



2020

EIZO INTEGRATED REPORT

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 Principles of Conduct – Seven Promises

1. We will supply high-quality products and services loved by customers through creating and offering new value by unique technologies and ideas.
2. We will promote our manufacturing and business activities in consideration of reducing their environmental burdens.
3. We will act as an international corporation with a global outlook and mindset.
4. We will conduct open and fair trade.
5. We will seek to build and maintain strong bonds of trust with our stakeholders (business partners, employees, shareholders, and the local community).
6. We will strictly respect and comply with both the letter and the spirit of the law as a good corporate citizen.
7. We will respect basic human rights and value a broadminded corporate culture.

 EIZO Group Principles of Conduct – Seven Promises is published in its entirety on our website. <https://www.eizoglobal.com/company/information/conduct/>



CONTENTS

Corporate Philosophy / EIZO Group Principles of Conduct	01
Contents / Editorial Policy	02
Our Story	
History of EIZO Value Creation	03
Highlights by Business Market	07
CEO Commitment	09
Value Creation Process	13
Our Strategy	
6 th Mid-Term Business Plan	15
Value Creation by Market	17
Foundation for Sustainable Growth	27

Editorial Policy

In the interest of providing an insightful report for our shareholders, investors and other stakeholders on the EIZO Group's mid- and long-term initiatives to enhance our corporate value by integrating financial information including business performance and non-financial information including business strategy as well as the environment, society, and governance (ESG) issues, we now publish the Integrated Report as a replacement for the CSR Report.

Reference Guidelines

International Integrated Reporting Council "International Integrated Reporting Framework"
 Ministry of Economy, Trade and Industry (Japan) "Guidance for Integrated Corporate Disclosure and Company-Investor Dialogues for Collaborative Value Creation"
 GRI Sustainability Reporting Standards 2016/2018
 Ministry of the Environment (Japan) "Environmental Reporting Guidelines 2018"

Disclaimer on Forward-Looking Statements

Any statement in this report, other than those of historical fact, are forward-looking statements about the future performance of EIZO Corporation and its group companies, which are based on management's assumptions and beliefs in light of information currently available. These statements include apparent or potential risks and uncertainties including forex impact and risks related to supply and demand. Actual results may differ materially from these forecasts.

Our Value	
Creating the World's Best	31
Products and Business Operations that Consistently Reduce Environmental Impacts	39
Creating an Environment for Employees to Demonstrate Their Abilities and Thrive	45
Strong Bonds of Trust with Our Stakeholders	51
Governance	
Corporate Governance	57
Corporate Overview	
Corporate Information	64
Financial Information	66
Performance Data	69

Date of Publication

August 2020 (previous report: October 2019, next report: August 2021)

Scope of the Report

- Organizations covered
EIZO Group
(Exceptions to the scope of coverage are explained in the relevant sections.)
- Reporting period
April 1, 2019 to March 31, 2020
(Dates for content on activities that occurred outside the period covered by the report have been clearly stated.)

Website

<https://www.eizoglobal.com/>

Contact Information

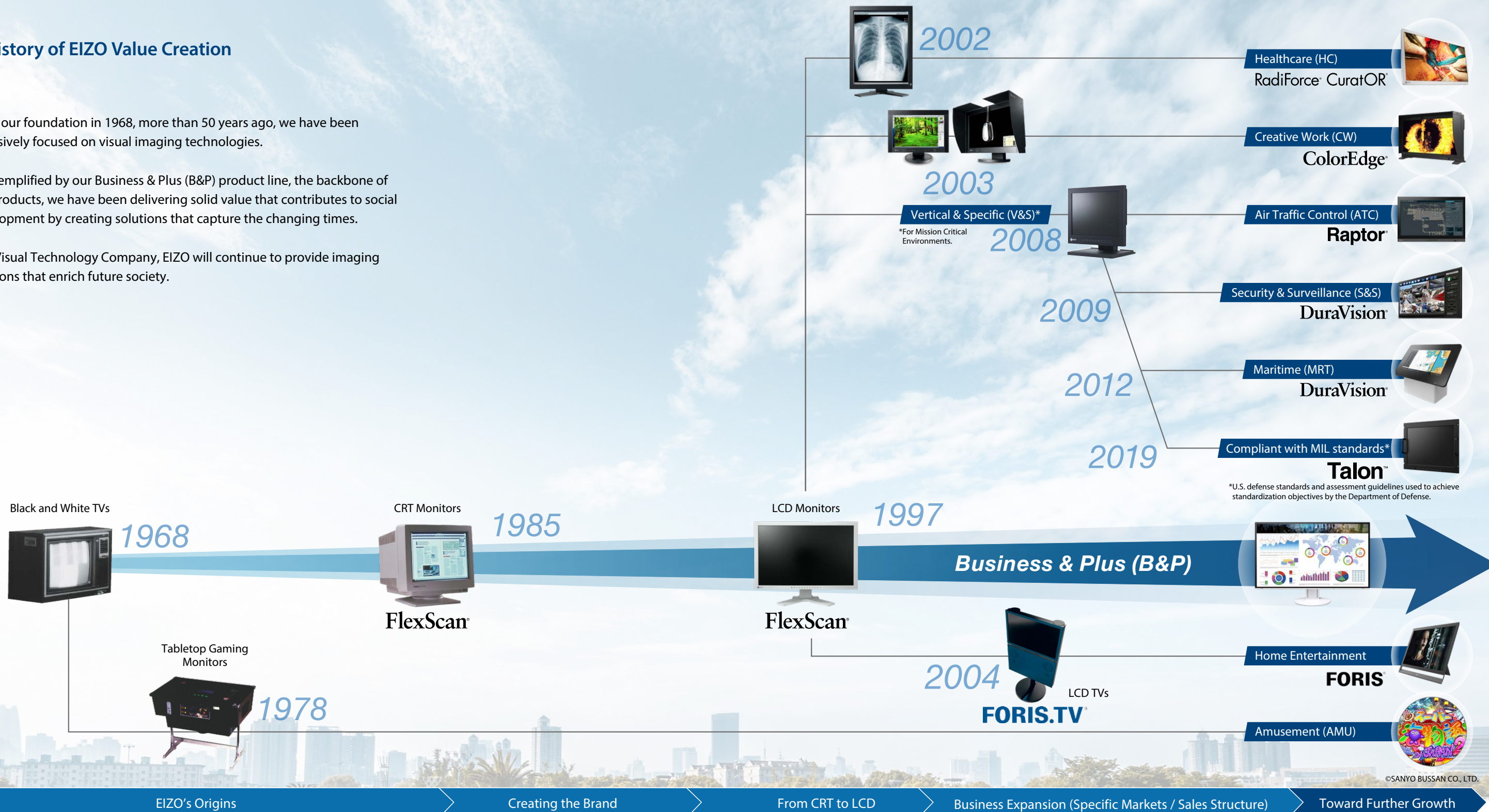
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History of EIZO Value Creation

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.



- In 1968, Nanao Electric Co., Ltd. (currently EIZO MS Corporation) in Nanao City, Japan began as an original equipment manufacturer (OEM) of black and white televisions.
- In 1973, Nanao Corporation (formerly Hakui Electric Corporation) started, a predecessor of EIZO Corporation.



Amid the transition from black and white to color TVs, EIZO began OEM production of other products related to visual imaging, including tabletop gaming monitors and VTRs.

EIZO decided to withdraw from OEM production and began selling CRT monitors under the EIZO brand name in Europe. This was followed by sales of its NANA O brand CRT monitors in North America and Japan.



- In 1996, EIZO discontinued using the NANA O brand, adopted "EIZO" as its global brand name and introduced a new EIZO logo.
- In 1997, EIZO developed and manufactured LCD monitors, bringing one of the first ever LCD products to market.

- EIZO was listed on the Second Section of the Tokyo Stock Exchange in 2002 and on the First Section in 2003.
- EIZO entered the Healthcare and Creative Work markets.



- EIZO accelerated business by acquiring organizations overseas (including manufacturers), which demonstrated a high affinity with specific markets.
- EIZO strengthened worldwide production and sales structures by establishing a manufacturing facility in China and commencing direct sales in Europe.

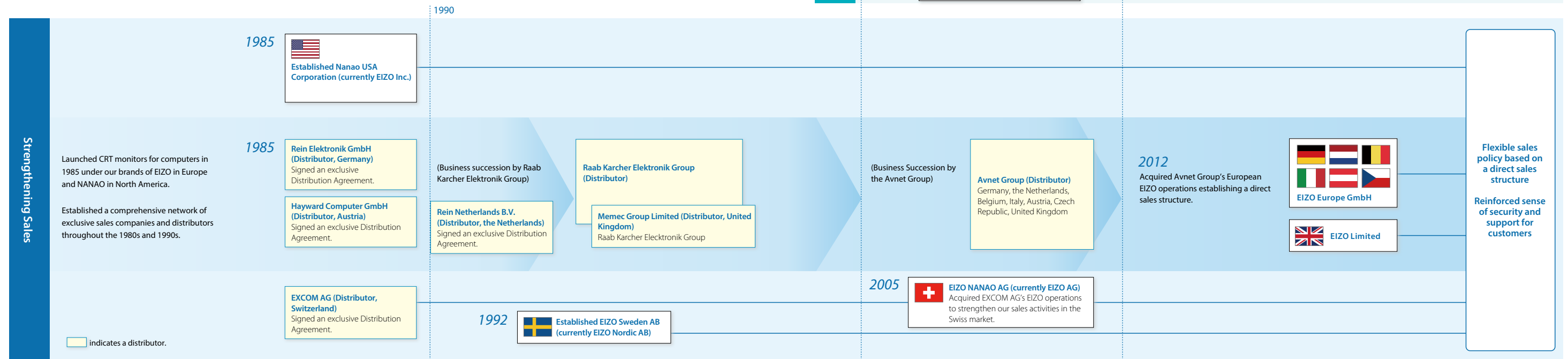
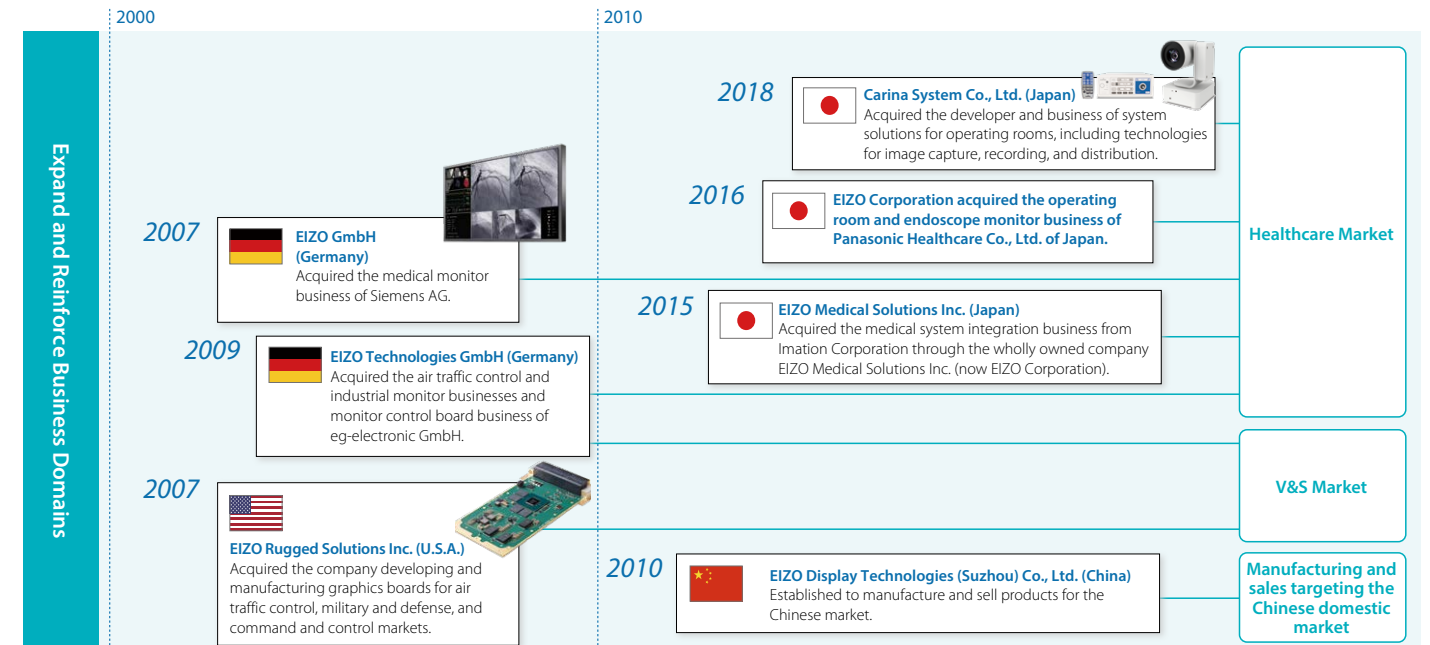
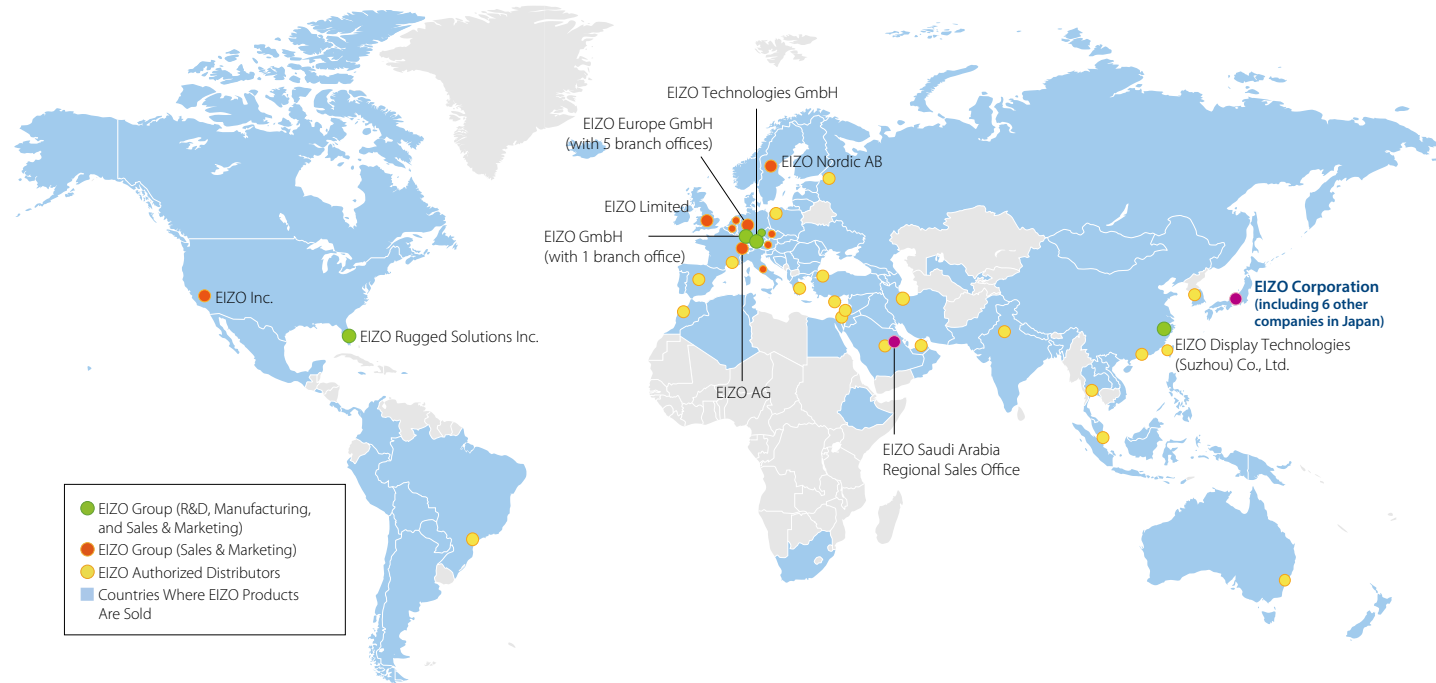
➤ See pages 5 and 6 for details.

- In 2013, the company name was changed from EIZO Nanao Corporation to EIZO Corporation. The new name embodies our continued commitment to "EIZO" (Japanese for "Image")—Visual Imaging Technologies.
- Looking beyond providing only monitors, EIZO is strengthening its capabilities to also provide complete end-to-end visual imaging solutions.



EIZO's Expansion—A Stronger Group

EIZO have been steadily expanding its business domains and establishing a sales network that responds to user demands and needs by aggressively embracing M&A and other expansion strategies. All EIZO Group companies are collaborating to develop business globally.

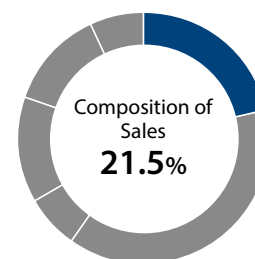
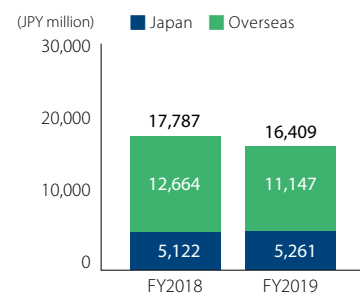


Highlights by Business Market

Net Sales | Business Overview

Business & Plus (B&P)
For Business
 Financial Institutions, Public Authorities, Educational Facilities, Office Use, High-end Home Use

JPY 16,409 million
 (down 7.7% year-on-year)

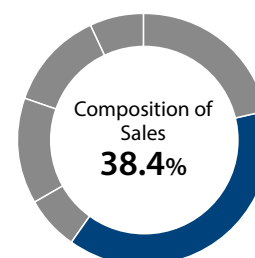
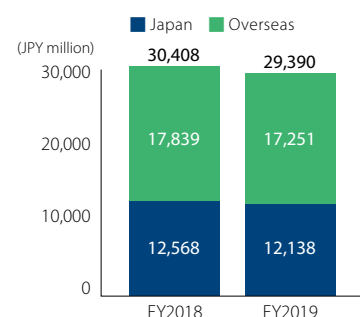


Overseas, sales fell year-on-year due to the impact of a weak euro. Meanwhile, in the fourth quarter, demand for monitors temporarily increased as people were forced to work from home during the COVID-19 pandemic. In Japan, sales rose year-on-year due to factors such as replacement demand related to Windows 10 upgrades.



Healthcare (HC)
For Medical Environments
 Medical Imaging, Diagnostic Applications, Operating Rooms

JPY 29,390 million
 (down 3.4% year-on-year)

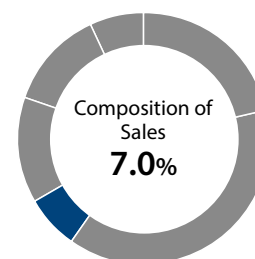
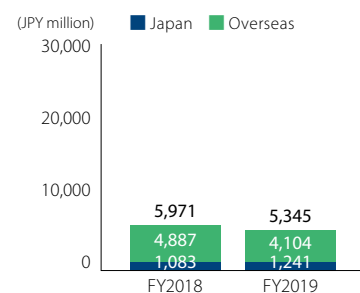


Overseas, sales for diagnostic applications were strong in North America, the Middle East, and Asia. In the fourth quarter, demand for remote diagnosis monitors increased due to the spread of COVID-19 infections. In Japan, sales remained steady due to strong demand from capital investment throughout the year. Sales of endoscopy products fell year-on-year due, in part, to a temporary drop in demand associated with market inventory adjustments. For operating room applications, sales of video image capture and distribution systems were strong. Total sales for the Healthcare market fell year-on-year due to the strategic discontinuation of unprofitable distribution business in Japan from the third quarter in FY2018. Excluding the effect of this realignment, total sales rose year-on-year maintaining positive growth in this market.



Creative Work (CW)
For Graphic Arts
 Publication, Design, Printing, Photography, Video Production

JPY 5,345 million
 (down 10.5% year-on-year)

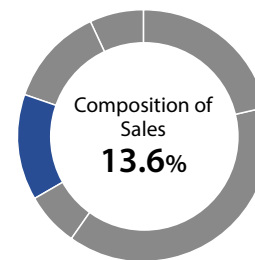
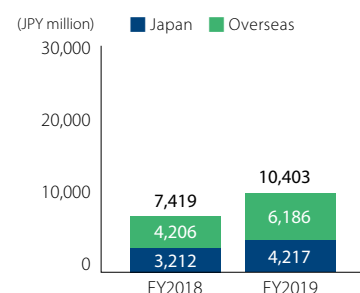


Overseas, sales in Europe were challenging resulting in an overall year-on-year decline. In Japan, sales remained steady due to the launch of monitors compatible with HDR displays for video production and new entry-level monitors.



Vertical & Specific (V&S)
For Mission Critical Environments
 Air Traffic Control (ATC), Maritime, Security & Surveillance, Other Industrial Markets

JPY 10,403 million
 (up 40.2% year-on-year)

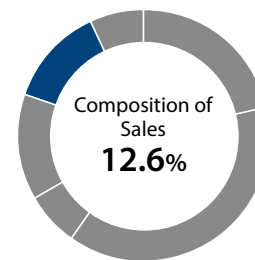
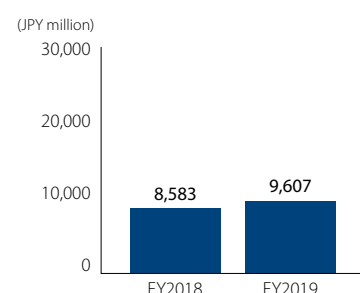


Overseas, sales grew significantly due to large-scale programs in the North American ATC Market. This resulted in EIZO achieving the most sales in ATC globally; top market share. (Source: EIZO Corporation, April 2020) In Japan, sales of customized products that meet diverse customer needs increased.



Amusement (AMU)
Monitors Mounted into Pachinko and Slot Machines

JPY 9,607 million
 (up 11.9% year-on-year)



The market size contracted due to a shrinking gaming population and regulatory reform. In the last fiscal year, sales fell by more than 80% from the peak in FY2006, making it the lowest since our public listing. While sales recovered this fiscal year due to the introduction of machines that comply with the new regulations, the overall sales levels have remained relatively low.



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Creating value that “Only EIZO Can!”

August 2020
President & CEO, EIZO Corporation **Yoshitaka Jitsumori**

Publication of the Integrated Report

—This will be EIZO’s first integrated report.

EIZO has a unique business model and I have heard people comment on numerous times about the difficulty of understanding how we actually create value. It is certainly true that our originality and strength are not easily covered in financial reports, but this is actually a source of confidence and pride for us.

Having said that, we are well aware we are living in a time of volatility, uncertainty, complexity, and ambiguity (VUCA). Our ability to consistently create value over the longer term is not only imperative to the company, it is also of great importance to all our stakeholders. Therefore, I think there is a need to explain from various perspectives the competitive edge that enables us to provide products and services with high added value as well as solutions that exceed customer expectations. Through this integrated report, we would like to deepen stakeholder understanding of what we do, including shareholders, business partners, and users worldwide who selected and rely on EIZO products and services. We hope and trust this integrated report will give you greater trust in and expectations of us.

EIZO Value Creation & Growth Strategy

—What are the characteristics of EIZO’s business model?

