

NIKON ACHIEVED GOOD RESULTS IN THE MARKETS FOR IC AND LCD STEPPERS AND SCANNERS IN THE YEAR ENDED MARCH 2007. SEGMENT SALES ROSE 20.3% COMPARED WITH THE PREVIOUS YEAR TO ¥292,562 MILLION. OPERATING INCOME SOARED 87.0% TO ¥49,321 MILLION, REFLECTING THE SUCCESS OF MOVES TO PROMOTE THE USE OF STANDARDIZED MODULES AND SIMPLIFIED DESIGNS.



THE STATE-OF-THE-ART NSR-S610C ArF IMMERSION SCANNER HAS ATTRACTED A LOT OF ATTENTION WITHIN THE INDUSTRY. THIS MODEL IS POSITIONED TO BE A MAJOR GROWTH DRIVER FOR NIKON'S IC STEPPER AND SCANNER BUSINESS GOING FORWARD.

The technical superiority of Nikon's ArF immersion scanners is based on two innovative solutions: Local Fill Technology and Tandem Stage.

Local Fill Technology

Defects are a major concern of customers when using immersion lithography. Nikon's Local Fill Technology has been proven to eliminate defects related to immersion caused by bubbles or water spots, as well as preventing nearly all problems due to backside wafer contamination. The technology also stops any evaporation of the immersion fluid, which provides a critical advantage in raising alignment accuracy by preventing immersion-related overlay problems.

Tandem Stage

Nikon developed the Tandem Stage as a way of achieving high throughput while also improving alignment accuracy. The design utilizes two separate stages with different functions. The reducedweight Exposure Stage achieves wafer pattern exposure at higher scan speeds than previously possible. The Calibration Stage is used to calibrate various errors between each wafer exchange. The result is a system with high throughput and improved accuracy.





NSR-SF150 SCAN FIELD i-LINE STEPPER

Delivering powerful performance for non-critical layers in next-generation memory and MPU, the NSR-SF150 is based on a new platform that leverages Nikon's Skyhook Technology.



LCD SCANNER FX-83S

Supporting the world's largest 8th generation plate sizes for LCDs, the FX-83S adopts a multi-lens projection optical system to enable the exposure of up to a 57-inch wide panel in a single scan and two 48-inch wide panels in a single scan.

REVIEW OF YEAR ENDED MARCH 2007

In IC steppers and scanners, Nikon benefited from strong capital investment by chipmakers, notably in the DRAM and NAND flash memory sectors. Nikon prioritized the allocation of resources to development, production, and sale of the latest models. Besides focusing on expanding sales of the NSR-S609B ArF immersion scanner for mass production of 55 nm and smaller devices, Nikon also began shipments of the NSR-S610C ArF immersion scanner, the first scanner in the world capable of 45 nm production.

In LCD steppers and scanners, Nikon worked to exploit its technical superiority in equipment for 7th and 8th generation glass substrates. Efforts were focused on achieving higher sales and shipments of advanced systems to cater to strong market demand for high-speed machines capable of handling the larger LCD panel sizes. As well as marketing the existing FX-71S and FX-81S models, Nikon introduced the FX-73S and FX-83S systems to the large panel market, both systems offering higher throughput compared with previous models.

BUSINESS STRATEGY

Targeting growth of IC stepper and scanner business by regaining the technical lead

To achieve stable growth and adequate profitability in the IC stepper and scanner business it is essential to possess the most advanced technology for supplying industry needs related to device shrinkage. Those companies at the forefront of the technology can generate the funds needed to invest in the development of future advances and thereby achieve consistent and stable business growth. In the year ended March 2007, Nikon sowed the seeds needed to establish immersion lithography as the future mainstream technology, in the process boosting prospects for regaining the technical lead in this area.

