



# 8<sup>th</sup> Mid-Term Business Plan

## Interim Review

January 30, 2026

TSE Code: 6737

**EIZO Corporation**

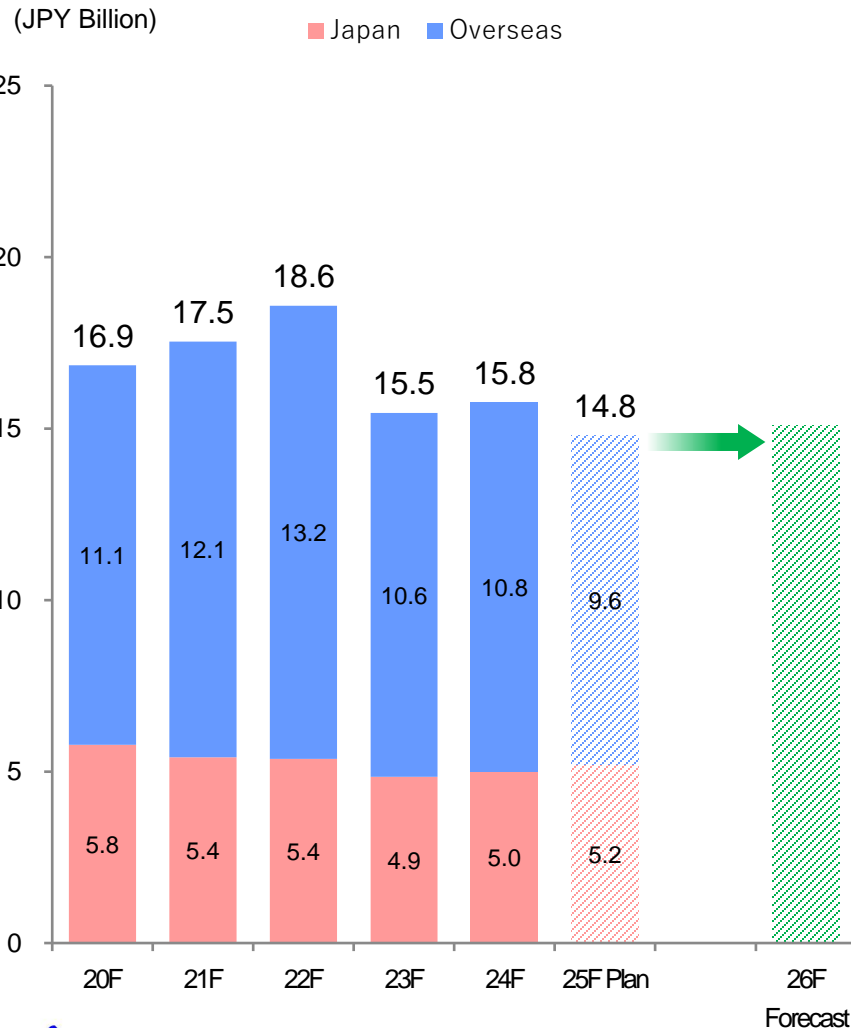
# Overview

Strategic Direction	<ul style="list-style-type: none"><li>■ Expand business domains by addressing social challenges through products and services that maximize imaging value</li></ul>
Challenge	<ul style="list-style-type: none"><li>■ Strengthening the earnings base to restore profitability</li></ul>
FY2026 Targets	<ul style="list-style-type: none"><li>■ <b>Quantitative targets are currently under review; details will be disclosed once finalized</b></li><li>■ V&amp;S is positioned for further growth</li><li>■ Sales recovery will be pursued in B&amp;P / Creative Work</li><li>■ The recovering Healthcare business will pursue growth in the U.S., China, India, and the Middle East</li><li>■ Fixed costs will be kept at a level comparable to FY2025 through cost control</li></ul>
Business Strategy	<ul style="list-style-type: none"><li>■ Accelerate and execute initiatives toward growth strategies</li><li>■ Promote the sales of competitive new products</li><li>■ Reduce dependence on and risks related to Europe by developing markets in India and the Middle East and expanding Healthcare market share in the U.S. and China</li></ul>
Financial Strategy	<ul style="list-style-type: none"><li>■ ROE fell short of the 8% target; initiatives to restore and enhance profit-generating capability will continue, and equity capital control has produced certain effects and will be maintained</li><li>■ Reduction of cross-shareholdings; ratio of cross-shareholdings to consolidated Net Assets:<ul style="list-style-type: none"><li>■ 15% below by the end of March 2028</li><li>■ 10% below by the end of March 2031</li></ul></li><li>■ Utilize shares held for pure investment purposes for future growth investments, including M&amp;A</li><li>■ Implement shareholder returns as planned; dividends increased for the 13<sup>th</sup> consecutive year in FY2025</li></ul>



