

Consolidated Results for the 9 months FY24

(from April 1 to December 31, 2024)

February 13, 2025

1. Summary
2. Consolidated Results
3. Financial Forecast for FY24

1. **Summary**
2. Consolidated Results
3. Financial Forecast for FY24

Summary

Actual Results for 9M FY24 (Apr. – Dec. 2024)

Net Sales 232.5 billion yen (+13.1% yoy) **Operating Profit 20.7 billion yen** (+47.1% yoy)

Consolidated results achieved increased net sales and operating profit yoy, driven by strong performance of the EVS domain, recovery in the DS domain, and steady performance of the SS domain.

Financial Forecast for FY24

Net Sales 306.0 billion yen
(no change)

Operating Profit 20.0 billion yen
(compared to the previous forecast +2.0 billion yen)

Revised operating profit upward based on the performance up to the third quarter.

Shareholder Returns

Adjusted the year-end dividend projection to 50 yen considering the upward revision of performance forecasts. This reflects an increase of 5 yen, resulting in an annual dividend of 95 yen.

1. Summary
- 2. Consolidated Results**
3. Financial Forecast for FY24

Consolidated P/L for 9M FY24 (Apr. – Dec. 2024)

(Billions of yen)	FY23 9M	FY24 9M	Variance	
			Amt.	%
Net Sales	205.6	232.5	+26.8	+13.1%
Gross Profit	92.6	105.9	+13.2	+14.3%
%	45.1%	45.6%	+0.5pt	
Operating Profit	14.1	20.7	+6.6	+47.1%
%	6.9%	8.9%	+2.0pt	
Ordinary Profit	15.3	20.7	+5.4	+35.7%
%	7.4%	8.9%	+1.5pt	
Income before income taxes	14.5	20.0	+5.4	+37.4%
Profit attributable to owners of parent	10.6	12.9	+2.2	+21.5%
%	5.2%	5.6%	+0.4pt	
Exchange Rates USD	143.3	152.6	+9.3	+6.5%
(JPY) EUR	155.3	164.9	+9.6	+6.2%

Breakdown of Year-on-Year Change

Net Sales: y/y	+26.8
(Exchange rate fluctuations)	c. +6.7)

Operating Profit : y/y	+6.6
(Exchange rate fluctuations)	c. +2.4)
Impact of increase in Net sales	+ 12.2
Impact of improved GP%	+ 1.0
Increase in SG&A expenses	- 6.6

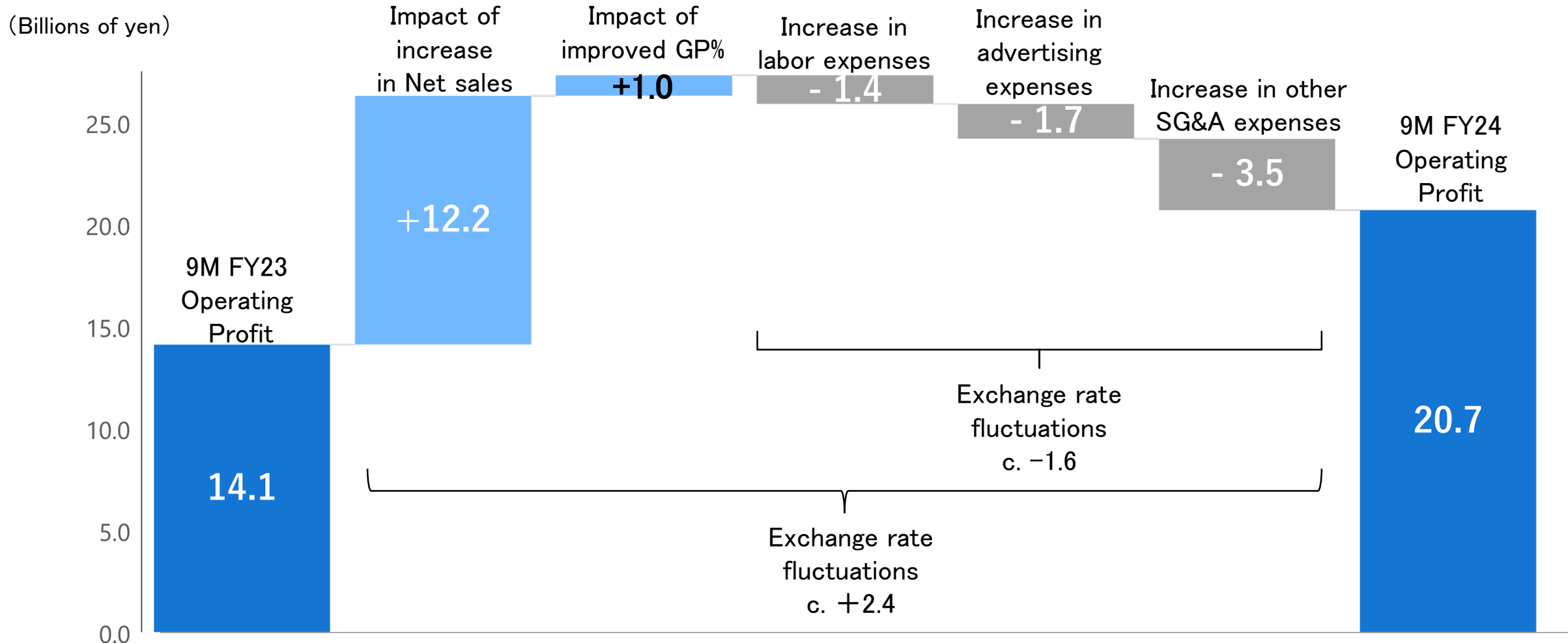
Ordinary Profit : y/y	+5.4
Increase in Operating profit	+ 6.6
Decrease in foreign exchange gains and losses	- 0.5
Others	- 0.6

Extraordinary Income/Losses

Extraordinary Income	0.9
Gain on sale of non-current assets	0.8
Gain on sale of membership	0.1
Extraordinary Losses	1.7
Impairment losses	1.4
Business restructuring expenses	0.1
Loss on disaster	0.1

Analysis of Changes in Operating Profit for 9M FY24

■ Operating profit increased by 6.6 billion yen mainly due to an increase in net sales, despite an increase in SG&A.



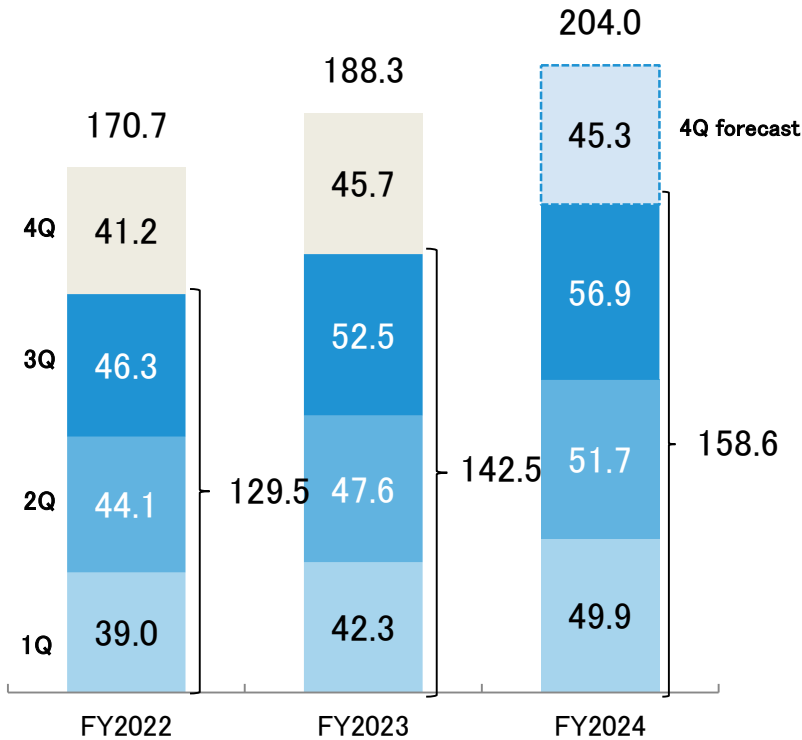
Net Sales & Operating Profit by Segment for 9M FY24

(Billions of yen)		Net Sales (Composition ratio)			Operating Profit		
		FY23 9M	FY24 9M	Variance	FY23 9M	FY24 9M	Variance
Emotional Value Solutions	Watches	122.2 (59%)	138.5 (60%)	+16.2	14.9	20.4	+5.5
	Others/adj.	20.3 (10%)	20.1 (9%)	-0.1	1.0	1.0	+0.0
	Sub Total	142.5	158.6	+16.0	15.9	21.5	+5.5
Devices Solutions		42.2 (21%)	45.5 (20%)	+3.2	0.9	1.8	+0.9
Systems Solutions		28.6 (14%)	35.4 (15%)	+6.8	3.4	3.6	+0.1
Sub Total		213.4	239.6	+26.2	20.4	27.0	+6.6
Others		0.8 (0%)	0.8 (0%)	-0.0	0.1	0.1	-0.0
Cons. adj.		-8.6 (-4%)	-7.9 (-3%)	+0.7	-6.4	-6.3	+0.0
Cons. Total		205.6	232.5	+26.8	14.1	20.7	+6.6

■ Achieved increases in both net sales and operating profit due to significant net sales growth in the Watches Business and WAKO Business for the domestic market.

