EPSON

Corporate Profile

Seiko Epson Corporation

Issued date: March 17, 2026

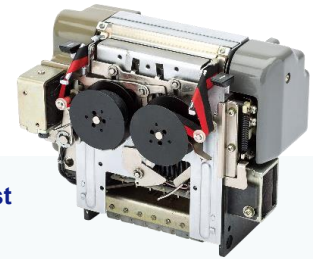
EPSON

Company Name	Seiko Epson Corporation
Founded	May 18, 1942
Head Office	3-3-5 Owa, Suwa-shi, Nagano, Japan
Paid-in Capital	¥53,204 million

The origin of the Epsonname

EP+SON=「EPSON」

the Epsonbrand name comes from the EP-101, an electric printer that kicked off the company's expansion into the information equipment business. The" Ep" stands for" electric printer" and the" son" represents our desire to follow t he original electronic printer with many more worthwhile products and services in a variety of fields.



The EP-101, the world's first miniature digital printer

Head Office, Domestic Business Sites and Main Group Companies

- Plant or office
- Group company

ENGINEERED FUTURE 2035
Refining our technologies, engineering the future and delivering real-world value

Today, the very assumptions that underpin society and industry are undergoing major changes. Rising geopolitical risks, constraints on energy and resources, responses to climate change and environmental impact, and a global labor shortage brought about by demographic shifts are structural changes that are driving transformations in the ways that society and industry operate.

Epson has established its Long-Term Corporate Vision ENGINEERED FUTURE 2035 that looks ahead to 2035. Based on our efficient, compact and precise technologies and philosophy, this vision outlines our direction of integrating precision engineering with real-world expertise to create a sustainable global environment and society, while at the same time enhancing corporate value.

Since its founding, Epson has refined its efficient, compact and precise technologies to create numerous products such as inkjet printers and projectors. Our true strength lies in our ability to elevate our technologies into value that benefits society.

Leveraging this strength, Epson will continue to develop into a company that engineers the future. To realize our Long-Term Corporate Vision, we will focus on ROIC based management, redesign our business portfolio and concentrate resources in growth domains with the aim of achieving sustainable growth. In an age of constraints on energy and resources, we will build a society that generates value from fewer inputs. We will also use precision engineering to sustain technological development. In a world facing increasing labor shortages, we will enhance productivity and reliability, and we will contribute to improving the quality of learning, working and lifestyles.

Looking toward 2035, and guided by our corporate values of integrity & effort and creativity & challenge, Epson will continue taking on the challenge of co-creating new value with its employees and partners.

Junkichi Yoshida
President and Representative Director
Chief Executive Officer
Seiko Epson Corporation

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Epson has always used its original technology to create new value and change the way we live and work

1942

It all began with timepiece manufacturing

1969

World's first quartz watch

Brought accurate time to everyday life

At the time, mechanical watches would normally gain or lose many seconds per day.

1994

Inkjet printers

Enabled people to print photos at home

At the time, photos were printed at photo shops.

3LCD data projectors

Transformed presentations

At the time, presentations used handouts and OHPs.*

2010 to the present

High-speed **linehead inkjet multifunction printers** that help offices save energy

A **dry-process office papermaking system** that recycles paper right on site

Creating new value that exceeds customer expectations

A **SCARA robot** that helps to accelerate automation

A **digital inkjet textile printer** that accelerates the digitization of the textile printing market

* OHP (overhead projector): A device that projects images from a transparent sheet onto a screen

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Revenue (Consolidated)

FY2024

¥1,362.9billion

Business Profit (Consolidated)

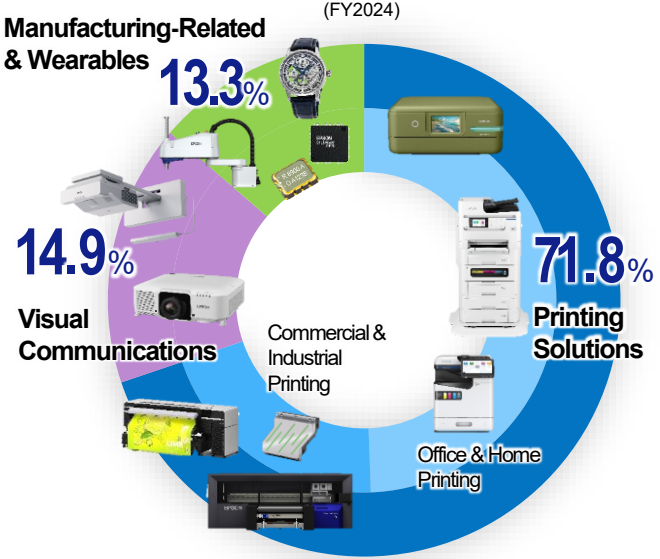
FY2024

¥89.5billion

* Business profit is very similar to operating income under Japanese accounting standards, both conceptually and numerically. It is calculated by deducting the cost of sales and selling, general and administrative expenses from revenue.