ArF immersion scanners are the new state of the art in IC scanner technology. In an immersion scanner, the space between the projection lens and the wafer is filled with purified water, which has a refractive index of 1.44. This enables lenses with NA values above 1.0, which is physically impossible with dry exposure (since air has a refractive index of 1.0). Higher lens resolution means that the market for immersion scanners is set to grow. Nikon is the technical leader in this field. In February 2007, Nikon made the first shipment of the latest NSR-S610C model, which has a lens NA of 1.30. This model has won customer approval, and sales will begin in earnest in the second half of the year ending March 2008. The main issue for Nikon is whether supply capacity will be sufficient to handle the volume of customer orders. Plans call for upgrading annual production capacity from 20 to 30 units during the year ending March 2008. Nikon is also considering a further expansion of capacity in the following year.

In addition to establishing a strong position in this area of cutting-edge technology, Nikon has also brought to market a new stepper based on an entirely novel concept. The NSR-SF150 high-speed i-line stepper has a design that is radically different from previous steppers. Nikon's Skyhook Technology, in which the projection lens is suspended from the body, minimizes the effect of floor vibration. Going forward, Nikon plans to expand the IC stepper and scanner business by developing a range of models, from lowend steppers for non-critical layers to highend scanners for critical layer exposure.

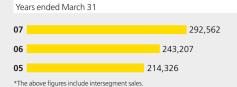
Pushing ahead with development of LCD scanners for 9th and 10th generation glass substrates

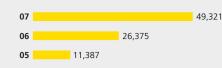
In LCD scanners, Nikon's multi-lens projection optical system is now coming into its own as the sizes of LCD panels for televisions increase to 40 inches or more. This system uses multiple projection lenses to handle the larger glass substrates. Nikon has already secured a major share of the market for LCD scanners used for 7th and 8th generation glass substrates. Although unit sales volumes are expected to decline in the year ending March 2008 due to a downturn in major capital investment by panel-makers during the year under review, the ongoing spread of LCD televisions and the trend toward larger screen sizes bode well for the future. Nikon is currently focusing on the development of LCD scanners that can handle even larger glass substrates for 9th and 10th generation production processes.

Standardized modules and simplified design key to unlocking higher profits Nikon plans to continue promoting the adoption of standardized modules and simplified designs. Two of the most important scanner modules are those for the reticle and wafer stages. Both of these modules play a critical role in achieving excellent product reliability based on nanometer-scale accuracy. Putting considerable thought into the design of these stages, Nikon managed to develop modules that could be used in future scanner models with minimal design changes. For example, the tandem stage used in the NSR-S609B ArF immersion scanner will provide the template for the exposure stage used in future **NET SALES***

MILLIONS OF YEN OPERATING INCOME

Years ended March 31





MILLIONS OF YEN

advanced IC scanner models. Promoting module standardization and the use of simplified designs not only limits the development risk and required investment levels, but also helps to reduce costs. Another benefit is shorter development lead-times, which means that Nikon can bring new models to market in a timely manner.

Active development of next-generation exposure technologies

Anticipating further device shrinkage, Nikon is working on development of the next generation of lithography from a number of angles. One of these approaches to scanner development is called double patterning. This overcomes the limitations on resolution encountered with standard techniques by dividing pattern transfer into a two-step process. Achieving this requires a significant improvement in alignment accuracy. Double patterning is expected to extend the life of ArF immersion scanning technology.

Nikon is also focusing on a different and novel technological approach called EUVL (extreme ultraviolet lithography). EUVL uses light with a wavelength 14 times shorter than the 193 nm for the excimer lasers used in ArF immersion lithography. EUVL does not use a conventional lens, instead employing an optics system made up of mirrors contained in a vacuum.

Device shrinkage is expected to continue in the future. By developing these technologies, Nikon aims to build a business with substantial growth potential and a highly profitable earnings structure.