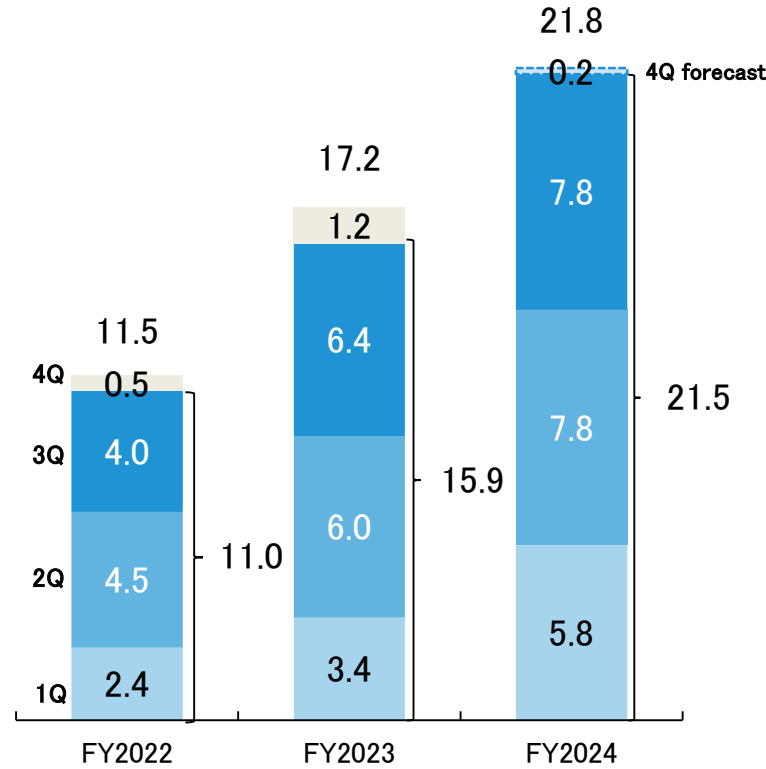
<Net Sales>

(Billions of yen)



<Operating Profit>

(Billions of yen)



<OP Margin>

	1Q	2Q	3Q	4Q	Total	9M
FY24	11.6%	15.2%	13.8%			13.6%
FY23	8.2%	12.7%	12.2%	2.8%	9.2%	11.2%
FY22	6.2%	10.3%	8.7%	1.4%	6.8%	8.5%

Watches Business

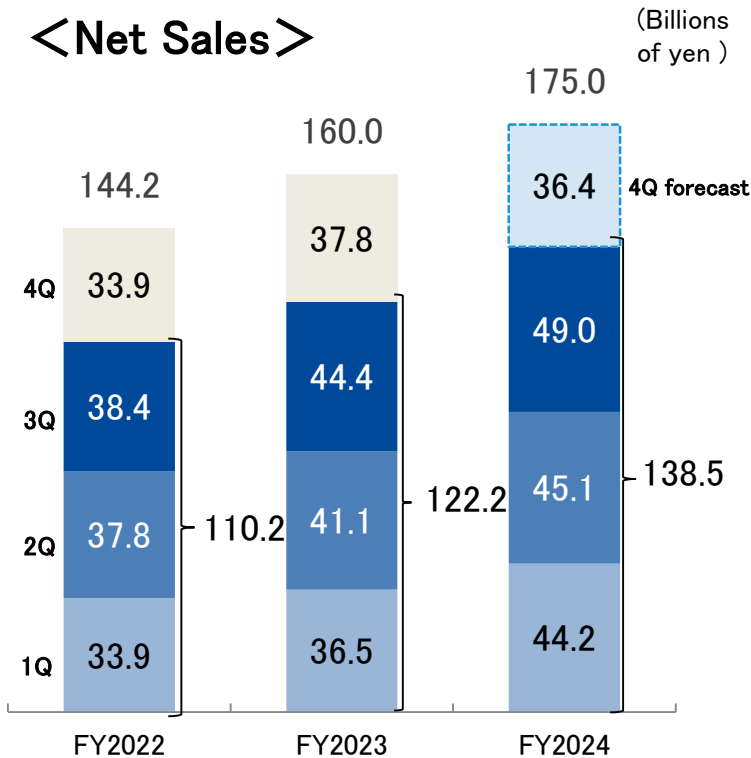
Completed Watches

- In the domestic watch market, robust personal consumption and demand from inbound tourists drove significant sales growth, particularly for Global Brands such as GS.
- Overseas net sales grew, contributed by ‘Seiko Presage’, resulting in increased net sales yoy.

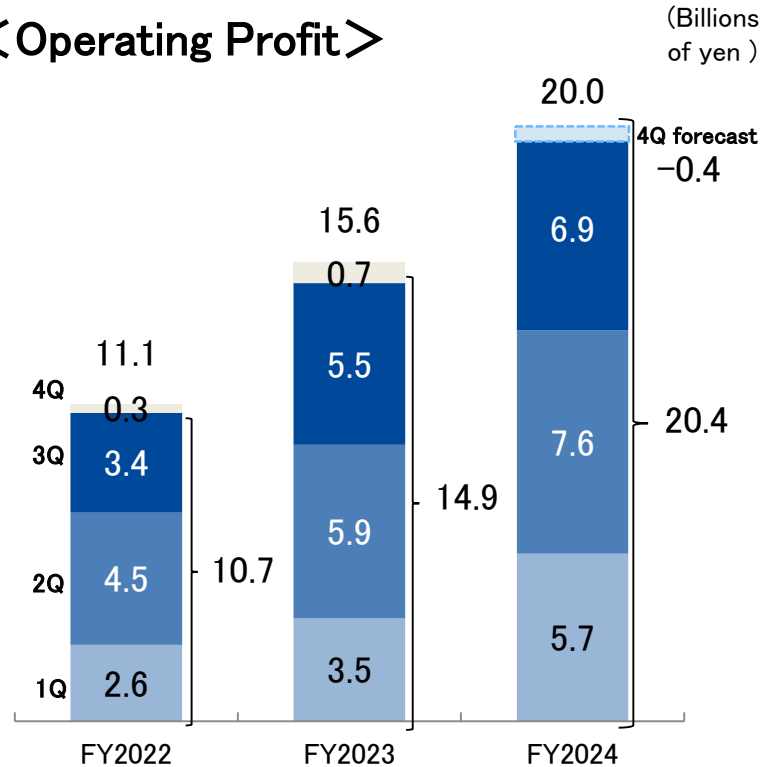
Movements

- The external sales of watch movements grew steadily, resulting in increased net sales yoy.

<Net Sales>



<Operating Profit>



<OP Margin>

	1Q	2Q	3Q	4Q	Total	9M
FY24	13.0%	17.0%	14.2%			14.8%
FY23	9.6%	14.4%	12.4%	1.9%	9.8%	12.2%
FY22	7.9%	12.1%	9.0%	1.2%	7.7%	9.7%

Watches Business : Completed Watches Net Sales Growth by Region

Japan

Robust personal consumption and demand from inbound tourists drove significant sales growth, particularly for GB such as GS.

Americas

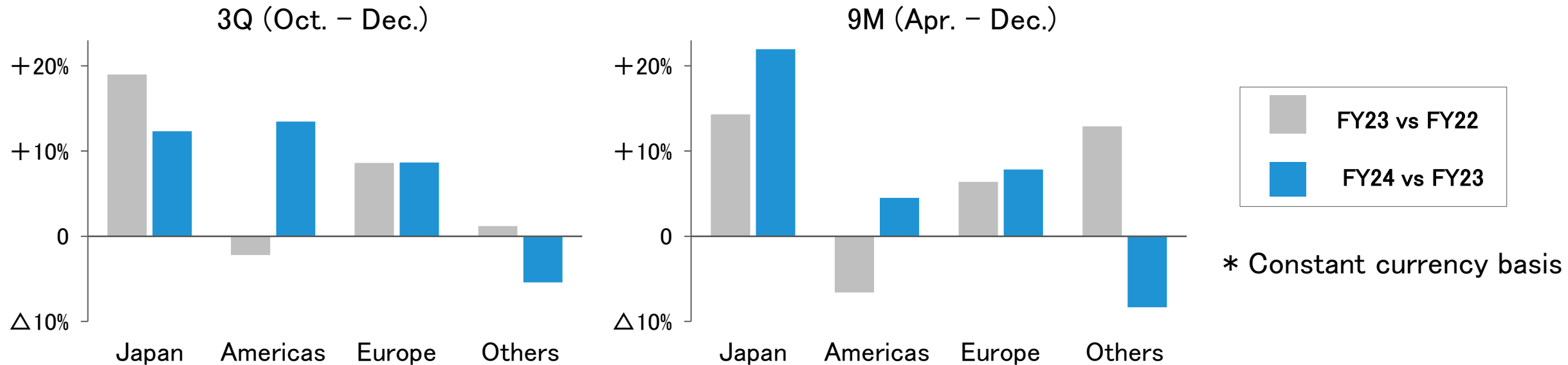
While the impact of weakened consumer sentiment in the U.S. luxury goods market continued, Seiko GB, particularly the Seiko Presage, performed steadily.

Europe

- While the luxury goods market continued to slump, Seiko GB achieved good results.
- The Netherlands, France, and other countries remained steady.

