## SHARP

# Consolidated Financial Results for the Third Quarter Fiscal 2012 

I . Financial Results for the Third Quarter<br>II . Financial Results Forecast for Fiscal 2012<br>III. Information by Product Group

## SHARP CORPORATION

## Forward-Looking Statements

This presentation material contains certain statements describing the future plans, strategies and performance of Sharp Corporation and its consolidated subsidiaries (hereinafter "Sharp"). These statements are not based on historical or present fact, but rather assumptions and estimates based on information currently available. These future plans, strategies and performance are subject to known and unknown risks, uncertainties and other factors. Sharp's actual performance, business activities and financial position may differ materially from the assumptions and estimates provided on account of such risks, uncertainties and other factors. Sharp is under no obligation to update these forwardlooking statements in light of new information, future events or any other factors. The risks, uncertainties and other factors that could affect actual results include, but are not limited to:
(1) The economic situation in which Sharp operates
(2) Sudden, rapid fluctuations in demand for Sharp's products and services, as well as intense price competition
(3) Changes in exchange rates (particularly between the yen and the U.S. dollar, the euro and other currencies)
(4) Regulations such as trade restrictions in other countries
(5) The progress of collaborations and alliances with other companies
(6) Litigation and other legal proceedings against Sharp
(7) Rapid technological changes in products and services, etc.
*Amounts less than 100 million yen shown in this presentation material have been rounded down.
Copyright © 2013 SHARP CORPORATION, All Rights Reserved.

## I. Financial Results for the Third Quarter

## Financial Results for the Third Quarter

Net sales increased both Q-on-Q and Y-on-Y
Operating income returned to profitability for the first time in $\mathbf{5}$ quarters

| (Billions of yen) |  |  |  |  |  |  |  |
| :---: | :---: | :---: | :---: | :---: | :---: | :---: | :---: |
|  | FY2011 | FY2012 |  |  |  |  |  |
|  | 3Q | 1Q | 2 Q | $3 Q$ | Change (Q on Q) | Difference (Q on Q) | $\begin{aligned} & \text { Change } \\ & \text { (Y on Y) } \end{aligned}$ |
| Net Sales | 589.0 | 458.6 | 645.5 | 678.2 | +5.1\% | +32.7 | +15.1\% |
| Operating Income | $\begin{array}{r} -24.4 \\ (-4.2 \%) \end{array}$ | $\begin{array}{r} -94.1 \\ (-20.5 \%) \end{array}$ | $\begin{array}{r} -74.7 \\ (-11.6 \%) \end{array}$ | $\begin{array}{r} 2.6 \\ (0.4 \%) \end{array}$ |  | +77.4 |  |
| Net Income | $\begin{array}{r} -173.6 \\ (-29.5 \%) \end{array}$ | $\begin{array}{r} -138.4 \\ (-30.2 \%) \end{array}$ | $\begin{array}{r} -249.1 \\ (-38.6 \%) \end{array}$ | $\begin{array}{r} -36.7 \\ (-5.4 \%) \end{array}$ |  | +212.4 |  |

