

Open Innovation

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

Nikon is actively partnering with a variety of companies to create new businesses and expand existing ones. One example is our welcoming of SLM Solutions Group AG of Germany, SLM, a leading international provider of metal 3D printing solutions, to our Group in 2023. In April 2022, we began operation of Nikon Creates Corporation and fully 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 strategic investments through a private fund 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 by 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

- Acquisition of SLM Solutions Group AG, Germany, a leading metal 3D printer company
- Majority ownership acquisition of Morf3D Inc., USA
- Collaboration with Oxford Nanopore Technologies Limited, UK
- Strategic joint development agreement with bionic surface technologies GmbH, Austria

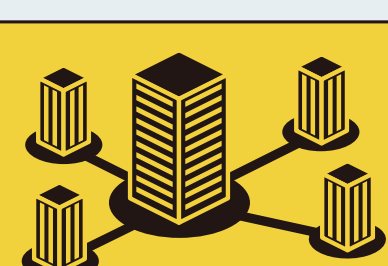


Private fund

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



TOPIC 1

Acquisition of SLM Solutions Group AG as a subsidiary to further promote our Digital Manufacturing Business.

Following an industry-leading position since the dawn of metal additive manufacturing (AM), SLM Solutions Group AG (SLM), a leading German metal 3D printer company, has been supporting the long-term success of its diverse clientele. Nikon, together with SLM, which has been welcomed into the Group, will work together to speedily offer unique metal AM solutions to our customers in an extensive range of industries worldwide.



SLM's flagship product "NXG XII 600"

TOPIC 2

Aiming for co-creation of new imaging values, Nikon Creates Corporation fully opens its "Heiwajima Stage" filming complex.

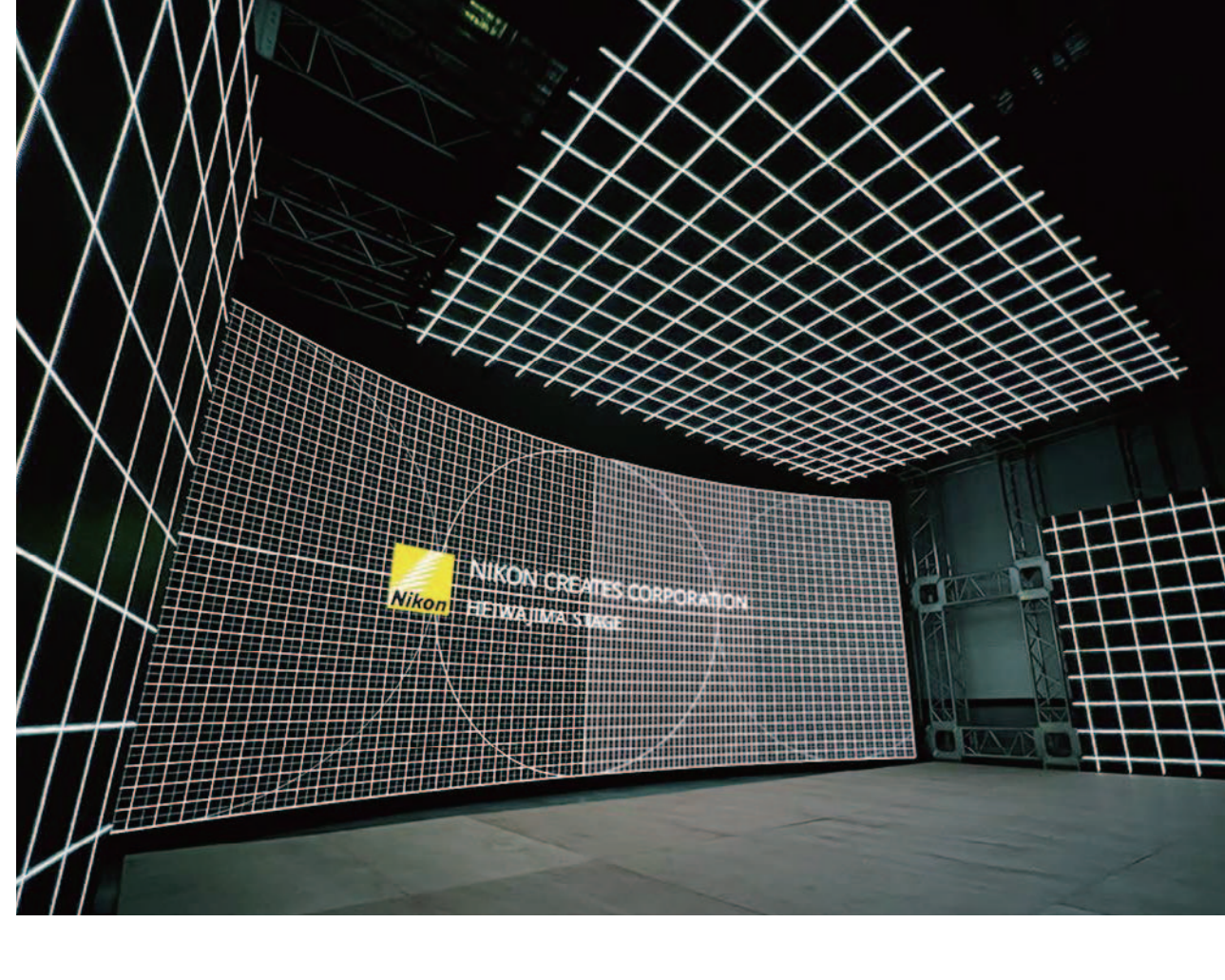
Nikon Creates Corporation engages in various aspects of next-generation imaging content, from planning to production. Its new filming complex, "Heiwajima Stage," is now fully open. Virtual production, which is a way of filming that allows actual filming locations to be reproduced in the studio by projecting images on a large LED screen, and Volumetric video, a technology that faithfully reproduces "3D data of people and other objects" and "3D data of the motion" and converts them into 3D video data, will be brought together in a single shooting facility. We aim to fuse the sensibilities of innovative creators with the latest video technology to co-create new forms of imaging expression.

