

May 8, 2025

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Initiatives Improving Capital Profitability (2025 May Updated)

Hakusan, Japan, May 8, 2025 - EIZO Corporation (TSE: 6737) announced that, it has resolved, at the Board of Directors meeting held today, its direction on fundamental policies to enhance corporate value, the progress of ongoing initiatives to improve capital profitability, and updates to shareholder return policies.

1. Financial Growth Objective

Through profit growth driven by business expansion and Net Asset control, EIZO aims to increase its return on equity (ROE) to 8% and enhance corporate value through sustainable development.

2. Business Growth Strategy

FY2025 marks the second year of EIZO's 8th Mid-Term Business Plan.

EIZO focuses on achieving the performance targets outlined in its Mid-Term Business Plan, including consolidated sales of JPY 100 billion, operating profit of JPY 12 billion, an operating margin of 12%, and a return on equity (ROE) of 8%.

By strengthening visual hardware with EIZO's unique imaging technology and accelerating the deployment of 'EIZO Visual Systems' (EVS), it aims to drive business growth in key markets, particularly within the Healthcare and V&S sectors. Additionally, the regional strategy focuses on expanding operations in the rapidly growing markets of India and the Middle East. These initiatives will further evolve and strengthen EIZO's business model, driving profit growth.

3. Long-Term Growth and Strategic Investments

Since its listing in 2002, EIZO has made proactive, long-term investments focused on business development and growth. To expand its business areas and achieve sustainable growth, EIZO has continually evolved its business model through initiatives such as mergers & acquisitions, and strategic investments aimed at future growth.

4. Financial Strategy

EIZO will implement a balanced financial strategy aimed at maintaining financial soundness, strengthening its business model through investment, and enhancing shareholder returns. In maintaining financial soundness, EIZO recognizes the importance of securing the necessary funds to support sustainable long-term growth while adequately preparing for potential risks. Despite the rapidly changing global landscape and unpredictable business environment, EIZO remains committed to its growth investments.

5. Shareholder Return Policy

EIZO views achieving sustainable growth through business expansion and improved performance, while maintaining financial soundness and delivering value to shareholders, as a key management priority.

EIZO will continue to enhance shareholder returns, setting a target return rate of 70% or more of consolidated net income. For dividends and to contribute to long-term shareholder value, EIZO will set a minimum dividend of JPY105 per share based on FY2024 results, considering its financial foundation and ability to secure growth funding.

Additionally, EIZO may consider a flexible share buyback based on a comprehensive evaluation of its performance, stock price levels, and market conditions.

(Note) The content in this plan is based on various assumptions, and the projected figures and initiatives outlined do not constitute guarantees or assurances of their realization.

For more details, please refer to the attached materials.

About EIZO

EIZO (TSE:6737), which means image in Japanese, is a visual technology company that develops and manufactures high-end visual solutions to enrich people in their professional and personal lives. EIZO offers total imaging solutions with a range of monitors, software, video capture, processing, and distribution solutions, cameras, and advanced integrated technologies, to meet the specialized needs of customers in business, creative fields, healthcare, air traffic control, maritime, security & surveillance, and more. Headquartered in Hakusan, Japan, EIZO has R&D and manufacturing facilities in Japan, China, Germany, and the United States, and representation in more than 130 countries.

EIZO and the EIZO Logo are registered trademarks of EIZO Corporation in Japan and other countries. All other company names, product names, and logos are trademarks or registered trademarks of their respective owners.



Initiatives Improving Capital Profitability

(May 2025 Update)

May 8, 2025

EIZO Corporation

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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.

