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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**

-  Web
- ▶ Nikon Code of Conduct
 - ▶ Nikon Human Rights Policy
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 - ▶ Responsible Minerals Sourcing Policy
 - ▶ Nikon Group Customer Harassment Response Policy in Japan (in Japanese only)
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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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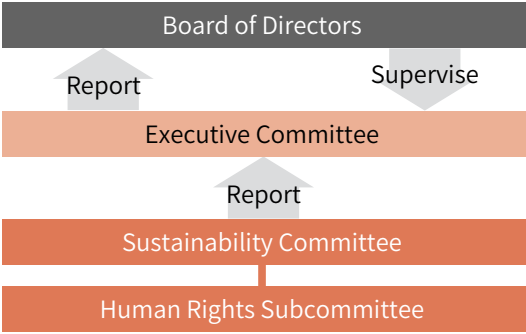
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Governance

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 Overview of the AI ethics policy draft Human rights risk self-assessment results Customer harassment response Establishment of the Human Rights Grievance and Consultation Desk Results of engagement with labor unions
2nd Meeting	Salient Human Rights Issues Fiscal Year 2026 Action Plan 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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Risk Management

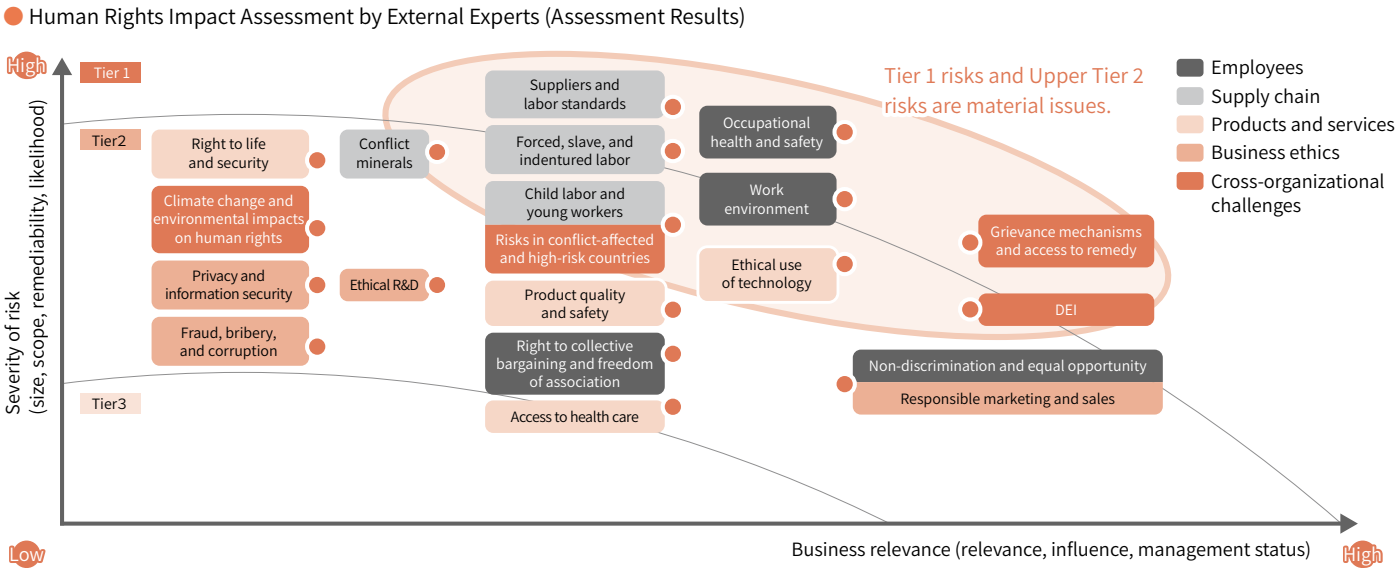
We hired outside experts to conduct a human rights impact assessment during fiscal year 2024 of all Nikon Group businesses. The assessment identified, mapped, and prioritized issues that may affect rights holders in the Nikon value chain, identifying six salient human rights issues.

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 Established the Code of Conduct Hotline
FY2004	Established the Nikon Charter of Corporate Behavior, clearly stating respect for human rights as the basic approach of the Nikon Group
FY2006	Established the CSR Committee (currently the Sustainability Committee) to integrate CSR-related activities, including respect for human rights, and create a company-wide promotion system
FY2007	Revised the Nikon Charter of Corporate Behavior and newly established the Nikon CSR Charter (revised content regarding respect for human rights) Established the Nikon Procurement Partner's CSR Guidelines, clearly stating our approach to CSR in procurement, including respect for human rights, and what we expect of our procurement partners Joined the United Nations Global Compact (UN Global Compact)
FY2010	Launched monitoring surveys to manage human rights and labor standards globally for Group companies
FY2011	Established the Policy on Conflict Minerals and established a hotline for conflict minerals
FY2012	Launched conflict minerals survey and disclosure of survey results
FY2014	Joined the Responsible Minerals Initiative (RMI) ^{*1}
FY2015	Abolished the Nikon Procurement Partner's CSR Guidelines, established the Nikon CSR Procurement Standards, and launched CSR assessments and CSR audits
FY2016	Launched disclosure of compliance statement with the UK Modern Slavery Act
FY2018	Integrated the Nikon CSR Charter and Nikon Code of Conduct integrated into a new Nikon Code of Conduct to serve as the Group's unified standard Joined the Responsible Business Alliance (RBA) ^{*2}
FY2019	Established the Nikon Human Rights Policy
FY2020	Launched streaming of the message from the president for Human Rights Day in the internal newsletter
FY2021	Created the Communications with an Inclusive Perspective of Human Rights handbook
FY2023	Established the Nikon Global Diversity, Equity & Inclusion Policy
FY2024	Conducted a human rights impact assessment and identified six salient human rights issues
FY2025	Revised the Nikon Human Rights Policy Established the Human Rights Subcommittee under the Sustainability Committee Establishment of the Human rights Grievance and Consultation Desk

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

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^{*3} (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.

