

FY25 Consolidated Results

(from April 1, 2025 to March 31, 2026)

May 15, 2026

Seiko Group Corporation

1. Consolidated Financial Results for FY25
2. Financial Forecast for FY26
3. SMILE145 Update

1. Consolidated Financial Results for FY25
2. Financial Forecast for FY26
3. SMILE145 Update

*Amounts are rounded to the nearest unit from this period,
instead of being rounded down.

Consolidated P/L for FY25

(¥ billion)		FY24 Actual	FY25 Actual	Variance	
				Amt.	%
Net Sales		304.7	335.7	+30.9	+10.2%
Gross Profit		137.1	155.2	+18.1	+13.2%
%		45.0%	46.2%	+1.3pt	
Operating Profit		21.2	30.9	+9.6	+45.4%
%		7.0%	9.2%	+2.2pt	
Ordinary Profit		20.8	33.1	+12.3	+59.5%
%		6.8%	9.9%	+3.1pt	
Profit before income taxes		20.3	31.8	+11.5	+56.9%
Profit attributable to owners of parent		13.3	22.0	+8.7	+65.1%
%		4.4%	6.5%	+2.2pt	
Exchange Rates	USD	152.6	150.8	-1.8	-1.2%
	EUR	163.8	174.8	+11.0	+6.7%

Breakdown of YoY Changes

*Extraordinary income/losses are amounts for the current period.

Net Sales: y/y	+ 30.9
(Exchange rate fluctuations)	c. + 0.8)

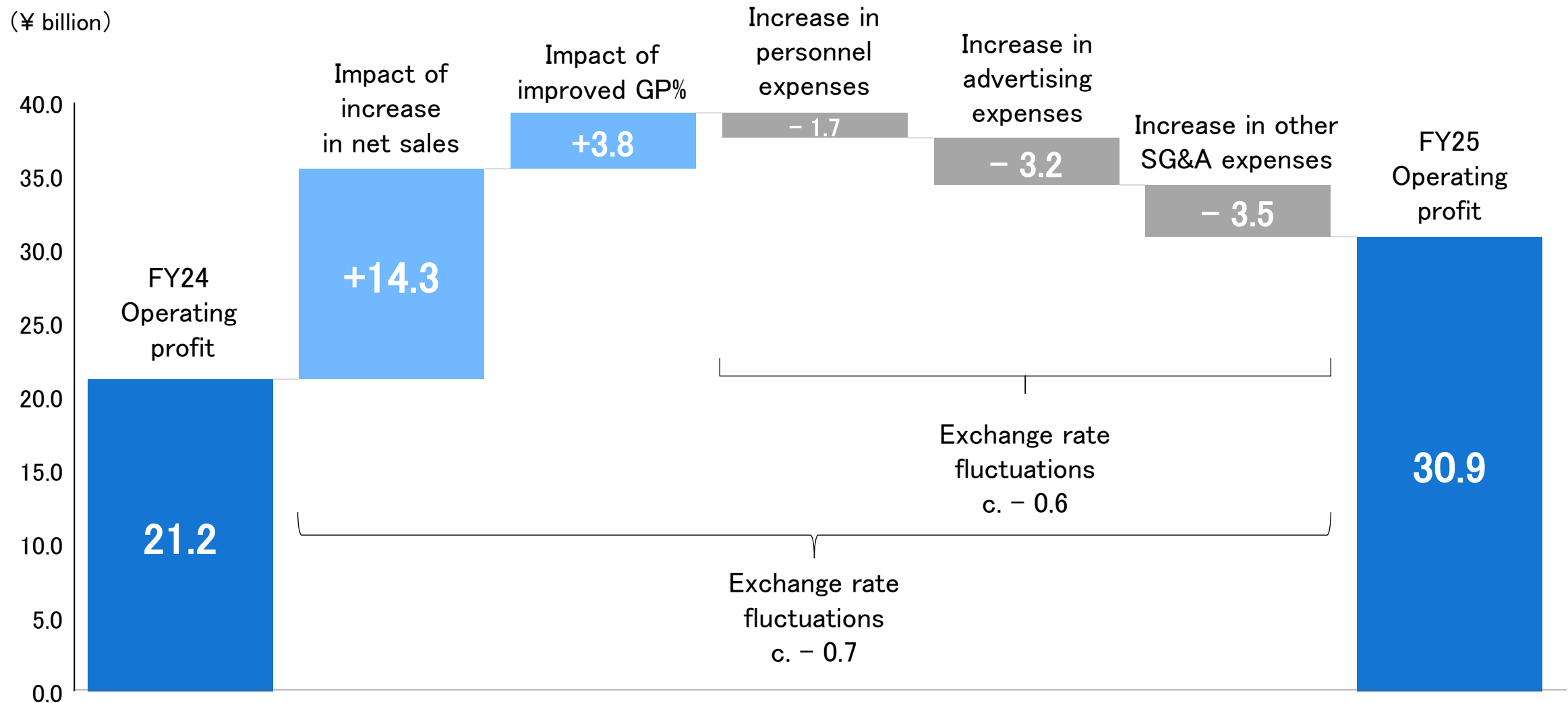
Operating Profit : y/y	+ 9.6
(Exchange rate fluctuations)	c. - 0.7)
Impact of increase in net sales	+ 14.3
Impact of improved GP%	+ 3.8
Increase in SG&A expenses	- 8.5

Ordinary Profit : y/y	+ 12.3
Increase in operating profit	+ 9.6
Foreign exchange gains and losses	+ 1.8
Share of profit and loss of entities accounted for using equity method	+ 0.2
Others	+ 0.7

Extraordinary Income/Losses*	- 1.3
Extraordinary Income	0.6
Gain on sale of non-current assets	0.6
Extraordinary Losses	1.9
Impairment losses	0.9
Business restructuring expenses	0.8
Loss on retirement of non-current assets	0.1

Analysis of Changes in Operating Profit for FY25

■ Significant operating profit growth, led by the strong performance in the EVS and DS domains.



Net Sales & Operating Profit by Segment for FY25

(¥ billion)

Net Sales
(Composition ratio)

Operating Profit

		FY24 Actual	FY25 Actual	Variance	FY24 Actual	FY25 Actual	Variance
Emotional Value Solutions	Watches	176.0 (58%)	203.1 (61%)	+27.2	20.6	27.0	+6.3
	Others/adj.	23.2 (8%)	17.3 (5%)	-5.9	1.6	1.6	+0.1
	Sub Total	199.2	220.4	+21.3	22.2	28.6	+6.4
Devices Solutions		60.0 (20%)	65.0 (19%)	+4.9	2.8	3.8	+1.0
Systems Solutions		52.8 (17%)	57.2 (17%)	+4.4	5.2	5.5	+0.3
Sub Total		312.0	342.6	+30.6	30.2	37.9	+7.7
Others		3.4 (1%)	4.3 (1%)	+0.9	0.2	0.2	+0.0
Cons. adj.		-10.6 (-3%)	-11.2 (-3%)	-0.5	-9.2	-7.3	+1.9
Cons. Total		304.7	335.7	+30.9	21.2	30.9	+9.6

Watches Business:
Significant increases in both net sales and operating profit

EVS: Significant increases in both net sales and operating profit

DS: Continued recovery

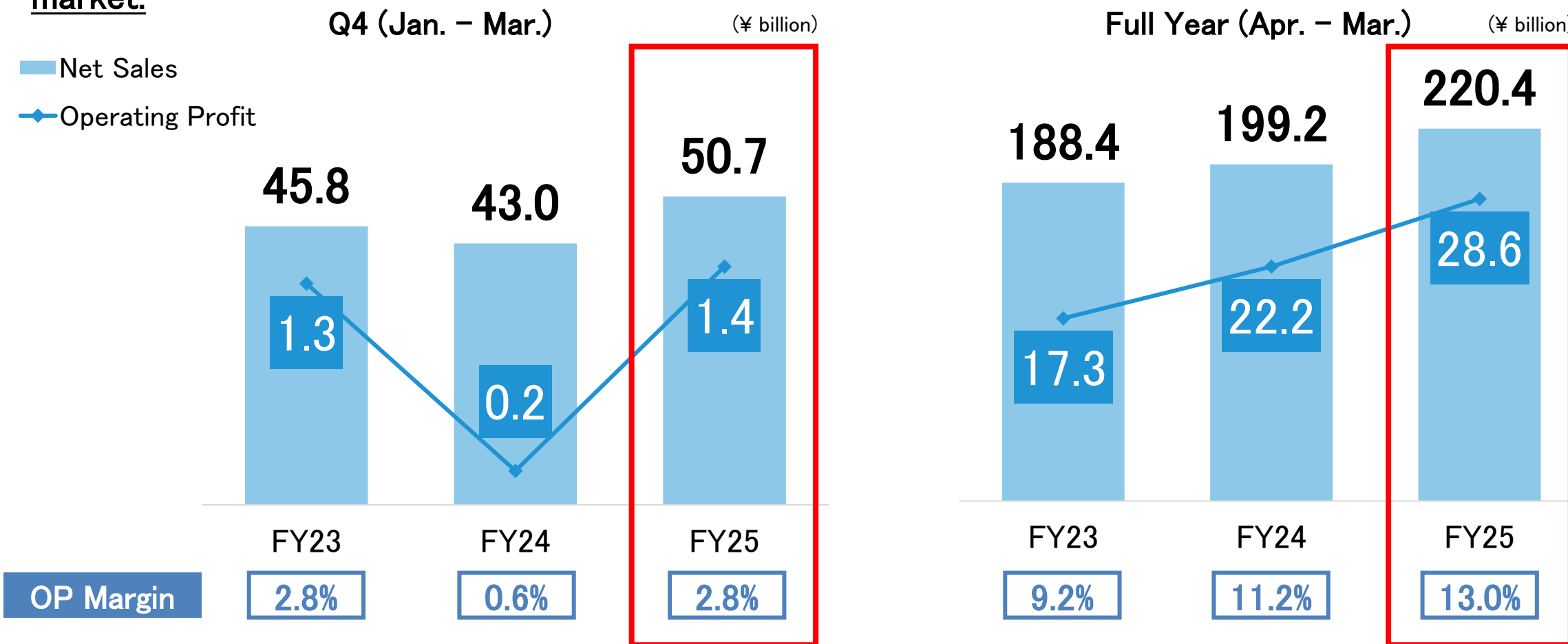
SS: Steady growth

*For comparative purposes, FY24 figures are presented based on the new segment structure.

Please note that the Clocks Business has been excluded from the Watches Business in FY24.

*Net sales of the Watches Business in FY25 is ¥196.8 billion, excluding the Clocks Business.

- Increased net sales and operating profit YoY, driven by strong sales in the Watches Business and the WAKO Business. Domestic sales of both businesses performed well due to solid consumer spending and inbound demand, while the overseas Watches Business also delivered strong growth, particularly in the U.S. market.



