A variety of corporate information is available on our global website.

- Provides a general overview of the business, as well as information on corporate governance and other topics.
  **NIKON REPORT**
  https://www.nikon.com/about/ir_library/ar/

- Introduces the company's commitment to realizing a sustainable society.
  **Nikon SUSTAINABILITY REPORT**
  https://www.nikon.com/about/sustainability/report/

- Includes product technologies, externally evaluated papers, and other results from our R&D activities.
  **Nikon Research Report**
  https://www.nikon.com/about/technology/rd/#nrr

The Nikon Museum showcases Nikon’s history, products, and technologies at one site.

**NIKON MUSEUM**
https://www.nikon.com/about/corporate/museum/
Trustworthiness and Creativity

Our corporate philosophy is “Trustworthiness and Creativity.” These are simple words, but they are not easily put into practice. These important words represent unchanging principles to which we will always be dedicated.

Unlock the future with the power of light

Unleashing the limitless possibilities of light.
Striving to brighten the human experience.
Focused, with purpose, on a better future for all.
THIS IS THE ESSENCE OF NIKON.

Representative Director
President
Toshikazu Umatate

Based on its opto-electronics and precision technologies, Nikon has been contributing to society and technological development through products such as FPD lithography systems, semiconductor lithography systems, microscopes and measuring instruments. At the same time, Nikon has established itself as a global brand through its Imaging Products Business, with its continued appeal to human sensibilities and contributions to cultural development.

In spring of 2019, in our Medium-Term Management Plan that will run until the year ending March 31, 2022, we set a goal of improving enterprise value by establishing a foundation for growth over the mid/long-term and achieving ROE of 8% or more. Based on this policy, we continue to strive to improve the profitability of existing businesses while establishing new core pillars of profit.

In April of 2020, we newly established the Digital Solutions Business Unit to accelerate the launch of new business, with a focus on the Material Processing Business. Going forward, we aim to realize the commercialization and expansion of new businesses in growth areas, leveraging synergies resulting from alliances with companies both in Japan and abroad.

The business environment is becoming more challenging as COVID-19 affects businesses throughout the company. We are all determined to work together to overcome this difficult situation and establish a foundation for further growth.

Based on our corporate philosophy of “Trustworthiness and Creativity,” we will continue to provide products and services that meet customers’ needs and expectations. As we face the challenges of new fields in the precision and optics, we will continue to contribute to resolving various social issues and supporting the comfortable and fulfilling daily lives of people around the world.

Corporate Name
NIKON CORPORATION
Shinagawa Intercity Tower C, 2-15-3, Konan, Minato-ku, Tokyo 108-6290, Japan
Tel: +81-3-6433-3600

Outline of Business
Manufacture and sales of optical instruments

Capital
¥65,476 million (as of March 31, 2020)

Revenue
¥591,012 million
(for the year ended March 31, 2020)

Number of Employees
20,190
(as of March 31, 2020)

Plants
Oi, Yokohama, Sagamihara, Kumagaya, Mito and Yokosuka

Revenue
¥591,012 million
(for the year ended March 31, 2020)

Number of Employees
20,190
(as of March 31, 2020)

Plants
Oi, Yokohama, Sagamihara, Kumagaya, Mito and Yokosuka

Our corporate philosophy is “Trustworthiness and Creativity.” These are simple words, but they are not easily put into practice. These important words represent unchanging principles to which we will always be dedicated.
Imaging culture, super-smart society, evolution of bioscience, advanced manufacturing. Nikon’s technologies contribute to the enrichment of society and daily life.

**IMAGING PRODUCTS BUSINESS**
Creating a richer and more diverse imaging culture.

- **[Digital SLR Camera] D6**
  Flagship model for professionals, with the most powerful AF performance in Nikon’s history.

- **[Digital SLR Camera] D780**
  Equipped with advanced specifications and the latest features to inspire creativity.