^{*3} 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 Transfers involving a change in work location Temporary leave of absence and reinstatement due to secondment within Japan	Up to one month prior to the Effective Date
Temporary leave of absence and reinstatement due to secondment overseas	Up to three months prior to the Effective Date

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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.

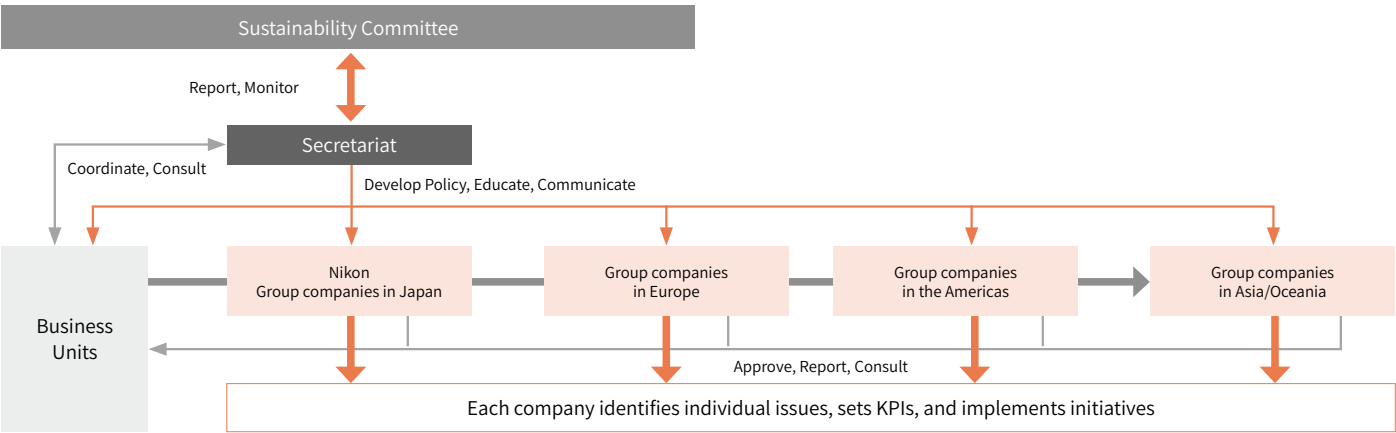
Awareness reform and skills development at the management level play an important role in organization operations. To this end, Nikon prioritized these matters and addressed them under a shared global focus. We also conducted group-based DEI training for new section managers, as well as training for 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

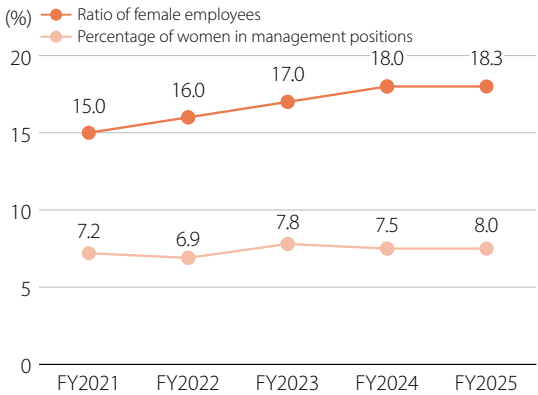
Advancement of Women in the Workplace

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

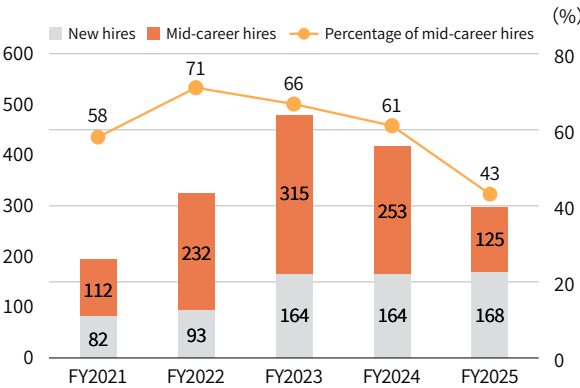
The Nikon Group strengthens our human resources strategy to acquire talent, develop talent, and leverage talent based on our approach to human capital management.

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.

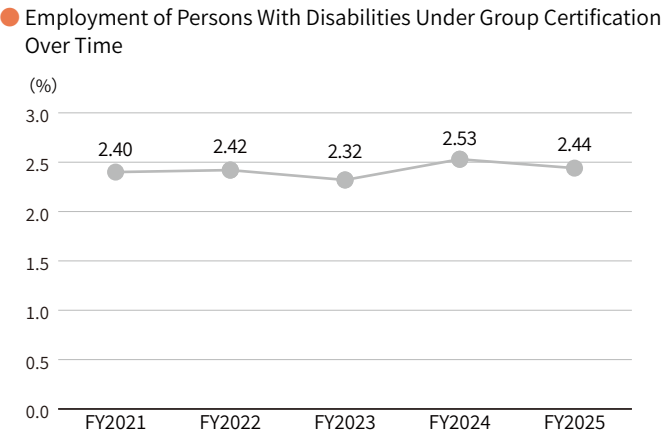
Supporting Persons With Disabilities

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.