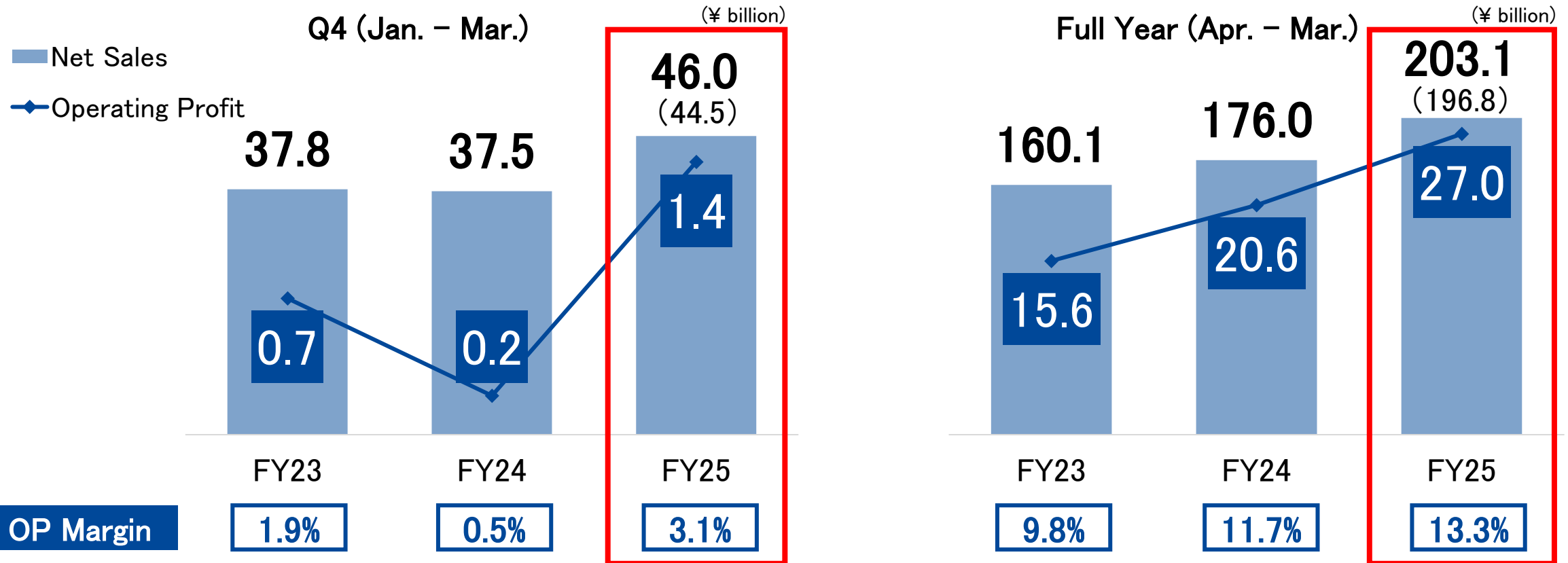
Watches Business

Completed Watches

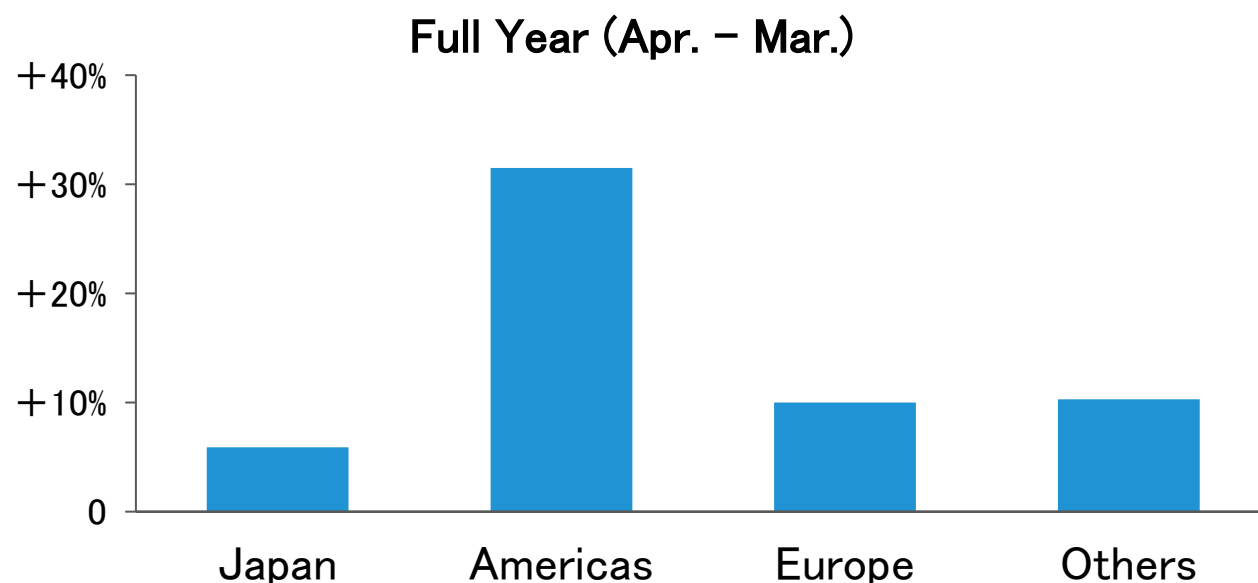
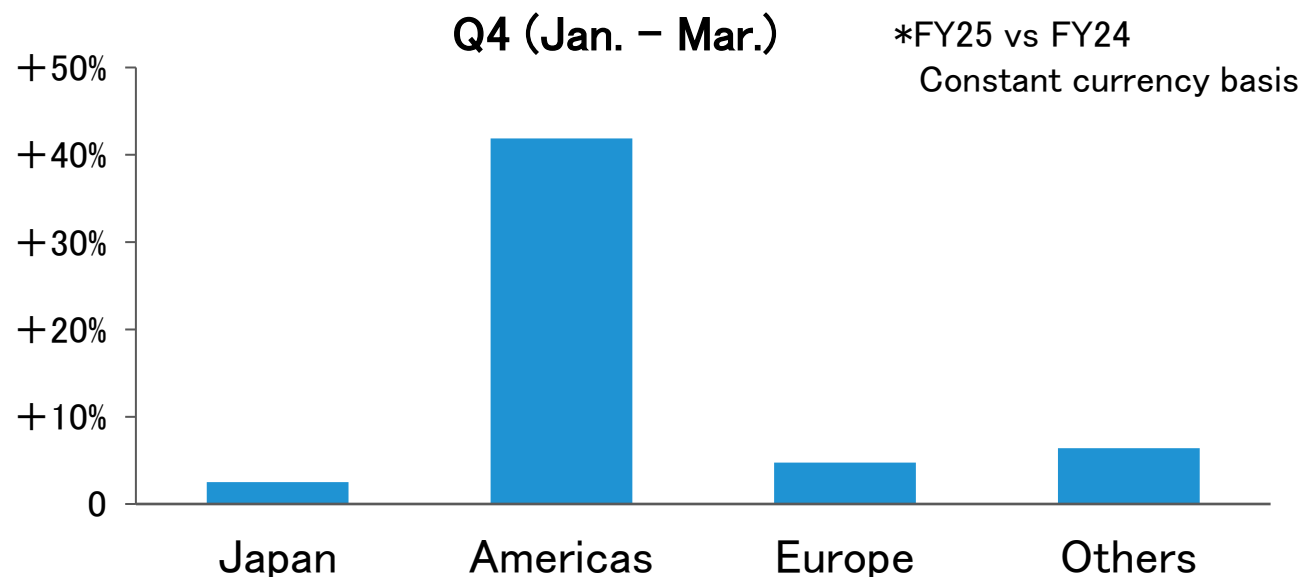
- Grand Seiko recovered in the domestic market from October onward, and overseas performed well, particularly in the U.S. market.
- Seiko Global Brands achieved a significant increase in revenue, driven by strong performance of Seiko Prospex, Seiko Presage and Seiko 5 Sports.
- The domestic market saw strong growth from inbound demand and advertising effects, while overseas markets expanded significantly, particularly in the U.S.

Movements

- External sales of watch movements were flat YoY.



Watches Business : Completed Watches Net Sales Growth by Region



Status of sales by overseas region

Americas

GS maintained strong performance, driven by solid consumer spending.

Seiko GB also maintained substantial growth, led by robust sales of Seiko Presage, Seiko Prospex and Seiko 5 Sports.

Europe

Despite the continued slump in the luxury goods market, GS remained flat YoY, while Seiko GB performed well in major countries, driven by Seiko Prospex, Seiko Presage and Seiko 5 Sports.

Asia and others

In India and Australia, sales of both GS and Seiko GB remained solid.

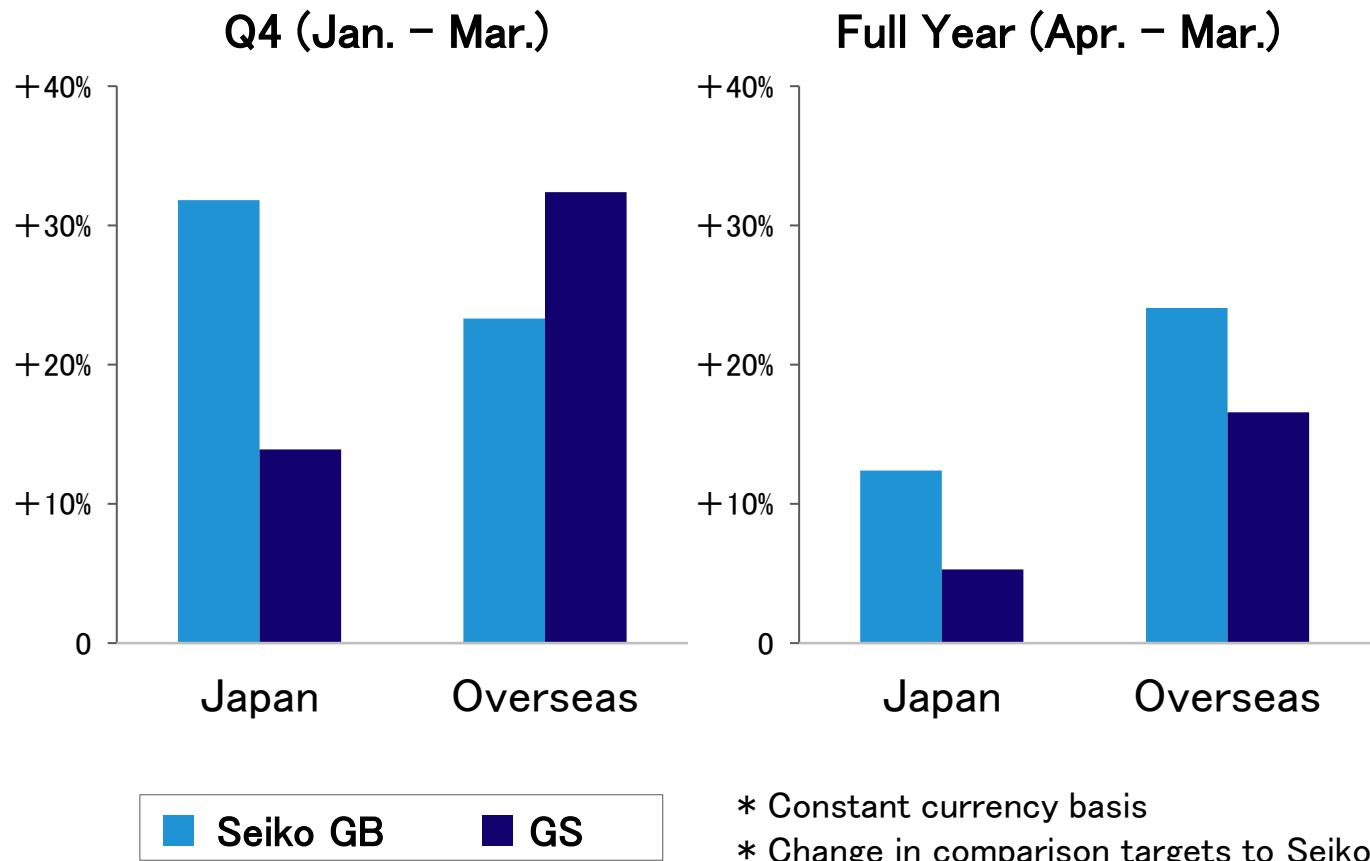
In Taiwan and Thailand, Seiko GB remained sluggish due to ongoing distribution restructuring.

*The reported growth rate does not include the Clocks Business.

Watches Business : GS & Seiko GB Net Sales

GS & Seiko GB Net Sales Growth

■ The domestic performance remained solid, led by Seiko GB.
Overseas, both GS and Seiko GB achieved significant growth.



* Constant currency basis
* Change in comparison targets to Seiko GB (excl. GS) and GS.

Ratio of GB to Net Sales

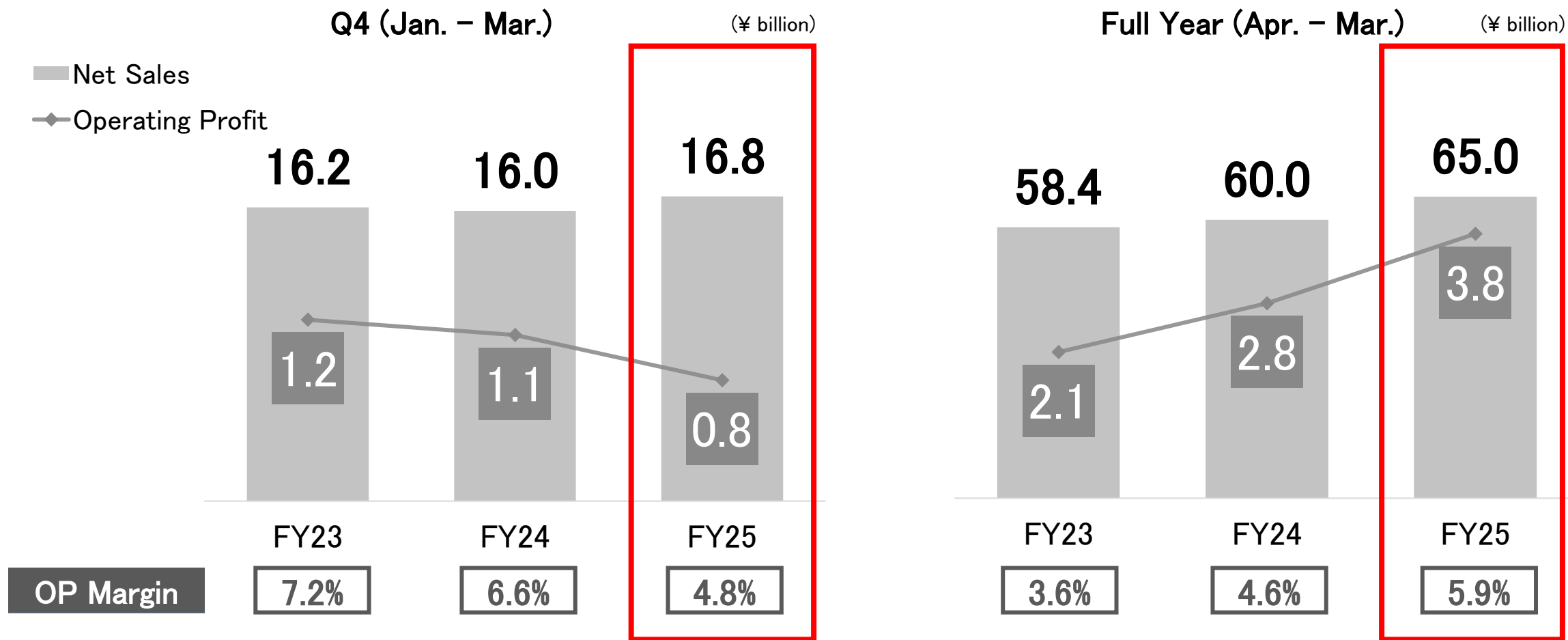
■ Domestic performance was flat YoY.
Overseas, GB grew significantly, driven
mainly by the U.S.

	FY23	FY24	FY25
Japan	c. 75 %	c. 75 %	c. 75 %
Overseas	c. 75 %	c. 70 %	c. 75 %

GB (Global Brands)

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

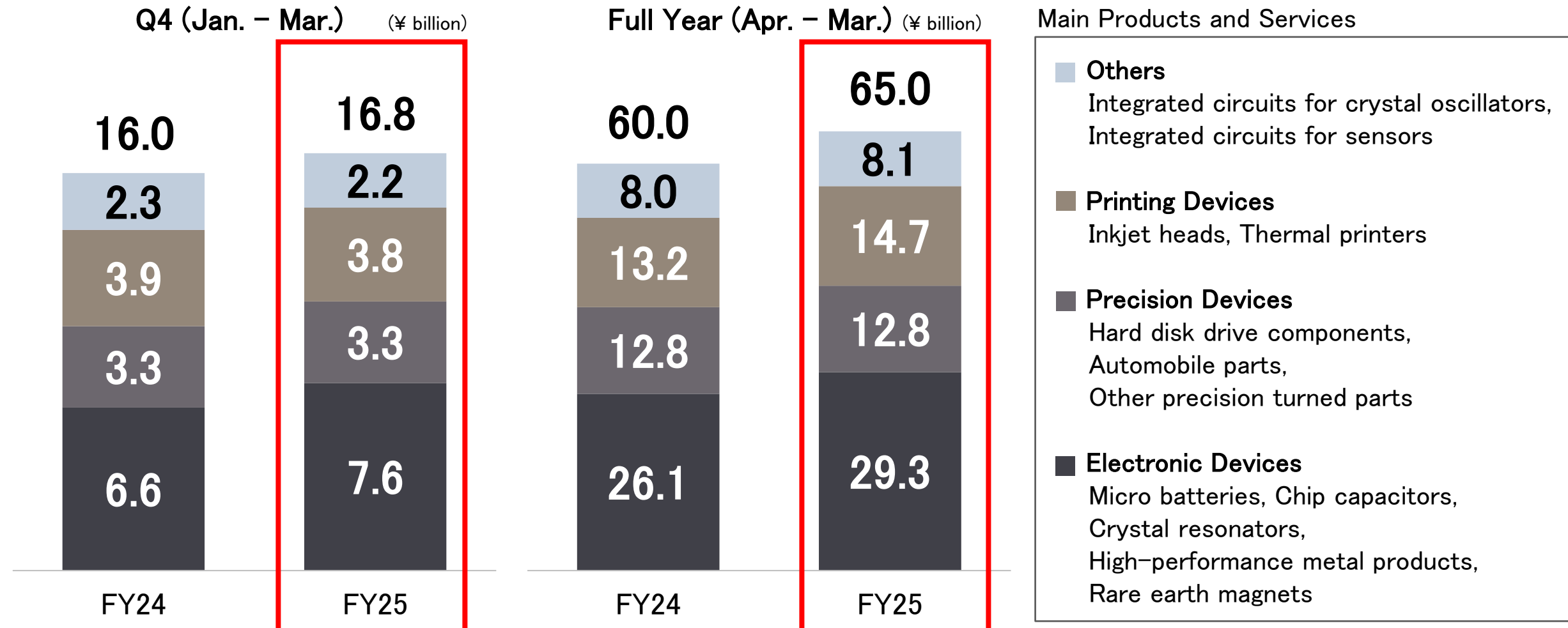
- Building on the recovery from the previous fiscal year, the DS domain achieved YoY increases in both net sales and operating profit, despite the impact of rising silver prices.