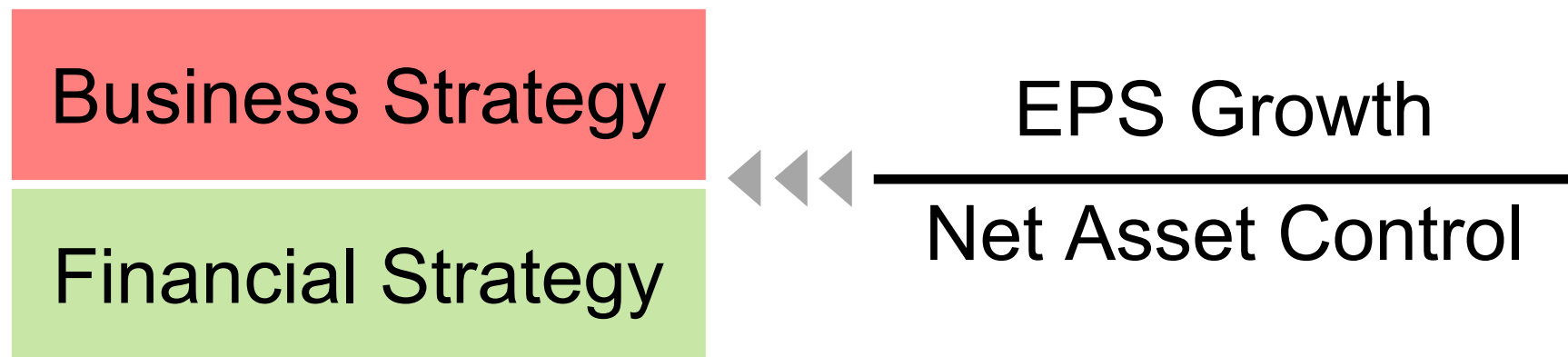
Note: "24F" appearing in this presentation means "Fiscal year 2024", that is Fiscal year ended March 31, 2025.

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

Financial Growth Objective

Targeting ROE 8%



- Maintaining Financial Stability

- Ensuring financial health while continuing medium- to long-term growth investments in a highly volatile and uncertain global environment.

- Acceleration of Business Model Enhancement Investment

- Continued Strengthening of Shareholder Returns

- See next page for details



Strengthening Shareholder Returns

■ Financial Strategy:

- Driving business expansion and performance improvement amid global volatility and uncertainty, while prioritizing shareholder returns and maintaining financial soundness.

■ Target Level: >70% of Consolidated Net Profit

■ Minimum Dividend: **JPY105**/share p.a. (based on 24F results)

■ Flexible Share Buybacks

■ Dividend Track Record:

