

Epson Group

# Sustainability Report 2025



## Purpose

### 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.

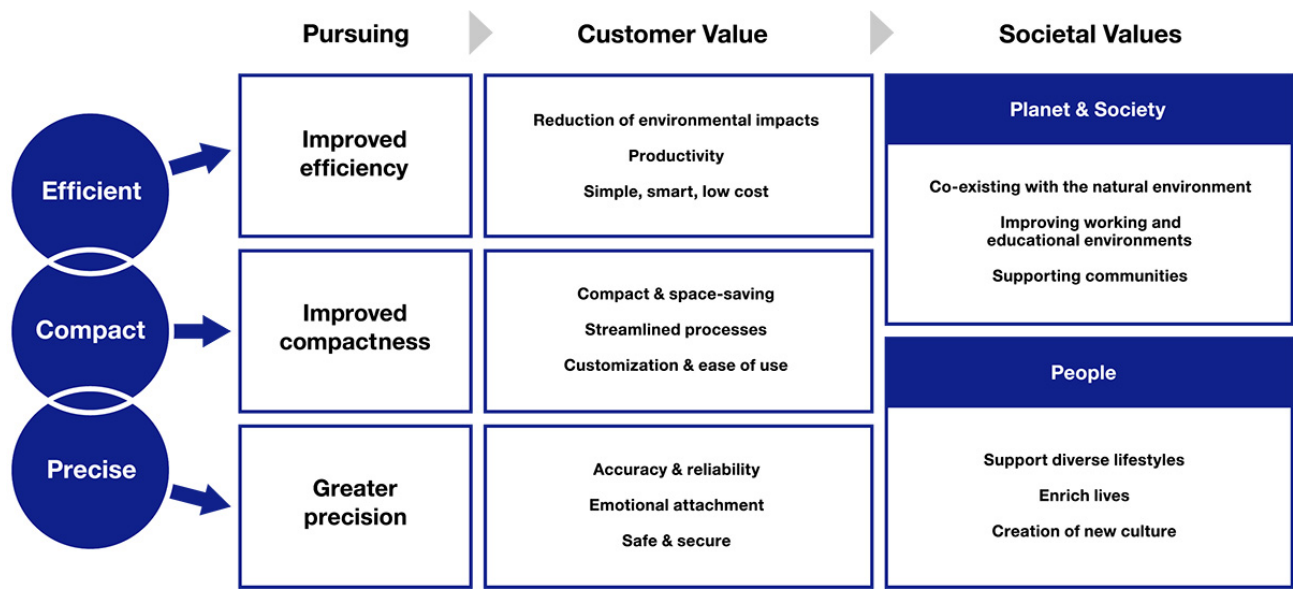
We firmly believe that energy saving solutions, space saving innovation and ultra-high precision help to protect the natural environment and enrich communities. With our philosophy of efficient, compact, precise innovation, we deliver more meaningful value that enriches lives and helps create a better world.

We will continue to strive towards realizing this purpose.



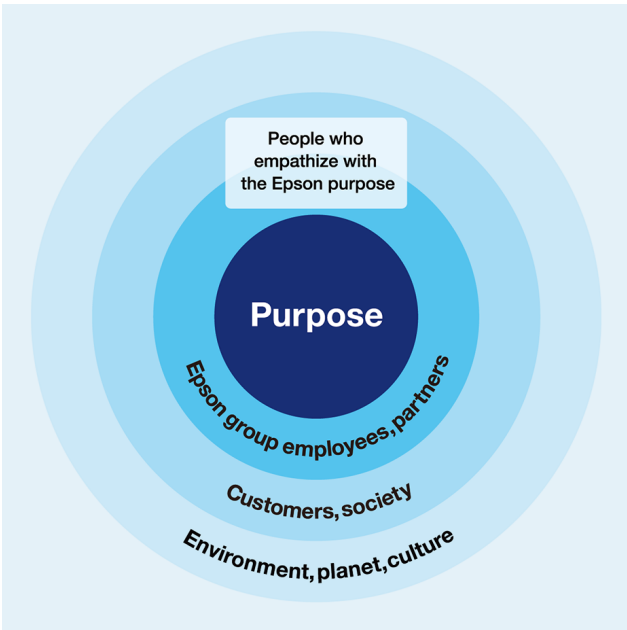
Value Proliferation from “Efficiency, Compactness, and Precision”

Our products and services, based on our unique philosophy of efficiency, compactness, and precision, create meaningful customer value that extends to the wider world.



Our Relationship with Society

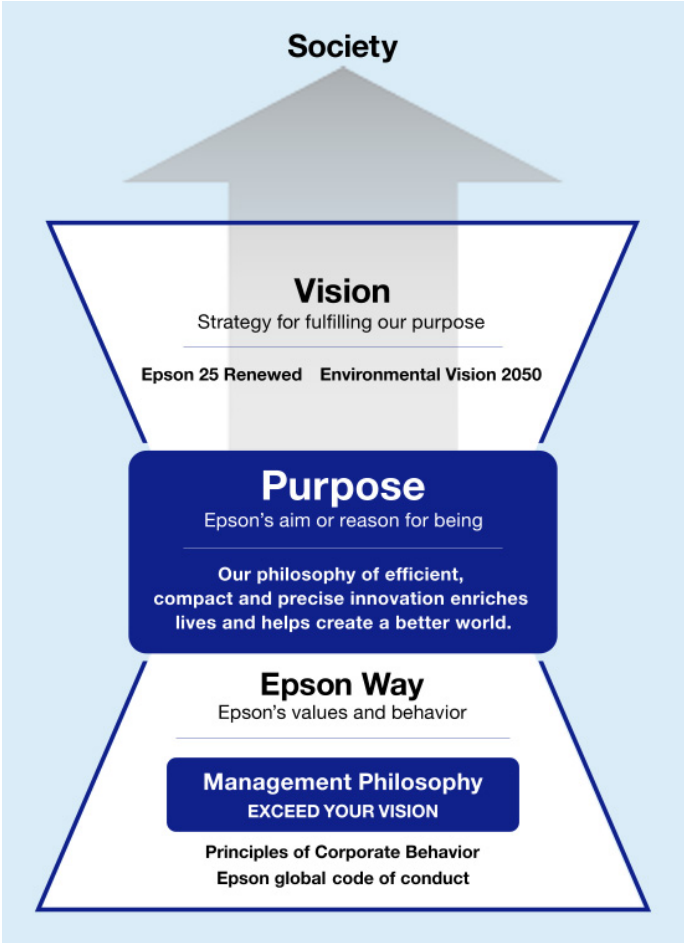
Fulfilling our purpose cannot be achieved by Epson Group employees alone. By gaining the empathy of our customers, partners, and society, we can conserve the global environment and make cultural advances to create an affluent society for the benefit of all.



# Epson Way

## About Epson Way

The Epson Way is a set of shared values and behavior within the Epson Group. It refers generally to the Management Philosophy and EXCEED YOUR VISION, which state the fundamental, universal principles of the Epson Group; the Principles of Corporate Behavior, which sets forth values and actions that reflect our philosophy of management; and the Epson Global Code of Conduct, which is an interpretation of the Principles of Corporate Behavior.



# Management Philosophy

## 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.



Epson conducts its business activities to achieve sustainability and enriching communities.  
These activities are rooted in our Management Philosophy and in the employee mission  
underpinning the “Exceed Your Vision” tagline.

## Reporting Period

April 2024 to March 2025

Note: Includes some information on activities conducted outside the specified period.

## Scope

This report describes the sustainability efforts of Seiko Epson Corporation and 89 Group companies. The scope of environmental reporting, however, covers Seiko Epson Corporation, and 64 Group companies (representing 99% of revenue).

Note: "Epson" refers to the Epson Group, unless indicated otherwise.

## Guidelines

This report has been prepared with reference to the GRI Standards 2021. At the same time, ISO 26000: 2010/ JIS Z 26000: 2012 (Guidance on social responsibility) was used as a reference.



GRI Standards Comparison (GRI content index)  
<https://corporate.epson/en/sustainability/guideline.html>

## Previous Reports

Epson has been publishing a report every year since 1999. In 2003, the name of the report was changed from Environmental Report to Sustainability Report.

## Date of Report Publication

November 28, 2025

## Editorial Policy

This report has been compiled from comprehensive information about Epson's Sustainability that is available on our websites<sup>1</sup>. In addition to this report, Epson has been working to improve communication with its stakeholders through the publication of an Integrated Report, its websites, and other media.

<sup>1</sup> From 2025, the archive of the Sustainability Website will be issued as the 'Sustainability Report', which includes some content not originally part of the website.

## Inquiries about Sustainability Report

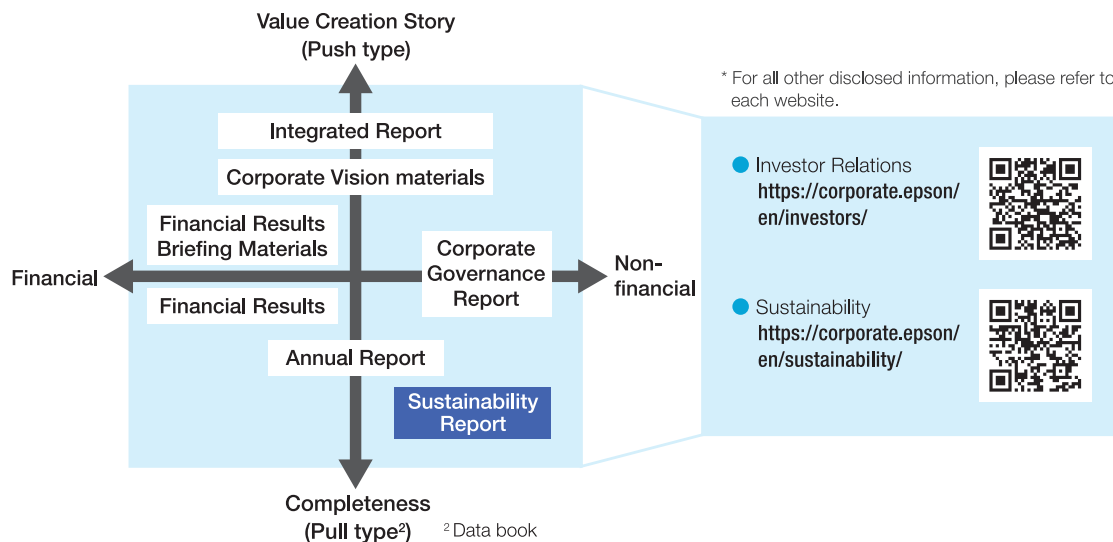
Seiko Epson Corporation  
 Sustainability & Corporate Communications Promotion Office  
 Hirooka Office

80 Harashinden, Hirooka, Shiojiri-shi, Nagano-ken, Japan 399-0785  
 Tel: +81-263-52-2552 (main)



## Disclaimer

This report includes forward-looking statements, estimates, and plans based on the information available at the time of publication. Actual results may be different from those discussed.



# Company Outline

| Name                                                                                                                              | Seiko Epson Corporation                                                                                                                                                                                                                                                                                         |                                                                                                                                                                                         |
|-----------------------------------------------------------------------------------------------------------------------------------|-----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|-----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| Founded                                                                                                                           | May 18, 1942                                                                                                                                                                                                                                                                                                    |                                                                                                                                                                                         |
| Head office                                                                                                                       | 3-3-5 Owa, Suwa, Nagano<br><a href="#">GoogleMap</a>                                                                                                                                                                           |                                                                                                                                                                                         |
| President and Representative Director, CEO                                                                                        | Junkichi Yoshida<br><a href="#">Leadership Team</a>                                                                                                                                                                            |                                                                                                                                                                                         |
| Paid-in capital                                                                                                                   | 53,204 million yen                                                                                                                                                                                                                                                                                              |                                                                                                                                                                                         |
| Number of employees                                                                                                               | Epson Group (Consolidated): 75,352, Parent Company: 12,792 (as of March 31, 2025)                                                                                                                                                                                                                               |                                                                                                                                                                                         |
| Revenue                                                                                                                           | 1,362.9 billion yen (fiscal year ended March 31, 2025)<br><a href="#">Performance Highlights</a> <br><a href="#">Segment Information</a>  |                                                                                                                                                                                         |
| Group companies                                                                                                                   | 89 (includes parent company) Japan: 21, Overseas: 68 (as of March 31, 2025)<br><a href="#">Global Network</a>                                                                                                                |                                                                                                                                                                                         |
| Business lines<br><a href="#">At a Glance</a>  | Segment and Business area                                                                                                                                                                                                                                                                                       | Main products                                                                                                                                                                           |
|                                                                                                                                   | Printing Solutions Business Segment                                                                                                                                                                                                                                                                             |                                                                                                                                                                                         |
|                                                                                                                                   | Office and home printing business                                                                                                                                                                                                                                                                               | Inkjet printers for office and home, serial impact dot matrix printers, page printers,color image scanners, dry process office papermaking systems, and related consumables, and others |
|                                                                                                                                   | Commercial and industrial printing business                                                                                                                                                                                                                                                                     | Commercial and industrial inkjet printers, inkjet printheads, printers for use in POS systems, label printers,and related consumables, and others                                       |
|                                                                                                                                   | Visual Communications Business Segment                                                                                                                                                                                                                                                                          |                                                                                                                                                                                         |
|                                                                                                                                   | Visual communications business                                                                                                                                                                                                                                                                                  | 3LCD projectors, smart glasses, and others                                                                                                                                              |
|                                                                                                                                   | Manufacturing-related and wearables Business Segment                                                                                                                                                                                                                                                            |                                                                                                                                                                                         |
|                                                                                                                                   | Manufacturing solutions business                                                                                                                                                                                                                                                                                | Industrial robots, and others                                                                                                                                                           |
|                                                                                                                                   | Wearable products business                                                                                                                                                                                                                                                                                      | Wristwatches, watch movements, and others                                                                                                                                               |
|                                                                                                                                   | Microdevices and others business                                                                                                                                                                                                                                                                                | <b>Quartz devices</b> Crystal units, crystal oscillators, quartz sensors, and others                                                                                                    |

|  |             |                                                                                               |
|--|-------------|-----------------------------------------------------------------------------------------------|
|  |             | <b>Semiconductors</b> CMOS LSIs, and others<br><b>Others</b> Metal powders, surface finishing |
|  | PC business | PC, and others                                                                                |

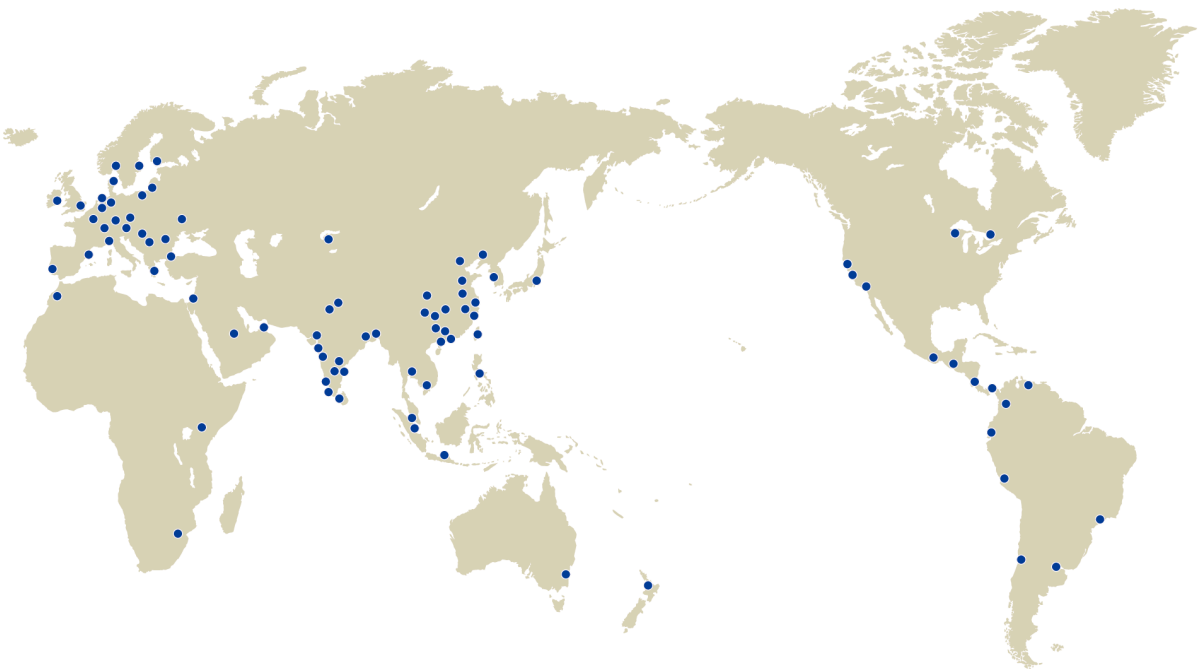


# Epson Group Companies in Japan

Over our long history in Japan, Seiko Epson has evolved and diversified into numerous businesses. The following are Seiko Epson's subsidiaries and related companies in Japan.

|                                |                                                                                                                 |
|--------------------------------|-----------------------------------------------------------------------------------------------------------------|
| Epson Sales Japan Corporation  | Sales and marketing of imaging products in Japan                                                                |
| Epson Direct Corporation       | Planning, development, manufacture and direct sales of PCs and peripherals                                      |
| Miyazaki Epson Corporation     | Manufacture of quartz devices                                                                                   |
| Tohoku Epson Corporation       | Manufacture of semiconductors and printer components                                                            |
| Akita Epson Corporation        | Printer component and watch movements manufacturing facilities                                                  |
| Epson Atmix Corporation        | Development, manufacture and sales of metal powders, injection-molded metal parts and synthetic quartz crystals |
| Epson Avasys Corporation       | Development of software                                                                                         |
| Epson TcFORM Corporation       | Development, manufacture and sales of injection molding machines, molds and related parts                       |
| Epson Service Corporation      | Service and repair of printers, PCs, and peripherals; development and sales of new services                     |
| Epson Repair Corporation       | Service and repair of printers, PCs, and peripherals                                                            |
| Epson Mizube Corporation       | Special subsidiary to support the employment of disabled individuals within the Epson Group                     |
| Epson Swan Corporation         | Special subsidiary to support the employment of disabled individuals within the Epson Group                     |
| Epson X Investment Corporation | Venture investment & new business development funds                                                             |

# Overseas Group Companies



● Main sales/service subsidiaries and affiliates  
(As of Mar 31, 2025)

## A Quality Approach Worldwide

In 1968, Epson established its first production site outside Japan, in Singapore. Today, Epson has sales and marketing sites, service sites, as well as production and R&D sites around the globe to accurately identify, and swiftly and flexibly meet the needs of customers in different regions.

### Epson group, global:

- Regional headquarters ▼
- Sales/service subsidiaries and affiliates ▼
- Branches ▼
- Manufacturing subsidiaries and affiliates ▼
- R&D subsidiaries and affiliates ▼

### Epson group, Japan:

- Head office & Japanese facilities →
- Epson group companies in Japan →

(As of May 30, 2025)

## Regional headquarters

| Company name                                                                                                | Address                                                                                                                                                             |
|-------------------------------------------------------------------------------------------------------------|---------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| Epson America, Inc.        | 3131 Katella Ave., Los Alamitos, CA 90720, USA<br>Telephone: 1-562-981-3840<br>Fax: 1-562-981-5220                                                                  |
| Epson Europe B.V.          | Azië building, Atlas ArenA<br>Hoogoorddreef 5<br>1101 BA Amsterdam Zuidoost<br>The Netherlands<br>Telephone: (31) 20-314-5000<br>Fax: (31) 20-314-5010              |
| Epson (China) Co., Ltd.    | 4th Floor, Tower 1 of China Central Place,<br>81 Jianguo Road, Chaoyang District, Beijing 100025<br>China<br>Telephone: (86) 10-8522-1199<br>Fax: (86) 10-8522-1125 |
| Epson Singapore Pte. Ltd.  | 438B Alexandra Road, Block B Alexandra TechnoPark,<br>#04-01/04, Singapore 119968<br>Telephone: (65) 6586-5500<br>Fax: (65) 6271-7066                               |

## Sales/service subsidiaries and affiliates

| Company name                                                                                                      | Area/region   |
|-------------------------------------------------------------------------------------------------------------------|---------------|
| Epson America, Inc.            | Los Alamitos  |
| Fiery, LLC                     | Fremont       |
| K-Sun Corporation              | Somerset      |
| Epson Canada Ltd.              | Ontario       |
| Epson de Mexico, S.A. de C.V.  | Mexico City   |
| Epson Guatemala, S.A.          | Vista Hermosa |
| Epson Costa Rica, S.A.         | San Jose      |
| Epson Panama, S.DE R.L.                                                                                           | Colon         |
| Epson Venezuela, S.R.L.        | Caracas       |
| Epson Colombia Ltda.           | Cota          |
| Epsodecua Cia, Ltda.           | Quito         |
| Epson Peru S.A.                | Lima          |

| Company name                                                                                                                  | Area/region         |
|-------------------------------------------------------------------------------------------------------------------------------|---------------------|
| Epson Chile, S.A.                            | Santiago            |
| Epson Argentina S.R.L.                       | Buenos Aires        |
| Epson do Brasil Industria e Comercio Ltda.   | Sao Paulo           |
| Epson (U.K.) Ltd.                            | Watford             |
| Epson (U.K.) Ltd., Ireland Office            | Dublin              |
| Epson Deutschland GmbH                       | Dusseldorf          |
| Epson Deutschland GmbH, Switzerland Office   | Opfikon             |
| Epson Deutschland GmbH, Austria Office       | Klosterneuburg      |
| Epson France S.A.S.                          | Paris               |
| Epson Iberica, S.A.U.                        | Barcelona           |
| Epson Iberica, S.A.U., Portugal Office       | Porto Salvo         |
| Epson Italia S.p.A.                          | Milan               |
| Epson Italia S.p.A., Serbia Office           | Belgrade            |
| Epson Middle East FZCO Türkiye Office      | Istanbul            |
| Epson Italia S.p.A., Greece Office         | Athens              |
| Epson Europe Electronics GmbH              | Munich              |
| Epson Europe B.V., Norway Office           | Hovik               |
| Epson Europe B.V., Denmark Office          | Brondby             |
| Epson Europe B.V., Sweden Office           | Kista               |
| Epson Europe B.V., Finland Office          | Vantaa              |
| Epson Europe B.V., Belgium Office          | Bijgaarden          |
| Epson Europe B.V., Czech Republic Office   | Prague - Michle     |
| Epson Europe B.V., Lithuania Office        | Vilnius             |
| Epson Europe B.V., Poland Office           | Warsaw              |
| Epson Europe B.V., Hungary Office          | Budapest            |
| Epson Europe B.V. Amsterdam, Marly Branch                                                                                     | Marly (Switzerland) |
| Epson Europe B.V., Romania Office          | Bucharest           |
| Epson Middle East FZCO, Ukraine Office     | Kyiv                |
| Epson Middle East FZCO, Kazakhstan Office  | Almaty              |

| Company name                                                                                                                           | Area/region      |
|----------------------------------------------------------------------------------------------------------------------------------------|------------------|
| Epson Middle East FZCO, Israel Office                 | Ramat Gan        |
| Epson Middle East FZCO, Saudi Arabia Office           | Riyadh           |
| Epson Middle East FZCO                                | Dubai            |
| Epson Middle East FZCO, Morocco Office                | Casablanca       |
| Epson Middle East FZCO, Kenya Office                  | Nairobi          |
| Epson Middle East FZCO, South Africa Office           | Johannesburg     |
| Epson India Pvt. Ltd.                                 | Bengaluru        |
| Epson India Pvt. Ltd., Delhi Office                   | New Delhi        |
| Epson India Pvt. Ltd., Jaipur Office                  | Jaipur           |
| Epson India Pvt. Ltd., Ahmedabad Office               | Ahmedabad        |
| Epson India Pvt. Ltd., Kolkata Office                 | Kolkata          |
| Epson India Pvt. Ltd., Mumbai Office                  | Mumbai           |
| Epson India Pvt. Ltd., Pune Office                    | Pune             |
| Epson India Pvt. Ltd., Hyderabad Office             | Hyderabad        |
| Epson India Pvt. Ltd., Chennai Office               | Chennai          |
| Epson India Pvt. Ltd., Coimbatore Office            | Coimbatore       |
| Epson India Pvt. Ltd., Cochin Office                | Cochin           |
| Epson India Pvt. Ltd., Sri Lanka Office             | Sri Lanka        |
| Epson India Pvt. Ltd., Bangladesh Office            | Bangladesh       |
| Epson (Thailand) Co., Ltd.                          | Bangkok          |
| Epson Philippines Corporation                       | Pasig City       |
| Epson Vietnam Co., Ltd.                             | Ho Chi Minh City |
| Epson Malaysia Sdn. Bhd.                            | Subang Jaya      |
| PT. Epson Indonesia                                 | Jakarta          |
| Epson (China) Co., Ltd., Shenyang Office            | Shenyang         |
| Epson (China) Co., Ltd., Jinan Office               | Jinan            |
| Epson (China) Co., Ltd., Nanjing Office             | Nanjing          |
| Epson (China) Co., Ltd., Shanghai Office            | Shanghai         |
| Epson (China) Co., Ltd., Shanghai Songjiang Office  | Shanghai         |

| Company name                                                                                                                                    | Area/region |
|-------------------------------------------------------------------------------------------------------------------------------------------------|-------------|
| <a href="#">Epson (China) Co., Ltd., Hangzhou Office</a>       | Hangzhou    |
| <a href="#">Epson (China) Co., Ltd., Xian Office</a>           | Xian        |
| <a href="#">Epson (China) Co., Ltd., Wuhan Office</a>          | Wuhan       |
| <a href="#">Epson (China) Co., Ltd., Chengdu Office</a>        | Chengdu     |
| <a href="#">Epson (China) Co., Ltd., Chongqing Office</a>      | Chongqing   |
| <a href="#">Epson (China) Co., Ltd., Guangzhou Office</a>      | Guangzhou   |
| <a href="#">Epson (China) Co., Ltd., Shenzhen Office</a>       | Shenzhen    |
| <a href="#">Epson Hong Kong Ltd.</a>                           | Hong Kong   |
| <a href="#">Epson Taiwan Technology &amp; Trading Ltd.</a>     | Taipei      |
| <a href="#">Epson Taiwan Service Net Co., Ltd.</a>             | Taipei      |
| <a href="#">Epson Korea Co., Ltd.</a>                          | Seoul       |
| <a href="#">Epson Australia Pty. Ltd.</a>                      | Sydney      |
| <a href="#">Epson Australia Pty. Ltd., New Zealand Office</a>  | Auckland    |

## Branches

| Company name                              | Area/region |
|-------------------------------------------|-------------|
| Seiko Epson Corporation, Hong Kong Branch | Hong Kong   |

## Manufacturing Subsidiaries and Affiliates

| Company name                                                                                                                                | Area/region          |
|---------------------------------------------------------------------------------------------------------------------------------------------|----------------------|
| <a href="#">Epson Portland Inc.</a>                      | Portland             |
| Epson do Brasil Industria e Comercio Ltda.                                                                                                  | Sao Paulo            |
| Epson Telford Ltd.                                                                                                                          | Telford              |
| <a href="#">Epson Como Printing Technologies S.r.l.</a>  | Villa Guardia (Como) |
| Tianjin Epson Co., Ltd.                                                                                                                     | Tianjin              |
| Epson Wuxi Co., Ltd.                                                                                                                        | Wuxi                 |
| Epson Precision Suzhou Co., Ltd.                                                                                                            | Suzhou               |
| Epson Engineering (Shenzhen) Ltd.                                                                                                           | Shenzhen             |

| Company name                                                                                                                           | Area/region      |
|----------------------------------------------------------------------------------------------------------------------------------------|------------------|
| Epson Precision (Philippines), Inc.                                                                                                    | Lipa City        |
| Epson Precision (Thailand) Ltd.                                                                                                        | Amphur Pleangyao |
| <a href="#">Epson Precision Malaysia Sdn. Bhd.</a>    | Kuala Lumpur     |
| Epson Precision (Johor) Sdn. Bhd.                                                                                                      | Johor            |
| <a href="#">Singapore Epson Industrial Pte. Ltd.</a>  | Singapore        |
| PT. Epson Batam                                                                                                                        | Batam            |
| PT. Indonesia Epson Industry                                                                                                           | Bekasi           |

## R&D Subsidiaries and Affiliates

| Company name                                                                                                                                  | Area/region |
|-----------------------------------------------------------------------------------------------------------------------------------------------|-------------|
| Epson America, Inc. (San Jose Development Center)                                                                                             | San Jose    |
| <a href="#">Epson Canada Ltd. (Vancouver Design Center)</a>  | Vancouver   |
| Epson Canada Ltd. (Development Center)                                                                                                        | Ontario     |

# CEO Message

## The future of the EPSON brand and the spirit of creativity and challenge

---



We at Epson have been continuously refining our efficient, compact, and precise technology since the company was founded. Equipped with vertical manufacturing capabilities that embody this technology and a global network that delivers it to our customers, we strive day and night to provide value to a diverse range of customers by exercising creativity and embracing challenge.

In 2025, we will celebrate the 50th anniversary of the EPSON brand. The EPSON brand has earned the trust of customers worldwide, and we are deeply grateful for their continued patronage of our products and services. We are committed to deepening our relationships with our customers, cherishing and taking pride in the EPSON brand more than ever and delivering value to our customers through co-creation and open innovation with various partners.

In the 2025 fiscal year, we will formulate our next strategic corporate vision for driving business development, while also pausing to reflect on our history as we prepare for the next 50 years of growth. We will put our organization on even more robust footing by focusing on Epson's strengths and managing agilely from a new perspective while drawing on the deeply embedded values embodied by the words "integrity and effort" and "creativity and challenge" and harnessing teamwork and our collective wisdom.

The world is facing serious challenges in the form of global environmental problems and political and economic instability. By practicing Epson's purpose statement, which reads, "Our philosophy of efficient, compact, and precise innovation enriches lives and helps create a better world," we will help to realize a better world by achieving sustainable business growth, enhancing corporate value, and addressing environmental issues together with our customers and partners.

April 2025

Junkichi Yoshida

President and Representative Director, Chief Executive Officer  
Seiko Epson Corporation



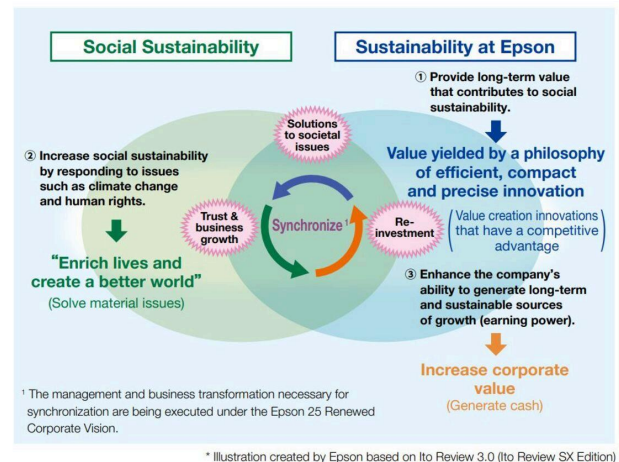
# Sustainability Management

## Epson's Sustainability Management

The movement toward sustainability around the world is accelerating, with the expansion of ESG investment and the formulation of sustainability-related policies in various countries and regions. Against this backdrop, companies are increasingly being asked to take a stance on how to respond to the issues facing society through their business activities. Epson has been contributing to solving various social issues through the provision of its products and services. We will provide long-term value that contributes to social sustainability by solving societal issues with a philosophy of efficient, compact and precise innovation. This will enrich lives and help create a better world. This is purpose-based sustainability management. Going forward, under the banner of our Corporate Purpose, we will continue to work with our customers and partners from a long-term perspective with the goal of achieving sustainability and enriching communities by working to get sustainability of society synchronized with that of Epson.

[Purpose](#) ➔

[Value Creation Story](#) ➔



## Sustainability Management Contents

**Practice of sustainability management** ➔

Approach  
Promotion Organization  
Action Items

**Materiality and Progress** ➔

Materiality  
Deciding Materiality  
Key Sustainability Topics, KPI, and FY2024 Results

**Contributing to the SDGs** ➔

Management Commitment  
Epson's Initiatives and Their Relationship to Our SDGs  
Building Awareness In-house

**Response to TCFD Recommendations** ➔

**Response to TNFD Recommendations** ➔

Governance  
Strategy  
Risk Management  
Indicators and Targets  
Related Information

Governance  
Strategy  
Risk Management  
Indicators and Targets  
Related Information

ESG Data 

Standards  
Comparison 

Sustainability  
Report 

Integrated Report 

Home > Sustainability > Sustainability Management

## Practice of sustainability management

Epson has been helping to solve societal issues through its products and services. Going forward, we at Epson will continue to work to fulfill our social responsibility and create shared value in order to achieve sustainability and enrich communities together with our customers and partners from a long-term perspective based on our Management Philosophy.

Approach ▼

Promotion Organization ▼

Action Items ▼

### Approach

Epson will fulfill its social responsibilities through independent action and continuous improvement in accordance with the following principles of conduct, based on its Management Philosophy, EXCEED YOUR VISION, and the underlying spirit of "Sincerity and Effort" and "Creativity and Challenge" that the company has valued since its founding.

[Management Philosophy](#) ➔

[Principles of Corporate Behavior](#) ➔

### Sustainability-Related Norms That Epson Honors

Epson complies with the laws and regulations in the countries and regions in which it operates and regularly updates Principles of Corporate Behavior to align it with the internationally recognized codes listed below to help ensure that our conduct meets societal expectations.

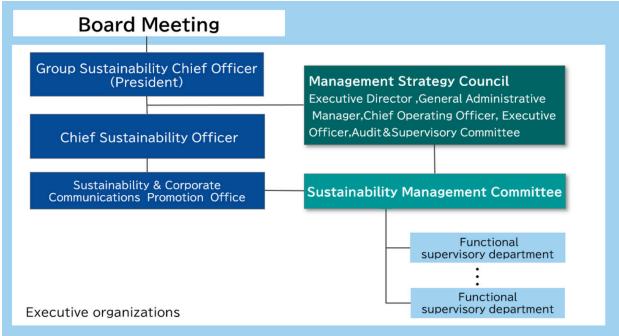
- The Ten Principles of the United Nations Global Compact
- The Sustainable Development Goals (SDGs)
- OECD Guidelines for Multinational Enterprises
- Keidanren Charter of Corporate Behavior
- ILO Core Labor Standards
- RBA Code of Conduct
- ISO 26000

### Promotion Organization

At Epson, the President is the senior sustainability director, with responsibility for sustainability across the global Epson Group. The Chief Sustainability Officer heads the Sustainability Promotion Office, an organization that reports directly to the President. The Chief Sustainability Officer is responsible for supervising and monitoring sustainability programs across the Epson Group.

The Management Strategy Council is an advisory body to the President that is made up of senior executives and members of the Audit & Supervisory Committee. It deliberates important sustainability issues, how to respond to societal expectations, and sustainability program policies and their implementation. The Sustainability Management Committee, made up of the heads of relevant departments, examines sustainability matters that require specialized knowledge and submits reports and recommendations to the Management Strategy Council.

The senior sustainability director (President) periodically reports matters related to sustainability to the board of directors, which exercises appropriate supervision.



Promotion organization chart

## Action Items

### Main Topics and Reports

| Fiscal Year (Meetings Held) | Main Topic of Discussion                                                                                                                                                                                                                                                                                                                                                                                                   |
|-----------------------------|----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| FY2024 (6 meetings)         | <ul style="list-style-type: none"><li>• Performance in FY2023 versus the KPI for the Key Sustainability Topics</li><li>• Declaration of support for the Taskforce on Nature-related Financial Disclosures (TNFD) 1</li><li>• Response to sustainability regulations and disclosure standards</li><li>• Response to human rights issues</li><li>• RBA code compliance</li><li>• Procurement practices compliance.</li></ul> |

1 Explored whether to endorse the TNFD recommendations as a way to meet societal expectations before ultimately declaring our support in June 2024.

## Materiality and progress

Materiality ▼

Deciding Materiality ▼

Key Sustainability Topics, KPI, and FY2024 Results ▼

### Materiality

Epson's corporate management is rooted in the concept of materiality. Materiality is identified based on the impact of societal issues. We consider Epson's business activities to be a means of directly addressing these issues. Epson sees achieving sustainability in a circular economy, advancing the frontiers of industry, improving the quality of life and fulfill our social responsibility as key themes for solving societal issues.

### Materialities We Will Address



- Achieve sustainability in a circular economy

This entails initiatives aimed at driving sustainable economic activities by achieving closed-resource-loop systems through effective use of resources such as electricity, energy and water as well as reduction in usage of underground resources to control climate change.

- Advance the frontiers of industry

This entails initiatives aimed at transforming conventional processes to contribute to the resolution of social issues. It is intended to help to make improvements to environmental pollution, labor and other issues by converting manufacturing processes from analog techniques to digital, for example.

- Improve the quality of life

This entails making contributions on the health front to help people lead a healthy life, and making educational contributions relating to people's growth and maturity. We will enable people to select diverse lifestyles through products and services offered by Epson, and promote initiatives that contribute to an abundant and colorful life.

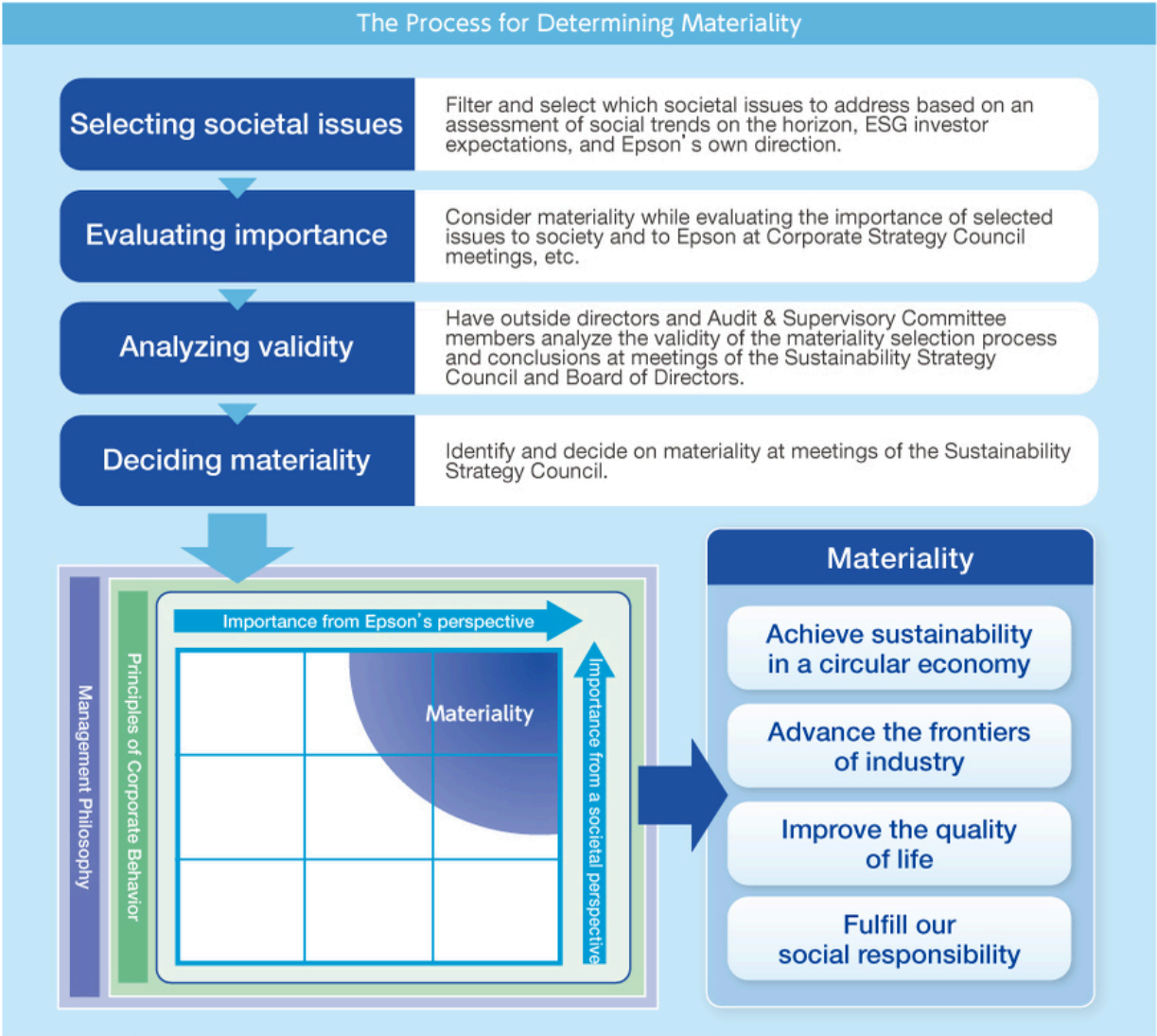
- Fulfill our social responsibility

This means that Epson is committed to fulfilling its corporate responsibility required to achieve sustainability and enrich communities. It entails initiatives that help to realize the ideal state expected of a company by society, such as dialogue with

diverse stakeholders, environmental and social responsibility related to materials procured and suppliers, respect for human rights and promotion of diversity, and capabilities to ensure business continuity.

## Deciding Materiality

Epson has analyzed social issues and megatrends defined by SDGs, ISO26000 and others, examined its own strengths that can lead to social impact, and identified four materialities that are highly important issues for Epson to address to solve challenges in society.



\* We evaluated the importance of societal issues from both society's perspective and from Epson's perspective, selected the highest priority societal issues that Epson should focus on through its business operations, and decided on four materialities.

## Material Trends and Frameworks Referenced

- The Sustainable Development Goals (SDGs)
- Task Force on Climate-related Financial Disclosures (TCFD)
- Macro trends in the social and economic fields, including climate change (European Green Deal Policy, Paris Agreement, etc.)
- Global Japan: 2050 Simulations and Strategies
- GRI Standard
- SASB Standard
- ISO 26000
- Socially Responsible Investing (SRI) survey items
- Responsible Business Alliance (RBA) Code of Conduct



# Key Sustainability Topics, KPI, and FY2024 Results

## Key Sustainability Topics

To increase effectiveness with which we can address the materialities, we mapped 12 key sustainability topics to the materialities, considered how we could contribute to solving societal issues, set concrete key performance indicators (KPIs), and then got to work.

| Materiality                                  | Key Sustainability Topics                                     | Examples of Medium-Term Actions                                                                                                                                                                                                                                     |
|----------------------------------------------|---------------------------------------------------------------|---------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| Achieve sustainability in a circular economy | Decarbonization initiatives                                   | Using renewable energy and energy-saving equipment and facilities, removing greenhouse gases, engaging suppliers, and pursuing carbon-free logistics                                                                                                                |
|                                              | Closed resource loop initiatives                              | Utilizing resources efficiently by miniaturizing products, reduce their weight, and using recycled materials, and establishing a circular production system that minimizes production losses                                                                        |
|                                              | Customer environmental impact mitigation                      | Maximizing reduction contributions through products and services that contribute to reducing environmental impact                                                                                                                                                   |
|                                              | Environmental technology development                          | Applying Dry Fiber Technology, using naturally derived (plastic-free) materials, recycling raw materials (metals, paper)                                                                                                                                            |
| Advance the frontiers of industry            | Increasing productivity through digitalization and automation | Transitioning to distributed production, local production, and low-volume high-mix production; driving printing innovations; supporting diverse customer needs; innovating production processes and printing processes through the application of inkjet technology |
|                                              | Improving working environment and educational environment     | Creating clean, space-efficient workspaces, relieving labor shortages through automation, providing a fair, natural and comfortable communication environment, and mitigating learning disparities due to geographical differences and social situation             |
| Improve the quality of life                  | Proposing diverse lifestyles                                  | Providing personalized health support and lifestyle monitoring services                                                                                                                                                                                             |
|                                              | Realizing an abundant and colorful life                       | Providing products such as high-quality watches with appealing designs                                                                                                                                                                                              |
| Fulfill our social responsibility            | Increasing stakeholder engagement                             | Responding to needs and social demands by strengthening dialogue with customers, shareholders, investors, suppliers, NGOs/NPOs, international organizations, employees, and potential stakeholders                                                                  |
|                                              | Realizing responsible supply chains                           | Carrying out socially responsible activities that promote human rights and good environmental practices throughout the supply chain, and stably providing customers with products and services by strengthening business continuity management                      |
|                                              | Respecting human rights and promoting diversity               | Preventing harassment and respecting human rights, utilizing human resources in a way that respects diversity, recruiting and developing human resources, and creating a free and open organizational culture                                                       |
|                                              | Strengthening governance                                      | Accelerating and ensuring the transparency of management decision-making, improving the risk management system, ensuring 100% compliance, and strengthening information security                                                                                    |

[Click here for an enlarged version. \(PDF,348KB\)](#) 

## Key Sustainability Topics, KPIs, and FY2024 Results

The table below summarizes the key sustainability topics, key performance indicators (KPI), and FY2024 results. In FY2022, some of the KPIs were incorporated in evaluations used to determine executive management compensation, thereby clarifying management responsibility for sustainability.

### 1. Materiality: Achieve sustainability in a circular economy

| Key Sustainability Topics   | RS Index <sup>1</sup> | Initiative Topics                                                                                                                                                 | Key Performance Indicators (KPI)                 | FY2024 Targets                                            | FY2024 Results                    | FY2025 Targets                   |
|-----------------------------|-----------------------|-------------------------------------------------------------------------------------------------------------------------------------------------------------------|--------------------------------------------------|-----------------------------------------------------------|-----------------------------------|----------------------------------|
| Decarbonization initiatives | ●                     | Using energy-saving equipment and facilities, removing greenhouse gases, engaging suppliers, and pursuing carbon-free logistics to become carbon negative by 2050 | Reduction rate of total Scope1+2+3 GHG emissions | -                                                         | -                                 | 34% reduction from FY2017        |
|                             |                       |                                                                                                                                                                   | Scope 1 & 2 total GHG emissions rate             | Reduce by 80% compared to FY2017 (SBT: FY2025 target 34%) | Reduced by 81% compared to FY2017 | Reduce by 80% compared to FY2017 |
|                             |                       |                                                                                                                                                                   | Reduction rate of Scope 3GHG                     | Reduce by 35% compared to                                 | Reduced by 39% compared to        | (Included in the totaltarget)    |

|                                          |  |                                                                                                                                                                                                                                                                                            | emissions (per unit of business profit)                                                   | FY2017 (SBT: FY2025 target 44%)                                                                     | FY2017                                                                                                                                                                                                                                                                 |                                                                                         |
|------------------------------------------|--|--------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|-------------------------------------------------------------------------------------------|-----------------------------------------------------------------------------------------------------|------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|-----------------------------------------------------------------------------------------|
|                                          |  | Using renewable electricity                                                                                                                                                                                                                                                                | Renewable electricity adoption rate                                                       | Maintain adoption ratio of 100% globally                                                            | Achieved an adoption rate of 100% globally                                                                                                                                                                                                                             | Maintain adoption ratio of 100% globally                                                |
| Closed resource loop initiatives         |  | Becoming underground resource <sup>2</sup> free by 2050:<br><ul style="list-style-type: none"> <li>Using resources efficiently by reducing size and weight, using recycled materials, etc.</li> </ul>                                                                                      | Rate of sustainable resources <sup>3</sup>                                                | 35%                                                                                                 | 33%                                                                                                                                                                                                                                                                    | 38%                                                                                     |
|                                          |  | <ul style="list-style-type: none"> <li>Establishing closed-loop production systems that minimize production losses</li> </ul>                                                                                                                                                              | Final landfilled rate <sup>4</sup>                                                        | ≤1%                                                                                                 | 0.59%                                                                                                                                                                                                                                                                  | ≤1%                                                                                     |
| Customer environmental impact mitigation |  | Maximizing avoided emissions with products and services that have a lower environmental impact <sup>5</sup>                                                                                                                                                                                | Emissions avoided through products & services                                             | Avoid more emissions than in the previous year                                                      | A3 color inkjet printer avoided emissions: 9,800t-CO <sub>2</sub> e <sup>*6</sup>                                                                                                                                                                                      | Avoid more emissions than in the previous year                                          |
| Environmental technology development     |  | Becoming carbon negative and underground resource free by 2050<br><ul style="list-style-type: none"> <li>Developing high-performance sustainable resource technology</li> <li>High-added-value recycling technology for used metal</li> <li>CO<sub>2</sub>absorption technology</li> </ul> | Development process progress / State of progress in developing high-performance materials | Expand the scope of practical application                                                           | <ul style="list-style-type: none"> <li>Packaging materials : Verified the validity of EPS alternatives in packaging</li> <li>Housing plastics : Improved material performance</li> <li>Recycled fabrics: Developed defibration technology for longer fibers</li> </ul> | Publicly announce the results of development                                            |
|                                          |  |                                                                                                                                                                                                                                                                                            | Development process progress / State of metal resource recycling facility operations      | Develop technology for high-value-added metal powders (molding material) for practical applications | <ul style="list-style-type: none"> <li>Prepared to launch a refining plant for metal recycling</li> </ul>                                                                                                                                                              | Start refinery operations & conduct a closed resource loop trial within the Epson Group |
|                                          |  |                                                                                                                                                                                                                                                                                            | State of development of                                                                   | -                                                                                                   | -                                                                                                                                                                                                                                                                      | Develop a system for PoC <sup>7</sup>                                                   |



|  |  |  |                                                          |  |  |  |
|--|--|--|----------------------------------------------------------|--|--|--|
|  |  |  | CO <sub>2</sub> separation<br>membranes &<br>DAC systems |  |  |  |
|--|--|--|----------------------------------------------------------|--|--|--|

<sup>1</sup> Executive compensation (restricted stock compensation) evaluation indicator

<sup>2</sup> Non-renewable resources such as crude oil and metals

<sup>3</sup> The ratio of sustainable resources (renewable resources + recycled resources + less-depletable resources) to raw materials

<sup>4</sup> The percentage of production waste that goes to landfill versus the total resources input

<sup>5</sup> A quantity that expresses the contribution by products and services to a reduction in society's GHG emissions

<sup>6</sup> A value calculated based on a method verified by Mizuho Research & Technologies, Ltd. The difference between the weighted average of the publicly disclosed lifetime CO<sub>2</sub> emissions of major laser printers in the global market and the lifetime CO<sub>2</sub> emissions of the company's A3 color inkjet printer is multiplied by the number A3 color inkjet printers sold during the fiscal year. Due to a reexamination and revision of the calculation conditions, the assumptions used to calculate this year's value differ from those used to calculate the value disclosed in FY2023. (For reference, the value calculated for FY2023 under the same conditions is 10,700 t-CO<sub>2</sub> e.)

<sup>7</sup> A PoC (proof of concept) is a process to verify the feasibility and actual effects of new technologies.

**2. Materiality: Advance the frontiers of industry**

| Key Sustainability Topics                                     | RS index <sup>1</sup> | Initiative Topics                                                                                                                                                                                                             | Key Performance Indicators (KPI)                                                                                    | FY2024 Targets                                                                                                 | FY2024 Results                                                                                                 | FY2025 Targets                                                                                                            |
|---------------------------------------------------------------|-----------------------|-------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|---------------------------------------------------------------------------------------------------------------------|----------------------------------------------------------------------------------------------------------------|----------------------------------------------------------------------------------------------------------------|---------------------------------------------------------------------------------------------------------------------------|
| Increasing productivity through digitalization and automation |                       | Leading the digitalization and automation of commercial and industrial printing with inkjet technology and an expanded portfolio of solutions and services to reduce environmental impact and increase productivity           | Average sales growth rate of commercial and industrial IJPs <sup>8</sup> compared to the previous year              | 3%                                                                                                             | -1%                                                                                                            | 10% or more                                                                                                               |
| Improving working environment and educational environment     |                       | Providing printing environments that meet societal needs by reducing environmental impact and increasing productivity through inkjet technology and open solutions                                                            | Sales growth rate of high-capacity inkjet printers for SOHO and home use compared to the previous year <sup>9</sup> | 5%                                                                                                             | 6%                                                                                                             | 4%以上                                                                                                                      |
|                                                               |                       | Eliminating labor shortages through automation using robots                                                                                                                                                                   | Number of labor shortages eliminated <sup>10</sup>                                                                  | 29,000 persons                                                                                                 | 23,000                                                                                                         | 27,000                                                                                                                    |
|                                                               |                       | Providing a fair, natural, and comfortable communication environment without boundaries, combining the real and remote, with both a sense of presence and information content                                                 | Number of co-creation or collaborative projects and number of partners                                              | Co-creation: Continuation + 3 implementations<br>Companies / partners:<br>Continuing + 1 or more new companies | Co-creation: Continuation + 3 implementations<br>Companies / partners:<br>Continuing + 1 or more new companies | Co-creation:Continuation + 5 implementations<br>Customers / Partners:Continuing + new development of at least one company |
|                                                               |                       | Creating equal learning opportunities through smart, portable displays that enable large-screen communication in a compact form, to mitigate learning disparities stemming from differences in regional and social conditions | Number of local demonstration programs through co-creation and collaboration                                        | Cumulative number of instances of use in education and awareness-raising:<br>40                                | Cumulative number of instances of use in education and awareness-raising:<br>40                                | Cumulative total nstances of use in education and awareness-raising:<br>60                                                |
|                                                               |                       |                                                                                                                                                                                                                               | Number of countries with PoC verifying mitigation of learning disparities in general education                      | 2 countries                                                                                                    | 3 countries                                                                                                    | Total: 5 countries                                                                                                        |

|  |  |  |                                   |  |  |  |
|--|--|--|-----------------------------------|--|--|--|
|  |  |  | and awareness of societal issues. |  |  |  |
|--|--|--|-----------------------------------|--|--|--|

<sup>1</sup> Executive compensation (restricted stock compensation) evaluation indicator

<sup>8</sup> Revised to align with the financial disclosure segments.

<sup>9</sup> Changed to an indicator more suitable for assessing improvements in working and educational environments (year-on-year unit sales growth rate in emerging markets). (For FY2024, the average year-on-year sales growth rate was used.)

<sup>10</sup> Calculated based on the effectiveness of Epson's internal projects

### 3. Materiality: Improve the quality of life

| Key Sustainability Topics               | RS index <sup>1</sup> | Initiative Topics                                                                                                                                                                              | Key Performance Indicators (KPI)                                                           | FY2024 Targets | FY2024 Results | FY2025 Targets |
|-----------------------------------------|-----------------------|------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|--------------------------------------------------------------------------------------------|----------------|----------------|----------------|
| Proposing diverse lifestyles            |                       | Converting customer data obtained from sensor-based wearable products into value, providing health advice, and offering health and safety monitoring to enrich and support diverse lifestyles. | Percentage of revenue accounted for by the data business in support services <sup>11</sup> | 28%            | 23%            | 20% or more    |
| Realizing an abundant and colorful life |                       | Providing attractive and high-quality products with our efficient, compact, and precision technologies and our artisanal skills, to enrich the diverse lifestyles of our customers.            | Growth in unit sales of attractive, high-quality products compared to the previous year    | 12%            | 2%             | 20% or more    |

<sup>1</sup> Executive compensation (restricted stock compensation) evaluation indicator

<sup>11</sup> Business model that provides value by converting data using algorithms

### 4. Materiality: Fulfil our Social Responsibility

| Key Sustainability Topics         | RS index <sup>1</sup> | Initiative Topics                         | Key Performance Indicators (KPI)                                                                  | FY2024 Targets | FY2024 Results | FY2025 Target                                   |
|-----------------------------------|-----------------------|-------------------------------------------|---------------------------------------------------------------------------------------------------|----------------|----------------|-------------------------------------------------|
| Increasing stakeholder engagement |                       | Responding to needs and social demands by | Monetary value of social assistance programs                                                      | ≥0.1% of sales | ≥0.1% of sales | Monetary assistance equivalent to 0.1% of sales |
|                                   |                       | strengthening dialogue with stakeholders  | Number of discussions with shareholders and investors and reflecting their feedback to management | ≥200 times     | 248            | ≥200 times                                      |

|                                                 |   |                                                 |                                                                                                                                                                |                                                                                                                                                                                                                                                                                                                           |                                                                                                                                                                                                                |                                                                                                                                                               |
|-------------------------------------------------|---|-------------------------------------------------|----------------------------------------------------------------------------------------------------------------------------------------------------------------|---------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|---------------------------------------------------------------------------------------------------------------------------------------------------------------|
|                                                 |   |                                                 | Evaluation indices of external evaluation agencies                                                                                                             | Earn high ratings <sup>12</sup>                                                                                                                                                                                                                                                                                           | Acquired high ratings                                                                                                                                                                                          | Earn high ratings                                                                                                                                             |
| Realizing responsible supply chains             |   | Reinforcing supply chain BCM                    | Impact on customers due to disruption and stagnation in supply chain                                                                                           | Zero sales impact                                                                                                                                                                                                                                                                                                         | Zero sales impact                                                                                                                                                                                              | Zero sales impact                                                                                                                                             |
|                                                 | • | Realizing responsible supply chains             | <ul style="list-style-type: none"> <li>CSR risk levels of suppliers</li> <li>SAQ collection rate (FY25~)<sup>13</sup></li> </ul>                               | Direct materials: High risk 0%, medium risk 2% or less<br>Indirect materials: High risk 0%, medium risk 20% or less                                                                                                                                                                                                       | Direct materials: High risk 0%, medium risk 22%<br>Indirect materials: High risk 0%, medium risk 9%                                                                                                            | Direct materials & indirect materials: High risk 0%<br><ul style="list-style-type: none"> <li>SAQ response rate: 100%</li> </ul>                              |
|                                                 |   | Realizing responsible sourcing of minerals      | <ul style="list-style-type: none"> <li>Conflict-free (CF) ratio of products</li> <li>Survey response rate<sup>14</sup></li> </ul>                              | <ul style="list-style-type: none"> <li>New products that are conflict-mineral free</li> <li>100% survey response rate</li> </ul>                                                                                                                                                                                          | <ul style="list-style-type: none"> <li>New products that are conflict-mineral free</li> <li>99.6% survey response rate</li> </ul>                                                                              | <ul style="list-style-type: none"> <li>New products that are conflict-mineral free</li> <li>100% survey response rate</li> </ul>                              |
| Respecting human rights and promoting diversity |   | Creating a free and open organizational culture | Organizational climate assessment score for team and organization performance                                                                                  | Motivation cloud <ul style="list-style-type: none"> <li>Engagement rating: BBB (score of 56.0 or higher)</li> <li>Number of workplaces rated D: 20</li> </ul>                                                                                                                                                             | <ul style="list-style-type: none"> <li>Rating: BB (score: 52.9 pts.)</li> <li>Number of workplaces rated D: 36 (9 fewer than last time)</li> </ul>                                                             | Motivation cloud <ul style="list-style-type: none"> <li>Engagement rating: A (score of 58.0 or higher)</li> <li>Number of workplaces rated D: Zero</li> </ul> |
|                                                 |   |                                                 | Number of high-risk workplaces in mental health assessments (total health risk) <sup>15</sup>                                                                  | Reduce the number of workplaces rated high risk in terms of total health risk                                                                                                                                                                                                                                             | <ul style="list-style-type: none"> <li>Workplaces with 10 or more people: 12→10</li> </ul>                                                                                                                     | High-risk workplaces for general health risk: 0                                                                                                               |
|                                                 |   |                                                 | Implementation of harassment prevention measures (education and training, case sharing, appointment process, etc.) & reporting of incidents to the Head Office | <ul style="list-style-type: none"> <li>Continued harassment prevention training at different echelons</li> <li>Regular training for advisory service staff</li> <li>Start outsourcing advisory services and conduct a review.</li> <li>Consider introducing external advisory services at domestic affiliates.</li> </ul> | <ul style="list-style-type: none"> <li>Conducted training for different echelons and advisory service staff as planned.</li> <li>Started using an external advisory service and conducted a review.</li> </ul> | Continuing FY2024 measures                                                                                                                                    |

|                                  |                                                                                                            |                                                                                                          |                                                                                                                                                       |                                                                                                                                                                                                                                                                                                                                                                     |                                                                                                                                                                                                                                                                                                                                            |                                                                                                                                                                                     |
|----------------------------------|------------------------------------------------------------------------------------------------------------|----------------------------------------------------------------------------------------------------------|-------------------------------------------------------------------------------------------------------------------------------------------------------|---------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|--------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|-------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
|                                  |                                                                                                            | Respect for human rights through dissemination of the new Human Rights Policy within the Group           | Embedding and improving the commitment for respecting human rights, human rights due diligence (DD) and relief mechanism                              | Establishing and improving the PDCA cycle for respecting human rights <ul style="list-style-type: none"><li>Regular review of human rights policy</li><li>Continued implementation and improvement of human rights due diligence through RBA schemes, etc.</li><li>Understanding and improving the system and situation of overseas consultation services</li></ul> | Establishing and improving the PDCA cycle for respecting human rights <ul style="list-style-type: none"><li>Regular review of human rights policy</li><li>Continued implementation and improvement of human rights due diligence through RBA schemes, etc.</li><li>Check the overseas human rights related consultation services</li></ul> | Continuing FY2024 measures                                                                                                                                                          |
|                                  | <ul style="list-style-type: none"><li>Utilizing human resources in a way that respects diversity</li></ul> |                                                                                                          | <ul style="list-style-type: none"><li>Female manager ratio (the Company)</li><li>One or more female executive officers by FY2025 (in Japan)</li></ul> | <ul style="list-style-type: none"><li>Female manager ratio: 6%</li><li>Female supervisory position ratio: 9%</li></ul>                                                                                                                                                                                                                                              | <ul style="list-style-type: none"><li>Ratio of female managers: 5.3%</li><li>The ratio of female section assistant manager is 8.1 % (as of March 31, 2025)</li><li>One female executive appointed on April 1, 2025</li></ul>                                                                                                               | <ul style="list-style-type: none"><li>Ratio of female managers: 8%</li><li>Ratio of female assistant managers: 10%</li><li>1 or more women in executive officer positions</li></ul> |
| Fulfil our Social Responsibility | <ul style="list-style-type: none"><li>Reinforcement of compliance management platform</li></ul>            |                                                                                                          | Incidents of serious compliance violations <sup>16</sup>                                                                                              | 0 cases                                                                                                                                                                                                                                                                                                                                                             | 0 cases                                                                                                                                                                                                                                                                                                                                    | 0 cases                                                                                                                                                                             |
|                                  |                                                                                                            | Enhancement of Group compliance level                                                                    | Implementation ratio of compliance training (online course) to all Group employees                                                                    | Completion rate in Epson Group: 100%                                                                                                                                                                                                                                                                                                                                | Completion rate in Epson Group: 100%                                                                                                                                                                                                                                                                                                       | Completion rate in Epson Group: 100%                                                                                                                                                |
|                                  |                                                                                                            | Maintaining and strengthening the governance structure to realize transparent, fair, prompt and decisive | <ul style="list-style-type: none"><li>Ratio of outside directors on the board of directors</li><li>Ratio of outside directors on the</li></ul>        | <ul style="list-style-type: none"><li>Maintain the ratio of outside directors on the board at ≥1/3</li><li>Maintain the ratio of outside directors on the Nomination &amp; Compensation Committees at ≥80%</li></ul>                                                                                                                                                | <ul style="list-style-type: none"><li>Maintain the ratio of outside directors on the board at ≥1/3</li><li>Maintain the ratio of outside directors on the Nomination &amp; Compensation Committees at ≥80%</li></ul>                                                                                                                       | <ul style="list-style-type: none"><li>Maintain the ratio of outside directors on the board at ≥1/3</li><li>Maintain the ratio of outside directors on the</li></ul>                 |

|  |                                  |                                        |         |            |                                              |
|--|----------------------------------|----------------------------------------|---------|------------|----------------------------------------------|
|  | decision-making                  | Nomination & Compensation Committees   |         |            | Nomination & Compensation Committees at ≥80% |
|  | Reinforcing information security | Serious information security incidents | 0 cases | 1 incident | 0 cases                                      |

<sup>1</sup> Executive compensation (restricted stock compensation) evaluation indicator

<sup>12</sup> Sustainalytics: Low, FTSE: ≥ 4 points, within the top 50 in Toyo Keizai's corporate CSR rankings

<sup>13</sup> Changed the operation to focus on risk control to ensure that all high-risk suppliers who are asked to complete an SAQ will be asked to complete an SAQ and that the number of high-risk suppliers will be reduced to zero as a result of corrective actions.

<sup>14</sup> Percentage of suppliers who submitted answers to the survey

<sup>15</sup> Target value management is applied to workplaces with 10 or more respondents.

<sup>16</sup> Serious compliance violations: Violations that fall under grounds for timely disclosure

## Contributing to the SDGs

Management Commitment ▼

Epson's Initiatives and Their  
Relationship to Our SDGs ▼

Building Awareness In-house ▼

### Management Commitment

---

#### Commitment to the SDGs

Innovation at Epson is guided by our corporate purpose: "Our philosophy of efficient, compact and precise innovation enriches lives and helps create a better world." We want to play a part in creating a better world by working with our customers to address societal issues, including environmental problems, through innovative technologies and global co-creation.

This commitment is aligned with the sustainable development goals (SDGs) of the United Nations.

To this end, the entire Epson Group is committed to acting with integrity and embracing a spirit of creativity and challenge to deliver surprise and delight that exceed the expectations of our customers and partners.

Through these actions, we will contribute to the realization of sustainable development.

**Junkichi Yoshida, Seiko Epson Corporation**  
**Representative Director and President CEO**



### Epson's Initiatives and Their Relationship to Our SDGs

---

In the 2020 fiscal year, Epson identified four materialities (priority issues) that it should address in order to contribute to solutions to societal issues and progress toward its aspirational goal of achieving sustainability and enriching communities. Epson selected 12 key sustainability topics that it will act on to achieve the materialities.

After analyzing the relationship between the 12 key sustainability topics and the 17 Sustainable Development Goals (SDGs) based on the 169 SDG targets, we found that the actions we are currently taking will contribute to all 17 of the SDGs. (Please see the chart below for details.)

Epson will help to achieve the SDGs by acting on the key sustainability topics, thereby achieving sustainability and enriching communities.



## Key Sustainability Topics and Their Relationship to the 17 SDGs

There are 169 targets under the SDGs. The figures in the table below indicate the targets that Epson is addressing (as of August 2024).

| Materiality                                                                                                                                             | Key Sustainability Topics                                    | SDG         | Relevance to SDGs |     |                   |                                          |                   |                               |                   |                               |            |                      |                      |                                     |                      |                      |                                     |                                                   |                        |
|---------------------------------------------------------------------------------------------------------------------------------------------------------|--------------------------------------------------------------|-------------|-------------------|-----|-------------------|------------------------------------------|-------------------|-------------------------------|-------------------|-------------------------------|------------|----------------------|----------------------|-------------------------------------|----------------------|----------------------|-------------------------------------|---------------------------------------------------|------------------------|
|                                                                                                                                                         |                                                              |             | 1                 | 2   | 3                 | 4                                        | 5                 | 6                             | 7                 | 8                             | 9          | 10                   | 11                   | 12                                  | 13                   | 14                   | 15                                  | 16                                                | 17                     |
| Achieve sustainability in a circular economy                                                                                                            | Decarbonization Initiatives                                  | Environment | 1.5               | 2.4 |                   |                                          |                   | 7.2<br>7.3                    | 8.4               | 9.4                           |            |                      | 12.2<br>12.4<br>12.8 | 13.1<br>13.2<br>13.3                | 14.3                 |                      |                                     |                                                   | 17.17                  |
|                                                                                                                                                         | Closed resource loop initiatives                             |             |                   | 2.4 |                   |                                          |                   | 6.3<br>6.4                    | 7.2<br>7.3        | 8.4                           | 9.4        |                      | 11.6                 | 12.2 12.8<br>12.4<br>12.5           | 13.2<br>13.3         | 14.1                 | 15.1 15.2<br>15.4 15.5              |                                                   | 17.17                  |
|                                                                                                                                                         | Reducing the environmental impact of customers               |             |                   |     | 3.9               |                                          |                   | 6.3<br>6.4                    | 7.3               | 8.4                           | 9.4        |                      | 11.6                 | 12.2 12.8<br>12.4<br>12.5           | 13.2<br>13.3         | 14.1<br>14.3         | 15.1 15.5<br>15.4                   |                                                   | 17.7<br>17.17          |
|                                                                                                                                                         | Environmental technology development                         |             |                   | 2.4 | 3.9               |                                          |                   |                               | 7.3               | 8.4                           | 9.4        |                      | 11.6                 | 12.2<br>12.5                        | 13.2                 | 14.1                 | 15.2                                |                                                   | 17.7<br>17.17          |
| Advance the frontiers of industry                                                                                                                       | Improving productivity through digitalization and automation | Society     |                   |     |                   |                                          |                   | 7.3                           | 8.2               | 9.4                           |            |                      |                      |                                     |                      |                      |                                     |                                                   | 17.16<br>17.17         |
|                                                                                                                                                         | Improving the work and education environments                |             |                   |     |                   | 4.1 4.5<br>4.2 4.6<br>4.3 4.7<br>4.4 4.8 |                   | 6.3                           |                   | 8.2<br>8.5                    |            |                      |                      |                                     |                      |                      |                                     |                                                   | 17.16<br>17.17         |
| Improve the quality of life                                                                                                                             | Enriching diverse lifestyles                                 | Society     |                   |     | 3.d               | 4.2<br>4.7                               |                   |                               |                   |                               | 9.c        |                      |                      |                                     |                      |                      |                                     |                                                   | 17.16<br>17.17         |
|                                                                                                                                                         | Realizing lives that are rich, dynamic, and interesting      |             |                   |     | 3.6               |                                          |                   |                               |                   |                               |            |                      |                      |                                     |                      |                      |                                     |                                                   | 17.16<br>17.17         |
| Fulfill our social responsibility                                                                                                                       | Increasing stakeholder engagement                            | Society     | 1.1<br>1.2<br>1.5 | 2.4 | 3.6<br>3.9<br>3.d | 4.1 4.5<br>4.2 4.6<br>4.3 4.7<br>4.4 4.8 | 5.1<br>5.2<br>5.5 | 6.1 6.4<br>6.2 6.5<br>6.3 6.6 | 7.1<br>7.2<br>7.3 | 8.2 8.6<br>8.4 8.7<br>8.5 8.8 | 9.4<br>9.c | 10.2<br>10.3<br>10.7 | 11.6                 | 12.2 12.6<br>12.4 12.8<br>12.5 12.9 | 13.1<br>13.2<br>13.3 | 14.1<br>14.2<br>14.3 | 15.1 15.4<br>15.2 15.5<br>15.3 15.7 | 16.1 16.5<br>16.2 16.6<br>16.3 16.7<br>16.4 16.10 | 17.7<br>17.16<br>17.17 |
|                                                                                                                                                         | Realizing responsible supply chains                          |             | 1.1<br>1.2        |     | 3.9               | 4.1 4.5<br>4.3 4.7<br>4.4                | 5.1<br>5.2<br>5.5 | 6.1 6.4<br>6.2 6.5<br>6.3 6.6 | 7.1<br>7.2<br>7.3 | 8.2 8.6<br>8.4 8.7<br>8.5 8.8 | 9.4        | 10.2<br>10.3<br>10.7 | 11.6                 | 12.2 12.6<br>12.4<br>12.5           | 13.1<br>13.3         | 14.1<br>14.2<br>14.3 | 15.1 15.4<br>15.2 15.7<br>15.3      | 16.1 16.5<br>16.2 16.10<br>16.4                   | 17.16<br>17.17         |
|                                                                                                                                                         | Respecting human rights and promoting diversity              | Governance  | 1.1<br>1.2        |     |                   | 4.1 4.4<br>4.2 4.5<br>4.3 4.7            | 5.1<br>5.5        |                               |                   | 8.2 8.7<br>8.5 8.8<br>8.6     |            | 10.2<br>10.3         | 12.a                 |                                     |                      |                      |                                     |                                                   |                        |
|                                                                                                                                                         | Strengthening governance                                     |             |                   |     |                   |                                          |                   |                               |                   |                               |            |                      |                      |                                     |                      |                      |                                     | 16.3 16.7<br>16.4 16.10<br>16.5<br>16.6           |                        |
| Epson confirmed that its initiatives are relevant to all 17 SDGs.                                                                                       |                                                              |             | ✓                 | ✓   | ✓                 | ✓                                        | ✓                 | ✓                             | ✓                 | ✓                             | ✓          | ✓                    | ✓                    | ✓                                   | ✓                    | ✓                    | ✓                                   | ✓                                                 | ✓                      |
| ● The figures in the table below indicate which of the 169 targets (1.1 to 17.19) under the SDGs Epson is addressing with its initiatives (August 2024) |                                                              |             |                   |     |                   |                                          |                   |                               |                   |                               |            |                      |                      |                                     |                      |                      |                                     |                                                   |                        |

● The figures in the table below indicate which of the 169 targets (1.1 to 17.19) under the SDGs Epson is addressing with its initiatives (August 2024)

[Click here for an enlarged version. \(PDF,391KB\)](#)

## Registration as an SDG Partner in Nagano Prefecture

Nagano Prefecture, home to Seiko Epson's Head Office, has launched some of the most progressive SDG initiatives in Japan. One such initiative is an SDG partner registration system. The prefecture works with business groups, financial institutions, universities, and other supporting organizations in environmental, social, and economic areas to increase the value and competitiveness of local companies and to promote action against the SDGs among them.

To synchronize our actions with those of the Nagano Prefecture government, we applied for registration as an SDG partner based on the actions we have taken to date to achieve the SDGs.

A company must meet two requirements for registration:

1. It must submit a written declaration of commitment to achieving the SDGs.
2. Companies must take specific actions to achieve the SDGs.



Nagano Prefecture has been promoting the SDGs since 2018. The prefecture has asked local businesses to become SDG partners by committing to SDG actions. There are two requirements for becoming a partner. The first is to declare management policies and actions to achieve the SDGs. The second is to submit information about specific actions being taken in each of 42 items mapped to the 17 SDGs and 169 targets. Seiko Epson was registered as a Nagano Prefecture SDG partner (the fifth term) in July 2020, and renewed its registration in FY2023 for another three years.

We will report our progress on the SDGs annually to the prefecture government and will contribute to the achievement of the SDGs throughout our supply chain.

## Registration to the Kitakyushu SDGs Registration System

In 2018, Kitakyushu City was selected as Japan's first SDGs Future City and Municipal SDG Model Project. Kitakyushu established a registration system to give visibility to companies and other enterprises that are contributing to the SDGs and to link them and their efforts to the Kitakyushu City SDGs Future City Plan, thereby stimulating and accelerating local SDG initiatives. Epson is registered as a Kitakyushu SDGs Registered Business under the Kitakyushu SDGs Registration System. Seiko Epson is currently working on the "KAMIKURU" project in Kitakyushu, which involves producing recycled paper using the PaperLab dry-process office papermaking machine and manufacturing and supplying upcycled products. Together with project participants, we will continue to contribute to Kitakyushu City's SDG activities by developing products and activities that reduce environmental impact, creating diverse employment opportunities, and providing educational opportunities to nurture future generations of talent.



Issuance of Certificate of Registration



The registration certificate was printed on upcycled heavy weight paper created by the KAMIKURU Project using a PaperLab to recycle used copier paper from Kitakyushu City Hall.

## SDGs Grand Prize at the 2021 Kitakyushu SDGs Future City Awards

In March 2022, the Kamikuru Project, a scheme for producing and providing upcycled paper products using Epson's PaperLab office papermaking system, won the SDGs Grand Prize in the corporate category of the 2021 Kitakyushu SDGs Future City Awards. The project is run by Epson Sales Japan Corporation in Kitakyushu, Fukuoka.

At the ceremony, Mayor Kenji Kitabashi commented, "The Kamikuru project,



which is composed of people from different industry groups in Kitakyushu, has contributed to many of the targets of the SDGs. The activities in the field of education have been particularly outstanding, and I am looking forward to seeing these activities expand in the future."

## Building Awareness In-house

### Contributing to the SDGs at Employee Cafeterias

Epson began serving Kinmemai rice\* in its employee cafeterias in Nagano Prefecture in September 2000. Today, Kinmemai is served in all of the cafeterias in the prefecture.

This initiative is part of Epson's efforts to promote employee health while protecting the environment. It also contributes to the SDGs.

Kinmemai has the same nutritional value as brown rice but is as delicious as white rice, contributing to the maintenance of employee health. In addition, because it does not need to be rinsed, Kinmemai produces no wastewater, so it has less of an environmental impact.

One of the reasons Epson introduced Kinmemai was to prevent water pollution caused by discharging the water used to rinse rice from employee cafeterias. Rinsing water contains a lot of phosphorus and nitrogen, which are not completely removed in wastewater treatment. If washing water flows into rivers, it can cause eutrophication. Kinmemai is also sustainable because the polishing process does not produce rinsing water. The bran that is removed from the rice is reused as fertilizer and for other purposes, which contributes to circular agriculture.

Thus, the introduction of Kinmemai in employee cafeterias contributes to the SDGs, including Goal 12 (Responsible Consumption and Production), Goal 3 (Good Health and Well-Being), Goal 15 (Life on Land), and Goal 14 (Life Below Water).

Kinmemai is a registered trademark of Toyo Rice Corporation.



# Response to TCFD Recommendations

|                          |                       |                   |
|--------------------------|-----------------------|-------------------|
| Governance ▼             | Strategy ▼            | Risk Management ▼ |
| Indicators and Targets ▼ | Related Information ▼ |                   |

Climate change is greatly impacting society and Epson sees it as a significant societal problem. The goal of the Paris Agreement is to achieve decarbonization and limit the global average temperature to well below 2°C above pre-industrial levels and try to limit the temperature increase to 1.5°C. To achieve this, Epson is working to reduce total emissions in line with a 1.5°C scenario<sup>1</sup> by 2030. Furthermore, Epson coordinated the revision of Environmental Vision 2050 with the announcement of the Epson 25 Renewed Corporate Vision. To attain our goals of becoming carbon negative and underground resource free<sup>2</sup> by 2050, we are working to decarbonize and to close the resource loop. We are also providing products and services that reduce environmental impacts and developing environmental technologies.

Since indicating its support for the recommendations of the Task Force on Climate-related Financial Disclosures (TCFD) in October 2019, Epson has disclosed information (on governance, strategy, risk management, and metrics and targets) based on the TCFD framework so as to enable good communication with shareholders, investors, and a broad spectrum of other stakeholders. Epson has decided to disclose the level of financial impact in 2021 in a quantitative manner for the first time. Furthermore, in 2022, Epson enhanced its disclosure of specific initiatives and achievements aimed at reducing GHG emissions in response to the update to the TCFD recommendations. Since 2023, Epson has enriched qualitative and quantitative information on the highlights and specific results of its initiatives to address climate-related risks and opportunities.



<sup>1</sup> Target for reducing greenhouse gas emissions aligned with the criteria under the Science Based Targets initiative (SBTi)

<sup>2</sup> Non-renewable resources such as oil and metals

## Scenario Analysis Results

We analyzed scenarios based on the TCFD framework to quantitatively assess the financial impact of climate-related risks and opportunities on Epson's strategy. In a 1.5°C scenario in which there is rapid decarbonization of society, we found that there is transitional risk of an increase in operating costs due to market changes, policies, and legislation, but we expect to limit the financial impact by strengthening products and services based on inkjet technology and paper recycling technology.

Epson will spend approximately 100.0 billion yen (approximately 25.0 billion yen from 2021 to 2025 and approximately 75.0 billion yen from 2026 to 2030) over a period of 10 years ending in 2030 to accelerate decarbonization, close the resource loop, and develop environmental technology. The solution to climate-related risks aligns with the materialities we have set of achieving sustainability in a circular economy and advancing the frontiers of industry and will lead to opportunities for business expansion with Epson's low environmental impact products and services that save electricity and reduce waste. These products and services will help to mitigate customers' environmental impact and control climate change.

Based on the results of these analyses, Epson will continue to try to maximize its opportunities while addressing recognized risks in order to achieve decarbonization, which we believe is a rational goal both for society and for Epson.

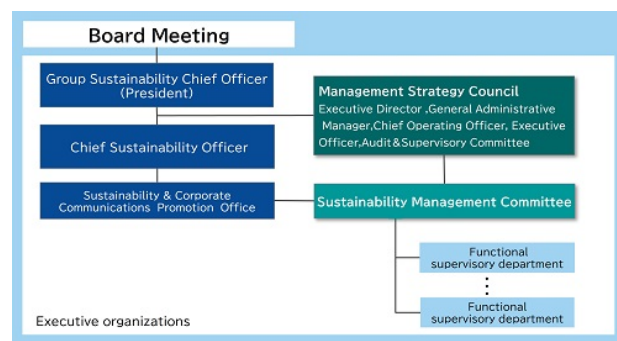
On the other hand, even in a 4°C scenario in which global warming has advanced because the world failed to take additional measures, we found that the impact of physical risks on our domestic and overseas sites due to the damages arising from weather extremes would be small.

## Governance

Important matters related to climate change are reported to and deliberated by the Management Strategy Council, an advisory body to the president. They are subsequently reported to the board of directors at least once a year so that the board can exercise appropriate supervision.

The President and Representative Director has the highest responsibility and authority for climate-related issues. Chief Sustainability Officer has been appointed a Sustainability & Corporate Communications Promotion Officer to manage and promote these initiatives as the head of sustainability activities, including the TCFD. The Global Environmental Strategy Promotion Office and various subcommittees are responsible for formulating and carrying out company-wide environmental strategies, including actions to respond to climate change.

To build a more effective sustainability governance framework and to clarify responsibility, we have linked executive compensation in the form of restricted stock to a performance indicator related to decarbonization—one of the key sustainability topics tied to materiality.



Promotion organization chart

### Main Climate Change Initiatives

| FY2019                                                                                                                                                                                               | FY2020                                                                                                                                                                                                                                                            | FY2021                                                                                                                                                                                                                                                                                 | FY2022                                                                                                                                                                                                                                                                                                | FY2023                                                                                                                                                                                                                                                                                                 | FY2024                                                                                                                                                                                                          |
|------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|-------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|-------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|--------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|-----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| <ul style="list-style-type: none"> <li>Declared support for the TCFD recommendations</li> <li>Studied risks of natural disasters caused by climate change (2°C scenario and 4°C scenario)</li> </ul> | <ul style="list-style-type: none"> <li>Qualitatively disclosed the financial impact based on the disclosure recommendations of the TCFD framework (2°C scenario)</li> <li>Studied risks of natural disasters caused by climate change (1.5°C scenario)</li> </ul> | <ul style="list-style-type: none"> <li>Revised Environmental Vision 2050 and set clear objectives, including becoming carbon negative</li> <li>Quantitatively disclosed the financial impact based on the disclosure recommendations of the TCFD framework (1.5°C scenario)</li> </ul> | <ul style="list-style-type: none"> <li>Enhanced disclosures on the results of specific initiatives in line with the revised TCFD recommendations</li> <li>Studied risks of natural disasters caused by climate change, taking into account the changes in the IPCC Sixth Assessment Report</li> </ul> | <ul style="list-style-type: none"> <li>Created a new Global Environmental Strategy Promotion Office and environmental subcommittees for each topic</li> <li>Enhanced qualitative and quantitative information on the highlights and specific results of its initiatives to address climate-</li> </ul> | <ul style="list-style-type: none"> <li>Updated qualitative and quantitative information on the highlights and specific results of its initiatives to address climate-related risks and opportunities</li> </ul> |

|  |  |  |  |                                 |  |
|--|--|--|--|---------------------------------|--|
|  |  |  |  | related risks and opportunities |  |
|--|--|--|--|---------------------------------|--|

## Strategy

Epson has determined that achieving sustainability in a circular economy. To achieve these, we are reducing greenhouse gas (GHG) emissions by leveraging our efficient, compact, and precision technologies to drive innovation.

### Roadmap to achievement of the Environmental Vision 2050

Epson has established the Environmental Vision 2050, under which efforts are being made to achieve not only carbon neutrality by 2050, but also carbon negativity, while aiming for products that are free from underground resources. The “Mid-Range Environmental Action Plan” outlines specific scenarios of how progress will be made towards this goal. With expansion of businesses in the growth areas and new areas that “Epson 25 Renewed” aims at, GHG emissions and resource consumption throughout the supply chain are expected to increase. To address this, an “Environmental Value Creation Scenario” has been formulated that integrates both environmental and business strategies across all operations, laying out a roadmap to achieve the 2050 targets.

[Click here for details on the Mid-Range Environmental Action Plan.](#) ➡

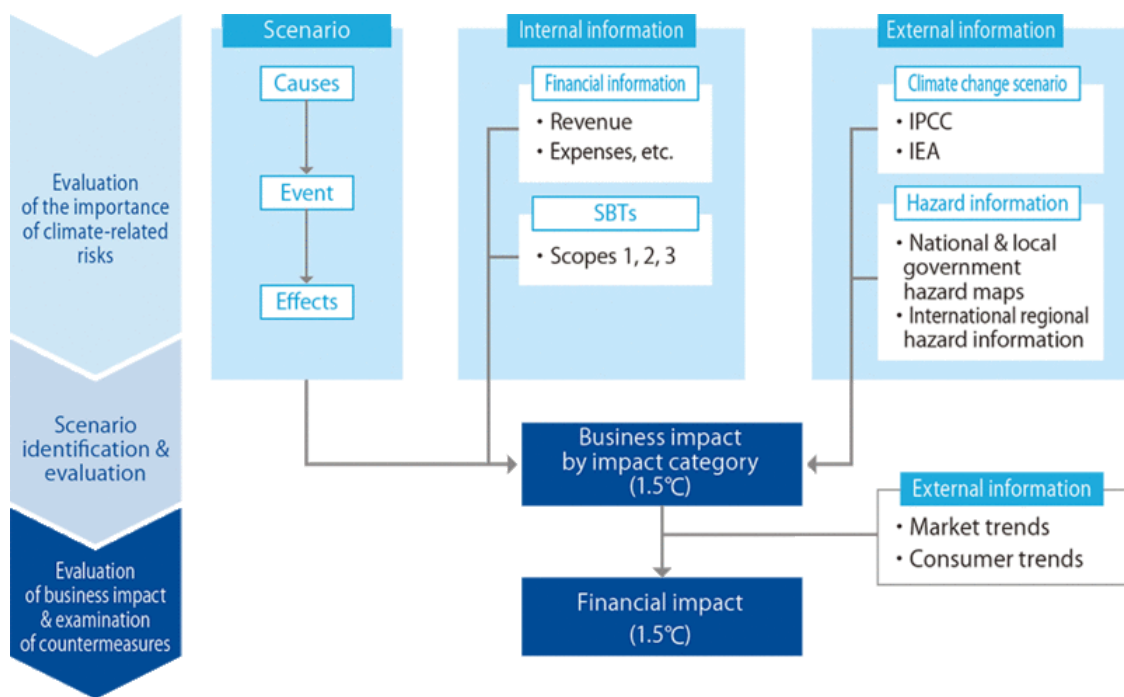
Furthermore, to increase resilience against climate change, we have been implementing activities at regular meetings of the Environmental Strategy Council and its subcommittees to realize our Environmental Vision 2050. In FY2024, we reviewed the status of implementation of activities and submitted deliberations and reports to various corporate management bodies, focusing on the following initiatives.

#### Initiatives for FY2024

- Considering topics: decarbonization targets (renewal of SBTs), TNFD disclosures, and definition of and measures for resource circulation
- Reviewing efforts of each subcommittee and medium-term KPIs
- Sharing the progress and challenges of the Environmental Value Creation Scenario for each operation
- Investigation and analysis of the current situation (trends of competitors and society, environmental laws and regulations, etc.)

### Scenario Analysis of Climate-Related Risks and Opportunities

Epson identified and evaluated scenarios in the categories of transition risk, physical risk, and opportunity to evaluate the importance of climate-related risks and opportunities. Seven risks and opportunities were singled out for evaluation. We evaluated the business impact and financial impact of each on the basis of the scenarios corresponding to temperature increase of 1.5°C presented by the Intergovernmental Panel on Climate Change (IPCC) and the International Energy Agency (IEA) as well as on the basis of internal and external information.



## Climate-Related Risks and Opportunities in a 1.5°C Scenario

The results of evaluating climate-related risks and opportunities based on scenario analysis are as follows.

| Category         |                               | Items          | Actualization <sup>1</sup> | Business impacts                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                     | Financial impact <sup>2</sup> |
|------------------|-------------------------------|----------------|----------------------------|----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|-------------------------------|
| Transition risks | Market changes                |                |                            | <b>Impact</b>                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                        |                               |
|                  | Policy & laws and regulations | • Paper demand | Short-term                 | <ul style="list-style-type: none"> <li>We were unable to detect a strong relationship between climate change and the change in paper demand, but demand for printing and communication paper is assumed to be on a declining trend. Even if the shift to paperless advances further due to changes brought about by COVID-19 (such as the contraction of office printing because of decentralization), we expect only a limited financial impact from the strengthening of products and services based on inkjet technology and paper recycling technology (reduction of printing costs, reduction of environmental impacts, increase of ease of printing, appeal using usefulness of paper information).</li> </ul> | Small                         |

|                |                       |                                                                                                                                                                                                |                                    |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                    |                                                         |
|----------------|-----------------------|------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|------------------------------------|----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|---------------------------------------------------------|
|                |                       | (Initiatives in "Environment Vision 2050") <ul style="list-style-type: none"> <li>• Decarbonization</li> <li>• Closed resource loop</li> <li>• Environmental technology development</li> </ul> | Short-term                         | <b>Impact</b> <ul style="list-style-type: none"> <li>• Decarbonization of products, services, and supply chains as well as advanced initiatives in resource recycling are needed to respond to the shared global societal issues of climate change and resource depletion.</li> <li>• Scientific and specific solutions are necessary to develop environmental technologies linked with the rapid decrease of environmental impacts.</li> </ul> <b>Response to risks</b> <ul style="list-style-type: none"> <li>• Decarbonization               <ul style="list-style-type: none"> <li>- Renewable energy use</li> <li>- Energy-saving facilities &amp; equipment</li> <li>- Greenhouse gas removal</li> <li>- Supplier engagement</li> <li>- Carbon-free logistics</li> </ul> </li> <li>• Closed Resource Loop               <ul style="list-style-type: none"> <li>- Use resources effectively</li> <li>- Minimize production losses</li> <li>- Extend product service lives</li> </ul> </li> <li>• Environmental technology development               <ul style="list-style-type: none"> <li>- Dry fiber technology applications</li> <li>- Naturally derived (plastic-free) materials</li> <li>- Material recycling (metal, paper)</li> <li>- CO2 absorption technology</li> </ul> </li> </ul> | Invest a total of approximately ¥100.0 billion by 2030  |
| Physical risks | Acute                 | • Damage to business sites due to floods                                                                                                                                                       | Long-Term<br>(End of 21st century) | <b>Impact</b> <ul style="list-style-type: none"> <li>• Based on the results of risk assessment for 36 sites (17 sites in Japan and 19 sites overseas), the changes in future operational risks due to flooding (rivers overflowing), high tides and water shortage are limited.</li> <li>• Short-term climate change risks to the supply chain will be addressed in line with our business continuity plans.</li> </ul>                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                            | Small                                                   |
|                | Chronic               | • Damage to business sites due to rising sea levels                                                                                                                                            |                                    |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                    |                                                         |
|                |                       | • Impact on operations due to drought                                                                                                                                                          |                                    |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                    |                                                         |
| Opportunities  | Products and services | (Initiatives in "Environment Vision 2050") <ul style="list-style-type: none"> <li>• Customer environmental impact mitigation</li> </ul>                                                        | Short-term                         | <b>Assumed scenarios</b> <ul style="list-style-type: none"> <li>• The need for environmentally considerate products and services will increase due to the introduction of a carbon tax, soaring electricity prices, rising waste disposal costs, sustainable production volume, and reduced resource use.</li> </ul> <b>Business opportunities</b> <ul style="list-style-type: none"> <li>• In the growth areas defined in Epson 25 Renewed, we expect to grow revenue at a CAGR (compound annual growth rate) of 15% by providing 1) inkjet office printing, commercial &amp; industrial inkjet printing and printheads that reduce</li> </ul>                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                    | Large CAGR of 15% is expected in growth areas by FY2025 |



|  |  |                          |            |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                          |        |
|--|--|--------------------------|------------|--------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|--------|
|  |  |                          |            | environmental impacts, increase work productivity, and reduce printing costs; and 2) production systems with expanded use of new production devices to reduce environmental impacts.                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                     |        |
|  |  | • Environmental business | Short-term | <p><b>Assumed scenarios</b></p> <ul style="list-style-type: none"> <li>Market growth is expected in the areas of global warming prevention, waste treatment, and effective utilization of resources.</li> <li>The shift to a circular economy is expected to drive market growth for recycled plastics, high-performance biomaterials, bioplastics and metal recycling.</li> </ul> <p><b>Business opportunities</b></p> <ul style="list-style-type: none"> <li>Generate revenue by value transformation (enhancing functionality), eliminating plastics (packing and molding materials), creating new high-value-added materials and carrying out other measures through the establishment of technologies, such as applications of dry fiber technology, including paper recycling, development of naturally derived materials (elimination of plastics) and recycling of raw materials (metal and paper recycling) as effective solutions for combatting global warming and shifting to a circular economy.</li> </ul> | Medium |

<sup>1</sup> Short term: < 10 years    Medium term: 10-50 years    Long term: > 50 years

<sup>2</sup> Small: < 1 billion yen    Medium: 1-10 billion yen    Large: > 10 billion yen

## FY2024 Actions

Epson implemented the following initiatives in FY2024 to promote decarbonization, close the resource loop, develop environmental technology, and mitigate environmental impacts on the customer's end.:

| Category         |                               | Items          | Initiatives implemented in FY2024                                                                                                                                                                                                                                                                                                                                                                                               | FY2024 quantitative results |
|------------------|-------------------------------|----------------|---------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|-----------------------------|
| Transition risks | Market changes                | • Paper demand | <ul style="list-style-type: none"> <li>In Office &amp; Home Printing, sales of ink have been stable with a decrease in sales of ink cartridges offset by increases in sales of high-capacity ink bottles and ink for office shared printers in conjunction with the increased number of machines in the field. The financial impact of fluctuations in demand for paper in the market targeted by Epson was limited.</li> </ul> | Small <sup>3</sup>          |
|                  | Policy & laws and regulations |                |                                                                                                                                                                                                                                                                                                                                                                                                                                 |                             |



|                |                       |                                                     |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                   |                                                                                                                                                                                                                        |
|----------------|-----------------------|-----------------------------------------------------|---------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
|                |                       | • Decarbonization                                   | <ul style="list-style-type: none"> <li>• Maintained 100% renewable energy at all sites of the Epson Group globally<sup>4</sup>.</li> <li>• Started the Epson Green Supply Chain project that supports GHG emission reduction and the adoption of renewable electricity among suppliers.</li> </ul>                                                                                                                                                                                                | ¥7.58 billion<br>(Breakdown)<br>¥4.38 billion<br>- Expenses: ¥1.91 billion<br>- Personnel expenses: ¥1.29 billion<br><br>Cumulative input costs and investments for Environmental Vision 2050: ¥20.22 billion in total |
|                |                       | • Closed resource loop                              | <ul style="list-style-type: none"> <li>• Expanded the use of recycled plastic products, and increased the long-term use of products through refurbishing/reuse.</li> <li>• Completed construction of a new plant to recycle metal waste as materials for metal powder products (June 2025, Epson Atmix).</li> </ul>                                                                                                                                                                               |                                                                                                                                                                                                                        |
|                |                       | • Environmental technology development              | <ul style="list-style-type: none"> <li>• Developed fabric fiber composite recycled plastic by applying dry fiber technology.</li> <li>• Promoted the development of a technology for separating and collecting CO<sub>2</sub> using a separation membrane and a CO<sub>2</sub> absorption technology utilizing algae.</li> </ul>                                                                                                                                                                  |                                                                                                                                                                                                                        |
| Physical risks | Acute                 | • Damage to business sites due to floods            | <ul style="list-style-type: none"> <li>• Assessed risks based on the IPCC Sixth Assessment Report at 36 sites (17 in Japan, 19 overseas)<sup>5</sup>.               <ul style="list-style-type: none"> <li>◦ Confirmed that the changes in future operational risks due to floods (river flooding), high tides, and droughts are limited.</li> <li>◦ Implemented BCP measures against the risk of inundation of facilities on lower floors of Toyoshina Plant<sup>6</sup>.</li> </ul> </li> </ul> | Small <sup>3</sup>                                                                                                                                                                                                     |
|                | Chronic               | • Damage to business sites due to rising sea levels |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                   |                                                                                                                                                                                                                        |
|                |                       | • Impact on operations due to drought               |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                   |                                                                                                                                                                                                                        |
| Opportunities  | Products and services | • Customer environmental impact mitigation          | <ul style="list-style-type: none"> <li>• Promoted initiatives in the growth areas (office printing, commercial &amp; industrial printing, printhead sales, production systems) under "Epson 25 Renewed."</li> </ul>                                                                                                                                                                                                                                                                               | FY2020 → FY2024 Revenue CAGR +9.9% <sup>7</sup>                                                                                                                                                                        |
|                |                       | • Environmental business                            | <ul style="list-style-type: none"> <li>• Started PoC<sup>8</sup> of a business model for recycled fabric with an eye to business development with dry fiber technology as the core technology.</li> </ul>                                                                                                                                                                                                                                                                                         | -                                                                                                                                                                                                                      |

<sup>3</sup> Small financial impact: less than ¥1 billion.

<sup>4</sup> Excluding some rental properties housing sales sites.

<sup>5</sup> Assessed using IPCC climate change scenarios RCP 2.6 (2°C), RCP 8.5 (4°C).

<sup>6</sup> A major domestic site with a long-term flooding risk (end of 21st century).

<sup>7</sup> Comparison of actual results for FY2022 to FY2023 forecasts at the time of announcement of Epson 25 Renewed.

<sup>8</sup> PoC (Proof of Concept): A process to verify the feasibility and actual effect of a new technology, etc.

## Initiatives for carbon pricing

Epson prepared payback period criteria and guidelines that incorporate carbon pricing principles to evaluate (study the feasibility of) potential investments before executing for reducing GHG emissions. They were introduced on a trial basis in FY2018 and were formally adopted in 2020.

## Risk Management

As the environment in which we operate grows more complex and uncertain, effectively dealing with risks that could have a significant impact on corporate activities will be essential in order to carry out business strategies and business objectives. Epson sees climate-related issues as risks that could significantly impact management and manages them appropriately.

### Climate-Related Risk Identification, Assessment and Management Process

| 1. Study                                                                                                                                                                                                                                              | 2. Identify & assess                                                                                                                                                                                                                                                     | 3. Manage                                                                                                                                        |
|-------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|--------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|--------------------------------------------------------------------------------------------------------------------------------------------------|
| <ul style="list-style-type: none"><li>Considering the changes in the IPCC Sixth Assessment Report, conduct surveys on natural disaster risks caused by climate change at major sites in Japan and overseas.</li><li>Research social trends.</li></ul> | <ul style="list-style-type: none"><li>Identify risks and opportunities from the policies and actions of Epson 25 Renewed and Environmental Vision 2050.</li><li>Evaluate scenario analysis through the Sustainability Strategy Council and board of directors.</li></ul> | <ul style="list-style-type: none"><li>Effectively manage risks through the Sustainability Strategy Council and the board of directors.</li></ul> |

## Indicators and Targets

Epson aims to achieve the medium- and long-term greenhouse gas (GHG) emission reduction targets to realize Environmental Vision 2050. For this reason, we are working to reduce environmental impacts throughout the value chain by improving the environmental performance of our products, utilizing renewable energy, enhancing our business activities and taking other steps based on our efficient, compact, and precision technologies.

After our 2018 Science Based Targets (SBTs)<sup>1</sup> were set, we raised our goals in line with the 1.5-degree target and made efforts towards achieving them for FY2025. As a result, we replaced all electricity used at all our global sites with renewable energy ahead of the target year. Furthermore, in May 2025, the Science Based Targets initiative (SBTi)<sup>2</sup> approved our netzero target, which is based on the SBTi Net-Zero Standard, as well as our near- and long-term targets for the process up to achieving our net-zero target. This confirms that our targets for total emissions that include all scopes and aim to be achieved by 2030, which were already set in our Environmental Vision 2050, are scientifically sound to achieve the 1.5°C target in the Paris Agreement.



### GHG Emission Reduction Targets and Vision

|                                                                                                                                 |                                                                                                                                                                                                                                                              |
|---------------------------------------------------------------------------------------------------------------------------------|--------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| Targets approved for SBTi <sup>2</sup><br>(1.5°C target level. All reductions are compared to the baseline year of fiscal 2017) | <p>Near-term targets:</p> <p>Reduce total scope 1+2+3 emissions by 55% by 2030</p> <p>Reduce total scope 1+2 emissions by 90% by 2030</p> <p>Long-term targets:</p> <p>Reduce total scope 1+2+3 emissions by 90% by 2050</p> <p>Achieve net-zero by 2050</p> |
|---------------------------------------------------------------------------------------------------------------------------------|--------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|

Goals<sup>3</sup>

Achieve net-zero Scope 1+2 emissions by 2030  
Achieve carbon negative by 2050

Scope 1: Direct emissions from the use of fuels by business parties

Scope 2: Indirect emissions from energy sources such as electricity

Scope 3: Indirect emissions from the company's entire value chain

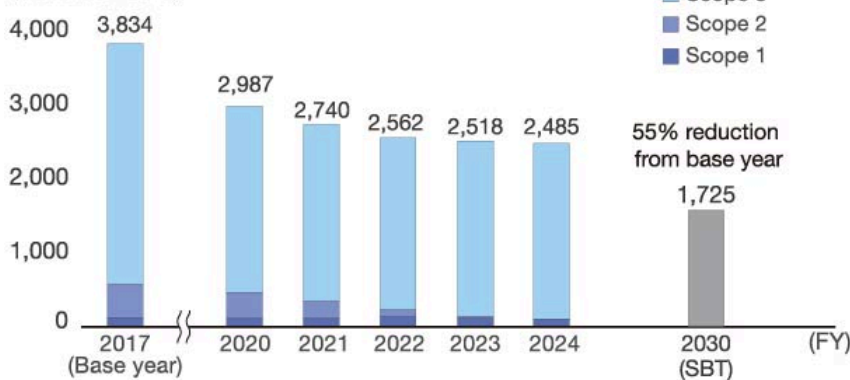
<sup>1</sup> Science-based greenhouse gas reduction targets

<sup>2</sup> The Science Based Targets Initiative (SBTi) is a corporate climate action organization that helps companies and financial institutions contribute to addressing the climate crisis. The Initiative is developing standards, tools, and guidance to help companies set GHG emission reduction targets consistent with the levels needed to keep global warming below catastrophic levels and achieve net zero by 2050 at the latest.

<sup>3</sup> A target approved by SBTi to reduce total emissions by 90% and neutralize remaining emissions through absorption, credits, etc. to achieve net-zero emissions or further decarbonization.

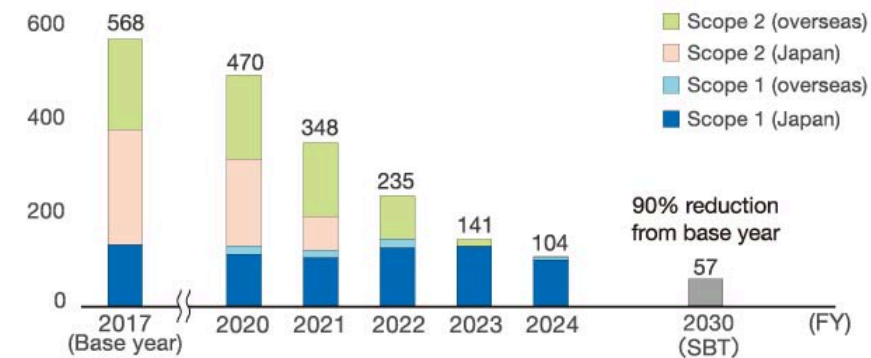
**Greenhouse Gas Emissions (Scopes 1+2+3)**

(thousand t-CO<sub>2</sub>e)



**Greenhouse Gas Emissions (Scopes 1+2)**

(thousand t-CO<sub>2</sub>e)



\* Calculations for FY2017, 2023, and 2024 are based on the latest SBT standards.

\* Scope 2 emissions in FY2024 are associated with steam.

\* Fiery, which became a wholly owned subsidiary in December 2024, is not included.

\* CO<sub>2</sub> conversion factor of greenhouse gas emissions

- Electric power: Disclose market-based emissions. In Japan, we use the adjusted emissions factors for the load serving entities (i.e., utilities) from which our sites purchase electricity, pursuant to Load Serving Entity Emission Factors announced by the Ministry of Environment and the Ministry of Economy, Trade and Industry. Overseas, we use the country emission factors listed in IEA (International Energy Agency) or from the load serving entities from which our sites purchase electricity.

- Fuel: The factors announced by the IPCC in 2019 were used for both domestic and overseas data.

- GHGs other than CO<sub>2</sub>: Equivalents were calculated based on 100-year GWP values in the Fifth Assessment Report of the IPCC.

## Related Information

- [Environmental Vision 2050](#)
- [2025 Goals \(GHG reduction, environmental performance, etc.\)](#)
- [Global Environmental Data](#)
- [TNFD](#)

# Response to TNFD Recommendations

Governance ▼

Indicators and Targets ▼

Strategy ▼

Related Information ▼

Risk Management ▼

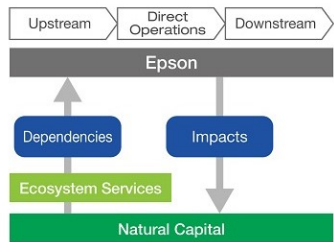
In June 2024, Epson expressed its support for the recommendations of the Taskforce on Nature-related Financial Disclosures (TNFD). We evaluated the Group's dependence and impact on natural capital and analyzed the associated risks and opportunities in accordance with the LEAP approach<sup>1</sup> recommended by the TNFD framework. Based on this analysis, we will contribute to the realization of a sustainable society by minimizing our negative impact on nature and biodiversity and further harmonizing with local ecosystems.

<sup>1</sup> The LEAP approach is an integrated approach for assessing nature-related issues, including nature contact, nature dependencies, impacts, risks, and opportunities.



## Epson and natural capital

Epson's business activities and the lives of our employees are supported by the gifts of nature (ecosystem services) (dependency in the figure). In addition, our activities have a direct and indirect impact on nature (impact in the figure). The global loss of natural capital could severely disrupt our business activities and lives. To prevent the loss of natural capital, we must reduce our negative impact on nature. At the same time, as awareness of risks related to natural capital is increasing, we believe that Epson's technology can contribute to solving these issues. This also presents a business opportunity for Epson.



## Governance

The Global Environmental Strategy Promotion Office and environmental subcommittees draft and implement company-wide environmental strategies, including those related to nature.

Management matters that are material to the entire Epson Group, including those related to nature, are discussed by the Management Strategy Council, an advisory body to the president. The Council periodically reports on these matters to the board of directors, which exercises appropriate supervision.

## Identification of priority regions

We assessed the risks to ecosystems and water at 42 sites in the Epson Group and identified 11 sites in North America, East Asia, and Southeast Asia as priority locations.

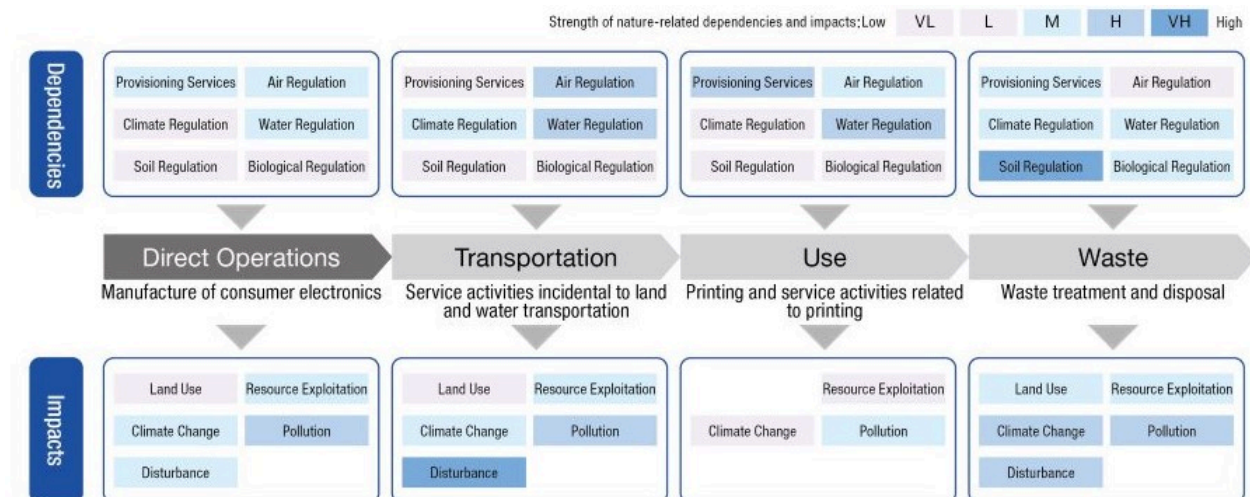
Priority locations (sites) for direct operations



## Dependence and impact on natural capital

We conducted an evaluation and analysis to understand how our operations depend on and impact nature so that we could identify nature-related risks and opportunities. This enabled us to identify the business activities in our value chain processes (direct operations and downstream value chain) that depend on and impact natural capital, as well as the content of significant dependencies and impacts, as described below.

Analysis of dependence and impact of direct operations (including transportation) and processes downstream in the value chain



\* The dependencies and impacts of business activities were analyzed using the visualization and evaluation tool ENCORE, and rated on a five-point scale (VH, H, M, L, VL).

\* When there are multiple evaluation items, the evaluation is based on the item with the greatest dependency or impact.

\* Disturbance: Activities that cause noise and light pollution that may harm living organisms.

## Nature and biodiversity-related risks and opportunities and our response to them

We first identified risks and opportunities that are caused by, or depend on, nature. We then evaluated the importance of these risks and opportunities based on the likelihood of their occurrence and the degree of impact they would have. We identified six risks and two opportunities as material. The table below shows how we are responding to them.

| Category      |                                         | Value Chain       | Risks & Opportunities              |                                                                                                                        | Response                                                                                                                                                                                                                                                                                                 | Actualization <sup>1</sup> |
|---------------|-----------------------------------------|-------------------|------------------------------------|------------------------------------------------------------------------------------------------------------------------|----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|----------------------------|
| Risk          | Physical/Chronic                        | Direct operations | Water                              | Reduction and depletion of water resources<br>Lower production volumes due to limited water availability               | <ul style="list-style-type: none"> <li>Improve water use efficiency at production sites in the medium term.</li> <li>Mitigate risk at sites located in regions with water risks (drought, water quality)</li> </ul>                                                                                      | Mid-term                   |
|               |                                         |                   | Water and soil pollution           | Water pollution, soil pollution<br>Environmental degradation caused by other stakeholders                              |                                                                                                                                                                                                                                                                                                          |                            |
|               | Transition/Regulation                   |                   | Water and hazardous substances     | Stronger regulations on water source conservation, water intake, and pollution                                         | <ul style="list-style-type: none"> <li>Strictly control pollution at production sites</li> <li>Reduce water consumption at production sites. Analyze site water consumption and usage. Implement reduction measures tailored to each site. Share case studies.</li> </ul>                                | Short-term                 |
|               | Transition/Market                       |                   | Water                              | Higher costs for improving water and energy efficiency                                                                 |                                                                                                                                                                                                                                                                                                          |                            |
|               | Transition/Regulation                   | Downstream        | Resources and hazardous substances | Rules making mandatory the use of low-impact raw materials and stronger restrictions on the use of chemical substances | <ul style="list-style-type: none"> <li>Comply with environmental regulations.</li> <li>Circulate resources. Refurbish and reuse ink bottles and cartridges</li> <li>Use recycled and bio-based materials and practice design for environment.</li> <li>Mitigate customer environmental impact</li> </ul> | Short-term                 |
|               | Transition/Market                       |                   | Environmental impact               | Lower customer preference for products with high environmental impact                                                  | Expand products and services that mitigate environmental impacts on the public.                                                                                                                                                                                                                          |                            |
| Opportunities | Corporate perspective & nature & social | Downstream        | Environmental impact & resources   | Enhancing Product & Corporate Value                                                                                    |                                                                                                                                                                                                                                                                                                          | Mid-term                   |
|               |                                         |                   |                                    | Company Perspective <ul style="list-style-type: none"> <li>Increased product competitiveness</li> </ul>                | Nature or Social Perspective <ul style="list-style-type: none"> <li>Lower GHG emissions during product</li> </ul>                                                                                                                                                                                        |                            |

|  |             |  |                                                                                                                                            |                                                                                                                                                  |                                                                                                                                                                                   |                                                                            |          |
|--|-------------|--|--------------------------------------------------------------------------------------------------------------------------------------------|--------------------------------------------------------------------------------------------------------------------------------------------------|-----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|----------------------------------------------------------------------------|----------|
|  | perspective |  |                                                                                                                                            | <ul style="list-style-type: none"> <li>and customer value</li> <li>Enhanced corporate brand value</li> <li>Lower transportation costs</li> </ul> | <ul style="list-style-type: none"> <li>manufacturing and use (miniaturization, weight reduction, energy savings)</li> <li>Achieve sustainability in a circular economy</li> </ul> | <ul style="list-style-type: none"> <li>biomaterials in Products</li> </ul> |          |
|  |             |  |                                                                                                                                            | Increasing need for solutions to environmental issues                                                                                            |                                                                                                                                                                                   |                                                                            |          |
|  |             |  | Company Perspective <ul style="list-style-type: none"> <li>Secure new sources of revenue and diversify and stabilize management</li> </ul> | Nature or Social Perspective <ul style="list-style-type: none"> <li>Provide solutions to environmental issues</li> </ul>                         | <ul style="list-style-type: none"> <li>Environmental technology development and promotion</li> </ul>                                                                              |                                                                            | Mid-term |

<sup>1</sup> Short-term: by 2030. Medium-term: by 2050. Long-term: 2050 or beyond

## Risk Management

As the environment in which companies operate becomes more complex and uncertain, Epson must effectively address risks that could materially impact corporate activities in order to execute its management strategies and business objectives.

Process to Identify, Assess and Manage Nature-Related Risks

| 1. Research                                                                                                                                                     | 2. Identify and assess                                                                                                                      | 3. Manage                                                                           |
|-----------------------------------------------------------------------------------------------------------------------------------------------------------------|---------------------------------------------------------------------------------------------------------------------------------------------|-------------------------------------------------------------------------------------|
| Research the material nature-related dependencies and impacts at major sites in Japan and overseas.<br>(Tools used <sup>1</sup> : ENCORE, IBAT, Aqueduct, etc.) | Qualitatively assess the seriousness of nature-related risks and opportunities to the organization in terms of their likelihood and impact. | Management the risks through the Management Strategy Council and board of directors |

<sup>1</sup> Evaluation and analysis tools for assessing dependencies and impacts on natural capital and environmental risks, as recommended by TNFD.

## Indicators and Targets

The Taskforce on Nature-related Financial Disclosures (TNFD) has recommended core global disclosure indicators. Epson found as a result of assessments that water and chemical substances are key nature-related risks. Resource circulation was also identified as a priority theme and is the reason we have launched efforts to use resources sustainably. We set these as nature-related targets. The results for FY2024 are summarized below.



| Theme                               |               | Related TNFD core indicator No. | Epson's Metrics                                                             | FY24 Targets                                 | FY24 Results |
|-------------------------------------|---------------|---------------------------------|-----------------------------------------------------------------------------|----------------------------------------------|--------------|
| Water                               | Water use     | C3.0                            | Water use per unit of revenue<br>(thousand m <sup>3</sup> /100 million yen) | 0.73<br>1% reduction from FY17-22<br>average | 0.62         |
|                                     | Water quality | C2.1                            | Number of incidents in which legal limits were exceeded                     | 0 incidents/year                             | 1 incident   |
| Chemical substances<br>(soil & air) |               | -                               | Number of environmental law violations at business sites                    | 0 incidents/year                             | 0            |
| Resources                           |               | C2.2, C2.3, C3.1                | Sustainable resource rate <sup>1</sup>                                      | 35%                                          | 33%          |

<sup>1</sup> The ratio of sustainable resources (renewable resources + circulated resources + less-depletable resources) to raw materials.

