

SONY CORP  
Form 20-F  
June 27, 2013  
Table of Contents

**UNITED STATES**  
**SECURITIES AND EXCHANGE COMMISSION**

Washington, D.C. 20549

**Form 20-F**

.. **REGISTRATION STATEMENT PURSUANT TO SECTION 12(b) OR 12(g) OF THE SECURITIES EXCHANGE ACT OF 1934**  
or

p **ANNUAL REPORT PURSUANT TO SECTION 13 OR 15(d) OF THE SECURITIES EXCHANGE ACT OF 1934**  
**For the fiscal year ended March 31, 2013**

or

.. **TRANSITION REPORT PURSUANT TO SECTION 13 OR 15(d) OF THE SECURITIES EXCHANGE ACT OF 1934**  
**For the transition period from/to**

or

.. **SHELL COMPANY REPORT PURSUANT TO SECTION 13 OR 15(d) OF THE SECURITIES EXCHANGE ACT OF 1934**  
**Date of event requiring this shell company report:**

**Commission file number 1-6439**

**Sony Kabushiki Kaisha**

*(Exact Name of Registrant as specified in its charter)*

**SONY CORPORATION**

*(Translation of Registrant's name into English)*

**Japan**

Edgar Filing: SONY CORP - Form 20-F

(Jurisdiction of incorporation or organization)

7-1, KONAN 1-CHOME, MINATO-KU,

TOKYO 108-0075 JAPAN

(Address of principal executive offices)

J. Justin Hill, Vice President, Investor Relations

Sony Corporation of America

550 Madison Avenue

New York, NY 10022

Telephone: 212-833-6722, Facsimile: 212-833-6938

(Name, Telephone, E-mail and/or Facsimile Number and Address of Company Contact Person)

Securities registered or to be registered pursuant to Section 12(b) of the Act:

| Title of Each Class         | Name of Each Exchange on Which Registered |
|-----------------------------|---|
| American Depositary Shares* | New York Stock Exchange                   |
| Common Stock**              | New York Stock Exchange                   |

\* American Depositary Shares evidenced by American Depositary Receipts.  
Each American Depositary Share represents one share of Common Stock.

\*\* No par value per share.  
Not for trading, but only in connection with the listing of American Depositary Shares pursuant to the requirements of the New York Stock Exchange.  
Securities registered pursuant to Section 12(g) of the Act:

None

Securities for which there is a reporting obligation pursuant to Section 15(d) of the Act:

None

Indicate the number of outstanding shares of each of the issuer's classes of capital or common stock as of the close of the period covered by the Annual Report:

| Title of Class             | Outstanding as of              |                                   |
|----------------------------|--------------------------------|-----------------------------------|
|                            | March 31, 2013<br>(Tokyo Time) | March 31, 2013<br>(New York Time) |
| Common Stock               | 1,010,901,336                  |                                   |
| American Depositary Shares |                                | 57,063,910                        |

Indicate by check mark if the registrant is a well-known seasoned issuer, as defined in Rule 405 of the Securities Act. Yes  No

If this report is an annual or transition report, indicate by check mark if the registrant is not required to file reports pursuant to Section 13 or 15(d) of the Securities Exchange Act of 1934. Yes  No

Indicate by check mark whether the registrant: (1) has filed all reports required to be filed by Section 13 or 15(d) of the Securities Exchange Act of 1934 during the preceding 12 months (or for such shorter period that the registrant was required to file such reports), and (2) has been subject to such filing requirements for the past 90 days. Yes  No

Indicate by check mark whether the registrant has submitted electronically and posted on its corporate Web site, if any, every Interactive Data File required to be submitted and posted pursuant to Rule 405 of Regulation S-T during the preceding 12 months (or for such shorter period that the registrant was required to submit and post such files). Yes  No



---

**Table of Contents****Cautionary Statement**

Statements made in this release with respect to Sony's current plans, estimates, strategies and beliefs and other statements that are not historical facts are forward-looking statements about the future performance of Sony. Forward-looking statements include, but are not limited to, those statements using words such as believe, expect, plans, strategy, prospects, forecast, estimate, project, anticipate, aim, intend, could or should, and words of similar meaning in connection with a discussion of future operations, financial performance, events or conditions. From time to time, oral or written forward-looking statements may also be included in other materials released to the public. These statements are based on management's assumptions, judgments and beliefs in light of the information currently available to it. Sony cautions investors that a number of important risks and uncertainties could cause actual results to differ materially from those discussed in the forward-looking statements, and therefore investors should not place undue reliance on them. Investors also should not rely on any obligation of Sony to update or revise any forward-looking statements, whether as a result of new information, future events or otherwise. Sony disclaims any such obligation. Risks and uncertainties that might affect Sony include, but are not limited to:

- (i) the global economic environment in which Sony operates and the economic conditions in Sony's markets, particularly levels of consumer spending;
- (ii) foreign exchange rates, particularly between the yen and the U.S. dollar, the euro and other currencies in which Sony makes significant sales and incurs production costs, or in which Sony's assets and liabilities are denominated;
- (iii) Sony's ability to continue to design and develop and win acceptance of, as well as achieve sufficient cost reductions for, its products and services, including televisions, game platforms and smart phones, which are offered in highly competitive markets characterized by severe price competition and continual new product and service introductions, rapid development in technology and subjective and changing consumer preferences;
- (iv) Sony's ability and timing to recoup large-scale investments required for technology development and production capacity;
- (v) Sony's ability to implement successful business restructuring and transformation efforts under changing market conditions;
- (vi) Sony's ability to implement successful hardware, software, and content integration strategies for all segments excluding the Financial Services segment, and to develop and implement successful sales and distribution strategies in light of the Internet and other technological developments;
- (vii) Sony's continued ability to devote sufficient resources to research and development and, with respect to capital expenditures, to prioritize investments correctly (particularly in the electronics businesses);
- (viii) Sony's ability to maintain product quality;
- (ix) the effectiveness of Sony's strategies and their execution, including but not limited to the success of Sony's acquisitions, joint ventures and other strategic investments;
- (x) Sony's ability to forecast demands, manage timely procurement and control inventories;

## Edgar Filing: SONY CORP - Form 20-F

- (xi) the outcome of pending and/or future legal and/or regulatory proceedings;
- (xii) shifts in customer demand for financial services such as life insurance and Sony's ability to conduct successful asset liability management in the Financial Services segment;
- (xiii) the impact of unfavorable conditions or developments (including market fluctuations or volatility) in the Japanese equity markets on the revenue and operating income of the Financial Services segment; and

**Table of Contents**

(xiv) risks related to catastrophic disasters or similar events. Risks and uncertainties also include the impact of any future events with material adverse impact.

Important information regarding risks and uncertainties is also set forth elsewhere in this annual report, including in Risk Factors included in Item 3. *Key Information*, Item 4. *Information on the Company*, Item 5. *Operating and Financial Review and Prospects*, Legal Proceedings included in Item 8. *Financial Information*, Sony's consolidated financial statements referenced in Item 8. *Financial Information* and Item 11. *Quantitative and Qualitative Disclosures about Market Risk*.

In this document, Sony Corporation and its consolidated subsidiaries are together referred to as Sony. In addition, sales and operating revenue are referred to as sales in the narrative description except in the consolidated financial statements.

As of March 31, 2013, Sony Corporation had 1,312 consolidated subsidiaries (including variable interest entities). It has applied the equity accounting method with respect to its 101 affiliated companies.

**Table of Contents****TABLE OF CONTENTS**

|  |     |
|--|-----|
| <u>Item 1. Identity of Directors, Senior Management and Advisers</u>   | 6   |
| <u>Item 2. Offer Statistics and Expected Timetable</u>   | 6   |
| <u>Item 3. Key Information</u>   | 6   |
| <u>A. Selected Financial Data</u>  | 6   |
| <u>B. Capitalization and Indebtedness</u>  | 7   |
| <u>C. Reasons for the Offer and Use of Proceeds</u>  | 7   |
| <u>D. Risk Factors</u>   | 7   |
| <u>Item 4. Information on the Company</u>  | 24  |
| <u>A. History and Development of the Company</u>   | 24  |
| <u>Principal Capital Investments</u>   | 26  |
| <u>B. Business Overview</u>  | 26  |
| <u>Products and Services</u>   | 27  |
| <u>Sales and Distribution</u>  | 30  |
| <u>Sources of Supply</u>   | 33  |
| <u>After-Sales Service</u>   | 33  |
| <u>Patents and Licenses</u>  | 33  |
| <u>Competition</u>   | 33  |
| <u>Government Regulations</u>  | 35  |
| <u>C. Organizational Structure</u>   | 38  |
| <u>D. Property, Plant and Equipment</u>  | 38  |
| <u>Item 4A. Unresolved Staff Comments</u>  | 41  |
| <u>Item 5. Operating and Financial Review and Prospects</u>  | 41  |
| <u>A. Operating Results</u>  | 41  |
| <u>Operating Results for the Fiscal Year Ended March 31, 2013 compared with the Fiscal Year Ended March 31, 2012</u> | 41  |
| <u>Operating Results for the Fiscal Year Ended March 31, 2012 compared with the Fiscal Year Ended March 31, 2011</u> | 54  |
| <u>B. Liquidity and Capital Resources</u>  | 81  |
| <u>C. Research and Development</u>   | 83  |
| <u>D. Trend Information</u>  | 84  |
| <u>Issues Facing Sony and Management's Response to those Issues</u>  | 84  |
| <u>E. Off-balance Sheet Arrangements</u>   | 87  |
| <u>F. Contractual Obligations, Commitments, and Contingent Liabilities</u>   | 90  |
| <u>Critical Accounting Policies</u>  | 91  |
| <u>Recently Adopted Accounting Standards</u>   | 99  |
| <u>Recent Accounting Pronouncements</u>  | 100 |
| <u>Item 6. Directors, Senior Management and Employees</u>  | 100 |
| <u>A. Directors and Senior Management</u>  | 100 |
| <u>B. Compensation</u>   | 105 |
| <u>C. Board Practices</u>  | 108 |
| <u>D. Employees</u>  | 111 |
| <u>E. Share Ownership</u>  | 113 |
| <u>Item 7. Major Shareholders and Related Party Transactions</u>   | 114 |
| <u>A. Major Shareholders</u>   | 114 |
| <u>B. Related Party Transactions</u>   | 114 |
| <u>C. Interests of Experts and Counsel</u>   | 115 |
| <u>Item 8. Financial Information</u>   | 115 |
| <u>A. Consolidated Statements and Other Financial Information</u>  | 115 |
| <u>Legal Proceedings</u>   | 115 |
| <u>Dividend Policy</u>   | 116 |
| <u>B. Significant Changes</u>  | 116 |

**Table of Contents**

|  |     |
|--|-----|
| <u>Item 9. The Offer and Listing</u>   | 116 |
| <u>A. Offer and Listing Details</u>  | 116 |
| <u>Trading Markets</u>   | 116 |
| <u>Trading on the TSE and the NYSE</u>   | 117 |
| <u>B. Plan of Distribution</u>   | 117 |
| <u>C. Markets</u>  | 117 |
| <u>D. Selling Shareholders</u>   | 117 |
| <u>E. Dilution</u>   | 118 |
| <u>F. Expenses of the Issue</u>  | 118 |
| <u>Item 10. Additional Information</u>   | 118 |
| <u>A. Share Capital</u>  | 118 |
| <u>B. Memorandum and Articles of Association</u>   | 118 |
| <u>C. Material Contracts</u>   | 127 |
| <u>D. Exchange Controls</u>  | 127 |
| <u>E. Taxation</u>   | 128 |
| <u>F. Dividends and Paying Agent</u>   | 131 |
| <u>G. Statement by Experts</u>   | 131 |
| <u>H. Documents on Display</u>   | 131 |
| <u>I. Subsidiary Information</u>   | 131 |
| <u>Item 11. Quantitative and Qualitative Disclosures about Market Risk</u>                   | 131 |
| <u>Item 12. Description of Securities Other Than Equity Securities</u>                       | 132 |
| <u>A. Debt Securities</u>  | 132 |
| <u>B. Warrants and Rights</u>  | 132 |
| <u>C. Other Securities</u>   | 133 |
| <u>D. American Depositary Shares</u>   | 133 |
| <u>Item 13. Defaults, Dividend Arrearages and Delinquencies</u>                              | 133 |
| <u>Item 14. Material Modifications to the Rights of Security Holders and Use of Proceeds</u> | 133 |
| <u>Item 15. Controls and Procedures</u>  | 134 |
| <u>Item 16. [Reserved]</u>   | 135 |
| <u>Item 16A. Audit Committee Financial Expert</u>  | 135 |
| <u>Item 16B. Code of Ethics</u>  | 135 |
| <u>Item 16C. Principal Accountant Fees and Services</u>                                      | 135 |
| <u>Audit and Non-Audit Fees</u>  | 135 |
| <u>Audit Committee's Pre-Approval Policies and Procedures</u>                                | 135 |
| <u>Item 16D. Exemptions from the Listing Standards for Audit Committees</u>                  | 136 |
| <u>Item 16E. Purchases of Equity Securities by the Issuer and Affiliated Purchasers</u>      | 136 |
| <u>Item 16F. Change in Registrant's Certifying Accountant</u>                                | 136 |
| <u>Item 16G. Disclosure About Differences in Corporate Governance</u>                        | 137 |
| <u>Item 16H. Mine Safety Disclosure</u>  | 142 |
| <u>Item 17. Financial Statements</u>   | 142 |
| <u>Item 18. Financial Statements</u>   | 142 |
| <u>Item 19. Exhibits</u>   | 142 |
| <u>Signatures</u>  | 143 |



**Table of Contents****Item 1. Identity of Directors, Senior Management and Advisers**

Not Applicable

**Item 2. Offer Statistics and Expected Timetable**

Not Applicable

**Item 3. Key Information****A. Selected Financial Data**

|  | 2009           | Fiscal year ended March 31 |                |                | 2013                 |
|--|----------------|----------------------------|----------------|----------------|----------------------|
|  |                | 2010                       | 2011           | 2012           |                      |
| (Yen in millions, yen per share amounts)   |                |                            |                |                |                      |
| <b>Income statement data:</b>  |                |                            |                |                |                      |
| Sales and operating revenue  | 7,729,993      | 7,213,998                  | 7,181,273      | 6,493,212      | <b>6,800,851</b>     |
| Equity in net income (loss) of affiliated companies                              | (25,109)       | (30,235)                   | 14,062         | (121,697)      | <b>(6,948)</b>       |
| Operating income (loss)  | (227,783)      | 31,772                     | 199,821        | (67,275)       | <b>230,100</b>       |
| Income (loss) before income taxes  | (174,955)      | 26,912                     | 205,013        | (83,186)       | <b>245,681</b>       |
| Income taxes   | (72,741)       | 13,958                     | 425,339        | 315,239        | <b>141,505</b>       |
| Net income (loss) attributable to Sony Corporation's stockholders                | (98,938)       | (40,802)                   | (259,585)      | (456,660)      | <b>43,034</b>        |
| <b>Data per share of Common Stock:</b>   |                |                            |                |                |                      |
| Net income (loss) attributable to Sony Corporation's stockholders*               |                |                            |                |                |                      |
| Basic  | (98.59)        | (40.66)                    | (258.66)       | (455.03)       | <b>42.80</b>         |
| Diluted  | (98.59)        | (40.66)                    | (258.66)       | (455.03)       | <b>40.19</b>         |
| Cash dividends declared Interim  | 30.00          | 12.50                      | 12.50          | 12.50          | <b>12.50</b>         |
|  | (31.89 cents)  | (14.38 cents)              | (14.84 cents)  | (16.08 cents)  | <b>(15.18 cents)</b> |
| Cash dividends declared Fiscal year-end  | 12.50          | 12.50                      | 12.50          | 12.50          | <b>12.50</b>         |
|  | (13.01 cents)  | (13.55 cents)              | (15.66 cents)  | (15.70 cents)  | <b>(12.46 cents)</b> |
| <b>Depreciation and amortization**</b>   | <b>405,443</b> | <b>371,004</b>             | <b>325,366</b> | <b>319,594</b> | <b>330,554</b>       |
| <b>Capital expenditures (additions to fixed assets)</b>                          | <b>332,068</b> | <b>192,724</b>             | <b>204,862</b> | <b>295,139</b> | <b>188,627</b>       |
| <b>Research and development costs</b>  | <b>497,297</b> | <b>432,001</b>             | <b>426,814</b> | <b>433,477</b> | <b>473,610</b>       |
| <b>Balance sheet data:</b>   |                |                            |                |                |                      |
| Net working capital (deficit)  | (190,265)      | 64,627                     | (291,253)      | (775,019)      | <b>(668,556)</b>     |
| Long-term debt   | 660,147        | 924,207                    | 812,235        | 762,226        | <b>938,428</b>       |
| Sony Corporation's stockholders' equity  | 2,964,653      | 2,965,905                  | 2,547,987      | 2,028,891      | <b>2,197,766</b>     |
| Common stock   | 630,765        | 630,822                    | 630,921        | 630,923        | <b>630,923</b>       |
| Total assets   | 11,983,480     | 12,862,624                 | 12,911,122     | 13,295,667     | <b>14,206,292</b>    |
| Number of shares issued at fiscal year-end (thousands of shares of common stock) | 1,004,535      | 1,004,571                  | 1,004,637      | 1,004,638      | <b>1,011,950</b>     |
| Sony Corporation's stockholders' equity per share of common stock                | 2,954.25       | 2,955.47                   | 2,538.89       | 2,021.66       | <b>2,174.07</b>      |

\* Refer to Note 22 of the consolidated financial statements.

\*\* Depreciation and amortization includes amortization expenses for intangible assets and deferred insurance acquisition costs.

**Table of Contents**

|   | Average*     | High          | Low          | Period-end   |
|---|--------------|---------------|--------------|--------------|
|   |              | (Yen)         |              |              |
| <b>Yen exchange rates per U.S. dollar:</b>  |              |               |              |              |
| Fiscal year ended March 31  |              |               |              |              |
| 2009  | 100.62       | 110.48        | 87.80        | 99.15        |
| 2010  | 92.93        | 100.71        | 86.12        | 93.40        |
| 2011  | 85.71        | 94.68         | 78.74        | 82.76        |
| 2012  | 79.00        | 85.26         | 75.72        | 82.41        |
| <b>2013</b>   | <b>82.96</b> | <b>96.16</b>  | <b>77.41</b> | <b>94.16</b> |
| 2013  |              |               |              |              |
| January   |              | 91.28         | 86.92        | 91.28        |
| February  |              | 93.64         | 91.38        | 92.36        |
| March   |              | 96.16         | 93.32        | 94.16        |
| April   |              | 99.61         | 92.96        | 97.52        |
| May   |              | 103.52        | 97.28        | 100.83       |
| <b>June (through June 21)</b>   |              | <b>100.15</b> | <b>94.29</b> | <b>97.48</b> |
| The noon buying rate for yen in New York City as certified for customs purposes by the Federal Reserve Bank of New York on June 21, 2013 was 97.48 yen = 1 U.S. dollar. |              |               |              |              |

\* The average yen exchange rates represent average noon buying rates of all the business days during the respective year.

**B. Capitalization and Indebtedness**

Not Applicable

**C. Reasons for the Offer and Use of Proceeds**

Not Applicable

**D. Risk Factors**

Sony realigned its business segments from the first quarter of the fiscal year ended March 31, 2013 to reflect modifications to its organizational structure as of April 1, 2012, primarily repositioning the operations of the previously reported Consumer, Products & Services ( CPS ), Professional, Device & Solutions ( PDS ) and Sony Mobile Communications segments. In connection with this realignment, the operations of the former CPS, PDS and Sony Mobile Communications segments are reclassified into five newly established segments, namely the Imaging Products & Solutions ( IP&S ), Game, Mobile Products & Communications ( MP&C ), Home Entertainment & Sound ( HE&S ) and Devices segments, as well as All Other. The previously reported Sony Mobile Communications segment is now included in the MP&C segment as the Mobile Communications category. The network business previously included in the CPS segment and the medical business previously included in the PDS segment are now included in All Other.

This section contains forward-looking statements that are subject to the Cautionary Statement appearing on page 2 of this annual report. Risks to Sony are also discussed elsewhere in this annual report, including, without limitation in the other sections of this annual report referred to in the Cautionary Statement.

*Sony must overcome increasingly intense competition, especially in its consumer electronics businesses.*

Sony produces consumer products that compete against products sold by competitors, including new entrants, on the basis of several factors such as price and function. In order to produce products that appeal to changing and increasingly diverse consumer preferences, and to overcome the fact that a relatively high percentage of consumers already possess products similar to those that Sony offers, Sony must develop superior technology, anticipate consumer tastes and rapidly develop attractive products with competitive selling prices.



---

**Table of Contents**

Sony faces increasingly intense pricing pressure from competitors, retailer consolidation, and shorter product cycles in a variety of consumer product categories. Sony's operating results depend on Sony's ability to continue to efficiently develop and offer products at competitive prices, through multiple sales channels, that meet changing and increasingly diverse consumer preferences. If Sony is unable to effectively anticipate and counter the ongoing price erosion that frequently affects its consumer products, if there is a change in existing business models, or if the average selling prices of its consumer products decrease faster than Sony is able to reduce its manufacturing costs, Sony's operating results and financial condition may be adversely impacted.

*To remain competitive and stimulate customer demand, Sony must successfully manage frequent introductions and transitions of new products, semiconductors, components, and services.*

Due to the highly volatile and competitive nature of the consumer electronics, network services and mobile communication industries, Sony must continually introduce, enhance and stimulate customer demand for products, semiconductors (including image sensors), components, services and technologies in both mature and developing markets. The successful introductions and transitions of new products, semiconductors, components, and services depend on a number of factors, such as the timely and successful completion of development efforts, market acceptance, Sony's ability to plan and execute an effective marketing strategy, Sony's ability to manage the risks associated with new products and production ramp-up issues, the availability of application software for new products, the effective management of purchase commitments and inventory levels in line with anticipated product demand, the availability of products in appropriate quantities and costs to meet anticipated demand, and the risk that new products, semiconductors, components, and services may have quality or other issues in the early stages of introduction. To remain competitive, it is also important for Sony to respond to technological innovation and changing consumer demand for its products and services that integrate and enhance functions of existing products and services. Accordingly, if Sony cannot properly manage frequent introductions and transitions of new products, semiconductors, components and services, Sony's operating results and financial condition may be adversely impacted.

*Shifting consumer demand to new products and services may have an adverse impact on the sales of Sony's existing products and services.*

Markets for products and services where Sony has a competitive strength might contract as a result of a shift in consumer demand toward a new generation of technologically innovative products and services. For example, improvements in component technologies, such as image sensors, processors and memory, and mobile operating systems, the development and expansion of broadband communication infrastructure and network services, and the evolution of downloadable applications and social media have led to a shift in demand to smartphones from products that consumers had previously purchased separately, such as portable music players, home-use video cameras, compact digital cameras and portable game hardware, and to tablets from PCs and portable game hardware. Sony must respond to changing consumer demands with appealing products and services, including smartphones, tablets and other next generation products and services, as well as continue to improve the value of its existing products and services. If Sony is unable to offer such products and services, Sony's operating results and financial condition may be adversely impacted.

*Sony is subject to competition from firms that may be more specialized or have greater resources.*

Sony has several business segments in different industries with many product and service categories, which cause it to face a broad range of existing and new competitors ranging from large multinational companies to highly specialized entities that focus on only a few businesses. In addition, outsourced manufacturing services partners may enter and compete with Sony in markets in which they currently supply products to Sony. Furthermore, current and future competitors may have greater financial, technical, labor and marketing resources available to them than those available to the businesses of Sony, and Sony may not be able to fund or invest in certain areas of its businesses to the same degree as its competitors or match competitor pricing. In addition, the businesses within Sony's Financial Services segment may not be able to compete effectively, especially against established competitors with superior financial, marketing and other relevant resources. A failure to efficiently anticipate and respond to these established and new competitors may adversely impact Sony's operating results.

---

**Table of Contents*****Sony's investments in research and development may not yield the expected results.***

Sony's businesses operate in intensely competitive markets characterized by changing consumer preferences and rapid technological innovation. Due to advanced technological innovation and the relative ease of technology imitation, new products and services tend to become standardized more rapidly, leading to more intense competition and ongoing price erosion. In order to strengthen the competitiveness of its products in this environment, Sony continues to invest heavily in research and development. However, these investments may not yield the innovation or the results expected quickly enough, or competitors may lead Sony in technological innovation, hindering Sony's ability to commercialize, in a timely manner, new and competitive products and services that meet the needs of the market, which consequently may adversely impact Sony's operating results as well as its reputation.

***Sony's business restructuring and transformation efforts are costly and may not attain their objectives.***

Sony continues to implement restructuring initiatives that focus on a review of the Sony group's investment plan, the realignment of its manufacturing sites, the reallocation of its workforce, and headcount reductions. As a result of these restructuring initiatives, a total of 77.5 billion yen in restructuring charges was recorded in the fiscal year ended March 31, 2013. While Sony anticipates recording approximately 50 billion yen of restructuring charges for the fiscal year ending March 31, 2014, significant additional or future restructuring charges may be recorded due to reasons such as the impact of economic downturns or exiting from unprofitable businesses. Restructuring charges are recorded primarily in cost of sales, selling, general and administrative (SGA) expenses and other operating (income) expense, net and thus adversely affect Sony's operating income (loss) and net income (loss) attributable to Sony's stockholders (Refer to Note 19 of the consolidated financial statements). Sony plans to continue rationalizing its manufacturing operations, shifting and consolidating manufacturing to lower-cost countries, utilizing outsourced manufacturing, reducing SGA expenses at sales companies, and outsourcing its support functions and information processing operations to external partners. In addition, Sony continues to implement business process optimization through horizontal platforms such as global sales and marketing, manufacturing, logistics, procurement, quality, and R&D.

Due to internal or external factors, efficiencies and cost savings from the above-mentioned and other restructuring and transformation initiatives may not be realized as scheduled and, even if those benefits are realized, Sony may not be able to achieve the level of profitability expected due to market conditions worsening beyond expectations. Such possible internal factors may include, for example, changes in restructuring and transformation plans, an inability to implement the initiatives effectively with available resources, an inability to coordinate effectively across different business groups, delays in implementing the new business processes or strategies, or an inability to effectively manage and monitor the post-transformation performance of the operation. Possible external factors may include, for example, increased burdens from regional labor regulations, labor union agreements and Japanese customary labor practices that may prevent Sony from executing its restructuring initiatives as planned. The inability to fully and successfully implement restructuring and transformation programs may adversely affect Sony's operating results and financial condition. Additionally, operating cash flows may be reduced as a result of the payments for restructuring charges.

***Sony's acquisitions, joint ventures and investments within strategic business areas may not be successful.***

Sony actively engages in acquisitions, joint ventures and other strategic investments in order to acquire new technologies, efficiently develop new businesses, and enhance its business competitiveness. Sony may sell its equity interest in a joint venture or buy out the joint venture partner's equity due to the achievement of its original objectives or other reasons. For example, in February 2012, Sony acquired Telefonaktiebolaget LM Ericsson's 50 percent equity interest in Sony Ericsson Mobile Communications AB, a joint venture that manufactures and sells mobile handsets, and made the company a wholly-owned subsidiary of Sony.

Sony may incur significant expenses to acquire and integrate businesses. Additionally, Sony may not achieve strategic objectives, planned revenue improvements and cost savings, and may not retain key personnel of the acquired businesses. Sony's operating results may also be adversely affected by the assumption of liabilities related to any acquired businesses.

---

**Table of Contents**

Sony currently has investments in several joint ventures and strategic partnerships, and may engage in new investments in the future. If Sony and its partners are unable to reach their common financial objectives successfully due to changes in the competitive environment, strategic or cultural differences, failure to achieve synergies or other reasons, Sony's operating results may be adversely affected. Sony's operating results may also be adversely affected in the short- and medium-term during a partnership, even if Sony and its partners remain on course to achieve their common financial objectives. In addition, by participating in joint ventures or other strategic investments, Sony may encounter conflicts of interest, may not maintain sufficient control over these relationships, including over cash flow, and may be faced with an increased risk of the loss of proprietary technology or know-how. Sony's reputation may be harmed by the actions or activities of a joint venture that uses the Sony brand. Sony may also be required to provide additional funding or debt guarantees to a joint venture, or dissolve a joint venture, whether as a result of significant or persistent underperformance, or otherwise.

*Sony may not be able to recoup the capital expenditures or investments it makes to increase production capacity.*

Sony continues to invest in production equipment in Sony's electronics businesses. One example is an additional investment by Sony in image sensor fabrication facilities to meet the increasing demand for image sensors. If unforeseen market changes and corresponding declines in demand result in a mismatch between sales volume and anticipated production volumes, or if unit sales prices decline due to market oversupply, Sony may not be able to recover its capital expenditures or investments, in part or in full, or the recovery of these capital expenditures or investments may take longer than expected. As a result, the carrying value of the related assets may be subject to an impairment charge, which may adversely affect Sony's profitability.

*Sony's sales and profitability may be affected by the operating performance of wholesalers, retailers and other resellers.*

Sony is dependent on wholesalers, retailers and other resellers to distribute its products, many of whom also distribute competitors' products. For example, Sony Mobile Communications AB (Sony Mobile) is dependent on cellular network carriers' distribution channels for distribution of its smartphone products in many countries. The operating results and financial condition of many wholesalers, retailers and other resellers have been adversely impacted by competition from online retailers and weak economic conditions.

Sony invests in programs to incentivize wholesalers, retailers, and other resellers to position and promote Sony's products, but there is no assurance that these programs will provide a significant return or incremental revenue by persuading consumers to buy Sony products instead of competitors' products. Additionally, Sony has less ability to position, promote and differentiate Sony's products distributed through online retailers than it does through in-store retailers. In some cases, Sony's smartphones sold through cellular network carriers are subsidized by the carriers. There is no assurance that such subsidies will be continued at all or in the same amounts upon renewal of Sony's agreements with these carriers or in agreements Sony enters into with new carriers.

Sony also sells many of its products directly to consumers through its online and retail stores. Some wholesalers and retailers may perceive Sony's direct sales as conflicting with their business interests as distributors and resellers of Sony's products. Such a perception could discourage resellers from investing resources in the distribution and sale of Sony's products or lead them to limit or cease distribution of those products.

Sony's operating results and financial condition may be materially adversely affected if the financial condition of these wholesalers, retailers, and other resellers weakens, if they stop distributing Sony's products, or if uncertainty regarding demand for Sony's products or other factors cause them to reduce their ordering, marketing and distribution of Sony's products.

**Table of Contents*****Increased reliance on external business partners may increase financial, brand image, reputational and other risks to Sony.***

With the increasing necessity of pursuing quick business development and high operating efficiency with limited managerial resources, Sony increasingly relies on third-party suppliers and business partners for parts and components, software and network services. Sony also relies on other business partners to provide software technologies, such as the Android OS for mobile products, and services. As a result of this reliance on third-party suppliers and business partners, Sony's products or services may be affected by quality issues caused by the failure of third-party parts and components, software, or network services. Moreover, third-party parts and components, software and network services used in Sony products or services may be subject to copyright or patent infringement claims. Third-party business partners may also give priority to competitors' products and services over Sony's and discontinue support, or otherwise change business terms for Sony's products and services. Such issues resulting from reliance on third-party suppliers and business partners for parts and components, software, and network services may adversely affect Sony's operating results, brand image or reputation. Sony has also become more reliant upon outsourced manufacturing services for product and component supply in its consumer electronics businesses. If Sony cannot adequately manage these outsourcing relationships, or if natural disasters or other events affect Sony's business partners, Sony's production operations may be adversely affected. Sony may not be able to achieve target volume or quality levels, and may face a risk of the loss of proprietary technology or know-how. Sony also consigns activities including certain procurement, logistics, sales, data processing, human resources, accounting, and other services, to external business partners. Sony's operations may be affected if the external business partners do not comply with applicable laws or regulations, or if they infringe third-party intellectual property rights, or if they are subject to business or service interruption caused by accidents, natural disasters or bankruptcies.

***Sony must efficiently manage its procurement of parts and components, the market conditions for which are volatile, and control its inventory of products, parts, and components, the demand for which is volatile.***

In Sony's electronics businesses, Sony uses a large volume of parts and components, such as semiconductors including chipsets for mobile products, and LCD panels, for its products. Fluctuations in the availability and pricing of parts and components can adversely affect Sony's operating results. For instance, shortages of parts or components or fluctuations in the prices of raw materials may result in sharply higher prices and an increase in the cost of goods sold. Also, shortages or delayed shipments of critical parts or components, particularly where Sony is substantially reliant on one supplier, where there is limited production capacity for custom components, or where there are initial manufacturing capacity constraints, may result in a reduction or suspension of production at Sony product manufacturing sites.

Sony places orders for parts and components in line with production and inventory plans determined in advance based on its forecast of consumer demand, which is highly volatile and difficult to predict. Inaccurate forecasts of consumer demand or inadequate management can lead to a shortage or excess of inventory, which can disrupt production plans and result in lost sales opportunities or inventory adjustments. Sony writes down the value of its inventory when the underlying parts, components or products have become obsolete, when inventory levels exceed the amount expected to be used, or when the value of the inventory is otherwise recorded at a value higher than net realizable value. In the past, for example, Sony has experienced a shortage of certain chipsets, semiconductors and LCD panels, which resulted in Sony's inability to meet consumer demand for its products, as well as a surplus in certain semiconductors and LCD panels that resulted in inventory write-downs when the prices of these parts and components fell. Additionally, Sony faced shortages of certain parts and components as a result of the damage to its suppliers caused by the massive earthquake and tsunami that occurred in Japan in March 2011 (the Great East Japan Earthquake) and the floods in Thailand that began in the second half of 2011 (the Floods). Such lost sales opportunities, inventory adjustments, or shortages of parts and components have had and may in the future have an adverse impact on Sony's operating results and financial condition.

---

**Table of Contents*****Sony's sales and profitability are sensitive to economic, employment and other trends in Sony's major markets.***

Sony's sales and profitability are sensitive to economic, employment and other trends in each of the major markets in which Sony operates. These markets may be subject to significant economic downturns, having an adverse impact on Sony's operating results and financial condition. In the fiscal year ended March 31, 2013, 32.4 percent, 20.0 percent and 15.7 percent of Sony's sales were attributable to Japan, Europe and the U.S., respectively. Additionally, Sony's operating results are increasingly impacted by Sony's ability to realize its growth goals in emerging markets such as Brazil, Russia, India and China.

Sony's operating results depend on the demand from consumers and commercial customers and the performance of retailers, wholesalers and distributors. An actual or expected deterioration of economic conditions in any of Sony's major markets, such as the recent debt crises in Europe, may depress consumer confidence and spending, resulting in an actual decline in consumption. Commercial customers and other business partners may experience deterioration in their own businesses mainly due to cash flow shortages, difficulty in obtaining financing and reduced end-user demand, resulting in reduced demand for Sony's products and services. Commercial customers' difficulty in fulfilling their obligations to Sony may also have an adverse impact on Sony's operating results and cash flows. Sony's suppliers are also susceptible to similar conditions that may impact their ability to fulfill their contractual obligations and may adversely impact Sony's operating results if products and services cannot be obtained at competitive prices.

Global economic conditions may also affect Sony in other ways. For example, further restructuring charges, higher pension and other post-retirement benefit costs or funding requirements, and additional asset impairment charges, among other factors, have had and may in the future have an adverse impact on Sony's operating results, financial condition and cash flows.

***Foreign exchange rate fluctuations can affect Sony's operating results and financial condition.***

Sony's operating results and financial condition are sensitive to foreign exchange rate fluctuations because many of Sony's products are sold in countries other than the ones in which they were developed and/or manufactured. For example, within Sony's electronics businesses, research and development and headquarters' overhead costs are incurred mainly in yen, and manufacturing costs, including material costs, costs of procurement of parts and components, and costs of outsourced manufacturing services, are incurred mainly in the U.S. dollar and yen. Sales are dispersed and recorded in Japanese yen, the U.S. dollar, euro, Chinese renminbi, and local currencies of other areas, including emerging markets. Consequently, foreign exchange rate fluctuations may have an adverse impact on Sony's operating results, especially when the yen weakens significantly against the U.S. dollar (as under current circumstances), or when the yen strengthens significantly against the euro. Sony's operating results may also be adversely impacted by foreign exchange rate fluctuations since Sony's consolidated statements of income are prepared by translating the local currency denominated operating results of its subsidiaries around the world into yen. Furthermore, as Sony's businesses have expanded in China and other areas, including emerging markets, the impact of fluctuations of foreign currency exchange rates in these areas against the yen has increased. Mid- to long-term changes in exchange rate levels may interfere with Sony's global allocation of resources and hinder Sony's ability to engage in research and development, procurement, production, logistics, and sales activities in a manner that is profitable after the effect of such exchange rate changes.

Although Sony hedges most of the net short-term foreign currency exposure resulting from import and export transactions shortly before they are projected to occur, such hedging activity cannot entirely eliminate the risk of adverse exchange rate fluctuations.

Moreover, since Sony's consolidated balance sheet is prepared by translating the local currency denominated assets and liabilities of its subsidiaries around the world into yen, Sony's equity capital may be adversely impacted when the yen strengthens significantly against the U.S. dollar, the euro and/or other foreign currencies.



---

**Table of Contents**

***Significant volatility and disruption in the global financial markets or a ratings downgrade may adversely affect the availability and cost of Sony's funding.***

The global financial markets may experience significant levels of volatility and disruption, generally putting downward pressure on financial and other asset prices and impacting credit availability. Historically, Sony's primary sources of funds are cash flows from operations, the issuance of commercial paper and other debt securities such as term debt as well as borrowings from banks and other institutional lenders. There can be no assurance that such sources will continue to be available at acceptable terms. If market disruption and volatility occur, and if Sony cannot raise sufficient funds through the issuance of commercial paper or term debt, Sony may draw down funds from contractually committed lines of credit from financial institutions or seek other sources of funding, including the sale of assets, in order to repay commercial paper and term debt as they become due, and to meet other liquidity needs. There can be no assurance that under such market conditions such funding sources will be available at acceptable terms or sufficient to meet Sony's requirements. In turn, any such funding disruptions could have a material adverse impact on Sony's operating results, financial condition and liquidity.

Additionally, Sony's credit ratings may be adversely impacted by unfavorable operating results and a decline in its financial condition. A downgrade in Sony's credit ratings may result in an increase in Sony's cost of funding and may have an adverse impact on Sony's ability to access commercial paper or mid- to long-term debt markets on acceptable terms. As a result, Sony may seek other sources of financing to fund operations, such as the draw-down of funds from contractually committed lines of credit from financial institutions or the sale of assets, with a corresponding adverse effect on Sony's future funding capability.

***Sony is subject to the risks of operations in different countries.***

Sony's operations are conducted in many countries around the world, and these international operations can create challenges. For example, in Sony's electronics businesses, production and procurement of products, parts and components in China and other Asian countries increase the time necessary to supply products to other markets worldwide, which can make it more difficult to meet changing customer demand. Further, in certain countries, Sony may encounter difficulty in planning and managing operations due to unfavorable political or economic factors, such as armed conflicts, a deterioration in foreign relations, domestic cultural and religious conflicts, non-compliance with expected business conduct, local regulations, trade policies and taxation laws, and a lack of adequate infrastructure. Moreover, changes in local regulations, trade policies, taxation laws, local content regulations, business or investment permit approval requirements, foreign exchange controls, import or export controls, or the nationalization of assets or restrictions on the repatriation of returns from foreign investments in major markets and regions may affect Sony's operating results. For example, a labor dispute or a change of labor regulations or policies may significantly change local labor environments. Such a condition in China or another country in which Sony or a partner manufactures could cause interruption in production and shipping of Sony's products and parts, a sharp rise in local labor costs, or a shortage of well-trained employees, which may adversely affect Sony's operating results. If international or domestic political and military instability disrupts Sony's business operations or those of its business partners, or depresses consumer confidence, Sony's operating results and financial condition may be adversely affected. In addition, the time required to recover from disruptions, whether caused by these factors or other causes, such as natural disasters or pandemics, may be greater in certain countries. Moreover, as emerging markets are becoming increasingly important to its operations, Sony becomes more susceptible to the above-mentioned risks, which may have an adverse impact on its operating results and financial condition.

***Sony's success depends on the ability to recruit and retain skilled technical employees and management professionals.***

In order to continuously develop, design, manufacture, market, and sell successful electronics products, including networked products as well as software, game, video and music content, in increasingly competitive markets, Sony must attract and retain key personnel, including its executive team, other management professionals, creative talent and skilled employees such as hardware and software engineers. However, there is

---

**Table of Contents**

high demand for such skilled employees, and Sony may be unable to attract or retain qualified employees to meet future business needs. If this should happen, it may adversely affect Sony's operating results and financial condition.

***Sony may not be successful in integrating its business strategies and operations across different business units to increase the competitiveness of hardware, software, entertainment content and network services.***

Sony believes that integrating its hardware, software, entertainment content and network services is essential for differentiating itself in the marketplace and will lead to revenue growth and profitability. However, this strategy depends on the continuing development (both inside and outside of Sony) of network services technologies, strategic and operational coordination and prioritization among Sony's various business units and sales channels, and the standardization of technological and interface specifications industry-wide and across Sony's networked products and business groups. Furthermore, in such a competitive business environment, which continuously changes with new entrants, it is critical for Sony to continuously introduce enhanced and competitively priced hardware that is seamlessly connected to network platforms, with user interfaces that are innovative and attractive to consumers. Sony also believes that it is essential to be able to provide competitive and differentiated content-based service offerings that include Sony and third-party licensed audio, video and game content from major motion picture and television studios, music labels, game publishers and book publishers. If Sony is not successful in implementing this strategy, it may adversely affect Sony's reputation, competitiveness and profitability.

***Sony's online activities are subject to laws and regulations that can increase the costs of operations or limit its activities.***

Sony engages in a wide array of online activities, including sales and marketing of electronics and entertainment products, entertainment network services, financial services, and acting as an Internet Services Provider (ISP) and is thus subject to a broad range of related laws and regulations including, for example, those relating to privacy, consumer protection, critical infrastructure protection, breach disclosure, data retention and data protection, trans-border data flows, content and broadcast regulation, defamation, age verification and other online child protections, accessibility, installation of cookies or other software on the end-user's computers or other devices, pricing, advertising to both children and adults, taxation, copyright and trademark, promotions, and billing. The application of such laws and regulations created to address online activities, and those passed prior to the popular use of the Internet that may be applied to online activities, varies among jurisdictions, may be unclear or unsettled in many instances, and is subject to change. Sony may incur substantial costs to comply with these laws and regulations and may incur substantial penalties, other liabilities, or damage to its reputation if it fails to comply with them. Compliance with these laws and regulations also may cause Sony to change or limit its online activities in a manner that may adversely affect operating results. In addition, Sony's failure to anticipate changes to relevant laws and regulations, changes in laws that provide protections that Sony relies on in conducting its online activities, or judicial interpretations narrowing such protections, may subject Sony to greater risk of liability, increase the costs of compliance, or limit Sony's ability to engage in certain online activities.