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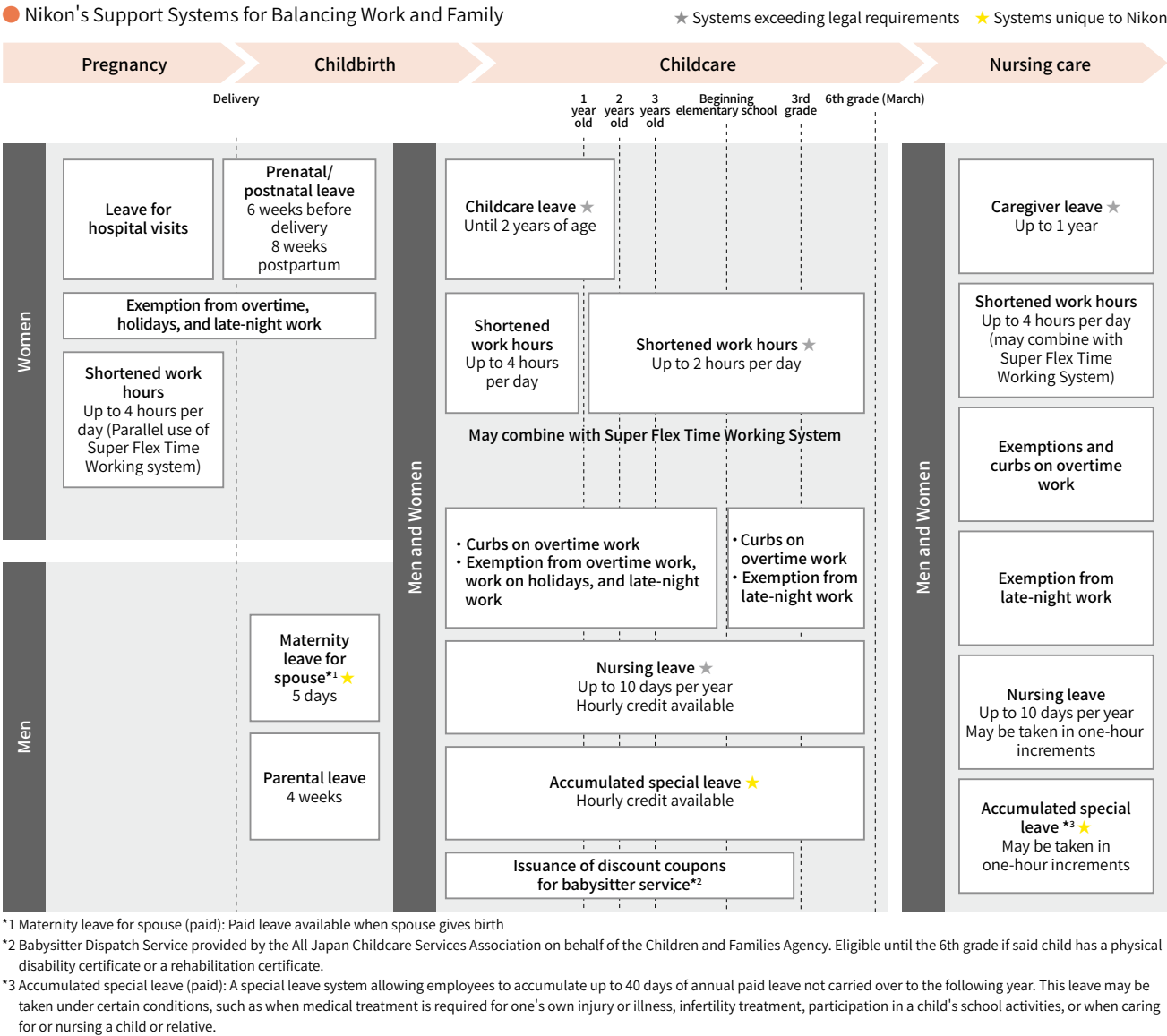
At Nikon, we established a system that allows employees to choose a flexible work style according to their life stage to balance work with infertility treatments, pregnancy, childbirth, childcare, and nursing care.

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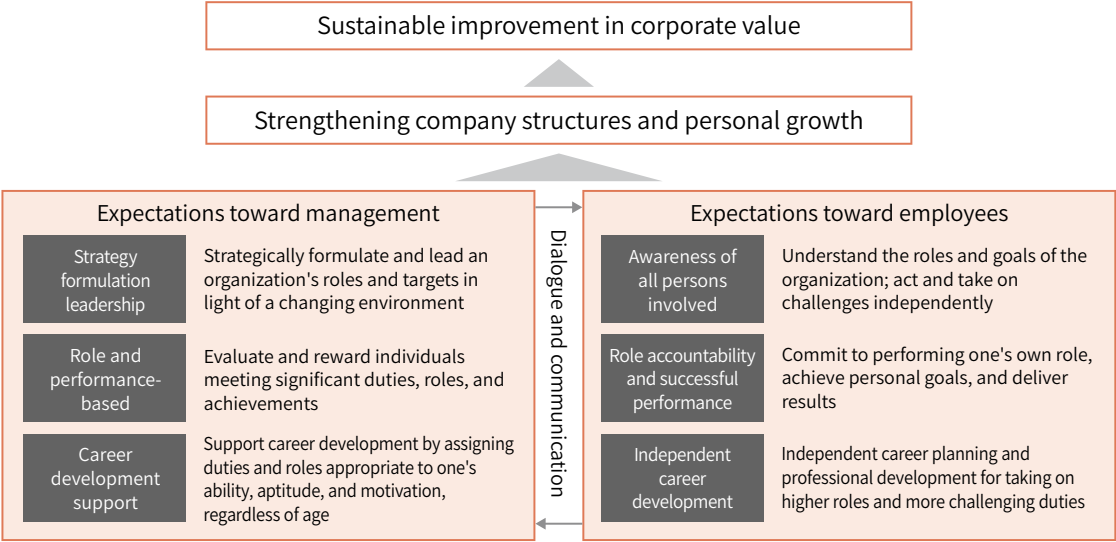
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duties and roles (degree of goal achievement) under the Goal Setting and Performance Review System. These evaluations are conducted semiannually, covering a six-month evaluation period. Under this goal review system, each employee determines goals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

