

Agenda

- I . Overview of Medium Term Management Plan
- II . Management Plan of each Company
- III . Conclusion**

Summary

Operating income ratio to net sales: 10%
Debt-equity ratio: Under 30%

Achieving the above targets through improvement of market share and productivity

Creating a “**Strong Nikon**” which can sustain
the continuous capital and R&D investment

NEXT STAGE: Toward new targets

Net sales: 1 trillion yen

Operating income to net sales: Over 10%