A variety of corporate information is available on our global website.

Provides a general overview of the business, as well as information on corporate governance and other topics.

NIKON REPORT

https://www.nikon.com/about/ir/ir_library/ar/

Introduces the company's commitment to realizing a sustainable society.

NIKON SUSTAINABILITY REPORT

https://www.nikon.com/about/sustainability/report/

Includes product technologies, externally evaluated papers, and other results from our R&D activities.

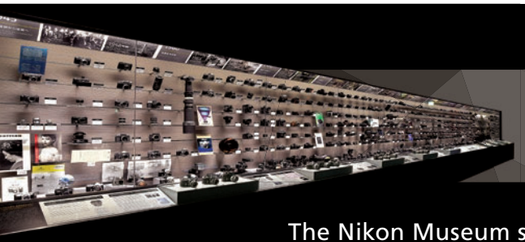
Nikon Research Report

https://www.nikon.com/about/technology/rd/#nrr

Introduces FY2022-2025 Medium-Term Management Plan and its presentation.

Medium-Term Management Plan

https://www.nikon.com/about/ir/management/midtermbusiness/



NIKON MUSEUM

The Nikon Museum showcases Nikon's history, products, and technologies at one site.

https://www.nikon.com/about/corporate/museum/

NIKON CORPORATION
Shinagawa Intercity Tower C, 2-15-3, Konan, Minato-ku, Tokyo 108-6290, Japan
www.nikon.com

Information in this company profile is valid as of March 6th, 2023.

Company Profile 2022

COMPANY PROFILE

Continuing forward with our eyes on the future.

Looking forward and focusing on the future,

what kind of world lies ahead in 2025, or in 2030?

Awakened to drastic change,

we are now taking a step in a new direction.

What kinds of businesses will be needed in this new future?

What can we deliver to people and society?

We are unleashing our imagination on every possibility.

This is how Nikon has continued to envision the future,

hand in hand with the technologies that we have refined

throughout the over-100 years of our history.

Making a better world with "Trust and Creativity"

Guided by its corporate philosophy of “Trustworthiness and Creativity,” Nikon has continued to contribute to the development of society and culture.
In our Medium-term Management Plan covering the four years from FY2022 to FY2025, which we announced this past spring, we envision where we will be in 2025 as “providing products and services optimized to meet our customer needs.”
To achieve this vision, we will strengthen our delivery of solutions and sustain our main businesses: Imaging Products and Precision Equipment, while also creating new value and expanding earnings through our strategic businesses: Healthcare, Components, and Digital Manufacturing.
In order to make a better world with “Trust and Creativity,” we will contribute to the realization of a sustainable society through our businesses and meet the expectations of all our stakeholders by enhancing our corporate value.
Please look forward to the future of Nikon.

Representative Director
President
Toshikazu Umatate

OUR CORPORATE 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.

Medium-Term Management Plan (FY2022-2025)

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.

Vision 2030

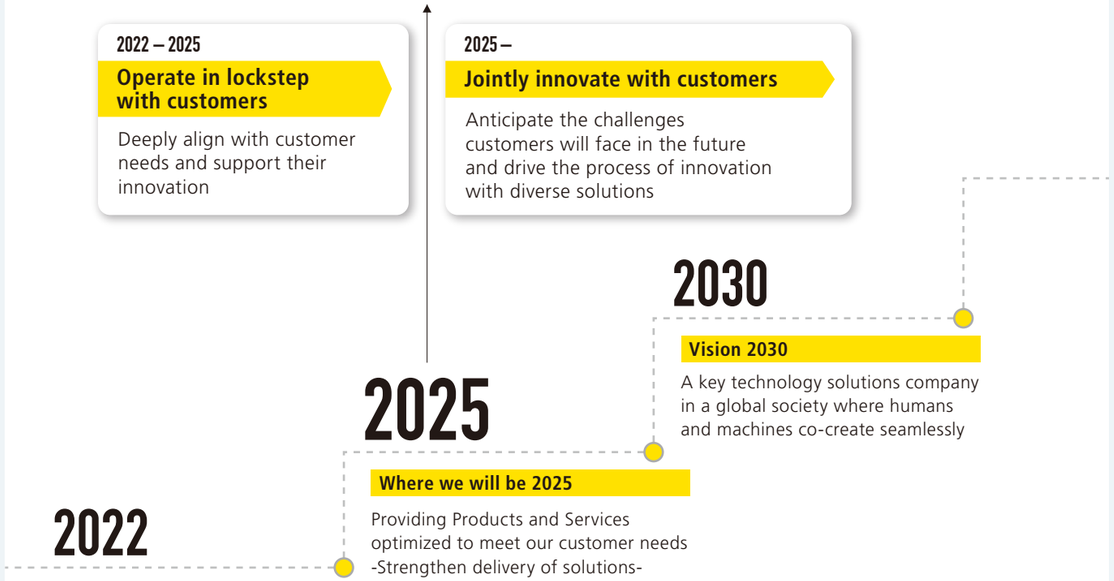
A key technology solutions company in a global society where humans and machines co-create seamlessly

