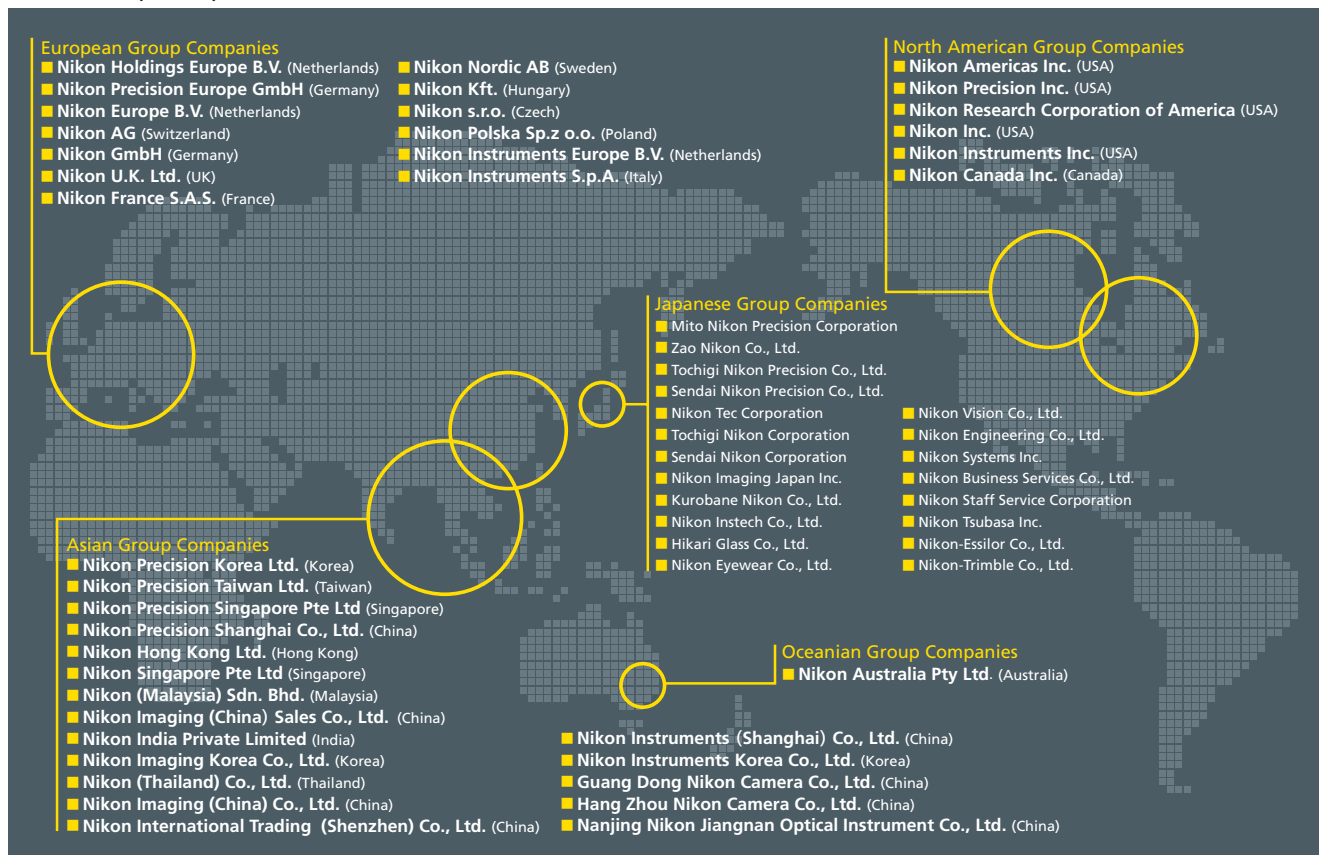


## Nikon Group Profile

# The Nikon Group – An Increasingly Global Business Presence

The Nikon Group conducts business not only in Japan but in countries all over the world. Drawing on our optical expertise and high-precision technologies, we are determined to deliver the finest quality and the latest service to global markets.

### Nikon Group Companies



Note: In February 2008 Nikon Photo Products Inc. was renamed Nikon Imaging Japan Inc. Also, in April 2008 Sendai Nikon Corporation was divided into Sendai Nikon Corporation and Sendai Nikon Precision Co., Ltd.

