

# SEIKO

CORPORATE REPORT 2013-2014



SEIKO HOLDINGS CORPORATION



## Messages from the Group CEO and President

**Offering products and services that exceed customers' expectations through "emotional technology" that moves people's hearts.**

One hundred years have passed since Seiko unveiled Japan's first domestically produced watch based on the concept of "Always one step ahead of the rest," which was the creed of our founder Kintaro Hattori. During the ensuing years, Seiko has relentlessly pursued technological innovations and has consistently created watches matching the lifestyles of the times. Additionally, Seiko has leveraged the achievements of its research initiatives in electronics fields and contributed to society through its wide-ranging business that includes high valued-added IC chips for vehicles and systems solutions that combine hardware with software and services. Going forward, along with offering cutting-edge technologies and superb quality that have earned people's trust to the present, we will strive to open the doors to a new world through "emotional technology" that excites people's spirits. In doing so, Seiko aims to offer novel products and services that exceed customer expectations through its technologies that appeal to people's sensitivities as well as functions and designs that embody a sense of fun.

**Shinji Hattori**  
Chairman & Group CEO  
SEIKO HOLDINGS CORPORATION

**We will remain loyal to our fundamental corporate philosophy of "A Company that is Trusted by Society" as we also strive to be a company that is trusted by people around the world.**

The Company's fundamental corporate philosophy is to be "A Company that is Trusted by Society" and in keeping with this philosophy we have carried out business activities giving high priority to assuring transparency and fairness of management. Under our Fifth Mid-Term Management Plan commenced in 2013, we will remain committed to the Group's corporate philosophy of "A Company that is Trusted by Society" and have established the basic policies of "maximizing segment profitability" and "improving the quality of our management and business foundation." In reconstructing our business portfolio for maximizing segment profitability, we have set clear targets for each segment, with the Watch Business serving as the Group's core. To improve the quality of our management and business foundation, we are focusing on such issues as improving our financial position, strengthening the role of the holding company and promoting the utilization of human resources and are creating a cross-sectional organization for ensuring the Group's sustainable growth. Moreover, we aim to be a company trusted by people around the world through efforts to deepen our relationships with stakeholders and to raise our brand value by supporting timing at sporting events and sponsoring musical events.

**Yoshinobu Nakamura**  
President  
SEIKO HOLDINGS CORPORATION

## Fifth Mid-Term Management Plan

(Fiscal 2013-Fiscal 2015)

### Basic Policies

**Reconstructing the business portfolio around our Watch segment as the Group's core business to maximize profitability, as well as realizing the qualitative reinforcement of the Group's management foundation.**

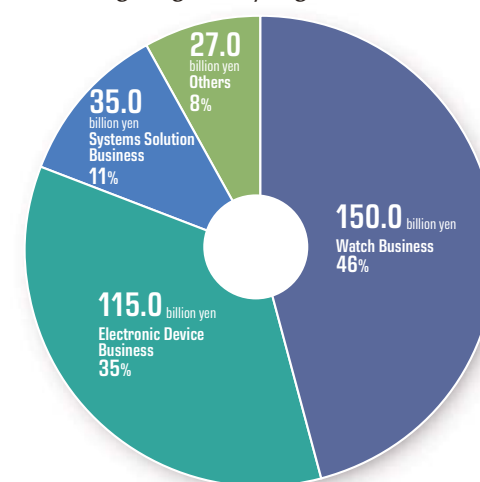
#### Basic Strategy 1

- 1. Enhancing and expanding the Watch segment, the fundamental business of the Group**  
Maximizing earnings through executing strategy that manifests the total capability of this segment's finished goods and movement businesses
- 2. Electronic Device segment to concentrate on core areas**  
Concentrating resources into core business sectors while actualizing "SYO" ism\* technology centered on timepieces to the fullest extent, and establishing a stable earnings structure  
\*SYO ism takes three words all pronounced "syo" in Japanese as a slogan of manufacturing—small, energy-saving and craftsmanship
- 3. Cultivating our Systems Solution Business as a third business segment**  
Cultivating a solutions-suggestion business with high added value that positions Seiko Solutions Inc. as its core entity and takes advantages of the resources possessed by the Group
- 4. Expanding business development efforts that effectively leverage the SEIKO brand**  
Perpetuating activities to improve brand image and recognition while further strengthening brand utilization in various products

