

We will respect basic human rights and value a broadminded corporate culture.

EIZO is a company focused on creative development that requires the imaginative ideas and powerful motivation of all its employees. We therefore take various measures to create a broadminded corporate culture by developing an environment that encourages the free exchange of opinions and a workplace in which employees have a sense of security. Many of our top managers at overseas Group companies are local personnel, and we pay due consideration to the diversity of each country's cultures and customs in order to create the most suitable working environments.

## Employee Dialogue

One of EIZO's Seven Promises in its Principles of Conduct is, "We will respect basic human rights and value a broadminded corporate culture," and the company is taking action to fulfill this promise. In May 2015 some younger employees gathered and exchanged their opinions under the theme, "What is the broadminded corporate culture of EIZO?"



Participants (from left):

- Fumiki Kezuka, EIZO Corporation
- Yongkil Ko, EIZO Corporation
- Kotaro Makisaka, EIZO Corporation
- Yasuyo Shiimoto, EIZO Corporation
- Rachel Duplessis, EIZO Corporation
- Ayaka Kasuga, Irem Software Engineering Inc.
- Takuma Kameda, EIZO Support Network Corporation

## Broadminded Corporate Culture of EIZO

**Ko:** I am in charge of purchasing liquid crystal panels while ensuring coordination across many departments of the company. From my first year in the company, I have been given opportunities to talk directly with senior members of the development department and select suitable panels. I feel there is a flattened, open atmosphere that encourages discussion regardless of length of service or rank.



**Makisaka:** I agree. Because the nature of my responsibility involves quality, I work with many departments. Senior members of other departments responsible for product development sincerely face problems presented by inexperienced people like me and are willing to cooperate.

**Kameda:** In my first year in the company, I was entrusted with the inspection of products introduced to facilities across the country.

**Ko:** I see the broadminded corporate culture in that we are entrusted with important responsibilities and our opinions are heard, regardless of the length of our service.

**Kezuka:** Well, I'm entrusted with preparing monthly reports as important material for business decisions. Six months after joining the company, I went along with my superior on a visit to an overseas company for about three weeks to construct its accounting system. I think such opportunities are scarce for new employees.

**Kasuga:** When a design I proposed in my first year in the company was adopted and I saw the model actually at the store front, I felt really great about joining EIZO. I'm also happy to have opportunities to participate in multiple projects beyond the tasks in my charge, so that I can gain considerable experience, right from the first year.



**Duplessis:** We engage in lively discussions in the Sales Promotion Section and are free to speak out, regardless of length of service. I feel the atmosphere is very pleasant. I'm from the United States and have been in Japan and away from my home for four years. I like the working environment, find my job rewarding every day, and want to continue working for years to come in this atmosphere of freedom.

**Kameda:** I also feel there are no barriers that prevent speaking freely among Group companies.

**Shiomoto:** I like having an environment in which we can talk with each other and share our thoughts. In our section we talked about how we hope to shape the future of the company and what products and technologies we want, and then we developed a specific plan in the form of a road map. This kind of environment reflects a broadminded corporate culture that enables not only senior members but first-year employees as well to talk about what we want to do and put it into a concrete form.



### Why Has this Broadminded Corporate Culture Been Created?

**Makisaka:** Here, many people have the flexibility to think about new things, outside the box. This may have led to the creation of an atmosphere that encourages people to state their opinions freely, regardless of length of service.

**Kameda:** I agree. People openly accept statements of problems and suggestions for improvement, even coming from first-year employees; workers in ordinary companies might flatly reject such talk from new employees.

**Kezuka:** The mindset of the management may be a contributing factor as well. They take various measures to create an open atmosphere. For example, "working casual" has been adopted, and both officers and rank-and-file employees eat in the same company cafeteria. I think the management's attitude has spread across the entire company.



**Kasuga:** I think active communication is in the background. In addition to many occasions for discussion during breaks, we have good welfare programs, including recreation activities and facilities, as well as a variety of activities like cherry blossom viewing and barbecue parties. Communications across sections, divisions and projects also contributes to this atmosphere.