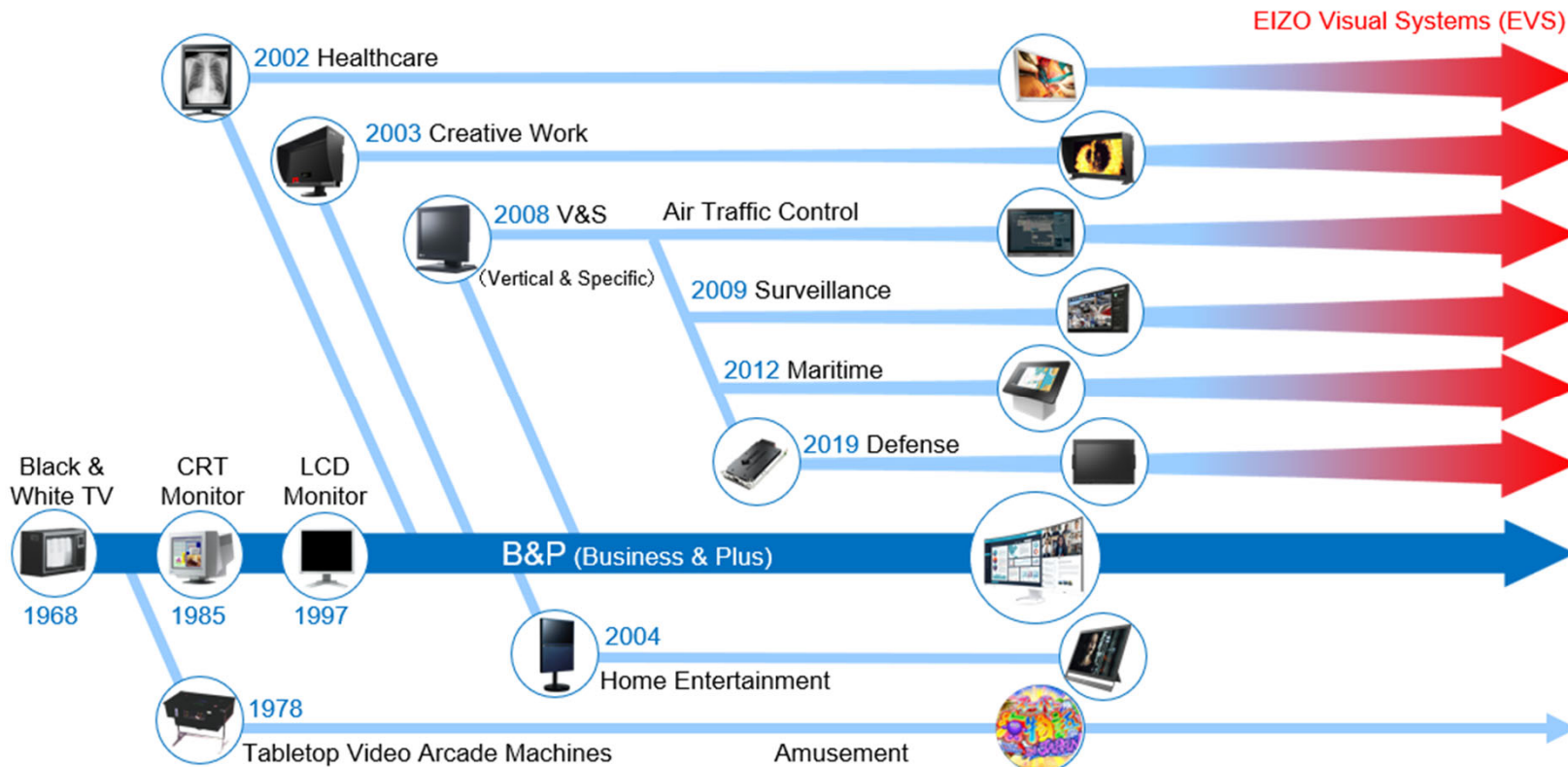
- 12-Year Consecutive Increase Through 24F.
- 13th Year Anticipated (25F)



EIZO's Strength

Consistent Core Focus: 'Visual Imaging'

Market Development & Business Model Transformation



Business Strategy: Growth Investment

(Plan 25F~)

JPY25~30B

Active M&A Initiatives
 Strengthen Business Models
 Strengthen the V&S Business
 Strengthen Engineering Capability

India Factory “Make in India”

Regional Growth Investment
 India, Middle East (Incl. Nth Africa)

EVS Business Advancement
 Establishing technical base to
 strengthen customer collaboration

**R&D Supporting Mid- to
 Long-Term Growth**

(24F Actual)

JPY15B

JPY0.4B

• New China Factory



JPY1.9B

• India, Saudi Arabia



JPY5.2B

• Technology Building
 EVS Business Technical Center
 ※Completed April 2025



JPY6.7B

(Since Listing)

>JYP140B

JPY17.6B EU/US/JP 9 Pjts
 • Entry/Expansion into Specific Markets
 • Direct Sales Model

