



Full-Year & Q4 Financial Results Fiscal Year 2009 (Ending March 2010)

April 30, 2010

SEIKO EPSON CORPORATION

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■ 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 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, 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 business incubation projects included under "Other" segment

From FY2009

- In line with the structural reforms for the electronic device businesses announced in March 2009, corporate R&D on some of the business incubation projects that we plan to bring to market were charged to other segments instead of being allocated to the "Other" segment.
- This resulted in a change to the disclosed profit and loss figures for each segment in fiscal 2009.
- In the slides explaining fiscal 2009, fiscal 2008 segment profit and loss figures have been adjusted for the purpose of comparison.

Changes to segment reporting based on new management approach

From FY2010

- Under our new management approach, Head Office expenses that were allocated to the various segments and business in proportion to their respective sales will be consolidated under the Corporate Segment from fiscal 2010.
- The functions of subsidiaries that provided services to the Epson Group and whose results were reported under the "Other" segment have been transferred to the various businesses.
- In the slides showing the fiscal 2010 outlook, fiscal 2009 segment profit and loss figures have been adjusted for the purpose of comparison.

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■ Segment adjustments

- **We have adjusted our segments for fiscal 2009 and fiscal 2010.**
- **As explained at previous announcements, we made a change at the start of the 2009 fiscal year that affected some of the business incubation projects included in the "Other" segment.**
- **From the 2010 fiscal year, we will begin reporting segment information based on our new management approach.**
- **In the past we allocated Head Office expenses to the various operating segments and businesses. Going forward we will not allocate these expenses but, instead, will consolidate them under a "Corporate" segment.**
- **In addition, the functions of several subsidiary companies that provided services to the Epson Group and whose results were reported under the "Other" segment have been transferred to the various businesses, so their profit or loss will no longer be reported under the "Other" segment.**

1. Overview

2. Details

Financial Highlights (Full Year)



(Billions of yen)	FY2008		FY2009				Change (amount, %)	
	Actual	%	Previous Outlook	%	Actual	%	Y/Y	Vs. Prev. Outlook
Net Sales	1,122.4	-	990.0	-	985.3	-	-137.1 -12.2%	-4.6 -0.5%
Operating Income	-1.5	-0.1%	20.0	2.0%	18.2	1.8%	+19.8 -	-1.7 -8.9%
Ordinary Income	5.3	0.5%	13.0	1.3%	13.8	1.4%	+8.5 +161.7%	+0.8 +6.7%
Net Income Before Income Taxes	-89.5	-8.0%	0	0.0%	-0.7	-0.1%	+88.7 -	-0.7 -
Net Income	-111.3	-9.9%	-21.0	-2.1%	-19.7	-2.0%	+91.5 -	+1.2 -
EPS	-¥566.92		-¥105.41		-¥99.34			
Exchange Rate	USD	¥100.53	¥93.00		¥92.85			
	EUR	¥143.48	¥133.00		¥131.15			

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■ Financial highlights.

- Compared year to year, fiscal 2009 net sales were ¥985.3 billion, down ¥137.1 billion. Operating income was ¥18.2 billion, up ¥19.8 billion. Ordinary income was also up, by ¥8.5 billion, to ¥13.8 billion. With a loss of ¥19.7 billion, net income was negative.
- Income showed vast improvement compared to last year.

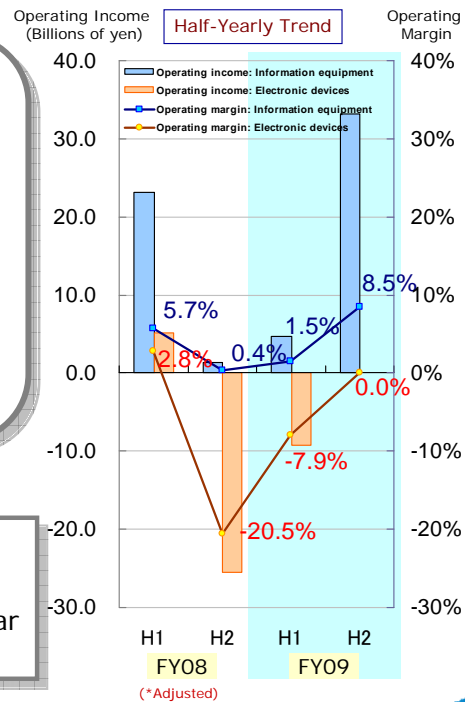
FY2009 Financial Highlights



- First-half income hit hard by effects of global recession, especially in enterprise sector
- Sharp improvement in second half income due to economic recovery and various initiatives to improve earnings
- Consistent efforts to reduce fixed costs
- Aggressively expanded sales of inkjet printers to achieve a stronger earnings base in FY2010 and beyond



Achieved our original target of break-even in ordinary income for the full year



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■ FY2009 main points

- Fiscal 2009 first-half income, especially in the enterprise sector, was hit hard by the effects of the global economic crisis and subsequent recession.
- In the second half, however, income jumped, especially in the third quarter. Income increased due to a variety of factors, including a recovering economy and a range of initiatives to improve earnings.
- A drastic reduction of fixed costs Group-wide also contributed significantly to the improvement.
- The initiatives were complemented by aggressive expansion of inkjet printer sales and other actions to lay the foundation for a stronger earnings base in the years ahead.
- As a result of these factors we were able to achieve our initial target of break-even in ordinary income when calculating at the exchange rate used at the time of the initial forecast.

Information-Related Equipment Segment

Despite the lingering effects of the recession and a fledgling recovery in the enterprise market, income showed improvement due to our ongoing efforts to make operations more efficient through cost reductions and other actions.

- Inkjet printers: Launched competitive products and strengthened moves into emerging markets and the commercial and industrial sectors, all of which promise growth.
- Business systems: Maintained and enhanced presence in POS-related products and SIDM
- Projectors: Maintained top market share in volume zone and expanded into high brightness area

Electronic Devices Segment

Losses shrank significantly due to a second-half recovery in demand for products such as digital home electronics and mobile phones, combined with the effects of impairments recorded in the previous fiscal year and fixed cost reductions.

- Crystal devices, semiconductors: Took advantage of synergies resulting from making Epson Toyocom a wholly owned subsidiary, and pressed our advantage in sectors such as sensing devices.
- Small- and medium-sized displays: Transferred part of the business assets of our amorphous silicon TFT LCD business to Sony as scheduled, in line with the mid-range business plan

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■ FY2009 main points

➤ **In information-related equipment, we delivered improved income, in part because the enterprise market is generally on the upswing, but also as a result of cost-cutting and ongoing efforts to make our operations leaner and more efficient.**

➤ **In each of the business segments we improved our competitive position and solidly executed plans in new growth sectors.**

➤ **In electronic devices we saw losses shrink significantly compared to last year. First half results were hit hard by the effects of the recession. Beginning in the second half, however, we saw income improve due to a combination of factors, including a recovery in demand for products such as digital home electronics and mobile phones, the effects of impairments recorded in the previous fiscal year, and the effects of fixed cost reductions.**

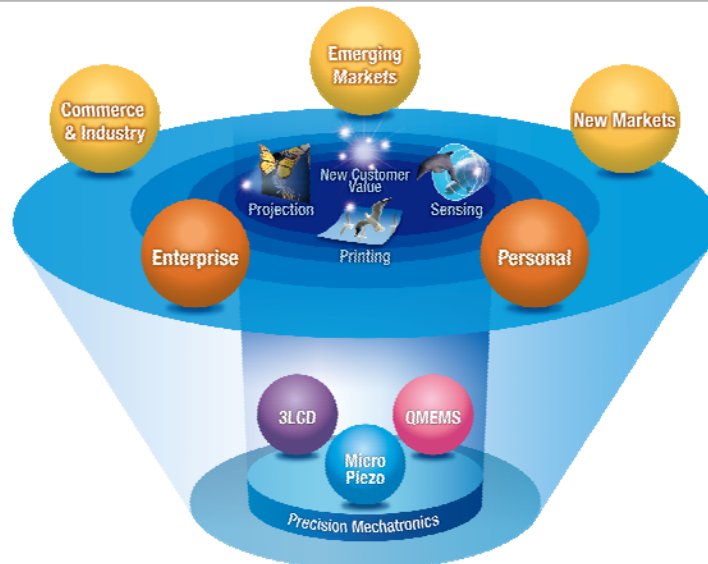
➤ **The quartz devices and sensors business will be the main drivers of this segment going forward. Here we positioned ourselves to take greater advantage of synergies by making Epson Toyocom a wholly owned subsidiary.**

➤ **We also took definitive action in the small- and medium-sized displays business. On April 1, according to an agreement concluded last June, we transferred part of the business assets of our amorphous silicon TFT LCD business to Sony Mobile Display.**

SE15 Long-Range Corporate Vision



Epson is committed to the relentless pursuit of innovation in compact, energy-saving, high-precision technologies, and through the formation of group-wide platforms will become a community of robust businesses, creating, producing, and delivering products and services that emotionally engage customers worldwide.