# Business Environment & Initiatives by Market

# B&P (Business & Plus)



## Market Situation

- Prolonged stagnation in the European market, our primary market

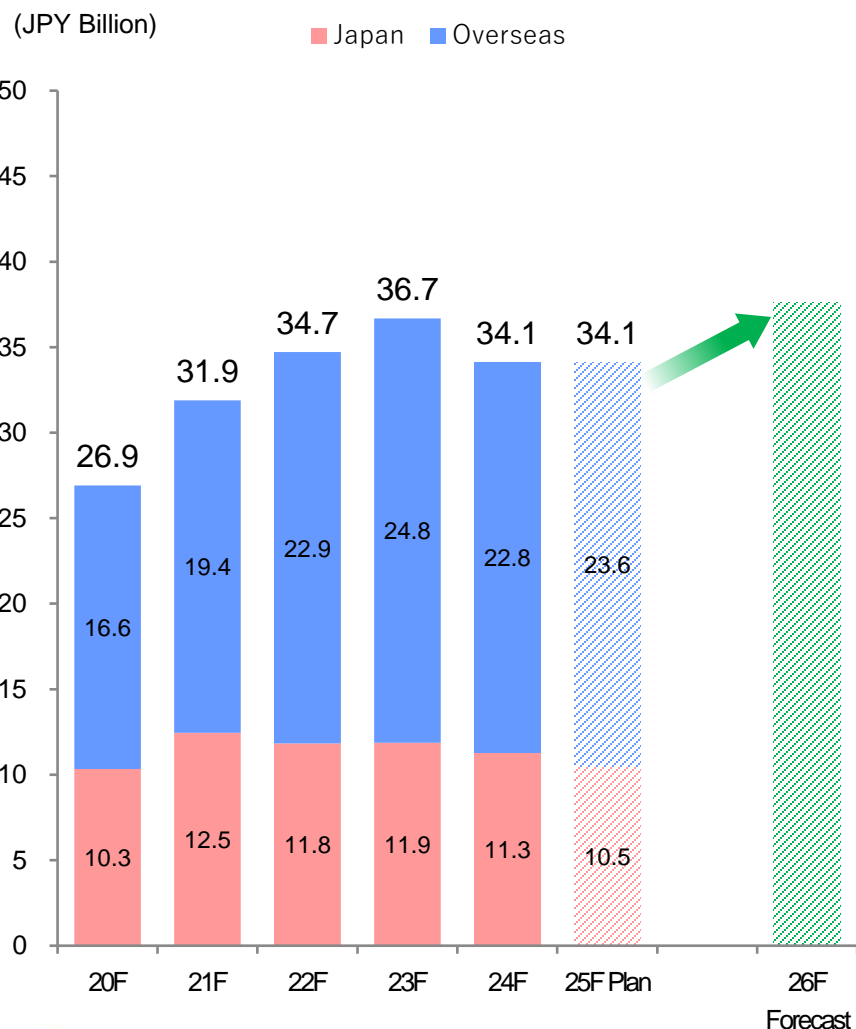
## Initiatives

- Pursue cross-selling across Healthcare, V&S, and other markets
- **Due to legacy model inventory levels, the benefits of FY2025 product launches will materialize from FY2026 onward, while the rollout of more competitive new products will continue in FY2026**
- Further advance sustainability through early-stage product design and sourcing
- Reduce environmental impact across product lifecycles, independently validated

## Outlook

- The market is not expected to recover rapidly
- Increase sales through the introduction of new products

# Healthcare



## Market Situation

- A natural decline following accelerated equipment adoption during COVID-19
- Reduced capital investment in Japan amid financial strain facing hospitals, alongside economic stagnation and geopolitical risks in China
- Increasing demand driven by advances in medical technologies

