

1. Action to implement management that is conscious of cost of capital and stock price

2. Financial results for the year ended March 31, 2023

3. Forecast for the year ending March 31, 2024

Summary for the year ended March 31, 2023



Revenue
¥ 628.1B

- **YoY: Up ¥ 88.5B (Down ¥ 1.9B vs. previous forecast)**
 - Revenue grew substantially in all segments but the Precision Equipment Business.
 - In the Imaging Products Business, revenue grew on higher ASP due to a weaker yen and shift to mid/high-end models.
 - In the Healthcare Business, revenues grew in Life Science Solutions (biological microscopes) and Eye Care Solutions (retinal diagnostic imaging systems).
 - In the Components Business, revenues grew in EUV related components and optical parts and optical components.

Operating profit
¥ 54.9B

- **YoY: Up ¥ 5.0B (Down ¥ 0.1B vs. previous forecast)**
 - Profit grew in all segments but the Precision Equipment Business. Notably, profit grew substantially in the Imaging Products and the Healthcare Businesses thanks to a weaker yen.
 - Total profit grew just ¥5.0B on the substantial decline in profits in the FPD Lithography Business and increased corporate expenses.

Profit attributable to owners of parent
¥ 44.9B

- **YoY: Up ¥ 2.3B (Up ¥ 2.9B vs. previous forecast)**

Shareholder returns

- **Annual dividend ¥ 45: Interim ¥ 20, Year-end ¥ 25 (Up ¥ 5 vs. previous forecast)**
- **Share buyback: Done ¥ 30.0B**
- **Cancellation of shares: all the repurchased stock above (21.45M shares) plus 5.00M shares of treasury stock**

The year ended March 31, 2023: Financial Highlights



Billions of Yen	FY2022/3	Previous Forecast	FY2023/3	Change		Change	
	Actual (A)	(Feb. 9) (B)	Actual (C)	Amount (C)-(A)	% (C)/(A)	Amount (C)-(B)	% (C)/(B)
Revenue	539.6	630.0	628.1	+88.5	+16.4%	-1.9	-0.3%
Operating profit % vs Revenue	49.9 9.3%	55.0 8.7%	54.9 8.7%	+5.0	+10.0%	-0.1	-0.2%
Profit before tax % vs Revenue	57.0 10.6%	57.0 9.0%	57.0 9.1%	±0.0	-0.1%	±0.0	+0.1%
Profit attributable to owners of parent % vs Revenue	42.6 7.9%	42.0 6.7%	44.9 7.2%	+2.3	+5.3%	+2.9	+7.0%
ROE	7.5%	7.0%	7.4%	-0.1P	-	+0.4P	-
FCF	30.9	-	-112.1	-143.0	-	-	-
Annual Dividends	¥40	¥40	¥45	+¥5	-	+¥5	-
Exchange Rate: US\$	¥112	¥135	¥135	Impact on Revenue			
				+49.8		+1.0	
EURO	¥131	¥139	¥141	Impact on Operating profit			
				+14.7		-0.5	

Revenue, operating profit and profit attributable to owners of parent grew YoY.
Substantial negative FCF due to SLM acquisition.

The year ended March 31, 2023: Performance by Segment

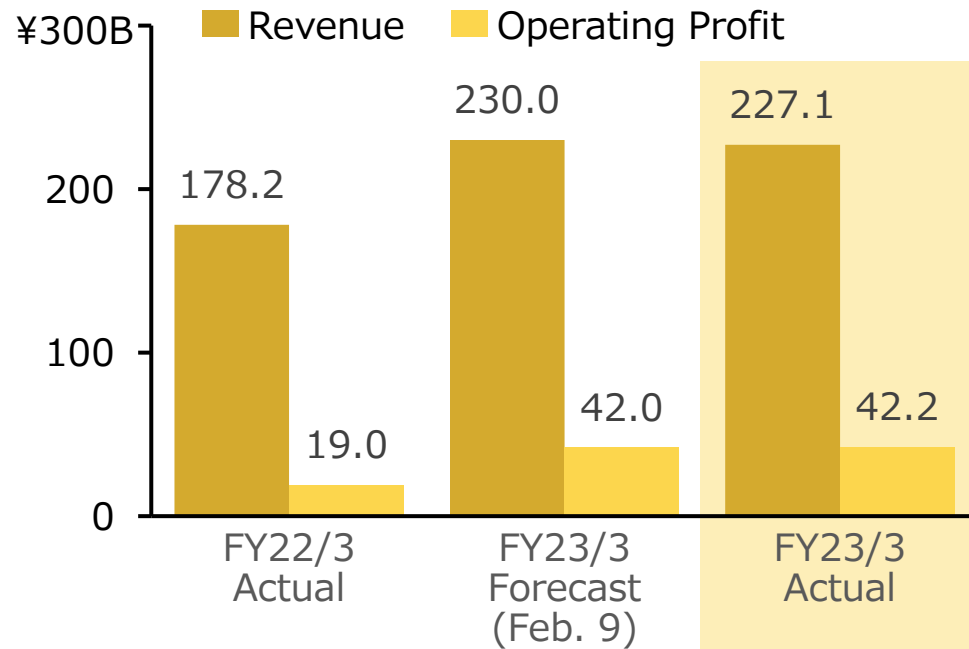


Billions of Yen		FY2022/3	Previous Forecast	FY2023/3	Change		Change	
		Actual (A)	(Feb. 9) (B)	Actual (C)	Amount (C)-(A)	% (C)/(A)	Amount (C)-(B)	% (C)/(B)
Imaging Products Business	Revenue	178.2	230.0	227.1	+48.9	+27.4%	-2.9	-1.3%
	Operating profit	19.0	42.0	42.2	+23.2	+121.4%	+0.2	+0.5%
	% vs Revenue	10.7%	18.3%	18.6%	+7.9P		+0.3P	
Precision Equipment Business	Revenue	211.2	210.0	203.2	-8.0	-3.8%	-6.8	-3.2%
	Operating profit	39.4	24.0	24.3	-15.1	-38.2%	+0.3	+1.6%
	% vs Revenue	18.7%	11.4%	12.0%	-6.7P		+0.6P	
Healthcare Business	Revenue	73.2	93.0	99.3	+26.1	+35.7%	+6.3	+6.9%
	Operating profit	4.3	8.0	11.5	+7.2	+164.1%	+3.5	+44.8%
	% vs Revenue	6.0%	8.6%	11.7%	+5.7P		+3.1P	
Components Business	Revenue	40.8	53.0	53.9	+13.1	+32.0%	+0.9	+1.8%
	Operating profit	12.7	18.0	14.6	+1.9	+15.3%	-3.4	-18.5%
	% vs Revenue	31.1%	34.0%	27.2%	-3.9P		-6.8P	
Industrial Metrology and Others	Revenue	36.0	44.0	44.3	+8.3	+23.1%	+0.3	+0.9%
	Operating profit	2.9	3.5	3.6	+0.7	+22.4%	+0.1	+3.6%
	% vs Revenue	8.2%	8.0%	8.2%	±0.0P		+0.2P	
Corporate expenses, etc.	Operating profit	-28.6	-40.5	-41.5	-12.9	-	-1.0	-
Consolidated	Revenue	539.6	630.0	628.1	+88.5	+16.4%	-1.9	-0.3%
	Operating profit	49.9	55.0	54.9	+5.0	+10.0%	-0.1	-0.2%
	% vs Revenue	9.3%	8.7%	8.7%	-0.6P		±0.0P	

Note: The name of "Corporate P/L non-attributable to any reportable segment" is changed to "Corporate expenses, etc.".

