

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. Much of our top management at overseas Group companies is composed of 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.

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 visual 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.

● EIZO Group as of March 31, 2017

	Japan	Overseas	Total
Number of employees (including temporary workers)	1,566	484	2,050
Male	836	322	1,158
Female	730	162	892
Engineering staff included in the above numbers	299	69	368
Average age	39.2	43.7	40.3
Average length of service	14.1	11.4	13.5

● EIZO Group in Japan as of March 31, 2017

Graduate recruits	34	Joined the company in April 2017
Mid-career recruits	31	Joined the company between April 2016 and March 2017
Average annual working hours	2,005	FY2016

Developing Trust-Based Labor-Management Relations

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.

As a result, the EIZO Group maintains a high retention rate, which contributes to medium- to long-term human resource development and business operations.

● Turnover Rate of Young Employees (within one year of joining the company): EIZO Group (in Japan)

March 2015	March 2016	March 2017
0.00%	4.08%	2.56%

Promoting the Careers of Persons with Disabilities

Persons with disabilities are engaged in careers at many of our worksites, and as of March 2017, 21 disabled persons are currently employed by the Group. While the percentage of persons with disabilities of the workforce at the Group companies in Japan does not meet the minimum legal requirement of 2.0%, as the total number of Group employees is on the increase, we have been making active recruitment efforts. These include participation in joint company information sessions for persons with disabilities and the acceptance of interns with the intention of hiring recent graduates. We will continue improving our workplace environment and creating work opportunities for disabled persons as we expand our business.

● Percentage of Employees with a Disability: EIZO Group (in Japan)

March 2015	March 2016	March 2017
1.92%	2.08%	1.87%

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.

Work Style Innovation

To respond to diversifying work styles and ensure that employees are able to work with a sense of satisfaction, accomplishment and happiness, we believe in the importance of creating extra time for employees to refresh their mind and body. To that end, we launched the Work Style Innovation project in Japan to supplement our ongoing initiatives. We intend to balance the happiness of our employees with corporate growth by maintaining the high quality and reliability of our products and services while significantly enhancing operational efficiency and productivity. We will rebuild the structure and mechanism of our work through Business Process Re-engineering, plan investments in infrastructure and systems with an eye on the future, such as introducing AI and IoT, while simultaneously changing the mindset of our employees who will sustain this initiative. Additionally, as we seek to cut overtime and encourage employees to take paid leave by raising operational efficiency, we will also introduce a system for paying bonuses to employees who manage to lower their overtime through greater efficiency.

Creating Leisure Time

As one of our initiatives for Work Style Innovation, we will seek to reduce overtime to zero in the course of normal operations. In fiscal 2017, we are targeting a year-on-year reduction of 30%.

Although our average rate of taking paid leave for all employees has been higher than the national average in Japan for companies of a similar size, we have been improving this rate each year by introducing measures to encourage employees who have been taking fewer paid leaves to take more days off. We believe that the extra time created through these initiatives will be beneficial for employees to refresh their mind and body, engage in self-development and social contribution activities, broaden their perspectives and enhance their abilities through such activities.

● **Average Working Hours (EIZO Group in Japan)** ● **Rate of Taking Paid Leave (EIZO Group in Japan)**

FY2014	FY2015	FY2016
1,954 hours	2,016 hours	2,005 hours

FY2014	FY2015	FY2016
61%	66%	73%

Data for FY2014 and FY2015 have been retroactively revised due to changes in the scope from EIZO Corporation to the EIZO Group in Japan.

Opportunities for Recreation and Exchange

A variety of sports and cultural activities have been established within the company, and employees are enthusiastically engaged. The company provides an environment that supports these activities by, for example, supplementing costs and permitting the use of company facilities.



Employees playing futsal

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 Group in Japan)**

	FY2014	FY2015	FY2016
Childcare/Nursing Care Leave	57	56	54
Reduced Working Hours for Childcare or Nursing Care	46	57	63

Data for FY2014 and FY2015 have been retroactively revised due to changes in the scope from EIZO Corporation to the EIZO Group in Japan.

Family Friendly Day

At EIZO's head office, we welcome family members of employees to Family Friendly Day (Workplace Tour.) The aim is to encourage communication in the workplace and at home, nurture an open corporate culture and enrich children's understanding of work through observation and direct experience. Approximately 300 family members have participated over the past 11 years.

EIZO Limited in the United Kingdom is implementing similar initiatives including "Bring Your Child to the Office Day."



Bring Your Child to the Office Day



Family Friendly Day

Human Resource Development

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.

