

Materiality 8

# Diversity, Equity & Inclusion



## Reasons for Priority

Companies like Nikon work with employees from a variety of social backgrounds and values. Leveraging the individuality and talents of each employee leads to major innovations in corporate activities.

## Commitment

The Nikon Group formulated the Nikon Global Diversity, Equity & Inclusion Policy, which describes Group-wide diversity, equity and inclusion concepts. Under this policy, we foster a corporate culture in which the characteristics and abilities of all team members are accepted and valued. We also endeavor to create work environments where employees can make the most of their unique talents and strengths.

The Nikon Group also respects diversity in society at large as equally valuable and important. Through business activities conscientious of these concepts, we respond customer needs and contribute to sustainable societies where everyone can live a fulfilling life.

Yoichi Kassai  
Corporate Vice President  
General Manager of Group Governance & Administration Division

## [Policy for Activities]

### ■ Nikon Global Diversity, Equity & Inclusion Policy



# 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 being a company that contributes to a more prosperous and sustainable society. We believe that engaging diverse values, talent, knowledge, experiences, skills and expertise is vital in adapting to a rapidly changing world to meet the needs of our customers and the communities we serve. Such diversity exists within each one of us, shaped by our characteristics and differences, such as age, gender, nationality, and background. 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, which will help improve decision-making and nurture 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 as a whole and as individual companies pursue 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

[https://www.nikon.com/company/sustainability/society-labor/dei/dei\\_policy.pdf](https://www.nikon.com/company/sustainability/society-labor/dei/dei_policy.pdf)

## Strategy

### Risk

Workplaces that do not allow the expression of diverse employee values, knowledge, experience, skills, expertise, etc., may lead to a decline in employee engagement and motivation. This negativity could result in a talent drain 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 user diversity has come to affect the company's value itself.

### Opportunity

As DEI becomes firmly established in the Nikon Group as the basis for an individual's actions and decisions, we strive to create work environments in which we mutually acknowledge and utilize the individuality and talents of each person. In doing so, we will attract and maximize the impact of outstanding talent, leading to enhanced productivity, innovation, and sustainable corporate growth.

In addition, perspectives that take into account social diversity in the development, specifications, design, advertising, marketing, 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 (fiscal years 2022 to 2025) describes DEI as a materiality in sustainability strategy and human capital management, which are management base strategies. We regard DEI as an important element serving as the foundation for Nikon growth. We 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.

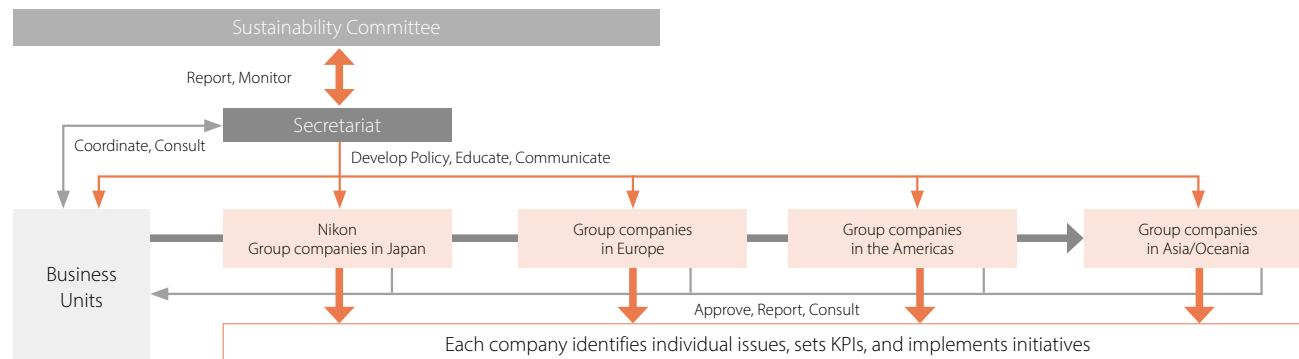
Overview of the Medium-Term Management Plan Human Capital Management → **p.012**

## Governance

The director in charge of the Nikon Corporate Sustainability Department at the Nikon Group also serves as the responsible officer in charge of DEI. The secretariat will consist of the Nikon Corporate Sustainability Department and Human Resources Department, as well as the sustainability divisions of each regional headquarters. The secretariat will be 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 will be set for each company and business as a rule, based on local laws and regulations and business characteristics. In addition, the Sustainability Committee monitors the progress of activities in each region and business, including Group-wide initiatives.

