Components Business

Ohmura Yasuhiro
Senior Vice President

- Hello, everyone. My name is Omura, Senior Vice President and General Manager of Office of the President. Thank you for your time.
- I will explain about the Components and Digital Manufacturing Businesses.

(Reference) Differences between Financial Results and Medium-Term Management Plan Classifications

Segmentation for earnings reporting		Under the 2022-25 Medium-Term Management Plan
Reporting segment	Organization name &business	Business domain
Imaging Products	Imaging Products Business	Imaging
Healthcare	Healthcare Business	Healthcare
Precision Equipment	FPD Lithography Business	Precision Equipment
	Semiconductor Lithography Business	
Components	Customized Products Business	Components*
	Glass Business	
	Digital Solutions Business (Optical components, etc.)	
	Digital Solutions Business (Material Processing, Robot Vision)	Digital Manufacturing
Industrial Metrology and Others	Industrial Metrology Business	
	Other	management base
Corporate P/L non-attributable to any reportable segments	New business development costs (Next-generation Projects Division) G&A expenses, etc., for basic research and HQ functions	

Adjustment to Classifications under the Medium-Term Management Plan

・Components*

＝Excludes "Material Processing, Robot Vision“ included in the Digital Solutions Business from the reporting segment of "Components"

・Digital Manufacturing

＝Adds above mentioned “Material Processing, Robot Vision" to Industrial Metrology Business included in the reporting segment of “Industrial Metrology and Others"

Adjusted amount “Material Processing, Robot Vision”

	FY2022/3	FY2023/3
Revenue	¥2.0B	¥4,0B
Operating profit	¥0.0B	¥0.0B

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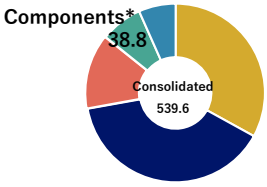
- First, I will review the differences between earnings reporting segments and the business domains defined in our new Medium-Term Management Plan.
- The yellow shows the business areas I will discuss, Components and Digital Manufacturing.
- Material Processing and Robot Vision is a part of the Digital Solutions Business Unit and is reported under the Components Business. However, the business model for Material Processing and Robot Vision, which is a growth driver we are focused on, delivers solutions that integrate components, finished goods and services such as contract processing.
- The business also plays a role in the digitalization of manufacturing, in combination with measurement and inspection equipment from the Industrial Metrology Business.
- Putting Industrial Metrology Business together with Material Processing and Robot Vision under Digital Manufacturing moves us closer to where we want to be in 2030 and shows a rational path for how the organization may change in the future.

Components*: Business Outline

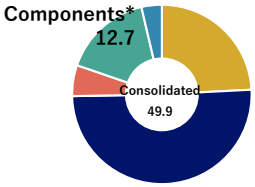
Components Business*

FY2022/3 Billions of yen

Revenue (※1)



Operating profit (※2)

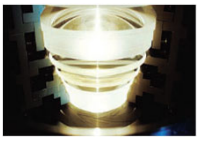


Vision

Grow together with customers as we support their innovation

Major products & Services

Optical & EUV related components, customized products, Space related products, Encoders for industrial robot, photomask substrates for FPD



Optical component

Intelligent actuator units [C3 eMotion]

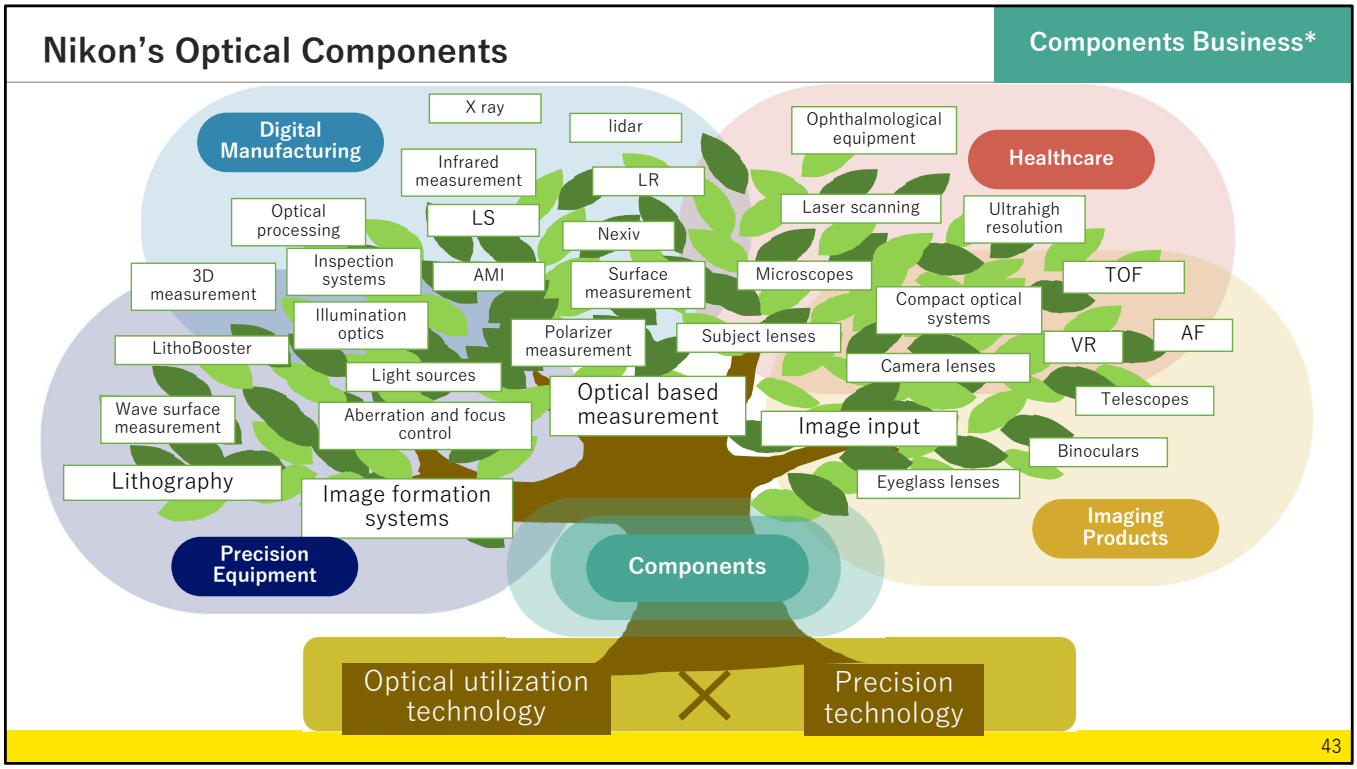
Photomask substrate for FPD

Financial target

	FY2023/3	FY2026/3
Revenue	¥49.0B(※1)	¥80.0B
Operating profit	¥17.0B(※1)	¥23.0B
OPM	34%	29%

