Fourth Quarter Financial Results Fiscal Year 2011
(Ending March 2012)
April 27, 2012
SEIKO EPSON CORPORATION

## Disclaimer regarding forward-looking statements

The foregoing statements regarding future results reflect the Company's expectations based on information available at the time of announcement. The information contains certain forwardlooking 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, technological changes, exchange rate fluctuations and our ability to continue to timely introduce new products and services.

Numerical values presented herein
Numbers are rounded to the unit indicated.
Percentages are rounded off to one decimal place.

## Changes to segment reporting

## FY2011

■ With the aim of rapidly rebuilding and strengthening the manufacturing platform, the "Electronic Devices Segment" and "Precision Products Segment" have been consolidated under the new "Devices \& Precision Products Segment."
■ With the termination of operations in small- and medium-sized displays, profit and loss figures in this business will be consolidated under the "Other" segment from fiscal 2011 onward.

## Visual Products Operations Division (October 1 Organizational Change)

■ The "Visual Instruments Operations Division" (projectors) of the information equipment segment and the "TFT (HTPS) business" of the devices and precision products segment were consolidated into the new "Visual Products Operations Division" under the information equipment segment to help ensure growth and expansion in the visual products business domain.

* In this presentation, FY2010 financial results and FY2011 financial results and forecasts have been restated to reflect the changes above


# FY2011 Results FY2012 Outlook 

「Y2011<br>

Financial Highlights (Full Year)

| (Billions of yen) | FY2010 |  | FY2011 |  |  |  | Change (amount, \%) |  |
| :---: | :---: | :---: | :---: | :---: | :---: | :---: | :---: | :---: |
|  | Actual | \% | $\begin{aligned} & 1 / 31 \\ & \text { Outlook } \end{aligned}$ | \% | Actual | \% | Y/Y | Vs. $1 / 31$ Outlook |
| Net Sales | 973.6 | - | 880.0 | - | 877.9 | - | $\begin{array}{r} -95.6 \\ -9.8 \% \end{array}$ | $\begin{array}{r} -2.0 \\ -0.2 \% \end{array}$ |
| Operating Income | 32.7 | 3.4\% | 27.0 | 3.1\% | 24.6 | 2.8\% | $\begin{array}{r} -8.0 \\ -24.7 \% \end{array}$ | $\begin{array}{r} -2.3 \\ -8.8 \% \end{array}$ |
| Ordinary Income | 31.1 | 3.2\% | 27.0 | 3.1\% | 27.0 | 3.1\% | $\begin{array}{r} -4.1 \\ -13.3 \% \end{array}$ | $\begin{array}{r} +0 \\ +0.1 \% \end{array}$ |
| Net Income Before Income taxe | 15.3 | 1.6\% | 15.0 | 1.7\% | 15.6 | 1.8\% | $\begin{array}{r} +0.2 \\ +1.6 \% \end{array}$ | $\begin{array}{r} +0.6 \\ +4.1 \% \end{array}$ |
| Net Income | 10.2 | 1.1\% | 5.0 | 0.6\% | 5.0 | 0.6\% | $\begin{array}{r} -5.2 \\ -50.9 \% \end{array}$ | $\begin{array}{r} +0 \\ +0.6 \% \end{array}$ |
| EPS | $¥ 51.25$ |  | $¥ 26.06$ |  | $¥ 26.22$ |  |  |  |
| \% ${ }_{0}^{0}$ | ¥85.72 |  | $¥ 78.00$ |  | ¥79.08 |  |  |  |
| - | $¥ 113.12$ |  | $¥ 108.00$ |  | $¥ 108.98$ |  |  |  |

