

Nikon Group Profile

Corporate Information

Company name Nikon Corporation

Head office Shinagawa Intercity Tower C, 2-15-3, Konan, Minato-ku, Tokyo 108-6290, Japan
Tel.: +81-3-6433-3600

Representative Toshikazu Umatate
Representative Director and President

Established July 25, 1917

Capital ¥65,476 million (as of March 31, 2023)

Revenue Consolidated 628,105 million yen (as of March 31, 2023, presented under International Financial Reporting Standards (IFRS))

Number of employees Consolidated 18,790 (as of March 31, 2023)
Non-consolidated 4,184 (as of March 31, 2023)

Group companies by region (consolidated; as of March 31, 2023)
Japan [excluding Nikon] 19 companies / Europe 19 companies Asia / Oceania 26 companies / Americas 16 companies

Business domains The Nikon Group provides a wide range of products, services, and solutions globally based on our opto-electronics and precision technologies cultivated over more than 100 years of history.

Main Business, Products by Segment

■ **Imaging Products Business**
Digital camera-interchangeable lens type, Interchangeable lens, Compact DSC

■ **Precision Equipment Business**
FPD lithography system, semiconductor lithography system, Alignment station, Measurement and inspection system

■ **Healthcare Business**
Biological microscope, Retinal diagnostic imaging system, cell manufacturing

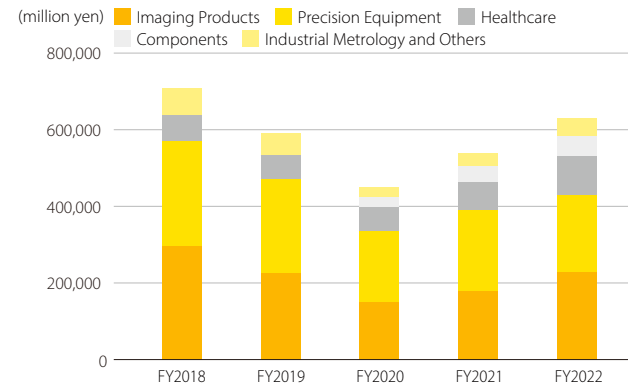
■ **Components Business**
EUV-related component, Optical parts, Optical components, Encoders and Actuators, Photomask substrate for FPD

■ **Digital Manufacturing Business**
Metal 3D printer, Optical processing machine and Contract material processing, Measuring instrument, X-ray system, industrial microscopy

* The Nikon Group has established a new reportable segment, the Digital Manufacturing Business, effective from the fiscal year ending March 2024. This segment consolidates businesses previously included in Industrial Metrology and Others, as well as departments and subsidiaries engaged in additive manufacturing.

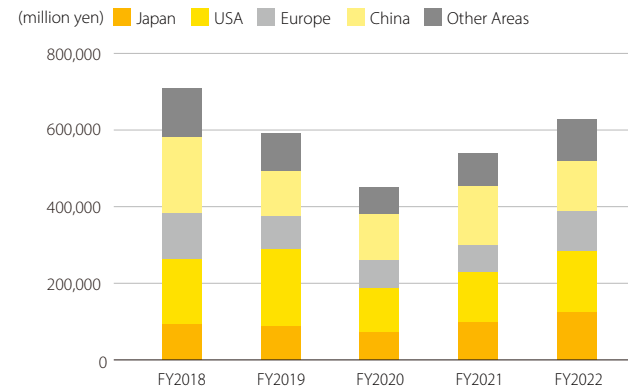
Main Financial Data

● Revenue by Industry Segment (Consolidated)



* Figures are presented in accordance with IFRS.
* Based on reportable segments through the fiscal year ended March 2023. The Components Business is presented as a reportable segment beginning the fiscal year ended March 2022.
* Composition of revenue by segment

● Revenue by Region (Consolidated)



* Figures are presented in accordance with IFRS.