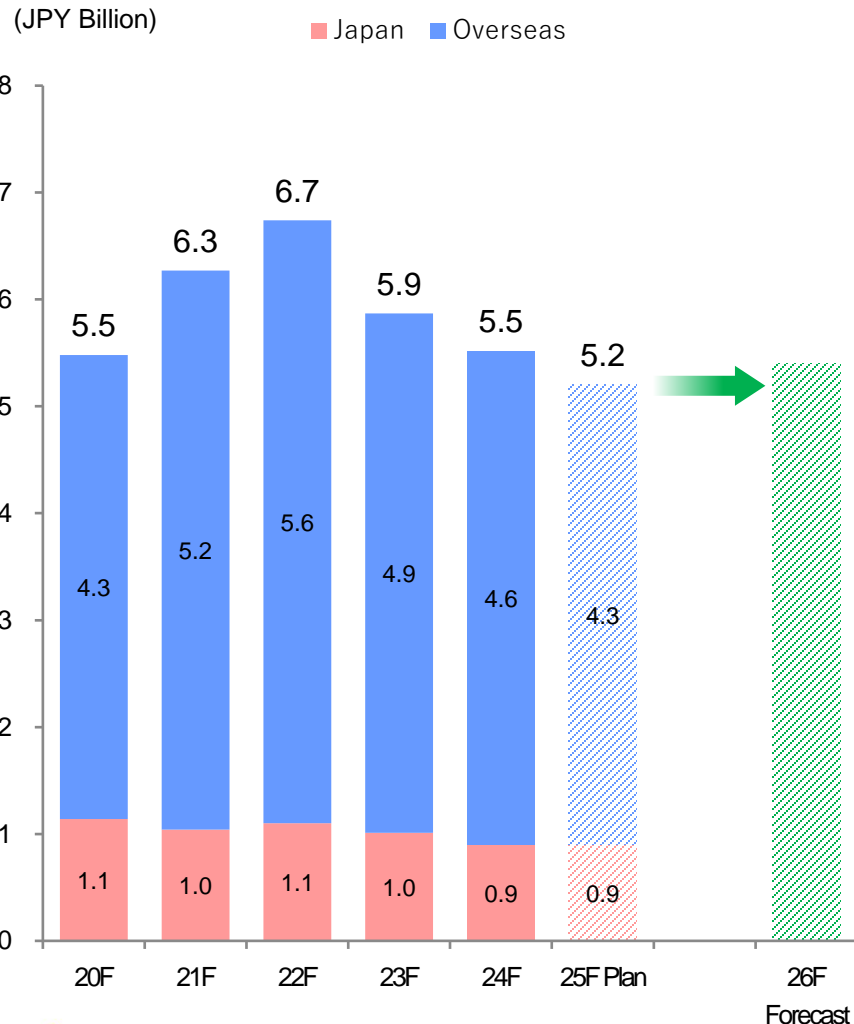
## Initiatives

- Strengthen the product lineup
- **Accelerate global expansion of EVS from operating rooms to in-hospital and external video network systems**
- **Expand presence in North America & China, where market share is increasing**
- **Pursue growth in India and the Middle East**
- Strengthen initiatives in markets such as Digital Pathology Diagnosis and Robotic Surgery

## Outlook

- FY2025: Sales in Europe & China moving toward recovery
- Renewed growth, from North America, India, & the Middle East expansion

# Creative Work



## Market Situation

- Demand in Europe has remained subdued due to economic stagnation
- Competition at the entry level intensified
- The Media & Entertainment supply chain has continued to globalize & diversify

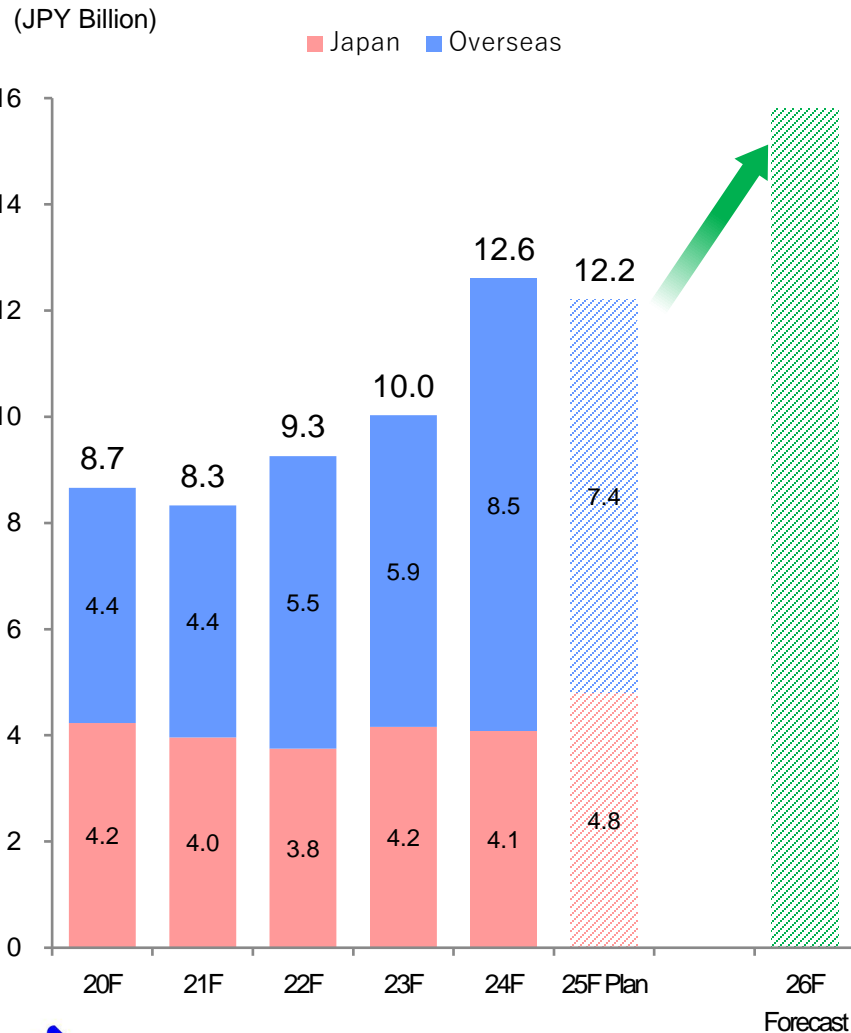
## Initiatives

- Strengthen the product lineup, including video-compatible & entry-level models
- **Expand the user base**
- **Pursue growth in India**
- Promote Imaging Solutions combined with cloud-based systems

