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MarketLine Strategy, SWOT and Corporate Finance Report

Sony Corporation

Tokyo Stock Exchange (6758)

December 2014

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MarketLine

COMPANY SNAPSHOT

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Reference Code : 0C8077FB-0D4B-44A1-AA75-4057A05F6FE5

Publication Date: December 2014

Sony Corporation

Fax: 81 3 5448 2244

7-1 Konan 1-chome

Phone: 81 3 6748 2111

Minato-ku

Website: www.sony.net

Tokyo 108 0075

Industry: Consumer Packaged Goods

Japan

Overview

Sony Corporation (Sony or 'the group') is one of the world's largest manufacturers for consumer electronics and broadcast and professional products. The group operates in electronics, entertainment and financial services sectors. Sony operates across North America, Europe, Asia Pacific, the Middle East and Africa, and Latin America. It is headquartered in Tokyo, Japan and employed about 146,300 people as of March 31, 2013.

The group recorded revenues of JPY6,800,851 million (approximately \$82,290.3 million) in the financial year ended March 2013 (FY2013), an increase of 4.7% over FY2012. The operating profit of the group was JPY230,100 million (approximately \$2,784.2 million) in FY2013, compared to the operating loss of JPY67,275 million (approximately \$814 million) in FY2012. The net profit was JPY43,034 million (approximately \$520.7 million) in FY2013, compared to the net loss of JPY456,660 million (approximately \$5,525.6 million) in FY2012.

SWOT

Strengths	Weaknesses
<ul style="list-style-type: none">Diversified product/service offering and geographic baseFocus on research and development (R&D)Focus on sustainabilityImproving financial performance	<ul style="list-style-type: none">High cost manufacturing base
Opportunities	Threats
<ul style="list-style-type: none">Strategic alliance with OlympusShift from mobile phones to smartphonesFocus on expansion in the Indian market	<ul style="list-style-type: none">Intense competitionWeak economic condition in EuropeCounterfeit products

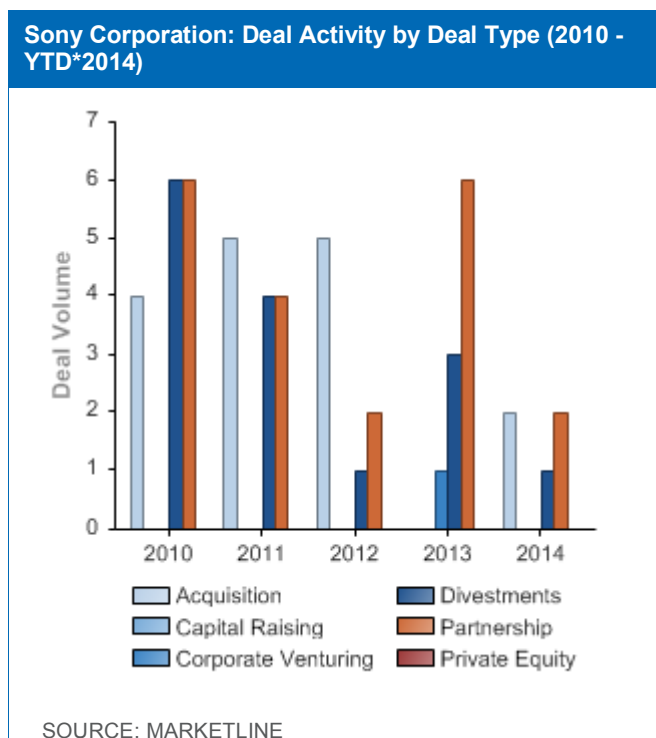
Key Employees

Employee Name	Job Title	Board
Kazuo Hirai	President, Chief Executive Officer and Representative Corporate Executive Officer	Executive Board

COMPANY SNAPSHOT

Kenichiro Yoshida	Executive Vice President and Chief Financial Officer	Senior Management
Kunimasa Suzuki	Executive Vice President, and Officer in charge of PC Business, Mobile Business and UX, Product Stra	Senior Management
Kunitaka Fujita	Executive Vice President and Officer in charge of Human Resources and General Affairs	Senior Management

Financial Deals Activity Overview



Sony Corporation: Recent Deal Activity

04 Mar 2013	Nomura Securities to acquire 13.14% stake in DeNA
17 Jan 2013	Chetrit Group to acquire headquarters building of Sony Corporation
28 Sep 2012	Development Bank of Japan acquires Sony Chemical and Information Device
09 Aug 2012	Sony Corporation completes tender offer to acquire 41.83% stake in So-net Entertainment
15 Feb 2012	Sony acquires remaining 50% stake in Sony Ericsson Mobile Communications from Ericsson

SOURCE: MARKETLINE

Recent Developments

Date	Headline	Category
Nov 27, 2014	Sony Network and Sony Computer unveil new cloud-based TV service	Business Expansion-->Products/brands launch
Nov 24, 2014	Sony Pictures names senior vice president of creative advertising	Corporate Governance-->Management change
Nov 4, 2014	Sony reports higher Q2 net loss, provides annual outlook	Financial Performance
Oct 17, 2014	Sony announces commercialization of new image sensor for automotive cameras	Business Expansion-->Products/brands launch

COMPANY SNAPSHOT

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SONY CORPORATION: COMPANY OVERVIEW

Sony Corporation: Overview and Key Facts

Sony Corporation: Overview

Sony Corporation (Sony or 'the group') is one of the world's largest manufacturers for consumer electronics and broadcast and professional products. The group operates in electronics, entertainment and financial services sectors. Sony operates across North America, Europe, Asia Pacific, the Middle East and Africa, and Latin America. It is headquartered in Tokyo, Japan and employed about 146,300 people as of March 31, 2013.

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Sony Corporation: Key Facts

Table 1: Sony Corporation: Key Facts	
Corporate Address:	7-1 Konan 1-chome
	Minato-ku
	Tokyo 108 0075
Country:	Japan
Fax:	81 3 5448 2244
Phone:	81 3 6748 2111
Web Address:	www.sony.net
Turnover (US\$m):	82,290
Employees:	146,300
Financial Year End:	March
Industry:	Consumer Packaged Goods
Primary Stock Exchange (Ticker):	Tokyo Stock Exchange (6758)
SOURCE: MARKETLINE	

Sony Corporation: Key Employees

Table 2: Sony Corporation: Key Employees				
Employee Name	Job Title	Board	Age	Since
Kazuo Hirai	President, Chief Executive Officer and Representative Corporate Executive Officer	Executive Board	52	2012
Kenichiro Yoshida	Executive Vice President and Chief Financial Officer	Senior Management	55	2014
Kunimasa Suzuki	Executive Vice President, and Officer in charge of PC Business, Mobile Business and UX, Product Stra	Senior Management	53	2012
Kunitaka Fujita	Executive Vice President and Officer in charge of Human Resources and General Affairs	Senior Management	59	2013
Nicole Seligman	Executive Vice President and General Counsel	Senior Management	56	2005
Shoji Nemoto	Executive Vice President, and Officer in charge of Professional Solutions Business, Digital Imaging	Senior Management	57	2013
Tadashi Saito	Executive Vice President, Officer in charge of Medical business, and President of Medical Business U	Senior Management	60	2013
Tomoyuki Suzuki	Executive Vice President, Officer in charge of Device Solutions Business, RDS Platform, and Presiden	Senior Management	59	2014
Eikoh Harada	Outside Director	Non Executive Board	64	2013
Joichi Ito	Outside Director	Non Executive Board	47	2013
Kanemitsu Anraku	Director	Non Executive Board	72	2010
Masaru Kato	Vice Chairman	Non Executive Board	61	2014
Mitsuaki Yahagi	Director	Non Executive Board	65	2008
Osamu Nagayama	Chairman of the Board	Non Executive Board	66	2013
Peter Bonfield	Director	Non Executive Board	69	2005
Ryuji Yasuda	Director	Non Executive Board	67	2007

SONY CORPORATION: COMPANY OVERVIEW

Takaaki Nimura	Director	Non Executive Board	63	2012
Tim Schaaff	Outside Director	Non Executive Board	53	2013
Yorihiko Kojima	Director	Non Executive Board	71	2010
Yukako Uchinaga	Director	Non Executive Board	67	2008
SOURCE:MARKETLINE				

Sony Corporation: Key Employee Biographies

Kazuo Hirai

Mr. Hirai has been the President, Chief Executive Officer and a Representative Corporate Executive Officer at Sony since 2012. He has also been a Director at the group since 2012. Previously, Mr. Hirai held several positions within the group, including the following: Executive Deputy President; Executive Vice President; President and Group Chief Executive Officer at SCEI; Group Executive Officer at Sony, President and Group Chief Operating Officer at SCEI; President and Chief Executive Officer at SCEA; and Executive Vice President and Chief Operating Officer at SCEA. He began his career in Sony in 1984 at CBS/Sony Inc. (currently Sony Music Entertainment).

Board: Executive Board

Job Title: President, Chief Executive Officer and Representative Corporate Executive Officer

Salary (US\$): 153,000,000

Since: 2012

Age: 52

Kenichiro Yoshida

Mr. Yoshida has been an Executive Vice President and the Chief Financial Officer at Sony since April 2014. He previously served as the Executive Vice President, Chief Strategy Officer and Deputy Chief Financial Officer at the group from 2013. Mr. Yoshida joined Sony in 1983 and has held a variety of positions, including Group Executive, General Manager and Chief Executive Officer Strategy Office, and President and Representative Director at So-net,

Board: Senior Management

Job Title: Executive Vice President and Chief Financial Officer

Since: 2014

Age: 55

Kunimasa Suzuki

Mr. Suzuki has been an Executive Vice President and the Officer in charge of PC Business, Mobile Business and UX, Product Strategy and Creative Platform at Sony since 2012. He has also been the President and Chief Executive Officer at Sony Mobile since 2012. Mr. Suzuki joined Sony in 1984. Since then, he has held several positions such as Deputy President of Consumer Products and Services Group, Deputy President at SCEI, Deputy President of Networked Products and Services Group, and General Manager of Consumer Products Group Corporate Planning Office, among others.

Board: Senior Management

Job Title: Executive Vice President, and Officer in charge of PC Business, Mobile Business and UX, Product Stra

Since: 2012

Age: 53

Kunitaka Fujita

Mr. Fujita has been an Executive Vice President and the Officer in charge of Human Resources and General Affairs at Sony since 2013. He joined the group in 1977 and has held a variety of positions, including Executive Vice President, Corporate Executive, and Officer in charge of Human Resources and General Affairs; Senior Vice President, Corporate Executive, Officer in charge of Human Resources; and General Manager, Global Human Resources Strategy Department, among others.

Board: Senior Management

Job Title: Executive Vice President and Officer in charge of Human Resources and General Affairs

Since: 2013

Age: 59

Nicole Seligman

Ms. Seligman has been an Executive Vice President and the General Counsel at Sony since 2005. She is also the President at SCA. Ms. Seligman has previously held positions such as Group Deputy General Counsel at Sony and Executive Vice President and General Counsel at SCA. She was a Partner at Williams & Connolly and Associate Editorial Page Editor at The Asian Wall Street Journal.

Board: Senior Management

Job Title: Executive Vice President and General Counsel

Salary (US\$): 130,000,000

Since: 2005

Age: 56

Shoji Nemoto

Mr. Nemoto has been an Executive Vice President and the Officer in charge of Professional Solutions Business, Digital Imaging Business, and Disk Manufacturing Business at Sony since 2012. He has also been the President of Imaging Products and Solutions Sector at the group since 2013 and the President of Professional Solutions Group since 2011. Mr. Nemoto joined the group in 1979. Since then, he has held positions such as Senior Vice President, Corporate Vice President at Sony Ericsson, and Executive Officer.

Board: Senior Management

Job Title: Executive Vice President, and Officer in charge of Professional Solutions Business, Digital Imaging

Since: 2013

Age: 57

Tadashi Saito

Mr. Saito has been an Executive Vice President at Sony since 2012 and the Officer in charge of Medical business, and President of Medical Business Unit since 2013. He was appointed the Chief Strategy Officer at the group in 2012. Mr. Saito joined Sony in 1976. Since then, he has held several positions within the group such as Deputy President of Professional, Device and Solutions Group; President of Professional Solutions Group, Consumer, Professional and Devices Group; Deputy President of Consumer Products and Devices Group; and President of Semiconductor Business Group, among others.

Board: Senior Management

Job Title: Executive Vice President, Officer in charge of Medical business, and President of Medical Business U

Since: 2013

Age: 60

Tomoyuki Suzuki

Mr. Suzuki has been an Executive Vice President and the Officer in charge of Device Solutions Business, RDS Platform at Sony since April 2014 and the President of Sony Energy Device Corporation since January 2014. He joined the group in 1979 and held a variety of positions, most recently as the President of Device Solutions Business Group.

Board: Senior Management

Job Title: Executive Vice President, Officer in charge of Device Solutions Business, RDS Platform, and Presiden

Since: 2014

Age: 59

Eikoh Harada

Mr. Harada has been an Outside Director at Sony since 2013. He has also been the Chairman and a Representative Director at McDonald's Company (Japan) since 2013. Mr. Harada is also the Chairman, President and Chief Executive Officer, and a Representative Director at McDonald's Holdings Company (Japan). Previously, he served as the Chairman, President and Chief Executive Officer, and a Representative Director at McDonald's Company (Japan); as the Vice Chairman, President and Chief Executive Officer, and a Representative Director at McDonald's Company (Japan) and at McDonald's Holdings Company (Japan); and as the Vice Chairman and Chief Executive Officer, and a Representative Director at McDonald's Company (Japan) and at McDonald's Holdings Company (Japan). Prior to that, Mr. Harada held various positions at Apple Japan and Apple Computer.

Board: Non Executive Board

Job Title: Outside Director

Since: 2013

Age: 64

Joichi Ito

Mr. Ito has been an Outside Director at Sony since 2013. He has also been the Chief Executive Officer at Neoteny since 1999. Mr. Ito is also a Director at The New York Times Company, Massachusetts Institute of Technology Media Lab, Culture Convenience Club, Tucows, Digital Garage, and CGM Marketing. Previously, he served as the Chief Executive Officer at Creative Commons, and as a Director at The Internet Corporation For Assigned Names and Numbers, and PIA CORPORATION. Mr. Ito was also the Chairman at Infoseek Japan, and the Co-founder and Chief Executive Officer at Digital Garage.

Board: Non Executive Board

Job Title: Outside Director

Since: 2013

Age: 47

Kanemitsu Anraku

Mr. Anraku has been a Director at Sony since 2010. He also serves as a Director at Mizuho Financial Group. Mr. Anraku joined Nissan Motor in 1964 and held a variety of positions, including Director, Managing Director, Representative Director and Executive Vice President, and Vice Chairman. He also served as Counselor at Nissan Real Estate Development and as its President.

