



Opening Remarks

Toshikazu Umatate
Representative Director
President

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

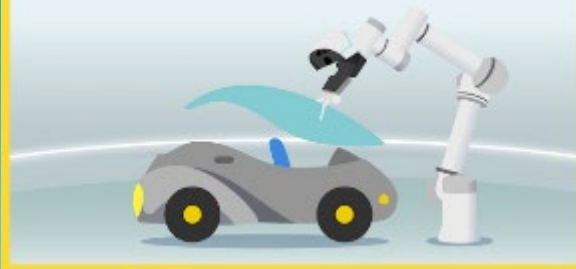
Nikon will provide innovative technology solutions that anticipate and meet our global customer needs and contribute to a better sustainable world where humans and machines co-create seamlessly to solve societal challenges

Beyond 2025: Nikon and the Social Landscape in 2030

A global society where humans and machines co-create seamlessly cycling through physical and cyber space

Factory

Become a lead player in flexible manufacturing systems with Robot Vision and Material Processing
Contribute to the diversification and sophistication of devices with digital lithography



Energy

Leverage optical processing machines to promote energy efficiency improvements with fine processing and re-use with additive processing



Healthcare

Support drug discovery that lightens the burden on doctors and patients
Shoulder the task of achieving regenerative medicine for everyone



Life & entertainment

Support a society where people are connected in ways that transcend time and space and virtual and reality with image infrastructure production technologies



An Overview of the Medium-Term Management Plan

Where we will be in 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 revenue and profits, and continually generate social and economic value

Sustain “Main Businesses”

Imaging

Precision
Equipment

Expand customer interactions and the value delivered to secure stable revenues

Scale earnings in “Strategic Businesses”

Healthcare

Components

Digital Manufacturing

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

FY 2025 financial targets

Revenue ¥700.0B

Operating margin 10%+

ROE 8%+

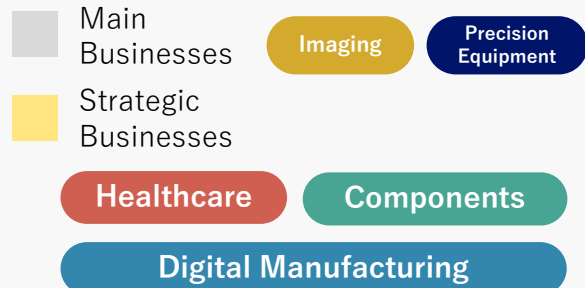
Management base

Advance sustainability strategy, human capital management, and DX with a focus on customers and employees
Create synergies across a shared value base that spans technology and manufacturing
Highly transparent management with enhanced corporate governance

