

# Mid-Term Business Plan

2012-2014

**“ 100B AGAIN ! ”**



- I Direction
- II Global Network
- III Sales Targets
- IV Business Plan (by Product & Business Unit)
- V R&D
- VI Basic Policy on Profit Distribution

## **Disclaimer Regarding Forward-looking Statements**

Any statements in this document, other than those of historical fact, are forward-looking statements about the future performance of EIZO and its group companies, which are based on management's assumptions and beliefs in light of information currently available, and involve risks and uncertainties. Actual results might differ materially from these forecasts.

## **Notation of fiscal years**

“14F” appearing in this presentation means “Fiscal year 2014”, that is Fiscal year ended Mar. 31, 2015.

1. Expand the scale of monitor business by solid global network in Japan, Europe, USA and China
2. Build up #1 position in the vertical markets by innovative R&D and value-added products
3. Cement the position of #1 manufacturer of Amusement monitors by reinforcing the power of product planning and development

● Plan of 14F

Net sales: JPY 90 bn.

Operating income ratio: 10%

Aim for net sales of JPY 100 bn.



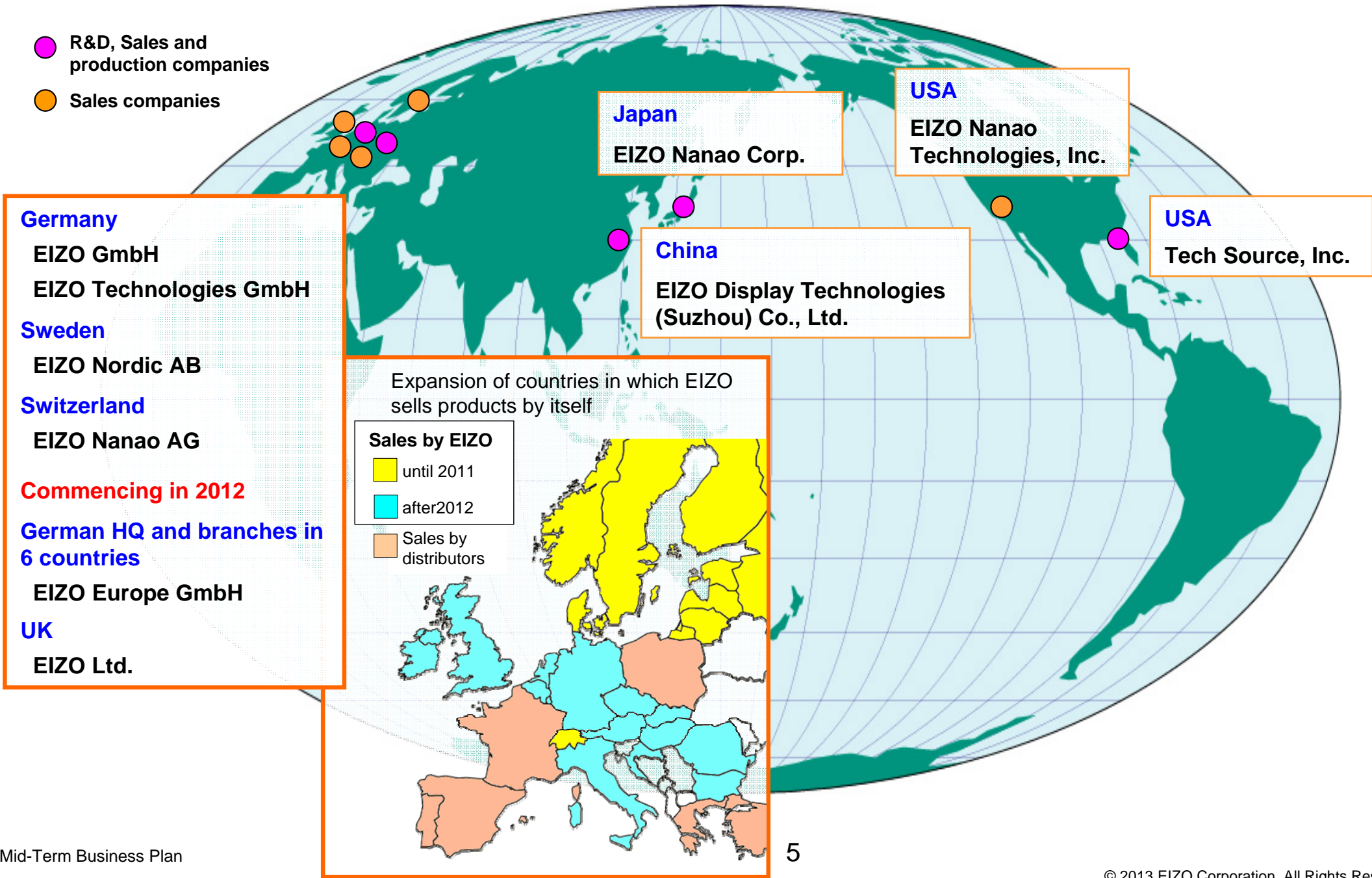
More than double overseas sales, making the most of our global network of R&D, sales, procurement, production and logistics

