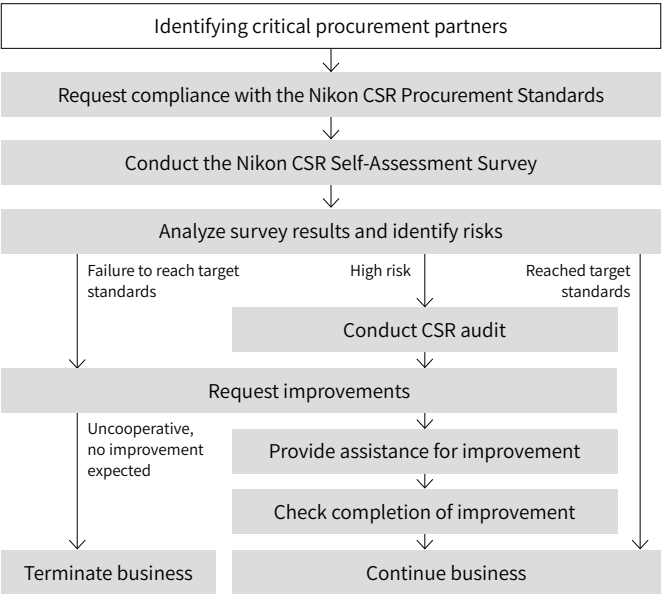
such as forced labor and child labor, with its own weighting. If the survey results do not meet the target standards, improvements are requested. Furthermore, we conduct CSR audits (second-party audits) of procurement partners that are particularly critical to our business or that we judge to be high-risk. 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 completed. In principle, we confirm that improvement have been completed in the year following the year of the improvement request. 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. Reviews may end in suspension of transactions or termination of contracts. 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.

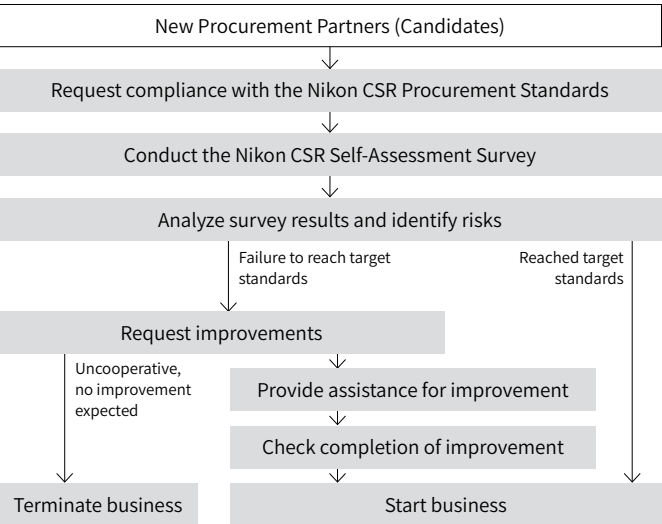
Risk-Based Procurement Partner Assessments



Flowchart of Critical Procurement Partner Assessments



Flowchart of New Procurement Partner Assessments



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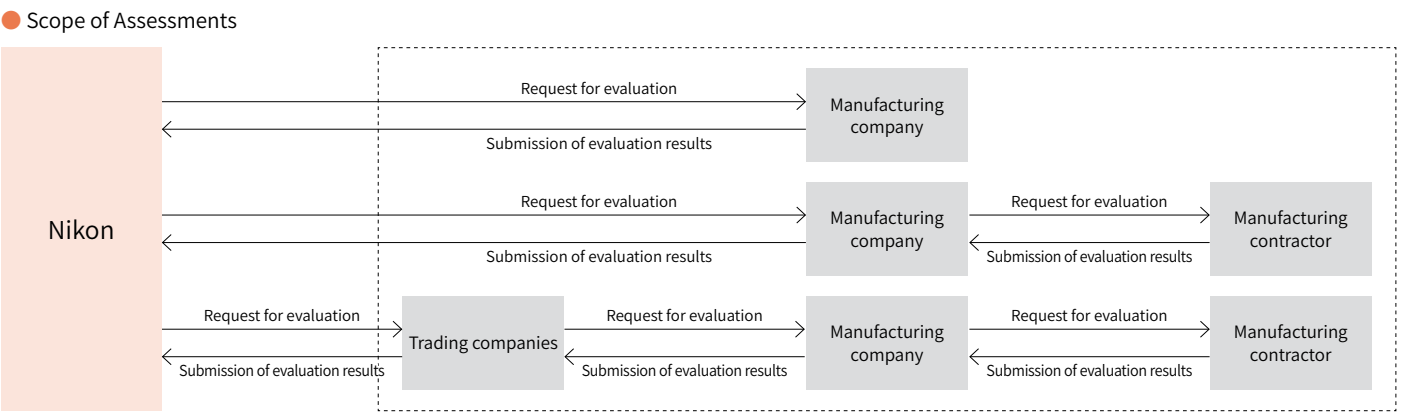
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Results of Fiscal Year 2025 Assessment

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 of our procurement partners.

New Procurement Partners

In fiscal year 2025, we conducted the Nikon CSR Self-Assessment Survey for 14 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)

In fiscal year 2025, we conducted the Nikon CSR Self-Assessment Survey for four critical procurement partners newly identified through M&A and other activities and confirmed that all four met the target standards. In addition, we conducted CSR audits (second-party audits) targeting five companies.

Tier 2 Suppliers and Beyond (Critical Procurement Partners)

In fiscal year 2025, we conducted the Nikon CSR Self-Assessment Survey for 1 Tier 2 suppliers and beyond, confirming that these entities met target standards.

Major CSR Audit Findings and Improvements

We place importance on dialogue with procurement partners when making improvements to issues identified in audits. With support from the Nikon secretariat, we confirm that partners complete improvements.

| Findings                                                                               | Improvements                                                                                                            |
|----------------------------------------------------------------------------------------|-------------------------------------------------------------------------------------------------------------------------|
| Long working hours                                                                     | Revised employment rules, strengthened management of working hours through system implementation, and assigned managers |
| Insufficient weekly days off                                                           | Revised employment rules and communicated the revised rules internally                                                  |
| Failure to document and internally communicate legal and regulatory updates            | Documented legal and regulatory updates, strengthened the management framework, and communicated internally             |
| Inadequate first aid kit placement and expired supplies                                | Installed new first aid kits, replaced expired medicines, and established regular inspection rules                      |
| Inadequate storage methods for some PPE (goggles, earplugs, etc.) in production plants | Improved PPE storage methods and established regular inspection rules                                                   |

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● Assessment Results

|                                                                            |                                                                                   |                                     |                                                                            | FY2021 | FY2022 | FY2023 | FY2024 | FY2025 |
|----------------------------------------------------------------------------|-----------------------------------------------------------------------------------|-------------------------------------|----------------------------------------------------------------------------|--------|--------|--------|--------|--------|
| Nikon<br>CSR Self-<br>Assessment<br>Survey                                 | Tier 1 suppliers                                                                  | Existing<br>procurement<br>partners | Critical procurement partners (periodic assessments)                       | -      | -      | 247    | -      | -      |
|                                                                            |                                                                                   |                                     | Critical procurement partners newly identified through M&A and other means | -      | -      | -      | 15     | 4      |
|                                                                            |                                                                                   | New procurement partners            |                                                                            | 15     | 6      | 20     | 3      | 14     |
|                                                                            | Suppliers other than Tier 1 suppliers (Tier 2 and beyond, including key partners) |                                     | 43                                                                         | 11     | 30     | 7      | 1      |        |
|                                                                            | Total                                                                             |                                     | 58                                                                         | 17     | 297    | 25     | 19◆    |        |
| Improvement requests based on the Nikon CSR Self-Assessment Survey results |                                                                                   |                                     |                                                                            | 13     | -      | 20     | 1      | -      |
| Improvement requests based on CSR audits                                   |                                                                                   |                                     |                                                                            | -      | 2      | 3      | 3      | 4      |
| Improvements completed*                                                    |                                                                                   |                                     |                                                                            | 26     | -      | 3      | 23     | 3      |

\*Improvements may be completed in the fiscal year following requests for improvement.  
◆ Values in Data Index assured by a third party

Support for Responsible Minerals Sourcing

Basic Approach

Certain minerals contained in Nikon products may involve mining processes that pose risks of human rights violations, including child labor and forced labor, as well as 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.



► Responsible Minerals Sourcing Policy

Responding to High-Risk 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 our initiatives to improve supply chain transparency and reduce risk.

Survey Results on the Use of the Five Minerals (Tin, Tantalum, Tungsten, Gold, and Cobalt)

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 2025 survey forming the basis of our 2026 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 586 procurement partners. Of the 360 smelters identified in the survey, we found 226 to be compliant\* with the Responsible Minerals Assurance Process (RMAP).

● Cobalt

Conducted surveys using EMRT for 66 procurement partners. Of the 104 smelters identified in the survey, we found 65 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.

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## Responsible Minerals Sourcing

Nikon has participated in the Responsible Minerals Trade Working 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 year 2025, JEITA briefings attracted 3,049 participants from approximately 1,400 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 minerals sourcing and contribute to international frameworks for addressing these issues.



- ▶ Report on the Responsible Minerals Sourcing Inquiry Briefings 2025
- ▶ Responsible Minerals Sourcing Report 2026 (2025 Survey Results)
- ▶ List of 3TG Smelters and Cobalt Refiners (Conformant and Active as of January 31, 2026) Identified by the 2025 Survey

## Green Procurement

### Basic Approach

Environmental regulations like the EU RoHS<sup>\*1</sup> Directive and REACH<sup>\*2</sup> 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 CO<sub>2</sub> are rapidly

growing around the world.

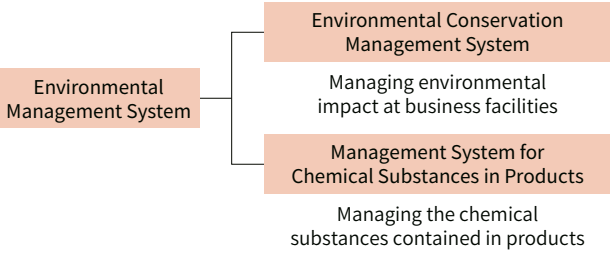
The Nikon Group has been aware of the social issues behind these social trends for some time. Based on the Nikon Green Procurement Policy, we conduct honest and fair materials procurement, aiming to continue providing products answering the expectations of our customers and to foster better society, 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.

Specifically, we ask procurement partners to comply with the Nikon Green Procurement Standards and to establish and ensure proper operation of environmental management systems (including environmental management structure and the management system for hazardous chemical substances contained in products). 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. We require our procurement partners to comply with these requirements and submit data via chemSHERPA<sup>\*3</sup> or other appropriate methods.

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 and outside Japan, but also our own regulated substances. We revise and update both materials regularly. We also provide procurement partners with explanations on revisions and updates to the list of controlled chemical substances, reflecting the latest laws and regulations, at the annual Sustainable Procurement Briefing.

<sup>\*1</sup> EU RoHS Directive: RoHS stands for “Restriction of Hazardous Substances.” This directive restricts use of specified hazardous substances in electrical and electronic equipment.  
<sup>\*2</sup> 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.  
<sup>\*3</sup> 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 the management system for hazardous chemical substances contained in products (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

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partners deemed compliant with our system standards as Nikon Environmental Partners. After certification, we continue to carry out checks on their system maintenance.

For smaller procurement partners that find it challenging to establish a system, we conduct a simplified environmental management system assessment to confirm how chemical information is communicated and managed. We are also working to expand the scope of these assessments to include trading companies. The simplified environmental management assessment confirms that there are no problems in the management of chemical substances contained in products. The assessment does not constitute certification as a Nikon Environmental Partner.

Nikon will conduct the next cycle (FY2026–FY2028) of environmental management system assessments by selecting applicable procurement partners based on the results of the environmental risk survey conducted in fiscal year 2025 using the latest transaction items.

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 2025, 34 new assessors were certified, bringing the total number of assessors within the Nikon Group to 269<sup>\*1</sup>.

<sup>\*1</sup> As of March 31, 2026

Assessment Results

We requested that procurement partners comply with the Nikon Green Procurement Standards and conducted assessments. In fiscal year 2025, we conducted assessments for 9 procurement partners. As a result, 9 companies<sup>\*2</sup> were certified as new Environmental Partners. In addition, we conducted renewal assessments for 167 procurement partners, bringing the total number of certified companies to 461<sup>\*2</sup>, including newly certified companies. For the 15 companies<sup>\*2</sup> not certified, we requested improvements.

<sup>\*2</sup> As of March 31, 2026

Environmental Partner Certification Results (as of March 31, 2026)

|                                        | FY2021 | FY2022 | FY2023 | FY2024 | FY2025 |
|----------------------------------------|--------|--------|--------|--------|--------|
| Assessments                            | 149    | 180    | 167    | 168    | 167    |
| Newly certified Environmental Partners | 36     | 31     | 15     | 23     | 9      |
| Total certified Environmental Partners | 453    | 456    | 456    | 461    | 461    |

Note: Figures reflect the decrease stemming from discontinued business transactions, business closures, etc.

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Ensuring Quality and Safety

Basic Approach

Ensuring that products and services that are widely utilized in the market are safe to use is an important precondition for the sustainable development of society. As IoT, AI, and other technologies continue to advance, it is necessary to ensure quality not only in terms of product safety, service safety, and environmental considerations, but also in areas such as product security. We also consider it important to respond more actively to changing customer needs that change in line with evolving lifestyles and values.

In response to these growing social demands for quality, the Nikon Group has established in the Basic Quality Policy that we will continue to enhance the value we provide to customers through our products and services, contributing to the healthy development of society. To put this policy into practice, we have also established the Quality Management Directive (QMD), which applies to the Nikon Group as a whole.

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 services, contributing to the healthy development of society.

- (1) Enhance brand value and provide high-quality distinctive products and services to the market in a timely manner through creative and efficient manufacturing.
- (2) Provide safe and environmentally friendly products and services 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 grow 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 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

The Nikon Vision is to become 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 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. Within the Nikon Group, manufacturing companies are leading the way in obtaining ISO 9001 certification, with approximately 67% of Nikon and Nikon Group manufacturing companies holding this certification (as a ratio to total companies).

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

As part of these activities, we introduced major revisions to the QMD in fiscal year 2025 to ensure these Group companies outside Japan practice QMD even more consistently. The Nikon Group strives to improve quality management across the Nikon Group by clarifying the items to be implemented by the Group companies outside Japan as members of the Nikon Group in line with the requirements of ISO 9001.

We also strive to strengthen our culture of quality by establishing a system to improve the level of quality education, form behavioral principles in 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-

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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. We have established the Product Subcommittee and the Education Subcommittee under the Quality Committee. The purpose of these subcommittees is to strengthen the functions of the Quality Committee in (1) preventing product quality and environmental problems, (2) complying with legal and regulatory standards, as well as ensuring safety, and (3) 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. Decisions are also shared at the monthly Business Unit Quality Managers Meeting. 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.

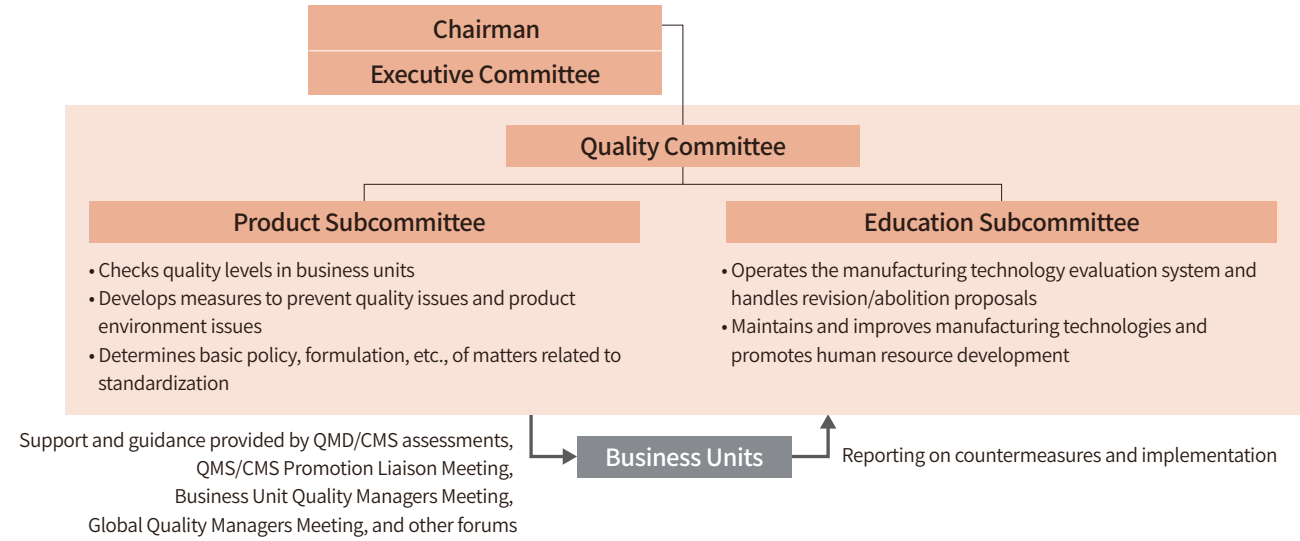
Furthermore, to promote global awareness, in 2025, we began a Global Quality Managers Meeting, which is attended by representatives from relevant Group companies outside Japan, to discuss how to strengthen quality governance across the entire Group. The meeting also addresses how to improve group-wide understanding of the QMD and compliance with laws and regulations.

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

Main Reporting and Deliberations at the Quality Committee Meetings in Fiscal Year 2025

| April 2025 (regular meetings)                                                                                                                                                                                                       | October 2025 (regularly scheduled)                                                                                                                                                                                                                                                                                                    | January 2026 (extraordinary)                                              |
|-------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|---------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|---------------------------------------------------------------------------|
| <ul style="list-style-type: none"><li>•Globalization of quality control</li><li>•Enhancement of quality management related to chemicals</li><li>•Enhanced product security</li><li>•Review/revision of the QMD for FY2025</li></ul> | <ul style="list-style-type: none"><li>•Review of the Quality Committee organization (subordinate organizations)</li><li>•Globalization of quality control</li><li>•Enhanced quality management related to chemicals</li><li>•Enhanced product security</li><li>•Revision of quality accident escalation response procedures</li></ul> | <ul style="list-style-type: none"><li>•Globalization of the QMD</li></ul> |

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## 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 30 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.

## Integration of Emerging Technologies

Toward greater product quality improvements, the Nikon Group integrates emerging technologies across the entire lifecycle of the product from design and development to production and after market launch. We strive to advance processes and ensure quality based on sensing and precision control technologies.

For example, Tochigi Nikon leveraged Nikon's strengths in sensing and precision control technologies to incorporate wavefront measurement and adjustment technology in the assembly and adjustment process for imaging and objective lenses. This approach improved quality stability and production performance by eliminating the need to rely on human sensory perception. In addition, we strive to improve quality through analysis of data obtained throughout the

processes in question. In the future, we expect to deploy this system more widely to enhance quality throughout the Nikon Group.

## 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 Management 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 2025, we formulated a plan focusing on business units and Group companies outside Japan, and QMD/CMS assessments were conducted for four business units and four Group companies outside 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 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 year 2025, we switched to a new assessment method and conducted QMS assessments for 65 procurement partners to improve our ability to detect issues. 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.

## Main 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 679 groups totaling 5,799 employees participating across Nikon Group companies in and outside Japan in fiscal year 2025.

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Furthermore, every year, 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 2025, 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 2,715 participants (92% of eligible individuals) in the mandatory training course on quality control in fiscal year 2025. The Expert Package Training program to create experts in statistical quality control has completed its eleventh term, and a total of 202 students from the first through eleventh terms are active across each field, using the practical skills they learned.

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 2025, we welcomed Mr. Osamu Nagata, former President and Member of the Board of Directors of Toyota Motor Kyushu, Inc., Director, Auditing Director of Nishi-Nippon Railroad Co. Ltd, and CEO of Management Consulting DOGEN-SHITATO. Mr. Nagata gave a lecture titled *When*

*the Quality of the Management Team is Questioned: My Reflections and Lessons Learned*. He spoke about the importance of the quality of the management team—in other words, the quality of the attitude and actions of the leaders as individuals—required to prevent fraud and misconduct that could shake the foundation of management, sharing experiences from his own career. This lecture was attended by approximately 110 Nikon Group executives and employees and 110 procurement partners, including those watching via a simultaneous webcast.

#### Product and Service Safety Training (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<sup>\*1</sup> leader training  
(basic training combining Q7, N7, exams and estimations, etc.)

<sup>\*1</sup> 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 2025, we revised three standards. The details are as follows: revisions of three technical standards, consisting of EMC standards, Wireless Communication Standards, and 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<sup>\*2</sup> for fiscal 2025 was zero.

<sup>\*2</sup> Serious product accidents related to safety: Based on the definition of serious product accidents used in the Consumer Product Safety Act.

#### Training for Employees

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 2025, approximately 1,360 employees of the Nikon Group in Japan participated in the educational training courses held

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by the Quality Strategy and Management Department, Production Technology Division and 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.

## Product Security

The Nikon Group engages in product security initiatives throughout the product life cycle, from the planning stages to disposal after sale. We established Nikon-PSIRT<sup>\*1</sup> as a new response organization, putting a group-wide product security system into place systematically. We also established a contact point to receive information from customers and other parties regarding vulnerabilities related to security.

Nikon-PSIRT wrote the PSIRT Product Security Regulations to clarify policies, roles, and processes related to product security. Based on the Product Security Implementation Regulations, each business unit implements security measures by individual product in cooperation with Nikon-PSIRT. We also have a system in place to receive and evaluate vulnerability information provided by external organizations and customers. This system is part of a rapid-response, highly transparent process for vulnerability management and incident response in compliance with the PSIRT Vulnerability and Incident Response Implementation Regulations. Furthermore, we have established a framework for product security education and talent development for each business unit to ensure continuous improvement. We are working to strengthen our security response capabilities further 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.

<sup>\*1</sup> PSIRT: Product Security Incident Response Team



► Security Vulnerability Report Form

## Response in Case of an Accident

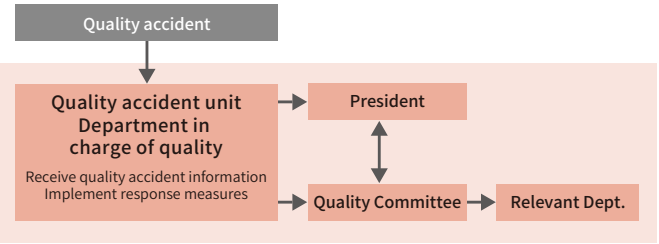
The Nikon Group carries out planning, design, manufacturing, quality assurance, sales, logistics, and services with sufficient consideration to product safety. In the event of a quality problem in the market, including safety issues, or even if there are concerns regarding such an occurrence, we immediately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

In particular, quality problems that may have a significant impact on customers are reported to top management and disclosed as quickly as possible, and a system is in place to respond appropriately to customer inquiries.

Although no incidents were noted that resulted in serious damages or significant impact on customers in fiscal year 2025, we took action to prevent damages and recurrence in connection with four matters as a result of this procedure. These measures are also reviewed annually, and suitably revised if needed.

<sup>\*2</sup> Escalation response procedures: 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.

● Flowchart Outlining Communication After Accidents Occur



## Information Provision for Safe Use

In the Nikon Group, we provide appropriate information for all products to ensure that customers can use our 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 2025, there were no violations of laws, regulations, etc., with regard to safety labeling and information provision.

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Enhancing Customer Satisfaction

Basic Approach

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.

We also endeavor to provide customers with a safe, easy-to-use, and reliable experience through improved usability and accessibility across a wide range of products, from consumer digital cameras to industrial equipment.

Main Initiatives

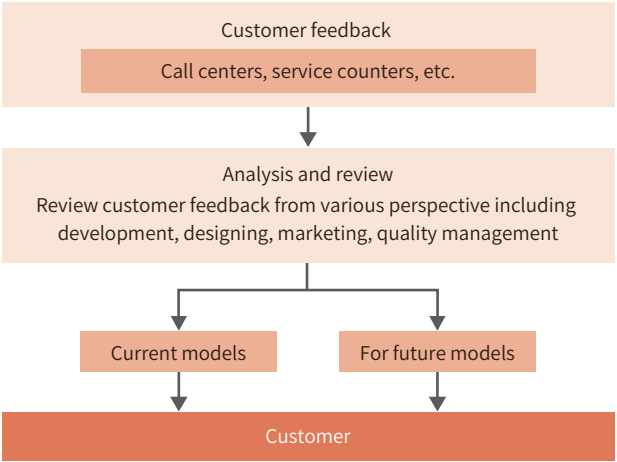
Product Development Based on Customer Feedback [Imaging Products Business]

At 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.

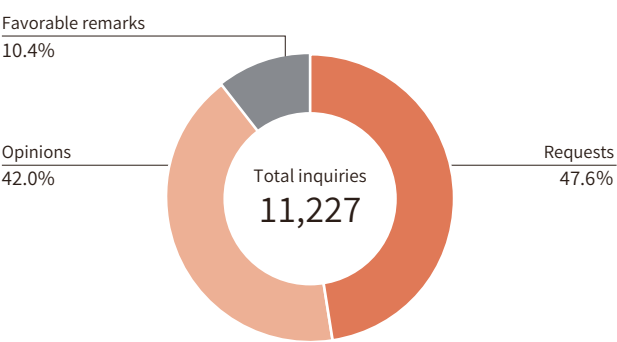
Nikon will not only continue to develop new products, but we will also actively update functions to meet the needs of our customers as rapidly as possible post-purchase.

\* 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



Note: A total of 47,000 inquiries were received, but this breakdown does not include questions about retail stores or product usage.

Improving Product Usability and Accessibility

In accordance with the Nikon Group Quality Management Directive (QMD), we conduct usability tests through internal and external testers, online surveys, and expert assessments during product development, taking into account safety and ease of use. We are also committed to developing products that customers use comfortably, conducting objective assessments of human factors (physical, perceptual, cognitive, and operational loads). We established the Design Center as a cross-functional organization to enhance our product- and service-related capabilities in terms of user experience (UX) design, industrial design, user interface (UI) design, and content design—including graphics and videos. In this way, we aim to enhance the subjective value of products and services—the satisfaction, delight, ease of use, and psychological comfort that customers experience through our products and services.

Initiatives for BtoB Products

We develop design strategies for BtoB product design that span multiple products and provide user-friendly, functional, and beautiful designs from the user's perspective.

The Design Center has developed graphical user interface (GUI) design guidelines to improve the usability of BtoB products, applying these guidelines to product design. From the perspective of accessibility, these guidelines provide design standards that ensure readability regardless of visual ability or viewing environment. The guidelines aim to ensure contrast designs comply with Level AA of the World Wide Web Consortium (W3C)-recommended Web Content Accessibility Guidelines (WCAG) 2.2, as well to define standardized font sizes and line spacing. The Design Center also recommends color schemes that avoid color combinations difficult to distinguish, as well as chart color design using a limited number of colors.

Thoughtful screen design reduces cognitive load, facilitating intuitive understanding of the information structure based on rules for margins, layout, and hierarchy. We continue to improve usability by unifying the design of data grids and lists, clarifying button styles

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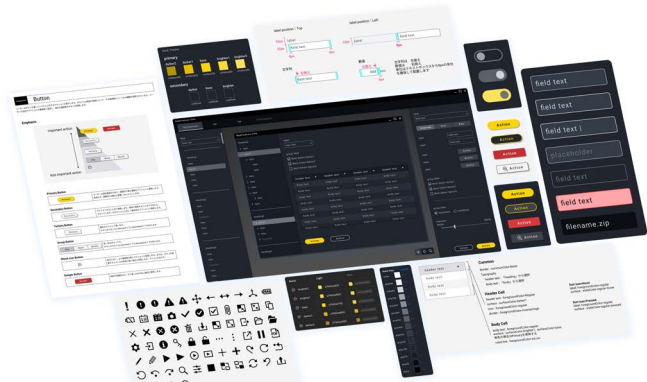
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according to the importance of operations, and warnings for critical operations.