Aim for ¥ 700.0B Revenue and 10%+ Operating Margin

Expand revenue

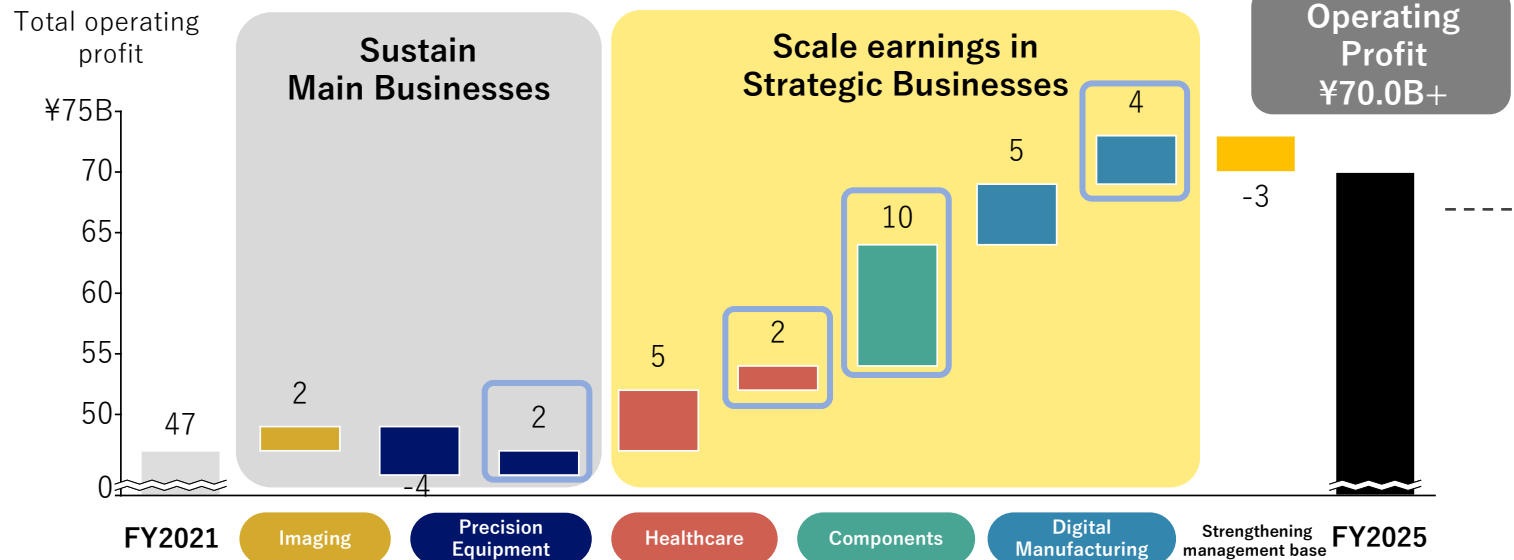
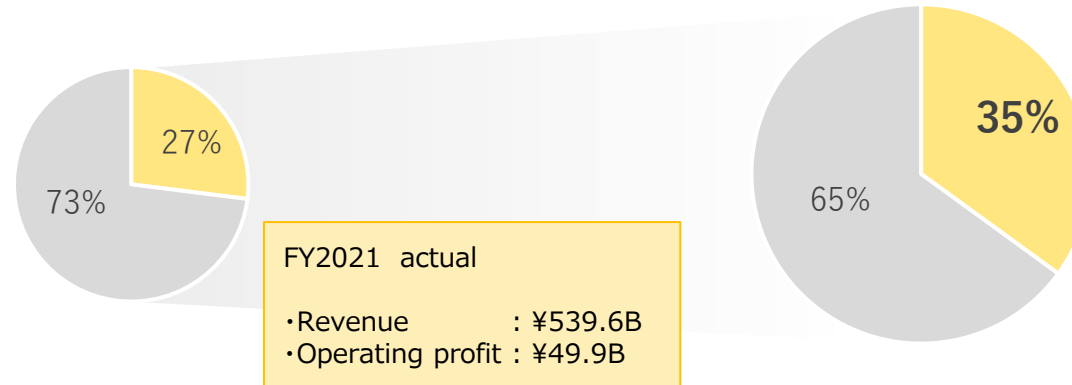
Strategic Businesses account for 35% of revenue by FY2025



Expand operating profit

Sustain Main Businesses and grow earnings in Strategic Businesses to get to ¥70.0B total operating profit (consolidated operating profit)

 Indicate earnings from services and components



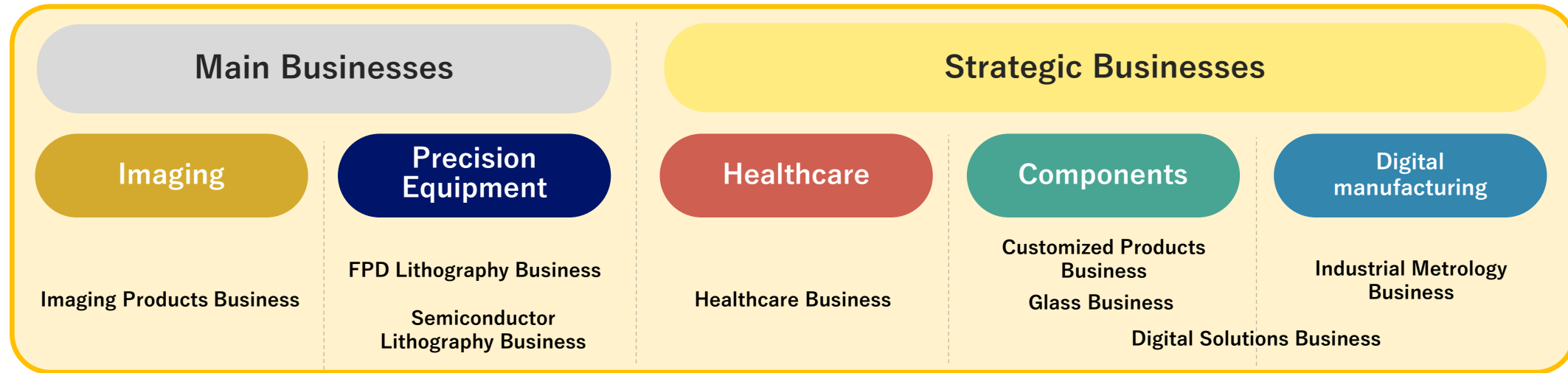
Improve profitability

Operating margin 10%+

*FY2021 levels based on business performance forecasts announced February 3, 2022. The breakdown of operating profit is an approximation.

Business Operation Structure

Business domain



Common strategy across all businesses

