

Stakeholder Engagement

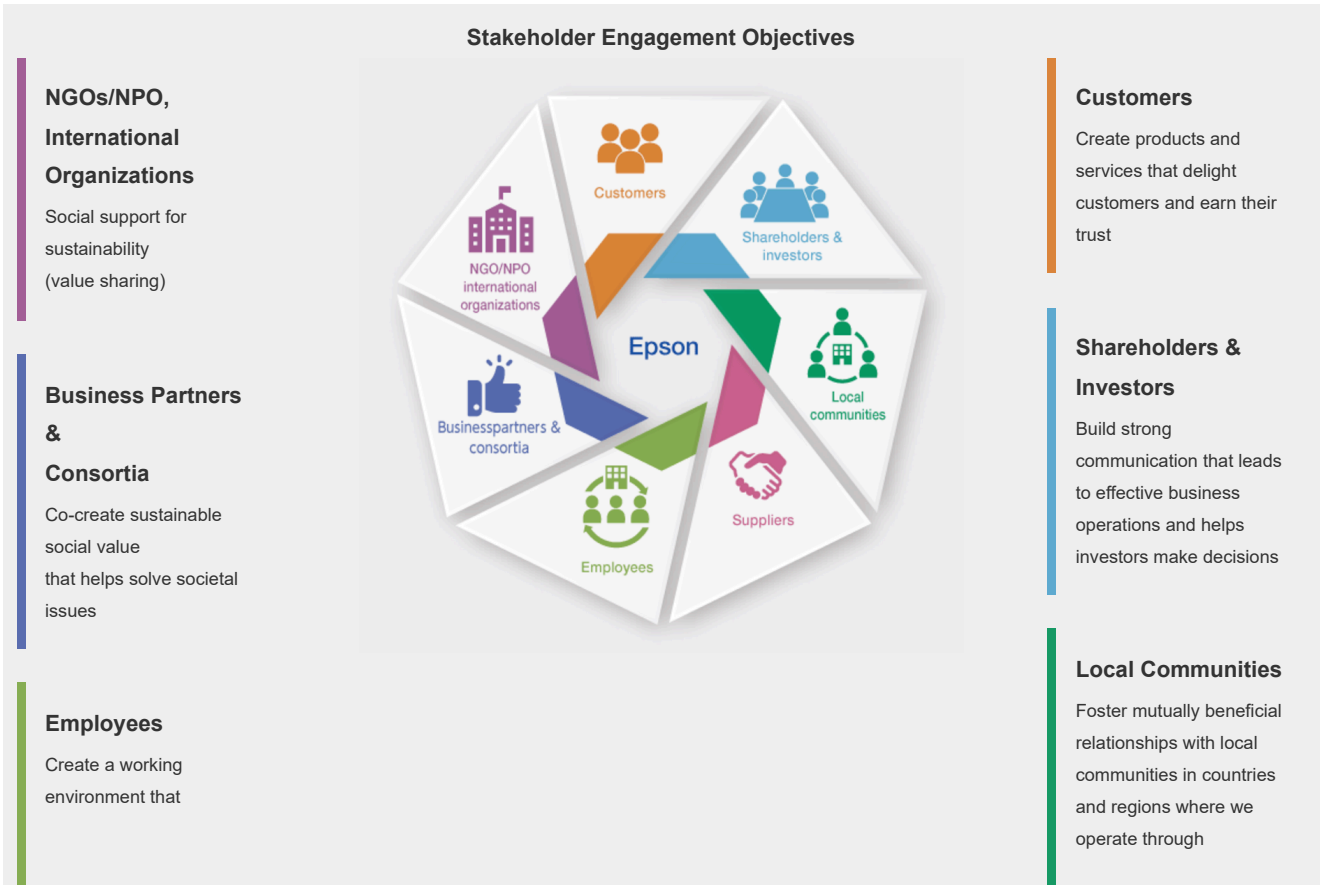
To guide its businesses toward solving societal issues, Epson believes it is important to understand and reflect the expectations of stakeholders in its strategies while also striving to create sustainable competitiveness and resilience as a company and build relationships based on trust.

Stakeholder engagement¹ 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:

- Contribute to the achievement of SDGs
- We aim to realize a sustainable and spiritually rich society.
- Engage in social support activities in local communities



contributes to job satisfaction

programs rooted in those communities

Suppliers

Build good partnerships based on mutual trust and the principles of fairness, coexistence and co-prosperity

¹ 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.

