



8th Mid-Term Business Plan

FY2024 ~ FY2026

May 9, 2024

TSE Code: 6737

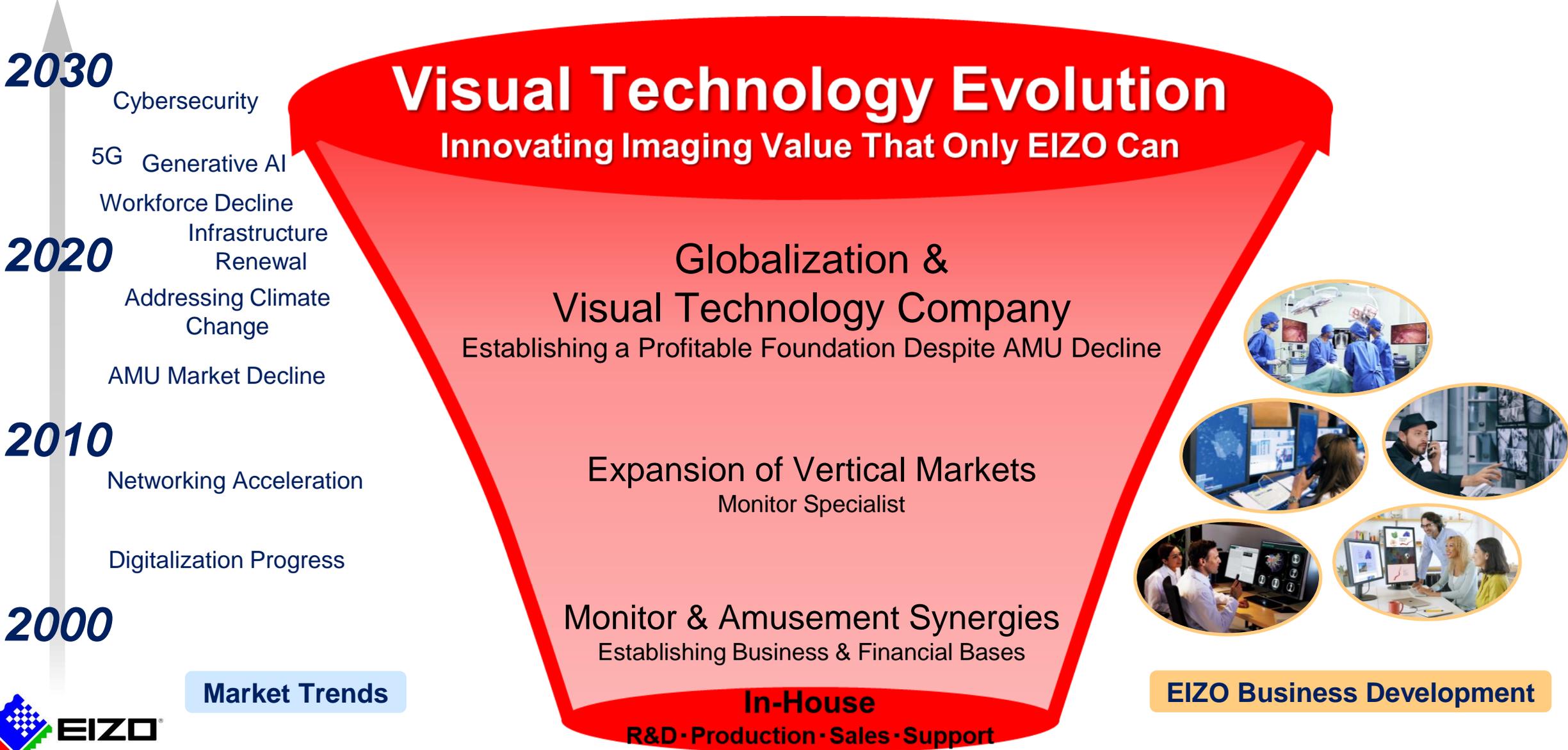
EIZO Corporation

8th Mid-Term Business Plan

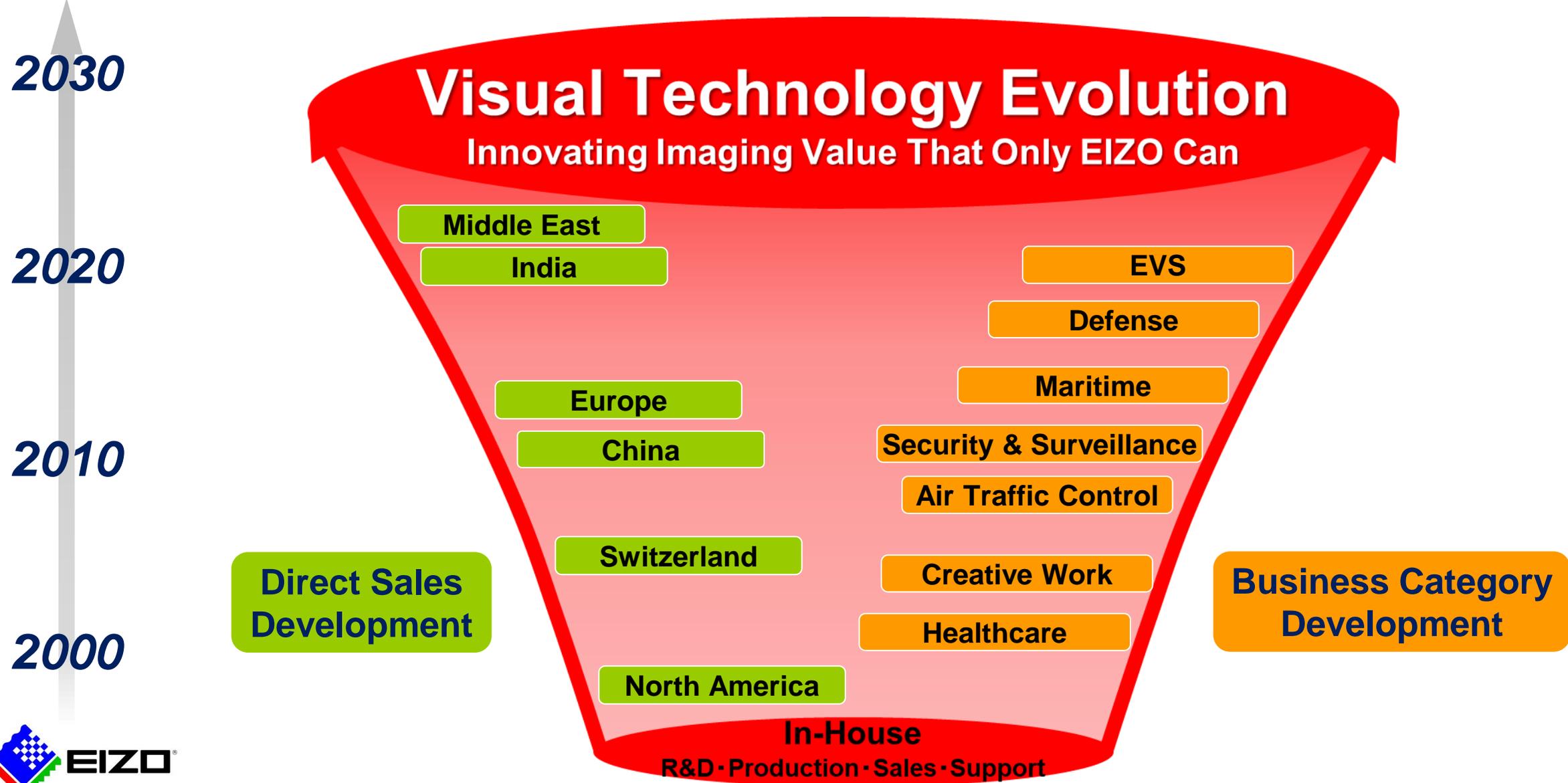
Visual Technology Evolution

Innovating Imaging Value That Only EIZO Can