In FY2023/3, "Next Generation Project Div." is transferred from Precision Equipment Business to "Corporate expenses, etc.", and retroactively applied to the FY2022/3.

The year ended March 31, 2023: Imaging Products Business



• Revenue: Up ¥48.9B YoY (Down ¥2.9B vs. previous forecast)

- Parts procurement constraints were resolved and the market for digital cameras-interchangeable lens type grew.
- Nikon advanced its shift to mirrorless cameras and interchangeable lenses for mirrorless cameras.
- Focused on mid/high-end cameras targeting pro/hobbyists and ASP grew.
- Revenue grew with help from a weaker yen.

• Operating Profit: Up ¥23.2B YoY (Up ¥0.2B vs. previous forecast)

- Profit grew substantially on increased sales volumes of mid/high-end cameras, higher ASP and a weaker yen.

Digital Camera-Interchangeable Lens type (units: 1,000)

Market Scale	5,120	5,800	5,810
Nikon	700	700	700

Interchangeable Lens (units:1,000)

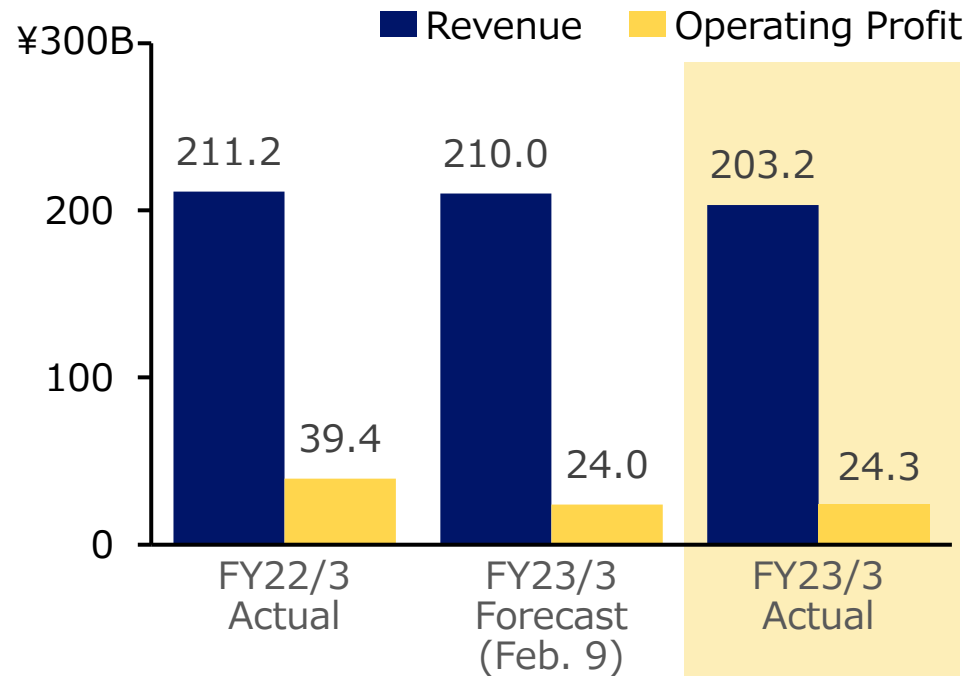
Market Scale	9,390	9,800	9,400
Nikon	1,270	1,150	1,160

Compact DSC (units:1,000)

Market Scale	2,720	2,000	1,990
Nikon	190	100	110

Note: Compact DSC : A camera equipped with uncatchable lens and do not have the function to replace lenses. (Eligible products of Nikon: COOLPIX P1000, P950, etc.)

The year ended March 31, 2023: Precision Equipment Business



• Revenue: Down ¥8.0B YoY (Down ¥6.8B vs. previous forecast)

- FPD lithography system revenue declined on lower sales volumes compared to last year, due to reduced customer capex resulting from falling panel prices.
- Semiconductor lithography system revenue grew YoY on increased sales volumes of mainly new ArF lithography systems.
- Compared to the previous forecast, we missed plan mainly because one ArF immersion lithography system was delayed into the following year.

• Operating profit: Down ¥15.1B YoY (Up ¥0.3B vs. previous forecast)

- Compared to last year, total profit in the Precision Equipment Business declined on reduced sales volumes in FPD lithography systems, despite increased sales volumes in semiconductor lithography systems.

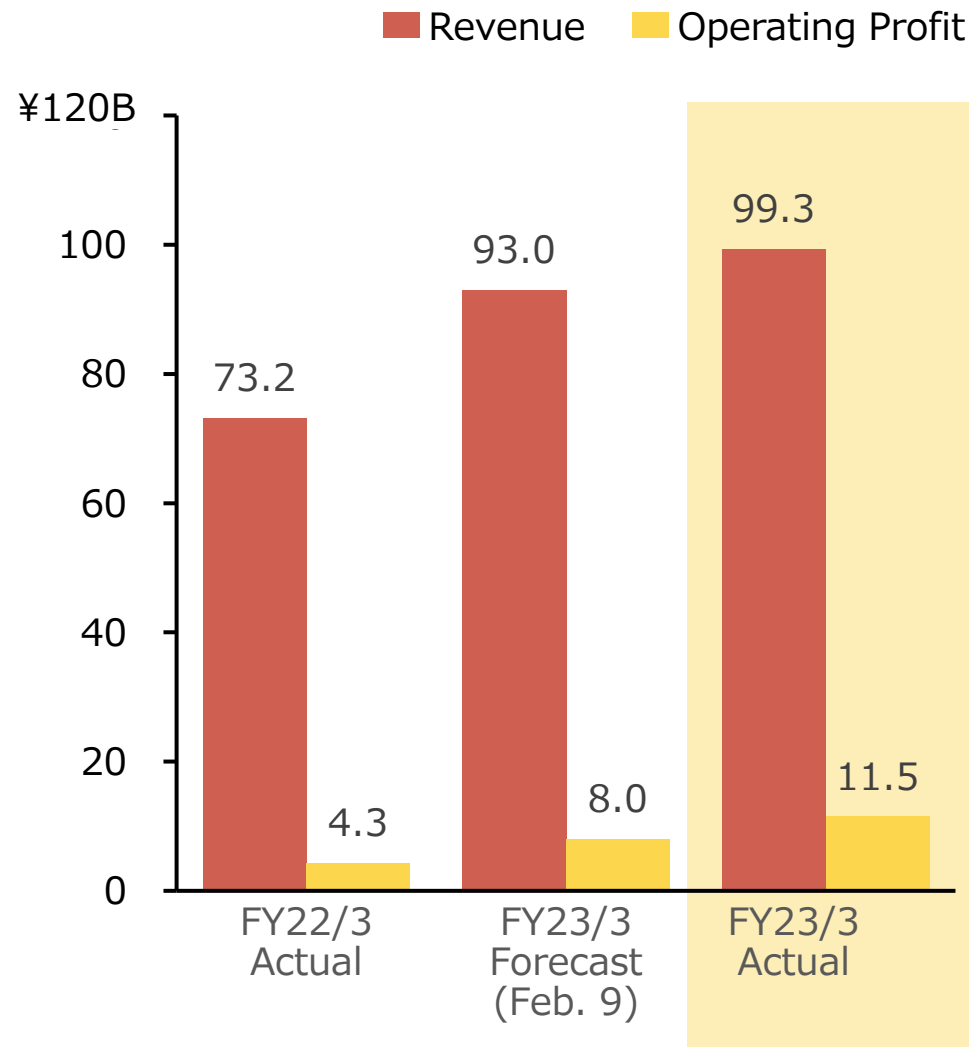
FPD Lithography Systems (units)