Asia and others

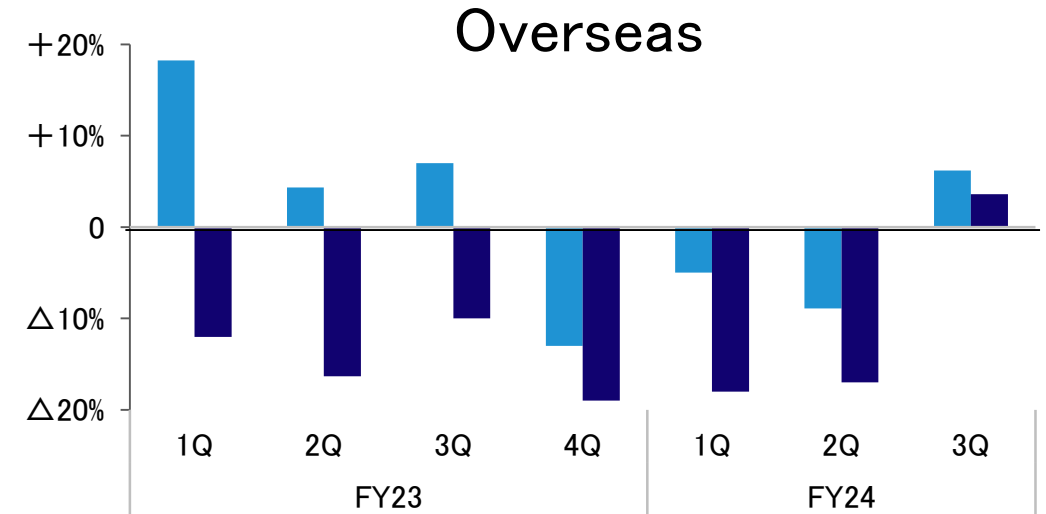
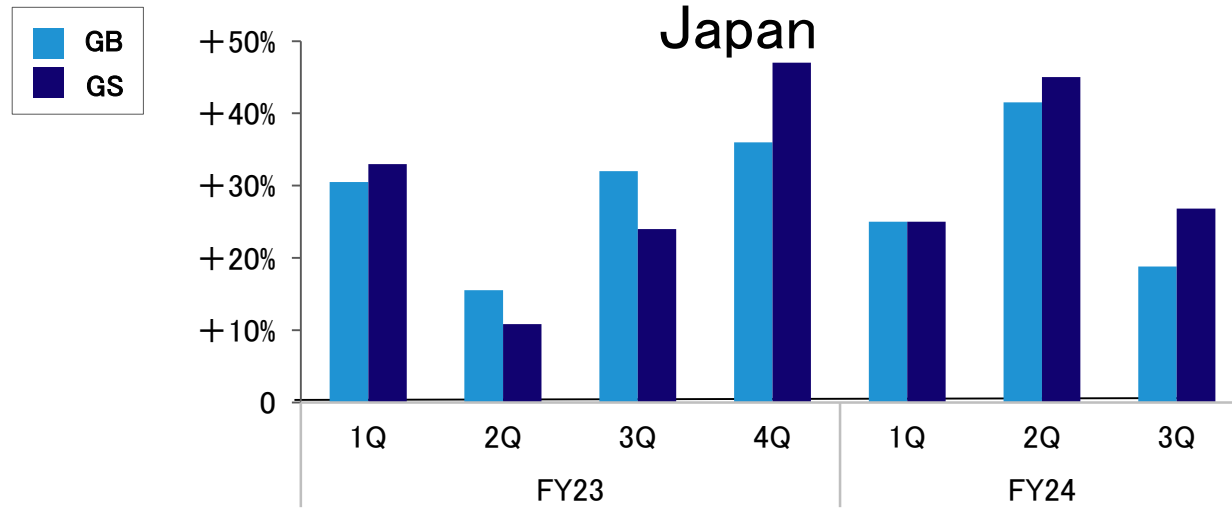
- India and Australia performed steadily.
- In addition to the impact on outbound from Singapore to Japan, market conditions deteriorated in Taiwan, Thailand, and China.



Watches Business : GS & GB Net Sales

GS & GB Net Sales Growth

* Constant currency basis



Ratio of GB to Net Sales (9M)

FY22	FY23	FY24
c. 70 %	c. 75 %	c.75 %

FY22	FY23	FY24
c. 75 %	c. 75 %	c.70 %

GB (Global Brands)

Grand Seiko (GS), King Seiko, Seiko Prospex, Seiko Astron, Seiko Presage, and Seiko 5 Sports

Watches Business : Topics

■ Seiko Watch Customer Service Center will relocate and reopen on Tuesday, February 25th.

The center is a location that provides services to satisfy customers over the long term, beyond just being a repair reception desk. It also proposes the best service as a “Consultation Desk for Reviving a Time of Memories” by taking care of your cherished memory-filled watches and assessing their condition.



Seiko Watch Customer Service

[New Address] 1st Floor, Shin-Nisseki Building, 3-4-2 Marunouchi, Chiyoda-ku, Tokyo

12 Note: The previous service desk will be closed as of Friday, February 21st.



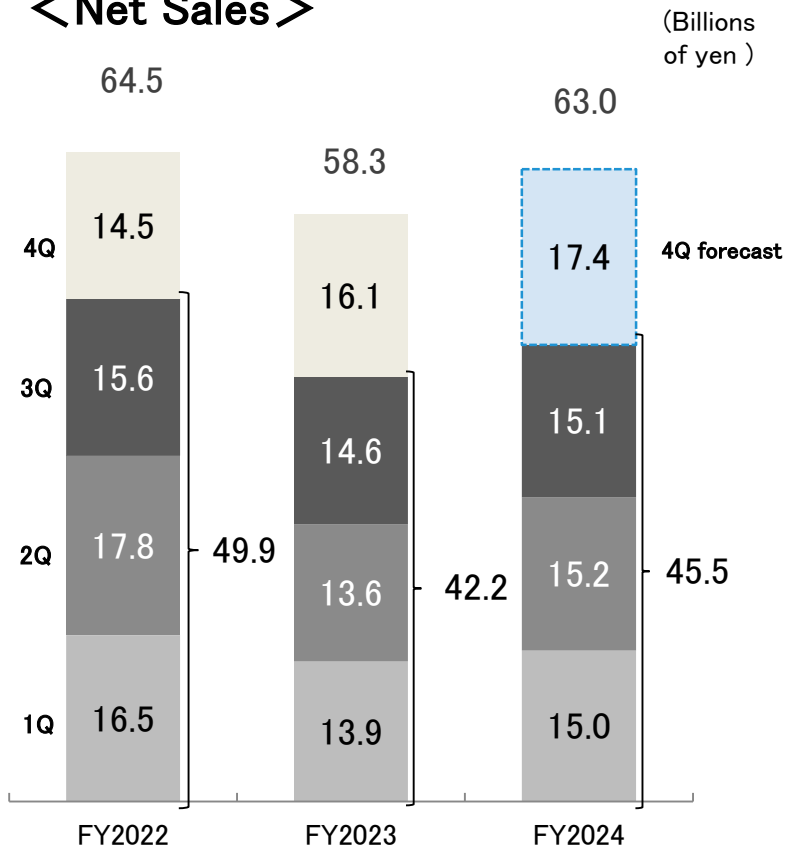
Repair reception space designed for relaxation and comfort



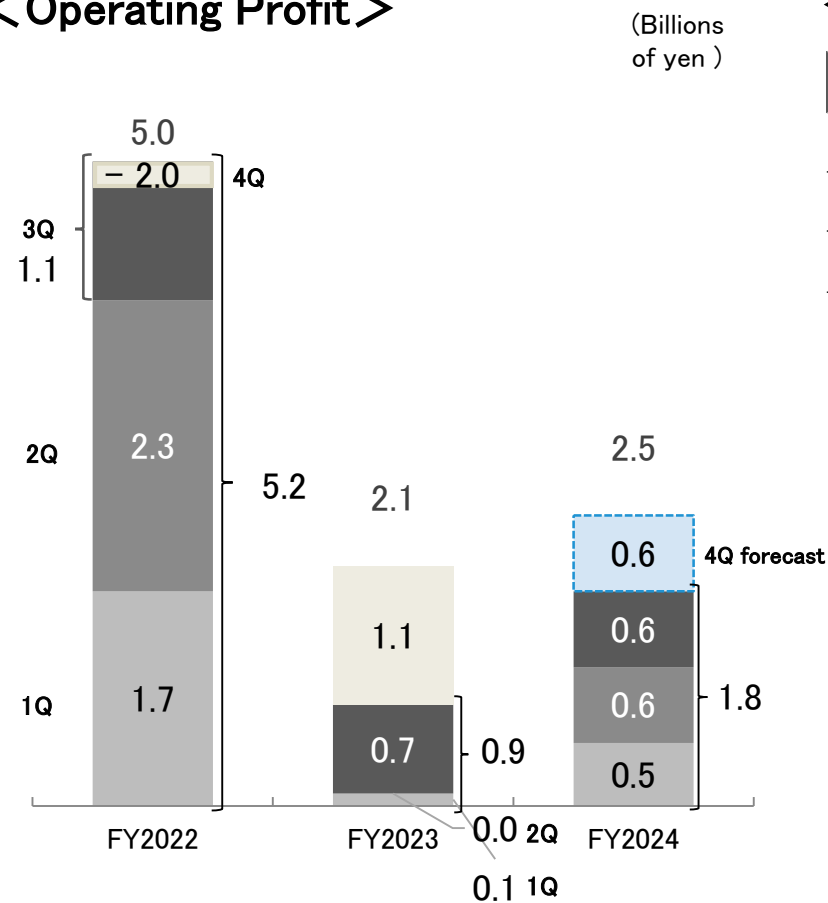
Repair reception counters for GS and Credor

■ Some products were recovering gradually from adjustment phases around the fourth quarter of the previous fiscal year, resulting in increased net sales and operating profit yoy.