(※1) Reflects the adjustment in the lower right corner of slide 41 from revenue and operating profit of the reporting segment of "Components business"
(※2) Operating profit ratio in FY2022/3 is shown before deduction of corporate P/L non-attributable to any reportable segments

- Let's look at the Components Business.
- Components are the source of Nikon's value proposition across all businesses. We aim to deliver directly to the customer, support customer innovation and grow with the customer.
- Evolving from a business mainly in sales of end products remains an important challenge we have sought to address since the period of the previous plan.
- We need to get closer to the customer, understand needs accurately and deliver solutions integrating end products, services and components.
- The Components Business is diverse, from Optical components and EUV related components to Customized products and space related products, Encoders for industrial robot and Photomask substrates for FPD.
  Last year, the segment defined in the Medium-Term Management Plan reported revenue of ¥38.8B and operating profit of ¥12.7B.
- Our new Medium-Term Management Plan calls for revenue to reach ¥80B and operating profit to hit ¥23B in FY2025. We expect both strong topline growth and continued improvement in profitability.



- The Components Business is the source of Nikon's value proposition across all businesses. This slide depicts our technologies as a tree.

- Our core technologies are at the root of our strength. We have combined our optical utilization technology and precision technology to give rise to strength in high-precision and high value-added optical parts and components.
From there, we have branched out to the optical and precision products that represent the value we deliver to our customers.

- These have fed our Imaging Products, Precision Equipment, and Healthcare businesses.

- Today, how and where we deliver value to the customer and society is growing, and we need to be faster. Selling end products involves a limited contact point with the customer. We have strengthened efforts to deliver components and key devices directly to the customer and expand our business to support customer innovation.

Components*: Business Strategy and Growth Drivers

Components Business*

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

Vision

Grow together with customers as we support their innovation

Operational direction

Optical components (growth driver)
- Support demand for high durability, high performance and stable supply in a timely fashion

EUV related components (growth driver)
- Scale business by adding production capacity and supporting high NA (numerical aperture)

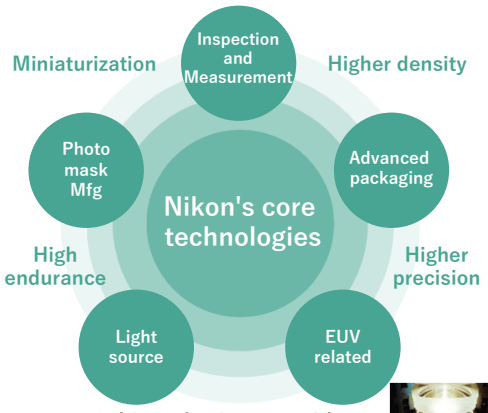
Encoders
- Focus on modules for human-robot collaboration

Glass
- Focus on high-precision polishing and high-quality film deposition for large Photomask substrates for FPD

Earnings plan

Get to ¥20.0B+ in operating profit by doubling revenue

Contributions to the semiconductor industry



Cultivate businesses with new value-added products

- The slides here are basically the same as those explained in the Mid-Term Management Plan, but we have prepared a few more detailed slides for each of these individual businesses.

Optical Components

Components Business*

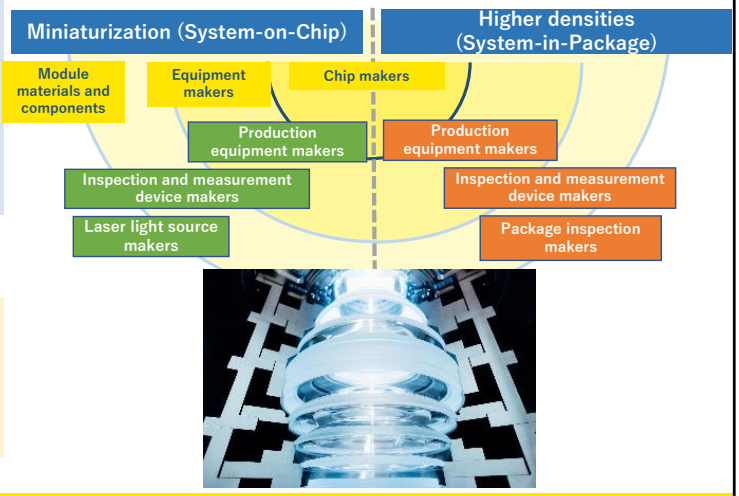
Market trends and business strategy

- Follow two trends--miniaturization and 3D--to engage with a semiconductor market invigorated by the emergence of a variety of new applications including 5G, IoT, AI, autonomous driving and neural networks.
- Propose a one-stop solution (from design and prototyping to mass production) for high-precision optical components.
- Deliver knowledge, experience and value by integrating optical components into customer systems, leveraging our knowledge as a semiconductor equipment maker.