#### Basic Strategy 2

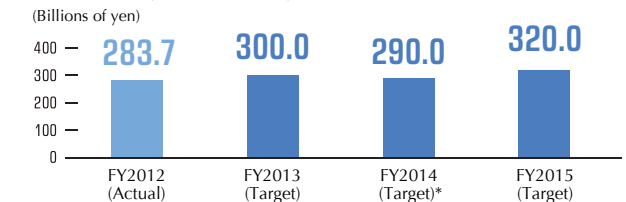
- 1. Improving our financial constitution**  
Realizing further reductions in interest-bearing liabilities and an improved equity capital ratio
- 2. Strengthening the role of the holding company**  
Reinforcing strategic decision-making in Group management and operating company support functions as conducted by the holding company
- 3. Promoting the utilization of human resources**  
Forming mechanisms for developing human resources for sustainable business growth and conducting inter-Group personnel exchange

#### Sales target figures by segment for FY2015

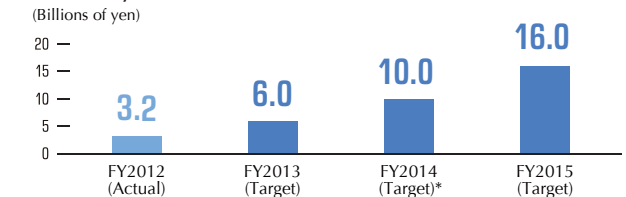


\*The sales target figures and percentages shown in the pie graph are calculated based on figures before adjustments for inter-segment sales or transfers.

#### Net sales (consolidated)



#### Ordinary income (consolidated)



\*The Optical Products Business will be excluded from the scope of consolidation from fiscal 2014 onwards.

#### Target Figures under the Mid-Term Management Plan (FY2015, consolidated)

|                     |                   |                        |                   |
|---------------------|-------------------|------------------------|-------------------|
| Net sales           | 320.0 billion yen | Interest-bearing debt* | 175.0 billion yen |
| Ordinary income     | 16.0 billion yen  | Equity capital ratio   | 17.6 %            |
| Ordinary income (%) | 5.0 %             | Net debt/equity ratio  | 2.1               |

## Seiko's 100 Years of Watchmaking

"Always one step ahead of the rest" is the spirit espoused by our founder Kintaro Hattori. Having inherited this spirit over the years, we now celebrate the 100th anniversary of Seiko watchmaking through the milestone products that we created.



### The first domestically produced watch

One hundred years ago in 1913, when the most common types of timepieces used around this time were table clocks, wall clocks and pocket watches, founder Kintaro Hattori was convinced that "someday wristwatches will become mainstream." He thus took on the challenge of producing Japan's first wristwatch, leading to the creation of LAUREL.

### Original Grand Seiko

During the early 1960s, while demand for watches grew as did consumers' insistence on higher levels of precision, Seiko honed its manufacturing technologies to the point of being competitive in terms of accuracy with the world's foremost watchmakers. Drawing on its accumulated technologies, Seiko created Grand Seiko, which boasted accuracy on par with the then Swiss Chronometer excellence standards.



### The world's first quartz watch

In 1969, Seiko sparked a worldwide sensation when it successfully commercialized QUARTZ ASTRON, the world's first quartz watch. QUARTZ ASTRON offered remarkably higher precision of  $\pm 0.2$  second per day ( $\pm 5$  seconds per month) versus  $\pm 20$  seconds per day for high-precision mechanical watches.

### The world's first and only SPRING DRIVE

In 1999, Seiko developed SPRING DRIVE, the first watch to combine the best of mechanical watches and quartz. Providing control through the precise signals of quartz while having a spring as a power source, SPRING DRIVE represents a true technological innovation by Seiko.