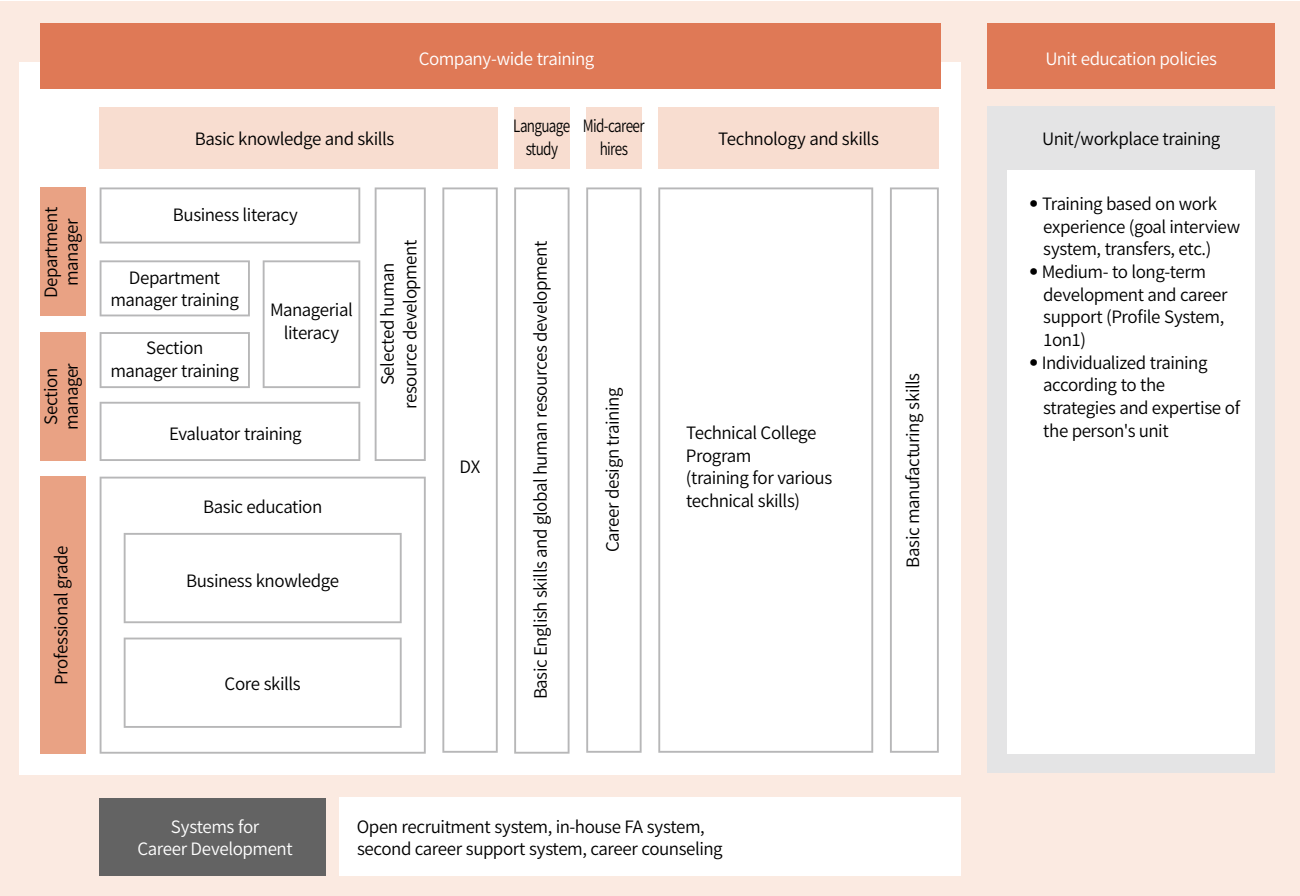
Supporting the active participation of senior employees is another area we focus on. Our measures include holding ongoing trainings, including the Career Design Training course for 58-year-olds, which encourages employees to build awareness of long-term career development, and the Life Plan Seminar, 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								Overall	Health	Safety
	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^{*1}

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 •Notification via supervisors when consultations with an occupational physician is required	70.0%	
Lifestyle disease risk factors •Healthy weight maintenance rate (BMI between 18.5 and 24.9) •Smoking rate (percentage of habitual smokers) •Exercise habit rate (percentage of employees exercising at least twice per week for 30 minutes or more per session) •Sufficient sleep and rest rate (percentage of employees who obtain adequate rest through sleep) •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 •Distribution of health information (in coordination with health insurance association) •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%

^{*1} 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*^{*2}

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 •Encourage use of consultation services for physical and mental health concerns and support balancing treatment and work •Mental health training (self-care and line-care training) •Monitoring of work engagement, presenteeism, and absenteeism	Rate of employees with high stress levels	13.8
Average <i>Energy</i> score *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 *Stress check questions: "My job is worth doing"			Average <i>Fulfillment in Work</i> score	3.0

^{*2} 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^{*3}

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) •Safety education •Sharing of occupational accident cases and measures	Occupational accidents:	43
			- Japan	17
			- Overseas	26

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

^{*1} Indicators are based on the Ministry of Health, Labour and Welfare's *Standard Health Checkup and Health Guidance Program* (FY2024 Edition).
^{*2} 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.
^{*3} Percentage of employees with a BMI between 18.5 and 24.9.
^{*4} Percentage of habitual smokers.
^{*5} Percentage of employees exercising at least twice per week for 30 minutes or more per session.
^{*6} Percentage of employees who obtain adequate rest through sleep.
^{*7} 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.

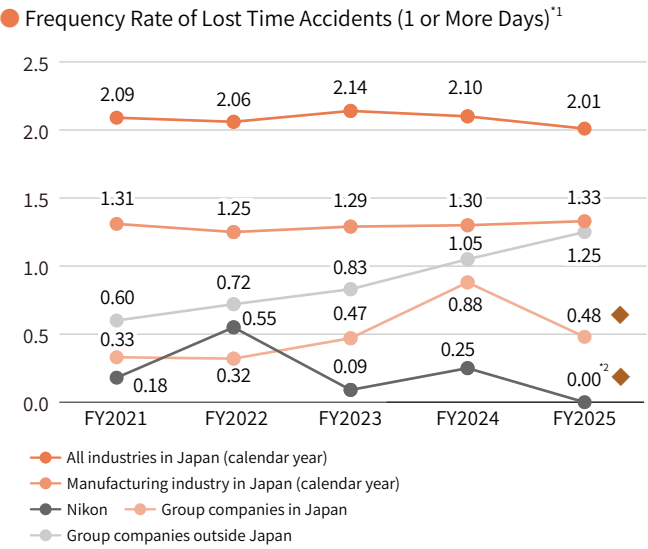
In fiscal year 2025, we awarded projects that implemented effective KYT (hazard prediction training) through the distribution of self-produced content on digital signage.