Business deployment

① Optical parts: Tie up with semiconductor laser makers
② Optical components: Tie up with production and measurement equipment makers in semiconductor, FPD
③ Others: Expand sales of optical components into laser processing equipment makers (outside of the semiconductor market)

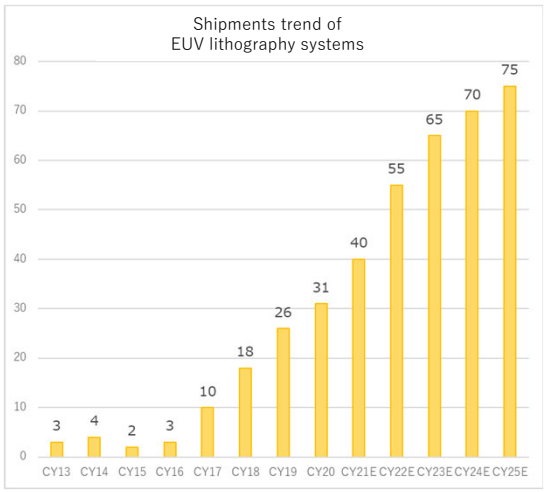
Leverage optical components to contribute to miniaturization of semiconductors (EUV) and higher densities (cutting-edge IC chips)



- Now, for a deeper dive into each business, starting with optical components.
- The semiconductor market remains very active, and we are doing business by meeting customer needs.
- As the business develops based on technological trends in semiconductors such as miniaturization and 3D chips, we can accurately understand customer needs and challenges and quickly deliver high-performance components thanks to the technology and knowledge we have developed as a maker of semiconductor lithography equipment.
- We will deliver to customers a one-stop solution covering development, prototyping and production. Our value matches needs, is unique to Nikon and positions us to do more than simply grow with the market.

EUV Related Components: Business Opportunities and Path to Commercialization

Components Business*



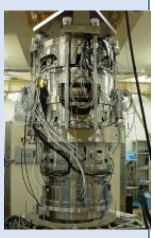
Source: September 08, 2021, Nomura Securities, Inc. Global Markets Research EUVL Industry Close-Up Report

A history of the commercialization of EUV related fields

1986: NTT succeeded in EUV contraction projection aligner
From this time, Nikon has long been involved in the development technologies such as multilayer film, lithography optical system contamination control and mirror distortion aversion barrels for aspherical processing technology for lithography equipment optical systems, measurement technology and EUVL reflective mirrors for NEDO-contracted efforts including EUV lithography system base technology development.

2007: NA0.25 full field lithography system delivered to Selete
16nm L&S resolution with phase shift photomask

2008: Experimental success at EUVA with High NA0.3 of EUV optical system lithography



2011: Exited EUV lithography system development
Continued to work with EIDEC on future photomasks and small field high NA lithography systems for photoresist development and applied technology developed toward EUV related components and ArF optical systems.

Present: EUV related fields becoming a growth driver as we work together with customers in Customized Products Business in combination with our production technology base

EUV market expanding as, in addition to cutting-edge logic, DRAM makers also begin to use EUV lithography systems in mass production. Expect growth in demand for related products as EUV lithography systems gain adoption

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- Next is EUV related components.
- This business is tied directly to the customer investment plans, so it's difficult to provide details, but you can use EUV lithography system shipments as a proxy for our business opportunities.
- As EUV lithography equipment becomes more widely used, one can expect an increase in demand for related products.
- As the graph shows, the EUV market will grow steadily through the period covered by the Medium-Term Management Plan since in addition to cutting-edge logic, DRAM makers are also starting to use EUV lithography systems in mass production.
- On the right, you can also see a history of our EUV related business.
- Suffice it to say that Nikon began its business in EUV related components about 20 years ago. However, the foundational work on developing EUV lithography technology can be traced back more than 30 years.
- Nikon exited the development of EUV lithography systems about 10 years ago due to the enormous investments required for the development. But by carrying on the knowledge we have developed over many years and continuing development of elemental technologies, we are able to meet the demands of today's customers.

Encoders

Components Business*

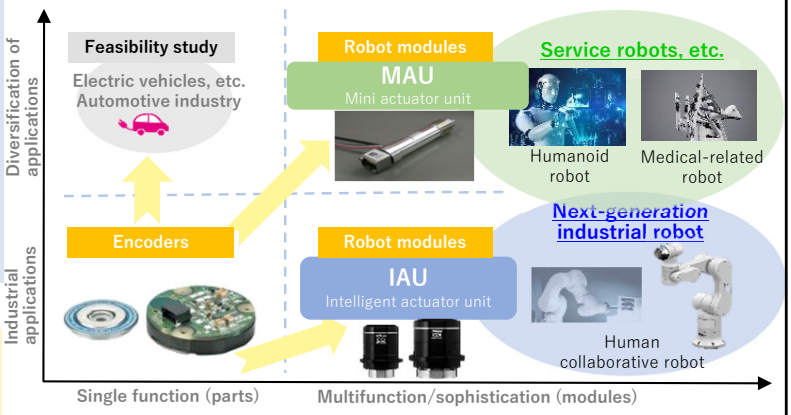
Market trends and business strategy

- Factory automation market growing 6-8% annualized. In particular, East Asia growth rate is 8% and expected to climb.
- Human collaborative robot market to grow 38% annualized (FY20-25) with manufacturing labor shortages and advances in application technologies.
- Launch next-generation absolute encoders to maintain product competitive edge and create new markets with safe and easy-to-use robot modules.

Business deployment

① Expand sales of encoders to Japanese makers and target overseas makers
② Expand from encoders into robot modules
Tie up with industrial robot makers
③ Plan to enter the next-generation industrial robot and service robot markets

Leverage encoders (parts) to enter robot modules

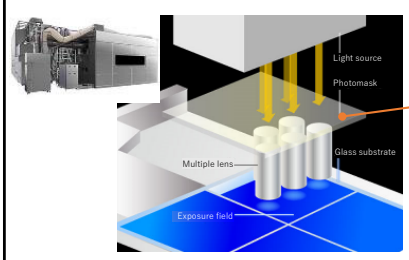


Source: Fuji Keizai. Analysis by Digital Solutions BU.

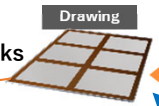
- Next, the encoders business.
- Encoders are sensor needed to control the movement of robot arms. Encoders contribute to the growth in the robot industry.
- Our encoders are mounted on the joints of many industrial robots, and in particular, we have the top market share in Japan for robot manufacturers.
- In addition, we will improve the application and function aspects, rather than just an encoder, we are also beginning to seize opportunities to develop, manufacture, and sell robot modules.
- Multi-functional, sophisticated intelligent actuator unit (IAU), in addition, the mini actuator unit (MAU) responds to the diversification of applications. We are planning to enter into the markets which have high growth rate, next-generation industrial robots and service robots markets.