While we develop products and services in many fields, they are all related to “Visual Imaging,” and our business model is one in which all these businesses continue to expand by taking synergy from each other. Our LCD monitors for the B&P market serve as the backbone or foundation for development, procurement, and production, which we enhance with additional value and develop into products for specific markets. We are able to efficiently generate value by sharing resources such as personnel, equipment, procurement, and technologies, thereby greatly strengthening our business model.

Our technologies span the entire spectrum, from “Capturing” to “Recording,” “Distributing,” and “Displaying” visual images. By leveraging this “Imaging Chain,” which links these technologies, we can deliver comprehensive solutions encompassing the entire imaging process from input to output. This is the “Imaging Chain Innovation” that drives EIZO’s business model. Moreover, the effective application of “Imaging Chain Innovation” is enabling our business to evolve from mono-zukuri (creating products) to koto-zukuri (creating solutions). At this very moment, we are confidently preparing to move beyond the provision of visual environments that meet customer needs to deploying visual imaging solutions that address our customers’ challenges.

Another source of our strength is in the powerful bond that exists between organizations within EIZO, which enables us to meet our customers’ needs. For example, while a healthcare institution requires highly specialized products in its operating rooms and laboratories, it also needs products primarily used for administrative processing at reception or at nurses stations, as well as solutions ensuring in-house security. EIZO not only addresses the varying needs of the Healthcare market but is also engaged in developing office products and security and surveillance solutions. Thus, we are uniquely positioned to offer comprehensive, flexible, and consolidated solutions that meet the wide-ranging visual imaging needs of medical institutions.

By leveraging the synergies among our technologies, sales, and support, we believe that customers will recognize us as an organization they can rely on to solve all their imaging issues.

—In addition to EIZO’s business model, what are our other strengths?

100% In-house Development & Production

Our greatest feature and strength is our centralized and 100% in-house development and production.

While most companies today outsource development and production, EIZO has been firmly committed to maintaining operations in-house. We carefully consider what products would be ideal for addressing customers’ specific concerns and needs, the features and functions required by such a product as well as any necessary components. If such components cannot address these requirements, we develop them ourselves in-house. Our comprehensive style of manufacturing is made possible by the fact that we engage in the entire process from development right through to production. In addition, we have exclusively been engaged in imaging-related technologies over the past 50 years and have accumulated the comprehensive technology knowhow required for professional development of visual imaging solutions. This has enabled us to deliver next-generation products rapidly with outstanding quality and performance. Furthermore, we provide highly reliable products by consistently performing rigorous quality control across the entire process, from development to production.

Committed to Quality

Our commitment to quality is reflected in our common aspiration throughout EIZO to produce the world's best. We are extremely proud of our uncompromising commitment to product performance and quality. This has been a cornerstone of EIZO's DNA, visualized in our ongoing pursuit of visual imaging excellence since our founding in 1968. This was further refined as we began developing, manufacturing, and selling monitors under our own brand in 1985. We continue to further refine in response to our customers' demands in Europe, where products are subject to exceptionally stringent quality requirements. We have been expanding our business by welcoming numerous companies and businesses to the EIZO Group. Our core philosophy is shared by all employees, new and old, which in turn has ensured we have sustained the highest standards of uncompromising quality throughout the range of our products and services.

EIZO's Consolidated Sense of Unity

One of our great strengths is that this passion for quality is instilled throughout our operations globally and we are pursuing business activities as one unified EIZO. The EIZO Group comprises 17 companies worldwide. We leverage our comprehensive capabilities and develop businesses that take full advantage of our synergies in respect to these capabilities in development, production, sales, and support.

We cross national borders regularly to ensure customer voices are heard and proposals exceed expectations. Often this is done in cooperation among several Group companies, even sometimes for a single opportunity.

The strength of "One EIZO" is created by maintaining regular and open communication among Group companies sharing information, objectives, and desires.

Group Companies and EIZO Authorized Distributors gather once a year at EIZO Corporation (Japan) to attend the "EIZO United" conference, where we share our latest technologies, the status of sales in each country, various initiatives, and the overall product and business direction. Not only does this deepen everyone's understanding of our future direction, it fosters a strong sense of unity in the group through mutual exchanges.

Environmental, Social, and Governance (ESG) Perspective

—What are your strengths and initiatives with respect to ESG?

EIZO's DNA—Environmental Consideration as the Basis of *Mono-zukuri*

Environmental considerations have become deeply ingrained as the basis of our *mono-zukuri* (creating products) ever since we began developing, producing, and selling CRT monitors in compliance with stringent European requirements, including regulations governing electromagnetic emissions. This basis has remained unchanged, even as we shifted to producing LCD monitors, and we have consistently sought to reduce our environmental impact by pursuing initiatives such as lowering power consumption, enhancing recyclability and reducing plastic waste. We are also promoting business initiatives toward our fiscal year 2030 goal of reducing CO₂ emissions by 50% from fiscal year 2017 levels.

Governance Maintaining Transparency

The fundamental characteristic of EIZO governance is "openness and transparency." EIZO's Board of Directors also includes Executive Officers and Presidents of group companies, which is unique. Our Directors consist of three members who are not part of the Audit & Supervisory Committee and four who are, of which three are external Directors. In addition to these seven Directors, members also include Operating Officers and Presidents of group companies in Japan to ensure transparency of Board of Director proceedings.

A corporate culture of open communication is another unique feature and strength of our organization. All organizations are structured directly under the President, ensuring a smooth reporting line and enabling open exchanges of opinion, even within departments, regardless of seniority. This has accelerated our decision-making, judgments, and responses. I, myself make a conscious effort to maintain close communication among the teams by walking around the company and talking to employees so they will feel closer to me. I also believe that seeing the "captain" of the EIZO ship with great energy increases everyone's sense of security and motivation, so I make a point of staying healthy and physically fit.

A Lively Environment where Employees Can Shine

Ensuring the safety and health of our employees is certainly important and is the very foundation of our business. In fiscal year 2019, we focused on addressing the "human element" that sustains our business and obtained the ISO 45001 certification for occupational health and safety management in December. In January 2020, we began advancing our initiatives on a global scale by becoming a member of the Responsible Business Alliance (RBA), a corporate alliance that promotes CSR in the global supply chain of the electronics industry.

The RBA is an organization that promotes CSR across the global supply chain and has established a code of conduct to ensure full compliance with CSR initiatives from a global perspective. In conducting business operations globally, we recognize the need to address issues related to labor, safety and health, the environment, ethics, and management systems from the broadest possible perspective, which includes the entire supply chain, and that is why we joined the RBA. In the future, we will continue to maintain an uncompromising attitude toward our business activities globally and strive to improve where inadequacies are found to achieve further compliance with the RBA Code of Conduct.

Status of Business Operations

—Fiscal Year 2020 Marks the Final Year of the 6th Mid-Term Business Plan. How Have We Done?

Since January 2020, COVID-19 has spread globally, developing into a pandemic that has dramatically transformed the market environment. Nevertheless, we stayed on course with initiatives in creating future growth engines as per our 6th Mid-Term Business Plan. As a result, we have achieved favorable results and will continue our approach, despite this new global challenge. We have particularly achieved solid growth in our V&S business. In the Air Traffic Control (ATC) market, through our ongoing efforts in North America, APAC, and Europe, we have successfully achieved strong growth, culminating in EIZO gaining the top market share globally. We will continue our efforts to further expand our market share in other markets and regions as well.

In the Healthcare market, we continue to expand our business through close collaboration between Carina System Co., Ltd. and other EIZO organizations. In addition to the Japanese and European markets, where we hold an overwhelming share, we also succeeded in increasing our share of the North American healthcare market.

In the area of capital investment, EIZO GmbH (Germany) began operations at a new facility in June 2019, with the goal of further expanding our healthcare business. At EIZO Corporation (Japan), we began operations of our next-generation production line leveraging IoT and AI as well as robotics to boost productivity. Looking ahead, we will continue investing in business expansion, including the relocation of EIZO Technologies GmbH (Germany), which develops and produces air traffic control monitors, and an extension of our facility in EIZO MS Corporation (Japan) to reinforce our high-mix, low-volume production of electronic circuit boards. These plans are all based on our underlining strategy of becoming the number one in specific markets such as Healthcare and V&S, which we have been pursuing since even before the 6th Mid-Term Business Plan.

Meanwhile, the COVID-19 impact is certainly creating a growing sense of uncertainty about the future, leading to postponing product launches, a further contraction in the amusement market, and potential fluctuations in foreign exchange rates. Despite this situation, we will continue to proactively and aggressively invest in growth opportunities for the "post-COVID-19" era.

In addition, EIZO offers a diverse product lineup in multiple markets, so we will leverage this strength by mobilizing the entire EIZO Group as "One EIZO" and promote cross-selling between markets more than ever.

—Toward the Next Mid-Term Business Plan

Since engaging in the OEM production of black and white TV sets, we have consistently transformed ourselves and expanded our business by branching out to produce CRT monitors, LCD monitors, and shifting from office and private use products to creative work and diverse industrial applications. The world around us, however, continues to rapidly change and evolve, so I believe that the future of our company may not simply be an extension of the present. While the next Mid-Term Business Plan will also be focused on "visual imaging," we will meet our customers' expectations by embarking on a new challenge that lies along a different path from our current direction, under a key concept of "Digital Transformation" (DX). For example, we are currently developing new products and solutions that adds the "Edge AI" concept to our advanced image processing technology. We will seek to help customers solve problems by offering new imaging solutions that use edge computing to supplement a variety of AI-based tasks. At the same time, we will develop a more powerful, enhanced business model by achieving an overwhelming advantage through differentiation.

The key to sustaining business in these times of VUCA is not to get scared or flinch but to respond with versatility and flexibility in the face of any obstacle or challenge that comes your way.

Since our foundation more than 50 years ago, we have successfully overcome numerous difficulties and changes to develop our current business model. I am convinced that we will overcome difficulties and continue to grow as one united group, "One EIZO."

Value Creation Process

We aspire to enrich future society and enhance corporate value by investing the resources we have accumulated for over 50 years since our founding to deliver imaging-related products and solutions.

Management Resources

R&D and Manufacturing ▶ pp. 31–38

Intellectual Capital

EIZO Owned Patents
543 (as of March 31, 2020)

- Global intellectual property network focused on Japan, Europe, and the United States

Manufacturing Capital

In-House Production	Production Sites
100%	7 worldwide

- In-house production of all products in Japan, Germany, China, and the United States
- Stringent quality control in collaboration with development and quality control departments

Environment ▶ pp. 39–44

Natural Capital

50% reduction in CO₂ emissions (FY2030 target comparison with FY2017)

- Limiting input of resources and energy

Human Resources ▶ pp. 45–50

Human Capital

23 sites, **17** companies, **15** countries

- Active engagement by diverse personnel
- Tapping local talent for top management positions in overseas group companies

Society ▶ pp. 5–6, 51–56

Social and Relationship Capital

Sales activities in over **90** countries and regions

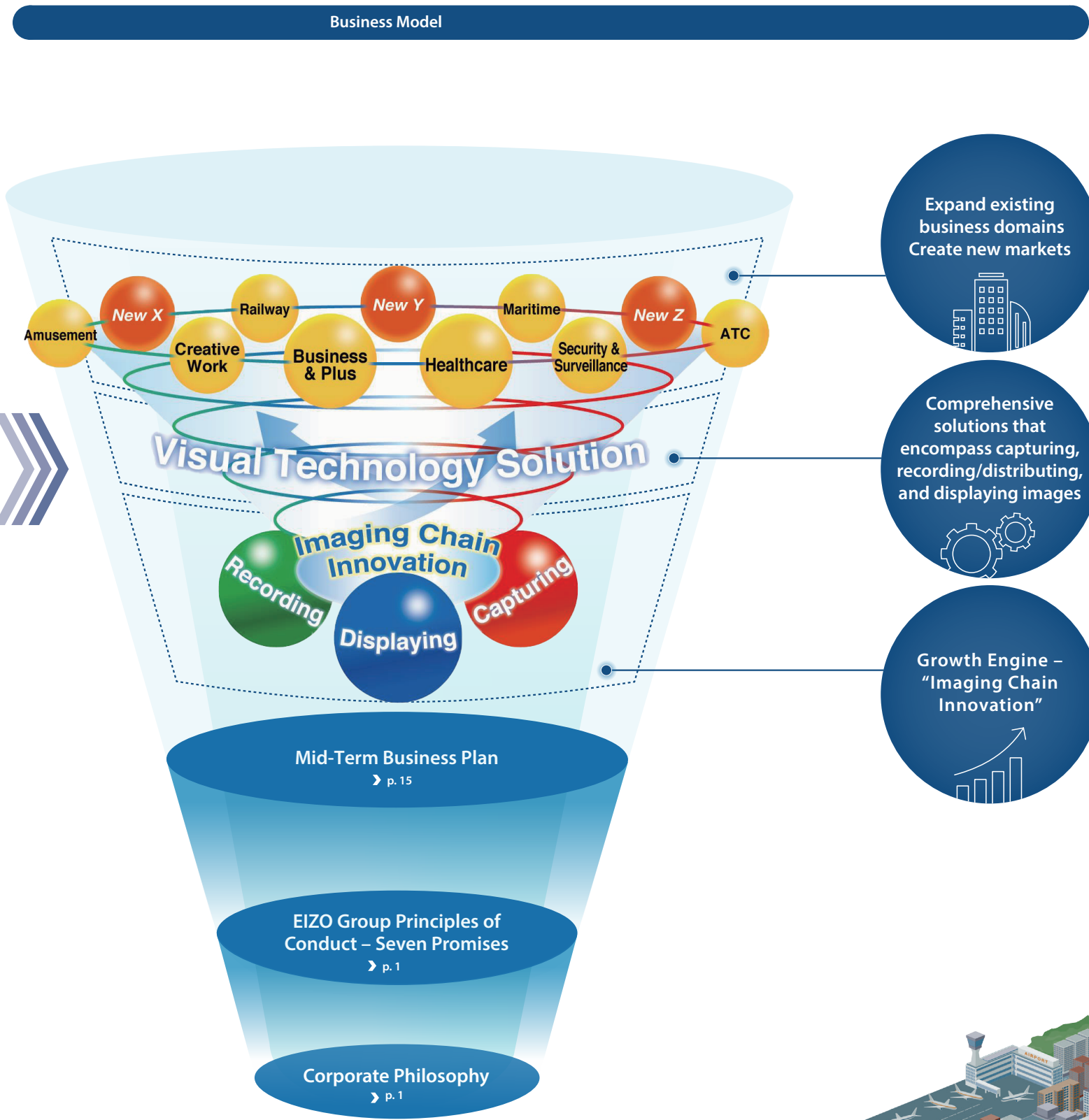
- Global sales network

Finances ▶ pp. 15–16, 66–68

Financial Capital

Equity Ratio	Operating Margin
76.6%	8.4%

- Stable financial base
- Aggressive investment in high-growth areas



Products and Services

Providing high-quality, high-performance imaging solutions centered around a diverse array of monitors in over 90 countries and regions

Creating Value for Society ▶ pp. 17–30

- Financial Institutions**
Superior image quality and reliability supporting financial trading operations
- Office and Educational Facilities**
Realizing ergonomics and energy conservation
- Home**
High-definition monitors for greater satisfaction
- Hospitals**
Visual environments for sustaining accurate diagnosis and cutting-edge surgery
- Creative Work**
Precision color reproduction improves operational efficiency and accuracy.
- Railway**
Supporting platform monitoring by providing high visibility
- Factory**
Responding to the distinct needs of each facility
- Commercial and Leisure Facilities**
Supporting the security management of operations
- Marine Vessels**
Ensuring safe navigation and onboard security

Environment ▶ pp. 39–44

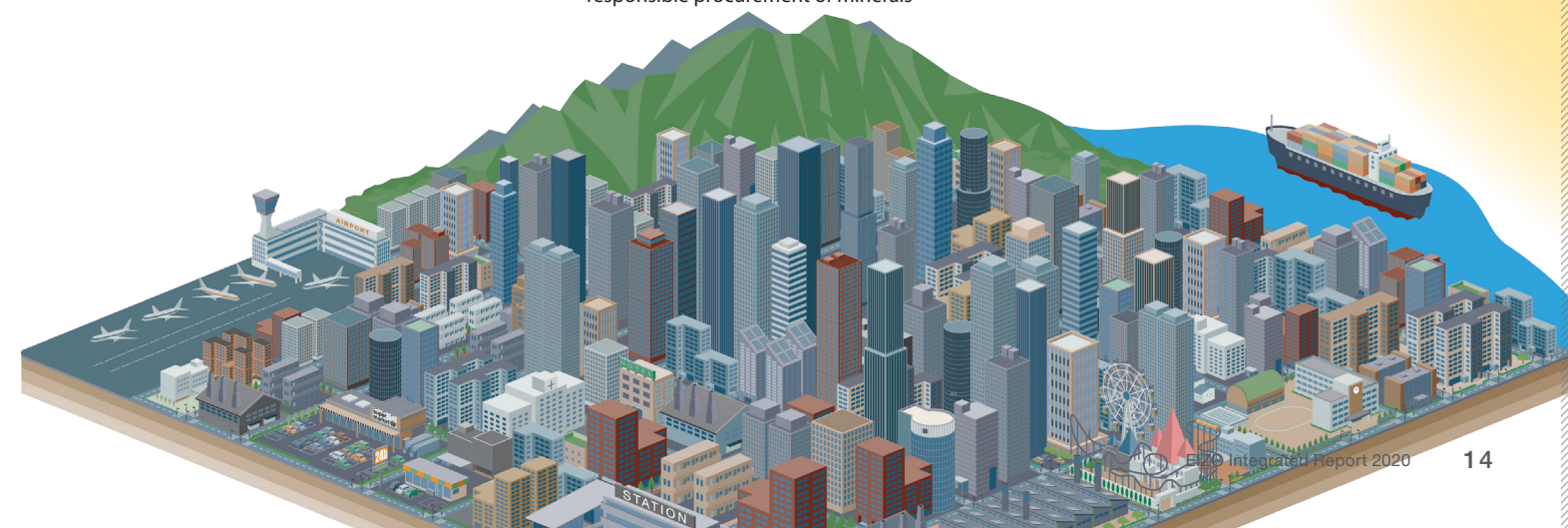
Acquired the ISO 50001 certification, an international standard for energy management systems

Society ▶ pp. 45–56

Acquired the ISO 45001 certification, an international standard for occupational health and safety
Maintained a sustainable supply chain: compliant with the RBA Code of Conduct; initiatives on responsible procurement of minerals



Enriching future society with visual imaging



Overview of the 6th Mid-Term Business Plan (Fiscal Years 2018–2020)

Mid-Term Business Plan Basic Policy

We will further expand our Healthcare, Creative Work, and V&S business units and create new opportunities in untapped markets with comprehensive solutions driven by Imaging Chain Innovation that encompasses the “Capturing,” “Recording/Distributing,” and “Displaying” of images.

Key Measures

Business Strategy by Key Markets

- Healthcare**
Expand business areas with comprehensive solutions that encompass the capturing, recording/distributing, and displaying of images.
- Creative Work**
Establish market dominance by leading in the HDR era.
- V&S**
Level up! Advancing technology, supply and support.
- Amusement**
Stay ahead of market changes to maintain the number one position.

Investment in Growth Opportunities

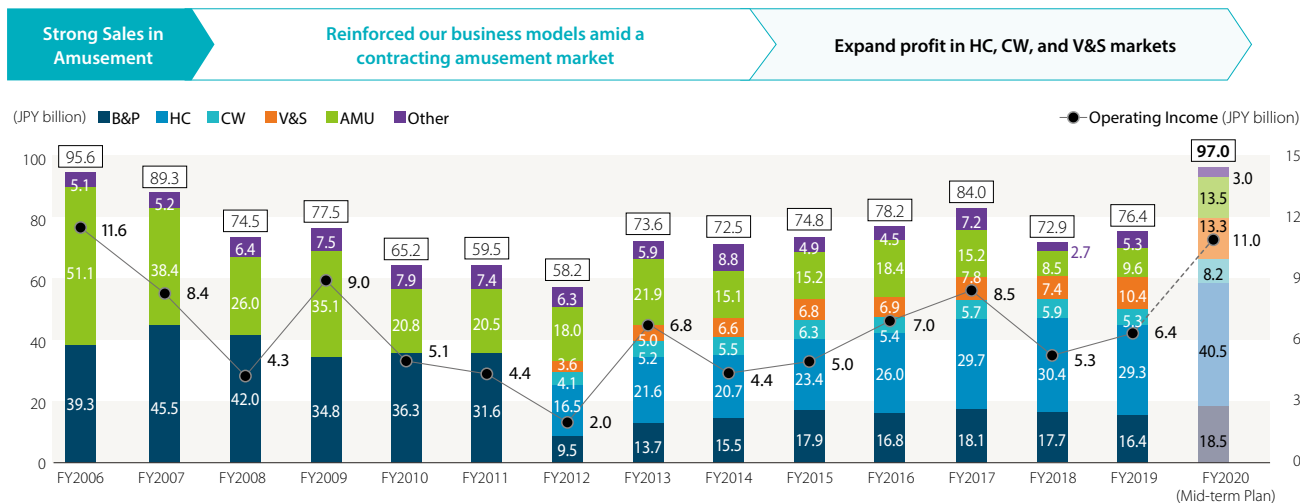
- R&D**
Increase investment to accelerate “imaging chain innovation.”
- CAPEX**
Undertake aggressive investment to enhance R&D and production capabilities, focusing on Europe and Japan.
- Raising Operational Efficiencies**
Continuous improvement of operational efficiencies driven by AI and RPA.

FY2020 Performance Targets

Operating Margin: **10% or higher** Net Sales: **JPY 97.0 billion** Operating Income: **JPY 11.0 billion**

Business Performance

We have been reinforced our business model in response to the expected contraction in the amusement market from peak sales levels. The profit structure changed following reinforcement of business areas focused on healthcare and V&S. Under the 6th Mid-Term Business Plan, we will seek to expand our businesses while also creating a growth engine to achieve sustainable profit growth.



Mid-Term Business Plan (Actual Results and Targets)

	FY2018	FY2019	FY2020 (Mid-term Plan)
Net Sales (JPY billion)	72.9	76.4	97.0
Operating Income (JPY billion)	5.3	6.4	11.0
Operating Margin (%)	7.4	8.4	11.3
CAPEX (JPY billion)	4.1	4.3	2.5–6.0
Exchange Rates (average for period)			
EUR/JPY	128.45	120.81	130.00
USD/JPY	110.93	108.70	110.00

Review of Fiscal Year 2019

Measures for Achieving Mid-Term Business Plan Targets

- Expanded the Healthcare business domain by realizing synergies with Carina System Co., Ltd.
- Expanded our share of the North American healthcare market.
- Realized V&S market growth. Achieved the number one market share in the ATC market and increased sales in other business areas.
- Invested continuously for business expansion.

Changing Market Environment

- Ongoing decline of the euro.
- In the Amusement market, replacement demand for models that comply with new regulations fell short of expectations. The wait-and-see attitude continued in the market up to the middle of fiscal year 2019.
- Spread of the novel coronavirus caused a dramatic change in the business environment.

Significant Growth in Air Traffic Control

- In fiscal year 2019, we increased sales in the U.S., the largest market worldwide and achieved the number one market share of the global ATC market. We will accelerate our expansion to regions outside the U.S. as well.



