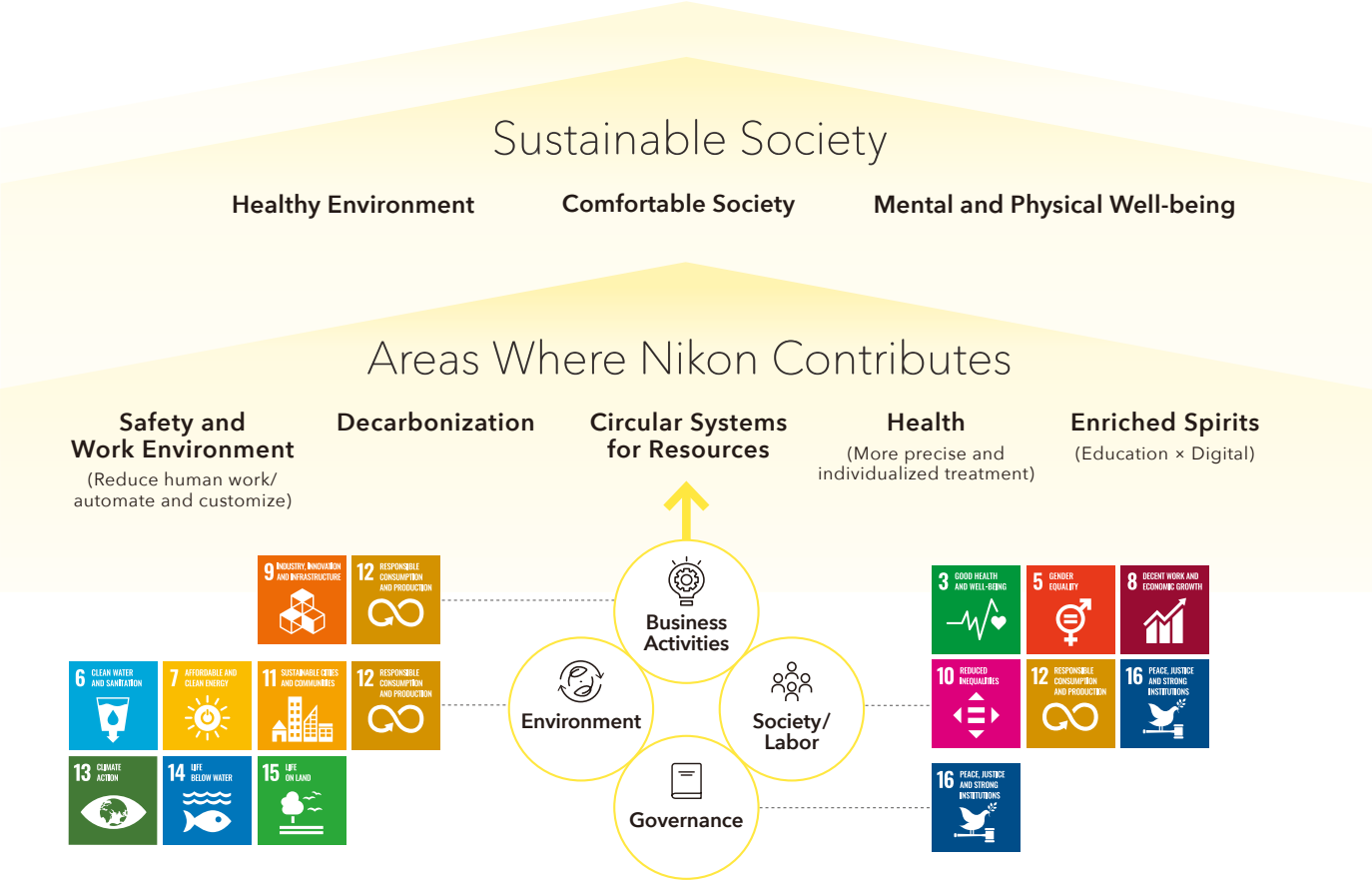


Nikon’s Sustainability

The Nikon Group aims to both contribute to a sustainable society and achieve sustainable growth for itself by putting into practice the Nikon philosophy of *Trustworthiness and Creativity* through our business activities. Specifically, by addressing materialities identified in the areas of Business Activities, Environment, Society/ Labor, and Governance, we strive to *create* value that contributes to solving social challenges and achieving the Sustainable Development Goals (SDGs). At the same time, we continuously assess and improve the impact of our business on society, and work to earn society’s *trust* by meeting its expectations.



