

# Doing the right thing comes naturally to Eizo —This is the essence of our Seven Promises

The Eizo Nanao Group began publishing Environmental Reports in 2001 and a Social and Environmental Report in 2005. Now having updated this publication into a CSR (Corporate Social Responsibility) Report, we have expanded its scope in response to changes in the social environment in which the company operates. The report contains subjects we have consistently upheld through our corporate philosophy and action guidelines and have put into practice.

I would like to share my thoughts on these topics by explaining them from the standpoint of our Seven Promises.

## A Corporate Culture of Offering Only the Best Products in the World

Our first promise is to inspire customers by creating and offering products of new value. This is synonymous with our corporate culture of providing only the world's best products to the market.

I believe a brand represents a promise to users. We have built Eizo into a global brand with the promise of outstanding picture quality, high reliability and durability. This is a promise we must keep by all means.

Out of this promise, we publicly announced a product defect in 2002 with the offer of free repairs, despite the risk of incurring a considerable loss. Some users told us they would typically expect to pay for the repair of such a defect. However, we made the decision because we pride ourselves in creating the best products in the world. Keeping in line with our fifth promise of strict respect and compliance with both the letter and spirit of the law, a prerequisite for any company, our announcement went beyond this obligation as an action deeply rooted in our corporate culture.

## Truly Environmentally Sound Products

As expressed in our second promise, Eizo is unique in the sense that we consider respect for the environment as part and parcel of quality.

It has been popular for some time to tout respect for the environment, but I question the superficial concept that products are environmentally sound simply because they were made from environmentally friendly materials. At Eizo, we share the belief that products made to be used over a long period demonstrate significant consideration for the environment from the perspectives of conserving resources and reducing waste.

Naturally, we also emphasize environmentally sound product specifications and were among the first to do so. The Eizo brand was first recognized in Europe in the 1990s in the days before CRT monitors were re-imported to Japan. The recognition we enjoyed in Europe was as much due to our level of environmental consideration as for outstanding picture quality and reliability. We were highly respected as the first company in the world to comply with TCO, the Swedish standard with the most demanding requirements for electromagnetic waves and other

aspects of CRT monitors, as well as for incorporating these standards into all our products.

Our own Eizo Eco Products standard, of which TCO served as the benchmark, has been continuously revised in line with European environmental standards, the vanguard in environmental policies, and we therefore consistently maintained more stringent requirements than other standards generally applied.

In addition, we consider the environment in our production sites and office operations. As stated in our seventh promise, we will strive to coexist in harmony with the environment and society as a globally responsible corporation; this is our promise to remain steadfast in our efforts to protect the environment throughout our operations, based on the awareness that environmental preservation is a goal shared by all humankind.

## Initiatives for Respecting the Diverse Cultures and Customs of Each Country

Our third promise is to pursue sound development as an international corporation. I have learned through my own experiences working overseas that it is counter-productive for a Japanese company operating abroad to blindly enforce the policies and norms of the head office located in Japan. A truly international company can only be realized by demonstrating respect for the cultures and customs of each country and by forging relationships of mutual trust with partner companies.

While we operate through a global sales network, we do not pursue a uniform way of doing business by, for example, establishing a single European headquarters. We operate instead through a one-country, one-distributor system. Europe may in some ways operate as a single region, but local cultures and customs, values and approaches to work vary from country to country. We need this system to work in accord with diversity. And we maintain a commitment to hiring locally instead of dispatching top management from Japan. This is also based on the idea that local management requires local people.



**User Feedback is the Source for Technological Innovation  
The Relationship with Suppliers is the Cornerstone of Stable Supply**

Our fourth promise is to build and maintain strong bonds of trust with stakeholders. Eizo users tend to have strong preferences and high expectations. Their demands are tough precisely because they are enthusiastic about Eizo, and we strive to respond to them. While we may have been unable to meet every single demand, our efforts to respond to as many requests as possible have developed Eizo into the brand it is today. We are firmly resolved to remain true to this stance.

Eizo considers suppliers as partners. We endeavor to maintain mutually satisfactory relationships with the goal of developing a foundation of trust so that stable supply is secured even during times of limited availability.

With respect to our relationship with the local community, we play a significant role behind the scenes in local activities, since our headquarters and factories are concentrated in Ishikawa Prefecture. However, I believe Eizo's greatest corporate contribution lies in making local people proud that we are there.

**Creating an Open Atmosphere  
—Removing Neckties and Getting Out of My Office**

Our sixth promise is to create a broadminded corporate culture. This is synonymous with my own personality and thinking, and to me, a natural course of action more than a promise. In Japan, employees tend to remain silent even when their supervisor makes a mistake and typically will not publicly acknowledge the errors of any division apart from their own. I address these tendencies head on. The reason behind my decision to adopt a casual dress policy and spending as much time as possible working outside my office and among other employees is to encourage a lively exchange that transcends job positions and divisions. So instead of requiring employees to waste energy knocking on the president's office door, they can directly approach me whenever I'm working with them.

I have a deep love for our company, our brand and our employees. I cannot see how anyone can manage a company without such love. Employees too should love their products and their company—that is what it all comes down to. I am convinced that as long as managers and employees work hand in hand, we will continuously strengthen the company and fulfill our Seven Promises.

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