Segment Revenue as a Percentage of Total Revenue

(FY2024)



Innovation	Office & Home Printing Innovation	Commercial & Industrial Printing Innovation	Visual Innovation	Manufacturing Innovation	Lifestyle Innovation	
Segment	Printing solutions business		Visual communications business	Manufacturing-related & wearables business		
Operation	Office & home printing business	Commercial & industrial printing business	Visual communications business	Manufacturing solutions business	Wearable products business	Microdevices business / PC business
Main Technology	Micro Piezo inkjet technology Dry Fiber Technology		Microdisplay technology Projection technology	Precision mechatronic technology High-precision sensing technology Software technology Ultra-precision & micromachining technology High-density board assembly technology Low power consumption technology		
Main Operations	Office & home inkjet printers, serial impact dot matrix(SIDM) printers, page printers, color image scanners, dry process office papermaking systems, and related consumables	Commercial & industrial inkjet printers, inkjet printheads, printers for use in POS systems, label printers, and consumables	Projectors and smart glasses	Industrial robots, force sensors, spectroscopic Camera	Wristwatches, watch movements	Crystal devices (crystal units, oscillators, sensors) Semiconductors (CMOS, LSI), Superfine alloy powder Surface finishing / PCs & other
Global Market Share	Inkjet printers (unit volume)[1] No.2 32%	Printer market (including laser printers, unit volume)[2] No.2 21%	Projectors (>500 lumens, unit volume)[3] No.1 52%	SCARA robots (sales revenue)[4] No.1 18%	Crystal oscillators (sales revenue)[5] 17%	

1Source: IDC's Worldwide Quarterly Hardcopy Peripherals Tracker 2025Q3 Share by Brand 2Source: IDC's Worldwide Quarterly Hardcopy Peripherals Tracker 2025Q3 Share by Brand. Laser printers = up to 90 ppm monochrome laser printers. Color laser = up to 69 ppm 3Source: FY2024 unit volume share for projectors with 500 lumens or more, excluding screenless TV products. Source: Futuresource Consulting Ltd. 4Source: Market share based on unit sales of industrial SCARA robots, 2024. Fuji Keizai: "2025 Reality and Future Outlook of Worldwide Robot Market") 5Source: Market share based on QYRESEARCH "Global Timing Device Market Report" (2023)

See more
Operations Divisions and Group Companies
https://corporate.epson/en/about/network/