Board: Non Executive Board

Job Title: Director

Since: 2010

Age: 72

Masaru Kato

Mr. Kato has been the Vice Chairman at Sony since April 2014. He has been a Director at the group since 2012. Mr. Kato joined Sony in 1977 and held a variety of positions, including Representative Corporate Executive Officer at Sony; Executive Vice President and Chief Financial Officer at Sony; Representative Director at SCEI; Group Executive Officer at Sony; Deputy President and Chief Financial Officer at SCEI; Senior Vice President and Deputy Chief Financial Officer at Sony; Director at SCEI; and Corporate Executive Officer at SCEI.

Board: Non Executive Board

Job Title: Vice Chairman

Since: 2014

Age: 61

Mitsuaki Yahagi

Mr. Yahagi has been a Director at Sony since 2008. He currently serves as a Corporate Auditor at Mitsui

SONY CORPORATION: COMPANY OVERVIEW

Engineering & Shipbuilding and at Toray Industries, and as a Special Advisor at The Japan Research Institute, Limited. Previously, Mr. Yahagi was a Representative Director and the Chairman at The Japan Research Institute, Limited. He was also Deputy President at Sumitomo Mitsui Banking Corporation, Senior Managing Director at Sumitomo Mitsui Banking Corporation, and Senior Managing Director at The Japan Research Institute, Limited, among others.

Board: Non Executive Board

Job Title: Director

Since: 2008

Age: 65

Osamu Nagayama

Mr. Nagayama has been the Chairman of the Board at Sony since 2013. He was appointed a Director at the group in 2010. Mr. Nagayama has also been a Representative Director, the Chairman and Chief Executive Officer at Chugai Pharmaceutical since 2012. He joined Chugai Pharmaceutical in 1978. Since then, he has held various positions, including Representative Director, President and Chief Executive Officer, Representative Director and Deputy President, and Director and Senior Vice President.

Board: Non Executive Board

Job Title: Chairman of the Board

Since: 2013

Age: 66

Peter Bonfield

Sir Peter Bonfield has been a Director at Sony since 2005. He has been the Chairman of the Board at NXP Semiconductors since 2006. Previously, Sir Peter Bonfield served as a member of the Advisory Board at Sony, as the Chief Executive Officer at British Telecom, and as the Chairman and Chief Executive Officer at ICL plc. Currently, he is also a Director at Ericsson, Mentor Graphics Corporation, and Taiwan Semiconductor Manufacturing Company.

Board: Non Executive Board

Job Title: Director

Since: 2005

Age: 69

Ryuji Yasuda

Mr. Yasuda has been a Director at Sony since 2007. He is currently a Professor of Graduate School of International Corporate Strategy at Hitotsubashi University. In the past, Mr. Yasuda served as the Chairman at J-Will Partners, and as the Managing Director and Chairman at A.T. Kearney, Asia. He also served as a Director and as the Principal Partner at McKinsey & Company. Mr. Yasuda is also a Director at Daiwa Securities Group,

SONY CORPORATION: COMPANY OVERVIEW

Fukuoka Financial Group, Yakult Honsha, and Orix Corporation.

Board: Non Executive Board

Job Title: Director

Since: 2007

Age: 67

Takaaki Nimura

Mr. Nimura has been a Director at Sony since 2012. Previously, he served as an Executive Board member at Ernst & Young ShinNihon, as a Senior Partner at Showa Ota & Co., and as a Partner at Asahi Shinwa & Co.

Board: Non Executive Board

Job Title: Director

Since: 2012

Age: 63

Tim Schaaff

Mr. Schaaff has been an Outside Director at Sony since 2013. He held several positions within the group, including Group Executive at Sony, Director and President at Sony Network Entertainment International, President at Sony Media Software and Services, Senior Vice President at SCA, and Deputy President, Technology Development Group, Corporate R&D at Sony. Mr. Schaaff also served as the Vice President, Interactive Media Group at Apple Computer.

Board: Non Executive Board

Job Title: Outside Director

Since: 2013

Age: 53

Yorihiko Kojima

Mr. Kojima has been a Director at Sony since 2010. He is currently the Chairman of the Board at Mitsubishi Corporation. Mr. Kojima joined Mitsubishi Corporation in 1965 and held a variety of positions, including President and Chief Executive Officer, Senior Executive Vice President, Executive Vice President, and Managing Director. He is also a Director at Mitsubishi Heavy Industries and Takeda Pharmaceutical Company Limited.

Board: Non Executive Board

Job Title: Director

Since: 2010

Age: 71

Yukako Uchinaga

Ms. Uchinaga has been a Director at Sony since 2008. She has also been the Board Chairperson at Japan Women's Innovative Network since 2007. Previously, Ms. Uchinaga served as a Director and an Executive Vice President at Benesse Holdings. She also served as a Corporate Auditor at Sompo Japan Insurance; and as the Chairman of the Board, Chief Executive Officer and President at Berlitz Corporation. Previously, Ms. Uchinaga served as a Director and the Vice Chairman at Benesse Corporation, Technical Advisor at IBM Japan, Senior Managing Director at IBM Japan, and Managing Director at IBM Japan. Currently, she serves as a Director at HOYA and AEON.

Board: Non Executive Board

Job Title: Director

Since: 2008

Age: 67

Sony Corporation: Major Products and Services

Sony is one of the world's largest manufacturers for consumer electronics and broadcast and professional products. The group's key products and services include the following:

Products:

TVs:

LCD TVs

Home audio and video:

Blu-ray Disc players/recorders
Memory-based portable audio devices
Home audio systems

Digital imaging:

Video cameras
Compact digital cameras
Interchangeable single-lens cameras

Personal and mobile products:

PCs

Game:

Gaming devices

Semiconductors:

CCDs
CMOS image sensors
System LSIs
Small- and medium-sized LCD panels
Other semiconductors

Components:

Batteries
Optical disk drives
Chemical products (materials and components for electronic devices such as anisotropic conductive films)
Audio/video/data recording media
Storage media
Optical pickups

Professional solutions:

Broadcast- and professional-use products

SONY CORPORATION: COMPANY OVERVIEW

Pictures:

Content for the internet and mobile devices

Movies

TV shows

Animated films and other programming

Music:

Recorded music

Music videos

Mobile:

Mobile phones

Accessories and applications

Services:

Financial services (such as insurance and savings and loans)

Brand:

Sony

Sony Corporation: Company History

Masaru Ibuka, an engineer, and Akio Morita, a physicist, founded Sony as Tokyo Tsushin Kogyo (Tokyo Telecommunications Engineering) in Nihonbashi, Tokyo in 1946. In the following year, the group relocated its head office and factory to Shinagawa, Tokyo. In 1950, the group launched Japan's first magnetite-coated, paper-based recording tape, Soni-Tape.

In 1955, the group started using the Sony logo on Totsuko products. The group also launched Japan's first transistor radio, TR-55, during the same time. In 1958, the group changed its name to Sony Corporation and got listed on the Tokyo Stock Exchange. Sony established Sony Overseas near Zurich, Switzerland in 1960. In the same year, the group launched the world's first direct-view portable TV, TV8-301.

Sony launched the world's smallest and lightest all-transistor TV, TV5-303, in 1961. In 1964, the group introduced the world's first home-use open-reel video tape recorder (VTR), the CV-2000. Sony introduced the first Trinitron color TV in 1968. During the same time, the group established Sony (UK) in the UK (reorganized as Sony UK in 1993). Also in 1968, Sony established CBS/Sony Records in Japan, as a 50-50 joint venture company between Sony and CBS in the US. In 1970, Sony was listed on the New York Stock Exchange. In 1971, the group launched 3/4-inch U-matic color video cassette player, the VP-1100.

The group established a factory in San Diego (California) in 1972, followed by a factory in Bridgend (Wales) in 1974, which serviced both the UK and European markets. The Betamax VCR, the SL-6300, the world's first home use video system, was introduced in 1975. During 1979, Sony Prudential Life Insurance, a 50-50 joint venture with The Prudential Insurance Company of America, was established.

The group launched the Walkman in 1979 and the 3.5 inch micro floppy disk drive in 1981. In the following year, the group introduced the world's first CD player. Later, it introduced the first consumer camcorder in 1983, the first digital VTR in 1985 and the eight millimeters video in 1988. Sony acquired CBS Records, a music business division of CBS, in 1988 and Columbia Pictures Entertainment in the US in 1989. CBS Records changed its name to Sony Music Entertainment and Columbia Pictures Entertainment changed its name to Sony Pictures Entertainment in 1991.

In 1993, Sony established SCEI in Japan. In 1996, the group launched sales of the digital still camera Cybershot DSC-F1. The group also established its presence in the Chinese market during the same year. In 1997, the group launched VAIO, a home-use PC series. In 1998, Sony started sales of the entertainment robot, AIBO ERS-110. In 2001, the group established Sony Bank in Japan. During the same time, it also established Sony Ericsson Mobile Communications.

Sony launched the sales of the world's first next-generation high capacity optical disc Blu-ray Disc recorder BDZ-S77 in 2003. In the following year, SCEI became the wholly owned subsidiary of Sony through exchange of shares. The group established SFH in 2004. In the same year, Sony established a music distribution company, Sony BMG Music Entertainment.

In 2005, the group acquired Metro-Goldwyn-Mayer (MGM), one of the world's largest privately-held, independent motion picture, TV and home video companies. During the same year, Sony commenced sales of new BRAVIA brand high definition TV (HDTV)-compatible flat-screen TVs.

Sony and Samsung Electronics reached an agreement on manufacturing eighth generation amorphous TFT-LCD panels at their joint venture, S-LCD Corporation, in 2006. In the same year, Sony introduced the world's first Blu-ray Disc drive Notebook PC, VAIO type A. Towards the end of the year, Sony sold 51% of its stake in Styling Life Holdings, a holding company for Sony's group of retail businesses (Plazastyle, LightUp Shopping Club, B&C Laboratories, CP Cosmetics, Maxim's De Paris, and Lifeneo) to Nikko Principal Investments Japan. During the same time, Toshiba, Sony and NEC Electronics jointly developed an LSI mass production platform for next-generation 45 nanometer process technology.

In 2007, Sony signed a global partnership program contract with Federation International de Football Association

SONY CORPORATION: COMPANY OVERVIEW

(FIFA) and became an official partner of FIFA until 2014. In the same year, the group relocated its headquarters to the new building called Sony City. Also during 2007, Sony and Qimonda (a supplier of memory products) signed an agreement to form a joint venture, Qreatic Design. The scope of the joint venture includes the design of high-performance, low power, embedded and customer specific dynamic random access memory (DRAM) for consumer and graphic applications. Towards the end of the year, Sony launched 'XEL-1', the world's first organic light emitting diode (LED) TV.

In 2008, Sony developed 'TransferJet', a proximity wireless transfer technology enabling the high speed transfer of large data files between electronic devices such as mobile phones, digital cameras, digital video cameras, computers and TVs. In the same year, Toshiba, Sony and SCEI entered into a definitive agreement to form a new joint venture for the production of semiconductors, including products for SCEI's PlayStation computer entertainment systems.

Further in 2008, Sony acquired Bertelsmann's 50% stake in Sony BMG. During the same time, the US government issued a recall of 35,000 notebook computer batteries manufactured by Sony, due to fire hazard to consumers.

In 2009, SPT, a subsidiary of the group, bought Michael Davies' TV and digital company, Embassy Row. Also in the year, Sony closed its US flagship PlayStation store in downtown San Francisco. In mid-2009, Sony entered into an agreement with Epson group and acquired its TFT LCD business operations from Epson Imaging Devices. During the same period, the group entered into an agreement with Sharp to establish a joint venture company to produce and sell large-sized LCD panels and modules.

Further in 2009, Sony formed a strategic alliance with Taiwan's Hon Hai Precision Industry for the production of LCD TVs for the Americas region. Also in 2009, the group launched 'make.believe', a new group-wide brand message that unites Sony's communication initiatives across electronics, games, movies, music, mobile phones and network services. Later in the year, Sony developed a single-lens 3D camera technology capable of recording natural and smooth 3D images of fast-moving subject matter such as sports, at 240 frames per second (fps).

In 2010, Sony, along with Discovery Communication and IMAX, formed a joint venture to develop the first 24/7 dedicated 3D television network in the US. In the same year, the group signed a memorandum of intent with Mori Seiki to transfer the measuring systems (magnescale, laserscale) business of Sony Manufacturing Systems to Mori Seiki. Also in 2010, Sony Electronics acquired Convergent Media Systems, a provider of video integration solutions to the enterprise market.

Further in 2010, Sony acquired iCyt Mission Technology, a producer of cell sorters used for stem cell and disease research, through its US subsidiary, Sony Corporation of America (SCA). With this acquisition, Sony entered the flow cytometry business in the life science field. In the same year, Sony Mobile Display Corp (SMD), a subsidiary of Sony, and KYOCERA Corporation executed a definitive agreement for the transfer of TFT LCD design and manufacturing operations at the Yasu Plant of SMD to KYOCERA. Further, Sony announced a new strategic alliance with Taiwan's Hon Hai Precision Industry for the production of LCD TVs for the European region.

Later in 2010, Sony and Google announced a strategic alliance to explore the joint development of new Android-based hardware products for the home, mobile and personal product categories. In the same year, the group launched Sony Internet TV. During the same year, Sony Disc and Digital Solutions announced its name change to Sony DADC Corporation.

In 2011, the group announced the acquisition of Suzhou Epson, a wholly-owned subsidiary of Epson located in China and engaged in the production of small and medium sized TFT LCD. In the same year, Sony announced the launch of its tablets, Sony Tablet S1 and S2. Also in the same year, the group partnered with Intersil Corporation (the US semiconductor manufacturer) for development of high definition security camera solutions worldwide. Further, Sony Semiconductor Kyushu Corporation, a wholly owned subsidiary of Sony, acquired semiconductor fabrication equipment and certain related assets from Toshiba Corporation. Sony Semiconductor Kyushu Corporation subsequently changed its name to Sony Semiconductor Corporation. In connection with the

SONY CORPORATION: COMPANY OVERVIEW

acquisition, Toshiba Corporation and Sony terminated their NSM joint venture relationship. Sony also entered into an agreement to manufacture and supply system LSIs to Toshiba Corporation for one year following the acquisition.

The group revealed illegal intrusions into Sony Online Entertainment and data theft related to customer information in 2011. During the same year, Sony announced the launch of next generation FeliCa IC chip with enhanced security adopting the Advanced Encryption Standard (AES) encryption. The new IC chip will support AES as well as the existing Data Encryption Standard encryption system for shared authentication and data communication.

Further in 2011, the group launched the world's first Head Mounted Display 'Personal 3D Viewer' 'HMZ-T1', a device that offers a new style for viewing both 2D and 3D content. In the same year, Sony launched two Tablet devices, Sony Tablet S and Sony Tablet P. The group also announced plans to expand its online bookstore, Reader Store (offering a large selection of ebook content such as books, magazines, newspapers and comics), into European markets. Also in 2011, SCA acquired Micronics (a US based diagnostic device development venture).