Dynamic Business Model



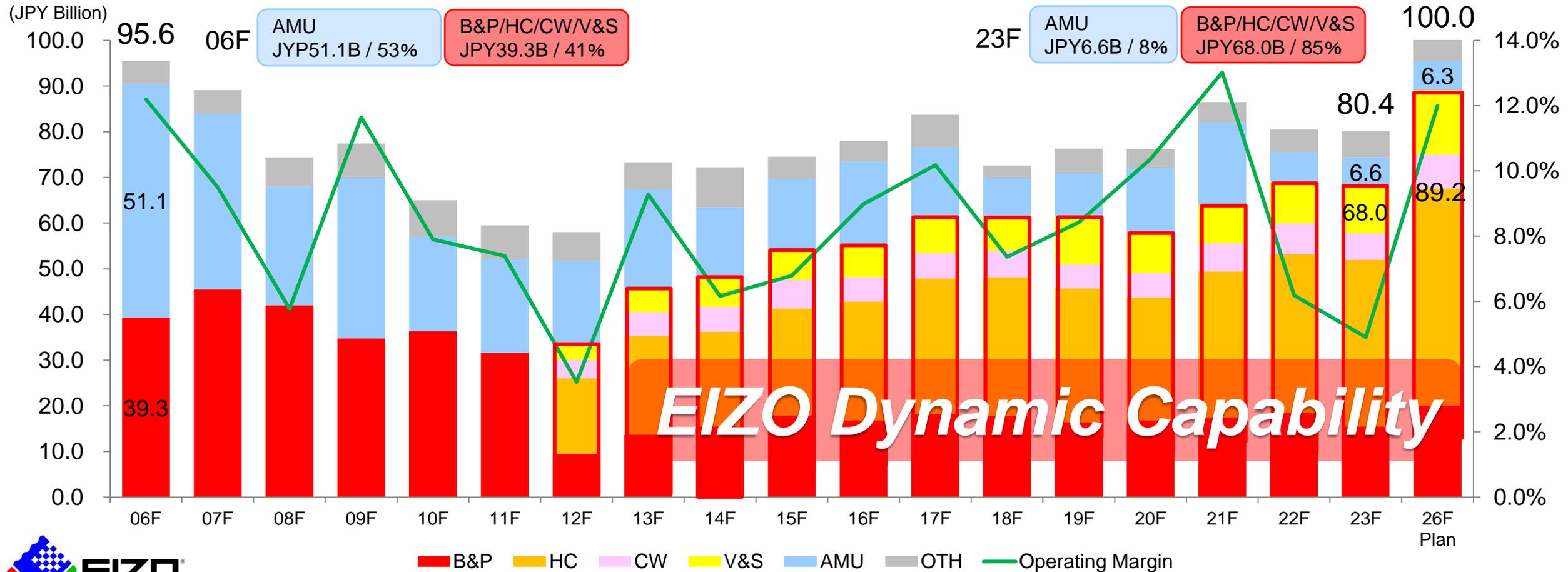
Dynamic Business Model



Dynamic Business Model

Amidst the shrinking AMU market, EIZO maximizes its resources to expand into vertical growing markets based on B&P, thereby broadening and strengthening its revenue foundation.