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■ SE15 vision statement

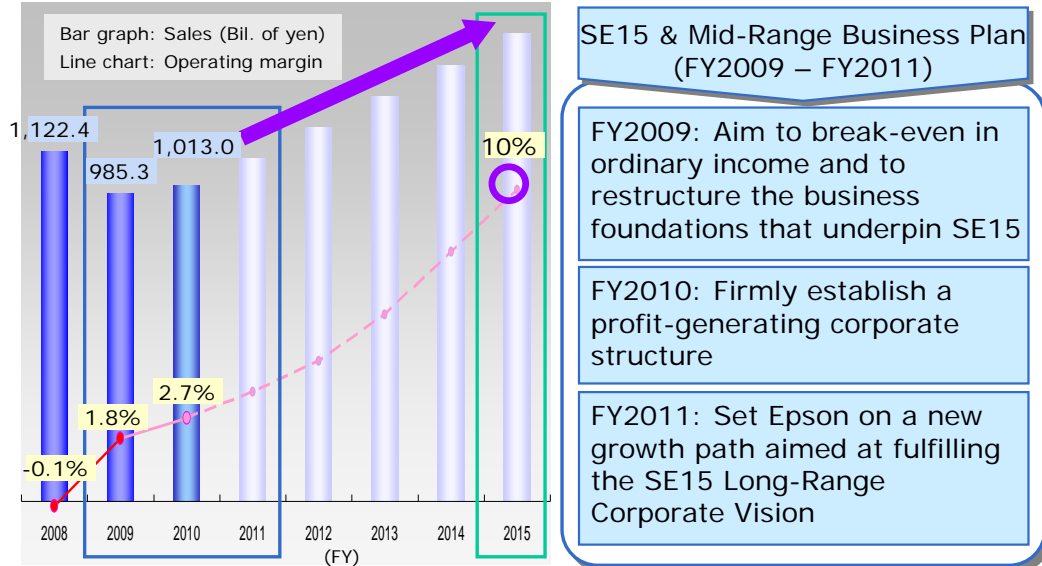
- Epson aims to maximize customer value in three key business domains – printing, projection, and sensing – by leveraging corporate strength in areas such as Micro Piezo, high-temperature polysilicon TFT, and QMEMS technologies.
- We will look to grow the company as a whole by using these strong technologies to deliver value to existing customers as well as to customers we have not served in the past, including those in the commercial and industrial segment and in emerging markets.

SE15 Long-Range Corporate Vision & Mid-Range Business Plan (FY2009 - FY2011)



SE15 Financial Objectives (FY2015)

ROS: 10%, ROE: Sustained 10% or greater (assuming net sales growth)



SE15 & Mid-Range Business Plan (FY2009 – FY2011)

FY2009: Aim to break-even in ordinary income and to restructure the business foundations that underpin SE15

FY2010: Firmly establish a profit-generating corporate structure

FY2011: Set Epson on a new growth path aimed at fulfilling the SE15 Long-Range Corporate Vision

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■ SE15 Long Range Corporate Vision/ Mid-range Business Plan

- SE15 provides quantitative financial objectives for fiscal 2015. Specifically, ROS of at least 10% and ROE that is consistently at or above 10%. The assumption underlying these objectives is net sales growth.
- As we look toward achieving our SE15 corporate vision, fiscal 2009 was the first year of our three-year mid-range business plan. As part of this we rolled out various measures aimed at achieving our targets of break-even in ordinary income and at shoring up the business foundations necessary to realize our vision.
- Fiscal 2010 is the second year of the mid-range business plan. Our objective this year is to firmly establish a profit-generating corporate structure. To achieve this we will have to sustain the benefits of the fixed-cost improvements achieved in fiscal 2009 as we lay the groundwork for growth.

FY2010 Business Outlook
 ▶ Year-over-year



(Billions of yen)	FY2009		FY2010		Change	
	Total	%	Total	%	Amount	%
Net Sales	985.3	-	1,013.0	-	+27.6	+2.8%
Operating Income	18.2	1.8%	27.0	2.7%	+8.7	+48.1%
Ordinary Income	13.8	1.4%	24.0	2.4%	+10.1	+73.0%
Net Income Before Income Taxes	-0.7	-0.1%	12.0	1.2%	+12.7	-
Net Income	-19.7	-2.0%	0	-	+19.7	-
EPS	-¥99.34		¥0.00			
Exchange Rate	USD	¥92.85	¥85.00			
	EUR	¥131.15	¥125.00			

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■ FY2010 business outlook

- In fiscal 2010 we expect to see year-over-year growth in net sales and income, with ¥1,013 billion in net sales and ¥27 billion in operating income.
- Ultimately, we are targeting break-even or better in net income, though we do foresee taking an extraordinary loss in fiscal 2010 as we cap off our reorganization efforts.

Inkjet Printer Business

- ◆ Enhance and expand product lineup to provide products optimized to the needs of specific customer segments, including enterprise, emerging and consumer markets

Projector Business

- ◆ Offer an extensive product lineup only possible with our No. 1 position

Quartz Device & Sensor Business

- ◆ Expand our leading competitiveness with greater capacity and capitalize on synergies with our semiconductor operations

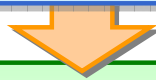
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■ FY2010 initiatives

- In inkjet printers, we will significantly enhance and expand our product lineup as we look to provide products optimized for the needs of specific customers in the enterprise, emerging market, and consumer segments.
- Among other things, the bigger and better inkjet lineup will include inkjet printers developed specially for emerging markets, and products that offer enhanced usability for SOHO users.
- We will solidly position ourselves for future growth, aiming to increase inkjet printer unit sales by 10% or more year-over-year.
- In the projector business, we will leverage the competitive advantage that our core technology provides to offer an extensive product lineup as the No. 1 name in projectors and expand our share.
- In the quartz device and sensor business, we will resume the capital spending that we put on hold in fiscal 2009 to expand production capacity. We will leverage this supply capacity to open up a commanding lead on the competition and maintain our position as the No. 1 company in crystal device products.
- At the same time, we will seek to capitalize on synergies through closer collaboration between our quartz device and semiconductor operations, particularly in modules.

In the second year of our mid-range business plan (FY2009 - FY2011), we will aim to set a profit-generating corporate structure firmly in place.

- Aim for at least break-even in net income
- Lay the groundwork to achieve the goals of the SE15 long-range corporate vision
- Bring business reorganization to completion



In fiscal 2011, the final year of the mid-range business plan, set Epson on a new growth path aimed at fulfilling the SE15 Long-Range Corporate Vision.

■ FY10 objectives

- In the second year of the mid-range business plan, we will aim to firmly establish a profit-generating corporate structure.
- Toward this end, we will harness the traction provided by information-related equipment to drive year-over-year company-wide revenue and income growth and achieve break-even or better in net income.
- We will also deploy our strategies in the key business domains and lay the groundwork to achieve the goals of the SE15 long-range corporate vision.
- Further, we will address the remaining issues in the small- and medium-sized displays business to bring the reorganization of the business to completion.
- The Epson Group will work as a team to carry out these actions and strategies, so that we are in position to achieve our 2011 objective of setting Epson on a new growth path aimed at fulfilling the SE15 Long-Range Corporate Vision.

1. Overview

2. Details

1) FY2009 Financial Results

2) FY2010 Business Outlook

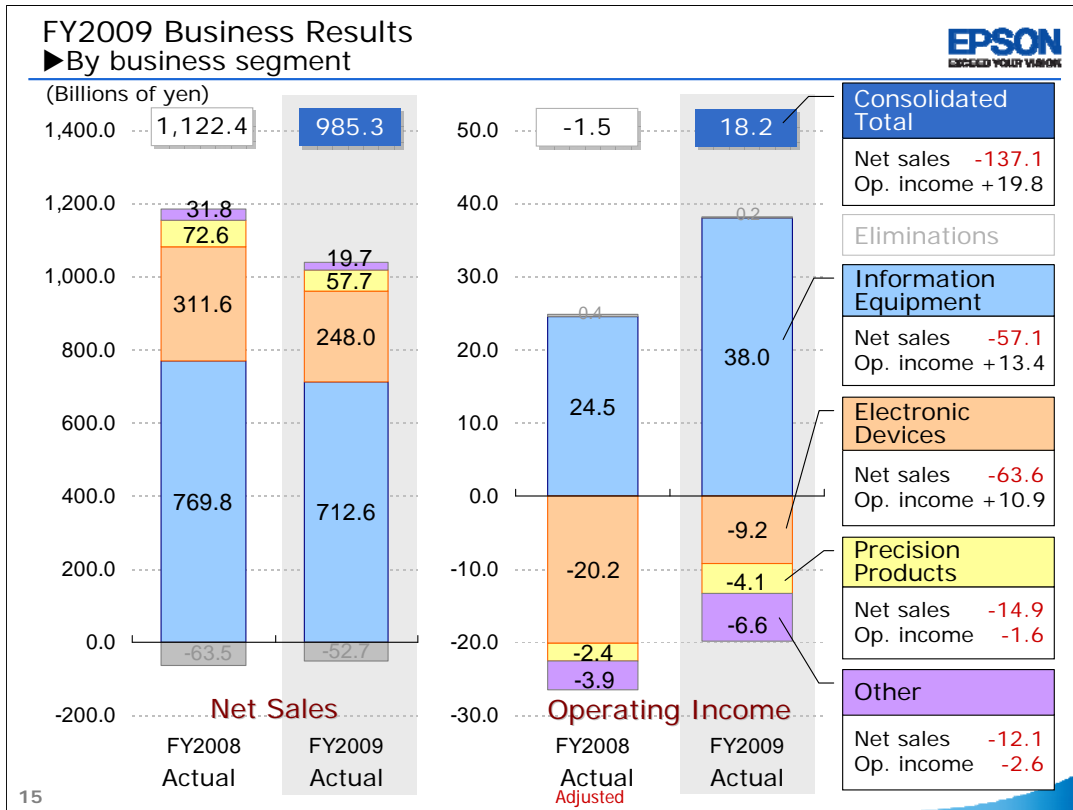
Financial Highlights (Full Year)



