COMPANY PROFILE

2026-2027



Continuing to Take on New Challenges

I am Yasuhiro Ohmura, I assumed the roles of Representative Director and President, CEO in April, 2026. Taking on this significant role at a company with over a century of history, I deeply feel the weight of this responsibility.

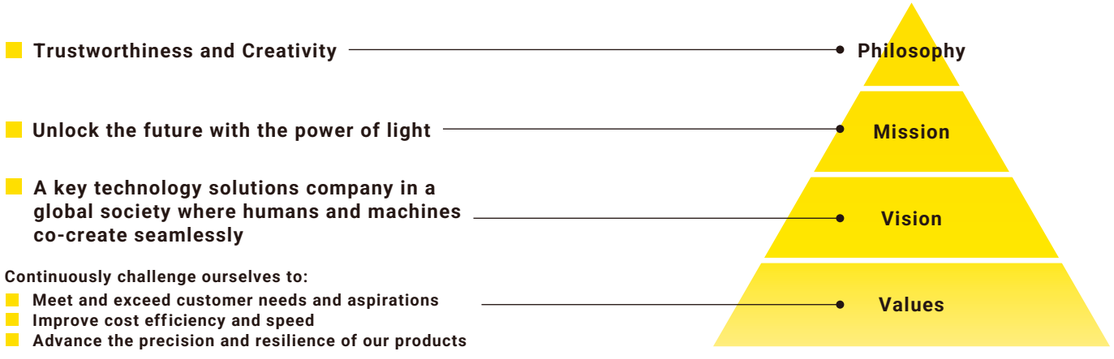
Since its founding in 1917, Nikon has sought the limitless potential of light, continuously providing new value. To enhance Nikon's corporate value, our new Medium-Term Management Plan (April 2026 to March 2031) aims to balance recovering short-term business performance with investing for long-term growth and taking on new challenges to realize our Vision 2030 of becoming "a key technology solutions company in a global society where humans and machines co-create seamlessly."

To do so, we will focus on our financial discipline and balance sheet, generate capacity for growth investments, clearly define our priorities, and allocate resources strategically while remaining mindful of appropriate time horizons.

Furthermore, we will continuously challenge ourselves to: 1) meet and exceed customer needs and aspirations, 2) improve cost efficiency and the speed at which we deliver our products, and 3) advance the precision and resilience of our products.

Together with our 20,000 employees worldwide, we will continue to take on every challenge to realize our Vision 2030 of becoming "a key technology solutions company in a global society where humans and machines co-create seamlessly."

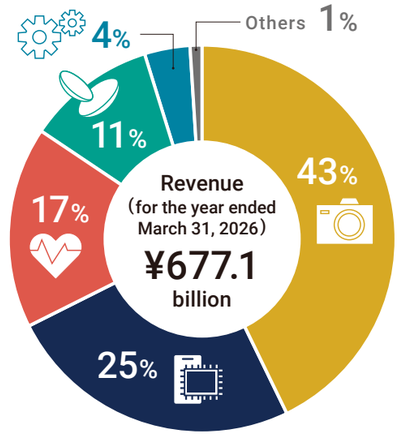
Philosophy & Vision



Company Information

Ratio of Revenue by Segment

(for the year ended March 31, 2026)

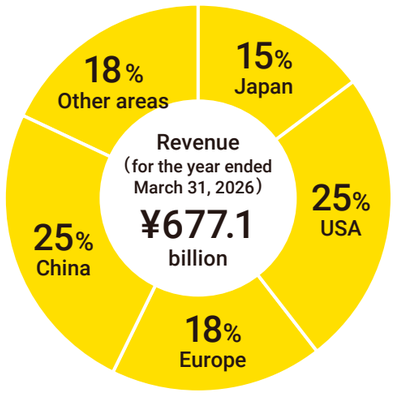


- Imaging Products Business
- Precision Equipment Busines
- Healthcare Business
- Components Business
- Digital Manufacturing Business

*Figures in this material have been adjusted for amounts below 100 million yen; as a result, breakdown sums may not match total figures.
Percentages are rounded to the nearest whole number and may not total 100%.
*The chart reflects the business segments in March 2026.