FPD Photomask Substrates

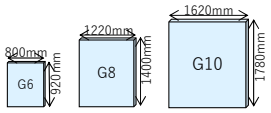
Components Business*



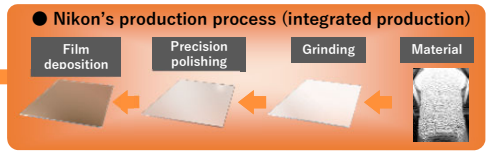
Photomasks



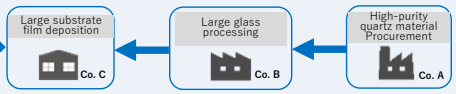
● FPD photomask major sizes



● Nikon's production process (integrated production)



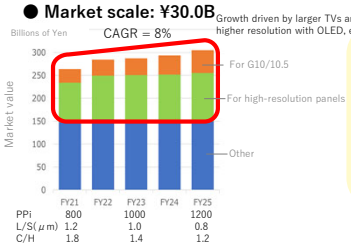
● Rivals



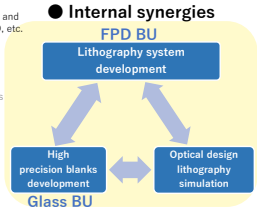
Advantages

- Supports next-generation higher resolution panels
  - High-precision polishing technology for highly flat surfaces
  - High-performance film deposition technology
  - High-precision measurement technology
  - Ability to support sophisticated requests thanks to integrated process from material to film deposition
- Development capabilities working with internal lithography systems development and optical engineering division
- Ultra large-scale production equipment up to G10.5. No. 1 share (70%+)

● Market scale: ¥30.0B



● Internal synergies



Focus management resources on high-precision polishing and high-quality film deposition for large types

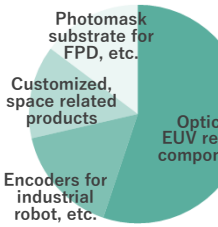
- Finally, the glass business.
- Nikon develops and makes photomask substrates used in FPD lithography processes.
- Our product's strength is based on our technologies in precision polishing, high-performance film deposition and high-precision measurement in support of next-generation high-resolution panels. Also, our integrated process from material input to film deposition enables us to meet advanced demands.
- We have development capabilities working with internal Precision Equipment Business and Optical Engineering Divisions. And we have the ability to predict customer needs.
- The market size is ¥30B, and the market for G10.5 and higher resolution panels will grow at a CAGR of 8% due to the increase in the size of TVs and the increase in high-definition such as OLEDs.
- In photomasks for G10.5, we have ultra-large production equipment and No.1 market share, at more than 70%.

Components*: Earnings Plan

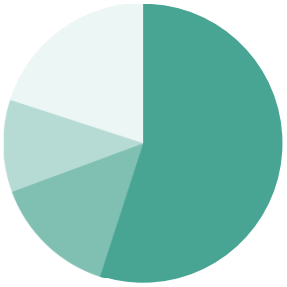
Components Business*

Revenue(※)

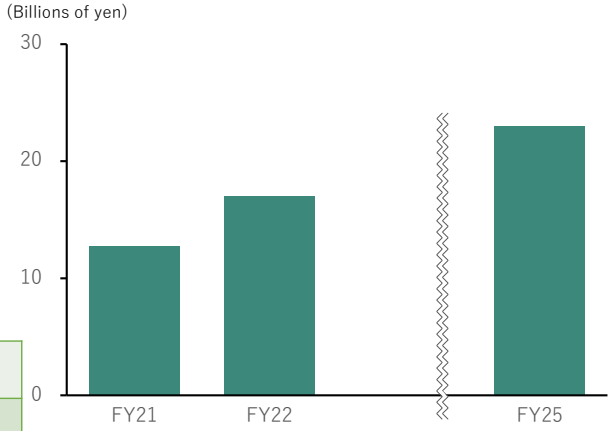
FY21
¥38.8B



FY25
¥80.0B



Operating profit



(Major products in sub-segments)

Digital Solutions	Optical component, Optical parts, Encoders for industrial robot, etc.
Customized Products	EUV related components, Customized, space related products
Glass	Photomask substrate for FPD

Get to ¥20.0B+ in operating profit by doubling revenue

(※) Reflects the adjustment in the lower right corner of slide 41 from revenue and operating profit of the reporting segment of "Components business"

- Each business has profit and growth potential.
- Recently, EUV related components have been driving profit growth. However, moving forward optical components and other components businesses should contribute substantially, too.
- By FY2025, we plan to double revenue and grow operating profit to ¥20B or more. As we scale up, we will grow the Components Business to stand alongside Imaging Products and Precision Equipment Businesses as a pillar of earnings.
- We have omitted details of the customized products and space related products included in the Components Business due to its highly confidential nature.

Digital Manufacturing Business

Ohmura Yasuhiro
Senior Vice President

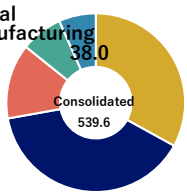
- Next, I would like to explain the Digital Manufacturing Business.

