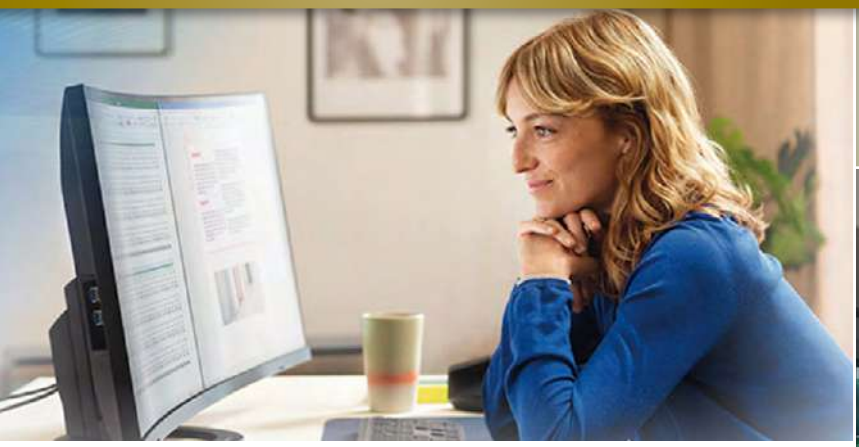
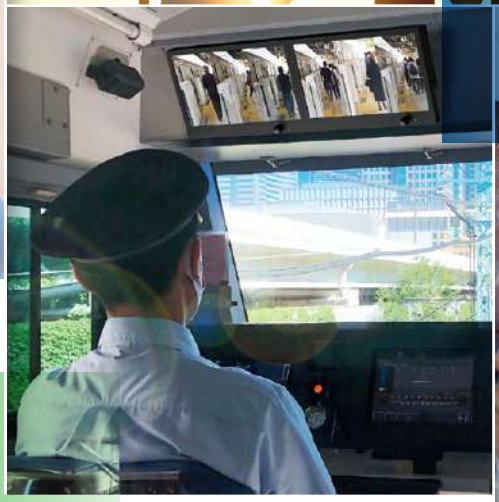
EIZO INTEGRATED REPORT

2026

Visualizing a better tomorrow for all





Corporate Philosophy

Through the pursuit of imaging solutions with advanced technologies, we enrich people in their professional and personal lives.

EIZO Group Code of Conduct

1. We create new value through innovation driven by our unique technologies and ideas, transforming them into trusted solutions, delivering these high-quality products, systems, and services to our customers.
2. We are committed to advancing leading environmental initiatives through our products and business activities.
3. We approach our operations with a global perspective and mindset, embracing diverse ideas and collaboration in a free and open corporate culture.
4. We engage in business activities with transparency, fairness, and integrity.
5. We are committed to building and maintaining strong, trust-based relationships with our stakeholders, including business partners, employees, shareholders, and the local community.
6. We respect human rights and diversity, promoting a healthy, inclusive, and supportive workplace environment.
7. We are committed to safeguarding and protecting company assets and information, which are essential to our business operations.
8. We adhere to the letter and spirit of the law, upholding its principles and acting with the highest ethical standards.

EIZO Group Code of Conduct
https://www.eizoglobal.com/company/code/

Visualizing a better tomorrow for all

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Editorial Policy

We aim to foster constructive dialogue with shareholders, investors and other stakeholders by reporting our initiatives to enhance long-term corporate value through both financial performance and non-financial information, including our management strategy and environmental, social and governance (ESG) initiatives.

Reference Guidelines

Prepared with reference to the following:

- IFRS Foundation: International Integrated Reporting Framework
- Japan Ministry of Economy, Trade and Industry (METI): Guidance for Integrated Corporate Disclosure and Company-Investor Dialogue for Collaborative Value Creation 2.0
- TCFD: Recommendations of the Task Force on Climate-related Financial Disclosures
- GRI: GRI Sustainability Reporting Standards
- Japan Ministry of the Environment: Environmental Reporting Guidelines (2018 Edition)

Date of Publication

September 2026 (Previously: Sept. 2025 / Next: Sept. 2027)

Scope of the Report

Reporting Period

April 1, 2025 to March 31, 2026 (Events outside the reporting period are time-stamped)

Organizations Covered

EIZO Consolidated Group: EIZO Corporation, 6 Japanese, & 12 Overseas Companies.

EIZO Headquarters: EIZO Corporation

Japanese Group Companies:
EIZO Corporation, EIZO MS Corporation, Irem Software Engineering Inc., EIZO Support Network Corporation, Carina System Co., Ltd., EIZO Agency Corporation (Total: 6)

Overseas Group Companies:
EIZO GmbH, EIZO Technologies GmbH, EIZO Rugged Solutions Inc., EIZO Display Technologies (Suzhou) Co., Ltd., EIZO Inc., EIZO Nordic AB, EIZO AG, EIZO Limited, EIZO Europe GmbH, EIZO Austria GmbH, EIZO Private Limited, EIZO Middle East Ltd. (Total: 12)

Reporting scope gaps will be explicitly stated.

EIZO's markets are defined as:

Business & Plus (B&P), Healthcare (HC), Creative Work (CW), Vertical & Specific (V&S), Amusement (AMU)

Related Websites

Company Website: https://www.eizoglobal.com/
Investor Relations: https://www.eizoglobal.com/ir/
Sustainability: https://www.eizoglobal.com/sustainability/
GRI Content Index / SASB Index: https://www.eizoglobal.com/ir/report/integratedreport/

Independent Third-Party Assurance

Environmental data validated by Socotec Certification Japan Co., Ltd. are marked with ✓.

Data Subject to Independent Third-Party Assurance

Period: April 1, 2025 to March 31, 2026

- GHG emissions:
  Scope 1+2 (Location-based & Market-based), and
  Scope 3 (Cat. 1, 2, 3, 4, 5, 6, 7, 11, 12, 13 & 15)
- Water resource usage
- Energy consumption

Independent Third-Party Assurance Report

https://www.eizoglobal.com/ir/report/integratedreport/

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Cautionary Statement Regarding Forward-Looking Statements

This report contains forward-looking statements regarding EIZO's consolidated performance, outlook, plans, strategies and other initiatives. These statements are based on current assumptions and subject to risks and uncertainties such as foreign exchange fluctuations, demand changes, and procurement issues. Actual results may differ significantly from those expressed or implied. Except where required by law, the Company undertakes no obligation to update any such statements.

CEO Message

World-Class Craftsmanship, Driving the Next Stage of Growth

EIZO Corporation
President & CEO
Masaki Ebisu

In June 2026, I assumed the role of President & CEO, having previously served as President & COO. This is the first Integrated Report I present to stakeholders in my new role. I would like to express my sincere appreciation to our shareholders and investors, business partners, and local communities for their continued trust and support of the EIZO Group.

My mission is to preserve the DNA that has defined EIZO since its founding; the pursuit of imaging solutions with advanced technologies, while responding decisively to a rapidly changing business environment. By harnessing the passion and capabilities of our employees, we will build a more resilient business, restore earnings power, and achieve sustainable growth and enhanced corporate value.

Over the past 30 years, EIZO has expanded beyond monitors for the B&P market into mission-critical fields that support public safety and people's lives and health, including Healthcare, Air Traffic Control, and Maritime. These markets require more than simply displaying images; they demand precision, consistency, and long-term reliability. EIZO will continue to evolve as a provider of trusted imaging solutions where precision and reliability matter most.

Transparency & Speed, the Cornerstones of Management

On the day I assumed the role of President & CEO, I addressed employees across the Group and shared "Transparency" and "Speed" as the two keywords I would place particular emphasis on in management. Transparency means openly sharing management's thoughts, our situation, challenges, and direction. When employees understand where we are heading, why change is necessary, and the significance of their contribute, the organization can realize its full potential.

One initiative is a series Town Hall Meetings in small groups. At these meetings, I personally explain our current situation using materials such as our latest financial results presentation and engage in open dialogue with employees through Q&A sessions. We will also continue to strengthening transparency with regular business updates for all employees.

A favorite parable of mine is that of the Three Bricklayers. Although each performs the same task, one sees himself building a cathedral that will endure for generations. I want EIZO to be a company where every employee also feels a strongs connection to the value their daily work ultimately creates. After all, our products support mission-critical environments such as medical diagnostics, safe air traffic control operations, and critical infrastructure.

Speed, the other keyword, will be essential in the competitive environment ahead. EIZO's operating environment is changing at an unprecedented pace due to shifts in markets, customer needs and technologies, as well as geopolitical risks and AI-driven business transformation. In this environment, it is critical that we make decisions and take action quickly while moving in the right direction. We will increase the speed of decision-making, execution, and learning and relearning.

Reflecting on FY2025

Looking back at our performance, Healthcare recorded higher Net Sales, while V&S remained solid with stable performance. However, continued weakness in B&P, combined with higher costs arising from factors such as wage increases and the acquisition of buildings, resulted in lower Operating Profit. These results once again highlighted the challenges in our business portfolio and earnings structure.

EIZO's strengths lie in quality and reliability, our ability to create products designed for long-term use, and our integrated approach to development, manufacturing, sales, and service. However, these strengths alone do not guarantee future growth. As markets evolve, we must also change how we leverage them. In the current business environment, rather than pursuing growth without profit, we need to define more clearly the markets and customers we will serve, the value we will provide, and how we will generate sustainable earnings.

Financial Highlights
https://www.eizoglobal.com/ir/highlight/

Accountability & Speed Through a 'Business Unit' Structure

With this approach, EIZO will implement an organizational restructuring at its headquarters in October 2026, including the establishment of 'Business Uunits' (BUs). As a first step, the existing product planning and product development functions will be integrated and reorganized into four BUs: (i) B&P & Creative Work, (ii) Healthcare, (iii) V&S, and (iv) Amusement.

The purpose of this restructuring is not simply to integrate departmental functions. It is intended to bring us closer to markets and customers, shorten Time-to- Market, and clarify business and profit responsibility at the BU level. We will establish a structure that enables us to capture market feedback more quickly, make decisions through the unified efforts of product planning and development, and take responsibility for business results.

This transformation is the first step toward building a stronger and more resilient business portfolio for the EIZO Group. Rather than focusing solely on protecting existing businesses, we will practice 'Organizational Ambidexterity' by deploying existing technologies and organizational capabilities in new markets, applying new technologies to existing markets, and introducing new technologies into new markets. The EVS V&S Business Promotion Department, established in January 2025 and renamed the "Vertical & Specific_EVS Strategic Business Unit" effective October 1, 2026, has been building a portfolio of specific use cases with EVS, EIZO's proprietary systems business built around advanced imaging solutions. EVS is positioned as one form of "exploration" within the ambidexterity management strategy.

Toward the 9th Mid-Term Business Plan

We are currently formulating our 9th Mid-Term Business Plan (FY2027–FY2029). In addition to Operating Officers, the process includes mid-career employees who will help shape EIZO's future. We intend to share the vision EIZO Group aspires to achieve with stakeholders as early as possible, without waiting for the close of the current fiscal year.

While details of the plan will be announced once finalized, its direction is already clear. First, rather than pursuing top-line growth alone, we will pursue profitable Net Sales growth by reassessing the balance between investments and expenses. Second, we will strengthen Healthcare, V&S, and EVS. Third, we will streamline low-return businesses by reviewing product development roadmaps and improving the efficiency of development and manufacturing investments.

EIZO's business model has been built on maintaining manufacturing utilization through the B&P market while producing highly reliable products for markets such as Healthcare and V&S. While this remains one of our strengths, changes in the external environment require a more rigorous assessment of each business's profitability and growth potential. We will allocate resources more selectively to growth areas while reviewing lower-profitability businesses. Through this sharper focus, we aim to achieve sustainable growth and restore earnings strength.

Strengthening Europe, Expanding Growth Markets

With deep roots in Europe, the region remains extremely important for EIZO, accounting for approximately 40% of consolidated Net Sales. However, Europe's economic environment has become increasingly challenging since the full-scale Russian invasion of Ukraine. In FY2025, we closed and consolidated certain development and manufacturing sites and reviewed our workforce structure, resulting in JPY 441 million in structural reform costs.

With a population of 600 million, Europe remains an indispensable region for the EIZO Group. The reforms are intended to improve operational efficiency and strengthen our business foundation while maintaining our market presence. By leveraging our established brand, customer base, and sales network, we will transition to a more efficient structure delivering sustainable growth and improved profitability across the region.

At the same time, we will strengthen our initiatives in growth markets. We are currently focusing on the United States, China, India, and the Middle East. Our wholly owned sales subsidiaries in India and the Middle East were established recently and each accounts for less than 2% of our consolidated Net Sales. Nevertheless, both have achieved strong growth and reached profitability at an early stage. In these markets, opportunities to leverage EIZO's strengths are expanding in areas including Healthcare, Creative Work, V&S, and critical infrastructure.

Human Capital Driving Sustainable Growth

People are the greatest driving force behind the ability to adapt to change and achieve future growth. No matter how advanced technologies or products may be, its people who create, refine, and deliver them. Strengthening employee engagement is therefore not simply an HR initiative, but a core element of our management strategy.

Town Hall Meetings play a key role in bringing management and employees closer together and improve understanding of the company's direction. We are also advancing initiatives such as next-generation talent development and improvements to the workplace environment. Creating an environment where employees take ownership of the company's growth, embrace challenges, continue to learn, and share in success is essential to EIZO's sustainable growth.

Developing next-generation talent is a key focus. In creating the 9th Mid-Term Business Plan (FY2027–FY2029), we involved mid-career employees, giving theman opportunity to help shape our direction. In an era of change, organizations need more than decisions made exclusively by senior management. They need people at every level who can identify challenges, make decisions, and take action in their respective workplaces. It is precisely this autonomy and culture that underpins Transparency and Speed.

Sustainability as a Driver of Long-Term Value

Sustainability is a foundation of our management approach to enhancing corporate value over the mid- to long-term. We integrate sustainability with business strategy, addressing societal challenges through our business activities while pursuing sustainable growth.

Recognition of these efforts includes receiving the highest Platinum rating from EcoVadis, a leading global ESG ratings provider, in both 2025 and 2026. The Platinum rating is awarded to the top 1% of more than 150,000 companies and organizations evaluated across 185 countries. We also received an A rating in the MSCI ESG Rating and were newly selected as a constituent of the FTSE JPX Blossom Japan Index.

These external assessments and index inclusions recognize the progress we have made in strengthening sustainability initiatives and ESG management. However, favorable ratings are not an end in themselves. We view external assessments as tools for understanding societal expectations and identifying both strengths and areas for improvement. By applying these insights to our management and business strategies, we will continue enhancing corporate value.

EIZO's products are built on the principles of long service life, high reliability, and stable supply. These strengths support our customers' business continuity and the stability of critical social infrastructure while helping reduce environmental impacts across the product lifecycle. Building on this foundation, we will continue to address environmental, human rights, governance, quality, and supply chain issues with integrity, contributing to a more sustainable society and enhanced corporate value.

CEO's Sustainability Message
https://www.eizoglobal.com/sustainability/message/

Enhancing ROE & Capital Efficiency

Improving capital efficiency is crucial for the Group. Our ROE is below the 8.9% Tokyo Stock Exchange Prime Market average, highlighting the need for enhancement. Our first priority is to increase Operating Profit margin, which we will utilize as a key KPI to drive and measure improvement across the Group.

Our next priority is to improve Capital Turnover. Our ability to supply products over extended periods to markets requiring extremely stable supply, like Healthcare has been a key differentiator. We maintain appropriate raw material and finished product inventories, a trade-off with Capital Turnover. Rather than focus solely on short-term efficiency, we continuously review our inventories, investments, and assets to preserve our stable supply capabilities, a core source of EIZO's competitiveness.

We will clarify our capital allocation approach in the 9th Mid-Term Business Plan. Our strong financial base allows us to invest and take calculated long-term risks, exemplified by the Defense market. Simultaneously, we will optimize the use of cross-shareholdings, investment securities, strategic reinvestment in growth areas, and shareholder returns to enhance capital efficiency and secure sustainable long-term growth.

Starting FY2026, an ROE coefficient will be applied to 20% of the performance-linked bonuses for Directors. The coefficient will vary from 0.4 to 1.4 depending on the level of achievement, with 1.0 at an ROE of 8% and 0.0 if ROE is below 5%. This structure emphasizes management's commitment to capital efficiency and accountability for corporate value.

From Hardware to Intelligent Visual Solutions

As we evolve from a manufacturer of high-performance hardware to a provider of integrated visual solutions, we are combining our trusted hardware with software and AI to deliver greater value to customers. Responsible AI is essential to this transition. We have established governance frameworks, ethical guidelines, and internal policies to ensure AI is developed and used responsibly, transparently, and securely, enabling us to maximize its benefits while maintaining stakeholder trust.

Building an Enduring Company for the Future

EIZO will celebrate its 60th anniversary in April 2028. Our history has been defined by embracing change. Starting with office monitors, we have expanded into amusement, Healthcare, Air Traffic Control, Maritime, Creative Work, Defense, and critical infrastructure markets, strengthening our technologies and organizational capabilities while creating new growth opportunities.

Our direction remains unchanged: to uphold our DNA of creating the best products in the world while anticipating societal change and delivering value beyond customer expectations. To achieve this, we will preserve what has made EIZO successful and boldly transform what must evolve. We will continue to strengthen our core strengths; quality, reliability, stable supply, and technological expertise, while directing resources toward growth markets and areas where EIZO can create distinctive value.

My goal is for EIZO Group to be a company employees are proud to work for, customers trust, society values, and shareholders and investors support. Achieving this requires greater management transparency, faster decision-making and execution, profitable growth, higher capital efficiency, and the continued evolution of sustainability management.

Uncertainty will remain a defining feature of the business environment. However, for companies able to adapt, uncertainty also creates opportunity. Building on the manufacturing spirit that has guided EIZO since its founding and the trust of customers worldwide, we will continue advancing toward the next stage of growth. We look forward to meeting stakeholder expectations and appreciate your continued support as EIZO Group pursues its next stage of growth.

At a Glance

ESG data
https://www.eizoglobal.com/sustainability/esgdata/

Business Overview & FY2025 Performance

Visual Imaging

Since our founding, we have remained dedicated to visual imaging, addressing customer challenges through unique technologies and solutions that only EIZO can provide.

Market Leader in Key Vertical Markets

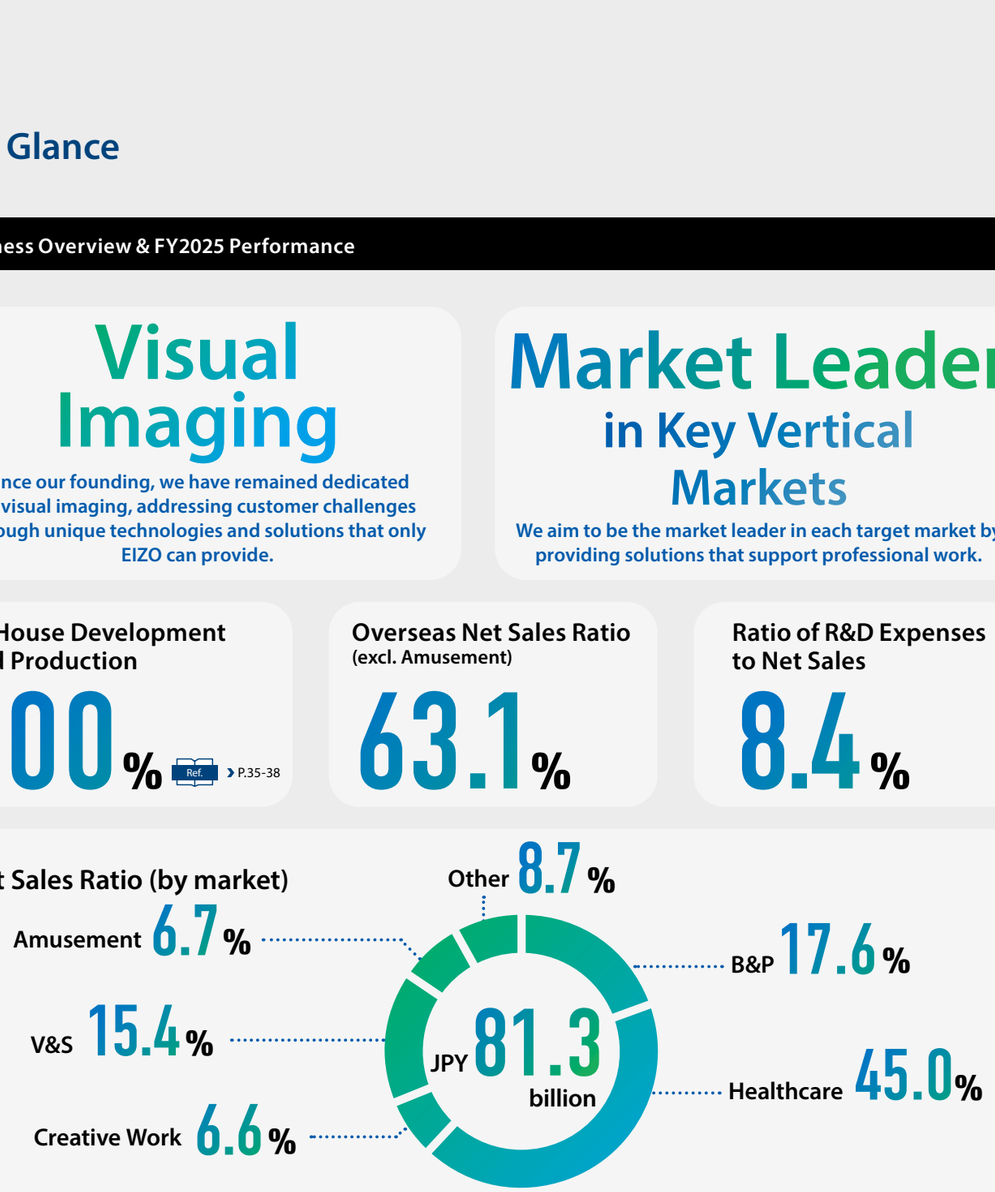
We aim to be the market leader in each target market by providing solutions that support professional work.

In-House Development and Production
100% Ref. P.35-38

Overseas Net Sales Ratio (excl. Amusement)
63.1%

Ratio of R&D Expenses to Net Sales
8.4%

Net Sales Ratio (by market)



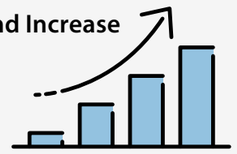
Operating Income
JPY 2,365 million

ROE
5.6%

Equity Ratio
77.2%

Shareholder Returns

Consecutive Dividend Increase
13th year



Total Shareholder Return Ratio
109.5%*

* Includes a JPY 3.5 billion Share Buyback

Environment

GHG* Emissions Reduction (vs. FY2019) * GHG: Greenhouse Gas

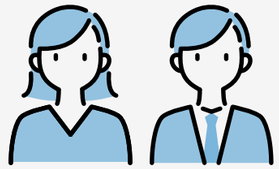
Scope 1+2
62.2% Reduction

Scope3
28.4% Reduction

Net Zero Achievement Target
2040

Social

Number of Employees
2,467



Men 55.2% Women 44.8%
Japan 77.5% Overseas 22.5%

Employee Nationalities
39 Nationalities

Female Management Ratio
14.2%

Governance

Independent External Director Ratio (as of June 23, 2026)
50.0% (3/6)

Female Director Ratio
33.3% (2/6)

External Evaluations

PLATINUM Top 1% ecovadis Sustainability Rating JUL 2026

Climate CDP A List 2025

MSCI ESG Rating
A

S&P Global
56/100

EIZO Value Creation

Since its founding more than 50 years ago, EIZO has leveraged the resources and expertise it has built over decades to deliver imaging products and solutions that contribute to a more prosperous society while enhancing corporate value.

FY2025

Capital Resources

INPUT

Financial Capital

Total Assets: JPY 177.4 billion
Equity Ratio: 77.2%

- Strong Financial Foundation
- Strategic Investment in Growth Areas

Manufacturing & Intellectual Capital

In-House Development & Manufacturing: 100%
Development Companies: 7
Manufacturing Sites: 7
R&D Investment: JPY 6.8 billion
CAPEX: JPY 4.6 billion

- All products developed & manufactured in-house across Japan, Germany, China, & the US
- Integrated Development, Quality Assurance, & Manufacturing ensure rigorous QC Management
- Strong Procurement capabilities support stable component sourcing & supply

Human Capital

Employees: (as of March 31, 2026) 2,467
Nationalities: 39

- Free & open corporate culture.
- Empowering a diverse workforce

Social & Relationship Capital

Operations Span: 134 Countries
Tier 1 Suppliers: 185

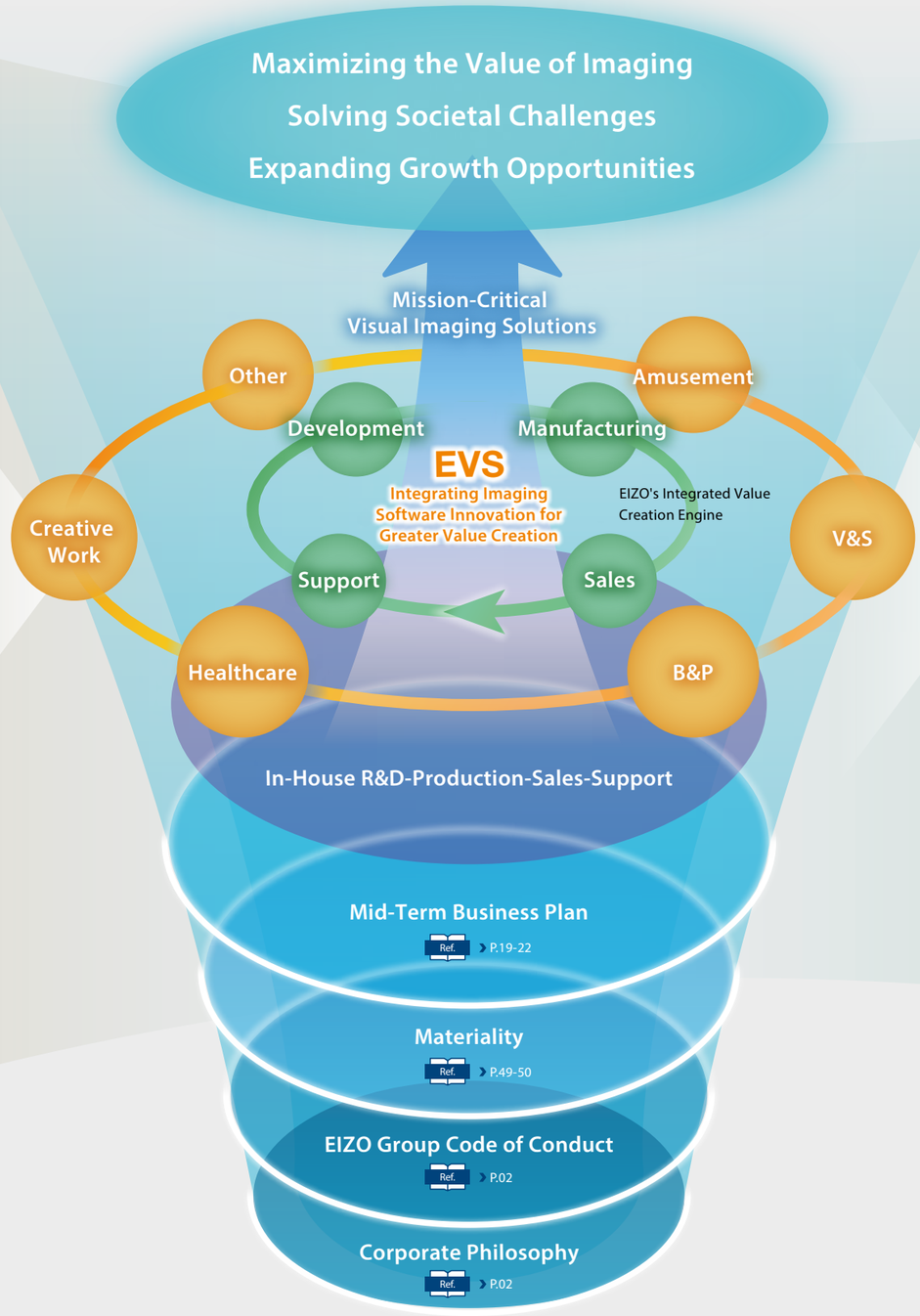
- Global sales network & supply chain
- Advancing sustainability with suppliersv

Natural Capital

Renewable Energy: 71%

- Proactive Climate Change initiatives
- Continuous reduction of environmental impacts across products and operations

Business Model



Value Delivered

OUTPUT

Economic Value

Net Sales: JPY 81.3 billion
Operating Margin: 2.9%
ROE: 5.6%

Social Value

Free & Open Corporate Culture

Female Management: 14.2%
Women in Leadership Positions*: 5.4%
Human Resource Training Investment: JPY 58,300 / 26 Hours ea.
2026 Certified Health & Productivity Management Organization (Large Enterprises Category)
*Group Companies in Japan

Climate Change Response

CDP "A" Score
Scope 1+2 Reduction: 62.2% (vs FY2019)
Scope 3 Reduction: 28.4% (vs FY2019) (Cat. 1+11)

Open & Fair Governance

Independent External Directors: (As of June 23, 2026) 50.0%
Female Directors: (As of June 23, 2026) 2 (External)
Foreign Directors: 1 (Internal)
Material Compliance Violations: 0
Material Security Incidents: 0

OUTCOME

Customers

- **Enabling operational efficiency through advanced visual imaging**
- **Supporting customers' sustainability initiatives with responsible procurement**

Shareholders & Investors

- **Enhancing long-term corporate value**
- **Consecutive dividend increases: 13 years**

Business Partners

- **Partnerships for mutual prosperity**
- **Advancing sustainability across the value chain**

Employees

- **A workplace where employees thrive & contribute**
- **Enhancing employee engagement**

Local Communities

- **Contributing to the resolution of social challenges through products**
- **Supporting social contribution through volunteering & community initiatives**

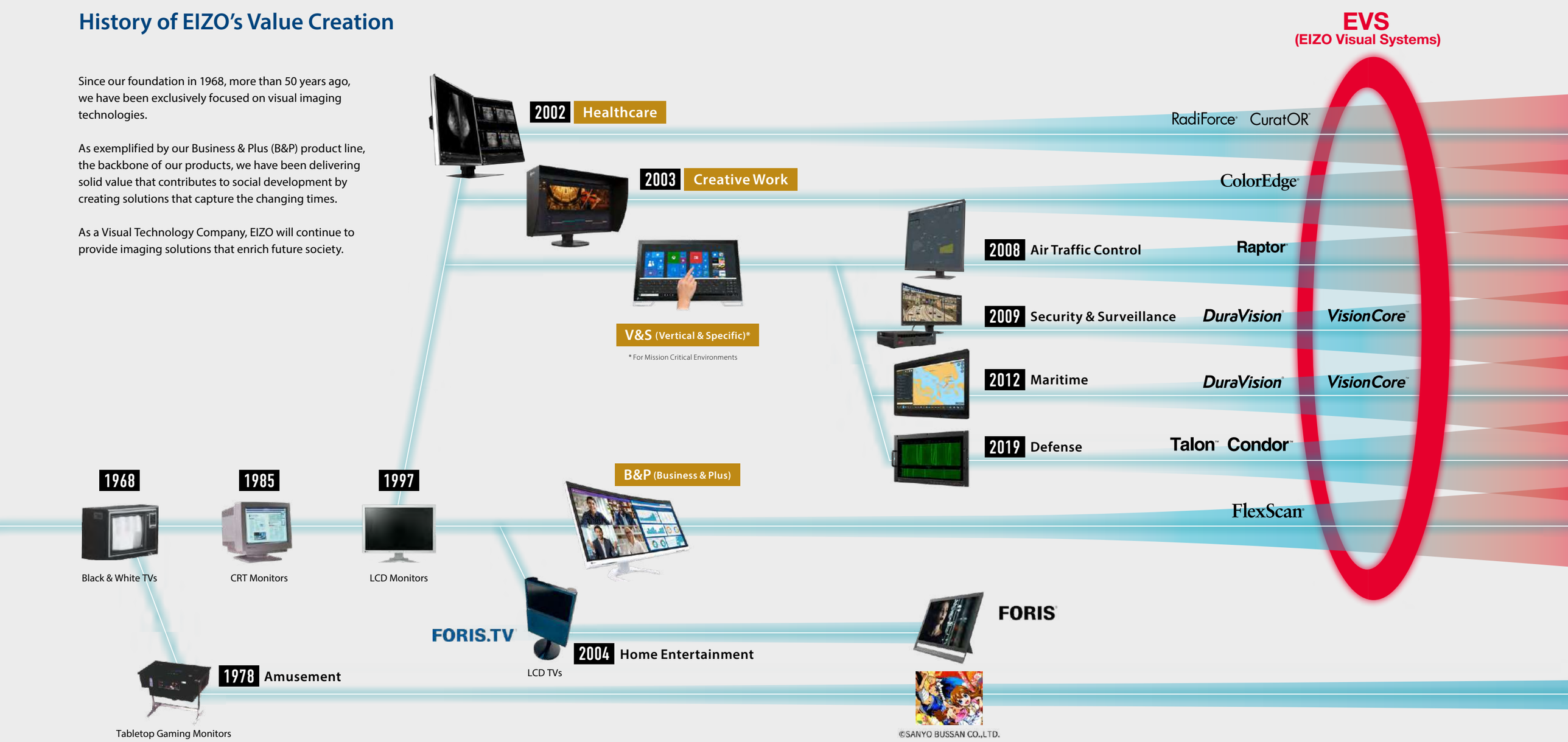
Enhancing Society Through Visual Technology

History of EIZO's Value Creation

Since our foundation in 1968, more than 50 years ago, we have been exclusively focused on visual imaging technologies.