### ● DEI Global Promotion Structure



## DEI Surveys

As we pursue DEI globally, in fiscal year 2023, we conducted a survey of domestic and overseas Group companies to ascertain awareness of and commitment to DEI, as well as to identify issues. Based on the idea that the expression of an individual's talents through a DEI approach leads to company growth, we analyzed issues from two perspectives: Awareness of the issues and seriousness of efforts. We summarized the issues to contribute in formulating policies for future activities.

Based on the results of this survey, we plan to make awareness reform and skills development a management level matter in fiscal year 2024. These issues play an important role in organizational operations, and we will treat these issues as a priority to address under a shared global theme.

## Risk Management

We conduct global shared awareness surveys for employees to understand whether our workplaces—spaces where a diverse workforce serves as the source for new value—foster environments in which employees mutually recognize and make the most of each other's individuality and abilities. 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.

Nikon uses the ratio of women in management positions as a metric for employee diversity, particularly with respect to the empowerment of women. In addition to measures to improve this ratio (see Pxx), we also monitor this metric regularly in Sustainability Committee and other meetings. We also confirm the availability of diverse work styles, expansion of peripheral programs, and environmental improvements through discussions with the Nikon Labor Union.

Under our current Medium-Term Management Plan, we define the three pillars of our human resources strategy as acquire talent, develop talent, and leverage talent based on the requirements of our management strategy and recognition of the situation at hand (see p. 013). To engage in management and human resource strategies as an integrated whole, our president takes the lead with other senior management, in cooperation with the Human Resources Department, to precisely define and consider measures related to the type of employee and skills we require.

## Indicators and Targets

### Indicators and Targets (Target Fiscal Year)

Level of awareness of Nikon Global EDI Policy: 100% (FY2030)

#### ► FY2023

##### Plan

1. Formulation of DEI policy and publishing content for understanding and encouragement
2. Establishment of a promotion system and priority DEI themes to be addressed by each company and business

##### Result

Approximately 90% of employees were aware of the existence of the policy in the first year since formulation (Nikon non-consolidated: 91.4%; Nikon Group companies: 88.0%)

#### ► FY2024

##### Plan

1. DEI training for senior management (domestic and overseas Group companies)
2. Conduct DEI training for section managers (Nikon)
3. Consider DEI training for pre-management employees (Nikon)

### Indicators and Targets (Target Fiscal Year)

Increase the percentage of women in management positions (Nikon): 8.0% or more (FY2025)

#### ► FY2023

##### Plan

1. Percentage of women in management positions: 7.5% or more
2. Percentage of female new hires: 25% or more

##### Result

1. Percentage of women in management positions: 7.8%
2. Percentage of female new hires: 34.1%

#### ► FY2024

##### Plan

- Percentage of women in management positions: 7.8% or more  
Percentage of female new hires: 25% or more

## Major Initiatives

### DEI Promotion Activities

#### Initiatives in Japan

Nikon highlighted and communicated this DEI policy through a message from senior management on the need for DEI at a meeting of managers at the department head level and above. We also provided opportunities for discussions with the Nikon Labor Union. We conduct activities to promote awareness of the SDGs widely among employees. Our activities include DEI-themed talk events on an optional online radio program titled *SDGs at Work*

In fiscal year 2023, we began considering training by job level. In fiscal year 2024, we plan to begin implementing group DEI training for Nikon middle managers at the section manager level and above.

#### Initiatives in Europe

Nikon Europe B.V. publishes a bi-monthly newsletter (*DEI relay*) as part of ongoing diversity awareness activities. The newsletter features relay-style interviews in which board members and employees—regardless

of background—speak on a variety of topics, including gender, race, immigration, age, work style, and mental health. In addition, the Company's Imaging Product Business strives to respect diversity in society at large through a project to support female photographers in German-speaking countries. The business also created a *DEI Playbook* (a manual of DEI perspectives to include in business activities such as planning, development, and marketing). In this way, the business engages actively in respecting diversity in society at large.