Digital Manufacturing: Business Outline

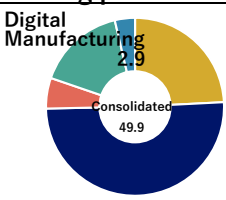
Digital Manufacturing Business

FY2022/3 Billions of yen

Revenue (※1)



Operating profit (※2)



Vision

Enable innovations in manufacturing with applied optics application technologies

Major products & Services

Industrial Metrology Business(Laser Radar, X-ray and CT inspection system, in-line measurement, CNC Video Measuring Systems, Industrial microscope)
Optical processing（Machine & Contract processing）, Robot Vision

Non-Contact Large-Volume Inspection System [APDIS]

X-ray and CT Inspection [XT H 225 ST 2x]

CNC Video Measuring System [NEXIV VMZ-S Series]

Optical Processing Machine [Lasermeister102A]

Financial target

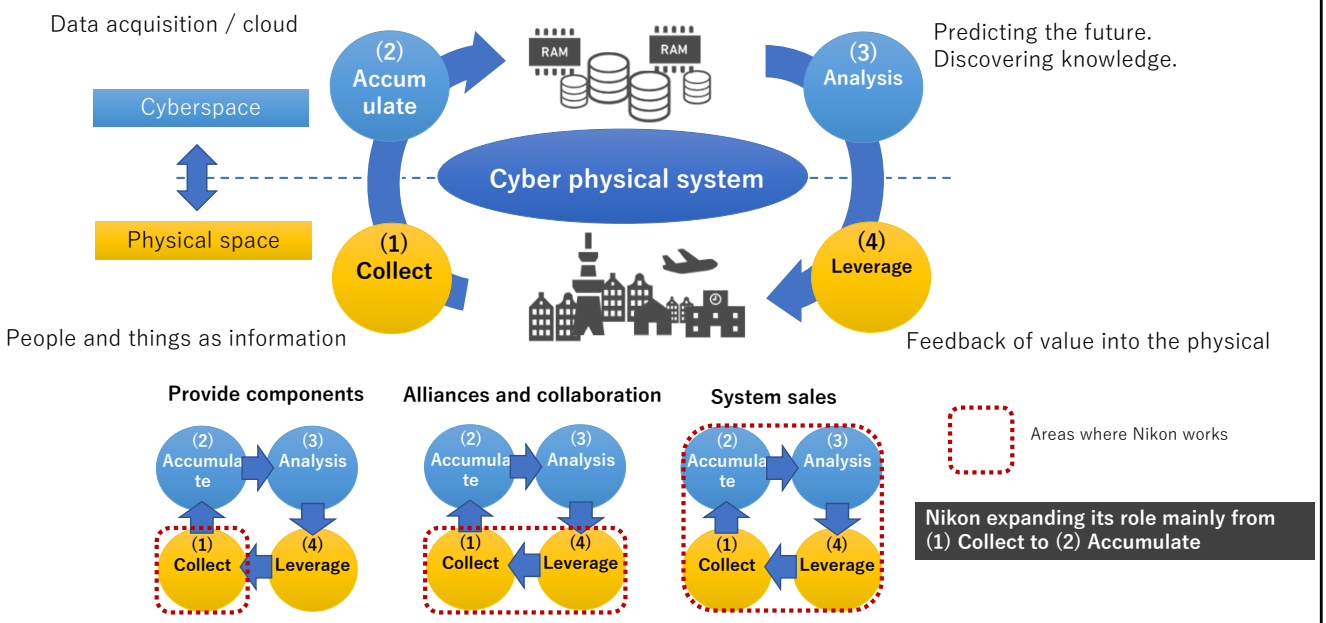
	FY2023/3	FY2026/3
Revenue	¥41.0B (※1)	¥70.0B
Operating profit	¥4.0B (※1)	¥11.0B
OPM	10%	16%

(※1) Reflects the adjustment in the lower right corner of slide 41 from revenue and operating profit of the reporting segment of "Industrial Metrology and Others"
(※2) Operating profit ratio in FY2022/3 is shown before deduction of corporate P/L non-attributable to any reportable segments

- The Digital Manufacturing Business aims to enable innovations in manufacturing with applied optics application technologies.
- It comprises the Industrial Metrology Business Unit and the Material Processing and Robot Vision part of the Digital Solutions Business Unit. Last year, revenue was ¥38B and operating profit was ¥2.9B.
- Calling for revenue to reach ¥70B and operating profit to hit ¥11B in FY2025, the final year of the new Medium-Term Management Plan, we aim for both strong topline growth and continued improvement in profitability.

A Society Where Humans and Machines Co-create

Digital Manufacturing Business



- The Digital Manufacturing Business is where Nikon plays a role within a society where humans and machines co-create.
- Co-creation among humans and machines is often discussed together with cyber physical systems. That means information about people and things from the physical space is converted into data and fed into cyberspace. That data is then accumulated and analyzed to generate new learnings to feedback to the physical space.
- Nikon aims to provide comprehensive systems here. Or we could assist customers building out systems with components used to collect, leverage and/or provide image input and optical based measurement.

Digital Manufacturing: Business Strategy

Digital Manufacturing Business

Operational direction

Laser Radar
- Joint development with customers in automotive, aviation spaces

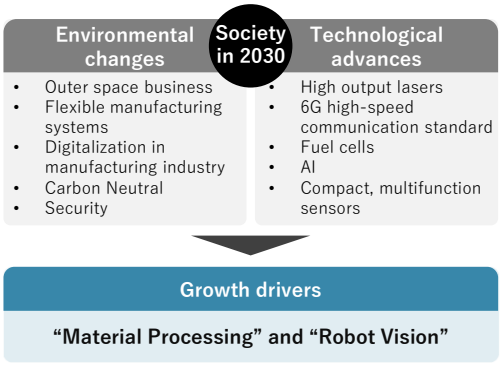
X-ray and CT
- Focus on EV battery inspection

In-line measurement
- Promote digitalization of manufacturing processes

Material Processing
- Deliver three processing technologies (additive, removal and riblet) as end products, components or as contract processing services.

Robot Vision
- Begin in automotive and electronics fields

Trends related to the business



※ Material Processing and Robot Vision are included in the reporting segment of "Components".

- This is an overall view of the Digital Manufacturing Business during the Medium-Term Management Plan period.
- For the time being, we believe that each of the businesses in the Industrial Metrology Business will drive growth.
- As shown on the right, we aim to achieve sustainable sales growth of more than 10% per year by 2030 by scaling up the growth drivers of Material Processing and Robot Vision in light of environmental changes and technological innovation looking out to society in 2030.