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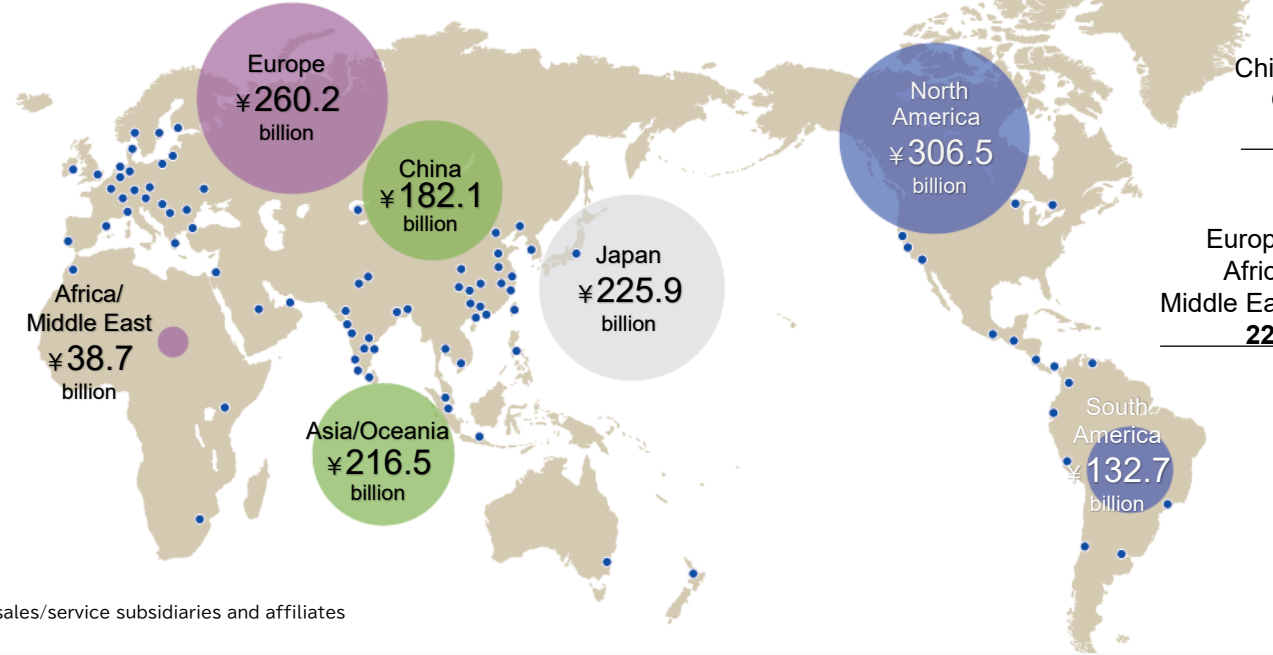
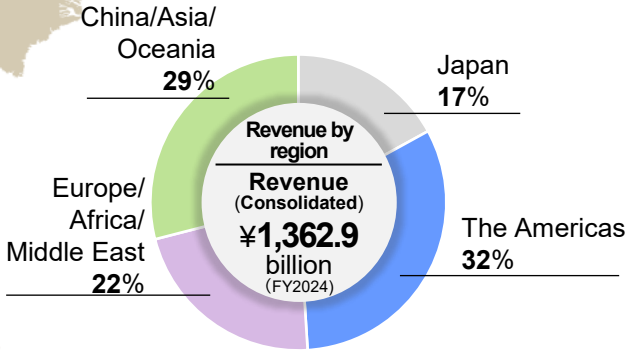
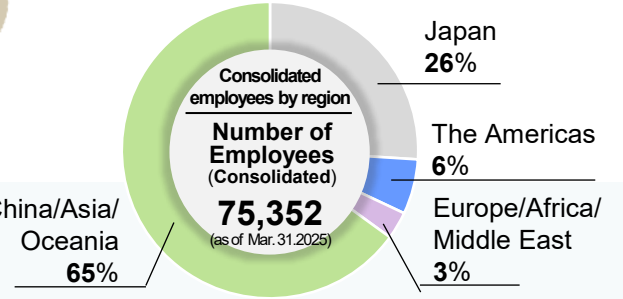
We have research and development sites, production sites, and sales and service sites around the world to enable us to accurately capture customer needs and respond quickly and flexibly to them.



● Main sales/service subsidiaries and affiliates





* Percentages rounded to the first decimal place.

Group companies (as of 2025/3/31)

89 companies (includes parent company)

Japan: **21** Overseas: **68**

EPSON

Management Philosophy

Epson aspires to be an indispensable company,
trusted throughout the world for our commitment to openness,
customer satisfaction and sustainability.
We respect individuality while promoting teamwork,
and are committed to delivering unique value
through innovative and creative solutions.

EXCEED YOUR VISION

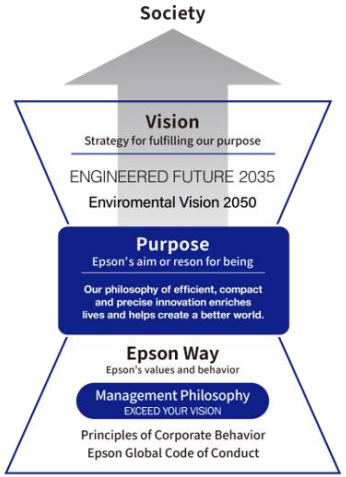
As Epson employees,
we always strive to exceed our own vision,
and to produce results that bring surprise and delight
to our customers.

Epson was founded in Japan, a nation blessed with outstanding natural beauty and a rich cultural heritage. Our commitment to protecting such abundant gifts for future generations has never wavered. We constantly pay close attention to social issues and dedicate ourselves to addressing them, as our timely elimination of chlorofluorocarbons makes clear. Underpinning everything we do is the philosophy of efficient, compact, precise innovation. After all, bigger is not always better.

We firmly believe that energy saving solutions, space saving innovation and ultra-high precision help to protect the natural environment and enrich communities. With our philosophy of efficient, compact, precise innovation, we deliver more meaningful value that enriches lives and helps create a better world.

We will continue to strive towards achieving this purpose.

