

# Stakeholder Engagement

---

- 272 Stakeholder Engagement [⌵](#)
- 275 Shareholders & Investors [⌵](#)
- 277 Local Communities [⌵](#)
- 278 Business Partners & Consortia [⌵](#)

# Stakeholder Engagement

## Striving to create sustainable competitiveness and resilience as a company and build relationships based on trust.

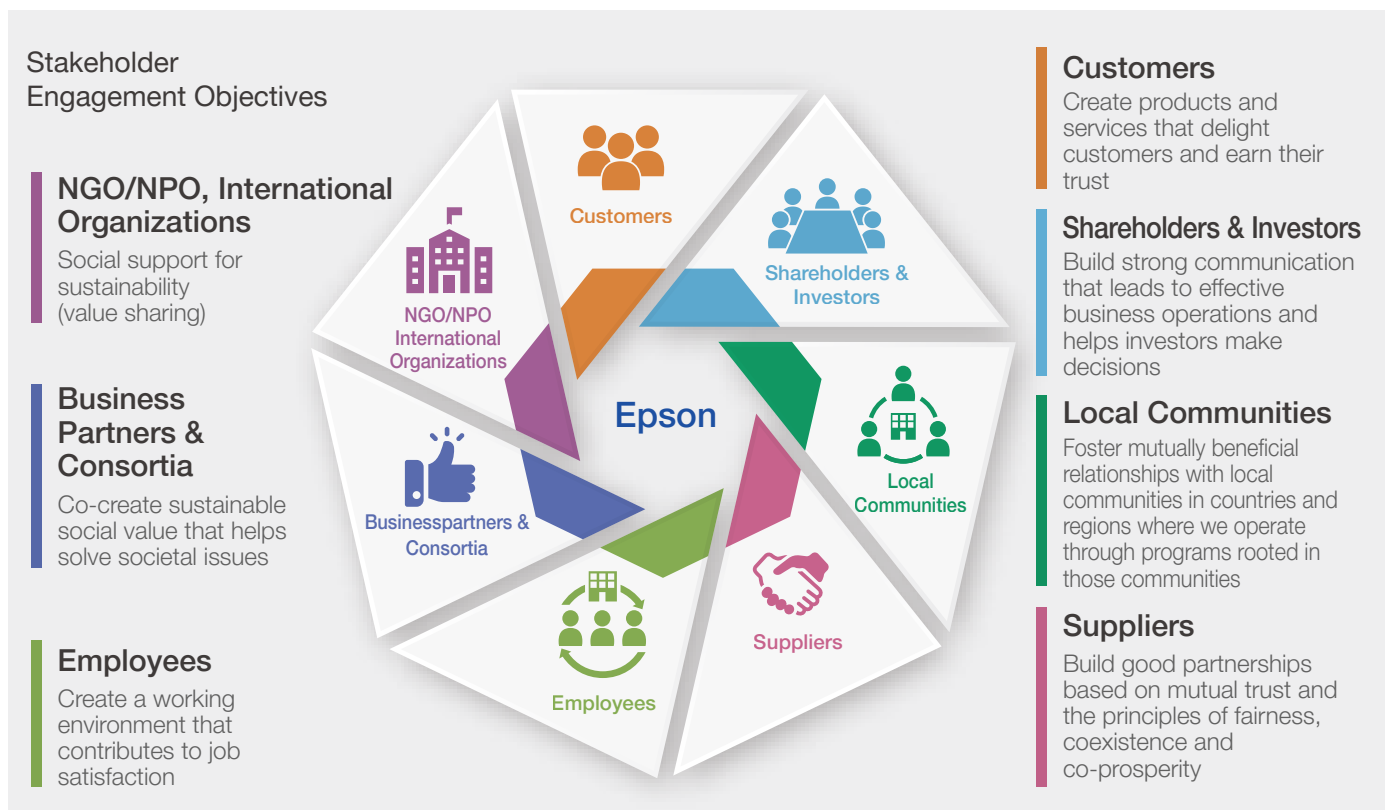
To guide its businesses toward solving societal issues, Epson believes it is important to understand and reflect the expectations of stakeholders in its strategies while also striving to create sustainable competitiveness and resilience as a company and build relationships based on trust.

Stakeholder engagement<sup>1</sup> is an important bridge that connects Epson with stakeholders. Epson provides the following three types of value to all stakeholders:

Social Value	Environmental Value	Economic Value
Societal issue resolution & mental and cultural enrichment	Coexistence of industry & the environment	Steady reallocation of economic added value

We contribute to society by focusing on the priority areas of the environment, education and culture, and life and community in line with the following three basic principles:

- Contributing to the SDGs
- Achieving sustainability and enriching communities
- Developing programs rooted in local communities around the world



<sup>1</sup> Companies-stakeholder discussions Engagement enables companies to understand the interests of stakeholders and influences the company operations and decisions.

## Shareholders & Investors



To proactively engage investors and individual shareholders in order to build strong communication that leads to sound business operations and investment decisions.

To further strengthen the disclosure of information and means of interaction in response to market demand.

