Brand

The Sources of Our Value Creation

Over a century of trust underpins a strong global brand

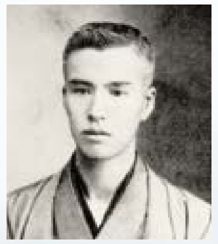
Since its founding, the Seiko Group has continually taken on new challenges in its efforts to remain a company that is both useful to society and worthy of its trust.

As a result, the Seiko Group has built the globally one-of-a-kind Seiko brand.

1881

Kintaro Hattori establishes K. Hattori Clock Store

Kintaro Hattori founded K. Hattori Clock Store, which sold and repaired imported timepieces. In conducting business with sincerity, and honoring all business agreements no matter how difficult the times, he earned the trust of trading posts and retailers, and business grew significantly.



1894

First clock tower erected in Ginza 4-chome

The clock tower became the symbol of Ginza, incorporating the concept of time into everyday life by informing people of the exact time. The present-day clock tower is the second generation, completed in 1932, ticking away the time in sync with the Ginza district.

1923

Building social trust through earnest response after the Great Kanto Earthquake

All Company factories and stores were destroyed by fire in the Great Kanto Earthquake, including approximately 1,500 watches that were being repaired. Kintaro placed newspaper advertisements to notify customers and provided those who replied with new watches of equal value. This sincere approach earned the Company a solid reputation for reliability.

Watches melted by fire in the Great Kanto Earthquake

1953

First TV commercial in Japan airs—with the spirit of "valuing the brand"

Seiko's time signal commercial was the first private-sector television commercial aired in Japan. Even back then, Kintaro was strongly aware of the importance of branding, a spirit that endures to the present day in our official timekeeping and other branding activities.

A global brand built upon decades of hard-earned trust

Capturing moving moments by providing accurate timing and measurement

Sporting events are undoubtedly the ultimate stage for athletes who tirelessly undertake the challenge of pushing their own limits and setting new records. The Group serves as the official timekeeper for numerous sporting events and has earned the trust of its customers by pursuing the highest level of accuracy and precision in timing and measurement.

For the 1964 Tokyo Olympic Games, the Group developed timing equipment and contributed to the success of the event despite not having any experience in sports timing back then. Seiko's technology and brand became recognized around the world through its success on this grand stage, which was dubbed the "Olympics of Japanese Products" and the "Olympics of Science." Since then, the Group has served as the official timekeeper for five Olympiads.

The Group has also been the official timekeeper of the World Athletics Championships since 1987. At the Tokyo Games held in September 2025, we introduced new equipment, the cutting-edge Video Track Tracking system (VTT), delivering a more immersive and thrilling track and field experience than ever before.

In addition, sports timing is an opportunity to raise awareness of the Seiko brand all over the world. By drawing on the experience of our timing team and the latest measurement equipment, the Seiko Group provides more accurate timing and measurement, bringing smiles and moving moments to the world.

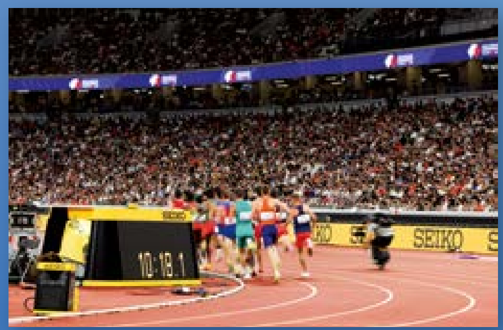


Photo by AFLO SPORT

The "Contemporary Master Craftsmen" who support the Seiko brand

The Seiko Group believes that craftsmanship is about developing people, and it has focused on developing outstanding engineers and technicians. At the core of this effort are its Contemporary Master Craftsmen.*1

Seiko has proactively participated in precision competitions both at home and abroad to hone its technology and skills and cultivate its human resources. As a result of continuing to take on challenges, in 1968 the precision and technical capabilities of its timepieces gained recognition, winning top positions at the Geneva Observatory Competition. Since then, the Group has won numerous awards at world-renowned competitions, including the Grand Prix d'Horlogerie de Genève. These Contemporary Master Craftsmen have made a significant contribution to this global recognition, and the challenges they have undertaken have formed a substantial foundation for building Seiko's credibility.

