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Indicators and Targets

● Materiality Goals and Fiscal Year 2024 Plan

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Business Activity	Materiality 1 Creating Social Value Through Core Technologies	Growth drivers as a percentage of consolidated operating profit	40% or more (FY2030)	*Annual plan for each business unit and division	3%	—	*Annual plan for each business unit and division
		Services and components as a percentage of consolidated operating profit	50% or more (FY2030)		44%		
	Materiality 2 Ensuring Trustworthiness by Maintaining and Increasing Quality	Degree of achievement of the plan to review the quality management system in response to changes in the business environment	100% (every fiscal year)	Revision of Quality Management Directive (QMD)	Implementation of QMD revisions related to Fabless in August 2023 Drafted QND revisions for new business launch and Components Business in July 2024	○	Revision of Quality Management Directive (QMD) Establishment of QMD for overseas Group companies
		Ratio of management system status monitoring and improvement plan implementation	100% (every fiscal year)	Completion of assessment implementation based on annual plan (at least eight departments/companies)	Conducted assessments for eight departments and companies	○	Completion of assessments based on annual plan (at least eight departments/companies, mainly in overseas group companies)
		Comprehension of basic training on quality (business units, Group manufacturing companies)	80% or more (FY2025)	Training participation rate: 80% or more (business units, Group manufacturing companies in Japan)	Conducted e-learning for QC Levels 3 and 4 at business units and Group manufacturing companies in Japan Participation rate: 93%	○	Training participation rate: 80% or more (business units, Group manufacturing companies in Japan)

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Materiality		Indicator	Targets (Target Fiscal Year)	Fiscal Year 2023 Plan (Action Plan)	Fiscal Year 2023 Results	Self-Evaluation	Fiscal Year 2024 Plan (Action Plan)
Environment	Materiality 3 Promoting a Decarbonized Society	Scope 1 and 2 reduction (compared to FY2022)*¹	57% (FY2030)	Vs. FY2013: 36.5%	Vs. FY2013: 66.9%	○	Vs. FY2022: 50%
		Scope 3 reduction (compared to FY2022)*¹	25% (FY2030)	Reduce environmental impact by making effective use of the LCA methodology Create at least 50% Eco-Friendly products	Conducted LCA calculations for all new products Approximately 79% of new products certified as Eco-Friendly products	○	Reduce environmental impact by making effective use of the LCA methodology Create at least 50% Eco-Friendly products
		Renewable energy adoption rate	100% (FY2030)	25%	69.3%	○	69% or more
	Materiality 4 Promoting Resource Circulation	Rate of reduction in total discharged waste (compared to FY2018)	10% or more (FY2030)	3% or more	20%	○	4% or more
		Rate of freshwater consumption reduction (compared to FY2018)	5% (FY2030)	2%	3.4%	○	2%
		Percentage of use of recycled materials for products	5% or more (FY2030)	* Targets set for each business unit and division	Use recycled materials for certain imaging products	○	* Targets set for each business unit and division
	Materiality 5 Preventing Pollution and Conserving Ecosystems	Zero usage of hazardous chemical substances in manufacturing processes	Use zero (FY2030)	Implementation of measures to abolish prohibited substances	Installed dichloromethane detoxification equipment at the Nikon Kumagaya plant Replaced HFCs used for cleaning with alternative substances Launched a company-wide project on restrictions on PFAS under the EU REACH Regulation; began identifying target substances and alternatives	○	Determine measures to abolish prohibited level hazardous chemical substances based on the Hazardous Chemical Substances Guideline; implement measures in order
		Hazardous chemical substances in products	Containing zero (FY2030)	Compliance with laws and regulations of each country and strengthening of management systems	Found that the artificial leather on the exterior of certain binocular bodies (Professional Series) contains substances restricted under the REACH Regulation Strengthened the internal management system for hazardous chemical substances contained in products	△	Compliance with laws and regulations of each country and strengthening of management systems
		Percentage of FSC-certified or recycled paper (catalogs, instruction manuals, packaging boxes)	100% (FY2030)	Implementation of measures according to paper usage	Digitized product catalogs and instruction manuals Approximately 85% of newly ordered product catalogs for use in Japan, North America and Europe are printed on FSC-certified paper, excluding special paper types	○	Implementation of measures according to paper usage

*1 Changed the base year to FY2022 beginning FY2024. Accordingly, FY2023 plan and results are compared to FY2013.