Installed monitors in Belgocontrol's Tower and aviation center in Belgium



Installed monitors at the Chongqing Branch of China's Southwest Air Traffic Management Bureau

Investments for Growth

- EIZO GmbH (Germany): Integrated R&D, manufacturing warehousing and administration into a single location. Aiming to further expand business into the Healthcare market.
- EIZO Corporation (Japan): Commenced operations in the next-generation production line to meet the high-mix, low-quantity production needs of specialized markets and improve operational efficiency through IoT and AI.
- EIZO Limited (UK): Made long-term investments aimed at enabling growth primarily in the Healthcare and V&S markets.



EIZO GmbH (Germany): Operations commenced at the new facility in June 2019



EIZO Limited (UK): Completed relocation to the new building in September 2019

Focal Points 2020

In the age of VUCA, the additional complications surrounding the impact of the COVID-19 crisis have increased uncertainty in the marketplace. Under this situation, EIZO will draw on the strength of our strong financial base and continue investing for future growth. We will pursue measures now to realize growth in the “post-COVID-19” future.

- Accelerate Imaging Chain Innovation.
- Develop solutions by Edge AI using EIZO's unique imaging technology.
- Bolster business activities in the Middle East, India, and Southeast Asia.
- Continue investing for growth.
- Meet replacement demand for models that comply with new regulations in the amusement market.

Strengthening Business Development Through the Imaging Chain

- Maximize synergies with Carina System Co., Ltd. Acquire an unrivaled, overwhelming share in the Japanese operating room market by offering total solutions encompassing the entire process of capturing, recording/distributing, and displaying images. Promote development of telemedicine technologies and support solutions.



Carina System Co., Ltd. relocated its head office to Kobe in July 2020. This ideal location and larger space will enable us to demonstrate even greater synergies.



Promote surgical field cameras for operating rooms created within the group through joint development and production in-house in our own factories.

Maintain Investment Needed for Future Growth Amid COVID-19

- In response to growing demand for high-value products in the Healthcare and Industrial markets, which demand superior quality, we will expand the electronic circuit board manufacturing factory in Hakui City, Ishikawa Prefecture, Japan.



Rendering of the new factory, where operations are scheduled to commence in January 2021

Driving Evolution in Our Business Model by Proposing New Solutions

- We will develop new products and solutions that add the Edge AI concept to EIZO's strengths in image processing technology. We will apply edge computing to support various AI-based tasks in Healthcare, Industrial, and other markets.

Business & Plus (B&P)

For Business

- Financial Institutions
- Public Authorities
- Educational Facilities
- Office Use
- High-end Home Use

See more case studies at:
<https://www.eizoglobal.com/solutions/casestudies/>

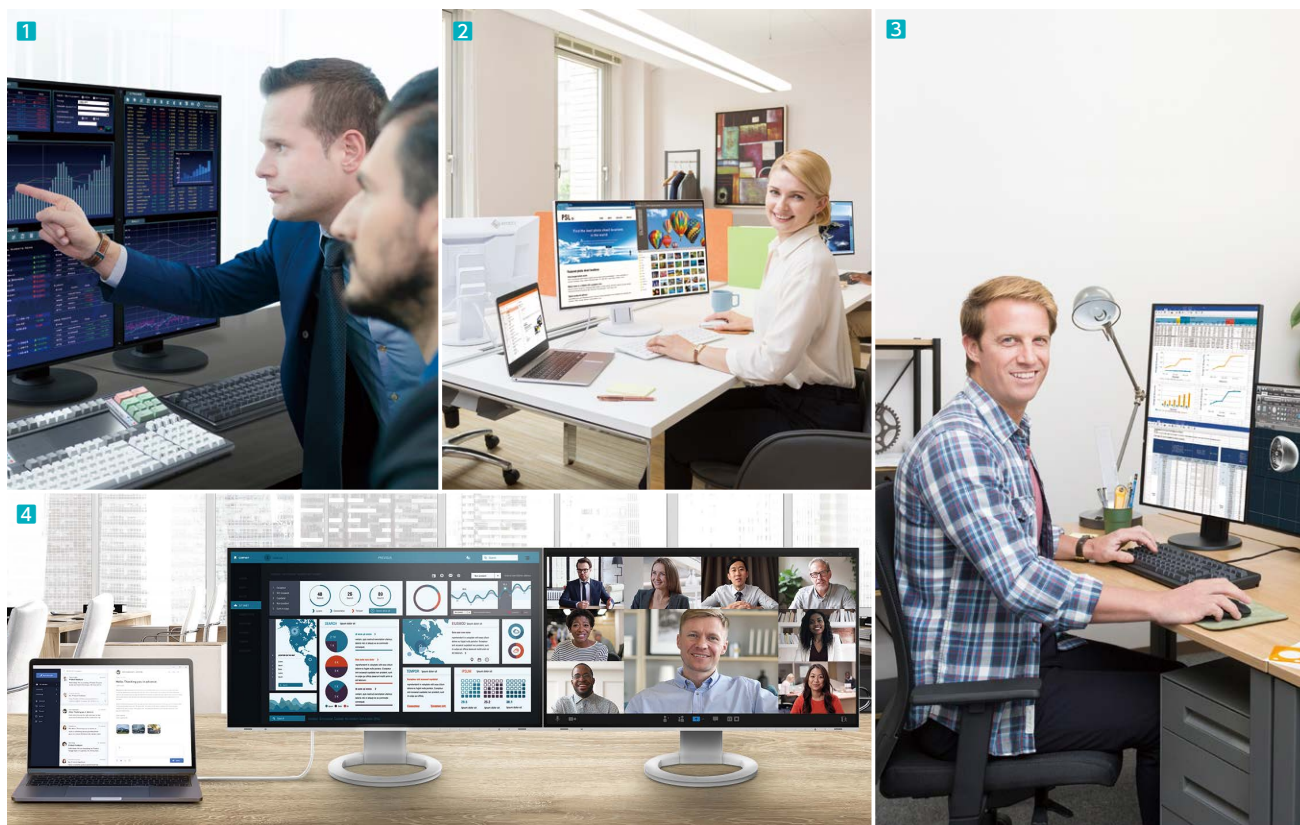
Choose EIZO, Work Better

In addition to offering excellent image quality and reliability as basic performance features, EIZO's standard monitors are packed with elements following years of dedicated work in environmental performance and ergonomics, for example minimizing eye fatigue.

EIZO monitors have been designed so users can work comfortably for extended periods and offer a virtually frameless design for a seamless view across multi-monitor configurations and reduced screen brightness and reflection. Moreover, our circuit design makes the monitor capable of controlling noise and flickering.

EIZO monitors are widely used within financial trading institutions, which require multiple monitors as well as in offices and educational facilities.

In addition, the FlexScan series was developed with thorough consideration for their environmental impact. We have adopted environmentally friendly features including lightweight construction and the use of recycled materials. Furthermore, the low-power consumption design contributes to curbing power demand and CO₂ emissions. We also collect and recycle used products to fulfill our responsibility at the end of their operating life.



1 Comfortable stress-free trading with frameless multiple monitors 2 Increase office productivity by connecting the monitor with a notebook computer
 3 Multiple monitor configurations aid CAD operations 4 Streamlined connection with USB Type-C

Case Study Treasury Unit, Sumitomo Mitsui Banking Corporation

Enabling Dealers to View More Information Instantaneously, which Contributes to Improved Efficiency and Speed of Operations

At Sumitomo Mitsui Banking Corporation, 1,000 FlexScan monitors were installed to replace equipment in conjunction with the relocation of the Treasury Unit.

Trading involves responding immediately to market fluctuations and often requires dealers to focus completely on their screen. EIZO monitors were chosen for their visual clarity and extremely thin bezel, which makes it easier for users to switch views between monitors.

Since the introduction of FlexScan monitors, users have reported less stress from extended viewing, leading to a substantial reduction in eye fatigue.



Case Study Nomura Research Institute, Ltd.

Advancing Workstyle Reform with 800 27" White Monitors

Nomura Research Institute, Ltd. is a major think tank and consulting company in Japan. Its offices have been equipped with 800 FlexScan EV2750-WT monitors. The company chose white monitors to create an aesthetically pleasing workplace as they felt white projected a more spacious impression than black to meet this essential requirement.

Furthermore, low power consumption was another deciding factor behind the choice. In replacing two 24" monitors with a single larger EV2750-WT monitor with higher resolution reduced their overall power consumption by 72%.

In addition to office applications, the EV2750-WT is also used in the company's meeting spaces. Using the Picture-by-Picture mode to display images simultaneously from two computers has stimulated collaborative work such as comparing presentation materials, which has helped to advance the company's workstyle reform.



What impresses me about EIZO monitors is that they make an active contribution to climate protection. This means that they consume very little energy during operation, and with the many additional functions, even more power can be saved. For me as a Sales Manager, this is a good sales argument.



VOICE

Roger Ledergerber
 Regional Sales Manager/
 Key Account Manager,
 EIZO AG

Healthcare (HC)

For Medical Environments

Medical Imaging Diagnostic Applications Operating Rooms

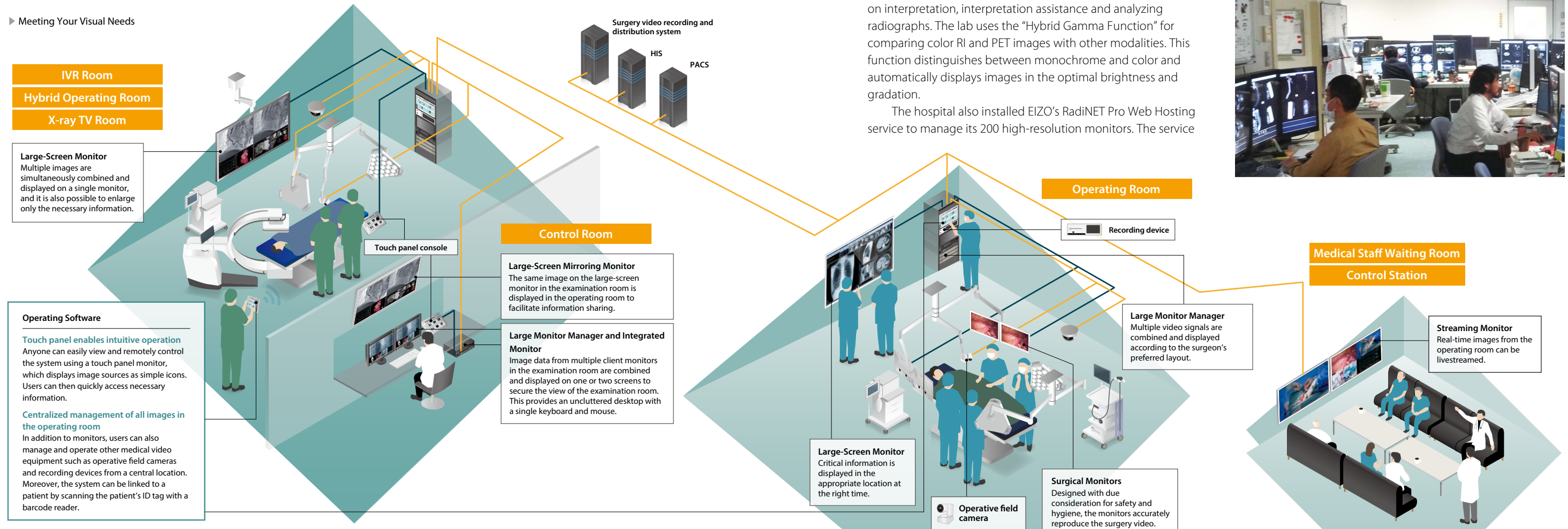
See more case studies at:
<https://www.eizoglobal.com/solutions/casestudies/>
<https://eizo-or.com/en/global/publications/case-studies/>

Making Each Life Visual

In today's increasingly advanced and complicated healthcare field, not only doctors but also other healthcare professionals such as nurses and clinical engineers are cooperating in the treatment of patients. It is therefore essential to create an environment that facilitates smooth information sharing and cooperation. In addition, due to the improved performance of state-of-the-art imaging instruments (modalities) and the increase of hybrid operating rooms, there is now a much greater need to efficiently view massive amounts of various types of image data.

To address these issues, EIZO provides consulting services to propose comprehensive visual solutions that encompass image display equipment, image control software as well as network layout, enabling the construction of an optimal visual environment to meet operating room needs. We realize innovation in the visual environments of hospitals (including operating rooms) by performing every facet of operations, including image "Capturing," "Recording/Distributing," and "Displaying."

► Meeting Your Visual Needs



Case Study Kyoto University Hospital

Latest Video Management Solutions Enabling Advanced Medical Treatment

The Department of Neurosurgery at the Kyoto University Hospital provides advanced surgical treatments to patients with difficult-to-treat cranial nerve diseases. Surgery to remove brain tumors (glioma) while the patient is conscious, using advanced intraoperative monitoring is one of the department's specialization. EIZO operating room solutions have been adopted in the department's operating room. Surgery to remove glioma existing in the language or motor-related cortexes while patients are conscious is made safer by enabling simultaneously referencing of multiple medical images. EIZO's RadiForce LX470W operating room monitor enables physicians to review different types of images, such as monochrome X-ray images and color endoscopic images on a single monitor in

tones set to their requirements.

In addition, when used with the LMM0801, a large monitor manager for distributing multiple images on a single monitor, surgeons are able to integrate up to eight images and videos in an optimal layout. EIZO's operating room solutions were selected for these useful functions.



Case Study Kurashiki Central Hospital

Ensuring Monitor Quality Through Low-Maintenance Centralized Management

Kurashiki Central Hospital has installed several RadiForce RX850 and RX650 units in its 3D laboratory, which focuses on interpretation, interpretation assistance and analyzing radiographs. The lab uses the "Hybrid Gamma Function" for comparing color RI and PET images with other modalities. This function distinguishes between monochrome and color and automatically displays images in the optimal brightness and gradation.

raises the operational efficiency of quality management staff by automatically controlling the quality of monitors with built-in calibration sensors. Tasks such as measuring brightness and gradation, crucial for maintaining the quality of medical monitors, can be conducted over a network outside of normal operating hours.



The hospital also installed EIZO's RadiNET Pro Web Hosting service to manage its 200 high-resolution monitors. The service

Creative Work (CW)

For Graphic Arts

Publication, Design, Printing, Photography | Video Production

See more case studies at:
<https://www.eizoglobal.com/solutions/casestudies/>

True to Creativity

We are committed to color reproduction quality and seek to increase work efficiency and accuracy in creative settings including photo editing, design, printing and video production by offering monitor solutions that facilitate achieving and maintaining accurate color display.

Our ColorEdge series of color management monitors and EIZO's own calibration software enables users to adjust their displays settings to their individual needs.

With a color management solution enabling central management of multiple ColorEdge monitors over a network, the monitor administrator can save time and effort by remotely and simultaneously setting the color mode for several monitors. This enables users to maintain uniform color display throughout the entire workflow, from production to referencing, even when finishing a product by dividing work, which thereby boosts work efficiency.



1 Hobby Photography 2 Pro Photography 3 Illustration 4 Design 5 Printing 6 Post Production

Case Study Studio Yagüe

Ensuring accurate color display environment for each retoucher

Studio Yagüe is a digital post-production studio located in Spain, which specializes in retouching graphic works for fashion and advertising.

Retouching is carried out to perfect an image and requires stringent levels of quality in terms of brightness, color and contrast. The studio is equipped with over 50 ColorEdge monitors and are regarded highly for enabling the studio to deliver the optimal visual image content to its clients.



Case Study Netflix/Production I.G.

ColorEdge Used for the World's First 4K HDR Hand-Drawn Animation Production

Netflix announced a joint project with Production I.G, which has been at the forefront of the Japanese animation production industry. Production I.G used the ColorEdge CG318-4K and its successor the CG319X as the main editing monitors as well as the ColorEdge PROMINENCE CG3145 for post-production final color checking and referencing.

The ColorEdge monitors enabled the production team to check shadows and highlights, which are often undetectable on other monitors, while precise resolution and smooth movement provided the backbone for animation production. The team placed great confidence in their EIZO monitors, as they allowed for the checking of colors at the same level throughout the whole process from early production to final processing.



Vertical & Specific (V&S)

For Mission Critical Environments

Air Traffic Control (ATC) Maritime Security & Surveillance Other Industrial Markets

See more case studies at:
<https://www.eizoglobal.com/solutions/casestudies/>

Durability x Quality x Everywhere

EIZO provides visual environment solutions for specialized applications and environments in areas such as security and surveillance, maritime, railway, air traffic control and factory automation. We serve diverse needs ranging from improving visibility to ensuring high reliability and excellent display performance under harsh environments. We meet each and

every requirement by harnessing the visual technology and know-how we have accumulated over the years.

- Small quantity production
- Stable long-term supply
- Flexible customization
- Reliable long-term maintenance



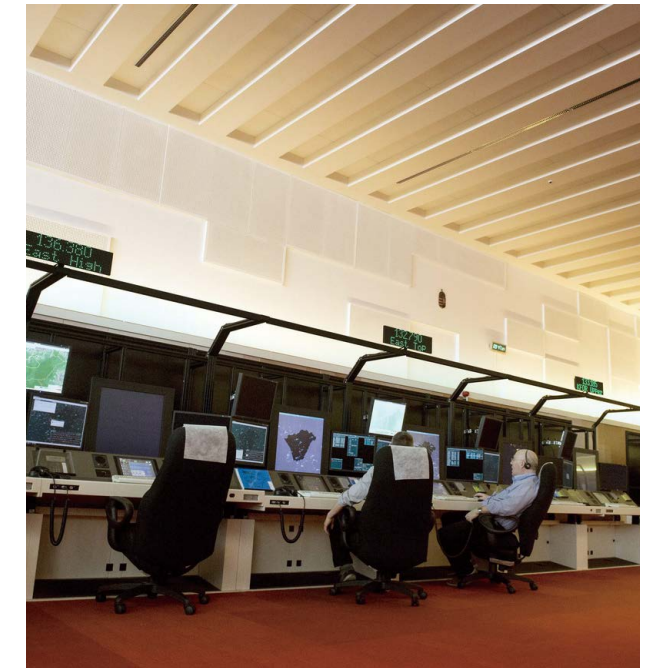
1 Air Traffic Control 2 Maritime 3 Security & Surveillance 4 Railway 5 Factory Automation

Case Study HungaroControl

EIZO Chosen for Superior Technology

HungaroControl has been using EIZO's high-end ATC monitors to provide air navigation services in Hungary since 2012, when it installed its first EIZO primary control monitor. Its decisive factor in choosing EIZO was our superior technology and comprehensive ATC specific lineup of solutions, including monitors, recording and streaming systems and graphic boards.

Monitors used in ATC towers require ultra-low ambient light reflection, high brightness ranges and outstanding image clarity. After extensively testing monitors from various manufacturers, EIZO's Raptor monitor series was selected.

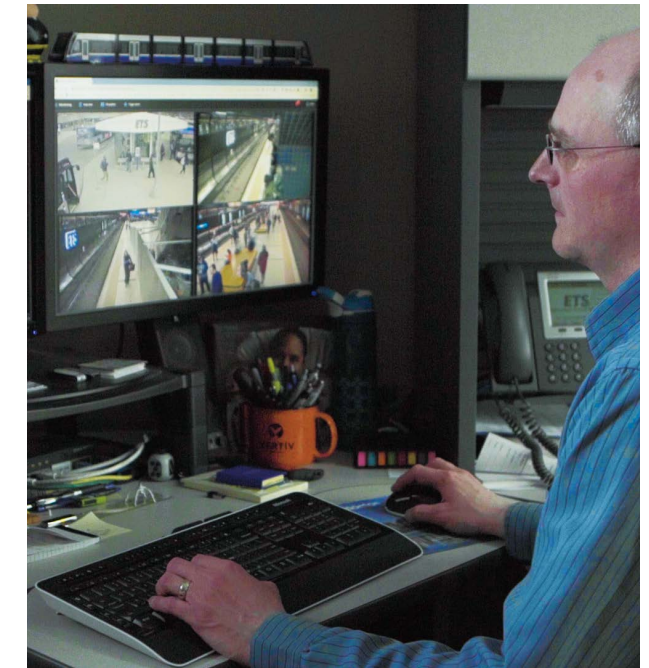


Case Study Edmonton Transit Service

Easily Managed EIZO IP Monitors Adopted for Monitoring Public Transportation

Edmonton Transit Service (ETS) operates multiple modes of public transportation, including buses and light-rail transit in the city of Edmonton, Alberta, Canada. ETS adopted EIZO's IP monitors at its underground stations for crime prevention. These monitors enabled ETS to simultaneously display video feeds from 16 cameras* via a single network cable. ETS opted to construct a simple system not using computers or other devices for easier maintenance while also reducing vulnerabilities from the standpoint of cyber security.

*Capable of simultaneously displaying up to 32 units as of May 2020.



Value Creation by Market

Case Study Tokyu Corporation

EIZO Chosen to Ensure Clear View of Passengers Entering and Exiting Trains

Tokyu Corporation uses DuraVision FDF2123W monitors to enable its crew to confirm safety during the opening and closing of carriage doors by displaying video feeds from cameras installed on railway platforms. The monitors are used under harsh outdoor environments so must be highly durable, have a large screen size and outstanding image clarity. As they are located on the platform, they must not suffer image washout should strong sunlight be reflected on the screen. The FDF2123W monitor meets all these conditions, and train crews appreciate it for being a dependable monitor, which provides a clear view under strong sunlight as well as in the dark.



Case Study Rostock Fire and Rescue Department

Offering Durability and Visibility at Sea

The Albert Wegener Fireboat engages in life-saving and fire-fighting activities in the City of Rostock in northeast Germany. The ship's bridge is equipped with five DuraVision FDS1904T 19-inch touch panel monitors to display electronic nautical charts, navigation-related information, the operating status of various onboard equipment and camera feeds from inside and outside the ship.

The FDS1904T monitor is certified for maritime Electronic Chart Display and Information System (ECDIS) and radar applications (IEC61174, IEC62288, and IEC62388). It is also certified for resistance against heat, vibration, and noise required for navigation equipment (IEC60945) so can be used with confidence on onboard ships. This track record in maritime monitor technology was the deciding factor for selecting EIZO.



The possibilities are endless. I am extremely excited to be a part of the EIZO V&S team during this initial stage of breaking into the UK market. We have had many positive conversations and are uncovering numerous interesting opportunities within all verticals. The market thus far has been extremely receptive and impressed with the EIZO solutions, especially the quality and reliability, which makes us stand out from the crowd.



VOICE

Claire Labuschagne
Account Manager,
V&S Products,
EIZO Limited

Amusement

Monitors Mounted into Pachinko and Slot Machines

Providing Comprehensive Capabilities by Combining EIZO Hardware with Irem Software

We entered the market at the dawn of the pachinko era and have since sought to create amusement products that amaze users, enticing them to continue playing. We have been a key longtime partner of the market's leading amusement machine manufacturer, producing extremely popular products including the "Sea Story" and "Hammerin' Harry" series.

Our track record has been supported by the comprehensive capabilities of the EIZO Group. We develop and manufacture the hardware and software for monitors installed in pachinko machines and supply them to the amusement

machine manufacturer as an integrated unit.

Our in-house capabilities encompass production planning, video production and software insertion in addition to hardware development and production. This comprehensive capability gives us a major advantage over other manufacturers and video production companies.