GUI Design Guidelines for BtoB Products



Color Chart

Initiatives for BtoC Products

We also improve designs for BtoC products through methods including prototyping and testing by actual users, aiming to improve the quality of the customer's experience. Specific

measures for application software call for multiple assessments of experiential quality during the development process. Measures also involve usability tests and expert reviews to ensure improved usability and visibility.

Column

### Nikon ZR Usability Considerations and Functional Enhancements Based on Customer Feedback

Nikon designs cameras with usability in mind for diverse users and usage environments. We select color contrast designs confirming to WCAG 2.2 and multilingual support (including languages written right-to-left). One example is the Nikon ZR, launched in October 2025. We equipped this camera with a large-screen monitor that also supports vertical display, reducing visual and cognitive load.

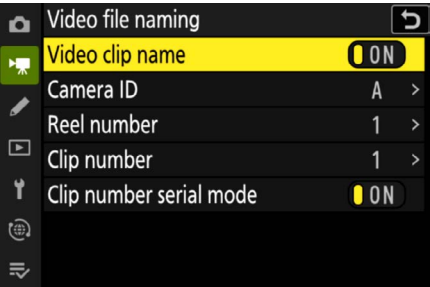
Even after the launch of the camera, we listened carefully to requests from customers around the world, endeavoring to improve the convenience and value of the customer experience. We implemented a firmware update (Ver. 1.10) in January 2026, only three months after the launch of the Nikon ZR, responding promptly to customer feedback. The update extended video recording time, added support for wired connection of timecode for synchronization for video and audio, as well as accurate synchronization between multiple cameras, and added video-specific file name settings to avoid duplicate video file names. In adding these new functions, we revised the operation flow and settings screen layout to ensure intuitive usability in production locations. As a result of the update, we confirmed that users gained practical benefits, including improved editing efficiency in multi-unit operations and reduced file management burden in post-production.



Nikon ZR



ZR Screen



Example of Camera Menu Providing Video-Specific File Name Settings

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### Website Accessibility Considerations

Nikon has established guidelines that define accessibility standards and compliance requirements for websites. We seek to create digital environments accessible to all, including people with disabilities and the elderly. Specifically, our goal is to conform to the Web Content Accessibility Guidelines (WCAG) recommended by the World Wide Web Consortium (W3C). We strive to improve the basic accessibility of our various websites in a planned manner through appropriate page structure, contrast, and alternate text.

Nikon will continue efforts to provide richer experiential value through websites that offer fairness, security, and ease of use for all.

### Service Improvement Initiatives [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 2026, the business has established 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. The business also strives 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 staff visiting each service provider individually to hold technical seminars.

### Internal Education

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 direct customer feedback at the Nikon Head Office and share this information globally.

### Enhanced Customer Support

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 using specialized tools, as well as cleaning services.

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 (%)

|                       | FY2021 | FY2022 | FY2023 | FY2024 | FY2025 |
|-----------------------|--------|--------|--------|--------|--------|
| Customer satisfaction | 86.9   | 88.4   | 87.0   | 88.7   | 88.6   |

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

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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.

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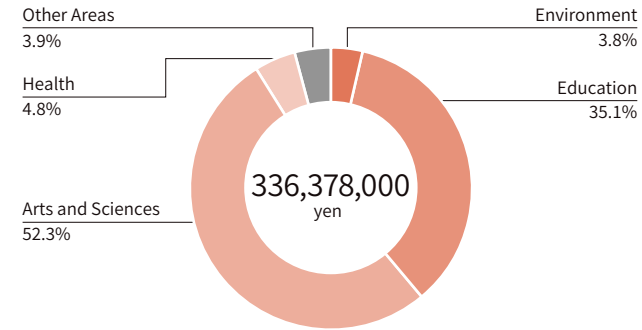
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Nikon engages in corporate citizenship activities, pursuing sustainability through all Group companies. The Sustainability Committee is the entity that drives our sustainability promotion structure. We implement an annual survey on the Nikon Group 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 2025)



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 2025) | 3,422 |
|---------------------------------------|-------|



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Basic Approach

Based on our Corporate Philosophy, the Nikon Group will conduct operations in a highly transparent manner in order to fulfill our 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.

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.

History of Enhancing Corporate Governance

|                                                       |                                              | - FY3/2022                                                                                                                                                                                  | FY3/2023                                                        | FY3/2024                                                                                                 | FY3/2025                                           | FY3/2026          | FY3/2027                                                                                             |
|-------------------------------------------------------|----------------------------------------------|---------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|-----------------------------------------------------------------|----------------------------------------------------------------------------------------------------------|----------------------------------------------------|-------------------|------------------------------------------------------------------------------------------------------|
| Increasing Board of Directors' diversity              | % of external directors                      | 45% (5 out of 11) <sup>*1</sup>                                                                                                                                                             | 45% (5 out of 11)                                               | 50% (6 out of 12)                                                                                        | 55% (6 out of 11)                                  | 55% (6 out of 11) | 55% (6 out of 11)                                                                                    |
|                                                       | o/w % of those from major shareholders, etc. | 40% (2 out of 5) <sup>*1</sup>                                                                                                                                                              | 0%                                                              | 0%                                                                                                       | 0%                                                 | 0%                | 0%                                                                                                   |
|                                                       | % of female directors                        | 9% (1 out of 11) <sup>*1</sup>                                                                                                                                                              | 9% (1 out of 11)                                                | 17% (2 out of 12)                                                                                        | 18% (2 out of 11)                                  | 18% (2 out of 11) | 18% (2 out of 11)                                                                                    |
| Improving the effectiveness of the Board of Directors | Chairman of the Board                        | FY3/2020<br>●Separation from the position of officer<br>FY3/2021<br>●Separation from the representative director (strengthening of supervisory function over management)                    |                                                                 |                                                                                                          |                                                    |                   |                                                                                                      |
|                                                       | Nominating Committee                         | FY3/2020<br>●Established (Chair: External director)                                                                                                                                         |                                                                 |                                                                                                          |                                                    |                   |                                                                                                      |
|                                                       | Compensation Committee                       | FY3/2004<br>●Established<br>FY3/2020<br>●Changed chair to an external director                                                                                                              |                                                                 |                                                                                                          | ●Majority of members 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            | FY3/2020<br>●Formulation of the plan<br>FY3/2021<br>●Commencement of implementation<br>FY3/2022<br>●Full-scale implementation                                                               |                                                                 | ●President was selected for the first time since the establishment of Nominating Committee <sup>*2</sup> |                                                    |                   |                                                                                                      |
| Compensation                                          | Performance-based stock remuneration         | FY3/2020<br>●Resumption of officer compensation system linked to the Medium-Term Management Plan                                                                                            | ●Determined KPIs based on 2022-2025 Medium-Term Management Plan |                                                                                                          |                                                    |                   | ●Revised officer remuneration and determined KPIs based on the 2026-2030 Medium-Term Management Plan |

<sup>\*1</sup> Composition of the board of directors as of FY3/2022 <sup>\*2</sup> The change of president was in April 2024

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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 the delegation of authority. In addition, we recognize the importance of identifying, evaluating, and managing risks that may have a significant impact on corporate management and business continuity. Based on 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.010

Risk Management and Compliance Committee ▶ p.108

- Web
- ▶ Corporate Governance Organization
  - ▶ Internal Control System
  - ▶ Basic Policy on Internal Control System
  - ▶ General 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.

- Web
- ▶ Corporate Governance Organization

Main Initiatives

Evaluation of the Board of Directors' Effectiveness

Nikon asks a third-party organization to analyze and evaluate the effectiveness of our Board of Directors in order to further improve our functions. See the Nikon corporate website for more on issues raised during the fiscal year 2025 evaluation and future responses.

- Web
- ▶ Evaluation of the Board of Directors' Effectiveness

Independent External Directors' Meeting

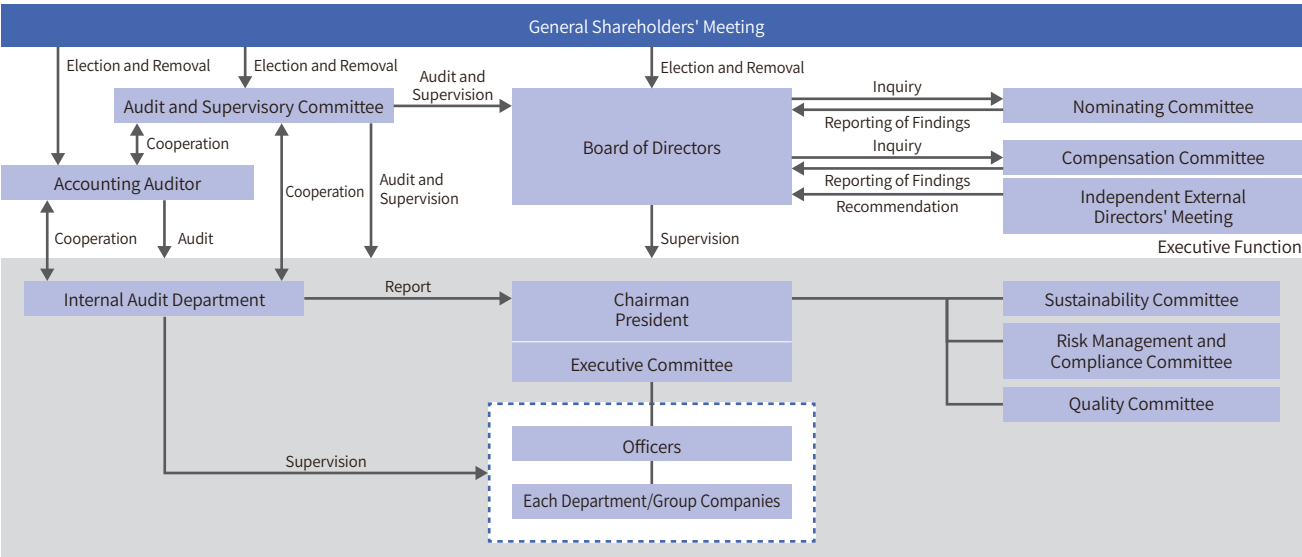
The Company established the Independent External Directors' Meeting in October 2022. The meeting membership consists of all of the Company's external directors, and serves as an opportunity for the members to freely exchange opinions and have discussions from an independent and objective standpoint about 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.

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 dialogue 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

● Nikon's Corporate Governance Organization (As of June 27, 2026)



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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.

Details on Corporate Governance

Refer to our website for more information on corporate governance.



▶ Corporate Governance

● Fiscal Year 2024 Tax Payments by Region (million yen)

| Region      | Tax payment |
|-------------|-------------|
| Japan       | 2,938       |
| USA         | (84)        |
| Europe      | 2,523       |
| China       | 673         |
| Other Areas | 2,145       |
| Total       | 8,195       |

\* Results for the fiscal year ended March 2025



▶ Global Tax Policy

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Risk Management

Basic Approach

External risks have increased in recent years due to geopolitical risks, expanding information security threats driven by digital innovation, climate change, and other factors.

Our business environment also faces significant impacts from broader societal and economic conditions, including rising policy interest rates aimed at curbing inflation in various countries, higher tariffs, the weak yen, and major market changes. Failure to respond appropriately to risks arising from these factors 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.

On the other hand, managing risks not only minimizes the impact of issues like fraud or accidents but also supports risk-taking as a means of executing business strategy.

The Nikon Group manages increasingly diverse risks while also addressing internal factors related to those risks, including failure to achieve targets under the Medium-Term Management Plan. In doing so, we accurately identify and prioritize key management risks, avoid and mitigate risks, and pursue appropriate risk-taking. Through these efforts, the Nikon Group supports business development aligned with management strategies while driving sustainable growth and ensuring long-term profitability.

Strategy

The Nikon Group surveys risks identified internally and risks perceived externally to understand the risks facing the Group and identify key risks requiring close attention in business operations (including key strategic risks and key operational risks). Business units and administration departments identify key risks that have a significant impact on their respective operations under the Medium-Term Management Plan and incorporate these risks into their respective targets and measures.

Related Information

Our Consolidated Financial Results contains additional information about business and other risks within analysis of management performance and financial conditions.

 [▶ Annual Securities Report \(in Japanese only\)](#)

Governance

Risk Management and Compliance Committee

To properly respond to risks that might critically impact corporate management, the Nikon Group established the Risk Management and Compliance Committee. The committee is chaired by an officer serving as chief risk management officer (CRO), while the Group Governance & Administration Department and Compliance Department serve as the secretariat and committee members include members of the Executive Committee. The Risk Management and Compliance Committee meets twice a year and strives to build a framework to monitor priority risks and provide prompt support. In April 2026, Nikon also established the Information Security Committee under the Risk Management and Compliance Committee.

- Main Agenda Items at the Risk Management and Compliance Committee Meeting in FY2025
- Strengthened risk management and Group governance
    - Identification of key risks for the next Medium-Term Management Plan and communication of those risks to each unit
    - Identify key unit-level risks and establish countermeasures as part of the development of the next Medium-Term Management Plan
    - Implement measures to strengthen second-line functions at the Head Office and Regional Headquarters
  - Enhanced information security
    - Isolated critical assets and migrated privileged administrators to strong authentication as part of identity protection measures
    - Enhanced product security and establish processes to address regulatory requirements, including the EU Cyber Resilience Act
    - Introduced information security training tools for employees
    - Established security management for critical suppliers

Risk Management Framework

The Nikon Group implements our risk management framework through three lines of defense. These lines consist of business divisions, administration departments, and internal audit divisions, respectively.

The first line consists of departments responsible for conducting business with customers and managing business operations. These departments maintain risk ownership, manage operational risks, and assume responsibility.

The first line identifies risks arising from day-to-day business processes (i.e., internal misconduct, system errors, human error, and external factors), evaluates impact on the business, and determines countermeasures. This line identifies and evaluates risks associated with the development of new products and services and entry into new markets and determines countermeasures in the same manner as for day-to-day operations.

Risk response at this level includes the design and implementation of controls embedded in business processes to maintain risks within acceptable levels. Other risk prevention and mitigation methods include implementing training and procedural manuals.

When risks arise, the first line reports and escalates information appropriately on the status of the risk and control measures to the second line of defense (the Risk Management Department).

The second line identifies and monitors key risks that could threaten the maximization of corporate value and sustainable growth through the Risk Management and Compliance Committee. Each second-line department evaluates the company-wide impact of these risks, as well as the impact on business units, and establishes organizational rules and policies. The second line also monitors compliance with these rules, policies, and external laws and regulations on a continuous basis. Furthermore, the second line supports first-line risk controls and assessments while working to prevent incidents and minimize damage.

The third line of defense conducts audits from a position independent of business execution divisions and objectively

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evaluates the effectiveness of internal controls implemented by the first and second lines. Audit plans are formulated by the third line based on the Group's risk profile using a risk-based approach and covers key areas that include internal controls over financial reporting. Audit activities include verifying business processes, evaluating the effectiveness of controls, making recommendations for improvements, and conducting regular follow-up. The third line also promptly escalates significant unresolved issues and reports audit results and recommendations for improvements directly to the president and the Audit and Supervisory Committee, which oversees audits from the stand point of non-executive directors. While maintaining independence, this line also works with the first and second lines as necessary to confirm the effectiveness of corrective actions.

### Cooperation With Related Committees

While the Risk Management and Compliance 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 2026)

| Committees                               | Principal Risks                                                                                                                               |
|------------------------------------------|-----------------------------------------------------------------------------------------------------------------------------------------------|
| Risk Management 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                                                                                                                                     |
| Information Security Committee*          | Information security, cybersecurity                                                                                                           |

\* Subordinate committee of the Risk Management 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 Management and Compliance Committee determines which issues require stronger action.

Management takes the lead in addressing identified key risks related to company-wide strategies, while each business unit takes the lead in addressing risks related to individual businesses.

Identified key risks represent those that have a continuous, significant impact on management and a medium to high frequency or impact in day-to-day operations.

The Risk Management 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 Management and Compliance Committee. The Risk Management and Compliance Committee then 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. Furthermore, teams that include at least one qualified auditor and that the Internal Audit Department assigns to conduct annual internal audits verify the appropriateness of risk management based on the Global Internal Audit Standards issued by The Institute of Internal Auditors.

We will incorporate responses to identified key risks into the new Medium-Term Management Plan. Based on the measures and progress within relevant departments, we will define policies for the Risk Management and Compliance Committee and strengthen the risk management framework while working to mitigate risks.

## Main Initiatives

### Risk Management Education

Ensuring that each employee maintains appropriate risk literacy and pursues sound risk-taking is essential for companies. The Nikon Group believes that managers and senior employees in particular must maintain strong risk awareness and risk identification and management skills to avoid and mitigate management risks and pursue appropriate risk-taking.

With this belief in mind, the Nikon Group uses the annual Enterprise Risk Assessment Survey, conducted with Nikon department managers and presidents of Group companies in and outside of Japan, as an opportunity to raise awareness and understanding of risks. The Nikon Group also provide all employees with training on individual risk areas, including information security, competition law, foreign exchange and foreign trade laws, personal information protection laws, the Code of Conduct, insider trading regulations, and corporate tax calculations and tax compliance. We also incorporate compliance seminars for executives. In addition, the Nikon Group organizes regulations applicable to Nikon and Group companies, enters into management agreements to ensure compliance, and shares educational materials on our portal site to deepen understanding among responsible personnel.

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## BCM\* Activities Measures

The Nikon Group establishes BCM\* implementation guidelines and initial response manuals in preparation for large-scale disasters, infectious disease outbreaks, and other emergencies. We review these guidelines regularly.

We also review coordination systems among business units, plants, and subsidiaries on an ongoing basis to strengthen initial response and recovery capabilities during emergencies.

\* 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.  
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.

## Responding to Emerging Risks

The Nikon Group works to prevent incidents and minimize damage through early detection, analysis, evaluation, and response to emerging risks that newly arise or rapidly increase in importance due to rapid environmental changes as part of our risk management activities.

### Emerging Risk: Cybersecurity

Risks arising from cyberattacks are escalating due to the malicious use of AI, increasingly sophisticated automated attacks, and the expansion of connected products and supply chains. Against this backdrop, the Nikon Group faces an urgent need to strengthen our security response system, while our key customers also demand stronger security measures with clearly defined accountability. In addition, Nikon products now require stronger security measures in response to tighter European regulations, creating an emerging risk driven by external factors that traditional operations alone cannot adequately control.

Failure to implement appropriate countermeasures against this risk could result in the following impacts.

- Lower revenues and higher costs resulting from production

shutdowns, as well as delivery delays and recovery expenses caused by IT/OT disruptions

- Loss of market share resulting from fewer orders and contract cancellations caused by confidential information leaks and loss of trust
- Increased penalty and litigation risks, product modification costs, and system enhancement costs resulting from regulatory violations

The Nikon Group strengthens measures in the following three areas to address these risks.

- Strengthening company-wide controls and resilience: Establish a global management system and prepare for business interruption risks
- Establishing reliable defenses and strengthening supplier management: Transition to new connectivity frameworks, ensure product reliability, and strengthen supplier management
- Improving operational efficiency and expanding workforce capabilities: Sharpen AI-driven defenses and strengthen human risk assessment capabilities

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Basic Approach

At the Nikon Group, we believe that our information assets are the foundation of our corporate activities, and we treat information assets in accordance with the Nikon Group Information Security Policy. We have established several internal rules based on this policy and pursue information management that complies with the laws and regulations of each country and region. These rules and regulations are always available to employees via the corporate intranet portal. We continue to improve the level of operation through periodic education and compliance status checks.



▶ 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

The Nikon Group engages in systematic information security measures and information asset management to ensure business continuity and to enhance the trust of society. In the short-to-medium term, we intend to improve governance and cyber resilience incorporating zero-trust thinking, in addition to enhancing risk response and global security structure in connection with the use of AI. Over the long term, we will pursue preemptive risk management and the establishment of a security culture throughout the company. In this way, we aim to establish a company-wide risk management system that supports sustainable improvements in enterprise value.

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 heads 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 Management 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 has created a security risk map that assesses the frequency and impact of risks. In connection with this map, we develop plans and implement response measures according to priority. We evaluate the effectiveness of these measures at the Information Security meetings, after which we incorporate the evaluation results in measures for the next fiscal year and beyond. In this way, we strengthen and improve the risk management process on an ongoing basis. Through these efforts, we identify risks systematically throughout the Group and improve security controls across the organization.

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## Main Initiatives

### Response to Information Security Incidents

The Nikon Group clearly defines information security incidents under the Nikon Group Information Management Rules. These regulations require the reporting of incidents from the department impacted to the Information Security Department. The Information Security Department works with relevant divisions to unify procedures from initial response to containment, impact assessment, and recovery, striving to minimize damage and impact, while resuming business operations promptly. Serious cases are promptly escalated to the responsible officer (CISO) for systematic decision-making and response.

In fiscal year 2025, we conducted an incident response drill with relevant divisions to confirm the effectiveness of our response procedures and communication system.

We have noted no serious information security incidents involving fines or compensation payments over the past three years.

### 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 of information security and improve skills related to information security management. Beyond information management policies and rules, educational programs are designed to teach risk recognition and response methods based on actual case studies.

In addition, the Nikon Group Information Security Handbook, an educational document that provides easy-to-understand explanations of internal rules and the latest policies, is published on the portal site for all employees to refer to at any time. In this way, we make sure that every employee understands the importance of information asset management and complies with the rules based on a high level of awareness.

In fiscal year 2025, we started to roll out the information security education platform introduced to the Nikon Group in Japan in fiscal year 2024 to Group companies outside Japan, and began regular global e-learning education.

### Information Security Audit

The Nikon Group periodically conducts internal audits pursuant to the Nikon Group Information Management Rules to confirm the appropriate implementation of information security measures.

In fiscal year 2025, we conducted written audits of all Group companies and divisions in Japan, as well as on-site audits of selected divisions based on key focus areas. We found no major nonconformities as a result of the audits.

In fiscal year 2026, we continue to conduct audits of key focus areas and verify the operational status of measures to ensure ongoing improvement throughout the Group.

### 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. We conduct a questionnaire-based survey on the status of compliance with the Nikon Group Personal Data Processing Rules roughly once a year.

In addition, the Compliance Department oversees matters related to personal information and manages risk related to privacy and personal information for 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

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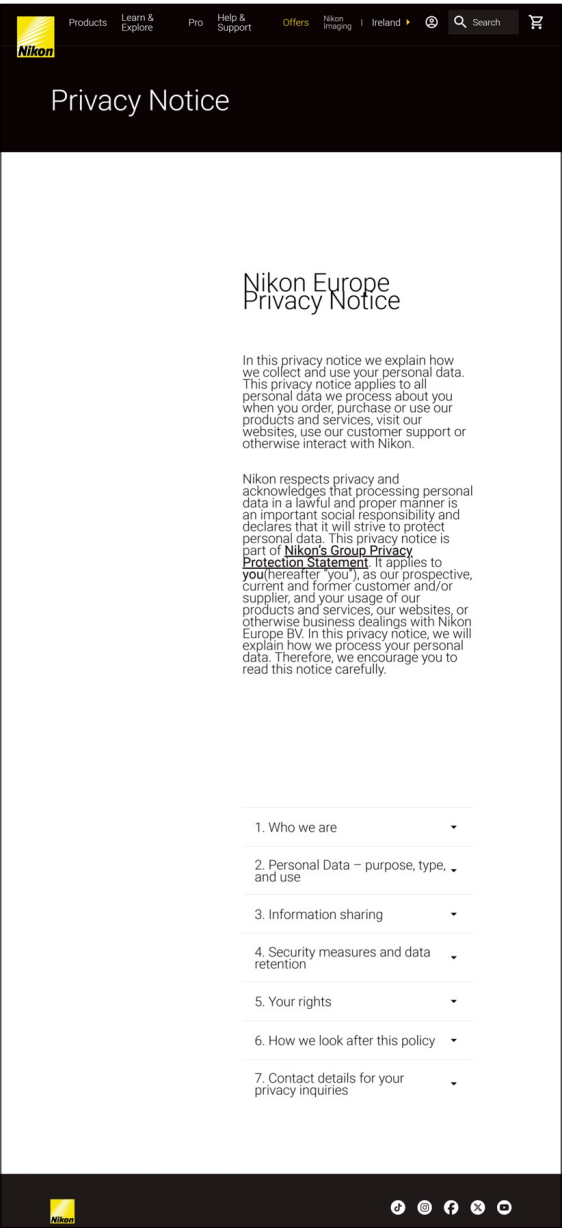
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Privacy Notice of Nikon Europe B.V. in accordance with the EU General Data Protection Regulation (GDPR) (excerpt)

## 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 2026, 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

The Nikon Group has established a comprehensive security system to improve cyber resilience to minimize the impact on business. Infrastructure protection promotes advanced governance through a combination of perimeter protection and zero-trust thinking. In addition, we visualize public assets at all locations as part of external surface threat management, and continuously monitor and correct misconfigurations in the cloud environment to prevent information leaks.

Furthermore, we continue to strengthen the process of ensuring safety from the early stages of development through detailed security by design in our products and services.

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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.

▶ Nikon Code of Conduct

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.

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

Risk Management and Compliance Committee

The Nikon Group merged our Risk Management Committee and Compliance Committee into the Risk Management and Compliance Committee in April 2025. This merge enabled us to establish a system through which we can deliberate compliance risks as part of company-wide risk management. The committee is chaired by an officer serving as CRO (Chief Risk Management Officer). The committee deliberates and decides on measures related to key issues in compliance.

Risk Management and Compliance Committee ▶ p.108

- Main Agenda Items of the Risk Management and Compliance Committee (Compliance Part)

•Report of activities

•Compliance and disciplinary incidents

•Policy for future activities, and other topics

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 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.

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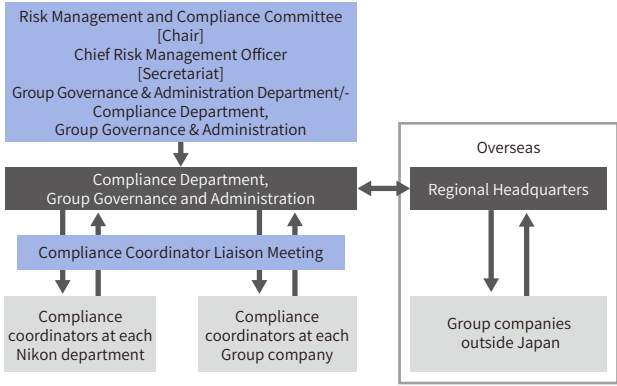
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● Compliance Promotion Structure Diagram (As of April 1, 2026)



Risk Management

We identify and understand compliance-related risks based on employee awareness surveys and issues revealed through our reporting and consultation system, as well as the necessity for improvement and the status of operations. Starting in fiscal year 2025, the Nikon Group also began conducting risk assessments related to laws and regulations as part of Group-wide risk management initiatives. The Risk Management and Compliance Committee receives reports on these risks, and the committee secretariat works with relevant divisions to strengthen countermeasures, identify issues requiring close attention, and develop corrective actions. The secretariat also monitors these risks on a continuous basis to mitigate risks across the organization.

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.

Main 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 2025, we displayed posters to inform employees and spread understanding within the company.

 [▶ 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 consulting system for the Nikon Group in Japan (including non-consolidated Group companies). The Code of Conduct Hotline has both 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 2025, the Nikon Group as a whole received 201 reports through the reporting and consulting system. Cases related to employment, labor, and work environment were the most reported, with a total of 183 reports. Of these reports, 62 were related to discrimination and harassment. We received one report related to a conflict of interest and no reports related to insider trading.