**Duplessis:** The company provides a supportive atmosphere for planning such events.

**Shiomoto:** I agree. I wanted a casual exchange for the entire company and organized an event to gather employees from across the company. Typically the General Affairs Department is expected to organize this kind of event, but here an employee of the development division can do it. That's because a spirit of mutual respect and support has been established in the company.

**Makisaka:** I agree. In addition to an open and cooperative atmosphere for young staff in business and event planning, people support their actions for the benefit of the company.

### For Further Improving Our Working Environment

**Shiomoto:** Because there's a product I have wanted to create since joining the company, I'm taking the initiative to conduct market research with the cooperation of my subordinates. Although I haven't received direction from my supervisor, I feel that the company has been backing the efforts. I want to continue to propose new products and services actively and provide good incentives to people in my workplace by taking on more new challenges.

**Kasuga:** I would also like to actively participate in other projects and events to get inspired for generating new ideas.

**Kameda:** I want to create opportunities such as round table talks for the field and the development division in order to better reflect customer feedback in product development.



**Ko:** I'll always look for and propose better ways and processes for doing our work.



**Makisaka:** I'd be happy to create opportunities for divisions to present what they are doing to each other. Seeing what people in other divisions are doing inspires us and raises motivation. Expanding our horizons, presenting and providing stimuli to each other will lead to creating new things.

**Kezuka:** I agree. And I want to encourage more active communication with other departments, including the field and development division.

**Shiomoto:** So there's active communication in each field without regard to years in service, post, division, project or Group company? Like you, I will actively develop new proposals and tackle my work with freewheeling imagination.



## ▀ Laying the Foundations for a Motivating Workplace

We undertake various activities to create a motivating workplace environment that cultivates excellent human resources for the sake of the long-term growth of our personnel as well as further corporate development.

### ▶ Employment

To ensure that EIZO continues to develop cutting-edge imaging technology for creating and offering new values as a company focused on creative development, we are expanding our engineering staff and creating a motivating workplace for our employees.

### ▶ Developing Trust-Based Labor-Management Relations

#### ■ EIZO Group Including Overseas Affiliates (as of March 31, 2015)

Number of Employees (including temporary workers)	2,168	Engineering staff	779
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#### ■ EIZO Corporation (as of March 31, 2015)

Number of Employees (including term employees)	781	Male	395
		Female	386
		Engineering staff	247
		Foreign nationals	21
Graduate recruits Joined company in April 2015	32		
Mid-career recruits Joined company from April 2014 through March 2015	28		
Average age As of March 31, 2015	37.9		
Average length of service As of March 31, 2015	14.6 years		
Average annual working hours FY 2014	1,929 hours		

Mutual understanding is the cornerstone of labor-management relations. In keeping with this fundamental point, we endeavor to develop trust in labor-management relations by encouraging dialog through the establishment of a consultation conference. These conferences discuss a wide range of topics, from labor-management agreements and reduction of overtime to ways for improving the work-life balance and employee benefit packages. We also maintain good labor-management relations at Group companies under the specific circumstances of each country or company.

### ▶ Promoting the Careers of Persons with Disabilities

Persons with disabilities are engaged in careers at many of our worksites, and as of March 2015, 11 disabled persons are currently employed by the Group. At EIZO Corporation, persons with disabilities represent 2.02% of the workforce, exceeding the minimum legal requirement of 2.0%. We intend to continue improving our workplace environment and expanding work opportunities for the disabled.

#### ■ Percentage of Employees Who Are Persons with Disabilities (EIZO Corporation)

March 2013	March 2014	March 2015
2.09%	2.09%	2.02%

### ▶ Paying Due Respect to Human Rights

To curtail behavior that undermines individuality at the workplace and throughout our operations, such as forced labor and child labor, discriminatory remarks or actions, and sexual or power harassment, we have clearly stated our position on the matter in our Principles of Conduct and conduct educational activities to keep all employees, including those at Group companies, informed of this position.

## ▀ Promoting Work-Life Balance

To respond to diversifying work styles and ensure employees are able to work with a sense of satisfaction, accomplishment and happiness, we believe it is important for employees to have extra time to refresh their minds and bodies. We also actively support employees who participate in social contribution or volunteer activities.

