

## 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.

## Our Purpose



**Our philosophy of efficient, compact and precise innovation enriches lives and helps create a better world.**

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.

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## Unlocking Epson's Potential

- Executing customer-centric strategies globally

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## FY2024 Performance Review

- Revenue and business profit were up year on year, but this was partly due to external factors such as foreign exchange rates, and profitability in some businesses is far from satisfactory

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## FY2025 Outlook and Challenges

- Risk of volatility due to markets and competition are carefully assessed, the results are reflected in the financial outlook, actions are taken to drive improvement

Feature Article

Financial Initiatives to Increase Corporate Value

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## Growth Strategy and Business Strategy Progress

- Commitment to customer-driven innovation
- Optimizing the business portfolio to accelerate growth
- Deepening sustainability management

Column

The Value That Fieri Provides

Examples

Practicing Sustainability (Europe &amp; America)

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## Challenges and Initiatives in Our Global Strategy

- Focus on the growth markets in the so-called emerging nations of Southeast Asia, South Asia (especially India), the Middle East, Africa, and Latin America

Column

Sales Strategy In Emerging Markets (Southeast Asia, India, Africa, South America)

Column

Manufacturing Strategy In Emerging Markets (Indonesia)

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## Strengthening Customer Relationships

- Move beyond one-time hardware sales and building ongoing relationships through services and other value-added offerings

Column

Strengthening Customer Relationships (Europe)

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## Team Management that Enhances Speed and Execution

- Emphasis on quality debate, rapid decision-making, and execution

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Director/Executive Officer Messages

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## The Power of People and Engagement

- Fostering a culture where diverse, self-driven talent can thrive, supported by both human capital management and health management

Column

Organizational Culture (Europe &amp; Africa)

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## To Our Stakeholders

- We are committed fully to combining Epson's tangible and intangible assets to establish stable profitability and enhance corporate value

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■ Publication date: December 2025

■ Period covered: April 1, 2024 to March 31, 2025 (Some information is from outside this period.)

■ Organizations covered: 89 Epson Group companies (including Seiko Epson)

\* "Epson" refers to the Epson Group, unless indicated otherwise.

\* Performance figures presented in this report are rounded down to the nearest display unit.

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■ Editorial Policy

Epson creates and publishes an integrated report to foster better understanding of Epson's corporate purpose among its shareholders, investors, and other stakeholders, as well as to create a virtuous cycle that helps Epson further enhance its corporate value by refining its strategies through discussions with stakeholders.

This year's Integrated Report was prepared with particular attention to insights gained from meetings with shareholders and investors, as well as to enhancing understanding of Epson's strengths as a global company.

■ Disclaimer

This report includes forward-looking statements, estimates, and plans. Projections herein are based on the best information available at the time of publication. Actual results may vary from those discussed.