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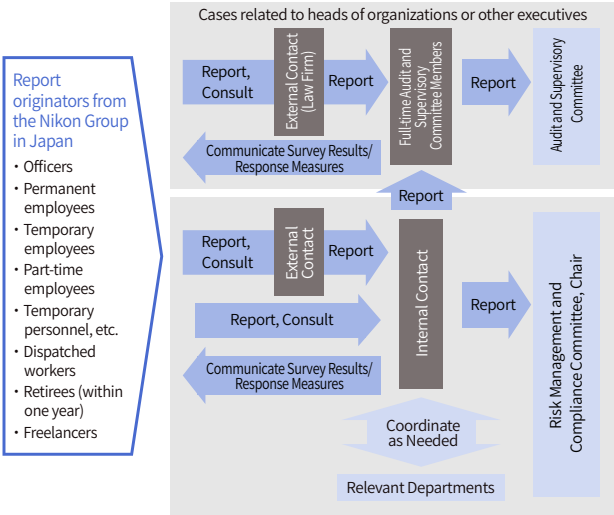
Risk Management

Information Security and Cybersecurity

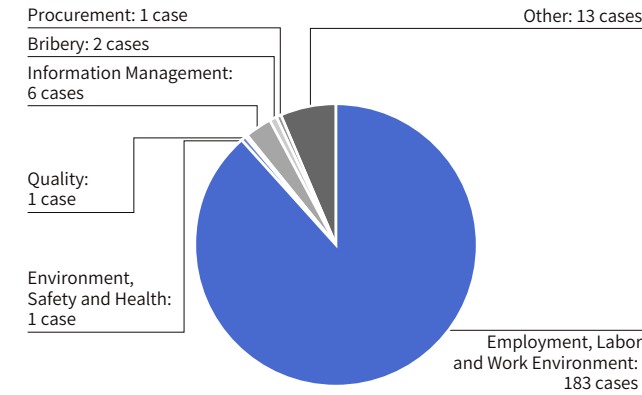
Thorough Compliance

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



● Fiscal Year 2025 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 2026 meeting of the Risk Management and 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 2025, employees in Japan received training on various topics, including integrity and preventing power harassment, through compliance coordinators in each department and Group company. At Group companies outside Japan, Regional Headquarters take the lead in continuously implementing activities to train and raise awareness of the Code of Conduct.

● Fiscal Year 2025 Code of Conduct training results for all Nikon Group directors, officers, and employees: Participation rate: 94% (conducted through e-learning and other formats for approximately 26,000 employees)

Global Awareness Survey (Monitoring)

Nikon and Group companies conduct awareness surveys once a year for employees in and outside Japan. The survey enables the Nikon Group to assess the status of compliance awareness, the level of employee confidence in the reporting and consulting system, and the current adoption of Code of Conduct training, and leverage the survey results to improve our promotional activities.

We conducted a global awareness survey in fiscal year 2025 and reported the results to the Risk Management and Compliance Committee. We relayed survey results to each Nikon department and Group company and work to encourage awareness and address identified issues.

Looking ahead, the Nikon Group plans to use awareness surveys 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 formulates their own Anti-Bribery Guidelines under the direction of the Compliance Department. These guidelines reflect regional characteristics and summarize the business practices, precautions, and procedures necessary to comply with the policy regarding entertainment, gifts, donations, and other activities.

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

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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 communicate anti-bribery procedures, provide training, and verify implementation status.

The Nikon Group recorded no violations of anti-bribery laws or regulations and received no convictions in fiscal year 2025.



► 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 2025, 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.

**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 2025, we took serious disciplinary action in two cases based on misconduct in the Nikon Group. One case involved illegal conduct in an employee's private life (one individual involved). Another involved disciplinary action at a Group company in Japan for the fraudulent receipt of funds based on false reporting (one individual involved and one supervisor). There were no cases of serious disciplinary actions related to discrimination or harassment.

Nikon continually provides education for employees through our newsletters, e-learning, and other means to prevent the recurrence of misconduct.



**NIKON CORPORATION**

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# Data Index

## NIKON SUSTAINABILITY REPORT 2026

ニコン サステナビリティ報告書2026 データ集

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### Boundaries

Nikon Group (Nikon Corporation and all Nikon consolidated subsidiaries (82 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 under “Data classification and ISO 14001 Certification Status.” Other boundaries are specified in the relevant sections.
3. 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.
4. 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 has received third-party assurance to enhance credibility (relevant data is 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(82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-02 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「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。
- ※4 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)。

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Data on Environment Section / 「環境」に関するデータ

Data Classification and ISO 14001 Certification Status (Fiscal Year 2025)  
データ区分と ISO 14001取得状況 (2025年度)

| Data classification<br>データ区分                                              | Company<br>会社名                                      | ISO 14001 certification status<br>ISO 14001取得状況 |
|---------------------------------------------------------------------------|-----------------------------------------------------|-------------------------------------------------|
| Nikon<br>ニコン                                                              | Nikon Corporation / ニコン                             | ○                                               |
|                                                                           | 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 CeLL innovation Co., Ltd. / ニコン・セル・イノベーション    | ＊1                                              |
| Group manufacturing companies in Japan<br>国内グループ生産会社                      | Nikon Imaging Japan Inc. / ニコンイメージングジャパン            | ○                                               |
|                                                                           | Nikon Vision Co., Ltd. / ニコンビジョン                    | ○                                               |
|                                                                           | Nikon Tec Corporation / ニコンテック                      | ○                                               |
|                                                                           | 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 Engineering Co., Ltd. / ニコンエンジニアリング           | ○                                               |
|                                                                           | Nikon Product Support Corporation / ニコンプロダクトサポート    | ＊1                                              |
|                                                                           | Nikon Solutions Co., Ltd. / ニコンソリューションズ             | ○                                               |
| Group non-manufacturing companies in Japan<br>国内グループ非生産会社                 | Optos, Inc.                                         | ○                                               |
|                                                                           | Nikon X-Tek Systems Ltd.                            | ○                                               |
|                                                                           | Optos Plc                                           | ○                                               |
|                                                                           | Nikon SLM Solutions AG                              | ○                                               |
|                                                                           | Nikon (Thailand) Co., Ltd.                          | ○                                               |
|                                                                           | Hikari Glass (Changzhou) Optics Co., Ltd.           | ○                                               |
|                                                                           | Nikon Lao Co., Ltd.                                 | ○                                               |
|                                                                           | Nanjing Nikon Jiangnan Optical Instrument Co., Ltd. | ○                                               |
| Group manufacturing companies outside Japan<br>海外グループ生産会社                 |                                                     |                                                 |
| Group non-manufacturing companies outside Japan, etc.<br>海外グループ非生産会社など ＊2 |                                                     |                                                 |
|                                                                           |                                                     |                                                 |
|                                                                           |                                                     |                                                 |
|                                                                           |                                                     |                                                 |
|                                                                           |                                                     |                                                 |
|                                                                           |                                                     |                                                 |
|                                                                           |                                                     |                                                 |
|                                                                           |                                                     |                                                 |
|                                                                           | 49 companies<br>49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 joined in Nikon Group in fiscal year 2023, data for previous years is not included.  
＊1 Introduced the Nikon Simplified EMS.  
＊2 Three Group non-manufacturing companies in Japan that have very minimal environmental impact and have not obtained ISO 14001 are included. Eleven companies such as private funds and companies in the process of liquidation 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など11社は除く。

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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 2025)  
★: 第三者保証を受けている数値 (2025年度のみ)

Unit: t-CO<sub>2</sub>e / 単位: t-CO<sub>2</sub>e

| Data classification<br>データ区分     | Company<br>会社名                                                                                                | FY2021<br>2021年度 | FY2022<br>2022年度 | FY2023<br>2023年度 | FY2024<br>2024年度 | FY2025<br>2025年度 |
|----------------------------------|---------------------------------------------------------------------------------------------------------------|------------------|------------------|------------------|------------------|------------------|
| Scope 1                          | Nikon, Group companies in Japan, Group manufacturing companies outside Japan ★<br>ニコン, 国内グループ会社, 海外グループ生産会社 ★ | 33,027           | 33,056           | 28,311           | 23,352           | 20,798           |
|                                  | Group non-manufacturing companies outside Japan, etc.<br>海外グループ非生産会社など                                        | 1,709            | 1,612            | 1,646            | 1,652            | 795              |
|                                  | Total<br>合計                                                                                                   | 34,736           | 34,668           | 29,957           | 25,004           | 21,592           |
| Scope 2 Location-based/ ロケーション基準 | Nikon, Group companies in Japan, Group manufacturing companies outside Japan<br>ニコン, 国内グループ会社, 海外グループ生産会社     | 159,788          | 166,178          | 173,999          | 175,367          | 164,303          |
|                                  | Group non-manufacturing companies outside Japan, etc.<br>海外グループ非生産会社など                                        | 5,502            | 5,421            | 4,901            | 5,271            | 4,635            |
|                                  | Total<br>合計                                                                                                   | 165,290          | 171,599          | 178,899          | 180,638          | 168,938          |
| Scope 2 Market-based/ マーケット基準    | Nikon, Group companies in Japan, Group manufacturing companies outside Japan ★<br>ニコン, 国内グループ会社, 海外グループ生産会社 ★ | 154,185          | 135,896          | 53,337           | 47,898           | 37,992           |
|                                  | Group non-manufacturing companies outside Japan, etc.<br>海外グループ非生産会社など                                        | 4,165            | 4,303            | 4,058            | 4,027            | 2,587            |
|                                  | Total<br>合計                                                                                                   | 158,350          | 140,199          | 57,395           | 51,924           | 40,579           |

Notes:

1. The following values were used for CO<sub>2</sub> conversion factors.

[Electric power]

- Japan: The CO<sub>2</sub> 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&EU: Residual mix
- US: NERC regional residual mix
- Other countries outside Japan: Individual country factor in International Energy Agency (IEA) factors

[City gas]

- Japan: Values from the 'List of Emission Factors by Gas Supplier' under the Act on Promotion of Global Warming Countermeasures
- UK: Factors from the Report on Greenhouse Gas
- 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. CO<sub>2</sub> 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 number by the emission factors.

3. Data coverage of Scope 1 and 2 for the fiscal year 2025 is 100% on an employee basis.

※1 CO<sub>2</sub> 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」の基礎排出係数
- 英国・EU: 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: 温対法「ガス事業者別排出係数一覧」の値
- 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 CO<sub>2</sub> 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 2025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%。

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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 2025)  
★ : 第三者保証を受けている数値 (2025年度のみ)

| Data classification<br>データ区分 |                                                                                                 | Company<br>会社名                                                                                          | FY2021<br>2021年度 | FY2022<br>2022年度 | FY2023<br>2023年度 | FY2024<br>2024年度 | FY2025<br>2025年度 |
|------------------------------|-------------------------------------------------------------------------------------------------|---------------------------------------------------------------------------------------------------------|------------------|------------------|------------------|------------------|------------------|
| Scope 3                      | 1 Purchased goods and services<br>購入した製品・サービス                                                   | Imaging Products Business, Precision Equipment Business<br>映像・精機事業                                      | 544,185          | 428,226          | 473,023          | 512,461          | 538,082          |
|                              | 2 Capital goods ★<br>資本財 ★                                                                      | Entire Nikon Group<br>ニコングループ全体                                                                         | 60,917           | 76,577           | 144,160          | 236,528          | 94,465           |
|                              | 3 Fuel and energy-related activities not included in Scope 1, 2<br>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<br>ニコン、国内グループ会社、海外グループ生産会社 | 17,412           | 24,934           | 30,642           | 30,789           | 30,146           |
|                              | 4 Upstream transportation and distribution<br>輸送、配送 (上流)                                        | Entire Nikon Group<br>ニコングループ全体                                                                         | 27,532           | 25,411           | 21,266           | 20,947           | 19,460           |
|                              | 5 Waste generated in operations<br>事業から出る廃棄物                                                    | Nikon, Group companies in Japan, Group manufacturing companies outside Japan<br>ニコン、国内グループ会社、海外グループ生産会社 | 1,934            | 2,209            | 2,225            | 2,560            | 2,359            |
|                              | 6 Business travel<br>出張                                                                         | Entire Nikon Group<br>ニコングループ全体                                                                         | 12,341           | 47,742           | 55,211           | 66,707           | 58,987           |
|                              | 7 Employee commuting<br>雇用者の通勤                                                                  | Entire Nikon Group<br>ニコングループ全体                                                                         | 7,672            | 9,283            | 10,177           | 9,633            | 7,442            |
|                              | 8 Upstream leased assets<br>リース資産 (上流)                                                          | Included in Scope 2<br>Scope2に含む                                                                        | —                | —                | —                | —                | —                |
|                              | 9 Downstream transportation and distribution<br>輸送、配送 (下流)                                      | Excluded *1<br>除外 *1                                                                                    | —                | —                | —                | —                | —                |
|                              | 10 Processing of sold products<br>販売した製品の加工                                                     | Excluded *1<br>除外 *1                                                                                    | —                | —                | —                | —                | —                |
|                              | 11 Use of sold products ★<br>販売した製品の使用 ★                                                        | Imaging Products Business, Precision Equipment Business, Healthcare Business<br>映像・精機・ヘルスケア事業           | 108,903          | 100,851          | 117,753          | 110,199          | 90,163           |
|                              | 12 End-of-life treatment of sold products<br>販売した製品の廃棄                                          | Imaging Products Business, Precision Equipment Business<br>映像・精機事業                                      | 1,591            | 1,726            | 1,997            | 1,949            | 2,111            |
|                              | 13 Leased assets (downstream)<br>リース資産 (下流)                                                     | Excluded *1<br>除外 *1                                                                                    | —                | —                | —                | —                | —                |
|                              | 14 Franchises<br>フランチャイズ                                                                        | Out of scope<br>対象外                                                                                     | —                | —                | —                | —                | —                |
|                              | 15 Investments<br>投資                                                                            | Out of scope<br>対象外                                                                                     | —                | —                | —                | —                | —                |
| Total<br>合計                  |                                                                                                 |                                                                                                         | 782,488          | 716,958          | 856,454          | 991,775          | 843,216          |

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.3.6) 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. Starting in fiscal year 2025, intra-period transfers of construction-in-progress will be included in the aggregation to refine the calculation.

5. Category 11 is calculated using the following calculation method for each product category in the Imaging Products Business, Precision Equipment Business, and Healthcare Business. The Healthcare Business began collecting data in 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 due to small emissions and immateriality.

※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. 3.6)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。2025年度より建設仮勘定の期中振替額を集計に反映し、算定を精緻化。

※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。係数は温対法「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 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 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。

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GHG calculation method(1)  
GHG 算出方法(1)

Referenced Guidelines and Standards

GHG Protocol Corporate Standard, GHG Protocol Scope 2 Guidance, and GHG Protocol Scope 3 Standard  
Ministry of the Environment, Japan: *Manual for Calculation and Reporting of Greenhouse Gas Emissions (Ver. 6.1)*  
Ministry of the Environment, Japan: *Basic Guidelines on Accounting for Greenhouse Gas Emissions Throughout the Supply Chain (Ver. 2.8)*

参照しているガイドラインなど

GHG プロトコル コーポレート基準、GHG プロトコル スコープ2ガイダンス、GHG プロトコル スコープ3基準  
環境省「温室効果ガス排出量算定・報告マニュアル (Ver. 6.1)」  
環境省「サプライチェーンを通じた温室効果ガス排出量算定に関する基本ガイドライン (Ver. 2.8)」

| Data classification<br>データ区分 | Calculation method<br>算定方法                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                |
|------------------------------|-------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| Scope 1                      | <ul style="list-style-type: none"><li>Energy-related emissions are calculated by multiplying the amount of heat and fuel consumed at each site (including fuel used for vehicles, etc.) by the applicable CO<sub>2</sub> conversion factors.</li><li>Non-energy-related emissions are calculated by converting greenhouse gas emissions at each site into CO<sub>2</sub> equivalent emissions using the applicable global warming potential (GWP) factors.</li><li>For the conversion factors used, please refer to the notes section of D-04.</li><li>エネルギー起源の排出については、各事業所での熱および燃料（車両等の燃料を含む）の使用量に、CO<sub>2</sub>換算係数を乗じて算出</li><li>非エネルギー起源の排出については、各事業所での温室効果ガスの排出量に、地球温暖化係数を乗じてCO<sub>2</sub>量に換算</li><li>係数についてはD-04の備考欄参照</li></ul> |
| Scope2                       | <ul style="list-style-type: none"><li>Emissions are calculated by multiplying the amount of electricity and other energy consumed at each site by the applicable CO<sub>2</sub> conversion factors.</li><li>For the conversion factors used, please refer to the notes section of D-04.</li><li>各事業所での電力等の使用量に、CO<sub>2</sub>換算係数を乗じて算出</li><li>係数についてはD-04の備考欄参照</li></ul>                                                                                                                                                                                                                                                                                                                                                               |

| Data classification<br>データ区分 |                                                                                                 | Calculation method<br>算定方法                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                        |
|------------------------------|-------------------------------------------------------------------------------------------------|-----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| Scope3                       | 1 Purchased goods and services<br>購入した製品・サービス                                                   | Calculated by multiplying the purchased weight or purchase amount of materials and components used in sold products by the emission factors per unit weight or per unit amount. Emission factors are based on the Carbon Footprint Communication Program Basic Database, IDEA v2.3, and the Emissions Unit Database (Ver. 3.6) for calculating an organization's greenhouse gas emissions through the supply chain.<br>販売した製品を構成する材料、部品の購入重量または購入金額に、重量または金額当たりの排出原単位を乗じて算出。排出原単位は、カーボンフットプリントコミュニケーションプログラム 基本データベース、IDEA v2.3、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. 3.6) の排出原単位を使用                                   |
|                              | 2 Capital goods<br>資本財                                                                          | Calculated by multiplying expenditures for purchased capital goods by the emission factors provided in the Emissions Unit Database (Ver. 3.6) for calculating an organization's greenhouse gas emissions through the supply chain. Adjustments related to construction in progress are applied to significant capital investments. Starting in fiscal year 2025, intra-period transfers of construction-in-progress will be included in the aggregation to refine the calculation.<br>購入した資本財の支出額に、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. 3.6) の排出原単位を乗じて算出。建設仮勘定に係る調整は重要な設備投資を対象に実施。2025年度より建設仮勘定の期中振替額を集計に反映し、算定を精緻化。 |
|                              | 3 Fuel and energy-related activities not included in Scope 1, 2<br>Scope1、2に含まれない燃料およびエネルギー関連活動 | Calculated by multiplying the amount of energy consumed at each site by the applicable emission factors for each energy type. Emission factors are based on IDEA v2.3 and the Emissions Unit Database (Ver. 3.6) for calculating an organization's greenhouse gas emissions through the supply chain.<br>各拠点で使用したエネルギー使用量に種別ごとの排出原単位を乗じて算出。排出原単位はIDEA v2.3、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. 3.6) を使用                                                                                                                                                                                                              |
|                              | 4 Upstream transportation and distribution<br>輸送、配送(上流)                                         | Calculated by multiplying cargo weight by transportation distance and then applying the emission factors corresponding to each mode of transportation. 貨物重量に輸送距離を乗じ、その値に輸送手段別の排出原単位を乗じて算定                                                                                                                                                                                                                                                                                                                                                                                                                                         |

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GHG calculation method(2)  
GHG 算出方法(2)

| Data classification<br>データ区分 |                                                              | Calculation method<br>算定方法                                                                                                                                                                                                                                                                                                                                                                   |
|------------------------------|--------------------------------------------------------------|----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| Scope3                       | 5<br>Waste generated in operations<br>事業から出る廃棄物              | Calculated by multiplying the amount of waste generated at each site by waste type-specific emission factors from the Emissions Unit Database (Ver. 3.6) for calculating an organization's greenhouse gas emissions through the supply chain.<br>各拠点で発生した廃棄物量の種類別に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. 3.6)の排出原単位を乗じて算出                                                           |
|                              | 6<br>Business travel<br>出張                                   | Calculated by multiplying transportation expenses for each mode of travel by the emission factors provided in the Emissions Unit Database (Ver. 3.6) for calculating an organization's greenhouse gas emissions through the supply chain.<br>移動手段ごとの交通費に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. 3.6)の排出原単位を乗じて算出                                                                     |
|                              | 7<br>Employee commuting<br>雇用者の通勤                            | Calculated by multiplying the number of employees and annual operating days categorized by city size and work arrangement by the emission factor provided in the Emissions Unit Database (Ver. 3.6) for calculating an organization's greenhouse gas emissions through the supply chain.<br>都市規模および勤務形態別に分類された従業員数および年間稼働日数に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. 3.6)の排出原単位を乗じて算出 |
|                              | 8<br>Upstream leased assets<br>リース資産(上流)                     | Included in Scope 1 and 2.<br>Scope1、2に含む                                                                                                                                                                                                                                                                                                                                                    |
|                              | 9<br>Downstream transportation and distribution<br>輸送、配送(下流) | Excluded due to small emissions and immateriality.<br>少量のため除外                                                                                                                                                                                                                                                                                                                                |
|                              | 10<br>Processing of sold products<br>販売した製品の加工               | Excluded due to small emissions and immateriality.<br>少量のため除外                                                                                                                                                                                                                                                                                                                                |

| Data classification<br>データ区分 |                                                           | Calculation method<br>算定方法                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                               |
|------------------------------|-----------------------------------------------------------|--------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| Scope3                       | 11<br>Use of sold products<br>販売した製品の使用                   | Calculated by the following calculation method. 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.<br>・ Imaging Products Business: Number of frames taken during a lifetime × Electricity consumption per frame of representative model × Number of products sold<br>・ Precision Equipment Business and Healthcare Business: Electricity consumption of representative models × Annual operating time × Useful life × Number of units sold<br>製品カテゴリ毎に以下の算出方法で算出。排出係数は温対法「電気事業者別排出係数」の代替値を使用<br>・ 映像事業：生涯撮影コマ数×代表機種の1コマ当たり電力使用量×販売台数<br>・ 精機事業・ヘルスケア事業：代表機種の電力使用量×年間稼働時間×耐用年数×販売台数 |
|                              | 12<br>End-of-life treatment of sold products<br>販売した製品の廃棄 | Calculated by multiplying the weight of materials used in sold products by the treatment method-specific emission factors provided in the Emissions Unit Database (Ver. 3.6) for calculating an organization's greenhouse gas emissions through the supply chain.<br>販売した製品を構成する部材の重量に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. 3.6)の処理方法別の排出原単位を乗じて算定                                                                                                                                                                                                                                                                                                                                                             |
|                              | 13<br>(downstream)<br>Leased assets<br>リース資産(下流)          | Excluded due to small emissions and immateriality.<br>少量のため除外                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                            |
|                              | 14<br>Franchises<br>フランチャイズ                               | Out of scope.<br>対象外                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                     |
|                              | 15<br>Investments<br>投資                                   | Out of scope.<br>対象外                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                     |

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Energy Consumption ★  
エネルギー使用量 ★

★: Values assured by the third party (only for fiscal year 2025)  
★: 第三者保証を受けている数値 (2025年度のみ)

|                                      |                                         |                                                          | FY2021<br>2021年度 | FY2022<br>2022年度                              | FY2023<br>2023年度 | FY2024<br>2024年度 | FY2025<br>2025年度 | Unit<br>単位 |
|--------------------------------------|-----------------------------------------|----------------------------------------------------------|------------------|-----------------------------------------------|------------------|------------------|------------------|------------|
| Renewable energy<br>再生可能エネルギー        | Electricity<br>電力                       | Nikon Group in Japan / 国内ニコングループ                         | 18,305           | 67,000                                        | 147,568          | 154,302          | 166,470          | MWh        |
|                                      |                                         | Group manufacturing companies outside Japan / 海外グループ生産会社 | 6,032            | 13,115                                        | 119,797          | 125,097          | 127,051          |            |
|                                      | Cold water and steam<br>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                |            |
| Non-renewable energy<br>非再生可能エネルギー   | Electricity<br>電力                       | Nikon Group in Japan / 国内ニコングループ                         | 219,003          | 180,029                                       | 100,174          | 96,419           | 79,804           | MWh        |
|                                      |                                         | Group manufacturing companies outside Japan / 海外グループ生産会社 | 109,384          | 105,835                                       | 12,108           | 11,995           | 4,938            |            |
|                                      | City gas<br>都市ガス                        | Nikon Group in Japan / 国内ニコングループ                         | 4,528            | 3,782                                         | 4,076            | 4,196            | 3,913            | 1,000 Nm³  |
|                                      |                                         | Group manufacturing companies outside Japan / 海外グループ生産会社 | 102              | 75                                            | 211              | 187              | 215              |            |
|                                      | Liquefied petroleum gas (LPG)<br>液化石油ガス | Nikon Group in Japan / 国内ニコングループ                         | 2,130            | 2,069                                         | 1,875            | 1,731            | 2,211            | t          |
|                                      |                                         | Group manufacturing companies outside Japan / 海外グループ生産会社 | 228              | 225                                           | 223              | 225              | 223              |            |
|                                      | Compressed natural gas (CNG)<br>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 m³   |
|                                      |                                         | Group manufacturing companies outside Japan / 海外グループ生産会社 | 0                | 0                                             | 0                | 0                | 0                |            |
|                                      | Hydrogen gas<br>水素ガス                    | Nikon Group in Japan / 国内ニコングループ                         | 0                | 0                                             | 0.264            | 0.155            | 0.143            | t          |
|                                      |                                         | Group manufacturing companies outside Japan / 海外グループ生産会社 | 0                | 0                                             | 0                | 0                | 0                |            |
|                                      | Other fuels*1<br>その他燃料*1                | Nikon Group in Japan / 国内ニコングループ                         | 1,196            | 1,253                                         | 1,146            | 1,245            | 493              | kL         |
|                                      |                                         | Group manufacturing companies outside Japan / 海外グループ生産会社 | 730              | 701                                           | 920              | 947              | 905              |            |
|                                      | Cold water and steam<br>冷水・蒸気           | Nikon Group in Japan / 国内ニコングループ                         | 8,084            | 9,005                                         | 9,748            | 5,905            | 0                | 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<br>総使用量*2 |                                         | Nikon Group in Japan / 国内ニコングループ                         | 2,690            | 2,753                                         | 2,760            | 2,496            | 2,431            | TJ         |
|                                      |                                         | Group manufacturing companies outside Japan / 海外グループ生産会社 | 1,195            | 1,226                                         | 1,370            | 1,240            | 1,195            |            |
|                                      |                                         |                                                          |                  | Energy consumption per unit of sales / 売上高原単位 | 7.20             | 6.34             | 5.76             | 5.22       |

\*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

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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 2025)  
★: 第三者保証を受けている数値 (2025年度のみ)

|                                                   |                                                                                                | Unit: MWh / 単位: MWh |                  |                  |                  |                  |
|---------------------------------------------------|------------------------------------------------------------------------------------------------|---------------------|------------------|------------------|------------------|------------------|
|                                                   |                                                                                                | FY2021<br>2021年度    | FY2022<br>2022年度 | FY2023<br>2023年度 | FY2024<br>2024年度 | FY2025<br>2025年度 |
| Non-renewable energy consumption<br>非再生可能エネルギー使用量 | Nikon Group in Japan, Group manufacturing companies outside Japan ★<br>国内ニコングループ, 海外グループ生産会社 ★ | 442,417             | 389,928          | 220,320          | 215,621          | 185,234          |
|                                                   | Group non-manufacturing companies outside Japan, etc.<br>海外グループ非生産会社など                         | 18,928              | 17,596           | 16,332           | 18,632           | 13,104           |
|                                                   | Total<br>合計                                                                                    | 461,345             | 407,524          | 236,652          | 234,253          | 198,338          |
| Renewable energy consumption<br>再生可能エネルギー使用量      | Nikon Group in Japan, Group manufacturing companies outside Japan ★<br>国内ニコングループ, 海外グループ生産会社 ★ | 24,337              | 80,116           | 267,365          | 279,399          | 293,521          |
|                                                   | Group non-manufacturing companies outside Japan, etc.<br>海外グループ非生産会社など                         | 4,266               | 4,533            | 4,273            | 3,957            | 3,474            |
|                                                   | Total<br>合計                                                                                    | 28,603              | 84,648           | 271,638          | 283,356          | 296,995          |