#### 🗣️ Voice from a Worksite 🗣️

For about 11 months, from January to December 2014, I took a leave of absence and participated in volunteer activities in Palau as a private-sector volunteer partner of Japan Overseas Cooperation Volunteer. I was sent to the aquarium in the Palau International Coral Reef Center to improve the video equipment installed there and enhance its exhibits. I was able to energize the solution meeting to review the requests of local staff by introducing company touch panel monitors and creating a quiz and an on-site browsing system for visitors. I hope to use experience gained in this environment that is different from the company to enhance EIZO business.



**Yoshihisa Goto**  
Production  
Technology Section  
Manufacturing  
Department  
Joined the  
company in 2005

▶ Opportunities for Recreation and Exchange

A variety of sports and cultural activities have been established within the company, and employees are enthusiastically engaged. In addition, occasional recreation activities are planned in a division or across divisions contributing to the creation of a better working environment. The company provides an environment that supports these activities by, for example, supplementing costs and permitting the use of company facilities.



▶ Supporting Childcare and Nursing Care

Under the respective laws of each country, we support various programs including maternity leave, childcare leave and nursing care leave, shorter working hours, and leave to care for sick children. We have developed a supportive working environment that includes measures such as reducing working hours up to two hours per day for childcare to flexibly meet employee needs. We plan to enhance our programs for supporting employees with childcare or nursing responsibilities by introducing benefits such as childbirth leave for prospective fathers.

■ Number of Applicants (EIZO Corporation)

	FY 2012	FY 2013	FY 2014
Childcare/Nursing Care Leave	29	38	45
Reduced Working Hours For Childcare or Nursing Care	27	35	43

▶ Shorter Actual Working Hours

As part of our efforts to decrease the number of working hours, we undertake work improvement activities on a unit-by-unit basis and observe a weekly no-overtime day. We also vigorously encourage employees to take compensation days off for working on holidays and take sufficient paid leave. In fiscal 2014, we were able to reduce the hours through various efforts.

■ Average Working Hours (EIZO Corporation)

	FY 2012	FY 2013	FY 2014
	1,963 hours	1,941 hours	1,929 hours

▶ Human Resource Development Efforts

▶ Reinforcing Management Capabilities

Management-level employee training is a high priority at EIZO. We ensure the practical usefulness of training by setting a theme for each fiscal year, such as strategic thinking, customer development and operational reform. Training is offered to candidates for management positions, and newly appointed managers receive training on compliance, fair job evaluation and effective allocation of work to deepen their understanding of these areas. We are also actively encouraging participation in management training seminars conducted by outside institutions as part of our effort to promote women to management positions.

▶ Emphasis on Educating Younger Employees

First-year employees participate in programs on organizational structure and basic knowledge for adulthood and independence, and receive on-site factory training to learn about the foundations of our company. We also conduct a variety of programs specifically targeting young employees, including technical training for new engineering staff to ensure they acquire a broad foundation of knowledge on our basic technologies. We also emphasize periodic group-based training for acquiring business skills and on-the-job training (OJT) in each department, and managers draw up three-year career plans in consultation with young employees, providing a basis for a systematic OJT program.

▶ Supporting Career Development

We encourage employee career development by providing a complete and diverse range of self-development programs, including language classes, business seminars for increasing knowledge about such areas as finance and accounting, compliance, and marketing strategy, and by subsidizing the cost of distance learning or obtaining certifications.

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Recreation activities across divisions keep the company energized

Various activities are conducted across divisions, including athletic meets, bowling tournaments and marathon races. For example, a large number of runners from our Group companies in Japan entered as teams to compete in a marathon relay in Ishikawa Prefecture, and they finished strong. The event bolstered their sense of solidarity, and their strong showing sparked discussion across the company.