As exemplified by our Business & Plus (B&P) product line, the backbone of our products, we have been delivering solid value that contributes to social development by creating solutions that capture the changing times.

As a Visual Technology Company, EIZO will continue to provide imaging solutions that enrich future society.



Founding & OEM (Original Equipment Manufacturing)

In 1968, Nanao Electric Co., Ltd. (currently EIZO MS Corporation) was founded in Nanao City, Japan, initially serving as an OEM of black and white televisions. In 1973, Nanao Corporation (formerly Hakui Electric Corporation) was established as the predecessor company to EIZO Corporation.

As the transition from black-and-white to color televisions advanced, EIZO engaged in OEM manufacturing of various visual imaging products, including tabletop game consoles and VTRs.

Creating the Brand

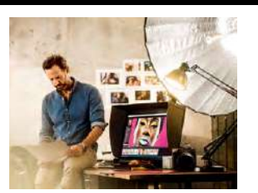
Following the decision to cease OEM manufacturing, EIZO commenced the sale of CRT monitors under its own brand name "EIZO" in Europe in 1985. Subsequently, EIZO expanded by offering CRT monitors under the "NANAO" brand in North America and Japan.

Respond to Device Changes

In 1996, strengthening global brand recognition, the brands "EIZO" and "NANAO" were unified under the single brand "EIZO." In 1997, EIZO initiated the development, production, and sale of one of the first ever commercially available LCD monitors.

Acquire New Technologies & Strengthen Competitiveness

JPX PRIME TOKYO



EIZO was listed on Tokyo's Second Section in 2002, moved to the First Section in 2003 (Prime Market from 2022), and expanded into Healthcare, Creative Work, Air Traffic Control, Security, Maritime, and Defense. It accelerated growth through acquisitions of market-aligned manufacturers and, after rebranding to EIZO Corporation in 2013, strengthened global manufacturing and sales by entering emerging markets and establishing direct European sales channels.

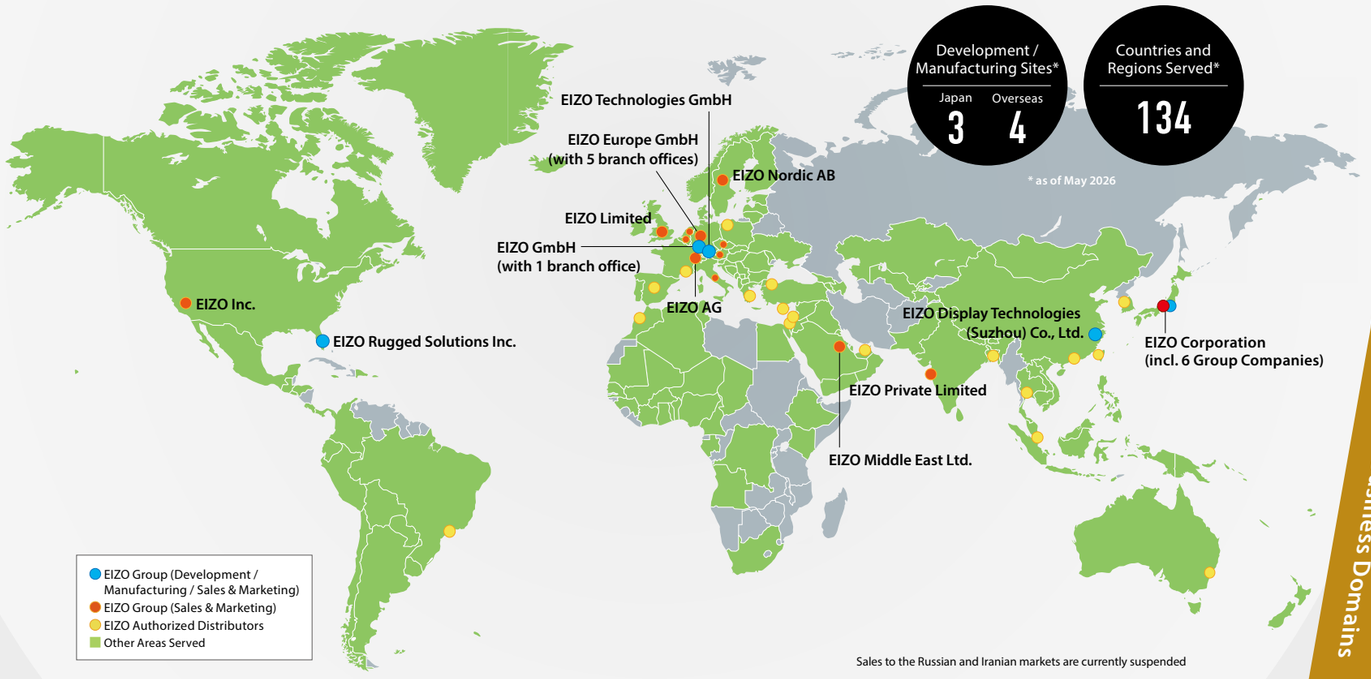
Pioneering the Future – EIZO's Next Phase

EIZO is shifting from a hardware leader to a provider of end-to-end visual solutions through EVS, integrating monitors, cameras, recorders, and imaging software. Our global expansion, including a new India facility, boosts market agility. Strategic investments and partnerships will drive innovation, as EIZO leads the future of visual technology and creates long-term value for stakeholders and society.

History of EIZO's Value Creation

EIZO's Expansion - Building a Stronger Business Model

The EIZO Group has expanded its business through strategic initiatives, including M&A, while strengthening development and manufacturing capabilities and sales networks aligned with customer needs. Group companies work closely together to drive business growth globally.



EIZO Private Limited (India)
FY2026 Kickoff Meeting (May 2026)

EIZO United Meeting (July 2026)

EIZO AG (Switzerland)
20th Anniversary Celebration (September 2025)

Expanding & Strengthening Our Business Domains

2007 EIZO GmbH (Germany)
Acquired the medical monitor business of Siemens AG.

2015 EIZO Medical Solutions Co., Ltd. (now EIZO Corporation) (Japan)
Acquired Imation Corporation's system medical system integration business for the Healthcare market

2016 Acquired Panasonic Healthcare Co., Ltd.'s (Japan)
operating room and endoscopy monitor business.

2018 Carina System Co., Ltd. (Japan)
Acquired to strengthen systems capabilities in image capture, recording, streaming technologies, and related businesses.

2009 EIZO Technologies GmbH (Germany)
Acquired eg-electronic GmbH's monitor business for the air traffic control and industrial markets, together with its monitor circuit board business.

2007 EIZO Rugged Solutions Inc. (formerly Tech Source Inc.) (USA)
Acquired for developing and manufacturing graphics boards for air traffic control and defense markets.

2010 EIZO Display Technologies (Suzhou) Co., Ltd. (China)
Established to manufacture and sell products for the Chinese market.

Healthcare Market

V&S Market

Manufacturing & Sales for the Chinese Market

Strengthening Our Sales Network

1980- | 1990- | 2000- | 2010- | 2020-

In 1985, EIZO began selling CRT monitors for computers under the EIZO brand in Europe and the NANAO brand in North America.

Throughout the 1980s and 1990s, the Group expanded its sales network by establishing sales companies and appointing exclusive distributors.

1985 Established Nanao USA Corporation (now EIZO Inc.) (USA)

1985 Rein Elektronik GmbH (Germany)
Entered an exclusive Distribution Agreement

Hayward Computer GmbH (Austria)
Entered an exclusive Distribution Agreement

Rein Netherlands B.V. (Netherlands)
Entered an exclusive Distribution Agreement

(Business transferred from the Raab Karcher Elektronik Group)

Raab Karcher Elektronik Group

Memec Group Limited (United Kingdom)
Raab Karcher Elecktronik Group

(Business transferred from the Avnet Group)

Avnet Group
Germany / Netherlands / Belgium / Italy / Austria / Czech Republic / United Kingdom

2012 2012–2013
Acquired Avnet Group's European EIZO operations establishing a direct sales structure.

Germany, Netherlands, Belgium, Italy, Austria, Czech — EIZO Europe GmbH

EIZO Limited (UK)

EXCOM AG (Switzerland)
Entered an exclusive Distribution Agreement

1992 Established EIZO Sweden AB (now EIZO Nordic AB) (Sweden)

2005 EIZO NANAO AG (now EIZO AG) (Switzerland)
Acquired EXCOM's EIZO business to strengthen sales operations in the Swiss market.

2023 Established EIZO Private Limited (India)

2024 Established EIZO Middle East Ltd. (Saudi Arabia)

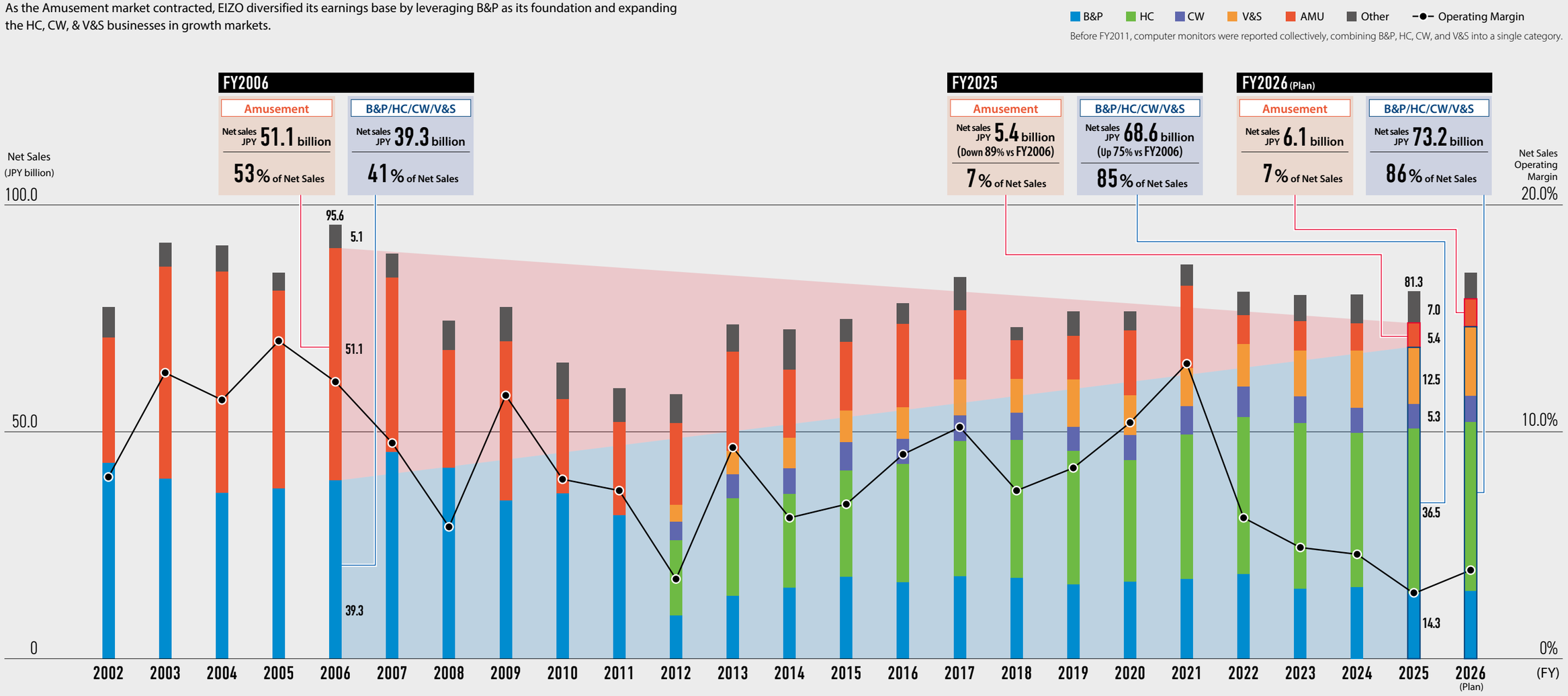
Strategic & Agile Sales Through a Direct Sales Model

Enhanced Customer Confidence & Support

indicates EIZO Authorized Distributor

Evolution of Our Business Model - Strengthening Our Business Structure

As the Amusement market contracted, EIZO diversified its earnings base by leveraging B&P as its foundation and expanding the HC, CW, & V&S businesses in growth markets.



Entry into Key Vertical Markets

- Began sales of diagnostic monitors for the HC market.
- Began sales of color management monitors for the CW market.

Strengthened Key Vertical Market Businesses Through M&A

- Strengthened the monitor businesses for the HC and industrial markets.
- Entered the Air Traffic Control market.

Global Expansion

- Established a direct sales network in Europe.
- Began manufacturing and sales in China.

Strengthened the Healthcare Business

- Entered the operating room imaging solutions market.
- Expanded operating room and endoscopy monitor offerings.
- Acquired image capture, recording, and streaming technologies.

Launched EIZO Visual Systems (EVS)

- Expanded the business through integrated imaging solutions spanning image capture, recording, streaming, and display.

Expanded Direct Sales Network

- Established direct sales operations in India.
- Established direct sales operations in Saudi Arabia.

Products & Services Expanded products and services for key markets, broadening our business portfolio. Ref. History of EIZO Value Creation / Expansion of the EIZO Group › pp.11–14

Sales Network Expanded the direct sales model, strengthening responsiveness to customer needs and enhancing solution capabilities. Ref. Expansion of the EIZO Group › pp.13–14

Business Environment Transition from digital to networked imaging, driving demand for advanced visual imaging technologies.

Growth in DX in response to climate change, infrastructure renewals, and labor shortages.

Our Leadership

Through deliberate strategic and disciplined business development, we have steadily expanded our global business footprint and diversifying our earnings base across multiple regions. This approach has strengthened our operational resilience and reinforces the management foundation supporting sustainable growth and the enhancement of corporate value over the medium to long term.

One EIZO, One Team, One Mission

Powered by Diverse Leadership

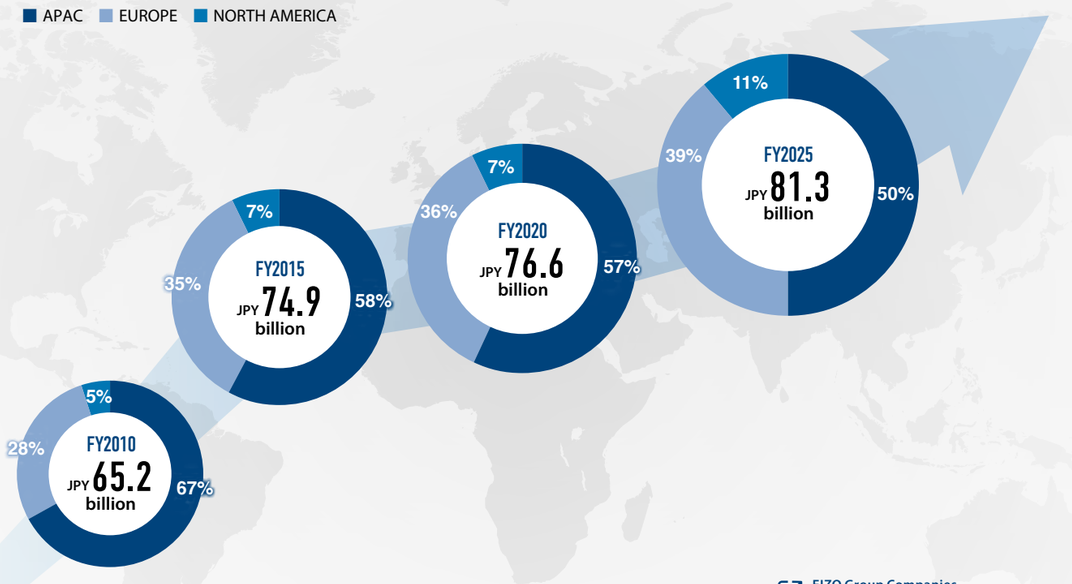
DIVERSE LEADERSHIP → **SHARED PRIORITIES** → **SHARED SUCCESS**

Different Strengths, One Direction
- Customer Commitment
- Global Perspectives
- Innovation Mindset

One Team, One Mission
- Customer Values
- Global Collaboration
- Technology Excellence

Creating Value Together
- Customer Trust
- Business Growth
- Global Competitiveness
- Long-term Value Creation

Revenue Growth & Geographic Diversification



EIZO Group Companies
https://www.eizoglobal.com/company/group/

Our Diverse Leadership

Local Representation Delivering Local Value

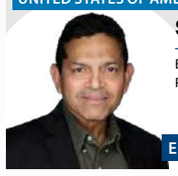
Manufacturing / Sales & Marketing

JAPAN
Masaki Ebisu
EIZO Corporation
EIZO Support Network Corp.
Irem Software Engineering Inc.
EIZO MS Corporation
President & CEO

GERMANY
Frédérique Jaeger
EIZO GmbH
CEO
EIZO 2007～ Position 2023～

JAPAN
Masayuki Hashimoto
Carina System Co., Ltd.
President & CEO
EIZO 1990～ Position 2022～

GERMANY
Olaf K. Müller
EIZO Technologies GmbH
President & CEO
EIZO 2024～ Position 2025～



UNITED STATES OF AMERICA
Selwyn Henriques
EIZO Rugged Solutions Inc.
President & CEO
EIZO 2007～ Position 2007～

CHINA
Rujun Zhang
EIZO Display Technologies (Suzhou) Co., Ltd.
President & COO
EIZO 2010～ Position 2020～

Sales & Marketing

UNITED STATES OF AMERICA
Thomas Waletzki
EIZO Inc.
President & CEO
EIZO 1993～ Position 1999～

NORDIC REGION
Per Hertz
EIZO Nordic AB
CEO
EIZO 1992～ Position 2016～

MIDDLE EAST
Sami Alshehri
EIZO Middle East Ltd.
Managing Director & CEO
EIZO 2014～ Position 2024～

SWITZERLAND
Martin Kofler
EIZO AG
CEO
EIZO 2021～ Position 2021～

UNITED KINGDOM
Colin Woodley
EIZO Limited
Managing Director & CEO
EIZO 1996～ Position 2015～

EUROPE
Masato Nakashima
EIZO Europe GmbH
Executive Vice President & COO
EIZO 2000～ Position 2026～

INDIA
Rohan Chahande
EIZO Private Limited
Managing Director & CEO
EIZO 2023～ Position 2024～

Ave. Years of Service at EIZO*

19.6

Ave. Years of Leadership at EIZO*

7.5

* Excluding Masaki Ebisu (EIZO Corporation, President & CEO)

The 8th Mid-Term Business Plan

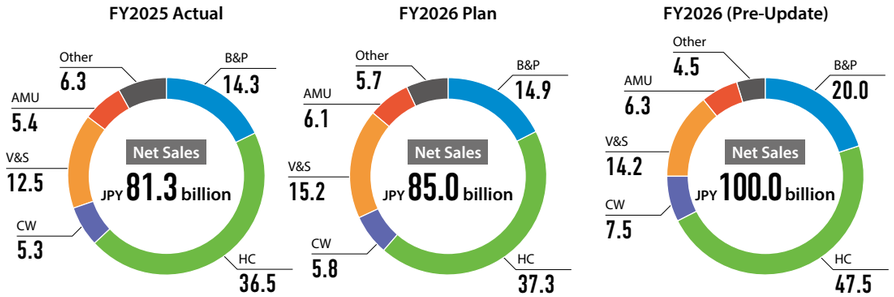
Visual Technology Evolution -Innovating Imaging Value That Only EIZO Can-

Overview of the 8th Mid-Term Business Plan (FY2024-FY2026)

Background to Revised Targets

In response to changes in the business environment, including the prolonged downturn in the European market, we revised our numerical targets for the final year of FY2026 (updated in March 2026). Under the 8th Mid-Term Management Plan, our fundamental policy remains unchanged: to expand our business areas and address evolving social challenges by providing products and services that showcase the unique value of visual imaging technology only EIZO can deliver. Growth is expected to continue in the V&S markets, while overseas sales in Healthcare is recovering, with potential growth in India and the Middle East. Moving forward, we will continue to implement measures in response to changes in the external environment while further accelerating the execution of our growth strategy.

Results & Targets



Operating Profit / Operating Margin	JPY2.3B／2.9%	JPY3.3B／3.9%	JPY12.0B／12.0%
ROE	5.6%	3.1%	8.0%

Key Business Strategies

- **R&D: Develop Industry-Leading Visual Imaging Solutions**
  - Deliver high-quality, highly reliable imaging hardware that leads the market
  - Maximize the value of visual technologies by integrating hardware and software
  - Advance cutting-edge technologies and bring innovative products to market quickly
- **Strengthen Integrated Development & Manufacturing**
  - Advance automation to support high-mix, low-volume production
  - Complete China site expansion and begin ATC production
  - Launch manufacturing operations in India
  - Improve plant efficiency through closer integration of development and manufacturing
- **Expand Business Scope & Competitiveness Through EVS**
  - Enhance the value of visual imaging hardware through software
  - Accelerate adoption of visual technologies through integrated solutions
  - Launch strategic partner collaborations
- **Diversify Revenue Sources and Accelerate Growth**
  - Reduce reliance on Europe
  - Expand Healthcare market share in the U.S. and China
  - Drive growth through Group companies in India and Saudi Arabia
- **Enhance Group Development & Manufacturing Capabilities**
  - Streamline functions and organizations across European group companies
  - Optimize R&D investment and research costs through stronger collaboration across Japan, Europe and the U.S.

Strong Recognition in the Indian Market

Launch AI Edge PC

China Production Facility • Opened in April 2025

Restoring Earnings Power

FY2026 is positioned as a year to restore earnings power and rebuild our earnings base. While continuing strategic investments, including wage increases and R&D, we will keep fixed costs broadly in line with FY2025 through cost optimization measures. Key market initiatives are outlined below.

Market-Specific Initiatives

B&P

Business Environment
- Prolonged stagnation in the European market, our primary market

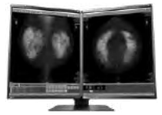
Initiatives
- Pursue cross-selling across Healthcare, V&S, and other markets
- Accelerate legacy inventory reduction
- Rollout of more competitive new products
- Further advance sustainability through early-stage product design and sourcing
- Reduce environmental impact across product lifecycles, independently validated

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

Healthcare

Business Environment
- Reduced capital investment in Japan amid financial strain facing hospitals
- Growing demand driven by healthcare advancement in emerging markets, including China, India, and the Middle East

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
- Demand in Japan is expected to remain cautious
- Strengthen overseas business development and target a recovery in sales

Creative Work

Business Environment
- 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

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

Business Environment
- Expanding demand in various specific industrial applications

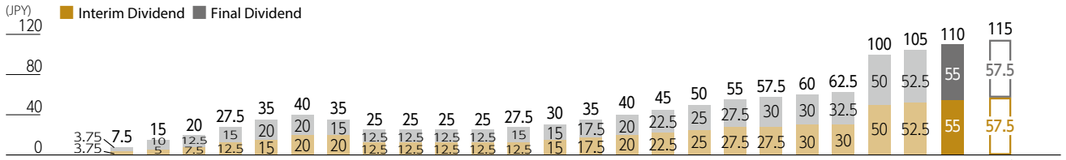
Initiatives
- Continue strengthening the product lineups
- Air Traffic Control: Enhance sales initiatives and production processes on a global scale, while driving further growth in India & the Middle East
- Maritime: Strengthen the product lineup and expand sales activities in Europe
- Defense: Leverage 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

Shareholder Returns

EIZO prioritizes shareholder returns while pursuing sustainable growth through business expansion, improved performance, and a solid financial base. The Company aims for a total shareholder return of 70% of consolidated net profit plus additional distributions, with a minimum annual dividend of JPY 105 per share (FY2024). We have increased dividends for 13 consecutive years through FY2025 and plan to do so again in FY2026. Additionally, EIZO conducts flexible share buybacks based on business performance, share price, and market conditions.

Dividend Trends



	2002	2003	2004	2005	2006	2007	2008	2009	2010	2011	2012	2013	2014	2015	2016	2017	2018	2019	2020	2021	2022	2023	2024	2025	2026Plan
Dividend Payout Ratio (%)	11.3	9.5	14.4	17.5	20.6	41.0	229.7	22.6	31.5	67.5	66.7	21.6	38.5	35.5	30.1	26.9	49.5	50.2	39.8	32.8	44.5	75.4	104.2	60.9	68.6
Return Ratio (%)	11.3	9.5	14.4	17.5	20.6	41.0	375.2	22.6	31.5	168.0	66.7	21.6	38.5	35.5	30.1	26.9	49.5	50.2	39.8	32.8	92.2	75.4	104.2	109.5	324.2

* The shareholder return ratio includes share buybacks: JPY996M in FY2008, JPY1,661M in FY2011, and JPY2,821M in FY2022.

To gain insight into the strategic direction, progress, and initiatives under the plan, we interviewed key personnel responsible for driving its implementation.

Improving Patient Care by Expanded Adoption of EIZO Solutions

Brenda Cote

Vice President
EIZO Inc. (USA)

The U.S. Healthcare business achieved steady growth by leveraging EIZO's reputation for premium image quality, reliability, consultative support, and long-standing customer relationships. While our RadiForce, diagnostics and healthcare-IT application portfolio remains our largest segment, we expanded adoption across all healthcare markets, including a 200% increase in CuratOR, surgical solution deployments.

As healthcare organizations adapt to rapid technological advancements, they increasingly require solutions that deliver precise image accuracy and consistent performance across large Integrated Delivery Networks. Among healthcare professionals, EIZO has become synonymous with consistency. Customers consistently tell us that EIZO solutions perform exactly as designed and continue to do so throughout exceptionally long product lifecycles. This reliability helps healthcare organizations standardize workflows, simplify support requirements, and maintain confidence in mission-critical clinical environments.

As the only vendor that designs, manufactures, and locally supports its complete healthcare portfolio, EIZO is uniquely positioned to help customers address both current and future requirements. Hospitals, imaging centers, ambulatory surgery centers, and clinics increasingly rely on EIZO not only as a supplier, but as a trusted advisor. Our engagement model is centered on improving patient care by helping organizations deploy technologies that meet today's clinical needs, preparing them for future innovations, and providing ongoing education and support throughout the product lifecycle.

Looking ahead, growth will be driven by increased adoption of EIZO's proven medical monitors and a broad portfolio of imaging solutions, as well as new solutions, such as digital pathology monitors, that enable the digitalization of healthcare. Through continued innovation and deep customer partnerships, EIZO will drive sustainable growth while helping healthcare providers improve patient outcomes, workflow efficiency, and operational performance.

Leveraging EIZO Group Strengths to Drive Growth in a Strategic Market

Kenichi Fuji

EIZO Corporation
Executive Operating Officer,
& Senior Manager,
Quality Assurance

Investment in the Defense market continues to increase globally against the backdrop of changes in the global security environment, supporting expectations for medium- to long-term growth in related businesses. A key growth driver is the integration of surveillance and reconnaissance, including unmanned aircraft operations, with command and control and intelligence gathering to support rapid decision-making. High-growth areas include equipment incorporating emerging technologies such as AI, autonomous unmanned systems including drones, sensor fusion, radar, image processing, and edge computing.

EIZO entered the market in 2019 with the Talon series of rugged monitors for the Defense, industrial, and critical infrastructure markets. We expanded our expertise and manufacturing capabilities developed through compliance with environmental and high-reliability standards for monitors used in specialized industries such as Maritime and rail to include various MIL standards. We have since expanded the product lineup and business presence in Japan, the U.S., and selected European markets. Our U.S. group company, EIZO Rugged Solutions, has also grown its business through high-reliability products compliant with the MIL standards required in the Defense market, including the Condor series centered on high-performance GPGPU boards* for image and AI processing, as well as edge computers and encoders. Sales of low electromagnetic emission monitors that protect against the unauthorized viewing of screen information through electromagnetic radiation, as well as cross-selling of monitors for applications such as Air Traffic Control and Creative Work, are also increasing. Our business has evolved through the combination of these strengths, including global development collaboration, synergies across businesses such as Air Traffic Control and Maritime, and monitor cross-selling.

Over the medium to long term, we will further strengthen collaboration between EIZO's customization capabilities and Visual Imaging Technologies for high-reliability monitors and high-performance hardware technologies for image and AI processing and edge computing. By establishing capabilities to provide solutions spanning entire systems—including integrated information, surveillance and reconnaissance displays, unmanned aircraft control, and mission consoles—we will expand our business and evolve our business model in areas where these imaging technology assets can create value. This market is a strategic market with high barriers to entry and strong potential for growth and profitability. Only a limited number of companies can supply products globally, and EIZO is the only Japanese company with operations spanning Japan, the U.S., and Europe. We are expected by the market to capture significant growth opportunities. Building on our technology and track record in high-reliability markets, we will actively invest in this important growth area.

*GPGPU board: An expansion board that uses GPUs, originally designed for image and game rendering, for general-purpose numerical computing such as AI training and inference and big data analysis.

Note: EIZO complies with applicable laws and regulations, including export control laws and regulations, and this policy will remain unchanged.

Building a Resilient Growth Platform in the Middle East

Sami Alshehri

EIZO Middle East Ltd. (Saudi Arabia)
Managing Director & CEO

The Middle East is undergoing one of the world's most ambitious economic transformation programs. Across the GCC, governments continue to invest in healthcare digitalization, smart infrastructure, and advanced technologies through initiatives such as Saudi Vision 2030, the UAE's national development strategy, and Oman Vision 2040. These investments are driving greater demand in areas that closely align with EIZO's strengths in high-quality, reliable visual solutions.

Against this backdrop, EIZO Middle East has developed into a strategic growth platform for the EIZO Group. Since establishing regional operations, we have expanded our presence, delivered the quality and reliability that define the EIZO brand. In 2025, we achieved approximately 160% year-on-year business growth while maintaining disciplined financial management and reinforcing our operational foundation. We also hold approximately 90% market share in diagnostic imaging solutions in selected markets, demonstrating customer trust in EIZO's clinical value and long-term support.

Our mid-term strategy is to build on this success in Healthcare IT and expand growth across EIZO's broader portfolio. The customer relationships, market knowledge, and partner network developed through our healthcare business are creating opportunities in operating-room visualization, integrated clinical solutions. They are also supporting our expansion in air traffic control, including a major winning project in Egypt, Qatar and the UAE, while increasing cross-selling opportunities for FlexScan products. We will pursue these opportunities with disciplined capital allocation, strong governance, and operational excellence to enhance resilience and profitability.

Despite geopolitical and supply-chain challenges, we have maintained stable operations through diversified logistics routes, alternative regional hubs, disciplined inventory planning, and a broad partner network across multiple countries. These measures enable business continuity and support continued growth across the region.

Our ambition is to build a resilient regional business that creates lasting value for our customers, partners, employees, shareholders, and EIZO Group. I am confident that the strong foundation we have built, combined with favorable market dynamics, will enable EIZO Middle East to play an increasingly important role in the Group's long-term success.

Building the Next Phase of Sustainable Growth

Rohan Chahande

EIZO Private Limited (India)
Managing Director & CEO

India is emerging as one of the world's most attractive growth markets, driven by sustained economic expansion, healthcare modernization, digital transformation, infrastructure development, and the rapid growth of Global Capability Centers. These structural trends are accelerating demand for high-performance visual technologies and reinforcing our confidence in India's long-term potential. To capitalize on this opportunity, EIZO established direct operations in India in 2023 to strengthen customer engagement and build a sustainable platform for future growth.

By combining EIZO's global technology leadership with local market expertise, we have achieved strong momentum. Since our establishment, sales have more than doubled, supported by an expanding customer base, stronger strategic partnerships, and growing recognition across the Healthcare, Business & Plus, Creative Work, and Mission Critical markets. This progress reflects the trust our customers place in EIZO's commitment to quality, reliability, and innovation.