## Related Information

[Value Creation Story](#) ➔

[Environmental Vision 2050](#) ➔

[2025 Goals \(GHG reduction, environmental performance, etc.\)](#) ➔

[Global Environmental Data](#) ➔

[TCFD](#) ➔

# Evaluation by External Parties

Inclusion in SRI Indices and Rating ▼

Recognition ▼

Award ▼

## Inclusion in SRI Indices and Ratings

Seiko Epson Corporation has been rated highly by ESG assessment organizations around the world. The company has been selected as a constituent of all ESG Japanese stock indices adopted by the Government Pension Investment Fund (June 2025).

### FTSE4Good Index Series

Seiko Epson Corporation was selected for inclusion in the FTSE4Good Index Series, a responsible investment (RI) index of FTSE Russell, a subsidiary of London Stock Exchange Group, for 22 consecutive years since 2004. Ever since Seiko Epson was selected by the Government Pension Investment Fund (GPIF), FTSE Russell has continuously included the company in the FTSE Blossom Japan Index (since July 2017) and the FTSE Blossom Japan Sector Relative Index (April 2022), which are composed primarily of Japanese companies whose environmental, social, and governance (ESG) practices meet global standards. (June 2025)

- FTSE4Good Index Series [🔗](#)
- FTSE Blossom Japan Index [🔗](#)
- FTSE Blossom Japan Sector Relative Index [🔗](#)



### MSCI ESG Indexes

MSCI ESG Ratings is a global ESG investment index provided by U.S.-based MSCI. MSCI researches and analyzes how well companies manage environmental, social, and governance risks. It then assigns the companies one of seven ratings ranging from AAA (leader) to CCC (laggard). Seiko Epson has been awarded AAA, the highest rating, for two years in a row since 2024. In addition, since being adopted by the Government Pension Investment Fund (GPIF), Seiko Epson has been a constituent of the MSCI Japan Empowering Women Index (since July 2017), which is composed primarily of companies with high gender diversity compared to their peers in the industry, and the MSCI Nihonkabu ESG Select Leaders index (March 2024), which is composed primarily of companies with high ESG ratings compared to their peers in the industry. (June 2025)

MSCI  
ESG RATINGS

AAA

CCC B BB BBB A AA AAA

2025 CONSTITUENT MSCI NIHONKABU  
ESG SELECT LEADERS INDEX

2025 CONSTITUENT MSCI JAPAN  
EMPOWERING WOMEN INDEX (WIN)

[MSCI ESG Rating](#) 

[MSCI Japan Empowering Women \(WIN\) Select Index](#) 

[MSCI Nihonkabu ESG Select Leaders Index](#) 

[Disclaimer statement](#)



## The S&P/JPX Carbon Efficient Index

Created by the Japan Exchange Group and U.S.-based S&P Dow Jones Indices, this index is composed chiefly of companies that sufficiently disclose their environmental information and companies that demonstrate high carbon efficiency (carbon emissions per unit of revenue). Seiko Epson has continuously been included in the index since its establishment in September 2018 and since its adoption at the same time by the Government Pension Investment Fund (GPIF). (June 2025)



## Morningstar Japan Ex-REIT Gender Diversity Tilt Index

This Index is composed primarily of companies that have embedded gender diversity policies into their corporate culture and that are committed to providing all employees, regardless of gender, with equal opportunities. Morningstar Indexes of the U.S. selects companies using data and evaluation methodology provided by Equileap. Seiko Epson has continuously been included in the index since it was adopted by the Government Pension Investment Fund (GPIF) in March 2023. (December 2024)

## The Sampo Sustainability Index

Seiko Epson was selected by Sampo Asset Management Co., Ltd. (Japan), as a constituent of one of the Sampo Sustainability Index for the 13th consecutive year. The index is used in SRI (socially responsible investment) fund for pension funds or institutional investors to invest widely in companies with the high ESG (environment, society, governance) evaluation ratings. (June 2025)



## ISS ESG Corporate Rating

Seiko Epson Corporation has earned Prime status from ISS ESG, an ESG investment solutions business unit of the world's leading proxy advisory firm, Institutional Shareholder Services Inc. (ISS) of the United States. (As of July 2025)



## Epson on CDP A List for Tackling Climate Change

Seiko Epson has been placed for the prestigious corporate sustainability A list for five consecutive years by the globally influential environmental non-profit CDP for leadership in tackling climate change. (February 2025)

[Click here for details](#) ➔



Received EcoVadis Gold Rating for Overall Sustainability

Seiko Epson Corporation has been awarded a Gold rating for overall sustainability by independent platform EcoVadis (France). Epson is in the top 5% of companies rated by EcoVadis in the manufacture of computers and peripheral equipment industry. (September 2025)

[EcoVadis](#)



Recognition

Multiple Epson Sites Earn RBA Platinum or Gold Recognition under the RBA's Validated Assessment Program

Seiko Epson Corporation strives to improve its CSR by having its main production sites voluntarily and systematically undergo Validated Assessment Program (VAP) assessments<sup>1</sup> of the Responsible Business Alliance (RBA), which is dedicated to responsible business conduct in global supply chains.

In VAP assessments, independent, third-party firms approved by the RBA assess, and score manufacturing facilities based on their conformance with the RBA Code of Conduct in the areas of labor, health and safety, the environment, and ethics. To date, Epson production sites in Indonesia, Malaysia, Thailand, China and Philippines have earned Platinum, the highest rating. Platinum is reserved for factories that have closed all findings and received a full score of 200.



<sup>1</sup> For more information on RBA VAP assessments, [please click here](#)

Epson sites that currently hold Platinum and Gold status

| Site name                        | Main Products Manufactured                              | Recognition | Expiration Date   |
|----------------------------------|---------------------------------------------------------|-------------|-------------------|
| (Country)                        |                                                         | (Score)     |                   |
| PT. Epson Batam                  | Inkjet printer ink cartridges and ink bottles, scanners | Platinum    | February 19, 2027 |
| (Indonesia)                      |                                                         | (200)       |                   |
| Epson Precision Suzhou Co., Ltd. | Crystal devices                                         | Platinum    | 2026/12/13        |
| (China)                          |                                                         | (200)       |                   |

|                                     |                                                                                    |                                                                                              |                   |
|-------------------------------------|------------------------------------------------------------------------------------|----------------------------------------------------------------------------------------------|-------------------|
| PT. Indonesia Epson Industry        | Inkjet printers, large format printers, small printers, impact dot matrix printers | Platinum   | February 28, 2026 |
| (Indonesia)                         |                                                                                    | (200)                                                                                        |                   |
| Epson Precision (Thailand) Ltd.     | Watch and crystal devices                                                          | Platinum  | February 15, 2026 |
| (Thailand)                          |                                                                                    | (200)                                                                                        |                   |
| Epson Precision Malaysia Sdn. Bhd.  | Crystal devices                                                                    | Platinum  | December 22, 2025 |
| ((Malaysia)                         |                                                                                    | (200)                                                                                        |                   |
| Epson Precision (Philippines), Inc. | 3LCD projectors, Inkjet printers                                                   | Platinum  | October 16, 2025  |
| (Philippines)                       |                                                                                    | (200)                                                                                        |                   |

#### Related Information

[Sustainability Management](#) →

[Supply Chain](#) →

[Approach and Initiatives for Respecting Human Rights in the Supply Chain](#) →

## Recognized under the Health & Productivity Stock Selection Program for the 4th Consecutive Year

Seiko Epson Corporation was recognized for the fourth consecutive year as an outstanding enterprise under the Health and Productivity Stock Selection Program by the Ministry of Economy, Trade and Industry (METI) and the Tokyo Stock Exchange (TSE). The program was created to encourage enterprises to step up their efforts to manage employee health and productivity. Seiko Epson received high scores in all four areas of health and productivity management: management philosophy and policy, organization, program and action implementation, and evaluation and improvement. (March 2025)



## SBTi Approved Epson's GHG Reduction Targets

Science Based Targets initiative (SBTi) has approved Epson's global greenhouse gas (GHG) reduction targets. SBTi recognized Epson's targets as being science-based and in line with keeping a global temperature rise this century to well below 2 degrees Celsius, a central aim of the Paris Agreement. (November 2018)



[Click here for details.\(PDF,403KB\)](#) 

## Earned the Highest (Grade 3) Eruboshi

In 2016, the Japanese Minister of Health, Labour and Welfare granted Seiko Epson the top "Eruboshi" mark in recognition of its efforts to promote the active participation and advancement of women in the workplace. (July 2016)



## Earned Platinum Kurumin Certification

As a result of Epson's efforts to establish a friendly workplace environment, we were awarded use of the so-called Kurumin symbol from 2007 and the Platinum Kurumin symbol in 2016. Use of these symbols is awarded by the Japanese Minister of Health, Labour and Welfare to companies that implement policies that support employees who are raising families, in accordance with the Act on Measures to Support the Development of the Next Generation. (May 2016)



## Award

### Epson Wins Silver at ESG Finance Awards Japan

Epson won the Environment Minister's Award (Silver Award) in the Environmentally Sustainable Company category of the 6th ESG Finance Awards Japan organized by the Ministry of the Environment. This marks the fourth consecutive year of recognition in this category. (February 2025)



### Recognized with the Energy Conservation Grand Prize (Best Practice Category)

Seiko Epson received the Agency for Natural Resources and Energy Commissioner's Award (Best Practice Category / Support & Service Sector) for its energy-saving initiatives at the Suwa Minami Plant (Nagano) under the fiscal 2024 Grand Prize for Excellence in Energy Efficiency and Conservation awards program organized by the Energy Conservation Center, Japan. (December 2024)



### Selected as a Winner Company of Corporate Governance of the Year 2023

Epson was selected as a Winner Company of Corporate Governance of the Year 2023 by Japan Association of Corporate Directors.  
The awards go to the companies which have achieved and maintained long term profitability by implementing good corporate governance with the goal of revitalizing the Japanese economy, since 2015. (January 2024)



## Recognized for Excellence in Energy Efficiency and Conservation

Seiko Epson received the Agency for Natural Resources and Energy Commissioner's Award (Product & Business Model Category) for LM-C6000/C5000/C4000 of high-speed linehead inkjet multifunction printers under the fiscal 2023 Grand Prize for Excellence in Energy Efficiency and Conservation awards program organized by the Energy Conservation Center, Japan. (December 2023)

[Click here for details →](#)



## Recognized for Sustainable Procurement

Epson's sustainable procurement program aimed at ensuring a responsible supply chain were recognized with the Grand Prize, Minister of Economy, Trade and Industry Award at the 24th Green Purchasing Awards. The Green Purchasing Awards program, organized by the Green Purchasing Network, recognizes initiatives that contribute to the expansion of green markets and the achievement of SDG targets through sustainable procurement. (December 2023)



## Epson Wins Two 2023 Nippon Packaging Contest Awards

At the 2023 Japan Packaging Contest organized by the Japan Packaging Institute, Epson was recognized with the President of Japan Productivity Center for Socio-Economic Development Award of Japan Star Awards and a Gift Packaging Award of Packaging Category Awards for packages that contribute to closed-loop recycling by employing Epson's unique Dry Fiber Technology. (August 2023)

## Epson Wins Bronze at New Energy Award 2022

Epson has received the New Energy Foundation Chairman's Award (Bronze Award) for Community Coexistence in New Energy Award 2022 organized by the New Energy Foundation. The organizers recognized Epson for its efforts to accelerate the development of renewable electricity sources in partnership with the Nagano Prefectural Enterprise Bureau and Chubu Electric Power Miraiz Company, Incorporated. (February 2023)

令和4年度  
新エネ大賞



(地域共生部門)  
主催：一般財団法人新エネルギー財団

## Environmental Value Award at the 3rd Annual Nikkei SDGs Management Grand Prix

Seiko Epson won the Environmental Value Award at the 3rd Annual Nikkei SDGs Management Grand Prix organized by Nikkei Inc. The reward was granted in recognition of the company's efforts to reduce its greenhouse gas emissions and, increasingly important, those of its business partners, as well as for its support for the TCFD recommendations and disclosure of emissions information in securities reports, and its ambitious targets for introducing renewable electricity. (November 2021)



## Epson Korea Wins the ESG Grand Prize at the Chosun CSR Awards

Epson Korea Ltd., Co., won the ESG Grand Prize for the third consecutive year at the Chosun Corporate Social Responsibility Awards. These prestigious awards are operated by Chosun Media and sponsored by multiple ministries within the Korean government.

EKL was recognized primarily for "Details for Tomorrow," a campaign that promotes social value with power-saving inkjet printers and ultra-short throw projectors that help to narrow the education gap through distance learning, as well as for its sustainability and ESG reporting. Reviewers analyzed and evaluated approximately 713 companies in South Korea by looking at their ESG, SDG, CSR, and environmental reports for the past three years. Epson was one of the 7 winners in the ESG award category. (April 2021)



## Received Minister of Economy, Trade and Industry Award at the 29th Grand Prize for Global Environment Awards

Seiko Epson won the Japanese Minister of Economy, Trade and Industry Award at the 29th Grand Prize for Global Environment Awards. The award recognizes Epson's inkjet innovation efforts to minimize environmental impact. (February 2020)

[Click here for details](#)

[Solving Social Issues Through Inkjet Innovation](#)

第29回  
地球環境大賞  
Since 1992

## Winner of the METI Minister's Prize



Akita Epson Corporation received the METI Minister's Prize at the eighth Monodzukuri Grand Awards for its role in helping to develop, in partnership with the Akita University Graduate School of Medicine, Akita University Hospital, and the Akita Industrial Technology Center, the world's first rapid cancer diagnosis support system using AC electric field mixing. (January 2020)



## The Fantas Aquarium won the Global Corporate Sustainability Best Practice Award

The Fantas Aquarium won the Global Corporate Sustainability Best Practice Award at the Global Corporate Sustainability Forum, which is sponsored by the Alliance for Sustainable Developments Goals, an organization made up of groups from Taiwan's industry, government, academia and NGOs. (November 2019)



[Click here for details.](#) 

## Recognized for Excellence in Energy Efficiency and Conservation

Seiko Epson has been awarded the Agency for Natural Resources and Energy Director-General's Award for Epson's LX-10000F series and LX-7000F series of high-speed linehead inkjet multifunction printers sold in Japan. This award, which was part of the FY2018 Grand Prize for Excellence in Energy Efficiency and Conservation awards program, was sponsored by the Energy Conservation Center, Japan, with support from the Japanese Ministry of Economy, Trade and Industry. (January 2019)

[Click here for details \(PDF,278KB\)](#) 



FY2018 Grand Prize for Excellence  
in Energy Efficiency and Conservation  
(Product Category & Business Model Category)  
Sponsor: The Energy Conservation Center, Japan

## Received the first EcoPro Award (METI Minister Award)

Epson's PaperLab A-8000 dry-process office papermaking system has been awarded the first EcoPro Award (Economy, Trade and Industry Minister's Prize) by Japan Environment Management Association for Industry. (September 2018)

[Click here for details](#) 



## Received PEZA Outstanding Environmental Performance Award

Epson Precision (Philippines), Inc. received its 3rd PEZA<sup>2</sup> Outstanding Environmental Performance award. This award recognizes the efforts of companies for sustained compliance and innovative systems for the period of 3 years (2016-2018) as they strive for continuous improvement in environmental management. (May 2019)

<sup>2</sup> Philippine Economic Zone Authority (PEZA)

## **Received the PROPER Rating**

PT. Epson Batam, which is the one of Epson's manufacturing plants in Indonesia, received the Green PROPER rating from the Ministry of Environment and Forestry, Indonesia. Additionally, PT. Indonesia Epson Industry received the Blue PROPER rating. (2018-2019)

## **Received the JAPAN OEKO-TEX® AWARD 2017 OEKO-TEX® Association**

Seiko Epson received the JAPAN OEKO-TEX® AWARD 2017 OEKO-TEX® Association prize. OEKO-TEX® is a worldwide certification system that certifies that textiles and related products are free of substances that are harmful to the human body. (2017)

[Home](#) > [Sustainability](#) > [Evaluation by External Parties](#)

# Participation in External Initiatives

Epson seeks to contribute to the achievement of a sustainable society through its business activities and thereby become an indispensable company. For this reason, we endorse and take part in numerous sustainability initiatives.

|                                                       |                                                     |                                         |
|-------------------------------------------------------|-----------------------------------------------------|-----------------------------------------|
| United Nations Global Compact ▼                       | Responsible Business Alliance (RBA) ▼               | Responsible Minerals Initiative (RMI) ▼ |
| Task Force on Climate-Related Financial Disclosures ▼ | Taskforce on Nature-related Financial Disclosures ▼ | CDP ▼                                   |
| Science Based Targets initiative ▼                    | RE100 ▼                                             | Japan Climate Initiative (JCI) ▼        |
| Japan for Circular Economy (J4CE) ▼                   | CSR Europe ▼                                        | Pararesin Japan Consortium ▼            |

## United Nations Global Compact

Epson joined the United Nations Global Compact on July 16, 2004, when a Letter of Commitment signed by the president of Seiko Epson was sent to and accepted by the Secretary-General of the UN. The letter expressed Seiko Epson's commitment to the Global Compact in the areas of human rights, labor, the environment, and anti-corruption.

As a member of society, Epson takes an uncompromising approach to socially responsible corporate conduct in areas such as compliance, human rights, environmental action, workforce diversity, and supply chain management. We take these and other social issues seriously and are working toward solutions. We aspire to make Epson an indispensable company through the practice of ethical corporate conduct and by playing a central role in realizing a better world through the products and services we provide.

See the link below for details about the United Nations Global Compact.  
<https://www.unglobalcompact.org/> 





### Epson Confirms Commitment to United Nations Global Compact by Signing the Statement from Business Leaders for Renewed Global Cooperation

Epson has reiterated its commitment to the United Nations Global Compact by signing the Statement from Business Leaders for Renewed Global Cooperation.

The Statement from Business Leaders for Renewed Global Cooperation was announced as a new policy of the UN in September, and was issued to mark the 75th anniversary of the founding of the United Nations and the 20th anniversary of the United Nations Global Compact. Signatories commit to operating in a spirit of global cooperation, accountability, corporate ethics and transparency, and to upholding the following points:

- Demonstrate ethical leadership and good governance through values-based strategies, policies, operations and relationships when engaging with all stakeholders
- Invest in addressing systemic inequalities and injustices through inclusive, participatory and representative decision making at all levels of our business
- Partner with the UN, Government and civil society to strengthen access to justice, ensure accountability and transparency, provide legal certainty, promote equality and respect human rights

In making that commitment, we also call on Governments to:

- Protect human rights, ensure peace and security, and uphold the rule of law so that businesses, individuals and societies can flourish
- Create an enabling environment to serve the interests of people and planet, prosperity and purpose, through strengthened international cooperation and national legal frameworks
- Enhance multilateralism and global governance to combat corruption, build resilience and achieve the SDGs

## Responsible Business Alliance (RBA)

Epson has joined Responsible Business Alliance (RBA), a global coalition dedicated to responsible business conduct in global supply chains, since April 2019.



RBA is a nonprofit comprised of companies committed to supporting the rights and well-being of workers and communities worldwide affected by the global supply chain. As a Regular Member, Epson commits to fully supporting the vision and goals of the RBA.

**Vision:**

A global electronics industry that creates sustainable value for workers, the environment and business.

**Mission:**

Members, suppliers and stakeholders collaborate to improve working and environmental conditions through leading standards and practices.

Epson commits to and complies with the RBA Code of Conduct in its own operations, progressively implementing the RBA approach and tools in the spirit of the industry's common goals. Epson also commits to progressively apply the RBA Code of Conduct to its first-tier suppliers, to monitor its application to the best of its ability using RBA practices and tools, and to encourage and support its suppliers to do the same.

Going forward, Epson will further observe the RBA Code of Conduct and work with its suppliers to strengthen CSR supply chain initiatives.

See the link below for details about the RBA.

<https://www.responsiblebusiness.org/>

See the link below for the RBA Code of Conduct.

<https://www.responsiblebusiness.org/code-of-conduct/>

## Responsible Minerals Initiative (RMI)

---

Epson has joined the Responsible Minerals Initiative (RMI) since April 2019. Epson commits to fully supporting the vision and goals of the RMI.



**Vision:**

RMI's vision is that mineral supply chains contribute positively to social and economic development globally.

**Mission:**

RMI serves as an umbrella organization for the voice of progressive industry to support responsible mineral sourcing broadly and convenes stakeholders to continually shape dialogue and practices.

Epson is promoting responsible sourcing minerals and fostering cooperation to address the issue of minerals sourcing from conflict-affected and high-risk areas, and to enhance conflict minerals surveys in global supply chains.

See the link below for details about the RMI.  
<http://www.responsiblemineralsinitiative.org/> 

## Task Force on Climate-related Financial Disclosures (TCFD)

---

In October 2019, Epson expressed its support for the recommendations of the Task Force on Climate-related Financial Disclosures (TCFD) and began disclosing information in line with the TCFD framework.



[Response to TCFD Recommendations](#) 

## Taskforce on Nature-related Financial Disclosures

---

In June 2024, Epson expressed its support for the recommendations of the Taskforce on Nature-related Financial Disclosures (TNFD) and began disclosing information in line with the TNFD framework from FY2025.



<sup>1</sup> An international initiative aimed at establishing a framework for companies and organizations to assess and disclose the impacts of their economic activities on natural capital and biodiversity.

[Response to TNFD Recommendations](#) 

## CDP

---

CDP is an organization that gathers and evaluates environmental information from companies at the request of institutional investors and supply chain members. Epson discloses corporate information by answering the

[CDP survey on climate change and water security \(2.2MB\)](#)  .



See the link below for details about the CDP.  
<https://www.cdp.net/en> 

## Science Based Targets initiative

---

The SBTi is an international partnership that persuades companies to set science-based GHG emissions reduction targets in order to keep the increase in average global temperature to 1.5°C compared to pre-industrial levels. Epson has had its GHG reduction target validated by the SBT.



See the link below for details about the Science Based Targets initiative.

<https://sciencebasedtargets.org/>

## RE100

---

In April 2021, Epson joined the RE100, a global initiative that brings together the world's most influential businesses driving the transition to 100% renewable electricity. Epson had previously announced that its worldwide Group sites<sup>1</sup> will all meet their electricity needs from 100% renewable energy sources (renewable electricity) by 2023.

<sup>1</sup> "All sites" referenced here excludes leased properties for sales offices, etc., where the amount of electricity cannot be determined.



[Epson Joins RE100 Initiative and Reconfirms Commitment to 100% Renewable Electricity](#)   
[All Epson Group Sites to Use 100% Renewable Electricity by 2023](#)

See the link below for details about the RE100.

<https://www.there100.org/>

## Japan Climate Initiative (JCI)

---

In January 2019, Epson joined the Japan Climate Initiative, a network of various non-state actors such as companies, local governments, organizations and NGOs actively engaged in climate action.



See the link below for details about the Japan Climate Initiative (JCI).

<https://japanclimate.org/english/>

## Japan for Circular Economy (J4CE)

---

In June 2021, Epson joined Japan for Circular Economy (J4CE), which was established by the Ministry of the Environment, the Ministry of Economy, Trade and Industry, and the Japan Business Federation. Epson will provide information about its circular economy initiatives to J4CE, which collects and shares case studies from companies in Japan with the world.

See the link below for details about the Japan for Circular Economy (J4CE).

<https://j4ce.env.go.jp/en>

## CSR 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 corporate social responsibility efforts of businesses, industries, governments, and NGOs.

Epson Europe B.V. (EEB) joined CSR Europe in September 2017. With EEB's Sustainability Director holding a permanent seat on the CSR Europe Board of Directors since February 2019, Epson Europe has been a leader in the building of a global network and in the creation of guidelines and policies for sustainability and is helping to promote a sustainable future and sustainable business growth.



See the link below for details about the CSR Europe.

<https://www.csreurope.org/> 

## Pararesin Japan Consortium

---

Euglena Co., Ltd., NEC Corporation, and Epson, in collaboration with Professor Tadahisa Iwata of the University of Tokyo, established the Pararesin Japan Consortium to develop and popularize technology for pararesin, a biomass plastic that uses paramylon, a storage polysaccharide of the microalga Euglena. Technology is being developed for practical viability.





# Environmental

## Towards a Circular Economy

Epson has established Environmental Vision 2050, aiming to achieve Carbon negative and Underground resource free by 2050, and has cited achieving sustainability in a circular economy as a materiality (priority issue) to realize a sustainable and enriched society. The continuous expansion of resource consumption and waste generation through mass production and mass disposal has severe impacts on the global environment and people's social lives. To balance economic activities with environmental activities and make society sustainable, efforts towards a circular economy are necessary. Epson is engaged in environmental activities from four perspectives: 1. Decarbonization, 2. Closed resource loop, 3. Customer environmental impact mitigation, and 4. Environmental technology development. In addition to closing the loop in our own business activities, we will review the state of the economy together with various stakeholders through collaboration and open innovation in the supply chain. Epson will promote manufacturing with an awareness of reducing environmental impact and accelerate its actions toward the realization of a circular economy.



Isamu Otsuka  
Executive Officer  
General Administrative  
Manager,  
Technology Development  
Division/  
Global Environmental Strategy  
Promotion Office  
Chairman, Epson Atmix  
Corporation

**Founded 80 years ago in Suwa, a city nestled in the rich natural environment of Nagano Prefecture, Epson has always maintained ambitious environmental goals.**

Environmental Vision 2050 is a statement of our commitment to the environment.

It was conceived not from a perspective of what we can or

Epson will become carbon negative and underground resource<sup>1</sup> free by 2050 to achieve sustainability and enrich communities

<sup>1</sup> Non-renewable resources such as oil and metals

|         |                                                                                                                                                                                                                                                                                                                               |
|---------|-------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| Goals   | <ul style="list-style-type: none"> <li>2030: Reduce total emissions in line with the 1.5°C scenario<sup>2</sup></li> <li>2050: Carbon negative and underground resource<sup>1</sup> free</li> </ul>                                                                                                                           |
| Actions | <ul style="list-style-type: none"> <li>Reduce the environmental impacts of products and services and in supply chains</li> <li>Achieve sustainability in a circular economy and advance the frontiers of industry through creative, open innovation</li> <li>Contribute to international environmental initiatives</li> </ul> |

1 Non-renewable resources such as oil and metals

2 Target for reducing greenhouse gas emissions aligned with the criteria under the Science Based Targets initiative (SBTi)

cannot achieve but based on what we must achieve as a product creator and manufacturer. Global action is needed to achieve sustainability, as the contribution that any one company can make by reducing the environmental impact of its business activities is limited. Environmental Vision 2050 articulates actions for creating synergies with business partners based on our technologies, products, and services and for allowing us to play a part in creating a better world. To achieve our goals in Environmental Vision 2050, we set Epson 25 Renewed (2025) and the SDGs (2030) as mid-term milestone targets and have been working steadily to bridge the gap needed to reach them.

[Environmental Vision 2050](#) ➔

## Environmental Message

"Engineering Precision. Innovating Sustainability." Preserving the natural environment is one of Epson's core corporate principles, and this message sums up Epson's unwavering commitment to helping create a sustainable world through our technologies. We will use this message in different aspects of our corporate activities to express Epson's vision.



[Environmental Message](#) ➔

## Environment Contents

|                                                                 |                                                 |                                                          |
|-----------------------------------------------------------------|-------------------------------------------------|----------------------------------------------------------|
| <a href="#">Vision &amp; Policy</a> ➔                           | <a href="#">Environmental Management</a> ➔      | <a href="#">Decarbonization</a> ➔                        |
| <a href="#">Environmental Vision 2050</a>                       | <a href="#">Environmental Management System</a> | <a href="#">Goal</a>                                     |
| <a href="#">Natural Capital</a>                                 | <a href="#">Organizations for Implementing</a>  | <a href="#">Response to TCFD</a>                         |
| <a href="#">Our Approach</a>                                    | <a href="#">Environmental Strategies</a>        | <a href="#">Recommendations</a>                          |
| <a href="#">Roadmap</a>                                         | <a href="#">Product Lifecycle Environmental</a> | <a href="#">Operational Initiatives (Scopes 1 and 2)</a> |
| <a href="#">Environmental Vision and Corporate Vision</a>       | <a href="#">Impact Reduction</a>                | <a href="#">Value Chain Initiatives (Scope 3)</a>        |
| <a href="#">Solving Social Issues Through Inkjet Technology</a> | <a href="#">Environmental Performance</a>       | <a href="#">Avoided Emissions</a>                        |
| <a href="#">Issuance of Green Bonds</a>                         |                                                 | <a href="#">Use of Renewable Energy</a>                  |
|                                                                 |                                                 | <a href="#">Special - transition100</a>                  |

Closed Resource Loop

→

Goal

Reduce Total Resource Inputs

Eliminate Waste

Replace with Sustainable Resources

Contribution to Paper Circulation

Customer Environmental Impact Mitigation

→

Goal

Case Study

Environmental Technology Development

→

Goal

Dry Fiber Technology (DFT)

CO2 Absorption Technology

Metal Powder Manufacturing Technology

Water Resources Management

→

Water Resources (Performance)

Addressing Water Related Risk

Case study - Water Resources Management

Pollution Prevention and Chemical Substance Management

→

Management of Chemical Substances in Products

Chemical Management (Performance)

Environmental Risk Management

Biodiversity Conservation

→

Approach

Response to TNFD

Recommendations

Case Study

Eco Community

→

Eco Education

Eco Communication

Eco Technology

Environmental History

→

Environmental Message

→

ESG Data

→

Standards Comparison

→

Sustainability Report

→

Integrated Report

→

Home > Sustainability > Environment

## Vision

Environmental Vision 2050 ▼

Natural Capital ▼

Our Approach ▼

Roadmap ▼

Environmental Vision and  
Corporate Vision ▼

### Environmental Vision 2050

Epson aspires to achieve sustainability and enrich communities. Achieving this aspirational goal will require addressing societal issues and driving transformative change in the way things are done.

Environmental Vision 2050 was conceived not from a perspective of what we can or cannot achieve but from a mindset of what we must achieve as a product creator and manufacturer.



**Epson will become carbon negative and underground resource\*1 free by 2050 to achieve sustainability and enrich communities**

\*1: Non-renewable resources such as oil and metals

| Goals                                                                                                                                                                               |
|-------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| <ul style="list-style-type: none"> <li>● 2030: Reduce total emissions in line with the 1.5°C scenario*2</li> <li>● 2050: Carbon negative and underground resource*1 free</li> </ul> |

| Actions                                                                                                                                                                                                                                                                                                                             |
|-------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| <ul style="list-style-type: none"> <li>● Reduce the environmental impacts of products and services and in supply chains</li> <li>● Achieve sustainability in a circular economy and advance the frontiers of industry through creative, open innovation</li> <li>● Contribute to international environmental initiatives</li> </ul> |

<sup>1</sup> Non-renewable resources such as oil and metals

<sup>2</sup> Target for reducing greenhouse gas emissions aligned with the criteria under the Science Based Targets initiative (SBTi)

In 2008, Epson established Environmental Vision 2050, a statement of our environmental goals out to the year 2050. The world has since changed. Global efforts to achieve social sustainability are accelerating, with the United Nations adopting Sustainable Development Goals (SDGs)<sup>3</sup> and the Paris Agreement<sup>4</sup> charting a course toward decarbonization. In light of these changes, Epson revised the environmental vision in 2018 and specified three actions that the company should take.

In March 2021, Epson further revised the vision, setting specific goals that reflect Epson's strong commitment to addressing major societal issues such as decarbonization and resource recycling.

<sup>3</sup> International goals for social sustainability adopted at the U.N. Sustainable Development Summit in September 2015, aimed at addressing global issues such as climate change, poverty, and human rights.

There are 17 sustainable development goals with 169 targets.

<sup>4</sup> A legally binding international treaty on climate change. The aim of the agreement is to keep a rise in global average temperature to well below 2 degrees Celsius above pre-industrial levels.

## TOPICS

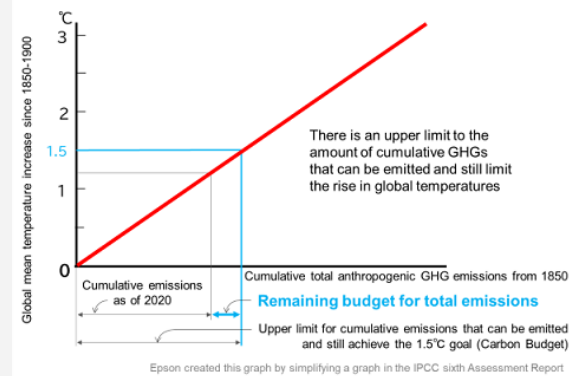
### Carbon Budget

According to IPCC<sup>5</sup>, the rise in global temperatures caused by climate change is directly proportional to the cumulative emissions of greenhouse gases (GHGs). To limit temperature increases to a certain level, there must be a cap on cumulative GHG emissions—this includes both past and future emissions. This cap is referred to as the carbon budget.

The latest IPCC Sixth Assessment Report – Synthesis Report (published in March 2023) states that, as of 2020, the remaining carbon budget to keep global warming within 1.5°C is approximately 500 billion tonnes, based on a 50% probability. At the emission rate at that time, this remaining budget was expected to be exhausted in about 10 years.

However, since 2020, global annual GHG emissions have continued to rise. As a result, limiting cumulative emissions to meet the 1.5°C target has become an increasingly difficult challenge.

### Carbon Budget



<sup>5</sup> Intergovernmental Panel on the United Nations climate change

### Related Information

[Value Creation Story](#) →

[Epson Transitions to 100% Renewable Electricity at All Group Sites Worldwide](#) →

## Natural Capital

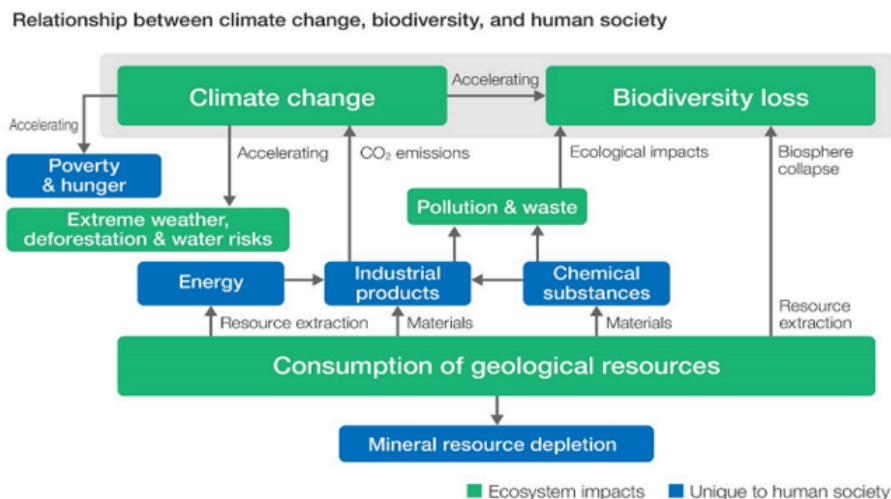
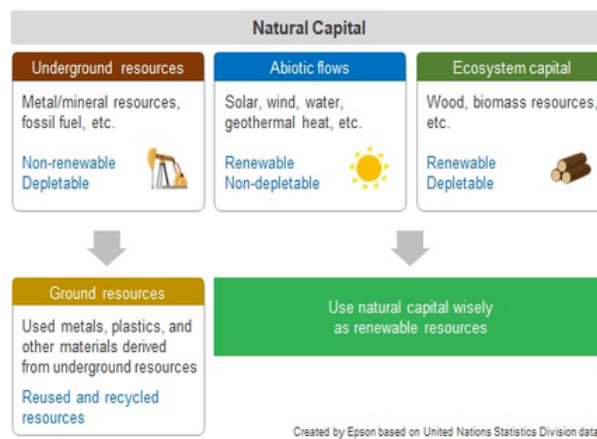
### Business Activities Based on Natural Capital

The resources we use are called "natural capital" and include underground resources, abiotic flows, and ecosystem capital.

The mining of underground resources causes destruction of the biosphere. In addition, when mined resources are used as industrial products, they consume a great deal of energy and emit CO<sub>2</sub>.

Epson will dramatically change the way natural capital is used. We will reduce the consumption of new underground resources by utilizing previous mined minerals as above-ground resources and will use abiotic flows as energy sources. Ecosystem capital is renewable and non-depletable if used wisely.

In the natural world, solar energy is the only energy source used, and all matter circulates without producing waste. We look to learn from nature, avoid producing waste, and repeatedly reuse resources in our business activities.



**Related Information**  
[Biodiversity Conservation](#) ➔

## Our Approach

### Decarbonization Initiatives

The entry into force of the Paris Agreement in 2016 changed the situation in industrial, economic, and other markets, as the focus turned from a low-carbon to a decarbonization strategy.

Unlike the earlier Kyoto Protocol, the Paris Agreement, adopted under the UN Framework Convention on Climate Change, set a goal of keeping the average global temperature rise to well below 2°C above pre-industrial levels. To achieve this, emissions must reach net-zero in the second half of the 21st century. Later, in 2018, the IPCC presented the Special Report on Global Warming of 1.5°C, which shows that there are clear benefits to keeping warming to 1.5°C rather than 2°C in terms of the impacts of extreme events such as heat waves and floods. The report brought the world's attention to the need to reach the 1.5°C goal to overcome the climate crisis, prompting widespread global action.

The world needs to cooperate in transitioning societal systems toward net zero emissions by eliminating the consumption of fossil fuels and removing CO<sub>2</sub> from the atmosphere.

#### Climate risks: 1.5°C vs 2°C global warming

|  | 1.5°C | 2°C |
|--|-------|-----|
|  |       |     |

|                                                                               |                                                                    |                                                                           |
|-------------------------------------------------------------------------------|--------------------------------------------------------------------|---------------------------------------------------------------------------|
| World population exposed to severe heatwaves<br>(at least once every 5 years) | About 14%                                                          | About 37%<br>(about 1.7 billion people increase)                          |
| World population at risk of flooding<br>(relative to 1976-2005)               | 2 times                                                            | 2.7 times                                                                 |
| Global mean sea level rise<br>(relative to 1986-2005)                         | 26-77 cm                                                           | 10 cm higher than 1.5°C<br>Up to 10 million more people would be impacted |
| Species                                                                       | 6% of insects, 8% of plants and 4% of vertebrates will be affected | 18% of insects, 16% of plants and 8% of vertebrates will be affected      |
| Coral reefs                                                                   | 70 - 90% decline                                                   | 99% decline                                                               |
| Ice-free summers in Arctic                                                    | At least once every 100 years                                      | At least every ten years                                                  |
| Annual catch of marine fisheries                                              | 1.5 million tonnes decrease                                        | 3 million tonnes decrease                                                 |

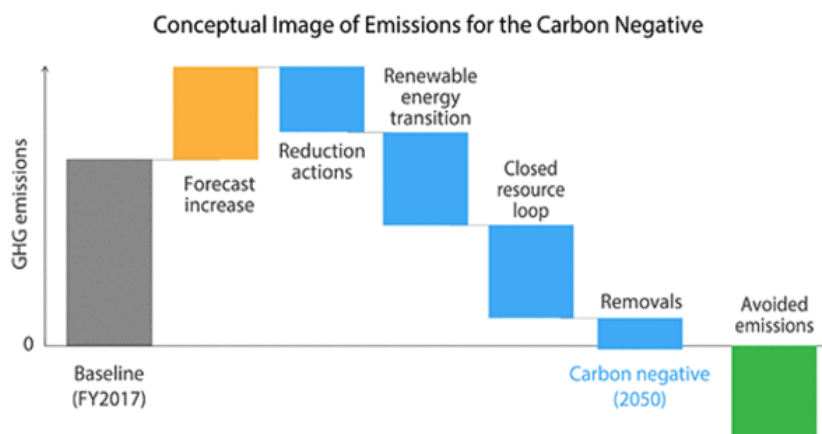
Source: WWF Japan documents based on IPCC SR1.5 SPM & Chapter 3

### Decarbonization goal: carbon negative

Epson aims to become carbon negative, which is defined as limiting emissions of all greenhouse gases (GHG scopes 1, 2, 3) from our business activities, removing from the atmosphere an amount of CO<sub>2</sub> corresponding to the remaining GHGs to reach essentially zero GHG emissions, and then removing even more carbon.

First, we will minimize energy-use associated with production and products and switch to renewable energy sources. Closing the resource loop is also effective in reducing GHG emissions, so, along with our goal of becoming underground resource-free, we will move toward GHG-free manufacturing.

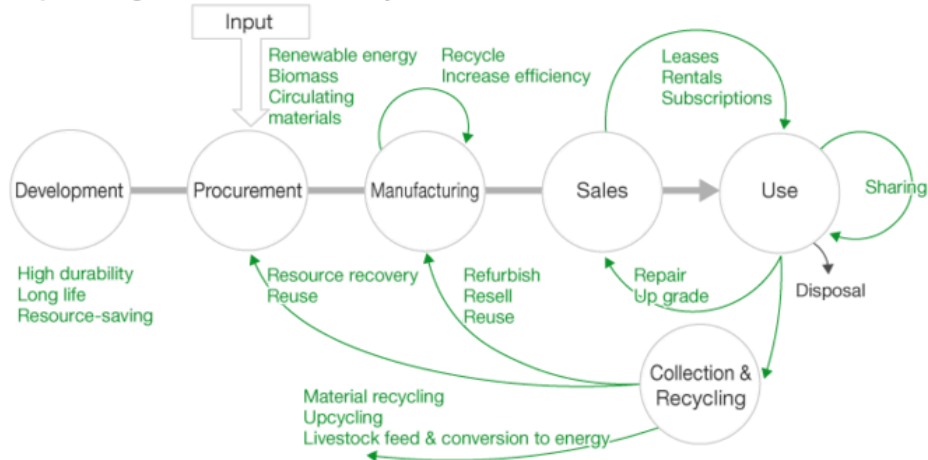
Epson is reducing its customers' GHG emissions by providing products that have a smaller environmental footprint during use. We represent the amount of reduction as a measure of our environmental contribution and are creating and manufacturing products that will increase the contribution.



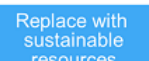
### Closed resource loop initiatives

The idea of a circular economy is being advocated as a sustainable economic system to replace the current one-way linear economy of mass production, mass consumption, and mass disposal. In Europe, the European Commission has adopted the Circular Economy Package and has begun taking concrete steps toward transitioning to a circular economy that uses resources more sustainably.



<sup>2</sup> Global Material Resources Outlook to 2060

<sup>1</sup> Sustainable resource rate: The proportion of sustainable resources (renewable resources + closed loop resources + less-depletable resources) to raw materials



**Epson's Closed Resource Loop**

Customers → End-of-use products → **Sorting and recycling plant** → Material → **Sorting** → Recyclable products/parts → **Recycling plant** → Parts → **Refurbish and reuse** → Finished product → Sell

**Closed Resource Loop in Society**

**Open material** → **Metal** (Fe, Sus, Al, Mg, copper-based, etc.) → **Epson Atmix** → High-performance metal powders → Synthesizing and recycling Atomized powder, MIM molding powder → **Advanced technology development** → 3D print Milling → Recycled metal materials (Molds/dies, Compact injection molding machine) → Recycled metal → **Material recycler** → Recycled plastic → Recycled plastic materials (Bio-based plastic) → **Parasin Japan Consortium** → Part manufacturing → **Recycled material** → **Open material**

**Plastics** (ABS, PS, PP, PE, PC, POM) → **Material recycler** → Recycled metal → **Recycled material (effective resource use)** → Recycled plastic → Recycled plastic materials (Bio-based plastic) → **Parasin Japan Consortium** → Part manufacturing → **Recycled material** → **Open material**

**Paper** → **Dry Fiber** → Naturally derived (plastic-free) materials → **Parasin Japan Consortium** → Part manufacturing → **Recycled material** → **Open material**

**Substrate** → **Dry Fiber** → Naturally derived (plastic-free) materials → **Parasin Japan Consortium** → Part manufacturing → **Recycled material** → **Open material**

**Other** → **Dry Fiber** → Naturally derived (plastic-free) materials → **Parasin Japan Consortium** → Part manufacturing → **Recycled material** → **Open material**



## Related Information

[Decarbonization](#) ➔

[Closed Resource Loop](#) ➔

### Issuance of Green Bonds

Global action is needed to achieve sustainability. The contribution that any one company can make by reducing the environmental impacts of its business activities is limited. Environmental Vision 2050 articulates actions for creating synergies with business partners based on our technologies, products, and services and for allowing us to play a part in creating a better world.

To achieve Environmental Vision 2050, we have been setting mid-term milestone targets, while steadily working to bridge the gap needed to reach them. We will use our efficient, compact and precision technologies in tandem with various initiatives to improve the environmental performance of our products and business activities and to reduce environmental impacts across the value chain. By offering products and services that enable new business processes, we aim to provide outstanding economic and environmental value to our customers.

In line with these policies, Seiko Epson issued green bonds<sup>1</sup> through a public offering in Japan to raise funds for projects that will contribute to the solution of environmental problems. A second-party opinion was obtained from an external ESG rating company. They found that Epson's green bonds satisfy the requirements of Green Bond Principles 2018 published by the International Capital Market Association (ICMA) and Green Bond Guidelines, 2017, issued by the Ministry of the Environment.

<sup>1</sup> Green bonds: Bonds issued to raise funds needed for projects that will contribute to the solution of environmental problems such as global warming.

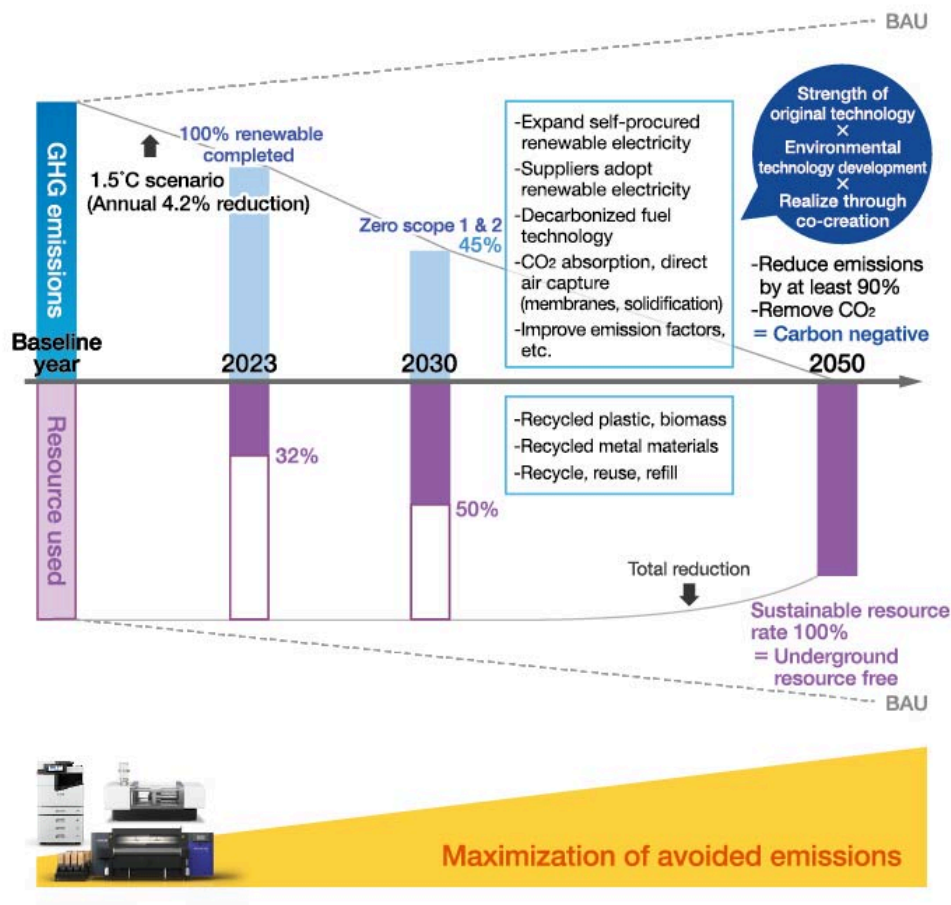
[Click here for details.](#) ➔

## Roadmap

---

Efforts are being made to achieve not only carbon neutrality by 2050, but also carbon negativity, while aiming for underground resources free. By backcasting<sup>1</sup> from these long-term goals, specific scenarios outlining how progress will be made in the mid-term have been developed, which are presented in the "Mid-Range Environmental Action Plan." As business growth continues, GHG emissions and resource consumption throughout the supply chain are expected to increase. To address this, an "Environmental Value Creation Scenario" has been formulated that integrates both environmental and business strategies across all operations, laying out a roadmap to achieve the 2050 targets.

<sup>1</sup> A planning technique in which a desired outcome is first envisioned and then the scenario for achieving the outcome is devised.



#### Targets and main strategic actions by category in the Mid-Range Environmental Action Plan

|                                                 |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                       |
|-------------------------------------------------|---------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| <b>Decarbonization</b>                          | <p>2030 Target</p> <ul style="list-style-type: none"> <li>• Zero Scope 1&amp;2 emissions<sup>1</sup></li> <li>• 55% reduction in total Scope 1, 2, and 3 emissions (compared to FY2017 levels)</li> </ul> <p>Main strategic action</p> <ul style="list-style-type: none"> <li>• Scope 1 (Fuels): Electrification &amp; conversion to decarbonized fuels</li> <li>• Scope 2 (Electricity): Switch to renewable electricity &amp; expand local and in-house power generation</li> </ul> |
| <b>Closed Resource Loop</b>                     | <p>2030 Target</p> <ul style="list-style-type: none"> <li>• 50% sustainable resource rate</li> </ul> <p>Main strategic action</p> <ul style="list-style-type: none"> <li>• Use sustainable resources for main materials (plastic &amp; metal)</li> </ul>                                                                                                                                                                                                                              |
| <b>Multifaceted Actions</b>                     | <p>Main strategic action</p> <ul style="list-style-type: none"> <li>• Reduce product size, weight &amp; replacement parts</li> <li>• Reduce product energy use</li> <li>• Resell returned products, refurbish used products, refill</li> <li>• Establish long service life business model</li> <li>• Engage suppliers on renewable electricity &amp; recycled materials</li> <li>• Minimize production losses, reduce GHGs</li> </ul>                                                 |
| <b>Customer Environmental Impact Mitigation</b> | <p>Main strategic action</p> <ul style="list-style-type: none"> <li>• Expand products &amp; services that have a lower environmental impact</li> </ul>                                                                                                                                                                                                                                                                                                                                |

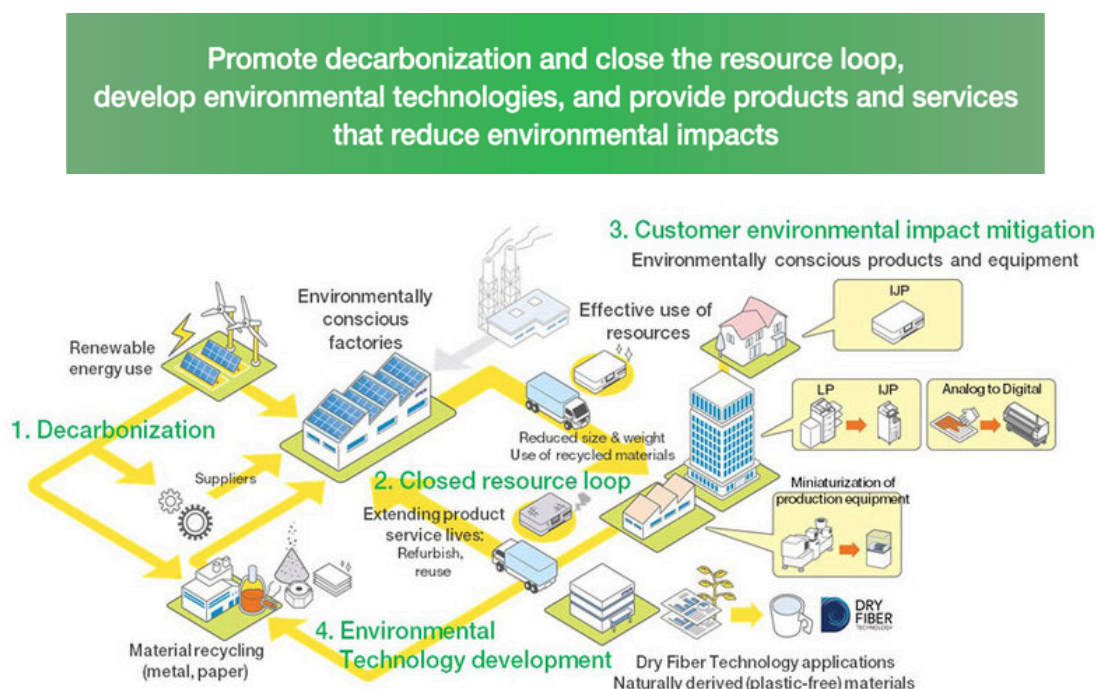
<sup>1</sup> Prioritize reducing absolute scopes 1 and 2 emissions by 90% compared to 2017. All residual emissions will then be neutralized.

# Environmental Vision 2050 and Corporate Vision

Global action is needed to achieve social sustainability, as the contribution that any one company can make by reducing the environmental impacts of its business activities is limited. Environmental Vision 2050 articulates actions for creating synergies with business partners based on our technologies, products, and services and for allowing us to play a part in creating a better world. In March 2021, Epson announced a revised corporate vision, Epson 25 Renewed. Epson 25 Renewed describes the company's aspirations for addressing societal issues and achieving sustainable and enriched communities by working with customers and partners.

The efficient, compact, and precision technologies that Epson has developed since its founding have yielded inkjet technology that reduces environmental impacts and increases productivity along with a host of other technologies that Epson believes can play a major role in solving societal issues and in achieving the Sustainable Development Goals. We will play to these strengths and work with partners as we seek to co-create high customer value that offers both environmental and economic benefits.

## Epson 25 Renewed Corporate Vision: Environment



|                                                    |                                                                                                                                                                                                                                                      |
|----------------------------------------------------|------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| <b>1. Decarbonization</b>                          | <ul style="list-style-type: none"><li>· Renewable energy use</li><li>· Energy-saving facilities</li><li>· Greenhouse gas removal</li><li>· Supplier engagement</li><li>· Carbon-free logistics</li></ul>                                             |
| <b>2. Closed resource loop</b>                     | <ul style="list-style-type: none"><li>· Effective use of resources: Reduce size and weight, use recycled materials</li><li>· Minimize production losses</li><li>· Extend product service lives: Refurbish and reuse</li></ul>                        |
| <b>3. Customer environmental impact mitigation</b> | <ul style="list-style-type: none"><li>· Lower power consumption</li><li>· Longer product life</li><li>· Fewer consumables and limited lifetime parts</li><li>· Digitalization of printing</li><li>· Miniaturization of production machines</li></ul> |

#### 4. Environmental technology development

- Dry fiber technology applications
- Naturally derived (plastic-free) materials
- Material recycling (metal, paper)
- CO<sub>2</sub> absorption technology

#### Environmental Investment and Spending

- Spend 100 billion yen over the 10 years to 2030 (items 1, 2, 4)
  - Reduce GHG emissions<sup>1</sup> in the supply chain by more than 2 million tonnes
  - Use renewable energy to meet 100% of the electricity needs of the entire Epson Group by 2023<sup>2</sup>
- Concentrate management resources on the development of products and services that reduce environmental impacts (item 3)

<sup>1</sup> GHG Scope 1, 2, 3 emissions

<sup>2</sup> Excludes leased properties for sales offices, etc. where the amount of electricity consumed cannot be determined

#### Related Information

[Decarbonization](#) ➔

[Closed Resource Loop](#) ➔

[Customer Environmental Impact Mitigation](#) ➔

[Environmental Technology Development](#) ➔

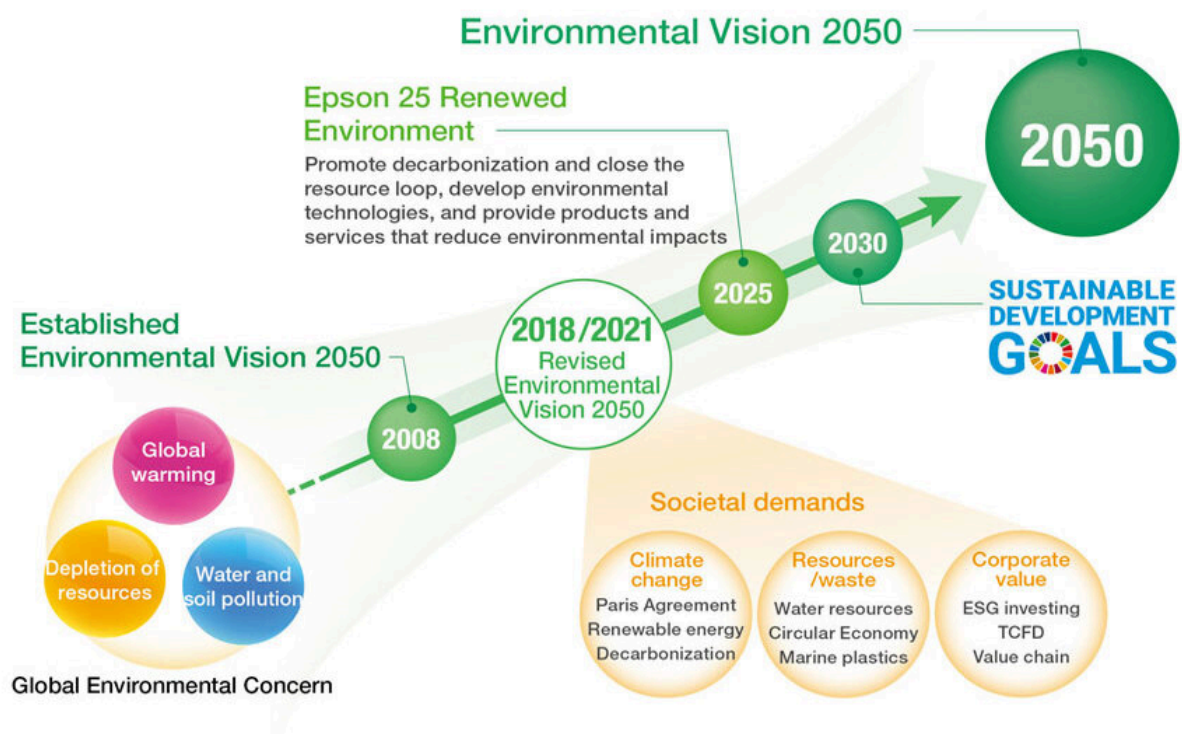
[Epson 25 Renewed Corporate Vision](#) ➔

## Striving to Sustainability

Epson is declaring its intent to contribute to the achievement of the SDGs through its environmental and other CSR initiatives.

The SDGs are the world's agenda for sustainable development. There are 17 goals, such as ending poverty and hunger, ensuring peace, justice, and gender equality, and environmental and resource sustainability for future generations. All UN member states have committed to achieving these goals by 2030.

Epson's Environmental Vision 2050 is aligned with the SDGs. We will continue to honestly address customer and societal challenges and will create unique environmental value through our business activities to help achieve the SDGs and a sustainable future.



## Solving Social Issues Through Inkjet Technology

"We want to change the world with inkjet technology."

Propelled by this aspiration, we are advancing Inkjet innovation to help achieve a better and more sustainable future.

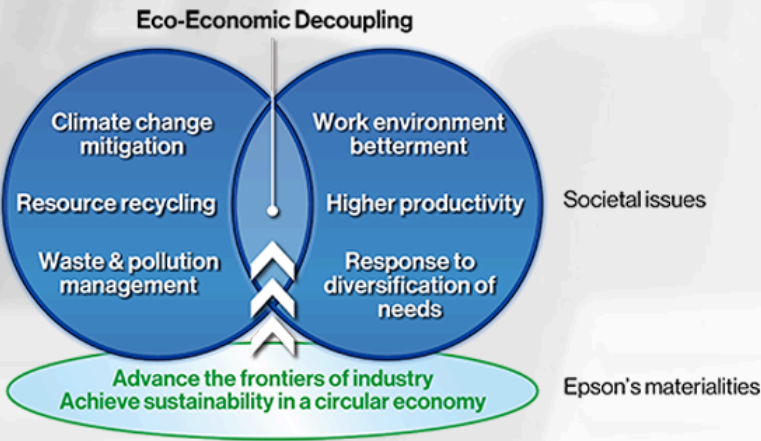
[Solving Social Issues Through Inkjet Technology](#) ➔

# Solving Social Issues Through Inkjet Technology



The SDGs, adopted around the globe, demand that we change the world to achieve a better and more sustainable future.

"We want to change the world with inkjet technology."  
Propelled by this aspiration, we seek to transform methods and mentalities and to provide products, services, and production processes that have a far lower environmental impact on society, decoupling economic growth from environmental degradation.  
This is Epson's mission.



Decoupling:  
To separate economic growth from environmental impacts and the use of natural resources; and to increase resource and environmental efficiency at every stage, from production to consumption to disposal, through technological innovation and social transformation.



Advantages of Inkjet Technology



Future Outlook  
(Expansion in Production &



State-of-the-Art Printheads  
▼



Low Environmental Impact



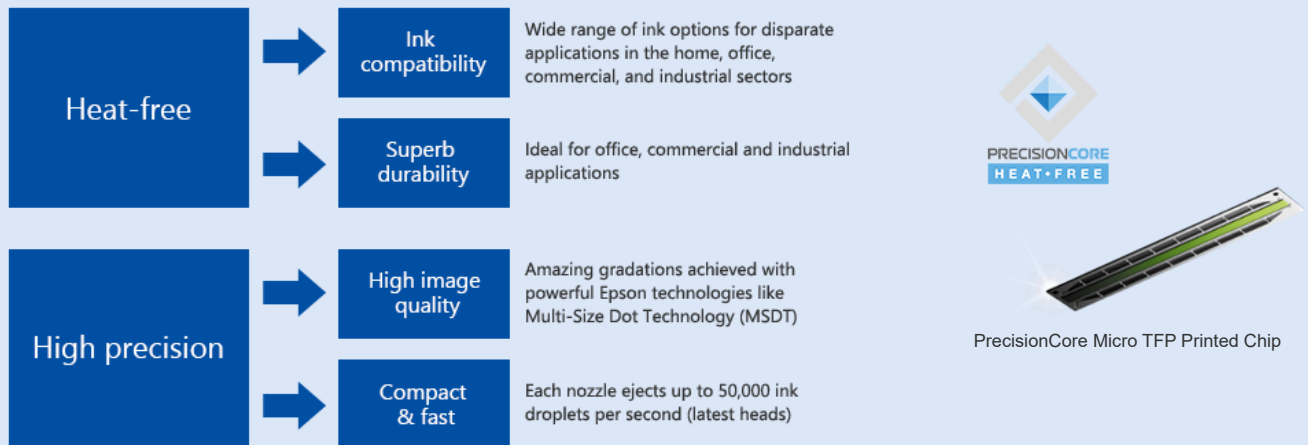
## Advantages of Inkjet Technology

Epson's inkjet systems mechanically eject droplets of ink without heating it.

Since a non-contact method is used to deposit ink, Epson's inkjets can print on a wide range of media. And, because heat is not used, a variety of inks (substances) can be used.



### Characteristics of Epson inkjet systems



Epson is deploying its state-of-the-art piezo-electric PrecisionCore printheads in printers across a wide range of categories. We want to use this technology, which can deliver value by boosting productivity while mitigating environmental impacts, to replace analog printing in every possible application. We are selling more printheads to external customers in response to the expansion of the digital printing market in the commercial and industrial sectors.

### Replace analog printing in every possible application



#### Value delivered by inkjets

Fewer processes, reduced resource use, less waste and wastewater, shorter turnaround times, smaller space requirements, and custom on-demand production

### Future Outlook (Expansion in Production & Creative Areas)

## Inkjet-based manufacturing innovations

### Advancing the frontiers of industry through open innovation

We believe that a sustainable world is one where all people are happy and content and where the environmental impacts that society inflicts are dramatically lowered.

The time has come to promote the decoupling of economic growth from environmental impacts by innovating countless production processes with countless technological innovations. In other words, we must advance the frontiers of industry.

Epson's inkjet technology has the potential to satisfy the conditions for a sustainable world.

The number of potential applications for inkjet technology is growing.

To expand the use of this technology in new areas and to maximize its full capabilities, Epson needs to collaborate with outside partners who share our aspirations and who have new ideas and new technologies.

By combining our strengths with those of partners who have strengths in other fields, we can produce synergies and advance the frontiers of industry at a high level.

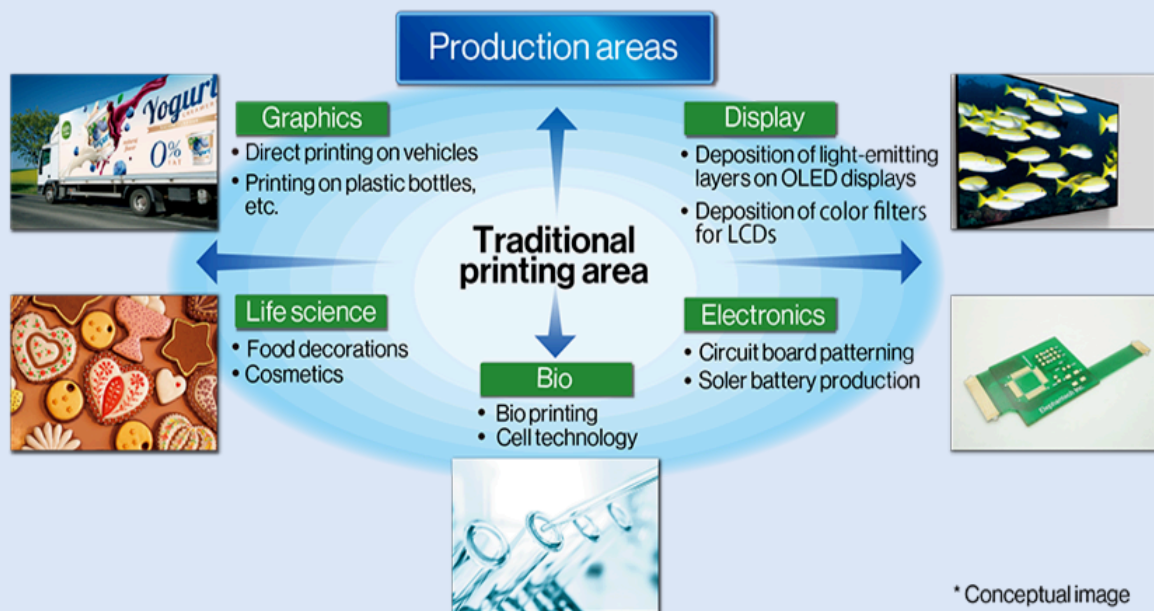
#### Conditions for sustainability

- People can live happy and content
- Environmental impacts that society inflicts are dramatically lowered

#### Advance the frontiers of industry

Enable human needs to be met with the least environmental impact

### Further expanding inkjet applications through open innovation



### TOPICS: Investment in Gosan Tech, a startup developing manufacturing equipment for perovskite solar cells using inkjet technology

Epson has invested in Gosan Tech Co., Ltd. (Gosan Tech), a South Korean startup with inkjet technology that can be used in a variety of industrial fields, including perovskite solar cells.

Perovskite solar cells are attracting attention as a next-generation renewable energy source and candidate to replace today's silicon-based solar cells. They are lightweight, thin, and flexible, and the cost of fabricating them can potentially be reduced by utilizing



production technologies such as inkjet printing. Moreover, significant improvements in power generation efficiency have been made in recent years thanks to active research and development.

As a partner, Epson will supply Gosan Tech with reliable and precise printheads suitable for industrial applications and will support Gosan Tech's business growth in cooperation with its sales and service site, Epson Korea Co. Ltd.

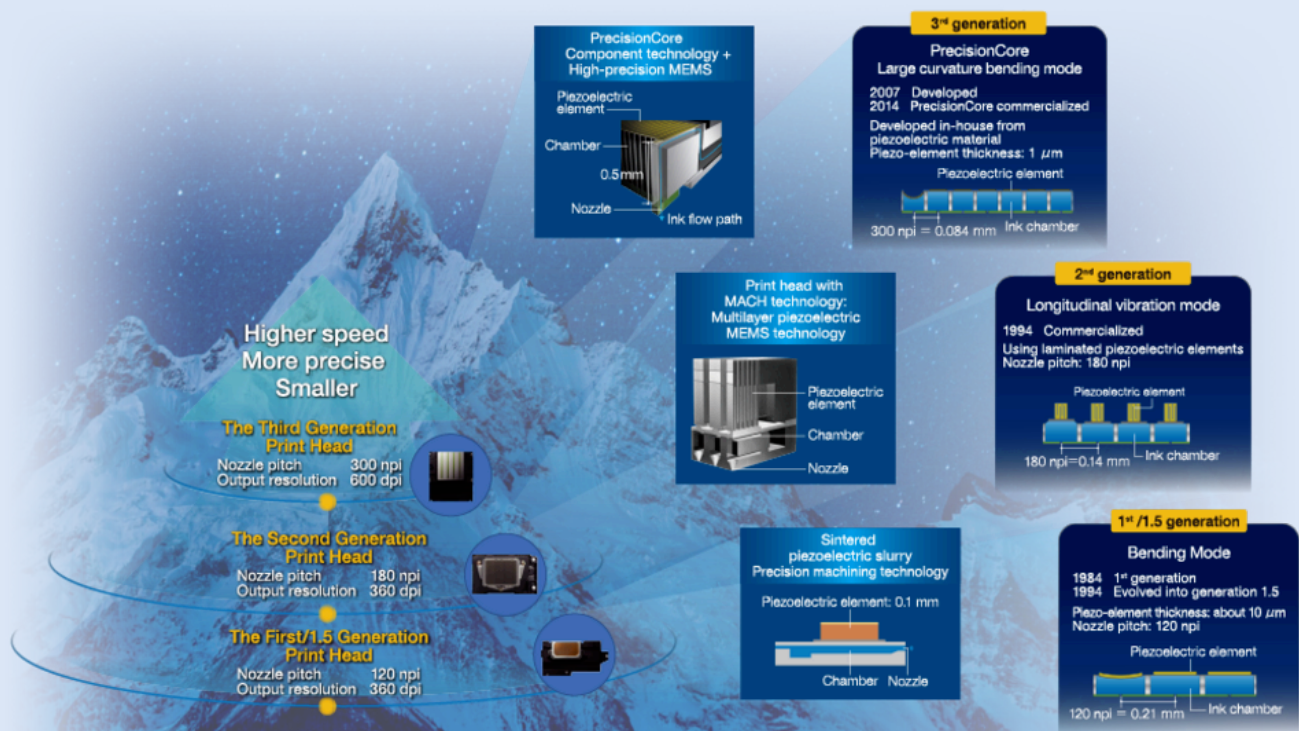
Epson will further promote the social implementation of inkjet technology through such initiatives.

[Link to News Release](#) ➔

## State-of-the-Art Printheads

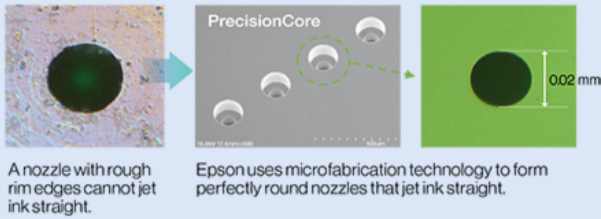
The evolution of Epson inkjet printheads.

Epson's inkjet heads have evolved over three broad generations.



## PrecisionCore head nozzles are 0.02 mm (20 μm) in diameter

That is about 1/5th the diameter of a typical human hair.

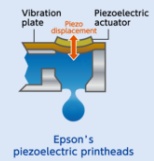


## Key intellectual property

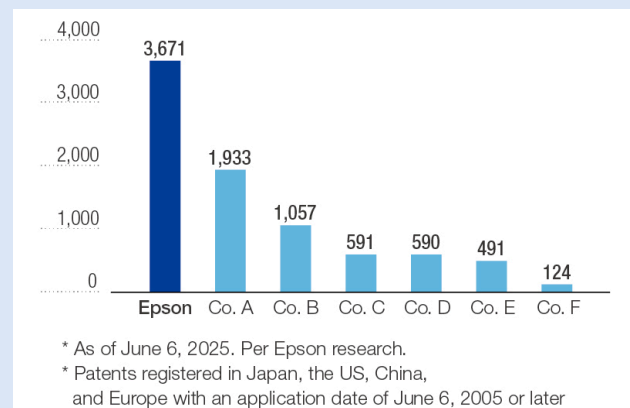
Epson owns a formidable number of piezo head patents around the world, and those technologies are incorporated into our heads.

Piezo-electric inkjet heads consume little electricity and, since they are heat-free, are compatible with all manner of inks. Since 1984 Epson's inkjet heads have evolved across three generations to become faster, more precise, and more compact.

PrecisionCore heads are the 3rd and newest generation. They were achieved by using the latest high-precision MEMS technology for everything from the ultra-thin film piezo-actuators to the nozzles. Epson was able to obtain a larger displacement by fabricating thin-film piezo-actuators a mere 1 micrometer (1/1,000 mm) in thickness.



## Number of Piezo Printhead-Related Patents Owned



## Business Growth and Low Environmental Impact

### Operations launched in Building 9 at the Hirooka Office in 2018

Epson has laid a foundation for advancing the frontiers of industry by putting itself on a path toward tripling print chip production capacity and by accelerating external head sales.

## Building 9 environmental considerations

- LED lighting throughout the building  
The latest LEDs are also used for yellow lights for semiconductor fabrication.
- High-efficiency air-conditioning system  
Reduced the amount of construction materials and increased the efficiency of space use by using task and ambient air conditioning.
- Low-carbon electricity used for production  
All of the electricity needs of Hirooka office including Building 9 can be met with renewable energy.



**Winner of Minister of Economy, Trade and Industry Award at  
the 29th Grand Prize for Global Environment Awards**

**Inkjet innovations that seek to minimize environmental impacts**

## Related Links



[Environmental Vision 2050](#)



[Products and Services](#)



[Micro Piezo Technology](#)



[Open Innovation](#)

# Green Bonds

Global action is needed to achieve sustainability. The contribution that any one company can make by reducing the environmental impacts of its business activities is limited. Environmental Vision 2050 articulates actions for creating synergies with business partners based on our technologies, products, and services and for allowing us to play a part in creating a better world. To achieve Environmental Vision 2050, we have been setting mid-term milestone targets, while steadily working to bridge the gap needed to reach them. We will use our efficient, compact and precision technologies in tandem with various initiatives to improve the environmental performance of our products and business activities and to reduce environmental impacts across the value chain. By offering products and services that enable new business processes, we aim to provide outstanding economic and environmental value to our customers.

In line with these policies, Seiko Epson issued green bonds<sup>1</sup> through a public offering in Japan to raise funds for projects that will contribute to the solution of environmental problems. A second-party opinion was obtained from an external ESG rating company. They found that Epson's green bonds satisfy the requirements of Green Bond Principles 2018 published by the International Capital Market Association (ICMA) and Green Bond Guidelines, 2017, issued by the Ministry of the Environment.

<sup>1</sup> Green bonds: Bonds issued to raise funds needed for projects that will contribute to the solution of environmental problems such as global warming.

## 1. Summary of Issue

| Instrument name           | Seiko Epson Corporation unsecured straight bonds (with inter-bond pari passu clause)<br>(Green Bonds)                                                                                                                                                                                                                                        |                  |                  |
|---------------------------|----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|------------------|------------------|
| Series                    | 20th                                                                                                                                                                                                                                                                                                                                         | 21st             | 22nd             |
| Term to maturity          | 3 years                                                                                                                                                                                                                                                                                                                                      | 5 years          | 10 years         |
| Total amount of issue     | 10 billion yen                                                                                                                                                                                                                                                                                                                               | 40 billion yen   | 20 billion yen   |
| Denomination              | 100 million yen                                                                                                                                                                                                                                                                                                                              |                  |                  |
| issue price               | 100 yen per face value of 100 yen                                                                                                                                                                                                                                                                                                            |                  |                  |
| Interest rate             | 0.020% per annum                                                                                                                                                                                                                                                                                                                             | 0.230% per annum | 0.450% per annum |
| Pricing date              | 2020/7/10                                                                                                                                                                                                                                                                                                                                    |                  |                  |
| Payment date (issue date) | 2020/7/16                                                                                                                                                                                                                                                                                                                                    |                  |                  |
| Redemption date           | 2023/7/14(Redeemed)                                                                                                                                                                                                                                                                                                                          | 2025/7/16        | 2030/7/16        |
| Use of proceeds           | <p>Seiko Epson has allocated all bond proceeds to cash reserves, which decreased due to payments for the green bond eligible assets listed in (1) through (3) below, as well as to the green bond eligible projects listed below in (4) through (8).</p> <p>(1) Construction costs for a new building (Building 9) at the Hirooka Office</p> |                  |                  |

|                       |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                      |
|-----------------------|----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
|                       | (2) Construction costs for a new building (Building B of the Innovation Center) at the Hirooka Office<br>(3) Construction costs for factory expansion at a manufacturing subsidiary in the Philippines<br>(4) Costs of R&D and production facilities for high-speed linehead inkjet multifunction printers for offices<br>(5) Costs of R&D and production facilities for commercial and industrial printers<br>(6) Costs of R&D and production facilities for inkjet printers and the application of inkjet heads<br>(7) Costs of R&D and production facilities for PaperLab and the application of Dry Fiber Technology<br>(8) Costs of purchasing renewable energy |
| Bond rating           | A (R&I)                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                              |
| Conformity assessment | <p>Seiko Epson established a green bond framework that is aligned with the Green Bond Principles of the International Capital Market Association and obtained a second-party opinion from rating company Sustainalytics to verify that requirements are met. In addition, Rating and Investment Information, Inc. (R&amp;I) gave Seiko Epson's green bonds a GA1 rating, its highest rating, in an R&amp;I Green Bond Assessment.</p> <p>The external review of these green bonds is eligible for a subsidy from the Ministry of the Environment's FY2019 Financial Support Programme for Green Bond Issuance.</p>                                                   |

## Independent assessment of conformity

[Seiko Epson Corporate Green Bond Framework Second Party Opinion by Sustainalytics \(PDF,385KB\)](#) 

## 3. List of Interested Investors (as of 13 July 2020)

The following is a list of investors who have declared an interest in investing in Epson's green bonds.

The IO Shinkin Bank  
The Aichi Bank,Ltd.  
The Ashikaga Bank, Ltd.  
Asset Management One Co., Ltd.  
Iizuka Shinkin Bank  
Ibaraki Prefecture Credit Federation of Agricultural Cooperatives  
The Oita Bank, Ltd.  
Osaka Shinkin Bank  
Otec Corporation  
Kanagawa Prefectural Credit Federation of Agricultural Co-Operatives  
Kanonji Shinkin Bank  
Gifu Prefectural Credit Federation of Agricultural Cooperatives  
The Gifu Sinkin Bank  
The Kyoto Chuo Shinkin Bank  
Kiryu Shinkin Bank  
Kuwanamie Shinkin Bank  
The Kobe Shinkin Bank  
The Shiga Bank, Ltd.

Shikoku Labour Bank  
Shinonome Shinkin Bank  
Shiba Shinkin Bank  
Showa Shinkin Bank  
Shinkin Central Bank  
Sugamo Shinkin Bank  
Suwa Shinkin Bank  
Sekishinkin-Bank  
Saison Automobile and Fire Insurance Company, Limited  
Daitokyo Shinkumi Credit Cooperative  
Taiyo Life Insurance Company  
Takaoka Shinkin Bank  
Takanabe Shinkin Bank  
Takamatsu Shinkin Bank  
Date Shinkin Bank  
Choshi Shoko Shinkumi Bank  
Tokio Marine Asset Management Co., Ltd.  
Tokio Marine & Nichido Fire Insurance Co., Ltd.  
Tokyo City Shinkin Bank  
Tono Shinkin Bank  
The Towa Bank, Ltd.  
Tokushima-Ken Shinyo Nogyo Kyodo Kumiai Rengokai  
Dokkyo University  
Naganoken Labour Bank  
Nagano Shinkin Bank  
Niigata Shinkin Bank  
The Nishio Shinkin Bank  
Nishi Chugoku Shinkin Bank  
Nishihyogo Shinkin Bank  
Nippon Life Insurance Company  
Hagiyamaguchi Shinkin Bank  
Hamamatsu Iwata Shinkin Bank  
Banshu Shinkin Bank  
The Higashi-Nippon Bank, Limited  
The Hyogokenkeisatsu Credit Cooperative  
Hyogo Shinkin Bank  
JA Fukuoka Shinren  
The Fuji Shinkin Bank  
North Pacific Bank,LTD  
Hokuriku Labour Bank  
Hokkaido Shinkin Bank.  
Matsumoto Shinkin Bank  
Mie Prefecture credit federation of agricultural cooperatives  
The Mishima Shinkin Bank  
Sumitomo Mitsui DS Asset Management Company, Limited  
[Sumitomo Mitsui Trust Asset Management Co., Ltd.](#)   
Mitsubishi UFJ Kokusai Asset Management Co., Ltd.  
Mitsubishi UFJ Trust and Banking Corporation  
Midori Life Insurance Co.,Ltd.  
Miyazaki Daiichi Shinkin Bank  
The Miyazaki Taiyo Bank, Ltd.  
Meiji Yasuda Asset Management Company Ltd.  
Meiji Yasuda Life Insurance Company

The Yamagata Bank,Ltd  
Yuki Shinkin Bank  
Yokohama Agricultural Cooperative  
The Rokinren Bank

## **| 4. Allocation**

All of the 70 billion yen raised by this green bond was used for capital investment and R & D funds and more under the above framework.

[Home](#) > [Sustainability](#) > [Environment](#) > [Vision](#) > [Green Bonds](#)

# Environmental Management

As stated in its [Management Philosophy](#) , Epson is committed to respecting the global environment and anchors its business activities on this principle. Additionally, addressing the growing social and customer interest in low environmental impact, Epson aims to deliver customer value with its unique and innovative technologies that surprise and delight. Furthermore, to carry out environmental programs under uniform standards and goals in every country and region of the world, the basic environmental stance is set forth in [Epson Principles of Corporate Behavior](#) and in the [Environmental Vision 2050](#) .

Environmental Management System

Organizations for Implementing Environmental Strategies

Product Lifecycle Environmental Impact Reduction

Environmental Performance

## Environmental Management System

Business units within the Epson Group establish their own environmental action plans based on the Epson 25 Renewed Corporate Vision, and carry out the activities using an Environmental Management System (EMS). We conduct internal audits to check performance against the plans and take corrective action against nonconformances.

We operate our EMS in compliance with the international ISO 14001 international standard, and we implement a planning and control cycle to effect continuous improvement. Epson's main global manufacturing, sales, and service sites are pursuing integrated business process and environmental management initiatives as required by ISO 14001 (2015), and are renewing their certifications.

Our environmental activities cover our consolidated subsidiaries. For FY2024, we collected data from 64 Group companies (covering 99% of consolidated revenue).

## Organizations for Implementing Environmental Strategies

To make achieving the environmental vision more feasible and enhance the resilience of our climate strategies, we created a Global Environmental Strategy Promotion Office to draft and carry out environmental strategy and subcommittees to address the various environmental issues.





#### Related Information

[ISO 14001 Certification List](#) →

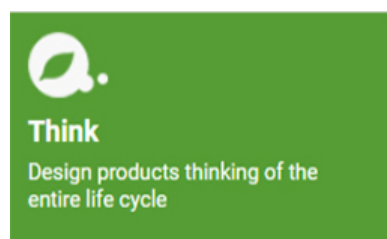
[Environmental Risk Management](#) →

[Eco Education](#) →

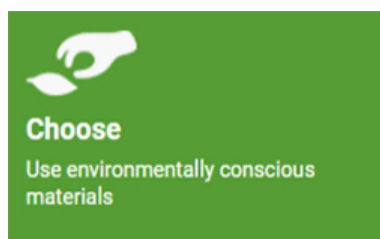
## Product Lifecycle Environmental Impact Reduction

Epson is a manufacturing company, and the environmental impact generated during the manufacture and provision of its products is inevitable. In order to reduce environmental impact of products, it is essential to take a viewpoint that considers the entire product lifecycle.

Based on this thinking, we have incorporated the concept of life-cycle thinking into our environmental management, which considers environmental impact across the entire product life cycle, from product design (Think), procurement of raw materials (Choose), manufacturing (Create), transportation (Deliver), customer usage (Use), to disposal and recycling (Recycle & Reuse). Together with our customers and business partners, we will work to reduce environmental impact our products and services.



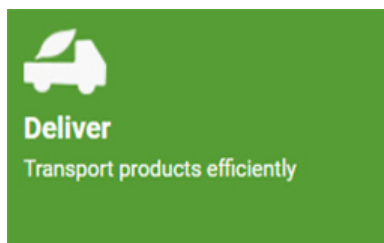
[Design for Environment](#) →



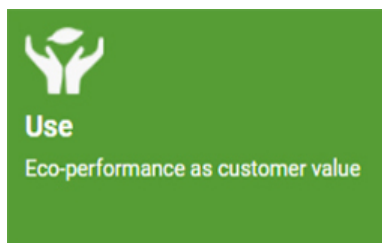
[Management of Chemical Substances in Products](#) →  
[Related link: Turning to Sustainable Resource](#) →



[Decarbonization](#) →  
[Related Link: Closed resource loop](#) →



Value Chain Initiatives [➔](#)



Customer Environmental  
Impact Mitigation [➔](#)



Product Recycling [➔](#)

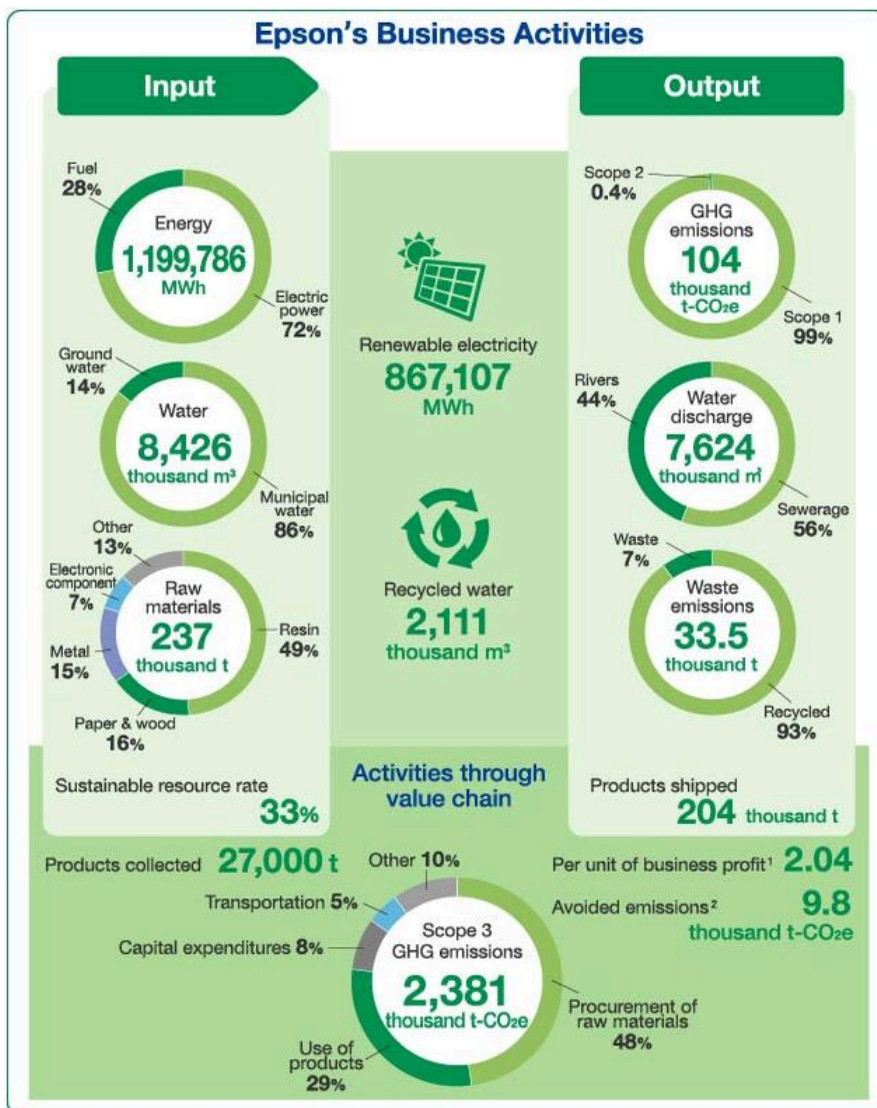
## Environmental Performance

---

Epson consumes resources and, in the process of conducting business activities across the life cycles of its products and services, emits GHGs and other emissions to the air, land, and water.

We are working to assess the environmental impacts of our business activities across the value chain in an effort to reduce our impacts.

**Material Balance (FY2024)**



#### Achievements

##### Scopes 1 & 2 GHG emissions

**-81%**  
**104**  
thousand  
t-CO<sub>2</sub>e

Target: -80% by FY2024  
Target value:  
113 thousand t-CO<sub>2</sub>e

##### Scope 3 GHG emissions (Per unit of business profit)

**-39%**  
**2.04**  
thousand t-CO<sub>2</sub>e  
per billion yen

Target: -35% by FY2024  
Target value: 2.17

##### Energy efficiency

**-1.4%**  
**5.68**  
MWh/t

Reduce energy  
consumption per raw  
material usage by 1%  
from the previous year<sup>3</sup>  
Target value: 5.70

##### Water use efficiency (water intake by revenue)

**-16%**  
**6.2**  
thousand m<sup>3</sup>  
per billion yen

Target:  
Improve water use efficiency  
(water intake by revenue)  
by 1% from the reference value  
Target value:  
7.3 thousand m<sup>3</sup> per billion yen

<sup>1</sup> Calculated as the ratio of scope 3 (Categories 1 and 11) GHG emissions to business profit (Unit: thousand t-CO<sub>2</sub>e/100 million yen)

<sup>2</sup> Based on the calculation method confirmed by Mizuho Research & Technologies, Ltd., the value is obtained by multiplying the difference between the weighted average of the publicly available lifetime CO<sub>2</sub> emissions of major laser printers in the global market and the lifetime CO<sub>2</sub> emissions of Epson's A3 color inkjet printer by the number of Epson A3 color inkjet printers sold in a given fiscal year. The assumptions differ from those used in the FY2023 results disclosure due to a review of the calculation conditions.

<sup>3</sup> Energy use per unit of raw material consumption, based on 3-year totals. (excluding on-site power generation) (Unit: MWh/t)

Key Sustainability Topics, KPI, and Results here. [➔](#)

## Design for Environment

The environmental impacts of a product across its life cycle, from cradle to grave, are largely determined at the planning and design-engineering stages. Epson takes a [life cycle thinking](#)  approach in efforts to minimize customers' environmental impacts by (1) providing products that change the way they work and live, and (2) providing products that offer environmental performance as a basic feature. We set concrete targets for environmental specifications that should be achieved at the product planning stage. And, we have introduced a design-for-environment (DfE) process in which we evaluate how well we did in and after the design stage.



Think

### Primary Environmental Performance Features

---

Below are some of the representative environmental performance features that we evaluate as part of our DfE process.



We explore various hardware and software approaches to save energy. These can include anything from developing energy-efficient technologies to implementing low-power product control systems. We strive to realize low-power products by setting and attaining concrete numeric targets several years out for each model.



Epson sets concrete size and weight targets for products, since reducing these helps to significantly mitigate environmental impacts, not only because fewer materials are consumed but also because products can be transported and warehoused more efficiently. We also make every effort to design products so as to minimize wastes on the customer's end. We do this by, for example, minimizing the amount of packaging used for products and consumables or by providing new printing functions that eliminate unnecessary prints.



We design our products to be easy to recycle after use. Specifically, we try to achieve a recyclable rate<sup>1</sup> of 75% or better as estimated from product engineering drawings.

<sup>1</sup> Recyclable rate: Recyclable materials as a percentage of total product weight, excluding materials used as reducing agents in blast furnaces or as fuel sources.

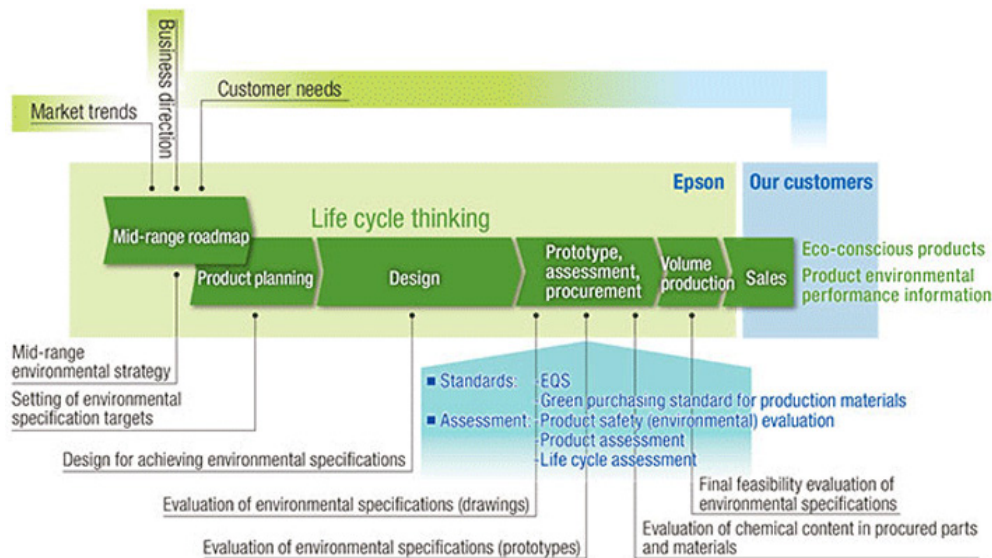


Epson standards specify substances that are prohibited from inclusion in products and substances whose inclusion must be controlled. Information on these substances is gathered in a database to help ensure safety in all processes, from design and procurement to volume production.

# Design-for-Environment Framework

Epson prepares internal specifications, provides evaluation tools, and develops and commercializes products in line with work standards that set forth rules and procedures. The materialization of the environmental specifications is reviewed at each step of the product's commercialization before it is finally sold.

## Eco-conscious Product Commercialization Flow (Example for the Printer Business)



## Standards

- EQS (Epson Quality Standard)

Includes internal standards for safety and environmental requirements that all Epson Group products and parts must meet in their design, production and procurement

- [Green purchasing standard for production materials](#) ➔

Basic opinion on "Product Chemical Content Guarantees," and written standards covering specific criteria and application, for use when purchasing production materials

## Evaluation

- Product safety (environmental) evaluation

Compliance check

- Product assessment

Checklists and evaluation sheets for evaluating the feasibility of individual environmental specifications during the drawing stage and experimental manufacturing stage

- Life cycle assessment (LCA)

Tools for quantifying environmental impacts (global warming impacts) in a product's life cycle and for efficiently and accurately exposing areas whose design should be improved

# Decarbonization

Epson is combating climate change by reducing greenhouse gas emissions in operation (scopes 1 and 2) and across its value chain (scope 3) to help drive a transformation toward a decarbonized future, as envisioned by the Paris Agreement. Epson also contributes to society by developing energy saving products and further developing inkjet technology.



|                                     |                                    |                                            |
|-------------------------------------|------------------------------------|--------------------------------------------|
| Goal ▼                              | Response to TCFD Recommendations ▼ | Operational Initiatives (Scopes 1 and 2) ▼ |
| Value Chain Initiatives (Scope 3) ▼ | Avoided Emissions ▼                | Use of Renewable Energy ▼                  |

## Goal

### GHG Emissions Reductions

In Paris Agreement in 2015, a global long-term goal (1.5°C target) was set to pursue efforts to limit global average temperatures to within 1.5°C of pre-industrial levels. We recognize that achieving this goal will mitigate the impacts of climate change and is essential to achieving sustainability and enriching communities. Based on this recognition, Epson has developed GHG emission reduction targets for its value chain, consistent with the global 1.5°C target, toward net-zero in 2050.

In addition to achieving these targets, Epson is taking further steps to absorb and remove carbon to contribute to the realization of a decarbonized society, aiming to achieve net-zero Scope 1+2 emissions in 2030 and carbon negative by 2050.

#### GHG Emission Reduction Targets and Vision

|                                                                                                                                                                                                                                                                                                                                                                                                                                                                                               |                                                                                                                                                                                                                                                              |
|-----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|--------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| <p>Targets approved for SBTi<sup>1</sup><br/>(1.5°C target level. All reductions are compared to the baseline year of fiscal 2017)</p> <div><p>SCIENCE<br/>BASED<br/>TARGETS</p><p>DRIVING AMBITIOUS CORPORATE CLIMATE ACTION</p></div> <div><p>THE NET<br/>ZERO<br/>STANDARD</p><p>APPROVED NET-ZERO TARGETS</p></div> | <p>Near-term targets:</p> <p>Reduce total scope 1+2+3 emissions by 55% by 2030</p> <p>Reduce total scope 1+2 emissions by 90% by 2030</p> <p>Long-term targets:</p> <p>Reduce total scope 1+2+3 emissions by 90% by 2050</p> <p>Achieve net-zero by 2050</p> |
|-----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|--------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|



Goals<sup>2</sup>

Achieve net-zero Scope 1+2 emissions by 2030  
Achieve carbon negative by 2050

Scope 1: Direct emissions from the use of fuels by business parties

Scope 2: Indirect emissions from energy sources such as electricity

Scope 3: Indirect emissions from the company's entire value chain

<sup>1</sup> The Science Based Targets Initiative (SBTi) is a corporate climate action organization that helps companies and financial institutions contribute to addressing the climate crisis. The Initiative is developing standards, tools, and guidance to help companies set GHG emission reduction targets consistent with the levels needed to keep global warming below catastrophic levels and achieve net zero by 2050 at the latest.

<sup>2</sup> A target approved by SBTi to reduce total emissions by 90% and neutralize remaining emissions through absorption, credits, etc. to achieve net-zero emissions or further decarbonization.

## Response to TCFD Recommendations

The Task Force on Climate-related Financial Disclosures (TCFD) released its final report in June 2017. The TCFD encourages businesses to publicly disclose their medium- to long-term risks and opportunities related to climate change as financial information. Epson takes this as a call to develop resilient management and corporate health, able to adapt to all sorts of transitions in the face of climate change with impacts of a scope and scale we cannot predict.

[Click here for more information about Responding to TCFD](#) ➔

## Operational Initiatives (Scopes 1 and 2)

Under a company-wide cross-functional organization, each site is increasing the feasibility of decarbonization by implementing reduction measures such as production innovation, equipment and facilities renewal and investment, and the use of renewable electricity.

### Main actions to reduce Scopes 1 and 2 emissions

- Production innovations
- Investment in updated facilities and equipment such as plant infrastructure, scrubbers, and solar power systems
- Use of renewable electricity: Procurement of renewable electricity that uses local natural resources, etc.
- Other reductions to be achieved by power utilities reducing their GHG emissions factors

[See here for more information about Epson's initiatives in using renewable electricity.](#) ➔

### Initiatives for carbon pricing

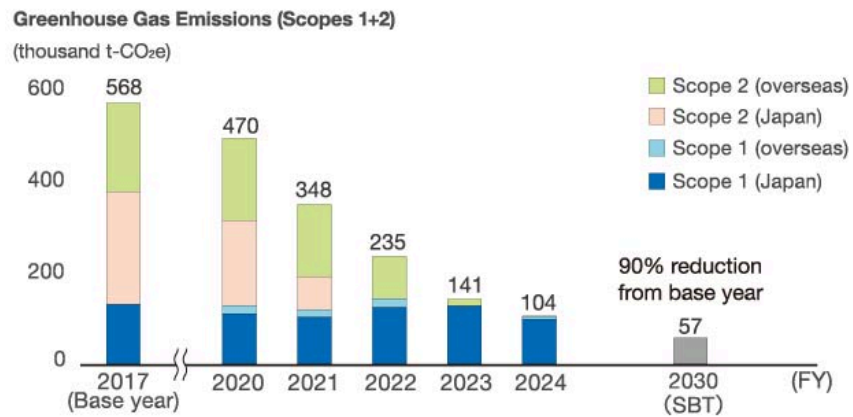
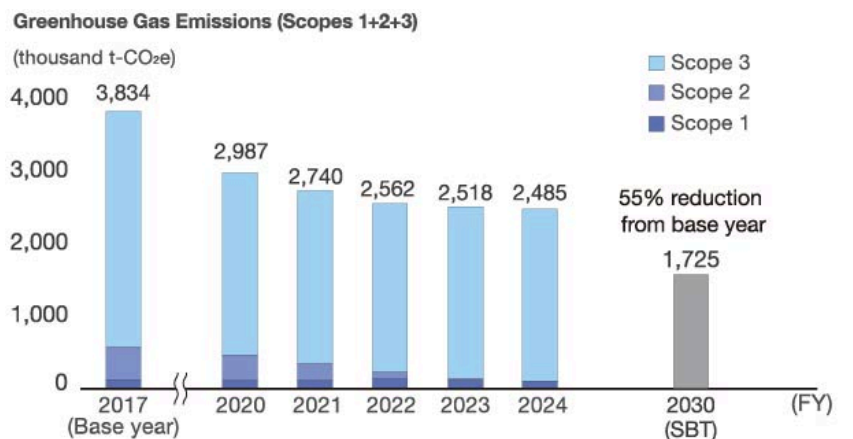
Carbon pricing, an instrument that captures the costs of GHG emissions across society, is seen as a way to spur action and innovation in support of lower carbon emissions. Epson prepared payback period criteria and guidelines that incorporate carbon pricing principles to evaluate (study the feasibility of) potential investments for reducing GHG emissions. They were introduced on a trial basis in FY2018 and were formally adopted in 2020.

In addition to promoting energy-saving activities at each of its sites, Epson has been promoting the use of renewable energy sources; in fiscal 2024, the ratio of renewable energy sources, which previously accounted for less than 1%, was increased to approximately 72% (100% on an electricity basis). Although energy use is expected to increase in order to realize the Medium-Term Management Plan, Epson will continue to focus on reduction measures, including production innovation, renewable electricity together with the use of electricity, to achieve its goals.

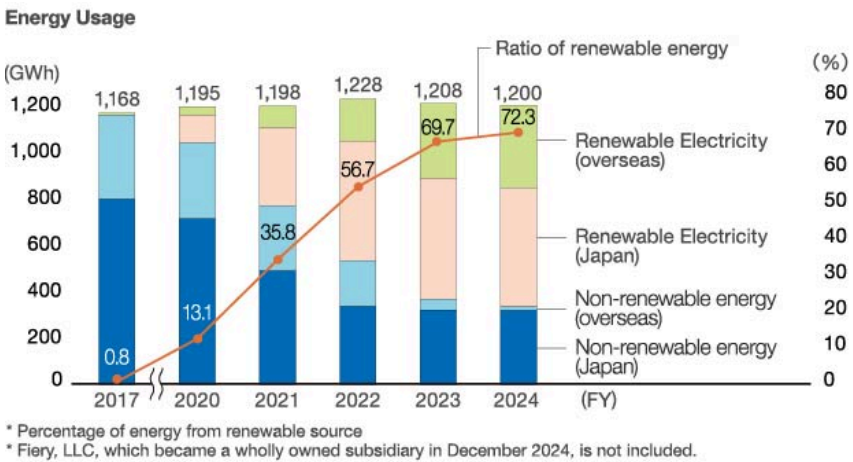
81% Reduction

Scopes 1, 2 emissions (compared to FY2017)

  
Case study ➔



\* Calculations for FY2017, 2023, and 2024 are based on the latest SBT standards.  
\* Scope 2 emissions in FY2024 are associated with steam.  
\* Fiery, which became a wholly owned subsidiary in December 2024, is not included.  
\* CO<sub>2</sub> conversion factor of greenhouse gas emissions  
- Electric power: Disclose market-based emissions. In Japan, we use the adjusted emissions factors for the load serving entities (i.e., utilities) from which our sites purchase electricity, pursuant to Load Serving Entity Emission Factors announced by the Ministry of Environment and the Ministry of Economy, Trade and Industry. Overseas, we use the country emission factors listed in IEA (International Energy Agency) or from the load serving entities from which our sites purchase electricity.  
- Fuel: The factors announced by the IPCC in 2019 were used for both domestic and overseas data.  
- GHGs other than CO<sub>2</sub>: Equivalent values were calculated based on 100-year GWP values in the Fifth Assessment Report of the IPCC.



\* Percentage of energy from renewable source  
\* Fiery, LLC, which became a wholly owned subsidiary in December 2024, is not included.

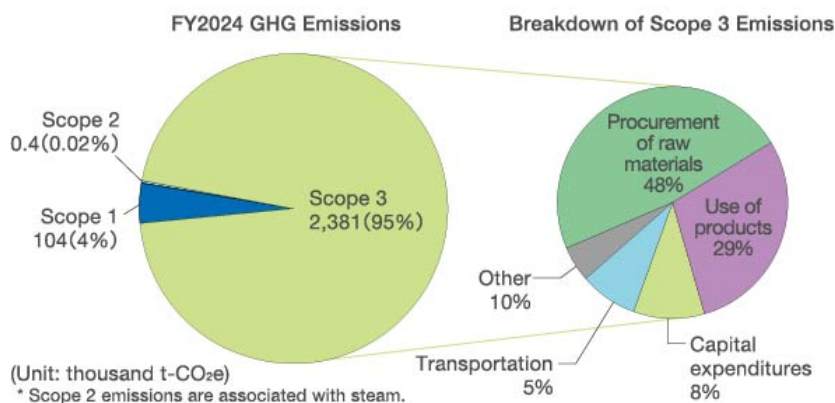


## Value Chain Initiatives (Scope 3)

Epson is actively working to reduce emissions from business activities (Scopes 1 and 2), but when viewed in the value chain, other indirect emissions (Scope 3) account for more than the direct and indirect emissions from Epson's production site and other sources. Of these, the largest impacts are from the procurement of raw materials (Category 1: purchased goods and services) and the use phase of products (Category 11: use of products sold).

In light of this situation, Epson is promoting emission reduction measures throughout the entire value chain, including logistics, in addition to environmentally friendly raw materials procurement and improvement of energy-saving performance of its products.

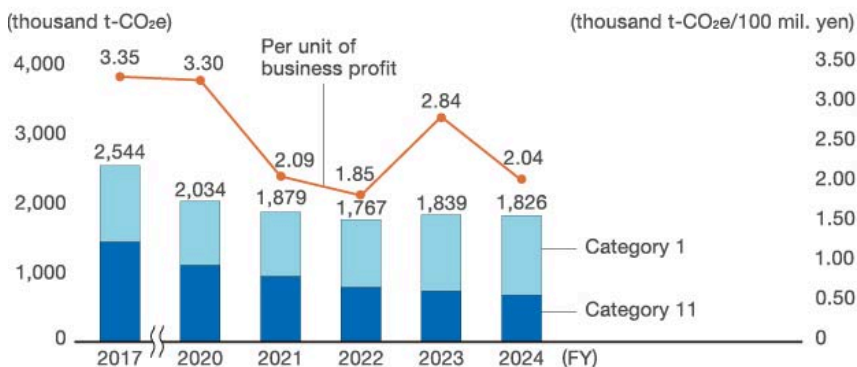
Greenhouse Gas Emissions from Value Chain



**39% Reduction**

Scope 3 emissions per unit of business profit  
(compared to FY2017)

Greenhouse Gas Emission (Scope 3: Categories 1 & 11)



\* Category 1: Purchased goods and services, Category 11: Use of sold products

\* Calculations for FY2017, 2023, and 2024 are based on the latest SBT standards.

\* Category 1: Emission factors of National Institute of Advanced Industrial Science and Technology are used after FY2022 (latest IDEA Ver. 3.4)

\* Fiery, which became a wholly owned subsidiary in December 2024, is not included.

## Logistics Initiatives

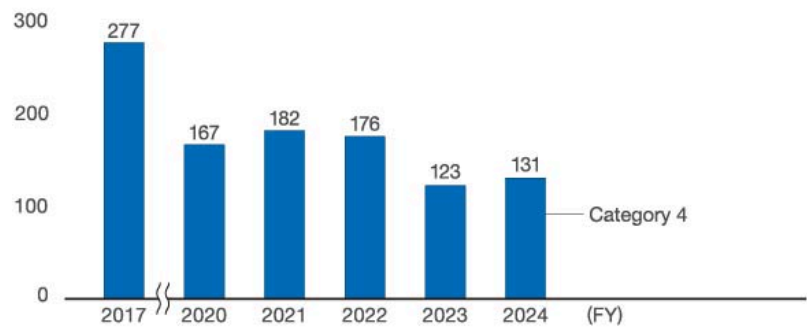
Epson is reducing GHG emissions by increasing the efficiency of product, part, and waste transportation. We are making products smaller (which increases shipping efficiency), rethinking our logistics centers, innovating the loading and packing processes (to boost loading efficiency), and reconsidering shipment departure and arrival frequencies and number of trips.



[Case study](#) ➔

#### Greenhouse Gas Emissions from Distribution (Scope 3: Category 4)

(thousand t-CO<sub>2</sub>e)



\* Category 4: Upstream transportation and distribution

\* Calculations for FY2017, 2023, and 2024 are based on the latest SBT standards.

## Cooperation with Suppliers

Epson and its suppliers can help address societal challenges and achieve sustainability by aligning their approach to supply chain CSR.

[Supply Chain Environmental Initiatives](#) ➔

### Related Information

[Global Environmental Data \(Scope 3\)](#) ➔

## Avoided Emissions

In addition to reducing its own GHG emissions and using resources appropriately, Epson aims to mitigate customers' environmental impact through its products and services. By providing and promoting products and services that are environmental impact lower than the conventional products commonly used in the world, Epson will contribute to the reduction of environmental impact in society as a whole. One indicator of such contribution is avoided emissions.

Based on the guidance published by the World Business Council for Sustainable Development (WBCSD) and confirmed by a third-party organization, Epson calculated that the emissions avoided through the replacement of laser printers with Epson's inkjet printers in FY2024 amount to 9,800 t-CO<sub>2</sub>e<sup>1</sup>.

<sup>1</sup> Based on the calculation method confirmed by Mizuho Research & Technologies, Ltd., the value is obtained by multiplying the difference between the weighted average of the publicly available lifetime CO<sub>2</sub> emissions of major laser printers in the global market and the lifetime CO<sub>2</sub> emissions of Epson's A3 color inkjet printer by the number of Epson A3 color inkjet printers sold in a given fiscal year. The assumptions differ from those used in the FY2023 results disclosure due to a review of the calculation conditions.

### Related Information

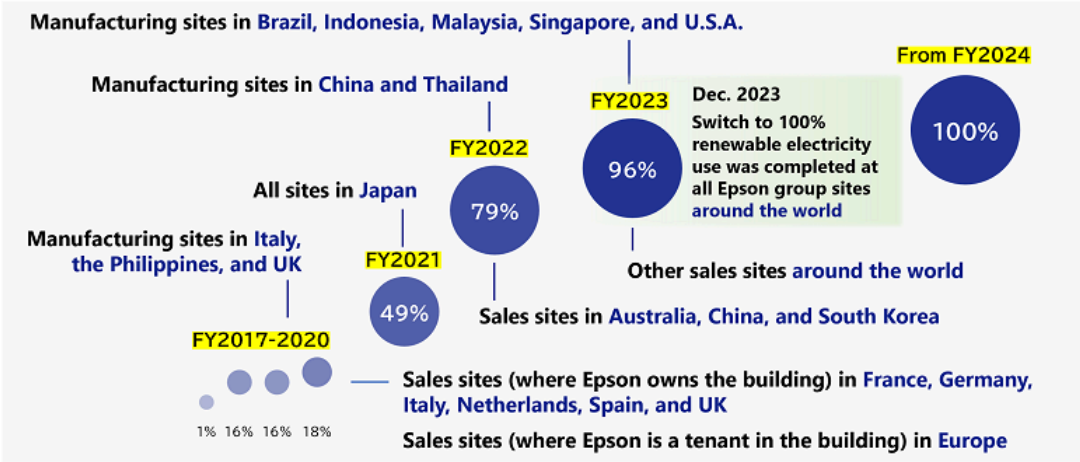
[Customer Environmental Impact Mitigation](#) ➔

## Use of Renewable Electricity

The use of renewable electricity is a key means by which Epson seeks to reach its goal of achieving decarbonization. In line with this, Epson declared, in March 2021, that it would switch to 100% renewable electricity to meet the electricity needs at all Epson Group sites<sup>1</sup> around the world by 2023. In November 2021, the switch was completed in Japan. The global switch to renewable

electricity was completed on schedule in December 2023. The Epson Group consumes approximately 867 GWh<sup>2</sup> of electricity per year. By sourcing renewables to cover this demand, Epson expects to reduce its annual CO2 emissions by approximately 400,000 tonnes.

Steps taken to switch to 100% renewable electricity use at all Epson group sites<sup>1</sup>



\* This figure shows when each group site reached 100% renewable electricity and the group's overall renewable electricity rate at each time (Renewable electricity rate = Renewable electricity consumption ÷ Total electricity consumption × 100%)

\* FY (Fiscal Year) refers to the business year from April 1 to March 31 of the following year.

<sup>1</sup> Excludes some sales sites and leased properties where the amount of electricity consumed cannot be determined.

<sup>2</sup> For the fiscal year 2024, the results include cogeneration systems (CGS) electricity and self-generated electricity using non-renewable fuels. Since it is difficult to procure renewable energy fuels or green gas certificates that meets the RE100 technical criteria, we have achieved 100% renewable electricity by voluntarily applying renewable energy certificates equivalent to the amount of electricity used.

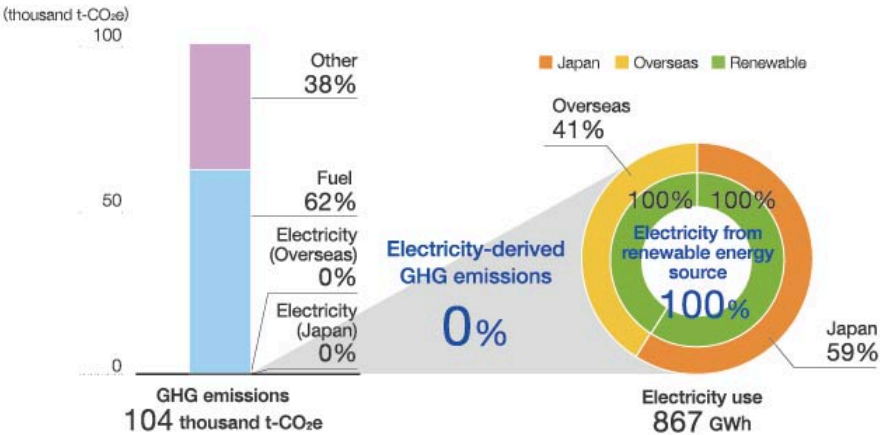
Epson Transitions to 100% Renewable Electricity at All Group Sites Worldwide ➡

How manufacturers can transition to 100% renewable electricity ➡

Scope1 & 2 emissions and electricity consumption in FY2024

More than 70% of Epson's GHG emissions came from electricity use in 2017. As a result of our efforts to switch to renewable electricity to achieve decarbonization, GHG emissions from electricity will be zero in FY2024, significantly contributing to the reduction of Scope 2 emissions. Both domestically and internationally, we are increasing the proportion of renewable energy to 100% of our electricity usage by selecting the optimal renewable electricity in each region, such as hydro and wind power, and by actively investing in on-site electricity generation.