## Outlook

- The market is not expected to recover rapidly
- Growth will be pursued through both high-end products and continued expansion of the user base

# V&S (Vertical & Specific)



## Market Situation

- Expanding demand in various specific industrial applications

## Initiatives

- Continue strengthening the product lineups
- Air Traffic Control: Enhance sales initiatives and production processes on a global scale, while driving further growth in India & the Middle East
- Maritime: Strengthen the product lineup and expand sales activities in Europe
- Defense: Leverage customization capabilities and short-term development responsiveness to expand markets in Japan, North America, & Europe
- **EIZO Visual Systems (EVS): Expand the business through packaged offerings**

## Outlook

- Steady demand, combined with several projects, is expected to support strong growth
- Further expansion is anticipated in areas where our strengths can be effectively leveraged

# Amusement



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## Market Situation

- Market contraction has continued

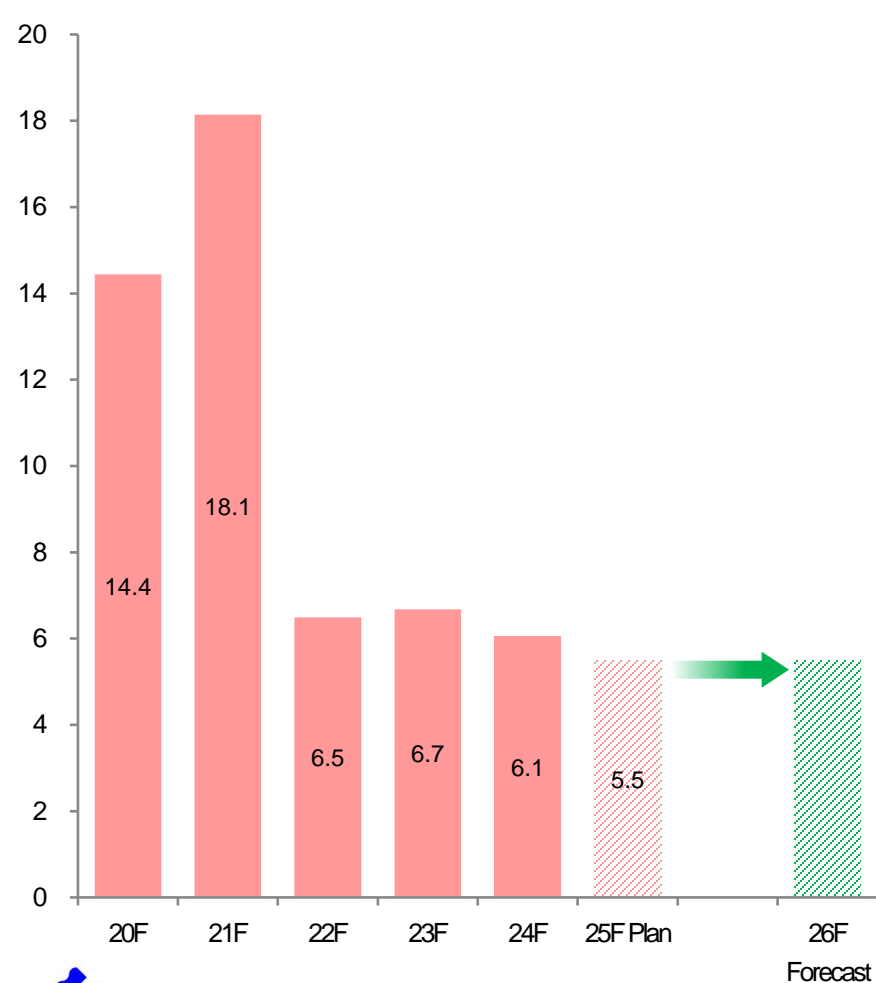
## Initiatives

- Further enhance technological proposal capabilities and product quality

## Outlook

- Amid a challenging market environment, a significant recovery in sales is not expected

(JPY Billion)



# **Business Strategy: Progress on Key Initiatives**

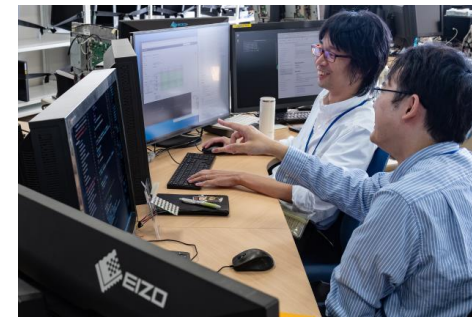
# R&D: Pursuing World's #1 “Imaging”

## ■ Progress

- Sequentially introduce highly advanced imaging hardware and systems integrating imaging hardware and software into the market

## ■ Additional Measures for FY2026

- Further enhance development speed through the reorganization of the development structure, detailed review of specifications tailored to product applications, and revision of development processes and quality standards
- **Promote advanced technology development and introduce new products to the market in a timely manner**