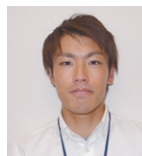
▶ **Development of Global Human Resources**

To develop global human resources, we provide English and Chinese classes in Japan as well as Japanese classes at affiliates outside Japan, and we hold seminars on cross-cultural communication. We also run an exchange program for engineers between affiliates outside Japan, in which employees are dispatched for one year, and a trainee program for young core personnel (short-term assignment, about three months). The program aims to increase the number of employees who can work effectively in a different culture and manage technology with a global perspective, as well as to cultivate new technological expertise.

Voice from a Worksite

For about three months, from January to March 2015, I visited over 100 resellers and customers in 16 cities across North America, accompanying sales staff of each region as a trainee of EIZO Inc., a Group sales company in North America. This training program provided a unique and invaluable opportunity for me to listen to feedback directly from overseas customers, build relationships with local staff and experience the breadth of the company's overseas business. Furthermore, being able to encounter workplaces comprising diverse ethnicities and cultures enabled me to appreciate the ideal mobilization of global human resources who are capable of advancing business by forming decisions as a team in an environment of mutual respect.

I feel compelled by this experience to continue growing and working actively as a global human resource engaged in quality-related work.



**Tatsuya Oie**  
Customer Support Section  
Quality Assurance Department  
Joined the company in 2008

■ **Securing Safety and Health**

The ongoing development, design and production of high value-added products requires not only a significant investment of management resources but also a consistently safe workplace and efforts to safeguard employee health.

▶ **Efforts in Safety Management**

We strive to prevent workplace accidents by conducting risk assessments for each workplace in addition to KYT (hazard prediction training), "hiyari-hatto" (close call) and 5S activities. We will continue these efforts by identifying and reducing risks through risk assessments and safety screening of newly installed machinery and equipment, and by raising awareness on safety through workplace patrols and employee training.

▶ **Efforts in Health Management**

Our efforts in this area include regular health checkups and preventive checkups for lifestyle-related diseases, dedicated contact points for responding to employee anxieties and concerns, mental health checkups and face-to-face consultations with industrial physicians, and follow-up guidance based on the results of health checkups. We will seek to safeguard employee physical and mental well-being by raising individual awareness of health management and achieving a goal of 100% follow-up.

**Basic Policy on Safety and Health (Safety and Health Management Regulations)**

The basic policy on the safety and health of EIZO Corporation is intended to create a healthy and safe working environment for all employees. This is achieved through management of risk factors related to safety and health. Specifically, we constantly strive to identify unacceptable risk factors in the workplace and neutralize them, with the ultimate goal of eliminating workplace accidents.

■ **Medium-Term Plan (Fiscal 2013 to 2015)**

Raise safety awareness by improving employees' sense to identify potential dangers and encourage self-management of physical and mental health in order to enhance operations.

■ **Fiscal 2015 Targets/Key Action Points and Fiscal 2013 Performance**

Management Area	FY 2015 Targets/Key Action Points	FY 2015 Performance	▲
Management Area	Achieve zero occurrence of workplace accidents, reduce traffic accidents during working hours	<ul style="list-style-type: none"> <li>Workplace accidents 2</li> <li>Frequency rate 0.57</li> <li>Severity rate 0</li> </ul>	Ú
	Key points <ul style="list-style-type: none"> <li>Implement risk assessment directly linked to business operations</li> <li>Implement KYT in line with the situation of the workplace and operations</li> <li>Promote 5S to improve operation quality and eliminate the causes of workplace accidents</li> </ul>	<ul style="list-style-type: none"> <li>Traffic accidents during working hours 5 (4 offenses, 1 defense)</li> <li>Unacceptable risks 0</li> </ul>	
Health Management	100% follow-up on checkup results Key points <ul style="list-style-type: none"> <li>Implement mental health measures in the workplace</li> <li>Promote preventive measures for lifestyle-related diseases (including specific health guidance)</li> <li>Proper management of chemical substances</li> </ul>	Follow-up 97.7%	Ú

• Workplace accidents frequency rate: Number of deaths and injuries caused by industrial accidents per million working hours. Used to express accident frequency.  
 • Workplace accidents severity rate: Number of work-days lost caused by industrial accidents per million working hours. Used to express accident severity.