## **Organization of Nikon Group**

As of July 1, 2004 General Meeting of Shareholders Corporate Auditors/ **Board of Directors Board of Corporate Auditors** Chairman of the Board & CEO **Executive Committee** Management Strategy Committee Tochigi Nikon Corporation
Setagaya Industry Co., Ltd. ■ Nikon Optical Shop Co., Ltd. ■ Nikon Eyewear Co., Ltd. ■ Nikon Vision Co., Ltd. Nikon Engineering Co., Ltd. Office of Management Strategy Beijing Nikon Ophthalmic Products Co., Ltd. Activities related to Group management strategy and branding management Nikon-Trimble Co., Ltd.
Nikon-Essilor Co., Ltd. Corporate Strategy Center ■ Nikon Systems Inc. ■ Nikon Americas Inc. ■ Nikon Holdings Europe B.V. Activities related to the Group's financial strategy, corporate communications, investor relations, and information systems **Business Administration Center** ■ Nikon Logistics Corporation ■ Nikon Life Co., Ltd. ■ Nikon Tsubasa Inc. Activities related to general affairs, legal affairs, human resources, etc. Core Technology Center Nikon Technologies, Inc. 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 intellectual property and manufacturing technology Nikon Precision 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 Polska Sp.z o.o. ● 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 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 CMP** Division Glass Division