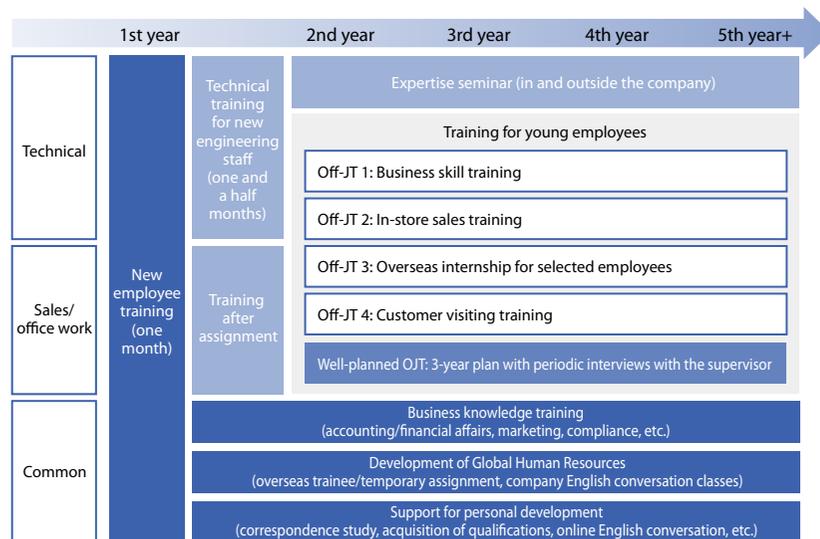
Supporting the Active Participation of Women

EIZO has formulated and released its the Action Plan for Promoting the Role of Women and is working to improve the working environment so that female employees can play leading roles in the company. The ratio of female managers in the EIZO Group in Japan is currently 2.6%, and to attain our target of 5% during fiscal 2019, we are encouraging participation in management training seminars conducted by outside institutions and providing training for selected mid-level employees. In future, we will provide various types of support, including an interview program to advance career development and the encouragement of networking among female employees.

Emphasis on Educating Younger Employees

First-year employees participate in programs on organizational structure and basic knowledge for corporate etiquette, and receive on-site factory training to learn about the foundations of our company. We also conduct a variety of programs specifically targeting first-year employees, including technical training for new engineering staff to ensure they acquire a broad foundation of knowledge on our basic technologies. We also provide a comprehensive education program combining on-the-job training (OJT) and Off-JT for young employees to enable them to develop the ability to get things done well with market insight and a global mindset. For OJT in each department, managers draw up three-year career plans in consultation with young employees, providing a basis for a systematic OJT program. Our Off-JT for upgrading the skills of young employees includes group-based training for acquiring business skills, selling in stores to identify market needs, and overseas internships that provide short-term assignments at overseas Group companies.

Education Programs for Young Employees



Fostering the next generation of leaders with job performance, market insight and a global mindset

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.

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 Group companies outside Japan, in which employees are dispatched for one or two years, 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

From August to October 2016, I participated in training at EIZO Inc., EIZO Europe GmbH and EIZO Limited, the Group's sales companies in North America and Europe. I accompanied the sales and technical staffs for these regions on visits to more than 90 resellers and customers in about 50 cities. The experience renewed my awareness of the strength of our current business model, which has been instrumental in building EIZO into a trusted brand in each region and country around the world. Also, I was able to understand the diversity of our stakeholders and the importance of that diversity through my onsite experience of communication and operations.

Looking ahead, I will draw upon what I have learned through the training to create and give shape to our new business model for the next decade. Moreover, I will strive to play a part in developing EIZO into a truly global company.



Kiyoyuki Tanaka
Global System Solutions
Department
Joined the company in 2004

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 investigate dangerous situations and toxicity and implement countermeasures at each worksite using risk assessment methods and strive to prevent workplace accidents and impaired health, in addition to KYT (hazard prediction training) 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.

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 2016 to 2018)

Strive to maintain and improve a safe, healthy and vibrant work environment, in which every employee is comfortable, in order to enhance business operations.

Fiscal 2017 Targets/Key Actions and Fiscal 2016 Results

Management Area	FY2017 Targets/Key Actions	FY2016 Results		Evaluation
Safety Management	Achieve zero workplace accidents, reduce traffic accidents during working hours*	• Workplace accidents	0	△
		Frequency rate	0	
		Severity rate	0	
Safety Management	Key points • Fully enforce prevention of workplace accidents during infrequent operations • Fully enforce safety management of newly installed equipment and facilities (including chemical substances) • Implement risk assessment • Improve ability to anticipate hazards through KYT (hazard prediction training) activities and fully enforce 5S activities	• Traffic accidents during working hours*	8 (2 injured someone else, 5 injured self only, 1 injured by someone else)	△
		• Unacceptable risks	0	
Health Management	Implement mental health measures in the workplace	• Follow-up on health checkups	98.0%	△
	Key points • Ensure follow-up measures on health checkups • Implement measures against infectious diseases • Promote preventive measures for lifestyle-related diseases in accordance with specific health guidance • Promote mental health efforts through implementation of stress check tests	• Ratio of employees taking stress check tests	78.3%	

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

• Workplace accident severity rate: Number of work-days lost due to industrial accidents per million working hours. Used to express accident severity.

* Includes commuting traffic accidents.