# Manufacturing Strengthen through Integrated Development

## ■ Progress

- Promote production automation, resulting in improved flexibility to accommodate high-mix, low-volume production
- **Strengthen production capacity in growth markets**
  - **China:**
    - **Factory relocation**
    - **Start production for Air Traffic Control**
  - **India:**
    - **Launch of a manufacturing project**

## ■ Additional Measures for FY2026

- Enhance manufacturing efficiency by integrating design, development, and manufacturing processes

# Increase Competitiveness & Expand Business Domains With EVS

## ■ Progress

- **Contributed to enhancing EIZO brand value, expanding approaches to new industries, and increasing cross-selling opportunities**
- Initiated the rollout of packaged offerings, with business partners beginning sales activities for EIZO Visual Systems (EVS).
- Commenced collaboration with partners

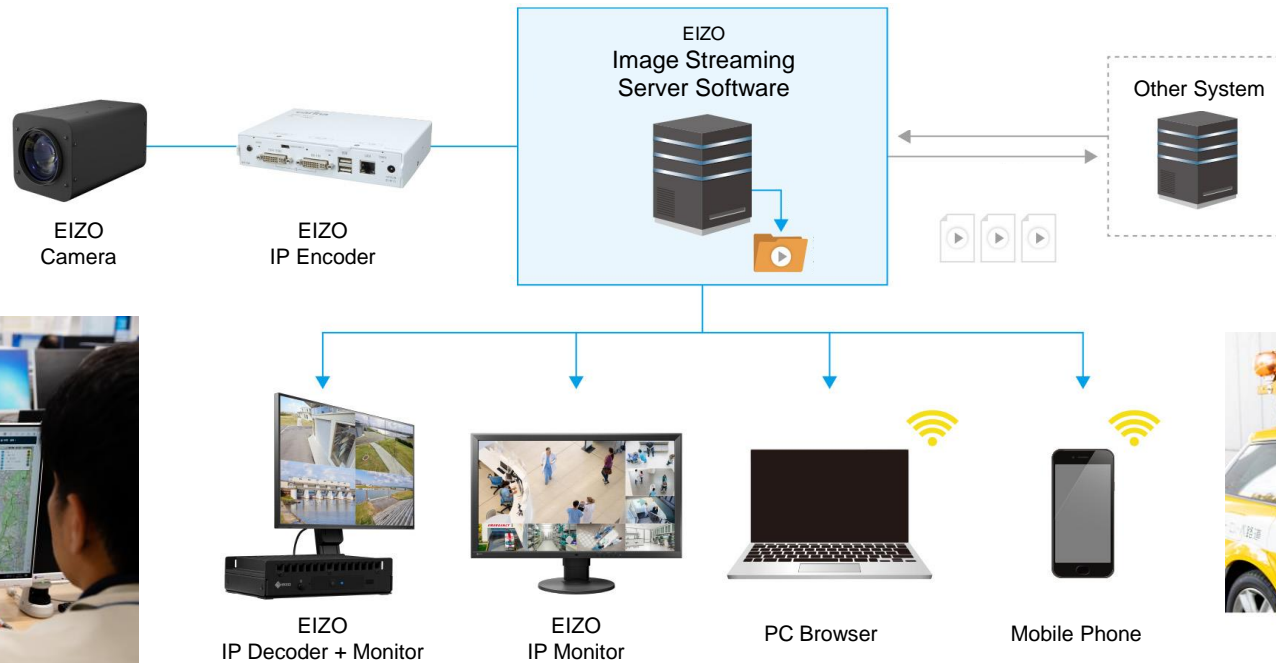


## ■ Additional Measures for FY2026

- To support growth, strengthen sales capabilities and approaches to customers
- Begin the rollout of packaged offerings for overseas markets