26F Plan AMU JPY6.3B / 6% B&P/HC/CW/V&S JPY89.2B / 89%



Target Vision

Maximize Imaging Value
Resolve Social Issues
Expand Business Domains

Evolve & Strengthen Business Model

Visual Technology Evolution

Innovating Imaging Value That Only EIZO Can

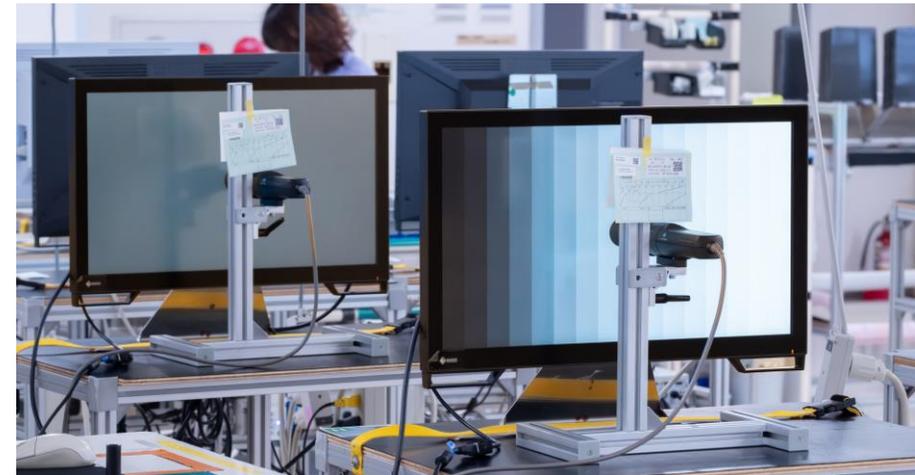
R&D: Pursuing World's #1 “Imaging”

- Lead the Market with ‘Highest-Quality’, “Highest-Reliability”
 - In-House R&D for the Imaging Chain of Capture, Transmission, Recording, and Display
- Fusing Hardware & Software for Maximizing Imaging Value
 - Enhancing Convenient & Easy Image Utilization
- Strengthen Product & Service through Global & Localization Structure
 - Deploy Core Technologies Across Japan, Europe, North America & China
 - Leverage Development and Semi-Customization Strengths of Group Companies



Production Advancement

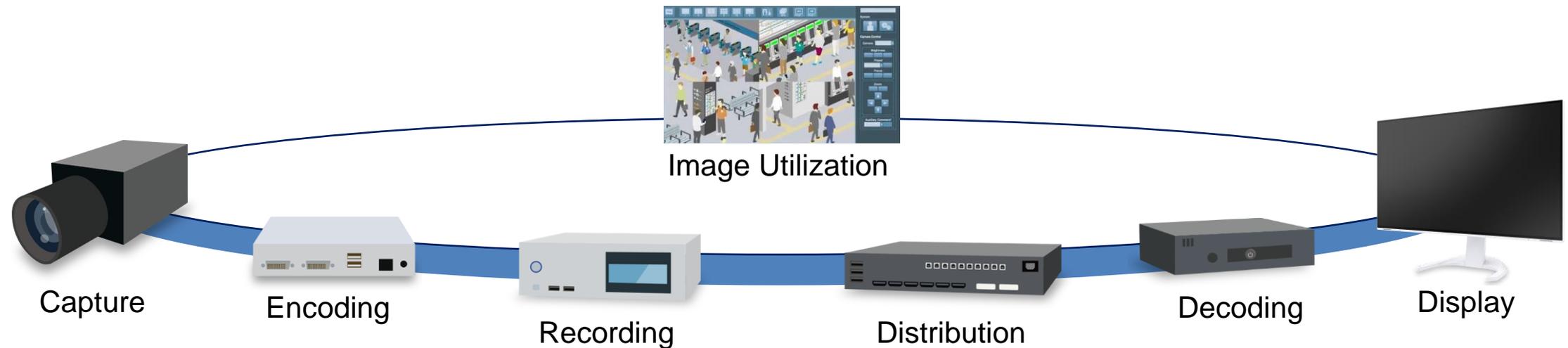
- Automation as Labor Shortage Solution
 - Leverage Integrated Production & R&D to Achieve Sustainable Production in Japan
- Increase Flexibility in Semi-Customization and Small Batch Production
 - Introduction of New Manufacturing Execution System
- Optimize EIZO Group's Production Structure
 - Align with R&D Structure
 - Expand Production for the Chinese Market in China



Increase Competitiveness & Expand Business Domains With EVS

■ EIZO Visual Systems (EVS)

- Combining Hardware & Software to Maximize Imaging Value
- Convenient & Easy Image Utilization Through Fusing Hardware & Software
- Delivering Imaging Chain that Addresses Societal Challenges

