Mid-Term Business Plan
2009-2011
“Undisputed Top Position”
Disclaimer Regarding Forward-looking Statements

Any statements in this document, other than those of historical fact, are forward-looking statements about the future performance of Eizo and its group companies, which are based on management’s assumptions and beliefs in light of information currently available, and involve risks and uncertainties. Actual results may differ materially from these forecasts.
# Mid-Term Business Plan

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II  Direction for Coming Mid-Term Plan

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  4. Business Plan (by Product & Business Unit)
  5. Policy on Return to Shareholders

Note: “08F” appearing in this presentation means “Financial Year 2008”
I  Review of Previous Mid-Term Plan (2006-2008)

II  Direction for Coming Mid-Term Plan

III  Mid-Term Plan (2009-2011)
I-1 Review of Mid-Term Plan (2006-2008) - Net Sales

<table>
<thead>
<tr>
<th>Year</th>
<th>Computer Monitors</th>
<th>Amusement Monitors</th>
<th>Others</th>
<th>3Y Plan</th>
</tr>
</thead>
<tbody>
<tr>
<td>04F</td>
<td>36.6</td>
<td>36.2</td>
<td>5.7</td>
<td>48.7</td>
</tr>
<tr>
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<td>36.2</td>
<td>43.5</td>
<td>5.2</td>
<td>48.7</td>
</tr>
<tr>
<td>06F</td>
<td>39.3</td>
<td>45.5</td>
<td>5.1</td>
<td>49.9</td>
</tr>
<tr>
<td>07F</td>
<td>45.5</td>
<td>53.4</td>
<td>5.2</td>
<td>53.4</td>
</tr>
<tr>
<td>08F</td>
<td>42.0</td>
<td>60.8</td>
<td>6.4</td>
<td>72.2</td>
</tr>
</tbody>
</table>

Net Sales:
- 2006: 45.5 Billion JPY
- 2007: 53.4 Billion JPY
- 2008: 60.8 Billion JPY

3Y Plan:
- 2006: 100.0 Billion JPY
- 2007: 115.0 Billion JPY
- 2008: 130.0 Billion JPY

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I-2 Review of Mid-Term Plan (2006-2008) - Ordinary Income

(Ordinary Income/Net Sales)

(JPY Bil.)

04F 05F 06F 07F 08F (Est)

<table>
<thead>
<tr>
<th>Year</th>
<th>Actual</th>
<th>3Y Plan</th>
</tr>
</thead>
<tbody>
<tr>
<td>04F</td>
<td>11.4%</td>
<td>10.3%</td>
</tr>
<tr>
<td>05F</td>
<td>14.1%</td>
<td>11.9%</td>
</tr>
<tr>
<td>06F</td>
<td>12.3%</td>
<td>11.7%</td>
</tr>
<tr>
<td>07F</td>
<td>10.0%</td>
<td>9.5%</td>
</tr>
<tr>
<td>08F</td>
<td>5.7%</td>
<td>12.5%</td>
</tr>
</tbody>
</table>

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I-3 Review of Mid-Term Plan (2006-2008) - by Market (1/2)

General LCD Monitors
- Expanded product line-up of widescreen monitors
- Introduced HDMI inputs
- Commenced “EcoView” series

Graphic Arts Market
- Maintained #1 position
- Expanded presence in software proofing market
- Expanded the series range to include high-end amateurs

Medical Market
- Achieved #1 position
- Widened product line-up for PACS (Picture Archiving Communication Systems), Ultrasound, etc…
- Total quality control software solutions
- Acquired the medical monitor business of Siemens A&D, and entered the Modality market
Mid-Term Business Plan

Air Traffic Control (ATC) Market
- Entered the ATC market through the acquisition of Tech Source, Inc.
- Acquired the ATC monitor business of eg-electronic GmbH
- Pursued synergy between ATC monitors & General LCD monitors

