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Supporting Diverse Work Styles

Nikon Group work-life balance policy is to create an environment for employees to make the most of their abilities and produce results as a team by developing systems and measures which allows them to work peacefully and striving to manage working hours appropriately.

Support for Work-Life Balance

Nikon supports care for both children and other family members and the work of employees by installing a system to allow employees to take up to two years of childcare leave together with staggered working hours and reduced working hours as well as leave on an hourly basis. 0 male employees and 9 female employees used the staggered working hour system and 11 male employees and 81 female employees used the reduced working hour system in the year ended March 31, 2016.

We also expanded initiatives to enhance measures to promote work-life balance in the year ended March 31, 2016 and extended maternity leave for spouses from two days to five days in January of 2016.

We have obtained the Next-Generation Childcare Support Certification Mark (Kurumin' mark for childcare support*) for three consecutive years as of April 2015 as a result of these initiatives up until now. We have formulated a new action plan based on the revision of the Act on Advancement of Measures to Support Raising Next-Generation Children and submitted this plan to the Tokyo Labor Bureau in May. We are furthering the installation of workplace that is easy to work from the perspective of the work-life balance in addition to above initiatives that were implemented in the year ended March 31, 2016 within the action plan.



* Kurumin
It is the pet name of the Act on Advancement of Measures to Support Raising Next-Generation Children's certification mark. The Ministry of Health, Labor and Welfare certifies

Column

Introduction of Company Tour Event

We introduced an event to tour the company for the children of our employees at our head office in August 2015. This event was planned so the children of our employees could interact not only as children who are participating but as a community for the purpose of improving the work-life balance and realizing a workplace with an airy atmosphere by visiting where our employees work.

113 spouses and children participated to experience a workplace tour and workshops throughout this two-day event.

<<Feedback from Participants>>

- I think the kids have a much better idea about their parents' job by visiting the real place they work. I always feel bad about the burden on my children both emotionally and in terms of the less time I have compared to a stay-at-home parent, but I am thankful that my children are able to see what I do close-up through this workplace tour.
- The kids were excited even before the event and were even more excited the day of the event. I really hope they will continue to hold this event for other children in the future.



Company tour

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Number of Employees Taking Childcare Leave (Unit: Persons)

| | | '12/3 | '13/3 | '14/3 | '15/3 | '16/3 |
|--------------------------|-------|-------|-------|-------|-------|-------|
| Nikon Corporation | Men | 4 | 7 | 3 | 9 | 6 |
| | Women | 15 | 16 | 22 | 21 | 27 |
| Group companies in Japan | Men | 1 | 1 | 1 | 1 | 1 |
| | Women | 28 | 35 | 32 | 12 | 16 |

* Permanent employees and non-regular staff

* Employees of equity methods affiliates are excluded.

* Childcare leave acquirers' return rate (for the year ended March 31, 2016): Nikon Corporation / 100%, Group companies in Japan / 100%

Number of Employees Taking Maternity Leave (Unit: Persons)

| | | '12/3 | '13/3 | '14/3 | '15/3 | '16/3 |
|--------------------------|--|-------|-------|-------|-------|-------|
| Nikon Corporation | | 17 | 16 | 23 | 13 | 32 |
| Group companies in Japan | | 13 | 31 | 22 | 15 | 13 |

* Permanent employees and non-regular staff

* Employees of equity methods affiliates are excluded.

Number of Employees Taking Nursing Care Leave (Unit: Persons)

| | | '12/3 | '13/3 | '14/3 | '15/3 | '16/3 |
|--------------------------|-------|-------|-------|-------|-------|-------|
| Nikon Corporation | Men | 1 | 1 | 2 | 2 | 0 |
| | Women | 2 | 0 | 0 | 1 | 1 |
| Group companies in Japan | Men | 1 | 0 | 0 | 0 | 2 |
| | Women | 3 | 1 | 2 | 1 | 0 |

* Permanent employees and non-regular staff

* Employees of equity methods affiliates are excluded.

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Reduction of Overtime

The Nikon Group strives to reduce overtime as one way to promote work-life balance.

Therefore, we started from introducing measures from planned acquisition of annual paid leave to the introduction of flextime and the implementation of a no overtime day. We worked to make additional measures for the next term more specific by performing studies for additional measures to promote even greater work-life balance in the year ended March 31, 2016.

Moreover, Nikon Corporation has fostered measures to prevent health damage caused by excessive overtime work. In addition to taking prevention measures, the company established the Cooling System which is intended to prevent certain individuals from taking on an excessive overtime load. The system includes the implementation of physical checkups for those who are stressed through being overworked. We drove the Work Time Campaign, promoting the taking of annual paid leave. We worked to encouraged those employees and supervisors who had a low rate of taking time off to take some personal leave throughout the fiscal year.

Re-entry System

Nikon Corporation introduced an entry system to provide opportunities to rejoin the company for former employees with specialized skills or extensive work experience who left the company for child care, family care, spouse's job transfer or other unavoidable reasons. One employee has rejoined the company by using this system in the year ended March 31, 2016.

Telecommuting

Nikon established a telecommuting system for some departments and the system is being used in six of those departments as of the end of March 2016. We expanded the telecommuting system in April 2016 for the purpose of improving productivity and promoting a work-life balance through the execution of focused and efficient operations. This expansion allows employees to use the telecommuting system if they satisfy a set criteria for application regardless of their department.