KAZUO USHIDA DIRECTOR, MEMBER OF THE BOARD & SENIOR EXECUTIVE OFFICER PRESIDENT OF PRECISION EQUIPMENT COMPANY





IN THE IMAGING PRODUCTS BUSINESS, SALES INCREASED 8.0% COMPARED WITH THE PREVIOUS YEAR TO ¥449,790 MILLION, AND OPERATING INCOME CLIMBED 32.9% TO ¥45,678 MILLION, POSTING A RECORD HIGH IN BOTH FOR THE SECOND CONSECUTIVE YEAR. THIS REFLECTED FAVORABLE SALES OF DIGITAL SLR CAMERAS AND INTERCHANGEABLE LENSES.



D40

SMALL, LIGHT, SIMPLE TO USE: THE D40 DIGITAL SLR CAMERAS ENABLE ANYBODY TO CREATE EXPRESSIVE, HIGH-QUALITY IMAGES.

Astonishing image quality

6.1 effective megapixel CCD image sensor and all-new imageprocessing engine deliver fresh, brilliant images.

Convenient high-speed functions

Featuring an advanced 3-area AF system for fast, efficient autofocus, the D40 provides near-instant response capabilities with a 0.18-second power-up. The high-speed continuous shooting function also allows the user to take up to 100 frames at 2.5 frames per second.

Myriad different expressions

Eight scene modes provide a rich array of in-camera effects and editing functions, including D-Lighting for brightening images taken in low light.

Simply a joy to use

The compact body designed for easy to grip. The large, bright viewfinder with 0.8x magnification ensures a clear view, while the 2.5-inch LCD monitor has a wide viewing angle in all directions.





COOLPIX S500

Incorporating advanced features like lens shift VR (Vibration Reduction) technology and light sensitivity of up to ISO 2000, this camera boasts a stainless steel body, hair-line finishing and sleek yet simple design.



D80

This digital SLR camera combines 10.2 megapixel resolution in a compact body with advanced speed and an in-camera retouching function for diverse expression.

REVIEW OF YEAR ENDED MARCH 2007

Sales of digital SLR cameras grew steadily as the result of lineup expansion. Including the high-end model D2XS and D200, a camera for professionals and advanced amateurs, Nikon launched D80 as a mid-range model offering excellent image quality, operability and other high-performance features. Nikon also introduced D40 as an entry-level model combining varied functions, superb operability and high-quality images in a compact body. Sales of interchangeable lenses also generated steady growth due to good sales of digital SLR camera kits. In addition, sales of high-priced lenses were also favorable.

In the COOLPIX series, Nikon targeted higher sales through an aggressive program of launches, bringing a total of 13 new products to market. These included the introduction of the COOLPIX S500 in March 2007, a model that boasts a short power-up time within 0.6 seconds; and a quick shutter release time lag of less than 0.005 seconds when the "response priority" setting is applied, all in a digital camera with a high quality, stainless steel compact body.

BUSINESS STRATEGY

Further reinforcement of position in digital SLR camera market

The digital SLR camera market is currently growing briskly, a trend that Nikon expects to continue. Nikon's sales of digital SLR cameras are growing at a rate significantly faster than the digital SLR market, as a whole. One of the reasons for this result is due to the launch of the D40, which has created a whole new market for digital SLR cameras. By introducing the pleasure of taking photographs with a digital SLR camera at a relatively affordable price, the D40 is positioned as an entry-level model that grabs the affections of a broad range of new customers.

In March 2007, Nikon launched D40X as the sister model of the D40. With this product, Nikon has now created a wider range of digital SLR cameras extending all the way from entry-level to high-end models. Plans call for the introduction of further high-end models in the year ending March 2008. Over the coming years, Nikon will reinforce its position in the digital SLR camera market by developing more attractive, customer-oriented product features to expand this lineup further.

Clearer brand positioning in compact digital camera market

To celebrate the ten year anniversary of the COOLPIX brand, Nikon implemented a number of measures to reinforce the brand and to increase awareness among consumers. This included a full redesign of the brand logo.

Alongside this, Nikon has reformed planning and marketing processes, including making a shift from a pure category management approach to a system that involves product managers. Nikon has divided compact digital cameras into three categories: Performance (for people wanting high performance, including superior image quality and diverse features); Style (for those with discerning taste for style and design); and Life (for users desiring simple operation at an affordable price). Under the new structure, product managers will manage the creation of products from planning to launch in an integrated fashion, based on these same categories. Nikon believes that the new system will more accurately channel the company's vision into products that reflect customer needs.

