

Consolidated Financial Highlights

		IFRS (Consolidation)				
		FY2013	FY2014	FY2015	FY2016	FY2017
Statement of Income (Billions of yen)	Revenue	1,008.4	1,086.3	1,092.4	1,024.8	1,102.1
	Gross profit	362.5	395.9	397.6	365.9	400.8
	Business profit ¹	90.0	101.2	84.9	65.8	74.7
	Profit from operating activities	79.5	131.3	94.0	67.8	65.0
	Profit before tax	77.9	132.5	91.5	67.4	62.6
	Profit for the period attributable to owners of the parent company	84.2	112.5	45.7	48.3	41.8
Statement of Financial Position (Billions of yen)	Equity attributable to owners of the parent company	362.3	494.3	467.8	492.1	512.7
	Total assets	908.8	1,006.2	941.3	974.3	1,033.3
	Interest-bearing liabilities ²	220.5	185.9	141.7	146.5	166.5
Statement of Cash Flows (Billions of yen)	Net cash provided by (used in) operating activities	114.8	108.8	113.0	96.8	84.2
	Net cash provided by (used in) investing activities	△ 41.2	△ 32.7	△ 51.5	△ 75.7	△ 74.6
	Free cash flows	73.6	76.0	61.4	21.1	9.6
Financial and Management Indicators (Billions of yen·%)	Research and development expense	48.8	47.8	53.1	52.7	50.3
	Capital expenditures	37.8	45.4	69.4	75.3	79.4
	Depreciation and amortization	40.7	44.4	45.3	43.2	49.4
	Equity ratio attributable to owners of the parent company	39.9	49.1	49.7	50.5	49.6
	ROE (Profit for the period attributable to owners of the parent company/Beginning and ending balance average equity attributable to owners of the parent company)	27.7	26.3	9.5	10.1	8.3
	ROA (Business profit/Beginning and ending balance average total assets)	10.4	10.6	8.7	6.9	7.4
	ROS (Business profit/revenue)	8.9	9.3	7.8	6.4	6.8
	ROIC (Return on Invested Capital) ³	-	-	-	7.4	7.9
	Consolidated dividend payout ratio	10.6	18.3	46.9	43.9	52.2
Consolidated dividend Payout Ratio (Based on Business Profit) ⁴	14.2	29.0	36.1	45.9	41.7	
Per Share Data (Yen)	Basic earnings per share (EPS)	235.35 ⁶	314.61 ⁶	127.94	136.82	118.78
	Equity attributable to owners of the parent company per share (BPS)	1,012.83 ⁶	1,381.66 ⁶	1,307.58	1,397.40	1,455.67
	Cash dividends per share	50.00	115.00	60.00 ⁷	60.00	62.00
Index of Stock Price (Multiples)	Price Earnings Ratio (PER)	6.82	6.77	14.21	17.13	15.92
	Price Book-value Ratio (PBR)	1.58	1.54	1.39	1.68	1.30
Revenue Breakdown by Region (Billions of yen) ⁵	Japan	280.9	276.2	264.0	251.3	250.1
	The Americas	260.2	304.6	320.0	290.9	320.4
	Europe	218.4	230.9	226.3	211.9	233.2
	Asia/Oceania	248.8	274.4	282.0	270.5	298.2
Average Exchange Rate for the Period (Yen)	Yen/U.S. dollars	100.23	109.93	120.14	108.38	110.85
	Yen/Euro	134.37	138.77	132.58	118.79	129.66
Number of Employees at Period End (Person)	Total	73,171	69,878	67,605	72,420	76,391
	Domestic	18,372	18,627	18,699	19,175	19,436
	Overseas	54,799	51,251	48,906	53,245	56,955

¹ Business profit is calculated by subtracting Cost of sales and Selling, general and administrative expenses from Revenue.

² Lease obligations are included in interest-bearing liabilities.

³ ROIC = Business profit after tax / (equity attributable to owners of the parent company + interest-bearing liabilities)

⁴ Calculated based on profit after an amount equivalent to the statutory effective tax rate is deducted from business profit.

⁵ Sales (revenue) by region is based on the location of the customers.

⁶ Basic earnings per share (EPS) and equity attributable to owners of the parent company per share (BPS) were calculated under the assumption that the shares split took effect at the beginning of the year ended March 31, 2014.

⁷ Seiko Epson Corporation (the "Company") completed the Company's ordinary shares split with an effective date of April 1, 2015. As a result, each share of the Company's ordinary shares was split into two shares

⁸ The figure for FY2019 includes leases.

