

Philosophy and Vision

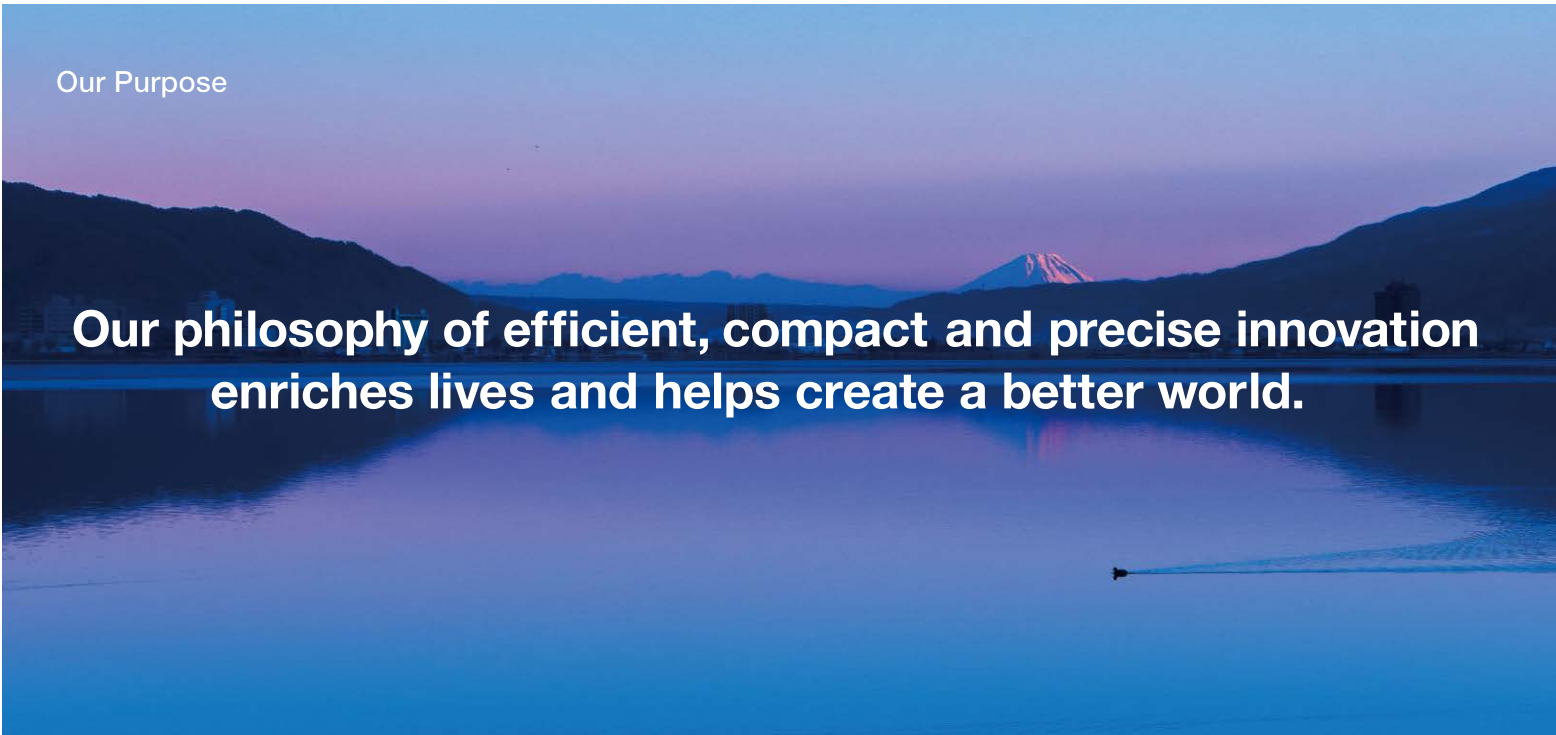
Management Philosophy

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.