To support the next phase of growth, we have decided to establish manufacturing operations in India, aligning with the government's focus on strengthening domestic manufacturing. In addition to enhancing supply chain resilience and responsiveness, local production will enable participation in government and public-sector projects, representing a significant long-term growth opportunity. We aim to commence production and shipments as early as the summer of 2028. The new facility will also serve as a strategic hub for high-growth markets across South Asia and the Indian Ocean region.

Sustainability remains central to our strategy. Through energy-efficient technologies, our industry-leading seven-year warranty, and products engineered for long service life, we help customers reduce total cost of ownership while supporting their environmental objectives.

Together with our employees, customers, and strategic partners, we are confident that India will become an increasingly important contributor to EIZO's global growth, creating sustainable value for society and all stakeholders.

Financial Strategy

Financial Strategy & Enhancing Corporate Value

EIZO Corporation
Director, Executive Operating Officer, Chief Financial Officer,
Senior Manager, Accounting & Finance, & Investor Relations (IR)
Manabu Arise

Reflecting on FY2025 & the Current Business Environment

FY2025 underscored both the challenges of the current business environment and the need to accelerate transformation for future growth.

In Europe, recovery in the B&P and Creative Work markets was slower than expected. In Healthcare, demand was impacted by financial pressures on hospitals in Japan and a post-pandemic slowdown in medical equipment investments. Also, the transition to new B&P models progressed slower than planned amid excess inventories of legacy products, resulting in inventory valuation losses.

Meanwhile, the V&S business supported overall performance, underpinned by a solid order environment. This reaffirmed that businesses serving specific markets, including Air Traffic Control, Defense, and Maritime, will be important pillars of EIZO's future growth.

EIZO has established notable positions in these markets by leveraging its strengths in quality and reliability, long-term product availability, and comprehensive service capabilities. However, the business environment is undergoing significant change, with a prolonged downturn in the European market, limited capital investment by healthcare institutions, and increasing costs for components and personnel. Given these circumstances, there are limitations to restoring profitability solely through sales growth.

Moving forward, it is important to carefully review our business portfolio, earnings structure, investment priorities, and the allocation of human resources in order to develop a more robust management foundation that supports sustainable growth and improved profitability.

FY2026 Positioning

We have positioned FY2026 as a year of rebuilding in preparation for the next Mid-Term Business Plan, which will commence in FY2027.

Rather than focusing solely on short-term earnings recovery, we view FY2026 as a pivotal year in which we will reassess the earnings potential of our existing businesses and take the steps necessary to strengthen our competitiveness and long-term value creation.

Specifically, we are pursuing measures to improve profitability without assuming a rapid recovery in the European market. These efforts include lowering manufacturing break-even points and streamline the earnings structure in European, while simultaneously expanding our presence in growth areas such as V&S, Healthcare, and emerging regions including India and the Middle East.

For FY2026, we anticipate Net Sales of JPY 85.0 billion and Operating Profit of JPY 3.3 billion. While these figures represent a revision from the targets originally set in the current Mid-Term Business Plan, we regard FY2026 as a critical transition year that will lay the groundwork for our next phase of growth beginning in FY2027.

Mid-Term Business Plan Direction

Under the 9th Mid-Term Business Plan (FY2027-FY2029), we are considering the optimization of our business portfolio as one of our key strategic priorities. We will clarify business priorities based on factors such as market growth potential, competitive advantage, pathways to success, required resources, and investment returns, and concentrate our limited management resources on priority areas where we can best leverage our strengths.

In addition to driving growth in existing businesses, we will actively explore opportunities for non-organic growth through M&A, strategic partnerships, and equity investments. We also plan to develop a capital allocation roadmap that integrates shareholder returns, capital policy, and the utilization of investment securities, with the aim of achieving sustainable enhancement of corporate value.

Financial Stability

We provide imaging infrastructure that supports social infrastructure, primarily through Healthcare and V&S. Many of our products are used by end users and in the market over long periods, creating a significant responsibility to ensure stable product supply, maintenance support, and sustained quality. Depending on the application, stable supply and maintenance support may be required for many years after installation.

To fulfill our supply responsibilities even in the event of disasters, geopolitical risks, or disruptions in our supply chain, we must also maintain inventories, secure alternative sources, and sustain production capabilities as part of our BCP measures. This requires a certain level of capital to ensure business continuity, including securing end-of-life (EOL) components and responding to alternative materials. Our business extends beyond the manufacturing and sale of products to meet immediate demand. It also involves maintaining readiness to ensure a consistent supply and to fulfill our ongoing commitment to our customers. We believe that maintaining a robust and stable capital foundation is vital to ensuring business continuity and upholding the trust of our customers and stakeholders.

Improving Capital Efficiency

Enhancing capital efficiency is one of our highest management priorities.

We have worked to achieve an 8% ROE through profit growth and improved capital efficiency. However, due to the slower-than-expected recovery in business performance, profit growth has remained limited and we have not reached this target yet.

Moving forward, in addition to pursuing profit growth, we will further optimize our capital structure. Alongside dividends, we will position Share Buybacks as a key element of our capital management policy and work to enhance shareholder value.

Performance-based Remuneration for Directors incorporates ROE as an evaluation metric in addition to Operating Profit. This places greater emphasis on capital efficiency in management decision-making—not only profit growth but also how effectively capital is deployed to enhance corporate value—and strengthens management's commitment to improving ROE.

As EIZO holds investment securities, our capital structure is subject to significant fluctuations in net assets depending on conditions in the equity markets. While this can affect both ROE and market valuation, the recent increase in the market value of our investment securities also presents an opportunity to accelerate growth investments and advance capital optimization initiatives.

From now we will also pursue a balanced approach that combines increased growth investments, including M&A, with Share Buybacks, with the aim of improving both capital efficiency and TSR (Total Shareholder Return).

Shareholder Returns & Enhancing Corporate Value

We have established a Share Buyback program with a maximum value of JPY 17.0 billion and up to 5.5 million shares.

This Share Buyback is not intended as a one-time measure, but rather as the first step toward optimizing our capital structure over the medium to long term. We will also accelerate the reduction of Cross-Shareholdings and continue to improve capital efficiency.

Our shareholder return policy is to provide stable and sustainable dividends while complementing them with flexible Share Buybacks. We target shareholder returns of 70% + α of profit, maintaining dividend stability while implementing flexible capital returns. Through these initiatives, we aim to enhance shareholder value and support sustainable growth in corporate value over the long term.

Investment in Human Capital

The true source of EIZO's competitiveness lies in intangible assets that are not reflected on the balance sheet, including our advanced technological capabilities built around Visual Imaging Technologies, the EIZO brand recognized for high quality and reliability, the trusted customer relationships we have cultivated over many years, and the people who enable us to respond flexibly to changes in the business environment.

Among these, we regard our people as the core driving force behind value creation and our most important form of management capital.

Looking ahead, we will prioritize investment in the talent needed to lead transformation, support global business expansion, and create new value in the AI era. To realize business portfolio transformation, drive growth in overseas markets, and advance AI-enabled operational reform and the sophistication of products and services, we will expand opportunities for employees to participate in diverse projects and business operations while fostering and attracting the next generation of leaders.

Through the continued strengthening of Human Capital, we aim to achieve sustainable growth and enhance corporate value over the medium to long term.

For EIZO, enhancing corporate value means simultaneously delivering profit growth, improving capital efficiency, and strengthening Human Capital. We will therefore advance our financial and business strategies in an integrated manner to achieve these objectives.

Business Overview by Market

B&P (Business & Plus)

Financial Institutions | Public Sector | Educational Institutions | CAD | Commercial Facilities | Corporate Offices | Home Offices

Now, find your workstyle.

FlexScan monitors are designed for a wide range of professional environments, including financial institution dealing rooms, offices, and educational facilities. The series combines image quality and reliability with features intended to support efficient operation, user comfort, and Total Cost of Ownership.

Selected models include power-management functions and design features intended to facilitate material recovery at the end of the product's life. Their environmental benefits depend on the specific model, configuration, use conditions, and applicable recycling infrastructure. Ergonomic features, including glare reduction and automatic or adjustable brightness controls, are designed to support comfortable viewing during extended use.

The virtually frameless design supports smooth viewing across multi-monitor configurations. A range of models also offers USB Type-C connectivity, allowing compatible laptops to transmit video, data, and power through a single-cable connection.

Business Environment

Business environments are driving demand for larger, higher-definition, and higher-resolution monitors, as well as higher refresh rates that enhance responsiveness and productivity. At the same time, rising sustainability expectations are increasing demand for transparent business practices and durable, environmentally conscious products. These trends create significant opportunities for Imaging Solutions that support both operational efficiency and sustainability.

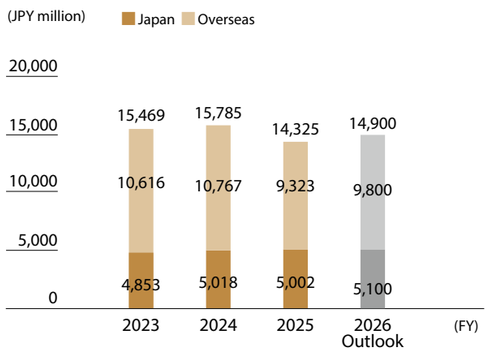
Performance Highlights

Net Sales

JPY **14,325** million

year-on-year **9.2%↓**

Consolidated Net Sales Trend



FY2025 Results

- Challenging market conditions persisted in Europe, our key market.
- featuring reduced power consumption and greater use of recycled materials compared with the models they replace, alongside improved competitiveness. However, the transition from existing models progressed gradually, limiting their contribution during the period.

FY2026 Outlook

We expect market conditions in Europe to remain challenging. We will focus on optimizing inventories of existing models while promoting the competitive new products launched in 2025. Additional product launches are planned to support a recovery in sales.

FlexScan EV2740S
27-inch 4K Monitor with Energy-Saving Features
TCO Certified, Generation 10, EPEAT Gold with Climate+

Case Study Nomura Real Estate Development Co., Ltd. / Japan

EIZO Monitors Enhance Workplace Design & Productivity

Nomura Real Estate Development relocated its headquarters functions to a new site in Tokyo and redesigned its workplace. To support flexible workstyles and productivity regardless of location, the company adopted a free-address office.

EIZO monitors were selected for their image quality, reduced eye strain, USB Type-C connectivity, and white housing that complements the office interior. More than 1,000 monitors across five models were deployed company-wide to meet diverse user needs. The monitors simplified cabling and improved efficiency, contributing to a comfortable and sophisticated workplace.

Case Studies
https://www.eizoglobal.com/solutions/casestudies/

VOICE

Heinz Schuler
Regional Sales Manager
EIZO AG

Reliability at the Core: My Experience with EIZO

When I think about EIZO as an employer, reliability comes first. I experience a culture built on honesty, transparency, and a long-term perspective. This approach underpins our success in Switzerland, where EIZO is a trusted provider of FlexScan monitors and B&P solutions, particularly in the financial and public sectors.

In these mission-critical environments, our monitors support professionals who rely on accurate, real-time information. Customers choose EIZO for the performance, reliability, and longevity of our solutions. This technical excellence underpins long-standing customer relationships built on trust and a shared commitment to quality.

Internally, this consistency provides a clear sense of purpose. Whether adopting new technologies or responding to evolving market needs, we act with care and responsibility. For me, EIZO is more than a hardware supplier; it is a company that combines technological expertise with a commitment to the long-term success of its customers and partners.

Business Overview
by Market

Healthcare

Examination / Diagnosis
Treatment / Operation
Healthcare IT

Making Each Life Visual

Modern healthcare increasingly relies on advanced visual environments as medical technologies evolve. In team-based care, particularly in operating rooms, physicians and other healthcare professionals must access and share patient information alongside large volumes of clinical data, medical images, and video. Surgical video is used not only for treatment records but also for medical research and education.

To address these needs, EIZO provides comprehensive Imaging Solutions tailored to customer requirements. Combining imaging devices, peripheral equipment, software, and network infrastructure, our solutions cover the entire imaging workflow, from capture and recording to distribution and display, helping enhance visual environments across hospitals, including operating rooms.

Business Environment

Demand for high-resolution monitors is increasing in Diagnostics as advances in imaging modalities enhance diagnostic reading environments. The adoption of digital pathology and remote diagnostics, already expanding in Europe and North America, is also expected to grow in other regions. In Endoscopy and operating rooms, demand is rising for AI-enabled workflow optimization and diagnostic support alongside the broader adoption of advanced minimally invasive procedures. In addition, physician shortages and uneven distribution are accelerating demand for team-based care and telemedicine enabled by evolving network technologies. Demand continues to grow not only in EIZO's core markets of Japan and Europe, but also in China, India, the Middle East, and other markets as healthcare systems advance.

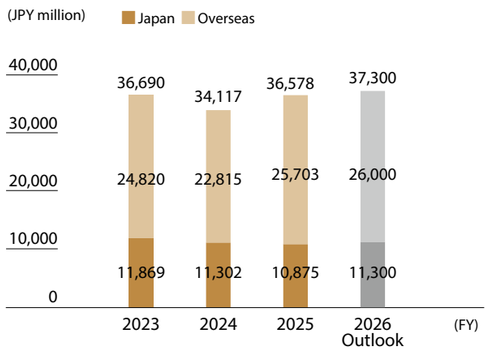
Performance Highlights

Net Sales

JPY **36,578** million

year-on-year **7.2%** ↑

Consolidated Net Sales Trend



FY2025 Results

Diagnostics

- Sales recovered in the core markets of Europe and North America.
- Sales in Japan remained in line with the previous fiscal year.

Endoscopy

- Solid sales in Europe and China.
- Sales recovered in North America.

Operating Rooms

- Sales in Japan declined year on year.

FY2026 Outlook

Overseas sales are showing signs of recovery. We expect further growth by strengthening our presence in Europe, our largest market, while accelerating expansion in North America, China, India, and the Middle East.

CuratOR Alipe TIP0811
Lossless 4K Video-over-IP Transmission

RadiForce RX570
5MP Color Mammography Monitor

Case Study Kamagaya General Hospital, Medical Corporation Tokushukai / Japan

Centralized Management of Medical Imaging Monitors with EIZO's QC Solution

The Tokushukai Medical Group, Japan's largest healthcare network with more than 70 hospitals nationwide, implemented RadiNET Pro Enterprise, EIZO's network-based monitor quality control solution, to centrally manage RadiForce medical imaging monitors across the group. Quality control status is monitored and managed remotely from Kamagaya General Hospital, enabling standardized quality management, greater operational efficiency, and consistent monitor performance across facilities.

Case Studies
https://www.eizoglobal.com/solutions/casestudies/

VOICE

Katie Johnson
Account Manager, Healthcare
EIZO Limited

Growing with EIZO: Supporting People & Collaboration

This year marks my 11th year at EIZO. During that time, I have had the opportunity to work across both the Creative and Healthcare markets while also growing personally and welcoming two boys along the way. EIZO has been incredibly supportive in helping me maintain a healthy work-life balance.

In my current role, teamwork is at the heart of what I do. I work closely with colleagues across the business to understand our customers' needs and deliver the right solutions. That level of service is only possible through strong collaboration.

EIZO encourages continuous development through monthly learning sessions, which have supported my own growth, and it has been rewarding to see the same progress in my colleagues.

The encouragement and support I have experienced continue to motivate me to do my best for both our customers and my colleagues

Business Overview
by Market

Creative Work

Media & Entertainment
3D Computer Graphics | Photo Editing
Illustration | Design | Publication / Printing

Pure Vision. True Precision.

The ColorEdge series delivers exceptional color accuracy, enabling creators to achieve consistent results in photography, design, printing, and video production. Built-in calibration sensors and dedicated color management software optimize displays for specific workflows, while EIZO's color management solution enables centralized configuration of color modes across multiple ColorEdge monitors over a network. This helps maintain color consistency throughout distributed production workflows, from content creation to reference viewing, while streamlining monitor management.

Business Environment

In photography, design, and printing, accurate color reproduction is essential because it directly affects output quality. In Media & Entertainment, demand is increasing for monitors that support HDR workflows, deliver consistent performance across multiple locations, and provide the precision required for advanced color grading and editing. In game development, advances in CG technologies are driving demand for high-performance monitors with precise color management and fast response times. These trends are increasing demand for solutions that combine factory-calibrated accuracy, a wide color gamut, and reliable HDR performance.

Performance Highlights

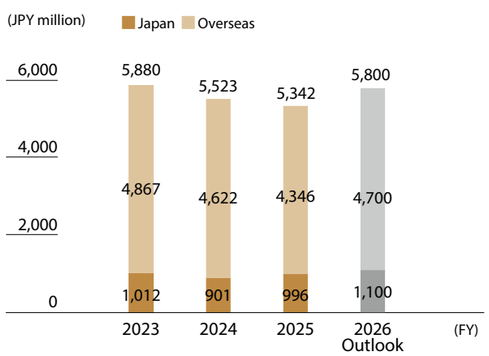
Net Sales

JPY **5,342** million
year-on-year **3.3%** ↓

FY2025 Results

- Media & Entertainment sales grew year on year in North America and Japan; however, slower-than-expected demand recovery in Europe weighed on overall sales.

Consolidated Net Sales Trend



FY2026 Outlook

Although market conditions in Europe are expected to remain challenging, we aim to expand sales by strengthening our product lineup, from video production models to entry-level offerings.

ColorEdge CG3110X
30.5-inch 4K monitor for HDR content production

Case Study Photo Service Team at Art Basel / Switzerland

Preserving Artistic Value Through Accurate Color Reproduction

At Art Basel, one of the world's leading contemporary art fairs, preserving the original appearance of artworks requires exceptional color accuracy and display stability. The official photo service team has relied on EIZO ColorEdge monitors for many years to digitally archive exhibited works and event scenes with faithful color and texture reproduction. By providing a reliable display environment, EIZO supports the accurate preservation and communication of artistic value while helping creative professionals safeguard cultural assets.

Case Studies
https://www.eizoglobal.com/solutions/casestudies/

VOICE

Thomas Sturb
Key Account Manager
EIZO Europe GmbH
(Austria Branch)

The whole is greater than the sum of its parts.

As a Key Account Manager, I work daily at the intersection of customers, internal teams, and long-term partnerships. What impressed me from the start was EIZO's approach: not pursuing quick sales, but developing solutions that genuinely meet customer needs. This mindset makes my work both credible and rewarding.

I joined EIZO 22 years ago, and Creative Works products have been part of my responsibilities from the beginning. Their color accuracy, durability, and reliability gave me confidence in the products and made it easy to recommend EIZO to creative professionals, including photographers, graphic designers, and filmmakers.

Through close collaboration with development, product management, and support teams, I see how seriously customer feedback is taken. It does not disappear into presentations; it clearly influences decisions.

For me, EIZO is a place for long-term growth where I truly identify with the products and values. It reminds me every day that the whole is more than the sum of its parts.

Business Overview
by Market

V&S
(Vertical & Specific)

Air Traffic Control (ATC) | Maritime (MRT)
Security & Surveillance (S&S) | Defense (DFS)
Other Industrial Applications (including Touch Monitors)

Engineered to Endure, Designed to Reassure

EIZO delivers Imaging Solutions comprising high-quality hardware and software for specialized applications, including Air Traffic Control, Maritime, Security & Surveillance, railways, and industrial facilities. These environments demand exceptional image clarity and reliable performance under harsh operating conditions.

Leveraging decades of expertise in Visual Imaging Technologies, EIZO meets diverse customer requirements through high-mix, low-volume manufacturing, flexible customization, long-term product availability, and comprehensive support.

Business Environment

The V&S markets serves a broad range of industries and applications, supported by diverse demand drivers. Demand remains strong for touch monitors integrated into equipment and devices, including semiconductor manufacturing systems.

In ATC, demand is growing not only from replacement projects worldwide, particularly in the United States, but also from new airport developments in emerging markets such as India and the Middle East, as well as increasing demand for high-resolution monitors. In S&S, the market continues to expand amid heightened public safety and security concerns. In MRT, demand for new vessel construction is expected to remain strong as global shipping volumes increase. At the same time, the digitalization and integration of ship bridge systems are supporting steady demand for monitors that meet classification society requirements. Customer needs are also diversifying, including onboard and remote monitoring applications and field trials supporting the development of autonomous navigation systems. In DFS, rising geopolitical risks are increasing demand for highly reliable, durable monitors and graphics boards.

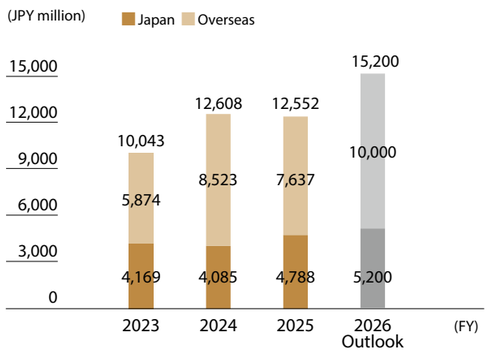
Performance Highlights

Net Sales

JPY **12,552** million

year-on-year **0.4%↓**

Consolidated Net Sales Trend



FY2025 Results

ATC
- Sales remained solid but declined year on year as several projects were deferred.

S&S
- Strong overseas sales.

Other
- Solid sales in Japan across a range of industrial sectors.

MRT
- Strong performance supported by demand for new vessel construction.

DFS
- Monitor sales increased in North America and Japan. Graphics board sales in North America were delayed due to the temporary U.S. government shutdown.

FY2026 Outlook

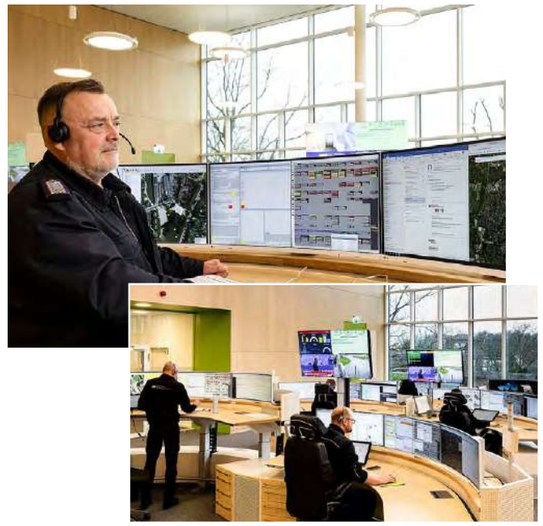
We expect sales growth supported by a growing order backlog.
- Expand the EIZO Visual Systems (EVS) solutions business for Security & Surveillance.
- Increase Air Traffic Control sales in North America.
- Maintain strong Maritime sales.
- Grow Defense sales through higher monitor demand in Europe and North America and increased graphics board sales in North America.
- Sustain solid sales for industrial applications, primarily in Japan.

Case Study Cooperative Regional Control Center West (KRLS West) / Germany

Reliable Display Solutions for Regional Fire and Emergency Dispatch

KRLS West serves multiple municipalities in Schleswig-Holstein, northern Germany, providing integrated fire and emergency dispatch services. As part of a control system upgrade, KRLS West deployed 70 EIZO EV3895 monitors, with three installed at each of 22 operator workstations and one at each of four dedicated workstations in the communications control room and multipurpose room.

Handling approximately 215,000 emergency calls annually, 24 hours a day, 365 days a year, KRLS West relies on the reliability and durability of EIZO monitors to ensure stable operation in this mission-critical environment.



Case Studies
https://www.eizoglobal.com/solutions/casestudies/

VOICE

Atsushi Onoda
Product Manager (V&S)
Strategic Business Development
EIZO Corporation

Advancing Industry Through Visual Imaging Technologies

In addition to product planning for industrial monitors and networked imaging products, I help drive the expansion of EIZO Visual Systems (EVS) solutions for social infrastructure.

As AI and communications technologies continue to evolve, visual data is playing an increasingly important role in industrial operations. It is rewarding to see EIZO's expertise expanding beyond monitors into broader imaging solutions that address real-world challenges. One project that stands out was a demonstration of remotely operated construction equipment used during recovery efforts following the Noto Peninsula Earthquake, where EIZO products and 3D imaging technology were deployed.

What I find most rewarding is not only developing products, but also seeing how they are applied in the field and create value for customers. By understanding evolving market needs and working closely with colleagues, I hope to ensure that EIZO's technologies continue to contribute to society.

Business Overview by Market

Amusement

LCD Monitors for Pachinko & Slot Machines

Creating Value Through Hardware & Content Integration

In the Amusement market, immersive visual experiences and compelling content are key drivers of customer value. By combining advanced imaging technologies, highly reliable imaging hardware, and Group-developed content and software, EIZO delivers entertainment experiences that enhance user engagement. Since entering the market during the early adoption of LCD-equipped gaming machines, EIZO has built strong partnerships with leading manufacturers and contributed to numerous hit titles, including the Umi Monogatari and Daiku no Gensan series.

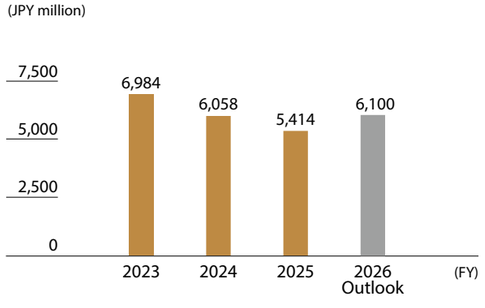
Performance Highlights

Net Sales

JPY **5,414** million

year-on-year **10.6%** ↓

Consolidated Net Sales Trend



FY2025 Results

- Market conditions remain challenging as the industry continues to contract, driven by declines in both the player population and the number of gaming venues.

FY2026 Outlook

While market conditions are expected to remain challenging due to the continued decline in the player population, we will strengthen product development by leveraging our hardware and software capabilities.

©SANYO BUSSAN CO.,LTD.

VOICE

Saori Yamamoto
Senior Designer
Design Development Group
Pachinko Production Dept.
Irem Software Engineering Inc.

Turning the Joy of Creating into Great Entertainment

The studio is a lively place where each day brings new ideas and inspiration. As a designer, I enjoy turning concepts into reality while working closely with teammates to refine and improve them.

What I enjoy most about developing gaming content is seeing our work become part of the player experience. Knowing that something I created can surprise, excite, or simply encourage someone to keep playing is incredibly rewarding.

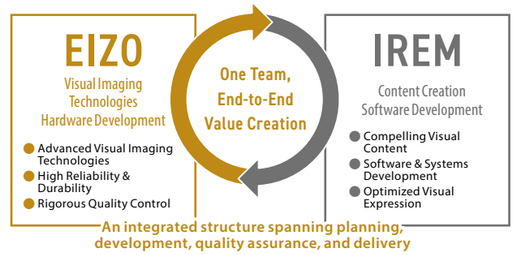
I am also working to improve our production workflow by using AI to automate repetitive tasks, giving us more time to focus on creative work. AI is a valuable tool, but it is only one part of the process. The best results still come from experimentation, refining ideas, and adding the human touch that gives content its impact.

Working with talented colleagues, I look forward to continuing to create experiences that players will remember and enjoy.

Unique Value Through EIZO–IREM Integration

The key strength of EIZO's Amusement business lies in its integrated development model, combining EIZO's visual imaging technologies with IREM's content and software development capabilities. Close collaboration between hardware engineers and content creators enables high levels of visual expression, development efficiency, and quality. This integrated approach strengthens responsiveness to customer needs and technology trends while accelerating the delivery of compelling content to market.

Irem Software Engineering Inc. (Japanese only)
https://www.irem.co.jp/



Unique Value Through Integrated Development

Driving the Next Generation of Visual Innovation

Built on years of expertise, diverse talent, and the integration of new technologies, we continue to evolve. Leveraging deep experience in visual expression and software development, we incorporate technologies such as AI to enhance creative capabilities and software functionality, delivering more compelling visual experiences.

Manufacturing Agility as a Competitive Advantage

EIZO's key strength lies in its ability to respond flexibly to fluctuations in orders from gaming machine manufacturers. Leveraging procurement scale and shared manufacturing capabilities across multiple markets, EIZO manufactures both B&P and Amusement monitors at the EIZO MS Manufacturing Facility. A multi-skilled workforce and flexible manufacturing assets enable rapid and efficient responses to changing demand.

Driving the Future of Entertainment

EXPERIENCE
- Over 20 Years of Expertise in Visual Expression
- Proven Record of Creating Hit Titles
- Proprietary Development Platform

PEOPLE
- Culture of Initiative & Creativity
- Commitment to Quality & Visual Excellence
- Blend of Experienced & Emerging Talent

TECHNOLOGY
- Active Adoption of New Technologies
- Advanced Visual Expression Capabilities
- Leveraging the Latest Devices

Creating Immersive & Memorable Visual Experiences

Expanding the boundaries of visual expression to create new value & shape the future of entertainment.

Converting Technology & Creativity into Value

Concept & Visual Design

Planning and visual design that maximizes hardware capabilities to deliver immersive entertainment experiences

Development & Optimization

Integrated hardware and software development to achieve optimal performance and high reliability

Quality Assurance

Delivering consistently high-quality experiences through rigorous testing and quality control

Sustained Growth Through Innovation

Continuously creating new value through ongoing investment in and evaluation of emerging technologies and creative expression.

Foundation of Value Creation

Development –Creating Customer Value Through Innovation

EIZO's 100% in-house development is a core strength and a foundation for sustainable value creation. Beyond imaging technologies, we possess expertise across key disciplines, including electronics, software, FPGA, and ASIC design. By combining these capabilities with insights from our global operations, we create new customer value and strengthen our competitive advantage.

Responding to a Changing Market With Evolving Development

In the mission-critical markets we serve, customer expectations now demand more than performance and price; they seek reliability for long-term, stress-free use and usability aligned with operational needs.

As digitalization and networking progress, value propositions extend from standalone products to entire systems. EIZO has shifted from offering isolated devices to delivering end-to-end value within the "Imaging Chain", covering capture, transmission, recording, processing, and display. Consequently, development must evolve from focusing solely on individual functions to a holistic approach that considers markets, customers, and environments, designing integrated value across the entire system.

Customer-Centric Development Strategy

Our goal is not short-term sales, but to provide products and systems that offer lasting value and remain the preferred choice over time. We are shifting from optimizing individual technologies and products to designing based on the customer's desired value and post-implementation operational performance.

This approach extends to our expanded scope, optimizing the entire "Imaging Chain", from capture with cameras and sensors to data processing, transmission, recording, and utilization, delivering value addressing the diverse challenges our customers face.

A key foundation is our global development network: sites in Japan, China, Europe, and the U.S. collaborate by sharing technology and expertise, integrating local customer insights. This blend of global perspective and regional understanding allows us to deliver with consistently high value quality standards and design principles globally.

Development Capabilities
https://www.eizoglobal.com/sustainability/value/development/

Intellectual Capital That Powers Innovation

EIZO's strength lies in our design capabilities centered on the people who use its products, a quality that cannot be fully expressed through specifications alone. The design philosophy, technologies, knowledge, and experience accumulated through development are core intangible assets that generate future value.

These intangible asstes are embedded across the organization through systematic knowledge sharing, strengthening development capabilities over time. Insights gained through development aid future innovation, while talent development and knowledge transfer ensure technical expertise is secured. This culture of continuous learning is a lasting source of competitive advantage.

A Value Creation Cycle Connecting Development, Manufacturing, & Sales

EIZO has evolved beyond a model in which development, manufacturing, and sales operate independently. Today, these functions form an integrated value creation cycle.

Customer feedback, operational insights, and service and maintenance experience are continuously incorporated into product development, helping shape next-generation products and systems.

This integrated approach goes beyond process improvement, enabling EIZO to optimize the overall customer experience rather than individual products, creating a distinctive source of long-term value.

Our Competitive Advantage

EIZO's competitive advantage is built on 100% in-house development, integrated design and quality assurance, seamless hardware-software integration, and a design philosophy focused on long-term reliability.

Managing design, evaluation, and quality standards in-house enables us to respond precisely to diverse customer and market requirements while leveraging decades of expertise. By integrating hardware and software development, we optimize overall system performance rather than individual products, delivering solutions tailored to each customer's application and operating environment.

Our products are designed for long-term use, guided by real-world customer needs and operating environments. This customer-focused approach underpins the distinctive strengths that are directly linked to EIZO's business model of delivering visual value that 'only EIZO can'.

We also systematically capture and share development knowledge across the organization. Combined with the adoption of new technologies, this accumulated expertise is a strategic asset that supports long-term competitiveness.

VOICE

Martin Hintermann
EIZO Technologies GmbH
Director R&D

Building Solutions Together Across Borders

Working at EIZO gives me the opportunity to tackle complex challenges with colleagues across the Group. Although we are a relatively small team, I take pride in contributing to advanced technologies in critical fields such as Air Traffic Control and energy-efficient monitors.