Corporate Philosophy

Trustworthiness and Creativity

Corporate vision

Unlock the future with the power of light

Overview of the Medium-Term Management Plan

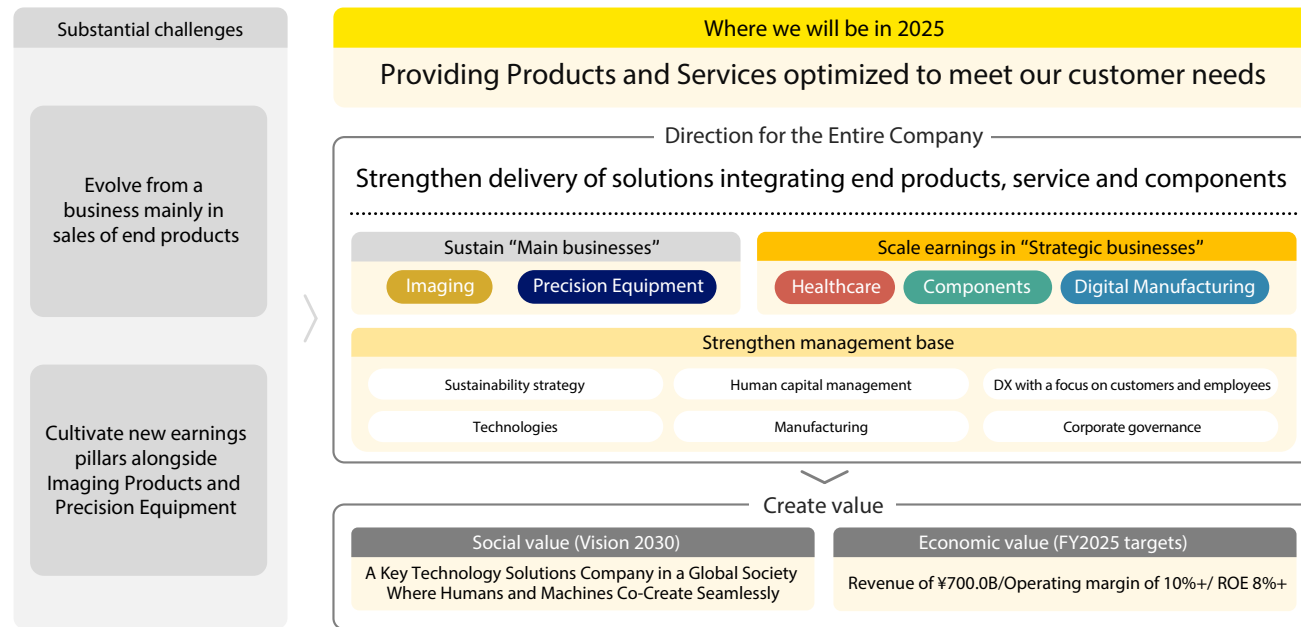
Vision 2030

On April 7, 2022, the Nikon Group announced its Medium-Term Management Plan (fiscal years 2022-2025). In order to formulate this Medium-Term Management Plan, we first imagined our Vision 2030, set targets to be reached by 2025 to move toward achieving this, and then laid down measures to make it a reality. When we imagine society in 2030, there will be changes in people's values and outlook on life, changes in social environments, such as climate change and resource scarcity, and the continuation of technological innovations, such as the arrival of Industry 5.0. In the midst of such great change (a megashift), we believe that people will leave the labor required to live up to machines and humans and machines will co-create seamlessly in order to enable people to focus on more creative work for self-expression and consumption in the pursuit of value.

Nikon has three strengths: innovations in manufacturing technologies, proven capability and brand to deliver sophisticated solutions globally, and strong support from stakeholders. Taking advantage of these, we wanted to continue to provide new value to a global society where humans and machines co-create seamlessly in 2030, and so we formulated our Vision 2030 as *A key technology solutions company in a global society where humans and machines co-create seamlessly*. In order to do this, we will accompany our customers and deeply align with customer needs, thereby aiming to be a supporter of customer innovation.

Direction for the Entire Company

The current Medium-Term Management Plan covers the four-year period from fiscal year 2022 to fiscal year 2025. Toward the year 2030, we have set where we will be in 2025 as a



company that providing products and services optimized to meet our customer needs.

In order to reach this point, Nikon has set the direction for the entire company as strengthen delivery of solutions integrating end products, services and components in order to address two management issues: evolve from a business mainly in sales of end products, and cultivate new earnings pillars alongside Imaging Products and Precision Equipment. First, in order to strengthen solution delivery, we are breaking away from the production-oriented perspective, being closer to our customers, accurately grasping their needs, and providing end products, services, and components as

integrated solutions. In addition, in the main businesses of the Imaging Products Business and Precision Equipment Business, we will expand customer interactions and the value delivered to secure stable revenues, and work to scale earnings in Strategic Businesses such as the Healthcare Business and Components Business. Furthermore, we will strive to grow profits through growth drivers in each of our businesses and diversify profits with expansion in services and components. Specifically, we will focus on five growth drivers: optical and EUV related components, material processing and robot vision, digital lithography, imaging contents, and contract cell manufacturing and drug discovery support.

Basic Strategy to Support the Implementation of the Execution of the Medium-Term Management Plan

Strengthening the management base is critical to implementing the business strategy set out in the Medium-Term Management Plan.

First, sustainability strategy. Based on the corporate philosophy of "Trustworthiness and Creativity," we will continue to evaluate and improve the impact of our business on the environment and society, and meet society's expectations to win trust, while creating value that contributes to solving environmental and social issues and achieving SDGs more actively through our businesses.

Next, human capital management. Human capital is the most important management resource for making our visions a reality. We will acquire, develop, and leverage all necessary talent, while focusing more than ever on furthering its acquisition, such as by strengthening employment strategies and employment branding to make our growth strategies a reality. We also hope to combine young and mid-career workers, global talent, and specialists to increase individual productivity. For our employees, we want to be a company that provides them with the opportunities to acquire abilities as professionals, express themselves and their abilities, and feel fulfilled.

Finally, Digital transformation (DX). In our relationships with our customers, we aim to increase both customer satisfaction and revenue by developing account-based marketing utilizing digital or digital services for individual and corporate customers. In our relationships with employees, we will create an environment in which they can work on a higher level through the digitization of business processes, while also creating a digital infrastructure in which they can flexibly work anywhere, and at any time.

Presenting Our Vision to Stakeholders

We have established a special website to help more stakeholders understand Nikon's Vision 2030.

In addition, Nikon has launched the Vision 2030 Magazine website in Japanese to communicate about how the world is changing and what challenges Nikon is taking on toward the year 2030 from various perspectives.

We hope you will avail yourself of this information.

*The English website is scheduled to launch in October 2023.



Medium-Term Management Plan

<https://www.nikon.com/company/ir/management/midtermbusiness/>

Vision 2030 Special Website

<https://www.nikon.com/vision2030e/>

Vision 2030 magazine (Website in Japanese)

<https://www.nikon.com/vision2030magazinej/>