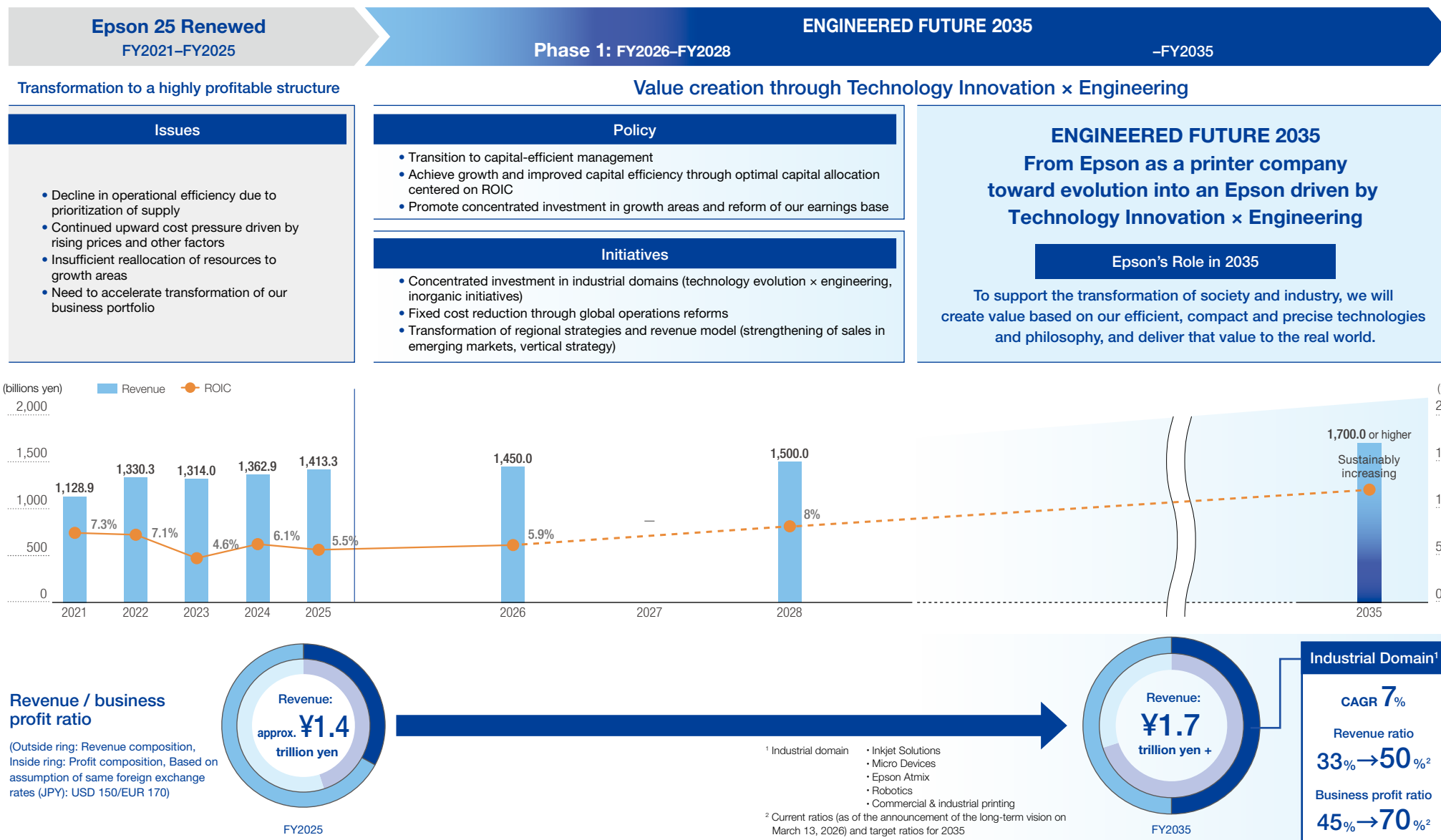
Origins of Value Creation

Since our founding in 1942, we have contributed to the development of industry and daily life by converting our original technologies into value, starting from solutions to societal issues. By evolving our belief in and philosophy of innovation, we have built strengths in precision microfabrication, MEMS, materials and processing technologies, and optical, sensing, and control technologies, as well as the capability to integrate these technologies into designs and bring them into real-world applications. These are sources of Epson's growth.