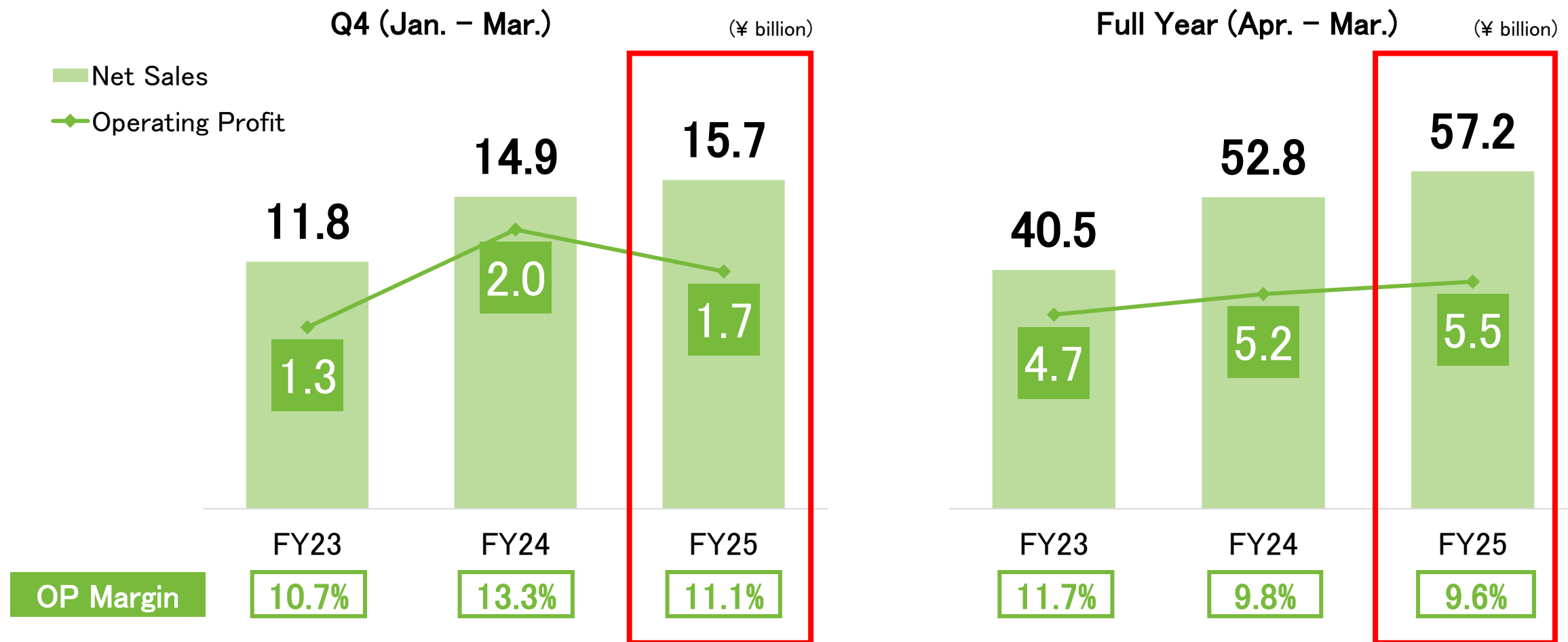
DS Domain : Net Sales by Category

- Net sales of micro batteries increased significantly, driven primarily by strong demand for silver oxide batteries for medical equipment.

Net sales of inkjet heads also increased YoY, supported by expansion into new applications.

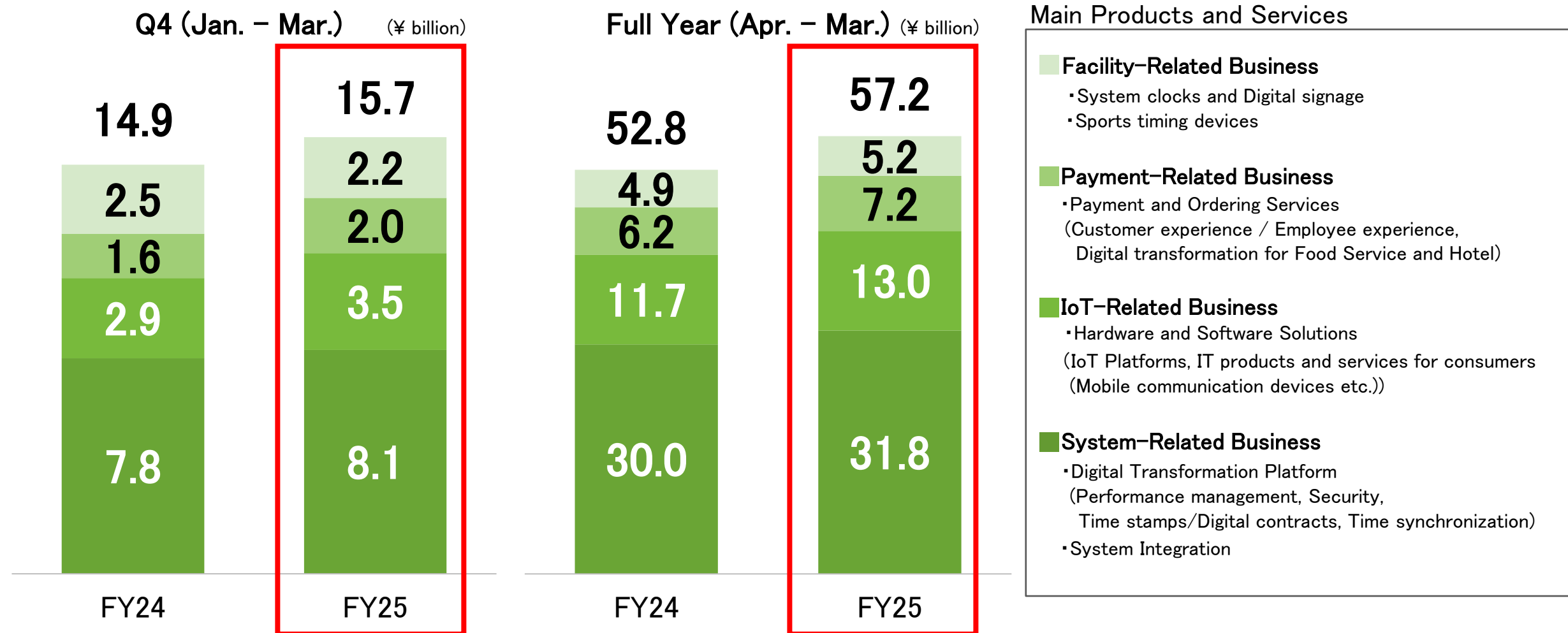


- Ongoing initiatives of diversification and expanding the stock business resulted in YoY increase in net sales.
- SSOL group achieved YoY growth in both net sales and operating profit for the 40th consecutive quarter.



SS Domain : Net Sales by Category

- IT infrastructure-related services remained strong, while security-related services also expanded, driven by renewal demand from major clients. In addition, order-entry systems for restaurant chains and payment-related solutions for the taxi industry also continued to perform well.
- The M&A completed in the second quarter also contributed to the net sales growth, supported by synergy effects within the SS Domain.



■ The EVS domain led the improvement in the consolidated GP margin.

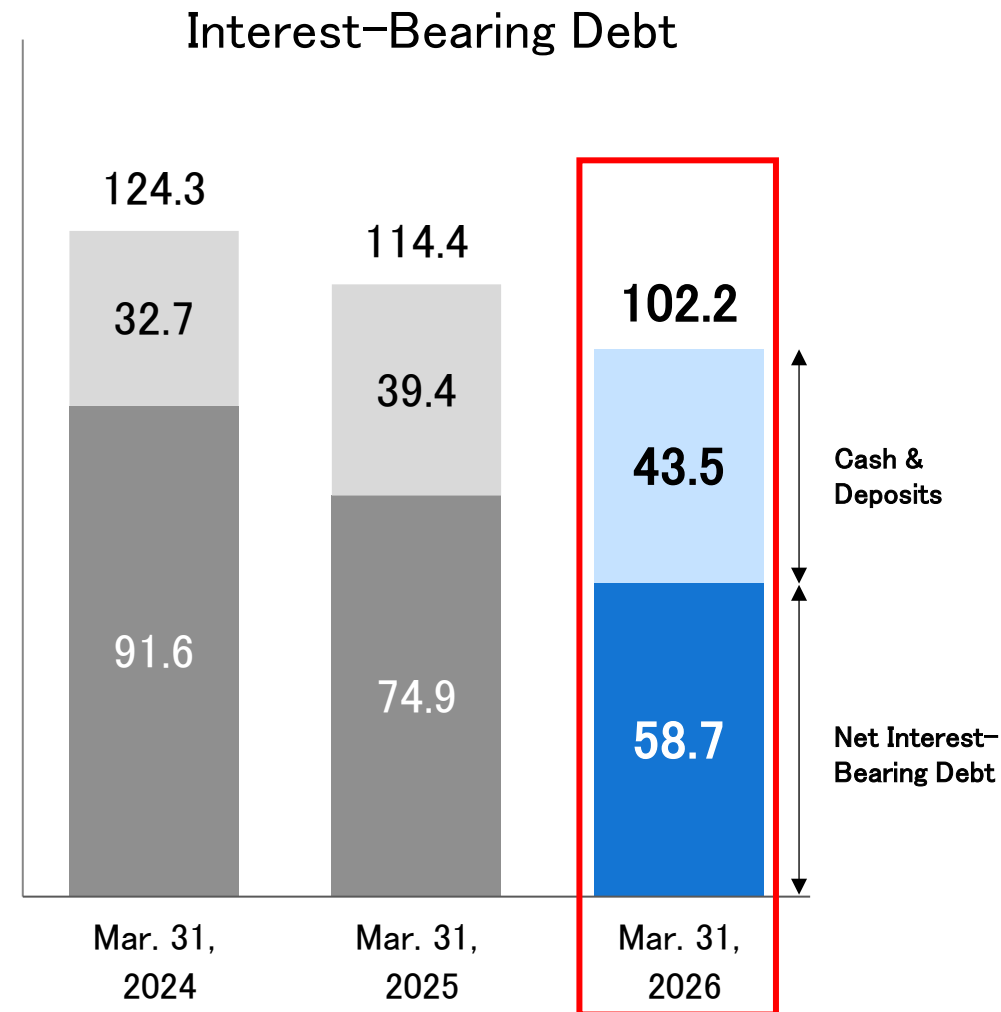
	MVP Ratio*1	GP%*2	Operating Profit
	FY25 (YoY changes)	YoY changes	Amount (FY25) YoY changes
EVS	approx. 55% (at a similar level)		
	Target for FY26 60%		
Watches Business	Japan approx. 75% (at a similar level) Overseas approx. 75% (+several points)	+1.4pt	¥28.6billion +28.7%
	Target for FY26 over 85%		
DS	approx. 30% (approx. -5 points)	-0.4pt	¥3.8billion +37.4%
	Target for FY26 60%		
SS	approx. 75% (at a similar level)	-1.0pt	¥5.5billion +6.0%
	Target for FY26 73%		
Cons. Total	*1. For comparative purposes, YoY figures are presented based on the new segment structure.	+1.3pt	¥30.9billion +45.4%

*2 Target for FY26: +5.0 points vs. FY21
(Both on a consolidated basis and in each domain)

Balance Sheets as of March 31, 2026

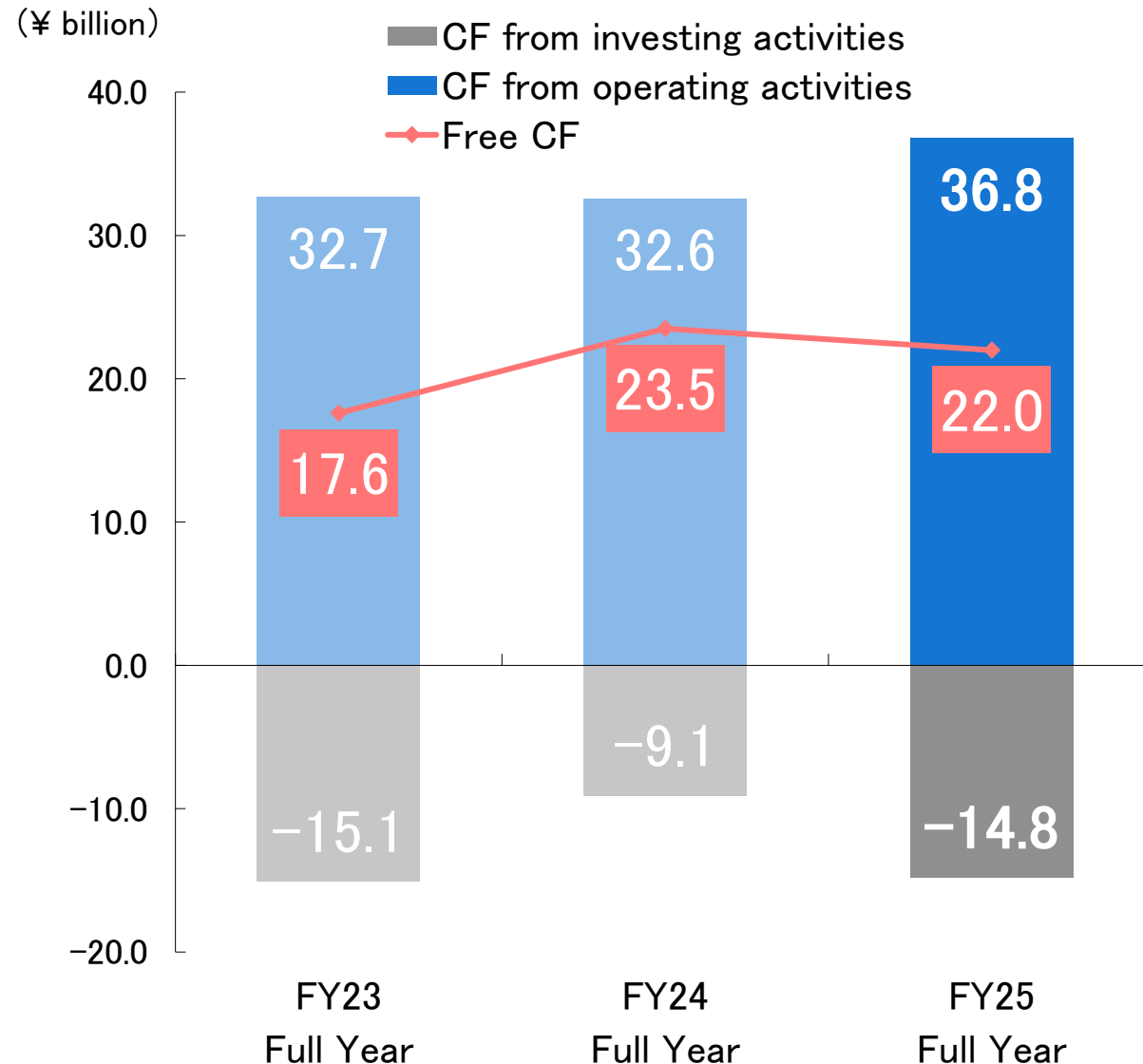
■ The equity capital ratio improved due to an increase in net assets, driven by strong performance.