Currently, there are seven*2 Contemporary Master Craftsmen belonging to the Seiko Group, and they have been highly praised from outside the Company. Seiko's highly skilled personnel make tremendous contributions to the Seiko Group's brand, and the Group is committed to passing on skills and nurturing engineers to further enhance its brand power. To remain a highly regarded brand, the Group will continue to hone its skills and gain the trust of customers around the world.

*1 Contemporary Master Craftsmen: A system in which the Minister of Health, Labour and Welfare presents awards once a year to skilled craftsmen who have outstanding skills and are considered to be the leaders in their fields
*2 As of the end of March 2025

Geneva Observatory Competition Results

Technology

The Sources of Our Value Creation

Craftmanship, Miniaturization, and Efficiency: Relentlessly improving technology

Since its founding in 1881, the Seiko Group has provided the world with numerous cutting-edge, innovative products, including the world's first quartz wristwatch. In the pursuit of more compact, more accurate, and longer-lasting wristwatches, the Group has built up "Craftsmanship" technology, which creates new value with sophisticated techniques and expertise; "Miniaturization" technology, which reduces product size through precision processing and high-density assembly technologies; and "Efficiency" technology, which promotes the most efficient use of all resources, including energy.

Craftsmanship

Creating new value by combining traditional techniques and cutting-edge knowledge

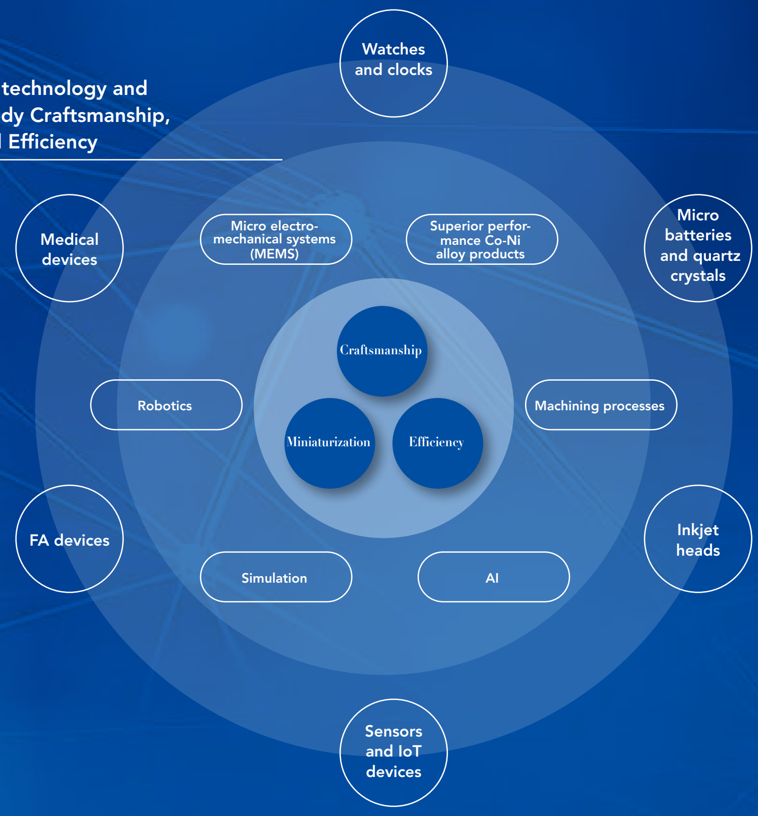
Miniaturization

Pursuing miniaturization through precision machining and assembly for producing smaller devices through precision processing and assembly

Efficiency

Pursuing energy, resource, and labor savings

A case study of our technology and products that embody Craftsmanship, Miniaturization, and Efficiency



Innovation based on the spirit of "Craftman ship, Miniaturization, and Efficiency"

Outstanding technological capabilities that evolve along with timepieces

The Seiko Group boasts world-leading technological capabilities in the field of watch manufacturing.

Since revolutionizing the watch industry with the release of the world's first quartz wristwatch, the "Seiko Quartz Astron", in 1969, the Group has constantly pursued technological innovation, including the world's first analog quartz chronograph and Spring Drive, which combines the best of mechanical and quartz watchmaking technologies. In 2012, the Group released the world's first GPS solar watch, the "Seiko Astron," making it possible to display accurate time anywhere around the world. In addition,"Grand Seiko Kodo," released in 2022, is a masterpiece that pushes the technological limits of mechanical wristwatches. The watch is the world's first to integrate and combine two complex mechanisms, a tourbillon and a constant-force mechanism, as one unit on a single axis, to achieve a new level of stable accuracy, while pursuing the beauty and precision of mechanical watches. These achievements contribute to the high praise the Company's watches have continued to receive worldwide.