>JPY14B
 • EU/US Business. Production
 & Logistics Enhancement

>JPY110B
 • Targeted Product Development
 • Proactive Investment in New Markets

Investment
 Areas

M&A

Global
 Production
 Strength

Regional
 Growth

Strengthening
 Foundation

R&D

02F

23F

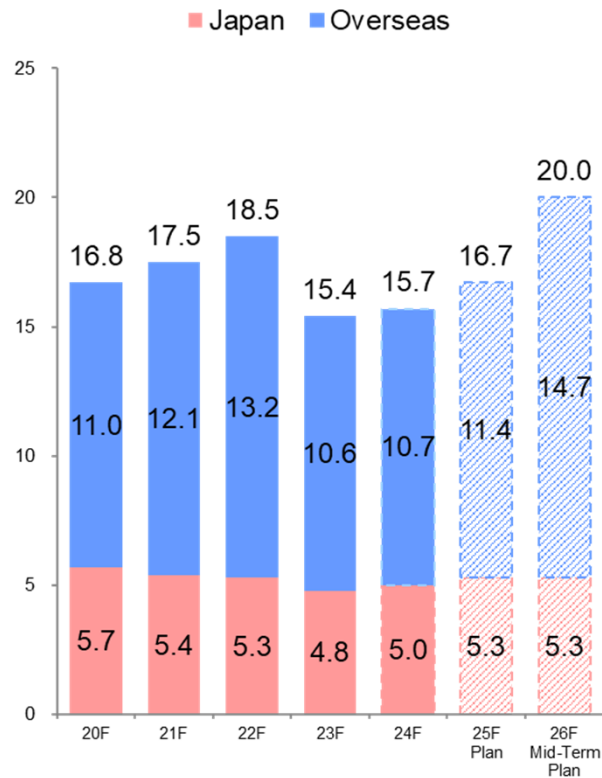
24F

25~26F

Business Strategy: Market Specific

B&P

(JPY Billion)



Market Environment

- Slow recovery of key markets, such as Europe.



Initiatives

- Expand cross-selling to HC & V&S
- Launch new products, enhance competitiveness
- Contribute to sustainability
- Achieve industry-leading environmental performance



Outlook

Further enhance competitiveness
Full-scale recovery from 26F onwards

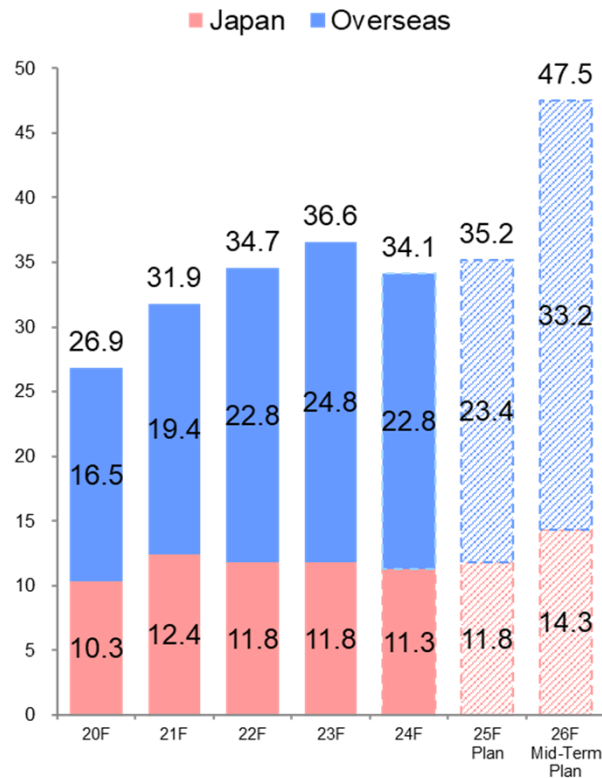


Business Strategy: Market Specific

Healthcare



(JPY Billion)



Market Environment

- Decrease due to post-COVID demand correction
- Increase due to advancements in China & emerging markets

Initiatives

- Strengthen product lineup (Large monitors, Diagnostic imaging)
- Expand EVS from operating rooms to hospital-wide and external video networks, accelerating global growth
- Maintain our #1 market share in Europe & Japan
Target top market share in the U.S., & expand market share in China
- Grow emerging markets, including India & the Middle East
- Capture demand in Pathology Diagnosis & Robotic Surgery



