



Opening Remarks

Toshikazu Umatate

Representative Director and President

A key technology solutions company

in a global society where humans and machines co-create seamlessly

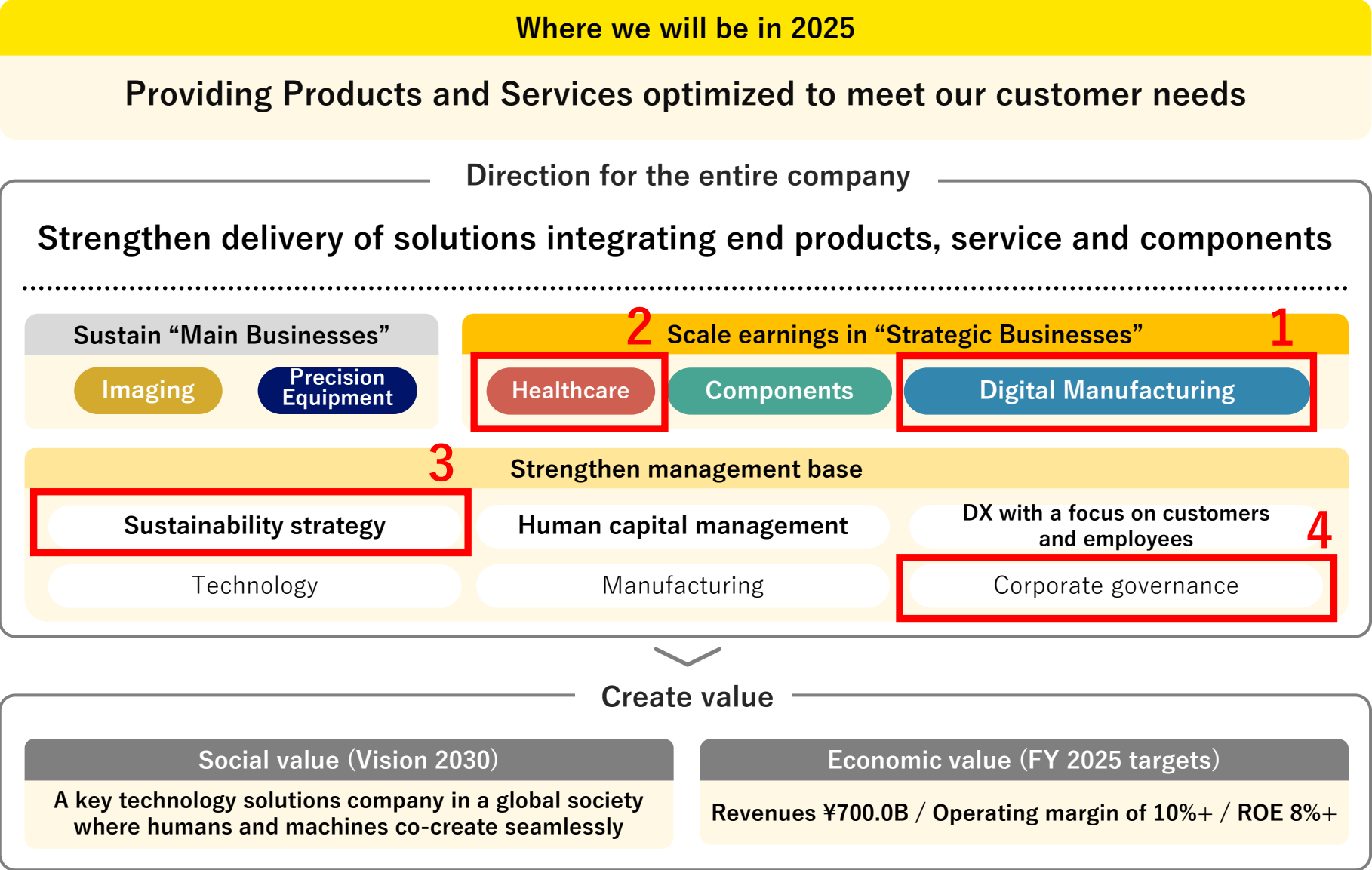
Nikon will provide innovative technology solutions that anticipate and meet our global customer needs and contribute to a better sustainable world where humans and machines co-create seamlessly to solve societal challenges

