

# Medium-Term Management Plan (FY2022-2025)

Nikon set a goal of "Vision 2030," and has formulated the Medium-Term Management Plan (FY2022-2025) as the first phase to achieve that goal. We aim to sustain corporate value growth through initiatives in line with the Plan.

## Vision 2030

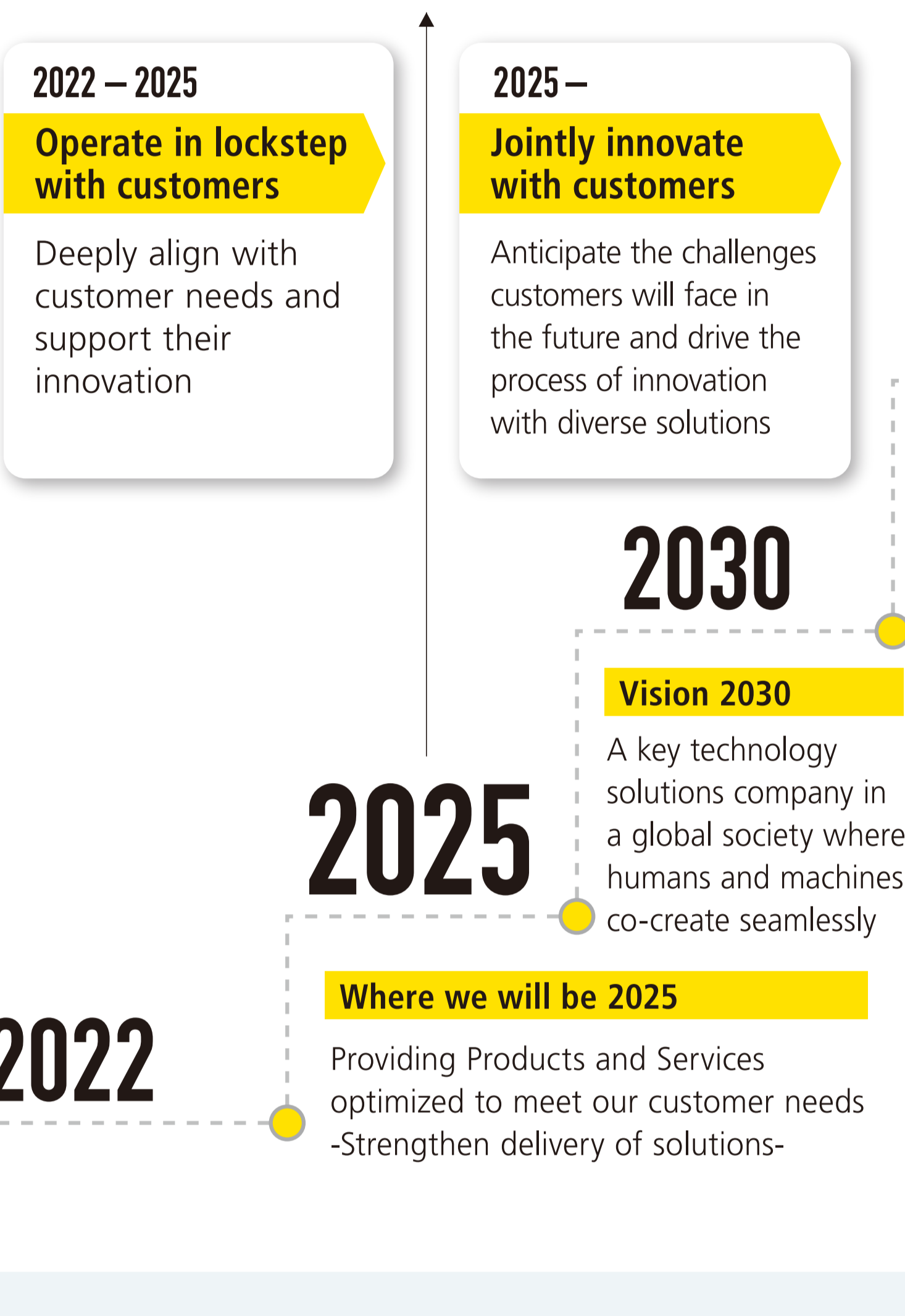
**A key technology solutions company in a global society where humans and machines co-create seamlessly**

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

### [ Industry × Quality of Life ]

It is expected that great changes (megashifts) will occur in society in 2030, ranging from people's values to social frameworks such as climate change and technology. Nikon will identify the diverse needs of the society this produces, and stay ahead of the curve, contributing to society in two fields of value proposition.

## Steps to Get to Vision 2030



## An Overview of the Medium-Term Management Plan

### [ Where we will be 2025 ]

**Providing Products and Services optimized to meet our customer needs**

#### Direction for the entire company

**Strengthen delivery of integrated solutions** to grow the business in a stable manner, expand both revenues and profits, and continually generate social and economic value

#### Main Businesses

Imaging

Precision Equipment

#### Expand customer interactions and the value delivered to secure stable revenues

Positioning the two businesses of "Imaging Products" and "Precision Equipment" that have built an earnings base as our "Main Businesses," we will secure more stable profits by providing solutions that meet customer needs.

#### Strategic Businesses

Healthcare

Components

Digital Manufacturing

#### Create new value with customers in promising markets and areas of differentiation

We define the three businesses of "Healthcare," "Components," and "Digital Manufacturing" as "Strategic Businesses," and will work with customers to create new value and expand profits.

## FY2025 Financial Targets

We will increase strategic businesses that account for 35% of revenues, and achieve total revenue of ¥700.0B. In addition, we will sustain our Main Businesses and grow earnings in Strategic Businesses to achieve total operating margin of 10%, namely ¥70.0B or more.

#### Revenue

**¥700.0<sub>B</sub>**

#### Operating margin

**10%+**

#### ROE

**8%+**