Several times during fiscal year 2023, we held a new *Open Up!* initiative. This voluntary workshop was attended by 45 employees working at our Head Office. The workshops provided a fun way to learn about DEI through games, discussions, and videos.

#### Initiatives in the Americas

In September 2022, the three Group companies located on the East Coast of the United States (Nikon Americas Inc., Nikon Inc., and Nikon Instruments Inc.) began DEI initiatives by establishing DEI committees under the supervision of the Human Resources Department to consider joint DEI promotion activities.

In fiscal year 2023, the presidents of the three companies led the production of a DEI introduction video presenting messages to promote understanding and awareness among the companies. In the video, more than a dozen employees from diverse backgrounds, job titles, genders, nationalities, etc., share their thoughts about DEI and their own cultural backgrounds. The companies are also actively involved in DEI promotion activities, including sponsorship of a large-scale networking event hosted by Moxxie, an organization

dedicated to establishing mentorship programs for the advancement of women in the workplace.

### Initiatives in Asia/Oceania

Nikon Holdings Hong Kong Ltd. continues to provide DEI training through e-learning. Courses cover various topics such as unconscious bias, bully-free workplaces, and understanding fairness.

In fiscal year 2023, the company prepared a DEI report covering the 10 countries in the Asia/Oceania region to identify challenges in promoting DEI under a common framework. The report was distributed to each company in the region.

## Promoting the Success of Diverse Employees

### Promoting 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. 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 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, 2024 was 7.8%, and the percentage of female new hires in fiscal year 2023 was 34.1%. Nikon will continue to focus on building an environment conducive to the advancement of women and on providing career development support.

### Column

### DEI Promotion Logo and Communication Book Publication

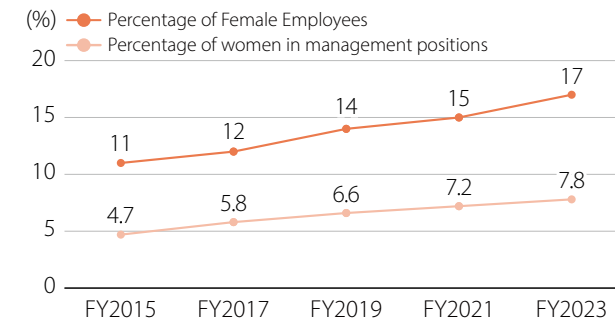
To promote DEI from a shared framework, the Nikon Group created a DEI Promotion Logo to use in conjunction with the Nikon Global DEI Policy.

We use this logo for internal and external DEI promotion activities and content creation, including business cards and goods given away at events.

Nikon also publishes a Communication Book for internal use as a basic explanation of the reasons and definitions behind Nikon's commitment to DEI. 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.



### Percentage of female employees and women in management positions (Nikon Corporation)



### Supporting Mid-Career Hires in the Workplace

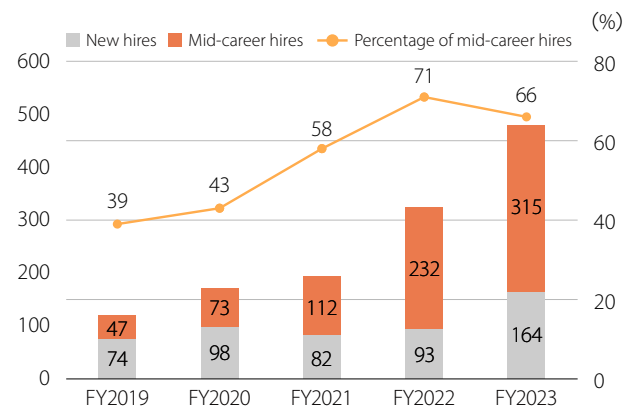
In our Medium-Term Management Plan (fiscal years 2022 to 2025), Nikon laid out a path for stabilizing our mainstay businesses and increasing earnings from strategic businesses. To achieve these goals, we emphasize the recruitment of mid-career hires.

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 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 career hires, etc.