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

[Industry × Quality of Life]

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.

Steps to Get to Vision 2030



An Overview of the Medium-Term Management Plan

[Where we will be 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 revenues and profits, and continually generate social and economic value

Main Businesses

- Imaging
- Precision Equipment

Expand customer interactions and the value delivered to secure stable revenues

Positioning the two businesses of "Imaging Products" and "Precision Equipment" that have built an earnings base as our "Main Businesses," we will secure more stable profits by providing solutions that meet customer needs.

Strategic Businesses

- Healthcare
- Components
- Digital Manufacturing

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

We define the three businesses of "Healthcare," "Components," and "Digital Manufacturing" as "Strategic Businesses," and will work with customers to create new value and expand profits.

FY2025 Financial Targets

We will increase strategic businesses that account for 35% of revenues, and achieve total revenue of ¥700.0B. In addition, we will sustain our Main Businesses and grow earnings in Strategic Businesses to achieve total operating margin of 10%, namely ¥70.0B or more.

Revenue	Operating margin	ROE
¥700.0B	10%+	8%+

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 tackling 12 materialities in four areas of Business Activities, Environment, Society/labor, and Governance, we are committed to "create" value that contributes to solve social challenges and achieve Sustainable Development Goals (SDGs), and continually assess the impact our business has on the society, make improvements, and meet the expectations of society with "trust."

Sustainable society

Healthy environment | **Comfortable society** | **Mental and physical well-being**

Areas where Nikon contributes

Safety and work environment (Reduce human work/ automate and customize) | **Decarbonization** | **Circular systems for resources** | **Health** (More precise and individualized treatment) | **Enriched spirit** (Education × digital)

12 Materialities

1. Creating social value through core technologies
2. Ensuring trustworthiness by maintaining and increasing quality
3. Promoting a decarbonized society
4. Promoting resource circulation
5. Preventing pollution and conserving ecosystems
6. Strengthening supply chain management
7. Respecting human rights
8. Diversity and inclusion
9. Employees' Health and safety
10. Thorough compliance
11. Strengthening corporate governance
12. Strengthening risk management

Businesses Activity

Environment

Society / labor

Governance

Create value for society through businesses that are mindful of society and the environment

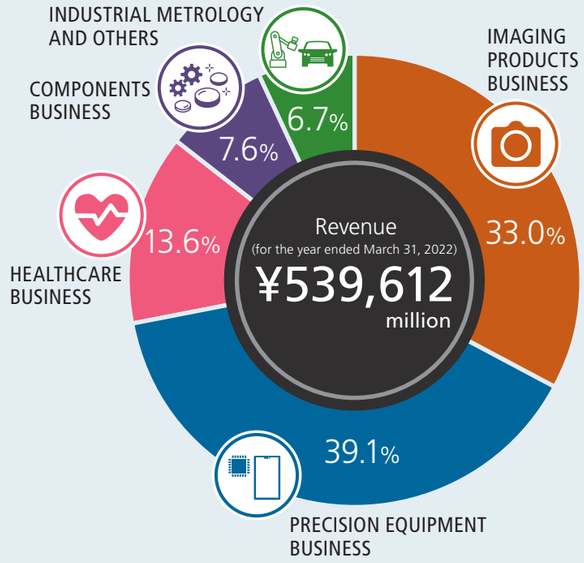
FY2025 targets toward carbon neutrality by FY2050:

Reduce green-house gas emissions from business sites by 46.5% (compared to FY2013)