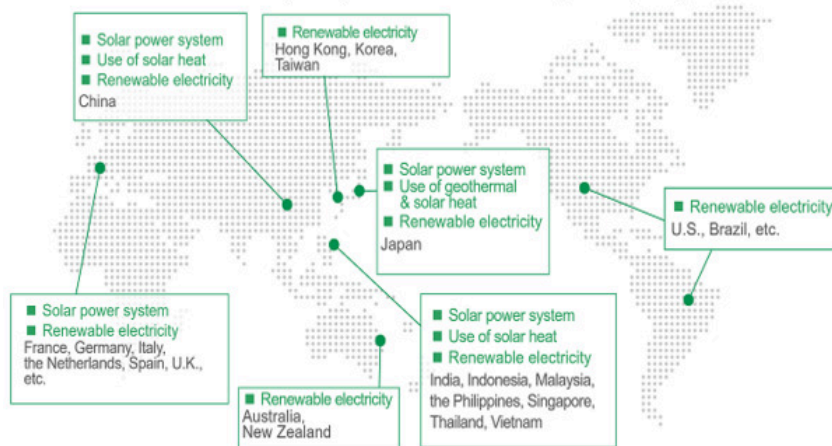
Breakdown of sources (renewable and non-renewable) of Scope 1 & 2 emissions in FY2024



In Japan, Epson purchases Shinshu Green Electricity, CO<sub>2</sub>-free value-added electric power produced locally with abundant water sources in Nagano Prefecture using Nagano Prefectural hydroelectric power. This is both reducing Epson's GHG emissions and increasing local consumption of locally produced energy. In the Tohoku area, where Epson has a semiconductor fabrication plant and which accounts for about half of Epson's domestic electricity consumption, Epson uses another CO<sub>2</sub>-free value-added electric power to reduce GHG emission from electricity usage. In November 2021, Epson completed the transition to 100% renewable electricity for all its domestic sites in Japan.

Our overseas production and sales sites have also completed the transition to using 100% renewable electricity in December 2023. In addition to generating electricity with a rooftop mega-solar power plant, our production site in the Philippines switched to a mix of geothermal and hydroelectric power in January 2021. In addition, our production site in Bekasi, Indonesia, began using biomass power generation in July 2022. The procurement of geothermal power, which is being actively developed by taking advantage of the resources of volcanic islands, and sustainable biomass power using Palm Kernel Shells (PKS; a byproduct of the palm oil production process) and wood chips as fuel, are examples of energy use that aligns with regional characteristics.

Use of Renewable Electricity at Epson Sites Worldwide (Country/Region)



\* Onsite equipment, power purchase agreement, and/or certificate purchasing

### Installation of on-site power generation systems (solar power generation systems)

We are executing a plan to maximize the amount of self-generated electricity in order to stably and sustainably procure renewable energy. We are selecting the best option depending on the circumstances at each site. At some sites we have invested in rooftop and other solar panels. At others we have opted for power purchase agreements (PPAs).



Total power generation for FY2024: Approximately 18,000 MWh

### Case of onsite solar power generation





Philippines (Epson Precision  
(Philippines), Inc.)



Thailand (Epson Precision (Thailand)  
Ltd.)



China (Epson Engineering  
(Shenzhen) Ltd.)



U.S. (Epson Portland Inc.)



China (Epson Wuxi Co., Ltd.): PPA<sup>1</sup>



Japan (Fujimi Plant): PPA<sup>1</sup>

<sup>1</sup> Power Purchase Agreement: Onsite Solar Power Generation Service

## Support for Recommendations to Expand the Use of Renewable Energy

The use of renewable energy (energy from natural sources) is one of the most effective ways to reduce GHG emissions. Accordingly, Epson is implementing plans to expand its use of renewable energy long-term. However, there are obstacles to expanding renewable energy use, including costs and supply limitations in some regions. Recognizing that there is nothing one company alone can do about these obstacles, Epson decided to declare its support for the important policy recommendations below as one solution. The realization of these recommendations will make it easier to take actions that minimize the impact on future climate change. Coordinated global action is essential to combat climate change. We at Epson will therefore continue our efforts toward decarbonization, including by supporting future such recommendations. When deciding whether to join or continue our association with industry groups, we check whether the group's climate change initiatives are aligned with Epson's own policies.

| Month/Year | Recommendations                                                                                                                                                                                                                 | Secretariats                   |
|------------|---------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|--------------------------------|
| Jul. 2024  | Call for an ambitious 2035 target that is consistent with the 1.5°C goal<br><a href="#">Click here for details</a>                           | Japan Climate Initiative (JCI) |
| Jun. 2023  | Issues and Recommendations on Renewable Electricity Procurement<br><a href="#">Click here for details</a>                                    | Renewable Energy Institute     |
| Apr. 2023  | Call for accelerating the deployment of renewable energy and introducing effective carbon pricing<br><a href="#">Click here for details</a>  | Japan Climate Initiative (JCI) |
| Jun. 2022  | Call for accelerating renewable energy deployment<br><a href="#">Click here for details</a>                                                  | Japan Climate Initiative (JCI) |
| Apr. 2021  | Calling for an Ambitious 2030 Target for Japan to Realize the Paris Agreement Goal<br><a href="#">Click here for details</a>                 | Japan Climate Initiative (JCI) |
| Jan. 2021  | Calling on the Japanese government to raise its 2030 renewable energy target to 40-50%                                                                                                                                          | Japan Climate Initiative (JCI) |

|           |                                                                                                                                                                                                                                                                                                         |                                                                               |
|-----------|---------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|-------------------------------------------------------------------------------|
|           | <a href="#">Click here for details</a>                                                                                                                                                                                  |                                                                               |
| Aug. 2020 | <p>Making Japan a Nation where Renewable Electricity is Easily Accessed:</p> <p>Three Strategies and Nine Policies Sought by Corporations Engaged in Climate Action</p> <p><a href="#">Click here for details</a> </p> | <p>Renewable Energy Institute</p> <p>CDP Worldwide-Japan</p> <p>WWF Japan</p> |

**Related Information**

[Global Environmental Data](#) ➔

[How manufacturers can transition to 100% renewable electricity](#) ➔

[Epson Transitions to 100% Renewable Electricity at All Group Sites Worldwide](#) ➔

## Case study - Production

Topic 1 : Energy Saving in Utility Facilities



Topic 2 : Updating to a More Efficient Cogeneration System



Topic 3: Visualizing Air Conditioning to Help Reduce CO2 Emissions



Other Case Studies



### Topic 1: Energy Saving Initiatives in Utility Facilities<sup>1</sup>

At Suwa Minami Plant, Epson collaborated with Chubu Electric Power Miraiz Co., Inc. to implement energy conservation and decarbonization initiatives from 2018 to 2023. As a result, by fiscal 2023, the plant achieved an energy reduction of approximately 12.3% (equivalent to 2,846 kL of crude oil per year) compared to the base year of fiscal 2017, reducing annual emissions by approximately 4,745 t-CO<sub>2</sub>.



Suwa Minami Plant

#### Main Initiatives

- Clarified the process for achieving targets by formulating a roadmap
  - Introduced 123 out of 273 energy-saving measures, with 71 still planned and 79 abandoned.
  - We are focusing on the three areas below to save energy.
- (1) Changing existing equipment and facility operations  
Example) Reducing the number of fan filter units in production cleanrooms
  - (2) Utilizing unused heat  
Example) Utilizing unused heat in municipal water
  - (3) Updating equipment  
Example) Selecting high-efficiency equipment when updating to electric air conditioning systems in cleanrooms or when updating boilers and turbo refrigerators

<sup>1</sup> Infrastructure and equipment necessary for factory operations, such as electricity, water, HVAC systems (including boilers and chillers), gas, and chemical supply systems required to maintain the factory environment

Energy Conservation Grand Prize (Best Practice Category)

Epson was awarded the 2024 Energy Conservation Grand Prize in recognition of the energy-saving initiatives it launched across its plants and offices under management leadership and for collaborating with partners to identify and implement effective measures for achieving energy efficiency while maintaining manufacturing and development environments. With support from Chubu Electric Power Miraiz, which provided expertise in energy use, Epson developed a decarbonization roadmap, created energy-saving proposals, dispatched personnel, outsourced energy measurement, and implemented training on energy-saving methods.



## Topic 2: Upgrading to a More Efficient Cogeneration System<sup>1</sup>

The Suwa Minami Plant, where Epson manufactures core devices such as high-temperature polysilicon TFT LCD panels for 3LCD projectors and PrecisionCoreMicroTFP printheads, is one of Epson's most energy-intensive facilities in Japan. The plant had used a cogeneration system (CGS) to generate between 40% and 60% of its power needs since 2001, but in May 2014, Epson replaced that CGS with three new high-efficiency CGS. The new systems use less natural gas to operate and reduced the plant's CO<sub>2</sub> emissions. The use of the three new CGS makes the overall system easier to maintain and provides a steady supply of electrical power.

<sup>1</sup> Cogeneration systems, also known as combined heat and power, utilize a single fuel source to produce and supply both electricity and heat.



Gas engine powered CGS

### CGS Overview

|     | Energy output | Units | Model       | Fuel        |
|-----|---------------|-------|-------------|-------------|
| New | 2,270 kW      | 3     | Gas engine  | Natural gas |
| Old | 7,200 kW      | 1     | Gas turbine | Natural gas |

### Annual savings (by switching to a gas engine from a gas turbine system)

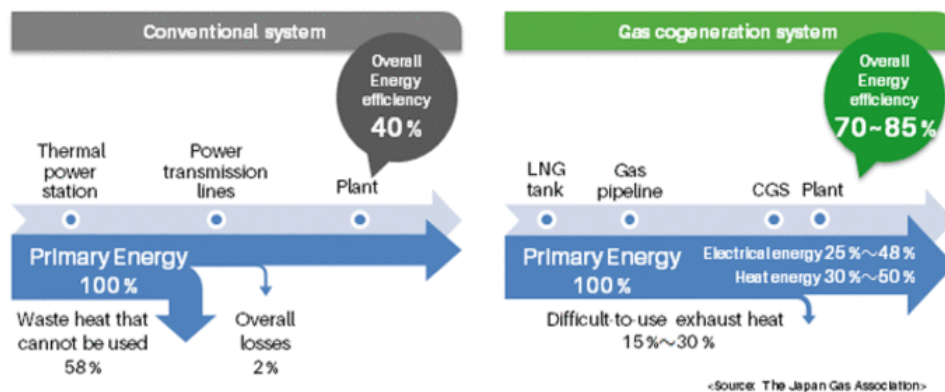
Amount of natural gas saved: 1,480,000 Nm<sup>3</sup>

Reduction of CO<sub>2</sub> emissions: 4,900 tons

### Benefits of CGS

Whereas about 60% of the energy generated by a typical power plant is lost as waste heat and during transmission, only about 15% to 30% of the energy generated by an on-site CGS is lost as waste heat. In addition to generating electricity, CGS also save energy because they effectively recycle about 30% of the waste heat into energy for heating or cooling.





### Topic 3: Visualizing Air Conditioning to Help Reduce CO<sub>2</sub> Emissions

Epson Portland Inc. (EPI), in the US, has the important role of manufacturing Epson ink cartridges and other products for the Americas. The manufacturing process for Epson inkjet printer cartridges requires a clean room environment to ensure the levels of quality where more than 7 million kWh are consumed each year, on average, for air conditioning and production support equipment. In 2011, the Facilities team worked with the non-profit Energy Trust of Oregon to introduce a new air conditioning monitoring system to reduce EPI's energy use and environmental impact. The monitoring system allowed Facilities to observe and record the actual air temperatures in the ink cartridge production areas throughout the day.

EPI used the data to qualify the modification of the air conditioning system so that, when outdoor temperatures are lower than those in the production areas, warm air is automatically exhausted and outside air is used for cooling, saving energy and money. These actions have helped EPI reduce its annual CO<sub>2</sub> emissions by more than 100 tons. Since implementing this cooling system in 2011, EPI has taken advantage of various other energy conservation opportunities. These have resulted in cumulative CO<sub>2</sub> reductions of approximately 655 tons.



Checking the operations of the air conditioning system on a monitor



Air conditioning system installed on the roof

### Other Case Studies

[Non-cleanroom program \(P.T.Epson Batam/Indonesia\) \(PDF,524KB\)](#)

[Actions to reduce power consumption \(Singapore Epson Industrial Pte. Ltd./Singapore\) \(PDF,550KB\)](#)

## Case Study - Value Chain

Epson has manufacturing sites and sales centers in all parts of the world making environmentally-conscious transportation an important consideration. Here we present examples of such environmentally-conscious transportation initiatives in which we introduced high cube containers<sup>1</sup> and changed our distribution center and shipping method.

<sup>1</sup> With a height of 9 ft 6 in (about 2.6 m), they are 1 ft (about 30 cm) taller than standard containers, whose height is 8 feet 6 inches (about 2.3 m).

Topic 1 : Utilization of Low-Carbon Shipping Services

Topic 2: Reducing CO<sub>2</sub> emissions by Revising Distribution Routes

Topic 3 : Improving Transport Efficiency with High Cube Containers

Topic 4: Reduced Environmental Impact by Changing Printhead Shipping

### Topic 1 : Utilization of Low-Carbon Shipping Services

In fiscal 2024, Epson began using low-carbon shipping services to reduce greenhouse gas (GHG) emissions for some of its maritime shipping services to Europe. In the first year, we plan to use one-hundred 40-foot export containers from the Philippines to reduce our greenhouse gas emissions by approximately 230 tonnes compared to conventional maritime transport using heavy fuel oil ships. Decarbonization is a global challenge, and the shipping industry is transitioning to alternative fuels with low environmental impact with the goal of achieving net-zero GHG emissions by around 2050. European shipping companies in particular are accelerating their timelines to achieve this goal. Epson has partnered with global shipping giant Maersk to use a container ship service that operates on biodiesel and green methanol as alternative fuels on some routes. This will reduce GHG emissions on these routes by up to 84% compared to conventional ocean transport.



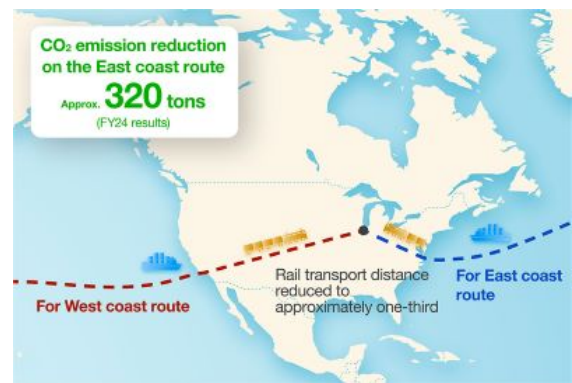
An alternative fuel Maersk container ship

[See here for details. \(PDF,583KB\)](#) 

### Topic 2: Reducing CO<sub>2</sub> Emissions by Revising Distribution Routes

**New Regular Shipping Route for North America**

Epson had been shipping products for North America from its production sites in Southeast Asia to a port in California on the U.S. West Coast. The products would then be transported by long-distance rail to a warehouse in Indiana. However, in 2024, we began using a new regular shipping route by sea to the U.S. East Coast from Southeast Asia. This new route helps to ensure business continuity in the event of a disaster and to reduce our carbon footprint. The new route reduces CO<sub>2</sub><sup>1</sup> emissions by approximately 320 tonnes per year compared to the previous route because, although the distance of maritime transport is longer, the distance of land transport by rail is significantly shorter.

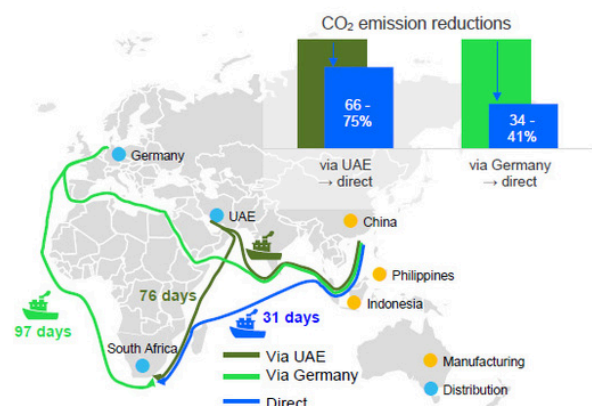


<sup>1</sup> The difference in emissions per container between the old route and the new route is multiplied by the number of containers shipped in FY2024 on the new route. The "Emissions calculator of 2024" was used to calculate the GHG emissions per container.

## Direct shipping to the South Africa distribution center

Epson was providing consumer products for customers in southern Africa by shipping them to Johannesburg, South Africa from a distribution center in the United Arab Emirates or from a central warehouse in Germany. This approach was taken because Epson did not have its own distribution center in Africa and was using an existing distribution center. Having to first ship products to the UAE or Germany from our production sites in Asia (China, Indonesia, and the Philippines) before delivery to southern Africa increased transport distances. We needed to address the issue of higher transport CO<sub>2</sub> emissions and long delivery times. To do so, we established our own new distribution center in South Africa and began shipping directly to it from our production sites to serve the expanding African market. This dramatic change in distribution routes resulted in CO<sub>2</sub> emissions being reduced to 66–75% of those from shipments via the UAE, and to 34–41% of those from shipments via Germany.

Improvements achieved by changing the distribution flow



## Topic 3 : Improving Transport Efficiency with High Cube Containers

Currently, high cube containers account for about 70% of shipping containers in the marketplace. Hitherto, Epson has used the standard type of container for shipping products from its factories, but with the widespread adoption of high cube containers, we are gradually making the switch.

Since the inner dimensions of the containers are higher, palletizing products for standard containers resulted in wasted space amounting to about 10%. Optimizing the pallets for high cube containers reduces the number of containers required, contributing to reducing environmental impact by raising transportation efficiency.

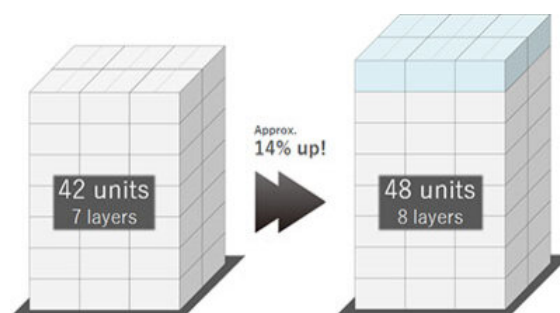


The head of logistics planning, who led the initiative, says, "All of our arrangements including the number of products shipped and the height of the pallet racks in our warehouses were optimized for pallet sizes to fit standard containers. In order to introduce high cube containers, it was necessary to ask for the cooperation of the warehouse managers at sales companies who receive the containers. We had to ask them to review the layout of their warehouses, optimize the method of stacking and so on. We had a very hard time adjusting the cost factors, but a shared awareness that this would reduce our environmental impact was a very important point in undertaking this activity."

For shipments from Southeast Asia, where many of Epson's finished products are manufactured, the switch to high cube containers for all areas of Europe was completed in fiscal 2011 and in fiscal 2015 for the U.S., Brazil and India.

## Comparison of Standard and High Cube Containers

|                               | 40 ft Standard containers | 40 ft High cube containers | Advantages         |
|-------------------------------|---------------------------|----------------------------|--------------------|
| Container size (LWH)          | 12,033 x 2,352 x 2,393 mm | 12,033 x 2,352 x 2,698 mm  | 1 ft (30 cm) up    |
| Cubic capacity                | 67.7 m <sup>3</sup>       | 76.4 m <sup>3</sup>        | 12.9% up           |
| Case of WF-2650 Series        |                           |                            |                    |
| Packaging dimensions          | 488 x 434 x 301 mm        |                            | -                  |
| Palletize dimensions          | 976 x 1,302 x 2,108 mm    | 976 x 1,302 x 2,409 mm     | 1 additional layer |
| Number of units per pallet    | 42 units                  | 48 units                   | 14.3% up           |
| Number of units per container | 882 units                 | 1,008 units                |                    |



## Results of Switching Containers for Shipping to the U.S.



\* We have calculated the reductions in CO<sub>2</sub> emissions emitted when transporting containers by cargo ship, train and truck from our manufacturing affiliates in Southeast Asia, as a result of reducing the number of containers shipped to the U.S. by about 200. The unit indicator by the Japan Ship Technology Research Association is used for calculating emissions during sea transport.

## Topic 4: Reduced Environmental Impact by Changing Printhead Shipping

Previously, printheads for shipping to our printer manufacturing sites in Indonesia were gathered from our plants around Japan at Tohoku Epson in Yamagata Prefecture and transported by truck to Narita Airport for air transportation. By establishing a sea transportation pipeline from Sakata Port, which is located conveniently about 8 km from Tohoku Epson, we significantly reduced our costs and CO<sub>2</sub> emissions.



Containers shipped overseas from Sakata Port

### CO<sub>2</sub> Reductions Due to Changing the Shipping Method (Unit: t-CO<sub>2</sub>)

|       | Before           |                           | After            |                           |
|-------|------------------|---------------------------|------------------|---------------------------|
|       | Distance         | CO <sub>2</sub> emissions | Distance         | CO <sub>2</sub> emissions |
| Land  | Approx. 500 km   | 33.9                      | Approx. 8 km     | 0.5                       |
| Air   | Approx. 5,800 km | 401.3                     | -                | -                         |
| Sea   | -                | -                         | Approx. 6,200 km | 47.7                      |
| Total |                  | 435.2                     |                  | 48.2                      |



\* We calculated the CO<sub>2</sub> emissions from shipping a 20-foot container from Tohoku Epson to Indonesia's capital, Jakarta. The unit indicator by the Japan Ship Technology Research Association is used for calculating emissions during sea transport.

[Click here for details. \(PDF,356KB\)](#) 

**Related Information**

[Decarbonizing Logistics: Actions for Our Environmental Vision](#) ➔

[Home](#) > [Sustainability](#) > [Environment](#) > [Decarbonization](#) > [Value Chain Case \(Climate Change\)](#)

## Closed Resource Loop

In pursuit of a circular economy, Epson is working to reduce resource use and eliminating waste emission from plants and offices, while promoting a shift to sustainable resources. In addition, we will contribute to resource-circulating society as a whole through technology.



Goal ▼

Replace with Sustainable Resources ▼

Reduce Total Resource Inputs ▼

Contribution to Paper Circulation ▼

Eliminate Waste ▼

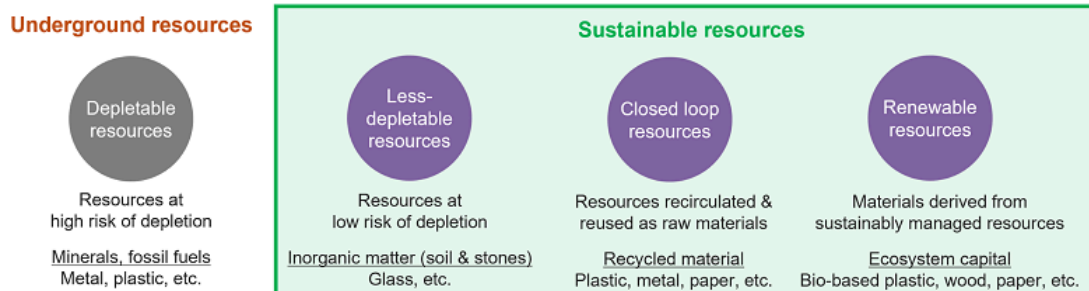
### Goal

#### Underground Resource<sup>1</sup> Free

Resource use often involves environmental impact. In particular, fossil fuels and other underground resources cause greenhouse gases (GHGs) and harmful substances at each stage of extraction, utilization, and disposal, with negative impacts on human health. As long as we depend on underground resources, we cannot achieve a decarbonized society, nor can we achieve sustainability and enrich communities.

Epson is committed to reducing the total volume of resource inputs and replacing all resources with sustainable resource<sup>2</sup> such as closed loop resources by 2050 to reduce waste. Through such efforts, we aim to realize a sustainable society by using underground resource free.

#### Resource Utilization Image Toward Underground Resource Free



#### Main actions to become underground resource free

- Reduce total resource inputs by creating compact and lightweight designs, extended product life, product recycling, etc.



- Eliminate waste by minimizing production losses, reducing inventory, eliminating disposal in landfills, etc.
- Switch to sustainable resources such as recycled materials and biomass materials.

## Target

2030: Sustainable resource rate<sup>3</sup> 50%

2050: Sustainable resource rate 100%

## FY2024 Result

Sustainable resource rate: 33%

<sup>1</sup> Non-renewable resources such as oil and metals.

<sup>2</sup> Renewable resources, closed loop resources and less-depletable resources.

<sup>3</sup> The proportion of sustainable resources (renewable resources + closed loop resources + less-depletable resources) to raw materials.

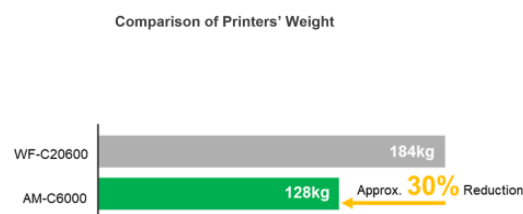
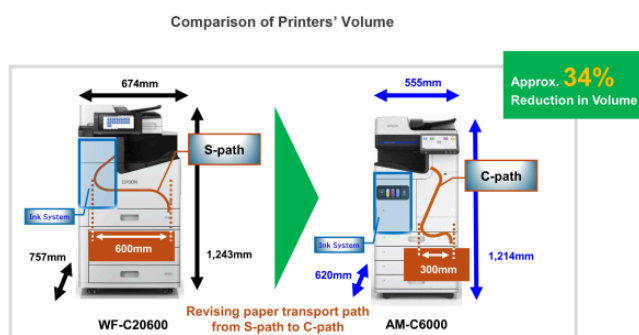
# Reduce Total Resource Inputs

## Compact and Lightweight Design

Epson seeks to deliver more customer value with fewer resources. By reducing waste through smaller and lighter product designs, we focus our resources on delivering the value that is truly required.

### Case Study 1: Business Inkjet Printer

Compared to its predecessor, the WF-C20600, the AM-C6000 A3 color line inkjet MFP has been made smaller and lighter by revising the paper transport path of the machine and reducing the thickness of the frame plate. As a result, the AM-C6000 is approximately 30% lighter and 34% smaller in volume than its predecessor, while maintaining the same 60-page/minute printing speed, enabling installation in confined spaces.



### Case Study 2: Business Projectors

The EB-PU22/PU21 series of high-brightness business projectors are approximately 60% smaller and 50% lighter than conventional models, while maintaining 20,000 lumens of brightness, enabled by a unique liquid cooling system and an optimized structure. It reduces the burden of carrying in and installation at events, large auditoriums, gymnasiums, etc.





EB-PU2220S



Installation image

<sup>1</sup> Comparison of size (W x D x H) of the following products, including protruding parts but excluding the lens.

EB-PU2220S: 586 x 492 x 218 mm / EB-L20000U: 620 x 790 x 358.5 mm

<sup>2</sup> Comparison of weights of the following products, excluding the lens.

EB-PU2220S: approx. 24.4kg / EB-L20000U: approx. 49.6kg

### Case Study 3: Industrial Use SCARA robot

In the industrial SCARA robot T3, the controller has been made smaller and lighter, enabling it to be built into the main unit. This reduces the mass by approximately 25% compared to previous models in which the controller and main unit were installed separately, while also reducing complex wiring and increasing installation flexibility.



Epson LS3 SCARA robot and RC90 controller



The T3 has a built-in controller

## Reuse and Recycle

To maximize the use of resources once they have been utilized, Epson is promoting the recycling of resources used for the product itself and consumables by providing product repair and maintenance services and promoting collection, recycling, and refurbishing initiatives in countries and regions around the world. In addition to reducing the use of new resources, we are working to create recycled resources throughout society through collaboration with our customers, industry, and local communities to expand the resource reuse and recycling loop.

### Case Study 1: Circularity Program of Ink Container

Under the ink container recycling program currently in operation in Japan, we collect ink cartridges and ink packs that customers have finished using, sort out the reusable parts, and manufacture products using those parts to deliver them to customers again.

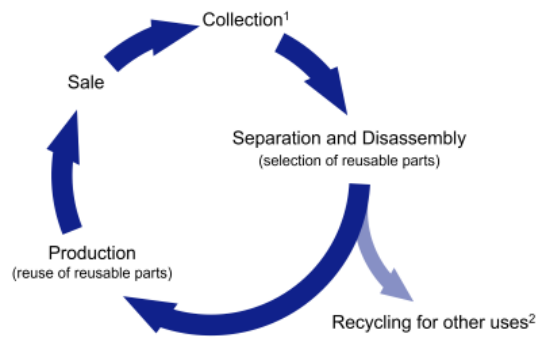


Figure: Scheme of the Circularity Program of Ink Container

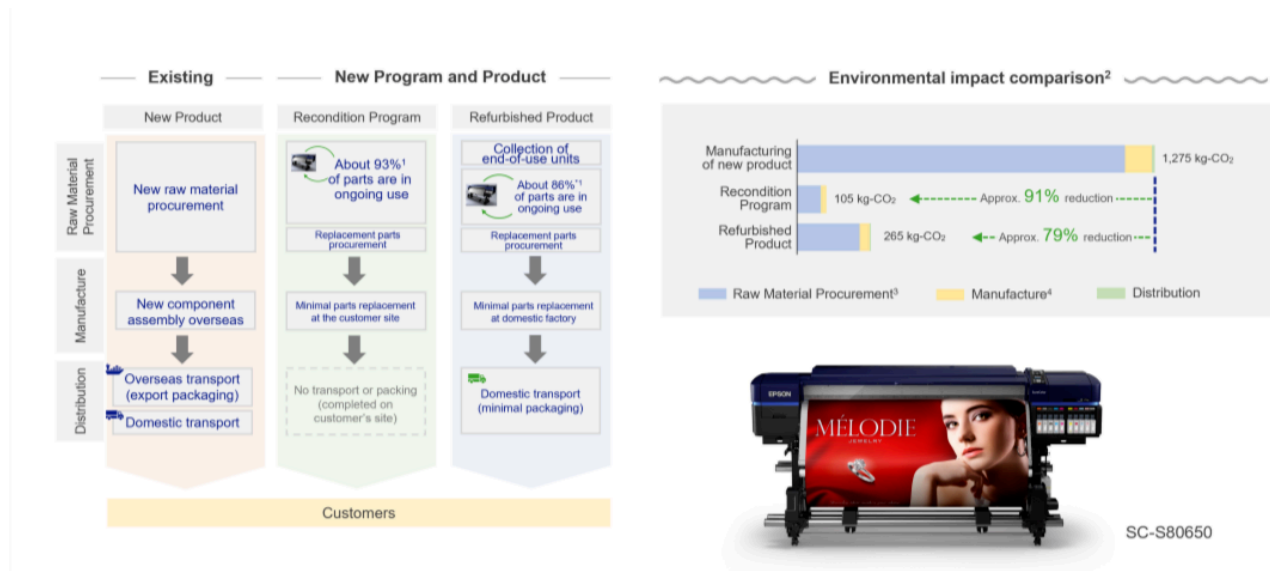
| Applicable ink containers               | Reusable Parts                                                                                         |
|-----------------------------------------|--------------------------------------------------------------------------------------------------------|
| Ink cartridge for large-format printers | <br>(Exterior Case) |
| Ink packs for large-format printers     | <br>(Adaptor)       |
| Ink cartridges for business printers    | <br>(Exterior Case) |

<sup>1</sup> Ink containers subject to this program that are collected by the pick-up and collection service in Japan.

<sup>2</sup> Non-eligible parts, damaged or dirty parts, and other items that are determined not to be reusable are sent for recycling.

## Case Study 2: Provision of recondition program and refurbished products

To ensure that customers can use our products for a long time, we offer a long term care service called "Recondition Program" for up to 10 years for the SC-S80650 large format printer with eco-solvent ink for the sign and display market in the Japanese market. Epson also offers refurbished products that have been inspected, refreshed, and refurbished to the same quality as new products. The "Recondition Program" allows approximately 93% of the parts to continue to be used, while refurbished products allow approximately 86% of the parts to continue to be used, significantly reducing the use of new resources compared to discarding products and purchasing new ones.



<sup>1</sup> Percentage of parts mass to be used continuously. Figures are based on maximum parts replacement. Parts to be replaced will vary depending on the condition of the aircraft.

<sup>2</sup> The environmental impact associated with the use and disposal/recycling of new, refurbished program aircraft and refurbished items are equivalent and are not included in this comparison. The total environmental impact (in terms of CO<sub>2</sub> equivalent) for use and disposal in the life cycle of new products accounts for about 67% of the total life cycle. This comparison is based on the case where parts replacement is implemented to the maximum extent possible, and the CO<sub>2</sub> reduction effect depends on the customer's usage environment and the condition of the product.

<sup>3</sup> The raw materials procurement of refurbished products includes the transportation load associated with the collection of end-of-life aircraft.

<sup>4</sup> Recondition program and production of refurbished products include disposal and recycling of replaced parts.

## Collection and Recycling in each Country/Region



[Click here for details on collection and recycling efforts in each country and region.](#) ➔

## Eliminate Waste

Epson is working toward zero emissions by reducing generated business waste and using recycled materials.

Wastes are generated in our production processes, offices, and operations. Wherever possible, we reduce, reuse, and recycle these wastes on-site. Plastic runners from molding processes are recycled, for example. The remaining wastes, including valuable wastes, are recycled by a contractor. We carefully sort and separate wastes and select the best available recycling methods and contractors for each type. We will continue to reduce wastes and to work for general improvement in waste processing methods, including by allying with recyclers.

To help combat pollution from oceanic plastic wastes, Epson sales companies in Europe banned disposable cups and other single-use plastics in their office buildings in April 2019.

### 2024 Overview

Target: No more than last fiscal year's 31.6k tons. (Actions were carried out using control metrics benchmarked against the previous year's waste level.)

Result: 33.5k tons (5.9% increase from the previous year)

\* The increase in the amount of waste discharged was due to an increase in the amount of raw materials used in production. However, the amount of waste per unit of raw materials used remained the same as the previous year.

# 5.9% Increase

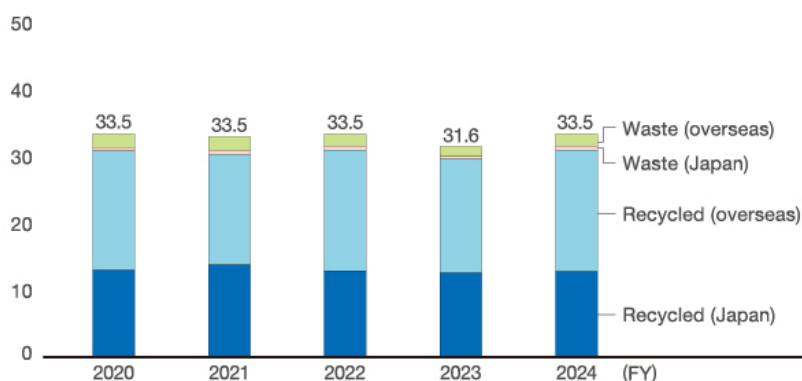
Waste emissions (compared to FY2023)



Case study →

## Waste Emissions

(thousand t)



\* Waste emissions data includes special wastes that cannot be recycled and wastes that are unrelated to production.

## Replace with Sustainable Resources

### Adoption of Recycled Plastics

Because plastics are durable, lightweight, and easy to mold, they are used in a wide variety of products and have become an indispensable material in our daily lives. However, most of them are made from petroleum, an underground resource, and GHG and other environmental impact are generated in the process of mining and manufacturing.

Epson is working to reduce the use of petroleum-based plastics through the use of recycled plastics in its products.

### Examples of recycled plastic use



Large Format Printer



A3 Inkjet Multifunction Printer



High-capacity Ink Tank Printer



A4 Document Scanner

Approx. **30%**  
recycled plastic used  
in plastic parts

From the Left:  
SC-P8570D/SC-T7700D series,  
EM-C8100 series,  
ET-4810 series, ES-C380W



Approx. **21%**  
recycled plastic used  
in plastic parts

Business Projector  
L890E series



Approx. **65%**  
recycled plastic used  
in plastic parts

Compact PC  
Endeavor DG150

\* The ratio refers to the proportion of recycled material in the total mass of plastic used. The mass is calculated considering the ratio of recycled materials, and the content may vary depending on procurement conditions.

### Use of Paper Materials and Closed Loop Resources in Packaging Materials

Many of the packaging materials used to carefully deliver products to customers are made from petroleum-derived materials, an underground resource. Epson is working to replace such materials with paper-based packaging materials.

### Case Study 1: High-capacity Ink Tank Printer

High-capacity ink tank printer ET-4810 series uses cardboard, a paper-based product, as cushioning material instead of traditional polystyrene cushioning materials. Furthermore, the cardboard contains over 80% recycled material. Additionally, the polypropylene tape used to protect the product during transport has been replaced with paper tape.



Polystyrene Cushioning Material  
(ET-4800 series)



Cardboard Cushioning Material  
(ET-4810 series)

### Case Study 2: Business Projector

In the EB-L890E series of business projectors, cushioning material has been converted from traditional polystyrene to molded pulp with a 100% recycled material usage rate. In addition, more than 80% of the cardboard used for the packaging box is made of recycled materials.



Polystyrene cushioning material



Paper-based cushioning material

### Case Study 3: Watches

Epson has applied its proprietary Dry Fiber Technology to develop a new packaging material made from the scraps generated during the sewing process of cotton clothing, which is used as a packaging material for for Epson watch products.



## Contribution to Paper Circulation

There are many situations in which the value of paper media is important from the perspectives of visibility, portability, and preservation. Epson strives to supporting such values while contributing to the sustainable use of paper resources.

The PaperLab, a dry-process office papermaking machine, is a product that can recycle used copier paper into new paper. Epson proprietary "Dry Fiber Technology" enables on-site papermaking with almost no water required<sup>1</sup>. Utilizing PaperLab reduces environmental impact of paper production, such as the consumption of forest and water resources and GHG emissions, and also contributes to the preservation of biodiversity.

The PaperLab Q-5000, which was launched in March 2025, is a compact model that can be used in a wider range of situations by local governments, companies, etc. When combined with the Paper Source Processor Q-40, it enables the collection and recycling of waste paper while maintaining confidentiality, promoting the circulation of paper resources within corporate groups and local communities.

<sup>1</sup> A small amount of water is used to maintain a humidity inside the system.

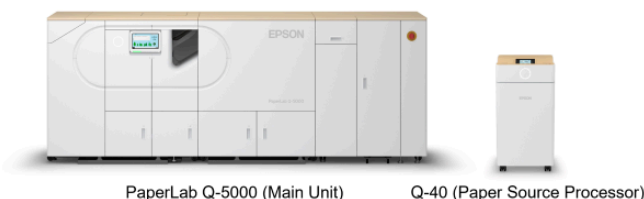


PaperLab A-8100

A model that enables mass production and is ideal for locations with high paper usage



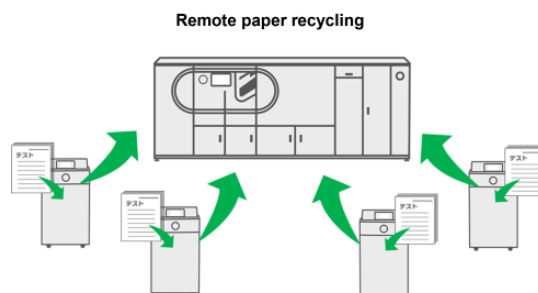
One-site paper recycling



PaperLab Q-5000 (Main Unit)

Q-40 (Paper Source Processor)

A model that enables installation on multiple floors or at individual offices



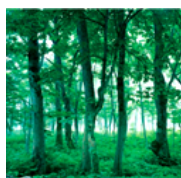
Remote paper recycling



### Reducing Water Consumption

Uses almost no water in the papermaking process. By reducing water consumption compared to standard copier paper<sup>2</sup>, it helps mitigate the global issue of water resource scarcity.

<sup>2</sup> Refers to standard paper distributed in Japan.



### Using Forest Resources Effectively

Used copier paper is recycled into new copier paper, without using any new wood resources. This process effectively utilizes wood as an ecosystem capital and contributes to the reuse of resources that have been used once. Additionally, the new paper produced by PaperLab is made from 100% recycled paper, complying with the R100 mark as specified by the 3R Activities





### Reducing CO<sub>2</sub> emissions

The PaperLab A-8100 enables local recycling of office and community waste paper into new paper products, thereby reducing CO<sub>2</sub> emissions associated with the transportation of waste paper for general recycling. Additionally, by using carbon offsets, the CO<sub>2</sub> emissions generated throughout the lifecycle of the PaperLab A-8100 are effectively reduced to net-zero. (Carbon offsetting has been certified by a third-party organization.)



### Raising Awareness

The fact that new paper can be made on-site is a pleasant surprise for workplace employees, who become more eco-aware and interested in taking other environmental actions. Witnessing the moment new paper is made may also sparks the interest of children, potentially giving them ideas for ways to use science and technology to solve environmental problems. Furthermore, by using PaperLab paper for external documents, business cards, and promotional items, organizations can demonstrate their commitment to environmental responsibility and enhance their image.

## Internal Case Study

Epson uses PaperLab extensively to recycle and reproduce paper used on its own sites. The recycled paper is primarily used for business purposes, including employee business cards. Additionally, Epson donates notebooks made from recycled paper used in-house to elementary and middle schools. Through this initiative, Epson not only raises awareness about paper recycling among children but also enhances its own brand recognition.



The paper recycling work is carried out by employees of Epson Mizube Corporation, a special subsidiary, which provides opportunities for employees with disabilities to expand their roles and play an active part within the organization.

[Click here for more information about Epson's Dry Fiber Technology.](#) ➡

# Product Recycling

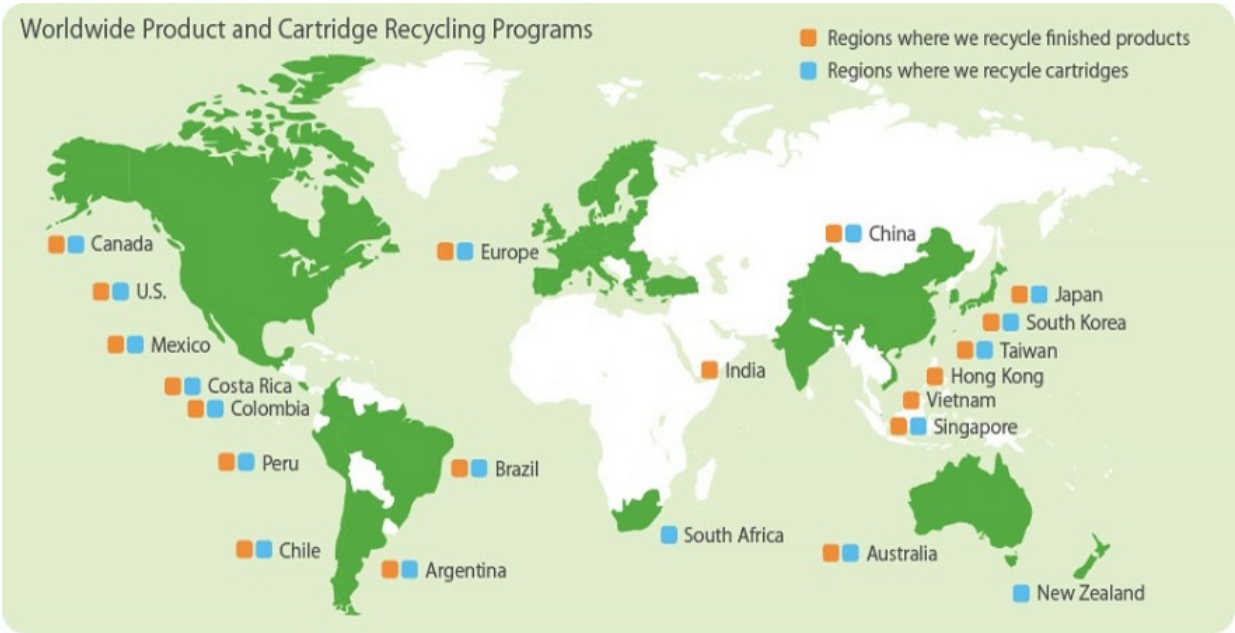
To expand the resource reuse and recycling loop, Epson collaborate with customers, industries, and regions to promote the collecting and recycling of used products in various countries and regions around the world.

Global Activities Overview

Initiatives in Each Region

## Global Activities Overview

### Epson's Global Collection and Recycling Systems



### Collection and recycling programs for imaging equipment:

(Links to Country/Region Sites)

U.S.

Canada

Brazil

China

Taiwan

India

Australia

New Zealand

Japan



## Collection and recycling programs for cartridges:

(Links to Country/Region Sites)

Europe [↗](#)

South Africa [↗](#)

U.S. [↗](#)

Canada [↗](#)

China [↗](#)

South Korea [↗](#)

Taiwan [↗](#)

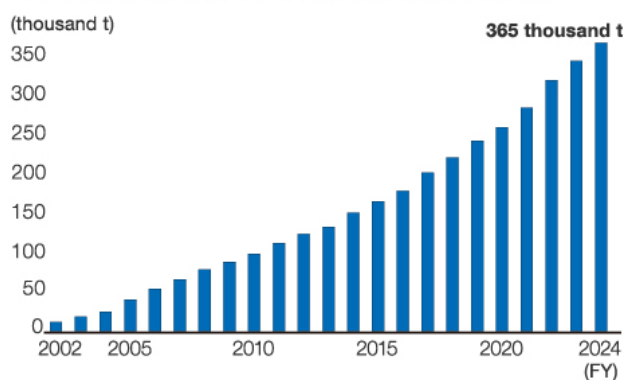
Australia [↗](#)

New Zealand [↗](#)

Japan [↗](#)

## Collection Trends for Products and Cartridges

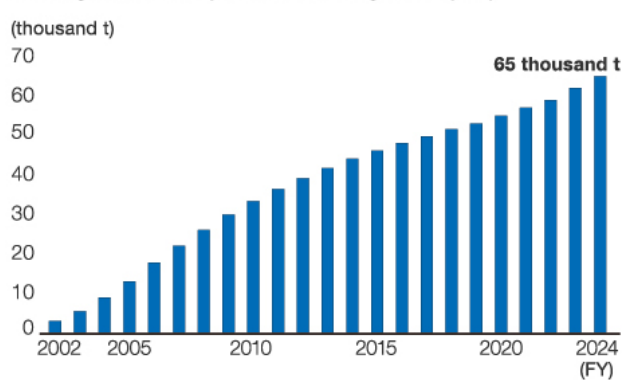
Finished Products Collected (cumulative through fiscal year)



\* Collected either voluntarily or as mandated by local law

\* Sum of amount actually collected and amount expected to be collected

Cartridges Collected (cumulative through fiscal year)



## Initiatives in Each Region

### Summary of Activities in Each Region

Europe [▼](#)

Americas [▼](#)

Asia [▼](#)

Oceania [▼](#)

Japan [▼](#)

## Europe

### [Finished Products]

The European WEEE (waste electrical and electronic equipment) directive has been effective since 2005, and has been reflected in national legislation. To comply with the European WEEE directive, Epson is building recycling systems in each country. Moreover, Epson implements environmentally-conscious design in response to the WEEE directive 2012, that requires manufacturers to increase recyclability of products. Epson also acts quickly to comply with similar legislation that is expected to be adopted in EMEA<sup>1</sup> nations that are not EU member states.

<sup>1</sup> Europe, the Middle East and Africa

[Cartridges]

Epson Europe B.V. (EEB) is building a collection and recycling system for cartridges while monitoring customer needs and legislative trends. In 2013, EEB rebuilt the system to provide customers with more collection options and to increase recycling efficiency.

#### ■ Postal Collections

Customers request empty pre-printed envelopes, and return filled envelopes via post for consumer inkjet and LabelWorks cartridges. Customers simply request and attach a return label, and return up to ten cartridges in a package.



#### ■ Epson Express Center

Customers return consumer inkjet, laser printer, and LabelWorks cartridges to the nearest Epson Express Center.



#### ■ Box Collections

After customers go online and sign up to the program they receive a collection box for large format printer and laser printer (more than 10) cartridges. When the box is full, it will be collected by the recycling company.

## Americas

[Finished Products]

In Canada and the United States, some states are seeking to introduce laws requiring manufacturers to collect and recycle products. In the U.S., Epson America, Inc. (EAI) has run a voluntary take back program since 2002.

In addition to the recycling program, EAI and the National Cristina Foundation have joined together with the goal of helping those who are facing economic challenges or have disabilities gain access to the technology of today.



In Brazil, the National Solid Waste Policy (PNRS) was launched in 2010, requiring the electronics industry to implement reverse logistics. Epson do Brasil Industria e Comercio, Ltda. (EDB) implemented a Collection Program for disposing of used products and consumables. The Collection Program operates throughout Brazil, with more than 100 collection points countrywide. Products and supplies collected are sent to an approved recycler who disassembles and then sends the item to recycling and/or co-processing<sup>1</sup> as required.



<sup>1</sup> Use of waste to replace new resources and fossil fuels.

[Cartridges]

In the U.S. and Canada, EAI has created a mail-based recycling program for ink cartridges. In the U.S., customers can return toner cartridges by attaching an electronic return label printed from a website.

## Asia

#### [Finished Products]

In India, Epson India Pvt. Ltd. works on promoting recycling program by making an original logo under the India e-waste (Management and Handling) Rules, 2011

Directives.

In Taiwan, Epson Taiwan Technology & Trading Ltd. complies with the Resource Recycling Act.

In South Korea, Epson Korea Co., Ltd. (EKL) is part of the E-Cycle Governance and comply with laws related to resource conservation and recycling promotion, as well as the Resource Circulation Act for Electrical and Electronic Products, which came into effect in January 2008.



#### [Cartridges]

In Taiwan, Epson Taiwan Technology & Trading Ltd. set up a system in 2001 using a toll-free number and a website to accept collection requests directly from customers to facilitate on-the-spot collection.

In Singapore in 2012, Epson Singapore Pte. Ltd. joined with Canon Inc. to cooperate with the Singapore National Environment Agency and National Library Board to begin promoting The Homecoming Project to collect ink and toner cartridges. Under the program, consumers can deposit ink and toner cartridges from any manufacturer in collection boxes installed in 21 branches of the national library.



**Project Homecoming**  
A Joint-Brand Ink & Toner Cartridge Recycling Programme

## Oceania

#### [Finished Products]

Epson Australia Pty. Ltd. (EAL) partners with ANZRP (Australia & New Zealand Recycling Program), a not-for-profit organization that operates the TechCollect program. This program offers a free service for the general public and small businesses to drop off their e-waste for responsible recycling, as part of the National TV and Computer Recycling Scheme, regulated under the Recycling and Waste Reduction Act.



#### [Cartridges]

EAL participates in the Cartridges 4 Planet Ark program. EAL is a founding member of this promotion to recycle ink cartridges and toner cartridges. The aim of the program is to prevent cartridges from entering the waste stream and thereby reduce the potential environmental impact arising from the end of life disposal of cartridges.



#### [Lamps]

EAL has in place a projector lamp recycling program whereby used projector lamps are recycled, and EAL will recycle any brand lamps - not just Epson. Approximately 95% of the weight of the lamp is recycled.

## Japan

#### [Finished Products]

Since 2003 Japan has legally required producers to collect and recycle unwanted computers from individuals and as businesses. In 1999, Epson launched a voluntary program to collect and recycle other Epson-brand waste electrical and electronic equipment (WEEE) also, such as printers, scanners, and projectors, from businesses ahead of the enforcement of applicable laws.

[Cartridges]

Epson has built various cartridge collection schemes while monitoring customer needs. In addition to being good for the environment, Epson's cartridge recycling program provides employment to persons with disabilities at Epson Mizube Corporation, a special subsidiary to support the employment of disabled individuals within the Epson Group.

#### ■ Take-Back Service

Epson has set up a collection service for customers who consume large numbers of cartridges. As part of this service Epson makes donations to environmental conservation organization.

#### ■ Bellmark Program

Epson has participated in the Bellmark program since 2005. In addition to reducing wastes and helping to preserve the environment, the Bellmark program supports participating schools by awarding them points for ink cartridges collected. Schools use these points to purchase educational materials and equipment.



#### ■ Cartridge Collection Program at Epson Sites in Japan

In 2011, Epson started collecting used ink cartridges at Epson Group sites in Japan to increase its aid to the Bellmark program. Collection boxes have been installed at every Epson business site to collect cartridges from employees, business partners, and members of the community. The collected cartridges are recycled, and Bellmark points are granted based on the number of cartridges collected. The points are then donated to the Bellmark Educational Support Foundation, local schools, or schools that were damaged by natural disasters. The results of our activities in fiscal 2024 were 67,165 points.



#### ■ Ink Cartridge Satogaeri (Homecoming) Project

Printer manufacturers in Japan joined forces in 2008 to form the Ink Cartridge Satogaeri (Homecoming) Project, a program that uses approximately 3,600 post offices and local governments across Japan to collect used ink cartridges.

The project has donated to environmental protection organizations, allowing customers to indirectly participate in social contribution activities.



Collection box

[The Ink Cartridge Satogaeri Project \(Japanese\)](#) 

#### ■ Joint Environmental Program

In April 2012, Epson and Catalina Marketing Corporation launched an environmental program where used ink cartridges from coupon printers are collected and refilled. Under the program, Epson collects used ink cartridges from nearly 30,000 inkjet coupon printers installed in retail stores across Japan. Epson then refurbishes and refills the cartridges for reuse at the stores. Except for the label, almost all parts of the cartridge are reused and product quality is managed just as it is for new cartridges.

# Case Study - Reduction of Waste

Topic 1: Recirculating & Reusing Cushioning Materials

Topic 2: Reducing Waste Ink

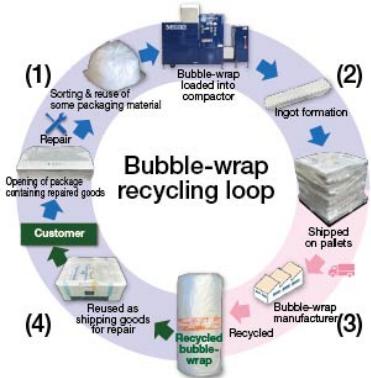
Topic 3: Making Printer Parts from Used Paper

Other Case Studies

## Topic 1: Recirculating and Reusing Cushioning Materials

Epson Service, which provides repair services for Epson brand products in Japan, has established a scheme to recycle and reuse cushioning materials that were previously disposed of as waste. Soft plastics such as bubble-wrap accounted for approximately 90% of the company's CO<sub>2</sub> emissions from waste.

In this scheme, (1) packaging materials for incoming products are sorted and some are reused; (2) the bubble-wrap is compacted for efficient transportation and (3) delivered to the manufacturer as raw material; (4) recycled cushioning material is purchased and used when shipping repaired products back to customers. This will reduce waste by 4.2 tonnes per year, reduce CO<sub>2</sub> emissions by 3.9 tonnes per year, and enable the continued use of bubble-wrap made from 80% or more recycled material.

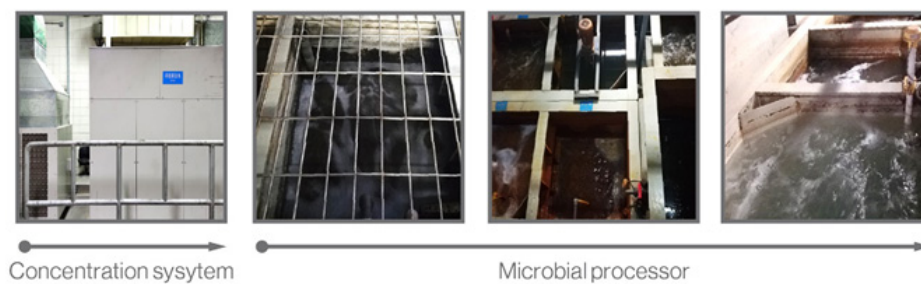


## Topic 2: Reducing Waste Ink

Epson Engineering (Shenzhen) Ltd., a printer production site in China, previously treated all waste ink from its printing inspection processes for printheads as industrial waste. The amount of waste and the high cost of treating it had become a challenge. The factory undertook to reduce waste ink by implementing a combined waste ink concentration system and microbial processor, a solution that was already in use in an Indonesian factory. As a result, about half the waste was restored to quality good enough it could be sent to the sewer and the other half could be recycled as concentrated liquid and sludge. That reduced waste ink by 481 tons per year and lowered yearly processing costs by about ¥30 million. In addition, waste ink remaining after printing inspection is

|                   | Liquid waste reduction (yearly) | Monetary value of benefit (yearly) |
|-------------------|---------------------------------|------------------------------------|
| Ink concentration | 481 t                           | ¥29,990,000                        |
| Reuse             | 56 t                            | ¥17,750,000                        |

collected in a tank and gets a quality check (for foreign matter, viscosity, etc.), sent through filters, and reused.



### Topic 3: Making Printer Parts from Used Paper

Epson has established an internal paper resource cycle that uses paper used inside the company as a raw material. For example, we use our dry fiber technology to turn used paper into a raw material for functional recycled parts.

PT. Indonesia Epson Industry (IEI) is our largest printer manufacturing site. Some 12% of the waste created at IEI is paper used in printing inspection processes for printers. We have introduced dry fiber technology to take this used paper and reuse it as raw material for porous pads in printers. The result is a roughly 25% reduction in used paper waste (FY2016 results).

Porous pads, which absorb liquid like a sponge, are included in the maintenance boxes of business inkjet printers and large format printers to boost printer performance. Epson will continue to bring out the potential of paper resources as we develop and take advantage of new high-function parts that enhance product performance.



Porous pad production machine



Maintenance box

### Other Case Studies

[Achieves zero waste to landfill \(Epson Telford Ltd.\) \(PDF,210KB\)](#) 

# Customer Environmental Impact Mitigation

The impact that one company can have on the achievement of a sustainable society is limited, but Epson is looking to make an impact and make the world a better place through products and services that support customers' sustainability efforts and through collaborative action with local communities and partners.

As a manufacturer, Epson has always asked itself what it can do to achieve a sustainable society and has worked for many years to increase the energy efficiency of its production processes and products, improve resource efficiency, and eliminate harmful and hazardous substances.

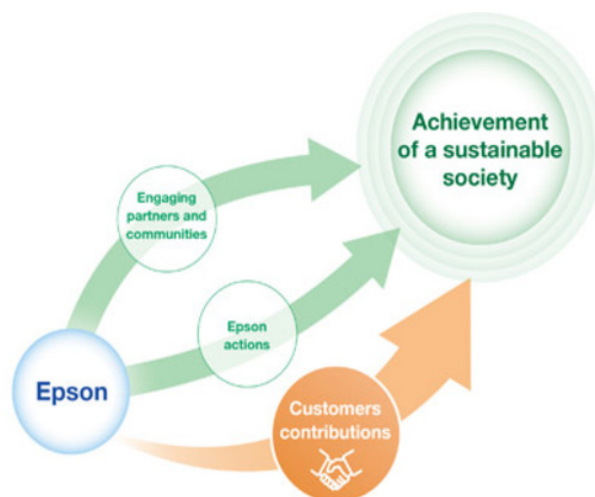
To make a greater contribution, we seek to drive work process innovations by minimizing the environmental impacts incurred by our customers when using Epson products and by raising operational efficiency and productivity. Achieving this will mean taking on new challenges to offer value existing technologies cannot provide.

Epson's answer is to use our original technologies to provide products and services offer this value to our customers worldwide.

## Related Information

[Product Environmental Information \(Environmental Labels\)](#) ➔

[Life Cycle Thinking](#) ➔



Goal ▼

Case Study ▼

## Goal



**Reducing environmental impact through products and services**



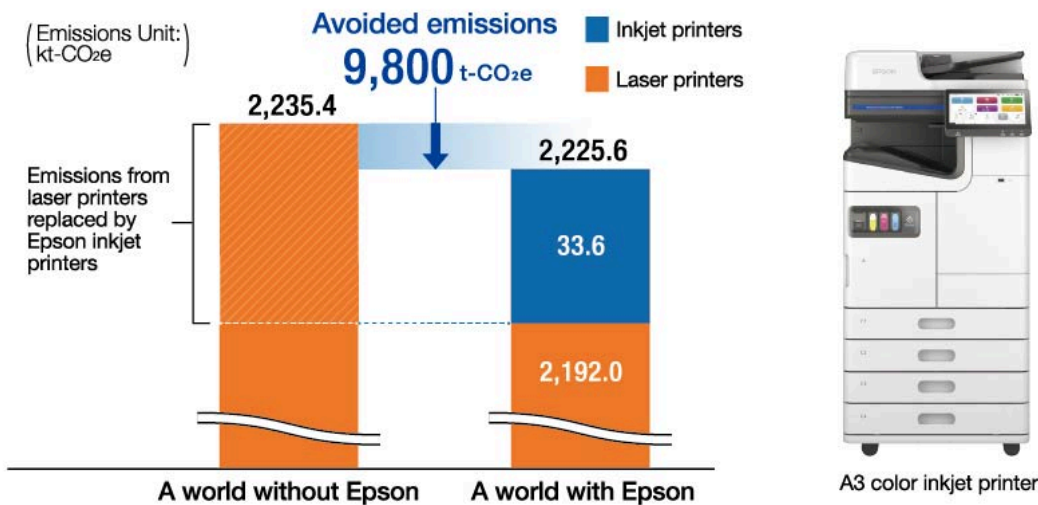
In addition to reducing its own greenhouse gas (GHG) emissions and using resources responsibly, Epson aims to help customers lower their environmental impact through its products and services. By providing and promoting products and services with a lower environmental impact than conventional alternatives, Epson contributes to reducing the overall environmental footprint of society.

## Promoting Avoided Emissions

Avoided emissions is the difference between the GHG emissions that would have resulted from the introduction and use of environmental impact smaller products or services over their entire life cycle and the emissions that would have resulted if they had not been introduced. This is a quantitative indicator of the contribution of products or services to the reduction of GHG emissions in society. Epson aims to maximize the avoided emissions through products and services that contribute to the reduction of environmental impact. In addition, by visualizing (calculating and disclosing) avoided emissions, Epson will concretely demonstrate its environmental contribution, thereby achieving both business growth and avoided emissions expansion.

Epson's inkjet printers require less limited lifetime parts in addition to the low power consumption through Heat-Free Technology, which uses no heat to eject ink. By promoting the replacement of laser printers, thereby reducing the environmental impact associated with printing and contributing to the environmental impact reduction of society. To ensure that the information is fair to customers, the calculation logic was developed based on the guidelines published by the World Business Council for Sustainable Development (WBCSD) and confirmed by a third-party organization. avoided emissions by replacing laser printers with Epson A3 color inkjet printers in FY2024 will be 9,800 t-CO<sub>2</sub>e<sup>1</sup>.

### Avoided emissions for A3 color inkjet printers (FY2024 results)



<sup>1</sup> Based on the calculation method confirmed by Mizuho Research & Technologies, Ltd., the value is obtained by multiplying the difference between the weighted average of the publicly available lifetime CO<sub>2</sub> emissions of major laser printers in the global market and the lifetime CO<sub>2</sub> emissions of Epson's A3 color inkjet printer by the number of Epson A3 color inkjet printers sold in a given fiscal year. The assumptions differ from those used in the FY2023 results disclosure due to a review of the calculation conditions.

For information on Epson's inkjet technology, please click here.

[Creating the Future with Heat-Free Technology](#)

## Case Study

We sell products and services that transform the way our customers work. In so doing, we are minimizing their environmental impacts while also raising their operational efficiency and productivity.

- Our innovative products and services make our customers' jobs and lives easier and more enjoyable while also shrinking their environmental footprints.
- Our products and services enable new business processes and offer outstanding economic and environmental value.

Office →

Home →

Manufacturing  
Plant →

Stores →

Other (Textiles,  
Labels,  
Photographs) →

# Case Study - Customer Environmental Impact Mitigation

We sell products and services that transform the way our customers work. In so doing, we are minimizing their environmental impacts while also raising their operational efficiency and productivity.

- Our innovative products and services make our customers' jobs and lives easier and more enjoyable while also shrinking their environmental footprints.
- Our products and services enable new business processes and offer outstanding economic and environmental value.

Office ▾

Home ▾

Manufacturing Plant ▾

Stores ▾

Other (Textiles,  
Labels, Photographs) ▾

## Office



Business Inkjet  
Printers ▾



Eco-conscious  
office solutions ▾



Interactive  
projector ▾

## Shrinking the Environmental Footprint of Offices with a Combination of Performance and Efficiency

Epson's business inkjet printers employ our original Heat-Free Technology to eject ink without heat. This technology offers a striking advantage in terms of electricity consumption. With a broad lineup of office printers spanning various speeds, we provide the most suitable low electricity consumption printer for each customer, helping reduce the environmental footprint in the office.

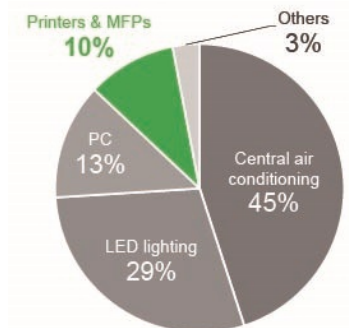


## Recommendations for Office Environmental Initiatives

Businesses are more sensitive than ever to environmental issues. Many try to save energy by adjusting their thermostat settings or adopting LED lighting. What they may overlook is that printers and MFPs account for about 10% of total power consumed in a typical office.

We see an opportunity to help them further cut their energy use and costs. Epson inkjet printers draw very little power when printing because ink droplets are ejected by the action of piezoelectric elements that contract under only a tiny applied voltage. In contrast, laser printers require heat—and a lot of electricity—to fuse toner to paper.

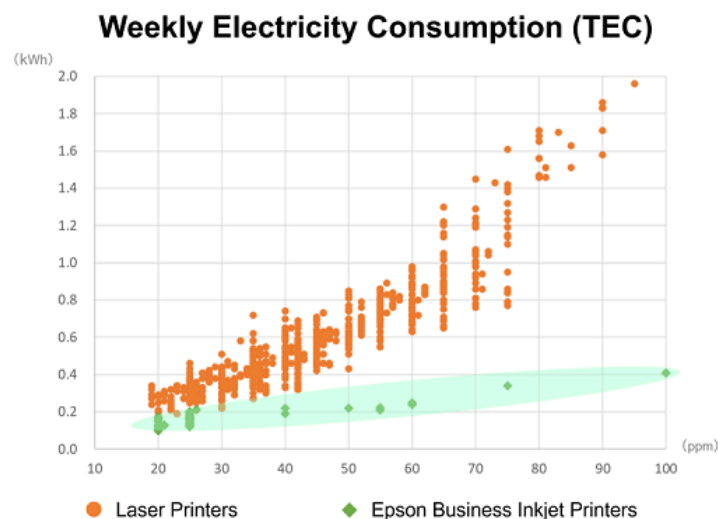
**How Power is Consumed at the Office**



\* Epson research based on data from commissioned survey conducted in March 2018 by SOMPO Risk Management & Health Care Inc.

## Weekly Electricity Consumption

The TEC <sup>1</sup>graph below <sup>2</sup> compares Epson business inkjet printers with laser printers from other companies across different speed categories. Epson's business inkjet printers deliver outstandingly low electricity consumption across all speed categories.

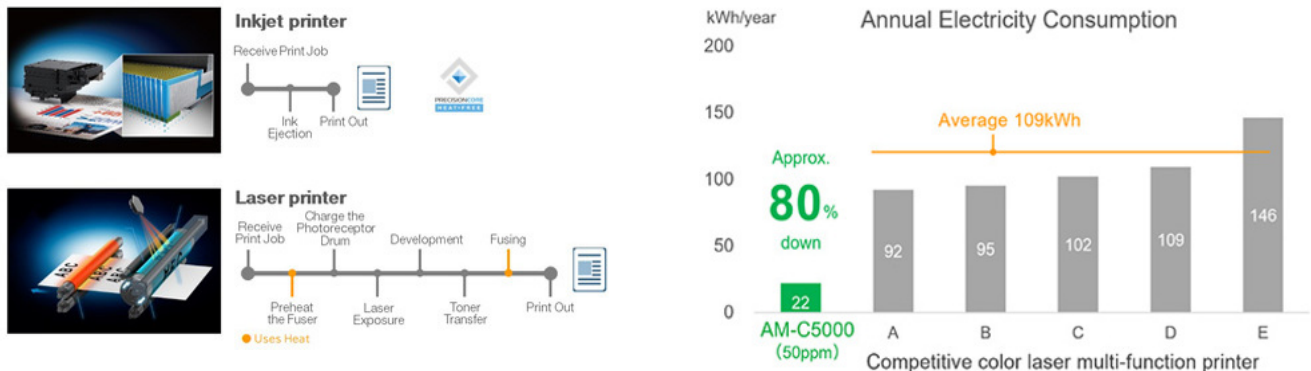


<sup>1</sup> TEC (Typical Electricity Consumption) refers to the weekly electricity consumption (5 days of operation and sleep/off mode alternately + 2 days of sleep/off mode) assuming the use of standard printers in the office.

<sup>2</sup> As of June 16, 2025, A3/A4 monochrome and color machines registered on energystar.go.jp. The TEC value of Epson's business inkjet printers includes products other than registered products, calculated based on the test method of the ENERGY STAR® Program Requirements for Imaging Equipment Product Specification. Actual power consumption may vary depending on customer usage.

## Reduces Annual Electricity Consumption

WorkForce Enterprise printers are equipped with PrecisionCore Heat-Free Technology and use no heat in the printing process. That means they consume far less power than laser printers, which in turn reduces their running costs. According to the results of an independent study, AM-C5000 may consume, on average, 80% less electricity per year than comparable competing color laser multifunction printers.



\* The annual power consumption graph is based on test data from Keypoint Intelligence, commissioned by Epson. The LM-C5000 was tested in May 2023 for European models. Epson selected the comparison models from the top five vendors in the 41-50 pages per minute color laser MFP class <sup>3</sup>. Using the standard energy consumption testing method from Keypoint Intelligence, the devices were tested with their default settings. The energy usage for weekdays was calculated based on a workload of 2x4 hours of printing, with 16 hours in sleep and standby modes. For weekends, the energy usage was calculated based on 48 hours in sleep and standby modes. During each 4-hour printing period, a total of 69 pages of test patterns (DOC, XLS, PPT, HTML, PDF, and Outlook email) were printed six times.

<sup>3</sup> Source: IDC's Worldwide Quarterly Hardcopy Peripherals Tracker 2023Q1, Units Share by Company

Seiko Epson received the Agency for Natural Resources and Energy Commissioner's Award (Product & Business Model Category) for their new MFPs <sup>4</sup> under the fiscal 2023 Grand Prize for Excellence in Energy Efficiency and Conservation awards program organized by the Energy Conservation Center, Japan. Among other things, the new MFPs were recognized for their higher energy efficiency compared with the previous models for the reason such as the introduction a new circuit unit reduces power consumption in sleep mode and during operation. (December 2023)

<sup>4</sup> WorkForce Enterprise LM-C6000/C5000/C4000 linehead inkjet multifunction printers.



[Link to News Release](#) ➔

## Eco Features



WorkForce Enterprise WF-C/AM-C series

- Inkjet multi-function printers with linehead enabled by Epson PrecisionCore and Heat-Free Technology take the combination of print performance and energy efficiency to the next level.
- Epson WorkForce Enterprise series demonstrates superior energy efficiency than a typical A3 color laser office MFPs.
- The maximum power consumption is below 320W<sup>5</sup>, making it suitable for use with the common 100V, 15A outlets found in typical office settings.

<sup>5</sup> WF-C21000 series: 320W, WF-C20750 series: 300W, AM-C series: 190W

## An Eco-Conscious Office Created by Combining Inkjet Printers with an Office Papermaking System

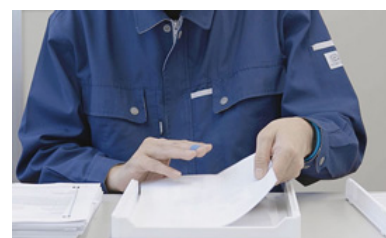
Epson is proposing eco-conscious office solutions that benefit the environment.

Epson wrings the maximum benefit for customer from solutions that combine inkjet printers, which employ Epson's proprietary Heat-Free Technology to reduce office power consumption, waste, and printing costs, with dry process office papermaking systems, which efficiently recycle paper to conserve water and forest resources. In addition to allowing a more environmentally friendly way to take advantage of the convenience of paper, an in-office paper recycling ecosystem delivers customer value by reducing costs and strengthening information security.



Epson installed 16 PaperLabs at its nine main sites in Japan. Through the local recycling of paper for local consumption, Epson is looking to reduce the amount of new paper purchased by the Epson Group. Furthermore, the Eco-Conscious Office Center in EPSON SQUARE MARUNOUCHI serves as a model for a metro office. It demonstrates to visitors that a greener office can be achieved anywhere.

Epson is giving potential customers a concrete idea about how they can improve their environmental performance by publicly disclosing our paper recycling operations and recycling data.



## Raising Meeting Productivity with Interactive Communication



Epson's interactive projectors increase the productivity of interactive meetings, deliver more effective presentations, and even contribute to a smaller environmental footprint.



Interactive projector

EB-1485Fi

(known as the BrightLink 1485Fi in certain markets)

## Reduce Your Environmental Footprint with Videoconferencing

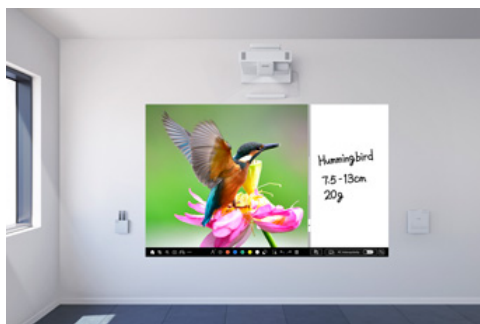
Connect your existing videoconferencing system to the projector, and use the projector's multi-location interactive and split-screen functions to display your videoconference on one side of the screen and your presentation on the other, to achieve virtual face-to-face collaboration.

This interactive projector can reduce the need for travel and reduce your environmental footprint.



### Multi-location Interactive Function

- Share your PC screen with up to four locations.
- Participants in all locations can annotate a presentation and save the content to their PCs.



### Split Screen Function

- Achieve virtual face-to-face collaboration while sharing whiteboard and PC screen images.
- Clearly display different content on a split screen that measures up to 100 inches.

## Use as a Copyboard

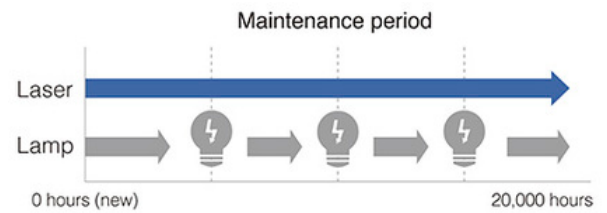
The all-in-one interactive projector with copyboard, electronic blackboard, and other common whiteboard functions saves both resources and installation space. Directly annotate up to 20 sheets' worth of projected data and images, no PC required. Increase meeting productivity and minimize printouts by saving data or by emailing it directly from the projector.





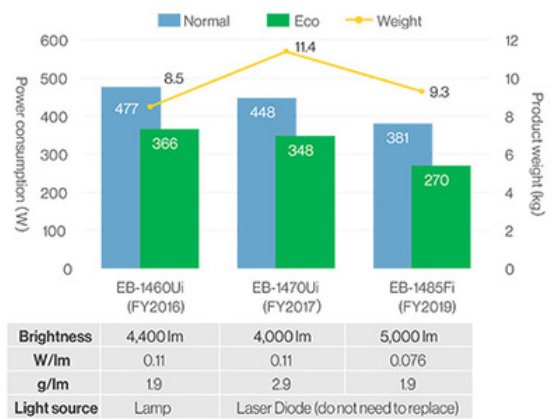
## Maintenance-free Light Source

The laser light source is extremely reliable, eliminating the worry of lamp failure during important presentations.



## Energy and Resource-saving

Within the projector's lifecycle, CO<sub>2</sub> emissions will be the greatest during the stage in which it is used by the customer. Through product improvements, we will offer reductions in the consumption of electricity and natural resources during use.



\* Power consumption values for projectors operating at 100-120 V. We used normal mode power consumption to calculate energy efficiency (W/lm).

## Eco Features



EB-1485Fi

- Connect your videoconferencing system to the projector, and use the multi-location interactive and split-screen functions to display your videoconference on one side of the screen and your presentation on the other, to achieve easy remote collaboration and reduce the need for travel. Helps to reduce your environmental footprint.
- This all-in-one interactive projector includes copyboard, electronic blackboard, and other whiteboard functions to save both resources and installation space.
- Projected data and images can be annotated with digital pens. Minimize printouts by saving data as is or by emailing it directly from the projector.
- The laser light source is extremely reliable, eliminating the worry of lamp failure during important presentations.
- Energy-saving features
  - An illuminance sensor detects ambient brightness and automatically adjusts the output of the lamp
  - You can reduce power consumption by as much as 29% using ECO mode

Office ▼

Home ▼

Manufacturing Plant ▼

Stores ▼

Other (Textiles,  
Labels, Photographs) ▼

Home



High-Capacity Ink Tank  
Printer ▼

## Reducing Environmental Impact with High-Capacity Ink Tank System

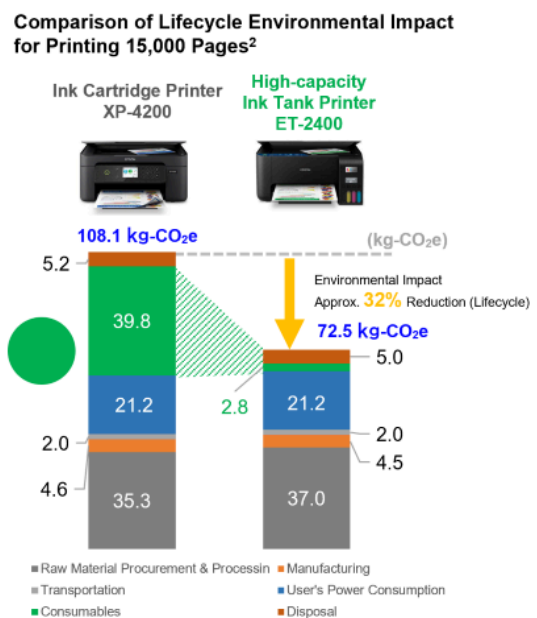
---

Inkjet printers with a high-capacity ink tank system are refilled from bottles. Compared to traditional cartridge-based printers, the high capacity of ink bottles reduces the frequency of consumable replacements for the same amount of ink used, thereby minimizing the resources required for consumables, including its packaging.



## Comparison of Environmental Impact with Ink Cartridge Printers

A comparison of the environmental impact between the high-capacity ink tank printer ET-2400 and the ink cartridge printer XP-4200<sup>1</sup> shows that for printing 15,000 pages<sup>2</sup>, the number of consumables used is reduced from 364 ink cartridges to nine ink bottles, resulting in a 92% reduction in the environmental impact of consumables. This contributes to reducing the overall environmental impact across the entire lifecycle of the high-capacity ink tank printer.



<sup>1</sup> Calculated based on Epson's evaluation criteria using data from each stage of the product lifecycle (raw material procurement, manufacturing, transportation, use, and disposal) with verification of the calculation method by Mizuho Research & Technologies, Ltd. Results may vary depending on customer usage and product specifications.

The impact of paper is not considered in this calculation.

<sup>2</sup> The number of pages printed over five years based on a printing speed of 10.5 ipm, in accordance with TEC standards.

## Reducing Environmental Impact with High-Capacity Ink Tanks

As of October 2024, the cumulative global sales of Epson's high-capacity ink tank printers have reached 100 million units. Compared to ink cartridge printers that meet similar printing needs, this has resulted in a cumulative mitigation of approximately 1.63 million tons of CO<sub>2</sub> emissions<sup>3</sup>. By shifting to high-capacity ink tank systems, resource consumption for consumables can be reduced, contributing to the overall reduction of environmental impact across society.



<sup>3</sup> The mitigation in environmental impact is calculated by comparing the total CO<sub>2</sub> emissions over the entire product lifecycle of corresponding ink tank models and ink cartridge models, then multiplying the difference by the sales volume in each region. For the cumulative calculation, approximately 62.5 million units out of the 100 million total were considered, as they have comparable ink cartridge model counterparts.

## Eco Features



- Inkjet printers with high-capacity ink tanks reduce resource consumption associated with consumables compared to traditional inkjet printers, contributing to lower environmental impact throughout their lifecycle.

Office ▾

Home ▾

Manufacturing Plant ▾

Stores ▾

Other (Textiles,  
Labels, Photographs) ▾

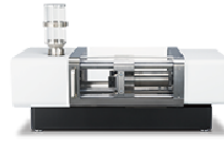
### Manufacturing Plant



Inkjet Digital  
Label Press ▾



Smart Headset ▾



Micro Injection  
Molding Machine ▾

## Label Printing Technology Shifting from Analog to Digital

The trend toward short-run print jobs has spread to labels and packages, giving rise to demand for efficient printing systems that can agilely respond to this demand. Epson's digital inkjet label presses provide customers with a new label printing workflow that meets their needs.

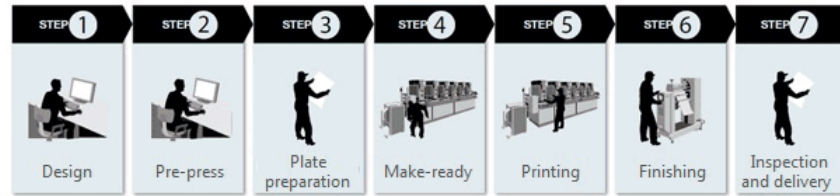


Digital LabelPress  
SurePress L-4733A/AW

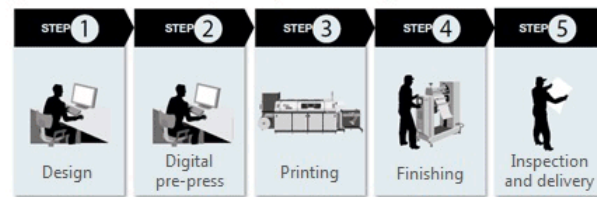
## An Efficient Label Printing Process with a Low Environmental Impacts

A digital printing process does not need the press plates and other prepress processes required by analog printing processes. And, since a digital process does not use developer or film or plate materials, it conserves resources. Capable of stable, consistent output, a digital process does not require mock-ups and thus can reduce the waste of ink and label substrates during setup. Digital label presses thus offer both a more efficient workflow from start to finish and lower environmental impacts.

### Time-consuming Analogue Workflow



### SurePress L-4533A/AW Digital Printing Workflow

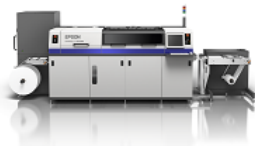


## Water-based pigmented inks for less hassle

SurePress AQ ink T4, the water-based pigment ink used in Epson's digital label press, has high fusing properties and does not require precoating of the printed paper.



## Eco Features

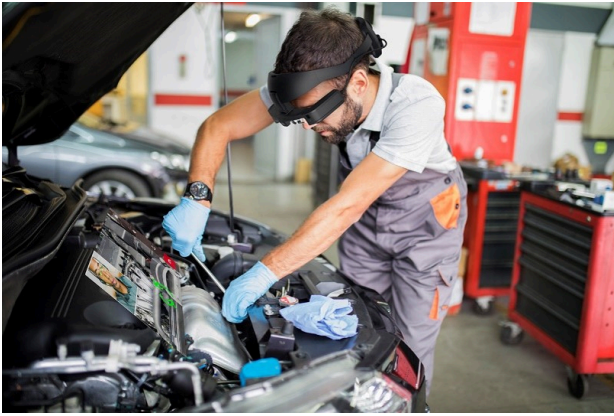


SurePress L-4733A/AW

- Save resources by removing the need for pre-press process like plate making, and eliminating the use of developer and films.
- Easy color-matching and no replacement of plates makes the SurePress less wasteful, and enables it to consume less standard label stock and ink.
- No need for special cleaning eliminates waste fluid emissions from maintenance.
- Removing the need for pre-treatment, SurePress water-based ink has good adhesion on a variety of standard label stocks.

## Reducing Environmental Impacts by Providing Remote Work Assistance with Smart Headsets

Epson's smart headsets with binocular, see-through lenses increase operational efficiency and work quality by displaying digital manuals and work instructions in the field of vision and enabling workers to perform work with both hands. In industrial settings, these headsets can be used by managers to provide remote service and maintenance personnel, for example, with instructions and assistance.



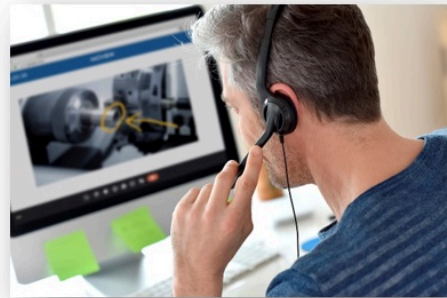
MOVERIO BT-45CS<sup>1</sup>

<sup>1</sup> Helmet is not included as product

## Remote Work Assistance

The centered high-resolution 8 mega-pixel front-facing camera enables workers to share their view and receive help with complex tasks through streaming or recorded Full HD pictures and videos.

In addition to safely increasing work efficiency and contributing to greater overall operational efficiency, Epson's smart headsets enable skilled personnel in a remote location to provide technical instructions to workers on the ground. This helps to reduce the need for travel and, consequently, your environmental footprint.



### Advantages

- Printed paper manuals and instructions are rendered unnecessary.
- Greater work efficiency thanks to hands-free operation.
- Tasks can be completed safely because the binocular, see-through lenses allow workers to see their surroundings through projected content.
- Images and voice can be shared with workers in remote locations so that assistance can be provided effectively.

### Usage Scenes



**Used for work where they wear caps, or where they do not need to wear anything on their head**

- Infrastructure (server room)
- Manufacturing (assembly of office automation equipment, household appliances, vehicles, etc.)
- Maintenance (large equipment such as aircraft, semiconductor manufacturing equipment)
- Agriculture (technology transfer)



**Used for work where wearing a helmet is mandatory**

- Infrastructure (electricity, gas, water)
- Manufacturing (heavy machinery, steel, robotics)
- Construction, Public Works (building construction, excavations, bridges)



## Eco Features



BT-45CS

- The headsets are equipped with a camera and sensors that provide remote personnel with an accurate picture of the situation so that they can provide workers on the ground with instructions and assistance without having to travel, so the environmental impacts associated with travel can be reduced. The headsets also promise to reduce downtime and time losses associated with travel.
- Hands-free operation enables tasks to be performed safely and efficiently, improving both operational efficiency and work quality.

## Make More with Less: Micro Injection Molding Machines for Superior Financial and Environmental Performance

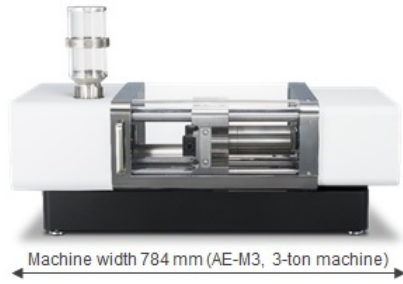
The smaller the parts, the greater the waste of materials and energy consumed in the manufacturing process.

Epson's micro injection molding machines solve this customer issue by allowing users to make more with less.

Epson's AE-M3 and AE-M10 micro injection molding machines employ a proprietary disk drive system that dramatically reduces machine size, making them ideal for molding small, precision parts with exceptional energy efficiency.

These machines are standard-equipped with a hot runner system that minimizes waste and efficiently uses input resources.





Micro Injection Molding Machine AE-M3/M10

\* Only available in Japan

Mold Only the Parts You Need, When, Where, and in the Quantity Needed

Examples of Molded Parts



Small precision gears (POM)



Super engineering plastic parts (PEEK, LCP, PPS)



Plastic lenses (COP)



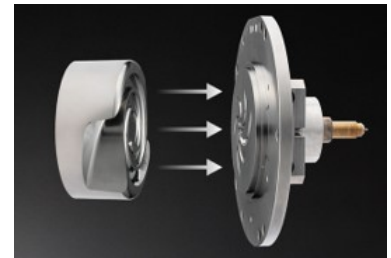
Composite components (composite material)

## Fast, Precision Injection with Minimal Energy and Waste

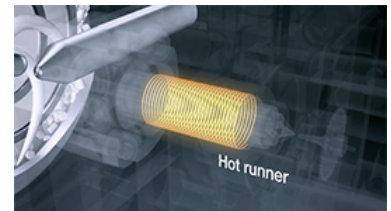
Injection molding machines melt a plastic material with a heater and precisely inject the molten material into a mold cavity, where the material cools and hardens before being ejected as a molded product.

Epson's micro injection molding machine employs a proprietary disk drive system to melt and inject the plastic. The molten plastic is precision injected with minimal energy. The short melting path has the additional benefit of reducing damage to thermally sensitive materials, thus helping to ensure good molding quality.

The hot runner system that is standard on these molding machines minimizes material waste from runners and other parts in the molding process. It also shortens cooling time after mold clamping, which reduces molding time (cycle time) and thus increases productivity.



The proprietary disk drive system dramatically reduces machine size and energy consumption



The hot runner system minimizes waste plastic and reduces cycle time

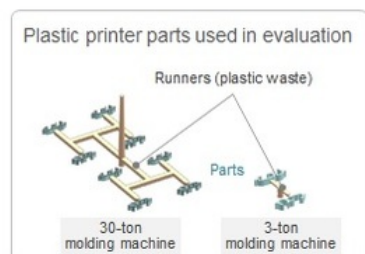
[Click here for a movie of the injection molding process](#)

\*The video above was provided using the service of YouTube™. YouTube™ is a trademark of Google Inc.

## Reduces CO<sub>2</sub> by Conserving Energy, Saving Space, and Reducing Waste Plastic

Epson's micro injection molding machines have a far smaller environmental impact than the average 30-ton molding machine. In addition to unrivaled compactness and an energy saving design, our machines eliminate much of the waste material from runners and such that are generated in the part molding process.

Reduction Effect Compared to the Average 30-ton Injection Molding Machine on the Market



\* This evaluation compares the impacts of a 30-ton machine and a 3-ton machine when producing 500,000 Epson printer parts per month. Calculations were checked using a method of Mizuho Research & Technologies Institute. Epson's AE-M3 (3-ton molding machine) produces two parts at a time and has a molding time of 694 hours, whereas the average 30-ton molding machine of other companies produces eight parts at a time and has an average molding time of 382 hours. The manufacturing, transportation, and disposal stages of products and accessories are not taken into account when calculating CO<sub>2</sub> emissions. These are the estimated results of a hypothetical model based on Epson's actual results, and the calculation results may differ depending on the conditions of the customer's equipment and materials.

Calculation conditions: Cubic volume of part was 0.5cm<sup>3</sup>, plastic material was POM, the 30-ton machine was a composite imagined using the mean value of three representative models from other manufacturers, and the installation area was the molding machine installation space + incidental equipment + work space.

### 2022 Good Design Award

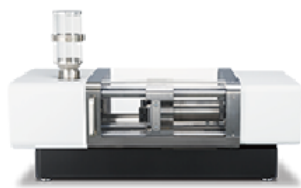
The micro injection molding machine AE-M3 and AE-M10 won a 2022 Good Design Award, which presented annually for designs that benefit and enrich our lives and society. In addition, these were selected for the Good Design Gold Award and the Good Design Best 100.

#### < Reasons for Award >

Global industries need to find ways to economically produce the goods that are needed in only the amounts they are needed. However, there is a structural dilemma in that high-mix, low-volume production results in large losses; in fact, making more with less-less waste, less energy-is hard to do. We live surrounded by all kinds of plastic products, most of which are made using large plastic molding machines that waste significant amounts of material. Epson's micro injection molding machines are revolutionary in that they can efficiently do the work of a large factory in an area the size of a desktop.

[Link to News Release](#) ➔

## Eco Features



AE-M3/M10

Designed around the concept of “making more with less,” the AE-M3 and AE-M10 are micro injection molding machines that support on-demand production and mass customization.

- A proprietary disk drive system dramatically reduces machine size and achieves exceptional energy efficiency. These machines are standard-equipped with a hot runner system that minimizes waste and efficiently uses input resources.
- The machines save energy and reduce plastic waste, thereby reducing CO<sub>2</sub> emissions by as much as 78%<sup>1</sup> compared to an average 30-ton machine from other manufacturers.

<sup>1</sup> A 78% reduction from the average CO<sub>2</sub> emissions of a standard 30-ton machine from other manufacturers. This figure is an estimate for when the same quantity of parts is produced using a model based on Epson's actual results.

Office ▼

Home ▼

Manufacturing Plant ▼

Stores ▼

Other (Textiles,  
Labels, Photographs) ▾

## Stores



## Intelligent Receipt Printers ▾

### Intelligent Receipt Printers that Control Peripherals

---

TM-T70II-DT2 and TM-T88VI-DT2 are next-generation receipt printers with integrated printer and PC functions that support smart store operations when connected with tablet and POS peripherals.



TM-T70II-DT2



TM-T88VI-DT2

### Greatly Simplified System Configuration

These receipt printers are loaded with interfaces for connectivity with a wide assortment of peripheral devices. They can be used with a web browser and are not dependent on any specific operating system or terminal type, simplifying POS system configuration.



#### Easy maintenance

The latest applications are always available through the cloud (Web server), reducing the environmental impact of service staffs' business travel for onsite installation and updates.

#### POS configuration flexibility

The number of POS systems can be flexibly changed depending on the level of demand, contributing to the optimization of equipment utilization and reducing electricity consumption.

**Every network terminal is available**

Electricity-saving devices like smartphones can be used because the Intelligent receipt printer is not restricted by the type of terminal or operating system.

**Resource-saving design**

By using the paper saving modes for standard receipt lengths, it is possible to achieve up to a 49%<sup>1</sup> reduction in paper usage.

**Eco Features**



TM-T70 II-DT2



TM-T88VI-DT2

- Because the number of POS systems can be flexibly changed depending on the level of demand, users can reduce the electricity consumption of their operation by removing unnecessary devices.
- The latest applications are always available through the cloud (Web server), reducing the environmental impact of service staffs' business travel for onsite installation and updates.
- Electricity-saving devices like smartphones can be used because the Intelligent receipt printer is not restricted by the type of terminal or operating system.
- By using the paper saving modes for standard receipt lengths, it is possible to achieve up to a 49%<sup>1</sup> reduction in paper usage.

<sup>1</sup> The combination of paper saving and backward paper feeding is measured using a test pattern defined by Epson, with the actual reduction amount varying depending on the printing pattern.

Office ▼

Home ▼

Manufacturing Plant ▼

Stores ▼

Other (Textiles,  
Labels,  
Photographs) ▼

Other (Textiles, Labels, Photographs)



Garment Printer ▼



## Driving Production Process Innovations with Digital Textile Printers

Epson's digital textile printers faithfully reproduce prints in vivid colors and wonderful detail-and they do so with outstanding throughput and minimal environmental impact.

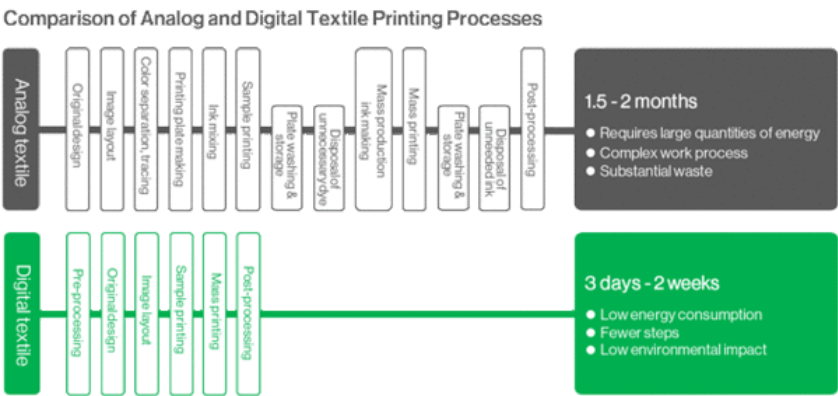


Digital Textile Printer  
Monna Lisa

### Streamlined Manufacturing Process

Epson's inkjet digital textile printers expand your design possibilities while minimizing your use of energy, water, materials, and time compared to conventional processes. Digital textile printing involves the use of printing systems to print out digital data to direct to fabric. It is different from traditional analog printing in which dedicated printing plates are pressed directly onto the fabric. Digital printing has the following characteristics:

1. Faithful reproduction of fine gradations and subtle color tones
2. Since no analog plates are needed, digital textile printing saves storage space, eliminates time spent on plate management, and enables small production runs at low cost and with fast turnaround
3. Minimize the environmental impact in comparison with analog printing by using a little less dyeing material and requiring no water for plate washing.



### Reduction of Water Usage



A study<sup>1</sup> shows that around 20% of wastewater worldwide comes from fabric dyeing and treatment.

Digital textile printing conserves water because, unlike rotary screen printing and other analog printing processes, there are no plates to wash. Digital textile printing with pigment inks is particularly stingy when it comes to water use. Since no post-processing is required, water use can be reduced by up to 97%.<sup>2</sup> Furthermore, a water recycling unit can be used in conjunction with the printer to automatically detect the water quality of wastewater from the belt washing process. Maximizing the use of recycled water allows for a reduction of up to 99.9% in the total amount of water used.

In the future, we will expand the number of printer models compatible with this optional unit to help reduce the amount of industrial wastewater generated in textile printing.

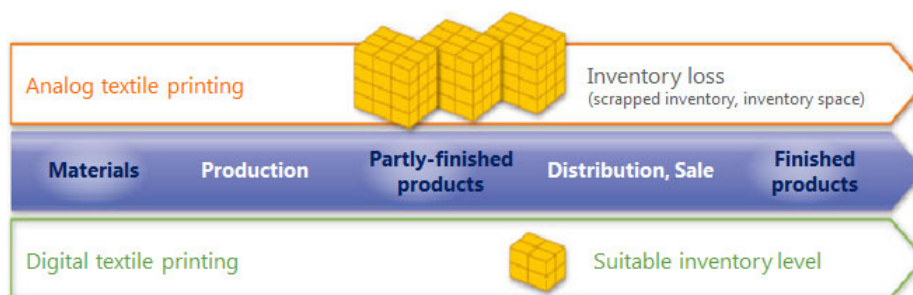


<sup>1</sup> World Bank, 2019 How Much Do Our Wardrobes Cost to the Environment?

<sup>2</sup> Report on Direct Water Usage in Digital Textile Printing (November 2024), commissioned by Seiko Epson to Furuhashi Environmental Research Institute, a comparison is made between the processes of rotary screen dye-printing and inkjet dye/pigment-printing by Monna Lisa. This comparison examines the direct water usage for dyeing a fabric that is 1.5 meters wide and 300 meters long, noting that these figures may vary depending on the usage environment and measurement conditions.

## Efficient Inventory Management

Digital inkjet printing has a short processing time ranging from 3 days to 2 weeks, encompassing all stages from pre-processing to post-processing, making it ideal for small-lot, diverse production. This approach minimizes inventory losses associated with materials, partly-finished products, and finished products, from production through distribution and sale.



## Eco Features



Digital Textile Printer  
Monna Lisa

- Since the digital textile printing process:
  - Is shorter and does not require printing plates, it uses less energy and water than a traditional analog process, and wastes far less ink.
  - Is Ideal for small-lot production. Minimizes inventory losses from manufacturing through to sales.
- Digital textile printer inks have acquired Eco Passport certification, indicating that they meet international safety standard for chemical substances of textiles.

See here for a partnership that aims to transform the fashion industry.

[The Future of Fashion Co-created with YUIMA NAKAZATO](#) ➔

## An Inkjet Workflow for Brightly Colored Garments with Fineness of Detail

---

To meet the demand for original printing on cotton products such as T-shirts, polo shirts, and tote bags, we apply our advanced technology cultivated in inkjet printers to achieve vivid and delicate garment printing at low environmental impact cost.



SureColor SC-F2200 series

### Transforming the Garment Printing Workflow

Traditional silk-screen printing requires extensive preparation, including the production of screens and the mixing of ink, as well as maintenance. For photos and other multicolored prints with gradations, the print process is long, and the longer the process, the more energy, water, materials, and other resources are used.

Digital prints produced with a SureColor SC-F2200 series print digital data from a PC directly onto T-shirts and other garments. So, not only is there no need for screens or plates but images and photos can be reproduced with smooth gradations and in full color. The SureColor SC-F2200 series shortens the garment printing workflow. Moreover, the inkjet process saves resources and is more environmentally conscious than analog processes because there are no films, screens, or plates to produce, wash, or store.



## Silk screen printing

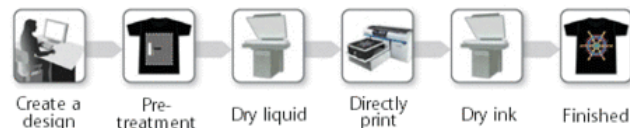


## Direct-to-Garment printing

For light color T-shirts



For dark color T-shirts



## Infant-safe Prints on Textiles

The UltraChrome DG inks and pretreatment liquid used in Epson's garment printers are Eco Passport <sup>1</sup> certified and complies with ZDHC MRSL <sup>2</sup> level1, indicating that they meet international safety standard for textiles. Under this standard, even printed textiles that directly contact the skin of infants and toddlers are safe. Additionally, the inks are approved with GOTS <sup>3</sup>.

<sup>1</sup> Eco Passport by Oeko-Tex® is a system by which textile chemical suppliers demonstrate that their products can be used in sustainable textile production.

<sup>2</sup> The evaluation is based on analytical testing in accordance with the Manufacturing Restricted Substances List (MRSL), which prohibits the intentional use of chemicals in the manufacturing process of textile products and others. It demonstrates compliance with the ZDHC MRSL Guidelines. ZDHC: Zero Discharge of Hazardous Chemicals.

<sup>3</sup> An international standard for products made from organic textiles.



## Eco Features



SureColor SC-F2200 series

- Streamlined garment printing workflow compared to silk-screen printing.
- Saves resources because no plates or screens are used, unlike traditional printing processes that require a separate film and screen for each color. No washing required, since there are no screens.
- UltraChrome DG ink and pretreatment liquid are certified of Eco Passport.

## The Value of Color on Demand

Easily print full-color labels, tickets and tags - where and when users need them and in the quantities required. Eliminate large inventories of pre-printed labels on demand by printing labels in short runs.

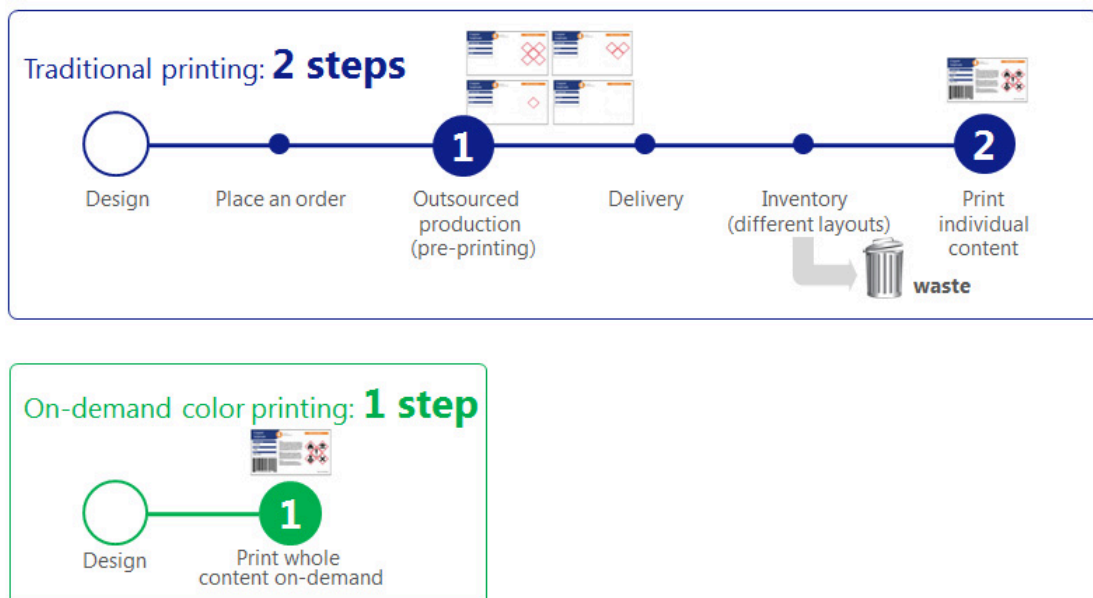


**Epson ColorWorks Color Label Printers**  
(From the left: CW-C4000 series, CW-C6000 series, CW-C6500 series)

### Epson's ColorWorks Inkjet Label Printers Simplify Traditional Processes

Thermal printers were traditionally used to overprint black onto pre-printed labels, but this approach can be slow, disruptive, wasteful and inconvenient.

Epson's range of on-demand color inkjet printers eliminates these issues easily. With the ability to print customized color labels, tickets and tags in-house as and when required, users no longer have to worry about inventory, production downtime, label waste, lost orders or late shipments.



### Eco Features



- Simplifying the traditional label printing process, improve inventory management and reduce waste.
  - Streamline label production by printing color labels on-demand
  - No need to keep an inventory of pre-printed labels

## Revamping the Photo Printing Workflow with Inkjet Minilabs

Epson inkjet minilabs are easier to maintain than traditional silver-halide photofinishing equipment. In addition to streamlining the photo printing workflow, they save maintenance costs, help to mitigate resource consumption and reduce the environmental impacts of the printing process.



### Efficient Photo Printing with Digital Printing

Silver-halide minilabs require chemical adjustment and calibration in the morning, as well as waste fluid processing and cleaning at the end of the day<sup>1</sup>. The SureLab SL-D3000 series/D1000 series inkjet minilab, however, does not require any special maintenance at startup and shutdown. Inkjet minilabs dramatically improve the photofinishers' work environment because, without chemicals, there is no waste liquid to be processed, no parts to be cleaned, and no chemical smell.



<sup>1</sup> According to Epson research.

### Eco Features



SureLab SL-D3000 series/  
D1000 series

- No chemicals means no liquid waste.
- No washing process means no water hookup is needed.

# Product Environmental Information

Epson is taking steps to comply with the labeling requirements in major countries around the world.

Product Environmental Information

Epson Ecology Profiles

Safety Data Sheets for Printer Consumables

## Compliance with Environmental Labels

An environmental label is a tool for making environmental declarations and providing other information about a product's environmental features or performance. The requirements for environmental labels are prescribed by various groups, including the International Standards Organization (ISO). The ISO defines the three types of environmental labels described below.

- Type I Indicates that the product has met the criteria set by a certified third-party organization.
- Type II A "self-declaration" label that indicates a company volunteers environmental information about its products. (Epson's ecology profiles fall under the Type II category.)
- Type III Indicates that the environmental effects of a product throughout its life cycle - from raw material procurement through manufacturing, distribution, use, disposal and recycling - are analyzed using LCA methodology and that the results of such analyses are published as quantitative data. The accuracy and reliability of the claimed data must be verified before being made public.

Epson offers products that comply with environmental labels around the world, enabling customers to choose environmentally conscious products.

■ Eco Labels Acquired In different Product Categories

|                  | Type I |            |        |                             |            |             |                  |                  |          |          |               |               |                                     |
|------------------|--------|------------|--------|-----------------------------|------------|-------------|------------------|------------------|----------|----------|---------------|---------------|-------------------------------------|
| Country / Region | U.S.   | Germany    | Sweden | China                       | Taiwan     | South Korea | Singapore        | Thailand         | Malaysia | Japan    | North America | World wide    | World wide                          |
| Eco Label        | EPEAT® | Blue Angel | TCO    | China Environment Labelling | Green Mark | Eco Label   | Thai Green Label | Thai Green Label | MyHIJAU  | Eco Mark | Ecologo       | GREEN GUARDED | ECO PASSPORT, GOTS, Blue Sign, ZDHC |

|                              |   |   |   |   |   |                         |   |   |   |   |   |             |                         |
|------------------------------|---|---|---|---|---|-------------------------|---|---|---|---|---|-------------|-------------------------|
| inkjet Printers (incl. MFPs) | • | • |   | • | • | •                       | • | • | • | • | • |             |                         |
| Page Printers (Laser & LED)  |   | • |   |   | • | •                       |   |   |   | • |   |             |                         |
| SIDM Printers                |   |   |   | • | • |                         |   |   |   | • |   |             |                         |
| POS Printers                 |   |   |   |   |   |                         |   |   |   |   |   |             |                         |
| Label Printers               |   |   |   |   |   |                         |   |   |   |   |   |             |                         |
| Label Works                  |   |   |   |   |   |                         |   |   |   |   |   |             |                         |
| Scanners                     | • |   |   | • | • |                         |   |   |   | • |   |             |                         |
| Ink/Toner Cartridges         |   |   |   |   | • | •<br>(Toner Cartridges) |   |   |   | • |   |             |                         |
| Inks                         |   |   |   |   |   |                         |   |   |   |   |   | •<br>(Sign) | •<br>(Textile, garment) |
| Paper                        |   |   |   |   |   |                         |   |   |   | • |   |             |                         |
| Projectors                   |   |   | • |   | • | •                       |   |   |   | • |   |             |                         |
| PCs (Incl. monitors)         |   |   |   |   |   |                         |   |   |   | • |   |             |                         |
| Watches                      |   |   |   |   |   |                         |   |   |   | • |   |             |                         |

|                  | Type II             |                |                 | Type III  | Other Support             |                                   |                                  |
|------------------|---------------------|----------------|-----------------|-----------|---------------------------|-----------------------------------|----------------------------------|
| Country / Region | Europe              | Japan          | Worldwide       | Japan     | Japan/ North America      | China                             | Europe                           |
| Eco Label        | THE ECO DECLARATION | PC Green Label | Ecology Profile | SuMPO EPD | ENERGY STAR <sup>®1</sup> | Energy Conservation Certification | Food Contact Material regulation |

|                                            |   |   |   |   |   |   |   |
|--------------------------------------------|---|---|---|---|---|---|---|
| <b>Inkjet Printers<br/>(incl. MFPs)</b>    | • |   | • | • | • | • |   |
| <b>Page Printers<br/>(Laser &amp; LED)</b> | • |   | • |   | • |   |   |
| <b>SIDM Printers</b>                       | • |   | • |   | • | • |   |
| <b>POS Printers</b>                        | • |   | • |   | • |   |   |
| <b>Label Printers</b>                      | • |   | • |   | • |   |   |
| <b>Label Works</b>                         |   |   |   |   | • |   |   |
| <b>Scanners</b>                            | • |   | • | • | • | • |   |
| <b>Ink/Toner<br/>Cartridges</b>            |   |   |   |   |   |   |   |
| <b>Inks</b>                                |   |   |   |   |   |   | • |
| <b>Paper</b>                               |   |   |   |   |   |   |   |
| <b>Projectors</b>                          | • |   | • |   |   | • |   |
| <b>PCs<br/>(incl. monitors)</b>            |   | • |   |   | • |   |   |
| <b>Watches</b>                             |   |   |   |   |   |   |   |

<sup>1</sup> The ENERGY STAR<sup>®</sup> Program is also being implemented by EFTA, Switzerland, Canada, Australia, New Zealand and Taiwan. Third-party certification became a requirement in North America from January 2011.

For more on environmental labeling and environmental information on Epson products, please contact the Epson sales company in the country or region in which you live.

## Epson Ecology Profiles

The environmental attributes of Epson brand products are published in the form of an "ecology profile." For finished products such as printers and scanners, the environmental attributes of the product as a whole, including but not limited to accompanying packaging material, supplies, and consumables, are published in the format specified by [ECMA-370](#)  <sup>1</sup>. For electronic devices we use our own format to provide data regarding quantitative substances included in these products.

<sup>1</sup> ECMA-370 specified requirements for environmental declarations established by the international standards organization ECMA International. "The Eco Declaration" is often abbreviated as "TED."

[File for Company environmental profile \(PDF, 175KB\)](#) 

Please contact your country or region's Epson sales company for more information about the Eco Declarations.

# Safety Data Sheets for Printer Consumables

---

To enable customers to safely and properly use Epson products, including consumable printer supplies (ink cartridges, toner cartridges, ribbon cartridges, etc.), Epson provides Safety Data Sheets (SDS), which describe a product's chemical content as well as how to operate, handle, and store the product.



# Environmental technology development

Goal ▼

Metal Powder Manufacturing Technology ▼

Dry Fiber Technology (DFT) ▼

CO2 Absorption Technology ▼

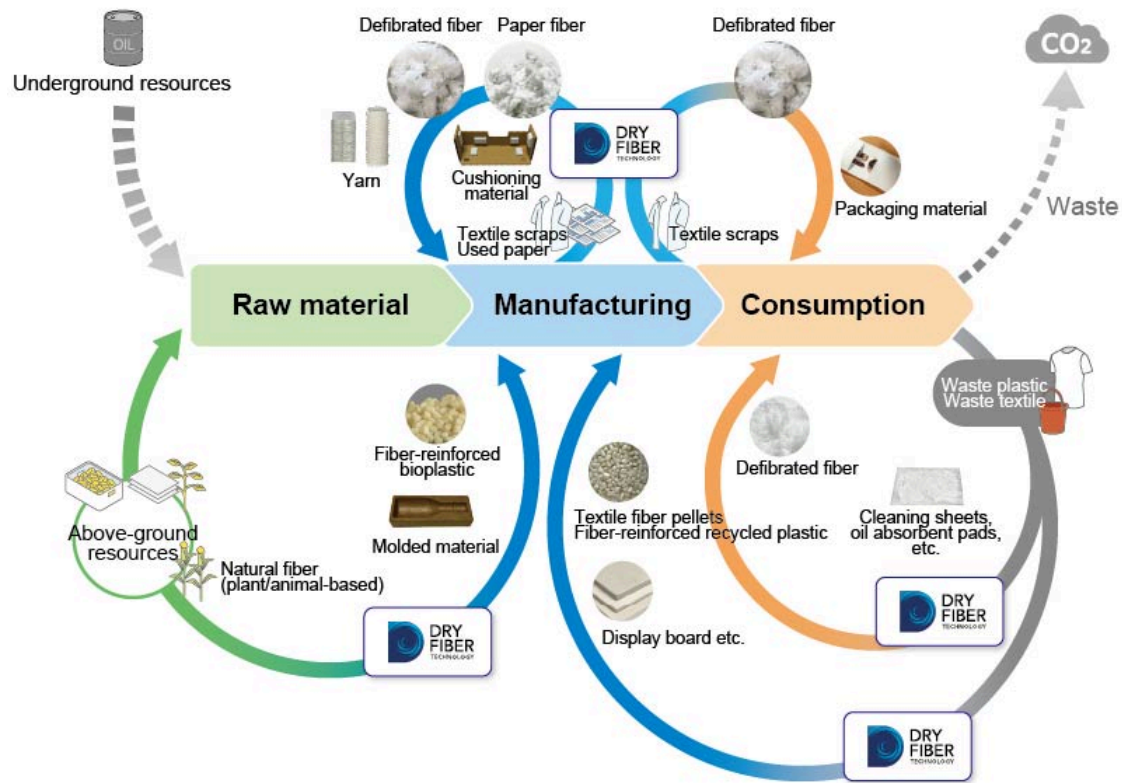
## Goal

### Developing environmental technology based on societal issues to foster the circular economy

We have identified four materialities in establishing the Epson 25 Renewed corporate vision. One of these is achieving sustainability in a circular economy. To realize this, we are focusing on developing technologies that contribute to closing the resource loop without relying on underground resources and aim for carbon negative. Additionally, we are actively promoting co-creation with partners to develop new solutions that contribute to reducing environmental impact, aiming to create new business opportunities. For example, through material technologies such as Dry Fiber Technology (DFT) and Metal Powder Manufacturing Technology, we aim to replace underground resources with above-ground resources by utilizing unused materials and recycled materials. Additionally, to achieve carbon negative, we are developing CO2 absorption technologies to address unavoidable residual greenhouse gas emissions.

[Epson 25 Renewed Corporate Vision](#) ➔

## Dry Fiber Technology (DFT)



## Closing the resource loop by recycling paper and textile fibers

Dry Fiber Technology is a defibration technology used in Epson's PaperLab dry-process office papermaking systems. We are evolving Dry Fiber Technology and expanding its use in-house to create sound-absorbing and cushioning materials for equipment from used paper. We are also developing new internal applications for cotton mill ends from clothing.

We have also entered into a joint development agreement with the Hong Kong Research Institute of Textiles and Apparel limited (HKRITA) to establish a process for defibrating elastic blended fabrics and tightly woven fabrics. This will enable the extraction of new recycled fibers from functional clothing, sheets, and dress shirts, as well as from factory mill ends, unsold items of clothing, and unwanted apparel.