- **[Mirrorless Camera] Z 7**
  Equipped with advanced specifications and the latest features to inspire creativity.

- **[Compact Digital Camera] COOLPIX P950**
  Measures absolute and distortion values quickly and with ultra-high precision for all workers prior to exposure. Correction values are fed forward to the lithography system to enable highly accurate overlay correction.

- **[Interchangeable Lenses for Cameras] NIKKOR**
  Offers NIKKOR Z lenses that realize new dimensional of optical performance, as well as a diverse lineup of NIKKOR F lenses.

- **[Compact Digital Camera] COOLSHOT PRO STABILIZED**
  Employs an 83x optical zoom that covers 2,000 mm equivalent super telephoto and captures a world invisible to the naked eye.

- **[Binoculars] 82ED-S**
  Monarch Fieldscope
  Sophisticated optical performance ensures a sharp and clear field of view.

**PRECISION EQUIPMENT BUSINESS**
Contributing to the realization of a super-smart society.

- **[FPD Lithography BUSINESS]**
  [PPD Scanner] FX-103SH/103S
  Supports the 10.5th generation plate size, and optimized high-volume production of high-definition LCD panels for extra-large TVs, etc.

- **[SEMICONDUCTOR LITHOGRAPHY BUSINESS]**
  [ArF Immersion Scanner] NSR-S635E
  Developed for high-volume 5 nm node-application manufacturing, realizing overlay accuracy and remarkable throughput.

- **[Alignment Station] Litho Booster**
  Measures absolute and distortion values quickly and with ultra-high precision for all workers prior to exposure. Correction values are fed forward to the lithography system to enable highly accurate overlay correction.

- **[Ultra-Wide Field Retinal Imaging Device with Integrated UWF-Guided Swept Source OCT] Silverstone**
  Capable of retinal and OCT imaging of approximately 80% of the retina in one device.

Worldwide, Nikon provides a variety of products, services and solutions, based on advanced opto-electronics and precision technologies cultivated during the company’s more than 100 years of history. To meet the needs of the times and society with solid technical capabilities, we have established a flexible Monodzukuri (manufacturing) system throughout the Nikon Group. Nikon will continue to deliver value in a wide variety of forms that contribute to the enrichment of society and daily life by supporting the development of imaging culture, the realization of a super-smart society, the evolution of bioscience, and advanced manufacturing.

**HEALTHCARE BUSINESS**
Improving the quality of life of people around the world.

- **[Ultra-Wide Field Retinal Imaging Device with Integrated UWF-Guided Swept Source OCT] Silverstone**
  Capable of retinal and OCT imaging of approximately 80% of the retina in one device.

- **[Cell Culture Observation System] BioStation CT**
  Enables stress-less tracking observation of cells.

- **[Super-Resolution Microscope] ECLIPSE Ti2**
  Significantly contributes to the most advanced bioscience research.

**INDUSTRIAL METROLOGY AND OTHERS**
Supporting cutting-edge manufacturing.

- **[X-ray and CT Inspection] XT H 450**
  Utilized for inspection of such large castings and high-density metal objects as turbine blades.

- **[Optical Processing Machine] Lasermeister 101A**
  Uses a laser to facilitate high-precision metal processing, including additive laser marking and welding.

- **[Multi-Turn Battery-Free Absolute Encoder] MAR-MX50A-HF**
  Ensures battery-free operation with a proprietary technology that maintains positional accuracy even if main power is lost. Widely utilized in industrial robots and similar applications.
Nikon helps to support society and people’s lives through its wide range of businesses.

Imaging products that deliver fun and passion to all. Lithography systems that support the realization of a super-smart society. Healthcare related products that contributes to improving quality of life for people around the world. Measurement and inspection systems that are vital for precision manufacturing. Since its founding, Nikon’s consistent innovation has accumulated a wide range of technical capabilities and know-how based on opto-electronics and precision technologies. Today, we are applying these technologies and know-how to our businesses: Imaging Products Business, Precision Equipment Business, Healthcare Business and Industrial Metrology and Others.

