

Sustainability Strategy



Hiromi Kanagawa
Executive Vice President
In Charge of Sustainability Promotion

Each Employee’s Commitment Drives the Future of the Seiko Group

The Seiko Group is committed to addressing social issues while achieving the Group’s sustainable growth, guided by its Group Purpose and the principles of WITH (Well-being, Inclusion, Trust, and Harmony) set forth in its Sustainability Policy.

At the heart of these efforts are our employees. I firmly believe that when each individual takes ownership of social issues in their daily work and strives to make our company one they can proudly recommend to their family and friends, their dedication becomes a powerful force driving the future of the Seiko Group.

As economic activities become increasingly global, we are accelerating our sustainability initiatives based on three core pillars: promoting decarbonized management, addressing our Materialities, and enhancing the disclosure of non-financial information. These efforts are carried out in close collaboration with a diverse range of stakeholders, including supply chain partners.

Looking ahead, we aim to evolve into a solutions company. By continuing to embrace challenges and foster innovation, we will deliver trust and inspiration to society, advancing step by step toward the realization of a sustainable future.

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



A Company That is Trusted by Society

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.

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

Promotion Structure



Sustainability Committee

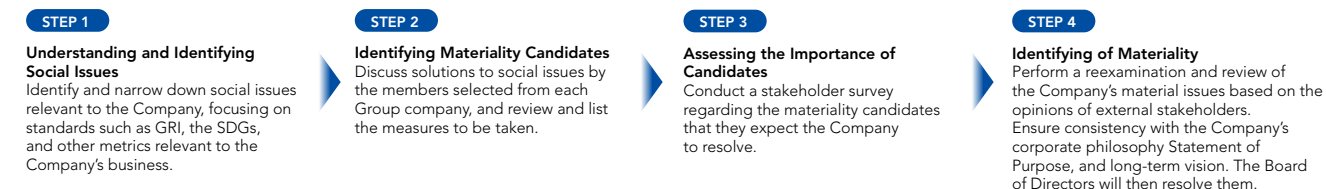
The Sustainability Committee, chaired by the President, consists of full-time officers, including the officer in charge of sustainability promotion, as well as the heads of various Group companies. The Committee is responsible for matters related to the Group’s materiality, including matters related to climate change. Discussions and resolutions take place in regular, semi-annual meetings and ad-hoc meetings convened as needed. Resolutions are then reported to the Board of Directors. Based on the Committee’s resolutions, appropriate executives take the lead in promoting activities within the Group.

The Sustainability Liaison Committee, chaired by the officer in charge of sustainability promotion, comprises employees with responsibility for sustainability at Group companies. The committee meets three times a year, primarily to share issues and engage in discussions.

Materiality

Materiality Overview	Key Actions	Major Initiatives
Well-being—A Better Life		
Contribute to greater job satisfaction and active participation by diverse individuals	Develop human resources as a pillar of our growth strategy, and work to improve engagement and promote diversity	- Develop human resources (take measures to develop entrepreneurial and digital transformation resources, and pursue environmental improvement initiatives, including systems) - Conduct engagement surveys - Emphasize diversity in hiring and set goals to promote active adoption - Promote health management
Promote mental and physical health and achieve social welfare	Develop products to enter medical and healthcare businesses	Enter healthcare field through the development and sale of devices and materials for medical applications in cooperation with third parties
Implement initiatives for respecting human rights	Conduct human rights due diligence	- Establish and continuously promote a due diligence system for human rights - Promote in-house education on human rights
Cultivate and support the next generation	Support the growth and development of the next generation through hands-on events, classes, etc.	- Ongoing implementation of Toki-iku, Seiko’s efforts to foster the next generation - Hold Seiko Summer Jazz Camp
Inclusion—For All People		
Contribute to the creation of a safe, secure, and inclusive social infrastructure	Create and provide digital solutions to help realize a new age of society, where all people and goods are connected	- Provide cloud-/AI-/IoT-enabled platforms to improve social infrastructure - Provide products and services that bring about an inclusive world
Contribute to a prosperous society through support for culture and sports	Promote sports, music, and cultural activities that enrich people’s lives and well-being, while enhancing our corporate value	- Share THE SEIKO MUSEUM GINZA’s concept of Time Culture with the world - Continue sports timing activities, sponsorship of sporting events, and support for athletes - Host concerts to support the recovery of East Japan
Contribute to local communities	Support activities in local communities that promote social revitalization at all our facilities, both inside and outside Japan	Promote socially beneficial sports events and beautification activities in collaboration with local residents and communities
Trust—Certainty and Trust		
Provide high-quality products and services that are trusted by society	Develop high-quality, high-added-value products and services by leveraging the strengths of each business domain to increase sustainable business activities	- Provide highly reliable product and service infrastructure that generates digital trust (trust in the security, privacy, safety, etc., of our services) - Enhance after-sales service system and expand quality improvement program globally - Strengthen quality assurance system - Pass down technical skills and techniques
Promote responsible procurement and supply chains	Establish and operate a sustainable supply chain management system that addresses social issues, including human rights and the environment	- Revise Procurement Policy - Establish and implement procurement guidelines
Strengthen corporate governance and the compliance structure	Maintain and improve corporate governance and compliance operations based on respect for all relevant laws and regulations	Further strengthen the operations of the Corporate Governance Committee, Corporate Ethics Committee, Risk Management Committee, and other bodies
Harmony—Harmony With the Earth		
Implement initiatives for climate change and decarbonization	Plan and promote reduction measures in line with the Seiko Group’s long-term goal of reducing greenhouse gas (GHG) emissions Provide products and services that contribute to realizing a decarbonized society	- Promote Group-wide energy conservation and active introduction of renewable energy - Introduce environmental support systems
Help to realize a recycling-oriented society	Create and expand the lineup of environmentally friendly products and services Promote the 3Rs (Reduce, Reuse, Recycle)	- Create resource-saving and eco-friendly products - Simplify packaging materials and shift to using renewable materials - Reduce losses in raw materials and waste products - Increase use of reusable parts and recycled materials
Coexist and harmonize with nature	Aim for coexistence with nature by increasing activities to conserve biodiversity and natural capital in each of our business locations	Work together with local residents and outside experts to promote nature conservation (e.g., tree planting and preservation of marine resources)

The Process to Determine Material Issues



Sustainability Strategy

Climate Change (Information Disclosure Based on TCFD Recommendations)



Governance

Important matters related to climate change are discussed and resolved by the Sustainability Committee and reported to the Board of Directors. The Board of Directors is responsible for the oversight function of the Sustainability Committee and regularly discusses important matters related to climate change.

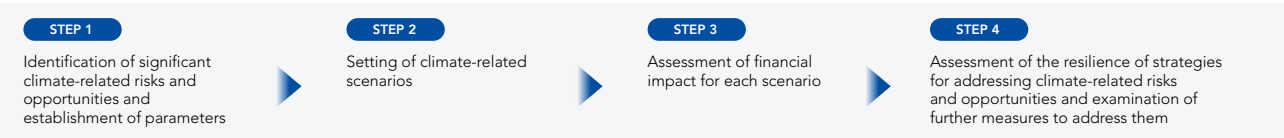
In addition, the rate of GHG emissions reduction is included as a “non-financial (ESG) assessment” in the performance evaluation index as a KPI for performance-linked executive compensation.

 **Governance Promotion Structure**
<https://www.seiko.co.jp/en/csr/environment/tcfdf/>

Strategy

We have conducted scenario analysis covering all Group businesses, and assessed key risks and opportunities. Based on this review, we are formulating and implementing measures to address these risks. The main scenario has been revised from a projection of less than 2°C total global temperature rise to a scenario of a 1.5°C rise.

Scenario Analysis Steps



STEP 3

STEP 4

Climate-Related Risks

Risk Category		Risk Description	Business Impact (2030)*1	
			1.5°C scenario	4°C scenario
Transition risk	Policy and regulation	Increased costs due to introduction and strengthening of carbon tax	¥850 million** Medium	¥480 million** Medium
	Market	Decreased sales due to inability to respond to requests from customers for climate-related measures	Medium	Medium
		Increased procurement costs due to higher raw material prices	Small	Small
Physical risks	Urgent	Decreased sales due to supply chain disruptions and distribution delays caused by extreme weather conditions	Small	Medium
		Decline in sales due to interruption of plant and store operations due to abnormal weather and difficulties in securing personnel	Medium	Large
	Chronic	Rising non-life insurance premiums due to increase in extreme weather conditions	Medium	Medium

*1 Large business impact: Extremely significant impact on business, such as a profit impact of ¥1 billion or more, withdrawal from a business, or an interruption of business for several months or more.
Medium business impact: Significant impact on business, such as a profit impact of between ¥100 million and ¥1 billion, negative impact on business plans, downsizing of a business, or business interruption of one week to one month.
Small business impact: Minor or negligible impact on business, such as a profit impact of less than ¥100 million, little or no impact on business plans, and little or no business interruption.