©SANYO BUSSAN CO., LTD.

EIZO's In-house Development and Manufacturing System



Irem's Content Production Technology

We have established a unique presence in the digital entertainment industry by developing arcade and console games as well as video software for pachinko and slot machines.

We are extremely familiar with amusement machines and therefore able to produce a diverse array of high-quality products in any genre, including videos for 3D real-time rendering and 2D movies.



EIZO's Hardware Development Technology

We have continually met the rapidly changing requirements of amusement machines by producing monitors and ASIC image processors featuring high quality and reliability through in-house development. Moreover, we offer the full capabilities of our 3D real-time image processing technologies cultivated in our amusement business.



EIZO's Flexible Production System

We produce monitors for both B&P and amusement in the same factory and have a production system that can respond flexibly to changes in orders thanks to our multi-skilled staff and efficient facilities.

Foundation for Sustainable Growth

Visualizing a better tomorrow for all

The EIZO Group contributes to the development of a prosperous society using our unique technologies and inherent principles resulting in sustainable growth together with society.



EIZO's Approach to CSR

EIZO upholds our corporate philosophy of pursuing imaging solutions to enrich society. We contribute to society's sustainable development by providing products, services and solutions using our unique technologies and inherent principles. We address social issues while also ensuring compliance with all relevant laws and regulations. We contribute to the sustainable development of society by conducting business in good faith, such as respect for human

rights and participating in the sustainable development of local communities.

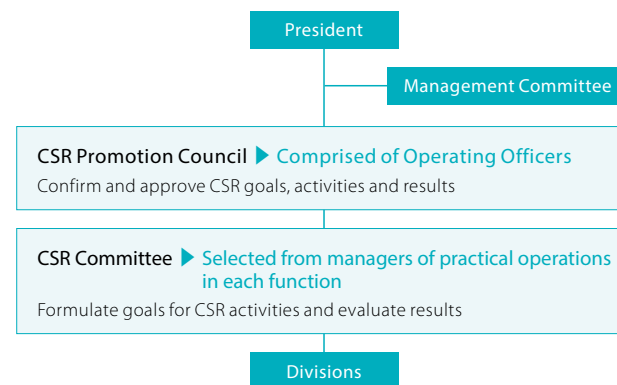
Based on this concept, at the heart of our CSR policy lies the EIZO Group Principles of Conduct, which serves as a guideline for every individual member of the EIZO Group to follow in order to realize our corporate philosophy and serves as a commitment to our stakeholders.

▶ Please see page 1 for the EIZO Group Principles of Conduct.

CSR Management System

CSR activities are supervised by the General Affairs Department at EIZO Corporation, Japan. Activities are embodied and carried out by all members from all EIZO Group Companies in accordance with the EIZO Group CSR Policy.

As part of our CSR management system we have established a CSR Committee that reports directly to the CSR Promotion Council. The CSR Committee consists of representatives from each division of EIZO Corporation and is tasked with formulating and promoting our activities and also evaluating results. These evaluation results are presented to the CSR Promotion Council, comprising Operating Officers, and after approval, reported to the Management Committee. Under this system we manage a PDCA cycle to promote our CSR activities.



For Sustainable Development Goals (SDGs)

We aspire to play our part in achieving the SDGs adopted by the United Nations in 2015 through such efforts as identifying the fields in which we can contribute and setting our own targets.



Participation in the UN Global Compact

We have been participating in the UN Global Compact (UNGC), a global framework for achieving sustainable growth, since September 2012. Participants contribute to the development of this framework by exercising responsible and creative leadership as good members of society. As a UNGC participant, EIZO is committed to the realization of the global framework by consistently implementing the ten core CSR principles on protecting human rights, eliminating wrongful labor practices, respecting the environment and preventing corruption. We will continue our efforts in realizing these principles.



Membership in the Responsible Business Alliance (RBA)

In January 2020, EIZO Corporation became a member of the Responsible Business Alliance (RBA), which seeks to promote CSR throughout the global supply chain in the electronics industry.

The goal of the RBA is to ensure that both companies and their global supply chains fulfill their social, ethical and environmental responsibilities. It establishes standards to ensure that working conditions are safe, workers are treated with respect and dignity, and business operations are environmentally responsible and conducted ethically.

EIZO supports the vision and mission of the RBA, and we are aligning our business activities to be in compliance with RBA standards. We also encourage all our suppliers to uphold the RBA Code of Conduct.



Participation in the Responsible Minerals Initiative (RMI)

EIZO participates in the RMI, a responsible minerals procurement initiative. To ensure that we source and use minerals in our products not associated with any conflict or criminal activities (conflict-free) we carefully scrutinize our global supply chain.

The mineral resources in question include tantalum, tin, tungsten and gold, defined as "conflict minerals" under the U.S. Dodd-Frank Act, as well as cobalt.



An excellent display with state-of-the-art technology as well as the industry recognition that EIZO has are not only important for medical work but also critical to the lives of patients. In addition to selling monitors, I have in my job a sense of mission to help people.









VOICE

Maggie Lai
Sales Manager,
Hong Kong and
South China,
EIZO Corporation

Foundation for Sustainable Growth

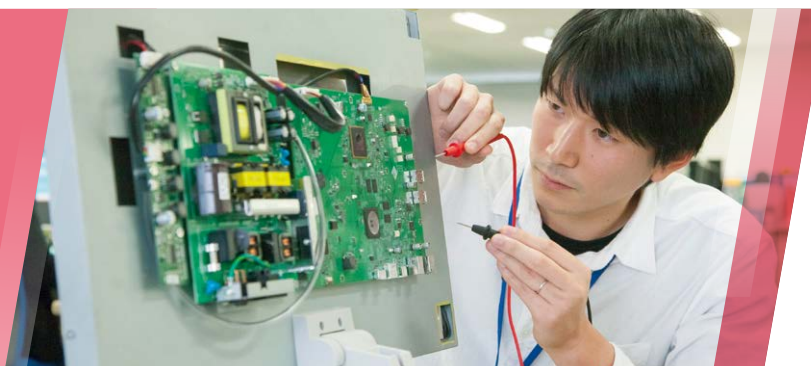
EIZO's CSR goals and activities are organized under the Seven Promises, the principles of conduct.

Seven Promises	Major Activities	Mid-Term Goals	FY2019 Activities for Achieving the Goal	SDG Mapping
Creating New Value	<ul style="list-style-type: none"> Provide high-quality, high-performance visual imaging solutions that address social needs 	Contribute to society based on new value created through Imaging Chain Innovation	<ul style="list-style-type: none"> Released a real-time monitoring solution capable of receiving video signals directly from video management systems (VMS) (without the use of a computer) to be used for security and surveillance (DuraVision DX0211-IP: IP Decoding Box) Created a camera system for capturing surgical proceedings in 4K resolution, featuring a versatile mount that enables the user to control the camera intuitively (CuratOR MEC-7000-UHD/SC430-PTR: 4K Surgical Field Camera System) 	
Environmental Consideration for Our Products and Business Operations	<ul style="list-style-type: none"> Reduce the environmental impact of products through the use of recycled plastics, reduction of packaging materials and other activities Reduce the environmental impact of operations by cutting greenhouse gas emissions and promoting energy conservation 	<p>Accelerate the pace of reducing environmental impacts</p> <ul style="list-style-type: none"> Products: Industry-leading environmentally responsible development Operations: Reduce CO₂ emissions by 50% compared to FY2017 levels by FY2030 	<ul style="list-style-type: none"> Obtained ENERGY STAR Ver. 8.0 certification Increased the usage ratio of recycled plastics Increased the usage ratio of recycled materials in packaging Conducted a life cycle assessment of the FlexScan EV series Obtained ISO 50001 environmental management system certification Introduced renewable energy for part of the electricity needs of EIZO's Hakui Factory 	
Operating as an International Corporation	<ul style="list-style-type: none"> Conduct initiatives to ensure responsible procurement of minerals, including prohibiting the use of specific minerals associated with illegal acts 		<ul style="list-style-type: none"> Joined the Responsible Business Alliance (RBA) Conducted a survey on conflict minerals 	
Open and Fair Trade	<ul style="list-style-type: none"> Established the "EIZO Supplier Principles of Conduct" to engage in sound business activities around the world and asked suppliers to implement the directives outlined in the code 	Promote CSR in a concerted effort throughout the supply chain		
Strong Bond of Trust with Stakeholders	<ul style="list-style-type: none"> Provide fair, accurate information on management policy, business strategy and financial activity Provide fast, reliable after-sales service Promptly share and incorporate queries and requests from customers Contribute to local communities through various activities 		<ul style="list-style-type: none"> Held a briefing for institutional investors Contributed to local communities through various activities 	
Strict Respect and Compliance with both the Letter and Spirit of the Law	<ul style="list-style-type: none"> Enhance corporate governance Raise employee awareness through compliance training 		<ul style="list-style-type: none"> Implemented compliance training at all EIZO companies 	
Broadminded Corporate Culture	<ul style="list-style-type: none"> Conduct initiatives for sustaining a motivating workplace Promote initiatives on occupational health and safety 	Create a working environment that enables everyone to work with vigor	<ul style="list-style-type: none"> Reduced total work hours by improving operational efficiency Prepared an action plan (FY2019–FY2021) to promote the active participation of women Prepared a plan (FY2020–FY2022) for nurturing the next generation of workers Achieved the target rate for employment of persons with disabilities Obtained ISO 45001 occupational health and safety management system certification 	

Development

Development Capabilities Ensuring the World's Best

To create the world's best products, EIZO maintains a fully integrated in-house system for product planning, development, production and quality assurance. This ensures we continuously accumulate and advance visual technologies and expertise within our organization.



Accumulating Unrivaled Visual Technologies

Realizing the high performance, features and functions demanded by specific environments such as healthcare, creative work and other vertical markets has been achieved through the cultivation of our visual technologies and developments incorporated in monitors for the Business & Plus market. Through this evolution we have accumulated a strong base of core visual processing technologies and competencies. In particular, the unrivaled quality and reliability essential

for these specific environments are realized in both hardware and software technologies. Our hardware design technology is capable of creating images with excellent quality while our software technology maintains and controls display quality, allowing for widely recognized solutions in professional applications that require a consistently high degree of accuracy over long periods of use.

New Technologies Evolving Capabilities

By incorporating not only our hardware and software capabilities but also GPU and AI technologies we have undergone a significant transformation. We are now developing a range of visual information processing technologies such as analytics, analysis, recognition, and decision making capabilities based on such information. These technologies expand our capabilities beyond conventional hardware monitors to the development of

complete systems covering the entire visual process; from the initial input of visual data, image capturing, recording and distribution right through to, and including, actual visual display output. The evolution of this complete imaging system (Imaging Chain Innovation) significantly expands our ability to propose solutions for an even wider range of markets.



Devices Creating Products Committed to Exceeding Expectations

Novel devices and image processing technologies are vital for creating innovative products. We therefore pay close attention to the performance of all components as they are indispensable in creating high quality images. In order to ensure such uncompromising performance we build and maintain sound partnerships with each and every key component manufacturer. In addition, our proprietary control systems maximize the ability of all components to even surpass necessary performance levels. We have also developed

our very own ASIC and FPGA image processors that are indispensable components for the system.

When the need for customization or ultra-reliability cannot be achieved even in collaboration with component manufacturers, we realize them in-house, drawing from our proprietary technologies, including touch technologies, optical bonding, IP standards, environmental and customization capabilities, etc.

The Spirit of Global Development

EIZO maintains research and development (R&D) and manufacturing facilities in multiple locations globally. Each year EIZO companies responsible for R&D gather at the headquarters to introduce their technologies at the EIZO Technology Showcase in order to ensure smooth collaboration and creation of the world's best. This event is an important opportunity not only for engineers to exchange information but also for sharing EIZO's future vision with sales, planning and manufacturing staff from around the globe.

We also hold separate global meetings for sharing detailed information on specific markets, trends and related technologies. For example: In fiscal year 2019, those responsible for the ATC market from EIZO (Germany, U.S., U.K., Austria, Italy, Switzerland, Nordics, Czech, the Netherlands, and Japan) gathered in Germany to exchange information on market trends, new products and sales strategies and also undertook technical training including assembling an actual 2K2K primary control monitor.



VOICE

Development at EIZO is characterized by the close collaboration between hardware and software developers to produce technologically advanced products. Functions difficult to develop by hardware alone are enhanced through software technology to create products and services with greater appeal for customers. Since we provide products and services for highly specialized fields, our developers interact with customers to come up with detailed specifications and propose new functions by integrating their needs with our accumulated technologies. We will continue developing products that satisfy customers by drawing on the strengths of our ever-evolving technologies and unique concepts.



Airi Kurokawa
Group Leader, Healthcare Products,
R&D, Healthcare Products Department

Manufacturing

EIZO-Style Manufacturing Creates the World's Best

"Stop looking for the reasons why you cannot do it. Think seriously how you can do it!!"
 This statement originates from an EIZO production site and is now widely shared as the philosophy of EIZO's manufacturing. Each and every employee embodies this philosophy ensuring EIZO maintains our high quality.



Manufacturing Unity with Group Production

Electronic circuit boards in EIZO monitors are manufactured by EIZO MS Corporation, located in Hakui City, Ishikawa Prefecture. The circuit boards are supplied to EIZO factories in Japan, China, and Germany and are used in more than 90% of EIZO monitors sold worldwide. Final products are assembled in Japan, Germany, and China. The entire production process is undertaken within the Group, from the manufacturing of electronic circuit boards to the assembly and inspection of final products.

Furthermore, our R&D and manufacturing departments work together from the development stage, freely exchanging ideas for improving manufacturing operations. In addition,

our Information Systems Department joins to analyze the massive volume of quality data accumulated daily in the production process. This is to ensure the data is fully used to constantly improve the development of new products and adjustment and design production systems and processes. One significant achievement has been AI-based quality adjustment on the production line, which has boosted production efficiency by 15%.

EIZO's proven strength is not only in realizing high quality and reliability but also creating a strong sense of unity in manufacturing that transcends barriers between departments and countries.

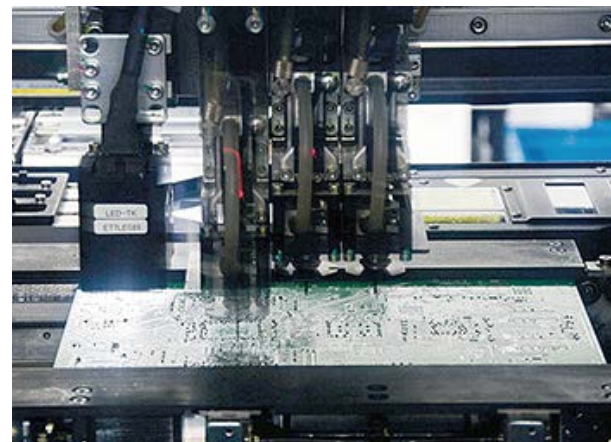
The Spirit of Manufacturing and Technologies

We have consistently incorporated state-of-the-art technologies into EIZO products, which requires the continual refining of our manufacturing technologies. At our factories, we focus on protecting the quality of EIZO products and

nurturing human resources to be capable of handling these cutting-edge manufacturing technologies. We also organize annual factory tours for employees of Group companies to share EIZO's manufacturing spirit and technologies globally.

Manufacturing Circuit Boards Meeting High Quality Standards

To maintain high quality standards in the mounting of electronic components, the latest equipment is used to adjust the mounting position at micron levels. X-ray inspection prevents defective components from leaving the line by checking areas that cannot be inspected visually, and automated optical inspection confirms the mounting status of all components. The EIZO logo is firmly engraved on all circuit boards made to prove the high reliability of EIZO monitors.



Advanced Production Facilities Using AI, Robotics, and IoT

Approximately 80% of the EIZO monitors worldwide are produced at the headquarters factory in Japan. Here, monitors designed for business or office applications where large volumes are demanded are mass produced using line production processes on conveyor belts. Monitors for diverse applications such as healthcare, creative work and other vertical markets that require a lot of specialized adjustments and inspection are produced in smaller quantities using cell production processes. In addition, when we expanded our factory in 2016, we designed and created a hybrid production facility for more efficiently and simultaneously producing multiple models by selecting the optimal production method according to specific quality, grade, cost, and delivery requirements.

Hybrid production is a state-of-the-art production process that promotes automation, easing effects of the labor shortage by taking full advantage of AI, IoT and robotics. Assembled monitors are automatically transferred to an adjustment rack where an automated camera system automatically adjusts the brightness and color settings. This system supports the flexible and simultaneous manufacturing of products with varying sizes and applications.



Inspection System for Catching the Smallest Abnormality

For every single unit we perform a thorough inspection, both visually and mechanically. In addition to automated inspection processes, such as screen uniformity, the final inspection is conducted visually. Monitors are products that people constantly use and see so we believe in the importance of inspection using the human eye, regardless of advances in automation. This requires a high level of competence that can only be performed by experienced staff.



VOICE

I work on the assembly line for B&P monitors. Since there are many different types, each with its own manufacturing process, I strive every day to maintain high quality while paying close attention to detail. I take on the challenges that new models present, with a sense of achievement and satisfaction when my efforts to acquire more knowledge and skills lead to greater efficiency. Looking ahead, I hope to apply my experience in the production of monitors for a wider range of areas, such as V&S, Healthcare, and Creative Work.



Arisa Yokota
 Manufacturing Section I, Manufacturing Department

Quality

Premier Quality Assurance Creating the World's Best

The following Quality Management Policy was established to provide quality products and solutions that are comfortable to use in various environments and ensure we continue to provide products to the market with an uncompromising commitment to quality.



EIZO Group Quality Basic Policy

The EIZO Group is committed to continually fulfilling customers' expectations by proposing and offering high quality products, services, and solutions. We therefore:

- 1 Aim to develop high quality products by pursuing the world's highest level of technology.
- 2 Carry out our responsibility for environmental preservation by actively reducing the effects on the environment in every business activity from product development to manufacturing to sales and service.
- 3 Set the quality target which are carried out and reviewed by all the employees in every business activity.
- 4 Establish a quality management system, review it periodically, and continually improve it to sustain its validity and suitability.
- 5 Meet the expectations of both healthcare professionals and those who receive medical treatment by providing medical devices with assured quality, effectiveness, and safety.
- 6 Comply with legal and social requirements.

Quality Management System and Certifications (in Japanese)
<https://www.eizo.co.jp/company/csr/1/process/management/>

Ensuring Quality in Planning and Development

At the planning and development stages, in addition to complying with the laws, regulations and industrial standards of each country, we are rigorously assessing risks for each market and application. Moreover, we have achieved superior standards of quality through application of the Group's fully integrated in-house development system.

We also have our own in-house testing equipment for EMI, EMS and other safety standards, including reliability tests such as high and low temperature tests as well as vibration and drop tests. These tests were typically conducted at dedicated facilities externally, but in EIZO prompt and careful evaluations as well as efficiently delivered feedback to the R&D and manufacturing teams play major roles in continuously maintaining and improving quality. Therefore, EIZO now has proprietary testing equipment in-house with the idea of fulfilling the above-mentioned requirements.

Main Testing Equipment

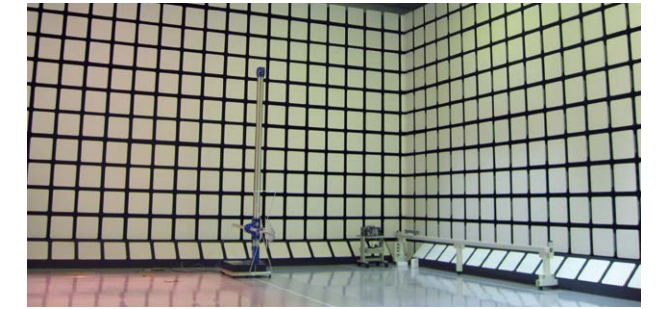
MIL-STD-810 Environmental Testing and Assessment

EIZO in-house testing equipment and facilities are capable of conducting tests under harsh conditions such as extreme temperature/humidity, vibration, shock, etc. in accordance with the standards and assessment guidelines for materials procured by the U.S. Department of Defense. Passing the evaluation proves products are highly reliable.



Anechoic Chamber

We obtained EMC testing facility certification in 2002 from the U.S. National Voluntary Laboratory Accreditation Program of the U.S. National Institute of Standards and Technology, based on ISO/IEC 17025 requirements. We also obtained certification from TUV in 2003.



Ensuring Quality in Procurement

EIZO procures more than 10,000 parts from around the world. To guarantee the highest quality of products and services it is essential to source only quality components.

In addition to establishing procurement policies and guidelines and providing them to suppliers, we achieve our goals by collaborating with suppliers to ensure quality through the evaluation and verification of samples during the development stage. We also develop and share our know-how and market feedback with suppliers as part of building a collaborative and mutually beneficial partnership enabling us to grow together.



Ensuring Quality in Production

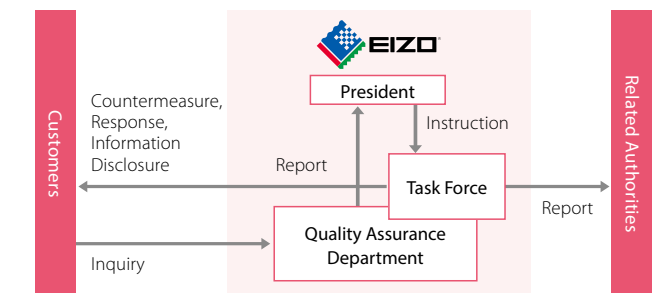
At each stage of production, important key parameters such as brightness and contrast are automatically recorded and saved for real-time quality monitoring. We use this big data to

improve production efficiency and provide feedback for new product development.

After-Sales Quality Management

We conduct sales and after-sales activities through a dedicated global network. Within this network of EIZO Group Companies and Authorized Distributors we are constantly sharing the latest information.

We collect data that is used to predict issues that could potentially impact product quality and the actual occurrence of these issues during daily business operations. In the unlikely event of an issue related to safety or quality occurs, we will take prompt and appropriate measures (e.g., cause investigation, countermeasure implementation, product repairing, information disclosure, etc.).



VOICE

Providing our medical customers with high-quality EIZO monitors gives me great satisfaction. The excellent image quality for precise diagnostics, high-quality performance combined with a long life-cycle, plus many useful features and functions, guarantee that we can meet the expectations of our long-standing customers.