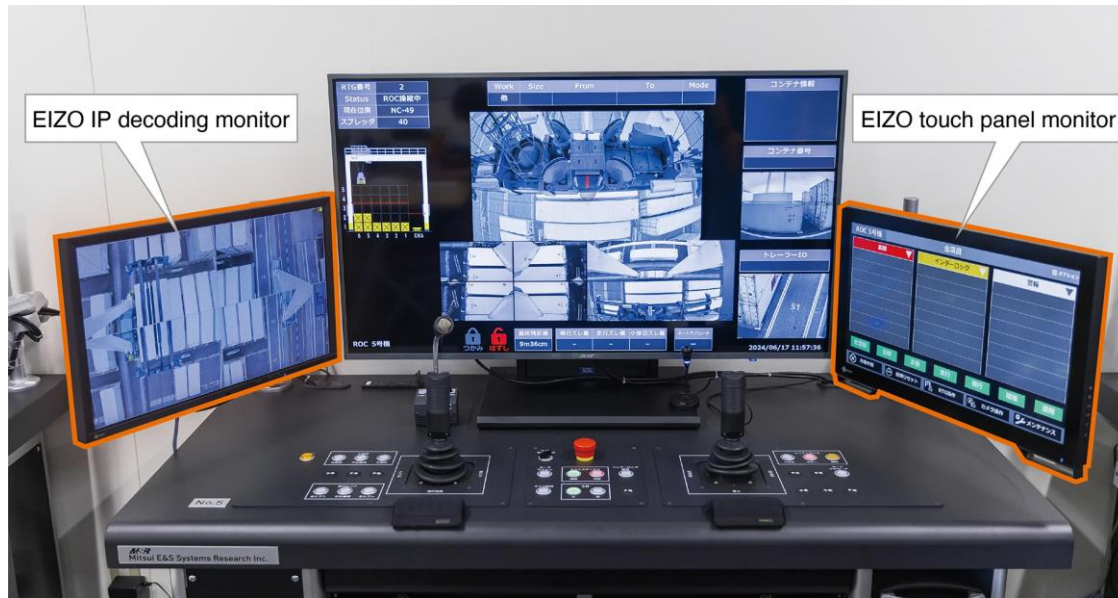
# EVS Collaboration - 1

- EVS adopted for Hanshin Expressway's Mobile Image Distribution System
- Improving response to road incidents through system integration

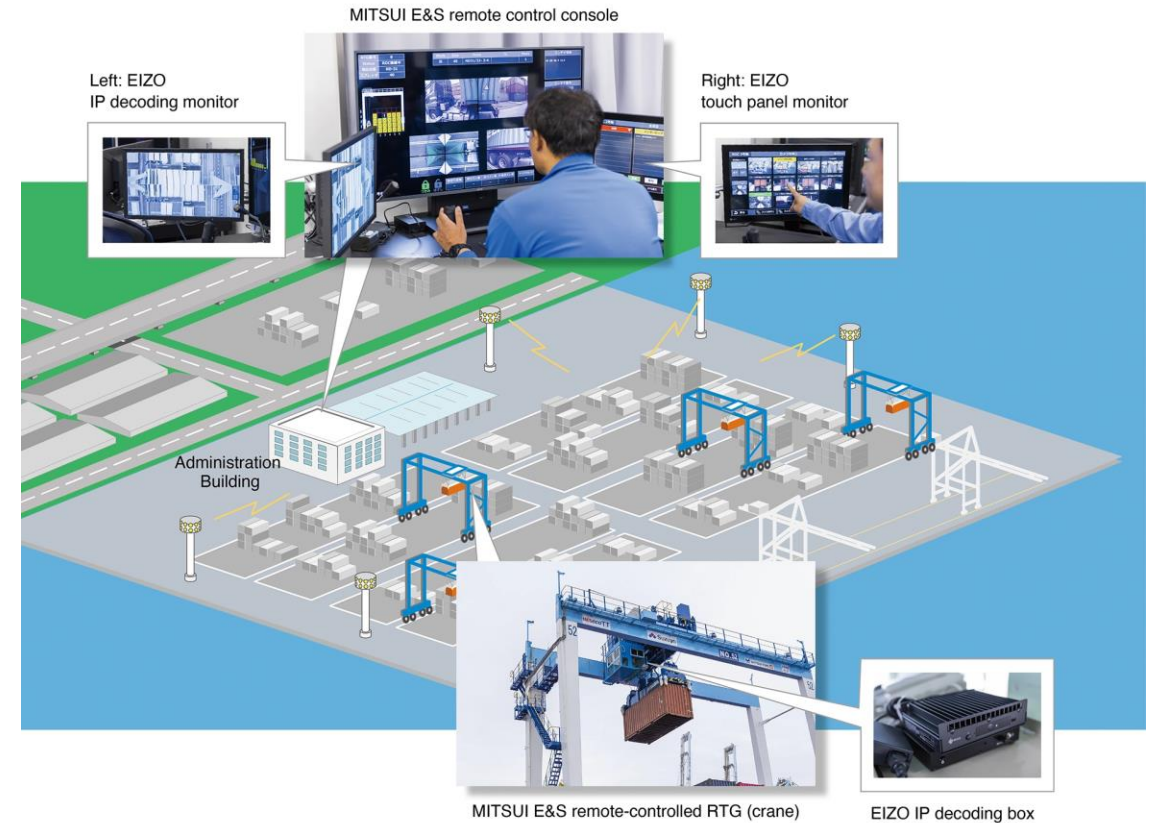


# EVS Collaboration - 2

- Leveraging EIZO's IP Decoding Solutions to Improve Safety with Remote Operation of Port Cranes
- Collaboration with Suzuyo & Co., Ltd.