<Net Sales>



<Operating Profit>

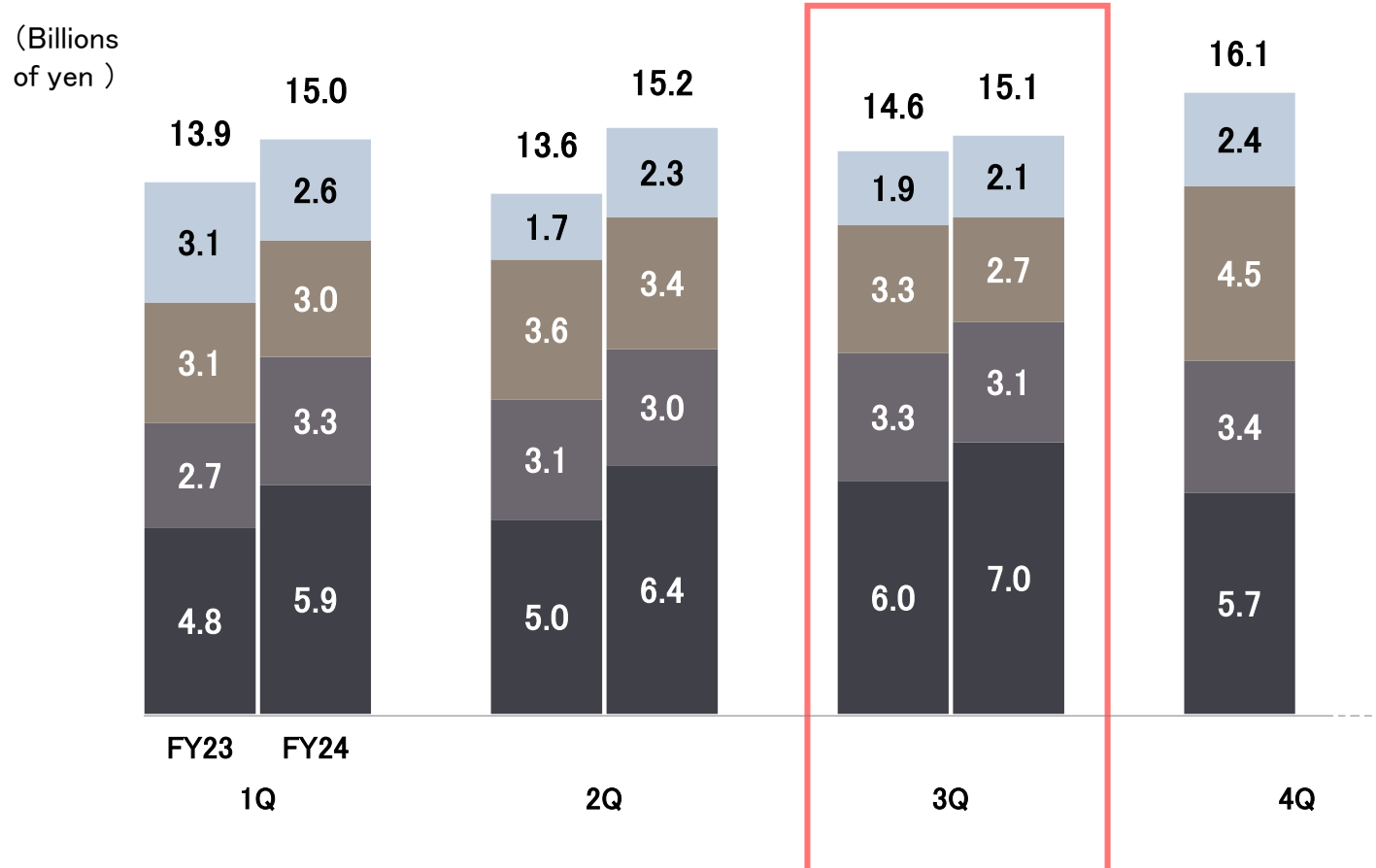


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	1Q	2Q	3Q	4Q	Total	9M
FY24	3.8%	4.0%	4.6%			4.1%
FY23	1.2%	0.6%	4.8%	7.2%	3.6%	2.3%
FY22	10.8%	13.2%	7.4%	△1.6%	7.8%	10.6%

DS Domain : Net Sales by Category

- Increased net sales of micro batteries significantly, driven by the continued strong performance of silver oxide batteries for medical equipment.
- Increased net sales of quartz crystals, which had been recovering from an adjustment phase since around the fourth quarter of the previous fiscal year, and high-performance metals for SPE, which had been sluggish until the previous fiscal year, leading to higher net sales yoy.

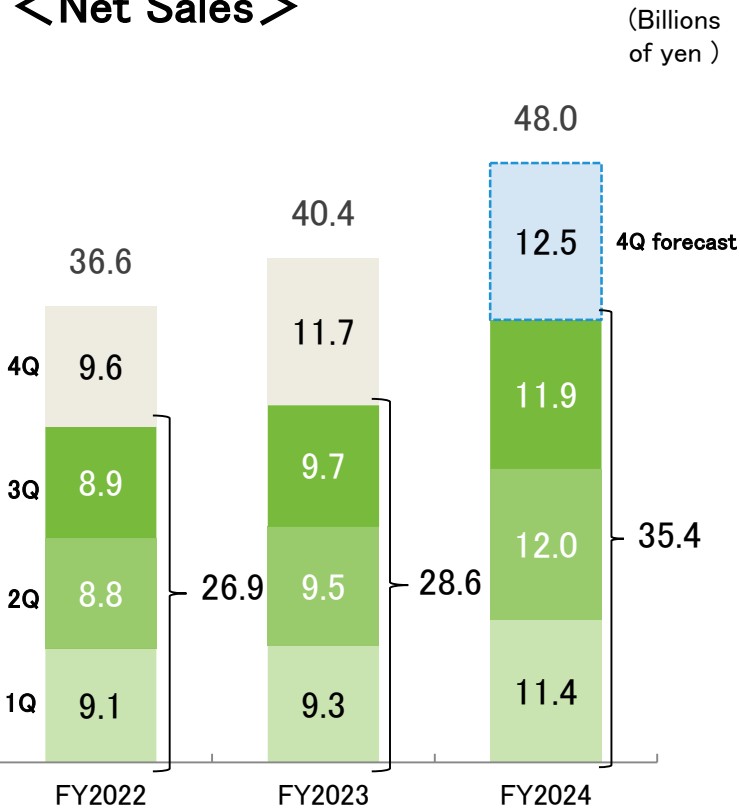


Main Products and Services

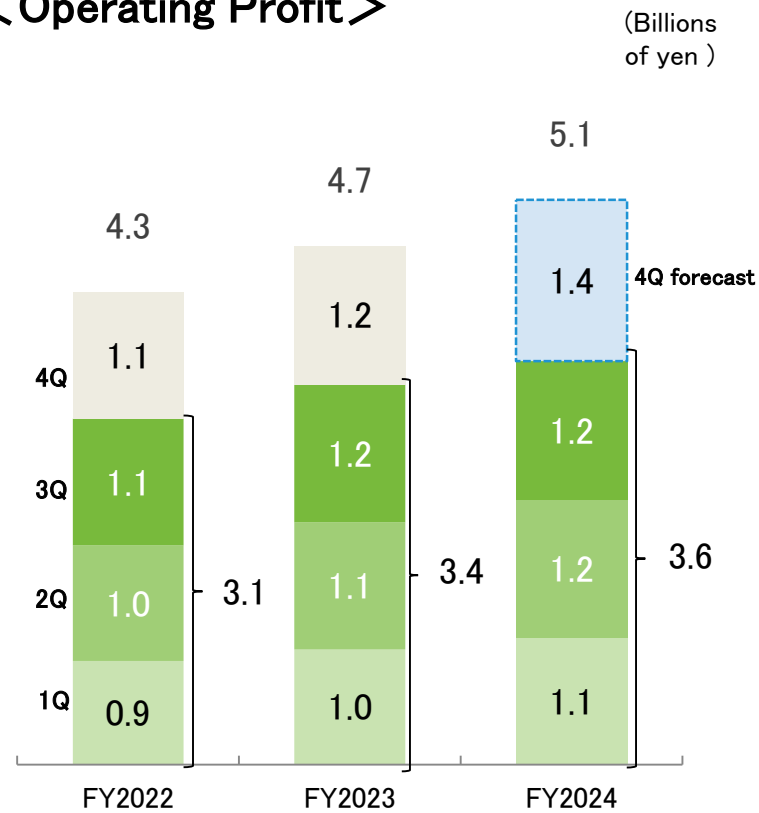
- **Others**
Integrated circuits for crystal oscillators,
Integrated circuits for sensors
- **Printing Devices**
Inkjet heads, Thermal printers
- **Precision Devices**
Hard disk drive components,
Automobile parts,
Other precision turned parts
- **Electronic Devices**
Micro batteries, Chip capacitors,
Crystal resonators,
High-performance metal products,
Rare earth magnets

■ Achieved yoy revenue and profit growth for 35 consecutive quarters.

<Net Sales>



<Operating Profit>



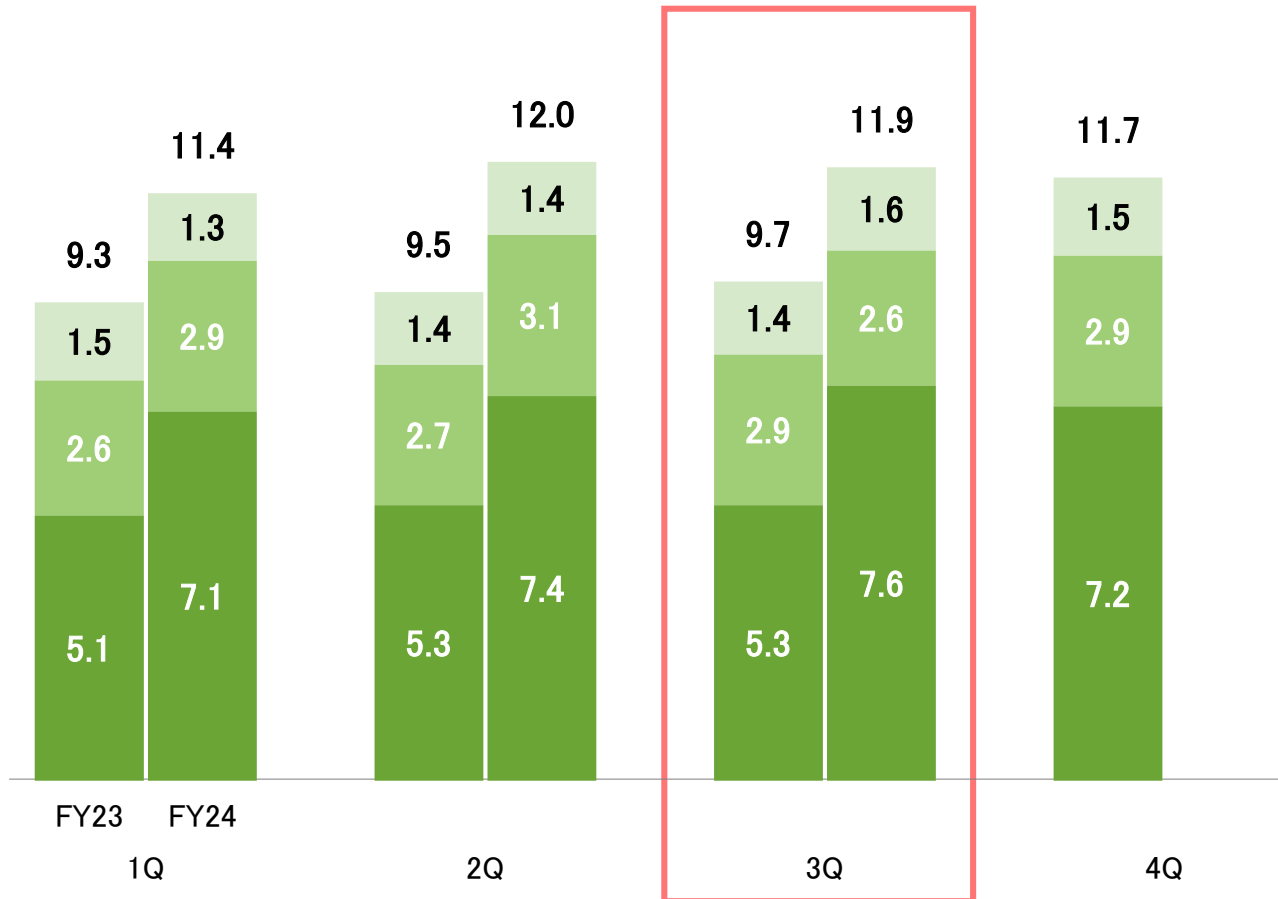
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	1Q	2Q	3Q	4Q	Total	9M
FY24	10.1%	10.0%	10.5%			10.2%
FY23	11.6%	12.1%	12.5%	10.7%	11.7%	12.1%
FY22	10.7%	11.7%	12.9%	12.3%	11.9%	11.8%