FY2011 Business Results
-By business segment

| (Billions of yen) |  | 877.9 | 100.0 |  | 24.6 | Consolidated Total |
| :---: | :---: | :---: | :---: | :---: | :---: | :---: |
|  | 973.6 |  |  | 32.7 |  |  |
| 1,000.0 |  |  | 80.0 |  |  | Net sales -95.6 |
|  | 61.4 | 17.3174.8 |  |  |  | Op. income -8.0 |
|  | 212.6 |  |  | 0.4 |  |  |
| 800.0 |  |  |  | 11.2 | $4.6-$ <br> Precision Products <br> 4.6 |  |
|  |  |  |  |  |  |  |  |
| 600.0 | 713.9 | 691.8 | 60.0 | 71.0 | 64.8 | $\begin{array}{lr}\text { Net sales } & -37.8 \\ \text { Op. income } & -6.6\end{array}$ |
| 400.0 |  |  | 40.0 |  |  | Information Equipment |
|  |  |  | 20.0 |  |  | $\begin{array}{lr}\text { Net sales } & -22.1 \\ \text { Op. income } & -6.2\end{array}$ |
| 200.0 |  |  |  |  |  |  |
| 0.0 |  |  | 0.0 | -3.5 | 1.5 | Other |
|  |  |  |  | -46.4 co | -43.6 | Net sales -44.1 |
| -200.0 | Net Sales |  | -20.0 | Operat | ncome | Op. income +2.0 |
|  | FY2010 Actual | FY2011 <br> Actual |  | FY2010 Actual | FY2011 <br> Actual |  |

■ Inkjet printers
$\checkmark$ Extra costs due to use of air transport in response to manufacturing \& supply delays from earthquake in Japan and flooding in Thailand
$\checkmark$ Lower hardware volume in H 1 impacted recovery in consumables demand
$\checkmark$ Launched competitive new products aimed at home, office \& emerging markets in H 2
$\checkmark$ Although hardware volume fell short of annual target, growth was steady in almost all regions even as European and American markets contracted in H2

- Business systems
$\checkmark$ Despite weakening Chinese demand for SIDM for tax collection systems, sales remained steady due to successful tenders
$\checkmark$ Solid sales of POS-related products to retailers in Americas and Asia, but fewer large orders in developed economies
- Projectors
$\checkmark$ Shipments fell short of annual targets, but sales grew in all areas, especially in China \& Asia, due to expanded lineup for home, business and education markets
- Microdevices
$\checkmark$ Made steady progress in realigning business despite impact of economic downturn
$\checkmark$ Made progress on right-sizing by shifting personnel to growth areas in information equipment


## Net Sales Comparison (Full Year) <br> -Information Equipment Segment



## Net Sales Comparison (Full Year) <br> $\rightarrow$ Devices and Precision Products Segment



| (Billions of yen) |  | FY2011 |  | FY2012 |  | Change |  |
| :---: | :---: | :---: | :---: | :---: | :---: | :---: | :---: |
|  |  | Full-Year Actual | \% | Full-Year Outlook | \% | Amount | \% |
| Net Sales |  | 877.9 | - | 890.0 | - | +12.0 | +1.4\% |
| Operating Income |  | 24.6 | 2.8\% | 35.0 | 3.9\% | +10.3 | +42.1\% |
| Ordinary Income |  | 27.0 | 3.1\% | 33.0 | 3.7\% | +5.9 | +22.1\% |
| Net Income <br> Before Income Taxes |  | 15.6 | 1.8\% | 23.0 | 2.6\% | +7.3 | +47.2\% |
| Net Income |  | 5.0 | 0.6\% | 14.0 | 1.6\% | +8.9 | +178.2\% |
| EPS |  | $¥ 26.22$ |  | $¥ 78.26$ |  |  |  |
|  | USD | $¥ 79.08$ |  | $¥ 75.00$ |  |  |  |
|  | EUR | $¥ 108.98$ |  | $¥ 100.00$ |  |  |  |

FY2012 Financial Outlook (Net Sales)