***Sales of Sony's consumer products including game hardware are particularly sensitive to the seasonality of consumer demand.***

Sony's Game segment offers a relatively small range of hardware, including PSP® (PlayStation®Portable), PlayStation®3 and PlayStation®Vita and a significant portion of overall demand for these and new products is weighted towards the year-end holiday season. Sony's other consumer products are also dependent upon demand during the year-end holiday season. As a result, changes in the competitive environment, changes in market conditions, delays in the release of consumer products, including highly anticipated game software titles and insufficient supply of hardware during the year-end holiday season can adversely impact Sony's operating results.

**Table of Contents**

***The sales and profitability of Sony's Game segment, including network services, depend on the penetration of its gaming platforms which is sensitive to software line-ups, including software produced by Sony or third-party developers and publishers.***

In Sony's Game segment, the penetration of gaming platforms is a significant factor driving sales and profitability, which is affected by the ability to provide customers with sufficient software line-ups, including software produced by Sony or third-party game software developers and publishers, and with online services, including network and cloud-based gaming and digital content delivery. There is no assurance that third-party game software developers and publishers will continue to develop and release software regularly or at all. Discontinuance or delay of software development or delays in the delivery of new online services may adversely affect Sony's operating results.

***Sony's content businesses, including the Pictures, Music and Game segments, and other businesses, are subject to digital theft and illegal downloading, which have become increasingly prevalent with the development of new technologies and the availability of high-speed Internet connections.***

The development and declining prices of digital technology along with the increased penetration and speed of Internet connections and the availability of content in digital formats have created risks with respect to Sony's ability to protect the copyrighted content of the Pictures, Music and Game segments and other businesses from digital theft and counterfeiting. In particular, advances in software and technology that enable the duplication, transfer or downloading of digital media files from the Internet and other sources without authorization from the owners of the rights to such content have adversely impacted and continue to threaten the conventional copyright-based business model by making it easier to create, transmit, and redistribute high quality, unauthorized digital media files. The availability of unauthorized content significantly contributes to a decrease in legitimate product sales and puts pressure on the price of legitimate products, which may adversely affect Sony's operating results. Sony has incurred and will continue to incur expenses to help protect its intellectual property, to develop new services for the authorized digital distribution of motion pictures, television programs, music, and games, and to combat unauthorized digital distribution of its copyrighted content. These initiatives will increase Sony's near-term expenses and may not achieve their intended result.

***Operating results for Sony's Pictures and Music segments vary according to worldwide consumer acceptance and the availability of competing products and entertainment alternatives.***

Operating results for the Pictures and Music segments can fluctuate depending primarily upon worldwide consumer acceptance of their products, which is difficult to predict. Moreover, the Pictures segment must invest substantial amounts in motion picture and television productions and broadcast programming before learning the extent to which these products will earn consumer acceptance. Similarly, the Music segment must make significant upfront investments in artists before being able to determine how those artists and their recordings will be received by consumers. Further, the commercial success of Sony's Pictures and Music segments' products may be impacted by other competing products released at or near the same time, and alternative forms of entertainment and leisure activities available to consumers. Underperformance of a motion picture or television production, especially an event or tent-pole film, may have an adverse effect on the Pictures segment's operating results in the year of release or exhibition, and in future years given the high correlation between a product's initial release or exhibition and subsequent revenue from other distribution markets, such as home entertainment and television. Similarly, to a lesser degree, the underperformance of a recorded music release may have an adverse effect on the Music segment's operating results in the fiscal year of release.

***Increases in the costs of producing, acquiring, or marketing entertainment content may adversely affect operating results in Sony's Music and Pictures segments.***

The success of Sony's Music segment is highly dependent on finding and establishing artists, songwriters and music publishing catalogs that appeal to customers over the long term. If the Music segment is unable to find and establish new talented artists and songwriters, its operating results may be adversely affected. Competition with other entertainment companies to identify, sign and retain such talent is intense as is the competition to sell

---

**Table of Contents**

their music. In the Pictures segment, high demand for top talent continues to contribute to increases in the cost of producing motion picture and television product. Competition with other entertainment companies to acquire motion picture and television product is intense and could result in increased acquisition-related spending. Overall increases in production and acquisition costs of the Pictures segment's products, as well as increases in the costs to market these products, may adversely impact the segment's operating results.

***The continuing decline in physical media sales of audio and video content and the adoption of new technologies by consumers may adversely affect operating results in Sony's Music and Pictures segments.***

Industry-wide trends such as the general maturation of physical media formats, including CD, DVD and Blu-ray Disc formats, the shift to digital distribution of audio and video content, and increased competition for retailer shelf space have contributed to and may continue to contribute to an industry-wide decline in the worldwide sales of physical media formats. In addition, rapid changes in technology and the adoption of new technology by consumers have impacted the timing and manner in which consumers acquire and view entertainment products. While alternative models for selling entertainment content have emerged, such as kiosk and mail order rentals, subscription streaming services, and other legal digital distribution to mobile and other Internet connected devices, these revenue streams may not be sufficient to offset the decline in physical media sales that has affected and may continue to affect the operating results of Sony's Music and Pictures segments and disc manufacturing business.

***Operating results of Sony's Pictures segment may be adversely affected by changes in advertising markets or by the failure to renew, or renewal on less favorable terms of, television carriage contracts (broadcasting agreements).***

The strength of the advertising market can fluctuate in response to the economic prospects of specific advertisers or industries, advertisers current spending priorities and the economy in general, and this may adversely affect the Pictures segment's television revenues. The Pictures segment's television operations, including its worldwide television networks, derive substantial revenues from the sale of advertising on a variety of platforms. A decline in overall spending within the advertising market may have a direct adverse effect on the Pictures segment's television networks' revenues. The Pictures segment also recognizes sales from the licensing of its image-based software, including its motion picture and television content, to U.S. and international television network customers. A decline in the advertising market may also adversely affect third-party television networks' ability to generate advertising and subscription revenues, which may result in lower license fees paid by these networks for Sony's image-based software content.

The Pictures segment also depends on third-party cable, satellite and other distribution systems to distribute its worldwide television networks. The failure to renew or renewal on less favorable terms of television carriage contracts (broadcasting agreements) with these third-party distributors may adversely affect the Pictures segment's ability to generate advertising and subscription sales through its worldwide television networks.

***Sony's Pictures segment is subject to labor interruption.***

The Pictures segment and certain of its suppliers are dependent upon highly specialized union members, including writers, directors, actors and other talent, and trade and technical employees, who are covered by union contracts and are essential to the development and production of motion pictures and television programs. A strike by one or more of these unions, or the possibility of a strike, work slowdown or work stoppage caused by uncertainties about, or the inability to reach agreement on, a new contract could delay or halt production activities. Such a delay or halt, depending on the length of time involved, could cause a delay or interruption in the release of new motion pictures and television programs and thereby may adversely affect operating results and cash flows in the Pictures segment. An inability to reach agreement on one or more of these union contracts or renewal on less favorable terms may also increase costs within Sony's Pictures segment and have an adverse effect on operating results.

**Table of Contents**

***Sony's Financial Services segment operates in highly regulated industries, and new rules, regulations and regulatory initiatives by government authorities may adversely affect the flexibility and the operating results of the Financial Services segment.***

Sony's Financial Services segment operates in industries subject to comprehensive regulation and supervision, including the Japanese insurance and banking industries. Future developments or changes in laws, regulations, or policies and their effects are unpredictable and may lead to increased compliance costs or limitations on operations in the Financial Services segment. Due to Sony's common branding strategy, compliance failures in any of its businesses within the Financial Services segment may have an adverse impact on the overall business reputation of the Financial Services segment. Furthermore, additional compliance costs may adversely affect the operating results of the Financial Services segment. In addition, Sony Corporation's ability to receive funds from its affiliate Sony Financial Holdings in the form of financial support or loans is restricted by guidelines issued by regulatory agencies in Japan. If these regulations change in the future, it may further reduce Sony Corporation's ability to receive funds for its use.

***Declines in the value of equity securities may have an adverse impact on Sony's operating results and financial condition, particularly in Sony's Financial Services segment.***

In the Financial Services segment, Sony Life Insurance Co., Ltd. ( Sony Life ) holds equity securities and hybrid bond securities that are affected by changes in the value of the equity market index. Declines in equity prices may result in impairment losses and losses on the sales of the equity securities held by Sony Life. In addition, reductions in gains or increases in losses on the sales of equity securities, as well as reductions in unrealized gains or increases in unrealized losses in respect of such hybrid bond securities may adversely affect the operating results and financial condition of Sony's Financial Services segment. Declines in the yield of Sony Life's separate account assets may result in additional policy reserves being recorded and the accelerated amortization of deferred acquisition costs, since U.S. GAAP requires the review of actuarial assumptions used for the valuation of policy reserves concerning minimum death guarantees for variable life insurance and the amortization of deferred acquisition costs. Additional policy reserves and accelerated amortization of deferred acquisition costs may have an adverse impact on Sony's operating results.

For equity securities held by Sony outside of the Financial Services segment, a decrease in fair value could result in a non-cash impairment charge. Any such charge may adversely affect Sony's operating results and financial condition.

***Changes in interest rates may significantly affect the operating results and financial condition of Sony's Financial Services segment.***

Sony's Financial Services segment engages in asset liability management ( ALM ) in an effort to manage its investment assets in a manner appropriate to its liabilities, which arise from the insurance policies that Sony's Financial Services segment underwrites in both its life insurance and non-life insurance businesses and the deposits, borrowings and other liabilities in its banking business. ALM considers the long-term balance between assets and liabilities in an effort to ensure stable returns. Any failure to appropriately conduct its ALM activities, or any significant changes in market conditions beyond what its ALM may reasonably address, may have an adverse effect on the financial condition and operating results of the Financial Services segment. In particular, because Sony Life's liabilities to policyholders generally have longer durations than its investment assets, which are concentrated in long-term Japanese national government bonds, lower interest rates tend to reduce yields on Sony Life's investment portfolio while guaranteed yields (assumptions used for calculation of policy reserve provisions) remain generally unchanged on outstanding policies. As a result, Sony Life's profitability and long-term ability to meet policy commitments may be adversely affected.

***The investment portfolio within Sony's Financial Services segment exposes Sony to a number of additional risks other than the risks related to declines in the value of equity securities and changes in interest rates.***

In the Financial Services segment, generating stable investment income is important to its operations, and the Financial Services segment's investments are concentrated in long-term Japanese national government bonds,

**Table of Contents**

although it also has investments in a variety of asset classes, including shorter-term Japanese national government bonds, Japanese local government and corporate bonds, foreign government and corporate bonds, Japanese stocks, loans and real estate. In addition to risks related to changes in interest rates and the value of equity securities, the Financial Services segment's investment portfolio exposes itself to a variety of other risks, including foreign exchange risk, credit risk and real estate investment risk, any or all of which may have an adverse effect on the operating results and financial condition of the Financial Services segment. For example, mortgage loans account for 88.7 percent of the total loan balance or 42.7 percent of the total assets of Sony Bank Inc. ( Sony Bank ) as of March 31, 2013. An increase in non-performing loans or a decline in the prices of real estate, the collateral for these mortgage loans provided by Sony Bank, may have an adverse effect on the creditworthiness of Sony Bank's loan portfolio and increase credit-related costs for Sony Bank.

*Differences between actual and assumed policy benefits and claims may require Sony's Financial Services segment to increase policy reserves in the future.*

The life insurance and non-life insurance businesses of the Financial Services segment establish policy reserves for future benefits and claims based on the Insurance Business Act of Japan and related regulations. These reserves are calculated based on many assumptions and estimates, including the frequency and timing of the event covered by the policy, the amount of benefits or claims to be paid and the investment returns on the assets these businesses purchase with the premiums received. These assumptions and estimates are inherently uncertain, and the Financial Services segment cannot determine with precision the ultimate amounts that it will be required to pay for, or the timing of payment of, actual benefits and claims, or whether the assets supporting the policy liabilities will grow at the level assumed prior to the payment of benefits or claims. The frequency and timing of an event covered by a policy and the amount of benefits or claims to be paid are subject to a number of risks and uncertainties, many of which are outside of its control, including:

changes in trends underlying its assumptions and estimates, such as mortality and morbidity rates;

the availability of sufficient reliable data and its ability to correctly analyze the data;

the selection and application of appropriate pricing and rating techniques; and

changes in legal standards, claim settlement practices and medical care expenses.

If the actual experience of the insurance businesses becomes significantly less favorable than their assumptions or estimates, their policy reserves may be inadequate. Any changes in regulatory guidelines or standards with respect to the required level of policy reserves may also require that the insurance businesses establish policy reserves based on more stringent assumptions, estimates or actuarial calculations. Such events may result in a need to increase provisions for policy reserves, which may have an adverse effect on the operating results and financial condition of the Financial Services segment. Furthermore, actual insurance claims that are higher than the estimated provision for policy reserves due to the occurrence of catastrophic events such as earthquakes or pandemic diseases in Japan may have an adverse effect on the operating results and financial condition of the Financial Services segment.

*Sony's physical facilities and information systems are subject to damage as a result of catastrophic disasters, outages, malfeasance or similar events. Such an unexpected catastrophic event may also lead to supply chain and production disruptions as well as lower demand from commercial customers, resulting in an adverse impact on Sony's operating results.*

Sony's headquarters and many of Sony's most advanced device manufacturing facilities, including those for semiconductors, are located in Japan, where the risk of earthquakes is relatively high compared to other parts of the world. In addition, offices and facilities used by Sony, its service providers and business partners, including those used for network, telecommunications and information systems infrastructure, research and development, material procurement, manufacturing, motion picture and television program production, logistics, sales and services are located throughout the world and are subject to possible destruction, temporary stoppage or disruption as a result of unexpected catastrophic events such as natural disasters, pandemic diseases, terrorist

**Table of Contents**

attacks, large-scale power outages and large-scale fires. If any of these facilities or offices were to experience a significant loss as a result of any of the above events, it may disrupt Sony's operations, delay production, interrupt shipments and postpone the recording of sales, and result in large expenses to repair or replace these facilities or offices. In addition, if Sony's suppliers are damaged by such catastrophic events, Sony may be exposed to supply shortages of raw materials, parts or components, which may result in a reduction or suspension of production, interruption of shipment and delays in product launches. Sony may also be exposed to price increases for raw materials, parts and components, and lower demand from commercial customers.

For example, the Floods and the Great East Japan Earthquake caused damage to certain fixed assets including buildings, machinery and equipment as well as inventories at manufacturing sites and warehouses. In addition, production at several manufacturing facilities was forced to cease temporarily or was reallocated to other facilities. Sony was also adversely impacted by the postponement of certain product launches as well as by significantly lower demand from commercial customers resulting from industry-wide supply chain disruptions.

Another major earthquake in Japan, especially in Tokyo where Sony headquarters are located, the Tokai area where many of Sony's product manufacturing sites are located, or the Kyushu area, where Sony's semiconductor manufacturing sites are located, could cause greater damage to Sony's business operations than the Great East Japan Earthquake, which may adversely affect Sony's operating results and financial condition.

Moreover, as network and information systems have become increasingly important to Sony's operating activities, the impact that network and information system shutdowns may have on Sony's operating activities has increased. Shutdowns may be caused by events similar to those described above or other unforeseen events, such as software or hardware defects, computer viruses and computer hacking. For example, Sony's network services, online game business and websites of certain subsidiaries experienced a series of cyber-attacks that resulted in a temporary interruption in services during the fiscal year ended March 31, 2012.

Similar events in the future may result in the disruption of Sony's major business operations, delays in production, shipments and recognition of sales, and large expenditures necessary to enhance, repair or replace such facilities and network and information systems. Furthermore, Sony may not be able to obtain sufficient insurance in the future to cover the resulting expenditures and losses, and insurance premiums may increase. These situations may have an adverse impact on Sony's operating results and financial condition.

***Sony's brand image, reputation and business may be harmed and Sony may be subject to legal claims if there is loss, disclosure, misappropriation or alteration of or unauthorized access to its customers or its business partners or its own information, or other breaches of its information security.***

Sony makes extensive use of information technology, online services and centralized data processing, including through third-party service providers. The secure maintenance and transmission of customer information is a critical element of Sony's operations. Sony's information technology and other systems that maintain and transmit such information, or those of service providers or business partners, and the security of such information possessed by Sony or its business partners may be compromised by a malicious third-party or a man-made or natural event, or impacted by advertent or inadvertent actions or inactions by Sony employees, or those of a third-party service provider or business partner. As a result, customer information may be lost, disclosed, misappropriated, altered or accessed without consent. For example, Sony's network services, online game business and websites of certain subsidiaries have been subject to cyber-attacks by groups and individuals with a wide range of motives and expertise, resulting, in some instances, in unauthorized access to and the potential or actual theft of customer information.

In addition, Sony, third-party service providers and other business partners process and maintain proprietary Sony business information and data related to Sony's business, commercial customers, suppliers and other business partners. Sony's information technology and other systems that maintain and transmit this information, or those of service providers or business partners, and the security of such information possessed by Sony, third-party service providers or other business partners may also be compromised by a malicious third-party or a man-made or natural event, or impacted by advertent or inadvertent actions or inactions by Sony employees or those of a third-party service provider or business partner. As a result, Sony's business information and customer, supplier, and other business partner data may be lost, disclosed, misappropriated, altered, or accessed without consent.

---

**Table of Contents**

Further, the confidentiality, integrity and availability of products and services provided by Sony or its service providers or business partners may be compromised by malicious third parties or man-made or natural events, or impacted by advertent or inadvertent actions or inactions by Sony employees or those of a third-party service provider or business partner. For example, Sony's websites have been subjected to denial-of-service and other attacks.

Any such loss, disclosure, misappropriation or alteration of or access to customers', business partners' or other information, or other breach of Sony's information security including that of its products and services can result in legal claims or legal proceedings, including regulatory investigations and actions, and may have a serious impact on Sony's brand image and reputation and adversely affect Sony's businesses, operating results and financial condition. Furthermore, the loss, disclosure, misappropriation or alteration of or access to Sony's business information, or adverse effects on the confidentiality, integrity, or availability of its products or services, may adversely affect Sony's businesses, operating results and financial condition.

*Sony's business may suffer as a result of adverse outcomes of current or future litigation and regulatory actions.*

Sony faces the risk of litigation and regulatory proceedings in different countries in connection with its operations. Legal proceedings, including regulatory actions, may seek to recover very large indeterminate amounts or to limit Sony's operations, and the possibility that they may arise and their magnitude may remain unknown for substantial periods of time. For example, legal proceedings, including regulatory actions, may result from antitrust scrutiny of market practices for anti-competitive conduct. A substantial legal liability or adverse regulatory outcome and the substantial cost to defend the litigation or regulatory proceedings may have an adverse effect on Sony's business, operating results, financial condition, cash flows and reputation.

*Sony is subject to financial and reputational risks due to product quality and liability issues.*

Sony products, such as consumer products, non-consumer products, parts and components, semiconductors, and software as well as network services are becoming increasingly sophisticated and complicated as rapid advancements in technologies occur and as demand increases for mobile products and online services. This trend may increase product quality and liability exposure. Sony's efforts to manage the rapid advancements in technologies and increased demand for mobile products and online services as well as to control product quality may not be successful. As a result, Sony may incur expenses in connection with, for example, product recalls, and after-sales services. In addition, allegations of safety issues related to Sony products, or lawsuits, regardless of merit, may adversely impact Sony's brand image and reputation as a producer of high-quality products and services, and, therefore, its operating results and financial condition may suffer. These issues are relevant to Sony products sold directly to customers and also to products of other companies that are equipped with Sony's components, such as semiconductors.

*Sony's operating results and financial condition may be adversely affected by its employee benefit obligations.*

Sony recognizes an unfunded pension obligation for its defined benefit pension plans based on (i) the Projected Benefit Obligation (PBO) under each pension plan less (ii) the fair value of the pension plan's assets, in accordance with the accounting guidance for defined benefit plans. Actuarial gains and losses are amortized and included in pension expenses in a systematic manner over employees' average remaining service periods. Any decrease of the pension plan asset value due to low returns from investments or increases in the PBO due to a lower discount rate, increases in rates of compensation and changes in certain other actuarial assumptions may increase the unfunded pension obligations and may result in an increase in pension expenses recorded as cost of sales or as a selling, general and administrative expense.

Sony's operating results and financial condition may be adversely affected by the status of its Japanese and foreign pension plans. Specifically, adverse equity market conditions and volatility in the credit markets may have an unfavorable impact on the value of Sony's pension plan assets and its future estimated pension liabilities, the majority of which relate to the Japanese plans, which have approximately 30 percent of pension plan assets invested in equity securities. As a result, Sony's operating results or financial condition could be adversely affected.



**Table of Contents**

Further, Sony's operating results and financial condition could be adversely affected by future pension funding requirements pursuant to the Japanese Defined Benefit Corporate Pension Plan Act (Act). Under the Act, Sony is required to meet certain financial criteria including periodic actuarial revaluation and annual settlement of gains or losses of the plan. In the event that the actuarial reserve required by law exceeds the fair value of pension plan assets and that the fair value of pension assets may not be recovered within a certain moratorium period permitted by laws and/or special legislative decree, Sony may be required to make an additional contribution to the plan, which may reduce cash flows. Similarly, if Sony is required to make an additional contribution to a foreign plan to meet any funding requirements in accordance with local laws and regulations in each country, Sony's cash flows might be adversely affected. If Sony is required to increase cash contributions to its pension plans when actuarial assumptions, such as an expected long-term rate of return of the pension plan assets, are updated for purposes of determining statutory contributions, it may have an adverse impact on Sony's cash flows.

***Further losses in jurisdictions where Sony has established valuation allowances against deferred tax assets, the inability of Sony to fully utilize its deferred tax assets, exposure to additional tax liabilities or changes in Sony's tax rates could adversely affect net income (loss) attributable to Sony Corporation's stockholders and Sony's financial condition.***

Sony is subject to income taxes in Japan and numerous other jurisdictions, and in the ordinary course of Sony's business there are many situations where the ultimate tax determination can be uncertain, sometimes for an extended period. The calculation of Sony's tax provision and the carrying value of tax assets and liabilities requires significant judgment and the use of estimates, including estimates of future taxable income.

Deferred tax assets are evaluated on a jurisdiction by jurisdiction basis. In certain jurisdictions, Sony has established valuation allowances against deferred tax assets, including net operating loss carryforwards, where it has concluded that the deferred tax assets are not more likely than not to be realized. A large net loss attributable to Sony Corporation's shareholders was recorded in the fiscal years ended March 31, 2011 and 2012 due to the recording of a non-cash tax expense related to the establishment of valuation allowances against deferred tax assets, predominantly in Japan and the U.S. As of March 31, 2013, Sony had valuation allowances principally in the following jurisdictions: (1) Sony Corporation and its national filing group in Japan, as well as for local taxes in a number of Japanese subsidiaries; (2) Sony Americas Holding Inc. and its consolidated tax filing group in the U.S.; (3) Sony Mobile in Sweden; and (4) Sony Europe Limited in the U.K. In jurisdictions where valuation allowances have been established, no tax benefit will be recorded against any continuing losses and as a result, net income (loss) attributable to Sony Corporation's stockholders and Sony's financial condition could be adversely affected.

Additionally, deferred tax assets could expire unused or otherwise not be realizable, if Sony is unable to implement tax planning strategies or generate sufficient taxable income in the appropriate jurisdiction in the future (from operations and/or tax planning strategies) to utilize them, or if Sony enters into transactions that limit its legal ability to use them. As a result, Sony may lose any associated cash tax reduction available in future periods. If it becomes more likely than not that any of Sony's remaining deferred tax assets without valuation allowances will expire unused and are not available to offset future taxable income, or otherwise will not be realizable, Sony will have to recognize an additional valuation allowance, increasing income tax expense. Net income (loss) attributable to Sony Corporation's stockholders and Sony's financial condition could be adversely affected when the deferred tax assets expire unused or in periods in which an additional valuation allowance is recorded.

A key factor in the evaluation of the deferred tax assets and the valuation allowance is the determination of the uncertain tax positions related to the adjustments for Sony's intercompany transfer pricing. Sony is subject to income taxes in Japan and numerous other jurisdictions, and in the ordinary course of Sony's business there are many transactions, including intercompany charges, where the ultimate tax determination is uncertain. Sony is subject to continuous examination of its income tax returns by tax authorities and, as a result, Sony regularly assesses the likelihood of adverse outcomes resulting from these examinations to determine the adequacy of its provision for income taxes. Significant judgment is required in making these assessments and, as additional

**Table of Contents**

evidence becomes available in subsequent periods, the ultimate outcomes for Sony's uncertain tax positions and, accordingly, its valuation allowance assessments may potentially have an adverse impact on net income (loss) attributable to Sony Corporation's stockholders and Sony's financial condition.

In addition to the above, Sony's future effective tax rates may be unfavorably affected by changes in both the statutory rates and the mix of earnings in countries with differing statutory rates or by other factors such as changes in tax laws and regulations or their interpretation, including limitations or restrictions on the use of net operating loss and income tax credit carryforwards.

***Sony could incur asset impairment charges for goodwill, intangible assets or other long-lived assets.***

Sony has a significant amount of goodwill, intangible assets and other long-lived assets. A decline in financial performance, market capitalization or changes in estimates and assumptions used in the impairment analysis, which in many cases requires significant judgment, could result in impairment charges. Sony tests goodwill and intangible assets that are determined to have an indefinite life for impairment during the fourth quarter of each fiscal year and assesses whether factors or indicators, such as unfavorable variances from established business plans, significant changes in forecasted results or volatility inherent to external markets and industries, have become apparent that would require an interim test. The recoverability of the carrying value of long-lived assets held and used and long-lived assets to be disposed of is reviewed whenever events or changes in circumstances indicate that the carrying value of the assets or asset groups may not be recoverable. Long-lived assets to be held and used are reviewed for impairment by comparing the carrying value of the asset or asset group with their estimated undiscounted future cash flows. If the carrying value of the asset or asset group is considered impaired, an impairment charge is recorded for the amount by which the carrying value of the asset or asset group exceeds its fair value.

When determining whether an impairment has occurred or calculating such impairment for goodwill, an intangible asset or other long-lived asset, fair value is determined using the present value of estimated cash flows or comparable market values. This approach uses significant estimates and assumptions including projected future cash flows, the timing of such cash flows, discount rates reflecting the risk inherent in future cash flows, perpetual growth rates, determination of appropriate comparable entities and the determination of whether a premium or discount should be applied to comparables. Changes in estimates and/or revised assumptions impacting the present value of estimated future cash flows may result in a decrease in the fair value of a reporting unit, where goodwill is tested for impairment, or a decrease in fair value of intangible assets, long-lived assets or asset groups. The decrease in fair value could result in a non-cash impairment charge. Any such charge may adversely affect Sony's operating results and financial condition.

***Sony may be accused of infringing others' intellectual property rights and be liable for significant damages.***

Sony's products incorporate a wide variety of technologies. Claims have been and may be asserted against Sony that such technology infringes the intellectual property owned by others. Such claims may be asserted by competitors to protect their products and services and/or as a business strategy to seek a competitive advantage, or by other patent holders, particularly as markets become more competitive, and products evolve to include new technologies and enhanced functionality that incorporate an increasing amount of intellectual property. Such claims might require Sony to enter into settlement or license agreements, to pay significant damage awards, and/or to face a temporary or permanent injunction prohibiting Sony from marketing or selling certain of its products, which may have an adverse effect on Sony's business, operating results, financial condition and reputation.

***Sony may not be able to continue to obtain necessary licenses for certain intellectual property rights of others or protect and enforce the intellectual property rights on which its business depends.***

Many of Sony's products are designed under the license of patents and other intellectual property rights owned by third parties. Based upon past experience and industry practice, Sony believes that it will be able to obtain or renew licenses relating to various intellectual properties useful in its business that it needs in the future; however, such licenses may not be available at all or on acceptable terms, and Sony may need to redesign or

**Table of Contents**

discontinue marketing or selling such products as a result. Additionally, Sony’s intellectual property rights may be challenged or invalidated, or such intellectual property rights may not be sufficient to provide Sony with competitive advantages. Such events may adversely impact Sony’s operating results and financial condition.

*Sony is subject to a wide range of regulations related to social responsibility, such as environmental, occupational health and safety, and certain human rights regulations that can increase the costs of operations, limit its activities, or affect its reputation.*

Sony is subject to a broad range of social responsibility laws and regulations covering issues related, inter-alia, to the environment, occupational health and safety, labor practices and human rights. These include laws and regulations relating to air pollution; water pollution; the management, elimination or reduction of the use of hazardous substances; energy efficiency of certain products; waste management; recycling of products, batteries and packaging materials; site remediation; worker and consumer health and safety; and human rights issues such as those related to the procurement and production processes. For example, Sony is currently required to comply with:

Environmental regulations enacted by the EU, such as the Restriction of Hazardous Substances ( RoHS ) Directive, the Waste Electrical and Electronic Equipment ( WEEE ) Directive, the ecodesign requirements for Energy-related Products ( ErP ) Directive and the Registration, Evaluation, Authorization and Restriction of Chemicals ( REACH ) regulation;

Regulations or governmental policies related to climate change issues such as carbon disclosure, greenhouse gas emission reduction, carbon taxes and energy efficiency for electronics products;

Cap and trade and other systems for reducing emissions (such as the Tokyo Metropolitan Government’s Obligation to Reduce Absolute Green House Gas Emissions and Emissions Trading System ); and

Section 1502 of the Dodd-Frank Wall Street Reform and Consumer Protection Act which requires annual disclosures related to Conflict Minerals and their derivatives that are necessary to the functionality or production of products manufactured by Sony.

Conflict Minerals are defined as cassiterite, columbite-tantalite, gold, wolframite, and other minerals determined by the U.S. government to be financing conflict in the Democratic Republic of Congo or adjoining countries.

Additionally, there is a growing global consumer focus on companies’ social responsibilities. In particular, there is growing interest regarding labor practices, including work environments at consumer electronics components manufacturers and ODM/OEM product manufacturers operating in the Asian region.

These social responsibility laws and regulations may become more significant, and additional social responsibility laws and regulations may be adopted in the future. Such new laws and regulations may result in an increase in Sony’s cost of compliance. Additionally, if Sony is not perceived as having responded to existing and new laws and regulations in these varied areas, it may result in fines, penalties, legal judgments or other costs or remediation obligations, and may adversely affect Sony’s operating results and financial condition. In addition, such a finding of non-compliance, or the perception that Sony has not responded appropriately to growing consumer concern for such issues, whether or not legally required to do so, may adversely affect Sony’s reputation. Sony’s operating results and financial condition may also be adversely affected if consumers therefore choose to purchase products of other companies.

*Holders of American Depositary Shares have fewer rights than shareholders and may not be able to enforce judgments based on U.S. securities laws.*

The rights of shareholders under Japanese law to take actions, including voting their shares, receiving dividends and distributions, bringing derivative actions, examining Sony’s accounting books and records, and exercising appraisal rights, are available only to shareholders of record. Because the depositary, through its custodian agents, is the record holder of the shares underlying the American Depositary Shares ( ADSs ), only

---

**Table of Contents**

the depositary can exercise those rights in connection with the deposited shares. The depositary will make efforts to vote the shares underlying ADSs in accordance with the instructions of ADS holders and will pay the dividends and distributions collected from Sony. However, ADS holders will not be able to bring a derivative action, examine Sony's accounting books and records, or exercise appraisal rights through the depositary.

Sony Corporation is incorporated in Japan with limited liability. A majority of Sony's directors and corporate executive officers are non-U.S. residents, and a substantial portion of the assets of Sony Corporation and the assets of Sony's directors and corporate executive officers are located outside the U.S. As a result, it may be more difficult for investors to enforce against Sony Corporation or such persons, judgments obtained in U.S. courts predicated upon civil liability provisions of the federal and state securities laws of the U.S. or similar judgments obtained in other courts outside Japan. There is doubt as to the enforceability in Japanese courts, in original actions or in actions for enforcement of judgments of U.S. courts, of civil liabilities predicated solely upon the federal and state securities laws of the U.S.

**Item 4. Information on the Company**

**A. History and Development of the Company**

Sony Corporation was established in Japan in May 1946 as Tokyo Tsushin Kogyo Kabushiki Kaisha, a joint stock company (*Kabushiki Kaisha*) under Japanese law. In January 1958, it changed its name to Sony Kabushiki Kaisha (Sony Corporation in English).

In December 1958, Sony Corporation was listed on the Tokyo Stock Exchange (the TSE). In June 1961, Sony Corporation issued American Depositary Receipts (ADRs) in the U.S.

In March 1968, Sony Corporation established CBS/Sony Records Inc. in Japan, as a 50-50 joint venture company between Sony Corporation and CBS Inc. in the U.S. In January 1988, the joint venture became a wholly-owned subsidiary of Sony Corporation, and in April 1991, changed its name to Sony Music Entertainment (Japan) Inc. (SMEJ). In November 1991, SMEJ was listed on the Second Section of the TSE.

In September 1970, Sony Corporation was listed on the New York Stock Exchange.

In August 1979, Sony Corporation established Sony Prudential Life Insurance Co., Ltd. in Japan, as a 50-50 joint venture company between Sony Corporation and The Prudential Insurance Company of America. In April 1991, the joint venture changed its name to Sony Life Insurance Co., Ltd. (Sony Life). In March 1996, Sony Life became a wholly-owned subsidiary of Sony Corporation, and in April 2004, with the establishment of Sony Financial Holdings Inc. (SFH), a financial holding company, Sony Life became a wholly-owned subsidiary of SFH.

In July 1984, Sony Magnescale Inc., a subsidiary of Sony Corporation, was listed on the Second Section of the TSE. The subsidiary changed its name to Sony Precision Technology Inc. in October 1996 and then to Sony Manufacturing Systems Corporation in April 2004. In April 2012, Sony Manufacturing Systems was merged into Sony EMCS Corporation.

In July 1987, Sony Chemicals Corporation, a subsidiary of Sony Corporation, was listed on the Second Section of the TSE. The subsidiary changed its name to Sony Chemical & Information Device Corporation in July 2006. In January 1988, Sony Corporation acquired CBS Records Inc., a music business division of CBS Inc. in the U.S. The acquired company changed its name to Sony Music Entertainment Inc. in January 1991 and then to Sony Music Holdings Inc. in December 2008.

In November 1989, Sony Corporation acquired Columbia Pictures Entertainment, Inc. in the U.S. In August 1991, Columbia Pictures Entertainment, Inc. changed its name to Sony Pictures Entertainment Inc. (SPE).

In November 1993, Sony established Sony Computer Entertainment Inc. (SCEI) in Japan.

In January 2000, acquisition transactions by way of a share exchange were completed such that three subsidiaries which had been listed on the TSE—SMEJ, Sony Chemicals Corporation (currently Sony Chemical & Information Device Corporation), and Sony Precision Technology Inc. (which was merged into



---

**Table of Contents**

Sony EMCS Corporation) became wholly-owned subsidiaries of Sony Corporation. In September 2012, Sony Corporation completed the sale of certain of its chemical products businesses, including Sony Chemical & Information Device Corporation to Development Bank of Japan Inc.

In June 2001, Sony Corporation issued shares of subsidiary tracking stock in Japan, the economic value of which was intended to be linked to the economic value of Sony Communication Network Corporation. All shares of the subsidiary tracking stock were terminated and converted to shares of common stock of Sony Corporation in December 2005. The subsidiary was listed on the Mother's market of the TSE in December 2005 (and has been traded on the First Section of the TSE since January 2008) and was renamed So-net Entertainment Corporation ( So-net ) in October 2006. In January 2013, Sony Corporation acquired all of the common shares of So-net through a tender offer and subsequent share exchange and, as a result of the acquisition, So-net became a wholly-owned subsidiary of Sony Corporation. In October 2001, Sony Ericsson Mobile Communications AB ( Sony Ericsson ), a 50-50 joint venture company between Sony Corporation and Telefonaktiebolaget LM Ericsson ( Ericsson ) of Sweden, was established. In February 2012, Sony acquired Ericsson's 50 percent equity interest in Sony Ericsson. As a result of the acquisition, Sony Ericsson became a wholly-owned subsidiary of Sony and changed its name to Sony Mobile Communications AB ( Sony Mobile ).

In October 2002, Aiwa Co., Ltd. ( Aiwa ), then a TSE-listed subsidiary, became a wholly-owned subsidiary of Sony Corporation. In December 2002, Aiwa was merged into Sony Corporation.

In June 2003, Sony Corporation adopted the Company with Committees corporate governance system in line with the revised Japanese Commercial Code then effective. (Refer to Board Practices in Item 6. *Directors, Senior Management and Employees.* )

In April 2004, Sony Corporation established SFH, a financial holding company, in Japan. Sony Life, Sony Assurance Inc. ( Sony Assurance ), and Sony Bank Inc. ( Sony Bank ) became subsidiaries of SFH. In October 2007, SFH was listed on the First Section of the TSE in conjunction with the global initial public offering of shares of SFH by Sony Corporation and SFH.

In April 2004, S-LCD Corporation ( S-LCD ), a joint venture between Sony Corporation and Samsung Electronics Co., Ltd. of Korea for the manufacture of amorphous thin film transistor ( TFT ) liquid crystal display ( LCD ) panels, was established in Korea. Sony's stake in S-LCD is 50 percent minus 1 share. In January 2012, Sony sold all of its shares of S-LCD to Samsung Electronics Co., Ltd.

In August 2004, Sony combined its worldwide recorded music business, excluding its recorded music business in Japan, with the worldwide recorded music business of Bertelsmann AG ( Bertelsmann ), forming a 50-50 joint venture, SONY BMG MUSIC ENTERTAINMENT ( SONY BMG ). In October 2008, Sony acquired Bertelsmann's 50 percent equity interest in SONY BMG. As a result of the acquisition, SONY BMG became a wholly-owned subsidiary of Sony. In January 2009, SONY BMG changed its name to Sony Music Entertainment ( SME ).

In December 2009, Sharp Display Products Corporation ( SDP ), a joint venture between Sony Corporation and Sharp Corporation for the production and sale of large-sized LCD panels and modules, was established. Sony's ownership in SDP was 7 percent. In June 2012, Sony sold all of its shares in SDP to SDP.

In April 2013, Sony Olympus Medical Solutions Inc. ( SOMED ), a medical business venture between Sony Corporation and Olympus Corporation was established in Japan. Sony's stake in SOMED is 51 percent.

Sony Corporation's registered office is located at 7-1, Konan 1-chome, Minato-ku, Tokyo 108-0075, Japan, telephone +81-3-6748-2111.

The agent in the U.S. for purposes of this Item 4 is Sony Corporation of America ( SCA ), 550 Madison Avenue, New York, NY 10022 (Attn: Office of the General Counsel).

---

**Table of Contents**
***Principal Capital Investments***

In the fiscal years ended March 31, 2011, 2012 and 2013, Sony's capital expenditures (additions to Property, plant and equipment on the balance sheets) were 204.9 billion yen, 295.1 billion yen and 188.6 billion yen, respectively. Sony's capital expenditures are expected to be approximately 180 billion yen during the fiscal year ending March 31, 2014. For a breakdown of principal capital expenditures and divestitures (including interests in other companies), refer to Item 5. *Operating and Financial Review and Prospects*. The funding requirements of such various capital expenditures are expected to be financed by cash provided principally by operating and financing activities or the existing balance of cash and cash equivalents.

Sony invested approximately 72 billion yen in the semiconductor business during the fiscal year ended March 31, 2013. In June 2012, Sony announced its investment plan of approximately 80 billion yen in Sony Semiconductor Corporation's Nagasaki Technology Center to increase production capacity for complementary metal-oxide semiconductor (CMOS) image sensors. This investment started in the first half of the fiscal year ended March 31, 2013 and is expected to be completed during the first half of the fiscal year ending March 31, 2014. As a result of this investment plan, Sony plans to increase total production capacity for charged coupled devices and CMOS image sensors to approximately 60,000 wafers per month by September 30, 2013.

**B. Business Overview**

Sony is engaged in the development, design, manufacture, and sale of various kinds of electronic equipment, instruments, and devices for consumer, professional and industrial markets as well as game hardware and software. Sony's primary manufacturing facilities are located in Asia including Japan. Sony also utilizes third-party contract manufacturers for certain products. Sony's products are marketed throughout the world by sales subsidiaries and unaffiliated distributors as well as direct sales via the Internet. Sony is engaged in the development, production and acquisition, manufacture, marketing, distribution and broadcasting of image-based software, including motion picture, home entertainment and television product. Sony is also engaged in the development, production, manufacture, and distribution of recorded music. Further, Sony is also engaged in various financial services businesses, including life and non-life insurance operations through its Japanese insurance subsidiaries and banking operations through a Japanese Internet-based banking subsidiary. In addition to the above, Sony is engaged in a network services business and an advertising agency business in Japan.

Sony realigned its reportable segments from the first quarter of the fiscal year ended March 31, 2013 to reflect modifications to its organizational structure as of April 1, 2012, primarily repositioning the operations of the previously reported Consumer, Products & Services (CPS), Professional, Device & Solutions (PDS) and Sony Mobile Communications segments. In connection with this realignment, the operations of the former CPS, PDS and Sony Mobile Communications segments are reclassified into five newly established segments, namely the Imaging Products & Solutions (IP&S), Game, Mobile Products & Communications (MP&C), Home Entertainment & Sound (HE&S) and Devices segments, as well as All Other. The previously reported Sony Mobile Communications segment is now included in the MP&C segment as the Mobile Communications category. The network business previously included in the CPS segment and the medical business previously included in the PDS segment are now included in All Other. For further details, please refer to Item 5. *Operating and Financial Review and Prospects*.

**Table of Contents****Products and Services****Imaging Products & Solutions**

The following table sets forth Sony's IP&S segment sales to outside customers by product categories. Figures in parentheses indicate the percentage contribution of each product category to the segment total.

|                          | 2011              | Fiscal year ended March 31 |         | 2013    |                |                |
|--------------------------|-------------------|----------------------------|---------|---------|----------------|----------------|
|                          |                   | 2012                       |         |         |                |                |
|                          | (Yen in millions) |                            |         |         |                |                |
| Digital Imaging Products | 628,358           | (69.3)                     | 489,526 | (64.7)  | <b>449,724</b> | <b>(61.9)</b>  |
| Professional Solutions   | 268,687           | (29.6)                     | 256,871 | (33.9)  | <b>259,899</b> | <b>(35.8)</b>  |
| Other                    | 9,394             | (1.1)                      | 10,228  | (1.4)   | <b>17,151</b>  | <b>(2.3)</b>   |
| IP&S Total               | 906,439           | (100.0)                    | 756,625 | (100.0) | <b>726,774</b> | <b>(100.0)</b> |

**Digital Imaging Products:**

Digital Imaging Products includes compact digital cameras, video cameras and interchangeable single-lens cameras.

**Professional Solutions:**

Professional Solutions includes broadcast- and professional-use products.

