

Materiality 2

Ensuring Trustworthiness by Maintaining and Increasing Quality



Ensuring that products and services that are widely utilized in the market are safe to use is an important precondition for the development of a sustainable society. As IoT, AI, and other technologies continue to advance, it is necessary to ensure quality not only in terms of product safety and environmental considerations but also in areas such as product security. We also consider it important to respond to changing customer needs such as lifestyles and values, and strive to maintain and improve quality that meets customer trust. We see ourselves at the Nikon Group as having a mission to contribute to the healthy development of society by achieving creative, efficient *Monodzukuri* (manufacturing).

Activity Policies

- Basic Quality Policy
- Quality Management Directive (QMD)

Organizations

- Quality Committee

Indicators and Targets

Self-Evaluation ○:Achieved △:Measures partially achieved or revised

Indicators	Targets (Year of Achievement)	Fiscal Year 2024 Plan (Action Plan)	Fiscal Year 2024 Results	Self-Evaluation	Fiscal Year 2025 Plan (Action Plan)
Degree of achievement of the plan to review the quality management system in response to changes in the business environment	100% (every fiscal year)	<ul style="list-style-type: none"> Revise Quality Management Directive (QMD) Establish QMD for Group companies outside Japan 	<ul style="list-style-type: none"> Implemented QMD revisions related to new business activities and services in July 2024 Prepared QMD revisions related to the amendments to the ISO management system for climate change and further clarification of the scope of product environmental regulation targets Established QMD for Group companies outside Japan in July 2024 	○	<ul style="list-style-type: none"> Establish a global version of the Quality Management Directive (QMD)
Quality management system operation status monitoring/Percentage of improvement plans in place	100% (every fiscal year)	<ul style="list-style-type: none"> Complete assessments based on annual plans (at least eight departments/companies, mainly Group companies outside Japan) 	<ul style="list-style-type: none"> Conducted assessments for nine departments and companies 	○	<ul style="list-style-type: none"> Complete assessments based on annual plans (at least eight departments/companies, mainly Group companies outside Japan)
Comprehension of basic training on quality (division, business units, Group manufacturing companies)	80% or more (FY2025)	<ul style="list-style-type: none"> Training participation rate: 80% or more (business units, Group manufacturing companies in Japan) 	<ul style="list-style-type: none"> E-learning participation rate for QC Levels 3 and 4: 92% (business units, Group manufacturing companies in Japan) 	○	<ul style="list-style-type: none"> Training participation rate: 80% or more (business units, Group manufacturing companies in Japan) Conduct trial basic quality control training at Group companies outside Japan

Nikon *Monodzukuri* (Manufacturing)

Basic Approach

The Nikon Group's basic philosophy is Customer and Quality first, and with our *Monodzukuri* (manufacturing), we optimize our creation of the products and services that our customers request. We anticipate our customers' needs and drive innovation utilizing a variety of solutions. This is our vision for Nikon *Monodzukuri* (manufacturing).

For us, as a manufacturer, *Monodzukuri* (manufacturing) is the source of our corporate activities, and through our commitment to *Monodzukuri*, we will continue to further expand the value we provide to our customers.

Strategy

Risk

If we are unable to maintain and improve the prowess in *Monodzukuri* (manufacturing), the source of our business, then the technological capabilities that support the high quality we have built up over many years, as well as our ability to provide solutions that help solve our customers' request, could be compromised. This could lead to a decline in customer trust, damage to the value of the Nikon brand, and a decrease in business opportunities.

Opportunities

By leveraging our prowess in advanced *Monodzukuri* (manufacturing) to create and provide products and services that meet our customers' desires and demands, we can add unique value that meets the expectations of customers and

society, differentiate ourselves from our competitors, and improve our competitiveness, sales, and brand strength.

Strategy

To achieve our vision, the Nikon Group must create a flexible production system that can respond to any change.

● Manufacturing Site Strategy

We are building a flexible production system that can respond to changes in business activity by clearly defining the role of each of our manufacturing sites, developing their unique advantages, and enhancing cooperation between each site. All of our production bases in Japan have been allocated to the Production Technology Division, where we address productivity improvement and quality issues that extend across our business activities. Furthermore, by sharing information to create synergy, we are optimizing the entire Nikon Group, building a production system that is resilient to production fluctuations in each business activity.

