

A History of Precision Manufacturing Underlies Our Brand Power

Since its founding in 1881, the Seiko Group has primarily focused on manufacturing. Today, the Group's enduring commitment to craftsmanship and innovation plays a vital role in strengthening our brands.



Rooted in a Japanese sense of beauty and Japanese culture, the Group creates products and services that are inspiring worldwide.

144 years

of craftsmanship and innovation — since our founding in 1881





Extensive and unparalleled technological foundation

Originating from watchmaking and repair, the Seiko Group has cultivated a technological foundation that bridges traditional craftsmanship with advanced innovations — from micro-electro-mechanical systems (MEMS) to generative AI.

This broad and evolving expertise empowers the Group to shape distinctive value and reinforce its brand identity in a rapidly changing world.

1
10,000,000 second

Time synchronization accuracy
powered by SEIKO Solutions Inc.

0.0005_g

Weight of the lightest screw used in
Seiko's mechanical watches





Providing a wide range of products and services

With a broad and evolving business portfolio, the Seiko Group delivers a unique blend of tangible products – such as watches and precision devices – and intangible offerings, including IT technologies and hospitality.

By flexibly integrating these elements, we craft solutions that respond to the needs of customers and society, while reinforcing the identity and purpose of the Group.





Bringing together the unique skills and strengths of the Seiko Group, we create products and services that connect people, things, and time throughout the world.

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Editorial Policy

Fiscal year 2025 marks the fourth year of SMILE145, our 8th Mid-Term Management Plan, which began in fiscal year 2022. In *Value Report 2025*, we aim to clearly communicate to stakeholders the achievements and challenges of the third year of SMILE145—along with the future policies shaped by these outcomes and the strengths of the Seiko Group.

The report also outlines the ongoing efforts we are pursuing to transform into a solutions company that embodies the unique essence of Seiko, and highlights the progress made, enriched by insights from our employees.

We hope that this report deepens understanding of the Seiko Group’s approach to sustainable value creation and serves as a foundation for constructive dialogue with our stakeholders.

Scope of Reporting

The Seiko Group, including SEIKO GROUP CORPORATION, its subsidiaries, and its affiliates

Period Covered

April 1, 2024, to March 31, 2025 (including some activities from April 2025)

References

International Integrated Reporting Framework, IFRS Foundation Guidance for Integrated Corporate Disclosure and Company-Investor Dialogue for Collaborative Value Creation, Ministry of Economy, Trade and Industry Recommendations of the Task Force on Climate-related Financial Disclosures (Final Report), TCFD



Forward-Looking Statements

Forecasts of future earnings performance in this report are based on information currently available to the Company and certain reasonable assumptions. Actual results may differ materially from these forecasts due to a range of factors.

Information regarding financial information and corporate governance not included in this report can be found on our website.



Corporate Website

<https://www.seiko.co.jp/en/>

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Corporate Governance

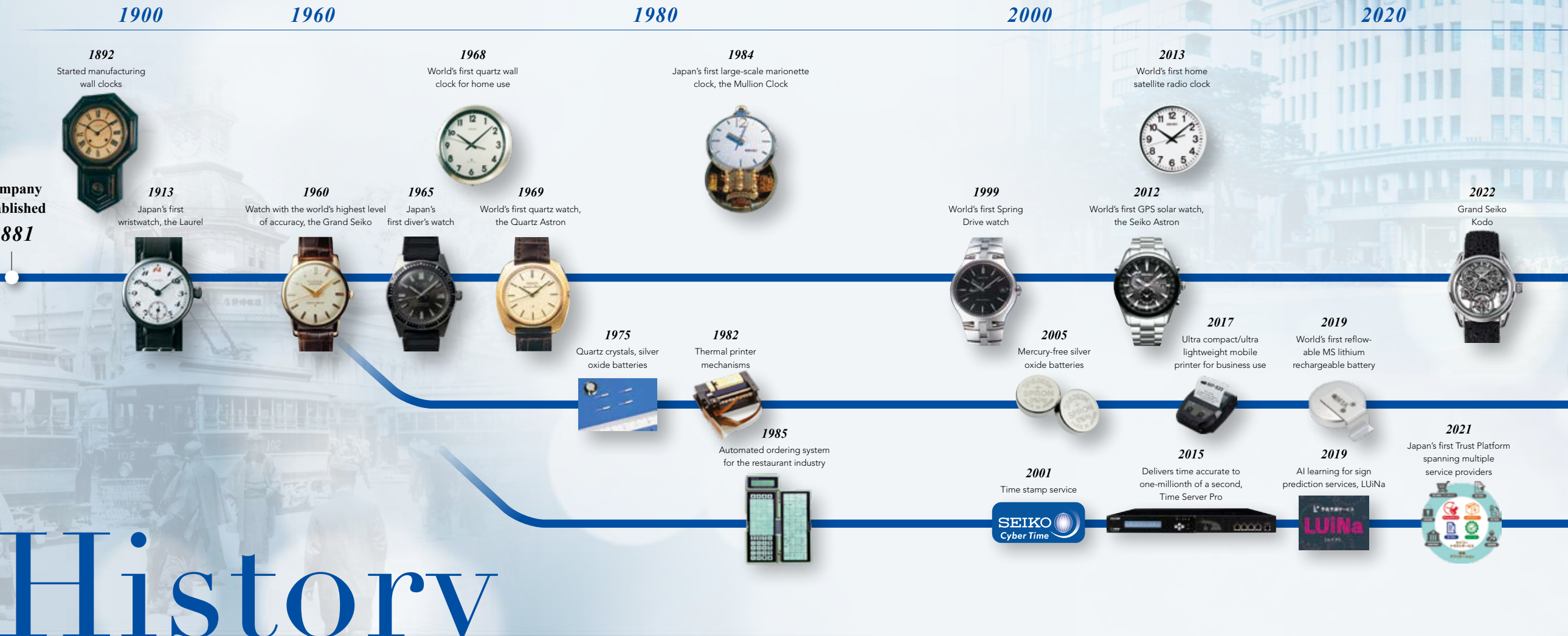
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A History of Precision Manufacturing Underlies Our Brand Power