*2 Greenhouse gas (GHG) emissions (Scopes 1, 2) for fiscal year 2030 are based on current growth projections and GHG reduction plans, and multiplied by the International Energy Agency (IEA) carbon price for both the 1.5°C and 4°C scenarios. (Exchange rate: USD1= ¥145)

By doing this scenario analysis, we were able to foresee the Seiko Group’s resilience during the transition to a decarbonized society. We will continue to promote strenuous efforts to cope with and ameliorate climate change. We will also keep promoting strategic initiatives to further enhance our resilience to the impact of the business transition that we must carry out.

Risk Management

In order to centrally manage risks that could have a significant impact on the Group’s business, the Seiko Group Risk Management Committee, chaired by the President of the Seiko Group, plays a central role in developing and strengthening Group-wide risk management.

 **Group Risk Management Promotion Structure**
<https://www.seiko.co.jp/en/csr/environment/tcfdf/>

Metrics and Targets

Long-Term Target for GHG Emissions Reduction

In November 2023, the Group revised its long-term target and has been strategically reducing GHG emissions from its domestic bases. Our target for fiscal year 2030 has been certified as consistent with the 1.5°C level set by the Paris Agreement. The SBT certification was presented by the Science Based Targets initiative (SBTi).

Long-Term Targets for GHG Emissions Reduction



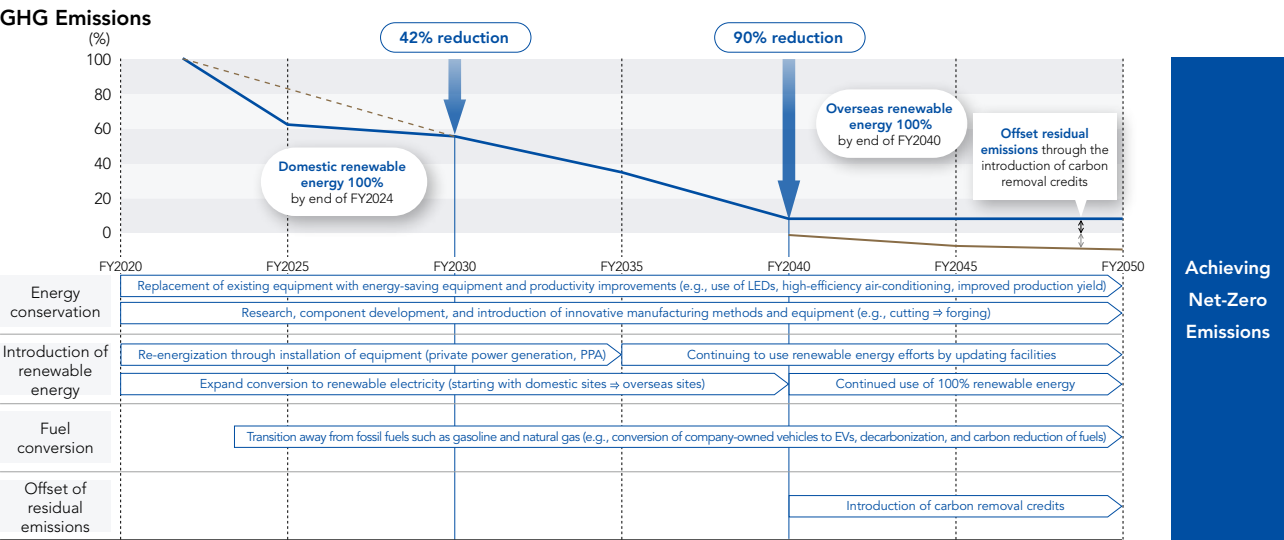
FY2050

Decarbonization Transition Plan

Scopes 1 and 2

The Seiko Group revised its decarbonization road map to align it with its updated long-term targets for reducing GHG emissions. The Group continues to make progress in energy efficiency by updating existing facilities with energy-efficient equipment, enhancing productivity, and by investigating, developing, and implementing energy-efficient manufacturing methods and devices.

As a result, we finished converting all our domestic bases to renewable energy during fiscal year 2024. We plan to achieve 100% renewable energy at all our overseas bases as well by the end of fiscal year 2040. The Group aims to switch from fossil fuels to decarbonized or low-carbon alternative fuels. The residual emissions will be offset through the introduction of removal credits, with the aim of achieving net-zero emissions by fiscal year 2050.

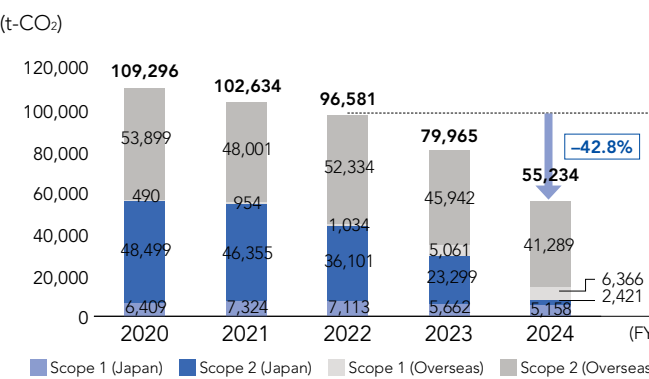


GHG Emissions in Fiscal Year 2024

Scopes 1 and 2

In fiscal year 2024, the Seiko Group’s GHG emissions amounted to 55,234 t-CO₂, a reduction of 42.8% compared with fiscal year 2022. This significantly surpassed our target of 10.5% compared with fiscal year 2022, which is the reduction rate necessary to achieve our long-term target. In addition to its promotion of energy-saving activities at various bases, the Group achieved this outcome by sourcing electricity used at all domestic bases from effectively 100% renewable energy sources. The ratio of electricity from renewable sources in the total electricity used by the Group reached 49.1%.

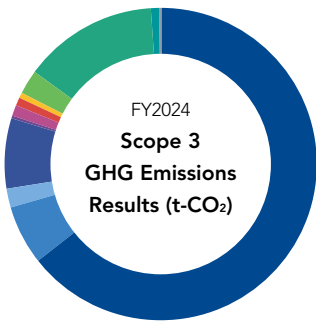
GHG Emissions (Scopes 1 and 2)



Sustainability Strategy

Scope 3

The Seiko Group began calculating Scope 3 emissions on a Group-wide basis in fiscal year 2021. In fiscal year 2024, the Group's Scope 3 emissions amounted to 572,561 t-CO₂, relatively unchanged compared with fiscal year 2022 (a decrease of 1 t-CO₂), which is the baseline year of its reduction targets for fiscal year 2030, with a rise in the ratio of sales of low-power-consumption products offsetting an increase in purchased products and services due to an increase in sales. Category 1 and Category 11 were the primary sources of emissions.



Category	Item	GHG Emissions (t-CO ₂)	%
Category 1	Purchased goods and services	369,423	64.5%
Category 2	Capital goods	35,373	6.2%
Category 3	Fuel and energy-related activities not included in Scope 1 or Scope 2	11,074	1.9%
Category 4	Upstream transportation and distribution	41,928	7.3%
Category 5	Waste generated in operations	1,676	0.3%
Category 6	Business travel	5,188	0.9%
Category 7	Employee commuting	5,048	0.9%
Category 8	Upstream leased assets	123	0.0%
Category 9	Downstream transportation and distribution	3,692	0.6%
Category 10	Processing of sold products	13,777	2.4%
Category 11	Use of sold products	79,961	14.0%
Category 12	End-of-life treatment of sold products	4,826	0.8%
Category 13	Downstream leased assets	473	0.1%
Category 14	Franchises	-	-
Category 15	Investments	-	-
Total		572,561	100.0%

Biodiversity Conservation (Information Disclosure Based on TNFD Recommendations)

Response to TNFD Recommendations

The Task Force on Nature-related Financial Disclosures (TNFD) is an international initiative to establish a framework for appropriately assessing and disclosing business risks and opportunities related to natural capital. We conducted an initial survey and disclosure in accordance with the final TNFD recommendations. We also endorse the philosophy of the TNFD and joined the TNFD Forum in April 2025.



Strategy

We looked at the Group's main business fields objectively, with an eye to the entire value chain, and evaluated their dependence on natural capital and their impact thereon, as well as potential risks and opportunities that this presented.

Identification and Assessment of Dependencies and Impacts

Using ENCORE, an analytical tool that helps organizations understand nature-related risks and impacts, we identified eco-system services that are closely related to the activities of the key manufacturing businesses we target. We used a five-point scale to assess their dependency and impact on natural capital, and identified three levels that ranked at least medium or higher. The visualized heat map is shown here.