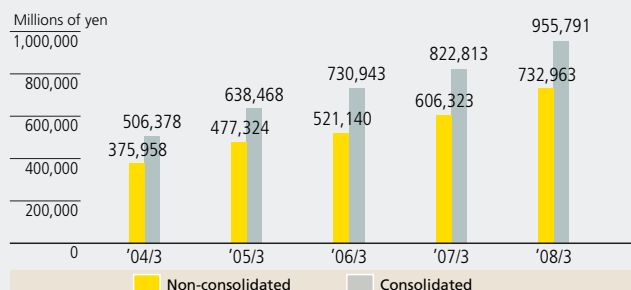
### Corporate Data

**Company Name** NIKON CORPORATION  
**Head Office** Fuji Bldg., 2-3, Marunouchi 3-chome, Chiyoda-ku, Tokyo 100-8331, Japan  
 Tel: +81-3-3214-5311  
**Date of Establishment** July 25, 1917  
**Capital** ¥64,675 million (as of March 31, 2008)

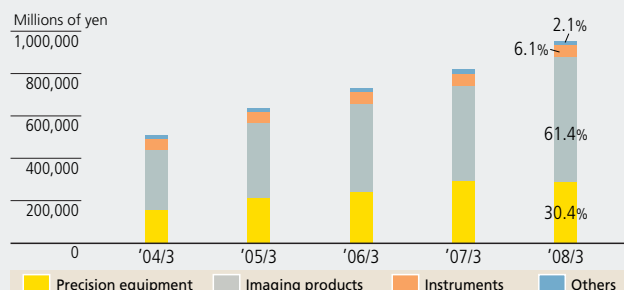
**Net Sales** Consolidated: ¥955,791 million  
 Non-Consolidated: ¥732,963 million  
 (for the year ended March 31, 2008)  
**No. of Employees\*** Consolidated: 25,342  
 Non-Consolidated: 4,861 (as of March 31, 2008)

\* Employee figures do not include part-time employees, temporary personnel or dispatched workers. Also, the non-consolidated figure does not include personnel dispatched to subsidiaries and associated companies.

### 2004-2008 Sales (Non-consolidated, Consolidated)



### 2004-2008 Sales Breakdown by Business (Consolidated)



# Medium Term Management Plan

The Medium Term Management Plan clearly conveys to stakeholders the Nikon Group's managerial intentions from a medium-term viewpoint.

## Management Policy

**In a rapidly changing business environment, we will establish a “Strong Nikon” capable of responding to change flexibly and accurately, and generating sustainable growth, with the aim of being a truly outstanding and trusted company.**

By mobilizing the collective talents and resources of our employees, we will strive to realize sustainable growth even while the course of the world economy remains uncertain.

## Key Objectives

Strengthening competitiveness of core businesses and increasing revenue

Strengthening & expanding existing businesses; creating & fostering new businesses

Reforming manufacturing capabilities; bolstering sales competence

Expanding cash flow; strengthening financial structure

Adopting & improving internal controls

Protecting the global environment; practicing CSR-oriented management

Training outstanding corporate leaders

## Consolidated Targets for the Year Ending March 31, 2011

Net sales	¥1,200 billion
Operating income	¥160 billion
Current net income	¥100 billion

## Business Strategy

### Precision Equipment Company

- IC steppers and scanners  
Aim to establish the superiority of Nikon's immersion lithography technology, and win top market share for immersion scanners.

- LCD steppers and scanners  
Aim to further solidify Nikon's top market share for LCD scanners by responding rapidly to changes in the market.

### Imaging Company

While supplying the market with distinctive products, aim to develop and launch new-generation products, and create new markets.

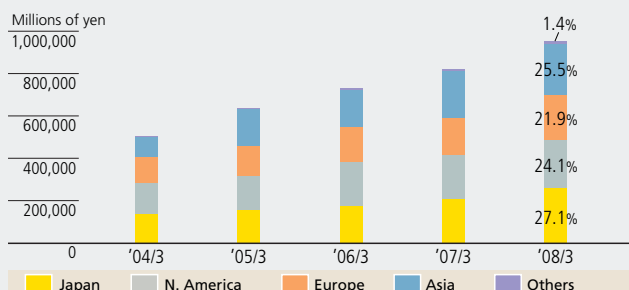
### Instruments Company

Leverage microscope and graphical measuring technologies to expand the business and tap into new fields.

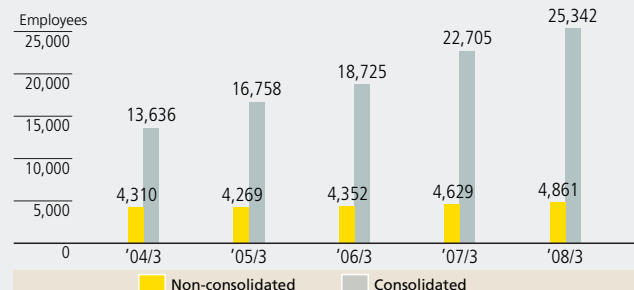
### New Businesses

While drawing on the synergies possible between existing businesses and Nikon technologies, aim to create and foster new businesses involving glass materials, etc.