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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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 2025)  
★: 第三者保証を受けている数値(2025年度のみ)

Unit: MWh / 単位: MWh

|                                                         |                                                                                                  |                                     | FY2021<br>2021年度 | FY2022<br>2022年度 | FY2023<br>2023年度 | FY2024<br>2024年度 | FY2025<br>2025年度 |
|---------------------------------------------------------|--------------------------------------------------------------------------------------------------|-------------------------------------|------------------|------------------|------------------|------------------|------------------|
| Electricity consumption<br>使用電力量                        | Nikon Group in Japan ★<br>国内ニコングループ ★                                                            |                                     | 237,308          | 247,029          | 247,742          | 250,721          | 246,274          |
|                                                         | Group manufacturing companies outside Japan ★<br>海外グループ生産会社 ★                                    |                                     | 115,416          | 118,950          | 131,905          | 137,092          | 131,988          |
|                                                         | Group non-manufacturing companies outside Japan, etc.<br>海外グループ非生産会社など                           |                                     | 14,041           | 13,418           | 12,307           | 13,399           | 12,204           |
|                                                         | Total<br>合計                                                                                      |                                     | 366,765          | 379,397          | 391,954          | 401,212          | 390,466          |
| Renewable energy consumption<br>再生可能エネルギー使用量            | Nikon Group in Japan, Group manufacturing<br>companies outside Japan ★<br>国内ニコングループ、海外グループ生産会社 ★ | Green Power Plan<br>グリーン電力プラン       | 16,493           | 67,801           | 150,586          | 157,038          | 169,383          |
|                                                         |                                                                                                  | Green Power Certificate<br>グリーン電力証書 | 7,681            | 12,000           | 116,282          | 121,491          | 123,239          |
|                                                         |                                                                                                  | Solar power<br>太陽光発電                | 164              | 314              | 496              | 870              | 898              |
|                                                         |                                                                                                  | Total<br>合計                         | 24,337           | 80,116           | 267,365          | 279,399          | 293,521          |
|                                                         | Group non-manufacturing companies outside<br>Japan, etc.<br>海外グループ非生産会社など                        | Green Power Plan<br>グリーン電力プラン       | 4,239            | 4,401            | 4,143            | 3,832            | 3,199            |
|                                                         |                                                                                                  | Green Power Certificate<br>グリーン電力証書 | 0                | 0                | 0                | 0                | 0                |
|                                                         |                                                                                                  | Solar power<br>太陽光発電                | 27               | 132              | 131              | 125              | 26               |
|                                                         |                                                                                                  | Total<br>合計                         | 4,266            | 4,533            | 4,273            | 3,957            | 3,225            |
| Ratio of renewable energy consumption<br>再生可能エネルギー使用量割合 |                                                                                                  |                                     | 7.8%             | 22.3%            | 69.3%            | 70.6%            | 76.0%            |

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CO<sub>2</sub> Emissions From Energy Consumption ★  
エネルギー起源CO<sub>2</sub> 排出量 ★

★ : Values assured by the third party (only for fiscal year 2025)  
★ : 第三者保証を受けている数値 (2025年度のみ)

|                                                           | FY2021<br>2021年度 | FY2022<br>2022年度 | FY2023<br>2023年度 | FY2024<br>2024年度 | FY2025<br>2025年度 | Unit<br>単位             |
|-----------------------------------------------------------|------------------|------------------|------------------|------------------|------------------|------------------------|
| Nikon Group in Japan<br>国内ニコングループ                         | 118,815          | 101,740          | 64,589           | 58,529           | 51,638           | t-CO <sub>2</sub>      |
| Group manufacturing companies outside Japan<br>海外グループ生産会社 | 56,584           | 54,855           | 10,098           | 10,098           | 5,818            |                        |
| Total<br>合計                                               | 175,399          | 156,594          | 74,687           | 68,628           | 57,456           |                        |
| Emissions per unit of sales<br>売上高原単位                     | 0.33             | 0.25             | 0.10             | 0.10             | 0.08             | t-CO <sub>2</sub> /¥1M |

Notes:

1. The following values were used for CO<sub>2</sub> conversion factors.

[Electric power]

- Japan: The CO<sub>2</sub> 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&EU: Residual mix
- US: NERC regional residual mix
- Other countries outside Japan: Individual country factor in International Energy Agency (IEA) factors

[City gas]

- Japan: Values from the 'List of Emission Factors by Gas Supplier' under the Act on Promotion of Global Warming Countermeasures
- 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. CO<sub>2</sub> 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 number by the emission factors.

※1 CO<sub>2</sub> 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」の基礎排出係数
- 英国・EU: 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: 温対法「ガス事業者別排出係数一覧」の値
- 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 CO<sub>2</sub> 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分を減算し、排出係数を使用して算出。

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Breakdown of Greenhouse Gas Emissions ★  
温室効果ガス排出量内訳 ★

★: Values assured by the third party (only for fiscal year 2025)  
★: 第三者保証を受けている数値(2025年度のみ)

|                                                                                  |                                                          | Unit: t CO <sub>2</sub> e / 単位: t CO <sub>2</sub> e |                  |                  |                  |                  |
|----------------------------------------------------------------------------------|----------------------------------------------------------|-----------------------------------------------------|------------------|------------------|------------------|------------------|
|                                                                                  |                                                          | FY2021<br>2021年度                                    | FY2022<br>2022年度 | FY2023<br>2023年度 | FY2024<br>2024年度 | FY2025<br>2025年度 |
| CO <sub>2</sub> emissions from energy consumption<br>エネルギー起源CO <sub>2</sub>      | Nikon Group in Japan / 国内ニコングループ                         | 118,815                                             | 101,740          | 64,589           | 58,529           | 51,638           |
|                                                                                  | Group manufacturing companies outside Japan / 海外グループ生産会社 | 56,584                                              | 54,855           | 10,098           | 10,098           | 5,818            |
|                                                                                  | Total / 合計                                               | 175,399                                             | 156,594          | 74,687           | 68,628           | 57,456           |
| CO <sub>2</sub> emissions from non-energy consumption<br>非エネルギー起源CO <sub>2</sub> | Nikon Group in Japan / 国内ニコングループ                         | 30                                                  | 30               | 35               | 31               | 32               |
|                                                                                  | Group manufacturing companies outside Japan / 海外グループ生産会社 | 0                                                   | 0                | 0                | 0                | 1                |
|                                                                                  | Total / 合計                                               | 30                                                  | 30               | 35               | 31               | 32               |
| CH <sub>4</sub>                                                                  | Nikon Group in Japan / 国内ニコングループ                         | 90                                                  | 54               | 51               | 57               | 51               |
|                                                                                  | Group manufacturing companies outside Japan / 海外グループ生産会社 | 75                                                  | 75               | 78               | 95               | 96               |
|                                                                                  | Total / 合計                                               | 166                                                 | 129              | 129              | 153              | 147              |
| N <sub>2</sub> O                                                                 | Nikon Group in Japan / 国内ニコングループ                         | 39                                                  | 38               | 28               | 21               | 23               |
|                                                                                  | Group manufacturing companies outside Japan / 海外グループ生産会社 | 24                                                  | 25               | 27               | 35               | 58               |
|                                                                                  | Total / 合計                                               | 63                                                  | 63               | 55               | 56               | 81               |
| HFCs<br>HFC類                                                                     | Nikon Group in Japan / 国内ニコングループ                         | 8,337                                               | 8,722            | 4,902            | 1,722            | 447              |
|                                                                                  | Group manufacturing companies outside Japan / 海外グループ生産会社 | 1,710                                               | 3,284            | 1,165            | 521              | 599              |
|                                                                                  | Total / 合計                                               | 10,046                                              | 12,005           | 6,067            | 2,243            | 1,046            |
| PFCs<br>PFC類                                                                     | Nikon Group in Japan / 国内ニコングループ                         | 1                                                   | 2                | 1                | 4                | 7                |
|                                                                                  | Group manufacturing companies outside Japan / 海外グループ生産会社 | 0                                                   | 0                | 0                | 0                | 0                |
|                                                                                  | Total / 合計                                               | 1                                                   | 2                | 1                | 4                | 7                |
| SF <sub>6</sub>                                                                  | Nikon Group in Japan / 国内ニコングループ                         | 178                                                 | 129              | 674              | 136              | 21               |
|                                                                                  | Group manufacturing companies outside Japan / 海外グループ生産会社 | 0                                                   | 0                | 0                | 0                | 0                |
|                                                                                  | Total / 合計                                               | 178                                                 | 129              | 674              | 136              | 21               |
| NF <sub>3</sub>                                                                  | 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<br>合計                                                                      | Nikon Group in Japan / 国内ニコングループ                         | 127,490                                             | 110,714          | 70,280           | 60,500           | 52,218           |
|                                                                                  | Group manufacturing companies outside Japan / 海外グループ生産会社 | 58,393                                              | 58,239           | 11,368           | 10,750           | 6,572            |
|                                                                                  |                                                          | 185,883                                             | 168,953          | 81,648           | 71,250           | 58,790           |

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CO<sub>2</sub> From Non-Energy Consumption and Other Greenhouse Gas<sup>\*1</sup> Emissions ★  
非エネルギー起源CO<sub>2</sub> およびその他の温室効果ガス<sup>\*1</sup> 排出量 ★

★: Values assured by the third party (only for fiscal year 2025)  
★: 第三者保証を受けている数値(2025年度のみ)

|                                                           | FY2021<br>2021年度 | FY2022<br>2022年度 | FY2023<br>2023年度 | FY2024<br>2024年度 | FY2025<br>2025年度 |
|-----------------------------------------------------------|------------------|------------------|------------------|------------------|------------------|
| Nikon Group in Japan<br>国内ニコングループ                         | 8,675            | 8,974            | 5,691            | 1,971            | 580              |
| Group manufacturing companies outside Japan<br>海外グループ生産会社 | 1,809            | 3,384            | 1,270            | 652              | 754              |
| Total<br>合計                                               | 10,484           | 12,358           | 6,961            | 2,623            | 1,334            |

\*1 CH<sub>4</sub>, N<sub>2</sub>O, HFCs, PFCs, SF<sub>6</sub>, NF<sub>3</sub>

Unit: t CO<sub>2</sub>e / 単位: t CO<sub>2</sub>e  
\*1 CH<sub>4</sub>, N<sub>2</sub>O, HFCs, PFCs, SF<sub>6</sub>, NF<sub>3</sub>

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CO<sub>2</sub> Emissions Reduction Through the Use of Renewable Energy  
再生可能エネルギー活用によるCO<sub>2</sub> 削減効果

★ : Values assured by the third party (only for fiscal year 2025)  
★ : 第三者保証を受けている数値 (2025年度のみ)

|                                              |                                                                                               |                                    | FY2021<br>2021年度                   | FY2022<br>2022年度 | FY2023<br>2023年度 | FY2024<br>2024年度 | FY2025<br>2025年度 |         |
|----------------------------------------------|-----------------------------------------------------------------------------------------------|------------------------------------|------------------------------------|------------------|------------------|------------------|------------------|---------|
| Renewable energy consumption<br>再生可能エネルギー使用量 | Nikon Group in Japan, Group manufacturing companies outside Japan ★<br>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                | 79                                 | 180              | 299              | 453              | 477              |         |
|                                              |                                                                                               | Green Power Plan / グリーン電力プラン       | 7,372                              | 31,002           | 69,352           | 67,864           | 76,531           |         |
|                                              |                                                                                               | Green Power Certificate / グリーン電力証書 | 3,725                              | 5,850            | 57,839           | 62,119           | 57,731           |         |
|                                              |                                                                                               | Green Heat Certificate / グリーン熱証書   | 0                                  | 0                | 0                | 0                | 0                |         |
|                                              |                                                                                               | Total<br>合計                        | 11,177                             | 37,033           | 127,490          | 130,435          | 134,740          |         |
|                                              | Group non-manufacturing companies outside Japan, etc.<br>海外グループ非生産会社など                        | Solar power / 太陽光発電                | 22                                 | 58               | 60               | 61               | 22               |         |
|                                              |                                                                                               | Green Power Plan / グリーン電力プラン       | 1,393                              | 1,462            | 1,317            | 1,275            | 1,040            |         |
|                                              |                                                                                               | 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<br>合計                        | 1,414                              | 1,520            | 1,377            | 1,336            | 1,063            |         |
| Total<br>合計                                  |                                                                                               |                                    | Solar power / 太陽光発電                | 101              | 239              | 360              | 514              | 499     |
|                                              |                                                                                               |                                    | Green Power Plan / グリーン電力プラン       | 8,765            | 32,464           | 70,669           | 69,139           | 77,572  |
|                                              |                                                                                               |                                    | Green Power Certificate / グリーン電力証書 | 3,725            | 5,850            | 57,839           | 62,119           | 57,731  |
|                                              |                                                                                               |                                    | Green Heat Certificate / グリーン熱証書   | 0                | 0                | 0                | 0                | 0       |
|                                              |                                                                                               |                                    |                                    | 12,591           | 38,553           | 128,867          | 131,771          | 135,802 |

Note:  
CO<sub>2</sub> reductions are calculated using the CO<sub>2</sub> emission factors shown below.  
● Japan: The CO<sub>2</sub> 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 & EU: Residual mix  
● US: NERC regional residual mix  
● Other countries outside Japan: Individual country factor in International Energy Agency (IEA) factors

※ CO<sub>2</sub>削減効果の算出には、下記のCO<sub>2</sub>排出係数を使用  
●日本: 温対法「電気事業者別排出係数」の基礎排出係数  
●英国・EU: 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

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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

|                                                   | FY2021<br>2021年度 | FY2022<br>2022年度 | FY2023<br>2023年度 | FY2024<br>2024年度 | FY2025<br>2025年度 | Unit<br>単位                 |
|---------------------------------------------------|------------------|------------------|------------------|------------------|------------------|----------------------------|
| GHG emissions in distribution<br>物流GHG排出量         | 28               | 25               | 21               | 21               | 20               | 1,000 t-CO <sub>2</sub>    |
| GHG emissions per ton-kilometer<br>トンキロ当たりのGHG排出量 | 0.54             | 0.48             | 0.51             | 0.55             | 0.58             | kg-CO <sub>2</sub> /ton-km |

Sales Trends of Refurbished Semiconductor Lithography Systems (For IC)  
中古露光装置 (IC用) の販売台数

|                                               | FY2021<br>2021年度 | FY2022<br>2022年度 | FY2023<br>2023年度 | FY2024<br>2024年度 | FY2025<br>2025年度 | Unit<br>単位 |
|-----------------------------------------------|------------------|------------------|------------------|------------------|------------------|------------|
| Units sold<br>販売台数                            | 18               | 18               | 15               | 10               | 5                | Unit<br>台  |
| Percentage of total units sold<br>全販売台数に対する割合 | 66.7             | 52.9             | 38.5             | 35.7             | 18.5             | %          |
| Cumulative total<br>累計                        | 431              | 449              | 464              | 474              | 479              | Unit<br>台  |

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Zero Emission Levels  
ゼロエミッションレベル状況

|                                                           |                                                     | FY2021<br>2021年度 | FY2022<br>2022年度 | FY2023<br>2023年度 | FY2024<br>2024年度 | FY2025<br>2025年度 |
|-----------------------------------------------------------|-----------------------------------------------------|------------------|------------------|------------------|------------------|------------------|
| Nikon<br>ニコン                                              |                                                     | Level S<br>レベル S | Level S<br>レベル S | Level S<br>レベル S | Level S<br>レベル S | Level S<br>レベル S |
| Group manufacturing companies in Japan<br>国内グループ生産会社      |                                                     |                  |                  |                  |                  |                  |
| Group manufacturing companies outside Japan<br>海外グループ生産会社 | Hikari Glass (Changzhou) Optics Co., Ltd.           | Level 1<br>レベル 1 |                  |                  |                  |                  |
|                                                           | Nikon X-Tek Systems LTD.                            |                  |                  |                  |                  |                  |
|                                                           | Nikon SLM Solutions                                 |                  |                  |                  |                  |                  |
|                                                           | Nanjing Nikon Jiangnan Optical Instrument Co., Ltd. | Level 1<br>レベル 1 | Level 1<br>レベル 1 | Level 1<br>レベル 1 | Level 1/<br>レベル1 |                  |
|                                                           | Optos Plc                                           |                  |                  |                  | Level 2/<br>レベル2 |                  |

Note: 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%

※ゼロエミッションのレベル別指標  
レベルS: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

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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 2025)  
★: 第三者保証を受けている数値 (2025年度のみ)

|                                                                            |                                                          |                                                          | Unit: t / 単位: t  |                  |                  |                  |                  |
|----------------------------------------------------------------------------|----------------------------------------------------------|----------------------------------------------------------|------------------|------------------|------------------|------------------|------------------|
|                                                                            |                                                          |                                                          | FY2021<br>2021年度 | FY2022<br>2022年度 | FY2023<br>2023年度 | FY2024<br>2024年度 | FY2025<br>2025年度 |
| Amount of waste (waste plus resources with economic value) ★<br>廃棄物など排出量 ★ | Waste<br>廃棄物                                             | Nikon Group in Japan / 国内ニコングループ                         | 3,538            | 3,707            | 3,189            | 3,239            | 3,200            |
|                                                                            |                                                          | Group manufacturing companies outside Japan / 海外グループ生産会社 | 2,264            | 2,487            | 3,049            | 3,291            | 3,340            |
|                                                                            |                                                          | Total / 合計                                               | 5,803            | 6,194            | 6,237            | 6,531            | 6,541            |
|                                                                            | Resources with economic value<br>有価物                     | Nikon Group in Japan / 国内ニコングループ                         | 962              | 843              | 579              | 587              | 593              |
|                                                                            |                                                          | Group manufacturing companies outside Japan / 海外グループ生産会社 | 516              | 923              | 1,054            | 1,161            | 970              |
|                                                                            |                                                          | Total / 合計                                               | 1,478            | 1,766            | 1,632            | 1,747            | 1,563            |
|                                                                            | Total / 合計                                               |                                                          | 7,281            | 7,960            | 7,870            | 8,278            | 8,104            |
|                                                                            |                                                          |                                                          |                  |                  |                  |                  |                  |
| Recycled amount ★<br>再資源化量 ★                                               | Nikon Group in Japan / 国内ニコングループ                         |                                                          | 4,497            | 4,547            | 3,764            | 3,816            | 3,782            |
|                                                                            | Group manufacturing companies outside Japan / 海外グループ生産会社 |                                                          | 1,972            | 2,866            | 3,878            | 4,219            | 4,055            |
|                                                                            | Total / 合計                                               |                                                          | 6,469            | 7,413            | 7,642            | 8,035            | 7,837            |
| Waste incinerated with energy recovery<br>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                         |                                                          | 560              | 525              | 570              | 573              | 661              |
|                                                                            | Group manufacturing companies outside Japan / 海外グループ生産会社 |                                                          | 1,091            | 1,867            | 2,494            | 2,567            | 2,706            |
|                                                                            | Total / 合計                                               |                                                          | 1,651            | 2,392            | 3,064            | 3,140            | 3,367            |
| Waste incinerated without energy recovery<br>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 ★<br>最終 (埋立) 処分量 ★                                    | Nikon Group in Japan / 国内ニコングループ                         |                                                          | 3.9              | 2.8              | 3.4              | 10.1             | 11.7             |
|                                                                            | Group manufacturing companies outside Japan / 海外グループ生産会社 |                                                          | 808.9            | 544.2            | 223.8            | 233.5            | 255.5            |
|                                                                            | Total / 合計                                               |                                                          | 812.8            | 547.0            | 227.3            | 243.6            | 267.2            |
| Waste with unknown disposal method<br>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              |

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Breakdown (by Category) of Waste (Waste Plus Resources With Economic Value) Generated by Nikon Group in Japan (Fiscal Year 2025)  
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 (2025年度)

|                                                              | Emissions<br>排出量 | Percentage<br>割合 (%) |
|--------------------------------------------------------------|------------------|----------------------|
| Sludge<br>汚泥                                                 | 970              | 25.6                 |
| Metals<br>金属くず                                               | 515              | 13.6                 |
| Glass, concrete, ceramics (debris)<br>ガラス・コンクリート・陶磁器くず(がれき類) | 609              | 16.1                 |
| Plastics<br>廃プラスチック                                          | 467              | 12.3                 |
| Paper<br>紙類                                                  | 272              | 7.2                  |
| Alkalis<br>廃アルカリ                                             | 273              | 7.2                  |
| Oil<br>廃油                                                    | 191              | 5.0                  |
| Acids<br>廃酸                                                  | 339              | 8.9                  |
| Wood<br>木くず                                                  | 143              | 3.8                  |
| Kitchen waste<br>厨芥類                                         | 8                | 0.2                  |
| General refuse, fiber<br>一般ごみ、繊維くず                           | 4                | 0.1                  |
| Other<br>その他                                                 | 2                | 0.1                  |
| Total<br>合計                                                  | 3,793            | 100                  |

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Amount of Waste (Waste Plus Resources With Economic Value) (Hazardous Waste<sup>\*1</sup> /Non-Hazardous Waste)  
廃棄物など排出量（有害廃棄物<sup>\*1</sup> / 非有害廃棄物）

|                                                                        |                                            |                                                           | FY2021<br>2021年度 | FY2022<br>2022年度 | FY2023<br>2023年度 | FY2024<br>2024年度 | FY2025<br>2025年度 |
|------------------------------------------------------------------------|--------------------------------------------|-----------------------------------------------------------|------------------|------------------|------------------|------------------|------------------|
| Amount of waste (waste plus resources with economic value)<br>廃棄物など排出量 | Amount of hazardous waste<br>有害廃棄物排出量      | Nikon Group in Japan<br>国内ニコングループ                         | 465              | 593              | 469              | 431              | 600              |
|                                                                        |                                            | Group manufacturing companies outside Japan<br>海外グループ生産会社 | 498              | 440              | 681              | 642              | 696              |
|                                                                        |                                            | Total<br>合計                                               | 963              | 1,033            | 1,151            | 1,073            | 1,296            |
|                                                                        | Amount of non-hazardous waste<br>非有害廃棄物排出量 | Nikon Group in Japan<br>国内ニコングループ                         | 4,035            | 3,956            | 3,298            | 3,395            | 3,193            |
|                                                                        |                                            | Group manufacturing companies outside Japan<br>海外グループ生産会社 | 2,283            | 2,970            | 3,421            | 3,884            | 3,615            |
|                                                                        |                                            | Total<br>合計                                               | 6,318            | 6,927            | 6,719            | 7,278            | 6,808            |
|                                                                        | Total<br>合計                                |                                                           | 7,281            | 7,960            | 7,870            | 8,351            | 8,104            |

\*1 Hazardous waste refers to specially controlled industrial waste as defined under Japan's Waste Management Act.

\*1 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。

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Water Withdrawal ★  
取水量 ★

★: Values assured by the third party (only for fiscal year 2025)  
★: 第三者保証を受けている数値 (2025年度のみ)

|                                     |                                                          | Unit: 1,000 m <sup>3</sup> / 単位: 1,000 m <sup>3</sup> |                  |                  |                  |                  |
|-------------------------------------|----------------------------------------------------------|-------------------------------------------------------|------------------|------------------|------------------|------------------|
|                                     |                                                          | FY2021<br>2021年度                                      | FY2022<br>2022年度 | FY2023<br>2023年度 | FY2024<br>2024年度 | FY2025<br>2025年度 |
| Tap water<br>水道水                    | Nikon Group in Japan / 国内ニコングループ                         | 601                                                   | 602              | 588              | 610              | 581              |
|                                     | Group manufacturing companies outside Japan / 海外グループ生産会社 | 751                                                   | 753              | 843              | 786              | 697              |
|                                     | Total / 合計                                               | 1,352                                                 | 1,355            | 1,430            | 1,396            | 1,278            |
| Groundwater<br>地下水                  | Nikon Group in Japan / 国内ニコングループ                         | 1,694                                                 | 1,779            | 1,660            | 1,453            | 1,437            |
|                                     | Group manufacturing companies outside Japan / 海外グループ生産会社 | 498                                                   | 553              | 538              | 513              | 472              |
|                                     | Total / 合計                                               | 2,192                                                 | 2,331            | 2,198            | 1,966            | 1,909            |
| Industrial water<br>工業用水            | Nikon Group in Japan / 国内ニコングループ                         | 3                                                     | 3                | 4                | 4                | 2                |
|                                     | 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                | 4                | 4                | 2                |
| River water and rainwater<br>河川水・雨水 | Nikon Group in Japan / 国内ニコングループ                         | 0                                                     | 0                | 0                | 3                | 2                |
|                                     | 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                | 3                | 3                |
| Recycled water<br>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<br>合計                         |                                                          | 3,546                                                 | 3,689            | 3,632            | 3,370            | 3,192            |

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Water Discharge ★  
排水量 ★

★: Values assured by the third party (only for fiscal year 2025)  
★: 第三者保証を受けている数値(2025年度のみ)

|                    |                                                          | Unit: 1,000 m <sup>3</sup> / 単位: 1,000 m <sup>3</sup> |                  |                  |                  |                  |
|--------------------|----------------------------------------------------------|-------------------------------------------------------|------------------|------------------|------------------|------------------|
|                    |                                                          | FY2021<br>2021年度                                      | FY2022<br>2022年度 | FY2023<br>2023年度 | FY2024<br>2024年度 | FY2025<br>2025年度 |
| Rivers, etc<br>河川等 | Nikon Group in Japan / 国内ニコングループ                         | 1,177                                                 | 1,236            | 1,140            | 993              | 923              |
|                    | Group manufacturing companies outside Japan / 海外グループ生産会社 | 0                                                     | 0                | 0                | 0                | 0                |
|                    | Total / 合計                                               | 1,177                                                 | 1,236            | 1,140            | 993              | 923              |
| Sewage<br>下水道      | Nikon Group in Japan / 国内ニコングループ                         | 978                                                   | 1,026            | 976              | 974              | 985              |
|                    | Group manufacturing companies outside Japan / 海外グループ生産会社 | 999                                                   | 1,045            | 1,104            | 1,140            | 1,036            |
|                    | Total / 合計                                               | 1,977                                                 | 2,071            | 2,080            | 2,114            | 2,021            |
| Total<br>合計        |                                                          | 3,154                                                 | 3,307            | 3,220            | 3,107            | 2,944            |

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Freshwater Consumption  
淡水消費量