(¥ billion)	Mar. 31, 2024	Mar. 31, 2025(a)	Mar. 31, 2026(b)	Variance (b)–(a)
Inventories	84.4	81.7	85.6	+3.9
Interest Bearing Debt	124.3	114.4	102.2	–12.2
Net Assets	151.3	158.0	177.5	+19.5
Total Assets	376.3	369.2	383.9	+14.6
Equity Capital Ratio	39.6%	42.2%	45.8%	+3.5pt
Inventory Turnover Rate	1.8	2.0	2.2	+0.1
Number of Employees	11,740	11,367	11,326	–41



Statement of Cash Flows

■ Operating cash flow improved significantly due to strong performance.



	FY23 Full Year	FY24 Full Year	FY25 Full Year
Profit before income taxes	15.1	20.3	31.8
Depreciation	13.3	14.3	14.1
Others	4.3	-2.0	-9.1
CF from operating activities	32.7	32.6	36.8
Purchase of property, plant and equipment	-11.0	-10.4	-9.7
Others	-4.1	1.2	-5.1
CF from investing activities	-15.1	-9.1	-14.8
Free cash flow	17.6	23.5	22.0
Net increase (decrease) in short- and long-term borrowings	-15.7	-10.2	-12.3
Dividends paid	-3.1	-3.6	-4.8
Others	-4.2	-2.8	-3.5
CF from financing activities	-23.0	-16.5	-20.5
Effect of exchange rate change on cash and cash equivalents	1.9	-0.2	2.5
Net increase (decrease) in cash and cash equivalents	-3.5	6.7	4.2

1. Consolidated Financial Results for FY25
- 2. Financial Forecast for FY26**
3. SMILE145 Update

Summary of Financial Forecast for FY26

- Plan to increase both net sales and operating profit, with net sales expected to rise by ¥22.3 billion (+ 6.6%) and operating profit by ¥2.6 billion (+ 8.5%) YoY.

(¥ billion)	FY25 Actual	FY26 Forecast (May 13)	Variance vs. FY25
Net Sales	335.7	358.0	+22.3
Operating Profit	30.9	33.5	+2.6
%	9.2%	9.4%	+0.2pt
Ordinary Profit	33.1	34.0	+0.9
%	9.9%	9.5%	-0.4pt
Profit attributable to owners of parent	22.0	23.0	+1.0
%	6.5%	6.4%	-0.1pt

■ Exchange Rate Sensitivity FY26

Sensitivity (¥ million)	USD	EUR
Forecasted rate	JPY 150.0	JPY 170.0
For Net sales	c. 450	c. 200
For Operating Profit	c. 150	c. 100

■ Exchange Rate (Actual)

	(JPY)	1Q	2Q	3Q	4Q	Year Total
Average	USD	144.6	147.5	154.1	157.0	150.8
	EUR	163.8	172.3	179.4	183.7	174.8
Closing Rate	USD	144.8	148.9	156.5	159.9	—
	EUR	169.6	174.5	184.3	183.4	—

Financial Forecast for FY26 by Segment

(¥ billion)		Net Sales			Operating Profit		
		FY25 Actual	FY26 Forecast (May 13)	Variance vs. FY25	FY25 Actual	FY26 Forecast (May 13)	Variance vs. FY25
Emotional Value Solutions	Watches	203.1	212.0	+8.9	27.0	29.0	+2.0
	Others/adj.	17.3	17.0	-0.3	1.6	2.0	+0.4
	Sub Total	220.4	229.0	+8.6	28.6	31.0	+2.4
Devices Solutions		65.0	73.5	+8.5	3.8	4.3	+0.5
Systems Solutions		57.2	61.5	+4.3	5.5	6.6	+1.1
Sub Total		342.6	364.0	+21.4	37.9	41.9	+4.0
Others		4.3	4.5	+0.2	0.2	0.1	-0.1
Cons. Adj.		-11.2	-10.5	+0.7	-7.3	-8.5	-1.2
Cons. Total		335.7	358.0	+22.3	30.9	33.5	+2.6

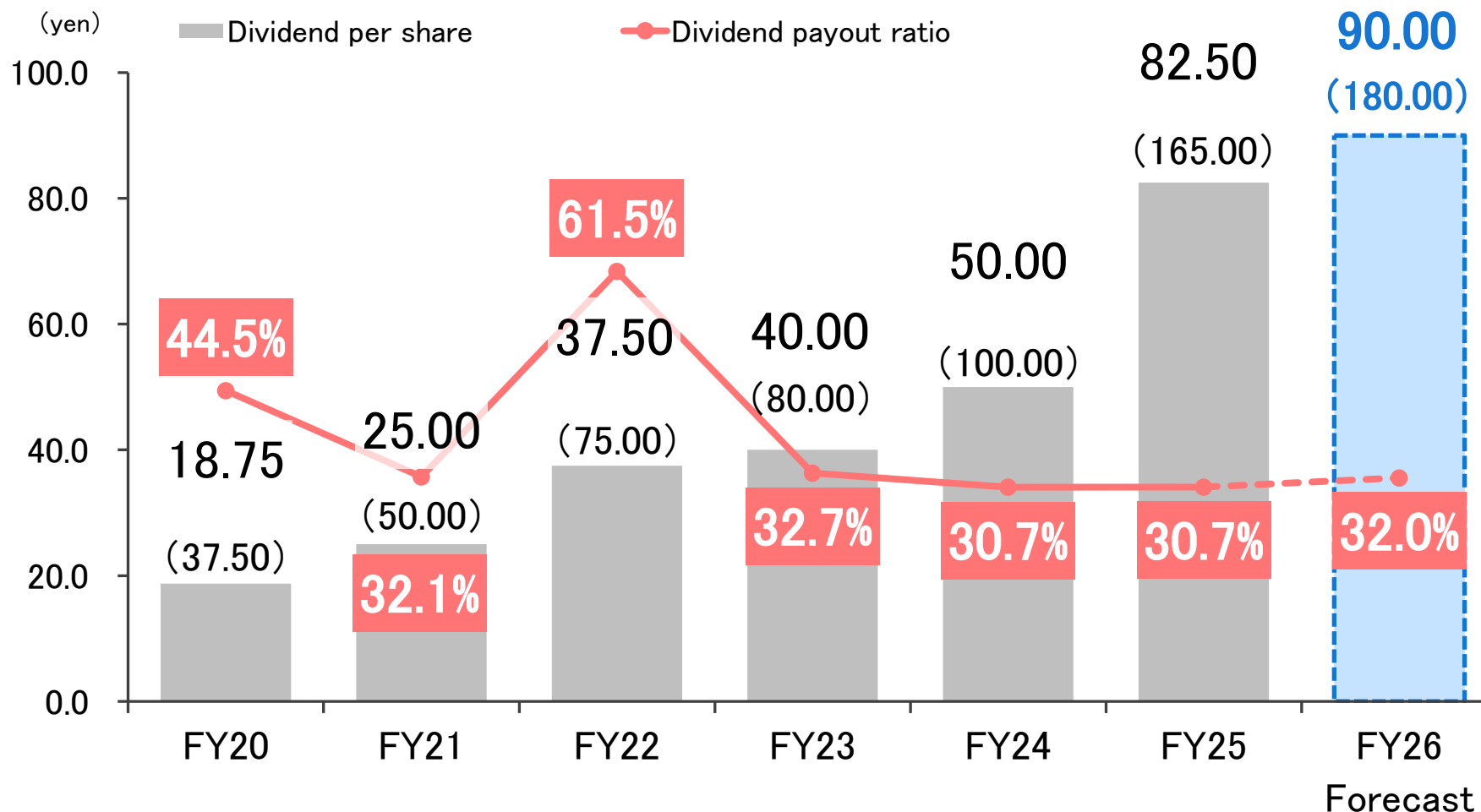
SMILE145 Final Year Financial Targets

	7 th Mid-Term Management Plan	SMILE145					
	Final Year FY21	1 st year FY22	2 nd year FY23	3 rd year FY24	4 th year FY25	Final year FY26	Final Year FY26
	Actual	Actual	Actual	Actual	Actual	Forecast	8 th Mid-Term Management Plan
Operating Profit (¥ billion)	8.8	11.2	14.7	21.2	30.9	33.5	25.0
GP margin (%)	41.8%	42.9%	44.3%	45.0%	46.2%	46.8%	46.8%
ROIC (%)	3.5%	3.6%	4.7%	6.0%	9.3%*	9–10%	Over 6.5%
ROE (%)	5.5%	4.0%	7.2%	8.7%	13.3%	12–13%	Over 9.0%
Dividend Payout Ratio (%)	32.1%	61.5%	32.7%	30.7%	30.7%	32.0%	Over 30%

* ROIC for FY25 is an estimate as of May 15, 2026.

Shareholder Returns

- Plan to increase the FY24 dividend forecast from the previously announced ¥75 to ¥82.5 per share annually.
- Forecast annual dividends of ¥90 per share for FY26 (up ¥7.5 YoY), based on our policy of maintaining a consolidated dividend payout ratio of over 30.0%.



* The Company conducted a two-for-one stock split of its common stock effective April 1, 2026.

Annual dividend figures for FY20 to FY25 have been restated to reflect the stock split.

Figures in parentheses () are provided for reference and do not reflect the stock split.

Cash Allocation

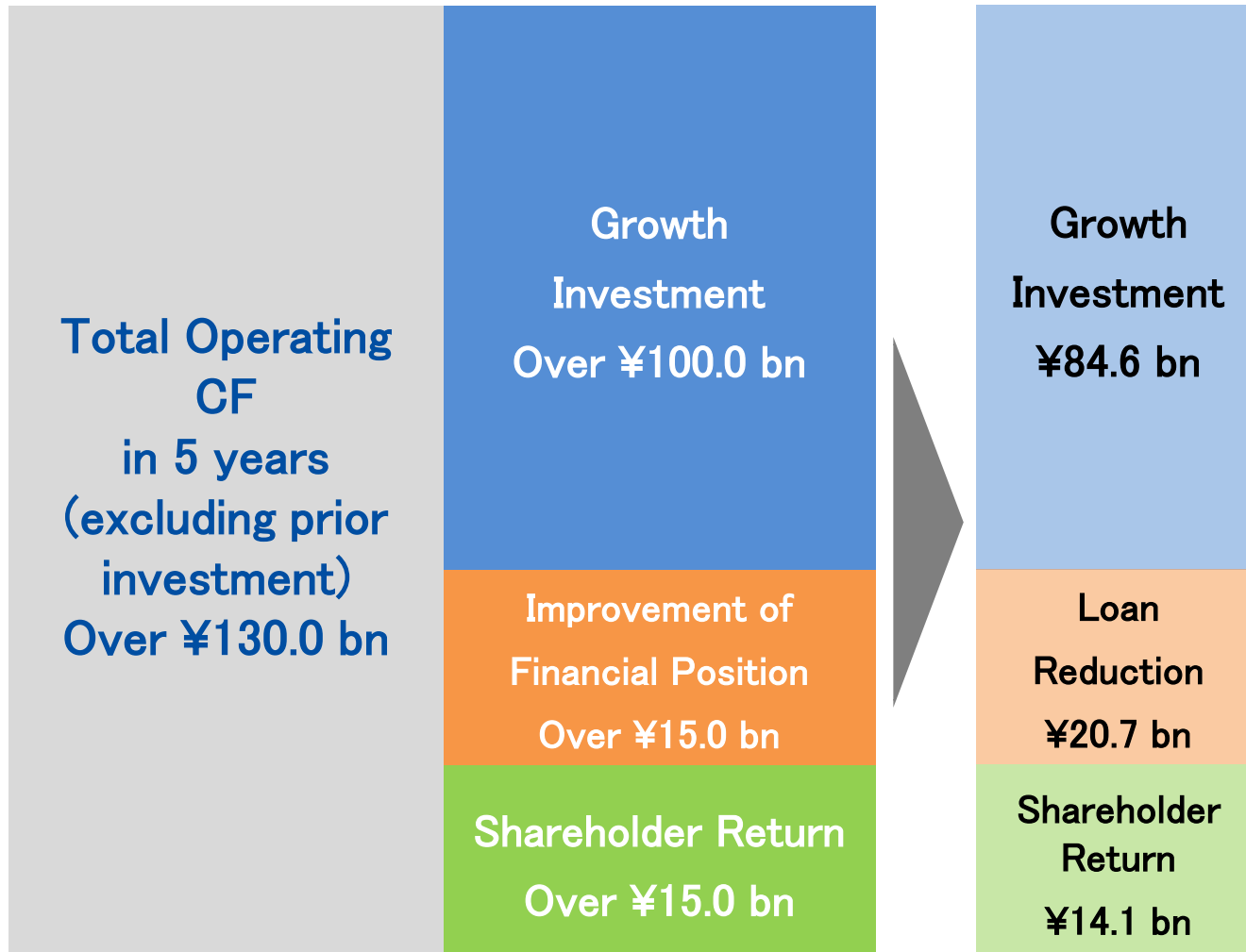
■ Strong performance has increased cash inflows.

■ Continue to allocate cash efficiently while balancing growth investments, improvements of financial position, and shareholder returns.

5-year cumulative (initial target)

4-year cumulative (results)

Breakdown of Growth Investments



	4-year cumulative (Results based on estimates)	5-year cumulative (Forecast)
Capital Investments : (¥ billion)	43.0	55.7
Group Core Strategy :		
Branding, etc.	25.8	34.0
R&D	15.8	20.3
Growth Investments (Total) :	84.6	110.0

Key Points of Growth Investments

- Accelerating investment in the Watches Business and the SS Business
- Strengthening investment in branding that conveys emotional value, social value, and technical value
- Creation of new business areas across the Group

▶ Latest Target for Cash Allocation (5-year cumulative)
 Growth Investments + Loan Reduction + Shareholder Returns
 = ¥157.0 billion

1. Consolidated Financial Results for FY25
2. Financial Forecast for FY26
3. **SMILE145 Update**

SMILE145 Mid-Term Management Plan (FY22 – FY26)

Red figures: Upward revision in FY2025.

SMILE145

We aim to become “A solutions company that offers **high-added-value** products and services that create **excitement** and generate **substantial profits**.”