Targeting expansion of peripheral products business

Nikon also sees business opportunities in peripheral products—the items that help people get the most out of photography, aside from cameras. During the year under review, Nikon launched photo-finishing software called Capture NX. With next generation highquality image-editing and processing capabilities, this software was developed and commercialized jointly with a US venture company in which Nikon has an equity stake. Aside from software, future plans also call for the development of online services.

Strengthening promotions in local markets

In the year ended March 2007, Nikon expanded the local in-market sales structure for imaging products with the commencement of operations at sales subsidiaries in South Korea (Nikon Imaging Korea Co., Ltd.) and Australia (NIKON Australia Pty Ltd). Results in both markets improved significantly as a result. During the year ending March 2008, Nikon plans to set up a new sales subsidiary in India, a major emerging market, and to study the establishment of further local sales subsidiaries in markets such as Russia and Eastern Europe. In China, a market with huge potential, Nikon is seeking to reinforce and solidify the position of the Nikon brand in the country's massive consumer market. Nikon also views China as a key production base.

Open and transparent corporate culture

In contrast to the age of film cameras, the digital age has brought dramatically shorter product life cycles. This rapidly changing environment demands that companies develop the ability to transform. Nikon is

NET SALES*

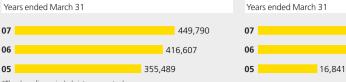
MILLIONS OF YEN

MILLIONS OF YEN **OPERATING INCOME**

34.369

45,678

Years ended March 31



*The above figures include intersegment sales

seeing the fruits of efforts to foster a more open corporate culture in terms of greater interdivisional communication and cooperation. Elsewhere, purchasing reform programs and corporate-wide manufacturing projects are benefiting from many contributions by factory staff, which have played a major part in efforts to reduce costs and rationalize designs. Nikon plans to continue with these initiatives with the aim of building an organizational structure capable of realizing innovative ideas.

Toward the next generation of cameras Along with the effects of greater Internet use and the spread of large-screen flat-panel televisions, the shift from film to digital is leading to substantial changes in the way that people share images and photography. Besides just capturing images, the next generation of cameras will also need to offer ways of sharing and enjoying these with others. Rather than asking what the technology can do, Nikon will challenge this from the perspective of what sort of technologies will be needed to realize new lifestyle options. New product development programs have been progressing along such lines. Nikon aims to originate new lifestyle possibilities via creative, concept-based development processes, involving technical collaboration in various fields where appropriate. In this way, Nikon hopes to avoid the trap of clinging too tightly to existing paradigms or technologies developed in-house.

MAKOTO KIMURA DIRECTOR, MEMBER OF THE BOARD & SENIOR EXECUTIVE OFFICER PRESIDENT OF IMAGING COMPANY





THE BIOSCIENCE BUSINESS ACHIEVED STEADY GROWTH IN SALES BY MARKETING SYSTEMIZED PRODUCTS. AGGRESSIVE PRODUCT DEVELOPMENT ALSO HELPED THE INDUSTRIAL INSTRUMENTS BUSINESS RECORD SUBSTANTIALLY HIGHER SALES. SEGMENT SALES POSTED A RECORD HIGH OF ¥61,171 MILLION, INCREASING 11.5% OVER THE PREVIOUS YEAR. OPERATING INCOME ROSE 25.4% TO ¥5,123 MILLION.



BioStation CT

INCORPORATING A MICROSCOPE AND CAMERA INSIDE AN INCUBATOR, THE BIOSTATION CT FACILITATES STABLE TIME-SERIES OBSERVATION OF LIVING CELL CULTURES WITHOUT OUTSIDE INTERFERENCE. THE SYSTEM ALSO ENABLES THE RECORDING AND MANAGEMENT OF CELL IMAGES.