★: Values assured by the third party (only for fiscal year 2025)  
★: 第三者保証を受けている数値 (2025年度のみ)

|                                                                                                                                                                                  |                                                           | Unit: 1,000 m <sup>3</sup> / 単位: 1,000 m <sup>3</sup> |                  |                  |                  |                  |
|----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|-----------------------------------------------------------|-------------------------------------------------------|------------------|------------------|------------------|------------------|
|                                                                                                                                                                                  |                                                           | FY2021<br>2021年度                                      | FY2022<br>2022年度 | FY2023<br>2023年度 | FY2024<br>2024年度 | FY2025<br>2025年度 |
| a) Withdrawal: Total municipal water supplies (or from other water utilities)<br>a) 地方自治体の水道設備からの取水 (水道水等)                                                                       | Nikon Group in Japan<br>国内ニコングループ                         | 604                                                   | 605              | 591              | 614              | 583              |
|                                                                                                                                                                                  | Group manufacturing companies outside Japan<br>海外グループ生産会社 | 751                                                   | 753              | 843              | 786              | 697              |
| b) Withdrawal: Fresh surface water (lakes, rivers, etc.)<br>b) 地表水からの取水 (湖沼、河川等)                                                                                                 | Nikon Group in Japan<br>国内ニコングループ                         | 0                                                     | 0                | 0                | 3                | 2                |
|                                                                                                                                                                                  | Group manufacturing companies outside Japan<br>海外グループ生産会社 | 0                                                     | 0                | 0                | 0                | 0                |
| c) Withdrawal: Fresh groundwater<br>c) 地下水からの取水                                                                                                                                  | Nikon Group in Japan<br>国内ニコングループ                         | 1,694                                                 | 1,779            | 1,660            | 1,453            | 1,437            |
|                                                                                                                                                                                  | Group manufacturing companies outside Japan<br>海外グループ生産会社 | 498                                                   | 553              | 538              | 513              | 472              |
| d) Discharge: Water returned to the source of extraction at similar or higher quality as raw water extracted (only applies to b and c)<br>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<br>国内ニコングループ                         | 1,623                                                 | 1,728            | 1,603            | 1,421            | 1,347            |
|                                                                                                                                                                                  | Group manufacturing companies outside Japan<br>海外グループ生産会社 | 200                                                   | 223              | 216              | 189              | 164              |
| e) Total net freshwater consumption (a+b+c-d) ★<br>e) 淡水の消費量合計 (a+b+c-d) ★                                                                                                       | Nikon Group in Japan<br>国内ニコングループ                         | 675                                                   | 655              | 648              | 646              | 673              |
|                                                                                                                                                                                  | Group manufacturing companies outside Japan<br>海外グループ生産会社 | 1,048                                                 | 1,083            | 1,165            | 1,110            | 1,005            |
| Total<br>合計                                                                                                                                                                      |                                                           | 1,723                                                 | 1,738            | 1,813            | 1,756            | 1,678            |

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Water Consumption  
水消費量

★ : Values assured by the third party (only for fiscal year 2025)  
★ : 第三者保証を受けている数値 (2025年度のみ)

Unit: 1,000 m<sup>3</sup> / 単位: 1,000 m<sup>3</sup>

|                                                                 |                                                           | FY2021<br>2021年度 | FY2022<br>2022年度 | FY2023<br>2023年度 | FY2024<br>2024年度 | FY2025<br>2025年度 |
|-----------------------------------------------------------------|-----------------------------------------------------------|------------------|------------------|------------------|------------------|------------------|
| a) Water withdrawal (excluding saltwater) ★<br>a) 取水量 (海水を除く) ★ | Nikon Group in Japan<br>国内ニコングループ                         | 2,297            | 2,384            | 2,251            | 2,071            | 2,023            |
|                                                                 | Group manufacturing companies outside Japan<br>海外グループ生産会社 | 1,249            | 1,306            | 1,381            | 1,299            | 1,169            |
|                                                                 | Total<br>合計                                               | 3,546            | 3,689            | 3,632            | 3,370            | 3,192            |
| b) Water discharge (excluding saltwater) ★<br>b) 排水量 (海水を除く) ★  | Nikon Group in Japan<br>国内ニコングループ                         | 2,155            | 2,262            | 2,116            | 1,967            | 1,908            |
|                                                                 | Group manufacturing companies outside Japan<br>海外グループ生産会社 | 999              | 1,045            | 1,104            | 1,140            | 1,036            |
|                                                                 | Total<br>合計                                               | 3,154            | 3,307            | 3,220            | 3,107            | 2,944            |
| Total water consumption (a-b)<br>水消費量 (a-b)                     | Nikon Group in Japan<br>国内ニコングループ                         | 142              | 122              | 135              | 104              | 115              |
|                                                                 | Group manufacturing companies outside Japan<br>海外グループ生産会社 | 250              | 261              | 277              | 159              | 133              |
|                                                                 | Total<br>合計                                               | 392              | 382              | 412              | 263              | 248              |

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Water Reuse  
再利用水量

★ : Values assured by the third party (only for fiscal year 2025)  
★ : 第三者保証を受けている数値 (2025年度のみ)

|                                                           |  | Unit: 1,000 m <sup>3</sup> / 単位: 1,000 m <sup>3</sup> |                  |                  |                  |                  |
|-----------------------------------------------------------|--|-------------------------------------------------------|------------------|------------------|------------------|------------------|
|                                                           |  | FY2021<br>2021年度                                      | FY2022<br>2022年度 | FY2023<br>2023年度 | FY2024<br>2024年度 | FY2025<br>2025年度 |
| Nikon Group in Japan<br>国内ニコングループ                         |  | 57                                                    | 52               | 52               | 47               | 50               |
| Group manufacturing companies outside Japan<br>海外グループ生産会社 |  | 216                                                   | 227              | 218              | 249              | 227              |
| Total ★<br>合計 ★                                           |  | 273                                                   | 279              | 270              | 296              | 277              |
| Water reuse rate<br>再利用水率                                 |  | 7.2%                                                  | 7.0%             | 6.9%             | 8.1%             | 8.0%             |

Notes:  
1. Water reuse refers to water discharged from one process and utilized in another.  
2. The water reuse rate is the ratio of the water reuse amount to the total of the water withdrawal amount and the water reuse amount: the water reuse rate = the water reuse amount / (water withdrawal amount + water reuse 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  |                  |                  |                  |                  |
|---------------------------|-------------------------------------|------------------|------------------|------------------|------------------|------------------|
|                           |                                     | FY2021<br>2021年度 | FY2022<br>2022年度 | FY2023<br>2023年度 | FY2024<br>2024年度 | FY2025<br>2025年度 |
| Amount released<br>排出量    | Air / 大気                            | 41.4             | 53.4             | 67.0             | 65.8             | 70.0             |
|                           | 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<br>移動量 | Sewage / 下水道                        | 0.0              | 0.0              | 0.0              | 0.0              | 0.0              |
|                           | Waste / 廃棄物                         | 25.5             | 22.0             | 38.5             | 42.4             | 38.6             |

Note: The number of applicable substances increased beginning in fiscal 2023 due to the April 2023 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).  
※ 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。

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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 2025)  
★: 第三者保証を受けている数値(2025年度のみ)

|                                                           | FY2021<br>2021年度 | FY2022<br>2022年度 | FY2023<br>2023年度 | FY2024<br>2024年度 | FY2025<br>2025年度 |
|-----------------------------------------------------------|------------------|------------------|------------------|------------------|------------------|
| Nikon Group in Japan<br>国内ニコングループ                         | 60               | 122              | 116              | 91               | 68               |
| Group manufacturing companies outside Japan<br>海外グループ生産会社 | 257              | 309              | 323              | 381              | 291              |

Unit: t / 単位: t

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Data on Society Section / 「社会」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 2025)  
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 (2025年度)

|                        | Percentage of procurement value by region<br>調達金額ベースの地域別比率 | Percentage of procurement partners by region (Tier 1 suppliers)<br>地域別の調達パートナー比率 |
|------------------------|------------------------------------------------------------|----------------------------------------------------------------------------------|
| Japan / 日本             | 62                                                         | 60                                                                               |
| Europe / 欧州            | 7                                                          | 21                                                                               |
| Southeast Asia / 東南アジア | 21                                                         | 6                                                                                |
| China / 中国             | 6                                                          | 7                                                                                |
| Others / その他           | 4                                                          | 6                                                                                |

Unit: % / 単位: %

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

|                                                            | FY2021<br>2021年度         | FY2022<br>2022年度         | FY2023<br>2023年度         | FY2024<br>2024年度         | FY2025<br>2025年度         |
|------------------------------------------------------------|--------------------------|--------------------------|--------------------------|--------------------------|--------------------------|
| Procurement partners (Tier 1 suppliers)<br>調達パートナー (一次調達先) | approx. 2,300<br>約 2,300 | approx. 2,250<br>約 2,250 | approx. 2,250<br>約 2,250 | approx. 2,270<br>約 2,270 | approx. 2,590<br>約 2,590 |
| Critical procurement partners<br>重点的に取り組む調達パートナー           | approx. 200<br>約 200     | approx. 200<br>約 200     | approx. 250<br>約 250     | approx. 260<br>約 260     | approx. 270<br>約 270     |

Unit: companies / 単位: 社

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CSR Assessment Results  
CSR アセスメント実績

★: Values assured by the third party (only for fiscal year 2025)  
★: 第三者保証を受けている数値 (2025年度のみ)

CSR 調達票診断結果

Unit: companies / 単位: 社

|                                                                                        |                                                                                                                    |                                               |                                                                                                            | FY2021<br>2021年度 | FY2022<br>2022年度 | FY2023<br>2023年度 | FY2024<br>2024年度 | FY2025<br>2025年度 |
|----------------------------------------------------------------------------------------|--------------------------------------------------------------------------------------------------------------------|-----------------------------------------------|------------------------------------------------------------------------------------------------------------|------------------|------------------|------------------|------------------|------------------|
| CSR Self-Assessment<br>Survey<br>CSR 調査票診断                                             | Tier 1 suppliers<br>一次調達先                                                                                          | Existing procurement<br>partners<br>既存調達パートナー | Critical procurement partners (regular assessment)<br>重点的に取り組む調達パートナー (定期アセスメント)                           | —                | —                | 247              | —                | —                |
|                                                                                        |                                                                                                                    |                                               | Critical procurement partners newly identified through M&A and other means<br>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               | 4                |
|                                                                                        |                                                                                                                    | New procurement partners<br>新規調達パートナー         |                                                                                                            | 15               | 6                | 20               | 3                | 14               |
|                                                                                        | Suppliers other than Tier 1 suppliers (Tier 2 and beyond, including key partners)<br>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) |                                               |                                                                                                            | 43               | 11               | 30               | 7                | 1                |
|                                                                                        | Total ★<br>合計 ★                                                                                                    |                                               |                                                                                                            | 58               | 17               | 297              | 25               | 19               |
| Improvement requests based on CSR Self-Assessment Survey results<br>CSR 調査票診断結果による改善要請 |                                                                                                                    |                                               |                                                                                                            | 13               | —                | 20               | 1                | —                |
| Improvement requests based on CSR audits<br>CSR 監査による改善要請                              |                                                                                                                    |                                               |                                                                                                            | —                | 2                | 3                | 3                | 4                |
| Improvements completed<br>改善完了                                                         |                                                                                                                    |                                               |                                                                                                            | 26               | —                | 3                | 23               | 3                |

Notes:  
Number of CSR self-assessment surveys: The number of companies whose responses to the survey were received by the responsible department during the relevant fiscal year.  
Number of improvement requests: The number of companies that were asked to submit an improvement plan during the relevant fiscal year.  
Number of improvements completed: The number of companies for which improvements were completed during the relevant fiscal year. Improvements may be completed in the fiscal year following the improvement request.

※ CSR 調査票診断社数: 該当年度内にCSR 調査票の回答を主管部門にて受領した社数  
改善要請社数: 該当年度内に改善計画書の提出を要請した社数  
改善完了社数: 該当年度内に改善が完了した社数。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

|                                                                       | FY2021<br>2021年度 | FY2022<br>2022年度 | FY2023<br>2023年度 | FY2024<br>2024年度 | FY2025<br>2025年度 |
|-----------------------------------------------------------------------|------------------|------------------|------------------|------------------|------------------|
| Number of companies surveyed<br>調査対象社数                                | 909              | 877              | 793              | 704              | 586              |
| Percentage of procurement partners who conducted the surveys<br>調査実施率 | 79%              | 85%              | 81%              | 86%              | 81%              |
| RMAP Conformant Smelter<br>RMAP 適合製錬所                                 | 240              | 225              | 236              | 229              | 226              |
| Non-RMAP Conformant Smelter<br>非 RMAP 適合製錬所                           | 104              | 116              | 120              | 133              | 134              |

Note: Figures calculated in May of the following year.

※ 翌年5月集計時点の数値。

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Environmental Partner Certifications  
環境パートナー認定の実績

| Unit: companies / 単位: 社                                                  |                  |                  |                  |                  |                  |
|--------------------------------------------------------------------------|------------------|------------------|------------------|------------------|------------------|
|                                                                          | FY2021<br>2021年度 | FY2022<br>2022年度 | FY2023<br>2023年度 | FY2024<br>2024年度 | FY2025<br>2025年度 |
| Number of environmental management system assessments<br>環境管理システムアセスメント数 | 149              | 180              | 167              | 168              | 167              |
| Newly certified environmental partners<br>環境パートナー新規認定数                   | 36               | 31               | 15               | 23               | 9                |
| Total certified environmental partners*1<br>環境パートナー認定総数*1                | 453              | 456              | 456              | 461              | 461              |

\*1 Figures reflect declines due to business terminations, closures, and other factors.  
\*1 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

|                                 |                     | FY2021<br>2021年度 | FY2022<br>2022年度 | FY2023<br>2023年度 | FY2024<br>2024年度 | FY2025<br>2025年度 | Unit<br>単位     |
|---------------------------------|---------------------|------------------|------------------|------------------|------------------|------------------|----------------|
| Participating companies<br>参加社数 | In Japan<br>国内      | 716              | 802              | 920              | 890              | 858              | Companies<br>社 |
|                                 | Outside Japan<br>海外 | 253              | 202              | 76               | 188              | 176              |                |
| Participants<br>参加者数            | In Japan<br>国内      | 1,135            | 951              | 988              | 963              | 1,071            | Persons<br>名   |
|                                 | Outside Japan<br>海外 | 402              | 317              | 170              | 217              | 195              |                |

Note: From FY2021 onward, meetings were held online. Starting in FY2023, 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。

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Number of Employees  
従業員数

Unit: persons / 単位:名

|                                                         | FY2021<br>2021年度            | FY2022<br>2022年度            | FY2023<br>2023年度            | FY2024<br>2024年度            | FY2025<br>2025年度            |                                |
|---------------------------------------------------------|-----------------------------|-----------------------------|-----------------------------|-----------------------------|-----------------------------|--------------------------------|
|                                                         | Number of Employees<br>従業員数 | Number of Employees<br>従業員数 | Number of Employees<br>従業員数 | Number of Employees<br>従業員数 | Number of Employees<br>従業員数 | Employee Composition<br>従業員構成比 |
| Nikon<br>ニコン                                            | 4,174                       | 4,184                       | 4,388                       | 4,634                       | 4,656                       | 23%                            |
| Group companies in Japan<br>国内グループ会社                    | 4,472                       | 4,119                       | 4,138                       | 4,168                       | 4,192                       | 21%                            |
| Group companies in Europe<br>欧州グループ会社                   | 1,842                       | 2,525                       | 2,591                       | 2,665                       | 2,388                       | 12%                            |
| Group companies in the Americas<br>米州グループ会社             | 924                         | 971                         | 997                         | 1,124                       | 1,209                       | 6%                             |
| Group companies in Asia and Oceania<br>アジア・オセアニア グループ会社 | 7,025                       | 6,991                       | 7,330                       | 7,478                       | 7,483                       | 38%                            |
| Nikon Group (total)<br>ニコングループ (合計)                     | 18,437                      | 18,790                      | 19,444                      | 20,069                      | 19,928                      | 100%                           |

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.  
3. Employee Composition : Number of employees by region ÷ total number of employees in the Nikon Group as of Mach 31.

※1 ニコングループの正社員。地域別従業員数について、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。  
※3 従業員構成比:地域別従業員数÷3月31日時点のニコングループ(合計)従業員数

Gender and Age Composition Ratios of Nikon by Managerial Level and Employment Type (As of March 31, 2026)  
ニコンの管理職・雇用形態別の男女別／年齢別構成比（2026年3月末現在）

Unit: % / 単位:%

|              |                                 | Senior managers<br>上級管理職 | Managers other than senior<br>上級以外の管理職 | Permanent employees<br>一般正社員 | Part-time and temporary employees<br>パート・アルバイト等 | Total<br>合計 |
|--------------|---------------------------------|--------------------------|----------------------------------------|------------------------------|-------------------------------------------------|-------------|
| Gender<br>性別 | Men<br>男性                       | 100                      | 92                                     | 80                           | 0                                               | 82          |
|              | Women<br>女性                     | 0                        | 8                                      | 20                           | 100                                             | 18          |
| Age<br>年齢別   | Under 30<br>30歳未満               | 0                        | 0                                      | 18                           | 0                                               | 15          |
|              | Between 30 and 49<br>30歳以上50歳未満 | 0                        | 44                                     | 58                           | 0                                               | 56          |
|              | Over 50<br>50歳以上                | 100                      | 56                                     | 24                           | 100                                             | 28          |

Note: Senior managers refers to directors and officers.

※ 上級管理職は役員。

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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: %

|                                                         |                                        |             | FY2021<br>2021年度 | FY2022<br>2022年度 | FY2023<br>2023年度 | FY2024<br>2024年度 | FY2025<br>2025年度 |
|---------------------------------------------------------|----------------------------------------|-------------|------------------|------------------|------------------|------------------|------------------|
| Group companies in Europe<br>欧州グループ会社                   | Senior managers<br>上級管理職               | Men<br>男性   | 55               | 83               | 80               | 67               | 33               |
|                                                         |                                        | Women<br>女性 | —                | —                | —                | —                | 0                |
|                                                         | Managers other than senior<br>上級以外の管理職 | Men<br>男性   | 92               | 91               | 92               | 95               | 95               |
|                                                         |                                        | Women<br>女性 | 100              | 100              | 100              | 100              | 100              |
| Group companies in the Americas<br>米州グループ会社             | Senior managers<br>上級管理職               | Men<br>男性   | 67               | 100              | 100              | 17               | 20               |
|                                                         |                                        | Women<br>女性 | 100              | 100              | 100              | 100              | 100              |
|                                                         | Managers other than senior<br>上級以外の管理職 | Men<br>男性   | 84               | 78               | 80               | 79               | 86               |
|                                                         |                                        | Women<br>女性 | 98               | 95               | 96               | 96               | 98               |
| Group companies in Asia and Oceania<br>アジア・オセアニア グループ会社 | Senior managers<br>上級管理職               | Men<br>男性   | 8                | 67               | 80               | 19               | 17               |
|                                                         |                                        | Women<br>女性 | —                | —                | —                | 0                | 0                |
|                                                         | Managers other than senior<br>上級以外の管理職 | Men<br>男性   | 70               | 71               | 72               | 71               | 79               |
|                                                         |                                        | Women<br>女性 | 97               | 95               | 94               | 95               | 96               |

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。

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Number and Rate of New Hires  
新規雇用者数と新規雇用率

|                                                         |             | Unit: persons / 単位: 名 |                  |                  |                  |                  |                                       |
|---------------------------------------------------------|-------------|-----------------------|------------------|------------------|------------------|------------------|---------------------------------------|
|                                                         |             | FY2021<br>2021年度      | FY2022<br>2022年度 | FY2023<br>2023年度 | FY2024<br>2024年度 | FY2025<br>2025年度 | FY2025 New hires rate<br>2025年度 新規雇用率 |
| Nikon<br>ニコン                                            | Men<br>男性   | 152                   | 253              | 352              | 312              | 218              | 4.8%                                  |
|                                                         | Women<br>女性 | 42                    | 72               | 127              | 105              | 75               | 8.1%                                  |
|                                                         | Total<br>合計 | 194                   | 325              | 479              | 417              | 293              | 5.4%                                  |
| Group companies in Japan<br>国内グループ会社                    | Men<br>男性   | 302                   | 123              | 133              | 169              | 136              | 5.1%                                  |
|                                                         | Women<br>女性 | 110                   | 55               | 71               | 98               | 72               | 10.9%                                 |
|                                                         | Total<br>合計 | 412                   | 178              | 204              | 267              | 208              | 6.2%                                  |
| Group companies in Europe<br>欧州グループ会社                   | Men<br>男性   | 214                   | 217              | 315              | 256              | 173              | 9.9%                                  |
|                                                         | Women<br>女性 | 94                    | 96               | 118              | 111              | 80               | 13.6%                                 |
|                                                         | Total<br>合計 | 308                   | 313              | 433              | 367              | 253              | 10.8%                                 |
| Group companies in the Americas<br>米州グループ会社             | Men<br>男性   | 70                    | 102              | 41               | 60               | 87               | 10.3%                                 |
|                                                         | Women<br>女性 | 30                    | 29               | 37               | 36               | 40               | 13.6%                                 |
|                                                         | Total<br>合計 | 100                   | 131              | 78               | 96               | 127              | 11.1%                                 |
| Group companies in Asia and Oceania<br>アジア・オセアニア グループ会社 | Men<br>男性   | 159                   | 233              | 164              | 128              | 112              | 5.0%                                  |
|                                                         | Women<br>女性 | 160                   | 350              | 557              | 922              | 124              | 2.4%                                  |
|                                                         | Total<br>合計 | 319                   | 583              | 721              | 1,050            | 236              | 3.2%                                  |

Notes:

- 1. Permanent employees of the Nikon Group.
- 2. Group companies in Japan for 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 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

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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

|                                     |                                 | FY2025<br>2025年度 |             |             |
|-------------------------------------|---------------------------------|------------------|-------------|-------------|
|                                     |                                 | Men<br>男性        | Women<br>女性 | Total<br>合計 |
| Age<br>年齢別                          | Under 30<br>30歳未満               | 129              | 60          | 189         |
|                                     | Between 30 and 49<br>30歳以上50歳未満 | 84               | 15          | 99          |
|                                     | Over 50<br>50歳以上                | 5                | 0           | 5           |
| Nationality<br>国籍別                  | 日本籍<br>Japanese                 | 214              | 67          | 281         |
|                                     | 中国籍<br>Chinese                  | 2                | 3           | 5           |
|                                     | 韓国籍<br>Korean                   | 1                | 2           | 3           |
|                                     | その他<br>Others                   | 1                | 3           | 4           |
| Managers, Non-managers<br>管理職・非管理職別 | 管理職相当<br>Managers               | 5                | 0           | 5           |
|                                     | 非管理職<br>Non-managers            | 213              | 75          | 288         |

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Average Age  
平均年齢

|                                                         |             | Unit: years old / 単位: 歳 |                  |                  |                  |                  |
|---------------------------------------------------------|-------------|-------------------------|------------------|------------------|------------------|------------------|
|                                                         |             | FY2021<br>2021年度        | FY2022<br>2022年度 | FY2023<br>2023年度 | FY2024<br>2024年度 | FY2025<br>2025年度 |
| Nikon<br>ニコン                                            | Men<br>男性   | 45.0                    | 44.8             | 44.0             | 43.6             | 43.4             |
|                                                         | Women<br>女性 | 41.2                    | 40.7             | 39.5             | 38.8             | 38.6             |
| Group companies in Japan<br>国内グループ会社                    | Men<br>男性   | 46.6                    | 45.8             | 45.9             | 46.1             | 45.9             |
|                                                         | Women<br>女性 | 45.8                    | 46.1             | 45.1             | 44.7             | 43.9             |
| Group companies in Europe<br>欧州グループ会社                   | Men<br>男性   | 44.4                    | 44.6             | 42.7             | 42.5             | 42.6             |
|                                                         | Women<br>女性 | 42.7                    | 42.8             | 41.6             | 41.2             | 41.8             |
| Group companies in the Americas<br>米州グループ会社             | Men<br>男性   | 46.0                    | 45.7             | 45.9             | 46.1             | 46.6             |
|                                                         | Women<br>女性 | 46.6                    | 46.7             | 46.7             | 42.1             | 45.5             |
| Group companies in Asia and Oceania<br>アジア・オセアニア グループ会社 | Men<br>男性   | 38.1                    | 38.6             | 39.0             | 39.5             | 39.6             |
|                                                         | Women<br>女性 | 38.2                    | 37.9             | 37.6             | 38.1             | 32.9             |

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。

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Age Group  
年齢層

|                                                         |                                 | FY2021<br>2021年度 | FY2022<br>2022年度 | FY2023<br>2023年度 | FY2024<br>2024年度 | FY2025<br>2025年度 |
|---------------------------------------------------------|---------------------------------|------------------|------------------|------------------|------------------|------------------|
| Nikon<br>ニコン                                            | Under 30<br>30歳未満               | 427              | 463              | 569              | 674              | 720              |
|                                                         | Between 30 and 49<br>30歳以上50歳未満 | 2,319            | 2,341            | 2,470            | 2,628            | 2,615            |
|                                                         | Over 50<br>50歳以上                | 1,428            | 1,380            | 1,349            | 1,332            | 1,321            |
| Group companies in Japan<br>国内グループ会社                    | Under 30<br>30歳未満               | 212              | 249              | 297              | 363              | 430              |
|                                                         | Between 30 and 49<br>30歳以上50歳未満 | 2,188            | 2,127            | 2,018            | 2,070            | 2,008            |
|                                                         | Over 50<br>50歳以上                | 2,072            | 1,743            | 1,602            | 1,735            | 1,754            |
| Group companies in Europe<br>欧州グループ会社                   | Under 30<br>30歳未満               | 225              | 259              | 420              | 400              | 313              |
|                                                         | Between 30 and 49<br>30歳以上50歳未満 | 1,006            | 1,019            | 1,422            | 1,458            | 1,354            |
|                                                         | Over 50<br>50歳以上                | 611              | 662              | 749              | 799              | 721              |
| Group companies in the Americas<br>米州グループ会社             | Under 30<br>30歳未満               | 103              | 124              | 104              | 89               | 84               |
|                                                         | Between 30 and 49<br>30歳以上50歳未満 | 425              | 440              | 438              | 569              | 609              |
|                                                         | Over 50<br>50歳以上                | 396              | 407              | 425              | 466              | 516              |
| Group companies in Asia and Oceania<br>アジア・オセアニア グループ会社 | Under 30<br>30歳未満               | 1,098            | 1,064            | 1,344            | 1,387            | 1,426            |
|                                                         | Between 30 and 49<br>30歳以上50歳未満 | 5,634            | 5,492            | 5,508            | 5,482            | 5,350            |
|                                                         | Over 50<br>50歳以上                | 293              | 435              | 478              | 609              | 707              |

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。

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Average Years of Service  
平均勤続年数

Unit: years / 単位: 年

|                                                         |             | FY2021<br>2021年度 | FY2022<br>2022年度 | FY2023<br>2023年度 | FY2024<br>2024年度 | FY2025<br>2025年度 |
|---------------------------------------------------------|-------------|------------------|------------------|------------------|------------------|------------------|
| Nikon<br>ニコン                                            | Men<br>男性   | 18.5             | 17.9             | 16.5             | 15.8             | 15.5             |
|                                                         | Women<br>女性 | 15.4             | 14.4             | 12.5             | 11.7             | 11.7             |
| Group companies in Japan<br>国内グループ会社                    | Men<br>男性   | 15.4             | 17.2             | 18.0             | 16.9             | 17.1             |
|                                                         | Women<br>女性 | 17.0             | 16.0             | 15.9             | 13.3             | 12.8             |
| Group companies in Europe<br>欧州グループ会社                   | Men<br>男性   | 9.0              | 9.0              | 8.0              | 8.0              | 8.6              |
|                                                         | Women<br>女性 | 7.8              | 7.3              | 7.2              | 7.0              | 7.4              |
| Group companies in the Americas<br>米州グループ会社             | Men<br>男性   | 12.7             | 12.5             | 12.8             | 11.4             | 11.5             |
|                                                         | Women<br>女性 | 10.7             | 10.9             | 10.2             | 8.9              | 9.1              |
| Group companies in Asia and Oceania<br>アジア・オセアニア グループ会社 | Men<br>男性   | 12.0             | 12.8             | 13.2             | 13.7             | 13.8             |
|                                                         | Women<br>女性 | 13.9             | 14.5             | 14.1             | 14.2             | 14.0             |