Overseas sales 11F: JPY 19 bn.→14F Plan: JPY 43 bn.

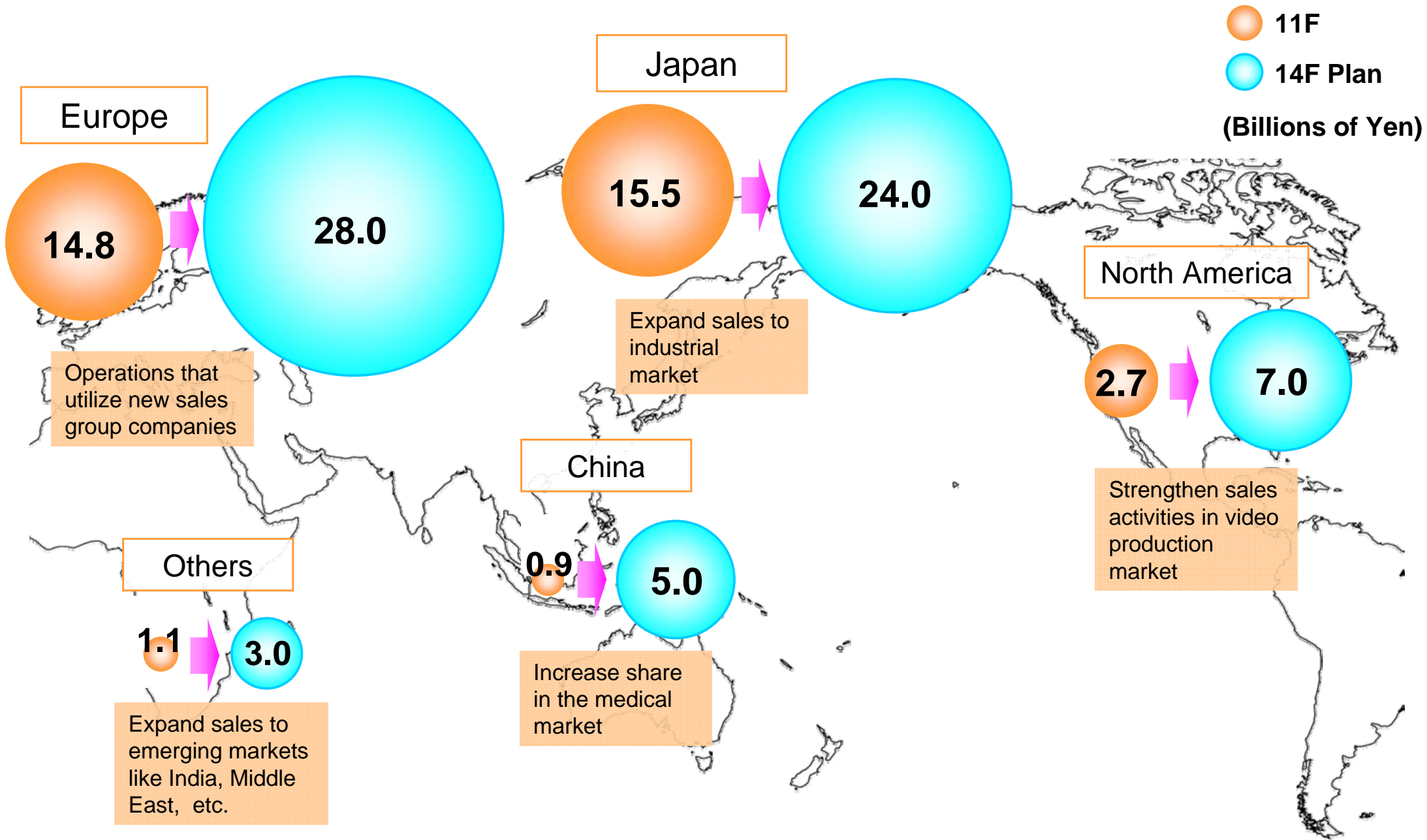
1. Strengthen the expanding global network of our own sales companies
  - Increase the ratio of overseas sales by group companies (56%→90%)
2. Expand business in China
  - Increase the share in the Chinese medical market (12%→20%)
  - Launch dedicated products for the Chinese medical market to expand sales
  - Strengthen R&D and procurement in China to increase competitiveness of products