Company Information

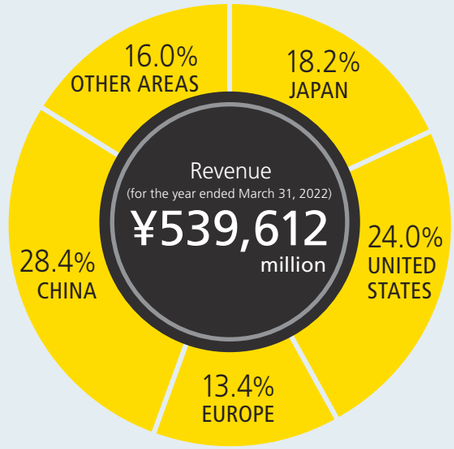
Ratio of Revenue by Segment

(for the year ended March 31, 2022)



Ratio of Revenue by Region

(for the year ended March 31, 2022)



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

COMPANY PROFILE

Corporate Name	NIKON CORPORATION
Head Office	Shinagawa Intercity Tower C, 2-15-3, Konan, Minato-ku, Tokyo 108-6290, Japan Tel: +81-3-6433-3600
Representative Director President	Toshikazu Umatate
Date of Establishment	July 25, 1917
Outline of Business	Manufacture and sales of optical instruments
Capital	¥65,476 million (as of March 31, 2022)
Revenue (consolidated)	¥539,612 million (for the year ended March 31, 2022)
Number of Employees (consolidated)	18,437 (as of March 31, 2022)
Plants (Nikon Corp.)	Oi, Yokohama, Sagamihara, Kumagaya, Mito and Yokosuka

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

Nikon provides a variety of products, services, and solutions worldwide, based on advanced opto-electronics and precision technologies cultivated during the company's more than 100 years of history. To meet the diversifying and sophisticated needs with solid technical capabilities, we have established a flexible Monodzukuri (manufacturing) system throughout the Nikon Group. Nikon will continue to create new values that contribute to the enrichment of daily life and society by supporting the development of imaging culture, the realization of a super-smart society, the improvement of quality of life, and manufacturing in a wide variety of forms.

Imaging Business

Creating a richer and more diverse imaging culture.

[Mirrorless Camera]

Z 9

Flagship mirrorless camera model with the highest functionality and performance in Nikon's history for both still images and videos.

[Digital SLR Camera]

D6

Flagship SLR camera model with powerful AF performance and high-speed continuous shooting for professional needs.

[Mirrorless Camera]

Z fc

High performance model with a design inspired by the Nikon's historically iconic camera.

[Interchangeable Lenses for Cameras]

NIKKOR Lenses

A lineup of NIKKOR Z lenses that realize new-dimensional optical performance and diverse NIKKOR F lenses.

[Remote Shooting System for Professional Agencies]

NX Field

Multiple cameras can be linked to support remote shooting and image transmission.

[Laser Rangefinder]

COOLSHOT PROII STABILIZED

Equipped with the STABILIZED function and red internal OLED display. Ease of measurement has been even further improved.

[Binoculars]

WX 7x50 IF

An ultra-wide field of view realized by combining Nikon's leading-edge optical technologies and a passion for manufacturing.

[Fieldscope]

MONARCH Fieldscope 82ED-S

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

Precision Equipment Business

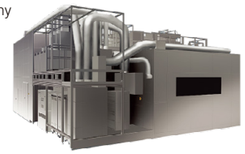
Contributing to the realization of a super-smart society.

FPD LITHOGRAPHY BUSINESS

[FPD Lithography System]

FX-88S

Gen 8 Plate FPD Lithography System. Supporting panels for high value-added premium displays, such as smart devices, high-end monitors, and large TVs.



SEMICONDUCTOR LITHOGRAPHY BUSINESS

[Semiconductor Lithography System]

NSR-S635E

Developed for high-volume 5-nm node-application manufacturing, realizing overlay accuracy and remarkable throughput.

[Alignment Station]

Litho Booster

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 enable highly accurate overlay correction.

[Automatic Macro Inspection System]

AMI-5700

High-speed and high-sensitivity batch inspection of semiconductor wafers. Contributes to early detection of defects at mass-production plants in Japan and overseas.

Healthcare Business

Improving the quality of life of people around the world.

[Confocal Microscope System]

AX/AX R

High-resolution and wide-field image acquisition to support research in a wide range of fields.

*Attaches to the ECLIPSE Ti2-E inverted research microscope.

[Inverted Research Microscope]

ECLIPSE Ti2

Significantly contributes to the most advanced bioscience research.

[For Cell and Gene Therapy]

Cell & Gene Therapy Contact Development and Manufacturing

Provides process development and manufacturing service for cells and gene therapy.

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

Silverstone

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.

