

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

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.

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 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)