Corporate Purpose is at the heart of all Epson's corporate activities. This Corporate Purpose, "Our philosophy of efficient, compact and precise innovation enriches lives and helps create a better world," was established in September 2022 to define the kind of value that Epson provides to society and to demonstrate both inside and outside the Company its unique reason for being and aspirations. Epson will provide new value to society by realizing the Corporate Purpose through its vision, based on its management philosophy, which is the universal concept of the EpsonWay that defines the Group's values and behavior. Through these efforts, we will strive to achieve sustainable growth and enhance corporate value over the medium to long term in the future.



See more
ENGINEERED FUTURE 2035 Corporate Vision
https://corporate.epson/en/philosophy/vision/

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ENGINEERED FUTURE 2035

Refining our technologies, engineering the future and delivering real-world value

In an age of constraints, Epson will engineer the sustainability of industry and society through a process of meticulous thinking and continuous experimentation. Because energy, resources and the environment surrounding us are increasingly constrained, we believe the future should not be left to chance. Instead, it must be steadily built through engineering that is rooted in technology, refined and then implemented in the real world.
Grounded in our technologies and philosophy of efficient, compact and precise innovation, and fueled by the knowledge and data accumulated on the frontlines, we will enhance productivity and reliability, delivering value across industry as well as in people's learning, work and lifestyles.
We will create societal and corporate value simultaneously so that people and the planet can continue to advance together. This is Epson's vision for **ENGINEERED FUTURE 2035.**

EPSON

Creating value through technology, engineering and real-world knowledge

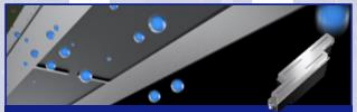
Supporting energy and resource efficiency

Perovskite solar cells

Precision ejection/compatibility with new materials and processes

Semiconductor production process transformation

Precision ejection/compatibility with new materials and processes



Inkjet/ MEMS technologies

New resource circulation processes

Upcycling to high-function metal materials

Metal recycling technologies

Supporting advances with precision technology

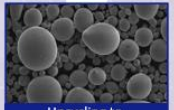
Data centers AI servers

High-speed, high-capacity communications

Timing devices

Smartphones EV/ robots

Highly efficient energy transmission



Upcycling to high-performance metal powders

Addressing labor shortages with productivity and reliability

Retail production/ Food

High-speed, high precision servo control

Robotics

Signage production, etc.

High-speed/ high-quality printing

Inkjet

Supporting learning, working and lifestyles

Education, local government, retail, etc.