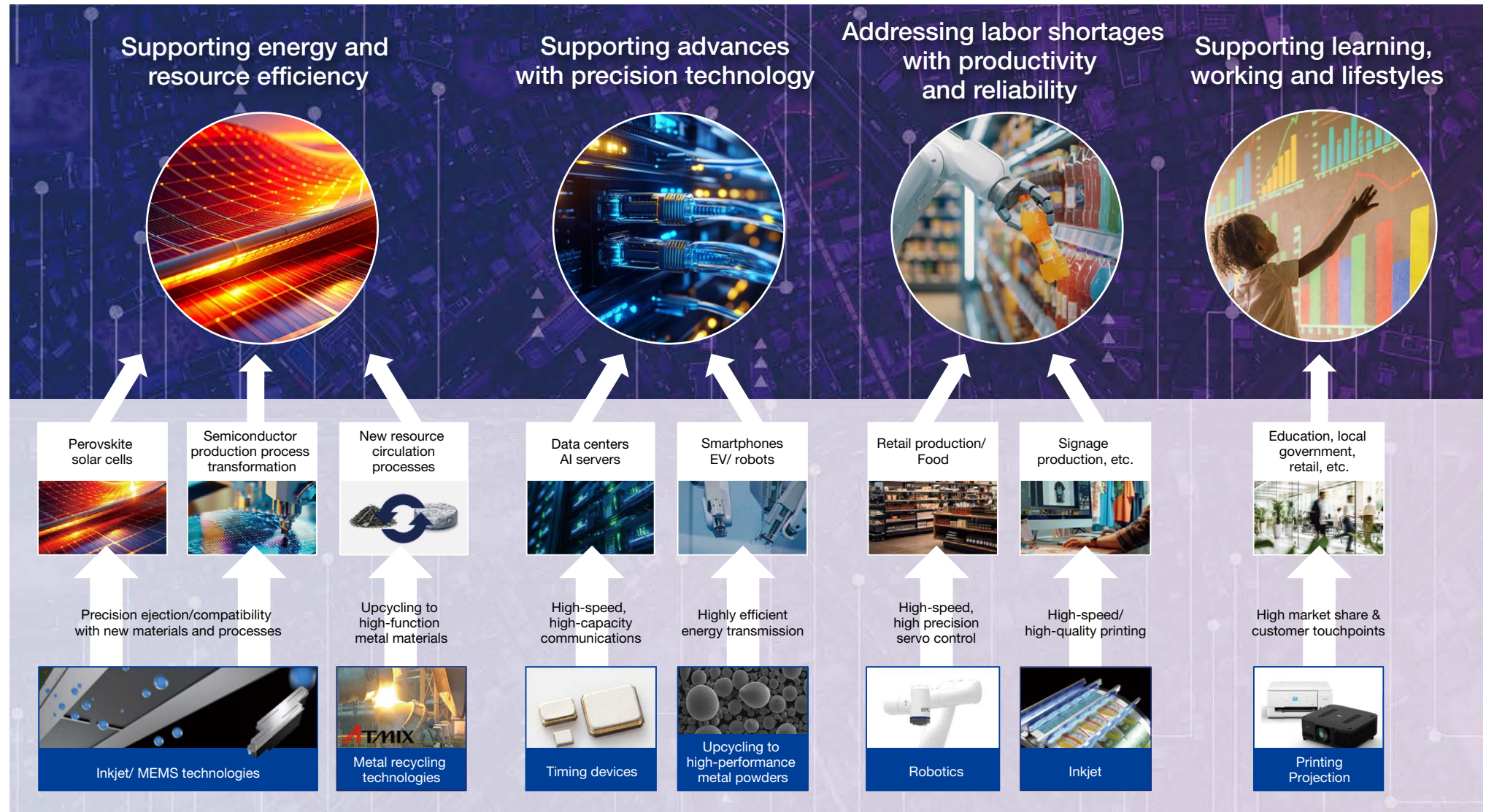
A History of Transformation to Enhance Our Corporate Value

Staying attuned to changes in society and the market, Epson has addressed management challenges in every medium-term management plan and has advanced the transformation of its business structure and management foundation. In the past, business that was centered on demand for paper printing accounted for approximately 70% of our sales. Looking ahead, the “Technology Innovation × Engineering” concept set forth in ENGINEERED FUTURE 2035 will form the foundation for our transformation into a company that achieves growth in industrial domains.



Value-Creation Domains in the ENGINEERED FUTURE 2035 Long-Term Vision

The figure below illustrates the four value creation domains envisioned by Epson and the application of our technologies we possess. The markets for services and products related to these four domains are growing rapidly, presenting us with major business opportunities. Rather than using technologies in isolation as individual points, we will deploy them three-dimensionally and in an integrated manner, creating value through technology, engineering and real-world knowledge.



Feature
Article

ENGINEERED FUTURE 2035: A Long-Term Vision Co-Created with Employees



“ENGINEERED FUTURE 2035” was shaped through repeated discussions on the direction Epson should pursue, conducted jointly by a study team comprising members of the management team and employee representatives. This Feature Article introduces the aspirations embodied in this long-term vision and the process through which it was developed.



Engaging with the front lines and envisioning the future

In developing ENGINEERED FUTURE 2035, we placed importance on the idea of not simply projecting the future as an extension of the past. The management team and the study team, comprising members from operations divisions and corporate divisions, examined

Epson's future from multiple perspectives, not only through internal discussions but also by visiting front-line sites in Japan and overseas to engage in repeated dialogue with customers, partners, and employees. At these sites, the teams felt anew the magnitude of

change in the business environment, including social challenges, shifts in industrial structures, and the pace of technological advancement. The teams also engaged repeatedly in discussions on what strengths Epson will leverage to deliver value to society. Through this process, ENGINEERED FUTURE 2035 took shape as a plan to evolve beyond the framework of a printer company and into a company centered on technologies and engineering. Throughout the study process, diverse perspectives spanning divisions and generations intersected, and honest dialogues between the management team and the study team were carried out repeatedly. By discussing issues not only from the perspective of participants' own departments but also from an overarching view of the company and even society as a whole, we were able to take an objective look again at Epson's strengths and challenges. For participants, the project also provided experience in thinking about management and the business from a higher-level perspective, as talent who will drive future growth. This act of envisioning the future while integrating diverse knowledge and on-the-ground insights symbolizes Epson's commitment to transformation. ENGINEERED FUTURE 2035 reflects the process by which employees and management envisioned the future together.