● *Monodzukuri* (Manufacturing) Technology Strategy

We will continue to enhance the core technologies that support Nikon Group's *Monodzukuri* (manufacturing), such as materials, manufacturing, or assembly and calibration technology, and utilize industrial engineering (IE), equipment development, and DX in our future product development and manufacturing.

● Procurement and Logistics Strategy

In response to the increasingly complex supply chain

● Strengthening Our *Monodzukuri* (Manufacturing) Foundation (Conceptual Image)

Goal	Establishment of a flexible production system that can respond to any change	
KSF*	Production Base Strategy	Procurement and Logistics Strategy
	Provide value-added services by taking advantage of the strengths of each manufacturing site	Strengthen relationships with key partners for optimizing QCD
	Quality Strategy	<i>Monodzukuri</i> (Manufacturing) Technology Strategy
	Strengthen effectiveness of quality systems Raise awareness of quality	Timely delivery of differentiated technologies

* KSF: Key Success Factor

environment, including rising labor and material costs, a shortage of parts and materials due to natural disasters and infectious diseases, and logistical disruptions, we will enhance the strong collaborative relationships built on trust that we have with our procurement and logistics partners—partners who all comply with the quality and sustainability levels requested by Nikon.

● Quality Strategy

In order to meet customer needs and provide safe and reliable products and services in a timely manner, we are working to maintain and strengthen the quality systems in each of our business units. We have established a Quality Committee to deliberate and make decisions on important issues related to quality control. We are also advancing initiatives to embed a quality-first culture across the entire Nikon Group.

Ensuring Trustworthiness by Maintaining and Increasing Quality → p.038
Building a Resilient Supply Chain → p.090

Governance

Nikon has established cross-functional divisions to implement strategies for production, technology, procurement and logistics, quality, and other strategies on a group-wide basis. These divisions include the Production Technology Division, the Optical Engineering Division, and the Advanced Technology Research & Development Division. We have also reviewed our technology development process, and we are deploying it to our Group manufacturing companies both in and outside Japan. This deployment allows us to seamlessly

link Engineering Chain Management (ECM) with Supply Chain Management (SCM), thereby achieving optimization from a company-wide perspective that spans across business units. Consequently, we have been able to establish a system that not only smoothly maintains and expands our existing business activities but also launches new businesses.

Risk Management

Nikon practices risk management in support of the continuous improvement of our *Monodzukuri* (manufacturing). Meetings are held to discuss each of the four strategies detailed on p.036 and p.037. In these meetings, we identify risks in a timely manner and ensure that countermeasures are implemented. The specific risks we consider are as follows: market risks related to changes in the competitive environment and demand fluctuations; risks to our *Monodzukuri* (manufacturing) that may hinder the maintenance and improvement of our core technologies; supply chain risks resulting from soaring resource prices, natural disasters, infectious disease outbreaks, and disputes; and quality risks that may reduce customer satisfaction due to declines in quality.

We also strive to formulate and implement optimal risk mitigation measures by taking a holistic view of all risks under the four aforementioned strategies and comprehensively assessing their potential impact on each other and on our business activities as a whole.

Ensuring Quality and Safety

Basic Approach

The Nikon Group has established a Basic Quality Policy centered around the idea of increasing the value we provide to our customers, and the value that we provide to society, through our products and services. In order to put this policy into practice, we have also established the Quality Management Directive (QMD).

Basic Quality Policy

Based on our philosophy of *Trustworthiness and Creativity*, Nikon has established the following Basic Quality Policy. It aims to increase the value that we provide to customers through our products and contribute to the healthy development of society.

- (1) Enhance brand value and provide high-quality distinctive products to the market in a timely manner through creative and efficient *Monodzukuri* (manufacturing).
- (2) Provide safe and environmentally friendly products to earn the trust of customers and society.

Strategy

Risk

Customer needs in the market are diversifying and becoming more sophisticated each day due to changes in lifestyles and values. Demands on companies regarding quality management also grows stronger each year as countries and regions develop various safety and environmental laws and regulations for the sustainable development of society. Failing

to meet those requirements results in not only fines and other penalties, but also the loss of public trust. This could lead to a decline in the value of our corporate brand and a decrease in sales, which in turn may have a significant impact on the Nikon Group's continued business activities.

