

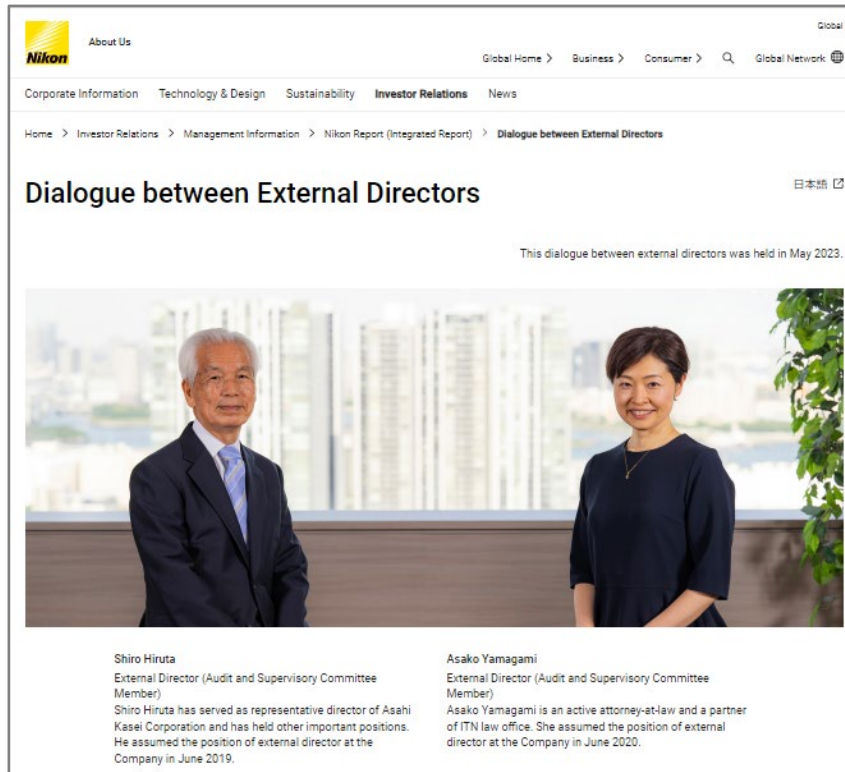
External Director Panel Discussion

Shiro Hiruta
External Director

Asako Yamagami
External Director

(Moderator) **Muneaki Tokunari**
Director and Executive Vice President

Solicited questions to investors and received a total of 35 questions, which are based on the dialogue between external directors in the Nikon Report (integrated report)



<https://www.nikon.com/company/ir/management/nikon-report/interview/>

Classification	Question	Quantity
Corporate/ business strategies	Business portfolio strategy	6
	M&A and SLM acquisition	5
	Formulation of the medium-term management plan	4
	Components Business	1
Corporate governance	Discussions at the board of directors	4
	Succession plan	4
	Diversity	3
	Board composition	2
	Independent External Directors' Meeting and Study Session for the Directors	2
	Officer compensation	1
BS and capital management	Cross-shareholdings	2
	BS management	1