Seiko Quartz Astron

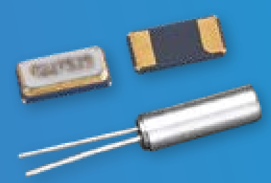

Seiko Astron GPS Solar


Grand Seiko Kodo

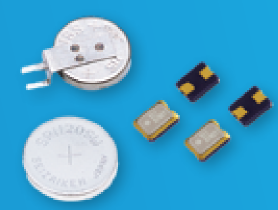
Outstanding technological capabilities supporting the future

Since the birth of the quartz watch, the Seiko Group has been one of the first to establish a system for the in-house development and production of electronic components, responding to the diversification and mass production of wristwatches. As a result, the Group has refined its technologies to make watches more compact and consume less power, and has introduced a wide range of products. These items are widely used in smartphones, digital home appliances, automobiles, IoT devices, and other products that are indispensable to modern society, thus supporting society and industry. For example, micro batteries have a significant role as backup power sources for the memory and clock functions of digital devices such as security cameras and dashcams, as well as batteries for continuous glucose monitoring (CGM) sensors, while quartz crystals and quartz oscillator ICs play an important role as components that generate reference signals for the synchronization of electronic components built into digital devices. In this way, the Group is leveraging the Craftsmanship, Miniaturization, and Efficiency technologies it has cultivated in watchmaking to provide products that meet diverse needs in a variety of fields, including the automotive, medical, and industrial sectors, thereby contributing to the achievement of a sustainable society.


Quartz oscillator ICs


Quartz crystals


Superior performance Co-Ni alloy products


Micro batteries

Solutions

The Sources of Our Value Creation

The Seiko Group always values a customer-oriented approach and will continue to provide high-quality products and services from the customer's perspective.

New solutions brought about by the spirit of hospitality that the Group has cultivated

The Company's founder, Kintaro Hattori, erected the first clock tower in Ginza in 1894, a symbol of his belief that knowing the exact time will lead to the resolution of social issues, as well as the origin of Seiko Group hospitality. Ginza Wako, which is located at the second-generation clock tower, has inherited this spirit, and warmly welcomes all customers.

Today, by combining this spirit with the technical capabilities the Group has developed over the years, the Group is able to offer highly unique proposals. These proposal capabilities are not limited to the Wako Business but have been expanded to other businesses as well, growing into a strength for the entire Group. With a spirit of hospitality at its core, the Group will continue to create new solutions that meet diversifying needs.

Seiko's solution proposal capabilities

The Seiko Group's technological capabilities × Seiko's unique spirit of hospitality ▶▶▶ Proposing optimal solutions businesses to each and every customer

Core Strength

Ability to create new solutions based on its familiarity with customers and their industries

Leveraging unique technological capabilities to provide customized solutions

Delivering "SETSUGU" customer service by combining online and offline customer data

WAKO Co., Ltd., located in Ginza, aims to provide "SETSUGU" customer service, a unique form of Japanese hospitality that goes beyond ordinary customer service, by listening carefully to understand the latent needs of customers and providing services and experiences that are tailored to them.

The adoption of the "SETSUGU" OMO solution, provided by SEIKO Solutions Inc. to enable on-site sales staff, who actually interact with customers, to provide better customer service, has enabled the integration of online and offline customer data and the utilization of that data in the field. In 2024, we launched a membership card app service as a new "SETSUGU" function for realizing customer experience improvement through the advanced data utilization required to provide the level of "SETSUGU" for which Wako aims.

We will continue to create new solutions by combining a spirit of hospitality that meets the needs of the times with technical capabilities cultivated over many years.