# II-2 Global R&D, Sales and Production

- R&D, Sales and production companies
- Sales companies

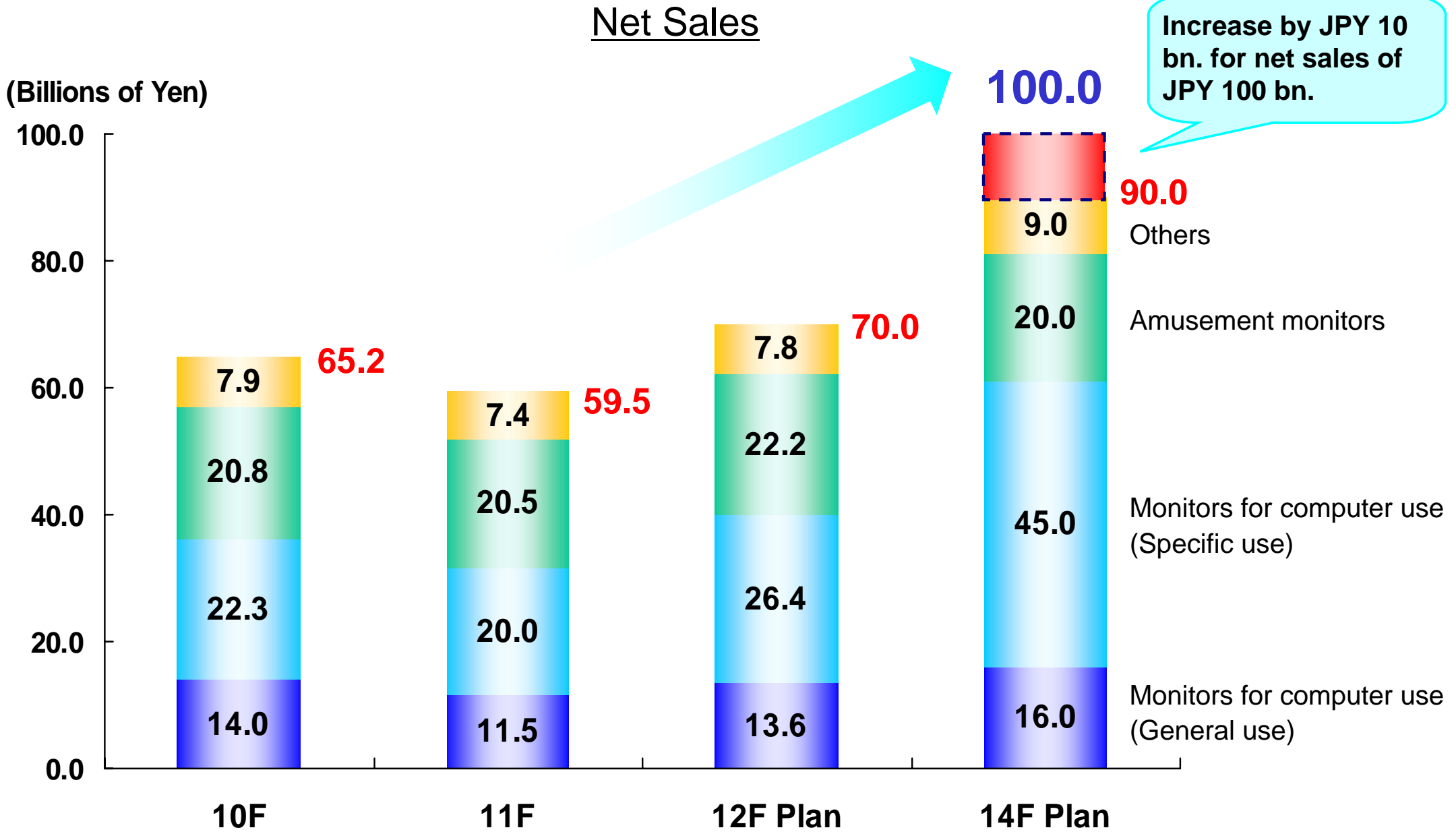


# II-3 Global Sales





# III Net Sales



With our monitor business at the core, expand our business model

Strengthen EIZO brand both in business and consumer markets

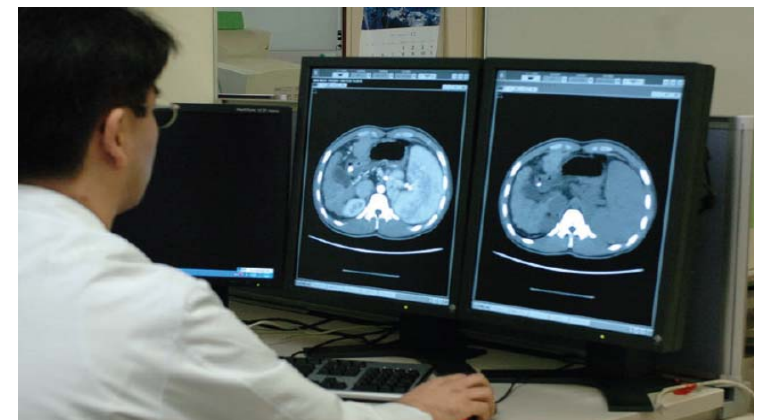
- Strengthen sales to business market in Europe through our new group companies
- Offer FORIS series of monitors with new functions & features to the consumer market
