Structure of Nikon Group

- Board of Directors
  - Audit and Supervisory Committee
  - Nominating Committee
  - Compensation Committee
  - Representative Director and Chairman
    Representative Director and President
    - Internal Audit Department
  - Executive Committee
    - Office of the President — Nikon Ventures Corporation
    - Corporate Sustainability Department
    - Information Security Department
    - Design Center
    - Imaging Solution Development Department — Nikon Creates Corporation
    - Group Governance & Administration Division — Nikon Business Service Co., Ltd. / Nikon Product Support Corporation / Nikon-Essilor Co., Ltd. / Nikon Nisso Prime Corporation / Nikon Tsubasa Inc. / Nikon-Trimble Co., Ltd. / Nikon Europe B.V. / Nikon Singapore Pte. Ltd. / Nikon Holdings Hong Kong Limited
    - Finance & Accounting Division — Nikon Americas Inc.
    - Legal & Intellectual Property Division
    - IT Solutions Division — Nikon Systems Inc.
    - Next Generation Project Division — Nikon Research Corporation of America
    - Optical Engineering Division
    - Advanced Technology Research & Development Division
    - Production Technology Division — Tochigi Nikon Corporation / Tochigi Nikon Precision Co., Ltd. / Sendai Nikon Corporation / Miyagi Nikon Precision Co., Ltd. / Hikari Glass Co., Ltd. / Hikari Glass (Changzhou) Optics Co., Ltd.
    - Imaging Business Unit — Nikon Imaging Japan Inc.
      - Nikon Inc.
      - Nikon Canada Inc.
      - Nikon Mexico, S.A. de C.V.
      - Nikon (Russia) LLC.
      - Nikon Hong Kong Ltd.
      - Nikon Australia Pty Ltd
      - Nikon India Private Limited
      - Nikon Sales (Thailand) Co., Ltd.
      - Nikon Middle East FZE
      - Nikon Imaging (China) Sales Co., Ltd.
      - Nikon Imaging Korea Co., Ltd.
      - Nikon (Thailand) Co., Ltd.
      - Nikon Lao Co., Ltd.
      - Nikon International Trading (Shenzhen) Co., Ltd.
      - Mark Roberts Motion Control Limited
      - RED.com, LLC
    - Precision Equipment Group — Nikon Tec Corporation / Network Corporation
      - Nikon Precision Inc.
      - Nikon Precision Europe GmbH
      - Nikon Precision Korea Ltd.
      - Nikon Precision Taiwan Ltd.
      - Nikon Precision (Shanghai) Co., Ltd.
      - Nikon Precision Malaysia Sdn. Bhd.
      - FPD Lithography Business Unit
      - Semiconductor Lithography Business Unit — Nikon Engineering Co., Ltd.
    - Healthcare Business Unit — Nikon Solutions Co., Ltd. / Nikon CeLL innovation Co., Ltd.
      - Nikon Instruments Inc.
      - Optos Plc
      - Optos, Inc.
      - Optos GmbH
      - Optos Australia
      - Nanjing Nikon Jiangnan Optical Instrument Co., Ltd.
    - Industrial Solutions Business Unit — Nikon Vision Co., Ltd. / Exvision Corporation
      - Nikon Metrology NV
      - Nikon Metrology Inc.
      - Nikon Metrology Europe NV
      - Nikon Metrology GmbH
      - Nikon Metrology SARL
      - Nikon Metrology UK Ltd.
      - Nikon X-Tek Systems Ltd.
      - Nikon Instruments Korea Co., Ltd.
      - PT Nikon Indonesia
      - Avonix Imaging, Inc.
    - Advanced Manufacturing Business Unit — Nikon Advanced Manufacturing Inc. / Morf3D Inc. / SLM Solutions Japan Inc. / SLM Solutions NA, Inc. / SLM Solutions (Canada) Ltd. / Nikon SLM Solutions AG / SLM Solutions (Italy) S.R.L. / SLM Solutions (France) SAS / SLM Solutions (Shanghai) Co. Ltd. / SLM Solutions Korea LLC / SLM Solutions Singapore Pte. Ltd. / SLM Solutions (India) Private Limited
    - Customized Products Business Unit
    - Glass Business Unit

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