- By business segment

- Inkjet printers
$\checkmark$ Expand lineup of products for home, office and emerging markets in effort to increase unit volume by $10 \%$ or more compared to last year
$\checkmark$ Deploy compact inkjet models across home and office markets
$\checkmark$ Expand sales in commerce by targeting signage, CAD \& emerging markets with lower cost large-format printers based on standardized platforms
$\checkmark$ Grow hardware unit sales, and expand consumables revenue from H 2
- Business systems
$\checkmark$ In addition to steady demand for SIDM in Chinese tax collection systems, capture new demand from banks and rural communities, and move to win tender business
$\checkmark$ In POS-related products, meet demand from large, medium and small retailers, develop new demand by proposing intelligent systems, and boost sales and marketing capabilities
- Projectors
$\checkmark$ Expand in business and high-lumen markets in developed economies
$\checkmark$ In emerging markets, capture demand for education models and build up our sales and marketing organization
- Microdevices
$\checkmark$ Complete workforce restructuring and right-size the business
$\checkmark$ Accelerate efforts to create high added value products
$\checkmark$ Restore profitability by reducing variable and fixed costs

Net Sales Outlook by Business
-Information Equipment Segment



FY2012 Financial Outlook (Operating Income)

- By business segment



# F（2011 Results <br> 「ソこ゚シき Outoo！ 

FY2011
Q4 Results

Financial Highlights (Fourth Quarter)

| (Billions of yen) |  | FY2010 |  | FY2011 |  | Change |  |
| :---: | :---: | :---: | :---: | :---: | :---: | :---: | :---: |
|  |  | Q4 Actual | \% | Q4 Actual | \% | Amount | \% |
| Net Sales |  | 226.3 | - | 213.3 | - | -12.9 | -5.7\% |
| Operating Income |  | -1.1 | -0.5\% | 3.5 | 1.7\% | +4.7 | - |
| Ordinary Income |  | -1.3 | -0.6\% | 5.5 | 2.6\% | +6.9 | - |
| Net Income <br> Before Income Taxes |  | -10.8 | -4.8\% | 7.0 | 3.3\% | +17.8 | - |
| Quarterly <br> Net Income |  | -6.7 | -3.0\% | 4.6 | 2.2\% | +11.3 | - |
| EPS |  | - $¥ 33.86$ |  | $¥ 25.90$ |  |  |  |
| $\begin{aligned} & \quad \pi \\ & \begin{array}{l} \text { mo } \\ 0 \\ 0 \\ 0 \\ 0 \\ 0 \\ 0 \\ 0 \\ 0 \\ 0 \\ 0 \end{array} \end{aligned}$ | USD | $¥ 82.34$ |  | $¥ 79.28$ |  |  |  |
|  | EUR | $¥ 112.57$ |  | $¥ 103.98$ |  |  |  |

Quarterly Net Sales Trend
-By business segment


Quarterly Net Sales Comparison
-Information Equipment Segment
(Billions of yen)

(Billions of yen)


Quarterly Selling, General and Administrative Expenses


Quarterly Operating Income -By business segment

| (Billions of yen) |  |  |  |
| ---: | ---: | ---: | ---: |
| -1.1 | 3.6 | 3.1 | 14.3 |


$-10.0$

| -20.0 | -11.4 | -11.5 | -11.5 | -9.9 | -10.6 | Corporate |
| :---: | :---: | :---: | :---: | :---: | :---: | :---: |
|  | 2010/Q4 | 2011/Q1 | 2011/Q2 | 2011/Q3 | 2011/Q4 |  |

## Operating Income Fluctuation Cause Analysis

(Billions of yen)

(Billions of yen)
Total assets


Inventories

(Billions of yen)
Interest-bearing liabilities \& ratio of interest-bearing liabilities


Shareholders' equity \& equity ratio


* Lease obligations are included in interest-bearing liabilities
*Shareholder equity $=$ total net assets - minority interests in subsidiaries


## Outlook for Capital Expenditure and

 Depreciation \& Amortization Expenses

| Breakdown by <br> segment | FY2011 Actual |  | FY2012 Outlook |  |
| :--- | ---: | ---: | ---: | ---: | ---: |
|  | D\&A | Cap. Ex. | D\&A |  |
| Information Equipment | 29.5 | 22.7 | 42.0 | 28.0 |
| Devices \& Precision Products | 6.8 | 10.1 | 12.0 | 12.0 |
| Other/Adjustments | 2.5 | 4.6 | 5.0 | 5.0 |

## Free Cash Flow Outlook

## (Billions of yen)



## Main Management Indicators



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