Sony and Telefonaktiebolaget LM Ericsson (Ericsson) announced that Sony will acquire Ericsson's 50% stake in Sony Ericsson Mobile Communications AB (Sony Ericsson), in 2011. With this acquisition, Sony Ericsson will become a wholly-owned subsidiary of Sony. Around the same time, Innovation Network Corporation of Japan (INCJ), Hitachi, Sony and Toshiba signed definitive agreements to integrate their small- and medium-sized display businesses into a new company (Japan Display Inc.) to be established and operated by INCJ.

Towards the end of 2011, Sony and Samsung Electronics signed agreements to transition the current business relationship with respect to LCD panels. Under the agreement, Samsung Electronics will acquire all of Sony's shares of S-LCD Corporation (the two companies' LCD panel manufacturing joint venture). With this acquisition, S-LCD Corporation will become a wholly-owned subsidiary of Samsung Electronics. Sony and Samsung Electronics also entered into a new strategic agreement for the supply and purchase of LCD panels.

The group launched the self-emitting display, 'Crystal LED Display', in 2012. This is the first 55-inch full HD self-emitting display using LEDs as the light source. In the same year, Sony sold all of its shares in S-LCD Corporation to Samsung Electronics. Also in 2012, Sony developed an Authentication Outlet that enables users to manage and control power consumption of electrical devices. During the same time, the group completed the acquisition of 50% stake in Sony Ericsson and renamed it Sony Mobile Communications (Sony Mobile).

Further in 2012, Development Bank of Japan (DBJ) and Sony signed a non-binding memorandum of understanding for the sale of Sony's chemical products businesses operated by Sony Chemical & Information Device Corporation (SCID), a wholly-owned subsidiary of Sony, to DBJ. In the same year, Sony announced the establishment of a new management structure to drive the growth of its electronics businesses. The group positioned digital imaging, game and mobile as the three core pillars of its electronics business. During 2012, Sony and Sharp further amended the joint venture agreement for the establishment and operation of Sharp Display Products Corporation (SDP), a joint venture to produce and sell large-sized LCD panels and modules.

The group acquired 'UL Subject 1973' safety standards certification in stationary storage batteries from UL (Underwriters Laboratories), an international third-party testing and certification institution, for its energy storage system, in 2012. This is the world's first energy storage system to obtain this certification under 'UL Subject 1973' from UL. In mid-2012, Sony and Sharp announced that their joint venture relationship to produce and sell large-sized LCD panels and modules was terminated. During the same time, Sony sold its shares (representing 7.04% of the issued shares) in SDP to SDP. Also in 2012, DBJ and Sony entered into a definitive agreements regarding sale of Sony's chemical products businesses operated by Sony Group, including SCID, to DBJ. Further in the year, SCA acquired EMI Music Publishing, a multinational music publishing company, from Citigroup.

Later in 2012, Sony Mobile announced plans to realign the global operational structure of its development sites in Tokyo (Japan), Lund (Sweden) and Beijing (China). As part of this new structure, Sony Mobile will shift its corporate headquarters and certain other functions from Lund (Sweden) to Tokyo (Japan). In the same year,

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Sony partnered with Berliner Philharmoniker (an orchestra company based in Berlin, Germany), and Berlin Phil Media to enhance sound quality across Sony's audio products, and digital streaming of concert footage in higher picture and audio quality. Also in 2012, SCEI acquired Gaikai, an interactive cloud-based gaming company, for \$380 million.

Sony completed the sale of certain chemical products businesses operated by Sony Group, including SCID, to DBJ, in 2012. During the same year, Olympus Corporation (Olympus) and Sony entered into a business alliance agreement and a capital alliance agreement through a third-party for allotment of Olympus' common shares to Sony. Under these agreements, Sony and Olympus plan to enhance their presence in the market for medical products such as surgical endoscopes and video microscopes through the development of new medical products and businesses. They also plan to enhance their competitiveness in the area of compact digital cameras.

In January 2013, the group acquired all the outstanding shares of So-net, making So-net a wholly-owned subsidiary of Sony. In the same month, Sony launched the world's largest 56-inch 4K (3840 x 2160) organic LED (OLED) TV. In February 2013, Olympus issued new shares to Sony through a third-party allotment under a capital alliance agreement. In the same month, Sony sold certain of its shares in M3, Inc. (M3), a consolidated subsidiary of Sony, to Deutsche Securities. Further in the month, the group sold its Sony City Osaka office building and premises to Nippon Building Fund and a Japanese institutional investor. Sony and other Sony Group businesses will remain in the building for a period of five years under a lease agreement entered into separately.

Sony sold all of its shares in DeNA Co. Ltd. to Nomura Securities in March 2013. In the same month, SCA sold its US headquarters building to a consortium led by The Chetrit Group, a New York-based owner of commercial properties in New York City and other major US real estate markets. Also in the same month, Sony increased its stake in Multi Screen Media, a company operating TV networks in India.

In April 2013, the group announced a strategic partnership with Dalet Digital Media Systems (based in France) to develop optical disk archive solutions for the video and broadcasting industries. During the same time, Sony established a medical business venture, Sony Olympus Medical Solutions, with Olympus under a business alliance agreement.

Sony Mobile introduced the world's largest and slimmest full HD smartphone, Xperia Z Ultra, in June 2013. In the following month, Sony and Panasonic Corporation signed a basic agreement to jointly develop next-generation OLED panels. In September 2013, the group announced plans to sell certain of its shares in M3 to Deutsche Securities. Following the sale, Sony will still remain a major shareholder of M3. In December 2013, SCA entered into an agreement to sell all of the shares of its wholly-owned subsidiary Gracenote, to Tribune Company.

Sony, M3, and Illumina announced plans to launch a 'genome information platform' in Japan, in January 2014. For this purpose, Sony and M3 will establish a new company with Illumina as a minority investor. The new company's 'genome information platform' business will provide a genome analysis service for research institutions and enterprises in Japan. In the same month, Renesas Electronics and Sony signed a definitive agreement to transfer a semiconductor manufacturing facility and related equipment at the Tsuruoka Factory (12-inch front-end wafer fabrication line of the semiconductor production facility) of Renesas Yamagata Semiconductor Co., a wholly-owned subsidiary of Renesas Electronics, to Sony Semiconductor Corporation, a wholly-owned subsidiary of Sony.

In February 2014, Sony and Japan Industrial Partners entered into a memorandum of understanding for the sale of Sony's PC business currently operated under the VAIO brand to JIP. In the following month, the group established Yamagata Technology Center to increase production capacity for CMOS image sensors.

Sony and Hydro-Quebec announced the establishment of a joint venture to start development of a large-scale energy storage system for power grids, in April 2014. In the same month, SCEI entered into an agreement to sell all of the shares of Square Enix Holdings Co. owned by it to SMBC Nikko Securities. Also in the same month, Sony developed magnetic tape technology with the world's highest (as of April 30, 2014) areal recording density of 148 gigabits per square inch (Gb/in).

Sony Corporation: Management Statement

A statement by Kazuo Hirai, the President, Chief Executive Officer and a Representative Corporate Executive Officer at Sony, is given below. The statement has been taken from the group's Annual Report for FY2013.

BE MOVED

Sony is a company that inspires and fulfills the curiosity of people from around the world, using our unlimited passion for technology, services and content to deliver groundbreaking new excitement and entertainment to move people emotionally, as only Sony can.

Fiscal year 2012, ended March 31, 2013, was my first year as President and CEO of Sony. It was a year full of change that enabled us to build positive momentum across the Sony Group.

Since becoming President, I visited 45 different Sony Group sites in 16 countries, ranging from electronics sales offices to manufacturing facilities, R&D labs, and entertainment and financial services locations. This enabled me to interact with a wide range of employees, as well as with local management. I also spent as much time as possible speaking directly with our retail partners, our suppliers and, most importantly, with our customers.

Interacting with so many people gave me greater insight into the impact of the initiatives we have undertaken, as well as the issues that we must still address. It also reaffirmed my belief that the Sony Group has the potential to transform its businesses and position itself for future growth, and that we will do so as long as we maintain momentum and continue working as "One Sony." Working as "One Sony" involves collaborating when appropriate and sharing our collective assets such as technologies, services, content and business know-how across the Sony Group, to our competitive advantage.

I have been working non-stop with senior management and employees to turn Sony around, making more changes to the Company than in perhaps any other period in our history. Thanks to swift decision making, the effective execution of key initiatives, the commitment and passion of employees across the Sony Group, and the support of our many stakeholders, we were able to significantly improve our operating results and realize full-year profitability* for the first time in five years.

*Recorded positive net income attributable to Sony Corporation's stockholders in fiscal year 2012

A Year of Execution

After appointing my new management team in April 2012, we began optimizing resources and realigning our business portfolio. We put together a cross-divisional transformation project, which I led personally, the goal of which is to accelerate decision making and execution while we create a foundation for revitalizing the electronics** business and repositioning it for growth.

My management team and I made key decisions aimed at creating new businesses while strengthening core businesses. Among these were decisions on investments to expand our CMOS image sensor manufacturing capacity; the acquisition of Gaikai, Inc., a U.S.-based developer that provides interactive cloud-based gaming services; and the establishment of Sony Olympus Medical Solutions Inc., a joint venture with Olympus Corporation that plans to deliver new innovative medical products, such as surgical endoscopes, and a new medical and imaging systems solutions business.

At the same time, we realigned our business and asset portfolio and strengthened our financial position. Some of the decisions made include the sale of the chemical products-related business, as well as the sale of assets including our U.S. headquarters building in New York City. Furthermore, in order to increase efficiency and reinforce our business infrastructure, we implemented structural reforms including optimizing resources and streamlining our marketing organization in developed markets, consolidating certain manufacturing operations in Japan, and expediting measures to reduce headquarters headcount.

We also executed various initiatives to turn around the electronics business by working to strengthen our mobile, imaging and game businesses (our three core electronics businesses), turning around the television business, and expanding our business in emerging markets.

We also improved profitability in our entertainment and financial services businesses, both of which already contribute stable profit. Profitability in our pictures' businesses grew through the successful release of several global hit movie titles, including *The Amazing Spider-Man*, and the latest James Bond film, *Skyfall*, and the expansion of its television networks, production and its distribution businesses. Market share and profitability in the recorded music business similarly benefited from our efforts to discover, nurture and develop new artistic talent such as One Direction, who achieved significant global success in fiscal year 2012. Our financial services business also grew its revenue and operating profit by delivering financial products and services, primarily life and non-life insurance, with high customer satisfaction.

**The term "electronics" refers to the sum of the Imaging Products & Solutions, Game, Mobile Products & Communications, Home Entertainment & Sound, Devices segments and medical and network businesses.

Consolidated sales and operating revenue in fiscal year 2012 rose 4.7%, to 6,800.9 billion yen, reflecting the positive impact of the consolidation of Sony Mobile Communications*** as a wholly-owned subsidiary, favorable foreign exchange rates and the above-mentioned increase in financial services revenue. Combined, these factors more than offset the negative impact of decreased unit sales of many key electronics products, as well as divested businesses.

Operating income amounted to 230.1 billion yen, a significant improvement over the operating loss of 67.3 billion yen recorded in the prior fiscal year. The overall operating income improvement was primarily due to the recording of sales and remeasurement gains associated with the asset sales mentioned earlier, as well as improved results in the television business, Devices, Financial Services and Pictures segments.

Driven by the above operating income improvement and other factors, net income attributable to Sony Corporation's stockholders was 43.0 billion yen, compared with a net loss of 456.7 billion yen in the previous fiscal year, bringing us to full-year profitability for the first time in five years.

***On February 15, 2012, Sony acquired Telefonaktiebolaget LM Ericsson's 50% equity interest in Sony Ericsson Mobile Communications AB, which changed its corporate name to Sony Mobile Communications AB upon becoming a wholly-owned subsidiary of Sony.

The Next Step

While we were able to achieve profitability on a consolidated, net income basis, unfortunately we were not able to return the electronics business to profitability on an operating profit basis in fiscal year 2012. Therefore, in fiscal year 2013 (ending March 31, 2014), we will continue to take aggressive measures to transform our businesses, turn around the electronics business and position Sony for growth.

At our Corporate Strategy Meeting on May 22, 2013, we announced the three key initiatives for fiscal year 2013, which are to reinforce our electronics business, further strengthen profitability in the entertainment and financial services businesses and continue to reinforce our financial foundations.

Key Strategies for FY2013

Reinforce the Electronics Business

Efforts here will focus on strengthening Sony's three core electronics businesses - Mobile, Imaging, and Game - while restoring the television business to profitability.

Mobile

Our Mobile business is comprised of our smartphone and tablet businesses, the markets for which are expected to undergo continued growth. We will work to expand this business and enhance profitability by accelerating the

SONY CORPORATION: COMPANY OVERVIEW

development and delivery of products that incorporate Sony's best and unique technologies and user experiences. Recent examples of such products are the highly acclaimed Xperia Z smartphone and Xperia Tablet Z. We will work to secure leading positions in our principal geographic markets by strengthening relations with major operators around the world and expanding sales channels.

Additionally, in our PC business, we will focus on achieving our target of profitability in fiscal year 2013.

Imaging

Sony's Imaging business encompasses products for both professionals and consumers, as well as our cutting-edge and market-leading image sensor business.

We plan to continue to commercialize new sensor technologies that deliver differentiating features to both professional- and consumer-use products, and also continue to engage in capital investment in order to capitalize on demand for these components.

In the professional-use business, we will continue to reinforce our camera lineup, in which we already have a leading market share, by focusing on 4K motion picture cameras, while targeting additional growth by reallocating resources in order to broaden the scope of our digital imaging technologies to fields such as security, sports and medical.

While the consumer-use market continues to shrink amid a rapidly changing business landscape, we will work to expand sales of value-added compact digital cameras, a recent example of which is the award-winning Cyber-shot RX-1, the world's first compact digital camera to feature our newly developed full-frame 35mm Exmor CMOS image sensor. We aim to build upon this success and continue to introduce models that leverage our cutting-edge image sensor technologies in smaller and lighter forms.

Game

Now in its 7th year, PlayStation®3 continues to deliver stable hardware and software sales, and we will continue to reinforce this business's position as a stable source of profit. In particular, sales of digital content and network services revenue are increasing, thanks in part to last year's renewal of the PlayStation®Store, and the recently enhanced PlayStation®Plus subscription service. For PlayStation®Vita, we aim to secure sales and profit growth through various hardware sales initiatives and the release of compelling software titles.