SS Domain : Net Sales by Category

- Steady growth in the IoT-related business due to the expansion of the telematics business.
- Expanded the security-related business as a result of the synergy effects from the M&A conducted in the fourth quarter of the previous fiscal year.

(Billions of yen)



Main Products and Services

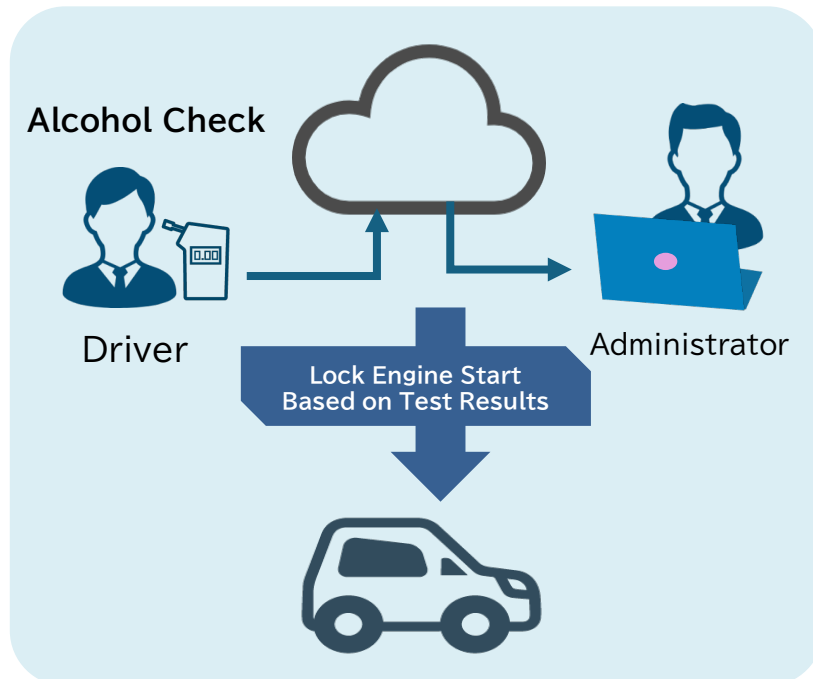
- **Payment-Related Business**
 - Payment and Ordering Services (Customer experience / Employee experience, Digital transformation for Food Service and Hotel)
- **IoT-Related Business**
 - Hardware and Software Solutions (IoT Platforms, IT products and services for consumers (Mobile communication devices etc.))
- **System-Related Business**
 - Digital Transformation Platform (Performance management, Security, Time stamps/Digital contracts, Time synchronization)
 - System Integration

SS Domain : Topics

■ Launch of Comprehensive Vehicle Management Solution “Mobility+” in Spring 2025

Enhance vehicle management efficiency and promote safe driving by introducing alcohol interlocks and digital keys in addition to existing fleet services.

Alcohol Interlock Function: Due to stricter penalties under the Road Traffic Act, alcohol checks at business locations have become mandatory. If the check results exceed a certain threshold, the engine will not start.



Exhibition at “AUTOMOTIVE WORLD 2025” held at Tokyo Big Sight from Wednesday, January 22 to Friday, January 24, 2025



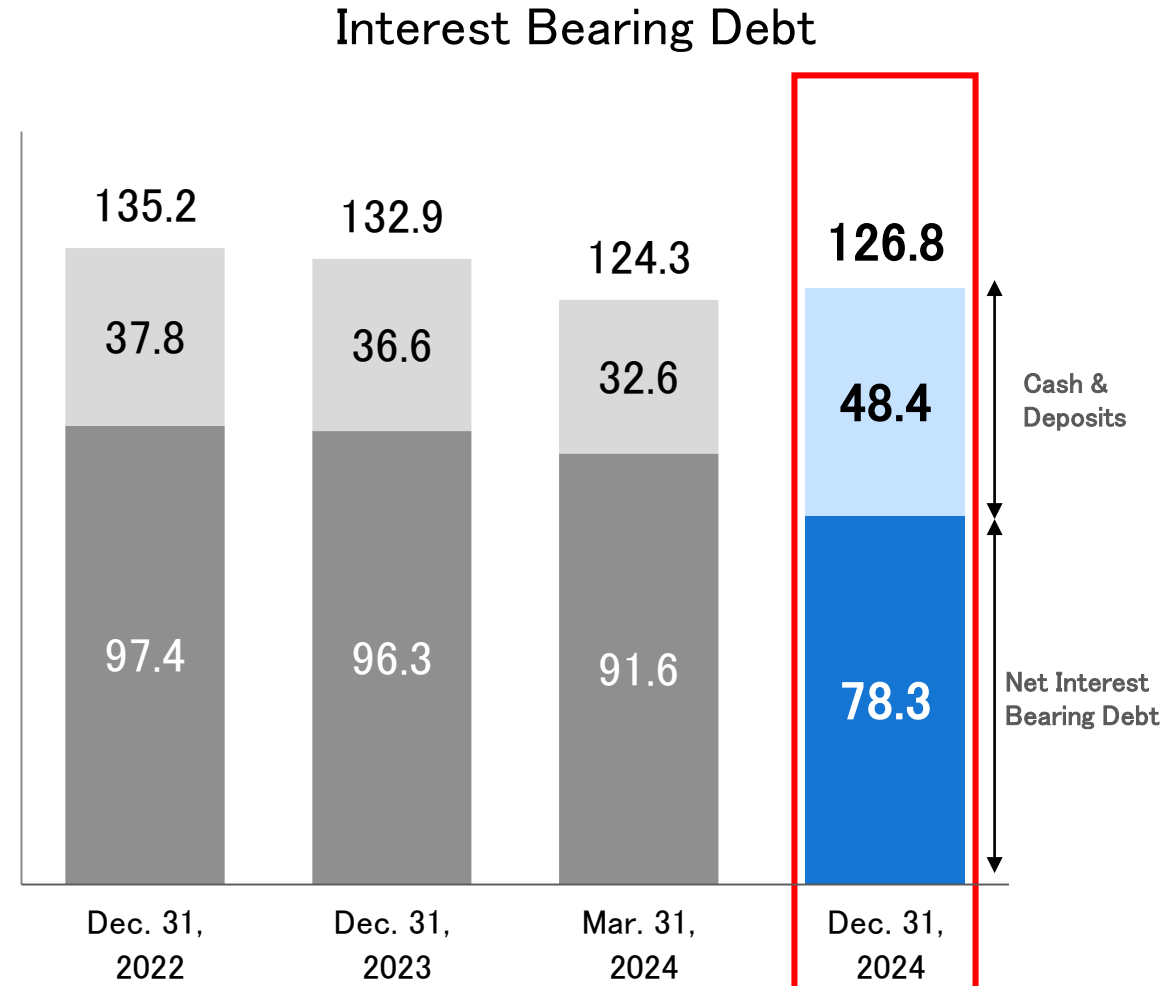
Digital Key Function: Locking and unlocking operations can be performed via a smartphone app. This reduces the steps of retrieving, managing, and handing over keys.



