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Enhancing Customer Satisfaction

Basic Approach

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.

We also endeavor to provide customers with a safe, easy-to-use, and reliable experience through improved usability and accessibility across a wide range of products, from consumer digital cameras to industrial equipment.

Main Initiatives

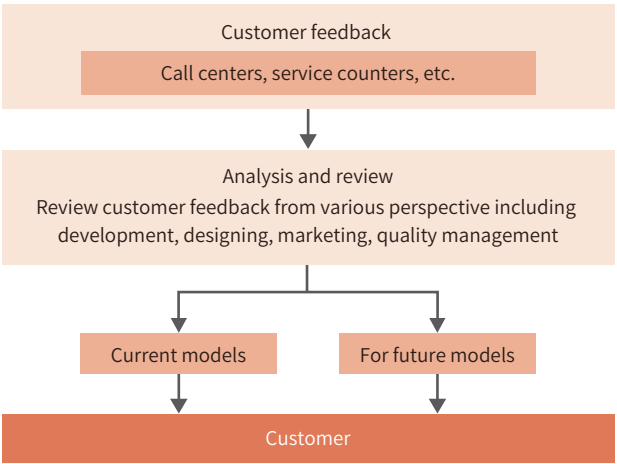
Product Development Based on Customer Feedback [Imaging Products Business]

At 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.

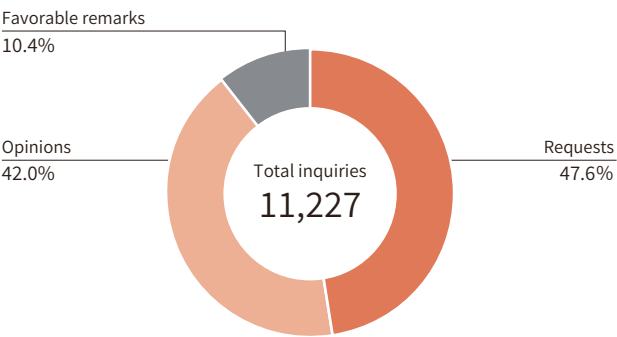
Nikon will not only continue to develop new products, but we will also actively update functions to meet the needs of our customers as rapidly as possible post-purchase.

* 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



Note: A total of 47,000 inquiries were received, but this breakdown does not include questions about retail stores or product usage.

Improving Product Usability and Accessibility

In accordance with the Nikon Group Quality Management Directive (QMD), we conduct usability tests through internal and external testers, online surveys, and expert assessments during product development, taking into account safety and ease of use. We are also committed to developing products that customers use comfortably, conducting objective assessments of human factors (physical, perceptual, cognitive, and operational loads). We established the Design Center as a cross-functional organization to enhance our product- and service-related capabilities in terms of user experience (UX) design, industrial design, user interface (UI) design, and content design—including graphics and videos. In this way, we aim to enhance the subjective value of products and services—the satisfaction, delight, ease of use, and psychological comfort that customers experience through our products and services.

Initiatives for BtoB Products

We develop design strategies for BtoB product design that span multiple products and provide user-friendly, functional, and beautiful designs from the user's perspective.

The Design Center has developed graphical user interface (GUI) design guidelines to improve the usability of BtoB products, applying these guidelines to product design. From the perspective of accessibility, these guidelines provide design standards that ensure readability regardless of visual ability or viewing environment. The guidelines aim to ensure contrast designs comply with Level AA of the World Wide Web Consortium (W3C)-recommended Web Content Accessibility Guidelines (WCAG) 2.2, as well to define standardized font sizes and line spacing. The Design Center also recommends color schemes that avoid color combinations difficult to distinguish, as well as chart color design using a limited number of colors.

Thoughtful screen design reduces cognitive load, facilitating intuitive understanding of the information structure based on rules for margins, layout, and hierarchy. We continue to improve usability by unifying the design of data grids and lists, clarifying button styles

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according to the importance of operations, and warnings for critical operations.



GUI Design Guidelines for BtoB Products



Color Chart

Initiatives for BtoC Products

We also improve designs for BtoC products through methods including prototyping and testing by actual users, aiming to improve the quality of the customer's experience. Specific

measures for application software call for multiple assessments of experiential quality during the development process. Measures also involve usability tests and expert reviews to ensure improved usability and visibility.

Column

Nikon ZR Usability Considerations and Functional Enhancements Based on Customer Feedback

Nikon designs cameras with usability in mind for diverse users and usage environments. We select color contrast designs confirming to WCAG 2.2 and multilingual support (including languages written right-to-left). One example is the Nikon ZR, launched in October 2025. We equipped this camera with a large-screen monitor that also supports vertical display, reducing visual and cognitive load.

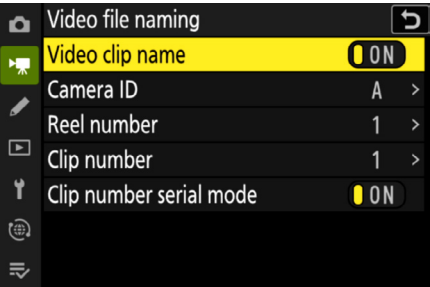
Even after the launch of the camera, we listened carefully to requests from customers around the world, endeavoring to improve the convenience and value of the customer experience. We implemented a firmware update (Ver. 1.10) in January 2026, only three months after the launch of the Nikon ZR, responding promptly to customer feedback. The update extended video recording time, added support for wired connection of timecode for synchronization for video and audio, as well as accurate synchronization between multiple cameras, and added video-specific file name settings to avoid duplicate video file names. In adding these new functions, we revised the operation flow and settings screen layout to ensure intuitive usability in production locations. As a result of the update, we confirmed that users gained practical benefits, including improved editing efficiency in multi-unit operations and reduced file management burden in post-production.



Nikon ZR



ZR Screen



Example of Camera Menu Providing Video-Specific File Name Settings

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Website Accessibility Considerations

Nikon has established guidelines that define accessibility standards and compliance requirements for websites. We seek to create digital environments accessible to all, including people with disabilities and the elderly. Specifically, our goal is to conform to the Web Content Accessibility Guidelines (WCAG) recommended by the World Wide Web Consortium (W3C). We strive to improve the basic accessibility of our various websites in a planned manner through appropriate page structure, contrast, and alternate text.

Nikon will continue efforts to provide richer experiential value through websites that offer fairness, security, and ease of use for all.

Service Improvement Initiatives [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 2026, the business has established 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. The business also strives 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 staff visiting each service provider individually to hold technical seminars.

Internal Education

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 direct customer feedback at the Nikon Head Office and share this information globally.

Enhanced Customer Support

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 using specialized tools, as well as cleaning services.

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 (%)

	FY2021	FY2022	FY2023	FY2024	FY2025
Customer satisfaction	86.9	88.4	87.0	88.7	88.6

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