Amidst these changes in the social environment, the Nikon Group recognizes the importance of compliance with laws and regulations, including safety and environmental measures, and ensuring quality that leads to customer satisfaction. We are also strengthening the mechanisms in place to ensure quality.

Opportunities

Although the aforementioned trends in the social environment pose risks to the Group, we also recognize these risks as opportunities to earn the trust of our customers and society through rapid response to changes in customer needs, quality assurance, and improvement. Opportunities also exist for business growth by improving brand value through creative and efficient *Monodzukuri* (manufacturing) and differentiating ourselves from competitors with our quality.

With these various actions, we will contribute to our business activities and coexist with our stakeholders.

Strategy

Nikon's Medium-Term Management Plan sets out our Vision 2030, which is to be a key technology solutions company in a global society where humans and machines co-create

seamlessly. To achieve this vision, we must establish a global quality management system across the entire Nikon Group that ensures the maintenance and improvement of the trust our customers have in our quality. This system also needs to anticipate changes in the values sought by society and customers, as well as technological innovations and shifts in *Monodzukuri* (manufacturing).

For this reason, we have created a Quality Manual (QM) based on the QMD for each business unit (including the Group companies). This QMD encompasses the requirements of ISO 9001*, and we are implementing swift and appropriate revisions in response to changes in trends and situations happening around the world.

We have also established a global quality management system to strengthen our global governance, which includes deploying it to subsidiaries outside Japan that joined the Nikon Group through M&A. In addition, this initiative includes the reduction of quality risks.

We also strive to strengthen our culture of quality by establishing a system to improve the level of quality education, form behavioral principles in *Monodzukuri* (manufacturing), and ensure product safety and product security in response to technological advances. Through these efforts, we work to prevent quality issues on an ongoing basis.

By undertaking the above, we will build a group-wide quality foundation within the Nikon Group that supports both our proactive prevention system for quality risks and our ability to deliver products that earn customer satisfaction.

* ISO 9001: An international standard of quality management system established by the International Organization for Standardization (ISO). The ISO 9000 series is a quality management system for organizations to maintain and manage quality. ISO 9001 certification can be obtained from registrars.

Governance

The Nikon Group has established a Quality Committee to deliberate and make decisions on important matters related to quality control for the entire Group. The committee convenes twice a year on a fixed schedule and is chaired by a responsible officer, with general managers from each business unit and others serving as standing committee

members. Under the Quality Committee, we have established the Product Subcommittee, and Education Subcommittee—the purpose of these is to strengthen the functions of the Quality Committee in preventing quality and environmental problems; complying with legal and regulatory standards and ensuring safety; and maintaining and improving manufacturing technologies.

Decisions made at the Quality Committee are shared

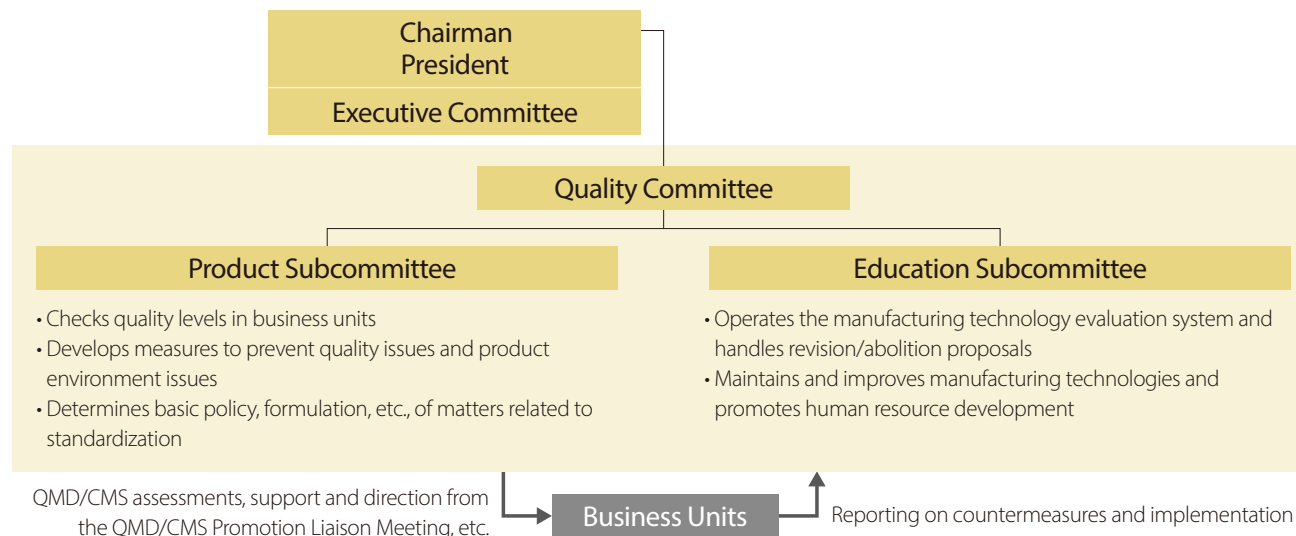
at the QMS/CMS* Promotion Liaison Meeting which is held twice a year as a forum for exchanging information among all the business units. Based on this, each business unit reflects decisions made at the Quality Committee in its business processes, revising each QM where necessary, thereby strengthening the Quality Management System.