Balance Sheets as of Dec. 31, 2024

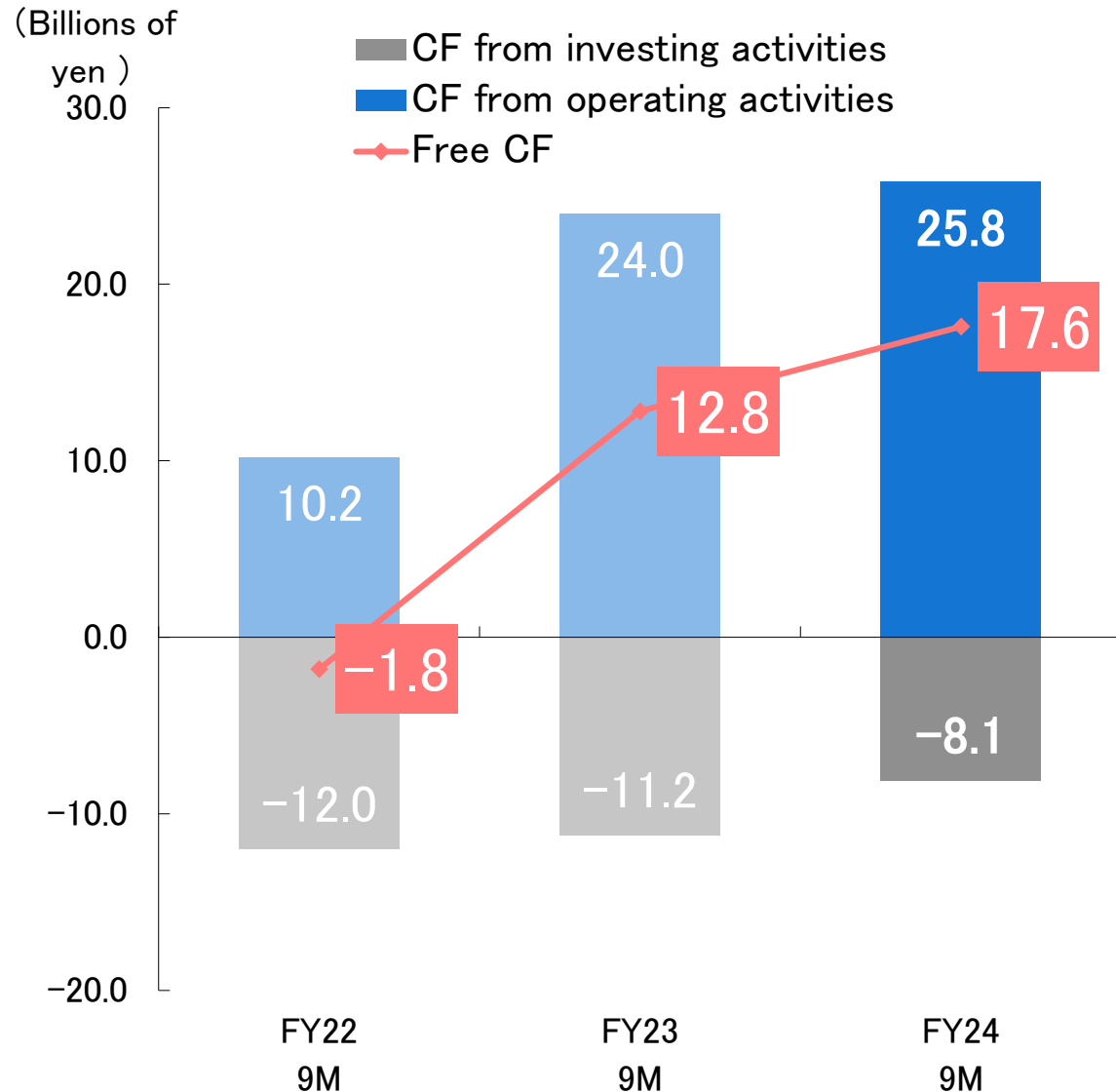
- Improved the inventory turnover ratio by optimizing inventory levels. Additionally, due to strong performance since the end of the previous fiscal year, net assets increased, leading to an improvement in the equity capital ratio.

(Billions of yen)	Dec. 31, 2022	Dec. 31, 2023	Mar. 31, 2024(a)	Dec. 31, 2024(b)	Variance (b)-(a)
Inventories	87.0	88.2	84.3	85.8	+1.4
Interest Bearing Debt	135.2	132.9	124.3	126.8	+2.4
Net Assets	132.9	144.0	151.3	166.8	+15.4
Total Assets	361.3	372.9	376.2	397.6	+21.3
Equity Capital Rat	36.3%	38.0%	39.6%	41.4%	+1.8pt
Inventory Turnover Rate	1.9	1.8	1.8	2.0	+0.1



Statement of Cash Flows (approximate figures)

■ Free cash flow improved yoy due to the improvement in operating and investment cash flows.



	FY22 9M	FY23 9M	FY24 9M
Profit before income taxes	12.4	14.5	20.0
Depreciation	9.0	9.8	10.5
Others	-11.3	-0.2	-4.6
CF from operating activities	10.2	24.0	25.8
Purchase of property, plant and equipment	-9.4	-9.0	-7.8
Others	-2.6	-2.2	-0.3
CF from investing activities	-12.0	-11.2	-8.1
Free cash flow	-1.8	12.8	17.6
Net increase (decrease) in short- and long-term borrowings	11.3	-6.6	2.6
Dividends paid	-2.5	-3.1	-3.6
Others	-1.3	-3.5	-2.1
CF from financing activities	7.5	-13.2	-3.0
Effect of exchange rate change on cash and cash equivalents	0.9	0.8	1.1
Net increase (decrease) in cash and cash equivalents	6.6	0.4	15.7

SMILE145 KPI Progress

	MVP Ratio*		GP%	Operating Profit	
	FY24 9M	(Year-on-year changes)		Year-on-year changes	Amount (FY24 9M)
EVS	approx. 50%	(at a similar level)	+1.6pt	21.5 billion yen	+34.8%
Watches Business	Target for FY2026 60% Japan approx. 75% (+several points) Overseas approx. 70% (-several points) Target for FY2026 over 85%				
DS	approx. 30%	(+several points)			
	Target for FY2026 60%		+0.3pt	1.8 billion yen	+96.1%
SS	approx. 75%	(approx. +5pt)	-5.0pt	3.6 billion yen	+5.1%
	Target for FY2026 73%				
Cons. Total			+0.5pt	20.7 billion yen	+47.1%

(*The EVS and DS domains have reviewed the MVP products starting from this fiscal year.

*Target for FY26: +5.0pt compared to FY21
(Both in the cons. total and in the each domain)

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- 3. Financial Forecast for FY24**

Summary of Financial Forecast for FY24

■ Revised operating profit upward by 2.0 billion yen (+11.1%) while keeping net sales unchanged from the previous forecast.

(Billions of yen)	Full Year				
	FY2023 Actual	FY2024 Forecast		Variance	Variance
		Previous (Nov.12)	Current (Feb.12)	vs. FY2023	vs. Previous
Net Sales	276.8	306.0	306.0	+29.1	–
Operating Profit	14.7	18.0	20.0	+5.2	+2.0
%	5.3%	5.9%	6.5%	+1.2pt	+0.6pt
Ordinary Profit	15.8	18.0	20.0	+4.1	+2.0
%	5.7%	5.9%	6.5%	+0.8pt	+0.6pt
Profit attributable to owners of parent	10.0	11.5	12.5	+2.4	+1.0
%	3.6%	3.8%	4.1%	+0.5pt	+0.3pt

■ Exchange Rate Sensitivity (Jan. – Mar.)

Sensitivity (Millions of yen)	USD	EUR
Forecasted rate	JPY 145.0	JPY 155.0
For Net sales	c. 125	c. 40
For Operating Profit	c. 30	c. 15
The previous exchange rate	JPY 140.0	JPY 150.0

■ Exchange Rate (Actual)

(JPY)	1Q	2Q	3Q	9M
Average	USD 155.9	149.7	152.4	152.6
	EUR 167.8	164.2	162.6	164.9
Closing Date	USD 161.1	142.8	158.2	–
	EUR 172.4	159.5	164.9	–

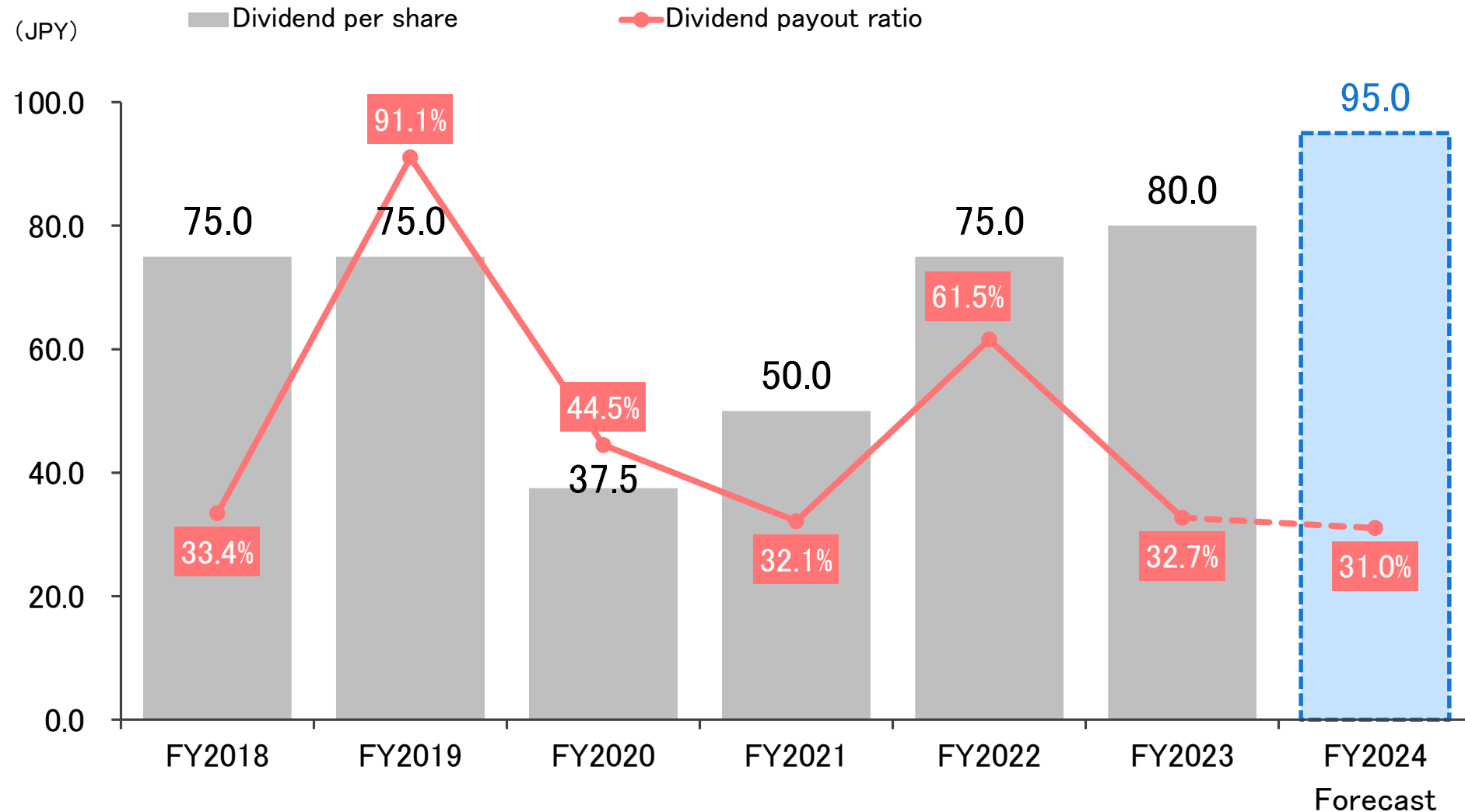
Financial Forecast for FY24 by Segment

- Revised the full-year forecast upward due to the significant increase in revenue and profit for the EVS domain and the steady performance of the DS and SS domains.

