

Value Creation Story

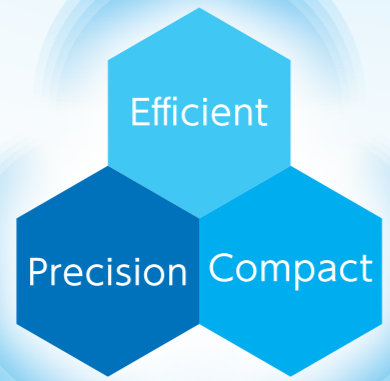
Epson aims to achieve 13 SDGs (as of 3/2018)



Type of Capital

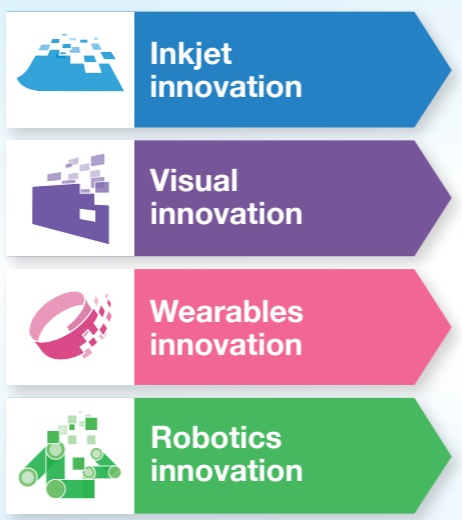
- Financial**
Total assets **¥1,033.3 billion**
Rating **A (R&I)**
- Manufacturing**
Balance of property, plant and equipment, and intangible assets **¥319.9 billion**
- Intellectual**
The top 100 global patent applicants
Global No. 7
- Human**
Total employees **76,391**
- Social and relationship**
Epson Group companies **87** (including Seiko Epson Corp.)
(16 companies in Japan and 71 overseas)
- Natural**
Limited natural resources (e.g., energy & materials)

Epson's DNA



Efficient, Compact, and Precision Technologies

Growth Strategy (The four areas of innovation)



Microdevices
Supporting the four areas of innovation

Value Creation

- Smart technologies**
Increase office productivity and lower environmental impacts
Support telecommuting, SOHO, and other decentralized work arrangements
Increase commercial and industrial productivity, reduce energy consumption, lower environmental impacts, and reduce the labor load
- The environment**
Create outstanding visual experiences and a natural visual communications environment
- Performance**
Provide enrichment and delight in everything from sports to everyday life
Shift the work of people to areas that are more creative and add higher value
Help to build smart social infrastructure using the IoT

Epson's Growth

- Expansion of the office market**
 - Inkjet printers
 - Office papermaking systems
 - Projectors
 - Scanners
- Expansion of the commercial and industrial markets**
 - Commercial and industrial printers
 - High-brightness projectors
 - Robots
- Reinforcement of the consumer market**
 - Wearable products
 - Smart eyewear
 - Inkjet printers

FY2025 financial objectives

Revenue	ROS ²
¥1,700 billion	12%
Business profit ¹	ROE ³
¥200 billion	15%

* Assumed exchange rates: JPY115/ USD & JPY125/ EUR

Achieving the Goals of the Management Philosophy



Governance



Social issues affecting Epson

¹ Business profit is very similar to operating income under Japanese accounting standards (J-GAAP), both conceptually and numerically. Epson began using business profit as an indicator after adopting International Financial Reporting Standards (IFRS).
² Return on sales
³ Return on equity attributable to owners of the parent company