

CONTENTS

Contents/Editorial Policy/
Nikon Group Profile

Message From the President

Sustainability Management

Creating Value

Environment

Society

Respecting Human Rights

Diversity, Equity & Inclusion

Human Resources Development

Employees' Health and Safety

Supply Chain Management

Promoting CSR Procurement

Ensuring Quality and Safety

Enhancing Customer Satisfaction

Corporate Citizenship Activities

Governance

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

CONTENTS

Contents/Editorial Policy/
Nikon Group Profile

Message From the President

Sustainability Management

Creating Value

Environment

Society

Respecting Human Rights

Diversity, Equity & Inclusion

Human Resources Development

Employees' Health and Safety

Supply Chain Management

Promoting CSR Procurement

Ensuring Quality and Safety

Enhancing Customer Satisfaction

Corporate Citizenship Activities

Governance

Governance

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.

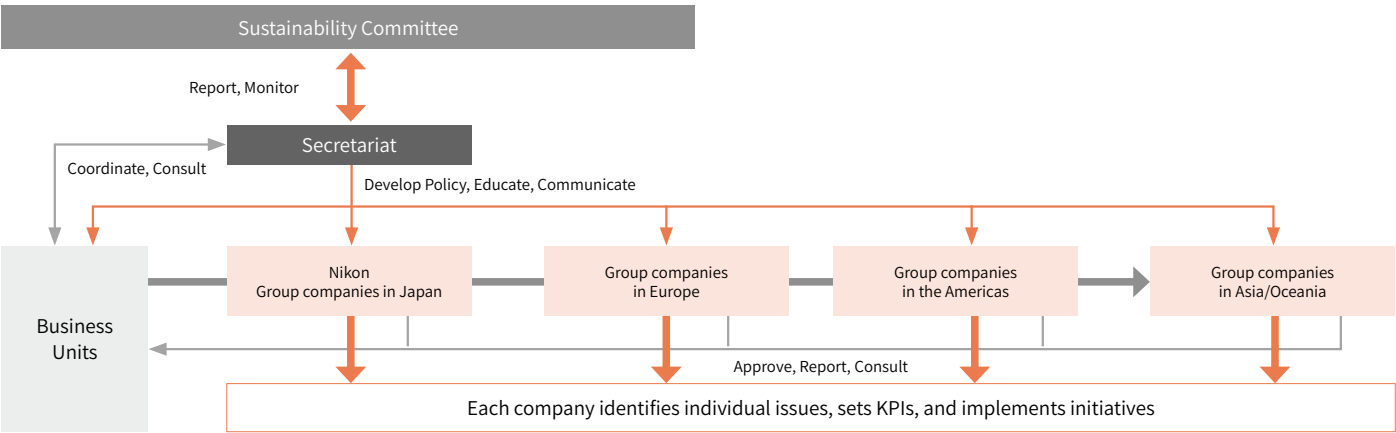
Awareness reform and skills development at the management level play an important role in organization operations. To this end, Nikon prioritized these matters and addressed them under a shared global focus. We also conducted group-based DEI training for new section managers, as well as training for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