Ratio of Revenue by Region

(for the year ended March 31, 2026)

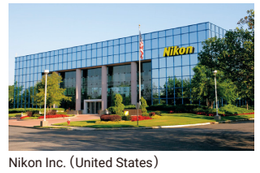


Global Presence

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
Headquarters	1-5-20, Nishioi, Shinagawa-ku, Tokyo 140-8601, Japan Tel : +81-3-3773-1111
Representative Director President CEO	Yasuhiro Ohmura
Date of Establishment	July 25, 1917
Outline of Business	Manufacture and sales of optical instruments
Capital	65.5 billion Japanese Yen (as of March 31, 2026)
Revenue	Consolidated: 677.1 billion Japanese Yen [for the year ended March 31, 2026, International Financial Reporting Standards (IFRS)]
Number of Employees	Consolidated: 19,928 (as of March 31, 2026),
Plants	Sagamihara, Kumagaya, Mito, Yokosuka

Medium-Term Management Plan FY2026-2030

Nikon has set forth its Vision of becoming "a key technology solutions company in a global society where humans and machines co-create seamlessly," and has formulated a Medium-Term Management Plan covering FY2026-2030. This plan represents phase two toward realizing this goal. It takes into account changes in the business environment over the next decade through 2035, along with business strategies, long-term trends, and shifts in societal needs, and sets 2030 targets through a backcasting approach from this medium- to long-term outlook. Through initiatives aligned with this plan, Nikon aims to achieve sustainable enhancement of corporate value.

Medium-Term Management Plan Overview

In our previous Medium-Term Management Plan, we pursued the cultivation of new businesses in all directions. Building on the insights gained from that plan, we will now shift decisively to an approach that rigorously analyzes our strengths and scales selected businesses.

Mission

Unlock the future with the power of light

Vision

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

Values

Continuously challenge ourselves to:
-Meet and exceed customer needs and aspirations
-Improve cost efficiency and speed
-Advance the precision and resilience of our products

Management direction

Place importance on financial discipline and invest resources in focus areas that enhance corporate value

Imaging | Healthcare | Industry | Digital Manufacturing | Precision Equipment

Generate stable profits
Expand customer touchpoints and value proposition. Secure stable earnings

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

Sustainability-focused management

Priorities for value creation

(1) Creating social value through business (2) Strengthen diverse talent and organizational capabilities (3) Deepen co-creation value chains

Business fundamentals supporting sustainable growth

(1) Manufacturing resilient against change (2) DX with a focus on customers and employees
(3) Robust internal controls and corporate governance (4) Address social and environmental challenges

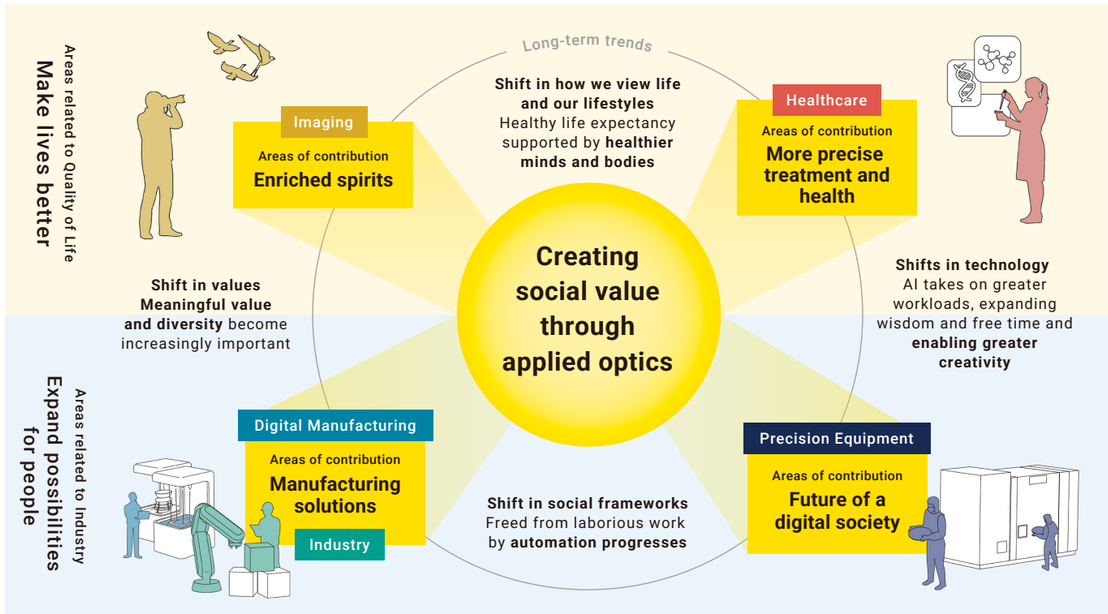
Numerical Targets (FY 2030)

Revenue	Operating profit	Company total ROIC	ROE
¥1 trillion	¥80 billion	7%	10%

Long-Term Trends and Nikon's Contributions

The long-term trends — the so-called megatrends — outlined in our previous Medium-Term Management Plan are changing at a pace faster than anticipated. As co-creation between humans and machines accelerates and the fields in which we can apply our core technologies continue to broaden, Nikon will contribute to society across four key areas.

