

Directors, Auditors and Officers

As of July 1, 2003

Board of Directors

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| Chairman of the Board & Chief Executive Officer* | Shoichiro Yoshida | In charge of items related to Group's management policies |
| Vice Chairman of the Board & Chief Financial Officer* | Kenji Enya | Assistant of Chairman, comprehensive control of financial, overseas, IR and group-wide strategies |
| President, Member of the Board & Chief Operating Officer* | Teruo Shimamura | In charge of Company's operations |
| Executive Vice President, Member of the Board* | Yasujiro Hara | Assistant of President, President of Business Administration Center |
| Senior Managing Director, Member of the Board & Senior Executive Officer | Michio Kariya | President of Precision Equipment Company |
| Managing Director, Member of the Board & Senior Executive Officer | Masami Kurosawa | President of Corporate Strategy Center |
| Managing Director, Member of the Board & Senior Executive Officer | Takashi Tamori | President of Office of Corporate Technology Management & President of Core Technology Center & General Manager of Production Technology Headquarters, Core Technology Center |
| Managing Director, Member of the Board & Senior Executive Officer | Mamoru Kajiwara | Vice President of Business Administration Center |
| Managing Director, Member of the Board & Senior Executive Officer | Makoto Kimura | President of Imaging Company |
| Director, Member of the Board | Terumichi Tsuchida | Senior Corporate Advisor, Meiji Life Insurance Company |
| Director, Member of the Board | Shunji Kono | Counselor, The Tokio Marine and Fire Insurance Co., Ltd. |
| Director, Member of the Board & Executive Officer | Norio Miyauchi | Divisional President of Office of Management Strategy |
| Director, Member of the Board & Executive Officer | Naoki Tomino | Vice President of Imaging Company & General Manager of Development Management Department, Imaging Company |

Corporate Auditors

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| Standing Corporate Auditor | Yuji Obana | |
| Standing Corporate Auditor | Yoshiro Imagawa | |
| Corporate Auditor | Toyoshi Nakano | Chairman, The Mitsubishi Trust and Banking Corporation |
| Corporate Auditor | Mitsutake Okano | Corporate Advisor, Mitsubishi Corporation |

Executive Officers

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| Executive Officer | Yoichi Nishida | Chairman, Member of the Board, Nikon-Essilor Co., Ltd. |
| Executive Officer | Hisayuki Shimizu | Assistant of President of Precision Equipment Company |
| Executive Officer | Yuichi Umeda | President of Instruments Company |
| Executive Officer | Hidetoshi Mori | Assistant of President of Precision Equipment Company & General Manager of Sales & Marketing Headquarters, Precision Equipment Company |
| Executive Officer | Takao Watanabe | Vice President of Core Technology Center & General Manager of Intellectual Property Headquarters, Core Technology Center |
| Executive Officer | Kyoichi Suwa | General Manager of LCD Equipment Division, Precision Equipment Company |
| Executive Officer | Yoshimichi Kawai | General Manager of Production Headquarters, Precision Equipment Company |
| Executive Officer | Hideshi Hirai | President, Nikon Europe B.V. |
| Executive Officer | Yutaka Ichihara | Vice President of Core Technology Center & General Manager of Optical Technology Headquarters, Core Technology Center |
| Executive Officer | Akikazu Tanimoto | Assistant of President of Precision Equipment Company |
| Executive Officer | Kazuo Ushida | General Manager of Development Headquarters, Precision Equipment Company |

*Indicates Representative Director of the Board