CONTENTS

Contents/Editorial Policy/
Nikon Group Profile

Message From the President

Sustainability Management

Creating Value

Environment

Society

Respecting Human Rights

Diversity, Equity & Inclusion

Human Resources Development

Employees' Health and Safety

Supply Chain Management

Promoting CSR Procurement

Ensuring Quality and Safety

Enhancing Customer Satisfaction

Corporate Citizenship Activities

Governance

Success of Diverse Employees

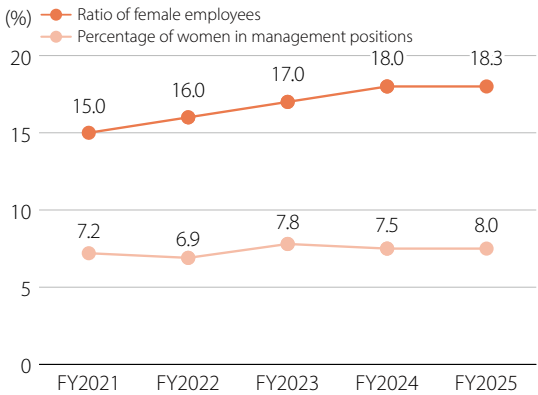
Advancement of Women in the Workplace

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

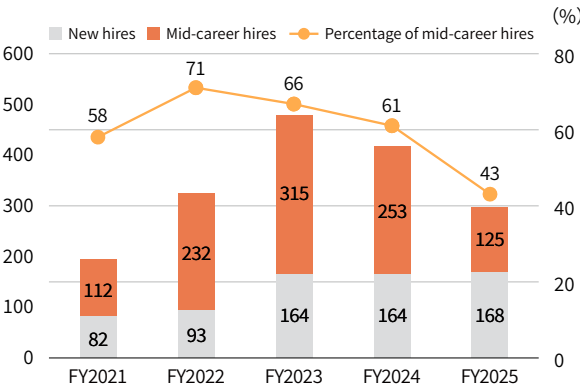
The Nikon Group strengthens our human resources strategy to acquire talent, develop talent, and leverage talent based on our approach to human capital management.

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

CONTENTS

Contents/Editorial Policy/
Nikon Group Profile

Message From the President

Sustainability Management

Creating Value

Environment

Society

- Respecting Human Rights
- Diversity, Equity & Inclusion**
- Human Resources Development
- Employees' Health and Safety
- Supply Chain Management
- Promoting CSR Procurement
- Ensuring Quality and Safety
- Enhancing Customer Satisfaction
- Corporate Citizenship Activities

Governance

from a Group company as an officer of Nikon. As members of their respective local communities, our Group companies hire local employees and appoint them to management positions as appropriate in order to contribute to local job creation and economic revitalization.

Supporting Senior Employees in the Workplace

The needs and values of each individual in the areas of life planning and working styles are diversifying. In order to realize a society in which people can continue to work for as long as they want, it is important to provide opportunities for senior citizen employees to play an active role. It is also important to help employees consider career development and how they want to work after reaching the mandatory retirement age, and to encourage them to take stock of the experience and skills they possess.

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

Furthermore, we provide support for independent career development from a long-term perspective by holding age group-specific training. We held Career Design Training for 58-year-olds (220 participants), which fosters awareness necessary to continue working for a long time. We also offered a Life Plan Seminar (322 participants), which focuses mainly on financial planning skills.

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

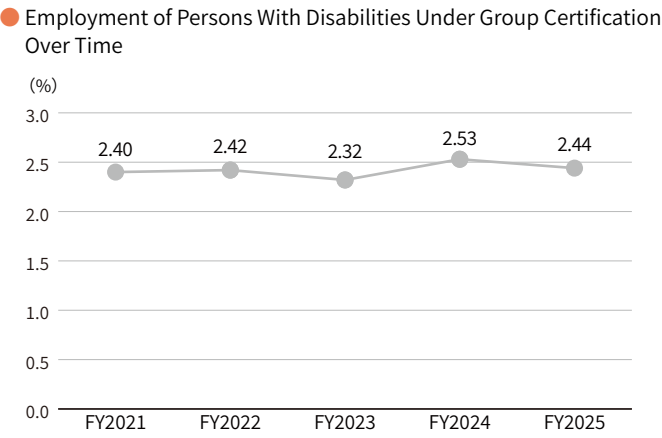
Supporting Persons With Disabilities

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

With support from experienced staff and instructors, employees with disabilities play an active role at Nikon Tsubasa Inc., a special subsidiary which Nikon established in 2000 to support the employment of persons with intellectual disabilities. As of June 2025, persons with disabilities exceeded the actual employment rate for private enterprises, accounting for 2.44% of the employees of the four Nikon Group companies (Nikon Corporation, Nikon Tsubasa Inc., Nikon Systems Inc., and Nikon Business Service Co., Ltd.) that have been approved for Group treatment (using the Special System for Affiliate Companies) under the Act to Facilitate the Employment of Persons with Disabilities.

