

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. In 2021, for example, Nikon acquired majority ownership of Morf3D Inc., which processes components for the aerospace industry on a contract basis, and Exvission Corporation, a company with strengths in high-speed image processing. In April 2022, we began operation of Nikon Creates Corporation and entered

the next-generation imaging content business in a bid to contribute to the further development of imaging culture. By combining our core technologies with external resources, we are accelerating the launch of new businesses. And with a view to expanding our business field, we are pursuing the creation and development of new businesses, including through investment activities in private funds and cooperation with venture capital partners.



Alliances

Nikon is building a variety of alliances, including business/capital tie-ups outside the company with universities, other companies and affiliates, cooperative research, and M&A. In these ways, Nikon is leveraging its strengths to expand the scale and scope of its businesses, including extending its interests to peripheral fields to create new business opportunities. In recent years, by entering into new alliances with businesses that will drive future growth as a core pillar, we have been actively promoting the development of new equipment and the expansion of sales opportunities.

Recent examples

- Wholly owned acquisition of Exvission Corporation, a venture company originating from the University of Tokyo
- Majority ownership acquisition of Morf3D Inc., USA
- Collaboration with Oxford Nanopore Technologies Limited, UK
- Strategic joint development agreement with bionic surface technologies GmbH, Austria



Private fund

Nikon and SBI Investment Co., Ltd. have jointly established a private fund to invest in venture companies, leveraging 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 a focus on Japan and North America as well as European and Asian countries.

Investment fields

- Aerospace ■ Carbon neutral
- Smart city ■ Material processing
- Sensing ■ AI and image processing
- IoT ■ Optics ■ Digital manufacturing
- Vision systems/robotics ■ 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 ■ Corundum Open Innovation, and more



TOPIC 1

Majority ownership acquisition of Morf3D Inc., with the aim of expanding the materials processing business.

Morf3D Inc. is a leading U.S. company in contract manufacturing of aerospace-related components through "3D printing" (additive manufacturing), a technology that produces components layer by layer from metal. In 2021, Nikon acquired a majority stake in Morf3D Inc., making it a subsidiary of the company. Nikon will develop its contract manufacturing business for the growing market of small to medium-sized satellite. By combining the customer base of Morf3D Inc. with Nikon's precision processing technologies, including optical processing machines, this will further accelerate the expansion of company's materials processing business.



TOPIC 2

Nikon Creates Corporation engages in various aspects of next-generation imaging content, from planning to production.

In April 2022, Nikon launched its next-generation imaging content business with the start of Nikon Creates Corporation's sales operation. On entering the business, Nikon became the first partner company of Microsoft Corporation's "Microsoft Mixed Reality Capture Studios*" in Japan, which features the creation of high-quality 3D data images. Nikon, who has contributed to the development of imaging culture by providing imaging products and offering opportunities to facilitate the expression of creators' imagination and individuality, intends to co-create with next-generation creators to produce new imaging values.

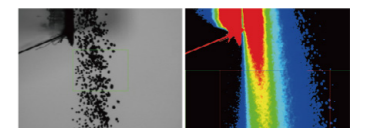
* A studio run by Microsoft Corporation together with its partner that records volumetric video.



TOPIC 3

Wholly owned acquisition of Exvission Corporation, a venture company originating from the University of Tokyo.

High-Speed Vision, researched and developed at the University of Tokyo, is a next-generation sensing and control technology that recognizes and processes objects that move extremely rapidly in real-time. In August 2021, Nikon acquired Exvission Corporation, which provides high-speed vision-based platforms and solutions. We will leverage Exvission's expertise in high-speed image processing to create new experiences and value for industries, society, and people's daily lives.



This is an image diagram of high-speed image processing of metal powders.