Market Scale (CY21/22)	116	79	79
Nikon	46	29	29

Semiconductor Lithography Systems (New/Refurbished, units)

Market Scale (CY21/22)	390	480	480
Nikon	17/18	28/18	27/18

Note: In FY2023/3, "Next Generation Project Div." is transferred from Precision Equipment Business to "Corporate expenses, etc.", and retroactively applied to the FY2022/3.



• Revenue: Up ¥26.1B YoY

(Up ¥6.3B vs. previous forecast)

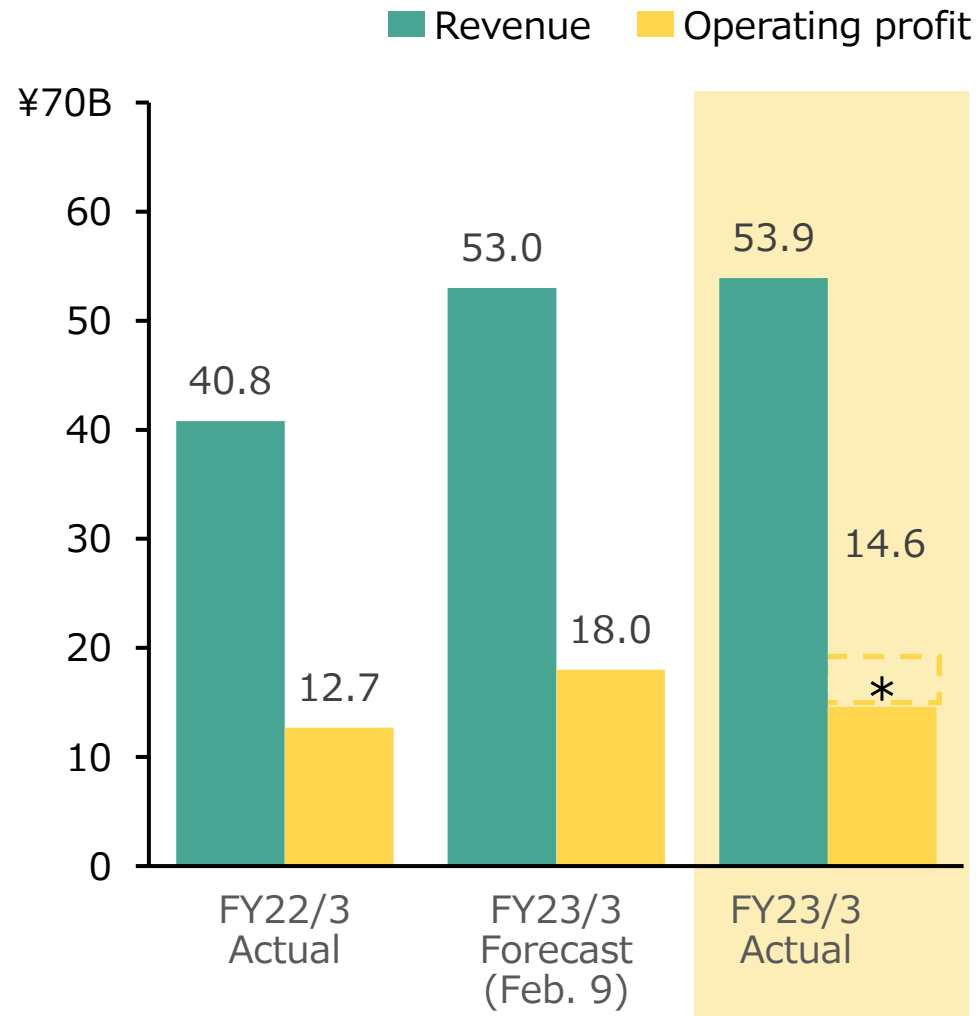
- In Life Science Solutions (biological microscopes), we made progress expanding sales of new products and in the private sector markets mainly in North America, but also in China and other regions.
- In Eye Care Solutions (retinal diagnostic imaging systems), we won large-scale orders in North America and increased sales in Asia.
- Revenue grew substantially with help from a weaker yen.
- Compared to the previous forecast, revenues beat substantially thanks to minimized impact from parts and logistics constraints.

• Operating Profit: Up ¥7.2B YoY

(Up ¥3.5B vs. previous forecast)

- Profit grew substantially on increased revenues in Life Science Solutions and Eye Care Solutions and a weaker yen.

The year ended March 31, 2023: Components Business



• Revenue: Up ¥13.1B YoY

(Up ¥0.9B vs. previous forecast)

- EUV related components, optical parts and optical components for semiconductor-related products and photomask substrates for FPD contributed to increased revenues.