- Develop products which move customers





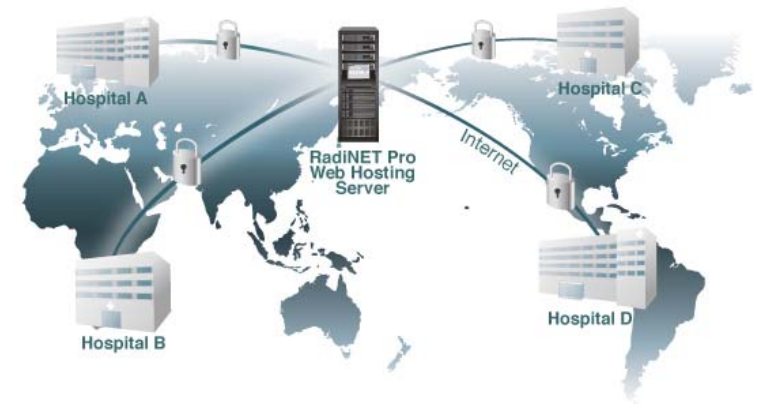
Achieve undisputed #1 position as all-around medical monitor supplier

- EIZO products are worldwide #1
- Propose and offer new solutions to medical market
- Strengthen products & solutions for operating rooms and expand sales
  - Large-screen monitors
  - Monitors for endoscopic systems
  - Signal routing solutions
- Expand sales to China and other emerging markets