* QMS: Quality Management System, CMS: Chemical Substances Management System (Management of chemical substances in products)

● Main Reporting and Deliberations at Quality Committee Meetings in Fiscal Year 2024

February 2024	June 2024	October 2024
<ul style="list-style-type: none"> Globalization of quality control 	<ul style="list-style-type: none"> Globalization of quality control Enhanced product security Revised Quality Management Directive for FY2024 	<ul style="list-style-type: none"> Globalization of quality control Enhanced product security

● Quality Management System (As of April 1, 2025)



Kakekomi Dera : Quality Maintenance and Improvement Hub

We have established the Nikon *Kakekomi Dera** as a consultation service for employees who have technical problems or questions that are difficult to resolve in their own department or workplace. The hub handles about 20 consultations a year, covering a wide range of issues, including new technologies, process improvements, various evaluation methods, and root cause analysis of problems with processes and products. Depending on the nature and scale of the case, the hub can even undertake development itself.

The Optical Engineering Division, Advanced Technology Research & Development Division, and Production Technology Division, which are all specialized technical divisions, are responsible for responding to requests for consultation, with the aim of further sustaining and improving quality by enhancing the technology of the entire Group.

After handling a case, we create a report, organize the findings in list form, and use these items to support horizontal deployment and efficient responses to similar cases.

* *Kakekomi Dera* is a historical term in Japan referring to temples that offered sanctuary to people in distress. At Nikon, we use this name for a support service where employees can seek help for technical issues they are unable to resolve within their own teams.

Risk Management

The Nikon Group identifies and assesses quality risks across the entire value chain, primarily through the Quality Committee and its subordinate Product Subcommittee.

Important risk factors are reported to the Risk and Compliance Committee with the Quality Committee driving efforts to improve quality by prioritizing responses and formulating countermeasures based on the level of impact.

The Nikon Group identifies and reduces risks through QMD/CMS assessments* and other such tools. We extract supplier risks through self-inspections related to quality management and assessments conducted by the Nikon Group, and work together with suppliers to implement improvements.

* In fiscal year 2021, the Nikon Group began conducting audits related to existing quality control and the management of chemical substances in products, referring to such audits as "assessments." Our use of "assessment" is synonymous with the term audit defined in JIS Q 19011, and refers to a systematic process for the objective evaluation of the degree to which QMD requirements are met.

Implementing QMD/CMS assessments

The Nikon Group conducts QMD/CMS assessments to check the status of quality management and the management of chemical substances in products based on QMD, and investigates, confirms, and evaluates the status of quality management operations throughout the Group.

The person responsible for these assessments is the Product Subcommittee Chairperson of the Quality Committee. In the event of an unsatisfactory situation occurring, we issue directions for corrective action or improvement and ensure such measures are promptly implemented to maintain and improve our quality control activities. Additionally, we

report assessment results to the Quality Committee in a timely manner, share important findings with the Executive Committee, and reflect such findings in our internal controls.

In fiscal year 2024, we formulated a plan focusing on Group companies outside Japan, and QMD/CMS assessments were conducted for six Group companies outside and three inside Japan using assessment check sheets adapted to the individual company being assessed.