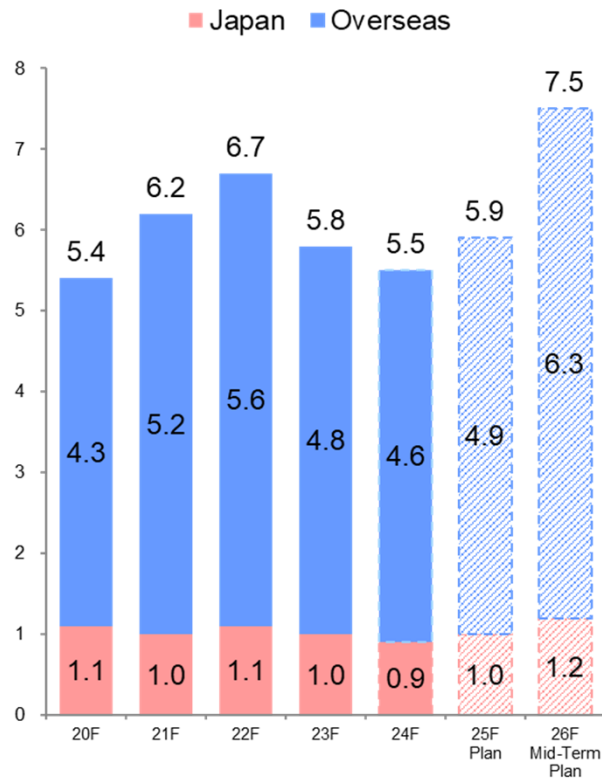
Outlook

Growth is returning, driven by the U.S., China, & emerging markets



Business Strategy: Market Specific Creative Work

(JPY Billion)



■ Market Environment

- Gradual recovery post-Hollywood (U.S.) strike
- Video production supply chain globalization & diversification

■ Initiatives

- Strengthen product lineup: master monitors/video support
- Expand user base
- Develop business in India

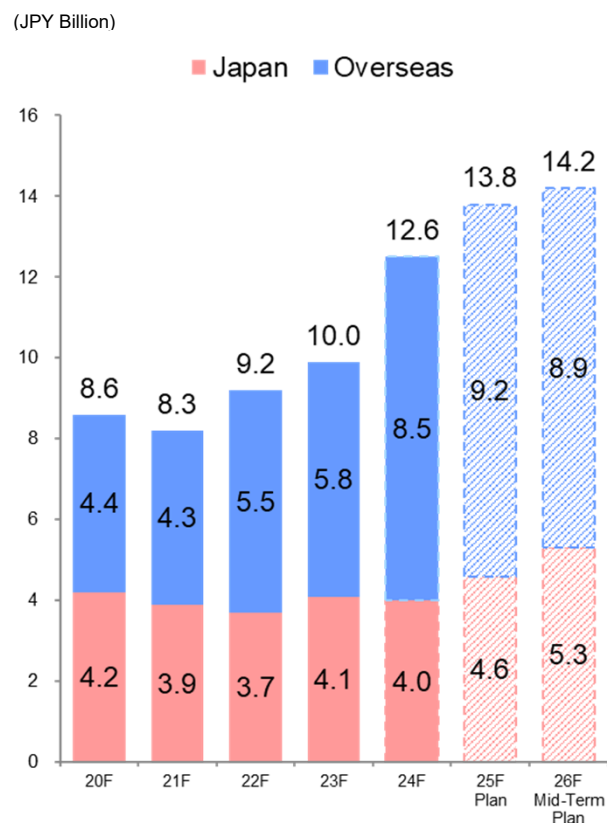
■ Outlook

Growth trajectory, driven by both high-end & broader user base expansion



Business Strategy: Market Specific

V&S (Vertical & Specific)



Market Environment

- Expansion of demand for specific industrial applications

Initiatives

- ATC: Strengthen sales & production systems; growth in emerging markets (India, Middle East)
- Maritime: Strengthen product lineup & sales expansion (Europe)
- EVS: Strengthen the EVS system & expand business.
- Defense: Strengthen customization & development capabilities