Consolidated Financial Highlights

		IFRS (Consolidation)			
		FY2018	FY2019	FY2020	FY2021
Statement of Income (Billions of yen)	Revenue	1,089.6	1,043.6	995.9	1,128.9
	Gross profit	412.6	362.0	352.3	418.4
	Business profit ¹	70.4	40.8	61.6	89.6
	Profit from operating activities	71.3	39.4	47.6	94.4
	Profit before tax	72.0	39.7	44.9	97.1
	Profit for the period attributable to owners of the parent company	53.7	7.7	30.9	92.2
Statement of Financial Position (Billions of yen)	Equity attributable to owners of the parent company	540.1	503.7	550.9	665.6
	Total assets	1,038.3	1,040.9	1,161.3	1,266.4
	Interest-bearing liabilities ²	142.3	209.6	265.9	243.1
Statement of Cash Flows (Billions of yen)	Net cash provided by (used in) operating activities	76.9	102.3	133.2	110.8
	Net cash provided by (used in) investing activities	△ 82.7	△ 76.1	△ 57.4	△ 44.0
	Free cash flows	△ 5.7	26.1	75.7	66.7
Financial and Management Indicators (Billions of yen·%)	Research and development expense	58.2	49.2	46.4	46.0
	Capital expenditures	82.0	80.0 ⁸	52.8	48.2
	Depreciation and amortization	55.6	67.8	69.4	64.4
	Equity ratio attributable to owners of the parent company	52.0	48.4	47.4	52.6
	ROE (Profit for the period attributable to owners of the parent company/Beginning and ending balance average equity attributable to owners of the parent company)	10.2	1.5	5.9	15.2
	ROA (Business profit/Beginning and ending balance average total assets)	6.8	3.9	5.6	7.4
	ROS (Business profit/revenue)	6.5	3.9	6.2	7.9
	ROIC (Return on Invested Capital) ³	7.2	4.1	5.6	7.3
	Consolidated dividend payout ratio	40.7	278.5	69.4	23.2
	Consolidated dividend Payout Ratio (Based on Business Profit) ⁴	44.3	75.0	49.7	34.2
Per Share Data (Yen)	Basic earnings per share (EPS)	152.49	22.26	89.38	266.73
	Equity attributable to owners of the parent company per share (BPS)	1,533.57	1,456.20	1,592.36	1,923.68
	Cash dividends per share	62.00	62.00	62.00	62.00
Index of Stock Price (Multiples)	Price Earnings Ratio (PER)	11.12	52.56	20.14	6.90
	Price Book-value Ratio (PBR)	1.11	0.80	1.13	0.96
Revenue Breakdown by Region (Billions of yen) ⁵	Japan	251.4	254.9	221.2	229.1
	The Americas	310.5	293.0	287.9	332.7
	Europe	225.2	214.0	208.4	239.5
	Asia/Oceania	302.4	281.5	278.1	327.4
Average Exchange Rate for the Period (Yen)	Yen/U.S. dollars	110.86	108.74	106.01	112.37
	Yen/Euro	128.40	120.85	123.67	130.55
Number of Employees at Period End (Person)	Total	76,647	75,608	79,944	77,642
	Domestic	19,456	19,558	19,470	19,705
	Overseas	57,191	56,050	60,474	57,937

¹ Business profit is calculated by subtracting Cost of sales and Selling, general and administrative expenses from Revenue.

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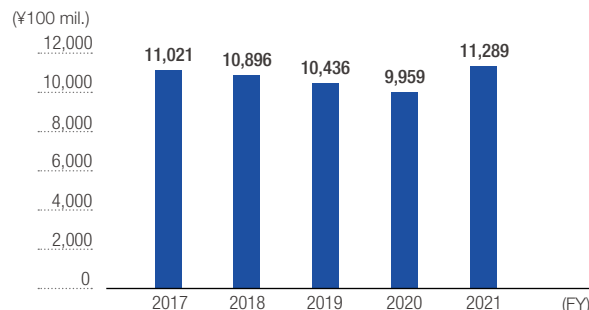
⁸ The figure for FY2019 includes leases.

Financial and Non-Financial Highlights

Financial Highlights

Revenue

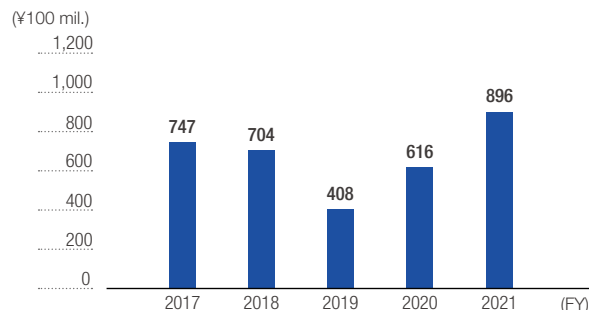
¥1,128.9 billion



Revenue was negatively impacted by global supply chain disruptions and product shortages. However, Epson recorded year-on-year revenue growth owing to a rebounding market and positive foreign exchange effects.