Heat Map for Dependencies		Upper reaches	Direct run	Downstream
Category	Subcategory	Mining of metallic minerals Raw materials manufacturing and processing	Product manufacturing and processing	Transportation, sales, and disposal
Provisioning services	Water supply			
	Air filtration services			
	Global climate regulation services			
	Rainfall pattern regulation services			
Regulating and maintenance services	Soil and sediment retention services			
	Solid waste remediation			
	Storm mitigation services			
	Flood mitigation services			
	Water flow regulation services			
	Water purification services			
	Dilution by atmosphere and ecosystems			
Cultural services	Spiritual, artistic, and symbolic services			

Heat Map for Impacts		Upper reaches	Direct run	Downstream
Category	Subcategory	Mining of metallic minerals Raw materials manufacturing and processing	Product manufacturing and processing	Transportation, sales, and disposal
Changes in the use of land, sea, and freshwater	Area of land use			
	Area of freshwater use			
	Area of seabed use			
Pollution	Emissions of non-GHG air pollutants			
	Emissions of nutrient pollutants to water and soil			
	Emissions of toxic pollutants to water and soil			
	Generation and release of solid waste			
Resource usage	Volume of water use			
	Other abiotic resource extraction			
Climate change	Emissions of GHG			
Invasive species and others	Introduction of invasive species			
	Disturbances (e.g., noise, light)			

Identification and Assessment of Risks and Opportunities

Based on the assessment of the Group's dependence and impact on natural capital, we have identified the following specific risks and opportunities that may have a high financial impact on our business activities. In the future, we will identify business sites that are highly dependent and also have a high degree of impact on natural capital, and we will promote specific measures to address the risks and opportunities arising from these dependencies and impacts.

Risk Classification		Risk Details	
Risk	Transition	Policies and Regulations	• Increased cost of procured products due to restrictions on water consumption, tighter regulations on pollution and GHG emissions, tightening of the RoHS Directive, etc., and product development costs due to switching over to alternative products
		Market	• Decline in earnings due to inability to respond quickly to consumers' shift toward more environmentally friendly products • Increased procurement and product development costs stemming from the changing customer preferences noted above
		Technology	• Increased procurement costs due to increasing costs for the development and deployment of new technology amid the ongoing transition to low-impact technologies • Decline in earnings due to delays in R&D activities to respond to the demand for low-impact technologies

Opportunity Classification		Opportunity Details	
Opportunity	Resource Efficiency		• Cost reductions through the use of recycled raw materials, implementation of the 3Rs, and introduction of production technologies that help reduce GHG emissions • Stable production and cost reductions by introducing equipment that promotes water conservation and water recycling
		Market	• Gain market recognition and increase revenue from products related to biodiversity conservation, such as forest conservation and marine conservation activities

Biodiversity Conservation
<https://www.seiko.co.jp/en/csr/environment/biodiversity/>

Water Resources

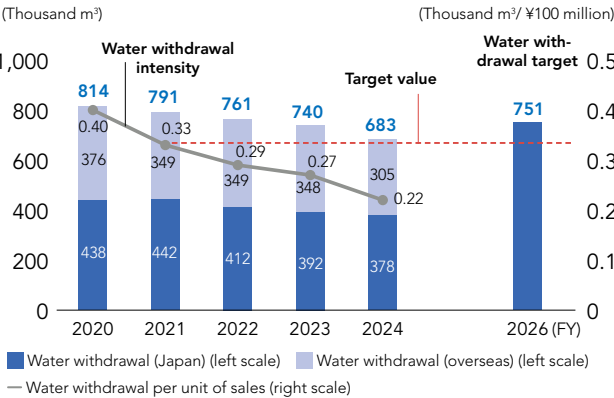
Assessment of Water Risks

We conducted internal assessments at all Group production sites, using Aqueduct and Water Risk Filter, which are two standard tools for water risk assessment. These investigations covered not only the current situation, but also projections up to the year 2030. They revealed that five overseas sites (three in Thailand and two in China) are located in regions with high water stress. The total water withdrawal at these sites in fiscal year 2023 amounted to 174,000 m³, accounting for 25.4% of the total water withdrawal of the Group.

Targets and Results

In addition to a target for water withdrawal per unit of sales (fiscal year 2021 result: 330 m³ per ¥100 million), we set a new target of a 5% reduction in water withdrawal in fiscal year 2026 compared with fiscal year 2021 to further clarify our water withdrawal reduction efforts (fiscal year 2021 water withdrawal result: 791,000 m³). In fiscal year 2024, our water withdrawal came to 683,000 m³, a reduction of 57,000 m³, or 7.7%, compared with fiscal year 2023. Our water withdrawal per unit of sales decreased to 220 m³ per ¥100 million, compared with 0.27 m³ per ¥100 million in fiscal year 2023.

Water Withdrawal and Water Withdrawal Per Unit of Sales



Water Resources
https://www.seiko.co.jp/en/csr/environment/water_resources/

Sustainability Strategy

Human Rights

In line with the Group Purpose “creating a future full of smiles,” and its corporate philosophy of always being “a company that is trusted by society,” the Seiko Group established the Seiko Group Human Rights Policy. Based on the United Nations Guiding Principles on Business and Human Rights, the Group’s human rights policy applies to all personnel within the Seiko Group. It outlines our commitment to respect the basic human rights of all individuals, and emphasizes its responsibility to protect these rights in the course of its business activities.

The officer in charge of sustainability promotion is responsible for promoting human rights. The Sustainability Promotion Department takes the lead in conducting human rights due diligence and other activities. The progress of human rights initiatives is regularly reported to and supervised by the Board of Directors through the Sustainability Committee. We will continue to promote such activities based on the Seiko Group human rights policy.



Seiko Group Human Rights Policy

https://www.seiko.co.jp/en/csr/society/human_rights.html

Human Rights Due Diligence

The Seiko Group established and operates a human rights due diligence framework based on the Seiko Group Human Rights Policy. Human rights due diligence involves identifying, preventing, and mitigating any negative impacts on human rights related to its business activities, as well as taking corrective measures and disclosing its human rights initiatives to third parties.

In fiscal year 2022, we conducted a Human Rights Risk Assessment (impact assessment) to identify significant human rights risks that require special attention, and then established response policies for their prevention and correction.

The Group will continue to create opportunities for dialogue with stakeholders to prevent and correct human rights problems that require special attention. We will also continue to implement the PDCA cycle to support improvements at each operating company, and will keep working to strengthen human rights due diligence efforts and reduce potential risks across the entire Group.



Human Rights Due Diligence

https://www.seiko.co.jp/en/csr/society/human_rights.html#title03

Status of Grievance Mechanism Implementation

The Company has established a Corporate Ethics Helpline as a contact point to receive consultations and reporting from employees regarding corporate ethics and compliance. In addition to the internal contact point, the Company has set up an external contact point at a law firm and provides an environment that facilitates consultation and reporting for the user.

Additionally, to promote sustainable procurement activities with suppliers, we are establishing a Reporting Desk for Business Partners in fiscal year 2025.

Human Rights Risk Assessment

In the Human Rights Risk Assessment, we conducted an initial evaluation of human rights risks that may occur in the Seiko Group’s supply chain (including our company, suppliers and contractors, raw materials suppliers, and sales channels). This evaluation was based on engagement with stakeholders (risk awareness surveys using interviews and questionnaires with each operating company), as well as issues pointed out by international organizations and NGOs and examples of risk cases within the industry. We identified the overall picture of human rights risks (potential & actual risks) that our the Group should consider. Subsequently, we identified 14 significant human rights risks that require special attention based on the perspectives of “severity” and “likelihood.” We then created response policies for the prevention and correction of each significant human rights risk. Among the 14 significant human rights risks, we place particular emphasis on addressing those that require urgent preventive and corrective measures. We are actively engaged in these efforts, conduct regular monitoring, and disclose progress updates on our website.

Significant Human Rights Risks Requiring Special Attention and Our Policies for Prevention and Correction

	Significant Human Rights Risks Requiring Special Attention (Potential & Actual Risks)			Policies for Prevention and Correction	
Our Company	Working Hours		Long working hours and excessive overtime	➡	Mitigating long working hours and excessive overtime (existing initiatives)
	Harassment		Workplace harassment and bullying	➡	④ Expansion and enhancement of harassment prevention training
	Occupational Health and Safety		Deficiencies in occupational health and safety within the company	➡	Improving occupational health and safety (current initiatives)
	Consumer Safety and Right to Know		Consumer health and safety risks due to defects in Seiko products or services	➡	Providing product explanations to recipients (existing initiatives)
	Discriminatory Practices		Discriminatory treatment of customers during the provision of company service	➡	④ Identification and correction of indirect human rights risks / economic security risks in B2B products
			Discriminatory practices toward company employees in terms of job evaluation, compensation, promotion, etc.	➡	④ Expanding and strengthening of programs to increase the number of female managers
Suppliers and Contractors	Forced Labor		Significant forced labor and slave labor conditions at suppliers and contractors (mainly overseas)	➡	④ Establishing supplier management systems based on the Seiko Group Procurement Guidelines ④-1. Promoting and fully implementing the Seiko Group Procurement Guidelines for suppliers ④-2. Monitoring compliance with the Seiko Group Procurement Guidelines using Self-Assessment Questionnaires (SAQs) and other measures
	Child Labor		Serious child labor abuses in supplier and contractors factories (mainly overseas)	➡	
	Working Hours		Long working hours and excessive overtime at supplier and contractors facilities	➡	
Raw Materials Suppliers	Complicity in Conflicts, etc.		Contributing to conflicts and human rights abuses through the use of conflict minerals	➡	④ Strengthening measures to identify and eliminate high-risk raw materials ④-1. Promoting and implementing responsible mineral procurement ④-2. Developing and distributing to suppliers a watchlist of critical raw materials
	Forced Labor		Significant forced labor and slave labor at raw materials production sites (mainly overseas)	➡	
	Child Labor		Significant child labor at raw materials production sites (mainly overseas)	➡	
	Occupational Health and Safety		Deficiencies in occupational health and safety at raw materials production sites (overseas)	➡	
Sales Channels, etc.	Complicity in Conflicts, etc.		Complicity in conflicts and human rights violations through the use of Seiko products	➡	④ Identification and correction of indirect human rights risks / economic security risks in B2B products