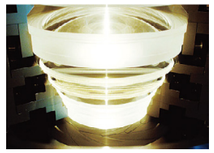
Components Business

Providing products and solutions related to various sectors such as robotics and space.

DIGITAL SOLUTIONS BUSINESS

Optical components

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



[Optical Processing Machine "Lasermeister" Series]

3D Metal printer, laser removal processing machine

An extensive lineup is offered to meet a wide range of material processing needs, from metal additive manufacturing to marking, welding, and removal of various materials.

[Intelligent Actuator Unit]

C3 eMotion

Joint units for collaborative robots that contribute significantly to the development and evolution of robot technology.

CUSTOMIZED PRODUCTS BUSINESS

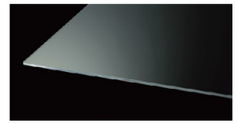
Optical systems for AKATSUKI

Designed and manufactured the optical systems for the lightning and airglow camera (LAC), 1 µm camera (IR1), ultraviolet imager (UVI), and the lens of the 2 µm camera (IR2).

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.



Industrial Metrology and Others

Contributing to the evolution of industry with high-precision measurement solutions.

INDUSTRIAL METROLOGY BUSINESS

[Video Measuring Systems]

NEXIV VMZ-S Series

Automatically measures the dimensions and shapes of a wide variety of parts with higher speed and precision.

[X-Ray and CT Systems]

XT H 225 ST 2x

Quickly performs internal defect analysis and shape measurement of a wide range of inspection targets, such as small castings and plastic parts.

[Laser Radar Measuring Systems]

APDIS

Performs non-contact 3D measurement of objects up to 50 m away.

[Total Station]

Nivo-Z Series

Precisely measures the distance and angle to the target object.

OPHTHALMIC LENSES BUSINESS

Century AI 2.0

New-concept presbyopia lenses designed by simulating the desired vision.
Offers comfortable vision with smooth focus.

Nikon technology is involved in many aspects of life and industry.

Nikon continues to provide a wide range of products and services to a wide variety of industries. These efforts are being deployed in five different businesses, bringing new technologies and ideas to various industries that support people's lives.

Imaging Products Business

Contributing to the development of imaging culture by further expanding the possibilities of visual expression.

Shooting, viewing, editing, sharing. Imaging products that meet the expectations of everyone who enjoys photography and videography.

Nikon inspires fun and passion through its Imaging Products Business. Nikon's camera lineup enables wide-ranging image expression to meet the expectations of diverse users from professional photographers and video creators to first-time camera users. We also offer a wide range of software to meet the needs of a wide variety of users, including NX Studio, which enables seamless viewing and editing of still images and video, and NX Field, which enables remote shooting by linking multiple cameras. Nikon's opto-electronics technologies are used in products from ultra-wide-field binoculars to fieldscopes, loupes, and laser rangefinders. We also contribute to the development of imaging culture by spreading the fun and excitement that imaging inspires around the world, for example by hosting the Nikon Photo Contest, one of the world's largest photo and video contests.

Mirrorless Camera "Z 9"

First flagship mirrorless camera with the highest functionality and performance in Nikon's history for both still images and video.

A line up of mirrorless, SLR, and compact digital camera, allowing users to fully experience the joy of shooting.

Provides advanced binoculars, fieldscopes, loupes, and laser rangefinders.

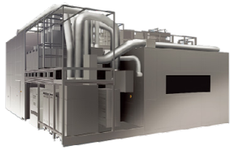
Precision Equipment Business

Contributing to the realization of a super-smart society by providing FPD lithography systems and semiconductor lithography systems.

Supporting the manufacture of digital and smart devices that enrich people's lives.

The super-smart society is expected to transform our quality of life and work by utilizing IoT, AI, robotics, and information and communications technology. Flat-panel displays (FPDs), including LCDs (liquid-crystal displays) and OLEDs (organic LEDs), as well as semiconductors are indispensable for realizing such a society. Nikon makes the lithography systems that expose circuit patterns for such components, covering development, design, production, sales and service. FPD lithography systems featuring a unique multi-lens system for handling large panels used in TVs, as well as a system for producing small- and medium-sized panels used in smart devices. Semiconductor lithography systems are often called "the most precise machines in history," requiring extreme precision down to around 1 nm*. And their high productivity is able to satisfy a variety of demands, such as for miniaturization and higher integration. With these and other systems, Nikon's Precision Equipment Business contributes to the realization of a super-smart society.