Business Profit

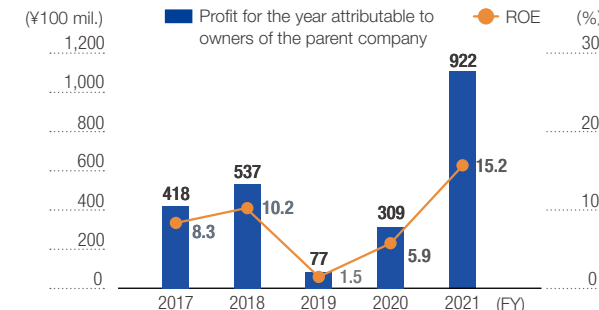
¥89.6 billion



Material, logistics, and other costs increased, but business profit surged compared to the prior period due to a recovery in demand and unit sales growth, dynamic pricing in accordance with supply and demand, curtailed spending on advertising and sales promotions, and positive foreign exchange effects.

Profit for the Year Attributable to Owners of the Parent Company / ROE

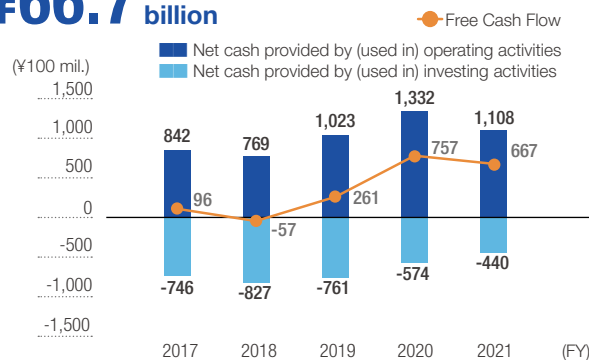
Profit attributable to owners of the parent company **¥92.2 billion** ROE **15.2%**



Profit for the year attributable to owners of the parent company increased sharply primarily because, in addition to an increase in business profit and other categories of profit, there was an increase in deferred tax assets. As a result, ROE rose 9.3% from the previous period, to 15.2%.

Free Cash Flow

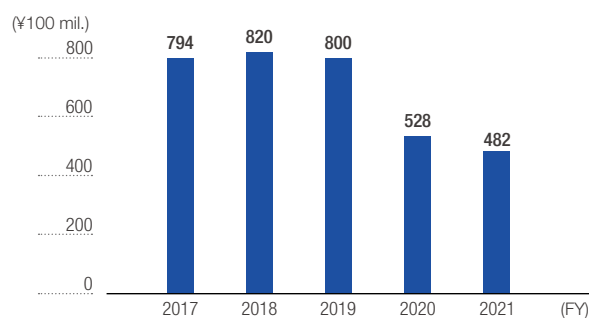
¥66.7 billion



Cash flows from operating activities totaled ¥110.8 billion. Factors such as an increase in inventory had a negative effect on the cash balance, but these were outweighed by the positive effects of the ¥92.3 billion in profit for the period and the recording of depreciation and amortization, among other things. Net cash used in investing activities totaled ¥44.0 billion, mainly due to the acquisition of property, plant, equipment and intangible assets. Consequently, free cash flow was ¥66.7 billion, down from the prior period.

Capital Expenditure¹

¥48.2 billion

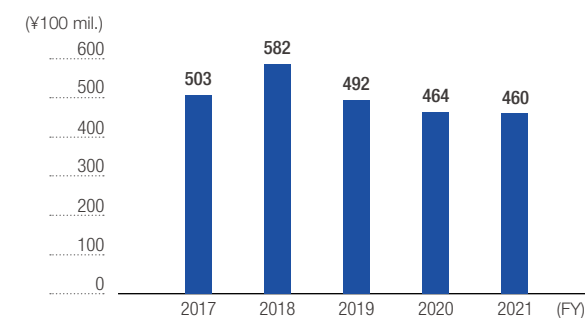


Epson spent on future business growth, particularly on new products, production capacity, automation, maintenance and upgrades, and environmental. On the other hand, with large investments now completed and uncertainty about the effects of COVID-19 on the business environment, Epson continues to invest selectively and to make efficient use of existing facilities.

¹ Includes right-of-use assets as of FY2019 due to a change in accounting policy.

Research and Development Expenses

¥46.0 billion



In addition to developing the next-generation products, core technologies, and key devices that will drive future growth, we are actively spending to strengthen manufacturing infrastructure and create new businesses.

