



# Review for Medium Term Management Plan

Forward-looking statements for earnings and other performance data contained herein are based on information currently available to the Company, and all potential risks and uncertainties are taken into account. The Company asks that investors understand that changes in conditions may cause actual performance to significantly differ from these projections.

# Agenda

- I. Review for Medium Term Management Plan
- II. New financial targets of Medium Term Management Plan

## Quantitative Evaluation

**Steady and firm advance for achievement of 10/3 target**

Billions of yen	08/3	10/3 Target	Status
Net Sales	955.8	1,000.0	Good
Operating Income	135.2	125.0	Excellent
Ordinary Income	120.1	115.0	Excellent

< Conditions of exchange rate >

08/3 (Actual): 114 yen/US\$, 162 yen/Euro

10/3 (Estimation): 110 yen/US\$, 140 yen/Euro

## Precision Equipment company

Key Objective	Status
No.1 share of ArF Immersion	Fair
Enhancing cost competitiveness	Excellent
Further expanding the market share in the large LCD scanner market	Excellent

## Imaging Company

Key Objectives	Status
Maintaining market position as the SLR-DSC leading company	Excellent
Adding more value to compact DSC	Good
Strengthening manufacturing competitiveness	Good

## Instruments Company

Key Objectives	Status
Developing solution business in the live-cell imaging field	Fair
Developing Non-contact vision based measuring systems utilizing image processing technology and creating series lineup of auto macro inspection equipment	Fair
30% reduction of development lead-time	Good

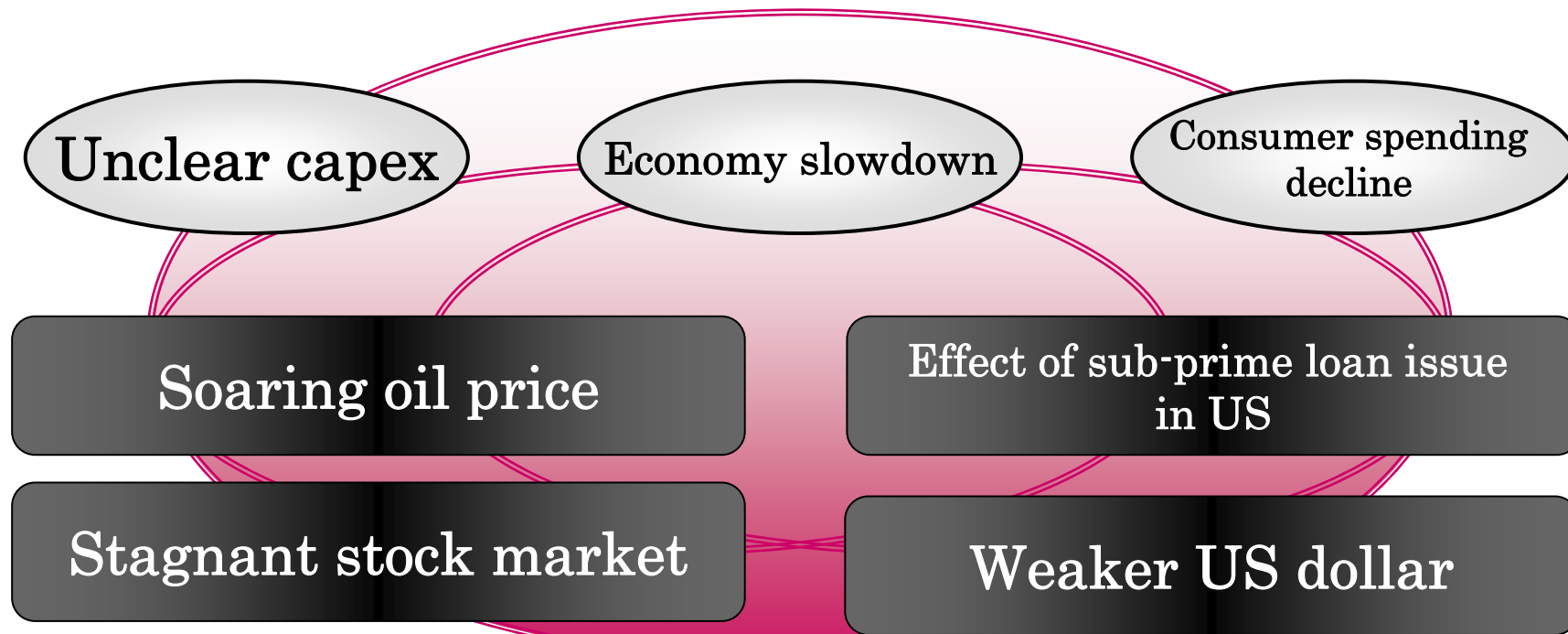
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# Environments surrounding Nikon