*1 nm: one-billionth of a meter.



FPD Lithography System "FX-88S"

Gen 8 Plate FPD Lithography System. Supporting panels for high value-added premium displays, such as smart devices, high-end monitors, and large TVs.

Semiconductor Lithography System "NSR-S635E"

Reduces the size of circuit patterns and projects them onto silicon wafers (semiconductor substrate) using ultra-high-resolution lenses.

Alignment Station "Litho Booster"

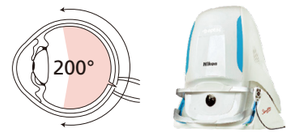
Measures grid distortion values quickly for all wafers prior to exposure. Achieves highly accurate overlay correction by feeding forward.

Healthcare Business

Improving the health and well-being of people around the world.

Contributing to the evolution of bioscience by providing advanced microscopes and cutting-edge equipment, and supporting regenerative medicine.

The Healthcare Business comprises three solutions based on Nikon's core technologies in advanced optics and image processing and analysis. "Life Science Solutions" contribute to progress in the fields of bioscience research and drug discovery by making it possible to visualize and analyze various biological events using our microscope technology, which has about 100 years of history. "Eye Care Solutions" provide ophthalmology instruments and systems based on proprietary technology that contribute to early detection of eye diseases and improvement of quality of life. "Contract Cell Development and Manufacturing" provides a broad range of contract development and manufacturing services for cell and gene therapy in Japan. In an era of increasing human longevity, Nikon aims to support the health and well-being of as many people as possible in a society where people lead longer, healthier lives.



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

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.

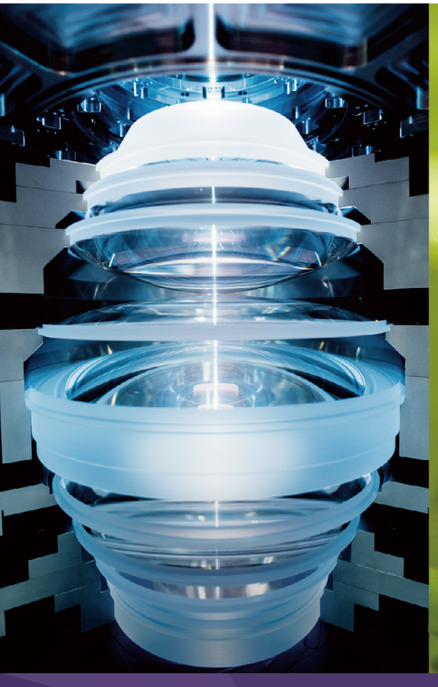
Confocal Microscope System "AX/AX R"

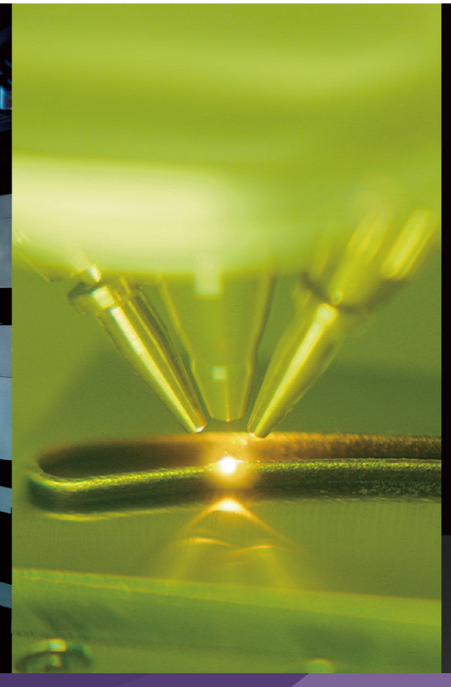
High-resolution 8K x 8K scanning and 25-mm field of view to expand the potential for all kinds of research.

*Attaches to the ECLIPSE Ti2-E inverted research microscope.

Cell & Gene Therapy Contact Development and Manufacturing

Providing world-class contract service to pharmaceutical and bio venture companies.





Components Business

Providing solutions in a variety of businesses, including optical components.

From optical components to material processing to the development of custom-made products. Contributing to the evolution of industry and technology.