Financial and Non-Financial Highlights

Non-Financial Highlights: Social, Governance

Patent Application Rankings²

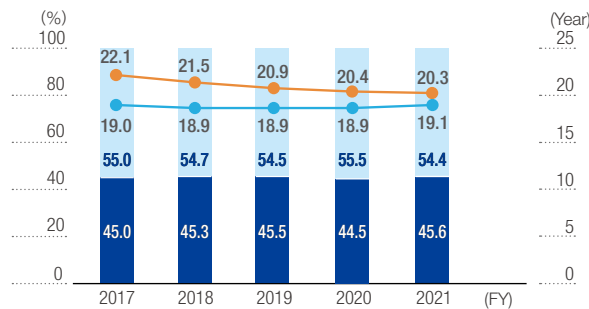
Japan		U.S.	
Inkjet printers	1 st	Inkjet printers	2 nd
Projectors	1 st	Projectors	1 st
Robots	2 nd	Robots	3 rd
Crystal devices	1 st	Crystal devices	2 nd

² The 2021 ranking in number of patents laid open to the public (per Epson research)

Epson delivers new customer value through products that embody our core technologies. Our patent portfolio is both qualitatively and quantitatively world-class in product fields such as inkjet printers and projectors, and this industry-leading intellectual property supports the creation of proprietary core technologies.

Diversity³

Women in the workforce 45.6% Workforce composition (global) Men Women
Average tenure (Seiko Epson) Men Women



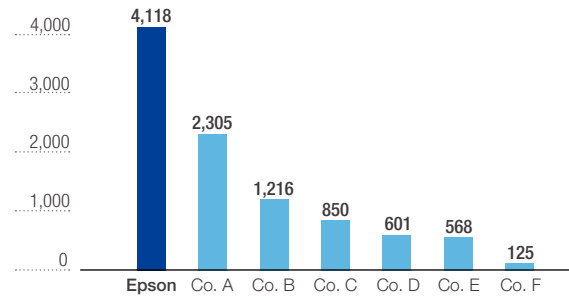
To understand a diverse range of customers and meet their needs, our own diversity is important. Epson is taking action to support the advancement of more women in the workplace by, for example, increasing the number of female managers.

³ Regular employees in the Epson Group as of the fiscal year-end (March 31)

Number of Patents for Piezo Printheads

4,118

* As of July 20, 2022. Per Epson research.
* Patents registered in Japan, the US, China, and EU with an application date of July 1, 2002 or later

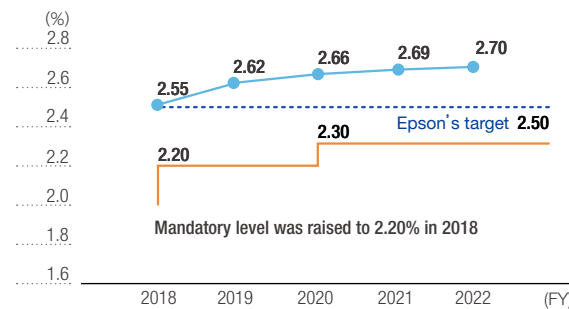


We lead the industry in number of patent applications for piezo printheads, a core device in our mainstay printing business. This intellectual property gives us an unassailable lead over competitors.

Employees with Disabilities in the Epson Group in Japan⁴

2.70%

Employees with disabilities (%) Legally mandated quota (%)

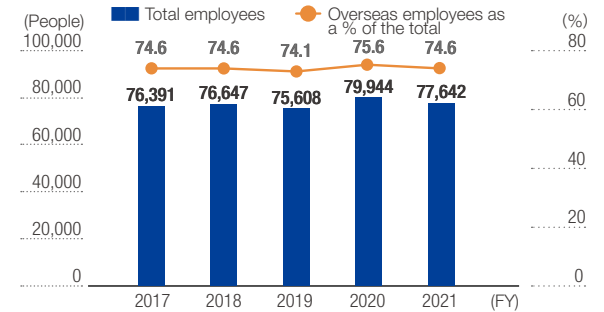


We set a target of 2.5% in FY2022 and are looking to expand employment opportunities.

⁴ The figures for each year are as of June 1 of the year in question.

Total Employees & Overseas Employees as a % of the Total

Total employees 77,642 **Overseas employees as a % of the total 74.6%**

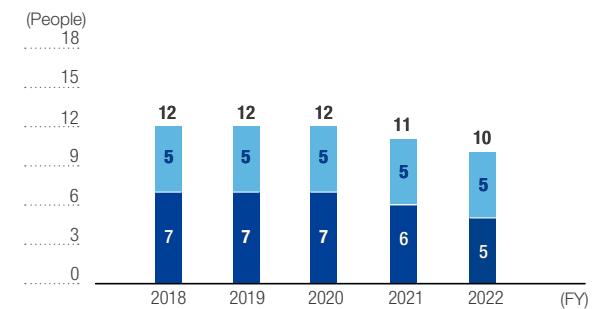


We are working to stabilize the workforce by minimizing the impact of COVID-19. We will strive to realize our corporate vision by hiring and retaining essential talent both in Japan and overseas, fulfilling our social responsibilities, sustaining growth, and increasing long-term corporate value.