**Game**

SCEI develops, produces, markets and distributes PlayStation®3 ( PS3 ), PlayStation®Vita ( PS Vita ), PSP ( PlayStation®Portable ) ( PSP ) and PlayStation®2 ( PS2 ) hardware, and related package software. Sony Computer Entertainment America LLC ( SCEA ) and Sony Computer Entertainment Europe Ltd. ( SCEE ) market and distribute PS3, PS Vita, PSP and PS2 hardware, and develop, produce, market and distribute related package software locally in the U.S. and Europe. SCEI, SCEA and SCEE enter into licenses with third-party software developers and publishers.

**Mobile Products & Communications**

The following table sets forth Sony's MP&C segment sales to outside customers by product categories. Figures in parentheses indicate the percentage contribution of each product category to the segment total.

|                              | 2011              | Fiscal year ended March 31 |         | 2013    |                  |                |
|------------------------------|-------------------|----------------------------|---------|---------|------------------|----------------|
|                              |                   | 2012                       |         |         |                  |                |
|                              | (Yen in millions) |                            |         |         |                  |                |
| Mobile Communications        | ( )               | ( )                        | 77,732  | (12.5)  | <b>733,622</b>   | <b>(60.1)</b>  |
| Personal and Mobile Products | 625,200           | (99.0)                     | 538,816 | (86.6)  | <b>480,132</b>   | <b>(39.4)</b>  |
| Other                        | 6,314             | (1.0)                      | 5,867   | (0.9)   | <b>6,259</b>     | <b>(0.5)</b>   |
| MP&C Total                   | 631,514           | (100.0)                    | 622,415 | (100.0) | <b>1,220,013</b> | <b>(100.0)</b> |

**Mobile Communications:**

Mobile Communications includes mobile phones.



*Personal and Mobile Products:*

Personal and Mobile Products includes personal computers.

**Table of Contents**

On February 15, 2012, Sony acquired Ericsson's 50 percent equity interest in Sony Ericsson and Sony Ericsson became a wholly-owned subsidiary of Sony and changed its corporate name to Sony Mobile Communications AB ( Sony Mobile ). The financial results above include the sales to outside customers of Sony Mobile from February 16, 2012 through March 31, 2013. Sony Mobile undertakes product research, development, design, marketing, sales, production, distribution and customer services for mobile phones, accessories and applications.

**Home Entertainment & Sound**

The following table sets forth Sony's HE&S segment sales to outside customers by product categories. Figures in parentheses indicate the percentage contribution of each product category to the segment total.

|                        | 2011              | Fiscal year ended March 31 |           | 2013    |                |                |
|------------------------|-------------------|----------------------------|-----------|---------|----------------|----------------|
|                        |                   | 2012                       |           |         |                |                |
|                        | (Yen in millions) |                            |           |         |                |                |
| <i>Televisions</i>     | 1,200,487         | (70.1)                     | 840,359   | (65.5)  | <b>581,475</b> | <b>(58.5)</b>  |
| <i>Audio and Video</i> | 502,684           | (29.4)                     | 433,800   | (33.8)  | <b>405,024</b> | <b>(40.8)</b>  |
| <i>Other</i>           | 9,153             | (0.5)                      | 8,569     | (0.7)   | <b>7,323</b>   | <b>(0.7)</b>   |
| HE&S Total             | 1,712,324         | (100.0)                    | 1,282,728 | (100.0) | <b>993,822</b> | <b>(100.0)</b> |

*Televisions:*

Televisions includes LCD televisions.

*Audio and Video:*

Audio and Video includes home audio, Blu-ray Disc players/recorders, and memory-based portable audio devices.

**Devices**

The following table sets forth Sony's Devices segment sales to outside customers by product categories. Figures in parentheses indicate the percentage contribution of each product category to the segment total.

|                       | 2011              | Fiscal year ended March 31 |         | 2013    |                |                |
|-----------------------|-------------------|----------------------------|---------|---------|----------------|----------------|
|                       |                   | 2012                       |         |         |                |                |
|                       | (Yen in millions) |                            |         |         |                |                |
| <i>Semiconductors</i> | 359,321           | (46.6)                     | 377,177 | (55.7)  | <b>301,915</b> | <b>(51.7)</b>  |
| <i>Components</i>     | 409,165           | (53.0)                     | 295,822 | (43.7)  | <b>271,654</b> | <b>(46.5)</b>  |
| <i>Other</i>          | 2,864             | (0.4)                      | 4,209   | (0.6)   | <b>10,399</b>  | <b>(1.8)</b>   |
| Devices Total         | 771,350           | (100.0)                    | 677,208 | (100.0) | <b>583,968</b> | <b>(100.0)</b> |

*Semiconductors:*

Semiconductors includes CMOS image sensors, CCDs, system LSIs, small- and medium-sized LCD panels and other semiconductors. Sony transferred small- and medium-sized LCD display businesses to Japan Display Inc. on March 30, 2012.

*Components:*

Components includes batteries, audio/video/data recording media, storage media, optical pickups, chemical products\* and optical disk drives. Sony transferred certain of its chemical products businesses, including Sony Chemical & Information Device Corporation to Development Bank of Japan Inc. on September 28, 2012.

\* Chemical products include materials and components for electronic devices such as anisotropic conductive films.

---

## **Table of Contents**

### **Pictures**

Global operations in the Pictures segment encompass motion picture production, acquisition and distribution; television production, acquisition and distribution; television networks; digital content creation and distribution; operation of studio facilities; and development of new entertainment products, services and technologies. SPE distributes entertainment in more than 159 countries.

SPE's motion picture production organizations include Columbia Pictures, TriStar Pictures, Screen Gems and Sony Pictures Classics. Sony Pictures Digital Production operates Sony Pictures Imageworks, a visual effects and animation unit, and Sony Pictures Animation, a developer and producer of animated films. SPE also manages a studio facility, Sony Pictures Studios, which includes post production facilities, at SPE's world headquarters in Culver City, California.

Sony Pictures Television (SPT) develops, produces, and acquires television programming for broadcast, cable and first-run syndication, including scripted series, unscripted reality or light entertainment, daytime serials, game shows, animated series, made for television 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 U.S., 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 approximately 88 countries. SPT also owns or has investments in television networks with 124 channel feeds, which are available in more than 159 countries worldwide.

### **Music**

Music includes SME, SMEJ, and a 50 percent owned U.S. based joint venture in the music publishing business, Sony/ATV Music Publishing LLC (Sony/ATV). SME, a global entertainment company, excluding Japan, is engaged primarily in the development, production, marketing and distribution of recorded music in all commercial formats and genres; 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 is a U.S.-based music publishing business that owns and acquires rights to musical compositions, exploiting and marketing these compositions and receiving royalties or fees for their use.

### **Financial Services**

In the Financial Services segment, on April 1, 2004 Sony established a wholly-owned subsidiary, SFH, a holding company for Sony Life, Sony Assurance and Sony Bank, with the aim of integrating various financial services including insurance and savings and loans, and offering individual customers high value-added products and high-quality services. On October 11, 2007, in conjunction with the global initial public offering of shares of SFH, the shares of SFH were listed for trading on the First Section of the TSE. Following this global offering, SFH remains a consolidated subsidiary of Sony Corporation, which is the majority shareholder of SFH.

SFH conducts insurance and banking operations primarily through Sony Life, a Japanese life insurance company, Sony Assurance, a Japanese non-life insurance company, and Sony Bank, a Japanese Internet-based bank, which are all wholly-owned by SFH. In November 2010, Sony divested and transferred its leasing business to a newly established joint venture, the majority of which is held by a third-party leasing company, and has been accounted for under the equity method. Most of the credit card business was divested during the fiscal year ended March 31, 2011 except for the Sony Card business in Japan, which was taken over by Sony Bank in May 2011.

### **All Other**

All Other consists of various operating activities, including a Blu-ray Disc, DVD and CD manufacturing business, Sony Entertainment Network (SEN) service, and So-net (a subsidiary operating an Internet service provider business mainly in Japan). Sony's products and services are generally unique to a single operating segment.

## **Table of Contents**

### ***Sales and Distribution***

#### **Electronics\***

\* The term "Electronics" refers to the sum of the IP&S, Game, MP&C, HE&S and Devices segments.

Sony's electronics products and services, excluding those in the game business, are marketed throughout the world under the trademark "Sony," which has been registered in approximately 200 countries and territories.

In most cases, sales of Sony's electronics products are made to sales subsidiaries of Sony Corporation located in or responsible for sales in the countries and territories where Sony's products and services are marketed. These subsidiaries then sell those products to unaffiliated local distributors and dealers or through direct sales via the Internet. In some regions, sales of certain products and services are made directly to local distributors by Sony Corporation.

Sales of electronics products and services are particularly seasonal and also vary significantly with the timing of new product introductions and economic conditions of each country. Sales for the third quarter ending December 31 of each fiscal year are generally higher than other quarters of the same fiscal year due to demand in the year-end holiday season.

#### *Japan:*

Sony Marketing (Japan) Inc. markets consumer electronics products mainly through retailers. Sony Business Solutions Corporation markets professional electronics products and services. For electronic components, Sony sells products directly to wholesalers and manufacturers.

#### *United States:*

Sony markets its electronics products and services through Sony Electronics Inc. and other wholly-owned subsidiaries in the U.S.

#### *Europe:*

In Europe, Sony's electronics products and services are marketed through sales subsidiaries including Sony Europe Limited, which is headquartered in the United Kingdom and has branches in European countries, and CJSC Sony Electronics in Russia.

#### *China:*

Sony markets its electronics products and services through Sony (China) Limited, Sony Corporation of Hong Kong Limited and other wholly-owned subsidiaries in China.

#### *Asia-Pacific:*

In Asia-Pacific, Sony's electronics products and services are marketed through sales subsidiaries including Sony India Private Limited, Sony Electronics of Korea Corporation, and Sony Taiwan Limited.

#### *Other Areas:*

In overseas areas other than the U.S., Europe, China and Asia-Pacific, Sony's electronics products and services are marketed through sales subsidiaries including Sony Middle East & Africa FZE in the United Arab Emirates, Sony Brasil Ltda., Sony de Mexico S.A.de C.V. and Sony of Canada Limited.

PS3, PS Vita, PSP and PS2 hardware and related software are marketed and distributed by SCEI, SCEA, SCEE and subsidiaries in Asia.

---

## **Table of Contents**

Along with certain of its global corporate functions in London, Sony Mobile has sales and marketing operations in many major regions of the world, as well as manufacturing in China and product development sites in China, Japan, Sweden and the United States. Sony Mobile brings its products to market through direct and indirect distribution channels, such as third-party cellular network carriers and retailers, as well as through its website.

### **Pictures**

SPE generally retains all rights relating to the worldwide distribution of its internally produced motion picture and television product, including rights for theatrical exhibition, home entertainment distribution, pay and free television exhibition and other markets. SPE also acquires distribution rights to motion picture and television product produced by other companies, and jointly produces and distributes motion picture and television product with other studios, television networks or production companies. These rights may be limited to particular geographic regions, specific forms of media or periods of time.

Within the U.S., SPE uses its own distribution service businesses, Sony Pictures Releasing and Sony Pictures Classics, for the U.S. theatrical release of its motion pictures and for the theatrical release of motion pictures acquired from and produced by others.

Outside the U.S., SPE generally distributes and markets motion pictures through one of its Sony Pictures Releasing International subsidiaries. In certain countries, however, SPE has joint distribution or sub-distribution arrangements with other studios, or arrangements with independent local distributors or other entities.

The worldwide home entertainment distribution of SPE's motion picture and television product (and product acquired or licensed from others) is handled through Sony Pictures Home Entertainment, except in certain countries where SPE has joint distribution or sub-distribution arrangements with other studios, or arrangements with independent local distributors. Product is distributed in various home media formats including DVD, Blu-ray™ Disc, electronic sell-through and video-on-demand.

The worldwide television distribution of SPE's motion picture and television product (and product acquired or licensed from others) is handled through SPT. SPE's library of motion picture and television product is licensed to broadcast television networks, pay and basic cable networks, as well as to subscription and advertising supported Internet television providers.

SPE's television networks are distributed to multiple distribution platforms such as cable, satellite platforms, Internet Protocol Television (IPTV) systems, and mobile operators for delivery to viewers around the world. These networks generate advertising and subscription revenues.

### **Music**

SME and SMEJ develop, produce, market, and distribute recorded music in various commercial formats. SME and its affiliates conduct business globally under Columbia Records, Epic Records, RCA Records, Jive Records, and other labels. SMEJ conducts business in Japan under Sony Music Records, Epic Records Japan, SME Records, Ki/oon Music, Sony Music Associated Records, and other labels.

Sony owns and acquires rights to musical compositions, exploits and markets these compositions, receives royalties or fees for their use and conducts its music publishing business through a joint venture with a third-party investor in countries other than Japan primarily under the Sony/ATV name.

### **Financial Services**

Sony Life conducts its life insurance business primarily in Japan. Sony Life's core business is providing death protection and other insurance products to individuals, primarily through a consulting-based sales approach utilizing its experienced team of Lifeplanner® sales employees and Partner independent sales agents. Sony Life provides tailor-made life insurance products that are optimized for each customer. As of March 31, 2013, Sony Life employed 4,028 Lifeplanner® sales employees. As of the same date, Sony Life maintained an extensive

**Table of Contents**

service network including 91 Lifeplanner® retail offices and 27 regional sales offices in Japan. Sony Life also has representative offices in Beijing and Taipei, which opened in October 2008 and July 2009 respectively, for the purpose of researching the financial and life insurance market in China and Taiwan, respectively. In December 2012, Sony Life sold the business of Sony Life Insurance (Philippines) Corporation, a wholly owned subsidiary of Sony Life, to Paramount Life & General Insurance Corporation which operates insurance businesses in the Republic of the Philippines. As part of its plan to expand its sales of individual annuity products, Sony Life established a Japanese joint venture company with AEGON N.V. The 50-50 joint venture, known as AEGON Sony Life Insurance Co., Ltd. was established in August 2009 and began operations in Japan in December 2009.

Sony Assurance has conducted a non-life insurance business in Japan since October 1999. Sony Assurance's core business is providing automobile insurance products and medical and cancer insurance products to individual customers, primarily through direct marketing via the Internet and the telephone. The direct marketing business model employed by Sony Assurance enables it to improve operating efficiency and lower the costs of marketing and maintaining its insurance policies, creating savings which it passes on to policyholders in the form of competitively priced premiums.

Sony Bank has conducted banking operations in Japan since June 2001. As an Internet bank focusing on the asset management and borrowing needs of individual customers, Sony Bank offers an array of products and services including yen and foreign currency deposits, investment trusts, mortgages and other individual loans. By using Sony Bank's transaction channel, the MONEYKit service website, account holders can invest and manage assets over the Internet according to their life plans. As part of its plan to respond to its customers' diverse asset management needs, Sony Bank launched online securities brokerage services through its wholly-owned subsidiary, Sony Bank Securities Inc. (SBS), in October 2007. In May 2011, Sony Bank launched a credit card business by taking over Sony's Sony Card business in Japan. On June 1, 2011, Sony Bank acquired Sony's 57 percent equity interest in SmartLink Network, Inc. (SLN), resulting in SLN becoming a consolidated subsidiary of Sony Bank. SLN is an industry-leading provider of credit card settlement services to members of its Internet network. Sony Bank also has a representative office in Sydney, which opened in August 2011, for the purpose of researching the Australian financial market. In August 2012, Sony Bank reached an agreement with Monex Group, Inc. (Monex Group) to strengthen its business alliance with Monex, Inc., a wholly owned subsidiary of Monex Group, and to enhance its financial products intermediary services. As part of this transaction, Sony Bank sold all of its shares of SBS to Monex Group.

**All Other**

Sony DADC Corporation (Sony DADC) offers Blu-ray Disc, DVD and CD media replication services as well as digital and physical supply chain solutions to business customers in the entertainment, education, and information industries. Sony Network Entertainment Inc. (SNEI) primarily operates the SEN service. So-net provides Internet broadband network services to subscribers as well as creates and distributes content through its portal services to various electronics product platforms (e.g., PCs, mobile phones).

**Sales to Outside Customers by Geographic Area**

The following table shows Sony's consolidated sales to outside customers in each of its major markets for the periods indicated. Figures in parentheses indicate the percentage contribution of each region to total worldwide sales and operating revenue.

|               | 2011             | Fiscal year ended March 31 |                  | 2013           |                  |                |
|---------------|------------------|----------------------------|------------------|----------------|------------------|----------------|
|               |                  | 2012                       |                  |                |                  |                |
|               |                  | (Yen in millions)          |                  |                |                  |                |
| Japan         | 2,152,552        | (30.0)                     | 2,104,669        | (32.4)         | <b>2,203,228</b> | <b>(32.4)</b>  |
| United States | 1,443,693        | (20.1)                     | 1,211,849        | (18.7)         | <b>1,064,765</b> | <b>(15.7)</b>  |
| Europe        | 1,539,432        | (21.4)                     | 1,268,258        | (19.5)         | <b>1,362,488</b> | <b>(20.0)</b>  |
| China         | 562,048          | (7.8)                      | 495,101          | (7.6)          | <b>464,784</b>   | <b>(6.8)</b>   |
| Asia-Pacific  | 726,364          | (10.1)                     | 636,489          | (9.8)          | <b>806,205</b>   | <b>(11.9)</b>  |
| Other Areas   | 757,184          | (10.6)                     | 776,846          | (12.0)         | <b>899,381</b>   | <b>(13.2)</b>  |
| <b>Total</b>  | <b>7,181,273</b> | <b>(100.0)</b>             | <b>6,493,212</b> | <b>(100.0)</b> | <b>6,800,851</b> | <b>(100.0)</b> |

---

## **Table of Contents**

### ***Sources of Supply***

Sony pursues procurement of raw materials, parts and components to be used in the production of its products on a global basis on the most favorable terms that it can achieve. These items are purchased from various suppliers around the world. Sony still maintains its general policy of multiple suppliers for important parts and components and, in the fiscal year ended March 31, 2013, Sony continued activities to optimize the number of its suppliers by category to achieve efficiencies and to minimize procurement risk when possible.

When raw materials, parts and components become scarce, the cost of production rises. For example, LCD panels and memory devices, which are used in multiple applications, can influence Sony's performance when the cost of such parts and components fluctuates substantially. With regard to raw materials, the market price of copper has the potential to proportionately affect the cost of parts that utilize copper, such as printed circuit boards and power cables. The price of gold, which is used in applications involving a range of semiconductor products, may also fluctuate and impact the cost of those items. In addition, the price of rare earth elements, such as neodymium, may impact the cost of magnetic parts to be used for products such as camera modules and disc drives, and the price of tantalum may have a similar impact on the cost of capacitors used in a wide range of consumer electronics products.

### ***After-Sales Service***

Sony provides repair and servicing functions in the areas where its electronics products are sold. Sony provides these services through its own call centers, service centers, factories, authorized independent service centers, authorized servicing dealers and subsidiaries.

In line with industry practices of the electronics businesses, almost all of Sony's consumer-use products that are sold in Japan carry a warranty, generally for a period of one year from the date of purchase, covering repairs, free of charge, in the case of a malfunction in the course of ordinary use of the product. Warranties outside of Japan generally provide coverage for various periods of time depending on the product and the area in which it is marketed. In the case of broadcast- and professional-use products, Sony maintains support contracts with customers in addition to warranties.

To further help ensure customer satisfaction, Sony maintains customer information centers in its principal markets.

### ***Patents and Licenses***

Sony has a number of Japanese and foreign patents relating to its products. Sony is licensed to use a number of patents owned by others, covering a wide range of products. Certain licenses are important to Sony's business, such as those for optical disc-related and smartphone products. With respect to optical disc-related products, Sony products that employ DVD player functions, including PS3 and PS2 hardware, are substantially dependent upon certain patents that relate to technologies specified in the DVD specification and are licensed by MPEG LA LLC, Dolby Laboratories Licensing Corporation and Nissim Corp. Sony products that employ Blu-ray Disc player functions, including PS3 hardware, and that also employ DVD player functions, are substantially dependent upon certain patents that relate to technologies specified in the Blu-ray Disc specification and are licensed by MPEG LA LLC, AT&T Inc. and One-Blue, LLC, in addition to the patents that relate to technologies specified in the DVD specification, as described above. Sony's smartphone products are substantially dependent upon certain patents that relate to CDMA technologies specified by the standard setting bodies within the telecommunications industry and are licensed by Qualcomm Incorporated. Sony considers its overall license position beneficial to its operations.

### ***Competition***

In each of its principal product lines, Sony encounters intense competition throughout the world. Sony believes, however, that in the aggregate it competes successfully and has a major position in all of the principal product lines in which it is engaged, although the strength of its position varies with products and markets. Refer to Risk Factors in Item 3. *Key Information*.



---

## **Table of Contents**

### **Electronics**

Sony believes that its product planning and product design expertise, the high quality of its products, its record of innovative product introductions and product improvements, its price competitiveness derived from reductions in manufacturing and indirect costs and its extensive marketing and servicing efforts are important factors in maintaining its competitive position. Sony believes that the success of the game business is determined by the availability of attractive software titles and related content, downloadable content and peripherals. Sony Mobile manufactures and sells mobile handsets, primarily focusing on the smartphone market, specifically products using the Android operating system as a platform. The smartphone market is growing quickly, with smartphones using the Android operating system outperforming the market in overall volume growth. The smartphone market features a fiercely competitive selling environment from established and multinational vendors and from new suppliers of lower-cost products. Many of the retailers and carriers who distribute Sony Mobile's products also distribute the products of competing mobile handset companies. Sony Mobile believes that its product design capabilities, technological innovation, price competitiveness, user experience and the ecosystem that supports such an experience are key factors in establishing and maintaining a competitive position.

### **Pictures**

SPE faces intense competition from all forms of entertainment and other leisure activities to attract the attention of audiences worldwide. SPE competes with other motion picture studios and, to a lesser extent, with production companies to obtain story rights and talent, including writers, actors, directors and producers, which are essential to the success of SPE's products. In motion picture production and distribution, SPE faces competition to obtain exhibition and distribution outlets and optimal release dates for its products. In addition, SPE faces intense competition from other entertainment companies to acquire motion picture and television product from third parties. Competition in television production and distribution is also intense because available broadcast time is limited and the audience is increasingly fragmented among broadcast and cable networks and other outlets both within and outside of the U.S. Furthermore, broadcast networks in the U.S. continue to produce their own shows internally. This competitive environment may result in fewer opportunities to produce shows for U.S. networks and a shorter lifespan for ordered shows that do not immediately achieve favorable ratings. SPE's worldwide television networks compete for viewers with broadcast and cable networks, Internet and other forms of entertainment. The growth in the number of networks around the world has increased the competition for advertising and subscription revenues, acquisition of programming, and distribution of SPE's television networks by cable, satellite and other distribution systems.

### **Music**

Success in the music industry is dependent to a large extent upon the artistic and creative abilities of artists, producers and employees and is subject to the vagaries of public taste. The Music segment's future competitive position depends on its continuing ability to attract and develop artists who can achieve a high degree of public acceptance.

### **Financial Services**

In the Financial Services segment, Sony faces strong competition in the financial services markets 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 have been relaxed, resulting in new competitive pressures.

Sony Life competes not only with traditional insurance companies in Japan but also with other companies including online insurance companies, foreign-owned life insurance companies and a number of Japanese cooperative associations.

Sony Assurance competes against insurers that sell their policies through sales agents as well as insurers that, like Sony Assurance, primarily sell their policies through direct marketing via the telephone and the Internet. Competition in Japan's non-life insurance industry has intensified in recent years, in part due to a number of new market entrants, including foreign-owned insurers.

## **Table of Contents**

Some of the competitors in the life insurance and non-life insurance businesses have advantages over Sony including:

greater financial resources and financial strength ratings;

greater brand awareness;

more extensive marketing and sales networks, including through tie-ups with other types of financial institutions;

more competitive pricing;

larger customer bases; and

a wider range of products and services.

Sony Bank has focused on providing retail asset management and lending services for individuals, and faces significant competition in Japan's retail financial services market. Sony Bank competes with Japan's traditional banking institutions, regional banks, trust banks, non-bank companies, and Japan's full-service and online brokerage firms.

Sony Life, Sony Assurance and Sony Bank may also compete with Japan Post Group, which provides banking and insurance services to individuals. While Japan Post Group has numerous post office locations throughout Japan and has enhanced its banking and insurance services in recent years, the major business domains where it has a competitive advantage have not yet overlapped with Sony's.

In the Financial Services segment, it is important to maintain a strong and healthy financial foundation for the business as well as to meet diversifying customer needs. Sony Life has maintained a high solvency margin ratio, relative to the Japanese domestic minimum solvency margin ratio requirements. Sony Assurance also has maintained a high solvency margin ratio relative to the Japanese domestic minimum solvency margin ratio requirements. Sony Bank has maintained a sufficient capital adequacy ratio relative to the Japanese domestic criteria.

### **All Other**

Sony DADC is facing intense price competition as well as contraction of the worldwide physical media markets, as storage of digital content shifts from physical media to online servers. In such an environment, Sony DADC is facing the challenges of expanding its digital media services to meet customers' preferences by taking advantage of digital media innovations as well as the development of digital telecommunication networks and the expansion of Internet services. In network services, Sony believes that the success of the business is determined by the computational power and reliability of secured systems, and the ability to create new experiences via network services, such as the availability of attractive game software titles and a variety of video and music content. So-net faces competition in the Internet service provider business from other service providers in Japan, including telecommunications companies that possess their own telecommunication lines. Rapid technological advancement has created many new opportunities but it has also increased the rate at which new and more efficient services must be brought to market to earn customer approval. Customer price elasticity is high, and users are able to change Internet service providers with increasing ease.

### **Government Regulations**

Sony's business activities are subject to various governmental regulations in the different countries in which it operates, including regulations relating to various business/investment approvals, trade affairs including customs, import and export control, competition and antitrust, anti-bribery, advertising and promotion, intellectual property, broadcasting, consumer and business taxation, foreign exchange controls, personal information protection, product safety, labor, human rights, conflict, occupational health and safety, environmental and recycling requirements.



**Table of Contents**

In Japan, Sony's insurance businesses are subject to the Insurance Business Act and approvals and oversight from the Financial Services Agency (FSA). The Insurance Business Act specifies the types of businesses insurance companies may engage in, imposes limits on the types and amounts of investments that can be made and requires insurance companies to maintain specified reserves and a minimum solvency margin ratio. In particular, life insurance companies must maintain a premium reserve (for the portion of other than unearned premiums), an unearned premium reserve, a reserve for refunds with respect to certain insurance contracts of life insurance companies specified in such regulations, and a contingency reserve in amounts no lower than the amounts of the standard policy reserve as set forth by the regulatory guidelines. The FSA maintains a solvency standard, which is used by Japanese regulators to monitor the financial strength of insurance companies. The methods for calculating total solvency margin and total risk were revised to increase the strictness of margin inclusion, and make risk measurement stricter and more sensitive and were mandatory from the end of the fiscal year ended March 31, 2012. Non-life insurance companies are also required to provide a policy reserve. The primary purpose of the Insurance Business Act and related regulations is to protect policyholders, not shareholders. Sony Bank is also subject to regulation by the FSA under the Banking Act of Japan, including the requirement that it maintain a minimum capital adequacy ratio in accordance with capital adequacy guidelines adopted by the FSA based on the Basel II agreement, and new guidelines based on the Basel III agreement will be applied from March 31, 2014. The FSA has broad regulatory powers over insurance and banking businesses in Japan, including the authority to grant or revoke operating licenses and to request information and conduct onsite inspections of books and records. Sony's subsidiaries in the Financial Services segment are subject to the Japanese Insurance Business Act and Banking Act that require insurance and business companies to maintain their financial credibility and to secure protection for policy holders and depositors in view of the public nature of insurance and banking services. As such, lending and borrowing between subsidiaries in the Financial Service segment and the other companies within Sony Group is limited. In addition, Sony's telecommunication businesses in Japan are subject to approvals and oversight from the Ministry of Internal Affairs and Communications, under the Telecommunication Business Act and other regulations related to the Internet businesses and communication methods in Japan.

**Social Responsibility Regulations Such as Environmental and Human Rights Regulations**

Sony monitors, evaluates, and complies with new environmental requirements that may affect its operations. For example, in Europe, Sony is required to comply with a number of environmental regulations enacted by the EU such as the Restriction of Hazardous Substances (RoHS) Directive, the Waste Electrical and Electronic Equipment (WEEE) Directive and the Registration, Evaluation, Authorization and Restriction of Chemicals (REACH) regulation. Similar regulations are being formulated in other areas of the world, including China and South American countries.

Sony has taken steps to address new regulations or governmental policies related to climate change including carbon disclosure, greenhouse gas emission reduction, carbon taxes and energy efficiency for electronics products. For example, Sony has established an internal management system in response to the EU directive on energy-related products and their energy efficiency (ErP). Moreover, Japan introduced a regulation for companies with large annual cargo freight transport, such as Sony, to exert efforts to control energy consumption and CO<sub>2</sub> emissions from their logistics operations. Additionally, Sony recognizes that emissions reduction programs and trading systems are already established or being considered for legislation in various countries and regions. For example, EU-ETS (European Union), Carbon Price Mechanism (Australia) and the Carbon Reduction Commitment Energy Efficiency Scheme (CRC) (UK) are already established, and although Sony is not subject to the scope of application of EU-ETS and the Carbon Price Mechanism, Sony group companies in the UK are subject to the requirements of CRC. In Japan, the Tokyo Metropolitan Government's cap and trade system, Obligation to Reduce Absolute Green House Gas Emissions and Emissions Trading System, went into force in April 2010. This regulation requires large-sized sites in the Tokyo metropolitan area to reduce their average emissions over a five-year period to below a certain threshold and establishes an emission trading scheme to allow regulated entities to meet emission quantity targets set by law. Sony Corporation and Sony Life are subject to this regulation.

---

**Table of Contents**

Sony also monitors and evaluates newly adopted laws and regulations that may affect its operations applicable to purchasing activities including the procurement of raw materials, with respect to environmental, occupational health and safety, human rights, labor and armed conflict issues, and complies as appropriate.

For example, Sony is taking steps to comply with Section 1502 of the Dodd-Frank Wall Street Reform and Consumer Protection Act (the Act), which requires the disclosure of information regarding certain conflict minerals, as defined by the Act, beginning in 2014 for calendar year 2013.

Also refer to Risk Factors in Item 3. *Key Information*.

**Disclosure pursuant to Section 219 of the Iran Threat Reduction and Syria Human Rights Act of 2012**

Section 219 of the Iran Threat Reduction and Syria Human Rights Act of 2012 added Section 13(r) to the Securities Exchange Act of 1934 (the Exchange Act), as amended. Section 13(r) requires an issuer to disclose in its annual or quarterly reports, as applicable, whether it or any of its affiliates knowingly engaged in certain activities, transactions or dealings relating to Iran or with designated natural persons or entities sanctioned under programs relating to terrorism or the proliferation of weapons of mass destruction. Disclosure is required even where the activities, transactions or dealings are conducted outside the U.S. by non-U.S. affiliates in compliance with applicable law, and whether or not the activities are sanctionable under U.S. law.

Sony is aware that certain transactions during the fiscal year ended March 31, 2013, as described below, may be disclosable pursuant to Section 13(r) of the Exchange Act.

Sony does not customarily allocate net profit on a country-by-country or activity-by-activity basis, other than as set forth in Sony's consolidated financial statements prepared in accordance with U.S. GAAP; thus, the net profit and loss described below are non-U.S. GAAP figures and are estimated solely for the purpose of preparing this disclosure pursuant to Section 13(r) of the Exchange Act. The information below is to the best of Sony's knowledge, and Sony in particular may not be aware of all potentially reportable sales by third-party-owned dealers and distributors.

During the fiscal year ended March 31, 2013, Sony sold professional broadcast equipment, including cameras, switchers, VTRs, monitors and other associated broadcast equipment and media products for use in television broadcasting, to a third-party-owned dealer in Dubai, which, to the best of Sony's knowledge, resold that equipment to the Islamic Republic of Iran Broadcasting, which we believe is a parent company of such dealer. Sony's gross revenue from these sales was approximately 5.2 million U.S. dollars, and Sony has estimated that its net profit from such sales was less than 0.3 million U.S. dollars.

During the fiscal year ended March 31, 2013, Sony sold medical instruments, including medical printers, paper and monitors to a third-party-owned dealer in Dubai, which, to the best of Sony's knowledge, planned to resell those products to the Iranian Ministry of Health. Sony's gross revenue from these sales was approximately 4.9 million U.S. dollars, and Sony has estimated that its net profit from such sales was less than 0.1 million U.S. dollars.

During the fiscal year ended March 31, 2013, Sony sold video security cameras and hard disk products to a third-party-owned dealer in Dubai, which, to the best of Sony's knowledge, planned to resell those products to the judiciary, Ferdowsi University, Iran Railway, Bank Sepah and Bank Melli in Iran. Such equipment is generally used by purchasers for the purposes of standard building/premises security in fixed locations. During the fiscal year ended March 31, 2013, Sony's gross revenue from these sales was approximately 2.2 million U.S. dollars, and Sony has estimated that its net profit from such sales was less than 0.1 million U.S. dollars.

During the fiscal year ended March 31, 2013, Sony sold video conference equipment to third-party-owned dealers in Dubai, which, to the best of Sony's knowledge, planned to resell that equipment to the Information Technology Department of the Iranian Police. Sony's gross revenue from these sales was approximately 0.5 million U.S. dollars, and Sony estimates that it recorded a net loss from such sales.

**Table of Contents**

Sony's small representative office in Tehran, Iran, may engage in certain incidental transactions (for example, permits, utilities, and other similar matters incidental to operating an office in Iran) with Iranian government-owned entities. No material revenues or profits are associated with these transactions with the Iranian government.

Sony is not aware of any other activity, transaction or dealing by Sony Corporation or any of its affiliates during the fiscal year ended March 31, 2013 that is disclosable in this report under Section 13(r) of the Exchange Act. As of the date of this report, Sony does not anticipate that transactions that may be disclosable, as discussed above, will continue during the fiscal year ending March 31, 2014, except for the operation of its representative office and certain transactions through third-party-owned dealers that Sony believes to be intended for the Islamic Republic of Iran Broadcasting and the Iranian Ministry of Health. Nevertheless, in the future, Sony may conduct additional sales activities in Iran through third-party-owned dealers/distributors, which may require disclosure pursuant to Section 13(r) of the Exchange Act. Sony intends to conduct any such sales in accordance with applicable law.

Sony believes that, and maintains policies and procedures designed to ensure that, its transactions with Iran and elsewhere have been conducted in accordance with applicable economic sanctions laws and regulations and do not involve transactions likely to result in the imposition of sanctions or other penalties on Sony. However, there can be no assurance that Sony's policies and procedures will be effective, and if the relevant authorities were to impose penalties or sanctions against Sony, the impact of such sanctions could be material.

**C. Organizational Structure**

The following table sets forth the significant subsidiaries owned, directly or indirectly, by Sony Corporation.

| Name of company                         | Country of incorporation | (As of March 31, 2013)<br>Percentage owned |
|---|--------------------------|--|
| Sony EMCS Corporation                   | Japan                    | 100.0                                      |
| Sony Semiconductor Corporation          | Japan                    | 100.0                                      |
| Sony Marketing (Japan) Inc.             | Japan                    | 100.0                                      |
| Sony Computer Entertainment Inc.        | Japan                    | 100.0                                      |
| Sony Music Entertainment (Japan) Inc.   | Japan                    | 100.0                                      |
| Sony Financial Holdings Inc.            | Japan                    | 60.0                                       |
| Sony Life Insurance Co., Ltd.           | Japan                    | 100.0                                      |
| Sony Americas Holding Inc.              | U.S.A.                   | 100.0                                      |
| Sony Corporation of America             | U.S.A.                   | 100.0                                      |
| Sony Electronics Inc.                   | U.S.A.                   | 100.0                                      |
| Sony Computer Entertainment America LLC | U.S.A.                   | 100.0                                      |
| Sony Pictures Entertainment Inc.        | U.S.A.                   | 100.0                                      |
| Sony Music Entertainment                | U.S.A.                   | 100.0                                      |
| Sony Europe Limited                     | U.K.                     | 100.0                                      |
| Sony Computer Entertainment Europe Ltd. | U.K.                     | 100.0                                      |
| Sony Global Treasury Services Plc       | U.K.                     | 100.0                                      |
| Sony Overseas Holding B.V.              | Netherland               | 100.0                                      |
| Sony Mobile Communications AB           | Sweden                   | 100.0                                      |
| Sony Electronics Asia Pacific Pte. Ltd. | Singapore                | 100.0                                      |

**D. Property, Plant and Equipment**

Sony has a number of offices, plants and warehouses throughout the world. Most of the buildings and land in/on which such offices, plants and warehouses are located are owned by Sony.

**Table of Contents**

The following table sets forth information as of March 31, 2013 with respect to plants used for the production of products mainly for electronics products and services with floor space of more than 500,000 square feet:

| <b>Location</b>  | <b>Approximate floor space (square feet)</b> | <b>Principal products produced</b>  |
|--|--|---|
| <b><i>In Japan:</i></b>  |  |   |
| Nagasaki<br>(Sony Semiconductor Corporation<br>Nagasaki TEC)               | 2,306,000                                    | CMOS image sensors and other semiconductors   |
| Kumamoto<br>(Sony Semiconductor Corporation<br>Kumamoto TEC)               | 2,122,000                                    | CCDs, CMOS image sensors,<br>LCDs and other semiconductors                                    |
| Kagoshima<br>(Sony Semiconductor Corporation<br>Kagoshima TEC)             | 1,767,000                                    | CCDs and other semiconductors   |
| Motomiya, Fukushima<br>(Sony Energy Devices corporation<br>Motomiya Plant) | 961,000                                      | Batteries   |
| Kohda, Aichi<br>(Sony EMCS Corporation Tokai TEC<br>Kohda Site)            | 877,000                                      | Home-use video cameras, compact<br>digital cameras and interchangeable single-lens<br>cameras |
| Inazawa, Aichi<br>(Sony EMCS Corporation Tokai TEC<br>Inazawa Site)        | 842,000                                      | LCD televisions   |
| Shimotsuke, Tochigi<br>(Sony Energy Devices Corporation<br>Tochigi Plant)  | 803,000                                      | Batteries   |
| Koriyama, Fukushima<br>(Sony Energy Devices Corporation<br>Koriyama Plant) | 592,000                                      | Batteries   |

Edgar Filing: SONY CORP - Form 20-F

Kosai, Shizuoka

|   |         |  |
|---|---------|--|
| (Sony EMCS Corporation Tokai TEC<br>Kosai Site) | 548,000 | Broadcast-and professional-use video equipment |
|---|---------|--|

Kisarazu, Chiba

|   |         |   |
|---|---------|---|
| (Sony EMCS Corporation<br>Kisarazu TEC) | 541,000 | Blu-ray Disc players/recorders, audio equipment and<br>video conference systems |
|---|---------|---|



**Table of Contents**

| Location  | Approximate floor space (square feet) | Principal products produced  |
|---|---------------------------------------|--|
| <b>Outside of Japan:</b>  |                                       |  |
| Terre Haute, Indiana, U.S.A.  |                                       |  |
| (Sony DADC US Inc.)   | 2,428,000                             | Blu-ray Disc-ROMs, CDs, DVDs and UMDs (Universal Media Disc)                             |
| <b>Huizhou, China</b>   |                                       |  |
| (Sony Precision Devices (Huizhou) Co., Ltd.)  | 1,665,000                             | Optical pickups and LCDs   |
| <b>Wuxi, China</b>  |                                       |  |
| (Sony Electronics (Wuxi) Co., Ltd., Sony Digital Products (Wuxi) Co., Ltd. and Sony (China) Ltd.) | 1,882,000                             | Batteries and compact digital cameras  |
| <b>Penang, Malaysia</b>   |                                       |  |
| (Sony EMCS (Malaysia) Sdn. Bhd. PG TEC)   | 1,163,000                             | Audio equipment  |
| <b>Tuas, Singapore</b>  |                                       |  |
| (Sony Electronics (Singapore) Pte. Ltd.)  | 810,000                               | Batteries  |
| <b>Bangi, Malaysia</b>  |                                       |  |
| (Sony EMCS (Malaysia) Sdn. Bhd. KL TEC)   | 871,000                               | LCD televisions, TV components, Blu-ray Disc players/recorders and DVD-players/recorders |
| <b>Guangzhou, China</b>   |                                       |  |
| (Sony Electronics Huanan Co., Ltd.)   | 707,000                               | Optical pickups  |
| <b>Beijing, China</b>   |                                       |  |
| (Sony Mobile Communications Co., Ltd.)  | 688,000                               | Mobile phones  |

In addition to the above facilities, Sony has a number of other plants for electronic products throughout the world. Sony owns research and development facilities, and employee housing and recreation facilities, as well as Sony Corporation's headquarters main building, with a total floor space of approximately 1,753,000 square feet, in Tokyo, Japan, where administrative functions and product development activities are carried out. In February 2013, Sony sold its Sony City Osaki office building and premises ( Sony City Osaki ) in Tokyo. In connection with the sale, Sony entered into an agreement to lease the building for a period of five years after the sale. SCEI has its corporate headquarters in Sony Corporation's headquarters main building and leases its corporate buildings located in Tokyo, where administrative functions, product development, and software development are carried out. SCEA and SCEE lease their offices in the U.S. and Europe, respectively.

SPE's corporate offices and motion picture and television production facilities are headquartered in Culver City, California, where it owns and operates a studio facility, Sony Pictures Studios, with aggregate floor space of approximately 1,608,000 square feet. SPE also leases office space and motion picture and television support facilities from third parties and affiliates of Sony Corporation in various worldwide locations. SPE's film and videotape storage operations are located in various leased locations in the U.S. and Europe.

SME's corporate offices are headquartered in New York, NY where it leases office space from SCA. SME also leases office space from third parties in various locations worldwide.

In March 2013, SCA exercised its option to purchase its U.S. headquarters building at 550 Madison Avenue in New York City ( Sony's U.S. headquarters building ), which was leased from a variable interest entity ( VIE ) that was consolidated by Sony. Concurrent with the exercise of the purchase option, SCA completed the sale of the building to a third party. In connection with the sale, SCA entered into an agreement to lease

the building for a period of three years after the sale. Most of SMEJ's offices, including leased premises, are located in Tokyo, Japan.

**Table of Contents**

During the fiscal year ended March 31, 2013, Sony ceased manufacturing at two manufacturing sites in Japan. Sony Chemical & Information Device Corporation-Kanuma Plant was sold to Dexerials Corporation. Sony EMCS Corporation-Minokamo Plant was closed. Operations at the Sony Device Technology (Thailand) Co., Ltd.-Bangkadi Technology Center and Sony Technology (Thailand) Co., Ltd.-Ayuthaya Technology Center have been stopped due to the 2011 floods in Thailand (the Floods).