• Operating profit: Up ¥1.9B YoY

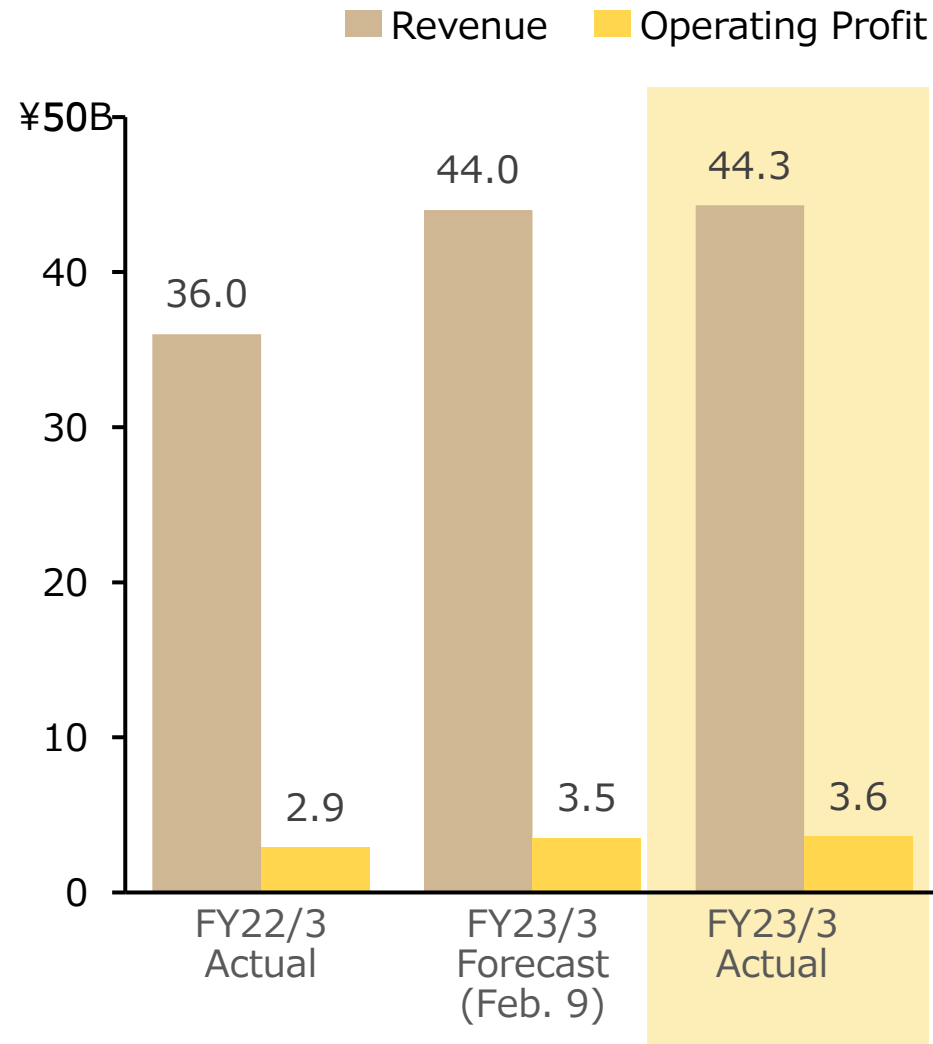
(Down ¥3.4B vs. previous forecast)

- Profit grew YoY on increased revenues from sales expansion.
- Mostly in line with previous forecast, excluding the ¥3.9B impairment losses of Morf3D.
- Morf3D is our US subsidiary in contract processing for additive manufacturing. Transferred to the Digital Manufacturing Business beginning April 2023.

(See slide 29 for background to the impairment losses.)

* Impairment losses of Morf3D

The year ended March 31, 2023: Industrial Metrology and Others



- **Revenue: Up ¥8.3B YoY**

(Up ¥0.3B vs. previous forecast)

- In the Industrial Metrology Business, revenue grew YoY on solid sales of video measuring systems and X-ray and CT systems, etc.
- Revenue grew YoY on newly consolidated SLM included under the "Others".

*SLM was transferred to the Digital Manufacturing Business beginning FY2023.

- **Operating Profit: Up ¥0.7B YoY**

(Up ¥0.1B vs. previous forecast)

- In the Industrial Metrology Business, profit grew on increased revenues.
- Profit grew at domestic production subsidiaries included under the "Others".
- The depreciation cost of intangible assets obtained by the SLM acquisition was booked only for the three months from Jan to Mar 2023. (See slide 29 for the depreciation cost of intangible assets and others obtained by the SLM acquisition.)

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3. Forecast for the year ending March 31, 2024

Summary for forecast for the year ending March 31, 2024



Revenue
¥ 665.0B

- **Company total forecast: Up ¥ 36.9B YoY**
 - The Imaging Products Business revenue to grow on increased sales volumes of mirrorless cameras.
 - The Precision Equipment Business revenue to grow as revenue growth in the Semiconductor Lithography Business outstrips the decline in the FPD Lithography Business.
 - The Digital Manufacturing Business revenue to grow on full-year contribution from SLM, which became a consolidated subsidiary last fiscal year.

Operating Profit
¥ 43.0B

- **Company total forecast: Down ¥ 11.9B YoY**
 - The Imaging Products Business to maintain high margins even as market normalization and dissipating effects of a weaker yen drive profits lower.
 - The Precision Equipment Business profit to decline as increased profit in the Semiconductor Lithography Business is unable to absorb the decline in the FPD Lithography Business.
 - The Healthcare Business and the Components Business see strength from continued business expansion momentum.
 - The newly established Digital Manufacturing Business will start with an operating loss under the burden of depreciation resulting from the SLM acquisition and R&D expenditures.

Profit attributable to owners of parent
¥ 35.0B

- **Company total forecast: Down ¥ 9.9B YoY**

Shareholder returns

- **Annual dividend planned: ¥ 50, up ¥ 5 YoY (interim ¥25, year-end ¥25)**

Exchange rate

- **US\$ ¥130, EURO ¥140**

Forecast for the year ending March 31, 2024: Financial Highlights



Billions of Yen	FY2023/3	FY2024/3	Change	
	Actual (A)	Forecast (B)	Amount (B)-(A)	% (B)/(A)
Revenue	628.1	665.0	+36.9	+5.9%
Operating profit % vs Revenue	54.9 8.7%	43.0 6.5%	-11.9	-21.7%
Profit before tax % vs Revenue	57.0 9.1%	46.0 6.9%	-11.0	-19.4%
Profit attributable to owners of parent % vs Revenue	44.9 7.2%	35.0 5.3%	-9.9	-22.1%
ROE	7.4%	5.6%	-1.8P	-
EPS	¥125.46	¥101.11	-¥24.35	-
Annual Dividends	¥45	¥50	+¥5	-
Exchange Rate: US\$	¥135	¥130	Impact on Revenue -10.1	
EURO	¥141	¥140	Impact on Operating profit -2.4	

Note: EPS (Basic Earnings per Share) = Profit attributable to owners of parent / Average number of shares during the term.
(EPS is calculated by approx. 358M shares for FY2023/3 actual and approx. 346M shares for FY2024/3 forecast.)