Percentage of Outside Directors⁵

Outside directors 50%

Inside directors Outside directors



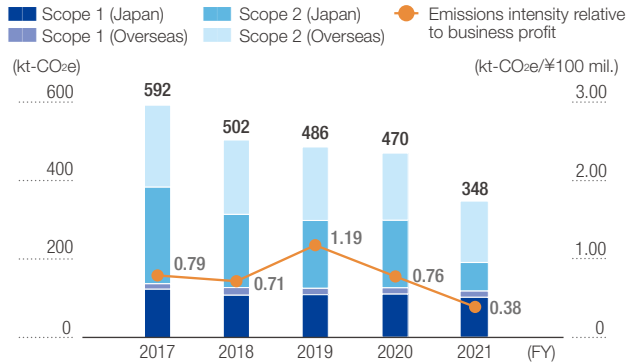
We believe that having diversity on the board of directors is useful for assessing issues more thoroughly and from a wider range of angles. Outside directors currently make up 50% of our board. Members of the board routinely discuss issues and the outside directors provide effective oversight of management.

⁵ The number of directors was the number at the end of June each year.

Financial and Non-Financial Highlights

Non-Financial Highlights: Environmental

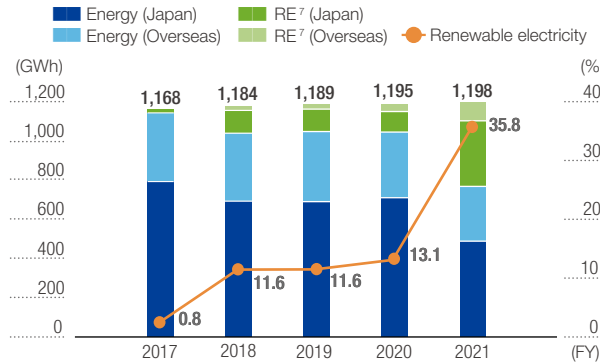
Greenhouse Gas (GHG) Emissions⁶ **348 kt-CO₂e**



In FY2021, Epson accelerated the use of renewable electricity in addition to driving site-based energy-saving initiatives, enabling us to progress toward our SBT Initiative-validated 2025 target of reducing scope 1 and scope 2 greenhouse gas (GHG) emissions by 34% compared to FY2017.

⁶ See note 6, P32.

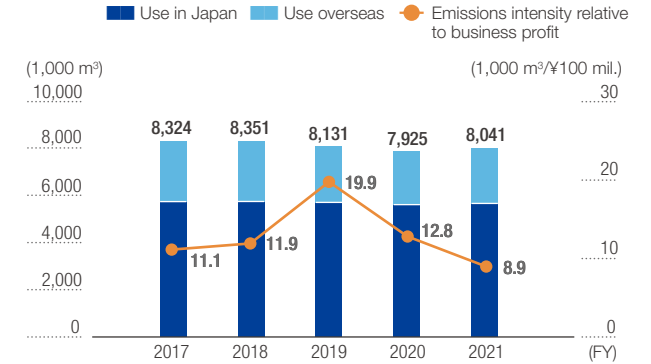
Energy Use **1,198 GWh**



In FY2021, both revenue and business profit increased year-on-year, while energy use remained flat. And, by introducing renewable electricity, we raised the percentage of renewable energy from less than 1% to about 35% today (and 49% of electricity).