Cotton-recovered cellulose fibers processed with Dry Fiber Technology (left: spinning, right: wet spinning)

[HKRITA and Epson Develop Silk-like Regenerated Fiber from Cotton](#) ➔

## Accelerating the social implementation of composite plastics for a circular economy in collaboration with Tohoku University

Using bioplastics and recycled plastics instead of virgin plastics is crucial for a circular economy. However, bioplastics often have lower mechanical strength and durability than virgin plastic, which limits their usage to certain applications.

Epson has been collaborating with Tohoku University under a comprehensive partnership agreement since 2006, engaging in systematic research and development as well as talent cultivation through industry-academia cooperation. Joint research on fiber-reinforced plastics, based on Dry Fiber Technology, is one of the efforts. In August 2023, the establishment of the "Sustainable Materials Co-



Creation Research Institute" aims to accelerate research and development, as well as social implementation, of foundational technologies for cellulose fiber-reinforced bioplastics and recycled plastics, which serve as sustainable materials to drive the circular economy.

The development of composite plastics using defibrated cellulose or fabric has been adopted as a sub-project under the "Construction of a Circular Economy System," which is part of the Cross-Ministerial Strategic Innovation Promotion Program (SIP)<sup>1</sup> Phase 3, led by the Cabinet Office. (July 2023)

<sup>1</sup> A national program led by the Council for Science, Technology, and Innovation (CSTI) aims to achieve scientific and technological innovation, transcending the boundaries of ministries and conventional fields.



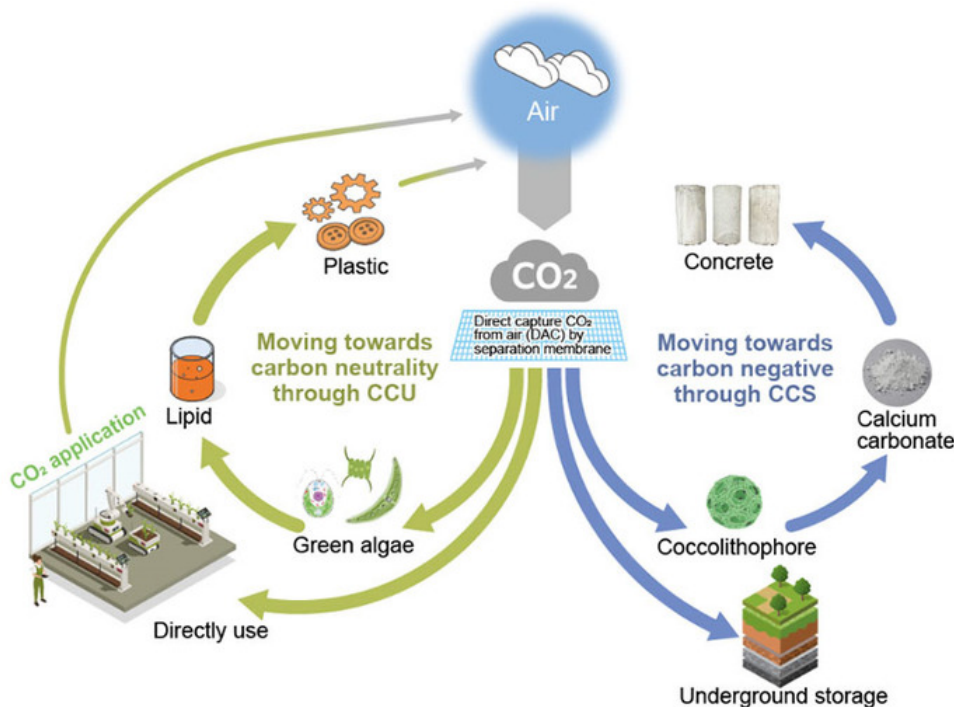
[Overview of Cross-Ministerial Strategic Innovation Promotion Program \(SIP\)](#)

Related Information

- [Dry Fiber Technology](#)
- [Epson and HKRITA Collaborating on the Development of New Fiber Recycling Technology Using Dry Fiber Technology](#)

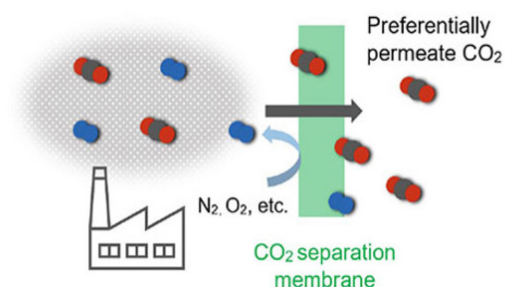
## CO<sub>2</sub> Absorption Technology

Epson aims to establish CO<sub>2</sub> absorption technologies that can offset its own residual CO<sub>2</sub> emissions in pursuit of carbon negative, as outlined in its Environmental Vision 2050.



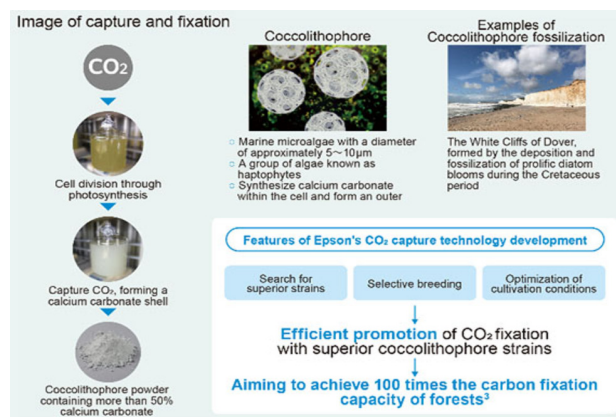
## CO<sub>2</sub> separation membrane based on Epson's proprietary technologies

Epson is developing separation membrane that preferentially transmit CO<sub>2</sub> based on several proprietary technologies, such as thin film technology from inkjet heads. In the future, we aim to achieve high-efficiency CO<sub>2</sub> capture with compact, low-energy systems.



## Biological carbon fixation

Epson is working on the development of CO<sub>2</sub> Currently, we are focusing on coccolithophore, which synthesize calcium carbonate, for CCS<sup>2</sup>. Through the optimization of cultivation conditions and the utilization of various breeding technologies, we have succeeded in increasing CO<sub>2</sub> fixation in our lab to 70 times that of forests<sup>3</sup>. Additionally, for CCU<sup>4</sup> In the future, we aim to more efficiently fix CO<sub>2</sub> and even pursue its utilization.



<sup>2</sup> CCS (Carbon dioxide Capture and Storage): Capturing CO<sub>2</sub> emitted from power plants, factories, etc., and storing it somewhere, such as underground

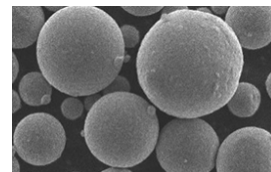
<sup>3</sup> Calculation is based on the data from the Forestry and Forest Products Research Institute (FFPRI), Japan

<sup>4</sup> CCU (Carbon dioxide Capture and Utilization): Capturing CO<sub>2</sub> emitted from power plants, factories, etc., and utilizing it such as direct use for the agricultural or for fuel production

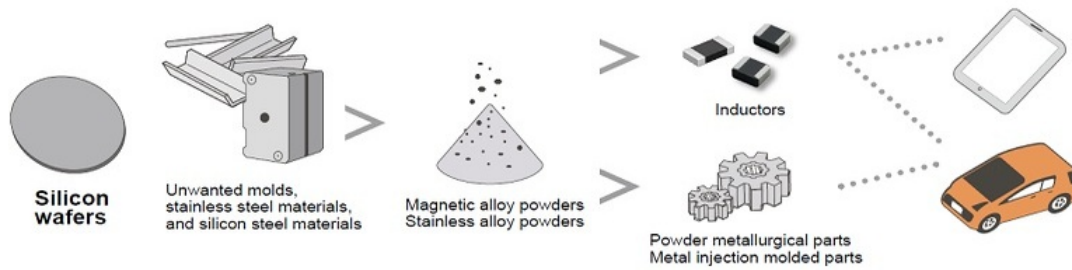
## Metal Powder Manufacturing Technology

### Recycling Metal Materials in the Epson Group with Original Metal Powder Manufacturing Technology

Epson Atmix Corporation is using its metal melting and atomizing process technologies to produce metal powder products. In February 2020, the company began taking silicon wafers that were used in Epson's semiconductor fabrication business and producing metal powder from them. This reuse of wafers reduces Epson's waste, CO<sub>2</sub> emissions, and use of underground resources such as virgin silicon. By the end of the 2021 fiscal year, Epson Atmix had recycled 8.5 tonnes' worth of silicon wafers. The company will continue to search for other materials that could potentially be upcycled into high-performance metal powders.



Super-fine powder with grain diameters of 10 microns or less



### Metal refining plant that converts unwanted metals into material resources

In June 2025, Epson Atmix launched operations at a new plant to recycle used metals from the Epson Group's own operations and the local community. The recycled metals are used as raw materials for metal powder products. With the operation of this new plant, virgin raw materials such as blast furnace pure iron will be replaced with recycled metal materials, conserving underground resources and reducing CO<sub>2</sub> emissions.



### Related Information

[Metal Injection Molding \(MIM\)](#) ➔

# Water Resources Management

Water is closely linked to other environmental factors, including climate change. Epson recognizes its dependence on water resources and acknowledges that the sustainability of water resources is critical for business continuity. Therefore, Epson proceed water management activities at the group level and at each site.



|                                 |                                 |
|---------------------------------|---------------------------------|
| Water Resources (Performance) ▼ | Addressing Water Related Risk ▼ |
|---------------------------------|---------------------------------|

## Water Resources (Performance)

### Production Initiatives

Epson has set group-wide goals for water usage efficiency and is working to reduce water consumption through the introduction of water-saving equipment and improving the recycling rate of industrial water. Additionally, the water intake situation at each site is monitored by categorizing it into surface water and groundwater. The company places importance not only on managing the water used in manufacturing processes but also on ensuring that all employees have access to safe drinking water and sanitary water environments. At some sites, improvements such as the introduction of water-saving toilets, as well as awareness-raising activities for employees on water conservation and pollution prevention, are being implemented.

Moreover, water management plans have been developed at 25 sites, which account for 88% of the total water usage across all manufacturing sites. These plans set goals for reducing water consumption and increasing water recycling rates, promoting the proper management of water resources at each site.

#### 2024 Overview

Group Goal: 7.3 thousand m<sup>3</sup> per billion yen (1% reduction in water intake per unit of annual revenue compared to the reference value)  
Result: 6.2 thousand m<sup>3</sup> per billion yen (16% reduction from the reference value)  
Reference value: 7.4 thousand m<sup>3</sup> per billion yen (average for FY2017 to FY2022)

# 16% Reduction

Water usage per unit of revenue  
(compared to reference value)

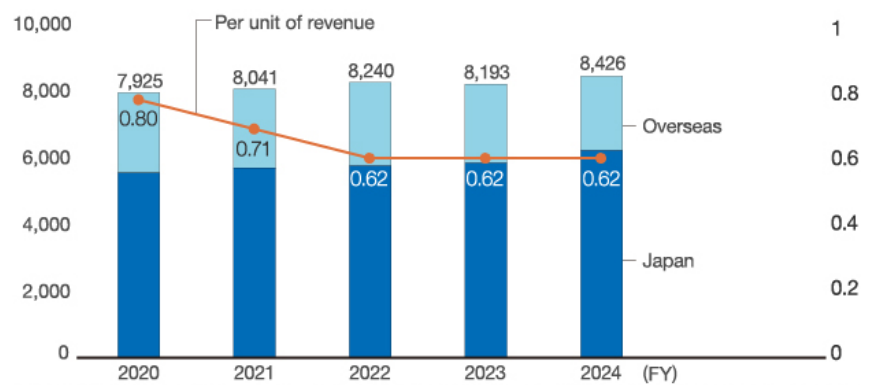


Case study →

## Water Usage

(thousand m<sup>3</sup>)

(thousand m<sup>3</sup>/100 mil. yen)

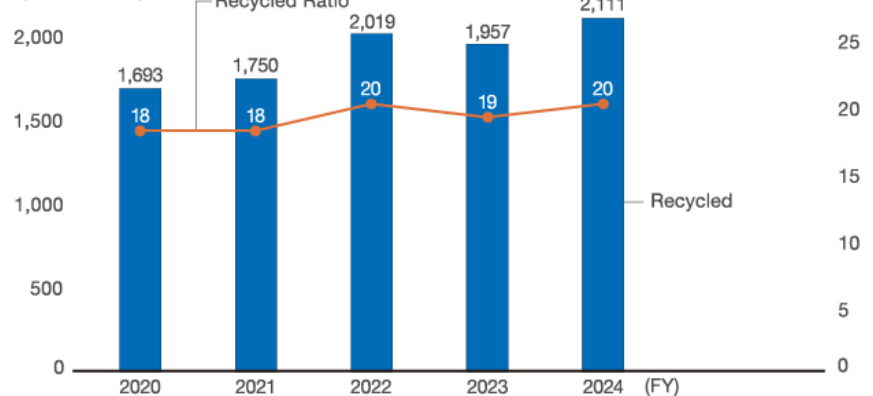


\* Some figures differ from those in Sustainability Report 2024 because groundwater for snowmelt is accounted for.

## Recycled Water

(thousand m<sup>3</sup>)

(%)



### Registration and Certification as a "Water Cycle Company" by the Cabinet Secretariat (Japan)

Epson is actively promoting initiatives that contribute to the circulation of water resources, such as reducing water usage and promoting water recycling. In recognition of these outstanding efforts, Epson was registered and certified as a "Water Cycle ACTIVE Company" by the Headquarters for Water Cycle Policy, Cabinet Secretariat, under a system that started in 2024.



[Click here for more information about the Water Cycle Companies Registration and Certification System \(Japanese\).](#)

## Addressing Water Related Risk

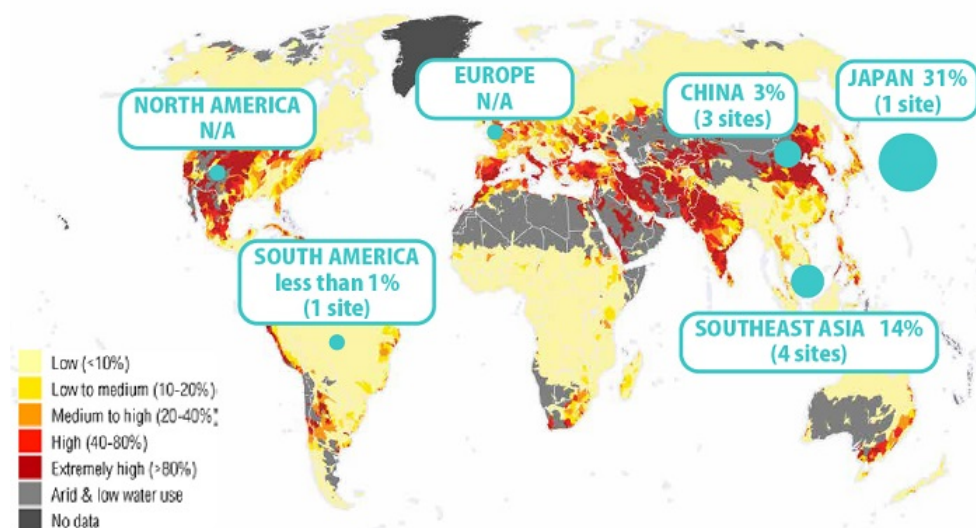
The water-related risks of Epson's production sites were assessed using two global standard tools for water risk assessments: Aqueduct, developed by the World Resources Institute (WRI), and Water Risk Filter, developed by the World Wide Fund for Nature (WWF). These tools assess water primarily from a perspective of physical quantity of water resources and water pollution risks. The



results of the assessments showed that no Epson site qualifies for the highest risk level per the overall risk indicators. However, it was found that nine of Epson's manufacturing sites in Japan, China, Southeast Asia, and South America are located in areas with water stress.

These nine sites account for 23% of the total number of manufacturing sites across the group and use approximately 4,100 thousand m<sup>3</sup> of water (FY2024). We confirmed the local water risk situation through questionnaires and interviews at nine sites identified as being located in areas with water stress. Furthermore, we conducted interviews with local organizations that supply water to those production sites. As a result, we learned that the impact on operations from water shortages is limited at those sites.

#### Ratio of water withdrawal in areas with high water stress (by region) and water stress map (FY2024)



\* The percentage of Epson's total water usage in each region with water stress is shown on a baseline water stress map from Aqueduct Global Maps 2.1 (WRI).

The size of the circles visually indicates the percentage of water usage in each region.

\* This map is a derivative of the World Resources Institute's Aqueduct Global Maps 2.1, created by Seiko Epson Corp. under the Creative Commons license provided by [www.wri.org](http://www.wri.org)

Therefore, a reduction in water intake is not a major issue even at sites identified as being located in areas with water stress using screening tools. Nevertheless, water is an important resource. We recognize we must use water approximately. With this awareness in mind, considering insights gained from communication with the World Wide Fund for Nature Japan (WWF Japan), which has expertise in water resources, we have set the medium-term target below emphasizing water use efficiency. Moving forward, we will continue to monitor water usage and engage in activities to reduce water consumption within our company to realize this medium-term target. Together with this, we will comply with water-related regulations and continue to consider measures for sustainable water use in each basin in collaboration with environmental conservation groups and local stakeholders. Furthermore, to understand and assess water risks across the entire supply chain, Epson conducted a survey of some of its suppliers in FY2024. Based on their responses, we are analyzing water risks in the watersheds where our suppliers are located.

#### 【Medium-term Target】

Group Target: Improve water use efficiency (1% reduction in water intake per unit of annual revenue compared to the reference value)

Period: From FY2023 to FY2025

Target value: 7.3 thousand m<sup>3</sup> per billion yen

Reference value: 7.4 thousand m<sup>3</sup> per billion yen (average for FY2017 to FY2022)

#### Evaluation and Response to Water-Related Risks under the 1.5°C Scenario

Based on the scenarios equivalent to a 1.5°C temperature increase presented by the Intergovernmental Panel on Climate Change (IPCC) and the International Energy Agency (IEA), as well as analysis of water-related risks using internal and external information, we have confirmed that the changes in operational risks in the future due to factors such as flooding, sea-level rise, and drought are limited for our business locations. Short-term climate-related risks concerning our business locations and supply chain will be

addressed through our Business Continuity Plan (BCP).

#### Related Information

[Response to TCFD Recommendations](#) ➔

[Environmental Risk Management \(Including initiatives for reducing water-related risks\)](#) ➔

[Global Environmental Data](#) ➔

[Home](#) > [Sustainability](#) > [Environment](#) > [Water Resources Management](#)

# Case study - Water Resources Management

Topic 1: Reducing Water Use by Improving Production Processes ▼

Topic 2: Preserving Water Resources and Reducing Organic Waste ▼

Other Case Studies ▼

## Topic 1: Reducing Water Use by Improving Production Processes

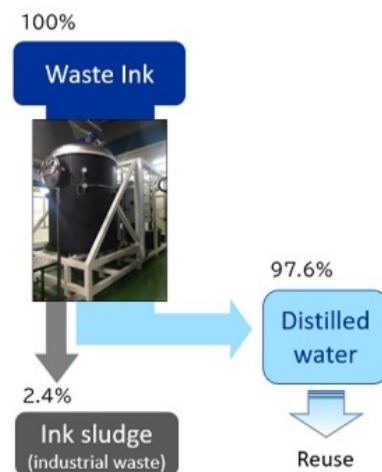
PT. Epson Batam, which manufactures ink for inkjet printers and ink bottles for printers with high-capacity ink tanks, has been reducing its water use since 2018, chiefly by improving its production processes. In FY2021, it reduced the cubic volume of water used by approximately 6,800 tonnes compared to FY2017.

### Improvement 1: Introduction of a cooling water circulation system (FY2018-2020)

A new cooling water circulation system, which consists of a cooling system, flow meter, temperature sensor, and other components, reduced the amount of cooling water used when reusing waste after ink bottles are formed.

### Improvement 2: Utilization of distilled water produced in waste ink treatment (FY2021)

The introduction of a high-efficiency waste ink treatment system with an evaporation system produces a more condensed form of waste ink, reducing the amount of ink sludge that is recycled as industrial waste. The amount of distilled water produced when the waste liquid is condensed increased, and the distilled water is reused for lavatories, leading to a reduction in the amount of water used.



Conceptual illustration of waste ink treatment by the waste ink treatment system (Improvement 2)

## Topic 2: Preserving Water Resources and Reducing Organic Waste

Jakarta, the capital of Indonesia, is struggling with land subsidence caused by flooding in the rainy season and groundwater shortages when it is dry. P.T. Indonesia Epson Industry (IEI), a large-scale printer production site, has introduced biopores, holes in the ground where rain can infiltrate. This solution has gained a lot of attention as something even households can do. In FY2018, IEI put biopores in 260 spots on its premises. These allow about 8,400 liters of rain to go into the ground every year. They also help prevent flooding and the pooling of water where mosquitoes breed. Additionally, fallen leaves and other organic waste can go into the biopores, which enabled IEI to reduce waste by 272 kg. The organic matter turns into compost, which enriches the soil.

IEI has installed biopores about 800 spots total by 2020, and is extending the initiative outside its premises.

#### Building Biopores

1

A hole is dug and a special pipe (10 cm wide, 100 cm long) is inserted. It has many holes on its sides to allow water to pass.

2

IEI pours organic waste (such as kitchen waste or fallen leaves) into the pipe.

3

IEI checks biopore effectiveness. (soil enrichment, etc.)



IEI employee digs hole for a biopore; a biopore in the ground

## Other Case Studies

---

[Initiatives of surface processing for metal plating \(Singapore Epson Industrial Pte. Ltd.\) \(PDF,550KB\)](#) 

# Pollution Prevention and Chemical Management

To minimize the effects we have on the ecosystem and human life, Epson is working to control substances of concern in products, manage chemicals used in production processes, and manage environmental risks. Epson also emphasizes communication with stakeholders.



- Management of Chemical Substances in Products
- Chemical Management (Performance)
- Environmental Risk Management

## Management of Chemical Substances in Products

Epson gives preference to lower-impact alternatives when selecting the components and raw materials that make up its products.

### Management of Chemical Substances in Products

The European RoHS Directive, REACH Regulation, U.S. TSCA, and other international chemical substance regulations have become stricter, making it more important than ever to properly manage the chemical substances that are used in products. Epson systematically controls product substance content at the purchasing, production, and shipping stages to ensure compliance with these restrictions.



- Instruct suppliers to comply with the requirements stated in the Epson Group Green Purchasing Standard for Production Materials<sup>1</sup>.
- Exclude substances that are subject to legal, regulatory, or other restrictions, and obtain information about substances contained in parts and materials<sup>2</sup>.
- Confirm that no restricted substances are present in parts and materials before producing products.  
(Analyze parts and materials using x-ray fluorescence (XRF) spectrometer.)
- Confirm that restricted substances have not been used in products before they are shipped.

<sup>1</sup> A written standard that sets forth requirements for the building and maintenance of a substance control system by suppliers who provide parts and materials used in Epson products. The standard also defines requirements relating to the elimination or exclusion of legally restricted substances and requirements for providing

information on substances present in parts and materials.

<sup>2</sup> Use of the industry standard information sharing scheme chemSHERPA

[Green Purchasing](#) ➔

## Examples of Management of Chemical Substances in Products

### Legal and Regulatory Compliance

More and more nations are regulating chemicals. We investigate regulations and chemical hazards as early as possible by using such as an industry standard survey tools, analyze the information we obtain, and then supply products accordingly.

#### ■ Measures for Meeting the RoHS Directive<sup>1</sup>

Epson has made compatibility with the European RoHS directive a standard feature of its entire lineup of products throughout the world, regardless of whether a particular product is bound for the European market or not.

<sup>1</sup> The European RoHS Directive restricts the use of the following 10 hazardous substances in electrical and electronic equipment: lead, mercury, cadmium, hexavalent chromium, polybrominated biphenyl (PBB), polybrominated diphenyl ether (PBDE), phthalates DEHP, BBP, DBP and DIBP.

#### ■ Actions for REACH Compliance

European REACH (Registration, Evaluation, Authorization and restriction of Chemicals) Regulation requires that we register the import and production of chemical substances and that we communicate and report when products contain harmful substances (e.g., substances of high concern: SVHC). Epson is meeting these requirements by submitting information in SCIP, the database for information on Substances of Concern in articles as such or in complex objects (Products) established under the European Waste Framework Directive, which became mandatory from January 2021. We also make information on the chemicals used in ink available to customers in the form of safety data sheets (SDS) published in 24 European languages on the websites of our European sales companies.

We are also responding to countries and areas besides Europe, to similarly meet our legal and societal obligations, as well as the needs of our customers.

[Click here for information on our actions to comply with REACH regulations in Europe.](#) 

#### ■ Response to GHS<sup>2</sup>

The United Nations declared in 2003 that a globally harmonized set of rules was needed to inform consumers and dealers about the hazards and appropriate handling of chemicals. Different nations and regions have enshrined these rules as law and made them obligatory at different times. Epson has continued to respond to the rules as they primarily apply to ink cartridges and toner cartridges.

<sup>2</sup> GHS (the Globally Harmonized System of Classification and Labelling of Chemicals) provides a unified, worldwide set of rules on harmful chemical substances. It harmonizes classification standards and labels for the hazards associated with individual chemicals and the way safety data sheets are written.

#### ■ IEC 62474 compliance

Epson tracks the chemicals contained in Epson products by obtaining composition data on products from its suppliers based on the IEC 62474 Declarable Substances List (DSL).

With the exception of some substances, such as those that are exempt from the European RoHS Directive and SVHC of the European REACH Regulation, Epson products do not contain substances on the IEC 62474 DSL.

### Providing Ink for All Types of Printed Matter

We provide inks with safe chemical properties as required for products made with inkjet technology (labels, stickers, fabric, etc.).

#### ■ The Highest Level of Textile Product Safety

### Eco Passpor<sup>3</sup> certification

Epson's textile printer inks<sup>4</sup> have acquired Eco Passport certification, indicating that they meet international safety standards for chemical substances used in textile production. Even printed textiles that directly contact the skin of infants and toddlers are safe.



<sup>3</sup> Eco Passport by Oeko-Tex® is a system by which textile chemical suppliers demonstrate that their products can be used in sustainable textile production.

<sup>4</sup> UltraChrome DS inks for textile printers, UltraChrome DG inks and dedicated fabric processing agents for garment printers, digital textile printer inks.

### ■ Safe Printing Ink for Food Labels

#### Compliant with Food Contact Material regulation<sup>5</sup>

Epson's SurePress digital inkjet label presses and ColorWorks on-demand color label printers inks are compliant with Food Contact Materials (FCM) - EU Regulation framework (EC) No. 1935/2004.

<sup>5</sup> Only applicable when non-food contact surface printing.



Sample of food packages

[Click here for the news release about the European FCM \(PDF, 150KB\)](#)

### Switching to Safer Materials (e.g. Eliminating Harmful Substances)

Epson standards specify substances that are prohibited from inclusion in products, and substances whose inclusion must be controlled. Information on these substances is collected and managed in a database. This database is used to ensure safety in all processes, from design and procurement to volume production. Epson is proactive in eliminating from its products substances that could adversely affect the environment or human health.

## Chemical Management (Performance)

---

Epson has a system in place to control chemical substances in its production processes. We specify what substances are prohibited or restricted within the Epson Group and carefully assess the safety of chemicals before they are used at any Epson site. We use a



"E-Chem" chemical substances management system to register information about chemical substances used in production as well as in other areas. The system is also used to track the quantities of substances used, volatile organic compound (VOC) released into the environment, and emissions of substances subject to reporting under the Pollution Release and Transfer Registers (PRTR) system.

In Japan, we inspect CFC-related equipment and calculate the amount of leakage in accordance with the "Fluorocarbon Emissions Control Act" to ensure legal compliance. The Epson Group is currently below the reporting requirement in terms of amount of leakage.

CFCs have a very great greenhouse effect that is hundreds to more than 10,000 times greater than that of carbon dioxide. Hoping to prevent global warming, Epson will work to avoid leaks of CFC refrigerants and switch to refrigerants with a smaller greenhouse effect.

We report and publish data on these chemical substances and communicate with local communities to build trust.

Please see [ESG data](#) for data on PRTR substance emissions and VOC emissions.

**Related Information**

- [Global Environmental Data](#)
- [Epson Group Business Site and Company Environmental Data \(Japanese\)](#)

## Environmental Risk Management

Any environmental pollution resulting from Epson's business activities could have a serious impact on residents of the surrounding area, as well as for the rest of the region or country. We follow Group-wide standards for pollution control and ensure that all members are well acquainted with the ideas and laws of environmental risk management. Each promotion unit uses ISO 14001 to identify and assess the risk of failing to meet standards or of experiencing environmental complaints or incidents in an ongoing effort to continuously mitigate those risks.

In FY2024, there was one instance where legal standard was exceeded, but the site promptly responded by reporting to the authorities and making improvements to the equipment. This incident had no significant impact on the environment. Additionally, there were no complaints, accidents, administrative penalties, or environmental-related fines.

| Financial Assistance<br>for | Description                                                                                           |
|-----------------------------|-------------------------------------------------------------------------------------------------------|
| Legal limit exceeded        | Exceedance of sewage discharge standards [One instance: the level of biochemical oxygen demand (BOD)] |

**Environmental due diligence**

We investigate the environmental aspects prior to acquiring new businesses and land through M&As as part of due diligence. We investigate all newly acquired sites, and not only manufacturing sites, to confirm whether there are any problems involving things such as soil and groundwater pollution and hazardous wastes prior to entering into new contractual agreements.

## Soil and Groundwater Remediation

Epson is actively assessing the current status of soil and groundwater contamination at its sites and is working on remediation and preventive measures. Additionally, to prevent contamination from chemical substances and reduce associated risks, Epson is enhancing the safety of environmental facilities, including leak prevention measures.

As of FY2024, 6 sites have been confirmed to have contamination resulting from past business activities. At sites such as the head office, where trichloroethylene in groundwater was found to exceed regulatory standards during voluntary inspections, we are continuously implementing barrier measures and water extraction remediation to prevent off-site contamination. These measures require a long-term approach, but both the extent and concentration of contamination have been showing a declining trend, and regular monitoring confirms that no contamination is escaping off-site.

Moreover, if new contamination is discovered during investigations conducted under the Soil Contamination Countermeasures Act, such as when changes to the land are made, we will report the findings to the authorities and implement remediation and countermeasures appropriate to the specific conditions of each site. We will also work with authorities to ensure transparency of information.

Moving forward, Epson will continue to advance remediation using appropriate methods in line with legal requirements and developments in remediation technology, while also prioritizing communication with authorities and neighboring communities.

| Site        | Target Substances                                     | Remediation                          | Causes of contamination                                        | Investigation types for confirming contamination                                                            |
|-------------|-------------------------------------------------------|--------------------------------------|----------------------------------------------------------------|-------------------------------------------------------------------------------------------------------------|
| Head Office | Groundwater: Trichloroethylene                        | Barrier, pump and treat, monitoring  | Used in past business activities                               | Voluntary inspections (before regulation)                                                                   |
| Fujimi      | Groundwater: Trichloroethylene                        | Barrier, pump and treat, monitoring  | Used in past business activities                               | Voluntary inspections (before regulation)                                                                   |
| Suwa-Minami | Groundwater: Trichloroethylene                        | Barrier, pump and treat, monitoring  | Used in past business activities                               | Voluntary inspections (before regulation)                                                                   |
| Shiojiri    | Groundwater: Trichloroethylene                        | Barrier, pump and treat, monitoring  | Used in past business activities                               | Voluntary inspections (before regulation)                                                                   |
|             | Soil: Fluorine, lead                                  | Containment (Capping) and monitoring | Unable to identify (no usage history from business activities) | Investigation in compliance with the Soil Contamination Countermeasures Act (construction plan)             |
| Hirooka     | Soil: Arsenic, fluoride, lead<br>Groundwater: Arsenic | Containment (Capping) and monitoring | Unable to identify (no usage history from business activities) | Investigation in compliance with the Soil Contamination Countermeasures Act (employee dormitory demolition) |
| Ina         | Soil: Fluoride, lead, trichloroethylene               | Containment (Capping) and monitoring | Used in past business activities                               | Investigation in compliance with the Soil Contamination Countermeasures Act (factory building demolition)   |

[Click here for the data on the trend of trichloroethylene concentration in groundwater.](#) ➡

## Drainage Management

Epson's Chitose Plant is located upstream from Lake Utonai, which has been designated as a national wildlife protection area and a Ramsar Site.

Wastewater generated in manufacturing processes is detoxified and then discharged into sewers. To prevent leaked chemicals and other substances from leaking offsite, rainwater is collected in a retention basin to monitor the pH and oil levels before flowing into Lake Chitose and Lake Utonai via the Bibigawa River. All chemicals, waste materials, and wastewater treatment systems are located indoors to prevent them from leaking off the site.

## Waste Management

Epson's internal policy specifies that wastes must be processed in the country in which they originate. We do not directly import or export any wastes, including hazardous wastes specified under the Basel Convention.

However, we employ subcontractors who satisfy the requirements of the Basel Convention to process fluorescent lamps, etc., that originate in countries and regions where it is difficult to process them domestically.

### PCB Waste Storage

As of FY2022, PCB waste that was discovered and kept in storage has been finished to disposed of. Furthermore, when new PCB waste is discovered in the future, we will promptly carry out proper disposal by the legal deadline.

## Asbestos

All buildings owned by the Epson Group in Japan were investigated for asbestos by the end of the 2019 fiscal year. Level 1 asbestos (extremely high friability) and level 2 asbestos (high friability) are enclosed, sealed or, when necessary, removed to prevent human exposure. We also regularly test for airborne asbestos dust indoors in areas where asbestos-containing building materials are used, including where asbestos has been enclosed and sealed, to verify safety.

### Related Information

[ISO 14001 Certification List](#) ➔

[Epson Group Business Site and Company Environmental Data \(Japanese\)](#) ➔

# Biodiversity Conservation

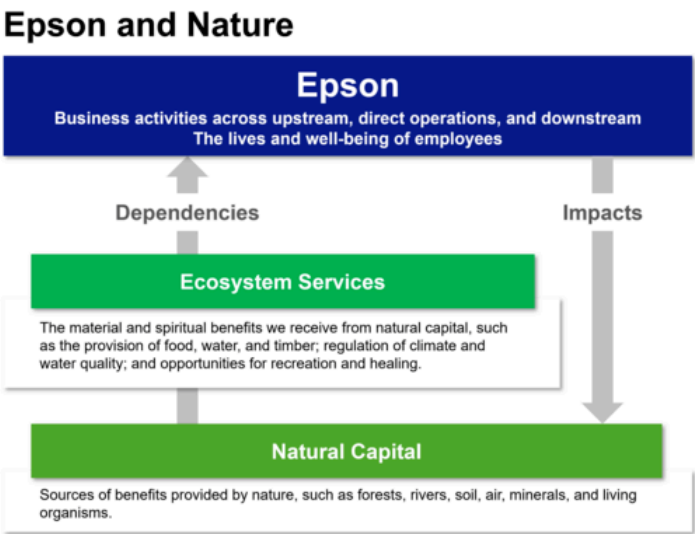
We both benefit from and affect biodiversity in myriad ways. Epson believes that preserving biodiversity is also vital to maintaining our business activities and our employees' lifestyles. Basically, we look to preserve biodiversity throughout our business activities and to raise employee awareness of its importance.



- Approach ▼
- Response to TNFD Recommendations ▼
- Case Study ▼

## Approach

Epson's business activities and employees' lives are supported by ecosystem services ("Dependencies" in the diagram). Additionally, our activities have both direct and indirect impacts on nature ("Impacts" in the diagram). The global loss of biodiversity poses a significant risk to our business operations and daily lives. To prevent further loss of biodiversity, we must reduce the negative impact on nature. At the same time, as the importance of biodiversity conservation increases, we believe that our technology can contribute to solving these challenges. This also presents a business opportunity for Epson.



We are steadily mitigating the impact of five factors that cause biodiversity loss with initiatives in climate change strategy, resource

recycling and conservation, and pollution prevention and chemical management. Furthermore, Epson is advancing its analysis and response to the relationship (dependencies and impacts) between nature and its own business and supply chain, as well as the risks and opportunities related to biodiversity.

| Factor             | Relationship to Epson                                                 | Theme                                        | Main Initiatives                                                                      |
|--------------------|-----------------------------------------------------------------------|----------------------------------------------|---------------------------------------------------------------------------------------|
| Climate change     | Greenhouse gas emissions                                              | Climate change strategy                      | Energy-saving product designs<br>Production and transport measures                    |
| Land use           | Land alternations accompanying underground resource mining            | Resource recycling<br>Resource saving        | Reduced-resource products and recycling<br>Reduced resource inputs<br>Waste recycling |
| Non-native species | Introduced along with imports of raw materials, parts, etc.           |                                              |                                                                                       |
| Overconsumption    | Consumption of timber resources                                       |                                              |                                                                                       |
| Pollution          | Release of chemicals into the environment due to insufficient control | Pollution Prevention and Chemical Management | Reduced inclusion in products and use during manufacturing of hazardous substances    |

Related Links

[Environmental Vision 2050](#) ➔

## Response to TNFD Recommendations

In June 2024, Epson expressed its support for the recommendations of the Taskforce on Nature-related Financial Disclosures (TNFD) and began disclosing information in accordance with the TNFD framework from FY2025.

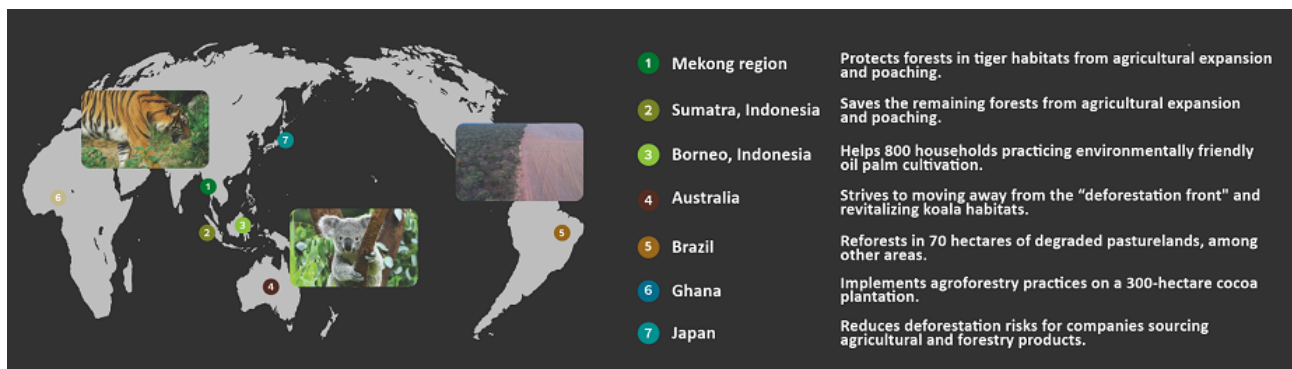


[Click here to Response to TNFD Recommendations.](#) ➔

## Case Study

### Forest Conservation

Epson has launched a three-year international partnership with the World Wide Fund for Nature (WWF), a global conservation organisation, to support WWF's forest conservation and nature restoration activities at the "Deforestation Fronts" worldwide. Epson shares WWF's vision of "build a future in which people live in harmony with nature" and contributes to the preservation and restoration of forest biodiversity through its support of WWF's conservation activities.



Forest conservation projects supported by Epson in partnership with WWF

In May 2024, Yasunori Ogawa, global president of Epson(at the time), visited a project in Sumatra, Indonesia, and observed WWF's local activities, including the following:

- Forest and wildlife monitoring and patrols
- Promotion of sustainable agriculture and forest restoration (agroforestry) in cooperation with local communities
- Support for local communities (agriculture, education, healthcare, etc.)



Installation of equipment for wildlife research and observation, such as trail cameras



Inspection of nurseries for practicing natural restoration and agroforestry-based agriculture

[See here for a news release regarding the partnership.](#) ➔

### Consideration for Paper

The raw material for paper, wood, is a resource obtained from forests. Epson is mindful of paper procurement and usage from the perspective of forest conservation.

#### ■ Paper Products Procurement

Epson manages its entire supply chain from the immediate supplier all the way back to the forest to ensure the legality, sustainability and environmental safety of the paper products we procure.

[Paper Products Procurement](#) ➔

#### ■ Internal Paper Reduction Activities

Seiko Epson corporation (Japan) is working on reducing paper usage in its internal operations. By reviewing business operations that use paper, we achieved the goal of halving the average daily paper usage per employee company-wide in the first half of fiscal 2021 compared to the same period of the previous year.

#### ■ Promoting Paper Recycling

The paper made by Epson's dry-process office papermaking machine, PaperLab, is 100% composed of waste paper and does not use any new wood. Epson actively promotes the recycle of paper used within the company through PaperLab.

Additionally, Epson manufactures printer ink absorbers, sound-absorbing materials for PaperLab using parts made from recycled paper with its proprietary Dry Fiber Technology.

[Click here for information about how PaperLab contributes to the environment.](#) ➔

[Click here for more information about Epson's Dry Fiber Technology.](#) ➔

## Water Conservation

Epson has formed a three-year partnership with Conservation International, an international environmental NGO dedicated to protecting nature, to safeguard water resources. Under this partnership, Epson is contributing USD 1.27 million to Conservation International's watershed restoration and water quality improvement projects in the Philippines, Indonesia, and Brazil, helping to restore water sources and improve water quality in these regions. Local employees of the Epson Group are also participating in these projects as part of Epson's global water resource protection activities.

[See here for a news release regarding the partnership.](#) ➔

[Click here for details about the project.](#) 📄



©Batangas Provincial Information Office\_Calumpang River Watershed Management Council

Signing ceremony for the establishment of the Kalunpan River Basin Management Council (support project)

## Coral Reef Transplant Project (Indonesia)

PT. Epson Batam (Indonesia) has been helping to back a coral transplant project on Abang Island since 2015 to preserve biodiversity. The project, which involves people from Indonesia's fishing and tourist industries as well as government and NGOs, was created to grow coral reefs (coral gardens) by planting coral fragments over a gradually larger area. Every summer, local Epson Group employees dive into the sea to transplant coral or check its growth. In addition to preserving marine biodiversity, this project also helps to strengthen the disaster resilience of coastal areas by reducing the risk of wave damage through the formation of coral reefs. Residents of Abang Island are hopeful that the transplanted coral can improve the environment for fish and increase their numbers.



## Support for Wildlife Rescue Center (Belgium)



Epson Europe B.V., Belgium Office (Belgium) continues to support the activities of Natuurhulpcentrum VZW, the largest wildlife rescue center in Belgium, through the donation of projectors and printers.

The donated equipment enhances visitor engagement and streamlines administrative operations, helping to ensure that rescued animals receive the best possible care.



## Greening and Beautification Activities (Global)

Epson conducts greening and beautification activities around the world to foster a culture in which each employee voluntarily and actively participates in local community activities as a citizen.

In November 2024, more than 70 employees of Epson (Thailand) Co., Ltd. participated in a mangrove planting project along the Gulf of Thailand, contributing to the conservation of the local ecosystem and the expansion of ocean carbon sinks.



Afforestation activities along the coast of the Gulf of Thailand

Employees of Epson Wuxi Co., Ltd. (China) and members of their families have been participating in local tree planting events that have taken place every March since 2010. In 2025, 40 participants planted trees at the event, contributing to conservation of the ecosystem and restoration of the Taihu Lake basin.



Tree planting in the Taihu Lake basin

To mark World Environment Day 2024, volunteers from Epson Deutschland GmbH (Germany) picked up trash along the banks of the Rhine River in a project that also helped to keep plastic waste from flowing into the sea.



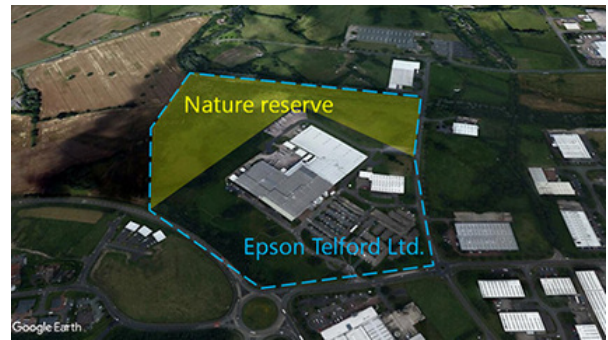
Cleaning up the Rhine

Starting in 1992, employees of Epson Portland Inc. (U.S.) have been volunteering their time to pick up garbage several times a year along a section of U.S. Highway 26, which runs just north of the company.



## Activities in Protected Area (U.K.)

Epson Telford Ltd. (ETL) is a core production site for manufacturing ink cartridges for European market and textile ink. It was the first site within the Epson group to achieve ISO14001 and participates in many environmental preservation activities such as recycling of wastes and energy-saving. With an area of 220, 000 m<sup>2</sup>, the site includes a nature reserve that many rabbits have made their home.



ETL has not only reduced its production based environmental impact, but also protects and supports its local environment by:

- Setting aside about 1/3 of its land for the nature reserve,
  - Creating special areas to preserve the habitat of the crested newt and great burnet<sup>1</sup>, which have been specified as rare species in the U.K.
  - Planting trees to offset company car emissions
  - Introducing bee hives within the site so as to improve the diversity of local living creature and preserve bee species.

Also other local species have visited or have made homes within the sites.

- Raptors: Buzzards, kestrels, owls
- Birds: Partridges, red starts, yellow hammers, green woodpeckers
- Others: Foxes, etc.

<sup>1</sup> Both species have been registered by the International Union for Conservation of Nature (IUCN) on the Red List (Least Concern: LC).



Bee hives introduced in the site



Pond in the special area

[Find out about the IUCN](#) 

# Eco Community

We are working to achieve new socially and economically sustainable practices through environmental community action centered on products and services.

Eco Education ▼

Eco Communication ▼

Eco Technology ▼

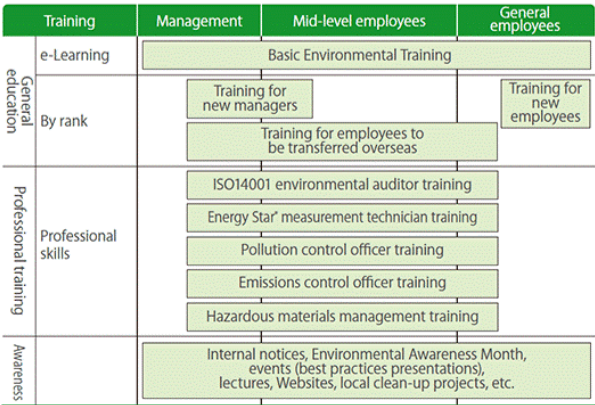
## Eco Education

Epson wants its employees to remain mindful of the environment while on the job. We feel it is important for them to consider how their conduct, both at work and at home, affects the environment and we want them to take the initiative in coming up with solutions. Toward that end, Epson provides environmental education and promotes correct understanding of ecological practices. Epson also contributes to broader environmental preservation by sharing its knowledge and experience with outside organizations.

### In-House Environmental Education

Our environmental education curriculum for employees consists of a general education program, a professional education program, and general awareness-building activities. The general education program consists of a mandatory Basic Environmental Training course as a first step, followed by echelon-based training courses in which non-management employees, managers, and executives learn what action they need to take in their respective positions to address environmental issues. In the professional education program, employees select the courses they need in their particular area in order to acquire the skills and knowledge required for environmental action. We also build general environmental awareness among all personnel in a variety of ways, including through environmental messages from management to all employees and by implementing special actions during Environmental Sustainability Month and Energy Conservation Month.

Environmental Education System (Japan)



FY2024 Environmental Education (Japan)

| Training                                    | Participants (Certification Recipients) <sup>1</sup> |
|---------------------------------------------|------------------------------------------------------|
| Basic Environmental Training (2024 Edition) | 19,133                                               |
| ISO14001 environmental auditor training     | 86 (1,398)                                           |

<sup>1</sup> This is the number of persons who took Basic Environmental Training during the period it was offered (July 2024 to March 2025).

ISO 14001 figures show the number of certified person as of the end of March 2025.

## Development of local and social environmental human resources

In response to requests from schools, communities, and other organizations, our employees give guest lectures and deliver on-site educational programs for students.

### Support for Local Environmental Education and Glocal Human Resource Development (Japan)

#### Topic 1

Epson supported a program called the SDGs QUEST Mirai Koshien 2024 Koshinetsu Area Tournament. This is a program that encourages high school students to explore the Sustainable Development Goals (SDGs) as a team, think proactively about the future of our planet, and develop ideas to solve societal issues. These ideas are then presented and recognized through a formal competition. Since its launch in 2019, over 10,000 students have participated, generating a wide range of ideas. The 2024 Koshinetsu Area Competition, covering Nagano, Yamanashi, and Niigata prefectures, was the first regional event of its kind.

Twelve finalists were selected from the entries submitted by teams from local high schools. At the final ceremony held in March 2025, the team “jibasangirls” from Niigata Prefectural Sanjo High School was awarded the Seiko Epson Prize for their proposal titled, “Revitalizing Local Industries in Tsubame-Sanjo, the Town of Manufacturing.”

In August 2025, four members of the team were invited to Seiko Epson to deepen their understanding and interest in the history, technology, and corporate culture of a manufacturing company. They also had the opportunity to engage in discussions with our employees about their ideas, allowing them to gain practical learning experience.

We will also support the 2025 Alps Area Tournament (Nagano, Yamanashi, and Shizuoka Prefectures) and provide strong backing for local high school students who want to take on challenges and learn.





## 2024 Koshinetsu Area Tournament Seiko Epson Prize Niigata Prefectural Sanjo High School Jibasangirls

### Revitalizing Local Industries in the Manufacturing Town of Tsubame-Sanjo

To help revitalize the local metalworking industry in Tsubame-Sanjo, the team proposed a hands-on select shop called “JIBASAN LABO.” The idea was inspired by their research into the effects of “magic metal,” and combines youth-oriented products with interactive workshops. This concept aims to spark new possibilities for local industries by engaging younger people through both experience and innovation.

[Click here for the presentation video \(Japanese\)](#) 



[Check here for the information about the Koshinetsu Area Tournament and the results of the 2024 nationwide tournaments \(Japanese\).](#) 

### Topic 2

In Suwa City, Nagano Prefecture, where Epson is headquartered, the Suwa Future Creation "Children's Dream Project" is being promoted as an opportunity for elementary and junior high school students to think about local community development. Epson helped implement an environmental education program as part of the project's fiscal 2023 activities under the theme "Achieving a Zero Carbon City." An Epson employee served as one of the lecturers to introduce participants to the current state of global environmental issues and the company's environmental initiatives. Suwa City, the host of the event, also introduced its efforts to improve the environment of Lake Suwa and reduce and recycle food waste. Participants listened with great interest and had a lot of questions.



### Topic 3

Nagano Senior High School, in Nagano Prefecture, has been designated by the Ministry of Education, Culture, Sports, Science and Technology to participate in a globalization project to promote innovation in high school education in collaboration with local communities. The aim is to develop human resources who can recommend solutions to local issues from a global perspective.

In November 2021, first-year students who are doing research into local sources of renewable energy and into the question of what companies and individuals can do to address global environmental problems visited Seiko Epson as part of their fieldwork. Epson shared knowledge that we have accumulated in these areas through our own activities, provided real-life examples, and talked about the concept of co-creation and the adoption of locally generated renewable electricity for realizing our environmental vision.



Students were also shown products such as Epson's PaperLab, which is a dry-process office papermaking system, and large format printers that are capable of printing on paper and a variety of other materials. In this way, the students learned more about the resource-related issues that Epson sees as important and about our products and services that help to reduce environmental impacts.

[Nagano Senior High School: Nagano Glocal Project \(Japanese\)](#) 

### Environmental Lectures for University Students (Japan)

In February 2020, we hosted practicum students of Shinshu University for a course called the Eco-Mind Program: Experience-Based Training for Environmental Competence.

This practicum is designed to give students a chance to learn directly from real-world practitioners about issues and initiatives in the environmental field. The head of Seiko Epson's environmental affairs organization lectured on Epson's environmental stance and initiatives while providing specific examples. He took questions from the students and listened to their ideas.

After the lecture, the students were given a tour of Epson's Manufacturing Museum and a demonstration of how Epson's PaperLab dry process office papermaking system recycles and produces paper. They were also given a tour of Epson Mizube Corporation, an Epson subsidiary that sorts and processes used ink cartridges. They deepened their understanding about a variety of actions that we as a manufacturing company are taking to address social issues.

When addressing environmental concerns, it is important to take local action to solve global issues. That is why we seek to realize a sustainable society, starting from here in Shinshu, and will continue to engage the local community in a wide range of ways.

### Environmental Education for elementary school Students (China)

In October 2023, Tianjin Epson Co., Ltd. collaborated with the Tianjin Society for the Promotion of Ecological Ethics and Tianjin Nankai Ecology and Environment Bureau to educate approximately 200 elementary school students about everyday garbage separation and recycling.

Our employees shared the knowledge and expertise on waste sorting and resource utilization that Epson has accumulated through its business activities, aiming to raise the students' awareness of environmental protection.

### Related Information

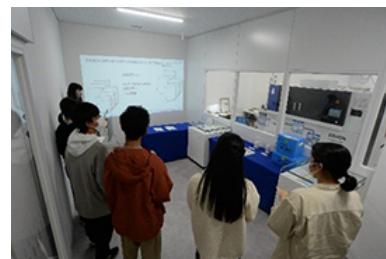
[Future Generation Education \(Environment\)](#) 

## Eco Communication

---

Introduction of communications on environmental topics.

### | Environmental Management Seminar (Japan)



In January 2023, Epson Sales Japan hosted an environmental management seminar entitled "Future Supplier Engagement as Seen by Sustainable Companies." It was open to companies interested in eco-conscious initiatives in their supply chains. In addition to members of Kokuyo Co., Ltd. and Seiko Epson Corporation who are responsible for promoting those companies' sustainability efforts, the seminar featured an expert speaker, Mitsuru Omori, Senior Manager at The Japan Research Institute, Limited. The two companies introduced their past efforts and discussed market trends and the environmental responses that will be required of supply chains in the future and shared with participants the current status and prospects of supplier engagement in the decarbonization trend.



## Epson Wins fourth Consecutive Award at ESG Finance Awards Japan

The ESG Finance Awards Japan, organized by the Ministry of the Environment, recognizes progressive, exemplary initiatives driven by investors, financial institutions, financial services providers, and companies that have made an impact by actively engaging in ESG financing or environmental and social enterprises with the goal of encouraging the spread and expansion of ESG financing. In the Environmentally Sustainable Company category, companies are evaluated on the quality of their information disclosures concerning things such as risks, business opportunities, and strategic opportunities related to environmental issues that could have a substantial impact on corporate value and on the effectiveness that the initiatives they have disclosed have had on corporate management. Epson was selected as an "Environmentally Sustainable Company" and was awarded Silver, making this the fourth consecutive year that Epson has been recognized in the Environmentally Sustainable Company category. (February 2025)



[Click here for the video introducing the initiatives \(Japanese\).](#) 

### Reasons Seiko Epson Was Selected for the Silver Award and the Minister of the Environment Award

The secretariat praised the company for its organizational ingenuity in promoting sustainability, such as having the CFO also serve as the CSuO. The company has shown a commitment to embedding its purpose, "Our philosophy of efficient, compact and precise innovation enriches lives and helps create a better world," internally even as external conditions have become more challenging. In the future, the company is expected to achieve qualitative improvements in its initiatives by clearly demonstrating the relationship between non-financial initiatives and corporate value, as well as to achieve results in growth areas.



## Environmental Value Award at the 3rd Annual Nikkei SDGs Management Grand Prix



The Environmental Value Award is granted to companies that earn a high overall score for initiatives relating to climate change, resources, and biodiversity. Companies are evaluated on things such as policies regarding the analysis of risks and opportunities and environmental audits; greenhouse gas emissions, the scope of emissions measured, and actual GHG quantities; quantitative measurement and long-term targets for wastes, power consumption, and water resources; climate change adaptation measures and environmental solutions; and activities to protect ecosystems.

Seiko Epson won its first Environmental Value Award in recognition of its efforts to reduce its own greenhouse gas emissions and, increasingly important, those of its business partners, as well as for its support for the TCFD recommendations and disclosure of emissions information in securities reports, and its ambitious targets for introducing renewable electricity.

Epson will continue to strive to contribute to the world through its technologies, products and services in order to achieve a better, more sustainable world as envisioned by the SDGs. (November 2021)



## Discussion with Other Companies (Japan)

The Kansai Productivity Center (KPC) is a non-profit organization that assists companies that have a large presence in the Kansai Region, a large area of Japan that includes cities such as Kyoto, Osaka, and Nara, with management innovation and human resources development. In December 2021, Epson responded to a request by the KPC to host a group of visitors taking a course in management strategy at the KPC's Management School. The visitors, who were from four leading Kansai companies in various industries, were exploring the topic of management's response to environmental problems, which they believe will be an important part of business administration in the future. They discussed a number of subjects with Seiko Epson executives, including the impact that decarbonization and carbon neutral initiatives will have on society and companies. Both sides benefited from the exchange of information.

In addition, we familiarized the visitors with Epson and some of its business activities by giving them a tour of Epson's Monozukuri Museum and paper recycling center, where paper used internally is recycled using the PaperLab, a dry-process office papermaking system, and by showing them Epson Mizube, a special subsidiary that employs a large number of people with disabilities, providing them with reasonable accommodations and jobs that fit their abilities.



## Community Dialog (Japan)

Seiko Epson and Epson Group companies in Japan organize events to exchange ideas with the local residents of the communities in which we operate for the purpose of cultivating a deeper understanding of our environmental initiatives and risk management system.

[Click here for details.](#) ➡

## Environmental Communication Guidelines

Epson's Global Environmental Communication Guidelines, established in 2008, provides rules for environment-related communications. The guidelines are used throughout the Epson Group to help ensure that the information we release about our environmental programs and environmental performance is correct and easy to understand.

### Related Information

[Evaluation by External Parties](#) ➔

## Eco Technology

---

Introduction of corporate citizenship programs that leverage Epson's technologies.

### Loggerhead Sea Turtle Protection Project

Epson collaborated with Kamogawa Sea World, local government, and universities in Kamogawa City, Chiba Prefecture, to study the effect of sand temperature on the hatching of endangered loggerhead turtle eggs, using its own temperature sensor technology. The study is expected to contribute to the protection of the species by increasing scientific knowledge of the effects of environmental temperature on sea turtles' gender and ecology.



Hatchlings leaving for the sea

(The results of this study, to which Epson contributed, were published in Volume 65, Number 2 of the Journal of Zoo and Aquarium Research, issued in March 2024.)

### Release of a Simple Tool for Measuring PFCs

Perfluorocarbons and some other gases used in semiconductor and LCD fabrication have extremely high global warming potential—a level that is about 10,000 times greater than that of CO<sub>2</sub>.

But measuring PFC gases was difficult until 2000, when Epson independently developed a simple method for measuring PFCs<sup>1</sup> that enables easy and accurate measurement using Fourier transform infrared spectroscopy (FT-IR). This method enabled Epson to sharply reduce PFC gas.

Epson patented the simple method for measuring PFCs but grants a free license, subject to certain conditions, to others. This method is now being used by numerous enterprises to reduce PFC gas.

<sup>1</sup> Formerly called the "Epson Method"

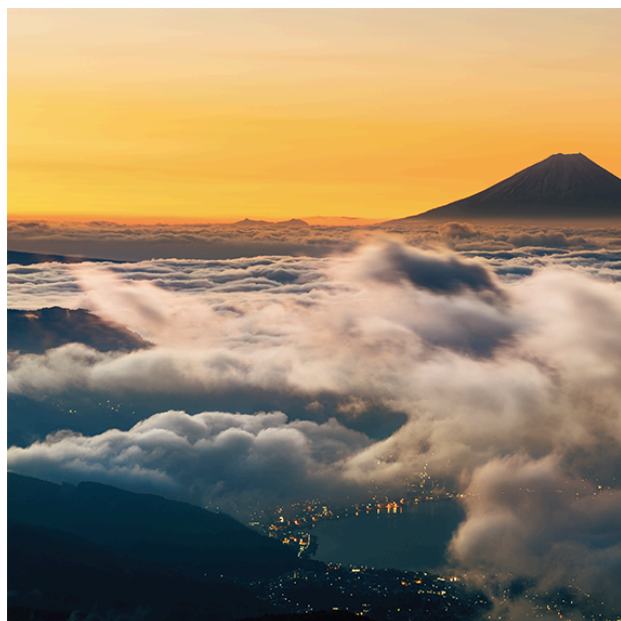
[Apply to use the measuring PFCs](#) ➔

# Environmental Message



## Engineering Precision. Innovating Sustainability.

Here at Epson, our technology is driven by our commitment to society and the environment. We focus on the essential and eliminate the unnecessary to create greater value. With this philosophy at our core, Epson has always strived to meet sustainability needs and will continue to do so.



"Engineering Precision. Innovating Sustainability."

This message expresses Epson's commitment as a manufacturer to realizing a sustainable future by driving technological advances based on a philosophy of efficient, compact, and precise innovation.

The pursuit of ever greater efficiency, compactness, and precision that we have embraced for so long goes well beyond technology. "Efficient, compact, and precise" encompass a philosophy for eliminating waste, reducing dimensions, and increasing precision.

We believe that this approach can enable us to create even greater social value. In other words, it is the idea that less is more. More and bigger by themselves do not equal enrichment. After all, bigger is not always better. Epson considers spiritual and cultural enrichment to be as important as material and economic enrichment.

We believe that enriching the lives of current and future generations lies at the crux of sustainability.

We at Epson respect the natural environment as something that helps to enrich lives and thus seek to strike a harmonious balance between our business activities and the environment. And we will continue to challenge ourselves to realize a sustainable future.



Purpose [→](#)



Environmental  
Vision 2050 [→](#)



Decarbonization [→](#)



Environmental  
History [→](#)

## Global Environment Portal



|                                               |                          |                                 |                                  |
|-----------------------------------------------|--------------------------|---------------------------------|----------------------------------|
| Canada <a href="#">↗</a>                      | U.S. <a href="#">↗</a>   | Latin America <a href="#">↗</a> | Brazill <a href="#">↗</a>        |
| Austria <a href="#">↗</a>                     | France <a href="#">↗</a> | Germany <a href="#">↗</a>       | Italy <a href="#">↗</a>          |
| Portugal <a href="#">↗</a>                    | Spain <a href="#">↗</a>  | Switzerland <a href="#">↗</a>   | United Kingdom <a href="#">↗</a> |
| Europe,Middle East & Africa <a href="#">↗</a> | China <a href="#">↗</a>  | Hong Kong <a href="#">↗</a>     | Japan <a href="#">→</a>          |
| South Korea <a href="#">↗</a>                 | Taiwan <a href="#">↗</a> | Singapore <a href="#">↗</a>     | Australia <a href="#">↗</a>      |
| New Zealand <a href="#">↗</a>                 |                          |                                 |                                  |

# Respect for Human Rights

**Epson will strengthen its efforts to respect human rights, earn the trust of society, and strive to be a company that grows together with society.**

Epson seeks to contribute to the realization of a better world by solving selected societal issues, attaining sustainable business growth, and enhancing corporate value.

In recent years, the business environment has changed drastically, including local conflicts, climate change, pandemics, rapid technological advancements, and growing social inequality. In this context, the role of companies in respecting human rights, which is becoming increasingly serious around the world, is important. Based on the United Nations Guiding Principles on Business and Human Rights, Epson is strengthening its commitment to respecting human rights, including in the value chain. First, we have established the Epson Group Human Rights Policy, which is the basis for our efforts to respect human rights. At present, we have identified labor, working environments, and supply chain as areas that are likely to have a adverse impact on human rights, and are continuously working to avoid, prevent, and redress them. We are also working hard to develop a system that allows those who have suffered or are at risk of human rights abuses in connection with Epson's corporate activities to speak out and seek redress. In addition, we emphasize communication with stakeholders such as employees and suppliers, and engage in various dialogue activities.

By continuing to make unremitting efforts to prevent such human rights violations, we hope to fulfill our corporate social responsibility to respect human rights, gain the trust of society, and grow together with society.



Emiko Nemura  
Professional Officer  
General Administrative  
Manager, Sustainability &  
Corporate Communications  
Promotion Office  
Chief Corporate  
Communications Officer / Chief  
Sustainability Officer  
In charge of specific projects in  
the Human Capital & Well-  
Being Management Division

## Respect for Human Rights Contents

Approach and Organization

Approach & Initiatives  
Epson Group Human Rights Policy  
Epson Slavery and Human Trafficking Statement

Human Rights Due Diligence of Epson Group

Human Rights Due Diligence  
Concrete Actions

Grievance Mechanism

Approach  
Concrete Actions

Training

Approach  
Concrete Actions

Approach and Initiatives for Respecting Human Rights in the Supply Chain

Approach and Actions for Respecting Human Rights  
Addressing identified human rights issues

ESG Data

Standards Comparison

Sustainability Report

Integrated Report

# Approach and Organization

Approach & Initiatives ▼

Epson Group Human Rights Policy ▼

Epson Slavery and Human Trafficking Statement ▼

## Approach & Initiatives

Epson believes that respecting human rights in its corporate activities is an essential corporate responsibility, with Management Philosophy and Principles of Corporate Behavior at the core of its management. In 2005, Epson established the Policies regarding Human Rights and Labor Standard based on the United Nations Global Compact, and has been practicing actions in accordance with this policy.

Furthermore, to respond to new challenges in the ever-changing global business environment, Epson is strengthening its human rights initiatives and has revised Epson Group the Policies regarding Human Rights and Labor Standard as the "Epson Group Human Rights Policy" as of April 1, 2022, in accordance with the United Nations Guiding Principles on Business and Human Rights. In April 2019, we also joined the Responsible Business Alliance (RBA), a non-profit organization that supports the rights and welfare of workers and communities affected by the global supply chains, and are conducting activities together with our suppliers in accordance with the RBA Code of Conduct.

In addition to complying with the Guiding Principles and respecting human rights internationally recognized in the Universal Declaration of Human Rights and elsewhere, Epson supports the aims of the RBA and, as a member, is committed to ensuring that the RBA Code of Conduct is observed also by its suppliers. Through these efforts, we aim to ensure that human rights are respected in Epson's corporate activities throughout the entire value chain, including the product supply chain. (Guiding Principle 16)

### Promotion Organization

Epson's human rights initiatives are spearheaded by the professional officer responsible for key focus areas under Seiko Epson's Human Capital & Well-Being Management Division. This person is working in concert with corporate departments that supervise sustainability, RBA activities, supply chain CSR, diversity & organizational culture design and human resources, and building a network with HR departments and related departments of our global affiliates to guide initiatives to prevent human rights abuses. To appropriately address human rights issues in the supply chain, the department in charge of supply chain CSR in the Production Planning Division informs and educates our suppliers about Epson's human rights policy and code of conduct. It also conducts human rights impact assessments, supervises remedial action where needed, and has set up a whistleblowing system that business partners can use to report issues.

Our human rights initiatives are periodically reported to management meeting bodies and to the board of directors.

## Epson Group Human Rights Policy



In light of recent changes in awareness and issues regarding human rights in the international community, and to further strengthen our efforts to respect human rights, we revised Policies Regarding Human Rights and Labor Standards for the Epson Group as the Epson Group Human Rights Policy as of April 1, 2022. The Epson Group Human Rights Policy is based on the content of the Guiding Principles and was revised following a resolution by the Board of Directors. We position this Epson Group Human Rights Policy as the highest-level guideline for our efforts to respect human rights and are promoting human rights initiatives focused on the Epson Group and its supply chain. We regularly review the Epson Group Human Rights Policy, and as of September 1, 2024, we revised Article 1 (Background of Enactment) in its entirety to include our purpose in the description of our business practices and to reflect the positioning of our management philosophy, which serves as the basis for the employees' decisions and actions.

[Epson Group Human Rights Policy](#) ➔

[Supplier Guidelines](#) ➔

## Epson Slavery and Human Trafficking Statement

---

In accordance with the United Kingdom Modern Slavery Act 2015, the Australian Modern Slavery Act 2018, the Canada's Fighting Against Forced Labour and Child Labour in Supply Chains Act 2024, and the California Transparency in Supply Chains Act, Epson reports the policies and outcomes of its efforts to eradicate modern slavery and human trafficking from the supply chains as follows.

### < Latest fiscal year >

[Epson Slavery & Human Trafficking Statement for Financial Year 2024 \(PDF, 4.9MB\)](#) 

[Epson Slavery & Human Trafficking Statement for Financial Year 2024 \(Japanese\) \(PDF, 1.2MB\)](#) 

### < Past Statements >

[Epson Slavery & Human Trafficking Statement for Financial Year 2023 \(PDF, 7MB\)](#) 

[Epson Slavery & Human Trafficking Statement for Financial Year 2023 \(Japanese\) \(PDF, 1.2MB\)](#) 

[Epson Slavery & Human Trafficking Statement for Financial Year 2022 \(PDF, 1,033KB\)](#) 

[Epson Slavery & Human Trafficking Statement for Financial Year 2022 \(Japanese\) \(PDF, 991KB\)](#) 

[Epson Slavery & Human Trafficking Statement for Financial Year 2021 \(PDF, 191KB\)](#) 

[Epson Slavery & Human Trafficking Statement for Financial Year 2021 \(Japanese\) \(PDF, 901KB\)](#) 

[Epson Slavery & Human Trafficking Statement for Financial Year 2020 \(PDF, 171KB\)](#) 

[Epson Slavery & Human Trafficking Statement for Financial Year 2020 \(Japanese\) \(PDF, 843KB\)](#) 

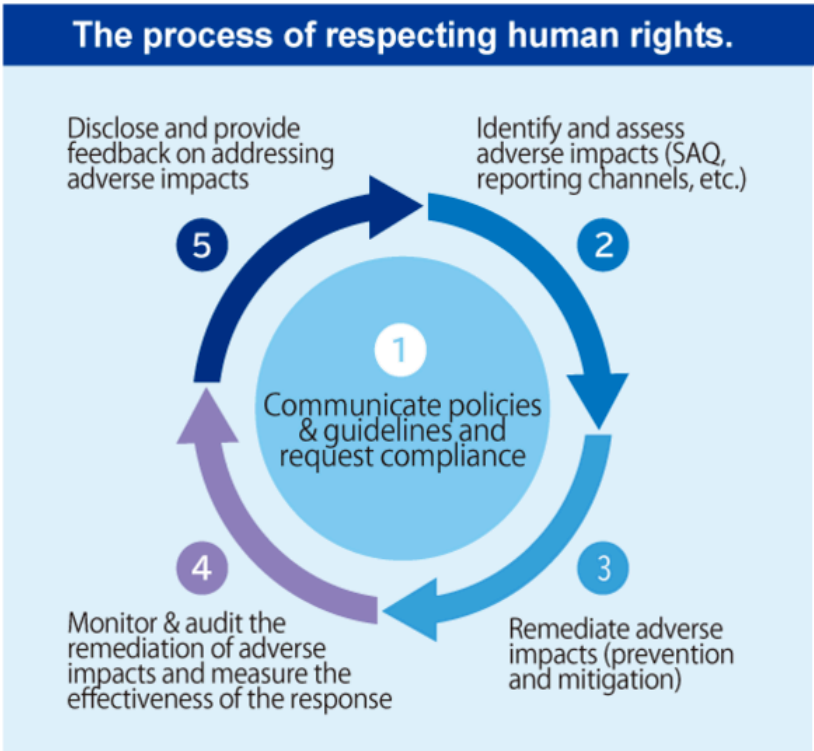
# Human Rights Due Diligence of Epson Group

Human Rights Due Diligence ▼

Concrete Actions ▼

## Human Rights Due Diligence

Epson has established a process for respecting human rights in accordance with the United Nations Guiding Principles on Business and Human Rights (hereinafter referred to as the Guiding Principles). Epson has established the Epson Group Human Rights Policy, and is continuously implementing activities to identify and investigate adverse human rights impacts to extract problems and issues across the value chain, including group companies and business partners, to prevent and redress them. We monitor the results or progress of these prevention and redress activities on an as-needed and regular basis and report and disclose them appropriately internally and externally.



## Concrete Actions

1. Human Rights Impact Assessment (Identification of adverse impacts) (Process of respect for human rights described above ②)[Guiding Principle 18]

In FY2023, we again conducted an impact assessment and identified adverse human rights impacts. The following information was referenced in the assessment

- Recognition and knowledge through the Responsible Business Alliance (RBA) activities over the past 4 years (CSR self-assessment and RBA audits)
- Status of occurrence, consultation, and reporting of internal and supply chain incidents
- Literatures such as Ministry of Economy, Trade and Industry's "Guidelines for Respecting Human Rights in Responsible Supply Chains, etc.," and "Practical Reference Materials," and information obtained through participation in the Keizaijin Caux Roundtable Stakeholder Engagement Program, etc.

As a result, we have re-identified that the areas where human rights abuses are particularly severe and likely to occur at Epson are the labor and occupational health and safety issues listed in the table below related to Seiko Epson Corporation's employees, Epson Group company employees, agency workers, supplier employees, on-site service vendor workers, and migrant workers as well as Asia in terms of region and manufacturing in terms of business type. The "specific examples of particular concern" are listed by referring to the RBA Code of Conduct and past incidents within the Epson Group.

| High Priority Groups                                                                                                                                  | Major Adverse Impacts          | Specific Examples Requiring Particular Attention                                                                                                                                       |
|-------------------------------------------------------------------------------------------------------------------------------------------------------|--------------------------------|----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| Employees of Seiko<br>Epson Corporation and Epson Group<br>Temporary staff<br>Supplier employees<br>On-site service vendor workers<br>Migrant workers | Forced labor                   | - Intermediary fees, recruitment fees, and other expenses related to employment<br>- Confiscation of passports<br>- Forced overtime<br>- Freedom to leave work or terminate employment |
|                                                                                                                                                       | Young workers                  | - Overtime, night shifts, and work that jeopardise the health, safety or morals                                                                                                        |
|                                                                                                                                                       | Overwork                       | - Violations of laws and internationally recognized human rights norms regarding working hours, and long working hours that are detrimental to health.                                 |
|                                                                                                                                                       | Wages and Benefits             | - Unpaid overtime wages<br>- Non-payment or deductions from wages as a disciplinary measure                                                                                            |
|                                                                                                                                                       | Inhuman treatment              | - Harassment                                                                                                                                                                           |
|                                                                                                                                                       | Discrimination                 | - Discrimination in dismissal and treatment<br>- Pregnancy tests, dismissal of pregnant women                                                                                          |
|                                                                                                                                                       | Occupational Health and Safety | -Hazardous and noxious working environment<br>-Protection of female workers<br>-Protection of workers in emergency situations                                                          |

## 2. Prevention and Mitigation of Adverse Impacts (Process of respect for human rights described above ③) [Guiding Principle 19]

Epson conducts CSR self-assessment annually in compliance with the RBA Code of Conduct and the survey form. After joining the RBA in April 2019, Epson is promoting activities to raise awareness of the RBA Code of Conduct to the Group, as well as conducts CSR self-assessment annually at Seiko Epson's plants and offices, domestic and overseas Group companies, and major suppliers in compliance with the RBA survey form on an ongoing basis. The results of the CSR self-assessment survey are reported to the RBA. Each Seiko Epson plant and office, Group company, and supplier identify where adverse human rights impacts are located and develop corrective plans to redress and mitigate the identified adverse impacts.

### Overview of 2024 CSR Self-Assessment (Epson Group locations)

| Topic                      | Description                                                                                                                                                                                                                                    |
|----------------------------|------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| Questionnaire              | RBA Self-Assessment Questionnaire (SAQ)<br>- Facility Risk Questions<br>- Facility Control Questions                                                                                                                                           |
| Survey Contents            | RBA Code of Conduct<br>Section A Labor<br>Section B Health and Safety<br>Section C Environment<br>Section D Ethics<br>Section E Management System                                                                                              |
| Implementation Period      | Survey: April - June 2024<br>Identification of issues and corrective actions: July 2024-.                                                                                                                                                      |
| Target Locations           | Seiko Epson business Locations 11 facilities<br>Domestic affiliates: 8 companies (6 manufacturing companies and 2 sales and other companies)<br>Overseas offices 45 companies (15 manufacturing subsidiaries and 30 sales and other companies) |
| Addressing Adverse Impacts | Develop a corrective action plan and work on redress and mitigation with the support and cooperation of the relevant headquarters departments in charge.                                                                                       |

#### Results for 2024 (summary)

In 2024, Seiko Epson conducted CSR self-assessment in accordance with the fully revised RBA SAQ.

The results of CSR self-assessment at each Seiko Epson facility, domestic affiliate, and overseas affiliate showed no high-risk \*.

\*High risk is defined as a score of less than 60 points

The responses from each site were reviewed by the RBA supervisory department at the head office and the relevant supervisory department, and no issues that fall under priority non-conformances were found. In the process of the examination, we communicated with each site regarding any points of uncertainty and provided feedback to each site individually regarding areas that require correction.

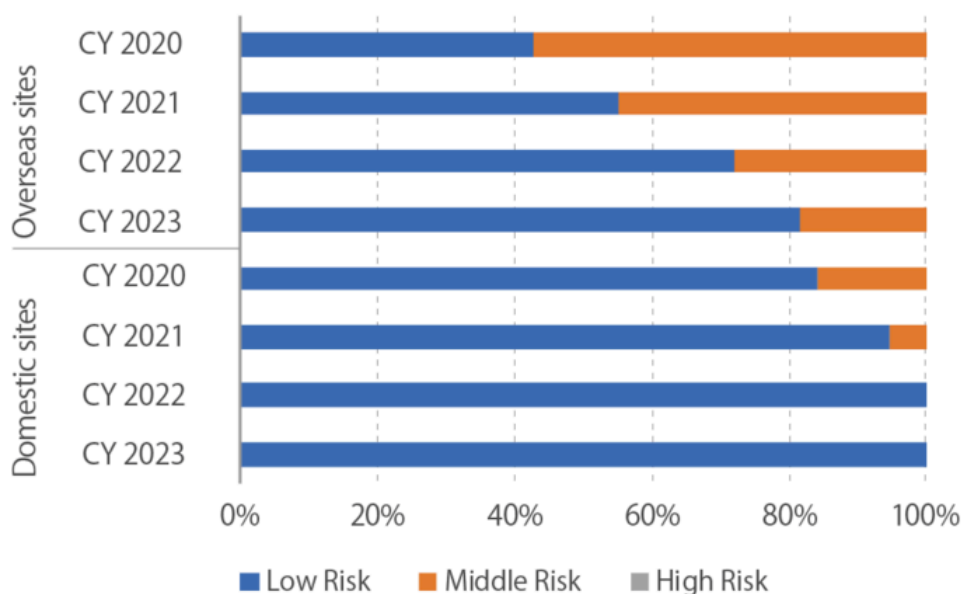
There were two common issues at many of the sites that were not adequately addressed.

| Matter                                                                | Response                                                                                                                                                                                                                |
|-----------------------------------------------------------------------|-------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| Reasonable accommodation for persons with disabilities                | The head office supervisory department will disseminate guidelines to all sites on the meaning of this concept and the approach to dealing with it, and promote understanding of the concept.                           |
| Conducting evacuation drills during the hours when it is dark outside | The supervisory department at the head office is currently discussing with the department at the head office in charge of disaster prevention countermeasures about an announcement on the implementation of the drill. |

We will continue our efforts to further disseminate Group policies, Group regulations, rules and guidelines, etc. to each of our sites to ensure that the risk of serious human rights abuses continues to be controlled.

(Reference) The following table shows the results of CSR self-assessments (self-assessments in accordance with the RBA SAQ prior to revision) conducted by Epson Group companies from 2020 to 2023. The risk level is determined based on the score. We believe that the overall risk level has been decreasing year by year as a result of corrective actions taken each year.

## CSR Self-assessment results by year



\* Low risk: Evaluation points are above 85, and actions are being taken overall at the level required by the RBA Code of Conduct.

Medium-risk: Evaluation points are more than 65 and equal to or below 85, and there are items for which actions are not taken at the level required by the RBA Code of Conduct, and voluntary improvement is necessary.

High Risk: Items with a score of 65 or less, and items that do not meet the required level of the RBA Code of Conduct require improvement and monitoring of results.

### Verification of Compliance with the RBA Code of Conduct (Mock Audit)

Seiko Epson has been conducting RBA's self-assessment for its main business locations, and now, in addition to that, we have conducted a compliance check (mock audit) by experts.

Outline of the mock audit

Implementation period December 2024

Implementation business Place Hirooka business Place (Nagano Prefecture)

Content and methods (document verification, on-site inspection, worker interviews) in accordance with RBA VAP audit standards

Auditor Third party qualified as an associate auditor of RBA

As a result of the mock audit, no serious adverse impacts on human rights were identified. However, some non-conformances with the RBA Code of Conduct were pointed out. As a member of the RBA, Seiko Epson is voluntarily addressing these non-conformances by formulating corrective action plans in consultation with the relevant departments. Progress on these initiatives is reported to management as needed.

[Click here for more information on detailed CSR evaluation in the supply chain](#) ➔

### 3. Monitoring of Results and Progress (Process of respect for human rights described above ④) [Guiding Principle 20]

With the involvement of management, each facility, company, and supplier of Seiko Epson and its affiliates are working to redress or mitigate adverse human rights impacts per corrective plans. For serious adverse impacts, the relevant supervisory department at the headquarters confirms the completion of the remediation.

Epson continues to conduct the CSR self-assessment survey once a year to check the status of correction of non-compliance with the RBA Code of Conduct at each company and facility. Furthermore, seven of Epson's main manufacturing sites in Southeast Asia and China (as of May 2025) had voluntarily undergone RBA's Validated Assessment Program (VAP) audits on an ongoing basis to identify and correct issues from a third-party perspective and improve the level of their activities. To date, Epson has obtained the Platinum recognition, which is awarded when a company achieves a perfect score (200 points) with no RBA Code of Conduct nonconformities, at the production site in Indonesia, Malaysia, Thailand, China, and the Philippines.

[Locations currently certified Platinum and Gold](#) ➔

The following are some of the major examples of adverse human rights impacts identified in FY2024 as a result of CSR assessment

surveys or RBA VAP audits within the Group, which have been addressed or are being addressed on an ongoing basis.

| Adverse impacts                                                   | Place of Occurrence   | Status of addressing                                                                                                                 |
|-------------------------------------------------------------------|-----------------------|--------------------------------------------------------------------------------------------------------------------------------------|
| Delay in payment of wages to retirees                             | manufacturing company | Changed payment date in accordance with laws and regulations (within 3 days from the date of retirement) (system to be modified)     |
| Failure to maintain safety equipment (eye washers)                | manufacturing company | Replace with fixtures that meet legal requirements                                                                                   |
| Insufficient days of paid leave granted to former dispatch worker | manufacturing company | The paid leave calculation method was revised in accordance with laws and regulations, and leave days were recalculated and granted. |
| Not testing drinking water (tap water) quality                    | manufacturing company | Inspection procedure was set in accordance with laws and regulations, and inspection was completed.                                  |
| Failure to equip manufacturing machinery with safety devices      | manufacturing company | Equipped with safety devices for such machines in accordance with laws and regulations                                               |

In addition, adverse human rights impacts that have been addressed and provided for remediation include the following

| Adverse impacts                                                                                         | Place of Occurrence   | Status of addressing                                                                        |
|---------------------------------------------------------------------------------------------------------|-----------------------|---------------------------------------------------------------------------------------------|
| Long working hours by employees of business partners                                                    | Business partners     | Discussed corrective measures with business partners, and actions have been taken.          |
| Workers bear the recruitment fees                                                                       | Business partners     | Reimbursed                                                                                  |
| Violation of the Law concerning Worker Dispatching                                                      | Manufacturing company | Keep outsourced operations within the scope of the law.                                     |
| Improvement of the emergency exit doors on the factory evacuation route                                 | Manufacturing company | The structure of the relevant emergency exit doors has been reviewed.                       |
| Brokerage/recruitment fees to agencies paid by migrant workers                                          | Manufacturing company | Stopped migrant workers' burden and reimbursed to workers                                   |
| Custody of migrant workers' passports                                                                   | Manufacturing company | Thoroughly prohibit passports from being kept in custody                                    |
| Agreement process with workers regarding overtime                                                       | Sales company         | Clarification of the process for requesting overtime work                                   |
| Advance payment by the applicant for the cost of medical examinations at the time of hiring             | Manufacturing company | Reimbursed to the individual and changed to a process that does not require advance payment |
| Inadequate legal requirements in the contract between staffing agencies and the employees they dispatch | Staffing agency       | Update the contract to comply with the law                                                  |

|                                                                              |                   |                                                                                     |
|------------------------------------------------------------------------------|-------------------|-------------------------------------------------------------------------------------|
| Failure to record overtime work                                              | Staffing agency   | Payment of unpaid overtime wages and improvement of the overtime work record system |
| Errors in the calculation of the amount of withholding at source             | Staffing agency   | Adjustment of withholding tax payments, updating of calculation system              |
| Failure to pay legal reserves related to employees                           | Business partners | Discussions and improvements have been made with the business partner.              |
| Failure to manage working hours                                              | Business partners | Discussions and improvements have been made with the business partner.              |
| Failure to pay overtime wages by contractors performing services on premises | Business partners | Overtime wages have been paid in accordance with the local laws                     |

#### 4. Communication and Reporting (Process of respect for human rights described above ⑤) [Guiding Principle 21]

The status of our efforts to address the issues requiring corrective actions is reviewed annually by the responsible manager and reported on our website and in our Sustainability Report. Global efforts of the Epson Group are reported in a statement on modern slavery and human trafficking.

[Epson Slavery and Human Trafficking Statement](#) ➔

To build and maintain good labor-management relations, Epson proactively provides information to employees and engages in sincere dialogue and discussions. Epson also communicates with customers about the status of Epson's efforts to respect human rights as needed.

## Major initiatives undertaken in FY2024

### Responding to Harassment by Customers

While there are legitimate complaints from customers requesting improvements regarding problems with products and services, there is a very small percentage of cases where requests or behavior that are inappropriate in light of social norms deny individuality or damage the dignity of the employees involved. These impede the continuous provision of services and lead to a deterioration in service quality.

Society's interest in this kind of customer harassment is growing. In fiscal 2024, Epson conducted a questionnaire survey and interviewed mainly with the sales and service divisions of Seiko Epson and its domestic affiliates. As a result, it was confirmed that some Epson employees were also victims of serious customer harassment, including adverse effects on the mind and body. In response to this, Epson has taken the following measures by referring to the "Manual for Company Measures against Customer Harassment" issued by the Ministry of Health, Labour and Welfare, and other sources.

- Epson established the "Epson Group Guidelines for Customer Harassment" (March 21, 2025) and disseminated them both internally and externally.

- In case we determine that any behavior constitutes customer harassment, we will take a firm stand against it. We may refuse to provide products or services or respond to customers.

In addition, if customer harassment continues, if it is malicious, or if it is judged that it violates criminal laws and regulations, we may deal with it in cooperation with the police, lawyers, etc.

- Employees who experience customer harassment are required to report it to their superiors and the organization takes action, and we have made it known that they can use the consultation desk.

- If necessary, we will give consideration to employees who have been affected, including mental care.

In addition, in order to prevent the Epson Group from causing harassment against its business partners, etc., we will reiterate and thoroughly inform Epson Group employees in harassment education and other activities.



\*Please see below for information on the Epson domestic groups in scope.

Site   
Domestic Subsidiaries and Affiliates 

Initiatives for AI Ethical Governance

At Epson, AI is increasingly being utilized in various ways, including integration into products and adoption in business operations. At present, we are anticipating risks including copyright infringement as unauthorized use of third-party copyrighted materials, leakage of confidential information belonging to Epson or others, and the generation or dissemination of incorrect information, inappropriate expressions, or biased and discriminatory content. To ensure the proper use of AI and address potential adverse impacts such as human rights abuses, Epson is taking the following measures.

Promotion System

Establishment of the AI Ethics Committee (July 2023)

Epson has established the AI Ethics Committee with the primary purpose of collecting and analyzing a wide range of information related to AI trends, making policy decisions, responding to AI-related laws and regulations in various countries, and building and operating a comprehensive AI ethics governance framework across the group. Members of the committee include representatives from departments such as technology development, quality assurance, legal affairs, and administration.

AI Ethics Management System/Promotion System

Each department appoints an AI Ethics Manager responsible for raising awareness of AI ethics, providing education, and conducting risk assessments for AI utilization projects.

Additionally, all affiliated companies, including those overseas, designate AI Ethics Officers who are responsible for establishing AI-related standards, reviewing and assessing risks in AI system utilization projects, and educating employees.

Through this structure, Epson promotes AI ethics governance on a global scale.

Policies and Regulations

Epson AI Ethical Principles (established on August 1, 2023, revised on April 1, 2025)

These principles define the standards Epson should uphold in promoting the research, development, operation, and utilization of AI, with the aim of realizing a human-centered society where humans and AI coexist.

| Epson AI Ethics Principles                |
|-------------------------------------------|
| Coexistence of humans and AI              |
| Creating new AI value through co-creation |
| Fair, trustworthy, and accountable AI     |
| Safe and secure data distribution         |
| Contributing to the spread of healthy AI  |

Establishment of AI-related regulations and guidelines, etc.

To ensure the proper and ethical use of AI systems, Epson has developed and provided various internal rules and tools, including the AI Management Regulations, guidelines, checklists, and risk level assessment charts.

These policies apply across the entire Epson Group.

In response to the rapid spread of generative AI, Epson has also established the Generative AI Utilization Guidelines, which clearly outline considerations regarding copyright and privacy, as well as precautions for input and output.

These guidelines are designed to promote responsible and appropriate use of generative AI.

Operation

Epson manages AI systems using a "risk-based approach," in which the risk level of each AI system is assessed, and appropriate countermeasures are implemented based on the magnitude of the identified risks.

The AI Ethics Officer assesses and records the risk level for each AI utilization project.

In addition to copyright infringement and information leaks, Epson also checks for human rights violation risks from the perspective of consideration for social diversity and ensuring transparency and fairness.

If such risks are identified, we take measures to prevent or mitigate them.

## Education

To deepen understanding of the importance of AI ethics and ensure the effective implementation of AI ethics management measures, Epson conducted e-learning on AI ethics in fiscal year 2024 for all employees, including those at domestic and overseas group companies.

In addition, e-learning programs have been provided specifically for employees who are involved in internal utilization of AI or the development and delivery of AI-related products and services.

## Initiatives to Prevent Harassment

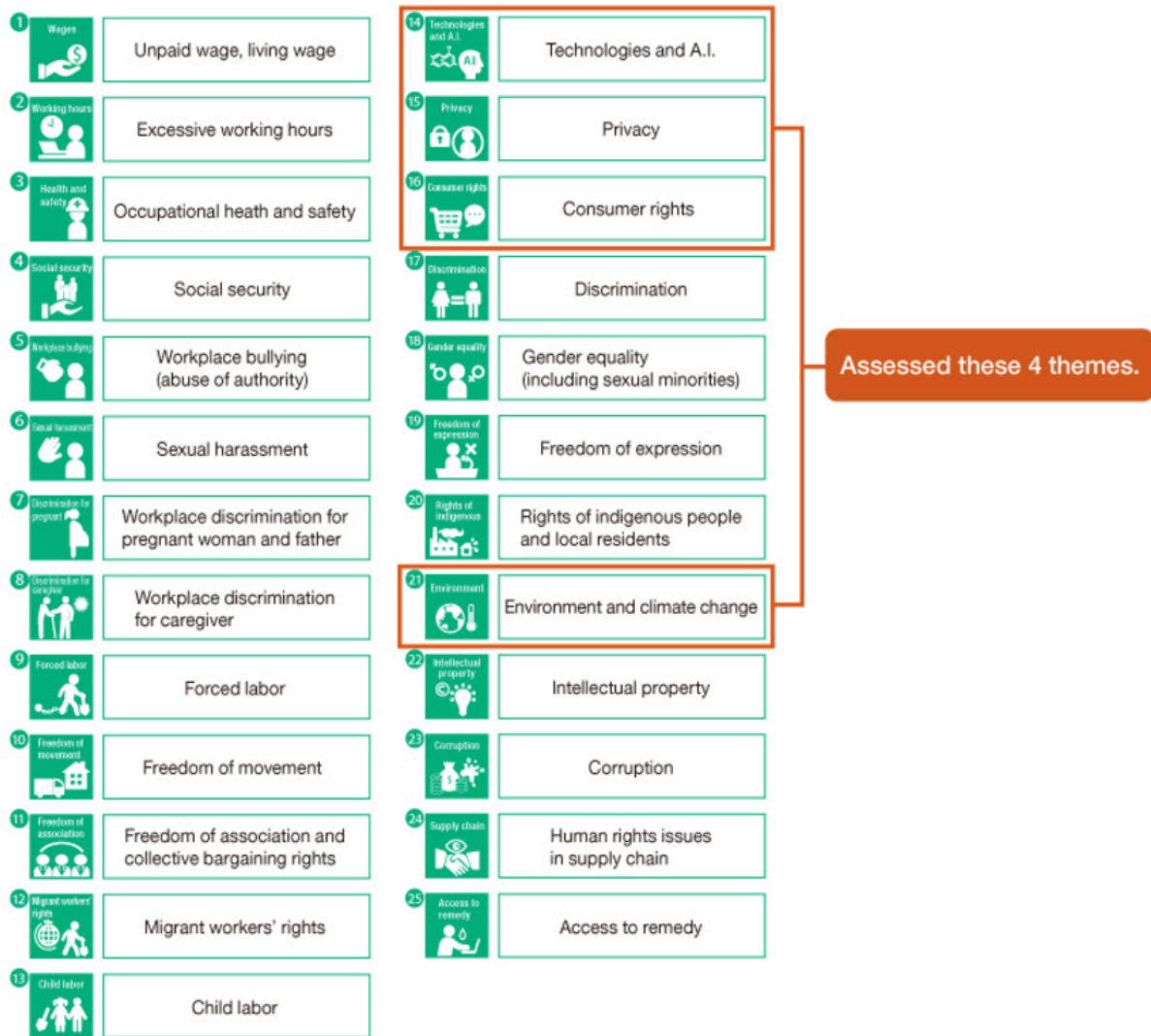
Epson recognizes that areas such as labor practices and occupational health and safety carry the highest risk of human rights abuses. In Japan, we are particularly committed to ongoing efforts to address harassment and continue to take proactive measures in this regard.

[Click here to see our approach to harassment](#) ➔

## | Initiatives undertaken in FY2023

Although Epson recognizes that labor practices and occupational health and safety are the areas with the highest risk of human rights abuses, in FY2023, we also conducted assessments in areas other than those. Specifically, we referred to the 25 categories presented by the Ministry of Justice as "areas of human rights that companies should respect," and selected eight of the following areas: "technology and AI", "privacy", "consumers' rights", "freedom of expression", "rights of indigenous people and local residents", "environment and climate change", "intellectual property", and "bribery and corruption". After considering the degree of difficulty in remediability and the scale and scope of impact, and considering the relevance to Seiko Epson's corporate activities, four themes were established: AI, privacy, consumers' rights, and environment and climate change.

## Areas of Human Rights that Companies Should Respect



Prepared with reference to the "Approach required by companies for 'Business and Human Rights' today" (Human Rights Protection Bureau, Ministry of Justice)

Of the four issues the following were discussed with the relevant divisions: the possible adverse impacts of human rights in general; the potential adverse impacts at Epson; laws, regulations, and general mechanisms and frameworks for preventing, stopping, and mitigating adverse impacts; mechanisms and frameworks at Epson; whether or not Epson has a consultation/reporting windows for stakeholders; and whether or not actual consultations/reports have been made. As a result, we concluded that, although the use of AI, in particular, is currently limited within the company and no serious adverse impact has been observed, we have determined to continue monitoring it. This is because the technology is likely to develop dramatically in the future and have a significant impact on society, and secondly, because for Epson as well there are various possibilities for development, such as internal use and development of other businesses and incorporating it into products, and that these may have an impact on human rights. We will also continue to monitor the other three themes although no serious adverse impacts have been found to date.

# Grievance Mechanism

Approach ▼

Concrete Actions ▼

## Approach

Epson has established and operates contact points for complaints in line with the United Nations Guiding Principles on Business and Human Rights (Guiding Principles 22, 29, and 31), which are available to anyone who has suffered or feels threatened of suffering a human rights abuse in connection with Epson's corporate activities. The Company is committed to responding sincerely to complaints and similar issues received, and to enhancing the effectiveness of appropriate remedies.

In addition, these grievance mechanisms are utilized for the following three purposes:

- (1) A means of reporting specific adverse human rights impacts for remedy and redress
- (2) One means of human rights impact assessment
- (3) Confirmation of whether the human rights issues identified and addressed have been surely remedied and redressed

## Concrete Actions

### Consultation and Reporting Hotline for Employees

Epson has established various contact points, including the Epson Helpline, Harassment Consultation Desk, Long Working Hours Consultation Desk, Employee Consultation Desk, Diversity Consultation Desk, and Consultation Desk for Foreign Nationals, to handle consultation and reporting from employees (including contract workers, part-timers, part-time workers, temporary workers, etc.) on human rights. These consultation services are available to employees (including contract workers, part-time employees, part-time freelancers, temporary workers, etc.) for consultation and reporting on human rights issues. Each of these contact points confirms the facts of the case, taking into consideration the wishes of the person consulting or reporting the matter as well as confidentiality of their identity and privacy, and works to provide remedies and prevent recurrence. Among these contact points, we are working to exchange information and understand the overall status of human rights-related consultation and reporting. Among the consultations and reports received through the above-mentioned contact points, there were three harassment cases in the second half of fiscal year 2023 and one case in the first half of fiscal year 2024 that resulted in disciplinary action. Taking into account the wishes of the individuals who reported or were affected, Epson investigated and verified the facts, and implemented measures such as deterrence of misconduct, prevention of recurrence, and ongoing support. We also communicated with the victims and provided mental and physical care as needed.

Aside from harassment, in the second half of fiscal year 2023, there was one report concerning insufficient attention to workplace safety and one report related to personal information security. In both cases, corrective actions were taken, and efforts were made to prevent future incidents.

### Consultation and Reporting Contact for All Stakeholders

Epson began providing all stakeholders, including customers, investors, and local residents, with access to the Japan Center for Engagement and Remedy on Business and Human Rights (JaCER) from April 2024, accepting consultations and reports through the dialogue and remedy platform provided by JaCER. JaCER is an organization that aims to provide a collaborative grievance resolution platform involving many companies in accordance with the UN Guiding Principles on Business and Human Rights (Guiding Principle 30) and to support and promote grievance resolution by its member companies from a professional standpoint. Epson is working with the support of JaCER to improve the effectiveness of its grievance mechanism, promote dialogue with stakeholders and advance remedy for those affected by human rights abuses. Through the use of these contact points, we will appropriately respond to consultations and reports on human rights from a wide range of stakeholders.

The consultation and reporting contact points mentioned above are operated under strict control, prohibiting retaliation against informants and ensuring anonymity.

[Whistleblowing Systems and Reporting Channels](#) ➔

[Whistleblowing System for Suppliers](#) ➔

[Contact for Inquiries](#) ➔

[About JaCER](#) 📄

[Report a Grievance to JaCER](#) 📄

[Home](#) > [Sustainability](#) > [Respecting human rights](#) > [Grievance Mechanism](#)

# Training

Approach ▼

Concrete Actions ▼

## Approach

---

Epson provides various types of education and training to ensure that its processes for respecting human rights function effectively, including for directors, management-level employees, procurement workers, general employees, and the supply chain. (Guiding Principle 16(d)) In particular, Epson communicates its policy and approach to respect for human rights to its supply chain through seminars on respect for human rights, as well as through meetings for introducing the procurement policy, briefings on supplier guidelines, and other opportunities.

## Concrete Actions

---

### Education for Epson Group Employees

For some time now, Epson has been promoting awareness of the RBA Code of Conduct and its detailed rules, mainly among relevant departments and personnel engaged in human resources, health and safety, environment, ethics, supply chain management, and other operations within the company in Japan and overseas. In FY 2021, on the occasion of the revision of the Epson Group Human Rights Policy, Epson once again provided training on "business and human rights" to directors, the members of the departments in charge of related functions at Seiko Epson's head office and related personnel, mainly from the human resources departments of domestic and overseas affiliated companies. Since fiscal year 2022, Epson has been conducting e-learning programs aimed at raising awareness of respect for human rights. These programs cover the basics of "Business and Human Rights", the Epson Group Human Rights Policy, and Epson's initiatives to promote respect for human rights. They are mandatory for all executives, employees, contract workers, and temporary staff of Seiko Epson and domestic affiliates, as well as for managers and above at all overseas subsidiaries.

As of now, the completion rate among targeted participants is 87.9% in Japan and 95.8% overseas. In addition, Epson continues to host seminars led by external experts on human rights-related topics for executives and employees across the Epson Group.

### Seminars and Briefings for Suppliers

In addition to explanations and expectations regarding social demands and the RBA (Responsible Business Alliance) requirements at the supplier briefings on CSR procurement, we also hold seminars and information sessions for the purpose of gaining a better understanding of the details. A large number of suppliers have participated. Epson also conducts surveys of suppliers to ascertain their needs, which are reflected in the seminars and briefings.

Epson believes that it is important for suppliers to voluntarily engage in CSR initiatives based on an understanding of the underlying objectives, without making the activities themselves an objective. In particular, based on the recognition that human rights require focused efforts, Epson conducts seminars every year by asking outside consultants and experts to serve as lecturers to provide

professional information in light of ever-changing social demands.

In FY2023, following the revision of the RBA Code of Conduct and Epson's Supplier Guidelines, we held a briefing session, which was attended by more than 1,000 suppliers and helped them understand Epson's procurement policy and the purpose and changes of the RBA Code of Conduct.

## **| Human Rights Training for Security Personnel**

Seiko Epson outsource security services to third-party companies, and we ask these companies to provide human rights training. In the detailed CSR evaluation based on the self-assessment for suppliers conducted in FY2024, we confirmed the implementation of human rights training by our subcontractors.

[Home](#) > [Sustainability](#) > [Respecting human rights](#) > [Education and Training](#)



# Respect for Human Rights in the Supply Chain

Approach and Initiatives for Respecting Human Rights in the Supply Chain ▼

Addressing identified human rights issues ▼

## Approach and Initiatives for Respecting Human Rights in the Supply Chain

### Approach

Epson has declared in its Human Rights Policy that human rights should be respected not only by Epson but also by its suppliers. As stated in the Human Rights Policy, Epson is not only committed to complying with the UN Guiding Principles on Business and Human Rights and respecting internationally recognized human rights as stated in the Universal Declaration of Human Rights and others but is also committed, as a member and supporter of the RBA's (the Responsible Business Alliance) objectives, to ensuring that suppliers comply with the RBA Code of Conduct. (Guiding Principle 16(c)) Through these efforts, we aim to ensure that human rights are respected throughout the supply chain of Epson products.

### Concrete Actions



Epson believes that respecting human rights in its corporate process is an important corporate responsibility, with Management Philosophy and Principles of Corporate Behavior at the core of its management. In 2005, Epson established Epson Group the Policies regarding Human Rights and Labor Standards based on the United Nations Global Compact and had been practicing actions in accordance with this policy.

In April 2019, we also joined the Responsible Business Alliance (RBA), a non-profit organization that supports the rights and well-being of workers and communities affected by the global supply chain and are working with our suppliers to promote business activities in accordance with the RBA Code of Conduct.

Furthermore, Epson is strengthening its human rights initiatives to respond to new challenges in the ever-changing global business environment. Epson revised the "Epson Group the Policies regarding Human Rights and Labor Standards" as of April 1, 2022, in compliance with the UN Guiding Principles on Business and Human Rights, through a resolution of the Board of Directors as the "Epson Group Human Rights Policy."

In addition, Epson has established the Epson Group Supplier Guidelines, consisting of the RBA Code of Conduct and Epson's policies. Epson requests suppliers to comply with them and obtain written consent.

[Epson Group Human Rights Policy](#) ➡

[Supplier Guidelines](#) ➡

## **2 . Human Rights Due Diligence (Process of respect for human rights described above ② ) [Guiding Principle 17-21]**

Among all stakeholders involved in business activities (customers, shareholders and investors, local communities, business partners, NGOs and NPOs, employees, etc.), Epson has identified the supply chain as a high priority from the perspective of human rights. Under the requirements for a Regular Member of the Responsible Business Alliance (RBA) on supplier management<sup>\*1</sup>, Epson confirms compliance with each item of the RBA Code of Conduct (labor and human rights, health and safety, environment, ethics, and management systems), and works to remedy and redress, as well as to affirm status of respecting human rights of indigenous people and foreign migrant workers. For over 10 years, we have been conducting annual human rights impact assessments using CSR assessments and other measures for our major suppliers, including not only direct material suppliers such as parts and manufacturing contractors but also other business partners (on-site service providers, human resources agencies such as recruitment agencies and staffing agencies, logistics companies, etc.). In addition to the self-assessment in which suppliers respond to the designated forms, included in the human rights impact assessment is confirmation by on-site verification and audits. The identified adverse impacts are remedied, corrective action plans are formulated, and recurrence prevention measures are taken. In addition to identifying adverse impacts through assessments, Epson recognizes the importance of reporting through grievance mechanisms and other means as measures for human rights impact assessment.

<sup>\*1</sup> [Overview of RBA Regular Membership Obligations](#) 📄

## **3. Evaluation Results, Prevention/Remediation (Process of respect for human rights described above ③)**

Through the above assessment activities, we identify adverse human rights impacts at suppliers and implement prevention and mitigation measures for them.

## **4. Monitoring (Process of respect for human rights described above ④)**

Epson continues to conduct annual CSR self-assessments and similar to confirm supplier compliance with the RBA Code of Conduct. In addition, Epson has received confirmation of compliance with the RBA Code of Conduct E12 (Supplier Responsibility) and D7 (Responsible Mineral Sourcing), among others, during ongoing VAP audits at Epson manufacturing sites. Indirect workers (employees of on-site service vendors and dispatch workers,) are included in the scope of the audits and are used as a means to identify adverse human rights impacts and we redress any non-conformities or deficiencies when detected.

In addition, information reported through grievance mechanisms and similar is used as a means of measuring the effectiveness of addressing adverse human rights impacts.

## **5. Communication and Reporting (Process of respect for human rights described above ⑤)**

Epson discloses its progress and achievements in respecting human rights in its supply chain, as well as the status of its own group companies, in its Sustainability Report on the Web after an annual review by the responsible person. With regard to modern slavery and human trafficking, Epson publishes an annual statement on the Modern Slavery Act of each country, including the United Kingdom, and reports on the Epson Group's efforts to address this issue.

## 6 . Remediation [Guiding Principle 22, 29, 30 and 31]

All group companies in Japan and overseas have set up a contact point for suppliers to receive consultations and reports. Anonymous reporting and reporting in local languages are allowed, and we strictly prohibit any retaliation for reporting. We are also a member of the Japan Center for Engagement and Remedy on Business and Human Rights (JaCER), a complaint-handling platform that complies with the UN Guiding Principles on Business and Human Rights, to promote dialogues and remedies.

### Contact Information (for inquiries) (e.g. corporate phone number)

Suppliers of Group Companies in Japan: Consultation and Reporting Desk [➔](#)

Overseas Group Company Suppliers: List of Contact Points Established by Each Company (PDF,380KB) 

JaCER Contact [☐](#)

## Addressing Identified Human Rights Issues [ Guiding Principle 19 ]

---

Epson has developed a program for suppliers who are high-priority targets for addressing adverse human rights impacts and is promoting activities worldwide.

### 1. Informing Suppliers of the Code of Conduct through Supplier Guidelines and Obtaining Their Consent

The Epson Group Supplier Guidelines are available in seven languages (English, Japanese, Simplified Chinese, Spanish, Portuguese, Thai, and Indonesian) to ensure that they are understood by many suppliers. We publicize the guidelines on the web and each Group company in Japan and overseas has made this information known to all suppliers. In 2024, when the guidelines were revised, we held a briefing session to explain the revision to our suppliers and earned their understanding of the details of the Supplier Code of Conduct (the RBA Code of Conduct). In addition, we have obtained written consent from over 2000 suppliers to comply with the above Supplier Guidelines.

### 2. Education through Human Rights Seminars

Every year, Epson conducts a human rights seminar for suppliers, inviting outside experts as guest speakers.

At the seminar, in addition to the policy and status of Epson's initiatives, we provide information on Epson's approach to respect for human rights and the latest information on the global and Japanese situations surrounding human rights.

More than 300 suppliers participate in the seminar every year, and in FY2024 approximately 300 companies/500 people attended.

< Seminar program >

Seminar 2024

Theme: Business and Human Rights and International Labor Standards

Guest speaker:

Mr. Ryusuke Tanaka, Program Officer, External Relations and Labor Standards Specialist, International Labour Organization (ILO) Office in Japan

Ms. Mami Kamoshita, Program and Operations Officer, International Labour Organization (ILO) Office in Japan

Seminar 2021, 2022, 2023

Theme: Business and Human Rights

Guest speaker:

Mr. Keisuke Hanyuda, CEO, OWLS Consulting Group

### 3. Due Diligence through SAQ, Remediation, etc.

Epson has conducted annual supplier due diligence for over 10 years.

We use the Self-assessment questionnaire (SAQ), which checks compliance with the RBA Code of Conduct, to understand the status of our suppliers' efforts to respect human rights. In addition to implementing human rights remedies, we provide feedback to each supplier on matters that require action at that supplier's base, request that they take action, and confirm whether any corrections have been made. The RBA Code of Conduct alone covers a wide range of human rights issues, particularly in section A: Labor. However, we have identified and evaluated particularly salient human rights issues also in consideration of the ILO Core

Labor Standards, the principles of the United Nations Global Compact, and so forth.

**(Salient Evaluation Item)**

| Items                                                                                                         | ILO Convention | RBA Code of Conduct |
|---------------------------------------------------------------------------------------------------------------|----------------|---------------------|
| Prohibition of child labor                                                                                    | No. 138/182    | A2                  |
| Forced labor prohibition                                                                                      | No. 29/105     | A1                  |
| Appropriate management of working hours<br>(Maximum working hours: 60 hours per week, 1 day off every 7 days) | -              | A3                  |
| Proper payment of wages<br>(Proper payment of minimum wages and overtime wages, observance of payment dates)  | -              | A4                  |
| Humane treatment (Prohibition of harassment)                                                                  | No. 190        | A5                  |
| Non-discrimination                                                                                            | No. 100/111    | A5                  |
| Freedom of association and collective bargaining rights                                                       | No. 87/98      | A6                  |
| Ensure a safe and healthy work environment                                                                    | No. 155/187    | B Health and Safety |

**Remediation/Redress Cases**

- Reimbursement of Recruitment Fees to Foreign Workers

Through the self-assessment, we identified a case that foreign workers who hired by on-site manufacturing contractors at our manufacturing sites, had paid recruitment-related fees in their home countries of foreign workers. (such as commissions, language training fees, and visa acquisition fees).

→(Remedies and Corrective Actions) We held discussions with the manufacturing contractor and confirmed through evidence that the reimbursement had been completed. Furthermore, we have agreed with the manufacturing contractor in question to ensure that there will be no payment by workers for recruitment fees in the future.

- Employment Contracts

Through self-assessment, we identified that employment contracts at multiple suppliers were lacked certain items of terms and condition, and were not written in a language that workers could understand.

→(Remedies and Corrective Actions) We have provided detailed explanations to the relevant suppliers regarding the items that should be included in their employment contracts, requested them to change the format, and have confirmed that they have completed remedial and corrective measures.

- Holidays

During a VAP audit conducted at our manufacturing sites, it was identified that on-site security company was not paying overtime wages and holiday allowances and that holidays were not being granted.

→(Remedies and Corrective Actions) We have requested the relevant security company to pay the wages and allowances in question and to grant holidays, and have confirmed the completion of the remedial corrective measures.

**4. Remedies through Reporting Channels for Business Partners [Guiding Principle 22, 29 and 31]**

The mechanisms allow reporting in the local languages and are operated in strict compliance with the prohibition of retaliation for reporting. In addition to the Epson Group Supplier Guidelines and the recommendation to inform and use the mechanisms at briefing sessions, reporting can be made via the website, and we are working to operate reporting mechanisms that are easy for stakeholders to use. We assist in reaching remedies for adverse human rights impacts that are identified as a result of reports from supplier employees or their legitimate representatives as well as audits.

(Examples of remedies and corrective actions)

A case in which overtime wages were not paid due to damage to recording equipment at an on-site manufacturing contractors at our manufacturing sites

→(Remedies and Corrective Actions) We identified the case through the reporting channel, made the manufacturer pay for the wage shortage, and confirmed that corrective measures had been taken to prevent a recurrence.

Contact Information (for inquiries) (e.g. corporate phone number) ➡

Home > Sustainability > Respecting human rights > Respect for Human Rights in the Supply Chain

# Our People

## Creating an Environment Where Diverse Talent Can Take the Initiative to Create Value That Solves Societal Issues

Epson is committed to contributing to the resolution of social issues through business based on Purpose and Epson Way for the enhancement of corporate value and sustainable growth over the medium to long term. To achieve this, it is necessary to expand and create business through "Environment," "DX," and "Co-Creation" initiatives in line with the business domain-specific positioning, strategies, and policies defined in the long-term vision "Epson 25 Renewed."

The foundation of these activities is human resources. Based on its medium-term human resources strategy, Epson is actively recruiting a diverse range of human resources and promoting career development and human resources training for internal human resources while focusing on allocating these human resources to growth areas and building an optimal formation from a global perspective. In addition, Epson is actively working to create an organizational culture and working environment that makes the most of diverse human resources, health and productivity management and other initiatives to increase employee engagement, revitalize the organization, and maximize teamwork

Through these efforts, Epson hopes to achieve both the growth of business and the growth of each and every employee, and to realize its Purpose: "Enriching and coloring people and the Earth with value created from 'saving, smallness, and precision'."



Yosuke Takakura  
Executive Officer  
General Administrative  
Manager Human Capital &  
Well-Being Management  
Division

## Our People Contents

Human Resource  
Strategy



Human Resource  
Development



Organizational  
Culture



Approach

Approach

Basic approach to human resource strategy  
Image of human resources we seek  
Human Resources Management

Human Resource Development Initiatives  
FY2024 Training Data

Employee Engagement Survey  
Instilling Organizational Culture

Diversity ➡

Approach  
Concrete Actions  
Advancement of People with Disabilities  
Drawing on Global Talent  
Workforce Composition and Service Period

Working Environment ➡

Approach  
Initiatives for Work Styles  
Initiatives to Prevent Power Harassment  
Wages  
Labor-Management Relations  
Employee Welfare Programs

Health and Productivity Management ➡

Health Management at Epson  
Health Management Objectives and Organization  
The "Health Action 2025" Health Management Policy  
Other Initiatives

Occupational Health and Safety ➡

Approach to Occupational Health and Safety  
Safety Management Initiatives  
Fire and Natural Disaster Safety  
Facility Safety Maintenance

ESG Data ➡

Standards Comparison ➡

Sustainability Report ➡

Integrated Report ➡



# Human Resource Strategy

[Basic approach to human resource strategy](#)[Image of human resources we seek](#)[Human Resources Management](#)

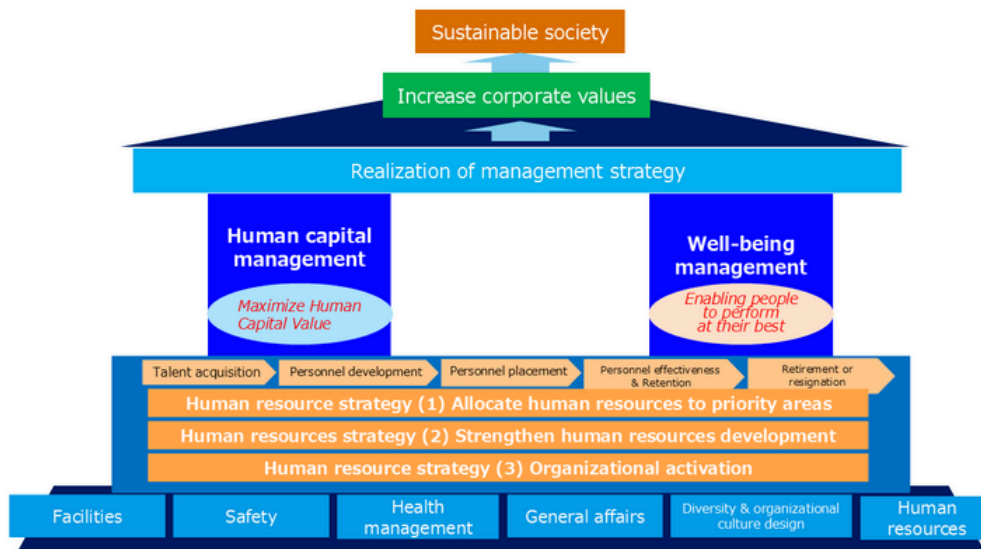
## Basic Approach to Human Resource Strategy

Epson is a company that was born and raised in Shinshu. While still having the core functions and foundation of business operations in Shinshu, we are expanding our business globally by establishing R&D, production, and sales bases in overseas countries and regions that account for approximately 80% of sales revenue and more than 70% of the number of employees. Therefore, at Epson, the essence of our human resources strategy is to actively acquire external human resources and achieve diversity, overcome fierce global competition, and build a human resource base to achieve management goals and business growth, while turning local employment and relatively long-term employment into strengths. Specifically, the following are the key points.