## Ensure achievement of undisputed #1 position

- Expand solutions for the quality control of monitors via networks and offer server cost reduction
- Offer products for Hybrid Operating Rooms\* and Control Rooms
- Strengthen collaboration with global business partners in China and India

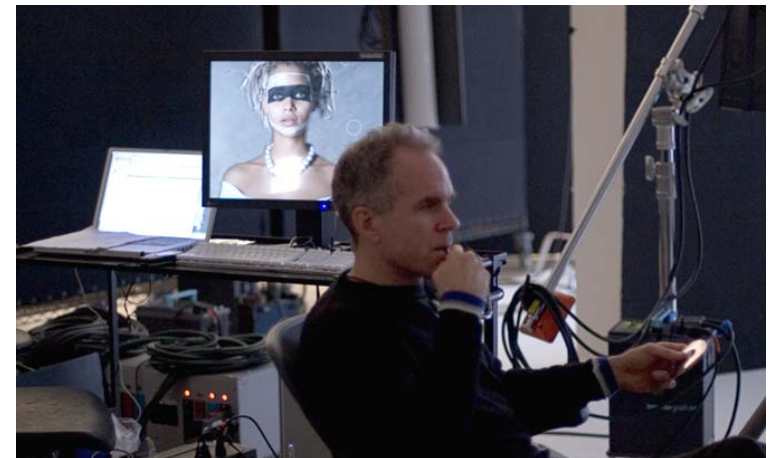


\*New type of operating room equipped with medical imaging devices

Achieve undisputed #1 position also in the prof. video production market

Enter deeply the professional video production market

- Perform sales activities positioning North America as the most important market
- Develop products which satisfy the needs of professional video production
- Strengthen collaboration with makers of graphics software and video editing system



## Expand the industrial business into another pillar of EIZO

- Take advantage of technologies and know-how which EIZO cultivated as a monitor maker
- Fulfill long-term and stable supply of products as a reliable company
- Offer reliability to customers with long-term warranty
- Perform speedy product customization
- Accelerate sales and marketing activities in Europe

**Offering DuraVision series of monitors to various industrial uses**

- Security & Surveillance
- Factory Automation
- Interactive Kiosk
- Marine Systems
- Automotive & Railroad