Expanding Nikon's value propositions in a global society where humans and machines further co-create seamlessly



Business Portfolio

Taking into account long-term trends, Nikon's business environment, and the status of each business, we have redefined our business portfolio. We will invest the cash generated from Imaging, Healthcare, and Industry business domains into Digital Manufacturing and Precision Equipment, aiming for full-fledged growth in 2030 and beyond. While placing importance on the balance sheet and cash controls, we will focus on three areas in particular: digital cinema cameras, large-format metal 3D printers, and ArF immersion and digital lithography systems.

Main Role	Business domain	Business description		Target markets						FY26 Revenue plan (Billions of yen)	FY30 Revenue target (Billions of yen)
				QOL domain		Industry domain					
		Core	Growth (areas of focus in bold print)	Creators	Drug discovery Pharma	Defense	Aerospace	Automobiles Energy	Semiconductors Electronic components		
Stable profit generation	Imaging	Mirrorless cameras Binoculars/Range finders	**Digital cinema cameras**	■						303	380 +25%
	Healthcare	Life sciences Eye care	Contract Cell Development and Manufacturing		■					127	150 +18%
Invest cash	Industry	Optical components*1 Video measuring system Industrial microscopes, Special-order equipment	X-ray and CT Inspections Laser radar Robotics			■	■	■	■	84	110 +31%
Aim to maximize corporate value	Digital Manufacturing	–	**Large-format metal 3D printers**			■	■	■		34	70 +106%
	Precision Equipment	FPD lithography systems Semiconductor metrology, measurement and inspection services	**Semiconductor Lithography system Digital Lithography system**						■	188	290 +54%
										740*2	1,000 +35%

*1 Includes optical materials and parts, EUV related components, Photomask substrates, and industrial lenses and units. *2 4.0 billion yen in other business is included in FY26 total revenue.

Business Outline

We offer a diverse lineup of products and solutions, including cameras, FPD and semiconductor lithography systems, microscopes, optical components, metal 3D printers, as well as measurement and inspection systems.

Imaging Products Business Enriching lives with light

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.



ZR
[Digital Cinema Camera]

A full-frame sensor camera from the Z CINEMA series born from the synergy of Nikon and RED. It achieves color matching equivalent to RED cinema cameras.



V-RAPTOR XE
[Digital Cinema Camera]

Part of the Z CINEMA series, incorporating the essential functions for cinematic production from RED's revolutionary V-RAPTOR [X].



NIKKOR lenses
[Interchangeable Lenses for Cameras]

NIKKOR Z lenses delivering a new dimension in optical performance, along with 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.



STABILIZED 12x25 S
[Binoculars]

Image-stabilized binoculars that reduce vibration caused by hand movement, delivering clear, comfortable viewing.



MONARCH Fieldscope 82ED-S
[Fieldscope]

Sophisticated optical performance ensures a sharp and clear field of view.

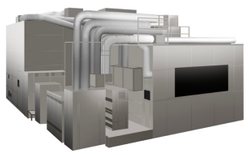


Precision Equipment Business Advance light×precision to support a digital society

FPD Lithography Business | Semiconductor Lithography Business

FX-88SL
[FPD Lithography System]

The first FPD lithography system to employ a UV-LED (ultraviolet LED) light source*, achieving high resolution and high productivity while reducing environmental impact.



*Among FPD lithography systems released as of October 23, 2025, according to Nikon's survey.

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 1000
[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 1.0 µm (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 Illuminate the future of life with the power of light

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.



*Photo with the manipulator from Narishige Lifemed Co., Ltd. Installed.

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.



