

STRATEGIES ON TARGET

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NIKON CORPORATION ANNUAL REPORT 2012

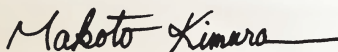


TO OUR SHAREHOLDERS AND INVESTORS

Working on Next Growth Phase; Fully Recovered from Flooding in Thailand

In the fiscal year ended March 2012, although we faced difficult circumstances owing to flood damage sustained by our manufacturing subsidiary in Thailand, we were able to overcome such problems thanks to the collective efforts of the entire Nikon Group. Amid challenging conditions—notably, the impact of natural disasters and appreciation of the yen—on a consolidated basis, we achieved a 3.5% increase in net sales and a 48.2% rise in operating income compared with the previous fiscal year.

In the fiscal year ending March 2013, we are striving to grow our existing businesses and enhance profitability. First of all, the Imaging Company is working toward full recovery from the flood damage in Thailand, and is targeting a substantial increase in revenue and earnings through such factors as robust growth in interchangeable lens-type digital cameras and the development of business in emerging countries. In the Precision Equipment Company, we are endeavoring to realize further improvements in our business structure and expand sales of the latest ArF immersion scanner; and in the Instruments Company, we are working to lift sales by strengthening non-contact three-dimensional (3D) measurement systems. As a result of such measures, on a consolidated basis, we are forecasting net sales amounting to ¥1,030,000 million and operating income of ¥90,000 million. Under the Medium Term Management Plan announced by the Company in May 2012, we are considering the possibility of developing new businesses in the health and medical field, while aiming to realize sustainable growth.



MAKOTO KIMURA
Representative Director,
President, Member of the Board



JUNICHI ITOH
Representative Director,
Member of the Board,
Executive Vice President and CFO