Imke Kurtsiefer
 Team Leader Inside Sales Healthcare,
 EIZO Europe GmbH



Intellectual Property

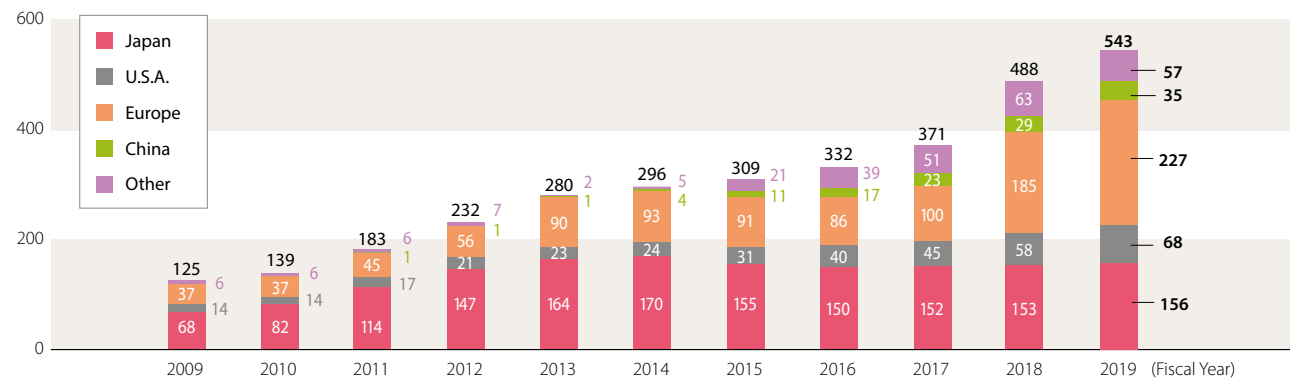
Intellectual Property Initiatives Vital to Business Growth

We believe technology and design created in the process of product development to be one of the most important assets for EIZO and actively seek to obtain patents and design rights to protect them. Our recent focus has been on attaining patents and design rights in countries and regions where we expect product sales to grow such as China and India, in addition to Japan, Europe, and the U.S., currently our main markets. We aim to construct a global network of intellectual property. We also believe that trademarks, including the names of our company and products, are key to protecting and enhancing EIZO brand value. We therefore strive to obtain and maintain trademark rights in all countries where we sell our products.

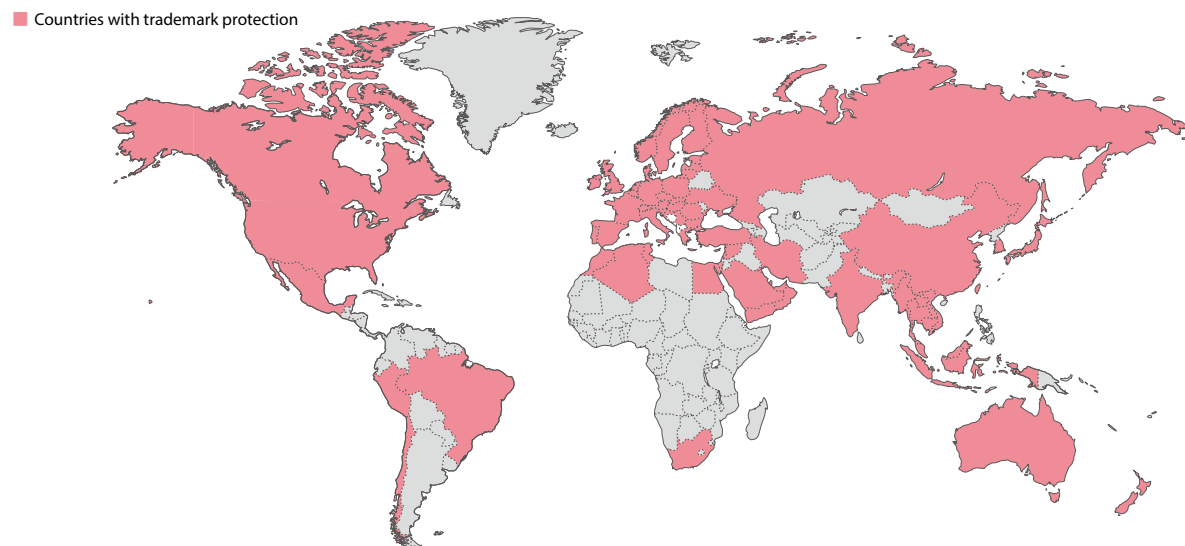
Number of Patents Held by the EIZO Group and Territories Where the EIZO Brand is Widespread

Our focus has been on attaining patents and design rights in countries and regions where we expect product sales to grow such as China, India and Russia, in addition to Japan, Europe and the United States, currently our main markets. Our overall goal is to construct a global network of intellectual property.

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



Territories Where the EIZO Brand is Widespread (as of March 2020)



Centralized Management of EIZO Intellectual Property

We have centralized the management of all EIZO intellectual property (including patents, design rights, and trademarks) and other intellectual property regardless of whether rights have been secured. We have established a system to facilitate the use of intellectual property and sharing of related information within the EIZO Group. To effectively manage our intellectual property, we periodically evaluate the value of patents and design rights based on technology trends and implementation status.

Securing Patents and Designs and Obtaining Rights

We have introduced a survey and application procedure for patents and designs into our product development process to prevent missed opportunities for identifying new core and peripheral technologies as well as designs created during the process.

We secure patents or rights for all technology or design that can be a powerful and beneficial asset for EIZO. To achieve this, we strategically select appropriate countries for the applications in accordance with the area and characteristics of the technology or design. We then develop a network of core patents and design rights.

Encouraging Creation of Patents and Designs

We have established and manage an incentive program for employee inventions to encourage staff to secure patents and designs. We also have an internal awards program for inventors and others who have secured patents or rights to designs that have contributed to our business.

Respect Third-party Intellectual Property Rights

During the initial stages of product development we identify new technologies incorporating them into the product plan. We then investigate to confirm if there are any third-party intellectual property rights attached to any component technology (including technologies developed by EIZO). Should such a right be confirmed to exist we exercise the utmost care to ensure that we do not infringe upon any third-party intellectual property rights by taking action such as excluding the use of the technologies or by obtaining permission to use a technology from the third party.

In determining a new product name our top priority is to ensure that there is no possible infringement of any third-party trademarks in any countries where the product is to be sold.

Protecting EIZO's Intellectual Property Rights

In the event that a third party is found to have infringed upon EIZO's intellectual property rights, we will seek appropriate measures from the third party to be taken to protect these rights.

VOICE

Raising employee awareness is a key for efficiently implementing every intellectual property initiative. Accordingly, the Intellectual Property Department has been periodically organizing workshops on intellectual property and actively communicating with other departments. The purpose of our study groups is to instill participant awareness of patent and design creation and respect for the intellectual property of third parties. We also provide timely information on the ongoing evolution of intellectual property regulations in each country.

With regard to communication, we provide patent information containing legal elements in an easy-to-understand manner for engineers exploring possible patent applications for newly developed technology. Meanwhile, we obtain in-depth technological information from engineers to support renewed considerations based on mutual understanding.



Michihiko Aono
Section Leader, Intellectual Property Management, Intellectual Property Management Department

Products and Business Operations that Consistently Reduce Environmental Impacts

The Environment

Products and Business Operations that Consistently Reduce Environmental Impacts

EIZO has been working to reduce the environmental impact of our products and businesses since we launched our own brand of CRT monitors in Europe in 1985. We will continue to address environmental issues in our business operations in order to play our part in enriching future society.



EIZO's Environmental Approach and Initiatives

In addition to making environmentally sound products, EIZO believes that we must also strive to reduce the environmental impact of our business operations. We are guided in our efforts by the following Energy and Environmental Basic Policy, on which we have established management systems.

Energy and Environmental Basic Policy

EIZO is aware that one of our key responsibilities is to conduct business taking the environment into consideration. We strive to contribute to the sustainable development of our society by being conscious of the impact our business has on the environment. We will continue our concerted effort in the effective use of resources, climate change mitigation, environmental protection (including the protection of biodiversity and ecosystems), prevention of pollution and reduction of other environmental risks. We therefore:

- 1 Comply with legal, moral and other requirements regarding environmental protection and the effective use of energy.
- 2 Provide eco-friendly products and services, implement activities to reduce our environmental footprint and take active measures to prevent pollution.
- 3 Constantly improve our environmental impact performance when conducting business such as: use of sustainable resources, pollution prevention, green procurement, enhancement of efficient energy use and reduction of greenhouse gas emissions.
- 4 Establish an energy and environmental management system that is in accord with business activities, energy and environmental management goals, implement, review and continually improve our performance.
- 5 Conduct awareness-raising activities targeting our members to improve understanding of environmental protection as well as the use of clean and sustainable energy.

VOICE



Dick Bender
Sales Manager, EIZO Nordic AB

As a manufacturer of quality products we must always add value to each and every interaction with our customers. This includes emails, phone calls and meetings in the sales phase as well as future daily product interaction or later customer services if needed. Conclusively one way of adding value for us as a sales team is to educate customers on the impact monitors have on the environment and how EIZO's unique quality and know-how in monitor manufacturing actually can transform the customer into an environmental benefactor while helping them apply their constantly increasing environmental demands.

EIZO Initiatives for Reducing Environmental Impact

Compliance with the Latest Environmental Standards



We proactively develop environmentally sound products that comply with the latest environmental standards, including but not limited to TCO Certified Generation 8, EPEAT and ENERGY STAR 8.0.

Enhancing Power Saving Features



Along with designing for low power consumption, we equip our monitors with numerous features that reduce power consumption and CO₂ emissions.

Recycled Plastic for Monitor Housing



Our FlexScan EV series* uses recycled plastic for more than 15% of its parts.

*More than 85% of the product's external housing, such as cabinets and stands, are made of recycled plastic.

Designs that Are Kind to Both the Environment and Humans



We make limited use of plastic and paints containing flame retardant in the external housing of our monitors to reduce the impact on the environment and on humans and to enhance the recyclability of our products.

Environmentally Sound Packaging



We use cardboard made of recycled paper as packaging for EIZO products to reduce their environmental impact. In addition, the FlexScan EV series cushioning is made up of 100% recycled materials. We are also working with our suppliers on the reduction of the packaging materials for some of the parts we purchase.

Collection and Recycling of Products



We also collect used monitors for recycling in Japan, Europe, and the U.S. to realize our responsibility even beyond the usage lifetime of our products.

Reduction of Greenhouse Gas Emissions



EIZO recognizes that most of our greenhouse gas emissions are derived from our electricity consumption and we therefore intend to reduce these emissions by 50% of fiscal year 2017 levels by no later than 2030.

Reduction of Supply Chain Environmental Impacts



We have established our own EIZO Green Procurement Standards and preferentially procure environmentally friendly products, components and materials (including packaging) that adhere to our quality, function, and cost requirements.

Independent Monitoring of Chemical Substances



For all components used, we prohibit or control the use of prohibited chemical substances in accordance to the rule of all applicable laws and environmental standards.

Products and Business Operations that Consistently Reduce Environmental Impacts

Higher Energy Efficiency, Use of Recycled Plastics, and Other Initiatives for Reducing the Environmental Impact of EIZO Products

Our commitment to developing environmentally friendly products has been part of EIZO's core DNA since entering the computer monitor market in 1985. While we naturally comply with all relevant environmental standards, it is important to us to ensure we reduce our environmental impact even further, so created our own internal environmental certification system in 2002. Through this activity we have been continuously reducing energy consumption and proactively adopting recycled plastic and paper.

Compliance with Environmental Standards and Legal Requirements

In our effort to proactively develop environmentally friendly products, we abide by all governing laws and regulations. We also comply with major voluntary environmental standards in each market we conduct business.

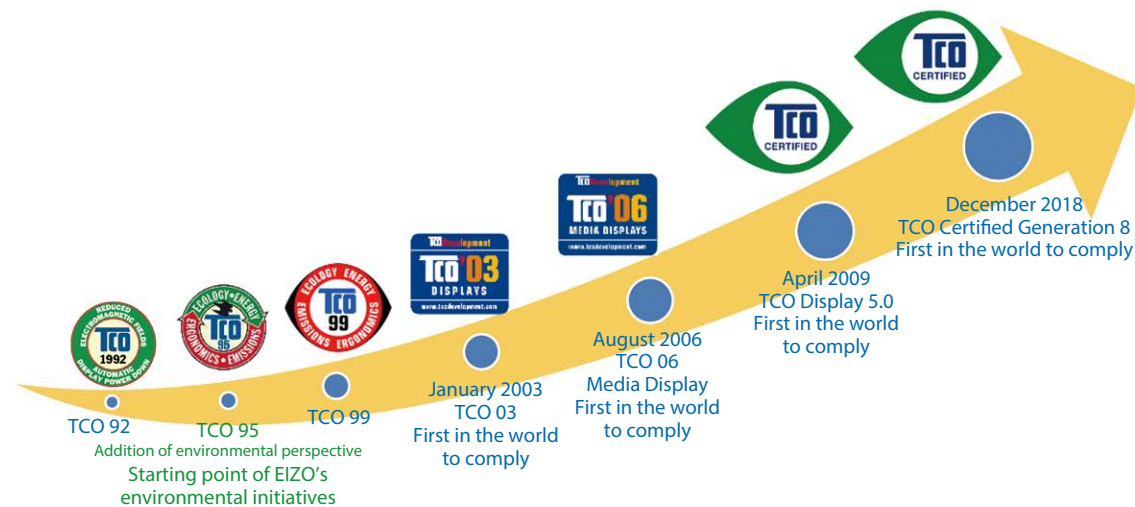
In particular, Sweden's TCO, which has established itself as a de facto global environmental standard for monitors, has become the starting point for our response to environmental issues. The TCO is a comprehensive standard that requires compliance in safety, electromagnetic waves, and ergonomic design in addition to environmental requirements. Its requirements have recently expanded to include corporate initiatives, addressing broader issues such as CSR and corporate governance.

EIZO has always participated in formulating the TCO standard and playing our part in scrutinizing its content to achieve advanced and effective standardization. As a result of our ongoing efforts we became the first in the world to

achieve compliance with TCO Certified Generation 8, as soon as the standard came into effect.

EIZO also complies with other regulations including the WEEE Directive (collection and recycling of discarded electrical and electronic equipment), the RoHS Directive (use of certain hazardous substances in electrical and electronic equipment), the REACH Regulation (registration, evaluation, authorization and restriction of chemicals) and the ErP Directive (eco-designing for energy-related products) as well requirements for environmental labeling initiatives such as EPEAT (international environmental standard for computers and monitors), ENERGY STAR 7.1 (energy efficiency standard established in the U.S.) and PC Green Label (Japanese environmental standard for computers and monitors).

EIZO will continue to pay close attention to environmental requirements and aim to develop products with a lower environmental impact.



Multiple Power Saving Features

Products in the FlexScan series for the Business & Plus (B&P) market are equipped with multiple power saving features, including automatic brightness control that reduces backlight, low power consumption during standby mode and a power save mode. Users can substantially reduce electricity consumption for an entire office by using our freely available

power management software to simultaneously adjust the brightness and power of multiple monitors centrally.

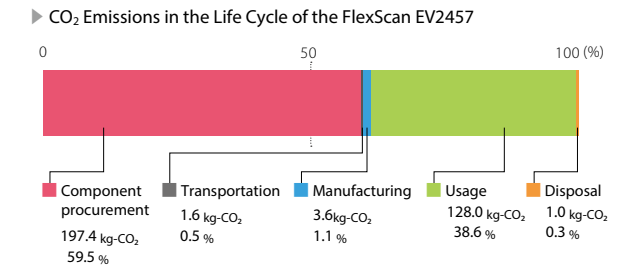
The FlexScan EV series offers even greater power saving capabilities with its higher efficiency backlight, zero-watt electricity consumption in standby and a function that confirms the amount of power saved.

COLUMN



Environmental Impact of the Product Life Cycle

We conducted a product life cycle assessment for the FlexScan EV2457 color LCD monitor on its environmental impact at each stage from manufacturing to usage and disposal. Based on the assessment, we formulated an Environmental Product Declaration (EPD) following the guidelines of Underwriters Laboratories Inc. (UL), an international certification institution, and obtained certification as a Type III declaration under ISO 14025. As a result, we discovered that greenhouse gas emissions are particularly high during component manufacturing and product usage stages, highlighting the importance of improving the product's energy efficiency in reducing emissions. Our EPD has been certified by a third-party certification body.



Recycled Plastic and Flame-Retardant-Free Plastic for Monitor Housing

One of our core product lines, the FlexScan EV series, uses recycled plastic for more than 15% of its external housing*, such as cabinets and stands, and we will continue work to increase this further. In addition, we are avoiding the use of paint on monitor housing by using flame-retardant-free plastic in consideration for environment preservation.

This prevents environmental pollution caused by emissions and discharges during the component production

process, reducing chemical substances that hamper recycling and contributes to improving recyclability.

*More than 85% of the product's external housing, such as cabinets and stands, are made of recycled plastic.



Reducing the Environmental Impact of Packaging Materials

We use cardboard made of recycled paper as packaging materials for our products and minimize the information printed on packages to reduce their environmental impact.

The FlexScan EV series cushioning is also made up of 100% recycled materials. In addition, we strive to reduce resources and energy used during transport by packing multiple units in one box for customers who order larger quantities and by shipping products without unnecessary cables where possible.

Moreover, we are seeking to reduce packaging materials from the parts procurement stage by working with our suppliers to reduce the packaging for some of the parts we purchase. Furthermore, when transporting items to certain customers, or between factories in Japan and overseas, we reduce packaging materials by adopting reusable containers or reusing packaging boxes and materials.

Collection and Recycling of Products

EIZO complies with environmental laws and regulations in each of the countries we operate by collecting and recycling used products. We also fulfill our responsibilities in the recycling of the products, including individual components.

Japan

EIZO collects and recycles used monitors from homes and offices in compliance with the Waste Disposal Act, the Law for Promotion of Effective Utilization of Resources, and the PC Recycling Mark program.

Europe

The European WEEE Directive came into effect in August 2005 to reduce the environmental impact through promotion of the 3R's of reduce, reuse, and recycle for discarded electrical and electronic equipment. EIZO has complied with the directive by establishing a collection and recycling system for applicable products sold in Europe.

United States

The EPEAT standard requires the provision of a collection service for used electric and electronic equipment. EIZO has met this requirement by establishing a collection and recycling system for products sold in the U.S.

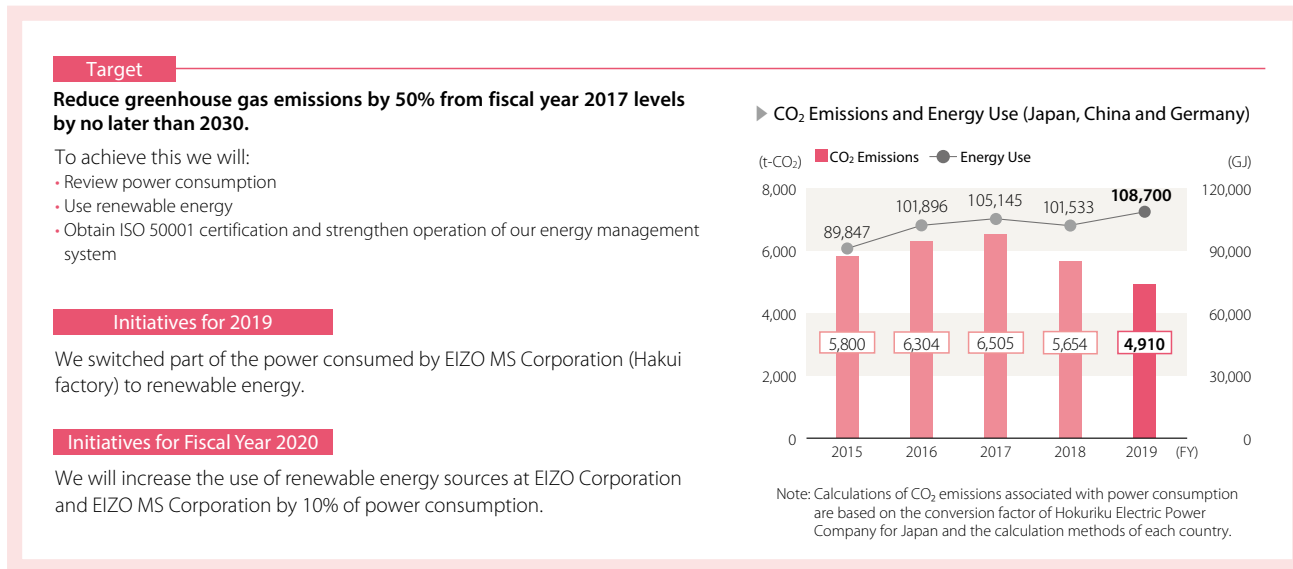
Products and Business Operations that Consistently Reduce Environmental Impacts

Business Activities to Reduce Environmental Impact

EIZO proactively work to reduce the environmental impact, not only of our products, but also of our business operations and entire supply chain.

Reduction of Greenhouse Gas Emissions

The reduction of greenhouse gas is a pressing global concern. EIZO recognizes that most of our greenhouse gas emissions are derived from electricity consumption and therefore we set the following targets for reduction:



Initiatives for Environmentally Friendly Procurement

Green Procurement

In order to maintain and strengthening our environmental protection initiatives and fulfill our social responsibility, we established our own EIZO Green Procurement Standards to guide material procurement activities. The standards are also intended to enable us to respond to the evolving environmental rules and regulations in each country. In selecting products, we prioritize the procurement of environmentally friendly products, components and materials (including packaging) that comply with quality, function and cost requirements.

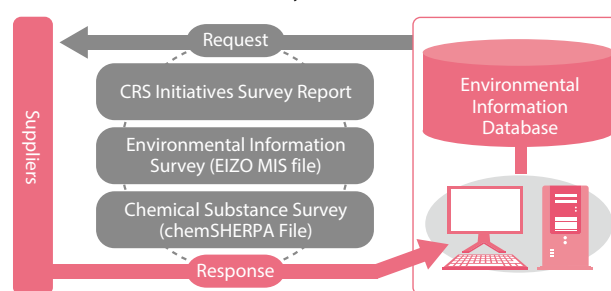


Management of Chemical Content Information

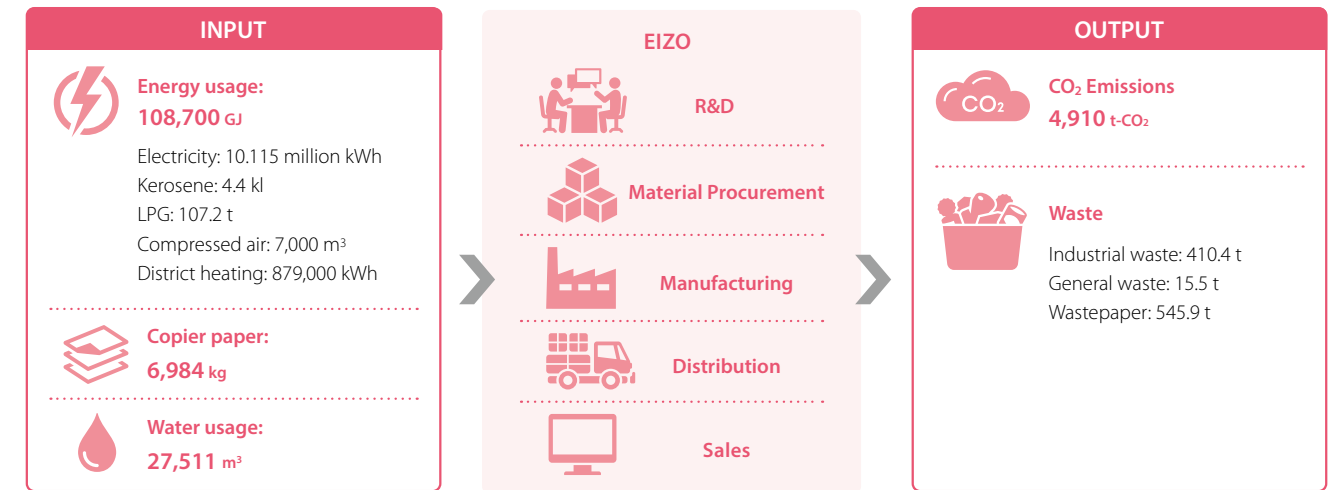
To promote green procurement, we prohibit or control the use of regulated substances* in accordance to the rule of all applicable laws and environmental standards in all the components used in our products. We have established a database for collecting and managing the results of surveys we undertake to determine which suppliers and materials best align with our values. In doing so we are also able to use the information collected to evaluate the environmental compliance of our own products.

