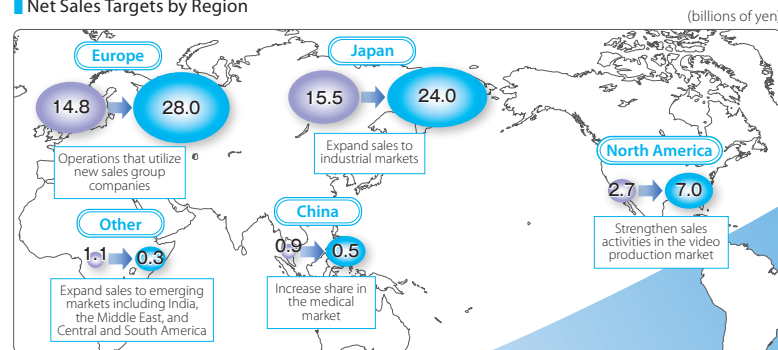


Fourth Mid-Term Business Plan

Our fourth, three-year Mid-Term Business Plan began in fiscal 2012. Under this plan, with the three focuses seen on the right comprising our policy, we are reinforcing our business foundation so that we can continue to enjoy exceptional customer support. This is made possible by fully demonstrating the comprehensive capabilities we have gained in product development and the commercialization of visual equipment, particularly monitors.

We plan to double overseas net sales with measures that include further solidifying our global system of procurement, development, sales, and logistics across the entire Group and strengthening sales in Europe through our own sales channels, as well as business expansion in China. Meanwhile, we will enhance the added value of our products in vertical markets (medical, graphics, industrial, and air traffic control) by aggressively engaging in R&D to continually deliver new solutions, and consequently cement our unchallenged No. 1 position.

Net Sales Targets by Region



* Figures do not include sales of service and maintenance.

1st Mid-Term Plan (2003–2005)

"Evolving, Exploring, Innovating"

- Growth in vertical markets
- Commenced direct sales
- Reorganized manufacturing subsidiaries

2nd Mid-Term Plan (2006–2008)

"Compelling Differentiation"

- No. 1 in the medical market
- Entered the air traffic control market
- Built up global R&D and product systems through M&A

3rd Mid-Term Plan (2009–2011)

"Undisputed Top Position"

- No.1 in strategic vertical markets
- Commenced development of the industrial market
- Restructured for leaner, more effective corporate operations

Note: "1000 AGAIN!" represents 1,000 × okuen (Japanese unit for 100 million yen) = 100 billion yen.

4th Mid-Term Plan (2012–2014)

"1000 AGAIN!"

- Expand the scale of the monitor business through a solid global network in Japan, Europe, the U.S. and China
- Solidify No.1 position in vertical markets through innovative R&D and value-added products
- Cement the position of No.1 manufacturer of amusement monitors by strengthening product planning and development

Net Sales Target