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

 ▶ Nikon Tsubasa Inc. (in Japanese only)



Creating Comfortable Working Environments

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

Offering Diverse Work Styles

The Nikon Group strives to offer our employees flexible work styles in accordance with the qualities of each Group company business and the laws and labor practices of their respective countries and regions. At Nikon, we have introduced the following systems offering employees more autonomy and flexibility in choosing their working hours and locations.

Super Flex Time Working System

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

Telecommuting System

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

CONTENTS

Contents/Editorial Policy/
Nikon Group Profile

Message From the President

Sustainability Management

Creating Value

Environment

Society

Respecting Human Rights

Diversity, Equity & Inclusion

Human Resources Development

Employees' Health and Safety

Supply Chain Management

Promoting CSR Procurement

Ensuring Quality and Safety

Enhancing Customer Satisfaction

Corporate Citizenship Activities

Governance

Support for Balancing Work and Childcare/
Nursing Care

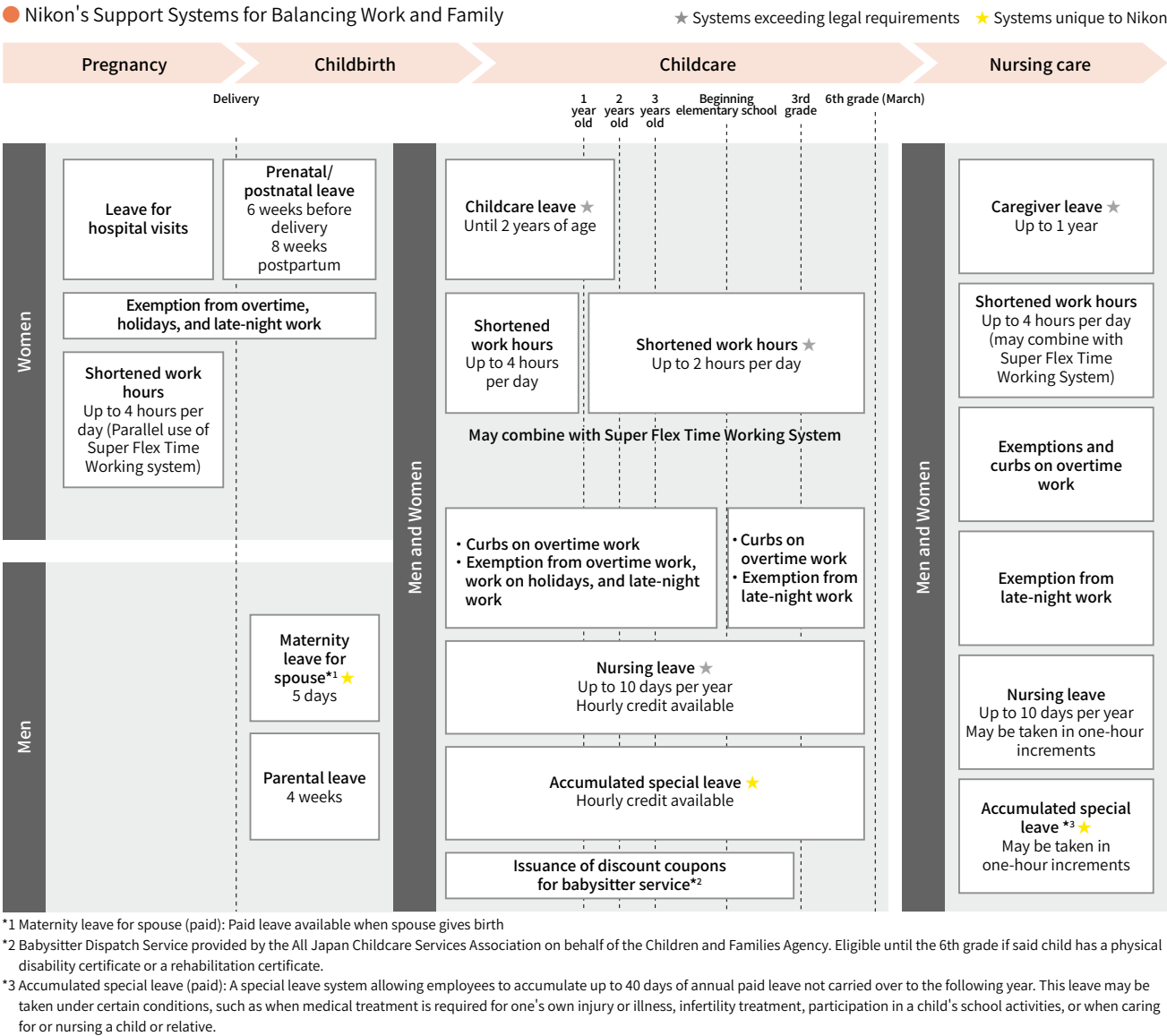
At Nikon, we established a system that allows employees to choose a flexible work style according to their life stage to balance work with infertility treatments, pregnancy, childbirth, childcare, and nursing care.