As of March 31, 2024, 34.2% of Nikon management positions were filled by mid-career hires.

#### ● Percentage of mid-career hires to new hires (Nikon Corporation)



### 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 locally hired personnel from Group companies as Corporate Vice Presidents 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 (141 participants), which fosters awareness necessary to continue working for a long time. We also offered a Life Plan Seminar (000 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.

#### ● Initiatives at Nikon Nisso Prime Corporation

Nikon Nisso Prime Corporation supports the activities of older employees who still want to work.

- A total of 45 individuals have been employed outside the Nikon Group through expanded career options
- We create opportunities through public-private partnerships, including agreements with five municipalities

\*As of March 2024



Agreement-signing ceremony with Minamiuonuma City (November 2022)

## 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. As of June 2023, persons with disabilities exceeded the statutory minimum percentage, accounting for 2.32% 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.

Nikon established a follow-up system inside and outside the workplace, including workplace guides, coaches, and regular interviews. We continue to strengthen our support for the employment and retention of people with disabilities.

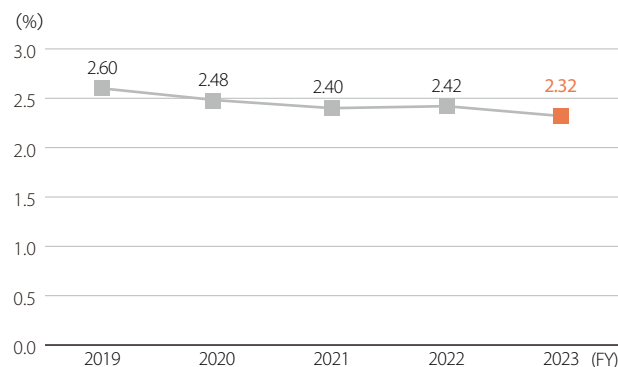
Going forward, we will continue to promote the employment of persons with disabilities throughout the Nikon Group in Japan.



Nikon Tsubasa Inc. [In Japanese]

<https://www.jp.nikon.com/company/corporate/group/nti/>

## ● Employment of Persons with Disabilities under Group Certification Over Time



\* Percentages are as of June 1 of the respective year.

## 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.

## 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.

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.

### 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.

#### ● 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

At Nikon, our ongoing goal is to have employees take annual paid leave at a rate of at least 70%. To help employees use annual paid leave, we promote company-wide planned leave days and to take planned leave consistently. Further, we encourage employees and managers who have a low paid leave utilization during the fiscal year to take paid leave. In fiscal year 2023, the percentage of Nikon employees taking annual paid leave stood at 71.0%.

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%.