- We will accurately grasp various customer needs and promote business reform and innovation to respond quickly and flexibly. To this end, we will actively acquire specialists from outside the Company in growth and new fields in addition to highly specialized fields, as well as management personnel who can work from a managerial perspective. We will also provide our own staff with specialized training and conversion training to focus on areas to be strengthened and build optimal formations from a global perspective.
- As a company where people continue to grow and develop their careers autonomously over a long-term time horizon, Epson will provide various training programs, reskilling, rotations, internal recruitment systems, and other opportunities to take on new challenges, thereby enhancing each employee's ability to respond to changes in the internal and external environment. In addition, to build an optimal formation from a global perspective, we will develop and assign human resources who can work globally, including overseas personnel.
- Foster an organizational culture in which human resources with diverse abilities, skills, and personalities can think and act on their own, enhance the creativity of the entire organization, and realize innovation, while continuing to take on positive challenges without fear of failure. In addition, we will work to create a working environment that takes advantage of our position as a regional company, and through these efforts, we will increase employee engagement and maximize the teamwork of the organization.

### Epson's Human Resources Strategy Overview of Initiatives

Epson will enhance employee autonomy and responsiveness to changes in the environment, improve employee motivation and engagement, promote the activities of human resources that create value, and foster an organizational culture that continues to take on challenges in a positive manner without fear of failure. By doing so, we aim to maximize the value of our human resources and contribute to the enhancement of our corporate value over the medium to long term, and are developing a human resources strategy based on human capital management and well-being management.



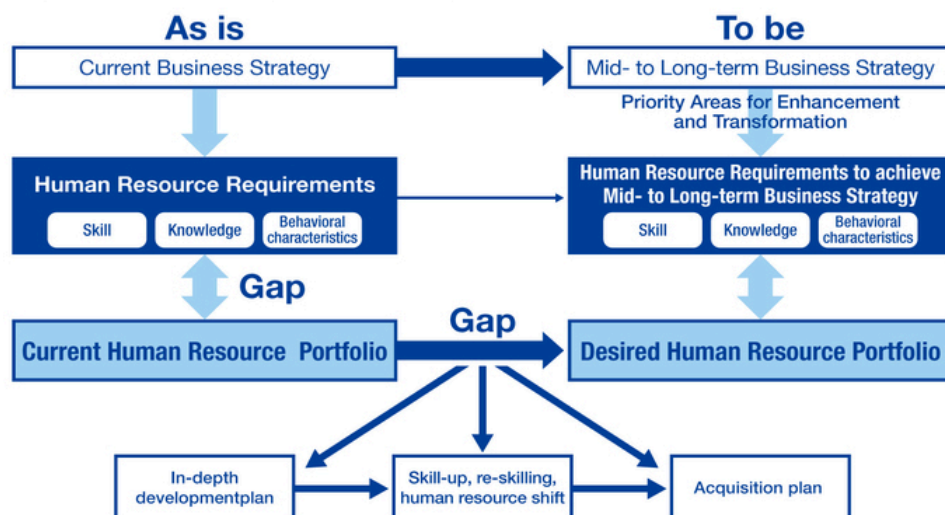
## Image of Human Resources We Seek

To execute business and realize its management strategy, Epson needs human resources who can respond quickly to change with a broad perspective and a high level of expertise, and create customer value independently and autonomously from the customer's perspective, based on the penetration of Purpose, Epson Way, and the shared direction of business set forth in the long-term vision. We are developing a global HR portfolio to compensate for Japan's declining birthrate and shrinking labor pool. In FY2024, 70% of our operations divisions and corporate divisions finished visualizing their current (as-is) human resource portfolio by defining human resource requirements in terms of skills, knowledge, and behavioral characteristics. In FY2025, the remaining operations divisions and corporate divisions will complete their as-is portfolios as soon as possible. The next step is to visualize the desired (to-be) human resource portfolio in parallel with the formulation of the management strategies in the upcoming long-term corporate vision so that we can identify gaps between the current and future portfolios in terms of both quantity and quality. We will then fill those gaps by recruiting, reskilling, and shifting people as needed to execute the management strategies, build an optimal personnel structure, and formulate a human resource strategy that will contribute to the realization of our medium- to long-term business strategy.

### Human Resource Portfolio

Using the as-is and to-be talent portfolios, we identify gaps in the quality and quantity of the talent required to formulate and execute business strategies and establish new business models, primarily from the perspective of skills and behavioral characteristics. In response, we refer to the skill level map of our members and determine whether the needs can be met through skill development, reskilling, or resource shifting, or whether we need to acquire external talent. We also envision using the talent portfolio to encourage communication between managers and employees, leading to employees' own voluntary learning and growth.

## Initiatives of Human Resource Portfolio



## Human Resources Management

### Allocating Human Resources to Priority Areas

Epson formulates staffing plans based on forecasts of the future changes in its workforce structure and the workforce needs to realize its business strategies. We plan to steadily hire more than 350 new graduates and mid-career workers combined each year over the medium term.

We strategically allocate personnel to growth areas such as printing (office, commercial and industrial) and new areas such as environmental business and environmental technology. In addition, we are actively upskilling and reskilling employees to prepare them for different roles in priority areas. At the same time, we are clearly defining our talent requirements and recruiting external professionals, including management personnel and specialists in digital transformation (DX), to strengthen our organizational capabilities. In FY2024, 380 out of a total of 549 employees (including new graduates, mid-career hires, and employees transitioning to new jobs) were assigned to priority areas.

In addition to recruiting the numbers we need, we are looking to increase diversity and are actively recruiting women, seniors, persons with disabilities, and foreign nationals. We have set a hiring goal of 25% women for new graduates. Employment of foreign nationals will be examined from multiple angles. Some foreign nationals will be hired in Japan. Others may be brought over from our overseas subsidiaries. Things will be looked at from a site strategy perspective, as well. We have already transferred some printer design functions to a Group company in Indonesia.

### Number of Hires

|               | FY2020 | FY2021 | FY2022 | FY2023 | FY2024 | Targets                                                        |
|---------------|--------|--------|--------|--------|--------|----------------------------------------------------------------|
| New graduates | 344    | 200    | 250    | 344    | 373    | Continue to hire over 350 people each fiscal year <sup>1</sup> |
| Mid-career    | 30     | 48     | 241    | 204    | 70     |                                                                |

<sup>1</sup>Total number of new graduates who joined the Company on April 1 of each fiscal year and the number of mid-career hires in each fiscal year

### Placement to Priority Areas

|  | FY2021-2023 Total | FY2024 Plan | FY2024 Result |
|--|-------------------|-------------|---------------|
|  |                   |             |               |



# Human Resource Development

Approach ▼

Human Resource Development  
Initiatives ▼

FY2024 Training Data ▼

## Approach

To execute our business strategies and achieve our plans, we need to embed purpose and the Epson Way throughout the workforce. We need people who understand and embrace the strategic goals set forth in the corporate vision. We need people who have a broad perspective, professional expertise, and the ability to quickly adapt to change. We need people with a customer perspective who can take initiative and autonomously create customer value.

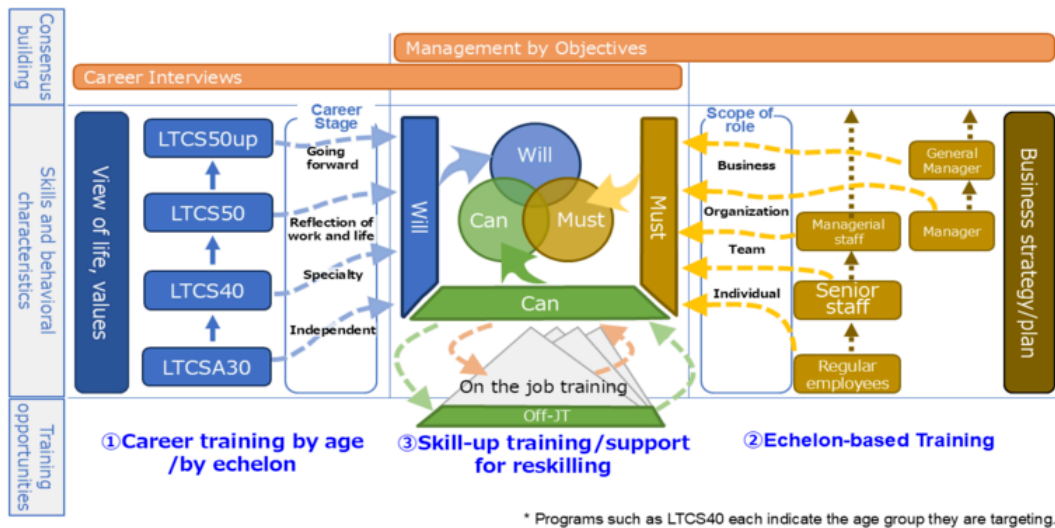
Epson wants its people to shape their own careers and continue to grow over the long term. To this end, we provide on-the-job training (OJT) and, on top of that, specialized training and education tailored for different echelons. We also provide opportunities for challenges, such as reskilling, rotation, and internal recruitment, so that employees can better respond to changes in the internal and external environments. In addition, we are working to develop human resources who can play an active role globally in order to put us in the best position for success from a global perspective.

## Human Resource Development Initiatives

### Training for Career Development and Growth

Epson aims to be a company where people can develop their careers autonomously and continue to grow over a long-term time horizon.

To support the career development and growth of each employee, we have created a training system concept using the "Will, Can, Must" framework. It consists of three major training categories: (1) age- and rank-based career training, (2) echelon-based training, and (3) skills training and reskilling support. By linking training and systems to "Will, Can, and Must" respectively, we aim to enhance the effectiveness of learning and increase employee satisfaction and motivation for growth.



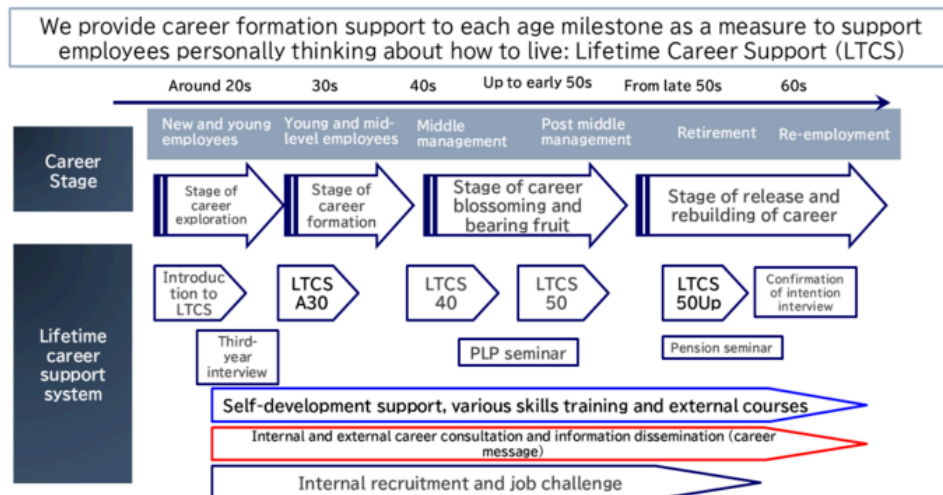
### (1) Career Training by Age and Level

Epson is continually working to create an organization where people can grow, and we support employees in building careers that give them a sense of accomplishment and growth.

In addition to developing the skills to quickly respond to shifts in business strategies and changes in the environment, we also provide "Lifetime Career Support Training" (LTCS) tailored to each age group and rank at each age milestone, so that employees can think about the career they want to pursue from a medium- to long-term perspective and take the initiative to work towards achieving that goal.

#### ●Fiscal 2024 results

LTCS50UP training (for company-wide aged 55): 381 people (total of 773 people by fiscal 2024)  
 LTCS50 training (for company-wide aged 50): 325 people (3,197 people by fiscal 2024)  
 LTCS40 training (for company-wide aged 40): 175 people (2,041 people by fiscal 2024)  
 LTCSA30 training (for employees around 30 years old): 159 people (196 people by fiscal 2024)  
 LTCS introductory course (conducted as part of new employee training) 377 people



### Interviews with Third-year Employees

The Human Resources Department interviews young employees who joined the company right out of school and are in their third year with the company to help them quickly improve their effectiveness and to encourage retention. The goal is to enhance the engagement of individuals with their work and workplace by listening to their concerns regarding their job, work environment, and personal career development, and by providing support, including within the workplace.

### (2) Echelon-based Training

## Managers and Leaders

Supervisor management and communication in the workplace play an extremely important role in ensuring that employees thrive and grow.

For managers, we provide a variety of content to learn management skills through training for new managers, department managers, and 1 on 1 communication training, as well as through partnerships with external organizations.

Before being appointed to a managerial position, employees are required to take a "Management practices course" to understand the roles and acquire the requirements of the "business axis" and "behavioral axis" required for managerial positions.

The "Business Axis" is training in skills to correctly understand the objectives of management strategies and respond quickly, flexibly, and appropriately to changes in the internal and external environment, while the "Behavioral Axis" is training in skills to develop and support the growth of team members by deploying the roles to be played by organizations and individuals to realize strategies and assigning the right personnel.

We also offer F1, F2, and F3 training as selective training programs.

In F1 training, candidates for the next board of directors learn skills to become managers with other candidates at the same level. F2 training is for general managers and section managers to acquire practical skills to become the next generation of business managers, and F3 training is a practical training program in which participants learn the basics of business and actually make business proposals. Through these programs, the next generation of leaders, including those of group companies, are being developed.

## New Employees

Epson positions the first year of employment as a period of training for new employees to acquire a basic attitude toward work and how to perform their work.

During the first three weeks after joining Epson, group training is provided to new employees at Epson Group companies in Japan to help them acquire the following

Understand and practice the behavior expected of Epson employees.

- To learn the attitude and mindset of manufacturing, which is the foundation of "saving, small, and precise technology.

To realize the importance of working together as a team.

Training ranges from lectures on the Epson Global Code of Conduct to hands-on training in manufacturing. New employees learn the importance and enjoyment of working in teams, through group activities that take place throughout the training period.

After they complete group training, new employees are sent to the department where they have been assigned. There they learn their job through on-the-job training under a mentor. Mentors are usually selected from among young employees with three to five years of experience. They produce training plans tailored to the individuals they will be mentoring and, for a full year, provide them with the support they will need to stand on their own. Mentors themselves are expected to grow through this experience.

At the end of the first year, the new employees gather again for follow-up group training, where they can observe how they and others have grown and developed. To further solidify the foundation they have built as a business professional, they review the previous year and consider action plans for the next year and beyond to achieve further growth and expand their contributions to the company.



Training to think about customer satisfaction

## (3) Skills Training and Reskilling Support





| Rotation Rate | 7.3% | 9.0% | 10.0% | 10.1% | 10.1% | 15% or more each fiscal year |
|---------------|------|------|-------|-------|-------|------------------------------|
|---------------|------|------|-------|-------|-------|------------------------------|

#### Internal Recruitment Results

|                                         | FY2020 | FY2021 | FY2022 | FY2023 | FY2024 |
|-----------------------------------------|--------|--------|--------|--------|--------|
| Number of applicants                    | 148    | 378    | 293    | 325    | 236    |
| Number of transferees using this system | 12     | 217    | 201    | 176    | 133    |

## Management by Objectives

Epson has used a management by objectives system for more than 30 years. All employees are subject to the system. Managers and their subordinates work together to set objectives on which they can both agree. Progress toward the objectives is periodically reviewed, end results are evaluated, and new, higher objectives are set. The management by objectives system is itself an on-the-job human resource training system. It is a win-win development cycle in which individual growth leads to the growth of the organization and the company.

## Creating Value That Exceeds Customer Expectations and the Monozukuri Juku

Epson's Monozukuri Juku, or Manufacturing School, aims to enhance the customer value we create. To this end, we teach our personnel basic technology and skills and have them experience monozukuri (the art and science of manufacturing) by performing specific manufacturing tasks step by step. This helps them tackle jobs from different angles. To give a specific example, employees learn the basics of component processing technology (molding and pressing). Once they learn these, employees have the skills to make the various parts that go into a product. Employees also learn by mastering essential skills for making production lines more efficient (e.g., automating lines or operating them with fewer staff).

In addition, we contribute to the community and society by giving practical training for new employees of local businesses, offering corporate experiences to junior and senior high school students, and providing instruction for technical skill trainings. We also send experts abroad to take part in official development assistance for building technical skill evaluation systems at the request of the Japanese Ministry of Health, Labour and Welfare.



## Developing Human Resources to Support Company-wide Production Strategies

In recent years, the manufacturing industry has been facing serious supply and logistics risks due to uncertain factors such as geopolitical risks, natural disasters, and pandemics, in addition to global wage increases and human resource shortages. It is becoming increasingly difficult to respond flexibly to these rapid changes in the environment with a production system based on

abundant labor and concentrated production in specific regions, as has been the case in the past. In light of this situation, Epson has set forth in "Epson 25 Renewed" the promotion of smart factories through automation and digitalization, as well as the strengthening of decentralized production and near-consumption area production.

In order to realize such flexible, efficient, and global manufacturing, it is important to develop engineers who support the manufacturing value chain. Monozukuri Juku At MHI, we hold more than 300 training sessions a year to foster engineers in a variety of fields, including mechanical drafting and measurement necessary for equipment manufacturing, as well as training to acquire machining skills.

In addition, to foster engineers who will promote automation, we have established a curriculum that includes "basic mechatronics training" to learn elemental technologies such as pneumatic and electrical control and the basics of equipment assembly and adjustment, as well as "FA robot training," "image processing training," and "practical mechatronics training" to acquire more practical technologies and skills. We provide our employees with opportunities to learn.

In addition to training engineers in Japan, we are also developing manufacturing and machine maintenance leaders at our overseas manufacturing sites overseas affiliate based on the domestic training program. In addition to local training, we also utilize a remote training system established for periods when overseas business trips are difficult, to provide necessary training in a timely manner. Through these efforts, we are promoting optimal human resource development and improving the level of process management at each of our overseas subsidiaries so that they can respond to company-wide production strategies such as decentralized production.



Training engineers at an overseas affiliate (Philippines)



Remote training

## Developing Young Technicians through National Skills Competitions

Epson, a manufacturing company, utilizes Technical Olympics training to develop "sharp technicians"<sup>1</sup> who have acquired the knowledge and skills necessary for manufacturing at an early stage. Trainees are allowed to compete in the WorldSkills competition up to two consecutive times starting in their second year with the company, with the aim of acquiring national-level skills through short-term, intensive training. The seven categories of competition are "precision equipment assembly," "plastic molds," "mechatronics," "electronics assembly," "autonomous mobile robots," "web design," and "watch repair," all of which can be applied to real work.

New employees assigned to Monozukuri Juku as WorldSkills trainees experience the basics of "manufacturing" through sanding and sawblade cutting, and learn basic mechanical and electrical knowledge for each job category. In addition to the daily job-specific training, reinforcement training is held three times a year to strengthen physical fitness and set goals to foster a sense of solidarity as a team.

In addition, in anticipation of the national competition, we hold joint training sessions with other companies participating in the WorldSkills competition and actively promote the acquisition of national qualifications such as machining technician, electronic device assembly technician, web design technician, and watch repair technician. After completing the WorldSkills training, the trainees are assigned to the business department, where they undergo applied training to shift from the basic skills developed in the WorldSkills training to skills for product manufacturing. The recipients have been highly praised for their activities that exceeded their expectations.

<sup>1</sup>Skilled workers with the ability to break through precedents and create innovative technologies and systems



Everyday training



62nd National Skills Competition

## FY2024 Training Data

### Main Online Courses (Japan)

| Course Name                                            | Course Takers |
|--------------------------------------------------------|---------------|
| e-International Trade Control for all employees (2024) | 19,055        |
| e-Environmental Basic Education 2024                   | 20,988        |
| e-Epson Compliance (2024)                              | 20,971        |
| e-Information Security Basics (2024)                   | 21,249        |
| e-Procurement Basics_Procurement Compliance Law (2024) | 18,365        |
| e-Harassment Prevention Education (2024)               | 20,834        |
| e-Occupational Health and Safety Training (2024)       | 18,416        |

\*Number of participants by the end of March 2025 (Seiko Epson Corporation and domestic affiliates)

### Training by Echelon

| Course Name               | Who                  | Course Takers | Percent |
|---------------------------|----------------------|---------------|---------|
| New employee orientation  | New hires            | 373           | 100%    |
| C-level employee training | New C-level staff    | 356 people    | 98.0%   |
| Senior staff training     | New senior staff     | 279 people    | 93.6%   |
| Section manager training  | New section managers | 135 persons   | 89.0%   |
| General manager training  | New general managers | 42 people     | 93.3%   |

\* Data for participation in training courses by echelon at Seiko Epson Corporation are current as of March 31, 2025.

\* Those who have not yet taken the training are scheduled to take it in FY2025

\* SSF is senior staff (team leader level, not position)

### Training Hours

|  | Unit | FY2021 | FY2022 | FY2023 | FY2024 |
|--|------|--------|--------|--------|--------|
|--|------|--------|--------|--------|--------|

|                              |       |         |         |         |         |
|------------------------------|-------|---------|---------|---------|---------|
| Training by regular employee | Hours | 20.9    | 21.5    | 34.2    | 27.7    |
| Total training hours         | Hours | 228,696 | 235,910 | 375,219 | 321,351 |

\* Hours spent by Seiko Epson Corporation regular employees in group training and in taking online courses

#### Financial Assistance Provided in FY2024

| Financial Assistance for                                      | Cases     |
|---------------------------------------------------------------|-----------|
| Acquisition of self-development qualifications                | 309 cases |
| Self-development correspondence courses                       | 256 cases |
| Acquisition of work-related qualifications (fully subsidized) | 581 cases |

(All numbers are total numbers)

# Organizational Culture

- Approach ▼
- Employee Engagement Survey ▼
- Instilling Organizational Culture ▼

## Approach

Epson believes that a diverse workforce of independent thinkers and doers will enable the organization to continue to take on challenges, respond to environmental changes, and achieve greater results. To this end, we are promoting the advancement of people who create value and are aiming to establish a corporate culture in which people continue to take on challenges without fear of failure.

## Employee Engagement Survey

The results of the company-wide engagement survey conducted since FY2022 show that there is a foundation of trust in the organization and that employees will act if instructed to do so by their superiors. On the other hand, it has become clear that there are many issues that need to be addressed in order to realize an independent (self-driven) organization in which individuals take the initiative to resolve organizational issues. We have identified three areas of focus working toward this: embedding our corporate philosophy and fostering personal ownership, enhancing a mindset for transformation and an outward-looking perspective, and promoting personal growth and a sense of contribution through work.

We believe that strengthening management skills in the workplace is particularly important for these improvements. We are therefore sharing management information, conducting activities to instill the corporate philosophy, providing 1-on-1 training, reviewing training systems for managers, introducing subscription-based educational content, posting case studies on the intranet, establishing consultation services for managers, and providing individual workplace support.

As a result of these efforts, the overall company rating improved from B (the sixth highest of 11 levels) in FY2022 to BB (the fifth highest) in FY2023 and FY2024. We are making progress toward increasing productivity by developing human resources who are independent thinkers and doers and by building strong relationships of trust in the workplace to strengthen organizational capabilities.

We believe that a diverse workforce of self-motivated individuals will continue to take on challenges as an organization, enabling the company to respond to environmental changes at a high level and achieve greater results. To this end, we will further promote the active participation of human resources who create value and foster a corporate culture in which employees are not afraid to fail and continue to take on challenges.

### Employee Engagement Survey Results and Targets

| Company-wide Indicators |       | FY2022 | FY2023 | FY2024 | Target (End of FY2025) |
|-------------------------|-------|--------|--------|--------|------------------------|
| Overall rating          |       | B      | BB     | BB     | A                      |
|                         | Score | 51.8   | 52.9   | 52.2   | 58.0                   |

| Number of D-rank workplaces (units/sections) * |                       | 47  | 45  | 36  | 0   |
|------------------------------------------------|-----------------------|-----|-----|-----|-----|
| Sub-items                                      | Job areas             | 3.2 | 3.3 | 3.3 | 3.6 |
|                                                | External adaption     | 3,2 | 3.2 | 3.2 | 3.6 |
|                                                | Activities for change | 3.1 | 3.2 | 3.3 | 3.6 |

\* Rank

A: Strong, trusting relationship

B: Trusting relationship; can communicate to resolve issues

C: Uncertain relationship

D: Relationship has deteriorated

## Instilling Organizational Culture

### Action Policy

To leverage diversity and instill a positive culture, we carry out activities that encourage employees to change their mindset and behavior. Diversity, equity & inclusion (DE&I) initiatives are a component of this and are being pursued throughout the Epson Group.

The specific activities are as follows:

### Form of Involvement

#### Diversity Management Training

In FY2021, all managers in the Group were required to take diversity and management training to promote a change in mindset. Since FY2022, we have incorporated the elements of this training into the annual new section manager training and have conducted training on the content that is a priority in our initiatives.

FY2022: Work in life for managers themselves

FY2023: Balancing work and caregiving

FY2024: The necessary first step for the advancement of people with disabilities

#### Diversity Fairs

We hold diversity fairs for company-wide with the aim of providing an opportunity to think about the meaning and importance of diversity and organizational culture change at Seiko Epson. The diversity fair in FY2024 was our fifth. It focused on the question of what it will take to leverage the power of diversity and make Epson stronger. There were lectures by Epson Group leaders, celebrities, and executive management from other companies, an event for parents and children to learn about diversity, a training session on balancing work and caregiving, and a haiku contest in which anyone could easily participate.

#### Sharing information with the public on a specially created diversity website

A special web page titled "Diversity and Inclusion at Epson" provides information about our initiatives, as well as the thoughts and background behind them. The page also includes employee testimonials, reports on events held both inside and outside the company, and information on external evaluations and certifications.

[Diversity Initiatives](#) ➔

#### Diversity Council

The Seiko Epson Group in Japan has been holding meetings of the Diversity Promotion Council since November 2021 to share information and exchange ideas on diversity and organizational culture change.





# Diversity

Approach ▼

Concrete Actions ▼

Advancement of People with Disabilities ▼

Global Talent Development and Engagement ▼

Workforce Composition and Service Period ▼



## Approach

### Empowering Diversity, Creating Value

Since its founding, Epson has been guided by a spirit of creativity and challenge. We attract talent from around the world with diverse backgrounds and perspectives. Our people take ownership of their roles and projects, actively contributing to the creation of value. We believe that embracing diversity enhances our organizational creativity and serves as a driving force for the sustainable growth of our corporate value.

## Concrete Actions

| Issues          | Strategic Direction of Initiatives                                                                                                                                                                                                                                  | Key Actions                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                       |
|-----------------|---------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|---------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| Gender equality | Enable all employees to fully demonstrate their abilities regardless of gender. Eliminate existing gender gaps and avoid creating new ones by motivating women to seek advancement and by promoting a company-wide shift in mindset, particularly among management. | <ul style="list-style-type: none"><li>• Career training for women leaders<ul style="list-style-type: none"><li>- Discussions with the CEO</li><li>- Discussions with internal and external role models</li></ul></li><li>• Career support for veteran women employees<ul style="list-style-type: none"><li>- Individual career training</li><li>- Skills training</li><li>- Seminars on thesis composition and interviews for promotion</li></ul></li><li>• Mentoring program for young women</li><li>• Develop future manager through internal and external training.</li><li>• Diversity management training for new managers</li><li>• Group-wide diversity leader meetings and the Diversity Council among Group companies in Japan</li></ul> |

|                                                                   |                                                                                                                                                                                                                                  |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                             |
|-------------------------------------------------------------------|----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|-----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| Advancement of people with disabilities                           | Enable people to contribute to the company's performance by taking on challenges and continuing to grow regardless of whether they have disabilities. Achieve a 3.0% real employment rate of people with disabilities in FY2030. | <ul style="list-style-type: none"> <li>• Create a work environment where people with disabilities can thrive.</li> <li>• Provide more opportunities for people with disabilities at special subsidiaries and share the knowledge within the Group</li> <li>• Provide consultation for people with disabilities</li> </ul>                                                                                                                                                                                                   |
| Flexible work location and working hours                          | Promote work-life balance, enhance motivation and productivity, and drive greater results by expanding options for where and when employees work                                                                                 | <ul style="list-style-type: none"> <li>• Evolve the work-from-home program.</li> <li>• Set guidelines for days in the office in a hybrid work model.</li> <li>• Eliminate core hours in the flextime system.</li> </ul>                                                                                                                                                                                                                                                                                                     |
| Balancing work with childcare, elder care, or fertility treatment | Create an environment where employees find purpose in their work, can adapt to different life stages, and continue to thrive and contribute to value creation.                                                                   | <ul style="list-style-type: none"> <li>• Post interviews on the intranet with employee role models who are balancing work with childcare or other caregiving responsibilities.</li> <li>• Provide support for balancing work and childcare. <ul style="list-style-type: none"> <li>- Parenting seminar</li> <li>- Paternity leave promotion (PAPA-up Project)</li> </ul> </li> <li>• Provide training for managers in balancing work and elder care.</li> <li>• Introduce leave systems for fertility treatment.</li> </ul> |

## Gender Equality

### Action Policy

Swiftly act to ensure that women are organically and equitably represented at every level of the organization. To do so, eliminate existing gender gaps and avoid creating new ones.

### Revision of the Action Plan Based on the Act on Promotion of Women's Participation and Advancement in the Workplace (a three-year plan for FY2023-25)

- Aim to have female employees account for 8% of management positions and 10% of leadership roles (equivalent to assistant manager) by March 2026.
- Recruit new graduates, with a goal of securing at least 25% women.
- Encourage employees to take at least 20 days of paid leave per year.
- Aim to achieve 100% childcare leave rate for both men and women.

[Action Plan Based on the Act on Promotion of Women's Participation and Advancement in the Workplace and the Act on Advancement of Measures to Support Raising Next-Generation Children \(PDF, 83KB\)](#) 

To achieve the goals outlined in our action plan, we are implementing a range of initiatives specifically designed to support the advancement of women. These initiatives have led to a steady increase in the number of women in managerial positions and in the pipeline for future leadership roles. We remain committed to continuing these initiatives to ensure we reach our targets.

### Career Training for Female Leaders

Challenges faced by women in leadership positions have been highlighted through internal surveys. The challenges include things such as a lack of relatable role models and a perception that they must conform to a male-centric, uniform leadership style to succeed in management.

To address these issues, we launched a training program for senior female staff in FY2023. The program aims to promote understanding of diverse leadership styles, help participants recognize their strengths, and encourage them to pursue management roles. It includes discussions with the company president and interactions with internal and external role models.

Of the 44 participants to date, eight have been appointed to management positions.

### **Career Support for Veteran Female Employees**

There is a clear gender gap when it comes to the promotion of mid-career and senior employees. To try to close this gap, Epson introduced initiatives in FY2021 to encourage employees aged 40 and above to take promotion exams (which are graded equally for all). These initiatives include career training to review one's own career path, portable skill-up training to strengthen job skills, and targeted programs such as thesis writing and interview preparation courses to build the competencies required for promotion.

### **Mentoring Program for Young Women**

Survey results have revealed a gap in career ambition between young men and women. One contributing factor is the limited availability of relatable role models, which can make it difficult for young women to envision their career paths and may lead to hesitation in pursuing new challenges.

To address this, Epson offers young women employees mentoring sessions with multiple role models, career development workshops, and discussions with Epson managers to help spark career awareness and motivation. Peer discussions among young women employees are also held to foster internal networking and mutual support.

## **| Balancing Work with Childcare, Elder Care, or Fertility Treatment**

### **Action Policy**

Design and implement initiatives to create an environment where employees find purpose in their work, can adapt to different life stages, and continue to thrive and contribute to value creation. Specific initiatives are described below.

### **Support for Balancing Work and Childcare**

Many employees have expressed concerns about balancing family responsibilities with work and have said that there are no visible role models around them. To address this, Epson features interviews on the company intranet with employees who are successfully managing both childcare or caregiving and their careers. These stories highlight diverse approaches to work-life balance and offer practical insights for others seeking to do the same.

We also host parenting seminars for employees who are expecting children or currently raising them. These seminars provide opportunities to share concerns and experiences, foster mutual understanding, and offer encouragement. Topics range from preparing for parental leave to strategies for balancing work and childcare after returning to the workplace.

### **Paternity Leave Promotion (PAPA-up Project)**

We want mothers and fathers to be equally involved in childcare and to successfully balance work with their childcare responsibilities. To enable this, we are working to foster a culture in which taking parental leave is considered the norm across the organization.

As a first step, we set a 100% uptake target for childcare leave, for both eligible men and women, in FY2022. This is in line with Japan's revised Child and Family Care Leave Act. The uptake rate for men was 97.2% in FY2022, 85.2% in FY2023, and 91.6% in FY2024. We remain committed to achieving a 100% uptake rate and will continue efforts to increase the number of days taken by men.

### [Childcare Leave Trends →](#)

### **Support for Balancing Work and Elder Care**

A company-wide survey showed that many employees are concerned about balancing work and elder care. Epson responded by establishing an internal consultation service to provide support and guidance on elder care-related matters.

In FY2023, we conducted diversity management training for all Epson Group managers, focusing on the theme of balancing work and elder care.

The following year, we invited representatives from a local community comprehensive support center to provide employees with training to prepare them for elder care.

### **Leave Programs for Fertility Treatment**

Epson recognizes that fertility treatment comes with challenges. It is mentally and physically stressful, and the scheduling of clinic visits can be an issue. Epson is working to alleviate some of the burden by creating programs that allow employees to balance fertility treatment and work.

As a first step, in FY2022 we expanded our leave programs. The Life Support leave program provides five days of paid leave per

year, in either full-day or half-day increments. The Life Support Leave of Absence program allows employees to take up to 365 days of leave over a three-year period.

In addition to these programs, we are actively promoting workplace understanding of fertility and fertility treatment and are raising awareness to prevent harassment. Our goal is not only to create programs, but also to foster a culture where employees feel comfortable using them.

**Work-from-home program**

Originally introduced to support employees balancing work with childcare or elder care responsibilities, Epson's work-from-home program has been expanded and is now available to all employees. Employees can now work from a wider range of remote locations, giving them more flexibility in how they work.

[Offering Flexible Work Location Options and Work Hours](#) ➔

**Babysitter Subsidy**

Since October 2005, Epson has provided financial support for employees using babysitter services. The company has gradually increased the subsidy over time. It currently fully covers the cost for up to 16 hours of babysitting services per month.

**Help for Employees with Children on Nursery School Waiting Lists**

In recent years, the issue of children on waiting lists for daycare has emerged not only in the Tokyo metropolitan area but also in Nagano Prefecture, where Epson's major business sites are located. To address this challenge, Epson is promoting partnerships with company-led childcare nursery schools located in the areas where our employees live.

As of July 2025, we have partnered with eight such facilities.

**Certification by External Parties**



Certification as an "Eruboshi" company (2016)



Acquisition of Platinum Kurumin (2016)

**Diversity Indicators (as of March 2025)**

**Percentage of Women in Workplace and in Management**

|                                 | Group Total |        | Japan |        | Except Japan |        |
|---------------------------------|-------------|--------|-------|--------|--------------|--------|
|                                 | Male        | Female | Male  | Female | Male         | Female |
| Percentage of regular employees | 54.5%       | 45.5%  | 80.1% | 19.9%  | 45.0%        | 55.0%  |
| Percentage of managers          | 83.1%       | 16.9%  | 93.8% | 6.2%   | 74.6%        | 25.4%  |

\* Manager is section manager and department manager.



### Childcare Leave Trend (Men)

| FY2021 | FY2022 | FY2023 | FY2024 |
|--------|--------|--------|--------|
| 50.8%  | 97.2%  | 85.2%  | 91.6%  |

\* Data for Seiko Epson Corporation employees as of March 20 every year

\* Calculation formula from FY2022: Number of employees who took childcare leave in the fiscal year divided by the number of employees who gave birth or whose spouse gave birth in the fiscal year.

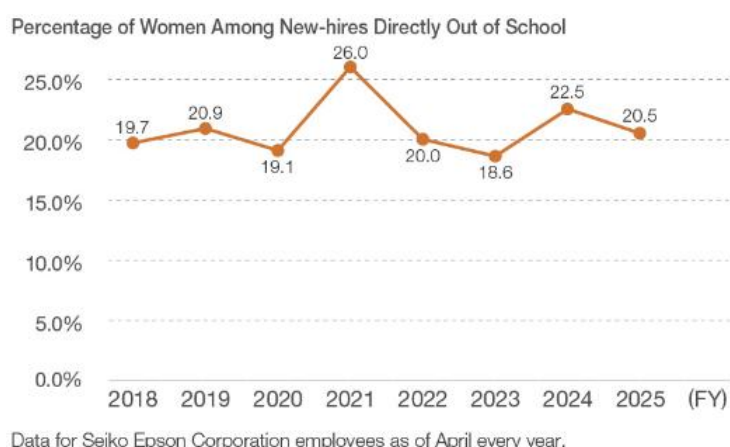
Calculation formula for previous fiscal years: The number of people who took childcare leave divided by the number of people eligible for leave (i.e., those who gave birth to a child and who became eligible to take childcare leave).

### Ratio of Women's Wages to Men's Wages.

| FY2021 | FY2022 | FY2023 | FY2024 |
|--------|--------|--------|--------|
| 75.7%  | 76.7%  | 76.8%  | 77.5%  |

\* Data for Seiko Epson Corporation employees

Men and women at the same grade receive equal pay under our compensation system. The primary reason for the overall disparity is the lower representation of women in higher-level positions and grades. Among management-level employees, the gender pay ratio stands at 98.2%.



## Advancement of People with Disabilities

### Epson's Vision for Advancement of People with Disabilities

Epson regards the advancement of people with disabilities as a key diversity priority. We seek to create conditions that allow all individuals to make meaningful contribution by continuously challenging themselves and growing at a pace aligned with their roles and responsibilities.

To realize this vision, we are actively working to build connections and raise awareness both within and outside the company. This includes sharing information and promoting understanding, as well as expanding new business initiatives through our special subsidiaries. These efforts are designed to enhance recruitment and create opportunities for people with disabilities to thrive within the organization.

**Concrete Actions**

- Creating conditions where people with disabilities can thrive.
  - Provide online learning courses and training for managers to promote understanding of people with disabilities.
  - Host workshops for key personnel involved in promoting disability inclusion to exchange ideas and best practices.
  - Organize external events focused on developmental disabilities.
  - Provide work experience opportunities for students with disabilities, including those with developmental disabilities.
- Expanding opportunities through special subsidiaries and knowledge sharing across the Group
  - Develop new business areas in office support tasks to create more opportunities for employees with disabilities.
- Offering dedicated support through an internal consultation service.



Workshop on workplace management challenges and reasonable accommodation practices within the company, with participation from university professors and experts.



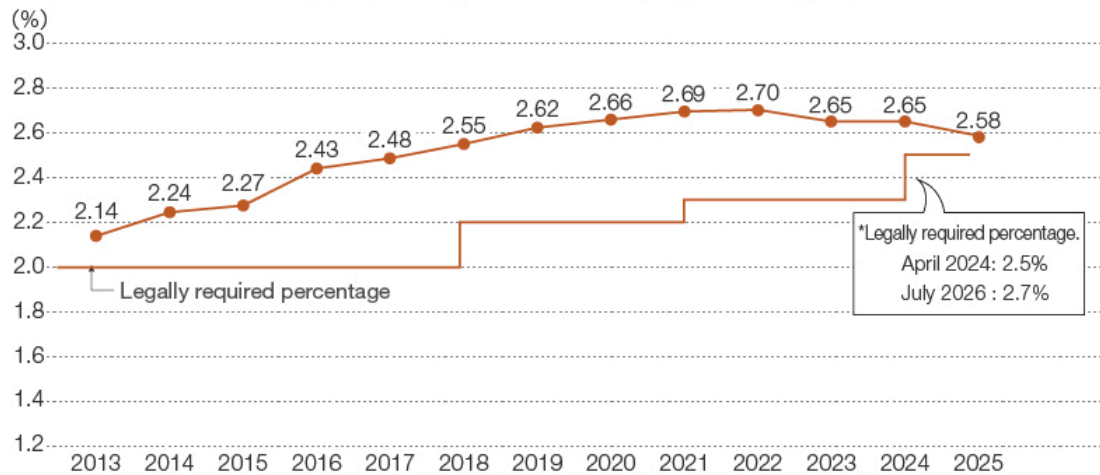
External event: Lecture by pediatric specialist on developmental disabilities



External event: VR experience on developmental disabilities

Seiko Epson has set a goal of achieving a 3.0% real employment rate of persons with disabilities by the end of FY2030 and is actively pursuing inclusive hiring throughout the Group. As of June 1, 2025, the Group's employment rate stands at 2.58%.

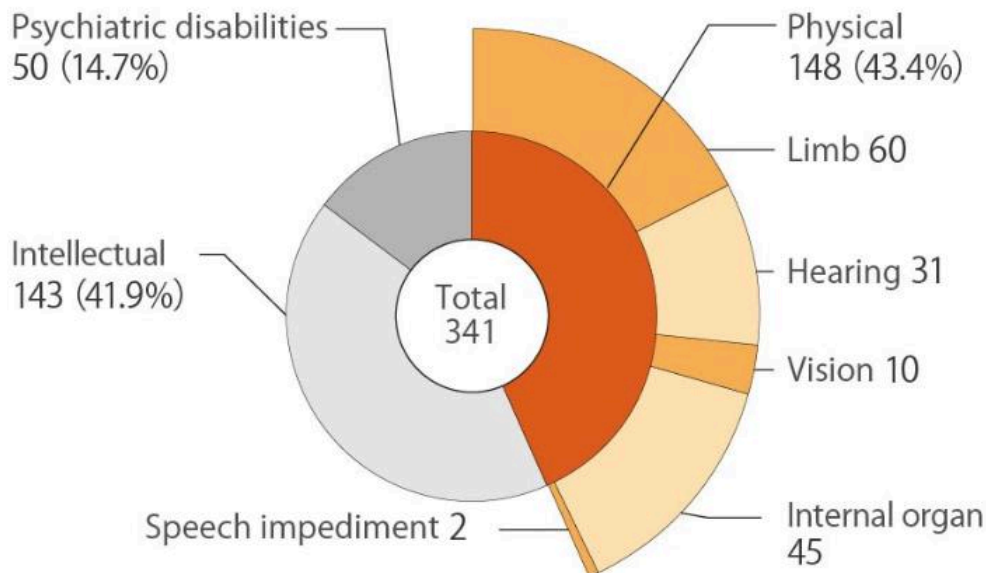
**Employees of certified group companies for employment of people with disabilities**



\* Figures for each fiscal year were as of June 1 every year.



## Type of Disability (Japan) (Current as of June 1, 2025)



### Initiatives of Special Subsidiaries

Epson was a pioneer in setting up special subsidiaries in Japan. In 1983, Epson Mizube was established, followed by Epson Swan in 2001. These companies have played a key role in steadily advancing Epson's employment of people with disabilities. Drawing on over 40 years of experience and expertise, they prepare work environments tailored to the characteristics of each individual's disability. Through the development of new business areas, they continue to create opportunities for employees to leverage their abilities and grow, while contributing to a more inclusive workplace.

#### Epson Mizube Corporation

As of June 1, 2025, Epson Mizube employs 156 people with disabilities across six locations, working in diverse fields such as office support, manufacturing, and environmental recycling.

One of its core operations, building cleaning services, has grown significantly since its launch in 2008, with 70 employees engaged in this work as of March 2025.

Since 2017, Epson Mizube has also expanded employment opportunities through the upcycling model line of the PaperLab system. Employees sort used paper, operate the PaperLab, and produce business cards and notebooks using DFP (Dry Fiber Paper), contributing both to environmental sustainability and inclusive employment.

To further expand employment for people with physical and mental disabilities, Epson Mizube is promoting office work supported by IT tools.



PaperLab upcycling center



Sorting of used ink cartridges



Building cleaning

The company also actively participates in the Abilympics (skills competition for people with disabilities) to enhance professional skills. In FY2024, three employees competed in the National Abilympics, with one earning a bronze medal in the Office Assistant category. The efforts of these participants and the support from their teams serve as a source of motivation for other employees with disabilities and contribute to a vibrant workplace culture.



Masaya Hirabayashi (Epson Mizube),  
Bronze Medalist in Office Assistant  
Category – 44th National Abilympics

### Epson Swan Corporation

Located within the premises of Tohoku Epson Corporation, Epson Swan employs 26 people with disabilities (as of June 1, 2025). These employees clean cleanroom garments, clean Tohoku Epson buildings, and since October 2020, sort used paper for upcycling by a PaperLab system. Cleanroom suit cleaning has been a core part of Epson Swan's business since its founding. It provides this service to multiple Seiko Epson sites as well as to other local companies.

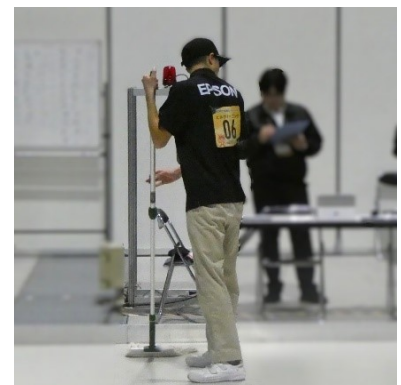


Cleanroom suit cleaning (washing process)



(folding process)

Epson Swan also places strong emphasis on human resource development and actively encourages participation in the Abilympics building cleaning category. Employees have competed every year since FY2014. Finally, in FY2024, marking the 11th year of participation, an employee won the Excellence Award at the Yamagata Prefecture competition and advanced to the national finals. Earning recognition for the skills developed on the job boosts confidence and serves as motivation.



National Abilympics Building Cleaning  
Division Participation (Epson Swan)

## Global Talent Development and Engagement

---

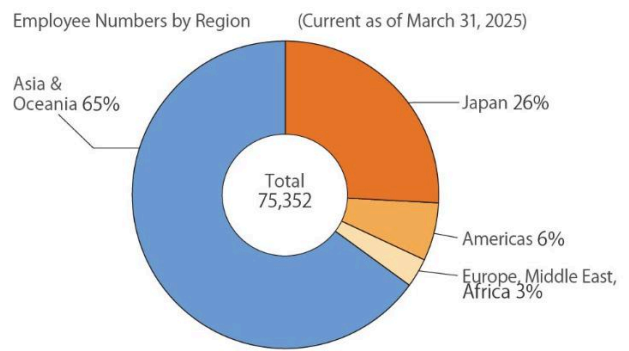
Epson has established a global network of sites to accurately identify—and quickly and flexibly meet—the changing needs of customers over time in different regions. With approximately 75,000 employees worldwide, we respect local cultures and customs, promote local hiring, and actively develop and appoint local talent. Through these efforts, we aim to contribute to local communities and build relationships that enable mutual growth.

Delivering value to customers requires the efficient operation of our globally integrated value chain. To support this, Epson cultivates global talent with broad expertise across functions, capable of coordinating operations from a holistic perspective and making timely, informed decisions on the ground.

We conduct annual leadership development seminars for executives at overseas subsidiaries and facilitate talent exchange between Japan and our global offices. This includes assigning personnel abroad and accepting secondees and trainees from overseas to foster locally empowered leaders.

In collaboration with local top management and HR departments, we define roles and requirements for key positions and formulate succession and development plans for high-potential talent. These initiatives underpin our efforts to build an optimal global talent structure aligned with Epson's long-term strategy.

[Overseas site locations](#) ➔



## Global Talent Management

Epson is actively promoting the appointment and development of global talent, including personnel at overseas subsidiaries. Using the same role evaluation tools applied in Japan, we assess the scope and significance of each position at our international sites. This allows us to identify key roles, clarify their responsibilities and requirements, and ensure that the most suitable candidates are selected—regardless of age, gender, or nationality. To support this, we collect comprehensive data on potential candidates, including basic information, competencies, and 360-degree feedback.

Leveraging this data, we conduct talent reviews globally, just as we do in Japan. These reviews involve close collaboration with local offices to assess workforce status, consider succession plans, and support leadership development.

As a result of these initiatives, local talent now holds key leadership positions across our global operations. For example, the CEO of our regional headquarters in the United States is a locally hired executive who oversees the management and operations of subsidiaries throughout the Americas. In Southeast Asia, a local leader has been appointed as the head of the regional headquarters, managing sales operations across the region. In Europe, all subsidiaries under the regional headquarters are led by local executives, and local talent is increasingly being appointed to leadership roles at sales and manufacturing sites worldwide. Currently, 40% of board members at overseas subsidiaries are non-Japanese, 66% of CEO positions are held by non-Japanese leaders, and 90% of managerial roles are filled by locally hired personnel.

## Global Talent Development Initiatives

### The Global Incubation Seminar (GIS)

The Global Incubation Seminar (GIS) is a leadership development program designed for next-generation leaders at Epson's overseas subsidiaries. Since its launch in 1999, GIS has provided participants with a deeper understanding of Epson's corporate

philosophy and purpose, while fostering the ability to think critically about their organization's role and strategic challenges. As of May 2025, more than 400 individuals have completed the program, many of whom now serve in executive and managerial roles across the Epson Group.

In fiscal 2025, 24 participants from 15 countries took part in the week-long seminar. The program included site visits, dialogue sessions with President Yoshida, strategic briefings from division heads, and the Epson Leadership Session. Through these activities, participants deepened their understanding of the Epson Way—our shared values and principles—and reflected on how their personal values align with Epson's purpose.

During the Epson Leadership Session, participants acquired essential leadership knowledge, skills, and mindset. They then developed action plans to enhance the value of Epson within their respective organizations and presented these plans directly to senior management. The seminar also facilitated meaningful communication with executives, helping participants gain insights into Epson's long-term vision and business strategies. By sharing challenges and initiatives across regions, functions, and businesses, participants built a strong foundation for cross-border collaboration.

Feedback from participants highlighted the value of the experience:

"President Yoshida shared his thoughts while answering questions, which helped bridge the gap in understanding his vision."

"The program was useful in many areas, including mission setting, execution processes, and teamwork."

Epson will continue to offer this program to empower diverse talent around the world, ensuring they become a driving force for the next generation of Epson's global growth.



### Acceptance of Overseas Trainees

Epson actively welcomes technical trainees and interns from its overseas manufacturing sites to Japan for periods ranging from three months to one year. Through structured training programs, these individuals gain skills and knowledge that are difficult to acquire locally, while deepening their understanding of Epson's business processes and operational standards.

Since the program began in 1988, Epson has hosted a total of 1,842 trainees. In fiscal 2024 alone, 40 trainees were accepted from subsidiaries in Indonesia, the Philippines, Malaysia, and Thailand.



### Initiatives for Global Facility Workforce Planning

In the past, Epson has dispatched personnel from Japan to manage facility operations—including construction, maintenance, and administration—at manufacturing sites across Asia. In response to evolving business needs and workforce dynamics, we are now working to enable local talent to take on facility management roles at overseas subsidiaries.

To support this transition, Epson Japan and local subsidiaries jointly conduct workforce reviews, including succession planning and development strategies. In fiscal 2024, as part of a three-year initiative aimed at enhancing operational and maintenance skills, as well as strengthening management and communication capabilities, we welcomed three employees from overseas subsidiaries to Japan. These individuals are now contributing significantly to facility operations in Japan.

We also accept short-term trainees from overseas sites to help junior and mid-career employees build foundational skills and gain practical experience and knowledge through technical training programs.

# Workforce Composition and Service Period

## Workforce Composition

|        | Male/Female Ratio | Mgmt. Diversity | Junior Mgmt. Ratio <sup>*1</sup> |
|--------|-------------------|-----------------|----------------------------------|
| Female | 17.6%             | 5.3%            | 8.1%                             |
| Male   | 82.4%             | 94.7%           | 91.9%                            |

<sup>\*</sup> Data for Seiko Epson Corporation employees as of March 31, 2025.

<sup>\*1</sup> Team leader

## Length of Employment

(Unit: Year)

| Total | Female | Male |
|-------|--------|------|
| 18.3  | 18.4   | 18.7 |

<sup>\*</sup> Data for Seiko Epson Corporation employees as of March 31, 2025.

## Turnover Rate

|                          | FY2020 | FY2021 | FY2022 | FY2023 | FY2024 |
|--------------------------|--------|--------|--------|--------|--------|
| Total turnover ratio     | 4.5%   | 4.4%   | 5.1%   | 3.9%   | 4.5%   |
| Voluntary turnover ratio | 1.4%   | 1.5%   | 2.2%   | 1.2%   | 1.5%   |

<sup>\*</sup> Data for Seiko Epson Corporation of March 20 of that year.



# Working Environment

Approach ▼

Wages ▼

Initiatives for Work Styles ▼

Labor-Management Relations ▼

Initiatives to Prevent Power Harassment ▼

Employee Welfare Programs ▼

## Approach

Epson has a diverse workforce, including women, non-Japanese, mid-career hires, people with disabilities, and older workers, and has created an environment in which they can demonstrate their individual strengths. We aim to enable these autonomous and diverse employees to realize their own career development while adapting to changes in various life stages.

In addition to the flextime system and work-from-home, Seiko Epson we are creating an environment where employees can balance work with childcare, nursing care, medical treatment, and infertility treatment by taking advantage of flexibility in working styles through our unique short-time work system that exceeds legal requirements and the "wellbeing leave program" system. We are also working to create a healthy and safe working environment for employees by preventing harassment in the workplace and ensuring appropriate working hours.

## Initiatives for Work Styles

We have been working on work reform since 2017. In Phase I (FY2017-FY2019), we prioritized efforts to optimize working hours and prevent long working hours, and in Phase II (FY2020-FY2022), as part of efforts to diversify and expand options for working styles, we have been expanding systems such as institutionalization of work-from-home for company-wide employees, abolition of core hours during flextime, expansion of applicable age for shorter hours for childcare reasons. In addition, the company has been expanding the applicable age for shorter working hours for childcare reasons (up to the sixth grade of elementary school) and other systems.

In the third phase (FY2023-FY2023-25), starting in FY2023, we are working to firmly establish the operation of the system based on employee autonomy through in-house training and other measures.

### Key Actions

| Objective                 | Main systems                                 |
|---------------------------|----------------------------------------------|
| Expansion of Work Options | Work-from-home system<br>Hourly annual leave |

|                                                                        |                                                                                                                                                                                                                                         |
|------------------------------------------------------------------------|-----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
|                                                                        | Core timeless flex time                                                                                                                                                                                                                 |
| Balancing work with childcare, elder care, infertility treatment, etc. | Support for balancing work and childbirth/childcare<br>Paternity leave acquisition promotion activities<br>Support for employees undergoing fertility treatment<br>Support for balancing work and elder care<br>Wellbeing leave program |
| Overwork prevention                                                    | Efforts to optimize working hours                                                                                                                                                                                                       |

## Expansion of Work Options

### Work-from-home System

The work-from-home system for childcare and nursing care period introduced in April 2018 has been expanded to include more eligible employees and locations as needs are identified. Currently, the system allows company-wide employees to work-from-home at locations other than their own homes, such as their parents' or spouse's homes.

On the other hand, taking into consideration the importance of face-to-face communication and organizational management issues that were recognized as the work-from-home system progressed rapidly due to the Corona disaster, in September 2023, we set company-wide a guideline (guideline) to come to work at least once a week, and then, depending on each workplace's situation, to work at home in a way that is optimal for organizational productivity and results creation.

In September 2024, the system was revised to allow work-from-home not only on a full-day or half-day basis, but also on a minute-by-minute basis.

### Time Off by the Hour

From October 2022, we have introduced an annual leave system based on hourly increments. Employees are now able to take annual paid leave in hourly units up to five days per year.

### Flex Time without Core Hours

Effective March 2023, core hours under the flextime system, which applies to many employees, have been abolished. In addition, employees can interrupt work for any reason, allowing for greater flexibility in working hours.

## Efforts to Balance Work with Childcare, Nursing Care, and Medical Treatment

### Support for Balancing Work with Childbirth/ Child care

With the aim of creating an environment in which employees can be active regardless of their gender in order to realize the career they envision, we are also committed to supporting childcare so that employees can work without gender disparity during childbirth and childcare. We have established systems such as leave, leave of absence, and shortened working hours that allow employees to balance work and childcare while placing importance on childcare.

### Childcare Leave Trends

|                      | Female | Ratio of women granted leave | Male | Ratio of men granted leave |
|----------------------|--------|------------------------------|------|----------------------------|
| 2024 <sup>*1</sup>   | 41     | 100%                         | 239  | 91.6%                      |
| 2023 <sup>*1</sup>   | 46     | 97.9%                        | 208  | 85.2%                      |
| 2022 <sup>*1</sup>   | 38     | 90.5%                        | 273  | 97.2%                      |
| 2021 <sup>*2,3</sup> | 38     | 100%                         | 131  | 53.5%                      |
| 2020 <sup>*2,3</sup> | 37     | 100%                         | 72   | 30.8%                      |



|                      |    |      |    |       |
|----------------------|----|------|----|-------|
| 2019 <sup>*2,3</sup> | 41 | 100% | 61 | 21.3% |
| 2018 <sup>*2,3</sup> | 35 | 100% | 41 | 13.6% |

\*Data for employees taking childcare leave. is as of March 31, 2025, Seiko Epson Corporation.

Calculation for FY2022 and thereafter

\*1 Ratio of the number of workers who took childcare leave. in the fiscal year before the announcement to the number of workers whose spouse or principal gave birth in the fiscal year before the announcement.

Calculation up to FY2021

\*2 Including the number of employees who took wellbeing leave, a system unique to the Company.

\*3 Number of employees who took childcare leave / Number of employees covered by the system

(Those eligible for the system: those who have a child of their own and are able to take childcare leave)

### Childcare Leave Acquisition Promotion Activities (PAPA UP Project)

With the goal of becoming a company where employees can be fairly involved in childcare and balance work and childcare regardless of gender, the entire company is working to foster a culture in which taking childcare leave is a matter of course and to promote activities to encourage employees to take childcare leave, with the goal that all eligible employees, both men and women, will take such leave.



| Main Activities              | Description                                                                                                                                                                                                                                                                                                                             |
|------------------------------|-----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| Childcare leave support tool | Family meeting sheet to discuss the purpose, timing and duration of maternity leave, division of household chores, etc.<br>Social insurance premium exemption simulator                                                                                                                                                                 |
| Public awareness activities  | Childcare leave intention registration activity<br>Childcare leave system information sheet<br>Creation of an intranet page explaining the system and procedures as well as income, assessments, etc.<br>Seminars for the employees and their supervisors, as well as roundtable discussions with those who have taken childcare leave. |

### Support for Employees Undergoing Infertility Treatment

In response to the social issue of declining birthrates, companies are required to provide a work environment that allows employees to continue working while undergoing infertility treatment. To enable employees undergoing fertility treatment to balance work and work with peace of mind, we have expanded our vacation and leave system from September 2023, and from March 2025, we have made it possible to take leave in half-day increments. This system is used by employees undergoing fertility treatment, regardless of whether they are male or female.

#### <Support Systems for Infertility Treatment>

| System                        | Overview                                                                                                                                                                                                    |
|-------------------------------|-------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| Short-term life support leave | Gives employees five days of special leave (paid leave) which can be taken within a fiscal year.<br>May be taken in installments of one day or half a day.                                                  |
| Long-term life support leave  | Allows a total of 365 days of leave to be taken over three fiscal years (can be divided).<br>If continuing treatment even after three years, allows a total of 365 days of leave over the next three years. |

### Support for Balancing between Work and Elder Care

As the population ages, more and more employees are caring for family members. With the aim of eliminating job turnover due to elder care, Seiko Epson provides the following support.

- Providing information on the company's elder care system and the long-term care insurance system through our website.
- Seminars on preparation for elder care, which aim to provide employees with knowledge in advance so that they can cope with sudden elder care needs without panicking.
- Establishment of a contact point where employees can consult on elder care issues with peace of mind.
- Establishment of various systems for balancing elder care and work (details are shown in the table below)

#### <Caregiver Support System>

| System                            | Overview                                                                                                                                       |
|-----------------------------------|------------------------------------------------------------------------------------------------------------------------------------------------|
| Caregiver leave                   | May take up to 1 year and 6 months per applicable family member                                                                                |
| Caregiver reduced hours           | Can be taken up to March 20th after three full years from start of use<br>An extension will be granted if ongoing care is necessary.           |
| Caregiver overtime exemption      | Exempt employees from overtime exceeding nominal hours                                                                                         |
| Caregiver overtime restriction    | Restricts employee overtime to less than 24 hours per month or 150 hours per year                                                              |
| Caregiver night shift restriction | Restricts night shift assignments for employee                                                                                                 |
| Caregiver leave                   | Allows employee to take 5 days/year for 1 applicable family member or 10 days/year for 2 applicable family members as caregiver leave (unpaid) |

#### Caregiver Leave Trends

| FY   | Caregiver Leave | Employees using caregiver reduced hours |
|------|-----------------|-----------------------------------------|
| 2024 | 5               | 7 people                                |
| 2023 | 3               | 4                                       |
| 2022 | 2               | 5                                       |
| 2021 | 5               | 6                                       |
| 2020 | 2               | 4                                       |
| 2019 | 6               | 4                                       |
| 2018 | 2               | 5                                       |

\*Data for employees taking elder care leave, etc. are as of March 31, 2025, Seiko Epson Corporation.

### Epson's Wellbeing Leave Program

This is Seiko Epson's unique leave system that allows employees to accumulate up to 60 days of annual paid leave remaining from the previous two fiscal years, which can be taken for the purpose of personal injury or illness, nursing or childcare for family members, or participation in school events for children up to the third grade of junior high school. (Established on March 21, 1998)

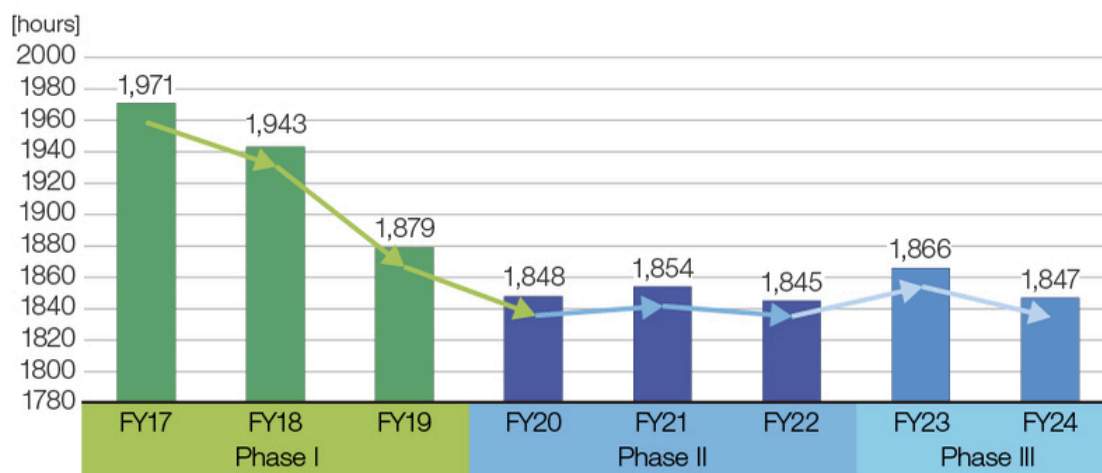
## Managing Working Hours

Seiko Epson has been acting to more closely manage working hours and prevent long working hours as part of work reforms we began in 2017 and as a priority field in our Health Action 2025 medium-term health management measures we enacted in April 2022. In addition to ensuring legal compliance by familiarizing employees with an operations manual for managing working hours, we monitor in-out times and hours spent at work with automated tracking systems. We also remind personnel of the importance of maintaining reasonable working hours.

### Achievements and Targets for Managing Working Hours and Preventing Long Working Hours Through the Above Activities

Total annual actual working hours Target for FY2025: 1,845 hours

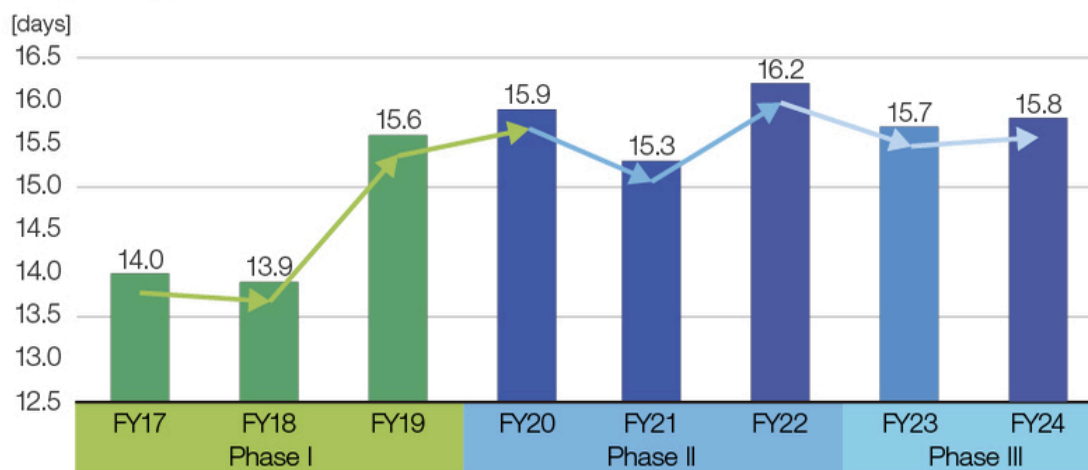
#### Annual Total Working Hours per Employee



Data for Seiko Epson Corporation employees as of March every year.

Target in FY2025 for number of days of paid leave taken: 20 days (including leave taken other than annual paid leave)

#### Number of paid leave used



Data for Seiko Epson Corporation employees as of March every year.

## Initiatives to Prevent Harassment

---

### Anti-Harassment Policy

Harassment in the workplace is socially unacceptable behavior that unfairly harms an employee's character and dignity as an individual. It is also an important issue for the company as it interferes with workplace order and business execution and affects its social reputation. Epson has Principles of Corporate Behavior and the prevention of harassment in the Epson Group Human Rights Policy, and in addition, the General Administrative Manager of Human Capital & Well-Being Management Division has sent out a message stating our commitment to the eradication of such harassment.

### Employee Advisory Service

Epson has established a harassment consultation service to prevent and eradicate power harassment in order to realize a fair and comfortable working environment. In consideration of the feelings of employees who do not wish to reveal their identities, Epson has integrated the consultation desk for harassment into an external desk opened in 2024 to allow for anonymous consultation. The harassment consultation service strictly manages information on reports, prohibits retaliation against whistleblowers, and ensures anonymity.

In addition, we promote training programs, including horizontal deployment of case examples and sharing of changes in the legal system, in order to improve the care and level of the personnel in charge of labor affairs who handle consultations.

### Power Harassment Prevention Training

To foster a healthy and respectful workplace culture, Epson, including its affiliated companies, implements power harassment prevention training programs tailored to each organizational level.

These programs provide comprehensive education on the adverse effects of power harassment on the work environment, the Group's policies and stance, and the legal responsibilities of both the organization and individuals. Topics include the definition of power harassment, its distinction from legitimate supervisory guidance, potential legal liabilities, and disciplinary measures for perpetrators. For senior management, the training serves as a strategic opportunity to reflect on and actively promote the creation of harassment-free organizations, and for managers, the sessions highlight the significant impact of power harassment and encourage proactive countermeasures through case sharing and group discussions.

Every year, we conduct Online Courses education for company-wide employees, including the general public. In addition, we also provide targeted training including for employees assigned to overseas posts, thereby promoting education that is tailored to organizational level and individual responsibilities.

In addition to these measures, since FY2021, we have been promoting the creation of an organizational climate free of power harassment by taking detailed measures tailored to individual workplaces, such as individual follow-up for high-stress workplaces in conjunction with health management information and the establishment of a consultation service for management-level employees.

### Harassment Recurrence Prevention

Human rights abuses including harassment and labor-related grievances are regularly reported to executive management. This information and company responses are shared with managers and disclosed company-wide to prevent similar incidents in the future. We require Group companies to report all material harassment incidents. There have been no omissions in reporting in recent years.

### Anger Management Training

"Anger management" is said to be effective in preventing power harassment.

Since FY2015, we have been developing "Anger Management Training" to help participants acquire skills to deal with anger and

control their anger better. The training includes a basic course to acquire skills for dealing with anger on the spot and improving long-term disposition, a scolding class to learn communication skills to avoid power harassment, and others. Over 14,000 people from and affiliated companies in Japan have participated in the courses.

This initiative has been recognized externally. We received the 1st Japan Anger Management Business Leadership Award Grand Prize for it from the Japan Anger Management Association in June 2023. Through these various initiatives, we strives to build a workplace environment that is free from harassment and enables diverse talent to thrive and contribute with vitality.

#### Power Harassment Prevention Training/Anger Management Training (after 2015)

|                    | Course                                                                       | 2015 | 2016 | 2017 | 2018 | 2019 | 2020 | 2021 | 2022 | 2023 | 2024 | People Trained                                                                                                                                     |
|--------------------|------------------------------------------------------------------------------|------|------|------|------|------|------|------|------|------|------|----------------------------------------------------------------------------------------------------------------------------------------------------|
| All                | Harassment preventive e-learning                                             |      |      |      | ●    | ●    | ●    | ●    | ●    | ●    | ●    | Mandatory for all employees and executives<br>FY24: participation ratio 97.7%                                                                      |
|                    | Awareness building for all employees                                         | ●    | ●    | ●    | ●    | ●    | ●    | ●    | ●    | ●    | ●    | Educate the entire workforce about corporate efforts and about reporting/counseling services                                                       |
|                    | Anger management training                                                    |      | ●    | ●    | ●    | ●    | ●    | ●    | ●    | ●    | ●    | Voluntary training for those who wish it.<br>FY2024: 453 people at 45 trainings                                                                    |
| Executive          | Power harassment prevention training/anger management training for executive | ●    | ●    | ●    | ●    | ●    | ●    | ●    | ●    | ●    | ●    | Mandatory training, but there were no new mandated participants for the anger management training. Only anger management assessment was conducted. |
| Management         | Power harassment prevention training for managers                            | ●    | ●    |      |      |      |      |      |      |      |      | 1,303 people at 70 trainings at 27 sites in Japan                                                                                                  |
|                    | New general manager training                                                 |      |      |      | ●    | ●    | ●    | ●    | ●    | ●    | ●    | FY2024: 42 people                                                                                                                                  |
|                    | New section manager training                                                 |      | ●    | ●    | ●    | ●    | ●    | ●    | ●    | ●    | ●    | FY2024: 106 people                                                                                                                                 |
|                    | Anger management training                                                    |      |      |      |      | ●    | ●    | ●    | ●    | ●    | ●    | FY2024: 156 people at 11 trainings                                                                                                                 |
| Overseas Assignees | Power harassment prevention training prior to assignment overseas            | ●    | ●    | ●    | ●    | ●    | ●    | ●    | ●    | ●    | ●    | FY2024: 86 people at 6 trainings                                                                                                                   |
|                    | Anger management training                                                    |      |      |      |      |      |      | ●    | ●    | ●    | ●    | FY2024: 94 people at 6 trainings                                                                                                                   |
| Junior management  | Power harassment prevention training for junior management                   |      | ●    |      |      |      |      |      |      |      |      | 2,561 people at 131 trainings at 27 sites in Japan                                                                                                 |
|                    | New senior staff training                                                    |      |      | ●    | ●    | ●    | ●    | ●    | ●    | ●    | ●    |                                                                                                                                                    |
| Other              | Harassment prevention/anger management training conducted by division        | ●    | ●    | ●    | ●    | ●    | ●    | ●    | ●    | ●    | ●    | Conducted upon demands of the division or the affiliated company<br>FY2024: 536 people at 44 trainings                                             |

Current as of March 31, 2025

## Wages

Epson's wage standards are compliant with the local labor regulations in the countries where we operate. Our standards provide for things such as suitable wages, allowances, and extraordinary pay.

The Epson Group Human Rights Policy states "Epson promotes equality of opportunity and treatment in respect to employment, occupation, and remuneration, with a view to eliminating any discrimination." In Japan, Epson pays its people based on the principle of equal pay for equal work, regardless of type of employment, as required by law. The wage system does not discriminate by age or gender. Seiko Epson eliminated the gender pay gap in 1983.

In Japan, for regular employees who are not in management positions, we have introduced a qualified grade-based system wherein compensation is primarily determined by the employee's job and competencies. For leaders, we have a system wherein the compensation is determined by their job, which is given based on their competencies, and the level of roles they are fulfilling. We have a role-based grade system for managers wherein compensation is determined by the size of the person's role. The suitability of non-management employee and leader wages and the wage system are reviewed by a committee made up of members of management and the labor union.

In every country and region outside Japan, we establish rules that are compliant with all local wage-related regulations governing things such as minimum wages, legal benefits, and overtime. Wages, deductions, and so forth are calculated based on these rules, and employees receive an electronic or printed pay stub showing the details of each pay period. Payment is made on directly to employees on the appointed date.

## Labor-Management Relations

Epson's Epson Group Human Rights Policy states that, in accordance with the laws and regulations of each country and region, Epson respects freedom of association and the right to collective bargaining, and in order to maintain good labor-management relations, Epson provides workers with the necessary information and engages in discussions and exchanges of opinions in good faith.

A labor-management council forms the basis of the labor-management relationship. Held regularly and as needed, this council is where management explains important management matters to labor union representatives and where the two sides discuss proposed changes to employment conditions. In addition to the labor-management council, Seiko Epson has formed labor-management committees, the safety and health committee, as well as some other committees, to discuss and solve issues related to things such as working styles, family support, benefits and wages, post-retirement reemployment, and health management. Informal discussions are also held on the division and department level to provide a venue for bidirectional communication between employees and managers. Management communicates its thoughts and wishes to employees as well as get direct feedback from them.

\* Labor union participation rate among all regular employees: 86.3%

## Employee Welfare Programs

Epson offers a variety of welfare programs for its domestic group companies, including health insurance association, defined benefit and defined contribution pension plans, support for asset building through employee stock ownership plan, housing support through company housing and bachelor apartments, and support for leisure time and communication promotion through social gathering assistance and clubs.

Through these welfare programs, Epson aims to create an environment where employees can work with peace of mind and lead fulfilling, healthy lives. These efforts support both the growth of individual employees and the enhancement of corporate value.

### Major Employee Welfare Programs (Japan)

| Category              | Program Details                                                                                                               | Regular employee | Contract employee | Dispatch worker |
|-----------------------|-------------------------------------------------------------------------------------------------------------------------------|------------------|-------------------|-----------------|
| Social Insurance      | Health insurance, employees' pension Insurance, nursing care insurance, employment insurance, workers' compensation insurance | -                | -                 | —               |
| Pensions              | Corporate Pension Fund, Defined Contribution Pension Plan                                                                     | -                | —                 | —               |
| Daily Life Support    | Commuting expense subsidy, employee cafeterias & shops, uniform provision                                                     | -                | -                 | △               |
| Leisure               | Social gathering subsidies, employee clubs                                                                                    | -                | -                 | -               |
| Comprehensive service | Packaged Welfare Services                                                                                                     | -                | -                 | -               |

|                        |                                                                                                |   |   |   |
|------------------------|------------------------------------------------------------------------------------------------|---|---|---|
| Self-Development       | Support for correspondence courses and qualification acquisition                               | - | - | — |
| Asset building         | Employee savings plans, employee stock ownership plan                                          | - | △ | — |
| Housing                | Company housing, bachelor apartments                                                           | - | - | — |
| Health & Medical Care  | On-site health management office, in-house therapeutic massage services                        | - | - | - |
| Childcare & Elder Care | Leave, temporary absence, shortened working hours for childcare/elder care, home care services | - | - | — |
| Other Support          | Congratulatory and condolence payments, long-term service awards, group insurance              | - | - | — |

0: Covered △: Partially covered -: Not covered

### Health Insurance (Epson health insurance association)

Approximately 36,000 employees (including dependents) of the Group in Japan are enrolled in the program, which covers medical expenses for illnesses and injuries of employees and their families, provides benefits, and supports disease prevention and health promotion.

### Corporate Pension Fund, Defined Contribution Pension Plan

We have introduced a corporate pension fund (defined benefit corporate pension plan) and a defined contribution pension plan for regular employees.

Approximately 15,000 employees are members of the corporate pension fund and approximately 14,000 are members of the defined contribution pension plan.

### Clubs

There are approximately 40 clubs and activities organized voluntarily by employees, including soccer, futsal, basketball, marathon, table tennis, badminton, bowling, archery, kendo, mountaineering, skiing, snowboarding, curling, e-sports, drones, shogi, calligraphy, technology research, diversity research, and sauna.

### Packaged Welfare Services

Various services are available, including discounts on leisure facilities, restaurant coupons, use of fitness gyms, childcare support, and self-development.

Subsidies for get-togethers held by employees and communication through thank you cards are also provided and used for internal communication.

### Employee Stock Ownership Plan

Epson operates an employee stock ownership plan in which participants contribute a fixed amount monthly to purchase company shares. Approximately 6,000 employees from domestic group companies are enrolled in the program.

As of the latest data, the employee stock ownership plan ranks as the fifth-largest shareholder, holding 2.18% of the company's shares.

### Company Housing and Bachelor Apartments

Epson provides company housing known as "Green Field" and leases apartments near business sites. These accommodations are offered to employees who need housing due to joining the company, relocation, or marriage, etc.



# Health and Productivity Management

[Health Management at Epson ▼](#)[Health Management Objectives and Organization ▼](#)[The "Health Action 2025" Health Management Policy ▼](#)[Other Initiatives ▼](#)

## Health Management at Epson

Epson considers the health of all Group workers to be of paramount importance. Based on Purpose, Epson Way, Epson Group Basic Occupational Health and Safety Policy and Epson Group Health and Productivity Management Declaration, we are working to create a workplace environment where people can work with vitality and enjoyment, and to promote mental and physical health.

In April 2020, we formulated the Epson Group Health and Productivity Management Declaration and announced it internally and externally. In April 2025, we revised a part of Health and Productivity Management Declaration, and stated clearly that not only employees but also all Group employees should participate in the health and productivity management initiative, and we are expanding it globally to our overseas bases. Even though occupational health laws and cultures differ from country to country and region to region, Epson's commitment to the health and wellness of all employees remains the same. Epson is committed to promoting health and productivity management on a global scale, with all Group employees and the company working together to achieve the corporate goal of aspirational goal "achieving sustainability and enriching communities".

### Health and Productivity Management Declaration

At Epson, we consider the health of all people in the Epson Group to be our top priority.

We therefore take a proactive, participatory approach to creating a rewarding, dynamic, and engaging workplace environment and promoting physical and mental wellness for all.

Our goal is for all Epson Group contributors to feel energized, produce results that surprise and delight, and make the world a better place.

Workers: Persons performing work or work-related activities that are under the control of an Epson Group company, including top management and employees of Epson Group companies, contractors, and persons who, while not employed by a Group company, work under the control of an Epson Group company, such as student workers and temporary workers, etc.

**Junkichi Yoshida**  
**President**  
**Seiko Epson Corporation**

## Health Management Objectives and Organization

### Health Management Goals

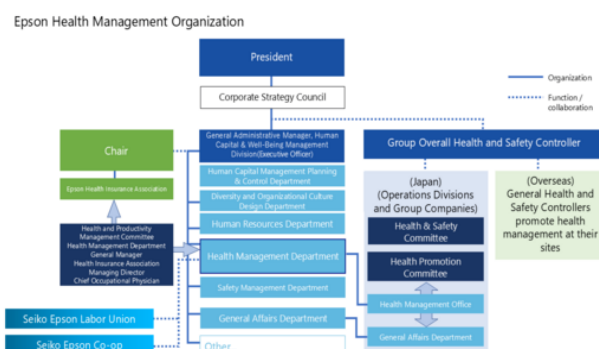
Our goal through health and productivity management is to enhance corporate value. To achieve this, we aim to solve more social issues by providing a workplace where all Group employees can work with vitality and enjoyment, where they can feel fulfilled in their jobs, and where each individual can exert his or her fullest potential. We also believe that the result will lead to the company's aspirational goal "achieving sustainability and enriching communities".

In order to realize this goal, we regard it as an important item to work on health promotion that suits us, even in the midst of diversifying work styles and changing workplace environments, and we are working on "improving self-management of mental and physical health " and "fostering a workplace culture".

### Organization

health and productivity management Under the leadership of the president, who is responsible for health and productivity management, Epson has established the Capital & Well-Being Management Division , an integrated structure to promote Epson's unique health and productivity management (Well-being Management) approach to value creation that solves social issues. The head of this division will participate in Corporate Management Council as an executive officer and will also serve as chairman of health insurance association and comprehensively manage health and productivity management.

In Japan, we have established a mid-term health plan and are working on it in cooperation with related divisions, each business office, and affiliated companies. In addition, Health and Productivity Management Committee, which is jointly operated by the company and health insurance association, is responsible for information analysis, planning, evaluation, and improvement of measures related to health and productivity management as a collaborative health program, and holds regular promotion meetings so that the company, health insurance association, and the employee-led health promotion committee can work together on activities. In addition to the health maintenance and promotion activities for workers overseas, which had been independently organized by each base, we have been working on the Group-wide health and productivity management promotion activities, including cooperation with overseas bases, since FY2024. We are promoting global health and productivity management activities in line with the actual conditions of each company, such as occupational health laws and regulations and cultures in each country and region.



See the following links for more information about actions being carried out with the Human Capital & Well-Being Management Division:

[Epson Group Basic Occupational Health and Safety Policy](#) ➔

[Occupational Health and Safety](#) ➔

[Diversification of work arrangements \(working hours, child and elder caregiving, etc.\)](#) ➔

[Our work goals and work culture \(PDF, 160 KB\)](#) 

[Initiatives for balancing work with childcare, elder care, infertility treatment, etc.](#) ➔

[Responding to Harassment by Customers](#) ➔

## The "Health Action 2025" Health Management Policy

### Health Action 2025

Since 2001, we have formulated and regularly reviewed a mid-term plan on health. Health Action 2025" was established in FY2022. diversification of work arrangements The environment in which we operate is expected to undergo significant changes, such as changes in the health status of our employees and the age structure of our workforce. In preparation for such changes, we believe it is important for each employee to understand his or her own health condition and to engage in health promotion suited to his or her own situation. Therefore, we are working on two priority areas: "mental and physical health," which aims to foster autonomy and harmonize work and health, and "workplace health\*1," which aims to ensure safety and foster an organizational culture in which employees work as a team in an energetic manner. In addition, Health Action 2025 is promoting activities under the slogan, "Recognize, Learn, Act, and Recognize Each Other."

\*1Epson's own terminology, used since fiscal 2016, based on the concept of health and productivity management, which places physical and mental health and the way we work at two sides of the same coin, and taking into account the social aspects of the World Health Organization's definition of health. It refers not only to safety considerations, but also to the creation of a workplace full of communication and vitality, where everyone works with vitality and satisfaction.

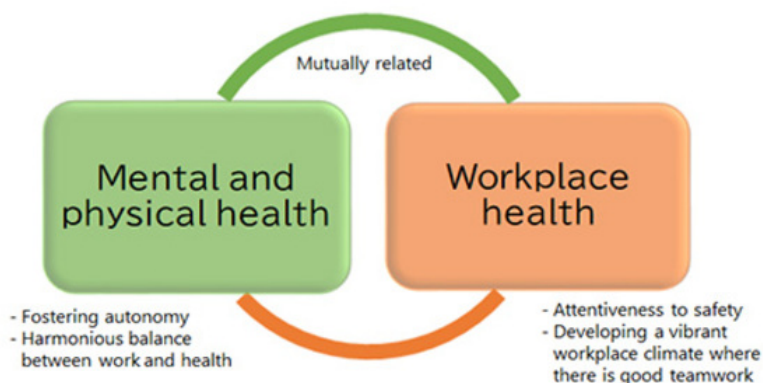
# Health Action 2025

## FY2022-FY2025



### Key Areas

We have a duty as a company to provide a safe working environment and have safety programs geared toward this. But we also have programs to address mental and physical health<sup>1</sup> and workplace health<sup>2</sup>. These programs are designed to deal with changes that could impact health, such as new work arrangements and an aging workforce.



### Slogan

In the midst of diversifying work arrangements and changing employee demographics, we anticipate major changes in things such as lifestyle and communication methods. These changes have the potential to improve work-life balance, but they could also adversely impact health. To adapt to these changes, it will be more important than ever for employees to understand themselves and to work toward personal wellness. On top of this, workplaces must embrace diversity and foster relationships where there is mutual

acknowledgement and respect.

Therefore, to translate the intent of the policies under Health Action 2025 into action, we added “acknowledge” to the key words “notice, learn, act” to emphasize the importance of mutual respect and cooperation.

## Notice, learn, act, and acknowledge



### Objective and Targets

#### Mental and Physical Health

##### • Objective

Promote the self-management of mental and physical health and achieve a balance between work and health among all employees.

| Indicators of consciousness transformation and behavior change               |                                                                                                         | Indicator (2025) |
|------------------------------------------------------------------------------|---------------------------------------------------------------------------------------------------------|------------------|
| Percentage of people who are managing stress                                 |                                                                                                         | > last year      |
| Percentage of people who practice $\geq 6$ of the 9 healthy lifestyle habits |                                                                                                         | $\geq 50\%$      |
| Physique                                                                     | Percentage who maintain a suitable body weight                                                          | $\geq 60\%$      |
|                                                                              | Percentage of people with BMI $\geq 25$ who lost $\geq 3\%$ of their body weight from the previous year | $\geq 22\%$      |
|                                                                              | Percentage who undergo further tests based on results of physical checkup                               | $\geq 90\%$      |
|                                                                              | Percentage who undergo further tests for cancer                                                         | $\geq 90\%$      |
|                                                                              | Percentage who have maintained flexibility and strength (avoided locomotive syndrome)                   | > 38.0%          |

#### Workplace Health

##### • Objective

Pay sufficient attention to safety to prevent impairment of health due to work or the work environment. Develop a vibrant workplace climate where there is good teamwork.

| Indicators of consciousness transformation and behavior change                     |                                                                         | Indicator (2025) |
|------------------------------------------------------------------------------------|-------------------------------------------------------------------------|------------------|
| percentage of employees missing one month or more of work due to a mental disorder |                                                                         | $\leq 0.80$      |
| Number of people working a lot of overtime who are found to have impaired health   |                                                                         | 0                |
| Number of cluster infections in a workplace or site                                |                                                                         | 0                |
| Organizational climate                                                             | Number of high-risk workplaces <sup>1</sup>                             | 0                |
|                                                                                    | Workplaces that continue to be or are once again high risk <sup>1</sup> | 0                |
|                                                                                    | Work engagement <sup>1</sup>                                            | $\geq 2.52$      |

<sup>1</sup> Data collected for Seiko Epson only

health and productivity management The following is a strategic map of the

Epson Group Health and Productivity Management Strategy Map (PDF, 77KB) [PDF](#)

## Health-Related Data Analysis

We have developed a health information analysis infrastructure that combines and visualizes the health information held by the company and health insurance association respectively. In FY2024, we analyzed health information with external organizations. The results will be reflected in the next mid-term plan.

## Recognized under the Health & Productivity Stock Selection Program for the 4th Consecutive Year

In March 2025, Epson was recognized under the Health & Productivity Stock Selection Program for the fourth consecutive year. The Health and Productivity Management Stock program was launched jointly by the Ministry of Economy, Trade and Industry (METI) and the Tokyo Stock Exchange. The program selects publicly traded companies that pursue strategic health management initiatives to promote the health of employees and other personnel from a management perspective. By highlighting companies that are attractive for investors who prioritize long-term improvement in corporate value, the program seeks to encourage companies to engage in health management efforts.

Epson received high scores in all four areas of health and productivity management: management philosophy and policy, organization, program and action implementation, and evaluation and improvement. As a result of its ongoing efforts, Epson has also been certified for nine consecutive years under the Certified Health and Productivity Management Organization Recognition Program (White 500), which was started in 2017 by METI and the Nippon Kenko Kaigi as a way to recognize companies that practice excellent health and productivity management.



[Click here to see the press release \(Japanes only\)](#) 

## Mental and Physical Health

### Increasing Health Literacy

We provide various education and training courses as part of our mental and physical health and workplace health initiatives. These courses are tailored to different echelons and roles within the organization and are designed to encourage people to manage their own health.

In the area of mental and physical health, the courses focus on key topics such as stress management, healthy lifestyle habits, and weight management. They are offered primarily online to accommodate diverse working arrangements.

In the area of workplace health, we conduct self-care education courses focused on fostering a healthy workplace climate. In the area of workplace health, we conduct self-care education courses focused on fostering a healthy workplace climate.

In FY2023, we provided an online course in body weight management for all personnel. (The completion rate was 88.2%.) In FY2024, we plan to offer online courses in sleep, cancer, and communication. We also provide self-care education tailored to different age groups from the time people join the company.

### Wellness Activities

The origin of "health promotion activities" dates back to the early 1990s, when occupational health staff at several sites took the initiative in establishing a health promotion organization with the aim of "fostering a culture of health promotion in which employees themselves are proactively involved" from the perspective of disease prevention. These activities spread to all domestic bases and were institutionalized into the current "health promotion committee" program, which has developed into an organized and ongoing activity that unites Group employees, the company, labor and management, and the health insurance company.



Health Promotion Committee Member Training

The committee at each site is composed of employees representing workplaces and departments, managers and supervisors from the general affairs department, labor union representatives, and others. The committee plans and operates events that address health issues from the perspective of the workplace and that allow employees to participate while having fun. In addition, since FY2024, all sites have been connected online to hold company-wide training sessions. The workshop provides an opportunity to raise awareness of company-wide health promotion through lectures on improving health literacy by occupational physician, the role of fostering workplace culture and health maintenance and promotion, and messages from executive management. In FY2025, this was a large workshop with 342 participants. In response to many who expressed a desire to learn about the activities of other business places, examples of activities in Hokkaido and Nagano Prefecture were featured, and initiatives that make the most of regional and workplace characteristics were shared, company-wide leading to a sense of unity in health promotion activities and an increase in the level of knowledge.

#### Health Promotion Staff Activities at Each Site

business We pick up health issues at each location and workplace, and plan and manage events that employees can enjoy and participate in.

We are working to establish healthy lifestyles by holding body composition measurement sessions, exercise events to trigger exercise habits, nutritional lectures to improve dietary habits, and activities on themes such as sleep and oral care.





Examples of Site Activities

## Action Promotion Activities

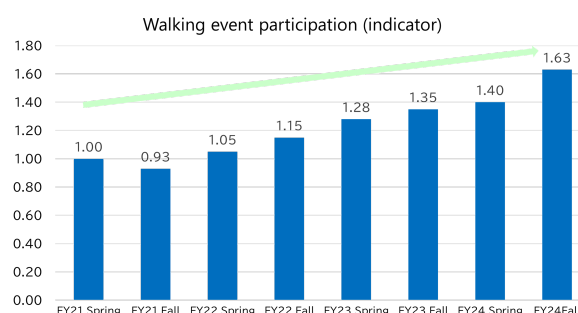
Health Action 2025 Activities aimed at promoting health that lead to action under the slogan "Notice, Learn, Act" of the

### Walking Events

Since FY2021, we have been co-hosting walking events with health insurance association twice a year, in spring and fall, and the number of participants has been increasing every year.

The purpose of these events is to make employees aware of the importance of exercise in their daily lives and to engage in health promotion while having fun without strain. Participants are encouraged to participate not only individually but also as a team, and awards and incentives are set up according to the participation and achievement rates of each business office to which they belong.

Through walking, employees are able to establish an exercise routine, refresh their minds and bodies, and invigorate communication within the workplace.



### Flexibility and Prevention of Muscle Weakness (Measures against Falls and Back Pain)

As part of measures to prevent falls and back pain, in FY2022 we began promoting locomotive syndrome measurement sessions and educational campaigns on locomotive syndrome, and began working on flexibility and prevention of muscle weakness.

Seiko Epson In FY2024, the Company conducted initiatives utilizing outside organizations. At the locomotive syndrome measurement sessions, individual support was provided by a health exercise instructor based on the measurement results, and individual support by a physical therapist was provided to those at high risk. As a result, both of these initiatives not only improved the flexibility and muscle strength of participating



Individualized support by physical therapist



employees, but also helped them acquire knowledge and take action related to exercise.

#### Event to Improve Eating Habits

Since fiscal 2019, we have been implementing health maintenance and promotion activities through dietary habits as a joint activity between the Co-op and the company. As part of these activities, in fiscal year 2023, we increased the amount of vegetables and provided soups with the right amount of salt in all Group employee cafeterias in Japan. In fiscal 2024, in addition to providing soups with the right amount of salt, we implemented an activity focusing on salt intake called "Check your salt intake and take a step forward in your health! In addition to providing soup with the right amount of salt, in FY2024, we implemented an activity focusing on "salt intake" called "Salt Check, Take a Step Forward! The "Salt Check Sheet," a simple dietary questionnaire, helped people to become aware of their salt intake status and provided an opportunity to change their behavior.



Vegetable-Rich, Lower-Sodium Soups

#### Individual Support

The Health Management Offices at Seiko Epson sites have medical professionals, including occupational physicians and nurses, who are available to provide counseling. Communication is emphasized, and employees are encouraged to seek counseling and mental and physical health support whenever they feel the need. Particular emphasis is placed on getting employees who show signs of potential cardiovascular or brain disease at the annual physical checkup to seek medical care to prevent the progression of symptoms. Furthermore, supervisors, HR, occupational physicians, and others collaborate to provide personalized support to enable individuals who are receiving treatment to continue to work in good health.

Meanwhile, we have employee counseling offices staffed by industrial counselors who provide both mental health and career counseling.

[Click here for more information about the diversification of work arrangements \(working hours, child and elder caregiving, etc.\).](#) ➔

#### Cancer Screening

Epson and the health insurance association work together to provide cancer screening at the annual physical.

They help build awareness and increase the cancer screening rate and follow-up testing by distributing informational materials and encouraging symptomatic individuals to seek further testing.

## Workplace Health

#### Mental Health and Wellness Programs

To support the smooth return to work of employees who have returned from leave due to mental health problems and to prevent recurrence of recurrence, we are operating back-to-work program. We are strengthening efforts to reflect on the reasons why employees took leave upon their return to work in accordance with their individual circumstances, and this has been effective in reducing the number of employees who have taken leave again. In addition, medical specialists and industrial counselors are working together to examine measures to be taken, and close cooperation is maintained with the attending physician, managers and supervisors and the Human Resources and Labor Relations Department to enhance support. In addition, among highly stressed employees, those who have requested an interview with a doctor as a result of a stress check, and for those who have not requested such an interview, health counseling is provided by industrial health staff. In addition, we provide e-learning and group training as line

care education for managers and supervisors including leaders, to promote a workplace where employees can work with vitality and to prevent the occurrence of mental disorders.

### **Workplace Environment Improvement Activities (Sharing of Good Practices & Support for Improving High-risk Workplaces)**

To avert work-related mental health issues, we conduct stress checks to assess the situation in each department and provide support to relieve stress. We began providing workplaces with feedback on analysis results in 2017 with the goal of further enhancing workplace support.

We began providing workplaces with feedback on analysis results in 2017 with the goal of further enhancing workplace support. The main actions that started from 2020 were the use of workplace improvement sheets and the facilitation of discussions.



Discussion facilitation

We continue to provide traditional workplace support because we are seeing the average overall health risk across the company decrease. On the other hand, the percentage of high-risk workplaces has stopped declining, so we continue to provide workplace support while also enhancing training for managers. On the other hand, the percentage of high-risk workplaces has stopped declining, so we continue to provide workplace support while also enhancing training for managers and supervisors to prevent further increases.

### **Measures to Prevent the Spread of Infectious Disease**

infectious disease We are promoting activities with the aim of achieving a state in which infection prevention measures are encouraged on a daily basis in the workplace, and awareness of the importance of infection prevention measures is widespread. To ensure that each and every employee takes routine infection prevention measures, Online Courses "Infection Prevention Measures in the Workplace" was implemented in March 2024 (implementation rate: 91.8%).

Epson views infectious disease expansion as a major risk affecting its global corporate activities, and has formulated infectious disease contingency business continuity plan (BCP) and manuals for each Group company, including those in Japan and overseas, in the event of an outbreak in each country and region. In addition, we are promoting self-propelled efforts to ensure the safety of employees, minimize damage, and continue business through emergency drills and the management of stockpiles of quarantine supplies.

## **Other Initiatives**

---

### **Overseas Affiliate Health Care Assistance**

Epson's overseas employees account for 70% of the company's total workforce. Epson believes that it is important to work globally to maintain and improve the health of its workers, and is developing activities to this end. Epson's overseas bases are planning initiatives to address health issues in accordance with the culture, working environment, and health issues in each region, and are supporting workers' self-care through measures to prevent occupational diseases and other health risks in the workplace, as well as lifestyle-related diseases and mental health measures.

In addition, the head office division responds to and supports problems by sharing the progress of promotion plans and initiatives at each site while proactively communicating with overseas overseas affiliate.



Overseas & HQ Progress Sharing Meeting

## Support for Japanese Employees Working Overseas

We have set up a global health support desk to provide consultation services and health-related information to Epson employees from Japan who are working overseas.

Prior to assignment, our occupational physician responsible for overseas provides information and education on three major infectious diseases (HIV, malaria, and tuberculosis).

To reduce mental and physical health risks associated with overseas assignments, the physician interviews expats when they temporarily return to Japan during the first three to six months after assignment. In addition, individual interviews are conducted online within the first year of the assignment.

Expats are provided with the same level of health-related support health as our employees in Japan. We regularly send them health-related information, conduct physical and mental health assessments, provide follow-up, and post information on the company intranet.

## Support for Women's Health Issues

### Counseling Services

Epson aims to create a work environment where employees can work comfortably together, regardless of gender. We offer counseling and support for health issues related to childbirth, childcare, menopause, and more. Support is available not only to the employees themselves but also to their supervisors and coworkers.

### Education Programs

We provide education on women's health at various level-specific training sessions.

We are also considering various initiatives in cooperation with related divisions.

## Training in Life-Saving Procedures

Based on lessons learned from past cases of emergency transport due to cardiopulmonary arrest that occurred within the company, we are promoting awareness-raising activities on first aid and lifesaving measures at all Group companies in Japan so that employees can provide the best possible first aid and lifesaving measures when they are on the scene, both within and outside the company.

We provide hands-on first aid training for directors and company-wide employees on CPR procedures Online Courses and automated external defibrillator (AED) operation, with over 90% of employees having participated in both (as of March 2025).

## Initiatives Involving External Partners

We believe that improving health literacy related to "mental and physical health" is relevant to all people working at Seiko Epson. In Japan, we encourage our external partners who work together with us to participate in health literacy education, walking events, and health promotion activities held at each site on a voluntary basis. In particular, company-wide walking events provide opportunities to exercise by "walking" and improve communication among participants and within workplaces.

[Home](#) > [Sustainability](#) > [Human Resources](#) > [Health and Productivity Management](#)

# Occupational Health and Safety

Approach to Occupational Health and Safety ▼

Safety Management Initiatives ▼

Fire and Natural Disaster Safety ▼

Facility Safety Maintenance ▼

## Approach to Occupational Health and Safety

We at Epson make health, safety, and security the highest priority in corporate management. We believe that maintaining a healthy and safe work environment, as well as promoting physical and mental wellbeing, are essential for a healthy company. We have therefore created occupational health and safety programs at all Epson facilities around the globe to ensure that all workers in the Epson Group can enjoy work in the knowledge that they are safe.

Epson has established a Basic Occupational Health and Safety Policy that is founded on the four pillars of safety, health, fire and disaster management, and facilities, and we make officers, employees, and our partners aware of our occupational health and safety (OH&S) activities.

[Epson Group Basic Occupational Health and Safety Policy](#) ➔

Basic Concept of Occupational Health and Safety Activities



Epson is evolving the Group's OH&S activities to align them with ISO 45001, thereby further improving the workplace health and safety environment. Bearing in mind that safety, security, and health are our top priority, we will comply with all applicable local and international laws and regulations as well as with company rules. We will strive to maintain and promote both mental and physical health. Together, we will work as one to achieve our goals of zero serious occupational accidents and industrial incidents and zero occupational illnesses, thereby laying the foundation for achieving sustainability and enriching communities.

**Yoshihiko Kubota**  
Overall Health and Safety Controller  
Deputy General Manager, Human Capital and health and productivity management Division

## Occupational accident situation

In FY2024, we did not have a serious occupational accident <sup>\*1</sup>. serious occupational accident We keep track of the number of high-risk machines that could directly cause a serious occupational accident, and we regularly assess how these risks are being managed. The number of occupational accidents resulting from a reaction to motion or over-exertion decreased from 10 to six. Although not considered serious, these accidents resulted in time off. However, the number of incidents involving falls, cuts, and collisions (both hitting and being hit) have either stayed the same or increased. Caught-between accidents jumped from zero in FY2023 to six.

OH&S activities were expanded to cover sales companies. This has led to a decrease in the number of occupational accidents, particularly back injuries in warehouse work and falls in office settings. On the other hand, occupational accidents in manufacturing, such as caught-between accidents, cuts, and leaks, are increasing. We are strengthening the review and improvement of non-routine tasks, such as equipment maintenance, which rely heavily on specialists.

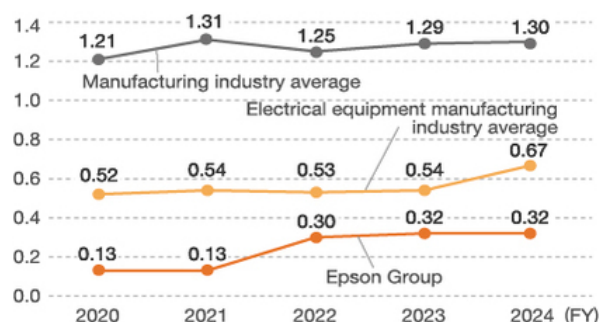
There were four incidents involving smoke and fire. In addition to the enhanced inspection of home appliances that began in FY2024, we will be strengthening the management of highly flammable chemicals.

The occupational accident frequency and severity <sup>\*2</sup> increased slightly from last year, but they remain below the national average.

<sup>\*1</sup> Accidents involving death, disability, or other comparable aftereffects

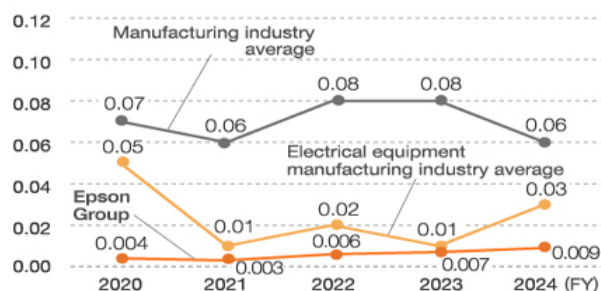
<sup>\*2</sup> Occupational accident indicators that are calculated in accordance with a formula of the Ministry of Health, Labour and Welfare

### Occupational Accident Frequency Rate Trend Occupational Accident Severity Rate Trend



$$\text{Occupational injury accident frequency} = \frac{\text{Number of injury accidents}}{\text{Total actual working hours}} \times 1,000,000$$

\* Occupational injury accident frequency: the number of injury accidents per million work hours, where an injury accident is an incident that causes a worker to miss one or more days of work



$$\text{Occupational injury accident seriousness} = \frac{\text{Number of working days missed}}{\text{Total actual working hours}} \times 1,000$$

\* Occupational injury accident seriousness: the number of working days missed per 1,000 work hours, where an injury accident is an incident that causes a worker to miss one or more days of work

Workdays lost are calculated based on the criteria below.

- Fatality: 7,500 days
- Permanent total disability: 7,500 days for physical disability levels 1 to 3
- Permanent partial disability: 50 to 5,500 days depending on disability levels 4 to 14
- Temporary disability: The total number of lost days, including designated holidays, is multiplied by 300/365

## Number of occupational accidents by type in FY2024

(Unit: Accident)

| Falls | Reaction to motion, | Caught-between | Leaks, spills | Cuts, scrapes | Fire & smoke | Collisions | Other Support | Total |
|-------|---------------------|----------------|---------------|---------------|--------------|------------|---------------|-------|
|       |                     |                |               |               |              |            |               |       |

|    | over-<br>exertion |   |   |   |   |   |   |    |
|----|-------------------|---|---|---|---|---|---|----|
| 25 | 6                 | 6 | 5 | 4 | 4 | 4 | 5 | 59 |

\* The count only includes accidents that resulted in the loss of one or more workdays or secondary evacuation.

## Safety Management Activities

The table below shows the targets for FY2024. After reviewing the results from FY2024, we set new targets for FY2025, as shown below.

| Indicator                                             | FY2024 Target | FY2024 Result | FY2025 Target |
|-------------------------------------------------------|---------------|---------------|---------------|
| Serious occupational accidents & industrial incidents | Zero          | Zero          | Zero          |
| Occupational accident frequency rate                  | ≤ 0.30        | 0.32          | ≤ 0.32        |
| Occupational accident severity rate                   | ≤ 0.006       | 0.009         | ≤ 0.009       |

### Actions for FY2025

Based on an analysis of occupational accidents that occurred in FY2024, we will focus on the activities below in FY2025 to prevent the same or similar accidents from recurring and preemptively avoid other accidents.

- Falls: In addition to making environmental improvements to staircases and eliminating trip hazards, etc., we will try to eliminate falls by helping employees to improve or maintain their physical fitness. Eliminate falls by focusing on the physical fitness and awareness but also by alerting individuals to common personal risk factors.
- Non-routine work: Review risks and create company-wide work standards to prevent cuts, caught-between accidents, and leaks/spills that occur during infrequent tasks such as equipment maintenance.
- Fire and smoke: Strengthening fire prevention, including by regularly inspecting home appliances and reviewing their specifications (conducting safety assessments) and by implementing electrostatic discharge measures where flammable substances are stored.

When introducing new machinery or equipment, including during the research and development stage, we identify and assess risks in accordance with the Group's risk assessment criteria. We then implement safety measures based on the findings.

### ISO 45001 certification acquisition situation

In order to protect employees from occupational health and safety risks, Epson has been working on a three-year plan to acquire ISO 45001 certification, the international standard for occupational health and safety management systems, at all of its manufacturing sites in Japan and overseas (28 sites in total). In fiscal 2024, the final year of the plan, two new domestic sites obtained certification, completing the acquisition of certification at all manufacturing sites as originally planned.

### Global sharing of OH&S activities information



Epson production sites in Japan and abroad regularly hold meetings between management and operational staff and between labor and management to share information and level up their OH&S activities.

At the management level, the senior executives and Epson Group company presidents who head up health and safety programs at Epson sites in Japan gather twice a year for a general health & safety controllers' meeting in which the director in charge participates. The same thing happens separately overseas. These meetings are used to discuss the current situation and challenges faced in occupational health and safety and to work on improvements.

At the labor-management level, members of the labor union and management convene monthly health and safety committee meetings to gather ideas and feedback from workers that can be used to improve site health and safety.

For our overseas sales companies, which began OH&S activities later than our production sites, we are working to raise overall standards through tailored support. In addition to holding general meetings, we also conduct site-specific meetings to share location-specific challenges and successful examples from other sites.



September 2024

General health and safety controllers'  
meeting with overseas sites

## Building awareness internally through Safety News bulletins

Epson analyzes all occupational accidents and industrial incidents in the Epson Group, identifies causes, and implements measures to prevent similar incidents. Information on occupational accidents and industrial incidents—including causes, countermeasures, and recurrence prevention measures—is compiled into "Safety News" bulletins and disseminated to all employees through the company intranet.

## Human resource development through health and safety education

Epson considers its comprehensive health and safety education courses to be among the most important in its education program. A key feature of the program is that the curriculum is tailored to the different echelons and roles of employees. For general employees, we focus on practical training in things such as risk assessment and hazard prediction. For management and supervisory staff, the emphasis is on acquiring skills to lead the workplace, while, for specialists, the focus is on improving practical skills. This approach is integrated into the company-wide education curriculum.

In FY2024, approximately 80,000 people received education related to occupational health and safety. This includes 28,451 general employees in Japan, 48,003 general employees overseas, 3,187 managers and supervisors, and 2,025 specialists (e.g., safety officers and chemical substance managers).

## Fire and Natural Disaster Safety

Epson has in place a Group-wide plan to control priority risks. We regularly review and update the plan and conduct drills based on it to prepare for fires, earthquakes, and wind and flood damage. These disaster drills are designed to preserve life, minimize damage, and enable a recovery. We test their effectiveness and take steps to further improve them.

### Initial disaster response

In the event of a disaster or the threat of a disaster, a Disaster Prevention Headquarters will be established, led by each Group site in Japan and overseas, to direct disaster countermeasures and measures. When established, the headquarters will immediately report to the secretariat of the Seiko Epson General Disaster Countermeasures Headquarters as the first report. The matters to be reported at that time are stipulated below.

1. personnel safety
2. damage to buildings, equipment, and facilities
3. impact on operations
4. any other information that the disaster task force chief deems necessary

To gather information about disaster situations and to ensure that information is transmitted even if infrastructure is disrupted, we have set up multiple channels to receive reports from both domestic and international sources. Our domestic sites have put in place a system that enables us to verify the safety of our people and to provide information not only at the Group-wide level but also at the local site level. Authority has been granted to Epson sites to use our emergency communication system to gather information on employee safety and to share that information with local authorities. Our overseas sites also ask employees to report their situation when there is a natural disaster. Until last year, only our manufacturing sites were to do so. However, starting this fiscal year, our sales sites have also begun to receive reports from their employees so that we are now able to verify the safety of all Epson Group employees worldwide.

The Central Disaster Task Force administrative office reviews site reports and sets up a central disaster task force if the damage is extensive or wide-spread or if an affected site asks it to do so. The central disaster task force assesses the situation at each site, issues comprehensive guidance to each disaster task force, and provides prompt support and actions for a recovery. It also compiles recovery prospects and announces them both internally and externally. Once the disaster task forces have completed their initial response, a swift transition to the business continuity plan (BCP) is made.

## Disaster preparedness

Many Epson sites in Japan and abroad have their own fire brigades. They regularly conduct drills to prepare them to take the lead in providing aid and minimizing damage to facilities and equipment in the event of a fire. Moreover, all employees at our domestic sites undergo training in the use of fire extinguishers to prepare them to fight fires in the incipient phase.

Each site also prepares for other disasters by identifying risks based on local hazard maps and developing drill plans accordingly. All employees participate in drills in which they evacuate buildings or extinguish fires in accordance with a simulated workplace disaster scenario.

In terms of organizational structure, we have put in place initial response guidelines for the entire Epson Group. These guidelines are regularly reviewed and updated, and Group sites integrate these guidelines into their own processes to establish a system that works best for them.

[Preparations in response to emerging infectious disease](#) ➔

## Facility Safety Maintenance

---

Epson maintains safe facilities in line with the Epson Group Basic Occupational Health and Safety Policy to prevent accidents caused by faulty buildings, equipment, and facilities.

Facility safety maintenance covers all domestic and foreign Epson Group buildings and building equipment, including but not limited to electrical equipment, air conditioning and sanitary equipment, drainage equipment, disaster management equipment, communication equipment, and equipment for supplying gas and chemicals to production machinery. Maintaining the soundness of buildings and building equipment, planning and maintaining them to minimize damage from fires and earthquakes, and ensuring the safety of employees and others will help Epson to ensure business continuity and deliver products and services on time. Epson thus has in place a variety of facility safety measures.

For example, before a new building or new building equipment is constructed, installed, refurbished, or removed, a safety assessment is conducted to identify potential problems and improve designs. In addition to managing safety during construction, we also conduct safety assessments prior to use to verify that buildings and building equipment were constructed or installed as designed. If there is a problem, we have it fixed, and if it is not fixed, the building or equipment cannot be used until the problem is resolved.

In addition to ensuring compliance with applicable laws, regulations, and codes when conducting safety assessments, we are also

working to build safer buildings and building equipment by establishing our own standards and preventing the recurrence of past accidents and problems.

In many cases, we enlist the cooperation of outside partners to do the actual construction work. When we hire a partner, we carefully manage safety by communicating the construction rules, controlling access to the site, ensuring that confidentiality is maintained, and providing instructions for working safely. We also try to raise safety awareness among our partners by holding safety conferences.

To encourage employees to acquire the licenses and qualifications needed for facility management and to maintain and raise the level of facility management, Epson provides employees with ongoing professional education. To help ensure electrical safety, Epson created its own program for training and qualifying electrical equipment technicians. Only qualified technicians are allowed to perform electrical work and maintenance on machinery used at Epson sites worldwide.

We at Epson will continue to try to eliminate occupational accidents through activities like these.



Building safety assessment



Outside partner safety conference



Electrical equipment technician  
training

# Supply Chain

## We will build a sustainable supply chain by engaging our suppliers.

Epson wants to help solve societal issues and achieve sustainable growth through sustainability initiatives based on the idea of building social trust, the concept that underlies Epson's Management Philosophy. We are building social trust by complying with local laws and regulations in the countries and regions where we operate, as well as by honoring international sustainability initiatives such as the Sustainable Development Goals (SDGs) and the Responsible Business Alliance's Code of Conduct. Furthermore, as outlined in the United Nations Guiding Principles on Business and Human Rights, Epson's responsibility extends to its value chain. To attain our goal of achieving sustainability and enriching communities, we are working to ensure socially responsible supply chains and sustainable procurement from the standpoints of human rights and sustainability. In addition, with the cooperation of our business partners and the collaboration of our suppliers, we will proactively take on new challenges, including initiatives meant to solidify business continuity management, transit to 100% renewable electricity, and reduce greenhouse gas (GHG) emissions on our way toward building a green supply chain.

Epson will strengthen its partnerships based on the fundamental stance of fairness, equity, and mutual prosperity with business partners, while working to build a responsible supply chain.