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Net Income	-111.3	-9.9%	-21.0	-2.1%	-19.7	-2.0%	+91.5 -	+1.2 -
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Exchange Rate	USD	¥100.53	¥93.00		¥92.85			
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■ FY2009 financial highlights

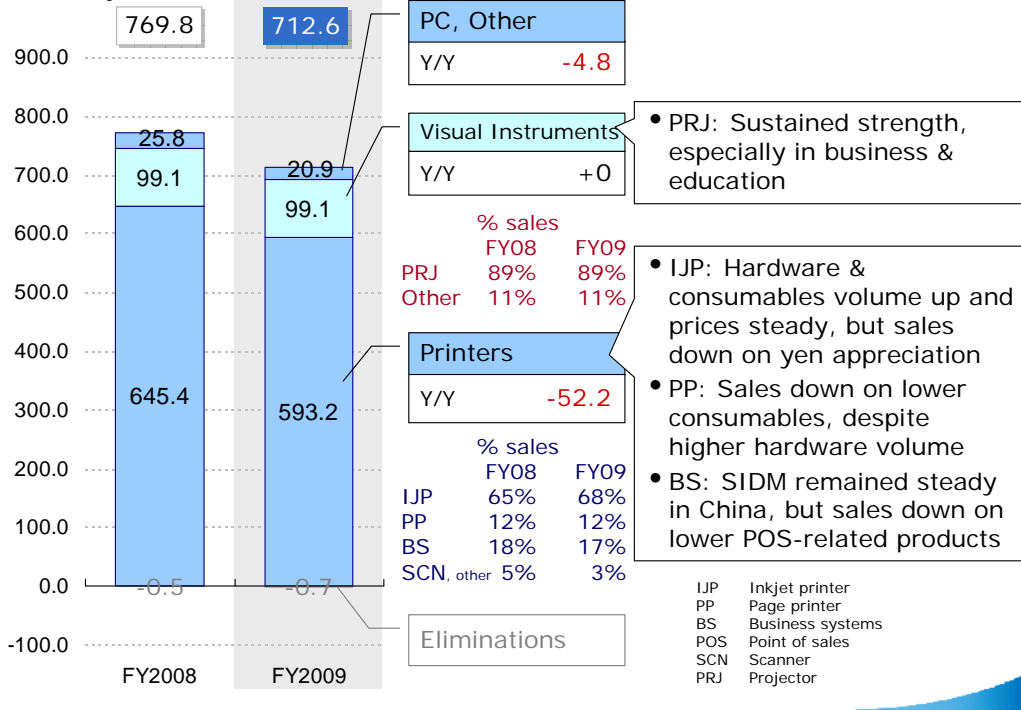


■ **FY2009 business results by segment**

Net Sales Comparison (Full Year) ▶ Information Equipment Segment



(Billions of yen)



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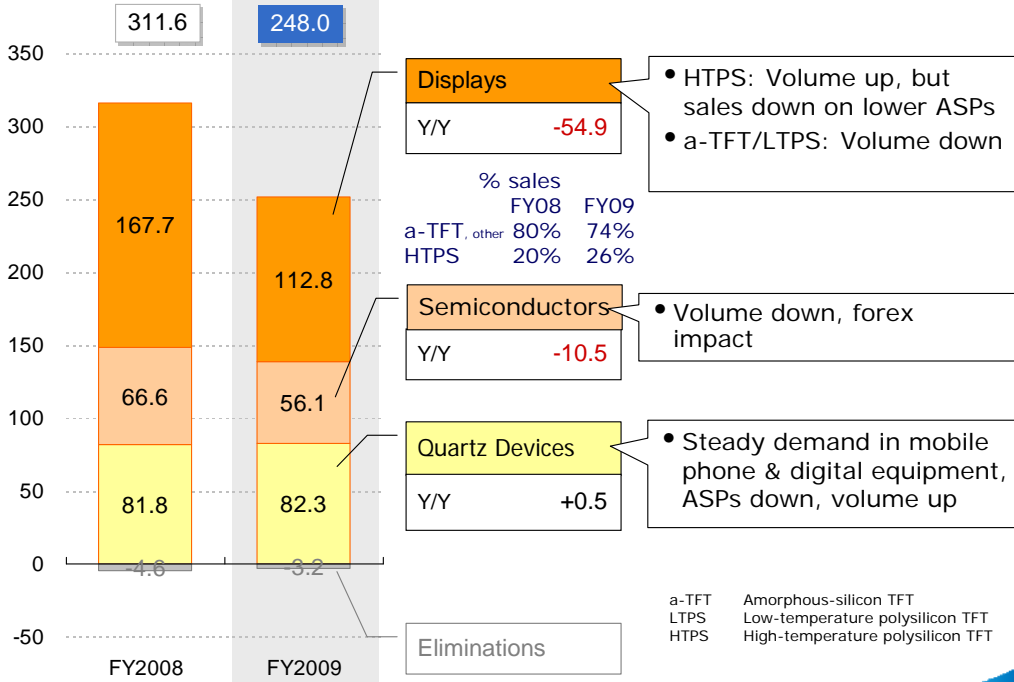
■ Net sales comparison (information-related equipment segment)

Net Sales Comparison (Full Year)

▶ Electronic Devices Segment



(Billions of yen)



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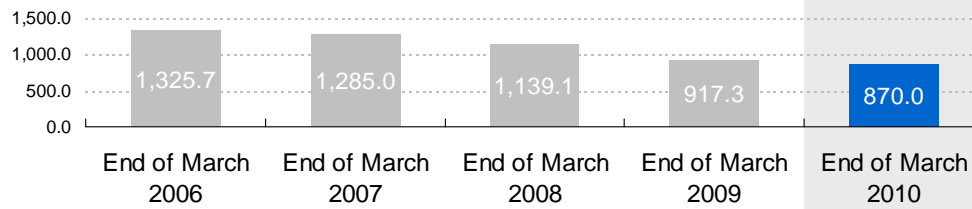
■ Net sales comparison (electronic devices segment)

Statistics of Balance Sheet Items

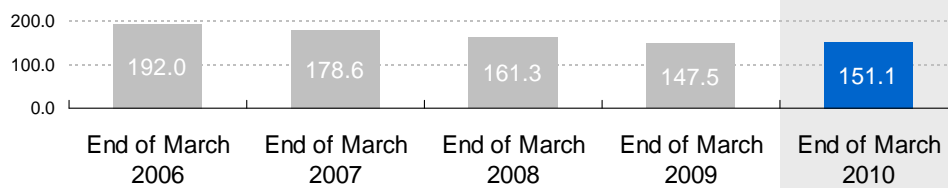


(Billions of yen)

Total assets



Inventories



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■ Major balance sheet items

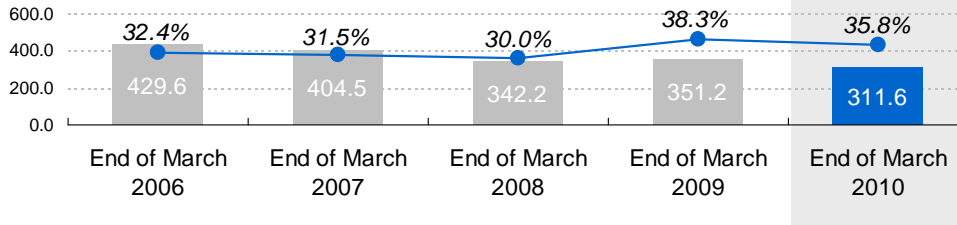
- Despite an increase in notes and accounts receivable-trade, total assets declined by 47.2 billion yen due to a decrease in liquidity in hand and tangible assets.