Accurate "Time" enriching social life

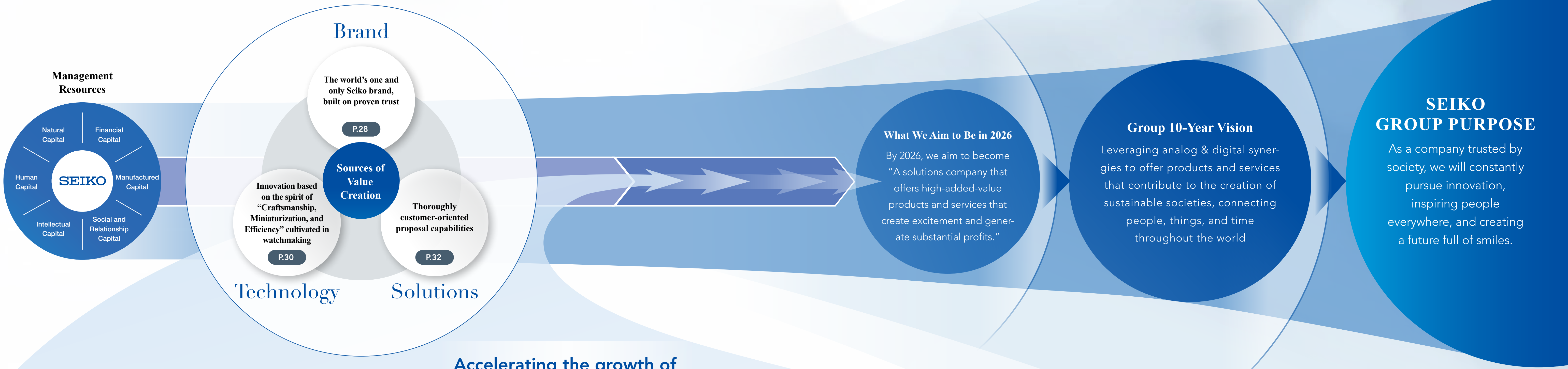
In a highly systematized society, all things are connected by precise time, and even the slightest time discrepancy can cause disruptions to transportation and communications. For this reason, time synchronization, which accurately adjusts the clocks on electronic devices that handle information, is considered an essential technology in modern society.

Seiko's high-precision time synchronization is also used by the Tokyo Stock Exchange. At the start of trading at 9 a.m., the market is flooded with tens of thousands of orders per second. Our time synchronization technology, which is accurate to within 1/10,000,000 of a second, ensures transactions are executed in the correct order, providing investors with fair trading opportunities.

This technology will continue to meet the demand for ultra-high precision time synchronization by catering to the needs of individual fields, including broadcasting, communications, railways, finance, electric power, and IoT.

Value Creation Model —Expanding Corporate Value Through Unique Value Creation—

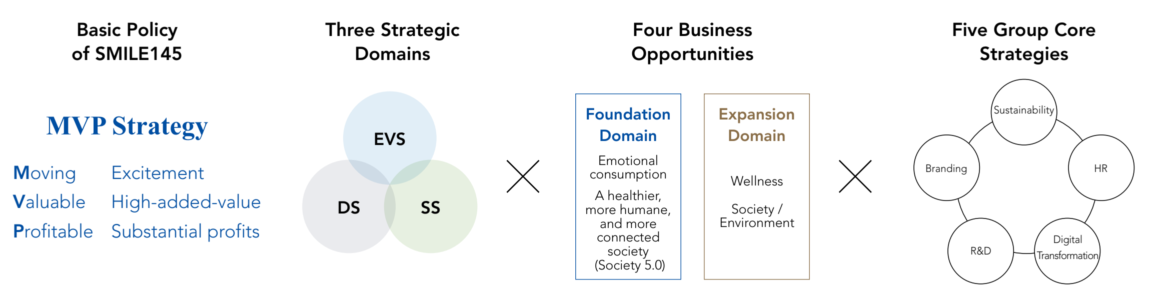
Based on its Seiko brand-driven management resources, the Seiko Group achieves ongoing growth by leveraging its three unique sources of value creation to strengthen and expand its resources. The Group aims to fulfill its Group Purpose by carrying out its 8th Mid-Term Management Plan, SMILE145, to accelerate the improvement of its corporate value toward its medium-term management vision of becoming a "solutions company."