(Note) ④ to ⑥: Responses to significant human rights risks that require urgent preventative and corrective measures



Specific response policies from ④ to ⑥

https://www.seiko.co.jp/en/csr/society/human_rights.html#title05

Identification and Correction of Economic Security Risks

As the Seiko Group conducts business activities globally, it must carefully consider diverse risks in relation to the political and economic situation in regions across the world. In particular, in recent years international or regional conflicts may have led to cases where companies have become indirectly involved in human rights violations through their sales channels as a result of the use of their products in conflicts or oppression.

Among economic security risks, the Group recognizes “complicity in conflicts and human rights violations through the use of Seiko products” as a particularly significant human rights risk. Accordingly, in fiscal year 2023 we conducted economic security due diligence to identify and correct indirect human rights risks in our B2B products.

Going forward, we will examine the establishment of a Group-wide system to further strengthen our management of human rights risks throughout the supply chain and prepare to promote it appropriately.

Sustainability Strategy

Procurement

The Seiko Group believes that by working with its suppliers to address sustainability challenges throughout the entire supply chain, the Group can build long-term trust with local communities and contribute to the creation of a sustainable society. In addition, the Group revised the Seiko Group Procurement Policy and established the Seiko Group Procurement Guidelines. These guidelines are based on the Responsible Business Alliance Code of Conduct and take the Group's business environment and materiality into consideration while referencing various international standards, and as such, the Group has requested that its suppliers fully endorse these guidelines.

 **Seiko Group Procurement Policy and Seiko Group Procurement Guidelines**
<https://www.seiko.co.jp/en/csr/society/supplier/#supplier-title>

To further promote supplier engagement, a Responsible Procurement Liaison Meeting was established under the Sustainability Committee in fiscal year 2023. Under this promotion structure, the Seiko Group identified significant suppliers and suppliers with high human rights risks, held briefings for our suppliers, and had suppliers conduct self-assessment questionnaires (SAQs).

Self-Assessment Questionnaire (SAQ) Survey

In our SAQ survey, launched in fiscal year 2023, we confirm whether suppliers have policies and guidelines, promotional systems, and initiatives in accordance with nine themes (sustainability-related corporate governance, human rights, labor, environment, fair business practices, quality and safety, information security, supply chain, and harmonious coexistence with local communities) to identify risks in the supply chain. We prepare the SAQ survey forms used in the survey based on the CSR Procurement Self-Assessment Questionnaire (Common SAQ) published by the Supply Chain Subcommittee of Global Compact Network Japan.

Approach to Evaluating SAQ Survey Results

We aim to identify suppliers with risks by tabulating collected responses and analyzing risk trends throughout the supply chain while determining three risk ranks (low risk, medium risk, and high risk) based on each supplier's total score and responses to critical questions. Among the critical questions we selected for our risk assessments were those related to forced labor, child labor, and long working hours/overwork, which were identified as significant human rights risks through our human rights due diligence.

After the survey, we sent feedback sheets to all suppliers who responded to notify them of the results. For suppliers identified as high risk, we conducted individual interviews to hear directly about the items covered in the SAQ questions. This is one more way that we are striving to conduct more accurate risk assessment. Additionally, we are establishing a system that enables the entire Group to work on risk mitigation for problems that may arise in the future.

In the survey in fiscal year 2024, we received responses from approximately 180 suppliers. The percentage of suppliers designated as low risk increased 12% from the previous fiscal year.

Responsible Mineral Procurement

The Seiko Group formulated the Seiko Group Responsible Mineral Procurement Policy in November 2023 to ensure that it does not use minerals that were mined in conflict zones that may be complicit in human rights infringements and conflicts by armed groups. The policy stipulates the promotion of the responsible mineral procurement based on the OECD Due Diligence Guidance for Responsible Supply Chains of Minerals from Conflict-Affected and High-Risk Areas, as established by the Organisation for Economic Co-operation and Development (OECD). In fiscal year 2024, we assessed the mineral procurement status and the level of transparency in the mineral supply chain within the Group. Based on this assessment, we identified tin, tantalum, tungsten, and gold (3TG), as well as cobalt, diamonds, and colored gemstones (ruby, sapphire, and emerald), as the minerals to be included in the scope of upcoming surveys.

 **Seiko Group Responsible Mineral Procurement Policy**
<https://www.seiko.co.jp/en/csr/society/supplier/#title06>

Responsible Minerals Procurement Activities

In January 2025, we held a Responsible Minerals Procurement Study Session for members of the Responsible Procurement Liaison Meeting. An external expert delivered a lecture on the significance of engaging in responsible minerals procurement and on relevant international initiatives and regulations.

Following the lecture, we presented the Group's policy direction for future initiatives.



Commitments and External Evaluations

Participation in External Initiatives

 United Nations Global Compact	 The Valuable 500	 Task Force on Climate-related Financial Disclosures (TCFD)	
 Japan Climate Leaders' Partnership (JCLP)	 Japan Climate Initiative (JCI)	 Science Based Targets initiative (SBTi)	 Task Force on Nature-related Financial Disclosure (TNFD) Forum

External Evaluations

 CDP (climate change disclosure)	 FTSE Blossom Japan Index	 FTSE Blossom Japan Sector Relative Index	 S&P/JPX Carbon Efficient Index
 Morningstar Japan ex-REIT Gender Diversity Tilt Index	 MSCI Nihonkabu ESG Select Leaders Index		

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Human Resource Strategy

Basic Policy

Work together to become a solutions business, striving to develop human resources, improve diversity, and build a strong organizational culture, thereby enhancing employees' job satisfaction and providing fertile ground for innovation

Practicing Human Capital Management to Realize Seiko Group Purpose

The Seiko Group's human capital management contributes to the achievement of its medium-to-long-term vision through the development of human resources who drive innovation by challenging themselves and achieving growth. From this perspective, the Group invests in a human resource strategy focused on developing human resources and building a culture that embodies its Group Purpose. At the same time, the Group promotes human capital management based on the idea of a cycle in which it generates funds for further investment in human capital management by increasing corporate value.



A Human Resource Strategy Linked to the 8th Mid-Term Management Plan SMILE145

As the basic policy of its human resource strategy, the Seiko Group has adopted the goal of working together as a group to become a solutions company through proactive efforts to develop human resources, promote diversity, and build its organizational culture. These efforts are designed to enhance employee job satisfaction and drive innovation. As part of these efforts, the Group has established the development of human resources, the promotion of diversity, equity, and inclusion (DE&I), and the building of its organizational culture as priority themes while designating the pursuit of health management and respect for human rights as fundamental activities. In these ways, the Group is working on Group-wide initiatives and measures in its domains and operating companies.



Group-wide Priority Themes

Human Resource Development

The Seiko Group maintains and enhances its competitive edge by engaging in the systematic development of managerial talent who can adapt quickly to changes in the operating environment and lead the transformation of its businesses and organizations.

Developing Human Resources for Managerial Roles

In an increasingly complex operating environment, the Seiko Group pursues a variety of programs to increase corporate value and achieve sustainable growth. These initiatives are based on the belief that the early and systematic development of human resources who will lead the Group's management and the promotion of its businesses is essential.

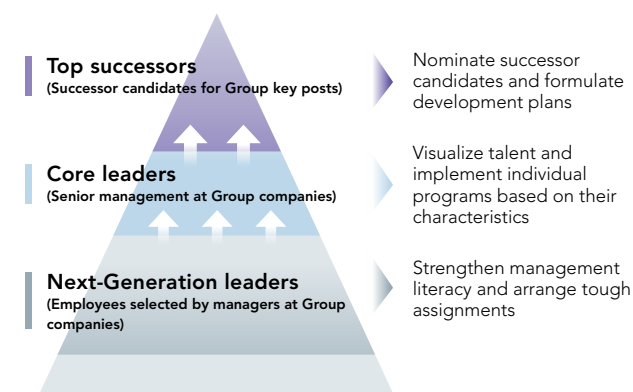
We classify management leader candidates within the Group into three levels: top successors, core leaders, and future leaders. Based on this classification, we operate the following programs.