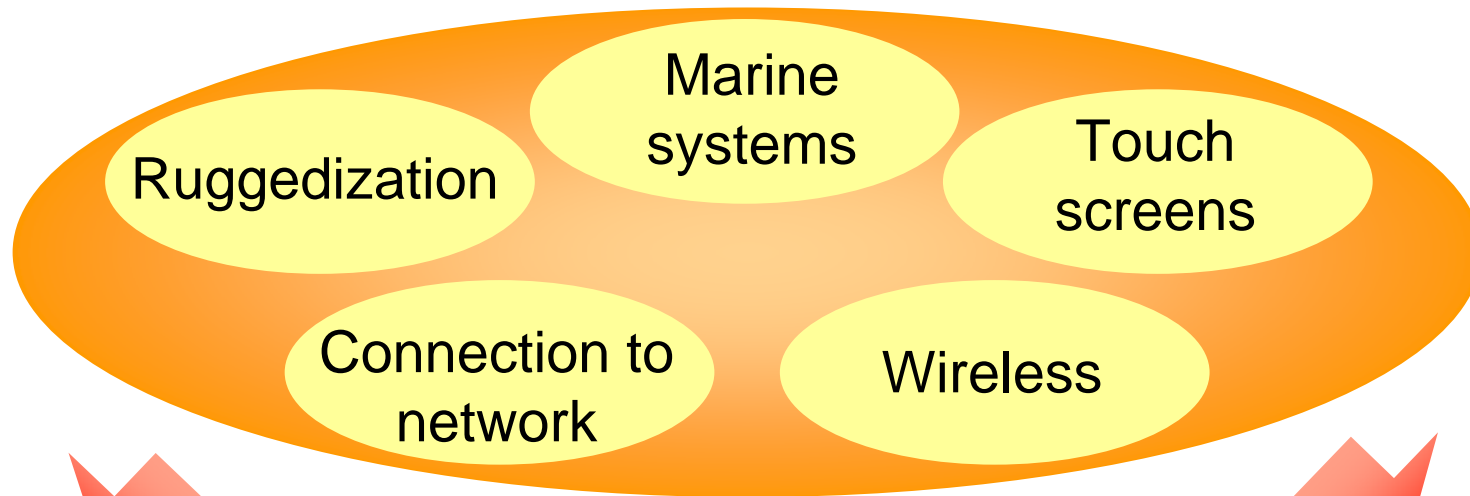






# EIZO® IV-4 Industrial Market (2/2)

Advance technologies to penetrate into any industrial situations



Offer total visual display solutions for ATC market

- Promote industry-first 4K x 2K monitors\* as a new standard of primary control monitors
- Offer total visual display solutions for ATC
  - Primary control monitors
  - Auxiliary monitors, monitors for training
  - Graphics boards, video recorders
- Strengthen global sales activities

Note: 4096 x 2160 resolution monitor which displays the same amount of information as two conventional primary control monitors





Offer more exciting titles with advanced S/W & H/W technologies

- Develop products in collaboration with business partners
- Develop H/W with the latest devices to enable dynamic expression
- Reinforce the power of S/W development to offer more attractive titles
- Shorten S/W development time for more timely product launches



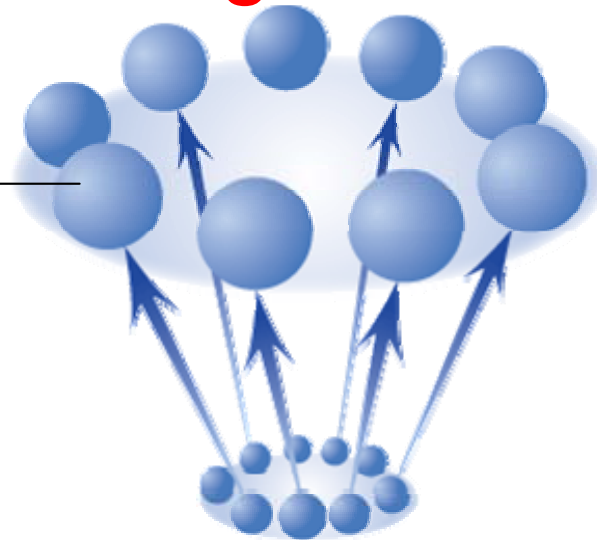
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Note: "H/W" means "Hardware", "S/W" means "Software".

Advance our own  
technologies

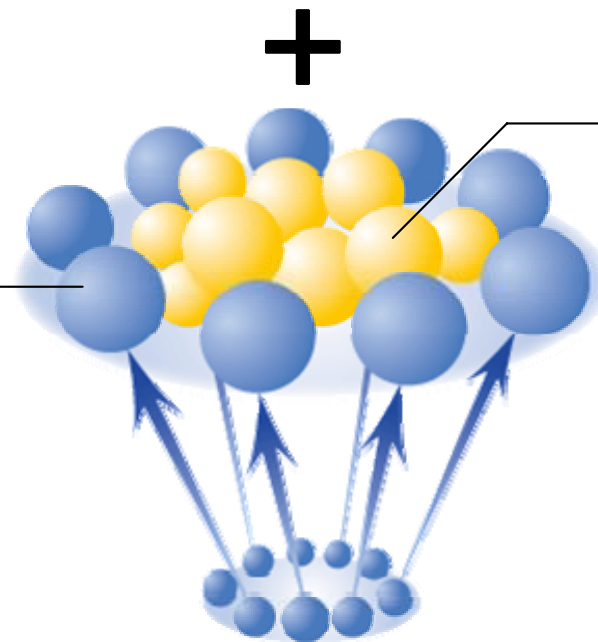
- Power circuit design
- ASIC development
- Software development
- Mechanism development
- Environmentally-Friendly