#### ● Nikon Childcare Leave Utilization Rate (Fiscal Year 2023)

**Men: 80% Women: 85%**

\* Includes leave for unique Nikon childcare leave programs

#### ● Nikon Return Rate from Childcare Leave (Fiscal Year 2023)

**Men: 100% Women: 100%**

### 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

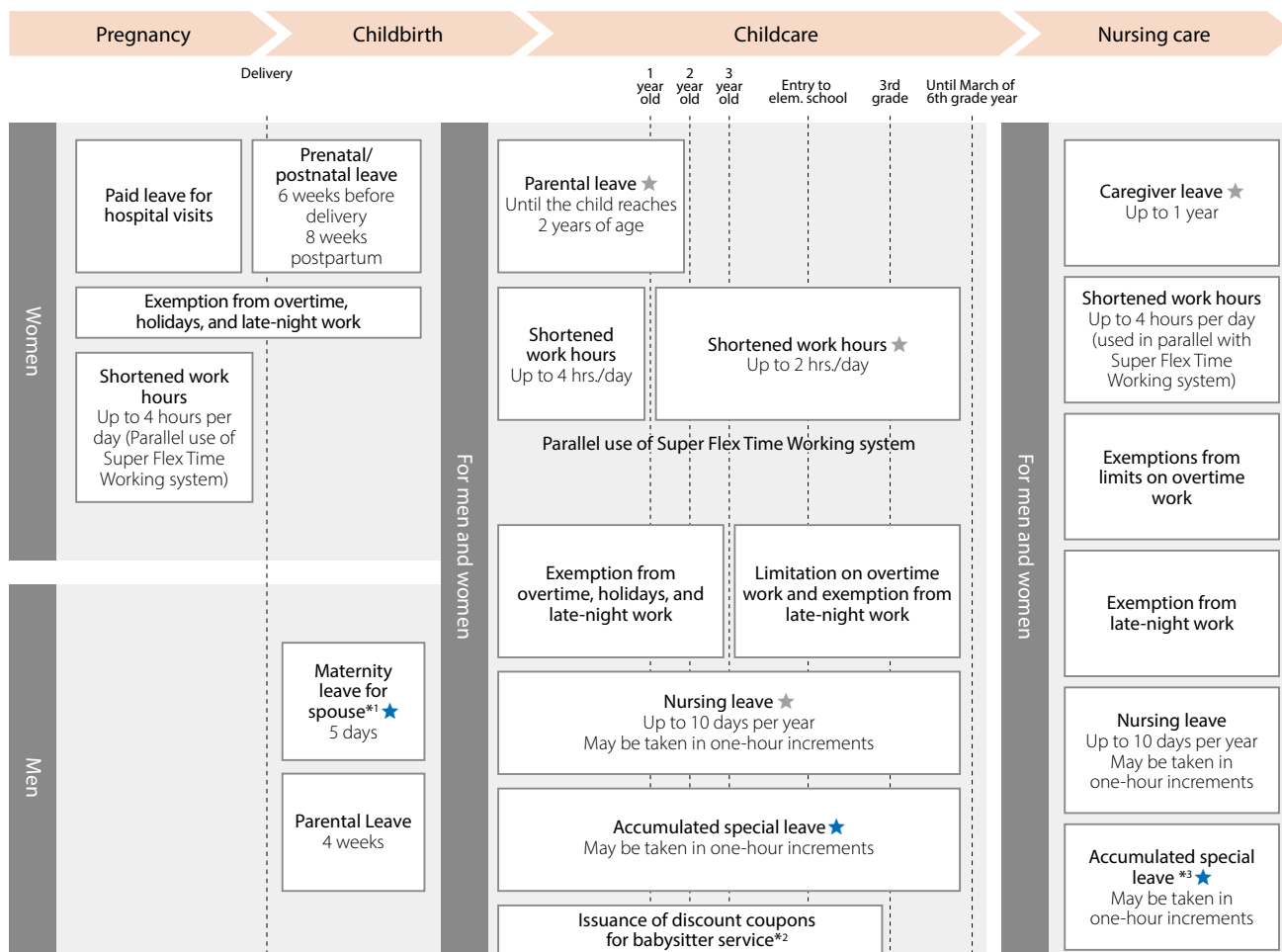


Eruboshi (2nd Level): Certified  
May 2016



● **Nikon's Support Systems for Balancing Work and Family**

★ Systems exceeding legal requirements ★ Systems unique to Nikon Corporation



\*1 Maternity leave for spouse (paid): Paid leave available when spouse gives birth

\*2 Babysitter Dispatch Service provided by the All Japan childcare Services Association on behalf of the Children and Families Agency. Eligible until the 6th grade if said child has a physical disability certificate or a rehabilitation certificate.

\*3 Accumulated special leave (paid): A special leave system allowing employees to accumulate up to 40 days of annual paid leave not carried over to the following year. This leave may be taken under certain conditions, such as when medical treatment is required for one's own injury or illness, infertility treatment, participation in a child's school activities, or when caring for or nursing a child or relative.

**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 (job and role contributing to the organization through expertise); (2) Advanced Professional (same); 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 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 the Goal Setting and Performance Review System, each employee determines goals corresponding to their main duties and roles in an interview with their department head. These goals are mutually agreed upon by the employee and manager. The employee is then responsible for carrying out their assigned duties and tasks to achieve the established 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'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.