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



^{*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} 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)^{*1}

	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 ² ◆
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

^{*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} 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 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)	General: regular health checkups, occupational physician consultations, influenza vaccinations, distribution of wellness information, sports activities • 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 • Europe: gym membership subsidies: 124; bicycle leasing program: 98; ergonomics consulting training: 584; breast cancer awareness campaign: 54 • Americas: wellness seminars: 338; Wellness Wednesday: 80; health insurance information sessions: 180; Pilates: 40 • 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)	General: management newsletters, town hall meetings, communication enhancement seminars, EAPs^{*1}, fruit baskets (fruit provided in break rooms) • 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 • 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 • Americas: soft shutdown ^{*2} : 200; new employee welcome event: 203; healthy snack program: 43 (3); ongoing WVPPs ^{*3} : 279 (7) • 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)	General: safety committees, safety patrols, health and safety training, risk management training, fire drills, evacuation drills, and first aid • 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) • Europe: periodic inspections conducted by safety managers and other personnel (four times per year): 281; annual safety training: 656 (2); forklift operator training: 8 • Americas: health and safety awareness newsletters: 690; laser safety training, etc.: 232; ongoing SMBWA ^{*4} safety audits: 200 • 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

^{*1} Employee Assistance Program (EAP)
^{*2} 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
^{*3} Workplace Violence Prevention Plans (WVPP; California Workplace Violence Prevention Program)
^{*4} 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

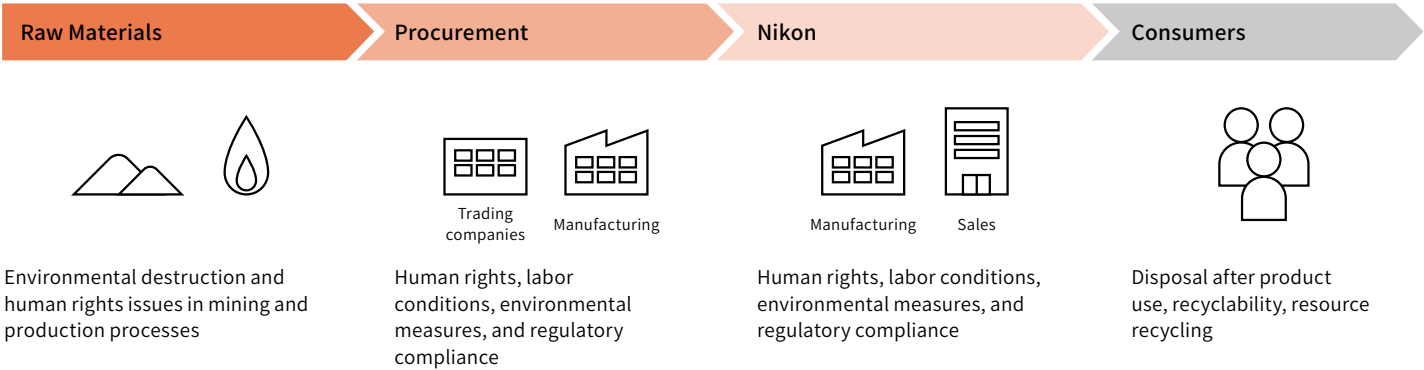
 [▶ Nikon Basic Procurement Policy](#)

The Nikon Group's Supply Chain

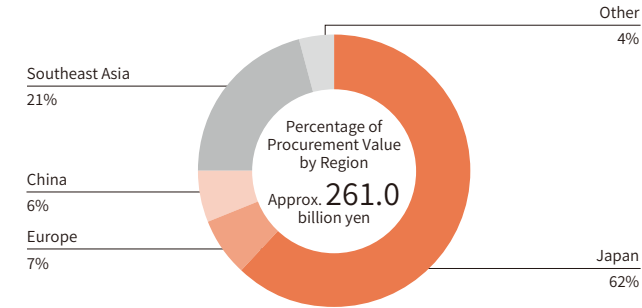
The Nikon Group has approximately 2,590 direct procurement partners globally. Beyond them, there are numerous Tier 2 and Tier 3 suppliers from whom we procure raw materials, electronic components, mechanical components, units, and others.

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.

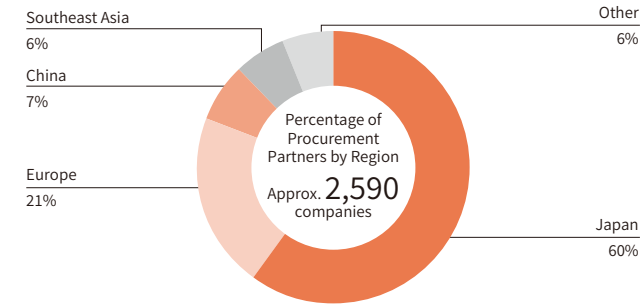
Supply Chain Overview and Risks at Each Stage



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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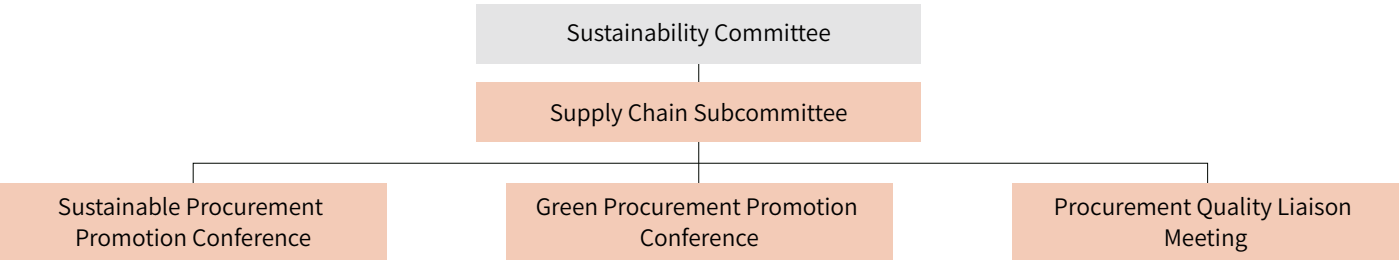
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● Supply Chain Management System



● 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.