**Item 4A. Unresolved Staff Comments**

Not applicable

**Item 5. Operating and Financial Review and Prospects****A. Operating Results****Operating Results for the Fiscal Year Ended March 31, 2013 compared with the Fiscal Year Ended March 31, 2012**

For the fiscal year ended March 31, 2013, consolidated sales increased year-on-year primarily due to the impact of consolidating Sony Mobile Communications AB (Sony Mobile), formerly known as Sony Ericsson Mobile Communication AB (Sony Ericsson) as a wholly-owned subsidiary, the favorable impact of foreign exchange rates and an increase in financial services revenue in the Financial Services segment. Consolidated operating income was recorded, compared to a loss in the previous fiscal year primarily due to the recording of sale and remeasurement gains associated with the sale of assets. Net income attributable to Sony Corporation's stockholders was recorded, compared to a net loss in the previous fiscal year.

Sony realigned its reportable segments from the first quarter of the fiscal year ended March 31, 2013 to reflect modifications to its organizational structure as of April 1, 2012, primarily repositioning the operations of the previously reported Consumer Products & Services (CPS), Professional, Device & Solutions (PDS) and Sony Mobile Communications segments. In connection with this realignment, the operations of the former CPS, PDS and Sony Mobile Communications segments are reclassified into five newly established segments, namely the Imaging Products & Solutions (IP&S), Game, Mobile Products & Communications (MP&C), Home Entertainment & Sound (HE&S) and Devices segments, as well as All Other. The previously reported Sony Mobile Communications segment is now included in the MP&C segment as the Mobile Communications category. The network business previously included in the CPS segment and the medical business previously included in the PDS segment are now included in All Other. In this section, the term Electronics refers to the sum of the IP&S, Game, MP&C, HE&S and Devices segments.

In connection with this realignment, both sales and operating revenue (Sales) and operating income (loss) of each segment in the fiscal year ended March 31, 2012 and in the fiscal year ended March 31, 2011 have been revised to conform to the presentation for the fiscal year ended March 31, 2013.

**Operating Performance**

|   | Fiscal year ended March 31 |                | Percent change |
|---|----------------------------|----------------|----------------|
|   | 2012                       | 2013           |                |
|   | (Yen in billions)          |                |                |
| Sales and operating revenue                                       | 6,493.2                    | <b>6,800.9</b> | +4.7%          |
| Equity in net loss of affiliated companies                        | (121.7)                    | <b>(6.9)</b>   |                |
| Operating income (loss)   | (67.3)                     | <b>230.1</b>   |                |
| Income (loss) before income taxes                                 | (83.2)                     | <b>245.7</b>   |                |
| Net income (loss) attributable to Sony Corporation's stockholders | (456.7)                    | <b>43.0</b>    |                |

---

**Table of Contents**
**Sales**

Sales were 6,800.9 billion yen, an increase of 4.7 percent compared to the previous fiscal year ( year-on-year ). 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 an increase in financial services revenue in the Financial Services segment. Partially offsetting the increase in sales was a decrease in unit sales of key electronics products and the negative impact resulting from the sales of the small- and medium-sized display business and the chemical products related business. A further breakdown of sales figures is presented under *Operating Performance by Business Segment* below.

During the fiscal year ended March 31, 2013, the average rates of the yen were 83.1 yen against the U.S. dollar and 107.2 yen against the euro, which were 6.1 percent lower and 0.3 percent higher, respectively, than the previous fiscal year.

Sales in the analysis of the ratio of cost of sales to sales, the ratio of research and development costs to sales, and the ratio of selling, general and administrative expenses ( SGA expenses ) to sales refers only to the net sales and other operating revenue portions of consolidated sales (which excludes financial services revenue). This is because financial services expenses are recorded separately from cost of sales and SGA expenses in the consolidated financial statements. The calculations of all ratios below that pertain to reportable segments include intersegment transactions.

**Cost of Sales, Selling, General and Administrative Expenses and Other Operating (Income) Expense, net**

Cost of sales for the fiscal year ended March 31, 2013 increased by 99.0 billion yen, or 2.3 percent year-on-year, to 4,485.4 billion yen, and the ratio of cost of sales to sales improved year-on-year from 78.0 percent to 77.4 percent.

Research and development costs (all research and development costs are included within cost of sales) increased by 40.1 billion yen, or 9.3 percent year-on-year, to 473.6 billion yen, mainly due to the consolidation of Sony Mobile from February 16, 2012. The ratio of research and development costs to sales was 8.2 percent compared to 7.7 percent in the fiscal year ended March 31, 2012.

SGA expenses increased by 81.7 billion yen, or 5.9 percent year-on-year, to 1,457.6 billion yen, mainly due to the impact of the depreciation of the yen and an increase in restructuring charges related mainly to employee termination benefits. The ratio of SGA expenses to sales deteriorated year-on-year from 24.5 percent to 25.1 percent.

Other operating (income) expense, net resulted in income of 235.2 billion yen, compared with income of 59.6 billion yen in the previous fiscal year. This increase was mainly due to a 122.2 billion yen gain from the sale of certain shares of M3, Inc. ( M3 ) and the subsequent remeasurement of Sony's remaining interest in M3, formerly a consolidated subsidiary, a 691 million U.S. dollar (65.5 billion yen) gain on the sale of Sony's U.S. headquarters building, a 42.3 billion yen gain on the sale of Sony City Osaki in Tokyo and a 9.1 billion yen gain on the sale of the chemical products related business. Refer to Note 5, 8 and 20 of the consolidated financial statements.

**Equity in Net Income (Loss) of Affiliated Companies**

For the fiscal year ended March 31, 2013, equity in net loss of affiliated companies, decreased 114.7 billion yen year-on-year to 6.9 billion yen. This improvement was primarily due to the absence of equity in net loss for S-LCD Corporation ( S-LCD ) of 64.1 billion yen and equity in net loss for Sony Ericsson of 57.7 billion yen, which were both accounted for under the equity method in the previous fiscal year.

**Operating Income (Loss)**

For the fiscal year ended March 31, 2013, operating income of 230.1 billion yen was recorded, compared to an operating loss of 67.3 billion yen in the previous fiscal year. This significant improvement was primarily due

## **Table of Contents**

to the recording of sale and remeasurement 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 Televisions in accordance with the Television Profitability Improvement Plan, and an improvement in the operating results of the Devices segment, the Financial Services segment and the Pictures segment. Operating results of the MP&C segment, the Game segment and the IP&S segment deteriorated. A 102.3 billion yen remeasurement gain associated with obtaining control of Sony Mobile was recorded in the MP&C segment in the previous fiscal year. For further details, see the *Operating Performance by Business Segment*.

Operating results for the current fiscal year included a net benefit of 40.0 billion yen from insurance recoveries related to damages and losses incurred from the floods in Thailand (the Floods), which took place in the previous fiscal year.

### ***Other Income and Expenses***

For the fiscal year ended March 31, 2013, other income increased by 45.2 billion yen, or 192.4 percent year-on-year, to 68.7 billion yen, while other expenses increased by 13.7 billion yen, or 34.7 percent year-on-year, to 53.1 billion yen. The net amount of other income and other expenses was income of 15.6 billion yen, compared to an expense of 15.9 billion yen in the fiscal year ended March 31, 2012. The change from other expense, net to other income, net was primarily due to an increase in gain on sale of securities investments partially offset by an increase in net foreign exchange loss. The sale of securities investments in the current fiscal year included a 40.9 billion yen gain on the sale of Sony's shares in DeNA Co., Ltd. (DeNA), which were sold in March 2013.

A net foreign exchange loss of 10.4 billion yen was recorded, compared to a loss of 5.1 billion yen for the previous fiscal year. This loss was mainly due to losses related to routine derivative contracts entered into to reduce risk caused by foreign exchange rate fluctuations.

Interest and dividends in other income of 22.0 billion yen was recorded in the fiscal year ended March 31, 2013, an increase of 6.9 billion yen, or 45.6 percent year-on-year. Interest recorded in other expenses totaled 26.7 billion yen, an increase of 3.2 billion yen, or 13.8 percent year-on-year.

### ***Income (Loss) before Income Taxes***

For the fiscal year ended March 31, 2013, income before income taxes was 245.7 billion yen, compared to a loss of 83.2 billion yen in the previous fiscal year.

### ***Income Taxes***

During the current fiscal year, Sony recorded 141.5 billion yen of income tax expense. As of March 31, 2012, Sony had established a valuation allowance against certain deferred tax assets for Sony Corporation and its national tax filing group in Japan, the consolidated tax filing group in the U.S., and certain other subsidiaries. During the current fiscal year, certain of these tax filing groups and subsidiaries incurred losses, and as such Sony continued to not recognize the associated tax benefits. As a result, Sony's effective tax rate for the current fiscal year exceeded the Japanese statutory tax rate. Income tax expense decreased 173.7 billion yen as compared to the previous fiscal year, which was primarily due to a non-cash charge recorded in the previous fiscal year to establish a valuation allowance of 260.3 billion yen against certain deferred tax assets held by subsidiaries in the U.S., Japan and the U.K. Refer to Note 21 of the consolidated financial statements.

### ***Net Income (loss) attributable to Sony Corporation's stockholders***

For the fiscal year ended March 31, 2013, the net loss attributable to Sony Corporation's stockholders, which excludes net income attributable to noncontrolling interests, was 43.0 billion yen, compared to a net loss of 456.7 billion yen in the previous fiscal year.

Net income attributable to noncontrolling interests of 61.1 billion yen was recorded, an increase of 2.9 billion yen year-on-year. This increase was mainly due to the increased income at Sony Financial Holdings, Inc. (SFH), for which there is a noncontrolling interest of 40 percent. For details of operating results in the Financial Services segment, refer to *Operating Performance by Business Segment* below.

**Table of Contents**

Basic net income per share attributable to Sony's stockholders was 42.80 yen and diluted net income per share attributable to Sony Corporation's stockholders was 40.19 yen compared with basic and diluted net losses per share of 455.03 yen, respectively, in the previous fiscal year. Refer to Note 22 of the consolidated financial statements.

**Operating Performance by Business Segment**

The following discussion is based on segment information. Sales and operating revenue in each business segment include intersegment transactions. Refer to Note 28 of the consolidated financial statements.

**Business Segment Information**

|                                    | Fiscal year ended March 31 |         | Percent change |
|------------------------------------|----------------------------|---------|----------------|
|                                    | 2012                       | 2013    |                |
|                                    | (Yen in billions)          |         |                |
| <b>Sales and operating revenue</b> |                            |         |                |
| Imaging Products & Solutions       | 761.3                      | 730.4   | 4.1%           |
| Game                               | 805.0                      | 707.1   | 12.2           |
| Mobile Products & Communications*  | 622.7                      | 1,257.6 | +102.0         |
| Home Entertainment & Sound         | 1,283.2                    | 994.8   | 22.5           |
| Devices                            | 1,026.6                    | 848.6   | 17.3           |
| Pictures                           | 657.7                      | 732.7   | +11.4          |
| Music                              | 442.8                      | 441.7   | 0.2            |
| Financial Services                 | 871.9                      | 1,007.7 | +15.6          |
| All Other                          | 530.3                      | 588.8   | +11.0          |
| Corporate and Elimination          | (508.2)                    | (508.6) |                |
| Consolidated                       | 6,493.2                    | 6,800.9 | +4.7           |

|                                    | Fiscal year ended March 31 |        | Percent change |
|------------------------------------|----------------------------|--------|----------------|
|                                    | 2012                       | 2013   |                |
|                                    | (Yen in billions)          |        |                |
| <b>Operating income (loss)</b>     |                            |        |                |
| Imaging Products & Solutions       | 18.6                       | 1.4    | 92.3%          |
| Game                               | 29.3                       | 1.7    | 94.1           |
| Mobile Products & Communications** | 7.2                        | (97.2) |                |
| Home Entertainment & Sound         | (203.2)                    | (84.3) |                |
| Devices                            | (22.1)                     | 43.9   |                |
| Pictures                           | 34.1                       | 47.8   | +40.1          |
| Music                              | 36.9                       | 37.2   | +0.9           |
| Financial Services                 | 131.4                      | 145.8  | +10.9          |
| All Other                          | (54.1)                     | 91.0   |                |
| Sub-Total                          | (21.8)                     | 187.4  |                |
| Corporate and Elimination***       | (45.4)                     | 42.7   |                |
| Consolidated                       | (67.3)                     | 230.1  |                |

\* The Mobile Products & Communications segment sales do not include sales of Sony Ericsson from April 1, 2011 through February 15, 2012.

\*\* The Mobile Products & Communications segment's operating income for the fiscal year ended March 31, 2012 includes Sony's equity results for Sony Ericsson through February 15, 2012 and the operating income (loss) from February 16, 2012 through March 31, 2012 for Sony Mobile, as well as the remeasurement gain associated with obtaining control of Sony Mobile.

Edgar Filing: SONY CORP - Form 20-F

*\*\*\* Corporate and Elimination includes headquarters restructuring costs and certain other corporate expenses, including the amortization of certain intellectual property assets such as the cross-licensing of intangible assets acquired from Ericsson at the time of the Sony Mobile acquisition, which are not allocated to segments.*

**Table of Contents****Imaging Products & Solutions**

For the fiscal year ended March 31, 2013, sales decreased 4.1 percent year-on-year to 730.4 billion yen. This decrease was primarily due to a significant decrease in unit sales of compact digital cameras, reflecting a contraction of the low-end of the market, as well as a significant decrease in unit sales of video cameras reflecting a contraction of the market, partially offset by significantly higher sales of interchangeable single-lens cameras and the favorable impact of foreign exchange rates.

Operating income decreased 17.2 billion yen year-on-year to 1.4 billion yen. This significant decrease was mainly due to the impact of the above-mentioned decrease in sales and an increase in restructuring charges. Restructuring charges, net, increased 11.5 billion yen year-on-year to 12.8 billion yen.

Below are the sales to outside customers by product category and unit sales of major products:

**Sales to outside customers by product category**

Figures in parentheses indicate the percentage contribution of each product category to the segment total.

|                                 | Fiscal year ended March 31 |         |                   |                | Percent change |
|---------------------------------|----------------------------|---------|-------------------|----------------|----------------|
|                                 | 2012                       | 2013    | (Yen in millions) |                |                |
| <i>Digital Imaging Products</i> | 489,526                    | (64.7)  | <b>449,724</b>    | <b>(61.9)</b>  | 8.1%           |
| <i>Professional Solutions</i>   | 256,871                    | (33.9)  | <b>259,899</b>    | <b>(35.8)</b>  | +1.2           |
| <i>Other</i>                    | 10,228                     | (1.4)   | <b>17,151</b>     | <b>(2.3)</b>   | +67.7          |
| IP&S Total                      | 756,625                    | (100.0) | <b>726,774</b>    | <b>(100.0)</b> | 3.9            |

**Unit sales of major products**

|  | Fiscal year ended March 31 |             | Unit change | Percent change |
|--|----------------------------|-------------|-------------|----------------|
|  | 2012                       | 2013        |             |                |
| Home-use video cameras within <i>Digital Imaging Products</i>  | 4.4                        | <b>3.7</b>  | 0.7         | 15.9%          |
| Compact digital cameras within <i>Digital Imaging Products</i> | 21.0                       | <b>15.0</b> | 6.0         | 28.6           |
| <b>Game</b>  |                            |             |             |                |

For the fiscal year ended March 31, 2013, sales decreased 12.2 percent year-on-year to 707.1 billion yen. Sales to external customers decreased 22.5 percent year-on-year. This significant decrease was primarily due to a decrease in unit sales of PlayStation®3 ( PS3 ) hardware and PSP (PlayStation Portable) ( PSP ) hardware and software, as well as PlayStation Vita ( PS Vita ) hardware, partially offset by the favorable impact of foreign exchange rates.



**Table of Contents**

Operating income decreased 27.6 billion yen year-on-year to 1.7 billion yen. This significant decrease was primarily due to the above-mentioned decrease in sales of PSP hardware and software as well as the impact of a strategic price reduction for the PS Vita, enacted in Japan in February 2013. Below are the unit sales of each platform within the segment:

**Unit sales of each platform within the segment**

|   | Fiscal year ended March 31 |                             | Unit change | Percent change |
|---|----------------------------|-----------------------------|-------------|----------------|
|   | 2012                       | 2013<br>(Units in millions) |             |                |
| <b>Hardware</b>                               |                            |                             |             |                |
| Computer Entertainment System (PS3 /PS2)      | 18.0                       | <b>16.5</b>                 | 1.5         | 8.3%           |
| Portable Entertainment System (PS Vita / PSP) | 6.8                        | <b>7.0</b>                  | +0.2        | +2.9           |
| <b>Software*</b>                              |                            |                             |             |                |
| Computer Entertainment System (PS3 /PS2)      | 164.5                      | <b>153.9</b>                | 10.6        | 6.4            |
| Portable Entertainment System (PS Vita / PSP) | 32.2                       | <b>28.8</b>                 | 3.4         | 10.6           |

\* Network downloaded software is not included within unit software sales in the table above. PS Vita hardware and software are not included in the sales for the fiscal year ended March, 31, 2012 in the table above.

**Mobile Products & Communications**

For the fiscal year ended March 31, 2013, sales increased 102.0 percent year-on-year to 1,257.6 billion yen. This significant increase was primarily due to the impact of consolidating Sony Mobile as a wholly-owned subsidiary, partially offset by lower sales of PCs resulting from a decline in unit sales.

On a pro forma basis, had Sony Mobile been fully consolidated for the entire previous fiscal year, segment sales would have increased approximately 18 percent. This significant increase was due to an increase in sales of mobile phones primarily resulting from higher average selling prices, reflecting a product portfolio shift to smartphones from feature phones, and higher unit sales of smartphones, partially offset by lower sales of PCs.

Operating loss of 97.2 billion yen was recorded, compared to operating income of 7.2 billion yen in the previous fiscal year. This significant deterioration was primarily due to the inclusion of a 102.3 billion yen remeasurement gain associated with obtaining control of Sony Mobile in the previous fiscal year, the above-mentioned decrease in sales of PCs and the unfavorable impact of foreign exchange rates. The depreciation of the yen unfavorably impacted operating results, primarily because the proportion of U.S. dollar-based costs to total costs was higher than the proportion of U.S. dollar-based revenue to total revenue in the MP&C segment. Restructuring charges, net, increased 3.9 billion yen year-on-year to 5.9 billion yen.

On a pro forma basis, had Sony Mobile been fully consolidated for the entire previous fiscal year, operating loss would have been approximately 102.0 billion yen. This loss does not include the above-mentioned 102.3 billion yen remeasurement gain. The decrease in operating loss compared to the previous fiscal year on a pro forma basis was primarily due to the impact of the above-mentioned increase in sales of mobile phones, partially offset by the impact of the lower sales of PCs.

**Table of Contents**

Below are the sales to outside customers by product category and the unit sales of major products:

**Sales to outside customers by product category**

Figures in parentheses indicate the percentage contribution of each product category to the segment total.

|                                     | Fiscal year ended March 31 |         |                   |                | Percent change |
|-------------------------------------|----------------------------|---------|-------------------|----------------|----------------|
|                                     | 2012                       | 2013    | (Yen in millions) |                |                |
| <i>Mobile Communications*</i>       | 77,732                     | (12.5)  | <b>733,622</b>    | <b>(60.1)</b>  | +843.8%        |
| <i>Personal and Mobile Products</i> | 538,816                    | (86.6)  | <b>480,132</b>    | <b>(39.4)</b>  | 10.9           |
| <i>Other</i>                        | 5,867                      | (0.9)   | <b>6,259</b>      | <b>(0.5)</b>   | +6.7           |
| MP&C Total                          | 622,415                    | (100.0) | <b>1,220,013</b>  | <b>(100.0)</b> | +96.0          |

\* Sales for Mobile Communications during the fiscal year ended March 31, 2012 were sales after the consolidation of Sony Mobile from February 16, 2012 through March 31, 2012.

**Unit sales of major products**

|   | Fiscal year ended March 31 |             | Unit change | Percent change |
|---|----------------------------|-------------|-------------|----------------|
|   | 2012                       | 2013        |             |                |
| Smartphones within <i>Mobile Communications</i> | 22.5*                      | <b>33.0</b> | +10.5       | +46.7          |
| PCs within <i>Personal and Mobile Products</i>  | 8.4                        | <b>7.6</b>  | 0.8         | 9.5%           |

\* Unit sales of smartphones during the fiscal year ended March 31, 2012 includes the sales of Sony Ericsson for the full year.

**Home Entertainment & Sound**

For the fiscal year ended March 31, 2013, sales decreased 22.5 percent year-on-year to 994.8 billion yen. This significant decrease was primarily due to a significant decrease in LCD television unit sales.

Operating loss decreased 118.9 billion yen year-on-year to 84.3 billion yen. This significant improvement in operating results was primarily due to the absence of 64.1 billion yen of equity in net loss for S-LCD recorded in the previous fiscal year and reductions in LCD panel related expenses and operating expenses. Included in the reduction of LCD panel related expenses was the impact of not having incurred any expenses for the low capacity utilization of S-LCD in the fiscal year ended March 31, 2013. The above initiatives were conducted in accordance with the Television Profitability Improvement Plan announced in November 2011. Restructuring charges, net, increased 7.0 billion yen year-on-year to 12.4 billion yen.

In Televisions, sales decreased 30.8 percent year-on-year to 581.5 billion yen and operating loss\* decreased 137.9 billion yen year-on-year to 69.6 billion yen.

\* The operating loss in Televisions excludes restructuring charges, which are included in the overall segment results and are not allocated to product categories.

**Table of Contents**

Below are the sales to outside customers by product category and unit sales of major products:

**Sales to outside customers by product category**

Figures in parentheses indicate the percentage contribution of each product category to the segment total.

|                        | Fiscal year ended March 31 |                   | 2013           | Percent change |       |
|------------------------|----------------------------|-------------------|----------------|----------------|-------|
|                        | 2012                       | (Yen in millions) |                |                |       |
| <i>Televisions</i>     | 840,359                    | (65.5)            | <b>581,475</b> | <b>(58.5)</b>  | 30.8% |
| <i>Audio and Video</i> | 433,800                    | (33.8)            | <b>405,024</b> | <b>(40.8)</b>  | 6.6   |
| <i>Other</i>           | 8,569                      | (0.7)             | <b>7,323</b>   | <b>(0.7)</b>   | 14.5  |
| HE&S Total             | 1,282,728                  | (100.0)           | <b>993,822</b> | <b>(100.0)</b> | 22.5  |

**Unit sales of major products**

|  | Fiscal year ended March 31 |                     | Unit change | Percent change |
|--|----------------------------|---------------------|-------------|----------------|
|  | 2012                       | (Units in millions) |             |                |
| LCD televisions within <i>Televisions</i>                      | 19.6                       | <b>13.5</b>         | 6.1         | 31.1%          |
| Blu-ray Disc players / recorders within <i>Audio and Video</i> | 7.0                        | <b>6.3</b>          | 0.7         | 10.0           |

**Devices**

For the fiscal year ended March 31, 2013, sales decreased 17.3 percent year-on-year to 848.6 billion yen. This significant decrease was primarily due to the sales of the small- and medium-sized display business and the chemical products related business, partially offset by the favorable impact of foreign exchange rates and a significant increase in sales of image sensors reflecting higher demand for mobile products.

Excluding the impact of the sales of the small- and medium-sized display business and the chemical products related business, overall segment sales were essentially flat year-on-year.

Operating income of 43.9 billion yen was recorded, compared to an operating loss of 22.1 billion yen in the previous fiscal year. This significant improvement was primarily due to the recording of a 19.2 billion yen expense associated with the sale of the small- and medium-sized display business in the previous fiscal year, the above-mentioned increase in sales of image sensors, and the recording of a 9.1 billion yen gain on the sale of the chemical products related business. The net benefit from insurance recoveries related to damages and losses incurred from the Floods increased year-on-year. Restructuring charges, net, decreased 8.2 billion yen year-on-year to 19.1 billion yen.

Below are the sales to outside customers by product category:

**Sales to outside customers by product category**

Figures in parentheses indicate the percentage contribution of each product category to the segment total.

|                       | Fiscal year ended March 31 |                   | 2013           | Percent change |        |
|-----------------------|----------------------------|-------------------|----------------|----------------|--------|
|                       | 2012                       | (Yen in millions) |                |                |        |
| <i>Semiconductors</i> | 377,177                    | (55.7)            | <b>301,915</b> | <b>(51.7)</b>  | 20.0%  |
| <i>Components</i>     | 295,822                    | (43.7)            | <b>271,654</b> | <b>(46.5)</b>  | 8.2    |
| <i>Other</i>          | 4,209                      | (0.6)             | <b>10,399</b>  | <b>(1.8)</b>   | +147.1 |

Edgar Filing: SONY CORP - Form 20-F

|               |         |         |                |                |      |
|---------------|---------|---------|----------------|----------------|------|
| Devices Total | 677,208 | (100.0) | <b>583,968</b> | <b>(100.0)</b> | 13.8 |
|---------------|---------|---------|----------------|----------------|------|

48

---

## **Table of Contents**

### **Electronics\***

\* The term Electronics refers to the sum of the IP&S, Game, MP&C, HE&S and Devices segments.

### ***Inventory***

Total inventory of the Electronics segments above as of March 31, 2013 was 622.9 billion yen, a decrease of 4.3 billion yen, or 0.7 percent compared with the level as of March 31, 2012.

### ***Sales to Outside Customers by Geographic Area***

Combined sales to outside customers by geographic area for the Electronics segments for the fiscal year ended March 31, 2013 decreased year-on-year by 26 percent in the U.S., and by 6 percent in China. Sales increased year-on-year by 22 percent in Asia-Pacific areas other than Japan and China (the Asia-Pacific Area ) and by 14 percent in other geographic area ( Other Areas ). Sales in Europe and in Japan were essentially flat year-on-year. Total combined sales in all areas were essentially flat year-on-year.

In the U.S., sales of products such as LCD televisions and sales in the game business decreased. In Europe, sales of products such as LCD televisions decreased while sales of products such as mobile phones increased. In Japan, sales of products such as mobile phones increased while sales of products such as LCD televisions and sales in the game business decreased. In China, sales of products such as small- and medium-sized LCD panels, PCs and LCD televisions decreased while sales of products such as mobile phones increased. In the Asia-Pacific Area, sales of products such as image sensors and mobile phones increased. In Other Areas, sales of products such as mobile phones increased while sales of products such as LCD televisions decreased. The increase in sales of mobile phones in all areas was mainly due to the impact of consolidating Sony Mobile as a wholly-owned subsidiary.

### ***Manufacturing by Geographic Area***

Approximately 60 percent of the Electronics segments total annual production during the fiscal year ended March 31, 2013 was in-house production, and approximately 40 percent was outsourced production.

Approximately 40 percent of the annual in-house production took place in Japan, including the production of compact digital cameras, home-use video cameras, LCD televisions, PCs, semiconductors and components such as batteries and storage media. Approximately 65 percent of the annual in-house production in Japan was destined for other countries. Production in Asia, excluding Japan and China, accounted for approximately 20 percent of the annual in-house production, with approximately 50 percent destined for the Americas, Japan, Europe and China. Production in China accounted for approximately 35 percent of the annual in-house production, approximately 75 percent of which was destined for other countries. Production in the Americas and Europe together accounted for approximately 5 percent of the annual in-house production, most of which was destined for local distribution and sale.

### **Pictures**

Pictures segment results presented below are a yen-translation of the results of Sony Pictures Entertainment ( SPE ), a U.S.-based operation that aggregates the results of its worldwide subsidiaries on a U.S. dollar basis. Management analyzes the results of SPE in U.S. dollars, so discussion of certain portions of its results is specified as being on a U.S. dollar basis.

For the fiscal year ended March 31, 2013, sales increased 11.4 percent year-on-year to 732.7 billion yen primarily due to the favorable impact of the depreciation of the yen against the U.S. dollar. On a U.S. dollar basis, sales for the fiscal year ended March 31, 2013 increased approximately 4 percent year-on-year. Motion picture revenues, on a U.S. dollar basis, increased approximately 5 percent year-on-year. This increase in sales was primarily due to significantly higher theatrical revenues from the current fiscal year's film slate, partially offset by the sale of a participation interest in *Spider-Man* merchandising rights in the previous fiscal year. Films that significantly contributed to the higher theatrical revenues included *Skyfall* and *The Amazing Spider-Man*. Television revenues, on a U.S. dollar basis, increased approximately 2 percent year-on-year primarily due to higher subscription revenues from SPE's television networks and higher home entertainment revenues from U.S. made-for-cable television programming.

## **Table of Contents**

Operating income increased by 13.7 billion yen year-on-year to 47.8 billion yen. On a U.S. dollar basis, operating income increased by approximately 27 percent. This significant increase was primarily due to the stronger performance of the current fiscal year's film slate and lower theatrical marketing expenses, partially offset by 21.4 billion yen of operating income generated from the above-noted sale of a participation interest in *Spider-Man* merchandising rights during the fiscal year ended March 31, 2012. The performance of the current fiscal year's film slate reflects the strong theatrical performance of the two films mentioned above, partially offset by the underperformance of *Total Recall*. The segment results also benefitted from higher home entertainment revenues from U.S. made-for-cable programming.

As of March 31, 2013, unrecognized license fee revenue at SPE was approximately 1.5 billion U.S. dollars. SPE expects to record this amount over the next ten years, having entered into contracts with television broadcasters to provide those broadcasters with completed motion picture and television product. The license fee revenue will be recognized in the fiscal year in which the product is made available for broadcast.

### **Music**

Music segment results presented below include the yen-translated results of Sony Music Entertainment (SME), a U.S.-based operation that aggregates the results of its worldwide subsidiaries on a U.S. dollar basis, the results of Sony Music Entertainment (Japan) Inc. (SMEJ), a Japan-based music company that aggregates its results in yen, and the yen-translated consolidated results of Sony/ATV Music Publishing LLC (Sony/ATV), a 50 percent owned U.S.-based consolidated joint venture in the music publishing business that aggregates the results of its worldwide subsidiaries on a U.S. dollar basis.

For the fiscal year ended March 31, 2013, sales were essentially flat at 441.7 billion yen. This result was due to the continued worldwide contraction of the physical music market and the impact of a larger number of successful releases in Japan in the previous fiscal year, offset by the favorable impact of the depreciation of the yen against the U.S. dollar, and growth in digital revenue. Best-selling titles included One Direction's *Take Me Home* and *Up All Night*, P!nk's *The Truth about Love*, and Justin Timberlake's *The 20/20 Experience*.

Operating income increased 0.3 billion yen year-on-year to 37.2 billion yen. Operating income was essentially flat primarily due to the growth in digital revenue, lower restructuring costs and the favorable impact of the depreciation of the yen against the U.S. dollar, offset by the above-mentioned lower sales in Japan, and the recognition in the previous fiscal year of a benefit related to digital license revenues and a favorable U.S. legal settlement concerning copyright infringement.

### **Financial Services**

In Sony's Financial Services segment, the results include Sony Financial Holdings Inc. (SFH) and SFH's consolidated subsidiaries such as Sony Life Insurance Co., Ltd. (Sony Life), Sony Assurance Inc. and Sony Bank Inc. (Sony Bank). The results of Sony Life discussed below on the basis of U.S. GAAP differ from the results that SFH and Sony Life disclose separately on a Japanese statutory basis.

Financial services revenue for the fiscal year ended March 31, 2013 increased 15.6 percent year-on-year to 1,007.7 billion yen primarily due to a significant increase in revenue at Sony Life. Revenue at Sony Life increased 18.5 percent year-on-year to 921.8 billion yen. This increase was primarily due to a significant increase in insurance premium revenue reflecting a steady increase in policy amount in force and significantly improved investment performance in the separate account resulting primarily from a significant rise in the Japanese stock market compared to the previous fiscal year.

Operating income increased 14.4 billion yen year-on-year to 145.8 billion yen. This increase was mainly due to an increase in operating income at Sony Life, partially offset by an increase in foreign exchange losses on foreign-currency-denominated customer deposits at Sony Bank. Operating income at Sony Life increased 26.1 billion yen year-on-year to 160.9 billion yen. This increase was primarily due to a decrease in the provision of policy reserves pertaining to minimum guarantees for variable insurance and an improvement in investment performance in the general account, driven primarily by the above-mentioned improvement in the Japanese stock market.

**Table of Contents****Information on Operations Separating Out the Financial Services Segment**

The following charts show Sony's information on operations for the Financial Services segment alone and for all segments excluding the Financial Services segment. These separate condensed presentations are not required or prepared under U.S. GAAP, which is used in Sony's consolidated financial statements. However, because the Financial Services segment is different in nature from Sony's other segments, Sony utilizes this information to analyze its results without the Financial Services segment and believes that these presentations may be useful in understanding and analyzing Sony's consolidated financial statements. Transactions between the Financial Services segment and Sony without the Financial Services segment, including noncontrolling interests, are included in those respective presentations, then eliminated in the consolidated figures shown below.

|  | <b>Financial Services segment</b>                  |                  |
|--|--|------------------|
|  | <b>Fiscal year ended March 31</b>                  |                  |
|  | 2012   | 2013             |
|  | (Yen in millions)                                  |                  |
| Financial services revenue                         | 871,895  | <b>1,007,736</b> |
| Financial services expenses                        | 739,222  | <b>859,626</b>   |
| Equity in net loss of affiliated companies         | (1,252)  | <b>(2,303)</b>   |
| <b>Operating income</b>                            | 131,421  | <b>145,807</b>   |
| Other income (expenses), net                       | 1,069  | <b>100</b>       |
| <b>Income before income taxes</b>                  | 132,490  | <b>145,907</b>   |
| Income taxes and other                             | 18,380   | <b>44,436</b>    |
| <b>Net income of Financial Services</b>            | 114,110  | <b>101,471</b>   |
|  |  |                  |
|  | <b>Sony without the Financial Services segment</b> |                  |
|  | <b>Fiscal year ended March 31</b>                  |                  |
|  | 2012   | 2013             |
|  | (Yen in millions)                                  |                  |
| Net sales and operating revenue                    | 5,627,893  | <b>5,799,582</b> |
| Costs and expenses                                 | 5,708,607  | <b>5,713,090</b> |
| Equity in net loss of affiliated companies         | (120,445)  | <b>(4,645)</b>   |
| <b>Operating income (loss)</b>                     | (201,159)  | <b>81,847</b>    |
| Other income (expenses), net                       | (9,181)  | <b>23,147</b>    |
| <b>Income (loss) before income taxes</b>           | (210,340)  | <b>104,994</b>   |
| Income taxes and other                             | 309,486  | <b>117,013</b>   |
| <b>Net loss of Sony without Financial Services</b> | (519,826)  | <b>(12,019)</b>  |
|  |  |                  |
|  | <b>Consolidated</b>                                |                  |
|  | <b>Fiscal year ended March 31</b>                  |                  |
|  | 2012   | 2013             |
|  | (Yen in millions)                                  |                  |
| Financial services revenue                         | 868,971  | <b>1,004,623</b> |
| Net sales and operating revenue                    | 5,624,241  | <b>5,796,228</b> |
|  | 6,493,212  | <b>6,800,851</b> |
| Costs and expenses                                 | 6,438,790  | <b>6,563,803</b> |
| Equity in net loss of affiliated companies         | (121,697)  | <b>(6,948)</b>   |
| <b>Operating income (loss)</b>                     | (67,275)   | <b>230,100</b>   |
| Other income (expenses), net                       | (15,911)   | <b>15,581</b>    |

Edgar Filing: SONY CORP - Form 20-F

|  |           |                |
|--|-----------|----------------|
| <b>Income (loss) before income taxes</b>                                 | (83,186)  | <b>245,681</b> |
| <b>Income taxes and other</b>  | 373,474   | <b>202,647</b> |
| <b>Net income (loss) attributable to Sony Corporation's Stockholders</b> | (456,660) | <b>43,034</b>  |



**Table of Contents****All Other**

Sales for the fiscal year ended March 31, 2013 increased 11.0 percent year-on-year, to 588.8 billion yen. The increase in sales is mainly due to significantly higher sales in the network business and favorable foreign exchange rates.

Operating income of 91.0 billion yen was recorded for the fiscal year ended March 31, 2013, compared to an operating loss of 54.1 billion yen in the previous fiscal year. This improvement was mainly due to a 122.2 billion yen gain from the sale of certain shares of M3 and the subsequent remeasurement of Sony's remaining interest in M3, which was formerly a consolidated subsidiary of Sony, higher sales and a decrease in impairment losses in the network business.

***Restructuring***

In a highly competitive business environment, Sony has been undertaking a series of measures to revitalize and grow its electronics business. In October 2012, Sony announced additional steps to accelerate structural reforms of its headquarters and electronics business operations in Japan, including consolidating certain manufacturing operations and expediting measures to reduce headcount.

In the fiscal year ended March 31, 2013, Sony recorded restructuring charges of 77.5 billion yen, which includes 3.1 billion yen of non-cash charges related to depreciation associated with restructured assets, compared to 54.8 billion yen of restructuring charges recorded in the previous fiscal year. There were 2.1 billion yen of non-cash charges related to depreciation associated with restructured assets in the previous fiscal year. Restructuring charges increased by 22.7 billion yen or 41.5 percent year-on-year. Of the total 77.5 billion yen incurred in the fiscal year ended March 31, 2013, 62.8 billion yen were personnel related costs, primarily included in SGA expenses in the consolidated statements of income. These personnel-related costs increased 146.5 percent compared to the previous fiscal year. This increase was primarily due to the implementation of early retirement programs, including headcount reductions at Sony Corporation and major consolidated electronics subsidiaries in Japan and the closure of a production facility in Japan to streamline organization of the electronics business and increase operational efficiency in accordance with the restructuring of the electronics business announced in October 2012.

Restructuring charges for the fiscal year ended March 31, 2013 were related to restructuring initiatives related to both the electronics businesses and Sony's headquarters mentioned above.

Restructuring charges discussed in Item 5, which include non-cash charges related to depreciation associated with restructured assets, are described in Note 19 of the consolidated financial statements.

***Foreign Exchange Fluctuations and Risk Hedging***

During the fiscal year ended March 31, 2013, the average rates of the yen were 83.1 yen against the U.S. dollar and 107.2 yen against the euro, which was 6.1 percent lower and 0.3 percent higher, respectively, than the previous fiscal year. For the latest yen exchange rates per U.S. dollar, refer to Selected Financial Data in Item 3. Key Information.

During the fiscal year ended March 31, 2013 and through June 27, 2013, monetary easing policies have been adopted in several industrialized nations around the world. In particular, in September 2012, the U.S. Federal Reserve Board introduced QE3 (Quantitative Easing program 3) and in April 2013 the Bank of Japan introduced Quantitative and Qualitative Monetary Easing.

For the fiscal year ended March 31, 2013, consolidated sales were 6,800.9 billion yen, an increase of 4.7 percent year-on-year, while on a constant currency basis, sales increased approximately 2 percent year-on-year. For references to information on a constant currency basis, see Note at the bottom of this section.

Consolidated operating income of 230.1 billion yen was recorded in the fiscal year ended March 31, 2013, compared to operating loss of 67.3 billion yen in the previous fiscal year. Operating results improved by 297.4 billion

**Table of Contents**

year-on-year, while it would have improved by approximately 316.6 billion yen compared to the previous fiscal year on a constant currency basis. The foreign exchange fluctuations had an adverse impact on the consolidated operating results mainly in Electronics.

The table below indicates the foreign exchange impact on sales and operating results in each of the segments. For a detailed analysis of segment performance, please refer to the *Operating Performance Highlights by Business Segment* in the *Results of Operations* section above, which discusses the impact of foreign exchange rates within each segment.

|         |                         | Fiscal year ended March 31 |                | Change in yen<br>(Yen in billions) | Change on constant<br>currency basis* | Impact of changes in<br>foreign exchange rates |
|---------|-------------------------|----------------------------|----------------|------------------------------------|---------------------------------------|--|
|         |                         | 2012                       | 2013           |                                    |                                       |  |
| IP&S    | Sales                   | 761.3                      | <b>730.4</b>   | 4.1%                               | 7%                                    | +24.3  |
|         | Operating income        | 18.6                       | <b>1.4</b>     | 17.2                               | 15.9                                  | 1.3  |
| Game    | Sales                   | 805.0                      | <b>707.1</b>   | 12.2%                              | 15%                                   | +21.1  |
|         | Operating income        | 29.3                       | <b>1.7</b>     | 27.6                               | 32.3                                  | +4.7   |
| MP&C    | Sales                   | 622.7                      | <b>1,257.6</b> | +102.0%                            | +102%                                 | +1.8   |
|         | Operating income (loss) | 7.2                        | <b>(97.2)</b>  | 104.4                              | 87.3                                  | 17.1   |
| HE&S    | Sales                   | 1,283.2                    | <b>994.8</b>   | 22.5%                              | 25%                                   | +29.8  |
|         | Operating loss          | (203.2)                    | <b>(84.3)</b>  | +118.9                             | +124.7                                | 5.8  |
| Devices | Sales                   | 1,026.6                    | <b>848.6</b>   | 17.3%                              | 20%                                   | +23.4  |
|         | Operating income (loss) | (22.1)                     | <b>43.9</b>    | +66.0                              | +65.1                                 | +0.9   |

During the fiscal year ended March 31, 2013, Sony estimated that a one yen appreciation against the U.S. dollar would have decreased consolidated sales by approximately 50 billion yen, with approximately no impact on operating income. Sony's exposure to the U.S. dollar is limited due to Sony's ability to manage its U.S. dollar-based sales with U.S. dollar-based costs, creating a natural currency hedge. Sony's results are more sensitive to movements between the yen and the euro. A one yen appreciation against the euro was estimated to decrease consolidated sales by approximately 10 billion yen, with a corresponding decrease in operating income of approximately 6 billion yen.

In addition, sales for the Pictures segment increased 11.4 percent year-on-year to 732.7 billion yen, while sales increased approximately 4 percent on a constant currency (U.S. dollar) basis. In the Music segment, sales decreased 0.2 percent year-on-year to 441.7 billion yen, while sales decreased approximately 4 percent on a constant currency basis. For a detailed analysis of segment performance, please refer to the Pictures and Music segments under *Operating Performance by Business Segment*. Sony's Financial Services segment consolidates the yen-based results of SFH. As most of the operations in this segment are based in Japan, Sony management analyzes the performance of the Financial Services segment on a yen basis only.

Sony's consolidated results are subject to foreign currency rate fluctuations largely because the currency used in the countries where manufacturing and material and parts procurement takes place may be different from those where Sony's products are sold. In order to reduce the risk caused by foreign exchange rate fluctuations, Sony employs derivatives, including foreign exchange forward contracts and foreign currency option contracts, in accordance with a consistent risk management strategy. Such derivatives are used primarily to mitigate the effect of foreign currency exchange rate fluctuations on cash flows generated or anticipated by Sony Corporation and by its subsidiaries' transactions and accounts receivable and payable denominated in foreign currencies.