Toward a Decarbonized Society

Net-Zero Target ■ Reach Net-Zero* greenhouse gas emissions across the value chain by FY2050.

FY2024 Progress ■ Achieved 71% of utilization ratios for renewable energy, aiming for 100% by FY2030.

*Reduce greenhouse gas emissions (Scope 1, 2, 3) across the value chain by 90%, and neutralize any remaining emissions through internationally recognized means.

■ Reduced greenhouse gas emissions from business sites by 56%. (compared to FY2022).

NIKON MUSEUM

The Nikon Museum introduces the history of Nikon over our more than 100 years through a variety of products and technologies that symbolize our mix of tradition and innovation, along with the ideas and episodes behind their development.



A wide range of corporate information can be found on our website.

Nikon Report

Provides an overview of our business operations as well as information on corporate governance.

Nikon Sustainability Report

Highlights our initiatives toward building a sustainable society.

Nikon Research Report

Showcases R&D achievements, including product technologies and externally reviewed research papers.

Medium Term Management Plan

Presents progress updates and briefing session details for the FY2022-FY2025 Medium-Term Management Plan.



NIKON CORPORATION
1-5-20, Nishi-ku, Tokyo 140-8601, Japan
www.nikon.com

The information presented is current as of [August 31, 2025].



COMPANY PROFILE 2025-2026



Philosophy & Vision

Our Philosophy

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.

Our Vision

Unlock the future with the power of light

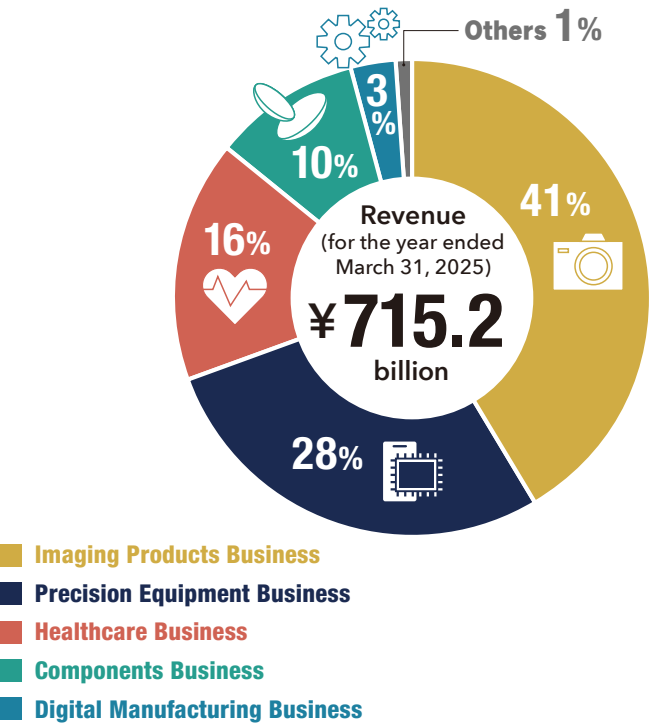
Unleashing the limitless possibilities of light.

Striving to brighten the human experience.
Focused, with purpose, on a better future for all.

