## First Quarter Financial Results

Fiscal Year 2006
(Ending March 2007)

July 26, 2006

## SEIKO EPSON CORPORATION

## Disclaimer

When reviewing this information please note that the information was created as of the date of the information, should be considered in the context of the circumstances prevailing at that time and is only correct as of that date. The information contains certain forward-looking statements that are subject to known and unknown risks and uncertainties that could cause actual results to differ materially from those expressed or implied by such statements. Such risks and uncertainties include, but are not limited to, the competitive environment, market trends, general economic conditions, exchange rate fluctuations and our ability to continue to timely introduce new products and services.

This report is a simple translation of the Japanese version of first quarter financial results of FY2006 explanatory presentation prepared in Japanese. No reclassification nor rearrangement has been made.

[^0]
## 1) FY2006 1Q Financial Results

2) FY2006 Business Outlook.

## Reform Plan for Improving Earnings Potential

- Progress Report -

Epson Group

## Mid-Range Business Policies

1 Redefine \& reinforce the business and product portfolio
Clarify customer segments and focus resources in strategic areas
2 Reorganize the electronic device businesses
Integrate \& reorganize sites \& lines
3 Streamline costs
Use design-to-cost approach on new products for the shopping season
4 Reform the governance system
Introduce a corporate executive officer system to clarify corporate management/ oversight and operations, reduce the number of directors, reduce director terms to one year and increase importance of annual performance evaluations
5 Reform the corporate culture
We will all go back to the spirit of "Creativity and challenge," "S\&A," and "One Epson" as we seek to radically boost earnings potential and ensure solid future growth.

## First Quarter Financial Highlights

- Versus the year-ago period

| (Billions of yen) |  | FY2005 |  | FY2006 |  | Change |  |
| :---: | :---: | :---: | :---: | :---: | :---: | :---: | :---: |
|  |  | 1Q Actual | \%/Sales | 1Q Actual | \%/Sales | Amount | \% Change |
| Net sales |  | 340.1 | - | 322.0 | - | -18.1 | -5.3\% |
| Operating income |  | -5.0 | -1.5\% | 7.0 | 2.2\% | +12.0 | - |
| Ordinary Income |  | -2.7 | -0.8\% | 6.3 | 2.0\% | +9.0 | - |
| Net income before income taxes |  | -3.7 | -1.1\% | 5.5 | 1.7\% | +9.3 | - |
| Quarterly net income |  | -7.0 | -2.1\% | -5.6 | -1.8\% | +1.3 | - |
| EPS |  | -¥35.91 |  | -¥28.92 |  |  |  |
|  | USD | $¥ 107.69$ |  | $¥ 114.50$ |  |  |  |
|  | EUR | $¥ 135.57$ |  | $¥ 143.78$ |  |  |  |

## Quarterly Net Sales By business segment



## Quarterly Sales

Information-related equipment segment


## Quarterly Sales

- Electronic devices



## Quarterly Selling, General and Administrative Expenses



## Quarterly Operating Income

-By business segment


## Semiconductor Business Structure Reform <br> - Progress Report -

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## Semiconductor business direction

Slim operations by reorganizing \& repositioning the entire business $>$ Consolidate \& reorganize sites \& lines

- Ensure profitability even without sales growth
- Free hand to determine future direction



## Operating Income Fluctuation Cause Analysis

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(Billions of yen)

-44.2 fluctuations


## Statistics of Balance Sheet Items



## Statistics of Balance Sheet Items

Interest-bearing liabilities \& ratio of interest-bearing liabilities


## 1) FY2006 10 Financial Pesults

2) FY2006 Business Outlook

## FY2006 Business Outlook

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| (Billions of yen) |  | FY2005 |  | FY2006 |  |  |  | Change (amount, \%) |  |
| :---: | :---: | :---: | :---: | :---: | :---: | :---: | :---: | :---: | :---: |
|  |  | Actual | \% | 4/25 Outlook | \% | Current Outlook | \% | YoY | $\text { Vs. } 4 / 25$ outlook |
| Net | ales | 1,549.5 | - | 1,555.0 | - | 1,555.0 | - | $\begin{array}{r} +5.4 \\ +0.4 \% \end{array}$ | - |
| Oper incom | ating ne | 25.7 | 1.7\% | 40.0 | 2.6\% | 40.0 | 2.6\% | $\begin{array}{r} +14.2 \\ +55.3 \% \end{array}$ | - |
| Ordin incom |  | 27.9 | 1.8\% | 40.0 | 2.6\% | 40.0 | 2.6\% | $\begin{array}{r} +12.0 \\ +42.9 \% \end{array}$ | - |
| Net in before in taxes | come come | -20.0 | -1.3\% | 33.0 | 2.1\% | 33.0 | 2.1\% | +53.0 | - |
| Net incom |  | -17.9 | -1.2\% | 14.0 | 0.9\% | 14.0 | 0.9\% | +31.9 | - |
| EPS |  | -¥91.24 |  | ¥71.30 |  | ¥71.30 |  |  |  |
| - | USD | $¥ 113.31$ |  | $¥ 112.00$ |  | $¥ 110.00$ |  |  |  |
| or | EUR | $¥ 137.86$ |  | $¥ 135.00$ |  | $¥ 139.00$ |  |  |  |

FY 2006 Business Outlook (Net Sales)
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Net Sales Outlook by Business

- Information equipment segment


Net Sales Outlook by Business
Printer business

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## Net Sales Outlook by Business

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Visual instruments business


Net Sales Outlook by Business
Electronic devices segment


Net Sales Outlook by Business >Display business

(Billions Full-year operating income
of yen)

(Billions Half-year operating income of yen)
Eliminations

| Precision |  |
| :--- | ---: |
| Products |  |
| Year-on-year | +1.6 |
| Vs. previous | - |


| Electronic Devices |  |
| :---: | :---: |
| Year-on-year | +10.7 |
| Vs. previous outlook | - |


| Information |  |
| :--- | ---: |
| Equipment |  |
| Year-on-year +6.9 <br> Vs. previous - <br> outlook  $\mathbf{l}$ |  |


| Other |  |
| :--- | ---: |
| Year-on-year <br> Vs. previous <br> outlook | -4.2 |

## Outlook for Capital Expenditure and

 Depreciation \& Amortization ExpensesCapital Expenditures


Depreciation and Amortization Expenses


## Free Cash Flow Outlook

(Billions of yen)


Main Management Indicators


## Reform Plan for Improving Earnings Potential

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Epson Group

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[^0]:    Numerical values: Any portion of an amount less than the unit stated is disregarded. Percentages: Rounded off to one decimal place.

