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Message From the President



Guided by Responsibility and Resolve

My name is Yasuhiro Ohmura, and I assumed the position of Representative Director and President, CEO in April 2026. I want to express my gratitude to all of our stakeholders for your continued support of Nikon.

Nikon took on numerous challenges to develop new businesses under our previous Medium-Term Management Plan (FY2022-FY2025). While we achieved some success, rapid changes in the market environment and resources being spread across too many

initiatives weighed heavily on overall profitability. I take these results very seriously as the person responsible for the Company's management. At the same time, the challenges we have undertaken have clarified our strengths and the direction we need to take to enhance corporate value. In our new Medium-Term Management Plan (FY2026-FY2030), formulated this April, we carefully selected initiatives from our past challenges that will contribute to enhancing corporate value. We will allocate resources to these focus areas while maintaining a strong focus on financial discipline.

The current business environment presents both challenges

and opportunities. The world is facing geopolitical tensions and rapid economic and social change. Conflicts are disrupting energy supplies and supply chains, while uncertainty surrounding policies and regulations continues to increase. At the same time, AI-driven technological innovation is advancing rapidly, new investments are supporting the global economy, and opportunities for growth continue to expand.

Nikon's mission to contribute to society through applied optics and precision technologies is becoming increasingly important as people and technology work together to create new value.

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Throughout my career as an engineer, I have learned through on-site experience and overcome difficulties alongside my colleagues. Guided by those experiences, I am determined to move forward together with our employees and stakeholders with integrity and a spirit of challenge.

Creating New Value With the Power of Light

Our mission, *Unlock the future with the power of light*, reflects our determination to pave the way to the future through light. Nikon has continued to refine technologies centered on light for over 100 years. We have developed ultra-precision manufacturing technologies for lithography systems and brought products that contribute to the development of imaging culture, such as digital cameras, to markets worldwide. These efforts have helped establish the Nikon brand and earned the support of a strong stakeholder base.

Our Vision is *A key technology solutions company in a global society where humans and machines co-create seamlessly*, which represents the future Nikon aims to create. How, then, will Nikon become a key technology solutions company in that society? The key lies in connecting the physical and cyber spaces through light. We use light to capture objects and events in the physical world, convert them into data, and send that data into the cyber space. We generate new value from the data accumulated and analyzed in the cyber space, then feed that value back into the physical world using optical technologies. Seamless co-creation between humans and machines is, in essence, the co-creation of the physical and cyber spaces. And at the center of this cycle are Nikon's strengths: light and optical technologies.

Our new Medium-Term Management Plan identifies creating value and strengthening trust as key themes to achieve this Vision and pursue sustainability-focused management. We set *Creating Social Value Through Our Businesses* under our Key Themes for Creating Value, with priority areas defined as enriched spirits, more precise treatment and health, the future of a digital society, and manufacturing solutions. In more precise treatment and health, for

example, we use AI and other technologies to analyze vast amounts of data, including microscope images and DNA data, to uncover the underlying causes of previously unexplained diseases. In this way, we strive to achieve "cyber-physical fusion" across our business areas by circulating data between cyber and physical spaces to provide the systems that drive real-world operations.

This unique approach to creating value will serve as the driving force behind our efforts as we aim to contribute to a sustainable society in four key areas while achieving our own sustainable growth. At the same time, we will focus on two key themes that will enable and support these efforts: *Empowering Diverse Talent and Strengthening Organizational Capabilities* and *Driving Value Through Collaboration*.

Strong Relationships Based on Trust

Nikon positions the Key Themes for Building Trust as one of the management foundations that supports value creation and sustainable growth. We identified eight themes to help us responsibly address and respond to challenges facing people, society, and the global environment. These eight themes are addressing climate change, promoting resource circularity, pollution prevention and ecosystem protection, respect for human rights across the value chain, supply chain resilience, quality and safety of products and services, information security and cybersecurity, and thorough compliance. We also defined visions, strategies, indicators, and targets for each theme and linked these items to executive compensation to help advance initiatives under these eight themes across the Group.

Under addressing climate change, we set a goal to achieve 100% renewable energy across our operations by fiscal year 2030. In fiscal year 2025, we switched 100% of the electricity used by our manufacturing Group companies in China to renewable energy and pursued initiatives to improve energy-efficiency improvements and explore power purchase agreements. Under respect for human rights across the value chain, we established grievance mechanisms based on the Nikon Human Rights Policy revised in April 2025.

We also conducted human rights risk surveys and implemented improvement measures across Group companies and certain key suppliers and contractors. Furthermore, we established the Nikon Group AI Ethics Policy in April 2026. Under supply chain resilience, we seek to enhance value chain visibility and strengthen our business continuity planning (BCP) framework, with an eye toward addressing geopolitical risks. We are also strengthening information security and cybersecurity under our Group governance and risk management framework.

Each of these initiatives is not a stand-alone effort but rather part of a foundation that strengthens our ability to execute our business strategy. We are committed to making steady progress on these efforts to uphold the trust placed in us.

A Company Where Every Employee Continues to Take on Challenges

My goal is to build a company where every employee continues to take on challenges. I value the ability to act quickly at the frontline and a culture that turns setbacks into opportunities for learning. Nikon's ability to accelerate and expand our value creation efforts relies on our ability to embrace diverse perspectives rather than adhering to a single answer and to build seamless relationships with customers and business partners from the earliest stages of development.

Since becoming President, I have encouraged all employees to keep smiling, especially when taking on difficult challenges. A smile fosters a positive mindset, brings people together, and helps sustain the spirit of challenge. As President, I recognize that Nikon is currently navigating a difficult period, but I also recognize this period as an opportunity to bring us closer to our Vision. I intend to lead by example and continue to take on challenges with a smile.

I hope to create a better future together through active dialogue with our stakeholders and the power of light. I sincerely appreciate your continued understanding and support.