- Nominate successor candidates for key posts within the Group and formulate development plans (succession plans)
- Implement talent visualization measures to fast-track

employees to the Group's senior management

- Conduct management literacy training for next-generation leader candidates
- Advance the promotion of program participants to more challenging roles (tough assignments)

In the training program for next-generation leadership candidates, we select employees with diverse backgrounds from Group companies to spend approximately one year learning the fundamentals of management strategy while creating their visions as transformation leaders and developing leadership skills. After the candidates complete the program, we accelerate their growth by assigning them to more demanding roles and duties where the environment changes significantly.



Next-Generation Leader Development Program

VOICE | Employee Interview

Aiming to Bring a Wave of Transformation to the Seiko Group with My Program Colleagues

Next-Generation Leader Development Program

In the program, I gained management knowledge and was continuously asked to reflect on how leaders should behave. I learned that leaders must have the commitment to motivate their team members and themselves, and that always maintaining a broader perspective toward this goal is vital. By the conclusion of the program, I had developed strong ideas on how I hope to change our business and corporate organization. Currently, in my capacity as a Senior Vice President, I try to clearly express to team members my commitment to achieving my goals as a leader and encourage each of them to act on their own initiative.

Going forward, I aim to make waves to further transform the Seiko Group with the next-generation leaders I studied alongside.

Kyoko Nakayama
Senior Vice President
Computer Science Corporation

Group-wide Priority Themes

Promoting Diversity, Equity, and Inclusion

The Seiko Group believes that assembling human resources with a variety of values and strengths and enabling them to fully demonstrate their respective talents is indispensable to creating organizations that are resilient to change. In accordance with this belief, the Group promotes the active participation of a diverse range of employees.

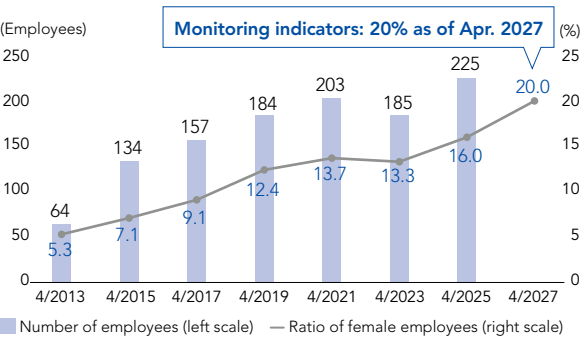
Promoting the Empowerment of Women

Since fiscal year 2013, the Seiko Group has continuously strengthened diversity, equity, and inclusion (DE&I) initiatives with a focus on promoting the empowerment of women. In addition to its efforts thus far to enhance frameworks and systems, in fiscal year 2024 the Group launched the Seiko Woman Academy as a new program to develop next-generation female leaders. The program aims to ensure that female employees chosen from Group companies create their own vision of an ideal leader and proactively aspire to achieve career advancement. To support this, it offers opportunities for dialogue with role models both inside and outside the Group, as well as leadership

development activities that build on participants’ individual strengths. Through this initiative, we are seeing an expansion in the formation of networks among participants and in understanding and awareness within the Group. In these ways, we are establishing a foundation for achieving a ratio of female employees in managerial positions of 20% by April 2027.

To this end, we will continue to develop supportive measures and environments that empower female employees to leverage their unique strengths and characteristics to advance their careers. We are dedicated to building organizations that adapt to change and empower diverse talent to succeed.

Ratio of Female Employees in Managerial Positions



Seiko Woman Academy

Work-Life Balance Support

The Seiko Group aims to create an environment where employees can continue to work with peace of mind while balancing their personal lives with their work responsibilities. To achieve this goal, the Group is developing systems to realize flexible workstyles and conducting initiatives to encourage workplace understanding.

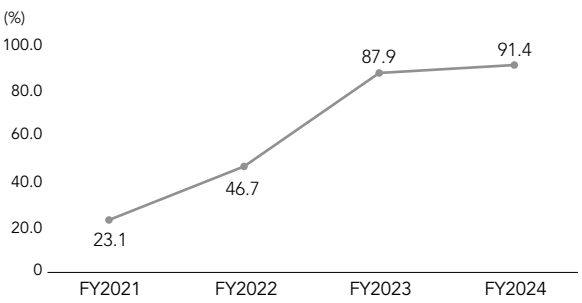
In particular, to promote the taking of childcare leave among male employees, in fiscal year 2022 the Group adopted childcare leave at birth with a maximum of four weeks of full pay. In addition, we proactively support male participation in childcare by communicating messages from senior management that raise awareness of childcare leave, holding seminars, and sharing the personal experi-

ences of male employees who have taken childcare leave.

Thanks to these efforts, the percentage of eligible male employees taking childcare leave reached 91.4% in fiscal year 2024. Despite this achievement, we will strengthen further awareness-raising initiatives with the aim of ensuring 100% of eligible male employees take childcare leave.

The Group will continue to proactively conduct initiatives supporting flexible workstyles that are unconstrained by time or place in consideration of both employee life events and operational efficiency. These initiatives include shorter working hours and the use of working from home arrangements and shared offices.

Percentage of male employees taking childcare leave



* SEIKO GROUP CORPORATION and eight domestic operating companies



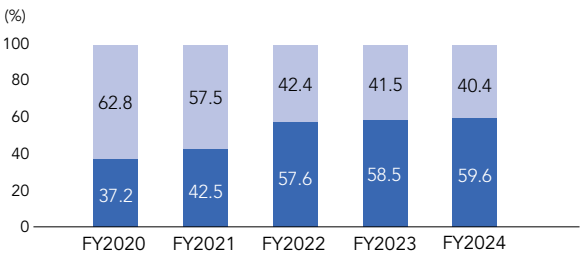
An employee on childcare leave

Mid-Career Hiring

The Seiko Group is proactively engaging in mid-career hiring to accelerate organizational transformation and the spurring of innovation by incorporating fresh expertise and diverse values. In its recruitment activities, the Group ensures fair and impartial screening processes and implements initiatives to strengthen communication, helping mid-career hires quickly adapt and thrive in their new roles.

In recent years, we have also seen an increase in the number of former employees—members of our “alumni” network—rejoining the Group after gaining experience and perspectives outside the organization. Those rejoining the Group not only make immediate contributions but also have a positive impact on organizations.

Percentage of mid-career hires



■ Mid-career hires ■ New graduate hires
* SEIKO GROUP CORPORATION and eight domestic operating companies

VOICE | Employee Interview

How studying at Seiko Woman Academy Inspired Me to Focus on the Strengths of Team Members

Seiko Woman Academy

In addition to renewing my understanding of my own characteristics, my participation in the Seiko Woman Academy inspired me to focus on the strengths and individuality of each team member. I have come to realize that respect for each other’s diverse values is the key to creating employee-friendly workplaces and fully drawing out team strengths. Although I felt anxious about lacking a network of internal contacts due to my background as a mid-career hire, I was able to forge ties across the Group through my studies at the academy. My participation in the academy also provided me with the opportunity to positively reassess my own career by enabling me to engage closely with female managers who take on active roles.

In my current position as a manager, I believe that my role entails understanding the individual strengths and characteristics of team members and developing an environment that makes the best use of these qualities. My goal is to pursue management that turns diversity into a strength so that I can create an organization where the entire team can work both positively and enjoyably.



Yukiko Soejima
Senior Manager,
Public Relations Department
SEIKO GROUP CORPORATION

Group-wide Priority Themes

Organizational Culture Reform

To drive fresh innovation, it is vital that diverse employees can transcend organizational boundaries both physically and psychologically to engage in free and broad-minded discussions. To this end, the Seiko Group works to develop environments that allow employees to take on challenges without fearing failure.

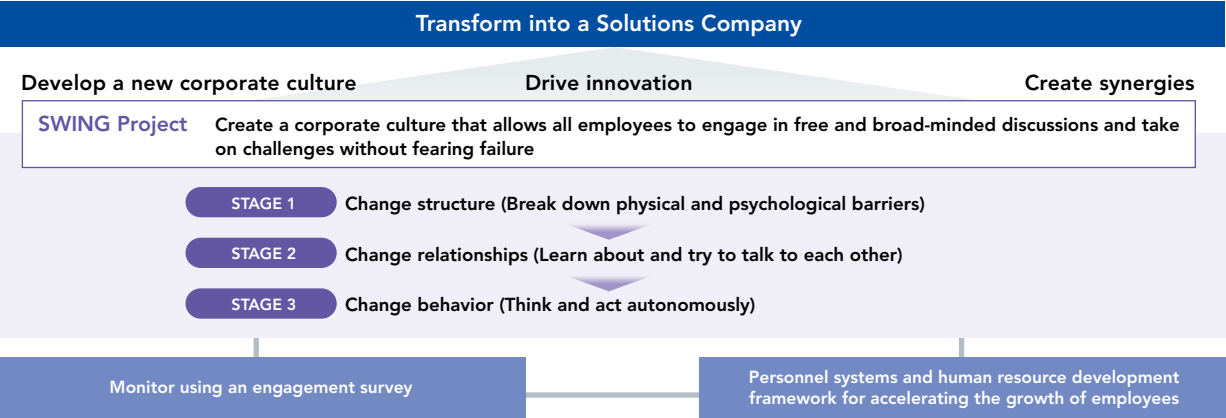
Company-Wide Organizational Culture Reform Initiatives

The Group believes that it must enhance Group synergies and develop a new corporate culture that drives innovation if it is to transform itself into a solutions company. To this end, in fiscal year 2023 it launched the SWING Project, an initiative for promoting organizational culture reform.