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Materiality		Indicator	Targets (Target Fiscal Year)	Fiscal Year 2023 Plan (Action Plan)	Fiscal Year 2023 Results	Self-Evaluation	Fiscal Year 2024 Plan (Action Plan)
Society/Labor	Materiality 6 Building a Resilient Supply Chain	Percentage of human rights due diligence conducted*2 (critical procurement partners)	100% (FY2025)	CSR questionnaire diagnosis rate for critical procurement partners: 100% Conducting CSR audits with and requesting improvements from critical procurement partners	• CSR survey diagnosis rate: 100% (247 companies) • 2. CSR audits implemented (2 companies) • Written request for improvement (20 companies)	○	CSR questionnaire diagnosis rate for critical procurement partners: 100% Completion of CSR audits and written improvement requests to critical procurement partners
		Understanding BCP systems in the supply chain*3	100% (FY2025)	Procurement partner location information visualization (13 companies) Conducting BCP system surveys for procurement partners (50 or more companies) Support for procurement partners requiring system establishment	• Information and visualization of major procurement partner locations (15 companies) • Conduct BCP system surveys for procurement partners (61 companies) • Support for procurement partners requiring system establishment (10 companies)	○	Information and visualization of major partner locations (15 companies) Conduct BCP system surveys for procurement partners (50 or more companies) Provide assistance to procurement partners failing to meet Nikon standards as a result of the fiscal year 2023 survey
	Materiality 7 Respecting Human Rights	Level of awareness of Nikon Human Rights Policy	100% (FY2030)	Human rights training participation rate: 95% or more (Nikon Group in Japan)	Implemented human rights e-learning for all employees in Japan Attendance rate: 95%	○	Degree of human rights education: 80% or more *4
		Conformity rate of RBA Code of Conduct (manufacturing facilities)	90% or more (FY2025)	Analysis of RBA self-check sheets and implementation of improvements	Formulated RBA self-check issue improvement plans for all eligible business facilities	○	Implementation of improvement plans for Nikon plants s and Nikon Group companies formulated in fiscal year 2023
	Materiality 8 Diversity, Equity & Inclusion	Level of awareness of Nikon Global DEI Policy	100% (FY2030)	Formulation of DEI policy and publishing content for understanding and encouragement Establishment of promotion system and priority DEI themes to be addressed by each company and business	Approximately 90% of employees were aware of the existence of the policy in the first year since formulation • Nikon stand-alone: 91.4% • Nikon Group companies: 88.0%	○	DEI training for senior management (domestic and overseas Group companies) Conduct DEI training for section managers (Nikon) Consider DEI training for pre-management employees (Nikon)
		Increase the percentage of women in management positions (Nikon)	8.0% or more (FY2025)	Percentage of women in management positions: 7.5% or more Percentage of female new hires: 25% or more	• Percentage of women in management positions: 7.8% • Percentage of female new hires 34.1%	○	Percentage of women in management positions: 7.8% or more Percentage of female new hires: 25% or more
	Materiality 9 Employees' Health and Safety	Percentage of findings in regular medical checkups for the Nikon Group in Japan*5	Below the previous national average*6 (every fiscal year)	57.3% or less of the 2022 national average • Health guidance and recommendations for medical checkups by occupational health staff • Health education	Percentage of findings in regular medical checkups (Nikon): 48.7%	○	Less than the 2023 national average • Health guidance and recommendations for medical checkups by occupational health staff • Health education • Tracking overtime hours
		Annual incidence of occupational accidents attributable to work or related to the performance of work	60 cases or less (FY2025)	Risk Assessment Safety education Sharing of health and safety information	Annual incidence of occupational accidents attributable to work or related to the performance of work: 52 cases (29 in Japan and 23 overseas)	○	Risk Assessment Safety education Sharing of health and safety and accident risk information
		High stressed person rates in stress checks (Nikon)	Below the previous national average*7 (every fiscal year)	15.0% or less of the 2022 national average • Individual counseling • Mental health education	High stressed person rates in stress checks: 13.5%	○	14.8% or less of the 2023 national average • Individual counseling • Mental health education

*2 Implement until improvement is completed when a survey or audit reveals correction is necessary.