Statistics of Balance Sheet Items

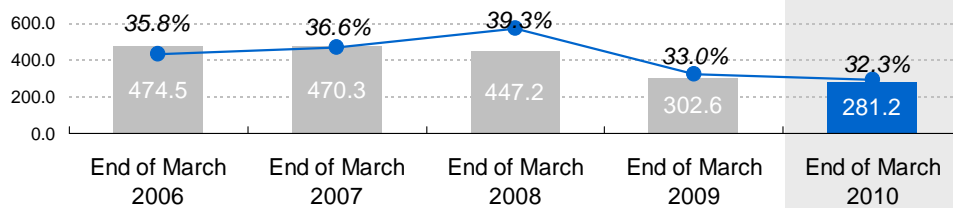


(Billions of yen)

Interest-bearing liabilities & ratio of interest-bearing liabilities



Shareholders' equity & equity ratio



*Starting from FY2008, lease obligations were included in interest-bearing liabilities
 *Shareholder equity = total net assets - minority interests in subsidiaries

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■ Statistics of balance sheet items

- **Interest-bearing liabilities decreased by ¥39.5 billion compared to the end of the previous fiscal year. The ratio of interest-bearing liabilities to total assets was 35.8%. Net interest-bearing liabilities were ¥57.1 billion.**

- **Shareholders' equity decreased by ¥21.3 billion. The equity ratio was 32.3%.**

Financial Highlights (Fourth Quarter)

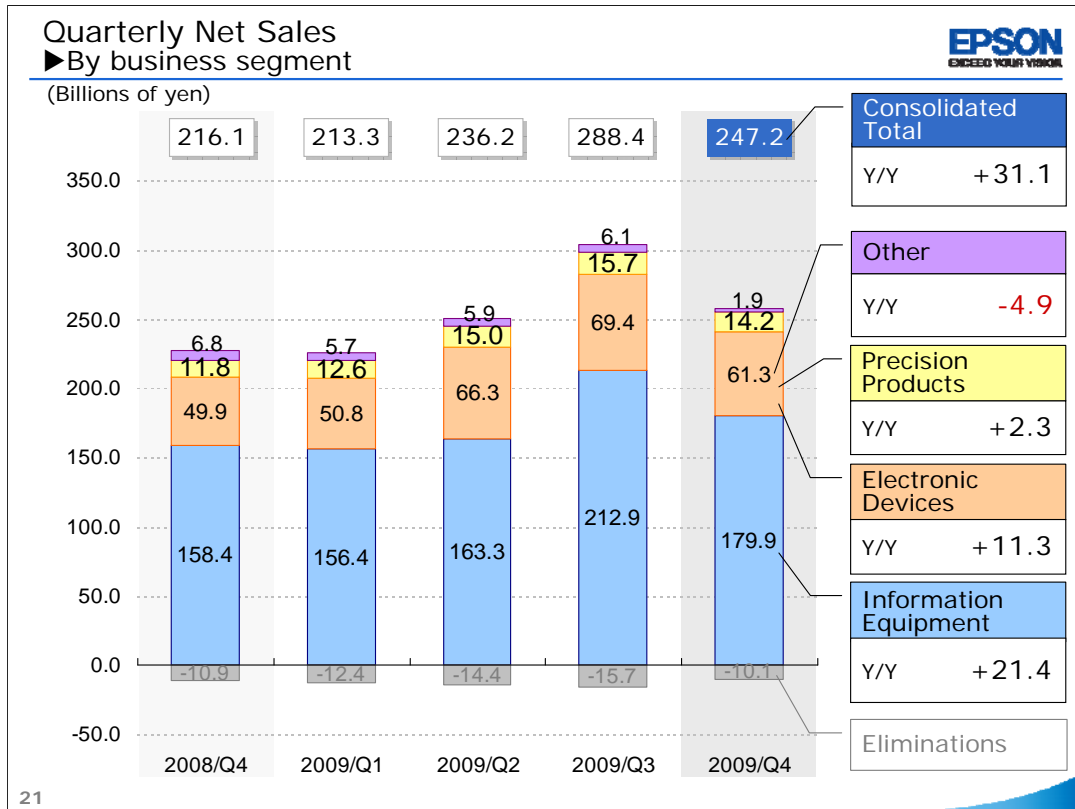


(Billions of yen)	FY2008		FY2009		Change	
	Q4 Actual	%	Q4 Actual	%	Amount	%
Net Sales	216.1	-	247.2	-	+31.1	+14.4%
Operating Income	-34.2	-15.9%	-3.9	-1.6%	+30.3	-
Ordinary Income	-32.2	-14.9%	-2.5	-1.0%	+29.6	-
Net Income Before Income Taxes	-109.3	-50.6%	-8.2	-3.4%	+101.0	-
Quarterly Net Income	-123.2	-57.0%	-15.0	-6.1%	+108.1	-
EPS	¥627.47		¥75.33			
Exchange Rate	USD	¥93.61	¥90.70			
	EUR	¥121.81	¥125.62			

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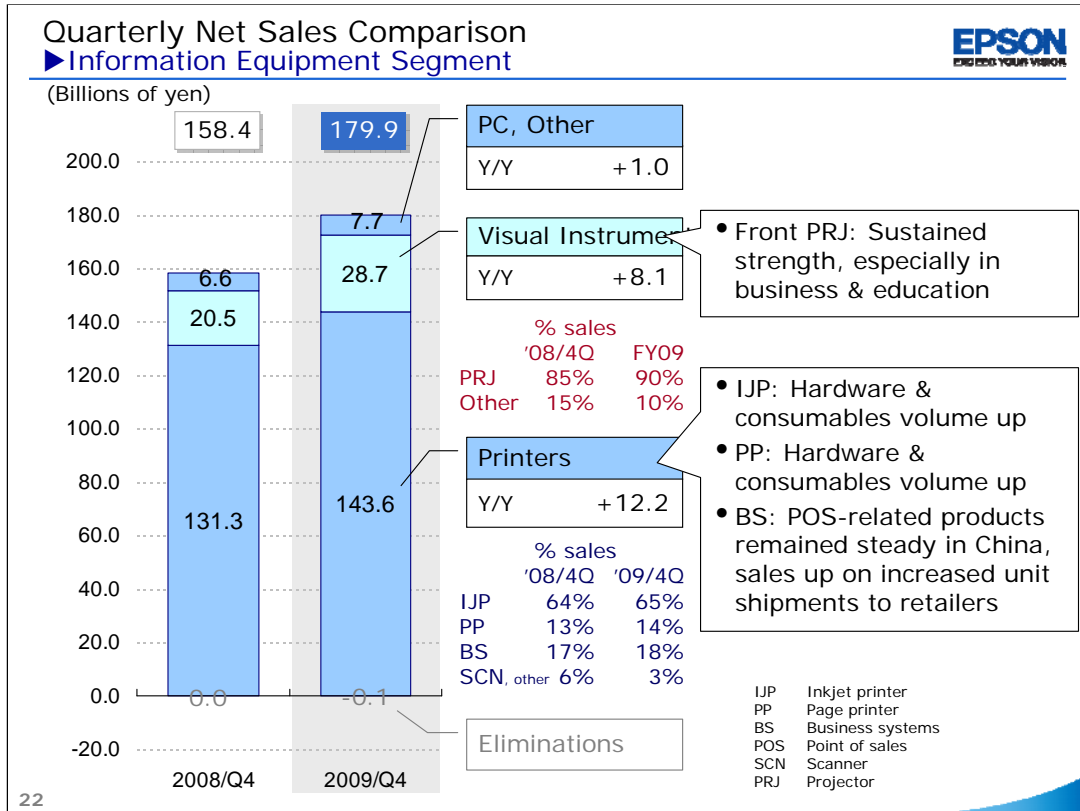
■ Financial highlights (fourth quarter)

- Net sales were ¥247.2 billion, up 14.4% year over year. On the income front, we posted a loss, but we did see significant improvement over last year.
- The results were lower than forecast at the time of our January 29 outlook, principally due to the effects of a weaker euro.