## Customers



To create products and services that delight customers and earn their trust and, moreover, to try to create value by strengthening communication and working jointly with customers toward further improvement.

## Suppliers



We seek to maintain mutually beneficial, trusting relationships with our suppliers, as they are essential partners in realizing our Management Philosophy. At our home base of Nagano and at our major overseas production sites, we hold annual supplier conferences to share our business and procurement policies. Members of Epson's executive management team endeavor to strengthen supplier cooperation by listening directly to supplier concerns and deepening mutual understanding.

We also evaluate suppliers every year and support their efforts to improve to help fulfill our responsibility to society.

## Employees



Our employees underpin everything we do. Accordingly, we are effecting changes in the organizational culture to create a dynamic, vibrant environment in which to work.

- Hold discussions to encourage free and open communication
- Perform organizational climate assessments and mental health assessments
- Issue messages from the president and collect opinions and thoughts from employees

## Business Partners & Consortia



Solving social issues and achieving sustainability require collaboration with partners who have their own fields of expertise. So, we are strengthening co-creation and building broad partnerships.

- Pararesin Consortium
- Smart City Aizuwakamatsu
- Kita-Kyushu innovation center
- Tokyo Shibuya Point 0 open platform
- Shinshu University (small-scale recycling living innovation), etc.

## Local Communities



In addition to traditional donations and support, we will continue programs that lead to sustainable coexistence in collaboration with communities and organizations around the world.

- Support for the Tobitate Japan Scholarship Program, Seiji Ozawa Matsumoto Festival, museums, and photo contest
- Sponsorship of Matsumoto Yamaga FC, community cleanups, festivals, Lake Suwa fireworks
- Assistance for students and development of local human resources through the Epson International Scholarship Foundation and Epson Information Science Vocational School

## NGO/NPO, International Organizations



Engage in value creation activities with various groups to contribute to social sustainability

- Wild Bird Society, tree planting, coral transplantation, environmental education for children, ink cartridge joint collection
- Fantas Aquarium, blood drives, and support for sports for persons with disabilities (intellectual and physical) and local hospitals

# Shareholders & Investors

## Discussions with Shareholders and Investors

- Encouraging sound investment decisions and improving the quality of management -

### IR/SR Policies and Guidelines

At Epson, we recognize that to sustain growth and increase corporate value long-term, we must increase the transparency of management and forge lasting partnerships and relationships of trust through honest dialogue with stakeholders. Accordingly, we have articulated a policy on the disclosure of information to shareholders, investors, and other stakeholders and, in line with this policy, are enhancing our investor relations and shareholders relations (IR & SR) and engaging in constructive dialogue.

The president, the officer in charge of IR & SR, or managers in the IR & SR organizations or other relevant departments represent Epson in dialogue with shareholders and investors. Directors, including outside directors, may also participate within reason. Feedback gained from talks with shareholders and investors is shared with the executive management team and is used to improve management quality.

Although the number of shareholders and investors we can directly communicate with is limited, we are actively using tools such as reports and websites to convey our ideas to as many people as possible. We are focusing particularly on creating a website that can deliver information to a large audience simultaneously and are constantly updating sustainability information as well as IR information.

### IR Basic Cycle



\* This cycle is subject to change.

### Other IR-related Activities

- Examine improvements to IR & sustainability tools and information
- Release shareholders' meeting materials early and enhance the content
- Provide English language information to overseas investors
- Update and enhance the sustainability website
- Ensure compliance with the Corporate Governance Code and disclose actions taken

### Analyst and Investor Meetings

#### FY2023 Meetings

Total Meetings **255**  
 ▶ Japan **134** ▶ Overseas **121**

	FY2020	FY2021	FY2022	FY2023
Japan	153	135	142	134
(SR interviews*)	13	6	18	18
Overseas	82	104	127	121
Total	235	239	269	255

\* SR interviews included in Japan (domestic) meetings.

## FY2023 Engagement Activities

---

### Initiatives to Increase Interest in Epson

Epson actively engages in IR activities to make shareholders and investors aware of Epson and help them understand our growth strategy and business environment.

In FY2023, in addition to 1-on-1 style meetings with sell-side analysts and institutional investors, Epson held small meetings with the CEO and CFO, as well as small meetings for the visual communications business, where progress in business structure reform has been made ahead of schedule and profitability has improved. We have also increased the number of online and hybrid formats of these meetings, so that more people can attend.

We will continue our efforts to make Epson known to more people in the future.

### Discussion between Institutional Investors and Epson's Outside Directors

In February 2024, we hosted a fourth discussion between institutional investors and all six of our outside directors. In FY2021 and FY2022, the discussions were held online, but this year's event was face-to-face, which was conducive to more in-depth discussions. During the event, both the institutional investors and the outside directors engaged in a lively debate about what they see as the challenges we face in increasing corporate value. Providing opportunities like this for the outside directors and institutional investors to deepen mutual understanding will help to enhance the effectiveness of the company's board of directors. We plan to continue to hold such discussions because we believe that disclosing the nature of the discussions as fully as possible will help us to gain stakeholder trust.