*Examples of regulated substances: mercury and lead (including their compounds), ozone depleting substances, halogen substances and beryllium

Flow of Chemical Content Survey



Overview of the Environmental Impact of Our Business



Scope of calculation: the following six areas

Environmental Impact by Area

Area	EIZO Corporation Headquarters (Japan)	EIZO MS Corporation (Japan)		EIZO Display Technologies (Suzhou) Co., Ltd. (China)	EIZO GmbH (Germany)	EIZO Technologies GmbH (Germany)	Total	
		Hakui	Nanao					
Operations	Development and Manufacturing of Monitors	Production of Circuit Boards	Assembly of Monitors	Development and Manufacturing of Monitors	Development and Manufacturing of Monitors	Development and Manufacturing of Monitors		
Energy usage (GJ)	57,276	31,334	7,908	1,790	7,642	2,750	108,700	
Energy Resources	Electricity (10,000 kWh)	527.6	314.3	79.3	17.9	44.8	27.6	1,011.5
	Kerosene (kl)	4.4	—	—	—	—	—	4.4
	LPG (t)	107.2	—	—	—	—	—	107.2
	Compressed air (10,000 m³)	—	—	—	—	0.7	—	0.7
	District heating (10,000 kWh)	—	—	—	—	87.9	—	87.9
Copier paper (kg)	3,937	956	120	351	1,620	—	6,984	
Water usage (m³)	19,046	3,056	3,284	836	1,289	—	27,511	
CO ₂ emissions (t-CO ₂)	2,708	1,325	357	112	293	115	4,910	
Waste	Industrial waste (t)	208.6	41.4	102.8	—	35.4	22.2	410.4
	General waste (t)	10.8	2.2	1.5	—	1.0	—	15.5
	Wastepaper (t)	265.9	67.7	168.2	—	27.5	16.6	545.9

Greenhouse Gas Emissions by Scope (FY2019)

Scope and Category	Emissions (t-CO ₂)	Composition (%)	Scope of Calculation
Scope 1	333	6.8	Consolidated
Scope 2	4,577	93.2	Consolidated
Total (Scope 1 + 2)	4,910	100.0	Consolidated
Scope 3	376,365	100.0	—
1. Purchased products and services	113,730	30.2	EIZO Corporation headquarters
2. Capital goods	9,865	2.6	Consolidated
3. Fuel and energy-related activities not included in Scope 1 or 2	690	0.2	Consolidated
4. Upstream transportation and distribution	530	0.1	Shipment volume of products as cargo owner
5. Waste generated in operations	232	0.1	Consolidated
6. Business travel	531	0.1	EIZO Corporation headquarters
7. Employee commuting	782	0.2	Group companies in Japan
11. Use of sold products	250,001	66.4	Consolidated
12. End-of-life treatment of sold products	4	0.0	Consolidated

Creating an Environment for Employees to Demonstrate Their Abilities and Thrive

Human Resources

Creating an Environment for Employees to Demonstrate Their Abilities and Thrive

People are the key to supporting the EIZO brand. Upholding our free and open corporate culture, we constantly work to create an environment in which each employee can demonstrate their abilities and thrive.



Laying the Foundation for a Motivating Workplace

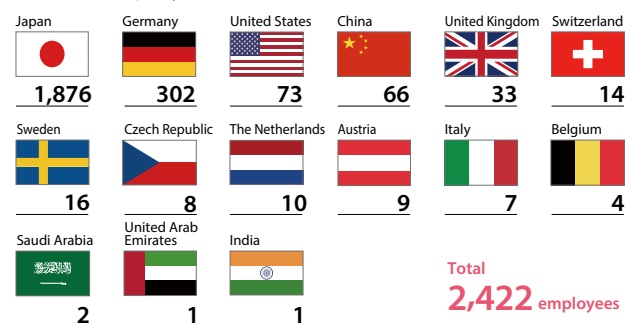
We are creating a comfortable working environment so that employees are highly motivated in their jobs.

Success of a Diverse Workforce

EIZO comprises 17 companies globally (as of August 2020) and we harness the talents of our diverse workforce. While respecting the human rights of each employee and promoting a mutual understanding of different cultures, the entire group strives to develop our business with a sense of unity. Overseas group companies are led by local managers, and we pay careful consideration to the circumstances, cultures and customs of each country creating the most suitable working environment.

▶ Employment data can be found on page 70

▶ Number of Employees by Region (as of March 31, 2020, this includes the average number of temporary staff)



VOICE



Marion Kammerer
Account Manager, Sales, EIZO GmbH

When I joined EIZO in 2007, I was very excited to see what it would be like working for EIZO. Since then, I have had very positive experiences working as part of the large EIZO family, made of many nationalities, races and genders.

Selling EIZO makes me proud because quality and reliability are so important, and our customers know that too.

Respect For Human Rights

To maintain our stance on unacceptable behavior such as forced or child labor, discriminatory remarks or actions and sexual or power harassment we all strictly adhere to our "Principles of Conduct." We also participate in the United Nations Global Compact and RBA, which are guided by labor principles laid out by the "International Labor Organization"

(ILO) "Declaration on Fundamental Principles and Rights at Work." We are committed to protecting and respecting human rights within EIZO and our partners.

▶ For the United Nations Global Compact and the RBA, please see page 28

Supporting the Careers of Persons with Disabilities

We strive to ensure fair employment and develop worker-friendly environments at EIZO by fully observing the laws of each country and having people with disabilities active in a variety of workplaces. In Japan, we are actively engaging in recruitment efforts such as participating in joint company information sessions for people with disabilities and accepting internships. We are always seeking to improve our workplace environment while creating work opportunities for people with disabilities as we expand our business.

▶ Percentage of Employees with Disabilities (Japan) and Number of Employees with Disabilities

Percentage of employees with disabilities (Japan) (as of the end of each fiscal year)			Number of employees with disabilities
FY2017	FY2018	FY2019	March 31, 2020
2.18%	2.13%	1.91%	Japan: 37 Overseas: 11

Supporting Diverse Work Styles

To enable employees to maintain a balance between life events such as childcare and nursing care and their work, we provide various programs to support diverse work styles

while complying with the laws of each country. These include programs such as paid leave for childbirth, childcare and nursing care as well as shortened work hours.

Fair Evaluation and Diversity

We ensure that all employees are fairly and equitably evaluated with respect to hiring and promotion, regardless of gender.

To improve the percentage of female managers in Group companies in Japan, EIZO has formulated and released an "Action Plan for Promoting the Role of Women" and we are working to improve the working environment so that female employees can play leading roles in their workplaces. Our plan incorporates measures such as dispatching female employees to management training seminars conducted by outside institutions and providing training for selected mid-

level employees, active participation of female employees in recruitment activities and consideration of a personnel system that takes into account diverse work styles.

▶ Number and Percentage of Female Managers (as of March 31, 2020)

Group total	19 (12.5%)
Overseas (10 companies)	16 (23.8%)
Japan (7 companies)	3 (3.6%)

Broadminded Corporate Culture

We have been cultivating a free and open corporate culture that encourages flexible and active communication between departments. Open exchanges take place between EIZO members regardless of position. Employees are encouraged to freely voice their opinions and are given opportunities to

take on challenges. Our broadminded corporate culture is one of our strengths, which enables individual employees to fully demonstrate their abilities and in turn allows us to provide excellent products and services in addition to reforming our internal environment quickly.

Developing Trust-Based Labor-Management Relations

Mutual understanding is the cornerstone of labor-management relations. In keeping with this fundamental point, we encourage dialog between labor and management. We have established a consultation conference and a labor

committee in each group company under the laws and specific circumstances of each respective country. We take advantage of these opportunities to develop good labor-management relationships.

Creating an Environment for Employees to Demonstrate Their Abilities and Thrive

Human Resource Development

We are developing personnel who share the “EIZO mindset” and thrive by upholding the EIZO commitment to creating the world’s best.

Enhancing Education and Training

EIZO in Japan strive to identify internal educational and training needs to organize diverse training and educational programs. These include position and function specific training as well as programs for acquiring knowledge in specialized fields and human resource development. In fiscal year 2019, we developed the “Career Development Plan,” which is designed to cultivate operation execution capabilities, market sensitivity and a global mindset, targeting employees in their first five years. We sought to enhance employee skills through this comprehensive program, which includes on-the-job training at departments, group-based training and sales training as well as off-the-job training such as overseas internships.

In fiscal year 2020, we planned and implemented the “Career Advanced Plan” as an educational program for employees who have been with the company for at least five years. We also place an emphasis on educating Managers to bolster their capabilities.

We organize training opportunities for the entire group, including overseas group companies as well as for individuals for developing the respective skills required by product development and sales operations. Moreover, we seek to raise skills by making use of on-the-job training and external seminars.

Personnel Exchange within the Group

We are encouraging personnel exchanges within the group in which young engineers are dispatched for several years or short-term training. These programs are intended to increase

the number of employees who can work effectively in different cultures and manage technology from a global perspective as well as to cultivate new technological expertise.

VOICE



Toru Ogura
Product & Technology Manager, EIZO Inc.
(Seconded from EIZO Corporation)

I participated in the overseas trainee program for three months in the United States and Europe. Accompanying sales colleagues provided a valuable opportunity to engage directly with customers to see how they actually used EIZO products and listen to their expectations. In addition, I was able to see with my own eyes how colleagues typically did business with customers and how they felt about EIZO products. The experience was invaluable in helping me better understand differences in the various markets, workstyles and cultures.

VOICE



Michael Schultz
Engineer, Mechanical Design & Infrastructure, EIZO GmbH

I spent two weeks training in the development division at EIZO Corporation, Japan. The mutual exchange of experiences with our Japanese colleagues improved my engineering expertise. Getting to know each other personally encourages cooperation and simplifies working together, especially in labor intense times. In order to face global challenges in product development, we should generate more synergy in our company.

Cultivating the EIZO Mindset

We are working to nurture and sharing the “EIZO mindset” of creating the “world’s best” to unite EIZO in creating and delivering state-of-the-art products and services to customers globally.

EIZO United

Around 100 participants from Group Companies and EIZO Authorized Distributors gather once a year at EIZO Corporation (Japan) to attend the “EIZO United” conference, where we share our latest technologies, the status of sales in each country, various initiatives and the overall product and business direction. Not only does this deepen everyone’s understanding of our future direction, it fosters a strong sense of unity in the group through mutual exchanges. This also provides opportunities for employees in various departments to present their department’s initiatives to cultivate a sense of belonging to “One EIZO.”



Global Meetings

We carry out a variety of meetings across EIZO every year. These include global meetings for raising the level of quality control throughout EIZO, a EURO Meeting for discussing sales strategies within EIZO (in Europe), and other business unit meetings.



Joint Participation in Trade Shows

EIZO participation in international trade shows includes staff from the exhibiting company as well as from other group companies to share market information and conduct coordinated global sales and development activities.



In fiscal year 2020, we refrained from holding international meetings, including EIZO United and canceled our participation in trade shows to help prevent the spread of COVID-19 and protect our employees. International meetings were held via teleconferencing and other means.

Creating an Environment for Employees to Demonstrate Their Abilities and Thrive

Providing a Safe Working Environment

To enable employees to work with energy and demonstrate their abilities clearly, it is important to create a workplace environment in which they feel comfortable and can maintain sound physical and mental health. EIZO has established an "Occupational Health and Safety Policy" under which we implement various initiatives.

Occupational Health and Safety Basic Policy

The EIZO Group will create workplaces where all members are able to work safely and in good health. We established the following policies, endeavor to eradicate occupational incidents, and establish and implement activities concerning occupational health and safety.

We therefore:

- 1 Conduct periodic assessments to identify occupational health and safety risks and implement appropriate countermeasures.
- 2 Raise awareness of maintaining and improving physical, mental, and emotional health and continually improve the health and safety of our members through on-going collaboration between the companies and its employees.
- 3 Establish an occupational health and safety management system and occupational health and safety goals, implement, review and continually improve performance.
- 4 Create opportunities for participation and consultation on occupational health and safety issues between members and the companies and ensure open communication between them.
- 5 Regularly educate members about occupational health and safety.
- 6 Comply with legal, moral and all other requirements regarding occupational health and safety.
- 7 Investigate and analyze the cause of any occupational accidents that may occur and ensure corrective action is taken.
- 8 Prepare and provide training so that prompt measures are taken should an accident occur.

Promoting the Occupational Health and Safety Management System

To consistently maintain and develop activities for occupational health and safety, we have introduced an occupational health and safety management system at EIZO Corporation (Japan) and EIZO MS Corporation (Japan), which

account for approximately 80% of total EIZO production.

We promote health and safety activities that cover all onsite staff based on this system, and have obtained the ISO 45001 certification in 2019.

Risk Assessment and Prevention of Industrial Accidents

EIZO (Japan) seeks to educate employees and increase safety awareness through periodic workplace patrols and hazard prediction training. In addition, we strive to mitigate risks by applying a risk assessment method to investigate potential hazards and toxicity as well as implement countermeasures, assess the risks involved in handling chemical substances,

check targeted substances using safety data sheets and enforce the use of appropriate protective gear for onsite work.

Furthermore, we seek to prevent industrial accidents at EIZO (Overseas) through initiatives such as organizing employee training and distributing handbooks on industrial accidents.

Activities for Safeguarding Employee Health

We actively pursue measures for safeguarding employee health and improving workplace environments. These include conducting regular health checkups, follow-up guidance, mental stress checks and holding events for maintaining good employee health. For staff who frequently work overtime, we provide one-on-one consultation and guidance to improve work processes and reduce mental stress. In Japan, we also work to maintain employee mental health by assigning in-house staff as contact points for responding to employee concerns and issues.

Health Day (EIZO Europe GmbH, Germany)

We held a health event for employees with assistance of experts from external companies and medical institutions. Employees became even more health-conscious through activities such as exercising, massage, self-examinations and by interacting with experts.



Health Mobile (EIZO GmbH, Germany)

We conducted a health event in cooperation with a major health insurance company in Germany. Employees checked their stress levels, levels of nutrition, sleep using equipment inside a camping car and received personal advice on daily routines to improve their health.



Anti-Smoking Activities (Globally)

All Group companies prohibit smoking inside company facilities to prevent exposure to passive smoking. In addition, EIZO (Japan) in April 2020 introduced a total ban on smoking during working hours and on company premises.

Strong Bonds of Trust with Our Stakeholders

Society

Strong Bonds of Trust with Our Stakeholders

We sincerely seek to engage with stakeholders to forge and maintain strong bonds of trust.



Exceeding Customer Expectations

To ensure that customers are completely confident in their purchase and use of EIZO products, we cater to their diverse needs to forge solid, long-lasting relationships.

Workshops and Seminars for Gaining the Full Benefit of Our Products

We offer workshops and seminars to help customers use our products more effectively. For example, in the healthcare market we hold seminars for hospital staff, during which we explain how they use images in the medical field and the importance of monitors and quality control. In this way we are also contributing to the advancement of medical diagnosis. In the Creative Work market, we host color management seminars to support our customers who undertake high-quality work creation with greater efficiency and quality.



Product Warranty for Peace of Mind

In addition to delivering highly reliable products, EIZO offers monitors with long-term assurance through a five-year warranty*. Customers can also choose from different repair services depending on the product and user environment,

such as send back or on-site repairs.

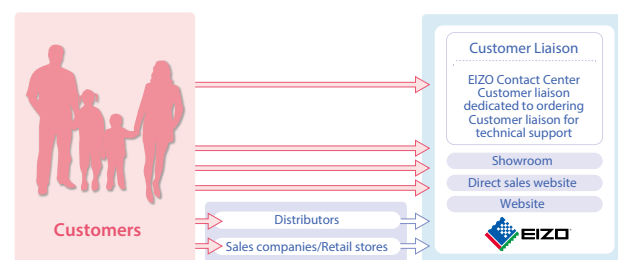
*Excluding some products. Some repairs within the warranty period are subject to additional charges in accordance with the specific terms of the applicable warranty.

For more information, please visit the EIZO website.

Customer Feedback

Customer inquiries and feedback received through a variety of channels are quickly disseminated within EIZO to improve product specifications and functions as well as our services by leveraging our integrated product development, production, sales and customer support capabilities. Development staff accompany sales representatives on visits to corporate customers to listen directly to them so their requirements can be promptly reflected in product development.

Feedback System for all Types of Customer Input



Powerful Partnerships with Suppliers

With respect to our suppliers, we are committed to forging relationships of trust based on mutual prosperity to build successful, long-term partnerships.

Partners in safeguarding quality

To create excellent products that satisfy our customers, we place high priority on controlling quality, delivery schedules and the cost of components and materials procured from suppliers as well as confirming that supplier operations are environmentally responsible. We work fairly with all suppliers, setting selection standards based on such aspects as technological excellence, quality, supply capacity, environmental preservation activities and legal compliance, selecting only suppliers who meet our standards. In addition, to safeguard product and service quality, we share our management policies, technical strategies and current issues with suppliers during such meetings including "EIZO Supplier Day." We take time to provide, and highly value regular information exchange opportunities.

EIZO Supplier Day (Japan)

We deal with a diverse array of suppliers in Japan, where 80% of our production takes place. Materials procurement policy briefings are held once a year with suppliers to explain and seek their cooperation with EIZO procurement policies as well as our strategies and future initiatives amid the prevailing market environment.

Supplier Audits

EIZO Technologies GmbH (Germany), which develops and produces automobile and air traffic control monitors, annually assesses our suppliers and conduct factory audits as needed.

Partners in CSR

EIZO intends to fulfill our CSR across our entire supply chain by asking all business partners involved in procurement to actively promote CSR activities, including compliance, respect for human rights, environmental preservation and safety and health. We established the "EIZO Supplier Code of Conduct" in accordance with the "EIZO Group Principles of Conduct" and obtain "Supplier Declarations" to ensure compliance from all our suppliers. Suppliers report on their level of compliance based on a self-assessment and we undertake onsite audits as necessary.

Participation in the Responsible Minerals Initiative

We are aware that we have a social responsibility to procure minerals responsibly and publish our Responsible Minerals Policy online. Accordingly, we require all suppliers across our entire supply chain to also pursue initiatives for eliminating

the use of specified minerals associated with illegal activity. We also conduct annual onsite investigations to confirm all specified minerals have been responsibly procured.

Please also see page 28 for information on the "Responsible Minerals Initiative."

Fair and Equitable Transactions

The "EIZO Group Principles of Conduct" unequivocally prohibit offering or accepting entertainment, gifts or other benefits that violate the law or deviate from generally accepted business practices. In addition to complying with the Principles of Conduct ourselves, we ensure our suppliers share a common understanding with us.

Strong Bonds of Trust with Our Stakeholders

Promotion of Shareholder and Investor Awareness

We conduct SR and IR relations activities to promote a greater understanding among our shareholders and investors by providing fair and accurate information on our management policies, business strategies, and financial performance.

Information Disclosure Policy

We disclose information in a timely and appropriate manner in compliance with the Financial Instruments and Exchange Act and related regulations as well as the "Timely disclosure rules and other regulations for issuers of listed negotiable securities

or valuable instruments" of the Tokyo Stock Exchange (TSE). We strive to ensure any other material information that may affect investment decisions are also delivered to all market participants in an equitable manner.

Shareholder and Investor Engagement

General Shareholders Meeting

We schedule our annual general shareholders meeting while taking the convenience of shareholders into careful consideration by avoiding days on which many shareholders' meetings are held by other companies. Invitations are sent far in advance to provide sufficient time for shareholders to examine the proposed resolutions and the state of our operations, posting it on our website.

- Shareholder Round-Table Conference / Product Display
Informal round-table meetings are conducted with shareholders following every general shareholder meeting to deepen their understanding of EIZO's operations. The President explains the company's business environment,

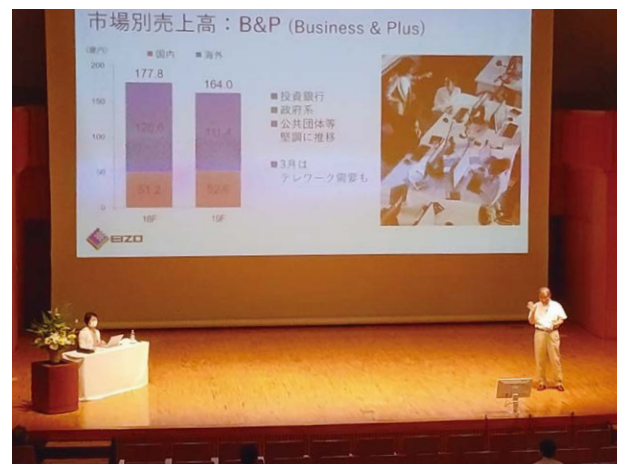
strategies and initiatives in each market and directly responds to shareholder comments and questions.

Company Presentation for Institutional Investors

We conduct briefings for institutional investors to report on our earnings twice a year in Tokyo as well as actively organizing individual meetings. In addition, investors are invited to join factory tours to become more familiar with our operations and see our strengths first-hand.

Company Presentation for Individual Investors

We also hold briefings for individual investors when appropriate to explain our business environment, strategies and initiatives in each market.



Meetings and Events for Institutional Investors

	Earnings Result Briefings	One-on-One Meetings	Company Tours and Exchange of Views
FY2017	Twice (total: 73 participants)	103 organizations	7 times (total: 35 participants)
FY2018	Twice (total: 91 participants)	111 organizations	6 times (total: 23 participants)
FY2019	Twice (total: 64 participants)	85 organizations	Once (total: 12 participants)

Community Engagement

EIZO Group companies aspire to help develop and invigorate local communities in their respective countries and contribute to creating better environments as members of their communities through efforts that leverage the strengths of EIZO technologies and products.

Examples of EIZO Efforts

EIZO Corporation (Japan)

We participated in the Kanazawa Marathon as water supply volunteers to help invigorate the event.

Other activities

- Conducted free inspections of EIZO products affected by natural disasters
- Employees voluntarily participate every year in local beach cleanups



EIZO Technologies GmbH (Germany)

We donated money to the Christina Bergmann Foundation, which supports childhood cancer patients.

Other activities

- Sponsorship of a local children soccer team and an ice hockey team



EIZO Europe GmbH (Germany)

We donated money to Aktion Lichtblicke, an organization which provides care to children with serious illnesses and children in need of financial support.

Other activities

- Donated to organizations promoting the Pink Ribbon Campaign



EIZO Limited (United Kingdom)

We continue to support the Sebastian's Action Trust, a charity that supports sick children and their families and participate as volunteers in the trust's activities

Other activities

- Donated monitors for speech therapists at Magic Words Therapy



EIZO AG (Switzerland)

We donated money to Soup Day, an event where soup is served at no cost to people facing financial difficulties.

Other activities

- Support of a child in a sports association for disabled children



EIZO Nordic AB (Sweden)

Finance a book that is handed out at schools to educate how to be respectful when making comments online to avoid bullying/hatred online and in various social medias.