## Transition of Quarterly Sales

Sales recovered to the level of 1H FY2011, bottoming out in 1Q FY2012


| Sales by Product Group |  |  |  |  |  |  |  |
| :---: | :---: | :---: | :---: | :---: | :---: | :---: | :---: |
| Net sales increased significantly compared to 2Q FY2012, due to sales growth in the product groups of Electronic Components such as LCDs <br> (Billions of yen) |  |  |  |  |  |  |  |
|  | FY2011 | FY2012 |  |  |  |  |  |
|  | 3Q | 1Q | 2Q | 3Q | $\begin{gathered} \text { Change } \\ \text { (Q on Q) } \end{gathered}$ | $\begin{array}{\|c\|} \hline \text { Difference } \\ (\mathrm{Q} \text { on } \mathrm{Q}) \\ \hline \end{array}$ | Change $\text { ( } \mathrm{Y} \text { on } \mathrm{Y} \text { ) }$ |
| Audio-Visual and Communication Equipment | 270.2 | 134.1 | 204.4 | 202.3 | -1.0\% | -2.0 | -25.1\% |
| Health and Environmental | 72.7 | 78.2 | 76.7 | 74.8 | -2.4\% | -1.8 | +2.9\% |
| ------------------- | 63.5 | 64.7 | 74.4 | 69.7 | -6.3\% | -4.6 | +9.8\% |
| ConsumerIInformation Products | 406.5 | 277.2 | 355.6 | 346.9 | -2.4\% | -8.6 | -14.6\% |
| LCD | 173.1 | 145.9 | 222.0 | 258.2 | +16.3\% | +36.1 | +49.1\% |
| Solar Cells | 48.9 | 41.9 | 51.1 | 55.9 | +9.4\% | +4.7 | +14.4\% |
| Other Electronic Devices | 59.8 | 47.4 | 78.5 | 81.4 | +3.7\% | +2.9 | +36.1\% |
| Electronic Components | 281.9 | 235.2 | 351.7 | 395.6 | +12.5\% | +43.9 | +40.3\% |
| Sub Total | 688.4 | 512.5 | 707.3 | 742.6 | +5.0\% | +35.2 | +7.9\% |
| Adjustments | -99.3 | -53.9 | -61.7 | -64.3 | - | -2.5 | - |
| Total | 589.0 | 458.6 | 645.5 | 678.2 | +5.1\% | +32.7 | +15.1\% |
| SHARP ${ }^{\text {Sales of each product group include internal sales between segments (Consumer/Information Products and Electronic Components). }} 4$ |  |  |  |  |  |  |  |



## Operating Income by Product Group

Audio-Visual and Communication Equipment and Other Electronic Devices turned profitable, operating loss of Solar Cells and LCDs reduced significantly
(Billions of yen)



## Breakdown of Operating Income by Factors <br> (Comparison of 2Q and 3Q)

Reduction of fixed costs and assets contributed to the profitability


## Extraordinary Items in Other Expenses / Reversal of Deferred Tax Assets

The expense for the voluntary retirement program is included in restructuring charges


| Reversal of deferred tax assets | -119.8 | 0.0 | -61.0 | 0.0 | +61.0 |
| :--- | :--- | :--- | :--- | :--- | :--- |

(Reference)

| Capital Investment | 15.9 | 37.7 | 17.3 | 12.4 | -4.9 |
| :---: | ---: | ---: | ---: | ---: | ---: |
| Depreciation and Amortization | 61.0 | 52.4 | 40.1 | 39.6 | -0.5 |

## Consolidated Balance Sheets

Cover the decrease of commercial paper with other short-term borrowings


|  | (Billions of yen) |  |  |
| :---: | :---: | :---: | :---: |
|  | FY2011 | FY2012 |  |
|  | $\begin{gathered} \hline \text { End of Mar. } \\ 2012 \\ \hline \end{gathered}$ | $\begin{gathered} \text { End of Sep. } \\ 2012 \\ \hline \end{gathered}$ | $\begin{gathered} \hline \text { End of Dec. } \\ 2012 \end{gathered}$ |
| Commercial paper | 351.0 | 167.5 | 8.0 |
| Short-term borrowings | 597.9 | 898.0 | 899.8 |
| Notes and accounts payable | 436.5 | 422.2 | 460.0 |
| Other current liabilities | 356.5 | 333.9 | 283.5 |
| Current Liabilities | 1,391.0 | 1,654.2 | 1,643.4 |
| Long-term Liabilities | 577.9 | 338.3 | 309.6 |
| Liabilities | 1,969.0 | 1,992.5 | 1,953.1 |
| Net Assets | 645.1 | 227.9 | 218.1 |
| Total liabilities and net assets | 2,614.1 | 2,220.4 | 2,171.2 |

Net assets ratio

## Progress of Measures to Reinforce Business Foundations

$\mathbf{7 4 \%}$ in progress totally, against the annual target by pursuing off-balance-sheet arrangements, reduction of inventories and noncurrent assets, etc.

| Measures | Annual target* | Nine months ended Dec 31 | Achievement rate | Remarks |
| :---: | :---: | :---: | :---: | :---: |
| Off-balance-sheet arrangements of large-size LCD business | 110.0 | 110.0 | 100\% | $>$ Partial transfer of SDP shares: $¥ 66.0 \mathrm{bn}$. <br> $>$ Decrease in debt:  <br>  $¥ 44.0 \mathrm{bn}$. |
| Issue new shares through third party allotment | 66.9 | 4.9 | 7\% | $>$ Payment from Qualcomm: $\quad ¥ 4.9 \mathrm{bn}$. $>$ Continue discussions with Hon Hai Group Collaborations in large-size LCDs, etc. are progressing steadily |
| Reduce inventories and noncurrent assets | 150.0 | 114.8 | 77\% | $>$ Inventory reduction: $\quad ¥ 104.1 \mathrm{bn}$. (Amount before applying inventory write-down) > Sales of business bases and securities: $¥ 10.8 \mathrm{bn}$. |
| Reduce capital investment | 70.0 | 64.7 | 92\% | $>$ Depreciation and amortization: <br> $(9$ months total) <br> $>$ $¥ 132.2 \mathrm{bn}$. <br> Capital investment ( 9 months total): $¥ 67.5 \mathrm{bn}$. |
| Total | 400.0 | 294.4 | $74 \%$ |  |
| SHARP |  |  |  | * as announced on Aug 2, 2012 |