MVP Strategy

Moving
Valuable
Profitable

- ◆ Address social issues to create value
- ◆ Improve profitability
- ◆ Innovate business model with leveraging digital transformation (DX)
- ◆ Achieve ambidextrous management
- ◆ Support employees in taking on challenges

KPIs (FY26)

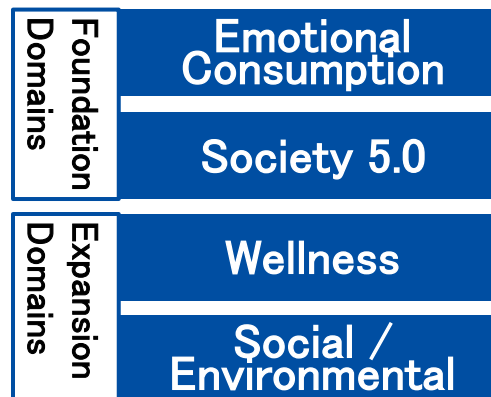
Gross Profit Margin	+5.0 points
Operating Profit	¥25.0 billion
ROIC/ROE	>6.5% / >9.0%
Non-financial indicators	CO ₂ emissions: -42% (vs. FY22, Scope 1 & 2)
	Improvement in Employee Engagement Score

Growth strategy schemes

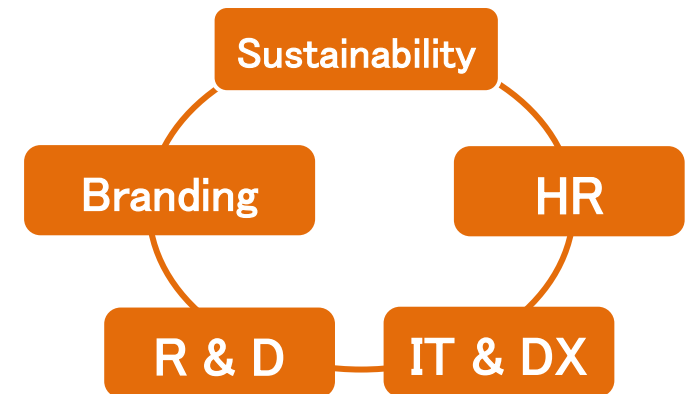
3 Strategic Domains



4 Business Opportunities



5 Group Core Strategies

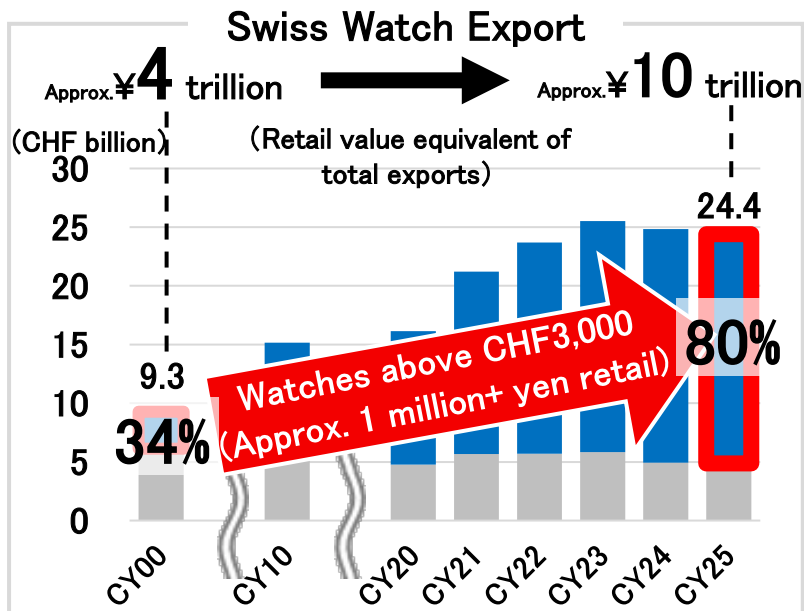


A Business Portfolio Resilient to External Environment Changes

Watches Business

Focusing on the luxury segment, which is less susceptible to economic fluctuations

► Mechanical watches



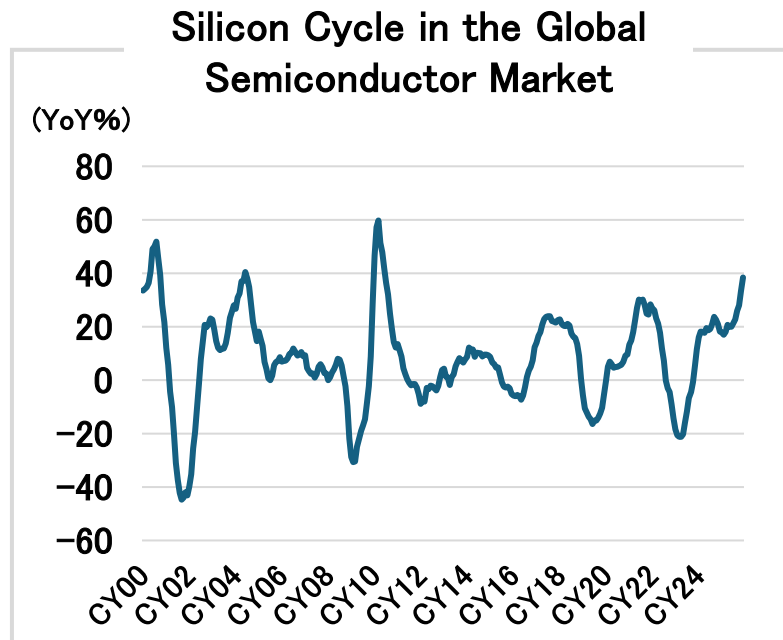
Source: FH

Retail prices estimated by the Company.

DS Domain

Expanding into business areas less susceptible to the silicon cycle

► Medical, mobility, and others

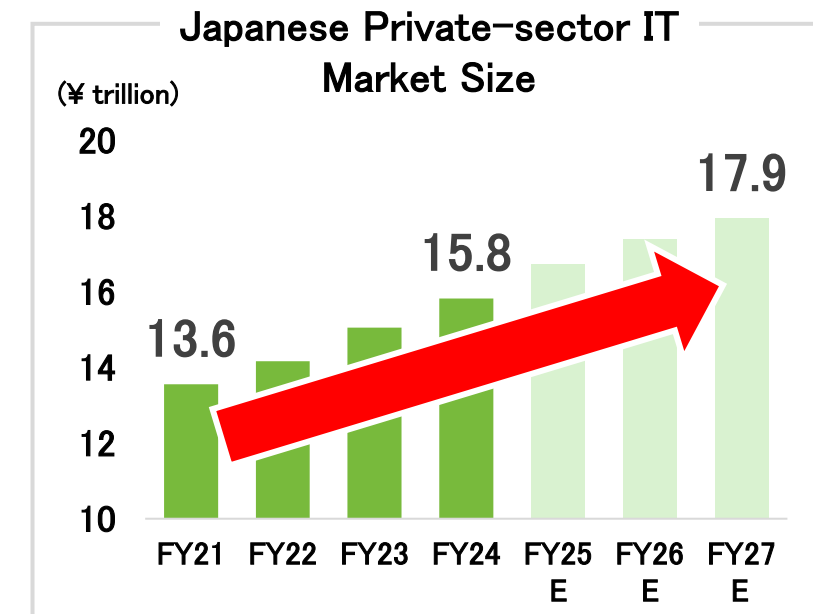


Source: WSTS

Seiko Solutions Business

Leveraging tailwinds from IT and AI investment while driving diversification and a shift toward the stock business

► M&A (5 companies since FY22)



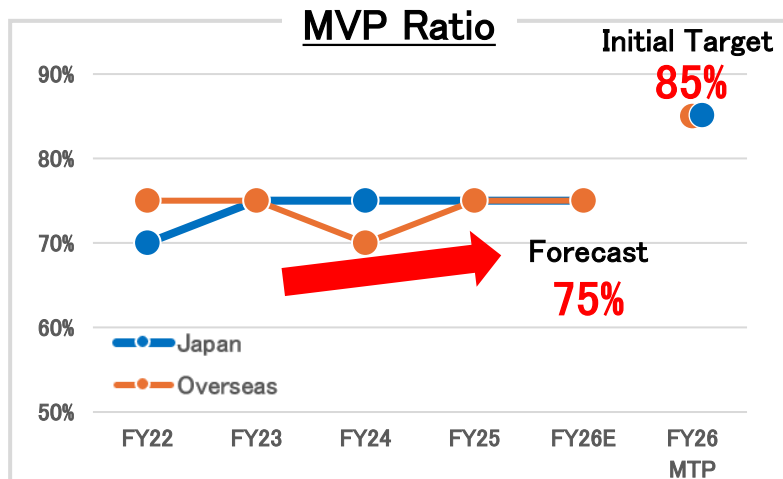
Source: Yano Research Institute Ltd.,

IT Investment by Domestic Companies 2025

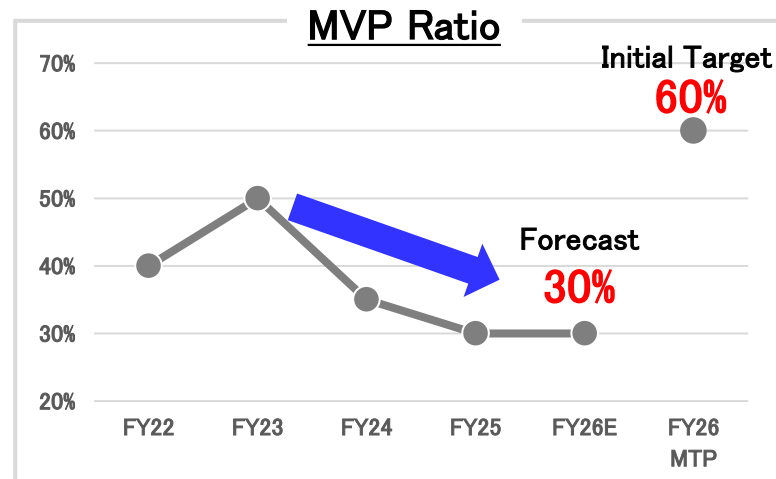
MVP Ratio and GP Margin Trends (Strength × Profitability)

*Figures are approximate.

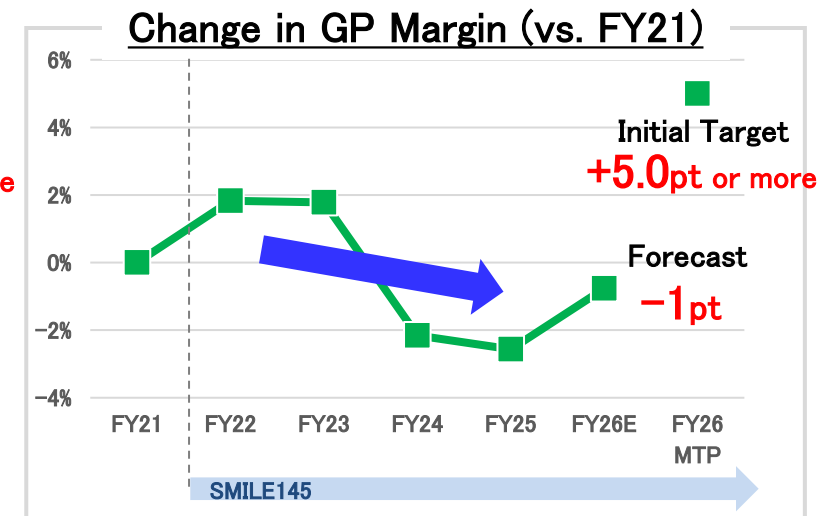
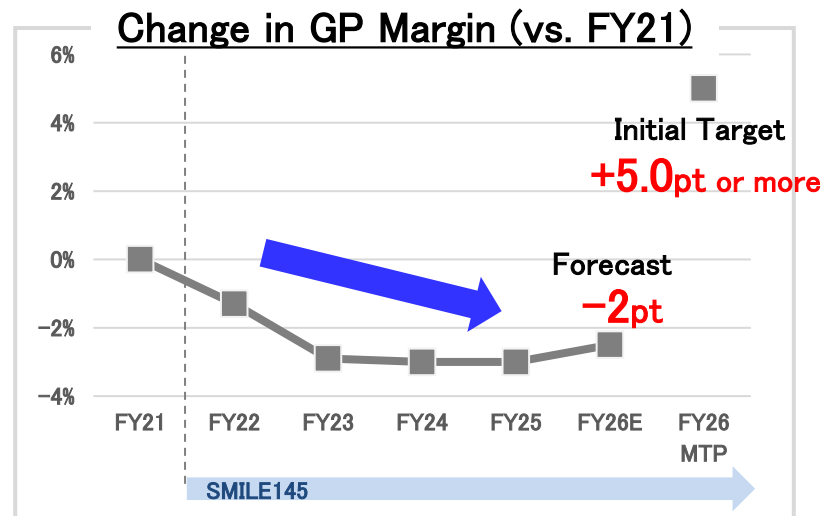
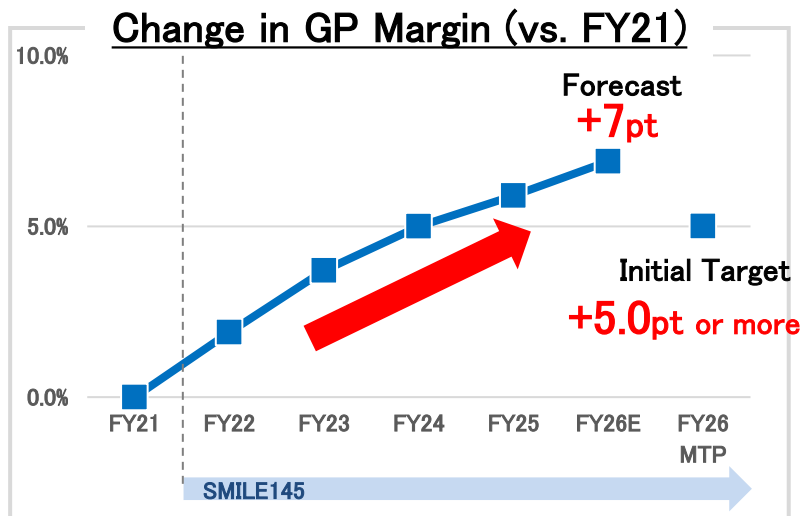
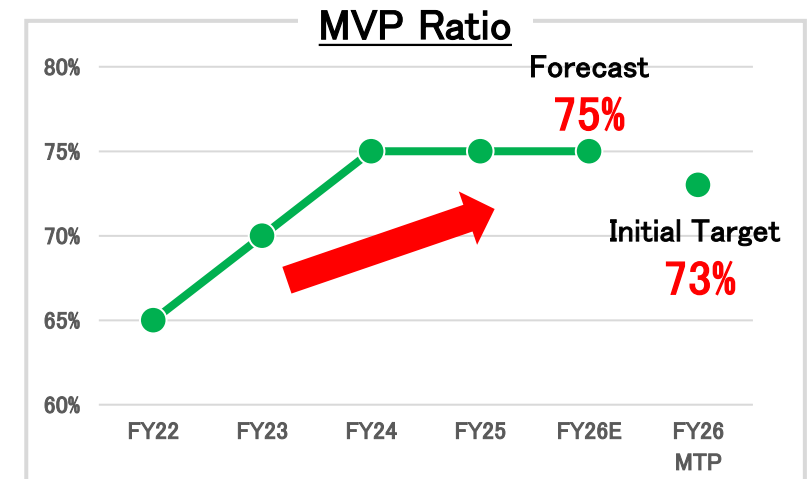
Watches Business



