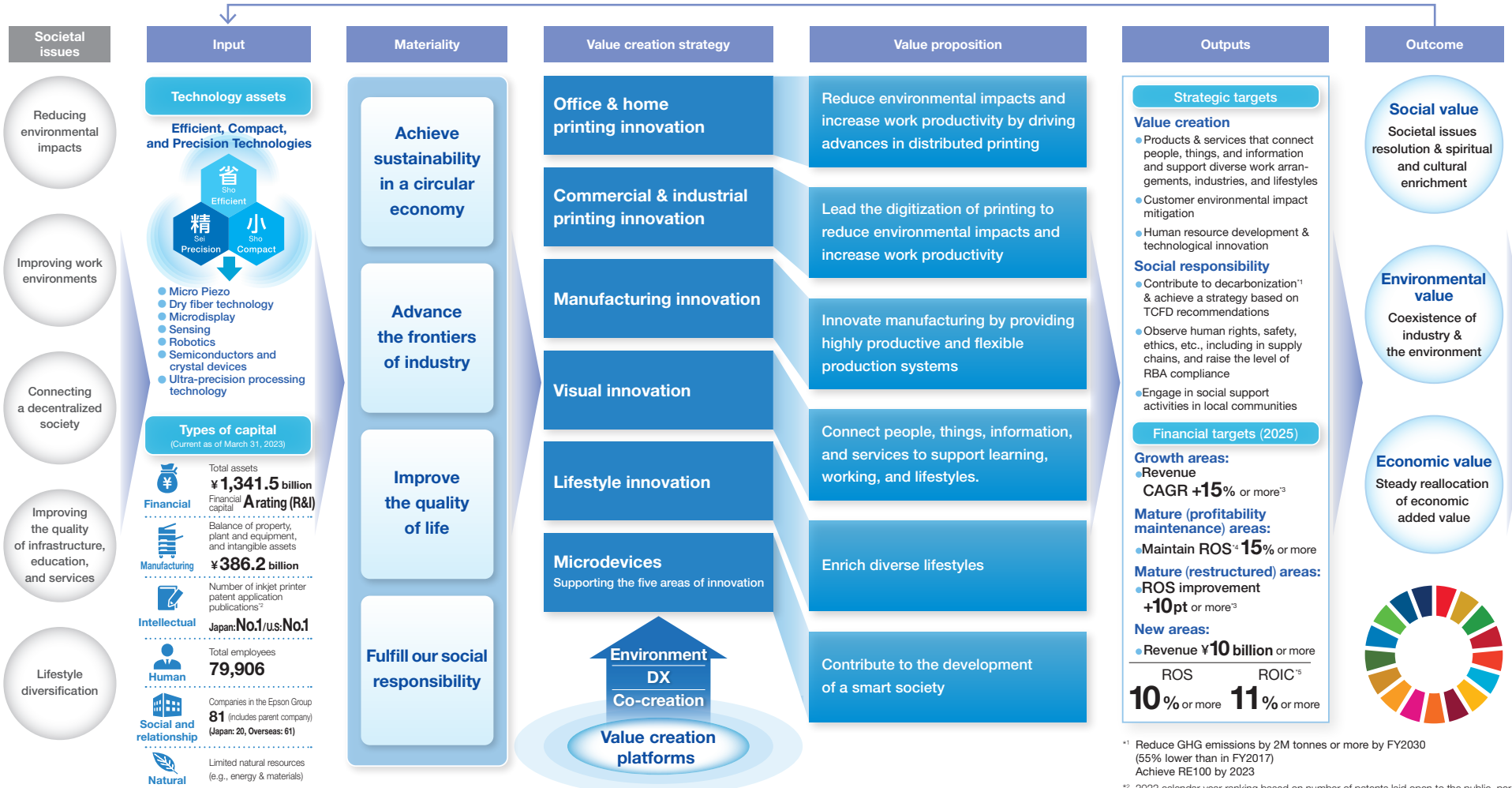


Sustainability and enriched communities



Societal issues

Reducing environmental impacts

Improving work environments

Connecting a decentralized society

Improving the quality of infrastructure, education, and services

Lifestyle diversification

Technology assets

Efficient, Compact, and Precision Technologies



- Micro Piezo
- Dry fiber technology
- Microdisplay
- Sensing
- Robotics
- Semiconductors and crystal devices
- Ultra-precision processing technology

Types of capital

(Current as of March 31, 2023)

Financial
Total assets
¥1,341.5 billion
Financial capital
A rating (R&I)

Manufacturing
Balance of property, plant and equipment, and intangible assets
¥386.2 billion

Intellectual
Number of inkjet printer patent application publications*
Japan: No.1 / U.S.: No.1

Human
Total employees
79,906

Social and relationship
Companies in the Epson Group
81 (includes parent company)
(Japan: 20, Overseas: 61)

Natural
Limited natural resources (e.g., energy & materials)

Materiality

Achieve sustainability in a circular economy

Advance the frontiers of industry

Improve the quality of life

Fulfill our social responsibility

Value creation strategy

Office & home printing innovation

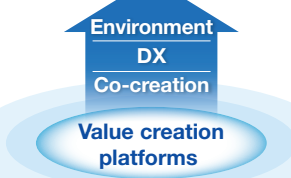
Commercial & industrial printing innovation

Manufacturing innovation

Visual innovation

Lifestyle innovation

Microdevices
Supporting the five areas of innovation



Value proposition

Reduce environmental impacts and increase work productivity by driving advances in distributed printing

Lead the digitization of printing to reduce environmental impacts and increase work productivity

Innovate manufacturing by providing highly productive and flexible production systems

Connect people, things, information, and services to support learning, working, and lifestyles.

Enrich diverse lifestyles

Contribute to the development of a smart society

Outputs

Strategic targets

Value creation

- Products & services that connect people, things, and information and support diverse work arrangements, industries, and lifestyles
- Customer environmental impact mitigation
- Human resource development & technological innovation

Social responsibility

- Contribute to decarbonization¹ & achieve a strategy based on TCFD recommendations
- Observe human rights, safety, ethics, etc., including in supply chains, and raise the level of RBA compliance
- Engage in social support activities in local communities

Financial targets (2025)

Growth areas:

- Revenue CAGR +15% or more³

Mature (profitability maintenance) areas:

- Maintain ROS⁴ 15% or more

Mature (restructured) areas:

- ROS improvement +10pt or more³

New areas:

- Revenue ¥10 billion or more

ROS 10% or more ROIC⁵ 11% or more

Outcome

Social value
Societal issues resolution & spiritual and cultural enrichment

Environmental value
Coexistence of industry & the environment

Economic value
Steady reallocation of economic added value



¹ Reduce GHG emissions by 2M tonnes or more by FY2030 (55% lower than in FY2017) Achieve RE100 by 2023
² 2022 calendar year ranking based on number of patents laid open to the public, per Epson research
³ YoY comparison
⁴ Business profit / revenue
⁵ Return on invested capital