Silverstone
[Ultra-Widefield Retinal Imaging Device with Integrated UWF-Guided Swept Source OCT]

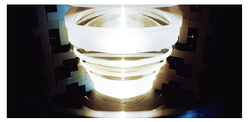
Capable of capturing an ultra-wide-field retinal image covering approximately 80% of the retina and a cross-sectional retinal image at any position in the ultra-wide-field image, in one device.



Industry Business Connect solutions with light

Industrial Solutions Business

Optical Components
Provides total solutions from optical design to mass production of optical components.



APDIS MV5X
[Laser Radar]

Delivers high-speed, non-contact measurements of large-volume parts with exceptional accuracy. Its compact, lightweight, and portable design enables deployment wherever manufacturing demands it.



"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

VOXLS 20 C 225
[X-ray and CT Systems]

A compact system that enables highly accurate, non-destructive inspection and measurement of a wide range of samples.



Customized Products Business

Optical System for Optical Communications
(Optical System for Optical Inter-Satellite Communications)

Optical components employed in the optical antenna for NEC's optical inter-satellite communication system, aboard both Japan Aerospace Exploration Agency's (JAXA) optical data relay satellite and the DAICHI-4 Earth observation satellite — contributing to high-volume, high-speed data transmission over approximately 40,000 km.

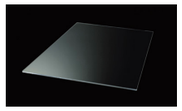


Laser Utilizing Communication System "LUCAS"
Image courtesy of JAXA.

Glass Business

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 Manipulate light to innovate manufacturing

Advanced Manufacturing Business

NXG 600E
[Metal 3D Printer]

Achieves unprecedented productivity and quality through SLM's cutting-edge technology. Equipped with 12×1kW lasers, enabling rapid fabrication of parts up to 600 mm × 600 mm × 1500 mm in size.



"Lasermeister LM300A" "Lasermeister SB100"
[Metal 3D Printer, 3D Scanner]

The Lasermeister LM300A and SB100 work together to enable high precision automated repair solution of turbine blade and dies.



"Lasermeister 1000S" Series
[Laser Subtractive Processing Machine]

Easily achieves difficult high-precision processing via a single unit combining ultrashort pulse laser processing and an onboard measurement system, and contributes to such DX efforts as simplifying product quality management and reducing and unifying individual operations through utilization of measurement data during subtractive processing.



Other Businesses

Vision Robotics Business

Robot Vision System

A vision system designed for use with industrial robots. It consists of a camera that acts as the eyes and a control PC that serves as the brain. With proprietary high-speed sensing technology, it promotes automation and contributes to labor-saving and productivity improvements across manufacturing and other industries.



Associated Companies

Nikon-Essilor Co., Ltd.

Manufactures and distributes a wide range of eyewear lens products, including single-vision lenses for myopia, hyperopia, and astigmatism, progressive lenses for presbyopia, and UV- and glare- protective lenses.



Nikon-Trimble Co., Ltd.

Provides solutions that connect the field and the office across the full construction process, from surveying and design to civil engineering, building construction, and maintenance. Also provides cutting-edge technology, software, and services in precision agriculture, geospatial information, and autonomous driving.