SWING is an acronym of Seiko (the Seiko Group), Will, Identify, Natural, and Glory. The project name expresses our desire to “swing” our organizational culture, creating waves that shake and transform it.

In fiscal year 2025, we will introduce the Seiko Group Internal Recruitment System and the Career Challenge

System as measures to boost the career autonomy of employees. Providing support for employees to take on challenges on their own volition in new areas will enable them to acquire multifaceted perspectives and flexible thinking skills. This approach will spur creativity and drive innovation across the Group. We will also maintain our existing initiatives for promoting interactions and communication across vertical and horizontal organizational boundaries. At the same time, we will further enhance employee engagement by encouraging them to embrace challenges autonomously.



Fundamental Activities

With health management and respect for human rights as the foundation of its human resource strategy, the Seiko Group aims to realize the well-being and continuous growth of its employees through the creation of workplace environments where they can acknowledge each other’s diversity and demonstrate their abilities in physical safety and with peace of mind.

Health Management and Respect for Human Rights

The Seiko Group promotes health management and respect for human rights as fundamental activities to create workplace environments where all employees can work with peace of mind.

As part of our human rights initiatives, in fiscal year 2024 we provided LGBTQ+ training for employees in charge of personnel matters at Group companies. The training strengthened participants’ understanding of considerations for gender diversity and proper responses in the workplace.

The Group positions the mental and physical health of employees as a key foundation of our management. Since formulating our Declaration of Health Management in fiscal year 2019, we have established a Group-wide promotional system and deployed a wide range of measures encompassing everything from prevention to support. For example, we have raised the percentage of employees undergoing regular health checkups, implemented stress checks, developed measures to promote mental health, and provided exercise opportunities. In recognition of these efforts, various Group companies have been continuously recognized under the Certified Health & Productivity Management Outstanding Organizations Recognition Program between 2020 and 2025.

We will continue to enhance our initiatives aimed at maintaining and improving employee health, with the goal of fostering greater job satisfaction and productivity. For example, to

strengthen our post-health checkup support system, we are promoting follow-up examinations and expanding the scope of checkup items. These efforts are designed to improve the effectiveness of early detection and early treatment.



LGBTQ+ training for employees in charge of personnel matters

Certified Health & Productivity Management Outstanding Organizations

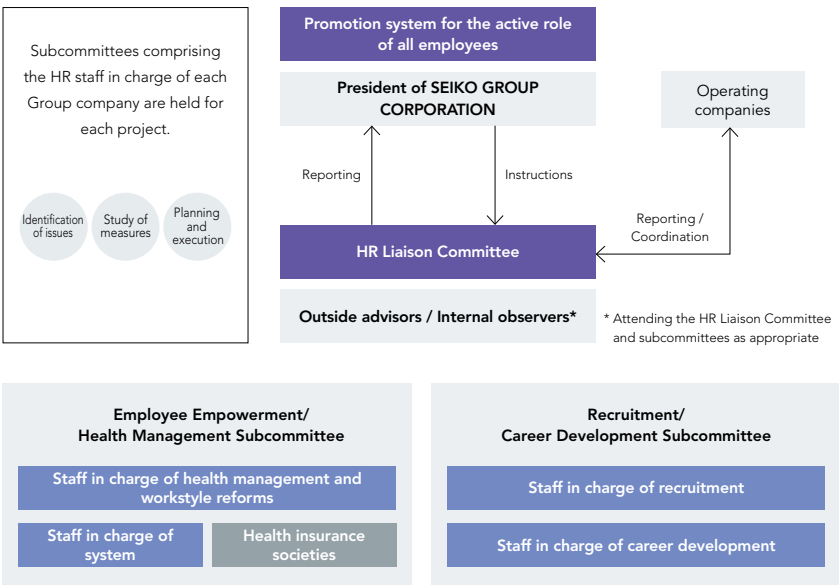
Large-enterprise category: SEIKO GROUP CORPORATION, SEIKO WATCH CORPORATION, Seiko Instruments Inc., SEIKO Solutions Inc., SEIKO Time Creation Inc., and WAKO Co., Ltd.

Small- and medium-sized enterprise category: SEIKO NPC CORPORATION and Human Capital Co., LTD.

2025 健康経営優良法人
SEIKO Investment for health
大企業優良部門

2025 健康経営優良法人
SEIKO Investment for health
中小企業優良部門

Health Management Promotion System



Declaration of Health Management

Each and every one of our employees is the driving force that enables Seiko to continue its relentless pursuit of innovation.

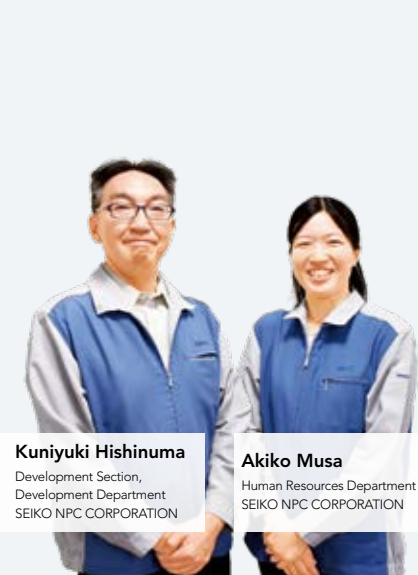
Without our people, Seiko would not be able to produce such strong emotions in our customers or such a high level of trust in society.

We consider our staff to be our single greatest asset, and we constantly strive to maintain and improve their health and well-being.

We will continue to aim for the sustainable growth of our group by creating an environment in which all our employees can enjoy their work and enjoy being part of the Seiko community.

Shuji Takahashi
President
SEIKO GROUP CORPORATION

VOICE | Employee Interview



Introducing a Challenge System: Creating a Culture That Encourages Employees to Embrace Challenges

SEIKO NPC Corporation (SEIKO NPC) has adopted challenges and autonomy as the pillars of its human resource strategy in its medium-term management plan. In accordance with these pillars, the company has created the NPC Challenge Program. Previously, as SEIKO NPC had conducted its development activities in line with a product road map, opportunities to engage in development from scratch were limited. However, using this program, we aim to create opportunities for all employees to take on the challenge of creating new manufacturing, thereby instilling a culture of embracing challenges that helps reform the Group’s organizational culture. The program is designed to make it easier for employees to put themselves forward and participate through a structure that enables them to apply for the program without going through their heads of department and assesses challenges independently of performance evaluations. In a real project in which an employee without technical experience took on the challenge of development, all participants completed patent applications in a period of 10 months by focusing on creating an environment where all could deliver results. The outcomes of such challenges are recognized and shared internally, which has led to changes in employee mindsets, such as their motivation to take on further challenges. We will continue to improve and develop the program and encourage as many employees as possible to engage in bold initiatives with the aim of fostering a corporate culture of challenges and autonomy.

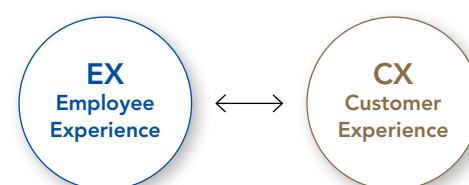
Digital Transformation Strategy

Basic Policy

Leverage data and digital technology to create a customer-centric, high-added-value business that always emphasizes the customer experience

The Seiko Group uses digital technology to deliver products and services from the customer's perspective that provides a better customer experience

The Group believes that digital transformation (DX) consists of understanding customers' pains and gains and using digital technology to improve assets, both internal and external, to supply products and services with even better customer experience (CX). Enhancing employee experience (EX) is vital to delivering superior CX. Led by its basic policy, the Company is more dedicated than ever to utilizing digital technology and data to create high-added-value business. We will thus focus our efforts on contributing to achieving what the Group aims to be in the following three areas.



Digitalization

By utilizing digital technology and data, each of Seiko's operating companies will proactively address issues so as to accomplish the Group's Mid-Term Management Plan.

Infrastructure/Security

To make more sophisticated use of IT, the Group will build an advanced IT infrastructure and reinforce information security.

Business Systems

To respond to the rapid changes in the business environment, the Group will promote the renewal of core business systems that form the foundation of its businesses.