Revision of reporting business segments



Old Segment	Business Unit (BU)			Business Unit (BU)		New Segment
Imaging Products	Imaging BU		→	Imaging BU		Imaging Products
Precision Equipment	FPD Lithography BU	→		Precision Equipment Group	FPD Lithography BU	Precision Equipment
	Semiconductor Lithography BU			Semiconductor Lithography BU		
Healthcare	Healthcare BU			Healthcare BU		Healthcare
Components	Customized Products BU			Customized Products BU		Components
	Glass BU			Glass BU		
	Digital Solutions BU	Optical components, etc.		Digital Solutions BU		
Industrial Metrology and Others	Industrial Metrology BU		→	Industrial Metrology BU		Digital Manufacturing
	Others		→	Advanced Manufacturing BU		
		SLM			Others*	
Corporate expenses, etc.	Headquarters division of the parent company			Headquarters division of the parent company		Corporate expenses, etc.
		Next Generation Project Division	(partly)		Next Generation Project Division	

Departments and subsidiaries in the Material Processing Business have been consolidated under the Advanced Manufacturing BU and combined with the Industrial Metrology BU to make up the Digital Manufacturing Business segment (aligns with Medium-Term Management Plan business domain).

*From FY2024/3, domestic production subsidiaries under the Precision Equipment Business have been transferred to the Production Division included under the Others segment

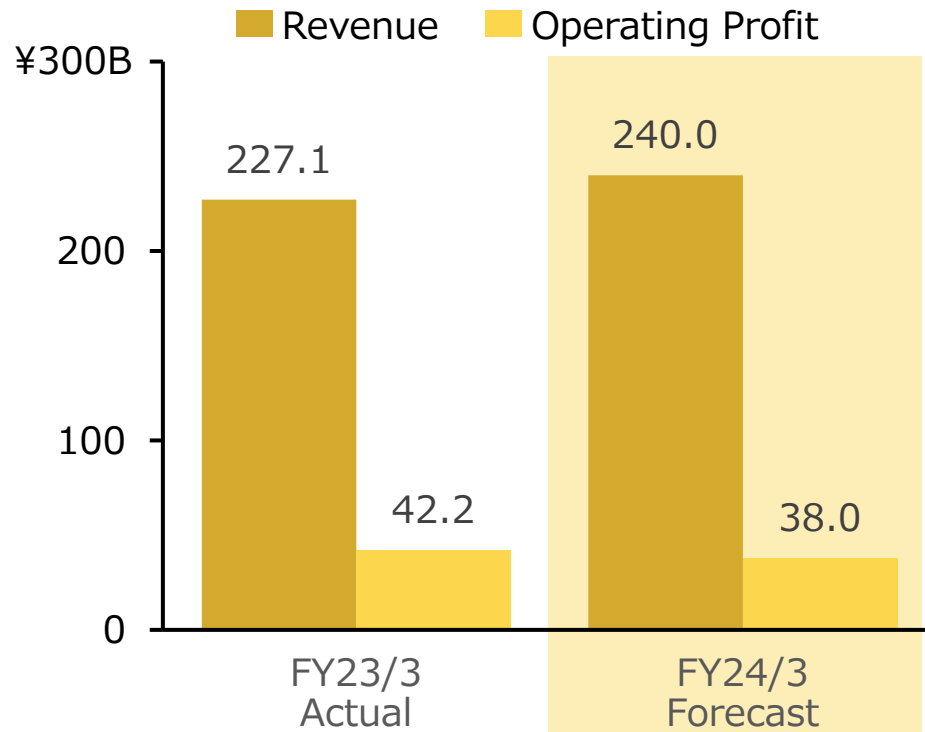
Forecast for the year ending March 31, 2024: Forecast by Segment (New Segment)



Billions of Yen		FY2023/3	FY2024/3	Change	
		Actual (A)	Forecast (B)	Amount (B)-(A)	% (B)/(A)
Imaging Products Business	Revenue	227.1	240.0	+12.9	+5.7%
	Operating profit	42.2	38.0	-4.2	-10.0%
	% vs Revenue	18.6%	15.8%	-2.8P	
Precision Equipment Business	Revenue	203.2	210.0	+6.8	+3.3%
	Operating profit	24.5	15.0	-9.5	-38.9%
	% vs Revenue	12.1%	7.1%	-5.0P	
Healthcare Business	Revenue	99.3	95.0	-4.3	-4.4%
	Operating profit	11.5	11.0	-0.5	-5.0%
	% vs Revenue	11.7%	11.6%	-0.1P	
Components Business	Revenue	53.0	53.0	±0.0	-0.1%
	Operating profit	22.0	20.0	-2.0	-9.4%
	% vs Revenue	41.6%	37.7%	-3.9P	
Digital Manufacturing Business	Revenue	42.0	64.0	+22.0	+52.1%
	Operating profit	-10.1	-9.0	+1.1	-
	% vs Revenue	-24.1%	-14.1%	+10.0P	
Others (incl. Corporate expenses, etc.)	Revenue	3.2	3.0	-0.2	-7.1%
	Operating profit	-35.3	-32.0	+3.3	-
Consolidated	Revenue	628.1	665.0	+36.9	+5.9%
	Operating profit	54.9	43.0	-11.9	-21.7%
	% vs Revenue	8.7%	6.5%	-2.2P	

Note: FY2023/3 results have been re-stated to reflect segmentation changes.

Forecast for the year ending March 31, 2024: Imaging Products Business



• Revenue: Up ¥12.9B YoY

- Forecast continued contraction in entry level models in the market for digital camera-interchangeable lens type.
- Nikon will continue its focus on shifting toward mid/high-end cameras.
- Expect increased sales volumes of mirrorless cameras and interchangeable lenses for mirrorless cameras with the launch of new products, such as the Z 8.
- Revenue to grow on improved product mix and higher ASP.

• Operating Profit: Down ¥4.2B YoY

- Profit to decline on increased expenses, such as higher sales promotion expenses in response to the resolution of parts procurement constraints and market normalization.
- Projecting the benefits of a weaker yen to dissipate.
- Expecting operating margin in the 15% range, which beats assumptions in our Medium-Term Management Plan.