### The world's only GPS solar watch

In 2012, Seiko launched SEIKO ASTRON, the world's only GPS solar watch that is able to continually and quickly provide users with the correct time anywhere in the world. SEIKO ASTRON is the culmination of years of advancement in electronic watchmaking, stretching back to the launch of the world's first quartz watch.

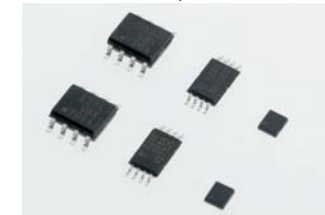
## The Many Diverse Faces of Seiko

Seiko has also introduced groundbreaking products and services in fields other than watches and clocks. Here we introduce the "diverse faces" of Seiko, which has aimed to be "Always one step ahead of the rest."

### World Firsts 1970



QUARTZ ASTRON 36SQC, the world's first watch to integrate a CMOS IC



EEPROM for automotive use is able to operate at high temperatures of up to 125°C

### Expanding applications of ICs originating from the development of quartz watches

In 1970, Seiko together with a U.S. venture company successfully developed the world's first quartz watch integrating a CMOS IC, which features low-power consumption. In the mid-1970s, Seiko became capable of independently developing and manufacturing ICs for watches, successively realizing higher functionality in quartz watches.

From the 1980s, Seiko commenced development and sales of various types of ICs for external users. In the ensuing years, Seiko broadened its lineup to include power source ICs, sensors and memory IC and expanded its business in this field. Today, our capabilities in ICs are earning high acclaim and we boast world top-class shares for vehicle-mounted EEPROM\* and our ICs for protecting rechargeable lithium batteries. Seiko's ICs are supporting "low power consumption," "high reliability" and "microminiaturization" in a wide range of fields, such as smartphones and automobiles used in our daily lives.

\*Stands for Electrically Erasable Programmable Read-Only Memory. This is one type of non-volatile memory used for storing data that needs to be retained even if the power source is turned off on computers and other electronic devices.

### Japan Firsts 1999



CREPICO, Japan's first wireless credit card settlement system service



Multi-electronic settlement system for taxis

### A forerunner in mobile settlement systems with a view toward providing total solutions

In 1999, Seiko began providing service for CREPICO, Japan's first wireless credit card settlement system. This service enables real-time credit card payments where wired lines cannot be installed, such as in taxis or for door-to-door sales and exhibition sales. In 2000, we developed the world's smallest payment system that fits snugly into a handbag or the pocket of a business suit as we continually raise the functionality of these systems.

Building on these achievements, in 2013 we commenced a multi-electronic settlement system for taxis that enables payment by transportation e-money as well as by credit card or debit card. We will strive to further raise the convenience of these systems to respond to the diversifying needs of our customers.

### World Firsts 1964



World's first comprehensive electronic timing system (Photo shows Seiko's marathon timer)



Field event board introduced at the IAAF World Championships, Moscow 2013

### Supporting the sharing of inspirational moments at various sporting events

Since its start in the development of the world's first comprehensive electronic timing system for the 1964 Tokyo Olympics, Seiko has continually improved its timing and distance measurement equipment and developed new devices. Seiko also serves as Official Timer at numerous other competitions including the IAAF World Championships in Athletics.

At the IAAF World Championships, Moscow 2013, we introduced a new generation of field event boards with a full color LED panel to provide spectators with highly visible information related to field competitions such as events in progress and profiles of athletes. In the future as well, Seiko will develop equipment that not only ensures accurate timing but also enables spectators to share thrilling moments from as close to the athletes' perspectives as possible.

# Business Profile

Seiko is engaged in a variety of businesses, centered on the three businesses of watches, electronic devices and systems solutions. While promoting collaboration, each group company aims to continue to make further large strides forward in its own field.

## Watches

Since the launch of Japan's first watch in 1913, for 100 years Seiko has introduced a continuous stream of innovative products and, through growth, has become one of the world's very few true *manufactures*, making every component in every type of watch in-house. Seiko will always strive to be a leader in the world's watch industry.