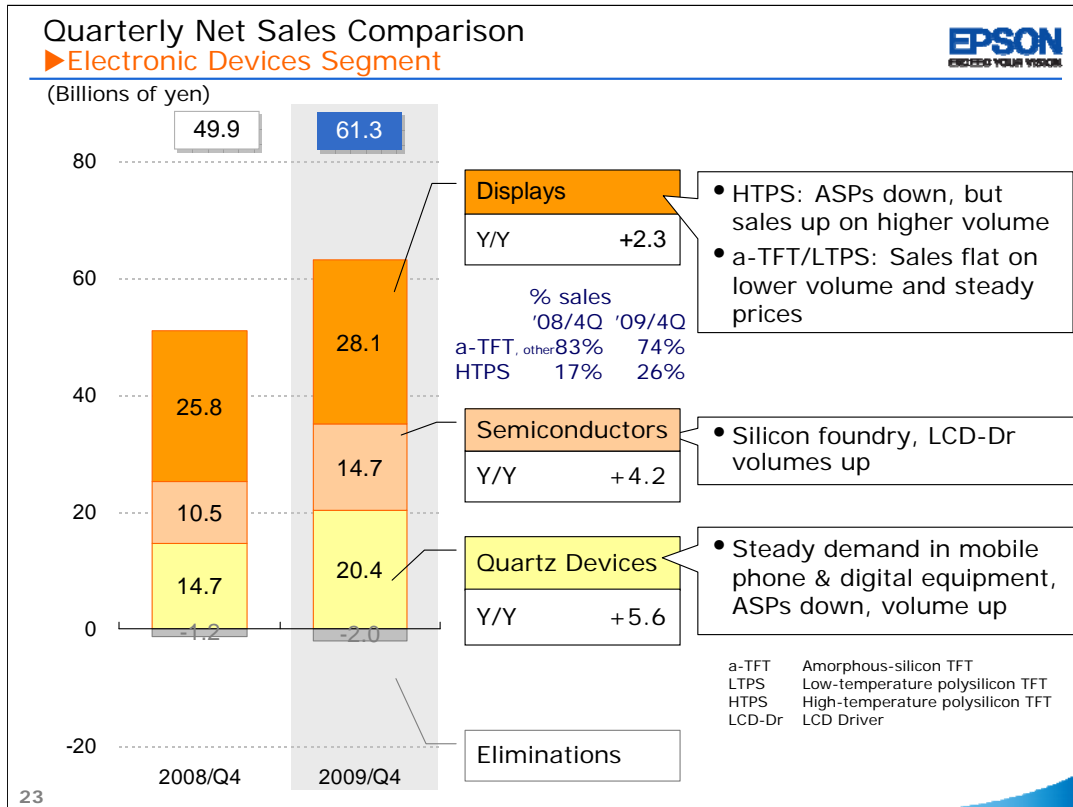
■ Quarterly net sales by business segment

- In information-related equipment, net sales rose by ¥21.4 billion. Electronic devices net sales increased by ¥11.3 billion and precision products by ¥2.3 billion.



■ Quarterly net sales (information-related equipment segment)

- The printer business reported a ¥12.2 billion increase in net sales from the year-ago period.
- Inkjet printer net sales grew due to a combination of factors, including the stabilization of printer prices, an increase in hardware unit shipments, and higher consumables volume.
- By region, inkjet printer net sales in Europe declined compared to the same period last year despite the market there showing signs of recovery. America, Asia, and Japan, however, all reported unit growth.
- Page printer net sales increased. Despite a decline in printer ASPs, net sales were boosted by growth in consumables and hardware unit shipments across Japan, Europe and Asia, as we continued to aggressively pursue tender business opportunities.
- Business systems delivered net sales growth. Net sales were buoyed by steady SIDM printer sales in China, as well as by increased unit shipments of POS-related products to retailers in Europe and America.
- The visual instruments business reported higher unit shipments and higher net sales in all regions, as sales of business and education projectors remained steady for the second sequential quarter.



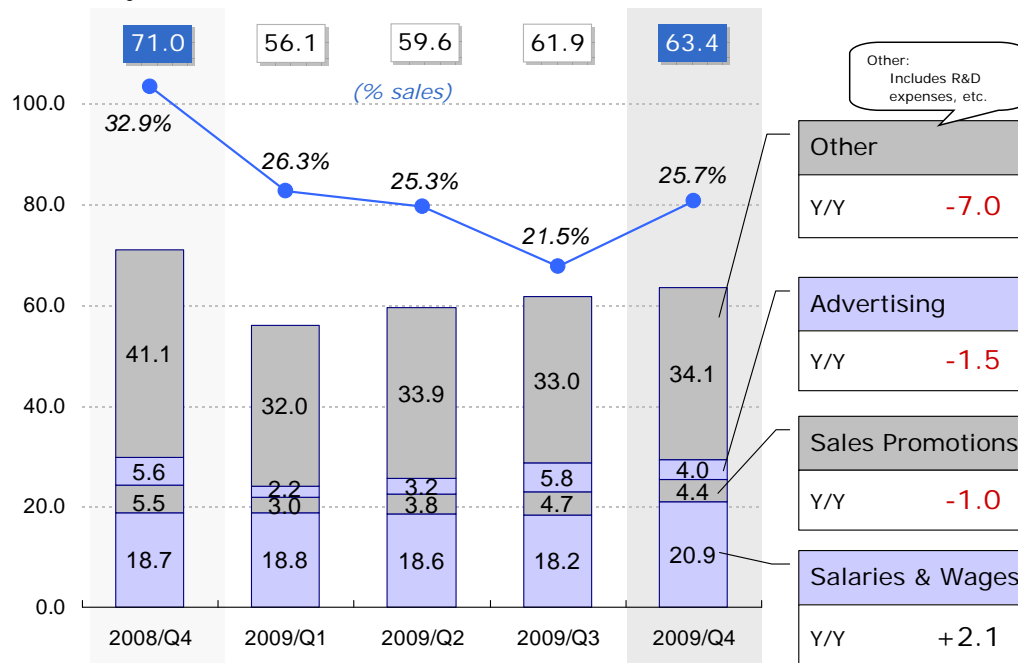
■ Quarterly net sales (electronic devices segment)

- The quartz device and semiconductor businesses saw net sales increase compared to the same period last year, as the economic recovery supported steady demand.
- We posted a ¥5.6 billion increase in net sales from crystal devices despite a decline in ASPs. Growth was driven primarily by increased unit shipments to digital home electronics and mobile phone manufacturers. Semiconductor net sales also grew by ¥4.2 billion on higher silicon foundry and driver volume.
- The display business reported a ¥2.3 billion year-over-year increase in net sales.
- Higher unit shipments of HTPS panels for projectors nudged net sales higher despite lower ASPs.
- In small- and medium-sized displays, net sales were basically flat compared to the same period last year. Unit shipments to mobile phone, digital camera, and other markets shrank, but net sales were helped by price supports and other measures.

Quarterly Selling, General and Administrative Expenses



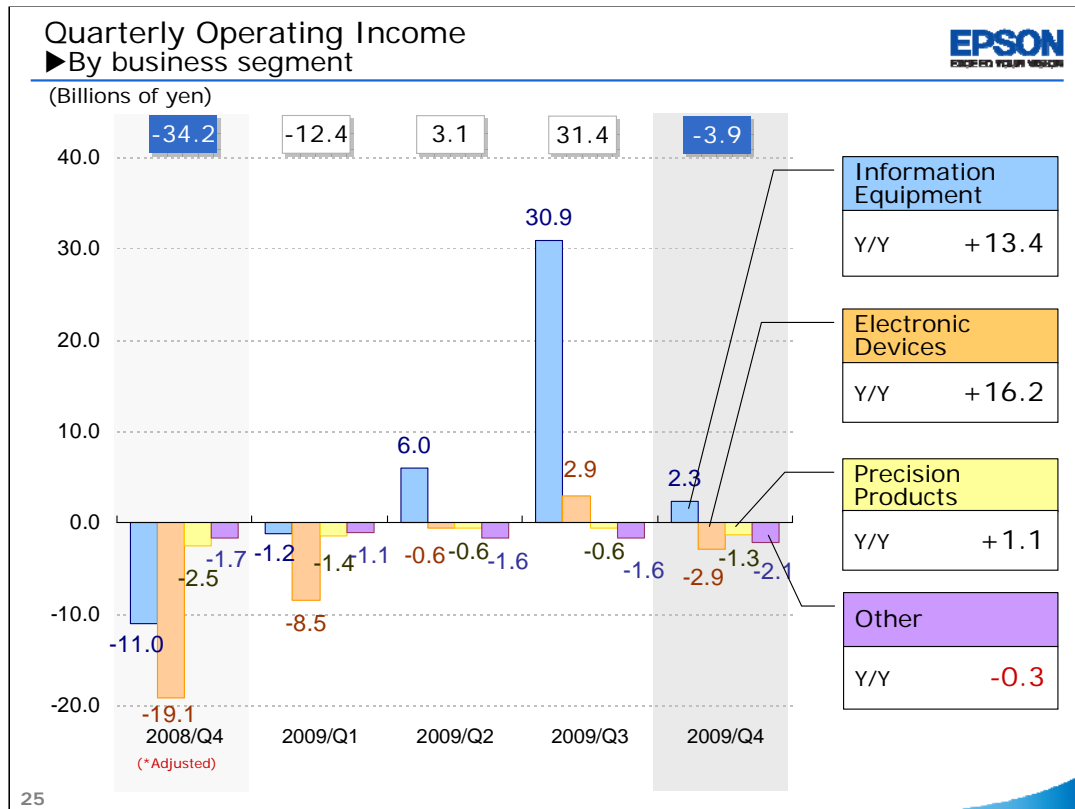
(Billions of yen)



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■ Quarterly selling, general and administrative expenses

- Compared to the same period last year we reduced SGA expenses by ¥7.5 billion from the year ago period, primarily as a result of cutbacks in R&D spending, sales promotions and advertising.