Progress in Fiscal Year 2024

- SEIKO WATCH CORPORATION: Introduced Grand Seiko ID, providing an environment that allows users to log in seamlessly to various services offered in Japan
- Seiko Instruments Inc.: Reflected the true state and operational conditions of workplaces into software by drastically reforming production schedulers, thereby realizing automation and rapid responses to customers
- SEIKO Solutions Inc.: Launched a solutions business leveraging generative AI
- DX promotion: Conducted e-learning on generative AI to enhance AI literacy and improve operational efficiency; provided DX Garage training, inviting DX ideas and conducting activities to realize those ideas, and held a DX competition to unveil them
- Security: Adopted a Zero Trust network and established a 24/7 monitoring and operating system, implementing a third-party evaluation by an external specialist organization

Initiatives for Fiscal Year 2025

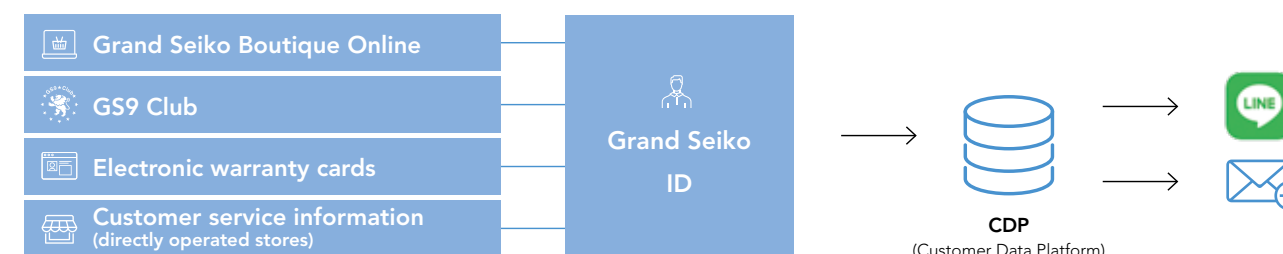
- WAKO Co., Ltd.: Deliver proposals tailored to the preferences of each customer
- Seiko Instruments Inc.: Strengthen manufacturing, sales, and administrative functions using digital technology
- SEIKO Solutions Inc.: Bolster initiatives utilizing its customer base and develop generative AI solutions
- DX promotion: Promote further use of generative AI and hold a DX Garage and DX competition
- Security: Implement extensive security measures by strengthening network and security measures in all regions, including overseas, and establishing an integrated monitoring system
- Business systems: Initiate transition to the latest SAP solutions to ensure business continuity and operational stability

Priority Initiatives

Example
1

Strengthening Customer Relationship Management (CRM) Using Grand Seiko ID

SEIKO WATCH CORPORATION is strengthening CRM initiatives leveraging Grand Seiko IDs registered through electronic warranty cards, the GS9 Club (a membership-based community), Grand Seiko Boutique Online, and directly operated Grand Seiko Boutiques. Going forward, the company will introduce a customer data platform, collect and analyze customer information, and implement measures using email and LINE, a messaging app.



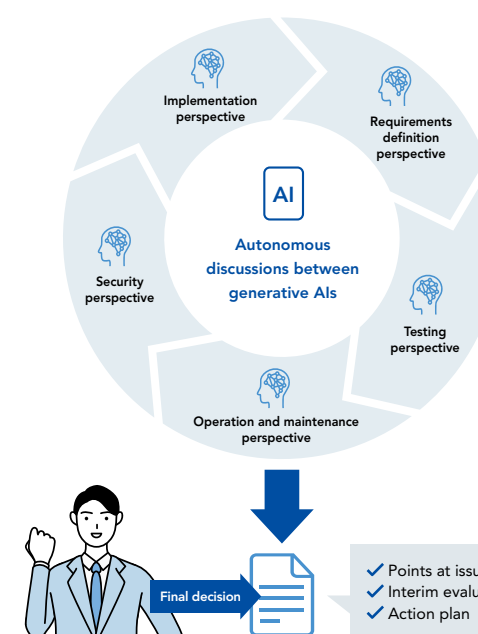
Example
2

Initiatives Offering Business Solutions leveraging Generative AI

SEIKO Solutions Inc. is promoting Seiko Futureworks as part of its efforts to offer business-to-business (B2B) solutions leveraging generative AI.

Seiko Futureworks is a revolutionary solution that enables advanced reviews of requirements definition documents and other project documentation in systems development using dialogue-based AI technology with multiple AI personalities that incorporate specialist expertise. By teaching an AI personality to review perspectives and decision-making processes, Seiko Futureworks facilitates autonomous review support that is independent of individual expertise.

SEIKO Solutions is also working to commercialize Seiko Futureworks from a variety of angles, including multimodal utilization, such as music and images, and adoption in various applications.



Example
3

Adopting and Strengthening the Monitoring of a Zero Trust Network and Reinforcing Security Governance

To create a security governance system, the Seiko Group establishes common policies and guidelines, conducting security training, drills, and evaluations, and implementing a plan-do-check-act (PDCA) cycle.

Adopting secure access service edge (SASE) enables the Group to control access, visualize communications, and protect data.

We have also established a 24/7 monitoring system using endpoint detection and response (EDR), a security operations center (SOC), and a computer security incident response team (CSIRT). Based on a Zero Trust approach, we are promoting Group-wide security controls and promoting enhancements to our security governance.

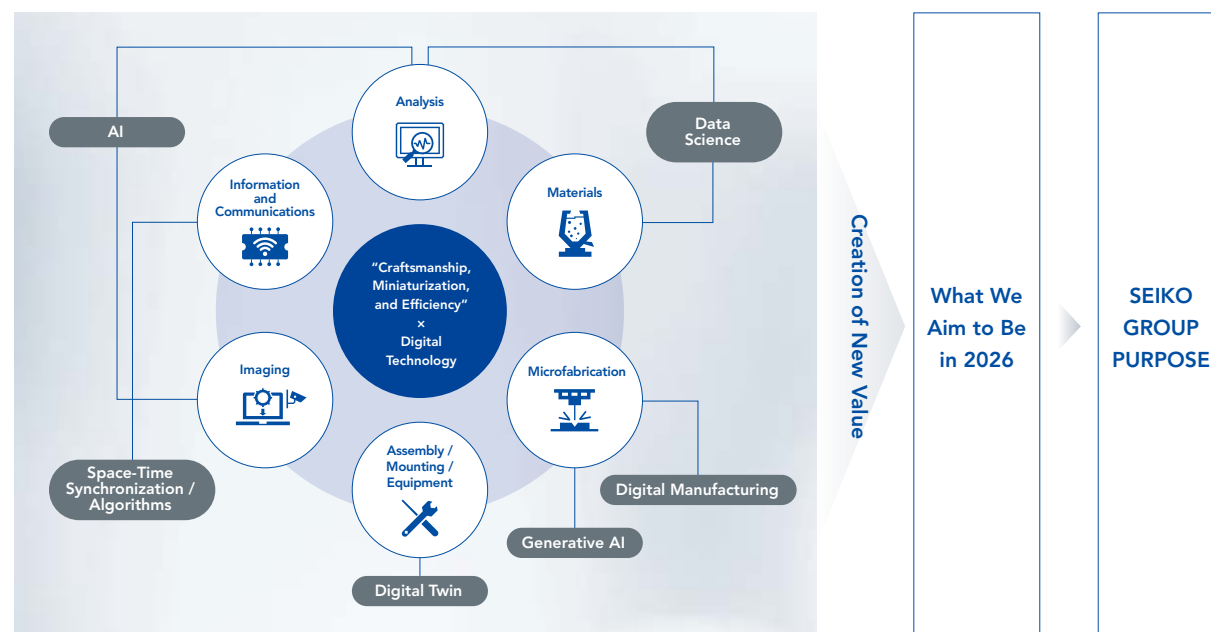


R&D Strategy

Basic Policy

Create new value by further developing our cutting-edge technologies, and combining our outstanding digital technology with our tradition of “Craftsmanship, Miniaturization, and Efficiency”

Role of Our R&D Strategy in Achieving the Seiko Group Purpose



Based on the basic policy of its SMILE145 R&D strategy, the Seiko Group is pursuing research and development and the establishment of production technologies that contribute to products and services conducive to becoming a “solutions company.” Based on the MVP Strategies of each business domain, the Group will strengthen collaboration with the planning departments of its operating companies and aim to develop high-added-value products and services that create excitement and generate healthy profits, as well as technology that will contribute to growth in Society 5.0. Furthermore, to remain a sustainable company together with society, the Group is actively working to reduce the environmental impact of its operations by conserving resources and manpower and improving the efficiency of its processes through a streamlined approach, one of the Group’s core strengths.

The Group has established six fundamental technologies that represent the “Craftsmanship, Miniaturization, and Efficiency” cultivated over the years: analysis, materials, microfabrication, information and communications, assembly/ mounting/equipment, and imaging. By deepening each and every one of these fundamental technologies and pursuing “Craftsmanship, Miniaturization, and Efficiency” as well as by combining AI and digital technologies to advance these fundamental technologies, the Group aims to provide solutions that resolve the issues its customers face.