### Launching a new revolution in watches: The world's only GPS solar watch

In 2012, Seiko launched SEIKO ASTRON, the world's first GPS solar watch. With just one touch of a button it adjusts to each of the world's 39 time zones and always provides the correct time anywhere in the world. In 1969, Seiko revolutionized the world of watches with the QUARTZ ASTRON, the world's first quartz watch. SEIKO ASTRON, regarded as the second revolution after the QUARTZ ASTRON, has earned extremely high acclaim following its launch and we will strive to position this as a standard for new watches that overturns existing concepts in watches.



SEIKO ASTRON, the world's first GPS solar watch

### Luxury mechanical watches uniting craftsmanship and advanced technologies

To respond to rising demand for our luxury mechanical watches, Seiko established the Shizukuishi Watch Studio in Iwate Prefecture in 2004. Entirely specialized in luxury mechanical watches, this is one of the few studios in Japan with fully integrated operations ranging from the manufacture of components to the assembly of watches. The studio produces the highest level of quality mechanical watches with hand craftsmanship, including micron-level spring adjustments and the assembly of 1.98mm ultra-thin movements. The studio also uses its hand craftsmanship skills in fine engraving of movements and cases. These traditional skills are combined with advanced technologies such as component manufacturing utilizing cutting-edge metal forming technologies and new alloys. It is the fusion of the traditional and high tech that makes the studio's products unique.



Shizukuishi Watch Studio (Iwate Prefecture)

### A wide-ranging multi-brand strategy to meet every customer need

To respond to the diversification of customer needs, Seiko uses a multi-brand approach both in Japan and overseas. We offer watches matched to a variety of lifestyles through our richly distinctive brands that include Grand Seiko, which provides the essentials of watchmaking raised to the level of art, as well as CREDOR, our premier dress watch collection, and SEIKO LUKIA for women who lead their own unique lives. Additionally, with a view toward the fashion sports watch market that continues to expand globally, in 2013 we established SEIKO NEXTAGE CO., LTD., a new company, which integrates the Group's businesses in this field as we strive to expand our share.



SEIKO LUKIA

Grand Seiko

Principal operating companies

SEIKO WATCH CORPORATION  
SEIKO INSTRUMENTS INC.  
SEIKO NEXTAGE CO., LTD.

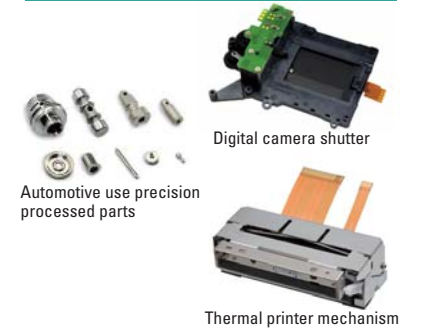
## Electronic Devices

Utilizing precision-processing technologies and compact, low power consumption technologies cultivated in watch manufacturing, Seiko offers a variety of high-accuracy precision parts and devices that include semiconductors, inkjet printer heads, quartz crystals and camera shutters. By doing so, we are responding to the increasingly sophisticated needs of society and industry throughout the world.

### Supporting the advance of digital devices

We apply our sub-micron level precision processing technologies developed through watch manufacturing to offer anti-lock brake system (ABS) parts and engine and transmission parts for automobiles as well as shutters for digital cameras. Our machine tools that concentrate our know-how gained at metal-processing sites are widely used by automotive parts manufacturers and in many other industries. Additionally, our compact thermal printers that print by applying a heating element to thermal paper eliminate the need for ink and are outstanding in terms of maintenance and quiet operation. These printers are being used in an extensive range of products, including POS registers, payment settlement terminals and medical and measuring devices.

