

# Opening Remarks

**Toshikazu Umatate**  
Representative Director and President

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- I am Umatate, President of Nikon.
- Thank you for joining us today, at our second IR Day since last year.
- We hope to spend the next two hours providing a deeper understanding of Nikon.

Vision 2030

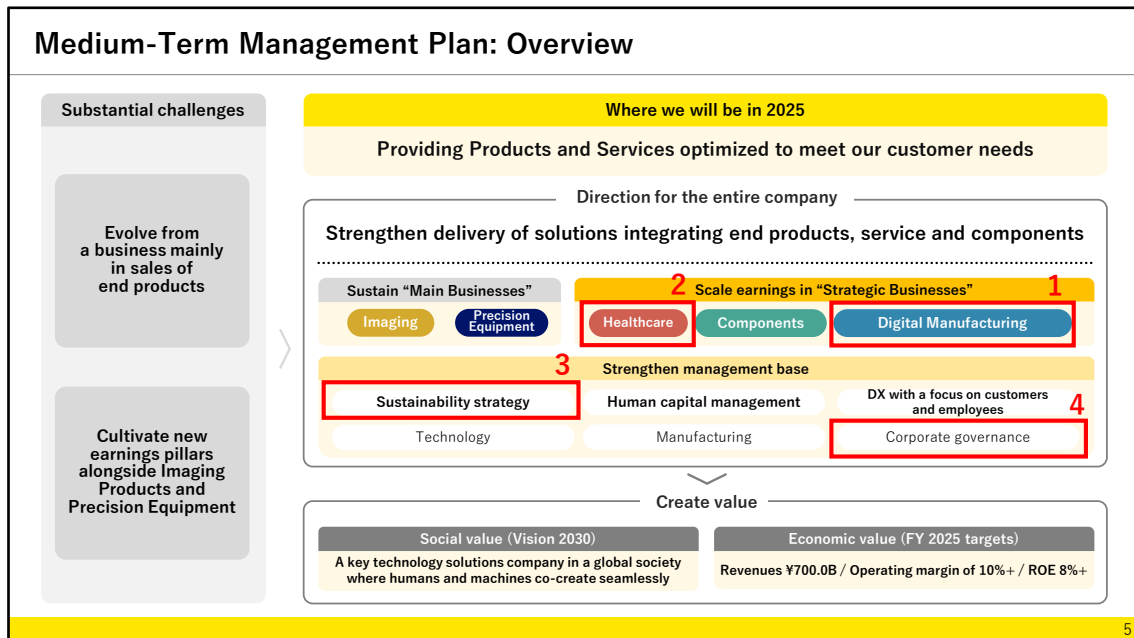
# A key technology solutions company

in a global society where humans and machines co-create seamlessly

Nikon will provide innovative technology solutions that anticipate and meet our global customer needs and contribute to a better sustainable world where humans and machines co-create seamlessly to solve societal challenges

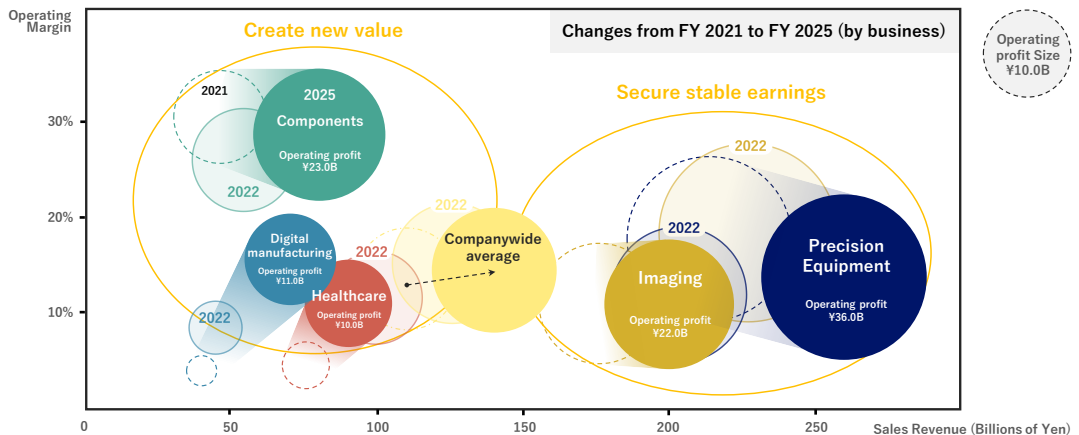
- Our Vision 2030 seeks to become a key technology solutions company in a global society where humans and machines co-create seamlessly.
- To that end, we aim to work in lockstep with our customers, understanding the essence of their needs, supporting their innovations, and contributing to the realization of a rich and sustainable society.

## Medium-Term Management Plan: Overview



- Today, we will focus on two of our five business segments, Digital Manufacturing and Healthcare. Their business leaders will share an overview of these growth businesses and discuss strategy.
- Next, our department manager in-charge of sustainability will explain our sustainability strategy, which makes up a central part of our Medium-Term Management Plan (“the Plan”).
- Finally, we will hold a session for our external directors to answer investor’s questions on corporate governance.

## Revenue Portfolio: Progress toward Balancing Scale with Profitability



**Generate diverse revenues from common core of optical and precision technologies and strengthen resilience against uncertainties and risks**

\*Company average is a simple average of the 5 businesses. Figures expressed are before deducting companywide and other expenses (FY 21 -¥28.5B, FY 25 -¥32.0B).  
FY25 targets assume the following exchange rates: ¥115/USD and ¥130/EUR.

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- The last fiscal year (FY2022) was the first year of the Plan, and we made a solid start, beating the initial plan. This fiscal year (FY2023), we expect profit to decline year-on-year, in line with expectations when we developed the Plan.
- Overall, things are progressing in line with the Plan. By segment, the picture is more mixed. The Imaging Products and Healthcare Businesses are far above the Plan, while Semiconductor-related businesses are lagging.
- Now we are reviewing the Plan by segment. Next spring, we expect to show new numerical targets for the last two years of the Plan.
- So, much of our business discussion today will be qualitative in nature.

## Business Scope to be Covered Today

SEGMENT	BUSINESS UNIT (BU)	
Imaging Products	Imaging BU	
Precision Equipment	Precision Equipment Group	FPD Lithography BU
		Semiconductor Lithography BU
Healthcare	Healthcare BU	
Components	Customized Products BU	
	Glass BU	
	Digital Solutions BU	
Digital Manufacturing	Industrial Metrology BU	
	Advanced Manufacturing (ADM) BU	
Others	Others	
Corporate expenses, etc.	Headquarters division of the parent company	
	Next Generation Project Division	

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- Within our Digital Manufacturing Business, we will discuss our Advanced Manufacturing (ADM) Business Unit which acquired the German company SLM, a world-leading developer and manufacturer of metal 3D printers.
- All acquisition procedures were completed on September 1, so SLM is now a wholly owned subsidiary of Nikon.
- Our ADM BU is a newly established BU, with its global headquarters of the business unit located on the US West Coast. This is the first time Nikon has located a global headquarters of a Nikon business outside of Japan in its 100-plus-year history.
- Shibasaki and Hamid Zarringhalam will talk to the growth potential of this business.
- That will be followed by a discussion of our Healthcare Business.
- Healthcare Business turned profitable three years ago. Since, it has become a pillar of earnings, generating stable operating profit of more than 10 billion yen recently. There is more room to expand earnings. The business leader Yamaguchi will tell you about the growth story.
- We hope the next two hours will prove to be very meaningful time for you. Thank you.