Manual transfer of cultured cells for observation under a microscope creates a number of possible problems, such as contamination, mixing up of samples or stress to the cells caused by environmental change or dish vibrations. The BioStation CT eliminates these kinds of concerns by handling all processes from culturing to observation inside the incubator, without the need for manual human intervention. Observation and image recording are done automatically based on a pre-set schedule. A system log stores all the information gathered on the culture, linked to the relevant images. This ensures the full traceability of all cell-related information for more reliable data management.





INEXIV VMA-2520

A lightweight, compact CNC video measuring system enabling automated measurements of mechanical parts and other precision parts used in automotive and electronics industries.



MM-400/800 SERIES OF MEASURING MICROSCOPES

With application in various industries, from semiconductors and LCDs to automotive-related, these measuring microscopes include an enhanced height (Zaxis) measurement function and high-precision digital imaging metrology, while also enabling larger sample measurements.

REVIEW OF YEAR ENDED MARCH 2007

In the bioscience business, Nikon focused on expanding sales of systems optimized for the extended observation of live cells, especially products based on the Perfect Focus System. Popular products for this market included the BioStation CT (Cell Tracking) observation system and the BioStation IM (cell IMaging) system for observing cell cultures using timelapse imaging.

In industrial instruments, Nikon launched several new industrial microscopes, including the MULTIZOOM AZ100 (Multi-purpose zoom microscope), the ECLIPSE MA100 (a small inverted metallurgical microscope) and the MM-400/800 series of measuring microscopes for digital image-based high-precision measurement of large samples. The launch of the compact, affordable iNEXIV VMA-2520 3D measuring system also contributed to solid growth in global sales of the NEXIV series of CNC video measuring systems.

BUSINESS STRATEGY

Live cells: the main growth driver in the bioscience business

In the bioscience business, the development of completely new categories of instruments is a vital part of achieving significant growth in related markets.

One area of growth is systems for the observation of live cells, a field where Nikon has devoted substantial resources in recent years. The Perfect Focus System fitted to the ECLIPSE TE2000-PFS microscope provides automatic control over focus adjustments, thus eliminating any focal drift during live cell observation that may be caused by extended observation, stage movements, reagent additions or other factors.

This ensures that not even the slightest change in the sample under observation is missed.

Nikon also finished commercial development of the BioStation series during the year under review. Shipments of the BioStation IM and BioStation CT systems commenced in February 2007 and March 2007, respectively. These products have attracted inquiries from many customers, which is expected to translate into increased sales in future.

Nikon has also started selling the BioStation ID system nationally under an exclusive agreement with GE Healthcare Biosciences (GEHB). Based on the BioStation IM, this product features special analytical software developed by GEHB for the numerical analysis of images of live cell cultures. Going forward, Nikon plans to make further use of alliances with other companies to expand sales of this series in new products categories and sales regions.

Favorable overall growth achieved in industrial instruments

The industrial instruments business achieved favorable growth overall during the year ended March 2007. This was partly the result of successful market introductions of several new products. Nikon extended the NEXIV series of CNC video measuring systems, which utilize optical measurement and computer-based image-processing technologies to realize highspeed, automatic high-precision measurement and inspection of the shape, form and dimensions of various types of precision devices and electronic components. In semiconductor inspection equipment, Nikon introduced the AMI-3300 model for automatic macro inspection of IC chips. AMI systems are replacing visual inspection processes and are thereby helping to raise the efficiency of process management by improving accuracy and providing clear, quantifiable inspection criteria. Other new instruments launched in the year under review included the MM-400/800 series of industrial microscopes for high-precision measurement, observation and digital imaging of samples.

Going forward, the industrial instruments business is focused on creating a stronger development-led sales system around the world to facilitate greater differentiation of the product range.