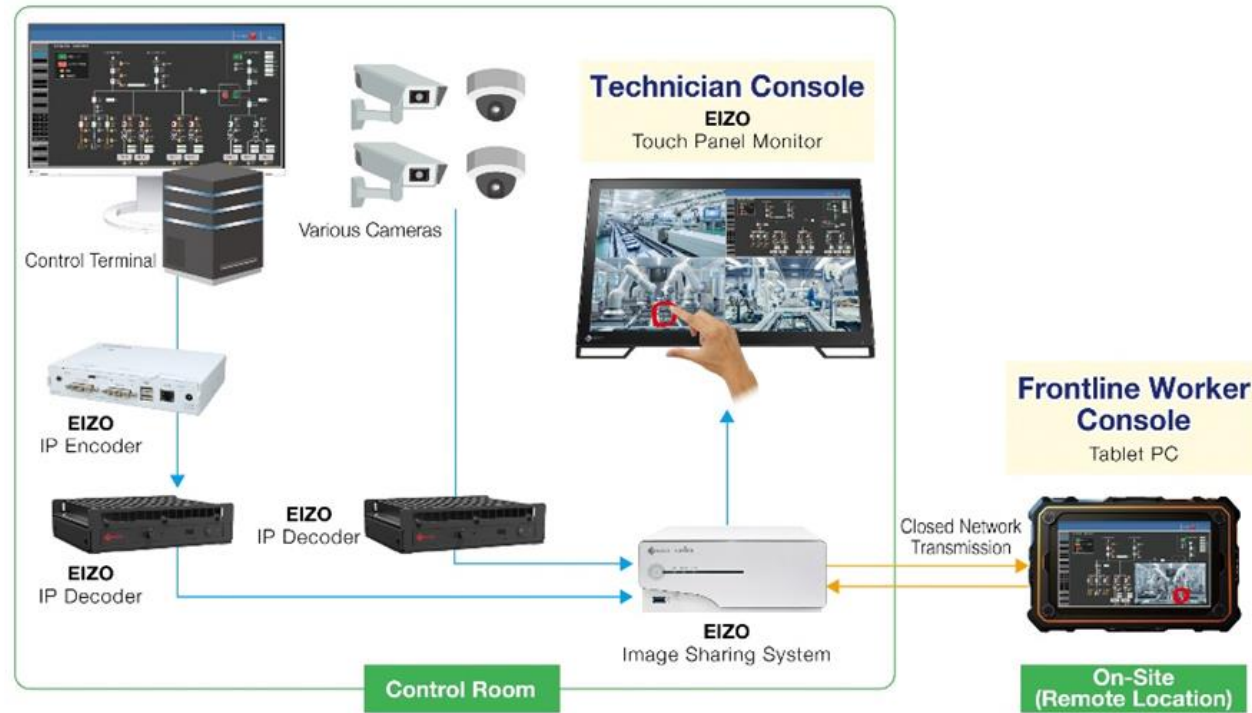


Remote-control console in the administration building



# EVS Collaboration - 3

- “EVS” fully adopted in Hitachi Systems, Ltd.’s infrastructure Maintenance System
- Supporting early detection of faults through effective use of video, and improving on-site stability and operational efficiency



System Configuration Example

# Global Expansion

## ■ Progress

- **Established sales companies in India & Saudi Arabia, achieving steady Net Sales growth**
- Strengthened initiatives to support continued growth in India
  - Commenced collaboration with global partners
  - Launched a Factory project in response to the 'Make in India' initiative



*Mammography Seminar  
(India)*



*Creative Work Exhibition  
(India)*



*Healthcare Exhibition  
(Saudi Arabia)*

# Strengthening Group-Wide Development & Sales Structure

- Strengthening Development and Sales Structure Across the EIZO Group
  - Promote functional and operational efficiency of the European Group Companies.
  - R&D: Investment and R&D expenditures will be optimized by strengthening collaboration among Group companies in Japan, Europe, and North America.
  - Utilization of Group Resources: Sales functions will be integrated within the Group.



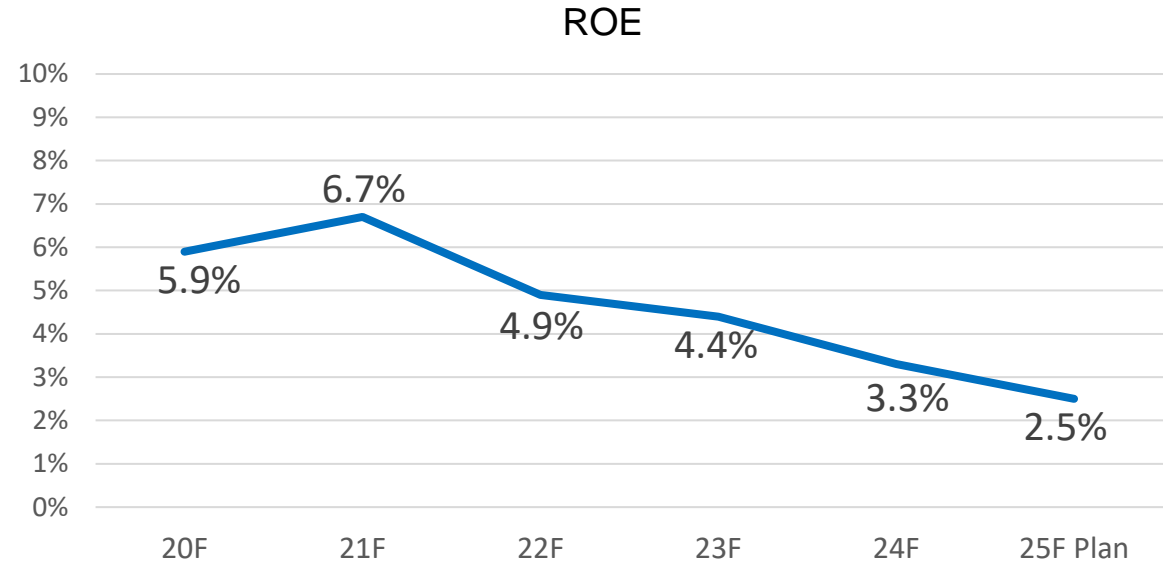
# Financial Strategy: Review

# ROE Review

## ■ ROE of 8% Not Achieved

- ROE also remained below the Cost of Equity of 6~7%\*.