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

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

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

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



CONTENTS

Contents/Editorial Policy/
Nikon Group Profile

Message From the President

Sustainability Management

Creating Value

Environment

Society

Respecting Human Rights

Diversity, Equity & Inclusion

Human Resources Development

Employees' Health and Safety

Supply Chain Management

Promoting CSR Procurement

Ensuring Quality and Safety

Enhancing Customer Satisfaction

Corporate Citizenship Activities

Governance

Column

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

CONTENTS

Contents/Editorial Policy/
Nikon Group Profile

Message From the President

Sustainability Management

Creating Value

Environment

Society

Respecting Human Rights

Diversity, Equity & Inclusion

Human Resources Development

Employees' Health and Safety

Supply Chain Management

Promoting CSR Procurement

Ensuring Quality and Safety

Enhancing Customer Satisfaction

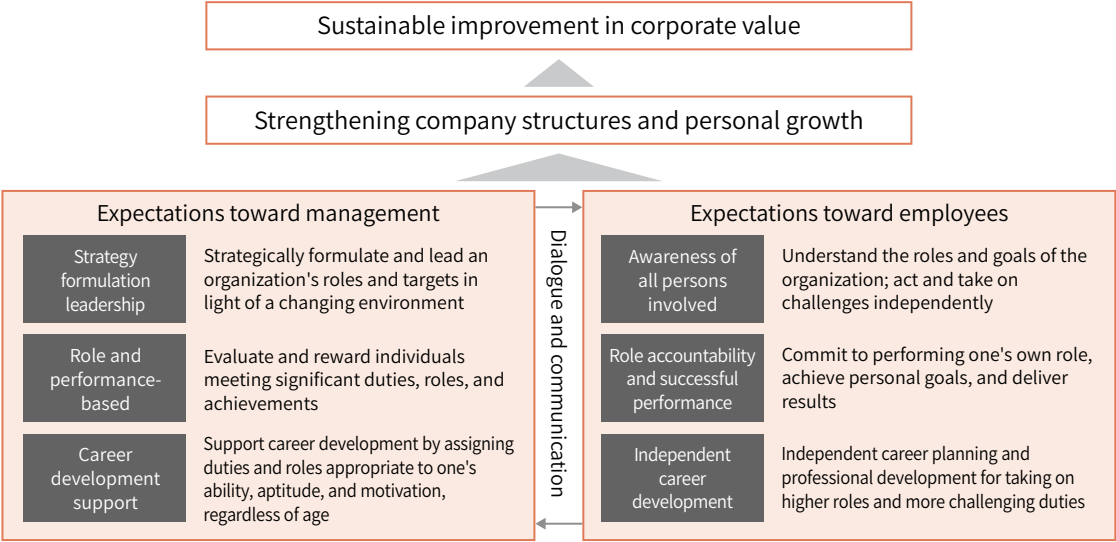
Corporate Citizenship Activities

Governance

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.