

# FOCUS ON FIVE KEY POLICIES

## MEDIUM TERM MANAGEMENT PLAN

### Strategies to Be a Corporate Group That Consistently Offers New Value and Continues to Grow

Following the five basic policies of its Medium Term Management Plan, the Nikon Group will respond to changes and continue to provide new value and realize sustainable growth.

#### THE FIVE BASIC POLICIES OF THE MEDIUM TERM MANAGEMENT PLAN

##### **EXPANDING THE NIKON BRAND**

We will combine the elements of “spirit of innovation” and “fun” to further expand the Nikon brand.

##### **REALIZING ROBUST CORPORATE CHARACTERISTICS**

We will realize robust corporate characteristics able to respond to changes in the business climate in a flexible and timely manner.

##### **ACQUIRING A LEADING POSITION**

We will acquire decisive leading positions in our existing businesses.

##### **ESTABLISHING NEW BUSINESSES**

We will expand into new business fields to establish new core businesses within the plan year.

##### **CORPORATE SOCIAL RESPONSIBILITY (CSR)**

We recognize the importance of CSR and will contribute to the sustainable development of society.

## Key Measures of the Medium Term Management Plan

Nikon achieved increases in net sales and earnings in the fiscal year ended March 2012, despite the impact from the flooding in Thailand and the strong yen. Net sales fell slightly short of plan, but operating income and net income both greatly exceeded the consolidated financial targets announced in May 2011. From the fiscal year ending March 2013, we aim to be the leading company in all of our principal businesses. In addition, we are targeting the health and medical field as a new business, and seek to enter the industry within three to five years.

### Strengthen business operations and improve the business portfolio

- Expand existing businesses and enhance profitability
- Cultivate new businesses

Cultivate new core businesses, including through alliances with other companies and research institutions

### Realize robust corporate characteristics by enhancing business functions and reforming operational processes

### Conduct CSR-oriented global business activities

## Capital Investment and R&D Plan

Nikon will make the necessary investments to strengthen capabilities, streamline and promote laborsaving in existing businesses, as well as support new business development. R&D spending will be maintained at around 7% of net sales.

### Cumulative expenditures for the fiscal years ending March 2013 to 2015

Capital Investment: ¥160 billion (up ¥10 billion from previous plan)

R&D Spending: ¥250 billion (up ¥40 billion from previous plan)

## Consolidated Financial Targets

Years ended/ending March 31

(Billions of yen)	2012 (Actual)	2013	2015
Net Sales	918.7	1,030.0	1,250.0
Operating Income	80.1	90.0	150.0
Net Income	59.3	65.0	95.0

Assumed Exchange Rates  
 2012 U.S.\$1 = ¥79 1 euro = ¥109  
 2013 U.S.\$1 = ¥80 1 euro = ¥105  
 2015 U.S.\$1 = ¥80 1 euro = ¥105  
 (Announced on May 10, 2012)