*\*The Cost of Equity is calculated using the Capital Asset Pricing Model (CAPM)*

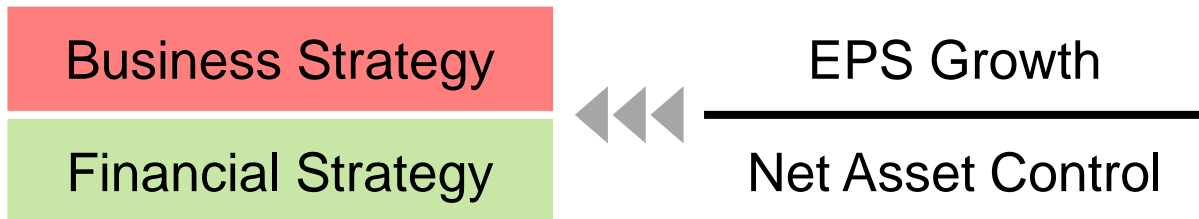


## ■ EPS Growth:

Earnings recovery was delayed, resulting in a deterioration in performance.

## ■ Net Assets Control:

Measures delivered a certain level of effectiveness



# Toward Improving ROE (1/2)

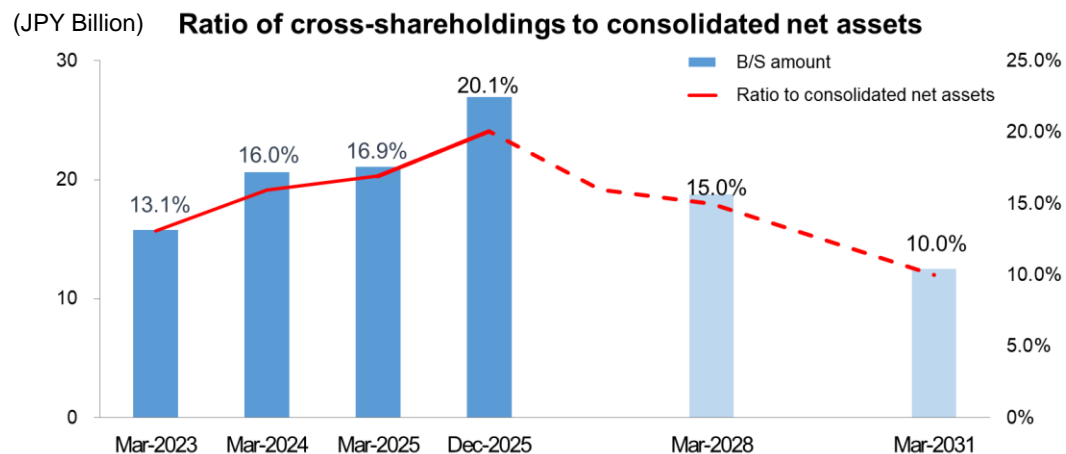
## ■ Reduction of Cross-Shareholdings

- From both quantitative perspectives, including capital cost considerations, and qualitative perspectives, such as the purpose of holding and alignment with management strategy, we review the appropriateness of our holdings and reduce policy shareholdings whose strategic rationale has diminished.

- Target: Ratio of cross-shareholdings to consolidated Net Assets:

- 15% below by FY2027

- 10% below by FY2030



## ■ Utilization of Shares Held for Pure Investment Purposes:

- We are promoting the conversion of such holdings into growth investments, and as part of this initiative, **purse M&A opportunities without being constrained by conventional frameworks.**

# Financial Strategy: Toward Improving ROE (2/2)

## ■ Strengthening Shareholder Returns

Basic Policy:

- Amidst an extremely volatile global environment and unpredictable business conditions, we position 'Shareholder Returns' as a key management priority. While pursuing sustainable growth through business expansion and improved performance, we will provide shareholder returns while maintaining financial soundness.
  - Target Level: 70% or more of consolidated Net Income
    - Dividends:
      - 12<sup>th</sup> consecutive annual increases through FY2024; with a 13<sup>th</sup> planned for FY2025
      - Set a minimum annual dividend of JPY105 per share (FY2024 actual)
    - Share Buybacks
      - Flexible share buybacks
      - FY2025 actual: approx. 1.6 million shares (approx. 3.7% of shares outstanding)
- Total amount: approx. JPY 3.58 billion



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