▶ Human rights grievance and consultation desk

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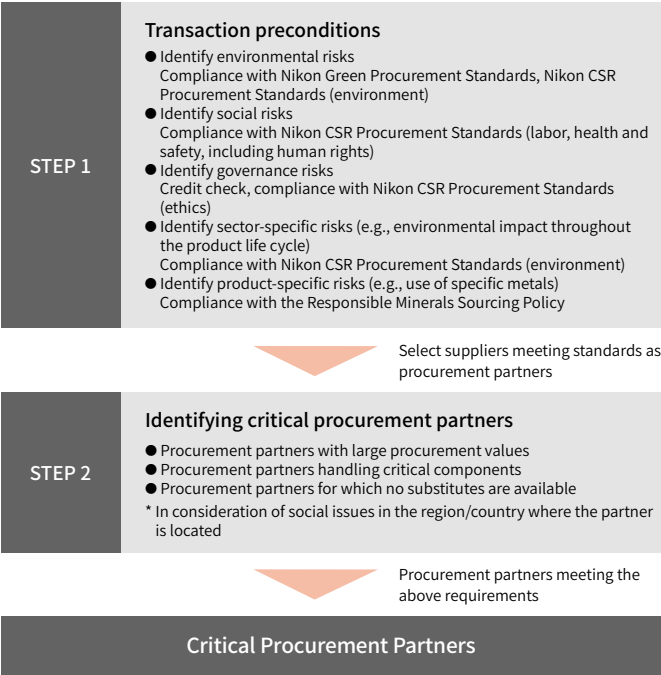
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components, and those for which no substitutes are available as critical procurement partners.

● 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) • 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.

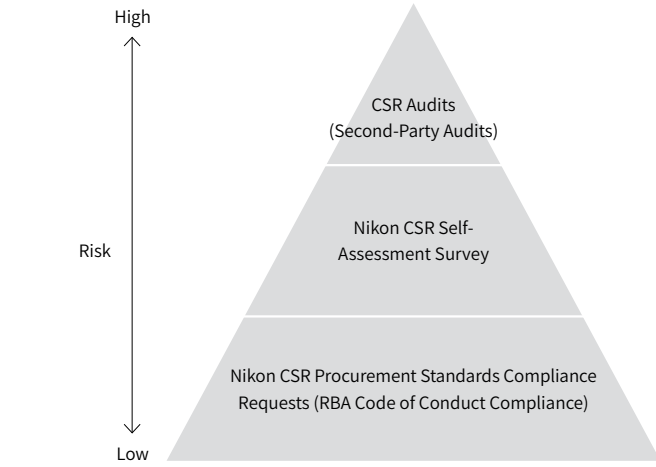
Procurement Partner Assessments

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,

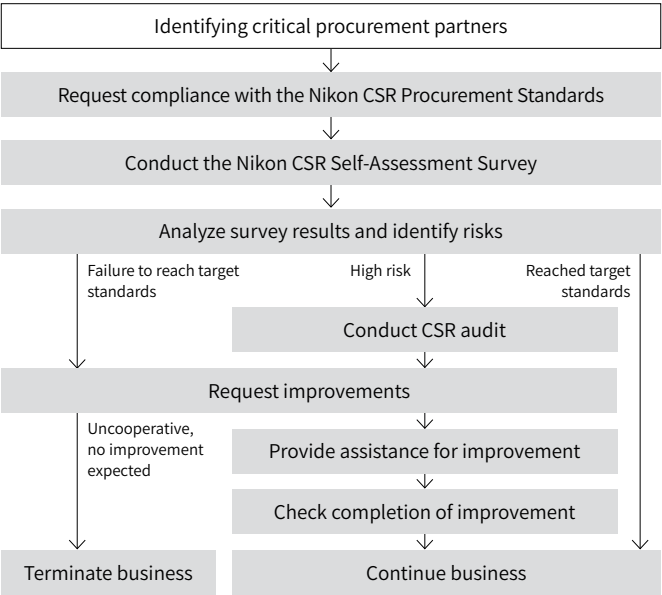
such as forced labor and child labor, with its own weighting. If the survey results do not meet the target standards, improvements are requested. Furthermore, we conduct CSR audits (second-party audits) of procurement partners that are particularly critical to our business or that we judge to be high-risk. 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.

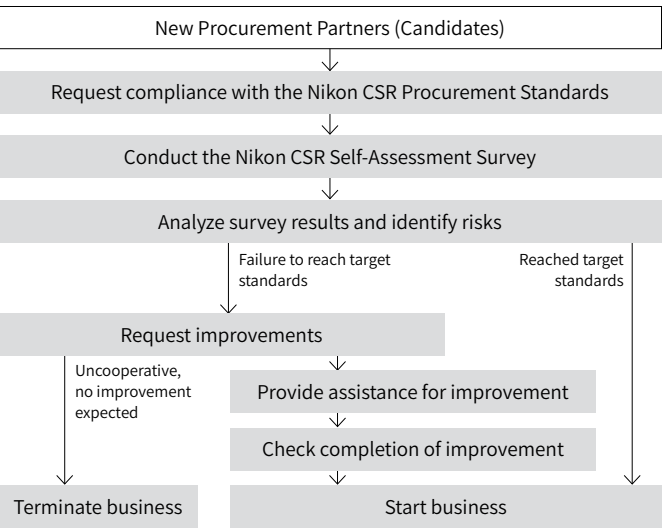
Risk-Based Procurement Partner Assessments