The Nikon Group also makes continuous reviews in order to further enhance the effectiveness and efficiency of these assessments.

Initiatives for Procurement Partners

Cooperation from procurement partners is essential in order to promote Quality First initiatives. Therefore, we conclude quality assurance agreements with our procurement partners based on their understanding of the Nikon Group's Quality First philosophy.

To quantitatively understand and manage QMS maintenance status, we conduct a self-evaluation using a Self-assessment Sheet once every three years. We also conduct QMS assessments for procurement partners whom we have determined to be important. In fiscal 2024, we conducted QMS assessments at 80 procurement partners and worked to strengthen issue detection by incorporating a trial run of a new assessment method. We plan to fully shift to the new method in fiscal 2025 based on the trial results. We discuss countermeasures with procurement partners that do not meet Nikon's required standards based on the assessment and work together to implement systematic improvements.

In addition, we plan to conduct a trial operation of a new assessment method for the environmental management system to strengthen guidance and oversight of suppliers in response to recent quality issues.

Major Initiatives

Small Group Activities

The Nikon Group believes that maintaining high quality requires each employee to stay highly aware and take initiative in improving daily operations. Since 1979, we have promoted small group activities, with 694 groups totaling 5,851 employees participating across Nikon Group companies in and outside Japan in fiscal 2024.

Furthermore, every year in July, the Nikon Group holds Nikon Group Select Small Group Activity Presentation. It is presided over by the company president, and the best activity groups from each region get together to talk and educate each other. In fiscal year 2024, more than 200 employees participated, including executives, and the excellent presentations were used as a reference for improvement activities in each unit.

Quality Training and Raising Awareness

The Nikon Group believes it is imperative that each and every employee acquires the relevant knowledge and quality control skills, and that they tailored to the specific requirements of an individual employee's position, level, and specialty. With this approach, we are promoting internal

education and awareness-raising related to quality in order to improve standards for all employees and to strengthen and foster the development of certain selected employees.

The Technical College program, a forum for training and educating young engineers, had 1,351 participants in the mandatory training course on quality control in fiscal year 2024. In addition, the Expert Package Training program to create experts in statistical quality control has completed its ninth term, and a total of 174 students from the first through ninth terms are active across each field.

We produced e-learning video materials in English, Chinese, and Thai to raise the overall competency level of all employees, including those outside Japan. We are also planning to implement the same training required in Japan at Group companies outside Japan.

Furthermore, every year during Quality Month in November, Nikon hosts the Quality Month Conference. In fiscal year 2024, we welcomed Dr. Koichi Obara, advisor to construction and civil engineering company MAEDA Corporation, to give a lecture entitled Quality Management as a Strategy: Quality in the Coming Era. He spoke about the impact of improving quality on sustainable companies and society, focusing on how quality management is an important factor in both corporate growth and building a sustainable society. And throughout his lecture, he shared his own experiences. This lecture was attended by approximately 100 Nikon Group executives and employees and 120 procurement partners, including those watching via a simultaneous webcast.

Quality Education Programs for Employees

(Applicable to: Nikon Group in Japan)

Mandatory training for all employees

- E-learning for all employees
 - Basic Quality Control Training (QC Grade 3)
 - Introduction to Statistical Methods Training (QC Grade 3)
- Basic Quality Control Training for new employees
 - Specialist training for engineers
- Expert package training
 - (comprehensive training that combines experimental design and multivariate analysis, etc.)
- SQC ^{*1} leader training (basic training combining Q7, N7, exams and estimations, etc.)

^{*1} Statistical Quality Control (SQC)

Ensuring Safety of Products and Services

The Nikon Group regards safety as an integral part of the quality of our products and services, and believes that our most important mission is to provide safe products and services to our customers. We give due consideration to the safety of products and services for the entire lifecycle of the product from the planning stage, right through to disposal.

Our Basic Quality Policy states clearly our commitment to ensuring safety, and we also incorporate this commitment into QMD and the regulations of each business unit, which must be adhered to. In addition, we confirm in our regular QMD and CMS assessments that each division and department is implementing the safety-related matters

incorporated in those QMDs and rules.