### Discussions Aimed at Increasing Epson's Corporate Value

Epson improved its management of issues that became apparent last fiscal year (FY2022) based on discussions and societal trends. We reported progress on these issues, including those listed below, in Epson's Integrated Report 2023 and elsewhere.

- Roadmap for embedding the corporate purpose internally
- Materiality opportunities and risks, KPIs, and value creation strategies associated with them
- Human capital and diversity in accordance with the disclosure framework.

In the 2023 fiscal year, we discussed with shareholders and investors information disclosed in materials such as the Integrated Report. In addition to receiving feedback about the actions we have taken to improve management, we received valuable suggestions for further improvement in areas such as those listed below.

- Calculation and disclosure of avoided GHG emissions through products & services
- Human resource strategy linked to management and DX strategies
- Progress in driving digital transformation
- Enhanced disclosure of biodiversity and human rights initiatives, etc.

The results of discussions are reported to the Sustainability Strategy Council and board of directors and are used to further improve management. The response of capital markets to our earnings announcements are reported at corporate management meetings. In addition, the feedback and requests that we receive directly from shareholders and investors after earnings announcements are shared through weekly reports and other internal channels. This helps us to better understand investors' concerns and areas of interest. We use these insights to develop actions that will improve our business activities and disclosures.

## Local Communities

### Cooperation with Local Communities

#### Nagano / Collaborating with Local Government to Host a Triathlon

##### Program

Local governments in Suwa and surrounding cities in Nagano Prefecture, along with local chambers of commerce and industry and the Nagano Prefecture Triathlon Association, partnered to organize and host the second Suwako 8Peaks Middle Triathlon, in June 2024. In addition to supporting race operations by using its GPS and sensor technology to monitor the athletes' location and safety, Epson also provided them with reports containing motion analysis data on things such as their running form during the race. By providing the athletes not only with their own race times but also with data they can use to benchmark themselves against other competitors, Epson is helping to motivate the athletes to compete again the following year, enhancing the attractiveness of the region, and revitalizing the community.

##### Passing on the Beauty of Lake Suwa and the Yatsugatake Mountains to the Next Generation

###### Takuya Kojima

Executive Director Triathlon Organizing Committee



The Suwako 8Peaks Middle Triathlon was realized through the cooperation of the three municipalities that surround Lake Suwa and that want to restore the lake to its former glory and the three municipalities that spread along the foothills of the Yatsugatake mountain range and that want to make the area a Mecca for road biking. We intend to make the triathlon a tradition for passing on the beauty of Lake Suwa and the Yatsugatake Mountains to the next generation. We look forward to continuing to work with Epson to make the tournament a success.

#### Societal Issues and Value

##### Specific Activities and Approaches

We aim to promote health and improve the quality of life for people of all ages by providing them with a safe environment to engage in sports of all kinds, including triathlons, and by offering advice on how to improve their exercise habits.

##### Key Points of the Value Provision

- Real-time monitoring of athletes
- Visualization of athletes' exercise information to improve their skills
- Improvement of operational efficiency through optimal staffing



## Business Partners & Consortia

### Fostering Creativity and Confidence Through the Joint Development of “Programapping”

#### Japan / Contributing to the Development of Next-Generation Human Resources Through a Digital Education App

##### Independent, Interactive, Deep Learning

Epson Sales Japan and Uni-Ty Inc. have jointly developed an app for students that contributes to the development of digital human resources. We believe this app is an effective means for improving lessons, aligning with the guidelines of Japan’s Ministry of Education, Culture, Sports, Science and Technology to cultivate qualities and abilities through independent, interactive, and deep learning.

Epson Sales Japan and Uni-Ty Inc. have jointly developed an app for students that contributes to the development of digital human resources. We believe this app is an effective means for improving lessons, aligning with the guidelines of Japan’s Ministry of Education, Culture, Sports, Science and Technology to cultivate qualities and abilities through independent, interactive, and deep learning.



##### Collaborating Partners

- Uni-Ty Inc.
- The Open University of Japan
- Board of Education

##### Specific Activities

- Joint Development of Programapping
- Practical lessons at elementary schools
- Building a Programapping website and instructing teachers
- Raising awareness in the educational field through educational media

##### Societal Issues and Value

Programming classes have traditionally taught logical thinking but have not sparked independent and interactive learning.





## Message from a Partner

### Hirofumi Ogiya

Director and Sales Division General Manager  
Uni-Ty Inc.



Children are full of ideas. We developed Programapping in collaboration with Epson Sales Japan to give children an avenue to tap into those ideas and create original projection mapping content by combining programming thinking with expression and production activities.

I feel that the user-friendly interface and design, insights into which were gained in the development of education apps in our Play & Learn! series, have helped Programapping win over children.

## Collaboration with International Consortia

- Co-creation of sustainable social value that helps solve societal issues -

### CSR Europe

#### Participation in Sustainability Activities in Europe

CSR Europe is 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 business, industry, government, and NGOs. Epson Europe B.V. joined CSR Europe in 2017. Since then, Epson Europe has been participating in the building of a global network and the creation of sustainability policies for a sustainable future and sustainable business growth.