2004-2008 Sales Breakdown by Region (Consolidated)



2004-2008 Employee Numbers (Non-consolidated, Consolidated)



# The Nikon Group – Harnessing Light to Build the Foundations of Social Prosperity

Since its establishment, the Nikon Group has drawn on its consistently sophisticated technological capabilities to provide – through its wide range of optical-related businesses – products and services that exceed people’s expectations, helping to build the foundations of a better society.

## Major Businesses of the Nikon Group

### Contributing to the Development of the Information Society

#### Precision Equipment Business (Precision Equipment Company\*)

- ▶ IC steppers and scanners
- ▶ LCD steppers and scanners

The bustling world we live in today has an abundance of diversity, both of people and of goods, and so it is not surprising that there is increased diversity seen in people’s needs as we find ourselves in an ever more advanced information society. Every year sees fresh advances in the features and functions of such electronic equipment as mobile phones, TVs, and computers. As they become more sophisticated, they grow smaller and lighter, bringing greater convenience and comfort to our lives. And what is making possible this evolution in electronic equipment is the increasing miniaturization of the IC.

The heart of any IC is the circuit pattern, which is created on a wafer by a stepper and scanner. Nikon is a leading manufacturer of this equipment, and is thus making a major contribution to miniaturizing the ubiquitous chip.



NSR-S610C IC stepper and scanner



ECLIPSE Ti inverted microscope for research purposes

iNEXIV VMA-2520 CNC video measuring system

### Contributing to the Development of the Information Society

### Contributing to the Development of Imaging Culture

#### Imaging Products Business (Imaging Company\*)

- ▶ Digital cameras
- ▶ Film cameras
- ▶ Interchangeable lenses
- ▶ Speedlights
- ▶ Film scanners
- ▶ Photographic accessories
- ▶ Software

From personal memories of graduation ceremonies and family holidays to news stories that are broadcast around the world, photographs record all of the different instants of our lives – captured, conveyed and cherished. Of course, we now live in an age when the digital camera reigns supreme. Nikon listens carefully to its customers all over the world and in return it provides new value (products & services) by making the most of advanced imaging and digital networking technologies, while drawing on the expertise it has built up with film cameras over the years.



D3 digital SLR camera



AF-S DX Zoom-Nikkor 55-200mm f/4-5.6G ED VR (IF) interchangeable lens



COOLPIX S500 compact digital camera



Sportstar EX

### Supporting Scientific Progress

#### Instruments Business (Instruments Company\*)

- ▶ Biological microscopes
- ▶ Industrial microscopes
- ▶ Stereoscopic microscopes
- ▶ Measuring instruments
- ▶ Semiconductor inspection equipment

In the world of bioscience, attention is now focused on methods of observing living cells in action, something which is becoming commonplace for researchers.

Nikon has long been developing microscopes, measuring instruments, and semiconductor inspection equipment, and by fulfilling the needs of those working on the cutting edge, the company has been supporting scientific progress.

Moreover, in the world of industrial equipment, where customers look for high quality and safety assurance, Nikon is also playing a key role with its precision measuring technologies.

### Building Social Prosperity

#### Customized Products Business (Customized Products Division\*)

- ▶ Customized optical equipment
- ▶ Space-related equipment
- ▶ Astronomical-related equipment
- ▶ Optical components

#### Glass Business (Glass Division\*)

- ▶ Synthetic silica glass
- ▶ Calcium fluoride
- ▶ Photomask substrates for LCD

#### Sport Optics Business (Nikon Vision Co., Ltd.)

- ▶ Binoculars
- ▶ Monoculars
- ▶ Fieldsopes
- ▶ Naturescopes
- ▶ Loupes, pendant loupes
- ▶ Large objective diameter binoculars
- ▶ Sightseeing binoculars
- ▶ Portable laser rangefinders

#### Surveying Instruments Business (Nikon-Trimble Co., Ltd.)

- ▶ Total stations
- ▶ Levels
- ▶ Laser facilities for construction
- ▶ Theodolites
- ▶ Surveying CAD systems
- ▶ GPS systems

#### Eyewear Business (Nikon-Essilor Co., Ltd.)

- ▶ Ophthalmic lenses
- ▶ Hearing aids

Note: On March 31, 2008, Nikon Eyewear Co., Ltd. ceased trading in ophthalmic frames and sunglasses

From attractive products that enliven people’s lives, to essential products that underpin society and industry, Nikon is contributing to the development of a better society with a variety of technologies that “harness light”, in addition to its three core businesses.

Photo of the Kaguya lunar explorer provided by the Japan Aerospace Exploration Agency (JAXA)

\* Three companies and two divisions are Nikon Corporation’s organizational names.