## "Asset Light" Approach [ Transition of Total Assets \& Plant and Equipment ]

Total assets decreased by 49.2 billion yen compared to the end of September 2012, due to reduction of plant and equipment, etc.


SHARP


## II. Financial Results Forecast for Fiscal 2012

## Financial Results Forecast for FY2012

Figures remain unchanged from the forecast as of November 1, 2012
(Billions of yen)

|  | FY2011 <br> Full Year | FY2012 Full Year |  |
| :---: | ---: | ---: | ---: |
|  |  | Fhange <br> (Y on Y) |  |
| Net Sales | $\mathbf{2 , 4 5 5 . 8}$ | $\mathbf{2 , 4 6 0 . 0}$ | $+0.2 \%$ |
| Operating Income | $\mathbf{- 3 7 . 5}$ | $\mathbf{- 1 5 5 . 0}$ | - |
| Net Income | $\mathbf{- 3 7 6 . 0}$ | $\mathbf{- 4 5 0 . 0}$ | - |


| Capital Investment | $\mathbf{1 1 8 . 8}$ | $\mathbf{9 0 . 0}$ | $-24.3 \%$ |
| :---: | ---: | ---: | ---: |
| Depreciation and <br> Amortization | $\mathbf{2 3 8 . 9}$ | $\mathbf{1 9 0 . 0}$ | $-20.5 \%$ |





## Operating Income by Product Group (FY2012 Forecast)

Revised up full year forecasts for Audio-Visual and Communication Equipment, Information Equipment, Solar Cells and Other Electronic Devices




| Reformation of Cost Structure |  |
| :---: | :---: |
| Promote the sales | reduction of fixed costs by downsizing personnel to a level suitable for olume (reduction of approx. 5,400 staffs) and reviewing the framework of production/sales bases world-wide |
| Measures to achieve FY2013 cost reduction target (Reduction of 100 billion yen in total, compared to FY2012) |  |
| Reduction of fixed costs initiated by head quarters | ```\(>\) Labor cost: Downsizing personnel on a consolidated basis by the voluntary retirement program ( \(\mathbf{2 , 9 6 0}\) staffs), off-balance-sheet arrangements of SDP, natural attrition, etc. \[ \left(\begin{array}{lr} \text { Number of employees at the end of Dec. 2012: } & 51,400 \\ \text { Difference from the end of Mar. 2012: } & -5,400 \end{array}\right) \] \\ \(>\) Depreciation and amortization: Reduction of capital investment and decrease in depreciation cost at Kameyama No. 2 Plant \\ \(>\) Other fixed costs: Reduction of outsourcing expenses, advertising costs, etc.``` |
|  | + |
|  | Additional measures |
| Reduction of fixed costs \& review of framework at plants/bases | $>$ Labor cost: Reduction of salary and bonus, reduction and termination of allowances and welfares <br> *Implemented until Sep. 2013 <br> $>$ Review sales and production framework on world-wide basis (Streamline bases and personnel) |
| SHARP | 22 |

## III. Information by Product Group

## Audio-Visual and Communication Equipment



* Including internal sales between segments (Consumer/Information Products and Electronic Components).
[3Q]
$>$ Audio-Visual and Communication Equipment turned profitable due to sales recovery of LCD TVs in Japan, launch of new mobile phones and cost reduction
[ Full Year Forecast ]
$>$ Revised the sales and operating income forecast