In addition, the Nikon Group is obliged to conduct safety assessments for all of our products. In line with the established Safety Design Principles (Safety Design Principles [General Standards], Common Standards and Product Area-Specific Safety Design Standards) which are based on international standards, etc., we identify risks and implement safe designs to eliminate these risks.

In fiscal year 2024, we established one new standard and revised four. The details are as follows: the establishment of the Non-laser optical Radiation Safety Standards, a technical standard aimed at ensuring the safety of all products handling non-laser radiation, and the revision of existing technical guidelines, including *the Laser Safety Standards, Measurement Equipment Safety Design Standards, IT/AV Equipment Safety Design Standards, and the Industrial Equipment Safety Design Standards*.

The Nikon Group also ensures safety through design reviews at the development and design stages and inspections of manufacturing processes during mass production, obtaining certification from third-party certification bodies as necessary.

Note that the number of serious product accidents related to safety ^{*2} for fiscal year 2024 was zero.

^{*2} Serious product accidents related to safety: Based on the definition of serious product accidents used in the Consumer Product Safety Act.

Product Security

Even though we are seeing rapid growth in technologies such as IoT and AI, the Nikon Group is still strengthening and improving quality management systems in order to provide safe products and services to customers.

The Nikon Group established *the Product Security Countermeasures Standards* to strengthen product security throughout the entire product lifecycle, from development to end-of-life disposal. We clarify the requirements for each market based on country-specific product security requirements and carry out risk analysis and implement appropriate measures. In addition, the Nikon Group works on product incident response and vulnerability management and we are building a PSIRT^{*1}. As part of these efforts, we are developing a framework to continuously provide product security training and foster human resources in each business unit. Through these initiatives, we aim to further strengthen our product security measures throughout the product lifecycle.

With regard to AI, we have verified there is no use of prohibited AI systems in any of our business units, as stipulated by the EU Artificial Intelligence Act, which came into effect on August 1, 2024. We will also continue to monitor and assess other categories of AI systems to ensure we provide our customers with safe products.

*1 PSIRT: Product Security Incident Response Team

Product and Service Safety Training

To ensure the safety of our products and services, the Nikon Group conducts a variety of periodic safety education programs for employees. These programs include training covering the Fundamental Safety Design Principles that define standards of safety design, the Product Liability Act, and the Electrical Appliance and Material Safety Act.

In fiscal year 2024, approximately 660 employees of the Nikon Group in Japan participated in the educational training

courses held by the Quality and Environmental Administration Department of the Production Technology Division and the Technical College. We offered in-person, online, and on-demand training for employees to take and repeat as needed, ensuring retention of safety design knowledge.

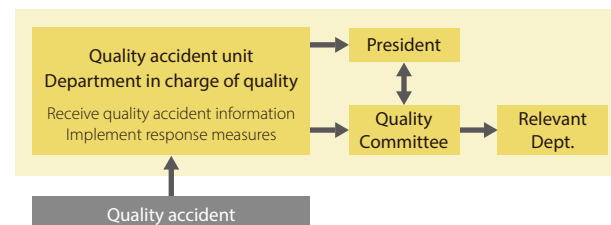
Response in Case of an Accident

The Nikon Group carries out planning, design, manufacturing, quality assurance, sales, logistics, and services with sufficient consideration to product safety. In the event of a quality problem in the market, including safety issues, or even if there are concerns regarding such an occurrence, we immediately cooperate with the relevant departments to ascertain the facts and promptly take any necessary measures in accordance with our escalation response procedures^{*2}.

Additionally, quality problems that have a significant impact on customers are reported to top management and disclosed promptly, and a system is in place to respond appropriately to customer inquiries.

In fiscal year 2024, following these procedures, we proceeded to take measures to prevent damage from occurring, spreading, or recurring in response to four incidents.

● Flowchart Outlining Communication After Accidents Occur



These measures are also reviewed annually, and suitably revised if needed.

*2 These procedures stipulate that in the event of a quality accident, our first priority is to ensure the safety of customers, related parties, and employees, responding promptly and in an organized manner to minimize damage and maintain public trust.

Information Provision for Safe Use

In the Nikon Group, we provide appropriate information for all products to ensure that customers can use its products and services safely. For example, information on correct usage and information to help safeguard against accidents due to misuse or carelessness is provided directly on the products themselves and in instruction manuals.