High market share & customer touchpoints

Printing Projection

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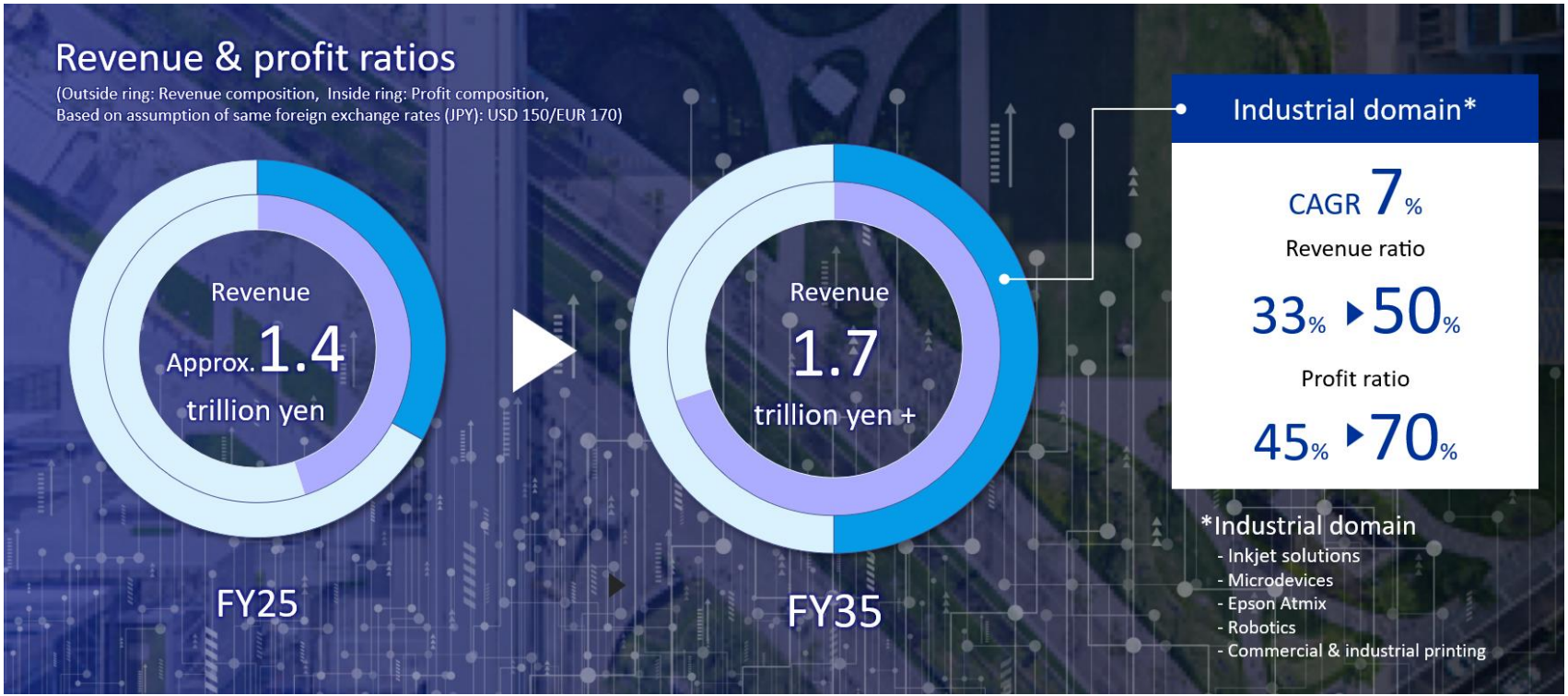
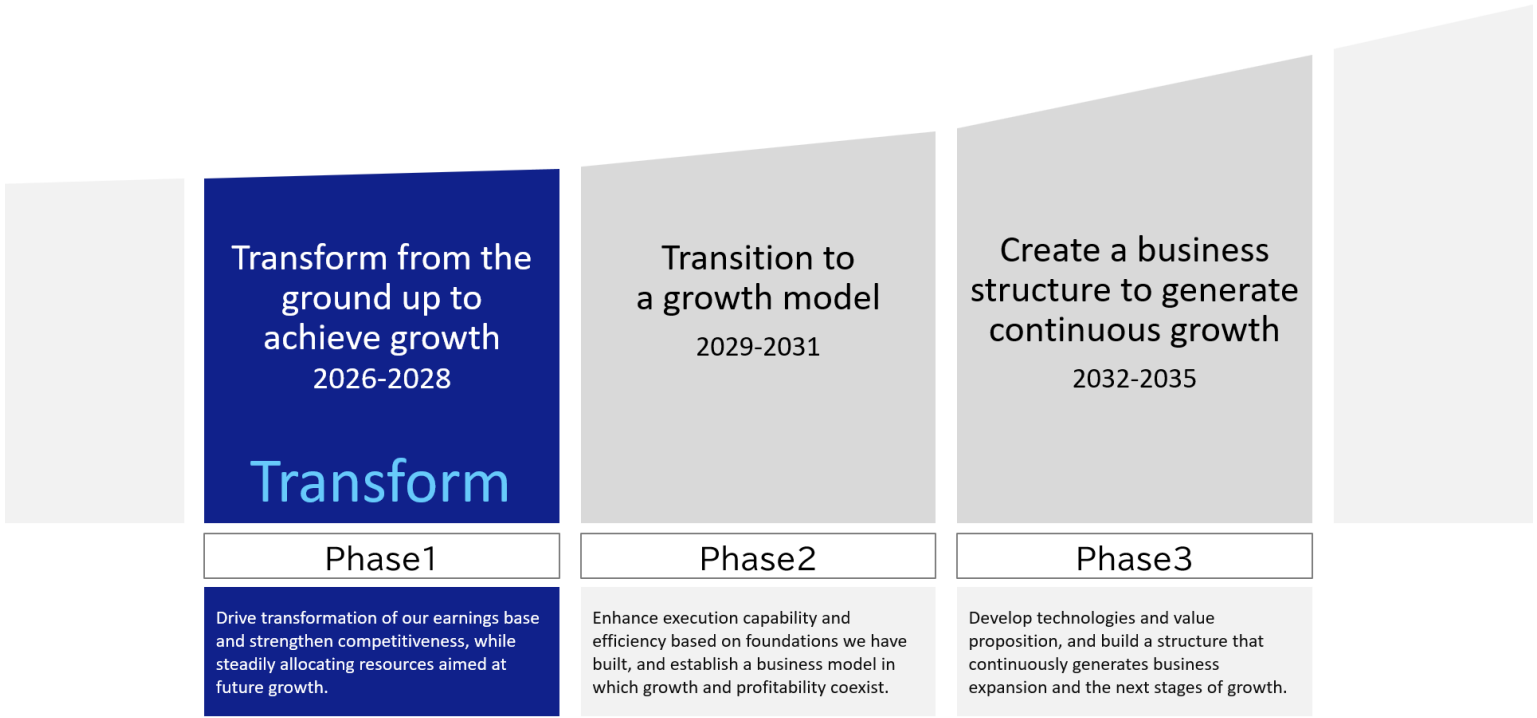
By simultaneously transforming the business model of our existing businesses and proactively investing in growth areas, we will expand our revenue scale while fundamentally reshaping our profit structure.