The Seiko Group has inherited the DNA of contributing to solving social issues and has provided products and services that have been in demand at any given time throughout its more than 140-year history. The Group will contribute to people around the world to help them lead better lives with a smile by returning to being a solutions company as its starting point and responding to the changing business environment.



Sources of value creation accumulated throughout history

The world's one and only SEIKO brand, built on proven trust

P.28

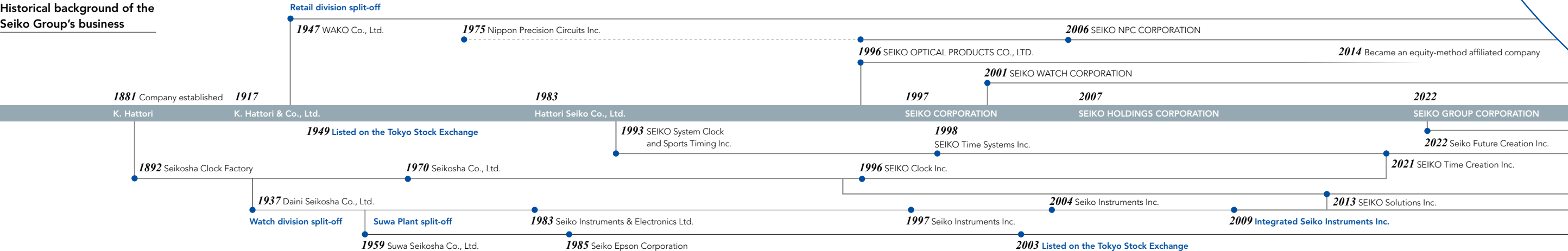
Innovation based on the spirit of "Craftsmanship, Miniaturization, and Efficiency" cultivated in watchmaking

P.30

Thoroughly customer-oriented proposal capabilities

P.32

Historical background of the Seiko Group's business



At a Glance

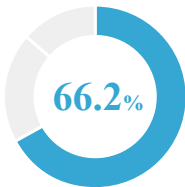
Consolidated Performance (FY2024)	Net Sales: ¥304.7 billion Operating Profit: ¥21.2 billion	Seiko has long valued the bonds of trust it has cultivated since its founding. Drawing on its groundbreaking technological capabilities, pioneering sensibilities, and spirit of innovation, the Group delivers a wide range of value to customers and society.
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Description of Business	Main Products and Services	Data Highlights
Emotional Value Solutions Domain		



Net Sales:
¥204.2 billion
Operating Profit:
¥22.3 billion

Share of Net Sales*



66.2%

A domain that creates products and services with high functional, emotional, and social value and provides an excellent customer experience.

As one of the few manufacturers in the world to handle the entire production process, ranging from parts production through to assembly and adjustment, the Watches Business primarily offers Grand Seiko and other Global Brands worldwide while also engaging in the planning and sale of clocks. Furthermore, Wako, a luxury specialty store representing Ginza, offers high-quality products and services, including watches, jewelry, and handbags, as a Japanese luxury brand.