Imaging products that meet the expectations of everyone who loves photography.

Nikon inspires fun and passion through its Imaging Products Business. Our extensive camera lineup enables a wide range of imaging expressions, and includes cameras best suited family use as well as those for creators and professionals, meeting the expectations of a diverse group of users. We also offer SnapBridge, an application that connects digital cameras to smart devices, and NIKON IMAGE SPACE, a photo storage service. Nikon’s optical technologies are utilized in a range of products, from binoculars that achieve an ultra-wide field of view to fieldscopes, Loupes, and Laser Rangefinders. We are also committed to contributing to the enrichment of imaging culture, spreading the fun and passion that imaging inspires around the world, for example by hosting the Nikon Photo Contest, one of the world’s largest international photography competitions.

Nikon maintains a global presence with approximately 100 offices around the world, including in Japan, the United States, Europe and Asia.
Contributing to the evolution of bioscience by providing cutting-edge equipment and supporting regenerative medicine and drug discovery.

Healthcare Business comprises three solutions based on its core technologies in advanced optics and image processing and analyzing. Microscope Solutions continues to produce innovative microscopes based on our extensive experience in biological microscope technology. Cell Solutions aims to contribute the fields of regenerative medicine and support drug discovery using cells by utilizing technologies for cell observation and analysis. Ophthalmology Solutions provides ophthalmic devices and systems equipped with original technologies such as ultra-wide field that contribute to early detection and early treatment of eye diseases. In an era of increasing human longevity, Nikon strives to improve the quality of life for as many as possible in a society where people lead longer, healthier lives.

*1 nm: one-billionth of a meter.
High-precision measurement technology for advanced manufacturing.

Meeting a wide range of measurement and inspection needs in the aircraft, automotive, and electronic components industries.

High-precision measurement and inspection phase of production is essential for advanced manufacturing operations. Nikon provides measurement and inspection systems to meet the diverse needs of the demanding industry applications. Our extensive lineup includes X-ray and CT inspection with the world's only high-power, 450kV micro-focus X-ray source, which can be used for large castings for vehicles, as well as systems for non-contact large-volume inspection and CNC video measuring.

We support cutting-edge manufacturing processes by providing the measurement and inspection systems essential to enabling the advanced manufacturing process required to produce aircraft, automotive, and electronic components. We are also committed to improving machining processes and machining accuracy, with Nikon's non-contact laser scanner LC150x being installed into machine tools of DMG MORI CO., LTD., which concluded comprehensive business alliance with Nikon in March 2020.

The Precision Components & Modules Business includes optical components such as projection lenses and lidar sensors related, which are a core technology in autonomous driving. The Encoder Business handles products like sensors in the joints for industrial robots to measure rotational displacement. In April 2020, these businesses were combined to newly establish the Digital Solutions Business Unit. This unit is responsible for accelerating the launch of our Material Processing Business and Vision Systems/Robotics related businesses, which are positioned as growth areas, in cooperation with the Next Generation Project Division which holds development function. Following on from our Lasermeister series of optical processing machines for high-precision metal processing with ease, a new model of high precision flat surface processing machine is under developing. This utilizes an ultra-short pulse laser to achieve submicron flatness and precision microfabrication. There are also Customized Products Business, Glass Business, and Ophthalmic Lenses Business to meet wide variety of needs ranging from everyday life to outer space.

Enriching society and people’s lives through a variety of enterprises.

From optical components to material processing to the development of custom-made products. Contributing to the evolution of industry and technology.

The INDUSTRIAL METROLOGY BUSINESS includes systems for non-contact, high-speed measurement at the highest precision of the NEXIV series, with accurate stage movements and high-performance optical systems.

The OTHERS includes Digital Solutions Business, Customized Products Business, Glass Business, and Ophthalmic Lenses Business.
Creating new businesses in a variety of ways, including business-accelerating partnerships.