Our next-generation platform, PlayStation®4, scheduled for launch during the 2013 year-end holiday sales season, will deliver the kind of quality gaming experience only possible with a dedicated gaming system. Our plan is to leverage Gaikai's proprietary network technology to deliver cloud gaming services from 2014 that will enable users to enjoy the PlayStation® experience across a range of devices, thus providing significant opportunities for further business expansion.

Television

In fiscal year 2012, we made substantial progress toward our goal of returning the television business to profitability in fiscal year 2013. While continuing our cost reduction initiatives from fiscal year 2012, in 2013 we plan to aggressively drive sales growth by enhancing the value and appeal of our product lineup. Specifically, we will bolster both our 4K and Full HD LCD television lineup by releasing models that deliver enhanced video and audio quality through our proprietary technology, such as the X-Reality PRO Picture Engine and TRILUMINOS wide-spectrum LED display.

We foresee continued market growth in emerging markets, and in these regions we plan to launch models tailored to local needs. Through these and other initiatives, this fiscal year we are targeting an increase in unit sales and continued progress in our fixed cost and operational cost reductions, which we expect will realize profitability in this business.

Medical

SONY CORPORATION: COMPANY OVERVIEW

We view the medical business as an area of growth for the mid- to long-term, and, in addition to the April 2013 establishment of Sony Olympus Medical Solutions Inc., our joint venture with Olympus, we plan to strengthen and grow our life electronics and medical key devices businesses. We also plan to grow our overall medical business into a core business, with a long-term annual revenue target of 200 billion yen in fiscal year 2020 (ending March 31, 2021).

Further Strengthen Profitability in the Entertainment and Financial Services Businesses

In the pictures businesses, we are focusing on the production and acquisition of a diversified portfolio of motion picture and television product with worldwide appeal and are targeting expansion of our worldwide television networks in rapidly growing markets such as India. Sony is also exploring new digital distribution methods for its product, while optimizing existing distribution methods.

Our Music segment, which comprises both recorded music and music publishing businesses, will strive to increase market share and achieve further growth by nurturing and developing new talent, as well as by exploring other growth opportunities, including leveraging music content for use with increasingly popular digital music service platforms.

Our music publishing joint venture, Sony/ATV Music Publishing, began administering EMI Music Publishing's world-class music catalog following the latter's acquisition in June 2012. Now managing the rights to more than two million songs, Sony/ATV the largest music publishing company in the world will continue to reinforce its position through efficient management and strong creative decisions, and is expected to generate steady profit.

The financial services business will continue working to deliver highly dependable financial products and services, thereby maintaining its high customer satisfaction ratings. Through these efforts, the business will strive to achieve steady profit growth.

Continue to Reinforce Our Financial Foundations

I believe that the continued, steady execution of the initiatives described above will allow us to achieve the financial targets we set at the beginning of fiscal year 2012. Specifically, for fiscal year 2014 (ending March 31, 2015), we are targeting consolidated sales and operating revenue of 8.5 trillion yen, an operating margin in excess of 5% and a return on equity (ROE) of 10%. For the electronics business, for fiscal year 2014 we continue to target sales and operating revenue of 6.0 trillion yen and an operating margin of 5%.

Looking Ahead to Sustainable Growth

To me, the four letters S-O-N-Y that we proudly stamp on our products, content and services represent the commitment we make to our customers to exceed their expectations and create some of the most iconic products and content of all time.

That commitment applies not only to our customers, but also extends to all of our stakeholders, including shareholders, business partners, employees and local communities, as we seek to enhance our corporate value through sound, ethical and responsible business practices. Fulfilling our responsibilities as a corporate citizen is fundamental to the success of our business activities, which can directly and indirectly affect the communities in which we operate.

Taking that impact into consideration while addressing social and environmental issues and contributing to the community is fundamental to the integrity with which we both operate our businesses and approach the Corporate Social Responsibility roadmap we have adopted for the Sony Group.

As CEO, I see my role as bringing out the full potential of the assets of the Sony Group, from the unique capabilities of our Group companies and business units, to the talents and passion of our employees around the world, to what I call Sony's DNA the distinctive will and drive we have to generate new value that has been cultivated since Sony's founding and passed down from one generation of Sony employees to the next.

Our people, imbued with Sony's DNA and possessing diverse talents and backgrounds, are the key to Sony's

SONY CORPORATION: COMPANY OVERVIEW

continued success. As we go forward, we will continue to strengthen our culture of respecting and understanding diversity.

While we made great strides in fiscal year 2012, our challenges remain, including, most importantly, restoring our electronics business to profitability. However, with the bold strategies we have in place, our unrivaled collective ability to create attractive products, services and content, a fully aligned management team and employees worldwide who are committed to change for the future of Sony, I'm confident that we are on the right track to drive growth and create corporate value, as well as to realize our mission of being a company that inspires people and fulfills their curiosity.

On behalf of Sony's management and employees, I thank you, our stakeholders, for your continued support.

Sony Corporation: Locations and Subsidiaries

Table 3: Sony Corporation: Locations and Subsidiaries

<p>Sony Australia Level 10 213 Miller Street North Sydney New South Wales 2060 Australia</p>	<p>Sony Benelux Schipholweg 275 1171 PK Badhoevedorp Netherlands 31 20 658 1911 http://www.sony.nl</p>
<p>Sony Corporation of America 550 Madison Avenue New York City New York 10022 United States http://www.sony.com</p>	<p>Sony Electronics Vietnam Company Limited 248A No Trang Long Street Binh Thanh District Ho Chi Minh City Vietnam 848 3841 4488</p>
<p>Sony Europe Limited Avenija Dubrovnik 16 10020 Zagreb Croatia 385 1 4694 823 http://www.sony.hr</p>	<p>Sony Europe Limited Dunajska 156 1000 Ljubljana Slovenia 386 1 5881 288 386 1 5881 148 http://www.sony.si</p>
<p>Sony Europe Limited Zweigniederlassung Deutschland Kemperplatz 1 10785 Berlin Germany 49 30 585812345 49 1805 252587 http://www.sony.de</p>	<p>Sony Nordic (Finland) Plaza Business Park Loiste Ayritie 20 01510 Vantaa Finland 358 20 742 1200 http://www.sony.fi</p>
<p>Sony Philippines 11th Floor Marajo Tower 312 26th Street West cor. 4th Avenue Bonifacio Global City Taguig 1634 Philippines 632 860 3333 632 856 0484</p>	<p>Sony United Kingdom Limited Jays Close Viabes Basingstoke Hants RG22 4SB United Kingdom 44 844 8466 555 http://www.sony.co.uk</p>

SOURCE: MARKETLINE

Sony Corporation: Key Competitors

Table 4: Sony Corporation: Key Competitors

Canon Inc.	Hitachi, Ltd.
LG Electronics, Inc.	Nokia Corporation
Panasonic Corporation	Samsung C&T Corporation
Sharp Corporation	Toshiba Corporation

SOURCE: MARKETLINE

SONY CORPORATION: COMPANY ANALYSIS

Sony Corporation: Business Description

Sony is engaged in the development, design, manufacture and sale of electronic equipment, instruments, and devices for the consumer, professional and industrial markets. The group operates in approximately 200 countries and territories. Sony's primary manufacturing facilities are located in Asia including Japan. The group also uses third-party contract manufacturers for certain products.

The group operates through nine segments: mobile products and communications, financial services, home entertainment and sound, pictures, imaging products and solutions, devices, game, music, and all other.

The mobile products and communications segment includes mobile communications, and personal and mobile products categories. The mobile communications category includes mobile phones whereas personal and mobile products category includes personal computers (PCs).

The financial services segment operates through a wholly-owned subsidiary, Sony Financial Holdings (SFH). SFH is a holding company for Sony Life, Sony Bank, and Sony Assurance. SFH integrates various financial services offered by Sony including insurance, savings and loans. Sony engages in the insurance and banking business through Sony Life, a Japanese life insurance company; Sony Assurance, a Japanese non-life insurance company; and Sony Bank, a Japanese internet-based bank.

The home entertainment and sound segment encompasses televisions (TVs) such as liquid crystal display (LCD) TVs, and audio and video, including home audio, Blu-ray disc players/recorders, and memory-based portable audio devices.

The pictures segment consists of motion picture production, TV production, TV networks, digital content creation and distribution, operation of studio facilities, and development of new entertainment products, services and technologies. The segment also includes operations of Sony Pictures Entertainment (SPE), a subsidiary engaged in motion picture related activities in more than 159 countries. SPE's principal motion picture production organizations include Columbia Pictures, TriStar Pictures, Screen Gems, and Sony Pictures Classics. Sony Pictures Digital Production operates Sony Pictures Imageworks (a digital production studio) and Sony Pictures Animation (a developer and producer of computer graphic animated films). SPE also manages a studio facility, Sony Pictures Studios (which includes post production facilities), in Culver City, California. SPE's TV group primarily includes the operations of Sony Pictures Television (SPT) with various broadcast channel investments. SPT develops and produces TV programming for broadcast, cable and first-run syndication, including scripted and unscripted series, daytime serials, game shows, animated series, made for TV movies and miniseries, and other programming. SPT also produces content for the internet and mobile devices and operates Crackle, a multi-platform video entertainment network focusing on premium video content. Outside the US, SPT produces local language programming in markets around the world, some of which are co-produced with local partners, and sells SPE-owned formats in nearly 88 countries.

The imaging products and solutions segment consists of digital imaging products and professional solutions categories. Digital imaging products include compact digital cameras, video cameras and interchangeable single-lens cameras. Professional solutions include broadcast- and professional-use products.

The devices segment includes semiconductors and components categories. Semiconductors category includes charge-coupled devices (CCDs), complementary metal oxide semiconductor (CMOS) image sensors, system logical system integrations (LSIs), small- and medium-sized LCD panels and other semiconductors. Components category includes batteries, optical disk drives, chemical products (materials and components for electronic devices such as anisotropic conductive films), audio/video/data recording media, storage media and optical pickups.

The group operates its game segment through three subsidiaries: Sony Computer Entertainment Inc. (SCEI),

SONY CORPORATION: COMPANY ANALYSIS

Sony Computer Entertainment America LLC (SCEA) and Sony Computer Entertainment Europe Ltd. (SCEE). SCEI is involved in the development, production, marketing and distribution of video game consoles such as PlayStation 3 (PS3), PlayStation Vita (PS Vita), PlayStation Portable (PSP), and PlayStation 2 (PS2), and hardware and related package software. SCEA and SCEE market and distribute PS3, PS Vita, PSP, and PS2 hardware. They also develop, produce, market and distribute related package software in the US and Europe. SCEI, SCEA and SCEE also enter into licenses with third-party software developers and publishers.

The music segment comprises operations of Sony Music Entertainment (SME), Sony Music Entertainment Japan (SMEJ), and of a 50% owned US based joint venture in the music publishing business, Sony/ATV Music Publishing (Sony/ATV). SME develops, produces and distributes recorded music in all commercial formats and genres worldwide, excluding Japan. SMEJ is a Japanese domestic recorded music business that produces recorded music and music videos through contacts with many artists in all music genres. Sony/ATV owns and acquires rights to musical compositions.

The all other segment comprises various operating activities, including its Blu-ray Disc, digital versatile disc (DVD) and compact disc (CD) manufacturing business, Sony Entertainment Network (SEN) service, and So-net Entertainment Corporation (So-net), a provider of internet service business primarily in Japan. It also includes the group's mobile phone original equipment manufacturing (OEM) business in Japan for wireless device customers.

Sony Corporation: SWOT Analysis

Sony Corporation: SWOT Overview

Sony is one of the world's largest manufacturers for consumer electronics and broadcast and professional products. The group's diversified product/service offering and geographic base proves to be its strength as it aids Sony in catering to different markets and minimizes risks of being dependent on a single geographic area or segment for revenues. However, intense competition could pressurize the group's profit margins.

Strengths	Weaknesses
<ul style="list-style-type: none"> • Diversified product/service offering and geographic base • Focus on research and development (R&D) • Focus on sustainability • Improving financial performance 	<ul style="list-style-type: none"> • High cost manufacturing base
Opportunities	Threats
<ul style="list-style-type: none"> • Strategic alliance with Olympus • Shift from mobile phones to smartphones • Focus on expansion in the Indian market 	<ul style="list-style-type: none"> • Intense competition • Weak economic condition in Europe • Counterfeit products

Sony Corporation: Strengths

Diversified product/service offering and geographic base

Sony is diversified in terms of its product/service offerings and geographic base. The group operates through nine segments, each of which offers a wide range of products and services. Mobile products and communications segment offers products such as mobile phones and PCs. Through the financial services segment, Sony offers services such as insurance, savings and loans. Home entertainment and sound segment offers TVs, home audio, Blu-ray disc players/recorders, and memory-based portable audio devices. The pictures segment produces content for the internet and mobile devices, movies, theatrical motion pictures, TV shows, and animation and other programming. The imaging products and solutions segment offers compact digital cameras, video cameras, interchangeable single-lens cameras and broadcast- and professional-use products. The devices segment offers semiconductors and components. The game segment offers gaming products whereas music segment produces and distributes recorded music and music videos. Sony's other activities include its Blu-ray Disc, DVD and CD disc manufacturing business, SEN service, So-net, and OEM business. At the end of FY2013, the group generated 18.1% of its revenues from mobile products and communications, 14.9% from financial services, 14.7% from home entertainment and sound, 10.8% from pictures, 10.8% from imaging products and solutions, 8.6% from devices, 7.8% from game, 6.4% from music and 7.9% from all other.

Sony markets its electronics products and services in around 200 countries and territories. Sony generates significant revenues from each of these regions. For instance, at the end of FY2013, the group generated 32.4% of its from Japan, 20% from Europe, 15.7% from the US, 11.9% from Asia Pacific, 6.8% from China, and 13.2% from other areas (such as the UAE, Mexico, and Canada). In addition, Sony's SPE (a subsidiary engaged in motion picture related activities) distributes entertainment in more than 159

countries.

Diversified product/service offering and geographic base of the group proves to be its strength as it aids Sony in catering to different markets and minimizes risks of being dependent on a single geographic area or segment for revenues.

Focus on R&D

Sony maintains strong focus on R&D activities as part of its strategy for extending existing brands and introducing new ones. The group spent approximately JPY473.6 billion (\$5.7 billion) on R&D activities in FY2013, an increase of 9.3% over the previous year. The ratio of R&D costs to sales (excluding financial services segment revenue) increased from 7.7% in FY2012 to 8.2% in FY2013. The group's R&D activities are focused on four key areas: home and mobile electronics, semiconductor, device, and software technologies. Focus on these four key areas enables the group to create value-added products. The strong focus on R&D helped the group to launch innovative products in the market. For instance, in January 2013, Sony launched the world's first and largest '56-inch 4K OLED TV'. Earlier, in 2012, the group launched Crystal LED Display, the industry's first 55-inch full HD self-emitting display using LEDs as the light source. In 2011, Sony launched HMZ-T1 'Personal 3D Viewer', the world's first consumer-use device to incorporate HD OLED displays. In the same year, the group launched 'Walkman' Z Series of digital music players, equipped with advanced sound-enhancing technologies, including the proprietary S-Master MX digital amplifier. Besides offering a full range of exclusive Walkman performance features, Walkman Z series digital music players are equipped with a wide range of applications for the Android platform. Sony has positioned Walkman Z as its flagship model, and plans to continue to enhance existing performance features and applications for the Android platform. Walkman devices hold a significant share of the Japanese market for digital music players. The strong focus on R&D thus enables the group to develop products with advanced features and revive its product base, which, in turn, will strengthen its product portfolio.