Watches

- Completed watches
- Watch movements
- Completed clocks

Wako

- Watches
- Clocks
- Jewelry
- Men's and women's products
- Handbags
- Interior decoration products
- Food
- Other Items

Watches Business Share of net sales of Global Brands
(FY2024)

Japan: Approx. **75%**

Overseas: Approx. **70%**

* Percentage of net sales of Global Brands (Grand Seiko [GS], King Seiko, Seiko Prospex, Seiko Astron, Seiko Presage, and Seiko 5 Sports) to total net sales of completed watches

Major Operating Companies

SEIKO WATCH CORPORATION
<https://www.seikowatches.com/global-en/>

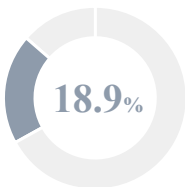
WAKO Co., Ltd.
<https://www.wako.co.jp/>

Devices Solutions Domain



Net Sales:
¥62.1 billion
Operating Profit:
¥2.9 billion

Share of Net Sales*



18.9%

A domain that provides high-functioning, high-quality products that society demands, based on precision and reliable technology derived from watch manufacturing and development.

The domain is engaged in the manufacturing and sale of high-performance, reliable micro batteries; quartz crystals and crystal oscillator ICs that feature low power consumption; and precision processed parts that can compete at the sub-micron level, as well as industrial inkjet heads and thermal printers, supporting a society and industries that are becoming increasingly advanced across various fields, such as medical, information systems and automobiles.

Electronic Devices

- Micro batteries/Chip capacitors
- Crystal resonators
- Superior performance Co-Ni alloy products
- Rare earth magnets

Precision Devices

- Hard disk drive components
- Automobile parts
- Other precision turned parts

Printing Devices

- Inkjet heads
- Thermal printers

Others

- Integrated circuits (ICs) for crystal oscillators
- ICs for sensors

Products with top market share
(as of July 2025)

- ICs for crystal oscillators
- Embedded thermal printers
- Mobile printers
(No. 1 in market share in Japan by quantity)
- Silver oxide batteries for medical use
- Metal diaphragms for valves in semiconductor production equipment

Major Operating Companies

Seiko Instruments Inc.
<https://www.sii.co.jp/en/>

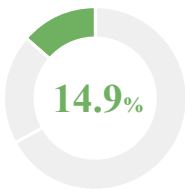
SEIKO NPC CORPORATION
<https://www.npc.co.jp/en/>

Systems Solutions Domain



Net Sales:
¥47.8 billion
Operating Profit:
¥5.0 billion

Share of Net Sales*



14.9%

A domain that delivers one-stop ICT solutions that drive social innovation.

SEIKO Solutions Group businesses offer multifaceted solutions, including everything from hardware to software and services that utilize generative AI, with a focus on two business models that capitalize on Seiko's strengths: 1) IoT and AI solutions that combine hardware and software, and 2) digital transformation (DX) platforms that enable digital transformation for companies. SEIKO Time Creation businesses handle system clocks and signage for public facilities and stadiums and sports timing devices and services.

Hardware and Software Solutions

- IoT platforms and IoT/AI solutions
- Equipment and embedded modules

DX Platform Solutions

- CX/EX, digital trust, and performance management
- Security and systems/applications
- Networks

Facility Solutions

- System clocks and digital signage
- Large display boards and sports timing devices

Achieved 37 consecutive quarters of year-on-year increases in net sales and operating profit
(as of Q1 FY2025) Note: SEIKO Solutions Group business

Percentage of the domain's marginal profit attributable to stock business

Approx. **75%**
(FY2024)

Major Operating Companies

SEIKO Solutions Inc.
<https://www.seiko-sol.co.jp/en/>

SEIKO Time Creation Inc.
<https://www.seiko-stc.co.jp/en/>



Purpose, Corporate Philosophy, Sustainability Policy,
and Group 10-Year Vision

SEIKO GROUP PURPOSE

As a company trusted by society,
we will constantly pursue innovation,
inspiring people everywhere,
and creating a future full of smiles.



Corporate Philosophy

A Company That Is Trusted by Society

Sustainability Policy

Starting with its Statement of Purpose,
the Seiko Group will strive to use its business
activities, which aim to create **WITH**

W: Well-being—A Better Life

I: Inclusion—For All People

T: Trust—Certainty and Trust

H: Harmony—With the Earth

to realize the Group's steady growth and contribute to the
development of a sustainable society.

Group 10-Year Vision

Leveraging analog & digital synergies to offer products
and services that contribute to the creation of sustainable
societies, connecting people, things, and time
throughout the world