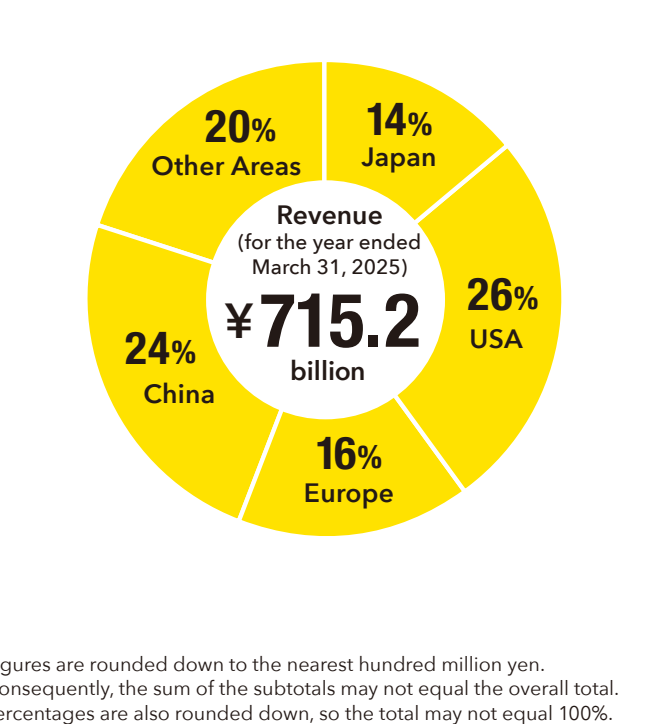
THIS IS THE ESSENCE OF NIKON.

Company Information

Ratio of Revenue by Segment (for the year ended March 31, 2025)



Ratio of Revenue by Region (for the year ended March 31, 2025)



* Figures are rounded down to the nearest hundred million yen.
Consequently, the sum of the subtotals may not equal the overall total.
Percentages are also rounded down, so the total may not equal 100%.

Global Presence

Nikon maintains a global presence with approximately 100 offices around the world, including in Japan, the United States, Europe, and Asia.



NIKON CORPORATION (Japan)



Nikon Inc. (United States)



Nikon Europe B.V. (Netherlands)



Nikon Thailand Co., Ltd. (Thailand)

Overview

Corporate Name	NIKON CORPORATION	Capital	¥65.5 billion (as of March 31, 2025)
Headquarters	1-5-20, Nishioi, Shinagawa-ku, Tokyo 140-8601, Japan Tel: +81-3-3773-1111	Revenue	Consolidated: ¥715.2 billion [for the year ended March 31, 2025, International Financial Reporting Standards (IFRS)]
Representative Director Chairman	Toshikazu Umatate	Number of Employees	Consolidated: 20,069 (as of March 31, 2025)
Date of Establishment	July 25, 1917	Plants	Yokohama, Sagami-hara, Kumagaya, Mito, Yokosuka
Outline of Business	Manufacture and sales of optical instruments		

Medium-Term Management Plan

(FY2022-2025)