Ongoing establishment of Nikon Imaging Centers

To date Nikon has established Nikon Imaging Centers in a number of the world's leading universities, including Harvard University, the University of Heidelberg, Hokkaido University and Oxford University. These facilities enable researchers to gain hands-on experience with Nikon microscopes. The year under review saw the opening in September 2006 of a new Nikon Imaging Center at the University of California San Francisco. While contributing to the advancement of campus research activities, these centers also play a useful role in development of new-concept microscopes by giving Nikon the chance to gain direct feedback from researchers. In the year ending March 2008, Nikon plans to establish more centers in the Institut Curie in France, in Singapore's Biopolis research complex, and at Northwestern University, which is based in Chicago, USA.

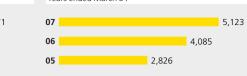
Consolidation of domestic sales company trio boosts customer orientation

In April 2006, Nikon reformed sales structures in Japan with the merger of three sales companies based in Kawasaki, Osaka and Fukuoka into a single firm, Nikon Instech Co., Ltd. The move NET SALES* Years ended March 31

MILLIONS OF YEN OPERATING INCOME

Years ended March 31





MILLIONS OF YEN

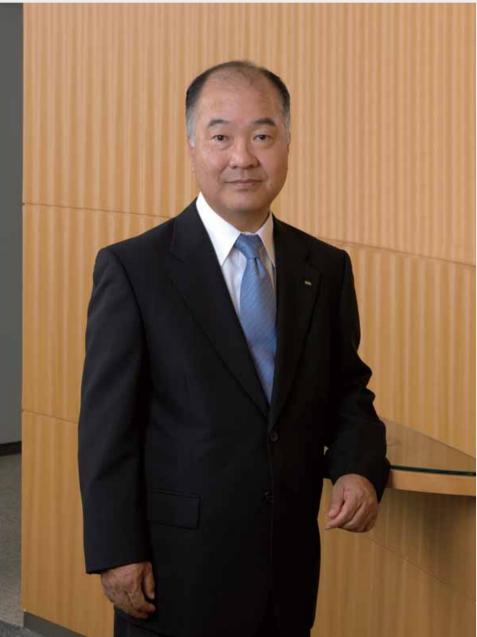
aimed to strengthen capabilities to provide customer-oriented services and to develop related solutions. Through dynamic use of direct sales activities, Nikon is working to create a system that is capable of rapid assessment of market needs.

Nikon is also focusing on developing a more skilled sales force. This reflects the fact that not only are today's microscopes entirely computercontrolled, but biological microscopes also require a greater level of specialist knowledge in bioscience. This means that salespeople require more advanced IT skills and specialist knowledge. Going forward, Nikon hopes to reinforce sales capabilities by prioritizing the cultivation of a more specialized sales force.

Building a fast-response organization to improve profit margins

The Instruments Company is undertaking a new project to raise profit margins through a combination of organizational and cultural reforms, manufacturing improvements and various initiatives to promote simplified product design. Alongside this, Nikon is also investing in an improved IT infrastructure with the aim of building a fast-response organization. By identifying new markets and creating products that exceed customer expectations, the Instruments Company is targeting the early achievement of ¥10 billion in operating income in order to make a significant contribution to the growth of the Nikon Group.

HISAO IZAWA OPERATING OFFICER PRESIDENT OF INSTRUMENTS COMPANY



SEGMENT SALES INCREASED 14.9% YEAR ON YEAR TO ¥57,244 MILLION, WHILE OPERATING INCOME ROSE 9.0% TO ¥2,102 MILLION.

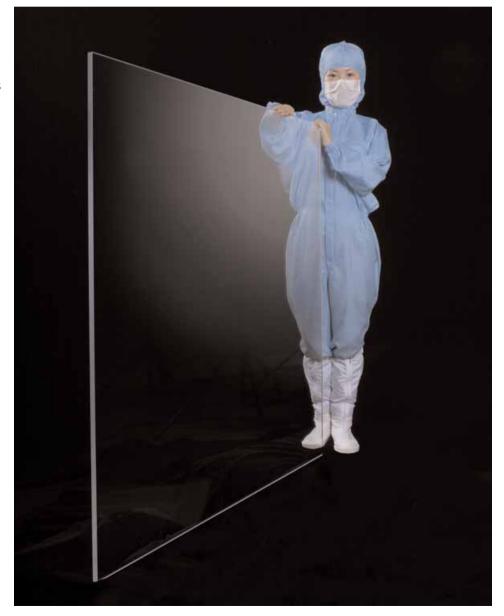
Review of year ended March 2007

The major business developments during the year were as follows.