Main Initiatives

[Investor Relations →](#)

[Inclusion in SRI Indices and Rating →](#)

Customers →



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

Main Initiatives

[Customer Satisfaction →](#)

[Quality Improvement →](#)

[Product Safety →](#)

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.

Main Initiatives

[Communication & Training →](#)

[Supplier Guidelines →](#)

[Supply Chain Initiatives →](#)

[Responsible Sourcing of Minerals →](#)

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

Main Initiatives

[Labor-Management Relations →](#)

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

Main Initiatives

[Business partners/Consortia](#) →

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

Main Initiatives

[Basic Concept of Social Support Activities](#) →

[Discussions with Local Citizens](#) →

NGOs/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

Main Initiatives

[NGOs/NPOs, International Organizations](#) →

[ESG Data](#) →

[Standards Comparison](#) →

[Sustainability Report](#) →

[Integrated Report](#) →

NGOs/NPO, International Organizations



NGOs/NPO, International Organizations

- Social support for sustainability (value sharing) -

Tonga / JICA: Using banana paper (turning waste into a valuable resource)

Independent, Interactive, Deep Learning

Epson was impressed with a program to deliver original picture books that was planned by the Japan Overseas Cooperation Volunteers of the Japan International Cooperation Agency (JICA) and offered to use its Micro Piezo inkjet technology to print and bind the books free of charge. The books, which were distributed to schools in Tonga in early July through the JICA and the Embassy of Tonga, will be used to educate children about the SDGs. In addition, 1% of the paper purchase price will be donated to an environmental protection organization through the supplier of the banana paper used for the picture book.

Cooperating Partners

- JICA Komagane Training Center, Tonga volunteers
- Embassy of Tonga
- One Planet Café
- Epson Mizube Corporation
- Seiko Epson Corporation

Form of Involvement

- Produce original Tongan picture books from an SDG perspective
- Coordinates with the Japanese government & Tonga
- Provides banana paper printing media
- Prints books on inkjet printers
- Overall planning & coordination

Issues Addressed and Benefits

Activities and Approach

Discussions with JICA Tonga volunteers turned from hardware support in the form of printing to the idea of creating value from waste, and Epson is now helping to realize a circular economy in Tonga and Africa by using banana paper produced from the fibers in banana tree trunks (actually pseudo-stems), which are normally burned as waste, and using paper made from used office paper with Epson's PaperLab dry process office papermaking system.



Value Provided

- Gave tangible shape to the vision of JICA volunteers
- Provided SDG learning materials utilizing Epson's printing and papermaking technology
- Donated 1% of banana paper purchase price to environmental group

Independent, Interactive, Deep Learning

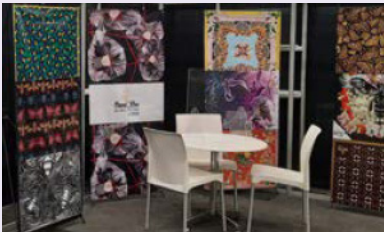
Epson is supporting the efforts of Mexican NPO Bee2Be to protect endangered Melipona bees. Bee2Be uses sales of honey to help fund its protection efforts. Epson contributes additional funding by working with designer Anna Fusoni to produce and sell scarves designed with bee motifs. This initiative also provides employment to local women. Epson supports the production of scarves and other products with digital printing technology, contributing to the generation of steady income for local citizens and this NPO.

Cooperating Partners	Form of Involvement
- Bee2Be (NPO) - Designer Anna Fusoni - Local women - Epson de Mexico, S.A. de C.V.	- Secures funding for the protection of endangered bees and organizes programs to expand employment - Designs scarves and other items of clothing with a bee motif - Participates in local protection efforts & sales and acts as local guides - Provides printers and technical support for digitally printed scarves, etc.

Issues Addressed and Benefits

Activities and Approach

We collaborated with others to provide new benefits to an initiative that lacks financial resources and people, thereby raising awareness and securing funding for an initiative that provides local jobs.



Value Provided

- Supported a sustainable conservation initiative that creates revenue
- Created a new business model by selling goods such as scarves designed with a bee motif
- Provided new jobs and employment

Business Partners & Consortia



Collaboration with Business partners

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

Japan: Fostering Creativity and Confidence Through the Joint Development of "Programapping"

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.



Cooperating Partners

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

Form of Involvement

- 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

Issues Addressed and Benefits

Activities and Approach

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





Message from 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.