Sony Global Treasury Services Plc (SGTS) in London provides integrated treasury services for Sony Corporation, its subsidiaries, and affiliated companies. Sony's policy is that Sony Corporation and all subsidiaries with foreign exchange exposures should enter into commitments with SGTS to hedge their exposures. Sony Corporation and most of its subsidiaries utilize SGTS for this purpose. Sony's policy of concentrating its foreign exchange exposures means that SGTS and Sony Corporation hedge most of the net foreign exchange exposure within the Sony group. Sony has a policy on the use of derivatives that, in principle, SGTS should centrally deal and manage derivatives with financial institutions for risk management purposes. SGTS enters into foreign exchange transactions with creditworthy third-party financial institutions. Most of these

**Table of Contents**

transactions are entered into against projected exposures before the actual export and import transactions take place. In general, SGTS hedges the projected exposures three months on average before the actual transactions take place. However, in certain cases SGTS partially hedges the projected exposures one month before the actual transactions take place when business requirements, such as shorter production-sales cycles for certain products, arise. Sony enters into foreign exchange transactions with financial institutions primarily for hedging purposes. Sony does not use these derivative financial instruments for trading or speculative purposes except for certain derivatives in the Financial Services segment. In the Financial Services segment, Sony uses derivatives primarily for ALM.

To minimize the effects of foreign exchange fluctuations on its financial results, particularly in the Electronics segments, Sony seeks, when appropriate, to localize material and parts procurement, design and manufacturing operations in areas outside of Japan.

Changes in the fair value of derivatives designated as cash flow hedges are initially recorded in accumulated other comprehensive income and reclassified into earnings when the hedged transaction affects earnings. Foreign exchange forward contracts, foreign currency option contracts and other derivatives that do not qualify as hedges are marked-to-market with changes in value recognized in other income and expenses. The notional amount and the net fair value of all the foreign exchange derivative contracts as of March 31, 2013 were 1,647.4 billion yen and an asset of 2.7 billion yen, respectively. Refer to Note 14 of the consolidated financial statements.

\* Note: In this section, the descriptions of sales on a constant currency basis reflects sales obtained by applying the yen's monthly average exchange rates from the previous fiscal year to local currency-denominated monthly sales in the current fiscal year. The impact of foreign exchange rate fluctuations on operating income (loss) described herein is estimated by deducting costs of sales, and SGA expenses on a constant currency basis from sales on a constant currency basis. Cost of sales and SGA expenses on a constant currency basis are obtained by applying the yen's monthly average exchange rates in the previous fiscal year to the corresponding local currency-denominated monthly cost of sales and SGA expenses in the current fiscal year. In certain cases, most significantly in the Pictures segment and SME and Sony/ATV in the Music segment, the constant currency amounts are after aggregation on a U.S. dollar basis. Sales and operating income (loss) on a constant currency basis are not reflected in Sony's consolidated financial statements and are not measured in accordance with U.S. GAAP. Sony does not believe that these measures are a substitute for U.S. GAAP measures. However, Sony believes that disclosing sales and operating income (loss) information on a constant currency basis provides additional useful analytical information to investors regarding the operating performance of Sony.

***Operating Results for the Fiscal Year Ended March 31, 2012 compared with the Fiscal Year Ended March 31, 2011***

Sony realigned its segments from the first quarter of the fiscal year ended March 31, 2013 to reflect the company's reorganization as of April 1, 2012. In connection with this realignment, both the sales and operating income (loss) of each segment in the fiscal year ended March 31, 2012 and in the fiscal year ended March 31, 2011 have been revised to conform to the presentation for the fiscal year ended March 31, 2013.

**Operating Performance**

|  | Fiscal year ended March 31 |                | Percent change |
|--|----------------------------|----------------|----------------|
|  | 2011                       | 2012           |                |
|  | (Yen in billions)          |                |                |
| Sales and operating revenue                              | 7,181.3                    | <b>6,493.2</b> | 9.6%           |
| Equity in net income (loss) of affiliated companies      | 14.1                       | <b>(121.7)</b> |                |
| Operating income (loss)                                  | 199.8                      | <b>(67.3)</b>  |                |
| Income (loss) before income taxes                        | 205.0                      | <b>(83.2)</b>  |                |
| Net loss attributable to Sony Corporation's stockholders | (259.6)                    | <b>(456.7)</b> |                |

---

**Table of Contents**
**Sales**

Sales for the fiscal year ended March 31, 2012 were 6,493.2 billion yen, a decrease of 9.6 percent compared to the previous fiscal year ( year-on-year ). Sales decreased mainly in the Electronics segments, primarily due to unfavorable foreign exchange rates, the impact of the Great East Japan Earthquake and the Floods, and the deterioration in market conditions in developed countries. A further breakdown of sales figures is presented under *Operating Performance by Business Segment* below.

During the fiscal year ended March 31, 2012, the average rates of the yen were 78.1 yen against the U.S. dollar and 107.5 yen against the euro, which were 8.5 percent and 3.9 percent higher, respectively, than the previous fiscal year.

Sales in the analysis of the ratio of cost of sales to sales, the ratio of research and development costs to sales, and the ratio of selling, general and administrative expenses ( SGA expenses ) to sales refers only to the net sales and other operating revenue portions of consolidated sales (which excludes financial services revenue). This is because financial services expenses are recorded separately from cost of sales and SGA expenses in the consolidated financial statements. The calculations of all ratios below that pertain to reportable segments include intersegment transactions.

**Cost of Sales and Selling, General and Administrative Expenses and Other Operating (Income) Expense, net**

Cost of sales for the fiscal year ended March 31, 2012 decreased by 444.9 billion yen, or 9.2 percent year-on-year, to 4,386.4 billion yen, and the ratio of cost of sales to sales deteriorated year-on-year from 75.7 percent to 78.0 percent.

Research and development costs (all research and development costs are included within cost of sales) increased by 6.7 billion yen, or 1.6 percent year-on-year, to 433.5 billion yen, mainly due to the consolidation of Sony Mobile from February 16, 2012. The ratio of research and development costs to sales was 7.7 percent compared to 6.7 percent in the fiscal year ended March 31, 2011.

SGA expenses decreased by 125.9 billion yen, or 8.4 percent year-on-year, to 1,375.9 billion yen, mainly due to the impact of the appreciation of the yen and a decrease in expenses associated with decreased sales in the Electronics segments and advertising costs. The ratio of SGA expenses to sales deteriorated year-on-year from 23.5 percent to 24.5 percent.

Other operating (income) expense, net resulted in income of 59.6 billion yen, compared with income of 13.5 billion yen in the previous fiscal year. This increase was mainly due to the remeasurement gain of 102.3 billion yen associated with obtaining control of Sony Mobile in the fiscal year ended March 31, 2012, compared with a remeasurement gain of 27.0 billion yen associated with obtaining control of Game Show Network, LLC ( GSN ) in the previous fiscal year. In addition, the loss on sale, disposal or impairment of assets and other (net) was 45.6 billion yen, compared to a net loss of 18.0 billion yen in the fiscal year ended March 31, 2011. This increase in net loss was mainly due to a 19.2 billion yen charge associated with the sale of the small- and medium-sized display business, and 29.3 billion yen of impairment charges\* for long-lived assets in the LCD television and network business asset groups that were recorded in the fiscal year ended March 31, 2012. Refer to Note 19 of the consolidated financial statements.

\* The 29.3 billion yen in non-cash impairment charges of long-lived assets recorded within operating results is related to the fair value of long-lived assets in the LCD television and network business asset groups being lower than net book value, with charges of 16.7 billion yen and 12.6 billion yen, respectively. For the LCD television asset group, the corresponding estimated future cash flows leading to the impairment charge reflect the continued deterioration of LCD television market conditions in Japan, Europe and North America, and unfavorable foreign exchange rates. For the network business asset group, which has made investments in network improvements and security enhancements, the corresponding estimated future cash flows leading to the impairment charge, primarily related to certain intangible and other long-lived assets, reflect management's revised forecast over the limited period applicable to the impairment determination. Sony has not included these losses on impairment in restructuring charges. Refer to Note 19 of the consolidated financial statements.

---

**Table of Contents**
***Equity in Net Income (Loss) of Affiliated Companies***

For the fiscal year ended March 31, 2012, equity in net loss of affiliated companies, recorded within operating income (loss), was 121.7 billion yen, compared to equity in net income of 14.1 billion yen in the previous fiscal year. Sony recorded equity in net loss for S-LCD of 64.1 billion yen, compared to equity in net income of 7.2 billion yen in the previous fiscal year. This was primarily due to the recording of a total loss of 60.0 billion yen, including an impairment loss on Sony's shares of S-LCD, which were sold in January 2012, and subsequent foreign currency adjustments. Equity in net loss for Sony Ericsson of 57.7 billion yen was recorded through February 15, 2012, prior to the consolidation of Sony Ericsson by Sony, while equity in net income of 4.2 billion yen was recorded in the previous fiscal year. This decrease was primarily due to Sony Ericsson recording a valuation allowance under U.S. GAAP of 654 million euro against certain of its deferred tax assets. Sony reflected its 50 percent share, or 33.0 billion yen, of this valuation allowance in equity in net loss of affiliated companies in Sony's consolidated financial results. The decrease was also due to a decrease in units shipped, intense smartphone price competition, and higher restructuring charges.

***Operating Income (Loss)***

For the fiscal year ended March 31, 2012, an operating loss of 67.3 billion yen was recorded, compared to operating income of 199.8 billion yen in the previous fiscal year. This was primarily due to lower sales resulting from the above-mentioned factors and a significant deterioration in equity in net income (loss) of affiliated companies, partially offset by a remeasurement gain associated with obtaining control of Sony Mobile of 102.3 billion yen. For further details, see the *Operating Performance by Business Segment*.

Operating results during the fiscal year ended March 31, 2012, included a benefit of 16.5 billion yen due to the reversal of a Blu-ray Disc™ patent royalty accrual, reflecting a retroactive change in the estimated royalty rate based on the latest license status.

For the fiscal year ended March 31, 2012, Sony incurred expenses of 5.9 billion yen, including charges for the disposal of fixed assets and inventories and restoration costs (e.g., repair, removal and cleaning costs) directly related to the damage caused by the Great East Japan Earthquake. In addition, Sony incurred other losses and expenses of 6.3 billion yen, which included idle facility costs at manufacturing sites. These expenses related to direct damages and other charges mentioned above were partially offset by insurance recoveries that Sony received during the fiscal year ended March 31, 2012. Refer to Note 18 of the consolidated financial statements.

As a result of direct damage from the inundation of Sony's manufacturing facilities starting in October 2011 due to the Floods, Sony incurred expenses of 13.2 billion yen during the fiscal year ended March 31, 2012, including charges for the disposal or impairment of fixed assets and inventories and restoration costs (e.g., repair, removal and cleaning costs) directly related to damages caused by the Floods. In addition to these direct damages, production at several manufacturing facilities temporarily ceased due to the inundation of Sony's manufacturing facilities and the difficulty in procuring parts and components. As a result, Sony incurred charges of 13.9 billion yen during the fiscal year ended March 31, 2012, consisting of idle facility costs at manufacturing sites and other additional expenses. Sony also saw a negative impact from the postponement of certain product launches caused by the temporary cessation of production at several manufacturing facilities, as well as significantly lower demand from commercial customers resulting from the Floods. Sony has insurance policies that cover certain damage directly caused by the Floods for Sony Corporation and certain of its subsidiaries including manufacturing sites. The insurance policies cover the damage and costs associated with fixed assets, inventories and additional expenses including removal and cleaning costs and provide business interruption coverage, including lost profits.

Insurance claims in the amount of 50.4 billion yen were agreed to by the insurance carriers and were paid during the fiscal year ended March 31, 2012. Of this amount, Sony received 26.3 billion yen for fixed assets, inventories and additional expenses, of which 17.5 billion yen represents the portion of insurance recoveries in excess of the carrying value before the damage caused by the Floods of the insured fixed assets and inventories, and were recorded in cost of sales and other operating (income) expense, net in the consolidated statements of

**Table of Contents**

income. The remaining amount of the insurance claims paid of 24.1 billion yen was for business interruption insurance recoveries, which applies to the lost profit that occurred after the Floods to December 31, 2011, and was recorded in other operating revenue in the consolidated statements of income.

In addition, as of March 31, 2012, Sony still had pending insurance claims for damage to fixed assets, inventories, additional expenses and business interruption. Sony recorded insurance receivables of 5.8 billion yen, which represents the portion of the insurance claims that were deemed probable of collection up to the extent of the amount of corresponding losses recognized in the same period, and substantially all relate to damaged assets and inventories. Refer to Note 18 of the consolidated financial statements.

***Other Income and Expenses***

For the fiscal year ended March 31, 2012, other income decreased by 21.5 billion yen, or 47.8 percent year-on-year, to 23.5 billion yen, while other expenses decreased by 0.4 billion yen, or 1.0 percent year-on-year, to 39.4 billion yen. The net amount of other income and other expenses was an expense of 15.9 billion yen, compared to income of 5.2 billion yen in the fiscal year ended March 31, 2011. The change from other income, net to other expense, net was primarily due to a net foreign exchange loss of 5.1 billion yen for the fiscal year ended March 31, 2012, as compared to a net foreign exchange gain of 9.3 billion yen for the previous fiscal year, as well as a year-on-year decrease in gain on sale of securities investments. A net foreign exchange loss was recorded mainly in relation to Sony's investments, including losses from foreign exchange transactions that partially offset the gain from foreign currency adjustments in equity in net income (loss), while a gain was recorded from routine derivative contracts entered into to reduce the risk caused by foreign exchange rate fluctuations.

Interest and dividends in other income of 15.1 billion yen was recorded in the fiscal year ended March 31, 2012, an increase of 3.3 billion yen, or 28.2 percent year-on-year. Interest recorded in other expenses totaled 23.4 billion yen, a decrease of 0.5 billion yen, or 2.0 percent year-on-year.

***Income (Loss) before Income Taxes***

For the fiscal year ended March 31, 2012, the loss before income taxes was 83.2 billion yen, compared to income of 205.0 billion yen in the previous fiscal year.

***Income Taxes***

For the fiscal year ended March 31, 2012, Sony recorded 315.2 billion yen of income taxes, primarily resulting from the recording of a non-cash charge to establish a valuation allowance of 260.3 billion yen against certain deferred tax assets held by subsidiaries in the U.S., Japan and the U.K.

Sony evaluates its deferred tax assets on a tax jurisdiction by jurisdiction basis to determine if a valuation allowance is required. In the U.S., Sony's U.S. holding company and its U.S. subsidiaries file a consolidated federal tax return. This consolidated tax filing group incurred cumulative losses in recent fiscal years including the fiscal year ended March 31, 2012. Under U.S. GAAP, a cumulative loss in recent fiscal years is considered significant negative evidence regarding the realizability of deferred tax assets. After comparing this significant negative evidence to objectively verifiable positive factors, Sony recorded a charge of 203.0 billion yen to establish a valuation allowance against the deferred tax assets held by the consolidated tax filing group in the U.S. In addition, Sony established valuation allowances against certain deferred tax assets held by certain subsidiaries in Japan and the U.K. amounting to 57.3 billion yen as a result of evaluating those deferred tax assets. Refer to Note 21 of the consolidated financial statements.

***Net Income (loss) attributable to Sony Corporation's stockholders***

For the fiscal year ended March 31, 2012, the net loss attributable to Sony Corporation's stockholders, which excludes net income attributable to noncontrolling interests, was 456.7 billion yen, a deterioration of 197.1 billion yen year-on-year.

**Table of Contents**

Net income attributable to noncontrolling interest of 58.2 billion yen was recorded, an increase of 19.0 billion yen year-on-year. This increase was mainly due to the increased income at Sony Financial Holdings, Inc. ( SFH ), for which there is a noncontrolling interest of 40 percent. For details of operating results in the Financial Services segment, refer to *Operating Performance by Business Segment* below.

Basic and diluted net losses per share attributable to Sony Corporation's stockholders were both 455.03 yen compared with basic and diluted net losses per share of 258.66 yen in the previous fiscal year. Refer to Note 22 of the consolidated financial statements.

**Operating Performance by Business Segment**

The following discussion is based on segment information. Sales and operating revenue in each business segment include intersegment transactions. Refer to Note 28 of the consolidated financial statements.

**Business Segment Information**

|                                    | Fiscal year ended March 31 |                | Percent change |
|------------------------------------|----------------------------|----------------|----------------|
|                                    | 2011                       | 2012           |                |
|                                    | (Yen in billions)          |                |                |
| <b>Sales and operating revenue</b> |                            |                |                |
| Imaging Products & Solutions       | 915.6                      | <b>761.3</b>   | 16.9%          |
| Game                               | 865.0                      | <b>805.0</b>   | 6.9            |
| Mobile Products & Communications*  | 631.6                      | <b>622.7</b>   | 1.4            |
| Home Entertainment & Sound         | 1,713.0                    | <b>1,283.2</b> | 25.1           |
| Devices                            | 1,151.9                    | <b>1,026.6</b> | 10.9           |
| Pictures                           | 600.0                      | <b>657.7</b>   | +9.6           |
| Music                              | 470.7                      | <b>442.8</b>   | 5.9            |
| Financial Services                 | 806.5                      | <b>871.9</b>   | +8.1           |
| All Other                          | 519.8                      | <b>530.3</b>   | +2.0           |
| Corporate and Elimination          | (492.8)                    | <b>(508.2)</b> |                |
| Consolidated                       | 7,181.3                    | <b>6,493.2</b> | 9.6            |

|                                    | Fiscal year ended March 31 |                | Percent change |
|------------------------------------|----------------------------|----------------|----------------|
|                                    | 2011                       | 2012           |                |
|                                    | (Yen in billions)          |                |                |
| <b>Operating income (loss)</b>     |                            |                |                |
| Imaging Products & Solutions       | 52.4                       | <b>18.6</b>    | 64.5%          |
| Game                               | 48.5                       | <b>29.3</b>    | 39.6           |
| Mobile Products & Communications** | 5.3                        | <b>7.2</b>     | +36.2          |
| Home Entertainment & Sound         | (73.2)                     | <b>(203.2)</b> |                |
| Devices                            | 34.9                       | <b>(22.1)</b>  |                |
| Pictures                           | 38.7                       | <b>34.1</b>    | 11.7           |
| Music                              | 38.9                       | <b>36.9</b>    | 5.2            |
| Financial Services                 | 118.8                      | <b>131.4</b>   | +10.6          |
| All Other                          | (13.8)                     | <b>(54.1)</b>  |                |
| Sub-Total                          | 250.5                      | <b>(21.8)</b>  |                |
| Corporate and Elimination***       | (50.7)                     | <b>(45.4)</b>  |                |
| Consolidated                       | 199.8                      | <b>(67.3)</b>  |                |

\* The Mobile Products & Communications segment sales do not include sales of Sony Ericsson in the fiscal year ended March 31, 2011 and from April 1, 2011 through February 15, 2012.

Edgar Filing: SONY CORP - Form 20-F

*\*\* The Mobile Products & Communications segment's operating income (loss) for the fiscal year ended March 31, 2011 includes Sony's equity results for Sony Ericsson. The Mobile Products & Communications*



**Table of Contents**

segment's operating income (loss) for the fiscal year ended March 31, 2012 includes Sony's equity results for Sony Ericsson through February 15, 2012 and the operating income (loss) from February 16, 2012 through March 31, 2012 for Sony Mobile, as well as the remeasurement gain associated with obtaining control of Sony Mobile.

\*\*\* Corporate and Elimination includes headquarters restructuring costs and certain other corporate expenses, including the amortization of certain intellectual property assets such as the cross-licensing of intangible assets acquired from Ericsson at the time of the Sony Mobile acquisition, which are not allocated to segments.

**Imaging Products & Solutions**

For the fiscal year ended March 31, 2012, sales decreased 16.9 percent year-on-year to 761.3 billion yen. Sales to outside customers decreased 16.5 percent year-on-year. This was primarily due to a decrease in sales of digital imaging products including digital cameras and video cameras due to the negative impact from the Floods, a decrease in unit sales resulting from deterioration in market conditions in Europe and the U.S., and unfavorable foreign exchange rates. Digital imaging products were also impacted by the Great East Japan Earthquake.

Operating income decreased by 33.8 billion yen year-on-year to 18.6 billion yen. The decrease was primarily due to a decrease in sales noted above and the unfavorable impact of foreign exchange rates. Restructuring charges of 1.4 billion yen were recorded in the fiscal year ended March 31, 2012, compared to 11.6 billion yen in the previous fiscal year. Restructuring charges in the fiscal year ended March 31, 2011 included expenses related to headcount reduction programs and the realignment of manufacturing operations in Japan. Product categories that unfavorably impacted the change in segment operating results include digital cameras and video cameras, reflecting lower sales mentioned above.

Below are the sales to outside customers by product category and unit sales of major products:

**Sales to outside customers by product category**

Figures in parentheses indicate the percentage contribution of each product category to the segment total.

|                        | Fiscal year ended March 31 |         | Percent change |
|------------------------|----------------------------|---------|----------------|
|                        | 2011                       | 2012    |                |
|                        | (Yen in millions)          |         |                |
| Digital Imaging        | 628,358                    | 489,526 | 22.1%          |
| Professional Solutions | 268,687                    | 256,871 | 4.4            |
| Other                  | 9,394                      | 10,228  | +8.9           |
| IP&S Total             | 906,439                    | 756,625 | 16.5           |

**Unit sales of major products**

|   | Fiscal year ended March 31 |      | Unit change | Percent change |
|---|----------------------------|------|-------------|----------------|
|   | 2011                       | 2012 |             |                |
|   | (Units in millions)        |      |             |                |
| Home-use video cameras within Digital Imaging Products  | 5.2                        | 4.4  | 0.8         | 15.4%          |
| Compact digital cameras within Digital Imaging Products | 24.0                       | 21.0 | 3.0         | 12.5           |

Game

For the fiscal year ended March 31, 2012, sales decreased 6.9 percent year-on-year to 805.0 billion yen. Sales to outside customers decreased 8.7 percent year-on-year. The decrease reflects lower sales of PlayStation®3 ( PS3 ) hardware due to a strategic price reduction and lower sales of PlayStation®2 due to platform migration.



**Table of Contents**

Operating income decreased by 19.2 billion yen year-on-year to 29.3 billion yen. The decrease in operating income was primarily due to the lower sales noted above. Below are the unit sales of each platform within the segment:

**Unit sales of each platform within the category**

|                             | Fiscal year ended March 31 |              | Unit change | Percent change |
|-----------------------------|----------------------------|--------------|-------------|----------------|
|                             | 2011                       | 2012         |             |                |
|                             | (Units in millions)        |              |             |                |
| <b>Hardware</b>             |                            |              |             |                |
| PlayStation®3               | 14.3                       | <b>13.9</b>  | 0.4         | 2.8%           |
| PSP®(PlayStation ®Portable) | 8.0                        | <b>6.8</b>   | 1.2         | 15.0           |
| PlayStation®2               | 6.4                        | <b>4.1</b>   | 2.3         | 35.9           |
| <b>Software*</b>            |                            |              |             |                |
| PlayStation®3               | 147.9                      | <b>156.6</b> | +8.7        | +5.9           |
| PSP®(PlayStation ®Portable) | 46.6                       | <b>32.2</b>  | 14.4        | 30.9           |
| PlayStation®2               | 16.4                       | <b>7.9</b>   | 8.5         | 51.8           |

\* Network downloaded software is not included within unit software sales in the table above.

**Mobile Products & Communications**

For the fiscal year ended March 31, 2012, sales decreased 1.4 percent year-on-year to 622.7 billion yen. Sales to outside customers decreased 1.4 percent year-on-year. This decrease was primarily due to a decrease in sales of PCs mainly due to the negative impact from the Floods and unfavorable foreign exchange rates, partially offset by the favorable impact of the consolidation of Sony Mobile. Sales of the MP&C segment included the sales of Sony Mobile from February 16, 2012 through March 31, 2012, which was 77.7 billion yen.

Operating income increased by 36.2 percent to 7.2 billion yen. Operating income included 57.7 billion yen for Sony's equity in net loss of Sony Ericsson through February 15, 2012, a remeasurement gain of 102.3 billion yen associated with obtaining control of Sony Mobile, and an operating loss of 13.2 billion yen for Sony Mobile from February 16, 2012 through March 31, 2012. The increase in operating income in the segment was primarily due to the remeasurement gain described above.

Below are the sales to outside customers by product category and the unit sales of major products:

**Sales to outside customers by product category**

Figures in parentheses indicate the percentage contribution of each product category to the segment total.

|                                     | Fiscal year ended March 31 |                | Percent change     |
|-------------------------------------|----------------------------|----------------|--------------------|
|                                     | 2011                       | 2012           |                    |
|                                     | (Yen in millions)          |                |                    |
| <i>Mobile Communications</i>        |                            | <b>77,732</b>  | <b>(12.5)</b> %    |
| <i>Personal and Mobile Products</i> | 625,200                    | <b>(99.0)</b>  | <b>(86.6)</b> 13.8 |
| <i>Other</i>                        | 6,314                      | <b>(1.0)</b>   | <b>(0.9)</b> 7.1   |
| MP&C Total                          | 631,514                    | <b>(100.0)</b> | <b>(100.0)</b> 1.4 |

**Unit sales of major products**

|  | Fiscal year ended March 31 |      | Unit change | Percent change |
|--|----------------------------|------|-------------|----------------|
|  | 2011                       | 2012 |             |                |

Edgar Filing: SONY CORP - Form 20-F

(Units in millions)

|  |     |            |     |      |
|--|-----|------------|-----|------|
| PCs within <i>Personal and Mobile Products</i> | 8.7 | <b>8.4</b> | 0.3 | 3.4% |
|--|-----|------------|-----|------|

**Table of Contents****Home Entertainment & Sound**

For the fiscal year ended March 31, 2012, sales decreased 25.1 percent year-on-year to 1,283.2 billion yen. Sales to outside customers decreased 25.1 percent year-on-year. This decrease was primarily due to a decrease in sales of LCD televisions reflecting lower unit sales and price declines, mainly resulting from market contractions in Japan and the deterioration of market conditions in Europe and North America. LCD television sales in Japan during the previous fiscal year significantly benefited mainly from a program which provided consumers with a subsidy from the Japanese government. The subsidy program ended on March 31, 2011.

Operating loss increased 130.0 billion yen year-on-year to 203.2 billion yen. This increase was primarily due to the lower sales mentioned above and a total loss of 60.0 billion yen related to an impairment loss on Sony's shares of S-LCD, which were sold in January 2012, and subsequent foreign currency adjustments. Further, the segment's operating results include additional LCD panel-related expenses of 22.8 billion yen resulting from low capacity utilization of S-LCD and the impairment of LCD television assets of 16.7 billion yen. Restructuring charges of 5.4 billion yen were recorded in the fiscal year ended March 31, 2012, compared to 19.0 billion yen in the previous fiscal year. This decrease in restructuring charges was primarily due to a recording of expenses of 11.6 billion yen related to the transfer to third parties of the Barcelona factory in Europe and its related asset impairment during the fiscal year ended March 31, 2011.

Below are the sales to outside customers by product category and unit sales of major products:

**Sales to outside customers by product category**

Figures in parentheses indicate the percentage contribution of each product category to the segment total.

|                        | Fiscal year ended March 31 |                   | 2012             | Percent change |       |
|------------------------|----------------------------|-------------------|------------------|----------------|-------|
|                        | 2011                       | (Yen in millions) |                  |                |       |
| <i>Televisions</i>     | 1,200,487                  | (70.1)            | <b>840,359</b>   | <b>(65.5)</b>  | 30.0% |
| <i>Audio and Video</i> | 502,684                    | (29.4)            | <b>433,800</b>   | <b>(33.8)</b>  | 13.7  |
| <i>Other</i>           | 9,153                      | (0.5)             | <b>8,569</b>     | <b>(0.7)</b>   | 6.4   |
| HE&S Total             | 1,712,324                  | (100.0)           | <b>1,282,728</b> | <b>(100.0)</b> | 25.1  |

**Unit sales of major products**

|  | Fiscal year ended March 31 |             | Unit change | Percent change |
|--|----------------------------|-------------|-------------|----------------|
|  | 2011                       | 2012        |             |                |
| LCD televisions within <i>Televisions</i>                        | 22.4                       | <b>19.6</b> | 2.8         | 12.5%          |
| Blu-ray Disc players / recorders within <i>Audio and Video</i>   | 5.6                        | <b>7.0</b>  | +1.4        | +25.0          |
| Flash memory digital audio players within <i>Audio and Video</i> | 8.4                        | <b>8.2</b>  | 0.2         | 2.4            |

**Devices**

For the fiscal year ended March 31, 2012, sales decreased 10.9 percent year-on-year to 1,026.6 billion yen, mainly due to a decrease in Components sales. Sales to outside customers decreased 12.2 percent year-on-year. The lower sales of Components were primarily due to the impact of the Great East Japan Earthquake on batteries and storage media, and unfavorable foreign exchange rates.

An operating loss of 22.1 billion yen was recorded, compared to operating income of 34.9 billion yen recorded in the fiscal year ended March 31, 2011. This was primarily due to deterioration in the cost of sales ratio, unfavorable foreign exchange rates and a decrease in gross profit due to lower sales (excluding the foreign exchange impact), partially offset by a decrease in selling, general and administrative expenses. Restructuring charges of 27.3 billion yen were recorded in the fiscal year ended March 31, 2012, compared to 11.3 billion yen



**Table of Contents**

in the previous fiscal year. Restructuring charges in the fiscal year ended March 31, 2012 included expenses of 19.2 billion yen associated with the sale of the small- and medium-sized display business to Japan Display Inc. Categories that unfavorably impacted the change in segment operating results (excluding restructuring charges) included Components, reflecting the above-mentioned decrease in sales.

Below are the sales to outside customers by product category:

**Sales to outside customers by product category**

Figures in parentheses indicate the percentage contribution of each product category to the segment total.

|                       | Fiscal year ended March 31 |         | Percent change |
|-----------------------|----------------------------|---------|----------------|
|                       | 2011                       | 2012    |                |
|                       | (Yen in millions)          |         |                |
| <i>Semiconductors</i> | 359,321                    | 377,177 | +5.0%          |
| <i>Components</i>     | 409,165                    | 295,822 | 27.7           |
| <i>Other</i>          | 2,864                      | 4,209   | +47.0          |
| Devices Total         | 771,350                    | 677,208 | 12.2           |

**Electronics****Inventory**

Total inventory for the Electronics segments above, as of March 31, 2012, was 627.2 billion yen, which represents a 19.0 billion yen, or 3.1 percent increase compared with the level as of March 31, 2011.

**Sales to Outside Customers by Geographic Area**

Combined sales to outside customers by geographic area for the Electronics segments for the fiscal year ended March 31, 2012 decreased year-on-year by 27 percent in the U.S., by 24 percent in Europe, by 9 percent in Japan and by 22 percent in Asia-Pacific areas other than Japan and China (the Asia-Pacific Area). Sales in China and in other geographic areas (Other Areas) were almost flat year-on-year. Total combined sales in all areas decreased year-on-year by 16 percent.

In the U.S., sales of products such as LCD televisions and PCs and sales in the game business decreased. In Europe, sales of products such as LCD televisions decreased. In Japan, sales of products such as LCD televisions and home video products including Blu-ray Disc recorders decreased. In China, sales of products such as small- and medium-sized LCD panels and sales in the game business increased while sales of products such as optical disc drive products, LCD televisions and compact digital cameras decreased. In the Asia-Pacific Area, sales of products such as batteries, optical disc drive products, photonic device modules, image sensors, LSIs, and compact digital cameras decreased. In Other Areas, sales of products such as compact digital cameras, home-use video cameras and PCs and sales in the game business decreased.

**Manufacturing by Geographic Area**

Approximately 55 percent of the Electronics segments' total annual production, excluding Sony Mobile, during the fiscal year ended March 31, 2012 was in-house production and approximately 45 percent was outsourced production.

Approximately 50 percent of the annual in-house production took place in Japan, including the production of compact digital cameras, home-use video cameras, LCD televisions, PCs, semiconductors and components such as batteries and storage media. Approximately 60 percent of the annual in-house production in Japan was destined for other countries. Production in Asia, excluding Japan and China, accounted for approximately 25 percent of the annual in-house production, with approximately 60 percent destined for the Americas, Japan,

---

## **Table of Contents**

Europe and China. Production in China accounted for approximately 20 percent of the annual in-house production, approximately 55 percent of which was destined for other countries. Production in the Americas and Europe together accounted for approximately 5 percent of the annual in-house production, most of which was destined for local distribution and sale.

### **Pictures**

Pictures segment results presented below are a yen-translation of the results of Sony Pictures Entertainment ( SPE ), a U.S.-based operation that aggregates the results of its worldwide subsidiaries on a U.S. dollar basis. Management analyzes the results of SPE in U.S. dollars, so discussion of certain portions of its results is specified as being on a U.S. dollar basis.

For the fiscal year ended March 31, 2012, sales increased 9.6 percent year-on-year to 657.7 billion yen, despite the appreciation of the yen. On a U.S. dollar basis, sales for the fiscal year ended March 31, 2012 increased approximately 18 percent year-on-year. Motion picture revenues, also on a U.S. dollar basis, increased approximately 10 percent year-on-year. The fiscal year ended March 31, 2012 benefited from the sale of a participation interest in Spider-Man merchandising rights and higher pay television and video-on-demand sales of motion picture product. Television revenues, on a U.S. dollar basis, increased approximately 39 percent year-on-year primarily due to higher revenues from the licensing of U.S. network and made-for-cable television product, revenues recognized from the consolidation of GSN, which was accounted for under the equity method in the previous fiscal year, and higher advertising revenues from SPE's television networks in India, primarily due to the timing of the Indian Premier League cricket tournament, the improved rating performance of its programming, and the improved advertising market.

Operating income decreased by 4.5 billion yen year-on-year to 34.1 billion yen. Operating income decreased by approximately 7 percent on a U.S. dollar basis. The decrease is primarily due to a combined 30.3 billion yen gain recognized in the fiscal year ended March 31, 2011, consisting of a remeasurement gain associated with obtaining control of GSN (27.0 billion yen) and a gain on the sale of SPE's remaining equity interest in a Latin American premium pay television business (HBO Latin America), partially offset by 21.4 billion yen of operating income generated from the above-noted sale of a participation interest in Spider-Man merchandising rights during the fiscal year ended March 31, 2012. The appreciation of the yen and higher marketing costs in support of a greater number of upcoming major theatrical releases also had a negative impact on the operating income for the fiscal year ended March 31, 2012. These negative factors were partially offset by the higher revenues from the licensing of U.S. network and made-for-cable television product and higher advertising revenues from SPE's television networks particularly in India. The fiscal year ended March 31, 2012 reflects the strong theatrical performance of *The Smurfs* and *Bad Teacher* offset by the theatrical underperformance of *Arthur Christmas*.

As of March 31, 2012, unrecognized license fee revenue at SPE was approximately 1.5 billion U.S. dollars. SPE expects to record this amount over the next ten years, having entered into contracts with television broadcasters to provide those broadcasters with completed motion picture and television product. The license fee revenue will be recognized in the fiscal year in which the product is made available for broadcast.

### **Music**

Music segment results presented below include the yen-translated results of Sony Music Entertainment ( SME ), a U.S.-based operation that aggregates the results of its worldwide subsidiaries on a U.S. dollar basis, the results of Sony Music Entertainment (Japan) Inc. ( SMEJ ), a Japan-based music company that aggregates its results in yen, and the yen-translated consolidated results of Sony/ATV Music Publishing LLC ( Sony/ATV ), a 50 percent owned U.S.-based consolidated joint venture in the music publishing business that aggregates the results of its worldwide subsidiaries on a U.S. dollar basis.

For the fiscal year ended March 31, 2012, sales decreased 5.9 percent year-on-year to 442.8 billion yen. The decrease in sales is primarily due to the negative impact of the appreciation of the yen against the U.S. dollar and the continued contraction of the physical music market, offset by the strong performance of a number of key



**Table of Contents**

releases during the year. Best selling titles during the year included Adele's *21*, Beyoncé's *4*, Pitbull's *Planet Pit*, Foo Fighters' *Wasting Light*, One Direction's *Up All Night*, and music from the hit U.S. television show *Glee*.

Operating income decreased 2.0 billion yen year-on-year to 36.9 billion yen. The decrease reflects the impact of the lower sales mentioned above and higher restructuring costs, partially offset by lower overhead costs, a benefit from the recognition of digital license revenues and a favorable legal settlement concerning copyright infringement.

**Financial Services**

In Sony's Financial Services segment, the results include Sony Financial Holdings Inc. (SFH) and SFH's consolidated subsidiaries such as Sony Life Insurance Co., Ltd. (Sony Life), Sony Assurance Inc. and Sony Bank Inc. (Sony Bank), as well as the results for the leasing business and a portion of a credit card business in Japan that was divested during the fiscal year ended March 31, 2011. The results of Sony Life discussed below on the basis of U.S. GAAP differ from the results that SFH and Sony Life disclose separately on a Japanese statutory basis.

Financial services revenue for the fiscal year ended March 31, 2012 increased 8.1 percent year-on-year to 871.9 billion yen mainly due to a significant increase in revenue at Sony Life. Revenue at Sony Life increased 11.6 percent year-on-year to 777.7 billion yen primarily due to an increase in insurance premium revenue, reflecting a higher policy amount in force.

Operating income increased 12.6 billion yen year-on-year to 131.4 billion yen, mainly due to an increase in operating income at Sony Life, partially offset by a deterioration in operating results at Sony Bank, reflecting a foreign exchange loss on foreign-currency denominated customer deposits compared to a gain in the previous fiscal year. Operating income at Sony Life increased 17.2 billion yen year-on-year to 134.8 billion yen. This increase was primarily due to higher insurance premium revenue and a partial reversal of an incremental provision for insurance policy reserves in the fiscal year ended March 31, 2012, which was recorded in the fiscal year ended March 31, 2011 due to the Great East Japan Earthquake.

While Sony Life had realized net gains on sales of securities in the first six months of the fiscal year ended March 31, 2011 reflecting changes in its investment portfolio to further increase the duration of the assets (according to the asset liability management (ALM) viewpoint), such an operation to increase the duration was not carried out in the first six months of the fiscal year ended March 31, 2012. This resulted in a year-on-year decrease in the segment profits as such net gains on sales of securities were absent in the six months ended September 30, 2011. However, during the six months ended March 31, 2012, net gains on sales of securities from ordinary fund management operations were greater than the same period of the previous fiscal year. As a result, the segment profits for the full fiscal year increased year-on-year. There were no material changes made to the investment portfolio during the fiscal year ended March 31, 2012.

In the *Information on Operations Separating Out the Financial Services Segment* below, the effective tax rate for the Financial Services segment decreased significantly from the fiscal year ended March 31, 2011 to the fiscal year ended March 31, 2012. Substantially all of the decrease was due to the enactment of tax law changes by the Japanese legislature in November 2011, including a decrease in the statutory tax rate, which resulted in a net deferred tax benefit in the fiscal year ended March 31, 2012 of 28,549 million yen, attributable primarily to a reduction of deferred tax liabilities for deferred insurance acquisition costs. Refer to Note 21 of the consolidated financial statements.

***Information on Operations Separating Out the Financial Services Segment***

The following charts show Sony's information on operations for the Financial Services segment alone and for all segments excluding the Financial Services segment. These separate condensed presentations are not required or prepared under U.S. GAAP, which is used in Sony's consolidated financial statements. However, because the Financial Services segment is different in nature from Sony's other segments, Sony utilizes this information to analyze its results without the Financial Services segment and believes that these presentations may be useful in understanding and analyzing Sony's consolidated financial statements. Transactions between

**Table of Contents**

the Financial Services segment and Sony without the Financial Services segment, including noncontrolling interests, are included in those respective presentations, then eliminated in the consolidated figures shown below.

| <b>Financial Services segment</b>                               | <b>Fiscal year ended March 31</b> |                  |
|---|-----------------------------------|------------------|
|   | <b>2011</b>                       | <b>2012</b>      |
|   | <b>(Yen in millions)</b>          |                  |
| Financial services revenue                                      | 806,526                           | <b>871,895</b>   |
| Financial services expenses                                     | 685,747                           | <b>739,222</b>   |
| Equity in net loss of affiliated companies                      | (1,961)                           | <b>(1,252)</b>   |
| <b>Operating income</b>   | 118,818                           | <b>131,421</b>   |
| Other income, (expenses), net                                   | 868                               | <b>1,069</b>     |
| <b>Income before income taxes</b>                               | 119,686                           | <b>132,490</b>   |
| Income taxes and other  | 48,570                            | <b>18,380</b>    |
| <b>Net income of Financial Services</b>                         | 71,116                            | <b>114,110</b>   |
|   |                                   |                  |
| <b>Sony without the Financial Services segment</b>              | <b>Fiscal year ended March 31</b> |                  |
|   | <b>2011</b>                       | <b>2012</b>      |
|   | <b>(Yen in millions)</b>          |                  |
| Net sales and operating revenue                                 | 6,388,759                         | <b>5,627,893</b> |
| Costs and expenses  | 6,326,233                         | <b>5,708,607</b> |
| Equity in net income (loss) of affiliated companies             | 16,023                            | <b>(120,445)</b> |
| <b>Operating income (loss)</b>                                  | 78,549                            | <b>(201,159)</b> |
| Other income (expenses), net                                    | 10,790                            | <b>(9,181)</b>   |
| <b>Income (loss) before income taxes</b>                        | 89,339                            | <b>(210,340)</b> |
| Income taxes and other  | 387,375                           | <b>309,486</b>   |
| <b>Net loss of Sony without Financial Services</b>              | (298,036)                         | <b>(519,826)</b> |
|   |                                   |                  |
| <b>Consolidated</b>   | <b>Fiscal year ended March 31</b> |                  |
|   | <b>2011</b>                       | <b>2012</b>      |
|   | <b>(Yen in millions)</b>          |                  |
| Financial services revenue                                      | 798,495                           | <b>868,971</b>   |
| Net sales and operating revenue                                 | 6,382,778                         | <b>5,624,241</b> |
|   | 7,181,273                         | <b>6,493,212</b> |
| Costs and expenses  | 6,995,514                         | <b>6,438,790</b> |
| Equity in net income (loss) of affiliated companies             | 14,062                            | <b>(121,697)</b> |
| <b>Operating income (loss)</b>                                  | 199,821                           | <b>(67,275)</b>  |
| Other income (expenses), net                                    | 5,192                             | <b>(15,911)</b>  |
| <b>Income (loss) before income taxes</b>                        | 205,013                           | <b>(83,186)</b>  |
| Income taxes and other  | 464,598                           | <b>373,474</b>   |
| <b>Net loss attributable to Sony Corporation's Stockholders</b> | (259,585)                         | <b>(456,660)</b> |

**All Other**

Sales for the fiscal year ended March 31, 2012 increased 2.0 percent year-on-year, to 530.3 billion yen. The increase in sales is mainly due to significantly higher sales in the network business, partially offset by lower sales in the mobile phone original equipment manufacturing ( OEM ) business in Japan and unfavorable foreign exchange rates.