Focus on sustainability

Sony participated in several sustainability initiatives to address environmental issues such as climate change, resource conservation, and managing chemical substances. To address these issues, in 2010, the group launched 'Road to Zero', a new global environmental plan, to reduce its environmental footprint to zero by 2050. To achieve its Road to Zero goal Sony developed Green Management 2015, a set of specific mid-term targets until FY2016. As part of this, the group undertook several initiatives in FY2013. Sony primarily focused on efficient use of energy at its sites during the year. The group further expanded its focus from the upgrading of buildings and equipment for a better efficiency to operational and manufacturing processes. This is aimed at achieving improvements from the bottom up. These initiatives enabled the group to reduce its greenhouse gas emissions by 43% in FY2013 as compared to FY2001. Also in FY2013, Sony's global greenhouse gas emissions reduced by 67,000 tons through the use of renewable electricity certificates and other initiatives. Electricity obtained from renewable sources accounted for approximately 7% of Sony's total electricity purchases worldwide. Further, in FY2013, the total waste generated at the group's sites totaled approximately 85,000 tons, a reduction of approximately 70% from FY2001. Sony's total recycling rate was 94%. In addition, the group is taking steps to reduce water usage at its sites. The group's sites used approximately 12 million cubic meters of water during its operations (comprising water purchased or drawn from groundwater), a reduction of approximately 55% compared to FY2001.

Sony has also developed certain standards with respect to the management of chemical substances used at its sites as well as implemented measures to reduce the amounts of substances transferred and released into the air and water as emissions or waste. As a result, in FY2013, emissions of volatile organic

compounds released into the atmosphere totaled approximately 875 tons, a 52% reduction compared to FY2001. As part of its efforts to manage chemical substances effectively, the group developed internal standards for the prevention of environmental accidents, as well as for emergency responses.

The group also develops environmentally conscious products. For instance, during FY2013, Sony launched Blu-ray 3D Home Theater System using magnetic fluids that consume 35% less power than conventional speakers, and VPL-CW255 Series Data Projectors that consumes approximately 20% less lamp power per luminance than previous models. The group also launched Xperia P Smartphone which features WhiteMagic, a screen technology that adjusts backlight brightness to suit lighting conditions, thereby reducing unnecessary power consumption, and is made with recycled plastic and a waterborne paint.

Such initiatives reduce the impact of the group's operations on the environment, ensure effective use of resources, reduce operating costs and benefit the group in the long term.

Improving financial performance

The group has recorded significant growth in revenues and profits in recent times. Its revenues grew by 4.7% from JPY6,493,212 million (approximately \$78,567.9 million) in FY2012 to JPY6,800,851 million (approximately \$82,290.3 million) in FY2013. This increase was primarily due to the impact of consolidating Sony Mobile as a wholly-owned subsidiary, the favorable impact of foreign exchange rates and a strong growth in financial services segment. The profitability of Sony has also improved. The operating profit of the group was JPY230,100 million (approximately \$2,784.2 million) in FY2013, compared to the operating loss of JPY67,275 million (approximately \$814 million) in FY2012. This significant improvement was primarily due to strong re-measurement gains associated with the sale of assets undertaken as a part of Sony's efforts to transform its business portfolio and strengthen its financial structure, a decrease in losses from TVs in accordance with the Television Profitability Improvement Plan, and an improvement in the operating results of devices, financial services and pictures segments. Similarly, the net profit was JPY43,034 million (approximately \$520.7 million) in FY2013, compared to the net loss of JPY456,660 million (approximately \$5,525.6 million) in FY2012. This increase was mainly due to the increased income at SFH. Strong financial performance will provide the group with financial flexibility and also helps in expansion activities.

Sony Corporation: Weaknesses

High cost manufacturing base

Sony's manufacturing facilities are located away from its customer locations. The group has its primary manufacturing facilities in Japan. In FY2013, the group undertook approximately 40% of the annual in-house production in Japan, including the production of compact digital cameras, home-use video cameras, LCD TVs, PCs, semiconductors, and components (such as batteries and storage media). And approximately 65% of the annual in-house production in Japan was destined for other regions. The dependence on Japan for majority of production exposes the group to several risks. These goods when exported to other geographies could result in high price for the product.

Sony Corporation: Opportunities

Strategic alliance with Olympus

Sony and Olympus entered into business and capital alliances in 2012. Under these agreements, the two groups aim to enhance their presence in the medical products market such as surgical endoscopes and video microscopes through the development of new medical products and businesses. The groups plan to align Olympus' manufacturing and R&D expertise, brand recognition, global sales and marketing capabilities in the area of medical products, and its lens and optical technologies. This alignment will be implemented with the help of Sony's digital imaging technologies such as image sensors and image technologies including 3D and 4K. The groups also plan to launch a comprehensive systems integration business that provides value-added solutions for operating rooms and other medical arenas. In this regard, they plan to integrate expertise and products that Olympus has developed in its medical business with the help of Sony's audio visual solutions. As part of the agreement, the groups also intend to enhance their presence in compact digital cameras. Consequently, the two groups plan to explore the opportunities for collaboration between their respective camera businesses, including the supply of Olympus' technologies such as camera lenses and mirror cells to Sony, and the provision of Sony image sensors to Olympus. To implement their business alliance in the medical arena, the two groups established a medical business venture, Sony Olympus Medical Solutions, in April 2013.

The medical devices and digital camera market are expected to grow in the future. This alliance is expected to benefit both the groups by enhancing their presence in medical and compact digital cameras businesses. The growing demand for advanced medical care among aging populations in industrialized countries, the demand for continuous improvements in the standard of care in developing countries, and various other factors are contributing to the robust growth of the medical devices market. According to industry estimates, the global medical device market is expected to grow at a compound annual growth rate (CAGR) of 6% during 2012-17. Further, the groups estimate the global surgical medical equipment market to reach a value of more than JPY750 billion (approximately \$9.5 billion) by 2020. Within this market, surgical endoscopes and other related areas are expected to reach a value of more than JPY330 billion (approximately \$4.2 billion) globally by 2020. As a result, the medical business venture expects to have a market share of more than 20% by 2020.

The digital camera market is expected to grow at a steady rate. According to industry estimates, the global digital camera market is expected to grow at a CAGR of 5% during the period 2012-17. The strategic alliance with Olympus will help the group establish a footprint in the growing medical devices market and strengthen its position in the digital cameras market.

Shift from mobile phones to smartphones

The smartphones market is expected to grow globally in coming years as a result of the increasing customer shift from mobile phones to smartphones. According to industry estimates, the global smartphones market grew by nearly 39% in 2013 as compared to 2012. Smartphones accounted for approximately 55% of all mobile phone shipments in 2013, up from nearly 41% of all mobile phone shipments in 2012. Sony began focusing on smartphones after the acquisition of the remaining 50% interest in Sony Mobile in 2012. The group's first own-brand smartphone after the acquisition is Xperia S. This acquisition enabled Sony to integrate smartphones into its broad range of consumer electronics devices such as tablets, TVs and PCs. It also provided the group with a broad intellectual property cross-licensing agreement covering all products and services of Sony as well as ownership of five essential patent families relating to wireless handset technology. This acquisition combined Sony's innovative technologies, services, content and other assets with Sony Mobile's wide capabilities in the mobile communications sphere. Since the acquisition, Sony Mobile has under taken several initiatives to reinforce the convergence of its mobile business. Some of these include renovation of Sony Mobile's global development structure, which encompasses bases in Japan, Sweden and China; and shift of Sony Mobile's global corporate headquarters functions from Sweden to Japan. These initiatives will enhance Sony Mobile's operational capabilities, as well as reinforce its development skills by placing its Android-based smartphones and tablets under the development platform of Sony. As a result of these initiatives, in January 2013, Sony Mobile launched its new flagship smartphone Xperia Z in Las Vegas. In the following month, it announced the global availability of Xperia Tablet Z.

The smartphones within mobile communications increased from 22.5 million units in FY2012 to 33 million units in FY2013, representing an increase of 46.7%. In the first quarter of FY2014, Sony sold 9.6 million smartphones, an increase of 29.7% over the same quarter of previous year. Further, the group plans to introduce new models to its lineup of Android-based smartphones. Sony's increasing focus on smartphones would enable it to tap the growing global smartphones market which would, in turn, increase its revenues.

Focus on expansion in the Indian market

Sony has been focusing on strengthening its position in the Indian market owing to rising demand for electronic products in the country and weak economic conditions in the developed markets. According to the latest estimates by an international financial organization, the economy in India grew by 4.7% in 2012 and 4.4% in 2013. The GDP growth rate in India is forecast to be 5.4% for 2014 and 6.4% for 2015. In addition, the electronics market in India is growing at a fast pace. According to industry sources, the consumer electronics market in India is expected to grow at a CAGR of more than 17% during 2012-17.

India is the fourth largest market for Sony. The group intends to triple its revenues in this market to INR200,000 million (approximately \$3,660 million) by 2015, driven by significant growth in categories such as TVs, PCs and smartphones, audio systems and cameras. The group's focus on the Indian market provides a huge potential customer base for Sony.

Sony Corporation: Threats

Intense competition

Sony faces intense competition in each of its segments. In the TV category, the group's key competitors include Samsung, LG Electronics and Toshiba. In the digital cameras category, Sony's key competitors include Canon and Nikon. In the pictures segment, SPE faces competition from all entertainment and other leisure companies. SPE also competes with other motion picture studios. Sony also faces strong competition in the financial services market in Japan. In recent years, the regulatory barriers between the life insurance and non-life insurance industries as well as among the insurance, banking and securities industries has resulted in new competitive pressures. Sony Life competes with traditional insurance companies in Japan, online insurance companies, foreign-owned life insurance companies and a number of Japanese cooperative associations. Sony Assurance competes with insurers that sell their policies through sales agents as well as insurers that primarily sell their policies through direct marketing, through telephone and the internet. Sony Bank competes with traditional banking institutions, regional banks, trust banks, non-bank companies, and full-service and online brokerage firms in Japan. Sony Mobile competes with companies such as Samsung and Apple. Both these companies hold leading positions in the smartphones product category and they ship almost half of the world's smartphones.

A highly competitive market, hence, could adversely affect the group as it has to increase its investment to ramp up its distribution and marketing channels. The increase in cost could pressurize the group's profit margins further.

Weak economic condition in Europe

The weak economic condition in the European market negatively impacted the spending. The European economy has been in the midst of a prolonged economic slowdown. According to the latest estimates by an international financial organization, the economy in euro area contracted 0.7% in 2012 and 0.4% in 2013. The GDP growth rate in the euro area is forecast to be 1% for 2014 and 1.4% for 2015. Although recovery is expected in the economy, it is expected to be very slow with the domestic demand continuing to witness a decline. In addition, the unemployment rate in the European market is high. According to Eurostat, the seasonally-adjusted unemployment rate in the euro area was 11.8% in March 2014, whereas

the seasonally-adjusted unemployment rate in EU28 was 10.5% during the same period. Uncertain economic situation tends to make customers cautious about their spending behavior. Weak economic condition in Europe, one of the group's geographic markets, could have a dampening effect on the revenues if the economy or the group's sales in Europe do not grow as expected.

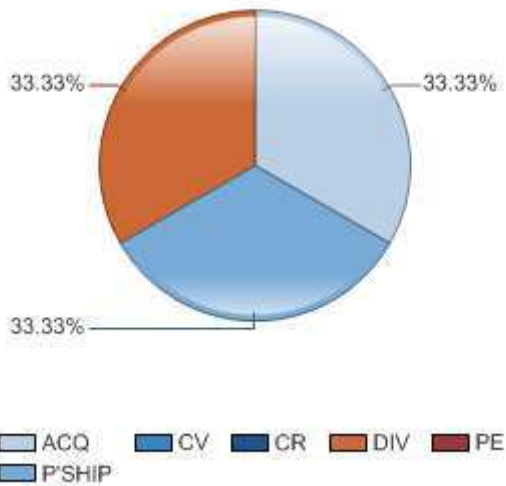
Counterfeit products

The electronics manufacturing industry is struggling to compete with black market, parallel import and smuggled goods. According to the Intellectual Property Rights (IPR) Seizure Statistics by Customs and Border Protection (CBP) Office of International Trade, the number of IPR seizures reached 24,361 in 2013, an increase of nearly 7% compared to 2012. China remained the primary source country for counterfeit goods, accounting for 68% of all IPR seizures by domestic value, followed by Hong Kong with 25%. Furthermore, according to the European Commission, the number of detention cases registered by customs reached 90,473 in 2012. Of this, 5,136 detention cases were registered in the audio/video apparatus (including technical accessories and parts) category, 1,937 in mobile phones category, and 2,828 in games (including electronic game consoles) category. With an increase in the number of counterfeit products being manufactured, Sony faces a threat of loss in sales. Low quality counterfeits also reduce consumer confidence in the group's products. Counterfeits not only deprive the group of revenues, but also dilute its brand image.

