



Progress of Medium Term Management Plan

Conference in Tokyo (May 11, 2010)

NIKON CORPORATION

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.

Progress of Medium Term Management Plan

Achieve turnaround in 2011/3, and return to the sustainable growth track in 2012/3.

Policy

Progress

2010/3

Reform structure of business and profit

Lower the break-even point

Achieved turnaround in 2H

2011/3

Implement business operation for the coming economic recovery

Achieve turnaround

Estimated Operating Income: 52 billions of yen

Estimated Net Income: 30 billions of yen

2012/3

Return to the sustainable growth track
Estimated Operating Income:
72 billions of yen

Estimating 72 billions of yen or more in Operating Income

Ensure sustainable growth catching the wave of the market environment after the global recession

Challenges

Execute the structural reforms to secure profit even under the severe environment

- Construct production system to secure profit under further appreciating yen
- Restructure global business locations suitable for market change
- Explore and deeply cultivate market of the emerging countries

Product development for sustainable growth

- Develop and market the cutting edge IC & LCD scanners
- Develop and market the new generation DSC
- Enhance new developments of Bio-Science and Industrial equipments
- Promote new business and search for the new fields



Smooth progress

**Return to growth track of main businesses.
Create new value and new market.**

Precision Equipment Company:

- Recover share of IC Steppers and Scanners
- Secure stable income base

Imaging Company:

- Expand DSC market
- Increase profitability

Instruments Company:

- Enhance businesses of Bio-Science and Industrial equipment

**Make Nikon group a vigorous entity
which grows continuously.**



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