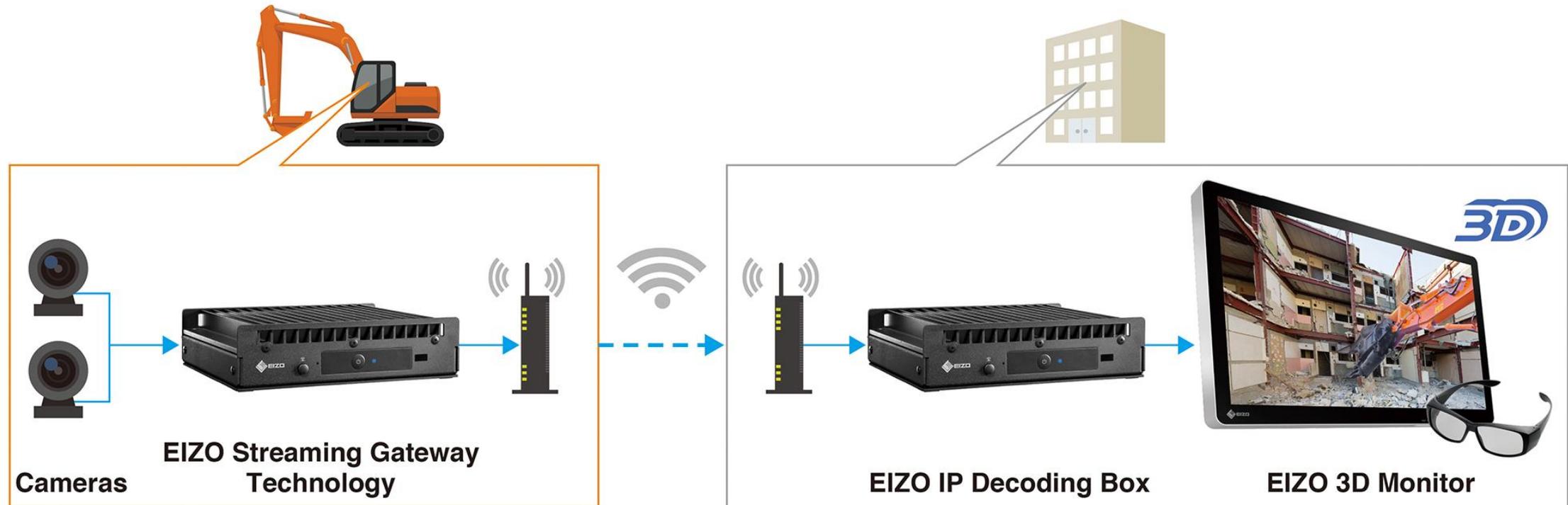


EVS: Case Study (1)

Remote Control Solution for
Construction Machinery



Supporting Improvement in
a Working Environment



EVS: Case Study (2)

Image Diagnosis of Infrastructure for Maintenance



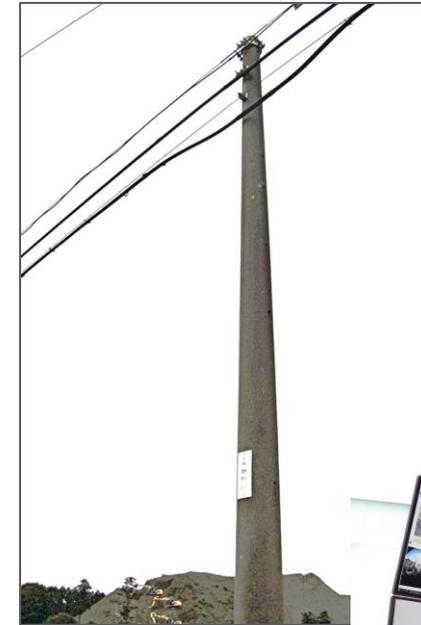
Supporting Measures to Address Labor Shortage



Image Processing



Image Enhancement Software

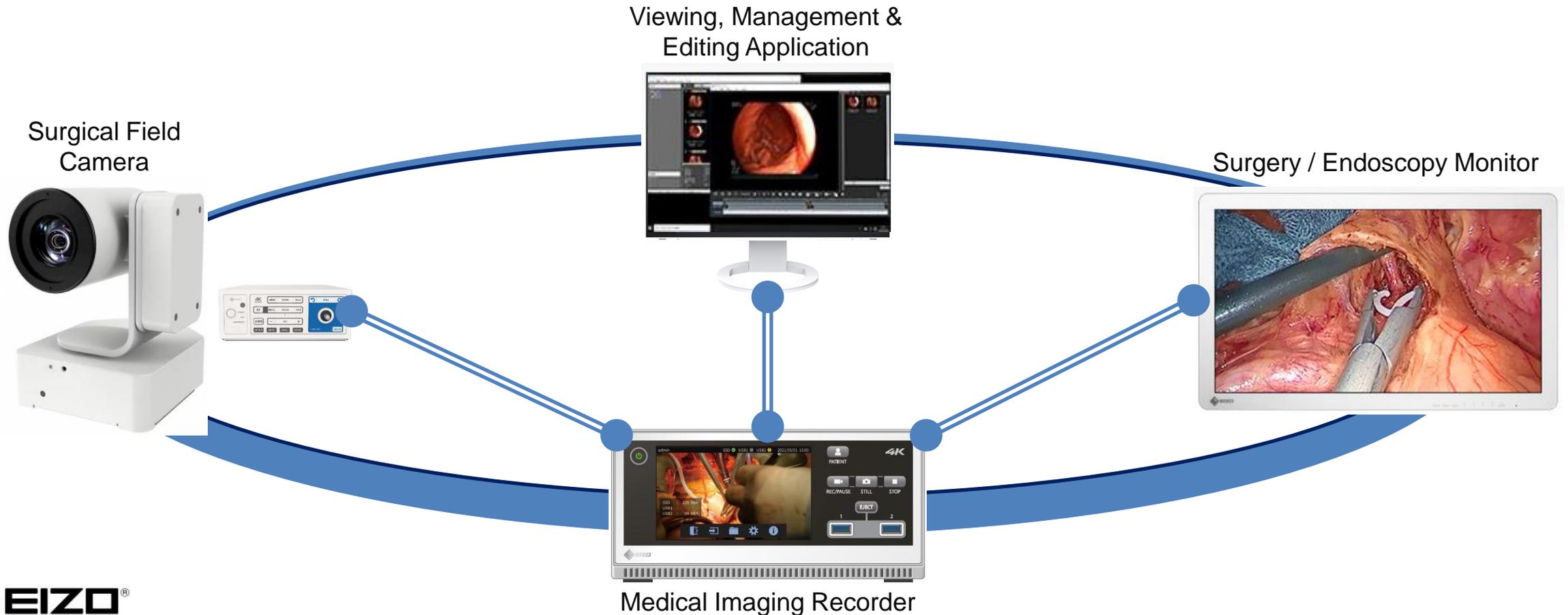


EVS Case Study (3)