DS Domain



SS Domain



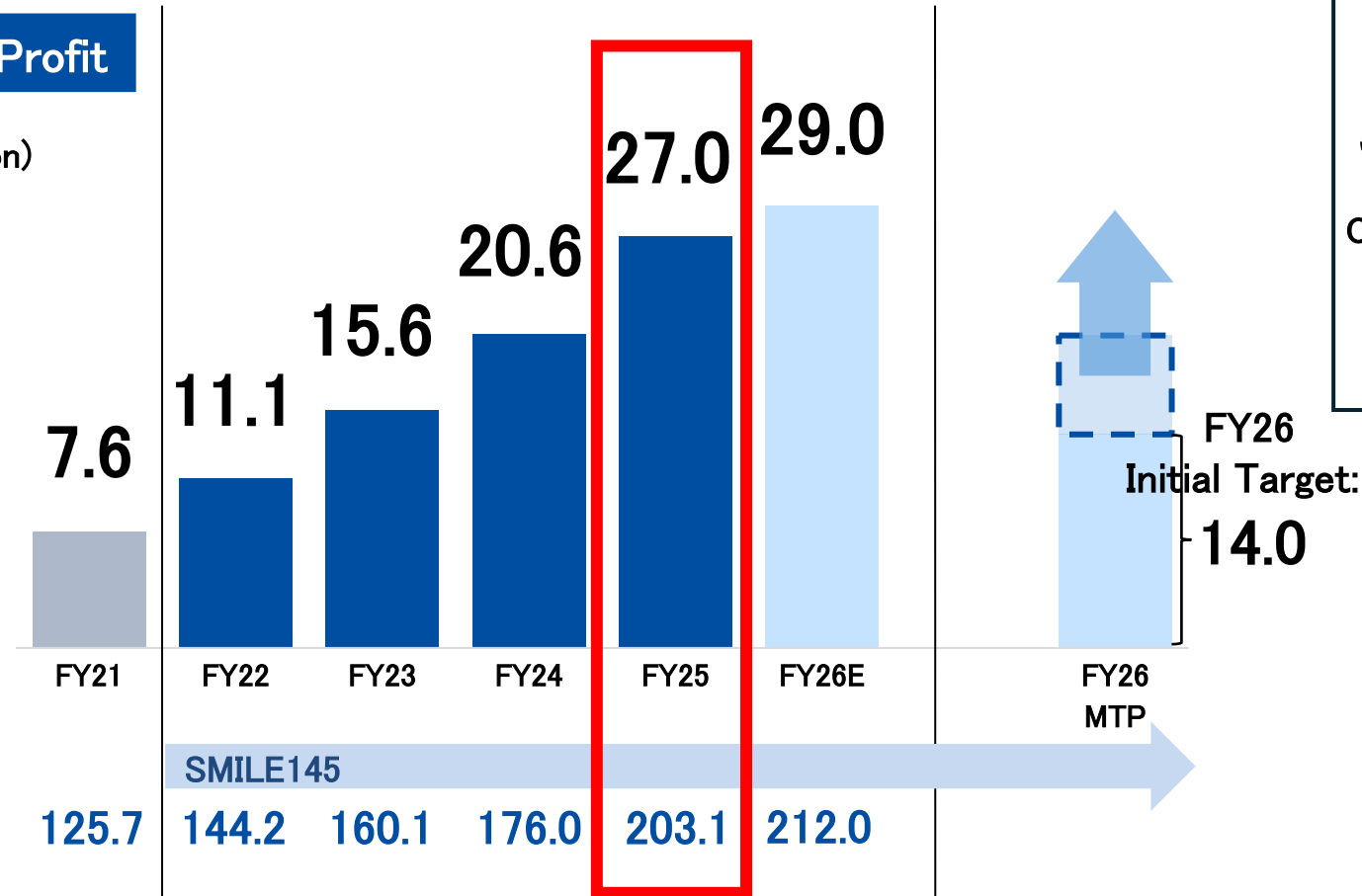
Review of the Past Four Years and Key Focus Areas for the Next Mid-Term Plan

KPI Performance

Trend in Operating Profit

Operating Profit

(¥ billion)



Net Sales

125.7 144.2 160.1 176.0 203.1 212.0

MVP Ratio Trend

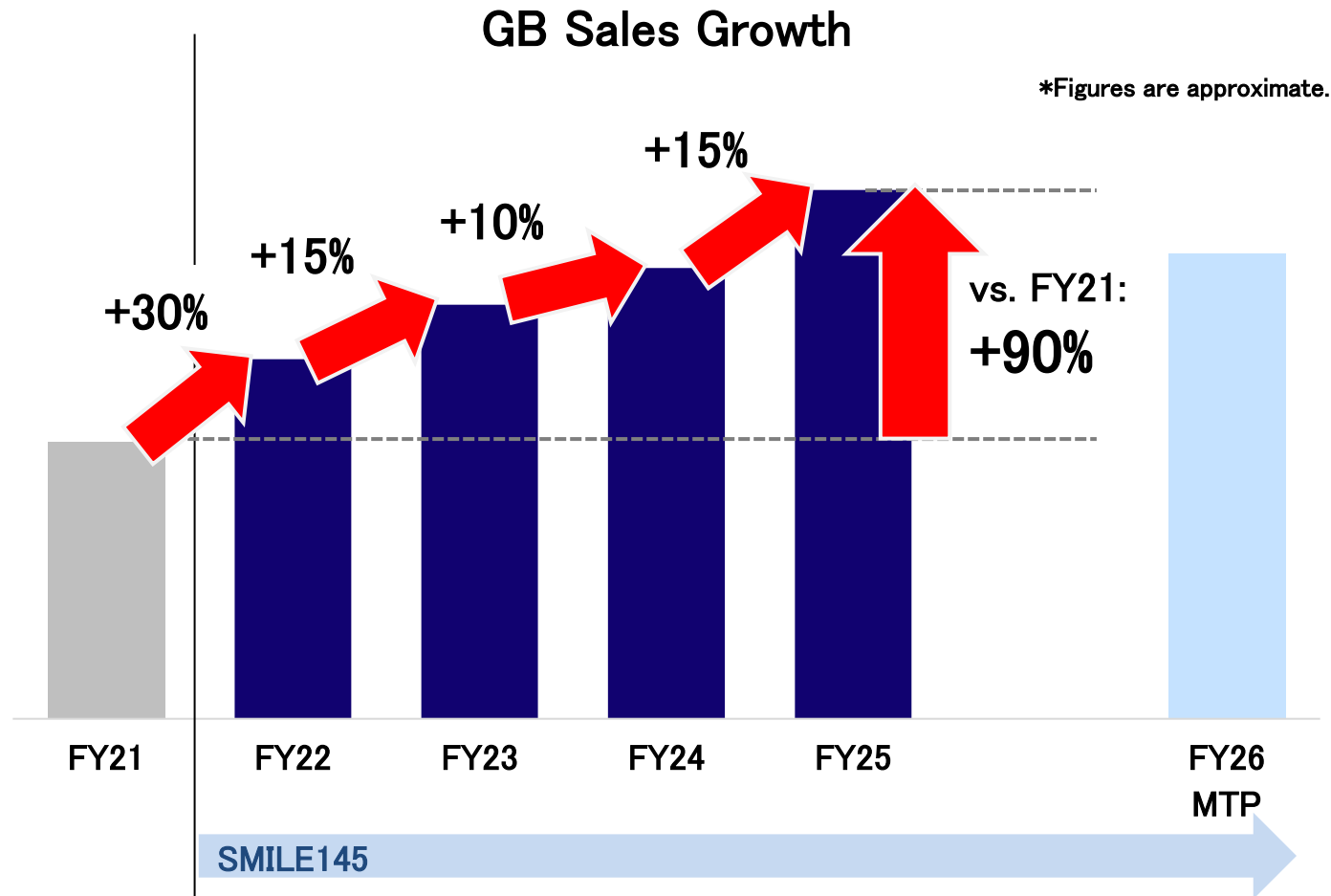
	FY22	FY25	FY26	
			(Forecast)	(Initial Target)
Japan	70%	75%	75%	85%
Overseas	75%	75%	75%	85%

*Ratio of net sales of Global Brands to total net sales of completed watches (GB ratio)
*Figures are approximate.

Key Initiatives for FY26

- Further expansion of GS, Credor, and Seiko GB, centered on mechanical watches
- Profit expansion through manufacturing and sales efficiency

Advancing the Global Brands (GB) Strategy



Progress up to FY2025

GS:

Benefited from inbound demand in Japan; however, growth in overseas markets fell short, resulting in performance below plan

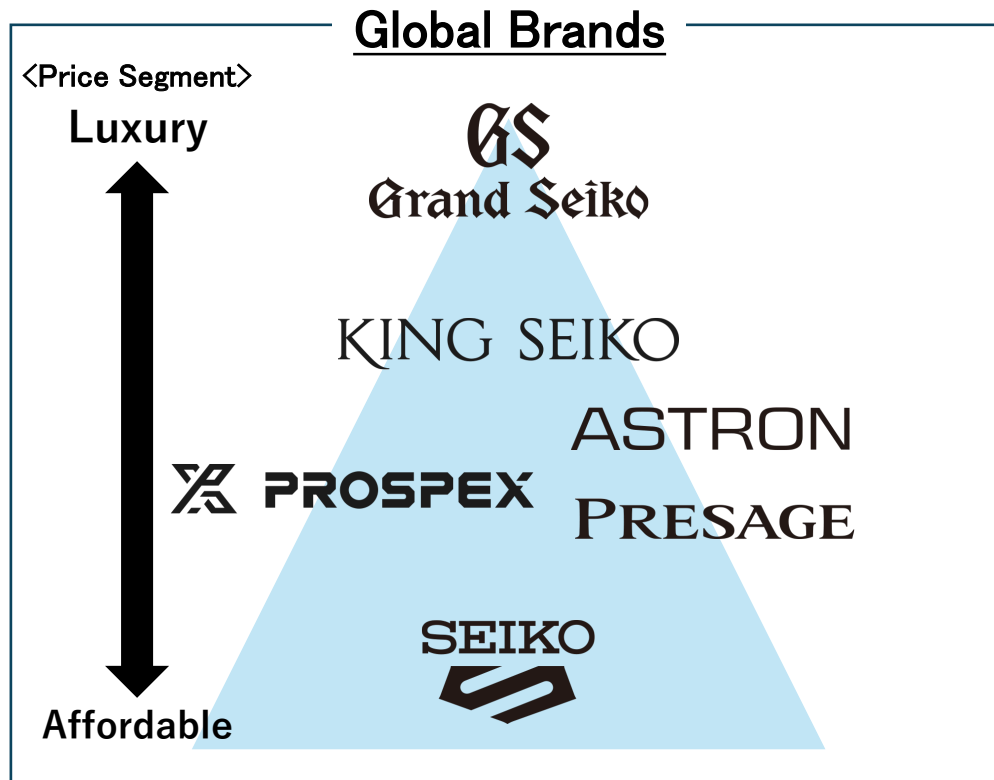
Seiko GB:

Strong growth in mechanical watches both in Japan and overseas, driven by Seiko Prospex, Seiko Presage, and Seiko 5 Sports

Advancing the Global Brands (GB) Strategy

Key strengths

- ✓ A broad brand portfolio spanning from affordable to luxury
- ✓ Distinct brand stories combining advanced technology with Japanese aesthetics and craftsmanship

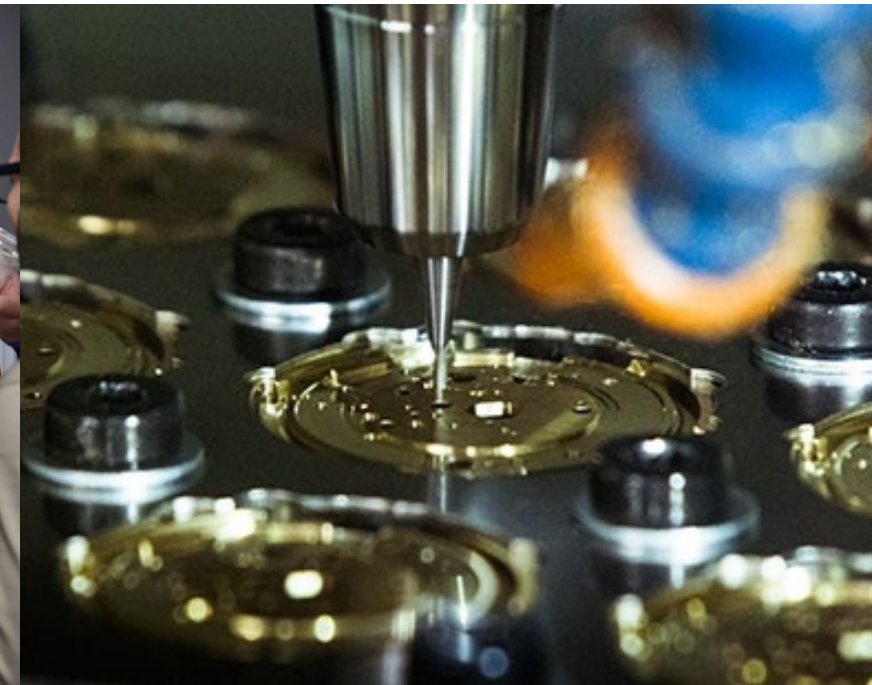


Watches Business

Advancing the Global Brands (GB) Strategy


Marketing & Manufacturing Strategy

- ✓ Strengthening premium distribution channels (directly operated boutiques and high-end retailers)
- ✓ Enhancing customer experience through digital, in-person events, and after-sales services
- ✓ Improving the global manufacturing system and production efficiency



Watches Business

Mid- to Long-Term Goals

- **GS:** Achieve a top-10 position among global luxury watch brands
 - **Seiko GB:** Achieve a leading share in the global mid-priced watch segment
- 

Key Focus Areas for the Next Mid-Term Plan

Premium Distribution

- Strengthening partnerships with premium retail channels
- Building loyalty among high-net-worth customers

Brand Awareness

- Leveraging the strategic partnership with Shohei Ohtani
- Communicating Japanese culture through *THE GIFT OF TIME* campaign

Manufacturing Strategy

- Optimizing the global manufacturing structure across the Group and reducing costs

Topics

Global Partnership with Shohei Ohtani



Times Square, New York (W 42nd St. & 7th Ave.)