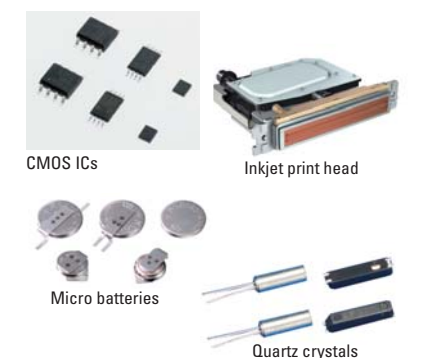
#### Mechatronics



### Realizing compactness, low power consumption and high functionality

Our electronic devices, which originate from the development of quartz watches, play a key role in a broad range of fields that include smartphones, digital home electronic appliances, automobiles and industrial equipment. Our CMOS ICs and quartz crystals feature compact low-voltage drives, low power consumption and high precision, which contribute to the realization of more compact and highly functional devices with longer operating times. Among these products, our CMOS ICs are widely used for vehicles which require stable operation under harsh conditions, and their capabilities are being highly acclaimed. Meanwhile, our ICs for quartz crystal modules command the world's largest share. Our inkjet print heads are used in a variety of applications that not only include the output of large signs and graphics but also printing for textile products.

#### Electronic Components and Peripheral Devices



### Reliable technology capabilities provide an enhanced sense of security and superb productivity

Our large-scale inkjet printers for printing outdoor signs and posters and our multi-functional printers that can output design drawings integrate our reliable technologies for attaining a balance between high productivity and high image quality and ensuring ease of use and environmental compatibility. These printers solidly support the business operations of our customers. Also, radiation measurement devices that we import and sell in Japan in collaboration with leading overseas manufacturers can detect extremely minute traces of radioactive substances and identify nuclear species. This radiation measurement equipment is playing an active role on numerous fronts that include government, university and corporate research institutions as well as municipal waterworks agencies and hygienic testing centers.

#### Plotters, Printers, Measurement and Analyzing Devices



Principal operating companies

SEIKO INSTRUMENTS INC.  
SEIKO PRECISION INC.  
SEIKO NPC CORPORATION

## Systems Solutions

Seiko is cultivating its high added-value systems solution business by harnessing the Group's mobile, network and other technology capabilities and providing combined services that integrate hardware, applications and data centers. Underpinned by trust, we will promote the development of products and services with a focus on electronic settlements, energy and other important fields in society in the future.

### Systems integration utilizing the DNA of "precision" and "accuracy"

Through its comprehensive systems integration capabilities and meticulous support, Seiko handles all aspects of systems integration, from planning and development to operation and maintenance of information network systems. We provide optimal solutions to customers while they effectively utilize packaged products unique to Seiko, which has continually strived for precision and accuracy over long years. These include "Cyber Time solutions" that support the accuracy and reliability of time on networks as well as "GreenTALK," an energy monitoring and control solution that realizes energy conservation by enabling the visualization of energy data and concretely incorporating this into the control process.

### Payment solutions to respond to the age of e-money

Seiko provides all types of payment solutions essential in contemporary society. These include the development and sale of non-contact IC terminals for various types of e-money, beginning with CREPiCO, Japan's first wireless settlement service that enables credit card payments for taxi fares and doorstep sales; the operation of information processing centers; and the building of systems for credit inquiries, settlements and receiving product orders that support e-commerce among companies utilizing electric data interchange (EDI).

### New value for an ever expanding network society

Based on its long years of accumulated network technology and wealth of experience in connections, Seiko provides independently developed appliance devices that feature high reliability and high stability. These include the UST series of multiprotocol converters that connect external information with systems over TCP/IP and that enable the seamless unification of information transcending differences in OS environments and protocols. Seiko also offers various types of network devices for smoothly and reliably delivering data such as time, voice and video images requiring high quality over an Ethernet that include time servers for delivering standard times over networks.

Principal operating companies

**SEIKO SOLUTIONS INC.**  
**SEIKO INSTRUMENTS INC.**

#### System Integration



"GreenTALK" energy monitoring and control system



#### Payment Solutions



#### Wireless Network Solutions



## Others

### Clocks

For 120 years since it began the production of wall clocks, Seiko has made clocks that have been at the forefront of the industry. As a company involved in all areas of clock business, from planning, development and manufacturing to sales and after sales service, Seiko is able to offer an extensive product lineup by fusing its cutting-edge technologies and high quality and *monozukuri* (manufacturing) skills that are supported by tradition.