Nikon is actively partnering with a variety of companies possessing innovative technologies to create new businesses and expand existing ones. Between 2019 and 2020, we entered into business alliances with DMG MORI CO., LTD., a leading manufacturer of machine tools, and XTIA Ltd., the proprietary owner of “optical comb:” the world’s only light source technology. By combining our core technologies with new resources, we are accelerating the launch of new businesses, including in the material processing business area. And with a view to expanding our business field, we are pursuing the creation and development of new businesses, including through the establishment of a private fund and cooperation with venture capital partners.

Alliances

Nikon is building various alliances including business/capital tie-ups outside the company including universities, other companies and affiliates, cooperative research, and M&A. Through these various alliances, Nikon is leveraging its strengths to expand the scale and scope of its businesses, including extending its interests to peripheral fields in order to create new business opportunities. In recent years, by entering into business alliances in the Material Processing Business, positioned as a core pillar of new business, we are actively promoting the development of new equipment and the expansion of sales opportunities.

Recent examples:
- Business alliance with DMG MORI CO., LTD.
- Capital and business alliance with XTIA Ltd.

Private fund

Nikon and SBI Investment Co., Ltd. have jointly established a private fund to invest in venture companies, using SBI Investment’s valuable expertise and investment experience in growth sectors. Nikon deploys this new fund to pursue fresh business opportunities by investing in venture companies that can potentially play a future role, with focus on Japan and North America as well as European and Asian countries.

Investment fields:
- Material processing
- Sensing technology
- AI and image processing
- IoT
- Healthcare
- Vision Systems/Robotics
- Optics
- AI and image processing
- IoT
- Healthcare

Cooperation with venture capital partners

To expand new business operations, Nikon has invested in venture companies in Japan, Europe and the United States, each of which provides Nikon with valuable transaction data and trend information as well as exchanging diverse information at regular meetings. Nikon benefits from its venture business partners’ research, comparisons, target company information and future value estimations.

Major companies invested in:
- SBI Investment
- Geodesic Capital
- Beyond Next Ventures
- 500 Startups Japan, and more

Marketing

Valuing the opinions of researchers and the perspectives of our customers through global marketing activities.

Nikon is committed to providing products, services, and solutions from the perspectives of its customers by listening closely to people living in diverse areas and working in disparate industries. In the Healthcare Business, for example, we established Nikon Imaging Centers (NICs), open facilities partnered with major research institutes around the world. Each NIC allows visitors to use Nikon’s cutting-edge microscopes for image acquisition and analysis, provides opportunities to learn from basic microscope observation to the latest advanced imaging technologies, and also serves as places for researchers to interact. Through these activities, the NICs collect information on their needs and challenges and feed it back into product development and global marketing activities. Finally, by promoting joint research based at NICs, we are able to contribute to the continued development of bioscience.

Nikon Imaging Centers around the world

Japan: Hokkaido University
Singapore: Singapore Bioimaging Consortium
Germany: University of Heidelberg
France: Institute Curie
UK: Kings College London
Italy: Italian Institute of Technology
USA: Harvard Medical School
USA: University of California, San Diego
USA: Northwestern University

Listening to researchers to develop more useful products

One of the features inspired by feedback from a NIC is the Assist Guide function on the ECLIPSE Ti2 inverted research microscope. Based on information from the built-in sensors, the microscope guides the user to the next operation and immediately checks for misconfiguration. It eliminates human error and helps researchers save valuable time.
Advanced technical capabilities. Proprietary research and development. Nikon’s perspective creates the future.

Advanced technical capabilities based on Nikon’s opto-electronics and precision technologies. In 2019, we launched Nikon Research Report*, technical bulletin, as a means of highlighting Nikon’s technical capabilities and corporate value. The content includes technical descriptions of the products released or announced in the fiscal year ended March 31, 2019, as well as paper topics evaluated by external institutions. Going forward, we plan to continue publishing to introduce the results of Nikon’s R&D activities to society. Nikon is committed to furthering R&D while advancing technological innovation to ensure the creation of novel manufacturing technologies and new solutions to a variety of issues.