## Market conditions change

Completely different business environments against the recent continued economic growth where we have steadily been expanding our business.





# Policy of Medium Term Management Plan

Consolidation of “Strong Nikon” that can grow continuously in whatever business environment.



## New financial targets of Medium Term Management Plan

Billions of yen	08/3	11/3
Net Sales	955.8	1,200.0
Operating Income	135.2	160.0
Net Income	75.5	100.0

< Conditions of exchange rate >

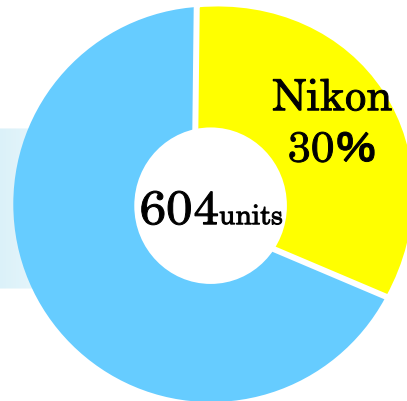
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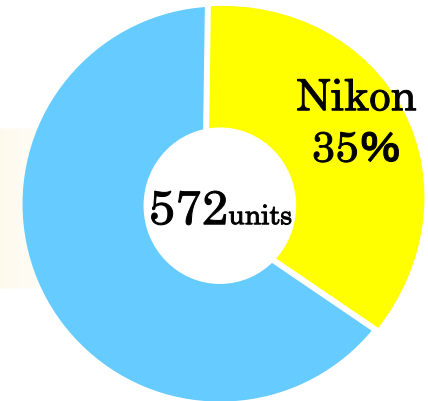
**IC Steppers & Scanners**  
(Forecast by Nikon)\*calendar year

\* The market size includes the new and refurbished systems.

2007  
\$7.1 billion



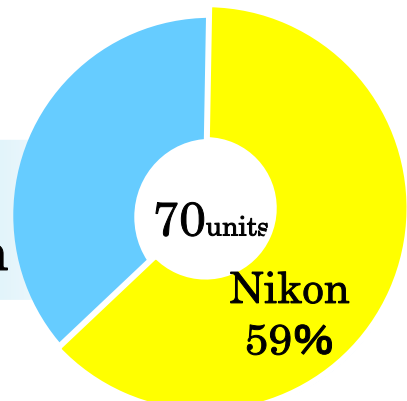
2010  
\$8.3 billion



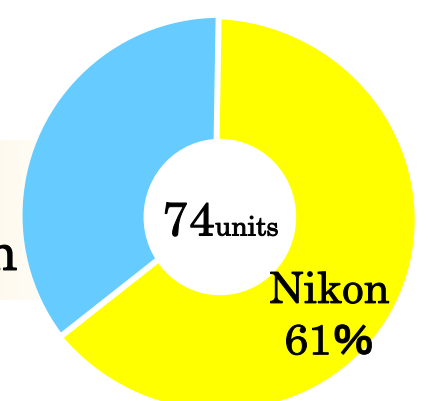
**LCD Steppers & Scanners**  
(Forecast by Nikon)\*calendar year

\* LCD lithography system for color filter are excluded from the market size.