Industrial Metrology Business: Business Opportunities

Digital Manufacturing Business

Game changer	EV / 5G					
Target industries	Automotive			Electronic components (automotive)		Semiconductor
Target applications (examples)	Automotive bodies		LIB*	Connectors	PCB*	WLP*
Growth scenarios	Automation of manufacturing processes	Lighter weight (aluminum)	Fire prevention	Re-use	100% inspection of important parts	Automation of manufacturing processes
Delivery of solutions	Combine **Laser Radar** and robots	Combine **X-ray and CT** and autoloaders			Combine **CNC Video Measuring Systems** and autoloaders	
Competitiveness	Nikon's proprietary large-scale space precision measurement	Advantages of high-output x-ray source (High-speed, high-resolution x-ray CT using RT*)			Top market share in Japan and Asia in high-end and mid-range CNC Video Measuring System	

LIB (Lithium-ion battery), PCB (printed circuit board), WLP (wafer level packaging),
RT (rotating target) is a a technology that achieve high output while avoiding high heat by rotating the x-ray light-emitting base.

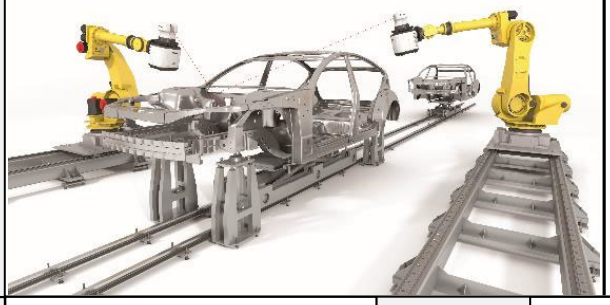
- Here, we summarize business opportunities in the Industrial Metrology Business.
- EV and 5G will be game-changers in this business. So, the target will be the automotive, electronic components for automotive and semiconductor industries.
- Recently, we have been making progress in doing business with many major automobile makers. And we have begun co-creating with the customers in the dynamic electronic components and semiconductor industries, as well.
- In this business, as shown in the yellow section in the middle, we envision growth scenarios based on the applications of our products in each target industry.
- I will discuss the section in blue, the delivery of solutions in more detail.

Laser Radar and In-line Measurement

Digital Manufacturing Business

Bring an innovative measurement solution to the production floor

Nikon's market-leading measurement and inspection technology supports the next step

Solutions Overview			Related video APDIS automotive inline: https://youtu.be/riGBpSc43s4
Strengths	・High-precision: 28um@2m ・High-speed: Throughput 8 times conventional ・Environment: IP54 compliant	Focus points	・Targeting production floors, smaller, lighter, faster
Used by:	1) BMW 2) Stellantis (Chrysler JEEP) 3) US and Japanese automobile OEMs		
Market share (Reference)	2021: 10% Share by install base (business unit research)	Market scale (Reference)	2021: 2,692 units LR TAM for the automotive industry (business unit research)

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- First, I explain about Laser Radar in-line measurement.
- Process automation is progressing at plants across the world in automotive and automotive body applications. We are seeing similar trends in measurement area.
- For example, up to this point, automotive body samples selected for inspection were moved to a measurement room. It took a full day to take measurements using a contact 3D metrology system. Today, sample measurements can be taken on the production floor with almost no relocation using a non-contact 3D metrology system comprising Laser Radar and Robots.
- There is a demand to replace sampling with the inspection of all units on the production line moving forward. Our Laser Radar is a unique product that can take precise measurements in large spaces and will support digitalization on automotive production lines.

X-ray & CT and In-line Measurement

Digital Manufacturing Business

Bring an innovative measurement solution to the production floor

Nikon's market-leading measurement and inspection technology supports the next step

Solutions Overview			Related video LIB inline: https://www.youtube.com/watch?v=yhHsZG7aEj0
Strengths	・High output, high analytical capabilities -225kV Rotating Target ・High-speed CT processing -Helical / Half turn	Focus points	・Automation on production floors, high operating rates, enhanced usability
Used by:	1) Connector and sensor makers 2) EV battery makers 3) Diversified electronics manufacturers		
Market share (Reference)	2021: 20% No. 3 globally (business unit research)	Market scale (Reference)	2021: Approx. ¥30.0B Industrial x-ray system market (business unit research)

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- Next is our X-ray & CT in-line measurement.
- Across the globe, investments in new plants for EV are picking up, including EV bodies and Lithium-ion batteries (LIB).
- A challenge for EVs has been to make the body lighter to improve energy efficiency. Multiple parts have been merged into integrated aluminum molded parts.
- The inspections look for cavities that developed in diecast aluminum integrated parts. There is an urgent need to establish methods to inspect these parts.
- Also, stringent inspections are performed on LIB to ensure high safety levels. Instead of standalone X-ray inspection equipment, due to the large volume of units to inspect within the designated period of time, many batteries are placed in an X-ray machine and inspected all at once.
- We believe that our X-ray/CT product, the 225-RT, can meet these various needs and challenges.
- The product has the advantage of a high output source, which allows for high speed and high resolution, and which only Nikon can offer.

CNC Video Measuring Systems and In-line Measurement

Digital Manufacturing Business

Bring an innovative measurement solution to the production floor

Nikon's market-leading measurement and inspection technology supports the next step

Solutions Overview			Related video NEXIV inline https://youtu.be/P_Y-scMtXzs Wafer loader: https://www.youtube.com/watch?v=EyoupLfKp2Y
Strengths	・High-precision: Stage repeat accuracy 0.5um ・High-speed: Throughput 1.5 times conventional ・Simple: Optimized for automatic illumination	Focus points	Higher-speed measurement for production floors
Used by:	1) Semiconductor backend contract manufacturers 2) Electrical and electronic components makers 3) Automotive parts manufacturers		
Market share (Reference)	2021: Top share Share in Japan and Asia markets for mid/high-end equipment (business unit research)	Market scale (Reference)	2021: Approx.¥50.0B Imaging metrology equipment market (business unit research)

