Organization of Nikon Group

As of July 1, 2003 General Meeting of Shareholders Corporate Auditors/ **Board of Directors Board of Corporate Auditors Executive Committee** Chairman of the Board & CEO Management Strategy Committee ● Tochigi Nikon Corporation ● Setagaya Industry Co., Ltd. Nikon Optical Shop Co., Ltd.
 Nikon Eyewear Co., Ltd.
 Nikon Vision Co., Ltd. Office of Management Strategy ■ Nikon Engineering Co., Ltd. ■ Nikon Technologies, Inc. Activities related to Group management Beijing Nikon Ophthalmic Products Co., Ltd. strategy and branding management Nikon-Trimble Co., Ltd.
 Nikon-Essilor Co., Ltd. Office of Corporate Technology Management Activities related to the Group's technological strategy and management of technology for independent business companies Corporate Strategy Center ■ Nikon Systems Inc.
■ Nikon Americas Inc.
■ Nikon Holdings Europe B.V. Planning of the Group's financial strategy, corporate communications and information systems **Business Administration Center** ■ Nikon Logistics Corporation
■ Nikon Life Co., Ltd.
■ Nikon Tsubasa Inc. General affairs, legal affairs, human resources, etc. Core Technology Center Activities related to investigation and development of new business, development of basic technology Mito Nikon Corporation
 ■ Zao Nikon Co., Ltd.
 ■ Nikon Tec Corporation common to the Nikon Group, protection of Nikon Precision Inc.
 Nikon Research Corporation of America
 Nikon Precision intellectual property and manufacturing technology Europe GmbH • Nikon Precision Korea Ltd. • Nikon Precision Taiwan Ltd. ● Nikon Precision Singapore Pte Ltd ● Nikon Precision Shanghai Co., Ltd. **Precision Equipment Company** ● Sendai Nikon Corporation ● Nikon Photo Products Inc. ● Nikon Inc. Nikon Canada Inc. ● Nikon Europe B.V. ● Nikon AG ● Nikon Svenska AB ● Nikon GmbH ● Nikon U.K. Ltd. ● Nikon France S.A. ● Nikon Kft. ● Nikon s.r.o. **Imaging Company** ● Nikon Singapore Pte Ltd ● Nikon (Malaysia) Sdn. Bhd. ● Nikon Hong Kong Ltd. ■ Nikon (Thailand) Co., Ltd. ■ Nikon Imaging (China) Co., Ltd. ● Guang Dong Nikon Camera Co., Ltd. ● Hang Zhou Nikon Camera Co., Ltd. Instruments Company ■ Kurobane Nikon Co., Ltd.
 ■ Nikon Instech Co., Ltd.
 ■ Kogaku Co., Ltd. ● Okuma Shokai Co., Ltd. ● Nikon Digital Technologies Co., Ltd. ● Nikon Instruments Inc. ● Nikon Instruments Europe B.V. ● Nikon Instruments S.p.A. ● Nikon Instruments (Shanghai) Co., Ltd.* • Nanjing Nikon Jiangnan Optical Instrument Co., Ltd. **Customized Products Division** *Plan to commence operations in August 2003.

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CMP Division