2007  
86.0 billion yen



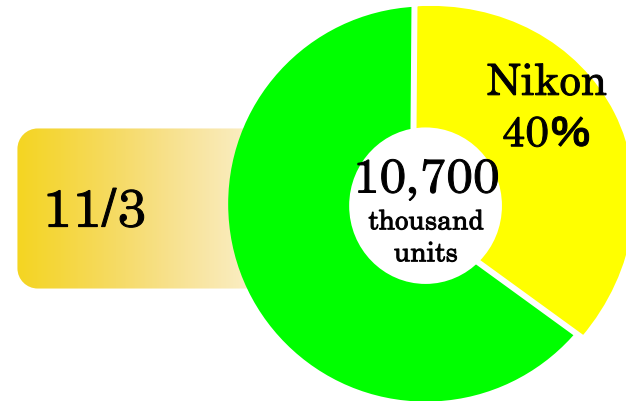
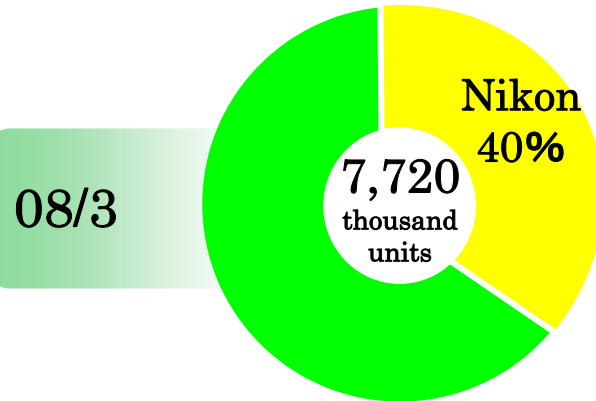
2010  
120.0 billion yen



\*Nikon share is calculated based on its shipment quantity

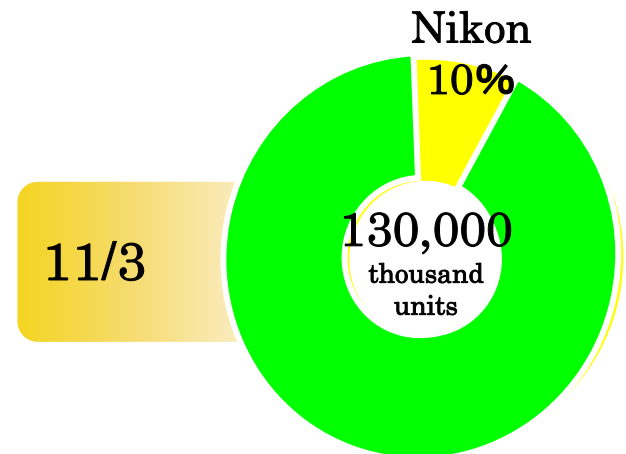
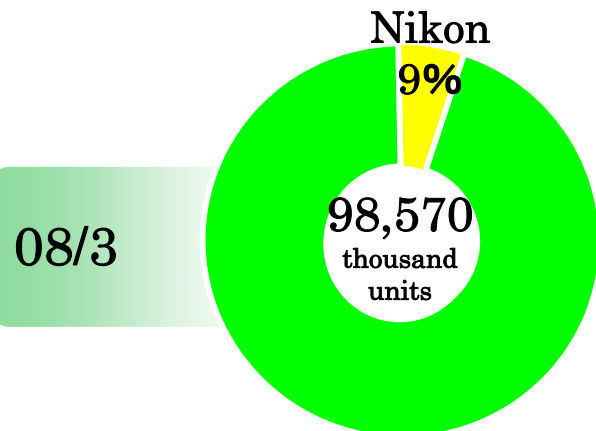
## SLR-DSC