GS
Grand Seiko

Expanding brand awareness to
broader high-net-worth audiences

SEIKO

Executing brand storytelling campaigns
globally

PROSPEX KING SEIKO ASTRON

Topics



Credor Makes Its Debut at Watches and Wonders

Celebrating its 50th anniversary, Credor moves to the next stage



Credor booth at Watches and Wonders Geneva 2026



Goldfeather
Tourbillon Engraved
Limited Edition



Goldfeather
Urushi Lacquer Dial
Limited Edition



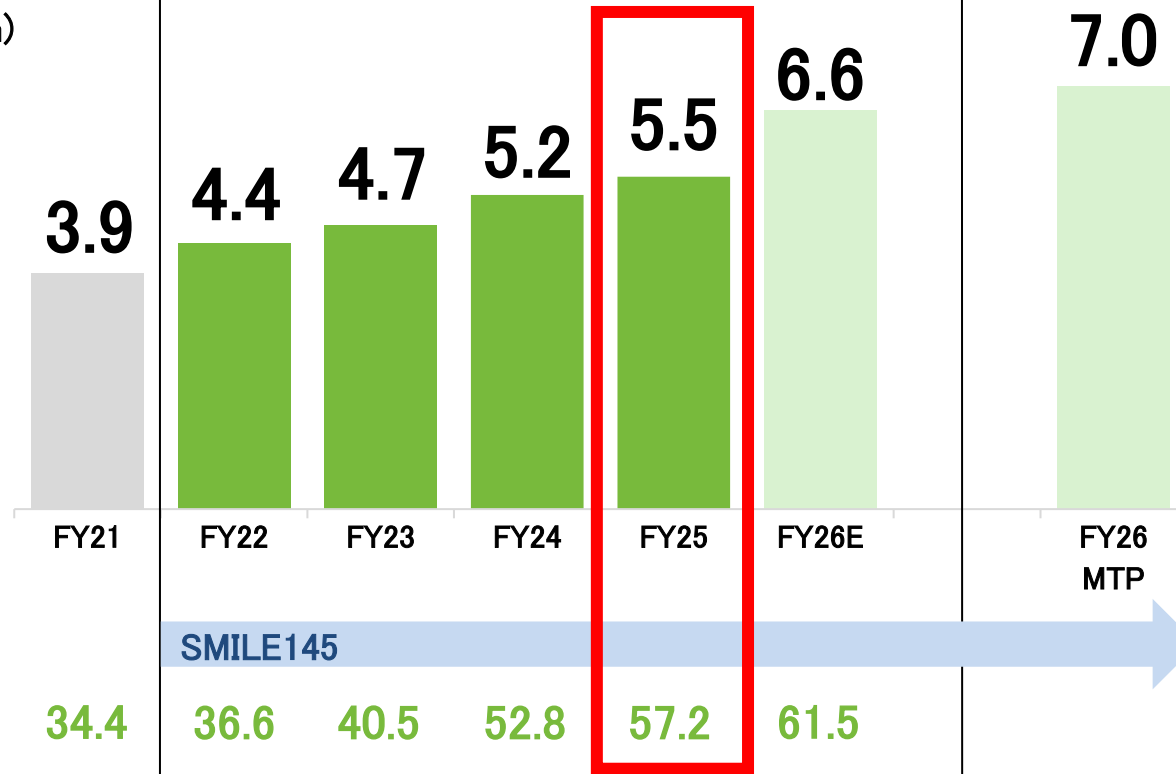
Locomotive
Dawn Blue Dial
Regular Model

KPI Performance

Trend in Operating Profit

Operating Profit

(¥ billion)

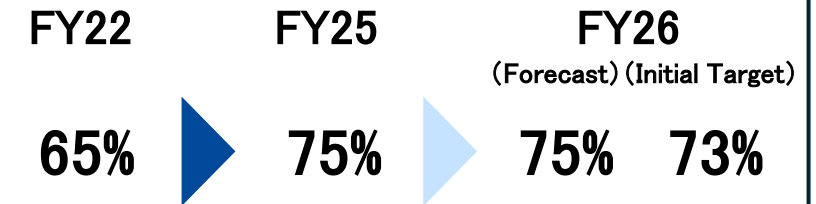


Net Sales

Fiscal Year	Net Sales (¥ billion)
FY21	34.4
FY22	36.6
FY23	40.5
FY24	52.8
FY25	57.2
FY26E	61.5

*Figures have been restated from FY24 to reflect the consolidation of Seiko Time Creation Inc. from FY25.

MVP Ratio Trend



*Share of marginal profit attributable to stock business

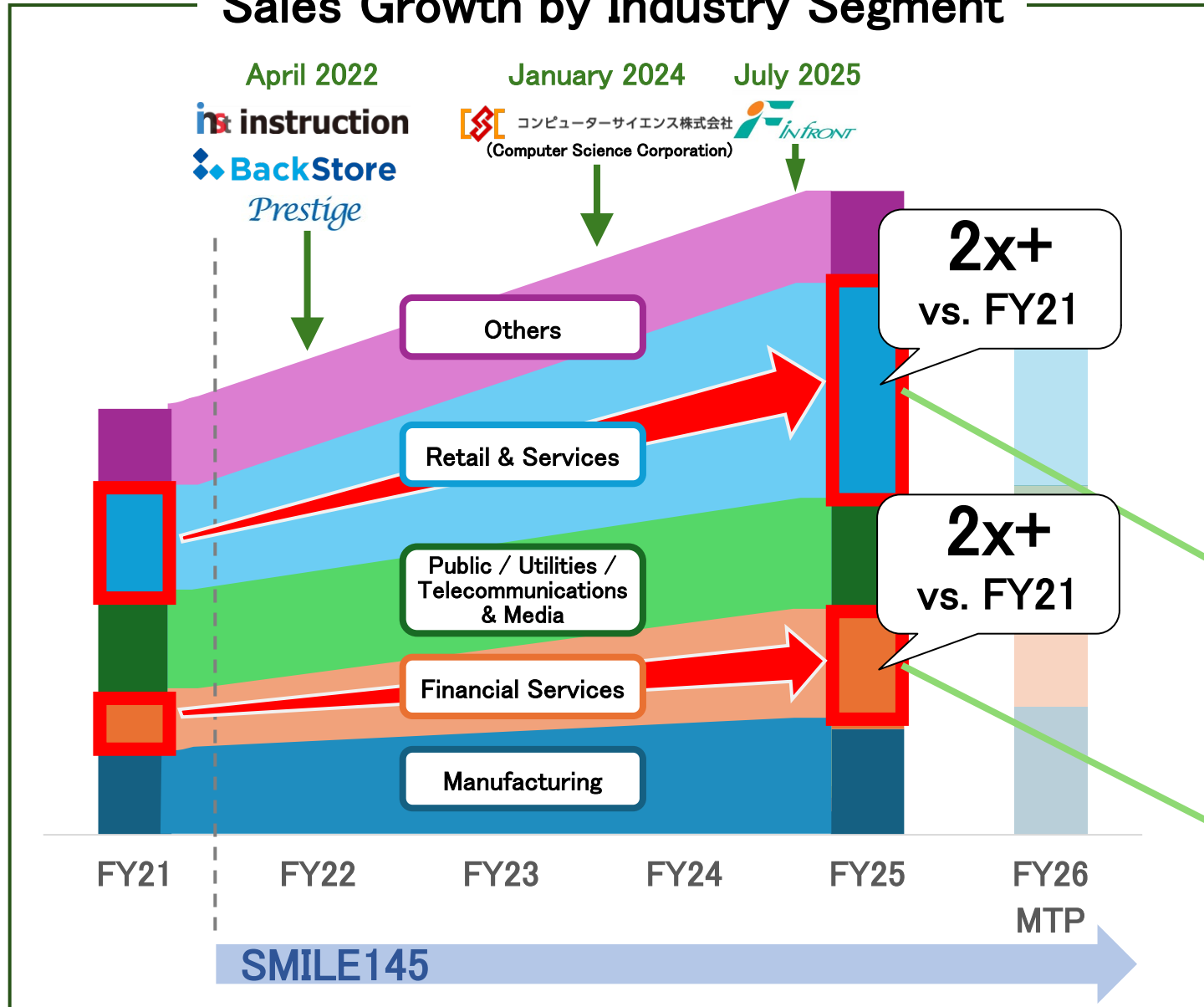
*Figures are approximate.

Key Initiatives for FY26

- Expanding services and customer base through M&A (5 acquisitions since FY22)
- Driving business growth through IoT and AI solutions and digital transformation platforms
- Expanding facility management business

Seiko Solutions Business

Sales Growth by Industry Segment



- Expanding business domains through continuous M&A
- Driving growth through platform-based solutions addressing customer challenges
- Net sales in Retail & Services and Financial Services more than doubled (FY21–FY25)

◆ Key Solutions:

Solutions for Retail & Services

- Telematics platforms
- IT infrastructure and food service solutions

Solutions for Financial Services

- Lending cloud platforms
- IT infrastructure and security solutions

Mid- to Long-Term Goals

- Sustained long-term growth in revenue and profit
- Achieve operating profit of JPY 10 billion during FY31–FY33

Key Focus Areas for the Next Mid-Term Plan

Strategic Priorities

- Further strengthening stock business
- Accelerating diversification through proactive M&A
- Expanding the customer base and creating new businesses
- Promoting diversity, including female leadership

Branding Initiatives

- Strengthening the SEIKO brand in solution businesses

e.g., New Year's Day ads in Nikkei (2025, 2026)

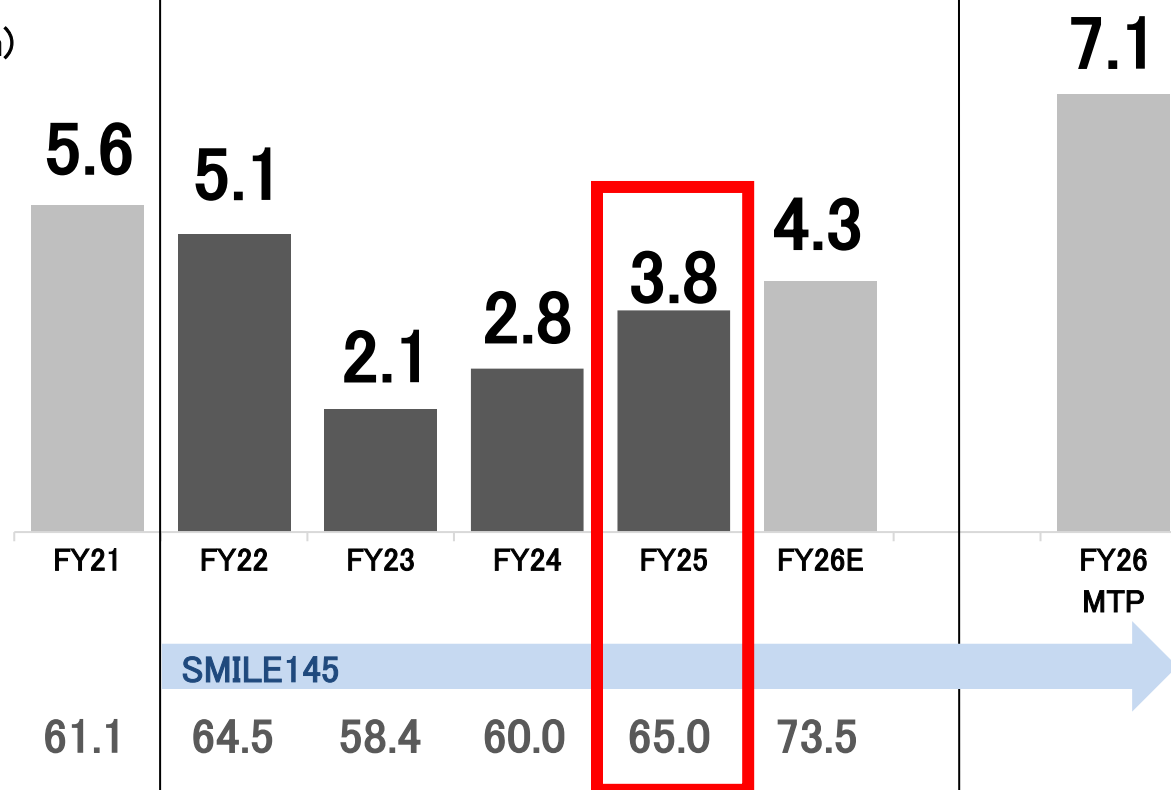


KPI Performance

Trend in Operating Profit

Operating Profit

(¥ billion)



Net Sales

MVP Ratio Trend

FY22

FY25

FY26

(Forecast) (Initial Target)

40%

30%

35%

60%

*MVP portfolio reviewed in FY24.

*Figures are approximate.

Key Initiatives for FY26

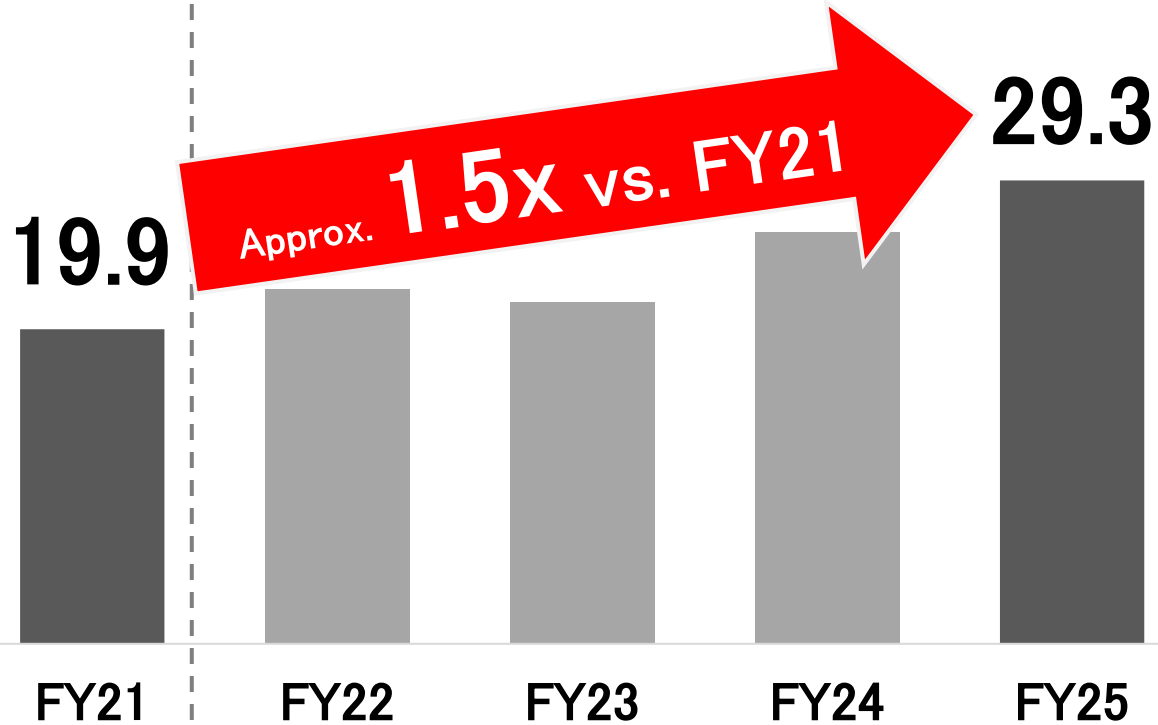
- Capturing growth in expanding markets such as medical batteries and commercial/industrial inkjet heads
- Securing demand for automotive components and oscillator ICs

*Figures from FY25 exclude Seiko Future Creation Inc.;

Figures for FY24 have been restated accordingly.

