

## Opening Remarks

**Toshikazu Umatate**  
Representative Director  
President

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- I am Umatate, President of Nikon Corporation.  
Thank you very much for taking time out of your busy schedule today to attend our IR Day.
- We have held briefings on our businesses and technologies in the past, but on the occasion of the announcement of our new Medium-Term Management Plan, we have decided to hold Nikon's first IR Day to explain all of our businesses and their strategies.
- It will be over three hours long, and we ask for your kind cooperation.

# 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

- This Medium-Term Management Plan covers the four years through the fiscal year ending March 31, 2026, and we believe that this is the first phase in which Nikon will realize its strong aspiration to be known as "a key technology solutions company in a global society where humans and machines co-create seamlessly" by 2030.

## 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



- I envision Nikon playing an active role in various aspects of society in 2030, after we have completed the Medium-Term Management Plan through 2025, which I will explain today.
- Specifically, in 2030, Nikon's Robot Vision systems will be playing a leading role in multi-product production in factories, and digital lithography systems will be supporting the diversification and sophistication of devices.
- In the energy sector, optical processing machines will be increasing energy efficiency, such as in wind power generation; and in the healthcare field, Nikon will be supporting drug discovery and playing a leading role in regenerative medicine. In the life and entertainment field, Nikon will be supporting a society in which people are connected beyond the virtual and the real with its imaging infrastructure.
- In this way, Nikon aims to make a solid contribution to the realization of a peaceful and happy society in 2030.

# An Overview of the Medium-Term Management Plan

Redisplaying of Medium-Term Management Plan (FY2022-FY2025) announced in April 2022

## 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

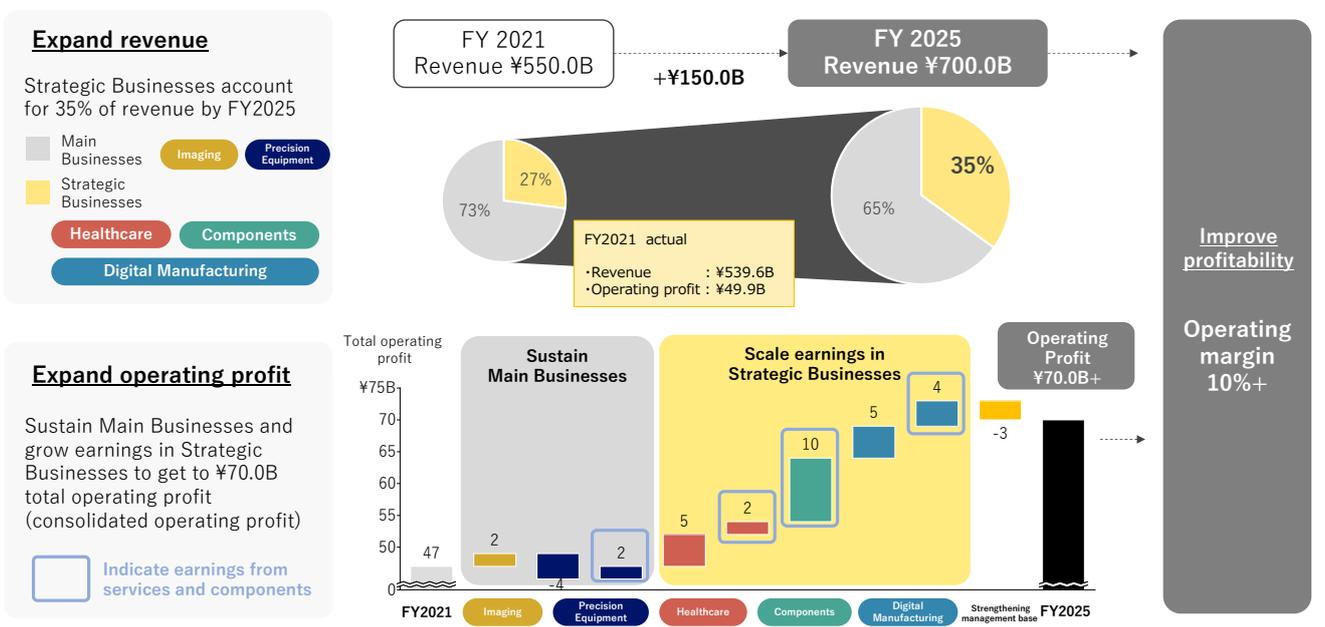
Advance sustainability strategy, human capital management, and DX with a focus on customers and employees  
Create synergies across a shared value base that spans technology and manufacturing  
Highly transparent management with enhanced corporate governance

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- In order to achieve this ideal vision for the year 2030, we first want to be a company that deeply aligns with customer needs and supports their innovations. This is our immediate goal.
- In other words, during the mid-term management plan to 2025, Nikon aims to become a company that "Providing Products and Services optimized to meet our customer needs".
- In order to achieve this "where we will be in 2025," Nikon aims to grow the business in a stable manner and expand both revenue and profits by strengthening the delivery of integrated solutions.
- Specifically, in our two main businesses of "Imaging" and "Precision Equipment", we will expand customer interactions and the value delivered to ensure stable revenues.
- At the same time, in the three strategic businesses of "Healthcare", "Components", and "Digital Manufacturing", we aim to create new value with customers in promising markets and areas of differentiation.
- As financial targets, we aim to achieve Revenue of ¥700B, Operating margin of 10% or higher, and ROE of 8% or higher in FY2025.
- In addition, we will strengthen the management base that supports such corporate value enhancement.