An operating loss of 54.1 billion yen was recorded for the fiscal year ended March 31, 2012, compared to an operating loss of 13.8 billion yen in the previous fiscal year. This deterioration was mainly due to the manufacturing system business in Sony Manufacturing Systems and the network business in Sony Network

---

**Table of Contents**

Entertainment. The deterioration of operating results in the manufacturing system business resulted from significantly lower sales, inventory devaluation and asset impairments, partially offset by an increase in profit in the disc manufacturing business, primarily due to the reversal of a patent royalty accrual. Sony Manufacturing Systems was merged into Sony EMCS Corporation in April 2012. The operating results in the network business in the fiscal year ended March 31, 2012 were negatively affected by the recording of 12.6 billion yen in non-cash impairment charges of long-lived assets in the network business asset group.

***Restructuring***

As the global economy experienced a sharp downturn in the autumn of 2008, Sony announced major restructuring initiatives in January 2009. Sony continued to implement its restructuring initiatives during the fiscal year ended March 31, 2012. These initiatives included a review of Sony's investment plan, the realignment of its manufacturing sites, the reallocation of its workforce, and headcount reductions, in order to reform Sony's operational structure and achieve improvements in competitiveness and profitability.

In the fiscal year ended March 31, 2012, Sony recorded restructuring charges of 54.8 billion yen, which includes 2.1 billion yen of non-cash charges related to depreciation associated with restructured assets, compared to 67.1 billion yen of restructuring charges recorded in the previous fiscal year. There were 4.8 billion yen of non-cash charges related to depreciation associated with restructured assets in the previous fiscal year. Restructuring charges decreased by 12.3 billion yen or 18.4 percent year-on-year. Of the total 54.8 billion yen incurred in the fiscal year ended March 31, 2012, 25.5 billion yen were personnel related costs, primarily included in SGA expenses in the consolidated statements of income. These personnel-related costs decreased 33.5 percent, compared to the previous fiscal year. Sony's total manufacturing sites were reduced from 57 sites as of December 31, 2008 to 41 sites as of March 31, 2011, and then to 38 sites as of March 31, 2012. As a result, Sony has been consolidating its manufacturing operations and increasingly utilizing the services of third-party OEMs and third-party original design manufacturing (ODMs).

Restructuring charges for the fiscal year ended March 31, 2012 were recorded mainly in the Devices segment. In the Devices segment, restructuring charges amounted to 27.3 billion yen, which include 0.9 billion yen of non-cash charges related to depreciation associated with restructured assets for the fiscal year ended March 31, 2012, compared to 11.3 billion yen of restructuring charges recorded in the previous fiscal year. Charges in the previous fiscal year included 3.5 billion yen of non-cash charges related to depreciation associated with restructured assets. The Devices segment's restructuring charges included an impairment of 19.2 billion yen related to the sale of the small- and medium-sized display business to Japan Display Inc. in March 2012.

In all segments, excluding the Devices segment, restructuring charges were recorded mainly due to headcount reductions through early retirement programs, which are expected to reduce operating costs in the future.

Restructuring charges discussed in Item 5, which include non-cash charges related to depreciation associated with restructured assets, are described in Note 19 of the consolidated financial statements.

***Foreign Exchange Fluctuations and Risk Hedging***

During the fiscal year ended March 31, 2012, the average rates of the yen were 78.1 yen against the U.S. dollar and 107.5 yen against the euro, which was 8.5 percent and 3.9 percent higher, respectively, than the previous fiscal year.

For the fiscal year ended March 31, 2012, consolidated sales were 6,493.2 billion yen, a decrease of 9.6 percent year-on-year, while on a constant currency basis, sales decreased approximately 5 percent year-on-year. For references to information on a constant currency basis, see Note at the bottom of this section.

Consolidated operating loss of 67.3 billion yen was recorded in the fiscal year ended March 31, 2012, compared to operating income of 199.8 billion yen in the previous fiscal year. Operating results deteriorated by 267.1 billion yen year-on-year, while it would have deteriorated by approximately 235 billion yen compared to the previous fiscal year on a constant currency basis.

**Table of Contents**

The table below indicates the impact on sales and operating results of each of these five segments. For a detailed analysis of segment performance, please refer to the *Operating Performance Highlights by Business Segment* in the *Results of Operations* section above, which discusses the impact of foreign exchange rates within each segment.

|         |                         | Fiscal year ended March 31 |                |               | Change on constant | Impact of changes in   |
|---------|-------------------------|----------------------------|----------------|---------------|--------------------|------------------------|
|         |                         | 2011                       | 2012           | Change in yen | currency           | foreign exchange rates |
|         |                         |                            |                |               | basis*             |                        |
|         |                         |                            |                |               | (Yen in billions)  |                        |
| IP&S    | Sales                   | 915.6                      | <b>761.3</b>   | 16.9%         | 12%                | 46.5                   |
|         | Operating income        | 52.4                       | <b>18.6</b>    | 33.8          | 24.6               | 9.3                    |
| Game    | Sales                   | 865.0                      | <b>805.0</b>   | 6.9%          | 2%                 | 41.3                   |
|         | Operating income        | 48.5                       | <b>29.3</b>    | 19.2          | 15.9               | 3.3                    |
| MP&C    | Sales                   | 631.6                      | <b>622.7</b>   | 1.4%          | +4%                | 33.3                   |
|         | Operating income        | 5.3                        | <b>7.2</b>     | +1.9          | +6.4               | 4.5                    |
| HE&S    | Sales                   | 1,713.0                    | <b>1,283.2</b> | 25.1%         | 21%                | 78.3                   |
|         | Operating loss          | (73.2)                     | <b>(203.2)</b> | 130.0         | 122.6              | 7.4                    |
| Devices | Sales                   | 1,151.9                    | <b>1,026.6</b> | 10.9%         | 5%                 | 62.7                   |
|         | Operating income (loss) | 34.9                       | <b>(22.1)</b>  | 57.0          | 48.4               | 8.6                    |

During the fiscal year ended March 31, 2012, Sony estimated that a one yen appreciation against the U.S. dollar decreased consolidated sales by approximately 47 billion yen, with approximately no impact on operating income. Sony's exposure to the U.S. dollar is limited due to Sony's ability to manage its U.S. dollar-based sales with U.S. dollar-based costs creating a natural currency hedge. Sony results are more sensitive to movements between the yen and the euro. A one yen appreciation against the euro was estimated to decrease consolidated sales by approximately 10 billion yen, with a corresponding decrease in operating income of approximately 6 billion yen.

In addition, sales for the Pictures segment increased 9.6 percent year-on-year to 657.7 billion yen, while sales increased approximately 18 percent on a constant currency (U.S. dollar) basis. In the Music segment, sales decreased 5.9 percent year-on-year to 442.8 billion yen, while sales decreased approximately 1 percent on a constant currency basis. For a detailed analysis of segment performance, please refer to the Pictures and Music segments under *Operating Performance by Business Segment*. Sony's Financial Services segment consolidates the yen-based results of SFH and the yen-based results for a leasing business and a portion of a credit card business in Japan that was divested during the fiscal year ended March 31, 2011. As most of the operations in this segment are based in Japan, Sony management analyzes the performance of the Financial Services segment on a yen basis only.

Sony's consolidated results are subject to foreign currency rate fluctuations largely because the currency used in the countries where manufacturing and material and parts procurement takes place may be different from those where Sony's products are sold. In order to reduce the risk caused by foreign exchange rate fluctuations, Sony employs derivatives, including foreign exchange forward contracts and foreign currency option contracts, in accordance with a consistent risk management strategy. Such derivatives are used primarily to mitigate the effect of foreign currency exchange rate fluctuations on cash flows generated or anticipated by Sony Corporation and by its subsidiaries' transactions and accounts receivable and payable denominated in foreign currencies.

Sony Global Treasury Services Plc (SGTS) in London provides integrated treasury services for Sony Corporation, its subsidiaries, and affiliated companies. Sony's policy is that Sony Corporation and all subsidiaries with foreign exchange exposures should enter into commitments with SGTS to hedge their exposures. Sony Corporation and most of its subsidiaries utilize SGTS for this purpose. Sony's policy of concentrating its foreign exchange exposures means that SGTS and Sony Corporation hedge most of the net foreign exchange exposure within the Sony group. Sony has a policy on the use of derivatives that, in principle, SGTS should centrally deal and manage derivatives with financial institutions for risk management purposes. SGTS enters into foreign exchange transactions with creditworthy third-party financial institutions. Most of these

**Table of Contents**

transactions are entered into against projected exposures before the actual export and import transactions take place. In general, SGTS hedges the projected exposures on average three months before the actual transactions take place. However, in certain cases SGTS partially hedges the projected exposures one month before the actual transactions take place when business requirements such as shorter production-sales cycles for certain products arise. Sony enters into foreign exchange transactions with financial institutions primarily for hedging purposes. Sony does not use these derivative financial instruments for trading or speculative purposes except for certain derivatives in the Financial Services segment. In the Financial Services segment, Sony uses derivatives primarily for ALM.

To minimize the effects of foreign exchange fluctuations on its financial results, particularly in the Electronics segments, Sony seeks, when appropriate, to localize material and parts procurement, design and manufacturing operations in areas outside of Japan.

Changes in the fair value of derivatives designated as cash flow hedges are initially recorded in accumulated other comprehensive income and reclassified into earnings when the hedged transaction affects earnings. Foreign exchange forward contracts, foreign currency option contracts and other derivatives that do not qualify as hedges are marked-to-market with changes in value recognized in other income and expenses. The notional amount and the net fair value of all the foreign exchange derivative contracts as of March 31, 2012 were 1,805.3 billion yen and a liability of 3.3 billion yen, respectively. Refer to Note 14 of the consolidated financial statements.

\* Note: In this section, the descriptions of sales on a constant currency basis reflects sales obtained by applying the yen's monthly average exchange rates from the previous fiscal year to local currency-denominated monthly sales in the current fiscal year. The impact of foreign exchange rate fluctuations on operating income (loss) described herein is estimated by deducting costs of sales, and SGA expenses on a constant currency basis from sales on a constant currency basis. Cost of sales and SGA expenses on a constant currency basis are obtained by applying the yen's monthly average exchange rates in the previous fiscal year to the corresponding local currency-denominated monthly cost of sales and SGA expenses in the current fiscal year. In certain cases, most significantly in the Pictures segment and SME and Sony/ATV in the Music segment, the constant currency amounts are after aggregation on a U.S. dollar basis. Sales and operating income (loss) on a constant currency basis are not reflected in Sony's consolidated financial statements and are not measures in accordance with U.S. GAAP. Sony does not believe that these measures are a substitute for U.S. GAAP measures. However, Sony believes that disclosing sales and operating income (loss) information on a constant currency basis provides additional useful analytical information to investors regarding the operating performance of Sony.

***Assets, Liabilities and Stockholders' Equity*****Assets**

Total assets as of March 31, 2013 increased by 910.6 billion yen, or 6.8 percent year-on-year, to 14,206.3 billion yen. Total assets as of March 31, 2013 in all segments, excluding the Financial Services segment, were essentially flat year-on-year, at 5,791.6 billion yen. Total assets as of March 31, 2013 in the Financial Services segment increased by 886.0 billion yen, or 11.5 percent year-on-year, to 8,565.3 billion yen mainly as a result of the expansion of business at Sony Life.

***Current Assets***

Current assets as of March 31, 2013 decreased by 108.4 billion yen, or 2.9 percent year-on-year, to 3,646.5 billion yen. Current assets as of March 31, 2013 in all segments, excluding the Financial Services segment, decreased by 167.1 billion yen, or 6.0 percent, year-on-year to 2,599.2 billion yen.

Cash and cash equivalents as of March 31, 2013 in all segments, excluding the Financial Services segment, decreased 94.6 billion yen, or 13.2 percent year-on-year, to 624.8 billion yen. This decrease was primarily due to the net cash outflow recorded in financing activities, mainly due to the net redemptions of unsecured corporate bonds in the fiscal year ended March 31, 2013. Refer to "Cash Flows" below.

---

**Table of Contents**

Notes and accounts receivable, trade (net of allowances for doubtful accounts and sales returns) as of March 31, 2013, excluding the Financial Services segment, were essentially flat year-on-year, at 773.8 billion yen.

Other current assets as of March 31, 2013 in all segments, excluding the Financial Services segment, decreased 77.7 billion yen, or 6.1 percent year-on-year, to 1,197.1 billion yen, mainly due to a decrease in other receivables from certain component manufacturers.

Inventories as of March 31, 2013 were essentially flat year-on-year, at 710.1 billion yen. This result was primarily due to the increase in production of smartphones, partially offset by adjustments in production in LCD televisions.

The inventory to cost of sales turnover ratio (based on the average of inventories at the end of each fiscal year and the previous fiscal year) at March 31, 2013 was 1.90 months compared to 1.93 months at the end of the previous fiscal year.

Current assets as of March 31, 2013 in the Financial Services segment increased by 49.7 billion yen, or 5.0 percent year-on-year, to 1,052.0 billion yen primarily due to the increase of marketable securities as a result of the expansion of business in Sony Life.

***Investments and Advances***

Investments and advances as of March 31, 2013 increased by 997.6 billion yen, or 15.8 percent year-on-year, to 7,317.1 billion yen.

Investments and advances as of March 31, 2013 in all segments, excluding the Financial Services segment, increased by 185.9 billion yen, or 105.5 percent year-on-year, to 362.2 billion yen primarily due to Olympus's issuance of its common shares to Sony in the aggregate amount of 50.0 billion yen from October 2012 to February 2013, and the recording of the remaining M3 shares under the equity method as a result of deconsolidating M3, formerly a consolidated subsidiary, upon the sale of certain shares of M3. This increase was partially offset by the sales of Sony's shares of DeNA.

Investments and advances as of March 31, 2013 in the Financial Services segment increased by 811.1 billion yen, or 13.1 percent year-on-year, to 6,985.9 billion yen. This increase was primarily due to business growth at both Sony Life and Sony Bank, resulting in increases in investments made by Sony Life mainly in Japanese fixed income securities, and increases in mortgage loans provided by Sony Bank. Refer to *Investments* below.

***Property, Plant and Equipment (after deduction of accumulated depreciation)***

Property, plant and equipment as of March 31, 2013 decreased by 69.4 billion yen, or 7.5 percent year-on-year, to 861.6 billion yen.

Property, plant and equipment as of March 31, 2013 in all segments, excluding the Financial Services segment, decreased by 71.8 billion yen, or 7.8 percent year-on-year, to 846.7 billion yen. The decrease in property, plant and equipment was mainly due to the sale of Sony City Osaki and Sony's U.S. headquarters building.

Capital expenditures (additions to property, plant and equipment) for the fiscal year ended March 31, 2013 decreased by 106.5 billion yen, or 36.1 percent year-on-year, to 188.6 billion yen mainly due to lower investments in the semiconductor business in the current fiscal year.

Property, plant and equipment as of March 31, 2013 in the Financial Services segment increased by 2.3 billion yen, or 18.4 percent year-on-year, to 14.9 billion yen.

**Table of Contents*****Other Assets***

Other assets as of March 31, 2013 increased by 90.8 billion yen, or 4.5 percent year-on-year, to 2,111.0 billion yen primarily due to a significant increase in intangible assets and goodwill as a result of the depreciation of the yen. Refer to Note 9 of the consolidated financial statements.

***Liabilities***

Total current and long-term liabilities as of March 31, 2013 increased by 736.6 billion yen, or 6.8 percent year-on-year, to 11,522.1 billion yen. Total current and long-term liabilities as of March 31, 2013 in all segments, excluding the Financial Services segment, were essentially flat year-on-year, at 3,978.0 billion yen. Total current and long-term liabilities in the Financial Services segment as of March 31, 2013 increased by 731.4 billion yen, or 10.7 percent year-on-year, to 7,583.4 billion yen.

***Current Liabilities***

Current liabilities as of March 31, 2013 decreased by 214.9 billion yen, or 4.7 percent year-on-year, to 4,315.1 billion yen.

Current liabilities as of March 31, 2013 in all segments, excluding the Financial Services segment, decreased by 301.5 billion yen, or 11.7 percent year-on-year, to 2,279.0 billion yen.

Short-term borrowings and the current portion of long-term debt as of March 31, 2013 in all segments, excluding the Financial Services segment, decreased by 166.0 billion yen, or 41.5 percent year-on-year, to 233.9 billion yen, primarily due to redemptions of unsecured corporate bonds, including the twenty-fourth series of unsecured bonds (60.0 billion yen).

Notes and accounts payable, trade as of March 31, 2013 in all segments, excluding the Financial Services segment, decreased by 186.6 billion yen, or 24.6 percent year-on-year, to 572.1 billion yen primarily due to a decrease in the procurement of raw materials resulting from the decrease in sales in Electronics.

Current liabilities as of March 31, 2013 in the Financial Services segment increased by 77.7 billion yen, or 4.0 percent year-on-year, to 2,040.7 billion yen, mainly due to an increase in deposits from customers at Sony Bank.

***Long-term Liabilities***

Long-term liabilities as of March 31, 2013 increased by 951.5 billion yen, or 15.2 percent year-on-year, to 7,207.0 billion yen.

Long-term liabilities as of March 31, 2013 in all segments, excluding the Financial Services segment, increased by 295.1 billion yen, or 21.0 percent year-on-year, to 1,699.0 billion yen. Long-term debt as of March 31, 2013 in all segments, excluding the Financial Services segment, increased by 166.3 billion yen, or 22.2 percent year-on-year, to 915.0 billion yen. This increase was primarily due to the issuance of Zero Coupon Convertible Bonds in the aggregate principal amount of 150.0 billion yen in November 2012.

Long-term liabilities as of March 31, 2013 in the Financial Services segment increased by 653.8 billion yen, or 13.4 percent year-on-year, to 5,542.6 billion yen. This increase was primarily due to an increase in the policy amount in force at Sony Life.

***Total Interest-bearing Debt***

Total interest-bearing debt inclusive of long-term debt and short-term borrowings as of March 31, 2013 was essentially flat year-on-year, at 1,182.6 billion yen. Total interest-bearing debt as of March 31, 2013 in all segments, excluding the Financial Services segment, was essentially flat year-on-year, at 1,148.9 billion yen.



**Table of Contents****Redeemable Noncontrolling Interest**

Redeemable noncontrolling interest as of March 31, 2013 decreased by 17.0 billion yen, or 85.0 percent year-on-year, to 3.0 billion yen. This decrease was primarily due to the other investor in GSN exercising its put right in September 2012 to sell to Sony an additional 18 percent interest in GSN. Refer to Note 24 of the consolidated financial statements.

**Sony Corporation's Stockholders' Equity**

Sony Corporation's stockholders' equity as of March 31, 2013 increased by 168.9 billion yen, or 8.3 percent year-on-year, to 2,197.8 billion yen. Retained earnings increased by 17.8 billion yen, or 1.6 percent year-on-year, to 1,102.3 billion yen as a result of the recording of 43.0 billion yen in net income attributable to Sony Corporation's stockholders. Accumulated other comprehensive loss improved by 200.6 billion yen, or 23.8 percent year-on-year, to a loss of 641.5 billion yen primarily due to the recording of 163.1 billion yen of unrealized gains in foreign currency translation adjustments. The ratio of Sony Corporation's stockholders' equity to total assets increased 0.2 percentage points year-on-year, from 15.3 percent to 15.5 percent.

**Information on Financial Position Separating Out the Financial Services Segment**

The following charts show Sony's unaudited information on financial position for the Financial Services segment alone, and for all segments excluding the Financial Services segment. These separate condensed presentations are not required or prepared under U.S. GAAP, which is used in Sony's consolidated financial statements. However, because the Financial Services segment is different in nature from Sony's other segments, Sony utilizes this information to analyze its results without the Financial Services segment and believes that these presentations may be useful in understanding and analyzing Sony's consolidated financial statements. Transactions between the Financial Services segment and Sony without the Financial Services segment, including noncontrolling interests, are included in those respective presentations, and then eliminated in the consolidated figures shown below.

**Financial Services segment**

|                                      | March 31          |                  |
|--------------------------------------|-------------------|------------------|
|                                      | 2012              | 2013             |
|                                      | (Yen in millions) |                  |
| <b>ASSETS</b>                        |                   |                  |
| Current assets:                      |                   |                  |
| Cash and cash equivalents            | 175,151           | <b>201,550</b>   |
| Marketable securities                | 677,543           | <b>694,130</b>   |
| Notes and accounts receivable, trade | 5,678             | <b>6,604</b>     |
| Other                                | 143,903           | <b>149,706</b>   |
|                                      | 1,002,275         | <b>1,051,990</b> |
| Investments and advances             | 6,174,810         | <b>6,985,918</b> |
| Property, plant and equipment        | 12,569            | <b>14,886</b>    |
| Other assets:                        |                   |                  |
| Deferred insurance acquisition costs | 441,236           | <b>460,758</b>   |
| Other                                | 48,472            | <b>51,788</b>    |
|                                      | 489,708           | <b>512,546</b>   |
|                                      | 7,679,362         | <b>8,565,340</b> |

**Table of Contents**

|   | March 31          |           |
|---|-------------------|-----------|
|   | 2012              | 2013      |
|   | (Yen in millions) |           |
| <b>LIABILITIES AND EQUITY</b>                   |                   |           |
| Current liabilities:                            |                   |           |
| Short-term borrowings                           | 18,781            | 10,322    |
| Notes and accounts payable, trade               |                   |           |
| Deposits from customers in the banking business | 1,761,137         | 1,857,448 |
| Other   | 183,172           | 172,979   |
|   | 1,963,090         | 2,040,749 |
| Long-term liabilities:                          |                   |           |
| Long-term debt                                  | 17,145            | 27,008    |
| Accrued pension and severance costs             | 15,340            | 21,195    |
| Future insurance policy benefits and other      | 4,658,487         | 5,233,147 |
| Other   | 197,894           | 261,287   |
|   | 4,888,866         | 5,542,637 |
| Stockholders' equity of Financial Services      | 825,499           | 980,051   |
| Noncontrolling interests                        | 1,907             | 1,903     |
|   | 7,679,362         | 8,565,340 |

**Sony without the Financial Services segment**

|  | March 31          |           |
|--|-------------------|-----------|
|  | 2012              | 2013      |
|  | (Yen in millions) |           |
| <b>ASSETS</b>                              |                   |           |
| Current assets:                            |                   |           |
| Cash and cash equivalents                  | 719,425           | 624,811   |
| Marketable securities                      | 3,370             | 3,467     |
| Notes and accounts receivable, trade       | 768,697           | 773,784   |
| Other                                      | 1,274,826         | 1,197,108 |
|  | 2,766,318         | 2,599,170 |
| Film costs                                 | 270,048           | 270,089   |
| Investments and advances                   | 176,270           | 362,188   |
| Investments in Financial Services, at cost | 115,773           | 111,476   |
| Property, plant and equipment              | 918,429           | 846,664   |
| Other assets                               | 1,535,075         | 1,602,061 |
|  | 5,781,913         | 5,791,648 |

**Table of Contents**

|   | March 31          |                  |
|---|-------------------|------------------|
|   | 2012              | 2013             |
|   | (Yen in millions) |                  |
| <b>LIABILITIES AND EQUITY</b>                           |                   |                  |
| Current liabilities:                                    |                   |                  |
| Short-term borrowings                                   | 399,882           | <b>233,859</b>   |
| Notes and accounts payable, trade                       | 758,680           | <b>572,102</b>   |
| Other   | 1,421,947         | <b>1,473,007</b> |
|   | 2,580,509         | <b>2,278,968</b> |
| Long-term liabilities:                                  |                   |                  |
| Long-term debt  | 748,689           | <b>915,032</b>   |
| Accrued pension and severance costs                     | 294,035           | <b>290,274</b>   |
| Other   | 361,161           | <b>493,677</b>   |
|   | 1,403,885         | <b>1,698,983</b> |
| Redeemable noncontrolling interest                      | 20,014            | <b>2,997</b>     |
| Stockholders' equity of Sony without Financial Services | 1,651,856         | <b>1,722,296</b> |
| Noncontrolling interests                                | 125,649           | <b>88,404</b>    |
|   | 5,781,913         | <b>5,791,648</b> |

**Consolidated**

|                                      | March 31          |                   |
|--------------------------------------|-------------------|-------------------|
|                                      | 2012              | 2013              |
|                                      | (Yen in millions) |                   |
| <b>ASSETS</b>                        |                   |                   |
| Current assets:                      |                   |                   |
| Cash and cash equivalents            | 894,576           | <b>826,361</b>    |
| Marketable securities                | 680,913           | <b>697,597</b>    |
| Notes and accounts receivable, trade | 769,915           | <b>776,492</b>    |
| Other                                | 1,409,558         | <b>1,346,083</b>  |
|                                      | 3,754,962         | <b>3,646,533</b>  |
| Film costs                           | 270,048           | <b>270,089</b>    |
| Investments and advances             | 6,319,476         | <b>7,317,125</b>  |
| Property, plant and equipment        | 930,998           | <b>861,550</b>    |
| Other assets:                        |                   |                   |
| Deferred insurance acquisition costs | 441,236           | <b>460,758</b>    |
| Other                                | 1,578,947         | <b>1,650,237</b>  |
|                                      | 2,020,183         | <b>2,110,995</b>  |
|                                      | 13,295,667        | <b>14,206,292</b> |

**Table of Contents**

|   | March 31          |            |
|---|-------------------|------------|
|   | 2012              | 2013       |
|   | (Yen in millions) |            |
| <b>LIABILITIES AND EQUITY</b>                   |                   |            |
| Current liabilities:                            |                   |            |
| Short-term borrowings                           | 410,361           | 244,182    |
| Notes and accounts payable, trade               | 758,680           | 572,102    |
| Deposits from customers in the banking business | 1,761,137         | 1,857,448  |
| Other   | 1,599,803         | 1,641,357  |
|   | 4,529,981         | 4,315,089  |
| Long-term liabilities:                          |                   |            |
| Long-term debt                                  | 762,226           | 938,428    |
| Accrued pension and severance costs             | 309,375           | 311,469    |
| Future insurance policy benefits and other      | 4,658,487         | 5,233,147  |
| Other   | 525,477           | 723,984    |
|   | 6,255,565         | 7,207,028  |
| Redeemable noncontrolling interest              | 20,014            | 2,997      |
| Sony Corporation's stockholders' equity         | 2,028,891         | 2,197,766  |
| Noncontrolling interests                        | 461,216           | 483,412    |
|   | 13,295,667        | 14,206,292 |

**Investments**

The following table contains available-for-sale and held-to-maturity securities, including the breakdown of unrealized gains and losses by investment category.

|                                     | March 31, 2013    |                    |                    |                         |
|-------------------------------------|-------------------|--------------------|--------------------|-------------------------|
|                                     | Cost              | Unrealized<br>gain | Unrealized<br>loss | Fair<br>market<br>value |
|                                     | (Yen in millions) |                    |                    |                         |
| <b>Financial Services Business:</b> |                   |                    |                    |                         |
| Available-for-sale                  |                   |                    |                    |                         |
| Debt securities                     |                   |                    |                    |                         |
| Sony Life                           | 939,874           | 115,764            |                    | 1,055,638               |
| Sony Bank                           | 869,541           | 22,952             | (1,145)            | 891,348                 |
| Other                               | 13,634            | 100                | (5)                | 13,729                  |
| Equity securities                   |                   |                    |                    |                         |
| Sony Life                           | 16,022            | 7,644              | (8)                | 23,658                  |
| Sony Bank                           |                   |                    |                    |                         |
| Other                               | 730               | 522                |                    | 1,252                   |
| Held-to-maturity                    |                   |                    |                    |                         |
| Debt securities                     |                   |                    |                    |                         |
| Sony Life                           | 3,883,564         | 542,407            |                    | 4,425,971               |
| Sony Bank                           | 8,371             | 596                |                    | 8,967                   |
| Other                               | 73,516            | 6,208              |                    | 79,724                  |
| Total Financial Services            | 5,805,252         | 696,193            | (1,158)            | 6,500,287               |
| <b>Non-Financial Services:</b>      |                   |                    |                    |                         |
| Available-for-sale securities       |                   |                    |                    |                         |
|                                     | 79,114            | 36,558             | (995)              | 114,677                 |
| Held-to-maturity securities         |                   |                    |                    |                         |
| Total Non-Financial Services        | 79,114            | 36,558             | (995)              | 114,677                 |

|              |           |         |         |           |
|--------------|-----------|---------|---------|-----------|
| Consolidated | 5,884,366 | 732,751 | (2,153) | 6,614,964 |
|--------------|-----------|---------|---------|-----------|

**Table of Contents**

At March 31, 2013, Sony Life had equity securities with gross unrealized losses of 8 million yen. Sony Life principally invests in debt securities in various industries. Almost all of the debt securities in which Sony Life invested were rated higher than or equal to BBB or its equivalent by Standard & Poor's Ratings Services (S&P), Moody's Investors Service (Moody's) or other rating agencies.

At March 31, 2013, Sony Bank had debt securities with gross unrealized losses of 1.1 billion yen. Of the unrealized loss, 92.3 percent related to securities in an unrealized loss position for periods greater than 12 months at March 31, 2013. Sony Bank principally invests in Japanese government bonds, Japanese corporate bonds and foreign bonds. Almost all of these securities were rated higher than or equal to BBB or its equivalent by S&P, Moody's or other rating agencies.

These unrealized losses related to numerous investments, with no single investment being in a material unrealized loss position for greater than 12 months. In addition, there was no individual security with unrealized losses that met the test for impairment as the decline in values were small both in amount and percentage, and the decline in values for those investments were still determined to be temporary in nature.

For fixed maturity securities with unrecognized losses held by Sony Bank as of March 31, 2013 (1.1 billion yen), maturity dates vary as follows:

|                 |              |
|-----------------|--------------|
| Within 1 year:  | 25.2 percent |
| 1 to 5 years:   | 32.0 percent |
| 5 to 10 years:  | 42.8 percent |
| above 10 years: |              |

In the ordinary course of business, Sony maintains long-term investment securities, included in securities investments and other issued by a number of non-public companies. The aggregate carrying amount of the investments in non-public companies at March 31, 2013 was 68.3 billion yen. A non-public equity investment is primarily valued at cost if fair value is not readily determinable. If the value is estimated to have declined and such decline is judged to be other-than-temporary, the impairment of the investment is recognized immediately and the carrying value is reduced to its fair value.

For the fiscal years ended March 31, 2011, 2012 and 2013, total realized impairment losses were 9.8 billion yen, 5.5 billion yen and 8.6 billion yen, respectively, of which 2.1 billion yen, 1.9 billion yen and 0.8 billion yen, respectively, were recorded in financial services revenue by the subsidiaries in the Financial Services segment. Realized impairment losses recorded other than by subsidiaries in the Financial Services segment in each of the three fiscal years were reflected in non-operating expenses and primarily relate to certain strategic investments in non-financial services businesses. These investments primarily relate to certain strategic investments in Japan and the U.S. with which Sony has strategic relationships for the purposes of developing and marketing new technologies. Impairment losses were recorded for each of the three fiscal years as certain companies failed to successfully develop and market such technology, resulting in the operating performance of these companies being more unfavorable than previously expected. As a result the decline in the fair value of these companies was judged as other-than-temporary. None of these impairment losses were individually material to Sony.

Upon determination that the value of an investment is impaired, the value of the investment is written down to its fair value. For an investment where the quoted price is available in an active market, fair value is determined based on unadjusted quoted prices as of the date on which the impairment determination is made. For investments where the quoted price is not available in an active market, fair value is usually determined based on quoted prices of securities with similar characteristics or measured through the use of various methodologies such as pricing models, discounted cash flow techniques, or similar techniques that require significant management judgment or estimation of assumptions that market participants would use in pricing the investments. The impairment losses that were recorded in each of the three fiscal years related to the unique facts and circumstances of each individual investment and did not significantly impact other investments.

Sony Life and Sony Bank's investments constitute the majority of the investments in the Financial Services segment. Sony Life and Sony Bank account for approximately 85 percent and 14 percent of the investments in the Financial Services segment, respectively.

---

**Table of Contents**
**Cash Flows**

(The fiscal year ended March 31, 2013 compared with the fiscal year ended March 31, 2012)

**Operating Activities:** During the fiscal year ended March 31, 2013, there was a net cash inflow of 481.5 billion yen from operating activities, a decrease of 38.0 billion yen, or 7.3 percent year-on-year.

For all segments excluding the Financial Services segment, there was a net cash inflow of 38.5 billion yen for the fiscal year ended March 31, 2013, a decrease of 137.6 billion yen, or 78.2 percent year-on-year. This decrease was primarily due to the negative impact of a larger decrease in notes and accounts payable, trade, and the receipt of an advance payment from a commercial customer during the previous fiscal year. This was partially offset by the positive impact of a decrease in other receivables from third-party original equipment and design manufacturers, included in other current assets, compared to an increase in the previous fiscal year, and a larger decrease in notes and accounts receivable, trade and inventories.

The Financial Services segment had a net cash inflow of 448.6 billion yen, an increase of 97.8 billion yen, or 27.9 percent year-on-year. This increase was primarily due to the contribution from insurance premium revenue reflecting the steady increase in policy amount in force at Sony Life.

**Investing Activities:** During the fiscal year ended March 31, 2013, Sony used 705.3 billion yen of net cash in investing activities, a decrease of 177.6 billion yen, or 20.1 percent year-on-year.

For all segments excluding the Financial Services segment, 49.8 billion yen was used, a decrease of 271.7 billion yen, or 84.5 percent year-on-year. This decrease was primarily due to an increase in cash inflow from the sale of fixed assets year-on-year, the absence of cash outflow related to the acquisition of Sony Ericsson in the previous fiscal year, a year-on-year decrease in the amount of purchases of fixed assets, and cash inflow from the sale of the chemical products related business in the current fiscal year. The sale of Sony City Osaki and Sony's U.S. headquarters building were included in the sale of fixed assets in the current fiscal year. Partially offsetting these factors were factors increasing cash outflow such as a year-on-year increase in payments for investments and advances during the current fiscal year, the acquisition of U.S.-based Gaikai Inc. recorded in other investing activities in the current fiscal year and a year-on-year decrease in proceeds from the sale of securities investments. An investment in Olympus Corporation in the current fiscal year is included in investments and advances. The sale of Sony's shares of S-LCD in the previous fiscal year and the sale of Sony's shares of DeNA in the current fiscal year are included in sales or return of investments.

The Financial Services segment used 655.9 billion yen of net cash, an increase of 100.6 billion yen, or 18.1 percent year-on-year. This increase was mainly due to a decrease in proceeds from sales or return of investments and collections of advances at Sony Life.

In all segments excluding the Financial Services segment, net cash used in operating and investing activities combined\* for the fiscal year ended March 31, 2013 was 11.3 billion yen, a decrease of 134.1 billion yen, or 92.2 percent year-on-year.

**Financing Activities:** During the fiscal year ended March 31, 2013, 83.2 billion yen of net cash and cash equivalents was generated by financing activities, a decrease of 174.2 billion yen, or 67.7 percent year-on-year.

For all segments excluding the Financial Services segment, there was a 155.7 billion yen net cash outflow, compared to a 31.3 billion yen net cash inflow in the previous fiscal year. The cash outflow in the current fiscal year was primarily due to increased net redemptions of corporate bonds and repayments of borrowings from financial institutions compared with the previous fiscal year, and the execution of a tender offer for shares of So-net Entertainment Corporation, exceeding cash inflow factors such as the issuance of convertible bonds.

In the Financial Services segment, financing activities generated 233.6 billion yen of net cash, an increase of 21.1 billion yen, or 9.9 percent year-on-year. This increase was primarily due to a larger increase in customer deposits at Sony Bank.

**Table of Contents**

Total Cash and Cash Equivalents: Accounting for the above factors and the effect of fluctuations in foreign exchange rates, the total outstanding balance of cash and cash equivalents at March 31, 2013 was 826.4 billion yen. Cash and cash equivalents of all segments excluding the Financial Services segment was 624.8 billion yen at March 31, 2013, a decrease of 94.6 billion yen, or 13.2 percent, compared with the balance as of March 31, 2012. Sony believes that it continues to maintain sufficient liquidity through access to a total, translated into yen, of 806.1 billion yen of unused committed lines of credit with financial institutions in addition to the cash and cash equivalents balance at March 31, 2013. Within the Financial Services segment, the outstanding balance of cash and cash equivalents was 201.6 billion yen at March 31, 2013, an increase of 26.4 billion yen, or 15.1 percent when compared with the balance as of March 31, 2012.

\* Sony has included the information for cash flow from operating and investing activities combined, excluding the Financial Services segment's activities, as Sony's management frequently monitors this financial measure and believes this non-U.S. GAAP measurement is important for use in evaluating Sony's ability to generate cash to maintain liquidity and fund debt principal and dividend payments from business activities other than its Financial Services segment. This information is derived from the reconciliations prepared in the section Information on Cash Flows Separating Out the Financial Services Segment. This information and the separate condensed presentations shown below are not required or prepared in accordance with U.S. GAAP. The Financial Services segment's cash flow is excluded from the measure because SFH, which constitutes a majority of the Financial Services segment, is a separate publicly traded entity in Japan with a significant minority interest and it, as well as its subsidiaries, secures liquidity on its own. This measure may not be comparable to those of other companies. This measure has limitations because it does not represent residual cash flows available for discretionary expenditures, principally due to the fact that the measure does not deduct the principal payments required for debt service. Therefore, Sony believes it is important to view this measure as supplemental to its entire statement of cash flows and together with Sony's disclosures regarding investments, available credit facilities, and overall liquidity.

A reconciliation of the differences between the Consolidated Statement of Cash Flows reported and cash flows from operating and investing activities combined excluding the Financial Services segment's activities is as follows:

|  | Fiscal year ended March 31 |                |
|--|----------------------------|----------------|
|  | 2012                       | 2013           |
|  | (Yen in billions)          |                |
| Net cash provided by operating activities reported in the consolidated statements of cash flows                  | 519.5                      | <b>481.5</b>   |
| Net cash used in investing activities reported in the consolidated statements of cash flows                      | (882.9)                    | <b>(705.3)</b> |
|  | (363.3)                    | <b>(223.8)</b> |
| Less: Net cash provided by operating activities within the Financial Services segment                            | 350.9                      | <b>448.6</b>   |
| Less: Net cash used in investing activities within the Financial Services segment                                | (555.3)                    | <b>(655.9)</b> |
| Eliminations**   | 13.6                       | <b>5.2</b>     |
| Cash flow from operating and investing activities combined excluding the Financial Services segment's activities | (145.4)                    | <b>(11.3)</b>  |

\*\* Eliminations primarily consist of intersegment dividend payments



**Table of Contents****Information on Cash Flows Separating Out the Financial Services Segment**

The following charts show Sony's cash flow information for the Financial Services segment alone, and for all segments, excluding the Financial Services segment. These separate condensed presentations are not required or prepared under U.S. GAAP, which is used in Sony's consolidated financial statements. However, because the Financial Services segment is different in nature from Sony's other segments, Sony utilizes this information to analyze its results without the Financial Services segment and believes that these presentations may be useful in understanding and analyzing Sony's consolidated financial statements. Transactions between the Financial Services segment and Sony without the Financial Services segment, including noncontrolling interests, are included in those respective presentations, and then eliminated in the consolidated figures shown below.

| <b>Financial Services segment</b>                         | <b>Fiscal year ended March 31</b> |                  |
|---|-----------------------------------|------------------|
|   | <b>2012</b>                       | <b>2013</b>      |
|   | (Yen in millions)                 |                  |
| Net cash provided by operating activities                 | 350,863                           | <b>448,631</b>   |
| Net cash used in investing activities                     | (555,283)                         | <b>(655,859)</b> |
| Net cash provided by financing activities                 | 212,562                           | <b>233,627</b>   |
| Net increase in cash and cash equivalents                 | 8,142                             | <b>26,399</b>    |
| Cash and cash equivalents at beginning of the fiscal year | 167,009                           | <b>175,151</b>   |
| Cash and cash equivalents at end of the fiscal year       | 175,151                           | <b>201,550</b>   |

| <b>Sony without the Financial Services segment</b>           | <b>Fiscal year ended March 31</b> |                  |
|--|-----------------------------------|------------------|
|  | <b>2012</b>                       | <b>2013</b>      |
|  | (Yen in millions)                 |                  |
| Net cash provided by operating activities                    | 176,120                           | <b>38,478</b>    |
| Net cash used in investing activities                        | (321,547)                         | <b>(49,801)</b>  |
| Net cash provided by (used in) financing activities          | 31,274                            | <b>(155,663)</b> |
| Effect of exchange rate changes on cash and cash equivalents | (13,825)                          | <b>72,372</b>    |
| Net decrease in cash and cash equivalents                    | (127,978)                         | <b>(94,614)</b>  |
| Cash and cash equivalents at beginning of the fiscal year    | 847,403                           | <b>719,425</b>   |
| Cash and cash equivalents at end of the fiscal year          | 719,425                           | <b>624,811</b>   |

| <b>Consolidated</b>  | <b>Fiscal year ended March 31</b> |                  |
|--|-----------------------------------|------------------|
|  | <b>2012</b>                       | <b>2013</b>      |
|  | (Yen in millions)                 |                  |
| Net cash provided by operating activities                    | 519,539                           | <b>481,512</b>   |
| Net cash used in investing activities                        | (882,886)                         | <b>(705,280)</b> |
| Net cash provided by financing activities                    | 257,336                           | <b>83,181</b>    |
| Effect of exchange rate changes on cash and cash equivalents | (13,825)                          | <b>72,372</b>    |
| Net decrease in cash and cash equivalents                    | (119,836)                         | <b>(68,215)</b>  |
| Cash and cash equivalents at beginning of the fiscal year    | 1,014,412                         | <b>894,576</b>   |
| Cash and cash equivalents at end of the fiscal year          | 894,576                           | <b>826,361</b>   |

**Cash Flows**

## Edgar Filing: SONY CORP - Form 20-F

(The fiscal year ended March 31, 2012 compared with the fiscal year ended March 31, 2011)

Operating Activities: For the fiscal year ended March 31, 2012, there was a net cash inflow of 519.5 billion yen from operating activities, a decrease of 96.7 billion yen, or 15.7 percent year-on-year.

For all segments excluding the Financial Services segment, there was a net cash inflow of 176.1 billion yen for the fiscal year ended March 31, 2012, a decrease of 79.7 billion yen, or 31.2 percent year-on-year. This decrease was mainly due to the negative impact of a deterioration in cash from net loss after taking into account

**Table of Contents**

adjustments (including depreciation and amortization, deferred income taxes, equity in net income (loss) of affiliated companies and other operating (income) expenses) and a smaller decrease in notes and accounts receivable, trade. This decrease was partially offset by the positive impact of a decrease in inventories as compared to an increase in the previous fiscal year. During the third quarter ended December 31, 2011, there was a receipt of a 50.6 billion yen advance payment from a commercial customer, and during the fourth quarter ended March 31, 2012 there was a receipt of insurance proceeds related primarily to business interruption claims of 6.0 billion yen related to the Great East Japan Earthquake and of 26.9 billion yen related to the Floods.

The Financial Services segment had a net cash inflow of 350.9 billion yen, a decrease of 18.6 billion yen, or 5.0 percent year-on-year. This decrease was primarily due to an increase in receivables, other, included in other current assets, as a result of outsourcing the collection of Sony Life insurance premiums to a third-party agency. This was partially offset by an increase in receipts from insurance premiums, reflecting higher policy amounts in force at Sony Life.