Amusement Monitors
- Developed new graphics engine for high-resolution motion picture
- Larger size monitors for greater impact
- Improved the strength of software R&D
- Entered Pachinko-slot market
- Maintained #1 position

Industrial Market
- Acquired the industrial monitor business of eg-electronic GmbH
- Expanded existing EIZO business into the industrial market
I Review of Previous Mid-Term Plan
   (2006-2008)

II Direction for Coming Mid-Term Plan

III Mid-Term Plan (2009-2011)
II-1 Completed & Coming Mid-Term Plan

Achieve 3rd Mid-Term Plan for further future growth

1st Mid-Term Plan
(’03 - ’05)
“Evolving, Exploring, Innovating”
- Growth in vertical markets
- Commence direct sales
- Reorganization of mfg. subsidiaries

2nd Mid-Term Plan
(’06 - ’08)
“Compelling Differentiation”
- #1 in the Medical Market
- Entered the ATC Market
- Build up global R&D & production systems through M&A

3rd Mid-Term Plan
(’09 - ’11)
“Undisputed Top Position”
- #1 in strategic vertical markets
- Commence development of the Industrial market
- Revision for leaner & more effective corporate operation

Mid-Term Business Plan
II-2 Direction for Coming Mid-Term Plan

Environment

Product
- Ecology
- Cost saving solutions
- Application diversification

Market
- Financial panic, Global recession, Yen appreciation
- Highly competitive
- Survival of the fittest

Direction for Mid-Term Plan

Focus on silver lining in the tough financial & market environment

1. Cement #1 position in the Medical & Graphic Arts markets
2. Aim for deep penetration into the ATC & Industrial markets
3. Maintain the position of #1 supplier of Amusement monitors

“Undisputed Top Position”
Mid-Term Business Plan

Business Model for Dynamic Growth

Business Units
- Amusement Monitors
- Graphic Arts
- Medical
- Industrial
- ATC
- Entertainment
- General Monitors
- Amusement Monitors

Core Competencies
- H/W Tech.
- S/W Tech.
- Other Tech.

Note: “H/W” means “Hardware”, “S/W” means “Software”.

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13% own R&D, 100% own Production

Maximize synergy from global R&D

Optimize global production system for markets / customers
I  Review of Previous Mid-Term Plan  
   (2006-2008)

II  Direction for Coming Mid-Term Plan

III  Mid-Term Plan (2009-2011)
### III-1 Overall Plan (1/2)

#### (JPY Bil.)

<table>
<thead>
<tr>
<th></th>
<th>08F</th>
<th>09F</th>
<th>10F</th>
<th>11F</th>
</tr>
</thead>
<tbody>
<tr>
<td>Net Sales</td>
<td>74.5</td>
<td>75.0</td>
<td>82.0</td>
<td>90.0</td>
</tr>
<tr>
<td>Operating Income</td>
<td>4.3</td>
<td>5.0</td>
<td>6.4</td>
<td>9.0</td>
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<tr>
<td>Ordinary Income</td>
<td>4.2</td>
<td>5.0</td>
<td>6.4</td>
<td>9.0</td>
</tr>
<tr>
<td>Net Income</td>
<td>0.6</td>
<td>3.0</td>
<td>3.8</td>
<td>5.4</td>
</tr>
<tr>
<td>Operating Income/Net Sales</td>
<td>5.8%</td>
<td>6.7%</td>
<td>7.8%</td>
<td>10.0%</td>
</tr>
</tbody>
</table>

- Net Sales & Operating Income 2011: JPY 90.0 Bil. & JPY 9.0 Bil.
- Average Net Sales Growth Rate (2008-2011): 7%
Mid-Term Business Plan

II-2 Selling, General & Administrative Expenses

Leaner & More Effective Operation

➢ Re-engineer R&D & QA processes for greater efficiency
➢ More effective sales promotion & advertising for brand building
➢ Optimize global logistics & production
➢ Aggressively invest in strategic business development
Innovative R&D to Cement Top Position