Flowchart of Critical Procurement Partner Assessments



Flowchart of New Procurement Partner Assessments



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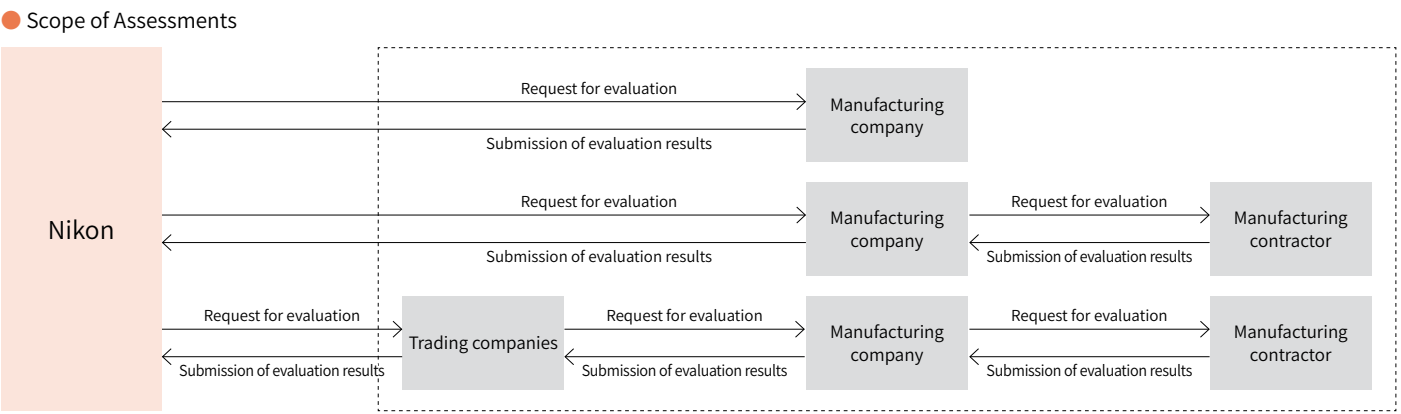
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Results of Fiscal Year 2025 Assessment

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 CSR Self- Assessment Survey	Tier 1 suppliers	Existing procurement 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^{*1} Directive and REACH^{*2} Regulations have even become more widespread in countries outside the EU, and Japan has also established similar laws and regulations. Moreover, efforts aimed at reducing CO₂ are rapidly

growing around the world.

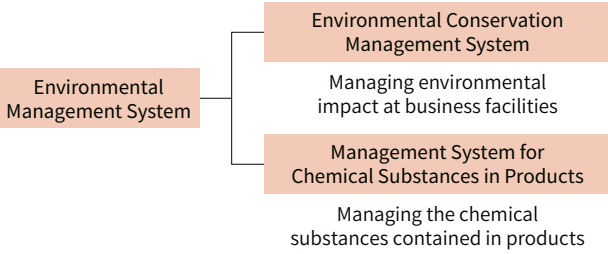
The Nikon Group has been aware of the social issues behind these social trends for some time. Based on the Nikon Green Procurement Policy, we conduct honest and fair materials procurement, aiming to continue providing products answering the expectations of our customers and to foster better society,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

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^{*3} 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.

^{*1} EU RoHS Directive: RoHS stands for “Restriction of Hazardous Substances.” This directive restricts use of specified hazardous substances in electrical and electronic equipment.
^{*2} REACH Regulations: An EU regulation on chemical substances that came into effect in 2007. REACH stands for Registration, Evaluation, Authorisation and Restriction of Chemicals. Under this regulation, manufacturers, and importers of chemical substances are required to register information on the safety and use of these substances.
^{*3} chemSHERPA: A shared scheme for communicating information on chemical substances contained in products in the supply chain.

Environmental Management System



Environmental Management System Survey and Assessment

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

Environmental management system assessments check the environmental management structure (EMS) and 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^{*1}.

^{*1} 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^{*2} 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^{*2}, including newly certified companies. For the 15 companies^{*2} not certified, we requested improvements.

^{*2} 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.

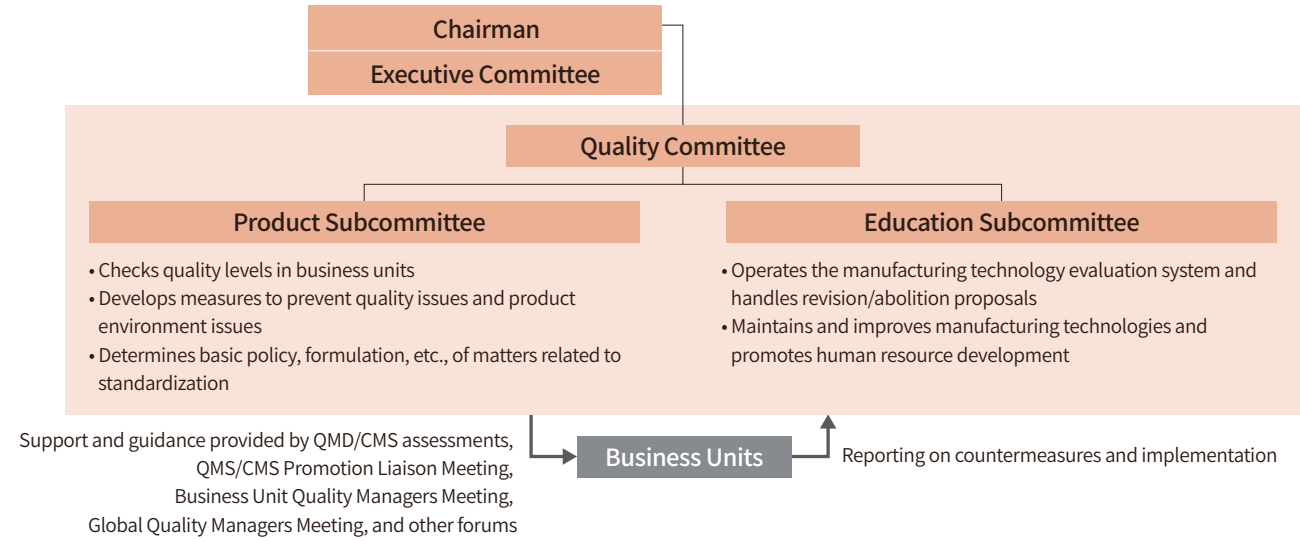
Furthermore, to promote global awareness, in 2025, we began a Global Quality Managers Meeting, which is attended by representatives from relevant Group companies outside Japan, to discuss how to strengthen quality governance across the entire Group. The meeting also addresses how to improve group-wide 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)
•Globalization of quality control •Enhancement of quality management related to chemicals •Enhanced product security •Review/revision of the QMD for FY2025	•Review of the Quality Committee organization (subordinate organizations) •Globalization of quality control •Enhanced quality management related to chemicals •Enhanced product security •Revision of quality accident escalation response procedures	•Globalization of the QMD

Quality Management System (as of April 1, 2026)



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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^{*1} leader training
(basic training combining Q7, N7, exams and estimations, etc.)