Vision 2030

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

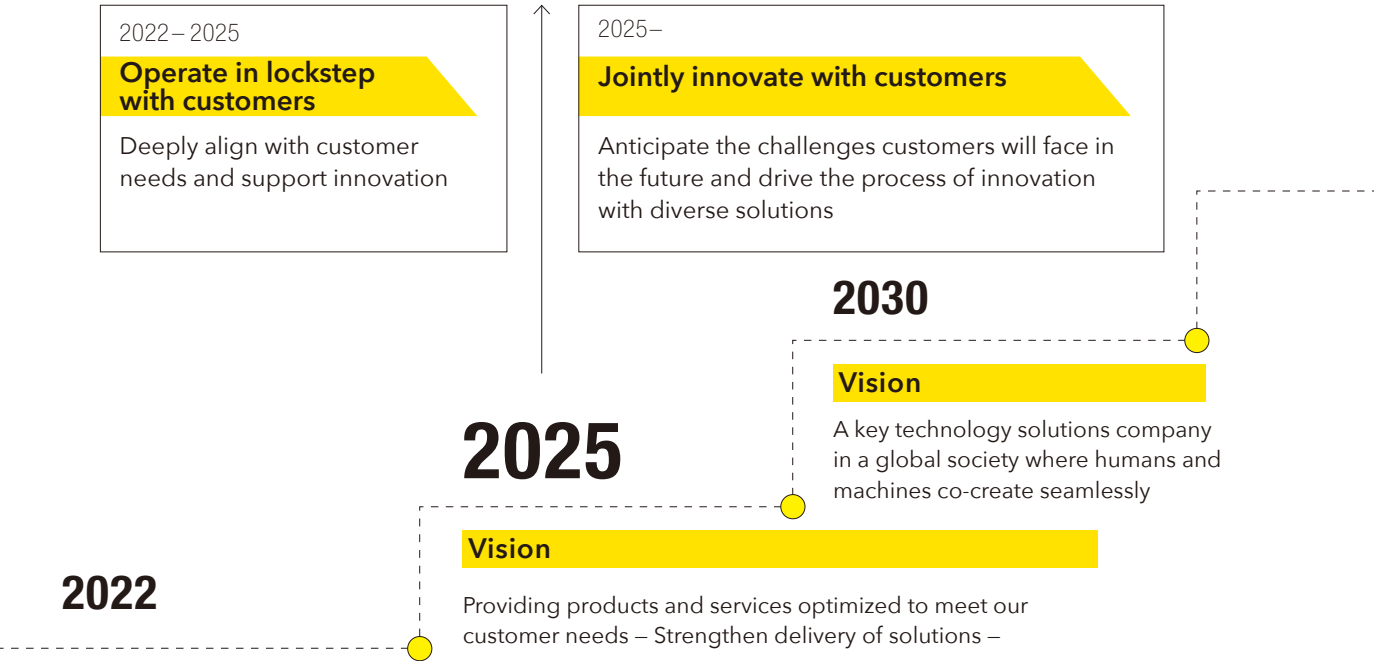
Nikon will provide innovative technology solutions that anticipate and meet our global customer needs and contribute to a better sustainable world where humans and machines co-create seamlessly to solve societal challenges.

Quality of Life × Industry

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.

Make Lives Better Quality of Life (QOL) Domain		Expand Possibilities for People Industry Domain		
Imaging	Healthcare	Precision Equipment	Components	Digital Manufacturing

Steps to Get to Vision 2030, set at the start of the Medium-Term Management Plan



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.

FY2025 Financial Targets

The previous revenue target was achieved ahead of schedule (with a CAGR of over 7%), prompting an upward revision to ¥710 billion.

However, profit improvement has been insufficient due to underperformance in the Industry domain and delayed profit contributions from upfront investments in growth drivers. Operating margin and ROE targets have been reviewed and reset accordingly.

Revenue	Operating Margin	ROE
¥710 billion	5% +*	Approx. 5%*

*The revenue plan does not include the impact from US reciprocal tariffs.

The figures presented above were released on May 8, 2025. The latest forecasts are available below.
https://www.nikon.com/company/ir/ir_library/result/

Performance for FY2024

The FY2025 revenue target of ¥700 billion was achieved for the second consecutive fiscal year.


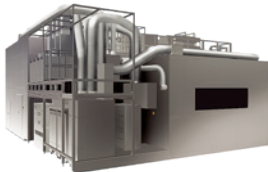



Revenue	Operating Margin	ROE
<div>¥717.2 billion</div> <div>¥715.2 billion</div> <div>–0.3%</div>	<div>5.5%</div> <div>0.3%</div>	<div>5.0%</div> <div>0.9%</div>
FY2023FY2024	FY2023FY2024	FY2023FY2024

FY2025 onward Select investments and rationalize operations to achieve short-term performance and long-term growth.