Surgical Field Imaging
Recording System

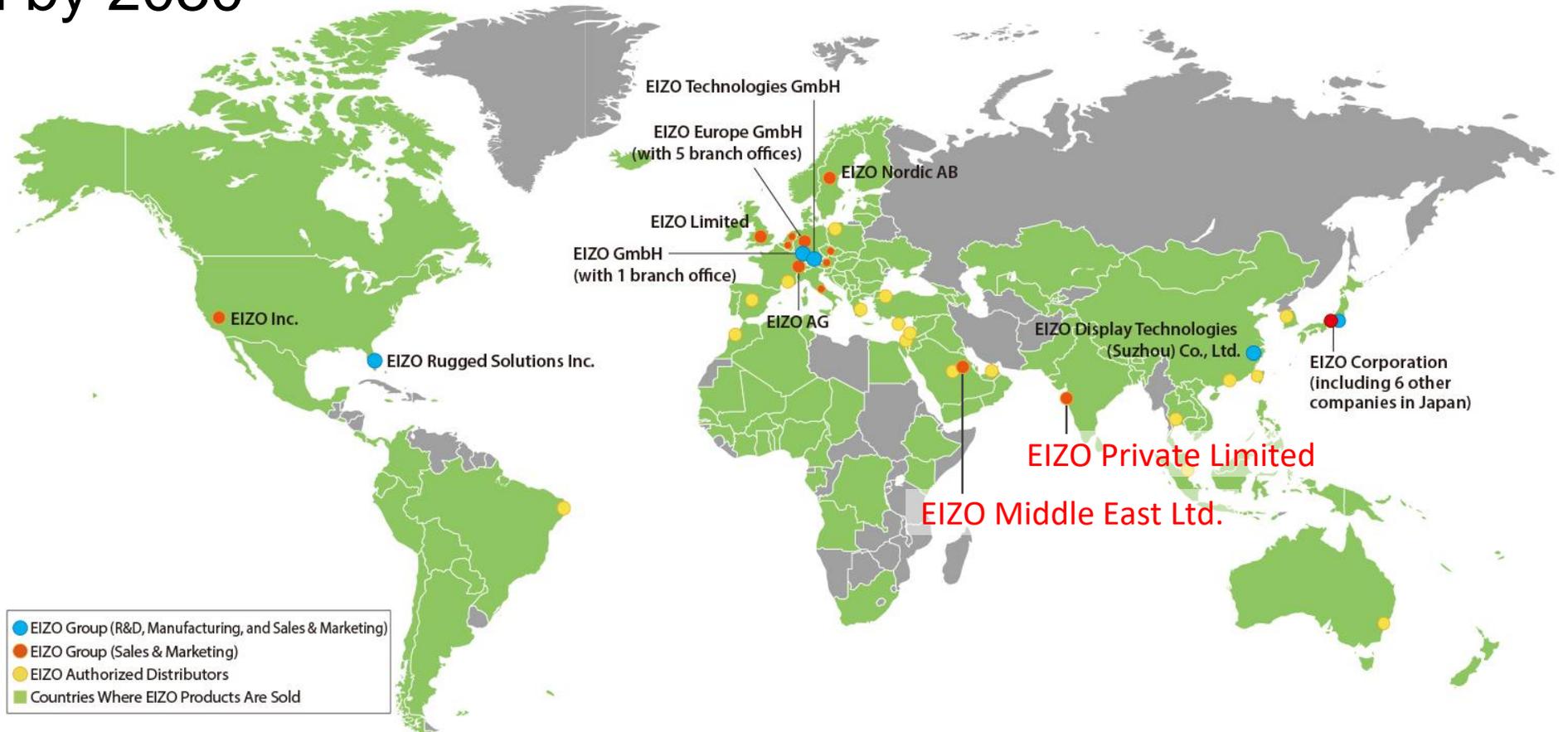


Supporting Medical Safety &
Team-Based Healthcare



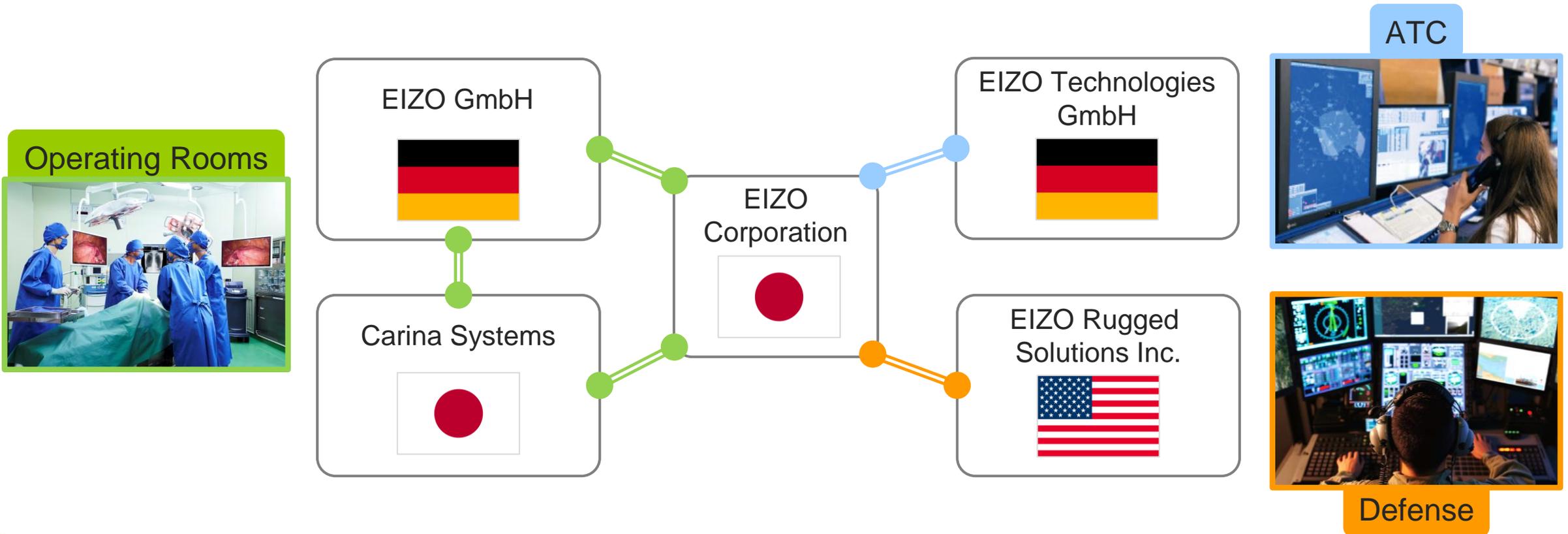
Global Expansion

- In Addition to Europe, USA, & China, EIZO Established 100% Sales Companies, EIZO India & EIZO Middle East, with Sales Targets of JPY5B Each by 2030