(Billions of yen)		Net Sales					Operating Profit				
		FY2023 Actual	FY2024 Forecast		Variance vs. FY2023 Actual	Variance vs. Previous	FY2023 Actual	FY2024 Forecast		Variance vs. FY2023 Actual	Variance vs. Previous
			Previous (Nov.12)	Current (Feb.12)				Previous (Nov.12)	Current (Feb.12)		
Emotional Value Solutions	Watches	160.0	172.0	175.0	+14.9	+3.0	15.6	19.0	20.0	+4.3	+1.0
	Others/adj,	28.2	30.0	29.0	+0.7	-1.0	1.6	1.7	1.8	+0.1	+0.1
	Sub Total	188.3	202.0	204.0	+15.6	+2.0	17.2	20.7	21.8	+4.5	+1.1
Devices Solutions		58.3	63.0	63.0	+4.6	-	2.1	2.5	2.5	+0.3	-
Systems Solutions		40.4	49.0	48.0	+7.5	-1.0	4.7	5.1	5.1	+0.3	-
Sub Total		287.2	314.0	315.0	+27.7	+1.0	24.0	28.3	29.4	+5.3	+1.1
Others		1.2	1.0	1.0	-0.2	-	0.2	0.1	0.2	-0.0	+0.1
Cons. Adj.		-11.6	-9.0	-10.0	+1.6	-1.0	-9.5	-10.4	-9.6	-0.0	+0.8
Cons. Total		276.8	306.0	306.0	+29.1	-	14.7	18.0	20.0	+5.2	+2.0

Shareholder Returns

- Increased the year-end dividend forecast by 5 yen considering the upward revision of performance forecasts. The annual dividend per share revised from 90 yen to 95 yen.



SEIKO

Appendix

Consolidated P/L for 3Q of FY2024 (Oct. – Dec. 2024)

(Billions of yen)	FY23 3Q	FY24 3Q	Variance		Breakdown of Year-on-Year Change	
			Amt.	%		
Net Sales	74.3	81.5	+7.1	+9.6%	Net Sales: y/y	+7.1
					(Exchange rate fluctuations)	c. +1.0)
Gross Profit	34.1	37.7	+3.5	+10.4%	Operating Profit : y/y	+1.4
%	45.9%	46.3%	+0.4pt		(Exchange rate fluctuations)	c. +0.2)
Operating Profit	5.9	7.4	+1.4	+24.5%	Impact of increase in Net sales	+ 3.3
%	8.0%	9.1%	+1.1pt		Impact of improved GP%	+ 0.2
Ordinary Profit	6.0	7.9	+1.8	+30.9%	Increase in SG&A expenses	- 2.0
%	8.2%	9.8%	+1.6pt		Ordinary Profit : y/y	+1.8
Income before income taxes	5.4	7.1	+1.7	+32.1%	Increase in Operating profit	+ 1.4
Profit attributable to owners of parent	4.3	4.2	-0.0	-2.2%	Decrease in foreign exchange gains and losses	+ 0.6
%	5.9%	5.2%	-0.7pt		Others	- 0.1
Exchange Rates					Extraordinary Income/Losses	- 0.7
USD	147.9	152.4	+4.5	+3.1%	Extraordinary Income	0.9
(JPY) EUR	159.1	162.6	+3.5	+2.2%	Gain on sale of non-current assets	0.8
					Gain on sale of membership	0.1
					Extraordinary Losses	1.7
					Impairment losses	1.4
					Business restructuring expenses	0.1
					Loss on disaster	0.1

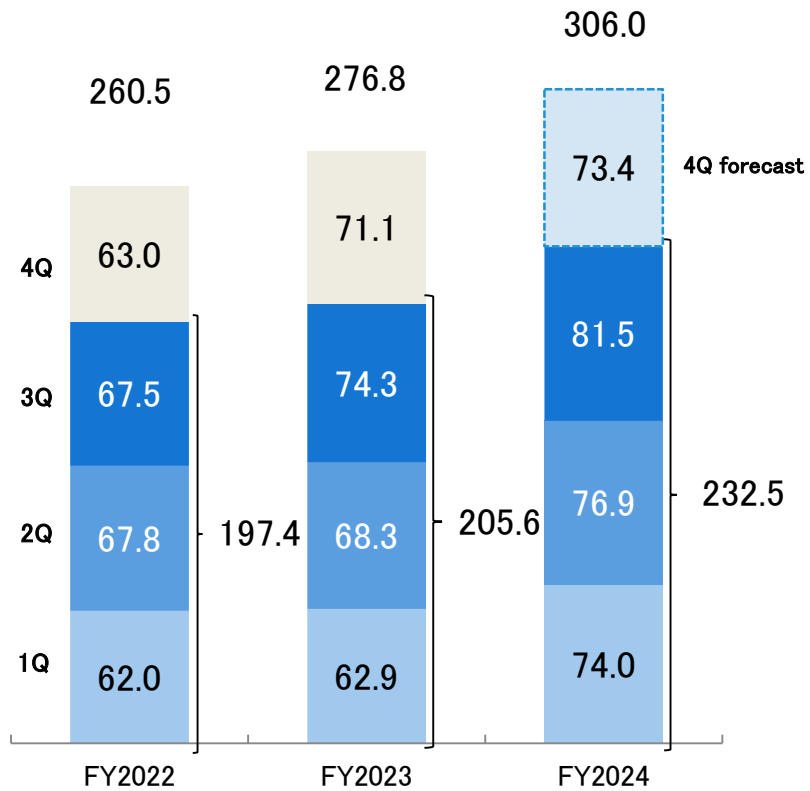
Net Sales & Operating Profit by Segment for 3Q of FY2024 (Oct. – Dec. 2024)

(Billions of yen)		Net Sales (Composition ratio)			Operating Profit		
		FY23 3Q	FY24 3Q	Variance	FY23 3Q	FY24 3Q	Variance
Emotional Value Solutions	Watches	44.4 (60%)	49.0 (60%)	+4.5	5.5	6.9	+1.4
	Others/adj.	8.0 (11%)	7.8 (10%)	-0.2	0.9	0.8	-0.0
	Sub Total	52.5	56.9	+4.3	6.4	7.8	+1.4
Devices Solutions		14.6 (20%)	15.1 (19%)	+0.5	0.7	0.6	-0.0
Systems Solutions		9.7 (13%)	11.9 (15%)	+2.1	1.2	1.2	+0.0
Sub Total		76.9	84.0	+7.1	8.3	9.8	+1.4
Others		0.3 (0%)	0.2 (0%)	-0.0	0.0	0.0	-0.0
Cons. adj.		-2.9 (-4%)	-2.8 (-3%)	+0.0	-2.4	-2.3	+0.0
Cons. Total		74.3	81.5	+7.1	5.9	7.4	+1.4

Consolidated Quarterly Performance

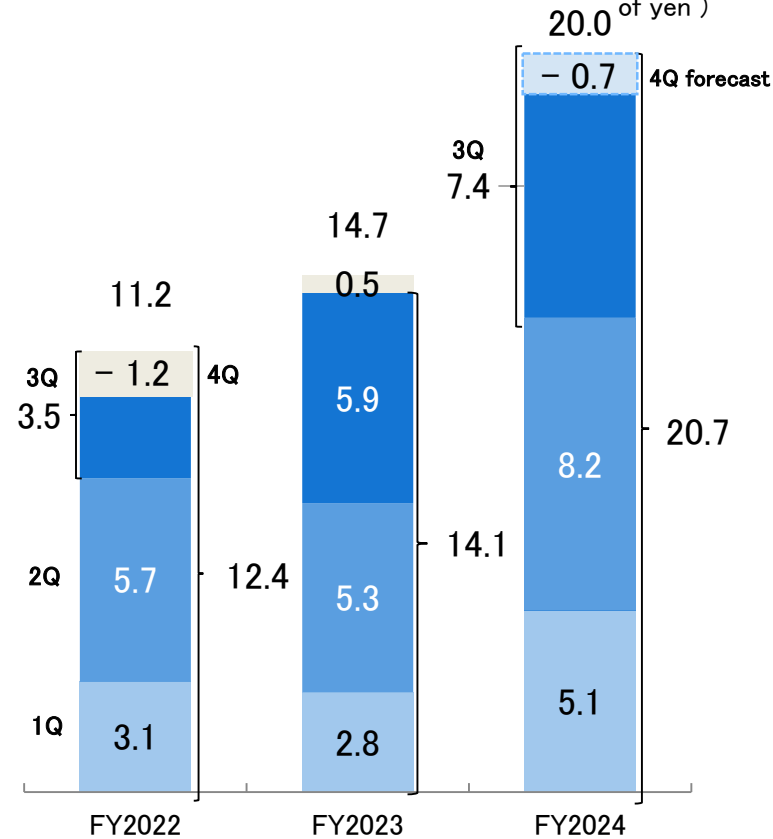
<Net Sales>

(Billions of yen)