Areas of Value Proposition	Quality of Life (QOL) Domain		Industry Domain		
Growth Drivers	Imaging	Healthcare	Precision Equipment	Components	Digital Manufacturing
	<ul style="list-style-type: none">Professional video camerasImaging contents	<ul style="list-style-type: none">Contract cell development and manufacturingDrug discover support	<ul style="list-style-type: none">Digital lithographyNew immersion lithography systems	<ul style="list-style-type: none">Optical and EUV related	<ul style="list-style-type: none">Metal additive manufacturing
Direction to Expand Value Proposition	Acquired youth and other new users with advanced imaging experiences	Developed private sector market by bolstering services	Expanded stable customers and developed next-generation systems	Supported many customers mainly in semiconductor-related fields	Deployed proprietary value toward defense and aerospace markets
	Refining value propositions to drive business growth		Advancing structural reforms to sharpen focus on core value offerings		
Substantially expanded investments in human capital, production sites, and backbone system					


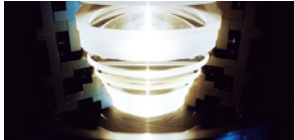


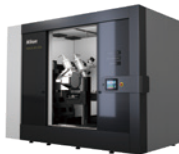

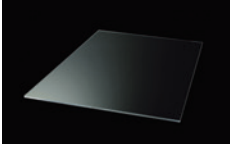
Business Outline

Imaging Products Business		Creating a richer and more diverse imaging culture.			
Z9 [Mirrorless Camera] Flagship mirrorless model with Nikon's preeminent still image/video functionality and performance.		Z5II [Mirrorless Camera] Achieves the same superior performance as high-end models, with greater responsiveness in dark scenes and improved ability to capture sudden movement.		Zf [Mirrorless Camera] The essence of the design, usability, and genuine excitement of photography derived from the FM2 film camera, implemented as a cutting-edge mirrorless model.	
V-RAPTOR [X] Z Mount [Cinema Camera] The first product in the Z CINEMA series was created through Nikon's rich history and powerful technology, and RED's cutting-edge cinema solutions. Provides filmmakers and content creators with ultimate flexibility in lens choice.		NIKKOR lenses [Interchangeable Lenses for Cameras] A lens lineup that includes NIKKOR Z lenses delivering a new dimension in optical performance, along with a diverse range of NIKKOR F lenses.		NX Field [Remote Shooting System for Professional Agencies] Multiple cameras can be linked to support remote shooting and image transmission.	
COOLSHOT PROIII STABILIZED [Laser Rangefinder for Golf] The most advanced model in the COOLSHOT series. Equipped with the STABILIZED function, it calculates and displays the distance to a target in 0.1 seconds regardless of the range.		WX 7×50 IF [Binoculars] An ultra-wide field of view is realized by combining Nikon's leading-edge optical technologies and a passion for manufacturing.		MONARCH Fieldscope 82ED-S [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		Semiconductor Lithography Business				
FX-88S [FPD Lithography System] Gen 8 Plate FPD Lithography System. Supports panels for high value-added premium displays such as smart devices, high-end monitors, and large TVs.		NSR-S636E [ArF Immersion Scanner] Lithography system for critical layers that accomplishes high levels of both overlay accuracy and throughput, providing solutions for diversifying device structures.			Litho Booster [Alignment Station] Measures absolute grid distortion values quickly and with ultra-high precision for all wafers prior to exposure. Correction values are fed forward to the lithography system to ensure highly accurate overlay correction, contributing to improvements in semiconductor production yield and ROI (Return on Investment).	
						
					DSP-100 [Digital Lithography System] Nikon's first back-end process semiconductor lithography system. Designed for advanced semiconductor packaging, it delivers high resolution of 1.0μm (L/S) and supports large substrates up to 600 mm square. A maskless lithography system that achieves both high resolution and high productivity.	
						