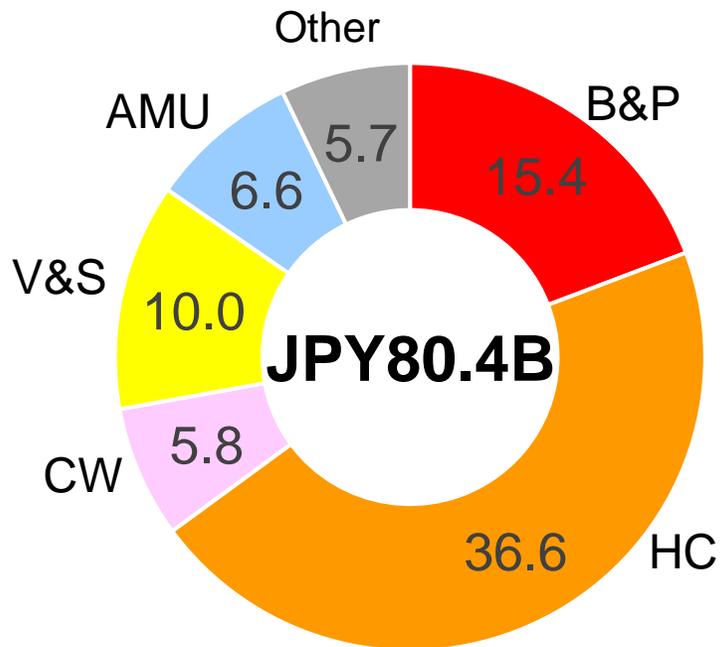
Strengthening Efforts in Target Markets

- Bolster Group Synergy by Leveraging Local Strength to Drive Growth in HC & V&S



26F Financial Targets

23F (Actual)

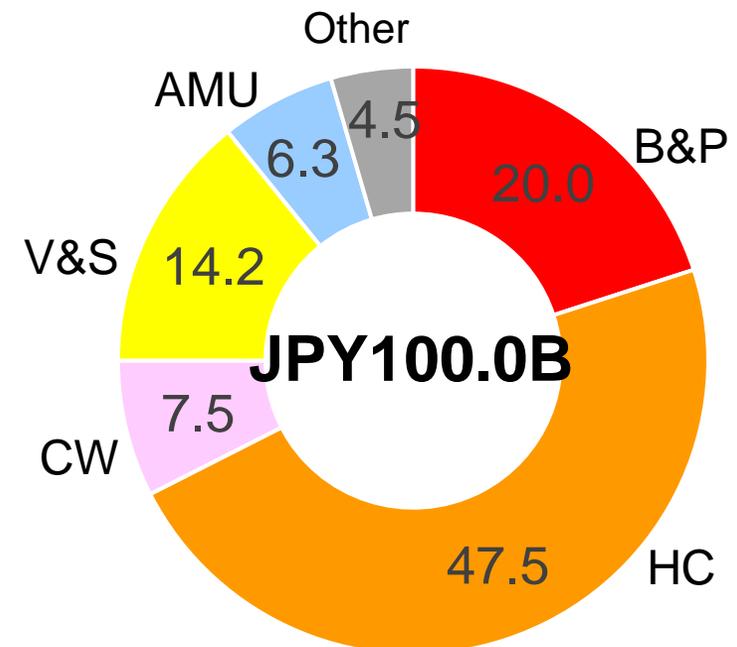


Net Sales

JPY3.9B / 4.9%

4.4%

26F (Plan)



JPY12.0B / 12.0%

8.0%

Operating Profit /
Op. Profit Margin

ROE



Sustainability

Contributing to a Sustainable Society
by Innovating Imaging Value
That Only EIZO Can

Contributing to a Prosperous Society Through 'Imaging'

Broadminded Corporate Culture

Respond to Climate Change

Open & Fair Governance

Supporting a Recycling-Oriented Society

Supply Chain Management

Human Rights & Diversity

Materiality

Code of Conduct

Corporate Philosophy

KPI

Scope 1+2 Decrease (vs. 19F)

30F: 70.0% ↓

26F: 61.5% ↓

24F: 58.0% ↓

Scope 3 Decrease (vs. 19F)

30F: 27.5% ↓

26F: 17.5% ↓

24F: 12.5% ↓

KPI

Product Plastic Recycle Rate:

30F: 70%

26F: 45%

24F: 20%

Mitigating Value Chain

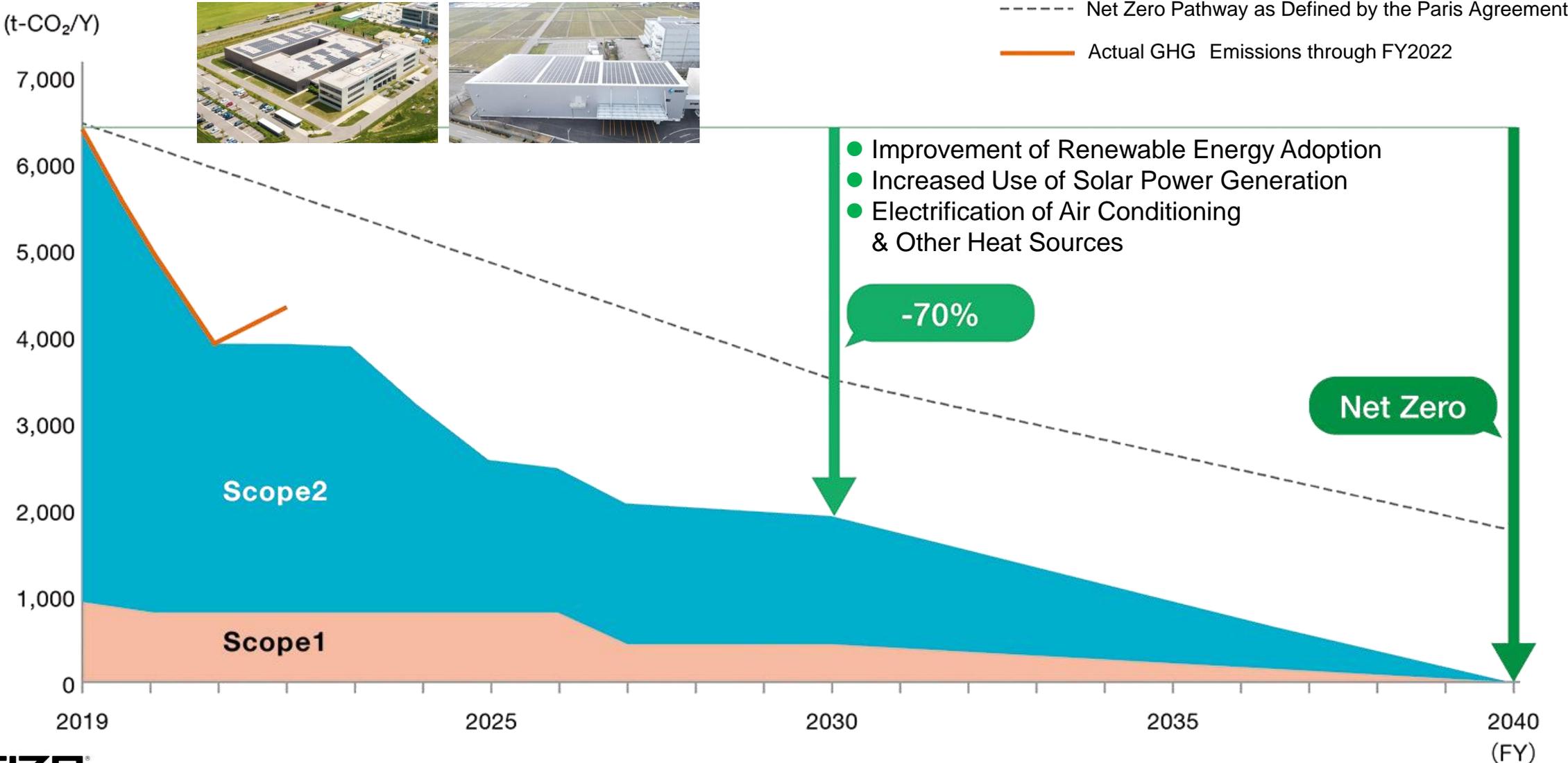
Human Rights Risks

24F – 30F



[More about KPIs and Targets | EIZO Website](#)

Transition to Net Zero (Scope 1+2)



Human Capital

- As a Leader of Visual Technology, Invest in Human Resources Acquisition & Development
- Maximize Human Capital Value to Deliver EIZO's Unique Value



