

Medium-Term Management Plan (FY2022-2025)

Nikon set a goal of "Vision 2030," and has formulated the Medium-Term Management Plan (FY2022-2025) as the first phase to achieve that goal. We aim to sustain corporate value growth through initiatives in line with the Plan.

Vision 2030

A key technology solutions company in a global society where humans and machines co-create seamlessly

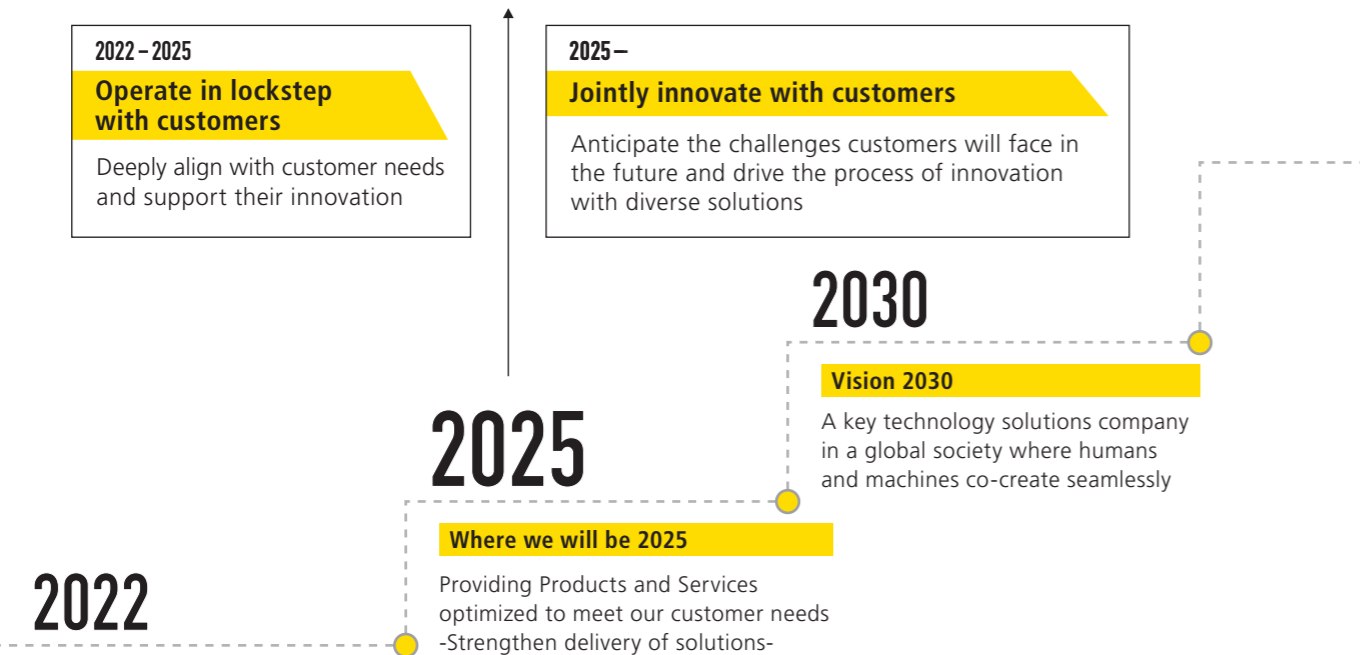
Nikon will provide innovative technology solutions that anticipate and meet our global customer needs and contribute to a better sustainable world where humans and machines co-create seamlessly to solve societal challenges.

Quality of Life × Industry

It is expected that great changes (megashifts) will occur in society in 2030, ranging from people's values to social frameworks such as climate change and technology. Nikon will identify the diverse needs of the society this produces, and stay ahead of the curve, contributing to society in two fields of value proposition.

Make lives better Quality of Life (QOL) domain		Expand possibilities for people Industry domain		
Imaging	Healthcare	Precision Equipment	Components	Digital Manufacturing

Steps to Get to Vision 2030



An Overview of the Medium-Term Management Plan

[Where we will be in 2025]

Providing Products and Services optimized to meet our customer needs

Direction for the entire company

Strengthen delivery of integrated solutions to grow the business in a stable manner, expand both revenues and profits, and continually generate social and economic value

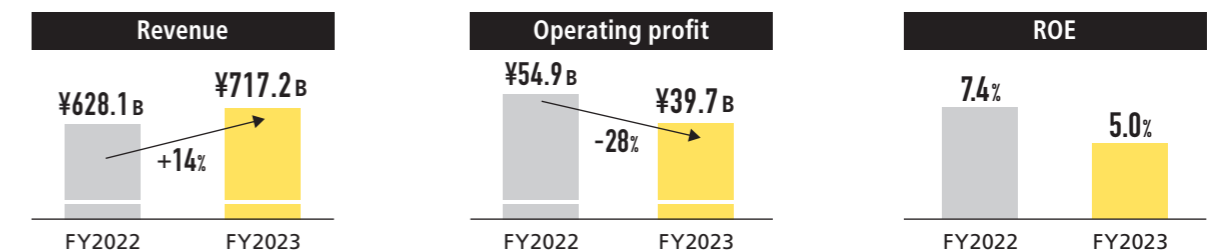
FY2025 Financial Targets

We will increase strategic businesses that account for 35% of revenues, and achieve total revenue of ¥700.0B. In addition, we will sustain our Main Businesses and grow earnings in Strategic Businesses to achieve total operating margin of 10%, namely ¥70.0B or more.

Revenue	Operating margin	ROE
¥700.0B	10%+	8%+

Performance for FY2023

Achieved revenue target of ¥700.0B for FY2025 ahead of schedule.



FY2024 onward: Maintain framework of the Medium-term Management Plan while strengthening strategies and management to assure achievement

Adapting to environmental changes	Reviewing earnings composition by business	
Toward FY2030	QOL — Pursuing upside	Industry — Rationalization of operating structure to avoid downside
	① Review growth investments and expand investments in organic growth	② Strengthen management base

Increase customer acquisition through new customer development and collaboration. Refine value proposition and expand earnings

Quality of Life (QOL)		Industry		
Imaging	Healthcare	Precision Equipment	Components	Digital Manufacturing
Capture youth and other new users	Develop customers in private sector	Expand stable customer base	Support customers mainly in semiconductor-related areas	Capitalize on demand in new growing markets