⁷ RE: Renewable electricity

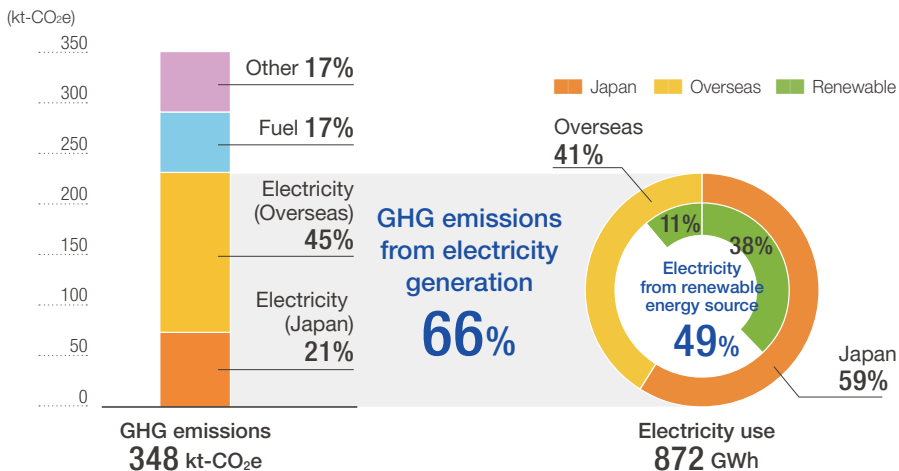
Water Use **8,041 thousand m³**



Water is closely linked to climate change and other environmental issues. Epson's business activities rely on water resources, and the sustainability of water resources substantially affects business continuity. Given this, we are working to preserve water resources by avoiding unnecessary contamination and use, and by recycling the water we do use. In FY2021, our water use increased by 1.5% year on year, but usage per unit of business profit decreased.

Renewable Energy Use

Breakdown of Sources (Renewable and Non-renewable) of Scope 1 & 2 Emissions in FY2021




About 70% of Epson's GHG emissions come from the consumption of electricity. At home and abroad, we have increased the percentage of renewable energy to 49% of electricity usage by selecting the optimal low-carbon electricity in each region, such as hydropower and wind power, and by proactively investing in on-site electricity generation.

Third-Party Verification Report

We had the Japan Quality Assurance Organization (JQA) conduct a third-party verification of our calculations of GHG emissions and report of water-related data to ensure their reliability. Our FY2021 GHG emissions (scopes 1, 2, and 3) and energy and water use data were verified as having been measured and calculated accurately, and a GHG verification report was obtained (for scope 3 categories 1 and 11).



Public Recognition

 Evaluation by External Parties
<https://corporate.epson/en/sustainability/evaluation/>

▶ Inclusion in ESG Indices and Rating

The FTSE4Good Index Series (June 2022)



FTSE4Good

The FTSE Blossom Japan Index (June 2022)



FTSE Blossom Japan

The FTSE Blossom Japan Sector Relative Index (June 2022)



FTSE Blossom Japan Sector Relative Index

The MSCI Japan Empowering Women Index (WIN) (June 2022)

2022 CONSTITUENT MSCI JAPAN EMPOWERING WOMEN INDEX (WIN)

The MSCI Japan ESG Select Leaders Index (June 2022)

2022 CONSTITUENT MSCI JAPAN ESG SELECT LEADERS INDEX

The S&P/JPX Carbon Efficient Index (July 2022)



The Somo Sustainability Index (June 2022)



Somo Sustainability Index

Placed on Two Prestigious CDP A Lists for the Second Consecutive Year (December 2021)



Selected for the Third Consecutive Year as a Global Leader for Engaging its Supply Chain on Climate Change (February 2022)



Selected by DBJ under its Environmentally Rated Loan Program (January 2022)



Received EcoVadis Platinum Rating for Overall Sustainability (October 2021)



▶ Participation in External Initiatives

United Nations Global Compact

Epson has pledged to conduct its affairs as a good corporate citizen and to uphold ten principles in the areas of human rights, labor, environment, and anti-corruption to achieve sustainable growth.



Responsible Business Alliance

A business alliance to promote CSR in global supply chains



Responsible Business Alliance
 Advancing Sustainability Globally

Responsible Minerals Initiative

An alliance for the responsible sourcing of minerals



TCFD

Created by the Financial Stability Board to promote disclosures on climate-related risks and opportunities



CDP

An organization that gathers and evaluates environmental information from companies at the request of institutional investors and supply chain members



Science Based Targets initiative

An international partnership that persuades companies to set science-based GHG emissions reduction targets



RE100

An international initiative that brings together the world's most influential businesses to drive the transition to 100% renewable electricity



Japan Climate Initiative

A network of non-state entities such as companies, local governments, research institutions, and NGOs committed to combating climate change



Japan for Circular Economy (J4CE)

A partnership established by the Ministry of the Environment, the Ministry of Economy, Trade and Industry, and the Japan Business Federation.

CSR Europe

An organization that makes recommendations on guidelines and principles for the European Commission. As a leading European business network, it supports the CSR efforts of businesses, industries, governments, and NGOs