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。

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Number and Rate of Turnover  
離職者数と離職率

Unit: persons / 単位: 名

|                                                         |             | FY2021<br>2021年度            |                           | FY2022<br>2022年度            |                           | FY2023<br>2023年度            |                           | FY2024<br>2024年度            |                           | FY2025<br>2025年度            |                                  |                                            |               |                         |
|---------------------------------------------------------|-------------|-----------------------------|---------------------------|-----------------------------|---------------------------|-----------------------------|---------------------------|-----------------------------|---------------------------|-----------------------------|----------------------------------|--------------------------------------------|---------------|-------------------------|
|                                                         |             | Mandatory<br>retirees<br>定年 | Other<br>retirees<br>定年以外 | Mandatory<br>retirees<br>定年 | Other<br>retirees<br>定年以外 | Mandatory<br>retirees<br>定年 | Other<br>retirees<br>定年以外 | Mandatory<br>retirees<br>定年 | Other<br>retirees<br>定年以外 | Mandatory<br>retirees<br>定年 | Other retirees<br>定年以外           |                                            |               | Turnover<br>rate<br>離職率 |
|                                                         |             |                             |                           |                             |                           |                             |                           |                             |                           |                             | Contract<br>expiration<br>契約期間満了 | Retired for<br>personal<br>reasons<br>自己都合 | Others<br>その他 |                         |
| Nikon<br>ニコン                                            | Men<br>男性   | 154                         | 105                       | 192                         | 119                       | 192                         | 83                        | 135                         | 95                        | 150                         | 3                                | 108                                        | 1             | 2.7%                    |
|                                                         | Women<br>女性 | 4                           | 31                        | 24                          | 25                        | 24                          | 23                        | 8                           | 27                        | 10                          | 0                                | 30                                         | 11            | 3.3%                    |
| Group companies in Japan<br>国内グループ会社                    | Men<br>男性   | 9                           | 296                       | 7                           | 85                        | 7                           | 99                        | 13                          | 91                        | 8                           | 18                               | 65                                         | 10            | 3.5%                    |
|                                                         | Women<br>女性 | 1                           | 80                        | 0                           | 21                        | 0                           | 31                        | 1                           | 35                        | 0                           | 6                                | 23                                         | 3             | 4.8%                    |
| Group companies in Europe<br>欧州グループ会社                   | Men<br>男性   | 8                           | 219                       | 12                          | 174                       | 12                          | 194                       | 8                           | 270                       | 8                           | 13                               | 27                                         | 137           | 10.1%                   |
|                                                         | Women<br>女性 | 2                           | 96                        | 2                           | 75                        | 2                           | 85                        | 2                           | 76                        | 1                           | 9                                | 7                                          | 64            | 13.6%                   |
| Group companies in the Americas<br>米州グループ会社             | Men<br>男性   | 6                           | 66                        | 8                           | 72                        | 8                           | 35                        | 10                          | 136                       | 4                           | 0                                | 14                                         | 84            | 11.6%                   |
|                                                         | Women<br>女性 | 18                          | 22                        | 0                           | 19                        | 0                           | 48                        | 1                           | 33                        | 9                           | 0                                | 7                                          | 33            | 13.6%                   |
| Group companies in Asia and Oceania<br>アジア・オセアニア グループ会社 | Men<br>男性   | 1                           | 554                       | 4                           | 131                       | 4                           | 108                       | 13                          | 99                        | 18                          | 1                                | 99                                         | 12            | 5.0%                    |
|                                                         | Women<br>女性 | 2                           | 509                       | 8                           | 411                       | 8                           | 583                       | 25                          | 839                       | 22                          | 7                                | 100                                        | 13            | 2.4%                    |
| Nikon Group (total)<br>ニコングループ (合計)                     | Men<br>男性   | 178                         | 1,240                     | 223                         | 581                       | 223                         | 519                       | 179                         | 691                       | 188                         | 35                               | 313                                        | 244           | 5.0%                    |
|                                                         | Women<br>女性 | 27                          | 738                       | 34                          | 551                       | 34                          | 770                       | 37                          | 1,010                     | 42                          | 22                               | 167                                        | 124           | 4.0%                    |

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 2021, 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 2021, "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 2021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 2021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

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Ratio of Female Employees  
女性従業員比率

|                                                         | FY2021<br>2021年度 | FY2022<br>2022年度 | FY2023<br>2023年度 | FY2024<br>2024年度 | FY2025<br>2025年度 |
|---------------------------------------------------------|------------------|------------------|------------------|------------------|------------------|
| Nikon<br>ニコン                                            | 15.2             | 15.8             | 16.9             | 17.5             | 18.0             |
| Group companies in Japan<br>国内グループ会社                    | 12.9             | 14.4             | 15.5             | 17.0             | 18.3             |
| Group companies in Europe<br>欧州グループ会社                   | 26.1             | 27.1             | 24.7             | 25.7             | 26.1             |
| Group companies in the Americas<br>米州グループ会社             | 22.6             | 21.9             | 23.3             | 25.2             | 25.0             |
| Group companies in Asia and Oceania<br>アジア・オセアニア グループ会社 | 67.7             | 67.4             | 68.1             | 68.3             | 68.7             |
| Nikon Group (total)<br>ニコングループ (合計)                     | 36.2             | 36.8             | 37.3             | 37.9             | 38.5             |

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.

Unit: % / 単位: %  
※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。

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Ratio of Females in Management Positions  
管理職における女性の割合

Unit: % / 単位: %

|                                                         |                         | FY2021<br>2021年度 | FY2022<br>2022年度 | FY2023<br>2023年度 | FY2024<br>2024年度 | FY2025<br>2025年度 |
|---------------------------------------------------------|-------------------------|------------------|------------------|------------------|------------------|------------------|
| Nikon<br>ニコン                                            | General managers / 部長相当 | 7.1              | 8.9              | 7.1              | 7.1              | 6.9              |
|                                                         | Managers / 課長相当         | 7.2              | 6.4              | 7.9              | 7.6              | 8.2              |
|                                                         | Total / 合計              | 7.2              | 6.9              | 7.8              | 7.5              | 8.0              |
| Group companies in Japan<br>国内グループ会社                    | General managers / 部長相当 | 3.0              | 4.0              | 3.2              | 3.1              | 4.3              |
|                                                         | Managers / 課長相当         | 4.2              | 3.4              | 4.1              | 3.8              | 5.0              |
|                                                         | Total / 合計              | 3.7              | 3.6              | 3.8              | 3.5              | 4.7              |
| Group companies in Europe<br>欧州グループ会社                   | General managers / 部長相当 | 23.4             | 20.5             | 18.0             | 17.3             | 18.0             |
|                                                         | Managers / 課長相当         | 25.5             | 25.3             | 23.2             | 22.2             | 25.3             |
|                                                         | Total / 合計              | 24.4             | 23.1             | 20.6             | 19.9             | 22.3             |
| Group companies in the Americas<br>米州グループ会社             | General managers / 部長相当 | 17.6             | 15.0             | 16.7             | 30.9             | 16.0             |
|                                                         | Managers / 課長相当         | 35.8             | 32.1             | 35.7             | 21.0             | 25.7             |
|                                                         | Total / 合計              | 28.4             | 22.5             | 26.9             | 25.6             | 20.6             |
| Group companies in Asia and Oceania<br>アジア・オセアニア グループ会社 | General managers / 部長相当 | 12.4             | 12.5             | 13.7             | 16.1             | 22.0             |
|                                                         | Managers / 課長相当         | 31.0             | 27.5             | 31.4             | 32.3             | 33.1             |
|                                                         | Total / 合計              | 23.7             | 22.1             | 25.4             | 26.6             | 28.5             |
| Nikon Group (total)<br>ニコングループ (合計)                     | General managers / 部長相当 | 13.3             | 12.3             | 11.8             | 13.7             | 13.5             |
|                                                         | Managers / 課長相当         | 16.8             | 14.6             | 16.5             | 14.9             | 15.9             |
|                                                         | Total / 合計              | 15.6             | 13.8             | 14.9             | 14.5             | 15.1             |

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。

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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<br>2023年度 | FY2024<br>2024年度 | FY2025<br>2025年度 |
|--------------|-------------------------|------------------|------------------|------------------|
| Nikon<br>ニコン | Junior managers<br>係長相当 | 7.6              | 9.7              | 10.9             |

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

|                                                         | FY2021<br>2021年度 | FY2022<br>2022年度 | FY2023<br>2023年度 | FY2024<br>2024年度 | FY2025<br>2025年度 |
|---------------------------------------------------------|------------------|------------------|------------------|------------------|------------------|
| Nikon<br>ニコン                                            | 4                | 3                | 3                | 1                | 1                |
| Group companies in Japan<br>国内グループ会社                    | 802              | 203              | 162              | 145              | 115              |
| Group companies in Europe<br>欧州グループ会社                   | 26               | 40               | 41               | 41               | 35               |
| Group companies in the Americas<br>米州グループ会社             | 9                | 8                | 5                | 23               | 23               |
| Group companies in Asia and Oceania<br>アジア・オセアニア グループ会社 | 39               | 38               | 38               | 27               | 29               |
| Nikon Group (total)<br>ニコングループ (合計)                     | 898              | 292              | 249              | 237              | 203              |

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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

|             | FY2021<br>2021年度 | FY2022<br>2022年度 | FY2023<br>2023年度 | FY2024<br>2024年度 | FY2025<br>2025年度 |
|-------------|------------------|------------------|------------------|------------------|------------------|
| Japan<br>日本 | 2.40             | 2.42             | 2.32             | 2.53             | 2.44             |

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

|                                      |             | FY2021<br>2021年度 | FY2022<br>2022年度 | FY2023<br>2023年度 | FY2024<br>2024年度 | FY2025<br>2025年度 |
|--------------------------------------|-------------|------------------|------------------|------------------|------------------|------------------|
| Nikon<br>ニコン                         | Men<br>男性   | 46               | 61               | 53               | 98               | 106              |
|                                      | Women<br>女性 | 28               | 28               | 18               | 23               | 25               |
| Group companies in Japan<br>国内グループ会社 | Men<br>男性   | 13               | 16               | 12               | 21               | 26               |
|                                      | Women<br>女性 | 9                | 8                | 7                | 8                | 4                |

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Return-to-Work Rates After Childcare Leave  
育児休暇後の復職率

Unit: persons / 単位: 名

|                                      |             |                                                                       | FY2021<br>2021年度 | FY2022<br>2022年度 | FY2023<br>2023年度 | FY2024<br>2024年度 | FY2025<br>2025年度 |
|--------------------------------------|-------------|-----------------------------------------------------------------------|------------------|------------------|------------------|------------------|------------------|
| Nikon<br>ニコン                         | Men<br>男性   | Number of employees retuning to work after childcare leave<br>復職した社員数 | 49               | 57               | 56               | 100              | 112              |
|                                      |             | Return-to-work rate<br>復職率                                            | 100%             | 100%             | 100%             | 99%              | 100%             |
|                                      | Women<br>女性 | Number of employees retuning to work after childcare leave<br>復職した社員数 | 29               | 24               | 25               | 22               | 21               |
|                                      |             | Return-to-work rate<br>復職率                                            | 94%              | 100%             | 100%             | 100%             | 100%             |
| Group companies in Japan<br>国内グループ会社 | Men<br>男性   | Number of employees retuning to work after childcare leave<br>復職した社員数 | 16               | 12               | 10               | 19               | 24               |
|                                      |             | Return-to-work rate<br>復職率                                            | 100%             | 100%             | 100%             | 100%             | 100%             |
|                                      | Women<br>女性 | Number of employees retuning to work after childcare leave<br>復職した社員数 | 19               | 6                | 4                | 4                | 11               |
|                                      |             | Return-to-work rate<br>復職率                                            | 100%             | 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。

Retention Rates After Childcare Leave  
育児休暇後の定着率

Unit: % / 単位: %

|                                      |             | FY2021<br>2021年度 | FY2022<br>2022年度 | FY2023<br>2023年度 | FY2024<br>2024年度 | FY2025<br>2025年度 |
|--------------------------------------|-------------|------------------|------------------|------------------|------------------|------------------|
| Nikon<br>ニコン                         | Men<br>男性   | 97               | 92               | 96               | 94               | 98               |
|                                      | Women<br>女性 | 100              | 97               | 96               | 93               | 95               |
| Group companies in Japan<br>国内グループ会社 | Men<br>男性   | 100              | 100              | 100              | 100              | 100              |
|                                      | Women<br>女性 | 79               | 100              | 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。

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Number of Employees Taking Family Care Leave  
介護休暇取得者数

|                                      |             | FY2021<br>2021年度 | FY2022<br>2022年度 | FY2023<br>2023年度 | FY2024<br>2024年度 | FY2025<br>2025年度 |
|--------------------------------------|-------------|------------------|------------------|------------------|------------------|------------------|
| Nikon<br>ニコン                         | Men<br>男性   | 1                | 1                | 1                | 1                | 1                |
|                                      | Women<br>女性 | 1                | 0                | 0                | 0                | 2                |
| Group companies in Japan<br>国内グループ会社 | Men<br>男性   | 2                | 2                | 3                | 3                | 9                |
|                                      | Women<br>女性 | 2                | 3                | 0                | 1                | 3                |

Unit: persons / 単位: 名

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

|                       | FY2021<br>2021年度 | FY2022<br>2022年度 | FY2023<br>2023年度 | FY2024<br>2024年度 | FY2025<br>2025年度 |
|-----------------------|------------------|------------------|------------------|------------------|------------------|
| Managers<br>管理職       | 1.6              | 1.1              | 1.1              | 1.7              | 1.5              |
| Non-managers<br>管理職以外 | 2.6              | 3.0              | 3.9              | 4.5              | 5.3              |
| Men<br>男性             | 2.5              | 2.5              | 3.1              | 3.8              | 4.4              |
| Women<br>女性           | 2.7              | 3.8              | 5.1              | 5.5              | 6.3              |
| Total<br>合計           | 2.5              | 2.7              | 3.5              | 4.1              | 4.7              |

Unit: days / 単位: 日

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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

|              |                             | FY2021<br>2021年度 | FY2022<br>2022年度 | FY2023<br>2023年度 | FY2024<br>2024年度 | FY2025<br>2025年度 |
|--------------|-----------------------------|------------------|------------------|------------------|------------------|------------------|
| Nikon<br>ニコン | Number of employees<br>従業員数 | 4,062            | 4,067            | 4,110            | 4,282            | 4,321            |
|              | Percentage<br>割合            | 78.8%            | 78.8%            | 77.5%            | 78.7%            | 79.7%            |

Unit: persons / 単位: 名

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)

|                      |  | FY2021<br>2021年度 | FY2022<br>2022年度 | FY2023<br>2023年度 | FY2024<br>2024年度 | FY2025<br>2025年度 |
|----------------------|--|------------------|------------------|------------------|------------------|------------------|
| Satisfaction<br>満足度  |  | 80.1             | 82.4             | 77.5             | — *1             | 72.9             |
| Response rate<br>回答率 |  | 95.1             | 93.5             | 94.0             | — *1             | 93.4             |

Unit: % / 単位: %

Notes:

1. The above figure was prepared based on the response to the following questions.  
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  
労働災害件数

|                        |                                                                                                                                                                  | FY2021<br>2021年度 | FY2022<br>2022年度 | FY2023<br>2023年度 | FY2024<br>2024年度 | FY2025<br>2025年度 |
|------------------------|------------------------------------------------------------------------------------------------------------------------------------------------------------------|------------------|------------------|------------------|------------------|------------------|
| Nikon Group<br>ニコングループ |                                                                                                                                                                  | 39               | 38               | 75               | 104              | 89               |
|                        | Number of occupational accidents attributable to work or related to the performance of work,<br>out of all total occupational accidents<br>内) 業務起因性・業務遂行性の高い労働災害 | 21               | 27               | 52               | 59               | 43               |

Unit: cases / 単位: 件

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 2025.  
4. There were 55 Group companies (consolidated subsidiaries) outside Japan in the fiscal year 2025.

※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 2025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 2025年度の海外グループ会社は連結子会社55社が対象。

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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 2025)  
★: 第三者保証を受けている数値 (2025年度のみ)

|                                                                | FY2021<br>2021年度 | FY2022<br>2022年度 | FY2023<br>2023年度 | FY2024<br>2024年度 | FY2025<br>2025年度 |
|----------------------------------------------------------------|------------------|------------------|------------------|------------------|------------------|
| All industries in Japan (calendar year)<br>日本の全産業 (暦年)         | 2.09             | 2.06             | 2.14             | 2.10             | 2.01             |
| Manufacturing industry in Japan (calendar year)<br>日本の製造業 (暦年) | 1.31             | 1.25             | 1.29             | 1.30             | 1.33             |
| Nikon ★<br>ニコン ★                                               | 0.18             | 0.55             | 0.09             | 0.25             | 0.00*1           |
| Group companies in Japan ★<br>国内グループ会社 ★                       | 0.33             | 0.32             | 0.47             | 0.88             | 0.48             |
| Group companies in Europe<br>欧州グループ会社                          | 1.09             | 2.41             | 2.54             | 3.04             | 1.87             |
| Group companies in the Americas<br>米州グループ会社                    | 1.51             | 0.73             | 0.53             | 0.74             | 1.33             |
| Group companies in Asia and Oceania<br>アジア・オセアニア グループ会社        | 0.33             | 0.28             | 0.27             | 0.57             | 1.09             |
| Nikon Group (total)<br>ニコングループ (合計)                            | 0.42             | 0.56             | 0.55             | 0.82             | 0.78             |

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 subsidiary, and 4 affiliated companies, in the fiscal year 2025.  
3. There were 55 Group companies (consolidated subsidiaries) outside Japan in the fiscal year 2025. The frequency rate was calculated based on total input working hours.  
\*1 In Nikon, there were no lost time accidents in fiscal year 2025.  
※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 2025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 2025年度の海外グループ会社は、連結子会社55社が対象。度数率は、のべみなし労働時間数から算出。  
\*1 2025年度のニコンにおける休業災害は0件

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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 2025)  
★: 第三者保証を受けている数値 (2025年度のみ)

|                                                                | FY2021<br>2021年度 | FY2022<br>2022年度 | FY2023<br>2023年度 | FY2024<br>2024年度 | FY2025<br>2025年度 |
|----------------------------------------------------------------|------------------|------------------|------------------|------------------|------------------|
| All industries in Japan (calendar year)<br>日本の全産業 (暦年)         | 0.09             | 0.09             | 0.09             | 0.09             | 0.09             |
| Manufacturing industry in Japan (calendar year)<br>日本の製造業 (暦年) | 0.06             | 0.08             | 0.08             | 0.06             | 0.07             |
| Nikon ★<br>ニコン ★                                               | 0.00             | 0.01             | 0.00             | 0.01             | 0.00*1           |
| Group companies in Japan ★<br>国内グループ会社 ★                       | 0.00             | 0.00             | 0.00             | 0.02             | 0.00             |
| Group companies in Europe<br>欧州グループ会社                          | 0.08             | 0.03             | 0.06             | 0.09             | 0.05             |
| Group companies in the Americas<br>米州グループ会社                    | 0.00             | 0.00             | 0.01             | 0.00             | 0.00             |
| Group companies in Asia and Oceania<br>アジア・オセアニア グループ会社        | 0.00             | 0.00             | 0.00             | 0.01             | 0.01             |
| Nikon Group (total)<br>ニコングループ (合計)                            | 0.01             | 0.01             | 0.01             | 0.02             | 0.01             |

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 fiscal year 2025.  
4. There were 55 Group companies (consolidated subsidiaries) outside Japan in fiscal year 2025.  
\*1 In Nikon, there were no lost time accidents in fiscal year 2025.  
※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 2025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 2025年度の海外グループ会社は、連結子会社55社が対象。強度率は、のべみなし労働時間数から算出。  
\*1 2025年度のニコンにおける休業災害は0件

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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 2025)  
★: 第三者保証を受けている数値 (2025年度のみ)

|                                                         |                                     | FY2021<br>2021年度 | FY2022<br>2022年度 | FY2023<br>2023年度 | FY2024<br>2024年度 | FY2025<br>2025年度 | Unit<br>単位  |
|---------------------------------------------------------|-------------------------------------|------------------|------------------|------------------|------------------|------------------|-------------|
| Nikon ★<br>ニコン ★                                        | Accidents requiring time off / 休業災害 | 2                | 6                | 1                | 3                | 0                | persons / 名 |
|                                                         | Lost days / 業務災害労働損失日数              | 27.1             | 85.5             | 9.8              | 67.4             | 0.0              | 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 ★<br>国内グループ会社 ★                | Accidents requiring time off / 休業災害 | 4                | 4                | 6                | 11               | 6                | persons / 名 |
|                                                         | Lost days / 業務災害労働損失日数              | 10.7             | 58.4             | 14.3             | 270.4            | 54.2             | 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<br>欧州グループ会社                   | Accidents requiring time off / 休業災害 | 4                | 9                | 13               | 16               | 9                | persons / 名 |
|                                                         | Lost days / 業務災害労働損失日数              | 282.7            | 112.6            | 289.3            | 459.5            | 240.8            | days / 日    |
|                                                         | Ratio of seriously injured / 重篤者の割合 | 25.0             | 0.0              | 0.0              | 0.0              | 0.0              | %           |
| Group companies in the Americas<br>米州グループ会社             | Accidents requiring time off / 休業災害 | 4                | 2                | 1                | 3                | 4                | persons / 名 |
|                                                         | Lost days / 業務災害労働損失日数              | 3.3              | 4.5              | 15.6             | 4.9              | 6.6              | 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<br>アジア・オセアニア グループ会社 | Accidents requiring time off / 休業災害 | 5                | 4                | 4                | 11               | 22               | persons / 名 |
|                                                         | Lost days / 業務災害労働損失日数              | 7.4              | 62.5             | 4.9              | 130.7            | 187.4            | 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) ★<br>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)<br>請負 (海外)                  | Accidents requiring time off / 休業災害 | 0                | 0                | 0                | 1                | 0                | persons / 名 |
|                                                         | Lost days / 業務災害労働損失日数              | 0.0              | 0.0              | 0.0              | 167.7            | 0.0              | days / 日    |
|                                                         | Ratio of seriously injured / 重篤者の割合 | 0.0              | 0.0              | 0.0              | 100.0            | 0.0              | %           |

Notes:

- 1. Lost days: The number of missed work days in the past multiplied by 300/365.
- 2. There were 22 Group companies in Japan, including 17 consolidated subsidiaries, 1 non-consolidated subsidiary, and 4 affiliated companies, in fiscal year 2025.
- 3. There were 55 Group companies (consolidated subsidiaries) outside Japan in fiscal year 2025.
- 4. Contracts are for on-site contract workers entrusted by companies outside the Nikon Group.
- 5. 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 six months.

- ※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 2025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 2025年度の海外グループ会社は、連結子会社55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。

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Lost-Time Occupational Accidents Attributable to Work or Related to the Performance of Work (1 or More Days)  
業務起因性・業務遂行性の高い休業災害 (1日間以上)

|                                                         |                                     | FY2021<br>2021年度 | FY2022<br>2022年度 | FY2023<br>2023年度 | FY2024<br>2024年度 | FY2025<br>2025年度 | Unit<br>単位  |
|---------------------------------------------------------|-------------------------------------|------------------|------------------|------------------|------------------|------------------|-------------|
| Nikon<br>ニコン                                            | Accidents requiring time off / 休業災害 | 2                | 4                | 0                | 2                | 0                | persons / 名 |
|                                                         | Lost days / 業務災害労働損失日数              | 27.1             | 63.3             | 0.0              | 18.1             | 0.0              | 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<br>国内グループ会社                    | Accidents requiring time off / 休業災害 | 1                | 3                | 6                | 5                | 3                | persons / 名 |
|                                                         | Lost days / 業務災害労働損失日数              | 1.6              | 3.3              | 14.3             | 119.2            | 21.4             | 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<br>欧州グループ会社                   | Accidents requiring time off / 休業災害 | 0                | 5                | 9                | 9                | 3                | persons / 名 |
|                                                         | Lost days / 業務災害労働損失日数              | 0.0              | 39.4             | 190.2            | 143.0            | 31.2             | 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 the Americas<br>米州グループ会社             | Accidents requiring time off / 休業災害 | 4                | 1                | 1                | 2                | 4                | persons / 名 |
|                                                         | Lost days / 業務災害労働損失日数              | 3.3              | 0.8              | 15.6             | 3.3              | 6.6              | 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<br>アジア・オセアニア グループ会社 | Accidents requiring time off / 休業災害 | 5                | 3                | 4                | 5                | 5                | persons / 名 |
|                                                         | Lost days / 業務災害労働損失日数              | 7.4              | 36.2             | 4.9              | 18.1             | 134.8            | 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)<br>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)<br>請負 (海外)                  | 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              | %           |

Notes:  
1. Lost days: The number of missed work days in the past multiplied by 300/365.  
2. There were 22 Group companies in Japan, including 17 consolidated subsidiaries, 1 non-consolidated subsidiary, and 4 affiliated companies, in fiscal year 2025.  
3. There were 55 Group companies (consolidated subsidiaries) outside Japan in fiscal year 2025.  
4. Contracts are for on-site contract workers entrusted by companies outside the Nikon Group.  
5. 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.