**Computer Monitors**
- Medical Imaging technology
  - Greater diagnostic accuracy
  - Innovate Operation environment
- Remote quality control solution to further reduce TCO
- Technology of ‘intelligent’ monitors
- Next generation graphics engine for advanced higher quality images
- Technology to offer product reliability under tougher environmental conditions

**Amusement Monitors**
- New graphics engine offering vivid reality
- S/W technology enabling dynamic expression for improved play

Note: 07F: Excluding amortization of “Technology & Software (JPY 1.3 Bil.),” a part of purchase price of Siemens Medical Monitor Business according to Japanese GAAP.
Mid-Term Business Plan

III-4 Net Sales for LCD Monitors - by Segment

<table>
<thead>
<tr>
<th></th>
<th>08F</th>
<th>09F</th>
<th>10F</th>
<th>11F</th>
</tr>
</thead>
<tbody>
<tr>
<td>General LCD Monitors</td>
<td>43.8</td>
<td>43.3</td>
<td>49.4</td>
<td>56.2</td>
</tr>
<tr>
<td>Medical</td>
<td>18.0</td>
<td>20.0</td>
<td>22.5</td>
<td>25.0</td>
</tr>
<tr>
<td>Graphic Arts</td>
<td>17.1</td>
<td>11.4</td>
<td>11.2</td>
<td>10.2</td>
</tr>
<tr>
<td>ATC</td>
<td>5.6</td>
<td>6.0</td>
<td>7.2</td>
<td>9.0</td>
</tr>
<tr>
<td>Industrial</td>
<td>1.0</td>
<td>1.8</td>
<td>2.2</td>
<td>3.0</td>
</tr>
<tr>
<td>Entertainment</td>
<td>1.6</td>
<td>2.5</td>
<td>2.8</td>
<td>5.0</td>
</tr>
</tbody>
</table>

Mid-Term Plan

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Reinforce Competitiveness & EIZO Brand

**Market Outlook**
- Further growth of widescreen monitors
- Market slowdown in Japan, USA & EU
- Diversification of Usage, Workplace environment, & Specification
- Increasing ecological awareness

**Strategy & Challenges**
- Reinforce widescreen product line-up & promote differentiation
- Pursue advanced technology for new business models
- Stronger price competitiveness through the reduction of R&D expenses & production costs
Mid-Term Business Plan

III-4 General LCD Monitors (2/2)

Net Sales

(JPY Bil.)

<table>
<thead>
<tr>
<th>Year</th>
<th>Net Sales</th>
</tr>
</thead>
<tbody>
<tr>
<td>08F</td>
<td>17.1</td>
</tr>
<tr>
<td>09F</td>
<td>11.4</td>
</tr>
<tr>
<td>10F</td>
<td>11.2</td>
</tr>
<tr>
<td>11F</td>
<td>10.2</td>
</tr>
</tbody>
</table>

Mid-Term Plan

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Undisputed #1 position as all-around medical monitor supplier

Market Outlook
- Survival of the fittest
- Continuing growth in spite of global recession. Continued trend towards filmless diagnosis & progress of digital medical techniques

Strategy & Challenges
- Increase collaboration between Japanese & German R&D, Production & Sales operations
- Expand Endoscope & OR PACS product line-ups

Medical Markets

<table>
<thead>
<tr>
<th>Modalities</th>
</tr>
</thead>
<tbody>
<tr>
<td>PACS</td>
</tr>
<tr>
<td>Mammography</td>
</tr>
<tr>
<td>Clinical Review</td>
</tr>
<tr>
<td>Ultrasound</td>
</tr>
<tr>
<td>Endoscope</td>
</tr>
<tr>
<td>OR PACS</td>
</tr>
</tbody>
</table>

Note: PACS - Picture Archiving Communication Systems
Further growth to cement #1 position

Segments of Graphic Arts Market

- Video Monitor
  - ColorEdge CG232W for video monitor use
- Desktop Monitor
- Moving image (Professional video production)
- Print
- Photo
- Still image

Succeeded
New targets of this Mid-Term Plan

Mid-Term Business Plan

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III-4 Graphic Arts Market (2/2)

Net Sales

(JPY Bil.)