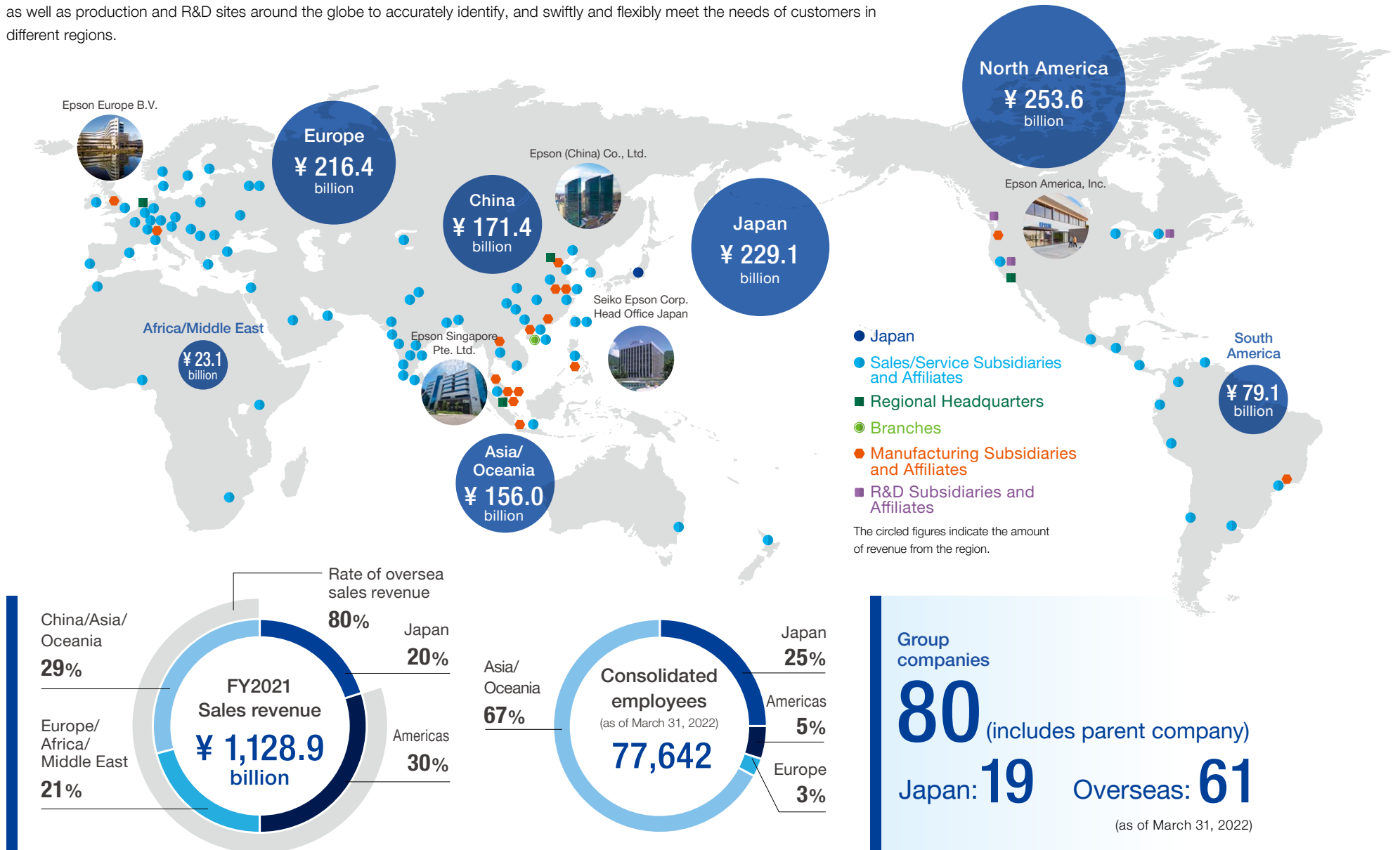
Pararesin Japan Consortium

This consortium was created to develop technology for, and promote the use of, biomass plastic that uses paramylon, a storage polysaccharide of the microalga Euglena.



Global Networks

In 1968, Epson established its first production site outside Japan, in Singapore. Today, Epson has sales and marketing sites, service sites, as well as production and R&D sites around the globe to accurately identify, and swiftly and flexibly meet the needs of customers in different regions.



Group Outline (current as of March 31, 2022)

Corporate Outline

Company name	Seiko Epson Corporation
Founded	May 18, 1942
Head Office	3-3-5 Owa, Suwa, Nagano Prefecture
Share capital	53,204 million yen
Employees	Epson Group: 77,642 person Seiko Epson: 12,630 person

Matters related to Company Shares

Total number of shares authorized to be issued	1,214,916,736 shares
Total number of shares outstanding	399,634,778 shares (including 53,445,399 shares of treasury stock)
Number of shareholders	39,337 persons