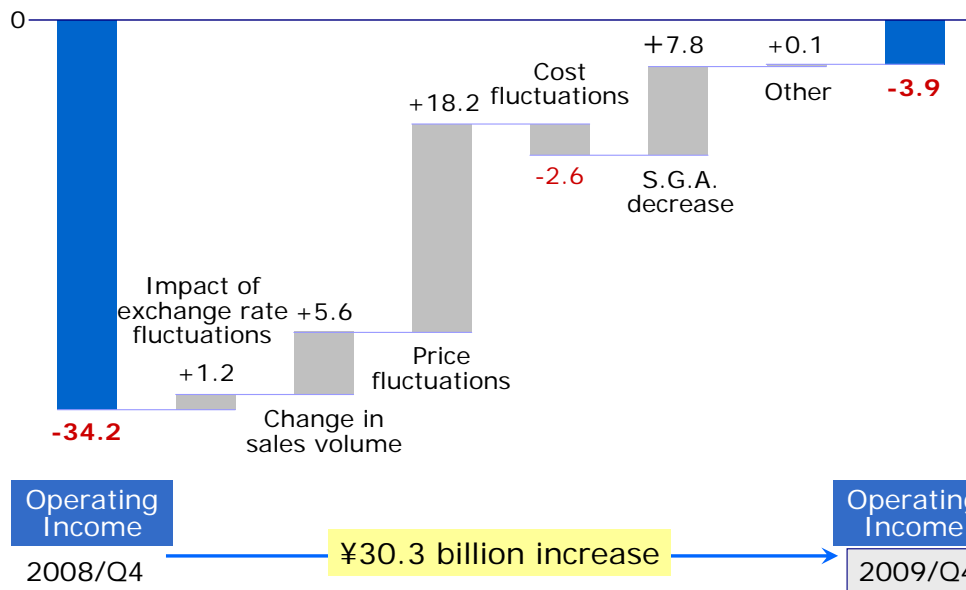
■ Quarterly operating income by business segment

- Information-related equipment operating income grew by ¥13.4 billion, to ¥2.3 billion.
- In addition to net sales growth in inkjet printers, business systems, and projectors, operating income benefited from the streamlining of expenses in all areas of operations.
- Electronic devices reported a ¥2.9 billion operating loss, ¥16.2 billion narrower than the same period last year.
- The marked improvement in earnings was due to a variety of factors. Increased unit shipments enabled us to maintain high capacity utilization in the semiconductor and quartz device businesses. The streamlining of operations also had a positive effect, as did the lower depreciation expenses associated with the restructuring charges and impairments recorded last fiscal year.

Operating Income Fluctuation Cause Analysis



(Billions of yen)



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■ Cause analysis of operating income increase

- Quarterly operating loss was ¥3.9 billion compared to a ¥34.2 billion operating loss in the fourth quarter of fiscal 2008. While cost fluctuations had a negative effect on operating income, factors such as price fluctuations, lower SGA expenses, and volume fluctuations contributed positively.

1) FY2009 Financial Results

2) FY2010 Business Outlook

Caution:
There are changes to segment reporting based on the new "management approach."
Please refer to slide 2 for details on the changes.

FY2010 Business Outlook

▶ Year-over-year

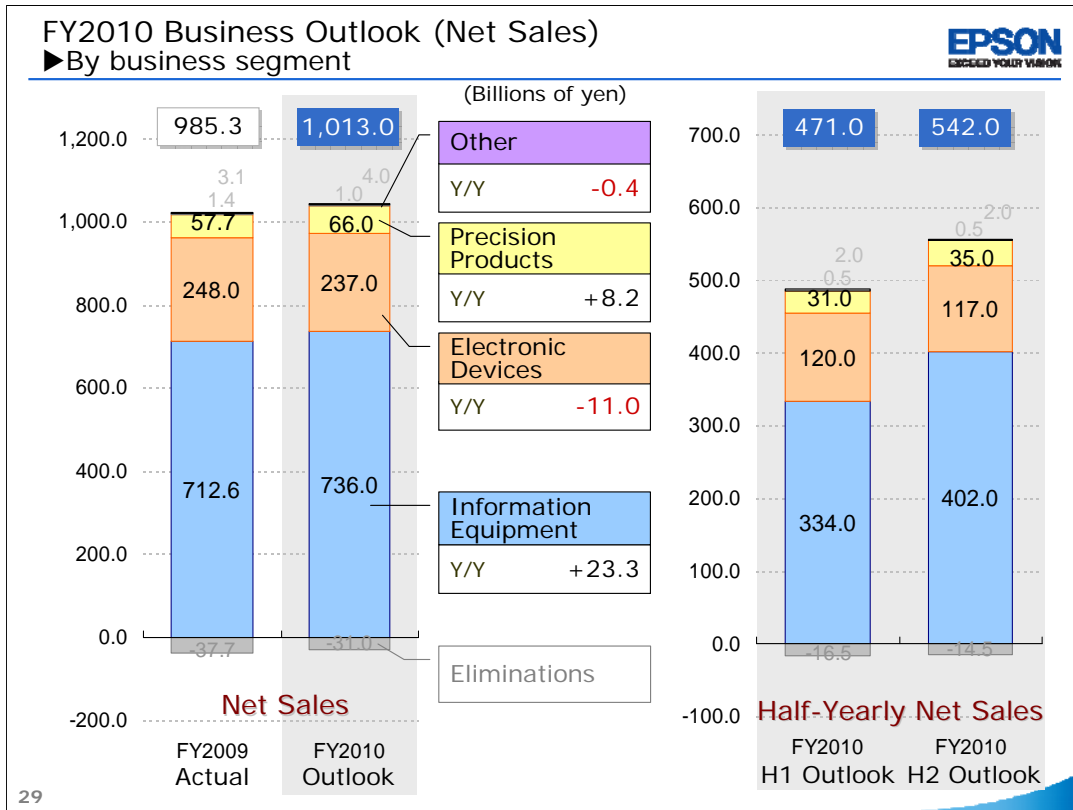


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Net Income Before Income Taxes	-0.7	-0.1%	12.0	1.2%	+12.7	-
Net Income	-19.7	-2.0%	0	-	+19.7	-
EPS	-¥99.34		¥0.00			
Exchange Rate	USD	¥92.85	¥85.00			
	EUR	¥131.15	¥125.00			

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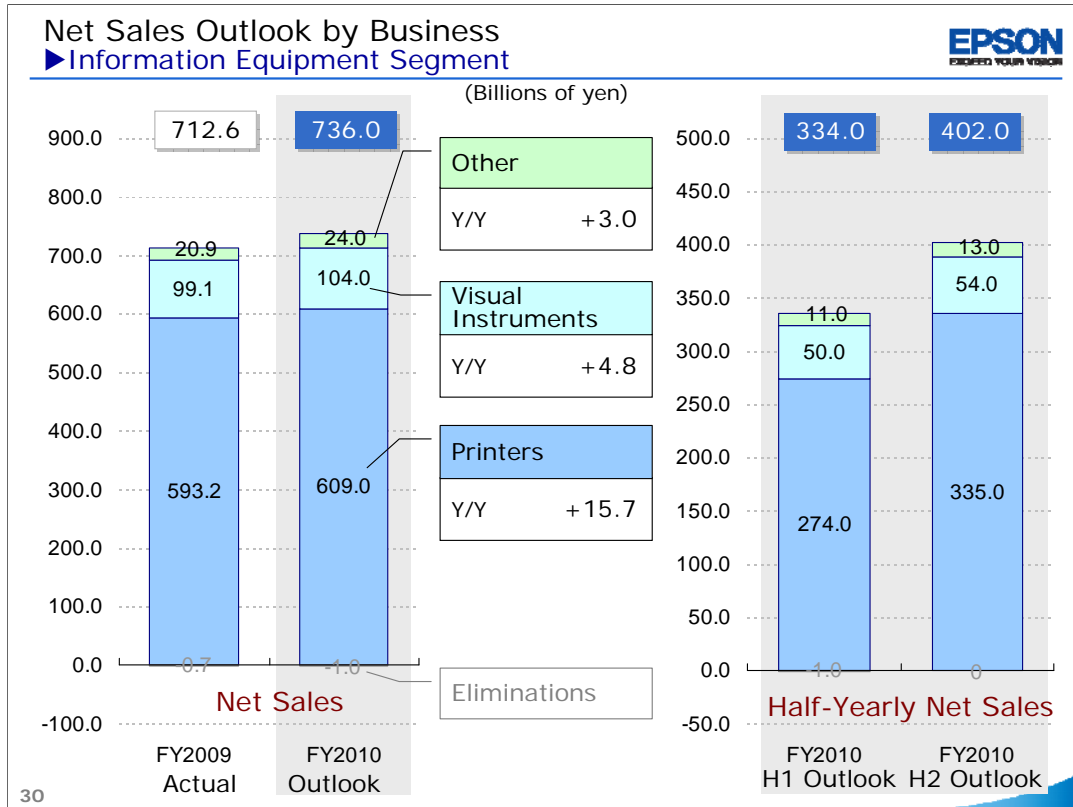
■ FY2010 business outlook

- In fiscal 2010 we see a general, if gradual, economic recovery. We are forecasting revenue growth for the year and, with initiatives to make us stronger as a company, we expect year-over-year improvement in every category. Specifically, we are forecasting net sales of ¥1,013 billion, up ¥27.6 billion, operating income of ¥27 billion, up ¥8.7 billion, and ordinary income of ¥24 billion, up ¥10.1 billion.
- As I mentioned at the outset, we expect to break-even in net income after recording an extraordinary loss for the final stages of the restructuring of the small- and medium-sized displays business.