- 1. Sales of customized products were on a par with the previous year, despite efforts to expand sales of space-related equipment and optical components.
- 2. The sport optics products business recorded significantly higher sales, reflecting favorable sales growth in markets in North America and Europe.
- 3. Sales increased in glass-related operations. Nikon focused on acquiring new customers to expand sales and also made a full-scale entry into the LCD photomask substrate business. This involved investing in new facilities at the Shonan branch on the site of the Sagamihara Plant.
- 4. Sales of ophthalmic frames and sunglasses increased amid a continued harsh market environment following successful moves to reconstruct the business and to promote higher sales.

Entry into LCD photomask substrate business

Nikon entered the LCD photomask substrate business during the year. Photomasks are used in LCD panel manufacturing processes as a negative plate for transferring circuit patterns via exposure. The photomask substrate is a material made out of silica glass whose surface is ground and polished until it is extremely smooth. Surface variation in the final product is under 20 micrometers.



MILLIONS OF YEN OPERATING INCOME (LOSS) MILLIONS OF YEN

2,102

Years ended March 31 07 57,244 06 49,832 05 44,253

NET SALES*

*The above figures include intersegment sales





In the year under review, Nikon established a new Shonan branch on the site of the Sagamihara Plant to house the necessary facilities for manufacturing and supplying LCD photomask substrates. These included a clean room, a large polishing machine and inspection equipment. Currently Nikon can supply photomask substrates for 5th to 8th generation LCD panel manufacturing processes.

Mask size continues to increase as LCD panels become larger. Nikon decided to enter this business because the ability to integrate the synthesis of large, high-quality silica glass with high-precision polishing, linked to the expertise that Nikon possesses in LCD scanners, enables Nikon to supply LCD panel-makers with process-optimized substrates. This business is expected to make a steady contribution to Nikon Group profits, since it is fairly insensitive to the silicon investment cycle and should generate stable demand for consumables.

Nikon Rayfact 2.0x high-performance lens launched for line-scanning sensors The degree of precision required in the external inspection of printed circuit boards and other electronic components is rising amid ongoing miniaturization of devices. Inspection based on image-processing technology has become the norm in the industry. The sensors used to analyze the lines in the circuitry must operate at ever increasing degrees of resolution, which in turn raises the performance requirements for the scanning lens. At the same time, concerns about environmental issues are boosting demand for eco-friendly glass that is free of substances such as lead or arsenic.

The Nikon Rayfact 2.0x lens (95mm F2.8) is made from eco-friendly glass and provides high resolution from the center to the periphery of the image. This uniformity of performance reduces image distortion, ensuring an even image across the entire device surface, even with large linescanning sensors.

Nikon Fieldmicroscope EZ-Micro awarded prize for good design

The Fieldmicroscope EZ-Micro, which was developed by Nikon as a portable stereoscopic microscope for outdoor use, was one of the products to receive a Good Design Gold Prize at the Good Design Awards 2006 organized by the Japan Industrial Design Promotion Organization.

Demand has increased for products that allow users to observe and capture images of microscopic objects with ease outdoors. This series of products is the first to enable this by creating a field microscope with a modified light path and special bracket to hold a digital camera. The EZ-Micro is designed to work with the COOLPIX series (a camera is included in some models), thus making it simple to capture the image. Due to the ease of observation and image recording, this product has a broad range of applications, including such industrial and commercial uses as electronic component inspection or the appraisal of precious stones.



NIKON RAYFACT 2.0X HIGH-PERFORMANCE LENS



NIKON FIELDMICROSCOPE EZ-MICRO