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 sustainability reporting (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 meet in person is limited, we are actively using tools such as bulletins 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 and IR information.

Analyst and investor meetings



	FY2021	FY2022	FY2023	FY2024
Japan	135	142	134	136
(SR interviews*)	6	18	18	9
Overseas	104	127	121	112
Total	239	269	255	248

* SR interviews included in Japan (domestic) meetings.

IR Basic Cycle



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

FY2024 Engagement Activities

Providing Investors with Information to Deepen Their Understanding of Epson

The reality is that Epson's business is not sufficiently recognized by global investors.

We are thus working to improve our corporate website to help more investors gain a deeper understanding of Epson. Toward this end, we have launched a new feature section that offers a clear overview of Epson to augment the financial results materials, business strategy presentations, and data that we have been providing all along. This new section, titled **"Epson in 5 Minutes"** ➡ present information about aspects of our businesses, including their composition, competitive strengths, and market positioning in a concise and straightforward manner.

We plan to continue to enhance our communications to help a broad range of investors gain a deeper understanding of Epson and our business activities.

Discussions aimed at increasing Epson's corporate value

Epson has made management improvements in response to the issues identified through dialogue and social trends in the previous fiscal year (FY2023), and has disclosed the progress of these improvements, including the following, in the Integrated Report 2024 and other reports.

In response to suggestions from the discussions based on the Integrated Report 2023, we have enhanced the disclosure of the following items.

- Calculation and disclosure of GHG reduction contribution
- DX progress
- Human resource strategy linked to management strategy
- Enhanced disclosure of human rights initiatives

Based on the information disclosed in the Integrated Report and other reports, we held dialogues with our shareholders and investors in FY2024, and as a result, we received evaluations of our efforts to improve management to date and valuable feedback for further improvement.

- Environmental initiatives
- DX progress
- Human Resource Strategy

The results of the dialogue are reported at the Sustainability Strategy Meeting and Board of Directors meetings and utilized for further management improvement. In addition, we report the capital market's reaction to the announcement of financial results to the Management Committee, and we also share the opinions and requests we receive directly from shareholders and investors after the announcement of financial results internally through weekly reports and other means to promote understanding of investors' concerns and issues, and to use them as a reference for our business activities and efforts to improve disclosure.

Customers



Creating Value with Customers

- Creating products and services that delight customers and earn their trust -

Hankyu Hanshin Department Store / Revitalization of sales floors and events with textile printing and projection

Creating New, Digitally Enabled Customer Value

An Epson digital textile printer and projectors were used at Kimono Creation, an event held in collaboration with Hankyu Hanshin Department Store and Digina, a textile printer, kimono production, and sales company. Unique Yukata designed by creatives were selected and printed on-demand. The yukata were displayed virtually, allowing the store to limit the number of physical samples and save sales floor resources.

Epson's digital technology led to sales by enabling designers to physically reproduce their designs and shoppers to choose from a variety of designs.



Getting Shoppers to Stop

International Fashion Sales
Manager, Gofuku Sales Department
HANKYU HANSHIN DEPARTMENT
STORES, INC.

Hidenobu Yamamoto

In retail stores, it is important to get customers to stop. Visual presentation is a tried-and-true tactic for getting shoppers to stop, and this is where projection excels. In addition, projection not only captivates shoppers but also has environmental benefits because it reduces waste that accompanies store displays.

We also expect digital textile printing to create new product categories and bring new value to the kimono industry, which has been shrinking in recent years.

Reinventing Stores and Sales Floors



Projection was used in this sales floor event to minimize the resource waste that accompanies in-store displays. Six yukata, each a unique prize-winning design printed using an Epson digital textile printer, were displayed.

Projection mapping was used to display additional yukata designs recruited from the designer community, giving shoppers a selection of some 90 designs from which to choose. By discussing the customer's wishes and exploring the future of in-store displays with them, we suggested a new way to advertise on the sales floor so that the customer can eliminate waste from unsold items and produce effective displays in limited space.

Efforts like this will lead to the creation of new styles and value in store decoration, apparel design, commercialization, and sales.

Dialogue and Creative Activities

Digital printing and projection applications for the office have rapidly expanded, and in unexpected directions.

We at Epson will put even greater emphasis on dialogue with customers and business partners in order to discover these endless possibilities. This event with Hankyu Hanshin Department Store and Digina was the embodiment of collaboration and good communication.