The mid-term business plan will serve as the execution roadmap for the long-term corporate vision and we have divided the 10-year period into three phases. In Phase 1, we will rebuild the foundations for growth by reviewing our fixed-cost structure, inventory, portfolio, and capital allocation.



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We will address the challenges in the mid-term business plan, namely transforming the structure of our earnings base and focusing resource allocation on growth domains.

FY2028 target

ROIC 8%

Transform the earnings base

Efficiency

- Disciplined ROIC-based prioritization
- Streamline fixed-costs

Sales

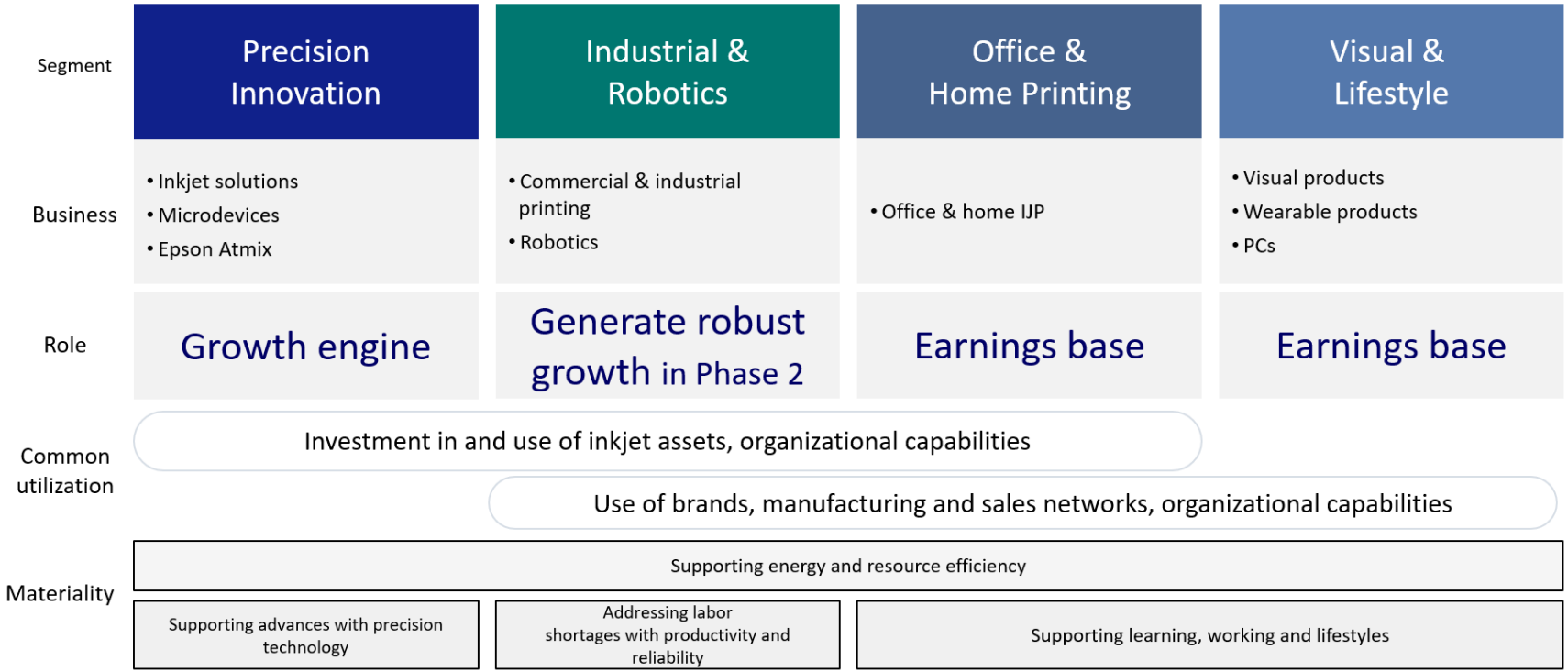
- Strengthen the competitiveness of existing businesses and shift the earnings model

Focus resource allocation on growth domains

Resource allocation

- Accelerate investment in strategic domains
- Enhance the competitive advantage of core technologies

By concentrating resources on our growth domains, we will further enhance the value of the products and services we create.