*3 The number of suppliers within the scope of the supply chain requiring the establishment of a BCP system.

*4 Checked by Nikon Group awareness surveys.

*5 Expanding the target from Nikon to the Nikon Group in Japan beginning FY2024. Accordingly, FY2023 plan and results are for Nikon only.

*6 National average for the manufacturing industry as published by the Ministry of Health, Labor and Welfare.

*7 National average as published by stress check contractors.

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Materiality		Indicator	Targets (Target Fiscal Year)	Fiscal Year 2023 Plan (Action Plan)	Fiscal Year 2023 Results	Self-Evaluation	Fiscal Year 2024 Plan (Action Plan)
Governance	Materiality 10 Thorough Compliance	Establishment of compliance awareness*8	95% or more (FY2025)	Code of Conduct education: Implemented throughout the Nikon Group (100% implementation rate by number of companies) Individual issue education (competition laws, harassment, etc.): Implemented at relevant workplaces/companies	• The Code of Conduct was revised in 2024. Therefore, the Group began education in Japan after the revision was completed. • Provide education on specific issues (e.g., competition laws) at relevant workplaces and companies	△	Develop a global legal and compliance structure Communicate the revised Code of Conduct and review awareness measures Conducting awareness surveys to determine awareness and identify issues
		Awareness level of whistleblower system*8	95% or more (FY2025)	Re-permeating information about reporting (consultation) contact points in the whistleblower system (reporting and consulting system)	• Awareness level in FY2023 awareness survey: 98%. • Distributed Ethics Hotline cards to Nikon Group employees nationwide in June 2023 and January 2024	○	Implement activities to raise awareness of the whistleblower (reporting and consultation) system (in Japan, this includes establishing an external contact to handle cases related to heads of organizations and other executives, as well as compliance with the Freelance Protection Act)
	Materiality 11 Strengthening Corporate Governance	Evaluating Board effectiveness and addressing key issues	100% (every fiscal year)	Discussions on and action addressing issues identified in fiscal year 2022 by the Board of Directors Evaluation via advance questionnaires and individual interviews Preparation of evaluation reports	Board of Directors discusses and decides on policies to address issues identified in the effectiveness evaluation, taking corrective action	○	Discussions on and action addressing issues identified by the Board of Directors in the fiscal year 2023 effectiveness evaluation. Conduct evaluation based on preliminary questionnaire and individual interview evaluations, prepare evaluation reports
		Board of Director Diversity	Optimizing the composition of the Board of Directors to meet stakeholder demands (every fiscal year)	Consideration of the optimal composition of the Board of Directors	One new External Director appointed (two women on the Board; External Director account for half of the Board of Directors) Ongoing consideration of structure in the next fiscal year and beyond	○	Consideration of the optimal composition of the Board of Directors
	Materiality 12 Strengthening Risk Management	Progress in identifying important risks and implementing measures based on risk assessments	100% (every fiscal year)	Support for optimizing the export control system BCM Review Continued compliance with applicable personal information protection laws and regulations in various countries	Established an export control system to ensure compliance with local laws and regulations and implement measures related to foreign exchange law related matters Decided on assumptions for each business unit on core businesses, target recovery time, and critical operations for BCM. Organized our enterprise system We took necessary measures to comply with the applicable personal information protection laws and regulations of various countries	○	Support the optimization of export control systems in Group companies Implement measures to improve the effectiveness of BCP for large-scale disasters and BCM for international conflict contingencies (familiarization and training, continuous updates) Strengthen cybersecurity systems and comply with laws and regulations in each country that require product cybersecurity measures

*8 Checked by Nikon Group awareness surveys.