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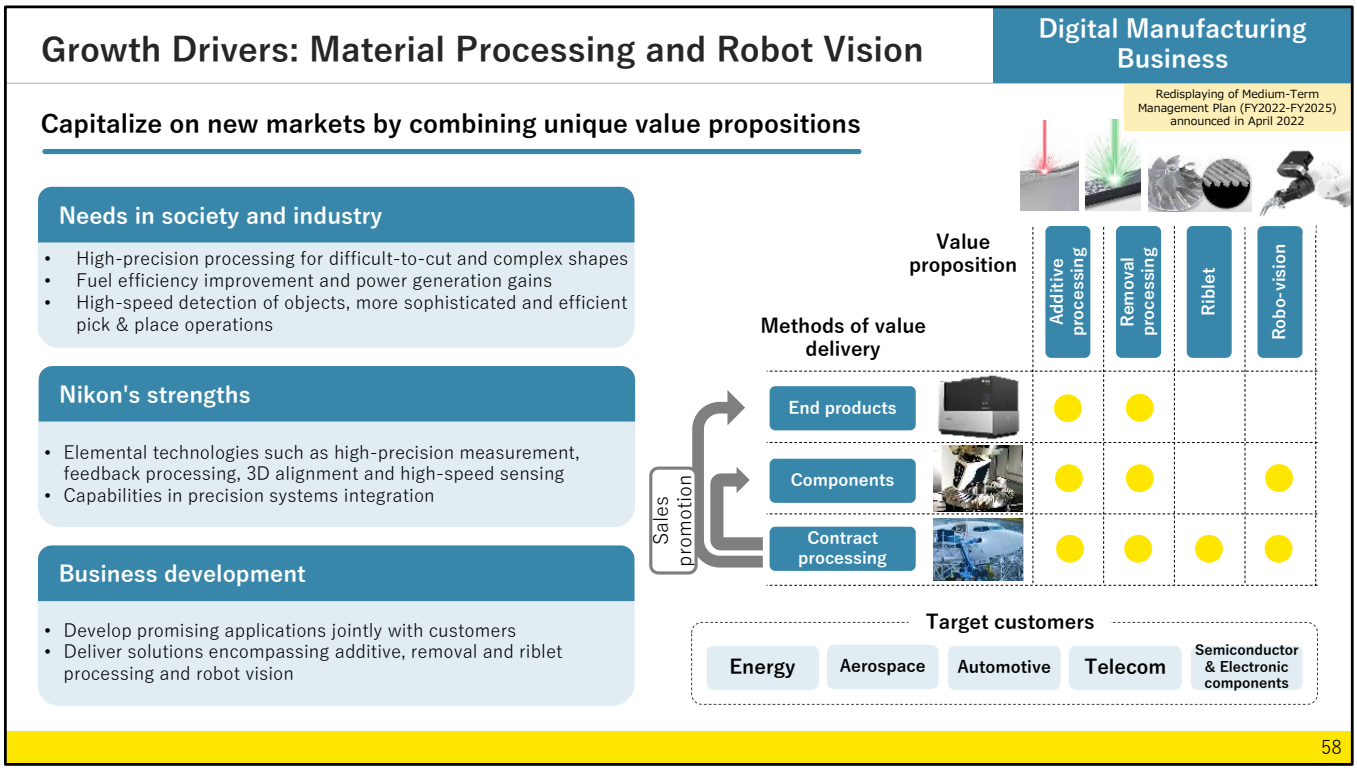
- Let's look at in-line CNC (Computer Numerical Control) Video Measuring Systems, product name NEXIV.
- There are needs for digitalization using imaging metrology in each industry.
- One example is the need for automation on the backend of semiconductor processes, such as wafer level package.
- Our Video Measuring Systems support needs to measure automatic transport and re-wiring layers for a variety of wafer sizes.
- Nikon has top market share for mid- to high-end imaging metrology equipment in Japan and Asia. We plan to retain our strong lead in this market moving forward.



- Next, I will discuss Material Processing and Robot Vision, which we position as a growth driver over the mid-term.
- In the aerospace industry, the primary pursuit of lighter weight generates needs for high-precision processing of complex shapes. Also, achieving greater power generation efficiency in wind power and gas turbine is another challenge.
- Moreover, in the automotive and electronics industries, high-speed detection and advanced pick & place of objects on production lines are also significant challenges.
- Through the development of lithography systems, Nikon has established foundational technologies in high-precision measurement, 3D alignment and high-speed sensing. We also excel at the advanced integration of a variety of systems.
- We have leveraged those strengths in Additive, Removal and Riblet processing, which is a surface microfabrication based on hydrodynamics, and Robot Vision. We deliver those value proposition to customers in the form of end products, components and/or contract processing.

Material Processing and Robot Vision

Digital Manufacturing Business

Initiatives aimed at challenges to scaling up the business

■ **Strategic diversification in the overall business**

- Focus on four, closely related technological areas and grow earnings. Combine together at the same time diversify risk

■ **Down-select customers and applications in each business**

- Start from a business plan based on a broad range of possibilities and acquire core applications and evangelist users

■ **Strengthen business base with well-planned and continued alliances**

- Accelerate scaling up by promoting collaboration and alliances in order to make the best use of internal assets