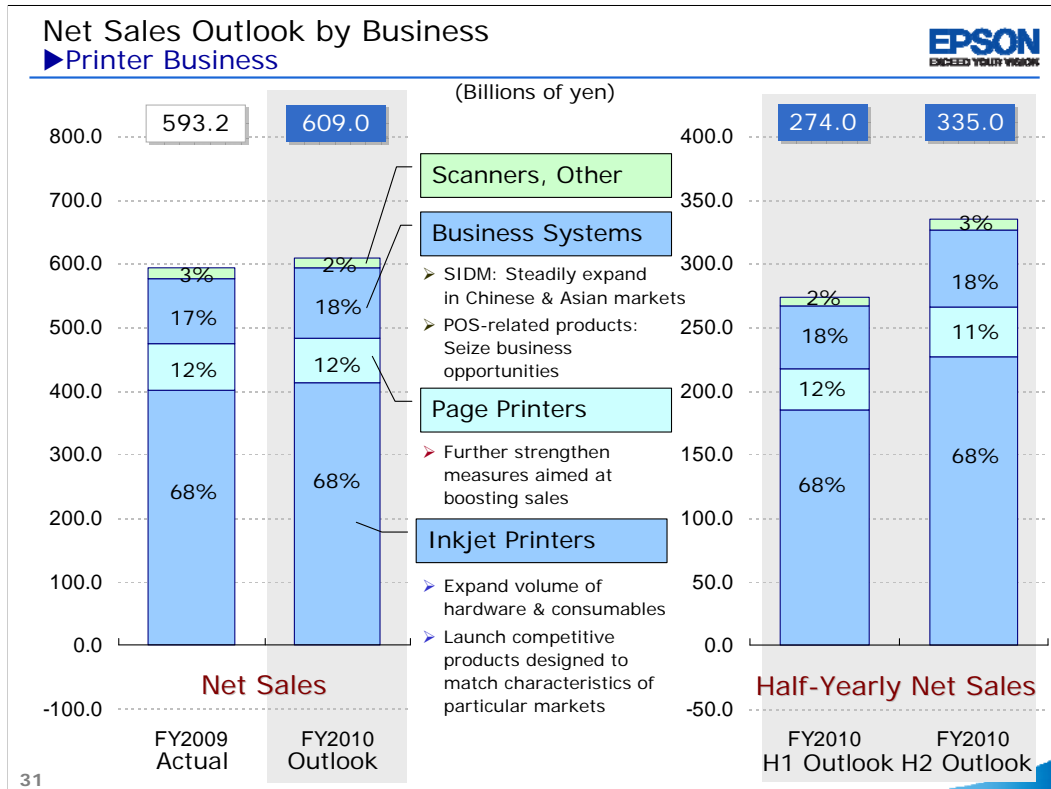
■ **Net sales outlook by segment and by first and second half**

- **We expect full-year net sales to increase by ¥23.3 billion in information-related equipment and to decrease by ¥11.0 billion in electronic devices.**



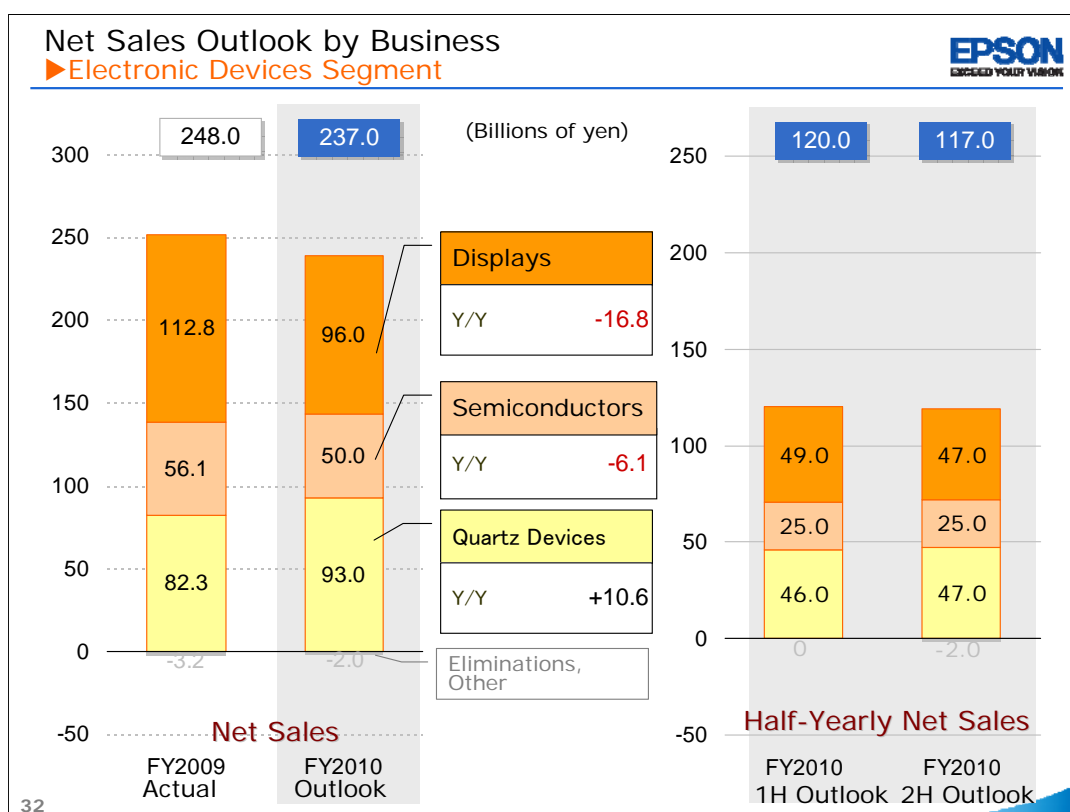
■ Net sales outlook by business (information-related equipment segment)

- We project net sales of ¥609.0 billion in printers, or ¥15.7 billion more than last year, and ¥104.0 billion in visual instruments, a ¥4.8 billion increase.
- The visual instruments business saw projector demand pick up steam as the economy headed toward recovery. Moving forward, we will grow the projector business and maintain a firm grip on the top share of the global market. We expect to achieve this by offering products that meet the requirements of customers in the enterprise, education and home segments, respectively, with ground-breaking products like the ultra-short throw wall-mounted projector launched in fiscal 2009.



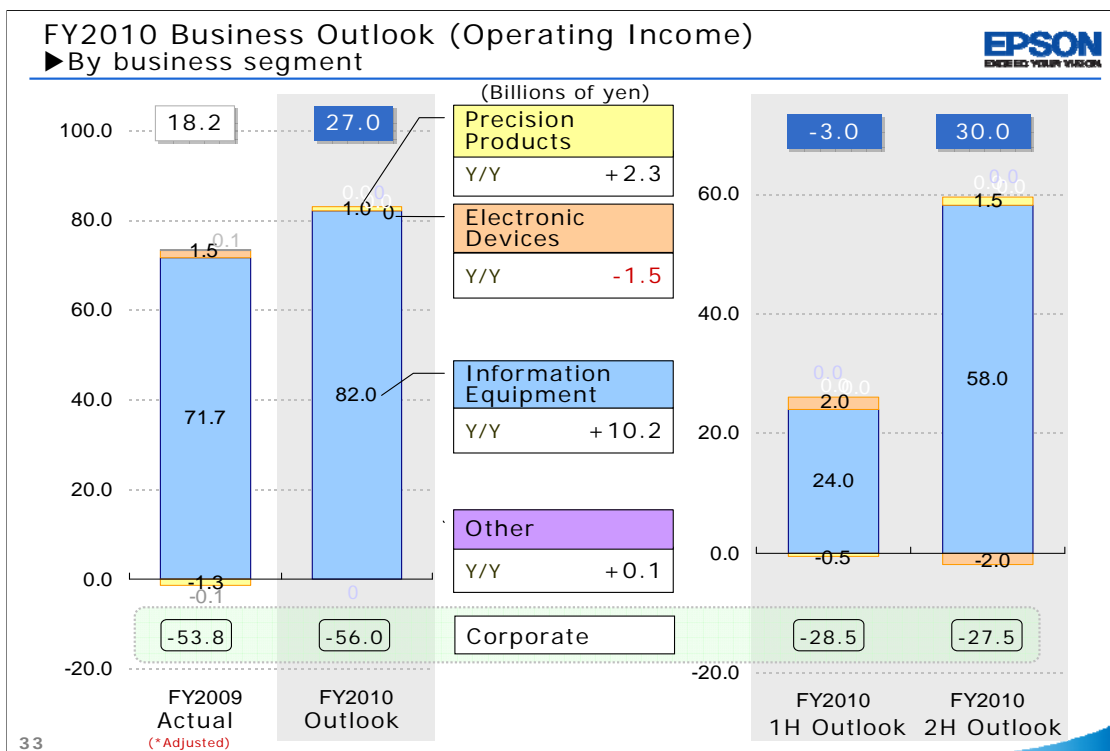
■ Net sales outlook by product (printer business)

- We plan to increase inkjet printer unit shipments by 10% or more compared to fiscal 2009 by launching competitive products designed to match the characteristics of particular markets. Here I am not only referring to traditional markets in regions such as Japan, America and Europe, but also to emerging economies and to commercial and industrial markets.
- We will continue to strengthen our page printer sales promotion efforts and roll out competitive new products.
- We expect net sales in business systems to increase. Even though the developed economies of Europe and America are not yet in full-fledged recovery, sales in China and other parts of Asia promise to increase. We will also seek to expand new business for POS-related products, especially in areas such as color coupon printers.