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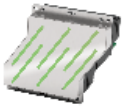
Leveraging our proprietary “efficient, compact and precise” technologies, we drive transformation in manufacturing and technological innovation, contributing to the evolution of the industrial and data-driven society, enhanced reliability, and solutions to energy challenges.

Inkjet Solutions



Printheads

Microdevices

Crystal devices

Timing Device

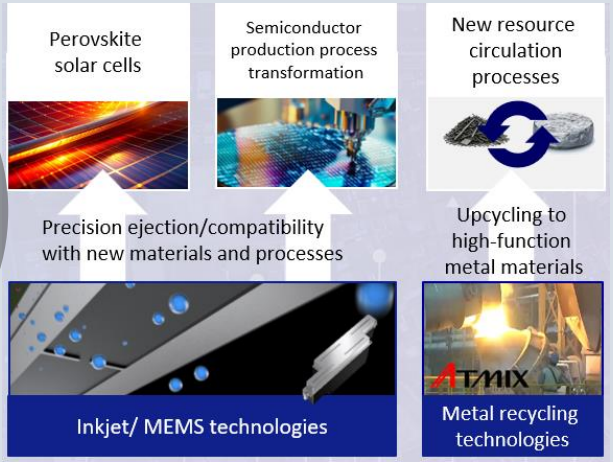
Sensing Device

Semiconductors

Epson Atmix

Fine metal powders

Supporting energy and resource efficiency



Supporting advances with precision technology

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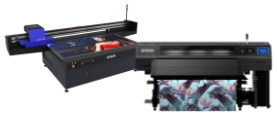
Based on societal challenges such as labor shortages and the reduction of environmental impact, we enhance on-site productivity and reliability through the real-world implementation of digital printing/manufacturing and robotics technologies.

Commercial & Industrial Printing

Finished products

Photo

Corporate



Signage

Label printers

Textiles

Label presses

Commercial & Industrial, Others

Small printers

SIDM

PaperLab

Fiery

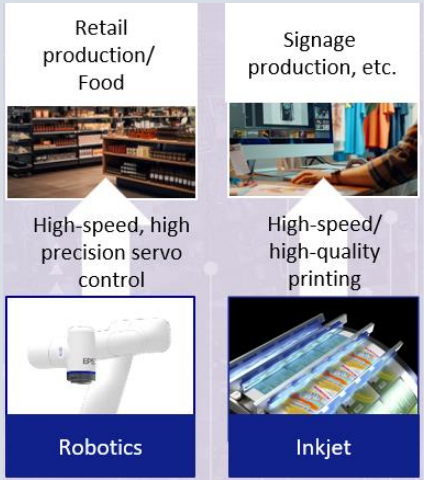
Robotics

SCARA

6-axis

Software/Options

Addressing labor shortages with productivity and reliability



EPSON

By contributing to more efficient information utilization, more advanced learning, and higher productivity in both work and home environments, we support people's lives and work.

Office/Home IJP

SOHO/Home

High-capacity ink tank models

Ink cartridge models

Office shared

High-speed linehead multifunctions (LIJ)

High-capacity ink pack models (RIPS)

Ink cartridge office models

Office & Home, Others

Scanners

Compact label printers

Supporting learning, working and lifestyles

Education, local government, retail, etc.

High market share & customer touchpoints

Printing

We enrich people's learning, work, and lives by deepening experience value, reducing gaps in knowledge and opportunity through expanded access to learning, and creating new value by connecting people, things, information, and services.

Visual products

High brightness

Ultra short throw

Standard

Home/Smart

Wearable products

Orient Star, Orient

Movements

Seiko business

PC

Epson Direct PCs

Supporting learning, working and lifestyles

Education, local government, retail, etc.

High market share & customer touchpoints

Projection

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Simultaneously solve societal issues and enhance corporate value to realize our long-term vision

Value creation	Supporting energy and resource efficiency 	Supporting advances with precision technology 	Addressing labor shortages with productivity and reliability 	Supporting learning, working and lifestyles 
Business functions supporting value creation	Human capital Transformation		Generating intellectual capital	
	Responsible management and implementation that enable long-term value creation			

Strengthen human capital and redesign human capital to support continuous growth

Epson Group employees*

Approx.