EIZO Rugged Solutions Inc. (United States)

We regularly invite blood donation vehicles to park inside the company grounds for employees to donate blood.



EIZO Inc. (United States)

We co-sponsored activities of Boys & Girls Clubs of America, a non-profit organization that provides after-school programs for child.



EIZO Agency Corporation (Japan)

We continue to donate money to activities for supporting children and their families fighting incurable diseases such as childhood cancer, as well as children who have either lost a parent to cancer or who have been diagnosed with cancer.

Strong Bonds of Trust with Our Stakeholders

EIZO Pink Ribbon Day

As a company providing solutions for breast cancer diagnosis, we feel it important to raise awareness of breast cancer, encourage people to learn more about the disease and schedule screenings. We therefore organize an EIZO Pink Ribbon Day, when all employees globally wear pink. We also sponsor academic conferences, other promotional activities for screening and provide assistance to patients.



Support for Medical Institutions Fighting the COVID-19 Pandemic

As COVID-19 developed into a global pandemic, EIZO took decisive action to meet the respective needs of our local communities from the standpoint providing healthcare solutions and being committed to serving the local community.

EIZO Limited (United Kingdom)

Supported NHS Scrubs Production Services

We supported a project by Ms. Lynda Yong, the founder of fashion brand Lynda Yong Couture, helping manufacture 2,000 scrubs for National Health Service (NHS) staff.



Supported Manufacturing PPE Gowns

We partnered with Ms. Lynda Yong and the Frimley Health NHS Foundation Trust (FHFT, a foundation that operates hospitals) to assist in the production of more than 8,000 medical grade PPE gowns for National Health Service (NHS) staff. We also lent unused office floor in our building for use as gown production lines.



EIZO GmbH (Germany)

Contributed to the Stable Supply of Monitors in the Healthcare Market

In response to rising demand for monitors used for lung ultrasound, we have managed to procure parts under difficult circumstances and increase our factory capacity.

Donated Monitors for COVID-19 Diagnosis

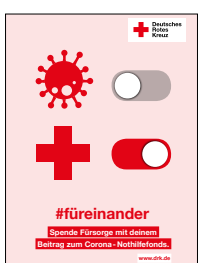
We donated medical-grade monitors to a diagnosis center for COVID-19 that had been set up in our community.



EIZO Europe GmbH (Germany)

Donation of Emergency Supplies to the German Red Cross

We supported the activities of the Deutsches Rotes Kreuz (DRK, the German Red Cross) by donating EUR5,000 to fund the procurement of emergency supplies for combating the COVID-19 pandemic.



EIZO Corporation (Japan)

Donation of EIZO Designed Face Shields

We designed face shields that provide airtight defense against airborne infections based on the advice of medical professionals in the field and donated them to several medical institutions in the region.



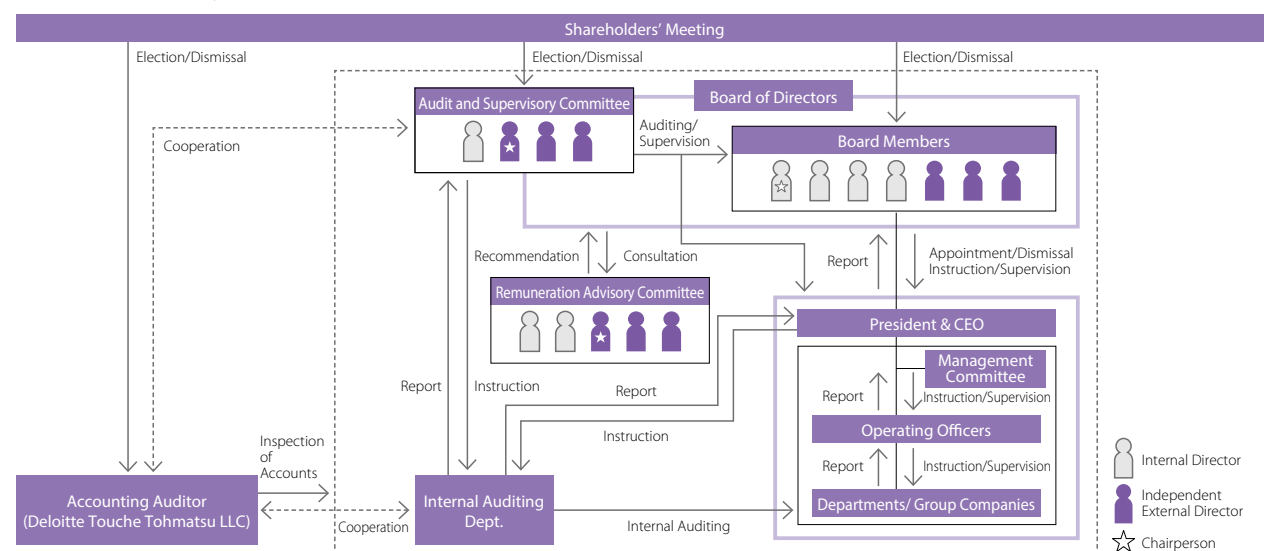
EIZO's Approach to Corporate Governance

We strive to be a company that builds and maintains relationships of trust with stakeholders who support us and that continuously enhances its corporate value. To this end, ensuring sound, transparent, and efficient management is essential. Therefore, we position the ongoing enhancement of corporate governance as a vital management concern.

Overview of the Corporate Governance System

In June 2016, we adopted the organizational design of a Company with Audit and Supervisory Committee. With this structure, we have worked to accelerate decision-making, strengthen the execution of operations and, with the active participation of independent external directors, improved transparency of the audit and supervisory functions of the Board of Directors and corporate management.

Corporate Governance System



Board of Directors

The Board of Directors deliberates on key management decisions and periodically reports on the status of operational execution. Members engage in lively discussions for decision-making and reinforce the supervisory function for management.

Audit and Supervisory Committee

The Audit and Supervisory Committee, in accordance with its audit policy and plans, audits and supervises the conduct of the Directors by attending the Board of Directors and other important meetings, and examines corporate operations and assets.

Remuneration Advisory Committee

A Remuneration Advisory Committee (an optional committee) was established as an advisory body to the Board of Directors in order to ensure transparency and objectivity of Executive remuneration. It deliberates and makes recommendations on the system and the amounts of remuneration for Executives (excluding Directors serving as Audit and Supervisory Committee Members).

Management Committee

The Management Committee is mainly composed of internal directors and operating officers and is convened to accelerate strategic decision-making, respond to important issues, and deliberate or report on the status of operations and other matters. In addition to reporting on monthly consolidated business performance, it meets in a timely manner to ensure agile management.

Operating Officer

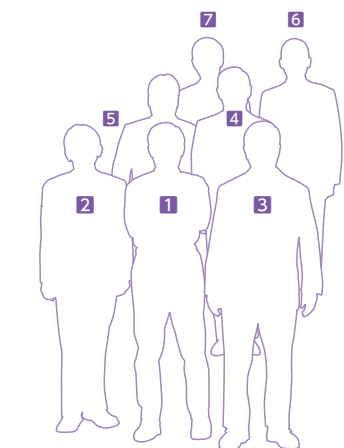
We have appointed Operating Officers to separate management supervision from operational execution and expedite implementation.

Note: As of July 1, 2020, there are ten Operating Officers in addition to one Director who concurrently serves as an Operating Officer.

Internal Auditing System

Our Internal Auditing Department carries out internal audits based on the "Basic Annual Audit Plan," established in accordance with our audit policies and reports the results to our President & CEO.

Board Members



- 1 Yoshitaka Jitsumori
- 2 Yuichi Murai
- 3 Tsutomu Tanabe
- 4 Masaaki Suzuki
- 5 Kazuhiko Deminami
- 6 Atsushi Inoue
- 7 Hiroji Takino

Name	Career Summary	Attendance at Board of Directors Meeting (Audit and Supervisory Committee Meetings)	Independent Director	Audit and Supervisory Committee	Remuneration Advisory Committee
Yoshitaka Jitsumori President & CEO	Worked at Murata Europe Management GmbH (currently Murata Electronics Europe B.V.) as a Geschäftsführer before joining EIZO as an Executive Director in May 1994. Served as Senior Executive Director and Executive Vice President before being appointed President & CEO (current position).	100%			●
Yuichi Murai Director, Senior Executive Operating Officer	Joined EIZO in March 1979. Served as Senior Manager of the General Affairs and Human Resources Departments, Director and Operating Officer, and Executive Operating Officer before being appointed Director and Senior Executive Operating Officer in June 2016 (current position).	100%			
Tsutomu Tanabe Director, Senior Advisor	Served as the head of Accounting & Finance at Murata Manufacturing Co., Ltd. before joining EIZO in December 1997 as Senior Executive Director. Served as Executive Vice President & CFO before being appointed Director and Senior Advisor in June 2016 (current position).	100%			●
Masaaki Suzuki External Director (Member of the Audit and Supervisory Committee)	Served as Managing Executive Officer at Mizuho Bank Ltd., Senior Managing Executive Officer at NIPPON TOCHI-TATEMONO Co., Ltd. and Managing Director at Hokuetsu Pulp Co., Ltd., before joining EIZO as External Director in June 2012. Appointed External Director serving as an Audit and Supervisory Committee Member in June 2016 (current position).	100% (100%)	●	● Chairperson	● Chairperson
Kazuhiko Deminami Director (Member of the Audit and Supervisory Committee)	Joined EIZO in March 1982. Served as Senior Manager of the Accounting & Finance and General Affairs Departments, Operating Officer and Director of a group company before being appointed Director serving as an Audit and Supervisory Committee Member in June 2016 (current position).	100% (100%)		● Full-time	
Atsushi Inoue External Director (Member of the Audit and Supervisory Committee)	Served as Director, Senior Executive Vice President and Executive Counsellor at Murata Manufacturing Co., Ltd. before being appointed External Corporate Auditor at EIZO. Appointed External Director serving as an Audit and Supervisory Committee Member in June 2016 (current position).	100% (100%)	●	●	●
Hiroji Takino External Director (Member of the Audit and Supervisory Committee)	Served as Managing Executive Officer of Hokuriku Bank Ltd. before being appointed External Director serving as an Audit and Supervisory Committee Member in June 2018 (current position).	100% (100%)	●	●	●

*External Director Hiroji Takino also serves as President & CEO of Hokutate Co., Ltd., with which EIZO has no special interests.

Evaluation of Board of Directors Effectiveness

The Board of Directors annually evaluates its entire effectiveness in order to continuously improve key management approval processes and operational execution supervision.

In fiscal year 2019, we examined the following matters and confirmed that adequate effectiveness was achieved.

- Diversity of personnel composition, knowledge and experience of each Director
- Frequency of meetings and time allocated for deliberation
- Legislative process
- Advanced distribution of materials and information to determine content appropriateness
- Content of discussions
- External Director understanding of corporate activities and communication with management

We will continue to address changes in society and the business environment while optimizing our governance system based on decisions made through active discussions.



VOICE



“Open” Board of Directors

Meetings are attended by the seven Directors as well as all Operating Officers and Presidents of group companies in Japan. EIZO’s board provides a key forum for open and lively discussions, during which important management concerns are deliberated on and decisions are made in a timely manner that facilitates the agile execution of operations.

Masaaki Suzuki
External Director, Chairperson of the Audit and Supervisory Committee

Policy and Procedures for Appointing Directors

Individuals with proven ability and experience in corporate management, along with excellent character and insight, are appointed as candidates for EIZO Directors. In addition to these qualities, each candidate for External Director must also fulfill EIZO’s “Independence Standards for External Directors” and be capable of auditing and supervising company management and execution of operations from diverse perspectives.



Note: Reasons for appointing individual Directors are disclosed within the Reference Documents for the Ordinary General Meeting of Shareholders, where they will be presented for approval.

Notice of Convocation of General Meeting of Shareholders
<https://www.eizoglobal.com/ir/meeting/>

Independence of External Directors

Name	Additional Information Regarding Independence
Masaaki Suzuki	While Mr. Masaaki Suzuki has been employed by Mizuho Bank, Ltd. in the past, we do not believe it will adversely affect his independence in view of the fact that our borrowing from Mizuho Bank, Ltd. as of March 31, 2020 accounted for less than 0.5% of our total assets on a consolidated basis and does not significantly impact our financing.
Atsushi Inoue	While Mr. Atsushi Inoue has been employed by Murata Manufacturing Co., Ltd., one of our parts suppliers, we do not believe it will adversely affect his independence in view of the fact that the volume of business transactions between Murata Manufacturing Co., Ltd. and EIZO Corporation for FY2019 accounted for less than 0.1% of each of the two companies’ total sales on a consolidated basis.
Hiroji Takino	While Mr. Hiroji Takino has been employed by Hokuriku Bank, Ltd., we do not believe it will adversely affect his independence in view of the fact that our borrowing from Hokuriku Bank, Ltd. as of March 31, 2020 accounted for less than 1.0% of our total assets on a consolidated basis and does not significantly impact our financing.

Policy and Procedures for Director Remuneration

Basic Policy

With regard to Director remuneration, EIZO follows its basic policy of designing a well-balanced system for paying remuneration within the amount approved at the General Meeting of Shareholders by considering the following points.

- 1 Motivation for enhancing the corporate value and growth of EIZO on a sustainable basis over the medium to long-term
- 2 Role in fulfilling our corporate social responsibility
- 3 Our management environment, business performance, and state of progress in the execution of operations
- 4 Retention of human resources with excellent management skills
- 5 Nature and scope of our business

Director remuneration is composed of two components: a fixed amount and a performance-based remuneration. The fixed portion for each Director is determined with due consideration of their duties and performance. Performance-based remuneration is paid to Directors responsible for

executing operations and is calculated based on Consolidated Operating Income.

Procedures

EIZO established its Remuneration Advisory Committee (January 31, 2020) to ensure transparency and objectivity in making decisions on the remuneration system and amount for Directors.

The remuneration system, method of calculation, and amount for Directors (excluding Audit and Supervisory Committee Members) are decided by the Board of Directors based on deliberations with and recommendations of the Remuneration Advisory Committee.

The Audit and Supervisory Committee holds discussions on the remuneration system, method of calculation, and amount for its members.

Overview of Director Remuneration

	Directors (Excluding Audit and Supervisory Committee Members)		Directors Serving as Audit and Supervisory Committee Members
Upper limit of remuneration (Approved at the 49th Ordinary General Meeting of Shareholders, June 23, 2016)	JPY350 million p.a., including performance-based remuneration calculated as 2% of Consolidated Operating Income for each fiscal year up to JPY200 million		JPY50 million p.a.
Decision-making body on remuneration	Board of Directors Pending deliberation and recommendations by the Remuneration Advisory Committee		Audit and Supervisory Committee External Directors
Number of eligible Directors	3		4 3
Total amount of remuneration (FY2019)	JPY154 million		JPY32 million JPY17 million
Fixed remuneration	JPY83 million		JPY32 million JPY17 million
Performance-based remuneration	JPY71 million		— —

Performance-Based Remuneration

EIZO pays a performance-based remuneration as a short-term incentive to two Directors responsible for executing operations. The amount is calculated as follows.

$$\text{Performance-based remuneration for each Director} = \text{Consolidated Operating Income for the fiscal year under review} \times 2\% \times \text{Rank-based points given to each Director in accordance with internal regulations}$$

Note that performance-based remuneration is not paid under the following conditions.

1. When the Consolidated Operating Income Margin is less than 2%.
2. When the Consolidated Net Income amount is less than JPY1 billion.

Other

In addition to the above-mentioned remuneration system, internal Directors pay a certain amount from their fixed remuneration each month to purchase EIZO Corporation stock, which they continue to own during their term in office, with the aim of providing motivation for enhancing corporate value from a longer-term perspective.

Corporate Governance

Cross-Shareholding

Corporate Policy

EIZO will hold shares of a business partner only when beneficial to maintaining favorable business relations, encouraging long-standing trust and enhancing corporate value over the medium to long-term.

In accordance with this policy, the Board of Directors conducts an annual review to verify the rationality of ownership with respect to each company stock and decide whether we should continue to hold or sell.

We determine the rationality of owning stock from a comprehensive standpoint and by examining qualitative aspects, such as the purpose of ownership and calculating the quantitative benefits, such as transaction volume, stock price, and dividends in order to verify whether they justify capital investment.

Going forward, we will continue to verify rationality and appropriately manage strategically held shares.

Status of Stock Ownership (as of March 31, 2020)

	Number	Balance Sheet
Unlisted Stock	4 Companies	JPY43 million
Listed Stock	22 Companies	JPY11,926 million

Criteria for Exercising Voting Rights

We properly exercise our voting rights on strategically held shares after closely examining the management policy, business performance, agenda and other aspects of each company to determine whether or not they contribute to increasing shareholder value over the medium to long-term.

Internal Control

We have the "Basic Policy on Internal Control System"* in order to ensure that Directors execute their tasks in compliance with laws and regulations and the Articles of Incorporation, and ensure the appropriateness of other business operations. We manage an internal control system under the Policy. In addition, we have built and are operating an internal control system for financial reporting based on the Financial Instruments and Exchange Act.

*"Basic Policy on Internal Control System" is disclosed in the Corporate Governance Report and other reports (Japanese only).

COLUMN



Discussion Between Group Companies

EIZO Group Companies communicate with each other regularly by functions such as development and sales.

In addition, we share management strategies at an annual budget meeting, during which top managements from each company gather at the headquarters to engage in frank and enthusiastic discussions. At the meeting, they also present fiscal plans for their particular company and engage in discussions with top management of EIZO Corporation and other group companies on various topics from market development and product strategy to investment in human resources. In this way, we are strengthening the EIZO business worldwide as "One EIZO."



Budget Meeting



Separate meetings on specific topics are also held frequently.

Risk Management

Corporate Policy

As a group pursuing global operations in the VUCA age, risks are managed by the headquarters through an integrated, centralized system to enhance corporate value by appropriately addressing risks that are growing in diversity, scope, and speed.

Risk Management System

We established the "Risk Management Committee" in accordance with the "Basic Regulations on Risk Management."

The committee discusses risks compiled and analyzed by each department to consider countermeasures and report on progress. Any risk that may have a particularly severe impact on our business is identified as a material risk by the Management Committee, and appropriate countermeasures are discussed and implemented.

Risk Management Committee Organizational Chart



Business Continuity Plan (BCP)

In proactive preparation of material incidents such as natural disaster we have formulated and thoroughly disseminated a BCP throughout the company. In particular, our Disaster Response BCP stipulates procedures for confirming employee safety and facilitating necessary rescue operations in the immediate aftermath of a natural disaster and, within one month, restoring critical operations and resuming the supply of our products.

Natural disasters such as typhoons, heavy rain, and unexpected situations such as infectious diseases may complicate material procurement. To address these risks, we strategically secure inventory of parts and select alternative parts at the design stage.

Information Security

To ensure proper handling of confidential and personal information, we established and have implemented regulations on information security. In addition to organizational, physical, and technological countermeasures, we have set up a dedicated contact point to deal with information leaks and other incidents to further reinforce our information security system.

Aggressive regulations to protect personal information are in effect, and we take proactive measures to adhere to them, including employee training in response to the General Data Protection Regulation (GDPR) (Europe) and the California Consumer Privacy Act (CCPA) (United States). In Japan, we are strengthening our efforts to protect personal information and have obtained JIS Q 15001 (Privacy Mark) certification.



Response to COVID-19

Measures to Prevent Infections in the Workplace

We have implemented the following measures globally.

- Restrictions on business travel and visitors since mid-February 2020
- Implemented teleworking and shift work
- Thorough changes in flow lines, hygiene measures, and social distancing in all buildings such as warehouses, canteens, and offices

Impact on Business Activities

We have provided a stable supply of products and services throughout the spread of the pandemic.

- Maintained operations at all EIZO production sites (7 in total globally) As of July 31, 2020
- Realized stable material procurement despite the impact on global supply chains

COLUMN

Compliance

Corporate Policy

We established the "EIZO Group Principles of Conduct"* to guide our business decisions and actions toward achieving our corporate philosophy of "enriching future society through imaging solutions" as we promised stakeholders. We seek to instill a thorough awareness of the Principles of Conduct among all our executives and employees globally.

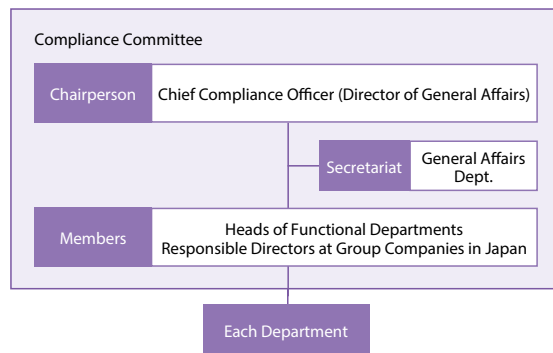
*Please refer to our website for the full text of the "EIZO Group Principles of Conduct."

EIZO Group Principles of Conduct
<https://www.eizoglobal.com/company/information/conduct/>

Compliance Management System

We established the "Compliance Committee" in accordance with our "Regulations on Compliance" to continuously improve activities by following PDCA cycles in order to formulate our annual plan, promote our activities, and assess our own performance.

Compliance Committee Organizational Chart



Compliance Training

As a group engaged in global operations, we must pay the utmost attention to Japanese and overseas laws and regulations, which are becoming increasingly borderless and complex year by year. We monitor local trends by regularly exchanging opinions with all group companies and provide appropriate training.

In Japan, we encourage executives and employees to update their knowledge of relevant laws and regulations on compliance by offering information through intranet articles and educational materials posted by the relevant departments. We organize regular study groups for each department and workshops for each job position, such as for executives, managers, and new employees, so they can develop the knowledge they need, and we provide online educational tools to confirm their progress.

We will continue to ensure that all group members are fully aware of the necessity and importance of compliance while also cultivating an ethical mindset.

Online Education Participants (FY2019)

EIZO Group Companies (Japan)	1,184
EIZO Group Companies (Overseas)	281

Internal Whistle-Blowing System

In accordance with "Regulations on Internal Whistle-Blowing," we have established internal whistle-blowing systems in all our group companies. Also, we strive to ensure the early detection and prevention of serious incidents that could damage corporate value, such as illegal activity or misconduct.

Contact points have been set up inside the company and at independent law firms to provide consultation regarding laws and ethical business matters. All EIZO members are expected to report any questions or activities that are in violation of laws immediately, regardless of their own involvement. We ensure that the privacy of the whistle-blower is protected and that the individual will not be placed at any disadvantage for reporting the violation.