Akifumi Takei  
Executive Officer  
General Administrative  
Manager, Production Planning  
Division

## Supply Chain Contents

Vision &  
Organization



Supplier  
Guidelines



Supply Chain  
Initiatives



Supply Chain CSR Vision  
Sustainable Procurement Policy  
Supply Chain CSR Strategy  
Organization  
Key Goal Indicators (KGI) and Key  
Performance Indicators (KPI)

Supply Chain Management  
Supplier Evaluation Program  
Socially Responsible Procurement  
Program  
Human Rights Initiatives  
Supply Chain Environmental Initiatives  
Partnerships with External  
Organizations

Communication & Training

Communications with Suppliers  
Whistleblowing System for Suppliers  
Internal Training

Responsible Sourcing of Minerals

Responsible Minerals Sourcing  
Responsible Minerals Survey Program  
Survey Results  
Partnerships with External  
Organizations  
Reporting to Mitigate Mineral Sourcing  
Risks

Green Purchasing

Introduction  
Basic Principles of Product Substance  
Assurance  
Material  
Surveys on Substances in Products

Paper Products Procurement

Scope of Application  
Content of Conforming Procurement  
Management  
Material

ESG Data

Standards Comparison

Sustainability Report

Integrated Report

## Vision

|                           |                                                                  |                                  |
|---------------------------|------------------------------------------------------------------|----------------------------------|
| Supply Chain CSR Vision ▼ | Sustainable Procurement Policy ▼                                 | Supply Chain CSR Strategy ▼      |
| Organization ▼            | Key Goal Indicators (KGI) and Key Performance Indicators (KPI) ▼ | Evaluation by External Parties ▼ |

### Supply Chain CSR Vision

Epson aspires to be an indispensable company, one that seeks to build mutually beneficial relationships with all its business partners, including suppliers. Toward this end, we ask our suppliers to uphold the highest standards of integrity and ethics while, at the same time, respecting their autonomy and independence.

In 2021, Epson identified four materialities (priority issues) that it should address to help solve societal issues and advance toward its aspirational goal of achieving sustainability and enriching communities. Epson selected 12 Key Sustainability Topics that it will act on to achieve these. Realizing responsible supply chains is listed as a Key Sustainability Topic for fulfilling our social responsibility.

We are working to achieve the key performance indicators (KPI) that have been set for each of the Key Sustainability Topics, which have been mapped to the 169 targets of the 17 Sustainable Development Goals (SDGs) of the United Nations. The entire Epson Group will contribute to achieving the SDGs targets.



[Contributing to the SDGs](#) ➔

[Key Sustainability Topics](#) ➔

As a means to enhance CSR in its own supply chains, Epson joined Responsible Business Alliance (RBA), an industry coalition comprised of electronics, retail, auto and toy companies dedicated to responsible business conduct in global supply chains. We support RBA's mission and code of conduct, which consists of internationally recognized, ambitious CSR requirements covering human rights, health and safety, the environment, and ethics. The RBA Code of Conduct is regularly reviewed and revised to establish common requirements that the electronics industry should work toward together.

As a Regular Member of the RBA, Epson is expected to observe the RBA Code of Conduct and meet its supply chain due diligence obligations at a high level. Accordingly, in addition to ensuring compliance in our own operations, we ask our suppliers to observe the requirements and promote CSR across the entire supply chain.

[News Release \(PDF,407KB\)](#)

[Responsible Business Alliance](#)

[RBA Code of Conduct](#)

[RBA member obligations](#)

[Comparison of the SDGs and RBA requirements \(PDF, 210KB\)](#)

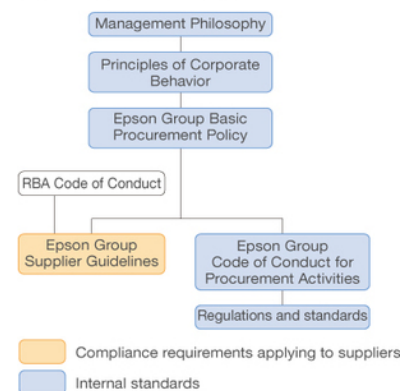
## Sustainable Procurement Policy

In Principles of Corporate Behavior, Epson describes principles of conduct that must be practiced in order to achieve the goals stated in Epson's Management Philosophy. Building and maintaining mutually beneficial relationships with suppliers is one of these principles, as are CSR-related issues such as respect for human rights, environmental impact mitigation, compliance, and responsible sourcing of minerals.

The Epson Basic Procurement Policy sets forth fundamental procurement practices. We engage in procurement activities that comply with international rules and the laws and regulations of all nations, fulfilling our social responsibilities, including those related to human rights and the environment. We build sustainable supply chains by forging partnerships of mutual trust with our suppliers based on fairness and mutual benefit. We also work with our suppliers to stabilize and optimize quality, prices, and delivery times to deliver products and services of value to our customers. Under these overarching policies, we have established the Epson Group Supplier Guidelines. We provide our suppliers with the Guidelines to familiarize them with the fundamental procurement requirements to which we ask them to adhere.

The Epson Group Supplier Guidelines include a Code of Conduct pertaining to labor(human rights), health and safety, environment, ethics, and management systems. This Code of Conduct is based on the Code of Conduct of the Responsible Business Alliance (RBA), a coalition dedicated to supply chain CSR.

### CSR Procurement Policies



[Principles of Corporate Behavior](#)

[Basic Procurement Policy](#)

[Supplier Guidelines](#)

## Supply Chain CSR Strategy

Epson aims to help solve societal issues and achieve sustainable growth through sustainability initiatives that are aligned with the Principles of Corporate Behavior, which is based on the idea of building social trust, the concept that underlies Epson's Management Philosophy. Not only do we comply with local laws and regulations in the countries and regions where we operate, but we also respect international sustainability initiatives such as the Sustainable Development Goals (SDGs) and the RBA code of conduct. Furthermore, as stated in the United Nations Guiding Principles, our responsibility extends to our supply chain. Based on the company policy "to achieve sustainability and enrich communities", we have strategically defined key mid- to long-term supply chain CSR action items from the perspective of "human rights" and "sustainability". These actions will also lead to the achievement of the SDGs by the 2030 target year.



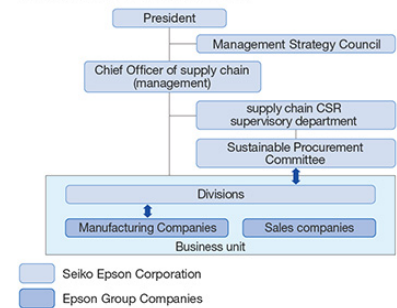
[Promoting decent work](#)[Ensuring work safety](#)[Responsible mineral sourcing](#)[Environmental impact mitigation](#)[Comparison of the SDGs and RBA requirements \(PDF, 210KB\)](#) [Epson Group Human Rights Policy](#) ➔[Respect for Human Rights](#) ➔[Supply Chain Initiatives](#) ➔[Responsible Sourcing of Minerals](#) ➔[Environment](#) ➔

## Organization

The chief officer of supply chain management (SCM), a member of Seiko Epson's management leadership team, promotes social responsibility in supply chains in conjunction with all entities within the Epson Group.

Targets and action plans are discussed by the CSR Procurement Committee, a cross-organizational body consisting of members from all business divisions and procurement departments of Epson Group companies, with administrative support provided by the Head Office department responsible for supply chain CSR. The committee ensures that the plans are communicated and implemented throughout the Group. The head of Supply Chain Management (SCM) regularly reviews the progress of these activities and reports to the Sustainability Strategy Council, a corporate management body that includes board members. Important matters are also submitted to the Council for deliberation.

Organization of Supply Chain CSR



## Key Goal Indicators (KGI) and Key Performance Indicators (KPI)

To realize our vision for socially responsible supply chains, we have positioned this initiative as one of Epson's key sustainability themes. We set mid-term goals (KGI) and annual targets (KPI), and actively promote related activities across the organization.

### Mid-Term Goals (to be achieved by March 31, 2026)

Socially responsible procurement: Ensure that all major suppliers are ranked low risk in terms of CSR.

Responsible mineral sourcing: Make products conflict-free<sup>1</sup> and disclose product information.

<sup>1</sup> Use only conflict-free smelters and refiners certified under the RMI's Responsible Minerals Assurance Program (RMAP).

FY2024 Action Items and Results

|   | Action Items and KPI                                                                                                                                                                                                                                                                                                                | Result                                                                                                                                                                                                                 |
|---|-------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| 1 | Maintain and improve the supply chain CSR<br>1) Return rate of Supplier Guidelines Agreement Letter: 95% (2500 companies) of Major suppliers of direct materials <sup>1</sup> and indirect materials <sup>2</sup><br>2) CSR SAQ risk level: Zero (0%) Major suppliers of direct and indirect materials rated high risk <sup>3</sup> | 1) 94.4% (2,916 companies / 3,089 companies)<br>2) No Major direct material suppliers were rated high-risk (0 sites / 676 sites), and no Major indirect material suppliers were rated high-risk (0 sites / 438 sites). |
| 2 | Strengthening conflict mineral surveys<br>1) Survey return rate: 100%<br>2) Provision of smelter or refiner (SOR) information to suppliers: monthly                                                                                                                                                                                 | 1) Survey return rate:<br>CMRT(3TG) 99.6%<br>EMRT(cobalt) 99.1%<br>2) Once a month, 12 times a year                                                                                                                    |
| 3 | Strengthening supply chain BCM <sup>4</sup><br>Impact on sales from supply chain disruptions: zero (0)                                                                                                                                                                                                                              | 1) Impact on sales from supply chain disruptions: zero (0)                                                                                                                                                             |

<sup>1</sup> Direct materials: raw materials and parts required in product assembly, subcontracting of processing, etc.

<sup>2</sup> Indirect materials: factory supplies that are not direct materials, machinery and equipment, public relations and advertising, logistics, outsourcing, temporary staffing, etc.

<sup>3</sup> High risk is defined as a score below 60 points when assessed using RBA-Online, or below 65 points when assessed using Epson's own Self-Assessment Questionnaire (SAQ).

<sup>4</sup> BCM: business continuity management

FY2025 Action Items and KPI

|   | Action Items                                | KPI                                                                                                                                                                                                                                        |
|---|---------------------------------------------|--------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| 1 | Maintain and improve the supply chain CSR   | 1) Supplier CSR risk level: No high-risk <sup>2</sup> Major direct material <sup>1</sup> suppliers<br>2) Supplier CSR risk level: No high-risk <sup>2</sup> on-site service providers and staffing agencies<br>3) Survey return rate: 100% |
| 2 | Strengthening conflict mineral surveys      | 1) Survey return rate: 100%<br>2) Provision of smelter or refiner (SOR) information to suppliers: monthly (12 times/year)                                                                                                                  |
| 3 | Strengthening supply chain BCM <sup>3</sup> | 1) Impact on sales from supply chain disruptions: zero (0)                                                                                                                                                                                 |

<sup>1</sup> Direct materials: raw materials and parts required in product assembly, subcontracting of processing, etc.

<sup>2</sup> High risk is defined as a score below 60 points in the SAQ, or the presence of unresolved Priority non-conformances identified through audits, including RBA's Validated Assessment Program (VAP).

<sup>3</sup> BCM: business continuity management

External Recognition

Supply chain CSR is evaluated by many rating agencies as part of the "S" (Social) component of ESG (Environmental, Social, and Governance) assessments. Among the supply chain CSR topics examined are policies, human rights due diligence, and responsible sourcing of minerals.

Epson's efforts and achievements in supply chain CSR have received recognition from various ESG rating agencies. Seiko Epson Corporation has continued to earn high ratings in sustainability assessments by France-based EcoVadis. In 2024, EcoVadis awarded Seiko Epson a Platinum medal. The Platinum medal<sup>1</sup> was established for the top 1% of the companies assessed worldwide in 2020 and approximately 130,000 companies were assessed in 2024. Seiko Epson was awarded Platinum medal for three consecutive years from 2020 to 2022. In addition to an overall score, EcoVadis provides scores for Environmental, Labor and Human Rights, Ethics, and Sustainable Procurement Performance. Seiko Epson received its highest score in Sustainable Procurement, an evaluation theme that includes supply chain human rights initiatives, environmental initiatives, and responsible minerals sourcing.

| EcoVadis Sustainability Assessment Results Trend |                                                                                   |                                                                                   |                                                                                   |                                                                                   |                                                                                   |
|--------------------------------------------------|-----------------------------------------------------------------------------------|-----------------------------------------------------------------------------------|-----------------------------------------------------------------------------------|-----------------------------------------------------------------------------------|-----------------------------------------------------------------------------------|
|                                                  | 2020                                                                              | 2021                                                                              | 2022                                                                              | 2023                                                                              | 2024                                                                              |
| Overall rating                                   |  |  |  |  |  |
| Sustainable Procurement Score                    | 80/100                                                                            | 80/100                                                                            | 90/100                                                                            | 90/100                                                                            | 80/100                                                                            |

<sup>1</sup> Platinum medal: A new rating established in 2020 in the EcoVadis sustainability assessment. Recipients must be in the top 1% and earn a certain score. (The minimum score for Platinum was 75 from 2020 to 2022, 78 in 2023, and then raised to 80 from January to June 2024 and then to 81 from July 2024.)

[Click here for details.](#) ➡

# Supplier Guidelines

## Epson Group Supplier Guidelines / Epson Supplier Code of Conduct

Epson believes that it is essential for our business partners, including suppliers, to understand our management philosophy and support our procurement activities to realize that philosophy. For this reason, the Epson Group Supplier Guidelines include a code of conduct that we ask suppliers to follow.

We established our Group Procurement Guidelines in April 2005, intending to promote understanding of our procurement activities and cooperation in the promotion of CSR activities. In April 2008, we established the Epson Supplier Code of Conduct based on the Code of Conduct created by the Electronic Industry Citizenship Coalition (EICC), now called Responsible Business Alliance (RBA), as part of the Epson Group Guidelines, and have been revising it in line with revisions to the RBA Code of Conduct. The Supplier Guidelines stipulate the basic quality (Q), price (C), and delivery (D) requirements for transactions, trade control measures that satisfy the requirements of the international community, and measures to ensure security in the supply chain. The Epson Supplier Code of Conduct (the RBA Code of Conduct) included in the Guidelines covers corporate social responsibility (CSR) requirements in such areas as labor, health and safety, environment, and ethics, with the aim of maintaining socially responsible business practices along with our business partners. More than 20 years have passed since the first edition of the guidelines was established, and in order to gain the understanding of suppliers located around the world, the Guidelines have been made available in multiple languages, with the current version 8.0 available in seven languages. We have asked all suppliers to comply with the requirements and have asked our Major suppliers to sign a formal written agreement. Regarding Version 8.0 of the Supplier Guidelines revised in April 2024, of the companies (accounts) that were notified of the revisions, 2,916 (94.4%) agreed in writing to comply with the Guidelines. We also notify prospective suppliers about our Supplier Guidelines and ask them to pledge to observe the Guidelines prior to doing business with us. As a member of the RBA, Epson is working to improve CSR across the supply chain.

### Epson Group Supplier Guidelines (Group standard version) Ver8.0

|                                                                                                                 |                                                                                                                |
|-----------------------------------------------------------------------------------------------------------------|----------------------------------------------------------------------------------------------------------------|
| Japanese ver. 8.0 (906KB)    | English ver. 8.0 (378KB)  |
| Chinese ver. 8.0 (797KB)     | Spanish ver. 8.0 (405KB)  |
| Portuguese ver. 8.0 (391KB)  | Thai ver. 8.0 (578KB)     |
| Indonesian ver. 8.0 (394KB)  |                                                                                                                |

Hotline information is available here 

The Epson Supplier Code of Conduct, which is part of the Epson Group Supplier Guidelines, is based on the RBA Code of Conduct. It specifies requirements in the areas of labor, health and safety, environment, ethics, and management systems.

The RBA Code of Conduct requires not only compliance with local laws, but also with the requirements and standards of the RBA when they are more stringent than local laws. This idea ensures a certain level of management regardless of the legal requirements and standards of the countries and regions in which the supplier is located, and regardless of the labor practices of the area.



#### Responsible Business Alliance

| A. LABOR (Human rights)                                                                                                                                                                                                                                                                                      | B. HEALTH AND SAFETY                                                                                                                                                                                                                                                 |
|--------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| A1 Prohibition of Forced Labor<br>A2 Young Workers (including prohibition of child labor)<br>A3 Working Hours (maximum working hours, holidays, voluntary overtime)<br>A4 Wages and Benefits<br>A5 Non-Discrimination/Non-Harassment/Humane Treatment<br>A6 Freedom of Association and Collective Bargaining | B1 Occupational Health and Safety<br>B2 Emergency Preparedness<br>B3 Occupational Injury and Illness<br>B4 Industrial Hygiene<br>B5 Physically Demanding Work<br>B6 Machine Safeguarding<br>B7 Sanitation, Food, and Housing<br>B8 Health and Safety Communication   |
| C. ENVIRONMENT                                                                                                                                                                                                                                                                                               | D. ETHICS                                                                                                                                                                                                                                                            |
| C1 Environmental Permits and Reporting<br>C2 Pollution Prevention and Resource Reduction<br>C3 Hazardous Substances<br>C4 Solid Waste<br>C5 Air Emissions<br>C6 Materials Restrictions<br>C7 Water Management<br>C8 Energy Consumption and Greenhouse Gas Emissions                                          | D1 Business Integrity<br>D2 No Improper Advantage<br>D3 Disclosure of Information<br>D4 Intellectual Property<br>D5 Fair Business, Advertising and Competition<br>D6 Protection of Identity and Non-Retaliation<br>D7 Responsible Sourcing of Minerals<br>D8 Privacy |
| E. MANAGEMENT SYSTEMS                                                                                                                                                                                                                                                                                        |                                                                                                                                                                                                                                                                      |
| E1 Company Commitment<br>E2 Management Accountability and Responsibility<br>E3 Legal and Customer Requirements<br>E4 Risk Assessment and Risk Management<br>E5 Improvement Objectives<br>E6 Training                                                                                                         | E7 Communication<br>E8 Worker/Stakeholder Engagement and Access To Remedy<br>E9 Audits and Assessments<br>E10 Corrective Action Process<br>E11 Documentation and Records<br>E12 Supplier Responsibility                                                              |

# Supply Chain Initiatives

Supply Chain Management ▼

Human Rights Initiatives ▼

Supplier Evaluation Program ▼

Supply Chain Environmental Initiatives ▼

Socially Responsible Procurement Program ▼

Partnerships with External Organizations ▼

## Supply Chain Management

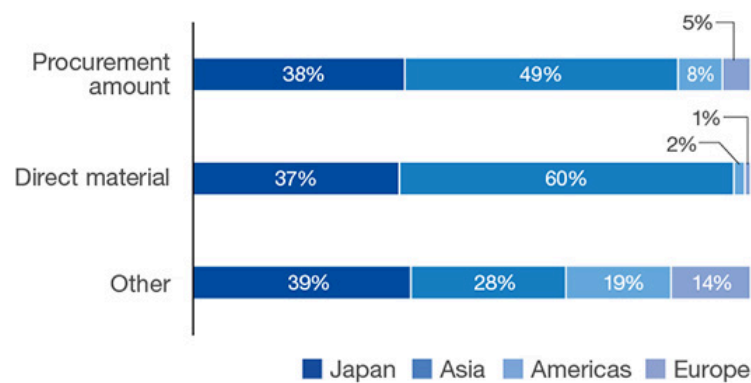
Epson considers suppliers to be important partners in its business activities. As such, our procurement activities are designed to develop mutually beneficial trusting relationships with our business partners based on fairness, transparency, and respect.

Epson procures goods from around the world. Domestic Japanese procurement accounts for about 38% of our total procurement spend. Asia accounts for the large majority of the remaining 62%.

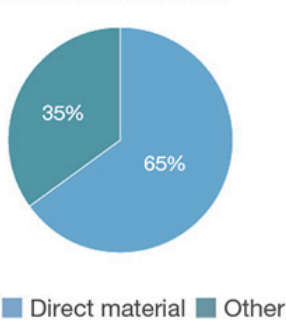
Our procurement spend for direct materials (production materials and outsourced manufacturing) accounts for about 65% of the spend and indirect materials (including factory consumables, machinery, public relations, logistics, and staffing) for about 35%.

Epson has business with 1,700 direct material suppliers mainly in Asia where our main manufacturing sites are located, and about half of our indirect materials spend is in Japan.

Procurement Over View



Procurement material



## Supplier Evaluation Program

Epson conducts multifaceted evaluations of all suppliers.

| Epson Group Supplier Evaluation Program                                                                                                                                                                                                                       | Evaluation Frequency |
|---------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|----------------------|
| <b>Indirect evaluation</b><br>Evaluation using information from external credit reporting agencies<br>Evaluation of credit score, business history, capital composition, business size, profit/loss, financing status, management, etc.                       | Once per year        |
| <b>Direct evaluation (annual evaluation)</b><br>Evaluation items: Quality control (Q), cost control (C), delivery date management (D), environmental management (E), management system including business continuity management (M), information security (S) | Once per year        |
| <b>Detailed CSR evaluation</b><br>Evaluation of compliance with the Epson Group Supplier Code of Conduct (RBA Code of Conduct)<br>Evaluation of labor (human rights), health and safety, environment, ethics, and management systems                          | Once per year        |
| <b>Evaluation of emergency response capabilities</b><br>Self-assessment of ability to respond in the event of a natural disaster, fire, or other emergency.<br>Evaluation of BCM system development, BCM delivery date management, BCM supply response        | Once per year        |
| <b>Safety management evaluation</b><br>Self-assessment of response to fires and other emergency risks<br>Evaluation of compliance with the Electricity Business Act, Fire Service Act, etc.                                                                   | Once per year        |

## Socially Responsible Procurement Program

Epson's socially responsible procurement program is an annual cyclical activity. It consists of steps in which we ask suppliers to comply with Epson's Supplier Guidelines and complete self-assessment questionnaires (SAQ). Epson then analyzes and evaluates risks, verifies the facts on-site or audits certain high-risk suppliers, and supports and works with suppliers on corrective actions.



### Direct Evaluation (Annual Evaluation)

Epson generally evaluates all suppliers directly every year. There are questions about quality (Q), cost (C), and delivery (D) as well as about the environment and management systems. In the management systems section, we check whether the company has put in place an effectively functioning business management and operational framework for managing risk and maintaining compliance. In addition, we now also evaluate information security due to the recent global increase in cyber attacks and information leaks.

| Category   | Number of questions |
|------------|---------------------|
| Q. Quality | 12                  |
| C. Cost    | 5                   |

If a supplier does not meet Epson's minimum standards in the annual direct



evaluation, Epson asks them to correct deficiencies and provides them with support. If they do not improve within a certain period of time, Epson will decline to continue doing business with them. In 2024, one supplier did not meet Epson's minimum standards and was asked to take corrective action to address issues.

|                         |    |
|-------------------------|----|
| D. Delivery             | 5  |
| E. Environment          | 5  |
| M. Management systems   | 19 |
| S. Information security | 25 |
| Total                   | 71 |

Direct Evaluation Results

|                                                             |        | 2022  | 2023  | 2024  |
|-------------------------------------------------------------|--------|-------|-------|-------|
| Number of suppliers                                         |        | 937   | 900   | 897   |
| Number of sites                                             |        | 1,582 | 1,425 | 1,435 |
| % of suppliers who completed the self-assessment            | Goal   | 100%  | 100%  | 100%  |
|                                                             | Result | 100%  | 100%  | 100%  |
| Suppliers asked to take corrective action (number of sites) |        | 16    | 14    | 1     |

Evaluation of Prospective New Suppliers

We require prospective new suppliers to agree to abide by the Epson Group Supplier Guidelines and the RBA Code of Conduct (with requirements covering human rights, health and safety, the environment, and ethics) as a condition for starting business with us. We also conduct indirect and direct evaluations\* based on standards that set out supplier selection procedures.

\* Self-assessments equivalent to the annual evaluations that are used to assess a supplier's quality control, cost control, delivery date control, environmental management, management systems, including business continuity management, and information security

Detailed CSR Evaluation

The detailed CSR evaluation is a part of Epson's supplier CSR due diligence program. We are endeavoring to improve the level of CSR across our global supply chains. Toward this end, we have revised the scope, frequency, and some other aspects of our program to meet our obligations<sup>1</sup> as a Regular Member of the Responsible Business Alliance (RBA). Every year, Epson evaluates supplier compliance with the Epson Supplier Code of Conduct (RBA Code of Conduct) based on a detailed self-assessment questionnaire (SAQ). Suppliers are asked to take corrective action, depending on the results of the SAQ. We also have a process for verifying supplier answers via audits, site observations, and interviews.

Suppliers can choose to answer either an online SAQ provided by the RBA or an SAQ prepared by Epson that is based on the RBA's Validated Audit Program (VAP) audit criteria. The Epson SAQ is designed to thoroughly check the human rights situation at suppliers' sites and thus has many questions in the labor section as well as questions about the protection of the rights of indigenous peoples and foreign immigrants. Epson's SAQ form is available in multiple languages<sup>2</sup> to ensure that local suppliers of Epson's overseas manufacturing sites understand the questions on the SAQ and provide accurate answers.

Suppliers who are deemed high risk are audited in accordance with RBA criteria and are asked to take corrective action as needed.

<sup>1</sup> Summary of RBA Regular Member obligations [🔗](#)

<sup>2</sup> The SAQ for direct material suppliers is available in five languages and that for other suppliers is available in six languages.

Composition of Questions on the 2024 Epson SAQ

| Category | Scope & number of questions |
|----------|-----------------------------|
|          |                             |

|                                                                               | Direct material supplier | Other suppliers |
|-------------------------------------------------------------------------------|--------------------------|-----------------|
| A. Labor (human rights)                                                       | 44                       | 39              |
| B. Health and safety                                                          | 32                       | 12              |
| C. Environment systems                                                        | 16                       | -               |
| D. Ethics                                                                     | 14                       | 8               |
| E. Management systems                                                         | 16                       | 9               |
| O. Protection of the rights of indigenous peoples and foreign migrant workers | 5                        | 5               |
| Total                                                                         | 127                      | 73              |

#### Epson SAQ Scores and Risk Ranks (FY2024)

| Risk rank   | Score             | Remarks                                                                                                                                                                                                                                                          |
|-------------|-------------------|------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| Low risk    | More than 85 pts. | <ul style="list-style-type: none"> <li>Suppliers who comply with the requirements of the RBA Code of Conduct</li> </ul>                                                                                                                                          |
| Medium risk | 65-85 pts.        | <ul style="list-style-type: none"> <li>Suppliers who do not comply with some of the requirements of the RBA Code of Conduct but are expected to take corrective action themselves</li> </ul>                                                                     |
| High risk   | Less than 65 pts. | <ul style="list-style-type: none"> <li>Suppliers who do not comply with many of the requirements of the RBA Code of Conduct and need to be monitored based on a corrective action plan</li> <li>Suppliers who are asked to undergo an RBA (VAP) audit</li> </ul> |

\* The risk rank of suppliers who complete RBA's online SAQ is determined in accordance with RBA's risk ratings.

#### 2024 SAQ

In 2024, we conducted a detailed CSR evaluation (SAQ and corrective actions) for the following major suppliers:

#### Scope of 2024 SAQ

|                  |                                      | Selection Criteria                                                                      |
|------------------|--------------------------------------|-----------------------------------------------------------------------------------------|
| Direct materials | Major suppliers                      | Suppliers who account for 80% of the value of Epson's procurement spending <sup>1</sup> |
|                  | Other key suppliers                  | Key suppliers designated by each business line. Single source suppliers, etc.           |
| Other suppliers  | On-site service vendors <sup>2</sup> | Vendors on Seiko Epson and Epson Group manufacturing                                    |
|                  | Staffing and recruitment agencies    | Operators that Seiko Epson and Epson Group manufacturing sites employ                   |
|                  | Logistics warehouse companies        | Operators that Seiko Epson and Epson Group manufacturing sites employ                   |
|                  | Call center contractors              | All call center service providers that the Epson group uses                             |

<sup>1</sup> Epson's first-tier (direct) suppliers are arranged in descending order based on transaction amounts and selected until 80% of the total spend is reached.

If a first-tier supplier is a trading company, the manufacturer that supplies the trading company is asked to complete an SAQ.

<sup>2</sup> Contractors who provide security, food service(canteen), and other services at Epson Group sites.

## Direct material suppliers

We asked 267 first-tier direct material suppliers to complete the 2024 SAQ. All 547 manufacturing sites/ facilities responded. Other key suppliers, such as single-source suppliers, were also asked to complete the SAQ. In cases where the first-tier supplier was a trading company, we also asked the second-tier suppliers (the manufacturers) to complete the SAQ.

The number of suppliers using RBA-Online has been increasing each year and now accounts for about 36% of all Epson suppliers. For reference, the facility SAQ in RBA-Online has been updated and is now called the "Risk SAQ." It was optional in 2023 but was made mandatory starting in 2024. The changes to the SAQ tended to result in lower scores for the newly included Country Risk and Product Risk (business risk) questions in RBA-Online, with about half of the sites receiving a medium risk rating. The latest SAQ has new questions on Country Risk and Product Risk (business risk). Scores in these areas tend to be lower, resulting in about half of facilities receiving a medium-risk rating. Epson communicated directly with suppliers that received a high-risk rating on RBA-Online or that failed to provide adequate answers, asking them to take corrective action.

All suppliers who completed the Epson SAQ were notified of their results. In addition to their SAQ scores, we prepared a feedback sheet that included advice on correcting identified issues. We also monitored the formulation and progress of the corrective action plans for addressing failures to comply with high-priority requirements related to human rights<sup>1</sup> and provided assistance as needed. No high-risk suppliers were identified in either the RBA-Online SAQ or Epson SAQ.

<sup>1</sup> Representative high-priority requirements related to human rights:

- Prohibition of child labor (not detected)
- Prohibition of slave labor and forced labor (conclusion of appropriate employment contracts, freedom of movement, limits on company loans)
- Proper management of working hours (no more than six consecutive work days and a limit on working hours of 60 hours/week)
- Proper payment of wages (payment of at least the legal minimum wage and overtime, and timely payment of wages)
- Prohibition on charging workers recruitment fees
- Humane treatment (prohibition of harassment)
- Evacuation drills (enterprise-wide participation, with nighttime and dormitory drills, etc.)
- Provision of suitable personal protective equipment at no cost to workers
- Provision of safety measures for pregnant and nursing mothers, and provision of a clean room for expressing breast milk.

## Evaluation Results for Direct Material Suppliers

|                               | 2022                                                                                     |                        | 2023                     |                        | 2024                     |                        |
|-------------------------------|------------------------------------------------------------------------------------------|------------------------|--------------------------|------------------------|--------------------------|------------------------|
| Number of suppliers evaluated | 164 <sup>1</sup>                                                                         |                        | 270 <sup>1</sup>         |                        | 267 <sup>1</sup>         |                        |
|                               | Epson SAQ<br>(338 sites)                                                                 | RBA SAQ<br>(111 sites) | Epson SAQ<br>(401 sites) | RBA SAQ<br>(146 sites) | Epson SAQ<br>(433 sites) | RBA SAQ<br>(243 sites) |
| Mid-term targets (KPI)        | ● Target set in FY2021: All major suppliers are ranked low risk in terms of CSR by 2025. |                        |                          |                        |                          |                        |
| Low risk <sup>2</sup>         | 91%<br>(407 sites)                                                                       |                        | 96%<br>(524 sites)       |                        | 78%<br>(530 sites)       |                        |
|                               | 91%<br>(306 sites)                                                                       | 91%<br>(101 sites)     | 94%<br>(378 sites)       | 100%<br>(146 sites)    | 60%<br>(406 sites)       | 18%<br>(124 sites)     |
| Medium risk <sup>2</sup>      | 9%<br>(42 sites)                                                                         |                        | 4%<br>(23 sites)         |                        | 22%<br>(146 sites)       |                        |
|                               | 9%<br>(32 sites)                                                                         | 9%<br>(10 sites)       | 6%<br>(23 sites)         | 0%<br>(0 sites)        | 4%<br>(27 sites)         | 18%<br>(119 sites)     |
| High risk <sup>2</sup>        | 0%<br>(0 sites)                                                                          |                        | 0%<br>(0 sites)          |                        | 0%<br>(0 sites)          |                        |

<sup>1</sup> Corporate group

<sup>2</sup> Risk assessment criteria

|             | RBA-Online   |            | Epson SAQ    |            |
|-------------|--------------|------------|--------------|------------|
|             | Through 2023 | From 2024  | Through 2024 | From 2025  |
| Low risk    | > 85 pts     | > 80 pts   | > 85 pts     | > 80 pts   |
| Medium risk | 65-85 pts.   | 60-80 pts. | 65-85 pts.   | 60-80 pts. |
| High risk   | < 65 pts.    | < 60 pts.  | 65-85 pts.   | < 60 pts.  |

## Other suppliers

Epson is also working to ensure that its other suppliers, who are essential partners in its business operations, understand the RBA's requirements and are working to improve their operations in accordance with them.

Since 2019, we have been asking our major suppliers, including on-site outsourcing companies, temporary staffing and recruitment companies, and logistics warehouse companies, to complete the SAQ and take corrective action depending on the results. We expanded the scope of the SAQ in 2022 based on findings from a risk assessment.

At manufacturing sites, we conduct audits in addition to the SAQ to check the working environment and employment conditions of employees of companies stationed on the premises. We provide them with support until verifying the correction of issues that were identified, including issues involving long working hours, the granting of days off, consecutive working days, and appropriate payment of overtime wages. These efforts have helped to raise SAQ scores.

In 2024, we received completed SAQs from all 149 companies that have a permanent presence on Seiko Epson's business sites and major Epson Group manufacturing sites. We also received completed SAQs from all 102 temporary staffing and recruitment companies. Additionally, all 37 logistics and warehousing companies and all 27 call centers at sales companies also completed the SAQ. As with direct material suppliers, we ask these companies to create corrective action plans and correct any issues found in key areas related to human rights, and we confirm that the corrections have been completed.

Examples of confirmed corrective action

- Refunds to workers for expenses (for Japanese language education, visa acquisition, etc.) incurred in the sending country by foreign workers employed by contract manufacturing companies.

## Other supplier evaluation results

| Supplier category                          |                      | 2022           | 2023           | 2024            |
|--------------------------------------------|----------------------|----------------|----------------|-----------------|
|                                            |                      | Completed SAQs | Completed SAQs | Completed SAQs  |
| Staffing/recruitment agencies              |                      | 91             | 93             | 102             |
| On-site service vendors                    | Security             | 19             | 24             | 24              |
|                                            | Canteen              | 13             | 16             | 18              |
|                                            | Cleaning             | 17             | 19             | 19              |
|                                            | Facility maintenance | 17             | 17             | 16              |
|                                            | Other Support        | 67             | 75             | 72              |
|                                            | (Sub-total)          | (133)          | (151)          | (149)           |
| Logistics warehouse companies <sup>1</sup> |                      | 8              | 8              | 57 <sup>2</sup> |
| Call centers <sup>1</sup>                  |                      | 15             | 25             | 27              |

|           |                             |     |     |     |
|-----------|-----------------------------|-----|-----|-----|
| Risk rank | Low risk<br>(> 85 pts.)     | 203 | 242 | 398 |
|           |                             | 82% | 87% | 91% |
|           | Medium Risk<br>(65-85 pts.) | 44  | 35  | 40  |
|           |                             | 18% | 13% | 9%  |
|           | High risk<br>(< 65 pts.)    | 0   | 0   | 0   |
|           |                             | 0%  | 0%  | 0%  |

<sup>1</sup> As a result of risk assessment, SAQs were conducted on logistics warehouse companies and call center contractors in 2022, 2023, and 2024.

<sup>2</sup> Includes 37 companies used by sales companies

## Audits, on-site verification, and corrective action support

Epson schedules field audits and on-site verification of suppliers, mainly of Epson group's major manufacturing sites because it believes that it is important, as part of the detailed CSR evaluation due diligence process, to understand the situation. We provide assistance for corrective action taken by suppliers who are found to be at risk.

### Third-Party Audits

The number of suppliers undergoing RBA (VAP) audits is increasing. The initial audit results revealed many issues in areas such as A Labor (human rights) and B Health and Safety. Epson is monitoring the progress of corrective actions through CAP (Corrective Action Plan) and closure audits, and is rolling these out as a means to strengthen Epson's supplier CSR efforts.



### On-site verification and support for correction and improvement

Members of Epson's manufacturing sites visit suppliers to conduct on-site verification and support corrective actions. For on-site service vendors, second-party audits were conducted by Epson employees, and they were asked to make improvements to the working environment, such as reducing and managing working hours, providing holidays, paying overtime wages appropriately, and prohibiting employees from having to bear expenses when they start working.

### Audit and On-Site Verification (number of sites, Japan and other areas)

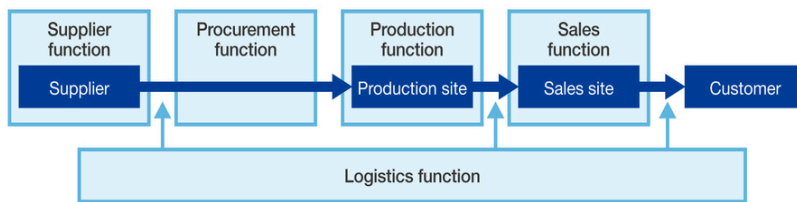
|                                             |                                                    | 2022 | 2023            | 2024            |
|---------------------------------------------|----------------------------------------------------|------|-----------------|-----------------|
| Third-party audit<br>[RBA (VAP) audit]      | Initial audit                                      | 23   | 26              | 50              |
|                                             | Closure audit                                      | 12   | 12 <sup>1</sup> | 32 <sup>1</sup> |
| Second-party audit and on-site verification | Direct material suppliers                          | 216  | 217             | 231             |
|                                             | Other Suppliers<br>(On-site service vendors, etc.) | 64   | 55              | 54 <sup>2</sup> |
|                                             | Total                                              | 280  | 272             | 367             |

<sup>1</sup> Includes Priority Closure Audit

<sup>2</sup> Includes 10 staffing and recruitment agencies.

## Supply Chain Business Continuity Management

Epson drives business continuity management (BCM) programs across the supply chain so that it can resume supply within the target period and fulfill its supply responsibilities in the event of a disaster, accident, pandemic, or other contingency in the supply chain.



See [here](#) ➔ for more information about Epson's business continuity management.

## Business Continuity Management

Epson requires its suppliers to implement business continuity management (BCM) initiatives in the Epson Group Supplier Guidelines. Epson monitors the progress of suppliers' initiatives through regular evaluations, providing feedback on the results and supporting improvement activities as needed.

## Safety management evaluation

Epson assesses the safety management of suppliers to verify compliance with relevant laws and regulations (such as the Fire Service Act). In fiscal 2024, Epson also added safety management assessments to the conditions for starting new transactions.

## Supplier support through site safety inspections

To improve the effectiveness of its supplier safety management assessments, Epson has been sending safety management specialists to supplier sites since 2017 to conduct safety inspections and provide support for improving management.

## Human Rights Initiatives

---

Epson has declared in its Human Rights Policy that human rights should be respected not only by Epson but also by its suppliers. As stated in the Human Rights Policy, Epson is committed to respecting internationally recognized human rights as stated in the Universal Declaration of Human Rights and the UN Guiding Principles on Business and Human Rights, and as a member and supporter of the RBA, we are committed to ensuring that our suppliers also comply with the RBA Code of Conduct. Through these efforts, we aim to ensure that human rights are respected throughout the entire supply chain of Epson products.

See [here](#): [Human](#) ➔ Rights Due Diligence in the Supply Chain.

## Supply Chain Environmental Initiatives

---

Epson is pursuing ambitious environmental initiatives under the Epson 25 Renewed corporate vision. We are looking to decarbonize and close the resource loop. We are also developing environmental technologies and providing products and services that reduce environmental impacts. Reducing the environmental impact early in the life cycle, at the procurement stage, is a particularly important issue, and one that Epson is addressing in cooperation with suppliers.



## Environmental Requirements in the Supplier Guidelines

Epson's Supplier Guidelines include a code of conduct that suppliers are required to adhere to. In addition to requests related to quality, cost, delivery (QCD), and compliance, the Supplier Guidelines set forth the Supplier Code of Conduct on CSR (aligned with the RBA Code of Conduct). Regarding the reduction of environmental impact, Epson requires its suppliers not only to comply with the RBA Code of Conduct (covering pollution prevention and resource conservation, hazardous substances, solid waste, and air emissions, etc.) but also to address environmental issues such as reducing greenhouse gas emissions, promoting resource circulation, managing water resources, managing chemicals, and preserving biodiversity. Additionally, Epson requests that suppliers manage chemical substances contained in products and ensure compliance with environmental regulations at their factories.

[Click here for Supplier Guidelines](#) ➔

[See here for](#) ➔ more information about Epson's Supplier Guidelines.

## Initiatives for Reducing Greenhouse Gas Emissions

Epson has established specific short- and long-term greenhouse gas (GHG) reduction targets, as well as a net-zero target for 2050, in line with the scientific target-setting methodology proposed by the Science Based Targets initiative (SBTi). These targets are based on the GHG emissions data for scopes 1, 2, and 3 that Epson has gathered in accordance with the GHG Protocol. In addition, Epson has joined the international initiative **RE100**. ➔ The company committed to achieving **100% renewable electricity at its sites worldwide<sup>1</sup> by 2023**. ➔ **This transition was successfully completed in December 2023**. ➔ This change will reduce Epson's GHG emissions by approximately 400,000 tonnes per year.

Going forward, we will work to reduce emissions throughout our supply chain in order to achieve our total emissions reduction target in line with the high target of the 1.5°C scenario.

\*1Excluding some leased properties where the amount of electricity cannot be specified, such as sales offices.

## Epson Green Supply Chain

Epson's transition to renewable electricity in 2023 shows its significant first step in addressing the urgent global need for climate change action. However, a substantial portion of Epson's GHG emissions originates from its supply chain, necessitating strengthened collaboration between Epson and its suppliers to promote decarbonization across society.

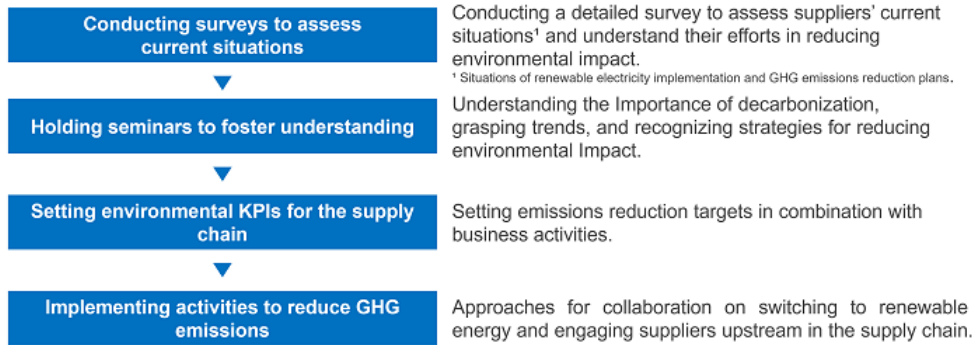
Drawing on its experience and achievements in successfully completing the transition to renewable electricity early among manufacturers, Epson launched the Epson Green Supply Chain project in 2024. This project aims to foster understanding and encourage cooperation through workshops and seminars, while also implementing decarbonization target setting and providing support for the adoption of renewable





electricity among suppliers. Through these activities, Epson seeks to increase the number of business partners who share its vision and to engage the entire supply chain in the challenge of reducing environmental impact.

Steps for Building the Epson Green Supply Chain



Main Initiatives

| Implementation period |           | Description                                                                                                                                                                                                                                                                                                          | For                         |
|-----------------------|-----------|----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|-----------------------------|
| FY2024                | April     | Procurement Policy Briefing for Business Partners                                                                                                                                                                                                                                                                    | 221 companies               |
|                       | June      | Epson Green Supply Chain Conference                                                                                                                                                                                                                                                                                  | 115 companies               |
|                       | July      | Decarbonization Seminar                                                                                                                                                                                                                                                                                              | 1,271 participants in total |
| FY2025                | April     | Procurement Policy Briefing for Business Partners                                                                                                                                                                                                                                                                    | 218 companies               |
|                       | May       | Introduction of an environmental survey system for GHG visualization using SaaS (Japan)                                                                                                                                                                                                                              | Approx. 250 companies       |
|                       | August~   | Seminars (domestic and overseas) in accordance with supplier initiatives <ul style="list-style-type: none"><li>Basic ecarbonization Seminar (for executive management)</li><li>Scope 1 and 2 Calculation Practice Seminar</li><li>Scope 3 Calculation Practice Seminar</li><li>Emissions Reduction Seminar</li></ul> | Scheduled 18 times in total |
|                       | 2nd half~ | Started discussions with suppliers about joint procurement of renewable electricity.                                                                                                                                                                                                                                 | Global                      |



FY2025 meeting to brief suppliers on procurement policy

## Strengthening Engagement to Reduce Environmental Impact

Epson uses supplier conferences and other opportunities to ask its suppliers for cooperation in reducing the environmental impact of business activities across its supply chains. We also periodically evaluate our suppliers' environmental programs and the results of their environmental impact mitigation efforts. We assist them as needed to improve.

### Direct Evaluation (Annual Evaluations) and Detailed CSR Evaluations for Suppliers

Suppliers are asked to complete direct evaluations (annual evaluations) and detailed CSR evaluations that include questions about the environment. We collect and analyze their answers and provide feedback on the detailed CSR evaluations. Suppliers whose scores put them in the high-risk category are visited for on-site verification or audits and are aided to correct issues.

### Environmental Impact Survey

In addition, we survey the suppliers who account for 80% of the value of Epson's procurement spending to find out about their policies and status on renewable electricity initiatives, use of recycled materials, water usage, and awareness of biodiversity, etc.

## Response to Climate Risk

As part of activities to mitigate climate change, it is essential to promote the use of renewable electricity and supplier engagement. At the same time, it is urgent to address the physical risks posed by the increasingly visible effects of climate change. Epson has suppliers across Asia, including in Thailand, where severe floods are a regular occurrence, and in China, where there is high potential water risk. Epson recognizes that interrupted or delayed deliveries from suppliers due to floods and droughts, two typical climate risks, could seriously impact the manufacture and sale of Epson products and need to be addressed to avoid inconveniencing customers.

## Biodiversity Conservation Initiatives and TNFD Recommendations

Epson believes that preserving healthy biodiversity is essential to sustaining both our business activities and the lives of our employees. We are steadily addressing factors that threaten biodiversity—such as climate change and pollution—through initiatives that include climate action, resource conservation and recycling, and the prevention and management of pollution and chemical substances.

We will continue to organize and disclose our activities, in line with the Taskforce on Nature-related Financial Disclosures (TNFD). Through these efforts, we aim to minimize our impact on nature and biodiversity, foster greater harmony with local ecosystems, and contribute to the realization of a sustainable society.



Related information: [Response to TNFD recommendations](#) ➔

Click here to learn more about Epson's environmental activities

Related Information: [Epson's Environmental Activities](#) ➔

## Partnerships with External Organizations

---

In addition to our own initiatives, Epson supports and actively participates in alliance activities in order to resolve CSR issues, including human rights issues in the supply chain. We have joined the RBA and JEITA to work on solving societal issues around the

world and improving supply chain CSR through industry collaboration.

#### Global initiatives

[Responsible Business Alliance \(RBA\)](#)  Regular member

Number of member companies: 266 (as of 6/2025 )

[Participation in External Initiatives](#) 



#### Domestic Japanese industry initiative

[The Japan Electronics and Information Technology Industries Association \(JEITA\)](#),  CSR Committee

Member companies: 30 (as of 6/2025)

#### Example activities:

- General CSR support (e.g., tracking and sharing information on regulations in various countries)
- Streamlining of socially responsible procurement (e.g., develop guidance on responsible corporate conduct, educate and build awareness in the supply chain)
- Utilization and development of grievance mechanisms
- Correspondence with government and CSR-related organizations and institutions

# Communication & Training

[Communications with Suppliers ▼](#)[Whistleblowing System for Suppliers ▼](#)[Internal Training ▼](#)

## Communications with Suppliers

Epson considers suppliers to be indispensable business partners, and we believe that it is our responsibility to not only deliver quality products but also to ensure that all suppliers in the supply chain respect human rights, provide a safe working environment, and maintain environmentally-sound practices.

Epson communicates with suppliers throughout the year in many forms and at many different levels.

### Procurement Policy Orientation

A procurement policy orientation conference is held every year in Japan as a top-level event at which we explain our procurement policies and provide an overview of our operations. Epson's president and chief operating officers explain the company's strategies and business policies, and the director in charge of supply chains requests cooperation with Epson's Basic Procurement Policy and sustainable procurement practices. Many suppliers attend this event every year.

In 2025, we again held an orientation conference in Japan, where we explained Epson's management policies and long-term strategies. We also confirmed the following key policies regarding sustainable procurement with suppliers.

1. Visualization and reduction of GHG emissions, including those in scope 3. (To achieve carbon neutrality, Epson asked its suppliers to expand their use of renewable energy and create or improve a framework for calculating and reporting scope 3 emissions.)
2. Respect for human rights (e.g., improving the effectiveness of human rights due diligence)
3. Responsible mineral sourcing (e.g., enhancing due diligence)
4. Upgrading of business continuity management (e.g., strengthening resilience and the ability to respond to disasters and geopolitical risks)

### Supplier Conference for CSR

At an annual supplier conference for CSR (held since 2016), we talk about CSR trends and our socially responsible procurement activities. We also ask our suppliers to engage with us in our efforts. Suppliers attend the conferences held at Epson production sites in Japan, China, the Philippines, Indonesia, and other areas.

At the conference, we ask suppliers to comply with our Sustainable Procurement Policy and the Epson Supplier Guidelines. We provide guidance for completing self-assessment questionnaires (SAQ) used to evaluate suppliers' CSR efforts and emergency response capabilities. We also ask suppliers to cooperate in conflict mineral surveys.

### Supplier Participation

|               | Area                |                     |                   |                           |                     | Total number of attended companies |
|---------------|---------------------|---------------------|-------------------|---------------------------|---------------------|------------------------------------|
|               | Japan               | China               | Philippines       | Indonesia                 | Others <sup>1</sup> |                                    |
| <b>FY2022</b> | 969                 | 80                  | 81                | 30                        | 35                  | 1,195                              |
| <b>FY2023</b> | 603<br>(693 people) | 417<br>(473 people) | 20<br>(57 people) | 60<br>(441名) <sup>2</sup> | 6<br>(20 people)    | 1,106<br>(1,684 people)            |
| <b>FY2024</b> | — <sup>3</sup>      | 372<br>(430 people) | 23<br>(46 people) | 43<br>(90 people)         | 28<br>(46 people)   | 466<br>(615 people)                |

<sup>1</sup> "Others" includes Singapore, Thailand, and Malaysia, where Epson production sites are located.

<sup>2</sup> PT. Indonesia Epson Industry (IEI), a major production site located in Indonesia, held a conference for employees of service suppliers who work on-site, and 346 people attended.

<sup>3</sup> Ten briefing sessions were held in response to the revision of the Supplier Guidelines, with 1,193 participants. In addition, an environmental seminar was also held, so the CSR procurement supplier conference for Japanese suppliers was canceled.

## Seminars for Suppliers

In addition to explaining social demands and Responsible Business Alliance (RBA) requirements at supplier conferences for CSR, we also hold seminars and conferences to provide further details. Many suppliers attend these events. We also survey suppliers to understand their needs and incorporate that information in our seminars and conferences.

Epson believes that it is important for suppliers to understand the underlying purposes for CSR programs and to take the initiative to launch their own. We see that focused efforts are needed for human rights and one in which the expectations of society are rapidly evolving. We therefore hold seminars by outside consultants to provide suppliers with expert information.

In addition, we hold conferences to foster understanding and enlist supplier support for the building of the "Epson green supply chain." We also hold a seminar by an outside consultant about reducing environmental impact.

In FY2024, Epson also held a briefing session for suppliers in response to the revision of the Epson Group Supplier Guidelines in conjunction with the revision of the RBA Code of Conduct. Held in Japanese and Chinese, the conferences, which were attended by more than 1,000 suppliers, were used to explain Epson's procurement policies as well as the purpose of the RBA Code of Conduct and the changes made in the latest revision.

|                      |                                                                                                                                                                                                                  |
|----------------------|------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| <b>FY2023</b>        | Human rights seminar, Environment seminar, SAQ briefing <sup>1</sup> , responsible mineral sourcing conference                                                                                                   |
| <b>FY2024</b>        | Human rights seminar, environment seminar, SAQ briefing, responsible minerals sourcing conference, Epson Group Supplier Guidelines briefing (including an explanation of the changes to the RBA Code of Conduct) |
| <b>FY2025 (plan)</b> | Human rights seminar, environmental seminar, SAQ briefing, responsible mineral sourcing conference                                                                                                               |

<sup>1</sup> The SAQ briefing is used to explain the self-assessment questionnaire and environmental survey.

## Whistleblowing System for Suppliers

Epson has established compliance hotlines as grievance mechanisms that suppliers can use to report or discuss violations or potential violations of legislative requirements and the Epson Group Supplier Guideline. These hotlines are being used to further promote ethical corporate conduct, so we encourage their use. Reports may be made anonymously, and whistleblowers shall be protected, including by strictly handling their personal data and prohibiting any form of retaliation in accordance with applicable laws and Epson’s internal regulations.

- Suppliers can use the hotlines to report:
  - actions that violate or may violate laws, regulations, or the "Supplier Code of Conduct (human rights, health and safety, environment, ethics, and management systems)" ;
  - ideas or complaints relating to health and safety; and
  - concerns relating to conflict minerals surveys
- How to report:
  - For suppliers of domestic Japanese Epson Group companies: [Link](#) ➔
  - For suppliers of Epson Group companies outside Japan: Use the reporting channel of each company. [Link \(PDF,380kb\)](#) ➔You may also use a comments/opinions box located in the Epson facility.  
In addition, you may also use the Engagement and Remedy Platform provided by the Japan Center for Engagement and Remedy on Business and Human Rights (JaCER) to consult or lodge grievances related to human rights. [Link](#) ➔

## Internal Training

Epson Group's Management Philosophy advocates respect for the individual and the utilization of comprehensive capabilities. Principles of Corporate Behavior, meanwhile, outlines conduct for creating a corporate culture by fostering employee independence and confidence through professional development. We believe it is particularly important to understand legal and other requirements regarding compliance in procurement and CSR procurement. For this reason, Epson has created a multi-level program to provide employees and partners with training.

### Mandatory Internal Training (Japan)

Epson provides basic online training for all employees, as well as procurement compliance training for procurement staff.

#### Procurement Compliance Training (In Japan)

| Course                          | Description                                                                                                                                                                                           | For                              |                                       | FY2022 | FY2023 | FY2024 |
|---------------------------------|-------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|----------------------------------|---------------------------------------|--------|--------|--------|
| Procurement compliance training |                                                                                                                                                                                                       |                                  | Training completion rate <sup>1</sup> | 96%    | 98%    | 115%   |
| Basic online training           | 1. CSR/SDGs/RBA and procurement<br>2. Code of conduct for procurement<br>3. Laws and regulations<br>4. Procurement rules<br>5. Case studies on violations of procurement-related laws and regulations | New procurement staff            | Target                                |        |        |        |
|                                 |                                                                                                                                                                                                       |                                  | Persons                               | 903    | 700    | 1,000  |
|                                 |                                                                                                                                                                                                       |                                  | Result                                |        |        |        |
|                                 |                                                                                                                                                                                                       |                                  | Persons                               | 903    | 892    | 867    |
| Refresher procurement           | 1. CSR/SDGs and procurement                                                                                                                                                                           | Procurement staff, every 5 years | Target                                |        |        |        |

|                     |                                                 |  |         |       |       |       |
|---------------------|-------------------------------------------------|--|---------|-------|-------|-------|
| compliance training | 2. Code of conduct for procurement              |  | Persons | 3,468 | 1,273 | 1,400 |
|                     | 3. Laws and regulations                         |  | Result  |       |       |       |
|                     | 4. Case studies on procurement rules violations |  |         |       |       |       |
|                     | 5. Key points of rules changes                  |  | Persons | 3,299 | 1,037 | 1,894 |

<sup>1</sup> Attendance rate = Actual number of attendees / Target number of attendees

### Procurement Compliance Training (Worldwide)

The procurement staff and managers at our overseas production sites are given compliance training that covers procurement fraud prevention, bribery prevention, and socially responsible procurement.

### Online Training (in Japan)

| Description                                                                                             | For                                                   |                                                     | FY2022 | FY2023 | FY2024                   |
|---------------------------------------------------------------------------------------------------------|-------------------------------------------------------|-----------------------------------------------------|--------|--------|--------------------------|
| 1. Ethical conduct<br>2. Subcontract Act & procurement management<br>(Laws & regulations, case studies) | All domestic Epson Group company employees & partners | Actual completion rate<br>(Number of course takers) | 88%    | 92%    | 94.3%<br>(17,299 people) |

\* The ethical conduct and the Subcontract Act are covered in alternate years.

## RBA (Supply Chain CSR) Professional Training (Worldwide)

Epson has specialized training programs for procurement personnel who deal directly with suppliers. These programs are based on the RBA Code of Conduct and the RBA (VAP) audit standard, including A. Labor, B. Health and Safety, C. Environment, D. Ethics, and E. Management Systems. Some programs are conducted by outside professional consultants.

| Course                                    | Contents                                                                                                                                                                                                                                             |
|-------------------------------------------|------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| Basic RBA training (online course)        | General overview of the basics of the RBA and its requirements related to labor, health and safety, environment, ethics, and management systems. This course is mandatory for all Epson group employees, including members of the procurement staff. |
| RBA advanced training                     | Professional training course regarding the detailed requirements of the RBA (labor, health and safety, environment, ethics and management systems)                                                                                                   |
| Workshop for RBA (VAP) audits             | Workshop-style training for personnel in preparation for RBA (VAP) audits                                                                                                                                                                            |
| CSR auditor training for supplier audits  | Internal auditor training in preparation for supplier on-site audits                                                                                                                                                                                 |
| Responsible sourcing of minerals training | Professional training on the outline requirements and the surveys of D7 in the RBA Code of Conduct (responsible sourcing of minerals).                                                                                                               |



|                                        |                                                                                                                     |
|----------------------------------------|---------------------------------------------------------------------------------------------------------------------|
| Practical Training in Minerals Surveys | Training for personnel on understanding and creating forms used in the minerals surveys (CMRT & EMRT <sup>1</sup> ) |
|----------------------------------------|---------------------------------------------------------------------------------------------------------------------|

<sup>1</sup> The Conflict Minerals Reporting Template (CMRT) for 3TG (tin, tantalum, tungsten & gold) and the Extended Minerals Reporting Template (EMRT) for other minerals, including cobalt and mica, provided by the Responsible Minerals Initiative (RMI)

\* [RBA Code of Conducts](#)[RBA Code of Conduct](#)  [RBA \(VAP\) audit](#) 

[Home](#) > [Sustainability](#) > [Supply Chain](#) > [Communications & Training](#)

# Responsible Mineral Sourcing

Responsible Minerals Sourcing  
Policy and Principles

Responsible Minerals Sourcing  
Initiatives

## Responsible Minerals Sourcing Policy and Principles

It is known that there are cases where profits from the extraction and sale of minerals such as tin, tantalum, tungsten, and gold (3TG) in conflict-affected areas such as the Democratic Republic of the Congo (DRC) and neighboring countries are used as a source of funding for armed groups and anti-government forces carrying out atrocities and human rights abuses. Furthermore, it has been pointed out that cobalt mines in the southern part of the DRC have become breeding grounds for child labor. Mineral mining and trade carry social and environmental risks.

It is Epson's corporate policy to avoid engaging in any form of human rights violations or environmental destruction. Epson does not tolerate human rights abuses in the procurement of minerals used in Epson products. We will not engage in business relationships with any party involved in human rights abuses, nor will we support operations that result in the degradation of social, economic and environmental conditions.

Based on management's recognition that responsible mineral sourcing is a social issue that needs to be resolved, Epson has incorporated initiatives for "responsible mineral sourcing" into the Principles of Corporate Behavior and designated it as a key theme under the materiality category of "Fulfilling Social Responsibility." Additionally, we support the missions and initiatives of the Responsible Business Alliance (RBA) and the Responsible Minerals Initiative (RMI), and are a member of the organizations. As mentioned above, we will work towards realizing responsible minerals sourcing by establishing a system for responsible minerals sourcing, participating in initiatives, and obtaining the cooperation of our suppliers.

[Principles of Corporate Behavior](#) ➔

[Materiality](#) ➔

[Responsible Mineral Initiative \(RMI\)](#) 📄

## Responsible Minerals Sourcing Initiatives

To responsibly source minerals used in Epson products, our program follows a five-step framework according to the Due Diligence Guidance for Responsible Supply Chains of Minerals from Conflict-Affected and High-Risk Areas issued by the Organization for Economic Co-operation and Development (OECD).

### The five-step framework and Epson's initiatives

Step 1: Establish strong company management systems.

Epson establishes a Group-wide policy, implements a supply chain due diligence program, concludes written agreements with suppliers, and establishes a grievance mechanism.

Step 2: Identify and assess risks in the supply chain.

Epson identifies and assesses risks in its supply chain by conducting surveys.

Step 3: Design and implement a strategy to respond to identified risks.

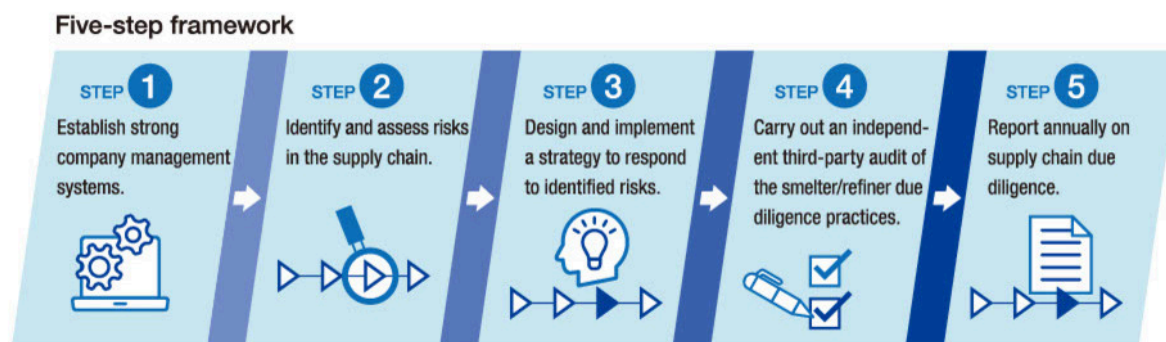
Epson reports the results of risk assessments to the management, establishes risk mitigation plans, and monitors the performance.

Step 4: Carry out an independent third-party due diligence audit at specific points within the supply chain.

Epson supports audits conducted by RMI using the Responsible Minerals Assurance Process (RMAP).

Step 5: Report on chain supply due diligence.

Epson discloses its due diligence status on the company's official website, in its annual integrated report, and in other media formats.



## 1. Establish strong company management systems (step 1 in the five-step framework).

### (1) Policy

Epson recognizes that the responsible sourcing of minerals is an important societal issue that it should address. Principles of Corporate Behavior, our top-level corporate code of conduct, describes the values and principles that Epson expects all officers and employees to embrace and demonstrate based on the Management Philosophy. It calls for the creation of an investigative system as a matter of company policy. Principles of Corporate Behavior are periodically reviewed to reflect social expectations and other factors. Revisions are approved by resolution of the board of directors. We also set forth initiatives and set targets for "key sustainability themes". Policies and results are discussed and reported at meetings of the Management Strategy Council, a corporate management meeting that is attended by members of the board of directors.

#### Principles of Corporate Behavior Principle 5: Ensuring effective governance and compliance

We institute effective corporate governance and internal controls, and we observe laws, regulations, and other rules and maintain the highest ethics in all activities.

5.7 We will establish a system to investigate the source of minerals used in our products and supply chain and will take actions to responsibly source minerals to avoid using any minerals that could be involved in human rights abuses, conflicts or environmental degradation.

### (2) Survey Program

The Epson Group Responsible Minerals Survey Standard was established as a procedure for investigating mineral sourcing. It applies and is being used across the entire Epson Group. This standard conforms with the Due Diligence Guidance for Responsible Supply Chains of Minerals from "Conflict-Affected and High-Risk Areas" issued by the Organization for Economic Co-operation and Development (OECD Due Diligence Guidance). The survey program covers all parts and materials remaining in Epson products. The surveys are conducted using the Conflict Minerals Reporting Template (CMRT\_3TG) and the Extended Minerals Reporting Template (EMRT\_for other minerals, including cobalt and mica), provided by the Responsible Minerals Initiative (RMI). They enable us to identify upstream smelters and refiners of conflict minerals (3TG and cobalt) with the cooperation of suppliers of parts and materials. We also check the country of origin by obtaining answers about the supply chain.

We ask our suppliers to source minerals only from conflict-free smelters/refiners (CFS) certified by RMI's Responsible Minerals Assurance Process (RMAP). If suppliers indicate that they are unable to determine whether the source smelter is a CFS, Epson tries to avoid or mitigate risk by asking them to do additional checking or to source minerals from a different supply chain.

Epson holds supplier conferences for CSR at our manufacturing sites around the world. We use these conferences as well as other opportunities to promote understanding of Epson policies, ask suppliers to improve survey accuracy, and share information about trends in response to conflict minerals. We also endeavor to educate suppliers about survey templates and foster understanding about the surveys. We work in partnership with suppliers to ensure the responsible sourcing of minerals.

[Responsible Minerals Assurance Process \(RMAP\)](#) 

**(3) Agreements with Suppliers**

We request our suppliers to support our responsible mineral sourcing policies and also to comply with the Epson Group Supplier Guidelines and the Epson Supplier Code of Conduct (RBA Code of Conduct). In addition, we require our direct material suppliers to provide us with a written pledge to observe the Epson Supplier Code of Conduct (RBA Code of Conduct) and to cooperate with our mineral surveys.

**(4) Grievance Mechanism**

We have implemented a supplier whistleblowing system that our business suppliers can use to report mineral-related risks.

**2. Identify and assess risks within the supply chain (step 2 in the five-step framework).**

**(1) Risk identification and assessment**

Epson conducts surveys using the reporting templates (CMRT and EMRT) provided by the Responsible Minerals Initiative (RMI). The surveys are conducted in accordance with the Epson Group Responsible Minerals Survey Standard, which is compliant with OECD Due Diligence Guidance. The CMRT and EMRT allow users to select one of three declaration scopes: (1) Company-wide, (2) Products, or (3) User-Defined. However, Epson asks that suppliers select Product and answer with respect to specific products that are delivered to Epson so that we can surely verify the smelters/refiners of the minerals included in parts and materials used in Epson products. We believe that conducting the survey in this way will enable us to identify where we should mitigate risk and will result in effective due diligence.

Epson uses the certification status of the Responsible Minerals Assurance Process (RMAP), an RMI program that verifies the absence of risks in smelters and refiners, along with risk information obtained from customers and data on companies subject to transaction restrictions in various countries, to assess risks.

**(2) Survey Results**

In 2024, Epson covered both 3TG and cobalt in its survey across all its business operations. We asked 1,041 suppliers to complete the 3TG survey and received 2,728 reporting forms from 1,037 of them (99.6%). We asked 939 suppliers to complete the cobalt survey and received 2,291 reporting forms from 930 of them (99.1%). We analyzed suppliers' answers and provided them with individual feedback based on the results within about a month or two. Suppliers with identified risks were asked to submit a corrective action plan and mitigate those risks.

Examples of identified risks

- There are smelters/refiners that cannot be identified.
- There are smelters/refiners that have not been certified as conforming to RMAP (including smelters/refiners in high-risk areas).

**3TG Survey Results**

|  | FY2022 | FY2023 | FY2024 |
|--|--------|--------|--------|
|  |        |        |        |

|                                                               |     |      | Total | Tin | Tantalum | Tungsten | Gold |
|---------------------------------------------------------------|-----|------|-------|-----|----------|----------|------|
| Number of identified smelters/refiners                        | 349 | 357  | 386   | 95  | 46       | 58       | 183  |
| Number of certified conformant smelters/refiners <sup>1</sup> | 229 | 234  | 243   | 74  | 40       | 37       | 92   |
| Number active smelters/refiners <sup>2</sup>                  | 16  | 5    | 4     | 1   | 0        | 1        | 2    |
| Supplier response rate                                        | 99% | 100% | 99.6% | -   | -        | -        | -    |

<sup>1</sup> Smelters and refiners certified as being Conformant under RMI's Responsible Minerals Assurance Process (RMAP).

<sup>2</sup> Smelters and refiners certified as being Active under RMI's Responsible Minerals Assurance Process (RMAP).

\* For detailed product-specific information, please contact your local Epson sales company.

### Cobalt Survey Results

|                                                               | FY2022 | FY2023 | FY2024 |
|---------------------------------------------------------------|--------|--------|--------|
| Number of identified smelters/refiners                        | 69     | 80     | 98     |
| Number of certified conformant smelters/refiners <sup>1</sup> | 35     | 46     | 54     |
| Number active smelters/refiners <sup>2</sup>                  | 7      | 4      | 8      |
| Supplier response rate                                        | 97%    | 98%    | 99.1%  |

<sup>1</sup> Smelters and refiners certified as being Conformant under RMI's Responsible Minerals Assurance Process (RMAP).

<sup>2</sup> Smelters and refiners certified as being Active under RMI's Responsible Minerals Assurance Process (RMAP).

\* For detailed product-specific information, please contact your local Epson sales company.

### 3TG survey results ( on products and procured parts basis)

As we aim for our products to be conflict-free and the information we provide to customers to be as accurate as possible, Epson also manages information on the basis of procured parts that are tied to products. By product, the results of the FY2024 survey confirmed that only RMI-certified smelters/refiners are used for products such as semiconductors<sup>\*</sup>. Epson found that, by component category, around 30,000 of the approximately 58,000 parts and materials covered by the 3TG survey (roughly 50%) used minerals sourced exclusively from smelters/refiners certified by the RMI or classified as active.

<sup>\*</sup> For information (name, country, etc.) on identified smelters/refiners associated with semiconductor products, see the

"List of the Smelters or Refiners identified in Seiko Epson IC products supply chain which were known by RMI List of the Smelters or Refiners identified in Seiko Epson's supply chain which were known by RMI (PDF300KB)." [☞](#)

For information (name, country, etc.) about identified smelters/refiners related to fine alloy powder, see the

"List of the Smelters or Refiners identified in the Seiko Atmix supply chain which were known by RMI (PDF180KB)." [☞](#)

For detailed product-specific information, please contact your local Epson sales company.

## 3. Design and implement a strategy to respond to identified risks (step 3 in the five-step framework).

Epson mitigated risks by asking relevant suppliers to address risks identified by the surveys.

#### Risk management plan

- Explained and proposed possible risk mitigation measures to suppliers.
- Asked suppliers to submit a plan for addressing identified risks.

#### Tracking and monitoring of suppliers' risk mitigation efforts

- Meetings were held with individual suppliers to ascertain whether they have mitigated identified risks in their parts and supply chains.
- The results of surveys from suppliers who were asked to resubmit them were re-analyzed.

#### Concrete examples of risk mitigation

- We asked suppliers that were unable to identify smelters/refiners used for multiple minerals, including gold, to try again. After receiving their resubmitted data, Epson checked the smelters/refiners used in components delivered to it.
- A supplier of components using tin that was unable to verify whether some smelters/refiners were risk-free was asked to either undergo an RMAP audit or use a different source (or supply route). It was found as a result that those smelters/refiners were not used.

## 4. Information sharing and education for suppliers

Epson believes that responsible sourcing of minerals is an important societal issue that needs to be addressed, and since supplier understanding and cooperation are essential for achieving this, Epson strives to inform and educate its suppliers.

Throughout the year, we provide the following tools and information to ensure that suppliers always have up-to-date and easily accessible information:

- Excel Check Tool to check a smelter or refiner's RMAP certification information
- RMAP certification renewal information on smelters and refiners

In addition, we analyze the answers of suppliers who complete the surveys and provide them with detailed feedback on results, indicating what might have been missing and where improvements are needed. The feedback, which is issued on each reporting template, is intended to clearly indicate where a supplier needs to exercise due diligence.

We also explain the reporting templates and provide individual support for completing them in response to requests from suppliers.

We hold annual supplier conferences around the time we ask suppliers to complete the survey. At these conferences, we talk about responsible minerals sourcing, global trends in mineral issues, Epson's policies, and the OECD's due diligence guidance. We also provide ongoing education on survey methodology and on how to answer survey questions. In 2024, a total of 1,047 individuals participated.

Since 2023, Epson has been conducting reviews to ensure that supplier's systems and initiatives for responsible mineral sourcing align with the OECD Due Diligence Guidance framework. Through these reviews, Epson examines suppliers' survey policies, survey programs, and the processes used to provide answers on surveys submitted to Epson. When deficiencies or gaps are identified, Epson requests corrective action and provides support. With this type of communication with suppliers, we strive to strengthen their internal systems and improve their investigative capabilities.

## 5. Third-party audits

(1) Epson undergoes RBA Validated Assessment Program (VAP) audits at its manufacturing sites.

All sites that underwent a VAP audit between 2023 and 2024 were found to be in conformity with RBA's criteria for the responsible

sourcing of minerals (D7 in the RBA Code of Conduct and E3 in the RBA VAP audit standard).

| Manufacturing Site                  | Country     | Main Products Manufactured       |
|-------------------------------------|-------------|----------------------------------|
| PT. Indonesia Epson Industry        | Indonesia   | Printers                         |
| PT. Epson Batam                     | Indonesia   | Printers                         |
| Epson Engineering (Shenzhen) Ltd.   | China       | Printers<br>Projectors<br>Robots |
| Epson Precision (Philippines), Inc. | Philippines | Printers<br>Projectors           |
| Epson Precision (Thailand) Ltd.     | Thailand    | Device Products                  |
| Epson Precision Suzhou Co., Ltd.    | China       | Device Products                  |
| Epson Precision Malaysia Sdn. Bhd.  | Malaysia    | Device Products                  |

\* D7 in the RBA Code of Conduct: Responsible Sourcing of Minerals (Excerpt)

Participants shall adopt a policy and exercise due diligence on the source and chain of custody of the tantalum, tin, tungsten, gold, and cobalt in the products they manufacture to reasonably assure that they are sourced in a way consistent with the Organization for Economic Co-operation and Development (OECD) Due Diligence Guidance for Responsible Supply Chains of Minerals from Conflict-Affected and High-Risk Areas or an equivalent and recognized due diligence framework.

[See here for details on RBA audits.](#) 

(2) Epson had an independent, third-party auditing firm conduct a review of its systems and initiatives for the responsible sourcing of minerals to verify that Epson sources minerals responsibly in line with the OECD Due Diligence Guidance framework. The audit firm, in a written opinion following the review, stated that it had not found any discrepancy between Epson's efforts including the conflict minerals survey policy, the survey program and reporting, internal system development, or the implementation of the survey according to the plan and Epson's disclosure of the information on the efforts on Epson's website.

[2024 Third Party Review Report on Responsible Mineral Sourcing \(PDF,250KB\)](#) 

[2023 Third Party Review Report on Responsible Mineral Sourcing \(PDF,150KB\)](#) 

## 6. Partnerships with External Organizations

The conflict minerals problem is a global issue that we cannot solve alone. We, therefore, support and actively participate in the programs of the Responsible Minerals Initiative (RMI), which was established to address responsible mineral sourcing issues, and of JEITA, a domestic Japanese industry association. We also contribute to RMI's audit fund, believing that it is the responsibility of downstream companies to shoulder the costs of smelter and refiner audits.

Through alliance and group activities, Epson is working to resolve the issue of conflict minerals around the world and to improve conflict mineral investigation activities in the supply chain through industry collaboration.

Global initiative

[Responsible Minerals Initiatives\(RMI\)](#) 

Number of member companies: 530+

Some of RMI's activities

- [Due diligence](#) 
- [Certification program](#) 
- [Development and provision of standardized reporting templates \(survey forms\)](#) 





Domestic Japanese industry initiative

Japan Electronics and Information Technology Industries Association (JEITA) , Responsible Minerals Trade Working Group

Number of member companies: 50+

Some of the activities of JEITA

- Participating in the RMI and collaborating with international initiatives such as GeSI
- Monitoring and sharing information on the regulatory situation in various countries and regions
- Educating and raising awareness among suppliers
- Pressuring smelters that are not RMI-certified to undergo audits

[Home](#) > [Sustainability](#) > [Supply Chain](#) > [Responsible Mineral Sourcing](#)

# Green Purchasing

Epson is committed to green purchasing, which prioritizes the procurement of parts and materials that are free from hazardous substances and have a low environmental impact. This approach helps minimize the effects of chemicals in products on human health and ecosystems. Green purchasing is promoted throughout the supply chain, based on the basic principles of product substance assurance, as outlined below.

|                                                                   |                                             |                                                     |
|-------------------------------------------------------------------|---------------------------------------------|-----------------------------------------------------|
| <a href="#">Basic Principles of Product Substance Assurance</a> ▼ | <a href="#">Green Purchasing Standard</a> ▼ | <a href="#">Surveys on Substances in Products</a> ▼ |
|-------------------------------------------------------------------|---------------------------------------------|-----------------------------------------------------|

## Basic Principles of Product Substance Assurance

Epson procures production materials on the basis of the following five principles:

1. Comply with applicable laws and regulations.
2. Procure materials from suppliers that can comply with conditions specified in this standard regarding banned substances (e.g., thresholds, parts and locations where substances are present, uses).
3. Procure materials from suppliers who can guarantee that banned substances are not present in their products.
4. Procure materials from suppliers who can provide data on target substances present in their products.
5. Accept goods that have been guaranteed by the supplier.

## Green Purchasing Standard

This document outlines the Epson's basic principles of product substance assurance, along with the specific standards and operational procedures.

The Epson Group Green Purchasing Standard for Production Materials, Rev. 11  
(The latest version: Revised on September 1, 2025 and enacted on December 1, 2025)

- [English \(PDF, 1.3MB\)](#) PDF
- [Chinese \(PDF, 1.6MB\)](#) PDF
- [Japanese \(PDF, 2.2MB\)](#) PDF

The Epson Group Green Purchasing Standard for Production Materials, Rev. 10

- [English \(PDF, 700KB\)](#) PDF
- [Chinese \(PDF, 1.0MB\)](#) PDF
- [Japanese \(PDF, 1.5MB\)](#) PDF

## Surveys on Substances in Products

---

Epson conducts two types of surveys on substances in products: the Epson Standard Survey and division-specific Operations Division Surveys. The following pages provide the input format and detailed instructions for completing each survey.

[Information about Product Substances \(Epson Standard Survey\) ➔](#)

[Surveys and Submissions \(Operations Division Surveys\) ➔](#)

### Related link

[Management of Chemical Substances in Products ➔](#)

[Home](#) > [Sustainability](#) > [Supply Chain](#) > [Green Purchasing](#)

## Paper Products Procurement

The illegal logging of forests is a very serious issue for those seeking to protect the environment on the global scale and practice sustainable forest management. Around the world, greater efforts are being made to ensure legality and sustainability during the procurement of wood products.

Epson thus manages its entire supply chain from the immediate supplier all the way back to the forest to ensure the legality, sustainability and environmental safety of the paper products we procure. We ask that suppliers understand the intent and nature of these initiatives and give us their full support.

### Stance on Procurement of Paper Products

---

Epson has established a procurement policy for paper, the major forest product we procure. Under this policy, we adhere to the practices below that support the social, economic and environmental sustainability of forests.

1. We make effective use of used paper and other recycled pulp.
2. When virgin is used as a raw material in paper goods we procure, we confirm its
  - legality
  - sustainability
  - chemical safety
  - environmental management

### Scope of Application

---

At Epson, the Procurement Policy applies to the procurement of specialty paper for use in Epson printers.

### Content of Conforming Procurement Management

---

Suppliers are asked to provide a Certificate of Conformity to Epson Paper Products Procurement Policy to confirm their compliance with the Procurement Policy.

Epson Paper Products Procurement Standard (PDF,130KB) 

[Home](#) > [Sustainability](#) > [Supply Chain](#) > [Paper Products Purocurement](#)

## Customer Commitment

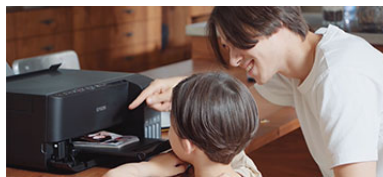
Customer satisfaction, enshrined in the Epson Management Philosophy, is the goal of every Epson employee.

That means always offering customers around the world products and services that are safe, secure, user-friendly, surprising, and delightful. To achieve that, each Epson employee works constantly to enhance the quality of their work from a customer perspective.



### Approach →

Epson set it's Vision for Mid-range CS & Quality Initiatives and organizations to achieve customer satisfaction, one of the core commitments included in Epson's Management Philosophy.



### Customer Satisfaction →

Epson undertakes various activities to provide our customers with satisfaction that exceeds their expectations through our products, services, production and sales from product design stage to after-sales service.



### Quality Improvement →

Epson conducts activities to improve the quality of its products, services, manufacturing and sales in order to provide quality that exceeds customer expectations and earns their trust.



### Product Safety →

Epson has established unified Epson Group regulations governing quality assurance and product safety management to help ensure that it offers the same product quality to customers around the world.



### Universal Design →

Epson try to make our products accessible to the widest possible audience by exercising the utmost care from the development stage to design products that anyone can easily use.

ESG Data →

Standards  
Comparison →

Sustainability  
Report →

Integrated Report →

# Approach

Epson set it's Vision for Mid-range CS & Quality and organizations are designed to achieve customer satisfaction, one of the core commitments included in Epson's Management Philosophy.

Vision for Mid-Range CS & Quality Initiatives

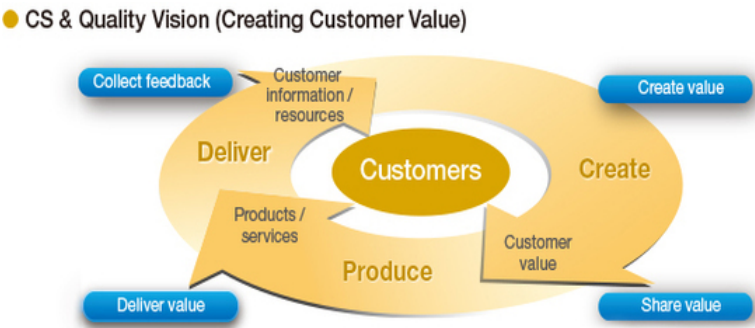
Quality Assurance Program Organization

## Vision for Mid-Range CS & Quality Initiatives

Epson implements CS & quality programs in line with its Mid-Range CS & Quality Action Policy, which stipulates its vision for creating products and services that please customers and earn their trust.

**Goal**

Earn strong trust from customers by taking innovative approaches to improving the quality of the overall product commercialization process and quickly achieving a level of quality that exceeds customer expectations.

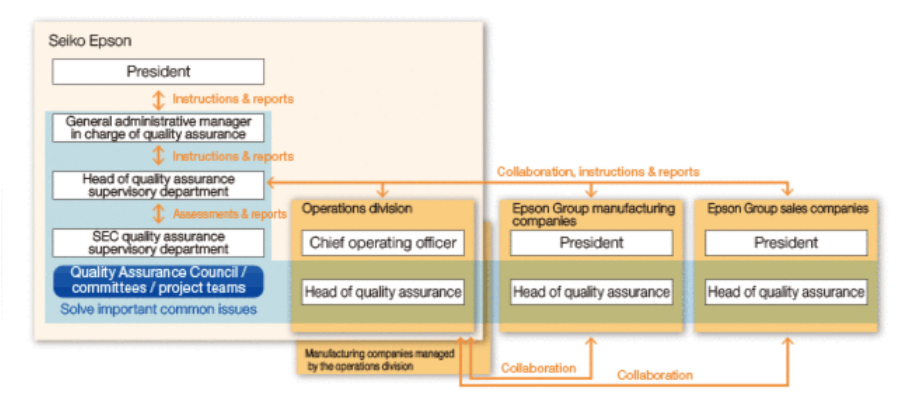


## Quality Assurance Program Organization



Epson carries out actions to assure quality across the Epson Group. A Quality Assurance Council and project teams solve shared issues and serious problems. In addition, we manage our quality assurance programs by periodically assessing and reviewing the state of quality and the progress of actions, reporting the results to the president, and formulating and implementing policies for further improvement.

● Quality Assurance Program Organization



# Customer Satisfaction

Epson undertakes various activities to provide our customers with satisfaction that exceeds their expectations through our products, services, production and sales from product design stage to after-sales service.

Product Design ▼

Advertising Initiatives ▼

Initiatives of Sales Companies ▼

## Product Design

Epson seeks to meet the expectations of customers from the product design stage. As part of this effort, our design engineers personally visit customers to listen first-hand to their thoughts and needs.

They also visit information centers to gather and analyze information on the types of problems customers may be having.

## Advertising Initiatives

We work to avoid incorrect product descriptions, deceptive advertising, and any product appeal that might lead to an incorrect understanding. Our goal is to ensure that customers correctly understand our products' functions when making a purchase.

At Epson, we have a control system in place to check images and text before we publish them on web pages, advertising, and the like. This ensures that the images and text provide accurate information, are not unethical or discriminatory, and are compliant with copyright and personal data laws. We also have Group standards on the use of social media and work to ensure that the information we share on such media is fair and appropriate.

## Initiatives of Sales Companies

### Product Service and Support that Keeps Businesses Running

Users of business printer can find their work interrupted if their printer breaks down or if it runs out of consumables. To avoid such work interruptions, sales company Epson Taiwan Technology & Trading Ltd. (ETT) began in 2016 offering business inkjet printer users a package that includes regular on-site service. This is the first service of its kind in Taiwan's office printing industry.

Support staff members with thorough product knowledge visit customer sites to inspect and maintain their printers. They also let customers know when they can expect to run out of ink based on print use patterns. This service has sharply reduced printer breakdowns and ensures stable print quality. And since ETT is able to deliver ink before it runs out, work interruptions are far less frequent. These regular site visits are also an important opportunity to get feedback directly from users.

Epson, whose products are used by customers around the world, is increasing customer satisfaction by having local sales companies provide service and support that meets local needs.

## **| After-Sales Service for Epson PCs**

Epson Direct Corporation's support policy reads as follows: "Every second counts. Never make customers wait. Earn customer satisfaction and ongoing loyalty."

Our customers' work does not wait when their PC fails. Obviously a strong quality program is essential for preventing PC failures in the first place, but when failures do occur, minimizing customer downtime becomes the top priority. We provide a one-day guarantee on repairs, during both the standard warranty period and for the extended pick-up warranty. If an Epson PC should fail during the coverage period, Epson Direct will repair it and return it the next day, weekends included.

[Home](#) > [Sustainability](#) > [Customer Commitment](#) > [Customer Satisfaction](#)

## Quality Improvement

Epson engages in a variety of quality improvement activities to ensure that all of its products, services, production, and sales are trusted by customers and exceed their expectations.

Supplier Quality Assurance ▼

Quality Control Improvement in Manufacturing Processes ▼

Global Sharing of Service & Support Information ▼

Improvement of Employee Quality Control Skills ▼

### Supplier Quality Assurance

While Epson manufactures core components such as inkjet printheads in-house, it also relies on suppliers to provide many of the parts necessary for the manufacture of its products. Therefore, Epson is working to improve quality not only within Epson quality assurance program but also with its suppliers, based on their understanding of Epson's approach to quality.

As an example of our activities, we have established Epson's basic approach to quality assurance and the items to be implemented in our Quality Assurance Standards and provide advice on how to improve quality and check the quality status at work sites.

### Quality Control Improvement in Manufacturing Processes

The role of the manufacturing process is to create actual products from customer requirements reflected in planning and design. The manufacturing process produces products that are guaranteed to be of appropriate quality based on specifications. In this process, a number of quality control items are specified for the parts and processes that make up the product. Epson dispatches quality control engineers to manufacturing sites in Japan and overseas to ensure that the necessary quality control items are properly managed and quality is guaranteed.

Epson works with local engineers to promote logical problem-solving, human resource development, and quality improvement at Epson manufacturing plants around the world.



Improvement in collaboration with an overseas affiliate

### Global Sharing of Service & Support Information

Epson has established a service support system in each region of the world to ensure that customers can use its products and services with confidence. As part of its efforts to improve the quality of its service support, Epson holds an Epson Group Service Support Meeting once a year, where service support managers from overseas sales regional head office and some sales companies in each region around the world gather. At the meeting, the status of customer use of products and services and technical information on service support are shared, and discussions and measures for formulating medium- to long-term service support strategies are confirmed. The results of these activities are reflected in service support activities in each region.



Epson Group Services and Support Meeting

## Improvement of Employee Quality Control Skills

### Training

To enable each and every employee to contribute to quality improvement, we provide quality control training for company-wide employees. After that, employees can systematically receive training in specialized areas necessary for their work and in matters related to E-KAIZEN activities.

In addition, to ensure that employees at overseas sites can receive the same training as employees in Japan, Epson has established a system to train and certify trainers for quality control education at each site, and to provide education and training at each site. Epson aims to develop human resources capable of identifying and improving the essence of any difficulties or issues that may arise, so that we can realize and deliver products and services that exceed customer expectations.

#### Quality Control Training Program

|                     | Primary                | Intermediate                                                                                          | Advanced |
|---------------------|------------------------|-------------------------------------------------------------------------------------------------------|----------|
| Common              | QC introduction course | QC-A course (Manufacturing)                                                                           |          |
|                     |                        | QC-B course (Engineering)                                                                             |          |
|                     |                        | QC-C course (Administration)                                                                          |          |
| Small group/Team    |                        | Problem-solving type QC story course                                                                  |          |
|                     |                        | Target-achievement type QC story course                                                               |          |
|                     |                        | Why-Why analysis course                                                                               |          |
| Professional course |                        | Reliability specialty course<br>- Accelerated test, Sampling test<br>- Weibull analysis of field data |          |
|                     |                        | Quality Engineering practice course<br>(Robustness evaluation, Parameter design, etc.)                |          |

\* QC-ABC courses shall be selected one or more.

#### Standard QC Courses for All Employees (FY2024, Japan)

| Training        | People newly trained | Percentage of enrolled students |
|-----------------|----------------------|---------------------------------|
| QC Introduction | 413 Persons          | 84%                             |
| QC-ABC          | 440 Persons          | 84%                             |

#### Licensed Quality Control Training Trainers

| Region         | Number of Production Sites with Licensed Trainers | Licensed Trainers <sup>1</sup> |
|----------------|---------------------------------------------------|--------------------------------|
| Southeast Asia | 7 companies                                       | 78 persons                     |
| China          | 4 companies                                       | 47 persons                     |

<sup>1</sup>Number of licensed trainers as of March 31, 2025.

### Kaizen Activities

Epson has developed a group-wide improvement program called "E-KAIZEN Activities," in which teams and individuals work together to solve various day-to-day problems.

The results of team improvement activities are selected by each block in Japan, China, Southeast Asia, Europe, and the United States each year, and are presented and assessment presented at the Worldwide Team Presentations conference held in Japan, where outstanding activities are awarded. In addition to sharing case studies at the case study presentation conference in each

block, good activity examples are posted on company newsletter and the company intranet to promote horizontal development, leading to mutual learning and heightened awareness of improvement.

A total of 14 teams participated in the 2024 Worldwide Team Presentations competition: four teams from three companies in Japan, four teams from three companies in Southeast Asia, four teams from two companies in China, and two teams from two companies in Europe and the United States. As a result, the "Kaisou" team from Tianjin Epson Company Ltd. of China production site was selected as the best theme for their activity "Manpower Saving Remodeling Innovation: First Introduction of Collaborative RB" and was awarded the President's Award prize.



The members of the President's Award-winning "KAISOU" team

## Awareness raising activities

Epson has designated the month of November each year as "CS & Quality Month" to provide an opportunity for all employees to reflect on the quality of their own operations, considering what it means to "customer satisfaction" as stated in Management Philosophy, and is developing activities worldwide.

In fiscal 2024, we developed activities under the slogan, "Enhance the quality of work through creative ingenuity and gain trust to win more Epson fans".

In order to improve the quality of our own operations, it is essential for us to think and change ourselves to improve the quality of our operations, regardless of the size or scope of the goods and services we are involved in, in other words, "originality and ingenuity. In order for each employee to recognize, think about, and practice the importance of continuous "ingenuity," CS & Quality Month in FY2024, we held a lecture meeting to provide an opportunity to rethink the importance of ingenuity and business quality improvement, and shared examples of ingenuity in the workplace.

Through these activities, we are striving in our operations not only to "take good care of our customers," but also to have our stakeholders say "what a good company" and become our fans.



CS & Quality Month poster  
(Japanese)



CS & Quality Month poster (English)



CS & Quality Month poster (Chinese)

# Product Safety

Approach to Product Safety ▼

## Approach to Product Safety

Epson has established unified Epson Group regulations governing quality assurance and product safety management to help ensure that it offers the same product quality to customers around the world.

Our product safety and environmental compliance requirements are set forth in the Epson Quality Standard (EQS), a set of unified standards implemented across the entire Epson Group. EQS specifies independent controls that we widely implement to meet or exceed legal and regulatory requirements in each country. Epson will take action to minimize safety and security risks involving our products and services, for example by painstakingly evaluating safety in every area to prevent the occurrence or recurrence of product incidents.

| Key Actions (KPIs)                    | Result |        | Goal                |
|---------------------------------------|--------|--------|---------------------|
|                                       | FY2023 | FY2024 | FY2025              |
| No. of serious incidents <sup>1</sup> | 0      | 0      | Keep at 0 each year |

<sup>1</sup> Serious incidents: Accidents resulting from product defect that cause serious harm to the product user's life and/or body or that cause serious damage to assets other than the product.

### Epson Group Basic Policy on Product Safety

Seiko Epson Corporation and the Epson Group recognize that securing customer trust in the safety of the products we manufacture and sell is an important management task. We have established the Epson Group Basic Policy on Product Safety below based on the Epson Group's management philosophy, which articulates our commitment to customer satisfaction, and actively work to ensure product safety as our top priority.

[Epson Group Basic Policy on Product Safety ➡](#)

### Safety Assurance Program Organization



Epson is promoting product safety assurance initiatives and promptly responding to product incidents under the Group-wide quality assurance program organization.

Additionally, for each of our products and services, we ensure conformity to EQS, the Group's unified quality standard, from the planning, development, and design stages and conduct risk assessments on new elements to ensure product safety in the product build-in stage.

Quality Assurance Program Organization ➔

Process for Rapidly Responding to Product Incidents

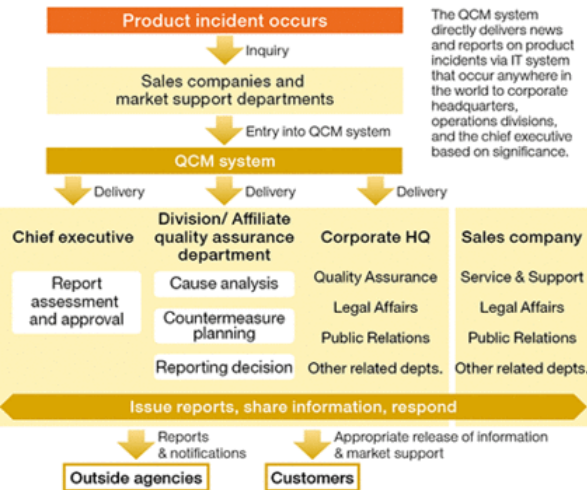
If there is an incident involving a product, an Epson sales company or market support organization immediately issues a preliminary report using the Epson Group's Quality Crisis Management (QCM) system.

Departments are notified of the incident via the QCM system, and the quality assurance department of the operations division or affiliated company rapidly responds by analyzing the cause and planning countermeasures.

The chief executive and affected departments, including those at corporate Head Office, exchange information whenever an incident occurs and, putting the needs of the customers first, announce the incident to the public, provide market support, and furnish outside organizations with official reports and notices required by all applicable laws and regulations of each country.

Epson has established standards that define procedures for responding to product incidents, and regularly reviews the emergency communication network among divisions to maintain a system that can respond appropriately and promptly.

Epson Product Incident Response Process



Analyses to Prevent Product Incidents

Electronic components procured for use in Epson products, and especially those that are crucial in terms of safety, are evaluated and analyzed to judge their quality, safety and reliability. Epson has set up a combustion laboratory that enables it to conduct tests that cannot be performed in ordinary laboratories, such as tests that use flames or could cause parts or products to ignite, emit smoke, or rupture. In this lab Epson analyzes the causes of incidents and researches combustion-resistant structures and materials. We use the findings from these and other tests and studies to develop standards for creating safe, secure products, therefore seeking to prevent product-related incidents. We also conduct regular education programs, such as online courses held throughout the year for all employees to learn product safety-related knowledge and raise awareness, and product safety education conducted each year for new technical employees involved in design, development, production engineering, and quality assurance, which mainly consists of risk assessment exercises (conducted nine times in FY2024). In addition, we are working to further improve the awareness and skills of our employees through specialized training programs focused on machine safety and functional safety.



Burning test at combustion laboratory

Epson uses analytic techniques learned and honed over the years to analyze in-market safety incidents and determine root cause. The lessons learned are shared throughout the Epson Group to prevent recurrence of similar incidents.

## Establishing an evaluation environment for delivering safe and secure products

Epson has established testing facilities that comply with official standards such as radio wave and electrical safety standards, as well as related product laws and regulations, in order to evaluate the safety of our products accurately and in detail.

We have also earned accreditation based on ISO/IEC<sup>1</sup> and other standards to enable us to conduct official certification tests in-house. Through periodic internal and external audits, we maintain and manage such accreditation to ensure that we can continue to achieve high-precision measurements. Specifically, we have introduced facilities such as large radio-frequency anechoic chambers, shielded room, and other facilities that we own in Japan and overseas, to enable in-house conducting of EMC testing.<sup>2</sup>

<sup>1</sup> IEC is an acronym for the International Electrotechnical Commission. It is an organization for international standardization that establishes standards for electrical and electronic technology.

<sup>2</sup> Electromagnetic compatibility testing. Electromagnetic interference testing to measure interference waves, i.e., electromagnetic waves radiated or conducted from the product itself or power supply that interferes with the operation of other devices, and electromagnetic immunity testing to evaluate the resistance of the product itself to malfunction due to electromagnetic waves generated by nearby electrical equipment.

## Safety Evaluations on Substances Released by Products

Products can sometimes release trace amounts of chemical substances during use.

Epson goes beyond simply evaluating releases of controlled substances specified under the requirements for environmental labels such as Japan's Eco Mark and Germany's Blue Angel<sup>1</sup>, and also evaluates the level and safety of substances for which the Japanese Health, Labor and Welfare Ministry has issued indoor concentration guideline values<sup>2</sup>.

Epson seeks to deliver safe, secure printers, projectors, and other products by verifying that releases from these products meet Epson Quality Standard (EQS), a set of unified standards implemented across the entire Epson Group. The EQS sets Epson's strict, independent standards that exceed the rigorosity of the Health, Labor and Welfare Ministry's indoor concentration guideline values.

In March 2024, we acquired ISO/IEC17025 laboratory accreditation<sup>3</sup> in order to maintain and improve the testing technology capabilities of our in-house testing laboratory, enabling us to achieve more reliable measurements.

<sup>1</sup> Blue Angel, introduced in Germany in 1978, is the world's first environmental label.

<sup>2</sup> Indoor concentration guideline values are the levels of airborne chemical substances that are considered to be unlikely to have harmful personal health effects even if persons take in throughout life the substances at the indicated concentrations.

<sup>3</sup> ISO/IEC 17025 accredited laboratories certify the technical competence of laboratories that perform specific types of tests such as analysis and measurement and calibration of measuring instruments by a laboratory accreditation body operating under ISO/IEC 17011, and the competence of laboratories that have obtained accreditation is recognized internationally.



Measurement of substances released by products

## Product Information Security Initiatives

Once reserved for laser, business inkjet, and other office printers, network connectivity is now routinely provided with home inkjet printers and other consumer devices, which can be accessed via wireless LANs, smartphones, tablets, and other Wi-Fi-capable equipment. Network connectivity is a great convenience, but it also exposes users to security risks, such as cyber-attacks that could lead to the destruction of data or the theft of confidential information by persons or organizations who exploit network device software vulnerabilities<sup>1</sup>

To ensure the security of Epson products, Epson evaluates the vulnerability of embedded software, printer drivers, and other software based on information security requirements included in the Epson Quality Standard (EQS).

Requirements for web services such as Epson Email Print were also included in the EQS, in 2012.

<sup>1</sup> Software vulnerabilities are system flaws or design problems that hackers or other cyber-criminals can use to hijack a computer, network, or other information system or to steal or alter confidential information.

## Universal Design

Approach to Universal Design ▼

Universal Design within Epson ▼

Some of Epson's Universal Design Features ▼

Color Universal Design ▼

### Approach to Universal Design

Seiko Epson recognizes the importance of providing products and services that reflect universal design principles so that consumers of all ages, genders, nationalities, and abilities and so forth can use them. We try to make our products accessible to the widest possible audience by exercising the utmost care from the development stage to design products that anyone can easily use.

### Universal Design within Epson

#### Internal Guidelines

Epson has prepared two sets of written guidelines that describe universal design and color universal design features that must be incorporated into our products and services to help ensure the widest possible product accessibility. We make sure that our products reflect universal design principles by using a process to verify that universal design elements are incorporated in each step of the product commercialization process, from planning and design to manufacturing.

#### Internal Monitor Program

Seiko Epson invites employees and members of their families to participate in a monitor program. Registered monitors evaluate product usability and design from an ordinary user's perspective. In FY2024, we had 376 registered monitors and asked them to evaluate the products prior to release, including printers, projectors, and wearables, to identify things such as product operability, visibility, and receptiveness.



### Some of Epson's Universal Design Features

To enable anyone anywhere to operate our products, we decide the configuration of operating panels as well as dimensions, colors, textures, and markings based on data about usage environments and usage applications. We try to maximize the ease with which each product can be handled.

### High-Speed Linehead Inkjet MFPs

- The tilt of the control panel can be adjusted for clear viewing by people in wheelchairs and people of any height.



- Different colors are used for internal items such as levers, instruction labels, and edge guides to increase visibility.



- Fin-shaped projections on the paper output tray make it easier to pick up sheets.



- Components move lightly and can easily be operated with one hand.

### High-Capacity Ink Tank MFPs

- A movable control panel was used to accommodate different vantage points and operating methods.



- A unique tank inlet and bottle spout design for each color of ink prevents misfilling.



- Easy-to-see, simple icons make setting paper intuitive.



- The amount of remaining ink is easy to check with front-loading ink tanks and ink windows that repel moisture.



- Simply insert the spout of an ink tank and wait for the cartridge to automatically finishing refilling. No ink-stained hands, no hassles.

## Easy operation, ready to use anywhere

### EF-22N/B & EF-21W Home Projectors

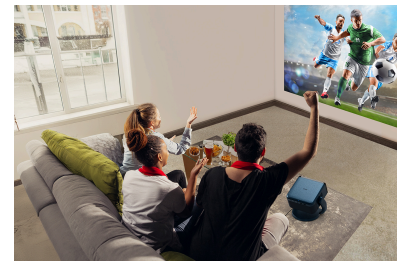
Home projectors are often installed at an angle or on a high shelf because they cannot be placed directly in front of a wall or they need to be near an outlet. Such setups can result in distorted images that previously required manual correction. The EF-22N/B and EF-21W models were developed to meet the demand for projectors that can be used without this hassle. They are equipped to automatically correct distortion and focus when projecting from an angle. No complicated operations are required. A pleasant visual experience begins the moment you turn on the power.



## Various Usage Scenarios

You can place one of these projector in the corner of the living room or project images diagonally from a shelf next to the sofa, and the automatic correction will eliminate the need to change the furniture arrangement.

They are easy to install even in a narrow studio apartment. Even in limited spaces, you can avoid obstacles and adjust the image. It will naturally fit into your daily life without worrying about where to install it.



## First-timer friendly

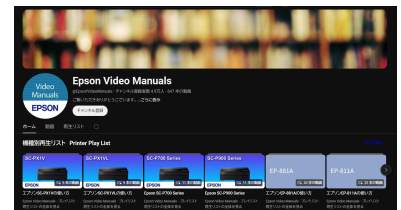
The universal design makes the projectors easy for anyone to use, even for first-time users.



## Easy-to-Follow Video Manuals

In 2013, Epson began uploading PC- and smartphone-accessible video manuals to YouTube to provide Epson printer users with easy-to-understand guides for using their products.

First-time users of a product, even if they are used to operating earlier Epson printers or printers from other companies, can get lost even after reading the manual because of difficulty in intuiting or imaging new operating procedures. Providing them with a video-based simulated experience can enable them to smoothly operate their actual product and facilitate understanding of instructions in the manual.



You can access the [Epson Video Manuals channel here](#). 

\*The video above was provided using the service of YouTube™. YouTube™ is a trademark of Google Inc.

## Color Universal Design

We are also employing color universal design<sup>1</sup> principles to create products, manuals, and software that are easy to use for people with various forms of color vision deficiency or color blindness.

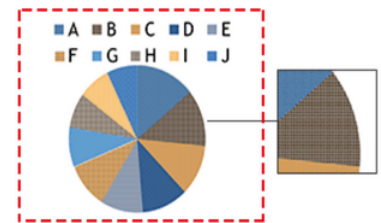
<sup>1</sup> Designs that use color in a way that enables information to be clearly conveyed to the widest possible audience, including people who see color differently (such as people with congenital color blindness, cataracts, or glaucoma).

## Improving Visibility with Color Universal Design



Epson business printers are equipped with a color universal design function<sup>2</sup> that adds underlines or textures to text that requires emphasis and that converts the colors in graphs to corresponding patterns to make them easier to distinguish for people who see color differently.

<sup>2</sup> This technology was developed based on Epson's own criteria and does not guarantee visual accessibility to all.



## Colors on Control Panel LCDs, LED Lamps, and Buttons

### Large Format Printers

Blue LEDs are used for power buttons, and high-brightness orange LEDs are used for warning lamps. Universal design principles are also followed for colors used for on-screen instructions.



### Business Inkjet Printers

We have reorganized the elements on the operation panel to make it as intuitive and easy to see as possible for most people, regardless of individual differences in color vision.



### Interactive Projectors

The color scheme of the drawing toolbar in whiteboard mode has been designed to make it easy to identify for as many people as possible.



## Explore Other Activities



### Design Works →

Introducing Epson's product design.



# Stakeholder Engagement

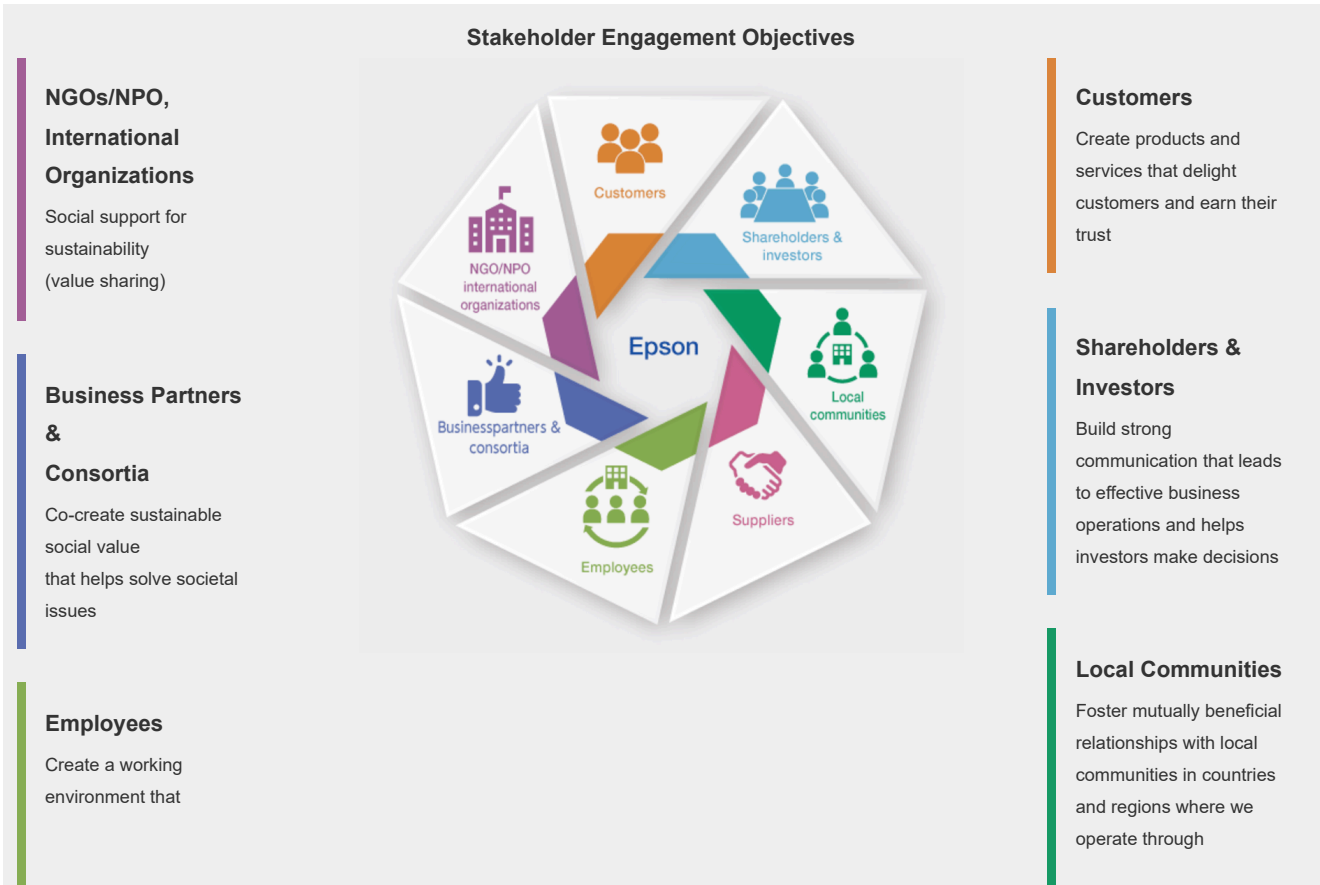
To guide its businesses toward solving societal issues, Epson believes it is important to understand and reflect the expectations of stakeholders in its strategies while also striving to create sustainable competitiveness and resilience as a company and build relationships based on trust.

Stakeholder 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:

- 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

<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.

#### 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

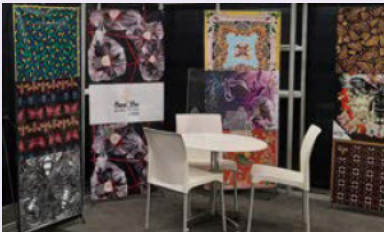
Epson is supporting the efforts of Mexican NPO Bee2Be to protect endangered Melipona bees. Bee2Be uses sales of honey to help fund its protection efforts. Epson contributes additional funding by working with designer Anna Fusoni to produce and sell scarves designed with bee motifs. This initiative also 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                                                                                                                                                                                                                                                                                                                                                                              |
|-----------------------------------------------------------------------------------------------------------------------------------------------------|--------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| <ul style="list-style-type: none"><li>Bee2Be (NPO)</li><li>Designer Anna Fusoni</li><li>Local women</li><li>Epson de Mexico, S.A. de C.V.</li></ul> | <ul style="list-style-type: none"><li>Secures funding for the protection of endangered bees and organizes programs to expand employment</li><li>Designs scarves and other items of clothing with a bee motif</li><li>Participates in local protection efforts &amp; sales and acts as local guides</li><li>Provides printers and technical support for digitally printed scarves, etc.</li></ul> |

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.

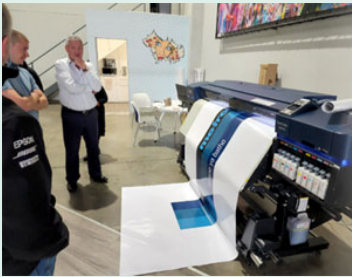
Epson South Africa will seek to work with local companies and education institutions to develop this initiative. Through a partnership with Print SA, the printing industries federation of South Africa, Epson South Africa will have the ability to contribute to and sponsor individuals to attend learning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

| For                                                                                                                                   | Form of Involvement                                                                                                                                                                                                                                                                                                                |
|---------------------------------------------------------------------------------------------------------------------------------------|------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| <ul style="list-style-type: none"> <li>• Students</li> <li>• Artists</li> <li>• Entrepreneurs</li> <li>• Business partners</li> </ul> | <ul style="list-style-type: none"> <li>• Sponsorship to attend learning programs</li> <li>• Free use of the Epson Commercial and Industrial Facility</li> <li>• Expert advice about specialized printing applications (signage, textile and photo printing, etc.)</li> <li>• Technical support for production workflows</li> </ul> |

### 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](#) ➔

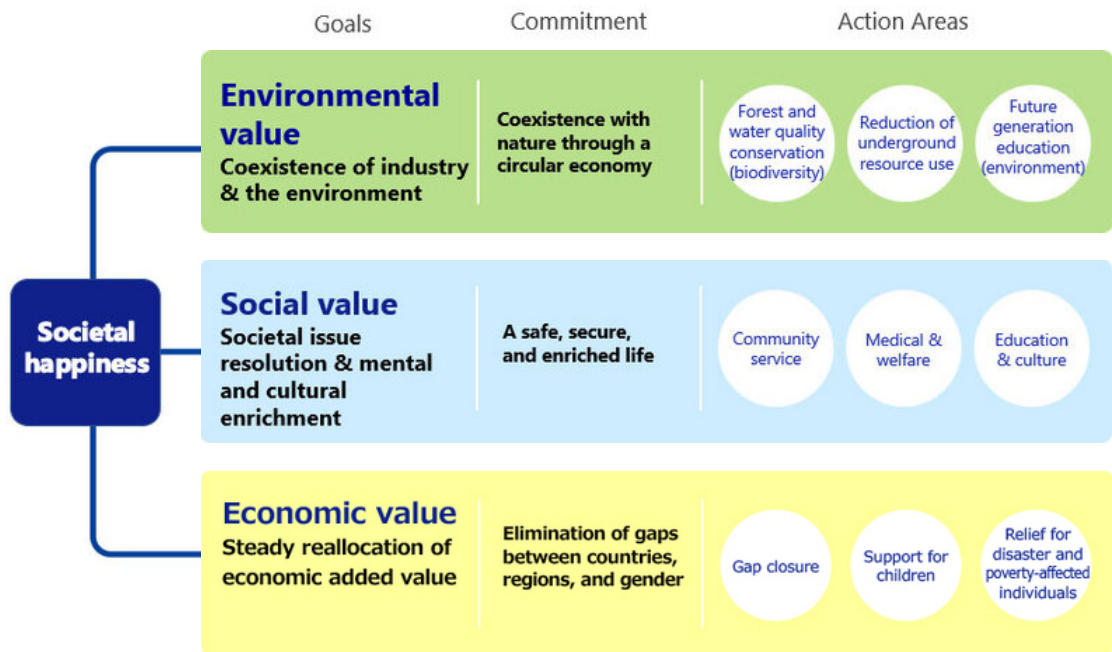
# Corporate Citizenship

Epson thinks that business activities themselves are to contribute to society.  
While leveraging our strengths, we will strive to tackle various societal issues through co-creation.  
In addition, for issues that cannot be fully addressed through business activities alone, we will contribute to society through social support activities by donations and human support.

## Basic Concept of Social Support Activities

Epson's contributions to society are rooted in our purpose as a company.  
We are giving back to communities through activities that provide social, environmental, and economic value, as outlined in our value creation story.  
We contribute to society through activities like the following:

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



## Long-Term Vision

Aiming for the realization of "Happiness of society" where people can live fulfilling lives in a rich and healthy way, regardless of the environment in developed countries/developing countries.

## Key Activities

---

- Environmental value: Coexistence of industry & the environment →
- Social value: Societal issues resolution & mental and cultural enrichment →
- Economic value: Steady reallocation of economic added value →

## Results of Social Support Activities

---

FY2024 1.26 billion yen

ESG Data →

Standards Comparison →

Sustainability Report →

Integrated Report →

## Environmental Value



Epson engages in environmental initiatives focused on issues such as forest and water quality conservation to preserve biodiversity, reduction of underground resource use, and environmental education.

### Forest and Water Quality Conservation (Biodiversity)

Epson believes that preserving biodiversity is also vital to maintaining our business activities and our employees' lifestyles. Basically, we look to preserve biodiversity throughout our business activities and to raise employee awareness of its importance.