| Audio-Visuat and commentication Equipment |  |  |  |  |  |  |  |  |  |  |  |
| :---: | :---: | :---: | :---: | :---: | :---: | :---: | :---: | :---: | :---: | :---: | :---: |
|  | $\pm \subset D$ TVS |  |  |  |  |  |  |  | (Billions of yen) |  | Full <br> Year <br> Previous <br> Forecast |
|  | FY2012 |  |  |  |  |  |  |  |  |  |  |
|  | 1Q | 2Q |  | 3Q |  |  | 4Q |  | Full | Year |  |
|  |  |  |  | Change <br> $(\mathrm{Q}$ on Q$)$ | $\begin{array}{\|c\|} \text { Change } \\ (\mathrm{Y} \text { on } \mathrm{Y}) \\ \hline \end{array}$ | Forecast | Change <br> $(\mathrm{Q}$ on Q$)$ | $\begin{array}{\|c\|} \hline \text { Change } \\ (\mathrm{Y} \text { on } \mathrm{Y}) \\ \hline \end{array}$ | Forecast | Change (Y on Y) |  |
| Sales | 77.7 | 108.0 | 105.1 | -2.6\% | -32.4\% | 89.0 | -15.3\% | -22.1\% | 380.0 | -34.6\% | 370.0 |
| Units <br> (Million units) | 1.67 | 2.23 | 2.23 | 0.0\% | -30.5\% | 1.87 | -16.3\% | -14.9\% | 8.00 | -34.9\% | 8.00 |

[^0]| Audio-visuat and Commentication Equipment |  |  |  |  |  |  |  |  |  |  |  |
| :---: | :---: | :---: | :---: | :---: | :---: | :---: | :---: | :---: | :---: | :---: | :---: |
|  | Mobile Phones |  |  |  |  |  |  |  | (Billions of yen) |  | Full <br> Year <br> Previous <br> Forecast |
|  | FY2012 |  |  |  |  |  |  |  |  |  |  |
|  | 1Q | 2Q |  | 3Q |  |  | 4 Q |  | Full |  |  |
|  |  |  |  | $\begin{array}{\|c\|} \hline \text { Change } \\ (\mathrm{Q} \text { on } \mathrm{Q}) \\ \hline \end{array}$ | Change (Y on Y) | Forecast | Change <br> $(Q$ on $Q)$ | Change <br> $(\mathrm{Y}$ on Y$)$ | Forecast | Change (Y on Y) |  |
| Sales | 29.2 | 69.0 | 64.8 | -6.1\% | -1.0\% | 86.8 | +33.9\% | $+28.2 \%$ | 250.0 | -18.3\% | 240.0 |
| Units <br> (Million units) | 0.78 | 1.95 | 1.57 | $-19.3 \%$ | $-13.3 \%$ | 2.10 | +33.6\% | $+18.2 \%$ | 6.40 | $-16.9 \%$ | 6.40 |

[^1]
## Health and Environmental Equipment

|  | (Billions of yen) |  |  |  |  |  |  |  |  |  |  |
| :---: | :---: | :---: | :---: | :---: | :---: | :---: | :---: | :---: | :---: | :---: | :---: |
|  | FY2012 |  |  |  |  |  |  |  |  |  | Full Year |
|  | 1Q | 2Q | 3Q |  |  | 4Q |  |  | Full Year |  |  |
|  |  |  |  | $\begin{array}{\|l\|} \hline \text { Change } \\ (\mathrm{Q} \text { on } \mathrm{Q}) \end{array}$ | $\begin{aligned} & \text { Change } \\ & (\mathrm{Y} \text { on } \mathrm{Y}) \end{aligned}$ | Forecast | $\begin{array}{\|l\|} \hline \text { Change } \\ (\mathrm{Q} \text { on } \mathrm{Q}) \\ \hline \end{array}$ | $\begin{aligned} & \text { Change } \\ & \text { (Y on Y) } \end{aligned}$ | Forecast | $\begin{aligned} & \text { Change } \\ & \text { (Y on Y) } \end{aligned}$ | Previou Forecas |
| Sales | 78.2 | 76.7 | 74.8 | -2.4\% | +2.9\% | 80.1 | +7.0\% | +11.6\% | 310.0 | +6.1\% | 310.0 |
| Operating Income | 8.2 | 9.0 | 7.4 | -17.8\% | -9.0\% | 8.1 | +9.3\% | +40.1\% | 33.0 | +12.0\% | 33.0 |