The Components Business comprises three businesses: Digital Solutions, Customized Products, and Glass. The Digital Solutions Business is engaged in a variety of businesses, including optical materials and components, and encoders that detect the rotation angle of the joints of industrial robots. The Lasermeister series of optical processing machines for easy metal processing includes a new model that achieves high-precision removal processing with an ultra-short-pulse laser. In addition, we offer contract processing services using optical processing machines that perform Riblet processing, which incorporates the concept of biomimetics. There is also the Customized Products Business, which designs and manufactures custom-made products, ranging from cutting-edge space technology development, to EUV related components and inspection equipment for food industry, and the Glass Business, which manufactures FPD photomask substrates. Through these wide-ranging businesses, Nikon contributes to the development of society, industry, and science and technology.

Optical Processing Machine "Lasermeister" Series
3D Metal Printer, Laser Removal Processing Machine

An extensive lineup is offered to meet a broad range of material processing needs, from metal additive manufacturing to marking, bonding, and removal of various materials.

Intelligent Actuator Unit "C3 eMotion"

A joint unit for a collaborative robot that integrates a motor, speed reducer, driver, brake and encoders.

Foreign Material Inspection System for the Food Industry

Uses spectroscopic technology and AI to detect organic substances. (Foreign material inspection system for jam and fruit spreads developed jointly with AOHATA Corporation to enable automatic inspection of foreign material and impurities in the jam and fruit spread manufacturing process)

Industrial Metrology and Others

Innovative measurement solutions for your shop floor.

Meeting a wide range of measurement and inspection needs in the automotive, semiconductor, and electronic components industries.

A high-precision measurement and inspection phase of production is essential for advanced manufacturing operations. Nikon provides measurement and inspection systems to meet the needs for automation in the manufacturing industry. Our lineup includes a wide range of high-productivity X-Ray and CT Systems with a high-power, high-resolution micro-focus X-ray source (225 kV), as well as systems for non-contact, large-volume inspection and video measuring.
We provide measurement and inspection systems that are essential for advanced manufacturing of automotive components, semiconductors, electronic components, and other products, contributing to the automation of manufacturing processes and helping to improve operational efficiency and manufacturing quality.

X-Ray and CT Systems "XT H 225 2x"

Quickly performs internal defect analysis and shape measurement of a wide range of inspection targets, such as small castings and plastic parts, while reducing measurement time significantly.

Laser Radar Measuring Systems "APDIS"

Contributes to improved productivity by enabling non-contact 3D measurement of objects ranging from small automobile parts to large aircraft assemblies.

Video Measuring Systems "NEXIV VMZ-S" Series

Ensures quick and accurate automatic measurement of complex-shaped test objects such as electronics for automotive applications and semiconductor components.

Creating new businesses in a variety of ways, including business-accelerating partnerships.

Nikon is actively partnering with a variety of companies possessing innovative technologies to create new businesses and expand existing ones. In 2021, for example, Nikon acquired majority ownership of Morf3D Inc., which processes components for the aerospace industry on a contract basis, and Exvision Corporation, a company with strengths in high-speed image processing. In April 2022, we began operation of Nikon Creates Corporation and entered the next-generation imaging content business in a bid to contribute to the further development of imaging culture. By combining our core technologies with external resources, we are accelerating the launch of new businesses. And with a view to expanding our business field, we are pursuing the creation and development of new businesses, including through investment activities in private funds and cooperation with venture capital partners.

Alliances

Nikon is building a variety of alliances, including business/capital tie-ups outside the company with universities, other companies and affiliates, cooperative research, and M&A. In these ways, Nikon is leveraging its strengths to expand the scale and scope of its businesses, including extending its interests to peripheral fields to create new business opportunities. In recent years, by entering into new alliances with businesses that will drive future growth as a core pillar, we have been actively promoting the development of new equipment and the expansion of sales opportunities.

Recent examples

- Wholly owned acquisition of Exvision Corporation, a venture company originating from the University of Tokyo
- Majority ownership acquisition of Morf3D Inc., USA
- Collaboration with Oxford Nanopore Technologies Limited, UK
- Strategic joint development agreement with bionic surface technologies GmbH, Austria

Private fund

Nikon and SBI Investment Co., Ltd. have jointly established a private fund to invest in venture companies, leveraging SBI Investment's valuable expertise and investment experience in growth sectors. Nikon deploys this new fund to pursue fresh business opportunities by investing in venture companies that can potentially play a future role, with a focus on Japan and North America as well as European and Asian countries.