[Biodiversity Conservation](#) ➔



### Future Generation Education (Environment)

#### Donations of Notebooks Made of PaperLab Recycled Paper (Japan)

Seiko Epson has been donating notebooks to elementary and junior high schools in Nagano Prefecture since FY2022. The notebooks are made from paper that was used within Epson and recycled using PaperLab dry-process office papermaking systems, which apply Epson's unique Dry Fiber Technology. A total of 130,000 notebooks had been donated to schools in 46 municipalities by the end of July, 2025. The donated notebooks, which provide information about Epson's forest conservation initiatives and the origin story of PaperLab systems, are used in school environmental education programs and serve as an opportunity to teach children that paper recycling can contribute to the SDGs.

Epson also donated recycled printing paper produced with PaperLab to various municipalities. These donations give us an opportunity to communicate how we are using Epson products to help reduce CO<sub>2</sub> emissions. They also help to foster broader community engagement.



## Sustainable Forest Management: Thinning Experience (Japan)

The Morigurashi Festival, held in 2024 in the Suwa area, is an experiential environmental learning event aimed at forest conservation and achieving a decarbonized society. A total of 45 employees and their family members from Seiko Epson participated in the event and engaged in forest conservation activities such as thinning and creating walking paths. Participants expressed that, although the work was hard, they experienced the importance of forest conservation. They also mentioned that they were able to learn about forest creation together with their children, which heightened environmental awareness for both parents and children. The event served as a valuable opportunity to enhance environmental consciousness through interaction with nature.



## Cleaning Lake Suwa by Kayak (Japan)

During summer months, a type of aquatic plant known as “hishi” in Japanese grows rapidly from the bed of Lake Suwa, spreading quickly across the water surface. Excessive growth can harm the view and ecosystem. It also negatively affects water quality and fish habitats, making early removal essential.

In 2025, Epson organized a lake cleanup using kayaks. Some 60 Epson employees and members of their families joined the effort, removing hishi and collecting litter while experiencing the lake firsthand. The cleanup effort combined fun with environmental learning, helping raise awareness through direct engagement. The experience helped give participants a better understanding of the condition of the water and lakebed. Many participants commented, "It gave me an opportunity to learn about the water quality and the state of the mud on the lake bottom," and "I'm glad I



was able to take part in something I wouldn't have been able to do on my own," making it a fun activity that deepened their understanding of the environment.



## Social Value



Epson engages in social support initiatives in areas such as community service, medical and welfare, and education and culture.

Community Service ▼

Medical & Welfare ▼

Education & Culture ▼

### Community Service

#### Watch Assembly Class (Japan)

Seiko Epson traces its roots to Daiwa Kogyo, a watch factory. Over the decades, we have developed watch manufacturing technology and master watchmakers. Seiko Epson holds watch assembly classes for elementary and junior high school students in the community to provide them with opportunities in which they can experience the fun and lure of monozukuri. Children who took the classes felt a sense of accomplishment and gained a greater understanding of local industry. They commented that they were surprised by the tiny parts in a watch and found it difficult to insert them in tiny holes. Nevertheless, they were pleased to complete their watches with support from the staff.



#### Suwako 8Peaks Middle Triathlon (Japan)

Seiko Epson has been supporting this event since 2022. The race takes place along an 88 km course in and around Lake Suwa and out to the base of the Yatsugatake Mountains.

Seiko Epson provides a global positioning system that utilizes its sensing technology to locate athletes in real time in order to ensure their safety.





Race in 2025



Race in 2025

## Fireworks Festival Sponsorship (Japan)

To stimulate the local economy and community, Seiko Epson sponsors fireworks festivals that take place in Suwa, Shiojiri, Azumino, Minowa, Beppu and other areas where it operates.

Seiko Epson has been a sponsor of the Lake Suwa Fireworks Festival since 1956. The festival is held in the city of Suwa, the location of Seiko Epson's Head Office. This festival, one of the largest in Japan, is a local summer tradition. The sound of fireworks exploding over the lake reverberates off the surrounding hills, thrilling spectators.



## Medical & Welfare

### Interacting with children with disabilities (Singapore)

Epson Singapore Pte. Ltd. (ESP) employee volunteers teamed up with the staff from Rainbow Centre to bring children with disabilities out for an excursion to Gardens by the Bay. It was an exciting day for us as we interacted with the children, which also allowed us to learn more about different ways to communicate with and befriend persons with disabilities.

Together, we can embrace diversity and inclusion to create a better world in our own ways.



### 290 Days of Social Commitment (Germany)

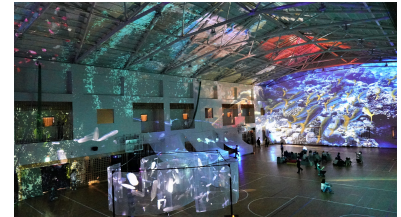
Epson Deutschland GmbH (EDG) has been running its 290 Days of Social Commitment program since 2008. All 290 EDG employees are granted one day of paid leave to serve the community by volunteering their time at social welfare facilities or schools in the area around the Düsseldorf office.

The activities are diverse. In FY2023, they included building a warehouse in the schoolyard to store toys for children needing special educational support, cleaning up riverbanks, helping elderly people with gardening work, repairing stables for an animal welfare organization, and donating laptops to support disadvantaged people in need.



## The Fantas Aquarium (Japan)

Seiko Epson has been bringing the Fantas Aquarium to hospitals and special-needs schools around Japan since 2015. The Fantas Aquarium is a projector-based production that uses a technique called Fantas Projection to generate a calm and peaceful space through a combination of video images, music, and gently swaying screens. The result is a richly stimulating sensory experience that delights the senses of sight, touch, and hearing. In the 2024 fiscal year, the company staged this event at 7 locations nationwide, welcoming 2,222 visitors. The shows were set up and run with the help of employee volunteers. In recent years, with access to facilities limited due to the pandemic, Epson started a Fantas Car (a mobile cart equipped with a projector) loan program. Facilities exercised ingenuity to effectively use the Fantas Car to stage shows in ways that were best for them. In FY2024, a total of 9,987 people were able to experience the program at 37 facilities nationwide.



Facility and school staff members, as well as members of the children's families, often report that children are stimulated by and respond positively to the Fantas Aquarium. Even children who normally sleep all day will suddenly open their eyes to follow the projected images or will reach out to try to touch them, their faces lit up in wonder. Children who are normally confined to a hospital room will shriek with delight at the prospect of an outing beyond their door.

Seiko Epson looks forward to delivering the Fantas Aquarium experience in different ways in the future.

[Fantas Projection](#) ➔

## Blood Donations (Worldwide)

Epson employees donate blood every year.



Japan



Indonesia



U.S.



China

## Education & Culture

## Educational Assistance for Children (India)

Epson India Pvt. Ltd. (EPIL) believes in the importance of childhood education and has an assistance program that focuses on underprivileged children. Over the past several years, EPIL has been distributing notebooks, backpacks, stationery, and other goods to public schools that serve underprivileged children primarily in the states of Karnataka, in southwest India where EPIL is located, the southern state of Tamil Nadu, the northern state of Uttar Pradesh and in the western state of Maharashtra. The number of recipient schools has been increasing year by year. In fiscal 2024, we delivered goods to 539 schools and 42,480 students. The children were happy with their new gear that helped with their studies.



## Creating a Sustainable Future for Fashion with Bunka Fashion College (Japan)

Since FY2022, Seiko Epson has been officially collaborating with Bunka Fashion College (Tokyo) on a Creative Support Project, which promotes sustainable fashion through environmentally conscious digital textile printing technology. This initiative provides aspiring designers with hands-on experience using the latest technology to create original textile designs.

The apparel industry is implicated in some serious environmental issues. It is estimated that 35% of all textile materials in the industry become waste<sup>1</sup>, and that 20% of global industrial wastewater comes from the textile sector<sup>2</sup>.

Digital textile printing can help address these issues thanks to two key advantages over conventional analog textile printing.

- Digital textile printing provides prints on-demand. Textiles are printed only in the amount needed, when they are needed.
- Digital textile printing obviates the need for printing plates and a water-based cleaning process, significantly reducing water usage.



As part of the Creative Support Project, students visit Epson's Solution Center Fujimi, in Nagano Prefecture. There, they learn about environmentally friendly production processes and get hands-on experience printing their original designs on fabric using advanced technology. Students use this technology to produce graduation projects that match their vision.

Members of the solution center technical staff provided support, helping students get the colors they wanted and avoiding the need to make a lot of extra prints.

Epson will continue to help future designers achieve their dreams and contribute to sustainable fashion.

You can view the activities here:

[“Epson x Bunka Fashion College” Support for Graduation Projects in 2022 \(youtube.com\)](#)

<sup>1</sup> World Bank (2019) [How Much Do Our Wardrobes Cost to the Environment?](#) (accessed 30 Sept. 2025)

<sup>2</sup> Papamichael I et al. (2023) The perception of circular economy in the framework of fashion industry. *Waste Manag Res.* Feb;41(2):251-263.

## Epson International Scholarship Foundation (Japan)

The Epson International Scholarship Foundation provides scholarship assistance to outstanding students from abroad who wish to study at graduate schools in Japan and to students from Japan who wish to study at universities abroad. This scholarship assistance is intended to give ambitious students time to focus on their studies and boosts their motivation to learn. By providing assistance, the foundation seeks to nurture a greater number of promising individuals who can promote cultural understanding and contribute to the stability and development of the international community.

The Foundation was established in 1997 and has supported 323 international students to date. Scholarship alumni are making an



impact in many different areas in countries around the world. To encourage exchanges among scholarship students and among alumni, we hold various events, including a ceremony for new scholarship recipients, Seiko Epson company tours, alumni association initiation ceremonies, and alumni reunions.

The Foundation also provides subsidies for research conducted by young researchers in engineering fields and for participation in international academic conferences.

[Epson International Scholarship Foundation](#) 



2024 Epson head office tour

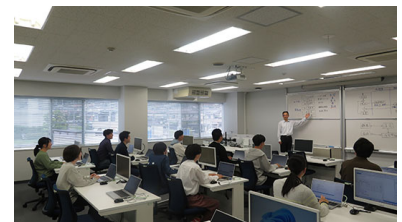


2024 Alumni Association

## Epson Information Science Vocational School (Japan)

Seiko Epson established the Epson Information Science Vocational School in 1989 to develop technical personnel who are trusted by the community and can make wide-ranging contributions to society. The school has produced more than 3,000 graduates so far, some of whom are working at Epson.

Most of the instructors are engineers and developers who have corporate experience, including at Epson. The curriculum is designed to enable students to master skills that can be used in actual work. There are three disciplines: Information Systems, Information and Electronic Systems, and Information Business. All of these are recognized as Professional Post-Secondary Courses by the Ministry of Education, Culture, Sports, Science and Technology.



[Epson Information Science Vocational School](#) 

## The Seiji Ozawa Matsumoto Festival (Japan)

Seiko Epson has been supporting the Seiji Ozawa Matsumoto Festival since it began, in 1992.

The festival brings together top-notch musicians from all over the world to perform high-quality programs, including orchestral concerts, chamber music and opera. There are special events geared toward children. To date, invitations have been extended to 13,000 sixth-graders, seventh-graders, and to schools for the deaf, blind, and disabled in Nagano prefecture. This education program provides a valuable opportunity for the children to hear live orchestra music, thus serving as a catalyst for interest in music.



© Michiharu Okubo

# Economic Value



Epson engages in social support initiatives with an economic focus to bridge gaps, assist children in need, and provide relief for disaster and poverty-affected individuals.

## Epson Sponsors Onigiri Action to Provide Children with School Meals in Developing Countries

"I want to be an electrician," a child told Epson employees on an observation tour in Tanzania, one of the countries we are assisting.

Providing school meals motivated him to come to school and study, which eventually broadened his career choices.

Since 2023, Seiko Epson has served as a sponsor of Onigiri Action, a campaign organized by TABLE FOR TWO International (TFT). Participating companies donate the equivalent of five school lunches to children in Africa and Asia for each onigiri-related photo posted on social media (Instagram, X, Facebook) or a special website with the hashtag #OnigiriAction.

To encourage more people to participate in the campaign, Seiko Epson created content that could be used in photos. The content included things such as onigiri-themed design paper and onigiri craft kits for playing house. These were made available free of charge on the Seiko Epson website and app.

We also raised awareness of the campaign internally and prompted many people to take photos by offering special meals in the company's cafeterias.



[Onigiri Action](#) 

### Message from the Organizer

Staff of TABLE FOR TWO International

Onigiri Action is a community engagement project that encourages people to recognize global food problems and cooperate in solving them by simply posting photos of onigiri. Thanks to companies that share our vision, the project has become a social movement in which the combined efforts of different organizations and individuals work together to solve

a single social issue.

School meals are a lifeline for children in deprived areas in Africa and Asia, where TFT provides support. Not only do they help feed hungry children, the meals also serve as a catalyst for continuing studies and working out their future. We hope that Epson will continue to participate in this project to help ensure that it continues.



Photos provided by TFT



## Suwa City and Epson: Assisting Local Children

Seiko Epson and Suwa City concluded an environmental and welfare partnership agreement to assist children in the city in 2023. As part of its welfare initiatives, Epson donates to NPOs and other organizations that are working to provide relief for economically disadvantaged children in the local community.

In 2024, Epson supported five organizations that are involved in assisting single-parent families, children in foster care, and young caregivers in the family.



### Message from the Collaborator

Staff of Suwa City

In Japan, the income gap is widening. Children from single-parent families or who have caregiving responsibilities are in particular need of support so that they can receive an education and give their lives stability. However, there is a limit to the support that local government can provide, so the cooperation of organizations having expertise in specific areas is enlisted to ensure that children are getting the help they need.

One of the issues of these organizations is securing funding. The collaborative indirect support by Epson and Suwa City will enable the organizations to conduct their independent activities while contributing to the revitalization of the local economy.

We see this initiative as a good example of tripartite collaboration among the government, private companies, and non-profit organizations. We hope this will expand nationwide.

## The Epson Social Assistance Fund

In 2023, Seiko Epson created the Epson Social Assistance Fund to assist children and single-parent households in achieving economic independence. The fund was set up within the Public Resource Foundation, and, in partnership with the foundation, provides support through non-profit organizations (NPOs) and other entities that operate in local communities. In the first round of grants, we provided aid to 15 organizations.



[Home](#) > [Sustainability](#) > [Citizenship](#) > [Economic Value](#)



# Governance

To realize our Purpose, which expresses our aim or reason for being in society based on the Epson Way, which defines our values and behaviors based on the Management Philosophy, EXCEED YOUR VISION, promote sustainable growth, and increase corporate value over the medium and long term, Seiko Epson Corporation strives to continuously enhance and strengthen corporate governance so as to realize transparent, fair, fast, and decisive decision-making.

## Governance Contents

Corporate Governance➔

Basic Corporate Governance  
Principles  
Corporate Governance System  
Nomination of Officers  
Compensation of Officers  
Actions to Ensure Board Effectiveness  
Responding to Large-Scale  
Acquisitions of Seiko Epson Shares

Internal Control System➔

Group Governance  
Compliance  
Risk Management  
Supply Chain Business Continuity  
Management  
Internal Audits  
Internal Controls over Financial  
Reporting

Internal Control Initiatives➔

Compliance Activities  
Anti-Corruption/Anti-Bribery  
International Trade Control Initiatives  
Tax Compliance Policy

Security➔

Information Security  
Personal Data Protection  
Intellectual Property Protection

ESG Data➔

Standards Comparison➔

Sustainability Report➔

Integrated Report➔

# Corporate Governance

|                                       |                                       |                                                              |
|---------------------------------------|---------------------------------------|--------------------------------------------------------------|
| Basic Corporate Governance Principles | Corporate Governance System           | Nomination of Officers                                       |
| Compensation of Officers              | Actions to Ensure Board Effectiveness | Responding to Large-Scale Acquisitions of Seiko Epson Shares |

To realize our Purpose, which expresses our aim or reason for being in society based on the Epson Way, which defines our values and behaviors based on the Management Philosophy, EXCEED YOUR VISION, promote sustainable growth, and increase corporate value over the medium and long term, Seiko Epson Corporation ("the Company") strives to continuously enhance and strengthen corporate governance so as to realize transparent, fair, fast, and decisive decision-making.

In order to further increase the effectiveness of corporate governance, the Company further improves the supervisory function of the Board of Directors, further enhances deliberation and speeds up management decision-making.

[Corporate Governance Policy \(190KB\)](#) 

[Basic Internal Control System Policy \(145KB\)](#) 

[Corporate Governance Report \(dated October 8, 2025\) \(720KB\)](#) 

## Basic Corporate Governance Principles

The general principles of corporate governance at the Company are as follows:

1. Respect the rights of shareholders, and secure equality.
2. Bear in mind the interests of, and cooperate with, stakeholders, including shareholders, customers, local communities, business partners, and Epson personnel.
3. Appropriately disclose company information and maintain transparency.
4. Directors, Executive Officers, and Special Audit & Supervisory Officers shall be aware of their fiduciary duties and shall fulfill the roles and responsibilities expected of them.
5. Engage in constructive dialogue with shareholders.

## Corporate Governance System

The Company is structured as a company with an Audit & Supervisory Committee. It has a Board of Directors, an Audit & Supervisory Committee, and a financial auditor. It has also voluntarily established advisory committees for matters such as the Director nomination and compensation.

This governance system was adopted to further increase the effectiveness of corporate governance by strengthening supervision over management and by enabling the Board of Directors to devote more time to discussions while speeding up decision-making by

management.

The main bodies and their aims are described below.

## **Board of Directors**

The Board of Directors, with a mandate from shareholders, is responsible for realizing efficient and effective corporate governance, through which the Company will accomplish its social mission, sustain growth, and maximize corporate value over the medium and long terms. To fulfill these responsibilities, the Board of Directors will exercise a supervisory function over general management affairs, maintain management fairness and transparency, and make important business decisions, including decisions on things such as management plans, business plans, and investments exceeding a certain amount.

The Board of Directors operates in accordance with the Articles of Incorporation and regulations that were approved by resolution of the Board of Directors. The Board of Directors is composed of 11 directors<sup>1</sup>, including six Outside Directors. Meetings of the Board of Directors are, as a rule, held once per month and as needed. The Chairman and Director, who serves as a non-executive director, acts as the chairman of the Board meetings. Corporate Governance Policy states that at least one-third of the board members should be Outside Directors.

The Board of Directors makes decisions on basic business policies, important business affairs, and other matters that the Board of Directors is responsible for deciding as provided for in internal regulations. Business affairs that the Board of Directors is not responsible for deciding are delegated to executive management, and the Board monitors these. To speed up management decisions and increase business agility as a company with an Audit & Supervisory Committee, the Company has expanded the scope of affairs delegated to executive management from the Board of Directors, including capital investments below a certain threshold. Board meetings were held 13 times in the 2024 fiscal year and two times during the period from April 2025 to the June 2025 Ordinary General Meeting of Shareholders. The attendance rate for each director is 100%.

<sup>1</sup> As of June 30, 2025

## **Audit & Supervisory Committee**

The Audit & Supervisory Committee, with a mandate from shareholders, is responsible for independently and objectively auditing and monitoring the execution of Director duties and for ensuring the sound and sustained growth of the Company. The Audit & Supervisory Committee verifies the effectiveness of the internal control system and conducts audits primarily in cooperation with internal audit departments and the financial auditor. The Audit & Supervisory Committee has established basic guidelines for selecting financial auditors and evaluates their independence, audit quality, etc. based on certain standards. Resolutions concerning financial auditors selected by the Committee per the guidelines are submitted for approval at a general meeting of shareholders. The Audit & Supervisory Committee also discusses the selection, dismissal, resignation, and compensation of Directors who are not Audit & Supervisory Committee members and decides on the opinions to be presented at a general meeting of shareholders.

The Audit & Supervisory Committee operates in accordance with the regulations that were approved by resolution of the Audit & Supervisory Committee. The Audit & Supervisory Committee is composed of four Audit & Supervisory Committee members<sup>2</sup>, three of whom are Outside Directors. It is chaired by a full-time member of the Audit & Supervisory Committee. Meetings are generally held once per month and as needed.

<sup>2</sup> As of June 30, 2025

## **Compliance Committee**

The Compliance Committee's function is to discuss the content of reports that it receives concerning important compliance activities, and report its findings and communicate its opinions to the Board of Directors in order to see that compliance activities are appropriately executed by line management.

The Compliance Committee operates in accordance with the regulations that were approved by resolution of the Board of Directors. As an advisory body to the Board of Directors, the Compliance Committee is composed of Outside Directors and Directors who are Audit & Supervisory Committee members. The Compliance Committee is chaired by a full-time member of the Audit & Supervisory Committee. Meetings are held every half year and as needed. Financial auditors and the head of the internal audit control departments attend meetings of the Committee as observers.

A Chief Compliance Officer (CCO) is elected by the Board of Directors and supervises and monitors compliance-related affairs on the whole. The CCO periodically reports the state of compliance affairs to the Compliance Committee.

## **Director Nomination Committee & Director Compensation Committee**

The Company has established the Director Nomination Committee and the Director Compensation Committee as voluntary deliberation bodies, and they are chaired by an Outside Director, and the majority of committee members are Outside Directors. These Committees are designed to ensure transparency and objectivity in the screening and nomination of candidates for Director, Executive Officer, and Special Audit & Supervisory Officer and in matters of Director compensation. The Human Resources Department serves as the secretariat for these deliberation committees. These Committees operate in accordance with the regulations that were approved by resolution of the Board of Directors.

The overview of each of these Committees is as follows:

### **Composition**

Both the Director Nomination Committee and the Director Compensation Committee are composed of all Outside Directors, President and Representative Director, and the Outside Directors shall select the committee chairs from among themselves. Directors who are full-time members of the Audit & Supervisory Committee can attend meetings of either Committee as observers. The current<sup>3</sup> members are as follows:

[The Director Nomination Committee]

Chairman: Outside Director, Tadashi Shimamoto

Members: Outside Directors, Masaki Yamauchi, Kahori Miyake, Susumu Murakoshi, Michiko Ohtsuka, Akira Marumoto, and Junkichi Yoshida, President

[The Director Compensation Committee]

Chairman: Outside Director, Masaki Yamauchi

Members: Outside Directors, Tadashi Shimamoto, Kahori Miyake, Susumu Murakoshi, Michiko Ohtsuka, Akira Marumoto, and Junkichi Yoshida, President

<sup>3</sup> As of June 30, 2025

### **The Mandates, Roles, and Activities of the Director Nomination Committee**

The Company has established a Director Nomination Committee as an optional deliberative body to impartially examine through a transparent and objective process the selection of Director candidates and the dismissal of Directors as well as to evaluate and supervise the status of Director successor development plans created by the President and Representative Director, the issues therein, and Director succession plans created by the President and Representative Director.

The Committee met 13 times in the 2024 fiscal year and two times during the period from April 2025 to the June 2025 Ordinary General Meeting of Shareholders. The Committee deliberated on matters including succession plans for the President and Representative Director, policies for selecting Officers (Directors, Executive Officers and Special Audit & Supervisory Officers). With respect to the change of the President and Representative Director dated April 1, 2025, the Director Nomination Committee confirmed the progress of the succession plan for the President and Representative Director, nominated the candidates and reported them to the Board of Directors.

### **The Mandates, Roles, and Activities of the Director Compensation Committee**

The Company has established a Director Compensation Committee as an optional deliberative body to impartially examine through a transparent and objective process proposals and discussions concerning matters such as the compensation system and bylaws for Directors of the Company as well as Directors' individual compensation. The Director Compensation Committee, with a mandate

from the Board of Directors, decides the individual compensation of Directors who are not Audit & Supervisory Committee members.

The Committee met seven times in the 2024 fiscal year and three times during the period from April 2025 to the June 2025 Ordinary General Meeting of Shareholders. The Committee deliberated on matters including the amount of base compensation for each Director, bonus payment coefficient and amount for each Director, coefficient allocated, number of shares to be allocated and amount of monetary compensation claims under the restricted stock compensation plan, renewal of directors and officers liability insurance, and conclusion of a company indemnity agreement and a liability limitation contract, procedures related to the settlement of the performance-linked stock compensation (officer compensation BIP trust) under the previous system, etc.

**Committee attendance**

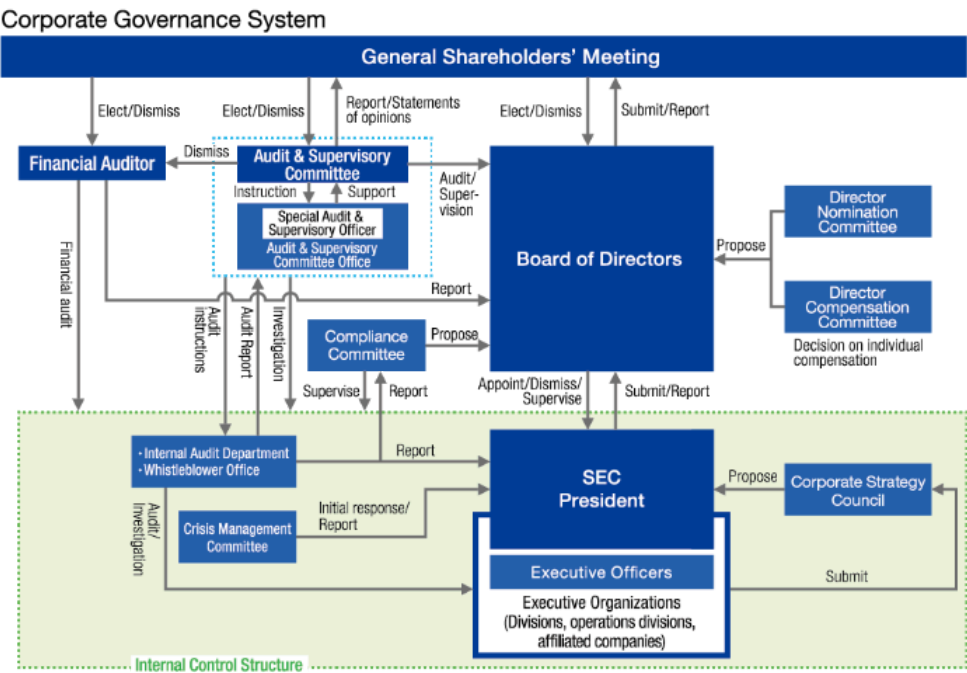
The attendance rate of each member of the Director Nomination Committee and Director Compensation Committee during the 2024 fiscal year and during the period from April 2025 to the June 2025 Ordinary General Meeting of Shareholders was as follows.

Director Nomination Committee: 100% for both the 2024 fiscal year and the period from April 2025 to the June 2025 Ordinary General Meeting of Shareholders

Director Compensation Committee: 75% (three out of four meetings) for the 2024 fiscal year for Mari Matsunaga, and 100% for the others; 100% for the period from April 2025 to the June 2025 Ordinary General Meeting of Shareholders

**Corporate Strategy Council**

The Corporate Strategy Council is an advisory body to the President whose purpose is to help ensure that the right decisions are made based on a range of opinions on the executive management side. Meetings of the Corporate Strategy Council are where Directors, each business and General Administrative Managers, etc. exhaustively examine important business topics that affect the Epson Group as a whole and matters on the agenda for meetings of the Board of Directors. The Corporate Strategy Council is basically held every two weeks. Outside Directors can attend this meeting, but even if they cannot attend, they are provided with materials for the topics discussed and supplementary explanations of what was discussed. The Company strives to ensure the fairness and transparency of the execution of business affairs through the attendance of a Director who is a Full-Time Audit & Supervisory Committee member and Special Audit & Supervisory Officer.



**Nomination of Officers**

The policies and procedures for nominating Director candidates and for selecting and dismissing Executive Officers (including the President) and Special Audit & Supervisory Officers are as follows:

## Policies

1. Considering the role that Officers of the Company are required to fulfill and the nomination criteria that Epson has established, Officers must meet the standard requirements of insight, accountability, and ethics. They must also satisfy the selection criteria in 2, depending on their respective roles, and must be able to contribute to an increase in corporate value.
2. In addition to the foregoing requirements, Officers of the Company shall satisfy the selection criteria below.
  - a. Non-Executive Director candidates  
Oversight capability, management knowledge, professional knowledge
  - b. Executive Director candidates  
Oversight capability, foresight/insight, the ability to conceive a vision, decisiveness/courage, the ability to execute and produce results, an inclination to drive change and innovation, the ability to be a unifying force  
A candidate for President and Representative Director in particular shall possess the following:
    - The ability to face societal issues, construct a vision based on deep insight, and the courage to carry out that vision
    - A strong sense of ethics and the ability to humbly accept diverse values, tap the initiative of employees, and be a unifying force that consolidates the power of the entire company
  - c. Executive Officers  
Foresight/insight, the ability to conceive a vision, decisiveness/courage, the ability to execute and produce results, an inclination to drive change and innovation, the ability to be a unifying force
  - d. Special Audit & Supervisory Officer  
The ability to influence and lead the Company, creativity, the ability to drive change, management ability, the ability to lead a group, management knowledge, professional knowledge
3. Outside Directors must satisfy criteria concerning the independence of Outside Directors in order to guarantee their independence. The Board of Directors established "Criteria for Independence of Outside Directors."

\* As a general rule, Outside Directors shall not concurrently serve as either a Director or a Kansayaku of more than three publicly listed companies other than the Company per the bylaws established by resolution of the Board of Directors.

\* Per the Company policy, Directors shall attend at least 75% of the meetings of the Board of Directors per year.

## Procedures

Nomination, selection, and dismissal are decided by the Board of Directors after a fair, transparent, and rigorous screening by the Director Nomination Committee, which also presents its opinion. The consent of the Audit & Supervisory Committee is required for nominating Director candidates who are Audit & Supervisory Committee members and for appointing Special Audit & Supervisory Officers.

## Criteria for Independence of Outside Directors

The Company has established the criteria below to objectively determine whether potential Outside Directors are independent.

1. A person is not independent if:
  - I. The person considers the Company to be a major business partner<sup>1</sup>, or has served as an executive<sup>2</sup> within the past five years in an entity for which the Company is a major business partner;
  - II. The person is a major business partner<sup>3</sup> of the Company or has served as an executive within the past five years in an entity that is a major business partner of the Company.
  - III. The person is a business consultant, certified public accountant, or lawyer who has received a large sum of money or other forms of compensation<sup>4</sup> (other than remuneration as an officer) from the Company or has, within the past three years,

performed duties equivalent to those of an executive as an employee of a corporation or group, such as a union, that has received a large sum of money or other forms of compensation from the Company;

IV. The person is a major shareholder<sup>5</sup> of the Company or has, within the past five years, been an executive or Audit & Supervisory Board Member of an entity that is a major shareholder of the Company;

V. The person is an executive or Audit & Supervisory Board Member of an entity in which the Company is currently a major shareholder;

VI. The person is a major lender<sup>6</sup> to the Company or has been an executive of a major lender to the Company within the past five years;

VII. The person has been employed by an auditing firm that has conducted a legal accounting audit of the Company within the past five years;

VIII. The person has been employed by a leading managing underwriter of the Company within the past five years;

IX. The person has received a large donation<sup>7</sup> from the Company or, within the past three years, has performed duties equivalent to those of an executive as an employee of a corporation or a group, such as a union, that has received a large donation from the Company;

X. The person came from an entity with a relationship of reciprocal employment of Outside Director<sup>8</sup>; or

XI. A spouse or relative within the second degree of kinship of a person having the interests listed in ( I ) through (IX) above.

2. Even if any of the foregoing criteria apply to a potential Outside Director, the Company can elect that person as an Outside Director if that person satisfies the requirements for Outside Directors set forth in the Companies Act, and the Company deems the person suitable as an Outside Director of the Company in light of his or her personality, knowledge, experience, or other qualifications upon explaining and announcing the reasons thereof.

## Notes

1. A person (usually a supplier) considers the Company to be a major business partner if 2% or more of its consolidated net sales (consolidated revenue) has come from the Company in any fiscal year within the past three years.
2. "Executive" means an executive officer, executive director or operating officer, or an employee occupying a senior management position of department manager or higher.
3. A person (usually a buyer) is a major business partner if 2% or more of the Company's consolidated revenue has come from that partner in any fiscal year within the past three years.
4. "A large sum of money or other forms of compensation" means an average annual amount for the past three years that is:
  - I. no less than 10 million yen for an individual; or
  - II. no less than 2% of the annual revenues in any fiscal year for a group.
5. "Major shareholder" means a shareholder who directly or indirectly holds 10% or more of the voting rights.
6. "A major lender" means a financial institution or other major creditor that is indispensable for the Company's financing and on which the Company depends to the extent that it is irreplaceable in any fiscal year within the past three years.
7. "Large donation" means a donation whose annual average amount for the past three years exceeds either:
  - I. 10 million yen or
  - II. 30% of the annual expense of the group, whichever is higher.
8. "Reciprocal employment of Outside Director" means accepting an Outside Director from an entity that currently employs someone from the Company as an Outside Director.

## Reason for Appointed as Outside Directors

| Name              | Reason for Appointment                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                            |
|-------------------|-------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| Tadashi Shimamoto | Mr. Shimamoto has served as President, Member of the Board and Chairman, Member of the Board of Nomura Research Institute, Ltd. and has a wealth of experience and insight as a corporate manager and in fundamental technology, distribution, service, and industry-related systems. The Company believes that he, as an Outside Director of the Company, will monitor corporate management appropriately, aiming at achieving sustainable growth and improving the Company's corporate value over the medium- to long-term through his active opinions and proposals from the perspective of overall management and DX/IT systems, based on his familiarity with corporate management in the information service industry, which is a different business field. |



|                  |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                |
|------------------|----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| Masaki Yamauchi  | Mr. Yamauchi has served as President and Chairperson of the Board of Directors of Yamato Holdings Co., Ltd. and has a wealth of insight and experience in corporate management. The Company believes that, based on his experience in practicing satisfaction-creating management that makes full use of digital technology, his efforts to instill Yamato's DNA (values) in employees and his track record of fostering organizational culture, he will monitor corporate management appropriately, aiming at achieving sustainable growth and improving the Company's corporate value over the medium- to long-term through his active opinions and proposals from the perspectives of organizational management, DX/IT, and sustainability that relate to the fundamentals of corporate management.                                                         |
| Kahori Miyake    | Ms. Miyake promoted ESG strategies as Executive Officer of AEON Co., Ltd. and is currently a Fellow Officer of Sumitomo Mitsui Trust Bank, Limited and Co-Chair of the Japan Climate Leaders' Partnership, a cross-industry group of companies working to achieve a sustainable, decarbonized society.<br>The Company believes that, based on her wealth of experience and considerable insight into ESG and decarbonization measures, she will monitor corporate management appropriately, aiming at our goal of achieving sustainability and enriching communities and improving the Company's corporate value over the medium- to long-term through her active opinions and proposals from the perspective of environmental management with expertise in environmental and social contribution.                                                             |
| Susumu Murakoshi | Mr. Murakoshi has a high level of expertise as an attorney. Having served as the President of Japan Federation of Bar Associations and the President of Japan Attorneys Political Association, he has a wealth of experience in the legal community. The Company believes that he will continuously contribute to monitoring management appropriately to achieve sustained growth and increase medium- to long-term corporate value, as well to ensure soundness of the management. He has never been involved in corporate management except as an outside officer. However, given the reasons above, the Company believes that he can appropriately perform his duties as an Outside Director who is an Audit & Supervisory Committee member.                                                                                                                |
| Michiko Ohtsuka  | Ms. Ohtsuka has a high level of expertise as a certified public accountant. She has a considerable insight and experience as an independent officer of a listed company. The Company believes that she will continuously contribute to monitoring management appropriately to achieve sustained growth and increase medium- to long-term corporate value, as well to ensure soundness of the management. She has never been involved in corporate management except as an outside officer. However, given the reasons above, the Company believes that she can appropriately perform her duties as an Outside Director who is an Audit & Supervisory Committee member.                                                                                                                                                                                         |
| Akira Marumoto   | Mr. Marumoto has served as Executive Vice President and President of Mazda Motor Corporation and has a wealth of experience and considerable insight in corporate management. He was in charge of a wide range of administrative areas, including corporate planning, production and sales operations in the U.S., general affairs, public relations, and human resources. After assuming the position of president, he responded to various management issues and, as one example, strengthened earning power by improving profitability through dealership reforms and putting a new plant into operation. The Company believes that he will be able to appropriately supervise and contribute to the soundness of the Company's management aimed at achieving sustainable growth and improving the Company's corporate value over the medium- to long-term. |

## Approach to Selecting Directors

The Company believes that a diverse Board of Directors is useful for facilitating substantive board discussions that cover all angles. Therefore, our basic policy is to maintain a board that is well-balanced and composed of persons who combine a broad spectrum of knowledge, experience, and skill in their respective areas of expertise, without regard to gender, race, ethnicity, country of origin, nationality, cultural background, age, etc.

## Matrix of Areas of Expertise Particularly Expected for Directors (Skill Matrix)

By clarifying the specific areas of expectation for our directors, Epson has established a management system toward achieving the Corporate Purpose and Corporate Vision based on the Management Philosophy.

| Title                                                   | Name              | Areas of expertise and skills particularly expected by the Company |                                         |                 |            |                               |                       |                              |                            |                           |
|---------------------------------------------------------|-------------------|--------------------------------------------------------------------|-----------------------------------------|-----------------|------------|-------------------------------|-----------------------|------------------------------|----------------------------|---------------------------|
|                                                         |                   | Corporate Management                                               | Development Design Business Development | Sales Marketing | IT Digital | Finance Accounting Investment | Compliance Governance | HR Development HR Management | Environment Sustainability | Global (Internationality) |
| Chairman and Director                                   | Yasunori Ogawa    |                                                                    | ●                                       |                 |            |                               | ●                     |                              | ●                          |                           |
| President and Representative Director                   | Junkichi Yoshida  | ●                                                                  |                                         | ●               | ●          |                               |                       |                              |                            |                           |
| Director Executive Officer                              | Yasunori Yoshino  |                                                                    | ●                                       |                 | ●          | ●                             |                       |                              |                            |                           |
| Director Executive Officer                              | Akihiro Fukaishi  |                                                                    |                                         | ●               |            |                               |                       | ●                            |                            | ●                         |
| Outside Director                                        | Tadashi Shimamoto | ●                                                                  | ●                                       |                 | ●          |                               |                       |                              |                            |                           |
| Outside Director                                        | Masaki Yamauchi   | ●                                                                  |                                         | ●               |            |                               |                       | ●                            |                            |                           |
| Outside Director                                        | Kahori Miyake     |                                                                    |                                         | ●               |            |                               |                       |                              | ●                          | ●                         |
| Director Full-Time Audit & Supervisory Committee Member | Masayuki Kawana   |                                                                    |                                         |                 |            | ●                             | ●                     | ●                            |                            |                           |
| Outside Director Audit & Supervisory Committee Member   | Susumu Murakoshi  |                                                                    |                                         |                 |            | ●                             | ●                     |                              | ●                          |                           |
| Outside Director Audit & Supervisory                    | Michiko Ohtsuka   |                                                                    |                                         |                 |            | ●                             | ●                     | ●                            |                            |                           |

|                                                                   |                   |   |   |  |  |  |  |  |  |   |
|-------------------------------------------------------------------|-------------------|---|---|--|--|--|--|--|--|---|
| ry<br>Committee Member                                            |                   |   |   |  |  |  |  |  |  |   |
| Outside<br>Director<br>Audit &<br>Supervisory<br>Committee Member | Akira<br>Marumoto | ● | ● |  |  |  |  |  |  | ● |

\* Up to three areas of expertise particularly expected are stated.

\* As of June 30, 2025.

## Compensation of Officers

The policies and procedures related to officer compensation are as follows:

### Policies

#### Compensation for executive officers

1. Compensation shall provide an incentive to improve business performance and reflect the commitment thereof in order to promote the Epson Group's sustainable growth and corporate value in the medium and long term.
2. Compensation shall be sufficient to attract and retain qualified persons both from within the Company and from outside.
3. Compensation shall be commensurate with period performance so that directors and executive officers can demonstrate their management capabilities to the fullest during their tenure.
4. Compensation shall clearly reflect the linkage between officer compensation and the value of the Company's shares and strengthen awareness of the need to share profits with shareholders.
5. A mechanism to suppress fraud shall be embedded.
6. The process for determining compensation shall be highly transparent, objective, and fair.

#### Compensation for non-executive officers

1. The composition of compensation shall guarantee independence so that these Officers can suitably exert their general management supervisory function, etc.
2. Compensation shall be sufficient to attract and retain qualified persons both from within the Company and from outside.

### Procedures

With the aim of ensuring transparency and objectivity, compensation of officers is determined through resolutions at the General Meeting of Shareholders and the Board of Directors' meeting for Directors who are not Audit & Supervisory Committee members, or through resolutions at the General Meeting of Shareholders and discussions by Audit & Supervisory Committee members for Directors who are Audit & Supervisory Committee members, after going through fair, transparent and rigorous reporting by the Director Compensation Committee. With regard to compensation of the Directors who are not Audit & Supervisory Committee members, the Audit & Supervisory Committee shares and discusses what have been examined by the Director Compensation Committee to confirm whether there are special items to be stated at the General Meeting of Shareholders. Matters related to the

compensation, including the individual amounts, of the Directors who are not Audit & Supervisory Committee members are left to the discretion of the Director Compensation Committee.

## Compensation Structure

The Company's officer compensation shall consist of base compensation, which is comprised of fixed compensation, bonuses, which is performance-linked compensation, and stock compensation, which is non-monetary compensation. Given their roles to monitor the management as a whole as well as their independence from the business affairs, the Company pays only base compensation to non-executive officers and therefore does not pay bonuses and stock compensation.

### Base Compensation (Fixed)

Base compensation is a monetary compensation that is determined in accordance with the position and the magnitude of roles including the contents of operations commissioned and delegated ("Role Grade"). It is paid monthly during the terms of office. Depending on the operating performance of the company and other reasons, the Board of Directors may take measures to increase or decrease the amount.

### Performance-Linked Compensation (Bonuses)

Bonus is an annually paid variable performance-linked compensation for officers with executive duties that is determined by the achievement level of the annual operating performance targets and personal goals. In consideration of the nature of bonuses as a short-term incentive, the amount of annual company-wide ROE among others is set as a performance indicator, taking into account factors such as the achievement level of personal goals.

The amount of bonuses payable is calculated by multiplying the annual total compensation calculated based on position and Role Grade by the ratio of bonus (25% to 30%) by position and Role Grade to derive the base bonus amount, and taking the base bonus amount and multiplying it by a coefficient (0% to 200%) corresponding to the achievement level against the company-wide ROE target and other performance indicators and a coefficient ( $\pm 40\%$ ) corresponding to the achievement level of personal goals.

### Restricted Stock Compensation (Non-Monetary)

The restricted stock compensation is a stock compensation aimed at further promoting sharing of value with shareholders and providing officers with a greater incentive than before to increase the stock price, sustain growth, and increase medium- to long-term corporate value. It is paid to Directors with executive duties once a year.

Pursuant to the resolution of the Board of Directors of the Company, the Company will pay monetary compensation claims up to the aforesaid annual amount of 200 million yen as compensation, etc., for restricted stock. In turn, eligible Directors will pay all monetary compensation claims provided by the Company as in-kind contributions and will receive an allotment of restricted stock. The aforesaid monetary compensation claims will be paid on condition that eligible Directors have agreed to the aforesaid in-kind contributions and have concluded a restricted stock allotment agreement. The total number of restricted stock shares to be allotted to eligible Directors will not exceed 200,000 shares in each fiscal year.

The restricted stock allotment agreement will include the following:

#### I. Nature of restrictions on transfer

Eligible Directors shall not transfer, pledge, grant security interests, gift during their lifetime, or bequeath, to any third party, or otherwise dispose of restricted stock (hereafter "the Allotted Stock") during the period from the date of allotment to the date on which they resign or retire from their position as either a Director, Executive Officer, or employee of the Company.

#### II. Gratis acquisition of restricted stock

If an eligible Director resigns or retires from his or her position as a Director, Executive Officer or employee of the

Company before the end of the period, the Company will rightfully acquire the Allotted Stock without compensation, unless there are extenuating circumstances that the Company's Board of Directors deem reasonable.

### III. Lifting of the transfer restrictions

The Company will lift transfer restrictions for all the Allotted Stock upon the end of the final day of the transfer restriction period, provided that the eligible Director holds the position of Director, Executive Officer or employee of the Company continuously from the date the transfer restriction period starts to the date of the first Ordinary General Meeting of Shareholders thereafter.

### IV. Malus and clawback provisions

The Company will establish provisions to acquire without contribution some or all of the Allotted Stock granted to eligible Directors or common shares of the Company for which transfer restrictions have been lifted, or to be paid an amount equivalent to the value of the Allotted Stock or common shares of the Company for which transfer restrictions have been lifted, in cases in which the Board of Directors recognizes that eligible Directors have violated laws, regulations, or internal rules, etc. in any material respect during the transfer restriction period or after the lifting of the transfer restrictions, and when certain circumstances determined by the Board of Directors have occurred, including serious accounting irregularities or large losses, etc.

### V. Treatment in organizational restructuring, etc.

If, during the transfer restriction period, matters concerning organizational restructuring, etc., of the Company are approved at an Ordinary General Meeting of Shareholders, the Company will, by resolution of the Board of Directors, lift the transfer restrictions prior to the effective date of the organizational restructuring, etc., for the number of Allotted Stock that is reasonably determined based on the period from the date the transfer restriction period starts to the date the organizational restructuring, etc., is approved.

\*The Company plans to also allot restricted stock like the restricted stock described above to Executive Officers who are not Directors of the Company.

To share the benefits and risks of changes in the stock price with general shareholders and to enhance the incentive to increase the stock price, sustain growth, and increase medium- to long-term corporate value, the achievement levels against the indicators including the company-wide ROIC and sustainability goals are set as indicators.

The number of shares to be allotted during the target period is calculated by multiplying the amount of annual total compensation calculated based on the position and Role Grade of each Director by the ratio of stock compensation (20% to 25%) commensurate with position and Role Grade by the coefficient (80% to 120% for each) corresponding to the achievement levels against the indicators including the company-wide ROIC and sustainability goals to derive the base compensation amount, and dividing the base compensation amount by the value of restricted stock per share determined by the Board of Director.

The amount of monetary compensation claim paid to each Director as compensation, etc. concerning restricted stock is calculated by multiplying the number of shares to be allotted by the closing price of the common stock of the Company on the Tokyo Stock Exchange on the business day immediately preceding the date of the Board of Directors' resolution regarding the issuance or disposal.

## Compensation to Directors (FY2024)

| Category | Total compensation<br>(millions of yen) | Total compensation by type<br>(millions of yen) |                                 |                               |                                 | Number of individuals |
|----------|-----------------------------------------|-------------------------------------------------|---------------------------------|-------------------------------|---------------------------------|-----------------------|
|          |                                         | Base compensation                               | Performance-linked compensation | Restricted stock compensation | Bonuses for retiring executives |                       |
|          |                                         |                                                 |                                 |                               |                                 |                       |

|                                                                                                            |             | Fixed<br>(monetary) | Bonus<br>(monetary) | (non-<br>monetary) |           |           |
|------------------------------------------------------------------------------------------------------------|-------------|---------------------|---------------------|--------------------|-----------|-----------|
| Directors who are not Audit & Supervisory Committee members<br>(amount accounted for by Outside Directors) | 266<br>(44) | 162<br>(44)         | 39<br>(-)           | 40<br>(-)          | 24<br>(-) | 10<br>(4) |
| Directors who are Audit & Supervisory Committee members<br>(amount accounted for by Outside Directors)     | 81<br>(48)  | 81<br>(48)          | -<br>(-)            | -<br>(-)           | -<br>(-)  | 5<br>(4)  |
| Total                                                                                                      | 348         | 244                 | 39                  | 40                 | 24        | 15        |

## Notes

1. The Company has introduced an officers' shareholding association system to link compensation more closely to shareholders' value. A portion of the base compensation is discretionally allotted for the acquisition of the Company's shares. The Company has established the criteria for shareholding by its officers based on internal regulations defined by the Board of Directors to demonstrate its commitment to and responsibilities for the management to all shareholders.
2. The amount above includes bonuses to be paid to Directors in the amount of 39 million yen (amount paid to four Directors excluding Outside Directors and Directors who are Audit & Supervisory Committee members), as resolved at the Ordinary General Meeting of Shareholders held on June 26, 2025.
3. The bonuses for retiring executives above were paid to one eligible Director who retired at the conclusion of the Ordinary General Meeting of Shareholders held on June 25, 2024 based on a resolution at the Ordinary General Meeting of Shareholders held on June 23, 2006 to abolish bonuses for retiring executives.
4. Stock options are not granted.

## Actions to Ensure Board Effectiveness

The Board of Directors of the Company analyzes and evaluates the effectiveness of the entire Board of Directors every year based on Article 19 of the Corporate Governance Policy.

### Annual Cycle for Evaluating the Effectiveness of the Board of Directors (General Principles)

- When evaluation is planned: November to February
- When evaluation is performed: February to March
- When evaluation results are analyzed and issues are selected: April to May
- Disclosure of issues in a Corporate Governance Report: June
- Summary of progress on actions taken to resolve issues: April to May of the following year.
- Disclosure of the results of actions taken to resolve issues in a Corporate Governance Report: June of the following year

## Board of Directors Effectiveness Evaluation for the 2023 Fiscal Year

The results of actions taken to address issues that were raised when the effectiveness of the Board of Directors was evaluated for the 2023 fiscal year are provided below. The effectiveness of the Board of Directors in the 2023 fiscal year was evaluated by having all Board members complete a questionnaire. The questionnaire results showed that the Board of Directors is functioning effectively. (To incorporate a more objective perspective, the effectiveness evaluation was conducted based on the evaluation and opinions of a third-party organization in a series of steps from the preparation of the questionnaire to its analysis and evaluation.)

### 1. Discussion and oversight of response to Epson 25 Renewed financial targets and strategy implementation efforts

The Board primarily discussed and oversaw businesses identified as growth areas. Every quarter, it also discussed and

supervised action items aimed at securing earnings from a short- to medium-term perspective.

## 2. Holding and acceleration of discussions on long-term corporate strategy

Using an arrangement that allows for free discussion among Board members from the early stages of key management topic exploration, the Board members discussed analyses of the internal and external business environments, as well as preliminary strategic proposals developed by the executive team. In addition, opportunities were provided outside of Board meetings for the heads of the businesses to explain the fundamental structure and medium- to long-term direction of their businesses to the Outside Directors. This helped to build a shared understanding of strategies, challenges, and risks among the Board members, thereby laying the groundwork for future discussions on long-term strategy.

## 3. Human capital management initiatives linked to management strategy

At Board meetings, Board members shared issues related to the vision for human capital management and talent strategy and discussed and monitored initiatives in human capital management.

The issues concerned medium- and long-term corporate strategies that are being executed or studied. The Board of Directors will continue to supervise and discuss these issues during the 2025 fiscal year.

## Board of Directors effectiveness evaluation for the 2024 fiscal year

Board effectiveness in the 2024 fiscal year was evaluated by having all Board members complete a questionnaire that covered the topics below, and then analyzing and evaluating effectiveness based on the answers. For certain items, executive officers and others who attend Board meetings were asked to complete a questionnaire that was then analyzed to determine whether there were any significant gaps in understanding between the Board of Directors and the executives responsible for business execution.

1. Composition of the Board of Directors and how it is positioned
2. Operation of the Board of Directors
3. Board of Directors discussions and functions
4. Directors' activities
5. Training
6. Dialogue with shareholders (investors)
7. Functions and operations of advisory bodies to the Board (the Director Nomination Committee, Director Compensation Committee, and Compliance Committee)
8. Summary

The results of the evaluation showed that the Board of Directors as a whole is generally functioning effectively. However, after discussions at a meeting of the Board and after also taking into consideration the results of the 2023 fiscal year Board effectiveness evaluation, the Board identified the issues below in order to improve effectiveness in the future.

1. Support for deepening strategic discussions and strengthening execution capabilities of the executive management team
2. Oversight of the progress of deliberations on the next long-term strategy and progress on Epson 25 Renewed
3. Improvements to Board operations aimed at strengthening collaboration between the Board of Directors and the executive team

In the future, we will work to further improve effectiveness by addressing these issues.

## Responding to Large-Scale Acquisitions of Seiko Epson Shares

---



The Company's Corporate Governance Policy stipulates the following:

1. Whether to accept a bid to purchase a number of shares that would give the acquirer control over the Company's financial and business policies ("large-scale acquisition" hereafter) should ultimately be decided by the shareholders.
2. Epson shall ask persons who attempt to make large-scale acquisitions of Company shares to provide a sufficient amount of the information needed to determine the desirability of the large-scale acquisition from the perspective of ensuring and enhancing corporate value and the common interests of shareholders, after which Epson shall disclose the opinions of the Company's Board of Directors regarding the proposed large-scale acquisition, thereby doing its due diligence to provide shareholders with the time and information they need to consider the desirability of the large-scale acquisition. The Company shall also take appropriate actions based on the Financial Instruments and Exchange Act, the Companies Act, and other applicable laws and regulations.

# Internal Control System

|                                                  |                   |                                                 |
|--------------------------------------------------|-------------------|-------------------------------------------------|
| Group Governance ▼                               | Compliance ▼      | Risk Management ▼                               |
| Supply Chain Business<br>Continuity Management ▼ | Internal Audits ▼ | Internal Controls over Financial<br>Reporting ▼ |

The entire Epson Group embraces “the Epson Way”, which was founded on Epson’s Management Philosophy. Epson also established “the Basic Internal Control System Policy” to help ensure that operations across the Group are conducted appropriately in line with the Epson Way, and Seiko Epson is committed to steadily improving the overall level of the Group.

[Basic Internal Control System Policy \(PDF, 145KB\)](#) 

## Group Governance

The Epson Group is managed based on the concept: global consolidated responsibility of product-based divisions; and global responsibility of the Head Office supervisory functions. The head of the business operations divisions take the responsibility for the business execution systems of subsidiaries. And the head of Head Office supervisory sections take the responsibility for Group-level corporate functions. With this system, Epson strives to streamline operations throughout the Epson Group, including subsidiaries.

## Compliance

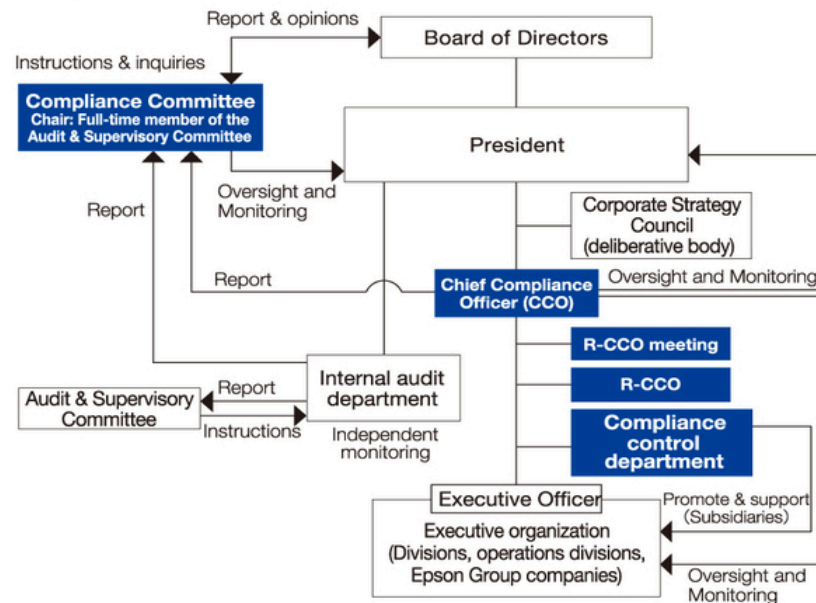
Epson’s goal is to continuously create value that exceeds customer expectations while building trust with all stakeholders based on the “Epson Way.” To maintain and strengthen this trust, Epson seeks to increase management transparency and fairness and effectively manage compliance through faster decision-making.

### Compliance Organization

As an advisory body to the Board of Directors, the Compliance Committee is made up of six outside directors and one director who is a full-time member of the Audit & Supervisory Committee. It is chaired by the full-time member of the Audit & Supervisory Committee, and oversees and monitors business affairs by discussing important compliance activities and making reports and suggestions to the Board of Directors. The Chief Compliance Officer (CCO) oversees and monitors the execution of all compliance operations and periodically reports the state of compliance affairs to the Compliance Committee.

Under the supervision of the president, the compliance control department globally promotes and enforces compliance in cooperation with businesses and subsidiaries. It monitors compliance in general and, if necessary, makes corrections and adjustments to enhance the completeness and effectiveness of compliance activities.

## Compliance Organization Chart



## Whistleblowing Systems and Reporting Channels

Epson provides reporting channels to obtain information from officers, regular employees, contract employees, and temporary workers to quickly call our attention to potential compliance problems that might go undetected. We set up a process for escalating reports of concern. The basic rules for whistleblowing systems, such as the need to strictly manage information contained in reports, forbid reprisals against whistleblowers, and protect anonymity, are set forth in Principles of Corporate Behavior and the Epson Group Whistleblowing Systems Regulation. Seiko Epson and all the Group companies, including in the Americas, Europe, China, and Southeast Asia, provide reporting channels based on them. Whistleblowing systems comply with the laws and regulations of each country and region, including, in Japan, the Whistleblower Protection Act. They are available in Group companies in their local language.

Reporting channels are prescribed in the Epson Global Code of Conduct and accessible on the intranet. We inform officers, employees, and temporary workers about the channels and urge their use through Compliance Month activities every October and online courses.

In addition, Seiko Epson and all Epson Group companies around the world have set up supplier whistleblowing systems to receive reports from suppliers and other external business partners. In April 2025, Seiko Epson also opened a Global Stakeholders Hotline to accept reports from all stakeholders.

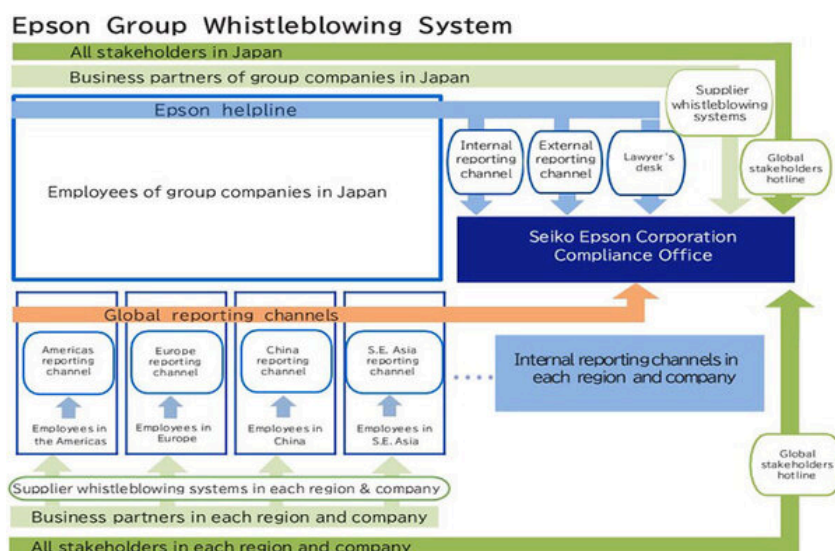
As with Epson's internal reporting channels, the information contained in reports is strictly protected, reprisals against whistleblowers are prohibited, and anonymity is ensured.

Suppliers and other external business partners are notified about supplier whistleblowing systems in written supplier guidelines and at supplier conferences and are encouraged to use them.

Whistleblowing system use and reports received in the Epson Group are reported regularly to the Board of Directors, Audit & Supervisory Committee, Compliance Committee, and Corporate Management Council. The identity of whistleblowers is kept confidential.

[Supplier Whistleblowing System](#) ➔

[Global Stakeholders Hotline](#) ➔



Human rights-related inquiries and reports are handled as described below.

Directors, employees, and dispatch workers can use the Epson Helpline or several other reporting channels and advisory services to report or consult regarding diversity issues and so forth.

Suppliers and other external business partners can use a supplier whistleblowing system to lodge reports.

All stakeholders can seek engagement and remedy by filing grievances via a grievance handling platform provided by the Japan Center for Engagement and Remedy on Business and Human Rights (JaCER).

[See here for more information about using the JaCER platform](#) ➡

## Support System in Japan

Epson has set up three types of Epson Helpline reporting channels. One type is operated internally. The second is operated by a third-party provider. And the third is operated by an external lawyer. Officers, employees, and temporary workers in domestic Group companies can use any type of channel to report their concerns. Instructions for using Epson Helplines are provided in a user manual posted on the company intranet. Trainings and other opportunities also cover helpline use. Reports can be lodged by e-mail or phone 24 hours a day, 365 days a year. We investigate reports from whistleblowers and take corrective action as needed. We have been taking the initiative in developing the whistleblowing system, having established the first reporting channels for employees and temporary workers ahead of the enforcement of the Whistleblower Protection Act in 2006. In compliance with the amended Whistleblower Protection Act that came into force in June 2022, we have designated personnel to handle whistleblowing reports and have been addressing reports from employees and dispatch workers within one year after leaving the company. We actively develop, improve, and implement systems based on the latest social and regulatory trends that are identified from things such as evaluations by an external consultant.

In the 2024 fiscal year, our reporting channels in Japan received 144 reports, an increase of 1 over the previous fiscal year.

Whistleblowers reported possible cases of internal rule violations, misconduct, and lawbreaking. Epson responded appropriately to each of these reports. Aside from Epson Helplines, we set up advisory services for specific concerns for officers, employees, and temporary workers. This helps us to maintain and operate an environment that makes it easier to seek advice.

## Counseling and Support Services in Japan

|                       |                                                                      |                                                       |
|-----------------------|----------------------------------------------------------------------|-------------------------------------------------------|
| Harassment counseling | Management advisory service                                          | Counseling related to overwork and long working hours |
| Career counseling     | Diversity counseling                                                 | Women's health counseling                             |
| Employee counseling   | Corruption (bribery) regulations & Competition laws advisory service | Insider trading advisory service                      |

## Support System Outside Japan

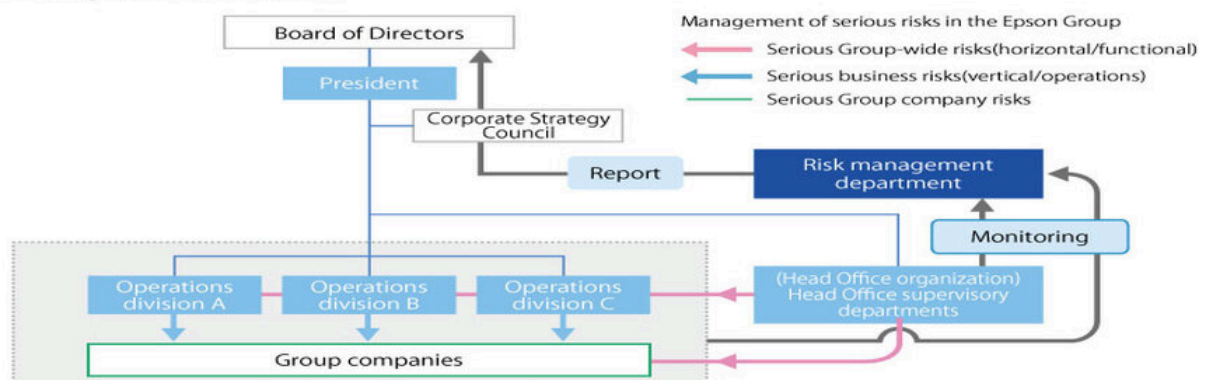
All overseas Group companies, including in the Americas, Europe, China, and Southeast Asia, have set up reporting channels that allow officers, employees and temporary workers to report. Each reporting channel complies with local laws and regulations. Information contained in reports is strictly protected and reprisals against whistleblowers are prohibited. Reports may be made anonymously.

We have also introduced an Epson Executive Compliance Hotline, a global reporting system that Epson uses to directly receive compliance-related reports involving executives in subsidiaries outside Japan. The system helps us to improve the completeness and effectiveness of the reporting system in the Epson Group.

## Risk Management

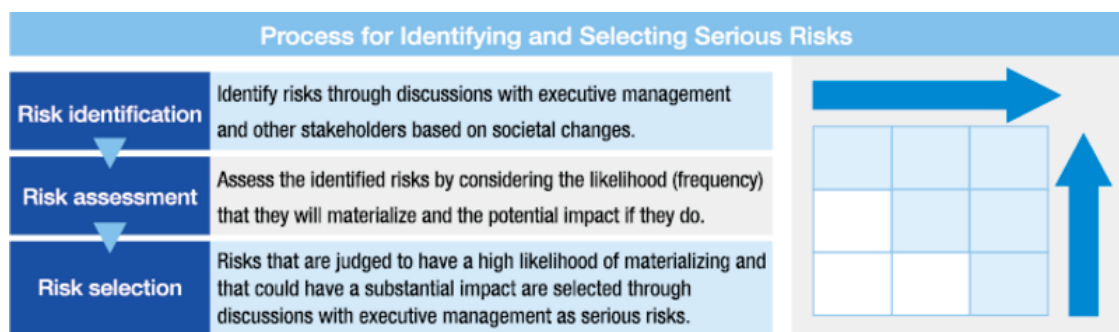
Based on the Basic Internal Control System Policy, overall responsibility for risk management in the Epson Group, including subsidiaries, belongs to the president of Seiko Epson. Group-wide risk management is carried out by Head Office supervisory departments with the cooperation of the operations divisions and subsidiaries. Risks unique to an individual business are managed by the Chief Operating Officer of that business, including at subsidiaries consolidated under them. The Company has also set up the risk management department, monitors overall risk management Group-wide, makes corrections and adjustments thereto, and ensures the effectiveness of risk management programs. The risk management organization is defined in the Epson Group Risk Management Basic Regulations.

Risk Management Structure Chart



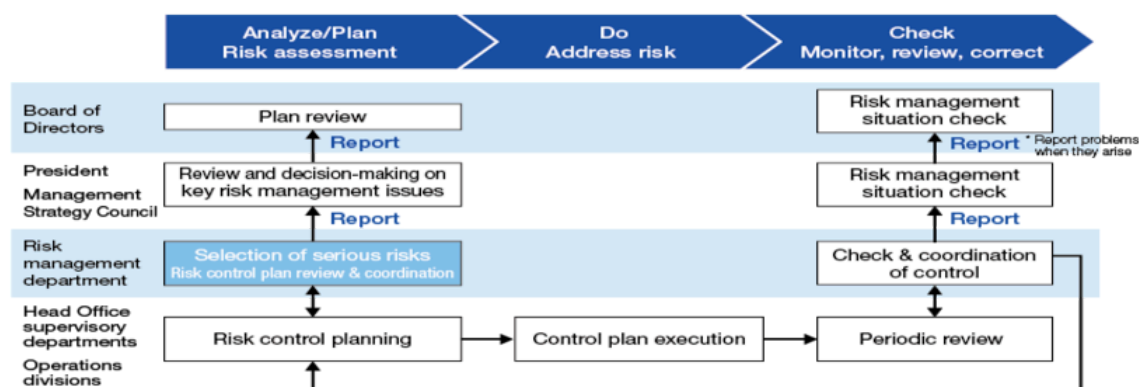
Epson identifies a wide range of ethical risks as important business challenges based on the Code of Conduct of the Responsible Business Alliance (RBA), such as information transparency, IP protection, fair competition, whistleblower protection, responsible mineral procurement, and privacy protection, in addition to misconduct such as bribery, corruption, and cartels. These risks are prioritized based on risk assessment in reference to the internal control framework “COSO<sup>1</sup>” and the international standard for risk management “ISO 31000.” Risks that could have serious adverse effects on Epson Group operations are considered “serious Group-wide risks.” Risks that could have serious adverse effects on business operations are considered “serious business risks.” And risks that could have serious adverse effects on subsidiaries’ operations are considered “serious subsidiary risks.”

<sup>1</sup>Committee of Sponsoring Organizations of the Treadway Commission: An organizational committee intended to help businesses to enhance ethics, implement internal control and ensure governance and others



Epson drafts and executes plans to control those serious risks identified and periodically monitors their progress. The company also strives to ensure control activities effectiveness by evaluating “serious Group-wide risks” every quarter and evaluating “serious business risks” and “serious subsidiary risks” every six months, as well as by striving to monitor the risk environment at all times and, if any change that may become serious is found, by analyzing and assessing the relevant risk and revising the control plans so that the risk is handled as a serious risk as necessary. The president of Seiko Epson reports important risk management affairs to the Board of Directors quarterly. Furthermore, the company fulfills its accountability to a wide range of stakeholders in and outside the Group, such as shareholders, customers, employees, business partners, communities, and the environment, while continuously working to improve the transparency and effectiveness of risk management.

### Management Cycle for Controlling Serious Risks



## Crisis Management

At Epson, we maintain a standing crisis management program to enable us to quickly address emergent risks that could have a significant impact on Group management. This program provides for a Crisis Management Committee chaired by the president and vice-chaired by the general manager in charge of risk management, and initial response procedures are in place to handle crises.



In the event of a crisis, the general manager of the relevant Head Office department in charge of the type of crisis will act as the person responsible for crisis management and will set up a system that enables a rapid response based on a quick decision made by the chairperson of the Crisis Management Committee through direct confirmation. The crisis management program includes response programs for each type of crisis, which specify initial procedures to be taken in response to anticipated risks. The relevant organizations promptly work together to grasp and analyze the situation and draft and implement measures to prevent further damage. If necessary, we also seek the cooperation of external organizations such as lawyers, consulting firms, and government authorities to ensure a thorough response.

The crisis management system will be lifted when the situation stabilizes. However, the situation will continue to be monitored within the risk management cycle, and measures will be taken to ensure recovery, prevent recurrence, and share information within the Group. These will be regularly reported to executive management, including outside directors, through meetings of the Board of Directors and other bodies. The crisis management program will be reviewed, and measures in risk control activities will be reflected to improve the ability to respond to new crises.

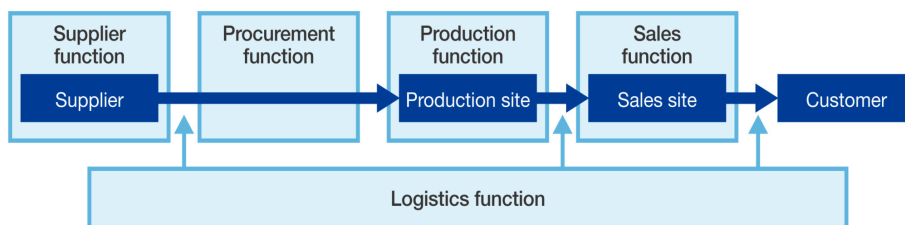
## Supply Chain Business Continuity Management

The Epson Group formulates a business continuity plans (BCPs) to ensure that we fulfill our responsibility to supply products and services and to minimize losses in the event of a disaster, accident, outbreak of emerging infectious disease, or other disruption in the supply chain. Epson also implements supply chain business continuity management (BCM) to properly maintain and improve the BCPs.

### Supply Chain BCM

Supply chains are becoming increasingly sophisticated and complex. Epson's basic approach to establishing supply chains that are more resilient, sustainable, and resistant to the risks and contingencies that today's supply chains face is to geographically distribute functions, secure alternative sources, and increase resilience. We have divided supply chain functions into five categories (suppliers, procurement, production, sales, and logistics) and are addressing the priorities that have been set for each.

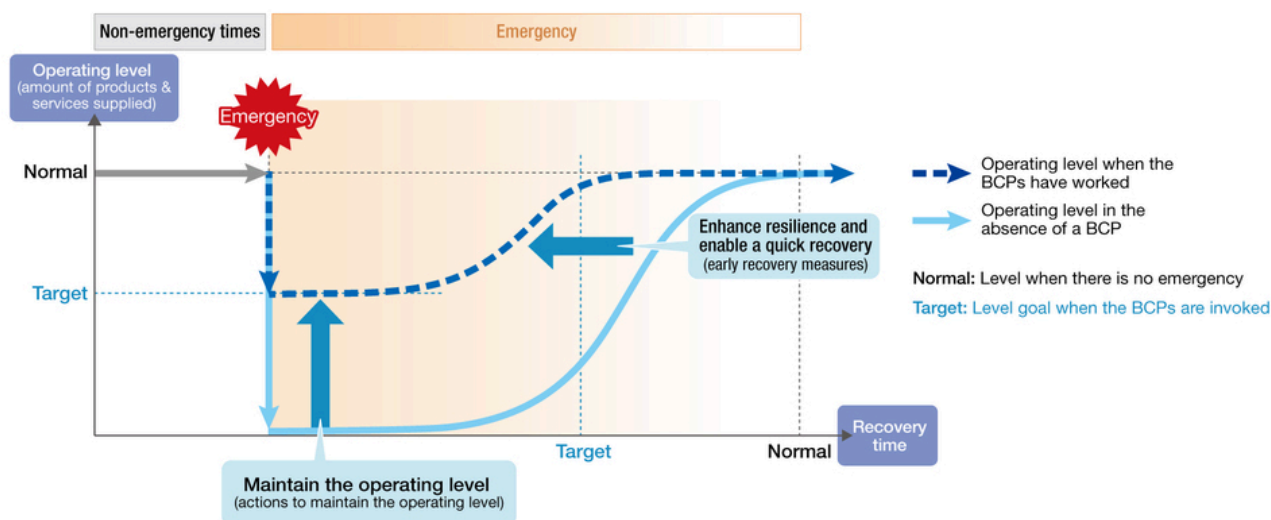




| Functions   | Initiatives                                                                                                                                                                                                                                                       |
|-------------|-------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| Suppliers   | Acting on suppliers to enhance their own supply continuity capabilities by establishing business continuity management (BCM) and a business continuity plan (BCP)                                                                                                 |
| Procurement | Multi-sourcing, securing alternative sources for procured goods, executing long-term procurement contracts, strengthening partnerships, and maintaining inventory of parts and raw materials<br>* Applies to direct materials and parts and to indirect materials |
| Production  | Strengthening the distributed production organization, increasing the resilience of facilities, strengthening measures to prevent the spread of infectious diseases, and securing product inventories                                                             |
| Sales       | Maintaining operations sites, human resources, and an IT backup system                                                                                                                                                                                            |
| Logistics   | Securing space on ships by strengthening relationships with shipping companies, improving the accuracy of shipping plan management, and securing multiple logistics modes and methods (carriers, transportation routes, and warehousing functions)                |

## Schematic Diagram of the BCP

The vertical axis on this graph shows the operating level while the horizontal axis is recovery time. In an emergency, the operating level declines and stays at that level for a period of time. However, implementing actions in the BCM enable a business to keep the operating level as high as possible even in an emergency or enable it to quickly restore operations in the event of a shutdown.



## Responding to Supply Chain Risks

Since 2019, the risk of supply chain disruptions due to events like the spread of infectious disease, global chip shortages, and shipping container scarcity has been far greater than assumed. Moreover, risks in the business environment that threaten supply chains, including the outbreak and protraction of regional conflicts as well as geopolitical and disaster risks, have not been resolved. If anything, they have increased in magnitude and scope. Supply chains are becoming increasingly sophisticated and complex. Epson's basic approach to establishing supply chains that are more resilient, sustainable, and resistant to the risks and contingencies that today's supply chains face is to geographically distribute functions, secure alternative sources, and increase resilience. Epson is addressing these risks by taking the actions described below in the five supply chain functions.

#### 1. Suppliers

We need our suppliers to strengthen their own supply continuity capabilities, so we ask them to put business continuity management (BCM) arrangements in place and to formulate a multifaceted action plan (BCP) to respond to contingencies so that they can minimize damage and losses should there be a disruptive event in the supply chain.

#### 2. Procurement

We are gathering more in-depth supply chain information and enhancing our ability to detect risks. Furthermore, we will implement effective, practical procurement risk avoidance measures (preventive measures) to ensure stable material procurement.

We will secure multiple sourcing options, expand the evaluation of alternative products, keep BCP inventory, and strengthen relationships with partners to achieve these objectives.

#### 3. Production

In preparation for future outbreaks of infectious disease, we have established preventive guidelines to protect our employees—our top priority—and to minimize the impact on production.

To fulfill our product supply obligations, we are moving toward geographically distributed production. We are also increasing the resilience of all our production facilities, particularly the domestic Japanese factories responsible for manufacturing the core components of each of our businesses.

#### 4. Sales

We will establish sales and distribution guidelines and will specify the required level of prevention to shield the sales function from the impact of contingencies that arise. To meet our product supply obligations, we will operate in line with the sales and distribution guidelines.

#### 5. Logistics

In addition to further strengthening partner relationships, we will increase the visualization of logistics, improve the communication and coordination of information between production sites and sales sites, and deliver goods to meet the demands of our customers.

We will diversify the means and modes of distribution, including transport routes, ocean and air freight, and warehouse facilities. Additionally, we will continue to improve product loading efficiency in all businesses, mitigate logistics risks, improve logistics efficiency, and minimize environmental impact.

## Internal Audits

---

The internal audit department conducts audits in accordance with a code of conduct to check for compliance and corporate ethics violations and to facilitate self-directed internal control at all Group divisions as well as subsidiaries and related organizations in Japan and overseas. Audits are used to check compliance and the effectiveness and efficiency of these units' risk management, internal controls, and governance processes. If problems are found, the internal audit department helps minimize business risks by conducting a follow-up audit to check the status of improvements. To ensure effective Group governance, the internal audit department also centrally oversees internal audits throughout the Group in collaboration with auditing departments at regional headquarters in Europe, the Americas, China, and Southeast Asia.

Each year, the units to be audited are chosen by assessing the risk at each division and each subsidiary and related organization in Japan and overseas. Then an auditing cycle is set that is designed for effectiveness and efficiency. Audits are then performed systematically. In the 2024 fiscal year, the internal audit department audited 17 business units and provided them with concrete advice on correcting 37 observed nonconformities. In the 2025 fiscal year, business units were grouped into 82 organizations. The internal audit department conducted risk assessments on the groups, selected the units to be audited, and is performing the audits.

## Internal Controls over Financial Reporting

---

Every year, we audit internal controls to ensure the reliability of financial reporting (J-SOX). The Epson Group uses an autonomous distributed implementation system in which operations divisions and subsidiaries subject to external audits conduct a self-assessment on the design and operation of their internal controls, while the J-SOX Compliance Department ensures the validity of the assessment results. Operations divisions, subsidiaries, and affiliates not subject to external audits are required to independently assess their internal controls and make such improvements as are necessary.

[Home](#) > [Sustainability](#) > [Governance](#) > [Internal Control System](#)

# Internal Control Initiatives

Compliance Activities ▼

Anti-Corruption/Anti-Bribery ▼

International Trade Control Initiatives ▼

Tax Compliance Policy ▼

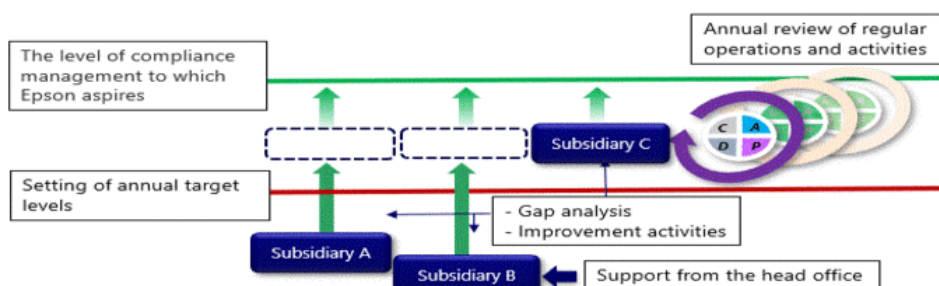
## Compliance Activities

Epson engages in a variety of compliance activities to ensure that we observe all applicable laws, regulations, company rules, and business ethics and meet the expectations of society. The Epson Way (comprising the Management Philosophy, Principles of Corporate Behavior, and the Epson Global Code of Conduct) represents the shared values and expectations of conduct within the Epson Group, forming the foundation for our compliance efforts. To deeply root compliance awareness and ensure effectiveness, we have translated the Epson Global Code of Conduct into 17 languages. In addition, we provide a wide range of compliance training to officers and employees. This training includes online courses and rank-specific training given by internal and external instructors. October is Compliance Month at Epson. One of the things we do across the global Epson Group during the month is to remind officers and employees of the Epson Way, the foundation on which our business activities rest, and urge them to maintain high ethical standards. We raise compliance awareness by having the chief compliance officer and the heads of our business units and subsidiaries issue compliance messages, familiarizing employees with the Epson Global Code of Conduct, giving compliance training, and conducting a Compliance Awareness Survey. The results of the Compliance Awareness Survey, which is conducted globally, are analyzed by department and company to identify issues that we then correct.

### Global Compliance Activities

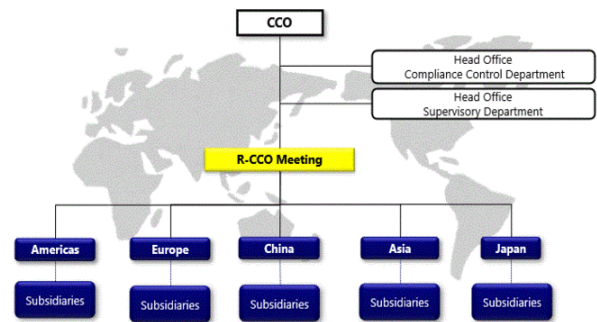
The Epson Group shares a common goal of managing compliance to create a safe environment where every officer and employee can shine and pursue higher goals. To achieve this, we have introduced global compliance activities throughout the Group. We set targets for each fiscal year, evaluate the compliance systems and operations of each organization and subsidiary, and make improvements. We raise the level of compliance across the entire Group and minimize risks by implementing the PDCA cycle.

#### Global Compliance PDCA



## R-CCO Organization

A regional chief compliance officer (R-CCO) system has been established to promote the global compliance activities. Group companies are divided into five regional blocs, each headed by an R-CCO who leads the compliance activities in that bloc. The blocs are determined based on geographical proximity and similarities in linguistic, regulatory, cultural, and other factors, facilitating collaboration among compliance personnel in the bloc when they address common issues. An R-CCO meeting is held once every six months with the participation of the CCO and all R-CCOs to increase the coordination across the entire Group. In addition, area meetings are held to develop compliance activities unique to the region. Each bloc works to achieve its goals by implementing Group-wide compliance policies, issues, and measures.



## Anti-Corruption/Anti-Bribery

### Basic Principles

Principle 5, "Ensuring effective governance and compliance," in Principles of Corporate Behavior, states that we will not tolerate bribery, corruption, dishonest marketing, cartels, insider trading, or conflict of interest and that we will conduct all transactions in accordance with these principles, promoting fair and open competition in the marketplace.

To put this principle into practice, Epson created the Epson Global Code of Conduct, which explains actions that officers and employees are expected to take based on the understanding of the Principles of Corporate Behavior. The code impresses upon employees the need to seek profits by proper means and to immediately report conduct that is or could lead to a violation.

Principle 7, "Working with business partners for mutual benefit," in Principles of Corporate Behavior strictly forbids acts of bribery and collusion with business partners and demands that our business partners adhere to a zero-tolerance policy regarding illegal and unethical business practices. Moreover, in Anti-Bribery, Anti-Corruption, and Competition Law (Antimonopoly Act) Guidelines for Business Partners, we strongly urge our business partners to understand Epson's values and to eliminate any corruption, including but not limited to involvement in bribery, cartels, insider trading, and conflict of interest. We insist that they conduct all transactions in accordance with these principles, promoting fair and open competition in the marketplace.

Epson Group Supplier Guidelines stipulates that Epson conducts business in a way that does not depend on entertainment or the like from suppliers. We also ask our suppliers to promptly report to us or consult us regarding violations or potential violations by Epson officers and employees.

[Principles of Corporate Behavior](#) →

[Epson Group Global Code of Conduct \(PDF, 980KB\)](#) PDF

[Anti-Bribery, Anti-Corruption, and Competition Law \(Antimonopoly Act\) Guidelines for Business Partners](#) →

[Epson Group Supplier Guidelines](#) →

### Anti-Corruption Efforts

Epson regards all forms of corruption to be a serious risk that could undermine organizational integrity and public trust. We therefore are committed to preventing corruption of any kind. Working with corporate supervisory departments, the compliance control department oversees entertainment and gift-giving, invitations, donations, sponsorships, agency management, hiring, and other operations.

| Topic                         | Description                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                |
|-------------------------------|----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| Response to risks             | Corruption risks are evaluated based on the likelihood of corruption [per the Corruption Perceptions Index (CPI)] in countries and territories around the world and at Epson's overseas subsidiaries, as well as on the impact that an incident of corruption would have. Control plans are formulated and executed every year for high-risk organizations. The department that supervises compliance evaluates the effectiveness of the plans and reports its findings to the chief compliance officer (CCO).                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                             |
| Business partners             | <p>We inform our business partners of the Anti-Bribery, Anti-Corruption, and Competition Law (Antimonopoly Act) Guidelines for Business Partners and the Epson Group Supplier Guidelines, and we strongly urge our business partners to eliminate any corruption, including but not limited to involvement in bribery, cartels, insider trading, and conflict of interest. We also insist that they conduct all transactions in accordance with these principles, promoting fair and open competition in the marketplace.</p> <p>- Customers</p> <p>In addition to informing our dealers, distributors, and service partners of the guidelines, we ask them to include compliance clauses in their business agreements whenever possible. Moreover, we are moving to check the state of compliance at our business partners.</p> <p>- Suppliers</p> <p>We require all our suppliers to comply with the Epson Group Supplier Guidelines, which includes the RBA Code of Conduct, and we ask them to sign contracts or agreements to do so.</p> <p>In addition, we evaluate new suppliers at the start of transactions to confirm that their management systems are in compliance with bribery and competition laws. For major suppliers, we conduct an annual detailed CSR evaluation to assess compliance with the Epson Supplier Code of Conduct (RBA Code of Conduct). We check what they are doing to prevent misconduct<sup>1</sup>, including bribery, and anti-competitive behavior<sup>2</sup>. These checks, which are based on the RBA Code of Conduct and audit standards, evaluate, among other things, whether suppliers have established policies and rules, whether there are any violations, and whether they are addressing violations as needed. If a supplier is found to be non-compliant with requirements, it is asked to prepare a corrective action plan. Epson verifies closure of all action items.</p> <p><sup>1</sup> RBA Code of Conduct D1: Business Integrity (The highest standards of integrity shall be upheld in all business interactions. Participants shall have a zero-tolerance policy to prohibit any and all forms of bribery, corruption, extortion and embezzlement) and D2: No Improper Advantage (Bribes or other means of obtaining undue or improper advantage shall not be promised, offered, authorized, given, or accepted. This prohibition covers promising, offering, authorizing, giving or accepting anything of value, either directly or indirectly through a third party, in order to obtain or retain business, direct business to any person, or otherwise gain an improper advantage. Monitoring, record keeping, and enforcement procedures shall be implemented to ensure compliance with anti-corruption laws.)</p> <p><sup>2</sup> RBA Code of Conduct D5: Fair Business, Advertising and Competition</p> |
| Entertainment and gift-giving | <p>Illegal and unethical gifts and entertainment are prohibited.</p> <p>All gift-giving and entertainment is subject to advance reporting, review, and approval.</p>                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                       |
| Training                      | We formulate annual compliance training plans. Every October, which is designated as Compliance Month, we provide officers and employees with an online course to share information about cases of bribery and corruption. We also periodically provide anti-bribery and anti-corruption training to procurement, sales, development, and design personnel as they are at higher risk of bribery and corruption.                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                           |
| Response to incidents         | If a violation that has a material impact on Group management should occur, the Crisis Management Committee will be called upon to invoke the crisis management program.                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                   |

## International Trade Control Initiatives

---

Epson is a multinational corporation with production centers, sales centers, customers, and business partners around the world. Smooth international trade operations are essential for delivering Epson products and services to customers in a timely manner. Meanwhile, we must observe own regulations of each country to respond the changes in international situation as well as numerous conventions and frameworks governing international trade that have been put in place to maintain international peace and security. To maintain compliance with these and to ensure smooth trade, Epson has established comprehensive systems for reliable trade management for entire EPSON Group. As a result, EPSON Group companies have many certifications around the world as companies that complies with the systems and programs established by the authorities of each county in Japan, North America, Latin America, Europe, China, Asia, etc., especially in areas of security trade control and security management that strict operations are required.

These contribute to an efficient and speedy supply chain for the entire group, such as simplification of import/export procedures and cost reduction.

## Tax Compliance Policy

---

Epson seeks to fulfill its corporate social responsibility by paying appropriate taxes in compliance with the spirit as well as the letter of the tax laws and regulations in the countries and regions where it operates. In accordance with this basic policy on taxes, we are taking the actions below to maintain and improve tax compliance.

### 1. Tax governance

- The Board of Directors is responsible for overseeing tax risk, and Epson's Chief Financial Officer is the responsible official of Group tax affairs. The group that is in charge of tax affairs reports and manages taxes is under the supervision of the Chief Financial Officer.
- Epson considers tax risk to be an important risk, and regularly reports such risks to the board of directors and the Corporate Strategy Council, which is composed of directors of the company.
- Employees are trained in the tax-related regulations and business process standards that Epson has established to ensure that it properly fulfills its tax obligations. We conduct periodic internal tax audits and report the findings to top management and to the Audit & Supervisory Committee.

### 2. Monitoring tax affairs

- We appropriately respond in a timely manner to changes in local tax systems and taxation trends through regular reporting among the group that is in charge of tax affairs and Epson's local subsidiaries.
- We enlist the support of tax accounting firms and other external experts for advice on taxes and for tax support in each country and region.

### 3. Tax planning and Tax avoidance

- Around the globe, we strive to effectively use preferential taxation systems where possible in our normal business activities to ensure a suitable tax burden.
- We do not transfer value created to low tax jurisdictions, and do not use tax structures intended for tax avoidance without the spirit of the law.

### 4. Dealing with uncertainty

- Tax risk uncertainty is expected to increase as countries and regions around the globe strengthen their tax reporting obligations, tax audits, and tax enforcement. Epson controls tax risks by identifying situations that could potentially pose serious tax risks.

### 5. Transfer pricing taxation



- Epson complies with local tax laws and OECD guidelines to control transfer pricing tax risks. We have established transfer pricing guidelines for the Epson Group to help ensure appropriate transfer pricing transactions. In line with these transfer pricing guidelines, we control the profitability range of our global subsidiaries to ensure that transactions are made at arm's length.
- We use an advance pricing arrangement (APA) for transactions with subsidiaries in high-risk countries.

#### **6. Anti-tax haven rules (also known as Japanese Controlled Foreign Company rules, or "CFC")**

- Epson sets up foreign subsidiaries to carry out its ordinary business activities, but does not do so in "tax haven" jurisdictions to avoid taxes. When anti-tax haven rules apply, Epson properly files and pays taxes.

#### **7. Relationships with tax authorities**

- Epson strives to work in good faith with tax authorities and to maintain and improve good tax corporate governance.

# Security

Epson, in a code of conduct called "Principles of Corporate Behavior," states "We protect the security of people and company assets, and we exercise strict care in the management of all information." The company has put in place a system for ensuring the security of employees and visitors. Employees recognize the importance of security and follow good security practices. The company's assets (financial, tangible, intellectual, brand, information, and other assets) are properly managed, and the assets of other parties are respected. We strictly control personal data and confidential information to prevent leaks.

- Information Security ▼
- Personal Data Protection ▼
- Intellectual Property Protection ▼

## Information Security

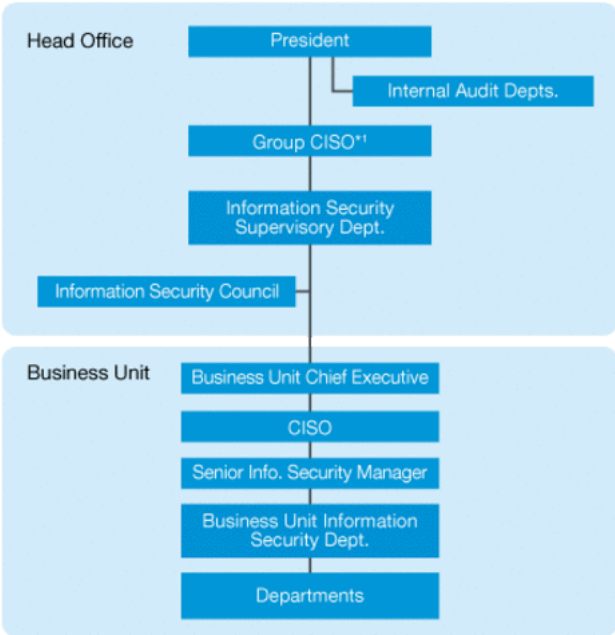
Epson has set forth essential information security principles and rules in the Epson Group Basic Information Security Policy. The company is building an information security governance framework and fostering a corporate culture that reflect the importance and principles of good information security practices.

[Epson Group Basic Information Security Policy](#) ➔

### Information Security Framework

Epson has a system in which each business unit is responsible for establishing and maintaining its information security framework based on standard Group-wide regulations under the governance of Chief Information Security Officer (Group CISO). Under this system, the systems and controls of each business unit are internally assessed to check whether information security risks are being managed effectively.

Information Security Organization



\*1 Chief Information Security Officer

### Program

Epson conducts the following programs in line with the Epson Group Basic Information Security Policy:

- Programs to maintain compliance by revising internal systems and understanding the trends in laws, regulations, and guidelines of nations and regions
- Programs to raise awareness and educate employees
- Risk assessments

## Cyber Security

To deal with increasingly sophisticated cyber security threats and attacks, we have established a medium-term plan that defines our cybersecurity strategy on a global level and are strengthening our countermeasures. For reference, we have used the Cyber Security Management Guidelines of the Ministry of Economy of Japan, Trade and Industry and the Cybersecurity Framework developed by the U.S. National Institute of Standards and Technology.

As part of this effort, we have established a 24/7 security monitoring system, enabling a rapid response to alerts related to malware, including ransomware. We also use case studies of past incidents as training material and revise our response procedures accordingly.

We continue to improve and reinforce our cyber security. To detect cyberattacks as early as possible and to minimize potential damage, we have introduced managed detection and response (MDR), a service that monitors IT equipment and networks and detects and responds to suspicious behavior.

## Training

The following training programs are implemented to increase employees' information security awareness and ability to respond to various external threats:

- An information security course that all officers and employees are required to complete
- A training on responding to targeted e-mail attacks
- Risk assessment education for managers
- Inspection programs that check whether the company's information security is improving

## Personal Data Protection

---

Laws and regulations related to personal data protection and privacy protection are being enacted and revised in various countries and regions, including the EU General Data Protection Regulation (GDPR). Epson accurately collects and understands the requirements for personal data protection and reviews its internal rules.

To fulfill our social responsibility and meet the trust of our customers, business partners, and employees, Epson is engaged in personal data protection activities company-wide.

### Basic Approach to Personal Data Protection

Internal regulations at Epson require us to establish controls based on the 11 principles outlined in ISO/IEC 29100. Group companies furthermore establish their own Privacy Statements and Privacy Policies based on laws and regulations in their own countries and publish them on their national websites.

## Personal Data Management Framework

At Epson, personal data is part of our information security and we work to protect it with our information security organization and systems.

## Training

Epson trains its employees on data handling rules and the importance of personal data protection in accordance with the type and level of personal data.

- A course for employees who handle personal data
- Online courses regarding Europe's General Data Protection Regulation

## List of Certifications

### Information Security Management System (ISMS) Certification (As of December 2024)

|                                                |                                                                                                                                                                                                                                                                                                                                                                                  |
|------------------------------------------------|----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| <b>Name of organization</b>                    | Seiko Epson Corporation                                                                                                                                                                                                                                                                                                                                                          |
| <b>Certification standard</b>                  | ISO/IEC 27001:2022 / JIS Q 27001:2023                                                                                                                                                                                                                                                                                                                                            |
| <b>Scope of certification and registration</b> | The following business in DX Division<br>- Operation management of cloud service to accounts business<br>- Operation management of common platform<br>- Operation management of health guidance service<br>The following business in Printing Solutions Division<br>- Operation management of cloud print and scan service<br>- Operation management of remote monitoring system |
| <b>Certification body</b>                      | BSI Group Japan Co., Ltd.                                                                                                                                                                                                                                                                                                                                                        |
| <b>Certification registration No.</b>          | IS 507352                                                                                                                                                                                                                                                                                                                                                                        |

|                                                |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                   |
|------------------------------------------------|-------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| <b>Name of organization</b>                    | Epson Avasys Corporation                                                                                                                                                                                                                                                                                                                                                                                                                                                                                          |
| <b>Certification standard</b>                  | ISO/IEC 27001:2022 / JIS Q 27001:2023                                                                                                                                                                                                                                                                                                                                                                                                                                                                             |
| <b>Scope of certification and registration</b> | - The embedded software development and application development for IT devices<br>- The related technical documentation and translation<br>- The quality evaluation for IT devices and application software<br>- The system development, quality evaluation, operation, and maintenance for business application<br>- The technical development and support for core network, servers, and information systems<br>- The technical development and support for cloud services<br>- The system engineering services |
| <b>Certification body</b>                      | BSI Group Japan Co., Ltd.                                                                                                                                                                                                                                                                                                                                                                                                                                                                                         |
| <b>Certification registration No.</b>          | IS 85200                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                          |

### ISMS Cloud Security Certification (As of December 2024)

|                             |                          |
|-----------------------------|--------------------------|
| <b>Name of organization</b> | Epson Avasys Corporation |
|-----------------------------|--------------------------|

|                                                |                                                                                                                                                                                                                                                                                |
|------------------------------------------------|--------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| <b>Certification standard</b>                  | JIP-ISMS517-1.0 (ISO/IEC 27017:2015)                                                                                                                                                                                                                                           |
| <b>Scope of certification and registration</b> | ISO/IEC27001 (JIS Q 27001) Certificate Number: IS 85200<br>ISMS Cloud Security Management System for the development, operation, and maintenance as a cloud service provider of "commutas", and for the use as a cloud service customer of Amazon Web Services for "commutas". |
| <b>Certification body</b>                      | BSI Group Japan Co., Ltd.                                                                                                                                                                                                                                                      |
| <b>Certification registration No.</b>          | CLOUD 806539                                                                                                                                                                                                                                                                   |

**Privacy Mark (As of December 2024)**

|                               |                                     |
|-------------------------------|-------------------------------------|
| <b>Name of organization</b>   | Epson Sales Japan Corporation       |
| <b>Certification standard</b> | JIS Q15001                          |
| <b>Assessment body</b>        | Software Association of Japan (SAJ) |
| <b>Registration No.</b>       | 10520010                            |

|                               |                                                                         |
|-------------------------------|-------------------------------------------------------------------------|
| <b>Name of organization</b>   | Epson Direct Corporation                                                |
| <b>Certification standard</b> | JIS Q15001                                                              |
| <b>Assessment body</b>        | Japan Institute for Promotion of Digital Economy and Community (JIPDEC) |
| <b>Registration No.</b>       | 10580040                                                                |

# Intellectual Property Protection

Epson believes that it is important to “Convert intellectual property (IP) in the broad sense (as well as IP rights, this includes assets like brands and data) into assets that drive sustainable growth of Epson’s value.” Under this belief, to achieve sustainability and enrich communities, which is the aim of our corporate vision, the Intellectual Property Division works closely with management, operations divisions, and development and strategy departments, converts IP into value by proactively utilizing all IP, and enhances Epson’s value and supports the realization of its sustainable growth by tirelessly engaging in such activities. We also respect the rights of third parties, and are committed to the protection of their intellectual property rights. We also respect the rights of others and implement measures to prevent infringement of those rights.

[Intellectual Property](#) ➡

ESG Data Top →

Social →

Governance →

Environmental

Global Environmental Data ▼

ISO 14001 Certification List ▼

Product Recycling ▼

Environmental Risk Management ▼

Education ▼

Global Environmental Data

Energy ▼

Greenhouse gas (GHG) ▼

Industrial waste ▼

Water ▼

Chemical substances ▼

Raw materials ▼

Coverage of environmental reporting ▼

Reporting of Environmental Data

Reporting period: Fiscal year from April 1 to March 31 of the following year

Unit: t is used for metric tons

Energy

Use of non-renewable energy

|          |             | Unit | FY2017    | FY2020    | FY2021  | FY2022  | FY2023  | FY2024  |
|----------|-------------|------|-----------|-----------|---------|---------|---------|---------|
| Japan    | Fuel        | MWh  | 330,257   | 350,307   | 306,884 | 336,189 | 320,796 | 319,056 |
|          | Electricity | MWh  | 467,629   | 361,612   | 181,696 | 0       | 0       | 0       |
|          | Steam       | MWh  | 0         | 0         | 0       | 0       | 0       | 0       |
| Overseas | Fuel        | MWh  | 19,592    | 16,869    | 16,957  | 13,121  | 13,752  | 11,629  |
|          | Electricity | MWh  | 338,500   | 307,476   | 260,833 | 180,221 | 28,721  | 0       |
|          | Steam       | MWh  | 2,822     | 2,380     | 2,407   | 2,594   | 2,389   | 1,994   |
| Total    |             | MWh  | 1,158,800 | 1,038,644 | 768,778 | 532,126 | 365,658 | 332,679 |

\* Totals do not add up in some cases due to rounding off of fractions.

## Use of renewable electricity

|                                                 | Unit | FY2017 | FY2020  | FY2021  | FY2022  | FY2023  | FY2024  |
|-------------------------------------------------|------|--------|---------|---------|---------|---------|---------|
| <b>Japan</b>                                    | MWh  | 257    | 118,974 | 335,408 | 515,804 | 520,041 | 513,598 |
| <b>Purchased electricity</b>                    | MWh  | 0      | 118,879 | 317,532 | 446,019 | 444,201 | 431,570 |
| <b>Generated onsite</b>                         | MWh  | 257    | 95      | 150     | 813     | 1,819   | 2,885   |
| <b>Renewable Energy Certificate<sup>1</sup></b> | MWh  | -      | -       | 17,727  | 68,971  | 74,022  | 79,144  |
| <b>Overseas</b>                                 | MWh  | 9,215  | 37,466  | 94,201  | 179,861 | 322,796 | 353,509 |
| <b>Purchased electricity</b>                    | MWh  | 7,063  | 32,117  | 88,015  | 111,455 | 138,818 | 131,678 |
| <b>Generated onsite</b>                         | MWh  | 2,152  | 5,349   | 6,186   | 9,746   | 12,794  | 14,891  |
| <b>Renewable Energy Certificate<sup>1</sup></b> | MWh  | -      | -       | -       | 58,660  | 171,184 | 206,940 |
| <b>Total</b>                                    | MWh  | 9,473  | 156,440 | 429,610 | 695,665 | 842,837 | 867,107 |

\* Totals do not add up in some cases due to rounding off of fractions.

<sup>1</sup> Includes self-generated portion from fuels such as CGS. Since it is difficult to procure renewable energy fuels or green gas certificates that meets the RE100 technical criteria, we have achieved 100% renewable electricity by voluntarily applying renewable energy certificates equivalent to the amount of electricity used.

## Status of electricity sources

|                                       | Unit | FY2017<br>(Base year) | FY2020  | FY2021  | FY2022  | FY2023  | FY2024  |
|---------------------------------------|------|-----------------------|---------|---------|---------|---------|---------|
| <b>Renewable electricity</b>          | MWh  | 9,473                 | 156,440 | 429,610 | 695,665 | 842,837 | 867,107 |
| <b>Non-renewable electricity</b>      | MWh  | 850,359               | 707,408 | 442,530 | 180,221 | 28,721  | 0       |
| <b>Total</b>                          | MWh  | 859,831               | 863,849 | 872,140 | 875,886 | 871,558 | 867,107 |
| <b>Ratio of renewable electricity</b> | %    | 1.1                   | 18      | 49      | 79      | 96      | 100     |

\* Totals do not add up in some cases due to rounding off of fractions.

\* Includes self-generated portion from fuels such as CGS. Since it is difficult to procure renewable energy fuels or green gas certificates that meets the RE100 technical criteria, we have achieved 100% renewable electricity by voluntarily applying renewable energy certificates equivalent to the amount of electricity used.

\* Fiery, which became a wholly owned subsidiary in December 2024, is not included.

## Greenhouse gas (GHG)

### Greenhouse gas emissions (scopes 1, 2, and 3)

|  | Unit | FY2017<br>(Base year) | FY2020 | FY2021 | FY2022 | FY2023 | FY2024 |
|--|------|-----------------------|--------|--------|--------|--------|--------|
|--|------|-----------------------|--------|--------|--------|--------|--------|



|                                                                                  |                      |       |       |       |       |       |       |
|----------------------------------------------------------------------------------|----------------------|-------|-------|-------|-------|-------|-------|
| <b>Scope 1</b>                                                                   | kt-CO <sub>2</sub> e | 130   | 125   | 118   | 142   | 126   | 104   |
| <b>Scope 2 (market-based)</b>                                                    | kt-CO <sub>2</sub> e | 439   | 345   | 230   | 93    | 15    | 0.4   |
| <b>Scope 3</b>                                                                   | kt-CO <sub>2</sub> e | 3,265 | 2,516 | 2,392 | 2,327 | 2,377 | 2,381 |
| <b>Total</b>                                                                     | kt-CO <sub>2</sub> e | 3,834 | 2,987 | 2,740 | 2,562 | 2,518 | 2,485 |
| <b>FY2030 target (science-based): Reduce total emissions by 55% from FY2017.</b> |                      |       |       |       |       |       | -35%  |

Scope 1: Direct GHG emissions (LPG, LNG, natural gas, kerosene, heavy fuel oil, gasoline, PFCs, etc.)

Scope 2: Indirect GHG emissions (electricity and steam, etc.)

Scope 3: Indirect GHG emissions of the entire value chain

\* Totals do not add up in some cases due to rounding off of fractions.

\* Calculations are based on the GHG Protocol. Calculations for FY2017, 2023, and 2024 are based on the latest SBT standards.

\* Scope 2 for FY2024 is emissions associated with steam.

\* Fiery, which became a wholly owned subsidiary in December 2024, is not included.

**Greenhouse gas emissions (scopes 1, 2)**

|                                                                                         | Unit                | FY2017<br>(Base year) | FY2020    | FY2021    | FY2022    | FY2023    | FY2024    |
|-----------------------------------------------------------------------------------------|---------------------|-----------------------|-----------|-----------|-----------|-----------|-----------|
| <b>Scope 1</b>                                                                          | t-CO <sub>2</sub> e | 129,590               | 124,929   | 124,724   | 159,196   | 126,195   | 103,950   |
| <b>Japan</b>                                                                            | t-CO <sub>2</sub> e | 123,718               | 109,613   | 109,186   | 140,343   | 119,278   | 98,206    |
| <b>Overseas</b>                                                                         | t-CO <sub>2</sub> e | 5,871                 | 15,316    | 15,537    | 18,853    | 6,917     | 5,744     |
| <b>Scope 2 (market-based)</b>                                                           | t-CO <sub>2</sub> e | 438,807               | 345,151   | 229,993   | 92,855    | 15,251    | 401       |
| <b>Japan</b>                                                                            | t-CO <sub>2</sub> e | 246,022               | 179,890   | 72,991    | 0         | 0         | 0         |
| <b>Overseas</b>                                                                         | t-CO <sub>2</sub> e | 192,786               | 165,261   | 157,002   | 92,855    | 15,251    | 401       |
| <b>(Scope 2:location-based)</b>                                                         | t-CO <sub>2</sub> e | (447,886)             | (421,711) | (417,283) | (421,421) | (409,613) | (403,641) |
| <b>Total</b>                                                                            | t-CO <sub>2</sub> e | 568,397               | 470,079   | 354,717   | 252,051   | 141,447   | 104,351   |
| <b>FY2030 target (science-based): Reduce total emissions by 90% compared to FY2017.</b> |                     |                       |           |           |           |           | -81%      |

|                                                          | Unit                | FY2017  | FY2020  | FY2021  | FY2022  | FY2023  | FY2024 |
|----------------------------------------------------------|---------------------|---------|---------|---------|---------|---------|--------|
| <b>Reduction equivalent</b>                              | t-CO <sub>2</sub> e | 0       | 0       | 7,046   | 17,313  | 19,161  | 18,292 |
| <b>Net emissions</b>                                     | t-CO <sub>2</sub> e | 568,397 | 470,079 | 347,670 | 234,738 | 122,286 | 86,059 |
| <b>FY2030 target: Net zero ccope 1 &amp; 2 emissions</b> |                     |         |         |         |         |         | -84%   |

\* Net emissions are calculated to show the impact of voluntary efforts. From scope 1 and 2 emissions, we offset the CO<sub>2</sub>reduction equivalent of credits andelectricity certificates that were used to account for the electricity generated in-house from fuel sources, such as CGS, as renewable energy.

\* Reduction rates are reference values relative to total emissions compared to FY2017.

**Scope 1 emissions by type (FY2024)**

|                                                    |                                               | Scope 1<br>(t-CO <sub>2</sub> e) | Emissions by gas type (t) |                 |                  |      |      |                 |                 |
|----------------------------------------------------|-----------------------------------------------|----------------------------------|---------------------------|-----------------|------------------|------|------|-----------------|-----------------|
|                                                    |                                               |                                  | CO <sub>2</sub>           | CH <sub>4</sub> | N <sub>2</sub> O | HFCs | PFCs | SF <sub>6</sub> | NF <sub>3</sub> |
| Energy-related                                     | Fuel                                          | 64,715                           | 64,458                    | 6.7             | 0.25             |      |      |                 |                 |
| Non energy-related<br>(other than fuel combustion) | Greenhouse gases                              | 34,652                           | 109                       | 0.026           | 4.0              | 0.35 | 2.4  | 0.30            | 0.049           |
|                                                    | Refrigerant                                   | 4,062                            |                           |                 |                  | 2.0  |      |                 |                 |
|                                                    | Wastewater treatment, binder combustion, etc. | 521                              |                           | 12              | 0.50             |      |      | 0.002           |                 |
| Total                                              |                                               | 103,950                          | 64,567                    | 19              | 4.7              | 2.3  | 2.4  | 0.30            | 0.049           |

\* Totals do not add up in some cases due to rounding off of fractions.

\* Third-party verification has been obtained for scope 1 and 2 emissions in the latest fiscal year.

\* Calculations for FY2017, 2023, and 2024 are based on the latest SBT standards.

\* Calculation of scope 1 and 2 emissions is based on the control approach and financial control approaches, and covers affiliated companies in which Seiko Epson Corporation has a stake of 50% or more.

\* A threshold for minor emissions based on site-level emissions has been established, and emissions below this threshold are excluded from the calculation

\* Scope 2 for FY2024 is emissions associated with steam.

\* Fiery, which became a wholly owned subsidiary in December 2024, is not included.

\* CO<sub>2</sub> conversion factor of greenhouse gas emissions

Electric power: Disclose market-based emissions. In Japan, we use the adjusted emissions factors for the load serving entities (i.e., utilities) from which our sites purchase electricity, pursuant to Load Serving Entity Emission Factors announced by the Ministry of Environment and the Ministry of Economy, Trade and Industry. Overseas, we use the emission factors of the electricity retailers contracted at each site or the emission factors of the IEA (International Energy Agency) for each country. The emission factor is set to zero for the amount of renewable energy certificates and J-Credits utilized.

Fuel: The factors announced by the IPCC in 2019 were used for both domestic and overseas data.

GHGs other than CO<sub>2</sub>: Equivalents were calculated based on 100-year GWP values in the Fifth Assessment Report (AR5) of the IPCC. AR6 is used from 2024 onwards.

[Click here for details ➡](#)

Greenhouse gas emission (scope 3)

|            |                                         |  | Unit                 | FY2017 (Base Year) | FY2022 | FY2023 | FY2024 |
|------------|-----------------------------------------|--|----------------------|--------------------|--------|--------|--------|
| Scope 3    |                                         |  | kt-CO <sub>2</sub> e | 3,265              | 2,327  | 2,377  | 2,381  |
| Category 1 | Purchased goods and services            |  | kt-CO <sub>2</sub> e | 1,399              | 980    | 1,101  | 1,146  |
| Category 2 | Capital goods                           |  | kt-CO <sub>2</sub> e | 228                | 176    | 174    | 189    |
| Category 3 | Fuel- and energy-related activities not |  | kt-CO <sub>2</sub> e | 47                 | 20     | 23     | 24     |

|                                                                                                         | included in scope 1 or scope 2             |                      |       |     |     |      |
|---------------------------------------------------------------------------------------------------------|--------------------------------------------|----------------------|-------|-----|-----|------|
| Category 4                                                                                              | Upstream transportation and distribution   | kt-CO <sub>2</sub> e | 277   | 176 | 123 | 131  |
| Category 5                                                                                              | Waste generated in operations              | kt-CO <sub>2</sub> e | 6     | 5   | 3   | 4    |
| Category 6                                                                                              | Business travel                            | kt-CO <sub>2</sub> e | 12    | 15  | 24  | 24   |
| Category 7                                                                                              | Employee commuting                         | kt-CO <sub>2</sub> e | 34    | 35  | 35  | 35   |
| Category 8                                                                                              | Upstream leased assets                     | kt-CO <sub>2</sub> e | 4     | 4   | 2   | 3    |
| Category 9                                                                                              | Downstream transportation and distribution | kt-CO <sub>2</sub> e | 27    | 5   | 11  | 13   |
| Category 10                                                                                             | Processing of sold products                | kt-CO <sub>2</sub> e | 0     | 30  | 0   | 0    |
| Category 11                                                                                             | Use of sold products                       | kt-CO <sub>2</sub> e | 1,108 | 787 | 738 | 680  |
| Category 12                                                                                             | End-of-life treatment of sold products     | kt-CO <sub>2</sub> e | 79    | 94  | 99  | 88   |
| Category 13                                                                                             | Downstream leased assets                   | kt-CO <sub>2</sub> e | N/A   | N/A | N/A | N/A  |
| Category 14                                                                                             | Franchises                                 | kt-CO <sub>2</sub> e | N/A   | N/A | N/A | N/A  |
| Category 15                                                                                             | Investments                                | kt-CO <sub>2</sub> e | 45    | N/A | 45  | 45   |
| FY2025 target (science-based): reduce 44% per unit of business profit from FY2017 (categories 1 and 11) |                                            |                      |       |     |     | -39% |

\* Third-party verification has been obtained for category 1 and 11 emissions in the latest fiscal year

\* Calculations for FY2017, 2023, and 2024 are based on the latest SBT standards.

\* Some intermediate products are excluded from the calculation of category 11, including device products and printheads, because it is virtually impossible to reasonably estimate a calculation of energy consumption as customer products, and watches powered by primary batteries, because they are not accounted for in scope 1 and 2 for end-users.

\* Biogenic CO<sub>2</sub> emissions exist separately from scope 3 emissions (43 t-CO<sub>2</sub> in FY2024).

\* Fiery, which became a wholly owned subsidiary in December 2024, is not included.

\* CO<sub>2</sub> conversion factor of greenhouse gas emissions

Category 1: Factors of the National Institute of Advanced Industrial Science and Technology (AIST) are used after FY2022. IDEA LCIA IPCC 2021 GWP 100a (latest Ver. 3.4)

Category 4: Used WTW (well-to-wheel) of the latest emissions intensity of GHG Protocol, GLEC, and IDEA.

Category 11: Used the global average of the latest IEA Emissions Factors.

Other: Used the latest version of the emissions intensity database available at Ministry of the Environment.