75,000 people

Outside Japan: 55,000

Japan domestic: 20,000

*As of December 2025

Accelerate growth domains

- Boost core cross-functional engineers
- Global knowledge sharing and rapid hypothesis testing
- Boost engineering talent and expand areas of contribution

Develop profitable business domains

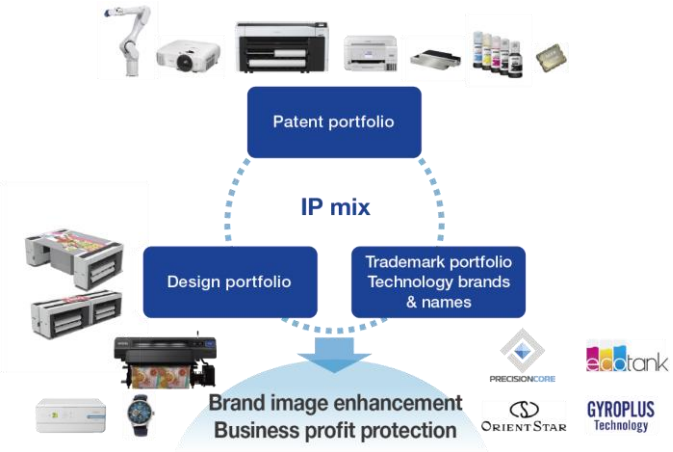
- Improve utilization of our global organization and talent base
- Build an organization that encourages proactivity and redefine staff development roles & scope of authority
- Train and deploy specialists

Leadership	• Train leaders who can formulate strategies amid uncertainty and execute under resource constraints
DE&I	• Transform diversity into value
Shared values	• Integrity and Effort / Creativity and Challenge / engineering mindset

See more
Intellectual property
https://corporate.epson/en/technology/intellectual-property/

EPSON

In addition to patents, we are following an intellectual property mix strategy that protects our designs with design rights and the names of our core technologies with trademarks. We protect our original core technologies, which are an important asset in advancing our strategy, with a huge number of patents.



We continue to build a portfolio that affords solid protection of value-creating core technologies, original designs, and branded trademarks.
This enables us to maintain and build the competitive advantage of our own brands and to sustain stable business operations.

Patent Application Ranking by Area

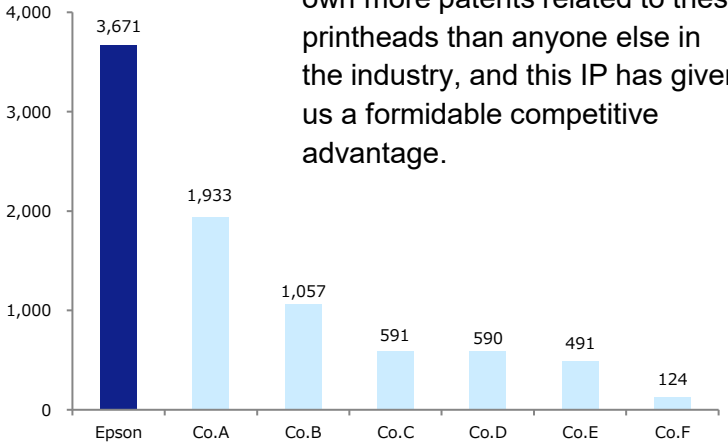
Japan	
Inkjet printers	1st
Projectors	1st
Robotics	3rd
Crystal devices	1st

US	
Inkjet printers	1st
Projectors	1st
Robotics	4th
Crystal devices	1st

* 2024 ranking based on the number of patents opened to the public per Epson research from 2024/1/1 to 12/31

Number of Piezo Printhead-Related Patents Owned

3,671



Piezo printheads are a core device in the printing sector. We own more patents related to these printheads than anyone else in the industry, and this IP has given us a formidable competitive advantage.

* As of June 6, 2025, per Epson research.
* The number of Piezo printhead-related patents registered in Japan, the U.S., China, and Europe since June 6, 2005

See more
Environmental Vision 2050
https://corporate.epson/en/sustainability/environment/vision/

EPSON

Epson will become carbon negative and underground resource*1 free by 2050 to achieve sustainability and enrich communities

*1 Non-renewable resources such as oil and metals

Goals

- 2030: Reduce total emissions in line with the 1.5°C scenario*2
- 2050: Carbon negative and underground resource*1 free

Actions

- Reduce the environmental impacts of products and services and in supply chains
- Achieve sustainability in a circular economy and advance the frontiers of industry through creative, open innovation
- Contribute to international environmental initiatives

*1 Non-renewable resources such as oil and metals
*2 Target for reducing greenhouse gas emissions aligned with the criteria under the Science Based Targets initiative (SBTi)

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Epson’s corporate website
https://corporate.epson

Epson's official video channel
https://www.youtube.com/user/epsoncorp/

Epson’s corporate LinkedIn page
https://linkedin.com/company/epson