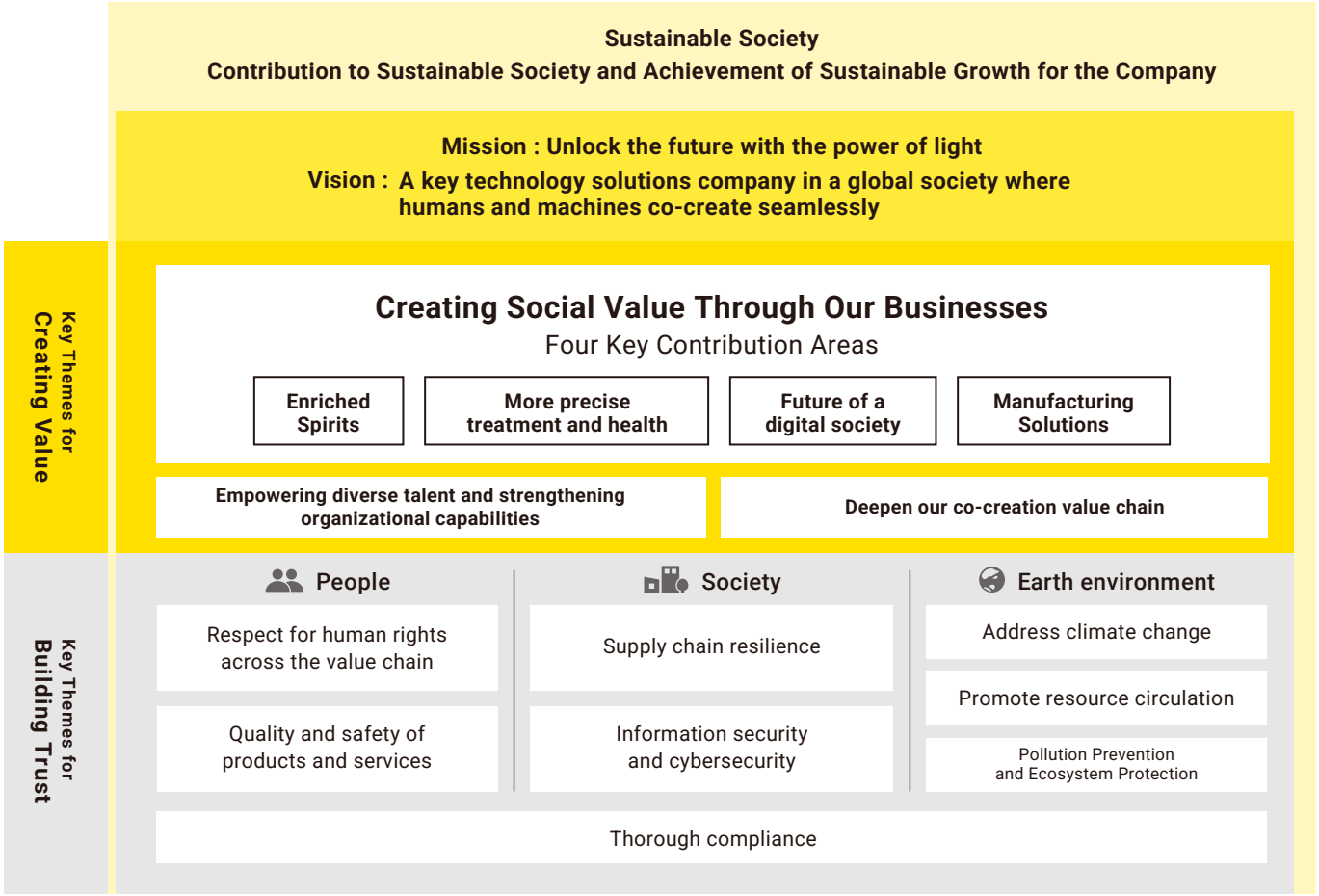
Nikon provides a variety of products, services, and solutions worldwide, based on advanced applied optics and precision technologies cultivated over more than 100 years of history. To meet the diversifying and sophisticated needs of society with solid technical capabilities, we have established a flexible manufacturing system throughout the Nikon Group. Nikon will continue to create new value in ways that contribute to Enriched Spirits, More Precise Treatment and Health, Manufacturing Solutions, and the Future of a Digital Society.

Management with a Focus on Sustainability

Through management with a focus on sustainability, Nikon aims to achieve both a contribution to a sustainable society and the company's own sustainable growth. To realize this, we will advance our efforts on two pillars: Key Themes for Creating Value, and the Business Fundamentals Supporting Sustainable Growth that underpin them.

Key Themes for Creating Value

Building on our commitment to Creating Social Value Through Our Businesses across the Four Key Contribution Areas outlined in our Medium-Term Management Plan, we will also focus on empowering diverse talent, strengthening organizational capabilities, and driving value through collaboration with customers, partners, and suppliers. In parallel, to address challenges related to people, society, and the global environment, and to fulfill our responsibilities as a member of a sustainable society, we have identified key themes for building trust that guide our initiatives.



Business Fundamentals Supporting Sustainable Growth

To carry out management with a focus on sustainability, it is also essential to promote various areas that support it. As the foundation for sustainable growth, Nikon intends to focus on five key priorities: making a fundamental shift in human capital from “acquisition” to “development”; building manufacturing capabilities resilient to change and strengthening the production sites that support them; advancing DX to drive customer- and employee-focused business reform; enhancing global governance and strengthening resilient information security; and providing sincere, transparent disclosure to meet society's trust, while accelerating initiatives on human rights and environment responsiveness. Through carefully selected investments and the deployment and development of specialized talent, we will strengthen both execution and control, building a robust business foundation.

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

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.

The information presented is current as of [October 30, 2026].