Information which needs to be disclosed is stipulated in our proprietary Fundamental Safety Design Principles and we are verifying its appropriateness in product risk assessment and safety evaluation.

Additionally, certification marks are indicated in accordance with the laws and regulations of each country or region where the product is sold.

For example, products with wireless functions are labeled as compliant with the Radio Act of various countries and regions.

Furthermore, in fiscal year 2024, there were no violations of laws, regulations, etc., with regard to safety labeling and information provision.

Customer Satisfaction Initiatives

The Nikon Group strives to improve customer satisfaction and trust by providing products and services that are unsurpassed in safety and quality, and also useful to society. The Nikon

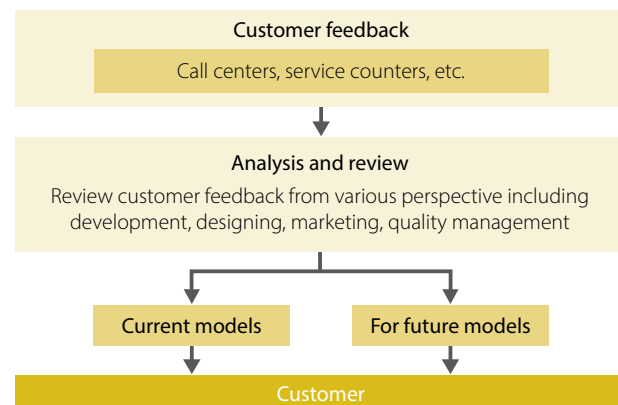
Group has previously built a system to incorporate customer feedback into our products and services by increasing opportunities to meet with customers, and we will continue to strengthen this system going forward.

Product Development for Imaging Products Based on Customer Feedback

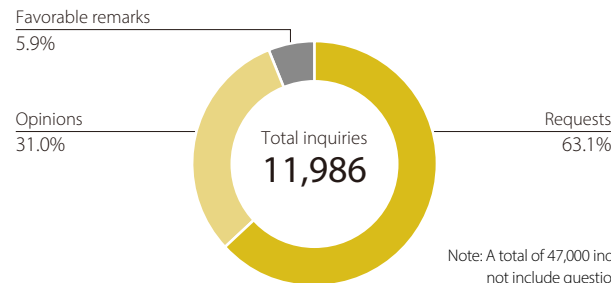
At the Nikon Imaging Products, feedback is received through call centers, service counters and NPS* staff from general and professional users as well as users who use photographic equipment in businesses worldwide. After careful analysis, customer feedback is examined from a range of different perspectives by the Product Development, UX, Marketing, and Quality Assurance departments, and by other relevant departments. The results are reflected in our products and services leading to improved customer satisfaction.

* Nikon Professional Services (NPS): A membership-based support service for professional photographers who use Nikon products.

Customer Feedback Flowchart (Imaging Products)



Breakdown of Call Center Inquiry Analysis and Investigation (Japan, Fiscal Year 2024)



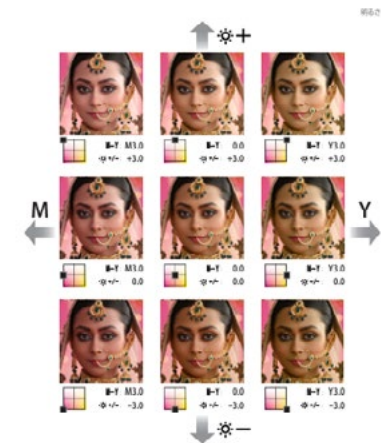
Column

Responding to Requests for Additional Functionality

Nikon takes such requests from customers around the world very seriously and strives to satisfy customers by incorporating the features they seek into our products.

Our flagship mirrorless camera, the Z9, released in December 2021, received its fourth major firmware update (Ver. 5.00) in March 2024. This update significantly enhanced its portrait photography features, including our Rich Tone Portrait, which is for rendering skin details with rich tonality, and the camera's skin softening and Portrait Impression Balance features. All of these are designed to help photographers to create the images they are seeking to create. In addition, the enhanced functions of Auto Capture and High-Speed Frame Capture have improved its usability in sports photography.

These new modes have been well received by many customers. Nikon will not only continue to develop new products, we will update functions to meet the needs of our customers even after they purchase our products.