SONY CORPORATION: CORPORATE FINANCIAL DEALS ACTIVITY

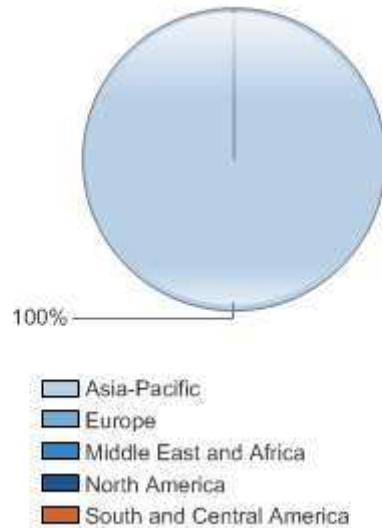
Sony Corporation: Financial Deals Overview

Figure 1: Sony Corporation: Deal Activity by Deal Type - Volume (TTM*)



SOURCE: MARKETLINE

Figure 2: Sony Corporation: M&A Activity by Geography (TTM*)



SOURCE: MARKETLINE

Table 5: Sony Corporation: Deal Activity by Deal Type - Volume (TTM*)

Deal Type	Deal Volume
Acquisition	2
Partnership	2
Corporate Venturing	-
Capital Raising	-
Divestments	2
Private Equity	-

SOURCE: MARKETLINE

Table 6: Sony Corporation: M&A Activity by Geography (TTM*)

Geography	Deal Volume
Asia-Pacific	2
Europe	-
Middle East and Africa	-
North America	-
South and Central America	-

SOURCE: MARKETLINE

SONY CORPORATION: CORPORATE FINANCIAL DEALS ACTIVITY

Figure 3: Sony Corporation: Deal Activity by Deal Type - Volume (2010 - YTD*2014)

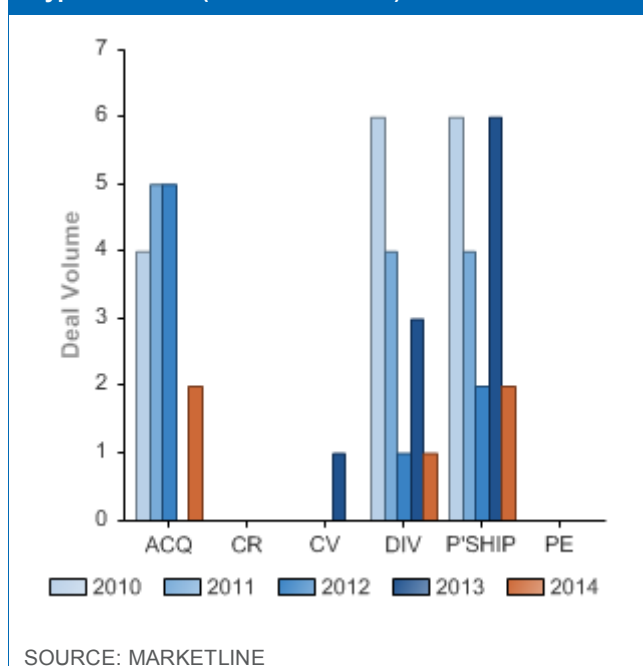


Figure 4: Sony Corporation: M&A Average Deal Size - Value (US\$m)

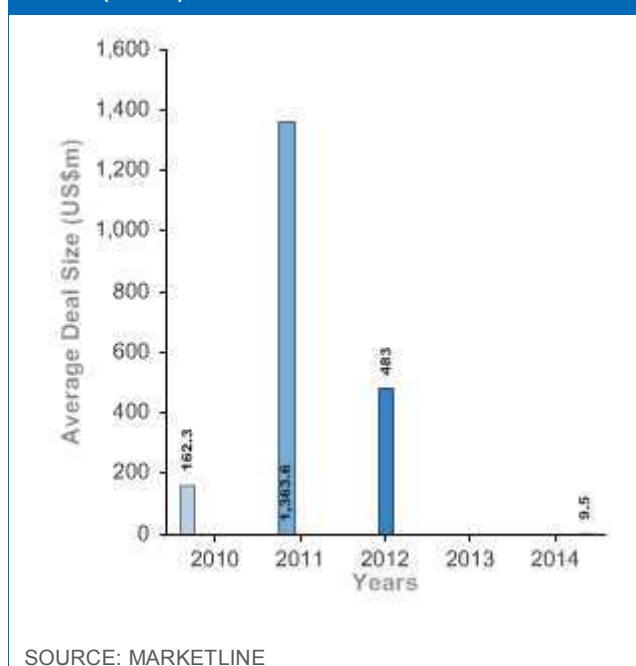


Table 7: Sony Corporation: Deal Activity by Deal Type - Volume (2010 - YTD*2014)

Deal Type	2010	2011	2012	2013	2014
ACQ	4	5	5	-	2
CR	-	-	-	-	-
CV	-	-	-	1	-
DIV	6	4	1	3	1
P'SHIP	6	4	2	6	2
PE	-	-	-	-	-
Total	16	13	8	10	5

SOURCE: MARKETLINE

Table 8: Sony Corporation: M&A Average Deal Size - Value (US\$m)

Year	Deal Volume	Average Deal Size (US\$m)
2010	4	162.3
2011	5	1,363.6
2012	5	483
2013	-	-
2014	2	9.5

SOURCE: MARKETLINE

*ACQ = Acquisition; CR = Capital Raising; CV = Corporate Venturing; DIV = Divestment; P'SHIP = Partnership; PE =Private Equity & Ownership

SONY CORPORATION: CORPORATE FINANCIAL DEALS ACTIVITY

Sony Corporation: Targets and Partners

Table 9: Sony Corporation: Targets and Partners

Sony Corporation-Target/Partner (Country)	Deal Headline	Deal Type	Deal Value (US\$m)	Deal Date
Avex Digital, Inc. (Japan) , Line Corporation (Japan) , Sony Music Entertainment (Japan), Inc. (Japan)	Avex Digital to form joint venture with Sony Music Entertainment and Line	Partnership	1	Oct 09, 2014
HWW Pty., Limited (Australia)	Gracenote acquires HWW	Acquisition	19	Oct 02, 2014
Infibeam Digital Entertainment (India)	Sony Music acquires 26% stake in Infibeam Digital	Acquisition	-	May 13, 2014
Technicolor S.A (France)	Technicolor signs patent license agreement with Sony	Partnership	-	Feb 27, 2014
Technicolor S.A (France)	Technicolor signs collaboration agreement with Sony	Partnership	-	Jul 18, 2013
Watchwith, Inc. (United States)	Watchwith raises \$5 million in Series A round of financing	Venture Financing	5	Jun 25, 2013
Sony Pictures Home Entertainment (United States) , Universal Pictures International Entertainment (United Kingdom)	Universal Pictures International to form joint venture with Sony Pictures Home	Partnership	-	Apr 29, 2013
Olympus Corporation (Japan)	Olympus Corporation to form joint venture with Sony	Partnership	-	Apr 03, 2013
Sony Computer Entertainment, Inc. (Japan) , Unity Technologies (United States)	Sony Computer Entertainment partners with Unity Technologies	Partnership	-	Mar 15, 2013
Aptina Imaging Corporation (United States)	Aptina signs licensing agreement with Sony	Partnership	-	Feb 28, 2013
InterDigital, Inc. (United States) , Sony Corporation of America (United States)	InterDigital to form joint venture with Sony Corporation of America	Partnership	-	Jan 03, 2013
Telewizja Polska S.A. (Poland)	Sony partners with Telewizja Polska	Partnership	-	Sep 21, 2012
So-net Corporation (Japan)	Sony Corporation completes tender offer to acquire 41.83% stake in So-net Entertainment	Acquisition	575	Aug 09, 2012
Gaikai, Inc. (United States)	Sony Computer Entertainment to acquire	Acquisition	380	Jun 30, 2012

SONY CORPORATION: CORPORATE FINANCIAL DEALS ACTIVITY

States)	Gaikai			2012
Panasonic Corporation (Japan)	Sony partners with Panasonic	Partnership	-	Jun 25, 2012
Bulldog United, LLC (United States)	Gracernote acquires Bulldog United	Acquisition	-	Jun 12, 2012
Sony Mobile Communications AB (Japan)	Sony acquires remaining 50% stake in Sony Ericsson Mobile Communications from Ericsson	Acquisition	1,460	Feb 15, 2012
EMI Music Publishing, Ltd. (United Kingdom)	Group of investors to acquire EMI Music Publishing from Citigroup's subsidiary	Acquisition	2,200	Nov 11, 2011
Micronics, Inc. (United States)	Sony Corporation of America acquires Micronics	Acquisition	-	Sep 28, 2011
Dubset (United States) , Gracernote, Inc. (United States)	DUBSET enters into licensing agreement with Gracernote	Partnership	-	Sep 12, 2011
Imagination Technologies Group plc (United Kingdom)	Imagination Technologies enters into license agreement with Sony	Partnership	-	Sep 06, 2011
Ziptronix, Inc. (United States)	Ziptronix signs licensing agreement with Sony	Partnership	-	Aug 31, 2011
Hitachi, Ltd. (Japan) , Innovation Network Corporation of Japan (INCJ) (Japan) , Toshiba Corporation (Japan)	Sony, Toshiba and Hitachi may form joint venture with Innovation Network	Partnership	-	Aug 29, 2011
Nortel Networks Corporation - Patents Portfolio (Canada)	Consortium of technology companies acquires patents portfolio of Nortel Networks	Acquisition	4,500	Jul 29, 2011
Hawk-Eye, Ltd. (United Kingdom)	Sony acquires Hawk-Eye	Acquisition	-	Mar 07, 2011
Suzhou Epson Co., Ltd. (China)	Sony (China) to acquire Suzhou Epson	Acquisition	118	Feb 02, 2011
Toshiba Corporation - Semiconductor Fabrication Facilities (Japan)	Sony Semiconductor to acquire semiconductor fabrication facilities from Toshiba	Acquisition	649	Dec 24, 2010
KDDI Corporation (Japan) , The Asahi Shimbun Company (Japan) , Toppan Printing Co., Ltd. (Japan)	Sony Corp., Toppan Printing, KDDI Corp. and Asahi Shimbun to form joint venture	Partnership	-	May 27, 2010
Google Inc. (United States)	Sony Corporation partners with Google	Partnership	-	May 20, 2010

SONY CORPORATION: CORPORATE FINANCIAL DEALS ACTIVITY

Media Molecule (United Kingdom)	Sony Computer Entertainment (SCE) acquires Media Molecule	Acquisition	-	Mar 02, 2010
iCyt (United States)	Sony Corporation of America acquires iCyt Mission Technology	Acquisition	-	Feb 10, 2010
Conversant Intellectual Property Management Inc. (Canada)	MOSAID Technologies signs patent licensing agreement with Sony	Partnership	-	Feb 01, 2010
AEGON N.V. (Netherlands) , Sony Life Insurance Co., Ltd. (Japan)	Sony Life Insurance forms joint venture with AEGON	Partnership	56	Jan 27, 2010
Convergent Media Systems Corporation (United States)	Technicolor sells Convergent Media Systems to Sony Electronics	Acquisition	-	Jan 27, 2010
Sony Music Entertainment, Inc. (United States)	Sony Music forms joint venture with Simon Cowell	Partnership	-	Jan 19, 2010
Discovery Communications, Inc. (United States) , IMAX Corporation (Canada) , Sony Corporation of America (United States)	Discovery Communications and Sony to form joint venture with IMAX	Partnership	-	Jan 05, 2010
SOURCE:MARKETLINE				

SONY CORPORATION: CORPORATE FINANCIAL DEALS ACTIVITY

Sony Corporation: Top Deals 2010 - 2014YTD*

Table 10: Sony Corporation: Top Deals 2010 - 2014YTD*					
Target/Partner (Country)	Deal Headline	Deal Date	Deal Status	Deal Type	Deal Value (US\$m)
DeNA Co., Ltd. (Japan)	Nomura Securities to acquire 13.14% stake in DeNA	04 Mar 2013	Announced	Acquisition	465
Sony Corporation - Headquarters Building - New York, US (United States)	Chetrit Group to acquire headquarters building of Sony Corporation	17 Jan 2013	Announced	Acquisition	1,100
Sony Chemical and Information Device Corporation - Chemical Business - Japan (Japan), Sony Chemical and Information Device Corporation (Japan)	Development Bank of Japan acquires Sony Chemical and Information Device	28 Sep 2012	Completed	Acquisition	734
So-net Corporation (Japan)	Sony Corporation completes tender offer to acquire 41.83% stake in So-net Entertainment	09 Aug 2012	Announced	Acquisition	575
Sony Mobile Communications AB (Japan)	Sony acquires remaining 50% stake in Sony Ericsson Mobile Communications from Ericsson	15 Feb 2012	Completed	Acquisition	1,460
S-LCD Corporation (Republic of Korea)	Samsung Electronic to acquire remaining shares in S-LCD Corporation from Sony	26 Dec 2011	Announced	Acquisition	941
EMI Music Publishing, Ltd. (United Kingdom)	Group of investors to acquire EMI Music Publishing from Citigroup's subsidiary	11 Nov 2011	Announced	Acquisition	2,200
Nortel Networks Corporation - Patents Portfolio (Canada)	Consortium of technology companies acquires patents portfolio of Nortel Networks	29 Jul 2011	Completed	Acquisition	4,500
Toshiba Corporation - Semiconductor Fabrication Facilities (Japan)	Sony Semiconductor to acquire semiconductor fabrication facilities from Toshiba	24 Dec 2010	Announced	Acquisition	649
Metro-Goldwyn-Mayer Studios, Inc. (United States)	Metro-Goldwyn-Mayer Studios (MGM) rejects takeover offer from Sahara India Pariwar	24 Sep 2010	Terminated	Acquisition	2,000

SOURCE:MARKETLINE

SONY CORPORATION: CORPORATE FINANCIAL DEALS ACTIVITY

Sony Corporation: Advisors

Sony Corporation: Top Legal Advisors

Table 11: Sony Corporation: Legal Advisor Ranking by Value (US\$m)		
Company Name	Deal Volume	Deal Value (US\$m)
Shearman & Sterling LLP	2	4,500
Skadden, Arps, Slate, Meagher & Flom LLP and Affiliates	1	1,100
Weil, Gotshal & Manges LLP	1	733
Cleary Gottlieb Steen & Hamilton, LLP	1	733
Dewey & LeBoeuf LLP	1	733
Nagashima Ohno & Tsunematsu	1	575
Gibson, Dunn & Crutcher LLP	1	271
Fenwick & West LLP	1	170
Baker & McKenzie LLP	1	-
Charles Russell LLP	1	-

SOURCE:MARKETLINE

Sony Corporation: Top Financial Advisors

Table 12: Sony Corporation: Financial Advisor Ranking by Value (US\$m)		
Company Name	Deal Volume	Deal Value (US\$m)
Eastdil Secured, LLC	1	1,100
Mitsubishi UFJ Morgan Stanley Securities Co., Ltd.	1	734
Peter J. Solomon Company	1	550
The Raine Group, LLC	1	550
UBS Investment Bank	1	550
Guggenheim Securities, LLC	1	550
Ernst & Young AG	1	-

SOURCE:MARKETLINE

Sony Corporation: Mergers and Acquisitions

Figure 5: Sony Corporation: M&A Volume and Value Trend (2010 - YTD*2014)