**Expand**  
**= existing markets**



## Advance our own technologies

- Power circuit design
- ASIC development
- Software development
- Mechanism development
- Environmentally-Friendly



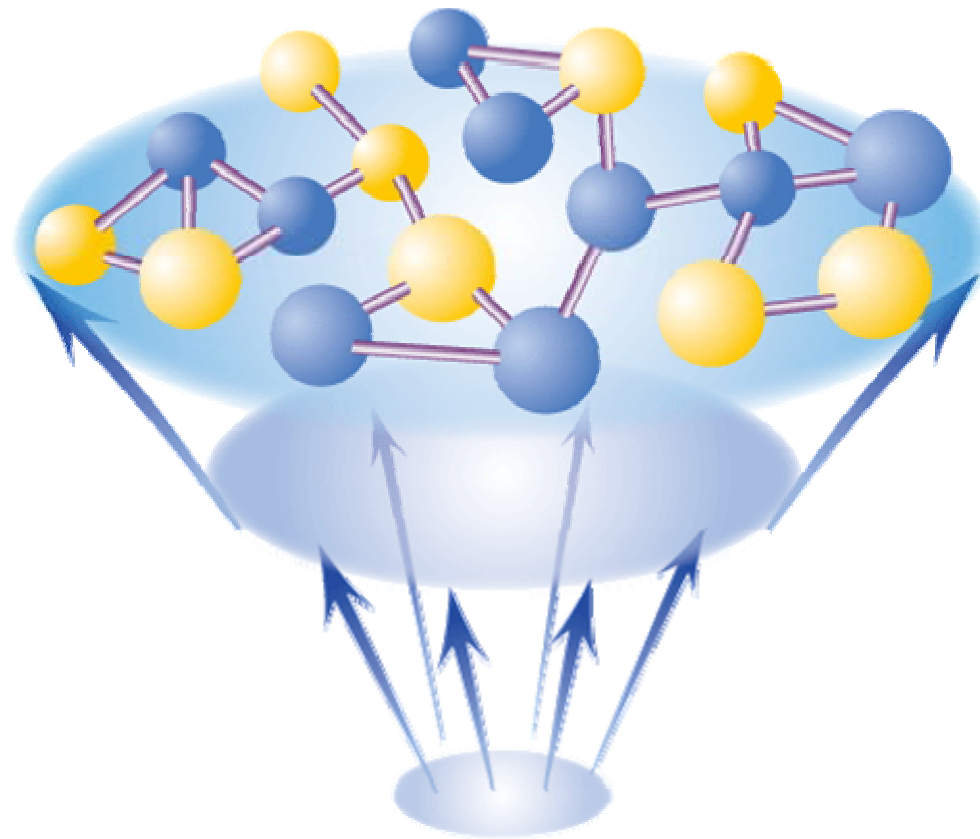
## Newly-developed technologies

- Ultra-high resolution
- Technology for ultra-thin monitors
- Tablet-friendly
- 3D display technology
- Network / Wireless

## Fusion of our own advanced technologies and newly-developed ones

### Advance our own technologies

- Power circuit design
- ASIC development
- Software development
- Mechanism development
- Environmentally-Friendly



### Newly-developed technologies

- Ultra-high resolution
- Technology for ultra-thin monitors
- Tablet-friendly
- 3D display technology
- Network / Wireless

Expand existing markets and  
create new business fields & markets !

Advance our own  
technologies

- Power circuit design
- ASIC development
- Software development
- Mechanism development
- Environmentally-Friendly

Newly-developed  
technologies

- Ultra-high resolution
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## VI Basic Policy on Profit Distribution

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- Returning profit to shareholders is a key management concern for Eizo Nanao Corporation, and we have followed a basic policy of stable dividend payment in line with corporate growth. We return profit to shareholders on the basis of an overall consideration of securing retained profit for capital investments and R&D expenditures required for business expansion, financial status and future performance.
- Our target shareholder return ratio is 30% to 40% of net income, and we strive to strengthen our profit base to ensure we achieve this goal.





<http://www.eizo.com/>