* Including internal sales between segments (Consumer/Information Products and Electronic Components).

```
[3Q]
Sales and operating income dropped compared to the previous quarter due to seasonal factors
    such as decline of summer-season products
Sales of air purifiers were strong compared to the previous quarter
[ Onward Actions]
Enhance high value-added new products such as cooking appliances and beauty appliances
 Expand business in ASEAN by increasing production capacity
Develop new sales channels focused on B2B
```

| Information Equipment |  |  |  |  |  |  |  |  |  |  |  |
| :---: | :---: | :---: | :---: | :---: | :---: | :---: | :---: | :---: | :---: | :---: | :---: |
| (Billions of yen) |  |  |  |  |  |  |  |  |  |  |  |
| FY2012 |  |  |  |  |  |  |  |  |  |  |  |
|  | 1Q | 2 Q |  | 3Q |  | 4Q |  |  | Full Year |  |  |
|  |  |  |  | Change <br> ( Q on Q ) | $\begin{aligned} & \text { Change } \\ & \text { (Y on Y) } \end{aligned}$ | Forecast | $\begin{array}{\|l\|} \hline \text { Change } \\ (\mathrm{Q} \text { on } \mathrm{Q}) \end{array}$ | Change ( Y on Y ) | Forecas | Change (Y on Y) |  |
| Sales | 64.7 | 74.4 | 69.7 | -6.3\% | +9.8\% |  | +16.1\% | +7.6\% | 290.0 | +4.5\% | 290.0 |
| Operating Income | 2.3 | 4.6 | 6.3 | +36.9\% | +15.6\% | 7.6 | +21.6\% | +12.2\% | 21.0 | -24.3\% | 18.0 |
| * Including internal sales between segments (Consumer/Information Products and Electronic Components). |  |  |  |  |  |  |  |  |  |  |  |
| [3Q] <br> $>$ Sales declined due to reduction of company investments and seasonal factors <br> $>$ Operating income increased due to cost reduction and improved sales of profitable models <br> [ Onward Actions] <br> > Expand high-speed MFPs in developed countries and promote shift to color MFPs in emerging countries <br> $>$ Develop new customers by offering solutions and services through the combination of MFPs and displays |  |  |  |  |  |  |  |  |  |  |  |
| SHARP |  |  |  |  |  |  |  |  |  |  | 28 |

## LCDs



* Including internal sales between segments (Consumer/Information Products and Electronic Components).


## [3Q]

$>$ Sales increased for high-definition LCDs for smartphones
$>$ Large-size LCD plants maintained high utilization rate due to sales increase to external customers and promotion of collaboration with Hon Hai Group
[ Onward Actions]
$>$ Increase production ratio of LCD panels for TVs and monitors to secure the operation of Kameyama No. 2 Plant
$>$ Shift to high value-added panels (high definition and low power consumption) at Tenri and Mie Plant
$>$ Streamline and optimize production, sales and inventory of TV panels by closely monitoring supply/demand trend
$>$ Maintain stable plant operation at SDP based on alliance with Hon Hai Group
SHARP

| Solar Cells |  |  |  |  |  |  |  |  |  |  |  |
| :---: | :---: | :---: | :---: | :---: | :---: | :---: | :---: | :---: | :---: | :---: | :---: |
| (Billions of yen) |  |  |  |  |  |  |  |  |  |  |  |
| FY2012 |  |  |  |  |  |  |  |  |  |  |  |
|  | 1Q | 2 Q |  | 3Q |  | 4Q |  |  | Full Year |  | Full Year |
|  |  |  |  | $\begin{array}{\|l\|} \hline \text { Change } \\ (\mathrm{Q} \text { on } \mathrm{Q}) \\ \hline \end{array}$ | $\begin{aligned} & \text { Change } \\ & (\mathrm{Y} \text { on } \mathrm{Y}) \\ & \hline \end{aligned}$ | Forecast | Change <br> $(\mathrm{Q}$ on Q$)$ | $\begin{array}{\|c\|} \hline \text { Change } \\ (\mathrm{Y} \text { on } \mathrm{Y}) \\ \hline \end{array}$ | Forecast | $\begin{gathered} \text { Change } \\ (\mathrm{Y} \text { on } \mathrm{Y}) \\ \hline \end{gathered}$ | Previous Forecast |
| Sales | 41.9 | 51.1 | 55.9 | +9.4\% | +14.4\% | 95.9 | +71.5\% | +48.9\% | 245.0 | +9.4\% | 230.0 |
| Volume <br> (MW) | 253 | 289 | 274 | -5.3\% | +8.0\% | 484 | +76.6\% | +99.9\% | 1,300 | +21.1\% | 1,250 |
| Operating Income | -6.9 | -5.3 | -1.9 |  |  | 3.2 |  |  | -11.0 |  | -14.0 |
| ${ }^{*}$ Including internal sales between segments (Consumer/Information Products and Electronic Components). |  |  |  |  |  |  |  |  |  |  |  |
| [3Q] <br> $>$ Sales increased in Japan for residential and industrial use (e.g. mega-solar power generation projects) <br> $>$ Profitability improved due to reduction in assets and fixed costs <br> [ Onward Actions] <br> $>$ Increase profitability by focusing management resources on Japanese market <br> - Expand product lineup for residential and industrial use <br> - Secure mega-solar power generation projects by strengthening the design and sales function <br> - Promote solutions that combine peripheral equipment including power conditioners, storage batteries and HEMS <br> > Accelerate business restructuring <br> (Scale down businesses of thin-film and Europe/U.S. market) |  |  |  |  |  |  |  |  |  |  |  |
|  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |
|  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |
|  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |
| SHARP |  |  |  |  |  |  |  |  |  |  | 30 |