Outlook

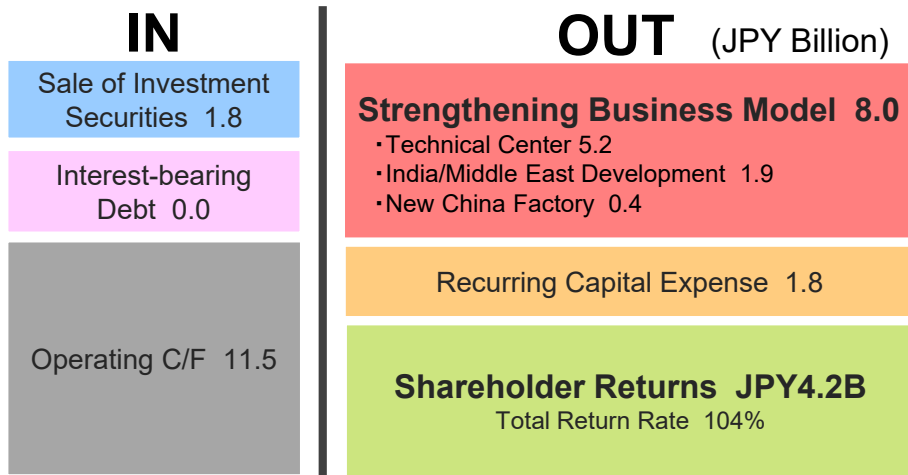
- Demand to remain strong

Drive further growth by leveraging core strengths!



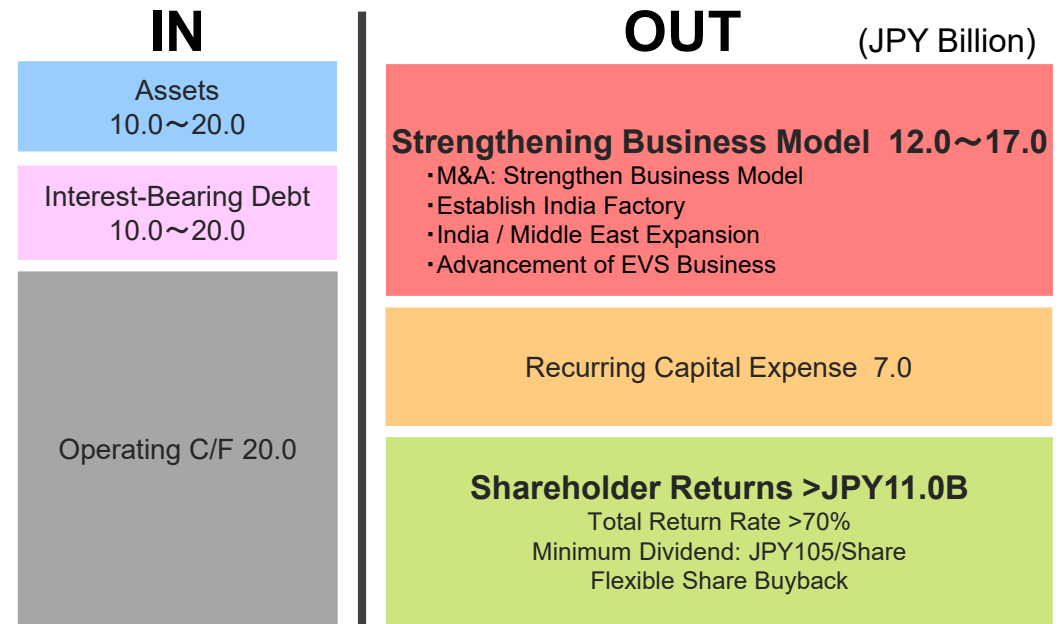
Financial Strategy: Cash Allocation

24F (Actual)



- Fund Procurement: Operating cash flow & asset sales
- Business Strengthening Investment JPY8.0B
- Ongoing Shareholder Return boost: 100% total return ratio

25-26F (Plan)



- **Maintain a Solid Management Foundation**
- Acceleration of Growth Investments
- Continued Implementation of Active Shareholder Returns



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