※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 2025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 2025年度の海外グループ会社は、連結子会社55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。

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Fatalities  
死亡者数

★: Values assured by the third party (only for fiscal year 2025)  
★: 第三者保証を受けている数値 (2025年度のみ)

|                                                         |                               | FY2021<br>2021年度 | FY2022<br>2022年度 | FY2023<br>2023年度 | FY2024<br>2024年度 | FY2025<br>2025年度 | Unit<br>単位   |
|---------------------------------------------------------|-------------------------------|------------------|------------------|------------------|------------------|------------------|--------------|
| Nikon ★<br>ニコン ★                                        | Fatalities<br>死亡者数            | 0                | 0                | 0                | 0                | 0                | persons<br>名 |
|                                                         | Ratio of fatalities<br>死亡者の割合 | 0.00             | 0.00             | 0.00             | 0.00             | 0.00             | %            |
| Group companies in Japan ★<br>国内グループ会社 ★                | Fatalities<br>死亡者数            | 0                | 0                | 0                | 0                | 0                | persons<br>名 |
|                                                         | Ratio of fatalities<br>死亡者の割合 | 0.00             | 0.00             | 0.00             | 0.00             | 0.00             | %            |
| Group companies in Europe<br>欧州グループ会社                   | Fatalities<br>死亡者数            | 0                | 0                | 0                | 0                | 0                | persons<br>名 |
|                                                         | Ratio of fatalities<br>死亡者の割合 | 0.00             | 0.00             | 0.00             | 0.00             | 0.00             | %            |
| Group companies in the Americas<br>米州グループ会社             | Fatalities<br>死亡者数            | 0                | 0                | 0                | 0                | 0                | persons<br>名 |
|                                                         | Ratio of fatalities<br>死亡者の割合 | 0.00             | 0.00             | 0.00             | 0.00             | 0.00             | %            |
| Group companies in Asia and Oceania<br>アジア・オセアニア グループ会社 | Fatalities<br>死亡者数            | 0                | 0                | 0                | 0                | 0                | persons<br>名 |
|                                                         | Ratio of fatalities<br>死亡者の割合 | 0.00             | 0.00             | 0.00             | 0.00             | 0.00             | %            |
| Contractors (in Japan) ★<br>請負 (国内) ★                   | Fatalities<br>死亡者数            | 0                | 0                | 0                | 0                | 0                | persons<br>名 |
|                                                         | Ratio of fatalities<br>死亡者の割合 | 0.00             | 0.00             | 0.00             | 0.00             | 0.00             | %            |
| Contractors (outside Japan)<br>請負 (海外)                  | Fatalities<br>死亡者数            | 0                | 0                | 0                | 0                | 0                | persons<br>名 |
|                                                         | Ratio of fatalities<br>死亡者の割合 | 0.00             | 0.00             | 0.00             | 0.00             | 0.00             | %            |

Notes:

- 1. There were 22 Group companies in Japan, including 17 consolidated subsidiaries, 1 non-consolidated subsidiary, and 4 affiliated companies, in fiscal year 2025.
- 2. There were 55 Group companies (consolidated subsidiaries) outside Japan in fiscal year 2025.
- 3. 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 2025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 2025年度の海外グループ会社は、連結子会社55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。

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Frequency Rate of Occupational Illnesses  
職業性疾病度数率

|                                                         |                                      | FY2021<br>2021年度 | FY2022<br>2022年度 | FY2023<br>2023年度 | FY2024<br>2024年度 | FY2025<br>2025年度 | Unit<br>単位   |
|---------------------------------------------------------|--------------------------------------|------------------|------------------|------------------|------------------|------------------|--------------|
| Nikon<br>ニコン                                            | Frequency rate of illnesses<br>疾病度数率 | 0.00             | 0.00             | 0.00             | 0.00             | 0.00             | —            |
|                                                         | Fatalities<br>死亡者数                   | 0                | 0                | 0                | 0                | 0                | persons<br>名 |
| Group companies in Japan<br>国内グループ会社                    | Frequency rate of illnesses<br>疾病度数率 | 0.00             | 0.00             | 0.00             | 0.00             | 0.00             | —            |
|                                                         | Fatalities<br>死亡者数                   | 0                | 0                | 0                | 0                | 0                | persons<br>名 |
| Group companies in Europe<br>欧州グループ会社                   | Frequency rate of illnesses<br>疾病度数率 | 0.00             | 0.00             | 0.00             | 0.00             | 0.00             | —            |
|                                                         | Fatalities<br>死亡者数                   | 0                | 0                | 0                | 0                | 0                | persons<br>名 |
| Group companies in the Americas<br>米州グループ会社             | Frequency rate of illnesses<br>疾病度数率 | 0.00             | 0.00             | 0.00             | 0.00             | 0.00             | —            |
|                                                         | Fatalities<br>死亡者数                   | 0                | 0                | 0                | 0                | 0                | persons<br>名 |
| Group companies in Asia and Oceania<br>アジア・オセアニア グループ会社 | Frequency rate of illnesses<br>疾病度数率 | 0.00             | 0.00             | 0.00             | 0.00             | 0.00             | —            |
|                                                         | Fatalities<br>死亡者数                   | 0                | 0                | 0                | 0                | 0                | persons<br>名 |
| Nikon Group (total)<br>ニコングループ (合計)                     | Frequency rate of illnesses<br>疾病度数率 | 0.00             | 0.00             | 0.00             | 0.00             | 0.00             | —            |
|                                                         | Fatalities<br>死亡者数                   | 0                | 0                | 0                | 0                | 0                | persons<br>名 |

Notes:  
1. There were 22 Group companies in Japan, including 17 consolidated subsidiaries, 1 non-consolidated subsidiary, and 4 affiliated companies, in fiscal year 2025.  
2. There were 55 Group companies (consolidated subsidiaries) outside Japan in fiscal year 2025.  
※1 2025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 2025年度の海外グループ会社は、連結子会社55社が対象。

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Number of People with Major Injuries and Illnesses Due to Occupational Accidents (Fiscal Year 2025)  
業務災害における主な傷病や疾病の被災者数 (2025年度)

Unit: persons / 単位: 名

| Types<br>分類                           | Number of injuries<br>被災者数 |
|---------------------------------------|----------------------------|
| Bruise<br>打撲                          | 10                         |
| Cut wound/fissure, etc.<br>切創・裂創など    | 10                         |
| Broken bone<br>骨折・脱臼                  | 6                          |
| Chemical inflammation, etc.<br>化学炎症など | 4                          |
| sprain<br>捻挫                          | 4                          |

Note: Data on types of occupational accident-related illnesses and injuries is collected only from Nikon Group in Japan.  
※ 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。

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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）

|                                        |                           | FY2021<br>2021年度 | FY2022<br>2022年度 | FY2023<br>2023年度 | FY2024<br>2024年度 | FY2025<br>2025年度 | Unit<br>単位    |
|----------------------------------------|---------------------------|------------------|------------------|------------------|------------------|------------------|---------------|
| Total number of inquiries<br>お問い合わせ総件数 |                           | 14,639           | 13,550           | 13,673           | 11,986           | 11,227           | cases<br>件    |
| Breakdown<br>内訳                        | Requests<br>ご要望           | 70.0             | 68.2             | 65.6             | 63.1             | 47.6             | %<br><br><br> |
|                                        | Feedback<br>ご意見           | 27.6             | 28.5             | 30.0             | 31.0             | 42.0             |               |
|                                        | Favorable comments<br>好評価 | 2.4              | 3.3              | 4.4              | 5.9              | 10.4             |               |

Note: Figures represent inquiries used for analysis and review in product development, excluding inquiries related to dealers and product usage, from the total number of inquiries received by the call center.  
※ 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: %

|                                 | FY2021<br>2021年度 | FY2022<br>2022年度 | FY2023<br>2023年度 | FY2024<br>2024年度 | FY2025<br>2025年度 |
|---------------------------------|------------------|------------------|------------------|------------------|------------------|
| Customer satisfaction<br>お客様満足度 | 86.9             | 88.4             | 87.0             | 88.7             | 88.6             |

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。

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Expenses of Corporate Citizenship and Breakdown by Field  
企業市民活動費と分野別の内訳

|                             |                                    | FY2021<br>2021年度 | FY2022<br>2022年度 | FY2023<br>2023年度 | FY2024<br>2024年度 | FY2025<br>2025年度 | Unit<br>単位 |
|-----------------------------|------------------------------------|------------------|------------------|------------------|------------------|------------------|------------|
| Expenses<br>支出              |                                    | 336,203          | 381,782          | 326,169          | 354,582          | 336,378          | ¥1,000     |
| Breakdown by field<br>分野別内訳 | Environment<br>環境                  | 2.5              | 3.9              | 4.4              | 4.3              | 3.8              | %          |
|                             | Education<br>教育                    | 19.5             | 13.0             | 20.1             | 23.0             | 35.1             |            |
|                             | Art and science<br>芸術・科学           | 59.6             | 49.5             | 56.9             | 51.0             | 52.3             |            |
|                             | Health<br>健康                       | 6.2              | 3.0              | 6.1              | 6.3              | 4.8              |            |
|                             | Disaster relief assistance<br>災害支援 | 6.5              | 20.5             | 4.5              | 2.6              | 0.0              |            |
|                             | Other<br>その他                       | 5.7              | 10.1             | 8.1              | 12.8             | 3.9              |            |

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

|                                 | FY2021<br>2021年度 | FY2022<br>2022年度 | FY2023<br>2023年度 | FY2024<br>2024年度 | FY2025<br>2025年度 |
|---------------------------------|------------------|------------------|------------------|------------------|------------------|
| Employee participants<br>従業員参加者 | 1,681            | 3,974            | 2,575            | 2,594            | 3,422            |

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Use of Reporting and Consulting System  
倫理ホットライン ( 報告相談制度 ) 利用実績

Unit: cases / 単位: 件

| Results by consultation type<br>相談内容別実績                             | FY2022<br>2022年度 | FY2023<br>2023年度 | FY2024<br>2024年度 | FY2025<br>2025年度 |
|---------------------------------------------------------------------|------------------|------------------|------------------|------------------|
| Employment, labor, and work environments<br>雇用・労働・職場環境              | 56               | 80               | 270              | 183              |
| Environment, occupational health and safety<br>環境・安全衛生              | 7                | 2                | 6                | 1                |
| Quality<br>品質                                                       | 2                | 1                | 4                | 1                |
| Procurement<br>調達                                                   | 0                | 1                | 1                | 1                |
| Misappropriation of corporate assets and expenses<br>会社資産・経費の不適切な使用 | 6                | 5                | 5                | 0                |
| Bribery<br>贈収賄                                                      | 0                | 1                | 2                | 2                |
| Information management<br>情報管理                                      | 2                | 3                | 3                | 6                |
| Others<br>その他                                                       | 4                | 9                | 10               | 13               |

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。

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Number of serious incidents  
重大インシデント数

| Consultation type<br>相談内容                                                                                                  | FY2021<br>2021年度 | FY2022<br>2022年度 | FY2023<br>2023年度 | FY2024<br>2024年度 | FY2025<br>2025年度 |
|----------------------------------------------------------------------------------------------------------------------------|------------------|------------------|------------------|------------------|------------------|
| Number of environmental law violations resulting in fines<br>罰金を伴う環境法令違反発生件数                                               | 0                | 0                | 0                | 0                | 1                |
| Number of serious product accidents related to safety <sup>*1</sup><br>安全にかかわる重大な製品事故 <sup>*1</sup> 発生件数                   | 0                | 0                | 0                | 0                | 0                |
| Number of serious information security incidents resulting in fines or compensation payments<br>罰金や補償金を伴う重大な情報セキュリティ事故発生件数 | 0                | 0                | 0                | 0                | 0                |
| Number of penalties for bribery and corruption<br>汚職贈収賄件数                                                                  | 0                | 0                | 0                | 0                | 0                |
| Number of anti-competitive practices<br>競争法違反件数                                                                            | 0                | 0                | 0                | 0                | 0                |
| Number of other serious of law or incidents and accidents<br>その他の重大な法令違反、事件・事故発生件数                                         | 0                | 0                | 1                | 0                | 0                |

<sup>\*1</sup> Based on the definition of serious product accidents used in the Consumer Product Safety Act.  
<sup>\*1</sup> 消費生活用製品安全法における「重大製品事故の定義」に基づく。

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Directors and Officers (As of March 31, 2026)  
取締役・執行役員の概況 (2026年3月末現在)

|                                                             |                | Directors<br>取締役      | Among the directors, Audit and<br>Supervisory Committee members<br>取締役のうち監査等委員 | Officers <sup>*1</sup><br>執行役員 <sup>*1</sup> | Unit<br>単位   |
|-------------------------------------------------------------|----------------|-----------------------|--------------------------------------------------------------------------------|----------------------------------------------|--------------|
| Number of persons<br>人数                                     | Internal<br>社内 | 5                     | 2                                                                              | 23                                           | persons<br>名 |
|                                                             | External<br>社外 | 6                     | 3                                                                              | 0                                            |              |
| Ratio of women<br>女性比率                                      |                | 18%                   | 40%                                                                            | 0                                            | %            |
| Ratio of non-Japanese<br>外国人比率                              |                | 0                     | 0                                                                              | 4%                                           |              |
| Attendance at meetings of the Board of Directors<br>取締役会出席率 | Internal<br>社内 | 100%                  | 100%                                                                           | —                                            |              |
|                                                             | External<br>社外 | 98%                   | 98%                                                                            | —                                            |              |
| Term of office<br>任期                                        |                | Within 1 year<br>1年以内 | Within 2 years<br>2年以内                                                         | Within 1 year<br>1年以内                        | —            |

\*1 Including three Directors serving concurrently as Officer, and an Executive Fellow and those equivalent to other Officer.  
\*1 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。

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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

|                           |                     | FY2021<br>2021年度 | FY2022<br>2022年度 | FY2023<br>2023年度 | FY2024<br>2024年度 | FY2025<br>2025年度 |
|---------------------------|---------------------|------------------|------------------|------------------|------------------|------------------|
| Nikon<br>ニコン              | Women<br>女性         | 1                | 1                | 2                | 2                | 2                |
|                           | Non-Japanese<br>外国人 | 1                | 1                | 1                | 1                | 1                |
| Group companies<br>グループ会社 | Women<br>女性         | 4                | 4                | 4                | 5                | 13               |
|                           | Non-Japanese<br>外国人 | 25               | 30               | 51               | 48               | 46               |

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。

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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<br>区分                                                                            |                                         | Number of persons<br>員数<br>(persons/名) | Total amount by type of compensation<br>報酬の種類別総額 |               |     |    | Total<br>総額 |
|-------------------------------------------------------------------------------------------|-----------------------------------------|----------------------------------------|--------------------------------------------------|---------------|-----|----|-------------|
|                                                                                           |                                         |                                        | Fixed compensation<br>定額                         | Bonuses<br>賞与 | PSU | RS |             |
| Directors other than those who are Audit and Supervisory Committee Members<br>監査等委員以外の取締役 |                                         | 7                                      | 272                                              | 14            | 2   | 78 | 365         |
|                                                                                           | Of which, External Directors<br>うち社外取締役 | 4                                      | 72                                               | —             | —   | —  | 72          |
| Directors who are Audit and Supervisory Committee Members<br>監査等委員である取締役                  |                                         | 5                                      | 112                                              | —             | —   | —  | 112         |
|                                                                                           | Of which, External Directors<br>うち社外取締役 | 3                                      | 49                                               | —             | —   | —  | 49          |

- Notes:
- Payment of the above amounts of bonus and PSU to Directors who are not Audit and Supervisory Committee Members has been resolved at the meeting of the Board of Directors held on May 18, 2026, after deliberation at the Compensation Committee.
  - Directors who are not Audit and Supervisory Committee Members include one Director (including one External Director) who retired as Director who was not Audit and Supervisory Committee Member upon expiration of his term of office at the conclusion of the 161st Annual General Shareholders' Meeting held on June 27, 2025.

- ※1 上記の賞与およびPSUの額は、報酬審議委員会の審議を経て、2026年5月18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です。
- ※2 監査等委員以外の取締役には、2025年6月27日開催の第161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1名（うち、社外取締役1名）を含んでいます。

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Compensation Amount for Each Director (Fiscal Year 2025)  
役員ごとの報酬額 (2025年度)

| Unit: ¥1,000,000 / 単位: ¥1,000,000 |                                                                  |                          |                                      |               |                                                   |                                            |
|-----------------------------------|------------------------------------------------------------------|--------------------------|--------------------------------------|---------------|---------------------------------------------------|--------------------------------------------|
|                                   | Total amount of compensation on a consolidated basis<br>連結報酬等の総額 | Officer category<br>役員区分 | Fixed monthly compensation<br>月例定額報酬 | Bonuses<br>賞与 | Performance-based stock remuneration<br>業績連動型株式報酬 | Restricted stock remuneration<br>譲渡制限付株式報酬 |
| Toshikazu Umatate<br>馬立 稔和        | 109                                                              | Director<br>取締役          | 77                                   | 0             | 0                                                 | 32                                         |
| Muneaki Tokunari<br>徳成 旨亮         | 109                                                              | Director<br>取締役          | 77                                   | 0             | 0                                                 | 32                                         |

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 2025)  
ニコンにおける基本給と報酬総額の男女比 (2025年度)

|                                   |                                        | Unit: % / 単位: %        |
|-----------------------------------|----------------------------------------|------------------------|
|                                   |                                        | Women / Men<br>女性 / 男性 |
| Basic salary<br>基本給               | Managers other than senior<br>上級以外の管理職 | 100.4                  |
|                                   | Permanent employees<br>一般正社員           | 83.0                   |
| Total compensation amount<br>報酬総額 | Managers other than senior<br>上級以外の管理職 | 100.8                  |
|                                   | Permanent employees<br>一般正社員           | 84.2                   |

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。

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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

|                                                                     | FY2025<br>2025年度 | Unit<br>単位 |
|---------------------------------------------------------------------|------------------|------------|
| Average annual salary of employees / 従業員平均年間給与                      | 7,989,362        | ¥          |
| 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 2025)  
取締役会および委員会開催回数 (2025年度)

|                                          | Unit: times / 単位: 回          |
|------------------------------------------|------------------------------|
|                                          | Number of times held<br>開催回数 |
| Board of Directors / 取締役会                | 19                           |
| Audit and Supervisory Committee / 監査等委員会 | 12                           |
| Nominating Committee / 指名審議委員会           | 10                           |
| Compensation Committee / 報酬委員会           | 5                            |
| Executive Committee / 経営委員会              | 34                           |

Revenue, Tax Payment, and Number of Employee by Region (Fiscal Year 2024)  
地域別売上収益、納税額、従業員数 (2024年度)

|                    | Revenue<br>売上収益 | Tax payment<br>納税額 | Employees<br>従業員数 |
|--------------------|-----------------|--------------------|-------------------|
| Japan / 日本         | 101,893         | 2,938              | 8,802             |
| United States / 米国 | 185,314         | -84                | 1,124             |
| Europe / 欧州        | 115,513         | 2,523              | 2,665             |
| China / 中国         | 169,590         | 673                | 961               |
| Others / その他       | 142,975         | 2,145              | 6,517             |
| Total / 合計         | 715,285         | 8,195              | 20,069            |

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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<br>脱炭素化の推進                    | Scope 3 (Category 2) Emissions<br>Scope3(カテゴリ2) 排出量                                                                                             | Nikon Group (Nikon, and 82 consolidated subsidiaries)<br>ニコングループ(ニコン、連結子会社82社)                                                                                                                               |
|                                                                | Scope 3 (Category 11) Emissions<br>Scope3 ( カテゴリ11) 排出量                                                                                         | Imaging Products Business, Precision Equipment Business, and Healthcare Business<br>映像事業、精機事業、ヘルスケア事業                                                                                                        |
|                                                                | Energy Consumption and Energy Consumption per Unit of Sales<br>エネルギー使用量、売上高原単位                                                                  | Nikon, Group companies in Japan (14 consolidated subsidiaries,) and Group manufacturing companies outside Japan (8 manufacturing consolidated subsidiaries)<br>ニコン、国内グループ会社(連結子会社14社)、海外グループ生産会社(生産系連結子会社8社) |
|                                                                | Renewable Energy Consumption<br>再生可能エネルギー使用量                                                                                                    |                                                                                                                                                                                                              |
|                                                                | CO <sub>2</sub> Emissions From Energy Consumption and Emissions per Unit of Sales<br>エネルギー起源 CO <sub>2</sub> 排出量、売上高原単位                         |                                                                                                                                                                                                              |
|                                                                | CO <sub>2</sub> From Non-Energy Consumption and Other Greenhouse Gases Emissions<br>非エネルギー起源 CO <sub>2</sub> およびその他の温室効果ガス排出量                   |                                                                                                                                                                                                              |
|                                                                | CO <sub>2</sub> Emissions Reduction Through the Use of Renewable Energy<br>再生可能エネルギー活用による CO <sub>2</sub> 削減効果                                  |                                                                                                                                                                                                              |
|                                                                | Breakdown of Greenhouse Gas Emissions<br>温室効果ガス排出量内訳                                                                                            |                                                                                                                                                                                                              |
| Promoting resource circulation<br>資源循環の推進                      | Amount of Waste (Waste Plus Resources With Economic Value) (Hazardous Waste/Non-Hazardous Waste)<br>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 (14 consolidated subsidiaries,) and Group manufacturing companies outside Japan (8 manufacturing consolidated subsidiaries)<br>ニコン、国内グループ会社(連結子会社14社)、海外グループ生産会社(生産系連結子会社8社) |
|                                                                | Water Withdrawal<br>取水量                                                                                                                         |                                                                                                                                                                                                              |
|                                                                | Water Discharge<br>排水量                                                                                                                          |                                                                                                                                                                                                              |
|                                                                | Water Consumption<br>淡水消費量                                                                                                                      |                                                                                                                                                                                                              |
|                                                                | Water Reuse<br>再利用水量                                                                                                                            |                                                                                                                                                                                                              |
| Preventing pollution and conserving ecosystems<br>汚染防止と生態系への配慮 | Volatile Organic Compounds (VOCs) Emissions<br>VOC (揮発性有機化合物) 排出量                                                                               | Nikon Group<br>ニコングループ                                                                                                                                                                                       |
| Promoting CSR procurement<br>CSR 調達の推進                         | CSR Self-Assessment Survey<br>CSR 調査票診断                                                                                                         |                                                                                                                                                                                                              |
| Employees’ health and safety<br>従業員の健康と安全                      | Frequency Rates and Severity Rate of Lost Time Accidents (1 or More Days)<br>休業災害(1日間以上)の度数率、強度率                                                | Nikon and Group companies in Japan (22 companies, including 17 consolidated subsidiaries, 1 non-consolidated subsidiary, and 4 affiliated companies)<br>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)          |
|                                                                | Number of Employees and Contractors for Occupational Accidents Requiring Time Off (1 or More Days), and Fatalities<br>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 2025 (April 1, 2025 – March 31, 2026)

対象期間: 2025年度(2025年4月1日～2026年3月31日)

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Independent Practitioner's Assurance Report / 第三者保証報告書



INDEPENDENT PRACTITIONER'S ASSURANCE REPORT

To the Representative Director and President, CEO of Nikon Corporation

We have undertaken a limited assurance engagement of the data in the "Environment" and "Society" fields indicated with ★ for the year ended March 31, 2026 (the "Sustainability Information"), included in the "NIKON SUSTAINABILITY REPORT 2026 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). This responsibility includes the design, implementation and maintenance of internal control relevant to the preparation of the Sustainability Information that is free from material misstatement, whether due to fraud or error. Greenhouse gas quantification is subject to inherent uncertainty because of 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*, which requires the firm to design, implement and operate a system of quality management including policies or 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"), and ISAE 3410, *Assurance Engagements on Greenhouse Gas Statements*, issued by the IAASB.

The procedures we performed were based on our professional judgment and included inquiries, observation, 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 the suitability and availability of the criteria applied to the calculation and reporting of the Sustainability Information.
- Identifying and assessing the risks of material misstatement in the Sustainability Information due to fraud or error.
- Obtaining an understanding of the Company's internal control system, including the process for identifying the Sustainability Information.
- Evaluating whether the Company's estimation methods are appropriate and have been applied in a consistent manner. However, our procedures did not include testing the data on which the estimates are based or reperforming the estimates.

Member of  
Deloitte Touche Tohmatsu Limited

- Undertaking site visits to assess the completeness of the data, data collection methods, source data and relevant assumptions applicable to the respective sites.
- Evaluating the appropriateness of the presentation of the Sustainability Information.

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, 2026

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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# GRI Content Index

## NIKON SUSTAINABILITY REPORT 2026

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| Statement of use                  | Nikon has reported in accordance with the GRI Standards for the period 1 April 2025 to 31 March 2026. |
| 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

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|---------------------------------|------------------------------------------------------------------|------------------|-----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| GRI 2: General Disclosures 2021 |                                                                  |                  |                                                                                                                                                                                                                                                                                                                       |
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| 2-8               | Workers who are not employees                                               | △                | [Data Index]<br>D-38 Number of Part-Time and Temporary Employees                                                                                                                                                                                                                                                                                                                                                                                                                                         |
| 2-9               | Governance structure and composition                                        | ○                | p.010-016 Governance/Risk Management<br>p.105-107 Corporate Governance<br><br>[Data Index]<br>D-54 Directors and Officers (As of March 31, 2026)<br><br>Corporate Governance Organization<br><a href="https://www.nikon.com/company/ir/governance/organization/">https://www.nikon.com/company/ir/governance/organization/</a><br><br>Directors, Officers and Executive Fellows<br><a href="https://www.nikon.com/company/corporate/management/">https://www.nikon.com/company/corporate/management/</a> |
| 2-10              | Nomination and selection of the highest governance body                     | ○                | Corporate Governance Guideline<br><a href="https://www.nikon.com/company/ir/governance/organization/guideline/">https://www.nikon.com/company/ir/governance/organization/guideline/</a>                                                                                                                                                                                                                                                                                                                  |
| 2-11              | Chair of the highest governance body                                        | ○                | p.105 History of Enhancing Corporate Governance<br><br>Corporate Governance Organization<br><a href="https://www.nikon.com/company/ir/governance/organization/">https://www.nikon.com/company/ir/governance/organization/</a>                                                                                                                                                                                                                                                                            |
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| 2-19              | Remuneration policies                                        | ○                | Corporate Governance Organization > Compensation of Directors<br><a href="https://www.nikon.com/company/ir/governance/organization/">https://www.nikon.com/company/ir/governance/organization/</a><br><br>[Data Index]<br>D-56 Compensation for Directors (Fiscal Year 2025)<br>D-57 Compensation Amount for Each Director (Fiscal Year 2025)                                                                                                                   |
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| 2-27                        | Compliance with laws and regulations               | ○                | p.036 Legal Violations<br>* In fiscal year 2025, the Nikon Group recorded one violation of environmental laws and received a fine. The violation occurred at Nikon (Thailand) Co., Ltd. due to deficiencies in procedures related to waste treatment handled by an outsourced contractor. Nikon (Thailand) Co., Ltd. has already implemented corrective measures and strengthened controls over outsourced operations to prevent recurrence.<br><br>p.099 Information Provision for Safe Use<br>* In fiscal year 2025, there were no fines or sanctions for violation of environmental laws and regulations imposed on the Nikon Group.<br><br>p.116 Anti-Bribery<br>* We recorded no violations of anti-bribery laws or regulations and received no convictions in fiscal year 2025.<br><br>p.117 Responding to Misconduct<br>* In fiscal year 2025, we took serious disciplinary action in two cases based on misconduct in the Nikon Group. One case involved illegal conduct in an employee's private life (one individual involved). Another involved disciplinary action at a Group company in Japan for the fraudulent receipt of funds based on false reporting (one individual involved and one supervisor). There were no cases of serious disciplinary actions related to discrimination or harassment.<br><br>[Data Index]<br>D-53 Number of serious incidents |
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\* Items shaded in gray indicate disclosures that are not directly related to material topics.