* Scope: Group Companies in Japan

Financial Strategy

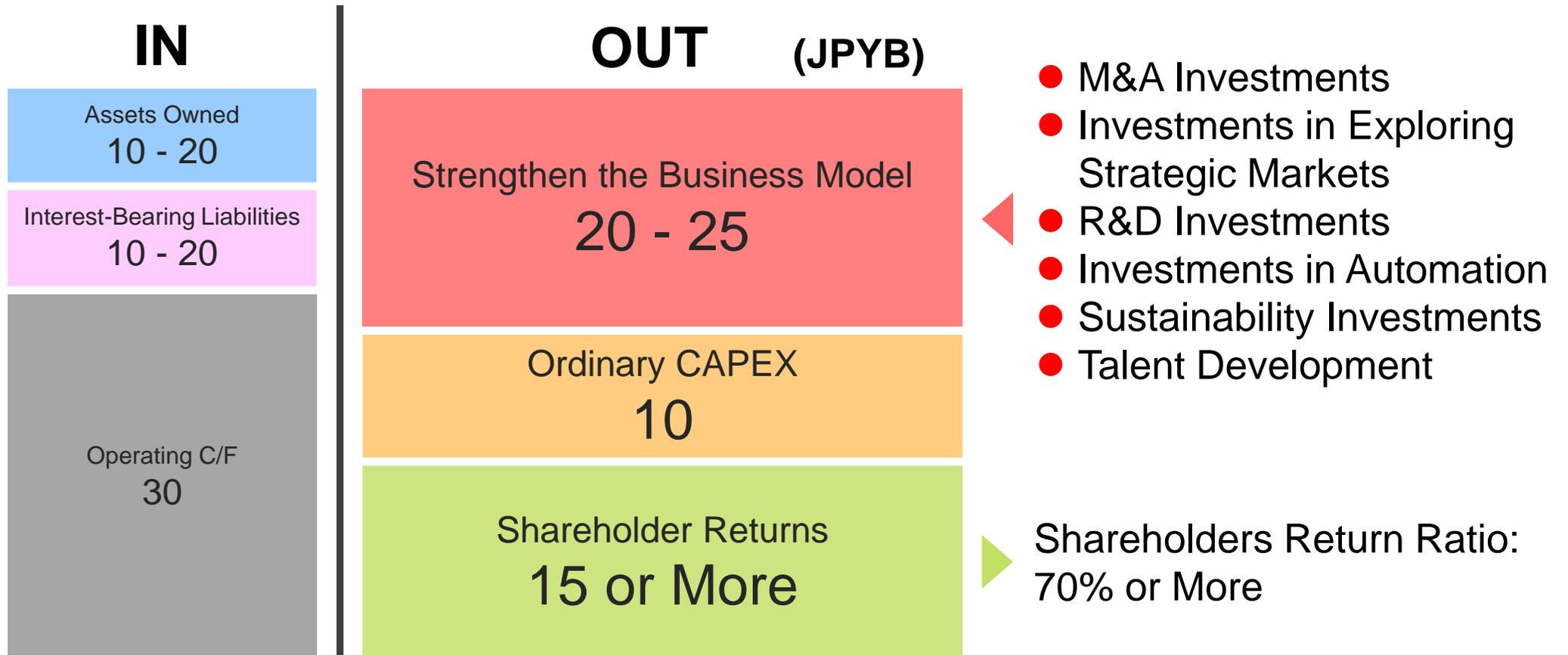
■ Toward Achieving an 8% ROE



- Maintain Financial Foundation ... Preserve Financial Soundness
- Invest in Strengthened Business Model: JPY25B ... Accumulate Growth Investments
- Continue to Strengthen Shareholder Returns ... Total Return Rate 70% or More

Cash Allocation (24F - 26F)

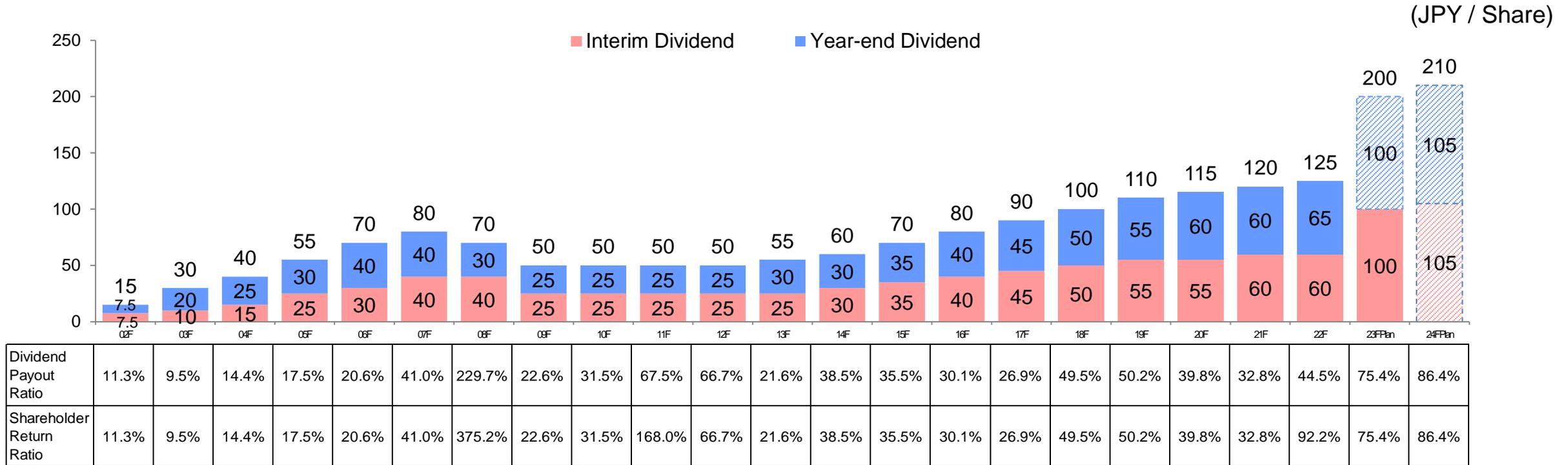
■ Investment for Medium-Term Corporate Value Growth & Shareholder Returns



Shareholder Returns

● Shareholder Return Policy

- Our key management objective is to achieve sustainable growth through business expansion and performance improvement, while maintaining financial soundness and providing returns to shareholders. As of 23F, we have strengthened our shareholder returns by setting a target level for the shareholder return ratio at 70% of current net income (previously 40 - 50%). We plan to continue the trend of increasing dividends for the 11th consecutive term as of 23F.
- During the period of the 8th Mid-Term Business Plan (24F – 26F), we will continue to strengthen shareholder returns. The target level for the rate of return will be set at 70% or more of consolidated current net income and we will flexibly determine the rate of return depending on performance, the business environment, and funding requirements for growth investments.



Note: The return rate (total return ratio) as of 22F includes the amount of JPY2.8B for the repurchase of treasury stock

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 apparent or potential risks and uncertainties including forex impact, and risks related to supply and demand. Actual results may differ materially from these forecasts.

Note: "23F" appearing in this presentation means "Fiscal year 2023", that is Fiscal year ended March 31, 2024.

Details of the Market Group

Market Group	Market / Use
Business & Plus (B&P)	Financial Institutions, Public Authorities, Educational Facilities, CAD, Commercial Facilities, Business and Home Use
Healthcare (HC)	Diagnosis / Medical Examination, Medical Treatment / Operation, Healthcare-IT
Creative Work (CW)	Media & Entertainment, 3D Computer Graphics, Photo Editing, Illustration, Design, Publication / Printing
Vertical & Specific (V&S)	For Various Mission Critical Environments, Infrastructure and Industrial Equipment, Air Traffic Control (ATC), Maritime, Security & Surveillance (S&S), Defense, Other Industrial Fields (including Touch Panel Applications)
Amusement (AMU)	LCD-Mounted Pachinko and Slot Machines
Other (OTH)	Maintenance Services and Commissioned Development of Software



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