Medium-Term Management Plan: Overview

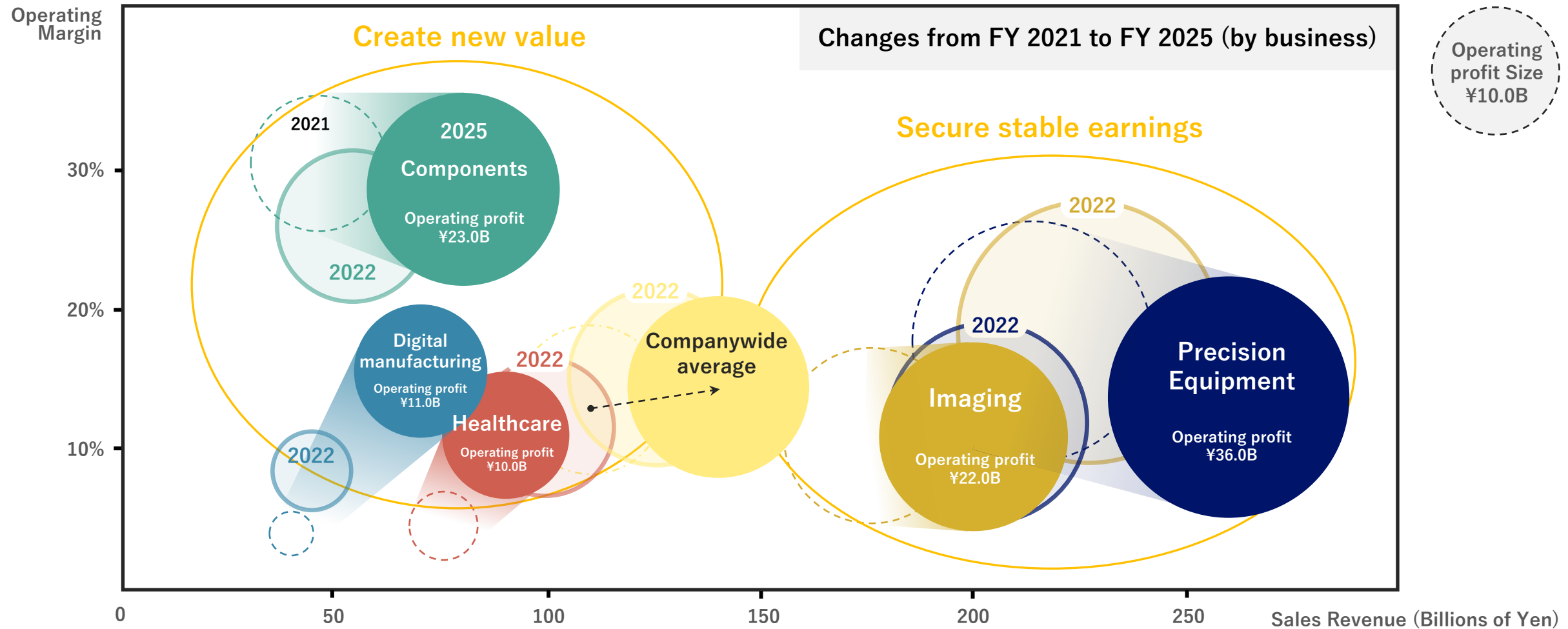
Substantial challenges

Evolve from a business mainly in sales of end products

Cultivate new earnings pillars alongside Imaging Products and Precision Equipment



Revenue Portfolio: Progress toward Balancing Scale with Profitability



Generate diverse revenues from common core of optical and precision technologies and strengthen resilience against uncertainties and risks

*Company average is a simple average of the 5 businesses. Figures expressed are before deducting companywide and other expenses (FY 21 -¥28.5B, FY 25 -¥32.0B). FY25 targets assume the following exchange rates: ¥115/USD and ¥130/EUR.

Business Scope to be Covered Today

SEGMENT	BUSINESS UNIT (BU)	
Imaging Products	Imaging BU	
Precision Equipment	Precision Equipment Group	FPD Lithography BU
		Semiconductor Lithography BU
Healthcare	Healthcare BU	
Components	Customized Products BU	
	Glass BU	
	Digital Solutions BU	
Digital Manufacturing	Industrial Metrology BU	
	Advanced Manufacturing (ADM) BU	
Others	Others	
Corporate expenses, etc.	Headquarters division of the parent company	
	Next Generation Project Division	

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