Initiatives

- Contribution to the expansion of the luxury/premium sector
- Ultra-miniature IoT modules focused on the medical and healthcare fields
- Contributing to social infrastructure using next-generation wireless synchronization technology
- Laboratory automation—digital transformation of research laboratories

Priority Initiatives

Example 1

Contributing to the Expansion of the Luxury/Premium Sector

The Seiko Group is restoring its aged, in-house-developed manufacturing equipment as an initiative to enhance the value of mechanical watches. Mechanical watches have a longer history than other manufactured products and the core technology that underpins the precision of their components—handed down unchanged for generations—is a technological field where lessons learned from the past live on.

Our manufacturing comprises people and manufacturing equipment. Just as the craftsmanship of a person (an artisan) evolves as it is handed down, manufacturing equipment can provide insights that drive technological innovation as aged equipment is restored and handed down.

We display restored manufacturing equipment at THE SEIKO MUSEUM GINZA, a facility created for collecting, preserving, and conducting research on documents and specimens in relation to time and timepieces.

In these ways, Seiko has established an environment where many customers can fully appreciate the amazing world of manufacturing that it has carefully handed down since its founding in 1881.



Example 2

Ultra-Miniature IoT Modules Focused on the Medical and Healthcare Fields



The Seiko Group is delivering value to the medical and healthcare fields by drawing on the strengths of the miniaturization and low-power-consumption technologies it cultivated through its watch technology. Offering IoT modules that enable continuous intraoral biological monitoring, which was unavailable previously due to size and usability issues, is expected to assist patients in the early detection of medical conditions that people would otherwise be unaware of. Meanwhile, in the sports field we may be able to monitor athletes’ muscle activity without hindering their performance during a competition by offering a miniature device to monitor muscle activity that is so small that wearers do not feel it. As in these examples, we will apply the strengths of our technologies to previously untapped fields.

Example 3

Contributing to Social Infrastructure Using Next-Generation Wireless Synchronization Technology

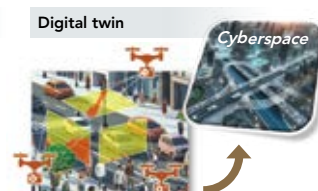
The Seiko Group leverages its technological capabilities as a company specializing in time to lead the development of next-generation wireless time-synchronization technology. Synchronizing multiple cameras at a high level of accuracy enables the realization of immersive sports and entertainment experiences from multiple and free viewpoints. In addition, the technology helps advance social infrastructure through the use of digital twin, including in emergency response and traffic optimization, by chronologically integrating sensor data interspersed throughout cities. We are already seeing the outcomes of multiple proof-of-concept tests, and we unveiled a selection of these outcomes at the 2025 Osaka-Kansai Expo, Japan. Seiko will provide support for the social infrastructure of the future based on time accuracy and reliability.



Next-generation wireless time-synchronization technology
Note: This technology is based in part on research conducted by NICT.



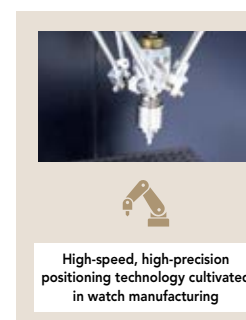
Augmented perspective



Digital twin

Multiple sensors work together to recreate a digital replica of real-world.

Laboratory Automation:
Helping improve the efficiency of research by leveraging high-precision technologies



High-speed, high-precision positioning technology cultivated in watch manufacturing



Contributing to the well-being sector by improving the efficiency of drug discovery experiments

Example 4

Laboratory Automation: Digital Transformation of Research Labs

Centered on its factory automation technology, The Seiko Group promotes the digital transformation of research labs (Lab DX) through the automation of microbial research (laboratory automation) in biomanufacturing and the fields of medicine and food. With laboratory automation, we will optimize biomanufacturing and contribute to the creation of a sustainable and secure society while addressing contemporary issues, including labor shortages and measures to prevent the spread of infections by alleviating the burden on researchers and improving the efficiency and accuracy of experiments.

Branding Strategy

Basic Policy

Seiko will face social issues with the aim of enriching the hearts of people around the world, and create a future full of smiles through our social, technical, and emotional value.

Photo by AFLO SPORT

The Seiko Group's Vision for Its Branding Strategy in Achieving the SEIKO GROUP PURPOSE



The Seiko Group's contributions to the world are not limited to products, services, and technology. Over our long history, we have created immense value for society through reliable technologies that we have built up and products and services that excite people. We will continue to deliver smiles to people around the world by conducting branding activities that place greater emphasis on the social value that we create through our technical and emotional value.

Initiatives from a Medium- to Long-Term Perspective

Challenges and Priority Initiatives for the Group from a Medium-to-Long-Term Viewpoint



The Seiko Group will aim to further enhance technical value and emotional value through branding activities that leverage Seiko's strengths, which have been accumulated across its history of more than 140 years by operating companies, including the founding Timepieces Business. The Group will also promote and strengthen its sponsorship activities of sports and music and Toki-iku, its next-generation development activities, to enhance social value.

As we look forward to our 150th anniversary and beyond, we will continue to communicate information from SEIKO HOUSE in Tokyo's Ginza district, which is sacred ground for the Group, while telling stories that resonate with people and increasing the number of fans who support Seiko.

Priority Initiatives

Example 1

Seiko's Next-Generation Development Activities—Toki-iku Exciting Sundial-Making Classroom at the Osaka-Kansai Expo

The vision for Toki-iku, the next-generation development activities unique to Seiko, entails learning about time to create the future. With the expansion of our Toki-iku activities overseas, we have now delivered exciting experiences to over 12,000 children. In fiscal year 2025, we held a sundial-making classroom at the Osaka-Kansai Expo. We will continue to offer sustainable activities that bring smiles to the faces of children across the world.



Photo by Naoya Ochiai

Example 2

Seiko's Social Contribution Activities—Passing on the Hopes of People to the Next Generation Through the Power of Music

Seiko holds "The Sound of Wa Concert to Support Eastern Japan" in three Tohoku prefectures affected by the 2011 Great East Japan Earthquake as well as in Tokyo. In September 2024, we held the concert in Shizukuishi-cho in Iwate Prefecture—an important base for Seiko—for the first time. The concert we held on March 12, 2025 at NHK Hall in Tokyo was its 50th iteration, marking a major milestone. While 14 years have passed since the disaster, and the circumstances of people in the affected areas continue to change, we will continue to spread smiles all around through the power of music.



Example 3

Winning New Fans by Sponsoring the World Athletics Championships Tokyo 25

At the World Athletics Championships Tokyo 25, held in September 2025, Seiko served as the official timekeeper for the 19th consecutive time, providing support for the event with its precision technology. Capitalizing on Japan's host-nation status, we implemented projects in combination with Ginza, the communication hub for the SEIKO brand, including the holding of a world athletics-themed exhibition at SEIKO HOUSE. Through our involvement with the World Athletics Championships, we will make new Seiko fans by communicating to the world the excitement created by timing initiatives and sports.

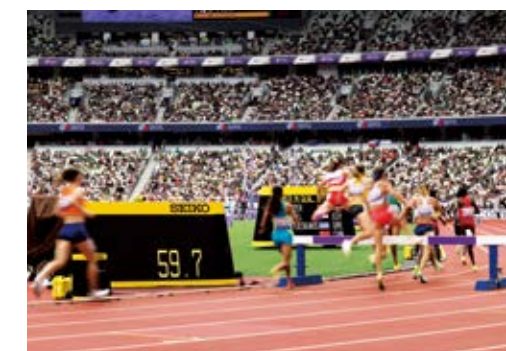
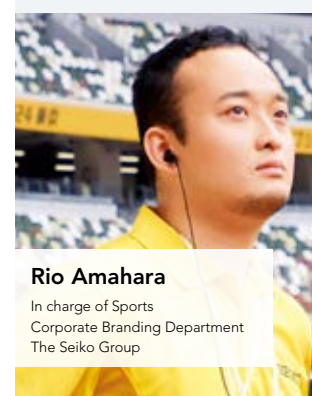


Photo by AFLO SPORT

VOICE | Employee Interview



Rio Amahara
In charge of Sports
Corporate Branding Department
The Seiko Group

Working Toward the World Athletics Championships Tokyo 25—Picturing the Japan National Stadium Filled with Cheers

I prepared for the championships with a desire to raise awareness among as many people as possible of Seiko's initiatives at the sold-out event at Japan National Stadium.

For example, in addition to cooperating with the championships' organizers, I collaborated with other sponsor companies and worked with various operating companies in the Seiko Group while exploring how best to connect with a wide range of people to reach those who remain unaware of Seiko and others with little interest in athletics. Serving as the host nation of the World Athletics Championships is a real honor for Japan and a tremendous challenge for me personally. I will deliver special experiences for everyone that only Seiko can create and will do my utmost to increase the number of Seiko fans across the world, including among the younger demographic.

Note: Interview conducted in July 2025