Sales Trend in Electronic Devices Business

(¥ billion)



Micro Batteries

Growth in silver oxide battery sales driven by medical device demand

Crystal Resonators / Superior Performance Co-Ni alloy products

Sustained sales growth in line with silicon cycle trends

Products included in the Electronic Devices Business:

Micro batteries / Chip capacitors / Superior performance Co-Ni alloy products / Rare earth magnets

Key Focus Areas for the Next Mid-Term Plan

**Building a resilient business structure to
external environment changes**

Transforming the Business Portfolio

Rebalancing the portfolio to reduce dependence on the silicon cycle

- **Products:**
 - Medical / Automotive / Inkjet heads
- **Customers:**
 - Public sector / Food industry

Diversifying geographic exposure beyond China

- Expanding into Europe, the U.S., and emerging markets

Evolving the Business Model

Shifting from “component supply” to “value-added solutions” centered on MVP products

- Design-in / Integrator strategy

Driving the Next Phase of Growth

Developing new products and technologies from a market and customer perspective

Accelerating expansion into new markets and applications beyond existing domains

Looking Ahead to the Next Mid-Term Plan

■ Accelerating growth through the expansion of three strategic domains and new businesses

EVS

**Expected to exceed
SMILE145 targets**



Moving to the next stage to further enhance market presence

- Watches: Enhancing profitability through continued GB strategy
- Balancing increased investment with profitability

DS

**Challenges in
business
competitiveness**



Refining business strategy

- Expanding businesses less dependent on the silicon cycle
- Accelerating the rollout of MVP products to drive both sales and profit growth

SS

**Challenges in
profitability**



Enhancing profitability through differentiation

- Driving stable growth through diversification and stock business expansion, including proactive M&A
- Expanding proprietary services leveraging hardware and software capabilities

SEIKO

Appendix

Consolidated P/L for Q4 of FY25 (Jan. – Mar. 2026)

(¥ billion)		FY24 Q4	FY25 Q4	Variance	
				Amt.	%
Net Sales		72.2	81.6	+9.3	+12.9%
Gross Profit		31.1	36.6	+5.5	+17.8%
%		43.0%	44.9%	+1.9pt	
Operating Profit		0.4	1.9	+1.5	+332.8%
%		0.6%	2.3%	+1.7pt	
Ordinary Profit		−0.0	2.3	+2.3	−
%		−0.0%	2.8%	+2.9pt	
Profit before income taxes		0.3	1.6	+1.4	+513.8%
Profit attributable to owners of parent		0.4	1.4	+1.1	+278.0%
%		0.5%	1.8%	+1.2pt	
Exchange Rates (JPY)	USD	152.6	157.0	+4.4	+2.9%
	EUR	160.6	183.7	+23.1	+14.4%

Breakdown of YoY Changes

*Extraordinary income/losses are amounts for the current period.

Net Sales: y/y	+ 9.3
(Exchange rate fluctuations)	c. + 1.7)

Operating Profit : y/y	+ 1.5
(Exchange rate fluctuations)	c. - 0.2)
Impact of increase in net sales	+ 4.2
Impact of improved GP%	+ 1.3
Increase in SG&A expenses	- 4.1

Ordinary Profit : y/y	+ 2.3
Increase in operating profit	+ 1.5
Foreign exchange gains and losses	+ 0.5
Share of profit and loss of entities accounted for using equity method	+ 0.1
Others	+ 0.2

Extraordinary Income/Losses *	- 0.6
Extraordinary Losses	0.6
Business restructuring expenses	0.5
Loss on retirement of non-current assets	0.1

Net Sales & Operating Profit by Segment for Q4 of FY25 (Jan. – Mar. 2026)

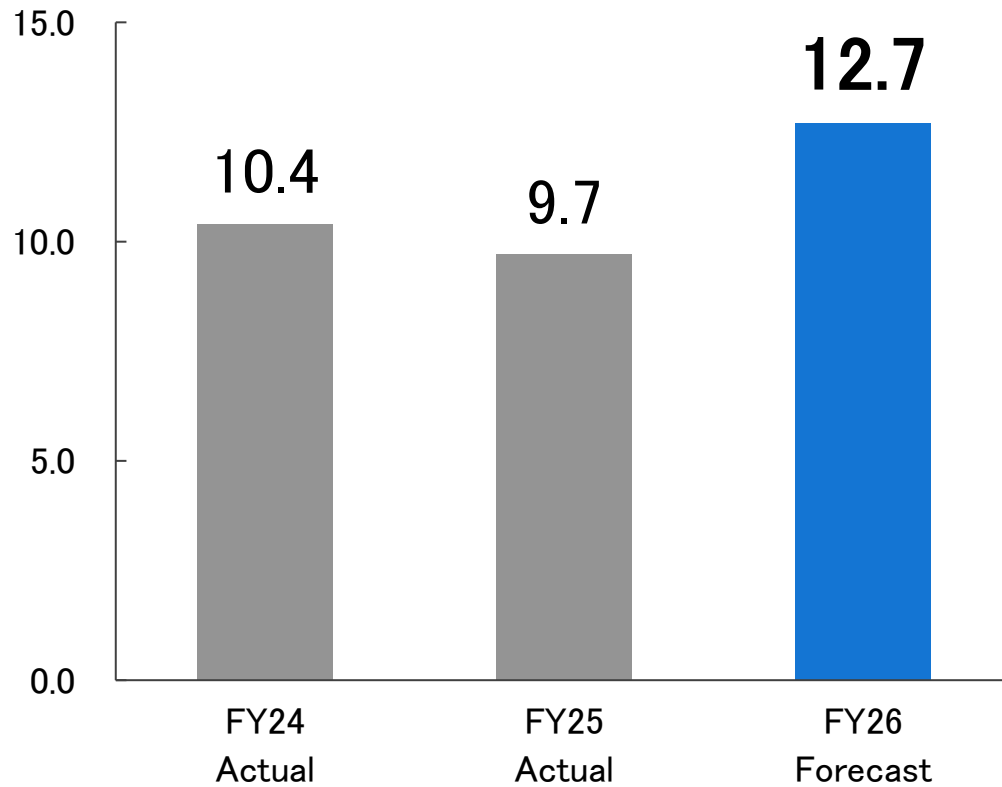
(¥ billion)		Net Sales (Composition ratio)			Operating Profit		
		FY24 Q4	FY25 Q4	Variance	FY24 Q4	FY25 Q4	Variance
Emotional Value Solutions	Watches	37.5 (52%)	46.0 (56%)	+8.5	0.2	1.4	+1.2
	Others/adj.	5.5 (8%)	4.7 (6%)	-0.8	0.1	-0.0	-0.1
	Sub Total	43.0	50.7	+7.7	0.2	1.4	+1.2
Devices Solutions		16.0 (22%)	16.8 (21%)	+0.8	1.1	0.8	-0.2
Systems Solutions		14.9 (21%)	15.7 (19%)	+0.9	2.0	1.7	-0.2
Sub Total		73.9	83.3	+9.3	3.3	4.0	+0.7
Others		1.0 (1%)	1.4 (2%)	+0.4	0.0	0.1	+0.0
Cons. adj.		-2.7 (-4%)	-3.1 (-4%)	-0.4	-2.9	-2.1	+0.8
Cons. Total		72.2	81.6	+9.3	0.4	1.9	+1.5

*For comparative purposes, FY2024 figures are presented based on the new segment structure. Please note that the Clocks Business has been excluded from the Watches Business in FY2024.

*Net sales of the Watches Business in FY25 is ¥44.5 billion, excluding the Clocks Business.

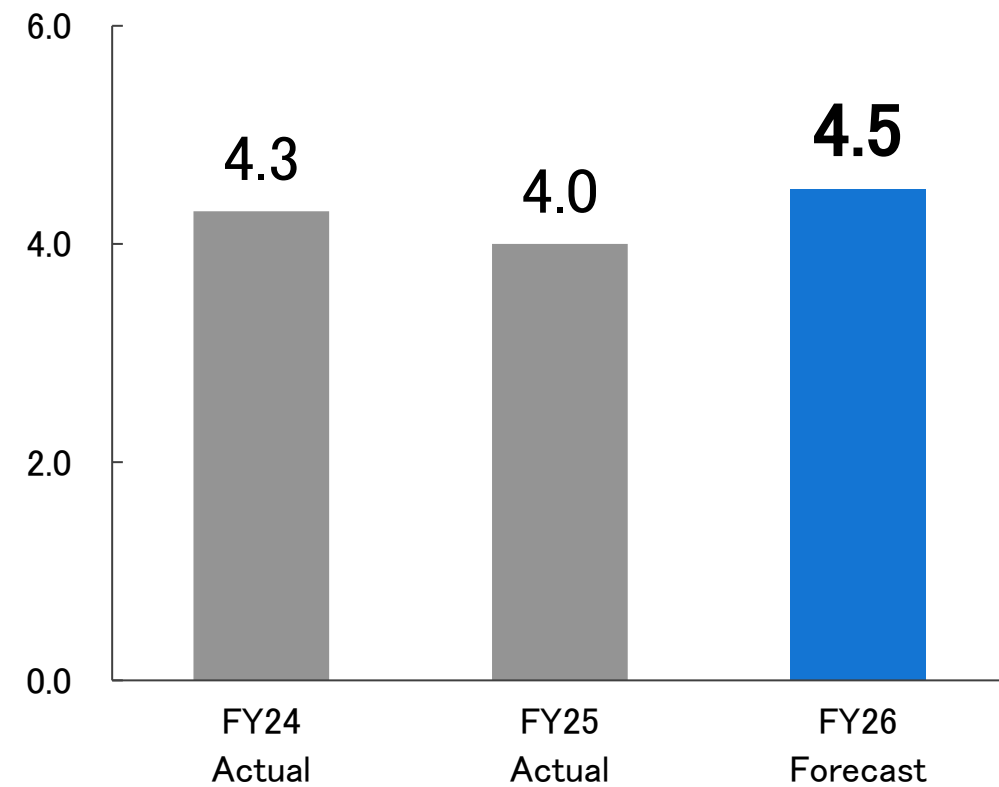
(¥ billion)

Investments



(¥ billion)

R&D Expenses

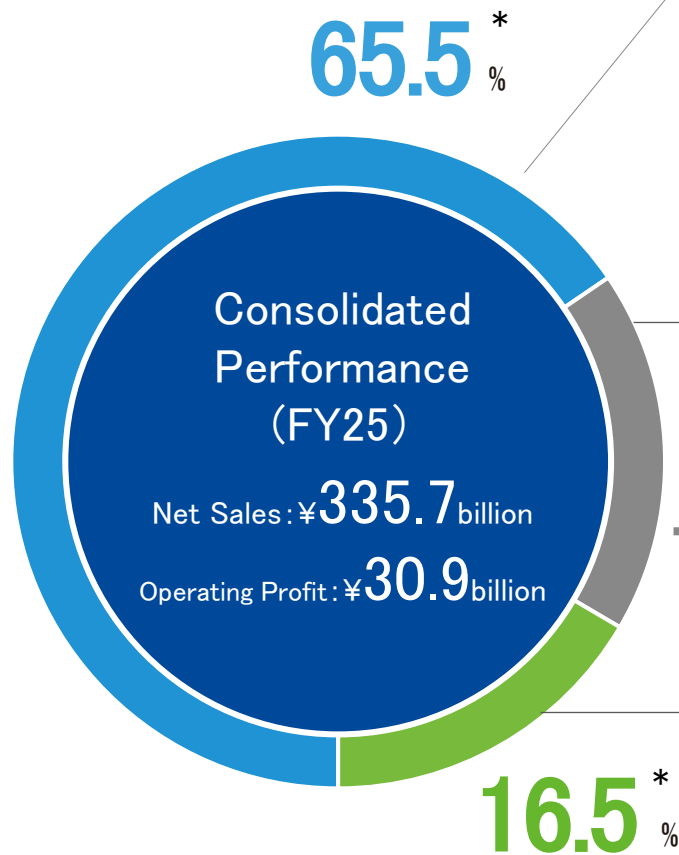


* R&D Expenses for FY25 is an estimate as of May 15, 2026.

Reorganization of Segments

■ Reorganization of Segment starting from FY25.

Segments		Until FY24	From FY25
Emotional Value Solutions	Watches	SEIKO WATCH CORPORATION	SEIKO WATCH CORPORATION Including the Clocks Business
	Others/adj.	SEIKO Time Creation Inc. WAKO Co., Ltd. SEIKO PRECISION (Thailand) Co., Ltd.	WAKO Co., Ltd. SEIKO PRECISION (Thailand) Co., Ltd.
Devices Solutions		Seiko Instruments Inc. SEIKO NPC CORPORATION Seiko Future Creation Inc.	Seiko Instruments Inc. SEIKO NPC CORPORATION
Systems Solutions		SEIKO Solutions Inc.	SEIKO Solutions Inc. SEIKO Time Creation Inc.
Others		Other companies	Other companies Seiko Future Creation Inc.



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, etc.

Net Sales: ¥220.4 billion

Operating Profit: ¥28.6 billion



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: ¥65.0 billion

Operating Profit: ¥3.8 billion



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, System clocks, etc.

Net Sales: ¥57.2 billion

Operating Profit: ¥5.5 billion

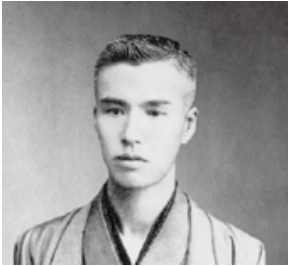
* The above ratio is based on the sales composition ratio by domain, and is calculated based on sales to external customers.

Evolution of Our Business Portfolio

SEIKO

Founded in 1881

K. Hattori



Seikosha
Clock Factory

Daini Seikosha

Suwa Seikosha

Seiko System Clock
and Sports Timing

Seiko Clock

Seiko Precision

Nippon Precision
Circuits

Seiko Group

Seiko Watch

Wako

EVS
Domain

Seiko Time
Creation

Seiko
Solutions

SS
Domain

Seiko
Instruments

Seiko NPC

DS
Domain

Seiko Future
Creation

Seiko Epson

SMILE145

2001

2022

1892

1947

1993

1937

1959

1975

1996

2013

2017

2021

2024

2020

2025

2022

*Company names in black denote original entities at the time of establishment, while those in white represent current companies following subsequent reorganizations.

*This chart is illustrative and does not represent all historical changes.

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
SFC	Seiko Future Creation Inc.
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 applies :
 - Numbers : Rounded to the nearest indicated unit
 - Percentages : Rounded to the nearest indicated unit

End