Rich Tone Portrait menu display example



Sample adjustment with the portrait impression feature

Improving Services in the Imaging Products Business

In our Imaging Products Business, in keeping with our customer-first mindset, we aim to provide services that make our customers say, "I am really happy I chose a Nikon product." As of the end of March 2025, we have an organization that can consistently deliver high-quality services via more than 200 repair service facilities and direct contact points (customer service counters) in 70 countries and regions around the world. We are also striving to improve service quality through a diverse range of initiatives on a global scale.

● Maintaining and Improving Repair Quality

Once a year, we conduct an assessment at all Nikon regional headquarters service locations to check whether the accuracy of the equipment and tools meets our standards. Additionally, in order to monitor repair quality at each site, repair data is collated by the Nikon Head Office on a monthly basis to ensure any issues are identified. At the same time, so as to be able to provide high-quality service in all countries and regions, we have introduced a cloud service that enables sharing of information on Nikon products and quality management, and through which we offer regular guidance to all service facilities, including local distributors and authorized repair service providers, in those countries and regions where Nikon does not have its own service facilities, with the aim of maintaining and improving service quality.

We are also working to improve service quality control and quality in individual countries and regions. For example, employees from Nikon Group sales companies conduct

assessments based on region-specific assessment lists of each authorized repair service provider in Europe, China, and India. This is in addition to our people visiting each service provider individually to hold technical seminars.

● Enhancing Customer Satisfaction

To enhance customer satisfaction, we conduct regular online training sessions for repair technicians and provide product knowledge education that makes effective use of e-learning for employees involved with service provision.

In the Imaging Products Business, we strive to educate each staff member involved in our services on product concepts and functions to ensure said employees are able to advise customers on the best settings for their cameras in specific settings. We also gather and consolidate real customer testimonials at the Nikon Head Office and share this information globally.

To ensure customers use our imaging products over the long term, we offer various maintenance packages tailored to our customers. These packages offer repair services in addition to high-precision inspections with cleanings and tools.

To improve customer experience, we post troubleshooting information on the Nikon website to help our customers diagnose issues before they request repairs.

Through measures such as these, we are working to not only sell products, but also provide added value.

● Customer Satisfaction Survey Results

(%)

	FY2020	FY2021	FY2022	FY2023	FY2024
Customer satisfaction	87.0	86.9	88.4	87.0	88.7

Note: The above figures cover satisfaction with call center responses in the Americas, Europe, and China.

Strengthening the Foundation of the Organization to Utilize Design in Management

The Nikon Group has established an organization and operational structure that encourages design that enhances the experiential value of products and services delivered, supports continuous evolution to become a brand of value to society, and drives the creation of internal innovation. By deepening our understanding of customers' essential needs and utilizing the design process in our approach to meeting these needs, we aim to revitalize our efforts and enhance the emotional value we create.

Specifically, we utilize design not only for our products and services, but also for our corporate vision development, advertising, exhibitions, various sponsored events, and other points of contact with customers.



Customer-Oriented DX

The Nikon Group develops our digital transformation (DX) strategy from the perspective of both customers and employees. The Nikon Group incorporates the four perspectives of Customer Relations, Idea, Data, and Work Style into our DX Vision, engaging in various measures to achieve these goals.

The Customer Relations perspective and Idea perspective are necessary for a customer-focused DX that improves customer experience and satisfaction.

For Customer Relations, the Nikon Group aims to create

environments through which we can provide value to our customers with digital connections. We aim to provide customers with value that matches their exact needs by striving to help customers understand the extent of our technology as we work to understand their needs.

Under our Idea perspective, we aim to create environments that use various digital technologies to convert ideas rapidly into value for delivery to customers. Specifically, we work to strengthen digital marketing through website integration of BtoB businesses to improve such customer experiences and satisfaction. We are also consolidating information on Nikon Group BtoB products on a single website. This information was previously spread across the various websites of our business units, and the consolidation will enable customers to search through products from all of our business units and find solutions quickly.

The Nikon Group ensures the delivery of our technologies to customers by strengthening digital marketing, leading to the further creation of social value through the core technologies of the Group.

Employee-Focused DX for DEI → **p.111**

A Key Technology Solutions Company in a Global Society Where Humans and Machines Co-Crete Seamlessly

DX