Digital Camera-Interchangeable Lens type (units: 1,000)

Market Scale	5,810	5,500
Nikon	700	700

Interchangeable Lens (units:1,000)

Market Scale	9,400	9,200
Nikon	1,160	1,150

Semiconductor manufacturing process and Nikon products

Equipment

Precision Equipment Business



ArF Immersion Scanners
NSR-S635E



Alignment Stations
Litho Booster



Automatic Macro Inspection Systems
AMI-5700



Wafer Inspection Systems
OST-3200

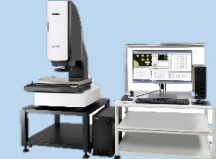


Illumination System for Image Sensor Inspection
N-SIS9

Digital Manufacturing Business



Industrial Microscope
ECLIPSE series + Wafer Loader



Video Measuring System
NEXIV VMZ series

Install to semiconductor manufacturers

Manufacturing process

Wafer process

Deposition

Exposure

Inspection

Packaging process

Substrate manufacturing

Packaging

Inspection

Supply to manufacturing equipment and inspection/measurement equipment manufacturers (integrators)

Components

Components Business

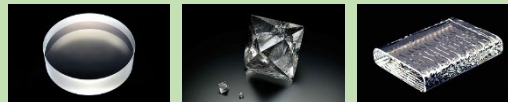
Encoders for handling Robots



Machine vision camera for monitoring production lines and equipment (LuFact)



Optical Materials



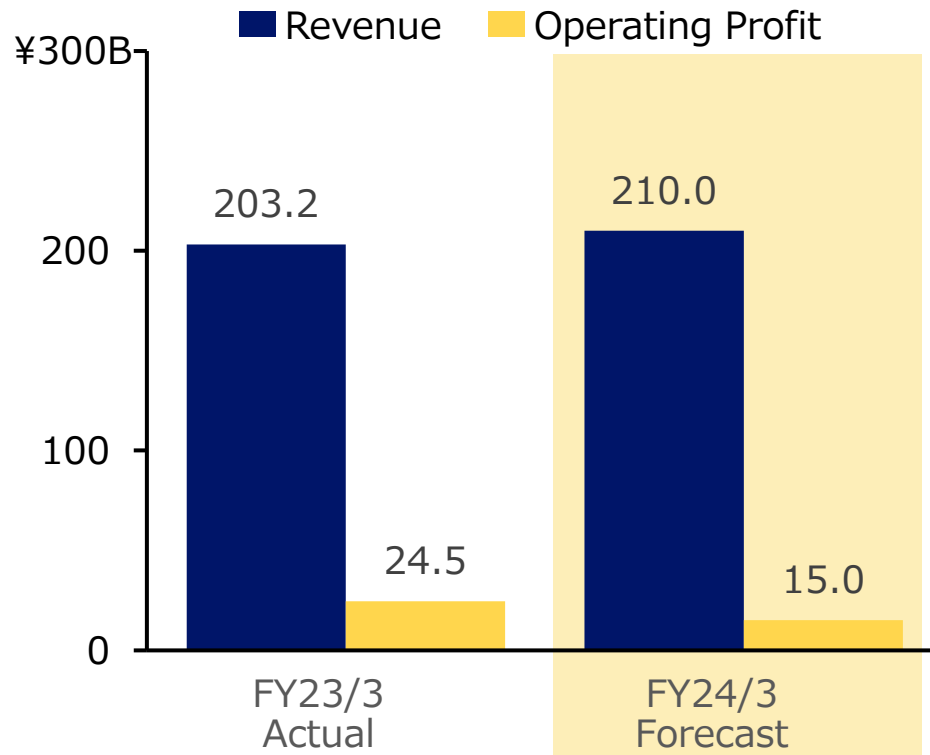
Optical Components



High-resolution Industrial Lenses (Rayfact)



Forecast for the year ending March 31, 2024: Precision Equipment Business



• Revenue: Up ¥6.8B YoY

- FPD lithography system revenue to decline on substantial decrease in sales volumes due to delays in customer capex.
- Semiconductor lithography system revenue to grow on expanded sales to customers other than our core customer despite lull in demand for capex.
- The total Precision Equipment Business revenue to grow despite lower revenue in service business due to stagnant market condition.

• Operating Profit: Down ¥9.5B YoY

- FPD lithography system profit to decline substantially on lower sales volumes.
- Semiconductor lithography system profit to grow on increased sales volumes of ArF lithography systems.
- The total Precision Equipment Business profit to decline as increased profit in the Semiconductor Lithography Business will be unable to absorb the decline in the FPD Lithography Business.

FPD Lithography Systems (units)

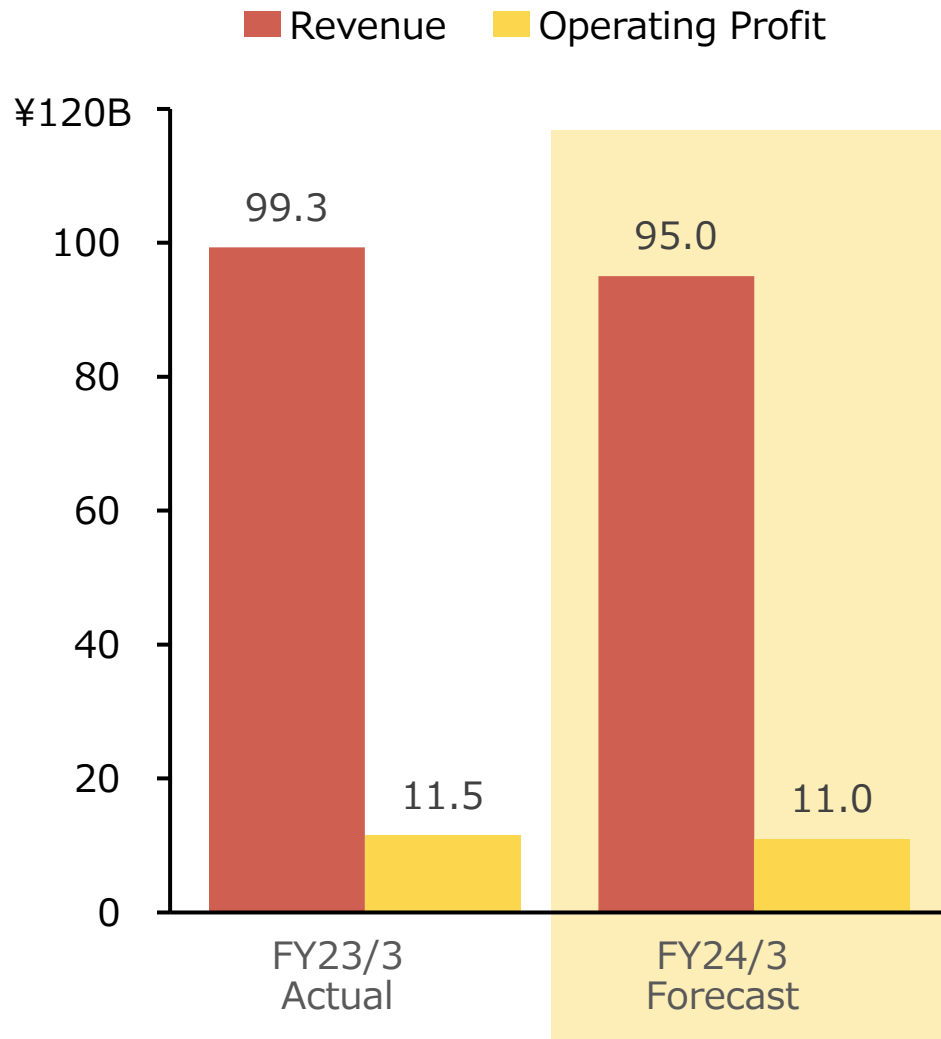
Market Scale (CY22/23)	79	50
Nikon	29	12

Semiconductor Lithography Systems (New/Refurbished, units)

Market Scale (CY22/23)	480	430
Nikon	27/18	33/15

Note: FY2023/3 results have been re-stated to reflect segmentation changes.