In a digital world, it is not uncommon for new value to be created with a sudden idea or for a new business model or market to be created in a blink of an eye. The speed with which the world is changing makes it especially important to listen to our customers and partners, improve our products, and create new cultures.



Expanding Horizons

Digina Corp.

Hisakatsu Iuchi

We simply asked for submissions for the event and were surprised to quickly receive nearly 100 entries. It again showed that, if you connect digitally, word about creative events like this will spread far more widely than before. I also realized that they have even greater potential, so I want to try to gradually expand the scope of activities. Digital collaboration will enable us to protect our precious craftspeople and leave traditional techniques on a digital platform for future generations.

Local Communities



Cooperation with Local Communities

- Value creation that leads to solutions to the issues in each region -

Africa/Epson Signs Four MOUs with the Government of Senegal and African Private Enterprises at TICAD9

Seiko Epson Corporation signed four Memorandums of Understanding (MOUs) with the Government of Senegal and African private enterprises during the 9th Tokyo International Conference on African Development (TICAD9), held from August 20 to 22 at Pacifico Yokohama in Kanagawa, Japan. These MOUs pertain to pilot projects utilizing projectors in the fields of education and agriculture.

Epson, leveraging its expertise in the use of projectors in education, has been conducting pilot projects in developing countries since 2022. The aim of these pilot projects is to reduce educational inequality caused by regional and social differences. Through the swift implementation of the newly signed MOUs and the creation of sustainable business models, Epson will continue to help solve local societal issues and revitalize regional economies as it works toward achieving sustainability and enriching communities.



Group photo of signatories at The Commemorative Ceremony for Signed Cooperation Documents at TICAD9 (August 21)

Provided by Japan External Trade Organization (JETRO)

Reference

[The Commemorative Ceremony for Signed Cooperation Documents at TICAD9 List of Documents](#)

South Africa / Establish local economy and employment with giving digital printing skills

Independent, Interactive, Deep Learning

Epson South Africa has established a new venue with great potential to support the local community.

Retrain and Reimagine is a new initiative that will look to support individuals to learn new skills.

Unemployment is >32% in South Africa and this initiative will offer valuable knowledge and experience to the individual and more broadly benefit society.

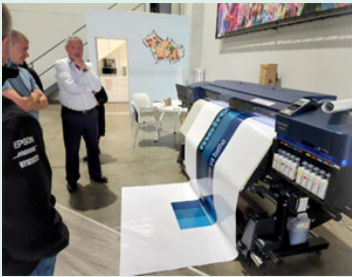
Epson South Africa will seek to work with local companies and education institutions to develop this initiative. Through a partnership with Print SA, the printing industries federation of South Africa, Epson South Africa will have the ability to contribute to and sponsor individuals to attend learning programmes which will prepare them to enter the printing industry.

For	Form of Involvement
• Students • Artists • Entrepreneurs • Business partners	• Sponsorship to attend learning programs • Free use of the Epson Commercial and Industrial Facility • Expert advice about specialized printing applications (signage, textile and photo printing, etc.) • Technical support for production workflows

Issues Addressed and Benefits

Activities and Approach

In a region suffering heavy unemployment, we support new businesses and creativity by providing students, young entrepreneurs and artists with learning programs, expert advice and technical support about specialized printing applications and production workflows.



Value Provided

- Support for new product and value creation
- Support new business start-up
- Support employment through skill acquisition

Nagano / Collaborating with local government to host a triathlon

Independent, Interactive, Deep Learning

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.

Issues Addressed and Benefits

Activities and Approach

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.



Value Provided

- Real-time monitoring of athletes
- Visualize athletes' exercise information to improve their skills
- Improve operational efficiency through optimal staffing
- Offer safety and added value that enhance the value of the event itself and support community development activities

Japan / Discussions with Local Citizens

Seiko Epson and group companies hold opinion exchange meetings, inviting people from the regions where we have bases.

We strive to build good relationships of trust by helping people deepen their understanding of Seiko Epson business, environmental activities, and risk management system, while also actively listening to the needs and issues of the local community. Every year, we invite the mayor of Fujimi Town, Nagano business, and other local officials to our Suwa Minami and Fujimi business for tours and discussion meetings.

The tours include environmental facilities in Suwanami and the IJS Studio and SCF (Solution Center Fujimi) in Fujimi, where participants are introduced to actual machines and technologies to help them understand the social value that our company provides.

In addition, the meetings are a time for lively exchange of opinions that will lead to the development of both the local community and the company.



Related Information

[Eco Communication](#) ➔