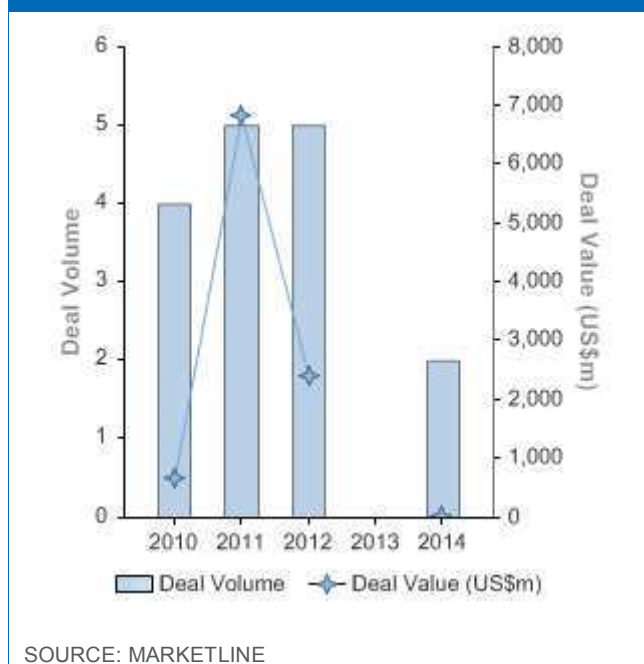


Figure 6: Sony Corporation: M&A Activity by Geography (2010 - YTD*2014)

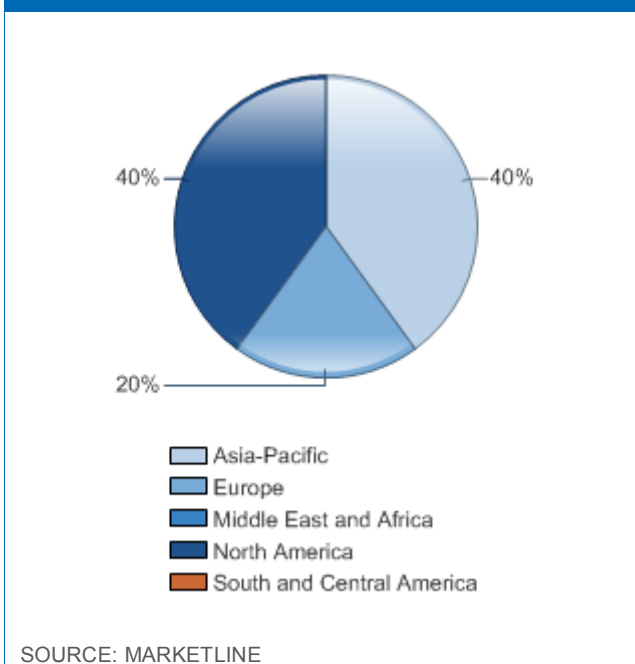


Table 13: Sony Corporation: M&A Volume and Value Trend (2010 - YTD*2014)

Year	Deal Volume	Deal Value (US\$m)
2010	4	649
2011	5	6,818
2012	5	2,415
2013	-	-
2014	2	19

SOURCE: MARKETLINE

Table 14: Sony Corporation: M&A Activity by Geography (2010 - YTD*2014)

Geography	Deal Volume
Asia-Pacific	6
Europe	3
Middle East and Africa	-
North America	6
South and Central America	-

SOURCE: MARKETLINE

Sony Corporation: Corporate Venturing

Figure 7: Sony Corporation: Corporate Venturing Volume and Value Trend (2010 - YTD*2014)

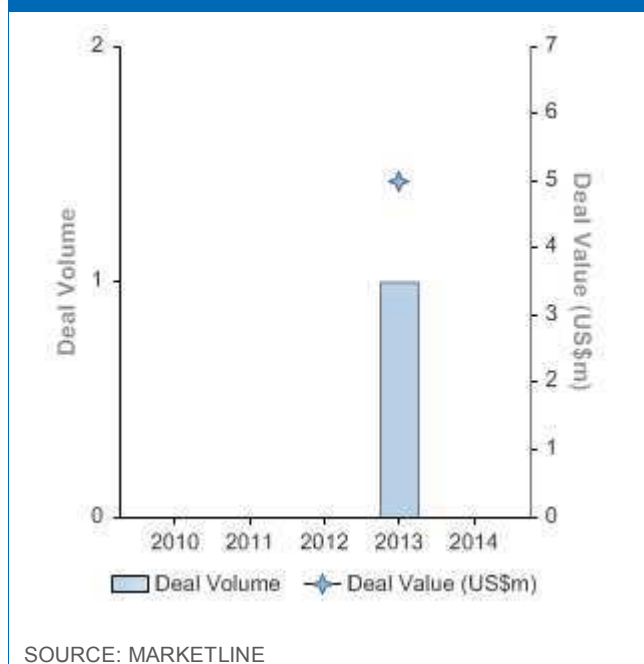


Figure 8: Sony Corporation: Corporate Venturing by Geography (2010 - YTD*2014)

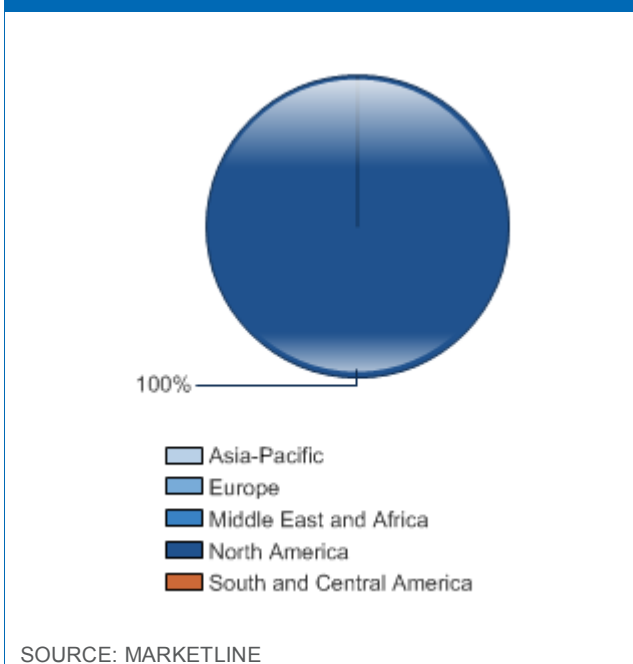


Table 15: Sony Corporation: Corporate Venturing Volume and Value Trend (2010 - YTD*2014)

Year	Deal Volume	Deal Value (US\$m)
2010	-	-
2011	-	-
2012	-	-
2013	1	5
2014	-	-

SOURCE: MARKETLINE

Table 16: Sony Corporation: Corporate Venturing by Geography (2010 - YTD*2014)

Geography	Deal Volume
Asia-Pacific	-
Europe	-
Middle East and Africa	-
North America	1
South and Central America	-

SOURCE: MARKETLINE

Sony Corporation: Partnership

Figure 9: Sony Corporation: Partnership Volume and Value Trend (2010 - YTD*2014)

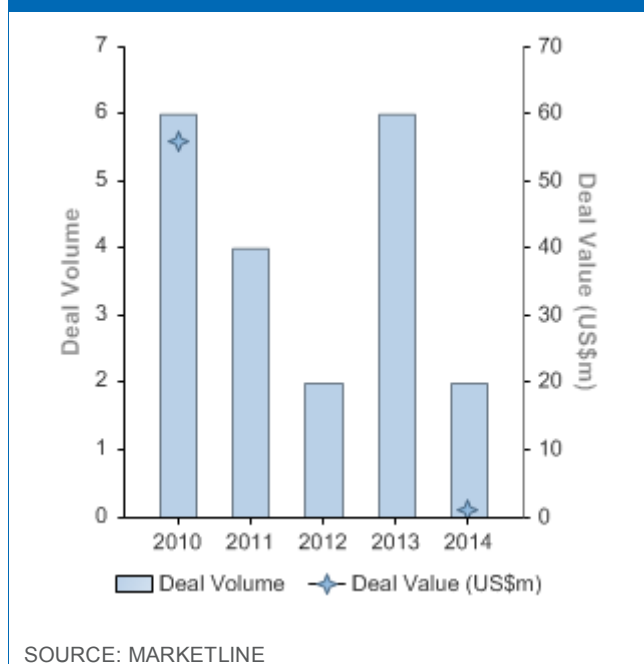


Figure 10: Sony Corporation: Partnership Trend by Deal Type (2010 - YTD*2014)

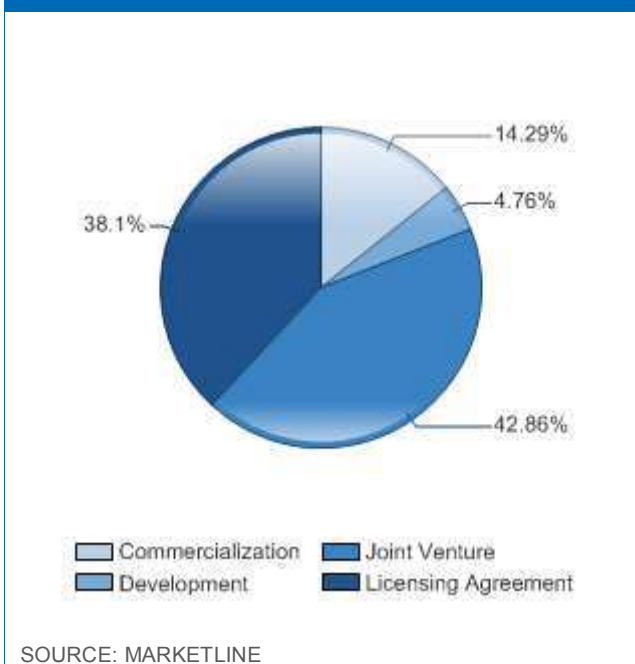


Table 17: Sony Corporation: Partnership Volume and Value Trend (2010 - YTD*2014)

Year	Deal Volume	Deal Value (US\$m)
2010	6	56
2011	4	-
2012	2	-
2013	6	-
2014	2	1

SOURCE: MARKETLINE

Table 18: Sony Corporation: Partnership Trend by Deal Type (2010 - YTD*2014)

Deal Type	Deal Volume
Commercialization	3
Development	1
Joint Venture	9
Licensing Agreement	8

SOURCE: MARKETLINE

Sony Corporation: Divestments

Figure 11: Sony Corporation: Divestments Volume and Value Trend (2010 - YTD*2014)

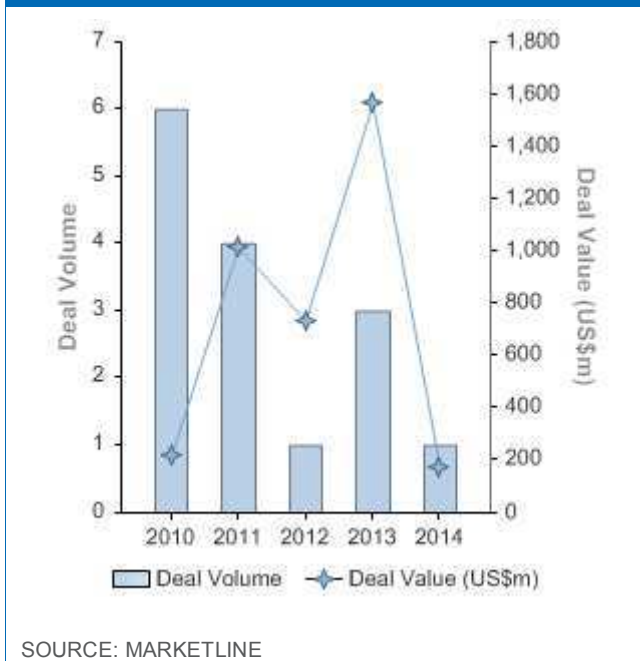


Figure 12: Sony Corporation: Divestments by Geography (2010 - YTD*2014)

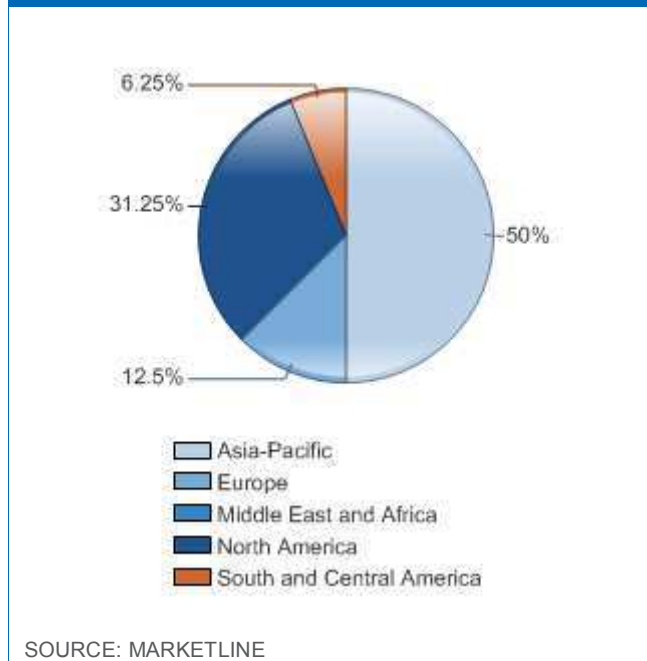


Table 19: Sony Corporation: Divestments Volume and Value Trend (2010 - YTD*2014)

Year	Deal Volume	Deal Value (US\$m)
2010	6	217
2011	4	1,014
2012	1	734
2013	3	1,565
2014	1	170

SOURCE: MARKETLINE

Table 20: Sony Corporation: Divestments by Geography (2010 - YTD*2014)

Geography	Deal Volume
Asia-Pacific	8
Europe	2
Middle East and Africa	-
North America	5
South and Central America	1

SOURCE: MARKETLINE

SONY CORPORATION: RECENT DEVELOPMENTS

Sony Corporation: News and Events Summary

Table 21: Sony Corporation: News and Events Summary		
Date	Headline	Category
Nov 27, 2014	<p>Sony Network and Sony Computer unveil new cloud-based TV service</p> <p>Sony Network Entertainment International LLC, or SNEI, and Sony Computer Entertainment Inc., or SCE, have unveiled PlayStationVue, a new cloud-based TV service.</p>	Business Expansion-->Products/ brands launch
Nov 24, 2014	<p>Sony Pictures names senior vice president of creative advertising</p> <p>Sony Pictures Entertainment, a subsidiary of Sony Entertainment Inc., has named Nicholas Weiss as senior vice president of creative advertising.</p>	Corporate Governance-->Management change
Nov 4, 2014	<p>Sony reports higher Q2 net loss, provides annual outlook</p> <p>Sony Corporation has reported that net loss attributable to stockholders for the second quarter ended September 30, 2014 was JPY135.97 billion, or JPY124.32 loss per share, compared to a net loss attributable to stockholders of JPY19.63 billion, or JPY19.25 loss per share, for the same quarter ended September 30, 2013. For fiscal year ending March 31, 2015, the company expects sales and operating revenue to be JPY7.8 trillion and net loss attributable to stockholders to be JPY230 billion.</p>	Financial Performance
Oct 17, 2014	<p>Sony announces commercialization of new image sensor for automotive cameras</p> <p>Sony Corporation, a provider of imaging products and solution, has announced the commercialization of the IMX224MQV CMOS image sensor for automotive cameras.</p>	Business Expansion-->Products/ brands launch
Sep 23, 2014	<p>Sony expands availability of Smart Tennis Sensor</p> <p>Sony Corporation has announced that it is expanding the number of racket manufacturers supporting its racket mounted Smart Tennis Sensor to four tennis brands now including YONEX, Wilson, Prince, and HEAD.</p>	Business Expansion-->Products/ brands launch
Sep 16, 2014	<p>Viacom and Sony enter into internet distribution agreement</p> <p>Viacom and Sony Corporation have announced an internet distribution agreement for Sony's forthcoming cloud-based TV service to carry 22 Viacom networks at launch.</p>	Contracts-->Commercialization and distribution contracts (incl. franchises)