Forecast for the year ending March 31, 2024: Healthcare Business



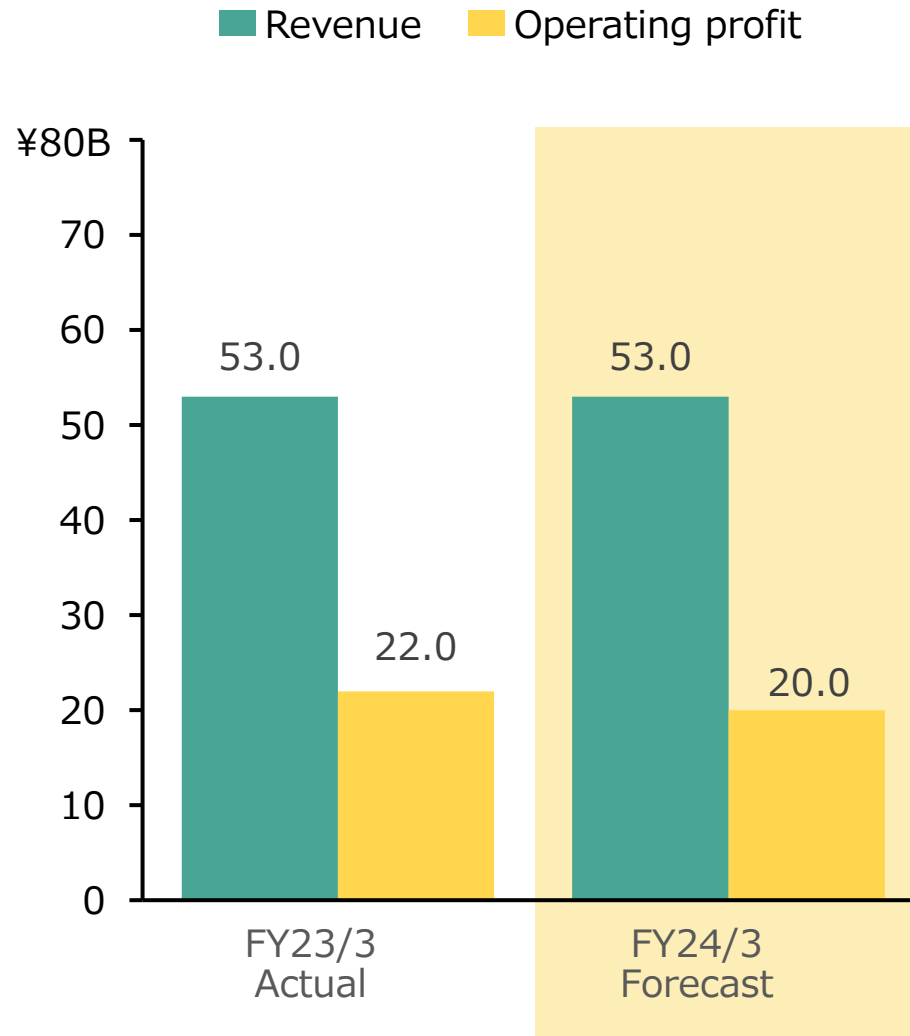
- **Revenue: Down ¥4.3B YoY**

- In Life Science Solutions (biological microscopes), we expect sales expansion mainly in North America and China on development of the private sector market and strengthening of drug discovery support and solutions.
- In Eye Care Solutions (retinal diagnostic imaging systems), we expect revenue to decline despite stable growth in retinal diagnostic imaging systems as the effects of last year's major deals disappear.
- Despite overall strength, revenue to decline moderately as the effects of a weaker yen dissipate.

- **Operating Profit: Down ¥0.5B YoY**

- Profit to remain at same level, except for the effects of weaker yen dissipation.

Forecast for the year ending March 31, 2024: Components Business



- **Revenue: Same level YoY**

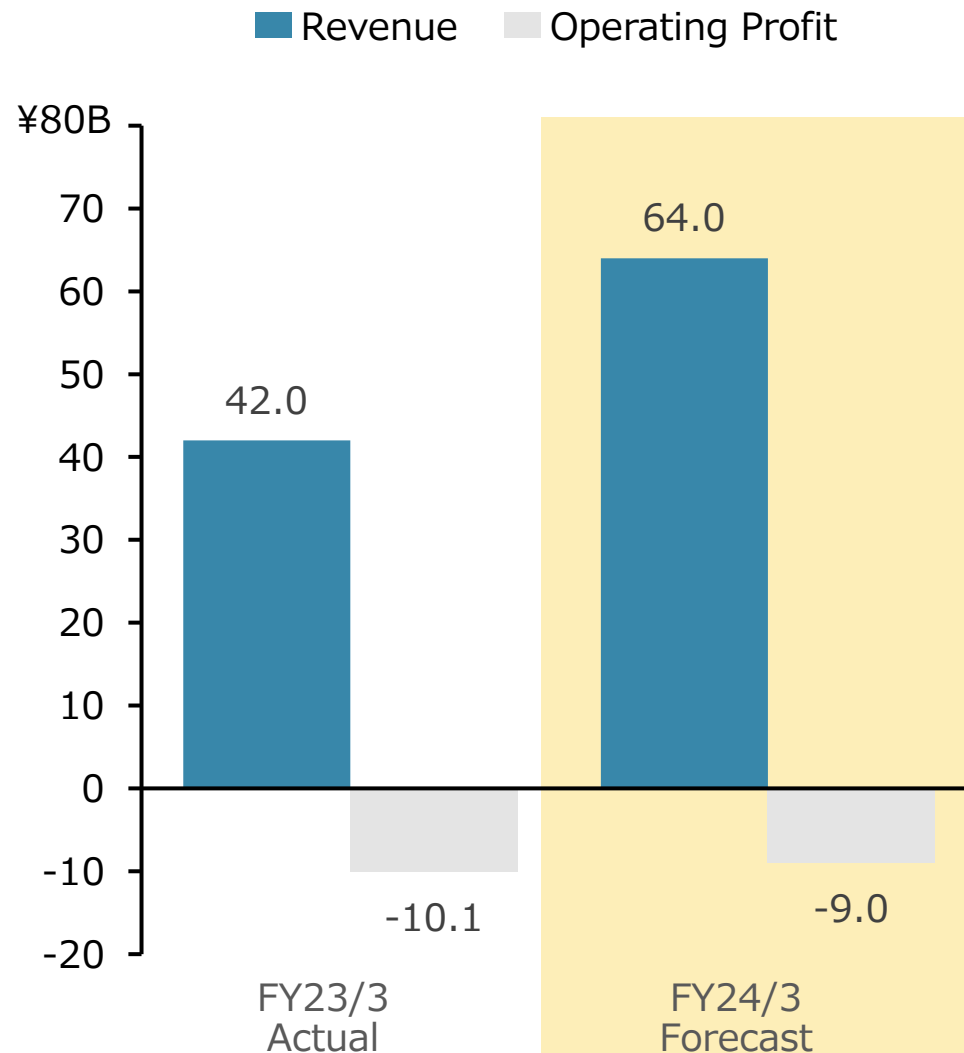
- Strength in EUV related components.
- Sales of optical parts and optical components to remain solid on continued strength in demand despite adjustment phase in semiconductor market.
- The total business flat due to lower revenues for customized orders outside of semiconductor related fields.