■ Net sales outlook by business (electronic devices segment)

- We expect crystal device demand to gradually recover in fiscal 2010, led by the mobile phone and digital device markets. Net sales are seen increasing by ¥10.6 billion year-over-year.
- Semiconductor net sales are seen declining by ¥6.1 billion. In line with policies in the mid-range business plan, we will build up business around high-margin, hybrid chips. At the same time, we will reallocate our resources to bolster Epson's finished product and quartz device businesses.
- In displays we expect net sales to decline by ¥16.8 billion.
- With the market making a comeback, we expect unit volume of HTPS panels to rise, primarily based on internal demand. However, net sales are seen declining mainly due to erosion of ASPs.



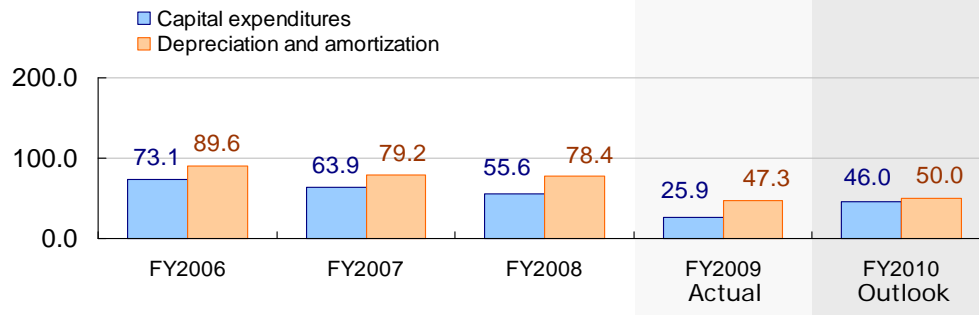
■ Operating income outlook by segment and by first and second half

- Information-related equipment operating income is projected to increase by ¥10.2 billion year-over-year.
- Inkjet printer operating income will likely be swayed by foreign exchange effects and declining ASPs, but we will continue to reduce costs by standardizing platforms and parts. At the same time, we will also work to improve profitability through efficient spending and further raise the efficiency of operations. Demand in the enterprise market for products such as large-format printers is also slowly rebounding, so we anticipate year-over-year income growth here, as well.
- In business systems we expect higher revenue and higher income.
- Page printer and projector profit and loss should basically be in line with last year.
- Electronic devices are expected to break-even in fiscal 2010.
- The quartz device business is expected to post higher income on higher net sales, while both the semiconductor and HTPS businesses will see income decline on lower revenues.

Outlook for Capital Expenditure and Depreciation & Amortization Expenses



(Billions of yen)



Breakdown by segment	FY2009 Actual		FY2010 Outlook	
	Cap. Ex.	D&A	Cap. Ex.	D&A
Information Equipment	12.5	24.4	21.0	26.0
Electronic Devices	9.8	10.4	18.0	12.0
Precision Products	1.8	3.9	3.0	4.0
Corporate/Other	1.6	8.5	4.0	8.0

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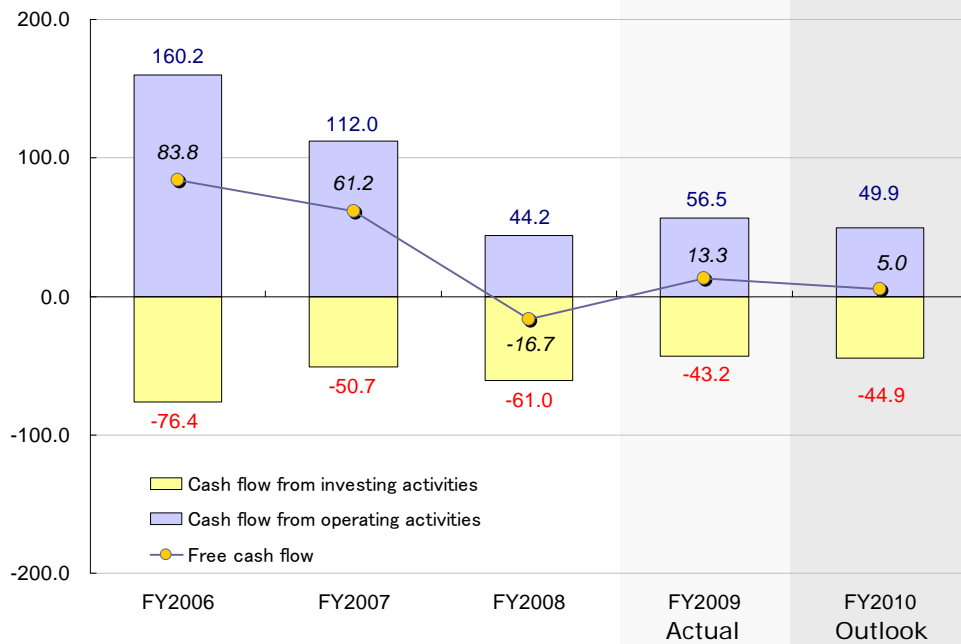
■ Estimated capital expenditures and depreciation and amortization expenses.

- In fiscal 2009 we sharply curtailed our capital expenditures compared to the previous year through a process of careful analysis and rigorous selection.
- In fiscal 2010 we will once again be extremely selective but we have budgeted for ¥46 billion in capital expenditures. The bulk of the spending will be in growth areas and in domains where we want to strengthen our presence.
- Depreciation and amortization are projected to be ¥50 billion due to increased capital expenditures.

Free Cash Flow Outlook



(Billions of yen)



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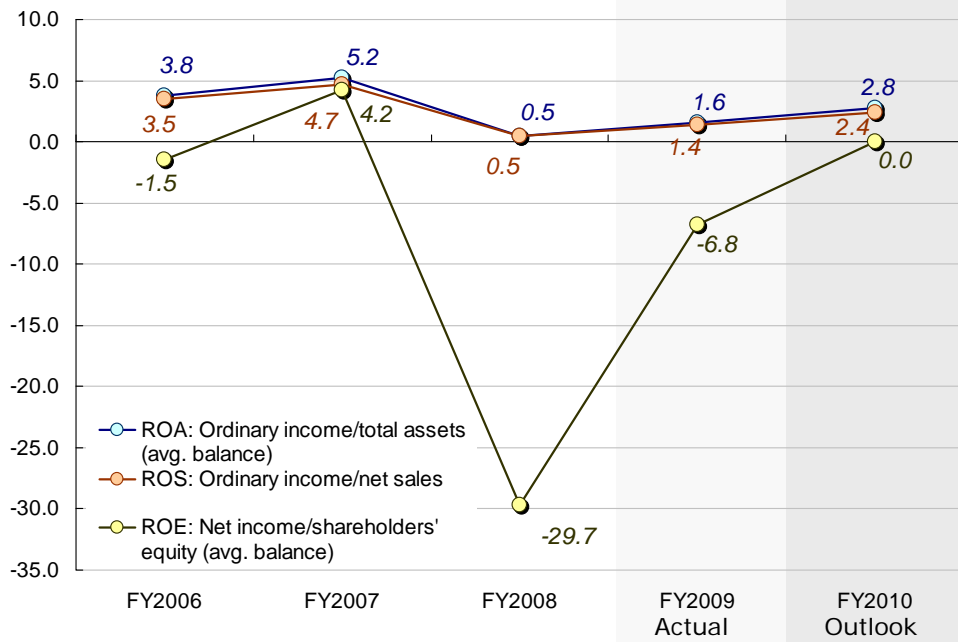
■ Free cash flow

- Free cash flow in FY2009 was 13.3 billion yen.
- In FY2010, we are forecasting free cash flow of 5 billion yen.

Main Management Indicators



(%)



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■ Major management performance indicators

- The major management performance indicators are ROS of 2.4 %, ROA of 2.8 %, and ROE of 0%.