Additive
High value-added processing for aerospace applications

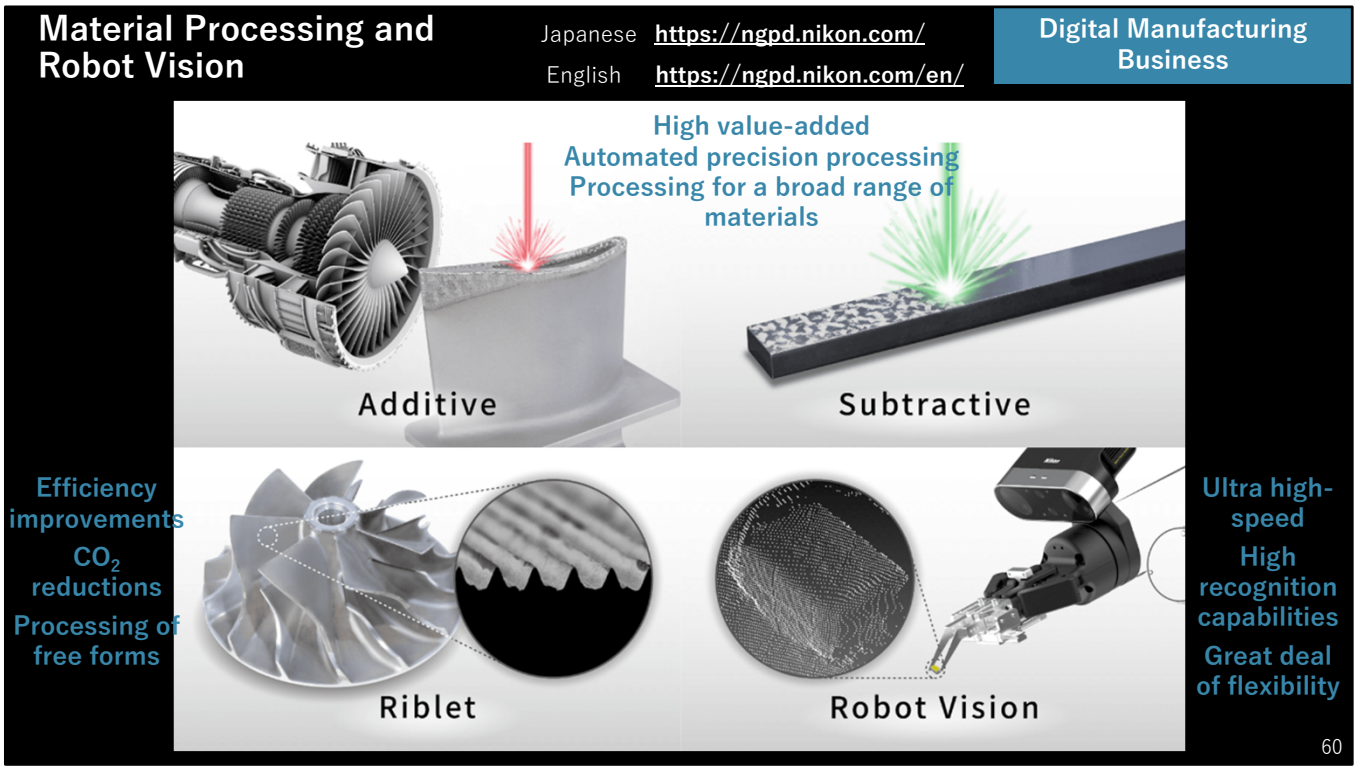
Subtractive
Automated precision processing of dies, tools and difficult-to-machine materials

Riblet
Enhances flight efficiency of airplanes and UAV

Robot Vision
Greater sophistication and efficiency in pick & place of automotive parts

Deliver solutions that change the future of manufacturing while we strengthen our customer and business base

- We first entered the market for Material Processing and Robot Vision with equipment sales.
- We are also expanding our contact with customers by entering the contract processing business.
- We seek to establish solid relationships with target customers and jointly develop promising applications. We aim to support and drive customer innovation.
- At the same time, we strive to scale up the business. In our first round of M&A or alliances, we acquired Morf3D, a US company that provides Additive Manufacturing services to the aerospace industry, in April 2021.
- We will strengthen our customer and business base while we aim to deliver solutions that change the future of manufacturing.



- Please visit our website for details on Material Processing and Robot Vision.
- There, we detail a number of value proposition examples that I did not have time to share today.

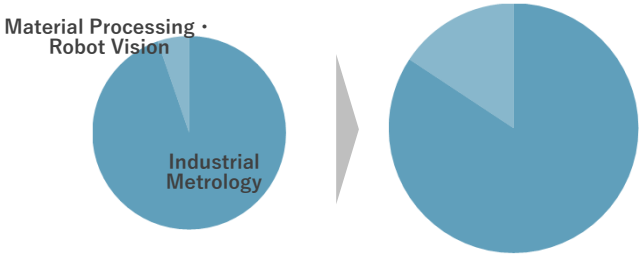
Digital Manufacturing: Earnings Plan

Digital Manufacturing Business

Revenue(※)

FY21
¥38.0B

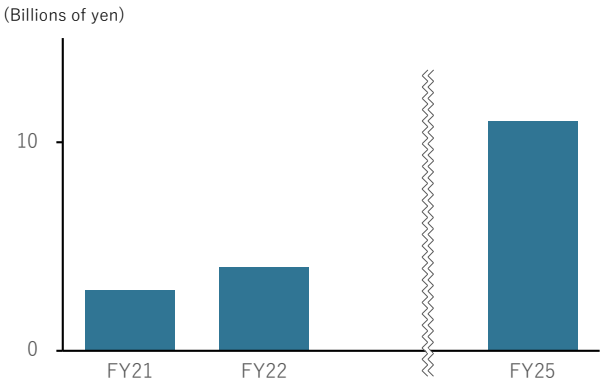
FY25
¥70.0B



(Major products in sub-segment)

Industrial Metrology	Laser Radar, X-ray/CT inspection system, In-line measurement, CNC Video Measuring Systems, Industrial microscope
Digital Solutions	Material Processing (additive, subtractive & riblet processing), Robot Vision

Operating profit(※)



Leverage alliances to get to 10%+ annual revenue growth

(※) Reflects the adjustment in the lower right corner of slide 41 from revenue and operating profit of the reporting segment of "Industrial Metrology and others"

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- Finally, the earnings plan.
- Of our five Businesses, the Digital Manufacturing Business is the smallest in terms of revenue and operating profit today. However, this business will play a role in making Nikon a central player in a society where humans and machines co-create.
- Material Processing and Robot Vision are taking on the challenge of creating value proposition that does not exist today and the scale of sales is still around ¥2B at present. However, through interactions with our leading customers, we sense their potential for sparking innovation in manufacturing by working together with our customers.
- The core businesses today in the Industrial Metrology Business, namely Industrial microscopes and CNC Video Measuring Systems, support earnings. Then, Laser Radar, X-ray & CT inspection systems and in-line measurement are expected to grow their topline. Toward the tail end of the Medium-Term Management Plan, Material Processing and Robot Vision will grow.
- We aim to reach a total of ¥10B+ in operating profit in FY2025 and expect further growth beyond the Medium-Term Management Plan.