Calculation method

|                    |                                                                                                                                                                                                                                                                                                                                                                                                  |
|--------------------|--------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| <b>Category 1</b>  | Multiplied the mass of materials that comprise sold products by their emission factors. For items other than raw materials and components, the calculation is done by multiplying the cost under each accounting item by the corresponding emission factor.                                                                                                                                      |
| <b>Category 2</b>  | Multiplied the capital expenditure in each investment account by emission factors                                                                                                                                                                                                                                                                                                                |
| <b>Category 3</b>  | Multiplied the amount of each type of energy used at each site by their emission factors                                                                                                                                                                                                                                                                                                         |
| <b>Category 4</b>  | Emissions from transportation to Epson of products and services purchased from suppliers, and emissions from the transport of goods by Epson, were calculated by multiplying the mass of transported goods and the distance transported by emissions factors. Emissions associated with distribution centers are calculated by multiplying the mass of cargo handled by the emissions intensity. |
| <b>Category 5</b>  | Multiplied the amount of each type of waste generated at each site by their emission factors                                                                                                                                                                                                                                                                                                     |
| <b>Category 6</b>  | Multiplied the transportation expenses for each transportation mode expenses by their emission factors                                                                                                                                                                                                                                                                                           |
| <b>Category 7</b>  | Multiplied the transportation expenses for each transportation mode expenses by their emission factors                                                                                                                                                                                                                                                                                           |
| <b>Category 8</b>  | For emissions from the operation of leased assets (excluding those not already included in scope 1 or scope 2 inventories), the floor area of leased buildings was multiplied by emission factors (if the amount of electricity purchased from the tenant-owner cannot be determined directly)                                                                                                   |
| <b>Category 9</b>  | Multiplied the sold product not shipped by Epson and the average distances of transported volumes by their emission factors per unit                                                                                                                                                                                                                                                             |
| <b>Category 10</b> | Excluded (because it is virtually impossible to reasonably estimate a calculation of processing by customers for device products and because the emissions are negligible in relation to the total emissions)                                                                                                                                                                                    |
| <b>Category 11</b> | Multiplied the estimated electricity consumption over the lifetime of sold products by an emission factor                                                                                                                                                                                                                                                                                        |
| <b>Category 12</b> | Multiplied the mass of each type of waste treated by the emission factor for each type of waste treatment                                                                                                                                                                                                                                                                                        |
| <b>Category 13</b> | Not applicable (We have no assets leased to customers)                                                                                                                                                                                                                                                                                                                                           |
| <b>Category 14</b> | Not applicable (We have no franchise business)                                                                                                                                                                                                                                                                                                                                                   |
| <b>Category 15</b> | Affiliate emissions multiplied by the equity share.                                                                                                                                                                                                                                                                                                                                              |

### Third-party verification of greenhouse gas (GHG) emissions

We have a third party verify our calculations to ensure reliability. Our FY2024 GHG emissions (scopes 1, 2 and 3) , energy use and retired reductions data were verified as having been measured and calculated accurately, and a independent verification report was obtained.

[Third-party verification report \(PDF,970KB\)](#) 

## Industrial waste

### Industrial waste emissions

|          |                     | Unit       | FY2020 | FY2021 | FY2022 | FY2023 | FY2024 |
|----------|---------------------|------------|--------|--------|--------|--------|--------|
| Japan    | Waste generated     | thousand t | 13.7   | 14.6   | 13.6   | 13.1   | 13.5   |
|          | Recycled            | thousand t | 13.1   | 13.9   | 13.0   | 12.7   | 12.9   |
|          | Waste (disposed of) | thousand t | 0.6    | 0.6    | 0.6    | 0.4    | 0.6    |
|          | Landfilled          | thousand t | 0.6    | 0.6    | 0.5    | 0.4    | 0.4    |
| Overseas | Waste generated     | thousand t | 19.8   | 18.6   | 19.9   | 18.5   | 19.9   |
|          | Recycled            | thousand t | 17.8   | 16.5   | 18.1   | 17.0   | 18.2   |

|                                                                            |                            |            |      |      |      |      |       |
|----------------------------------------------------------------------------|----------------------------|------------|------|------|------|------|-------|
|                                                                            | <b>Waste (disposed of)</b> | thousand t | 2.0  | 2.1  | 1.8  | 1.5  | 1.8   |
|                                                                            | <b>Landfilled</b>          | thousand t | 1.5  | 1.3  | 1.1  | 0.8  | 0.8   |
| <b>Total waste generated</b>                                               |                            | thousand t | 33.5 | 33.2 | 33.5 | 31.6 | 33.5  |
| <b>Target: amount of emissions (waste generated) previous year or less</b> |                            |            |      |      |      |      | +5.9% |

\* Totals do not add up in some cases due to rounding off of fractions.

[Click here for details](#) ➔

## Water

### Water withdrawal by source

|                                                                                                                                 |                                | Unit                                     | FY2020 | FY2021 | FY2022 | FY2023 | FY2024 |
|---------------------------------------------------------------------------------------------------------------------------------|--------------------------------|------------------------------------------|--------|--------|--------|--------|--------|
| Japan                                                                                                                           | Municipal water                | thousand m <sup>3</sup>                  | 4,992  | 4,949  | 4,969  | 4,988  | 5,041  |
|                                                                                                                                 | Ground water                   | thousand m <sup>3</sup>                  | 638    | 731    | 773    | 841    | 1,162  |
|                                                                                                                                 | (Returned water to the source) | thousand m <sup>3</sup>                  | (373)  | (411)  | (446)  | (515)  | (747)  |
|                                                                                                                                 | <b>Sub-total</b>               | thousand m <sup>3</sup>                  | 5,629  | 5,680  | 5,742  | 5,829  | 6,203  |
| Overseas                                                                                                                        | Municipal water                | thousand m <sup>3</sup>                  | 2,296  | 2,360  | 2,498  | 2,364  | 2,223  |
|                                                                                                                                 | Ground water                   | thousand m <sup>3</sup>                  | 0      | 0      | 0      | 0      | 0      |
|                                                                                                                                 | (Returned water to the source) | thousand m <sup>3</sup>                  | (0)    | (0)    | (0)    | (0)    | (0)    |
|                                                                                                                                 | <b>Sub-total</b>               | thousand m <sup>3</sup>                  | 2,296  | 2,360  | 2,498  | 2,364  | 2,223  |
| <b>Total</b>                                                                                                                    |                                | thousand m <sup>3</sup>                  | 7,925  | 8,041  | 8,240  | 8,193  | 8,426  |
| <b>Per unit of business profit</b>                                                                                              |                                | thousand m <sup>3</sup> /100 million yen | 0.80   | 0.71   | 0.62   | 0.62   | 0.62   |
| <b>Target: 1% improvement in water withdrawal per revenue from the base value (0.74 thousand m<sup>3</sup>/100 million yen)</b> |                                |                                          |        |        |        |        | -16%   |

\* Some figures differ from those in Sustainability Report 2024 due to groundwater metering for snow removal.

\* Industrial water is included in municipal water.

\* No water was withdrawn from other sources.

\* Totals do not add up in some cases due to rounding off of fractions.

[Click here for details](#) ➔

### Recycling water

|                       | Unit                    | FY2020 | FY2021 | FY2022 | FY2023 | FY2024 |
|-----------------------|-------------------------|--------|--------|--------|--------|--------|
| <b>Recycled water</b> | thousand m <sup>3</sup> | 1,693  | 1,750  | 2,019  | 1,957  | 2,111  |

|                |   |    |    |    |    |    |
|----------------|---|----|----|----|----|----|
| Recycled ratio | % | 18 | 18 | 20 | 19 | 20 |
|----------------|---|----|----|----|----|----|

\* Recycled ratio=recycled water / (water usage + recycled water)

#### Water discharge by destination

|          |           | Unit        | FY2020 | FY2021 | FY2022 | FY2023 | FY2024 |
|----------|-----------|-------------|--------|--------|--------|--------|--------|
| Japan    | Sewerage  | thousand m³ | 2,003  | 2,065  | 2,142  | 2,193  | 2,267  |
|          | Rivers    | thousand m³ | 2,863  | 2,892  | 3,000  | 3,017  | 3,358  |
|          | Sub-total | thousand m³ | 4,867  | 4,957  | 5,142  | 5,210  | 5,625  |
| Overseas | Sewerage  | thousand m³ | 2,068  | 2,131  | 2,262  | 2,149  | 1,999  |
|          | Rivers    | thousand m³ | 0      | 0      | 0      | 0      | 0      |
|          | Sub-total | thousand m³ | 2,068  | 2,131  | 2,262  | 2,149  | 1,999  |
| Total    |           | thousand m³ | 6,935  | 7,088  | 7,404  | 7,359  | 7,624  |

\* Some figures differ from those in Sustainability Report 2024 due to groundwater metering for snow removal.

\* Totals do not add up in some cases due to rounding off of fractions.

\* Water consumption=Total water withdrawal-Total water discharge.

\* No water was discharged into other destinations.

#### Third-party verification of water

We have a third party verify our FY2024 data.

[Third-party verification report \(PDF,970KB\)](#) 

## Chemical substances

|       |                                       | Unit | FY2020 | FY2021 | FY2022 | FY2023 | FY2024 |
|-------|---------------------------------------|------|--------|--------|--------|--------|--------|
| Japan | PRTR <sup>1</sup> substance emissions | t    | 2.2    | 2.2    | 2.4    | 3.4    | 2.9    |
| Japan | VOC <sup>2</sup> emissions            | t    | 71     | 75     | 80     | 68     | 68     |

\* Some figures differ from those in Sustainability Report 2024 due to a recalculation.

<sup>1</sup> Pollutant Release and Transfer Register.

<sup>2</sup> Volatile Organic Compounds. We report VOC emissions based on the voluntary action plans of four electric and electronic organizations.

[Click here for details](#) ➔

## Raw materials

|                          | Unit       | FY2020 | FY2021 | FY2022 | FY2023 | FY2024 |
|--------------------------|------------|--------|--------|--------|--------|--------|
| Raw material consumption | thousand t | 193    | 210    | 209    | 206    | 237    |

|                    |                       |   |    |    |    |    |    |
|--------------------|-----------------------|---|----|----|----|----|----|
| Detailed breakdown | Resin                 | % | 42 | 37 | 41 | 41 | 49 |
|                    | Metal                 | % | 20 | 19 | 16 | 16 | 15 |
|                    | Paper and wood        | % | 19 | 20 | 20 | 20 | 16 |
|                    | Electronic components | % | 10 | 8  | 8  | 8  | 7  |
|                    | Other Support         | % | 9  | 16 | 15 | 15 | 13 |

## Coverage of environmental reporting

|                                  | Unit      | FY2020 | FY2021 | FY2022 | FY2023 | FY2024 |
|----------------------------------|-----------|--------|--------|--------|--------|--------|
| Company number                   | Companies | 50     | 52     | 58     | 64     | 64     |
| Percentage of coverage (Revenue) | %         | 95     | 95     | 98     | 99     | 99     |

\* Company number includes Seiko Epson Corporation.

## ISO 14001 Certification List

|                                                                   |                                                                           |                                  |
|-------------------------------------------------------------------|---------------------------------------------------------------------------|----------------------------------|
| Japan: Development divisions/Operations divisions/Group companies | Overseas: Regional headquarters/Sales/Service subsidiaries and affiliates | Overseas: Manufacturing industry |
|-------------------------------------------------------------------|---------------------------------------------------------------------------|----------------------------------|

### Japan: Development divisions/Operations divisions/Group companies

| Region | Certified sites                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                       |
|--------|-------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| Japan  | <p>Seiko Epson Corporation</p> <p>Global Environmental Strategy Promotion Office</p> <p>Technology Development Division</p> <p>Human Capital &amp; Well-Being Management Division</p> <p>IJS Operations Division</p> <p>Visual Products Operations Division</p> <p>Microdevices Operations Division</p> <p>Manufacturing Solutions Operations Division</p> <p>Tohoku Epson Corporation</p> <p>Akita Epson Corporation</p> <p>Miyazaki Epson Corporation</p> <p>Epson Direct Corporation</p> <p>Epson Logistics Corporation</p> <p>Epson Swan Corporation</p> <p><a href="#">Find details on scope of sites (178KB)</a> </p> <p>Seiko Epson Corporation</p> <p>P Office &amp; Home, P Commercial &amp; Industrial, and P System Solutions Operations Divisions.</p> |



|  |                         |
|--|-------------------------|
|  | Epson Atmix Corporation |
|--|-------------------------|

**Overseas: Regional headquarters/Sales/Service subsidiaries and affiliates**

| Region       | Certified sites                           |
|--------------|-------------------------------------------|
| Asia/Oceania | Epson (China) Co.                         |
|              | Seiko Epson Corporation, Hong Kong Office |
|              | Epson Australia Pty.                      |
| Europe       | Epson Europe B.V.                         |
|              | Epson Deutschland GmbH                    |
|              | Epson Europe Electronics GmbH             |
|              | Epson France S.A.S.                       |
|              | Epson Italia S.p.A.                       |
|              | Epson Iberica S.A.U.                      |
|              | Epson Iberica S.A.U., Portugal Office     |
|              | Epson (U.K.) Ltd.                         |
| Americas     | Epson America, Inc.                       |

**Overseas: Manufacturing industry**

| Region       | Certified sites                    |
|--------------|------------------------------------|
| Asia/Oceania | Tianjin Epson Co.                  |
|              | Epson Precision Suzhou Co., Ltd.   |
|              | Epson Engineering (Shenzhen) Ltd.  |
|              | Epson Precision (Philippines) Inc. |
|              | Epson Precision (Johor) Sdn. Bhd.  |
|              | Singapore Epson Industrial Pte.    |
|              | PT. Epson Batam                    |
|              | PT. Indonesia Epson Industry       |
|              | Epson Precision Malaysia Sdn. Bhd. |
|              | Epson Precision (Thailand) Ltd.    |
|              | Epson Wuxi Co.                     |
| Europe       | Epson Telford Ltd.                 |

|          |                                            |
|----------|--------------------------------------------|
| Americas | Epson Portland Inc.                        |
|          | Epson do Brasil Industria e Comercio Ltda. |

## Product Recycling

### Collection

|                                | Unit       | FY2020 | FY2021 | FY2022 | FY2023 | FY2024 |
|--------------------------------|------------|--------|--------|--------|--------|--------|
| Finished products <sup>1</sup> | thousand t | 17.5   | 24.2   | 35.5   | 23.7   | 23.7   |
| Cartridges                     | thousand t | 1.5    | 2.3    | 1.8    | 2.7    | 3.3    |

<sup>1</sup> Collected either voluntarily or as mandated by local law. Sum of amount actually collected and amount expected to be collected.

[Click here for details](#) ➞

## Environmental Risk Management

|                                        | Unit  | FY2020 | FY2021 | FY2022 | FY2023 | FY2024 |
|----------------------------------------|-------|--------|--------|--------|--------|--------|
| Violation of environmental regulations | Cases | 0      | 0      | 0      | 0      | 0      |

\* Some figures differ from those in Sustainability Report 2024.

### Groundwater trichloroethylene concentration trend (annual average in wells with highest concentration at each site)

| Site        | Unit | FY2022 | FY2023 | FY2024 | Remediation                         |
|-------------|------|--------|--------|--------|-------------------------------------|
| Head Office | mg/L | 10     | 5.9    | 7.5    | Barrier, pump and treat, monitoring |
| Shiojiri    | mg/L | 0.11   | 0.11   | 0.046  | Barrier, pump and treat, monitoring |
| Fujimi      | mg/L | 0.010  | 0.058  | 0.053  | Barrier, pump and treat, monitoring |
| Suwa-Minami | mg/L | 0.015  | 0.014  | 0.059  | Barrier, pump and treat, monitoring |

Reference: Trichloroethylene standards

- Environmental quality standard for groundwater under Japan's Basic Environmental Law: 0.01 mg/L max.
- Groundwater remediation standard under Japan's Water Quality Pollution Control Act: 0.01 mg/L max.
- Groundwater standard under Japan's Soil Contamination Countermeasures Law: 0.01 mg/L max.

[Click here for details](#) ➞

## Training

Environmental Education (Japan)

| Training                                 |                          | Unit    | FY2020 | FY2021 | FY2022 | FY2023 | FY2024 |
|------------------------------------------|--------------------------|---------|--------|--------|--------|--------|--------|
| Basic environmental training             | Course Takers            | Persons | 18,626 | 17,490 | 18,657 | 19,042 | 19,133 |
| ISO 14001 environmental auditor training | Course Takers            | Persons | 114    | 117    | 91     | 126    | 86     |
|                                          | Certification recipients | Persons | 1,131  | 1,207  | 1,262  | 1,370  | 1,398  |

\* This is the number of persons who took Basic Environmental Training during the period it was offered. Figures of Certification Recipients show the number of certified persons as of the end of fiscal year.

[Click here for details](#) ➡

ESG Data Top ➔

Environment ➔

Governance ➔

Social

HR Development ▼

Promotion of Diversity ▼

Working Environment ▼

Minimum Wage ▼

Occupational Health and Safety ▼

Supply Chain Management ▼

Conflict Minerals ▼

Corporate Citizenship ▼

HR Development

Main online courses (Japan)

| Training                                                   | Unit    | FY2020 | FY2021 | FY2022 | FY2023 | FY2024 |
|------------------------------------------------------------|---------|--------|--------|--------|--------|--------|
| Fundamentals of Export Control                             | Persons | 17,332 | 17,844 | 18,979 | 18,466 | 19,055 |
| Epson's compliance<br>(code of conduct etc.)               | Persons | 20,891 | 20,018 | 20,608 | 20,532 | 20,971 |
| Basic information security                                 | Persons | 21,982 | 20,258 | 22,127 | 21,074 | 21,249 |
| Basic environmental training II                            | Persons | 18,626 | 17,490 | 20,343 | 20,334 | 20,988 |
| Introduction to procurement<br>(Subcontract Act.)          | Persons | 17,801 | -      | 16,736 | -      | -      |
| Introduction to procurement(Ethics<br>and code of conduct) | Persons | -      | 17,167 | -      | -      | -      |
| Introduction to Procurement<br>(Procurement Compliance)    | Persons | -      | -      | -      | 17,691 | 18,365 |
| J-SOX                                                      | Persons | -      | 18,673 | -      | 20,038 | -      |
| Basic Harassment Preventive<br>Training                    | Persons | 17,128 | 16,296 | 17,120 | 19,524 | 20,834 |
| Occupational Safety Training                               | Persons | 17,721 | 15,750 | 18,003 | 19,742 | 18,416 |

\* The number of person completing the course by March 31 every year. (Seiko Epson Corporation and domestic group companies)

#### Training by Echelon

| Training                  | Who                  | Unit    | FY2020 | FY2021 | FY2022 | FY2023 | FY2024 |
|---------------------------|----------------------|---------|--------|--------|--------|--------|--------|
| New employee orientation  | New hires            | Persons | 344    | 200    | 250    | 344    | 373    |
|                           |                      | %       | 100    | 100    | 100    | 100    | 100    |
| C-level employee training | New C-level staff    | Persons | 350    | 279    | 325    | 285    | 356    |
|                           |                      | %       | 98.3   | 97.1   | 98.0   | 97.9   | 98     |
| Senior staff training     | New senior staff     | Persons | 231    | 227    | 269    | 301    | 279    |
|                           |                      | %       | 97.4   | 95.0   | 96.4   | 98.0   | 93.6   |
| Section manager training  | New section managers | Persons | 130    | 173    | 118    | 143    | 135    |
|                           |                      | %       | 98.5   | 98.3   | 95.2   | 93.5   | 89.4   |
| General manager training  | New general managers | Persons | 53     | 42     | 47     | 43     | 42     |
|                           |                      | %       | 93.0   | 72.4   | 87.0   | 91.5   | 93.3   |

\* The number of person completing the course by March 31 every year. (Seiko Epson Corporation)

#### Training Hours

|                              | Unit  | FY2020 | FY2021  | FY2022  | FY2023  | FY2024  |
|------------------------------|-------|--------|---------|---------|---------|---------|
| Training by regular employee | Hours | 7.4    | 20.9    | 21.5    | 34.2    | 27.7    |
| Total training hours         | Hours | -      | 228,696 | 235,910 | 375,219 | 321,351 |

\* Seiko Epson HR Department training for regular employees and time spent on online courses. Education and training courses of functional supervisory departments and operations divisions are also included after FY2021.

#### Quality control training (Japan)

| Training        |                                 | Unit    | FY2020 | FY2021 | FY2022 | FY2023 | FY2024 |
|-----------------|---------------------------------|---------|--------|--------|--------|--------|--------|
| QC Introduction | People newly trained            | Persons | 366    | 403    | 489    | 365    | 413    |
|                 | Percentage of enrolled students | %       | 90     | 90     | 85     | 87     | 84     |
| QC-ABC          | People newly trained            | Persons | 389    | 320    | 388    | 315    | 440    |
|                 | Percentage of enrolled students | %       | 77     | 77     | 71     | 74     | 84     |

\* Number of licensed trainers as of March 31 of that year

#### Licensed quality control training trainers

| Region         |                                                   | Unit      | FY2020 | FY2021 | FY2022 | FY2023 | FY2024 |
|----------------|---------------------------------------------------|-----------|--------|--------|--------|--------|--------|
| Southeast Asia | Number of production sites with licensed trainers | Companies | 7      | 7      | 7      | 7      | 7      |
|                | Certification recipients                          | Persons   | 77     | 78     | 76     | 76     | 78     |
| China          | Number of production sites with licensed trainers | Companies | 6      | 5      | 5      | 4      | 4      |
|                | Certification recipients                          | Persons   | 52     | 49     | 46     | 40     | 47     |

\* Number of licensed trainers as of March 31 of that year

## Promotion of Diversity

#### Employees with disabilities (Japan)

|                                                   | Unit    | FY2020 | FY2021 | FY2022 | FY2023      | FY2024 | FY2025 |
|---------------------------------------------------|---------|--------|--------|--------|-------------|--------|--------|
| Number of employees                               | Persons | 317    | 324    | 327    | 329         | 337    | 341    |
| Employment ratio                                  | %       | 2.66   | 2.69   | 2.70   | 2.65        | 2.65   | 2.58   |
| Target: Employment ratio of disable employees (%) | %       | 2.5    | 2.5    | 2.5    | 3.0%/FY2030 |        |        |

\* Figures for fiscal year as of Jun 1 every year

#### Workforce composition

|                                          |        | Unit | FY2020 | FY2021       | FY2022 | FY2023 | FY2024 |
|------------------------------------------|--------|------|--------|--------------|--------|--------|--------|
| Female/Male ratio                        | Female | %    | 16.6   | 16.9         | 17.0   | 17.3   | 17.6   |
|                                          | Male   | %    | 83.4   | 83.1         | 83.0   | 82.7   | 82.4   |
| Management diversity                     | Female | %    | 3.2    | 3.7          | 4.1    | 4.7    | 5.3    |
|                                          | Male   | %    | 96.8   | 96.3         | 95.9   | 95.3   | 94.7   |
| Target: Female management position ratio |        |      |        | 8% by FY2025 |        |        |        |

|                                                 |        |   |      |               |      |      |      |
|-------------------------------------------------|--------|---|------|---------------|------|------|------|
| Junior management diversity <sup>1</sup>        | Female | % | 6.5  | 6.9           | 7.1  | 0.77 | 8.1  |
|                                                 | Male   | % | 93.5 | 93.1          | 92.9 | 92.3 | 91.9 |
| Target: Female junior management position ratio |        |   |      | 10% by FY2025 |      |      |      |

\* Data for Seiko Epson Corporation employees as of March 31 every year

<sup>1</sup>Team leader

#### Employees by age group(Seiko Epson Corporation regular employees)

| Age          | Unit    | FY2020 | FY2021 | FY2022 | FY2023 | FY2024 |
|--------------|---------|--------|--------|--------|--------|--------|
| Less than 20 | Persons | 45     | 30     | 28     | 44     | 60     |
| 20-29        | Persons | 1,804  | 1,728  | 1,743  | 1,812  | 1,835  |
| 30-39        | Persons | 1,983  | 1,928  | 2,004  | 2,137  | 2,226  |
| 40-49        | Persons | 3,487  | 3,293  | 3,202  | 3,055  | 2,908  |
| 50-59        | Persons | 3,900  | 3,946  | 3,948  | 3,949  | 3,912  |
| 60-69        | Persons | 1      | 0      | 0      | 1      | 0      |
| 70 and over  | Persons | 0      | 0      | 0      | 0      | 0      |

\* Data for Seiko Epson Corporation regular employees as of March 31 every year

#### Employees by age group(Seiko Epson Corporation regular employees and contract employee)

| Age          | Unit    | FY2020 | FY2021 | FY2022 | FY2023 | FY2024 |
|--------------|---------|--------|--------|--------|--------|--------|
| Less than 20 | Persons | -      | -      | -      | 44     | 60     |
| 20-29        | Persons | -      | -      | -      | 1,820  | 1,838  |
| 30-39        | Persons | -      | -      | -      | 2,152  | 2,231  |
| 40-49        | Persons | -      | -      | -      | 3,067  | 2,909  |
| 50-59        | Persons | -      | -      | -      | 3,959  | 3,922  |
| 60-69        | Persons | -      | -      | -      | 1,194  | 1,145  |
| 70 and over  | Persons | -      | -      | -      | 0      | 0      |

\* Data for Seiko Epson Corporation regular employees and contract employee as of March 31 every year

#### Employees by age and by gender (Global)

|              |        | Unit | FY2020 | FY2021 | FY2022 | FY2023 | FY2024 |
|--------------|--------|------|--------|--------|--------|--------|--------|
| Less than 20 | Female | %    | 0.6    | 0.9    | 0.9    | 0.5    | 0.6    |
|              | Male   | %    | 0.4    | 0.5    | 0.4    | 0.2    | 0.4    |

|             |                  |   |      |      |      |      |      |
|-------------|------------------|---|------|------|------|------|------|
|             | <b>Sub-total</b> | % | 1.0  | 1.4  | 1.3  | 0.7  | 1.0  |
| 20-29       | <b>Female</b>    | % | 20.3 | 19.5 | 19.7 | 18.6 | 17.1 |
|             | <b>Male</b>      | % | 17.4 | 15.6 | 15.2 | 13.6 | 13.9 |
|             | <b>Sub-total</b> | % | 37.8 | 35.1 | 34.9 | 32.2 | 30.9 |
| 30-39       | <b>Female</b>    | % | 12.0 | 12.8 | 13.3 | 13.9 | 14.1 |
|             | <b>Male</b>      | % | 14.5 | 14.6 | 14.8 | 15.4 | 16.0 |
|             | <b>Sub-total</b> | % | 26.5 | 27.4 | 28.1 | 29.3 | 30.1 |
| 40-49       | <b>Female</b>    | % | 8.3  | 8.8  | 8.4  | 9.1  | 9.3  |
|             | <b>Male</b>      | % | 12.9 | 13.1 | 12.3 | 12.5 | 12.3 |
|             | <b>Sub-total</b> | % | 21.2 | 21.9 | 20.8 | 21.7 | 21.6 |
| 50-59       | <b>Female</b>    | % | 3.2  | 3.5  | 3.6  | 4.0  | 4.1  |
|             | <b>Male</b>      | % | 9.9  | 10.3 | 10.5 | 11.2 | 11.3 |
|             | <b>Sub-total</b> | % | 13.1 | 13.8 | 14.1 | 15.2 | 15.4 |
| 60 and over | <b>Female</b>    | % | 0.2  | 0.2  | 0.3  | 0.3  | 0.3  |
|             | <b>Male</b>      | % | 0.3  | 0.3  | 0.6  | 0.6  | 0.7  |
|             | <b>Sub-total</b> | % | 0.5  | 0.5  | 0.9  | 0.9  | 1.0  |
| Total       | <b>Female</b>    | % | 44.5 | 45.6 | 46.2 | 46.5 | 45.5 |
|             | <b>Male</b>      | % | 55.5 | 54.4 | 53.8 | 53.5 | 54.5 |
|             | <b>Sub-total</b> | % | 100  | 100  | 100  | 100  | 100  |

\* Data for all Epson group companies regular employees as of March 31 every year

#### Composition of new-graduate regular employees

|        | Unit    | FY2020 | FY2021 | FY2022 | FY2023年 | FY2024 | April 2025 |
|--------|---------|--------|--------|--------|---------|--------|------------|
| Female | Persons | 66     | 52     | 50     | 64      | 84     | 63         |
|        | %       | 19.1   | 26.0   | 20.0   | 18.6    | 22.5   | 20.5       |
| Male   | Persons | 278    | 148    | 200    | 280     | 289    | 244        |
|        | %       | 80.9   | 74.0   | 80.0   | 81.4    | 77.5   | 79.5       |
| Total  | Persons | 344    | 200    | 250    | 344     | 373    | 307        |

\* Data for Seiko Epson Corporation

#### Composition of mid-career hires in regular employment

|  | Unit | FY2020 | FY2021 | FY2022 | FY2023 | FY2024 |
|--|------|--------|--------|--------|--------|--------|
|--|------|--------|--------|--------|--------|--------|



|               |         |    |    |     |     |    |
|---------------|---------|----|----|-----|-----|----|
| <b>Female</b> | Persons | 9  | 13 | 78  | 40  | 11 |
|               | %       | 30 | 27 | 32  | 20  | 16 |
| <b>Male</b>   | Persons | 21 | 35 | 163 | 164 | 59 |
|               | %       | 70 | 73 | 68  | 80  | 84 |
| <b>Total</b>  | Persons | 30 | 48 | 241 | 204 | 70 |

\* Data for Seiko Epson Corporation

#### Percentage of mid-career hires of regular employees to the number of hired regular employees

|                                       | Unit | FY2020 | FY2021 | FY2022 | FY2023 | FY2024 |
|---------------------------------------|------|--------|--------|--------|--------|--------|
| <b>Percentage of mid-career hires</b> | %    | 8.0    | 19.4   | 49.1   | 37.2   | 15.8   |

\* Data for Seiko Epson Corporation

#### Length of employment

|               | Unit  | FY2020 | FY2021 | FY2022 | FY2023 | FY2024 |
|---------------|-------|--------|--------|--------|--------|--------|
| <b>Total</b>  | Years | 19.1   | 19.3   | 19.0   | 18.6   | 18.3   |
| <b>Female</b> | Years | 20.4   | 20.3   | 19.9   | 19.3   | 18.7   |
| <b>Male</b>   | Years | 18.9   | 19.1   | 18.8   | 18.4   | 18.4   |

\* Data for Seiko Epson Corporation employees as of March 31 every year

#### Average age

|               | Unit      | FY2020 | FY2021 | FY2022 | FY2023 | FY2024 |
|---------------|-----------|--------|--------|--------|--------|--------|
| <b>Total</b>  | Years old | 43.6   | 43.8   | 43.7   | 43.4   | 43.2   |
| <b>Female</b> | Years old | 43.5   | 43.6   | 43.5   | 43.2   | 42.8   |
| <b>Male</b>   | Years old | 43.6   | 43.8   | 43.7   | 43.5   | 43.3   |

\* Data for Seiko Epson Corporation employees as of March 31 every year

#### Turnover rate

|                                 | Unit | FY2020 | FY2021 | FY2022 | FY2023 | FY2024 |
|---------------------------------|------|--------|--------|--------|--------|--------|
| <b>Total turnover ratio</b>     | %    | 4.5    | 4.4    | 5.1    | 3.9    | 4.5    |
| <b>Voluntary turnover ratio</b> | %    | 1.4    | 1.5    | 2.2    | 1.2    | 1.5    |

\* Data for Seiko Epson Corporation as of March 20 every year. Total turnover rate includes retired employees.

Ratio of women's wages to men's wages.

|                                  | Unit | FY2021 | FY2022 | FY2023 | FY2024 |
|----------------------------------|------|--------|--------|--------|--------|
| All employees                    | %    | 74.9   | 76.5   | 76.5   | 77.2   |
| Regular                          | %    | 75.7   | 76.7   | 76.8   | 77.5   |
| Non-Regular                      | %    | 74.6   | 77.8   | 79.3   | 75.8   |
| (Reference) Management positions | %    | 97.8   | 97.1   | 97.9   | 98.2   |

\* Seiko Epson Corporation on a non-consolidated basis

\* Wage includes wages, salaries, allowances, bonuses, and all other things paid by an employer to a employee as compensation for labor

Workforce composition by employment type and by gender (Global)

|                               |        | Unit | FY2020 | FY2021 | FY2022 | FY2023 | FY2024 |
|-------------------------------|--------|------|--------|--------|--------|--------|--------|
| Full-time employment          | Female | %    | 32.3   | 34.0   | 35.2   | 36.7   | 35.8   |
|                               | Male   | %    | 40.6   | 40.5   | 41.0   | 42.2   | 43     |
|                               | Total  | %    | 72.9   | 74.5   | 76.1   | 78.9   | 78.8   |
| Part-time employment/Contract | Female | %    | 16.4   | 15.4   | 14.0   | 10.6   | 10.8   |
|                               | Male   | %    | 8.1    | 6.8    | 6.7    | 7.4    | 7.6    |
|                               | Total  | %    | 24.5   | 22.2   | 20.7   | 18.0   | 18.3   |
| Sub-total                     | Female | %    | 48.7   | 49.4   | 49.2   | 47.3   | 46.6   |
|                               | Male   | %    | 48.7   | 47.3   | 47.7   | 49.6   | 50.5   |
|                               | Total  | %    | 97.4   | 96.7   | 96.8   | 96.8   | 97.1   |
| Temporary                     | Total  | %    | 2.6    | 3.3    | 3.2    | 3.2    | 2.9    |
| Total                         | Total  | %    | 100    | 100    | 100    | 100    | 100    |

\* Data for all Epson group companies as of March 31 every year

Composition of all managerial positions by gender (Global)

|                             |        | Unit | FY2020 | FY2021 | FY2022 | FY2023 | FY2024 |
|-----------------------------|--------|------|--------|--------|--------|--------|--------|
| Management positions        | Female | %    | 11.3   | 12.1   | 16.4   | 1.61   | 16.9   |
|                             | Male   | %    | 88.7   | 87.9   | 83.6   | 83.9   | 83.1   |
|                             | Total  | %    | 100    | 100    | 100    | 100    | 100    |
| Junior management positions | Female | %    | 19.4   | 20.3   | 21.5   | 22.1   | 22.8   |
|                             | Male   | %    | 80.6   | 79.7   | 78.5   | 77.9   | 77.2   |
|                             | Total  | %    | 100    | 100    | 100    | 100    | 100    |

\* Data for all Epson group companies as of March 31 every year

## Composition of managerial positions in revenue-generating functions by gender (Global)

|                                                          |        | Unit | FY2020 | FY2021 | FY2022 | FY2023 | FY2024 |
|----------------------------------------------------------|--------|------|--------|--------|--------|--------|--------|
| Management positions in revenue-generating functions     | Female | %    | 15.2   | 16.0   | 18.5   | 18.9   | 19.5   |
|                                                          | Male   | %    | 84.8   | 84.0   | 81.5   | 81.1   | 80.5   |
|                                                          | Total  | %    | 100    | 100    | 100    | 100    | 100    |
| Management positions in non-revenue generating functions | Female | %    | 25.8   | 27.2   | 28.5   | 28.9   | 30.1   |
|                                                          | Male   | %    | 74.2   | 72.8   | 71.5   | 71.1   | 69.9   |
|                                                          | Total  | %    | 100    | 100    | 100    | 100    | 100    |
| Total                                                    | Female | %    | 17.1   | 18.0   | 20.2   | 20.5   | 21.2   |
|                                                          | Male   | %    | 82.9   | 82.0   | 79.8   | 79.5   | 78.8   |
|                                                          | Total  | %    | 100    | 100    | 100    | 100    | 100    |

\* Seiko Epson Corporation and its domestic and overseas affiliates. As of the end of each fiscal year (March 31st). Revenue-generating operations include development, design, manufacturing, procurement, sales, and customer service.

Operations not directly related to revenue include general affairs, human resources, accounting, legal affairs, and management.

Assistant manager level or above

From fiscal year 2022, calculations for managerial positions in Japan will be limited to those in managerial positions, regardless of whether they hold qualifications or not.

## Working Environment

### Annual total working hours per employee

|                     | Unit  | FY2020 | FY2021 | FY2022 | FY2023 | FY2024 | FY2025 |
|---------------------|-------|--------|--------|--------|--------|--------|--------|
| Total working hours | Hours | 1,848  | 1,854  | 1,845  | 1,866  | 1,847  |        |
| Target              | Hours | 1,865  | 1,850  | 1,845  | 1,845  | 1,845  | 1,845  |

\* Data for Seiko Epson Corporation employees as of March 31 every year

### Annual paid leave taken

|                         | Unit           | FY2020 | FY2021 | FY2022 | FY2023 | FY2024 | FY2025 |
|-------------------------|----------------|--------|--------|--------|--------|--------|--------|
| Annual paid leave taken | Days           | 15.9   | 15.3   | 16.2   | 15.7   | 15.8   |        |
|                         | Target (days): | 18     | 18     | 20     | 20     | 20     | 20     |
|                         | %              | 79.5   | 76.5   | 81.0   | 78.5   | 79.0   |        |

|  |             |    |    |     |     |     |  |
|--|-------------|----|----|-----|-----|-----|--|
|  | Target (%): | 90 | 90 | 100 | 100 | 100 |  |
|--|-------------|----|----|-----|-----|-----|--|

\* Data for Seiko Epson Corporation employees as of March 31 every year

Target days include the acquisition of leave other than annual paid leave

#### Childcare leave trends

|                 |                                            | Unit    | FY2020 | FY2021 | FY2022 | FY2023 | FY2024 |
|-----------------|--------------------------------------------|---------|--------|--------|--------|--------|--------|
| Childcare leave | Total                                      | Persons | 109    | 169    | 323    | 254    | 280    |
|                 | Female                                     | Persons | 37     | 38     | 38     | 46     | 41     |
|                 | Ratio of female granted leave <sup>1</sup> | %       | 100    | 100    | 90.5   | 97.9   | 100    |
|                 | Male                                       | Persons | 72     | 131    | 273    | 208    | 239    |
|                 | Ratio of male granted leave <sup>1</sup>   | %       | 30.8   | 53.5   | 97.2   | 85.2   | 91.6   |

\* Data for Seiko Epson Corporation employees as of March 20 every year

<sup>1</sup>Calculation for FY2022: Number of employees who took childcare leave in the fiscal year/Number of employees who gave birth or whose spouse gave birth in the fiscal year. Calculation for the fiscal years up to FY2021: Number of people who took childcare leave/Number of people eligible for the system (people eligible for the system: those who gave birth to a child and who became eligible to take childcare leave).

#### Caregiver leave trends

|                                        | Unit    | FY2020 | FY2021 | FY2022 | FY2023 | FY2024 |
|----------------------------------------|---------|--------|--------|--------|--------|--------|
| Caregiver Leave                        | Persons | 2      | 5      | 2      | 3      | 5      |
| Employee using caregiver reduced hours | Persons | 4      | 6      | 5      | 4      | 7      |

\* Data for Seiko Epson Corporation employees as of March 20 every year

#### Result of employee survey

|                                     | Unit | FY2020 | FY2021 | FY2022 | FY2023 | FY2024 |
|-------------------------------------|------|--------|--------|--------|--------|--------|
| Participation ratio                 | %    | 92.5   | 98.9   | 95.4   | 96.9   | 95.8   |
| % of engaged employees <sup>1</sup> | %    | 92.0   | 92.7   | 92.3   | 94.6   | 93.5   |

\* Data for Seiko Epson Corporation regular employees and employees after retirement age.

<sup>1</sup> Percentage of respondents who rated their satisfaction 3 or higher on a 5-point scale

#### Labor Union membership

|                           | Unit | FY2020 | FY2021 | FY2022 | FY2023 | FY2024 |
|---------------------------|------|--------|--------|--------|--------|--------|
| Ratio of Union membership | %    | 86.5   | 86.4   | 86.2   | 86.3   | 86.3   |

\* Data for Seiko Epson Corporation employees as of March 20 every year

Collective bargaining agreements

|                                                       | Unit | FY2020 | FY2021 | FY2022 | FY2023 | FY2024 |
|-------------------------------------------------------|------|--------|--------|--------|--------|--------|
| Employees covered by collective bargaining agreements | %    | 57.7   | 54.7   | 53.5   | 50.2   | 48.9   |

\* Data for Epson overseas subsidiaries employees as of March 31 every year

Employee coverage of the individual performance appraisals by MBO (Manegement by Objectives)

|                               |        | Unit | FY2020 | FY2021 | FY2022 | FY2023 | FY2024 |
|-------------------------------|--------|------|--------|--------|--------|--------|--------|
| Performance appraisals by MBO | Female | %    | 64.6   | 62.4   | 58.9   | 68.4   | 64.6   |
|                               | Male   | %    | 51.9   | 54.6   | 52.7   | 58.1   | 55.7   |
|                               | Total  | %    | 58.9   | 59.0   | 56.1   | 63.9   | 60.6   |

\* Data for overseas affiliates employees as of March 31 every year

\* In Japan, performance appraisal by MBO conducted as a rule for all employees of Seiko Epson Corporation and its major affiliates

Minimum Wage

Ratios of standard entry level wage by gender compared to local minimum wage

| Companies/Unit                                                                                |         | Amount    | Local min. wage | % to local min. wage |
|-----------------------------------------------------------------------------------------------|---------|-----------|-----------------|----------------------|
| Epson Precision (Philippines), Inc.<br><br>Philippine Peso<br><br>(as of March 2025, per day) | Female  | 520       | 520             | 100.0%               |
|                                                                                               | Male    | 520       | 520             | 100.0%               |
|                                                                                               | Average | 520       | 520             | 100.0%               |
| Epson Engineering (Shenzhen) Ltd.<br><br>Chinese Yuan<br><br>(As of March 2025)               | Female  | 3,300     | 2520            | 131.0%               |
|                                                                                               | Male    | 3,300     | 2520            | 131.0%               |
|                                                                                               | Average | 3,300     | 2520            | 131.0%               |
| PT. Indonesia Epson Industry<br><br>Indonesian Rupiah<br><br>(as of January 2025)             | Female  | 7,651,498 | 5,584,611       | 137.0%               |
|                                                                                               | Male    | 7,651,498 | 5,584,611       | 137.0%               |
|                                                                                               | Average | 7,651,498 | 5,584,611       | 137.0%               |

Occupational Health and Safety

Occupational injury accident frequency (Global)

|                                      | Unit | FY2020 | FY2021 | FY2022 | FY2023 | FY2024 |
|--------------------------------------|------|--------|--------|--------|--------|--------|
| Occupational accident frequency rate | -    | 0.13   | 0.13   | 0.30   | 0.32   | 0.32   |

\* The number of injury accidents per million work hours, where an injury accident is an incident that causes a worker to miss one or more days of work

#### Occupational injury accident seriousness (Global)

|                                     | Unit | FY2020 | FY2021 | FY2022 | FY2023 | FY2024 |
|-------------------------------------|------|--------|--------|--------|--------|--------|
| Occupational accident severity rate | -    | 0.004  | 0.003  | 0.006  | 0.007  | 0.009  |

\* The number of working days missed per 1,000 work hours, where an injury accident is an incident that causes a worker to miss one or more days of work

## Supply Chain Management

#### Supplier conference for CSR

| Region        |                | Unit      | FY2020 | FY2021 | FY2022 | FY2023 | FY2024 |
|---------------|----------------|-----------|--------|--------|--------|--------|--------|
| Japan         | Company number | Companies | 764    | 550    | 969    | 603    | 1      |
| China         | Company number | Companies | 77     | 22     | 80     | 417    | 372    |
| Philippines   | Company number | Companies | 17     | 86     | 81     | 20     | 23     |
| Indonesia     | Company number | Companies | 17     | 145    | 30     | 60     | 43     |
| Other Support | Company number | Companies | 40     | 97     | 35     | 6      | 28     |
| Total         | Company number | Companies | 898    | 814    | 1,195  | 1,106  | 466    |

<sup>1</sup> Ten briefing sessions were held in response to the revision of the Supplier Guidelines, with 1,193 participants. In addition, an environmental seminar was also held, so the CSR procurement supplier conference for Japanese suppliers was canceled.

#### Annual evaluation

| Evaluation        |                                                  | Unit     | FY2020 | FY2021 | FY2022 | FY2023 | FY2024 |
|-------------------|--------------------------------------------------|----------|--------|--------|--------|--------|--------|
| Direct evaluation | Number of accounts                               | Accounts | 1,440  | 1,572  | 1,582  | 1,425  | 1,435  |
|                   | % of suppliers who completed the self-assessment | %        | 100    | 100    | 100    | 100    | 100    |

Detailed CSR evaluation

| Evaluation               |                        | Unit                            | 2020 | 2021 | 2022                     |                        | 2023                     |                        | 2024                     |                        |
|--------------------------|------------------------|---------------------------------|------|------|--------------------------|------------------------|--------------------------|------------------------|--------------------------|------------------------|
| Direct material supplier | Number of accounts     | Company <sup>1</sup><br>(Sites) | 222  | 293  | 164                      |                        | 270                      |                        | 267                      |                        |
|                          |                        |                                 | -    | -    | Epson SAQ<br>(338 sites) | RBA SAQ<br>(111 sites) | Epson SAQ<br>(401 sites) | RBA SAQ<br>(146 sites) | Epson SAQ<br>(433 sites) | RBA SAQ<br>(243 sites) |
|                          | High risk <sup>2</sup> | %                               | 0    | 0    | 0                        |                        | 0                        |                        | 0                        |                        |
| Other suppliers          | Number of accounts     | Companies                       | 233  | 220  | 232                      |                        | 277                      |                        | 335                      |                        |
|                          | High risk <sup>2</sup> | %                               | 8    | 0    | 0                        |                        | 0                        |                        | 0                        |                        |

<sup>1</sup> Corporate group

<sup>2</sup> Based on risk assessment criteria defined separately

Related Information: [Supply Chain Initiatives](#) ➔

Conflict Minerals

3TG <sup>1</sup> and Cobalt Survey

|                        |        | Unit | FY2020 | FY2021 | FY2022 | FY2023 | FY2024 |
|------------------------|--------|------|--------|--------|--------|--------|--------|
| Supplier response rate | 3TG    | %    | 97     | 99     | 99     | 100    | 99.6   |
|                        | Cobalt | %    | -      | 98     | 97     | 98     | 99.1   |

<sup>\*</sup> 3TG: Tin, tantalum, tungsten, and gold

3TG <sup>1</sup> and Cobalt Survey Results

|                                                        |          | Unit | FY2020 | FY2021 | FY2022 | FY2023 | FY2024 |
|--------------------------------------------------------|----------|------|--------|--------|--------|--------|--------|
| Number of identified smelters/refiners                 | Tin      | -    | 79     | 117    | 86     | 89     | 95     |
|                                                        | Tantalum | -    | 41     | 44     | 36     | 43     | 46     |
|                                                        | Tungsten | -    | 54     | 64     | 52     | 52     | 58     |
|                                                        | Gold     | -    | 166    | 181    | 175    | 173    | 183    |
|                                                        | Cobalt   | -    | -      | 86     | 69     | 80     | 98     |
| Number of CFS certified smelters/refiners <sup>1</sup> | Tin      | -    | 55     | 56     | 63     | 70     | 74     |
|                                                        | Tantalum | -    | 38     | 39     | 34     | 40     | 40     |

|                                            |                 |   |     |     |    |    |    |
|--------------------------------------------|-----------------|---|-----|-----|----|----|----|
|                                            | <b>Tungsten</b> | - | 42  | 43  | 37 | 34 | 37 |
|                                            | <b>Gold</b>     | - | 107 | 106 | 95 | 90 | 92 |
|                                            | <b>Cobalt</b>   | - | -   | 23  | 35 | 46 | 54 |
| <b>Number of active SORs <sup>2</sup>:</b> | <b>Tin</b>      | - | -   | -   | -  | 2  | 1  |
|                                            | <b>Tantalum</b> | - | -   | -   | -  | 1  | 0  |
|                                            | <b>Tungsten</b> | - | -   | -   | -  | 0  | 1  |
|                                            | <b>Gold</b>     | - | -   | -   | -  | 2  | 2  |
|                                            | <b>Cobalt</b>   | - | -   | -   | 7  | 4  | 8  |

\* 3TG: Tin, tantalum, tungsten, and gold

<sup>1</sup> Smelters and refiners certified as being Conformant under RMI's Responsible Minerals Assurance Process (RMAP).

<sup>2</sup> Smelters and refiners certified as being Active under RMI's Responsible Minerals Assurance Process (RMAP).

## Corporate citizenship

### Corporate citizenship

|                                           | Unit        | FY2020 | FY2021 | FY2022 | FY2023 | FY2024 |
|-------------------------------------------|-------------|--------|--------|--------|--------|--------|
| <b>Corporate citizenship expenditures</b> | Billion yen | 0.58   | 0.77   | 1.61   | 1.15   | 1.26   |

\* The monetary equivalent of donations and grants, as well as human, material, and other assistances



ESG Data Top ➔

Environment ➔

Social ➔

# Governance

## Corporate Governance

### Board composition

|                  |          | Unit    | FY2020 | FY2021 | FY2022 | FY2023 | FY2024 | FY2025 |
|------------------|----------|---------|--------|--------|--------|--------|--------|--------|
| Outside Director | Female   | Persons | 2      | 2      | 2      | 2      | 2      | 2      |
|                  | Male     | Persons | 3      | 3      | 3      | 4      | 4      | 4      |
|                  | S. Total | Persons | 5      | 5      | 5      | 6      | 6      | 6      |
| Inside Director  | Female   | Persons | 0      | 0      | 0      | 0      | 0      | 0      |
|                  | Male     | Persons | 7      | 6      | 5      | 4      | 5      | 5      |
|                  | S. Total | Persons | 7      | 6      | 5      | 4      | 5      | 5      |
| Total            | Female   | Persons | 2      | 2      | 2      | 2      | 2      | 2      |
|                  | Male     | Persons | 10     | 9      | 8      | 8      | 9      | 9      |
|                  | S. Total | Persons | 12     | 11     | 10     | 10     | 11     | 11     |

\* As of the end of June each year.

### Number of meetings of the board of directors and other committees

|                                                           | Board of Directors | Audit & Supervisory Committee | Compliance Committee | Director Nomination Committee | Director Compensation Committee |
|-----------------------------------------------------------|--------------------|-------------------------------|----------------------|-------------------------------|---------------------------------|
| FY2024                                                    | 13                 | 16                            | 2                    | 13                            | 7                               |
| From April to the June 2025 general shareholders' meeting | 2                  | 5                             | 1                    | 2                             | 3                               |

### Number of meetings directors attended (FY2024)

( ): Attendance rate

| Name of Director | Title | Role | Board of Directors | Audit & Supervisory | Compliance Committee | Director Nomination | Director Compensation |
|------------------|-------|------|--------------------|---------------------|----------------------|---------------------|-----------------------|
|------------------|-------|------|--------------------|---------------------|----------------------|---------------------|-----------------------|

|                               |                                                          |                                                                                                        |              | Committee    |             | Committee               | Committee        |
|-------------------------------|----------------------------------------------------------|--------------------------------------------------------------------------------------------------------|--------------|--------------|-------------|-------------------------|------------------|
| Minoru Usui <sup>1</sup>      | Chairman and Director                                    | Chairman of the Board of Directors <sup>1</sup>                                                        | 3<br>(100%)  | -            | -           | -                       | -                |
| Yasunori Ogawa                | President and Representative Director                    | Chairman of the Board of Directors <sup>3</sup>                                                        | 13<br>(100%) | -            | -           | 13<br>(100%)            | 7<br>(100%)      |
| Tatsuaki Seki <sup>1</sup>    | Director                                                 |                                                                                                        | 3<br>(100%)  | -            | -           | -                       | -                |
| Eiichi Abe <sup>2</sup>       | Representative Director, Executive Officer               |                                                                                                        | 10<br>(100%) | -            | -           | -                       | -                |
| Junkichi Yoshida <sup>2</sup> | Director, Executive Officer                              |                                                                                                        | 10<br>(100%) | -            | -           | -                       | -                |
| Yasunori Yoshino <sup>2</sup> | Director, Executive Officer                              |                                                                                                        | 10<br>(100%) | -            | -           | -                       | -                |
| Mari Matsunaga <sup>1</sup>   | Outside Director                                         |                                                                                                        | 3<br>(100%)  | -            | 1<br>(100%) | 3<br>(100%)             | 3<br>(100%)      |
| Tadashi Shimamoto             | Outside Director                                         | Director Nomination Committee Chair <sup>4</sup>                                                       | 13<br>(100%) | -            | 2<br>(100%) | 13<br>(100%)            | 7<br>(100%)      |
| Masaki Yamauchi               | Outside Director                                         | Director Compensation Committee Chair <sup>5</sup>                                                     | 13<br>(100%) | -            | 1<br>(50%)  | 13<br>(100%)            | 7<br>(100%)      |
| Kahori Miyake <sup>2</sup>    | Outside Director                                         |                                                                                                        | 10<br>(100%) | -            | 1<br>(100%) | 10<br>(100%)            | 3<br>(100%)      |
| Masayuki Kawana               | Director, Full-Time Audit & Supervisory Committee Member | Audit & Supervisory Committee Chair<br>Compliance Committee Chair                                      | 13<br>(100%) | 16<br>(100%) | 2<br>(100%) | 13 as an observer<br>13 | 7 as an observer |
| Yoshio Shirai <sup>1</sup>    | Outside Director, Audit & Supervisory Committee Member   | Director Nomination Committee Chair <sup>1</sup><br>Director Compensation Committee Chair <sup>1</sup> | 3<br>(100%)  | 5<br>(100%)  | 1<br>(100%) | 3<br>(100%)             | 4<br>(100%)      |

|                             |                                                              |  |              |              |             |              |             |
|-----------------------------|--------------------------------------------------------------|--|--------------|--------------|-------------|--------------|-------------|
| Susumu Murakoshi            | Outside Director,<br>Audit & Supervisory<br>Committee Member |  | 13<br>(100%) | 16<br>(100%) | 2<br>(100%) | 13<br>(100%) | 7<br>(100%) |
| Michiko Ohtsuka             | Outside Director,<br>Audit & Supervisory<br>Committee Member |  | 13<br>(100%) | 16<br>(100%) | 2<br>(100%) | 13<br>(100%) | 7<br>(100%) |
| Akira Marumoto <sup>2</sup> | Outside Director,<br>Audit & Supervisory<br>Committee Member |  | 10<br>(100%) | 11<br>(100%) | 1<br>(100%) | 10<br>(100%) | 3<br>(100%) |

<sup>1</sup> Retired at the Ordinary General Meeting of Shareholders on June 25, 2024

<sup>2</sup> Appointed at the Ordinary General Meeting of Shareholders on June 25, 2024

<sup>3</sup> Assumed the position of Chairman of the Board of Directors on June 25, 2024

<sup>4</sup> Assumed the position of Chair of the Director Nomination Committee on June 25, 2024

<sup>5</sup> Assumed the position of Chair of the Director Compensation Committee on June 25, 2024

#### Number of meetings directors attended (the period from April to the June 2025 general shareholders' meeting)

( ): Attendance rate

| Name of Director        | Title                                                    | Role                                                              | Board of Directors | Audit & Supervisory Committee | Compliance Committee | Director Nomination Committee | Director Compensation Committee |
|-------------------------|----------------------------------------------------------|-------------------------------------------------------------------|--------------------|-------------------------------|----------------------|-------------------------------|---------------------------------|
| Yasunori Ogawa          | Chairman and Director                                    | Chairman of the Board of Directors                                | 2<br>(100%)        | -                             | -                    | -                             | -                               |
| Junkichi Yoshida        | President and Representative Director                    |                                                                   | 2<br>(100%)        | -                             | -                    | 2<br>(100%)                   | 3<br>(100%)                     |
| Yasunori Yoshino        | Director, Executive Officer                              |                                                                   | 2<br>(100%)        | -                             | -                    | -                             | -                               |
| Eiichi Abe <sup>1</sup> | Director                                                 |                                                                   | 2<br>(100%)        | -                             | -                    | -                             | -                               |
| Tadashi Shimamoto       | Outside Director                                         | Director Nomination Committee Chair                               | 2<br>(100%)        | -                             | 1<br>(100%)          | 2<br>(100%)                   | 3<br>(100%)                     |
| Masaki Yamauchi         | Outside Director                                         | Director Compensation Committee Chair                             | 2<br>(100%)        | -                             | 1<br>(100%)          | 2<br>(100%)                   | 3<br>(100%)                     |
| Kahori Miyake           | Outside Director                                         |                                                                   | 2<br>(100%)        | -                             | 1<br>(100%)          | 2<br>(100%)                   | 3<br>(100%)                     |
| Masayuki Kawana         | Director, Full-Time Audit & Supervisory Committee Member | Audit & Supervisory Committee Chair<br>Compliance Committee Chair | 2<br>(100%)        | 5<br>(100%)                   | 1<br>(100%)          | 2 as an observer              | 3 as an observer                |

|                  |                                                                    |  |             |             |             |             |             |
|------------------|--------------------------------------------------------------------|--|-------------|-------------|-------------|-------------|-------------|
| Susumu Murakoshi | Outside Director,<br>Audit &<br>Supervisory<br>Committee<br>Member |  | 2<br>(100%) | 5<br>(100%) | 1<br>(100%) | 2<br>(100%) | 3<br>(100%) |
| Michiko Ohtsuka  | Outside Director,<br>Audit &<br>Supervisory<br>Committee<br>Member |  | 2<br>(100%) | 5<br>(100%) | 1<br>(100%) | 2<br>(100%) | 3<br>(100%) |
| Akira Marumoto   | Outside Director,<br>Audit &<br>Supervisory<br>Committee<br>Member |  | 2<br>(100%) | 5<br>(100%) | 1<br>(100%) | 2<br>(100%) | 3<br>(100%) |

<sup>1</sup> Retired at the Ordinary General Meeting of Shareholders on June 25, 2024

**Membership of each meeting body (as of the end of June, 2025)**

| Name of Director  | Title                                                             | Board of Directors | Audit & Supervisory Committee | Compliance Committee | Director Nomination Committee | Director Compensation Committee |
|-------------------|-------------------------------------------------------------------|--------------------|-------------------------------|----------------------|-------------------------------|---------------------------------|
| Yasunori Ogawa    | Chairman and Director                                             | Chairman           | -                             | -                    | -                             | -                               |
| Junkichi Yoshida  | President and Representative Director                             | Member             | -                             | -                    | Member                        | Member                          |
| Yasunori Yoshino  | Director, Executive Officer                                       | Member             | -                             | -                    | -                             | -                               |
| Akihiro Fukaishi  | Director, Executive Officer                                       | Member             | -                             | -                    | -                             | -                               |
| Tadashi Shimamoto | Outside Director                                                  | Member             | -                             | Member               | Chair                         | Member                          |
| Masaki Yamauchi   | Outside Director                                                  | Member             | -                             | Member               | Member                        | Chair                           |
| Kahori Miyake     | Outside Director                                                  | Member             | -                             | Member               | Member                        | Member                          |
| Masayuki Kawana   | Director,<br>Full-Time Audit &<br>Supervisory Committee<br>Member | Member             | Chair                         | Chair                | (Observer)                    | (Observer)                      |
| Susumu Murakoshi  | Outside Director,<br>Audit & Supervisory<br>Committee Member      | Member             | Member                        | Member               | Member                        | Member                          |

|                 |                                                              |        |        |        |        |        |
|-----------------|--------------------------------------------------------------|--------|--------|--------|--------|--------|
| Michiko Ohtsuka | Outside Director,<br>Audit & Supervisory<br>Committee Member | Member | Member | Member | Member | Member |
| Akira Marumoto  | Outside Director,<br>Audit & Supervisory<br>Committee Member | Member | Member | Member | Member | Member |

**Composition of each meeting body (as of the end of June, 2025)**

| Meeting Bodies     |                         | Board of Directors | Audit & Supervisory Committee | Compliance Committee | Director Nomination Committee | Director Compensation Committee |
|--------------------|-------------------------|--------------------|-------------------------------|----------------------|-------------------------------|---------------------------------|
| <b>Members</b>     |                         | 11                 | 4                             | 7                    | 7                             | 7                               |
| <b>Breakdown 1</b> | <b>Outside Director</b> | 6                  | 3                             | 6                    | 6                             | 6                               |
|                    | <b>Inside Director</b>  | 5                  | 1                             | 1                    | 1                             | 1                               |
|                    | <b>Others (inside)</b>  | -                  | -                             | -                    | -                             | -                               |
| <b>Breakdown 2</b> | <b>Female</b>           | 2                  | 1                             | 2                    | 2                             | 2                               |
|                    | <b>Male</b>             | 9                  | 3                             | 5                    | 5                             | 5                               |

# Principles of Corporate Behavior

Epson will fulfill its social responsibility by living up to the principles below and effecting continuous improvements based on the Management Philosophy, Exceed Your Vision, and the underlying spirit of "integrity and effort" and "creativity and challenge" that we have embraced since the founding of the company.

The subject of the principles is "we" (i.e., Epson). This signals our commitment as a company to observing these principles. It also serves as a declaration that all Epson personnel, including executives, managers, and employees, should conduct themselves in line with these principles.

## Principles of Corporate Behavior and the Epson Global Code of Conduct

Principles of Corporate Behavior is based on Epson's Management Philosophy and describes the values and principles that Epson expects all officers and employees to share, as well as the conduct that each is expected to practice. It is periodically reviewed against social expectations and other factors. Revisions are subject to approval by resolution of the board of directors. The Epson Global Code of Conduct, which provides an interpretation of the Principles of Corporate Behavior, was created to remind officers and employees to think first about our customers and the public good, and to always be mindful of conducting themselves in line with the Principles of Corporate Behavior.

[Epson Global Code of Conduct \(PDF, 1.4MB\)](#)  - Issued April 2019, revised April 2025

## Principles of Corporate Behavior

Issued September 2005

Revised April 2025

Principle 1: Pursuing customer satisfaction ▼

Principle 2: Preserving the natural environment ▼

Principle 3: Fostering diverse values and teamwork ▼

Principle 4: Respecting human rights and creating a safe, secure, healthy, and fair work environment ▼

Principle 5: Ensuring effective governance and compliance ▼

Principle 6: Ensuring the security of people, assets, and Information ▼

Principle 7: Working with business partners for mutual benefit ▼

Principle 8: Prospering with the Community ▼

Principle 9: Initiating honest dialogue with our stakeholders ▼

Closing: The spirit of "integrity and effort" and "creativity and challenge" ▼

### Principle 1: Pursuing customer satisfaction

**We continue to win more Epson fans by being attentive to customers' needs at all times and delivering safe and reliable products and services that delight and enrich the lives of our customers worldwide.**

- 1.1 We will produce quality products and services that reflect universal design principles and will be easy to use for the greatest number of people.
- 1.2 We will foster a culture of learning from our mistakes and will build business processes to prevent problems from recurring, to prevent them from happening in the first place, in order to create value.
- 1.3 We will continue to provide innovative products and services that benefit society and that have high customer value by conducting R&D and improving our manufacturing capabilities from a customer perspective.
- 1.4 We will remain attentive to customers, respond to them quickly, appropriately and with sincerity and care, and do our best to solve their problems.
- 1.5 We will improve the quality of all work and gain strong customer trust by being mindful that compliance and product safety are top priorities.

[Epson Group Basic Policy on Product Safety](#) ➔

#### Epson Global Code of Conduct - 1: Pursuing customer satisfaction



### Principle 2: Preserving the natural environment

**We integrate environmental considerations into our corporate activities and actively strive to meet high conservation standards when fulfilling our responsibilities as a good corporate citizen.**

- 2.1 Harmony with the environment is one of the highest priorities of the Epson Group's management. When conducting business activities, we will keep future generations in mind, and consider how they might best be sustained.
- 2.2 We will strive to minimize our own as well as society's environmental impacts across the entire life cycle of our products and services, from manufacturing to transport, use, and disposal.
- 2.3 We will participate in environmental preservation and restoration projects as a member of society.
- 2.4 We will promote environmental awareness and provide information to our employees to enhance their understanding of environmental issues.

#### Epson Global Code of Conduct - 2: Preserving the natural environment



### Principle 3: Fostering diverse values and teamwork

**We take full advantage of the value of a diverse workforce and create synergies between individuals and organizations to increase organizational power and achieve our goals through teamwork.**

- 3.1 We will instill in our employees, and practice, the ideals of our Management Philosophy.
- 3.2 We will put Epson in the best position by hiring a diverse workforce and utilizing their unique skills effectively.
- 3.3 We will respect the individuality of employees and maintain relationships between the company and employees based on trust.
- 3.4 We will develop our employees by creating systems that allow individuals to utilize their skills effectively.
- 3.5 We will state and share the purpose and objectives of actions, show proof that objectives have been achieved, and align the actions of the company and the individual.
- 3.6 Everyone in the organization will understand the purpose of actions, their role, and work as a part of a team.
- 3.7 We will embrace a culture in which objectives are achieved by involving others, discussing issues until a mutual understanding and consensus are reached, and building and maintaining mutual trust.
- 3.8 We will create a culture in which employees take pride in their work, work with confidence and actively promote teamwork.

## Principle 4: Respecting human rights and creating a safe, secure, healthy, and fair work environment

**We respect the human rights of all people involved in our business activities and create a cheerful, safe, secure, and healthy environment where everyone can work with purpose and enthusiasm.**

- 4.1 We respect human rights throughout our value chain and will neither cause nor contribute to human rights violations.
- 4.2 We will not engage child labor or forced labor.
- 4.3 We will not tolerate harassment, violence, or any other kind of behavior that devalues the individual or undermines trust.
- 4.4 We reject all forms of discrimination based on nationality, religion, race, age, disability, gender, sexual orientation, gender identity, or any other basis.
- 4.5 We will create a work environment in which people can work with a sense of purpose and enthusiasm as they adapt to the changes that come at different stages of life.
- 4.6 We will adhere to and maintain the proper health and safety standards at all sites around the world.
- 4.7 We will support employee efforts to monitor, maintain, and improve their own mental and physical wellbeing.
- 4.8 We will foster a corporate culture that values fairness, respects individuality, and empowers a diverse workforce to thrive, embrace new challenges, and enjoy work.

[Epson Group Basic Occupational Health and Safety Policy →](#)

[Epson Group Human Rights Policy →](#)

## Epson Global Code of Conduct - 4: Respecting human rights and creating a safe, secure, healthy, and fair work environment

## Principle 5: Ensuring effective governance and compliance

**We institute effective corporate governance and internal controls, and we observe laws, regulations, and other rules and maintain the highest ethics in all activities.**

- 5.1 We will establish and maintain an effective system which governs our corporate entities and internal controls to ensure that management is transparent, fair, agile, and decisive.
- 5.2 We will implement systems of compliance to ensure that we observe and respect all applicable laws and regulations, internal rules, and business ethics, and will respond to the needs of society.
- 5.3 We will establish whistleblower systems that can be used anonymously to report concerns of violations of laws and regulations, internal rules or of business ethics. We will not tolerate any retaliation against whistleblowers who report for justifiable reasons.
- 5.4 We will not tolerate any form of bribery, corruption, dishonest marketing, cartels, insider trading, or conflict of interest. We will conduct all transactions in accordance with these principles, promoting fair and open competition in the marketplace.
- 5.5 We will maintain a good, mutually cooperative relationship with governments and their administrative bodies. We will not make company donations of any kind to politicians or political parties, nor will we participate in events or campaigns aimed at political fundraising.
- 5.6 We will not involve ourselves in or have contact with any anti-social movement or group that promotes activities that are illegal or threatening to public order and safety.
- 5.7 We will establish a system to investigate the source of minerals used in our products and supply chain and will take actions to responsibly source minerals to avoid using any minerals that could be involved in human rights abuses, conflicts or environmental degradation.
- 5.8 We will employ best practices in risk management to prevent risks from materializing and minimize impact in cases where they do materialize.



Epson Global Code of Conduct - 5: Ensuring effective governance and compliance



## Principle 6: Ensuring the security of people, assets, and Information

**We protect the safety and security of people and company assets, and we exercise strict care in the management of all information.**

- 6.1 We will establish and maintain systems to ensure the safety and security of Epson personnel, as well as visitors or contractors on our premises.
- 6.2 We will carefully handle all group tangible and intangible assets (financial, intellectual, and those regarding infrastructure, brand, and proprietary information) and respect the assets of others.
- 6.3 We will take reasonable and necessary precautions to protect the confidentiality of proprietary business information including the privacy of customers, employees and other stakeholders.
- 6.4 We will only use our company assets (all forms stated above) for appropriate business purposes. Unauthorized use will not be tolerated.

[Epson Group Basic Information Security Policy →](#)

Epson Global Code of Conduct - 6: Ensuring the security of people, assets, and information



## Principle 7: Working with business partners for mutual benefit

**We ask our suppliers, sales channels, collaborators, and other business partners to live up to the highest standards of ethical conduct, and we strive to build responsible value chains.**

- 7.1 We respect the autonomy of our business partners and strive for mutual benefit.
- 7.2 We hold our business partners to the same strict standards that Epson upholds with regard to human rights, labor conditions, the environment, compliance, ethics, information security, and quality. We support their endeavors towards improvement as needed.
- 7.3 We refrain from engaging in illegal or unethical business practices in our relationships with business partners, and we require our business partners to adopt a similar approach in their dealings.

[Anti-Bribery, Anti-Corruption, and Competition Law \(Antimonopoly Act\) Guidelines for Business Partners →](#)

[Epson Group Basic Procurement Policy →](#)

Epson Global Code of Conduct - 7: Working with business partners for mutual benefit



## Principle 8: Prospering with the Community

**We actively contribute to the communities in which we operate, as well as the international community, facilitating mutually beneficial relationships.**

- 8.1 We respect the cultures and traditions of the countries and regions in which we operate.
- 8.2 We will engage in open dialogue within our communities and actively contribute to them.
- 8.3 We nurture a culture in which our employees are encouraged to participate in volunteer programs and other activities as members of society.

## Principle 9: Initiating honest dialogue with our stakeholders

**We maintain open lines of communication with our stakeholders, thoughtfully considering their views and suggestions.**

9.1 We will respect other cultures and traditions while striving to engage in principled, ethical communication.

9.2 We will communicate openly and honestly with our stakeholders, and will establish appropriate systems for the disclosure of information.

9.3 We will utilize appropriate and useful tools to communicate information to our stakeholders.

9.4 We will provide opportunities and establish appropriate systems to engage in dialogue with stakeholders.

9.5 We will utilize the opinions and suggestions of our stakeholders as a vital resource for corporate management.

## Closing: The spirit of "integrity and effort" and "creativity and challenge"

**We take a broad, global view of the social and market situation when implementing these principles, respond with integrity to the expectations of our customers and society, develop our strengths, exercise the effort to overcome our weaknesses, and continue to create new value.**

### Principles of Corporate Behavior

Arabic (PDF,200KB) 

Chinese (Simplified)  
(PDF,220KB) 

Chinese (Traditional)  
(PDF,215KB) 

Dutch (PDF,185KB) 

French (PDF,185KB) 

German (PDF,150KB) 

Indonesian (PDF,185KB) 

Italian (PDF,185KB) 

Japanese 

Korean (PDF,485KB) 

Malay (PDF,185KB) 

Portuguese (PDF,170KB) 

Portuguese(Latin America)  
(PDF,195KB) 

Spanish (PDF,190KB) 

Spanish(Latin America)  
(PDF,190KB) 

Thai (PDF,110KB) 

# Epson Group Basic Policy on Product Safety

Seiko Epson Corporation and the Epson Group recognize that securing customer trust in the safety of the products we manufacture and sell is an important management task. We have established the Epson Group Basic Policy on Product Safety below based on the Epson Group's management philosophy, which articulates our commitment to customer satisfaction, and actively work to ensure product safety as our top priority.

## 1. Compliance with laws and regulations

- We comply with product safety laws and regulations and this Basic Policy, and we conduct all product safety activities ethically.

## 2. Development of "Product Safety First" corporate culture

- We execute various actions on product safety pursuant to the Principles of Corporate Behavior and make continuous improvements to establish and maintain a corporate culture where the priority is on the customer and product safety.

## 3. Actions and continuous improvements to ensure product safety

- We maintain and comply with our own safety standards and rules as well as safety requirements defined by laws and regulations and public safety standards, which are timely revised according as the risks generated by the changes such as usage environments, and we continuously strive to improve them by implementing proper quality management in order to ensure product safety.
- We place cautionary information or markings to help prevent accidents due to misuse or carelessness on products themselves or in instruction manuals to help ensure that our customers use our products safely.
- We educate employees and other parties to help ensure product safety and product compliance with laws and regulations, which leads to our development, production and maintenance of safe products.

## 4. Responding to product accidents

- We promptly and actively collect information on accidents involving our products and keep our customers and stakeholders properly informed; and, when deemed necessary, we recall products and take other measure to prevent and contain further harm.
- If serious product accidents occur with our products, we promptly report to the relevant authority in accordance with laws and regulations.

# Epson Group Basic Occupational Health and Safety Policy

We at Epson make health, safety, and security the highest priority in corporate management. We believe that maintaining a healthy and safe work environment, as well as promoting physical and mental wellbeing, are essential for a healthy company. Based on this belief, we will execute this policy to ensure that all workers in the Epson Group can enjoy work in the knowledge that they are safe.

**Workers:** Persons performing work or work-related activities that are under the control of an Epson Group company, including top management and employees of Epson Group companies, contractors, and persons who, while not employed by a Group company, work under the control of an Epson Group company, such as student workers and temporary workers, etc.

1. With the full participation of all workers, administer the occupational health and safety management system, and drive continuous improvements.
2. Identify hazards (via risk assessments, etc.), analyze the causes of occupational accidents and industrial incidents, and develop preventive and protective measures.
3. Foster a vibrant organizational climate where work and health are well-balanced by preventing occupational illnesses and supporting workers' own health monitoring and improvement efforts.
4. Periodically review the preparations in place for fires, earthquakes, floods, infectious diseases, and other natural disasters and actions planned to save lives, prevent the spread of damage, and restore business operations. Conduct drills on an ongoing basis to verify preparation and action effectiveness and implement further improvements.
5. Educate workers and raise the level of health and safety awareness and management.
6. Observe occupational health and safety legal and regulatory requirements in your country and region, as well as internal regulations, standards, and policies.
7. Allocate appropriate management resources for activities, and continuously make effective improvements.

May 1, 2025

Junkichi Yoshida

President and Representative Director, Chief Executive Officer

Seiko Epson Corporation

# Epson Group Human Rights Policy

Established on September 26, 2005

Revised on September 1, 2024

## Article 1 (Background)

"Our philosophy of efficient, compact and precise innovation enriches lives and helps create a better world." Guided by this corporate purpose statement, Epson is committed to achieving a more sustainable future by addressing societal issues.

Pursuant to its Management Philosophy, Epson believes that respect for human rights from the standpoint of each individual is a prerequisite for achieving sustainability and is indispensable as the basis for all business activities around the world. On the other hand, however, Epson recognizes that its operations may cause or contribute to adverse impacts on human rights.

Epson has clarified the concept of respect for human rights and positioned the Epson Group Human Rights Policy as the highest guideline in its efforts. Epson enacted it by the resolution of the Board of Directors.

## Article 2 (Commitment to international human rights)

Epson commits to respect internationally recognized human rights, at a minimum, as set out in the International Bill of Human Rights and the International Labour Organization's Declaration on Fundamental Principles and Rights At Work, and our approach is based on United Nations Guiding Principles on Business and Human Rights. In addition, as a member of the Responsible Business Alliance (RBA), Epson will work towards adhering to RBA's Code of Conduct and various standards and procedures which it enacted with reference to those international human rights norms. Epson is a signatory of United Nations Global Compact, and also refers to the following norms and guidelines in conducting our efforts.

- The OECD Guidelines for Multinational Enterprises
- ILO "Tripartite Declaration of Principles concerning Multinational Enterprises and Social Policy"
- ISO 26000
- UNICEF, the UN Global Compact and Save the Children "The Children's Rights and Business Principles"
- Keidanren (Japan Business Federation) "Charter of Corporate Behavior"

## Article 3 (Scope of application)

This policy applies to all officers and employees of the Epson Group. Epson will assign an officer responsible for the global implementation of this policy, and, under the officer's direction and supervision, will proceed with the efforts related to human rights by the established group organization so as not to cause or contribute to human rights violations.

Epson expects all business partners, including suppliers, to understand and support this policy and the efforts derived from it, and will continue to work to ensure that this policy is respected by them. In addition, in the context of stakeholders and circumstances where the Epson Group cannot control decision-making, we will strive to exert influence so that this policy will be respected and will continue to work to avoid complicity in human rights violations.

## Article 4 (Respect for human rights)

Epson respects the human rights of all persons, whether internal or external. Human rights that Epson should respect in its operations include:

### [ Inhumane treatment ]

Epson will eliminate inhumane treatment including all kinds of harassment such as sexual harassment and power harassment, violence, gender-based violence, sexual abuse, corporal punishment, mental or physical coercion, bullying, public shaming, verbal abuse, or any other inhumane treatment of workers.

### [ Privacy ]

Epson will respect, and not infringe on, personal privacy.

### [ Discrimination ]

Epson will not engage in any discrimination based on race, color, nationality, ethnicity, gender, sexual orientation, gender identity and expression, pregnancy, social status, age, religion, beliefs, creed, education, disability, political affiliation, union membership, covered veteran status, marital status, protected genetic information or any other forms of discrimination.

### [ Equal opportunity ]

Epson promotes equality of opportunity and treatment in respect to employment, occupation, and remuneration, with a view to eliminating any discrimination.

### [ Child labor, forced labor ]

Epson will never engage in child labor, forced labor, or human trafficking. Epson will not allow children under the minimum employment age stipulated by the laws and regulations of each country or region in which it operates. In the unlikely event that child labor is found, Epson will provide the child with assistance/remediation.

### [ Unreasonable dismissal ]

Epson will not dismiss employees for reasons that are not directly related to carrying out business.

### [ Freedom of association ]

Epson will respect the freedom of association and the right to collective bargaining based on the laws and regulations of each country and region. In order to maintain good labor-management relations, Epson will provide workers with necessary information and hold discussions and exchange opinions in good faith.

### [ Work environment ]

Epson will comply with occupational health and safety laws and regulations as well as company rules and policies, and provide and maintain a safe, sanitary, and healthy work environment that promotes physical and mental well-being.

### [ Working conditions ]

Epson will comply with laws and regulations concerning labor conditions in each country and region where Epson conducts business. Epson strives to provide employees with the working conditions, remuneration, and development opportunities to attain the living standards of success in their communities.

## Article 5 (Human rights due diligence)

In order to identify, assess, prevent, mitigate, and redress adverse impacts on human rights that are caused or may be caused through Epson's business activities, Epson will build and enhance a human rights due diligence mechanism which encompasses the supply chain and will continue to make efforts to properly deal with the adverse impacts.

Epson will conduct human rights impact assessment when entering new markets, developing new technologies and products, constructing factories, making important decisions such as mergers and acquisitions, and when other major changes such as those to the business environment taking place.

Epson will appropriately address the adverse impacts on human rights identified in the human rights impact assessment and continue to monitor in order to verify the effectiveness of addressing the impacts.

Epson will regularly disclose and report on the implementation status of human rights due diligence.

## **Article 6 (Remediation)**

Epson will implement a mechanism for consultations, complaints and notifications for all stakeholders who are adversely affected by human rights in connection with Epson's operations, products and services encompassing employees, business partners including suppliers, and local communities. Epson will respond in good faith to those complaints and notifications, and will report the outcomes.

These complaints/notifications can be made anonymously, and Epson prohibits disadvantageous treatment and retaliation against the whistleblower. Epson will provide appropriate confidentiality concerning the content and the identity of the whistleblower.

## **Article 7 (Compliance with laws and regulations)**

Epson will comply with the laws and regulations of all countries and regions in which it operates and respect internationally recognized human rights. If there is a discrepancy between the laws of the country or region and internationally recognized human rights, Epson will seek ways to respect the internationally recognized human rights adhering to the higher standards.

## **Article 8 (Dissemination and education)**

Epson will continue to provide officers and employees with education and instructions on this policy and the efforts derived from it and will strive to make the policy and the efforts permeate the company so that all officers and employees of the entire group will comply with this policy and promote efforts to respect human rights.

## **Article 9 (Disclosure/dialogues)**

Epson will disclose this policy and its efforts internally and externally to make them accessible to employees, business partners and other stakeholders.

Epson will utilize the knowledge and advice of independent external experts in the process of implementing the efforts set forth here and will sincerely engage in discussions and dialogues with stakeholders whose human rights are adversely affected.

Epson will review this policy on a regular basis in light of changes in the social environment and dialogues and discussions with stakeholders, and strive to enhance efforts to respect human rights.

April 1, 2025

Junkichi Yoshida

President and Representative Director, Chief Executive Officer

Seiko Epson Corporation

# Epson Group Basic Information Security Policy

Established on April 1, 2007

Revised on April 1, 2025

Epson's Basic Information Security Policy, established based on the company's Management Philosophy and Principles of Corporate Behavior, describes our information security approach and requirements. Epson Group companies, their officers and their employees must recognize the importance of information security, exercise effective information security governance, and build information security into the corporate culture so that Epson continues to be a company that is trusted by its stakeholders. (Established April 1, 2007)

## It is therefore company policy to ensure that:

1. All information\* used in business activities are recognized as important management assets, and information security activities are treated as a critical management concern.  
\* Including customer and other personal information; confidential information relating to sales and marketing, products, technology, production, and know-how, and suppliers; and information systems that store and use such information.
2. A standard information security policy is established for worldwide operations, information security responsibility and management systems are identified, and a management system capable of protecting and controlling information assets is built.
3. Information security risks confronted in business activities are appropriately assessed and managed, to justify the trust placed in the company by stakeholders and to keep business.
4. Continuous training and education are provided to Epson Group companies, their officers and their employees so that security consciousness is integrated into the corporate culture.
5. A compliance program is developed and implemented to ensure compliance with laws, agreements and regulations related to information security management.
6. The information security management system is reviewed, maintained and improved on a continuing basis by Epson management.

Junkichi Yoshida  
President and Representative Director, Chief Executive Officer  
Seiko Epson Corporation



# Epson Group Basic Procurement Policy

Enacted 10/1/2010

Revised 4/1/2024

1. With high ethical standards and a social conscience, we and our suppliers engage in procurement activities that comply with international rules and the laws and regulations of all nations, fulfilling our social responsibilities, including those related to human rights and the environment.
2. We build sustainable supply chains by forging partnerships of mutual trust with our suppliers based on fairness and mutual benefit.
3. We work with our suppliers to stabilize and optimize quality, prices, and delivery times to deliver products and services of value to our customers.

**Epson Slavery & Human Trafficking Statement for Financial Year 2024  
(ending March 31, 2025)**

We are committed to ensuring that there is no modern slavery or human trafficking in our supply chain or in any part of our business. We will respect human rights and facilitate a fair, safe, healthy and pleasant work environment.

**This statement is made pursuant to section 54(1) of the UK's Modern Slavery Act 2015, the Australian Modern Slavery Act 2018, the U.S. California Transparency in Supply Chain ACT 2010 (SB 657), Dutch Child Labour Due Diligence Law (Wet Zorgplicht Kinderarbeid), and Canada's Fighting Against Forced Labour and Child Labour in Supply Chains Act.**

The Epson Group companies that are required to report under these laws are as follows:

Epson (U.K.) Limited  
Epson Telford Limited  
Epson Australia Pty. Ltd.  
Epson America, Inc.  
Epson Europe B.V.  
Epson Canada, Limited.

This statement has been prepared by Seiko Epson Corporation in consultation with these relevant companies that we own or control.

**Child labour** means labour or services provided or offered to be provided by persons under the age of 18 years and that fall under any of the following:

- (a) are provided or offered to be provided in a country under circumstances that are contrary to the laws applicable in that country;
- (b) are provided or offered to be provided under circumstances that are mentally, physically, socially or morally dangerous to them;
- (c) interfere with their schooling by depriving them of the opportunity to attend school, obliging them to leave school prematurely or requiring them to attempt to combine school attendance with excessively long and heavy work;

(d) constitute the worst forms of child labour as defined in Article 3 of ILO Worst Forms of Child Labour Convention, 1999, adopted at Geneva on June 17, 1999 (No.182). (travail des enfants)

**Forced labour** means labour or service provided or offered to be provided by a person under the menace of any penalty in circumstances that fall under any of the below:

- (a) could reasonably be expected to cause the person to believe their safety or the safety of a person known to them would be threatened if they failed to provide or offer to provide the labour or service;
- (b) constitute forced or compulsory labour as defined in Article 2 of ILO Forced Labour Convention, 1930, adopted in Geneva on June 28, 1930 (No. 29). (travail forcé)

### **Our organisation**

Seiko Epson Corporation and Epson Group companies (collectively "Epson") are primarily engaged in the development, manufacturing, and sales of products and services in the areas of printing solutions, visual communications, manufacturing-related and wearables. These actions are guided by a Corporate Purpose which states: "Our philosophy of efficient, compact and precise innovation enriches lives and helps create a better world."

Epson is organized into operational divisions that come under consolidated management. The majority of advanced R&D and product development is conducted by Seiko Epson in Japan, while manufacturing and sales activities are conducted around the world by 89 Epson Group manufacturing and sales companies in countries and regions outside Japan, with 75,352 employees (as of 31 March 2025) and 1,362.9 billion yen in net revenue for FY2024.

Epson is vertically integrated and develops and manufactures the majority of its components in-house and then sells them through its global network of wholly owned sales subsidiaries.

Epson's printing solutions business provides inkjet printers for office and home, serial impact dot matrix printers, page printers, colour image scanners, dry process office papermaking systems, commercial and industrial inkjet printers, inkjet printheads, printers for use in POS systems, label printers, related consumables, and digital printing software solutions.

Epson's visual communications business provides projectors mainly for business, education, the home, and events, smart glasses, and others.

Its manufacturing-related and wearables business provides Industrial robots, wristwatches, and watch movements; crystal units, crystal oscillators, and quartz sensors for consumer, automotive, and industrial equipment applications; CMOS LSIs and other chips mainly for consumer electronics and automotive applications; high-performance metal powders; high-value-added surface finishing; and, in the Japanese market, PCs.

## **Supply Chain**

In manufacturing and selling the many Epson products mentioned above, Epson currently procures goods, raw materials, and parts from about 1,700 direct material suppliers around the world.

Epson procures goods from around the world. Domestic Japanese procurement accounts for 38% of the spend and overseas procurement accounts for 62%.

Direct materials procurement, which includes spending on raw materials and parts required for finished product assembly, as well as spending on things such as the outsourcing of production, accounts for 65% of the spend. Other procurement, which includes spending on things such as factory supplies, machinery and equipment, advertising, logistics, outsourcing of business processes, and temporary staffing, accounts for 35%.

Epson considers suppliers to be important partners in its business activities. As such, our procurement activities are designed to develop mutually beneficial trusting relationships with them based on fairness, transparency, and respect. Epson believes its responsibility for products and services goes beyond just ensuring high-quality products for the market. It also believes it is responsible for ensuring that its entire supply chain upholds appropriate standards in respect to human rights, labour, and the environment. Therefore, Epson recognizes the importance of taking CSR initiatives hand in hand with its suppliers. For that reason, Epson practices fair and transparent trade with its suppliers and thereby building trusting relationships.

## **Epson standards**

Epson is serious about keeping all forms of human rights abuses and unfair practices out of its global operations. We are committed to realizing a sustainable society and are seriously addressing specific societal issues from a long-term perspective together with our customers and partners in line with our [Management Philosophy](#).



In 2005, Epson established the Principles of Corporate Behavior, which serve as a guide to values and conduct based on the Management Philosophy. The Principles of Corporate Behavior are reviewed each year in light of changes in the internal and external environment. They were last revised in April 2025.

Epson established Policies Regarding Human Rights and Labor Standards of the Epson Group in 2005 based on the United Nations Global Compact, ISO 26000 (Social responsibility), and the OECD Guidelines for Multinational Enterprises and has been practicing conduct that adheres to the 2011 United Nations Guiding Principles on Business and Human Rights (Guiding Principles). In April 2019, Epson joined the Responsible Business Alliance (RBA), a non-profit organization that supports the rights and welfare of workers and communities affected by global supply chains. As a Regular Member of the RBA, Epson is expected to observe the RBA Code of Conduct and meet its supply chain due diligence obligations at a high level. Accordingly, in addition to ensuring compliance in our own operations, Epson asks its suppliers to observe the requirements and promote CSR across the entire supply chain.

Epson made significant improvements to the Policies Regarding Human Rights and Labor Standards of the Epson Group to further strengthen Epson's human rights efforts in light of recent changes in the way that the international community views human rights and human rights issues. The new Epson Group Human Rights Policy took effect on April 1, 2022, following a resolution by the Seiko Epson Board of Directors pursuant to the Guiding Principles. Complementing Epson's Management Philosophy and Principles of Corporate Behavior, the Epson Group Human Rights Policy clarifies the company's approach to respect for human rights and serves as the highest-level guide in those efforts. Pursuant to this policy, Epson's human rights efforts are focused primarily on the Epson Group and its supply chains.

As indicated by the phrase "commitment to sustainability" in the Epson Group Management Philosophy, Epson aspires to work with its business partners for mutual benefit and attain its goal of realizing a sustainable society. We believe that we can build mutually beneficial relationships by asking all our business partners, including our suppliers, to uphold the highest standards of integrity and ethics while, at the same time, respecting their autonomy and independence.

These supply chain ethics requirements are based on the RBA Code of Conduct. Epson, which has mapped each of its supply chain initiatives to one or more of the Sustainable Development Goals (SDGs) of the United Nations, will help to achieve the SDGs by taking action throughout the supply chain.

We seek to achieve a sustainable society and, toward that end, are engaging our suppliers in four long-term, priority areas to ensure socially responsible supply chains from the standpoints of human rights and sustainability:

- Decent work
- A safe work environment
- Responsible sourcing of minerals
- Environmental impact mitigation

Epson believes that to achieve the goals stated in its Management Philosophy, its suppliers must understand the Management Philosophy and comply with the Epson Supplier Code of Conduct. The Epson Group Procurement Guidelines (now called the Epson Group Supplier Guidelines) were established in April 2005 to inform suppliers about Epson's procurement policies and requirements. In April 2008, the Epson Supplier Code of Conduct was added as an appendix to the Epson Group Supplier Guidelines. Epson's Code of Conduct was based on the code of conduct created by the Electronic Industry Citizenship Coalition (EICC), now called the Responsible Business Alliance (RBA).

The Epson Group Supplier Guidelines stipulate the basic quality (Q), cost (C), and delivery (D) requirements for transactions, trade control measures that satisfy the requirements of the international community, and measures to ensure security in the supply chain. They also stipulate CSR requirements (the RBA Code of Conduct) in the areas of labour, health and safety, environment, and ethics, with the aim of maintaining socially responsible business practices along with our business partners. Over the 20-year history of the Guidelines, we have communicated the requirements to all our suppliers and asked them to comply with the requirements. We also have major suppliers of both production materials and indirect materials (including suppliers of contract services and temporary staff) submit a written agreement, which they consent to comply with Epson's requirements.

Going forward, Epson will ensure strict observance of the RBA Code of Conduct and work with its suppliers to build more responsible supply chains.

### **Organisational structure**

Epson's human rights initiatives are spearheaded by Seiko Epson's Diversity and Organizational Culture Design Department under the supervision of the Professional Officer,

Human Capital and Health and Productivity Management Headquarters Theme Officer. It is working in concert with corporate departments that supervise sustainability, RBA activities, supply chain CSR and human resources, and building a network with HR departments and related departments of our global affiliates to guide initiatives to prevent human rights abuses.

Our human rights initiatives are periodically reported to management meeting bodies and to the board of directors.

The chief officer of supply chain management (SCM), a member of Seiko Epson's management leadership team, promotes social responsibility in supply chains in conjunction with all entities within the Epson Group.

The Sustainable Procurement Committee is a cross-organisational body made up of personnel from all Epson's operations divisions and from the procurement departments of Epson Group companies, with administrative oversight provided by the Seiko Epson Head Office department that supervises supply chain social responsibility. The committee discusses targets and action plans and communicates them to the entire Group, and puts those targets and action plans into effect. The chief officer of SCM monitors the progress of action plans, and progress is regularly reported to the Sustainability Strategy Council, a corporate management meeting body that includes members of the board of directors, and presents important topics for deliberation by the Council.

### **Due diligence processes for slavery and human trafficking**

Epson continually practices human rights due diligence based on the United Nations Guiding Principles on Business and Human Rights. Group companies as well as business partners fall within the scope of this process. Human rights due diligence concerns human rights risks like forced labour, child labour, harassment, and discrimination in value chains connected to the business activities of product development, manufacturing, and sales. The due diligence process seeks to identify and study actual and potential adverse impacts on human rights, identify the problems, and prevent and mitigate them.

Epson's human rights due diligence process is as follows:

1. Identify and assess adverse impacts
2. Make a corrective action plan, and prevent and mitigate adverse impacts
3. Track the effectiveness of remediation of adverse impacts



#### 4. Communication and reporting

##### 1. Identify and assess adverse human rights impacts.

In the 2023 fiscal year, Epson again identified adverse human rights impacts and conducted an impact assessment. The information below was consulted for the assessment.

- Awareness and knowledge gained over the past four years through activities as a member of the Responsible Business Alliance (RBA) (CSR self-assessments and RBA audits)
- The situation regarding incidents that occur internally and in the supply chain, and the reporting and discussion of such incidents
- Information obtained through publications such as the Ministry of Economy, Trade and Industry's Guidelines for Respecting Human Rights in Responsible Supply Chains and its practical reference materials, as well as information obtained through participation in events such as the Caux Round Table (Japan) Stakeholder Engagement Program.

As a result, we have re-identified that the areas where human rights violations are particularly severe and likely to occur at Epson are the labour and occupational health and safety issues listed in the table below related to Seiko Epson Corporation's employees, Epson Group company employees, agency workers, supplier employees, on-site service vendor workers, and migrant workers as well as Asia in terms of region and manufacturing in terms of business type.

| High-Priority Groups                                                                                                                                 | Main Adverse Impacts | Specific Examples Requiring Particular Attention                                                                                                                                                                                                      |
|------------------------------------------------------------------------------------------------------------------------------------------------------|----------------------|-------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| Employees of Seiko Epson Corporation and Epson Group<br>Temporary staff,<br>Supplier employees,<br>On-site service vendor workers<br>Migrant workers | Forced labour        | <ul style="list-style-type: none"><li>• Intermediary fees, recruitment fees, and other expenses related to employment</li><li>• Confiscation of passports</li><li>• Forced overtime</li><li>• Freedom to leave work or terminate employment</li></ul> |
|                                                                                                                                                      | Young workers        | <ul style="list-style-type: none"><li>• Overtime, night shifts, and work which jeopardise the health, safety or morals</li></ul>                                                                                                                      |
|                                                                                                                                                      | Overwork             | <ul style="list-style-type: none"><li>• Violations of laws and internationally recognized human rights norms related to working hours, and long working hours that are detrimental to health</li></ul>                                                |
|                                                                                                                                                      | Wages and benefits   | <ul style="list-style-type: none"><li>• Unpaid overtime wages</li></ul>                                                                                                                                                                               |



|  |                              |                                                                                                                                                                                   |
|--|------------------------------|-----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
|  |                              | <ul style="list-style-type: none"> <li>• Non-payment or deductions from wages as a disciplinary measure</li> </ul>                                                                |
|  | Inhumane treatment           | <ul style="list-style-type: none"> <li>• Harassment</li> </ul>                                                                                                                    |
|  | Discrimination               | <ul style="list-style-type: none"> <li>• Discrimination in dismissal and treatment</li> <li>• Pregnancy tests, dismissal of pregnant women</li> </ul>                             |
|  | Occupational health & safety | <ul style="list-style-type: none"> <li>• Hazardous and harmful working environment</li> <li>• Protection of women</li> <li>• Worker protection in emergency situations</li> </ul> |

2. Formulate a corrective action plan to prevent or mitigate adverse impacts on human rights. Since the 2017 fiscal year, Epson has had its overseas manufacturing sites complete a CSR self-assessment questionnaire (SAQ) that conforms to the RBA Code of Conduct and RBA SAQ. After joining the RBA in April 2019, Epson began educating the Epson Group about the RBA Code of Conduct and working to integrate it into Group operations. Epson has continued to ask Seiko Epson plants and offices, domestic and overseas Group companies, as well as major suppliers, to complete an annual CSR SAQ. This CSR SAQ conforms to the RBA SAQ and the results are reported to the RBA. Each Seiko Epson office, Group company, and supplier has a due diligence process to identify the location of adverse impacts on human rights and to develop corrective action plans to remedy or mitigate the identified adverse impacts.

The FY2024 CSR Self-Assessment Questionnaire showed that there were no high-risk sites (sites with scores below 60 points) either among Epson sites or the sites of the major suppliers that were covered.

### 3. Monitor results and progress.

Seiko Epson sites, Group companies, and suppliers have engaged management and are working to correct and mitigate adverse impacts on human rights in accordance with corrective action plans. The corporate supervisory department monitors the progress of corrective actions to address significant adverse impacts and see them through to completion.

Epson continues to administer a CSR self-assessment questionnaire (SAQ) once a year to check corrective actions at Epson sites and address nonconformances to the RBA Code of Conduct. Furthermore, in order to identify and correct issues from a third-party perspective and enhance the level of actions being taken, seven of Epson's main manufacturing sites

located in Southeast Asia and China have been voluntarily undergoing audits (as of May 2025) under the RBA's Validated Assessment Program (VAP).

Epson sites that currently hold Platinum and Gold status are as follows:

| <b>Site Name</b>                    | <b>Main Products Manufactured</b>                                                      | <b>Certification</b> | <b>Expiration Date</b> |
|-------------------------------------|----------------------------------------------------------------------------------------|----------------------|------------------------|
| <b>(Country)</b>                    |                                                                                        | <b>(Score)</b>       |                        |
| PT. Epson Batam                     | Inkjet printer ink cartridges and ink bottles, scanners                                | Platinum*            | 19 February 2027       |
| (Indonesia)                         |                                                                                        | (200)                |                        |
| PT. Indonesia Epson Industry        | Inkjet printers, large format printers, small printers, and impact dot matrix printers | Platinum             | 28 February 2026       |
| (Indonesia)                         |                                                                                        | (200)                |                        |
| Epson Precision (Thailand) Ltd.     | Watch and crystal devices                                                              | Platinum             | 15 February 2026       |
| (Thailand)                          |                                                                                        | (200)                |                        |
| Epson Precision Malaysia Sdn. Bhd.  | Crystal devices                                                                        | Platinum             | 22 December 2025       |
| (Malaysia)                          |                                                                                        | (200)                |                        |
| Epson Precision (Philippines), Inc. | LCD projectors, Inkjet printers                                                        | Platinum             | 16 October 2025        |
| (Philippines)                       |                                                                                        | (200)                |                        |

\*Platinum is exclusively reserved for factories that are compliant with the RBA Code of Conduct and have received a perfect score of 200.

#### 4. Communication and reporting

Epson's efforts to address issues requiring corrective action are reviewed annually and reported on Epson's websites and in its Sustainability Report. The Epson Group's global efforts are also reported through statements on modern slavery and human trafficking.

To build and maintain good labour-management relations, Epson actively provides information to its employees and engages them in sincere talks and discussions. Epson also communicates with customers as needed about its efforts to respect human rights.

### **Supply chain initiatives**

In 2024, we asked major direct material suppliers and indirect material suppliers (Seiko Epson's and its major manufacturing sites' on-site service vendors, employment and recruitment agencies, logistics warehouse operators, and Epson sales company warehouse operators and call centers) to complete a CSR SAQ. We received completed CSR SAQs from major first-tier suppliers of direct materials (676 sites) and from 321 indirect material suppliers. When suppliers are found to be high-risk as a result of their score on the CSR SAQ, we have them undergo an audit in accordance with RBA criteria and support their efforts to improve to medium risk or better. When risks are identified as high in terms of labour (human rights), Epson asks its suppliers to take corrective action, regardless of their overall score. Epson then follows up by checking corrective action plans and verifying that actions are completed. In 2024, no supplier was deemed to be high risk (none had a score of less than 60 points) based on the CSR SAQ. However, there was an instance where employment contracts were incomplete, and copies were not provided to workers. There was also an instance where employees were charged interest on loans. In both cases, corrective action was requested, and corrective plans and reports were submitted.

The number of suppliers that voluntarily underwent an RBA audit grew. When a nonconformance has been observed in an audit, we monitor the progress on corrective action plans and are stepping up our supplier CSR initiatives. Epson manufacturing company staff members visit suppliers who do not undergo a third-party audit to verify conditions on-site and provide help for corrective actions.

For on-site service vendors, Epson employees conducted a second-party audit to improve the working conditions by, for example, tracking and reducing working hours, granting time off, paying appropriate overtime wages, and ensuring that workers are not made to pay recruitment fees.

Click [here](#) for details

## Performance indicators

To realize our vision of socially responsible supply chains, we set mid-term goals and annual targets. Performance and progress against the goals and targets are measured using KGI and KPI, respectively.

Mid-Term Goals (to be achieved by March 31, 2026)

- Socially responsible procurement: Ensure that all major suppliers are ranked low risk in terms of CSR.
- Responsible mineral sourcing: Make products conflict-mineral-free<sup>1</sup> and disclose product information.

<sup>1</sup> Use only conflict-free smelters and refiners certified under the RMI's Responsible Minerals Assurance Program (RMAP).

## FY2024 Action Items and results

|   | Action Items (KPI)                                                                                                                                                                                                                                                                                                             | Results                                                                                                                                                                                       |
|---|--------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|-----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| 1 | Maintain and improve supply chain CSR<br>1) Return rate of Supplier Guidelines Agreement Letter: 95% (2500 companies) of major suppliers of direct materials <sup>1</sup> and indirect materials <sup>2</sup><br>2) CSR SAQ risk level: Zero (0%) major supplier of direct and indirect materials rated high risk <sup>3</sup> | 1) 94.4% (2,916/3,089 companies)<br><br>2) 0% major supplier (0/676 sites) of direct materials rated high risk.<br>0% major supplier (0/438 companies) of indirect materials rated high risk. |
| 2 | Strengthening conflict mineral surveys<br>1) Survey return rate: 100%<br>2) Provision of smelter or refiner (SOR) information to                                                                                                                                                                                               | 1) Survey return rate;<br>CMRT (3TG) 99.6% (of companies)<br>EMRT (Cobalt) 99.1% (of companies)<br><br>2) Done monthly (12 times/year)                                                        |



|          |                                                                                                           |                                                            |
|----------|-----------------------------------------------------------------------------------------------------------|------------------------------------------------------------|
|          | suppliers: monthly (12 times/year)                                                                        |                                                            |
| <b>3</b> | Strengthening supply chain BCM <sup>4</sup><br>1) Impact on sales from supply chain disruptions: zero (0) | 1) Impact on sales from supply chain disruptions: zero (0) |

<sup>1</sup> Direct materials: Raw materials, parts, subcontracted processing, etc., required for finished product assembly.

<sup>2</sup> Indirect materials: Items other than direct materials, such as factory consumables, machinery and equipment, public relations and advertising, logistics, outsourced services, and temporary staffing.

<sup>3</sup> High risk: A score of less than 60 points when RBA-Online is used, or a score of less than 65 points when Epson's own SAQ is used to assess risk level.

<sup>4</sup> BCM: business continuity management.

### FY2025 Action Items

|          | Action Items                            | KPI                                                                                                                                                                                                                                     |
|----------|-----------------------------------------|-----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| <b>1</b> | Maintain and improve supply chain CSR   | 1) Supplier CSR risk level: No major direct materials <sup>1</sup> suppliers rated high risk <sup>2</sup> (0 companies).<br>2) Supplier CSR risk level: No service vendors or labour agents rated high risk <sup>2</sup> (0 companies). |
| <b>2</b> | Enhance conflict minerals surveys       | 1) Survey return rate: 100%.<br>2) Provision of smelter or refiner information to suppliers: monthly (12 times/year).                                                                                                                   |
| <b>3</b> | Reinforce supply chain BCM <sup>3</sup> | 1) Impact on sales from supply chain disruptions: zero.                                                                                                                                                                                 |

<sup>1</sup> Direct materials: Raw materials, parts, subcontracted processing, etc., required for finished product assembly.

<sup>2</sup> High risk: A score of less than 60 points on the SAQ or an unresolved Priority (highest severity) nonconformance in an audit including an RBA VAP audit.

<sup>3</sup> BCM: Business Continuity Management.

### Responsible Sourcing of Minerals

Profits from the extraction and sale of minerals such as tin, tantalum, tungsten, and gold (3TG) in conflict-affected areas such as the Democratic Republic of the Congo (DRC) and adjoining countries are a source of funding for armed groups and anti-government forces

carrying out atrocities and gross human rights abuses. Furthermore, it has been pointed out that cobalt mines in the southern part of the DRC have become breeding grounds for child labour. Mineral mining and trade have adverse social and environmental impacts.

As a matter of corporate policy, Epson eschews involvement in human rights abuses and environmental destruction and will not tolerate any manner of human rights abuses associated with the minerals it uses. Epson has in place internal processes to ensure responsible sourcing and has joined the Responsible Minerals Initiative (RMI).

We ask our suppliers to support our responsible mineral sourcing policies and cooperate in mineral surveys. We conduct annual surveys on the parts and materials used in Epson's products in accordance with "Due Diligence Guidance for Responsible Supply Chains of Minerals from Conflict-Affected and High-Risk Areas" issued by the Organisation for Economic Co-operation and Development (OECD). If a supplier's answers on a survey indicate that it was unable to verify whether a smelter or refiner from which minerals were sourced is certified as conflict-free under RMI's Responsible Minerals Assurance Program (RMAP), we work with the supplier and the RMI to encourage the smelter/refiner to obtain RMAP certification as part of our efforts to avoid or mitigate human rights abuses and environmental destruction.

In 2024, Epson conducted a survey of 3TG and cobalt and received completed surveys from 99.6% of the suppliers of parts/materials containing 3TG and 99.1% of the suppliers of parts/materials containing cobalt. In addition to implementing a responsible minerals sourcing policy and survey program, we disclose on our website information about smelters and refiners that have been identified through surveys. We also respond to survey requests from our customers.

Click [here](#) for details

### **Training and whistleblowing systems**

We have been educating our global workforce of people working in areas such as human resources, health and safety, environment, ethics, and supply chain management about the RBA Code of Conduct and its requirements. In 2021, we revised the Epson Group Human Rights Policy. We took this as an opportunity to hold further study sessions on the subject of business and human rights for directors and personnel in corporate and global HR departments. Since the 2022 fiscal year, to increase consciousness of human rights, we have

been providing online courses in the fundamentals of business and human rights and about Epson's initiatives concerning human rights. These courses are mandatory for all officers, employees, contract employees, and dispatch workers of Seiko Epson and its domestic affiliates, as well as for all managers and above at overseas subsidiaries. The courses have been completed by 87.9% of those eligible in Japan and 95.8% of those eligible overseas. We also continue to hold expert seminars on human rights for Epson Group officers and employees.

Epson engages its suppliers throughout the year in many forms and at many different levels. An annual Supplier Conference is held in Japan as a top-level event at which we explain our procurement policies. We provide suppliers with an overview of our operations and share with them our important policies. Seiko Epson's president and chief operating officers explain the company's policies and the divisions' policies. The managing executive officer in charge of procurement requests cooperation with Epson's Basic Procurement Policy and sustainable procurement practices.

We have also held a Supplier Conference for CSR every year since 2016 in Japan, China, Indonesia, and other countries where we have major production sites. The conferences are used to explain trends in CSR and Epson's socially responsible procurement activities, as well as to ask for cooperation. In addition to requesting compliance with our socially responsible procurement policies and the Epson Group Supplier Guidelines, we also ask for cooperation in evaluating CSR and emergency response capabilities (BCM) and in conflict minerals surveys.

We believe that it is important for suppliers to voluntarily undertake CSR initiatives after understanding the underlying objectives, rather than viewing the activities as an end in themselves. We see human rights as a priority issue. It is also an area where the expectations of society are rapidly evolving. We have therefore been holding annual seminars by outside consultants since 2022, which many suppliers have attended.

### **Grievance mechanism**

Epson has a grievance mechanism that anyone who has had, or feels they have had, their human rights violated in association with Epson's business activities can use to file a complaint without fear of retaliation. This mechanism is aligned with the United Nations Guiding Principles on Business and Human Rights (Principles 22, 29, and 31). Epson takes all complaints seriously and strives to enhance the effectiveness of appropriate remedies.



The grievance mechanism has three uses. It is used as:

- (1) a means of reporting specific adverse human rights impacts in order to provide remedy and correction;
- (2) a tool for assessing human rights impacts; and
- (3) a way to confirm that remedies and corrective actions have been properly implemented for identified human rights issues.

Epson has set up numerous grievance mechanisms. In addition to the Epson Helpline and an Employee Counseling Office, the company has specialized advisory services to handle human rights-related inquiries and reports from employees (including contract employees, part-time employees, temporary employees, agency workers, etc.). There are advisory services for harassment, long working hours, foreign employees, and diversity issues, among others. The advisory services take into consideration the wishes of the person making an inquiry or reporting an incident as they ascertain the facts and act to remedy the situation and prevent recurrences.

Epson has also established compliance hotlines as grievance mechanisms that suppliers can use to report or discuss violations or potential violations of legislative requirements and the Epson Group Supplier Guidelines. In addition to actions that violate or may violate laws, regulations, or the Epson Group Supplier Guidelines, suppliers can use the compliance hotlines to report or discuss concerns about human rights abuses and conflict minerals. These hotlines are being used to further promote ethical corporate conduct, so their use is encouraged. Reports may be made anonymously, and whistleblowers are protected, including by strictly handling their personal data and prohibiting any form of retaliation in accordance with applicable laws and Epson's internal regulations.

Customers, investors, community residents, and other stakeholders can access advisory services on the corporate website. In addition, they can file grievances via an Engagement and Remedy Platform provided by the Japan Center for Engagement and Remedy on Business and Human Rights (JaCER), which Epson joined as a member in April 2024. JaCER is an organisation that aims to provide a cooperative "Engagement and Remedy Platform" involving multiple member companies for redress of grievances and to act in a professional capacity to support and promote redress of grievances by member companies based on the United Nations Guiding Principles on Business and Human Rights. Epson will use these advisory services and platforms to appropriately respond to reports and concerns regarding human rights from a wide range of stakeholders.



**Further steps**

Epson will continue to verify the effectiveness of measures taken to ensure that the supply chain is free of modern slavery and human trafficking. It will focus particularly on improving the effectiveness of human rights due diligence. This includes efforts to instill Epson's attitude and policies on human rights throughout the Epson Group and its supply chains, as well as stronger actions to redress human rights issues. Also, the due diligence process described in this report of identifying adverse impacts, making corrective action plans, tracking the effectiveness of remedial measures, and communication & reporting will be continuously improved upon. Supplier CSR initiatives and the responsible sourcing of minerals, which we are focusing on especially, are being continuously improved upon as well.

To further improve its policies and procedures, it will refer directly to UK's Modern Slavery Act 2015 (and its guidance updated on 25 March 2025), the Australian Modern Slavery Act 2018, the U.S. California Transparency in Supply Chain ACT 2010 (SB 657), the Dutch Child Labour Due Diligence Law (Wet Zorgplicht Kinderarbeid), Canada's Fighting Against Forced Labour and Child Labour in Supply Chains Act, and Regulation (EU) 2024/3015 on prohibiting products made with forced labour and other legal requirements to ensure complete compliance.

This Statement was approved at the Seiko Epson Corporation's board of directors meeting on 2nd September 2025 and signed by the President of Seiko Epson Corporation.

A handwritten signature in black ink, reading '吉田 潤吉' (Yoshida Junkichi).

**Junkichi Yoshida**  
**President, Board of Directors**  
**Seiko Epson Corporation**

**Date: 4th September 2025**

**This statement is made pursuant to section 54(1) of the Modern Slavery Act 2015 and constitutes the slavery and human trafficking statement of Epson (U.K.) Limited for the financial year ending 31 March 2025.**

Epson (U.K.) Limited is a wholly owned subsidiary of Epson Europe B.V. of Amsterdam, The Netherlands. Our ultimate parent company is Seiko Epson Corporation, headquartered in Japan.

Epson (U.K.) Limited sells printers, business imaging, visual instruments, consumables and other products manufactured by Seiko Epson Corporation and purchased from Epson Europe B.V., which purchases products and consumables from Seiko Epson Corporation. This is our supply chain for products sold in the UK and Ireland, and these entities are a part of the Epson Group.

Epson Europe B.V. has a team of Corporate Social Responsibility specialists with responsibility for ensuring the company maintains the highest standards across Epson businesses in Europe, the Middle East, and Africa.

As the supplier of all products to Epson (U.K.) Limited, Seiko Epson Corporation and Epson Europe B.V. have assured and guaranteed Epson (U.K.) Limited that they are committed to combatting slavery and human trafficking in all of their businesses and supply chains. Epson (U.K.) Limited confirms the same commitment in the UK and Ireland market.

This Statement was approved at the Epson (U.K.) Limited's board of directors meeting on 18/09/2025 2025 and signed by the Managing Director.



Duncan Ferguson (18/09/2025 16:03:38 GMT+2)

**Duncan Ferguson**  
**Managing Director**  
**Epson (U.K.) Limited**

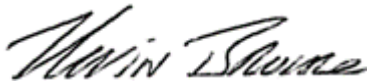
**Date: 18 September 2025**

**This statement is made pursuant to section 54(1) of the Modern Slavery Act 2015 and constitutes the slavery and human trafficking statement of Epson Telford Limited for the financial year ending 31 March 2025.**

Epson Telford Limited is a wholly owned subsidiary of Epson Europe B.V. of Amsterdam, The Netherlands. Our ultimate parent company is Seiko Epson Corporation, headquartered in Japan.

Epson Telford Limited manufactures and packs ink cartridges and ink bottles for consumer use and ink products and textile inks for industrial use. These products are shipped to other Epson affiliates, where they are then distributed worldwide.

This Statement was approved at the Epson Telford Limited's board of directors meeting on 11th September 2025 and signed by the Managing Director.



**Kevin Browne**  
**Managing Director**  
**Epson Telford Limited**

**Date: 11<sup>th</sup> September 2025**

**This statement is made pursuant to the Modern Slavery Act 2018 and constitutes the slavery and human trafficking statement of Epson Australia Pty. Ltd. for the financial year ending 31 March 2025.**

Epson Australia Pty. Ltd. is a wholly owned subsidiary of Seiko Epson Corporation, headquartered in Japan.

Epson Australia Pty. Ltd. sells printers, business imaging, visual instruments, consumables and other products manufactured by Seiko Epson Corporation. This is our supply chain for products sold in Australia and New Zealand.

This Statement was approved at the Epson Australia Pty. Ltd.'s board of directors meeting on Tuesday 9<sup>th</sup> September, 2025 and signed by the Managing Director.

A handwritten signature in black ink, appearing to read "C. Heckenberg".

**Craig Heckenberg**  
**Managing Director**  
**Epson Australia Pty. Ltd.**

**Date:** Tuesday 9<sup>th</sup> September, 2025

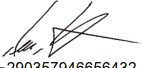


**This statement is made pursuant to Canada's Fighting Against Forced Labour and Child Labour in Supply Chains Act and constitutes the slavery and human trafficking statement of Epson Canada, Limited for the financial year ending 31 March 2025.**

Epson Canada, Limited is a wholly owned subsidiary of Epson America, Inc. Our ultimate parent company is Seiko Epson Corporation, headquartered in Japan.

Epson Canada, Limited sells printers, business imaging, visual instruments, consumables and other products manufactured by Seiko Epson Corporation. This is our supply chain for products sold in Canada.

This Statement was approved at the Epson Canada, Limited's board of directors meeting on September 5, 2025 and signed by the Director, President & CEO.

DocuSigned by:  
  
290357946656432...

**Keith Kratzberg**

**Director, President & CEO Epson Canada, Limited**

**Date:** 9/8/2025

**This statement is made pursuant to the Dutch Child Labour Due Diligence Law (Wet Zorgplicht Kinderarbeid) and constitutes the slavery and human trafficking statement of Epson Europe B.V. for the financial year ending 31 March 2025.**

Epson Europe B.V. is a wholly owned subsidiary of Seiko Epson Corporation, headquartered in Japan.

Epson Europe B.V. sells printers, business imaging, visual instruments, consumables and other products manufactured by Seiko Epson Corporation. This is our supply chain for products sold in the UK and Ireland, and these entities are a part of the Epson Group.

Epson Europe B.V. has a team of Corporate Social Responsibility specialists with responsibility for ensuring the company maintains the highest standards across Epson businesses in Europe, the Middle East, and Africa.

This Statement was confirmed by Epson Europe B.V.'s board of directors and signed by the President.



**Takanori Inaho**  
**President**  
**Epson Europe B.V.**

**Date: 18 September 2025**



**SEIKO EPSON CORPORATION**

3-3-5 Owa, Suwa, Nagano 392-8502, Japan

TEL: +81-266-52-3131

<https://corporate.epson/en/>