Major shareholders	Name	Number of shares held (Shares)	Shareholding ratio (%)
	The Master Trust Bank of Japan, Ltd. (Trust account)	78,047,300	22.54
	Custody Bank of Japan, Ltd. (Trust account)	25,447,000	7.35
	Sanko Kigyo Kabushiki Kaisha	20,000,000	5.77
	Seiko Holdings Corporation	12,000,000	3.46
	Mizuho Trust & Banking Co., Ltd., Retirement benefit trust, Mizuho Bank, Ltd. account, Beneficiary of the trust, Custody Bank of Japan, Ltd.	8,153,800	2.35
	Epson Group Employees' Shareholding Association	7,421,350	2.14
	Mikiko Kidosaki	6,855,302	1.98
	Custody Bank of Japan, Ltd. (Securities investment trust account)	6,285,800	1.81
	The Dai-ichi Life Insurance Company, Limited (Standing proxy: Custody Bank of Japan, Ltd.)	6,115,200	1.76
	STATE STREET BANK WEST CLIENT – TREATY 505234 (Standing proxy: Mizuho Bank, Ltd.)	4,686,577	1.35

* Although the Company holds 53,445,399 shares of treasury shares, the Company is excluded from the above list of major shareholders. (The ratio of the treasury shares held by the Company to the total number of shares outstanding is 13.37%.) Treasury shares do not include the Company's shares (170,607 shares) owned by the officer compensation BIP trust.

Notes

P4	¹ Source: IDC Worldwide Quarterly Hardcopy Peripherals Tracker 2022Q2 Share by Company	
	² Source: IDC Worldwide Quarterly Hardcopy Peripherals Tracker 2022Q2 Share by Company. Laser Printer: Mono Laser -90ppm, Color Laser -69ppm	
	³ Unit volume share for projectors with 500 lumens or more, excluding screenless TV products. Source: Futuresource Consulting Ltd.	
	⁴ Source: Epson research based on Fuji Keizai's "Reality and Outlook of Worldwide Robot Related Market 2021"	
	⁵ Source: Epson research based on CS & A LLC's "Worldwide Semiconductor Timing: Global Crystals & Oscillators, CY2020"	
P18	¹ Testing was commissioned by Epson and conducted by Keypoint Intelligence. Epson selected four competitor's models from worldwide top four best-selling vendor** in the 45-69 ppm color laser multi-function printer class. Epson WorkForce Enterprise WF-C20600 D4TW with 60 ppm. Devices were tested in default mode as per Keypoint Intelligence's proprietary standard energy consumption test methods. Calculations were based on a weekday workload of 2 x 4 hours printing + 16 hours in sleep/standby mode, and weekend energy use of 48 hours in sleep/standby mode. A total of 69 pages of workload test pattern using DOC, XLS, PPT, HTML, PDF files and Outlook email messages were printed six times in each four-hour printing period.	
	** Source: IDC's Worldwide Quarterly Hardcopy Peripherals Tracker 2020Q2, Units Share by Company	
	² The reduction ratio when comparing the TEC of the LX series (Japanese model number) of high-speed linehead inkjet multifunction printers with the standard TEC for 60-ppm machines given in the ENEGY STAR® Imaging Equipment Specification Version 3.0	
	³ Some water is used to maintain humidity inside the system.	
	⁴ Epson research based on data from commissioned survey conducted in March 2018 by SOMPO Risk Management & Health Care Inc.	
P39	⁵ This evaluation compares the impacts of a 30-ton machine and a 3-ton machine when producing 500,000 Epson printer parts per month. Calculations were checked using a method of Mizuho Research & Technologies Institute. Epson's AE-M3 (3-ton molding machine) produces two parts at a time and has a molding time of 694 hours, whereas the average 30-ton molding machine of other companies produces eight parts at a time and has an average molding time of 382 hours. The manufacturing, transportation, and disposal stages of products and accessories are not taken into account when calculating CO ₂ emissions. These are the estimated results of a hypothetical model based on Epson's actual results, and the calculation results may differ depending on the conditions of the customer's equipment and materials. Calculation conditions: Cubic volume of part was 0.5 cm ³ , plastic material was POM, the 30-ton machine was a composite imagined using the mean value of three representative models from other manufacturers, and the installation area was the molding machine installation space + incidental equipment + work space.	
	¹ Source: Same as the third note on P4.	
	P46	² Print speed of a WF-C21000 high-speed linehead inkjet multifunction printer. A4, landscape, single-side printing. Print speeds are measured in accordance with ISO/IEC 24734. Actual print times will vary based on system configuration, software, and page complexity
		³ Calculation conditions are the same as explained in the second footnote on P18.
		² Including peripheral equipment (hardware that connects to robots)
P49	³ Mold clamping force 40tons and under	
	⁴ Payloads up to 20 kg	
P52	² Displays high-definition images with 4K signal input and dual-axis pixel shift technology	
P63	⁵ Calculation conditions are the same as explained in the fifth note on P18.	
P67	¹ To promote the self-management of mental and physical health and achieve a balance between work and health among all employees	
	² Pay sufficient attention to safety to prevent impairment of health due to work or the work environment. Develop a vibrant workplace climate where there is good teamwork.	