Investing Activities: During the fiscal year ended March 31, 2012, Sony used 882.9 billion yen of net cash in investing activities, an increase of 168.4 billion yen, or 23.6 percent year-on-year.

For all segments excluding the Financial Services segment, 321.5 billion yen was used, an increase of 184.0 billion yen, or 133.7 percent year-on-year. This increase was primarily due to an increase in the purchase of semiconductor manufacturing equipment in the fiscal year ended March 31, 2012 and a payment for the purchase of Ericsson's equity interest in Sony Ericsson. This was partially offset by proceeds from the sale of Sony's shares of S-LCD. During the fourth quarter ended March 31, 2012, there was a receipt of insurance proceeds related to fixed assets of 9.0 billion yen related to the Great East Japan Earthquake and of 23.5 billion yen related to the Floods.

The Financial Services segment used 555.3 billion yen of net cash, an increase of 2.4 billion yen, or 0.4 percent year-on-year. This increase was mainly due to proceeds from the deconsolidation of a leasing and rental business in the previous fiscal year, partially offset by a smaller increase year-on-year in net payments for investments associated with portfolio changes in the securities investments held by Sony Life.

In all segments excluding the Financial Services segment, net cash used in operating and investing activities combined\* for the fiscal year ended March 31, 2012 was 145.4 billion yen, a 263.7 billion yen deterioration from cash generated in the fiscal year ended March 31, 2011.

Financing Activities: During the fiscal year ended March 31, 2012, 257.3 billion yen of net cash was generated by financing activities, compared to 10.1 billion yen of net cash used in the previous fiscal year.

For all segments excluding the Financial Services segment, there was a 31.3 billion yen net cash inflow, compared to a 186.9 billion yen net cash outflow in the previous fiscal year. This was primarily due to borrowings from banks, including 111.0 billion yen of unsecured bank loans which were used for acquiring Ericsson's 50 percent equity interest in Sony Ericsson, and the issuance of long-term corporate bonds during the fiscal year ended March 31, 2012. In the Financial Services segment, financing activities generated 212.6 billion yen of net cash, an increase of 68.9 billion yen, or 47.9 percent year-on-year. This increase was primarily due to smaller repayments of long-term debt and an increase in short-term borrowings compared to a decrease in the previous fiscal year. During the fiscal year ended March 31, 2012, there was an issuance of 10.0 billion yen of corporate bonds of SFH.

Total Cash and Cash Equivalents: Accounting for the above factors and the effect of fluctuations in exchange rates, the total outstanding balance of cash and cash equivalents at March 31, 2012 was 894.6 billion yen. Cash and cash equivalents of all segments excluding the Financial Services segment was 719.4 billion yen at March 31, 2012, a decrease of 128.0 billion yen, or 15.1 percent, compared to the balance as of March 31, 2011. Sony believes it continues to maintain sufficient liquidity through access to a total, translated into yen, of 771.7 billion yen of unused committed lines of credit with financial institutions. Within the Financial Services segment, the outstanding balance of cash and cash equivalents was 175.2 billion yen at March 31, 2012, an increase of 8.1 billion yen, or 4.9 percent, compared to the balance as of March 31, 2011.

**Table of Contents**

\* Sony has included the information for cash flow from operating and investing activities combined, excluding the Financial Services segment's activities, as Sony's management frequently monitors this financial measure and believes this non-U.S. GAAP measurement is important for use in evaluating Sony's ability to generate cash to maintain liquidity and fund debt principal and dividend payments from business activities other than its Financial Services segment. This information is derived from the reconciliations prepared in the section "Information on Cash Flows Separating Out the Financial Services Segment". This information and the separate condensed presentations shown below are not required or prepared in accordance with U.S. GAAP. The Financial Services segment's cash flow is excluded from the measure because SFH, which constitutes a majority of the Financial Services segment, is a separate publicly traded entity in Japan with a significant minority interest and it, as well as its subsidiaries, secures liquidity on its own. This measure may not be comparable to those of other companies. This measure has limitations because it does not represent residual cash flows available for discretionary expenditures, principally due to the fact that the measure does not deduct the principal payments required for debt service. Therefore, Sony believes it is important to view this measure as supplemental to its entire statement of cash flows and together with Sony's disclosures regarding investments, available credit facilities, and overall liquidity.

A reconciliation of the differences between the Consolidated Statement of Cash Flows reported and cash flows from operating and investing activities combined excluding the Financial Services segment's activities is as follows:

|  | Fiscal year ended March 31 |                |
|--|----------------------------|----------------|
|  | 2011                       | 2012           |
|  | (Yen in billions)          |                |
| Net cash provided by operating activities reported in the consolidated statements of cash flows                  | 616.2                      | <b>519.5</b>   |
| Net cash used in investing activities reported in the consolidated statements of cash flows                      | (714.4)                    | <b>(882.9)</b> |
|  | (98.2)                     | <b>(363.3)</b> |
| Less: Net cash provided by operating activities within the Financial Services segment                            | 369.5                      | <b>350.9</b>   |
| Less: Net cash used in investing activities within the Financial Services segment                                | (552.9)                    | <b>(555.3)</b> |
| Eliminations**   | 33.1                       | <b>13.6</b>    |
| Cash flow from operating and investing activities combined excluding the Financial Services segment's activities | 118.3                      | <b>(145.4)</b> |

\*\* Eliminations primarily consist of intersegment loans and dividend payments. Intersegment loans are between Sony Corporation and operations included within the Financial Services segment.

**Information on Cash Flows Separating Out the Financial Services Segment**

The following charts show Sony's cash flow information for the Financial Services segment alone, and for all segments, excluding the Financial Services segment. These separate condensed presentations are not required or prepared under U.S. GAAP, which is used in Sony's consolidated financial statements. However, because the Financial Services segment is different in nature from Sony's other segments, Sony utilizes this information to analyze its results without the Financial Services segment and believes that these presentations may be useful in understanding and analyzing Sony's consolidated financial statements. Transactions between the Financial Services segment and Sony without the Financial Services segment, including noncontrolling interests, are included in those respective presentations, and then eliminated in the consolidated figures shown below.

| Financial Services segment                                | Fiscal year ended March 31 |                  |
|---|----------------------------|------------------|
|   | 2011                       | 2012             |
|   | (Yen in millions)          |                  |
| Net cash provided by operating activities                 | 369,458                    | <b>350,863</b>   |
| Net cash used in investing activities                     | (552,889)                  | <b>(555,283)</b> |
| Net cash provided by financing activities                 | 143,698                    | <b>212,562</b>   |
| Net increase (decrease) in cash and cash equivalents      | (39,733)                   | <b>8,142</b>     |
| Cash and cash equivalents at beginning of the fiscal year | 206,742                    | <b>167,009</b>   |
| Cash and cash equivalents at end of the fiscal year       | 167,009                    | <b>175,151</b>   |



**Table of Contents**

| <b>Sony without the Financial Services segment</b>           | <b>Fiscal year ended March 31</b> |                  |
|--|-----------------------------------|------------------|
|  | <b>2011</b>                       | <b>2012</b>      |
|  | <b>(Yen in millions)</b>          |                  |
| Net cash provided by operating activities                    | 255,849                           | <b>176,120</b>   |
| Net cash used in investing activities                        | (137,561)                         | <b>(321,547)</b> |
| Net cash provided by (used in) financing activities          | (186,861)                         | <b>31,274</b>    |
| Effect of exchange rate changes on cash and cash equivalents | (68,890)                          | <b>(13,825)</b>  |
| <b>Net decrease in cash and cash equivalents</b>             | <b>(137,463)</b>                  | <b>(127,978)</b> |
| Cash and cash equivalents at beginning of the fiscal year    | 984,866                           | <b>847,403</b>   |
| <b>Cash and cash equivalents at end of the fiscal year</b>   | <b>847,403</b>                    | <b>719,425</b>   |

| <b>Consolidated</b>  | <b>Fiscal year ended March 31</b> |                  |
|--|-----------------------------------|------------------|
|  | <b>2011</b>                       | <b>2012</b>      |
|  | <b>(Yen in millions)</b>          |                  |
| Net cash provided by operating activities                    | 616,245                           | <b>519,539</b>   |
| Net cash used in investing activities                        | (714,439)                         | <b>(882,886)</b> |
| Net cash provided by (used in) financing activities          | (10,112)                          | <b>257,336</b>   |
| Effect of exchange rate changes on cash and cash equivalents | (68,890)                          | <b>(13,825)</b>  |
| <b>Net decrease in cash and cash equivalents</b>             | <b>(177,196)</b>                  | <b>(119,836)</b> |
| Cash and cash equivalents at beginning of the fiscal year    | 1,191,608                         | <b>1,014,412</b> |
| <b>Cash and cash equivalents at end of the fiscal year</b>   | <b>1,014,412</b>                  | <b>894,576</b>   |

**B. Liquidity and Capital Resources**

The description below covers basic financial policy and figures for Sony's consolidated operations except for the Financial Services segment, which secures liquidity on its own. Furthermore, the Financial Services segment is described separately at the end of this section.

**Liquidity Management and Market Access**

An important financial objective of Sony is to maintain the strength of its balance sheet, while securing adequate liquidity for business activities. Sony defines its liquidity sources as the amount of cash and cash equivalents ( cash balance ) (excluding restrictions on capital transfers mainly due to national regulations) and the unused amount of committed lines of credit. Sony's basic liquidity management policy is to secure sufficient liquidity throughout the relevant fiscal year, covering such factors as 50 percent of monthly consolidated sales and repayments on debt that comes due within six months.

Funding requirements that arise from maintaining liquidity are principally covered by cash flow from operating activities and investing activities (including asset sales) combined and by the cash balance; however, as needed, Sony has demonstrated the ability to procure funds from financial and capital markets. In the event financial and capital markets become illiquid, based on its current forecasts, Sony could sustain sufficient liquidity through access to committed lines of credit with financial institutions, together with its cash balance.

Sony procures funds mainly from the financial and capital markets through Sony Corporation and SGTS, a finance subsidiary in the U.K. Sony entered into a syndicated loan totaling 65.0 billion yen in July 2012 (with a maturity of 3 to 6 years). The proceeds of the loan were used for general corporate purposes. In addition, Sony issued Zero Coupon Convertible Bonds due 2017 (bonds with stock acquisition rights) in an aggregate principal amount of 150.0 billion yen in November 2012. The proceeds from the issuance of the bonds were used for capital expenditures, equity investments and the redemption of debt. For further details, please refer to Note 11 of the consolidated financial statements.

**Table of Contents**

In order to meet working capital requirements, Sony Corporation and SGTS maintain Commercial Paper ( CP ) programs that have the ability to access the Japanese, U.S. and European CP markets, subject to prevailing market conditions. As of March 31, 2013, the CP program limit amounts, translated into yen, were 782.2 billion yen in total for Sony Corporation and SGTS. There were no amounts outstanding under the CP programs as of March 31, 2013, although the largest month-end outstanding balance of CP during the fiscal year ended March 31, 2013 was 167.7 billion yen in August 2012.

Sony typically raises funds through straight bonds, CP programs and bank loans (including syndicated loans). If market disruption and volatility occur and if Sony could not raise sufficient funds from these sources, Sony may also draw down funds from contractually committed lines of credit from various financial institutions. Sony has a total, translated into yen, of 806.1 billion yen in unused committed lines of credit, as of March 31, 2013. Details of those committed lines of credit are: a 475.0 billion yen committed line of credit contracted with a syndicate of Japanese banks, effective until November 2015, a 1.5 billion U.S. dollar multi-currency committed line of credit also with a syndicate of Japanese banks, effective until December 2013, and a 2.02 billion U.S. dollar multi-currency committed line of credit contracted with a syndicate of foreign banks, effective until April 2015, in all of which Sony Corporation and SGTS are defined as borrowers. These contracts are aimed at securing sufficient liquidity in a quick and stable manner even in the event of turmoil within the financial and capital markets.

In the event of a downgrade in Sony's credit ratings, even though the cost of some of those borrowings could increase, there are no financial covenants in any of Sony's material financial agreements with financial institutions that would cause an acceleration of the obligation or any impairment on the ability to draw down on unused facilities. There is a financial covenant in an agreement with a commercial customer to reimburse an advance payment under certain contingent conditions including a downgrade in Sony's credit ratings (for further details, please refer to Note 27 of the consolidated financial statements and Contractual obligations, commitments and contingent liabilities ). Furthermore, there are no restrictions on the uses of most proceeds except that certain borrowings may not be used to acquire securities listed on a U.S. stock exchange or traded over-the-counter in the U.S. in accordance with the rules and regulations issued by authorities such as the Board of Governors of the Federal Reserve Board.

***Ratings***

Sony considers one of management's top priorities to be the maintenance of stable and appropriate credit ratings in order to ensure financial flexibility for liquidity and capital management and continued adequate access to sufficient funding resources in the financial and capital markets.

In order to facilitate access to global capital markets, Sony obtains credit ratings from two rating agencies, Moody's (Japan) K.K. ( Moody's ) and Standard & Poor's Ratings Japan K.K. ( S&P ). In order to facilitate access to Japanese financial and capital markets, Sony obtains credit ratings from two agencies in Japan, including Rating and Investment Information, Inc. ( R&I ) and, since May 2013, Japan Credit Rating Agency, Ltd.

During the fiscal year ended March 31, 2013, Sony's ratings were downgraded by Moody's, S&P and R&I. However, Sony has not recognized any material negative impact on its liquidity and financial flexibility due to these rating downgrades. Sony currently believes that it has access to sufficient funding resources in the financial and capital markets. For information regarding a possible further rating downgrade, please refer to Risk Factors in Item 3. Key Information.

***Cash Management***

Sony manages its global cash management activities mainly through SGTS. The excess or shortage of cash at most of Sony's subsidiaries is invested or funded by SGTS on a net basis, although Sony recognizes that fund transfers are limited in certain countries and geographic areas due to restrictions on capital transactions. In order to pursue more efficient cash management, cash surpluses among Sony's subsidiaries are deposited with SGTS and cash shortfalls among subsidiaries are covered by loans through SGTS, so that Sony can make use of excess

---

**Table of Contents**

cash balances and reduce third-party borrowings. Where local restrictions prevent an efficient intercompany transfer of funds, Sony's intent is that cash balances remain outside of SGTS and that Sony meet its liquidity needs through ongoing cash flows, external borrowings, or both. Sony does not expect restrictions of capital transactions on amounts held outside of Japan to have a material effect on Sony's overall liquidity, financial condition or results of operations.

***Financial Services segment***

The management of SFH, Sony Life, Sony Assurance and Sony Bank recognizes the importance of securing sufficient liquidity to cover the payment of obligations that these companies incur in the ordinary course of business. Sony Life, Sony Assurance and Sony Bank maintain a sufficient cash balance and secure sufficient means to meet their obligations while abiding by laws and regulations such as the Insurance Business Act or the Banking Act of Japan, and restrictions imposed by the Financial Services Agency (FSA) and other regulatory authorities as well as establishing and operating under company guidelines that comply with these regulations. Sony Life and Sony Assurance establish a sufficient level of liquidity for the smooth payment of insurance claims when they invest primarily in various securities cash inflows which are mainly from policyholders' insurance premiums. Sony Bank maintains a necessary level of liquidity for the smooth settlement of transactions when it uses its cash inflows, which come mainly from customers' deposits in local currency, in order to offer mortgage loans to individuals, and the remaining cash inflows are invested mainly in marketable securities. Cash inflows from customers' deposits in foreign currencies are invested in investment instruments of the same currency.

In addition, Sony's subsidiaries in the Financial Services segment are subject to the Japanese Insurance Business Act and Banking Act, which require insurance and business companies to maintain their financial credibility and to secure protection for policy holders and depositors in view of the public nature of insurance and banking services. As such, lending and borrowing between subsidiaries in the Financial Service segment and the other companies within Sony Group is limited. Sony's subsidiaries in the Financial Services segment are managed separately from Sony's cash management activities through SGTS as mentioned above.

**C. Research and Development**

It is necessary for Sony to continue technological innovation in order to maintain group-wide growth. Sony believes that technology made possible by our research and development activities is a key to the differentiation of products in existing businesses and the source of creating value in new businesses.

Research and development is focused in four key domains: a common development platform technology for home and mobile electronics, semiconductor, device, and software technologies, which are essential for product differentiation and for creating value-added products.

Research and development costs for the fiscal year ended March 31, 2013 increased by 40.1 billion yen, or 9.3 percent year-on-year, to 473.6 billion yen. The increase is primarily due to an increase of 73.4 billion yen in research and development costs at Sony Mobile due to the impact of consolidating Sony Mobile, as a wholly-owned subsidiary since February 16, 2012, which was previously accounted for under the equity method. The ratio of research and development costs to sales (which excludes Financial Services segment revenue) increased from 7.7 percent to 8.2 percent.



**Table of Contents**

The following table includes the research and development expenses related to the Electronics segments in the fiscal year ended March 31, 2012 and in the fiscal year ended March 31, 2013.

|  | Fiscal year ended March 31 |              | Percent change |
|--|----------------------------|--------------|----------------|
|  | 2012                       | 2013         |                |
|  | (Yen in billions)          |              |                |
| <b>Research and development expenses</b> |                            |              |                |
| Imaging Products & Solutions             | 72.4                       | <b>69.0</b>  | 4.7%           |
| Game                                     | 76.9                       | <b>75.0</b>  | 2.5            |
| Mobile Products & Communications         | 28.2                       | <b>93.8</b>  | +233.1         |
| Home Entertainment & Sound               | 72.7                       | <b>64.3</b>  | 11.6           |
| Devices                                  | 136.9                      | <b>107.4</b> | 21.5           |

Consolidated research and development costs for the fiscal year ending March 31, 2014 are expected to decrease by 5.0 percent to 450.0 billion yen.

Research and development costs for the fiscal year ended March 31, 2012 increased by 6.7 billion yen, or 1.6 percent year-on-year, to 433.5 billion yen. The increase is primarily due to a recording of 9.7 billion yen in research and development costs at Sony Mobile due to the impact of consolidating Sony Mobile, which was previously accounted for under the equity method, as a wholly-owned subsidiary since February 16, 2012. The ratio of research and development costs to sales (which excludes Financial Services segment revenue) increased from 6.7 percent to 7.7 percent.

Research and development costs for the fiscal year ended March 31, 2011 decreased by 5.2 billion yen, or 1.2 percent year-on-year, to 426.8 billion yen. The ratio of research and development costs to sales (which excludes Financial Services segment revenue) decreased from 6.8 percent to 6.7 percent.

**D. Trend Information**

This section contains forward-looking statements about the possible future performance of Sony and should be read in light of the cautionary statement on that subject, which appears on the inside front cover page and applies to this entire document.

**Issues Facing Sony and Management's Response to those Issues**

While there are signs of a recovery in consumer demand in the U.S. and economic activity in Japan is forecasted to recover due to new economic stimulus policies from the Japanese government, a global economic recovery remains uncertain due to the continuing euro zone crisis and uncertainty about the economic growth of emerging markets.

The uncertain economic environment is compounded by continued, intense pricing pressure from competitors, shrinking markets for certain key products and shorter product cycles, primarily in Sony's electronics businesses. In this challenging environment, Sony's Electronics segments, in aggregate, recorded operating losses in the fiscal years ended March 31, 2012 and 2013.

Under these circumstances, Sony has been accelerating initiatives to revitalize and grow its electronics businesses based on the corporate strategy announced on April 12, 2012 and updated on May 22, 2013, while further growing the entertainment and financial services businesses that have been contributing stable profit, in order to enhance the entire Sony Group's ability to heighten corporate value. Sony is also implementing the following key strategies for the fiscal year ending March 31, 2014.

**1. Accelerate execution of strategies in the three core electronics businesses (Mobile, Imaging and Game)**

**Mobile business** In the smartphone and tablet businesses, where continued market growth is anticipated, Sony aims to achieve further growth while enhancing profitability. Sony intends to



**Table of Contents**

accelerate the speed with which it develops compelling products that incorporate the best of Sony's technologies and execute the timely launch of new and highly competitive products that build on the success of Xperia Z, which has been well-accepted in many markets worldwide. By further strengthening relations with major operators globally and expanding sales channels, Sony is seeking to secure a leading position in each of its focus markets around the globe. Through these efforts, Sony aims to capitalize on the growing market for smartphones in which Sony has had minimal market share due to long product development lead times compared to its competitors. To address declining PC sales caused by increased consumer demand for tablets and the slow adoption of laptops running on a new operating system, Sony is prioritizing profitability improvement over sales expansion with the aim of returning the PC business to profit. Through these efforts, Sony aims to reduce costs in the PC business and overcome commoditization of the PC market in which Sony's ability to command a premium price for its products has been reduced by intense competition.

**Imaging business** Placing image sensors, a particularly strong category for Sony, at its core, Sony is focusing its imaging businesses on creating value-added products, while aggressively exploring new applications for its imaging technologies in both the consumer and professional markets. With respect to image sensors, Sony will continue to commercialize new technologies capable of differentiating finished products for use in a range of consumer and professional applications. Sony also plans to engage in aggressive capital investment in order to meet the robust demand for these components. At the same time, Sony is developing technologies that further expand the range of sensor applications, including sensors capable of sensing beyond the visible light spectrum, and sensors capable of detecting and categorizing different types of information. In the professional market, Sony will continue to reinforce its professional camera lineup centering on 4K-compatible cameras, as well as cameras for cinematography. Sony will also target further business growth by extending the scope of its digital imaging technologies to new business areas such as security, sports and medical, and will reallocate resources accordingly. In the consumer market, where business conditions continue to shift rapidly, Sony aims to expand sales of value-added compact digital still cameras by introducing models that leverage Sony's image sensor technologies to further enhance image quality, and also incorporate such other enhancements as reduced size and weight, and higher-powered zoom. Sony believes that there is room for considerable growth in the category of mirrorless lens cameras, and will seek to firmly maintain its position in this category. In addition to these efforts, Sony aims to capitalize on the growing market for smartphones in response to the shift in consumer demand away from dedicated camera devices (including both still cameras and video cameras) to camera-equipped smartphones.

**Game business** PlayStation 3 continues to deliver stable hardware and software sales, and Sony will continue to reinforce the business position as a stable source of profit. In particular, Sony will seek to grow sales of content and services through PlayStation Store to contribute to profit. For PlayStation Vita (PS Vita), Sony will aim to secure further sales and profit through various hardware sales initiatives and the introduction of compelling software titles. The next generation platform, PlayStation 4 (PS4) is expected to launch this year-end holiday season. PS4 will deliver a quality gaming experience only possible through a dedicated gaming system, and will also enable smartphone and tablet users to share in the enjoyment of PS4, even without owning PS4 themselves. Furthermore, customers who own both PS4 and PS Vita will be able to experience new services and game entertainment. Sales of digital downloads are increasing rapidly as the delivery of game content transitions from disc media to sales over the network. Sony is also working towards streaming PlayStation games by leveraging the cloud technologies of Gaikai Inc., which Sony acquired in the fiscal year ended March 31, 2013. This would enable the PlayStation experience to be enjoyed across a wide range of products, providing significant opportunities for further business expansion. Through these efforts, Sony aims to re-invigorate the game market, which has recently experienced a shift in consumer preferences to casual, free-to-play games played on mobile devices. Sony also aims to increase its share in the online gaming market, which has expanded at a pace faster than Sony's growth in that market.

---

## **Table of Contents**

### **2. Pursue initiatives to return the TV business to profitability**

Within the TV business, Sony is working to enhance product strength in order to increase sales and product value. By incorporating unique, Sony-developed features such as the image processing engine and wide color displays, Sony will continue to enhance the image and audio quality of its Full HD TV models, while also expanding its 4K LCD TV lineup. In addition, in emerging markets where continued growth is expected, Sony plans to launch models tailored to meet local needs in order to increase sales volumes, while also continuing to reduce fixed and operational costs. Through these efforts, Sony aims to overcome years of losses in its TV business generated as a result of difficulties in differentiating Sony's products from its competitors' products, intense pricing pressure from a consistently large pool of competitors, and the high cost base of the TV business.

### **3. Further strengthen profitability in the entertainment and financial services businesses**

In the Pictures business, Sony is focusing on the production and acquisition of a diversified portfolio of motion picture and television product with worldwide appeal and is targeting expansion of its worldwide television networks in rapidly growing markets such as India. Sony also is exploring new digital distribution methods for its product, while optimizing existing distribution methods, and continuing to explore alternative avenues for financing its motion pictures. At the same time, Sony continues to face intense competition, rising costs, digital theft, continuing industry-wide decline in physical media sales, and limited access to third-party financing.

In the Music business, Sony is aiming to increase market share by discovering and nurturing exciting new talent, and is also exploring growth opportunities such as leveraging its music content for use across increasingly popular online music service platforms. Sony is also pursuing new business revenue streams such as sponsorships and music-based television programming. In the music publishing business, which manages music publishing rights, Sony/ATV Music Publishing LLC began administering EMI Music Publishing's world-class global music catalog in June 2012. Sony plans to solidify its position in the music publishing industry through efficient management and strong creative decisions. However, the music business has been operating in a challenging market environment for several years, with declines in industry revenues each year from 2000 to 2011, as declines in the industry's physical sales have not been offset by growth in the digital sales. While 2012 marked the first year since 1999 that global music industry sales did not decline, showing a modest 0.2 percent growth in revenue, the overall declining trend may continue in the medium term despite the digital arena having significant potential, with current digital platforms continuing overall growth in the U.S. and expanding globally, as well as with new digital platforms and innovative products being introduced in the digital marketplace.

In the financial services businesses, these businesses are striving to deliver highly dependable services backed by high customer satisfaction ratings, and, by doing so, achieve a consistent increase in corporate value underpinned by the businesses' stable revenue base and solid financial foundation. To this end, the financial services businesses aim to achieve sustainable growth through further enhancing customer satisfaction and expanding their customer base by pursuing their core competency of providing high-quality services. These businesses also aim to strengthen their solid revenue base in the face of a changing business environment.

### **Global Environmental Plan Road to Zero**

Sony announced its Road to Zero global environmental plan in April 2010. The plan includes a long-term vision of achieving a zero environmental footprint by 2050 through Sony's business operations and product lifecycles, in pursuit of a sustainable society. Sony aims to achieve this vision through continuous innovation and the utilization of offset mechanisms. The plan also draws a comprehensive roadmap based on the following four goals:

Climate change: Reduction of energy consumption in pursuit of zero greenhouse gas emissions.

Resource conservation: Reduction in the use of virgin materials of priority resources by minimizing waste generation, appropriate water consumption, and continuous increase of waste recycling.

Control of chemical substances: Minimization of the risks that certain chemical substances pose to the environment through preventative measures, reduction in the use of specific chemicals defined by Sony, and promotion of the use of alternative materials.



**Table of Contents**

Biodiversity: Conservation and recovery of biodiversity through Sony's own business operations and local social contribution programs.

Among the above goals, Sony's specific mid-term targets for climate change include the following:

Target an absolute reduction in greenhouse gas emissions (calculated in terms of CO<sub>2</sub>) of 30 percent by the end of the fiscal year ending March 31, 2016, compared to the level of the fiscal year ended March 31, 2001.

Target a reduction in power consumption per product of 30 percent by the end of the fiscal year ending March 31, 2016, compared to the level of the fiscal year ended March 31, 2009.

Further details of the global environmental plan "Road to Zero" and actual measures undertaken by Sony are reported in Sony's CSR report available on the following website: <http://www.sony.net/SonyInfo/csr/report/index.html>.

**E. Off-balance Sheet Arrangements**

Sony has certain off-balance sheet arrangements that provide liquidity, capital resources and/or credit risk support.

The below transactions are accounted for as sales in accordance with the accounting guidance for transfers of financial assets, because Sony has relinquished control of the receivables. In each case, losses from these transactions were insignificant, and although Sony continues servicing the receivables subsequent to being sold or contributed, no servicing liabilities are recorded as the costs of collection of the sold receivables are insignificant. Other than the cash proceeds from the sales below, net cash flows related to these transactions, including servicing fees, for the fiscal years ended March 31, 2011, 2012 and 2013 were insignificant.

Sony has established several accounts receivable sales programs in Japan whereby Sony can sell up to 53.7 billion yen of eligible trade accounts receivable in the aggregate at any one time. Through these programs, Sony can sell receivables to special purpose entities owned and operated by banks. Sony can sell receivables in which the agreed upon original due dates are no more than 190 days after the sales of receivables. Total trade accounts receivable sold during the fiscal years ended March 31, 2011, 2012 and 2013 were 136.2 billion yen, 126.5 billion yen and 105.9 billion yen, respectively.

A subsidiary of the Financial Services segment has established several receivables sales programs whereby the subsidiary can sell up to 24.0 billion yen of eligible receivables in the aggregate at any one time. Through these programs, the subsidiary can sell receivables to special purpose entities owned and operated by banks. The subsidiary can sell receivables in which the agreed upon original due dates are no more than 180 days after the sales of receivables. Total receivables sold during the fiscal years ended March 31, 2011, 2012 and 2013 were 166.0 billion yen, 130.1 billion yen and 89.7 billion yen, respectively.

Sony has established an accounts receivable sales program in the United States whereby Sony's U.S. subsidiary can sell up to 350 million U.S. dollars of eligible trade accounts receivables in the aggregate at any one time to a commercial bank. The program requires that a portion of the sales proceeds be held back and deferred until collection of the related receivables by the purchaser. The portion of the sales proceeds held back and deferred is initially recorded at estimated fair value, is included in other current assets and was 16.3 billion yen at March 31, 2012 and 4.5 billion yen at March 31, 2013. Sony includes collections on such receivables as cash flows within operating activities in the consolidated statements of cash flows since the receivables are the result of operating activities and the associated interest rate risk is insignificant due to its short-term nature. Total trade receivables sold, deferred proceeds from those sales and collections of deferred proceeds during the fiscal years ended March 31, 2011, 2012 and 2013 are as follows:

|                                  | Fiscal year ended March 31 |       |       |
|----------------------------------|----------------------------|-------|-------|
|                                  | 2011                       | 2012  | 2013  |
|                                  | Yen in billions            |       |       |
| Total trade receivables sold     | 414.1                      | 476.9 | 355.9 |
| Deferred proceeds                | 185.6                      | 117.3 | 8.1   |
| Collections of deferred proceeds | 153.6                      | 132.6 | 20.6  |



---

**Table of Contents**

During the fiscal year ended March 31, 2013, Sony established an accounts receivable sales program whereby Sony can sell eligible trade accounts receivables held by certain subsidiaries in Europe denominated in several currencies, primarily the euro, to a commercial bank on an uncommitted basis. The maximum receivables that may be sold at any one time in the aggregate translates into approximately 72.5 billion yen as of March 31, 2013. Sony can sell receivables in which the agreed upon original due dates are no more than 150 days after the date the receivables are sold. Total receivables sold during the fiscal year ended March 31, 2013 were 66.0 billion yen.

Certain of the accounts receivable sales programs above also involve variable interest entities ( VIEs ).

Sony has, from time to time, entered into various arrangements with VIEs. These arrangements include several joint ventures in the recorded music business, the U.S. based music publishing business, the financing of film production and the outsourcing of manufacturing operations. In addition, Sony has entered into several accounts receivable sales programs that involve VIEs, which are described above. In several of the arrangements in which Sony holds significant variable interests, Sony is the primary beneficiary and therefore consolidates these VIEs. Arrangements in which Sony holds significant variable interests in VIEs but Sony is not the primary beneficiary and therefore does not consolidate are described as follows:

In connection with the September 2010 refinancing of the debt obligations of the third-party investor in the U.S. based music publishing business, Sony has issued a guarantee to a creditor of the third-party investor in which Sony has agreed to repay the outstanding principal plus accrued interest up to a maximum of 303 million U.S. dollars to the creditor should the third-party investor default on its obligation. The obligation of the third-party investor is collateralized by its 50 percent interest in Sony's music publishing subsidiary. Should Sony have to make a payment under the terms of the guarantee, Sony would assume the creditor's rights to the underlying collateral. The assets of the third-party investor that are being used as collateral were placed in a separate trust which is also a VIE in which Sony has significant variable interests. Based on a qualitative assessment, it was determined that Sony is not the primary beneficiary as Sony does not have the power to direct the activities of the trust. The assets held by the trust consist solely of the third-party investor's 50 percent ownership interest in the music publishing subsidiary. At March 31, 2013, the fair value of the assets held by the trust exceeded 303 million U.S. dollars.

Sony's subsidiary in the Pictures segment entered into a joint venture agreement with a VIE to acquire the international distribution rights, as defined, to 12 pictures. The subsidiary is required to distribute these pictures internationally, for contractually defined fees determined as percentages of gross receipts and is responsible for all distribution and marketing expenses, which are recouped from such distribution fees, each as defined. The VIE was capitalized with total financing of 406 million U.S. dollars. Of this amount, 11 million U.S. dollars was contributed by the subsidiary, 95 million U.S. dollars was provided by unrelated third-party investors and the remaining funding was provided through a 300 million U.S. dollar bank credit facility. Under the agreement, the subsidiary's 11 million U.S. dollars equity investment is the last equity to be repaid. Based on the factors above, it was previously determined that the subsidiary was the primary beneficiary as it had the power to direct the activities of the VIE and was projected to absorb a significant amount of the losses or residual returns of the VIE. As of March 31, 2009, the bank credit facility had been terminated and the third-party investors have been repaid their 95 million U.S. dollar investment. On May 11, 2009, the subsidiary repurchased from the VIE the international distribution rights to the 12 pictures and the VIE received a participation interest in these films on identical financial terms to those described above. As a result of repurchasing the international distribution rights from the VIE, Sony determined that the subsidiary was no longer the primary beneficiary as it no longer had the power to direct the activities of the VIE and was not projected to absorb a significant amount of the losses or residual returns of the VIE. No gain or loss was recognized by the subsidiary on the deconsolidation of the VIE. On April 11, 2012, the subsidiary acquired the VIE's participation interest for 22 million U.S. dollars. As a result of this acquisition, the VIE no longer has any financial interest in these pictures.

Additionally, on January 19, 2007, the subsidiary entered into a production/co-financing agreement with another VIE to co-finance a majority of the films submitted through March 2012. The subsidiary received a commitment from the VIE that it would fund up to 525 million U.S. dollars on a revolving basis to fund the production or acquisition cost of films (including fees and expenses). Under the agreement, the subsidiary is responsible for the marketing and distribution of the product through its global distribution channels. The VIE



**Table of Contents**

shares in the net profits, as defined, of the films after the subsidiary recoups a distribution fee, its marketing and distribution expenses, and third-party participation and residual costs, each as defined. As the subsidiary did not have the power to direct the activities of the VIE, the subsidiary is not the primary beneficiary of the VIE. On December 16, 2011, the subsidiary and the VIE agreed to modify the production/co-financing agreement (the Modification). Per the Modification, the VIE paid the subsidiary 20 million U.S. dollars and transferred selected rights in the films financed prior to the Modification (the Previously Financed Films) to the subsidiary, including the VIE's share in the net profits in the Previously Financed Films. In exchange, the subsidiary released the VIE from its obligation to finance future films and the VIE received a participation interest in the Previously Financed Films. As the subsidiary, after the Modification, continues to not have the power to direct the activities of the VIE, the subsidiary is not the primary beneficiary of the VIE. At March 31, 2013, there were no amounts recorded on the subsidiary's balance sheet that related to the VIE other than the VIE's participation interest in the Previously Financed Films.

In January 2010, Sony sold 90 percent of its interest in a Mexican subsidiary which primarily manufactured LCD televisions, as well as other assets to a contract manufacturer. The continuing entity, which would perform this manufacturing going forward, is a VIE as it is thinly capitalized and dependent on funding from the parent entity. Based on a qualitative assessment, it was determined that Sony is not the primary beneficiary as Sony does not have the power to direct the activities that most significantly impact the VIE's economic performance nor does Sony have the obligation to absorb the losses of the VIE. Concurrent with the sale, Sony entered into an agreement with the VIE and its parent company in which Sony agreed to purchase a significant share of the LCD televisions that Sony sells in certain markets, including the U.S. market. As of March 31, 2013, the amounts recorded on Sony's consolidated balance sheets that relate to the VIE include receivables recorded within prepaid expenses and other current assets of 8,989 million yen and accounts payable, trade of 12,756 million yen. Sony's maximum exposure to losses is considered insignificant.

As described in Note 5 of the consolidated financial statements, on June 29, 2012, an investor group which included a wholly-owned subsidiary of Sony Corporation completed its acquisition of EMI Music Publishing. To effect the acquisition, the investor group formed DH Publishing, L.P. (DHP) which acquired EMI Music Publishing. In addition, DHP entered into an agreement with Sony's U.S. based music publishing subsidiary in which the subsidiary provides administration services to DHP (the Administration Agreement). DHP was determined to be a VIE as many of the decision making rights for the entity do not reside within the entity's equity interests, but rather are embedded in the Administration Agreement. Under the terms of the Administration Agreement, the largest non-Sony shareholder has approval rights over decisions regarding the activities that most significantly impact DHP, including the acquisition and retention of copyrights and the licensing of songs. These approval rights result in Sony and the largest non-Sony shareholder sharing the power to direct the activities of DHP, and as such, Sony is not the primary beneficiary of the VIE. At March 31, 2013, the only amounts recorded on Sony's consolidated balance sheet that relate to the VIE is Sony's net investment of 273 million U.S. dollars and a net receivable balance of 11 million U.S. dollars. Sony's maximum exposure to losses as of March 31, 2013 is the aggregate amounts recorded on its balance sheet of 284 million U.S. dollars.

As described above, accounts receivable sales programs in Japan and in the Financial Services segment also involve VIEs. These VIEs are all special purpose entities of the sponsor banks. Based on a qualitative assessment, Sony is not the primary beneficiary and therefore does not consolidate these entities as Sony does not have the power to direct the activities, an obligation to absorb losses, or the right to receive the residual returns of these VIEs. Sony's maximum exposure to losses from these VIEs is considered insignificant.

Refer to Note 23 of the consolidated financial statements for more information on VIEs.

**Table of Contents****F. Contractual Obligations, Commitments, and Contingent Liabilities**

The following table summarizes Sony's contractual obligations and commitments as of March 31, 2013. The references to the notes below refer to the corresponding notes within the consolidated financial statements.

|   | Total             | Less than<br>1 year | 1 to 3<br>years | 3 to 5<br>years | More than<br>5 years |
|---|-------------------|---------------------|-----------------|-----------------|----------------------|
|   | (Yen in millions) |                     |                 |                 |                      |
| <b>Contractual obligations and commitments:</b>   |                   |                     |                 |                 |                      |
| Short-term debt (Note 11)   | <b>87,894</b>     | 87,894              |                 |                 |                      |
| Long-term debt (Notes 8 and 11)   |                   |                     |                 |                 |                      |
| Capital lease obligations and other   | <b>44,125</b>     | 25,055              | 8,134           | 6,606           | 4,330                |
| Other long-term debt  | <b>1,050,591</b>  | 131,233             | 303,433         | 415,205         | 200,720              |
| Interest on other long-term debt  | <b>36,089</b>     | 9,370               | 12,454          | 8,089           | 6,176                |
| Minimum rental payments required under operating leases (Note 8)  | <b>237,706</b>    | 57,598              | 82,116          | 43,967          | 54,025               |
| Purchase commitments (Note 27)  |                   |                     |                 |                 |                      |
| Purchase commitments for property, plant and equipment  | <b>27,152</b>     | 27,152              |                 |                 |                      |
| Expected cost for the production or purchase of motion pictures and television programming or certain rights    | <b>111,390</b>    | 55,334              | 44,714          | 11,342          |                      |
| Long-term contracts with recording artists, songwriters and companies   | <b>55,378</b>     | 22,555              | 20,699          | 7,940           | 4,184                |
| Long-term sponsorship contracts related to advertising and promotional rights                                   | <b>53,792</b>     | 7,613               | 14,472          | 9,493           | 22,214               |
| Other purchase commitments  | <b>57,971</b>     | 31,094              | 21,830          | 5,047           |                      |
| Future insurance policy benefits and other and policyholders' account in the life insurance business* (Note 10) | <b>14,244,155</b> | 358,693             | 782,914         | 862,190         | 12,240,358           |
| Gross unrecognized tax benefits** (Note 21)   | <b>191,886</b>    | 4,521               |                 |                 |                      |
| Total   | <b>16,198,129</b> | 818,112             | 1,290,766       | 1,369,879       | 12,532,007           |

\* Future insurance policy benefits and other and policyholders' account in the life insurance business are the estimated future cash payments to be made to policy holders and others. These cash payments are based upon assumptions including morbidity, mortality, withdrawals and other factors. Amounts presented in the above table are undiscounted. The sum of the cash payments of 14,244.2 billion yen exceeds the corresponding liability amounts of 5,201.4 billion yen included in the consolidated balance sheets principally due to the time value of money (Note 10).

\*\* The total amounts represent the liability for gross unrecognized tax benefits in accordance with the accounting guidance for uncertain tax positions. Sony estimates 4.5 billion yen of the liability is expected to be settled within one year. The settlement period for the remaining portion of the liability, which totaled 187.4 billion yen, cannot be reasonably estimated due to the uncertainty associated with the timing of the settlements with the various taxing authorities (Note 21).

The following items are not included in either the above table or the total amount of commitments outstanding at March 31, 2013:

The total amount of expected future pension payments is not included as such amount is not currently determinable. Sony expects to contribute approximately 22 billion yen to Japanese pension plans and approximately 8 billion yen to foreign pension plans during the fiscal year ending March 31, 2014 (Note 15).

**Table of Contents**

The total unused portion of the line of credit extended under loan agreements in the Financial Services segment is not included in the above table as it is not foreseeable what loans will be incurred under such line of credit. The total unused portion of the line of credit extended under these contracts was 23.3 billion yen as of March 31, 2013 (Note 27).

Purchases made during the ordinary course of business from certain component manufacturers and contract manufacturers in order to establish the best pricing and continuity of supply for Sony's production are not included as there are typically no binding purchase obligations. Purchase obligations are defined as contractual obligations to purchase goods or services that are enforceable and legally binding on Sony. These obligations specify all significant terms, including fixed or minimum quantities to be purchased; fixed, minimum, or variable price provisions; and the approximate timing of the transaction. Purchase obligations do not include contracts that may be cancelled without penalty. These purchases include arrangements with certain component manufacturers whereby Sony procures goods, including product components, for these component manufacturers and is reimbursed for the related purchases. This allows Sony's supply chain management flexible and mutually beneficial purchase arrangements with these manufacturers in order to minimize inventory risk. Consistent with industry practice, Sony purchases processed goods that meet technical criteria from these component manufacturers after issuing to these manufacturers information on Sony's projected demand and manufacturing needs. Further, in connection with the sale of its LCD television manufacturing operations in Mexico, Slovakia and Spain, Sony has agreements to purchase a specified share of the LCD televisions that Sony sells in certain markets from the contract manufacturers that acquired the operations, including the U.S. and European markets. However, there are no binding purchase obligations as the specified share and pricing terms only apply to Sony's actual sales. In addition, Sony has established a supply agreement with Samsung to purchase a specified number of LCD panels in the two years following the sale of its shares in S-LCD. However, no amounts are included, as the obligation to transfer funds in the future is not fixed and the minimum prices cannot be reasonably estimated under the payment terms of the contract.