Investment fields

- Aerospace
- Carbon neutral
- Smart city
- Material processing
- Sensing
- AI and image processing
- IoT
- Optics
- Digital manufacturing
- Vision systems/robotics
- Healthcare

Cooperation with venture capital partners

To expand new business operations, Nikon has invested in venture companies in Japan, Europe and the United States, each of which provides Nikon with valuable transaction data and trend information as well as exchanging diverse information at regular meetings. Nikon benefits from its venture business partners' research, comparisons, target company information and future value estimations.

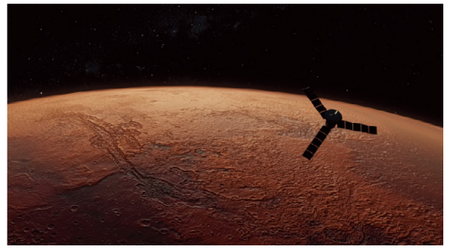
Major companies invested in

- SBI Investment
- Geodesic Capital
- Beyond Next Ventures
- 500 Startups Japan
- Corundum Open Innovation, and more

SBI Investment
GEODESIC CAPITAL
Beyond Next Ventures
500
CORUNDUM INNOVATION
CORUNDUM OPEN INNOVATION

TOPIC 1 Majority ownership acquisition of Morf3D Inc., with the aim of expanding the materials processing business.

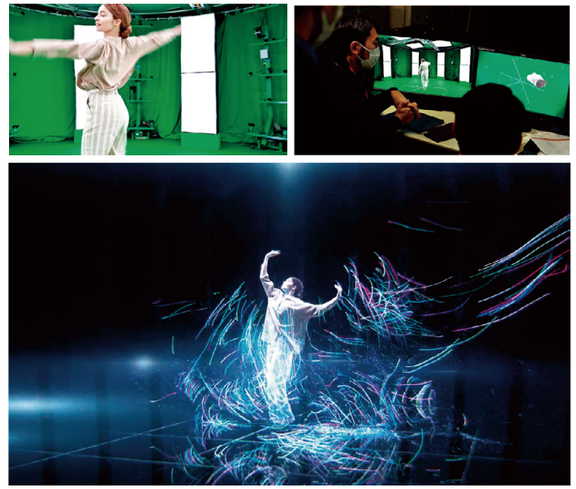
Morf3D Inc. is a leading U.S. company in contract manufacturing of aerospace-related components through "3D printing" (additive manufacturing), a technology that produces components layer by layer from metal. In 2021, Nikon acquired a majority stake in Morf3D Inc., making it a subsidiary of the company. Nikon will develop its contract manufacturing business for the growing market of small to medium-sized satellite. By combining the customer base of Morf3D Inc. with Nikon's precision processing technologies, including optical processing machines, this will further accelerate the expansion of company's materials processing business.



TOPIC 2 Nikon Creates Corporation engages in various aspects of next-generation imaging content, from planning to production.

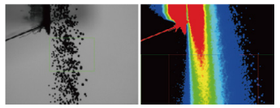
In April 2022, Nikon launched its next-generation imaging content business with the start of Nikon Creates Corporation's sales operation. On entering the business, Nikon became the first partner company of Microsoft Corporation's "Microsoft Mixed Reality Capture Studios*" in Japan, which features the creation of high-quality 3D data images. Nikon, who has contributed to the development of imaging culture by providing imaging products and offering opportunities to facilitate the expression of creators' imagination and individuality, intends to co-create with next-generation creators to produce new imaging values.

* A studio run by Microsoft Corporation together with its partner that records volumetric video.



TOPIC 3 Wholly owned acquisition of Exvision Corporation, a venture company originating from the University of Tokyo.

High-Speed Vision, researched and developed at the University of Tokyo, is a next-generation sensing and control technology that recognizes and processes objects that move extremely rapidly in real-time. In August 2021, Nikon acquired Exvision Corporation, which provides high-speed vision-based platforms and solutions. We will leverage Exvision's expertise in high-speed image processing to create new experiences and value for industries, society, and people's daily lives.



This is an image diagram of high-speed image processing of metal powders.

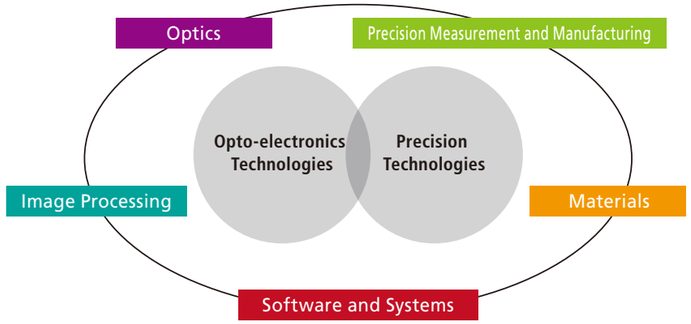
Research and Development

Nikon's proprietary perspective, as well as research and development, create a new future and value.