### Forecast by Nikon



## C-DSC

### Forecast by Nikon

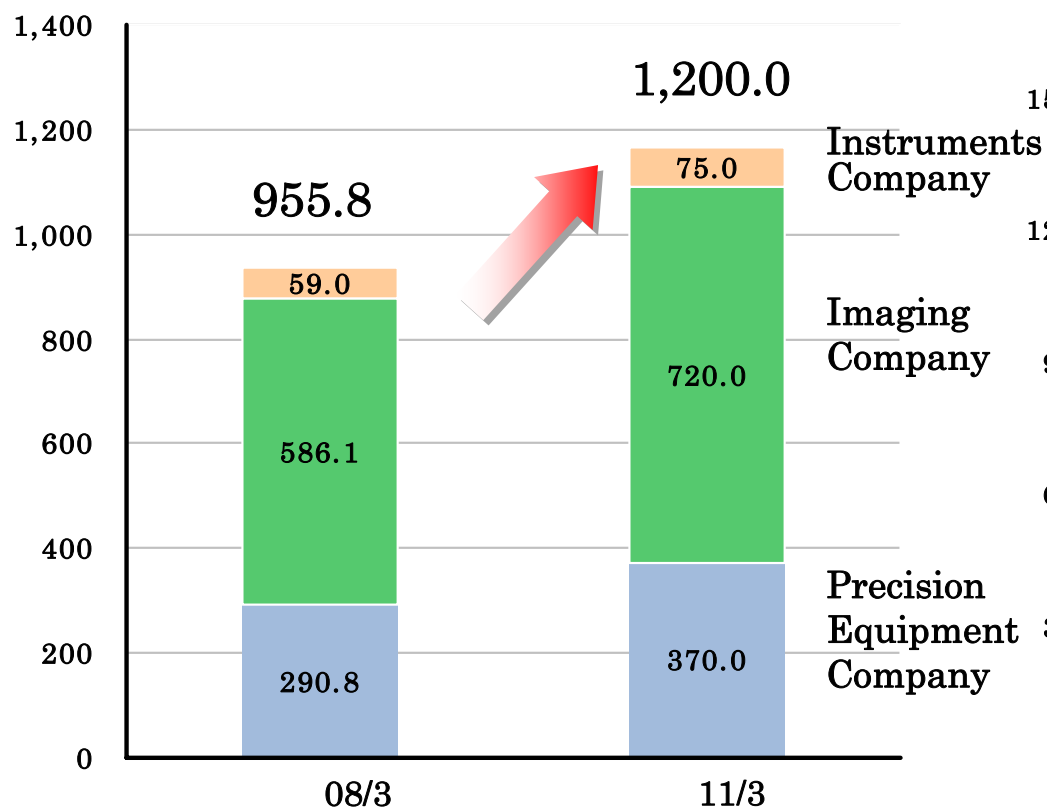


# Consolidated financial target of each Company

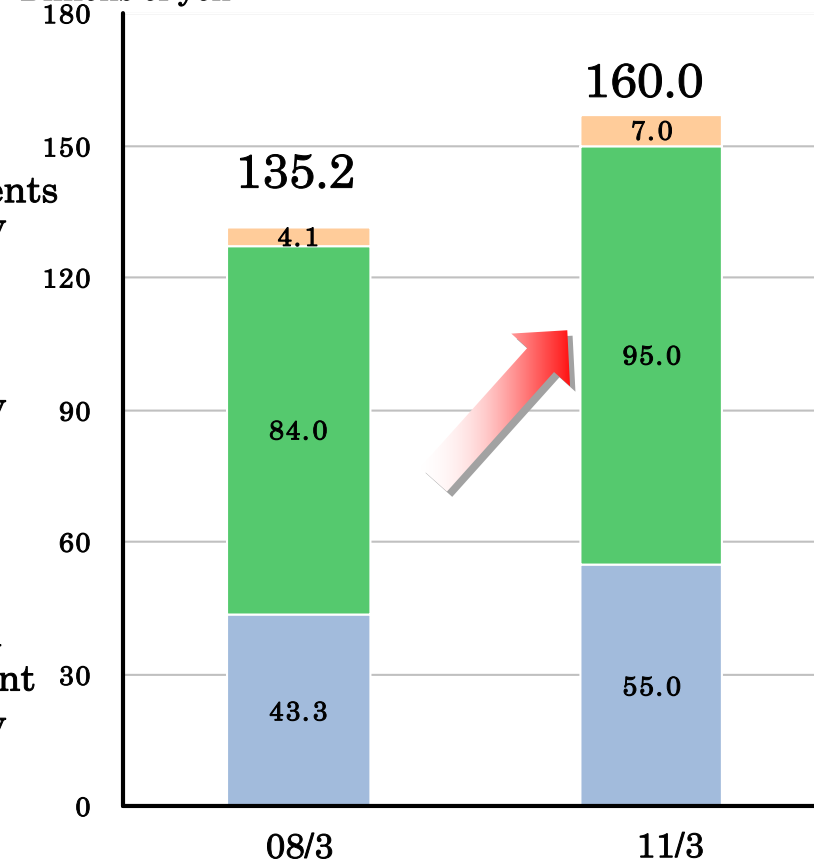
**Net Sales**

**Operating Income**

Billions of yen