My work spans hardware and embedded software development, product certification, and customer-specific customization, providing continuous opportunities to learn. Collaborating across countries and technical disciplines also brings diverse perspectives that strengthen our solutions.

What motivates me most is our shared commitment to quality and reliability. Regardless of location or role, we work toward the same goal. By strengthening global collaboration, we will continue to meet evolving customer needs, advance sustainability, and address new technological challenges as One EIZO Team.

Growing as a Developer, Creating Value Worldwide

I develop products for the Healthcare market. Before joining EIZO, I thought product development ended at launch. I soon realized that at EIZO, it is just the beginning. We continuously learn from customer feedback and use those insights to improve the next generation of products.

That approach has shaped the developer I want to become. Combining new technologies with customer needs to create better products is both challenging and rewarding, and working in an environment that never compromises on quality has helped me grow as an engineer.

Over the years, I have gained a deeper understanding of the market and the importance of cross-functional collaboration. Nothing is more rewarding than seeing a product I helped develop being used by healthcare professionals. Going forward, I will continue listening to customers, growing as a developer, and creating products that deliver lasting value worldwide.

Mayuko Tachiya
Section Leader
Healthcare Product Development
Visual Products, Development
EIZO Corporation

Manufacturing - Delivering Quality Customers Can Trust

Manufacturing is a core component of EIZO's value creation model, working closely with development, quality assurance, and procurement. Supported by our 100% in-house development and manufacturing model, this integrated approach enables us to deliver the quality and reliability customers expect. By combining advanced technologies with manufacturing expertise, we develop products designed for dependable, long-term performance.

Manufacturing as a Strategic Capability

EIZO serves diverse markets from professional to mission-critical, where customers demand not only top performance but also long-term supply stability, consistent quality, and flexibility for specialized requirements.

Our manufacturing teams collaborate closely with development, quality, and procurement throughout the product lifecycle. Through rigorous quality control, continuous process improvements, and new technologies, manufacturing is key to delivering customer value. Our integrated structure allows us to respond swiftly to changing demand, supply chain dynamics, and specific customer requirements.

The Strength of 100% In-House Development & Manufacturing

One of EIZO's defining strengths is its fully integrated 100% in-house development and manufacturing model. Key manufacturing processes, from printed circuit board assembly to final product assembly and inspection, are performed within the Group. By involving manufacturing and procurement teams from the earliest stages of development, we optimize manufacturability, quality, cost, and long-term supply in parallel.

Production data is analyzed in collaboration with development and information systems teams, with insights used to improve product design, manufacturing systems, and production processes. This creates a continuous cycle of learning and improvement.

By leveraging quality data, we enhance product reliability and maintain stable long-term supply. One example is the introduction of the world's first* seven-year standard warranty for monitors.

* Based on EIZO research, June 2026.

Precision Manufacturing as a Competitive Advantage

Advanced manufacturing technologies are a key differentiator for EIZO products. In printed circuit board assembly, state-of-the-art equipment enables micron-level component placement, ensuring consistently high precision. Product quality is further verified through comprehensive inspection processes, including X-ray inspection of concealed components and in-house AI-enabled automated optical inspection (AOI) systems that verify component placement and prevent defects from reaching customers.

In monitor production, manufacturing methods, including automated and cell production, are selected according to product characteristics, production volume, and delivery requirements, supporting both efficiency and stable production.

By combining precision manufacturing with rigorous quality management, EIZO delivers the reliability and long-term performance customers expect.

VOICE

Haruto Sakurai
Production
EIZO MS Corporation

Building Quality Through Collaboration

I support our manufacturing facilities across a wide range of areas, from designing and maintaining production equipment to troubleshooting on the factory floor. As manufacturing evolves, we are often challenged to adopt entirely new production methods rather than simply improve existing ones. My role is to help ensure we embrace those changes while continuing to deliver the quality and reliability our customers expect.

One thing I have learned is that the people on the factory floor are at the heart of everything we do. Improving productivity should never come at the expense of making someone's job more difficult. That is why I spend as much time as possible listening to operators, understanding their challenges, and working together to find the best solutions.

Going forward, I want to keep creating manufacturing environments where people can do their best work while maintaining the high standards of quality that define EIZO.

Strengthening Manufacturing Resilience With Digital Technologies & People

Advancing Smart Manufacturing

With most manufacturing based in Japan, EIZO is addressing workforce challenges through automation using AI, IoT, and robotics. These technologies reduce reliance on manual labor while improving production stability, quality, and operational resilience.

For high-volume B&P products, automation extends from printed circuit board assembly to unit assembly and final inspection, improving manufacturing efficiency and production capacity. These advances are supported by close collaboration between development and manufacturing teams, including standardized designs for circuit boards, electronics, and mechanical components.

Through continued investment in smart manufacturing, EIZO is strengthening production capabilities and supporting long-term growth.

Creating Value Through Advanced Manufacturing

To enhance product performance and deliver differentiated value, EIZO continuously invests in advanced manufacturing technologies. One example is optical bonding, which improves monitor visibility and durability by filling the air gap between the LCD module and protective glass with optical clear resin.

This process reduces reflections, prevents dust and moisture ingress, and delivers brighter, clearer images, even in demanding operating environments. By introducing optical bonding production in-house, EIZO has improved both manufacturing efficiency and process consistency while strengthening the competitiveness of products used in demanding markets such as Maritime and Healthcare.

EIZO's In-House Optical Bonding Manufacturing

Improving Sustainability and Productivity Together

EIZO continues to evolve its manufacturing processes to improve environmental performance and operational efficiency.

Production records previously managed on paper have been digitized, reducing paper consumption while improving information sharing and workflow efficiency. Laser marking has also eliminated the need for product identification labels by marking serial numbers directly onto product enclosures, reducing paper and ink use while simplifying production and lowering operator workload.

These initiatives demonstrate how manufacturing innovation can improve productivity while reducing environmental impact.

Quality Assured by Technology & People

While advanced automation plays an important role in manufacturing, final quality verification continues to rely on skilled human judgment.

Every monitor undergoes automated image quality inspection before a final visual assessment by certified inspectors. Because monitor performance is ultimately evaluated by the human eye, experienced specialists remain essential for identifying subtle imperfections that automated systems may miss.

By combining advanced manufacturing technologies with the expertise of skilled employees, EIZO delivers the quality, reliability, and long-term performance customers expect.

The Spirit of Manufacturing
https://www.eizoglobal.com/sustainability/value/manufacturing/

Procurement - Driving Long-Term Value

EIZO views suppliers as strategic partners in creating long-term value. Guided by mutual growth, our procurement activities are built on fair and transparent business practices and long-term relationships of trust. Through responsible sourcing and close supplier collaboration, we strengthen supply chain resilience, support sustainable growth, and contribute to a more sustainable society.

EIZO Group Procurement Policy

The EIZO Group Basic Procurement Policy provides the foundation for a resilient and sustainable supply chain. It defines suppliers as key business partners and sets out the principles guiding procurement across the Group, including legal compliance, fair business practices, respect for human rights, environmental stewardship, and stable supply.

Working closely with suppliers, we address global sustainability challenges, including human rights, environmental protection, and responsible mineral sourcing, while strengthening value chain sustainability.

EIZO Group Procurement Policy
https://www.eizoglobal.com/sustainability/social/supplychain/#anchor01

Supply Chain Management
https://www.eizoglobal.com/sustainability/social/supplychain/

Responding to a Volatile Supply Chain Environment

As geopolitical tensions, regionalization, and other structural shifts reshape the global economy, supply chain uncertainty has become a long-term business reality. Ensuring a stable supply of critical components while managing supply risks is therefore a strategic priority for business continuity.

Guided by our corporate philosophy of enriching society through imaging solutions, EIZO remain committed to providing the products professionals depend on regardless of market conditions. Strengthening supply chain resilience remains a key management priority.

Creating Competitive Advantage Through Supplier Partnerships

Unlocking Value from the Earliest Stages of Development

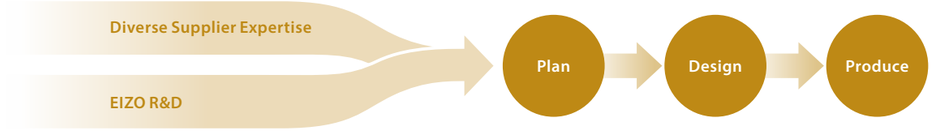
At EIZO, collaboration with suppliers begins in the earliest stages of product planning and development. For key components such as LCD panel modules and semiconductors, we work closely with suppliers to incorporate their technologies and expertise into product design.

By sharing product concepts and market requirements from the outset, we combine EIZO's imaging expertise with supplier capabilities to develop differentiated products that create greater customer value.

Strategic Partnerships & Early Supplier Involvement

EIZO integrates supplier expertise into the development process through early supplier involvement. Working as one team, our development and procurement functions optimize quality, cost, and delivery (QCD), while strategic partnerships with suppliers accelerate innovation and value creation.

This collaborative approach enables us to develop differentiated products that are difficult to replicate, combining competitive performance with the quality and reliability that define EIZO.



Building Supply Resilience Through an Integrated Operating Model

Leveraging its 100% in-house development and manufacturing model, EIZO manages the entire process, from component sourcing to quality management, within the Group, enabling an agile response to the diverse uncertainties affecting global supply chains. Strategic inventory management, multi-source sourcing, component standardization, and the ongoing enhancement of its Business Continuity Plan (BCP) strengthen supply resilience and support a stable product supply.

Supply Continuity & BCP

Strategic Inventory Management
Closely monitor global developments and maintain appropriate inventories of critical components, especially those with limited availability. Secure stable supply through long-term supply agreements.

Multi-Source Procurement
Reduce dependence on specific regions or suppliers by continuously evaluating alternative suppliers and production locations.

Component Standardization
Development and manufacturing work together to standardize components across products, increasing production flexibility during component shortages.

Supplier partnerships are fundamental to procurement resilience. EIZO regards suppliers as strategic business partners and has built long-term relationships based on mutual trust and shared success. This foundation enables close collaboration in addressing challenges, even in an increasingly uncertain business environment.

Reflecting the long product life cycles and extended support commitments that characterize our business, we work with key suppliers to share mid- to long-term product roadmaps, secure long-term supply agreements for critical components, and maintain strategic inventories. These initiatives strengthen supply chain resilience and support the stable, long-term supply of our products.

Commitment to ESG Through Responsible Procurement

In addition to strengthening competitiveness and ensuring supply continuity, EIZO regards responsible procurement as a key management priority. Working closely with suppliers, we support a more sustainable society while addressing environmental and human rights risks across the supply chain.

By strengthening supply chain risk management and driving continuous improvement, we enhance the transparency and effectiveness of our responsible procurement practices through policies and governance aligned with internationally recognized frameworks.

Key Initiatives

Collaborating for Net Zero
We work with key suppliers to measure and reduce greenhouse gas emissions and promote greener materials, supporting our goal of achieving Net Zero by FY2040.

Responsible Mineral Sourcing
As a member of the Responsible Minerals Initiative (RMI), we promote responsible sourcing of minerals from conflict-affected and high-risk areas.

Respect for Human Rights
We conduct Human Rights Due Diligence and mitigate risks through the EIZO Supplier Code of Conduct and supplier self-assessment questionnaires (SAQs). We also provide access to grievance and dialogue mechanisms through JaCER.

Addressing Nature-related Risks
Based on the TNFD recommendations, we assess impacts and dependencies on natural capital and engage with suppliers to support biodiversity conservation.

METRICS DASHBOARD & VALIDATION

KPI DASHBOARD

100%	87%	61%
Supplier Code of Conduct Acknowledgement	RMI Survey Response Rate	RMAP Conformance Rate (Targeting 100% Conflict-Free Smelters and Refiners)

EXTERNAL VALIDATION

CDP A List 2025

Supplier Engagement Leader CDP 2025

VOICE

Shoko Abe
Assistant Manager
Procurement
EIZO Corporation

Building Strong Partnerships Through Trust

As a buyer, I've faced a range of supply chain challenges, from quality issues and unexpected EOL notifications to supplier withdrawals and factory closures. Some situations were extremely difficult, but by working closely with colleagues across the company and maintaining open dialogue with suppliers, we always found a way forward. Those experiences have shaped how I approach my work today.

As geopolitical risks, cost pressures, and other market uncertainties reshape global supply chains, I've become convinced that stable procurement depends on strategic partnerships built on mutual trust and commitment. Today, I work closely with key LCD panel suppliers to establish earlier engagement that supports supply stability and long-term competitiveness.

The most rewarding part of my job is finding solutions that create value for everyone involved. When a difficult negotiation ends with stronger relationships and a shared path forward, I know we've achieved something meaningful.

Quality Assurance - Delivering Trust Through Quality Assurance

EIZO is committed to enhancing the value of customers' imaging environments through the continuous improvement of products, services, and solutions. Supported by its integrated In-house Development & Manufacturing model, EIZO delivers reliable and safe products worldwide while strengthening the quality foundation that supports sustainable growth and long-term corporate value.

Our Commitment to Quality

To earn and maintain customer trust through high-quality products, services, and solutions, EIZO has established its Quality Policy as the foundation for quality assurance activities across the Group.

By strengthening collaboration among Group quality organizations and sharing technical expertise and best practices, we continue to enhance our global quality assurance framework and drive continuous improvement.

Quality Policy
https://www.eizoglobal.com/sustainability/value/quality/#anchor01

Quality Management System
https://www.eizoglobal.com/sustainability/value/quality/#anchor02

Quality Built on In-house Development & Manufacturing

EIZO leverages its integrated model spanning planning and development through procurement, manufacturing, sales, and service to respond flexibly to evolving market needs. This end-to-end approach enables the long-term reliability and operational stability customers expect while creating differentiated value beyond product performance.

Our QA teams work closely with development, engineering, and manufacturing from the earliest stages of product planning, embedding quality into product design through proactive risk identification and quality planning.

In addition to comprehensive reliability testing and regulatory compliance evaluations using in-house facilities, we ensure compliance with applicable laws, regulations, and certification requirements in each market. We also conduct application-specific risk assessments to address diverse operating environments. Knowledge gained through these activities is continuously fed back into design and manufacturing, driving ongoing improvements in product reliability and quality.

Key Testing & Evaluation Facilities

To ensure exceptional reliability and safety, EIZO maintains comprehensive in-house testing and evaluation facilities that verify product quality and reliability across the product lifecycle.

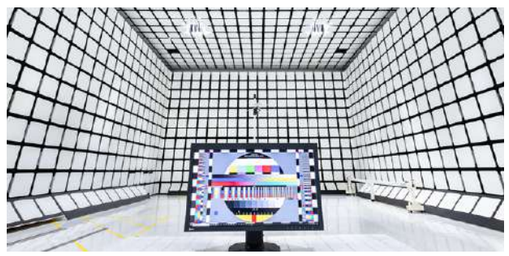
●Reliability Testing Under Extreme Conditions

Using in-house facilities compliant with the U.S. Department of Defense MIL-STD-810 standard, we evaluate product durability under extreme temperatures, humidity, vibration, shock, and other demanding environmental conditions. These tests verify the long-term reliability required for mission-critical applications.

EIZO MIL-STD-810 Testing & Evaluation Center

●EMC & Electromagnetic Compatibility (EMC) Testing

Equipped with a 10-meter anechoic chamber, EIZO conducts EMC testing in accordance with international standards. Our laboratory is accredited to ISO/IEC 17025 by NIST NVLAP and TÜV, providing independent validation of our testing capabilities and quality assurance processes.



EIZO EMC Anechoic Chamber

Advanced Quality Management Through Data

Quality-related parameters are automatically recorded throughout the manufacturing process, enabling real-time quality monitoring. This supports consistent quality, trend analysis, and the early detection of abnormalities.

The resulting data is used to quantify quality standards, improve manufacturing processes, and feed back into new product development. In this way, each product contributes to the next, creating a continuous learning cycle that supports both product quality and supply stability.

Global Support Network

The EIZO Group provides sales and after-sales support through its global distributor network, delivering prompt and reliable service under a consistent, high-standard support framework.

For safety, quality, or cybersecurity issues, we have established a system that enables rapid root-cause investigation, product repairs where appropriate, and timely information disclosure.

Customer feedback and field experience are incorporated into ongoing product and service improvements, helping build long-term relationships of trust.

Leveraging Quality Data Across an Integrated Value Chain

We have accumulated and analyzed quality data from the market and after-sales service over many years. By sharing this data across our development, manufacturing, and quality assurance departments, we use it to enhance product reliability and prevent defects before they occur.

We also leverage our integrated In-house Development & Manufacturing structure and global quality management system to share information accumulated at each process across departments, enabling the early identification of quality issues and driving improvements.

Visualizing Quality Through Long-Term Warranties

EIZO pioneered the introduction of a five-year monitor warranty in 2003 and expanded it in 2026 to the world's first standard seven-year monitor warranty.

This achievement is built on quality engineering for long-term product use, together with years of customer insights and quality data. By analyzing this information, EIZO continuously strengthens the quality foundation that supports long-term reliability and stable operation.

Our 7-year warranty reflects confidence in EIZO's product design, reliability evaluation, and after-sales support. Beyond providing customers with greater peace of mind, it helps reduce replacement frequency, minimize downtime, lower lifecycle costs, and reduce environmental impact.

7 Year Warranty

VOICE

Yumi Kurabayashi
Section Leader
Management System Standards / Medical Device Regulation
Regulatory Compliance and Safety
EIZO Corporation

Helping Bring Trusted Healthcare Products to Market

I support regulatory compliance for our Healthcare products. As medical device regulations continue to evolve worldwide, my role is to stay on top of changing requirements and help ensure they are understood and applied across the company.

Interpreting new regulations and determining how best to respond is not always straightforward, but it is rewarding to know that my work helps support the safety and reliability of the products our customers depend on.

Success depends on close collaboration. I work with colleagues in development, quality assurance, and other functions, as well as Group companies around the world. We do not always view every issue the same way, and discussions can be challenging, but we share a willingness to listen, respect different perspectives, and work toward the best solution.

As regulations continue to evolve, I look forward to working with colleagues across the Group to help bring reliable Healthcare products to customers worldwide.

Intellectual Property Driving Growth

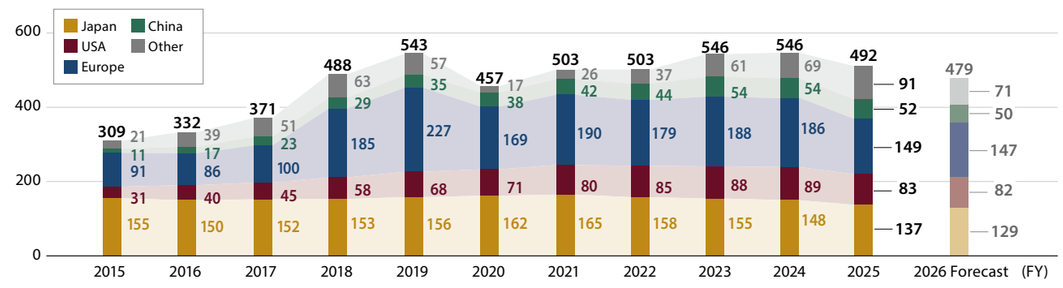
The proprietary technologies, ideas, and know-how created by our employees are a driving force behind value creation. By actively securing Intellectual Property (IP) rights and protecting and managing know-how, we strengthen the uniqueness and added value of our products. We also enhance brand value by ensuring the quality of our products and services is recognized through trademarks used consistently across global markets.

Global Patent Portfolio & Trademark Coverage

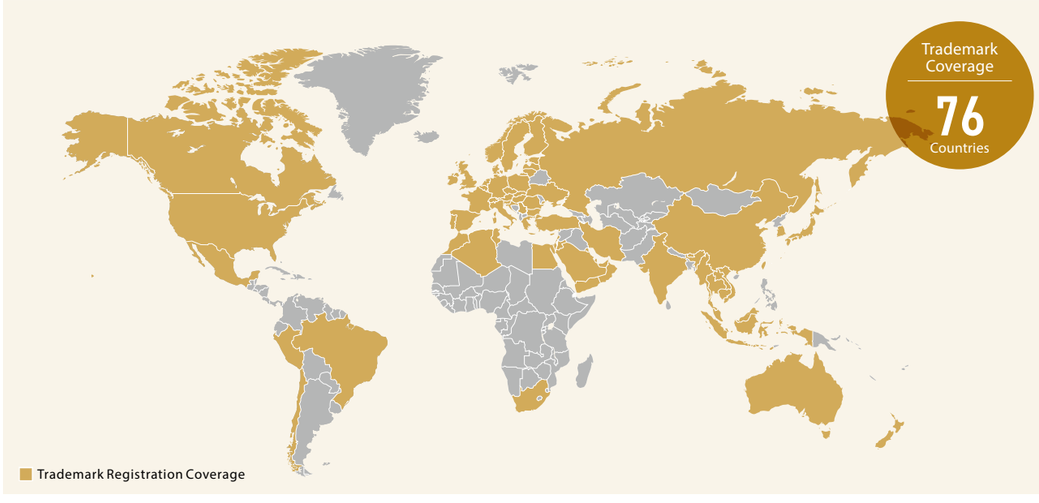
In addition to securing patents and design rights in Japan, Europe, and the United States, we are strengthening IP protection in growth markets such as China and India. These efforts support the development of a global patent and design portfolio that is regularly reviewed and refined in line with business strategy and the value of individual rights. We also support patent applications across Group companies to strengthen IP management and application capabilities throughout the organization.

To strengthen global brand recognition and value, we maintain consistent company and product naming conventions across all markets, reinforcing the uniform quality of our offerings worldwide. In addition to protecting against counterfeit products, expanding our IP rights supports sustainable growth by enabling customers to confidently choose EIZO products regardless of location.

Number of Patents Held by the Group (as of March 31 of Each Fiscal Year)



Note: Patent renewal and maintenance decisions are reviewed based on target market size, IP risk, and regional patent holdings.



Creating, Delivering, & Protecting New Value

Differentiating our products and solutions and creating new value are supported by our expertise in maximizing the performance of core technologies and components, our integrated In-house Development & Manufacturing model spanning planning, development, and manufacturing, and the technological and design capabilities that underpin it. We actively protect proprietary functions, performance, technologies, know-how, and designs through IP rights and confidentiality management to deter imitation and avoid unnecessary competition. This preserves product differentiation and supports corporate value. For example, the built-in calibration sensors used in RadiForce and ColorEdge to precisely stabilize display luminance, gradation characteristics, and color balance are supported by multiple proprietary technologies, including a sensor housed within a narrow bezel, technology that accurately estimates and corrects screen-center characteristics from edge measurements, and a housing design that eliminates visual noise.

Our strength in conducting development, design, manufacturing, and service in-house also underpins IP creation. In recent years, we have advanced the development and implementation of AI-related technologies and strengthened related patent applications since 2017. We also promote IP and ensure its protection through IP Rights initiatives, protecting our value creation.

Encouraging Innovation & Design Creation

To promote innovation and IP creation, EIZO operates incentive programs for employee inventions and recognition programs for IP that has made a significant contribution to the business.

Patent & Design Creation, Protection, & IP Management

To ensure technologies and designs developed through product development are properly identified, patent and design searches and filing reviews are embedded into the development process. EIZO builds IP rights that effectively protect technological innovations while optimizing its patent and design portfolio by selecting jurisdictions based on the characteristics and business relevance of each invention or design.

For quality control methods, manufacturing technologies, and other expertise where patent disclosure may not strengthen competitive advantage, EIZO manages such knowledge as proprietary know-how. These assets are carefully protected while recognizing the expertise and contributions of employees.

Protection of EIZO Intellectual Property Rights

When a third party infringes EIZO's IP rights, the company takes appropriate measures to protect its IP and preserve the value of its innovations.

Respect for Third-Party Intellectual Property Rights

During the early stages of product development, we identify new technologies and designs and confirms whether third-party patent or design rights exist. Where such rights are identified, we take appropriate measures, including discontinuing use or obtaining licenses, to avoid infringement.

When using open-source software in connection with standards and technologies, EIZO emphasizes appropriate use and contribution to the community. Through license compliance, information disclosure, and technical collaboration, we support a sustainable innovation ecosystem.

Recognition of Technological Innovation

The Chubu District Invention Awards, organized by the Japan Institute of Invention and Innovation, recognize engineers and researchers whose innovations contribute to regional industry. EIZO has participated continuously since FY2002 and has received an award for 24 consecutive years.

In FY2025, an EIZO patent (Patent No. 7612941) received the Invention Encouragement Award. The patent relates to monitor enclosure technology that reduces weight while maintaining fire resistance and electromagnetic shielding performance, contributing to product differentiation and performance.

VOICE

Yuichi Kunita
Assistant Manager
Intellectual Property
General Affairs
EIZO Corporation

Seeing the Potential in Every Invention

What I find most rewarding is identifying the true value of inventions proposed by our development teams and securing patent protection for them through careful comparison with known technologies. Some technologies that initially appeared less promising have, through continued discussions with their developers, revealed distinctive strengths that led to successful patent protection and ultimately contributed to product differentiation and appeal.

As technology becomes more sophisticated and development cycles accelerate, we are also improving the efficiency of our IP operations. This includes using generative AI to streamline the review of patent publications and patent searches, while developing systems to make our accumulated research data more accessible and searchable. I hope these initiatives will also support the creation of new inventions.

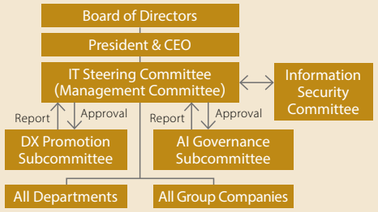
Going forward, I will continue strengthening collaboration with our development teams and contribute to greater competitiveness through the creation and strategic use of IP.

Driving EIZO's Digital Transformation

The EIZO Group is accelerating business transformation and value creation through the use of digital technologies, data, and AI. These initiatives enhance customer value while improving business processes and productivity across the Group. Led by senior management and promoted company-wide, these efforts further strengthen EIZO's core advantages: its imaging-centric business model and integrated 100% In-house Development & Manufacturing Model. By advancing these initiatives across the Group, EIZO will continue to drive sustainable growth and enhance long-term corporate value.

IT Governance Structure (Including DX & AI Governance)

Under the oversight of the Board of Directors, the EIZO Group has established an IT governance framework through which IT strategy and progress are managed at the executive level. Reporting to the President & CEO, the IT Steering Committee (Management Committee) oversees IT initiatives across the Company and Group companies. Dedicated Digital Transformation and AI Governance subcommittees provide specialist review and support the implementation of related initiatives. This governance structure clearly defines roles and responsibilities, enabling the Company to advance IT initiatives in a coordinated and continuous manner.



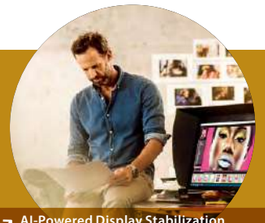
AI Governance
https://www.eizoglobal.com/sustainability/governance/ai/

EIZO-DX Vision

Creating New Customer Value & Addressing Social Challenges

EcoView Web Hosting (Japanese)
https://www.eizo.co.jp/press/archive/2026/NR25-023.html

Comprehensive Quality Control Services
https://www.eizoglobal.com/products/radiforce/radinet_pro_webhosting/



AI-Powered Display Stabilization
https://www.eizoglobal.com/support/db/files/technical_information/coloredge/WP18-001.pdf

Co-Created AI Edge Computer
https://www.eizo.co.jp/press/archive/2026/NR25-024.html

Autonomous Vessels
https://www.eizo.co.jp/press/archive/2026/NR25-030.html

Integrated ATC Data Management System
https://www.eizoglobal.com/products/atc/safeguard/

Business Domain

- Enhance market- and customer-driven product planning and development processes
- Deliver greater value by combining software and data utilization with our core Imaging Hardware

Technology Roadmap

Achieve industry-leading display performance through proprietary algorithms, advance technologies that reduce environmental impact, including lightweight design, and enhance system value through software.

Indicators

Value Enhancement

Marginal Profit per Employee

People, Culture, & Governance

- Strengthen core IT and digital capabilities across the workforce
- Foster citizen developers through Generative AI and low-code development, and cultivate a culture of frontline-led transformation
- Establish governance frameworks for information security, AI ethics, and regulatory compliance

DX Human Resource Development

Citizen Development
(AI Agent & low-code development)

Human Resource Development

Indicators

Number of Participants in Low-Code Development Training

Number of Generative AI Use Cases

Internal Operations Areas

- Reduce labor requirements and improve efficiency across value chain and administrative operations through low-code development, Generative AI, and BI.
- Visualize and standardize business processes and enable data-driven decision-making.
- Optimize operations across the Group, including supply chain, logistics, and inventory management.

Renewal and Expansion of IT Infrastructure

Upgrade core systems (ERP)

Build an integrated data analytics platform

Indicators

Number of Product Development and R&D Projects and related development hours

Manufacturing line automation rate

Number of manufacturing personnel, etc.

Digital Transformation Case Study

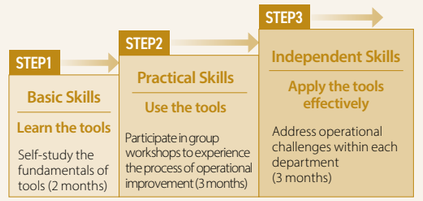
Launched AI Edge Computer Co-Created with JR West

Implemented an image recognition AI solution that provides real-time notifications of anomalies such as congestion, intrusion, and falls.

As real-time visual monitoring becomes increasingly important for safety and operational efficiency across social infrastructure and industrial sectors, EIZO developed an AI Edge Computer through co-creation with partner companies. By running AI applications at the edge, the system enables immediate on-site analysis and decision-making support. The first model incorporates West Japan Railway Company's image recognition AI solution, mitococa AI, enabling highly accurate detection of people and objects from camera footage to identify congestion and crowding and enhance safety. EIZO's design expertise also enables flexible system configurations tailored to customer needs, supporting applications across a wide range of fields, including manufacturing.

DX Human Resource Development (E-DX Academy)

E-DX Academy is the EIZO Group's proprietary training program for developing employees who can independently drive operational improvements through digital technologies and data utilization. Through practical, business-oriented training, the program enables frontline-led automation and process improvement, accelerating quality enhancement and value creation. Going forward, EIZO will strengthen cross-functional support to improve productivity and competitiveness across the Group.



Training Sessions

Foundation for Sustainable Growth

Visualizing a better tomorrow for all

Sustainability Guided by Vision & Purpose

Sustainability is a fundamental driver of our corporate strategy and business decisions. By harnessing the power of visual technology, we deliver solutions to social challenges while advancing long-term value creation, competitive advantage, and sustainable growth.

Embedding Sustainability into Long-Term Value Creation

Sustainability has been embedded in our management philosophy and business activities for many years, serving as a foundation for long-term value creation.

To respond to a rapidly changing business environment and evolving stakeholder expectations, we are further strengthening this foundation by integrating sustainability into our business strategy, enterprise-wide risk management, and operational processes.

We have established policies covering key areas including quality, environmental management, human rights, occupational health and safety, supply chain management, information security, and corporate governance, and advance initiatives in accordance with these policies. These policies are regularly reviewed to reflect changes in external regulations and societal expectations.

Approach to Sustainability
https://www.eizoglobal.com/sustainability/management/

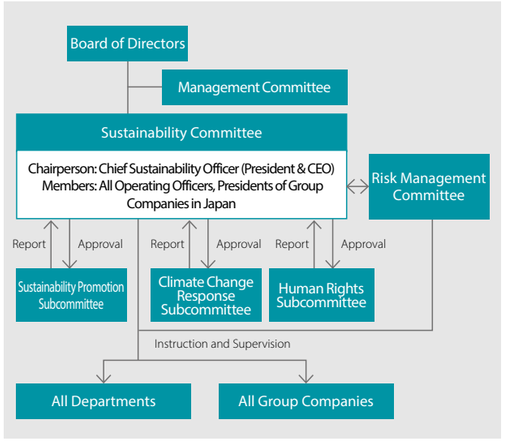
Sustainability Policies
https://www.eizoglobal.com/sustainability/management/list/

ESG Data
https://www.eizoglobal.com/sustainability/esgdata/

Governance Framework

We address key sustainability issues as an integral part of our corporate strategy and risk management, supported by a governance structure aligned with our management framework.

Under the oversight of the Board of Directors, operational leadership drives sustainability initiatives across the Group, ensuring company-wide implementation and accountability.



• Board of Directors

The Board receives quarterly reports from the Sustainability Committee on the progress of sustainability initiatives and regularly oversees their implementation. The Board also approves key sustainability-related risks and opportunities, major policies, and materiality priorities.

• Sustainability Committee

As the core body for advancing sustainability across the Group, the Sustainability Committee has been established directly under the Board and meets at least four times a year. The Committee is chaired by the President & CEO, who serves as the Chief Sustainability Officer, and comprises all Operating Officers and Presidents of Group companies.