0 5 10

03F 04F 05F 06F 07F 08F 09F 10F 11F

Mid-Term Plan

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Offer total solution for deep market penetration

Primary Controller Monitor (2K x 2K)

Total ATC Solution

General LCD monitors (Secondary Monitors)

Graphics Boards, Digital Video Recorder
Mid-Term Business Plan

III-4 Air Traffic Control (ATC) Market (2/2)

<table>
<thead>
<tr>
<th>Year</th>
<th>Net Sales (JPY Bil.)</th>
</tr>
</thead>
<tbody>
<tr>
<td>08F</td>
<td>0.3</td>
</tr>
<tr>
<td>09F</td>
<td>1.6</td>
</tr>
<tr>
<td>10F</td>
<td>2.8</td>
</tr>
<tr>
<td>11F</td>
<td>4.0</td>
</tr>
</tbody>
</table>

Mid-Term Plan
Aggressive investment to kick-start achievement

**Strategy & Challenges**

- Vertical startup through newly-organized dept. for industrial monitor
- Flexible & timely product customization taking advantage of current wide product line-up
- Flexible production systems
  - Line production
  - Cell production
  - Lot production

- Factory Automation
- Security System
- Interactive Kiosk
- Automotive
Mid-Term Business Plan

II-4 Industrial Market (2/2)

Net Sales

(JPY Bil.)

- Net Sales of acquired business from eg-electronic GmbH
- Net Sales of EIZO’s original business

Mid-Term Plan

Note: 08F net sales includes one month of acquired businesses

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Inspire gamers & video users with sophisticated LCD-TV technology

NEW FORIS

Expand “FORIS” brand to worldwide entertainment market

Apply LCD-TV technology to PC monitors

Pursue entertainment functions for gamers & video users

LCD-TV FORIS.TV

FlexScan HD-Series

Mouse with function of TV remote controller

LCD-TV FORIS.HD

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Mid-Term Business Plan

III-4 Entertainment Market (2/2)

Net Sales

<table>
<thead>
<tr>
<th>Year</th>
<th>Net Sales (JPY Bil.)</th>
</tr>
</thead>
<tbody>
<tr>
<td>08F</td>
<td>1.6</td>
</tr>
<tr>
<td>09F</td>
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<tr>
<td>10F</td>
<td>2.2</td>
</tr>
<tr>
<td>11F</td>
<td>3.0</td>
</tr>
</tbody>
</table>
Advance S/W & H/W technologies to offer more exciting titles

**Market Outlook**
- Shrinking trend of the market scale
- More sophisticated S/W development
- Diversifying elements of entertainment

**Strategy & Challenges**
- Reinforce the relationship with business partners
- Develop high performance H/W with the latest devices
- Reinforce the power of S/W development and release many more quality titles
Net Sales

<table>
<thead>
<tr>
<th>Year</th>
<th>2008F</th>
<th>2009F</th>
<th>2010F</th>
<th>2011F</th>
</tr>
</thead>
<tbody>
<tr>
<td>Value</td>
<td>26.0</td>
<td>28.7</td>
<td>28.9</td>
<td>29.6</td>
</tr>
</tbody>
</table>

Mid-Term Plan
Increase direct sales by improved website interface

Online shop: EIZO Direct

Direct appeal to end-users

Direct shop: EIZO Galleria

Direct research in needs of end-users

Direct sales to offices

More competitive pricing

More active business model

More attractive products

Online shop: EIZO Direct
We will return profits to shareholders with a well-balanced judgment on areas such as investment in R&D, facilities, and infrastructure for future growth and expansion.

We will strive hard to strengthen our financial base in order to achieve the profit return target of 30% to 40% of Net Income for shareholders.