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| GRI 200: Economic                  |                                                                                |                  |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                               |
| GRI 201: Economic Performance 2016 |                                                                                |                  |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                               |
| 201-1                              | Direct economic value generated and distributed                                | ○                | p.004 Main Financial Data<br><br>Securities Report (in Japanese only)<br>162nd Term<br>1 Consolidated Financial Statements, etc.<br><a href="https://www.jp.nikon.com/company/ir/ir_library/sr/">https://www.jp.nikon.com/company/ir/ir_library/sr/</a>                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                       |
| 201-2                              | Financial implications and other risks and opportunities due to climate change | ○                | p.035-037 Environmental Management > Risk Management<br>p.042-043 Addressing Climate Change > Strategy<br>p.043 Addressing Climate Change > Risk Management                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                   |
| 201-3                              | Defined benefit plan obligations and other retirement plans                    | ○                | Securities Report (in Japanese only)<br>162nd Term<br>(15) Employee Benefits<br><a href="https://www.jp.nikon.com/company/ir/ir_library/sr/">https://www.jp.nikon.com/company/ir/ir_library/sr/</a>                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                           |
| 201-4                              | Financial assistance received from government                                  | ○                | Securities Report (in Japanese only)<br>162nd Term<br>29. Other Operating Income and Expenses<br><a href="https://www.jp.nikon.com/company/ir/ir_library/sr/">https://www.jp.nikon.com/company/ir/ir_library/sr/</a>                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                          |
| GRI 202: Market Presence 2016      |                                                                                |                  |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                               |
| 202-1                              | Ratios of standard entry level wage by gender compared to local minimum wage   | △                | p.067-068 Monitoring<br>p.074-075 Fair Treatment and Evaluation<br><br>[Data Index]<br>D-57 Ratio at Nikon of Basic Salary and Remuneration of Women to Men (Fiscal Year 2025)<br><br>Recruitment Information > Application Requirements of Clerical Staffs for New Graduates (in Japanese only)<br><a href="https://www.jp.nikon.com/company/recruitment/portal/newgraduates/recruit/requirements_jim.html">https://www.jp.nikon.com/company/recruitment/portal/newgraduates/recruit/requirements_jim.html</a><br>Recruitment Information > Application Requirements of Technical Staffs for New Graduates (in Japanese only)<br><a href="https://www.jp.nikon.com/company/recruitment/portal/newgraduates/recruit/requirements_tec.html">https://www.jp.nikon.com/company/recruitment/portal/newgraduates/recruit/requirements_tec.html</a> |

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|-----------------------------------------|--------------------------------------------------------------------------|------------------|------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| 202-2                                   | Proportion of senior management hired from the local community           | ○                | [Data Index]<br>D-29 Proportion of Management Hired from the Local Community outside Japan                                                                                                                                                                                                                                                                                                                                               |
| GRI 203: Indirect Economic Impacts 2016 |                                                                          |                  |                                                                                                                                                                                                                                                                                                                                                                                                                                          |
| 203-1                                   | Infrastructure investments and services supported                        | △                | p.103-104 Corporate Citizenship Activities<br><br>[Data Index]<br>D-51 Expenses of Corporate Citizenship and Breakdown by Field<br>D-51 Number of Employees Participating in Corporate Citizenship Activities (Total)<br><br>Corporate Citizenship Activities<br><a href="https://www.nikon.com/company/sustainability/society/citizenship-activities/">https://www.nikon.com/company/sustainability/society/citizenship-activities/</a> |
| 203-2                                   | Significant indirect economic impacts                                    | △                | p.103-104 Corporate Citizenship Activities<br><br>[Data Index]<br>D-51 Expenses of Corporate Citizenship and Breakdown by Field<br>D-51 Number of Employees Participating in Corporate Citizenship Activities (Total)<br><br>Corporate Citizenship Activities<br><a href="https://www.nikon.com/company/sustainability/society/citizenship-activities/">https://www.nikon.com/company/sustainability/society/citizenship-activities/</a> |
| GRI 204: Procurement Practices 2016     |                                                                          |                  |                                                                                                                                                                                                                                                                                                                                                                                                                                          |
| 204-1                                   | Proportion of spending on local suppliers                                | ○                | p.085 The Nikon Group's Supply Chain > Percentage of Procurement Value by Region<br><br>[Data Index]<br>D-25 Percentage of Procurement Value by Region and Percentage of Procurement Partners by Region at Regional Production Centers (Fiscal Year 2025)                                                                                                                                                                                |
| GRI 205: Anti-corruption 2016           |                                                                          |                  |                                                                                                                                                                                                                                                                                                                                                                                                                                          |
| 205-1                                   | Operations assessed for risks related to corruption                      | ○                | p.116 Anti-Bribery                                                                                                                                                                                                                                                                                                                                                                                                                       |
| 205-2                                   | Communication and training about anti-corruption policies and procedures | ○                | p.115-117 Thorough Compliance > Main Initiatives                                                                                                                                                                                                                                                                                                                                                                                         |

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|-----------------------------------------|---------------------------------------------------------------------------------|------------------|--------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| 205-3                                   | Confirmed incidents of corruption and actions taken                             | ○                | p.117 Training on Competition Law<br>[Data Index]<br>D-53 Number of serious incidents                                                                                                                                                            |
| GRI 206: Anti-competitive Behavior 2016 |                                                                                 |                  |                                                                                                                                                                                                                                                  |
| 206-1                                   | Legal actions for anti-competitive behavior, anti-trust, and monopoly practices | ○                | p.117 Prevention of Competition Law Violations<br>* In fiscal year 2025, no cases of violation of related anti-bribery laws and regulations occurred in the Nikon Group.<br>[Data Index]<br>D-53 Number of serious incidents                     |
| GRI 207: Tax 2019                       |                                                                                 |                  |                                                                                                                                                                                                                                                  |
| 207-1                                   | Approach to tax                                                                 | ○                | p.106-107 Taxation<br>Global Tax Policy<br><a href="https://www.nikon.com/company/sustainability/governance/corporate-governance/tax_policy.pdf">https://www.nikon.com/company/sustainability/governance/corporate-governance/tax_policy.pdf</a> |
| 207-2                                   | Tax governance, control, and risk management                                    | ○                | p.106-107 Taxation<br>Global Tax Policy<br><a href="https://www.nikon.com/company/sustainability/governance/corporate-governance/tax_policy.pdf">https://www.nikon.com/company/sustainability/governance/corporate-governance/tax_policy.pdf</a> |
| 207-3                                   | Stakeholder engagement and management of concerns related to tax                | ○                | p.106-107 Taxation<br>Global Tax Policy<br><a href="https://www.nikon.com/company/sustainability/governance/corporate-governance/tax_policy.pdf">https://www.nikon.com/company/sustainability/governance/corporate-governance/tax_policy.pdf</a> |
| 207-4                                   | Country-by-country reporting                                                    | ○                | p.107 Fiscal Year 2024 Tax Payments by Region<br>[Data Index]<br>D-58 Revenue, Tax Payment, and Number of Employee by Region (Fiscal Year 2024)                                                                                                  |
| GRI 300 Environmental                   |                                                                                 |                  |                                                                                                                                                                                                                                                  |
| GRI 301: Materials 2016                 |                                                                                 |                  |                                                                                                                                                                                                                                                  |
| 301-1                                   | Materials used by weight or volume                                              | △                | p.036 Business Activities and the Environment                                                                                                                                                                                                    |
| 301-2                                   | Recycled input materials used                                                   | △                | p.037 Eco-friendly Product Development<br>p.048-050 The 3Rs for Products and Packaging                                                                                                                                                           |

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|-----------------------------------|------------------------------------------------------------|------------------|-----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| 301-3                             | Reclaimed products and their packaging materials           | △                | p.048-050 The 3Rs for Products and Packaging<br>[Data Index]<br>D-14 Sales Trends of Refurbished Semiconductor Lithography Systems (For IC)                                                                                                                                                   |
| GRI 302: Energy 2016              |                                                            |                  |                                                                                                                                                                                                                                                                                               |
| 302-1                             | Energy consumption within the organization                 | ○                | p.045 Utilizing Renewable Energy<br>p.045 Changes in Energy Consumption<br>[Data Index]<br>D-07 Energy Consumption<br>D-08 Energy Consumption (MWh Conversion)<br>D-09 Ratio of Renewable Energy to Electricity Consumption                                                                   |
| 302-2                             | Energy consumption outside of the organization             | △                | p.040 Scope 3 Emissions<br>p.047 Logistics GHG Emissions in Japan, Internationally, and outside Japan<br>[Data Index]<br>D-04 GHG Emissions List Breakdown by Scope and Category (2)<br>D-14 GHG Emissions From Distribution in Japan, International Shipment, and Distribution Outside Japan |
| 302-3                             | Energy intensity                                           | ○                | p.045 Changes in Energy Consumption<br>[Data Index]<br>D-07 Energy Consumption                                                                                                                                                                                                                |
| 302-4                             | Reduction of energy consumption                            | ○                | p.046 Main Energy-Saving Initiatives at Business Facilities<br>[Data Index]<br>D-07 Energy Consumption<br>D-08 Energy Consumption (MWh Conversion)                                                                                                                                            |
| 302-5                             | Reductions in energy requirements of products and services | ○                | p.043-044 Reducing Greenhouse Gas Emissions in Products                                                                                                                                                                                                                                       |
| GRI 303: Water and Effluents 2018 |                                                            |                  |                                                                                                                                                                                                                                                                                               |
| 303-1                             | Interactions with water as a shared resource               | ○                | p.053-055 Protection of Water Resources                                                                                                                                                                                                                                                       |
| 303-2                             | Management of water discharge-related impacts              | ○                | p.053 Protection of Water Resources > Governance<br>p.054 Appropriate Wastewater Treatment<br>p.055 Water Reuse Measures<br>p.059 Prevention of Air, Water, and Soil Pollution                                                                                                                |

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| 303-3                      | Water withdrawal                                                                                                                          | ○                | p.036 Business Activities and the Environment<br>p.054 Protection of Water Resources > Risk Management<br>p.054-055 Water Withdrawal and Discharge > Changes in Water Withdrawal, Changes in Water Discharge<br><br>[Data Index]<br>D-19 Water Withdrawal |
| 303-4                      | Water discharge                                                                                                                           | ○                | p.036 Business Activities and the Environment<br>p.054 Protection of Water Resources > Risk Management<br>p.054-055 Water Withdrawal and Discharge > Changes in Water Withdrawal, Changes in Water Discharge<br><br>[Data Index]<br>D-20 Water Discharge  |
| 303-5                      | Water consumption                                                                                                                         | ○                | p.054 Protection of Water Resources > Risk Management<br>p.054-055 Water Withdrawal and Discharge > Changes in Water Withdrawal, Changes in Water Consumption<br><br>[Data Index]<br>D-21 Freshwater Consumption<br>D-22 Water Consumption                |
| GRI 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 | △                | p.060 Biodiversity Conservation > Basic Approach<br>p.060-062 Biodiversity Conservation > Strategy                                                                                                                                                        |
| 304-2                      | Significant impacts of activities, products, and services on biodiversity                                                                 | ○                | p.060 Biodiversity Conservation > Basic Approach<br>p.060-062 Biodiversity Conservation > Strategy<br>p.062-063 Biodiversity Conservation > Main Initiatives                                                                                              |
| 304-3                      | Habitats protected or restored                                                                                                            | ○                | p.062-063 Biodiversity Conservation > Main Initiatives                                                                                                                                                                                                    |
| 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.                                                                                                                 |

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|-------------------------|-----------------------------------------|------------------|---------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| GRI 305: Emissions 2016 |                                         |                  |                                                                                                                                                                                                                                                                                                                                                                                                                                                         |
| 305-1                   | Direct (Scope 1) GHG emissions          | ○                | p.040 Scope 1+2 Emissions<br>p.044-047 Reducing Greenhouse Gas Emissions at Business Facilities<br>p.044 Changes in CO <sub>2</sub> Emissions from Energy Consumption<br><br>[Data Index]<br>D-03 GHG Emissions List Breakdown by Scope and Category (1)<br>D-10 CO <sub>2</sub> Emissions From Energy Consumption<br>D-11 Breakdown of Greenhouse Gas Emissions<br>D-12 CO <sub>2</sub> From Non-Energy Consumption and Other Greenhouse Gas Emissions |
| 305-2                   | Energy indirect (Scope 2) GHG emissions | ○                | p.040 Scope 1+2 Emissions<br>p.044-047 Reducing Greenhouse Gas Emissions at Business Facilities<br>p.044 Changes in CO <sub>2</sub> Emissions from Energy Consumption<br><br>[Data Index]<br>D-03 GHG Emissions List Breakdown by Scope and Category (1)<br>D-10 CO <sub>2</sub> Emissions From Energy Consumption<br>D-11 Breakdown of Greenhouse Gas Emissions<br>D-13 CO <sub>2</sub> Emissions Reduction Through the Use of Renewable Energy        |
| 305-3                   | Other indirect (Scope 3) GHG emissions  | ○                | p.040 Scope 3 Emissions<br>p.043-044 Reducing Greenhouse Gas Emissions in Products<br>p.047 Reducing Greenhouse Gas (GHG) Emissions From Logistics<br><br>[Data Index]<br>D-04 GHG Emissions List Breakdown by Scope and Category (2)<br>D-14 GHG Emissions From Distribution in Japan, International Shipment, and Distribution Outside Japan                                                                                                          |
| 305-4                   | GHG emissions intensity                 | ○                | p.044-047 Reducing Greenhouse Gas Emissions at Business Facilities<br><br>[Data Index]<br>D-10 CO <sub>2</sub> Emissions From Energy Consumption                                                                                                                                                                                                                                                                                                        |

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|---------------------|-------------------------------------------------------------------------------------------------------------|------------------|--------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| 305-5               | Reduction of GHG emissions                                                                                  | ○                | p.043-044 Reducing Greenhouse Gas Emissions in Products<br>p.044-047 Reducing Greenhouse Gas Emissions at Business Facilities<br>p.047 Reducing Greenhouse Gas (GHG) Emissions From Logistics<br><br>[Data Index]<br>D-03, 04 GHG Emissions List Breakdown by Scope and Category<br>D-10 CO <sub>2</sub> Emissions From Energy Consumption<br>D-11 Breakdown of Greenhouse Gas Emissions<br>D-12 CO <sub>2</sub> From Non-Energy Consumption and Other Greenhouse Gas Emissions<br>D-13 CO <sub>2</sub> Emissions Reduction Through the Use of Renewable Energy<br>D-14 GHG Emissions From Distribution in Japan, International Shipment, and Distribution Outside Japan |
| 305-6               | Emissions of ozone-depleting substances (ODS)                                                               | ○                | p.057-058 Total Abolition of All Ozone-Depleting Substances and Reduction of CFC Use                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                     |
| 305-7               | Nitrogen oxides (NO <sub>x</sub> ) , sulfur oxides (SO <sub>x</sub> ) , and other significant air emissions | ○                | p.058-059 Nikon Group's PRTR and VOCs<br><br>[Data Index]<br>D-23 PRTR Survey Results<br>D-24 Volatile Organic Compounds (VOCs) Emissions<br><br>Environmental Data by Plants/Manufacturing Companies in Japan (in Japanese only)<br><a href="https://www.jp.nikon.com/company/sustainability/environment/data/">https://www.jp.nikon.com/company/sustainability/environment/data/</a>                                                                                                                                                                                                                                                                                   |
| GRI 306: Waste 2020 |                                                                                                             |                  |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                          |
| 306-1               | Waste generation and significant waste-related impacts                                                      | ○                | p.051-052 Management and Reduction of Waste                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                              |
| 306-2               | Management of significant waste-related impacts                                                             | ○                | p.051-052 Management and Reduction of Waste<br>* 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.                                                                                                                                                                                                                                                                                                                                                                                                                              |
| 306-3               | Waste generated                                                                                             | ○                | p.036 Business Activities and the Environment<br>p.052 Waste Reduction Performance<br><br>[Data Index]<br>D-16 Amount of Waste (Waste Plus Resources With Economic Value), Total Waste Used/Recycled/Sold, and Final Landfill Waste<br>D-17 Breakdown (by Category) of Waste (Waste Plus Resources With Economic Value) Generated by Nikon Group in Japan (Fiscal Year 2025)                                                                                                                                                                                                                                                                                             |
| 306-4               | Waste diverted from disposal                                                                                | ○                | p.051-052 Management and Reduction of Waste<br><br>[Data Index]<br>D-16 Amount of Waste (Waste Plus Resources With Economic Value), Total Waste Used/Recycled/Sold, and Final Landfill Waste<br>D-17 Breakdown (by Category) of Waste (Waste Plus Resources With Economic Value) Generated by Nikon Group in Japan (Fiscal Year 2025)                                                                                                                                                                                                                                                                                                                                    |

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| 306-5                                           | Waste directed to disposal                                                                         | ○                | p.051-052 Management and Reduction of Waste<br>[Data Index]<br>D-16 Amount of Waste (Waste Plus Resources With Economic Value), Total Waste Used/Recycled/Sold, and Final Landfill Waste                                                                                                                        |
| GRI 308: Supplier Environmental Assessment 2016 |                                                                                                    |                  |                                                                                                                                                                                                                                                                                                                 |
| 308-1                                           | New suppliers that were screened using environmental criteria                                      | ○                | p.093-094 Green Procurement<br>* The business contract requires all new suppliers to follow Nikon's environment standards.<br>[Data Index]<br>D-27 Environmental Partner Certifications                                                                                                                         |
| 308-2                                           | Negative environmental impacts in the supply chain and actions taken                               | ○                | p.044 Reducing GHGs With Procurement Partners<br>p.091 Results of Fiscal Year 2025 Assessment<br>p.093-094 Environmental Management System Survey and Assessment<br>[Data Index]<br>D-26 CSR Assessment Results                                                                                                 |
| GRI 400 Social                                  |                                                                                                    |                  |                                                                                                                                                                                                                                                                                                                 |
| GRI 401: Employment 2016                        |                                                                                                    |                  |                                                                                                                                                                                                                                                                                                                 |
| 401-1                                           | New employee hires and employee turnover                                                           | ○                | [Data Index]<br>D-30 Number and Rate of New Hires<br>D-35 Number and Rate of Turnover                                                                                                                                                                                                                           |
| 401-2                                           | Benefits provided to full-time employees that are not provided to temporary or part-time employees | ○                | p.072 Creating Comfortable Working Environments<br>p.072 Offering Diverse Work Styles<br>p.073 Support for Balancing Work and Childcare/Nursing Care<br>p.073 Support for Balancing Work and Childcare/Nursing Care > Nikon's Support Systems for Balancing Work and Family<br>p.074 Curbing Long Working Hours |
| 401-3                                           | Parental leave                                                                                     | ○                | p.073 Support for Balancing Work and Childcare/Nursing Care<br>[Data Index]<br>D-39 Number of Employees Taking Childcare Leave<br>D-40 Return-to-Work Rates After Childcare Leave<br>D-40 Retention Rates After Childcare Leave                                                                                 |

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|----------------------------------------------|---------------------------------------------------------------------------------------------------------------|------------------|------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| GRI 402: Labor/Management Relations 2016     |                                                                                                               |                  |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                |
| 402-1                                        | Minimum notice periods regarding operational changes                                                          | ○                | p.068 Labor Relations                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                          |
| GRI 403: Occupational Health and Safety 2018 |                                                                                                               |                  |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                |
| 403-1                                        | Occupational health and safety management system                                                              | ○                | p.079-081 Employees' Health and Safety > Governance<br>p.081 Employees' Health and Safety > Risk Management                                                                                                                                                                                                                                                                                                                                                                                                                                    |
| 403-2                                        | Hazard identification, risk assessment, and incident investigation                                            | ○                | p.081 Employees' Health and Safety > Risk Management<br>p.082-083 Employees' Health and Safety > Main Initiatives                                                                                                                                                                                                                                                                                                                                                                                                                              |
| 403-3                                        | Occupational health services                                                                                  | ○                | p.081 Employees' Health and Safety > Risk Management<br>p.082-083 Employees' Health and Safety > Main Initiatives                                                                                                                                                                                                                                                                                                                                                                                                                              |
| 403-4                                        | Worker participation, consultation, and communication on occupational health and safety                       | ○                | p.068 Labor Relations<br>p.079-081 Employees' Health and Safety > Governance                                                                                                                                                                                                                                                                                                                                                                                                                                                                   |
| 403-5                                        | Worker training on occupational health and safety                                                             | ○                | p.082-083 Employees' Health and Safety > Main Initiatives                                                                                                                                                                                                                                                                                                                                                                                                                                                                                      |
| 403-6                                        | Promotion of worker health                                                                                    | ○                | p.082 Maintaining and Improving Employee Health                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                |
| 403-7                                        | Prevention and mitigation of occupational health and safety impacts directly linked by business relationships | ○                | p.082-083 Employees' Health and Safety > Main Initiatives<br>p.084 Collaboration With Business Partners                                                                                                                                                                                                                                                                                                                                                                                                                                        |
| 403-8                                        | Workers covered by an occupational health and safety management system                                        | ○                | p.078-084 Employees' Health and Safety<br>* Our occupational health and safety management system applies to all Nikon Group employees                                                                                                                                                                                                                                                                                                                                                                                                          |
| 403-9                                        | Work-related injuries                                                                                         | ○                | p.083 Nikon Group Occupational Accidents<br><br>[Data Index]<br>D-42 Occupational Accidents<br>D-43 Frequency Rate of Lost Time Accidents (1 or More Days)<br>D-44 Severity Rate of Lost Time Accidents(1 or More Days)<br>D-45 Occupational Accidents Requiring Time Off (1 or More Days)<br>D-46 Lost-Time Occupational Accidents Attributable to Work or Related to the Performance of Work (1 or More Days)<br>D-47 Fatalities<br>D-49 Number of People with Major Injuries and Illnesses Due to Occupational Accidents (Fiscal Year 2025) |

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| 403-10                                        | Work-related ill health                                                   | ○                | p.083 Nikon Group Occupational Accidents<br>[Data Index]<br>D-46 Lost-Time Occupational Accidents Attributable to Work or Related to the Performance of Work (1 or More Days)<br>D-47 Fatalities<br>D-48 Frequency Rate of Occupational Illnesses<br>D-49 Number of People with Major Injuries and Illnesses Due to Occupational Accidents (Fiscal Year 2025)                                                                                                                                                                                                                                                                                                                                                                                                                                    |
| GRI 404: Training and Education 2016          |                                                                           |                  |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                  |
| 404-1                                         | Average hours of training per year per employee                           | ○                | p.076 Main Initiatives > Annual Number of Training Days per Employee<br>[Data Index]<br>D-41 Annual Number of Training Days per Employee at Nikon                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                |
| 404-2                                         | Programs for upgrading employee skills and transition assistance programs | ○                | p.072 Supporting Senior Employees in the Workplace<br>p.076-077 Human Resources Development                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                      |
| 404-3                                         | Percentage of employees receiving regular performance and career          | ○                | p.074-075 Fair Treatment and Evaluation<br>* Nikon conducts performance evaluation interviews with all employees twice a year. Evaluation outcomes do not differ based on gender.                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                |
| GRI 405: Diversity and Equal Opportunity 2016 |                                                                           |                  |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                  |
| 405-1                                         | Diversity of governance bodies and employees                              | ○                | p.071 Advancement of Women in the Workplace > Ratio of Female Employees and Women in Management Positions (Nikon)<br>p.072 Supporting Persons With Disabilities > Employment of Persons With Disabilities Under Group Certification Over Time<br>[Data Index]<br>D-28 Gender and Age Composition Ratios of Nikon by Managerial Level and Employment Type (As of March 31, 2026)<br>D-33 Age Group<br>D-36 Ratio of Female Employees<br>D-37 Ratio of Females in Management Positions<br>D-38 Ratio of Females in Junior Management Positions at Nikon<br>D-39 Employment of People With Disabilities Under Group Certification<br>D-54 Directors and Officers (As of March 31, 2026)<br>D-55 Number of Women and Non-Japanese Appointed as Nikon Group Directors/Officers and Corporate Auditors |
| 405-2                                         | Ratio of basic salary and remuneration of women to men                    | ○                | [Data Index]<br>D-57 Ratio at Nikon of Basic Salary and Remuneration of Women to Men (Fiscal Year 2025)                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                          |

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| Disclosure Number                                              | Disclosure                                                                                                     | Disclosure Level | Location/Notes & Omissions                                                                                                                                                                                                                                                                                                                                                                                                           |
|----------------------------------------------------------------|----------------------------------------------------------------------------------------------------------------|------------------|--------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| GRI 406: Non-discrimination 2016                               |                                                                                                                |                  |                                                                                                                                                                                                                                                                                                                                                                                                                                      |
| 406-1                                                          | Incidents of discrimination and corrective actions taken                                                       | ○                | p.065 Respecting Human Rights > Governance<br>p.067-068 Monitoring<br>p.087 Human Rights Grievance and Consultation Desk<br>p.115-116 Reporting and Consulting System (Code of Conduct Hotline)<br><br>[Data Index]<br>D-52 Use of Reporting and Consulting System                                                                                                                                                                   |
| GRI 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.066 Respecting Human Rights > Risk Management<br>p.067-068 Respecting Human Rights > Main Initiatives<br>p.090-094 Promoting CSR Procurement                                                                                                                                                                                                                                                                                       |
| GRI 408: Child Labor 2016                                      |                                                                                                                |                  |                                                                                                                                                                                                                                                                                                                                                                                                                                      |
| 408-1                                                          | Operations and suppliers at significant risk for incidents of child labor                                      | ○                | p.066 Respecting Human Rights > Risk Management<br>p.067-068 Monitoring<br>p.090-094 Promoting CSR Procurement<br><br>Responsible Minerals Sourcing Report 2026<br><a href="https://www.nikon.com/company/sustainability/society/csr-procurement/Responsible_Minerals_Sourcing_Report_2025_Survey.pdf">https://www.nikon.com/company/sustainability/society/csr-procurement/Responsible_Minerals_Sourcing_Report_2025_Survey.pdf</a> |
| GRI 409: Forced or Compulsory Labor 2016                       |                                                                                                                |                  |                                                                                                                                                                                                                                                                                                                                                                                                                                      |
| 409-1                                                          | Operations and suppliers at significant risk for incidents of forced or compulsory labor                       | ○                | p.066 Respecting Human Rights > Risk Management<br>p.067-068 Monitoring<br>p.090-094 Promoting CSR Procurement<br><br>Responsible Minerals Sourcing Report 2026<br><a href="https://www.nikon.com/company/sustainability/society/csr-procurement/Responsible_Minerals_Sourcing_Report_2025_Survey.pdf">https://www.nikon.com/company/sustainability/society/csr-procurement/Responsible_Minerals_Sourcing_Report_2025_Survey.pdf</a> |
| GRI 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)                                                                                                                                                                                                                                                                                        |
| GRI 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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|------------------------------------------|-----------------------------------------------------------------------------------------------|------------------|---------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| GRI 413: Local Communities 2016          |                                                                                               |                  |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                 |
| 413-1                                    | Operations with local community engagement, impact assessments, and development programs      | △                | p.063 Initiatives at Each Plant and Business Facility<br>p.103-104 Corporate Citizenship Activities<br><br>Environmental Actions at Nikon Business Facilities<br><a href="https://www.nikon.com/company/sustainability/environment_action/">https://www.nikon.com/company/sustainability/environment_action/</a><br>Corporate Citizenship Activities<br><a href="https://www.nikon.com/company/sustainability/society/citizenship-activities/">https://www.nikon.com/company/sustainability/society/citizenship-activities/</a> |
| 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)                                                                                                                                                                                                                                                                                                                                                                   |
| GRI 414: Supplier Social Assessment 2016 |                                                                                               |                  |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                 |
| 414-1                                    | New suppliers that were screened using social criteria                                        | ○                | p.090-094 Promoting CSR Procurement<br>* 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.                                                                                                                                                                                                                                                                         |
| GRI 415: Public Policy 2016              |                                                                                               |                  |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                 |
| 415-1                                    | Political contributions                                                                       | ○                | 0 Yen                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                           |
| GRI 416: Customer Health and Safety 2016 |                                                                                               |                  |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                 |
| 416-1                                    | Assessment of the health and safety impacts of product and service categories                 | ○                | p.098 Ensuring Safety of Products and Services                                                                                                                                                                                                                                                                                                                                                                                                                                                                                  |
| 416-2                                    | Incidents of non-compliance concerning the health and safety impacts of products and services | ○                | p.099 Response in Case of an Accident<br>* Although no incidents were noted that resulted in serious damages or significant impact on customers in fiscal year 2025, we took action to prevent damages and recurrence in connection with four matters in accordance with our response procedures.<br><br>[Data Index]<br>D-53 Number of serious incidents                                                                                                                                                                       |

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|--------------------------------------|----------------------------------------------------------------------------------------------|------------------|-----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| GRI 417: Marketing and Labeling 2016 |                                                                                              |                  |                                                                                                                                                                                                                                               |
| 417-1                                | Requirements for product and service information and labeling                                | ○                | p.056-059 Management and Reduction of Hazardous Chemical Substances<br>p.099 Information Provision for Safe Use                                                                                                                               |
| 417-2                                | Incidents of non-compliance concerning product and service information and labeling          | ○                | p.099 Information Provision for Safe Use<br>* In fiscal year 2025, 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 2025, there were no violations of laws or self-regulations with regard to marketing communications.                                                                                                                          |
| GRI 418: Customer Privacy 2016       |                                                                                              |                  |                                                                                                                                                                                                                                               |
| 418-1                                | Substantiated complaints concerning breaches of customer privacy and losses of customer data | ○                | p.112 Response to Information Security Incidents<br>* There have been no major information security incidents involving the payment of fines or compensation in the past three years.<br><br>[Data Index]<br>D-53 Number of serious incidents |



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