Accelerating the growth of corporate value through SMILE 145

Drivers to enhance accuracy in reaching the Group's goals P.36

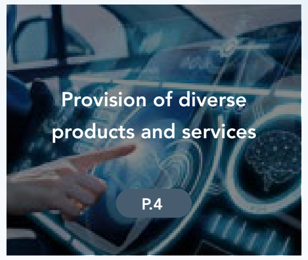
8th Mid-Term Management Plan SMILE145



Environment Recognition

- Acceptance of diversity
- Changes in communication
- Advancement of digitization
- Declining birthrate and aging population
- Climate change

Seiko's approach to value creation to realize the Group 10-Year Vision



DNA	Corporate Philosophy	Group Slogan	Spirit of the Founder
	A Company That is Trusted by Society	SEIKO Moving ahead. Touching hearts.	Always one step ahead of the rest

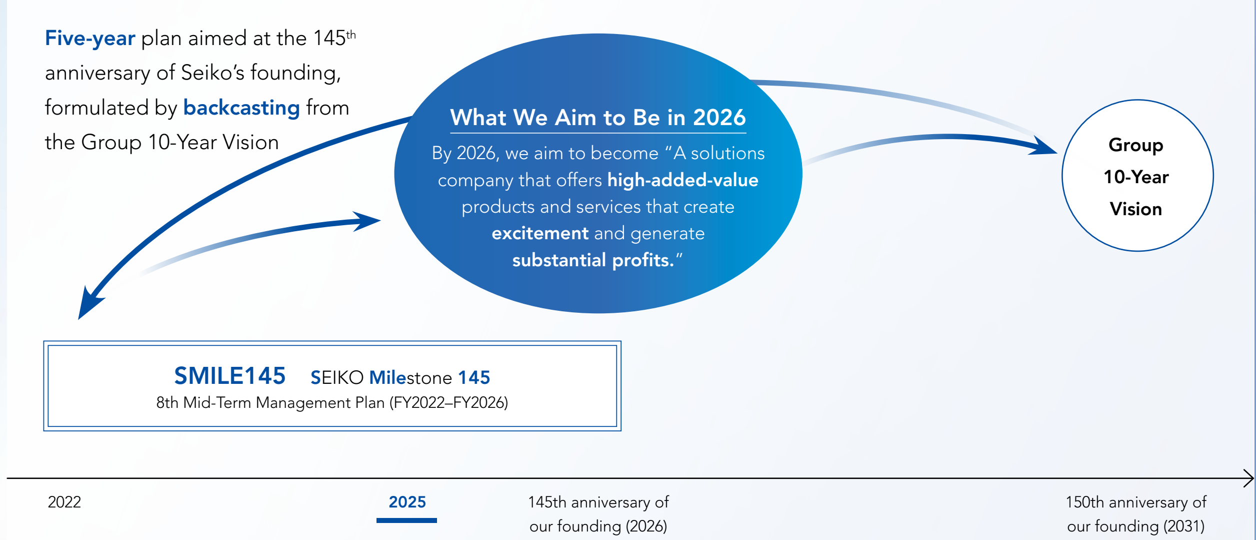
8th Mid-Term Management Plan

“SMILE145”

Plan Overview, Our Progress, and Looking ahead to 2026

Overall Concept of SMILE145

Amid widespread discontinuous change in an era of volatility, uncertainty, complexity, and ambiguity (VUCA), the Seiko Group is carrying out its 8th Mid-Term Management Plan, SMILE145, with the aim of capitalizing on changes in the operating environment and helping solve social issues as a “solutions company.” The Group will implement its MVP Strategy, which constitutes its basic policy, to provide high-added-value, high-profit products and services, while aiming to solve social issues and enhance profitability.



MVP Strategy

- **M**oving
- **V**aluable
- **P**rofitable

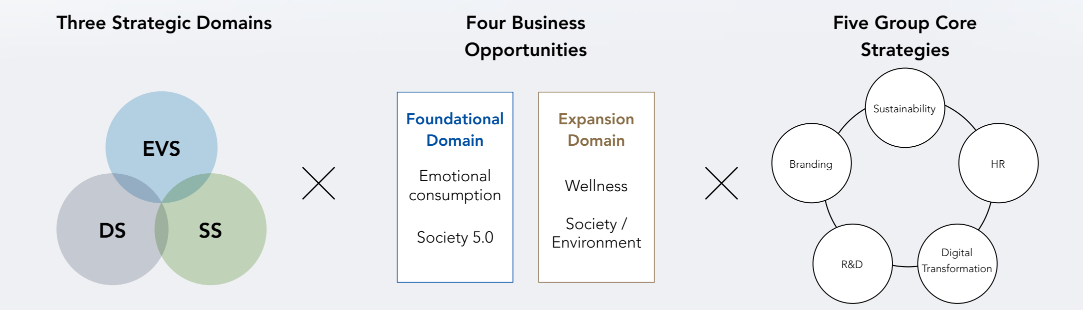
- Addressing social issues to create value
- Improving profitability
- Innovating business models through digital transformation
- Ambidextrous management
- A culture of taking on challenges