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

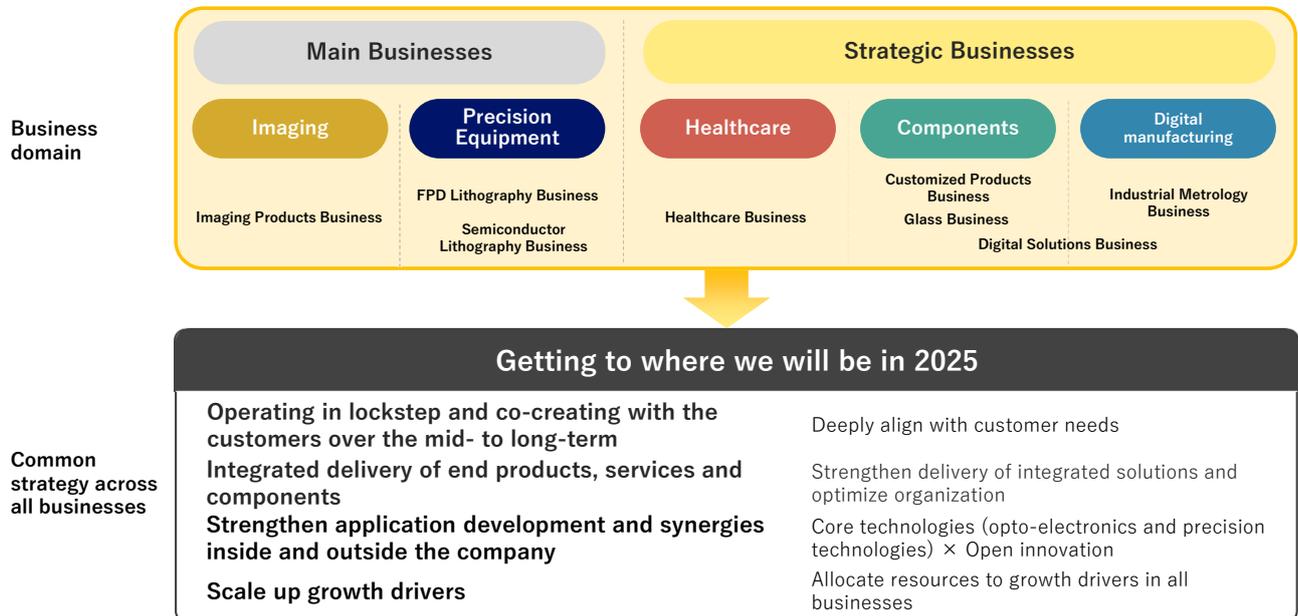
Redisplaying of Medium-Term Management Plan (FY2022-FY2025) announced in April 2022



\*FY2021 levels based on business performance forecasts announced February 3, 2022. The breakdown of operating profit is an approximation. 6

- This slide shows the roadmap to “Revenue of ¥700B” and “Operating margin of 10% or higher.”
- First, the graph in the upper row shows our plan to expand revenue.
- We are aiming for revenue of ¥700B in FY2025 by increasing revenues of both main businesses and strategic businesses.
- In particular, we plan to increase the ratio of our three strategic businesses of "Healthcare", "Components", and "Digital Manufacturing" to 35%.
- In addition, as shown in the staircase chart at the bottom of the slide, we aim to secure the same level of operating profit as in FY2021 in the two main businesses of “Imaging” and “Precision Equipment”, while scaling earnings in the three strategic businesses, aiming for company-wide operating profit of more than ¥70B and an operating margin of 10% or higher in FY2025.

## Business Operation Structure



- After this, the officers in charge of each business division will individually explain their respective medium-term plans, but before that, I would like to provide a bird's-eye view of the overall business operation structure.
- In Nikon's new mid-term management plan, the two businesses of "Imaging" and "Precision Equipment" will be positioned as main businesses, while the three businesses of "Healthcare", "Components", and "Digital Manufacturing" will be positioned as strategic businesses.
- As a strategy common to these five businesses, we will focus on the four strategies described on this slide.
- First, we will accompany our customers from a medium- to long-term perspective to deeply align with customer needs. Second, we will provide finished products, components, and services as integrated solutions in a form that is optimal for our customers.
- In application development, we will combine Nikon's core technologies with open innovation from other companies. Finally, we will define growth drivers for all our businesses, allocate a certain amount of resources to them, and aim to scale them up.
- By implementing these strategies in all of our businesses, we intend to steadily realize the numerical targets and the vision set forth in our mid-term management plan.
- We look forward to the continued support of our shareholders and investors.