- **Operating profit: Down ¥2.0B YoY**

- Profit to decline in semiconductor related fields, impacted by a lull in the collection of upfront investment in some component products to enter mass production phase.
- The total Components Business to maintain high operating margin north of 35%.

Note: FY2023/3 results have been re-stated to reflect segmentation changes.

Forecast for the year ending March 31, 2024: Digital Manufacturing Business



• Revenue:

- A new segment comprising the Industrial Metrology BU and the newly formed Advanced Manufacturing (ADM) BU.
- The Industrial Metrology Business revenue to grow on expanded sales of video measuring systems and X-ray and CT systems, etc.
- Started* procedures for the acquisition of Avonix Imaging LLC (US) to strengthen development, manufacturing and sales in our X-ray business.
- Total segment revenue to reach ¥64.0B with the full-year contribution from SLM, which was acquired last fiscal year.

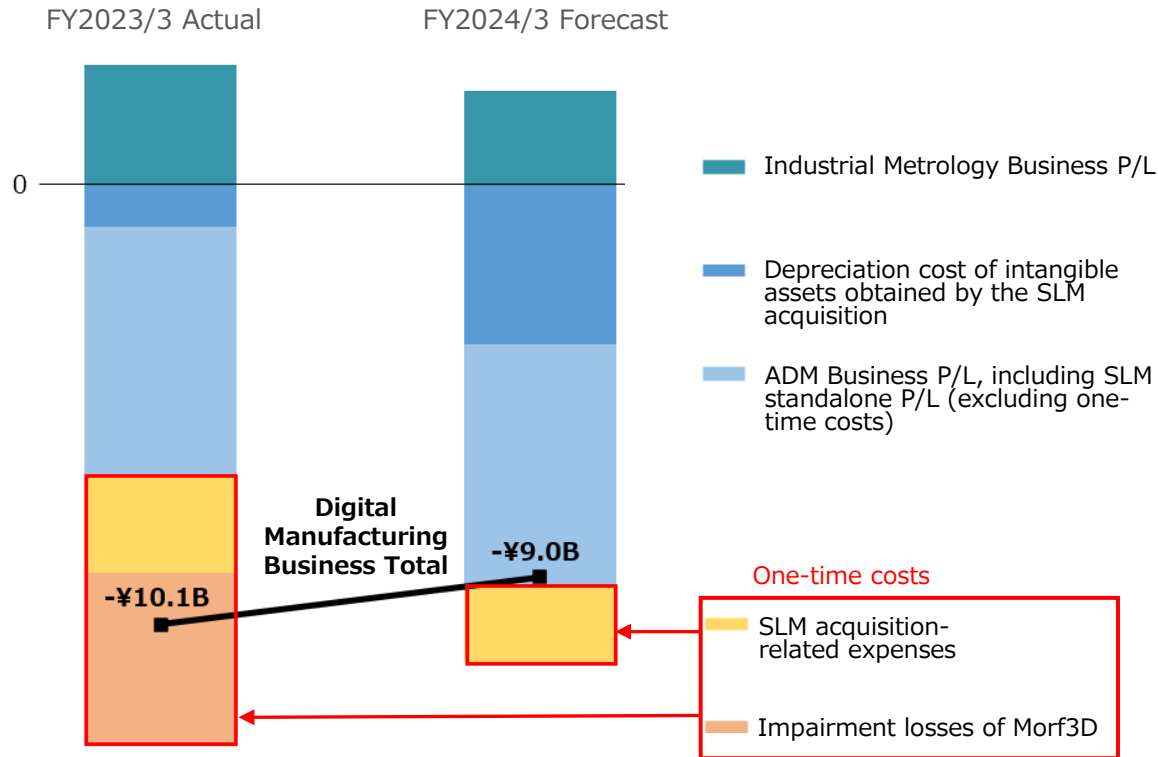
• Operating profit:

- The Industrial Metrology Business profit to decline modestly YoY due to upfront investments and a one-time spike in materials costs, despite profit growth from increased sales.
- Operating profit in the ADM Business will be loss on the impact of upfront investments such as R&D costs, one-time costs associated with setting up the new BU, and the depreciation cost of intangible assets obtained by the SLM acquisition (approx. -¥3.6B).
- The total Digital Manufacturing Business will make an operating loss.

Note: FY2023/3 results have been re-stated to reflect segmentation changes.

*Pending acquisition of necessary permits and licenses and satisfaction of closing terms & conditions.

Digital Manufacturing Business Operating Profit Breakdown



Note: The depreciation cost of intangible assets obtained by the SLM acquisition is booked only for the three months from Jan to Mar 2023 in FY2023/3 actual.

Impairment losses of Morf3D (- ¥ 3.9B)

- Reviewing the position of Morf3D in its overall ADM business strategy.
- In addition to the existing contract processing business, planning to utilize Morf3D's capabilities and various licenses in the aerospace, aviation, defense, and other fields to develop additional processing applications.
- Reevaluated the value of the company's assets and posted an impairment losses on fixed assets, goodwill, etc.

SLM acquisition PPA

- Acquisition price: ¥81.2B. (92.38% ownership stake)
- In Jan23, booked ¥33.6B in intangible assets and ¥47.7B in goodwill.

Account	content of asset	Amount	Depreciation years
Intangible assets	Technological assets	¥33.1B	10
	Customer-related assets	¥0.4B	1
Goodwill		¥47.7B	—

Note: FX rate is ¥141.47/EURO

SLM standalone business performance

- (from the disclosures as of March 23 as a publicity-traded company in Germany)
- EBITDA for FY 2022 (Jan-Dec) of -7.8M EURO. On a quarterly basis, SLM posted 3 consecutive quarters of positive operational profitability except for 1 quarter (2022 Jan-Mar), excluding expenses related to Nikon takeover.
 - Outlook for FY23: The Management Board expects a significantly improved EBITDA for FY23. Dirk Ackermann, CFO of SLM: "Having already achieved break-even profitability on a quarterly basis, we now look forward to further improving our operational profitability in FY23."

SLM PMI is progressing well.

Aim to quickly make the Digital Manufacturing Business profitable.