The Committee identifies the Group's material sustainability issues and establishes related KPIs and Targets. These are then integrated into the company-wide target management system, translated into departmental objectives, and implemented through specific initiatives. Progress is regularly evaluated, with results reported to the Board.

• Subcommittees

Three subcommittees have been established under the Sustainability Committee: (i) Sustainability Promotion Subcommittee, (ii) Climate Change Response Subcommittee, and (iii) Human Rights Subcommittee.

Each subcommittee analyzes issues and develops initiatives within its respective area of responsibility, with findings and recommendations reported to the Sustainability Committee.

Integration with Risk Management

We integrate the identification and assessment of key sustainability issues with our Enterprise Risk Management framework. For risks and opportunities identified as particularly significant, we establish response strategies, monitor progress, and verify effectiveness.

Through this integrated approach, we enable the Group to identify and manage sustainability-related risks and opportunities in a coordinated manner, ensuring consistent action from a medium- to long-term perspective.

Double Materiality: Defining Our Sustainability Priorities

As part of our strategic sustainability management approach, we conducted a Double Materiality Assessment (DMA) in 2025, based on our commitment to long-term value creation and sustainable growth that considers social and environmental impacts.

The DMA was conducted in accordance with guidance published by EFRAG*1 under the CSRD*2, the European sustainability reporting framework relevant to our key markets. Through this analysis, we identified the material sustainability issues that require our focus and action.

Based on the concept of Double Materiality, we evaluated both the impacts of our business activities on society and the environment (impact materiality) and the risks and opportunities that social and environmental factors present to our business (financial materiality). The assessment covered ESG issues across our entire value chain and serves as the foundation for determining our sustainability priorities.

*1 EFRAG: European Financial Reporting Advisory Group
*2 CSRD: Corporate Sustainability Reporting Directive

Materiality Identification Process: Identifying Strategic Priorities

1 Topic Identification

- Understood the DMA approach & methodology
- Reviewed the overall scope of our business activities
- Identified relevant sustainability topics (with ref. to ESRS*3, SDGs, GRI, etc.)

2 IRO*4 Identification & Assessment

- Identified IROs based on the principles of 'Double Materiality'
- Assessed IROs while incorporating input from relevant stakeholders (both internal & external)

3 Material Topic Identification

- Established assessment criteria:
  - **Impact**: Scale, Scope, Likelihood, & Irremediability
  - **Risks & Opportunities**: Financial Impact & Likelihood
- Mapped identified IROs onto a materiality matrix to visualize material topics.

4 Materiality Determination

- Reviewed by the Sustainability Management Subcommittee
- Deliberated by the Sustainability Committee
- Determined Materialities following reporting of assessment results to and approval by the Board
- Reviews to be conducted annually

*3 ESRS: European Sustainability Reporting Standards *4 IRO: Impact, Risk, Opportunity

Participation in External Initiatives & Evaluations

We participate in multiple international initiatives to further strengthen our commitment to responsible business practices. By incorporating global sustainability standards into our operations, we enhance risk management and foster collaboration with stakeholders, driving sustainable impact across our entire value chain. Our accumulated expertise and sustainability initiatives have also contributed to recognition from leading global sustainability assessments and organizations.

Sustainability Initiatives
https://www.eizoglobal.com/sustainability/initiative/

WE SUPPORT UN GLOBAL COMPACT

SCIENCE BASED TARGETS
DRIVING AMBITIOUS CORPORATE CLIMATE ACTION

Responsible Business Alliance
Affiliate Member

External Evaluations
https://www.eizoglobal.com/sustainability/evaluation/

PLATINUM Top 1% ecovadis Sustainability Rating JUL 2026

Climate CDP A List 2025

RBA VAP Platinum Status
(All Manufacturing Sites in Japan)

EIZO's Materialities & KPIs

Our Materialities and Key Focus Points identified through our Double Materiality Assessment (DMA) are as follows:

KPIs and Targets
https://www.eizoglobal.com/sustainability/management/kpi/

	Key Focus Points	KPIs	FY2025 Targets	RY2025 Results
Social	**Contribute to the creation of a prosperous society through imaging solutions**			
	● Providing high-quality, highly reliable products, systems, and services based on the development and application of cutting-edge technologies	• Contribute to the safety and quality of healthcare	• Continue providing added value to enhance medical safety and workflow efficiency, with a focus on global expansion • Promote ongoing monitor quality management to support a safe reading environment • Strengthen product capabilities to address the growing demands in digital imaging diagnosis	• Launch new products and enhance existing products to contribute to medical safety and improved workflow efficiency • Conduct awareness-raising activities for monitor quality control, including hands-on seminars on medical monitor quality management at academic conferences • Develop new products to meet the growing needs of the expanding digital imaging diagnostics field
	● Providing an Imaging Chain, which supports social infrastructure - Contributing to the improvement of the quality and safety of healthcare and welfare	• Contribute to the development of an inspiring entertainment industry	• Improve the production environment through unique visual technologies, including color management • Expand the product lineup to further enhance the production environment	• Launched products supporting HDR display and SDI signals in the ColorEdge CG series • Launched two models with newly added color modes for video production in the ColorEdge CS series
	- Providing an imaging environment that contributes to the advancement of healthcare around the world - Contributing to the creation of safe and secure communities	• Provide visual technology to support infrastructure safety and maintenance	• Provided solutions to enhance and streamline social infrastructure, including CBM*1, remote monitoring, and unmanned operations	• Launched new touchscreen monitor models for manufacturing and inspection equipment, as well as for public and governmental institutions • Launched platform monitoring monitors to support one-person train operation for railway systems • Expanded the lineup by adding new entry-level models of IP decoders (monitor and IP box) • Launched new slim and lightweight models for air traffic control applications, reducing the burden of installation and operation
	● Ensuring product safety and user protection - Preventing product safety–related accidents before they occur - Responding appropriately to product safety incidents	• Provide products with consideration for the health of users and preservation of the environment	• Continue advancing environmentally conscious product development • Enhance features to reduce eye and physical strain	• Launched products with enhanced environmental performance compared to previous models, achieving over 20% reduction in power consumption
		• Implement initiatives to ensure product safety (including product security) and user protection	—	—
	Broadminded corporate culture that encourages free and creative activity			
	● Respect different cultures and values ● Maximize the value of human resources ● Enhance employee engagement ● Promote health management ● Build and maintain a safe and secure work environment	• Female Managers / Female Leaders (incl. management)	• 15.0% / 8.0% (Japan)	• 14.2% / 6.9% (Japan)
		• Employees with disabilities	• 1.7%	• 1.5%
		• Training courses per person / Cost & Hours	• 12.0 courses / JPY 50,000 / 40 hours (Japan)	• 9.3 courses / JPY 58,300 / 30 hours (Japan)
		• Engagement Score	• 2.7 / 4.0 (Japan)	• 2.4 / 4.0 (Japan)
		• New Employee Turnover	• ≤5.0% (Japan)	• 3.4% (Japan)
		• Paid leave taken / Childcare leave taken	• 90.0% (Japan) / Female: 100%, Male: 90% (≥3 months): 40.0%) (Japan)	• 92.0% (Japan) / Female: 100%, Male: 87.5% (≥3 months): 47.0%) (Japan)
		• Mental Health Leave Taken	• 0.6% (Japan)	• 1.2% (Japan)
		• Serious Accidents / Occupational Accident Frequency	• 0 / 0.00	• 0 / 2.30
	Respect human rights and diversity			
	● Respect for the human rights of all persons involved in our business - Prohibit inappropriate labor (child labor, forced labor, bonded labor) - Prohibit all forms of discrimination and harassment	• Appropriate operation of human rights grievance mechanisms	• Revise the EIZO Group Human Rights Policy and provide employee training • Take action on key human rights issues identified in last year's due diligence	• Participation rate in human rights training: 99.3% • Conduct human rights due diligence and disclose information in the Integrated Report and on the company website, including initiatives addressing key human rights issues • Conduct internal training on respect for human rights in the supply chain (total participants: 212 employees)
		• Number of non-compliance incidents related to inappropriate labor (e.g. child labor, forced labor, bonded labor)	• 0	• 0
		• Percentage of response to human rights items in the Self-Assessment Questionnaire (SAQ)	• 100%	• 100%
	Supply Chain Management			
	● Build partnerships based on mutual prosperity ● Stable supply initiatives ● Promotion of sustainability initiatives throughout the supply chain - Initiatives related to labor, health and safety, environment, and ethics	• Suppliers committed to the EIZO Supplier Code of Conduct	• 100%	• 100%
		• RMI survey response / RMAP compliance	• 100% / 75%	• 87% / 61%
		• Collaboration with suppliers to develop products with low environmental impact	• Set power consumption targets for non-B&P products and initiated collaboration with suppliers • Expand the use of paper materials for packaging components	• Conducted discussions with four major suppliers to achieve power consumption targets for each product model
		• Engagement in measures to combat climate change	• Continue holding sustainability briefings • Obtain SBT certification and advance climate change initiatives	• Explained the company's sustainability initiatives to 127 suppliers participating in procurement policy briefings • GHG emissions survey response rate: 100% • Held workshops for suppliers on Scope 3 emissions calculation as part of support for SBT acquisition and climate change initiatives • Presented case studies on Scope 3 emissions calculation at a seminar hosted by the Ministry of the Environment
		• Promoting sustainability initiatives in line with the RBA Code of Conduct	• Promote understanding of RBA • Engage in efforts to reduce high-risk suppliers	• SAQ response rate for the EIZO Supplier Code of Conduct: 98.5% • Conducted individual reviews of SAQ responses and provided improvement suggestions
Environment	**Respond to Climate Change**			
	● Advanced environmental and energy management ● Provide products and systems that contribute to climate change action ● Reducing GHG emissions throughout the product life cycle ● Reducing our environmental impact in business activities	• Scope 1+2 Reduction (vs FY2019)	• 59.0%	• 62.2%
		• Scope 3 Reduction (vs FY2019)	• 15.0%	• 28.4%
		• Renewable Energy Used	• 74.0%	• 70.8%
	Supporting a Recycling-Oriented Society			
	● Creating products that are friendly to people and the environment ● Shift to materials with less impact on the environment and human body ● Proper treatment and reduction of waste	• Halogen-free Materials*2	• 83.0%	• 75.9%
		• Recycled plastics in products	• 38.0%	• 31.9%
		• Paper packaging	• 45.0%	• 43.4%
Governance	**Open and Fair Governance**			
	● Appropriate information disclosure ● Strengthen resilience ● Strengthen information security ● Enforce business ethics	• Compliance training / Serious non-compliance incidents	• 100% / 0	• 99.3% / 0
		• InfoSec training / Serious InfoSec incidents	• 100% / 0	• InfoSec: 100%, Targeted attach emails: 100% / 0
		• Strengthen disaster response BCP	• Implement further seismic resistance measures	• Implemented seismic reinforcement work at the head office factory • Reviewed the disaster response BCP based on lessons learned from the Noto Peninsula earthquake
		• External assessment of ESG initiatives	• Achieve high ESG ratings from external organizations	• CDP (climate change) "A", EcoVadis Platinum, RBA Platinum (All Japan manufacturing facilities)

*1 Condition-Based Maintenance: Monitoring the condition of equipment and machinery using IoT, AI and other technologies to perform maintenance before failures occur.
*2 Percentage of halogen-free materials of applicable components weighing ≥25g (e.g. PCBs, cables, harnesses and plastic parts).

Environmental Initiatives Throughout the Value Chain

Managing Environmental Impacts Across the Value Chain

EIZO began selling monitors in Europe in 1985 and recognized the growing momentum behind environmental regulation in the early 1990s. Since then, the Company has pursued initiatives to reduce environmental impacts through both its products and business activities. Going forward, EIZO will continue advancing environmental initiatives across the Value Chain, including measures to address Climate Change, advance a Circular Economy, and conserve Biodiversity.

Policy & Governance Framework

Environmental Policy

The EIZO Group recognizes that addressing global environmental challenges is a key management priority. Guided by its Environmental Policy, the Group works to minimize environmental impacts, mitigate Climate Change, advance a Circular Economy, prevent environmental pollution, and conserve Biodiversity. Through these efforts, EIZO seeks to reduce environmental risks across the Value Chain and contribute to the sustainable development of society.

Environmental Policy
https://www.eizoglobal.com/sustainability/environment/emanagement/

Sustainability Governance

We address Sustainability-related Materiality and key issues through the Sustainability Committee, which operates under the oversight of the Board of Directors. To assess and address Sustainability-related Dependencies, Impacts, Risks and Opportunities, including those related to natural capital, the Climate Change Subcommittee supports specialized review and oversight under the Sustainability Committee. Responsibility for Sustainability-related issues rests with the President & CEO, who serves as Chair of the Sustainability Committee.

Sustainability Management System
https://www.eizoglobal.com/sustainability/management/system/

Environmental & Energy Management Systems

At each operational site, we have implemented an Environmental and Energy Management System to set, implement, evaluate, and continuously improve environmental and energy objectives. Group manufacturing sites, where environmental impact is highest, have obtained ISO 14001 and ISO 50001 certification*

* EIZO Corporation and EIZO MS Corporation are certified under both ISO 14001 and ISO 50001, while EIZO GmbH, EIZO Technologies GmbH, and EIZO Display Technologies (Suzhou) Co., Ltd. are certified under ISO 14001.

Environmental & Energy Management System
https://www.eizoglobal.com/sustainability/environment/emanagement/#anchor03

Risk Management

EIZO recognizes that effective risk management across the Group is essential to achieving management objectives and executing its business strategy. To support this, the Company operates a group-wide risk management framework that enables integrated and centralized risk management.

Dependencies and Impacts on natural capital arising from business activities, together with related Risks and Opportunities, are assessed within the group-wide risk management framework. To address the long-term and specialized Risks and Opportunities identified through the TCFD and TNFD frameworks, the Sustainability Committee and Climate Change Subcommittee conduct assessments and consider appropriate response measures.

Compliance with Environmental Regulations & Standards

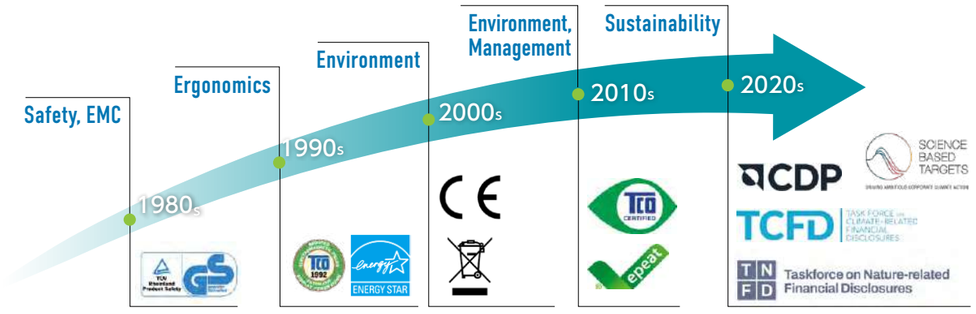
Since entering the European market with CRT monitors in 1985, EIZO has embedded the early adoption of environmental regulations and evolving societal requirements into its product development processes. This commitment remains part of our DNA today. Beyond complying with environmental laws and regulations worldwide, EIZO ensures its products meet leading environmental standards and certifications.

Among these, Sweden's TCO certification, now widely recognized as a global standard for monitor products, forms the foundation of EIZO's environmental initiatives. We have participated in the development of the standard since its early stages, contributing to the establishment of advanced and effective requirements. In addition to environmental criteria, the standard covers product safety, electromagnetic emissions, ergonomics, ESG, and corporate governance.

In recent years, environmental standards have expanded from product-specific requirements to ESG management across an entire company's operations and Value Chain. EIZO addresses these evolving expectations by advancing ESG initiatives and providing transparent disclosure of its activities and performance.

Examples of Environmental Regulations

- WEEE Directive (Product take-back and recycling)
- RoHS Directive (Restriction of hazardous substances)
- REACH Regulation (Management of chemicals used in products)
- ErP Directive (Ecodesign requirements for energy-related products)
- WF Directive (Database registration for waste management)
- TSCA (Management of chemicals used in products)



Environmental Standards Compliance

TCO Certified

TCO Certified has evolved beyond its original requirements for safety, electromagnetic emissions, ergonomics, and chemical substance management to encompass broader corporate sustainability practices, including corporate governance, making it a comprehensive sustainability standard.

EIZO obtained certification under TCO Certified, generation 10, upon its release in December 2024. The new standard incorporates some of the industry's most advanced environmental requirements. Through TCO Certified, EIZO continues to monitor evolving sustainability expectations and develop products with lower environmental impact.

ENERGY STAR

The ENERGY STAR program, established in the U.S. to promote energy efficiency in IT products, has become the global de facto standard for energy-efficient IT equipment. EIZO places strong emphasis on energy-efficient product design, and its FlexScan monitors have complied with ENERGY STAR requirements since the program's inception.

EPEAT

EPEAT, supported by the U.S. Environmental Protection Agency (EPA), helps purchasers identify environmentally preferable IT products. Products are rated Bronze, Silver, or Gold based on criteria including Climate Change initiatives, sustainable resource use, reduced use of chemicals of concern, and supply chain engagement.

In 2023, EPEAT introduced Climate+ for products demonstrating strong performance in energy efficiency and Value Chain GHG emissions reduction. EIZO has advanced its Net Zero initiatives since 2023 and was among the first companies to achieve EPEAT Climate+ certification.

EPEAT Initiatives
https://www.eizoglobal.com/sustainability/environment/label/epeat/

Environmental Considerations in Procurement

Green Procurement

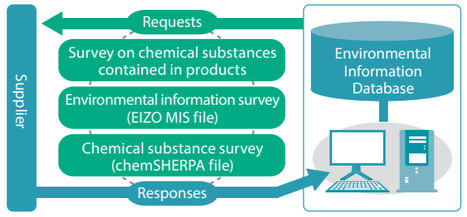
To fulfill its environmental responsibilities, EIZO has established the EIZO Green Procurement Standards to guide procurement activities. In addition to prioritizing suppliers actively engaged in environmental initiatives, we promote the adoption of environmentally conscious products, components, and materials, including packaging, while considering quality, performance, and economic rationality.

Management of Chemical Substance Content Information

As part of our Green Procurement initiatives, we conduct chemical substance surveys for all materials and assess suppliers' environmental initiatives to prohibit or manage regulated substances* specified under domestic and international laws and environmental standards. Survey results are maintained in a database and used to evaluate materials and suppliers and confirm the environmental compliance of EIZO products.

* Examples of regulated substances: Mercury and lead compounds, halogen compounds, PFAS (per- and polyfluoroalkyl substances), and other regulated substances.

Chemical Substance Content Survey Process



Product Collection & Recycling

EIZO Group fulfills its responsibility for products at end of life by operating collection and recycling systems that comply with environmental regulations in each market where products are sold.

Japan

Based on the Waste Management and Public Cleansing Law, the Act on Promotion of Effective Utilization of Resources, and the PC Recycling Mark system, EIZO operates a product collection and recycling system for used products and collects and recycles monitors from both individual and corporate customers.

End-of-Life PCs Collected and Recycled
https://www.eizoglobal.com/sustainability/environment/recycling/

United States

Regulations governing the treatment of waste electrical and electronic equipment vary by state, and producers are not always required to collect and recycle such products. To promote responsible recycling, EIZO provides a collection and recycling program that ensures used EIZO products are processed at R2-certified* facilities.

* R2 certification: An international certification system for the responsible reuse and recycling of used electrical and electronic equipment.

Europe

Based on the European WEEE Directive, which aims to reduce waste from electrical and electronic equipment and promote recycling, EIZO operates collection and recycling systems across Europe and provides services to ensure applicable products are properly recycled at facilities certified under schemes such as WEEELABEX*.

* WEEELABEX: A European certification system for the collection, storage, transportation, treatment, recycling, and reuse of waste electrical and electronic equipment (WEEE).

Initiatives Toward a Circular Economy

EIZO Group recognizes the transition to a Circular Economy as a key management priority. Through efficient use of water and natural capital, appropriate management of chemical substances, control and reduction of atmospheric and water emissions, promotion of Green Procurement, and waste reduction, recycling, and proper management, EIZO works to prevent environmental pollution and promote sustainable resource use.

Indicators (KPI)	FY2030 Targets
Halogen-free material usage rate* *Percentage of halogen-free materials by purchased weight of applicable components (PCBs, cables, harnesses, and plastic parts weighing 25g or more)	90%
Recycled plastic usage rate in products	70%
Paper-based material adoption rate in product packaging	80%

No Paint Used on Exterior Surfaces

To reduce the use of chemicals that may contribute to air pollution, EIZO achieves the desired color, gloss, and texture of exterior components through material selection rather than paint finishes. EIZO also uses flame-retardant-free plastics. These initiatives reduce chemical emissions, support worker health, and contribute to lower chemical use and improved recyclability.

Resource Circulation & Reduced Environmental Impact Through Products

EIZO promotes resource circulation and reduces environmental impact through material selection and product design. Recycled plastics are used in monitor exterior components, achieving a usage rate of up to 95%. Some internal sheet metal components incorporate recycled steel (electric furnace steel), reducing resource consumption and the carbon intensity of materials. In addition, lightweight and compact designs reduce material use and GHG emissions across the product lifecycle, including through improved transportation efficiency.

Resource Conservation in Packaging & Cushioning Materials

EIZO uses corrugated cardboard containing recycled paper for monitor packaging and is progressively replacing plastic packaging bags for accessories with paper-based alternatives. The Company is also expanding the use of pulp-molded cushioning materials made from 100% recycled content. In addition, EIZO works with suppliers to reduce packaging materials, including eliminating individual plastic packaging for components at the procurement stage. Returnable containers and reused packaging materials are also used for deliveries to select customers and for parts transportation between manufacturing facilities, contributing to packaging reduction and reuse.

Reducing Waste Through Minimal Accessories & Customized Specifications

To prevent the disposal of unused cables after installation, products are supplied with only power cords and the necessary video signal cables. For corporate customers, EIZO offers customized specifications that exclude unnecessary stands and cables or consolidate multiple units into a single package. These initiatives reduce installation workload and waste while lowering resource use and transportation-related energy consumption.

Addressing Climate Change

To address Climate Change, one of the world's most significant challenges, we identify and assess Climate-related Risks and Opportunities in line with the TCFD recommendations. We have also established our Transition to Net Zero, which sets out our long-term GHG emissions reduction targets and actions. Through this plan, we are advancing toward carbon neutrality by 2040.

Climate-related Disclosure

Alignment with the TCFD Recommendations

In May 2021, EIZO announced its support for the recommendations of the Task Force on Climate-related Financial Disclosures (TCFD). Since May 2022, we have disclosed information aligned with the TCFD's four disclosure areas: Governance, Strategy, Risk Management, and Metrics & Targets.

We identified Climate-related Risks and Opportunities, conducted scenario analyses to assess their potential impact on our business, and evaluated the related financial implications. We use these findings to inform our Metrics & Targets.

Note: The TCFD was disbanded in October 2023, and responsibility for monitoring climate-related disclosure progress has since been transferred to the International Sustainability Standards Board (ISSB).

TCFD Disclosure
https://www.eizoglobal.com/sustainability/environment/tcfd/

Achieved CDP Climate Change 'A' Rating for Three Consecutive Years

In December 2025, EIZO received the highest 'A' rating in CDP's 2025 Climate Change questionnaire for the third consecutive year, recognizing its efforts to support the transition to a decarbonized society.

In May 2026, EIZO was also named a Supplier Engagement Leader for the fourth consecutive year in CDP's Supplier Engagement Assessment, which evaluates companies' engagement with suppliers on climate-related initiatives.

CDP Climate Change A List
https://www.eizoglobal.com/sustainability/evaluation/cdp/

CDP Report 2025 (Japanese only)
https://www.eizo.co.jp/sustainability/common/pdf/CDPreport2025.pdf

Science-Based Targets Validation for Near-term Targets

In July 2022, EIZO submitted its 2030 GHG emissions reduction targets to the Science Based Targets initiative (SBTi) and received validation confirming that the targets are scientifically aligned.

Using FY2019 as the baseline, we aim to reduce Scope 1 + 2 emissions by 70% by FY2030, consistent with a 1.5°C pathway, and Scope 3 emissions by 27.5%, aligned with a well-below 2°C pathway. We continue to implement measures to achieve these targets.

VOICE

Ing. Kristýna Kuldová
Marketing Specialist
EIZO Europe GmbH
(Austria Branch)

Bringing People Together Through Marketing

At EIZO, sustainability is not simply a slogan or marketing term. It is a guiding principle for fulfilling our responsibilities to people, nature, and future generations. It means carefully considering every step of the manufacturing process, prioritizing quality over short-term gains, and building trust through fair and transparent communication.

I strongly identify with this approach because it is fundamental to long-term value creation and reflects what EIZO has consistently valued. As a marketing professional, I strive to put these principles into practice every day.

For example, from an environmental perspective, I make use of remote work and online meetings to help reduce CO_2 emissions associated with commuting and business travel. I also prioritize digital information sharing to reduce logistics needs, paper consumption, and waste. For me, sustainability serves as a foundation for daily decision-making in both my professional and personal life.

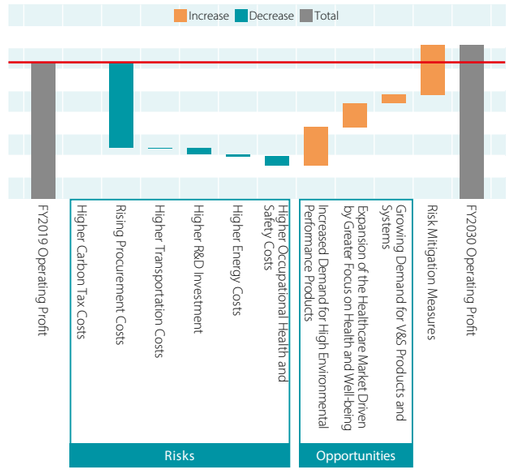
Climate Change Risks & Opportunities

We conducted scenario analyses based on the 2°C scenario (SSP1-2.6) and 4°C scenario (SSP5-8.5) presented in the IPCC Sixth Assessment Report. The analyses covered the entire Value Chain and assessed potential impacts through FY2030, consistent with our medium- to long-term strategy.

Under the 2°C scenario, tighter carbon pricing policies are expected to increase operating costs. Under the 4°C scenario, the physical impacts of Climate Change are expected to increase costs through logistics disruptions and higher procurement costs. At the same time, decarbonization is expected to shift customer purchasing criteria, increasing demand for energy-efficient, low-GHG-emission products and creating opportunities for our high-efficiency products.

Risks, Opportunities & Financial Impact Under the 2°C Scenario (Comparison of increase/decrease in FY2030 relative to FY2019 Operating Profit)

Risks, Opportunities & Financial Impact Under the 4°C Scenario (Comparison of increase/decrease in FY2030 relative to FY2019 Operating Profit)



Metrics and Targets

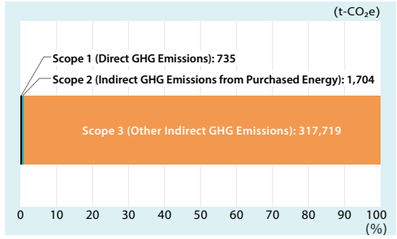
To manage Climate-related Risks and Opportunities, we have established the following targets and are working to achieve them.

FY2030	Reduce Scope 1 + 2 GHG emissions by 70% from FY2019 levels Reduce Scope 3 GHG emissions by 27.5% from FY2019 levels
FY2040	Achieve Net Zero Scope 1 and 2 GHG emissions Aim to achieve Net Zero Scope 3 GHG emissions in collaboration with stakeholders

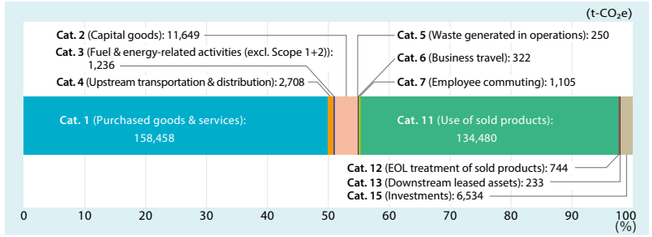
GHG Emissions

FY2025 results are shown below. Scope 3 emissions accounted for 99% of total emissions, with Cat. 1 & 11 accounting for 92% of Scope 3 emissions.

GHG Emissions by Scope (FY2025)



GHG Emissions by Scope 3 Category (FY2025)

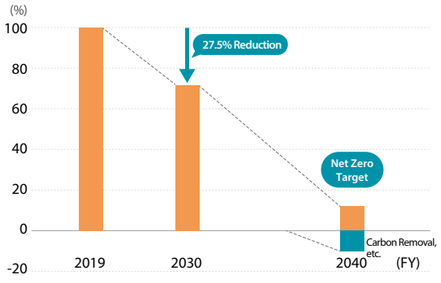


Transition to Net Zero

In May 2023, EIZO established its Transition to Net Zero plan and is implementing initiatives to reduce GHG emissions toward achieving Net Zero by 2040.

Toward Scope 3 Reductions

The roadmap toward Scope 3 GHG emission reduction targets is as follows:



Category 1: Purchased Goods & Services

Target: 70% recycled material content by FY2030

Key Initiatives
- Engage suppliers to assess GHG emissions and request emission reductions
- Adopt low-environmental-impact materials (Green Materials)

Category 4: Transportation & Distribution

Target: 25% reduction in emissions from transportation by FY2030

Key Initiatives
- Further reduce product weight and size
- Improve loading efficiency and promote modal shifts in transportation

Category 11: Use of Sold Products

Target: Reduce product power consumption by 13.5% by FY2024 and 30% by FY2030

Key Initiatives
- Further reduce power consumption through display system innovations and proprietary energy-saving technologies

Category 12: EOL Treatment of Sold Products

Key Initiatives
- Adopt low-environmental-impact materials (Green Materials)

Supplier Engagement to Measure & Reduce GHG Emissions

As Cat. 1 accounts for approximately 50% of EIZO's Scope 3 emissions, reducing emissions from key component suppliers is critical to achieving our reduction targets.

Conventional emissions calculations based on industry-average emission factors do not always reflect actual emissions or suppliers' reduction efforts, limiting their effectiveness as a tool for emissions reduction. To address this, EIZO gathers GHG emissions data from suppliers to better understand emissions profiles and promote emissions reduction initiatives.

We have conducted briefings and seminars to explain the importance of emissions measurement and the information required from suppliers. As a result, in 2025, we used supplier-reported GHG emissions data for Tier 1 suppliers representing approximately 38% of procurement spending. Combined with publicly available data, this information was incorporated into our GHG emissions calculations, supporting more effective emissions reduction efforts.

These initiatives have also received external recognition, including being featured as a leading practice at seminars organized by Japan's Ministry of the Environment. Going forward, we will continue improving the effectiveness of GHG emissions measurement and reduction across our supply chain.

Product Energy Efficiency & Emissions Reduction

As Cat. 11 accounts for approximately 42% of EIZO's Scope 3 emissions, reducing the power consumption of our products is another key element of our reduction strategy.

To achieve our GHG emissions reduction targets, we are continuously reducing product power consumption through optimized imaging system design and proprietary energy-saving technologies. Examples include automatic brightness adjustment to reduce backlight power consumption, reduced standby power consumption, power-saving functions, and tools that enable users to monitor electricity savings.

To further enhance the effectiveness of these features, EIZO also provides free monitor management software that enables centralized control of brightness settings and power management across multiple monitors. By making energy-saving features easier to use in actual operating environments, these solutions help customers reduce electricity consumption.

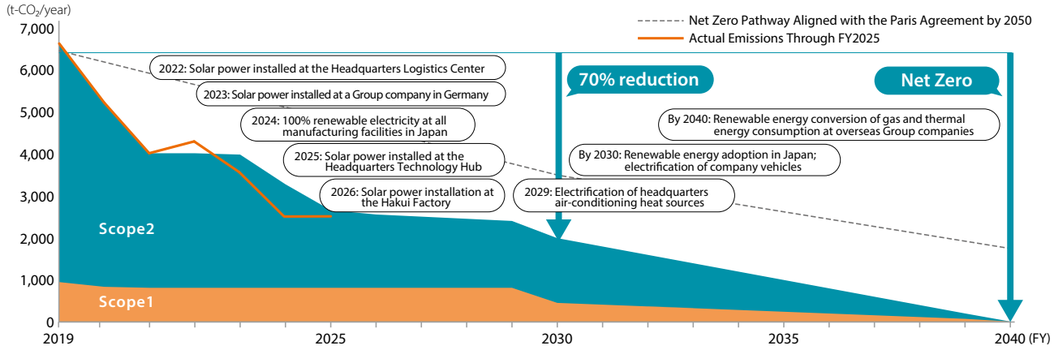
Executing Our Scope 1+2 Decarbonization Roadmap

Our performance against our GHG emissions reduction targets is shown below. In FY2025, Scope 1 emissions were 735 t-CO_2e and Scope 2 emissions were 1,704 t-CO_2e, totaling 2,438 t-CO_2e (up 0.2% YoY).