Nikon will continue to formulate and implement the necessary R&D plans to provide products and services optimized to meet their customer needs toward Vision 2030, as indicated in its Medium-Term Management Plan. Not only will Nikon work on optical technologies that support Nikon, as well as on elemental technologies such as product and production technologies of current businesses, but also on the R&D necessary to realize businesses that will serve as growth drivers through collaboration among the various organizations.

Basic technologies that support Nikon

To strengthen Nikon's existing businesses and create new ones, it is vital to continue basic R&D activities based on a long-term perspective. With opto-electronics and precision technologies as the foundation, Nikon is conducting R&D in a wide range of technologies including optics, precision measurement and manufacturing, image processing, materials, and software and systems.



Nikon Research Report: Introducing the results of Nikon's R&D activities

Nikon disseminates the results of its R&D activities based on its core opto-electronics technologies and precision technologies in the Nikon Research Report. This technical report focuses on technologies incorporated in new products and technologies highly evaluated by academic societies and other organizations, and highlights Nikon's unique, advanced technological capabilities and corporate value. For details, please refer to the website from the URL listed on the back cover.

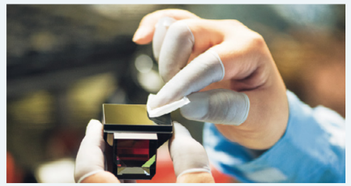
Technology Strategy Committee

In accordance with the company-wide medium/long-term plan, this committee works on establishing the direction of technological development and priority investment areas, while clarifying technology strategies that will aid in developing new areas of focus and enhance the competitiveness of our current businesses. Nikon will aggressively respond to the issues and needs in the two fields of value proposition of "Industry" and "Quality of Life," and aim for Nikon's long-term growth by promoting the technological development necessary for the Main and Strategic Businesses outlined in its FY2022-2025 Medium-Term Management Plan.

Manufacturing

Consolidating technologies and increasing productivity. Synergy-driven Monodzukuri (manufacturing).

Nikon aims to contribute to the prosperity and convenience of people's lives through Monodzukuri (manufacturing) based on "customer-focused" and "quality-first" fundamentals. While remaining constantly aware of these fundamentals, we will promote rebuilding of the production system of the entire Nikon Group and improvement of productivity. We have also established the Advanced Technology Research & Development Division, the Optical Engineering Division, the Next-generation Project Division, and the Production Technology Division as entities that provide cross-organizational support to each business unit, and we will create new added value through manufacturing from a Company-wide optimal perspective that transcends business units.



Monodzukuri (manufacturing) structure

With the goal of increasing productivity throughout the entire Nikon Group, Nikon is implementing a variety of reforms. In 2017, production functions of the optical units were concentrated at Tochigi Nikon. In addition, in 2021, we transferred Sendai Nikon from the Imaging Business Unit and Tochigi Nikon Precision from the Semiconductor Lithography Business Unit to the Production Technology Division. Based on this new structure, in addition to creating new value by combining various technologies and know-how cultivated through the manufacturing of digital cameras and semiconductor lithography systems, we will promote the effective utilization of production-related resources, looking down all business units. Furthermore, we will promote productivity improvement throughout the entire Nikon Group by leveraging digital manufacturing.

Monodzukuri (manufacturing) technology

Nikon is proceeding with the ongoing strengthening of the core technologies that support its manufacturing and the creation of differentiated technologies that will lead to future products and services. In addition to core technologies such as Materials and Precision Measurement and Manufacturing, we are working as one with our production locations on IE (industrial engineering*) activities, which are the foundation of manufacturing. We are also focused on human resource development in order to consistently provide valuable products and services.

* A method of optimizing production management by scientifically analyzing the content of processes and operations.

Initiatives to improve QCD (Quality, Cost, Delivery)

Nikon has introduced and strengthened a common quality management system and production technology to ensure that all products manufactured at all of its production locations are of the same "Made by Nikon" quality worldwide. To accurately meet customer requirements not only for quality, but also regarding cost and delivery, Nikon is carrying out improvement activities from various perspectives such as development, design, procurement, manufacturing, and quality.