Healthcare Business				Improving the quality of life of people around the world.							
ECLIPSE Ti2-I [Motorized Inverted Microscope for ICSI/IMSI] Designed specifically for ICSI and IMSI in fertility treatment. Streamlines microscope procedures by consolidating key settings into intuitive buttons and on-screen displays – reducing workflow steps and improving efficiency.				ECLIPSE Ji [Digital Inverted Microscope] With AI assistance for all tasks from observation to analysis, this benchtop inverted microscope improves data acquisition success rates through efficient imaging workflow.				Cell & Gene Therapy [Contract Development and Manufacturing] Provides process development and manufacturing services for cells and gene therapy.			
<small>* Photo with the manipulator from Narishige Lifemed Co., Ltd. Installed.</small>								Silverstone [Ultra-Widefield Retinal Imaging Device with Integrated UWF-Guided Swept Source OCT] Capable of capturing an ultra-wide-field retinal image covering approximately 80% of the retina and a cross-sectional retinal image at any position in the ultra-wide-field image, in one device.			

Nikon offers a wide range of products and solutions, including cameras, FPD lithography systems, semiconductor lithography systems, microscopes, optical components, metal 3D printers, and measurement and inspection systems.

Components Business			Advancing technologies in semiconductors, space, and robotics sectors.					
Industrial Solutions Business								
Optical Components Provides total solutions from optical design to mass production of optical components. 			MAR-M700MFA [Multi-Turn External Battery-Free Absolute Encoder] Sensor device that detects absolute values of rotational displacement for robot arms and others. The world's first encoder equipped with an all-solid-state battery*, achieving maintenance-free operation. *As of Nov. 20, 2023, based on Nikon's research at the time of release. 			“NEXIV VMF-K” Series [Video Measuring Systems] Automatically measures the dimensions of various materials and components with high speed and accuracy. Enables simultaneous 2D and height measurements of an object. 		
Industrial Solutions Business			Customized Products Business			Glass Business		
VOXLS 40 C 450 [X-ray/CT System] Enables high-precision, non-destructive inspection and measurement of large components such as aerospace parts. 			Optical Systems for AKATSUKI Designed and manufactured the optical systems for the lightning and airglow camera (LAC), 1μm camera (IR1), ultraviolet imager (UVI), and the lens of the 2μm camera (IR2). 			Photomask Substrates for FPD Provides high-quality, high-value-added FPD photomask substrates by fully utilizing our precision polishing, film-deposition and measurement technologies. 		

Digital Manufacturing Business		Innovative manufacturing with material processing technology.		
Advanced Manufacturing Business				
<p>“Lasermeister LM300A” “Lasermeister SB100” [Metal 3D Printer, 3D Scanner]</p> <p>Combining the Lasermeister LM300A and Lasermeister SB100 yields corrective solutions for high-precision automated turbine blades and molds.</p>		<p>NXG 600E [Metal 3D Printer]</p> <p>Achieves unprecedented productivity and quality through SLM’s cutting-edge technology. Equipped with 12 kW lasers, enabling the production of parts up to 600 mm × 600 mm × 1500 mm in size.</p>		<p>“Lasermeister 1000S” Series [Laser Removal Processing Machine]</p> <p>Easily achieves difficult high-precision processing via ultrashort pulse lasers and onboard measurement, and contributes to such DX efforts as simplifying product quality management and reducing and unifying individual operations through utilization of measurement data during removal processing.</p>
				

Other Businesses	
Vision Robotics Business	Ophthalmic Lenses Business
Robot Vision System A vision system designed for use with industrial robots. It consists of a “sensor” (camera) that acts as the eyes and an “engine” (control PC) that serves as the brain. With proprietary high-speed sensing technology, it contributes to labor-saving and productivity improvements across manufacturing and other industries.	Z Series A presbyopia-correction lens developed with a focus on MTF – a metric for assessing contrast and resolution in camera lenses.
	

Nikon provides a variety of products, services, and solutions worldwide, based on advanced applied optics and precision technologies cultivated over more than 100 years of history. To meet the diversifying and sophisticated needs of society with solid technical capabilities, we have established a flexible manufacturing system throughout the Nikon Group. Nikon will continue to contribute to the enrichment of daily life and society through the creation of new values, supporting the development of imaging culture and the realization of a super-smart society, as well as improving quality of life and assisting varied forms of manufacturing.