The increase was mainly due to higher LPG-based air-conditioning demand at our headquarters manufacturing facility. Despite this, we continued energy-saving measures, including optimizing air-conditioning operations and rationalizing production equipment.

In addition, Group companies in Japan, Germany, and the UK transitioned company vehicles to EVs and HEVs. In the UK, a Group company also removed refrigerated vending machines as part of its energy conservation efforts.

In FY2026, we approved the installation of solar power generation facilities at the Hakui Plant of EIZO MS Corporation (Japan), EIZO's core manufacturing site for circuit boards. We remain committed to advancing energy conservation and renewable energy initiatives to achieve our emissions reduction targets.



Growth with Lower Environmental Impact

Our Technology Hub, meets ZEB Ready standards and incorporates environmental features, including rooftop solar power generation. With the new installation in operation, the solar facilities across our headquarters site now generate approximately 1.1 million kWh annually, including electricity sold under the FIT scheme, equivalent to approximately 23% of the site's annual electricity consumption.*

* ZEB stands for Net Zero Energy Building. ZEB Ready is a certification category for buildings that achieve an energy consumption reduction of 50% or more compared with standard buildings.

Supporting Environmentally Conscious Product Choices

To help customers make environmentally conscious product choices, we provide environmental information through our website and exhibitions. We also work to reduce GHG emissions associated with exhibitions and promotional activities.

Product Carbon Footprint Transparency

CFP Report Example

By calculating and disclosing Product Carbon Footprints (CFPs), we quantify GHG emissions and strengthen engagement with customers and other stakeholders.

Reducing the Environmental Impact of Exhibitions

We are introducing environmentally responsible booths at major exhibitions and implementing carbon offset initiatives for the associated GHG emissions.

Reusable & Recyclable Exhibition Booths

Managing Nature-related Risks & Opportunities

To support a nature-positive future, we identify and assess Dependencies, Impacts, Risks and Opportunities in line with the TNFD Recommendations v1.0 and take actions to mitigate Nature-related Risks.

Alignment with TNFD Recommendations

In October 2024, EIZO endorsed the TNFD Recommendations, joined the TNFD Forum, and registered as a TNFD Adopter.

In April 2025, based on the TNFD Recommendations v1.0, we identified and assessed our Dependencies, Impacts, Nature-related Risks, and Nature-related Opportunities associated with natural capital and published the results in a TNFD report.

The findings have been incorporated into our biodiversity and ecosystem protection metrics and targets.

TNFD Forum Member

TNFD Report
https://www.eizoglobal.com/sustainability/common/pdf/tnfdreport2025_e.pdf

Identifying Nature-related Risks & Opportunities

In line with the TNFD-recommended LEAP approach, we assessed nature-related Dependencies, Impacts, and interactions with nature across our Value Chain. As a result, we identified 12 priority locations, comprising eight directly operated sites, three upstream supplier manufacturing facilities, and one downstream supplier warehouse.

We then conducted scenario analyses using TNFD Scenario #2 (aligned with the TCFD 1.5°C/2°C scenario) and TNFD Scenario #3 (aligned with the TCFD 4°C scenario). Through this analysis, we identified seven Physical Risks, five Transition Risks, and five Opportunities, and developed response measures for each.

The Risks and Opportunities assessed as having high or medium significance* are shown below.

*Risk/Opportunity Assessment
High: Loss risk/revenue opportunity of JPY 1,000 million or more p.a.
Medium: Loss risk/revenue opportunity of JPY 100 million to JPY 1,000 million p.a.

Key Risks and Response Measures

Category		Drivers / Affected Area (Key Dependencies and Impacts)	Description of Risk/Opportunity [Financial Impact]	Time Horizon	Risk / Opportunity Assessment	Response Measures
Physical Risks	Acute	Changes in water quantity, quality, and temperature / Freshwater (Dependency: water supply, water purification)	● Delays in material delivery if water becomes unavailable at key supplier manufacturing facilities [Operational Suspension]	Mid-Term	Medium	● Regularly collect information on water risks and response measures at key suppliers ● Maintain appropriate material inventory policies
	Acute	Damage to business sites or surrounding areas from tropical cyclones or floods / Atmosphere, land, terrestrial ecosystems (Dependency: natural hazard mitigation)	● Damage to business sites in Japan, China, Germany, and the USA [Operational Suspension] ● Delays in material delivery due to damage at key supplier manufacturing facilities in South Korea, China, and Taiwan [Operational Suspension]	Short-term Mid-term	Medium	● Develop risk mitigation and recovery plans for disasters as part of BCP measures and conduct regular drills ● Regularly collect information on key suppliers ● Maintain appropriate material inventory policies
	Chronic	Increase in extreme weather events due to GHG emissions and global warming / Atmosphere (Dependency: natural hazard mitigation; Impact: GHG emissions)	● Higher costs to reduce GHG emissions across the Value Chain ● Operational suspension due to more frequent and severe natural disasters [Capital Investment] [Operating Costs] [Operational Suspension]	Short-term Mid-term Long-term	Medium	● Set GHG reduction targets based on SBT criteria and reduce GHG emissions across the Value Chain under the Transition to Net Zero plan
	Acute	Release of hazardous chemicals into soil and water systems / Terrestrial ecosystems, freshwater (Impact: soil contamination, water pollution)	● Delays in material delivery due to hazardous substance leaks and operational suspension at key supplier manufacturing facilities in South Korea, China, and Taiwan [Operational Suspension]	Short-term Mid-term Long-term	Medium	● Regularly collect information on appropriate chemical management at key suppliers ● Maintain appropriate material inventory policies
Opportunities	Products and Services	Products that reduce CO_2 emissions through energy efficiency / Atmosphere	● Improved energy efficiency of products contributes to consideration for natural capital and drives higher sales	Short-term Mid-term Long-term	High	● Reduce product power consumption under the Transition to Net Zero plan
	Resource Efficiency	Effective resource use / Terrestrial ecosystems, atmosphere	● Improve resource efficiency by using recycled plastic in products, pulp molded packaging materials, and consolidated packaging specifications	Short-term Mid-term Long-term	High	● Further advance technological innovation and promote the adoption of sustainable materials
	Markets	Market acquisition through new products and services that reduce negative impacts on nature and increase positive impacts / Terrestrial ecosystems	● Contribute to natural disaster response and natural capital protection through ultra-high-sensitivity cameras and image enhancement solutions	Short-term Mid-term Long-term	High	● Further advance technological innovation
	Resilience	Activities that support conservation of nature and ecosystems / Terrestrial ecosystems	● Contribute to nature conservation through activities that raise awareness by accurately displaying colors and gradations captured by EIZO products	Short-term Mid-term Long-term	Medium	● Continue support activities, including equipment cooperation

Reducing Water Use and Industrial Waste at Manufacturing Facilities

KPI	FY2030 Target
Reduction of waste generated from business sites	Waste per unit produced: 15% reduction from FY2019
Reduction of water use at manufacturing facilities	Resource Efficiency Initiatives

As a result of analyzing industrial waste generated at our sites, we found that plastic packaging materials used for LCD panels account for 29% of the industrial waste generated by EIZO Corporation and EIZO MS Corporation, while wooden pallets account for 25%. Together, these two companies generate approximately 70% of total industrial waste across the EIZO Group.

Based on these findings, we have begun discussions with suppliers on measures such as reducing packaging materials, replacing plastic packaging with pulp molding, and substituting cardboard pallets for wooden pallets. Going forward, we will continue evaluating these initiatives with consideration for product quality and cost and work toward implementation.

Water is used in our manufacturing processes for humidification and cooling in air-conditioning systems. To achieve our water reduction target, we are evaluating measures such as improving the operational efficiency of air-conditioning equipment and replacing existing equipment with more water-efficient alternatives.

Capturing Nature-related Opportunities

Our scenario analysis indicates growing demand for EIZO products that contribute to energy efficiency, resource conservation, and nature-positive outcomes.

Examples include our ultra-high-sensitivity cameras and image enhancement solutions, which are used for monitoring applications related to disaster prevention and response, including rivers, ports, roads, and critical infrastructure. These products contribute indirectly to the protection of natural capital, and we will continue advancing these technologies to support nature-positive outcomes.

In addition, the ColorEdge series accurately reproduces captured colors and tonal gradations, enabling natural environments to be displayed faithfully on the monitor. Through promotional activities for the ColorEdge series, we collaborate with wildlife and nature photographers through an ambassador program. We also support educational programs and lectures aimed at protecting endangered species, thereby contributing indirectly to nature-positive initiatives.

ColorEdge Ambassador Program
https://www.eizoglobal.com/products/coloredge/ambassadors/

The Breath of Living Creatures
https://www.eizoglobal.com/library/management/takayuki-maekawa/

Supplier Engagement on Biodiversity Conservation

As part of our Supply Chain Management efforts, we have incorporated biodiversity-related questions into our supplier self-assessment questionnaire (SAQ)* and conduct interviews with suppliers that may have significant impacts on natural capital.

Going forward, we plan to expand these assessments across the supply chain, including suppliers beyond Tier 1, to strengthen biodiversity conservation initiatives throughout the Value Chain.

* SAQ: Self-Assessment (Compliance) Questionnaire

An Open and Creative Workplace Culture

An Open and Creative Workplace Culture

At EIZO, we foster an open and creative workplace culture where every employee can fully utilize their capabilities and contribute creatively.

Maximizing Human Capital Value & Engagement

Human Resource Strategy

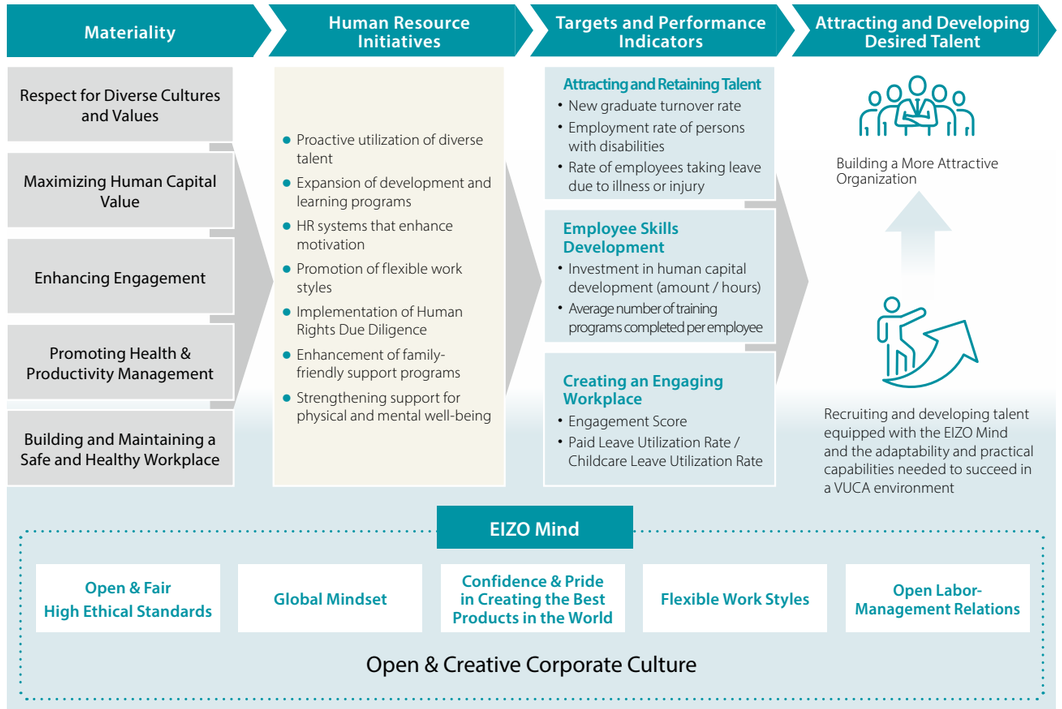
EIZO's human resource strategy centers on fostering the 'EIZO Mind'; the aspiration to create the best products in the world. Guided by this shared value, we are building an organization where every employee takes initiative, embraces challenges, and contributes to value creation.

The foundation of this approach is the Open and Creative Culture set out in the EIZO Group Code of Conduct. We strive to create an environment where diverse talent can maximize its potential and engage in open dialogue across functions, positions, and generations, enabling both employees and the Company to grow together.

To succeed in an increasingly complex and rapidly changing business environment, employees must deepen their expertise, anticipate change, and collaborate flexibly and swiftly to solve challenges. Through career stage-specific personnel and training programs, together with ongoing career development support, we cultivate talent that creates next-generation business models and talent that supports a strong and sustainable business foundation.

Human Resource Development
https://www.eizoglobal.com/sustainability/social/human/

Human Resource Strategy Framework



Attracting & Retaining Next-Generation Talent

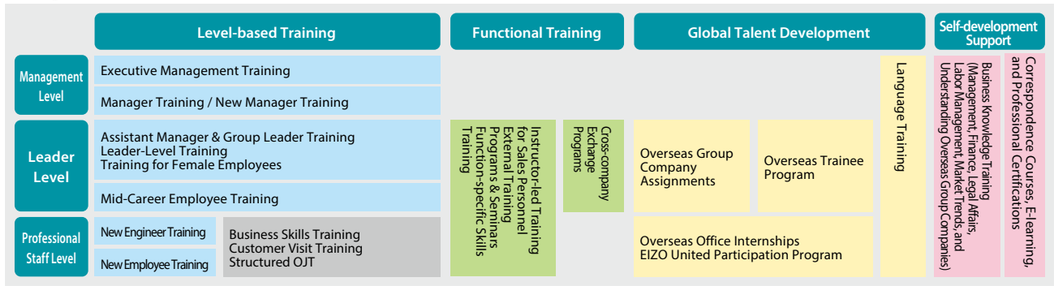
As society continues to evolve rapidly, EIZO believes that attracting talent with diverse experiences and backgrounds is more important than ever. We recruit a wide range of individuals, regardless of gender, nationality, or disability status, from new graduates to professionals with advanced expertise and experience. Through close communication with candidates, we also support employee retention.

Our new graduate recruitment program includes internships across a broad range of job categories, enabling participants to gain a deeper understanding of job responsibilities and EIZO's corporate culture, helping to reduce post-hire mismatches. We also offer a job-matching recruitment process that guarantees an employee's initial assignment at the time of hiring. By aligning roles with each candidate's interests and aptitudes, we promote a transparent and mutually beneficial recruitment process.

As a result of these efforts, Group companies in Japan have maintained a low new graduate turnover rate of 3.4% within the first three years of employment.

In addition, we are diversifying recruitment channels through initiatives such as employee referral programs and alumni recruitment programs that facilitate the reemployment of former employees. These initiatives help us attract individuals who are well suited to EIZO while broadening the diversity of talent across the organization.

Training Framework



Developing the Next Generation of Management Leaders

For employees identified as having the potential to assume future management roles, EIZO offers a selective development program based on the concept of "raising perspectives, broadening viewpoints, and expanding horizons." Over approximately one year, participants engage in discussions with senior management, attend lectures by internal and external experts, and undertake practical assignments. Through these experiences, they examine the future direction of both their departments and the Company from multiple perspectives and develop the capabilities required to lead the organization as next-generation leaders.

Technology Management Leadership Development

Each year, EIZO sends one or two employees to the Ishikawa Management of Technology (MOT) School in Japan, organized by the Ishikawa IT Human Resources Development Center and taught by faculty from the Japan Advanced Institute of Science and Technology (JAIST). Through this program, we develop talent capable of driving organizational transformation through technology management while fostering innovation through interaction with participants from other companies.

Digital Skills Development

As part of its company-wide DX initiatives, EIZO is expanding programs that enable employees to develop digital capabilities and apply technology to workplace challenges. These programs include training in low-code development and other DX-related skills. In 2025, approximately 20 employees participated and applied their learning to improve business operations.

Developing Globally Minded Talent

For a company operating in more than 130 countries, cultivating a global mindset is essential.

Every July, we hold EIZO United, a global gathering of Group companies and EIZO Authorized Distributors in Japan. Through technology exhibitions, manufacturing facility tours, and meetings, participants deepen their understanding of business strategy, technologies, and products while reinforcing the strengths of EIZO's In-house Development & Manufacturing Model and strengthening a sense of unity across the global organization.

In addition, we promote talent exchange across the Group through multi-year assignments for engineers and short-term training programs for younger employees. These initiatives deepen understanding of regional market needs and facilitate the sharing of design and development expertise, helping develop talent capable of leading business from a global perspective.

Creating an Inclusive & Supportive Workplace

Open Dialogue & Engagement

Across the EIZO Group, labor-management councils and employee representative committees are established in accordance with local laws and social conditions. Through these forums, we foster constructive labor-management relations and a positive working environment.

In Japan, EIZO operates the V-work Council as a platform for labor-management dialogue. Based on feedback from employee representatives, we continuously improve workplace conditions and create an environment where employees can work comfortably and effectively.

Supporting Work-Life Balance

We are committed to creating a work environment where employees can work in ways that suit their individual needs while maintaining a healthy work-life balance.

Flexible Work Arrangements

EIZO has introduced a flextime system across many departments. Employees in manufacturing and other operational functions generally work fixed schedules, but can utilize company-paid leave in hourly increments to support flexibility.

Through proactive initiatives to promote work-life balance, including up to 22 days of annual paid leave, a weekly no-overtime day, and a reduction in annual working hours from 1,900 to 1,840 hours in April 2026, domestic Group companies have consistently maintained paid leave utilization rates above 90%.

Family Workplace Visit Day

In Japan, EIZO holds a Family Workplace Visit Day that gives employees' children an opportunity to learn about the workplace and better understand the role of work in society. The event also helps strengthen communication between employees, their families, and the Company.

Supporting Employees Through Life Stages

To support employees' work-life balance, EIZO provides flexible work arrangements, such as leave programs and reduced working hours for childbirth, childcare, and family caregiving, while complying with local laws and regulations.

In Japan, we have introduced policies that exceed legal requirements, including a flexible reduced working hours program that can be utilized until a child completes the third grade of elementary school. We have also enhanced support for employees with childcare and caregiving responsibilities through spousal childbirth leave and other family support programs.

Childcare & Caregiving Programs (Group Companies in Japan)

		FY2024	FY2025	FY2030 Target
Taking Leave	Total	44	62	—
	Women	100%	100%	100%
	Men	70.0%	87.5%	100%
≧3 months		35.0%	47.0%	65%
Part-time Work		117	133	—

VOICE

Naoko Teranishi
Mechanical Design
Sustainability Design, Development
EIZO Corporation

Learning What Quality Really Means

Through new employee training and ongoing technical development, I've gained a much deeper understanding of what quality truly means at EIZO. One experience that left a lasting impression was working on the production line during onboarding training. Seeing firsthand the commitment to quality, cost, and delivery (QCD) at every step changed the way I think about product development. Since then, I've become much more aware of designing products that are not only high quality but also practical to manufacture.

Visiting customers was another turning point. Seeing our products in real HC environments, such as operating rooms and diagnostic rooms, and hearing directly from users gave me a much clearer understanding of how our products are used and why quality matters so much.

I'm also grateful for the opportunities to continue learning after joining my department. In addition to drawing on the expertise built up within EIZO, I regularly attend external design seminars that expose me to new ideas and approaches. Combining those perspectives helps me continue growing as an engineer and refine the way I approach product design.

Building an Inclusive Workplace

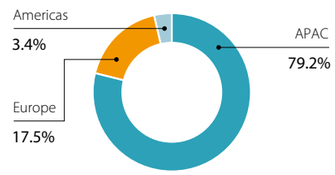
Advancing Diversity, Equity & Inclusion (DE&I)

As a global company operating in more than 130 countries and territories, EIZO is committed to fostering an inclusive workplace where people of diverse backgrounds, experiences, and perspectives can thrive and realize their full potential.

Global Workforce Diversity

The EIZO Group comprises 18 companies worldwide (as of April 2026). Our employees represent 39 countries, bringing diverse perspectives and experiences to the organization. Local talent leads the management teams of Group companies in each market, enabling us to leverage local knowledge, cultures, and business practices while fostering an inclusive organization.

Current employee distribution by region



Advancing Women in Leadership

EIZO has established an Action Plan for Women's Empowerment and is advancing initiatives to develop future managers and leaders, support diverse work styles, and strengthen the recruitment of women.

In particular, we provide selective development programs for mid-career employees who are potential candidates for management and leadership positions, helping broaden awareness of career advancement opportunities. These efforts are yielding results, including the appointment of EIZO's first female department head in Japan in June 2025.

Management Composition (As of March 31 of each fiscal year)

	FY2024		FY2025		FY2030 Target	
	Japan	Overseas	Japan	Overseas	Japan	Overseas
Men	114	68	123	95	—	
Women	5	33	6	30	15%	25%
	4.2%	32.7%	4.7%	24.0%		
Total	119	101	129	125	—	

Inclusion of Persons with Disabilities

Across the Group, we are committed to fair hiring practices and an accessible work environment through reasonable accommodations, while complying with local laws and regulations. Employees with disabilities are active in a wide range of roles, including manufacturing, product development, and corporate functions.

Group companies in Japan also engage in proactive recruitment activities, including participation in career events for people with disabilities and the provision of internship opportunities. We continue to expand employment opportunities by enhancing workplace accessibility and broadening the range of available roles.

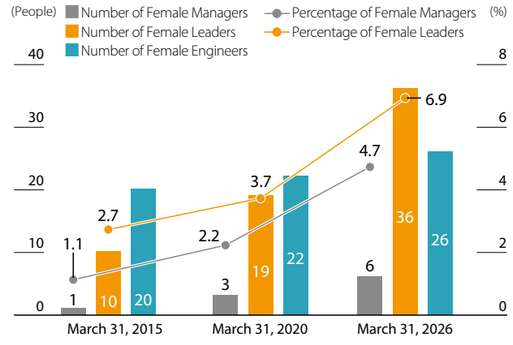
Leveraging Experienced Talent

To support the long-term continuity and stability of the organization and business, EIZO's Group companies in Japan have raised the mandatory retirement age to 65. By enabling experienced employees to continue contributing, we promote a smooth transfer of accumulated knowledge and technical expertise to future generations.

Employees continue to be evaluated based on performance after the age of 60. By providing an environment in which capable and motivated employees can continue to contribute, we aim to sustain employee engagement and motivation.

Diversity, Equity & Inclusion
https://www.eizoglobal.com/sustainability/social/diversity/

Trends in Women's Advancement (Group Companies in Japan)



Employment of Persons with Disabilities (As of March 31 of Each Fiscal Year)

	FY2024	FY2025	FY2030 Target
Japan	30	30	—
	2.20%	2.12%	2.8%
Overseas	4	4	—
Total	34	34	—

Building & Maintaining a Safe and Secure Workplace

Employee Health & Well-being Across the EIZO Group

EIZO regards fostering a broadminded corporate culture, a workplace that encourages free and creative activity, and a vibrant workforce as key management priorities. To support these priorities, we have established the EIZO Group Health Declaration, developed a Health & Productivity Management strategy map, and set related KPIs.

Based on these frameworks, Group companies work together to support employees' physical and mental well-being, encourage healthy lifestyles, and maintain healthy workplace environments.

In recognition of these efforts, EIZO Corporation has been certified as a Health & Productivity Management Outstanding Organization (Large Enterprise Category) for six consecutive years since FY2021.

Initiatives to Maintain & Enhance Physical & Mental Well-being

At Group companies in Japan, we introduced a health management system and expanded our occupational health staff in FY2025. By strengthening health guidance programs, we reduced the number of employees at high risk of lifestyle-related diseases.

We also analyze stress-check results by department and improve workplace environments through targeted measures. In FY2025, management training focused on workplace environment improvement contributed to a reduction in workplaces identified as having elevated mental health risks.

Group companies overseas are also advancing initiatives tailored to local needs and operating environments. For example, Group companies in Germany and Sweden continue to partner with specialized medical institutions to provide health assessment programs and professional guidance supporting employees' physical and mental well-being. Through initiatives like these, we promote employee health and well-being across the Group.

Health and Productivity Management
https://www.eizoglobal.com/sustainability/social/health/

Back Pain Prevention Seminar (Japan)

Participation in a Marathon (Germany)

Supporting Healthy Lifestyle Habits

To encourage regular exercise and strengthen workplace communication, EIZO promoted company-wide and workplace-based health initiatives through the EIZO Health Challenge 2026 program. We also organized activities such as back care exercise sessions and yoga programs, contributing to an increase in the proportion of employees who maintain regular exercise habits.

Group companies overseas have also implemented initiatives tailored to local needs, including health seminars, wellness events, and participation in community health programs, supporting employee health and well-being across the Group.

Health & Productivity Management Targets (Group Companies in Japan)

	KPI	FY2024 Actual Results	FY2025 Targets	FY2025 Actual Results	FY2026 Targets	FY2026 Key Initiatives
Health & Productivity Management Targets	Reduce Absenteeism (leave due to illness or injury)					
	Mental health-related:	0.90%	0.60%	1.20%	0.50%	
	Non-mental health-related:	1.10%	0.80%	0.90%	1.10%	
	Improve Work Engagement (out of 4.0 points)					
	Engagement Score		2.7 pts	2.4 pts	2.7 pts	
Behavioral Change Targets	Reduce the number of employees at high risk of lifestyle-related diseases	9.30%	8.00%	8.90%	8.00%	● Improve communication between employees requiring follow-up and occupational health staff through enhancements to the health management system ● Expand health education programs and wellness events
	Increase the percentage of employees with regular exercise habits	24.50%	30.00%	26.60%	30.00%	● EIZO Health Challenge 2026
	Reduce the percentage of workplaces with high overall health risk based on stress check results	35.00%	15.00%	28.00%	15.00%	● Continue department-level improvement initiatives based on group analysis results and expand effective practices across the organization

Occupational Health & Safety (OH&S) Management

Group companies with manufacturing operations have implemented OH&S management systems and work continuously to improve the health and safety of everyone at their sites. EIZO Corporation and EIZO MS Corporation, which together account for approximately 80% of EIZO product manufacturing, are certified to ISO 45001. Through third-party certification, they continuously strengthen the effectiveness of their OH&S management systems, and the knowledge gained is shared across the Group.

Risk Assessment & Workplace Accident Prevention

Group companies with manufacturing operations conduct risk assessments to prevent workplace accidents. We also quantify and monitor risk reduction across our Group companies in Japan. In FY2025, we optimized material handling and aging equipment on production lines and introduced safety-focused workbenches and product storage racks in the Technology Hub, which opened in May. We also strengthened heatstroke prevention and introduced physical self-assessments to support the safety of older employees. These initiatives helped reduce workplace risks and maintain zero serious accidents.

Despite this, eight lost-time accidents occurred at Group companies in Japan, Germany and the UK. Seven involved injuries from falls at workplaces or during business travel, while one involved back pain caused by lifting a heavy object. Corrective actions were taken in all cases to prevent recurrence, including stricter rules for handling heavy loads, improvements to areas with fall risks and employee training.

Enhancing Workplace Ergonomics:
To enhance workplace ergonomics, the Support Center features height-adjustable workbenches that support both standing and seated work. Together with dedicated carts, they help minimize heavy-material handling and reduce physical strain on employees.

Occupational Health & Safety
https://www.eizoglobal.com/sustainability/social/safety/

Strengthening Disaster Resilience

In response to the Noto Peninsula Earthquake in 2024 and the increasing frequency and severity of natural disasters associated with Climate Change, EIZO has implemented a range of disaster resilience measures, including seismic reinforcement of buildings and manufacturing facilities and regular emergency response drills.

In FY2025, we reorganized our in-house fire brigade and enhanced earthquake response training. Beginning in FY2026, we will continue to strengthen disaster resilience through ongoing improvements informed by future disaster scenarios and lessons learned from internal drills.

Group companies outside Japan regularly assess location-specific risks and implement disaster resilience measures, including disaster response training and emergency planning tailored to local conditions.

Occupational Health & Safety Targets

FY2025 Target	FY2025 Results Japan	FY2025 Results Overseas	FY2026 Target	FY2026 Key Initiatives
Serious Workplace Accidents:0	0	0	0	● Strengthened prevention of slip, trip, and fall accidents ● Enhanced measures for handling large products ● Strengthened near-miss reporting system ● Expanded safety measures for older employees
Lost-Time Injury Frequency Rate:0.00	1.73	2.30	0.00	
Occupational Accident Risk:▲9.7%	▲9.7%	—	▲6.1%	
Serious Traffic Accidents Resulting in Injury:0	0	—	0	● Increase the Percentage of Employees Demonstrating Safe Driving Habits ● Enhanced traffic safety education ● Participation in local traffic safety campaigns
Enhancing Disaster Preparedness	● Seismic reinforcement of buildings ● Reorganization of the in-house fire brigade ● Enhanced earthquake response training		Enhancing Disaster Preparedness	● Seismic Reinforcement of Buildings (ongoing) ● Enhanced Earthquake Response Drills

Respect for Human Rights & Diversity

Respect for Human Rights

EIZO is committed to respecting the human rights of all people associated with its business activities and value chain and to conducting business in a responsible and sustainable manner throughout the Group.

Human Rights Initiatives

The EIZO Group Code of Conduct stipulates our commitment to "Respect for Human Rights and Diversity". We promote initiatives related to human rights, occupational health and safety, and responsible business practices across the supply chain, including participation in the United Nations Global Compact and the Responsible Business Alliance (RBA), ISO 45001 certification, and conflict minerals surveys.

Since the adoption of the UN Guiding Principles on Business and Human Rights in 2011, legislation and stakeholder expectations regarding human rights across the supply chain have expanded, particularly in Europe and North America. In Japan, the National Action Plan on Business and Human Rights was established in 2020.

As expectations for corporate action and disclosure continue to increase, EIZO has identified Respect for Human Rights and Diversity as one of its Materiality issues and is advancing the following initiatives in accordance with the UN Guiding Principles on Business and Human Rights.

Core Expectations Under the UN Guiding Principles

- Human Rights Policy Formulation
- Human Rights Due Diligence
- Grievance Mechanism Establishment

EIZO Group Human Rights Policy

In FY2022, EIZO formalized the EIZO Group Human Rights Policy, which was approved by the Board. Building on the Respect for Human Rights and Diversity provisions of the EIZO Group Code of Conduct, the policy reflects EIZO's commitment to respecting human rights in accordance with international standards, including the UN Guiding Principles on Business and Human Rights.

The policy affirms EIZO's commitment to respecting the human rights of all people affected by its business activities and value chain. Compliance with the policy is expected of everyone working within the EIZO Group, and EIZO encourages suppliers and business partners to support the policy as part of efforts to prevent and mitigate human rights risks across the Value Chain.

EIZO Group Human Rights Policy
https://www.eizoglobal.com/sustainability/social/respect/#anchor01

Human Rights Governance Structure

EIZO has established a Human Rights Subcommittee under the Sustainability Committee, which operates under the oversight of the Board.

The subcommittee is administered by the Human Resources and General Affairs departments and includes representatives from a broad range of functions, including design and development, procurement, manufacturing, sales, and after-sales service.

Through this cross-functional structure, EIZO advances human rights initiatives in accordance with international standards and frameworks, including the UN Guiding Principles on Business and Human Rights, and strengthens oversight of human rights risks across its business activities and Value Chain.

Human Rights Advancement System
https://www.eizoglobal.com/sustainability/social/respect/#anchor02

Human Rights Due Diligence (HRDD)

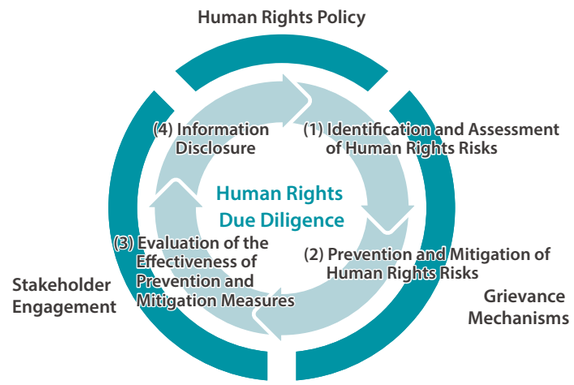
In accordance with the UN Guiding Principles on Business and Human Rights, EIZO advances HRDD to identify, prevent, mitigate, and monitor human rights risks across its Value Chain.

HRDD consists of four key steps: (1) identification and assessment of human rights risks, (2) prevention and mitigation of the human rights risks, (3) evaluation of the effectiveness of our prevention and mitigation measures, and (4) information disclosure.

