Societal

Reducing environmenta impacts

Improving work environments

Connecting a decentralized society

Improving the quality of infrastructure. education. and services

Lifestyle diversification Input

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



Total assets

¥ 1.456.4 billion Financial A rating (R&I) Balance of property.



plant and equipment, and intangible assets ¥502.1 billion

Number of inkiet printer patents registered

Intellectual

Japan: No.1/U.S: No.1



Total employees 75,352

Social and

Companies in the Epson Group 89 (includes parent company) (Japan: 21, Overseas: 68)



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

Environment DX Co-creation

Value creation platforms

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 more¹³

Mature (profitability maintenance) areas:

• Maintain ROS 15% or more

Mature (restructured) areas:

 ROS improvement +10pt or more

New areas:

Revenue ¥10 billion or more

ROS

ROIC'5 **7%** or more **7%** or more Outcome

Social value Societal issues

resolution & spiritual and cultural enrichment

ustainability

and

enriched

0

ommunities

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 the transition to 100% renewable electricity in 2023

- *2 2023 calendar year ranking based on number of patents registered (per Epson research)
- *3 FY2020-FY2025 revenue
- *4 Business profit / revenue
- *5 Return on invested capital