

External Evaluation

Nikon Corporation's response to comments made by Ms. Edahiro and Mr. Fujii in its previous CSR^{ESG} report

	Comments in CSR REPORT 2011	Nikon's response
Ms. Junko Edahiro	I suggest adding comments to each graph which convey the intentions of the company.	We have arranged text and any related graphs on the same part of the page, enabling readers to read about the company's activities and future plans while referring to the graphs. We have placed graphs next to the text to make the data related to the company's activities (intentions) easy to understand.
	Please clarify how Nikon perceives worldwide energy trends and its current energy-related situation. I would like Nikon to state its major vision for where it is headed with regard to such problems as global warming.	As described in the section "Reducing CO ₂ emissions" (→P38), considering the current tight power supply situation in Japan, we are constantly inspecting our energy usage and working toward even more energy conservation.
	I would like to see Nikon, take on the challenge of creating a CSR Report and implementing the CSR initiatives, as a globalized company, such as disclosure of the percentage of local nationals in the management teams of overseas corporations, or the percentage of foreign nationals in management positions at the Japanese Head Office, etc.	We recognize that enhancing workforce diversity ^{ESG} is a key management issue. Considering also the opinions garnered from the stakeholder dialogue ^{ESG} in March, 2012, to begin with, we will continue to enact initiatives that are focused on the advancement of women in the workplace. With respect to the directors and officers of Nikon Corporation, although numbers of females foreign nationals officers were described in the CSR Report, we will examine the percentage of local nationals in the management teams of overseas corporations as a future issue.
Mr. Toshihiko Fujii	Setting concrete objectives and disclosing information about present conditions, for the purpose of advancing activities as a Group	In setting annual targets for each priority issue, we have either expressed them in numbers or clarified specific standards of achievement. We believe that clearly indicating a policy from Head Office is also important for advancing group-wide activities, and we will commence our examination with diversity. Regarding disclosure of the results from the survey of Group companies, as with last year, we have only disclosed numerical data, such as the percentage of female employees, the percentage of female managers and the number of employee turnover.
	Presentation of a global vision for personnel policy	We began interviewing the persons responsible for human resources at the major Group companies around the world in the year ended March 31, 2012. We will continue our efforts aimed at promptly finalizing the vision and putting it into effect (→P49).
	Integration of biodiversity ^{ESG} issues into business operations	During the year ended March 31, 2012, we assessed the relationship of corporate activities to ecosystem services. During the year ending March 31, 2013, we will plan and implement measures and themes to be tackled based on the results of this assessment (→P31).
	Disclosure of information on the conditions for regular and irregular employment	We currently provide fixed-term workers and dispatch workers with necessary training as needed which covers the same content as for regular employees. Further disclosure will be a topic for future examination (→P53).
	Promotion of dialogue with stakeholders ^{ESG} , and particularly with NGOs and NPOs	During the year ended March 31, 2012, we held stakeholder dialogues with a number of external experts, taking up one of the priority issues from the Nikon Group's CSR Medium Term Plan: diversity. Going forward, in addition to selecting topics from among the issues surrounding our Group and discussing them with stakeholders, we will also actively consider promoting dialogue with NGOs and NPOs.
	Further involvement of people in everyday business operations	We held an In-house CSR Communication Meeting, attended by the persons in charge of planning from each business division. The aim of the meeting was to communicate the latest information and future approaches, and to increase awareness for this information within each business division as well as within their affiliated Group companies. The opportunity has also been used to share the proceedings of the CSR Committee as well as general trends in CSR. We will continue to regularly convene this meeting, aiming that such a platform can be used to raise awareness for CSR in a more familiar manner in the business divisions, leading to greater group-wide initiatives.

* Please see the CSR Report 2011 for a more detailed discussion of this view.

Results of the Nikon CSR REPORT 2011 Reader Survey (mainly respondents were Nikon Group employees including overseas employees)

Employee opinions	Measures taken in the Nikon CSR REPORT 2012
Using the ◎ and ○ symbols for categories on the CSR materiality map could be misinterpreted as degrees of importance because they are normally used in Japanese as marks of excellence.	On the materiality map, we have not used color-coding either in case the map is printed in black and white. We have stopped using symbols to avoid any misunderstandings related to the degree of importance. Instead, we added reference page numbers.
In the tables of targets and results, the expressions "Give support to" and "Thoroughly implement" are vague standards for assessment, and so I do not understand the reasons for assessing them as ○ or △.	We have endeavored to use clear standards of achievement and clear states of accomplishment to express targets and results, avoiding any expressions which lack specifics.

Do you acknowledge that activities are actually being carried out for the priority CSR issues?