| Other Electronic Devices |  |  |  |  |  |  |  |  |  |  |  |
| :---: | :---: | :---: | :---: | :---: | :---: | :---: | :---: | :---: | :---: | :---: | :---: |
| (Billions of yen) |  |  |  |  |  |  |  |  |  |  |  |
| FY2012 |  |  |  |  |  |  |  |  |  |  |  |
|  | 1Q | 2Q |  | 3Q |  |  | 4Q |  | Full |  | Full <br> Year |
|  |  |  |  | $\begin{array}{\|l\|} \hline \text { Change } \\ (\mathrm{Q} \text { on } \mathrm{Q}) \\ \hline \end{array}$ | $\begin{array}{\|c\|} \hline \text { Change } \\ (\mathrm{Y} \text { on } \mathrm{Y}) \\ \hline \end{array}$ | Forecast | $\begin{array}{\|l\|} \hline \text { Change } \\ (\mathrm{Q} \text { on } \mathrm{Q}) \\ \hline \end{array}$ | $\begin{array}{\|c\|} \hline \text { Change } \\ (\mathrm{Y} \text { on } \mathrm{Y}) \\ \hline \end{array}$ | Forecast | $\begin{gathered} \text { Change } \\ (\mathrm{Y} \text { on } \mathrm{Y}) \end{gathered}$ | Previous Forecast |
| Sales | 47.4 | 78.5 | 81.4 | +3.7\% | +36.1\% | 67.5 | -17.1\% | +7.4\% | 275.0 | +15.5\% | 270.0 |
| Operating Income | -5.0 | -18.7 | 3.1 |  | +45.5\% | 3.5 | +12.7\% | +149.9\% | -17.0 |  | -18.0 |
| * Including internal sales between segments (Consumer/Information Products and Electronic Components). |  |  |  |  |  |  |  |  |  |  |  |
| [3Q] <br> $>$ Strong sales of camera modules for mobile devices <br> $>$ Reduction in assets and fixed costs contributed to the business turning to profitability <br> [ Onward Actions] <br> $>$ Expand sales of sensor components for applications other than mobile devices (security/in-vehicle/medical field) <br> $>$ Boost sales of devices for lighting (LED, etc.) <br> $>$ Promote reformation of cost structure (cost reduction) |  |  |  |  |  |  |  |  |  |  |  |
| SHARP |  |  |  |  |  |  |  |  |  |  | 31 |


[^0]:    [3Q]
    $>$ Sales in Japan were healthy compared to the previous quarter
    $>$ Sales declined in China
    $>$ Strong sales in emerging countries (ASEAN, etc.)
    [ Onward Actions
    $>$ Shift to large-screen models that are 60 inches and larger(70/80/90 inches) and enhance product lineup
    $>$ Enhance our cost competitiveness through value chain reformation and develop new sales channels
    $>$ Launch localized models to strategic regions including emerging countries
    $>$ Promote development of new products including 4K models

[^1]:    [3Q ]
    $>$ Short supply of key components resolved
    $>$ Sales declined due to the seasonal factor and the timing of new product release
    [ Onward Actions ]
    $>$ Win back the No. 1 position in Japan by enhancing the lineup of new products (Expand product lineup equipped with IGZO LCDs that feature high definition and low power consumption)