*The Nikon Research Report is available on Nikon's global website. See the back cover for details.

Basic technologies that support Nikon

To strengthen Nikon’s existing businesses and create new ones, it is vital to continue basic R&D activities based on a long-term perspective. With opto-electronics and precision technologies as the foundation, Nikon is conducting R&D in a wide range of technologies including optics, precision measurement and manufacturing, image processing, materials, and software and systems.

Technology Strategy Committee

In accordance with the company-wide mid/long-term plan, this committee is working on establishing the direction of technology development and priority investment areas, while identifying technology strategies that will aid in developing new areas of focus and enhance the competitiveness of our existing businesses. We are proceeding with technological development based on the mid/long-term plan in the three areas of long-term growth set last year: Digital Manufacturing, Vision Systems/Robotics, and Healthcare. This process will help Nikon achieve long-term growth while actively responding to a wide range of social issues and needs.

Accelerating product development with a platform for utilizing AI

The Nikon Group has established a platform and environment for utilizing AI efficiently and effectively. Based on this platform, we are currently accelerating product development that combines AI with opto-electronics technologies and precision technologies. We are also working to optimize the platform for AI-based autonomous production processes in order to enhance the foundation for manufacturing of the future.

Consolidate technologies and increase productivity. Synergy-driven Monodzukuri (manufacturing).

The Nikon way of Monodzukuri (manufacturing) utilizes system optimization from a Group-wide perspective along with consideration of each part of the process from the product development and design stage. Nikon positively promotes activities to enhance all aspects of productivity, including procurement, manufacturing and quality assurance. And Nikon is constantly evolving, in order to accurately meet increasingly diverse customer needs, and to contribute to prosperity, convenience and assurance in everyday life through our products.

Monodzukuri (manufacturing) structure

Improving production technology for optical components on a Group-wide basis while establishing a production system with enhanced efficiency, Nikon continuously strives to strengthen its overall Monodzukuri (manufacturing) system. Nikon’s products comprise optical and stage units as well as a diverse range of functional units. For optical units, which are at the core of Nikon’s product superiority, production facilities, human resources and production technologies are now concentrated at Tochigi Nikon, while the development and design departments previously dedicated to each product have been consolidated within the Optical Engineering Division. Nikon is further enhancing productivity through digital manufacturing utilizing AI and IoT.

Initiatives to improve QCD (Quality, Cost, Delivery)

Nikon Monodzukuri (manufacturing) has developed internationally and must deliver products that attain “Nikon quality” regardless of their production locations. Through introduction and strengthening of a common quality management system and production technology, Nikon realizes precisely the same quality worldwide, which means that the extremely high quality is maintained regardless of where Nikon products are produced. And in order to accurately meet customer requirements not only for quality, but also regarding cost and delivery, Nikon is advancing improvement from such diverse perspectives as development, design, procurement, manufacturing and quality.

Promoting front-loading

Nikon mass-produces digital cameras and interchangeable lenses not only at factories in Japan, but also at our facilities around the world. In any manufacturing process, teams are formed at the production site from the development stage, with opinions exchanged and discussed multiple times. Employing computer simulations shortens the development term, ensuring that any issues are discovered at an early stage and appropriate measures can be considered to successfully optimize manufacturing.

Reinforcing the quality management system

Nikon has established a Basic Quality Policy for the quality management system, created a Quality Control Directive to effectively execute the policy, and implemented it throughout the Nikon Group. Nikon’s Monodzukuri (manufacturing) is optimized through consistent strengthening of the quality management system and prevention of the occurrence of quality problems, thereby ensuring consistent “Made by Nikon” product quality worldwide.