

Agenda

- I. Review for Medium Term Management Plan**
- II. New financial targets of Medium Term Management Plan
- III. Key objectives for the Year Ending March 31, 2008
- IV. Management Policy

Review for Medium Term Management Plan

Achieved most of the targets ahead of schedule.

Billions of yen

07/3

09/3
(Target in 06/3)

Status

Net Sales

822.8

900.0

Good

Operating
income

102.0

90.0

Excellent

Ordinary
income

89.6

80.0

Excellent

D/E ratio

30%

Under 30%

Excellent

For Creating a strong Nikon

-Enhancing competitiveness of main businesses.

* Explanation in the following pages

- Improving Cost of sales ratio through bolstering manufacturing competitiveness.

Cost of sales ratio: 64.2% (06/3) → 60.1% (07/3)

- Expanding Glass Business through new business and withdrawing from non-profitable business.

- Improving financial structure by significant reduction of Interest-bearing debt and raising Shareholder's equity ratio.

D/E ratio: 74% (06/3) → 30% (07/3)

Precision Equipment Company

Key Objectives	Status
No.1 share of ArF Immersion	Good
Enhancing cost competitiveness	Good
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	Fair
Strengthening manufacturing competitiveness	Good

Instruments Company

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