Principal operating company

**SEIKO CLOCK INC.**

### Retail

WAKO, an upscale specialty store that is a landmark in the Ginza district of Tokyo, offers a wide range of high-quality products and services, beginning with watches, as well as jewelry, men's and women's products, interior decoration products and foods. All products and services have been independently developed incorporating the opinions of customers or meticulously selected in Japan or overseas.

Principal operating company

**WAKO CO., LTD.**

### Optical Products

Seiko's Optical Products business boasts a long history dating back over 90 years. We engage in business ranging from the planning to sales of lenses and frames. As one of only a few companies around the world that handles both lenses and frames, we aim to leverage this distinctive characteristic to provide each and every customer with eyewear that realizes the highest and optimal performance as we strive to further promote the concept "Seiko eyewear, the solution."

Principal operating company

**SEIKO OPTICAL PRODUCTS CO., LTD.**

### System Clocks / Sports Products

We plan, develop, manufacture, sell and service system clocks and sports products. Our product lineup includes facilities clocks for public places such as schools and hospitals; marionette clocks that decorate communities; specialty clocks such as clocks for radio broadcasters; sports timing devices that enable precise measurements to 1/10,000th of a second; competition processing computer systems; and various types of large-sized displays and scoreboards.

Principal operating company

**SEIKO TIME SYSTEMS INC.**

## SEIKO HOLDINGS CORPORATION

As the holding company for the Group, SEIKO HOLDINGS CORPORATION is responsible for consolidation, legal tasks, management of intellectual properties, group publicity and investor relations. The holding company ensures that every employee can utilize his or her specialized knowledge and that each operating company is efficiently and flexibly managed.



Educational clock featuring "Doraemon"



WAKO main building



"Seiko eyewear, the solution" advertisement



Clock at Tokyo Station's Marunouchi building restored to its original shape



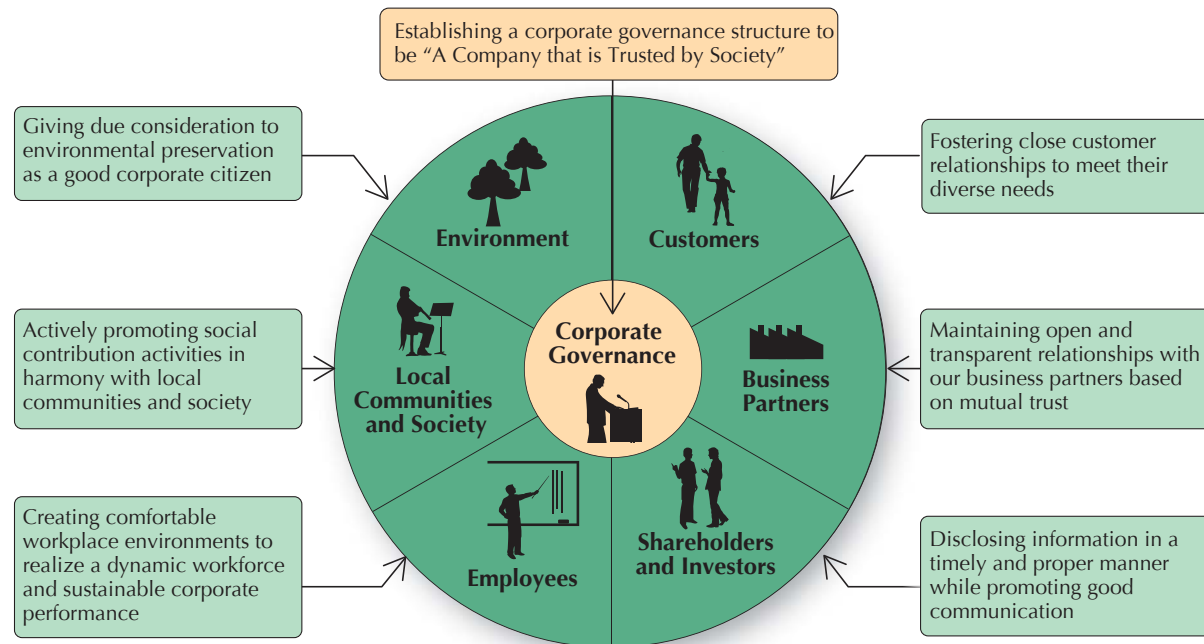
Group publicity communications meeting

# Corporate Social Responsibility

One of Seiko's unchanging themes is to provide customers with reassurance and satisfaction through "reliable quality." The Group's fundamental corporate philosophy is to be "A Company that is Trusted by Society," and in undertaking our corporate social responsibility (CSR) activities, we instill every employee with the awareness that "reliable quality" is the best means of communication for connecting Seiko with our stakeholders.