Through the continuous implementation of this process, EIZO strengthens the effectiveness of its human rights initiatives and promotes ongoing improvement in the management of human rights risks.

EIZO has identified the following four issues as priority human rights risks requiring focused attention and is continuously implementing measures to prevent and mitigate each of these risks.

(1) Human Rights Risks Across the Supply Chain
(2) Discrimination and Harassment Based on Race, Disability, Religion, Social Origin, or Gender
(3) Excessive and Unreasonable Working Hours
(4) Business Ethics



Human Rights Due Diligence
https://www.eizoglobal.com/sustainability/social/respect/#anchor03

Stakeholder Grievance & Remedy Mechanisms

In April 2024, the EIZO Group became a full member of the Japan Center for Engagement and Remedy on Business and Human Rights (JaCER) and established a grievance mechanism aligned with the UN Guiding Principles on Business and Human Rights.

JaCER operates the Engagement and Remedy Platform, a non-judicial grievance mechanism through which the EIZO Group accepts complaints and reports related to human rights and responsible business conduct from external stakeholders, including those across its global supply chain.

Leveraging the involvement of independent experts, EIZO strengthens the effectiveness, fairness, and credibility of grievance handling. This mechanism supports the identification and remediation of human rights-related issues and promotes responsible business practices across the Value Chain.

JaCER Grievance Support Mechanism
https://jacer-bhr.org/en/index.html

Ref. Internal Whistleblowing System (for EIZO Group Employees) › P.85

Customer Harassment Policy

Based on the EIZO Group Human Rights Policy, EIZO has established a Customer Harassment Policy to respect and protect the rights of both customers and employees.

Customer harassment refers to complaints or behavior in which the means or manner used to pursue a demand are socially unacceptable in light of the validity of the demand and negatively affect employees' working environment.

To address customer harassment, EIZO provides internal training, maintains dedicated consultation channels, supports affected employees, and collaborates with external organizations when necessary.

When customer behavior is determined to constitute customer harassment, EIZO responds firmly while seeking mutual understanding through constructive dialogue and an appropriate resolution.

Where customer harassment is particularly malicious or a reasonable resolution cannot be achieved through dialogue, EIZO may discontinue further responses and support.

Customer Harassment Policy (Japanese only)
https://www.eizo.co.jp/sustainability/social/respect/#anchor05

Building Trust & Long-Term Value Through Stakeholder Engagement

Building Trust & Long-Term Value Through Stakeholder Engagement

Through ongoing dialogue with stakeholders, EIZO seeks to understand their expectations and concerns and reflect those perspectives in management and business activities. By deepening mutual understanding and strengthening relationships of trust, we support informed decision-making and sustainable value creation.

Identifying Material Issues Through Stakeholder Engagement

EIZO considers stakeholder engagement a critical process for identifying sustainability-related Materiality issues. Through dialogue, surveys, interviews, and other engagement activities, we gather stakeholder perspectives and incorporate them into our Double Materiality Assessment (DMA).

Stakeholder feedback also informs the identification and assessment of Impacts, Risks, and Opportunities (IROs).

Trust with Stakeholders
https://www.eizoglobal.com/sustainability/social/stakeholders/

Stakeholder Engagement

Stakeholder	Relationship with EIZO	Communication & Engagement Methods	FY2025 Activities
Suppliers	We build long-term partnerships with suppliers based on fair and equitable business practices and a shared commitment to mutual growth. By collaborating on key issues such as sustainability, risk management, and respect for human rights, we strengthen supply chain resilience, support sustainable value creation, and enhance corporate value.	● Sharing of policies ● (EIZO Group Basic Procurement Policy / Green Procurement Policy / EIZO Supplier Code of Conduct / Responsible Minerals Sourcing) ● Procurement Policy Briefings and Sustainability Briefings ● Individual Meetings ● SAQ Surveys & Assessment Feedback ● Human Rights Due Diligence	● Held Procurement Policy Briefings & Sustainability Briefings ● (May 20, 2025; 127 companies participated, including online attendees) ● Launched the revised Green Procurement Program: conducted chemSHERPA & MIS reviews for 156 companies ● Responsible Minerals Sourcing: conducted country-of-origin surveys of specified minerals (142 companies) ● Conducted SAQ surveys (134 companies; 100% response rate) ● Individual Meetings (as needed)
Employees	We strive to provide high-quality products and services that meet customer needs, while delivering accurate and easy-to-understand product information and building comprehensive support systems covering sales and implementation. In addition, through sustainability initiatives and a stable supply of products, we create an environment in which customers and partners can confidently use and recommend our products.	● Labor-Management Councils ● Human Rights & Ethics Policies, Communication, & Training ● Stress Checks & Engagement Surveys ● Occupational Health & Safety Management ● Health & Productivity Management Initiatives ● Employee Benefits Programs ● Human Rights Due Diligence ● Education & Training Programs & Performance Management Systems ● Websites (External & Internal Intranet) ● Whistleblowing System / Internal Counselor System	● Communication & Training on Corporate Philosophy & Code of Conduct ● Labor-Management Council Meetings ● Stress Checks Conducted (Japan): October (Response Rate: 97.5%) ● Certified as a Health & Productivity Management Outstanding Organization 2026 (Large Enterprise Category) (Japan) ● Human Capital Development Investment: JPY 58,300 per employee (Japan) ● Human Capital Development Hours: 25.7 hours ● Overseas Internship Program Implemented (3 participants)
Customers & Sales Partners	We strive to provide high-quality products and services that meet customer needs, while delivering accurate and easy-to-understand product information and building comprehensive support systems covering sales and implementation. In addition, through sustainability initiatives and a stable supply of products, we create an environment in which customers and partners can confidently use and recommend our products.	● Sharing of Product Roadmaps & Product Details ● Website & Product Catalogs ● Press Releases ● Email Newsletters ● Customer Satisfaction Surveys ● Support Services ● Showrooms & Individual Visits	● Multilingual Website Operations ● Invitations to EIZO Group Meetings (EIZO United & Technology Exhibitions) ● Factory Tours & Open House Events ● Regular & Ongoing Individual Meetings
End Users	We strive to provide high-quality products and services that deliver reliable performance and long-term value. Through comprehensive support and products designed with sustainability in mind, we contribute to a more sustainable society while creating value for end users throughout the product lifecycle.	● Website & Product Catalogs ● Press Releases ● Contact Center / Support Services ● Showrooms ● Email Newsletters ● Retailers & Exhibitions	● Multilingual Website & Catalog Operations ● Distribution of Email Newsletters (EIZO Direct / Corporate Product Newsletters) ● EIZO Contact Center: Response Rate Exceeding 95% ● Participation in Various Exhibitions
Shareholders & Investors	We value constructive dialogue with shareholders and investors and strive to provide timely and transparent disclosure. Through sustainable financial performance, effective risk management, and responsible business practices, we seek to enhance long-term corporate value.	● IR Information: Financial Results Briefings, Securities Reports, Timely Disclosure Information ● Integrated Report ● Websites ● Earnings Briefings, One-on-One Meetings, Company Tours ● Annual General Meeting of Shareholders ● Shareholder Communications (Notice of Convocation, Shareholder Newsletter)	● Financial Results Announcements (May, July, October, January) ● Publication of Integrated Report 2025 (September) ● Earnings Briefings (Two sessions each for media and institutional investors) ● One-on-One Meetings: 104 companies in total ● Company Tours: Total of 4 participants ● Annual General Meeting of Shareholders and Shareholder Roundtable (June 20, 2025) ● Issuance of Notice of Convocation and Shareholder Newsletter
Local Communities & Society	In addition to minimizing environmental impacts through our business activities, we work to create positive social and economic value through community engagement and employment opportunities. By building trusted relationships with local stakeholders, we contribute to the sustainable development of communities and society.	● Websites ● Individual Meetings ● Recruitment Activities ● Event Sponsorships & Donations ● Social & Community Contribution Activities ● Factory Site Tours	● Operation of Websites & Catalogs in Multiple Languages ● Sponsorships & Donations ● Local Hiring Rate (61.3%* *EIZO Corporation only) ● Social & Community Contribution Activities (Implemented by Group Companies)

Supply Chain Management

We promote responsible procurement through a structured governance framework spanning the entire Value Chain. By integrating supplier responsibility, risk management, and ongoing supplier engagement, we enhance transparency, strengthen supply chain resilience, and support the sustainable creation of long-term value.

Supply Chain Management Framework

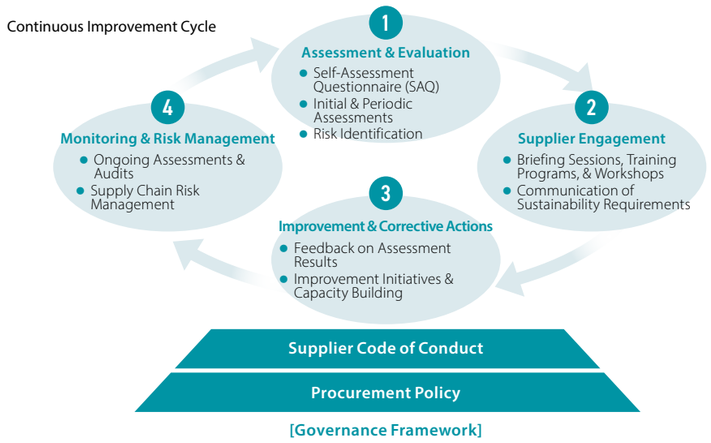
EIZO promotes responsible supply chain management through strengthened governance, active supplier engagement, and continuous risk assessment across its global Value Chain.

To support these efforts, EIZO has established the EIZO Supplier Code of Conduct, based on the EIZO Group Procurement Policy and aligned with internationally recognized frameworks and standards, including the Responsible Business Alliance (RBA) Code of Conduct, the United Nations Global Compact Principles, and the International Labour Organization (ILO) International Labour Standards.

The Code defines EIZO's expectations regarding human rights, labor practices, occupational health and safety, environmental stewardship, ethics, and compliance. Through supplier assessments, engagement, and continuous improvement initiatives, EIZO enhances transparency, promotes responsible business practices, and strengthens supply chain resilience.

These efforts also enable EIZO to respond to evolving sustainability requirements and stakeholder expectations while supporting the long-term sustainability and competitiveness of its business.

Supply Chain Management
https://www.eizoglobal.com/sustainability/social/supplychain/



Supplier Engagement & Continuous Improvement

EIZO strengthens responsible and sustainable supply chain management through ongoing supplier engagement, ESG assessments, and continuous improvement activities.

Assessment & Evaluation

To identify potential risks and opportunities for improvement, EIZO requests both new and existing suppliers to complete a Self-Assessment Questionnaire (SAQ) during onboarding and annually thereafter. Results are shared with suppliers and used to support the continuous improvement of responsible business practices and sustainability performance across the supply chain.

In FY2025, the SAQ response rate reached 100%, and no suppliers were identified as presenting a high level of potential risk.

Supplier Engagement

To strengthen collaboration and mutual understanding, EIZO an holds annual Suppliers' Day and conducts individual meetings with suppliers to communicate its procurement policy, business strategy, and future initiatives.

EIZO also conducts Sustainability Briefings to share its sustainability policies, expectations regarding supply chain management, and initiatives related to Climate Change and environmental management. Through these engagements, EIZO promotes supplier understanding and cooperation in advancing sustainability across the Value Chain.

These activities support stronger supplier relationships, enhanced transparency, and continuous improvement in sustainability performance across the supply chain.

Advancing Environmental Performance Across the Value Chain

EIZO advances climate change mitigation and resource circularity initiatives across its Value Chain. As expectations for GHG emissions reduction and environmental performance continue to increase, EIZO engages suppliers through sustainability briefings, workshops, and advisory support to strengthen environmental awareness and capability development.

Through ongoing engagement, EIZO works with suppliers to identify issues, implement improvement measures, and advance initiatives related to emissions reduction, resource efficiency, and sustainable business practices. These efforts contribute to continuous improvement in environmental performance and strengthen the long-term sustainability and resilience of the Value Chain.

75.9%
Use of Halogen-Free Materials

31.9%
Recycled Plastic Content in Products

43.4%
Paper-Based Packaging Material Adoption Rate

28.3%
Scope 3 (Cat.1+11) Reduction Rate (vs. FY2019)

Supplier Support: Training and Workshops

To enhance ESG performance across the supply chain, EIZO provides various support programs for suppliers.

Activities
- Sustainability Briefings
- Information Sharing on ESG / CSR Topics
- Workshops on Scope 3 GHG Emissions Calculation
- Individual Support & Advisory Services

126 companies participated in EIZO's Sustainability Briefing, and 19 companies attended workshops focused on GHG emissions. EIZO also provides company-specific workshops and tailored support to help suppliers identify environmental challenges, implement improvement measures, and strengthen sustainability performance within their own operations.

June 2026
Workshop on GHG Emissions Management & Calculation

Responsible Minerals Sourcing

EIZO recognizes that mineral sourcing can involve human rights, social, and environmental risks and promotes responsible minerals sourcing throughout its Value Chain. Under its Policy on Responsible Minerals Sourcing, EIZO requires suppliers to support efforts to avoid the use of designated minerals associated with significant risks, including human rights violations, in conflict-affected and high-risk areas.

To strengthen due diligence and supply chain transparency, suppliers are requested to conduct an annual survey using the industry-standard Responsible Minerals Initiative (RMI) reporting template to identify the smelters and countries of origin associated with designated minerals used in components supplied to EIZO.

EIZO also participates in the RMI and supports internationally recognized responsible sourcing initiatives and industry collaboration. Through ongoing supplier engagement and responsible minerals sourcing activities, EIZO works to identify and mitigate supply chain risks, strengthen due diligence, and promote responsible business practices across the Value Chain.

Responsible Minerals Initiative
https://www.eizoglobal.com/sustainability/social/supplychain/#anchor03

Human Rights / Reporting & Grievance Mechanisms

Based on the EIZO Group Human Rights Policy, EIZO is committed to respecting the human rights of all people connected to its business activities and Value Chain, including suppliers. To support this commitment, the Company has established a grievance mechanism through which external stakeholders can raise concerns related to human rights and responsible business conduct.

Reports may be submitted anonymously, and all complaints, reports, and personal information of reporting individuals are handled with strict confidentiality. Individuals who raise concerns are also protected from retaliation.

Grievance Mechanism (Remedy)
https://www.eizoglobal.com/sustainability/social/respect/#anchor04

In April 2024, EIZO became a full member of the Japan Center for Engagement and Remedy on Business and Human Rights (JaCER) and is strengthening its grievance mechanism in line with the United Nations Guiding Principles on Business and Human Rights (UNGPs). Through JaCER's specialized expertise and support, EIZO is enhancing the effectiveness, efficiency, and legitimacy of its grievance and remedy processes to ensure the appropriate handling of human rights-related concerns. These efforts support the continued advancement of human rights due diligence and responsible business conduct across EIZO's Value Chain.

Building Trust Through Shareholder & Investor Dialogue

Through proactive, transparent, and fair communication, EIZO seeks to build long-term relationships of trust with shareholders and investors while enhancing corporate value.

Communication with Shareholders & Investors

Transparent Disclosure

EIZO believes that meaningful engagement with shareholders and investors is founded on two-way dialogue and equitable access to transparent information. We strive to ensure that all shareholders and investors have timely and fair access to information that may influence investment decisions.

In addition to the simultaneous disclosure of financial information in Japanese and English, EIZO provides a wide range of information beyond statutory and timely disclosure requirements, including investor presentations, reports, and other materials through its website. We are also continuing to expand the availability of English-language materials to enhance communication with global investors and further improve transparency and accessibility.

Disclosure Policy
https://www.eizoglobal.com/ir/disclosure/

Turning Engagement into Value Creation

Feedback from shareholders and investors is regarded as an important input to EIZO's governance processes. Relevant insights are regularly reported to the Board and management and are reflected in corporate strategy, capital policy, and ESG initiatives. EIZO also places importance on communicating its long-term strategy and commitment to innovation to foster constructive dialogue and build enduring relationships of trust.

In May 2026, EIZO disclosed a financial strategy aimed to improve capital profitability through net asset control and enhanced capital efficiency, including enhanced shareholder returns, share repurchases, the accelerated reduction of cross-shareholdings, and the introduction of ROE as a performance indicator in executive remuneration. We are is advancing these initiatives in line with the announced policy.

Dialogue with Shareholders Following the AGM

Strategic Communication

EIZO views dialogue with shareholders and investors not only as a means of responding to stakeholder expectations, but also as an important source of insight that helps shape our long-term strategy and support sustainable value creation.

Through regular earnings briefings, one-on-one meetings, and company tours with institutional investors, EIZO seeks to understand investor perspectives and confirm that its capital strategy, R&D priorities, and sustainability initiatives remain aligned with investor interests. In addition, we are strengthening our global outreach through our investor relations website and continue to expand sustainability-related disclosures in line with internationally recognized standards. These efforts support informed investment decisions while deepening mutual understanding and strengthening investor confidence.

Biannual Earnings Briefing

Site Tours

IR / SR Engagement with Institutional Investors

		FY2023	FY2024	FY2025
Biannual Earnings Briefing	Participants	40	55	57
1:1 Meetings	Companies	109	86	104
Site Tours	Participants	15	17	4
Shareholder Engagement Meetings	Companies	13	9	12
Number of Shareholders		6,413	9,445	17,231

Third-Party Assurance

2026 Sompo Sustainability Index

In June 2026, EIZO Corporation was included in the SOMPO Sustainability Index for the sixth consecutive year.

MSCI ESG Rating
A

S&P Global
56/100

Community Engagement

As a responsible corporate citizen, EIZO works with local communities to support regional development, strengthen social well-being, and contribute to a sustainable society. Through ongoing engagement and collaboration with local stakeholders, the Company seeks to create long-term social value and foster relationships of trust.

Examples of Community Engagement Activities

EIZO Europe GmbH (Germany)

EIZO supported a local secondary school that promotes Japanese language learning through exchange programs with schools in Japan. By helping arrange study trips to Japan and internship opportunities, EIZO contributes to expanding educational opportunities and developing globally minded talent within the local community.

EIZO Europe GmbH (Italy)

EIZO organized a charity event and donated the proceeds through a foundation to support children affected by severe hereditary diseases. Through collaboration with local stakeholders, the initiative supported efforts to address healthcare and social welfare challenges in the local community.

EIZO Europe GmbH (Germany)

EIZO participated in a community charity run supporting donations to local sports clubs and public-interest organizations. Reflecting the event's dual focus on health promotion and social contribution, EIZO has participated annually since 2023.

EIZO Inc. (USA)

EIZO supports Movember, a global awareness campaign that promotes understanding of men's health issues, including mental health, prostate cancer, and testicular cancer, and provides ongoing support to the organizing foundation. Through internal events, EIZO helps foster understanding of these issues and encourages open discussions about health and well-being.

EIZO Limited (UK)

EIZO supported the Christmas initiative organized by the local charity The Cowshed through donations, gift-wrapping activities, and gift deliveries using company vehicles. Through this initiative, approximately 2,500 children in need received gifts during the holiday season.

EIZO Corporation (Japan)

EIZO supports educational programs at the Hakusan Tedorigawa UNESCO Global Geopark. Through nature-based learning activities, we help foster environmental awareness among future generations and promote a deeper understanding of nature conservation.

EIZO Limited (UK)

To mark Earth Day on April 22, employees participated in a community clean-up activity near the office. Through this initiative, EIZO contributed to local environmental conservation while helping raise environmental awareness among employees.

EIZO Corporation (Japan)

In addition to sponsoring a local marathon event, EIZO supports its operation through volunteer activities, including meal service for participants. Through these activities, the Company contributes to health promotion and community revitalization while strengthening ties with the local community.

EIZO Group Companies

Every year, we conduct Pink Ribbon activities across the Group to promote employee understanding and awareness of breast cancer. We also continue to conduct breast cancer education programs and make donations to related organizations.

Corporate Governance

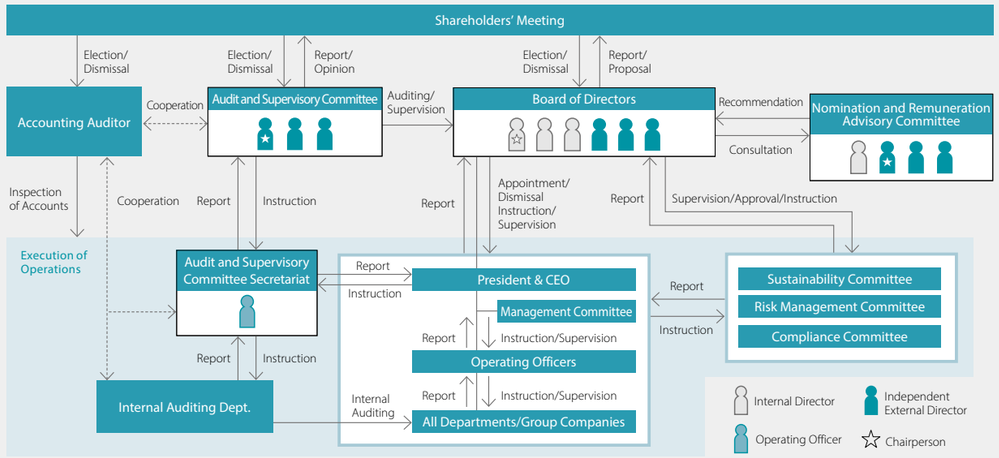
EIZO's Approach to Corporate Governance

EIZO aims to build trusted relationships with its stakeholders and enhance corporate value over the long term. To achieve this, the Company recognizes the importance of sound, transparent, and effective governance and positions the strengthening of corporate governance as a key management priority.

Corporate Governance Structure

EIZO has adopted a Company with an Audit and Supervisory Committee structure. The Company seeks to enhance the speed and effectiveness of decision-making and business execution while strengthening the Board of Directors' audit and supervisory functions and increasing management transparency through the active involvement of Independent External Directors.

Corporate Governance Structure (as of June 23, 2026)



Board of Directors

The Board determines EIZO's fundamental management policies and other key matters and oversees business execution. To support the long-term enhancement of corporate value, the Board receives regular reports on business execution and engages in open and constructive discussion. Through effective decision-making and management oversight, the Board supports accountability and the execution of EIZO's long-term strategy.

Audit and Supervisory Committee

Composed solely of Independent External Directors, the Committee audits and supervises the execution of duties by the Directors in accordance with its audit policies and plans through attendance at Board and other important meetings, as well as through examinations of corporate operations, assets, and the Company's internal control system, including its compliance and risk management process.

Nomination and Remuneration Advisory Committee

The Committee serves as an advisory body to the Board and enhances the transparency, and objectivity of decisions related to the nomination and remuneration of Directors. It deliberates and provides recommendations on nomination policies, appointments and dismissals, and remuneration.

Management Committee

Comprised of Directors and Operating Officers, the Committee discusses important management matters and emerging issues, reviews monthly consolidated business performance, and facilitates information sharing across management functions. Through these activities, it supports agile strategy execution.

Operating Officer System

EIZO has adopted an Operating Officer System to separate management oversight from business execution and enhance the speed and effectiveness of decision-making.

Note: As of June 23, 2026, EIZO had 14 Operating Officers, including one Director who concurrently serves as an Operating Officer.

Internal Auditing System

The Audit and Supervisory Committee Secretariat and the Internal Audit Department conduct internal audits in accordance with the annual audit plan established based on the Company's audit policies. Audit results are reported to the President & CEO and the Audit and Supervisory Committee.

Board Diversity

We have established as a guiding principle that, as an essential element for medium- to long-term business growth, we will "recognize the diversity of cultures and customs in different countries and regions, and conduct our business with due consideration to the circumstances of each country and region".

Based on this fundamental policy, the composition of the Board of Directors is structured to be optimal for the Company, taking into account both diversity in terms of internationality (including race, ethnicity, and nationality) and gender, as well as a balance of knowledge, experience, and abilities among its members (women account for 33.3% of officers).

In addition, by involving Operating Officers and the presidents of Group companies in Japan in Board meetings alongside Directors, the Company enhances the effectiveness of business execution.

Name	Gender	Career Summary	Attendance in FY2025		
			Board of Directors	Audit & Supervisory Committee	Nomination & Remuneration Advisory Committee
1 President & CEO **Masaki Ebisu**	Male	After beginning his career at The Long-Term Credit Bank of Japan, Ltd. (currently SBI Shinsei Bank, Ltd.), he joined EIZO in August 2004. He subsequently served as an Operating Officer and Senior Manager of the Procurement Department, Accounting & Finance Department, and General Affairs Department. He was appointed Director in June 2021, became Executive Operating Officer in April 2023 and President & COO in April 2024. He assumed his current position in June 2026.	100% (10/10 times) Chairperson	—	—
2 Director, Executive Operating Officer, Chief Financial Officer **Manabu Arise**	Male	Joined EIZO in April 1992. After gaining management experience at overseas Group companies, he served as an Operating Officer and as Senior Manager of the Accounting & Finance Department and Procurement Department. He was appointed Director in June 2021, became Executive Operating Officer in April 2023, and assumed his current position in June 2026.	100% (10/10 times)	—	—
3 Director **Thomas J. Waletzki**	Male	Joined EIZO in August 1993. After serving in various roles at the Company's headquarters, he held the positions of General Manager, Executive Vice President & COO, and President & CEO of EIZO Inc., the Group company in the United States (current position). He assumed his current position as Director in June 2023.	100% (10/10 times)	—	—
4 Independent External Director (Audit & Supervisory Committee Member) **Toru Inoue**	Male	Served as Representative Director, Senior Executive Operating Officer, and Executive Counselor at Murata Manufacturing Co., Ltd. before being appointed External Director serving as an Audit and Supervisory Committee Member in June 2022 (current position).	100% (10/10 times)	100% (8/8 times) Chairperson/ Committee Chair	100% (5/5 times) Chairperson/ Committee Chair
5 Independent External Director (Audit & Supervisory Committee Member) **Masako Osuna**	Female	Served as Deputy General Manager of the Singapore Center and General Manager of the Seoul Office of the Japan External Trade Organization (JETRO). After serving as a Professor at Department of Management Systems, College of Informatics and Human Communication, Kanazawa Institute of Technology since February 2014, she was appointed as a Professor at the Office of Industry-University Collaboration, Organization for Research Support in April 2017 (current position).*1 Holding the current position since June 2022.	100% (10/10 times)	100% (8/8 times)	100% (5/5 times)
6 Independent External Director (Audit & Supervisory Committee Member) **Junko Matsuyama**	Female	After gaining sales experience at Fuji Xerox Co., Ltd. (currently FUJIFILM Business Innovation Corp.), she was admitted to the bar (Osaka Bar Association) in July 2013 and joined Höenzaka Law Office. In April 2021, she established Korinbo Law Office and assumed the position of Principal Attorney-at-Law, which she currently holds.*2 She assumed his current position in June 2026.	—	—	—

*1 Masako Osuna, External Director, is also a Professor at Kanazawa Institute of Technology and an External Director of Hibiya Engineering, Ltd. and Shibuya Corporation. The Company has no special relationship with any of these organizations.
*2 Junko Matsuyama, External Director, is also Managing Partner of Korinbo Law Office and an External Director (Audit and Supervisory Committee Member) of Komatsu Wall Industry Co., Ltd. The Company has no special relationship with either of these organizations.

Operating Officer Structure

The Company has adopted an Operating Officer System to enhance the speed and effectiveness of business execution.

Front row, from left
Minoru Kontani: Senior Officer, Global Business Administraton & Coordination
Kenichi Fujii: Executive Operating Officer and Senior Manager, Quality Assurance Dept.
Hideki Bansho: Executive Operating Officer and Senior Manager, Human Resources Dept.
Masaki Ebisu: President & CEO
Kazuhide Shimura: Senior Executive Operating Officer, Sales & Marketing, Global & Japan, and Senior Manager, Global Sales, Marketing & Business Operations Dept.
Masataka Shoji: Executive Operating Officer, Healthcare Business, Japan, Strategic Business Development, V&S _EVS, Development Headquarters, and Senior Manager, Development Management Division, R&D
Seiji Matsumoto: Operating Officer, Business Unit Director, Amusement, and Senior Manager, Amusement Business Development Dept,

Back row, from left
Hiroyuki Nakato: Senior Operating Officer, Sales & Marketing, Japan, Senior Manager, Sales Administration Dept., and Senior Manager, Business Enterprise Dept., Sales & Marketing
Hiroshi Nagai: Operating Officer, and Business Unit Director - V&S
Kiyotaka Hira: Senior Operating Officer, and Senior Manager, Group IT Management Dept.
Manabu Arise: Director, Executive Operating Officer, Chief Financial Officer, Senior Manager, Accounting & Finance Dept., and Senior Manager, Investor Relations (IR) Dept.
Shinya Muranaka: Operating Officer, and Senior Manager, Manufacturing Dept.
Yoshihisa Koyama: Operating Officer, Audit, and Audit and Supervisory Committee Secretariat
Masaki Kita: Operating Officer, Development Facilitation, Global, and Senior Manager, Visual Technology Dept., R&D
Yoichi Ohoto: Operating Officer, and Senior Manager, Visual Products, R&D

Operating Officers' Profile
https://www.eizoglobal.com/sustainability/governance/board/operating-officers/

As of October 1, 2026

Skills Matrix

In light of the Company's management policies and strategic priorities, including the objectives set forth in the Mid-Term Business Plan, EIZO has identified the skills and expertise required of its Directors and Operating Officers. The Company has confirmed that the Board and management collectively possess the skills outlined below to support effective oversight, strategic decision-making, and the execution of EIZO's long-term strategy.

Global Management	Knowledge and expertise in global business environment and experience in overseas business management
Accounting & Finance	Knowledge and experience in accounting, taxation, finance, capital policy, and IR activities in corporate business management
Organization, Human Resources, & Talent Development	Knowledge of human capital management such as human resource development and diversity, and experience in organizational development related to the succession of corporate culture that has created change
Internal Control, Legal Affairs, & Compliance	Experience in business management, general affairs, legal affairs, and auditing departments with knowledge of corporate governance systems and corporate ethics
Governance & Risk Management	Experience in executing duties using knowledge of corporate governance structures and company-wide risk management/monitoring methods, or experience in corporate governance practices as a Director
Business Development & M&A	Experience in leading or participating at a senior decision-making level in business development and M&A initiatives, including due diligence and post-merger integration (PMI), as part of growth strategies and business portfolio transformation
Research & Technology Development	Experience in driving innovation through "visual technology" to address social issues by utilizing expertise in research and technology development, intellectual property, applied technology, etc., which are indispensable for sustainable enhancement of corporate value
Sales & Marketing	Expertise in customers in our business areas and experience in business promotion or management of sales and marketing departments while developing new markets
Supply Chain Management	Knowledge of Material Procurement and Manufacturing Departments, and experience in overseeing the entire supply chain and executing supply chain management
Sustainability	Experience in implementing sustainability management to achieve the sustainability indicators in mid- to long-term management plans, which are indispensable for sustainable enhancement of corporate value, from a professional perspective

As of June 23, 2026

	Name	Gender	External / Independent Director	Nomination & Remuneration Advisory Committee	Main Expertise: Global Management	Accounting & Finance	Organization, Human Resources & Talent Development	Internal Control, Legal Affairs & Compliance	Governance & Risk Management	Business Development & M&A	Research & Technology Development	Sales & Marketing	Supply Chain Management	Sustainability
Director	President & CEO Masaki Ebisu	Male		○	●	●	●	●	●	●			●	●
Director	Director, Executive Operating Officer Chief Financial Officer Manabu Arise	Male			●	●		●	●	●			●	●
Director	EIZO Inc. President & CEO Thomas J. Waletzki	Male			●		●	●	●			●		●
Director	Chair, Audit & Supervisory Committee Toru Inoue	Male	○	◎ Committee Chair	●	●	●	●	●	●	●	●	●	
Director	Audit & Supervisory Committee Member Masako Osuna	Female	○	○	●		●	●	●					●
Director	Audit & Supervisory Committee Member Junko Matsuyama	Female	○	○				●	●			●		
Operating Officers	Senior Executive Operating Officer Kazuhide Shimura	Male			●				●	●		●		
Operating Officers	Executive Operating Officer Kenichi Fujii	Male						●		●	●			●
Operating Officers	Executive Operating Officer Masataka Shoji	Male								●	●	●		
Operating Officers	Executive Operating Officer Hideki Bansho	Male					●	●	●		●			●
Operating Officers	Senior Operating Officer Kiyotaka Hira	Male					●	●	●	●		●		●
Operating Officers	Senior Operating Officer Hiroyuki Nakato	Male					●	●				●		
Operating Officers	Operating Officer Masaki Kita	Male								●	●			●
Operating Officers	Operating Officer Hiroshi Nagai	Male										●	●	●
Operating Officers	Operating Officer Shinya Muranaka	Male							●				●	
Operating Officers	Operating Officer Yoichi Ohoto	Male								●	●			●
Operating Officers	Operating Officer Seiji Matsumoto	Male							●			●	●	
Operating Officers	Operating Officer Yoshihisa Koyama	Male			●	●	●	●	●					
Operating Officers	Director Minoru Kontani	Male			●			●	●			●		●

Note: The table above does not represent all of the knowledge, experience, and expertise possessed by each Director and Operating Officer.