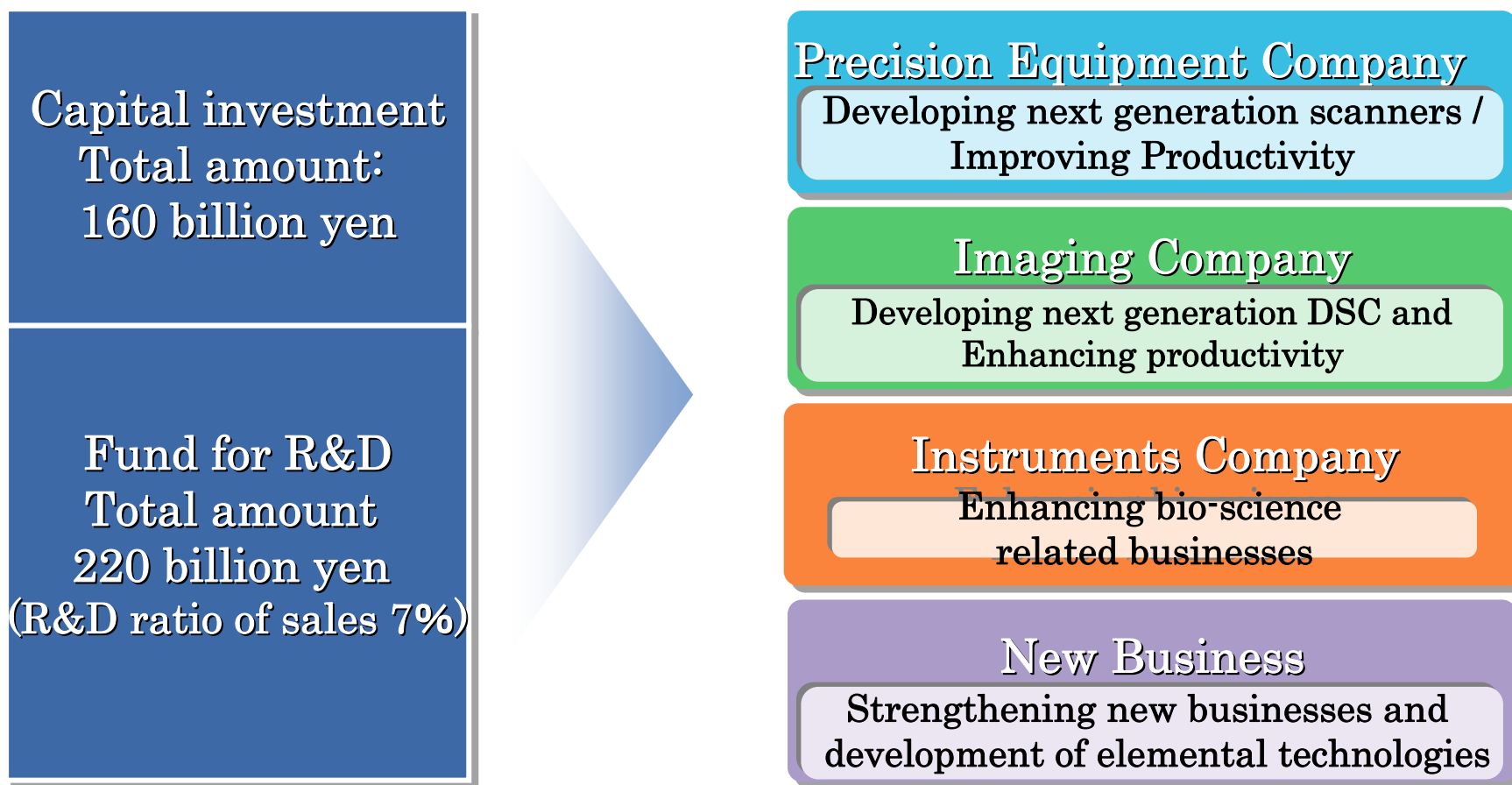


Billions of yen



# Plan of Capital investment and R&D (09/3 - 11/3)

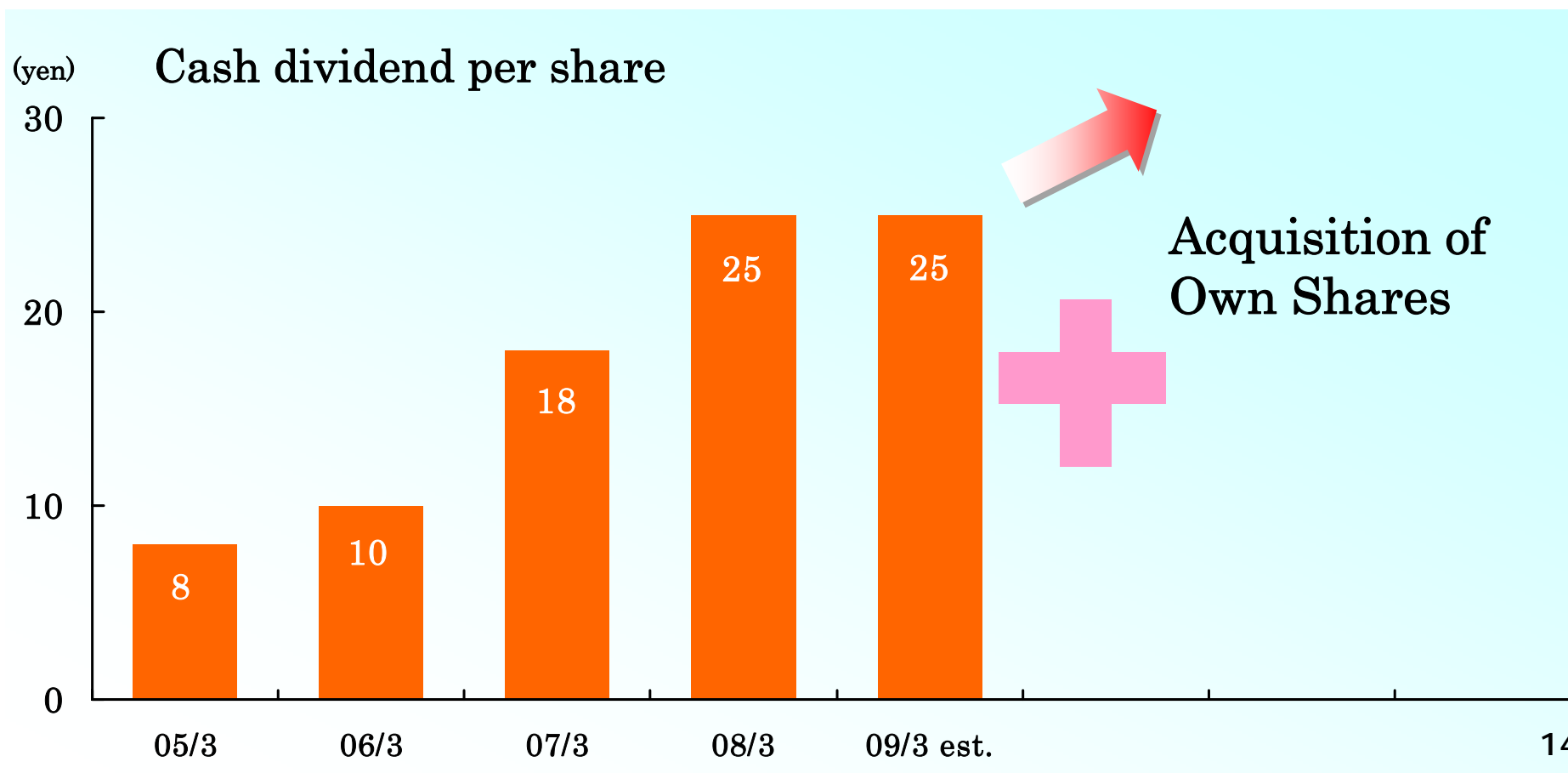
Expanding investment for Next generation products development,  
Productivity improvement and New market exploration.



## Shareholders benefit

Stable dividend payment based on business performance  
and flexible execution of acquisition of own shares

**Targeted total return ratio equivalent to 25% or more**





**NIKON CORPORATION**