## Basic Principles of Corporate Ethics

1. Complying with the laws and rules of the countries and regions where business is conducted and engaging in fair practices in the light of social ethics.
2. Aiming to become a sensible corporate citizen, and striving for harmony with society.
3. Disclosing information in a timely fashion, and engaging in honest and transparent communications.
4. Protecting the irreplaceable earth and contributing to the preservation of the environment.
5. Respecting fundamental human rights and individuality, and building up a corporate culture with a broad vision which fosters the spirit of corporate ethics.



## Social Activities

### Introducing Seiko's 100 years of watchmaking

The Seiko Museum is holding a special exhibition entitled "Celebrating 100 Years of Seiko Watchmaking" throughout the year in 2013 to mark the centennial since the launch of LAUREL, which was the first watch ever made in Japan. This special exhibition is changed regularly to focus on different subthemes and exhibits such as old commercials, videos and working models of mechanisms so that visitors can enjoy the exhibition each time they visit.



Seiko Museum's special exhibition "Celebrating 100 Years of Seiko Watchmaking"

### SEIKO 130 Actions

"SEIKO 130 Actions" is a project carried out by the SEIKO HOLDINGS Group, which marked its 130th anniversary in 2011. It supports 130 programs to be implemented over three years to March 10, 2014. This project aims to contribute to the reconstruction of communities devastated by the Great East Japan Earthquake and the tsunami disaster.



Concerts to support eastern Japan were performed in a spirit of "harmony" at six locations in the Tohoku region

### Cooperation to enlighten and prevent women's heart disease

Seiko has been sponsoring the Go Red for Women campaign in the United States since 2011. Under this initiative, which is organized by the American Heart Association for enlightening and preventing women's heart disease, Seiko donates US\$15 for each "Go Red" SEIKO TRESSIA watch sold to support the cause.



"Go Red" SEIKO TRESSIA

### Timing and sponsorship of sports events

Seiko served as Official Timer of the IAAF World Championships, Moscow 2013. At the SEIKO Pavilion, which was established near the stadium entrance, corners were set up for visitors to take photos together with starting blocks and starting pistols that are actually used in the competition so as to enable visitors to become familiar with field and track as much as possible. Many customers visited the pavilion during the event.



SEIKO Pavilion at the IAAF World Championships, Moscow 2013

### Donation for children cared for at a temple

We are regular donors to charity in Thailand. During fiscal 2012, 20 employees visited Taljedchor Temple in Ang Thong Province and donated food and sports equipment for the children who are being cared for at the temple.



Donation activity in Thailand

## Environmental Activities

Recognizing that environmental issues are a priority challenge for management, SEIKO HOLDINGS CORPORATION established its "Environmental Philosophy" and "Environment Policy" and is making appropriate revisions according to the circumstances including global environmental concerns. The Company has also built a structure to collaborate with operating companies on all environmental matters and has since been systematically working to find new processes and solutions that deliver environmental benefits.

### Products that are kind to the environment

The SEIKO HOLDINGS Group companies market a large number of products that are kind to the environment. Furthermore, we are making concerted efforts to create products and services that can positively contribute to improving the environment, as well as components that help improve the environmental features of our customers' products.

### System clocks

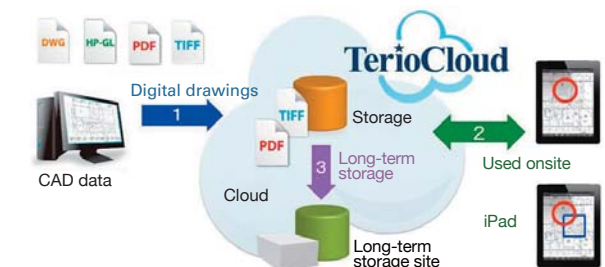
SEIKO TIME SYSTEMS INC. provides solar-powered and LED internal-lighting system clocks, which are installed in public locations such as parks. Additionally, a model was recently added to the lineup that will display the temperature as a measure to prevent heat strokes.