KPI (FY2026)

Financial	**Operating profit**	¥25 billion*
	Gross profit margin (GP margin)	+5.0 percentage points (compared with FY2021)
	ROIC	Over 6.5%
	ROE	Over 9.0%*
Non-financial	CO_2 emissions (Scopes 1 and 2) down 42% (compared with FY2022) *	
	Higher engagement score	

* Targets updated in May 2025

Growth Strategy Scheme



Business Policy in the Latter Three Years of SMILE145 and Key Issues by Business Segment for Fiscal Year 2025

The Seiko Group has fully capitalized on the progress made in the first two years of SMILE145 as well as the changes in the operating environment to promote business activities under the following policies in the latter three years of the plan. In fiscal year 2025 and beyond, the Group will also work to address the following key issues by business segment.

Business Policy in the Next Three Years

1
- Positioning **the Watches Business and the Systems Solutions Business as the core of the Group’s growth**, and strengthening investments for further growth
- In the Devices Solutions Business, **assessing the growth potential of each product and engaging in balanced investments**

2
- Promoting the enhancement of Group-wide R&D strategy and development of new technology, led by **Seiko Future Creation Inc.**, and striving to **create new business domains throughout the Group** through these activities

Key Issues by Business Segment for Fiscal Year 2025

Emotional Value Solutions (EVS) Domain	Watches Business **Acceleration of overseas expansion of luxury goods business centered on Grand Seiko (GS)** • Expanding direct-to-consumer channels and strengthening alliances with high-end retailers • Enhancing digital and in-store marketing efforts to acquire new customers **Reconstruction of our global manufacturing framework** • Achieving efficiency and reducing costs through duplication of manufacturing processes and effective utilization of Group manufacturing sites Wako Business **Fostering of loyalty among customers and expansion of WAKO original products** Note: In fiscal year 2025, the Group transferred the Clocks Business and the Facility Solutions Business in the Time Creation Business to the Watches Business and the Systems Solutions Domain, respectively.
Devices Solutions (DS) Domain	**Expansion of medical silver oxide battery sales** • Aiming to expand applications and customer base by supplying products that accurately capture growing market demand **Regrowth of the Precision Devices Business** • Engaging in proactive development for acquiring new projects by building relationships with major clients
Systems Solutions (SS) Domain	**Expansion of our DX platform** • Accelerating business expansion through deeper customer engagement and diversification, while maintaining high profitability driven by a strong stock-based business model (e.g., digital trust, performance management, and security solutions for the financial sector) **Enhancement of hardware and software solutions** • Promoting a shift from one-time product sales to a stock-based business model to achieve both growth and improved profitability in the IoT business **Initiatives for the Facility Solutions Business (transferring from EVS to SS)**

Update of Financial Targets for the Final Year of SMILE145

In light of our forecast for operating profit of ¥22.5 billion in fiscal year 2025, we have instituted an upward revision of our operating profit target for the final year of SMILE145 (fiscal year 2026), raising it to ¥25.0 billion. In line with the upward revision of our operating profit target, we have revised our target for return on equity (ROE) to over 9% and will work to improve ROE to over 10% in the medium-to-long-term.

	7th Mid-Term Management Plan	8th Mid-Term Management Plan “SMILE145”				
	Final Year FY2021 Results	3rd Year FY2024 Results	4th Year FY2025 Results Forecast*	Final Year FY2026		
				Initial Targets (May 2022)	Previous Revision (May 2024)	Latest Revision (May 2025)
Operating Profit (Billions of yen)	8.7	21.2	22.5	18.0–20.0	**20.0**	**25.0**
Gross Profit Margin (%)	41.8%	45.0%	46.0%	46.8%	46.8%	46.8%
ROIC (%)	3.5%	6.0%	-	Over 6.5%	Over 6.5%	Over 6.5%
ROE (%)	5.5%	8.7%	-	-	**Over 8.0%**	**Over 9.0%**

* The revised forecast for fiscal year 2025 was announced on May 13, 2025.