The Company Profile Concept Movie

by Nikon Creates Corporation can be viewed here.

<https://www.nikon.com/company/corporate/companyprofile/#movie>

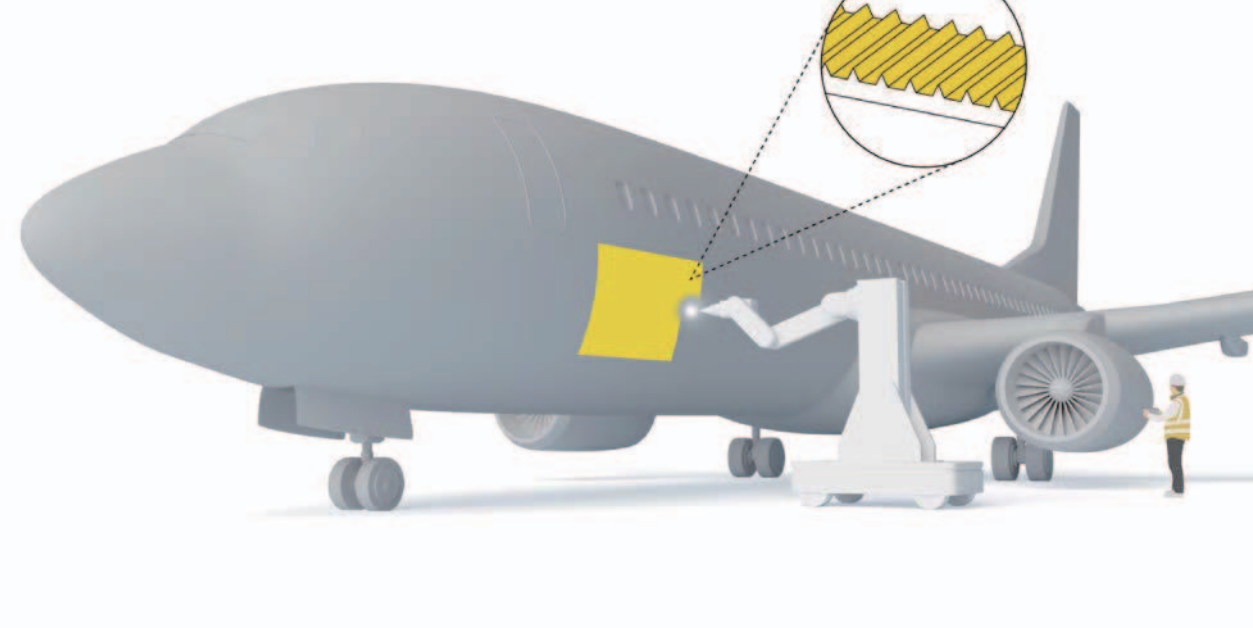
The cover image was photographed and produced at the same time as this video.



TOPIC 3

Improvement of environmental performance of aircraft with sharkskin-inspired Riblet processing*1.

Riblet processing creates fine grooves on the surface of an object to reduce friction resistance to air, water, etc. Nikon provided film with this processing to ALL NIPPON AIRWAYS CO., LTD. (ANA), which became the first company in Japan*2 to apply the film to an aircraft on a trial basis and commence operations. Nikon, together with Japan Airlines Co., Ltd. (JAL), the Japan Aerospace Exploration Agency (JAXA), and O-WELL CORPORATION, also conducted the world's first*3 demonstration flight tests using aircraft with the fuselage directly processed with riblets. The data obtained from these tests will be utilized to reduce energy loss and CO2 emissions.



*1: Riblet: Fine groove structure conceived with the idea that the resistance of water is reduced by the sharkskin shape. By forming a fine groove structure on the exterior panel of an aircraft along the air flow during flight, drag during flight can be reduced.

*2: In the released aircraft as of October 3, 2022, according to ANA.

*3: In the operated aircraft as of February 28, 2023, according to JAL, JAXA, O-Well, and Nikon.