Policies & Procedures for Director Nomination and Remuneration

Nomination & Remuneration Advisory Committee: Independent External Director Involvement

To ensure transparency and objectivity in decisions regarding Director nomination policies, the appointment and dismissal of Directors, and the remuneration system and remuneration levels for Directors (excluding Directors who are Audit and Supervisory Committee Members), EIZO has established the Nomination & Remuneration Advisory Committee as a voluntary advisory committee.

The Committee is composed of a majority of Independent External Directors, ensuring their appropriate involvement in the Board's decision-making process and providing a mechanism for reflecting their perspectives and recommendations in key decisions relating to Board composition and executive remuneration.

Policies & Procedures for Director Nomination

EIZO's policy is to nominate individuals with outstanding management capabilities, experience, integrity, and insight as candidates for Director. In addition, candidates for External Director must satisfy the Company's Criteria for Independence for External Directors and be capable of providing audits, oversight, and supervision of management and business execution from diverse and independent perspectives.

Based on these principles, Director candidates are determined by the Board following deliberation and recommendations from the Nomination & Remuneration Advisory Committee. Candidates for Directors serving as Audit and Supervisory Committee Members are nominated with the consent of the Audit and Supervisory Committee.

In determining Board composition, EIZO seeks an appropriate balance of knowledge, experience, expertise, and diversity, taking into consideration the Company's size, business characteristics, and strategic direction. EIZO appointed its first female Director in FY2022 and its first non-Japanese Director in FY2023.

The Nomination & Remuneration Advisory Committee also advances succession planning for the CEO and other key management positions through ongoing deliberations. Following these discussions, the Board resolved changes in the Representative Director positions in March 2026. As a result, EIZO transitioned to a new management structure following the conclusion of the 59th Annual General Meeting of Shareholders held on June 23, 2026.

Note: The reasons for the appointment of each Director and the Company's criteria for Independence for External Directors are disclosed in the Reference Documents for the relevant Annual General Meeting of Shareholders.

Shareholders' Meeting
https://www.eizoglobal.com/ir/stock/invitation/

Policies & Procedures for Director Remuneration

Policy

The Company's policy on Director remuneration is to establish appropriate remuneration levels that reflect the responsibilities and duties of each Director, taking into consideration the following factors:

- Motivation for medium- to long-term corporate growth of the Company and sustainable enhancement of corporate value
- Role to fulfill corporate social responsibility
- Business environment, performance, and execution of duties
- Securing human resources with excellent management skills
- The Company's business content and scale

Note: The full text of the Company's policy on Director remuneration is disclosed in the Corporate Governance Report.

Corporate Governance Report
https://www.eizoglobal.com/sustainability/governance/report/

Procedures

The methods for determining remuneration and remuneration levels for each position are stipulated in internal regulations approved by the Board of Directors following deliberation and recommendations from the Nomination & Remuneration Advisory Committee. Specific remuneration amounts for each fiscal year are determined within the framework established by these regulations, based on the Committee's deliberations and recommendations and resolutions of the Board of Directors.

The remuneration system, calculation methods, and remuneration levels for Directors serving as Audit and Supervisory Committee Members are determined through consultation among the members of the Audit and Supervisory Committee.

Incentives

For Directors with executive responsibilities, EIZO introduced Performance-based Remuneration (monetary) linked to consolidated Operating Profit as a short-term incentive and Stock-based Remuneration (non-monetary) as a long-term incentive in FY2022.

From FY2025, EIZO introduced an ESG-based component within Stock-based Remuneration to further promote initiatives addressing the Company's Materiality issues and enhance value sharing with stakeholders. This component is based on ESG performance indicators.

From FY2026, EIZO introduced an ROE-based Remuneration component within Performance-based Remuneration. By linking improvements in ROE directly to the evaluation and remuneration of executive Directors, the Company seeks to strengthen accountability for capital efficiency. In addition to consolidated Operating Profit, the use of ROE as a performance indicator encourages management decisions that balance profit creation and effective capital utilization.

Director Remuneration Structure

	Overview	FY2025 Remuneration: Directors (excluding Audit & Supervisory Committee Members)	FY2025 Remuneration: Directors serving in the Audit & Supervisory Committee
Fixed Remuneration	●Eligible: All Directors ●Performance Indicators: Position, responsibilities, years of service, remuneration levels at peer companies, Company performance, and employee salaries are comprehensively considered.	JPY 82 million	JPY 34 million (including JPY 19 million for Independent External Directors)
Performance-based Remuneration	●Purpose: To motivate Directors to improve business performance and to reflect the results of each fiscal year (Directors' bonuses) ●Eligibility: Executive Directors only ●Structure: Monetary remuneration (paid following the AGM of Shareholders after the end of the fiscal year) ●Performance indicators: Consolidated Operating Profit ×2%× Position-based remuneration points ×4/5	JPY 17 million [Maximum: JPY 150 million p.a.] [Composition: 0–50% approx.] Note: ROE-linked compensation applies from FY2026.	—
ROE-based Remuneration	●Purpose: To encourage management decisions that balance both profit creation and capital utilization ●Performance indicators: Consolidated Operating Profit ×2%× Position-based remuneration points ×1/5× ROE coefficient		
Stock-based Remuneration	●Purpose: To provide an incentive for the sustainable enhancement of corporate value ●Eligibility: Executive Directors only ●Structure: Restricted stock remuneration (granted following the AGM of Shareholders) ●Performance indicators: Position-based remuneration points	JPY 14 million [Maximum: JPY 50 million & 40 thousand shares p.a.] [Composition: 0~25% approx.]	—
ESG Remuneration	●Purpose: To promote ESG management, including initiatives addressing Materiality ●Performance indicators: Selected KPIs related to the Company's Materiality E Reduction of GHG emissions (Scope 1, 2 & 3), Recycling Rates S Employee Engagement G Third-Party (External) Evaluation of ESG Initiatives		
Total	—	JPY 113 million [Maximum: JPY 350 million p.a.]	JPY 34 million (including JPY 19 million for Independent External Directors) [Maximum: JPY 60 million p.a.]

Remuneration Structure for Executive Directors

Board Effectiveness Evaluation

The Board annually evaluates its overall efficiency to continuously improve its effectiveness in approving key management matters and properly supervising operational execution.

Evaluation Method

Following the previous fiscal year, the FY2025 evaluation was conducted through discussions among all Directors. The evaluation focused on the Board's operating structure, oversight functions, and dialogue with shareholders. In addition, the Board reviewed and assessed progress made in addressing issues identified through the previous fiscal year's effectiveness evaluation.

FY2025 Evaluation Items

- Board Composition (3 items)
- Board Operations (7 items)
- Management Strategy (7 items)
- Performance Monitoring & Management Evaluation (1 item)
- Business Ethics & Risk Management (2 items)
- Shareholders Engagement (1 item)

Evaluation Results & Ongoing Priorities

With respect to the following issues identified through the FY2024 Board effectiveness evaluation, the Board confirmed that initiatives implemented during FY2025 resulted in a degree of improvement. As further enhancement remains necessary, the Board determined that these areas will continue to be addressed as priorities.

- Strengthening communication between Independent External Directors & senior management
- Enhancing discussions on Human Capital strategy
- Ensuring sufficient time to review Board materials (including advance distribution)

In addition, with regard to Board composition, the Board determined that further consideration is required from a mid- to long-term perspective regarding the appointment of female Directors from within the Company and Directors with expertise in AI governance. The Board will continue its efforts to improve its effectiveness by addressing the above issues.

External Director Roundtable Discussion

The Role of the Board Under the New Management Structure & Corporate Value Enhancement

Following the Annual General Meeting of Shareholders held on June 23, 2026, EIZO's governance structure entered a new stage. To mark this transition, EIZO invited its Independent External Directors to participate in a roundtable discussion and share their perspectives on the new management structure and their future roles as External Directors.

Junko Matsuyama (JM)
Independent External Director
Audit & Supervisory Committee member
The Nomination & Remuneration Advisory Committee member

Masako Osuna (MO)
Independent External Director
Audit & Supervisory Committee member
The Nomination & Remuneration Advisory Committee member

Toru Inoue (TI)
Lead Independent External Director
Chair, Audit & Supervisory Committee
Chair, Nomination & Remuneration Advisory Committee

A New Stage in the Governance Structure

— How do you view the transition to the new management structure and Board composition effective June 23?

TI: I view the retirement of Chairman Jitsumori, who led the Company for many years, as a major turning point for EIZO. I am particularly interested in how leadership will be succeeded and how it will evolve going forward.

MO: I agree. With Chairman Jitsumori's retirement, I believe each executive will feel an even stronger sense of individual responsibility and initiative. Rather than relying on a single charismatic leader, I hope the Company will be led by the collective strength of the management team.

TI: Regarding the management structure, I have seen the development of the next generation of executive talent over the past several years, as well as the Company's efforts to cultivate and promote that talent. This gives me confidence in the future. I see this as an opportunity for EIZO to preserve the strengths it has built over many years while embracing changes that reflect the needs of a new era, and I have high expectations for what lies ahead.

JM: As reflected in the message President & CEO Ebisu shared with employees upon assuming his new role, I see this as an opportunity for the Company to become more transparent in its decision-making process and strengthen its commitment to collective execution once decisions are made. As an Independent External Director, I hope to contribute to greater transparency in discussions and to decision-making that incorporates diverse perspectives.

MO: With two women now serving on the Board, its composition has also evolved. As society continues to change and the advancement of women gains momentum, I would like to see further discussions not only on women's advancement but also on diversity and talent development as strategic management priorities.

TI: I agree. Looking back over the four years during which Director Osuna has worked tirelessly in this area, I feel the Company has changed considerably. As the external environment continues to evolve, I believe these reforms have been driven not only by Chairman Jitsumori's leadership but also by the efforts of other executives. If the Company continues these efforts, I believe it will further evolve into an organization that responds effectively to society's changing expectations.

Enhancing Board Effectiveness

— Under the new management structure, what role do you believe Independent External Directors should play?

TI: I believe it is important not to be overly restrictive toward new initiatives and ideas, but instead to provide oversight and advice from a constructive perspective. One of the key challenges going forward will be the evolution of the decision-making process. How will the Company transition from a structure built around strong leadership? What should change, and what core strengths should be preserved? As Independent External Directors, we intend to continuously oversee this transformation and provide the necessary guidance. I also believe that optimizing the business portfolio and developing the next generation of management talent are critical priorities, and I would like to see continued discussion on these topics.

MO: Over the past four years as an Independent External Director, I have had many opportunities to engage with Chairman Jitsumori and President & CEO Ebisu, which has deepened my understanding of the Company. Going forward, I would like to expand that dialogue by engaging more directly with Operating Officers closer to the front lines of the business. By gaining a more concrete understanding of the Company's challenges and future vision, I hope to provide even more effective advice.

JM: Even when I was working in sales, EIZO was recognized as a brand specifically chosen by customers. I believe the Company's ability to maintain that value over time lies at the heart of its competitive strength. As I continue to deepen my understanding of EIZO's broad range of businesses, I also see it as an important responsibility to draw on my experience with many different companies to provide candid observations from an external perspective and serve as an effective source of oversight where improvements may be needed. Through these efforts, I hope to contribute to the enhancement of corporate value.

Enhancing Long-Term Corporate Value

— What do you see as the key challenges and priorities for EIZO's mid- to long-term initiatives?

TI: I believe the current Mid-Term Business Plan clearly communicates the Company's direction and strategic priorities, and I appreciate the clarity of the initiatives being pursued under the plan. Given the current business environment, the key challenge is how to translate the plan into execution. I understand that management continues to engage in active discussions on this issue, and I believe that by acting on the conclusions reached through those discussions, the Company can return to generating stable Operating Profit at an early stage.

Looking ahead, I believe an important priority will be establishing an execution framework with clearly defined responsibilities and authority. Clarifying accountability and execution responsibilities, including across overseas Group companies, will be essential to the successful implementation of the Mid-Term Business Plan and the creation of further corporate value. I also hope to see specific initiatives implemented promptly to make more effective use of the Company's strong equity base.

MO: I believe we are entering an era of even greater uncertainty and complexity. In such an environment, advancing mid- to long-term initiatives requires each individual to sharpen both their understanding of current conditions and their ability to anticipate future developments. I hope that my global experience and perspective can contribute to these efforts.

JM: I believe management has carefully considered the Company's challenges and steadily advanced the initiatives that need to be addressed. Looking ahead, however, as President & CEO Ebisu has repeatedly emphasized, success will depend on how quickly the Company can execute. By leveraging EIZO's free and open corporate culture, I hope the Company can accelerate decision-making and translate decisions into action more quickly.

Achieving Capital Efficiency & Growth Investment

— How do you view management from the perspective of the Company's relationship with the capital markets?

TI: EIZO began exploring approaches suited to its circumstances at an early stage, when greater emphasis was first placed on management that is conscious of capital costs and stock price performance. As market attention to indicators such as ROE and PBR has increased and companies have accelerated efforts to improve these metrics, EIZO has also made steady progress by establishing targets and incorporating them into management practices.

In particular, with respect to ROE, the Company has clarified both its targets and the initiatives required to achieve them, and a stronger focus on ROE has begun to take root through measures such as incorporating ROE indicators into executive remuneration. I also recognize that medium-term targets have been established, quantified, and made visible for other management indicators. Going forward, it will be important to further strengthen execution management against these indicators and clarify which metrics should be used internally, including for evaluating individual businesses.

MO: From a cash allocation perspective, another key challenge is how best to utilize the Company's strong financial foundation. Investment in research and development with a view to future business opportunities will become increasingly important. To determine where investments should be directed, I believe stronger collaboration is needed both across internal functions and with external partners. The Company should continue to broaden its perspective by leveraging customer insights gained through sales activities, information gathered by developers, and an understanding of initiatives being pursued by other companies. Balancing investments that support future growth with improvements in capital efficiency will be essential to the enhancement of corporate value.

Strategic Cross-Shareholdings

Corporate Policy

We hold shares of business partners as Cross-Shareholdings when we determine that doing so will contribute to enhancing corporate value over the medium to long term, including by maintaining sound business relationships and building long-term relationships of trust. We review whether to continue holding or sell each stock by assessing the rationale for holding it. This assessment considers qualitative factors, including the purpose of holding, as well as a quantitative evaluation of the benefits of holding, such as transaction status, share price, and dividends, and whether those benefits are commensurate with the cost of capital.

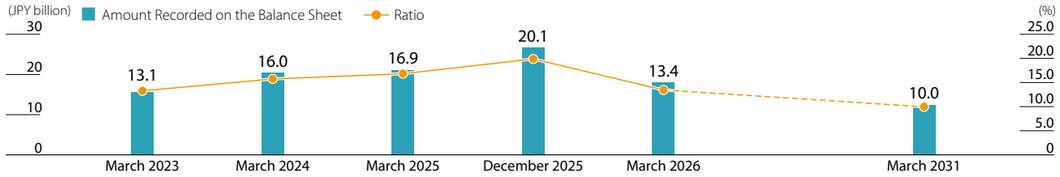
Ownership Status (as of March 21, 2026)

	Number of Stocks	Total Amount Reported in the Balance Sheet
Unlisted Stocks	3	JPY 17 million
Listed Stocks	16	JPY 18,283 million

Policy on Reducing Cross-Shareholdings

Under this policy, we will reduce Cross-Shareholdings whose rationale for holding has diminished, thereby improving capital efficiency. We have set targets to reduce the ratio of Cross-Shareholdings to consolidated net assets to less than 15% by March 31, 2028, and less than 10% by March 31, 2031.

We will achieve the target of less than 15% by March 31, 2028, by steadily changing the purpose of holding shares and completing their sale based on agreements to sell. We will also aim to achieve the target of less than 10% ahead of the March 31, 2031 deadline.



Standards for Exercising Voting Rights

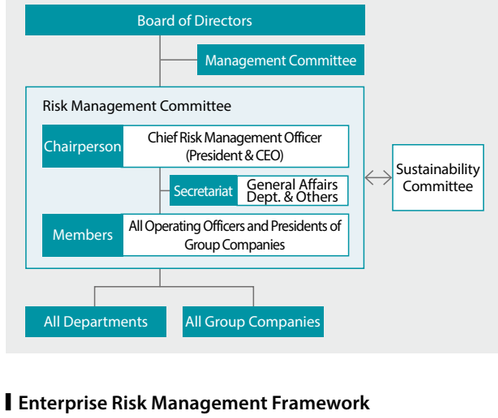
When exercising voting rights attached to Cross-Shareholdings, we carefully examine the investee company's management policies, business performance and other aspects of its management, as well as the content of each proposal. We then exercise the voting rights appropriately after determining whether the proposal will contribute to enhancing shareholder value over the medium to long term.

Risk Management

Corporate Policy

EIZO recognizes that appropriate risk management is essential to achieving its management objectives and executing its business strategies. Accordingly, EIZO has established and operates an Enterprise Risk Management framework under which risks are managed in an integrated and centralized manner at headquarters.

Risk Management Committee Structure



Enterprise Risk Management Framework

● Risk Identification & Assessment by the Risk Management Committee

Pursuant to the Risk Management Regulations, EIZO has a Risk Management Committee, which meets twice annually. The Committee reviews risks identified by each department and Group company, identifies those considered significant, and assesses the associated risks and response measures.

● Determination of Material Risks by the Management Committee

The findings and assessments compiled by the Risk Management Committee are reviewed by the Management Committee, which determines the material risks that could affect the management of the EIZO Group. By integrating risk management with the Company's management-by-objectives system, each department reflects responses to material risks in its objectives and plans for the following fiscal year and implements appropriate responses, including risk mitigation, retention, avoidance, and transfer.

● Monitoring of Responses to Material Risks

The status and progress of responses to material risks are reviewed by the Risk Management Committee and reported to the Management Committee.

Business-related Risks
https://www.eizoglobal.com/ir/management/risk/

Risk Management
https://www.eizoglobal.com/sustainability/governance/riskmanagement/

Business Continuity Plan (BCP)

EIZO has a documented Disaster Response BCP to prepare for large-scale disasters and emergencies. The plan outlines preparedness measures for maintaining normal operations, as well as procedures for employee safety confirmation and rescue activities immediately following a disaster. The plan outlines targets for recovering critical business operations and resuming product supply within one month.

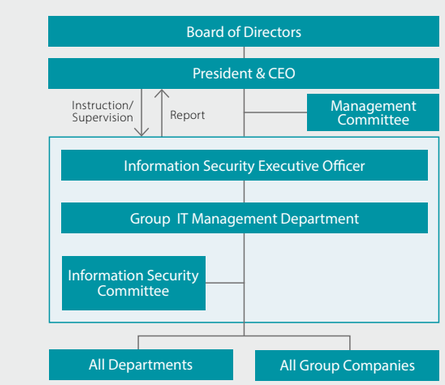
Information Security

EIZO has established management policies and procedures to ensure proper handling of confidential and personal information. It strengthens its information security through initiatives such as information security training for employees across all Group companies and operates a Computer Security Incident Response Team (CSIRT)*1 to respond to incidents, including data leaks.

EIZO has obtained certification under ISO/IEC 27001:2022, the international standard for information security management systems (ISMS).*2

*1 CSIRT: Computer Security Incident Response Team
*2 Scope: EIZO Corporation, EIZO Support Network Corporation, & Carina System Co., Ltd.

Information Security Governance



Information Security
https://www.eizoglobal.com/sustainability/governance/informationsecurity/

AI Governance

While recognizing AI-related risks, including potential declines in competitiveness and compliance risks, EIZO also recognizes the need to leverage AI to enhance the quality of products and services, improve operational efficiency, and promote harmony with society, thereby supporting long-term value creation.

To address these opportunities and risks, EIZO established its AI Ethics Base Policy in March 2026 and implemented an AI Governance Framework.

AI Governance
https://www.eizoglobal.com/sustainability/governance/ai/

Compliance

Corporate Policy

To support the realization of its corporate philosophy, EIZO has an established EIZO Group Code of Conduct as a framework for conducting business with integrity and with due consideration for the environment, human rights, and ethics.

The Code communicates EIZO's approach to sustainability to stakeholders while also serving as the standard for decision-making and conduct for Directors and employees throughout the Group. To reinforce the Code, EIZO has also established the EIZO Group Human Rights Policy and the EIZO Group Anti-Bribery & Anti-Corruption Policy.

Both the Code and these policies have been translated into ten languages and are implemented across the Group. EIZO will continue to review and improve these frameworks in response to ongoing developments of the Group and its operations, as well as changes in the external environment.

EIZO Group Code of Conduct
https://www.eizoglobal.com/company/code/

EIZO Group Anti-Bribery and Anti-Corruption Policy
https://www.eizoglobal.com/sustainability/governance/compliance/#anchor06

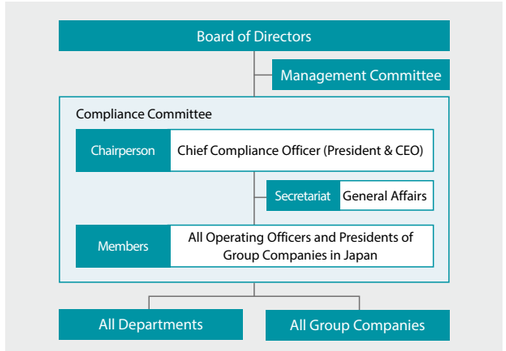
Compliance Management Framework

Pursuant to the Compliance Regulations, EIZO has an established Compliance Committee, chaired by the President & CEO, who serves as Chief Compliance Officer, under the supervision of the Board.

Each year, the Committee identifies and assesses compliance risks across the Group and develops and implements compliance programs incorporating preventive and corrective measures. The results of these activities are reviewed regularly, and continuous improvements are made by addressing identified gaps, considering additional actions, and revising relevant policies and procedures.

In the event of a compliance violation, appropriate actions are taken under the direction of the Chief Compliance Officer.

Compliance Committee Structure



Internal Whistleblowing System

Pursuant to the relevant regulations, EIZO operates an Internal Whistle-Blowing System across the Group to encourage the early detection and prevention of material incidents that could impact corporate value, including legal violations and misconduct. Directors and employees are encouraged to report legal or ethical concerns, compliance-related or potential issues encountered in the course of business, regardless of their own involvement. EIZO offers comprehensive whistle-blowing channels accessible through both internal and external mechanisms. Upon receipt of a report, the Chief Compliance Officer and the Legal & Compliance Section take appropriate action.

Procedures are available in local languages, and EIZO continuously monitors and evaluates the system to ensure ongoing improvement and effective operation. In line with EIZO's zero-tolerance policy toward retaliation, the Company maintains a confidential reporting system that enables employees to raise concerns without fear of reprisal. The system supports anonymous reporting and strict privacy protection and prohibits any disadvantageous treatment resulting from reporting. Through these efforts, EIZO maintains an effective system that supports the Group's self-correcting capabilities."

Whistleblowing System for a Wide Range of External Stakeholders

In April 2024, EIZO became a full member of the Japan Center for Engagement and Remedy on Business and Human Rights (JaCER). Through JaCER's Engagement and Remedy Platform, Through JaCER's Engagement and Remedy Platform, EIZO accepts complaints and reports from a broad range of external stakeholders across its global supply chain.

Ref. Respect for Human Rights › Pages 55–56

Compliance Education

As a globally operating corporate group, EIZO is required to maintain a high level of vigilance regarding increasingly complex laws and regulations in Japan and overseas. Accordingly, regulatory compliance initiatives and related training form an integral part of the Company's compliance program.

EIZO regularly exchanges information with overseas Group companies to monitor local regulatory developments, respond appropriately to legal and regulatory requirements, and provide necessary training. Within Group companies in Japan, the Legal & Compliance Department conducts compliance training at least once a year using online learning tools to ensure the continuous updating and reinforcement of compliance knowledge among all Directors and employees, including temporary staff.

In addition, regular function-specific and level-based training programs are conducted to further raise compliance awareness and deepen understanding across the Group.

Compliance
https://www.eizoglobal.com/sustainability/governance/compliance/

Corporate Information

Corporate Profile & Stock Information (As of March 31, 2026)

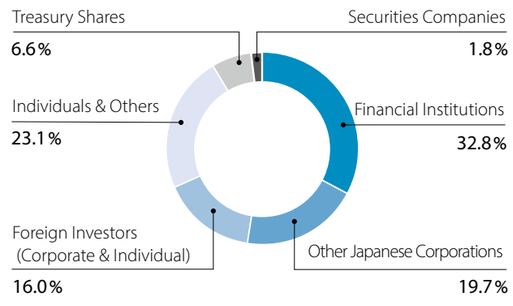
Company Name	EIZO Corporation
Representative	Masaki Ebisu, President & CEO
Established	March 1968
Capital	JPY 4,425 million
Head Office	153 Shimokashiwano, Hakusan, Ishikawa, 924-8566, Japan TEL. +81-76-275-4121 https://www.eizoglobal.com/
Sales Offices (Japan)	Sapporo, Sendai, Tokyo, Nagoya, Ishikawa, Osaka, Hiroshima, Takamatsu, Fukuoka
Number of Employees	Group: 2,467 Parent: 1,111 (including average number of temporary employees)
Business Activities	Development, design, manufacture, and sales of visual imaging solutions
Fiscal Year	From April 1 to March 31 of the following year
Authorized Number of Shares	130,000,000 shares
Number of Shares Issued	42,330,820 shares (including 2,796,975 treasury shares)
Number of Shareholders	17,231
Stock Exchange Listing	Tokyo Stock Exchange Prime Market (Securities Code: 6737)
Shareholder Registry Administrator	Sumitomo Mitsui Trust Bank, Limited
Financial Auditor	Deloitte Touche Tohmatsu LLC

Major Shareholders (Top 10)

Name	Shares Held (Thousands)	Ownership Ratio (%)*
The Master Trust Bank of Japan, Ltd. (Trust Account)	5,543	14.02
Custody Bank of Japan, Ltd. (Trust Account)	4,251	10.75
The Hokuriku Bank, Ltd.	1,673	4.23
Yoshiki Sasaki	1,250	3.16
Hiroaki Corporation Co., Ltd.	1,135	2.87
Hazuki Corporation Co., Ltd.	1,135	2.87
EIZO Employees Shareholding Association	1,033	2.61
FUJI CORPORATION	759	1.92
Sumitomo Mitsui Trust Bank, Limited (Trust Account Ko-25)	600	1.52
Sanyo Bussan Co., Ltd.	560	1.42
J.T. Co., Ltd.	560	1.42

* Calculated after deducting treasury shares held by the Company (2,796,975 shares)

Distribution of Shares by Shareholder Type



Shareholder Information
https://www.eizoglobal.com/ir/stock/shareholder/

Investor Relations
https://www.eizoglobal.com/ir/

Consolidated Financial Data

Fiscal Year	2015	2016	2017	2018	2019	2020	2021	2022	2023	2024	2025 (JPY million)	2025*3 (USD thousand)
Financial Results												
Net Sales	74,878	78,284	84,057	72,944	76,480	76,565	86,789	80,849	80,471	80,493	**81,308**	**511,371**
Operating Profit	5,081	7,033	8,554	5,370	6,441	7,935	11,299	5,002	3,908	3,706	**2,365**	**14,881**
Profit Attributable to Owners of the Parent	4,202	5,661	7,138	4,308	4,671	6,155	7,794	5,862	5,454	4,148	**7,323**	**46,063**
R&D Expense	5,387	5,625	5,908	5,932	5,993	5,642	5,834	6,142	6,314	6,717	**6,862**	**43,157**
CAPEX	4,814	2,512	2,163	4,125	4,346	3,563	3,033	3,163	2,390	4,471	**4,668**	**29,358**
Depreciation	2,052	2,367	2,604	2,751	2,986	3,033	2,612	2,316	2,672	2,936	**3,301**	**20,767**
Financial Position												
Total Assets	104,792	115,160	119,497	121,423	125,284	150,061	155,459	155,935	164,819	157,759	**177,482**	**1,116,239**
Shareholders' Equity	78,011	85,280	91,521	94,924	95,979	114,453	118,582	120,580	129,424	124,355	**136,930**	**861,201**
Cash Flow												
Operating Activities	6,772	10,533	4,829	5,348	8,157	6,600	8,429	△7,592	7,914	11,543	**5,566**	**35,013**
Investing Activities	△3,033	△4,157	△6,567	△8,713	△3,717	△3,333	△2,394	853	△1,057	△2,140	**1,687**	**10,616**
Financing Activities	△1,386	△1,598	△2,772	△796	△2,433	△2,648	△2,899	△6,351	△533	△4,711	**△8,584**	**(53,994)**
Net Increase (Decrease) in Cash and Cash Equivalents	2,198	4,573	△4,399	△4,295	1,842	940	3,505	△12,830	6,861	4,640	**△705**	**(4,440)**
Cash and Cash Equivalents, End-of-Year	20,221	24,794	20,394	16,099	17,942	18,882	22,387	9,557	16,418	21,058	**20,352**	**128,000**
Per Share Data*1												
Earnings Per Share (EPS) (JPY)	98.55	132.77	167.41	101.05	109.57	144.36	182.81	140.48	132.56	100.81	**180.64**	**1.14USD**
Book Value Per Share (BPS) (JPY)	1,829.48	1,999.95	2,146.32	2,226.14	2,250.89	2,684.15	2,781.01	2,930.61	3,145.04	3,021.38	**3,463.64**	**21.78USD**
Dividend Per Share (JPY)	35.0	40.0	45.0	50.0	55.0	57.5	60.0	62.5	100.0	105.0	**110.0**	**0.69USD**
Total Payout (%)*2	35.5	30.1	26.9	49.5	50.2	39.8	32.8	92.2	75.4	104.2	**109.5**	
Financial Indicators												
Operating Margin (%)	6.8	9.0	10.2	7.4	8.4	10.4	13.0	6.2	4.9	4.6	**2.9**	
ROE (%)	5.3	6.9	8.1	4.6	4.9	5.9	6.7	4.9	4.4	3.3	**5.6**	
ROA (%)	5.4	6.5	8.1	4.7	5.3	6.4	7.9	3.9	3.9	2.8	**2.3**	
EBITDA	7,812	9,474	12,113	8,465	9,597	11,866	15,987	8,484	9,088	7,757	**7,279**	
Equity Ratio (%)	74.4	74.1	76.6	78.2	76.6	76.3	76.3	77.3	78.5	78.8	**77.2**	
Exchange Rates (Average for the Period)												
USD/JPY	120.16	108.34	110.85	110.93	108.70	106.10	112.39	135.50	144.59	152.62	**150.67**	
EUR/JPY	132.60	118.74	129.66	128.45	120.81	123.76	130.55	140.99	156.75	163.88	**174.64**	
Net Sales by Market												
Business & Plus (B&P)	17,991	16,822	18,111	17,787	16,409	16,864	17,544	18,583	15,469	15,785	**14,325**	**90,100**
Healthcare	23,408	26,097	29,780	30,408	29,390	26,924	31,905	34,713	36,690	34,117	**36,578**	**230,050**
Creative Work	6,355	5,470	5,749	5,971	5,345	5,485	6,278	6,746	5,880	5,523	**5,342**	**33,597**
Vertical & Specific (V&S)	6,870	6,956	7,885	7,419	10,403	8,665	8,337	9,269	10,043	12,608	**12,552**	**78,943**
Amusement	15,279	18,408	15,233	8,583	9,607	14,446	18,141	6,498	6,684	6,058	**5,414**	**34,057**
Others	4,973	4,527	7,297	2,772	5,324	4,179	4,581	5,039	5,702	6,399	**7,094**	**44,624**
Total	74,878	78,284	84,057	72,944	76,480	76,565	86,789	80,849	80,471	80,493	**81,308**	**511,371**

*1 EIZO conducted a two-for-one stock split of its common stock effective October 1, 2024. Per-share information shown above has been calculated assuming that the stock split had been implemented at the beginning of FY2021.
*2 Total payout ratio includes Share Buybacks. Actual Share Buybacks amounted to JPY 2,821 million in FY2022 and JPY 3,582 million in FY2025.
*3 The translations of Japanese yen amounts into U.S. dollar amounts are included solely for the convenience of readers outside Japan and have been made at the rate of ¥159 to $1, the approximate rate of exchange at March 31, 2026.