<Operating Profit>

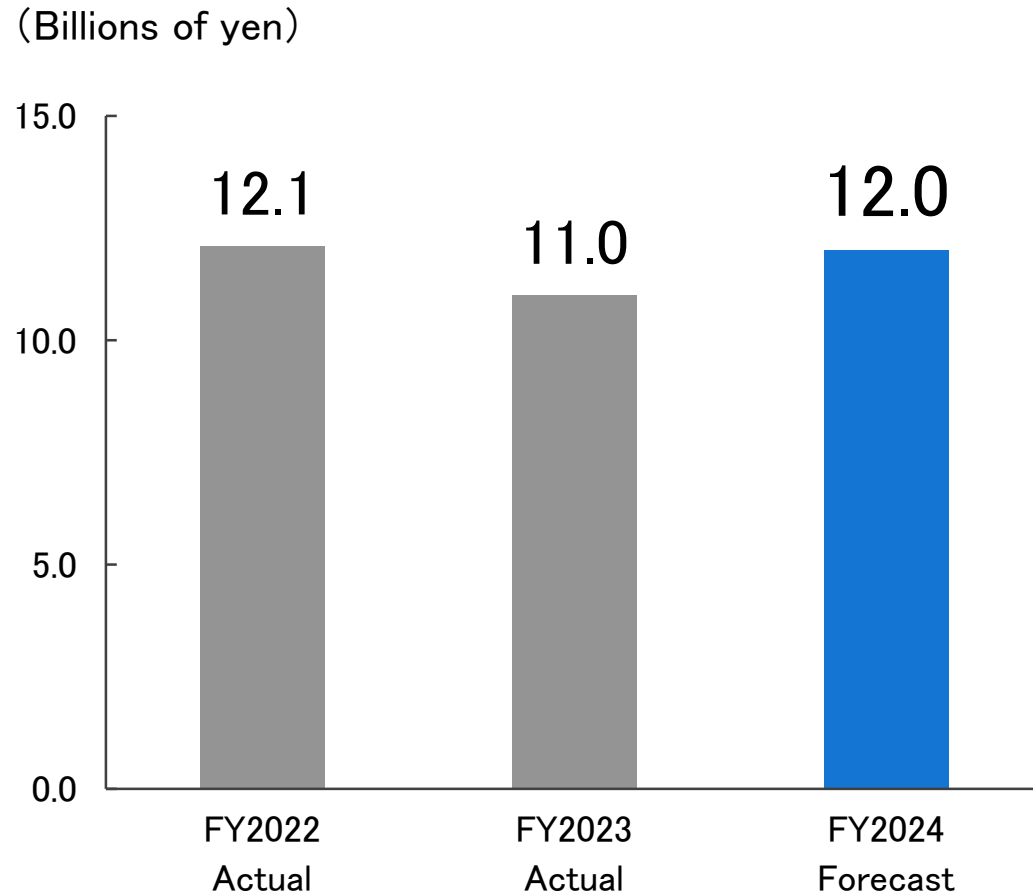
(Billions of yen)



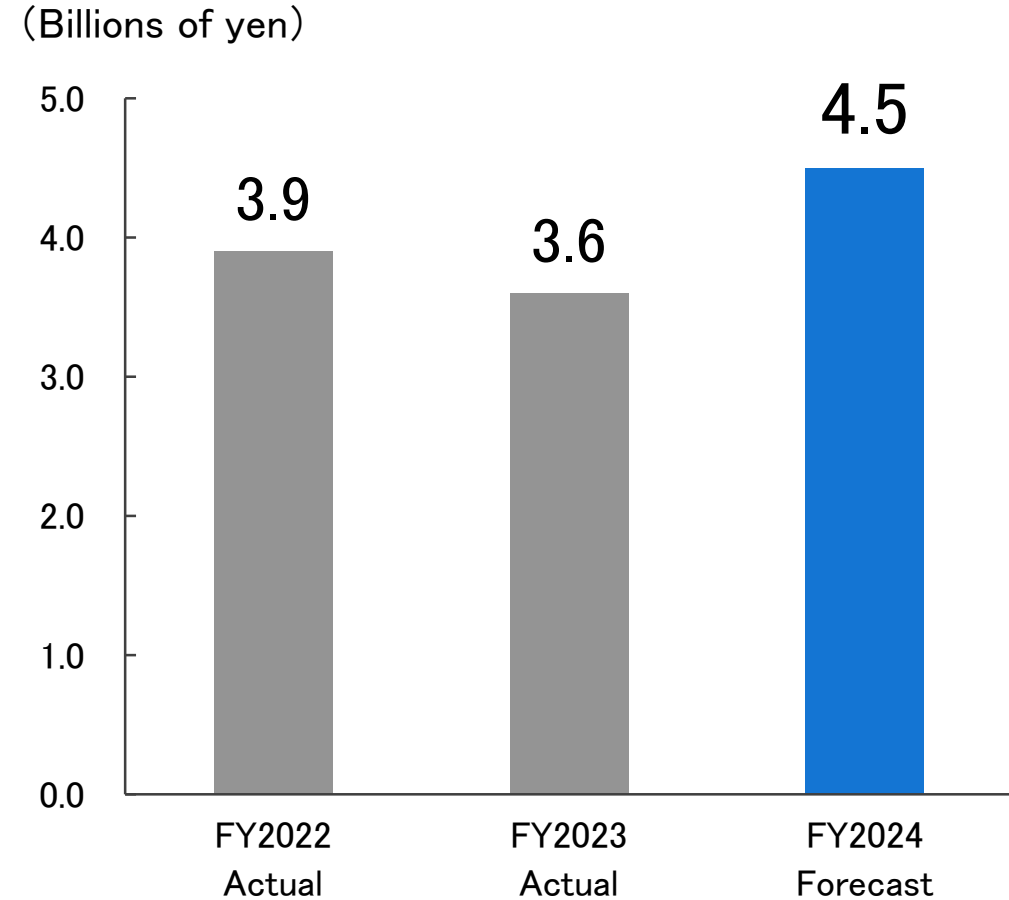
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	1Q	2Q	3Q	4Q	Total	9M
FY24	6.9%	10.7%	9.1%			8.9%
FY23	4.5%	7.8%	8.0%	0.8%	5.3%	6.9%
FY22	5.0%	8.5%	5.3%	△1.9%	4.3%	6.3%

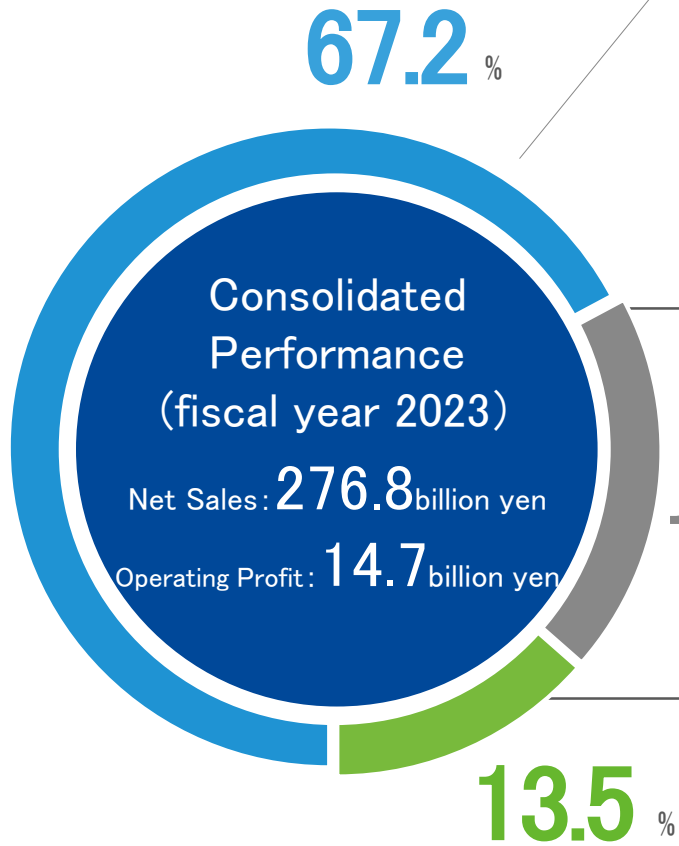
Investments



R&D Expenses



* No changes from the forecast announced on November 12, 2024.



Emotional Value Solutions Domain

A domain that creates products and services with high functional, emotional, and social values while providing an excellent customer experience.

Main Products and Services:
 Watches, Clocks, Jewelry, Systems clocks, etc.

Net Sales: **188.3** billion yen
 Operating Profit: **17.2** billion yen



Devices Solutions Domain

A domain that provides high-functioning, high-quality products that society demands, based on the precision and reliable technology derived from watch manufacturing and development.

Main Products and Services:
 Electronic devices, Precision devices, Printing Devices, etc.

Net Sales: **58.3** billion yen
 Operating Profit: **2.1** billion yen



Systems Solutions Domain

A domain that offers one-stop ICT solutions for social innovation, ranging from consultation to system construction and operation management, to meet the increasingly complex needs of customers.

Main Products and Services:
 Payment and Ordering Services, IoT Platforms,
 Digital Transformation Platform, System Integration, etc.

Net Sales: **40.4** billion yen
 Operating Profit: **4.7** billion yen

* The above ratio is based on the sales composition ratio by domain, and is calculated based on sales to external customers

Abbreviations used in this document

EVS	Emotional Value Solutions (Domain)
DS	Devices Solutions (Domain)
SS	Systems Solutions (Domain)
SWC	SEIKO WATCH CORPORATION
SII	Seiko Instruments Inc.
SSOL	SEIKO Solutions Inc.
STC	SEIKO Time Creation Inc.
NPC	SEIKO NPC CORPORATION
GS	Grand Seiko
GB	Global Brands (Seiko GB refers to Global Brands other than GS)
SMILE145	8th Mid-Term Management Plan (FY2022-FY2026)
MVP Products/ Services	High-added-value, highly profitable products and services that move people
MVP Ratio	<p>EVS : Luxury domain and products with high emotional value, such as GB, as % of net sales (Watches Business : MVP Ratio=GB ratio)</p> <p>DS : Sales to digital economy and green economy markets as % of net sales</p> <p>SS : Stock business as % of marginal profit</p>

- * The forecasted results which appear in this presentation are based on the information which we have obtained as of now, and on certain assumptions deemed reasonable. As a result, actual results, etc. may differ significantly from the forecasted figures due to a wide range of factors.

- * Unless otherwise specified, the following is indicated.
 - Numbers : Cut off to the unit indicated
 - Percentages : Round off to the unit indicated

End