

Agenda

I . Nikon Group Goals and Challenges

II . Financial Targets

III . Return to Shareholders

Consolidated Financial Targets



Billions of yen	2013/3	2014/3	2016/3
Net Sales	1010.4	1110.0	1300.0
Operating Income % vs Net Sales	51.0 5.0%	85.0 7.7%	170.0 13.1%
Net Income % vs Net Sales	42.4 4.2%	65.0 5.9%	110.0 8.5%
Exchange Rate (Yen)			
US\$	83	95	95
EURO	107	125	125

Consolidated Financial Target of Each Company



Net Sales Billions of yen	2013/3	2014/3	2016/3
Precision Equipment	179.0	210.0	290.0
Imaging	751.2	810.0	900.0
Instruments	53.8	63.0	80.0

Operating Income Billions of yen			
Precision Equipment % vs Net Sales	13.0 7.3%	16.0 7.6%	60.0 20.7%
Imaging % vs Net Sales	60.7 8.1%	94.0 11.6%	135.0 15.0%
Instruments % vs Net Sales	-4.9 —	-1.5 —	5.0 6.3%

Capital Expenditure and R&D Plan



Investments aim to strengthen and rationalize existing businesses as well as explore new businesses. The ratio of R&D is kept at 7% level to sales.

Precision Equipment



Imaging



Instruments



Capital Expenditure : 150 billion yen total
R&D Expenses : 250 billion yen total
(cumulative total from FY2014/3 to FY2016/3)