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

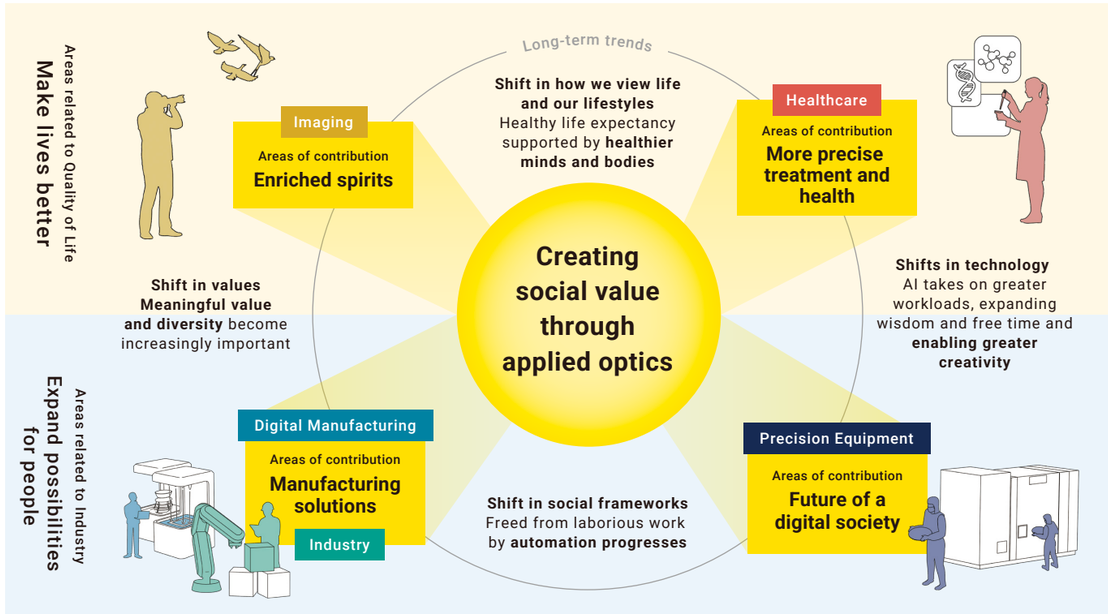
Numerical Targets (FY 2030)

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.