^{*1} Statistical Quality Control (SQC)

Ensuring Safety of Products and Services

The Nikon Group regards safety as an integral part of the quality of our products and services, and believes that our most important mission is to provide safe products and services to our customers. We give due consideration to the safety of products and services

for the entire lifecycle of the product from the planning stage, right through to disposal.

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

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

In fiscal year 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^{*2} for fiscal 2025 was zero.

^{*2} 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^{*1} 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.

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



► Security Vulnerability Report Form

Response in Case of an Accident

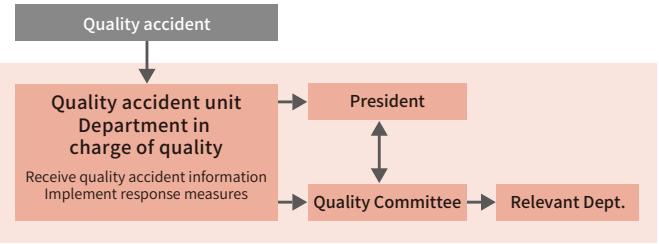
The Nikon Group carries out planning, design, manufacturing, quality assurance, sales, logistics, and services with sufficient consideration to product safety. In the event of a quality problem in the market, including safety issues, or even if there are concerns regarding such an occurrence, we immediately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

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.

^{*2} 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

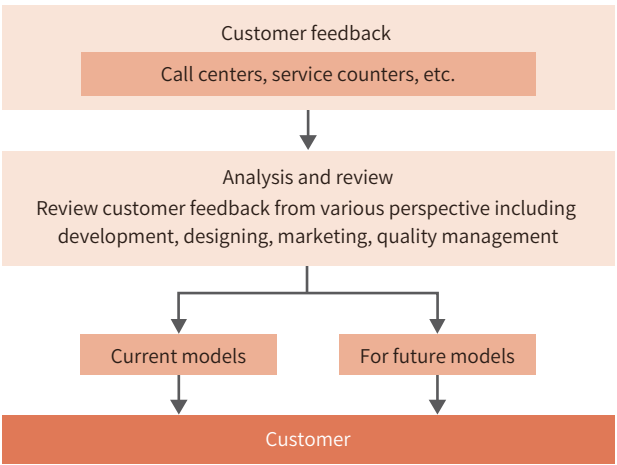
Product Development Based on Customer Feedback [Imaging Products Business]

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.

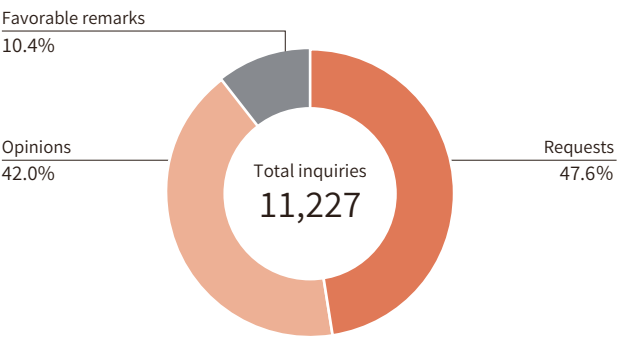
Nikon will not only continue to develop new products, but we will also actively update functions to meet the needs of our customers as rapidly as possible post-purchase.

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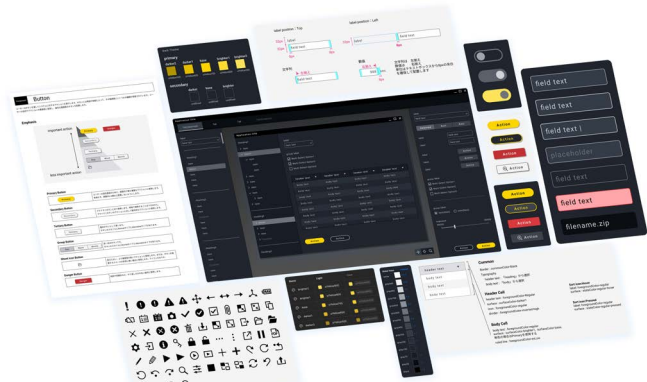
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according to the importance of operations, and warnings for critical operations.



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.

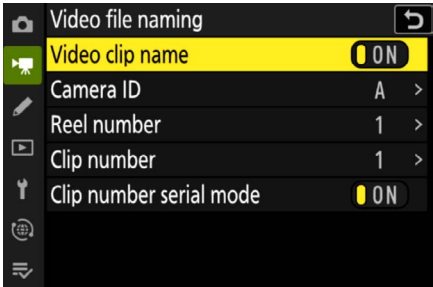
Even after the launch of the camera, we listened carefully to requests from customers around the world, endeavoring to improve the convenience and value of the customer experience. We implemented a firmware update (Ver. 1.10) in January 2026, only three months after the launch of the Nikon ZR, responding 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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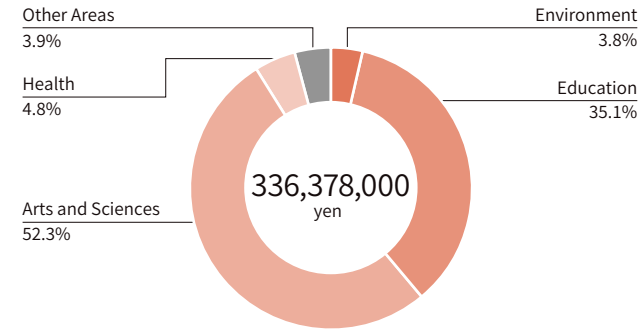
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Nikon engages in corporate citizenship activities, pursuing sustainability through all Group companies. The Sustainability Committee is the entity that drives our sustainability promotion structure. We implement an annual survey on the Nikon Group 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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Corporate Citizenship Activities