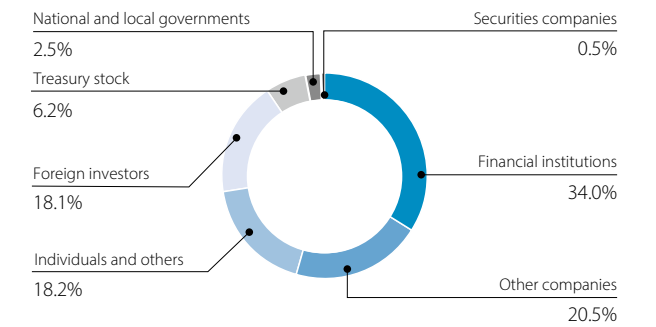
Corporate Information

Corporate Profile and Stock Information (as of March 31, 2020)

Trade Name	EIZO Corporation
Established	March 1968
Capital	JPY 4,425 million
Head Office	153 Shimokashiwano, Hakusan, Ishikawa 924-8566, Japan Phone: +81-76-275-4121 https://www.eizoglobal.com/
Business Locations in Japan	Sapporo, Sendai, Tokyo, Nagoya, Ishikawa, Osaka, Hiroshima, Takamatsu, Fukuoka
Number of Employees	Consolidated: 2,422* Non-consolidated: 1,031* *including average number of temporary staff
Business Activities	Development, design, manufacture, and sales of visual display systems, amusement monitors, and related services
Fiscal Term	April 1–March 31 (Ordinary General Meeting of Shareholders : June)
Number of Shares Authorized	65,000,000 shares
Number of Shares Issued	22,731,160 shares (including 1,410,769 shares of treasury stock)
Number of Shareholders	5,543
Stock Listing	First Section of Tokyo Stock Exchange (Securities Code: 6737)
Shareholder Registrar	Sumitomo Mitsui Trust Bank, Limited
Accounting Auditor	Deloitte Touche Tohmatsu LLC



Distribution of Shares by Shareholder Type



Major Shareholders

Name	Number of Shares Held (thousand shares)	Shareholding Percentage* (%)
Japan Trustee Services Bank, Ltd. (Trust Account)	2,102	9.86
The Master Trust Bank of Japan, Ltd. (Trust Account)	1,784	8.37
The Hokuriku Bank, Ltd.	836	3.93
The Hokkoku Bank, Ltd.	794	3.73
Hiroshi Murata	670	3.15
Hiroaki Corporation, Ltd.	567	2.66
Hazuki Corporation, Ltd.	567	2.66
Kanto Local Finance Bureau	559	2.62
EIZO Employee Shareholding Association	438	2.06
BBH (LUX) FOR FIDELITY FUNDS-JAPAN AGGRESSIVE	437	2.05

*Treasury stock (1,410,769 shares) was excluded for the calculation of shareholding percentages.

Corporate Information

Group Companies

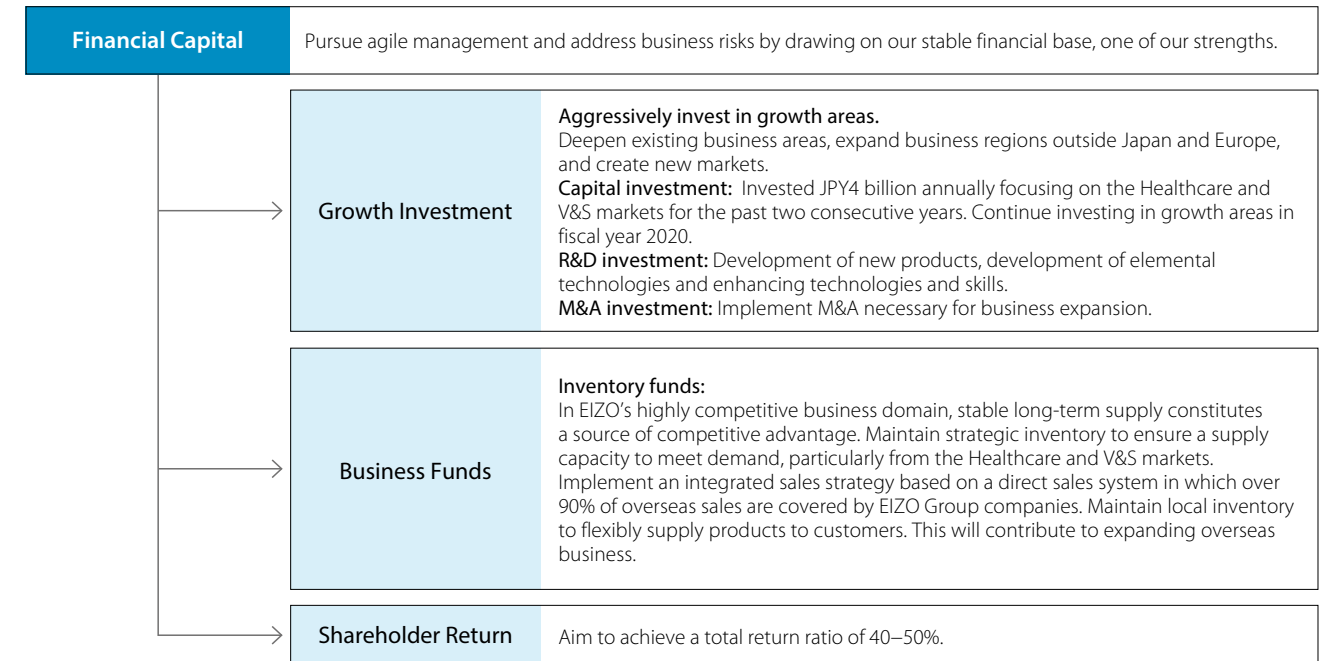
Name and Location	Main Business Activities	Certifications	Representatives
Overseas Manufacturing, R&D, Sales and Marketing Companies			
● EIZO GmbH (Rülzheim, Germany)	Development, manufacture and sales of visual products and related products for the Healthcare market	ISO 9001, ISO 13485, ISO 14001	Peter Ziegler President & CEO
● EIZO Technologies GmbH (Geretsried, Germany)	Development, manufacture and sales of visual products for the V&S market and control boards	ISO 9001, ISO 14001	Andy Kürz President & CEO
● EIZO Rugged Solutions Inc. (Altamonte Springs, FL, U.S.A.)	Development, manufacture and sales of graphics board and other components for the V&S market	ISO 9001	Selwyn Henriques President & CEO
● EIZO Display Technologies (Suzhou) Co., Ltd. (Suzhou, China)	Development, manufacture and sales of visual products and related products	ISO 9001, ISO 13485, ISO 14001	Rujun Zhang President & COO
Overseas Sales and Marketing Companies			
● EIZO Inc. (Cypress, CA, U.S.A.)	Sales of visual products and related products	ISO 9001, ISO 13485	Thomas Waletzki President & CEO
● EIZO Nordic AB (Väsby, Sweden)	Sales of visual products and related products		Per Hertz Managing Director & CEO
● EIZO AG (Wädenswil, Switzerland)	Sales of visual products and related products		Walter Briccos President & CEO
● EIZO Limited (Ascot, U.K.)	Sales of visual products and related products		Colin Woodley Managing Director & CEO
● EIZO Europe GmbH (Mönchengladbach, Germany)	Sales of visual products and related products		Minoru Kontani Executive Vice President & COO
● EIZO Saudi Arabia Regional Sales Office (Riyadh, Saudi Arabia)	Sales of visual products and related products		Sami M. Alshehri Country Manager
Domestic Group Companies			
● EIZO MS Corporation (Hakui, Ishikawa)	Manufacture of visual products and electronic circuit boards	ISO 9001, ISO 14001, ISO 45001, ISO 50001	Yoshitaka Jitsumori President & CEO
● Irem Software Engineering Inc. (Chiyoda, Tokyo)	Development and sales of amusement software		Masaki Ono President & CEO
● EIZO Support Network Corporation (Hakusan, Ishikawa)	After-sales service for visual products	ISO 13485	Yoshitaka Jitsumori President & CEO
● Carina System Co., Ltd. (Kobe, Hyogo)	Development and sales of hardware and software, including optical equipment and visual recording and distribution systems for the Healthcare market		Mutsuo Kotoh President & CEO
● Two other companies			

Financial Information

Drawing on Our Stable Financial Base to Achieve Sustainable Growth by Aggressively Investing in Promising Areas

We intend to improve profitability by aggressively investing in highly profitable growth areas to expand businesses in specific markets. This will in turn, lead to higher ROE. We are making necessary investments to consistently achieve our target of more than 10% in operating profit margin on a sustainable basis. In addition, we will draw on our stable financial base, which is one of our strengths to secure the necessary funds for business operations and growth investment.

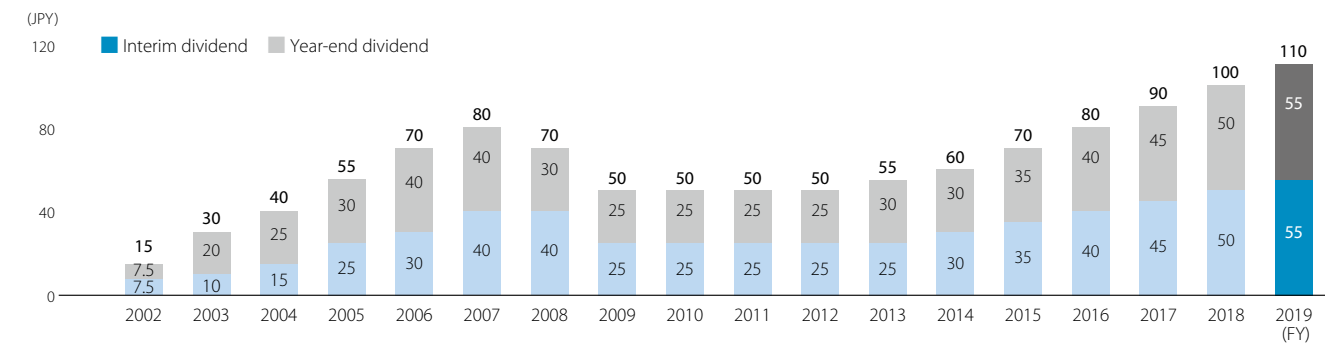
Approach to Financial Capital Allocation



Retained Earnings and Shareholder Returns

Shareholder Return Policy

Our policy is to continuously pay stable dividends in accordance with the company's growth. We return profit to shareholders in the form of dividends and share buybacks on the basis of an overall consideration of securing retained profit for capital investments and R&D expenditures required for business expansion. Our target shareholder return ratio (total return ratio) is 40–50% of consolidated net income.



Dividend payout ratio (%)	11.3	9.5	14.4	17.5	20.6	41.0	22.6	31.5	67.5	66.7	21.6	38.5	35.5	30.1	26.9	49.5	50.2	
Shareholder return ratio (%)	11.3	9.5	14.4	17.5	20.6	41.0	37.5	22.6	31.5	168.0	66.7	21.6	38.5	35.5	30.1	26.9	49.5	50.2

*The shareholder return ratio reflects the share buybacks totaling JPY996 million in fiscal year 2008 and JPY1,661 million in fiscal year 2011.

Corporate Information

Consolidated Financial Data

Fiscal Year	(JPY million)											(USD thousand)	
	2009	2010	2011	2012	2013	2014	2015	2016	2017	2018	2019	2019*3	
Financial Results													
Net sales	77,525	65,204	59,559	58,270	73,641	72,576	74,878	78,284	84,057	72,944	76,480	708,154	
Operating income	9,026	5,150	4,404	2,056	6,833	4,472	5,081	7,033	8,554	5,370	6,441	59,643	
Profit attributable to owners of parent	4,928	3,547	1,636	1,598	5,437	3,321	4,202	5,661	7,138	4,308	4,671	43,257	
Research and development expenses	4,726	5,208	5,311	5,323	5,797	6,049	5,387	5,625	5,908	5,932	5,993	55,498	
CAPEX	1,019	1,236	1,510	2,115	1,383	1,414	4,814	2,512	2,163	4,125	4,346	40,249	
Depreciation	1,915	1,514	1,422	1,353	1,687	2,017	2,052	2,367	2,604	2,751	2,986	27,657	
Financial Status													
Total assets	75,369	77,432	77,032	79,367	92,931	106,519	104,792	115,160	119,497	121,423	125,284	1,160,043	
Shareholders' equity	56,484	59,210	57,678	61,431	69,201	79,293	78,011	85,280	91,521	94,924	95,979	888,700	
Cash Flows													
Operating activities	11,046	5,100	(2,736)	2,137	4,685	1,445	6,772	10,533	4,829	5,348	8,157	75,537	
Investing activities	(950)	(1,122)	679	(2,191)	(1,208)	(3,426)	(3,033)	(4,157)	(6,567)	(8,713)	(3,717)	(34,419)	
Financing activities	(1,227)	(1,116)	(2,776)	(1,067)	(1,066)	923	(1,386)	(1,598)	(2,772)	(796)	(2,433)	(22,531)	
Net increase (decrease) in cash and cash equivalents	8,871	2,832	(4,877)	(576)	2,942	(1,057)	2,198	4,573	(4,399)	(4,295)	1,842	17,063	
Cash and cash equivalents, end of year	18,759	21,591	16,714	16,138	19,080	18,022	20,221	24,794	20,394	16,099	17,942	166,131	
Per Share Information													
Earnings per share (EPS) (JPY)	220.79	158.93	74.08	74.96	255.05	155.80	197.10	265.54	334.82	202.09	219.13	2.02 USD	
Book value per share (BPS) (JPY)	2,530.52	2,652.64	2,705.24	2,881.26	3,245.70	3,719.08	3,658.95	3,999.89	4,292.63	4,452.27	4,501.78	41.68 USD	
Cash dividends per share (JPY)	50	50	50	50	55	60	70	80	90	100	110	1.01 USD	
Total payout ratio (%) ^{*1}	22.6	31.5	168.0	66.7	21.6	38.5	35.5	30.1	26.9	49.5	50.2		
Financial Indicators													
Operating margin (%)	11.6	7.9	7.4	3.5	9.3	6.2	6.8	9.0	10.2	7.4	8.4		
ROE (%)	9.2	6.1	2.8	2.7	8.3	4.5	5.3	6.9	8.1	4.6	4.9		
ROA (%)	12.9	6.9	5.8	4.0	9.3	4.7	5.4	6.5	8.1	4.7	5.3		
EBITDA	10,575	7,787	5,119	4,247	9,702	6,723	7,753	9,474	12,113	8,465	9,442		
Equity ratio (%)	74.9	76.5	74.9	77.4	74.5	74.4	74.4	74.1	76.6	78.2	76.6		
Exchange Rate (Average for Period)													
USD/JPY	92.90	85.75	79.08	82.92	100.17	109.76	120.16	108.34	110.85	110.93	108.70		
EUR/JPY	131.19	113.15	109.04	106.78	134.22	138.69	132.60	118.74	129.66	128.45	120.81		
Net Sales Information by Market^{*2}													
Business & Plus (B&P)				9,504	13,777	15,585	17,991	16,822	18,111	17,787	16,409	151,939	
Healthcare				16,554	21,632	20,793	23,408	26,097	29,780	30,408	29,390	272,130	
Creative Work				4,171	5,212	5,548	6,355	5,470	5,749	5,971	5,345	49,496	
Vertical & Specific (V&S)				3,659	5,083	6,649	6,870	6,956	7,885	7,419	10,403	96,326	
Amusement				18,074	21,966	15,127	15,279	18,408	15,233	8,583	9,607	88,961	
Other				6,305	5,969	8,872	4,973	4,527	7,297	2,772	5,324	49,299	
Total				58,270	73,641	72,576	74,878	78,284	84,057	72,944	76,480	708,154	

*1 Total payout ratio for fiscal year 2011 includes JPY 1,661 million in share buybacks.

*2 No figures on net sales by market exist prior to fiscal year 2011. Figures for fiscal year 2012 to fiscal year 2016 are net sales previously categorized by product that have been reorganized according to the current market category.

*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 ¥108 to \$1, the approximate rate of exchange at March 31, 2020.

Performance Data

Environmental Data

Overview of the Environmental Impact

Environmental Impact by Area

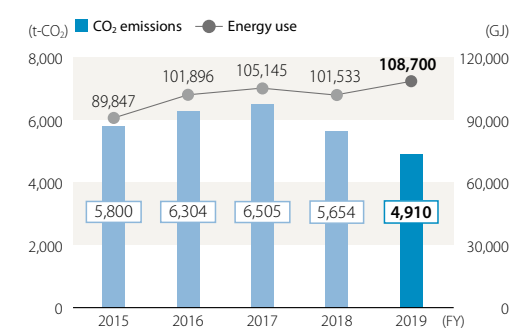
Area	EIZO Corporation Headquarters (Japan)	EIZO MS Corporation (Japan)		EIZO Display Technologies (Suzhou) Co., Ltd. (China)	EIZO GmbH (Germany)	EIZO Technologies GmbH (Germany)	Total
		Hakui	Nanao				
Operations	Development and Manufacturing of Monitors	Production of Circuit Boards	Assembly of Monitors	Development and Manufacturing of Monitors	Development and Manufacturing of Monitors	Development and Manufacturing of Monitors	
Energy usage (GJ)	57,276	31,334	7,908	1,790	7,642	2,750	108,700
Energy Resources	Electricity (10,000 kWh)	527.6	314.3	79.3	17.9	44.8	1,011.5
	Kerosene (kl)	4.4	—	—	—	—	4.4
	LPG (t)	107.2	—	—	—	—	107.2
	Compressed air (10,000 m³)	—	—	—	—	0.7	0.7
	District heating (10,000 kWh)	—	—	—	—	87.9	—
Copier paper (kg)	3,937	956	120	351	1,620	—	6,984
Water usage (m³)	19,046	3,056	3,284	836	1,289	—	27,511
CO ₂ emissions (t-CO ₂)	2,708	1,325	357	112	293	115	4,910
Waste	Industrial waste (t)	208.6	41.4	102.8	—	35.4	410.4
	General waste (t)	10.8	2.2	1.5	—	1.0	15.5
	Wastepaper (t)	265.9	67.7	168.2	—	27.5	545.9

Greenhouse Gas Emissions

Greenhouse Gas Emissions by Scopes (FY2019)

Category	Emissions (t-CO ₂)	Percentage of Total Emissions	Scope of Calculations
Scope 1	333	6.8	Consolidated
Scope 2	4,577	93.2	Consolidated
Total of Scope 1 and 2	4,910	100.0	Consolidated
Scope 3	376,365	100.0	—
1. Purchased products and services	113,730	30.2	EIZO Corporation headquarters
2. Capital goods	9,865	2.6	Consolidated
3. Fuel and energy-related activities not included in Scope 1 or 2	690	0.2	Consolidated
4. Upstream transportation and distribution	530	0.1	Shipment volume of products as cargo owner
5. Waste generated in operations	232	0.1	Consolidated
6. Business travel	531	0.1	EIZO Corporation headquarters
7. Employee commuting	782	0.2	Group companies in Japan
11. Use of sold products	250,001	66.4	Consolidated
12. End-of-life treatment of sold products	4	0.0	Consolidated

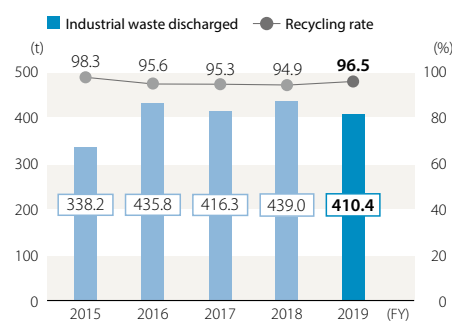
CO₂ Emissions and Energy Use (Japan, China and Germany)



Note: Calculations of CO₂ emissions associated with electricity use are based on the conversion factor of Hokuriku Electric Power Company for Japan and the calculation methods of each country.

Resources Recycling

Discharge of Industrial Waste and Recycling Rate



End-of-Life EIZO Monitors (for Home Use) Collected in FY2019

	CRT Monitors	LCD Monitors
Volume in weight (kg)	8,641.50	15,316.00
Quantity (units)	350	2,188
Recycled volume (kg)	5,995.80	13,373.34
Recycling ratio (%)	69.38	87.32

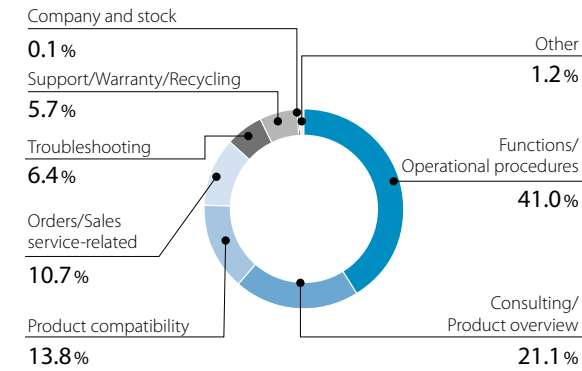
End-of-Life EIZO Monitors (for Business Use) Collected in FY2019

	CRT Monitors	LCD Monitors
Volume in weight (kg)	395.04	1,281.00
Quantity (units)	16	183
Recycled volume (kg)	265.89	1,038.47
Recycling ratio (%)	67.31	81.07

Social Data

Customer Relations

Inquiries Received by the Contact Center in Japan (from July 1, 2019 to June 30, 2020)



Human Resources

Employees Data (as of March 31, 2020, Not Including Temporary Employees)

	Overseas	Japan	Total
Number of employees	542	1,720	2,262
Male	356 (51)	915 (81)	1,271 (132)
Female	186 (16)	805 (3)	991 (19)
Average age	44.4	40.0	41.1
Average length of service	12.0	13.9	13.4

Note: Figures in parentheses indicate numbers of management-level employees.

Number of Full-Time Employment (EIZO Group Companies in Japan)

	FY2017	FY2018	FY2019
New graduates	34	39	43
Mid-career	37 (52.1%)	83 (68.0%)	54 (55.7%)
Total	71	122	97
New hire turnover rate (within the first year)	2.94	2.56	2.12

Note: Figures in parentheses indicate mid-career employment rates.

Working Hours and Employee Support Programs (EIZO Group Companies in Japan)

	FY2017	FY2018	FY2019
Average working hours	1,964	1,957	1,925
Percentage of paid leave taken	71	76	84
Number of employees used childcare/nursing care leave	52	50	56
Number of employees used reduced working hours for childcare or nursing care	67	63	56

Independent Assurance Statement

EIZO Corporation received the independent assurance statement from Sustainability Accounting Co., Ltd. on the energy usage, greenhouse gas emissions by scope, and water usage for fiscal year 2019.



Independent Assurance Statement

July 23, 2020

To President Yoshitaka Jitumori,
EIZO Corporation

1. Purpose

We, Sustainability Accounting Co., Ltd., have been engaged by EIZO Corporation ("the Company") to provide limited assurance on specific data disclosed on Integrated Report 2020 which are 109 TJ for the total energy usage, 333 tons for the amount of CO₂ emissions (Scope 1), 4,577 tons for the amount of CO₂ emissions (Scope 2), 376 thousand tons for the amount of CO₂ emissions (Scope 3), and 28 thousand m³ for the water usage for FY2019 (collectively, "the Environmental Performance Indicators"). The purpose of this process is to express our conclusion on whether the environmental performance indicators are calculated in accordance with the Company's standards. The Company's management is responsible for calculating the environmental performance indicators. Our responsibility is to independently carry out a limited assurance engagement and to express our assurance conclusion.

2. Procedures Performed

Our assurance engagement has been planned and performed in accordance with International Standard on Assurance Engagement 3000 (ISAE3000) and 3410 (ISAE3410). The key procedures we carried out included:

- Interviewing the Company's responsible personnel in order to understand the Company's standards
- Reviewing the Company's standards
- Performing cross-checks on a sample basis and performing a recalculation to determine whether the environmental performance indicators were calculated in accordance with the Company's standards.

3. Conclusion

Based on the procedures performed, nothing has come to our attention that causes us to believe that the environmental performance indicators are not calculated, in all material respects, in accordance with the Company's standards.

We have no conflict of interest relationships with the Company.

Takashi Fukushima
Representative Director
Sustainability Accounting Co., Ltd.