SONY CORPORATION: RECENT DEVELOPMENTS

Jun 20, 2014	<p>Tech Data signs agreement with Sony to offer smartphones and tablets</p> <p>Tech Data Corporation, a distributor of microcomputer-related hardware and software products, has announced an agreement with Sony, a provider of imaging products and solutions, to provide the Sony Mobile lineup of smartphones, tablets and related accessories to Tech Data's channel of solution providers through the company's Systems & PeripheralsIT, or S&P, division.</p>	Contracts-->Commercialization and distribution contracts (incl. franchises)
Mar 31, 2014	<p>YoYo Games partners with SCE to offer GameMaker: Studio support for PlayStation</p> <p>YoYo Games has announced a strategic partnership with Sony Computer Entertainment Inc., or SCE, to offer GameMaker: Studio support for PlayStation's licensed developer program.</p>	Financial Deals-->Partnership / Strategic Alliance
Mar 4, 2014	<p>Technicolor signs patent licensing agreement with Sony for Digital TVs</p> <p>Technicolor SA, a media and entertainment company, has signed a new patent cross license agreement with Sony Corporation for the use of Technicolor's patents for Sony's Digital TVs.</p>	Contracts-->Licensing
Feb 24, 2014	<p>Sony develops pico projector module with image processing system</p> <p>Sony Corporation has announced the development of a pico projector module equipped with Sony's image processing system, that uses laser beam scanning, or LBS.</p>	Business Expansion-->Products/ brands launch
Feb 17, 2014	<p>Sony reports net income for Q3, provides annual outlook</p> <p>Sony Corporation has reported that net income attributable to the stockholders of the company for the third quarter ended December 31, 2013 was JPY26.98 billion, or JPY23.09 per diluted share, compared to a net loss attributable to the stockholders of the company of JPY10.76 billion, JPY10.72 loss per diluted share, for the same quarter ended December 31, 2012. For the fiscal year ending March 31, 2014, the company expects sales and operating revenue to be JPY7.7 trillion.</p>	Financial Performance
Jan 30, 2014	<p>Rovi renews license agreement with Sony</p> <p>Rovi Corporation, a provider of guidance technology, entertainment data, copy protection and media management technology, has renewed the license agreement with Sony Corporation for interactive program guide patents and technologies.</p>	Contracts-->Licensing
Jan 14, 2014	<p>Gracenote announces availability of HABU Music app for Ford SYNC AppLink users</p> <p>Gracenote, Inc., a database of music and video metadata, has announced that its developers have used Ford APIs to make HABU</p>	Business Expansion-->Products/ brands launch

SONY CORPORATION: RECENT DEVELOPMENTS

	Music smartphone app available for Ford SYNC AppLink-equipped vehicles.	
Sep 17, 2013	<p>Sony Global Solutions signs outsourcing agreement with Accenture</p> <p>Sony Global Solutions Inc., or SGS, a wholly owned subsidiary of Sony Corporation, has signed an agreement to outsource to Accenture plc, a provider of management consulting, technology and outsourcing services, part of its information systems operations and maintenance services that it now provides to Sony Corporation and its subsidiaries in Japan.</p>	Contracts-->Sourcing
Aug 7, 2013	<p>Sony and Panasonic to develop standard for professional-use optical discs</p> <p>Sony Corporation, a provider of electronics, game, entertainment and financial operations, and Panasonic Corporation, a provider of system network and mobile communications-related products and services, have announced that they have signed a basic agreement with the objective of developing a next-generation standard for professional-use optical discs.</p>	Strategy and Operations-->Offerings - Products/brands/ services
Feb 14, 2013	<p>Sony Corporation reports lower Q3 net loss, provides annual outlook</p> <p>Sony Corporation has reported that net loss attributable to the company's stockholders for the third quarter ended December 31, 2012 was JPY10.76 billion, or JPY10.72 loss per share, compared to a net loss attributable to the company's stockholders of JPY158.97 billion, or JPY158.4 loss per share, for the same quarter ended December 31, 2011. The company expects net income attributable to the company's stockholders of JPY20 billion for the year ending March 31, 2013.</p>	Financial Performance
Jan 11, 2013	<p>CSR signs licensing agreement with Sony to provide aptX audio codec technology</p> <p>CSR plc, a designer and developer of semiconductors and software based solutions, has signed a multi-year licensing agreement with Sony Corporation, a provider of consumer electronics products, to enable Sony to incorporate CSR aptX audio codec technology into a new generation of Bluetooth audio accessories.</p>	Contracts-->Licensing
Dec 26, 2012	<p>Sony to provide NFC/FeliCa capabilities to Watchdata's NFC product lineups</p> <p>Sony Corporation, a manufacturer of electronics products for the consumer and professional markets, has announced an agreement with Watchdata Technologies, Ltd., a provider of secure digital authentication and transaction solutions, to provide near field communication, or NFC/FeliCa, capabilities to Watchdata's NFC product lineups.</p>	Contracts-->Supply contracts

SONY CORPORATION: RECENT DEVELOPMENTS

Dec 19, 2012	Sony selects Concentrix to manage sales to US customers Sony Electronics has selected Concentrix Corporation, a wholly-owned subsidiary of SYNEX Corporation, to manage sales to US customers of Sony.com.	Contracts-->Supply contracts
Dec 13, 2012	Sony develops new technology for analyzing elements of skin Sony Corporation, a company engaged in providing electronic goods, has developed Smart Skin Evaluation Program, or SSKEP, a new technology for analyzing various elements of the skin, including texture, blemishes, pores, brightness and coloring.	Business Expansion-->Products/ brands launch
SOURCE: MARKETLINE		

Sony Corporation: Business Expansion

Table 22: Sony Corporation: Business Expansion

Publication Date	Headline	Category
Feb 24, 2014	Sony develops pico projector module with image processing system Sony Corporation has announced the development of a pico projector module equipped with Sony's image processing system, that uses laser beam scanning, or LBS.	Products/ brands launch
Dec 13, 2012	Sony develops new technology for analyzing elements of skin Sony Corporation, a company engaged in providing electronic goods, has developed Smart Skin Evaluation Program, or SSKEP, a new technology for analyzing various elements of the skin, including texture, blemishes, pores, brightness and coloring.	Products/ brands launch
Aug 24, 2012	Sumitomo Electric and Sony develop new semiconductor laser diode Sumitomo Electric Industries, Ltd, a producer of automobile electrical parts, and Sony Corporation, a manufacturer of electronic products, have developed a semiconductor laser diode with an optical output power of over 100mW in the true green region at a wavelength of 530nm.	Products/ brands launch
Aug 16, 2011	Sony launches WhiteMagic LCD module has launched WhiteMagic, an LCD module for digital cameras that utilizes the newly-developed RGBW method. WhiteMagic is applicable to displays for smartphones.	Products/ brands launch
Aug 15, 2011	Panasonic, Samsung, Sony and X6D to develop new technology	Products/ brands

SONY CORPORATION: RECENT DEVELOPMENTS

	<p>for 3D active glasses</p> <p>Panasonic Corporation, Samsung Electronics Co., Ltd., Sony Corporation and X6D Limited have announced their intent to collaborate on the development of a new technology standard for consumer 3D active glasses, under the name, Full HD 3D Glasses Initiative.</p>	launch
Aug 31, 2010	<p>Sony Style Store utilizes Accertify's Interceptas platform</p> <p>Accertify, a provider of enterprise-wide transaction risk screening services, has signed an agreement with Sony Style Store, a division of Sony Europe, a provider of audio, video, communications and IT products, to utilize its Interceptas platform as the foundation for its enterprise-wide fraud prevention strategies across the European Sony online shops.</p>	Others

SOURCE: MARKETLINE

Sony Corporation: Contracts

Table 23: Sony Corporation: Contracts

Publication Date	Headline	Category
Dec 26, 2012	<p>Sony to provide NFC/FeliCa capabilities to Watchdata's NFC product lineups</p> <p>Sony Corporation, a manufacturer of electronics products for the consumer and professional markets, has announced an agreement with Watchdata Technologies, Ltd., a provider of secure digital authentication and transaction solutions, to provide near field communication, or NFC/FeliCa, capabilities to Watchdata's NFC product lineups.</p>	Supply contracts
Dec 19, 2012	<p>Sony selects Concentrix to manage sales to US customers</p> <p>Sony Electronics has selected Concentrix Corporation, a wholly-owned subsidiary of SYNEX Corporation, to manage sales to US customers of Sony.com.</p>	Supply contracts
Aug 31, 2011	<p>Sony DADC signs agreement with Cinram for automated distribution services</p> <p>Sony DADC has entered into an agreement with Cinram International Income Fund, which will provide fully automated distribution services for Sony Pictures's product, will include pick, pack and ship services using pick-by-light technology and include value added services and returns.</p>	Sourcing

SOURCE: MARKETLINE

Sony Corporation: Corporate Governance

Table 24: Sony Corporation: Corporate Governance

Publication Date	Headline	Category
Dec 6, 2012	<p>Sony Network Entertainment announces retirement of president</p> <p>Sony Corporation, a provider of televisions, cameras, audio and video equipment, personal computers and personal navigation systems, has announced that Tim Schaaff, president of Sony Network Entertainment International, or SNEI, and group executive of Sony Corporation, will retire as of December 31, 2012. Mr Schaaff will remain on the SNEI board of directors as an external director.</p>	Management change
Aug 5, 2011	<p>Sony appoints president of home entertainment business</p> <p>Sony Corporation has appointed Masashi Imamura as president of home entertainment business group.</p>	Management change

SOURCE: MARKETLINE

Sony Corporation: Financial Deals

Table 25: Sony Corporation: Financial Deals

Publication Date	Headline	Category
Dec 27, 2010	<p>Toshiba and Sony sign MOU to transfer semiconductor fabrication facilities</p> <p>Toshiba Corporation and Sony Corporation have signed a non-binding memorandum of understanding, or MOU, expressing their intent to transfer semiconductor fabrication facilities owned by Toshiba and operated by Nagasaki Semiconductor Manufacturing Corporation, or NSM, a joint venture among Toshiba, Sony and Sony Computer Entertainment Inc., and, following the contemplated transfer, terminate their NSM joint venture relationship.</p>	Partnership / Strategic Alliance
Apr 28, 2010	<p>Sony reaches agreement with IPWireless to launch joint 4G wireless initiative</p> <p>Sony Corporation of America and IPWireless, a provider of 3rd Generation Partnership Project, or 3GPP, technology for new applications and markets, have signed an agreement to jointly research and develop wireless technologies for 4G and beyond.</p>	Partnership / Strategic Alliance

SOURCE: MARKETLINE

Sony Corporation: Financial Performance

Table 26: Sony Corporation: Financial Performance

Publication Date	Headline	Category
Feb 17, 2014	<p>Sony reports net income for Q3, provides annual outlook</p> <p>Sony Corporation has reported that net income attributable to the stockholders of the company for the third quarter ended December 31, 2013 was JPY26.98 billion, or JPY23.09 per diluted share, compared to a net loss attributable to the stockholders of the company of JPY10.76 billion, JPY10.72 loss per diluted share, for the same quarter ended December 31, 2012. For the fiscal year ending March 31, 2014, the company expects sales and operating revenue to be JPY7.7 trillion.</p>	Financial Performance
Feb 14, 2013	<p>Sony Corporation reports lower Q3 net loss, provides annual outlook</p> <p>Sony Corporation has reported that net loss attributable to the company's stockholders for the third quarter ended December 31, 2012 was JPY10.76 billion, or JPY10.72 loss per share, compared to a net loss attributable to the company's stockholders of JPY158.97 billion, or JPY158.4 loss per share, for the same quarter ended December 31, 2011. The company expects net income attributable to the company's stockholders of JPY20 billion for the year ending March 31, 2013.</p>	Financial Performance
Aug 17, 2012	<p>Sony reports lower Q1 net loss</p> <p>Sony Corporation, a manufacturer of electronics products, has reported that net loss attributable to the company's stockholders for the first quarter ended June 30, 2012 was JPY15.5 billion, or JPY15.45 loss per share, compared to net loss attributable to the company's stockholders of JPY24.64 billion, or JPY24.55 loss per share, for the first quarter ended June 30, 2011.</p>	Financial Performance
Aug 4, 2011	<p>Sony reports Q1 net loss</p> <p>Sony Corporation has reported that net loss attributable to its stockholders for the first quarter ended June 30, 2011 was JPY15.5 billion, or JPY15.45 per diluted share, compared to a net income of JPY25.74 billion, or JPY25.61 per diluted share, for the same quarter ended June 30, 2010.</p>	Financial Performance
Feb 4, 2011	<p>Sony Q3 net income decreases</p> <p>Sony Corporation has reported that net income attributable to common stockholders for the third quarter ended December 31, 2010, was JPY72.33 billion, or JPY71.96 per diluted share, compared to JPY79.17 billion, or JPY78.76 per diluted share, for the same quarter of 2009.</p>	Financial Performance

SOURCE: MARKETLINE

Sony Corporation: Strategy and Operations

Table 27: Sony Corporation: Strategy and Operations

Publication Date	Headline	Category
Aug 7, 2013	<p>Sony and Panasonic to develop standard for professional-use optical discs</p> <p>Sony Corporation, a provider of electronics, game, entertainment and financial operations, and Panasonic Corporation, a provider of system network and mobile communications-related products and services, have announced that they have signed a basic agreement with the objective of developing a next-generation standard for professional-use optical discs.</p>	Offerings - Products/ brands/ services
Aug 26, 2012	<p>Sony to increase production of stacked CMOS image sensors</p> <p>Sony Corporation, a company engaged in the manufacture and sale of electronic products, has announced that it plans to invest in Sony Semiconductor Corporation's Nagasaki Technology Center from the first half of the fiscal year ending March 31, 2013 through the first half of the fiscal year ending March 31, 2014, to increase the production capacity for stacked CMOS image sensors.</p>	Strategy

SOURCE: MARKETLINE

APPENDIX

Contact Us

We hope that the data and analysis in this brief will help you make informed and imaginative business decisions. If you have further requirements/feedback please contact us at: assistme@marketline.com

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Notes

*YTD (Year To Date) – The period beginning January 1st of the current year up until today's date.

*TTM (Trailing Twelve Months) – The timeframe of the past 12 months.

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