### Cloud service "TerioCloud"

SEIKO INSTRUMENTS INC. provides "TerioCloud," a cloud-based service that enables digital output of original drawings such as architectural drawings to a cloud server, and allows users to view and annotate the large format drawings on the iPad\* at a construction site. This data is securely stored in the cloud server for long periods, contributing to significant reductions in paper use.

\* iPad is a trademark of Apple Inc.



# SEIKO HOLDINGS Group Overview

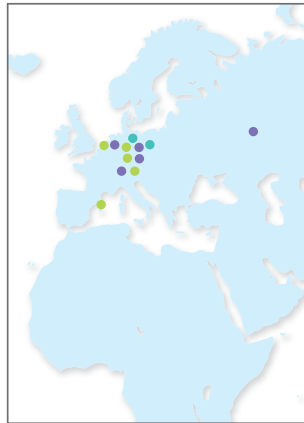
Through a network of subsidiaries, Seiko produces and markets its products on a global scale.

- Holding company
- Watches
- Electronic Devices / Systems Solutions
- Others

## AMERICA



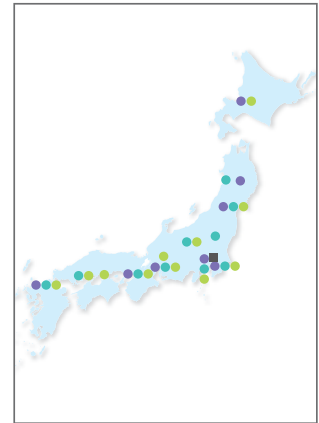
## EUROPE



## ASIA



## JAPAN

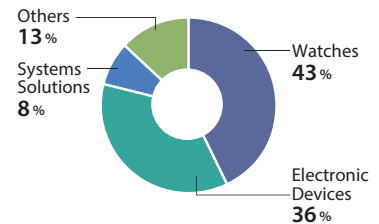


### SEIKO HOLDINGS CORPORATION

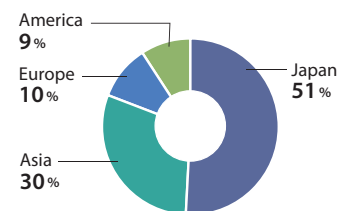
#### Corporate Information

|                              |                                                                                                                                                                                                                                   |
|------------------------------|-----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| <b>Year of establishment</b> | 1881                                                                                                                                                                                                                              |
| <b>Capital</b>               | 10 billion yen                                                                                                                                                                                                                    |
| <b>Number of employees</b>   | 95 (as of March 31, 2013)                                                                                                                                                                                                         |
| <b>Net Sales</b>             | 14,712 (as of March 31, 2013, consolidated)                                                                                                                                                                                       |
|                              | 8.7 billion yen (fiscal 2012)                                                                                                                                                                                                     |
|                              | 283.7 billion yen (fiscal 2012, consolidated)                                                                                                                                                                                     |
| <b>Overview of business</b>  | Management and control of its consolidated subsidiary companies which are engaged in the following business domains: watches, electronic devices, semiconductors, clocks, eyewear, high end apparel and fashion accessories, etc. |

**Net Sales by Business**  
(FY2012, consolidated)



**Net Sales by Region**  
(FY2012, consolidated)



# SEIKO

- SEIKO WATCH CORPORATION
- SEIKO INSTRUMENTS INC.
- SEIKO NEXTAGE CO., LTD.
- SEIKO PRECISION INC.
- SEIKO NPC CORPORATION
- SEIKO SOLUTIONS INC.
- SEIKO CLOCK INC.
- SEIKO OPTICAL PRODUCTS CO., LTD.
- WAKO CO., LTD.
- SEIKO TIME SYSTEMS INC.

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