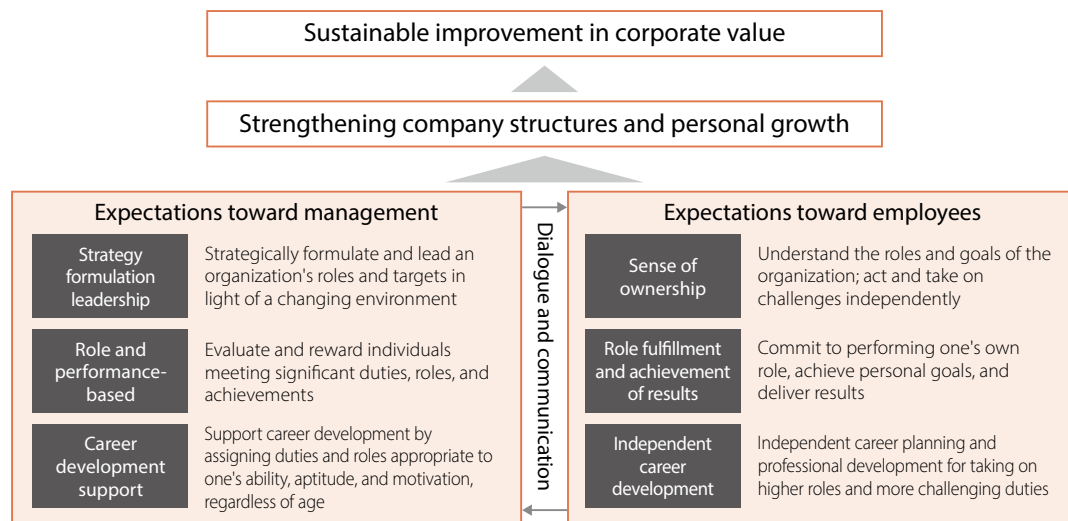
#### ● In-House Free-Agent System (FA System)

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.

### ● Purpose of Nikon's HR Management System



## 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 independently.

### Major 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 2023 employee education and training programs, Nikon held 679 training courses (including the training noted on the right) organized by departments specialized for employee education and attended by a total of 16,003 employees. On average, Nikon employees spent 3.47 days per year in training courses, and expenditure on training per employee was 58,364 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 continual 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 2023 was 4.37 points. Nikon's training courses are also available to employees of Group companies in Japan.

In addition, each Nikon Group company provides education and training. In fiscal year 2023, the average annual training per Nikon Group employee was 1,134 minutes and the training expenditure per employee was 42,251 yen.

#### 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 division 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 improving skills and knowledge through independent initiative
- Support for self-development through on-demand learning tools for autonomous growth

### ● Annual Number of Training Days per Employee

(Fiscal Year 2022) (days)

Number of training days on average	FY2022	FY2023
Managers	1.1	1.1
Non-managers	3.0	3.9
Men	2.5	3.1
Women	3.8	5.1
Total	2.7	3.5

### Strengthening Management Skills

At Nikon, we aim to strengthen management skills through training that helps newly-appointed managers to understand their roles. In addition, we provide selective training and individualized education to intentionally develop managers identified as candidates for future roles as executive officers.

As part of efforts to strengthen management skills, Nikon and certain Japanese Group companies have introduced a multilateral evaluation system. In past years, the company conducted multilateral education 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. In July 2020, we began offering training content focused on human resource utilization capabilities, a category within multilateral evaluation. During fiscal year 2023, 28 section managers took part in this training, working hard for four months to improve organizational activity, train subordinates, and strengthen leadership.

In addition, we provided new literacy training for managers on topics such as corporate governance and accounting, with a total of 289 participants, including executive officers, managers, and department managers from including managers from Nikon and executive officers, etc., from subsidiaries.

During fiscal year 2024, we will implement even more effective human resources cultivation measures, adjusting training content and establishing targets for improvement.

### Support for Employee Independence and Autonomy

Nikon provides a variety of training programs to support employee independence and autonomy.

In fiscal year 2023, we began a new independent career program (mindfulness seminar, self-management training, and career design training) to support independent and continued growth in a changing environment. A total of 188 employees participated in this new program. We also offered a number of training programs to improve employee skills, including business facilitation training for better project efficiency and productivity.

Throughout fiscal year 2024, we will strive to support career autonomy and independence for employees by expanding the number of eligible employees for on-demand training. This training allows employees to choose their own topics and learn at their own pace for self-development.

## Human Resources Development System