An advance payment from a commercial customer is not included as it is subject to reimbursement only under certain contingent conditions of the contract, including a downgrade of Sony's credit rating by either S&P (lower than BBB-) or Moody's (lower than Baa3). The maximum repayment amount is 35.5 billion yen which is recorded in other long-term liabilities in the consolidated balance sheets at March 31, 2013 based on the anticipated recoupment period. The advance payment amounts are recouped through product sales to the commercial customer during the period specified in the contract.

In order to fulfill its commitments, Sony will use existing cash, cash generated by its operating activities, and intra-group borrowings, where possible. Further, Sony may raise funds through bonds, CP programs and committed lines of credit from banks, when necessary.

The following table summarizes Sony's contingent liabilities as of March 31, 2013.

|   | Total amounts<br>(Yen in millions) |
|---|------------------------------------|
| <b>Contingent liabilities: (Note 27)</b>                  |                                    |
| Loan guarantees to a creditor of the third-party investor | 28,497                             |
| Other   | 58,682                             |
| <b>Total contingent liabilities</b>                       | <b>87,179</b>                      |
| <b>Critical Accounting Policies</b>                       |                                    |

The preparation of the consolidated financial statements in conformity with U.S. GAAP requires management to make estimates and assumptions that affect the reported amounts of assets and liabilities, disclosure of contingent assets and liabilities at the date of the financial statements, and the reported amounts of revenues and expenses during the reporting period. On an ongoing basis, Sony evaluates its estimates, which are based on historical experience, future projections and various other assumptions that are believed to be reasonable under the circumstances. The results of these evaluations form the basis for making judgments about

---

**Table of Contents**

the carrying values of assets and liabilities and the reported amounts of expenses that are not readily apparent from other sources. Actual results may differ from these estimates. Sony considers an accounting policy to be critical if it is important to its financial condition and results, and requires significant judgment and estimates on the part of management in its application. Sony believes that the following represents its critical accounting policies.

***Investments***

Sony's investments include debt and equity securities accounted for under both the cost and equity method of accounting. If it has been determined that an investment has sustained an other-than-temporary decline in its value, the investment is written down to its fair value by a charge to income. Sony regularly evaluates its investment portfolio to identify other-than-temporary impairments of individual securities. Factors that are considered by Sony in determining whether an other-than-temporary decline in value has occurred include: the length of time and extent to which the market value of the security has been less than its original cost, the financial condition, operating results, business plans and estimated future cash flows of the issuer of the security, other specific factors affecting the market value, deterioration of the credit condition of the issuers, sovereign risk, and whether or not Sony is able to retain the investment for a period of time sufficient to allow for the anticipated recovery in market value.

In evaluating the factors for available-for-sale securities whose fair values are readily determinable, Sony presumes a decline in value to be other-than-temporary if the fair value of the security is 20 percent or more below its original cost for an extended period of time (generally for a period of up to six months). This criterion is employed as a threshold to identify securities which may have a decline in value that is other-than-temporary. The presumption of an other-than-temporary impairment in such cases may be overcome if there is evidence to support that the decline is temporary in nature due to the existence of other factors which overcome the duration or magnitude of the decline. On the other hand, there may be cases where impairment losses are recognized when the decline in the fair value of the security is not more than 20 percent or such decline has not existed for an extended period of time, as a result of considering specific factors which may indicate the decline in the fair value is other-than-temporary.

When an other-than-temporary impairment of a debt security has occurred, the amount of the other-than-temporary impairment recognized in income depends on whether Sony intends to sell the security or more likely than not will be required to sell the security before recovery of its amortized cost. If the debt security meets either of these two criteria, the other-than-temporary impairment is recognized in income, measured as the entire difference between the security's amortized cost and its fair value at the impairment measurement date. For other-than-temporary impairments of debt securities that do not meet these two criteria, the net amount recognized in income is a credit loss equal to the difference between the amortized cost of the debt security and its net present value calculated by discounting Sony's best estimate of projected future cash flows at the effective interest rate implicit in the debt security prior to impairment. Any difference between the fair value and the net present value of the debt security at the impairment measurement date is recorded in accumulated other comprehensive income. Unrealized gains or losses on securities for which an other-than-temporary impairment has been recognized in income are presented as a separate component of accumulated other comprehensive income.

The assessment of whether a decline in the value of an investment is other-than-temporary is often subjective in nature and involves certain assumptions and estimates concerning the expected operating results, business plans and future cash flows of the issuer of the security. Accordingly, it is possible that investments in Sony's portfolio that have had a decline in value that Sony currently believes to be temporary may be determined to be other-than-temporary in the future based on Sony's evaluation of subsequent information such as continued poor operating results, future broad declines in the value of worldwide equity markets and the effect of worldwide interest rate fluctuations. As a result, unrealized losses recorded for investments may be recognized and reduce income in future periods.

---

**Table of Contents*****Valuation of inventory***

Sony values its inventory based on the lower of cost or market. Sony writes down inventory in an amount equal to the difference between the cost of the inventory and the net realizable value i.e., estimated selling price in the ordinary course of business less reasonably predictable costs of completion and disposal. Sony writes down the value of its inventory when the underlying parts, components or products have become obsolete, when inventory levels exceed the amount expected to be used, or when the value of the inventory is otherwise recorded at a higher value than net realizable value. As a result, if actual market conditions are less favorable than projected and further price decreases are needed, additional inventory write-downs may be required in the future.

***Impairment of long-lived assets***

Sony reviews the recoverability of the carrying value of its long-lived assets held and used and long-lived assets to be disposed of, whenever events or changes in circumstances indicate that the carrying value of the assets or asset groups may not be recoverable. Long-lived assets to be held and used are reviewed for impairment by comparing the carrying value of the asset or asset group with their estimated undiscounted future cash flows. This review is primarily performed using estimates of future cash flows by product category (e.g. LCD televisions) or, in certain cases, by entity. If the carrying value of the asset or asset group is considered impaired, an impairment charge is recorded for the amount by which the carrying value of the asset or asset group exceeds its fair value. Fair value is determined using the present value of estimated net cash flows or comparable market values. This approach uses significant estimates and assumptions including projected future cash flows, the timing of such cash flows, discount rates reflecting the risk inherent in future cash flows, perpetual growth rates applied to determine terminal values, determination of appropriate market comparables and the determination of whether a premium or discount should be applied to comparables.

Management believes that the estimates of future cash flows and fair value are reasonable; however, changes in estimates resulting in lower future cash flows and fair value due to unforeseen changes in Sony's businesses or assumptions could negatively affect the valuations of long-lived assets.

During the fiscal year ended March 31, 2011, Sony recorded impairment charges for long-lived assets totaling 23,735 million yen which did not include any individually significant charges. These charges included impairment losses of 7,668 million yen due to significant damage to certain fixed assets directly caused by the Great East Japan Earthquake. For further details, please refer to Note 18 of the consolidated financial statements. The charges also partially related to restructuring activities, primarily in the IP&S and HE&S segments.

During the fiscal year ended March 31, 2012, Sony recorded impairment charges for long-lived assets totaling 59,583 million yen which included 16,700 million yen related to the LCD televisions asset group within the HE&S segment and 12,601 million yen related to the network business asset group within All Other. During the fiscal year ended March 31, 2013, Sony recorded impairment charges for long-lived assets totaling 14,494 million yen which included 7,617 million yen related to the LCD televisions asset group within the HE&S segment. These impairment charges primarily reflect a decrease in the estimated fair value of property, plant and equipment and certain intangible assets. For the LCD televisions asset group, the corresponding estimated future cash flows leading to the impairment charges reflect the continued deterioration in LCD televisions market conditions in Japan, Europe and North America, and unfavorable foreign exchange rates. For the network business asset group, which has made investments in network improvements and security enhancements, the corresponding estimated future cash flows leading to the impairment charges, reflect management's revised forecast over the limited period applicable to the impairment determination.

***Business combinations***

When Sony applies the acquisition method of accounting, the deemed purchase price is allocated to identifiable assets acquired and liabilities assumed. Any residual purchase price is recorded as goodwill. The allocation of the purchase price utilizes significant estimates in determining the fair values of assets acquired and liabilities assumed, especially with respect to intangible assets. Independent third-party appraisal firms are typically engaged in order to assist in the estimation process. The significant estimates and assumptions include,

**Table of Contents**

but are not limited to, the timing and amount of revenue and future cash flows, the discount rate reflecting the risk inherent in future cash flows and the perpetual growth rate used to calculate the terminal value.

On February 15, 2012, Sony acquired Ericsson's 50 percent equity interest in Sony Ericsson. The transaction also provided Sony with a broad intellectual property cross-licensing agreement and ownership of five essential patent families relating to wireless handset technology. The total consideration consisted of 107,174 million yen (1,050 million euros) of cash. Sony remeasured the 50 percent equity interest in Sony Ericsson that it owned prior to the acquisition at a fair value of 71,449 million yen which resulted in the recognition of a gain of 102,331 million yen recorded in other operating (income) expense, net. Sony elected not to record a deferred tax liability corresponding to the difference between the financial reporting basis which was remeasured to fair value upon an acquisition of a controlling interest in a foreign entity and the tax basis in the previously held ownership interest. In addition, accumulated translation adjustments of 11,690 million yen remained as a component of accumulated other comprehensive income. Further, goodwill of 128,522 million yen and intangible assets of 123,097 million yen were recorded in connection with this acquisition. Sony determined the fair value of the 50 percent equity interest in Sony Ericsson that it owned prior to the acquisition using a discounted cash flow analysis which included a discount rate of 13 percent. Sony determined the fair value of the intangible assets primarily using the relief-from-royalty and multi-period excess earnings approaches which included discount rates of 13.5 percent to 15 percent. The discount rates reflect the risks inherent in the future cash flows and were derived from the weighted average cost of capital of market participants in similar businesses. No value was allocated to in-process research and development in this acquisition as no material amounts were identified; however, certain significant research and development activities were substantially completed as of the acquisition date and included within acquired intangible assets as developed technology. Goodwill represents unidentifiable intangible assets, such as future growth from new revenue streams, increased market share particularly in emerging markets and the U.S., synergies with existing Sony assets and businesses and an assembled workforce.

Due to the inherent uncertainties involved in making the estimates and assumptions, the purchase price for acquisitions could be valued and allocated to the acquired assets and liabilities differently. Actual results may differ, or unanticipated events and circumstances may affect such estimates, which could require Sony to record an impairment of an acquired asset, including goodwill, or increase in the amounts recorded for an assumed liability.

***Goodwill and other intangible assets***

Goodwill and certain other intangible assets that are determined to have an indefinite useful life are not amortized and are tested annually for impairment during the fourth quarter of each fiscal year and between annual tests if an event occurs or circumstances change that would more likely than not reduce the fair value below its carrying amount. Such an event would include unfavorable variances from established business plans, significant changes in forecasted results or volatility inherent to external markets and industries, which are periodically reviewed by Sony's management. In assessing goodwill for impairment, Sony has the option to first perform a qualitative assessment to determine whether the existence of events or circumstances leads to a determination that it is more likely than not that the fair value of a reporting unit is less than its carrying amount. Reporting units are Sony's operating segments or one level below the operating segments. If Sony determines that it is not more likely than not that the fair value of a reporting unit is less than its carrying amount, no additional tests to assess goodwill for impairment are required to be performed. However, if Sony concludes otherwise or elects not to perform the qualitative assessment, then it is required to perform the first step of a two-step impairment review process. In the fiscal year ended March 31, 2013, Sony elected not to perform the aforementioned qualitative assessment of goodwill and instead proceeded directly to the first step of the quantitative impairment test.

The first step of the two-step process involves a comparison of the estimated fair value of a reporting unit to its carrying amount to identify potential impairment. If the fair value of a reporting unit exceeds its carrying amount, goodwill of the reporting unit is considered not impaired and the second step of the impairment test is not performed. If the carrying amount of a reporting unit exceeds its fair value, the second step of the goodwill impairment test is performed to measure the amount of impairment loss, if any. The second step of the goodwill impairment test compares the implied fair value of the reporting unit's goodwill with the carrying amount of that

**Table of Contents**

goodwill. If the carrying amount of the reporting unit's goodwill exceeds the implied fair value of that goodwill, an impairment loss is recognized in an amount equal to that excess. The implied fair value of goodwill is determined in the same manner as the amount of goodwill recognized in a business combination. That is, the fair value of the reporting unit is allocated to all of the assets and liabilities of that unit (including any unrecognized intangible assets) as if the reporting unit had been acquired in a business combination and the fair value of the reporting unit was the purchase price paid to acquire the reporting unit. Intangible assets that are determined to have an indefinite useful life are tested for impairment by comparing the fair value of the intangible asset with its carrying value. If the carrying value of the intangible asset exceeds its fair value, an impairment loss is recognized in an amount equal to that excess.

Determining the fair value of a reporting unit under the first step of the goodwill impairment test and determining the fair value of individual assets and liabilities of a reporting unit (including unrecognized intangible assets) under the second step of the goodwill impairment test are judgmental in nature and often involve the use of significant estimates and assumptions. Similarly, estimates and assumptions are used in determining the fair value of other intangible assets. These estimates and assumptions could significantly impact whether or not an impairment charge is recognized as well as the magnitude of any such charge. In its impairment review, Sony performs internal valuation analyses or utilizes third-party valuations when management believes it to be appropriate, and considers other market information that is publicly available. Estimates of fair value are primarily determined using a discounted cash flow analysis. This approach uses significant estimates and assumptions including projected future cash flows, the timing of such cash flows, discount rates reflecting the risk inherent in future cash flows, perpetual growth rates applied to determine terminal values, determination of appropriate market comparables and the determination of whether a premium or discount should be applied to comparables. In addition to the estimates of future cash flows, two of the most significant assumptions applied to estimated cash flows involved in the determination of fair value of the reporting units were the discount rates and the perpetual growth rates applied to determine terminal values used in the discounted cash flow analysis. The discount rates used in the cash flow models for the goodwill impairment testing considered market and industry data as well as specific risk factors for each reporting unit. The perpetual growth rates for the individual reporting units, for purposes of the terminal value determination, were generally set after an initial three-year forecasted period, although certain reporting units utilized longer forecasted periods, and were based on historical experience, market and industry data.

Except as described below, fair value exceeded the carrying amount of the reporting units with goodwill or intangible assets with an indefinite useful life, and therefore no impairment existed and the second step of the impairment test was not required. As a result, no material impairments of goodwill or intangible assets with an indefinite useful life were recorded beyond the impairments described below. When testing goodwill for impairment, consideration was given to Sony's market capitalization in relation to the sum of the calculated fair values of the reporting units, including reporting units with no goodwill, and taking into account corporate level assets and liabilities not assigned to individual reporting units as well as a reasonable control premium.

During the fiscal year ended March 31, 2013, Sony recorded impairment losses of 1,445 million yen in reporting units included in All Other. The impairment charge reflected the overall decline in the fair values of the reporting units. The fair values of the reporting units were estimated using the expected present value of future cash flows.

The carrying amounts of goodwill by segment as of March 31, 2013 are as follows:

|                                  | <b>Yen in millions</b> |
|----------------------------------|------------------------|
| Imaging Products & Services      | 5,775                  |
| Game                             | 147,531                |
| Mobile Products & Communications | 153,569                |
| Devices                          | 37,269                 |
| Pictures                         | 160,857                |
| Music                            | 113,650                |
| Financial Services               | 2,314                  |
| All Other                        | 22,278                 |
| <b>Total</b>                     | <b>643,243</b>         |

---

**Table of Contents**

The above amounts by segment reflect the reorganization that was effective as of April 1, 2012. This reorganization did not result in any changes in the composition of reporting units and accordingly had no impact on the assignment of goodwill within any reporting unit.

Management believes that the estimates of future cash flows and fair value used in the goodwill impairment tests are reasonable; however, in the future, changes in estimates resulting in lower than currently anticipated cash flows and fair value due to unforeseen changes in business assumptions could negatively affect the valuations, which may result in Sony recognizing impairment charges for goodwill and other intangible assets in the future. In order to evaluate the sensitivity of the fair value calculations on the impairment analysis performed for the fiscal year ended March 31, 2013, Sony applied a hypothetical 10 percent decrease to the fair value of each reporting unit. A hypothetical 10 percent decrease to the estimated fair value of each reporting unit would not have resulted in a failure of step one of the goodwill impairment test.

***Pension benefit costs***

Employee pension benefit costs and obligations are dependent on certain assumptions including discount rates, retirement rates and mortality rates, which are based upon current statistical data, as well as expected long-term rates of return on pension plan assets and other factors. Specifically, the discount rate and expected long-term rate of return on pension plan assets are two critical assumptions in the determination of periodic pension costs and pension liabilities. Assumptions are evaluated at least annually, or at the time when events occur or circumstances change and these events or changes could have a significant effect on these critical assumptions.

In accordance with U.S. GAAP, actual results that differ from the assumptions are accumulated and amortized over future periods. Therefore, actual results generally affect recognized costs and the recorded obligations for pensions in future periods. While management believes that the assumptions used are appropriate, differences in actual experience or changes in assumptions may affect Sony's pension obligations and future costs.

Sony's principal pension plans are its Japanese pension plans. No individual foreign pension plan is significant to the consolidated pension plan assets and pension obligations.

To determine the benefit obligation of the Japanese pension plans, Sony used a discount rate of 1.5 percent for its Japanese pension plans as of March 31, 2013. The discount rate was determined by using information about rates of return on high-quality fixed-income investments currently available and expected to be available during the period to maturity of the pension benefit obligation in consideration of amounts and timing of cash outflows for expected benefit payments. Such available information about rates of returns is collected from published market information and credit rating agencies. The 1.5 percent discount rate represents a 40 basis point decrease from the 1.9 percent discount rate used for the fiscal year ended March 31, 2012. Toward the end of the fiscal year ended March 31, 2013, various market participants including financial institutions increased purchases of Japanese government bonds, anticipating an increase in bond-buying operations by the Bank of Japan and an extension in the maturity periods. As a result, the bond yields declined and Sony's discount rate reflects this impact.

To determine the expected long-term rate of return on pension plan assets, Sony considers the current and expected asset allocations, as well as historical and expected long-term rates of return on various categories of pension plan assets. Sony's pension investment policy recognizes the expected growth and the variability risk associated with the long term nature of pension liabilities, the returns and risks of diversification across asset classes, and the correlation among assets. The asset allocations are designed to maximize returns consistent with levels of liquidity and investment risk that are considered prudent and reasonable. While the pension investment policy gives appropriate consideration to recent market performance and historical returns, the investment assumptions utilized by Sony are designed to achieve a long term return consistent with the long term nature of the corresponding pension liabilities. For Japanese pension plans, the expected long-term rate of return on pension plan assets was 3.0 percent as of March 31, 2012 and 2013. The actual return on pension plan assets for the fiscal years ended March 31, 2012 and 2013 was a 3.4 percent gain and a 12.5 percent gain, respectively. The improvement in the actual return on pension plan assets was primarily due to the robust performance in the



**Table of Contents**

equity markets during the second half of the fiscal year, and the appreciation of foreign currency-denominated assets reflecting the weakening yen. Actual results that differ from the expected return on pension plan assets are accumulated and amortized as a component of pension costs over the average future service period, thereby reducing the year-to-year volatility in pension costs. As of March 31, 2012 and 2013, Sony had, with respect to Japanese pension plans, net actuarial losses of 292.4 billion yen and 264.6 billion yen, respectively, including losses related to pension plan assets. For the fiscal year ended March 31, 2013, the net actuarial loss decreased as the actual return on pension plan assets significantly exceeded the expected return, partially offset by the impact of the decline in the discount rate used to determine the defined benefit obligation, as compared to the prior fiscal year's rate.

The following table illustrates the effect on the fiscal year ending March 31, 2014 of changes in the discount rate and the expected return on pension plan assets, while holding all other assumptions as of March 31, 2013 constant, for Japanese pension plans.

| Change in assumption   | Projected<br>benefit<br>obligations | Pension<br>costs<br>(Yen in billions) | Equity<br>(Net of tax) |
|--|-------------------------------------|---------------------------------------|------------------------|
| 25 basis point increase / decrease in discount rate  | /+32.0                              | /+1.6                                 | +/- 1.0                |
| 25 basis point increase / decrease in expected long-term rate of return on pension plan assets |                                     | /+1.5                                 | +/- 0.9                |
| <i>Deferred tax asset valuation</i>  |                                     |                                       |                        |

Carrying amounts of deferred tax assets require a reduction by a valuation allowance if, based on the available evidence, it is more likely than not that such assets will not be realized. Accordingly, the need to establish a valuation allowance for deferred tax assets is assessed periodically with appropriate consideration given to all positive and negative evidence related to the realization of the deferred tax assets. Management's judgments related to this assessment consider, among other matters, the nature, frequency and severity of current and cumulative losses on an individual tax jurisdiction basis, forecasts of future profitability after consideration of uncertain tax positions, excess of appreciated asset value over the tax basis of net assets, the duration of statutory carryforward periods, the past utilization of net operating loss carryforwards prior to expiration, as well as prudent and feasible tax planning strategies which would be employed by Sony to prevent net operating loss and tax credit carryforwards from expiring unutilized.

As a result of losses incurred in recent years, Sony Corporation and several subsidiaries in Japan, Sony Americas Holding Inc. ( SAHI ) and its consolidated tax filing group, of which Sony Computer Entertainment America Inc. is a member, in the U.S., Sony Mobile Communications in Sweden, Sony Europe Limited ( SEU ) in the U.K. and certain entities in other tax jurisdictions are each in cumulative loss positions. A cumulative loss position is considered significant negative evidence in assessing the realizability of a deferred tax asset that is difficult to overcome in determining that a valuation allowance is not needed against deferred tax assets.

Sony Corporation and its national tax filing group in Japan were in a three year cumulative loss position in the fiscal year ended March 31, 2011. In Japan, Sony Corporation files a standalone tax filing for local tax purposes and a consolidated national tax filing with its wholly-owned Japanese subsidiaries for national tax purposes. As the national tax filing group only includes wholly-owned subsidiaries, certain Japanese subsidiaries are excluded, the most significant of which are Sony Financial Holdings Inc. and its subsidiaries. Due to the cumulative losses in recent years, and because the net operating losses in Japan have a relatively short carryforward period of seven to nine years, a limited number of years remain in the carryforward period. The first year of expiration of the remaining net operating losses in Japan would be 2014 for local taxes and 2018 for national taxes. As described above, carrying amounts of deferred tax assets require a reduction by a valuation allowance if, based on the available positive and negative evidence, it is more likely than not that such assets will not be realized. While the cumulative loss position and the remaining limited years in the carryforward period were significant negative evidence, there was positive evidence in the form of a history of taxable income and a history of utilizing assets before expiration, as well as the availability of tax strategies regarding the utilization of the deferred tax assets. However, based on the near term forecast at the end of the fiscal year ended March 31,

---

**Table of Contents**

2011, including the anticipated impact of the Great East Japan Earthquake and the lesser weight provided to longer range forecasts when an entity is in a cumulative loss, Sony did not believe that the objectively verifiable positive evidence was sufficient to overcome the significant negative evidence of the cumulative loss. As the weight given to the positive and negative evidence is commensurate with the extent to which the evidence may be objectively verified, it is generally difficult for positive evidence regarding projected future taxable income exclusive of reversing taxable temporary differences to outweigh objectively verifiable negative evidence of recent financial reporting losses. Accordingly, Sony, based on the weight of the available positive and negative evidence, established a valuation allowance of 362,316 million yen as of March 31, 2011.

As of March 31, 2012, Sony had concluded that with respect to SAHI and its consolidated tax filing group in the U.S., and SEU, a subsidiary in the U.K., the cumulative loss position was significant negative evidence that was difficult to overcome. There was positive evidence in the form of tax planning actions and strategies, the long carryforward periods for utilization, as well as a history of taxable income and utilization of assets before expiration. The tax planning strategies included changes in film amortization methods in the U.S., the success of which depends on future forecasts of income. Notwithstanding this positive evidence, the weight given to evidence is commensurate with the extent to which it can be objectively verified. It is generally difficult for positive evidence regarding projected future taxable income exclusive of reversing taxable temporary differences to outweigh objectively verifiable negative evidence of recent financial reporting losses. Accordingly, Sony, based on the weight of the available positive and negative evidence, established a valuation allowance of 203,025 million yen for SAHI and its consolidated tax filing group in the U.S., and 20,694 million yen for SEU, as of March 31, 2012. Sony Corporation and its national tax filing group in Japan remained in a cumulative loss position as of March 31, 2012, and as a result, during the fiscal year ended March 31, 2012, Sony recorded an additional valuation allowance against certain deferred tax assets at Sony Corporation and its national tax filing group in Japan. In addition, several Japanese subsidiaries are also in a cumulative loss position as of March 31, 2012, and therefore, recorded valuation allowances of 32,631 million yen against their separate deferred tax assets for local tax purposes.

Prior to its acquisition, Sony Ericsson, principally due to its cumulative loss position, had a valuation allowance against deferred tax assets mainly in Sweden in the amount of 78,393 million yen, for which Sony reported the impact of the valuation allowance through its 50% equity interest in Sony Ericsson.

The amount of the deferred tax assets as it relates to Sony Corporation, SAHI, Sony Computer Entertainment Inc., Sony Computer Entertainment Europe Limited and SEU takes into account the uncertain tax positions related to the more likely than not adjustments for Sony's intercompany transfer pricing. Such transfer pricing is currently under review by the relevant governments as a result of applications for Bilateral Advance Pricing Agreements ( APAs ) filed in the U.S., the U.K. and Japan. Sony is required to estimate the final outcome of those government to government negotiations in recording its tax positions, including the allocation and amount of deferred tax assets among the various legal entities as of the balance sheet date. Sony reviews its estimated tax expense based on the progress made in these procedures, and the progress of transfer pricing audits generally, and makes adjustments to its estimates as necessary.

It is possible that advance pricing agreement negotiations could result in a different allocation of profits and losses than those currently estimated by management, and that such allocation could have a positive or negative impact on the amount or realizability of deferred tax assets or could change the amount of the valuation allowances recorded. Sony may record adjustments to its provision for uncertain tax positions and, accordingly, to its valuation allowance assessments, as additional evidence becomes available.

The estimate for the valuation of deferred tax assets, which is based on currently enacted tax laws and rates as of the balance sheet date, reflects management's judgment and best estimate of the likely future tax consequences of events that have been recognized in Sony's financial statements and tax returns, the ability to implement various tax planning strategies and, in certain cases, future forecasts, business plans and other expectations about future outcomes. Changes in existing tax laws or rates in tax jurisdictions in which Sony operates could affect actual tax results, and market or economic deterioration or failure of management to achieve its restructuring objectives could affect future business results, either of which could affect the valuation of deferred tax assets over time. If future results are less than projected, if APA negotiations result in a different

**Table of Contents**

allocation of profits and losses than currently anticipated, if tax planning alternatives are no longer viable, or if there is no excess appreciated asset value over the tax basis of the assets contemplated for sale, further valuation allowance may be required in the future to reduce the deferred tax assets to their net realizable value. These factors and other changes that are not anticipated in current estimates could have a material impact on Sony's earnings or financial condition in the period or periods in which they are recorded.

***Film accounting***

An aspect of film accounting that requires the exercise of judgment relates to the process of estimating the total revenues to be received throughout a film's life cycle. Such estimate of a film's ultimate revenue is important for two reasons. First, while a film is being produced and the related costs are being capitalized, it is necessary for management to estimate the ultimate revenue, less additional costs to be incurred, including exploitation costs which are expensed as incurred, in order to determine whether the value of a film has been impaired and thus requires an immediate write off of unrecoverable film costs. Second, the amount of film costs recognized as cost of sales for a given film as it is exhibited in various markets throughout its life cycle is based upon the proportion that current period actual revenues bear to the estimated ultimate total revenues.

Management bases its estimates of ultimate revenue for each film on several factors including the historical performance of similar genre films, the star power of the lead actors and actresses, the expected number of theaters at which the film will be released, anticipated performance in the home entertainment, television and other ancillary markets, and agreements for future sales. Management updates such estimates on a regular basis based on the actual results to date and estimated future results for each film. For example, a film that has resulted in lower than expected theatrical revenues in its initial weeks of release would generally have its theatrical, home entertainment and television distribution ultimate revenues adjusted downward; a failure to do so would result in the understatement of amortized film costs for the period.

***Future insurance policy benefits***

Liabilities for future insurance policy benefits, which mainly related to individual life insurance policies, are established in amounts adequate to meet the estimated future obligations of policies in force. These liabilities, which require significant management judgment and estimates, are computed by the net level premium method based upon the assumptions as to future investment yield, morbidity, mortality, withdrawals and other factors. Future policy benefits are computed using interest rates ranging from 1.4 percent to 4.5 percent and are based on factors such as market conditions and expected investment returns. Morbidity, mortality and withdrawal assumptions for all policies are based on either the subsidiary's own experience or various actuarial tables. Generally these assumptions are locked-in throughout the life of the contract upon the issuance of new insurance, although significant changes in experience or assumptions may require Sony to provide for expected future losses.

***Policyholders' account in the life insurance business***

Policyholders' account in the life insurance business represents an accumulation of account deposits plus credited interest less withdrawals, expenses and mortality charges. Policyholders' account includes universal life insurance and investment contracts. Universal life insurance includes interest sensitive whole life contracts and variable contracts. The credited rates associated with interest sensitive whole life contracts is 2.0 percent. For variable contracts, policy values are expressed in terms of investment units. Each unit is linked to an asset portfolio. The value of a unit increases or decreases based on the value of the linked asset portfolio. Investment contracts mainly include single payment juvenile contracts and policies after the start of annuity payments. The credited rates associated with investment contracts range from 0.1 percent to 6.3 percent.

**Recently Adopted Accounting Standards**

Refer to Note 2, summary of significant accounting policies, recently adopted accounting pronouncements, of the consolidated financial statements.

**Table of Contents****Recent Accounting Pronouncements**

Refer to Note 2, summary of significant accounting policies, recent accounting pronouncements not yet adopted, of the consolidated financial statements.

**Item 6. Directors, Senior Management and Employees****A. Directors and Senior Management**

Set forth below are the current members of the Board of Directors and Corporate Executive Officers of Sony Corporation, their date of birth, the year in which they were first elected, their current position at Sony, prior positions, and other principal business activities outside Sony as of June 27, 2013.

**Board of Directors****Kazuo Hirai**

Date of Birth: December 22, 1960

Director (Member of the Board) Since: 2012

Corporate Executive Officer Since: 2009

Current Positions within Sony: President and Chief Executive Officer, Representative Corporate Executive Officer

Member of the Nominating Committee

Principal Business Activities Outside Sony: None

Prior Positions:

|      |   |
|------|---|
| 2011 | Executive Deputy President, Sony Corporation  |
| 2009 | Executive Vice President, Sony Corporation  |
| 2007 | President and Group Chief Executive Officer, Sony Computer Entertainment Inc.                 |
| 2006 | Group Executive Officer, Sony Corporation   |
|      | President and Group Chief Operating Officer, Sony Computer Entertainment Inc.                 |
| 2003 | President and Chief Executive Officer, Sony Computer Entertainment America LLC                |
| 1996 | Executive Vice President and Chief Operating Officer, Sony Computer Entertainment America LLC |
| 1984 | Entered CBS/Sony Inc. (currently Sony Music Entertainment (Japan) Inc.)                       |

**Masaru Kato**

Date of Birth: February 22, 1952

Director (Member of the Board) Since: 2012

Corporate Executive Officer Since: 2010

Current Positions within Sony: Executive Vice President and Chief Financial Officer, Representative Corporate Executive Officer

Member of the Nominating Committee and the Compensation Committee

Director, Sony Financial Holdings, Inc.

Principal Business Activities Outside Sony: None

Prior Positions:

|      |  |
|------|--|
| 2009 | Senior Vice President and Deputy Chief Financial Officer, Sony Corporation     |
| 2005 | Representative Director, Sony Computer Entertainment Inc.                      |
| 2003 | Group Executive Officer, Sony Corporation                                      |
| 2002 | Deputy President and Chief Financial Officer, Sony Computer Entertainment Inc. |
| 2000 | Director, Sony Computer Entertainment Inc.                                     |
| 1997 | Corporate Executive Officer, Sony Computer Entertainment Inc.                  |
| 1977 | Entered Sony Corporation   |



**Table of Contents**

**Sir Peter Bonfield**

Date of Birth: June 3, 1944

Outside Director (Member of the Board) Since: 2005

Current Position within Sony: Chair of the Nominating Committee

Principal Business Activities Outside Sony:

Chairman of the Board, NXP Semiconductors N.V.  
 Director, Telefonaktiebolaget LM Ericsson  
 Director, Mentor Graphics Corporation  
 Director, Taiwan Semiconductor Manufacturing Company Ltd.

Prior Positions:

2004 Director, Actis LLP  
 1996 Chief Executive Officer, British Telecom plc  
 1986 Chairman and Chief Executive Officer, ICL plc  
 1984 Managing Director, ICL plc, U.K.

**Ryuji Yasuda**

Date of Birth: April 28, 1946

Outside Director (Member of the Board) Since: 2007

Current Positions within Sony: Chair of the Compensation Committee

Principal Business Activities Outside Sony:

Professor, Graduate School of International Corporate Strategy, Hitotsubashi University  
 Director, Daiwa Securities Group Inc.  
 Director, Fukuoka Financial Group, Inc.  
 Director, Yakult Honsha Co., Ltd.  
 Corporate Auditor, Asahi Shinbum Company  
 Director, Orix Corporation

Prior Positions:

2008 Director, Sony Financial Holdings Inc.  
 2006 Director, VANTEC CORPORATION  
 2005 Director, Fuji Fire and Marine Insurance Co., Ltd.  
 2003 Chairman, J-Will Partners Co., Ltd.  
 1996 Managing Director and Chairman, A.T. Kearney, Asia  
 1991 Director, McKinsey & Company  
 1986 Principal Partner, McKinsey & Company

**Yukako Uchinaga:**

Date of Birth: July 5, 1946

Outside Director (Member of the Board) Since: 2008

Current Positions within Sony: Member of the Nominating Committee

Principal Business Activities Outside Sony:

Director, Aeon Co., Ltd.  
 Board Chair, Japan Women's Innovative Network  
 Director, HOYA Corporation

Prior Positions:

2010 Corporate Auditor, Sompo Japan Insurance Inc.  
 2008 Chairman of the Board, Chief Executive Officer and President, Berlitz Corporation  
  
 Director and Vice Chairman, Benesse Corporation  
 2007 Technical Advisor, IBM Japan, Ltd.  
 2004 Senior Managing Director, IBM Japan, Ltd.

**Table of Contents**

**Mitsuaki Yahagi**

Date of Birth: March 3, 1948

Outside Director (Member of the Board) Since: 2008

Current Position within Sony: Member of the Audit Committee

Principal Business Activities Outside Sony:

Special Advisor, The Japan Research Institute, Limited  
 Corporate Auditor, Toray Industries, Inc.  
 Corporate Auditor, Mitsui Engineering & Shipbuilding Co., Ltd.

Prior Positions:

2007 Representative Director and Chairman of the Board, The Japan Research Institute, Limited  
 2005 Deputy President, Sumitomo Mitsui Banking Corporation  
 2003 Director, Sumitomo Mitsui Financial Group, Inc.  
 1998 Director, The Sakura Bank, Ltd.

**Kanemitsu Anraku**

Date of Birth: April 21, 1941

Outside Director (Member of the Board) Since: 2010

Current Position within Sony: Member of the Audit Committee

Principal Business Activities Outside Sony:

Director, Mizuho Financial Group, Inc.

Prior Positions:

2002 President, Nissan Real Estate Development Co., Ltd.  
 2000 Vice Chairman, Nissan Motor Co., Ltd.  
 1999 Representative Director and Executive Vice President, Nissan Motor Co., Ltd.

**Yorihiko Kojima**

Date of Birth: October 15, 1941

Outside Director (Member of the Board) Since: 2010

Current Position within Sony: Member of the Nominating Committee

Principal Business Activities Outside Sony:

Chairman of the Board, Mitsubishi Corporation  
 Director, Mitsubishi Heavy Industries, Ltd.  
 Director, Takeda Pharmaceutical Company Limited

Prior Positions:

2004 Member of the Board, President, Chief Executive Officer, Mitsubishi Corporation  
 2001 Executive Vice President, Director, Group Chief Executive Officer, New Business Initiative Group, Mitsubishi Corporation  
 2000 Managing Director, Group Chief Executive Officer, New Business Initiative Group, Mitsubishi Corporation

**Osamu Nagayama**

Date of Birth: April 21, 1947

Outside Director (Member of the Board) Since: 2010

Current Positions within Sony: Chairman of the Board

Member of the Nominating Committee

Principal Business Activities Outside Sony:

Representative Director, Chairman and Chief Executive Officer, Chugai Pharmaceutical Co., Ltd.

Prior Positions:

1992 Chairman of the Board, President and Chief Executive Officer, Chugai Pharmaceutical Co., Ltd.  
 1989 Representative Director and Deputy President, Chugai Pharmaceutical Co., Ltd.  
 1987 Director and Senior Vice President, Chugai Pharmaceutical Co., Ltd.  
 1985 Director, Deputy General Manager of the Development Planning Division, Director of the Business Planning Division, Member of the Board, Chugai Pharmaceutical Co., Ltd.





**Table of Contents**

**Takaaki Nimura**

Date of Birth: October 25, 1949

Outside Director (Member of the Board) Since: 2012

Current Position within Sony: Chair of the Audit Committee

Principal Business Activities Outside Sony: None

Prior Positions:

2008 Executive Board member, Ernst & Young ShinNihon LLC  
 1997 Senior partner, Showa Ota & Co.  
 1989 Partner, Asahi Shinwa & Co.

**Eikoh Harada**

Date of Birth: December 3, 1948

Outside Director (Member of the Board) Since: 2013

Current Position within Sony: Member of the Compensation Committee

Principal Business Activities Outside Sony:

Chairman, President and Chief Executive Officer, Representative Director, McDonald's Holdings Company (Japan), Ltd.  
 Chairman, President and Chief Executive Officer, Representative Director, McDonald's Company (Japan), Ltd.  
 Director, Benesse Holdings, Inc.

Prior Positions:

1997 President, Apple Japan, Inc.  
 Vice President, Apple Computer, Inc.  
 1983 Director, Schlumberger Group

**Joichi Ito**

Date of Birth: June 19, 1966

Outside Director (Member of the Board) Since: 2013

Current Position within Sony: Member of the Nominating Committee

Principal Business Activities Outside Sony:

Chief Executive Officer, Neoteny Co., Ltd.  
 Director, MIT Media Lab, Massachusetts Institute of Technology  
 Director, Digital Garage, Inc.  
 Director, Tucows Inc.  
 Director, Culture Convenience Club Co., Ltd.  
 Director, The New York Times Company

Prior Positions:

1999 Chairman, Infoseek Japan  
 1995 Co-founder, Chief Executive Officer, Digital Garage, Inc.

**Tim Schaaff**

Date of Birth: December 5, 1959

Director (Member of the Board) Since: 2013

Current Position within Sony: Member of the Nominating Committee

Principal Business Activities Outside Sony: None

Prior Positions:

2012 Group Executive, Sony Corporation  
 2010 President, Sony Network Entertainment International LLC  
 2005 Entered Sony Corporation of America as Senior Vice President  
 1998 Vice President, Apple Computer, Inc.

**Table of Contents**

**Corporate Executive Officers**

In addition to Messrs. Hirai and Kato, the six individuals set forth below are the current Corporate Executive Officers of Sony Corporation as of June 27, 2013. Refer to Board Practices below.

**Nicole Seligman**

Date of Birth: October 25, 1956

Corporate Executive Officer Since: 2003

Current Positions within Sony: Executive Vice President and General Counsel, Sony Corporation

President, Sony Corporation of America

Prior Positions:

2003 Group Deputy General Counsel, Sony Corporation

2000 Entered Sony Corporation of America as Executive Vice President and General Counsel

1992 Partner, Williams & Connolly LLP

1985 Entered Williams & Connolly LLP

1978 Associate Editorial Page Editor for The Asian Wall Street Journal, Hong Kong

Principal Business Activities Outside Sony: None

**Tadashi Saito**

Date of Birth: August 21, 1953

Corporate Executive Officer Since: 2012

Current Positions within Sony: Executive Vice President and Chief Strategy Officer, Officer in charge of Medical Business

Prior Positions:

2008 Executive Vice President, Sony Corporation

2005 Senior Vice President, Sony Corporation

2004 Executive Officer, Sony Corporation

1976 Entered Sony Corporation

Principal Business Activities Outside Sony: None

**Shoji Nemoto**

Date of Birth: May 31, 1956

Corporate Executive Officer Since: 2012

Current Positions within Sony: Executive Vice President, Officer in charge of Professional Solutions Business, Digital Imaging Business and Disc Manufacturing Business

Prior Positions:

2008 Senior Vice President, Sony Corporation

2005 Corporate Vice President, Sony Ericsson Mobile Communications AB

2003 Executive Officer, Sony Corporation

1979 Entered Sony Corporation

Principal Business Activities Outside Sony: None

**Tomoyuki Suzuki**

Date of Birth: August 19, 1954

Corporate Executive Officer Since: 2012

Current Positions within Sony: Executive Vice President, Officer in charge of Device Solutions Business, R&D Platform and Common Software Design

Prior Positions:

2005 Senior Vice President, Sony Corporation

2004 Executive Officer, Sony Corporation

1979 Entered Sony Corporation

Principal Business Activities Outside Sony: None

**Table of Contents****Kunimasa Suzuki**

Date of Birth: August 7, 1960

Corporate Executive Officer Since: 2012

Current Positions within Sony: Executive Vice President, Officer in charge of PC Business, Mobile Business, UX, Product Strategy and Creative Platform, Sony Corporation

President and Chief Executive Officer of Sony Mobile Communications AB

Prior Positions:

2009 Senior Vice President, Sony Corporation

1984 Entered Sony Corporation

Principal Business Activities Outside Sony: None

**Kunitaka Fujita**

Date of Birth: September 25, 1953

Corporate Executive Officer Since: 2013

Current Positions within Sony: Executive Vice President, Officer in charge of Human Resources and General Affairs

Prior Positions:

2005 Senior Vice President, Corporate Executive, Sony Corporation

2004 Senior Vice President, Sony Corporation

1977 Entered Sony Corporation

Principal Business Activities Outside Sony: None

Kazuo Hirai, Masaru Kato, Nicole Seligman, Tadashi Saito, Shoji Nemoto, Tomoyuki Suzuki, Kunimasa Suzuki and Kunitaka Fujita are engaged on a full-time basis by Sony Corporation. There is no family relationship between any of the persons named above. There is no arrangement or understanding with major shareholders, customers, suppliers, or others pursuant to which any person named above was selected as a Director or a Corporate Executive Officer.

**B. Compensation**

Under the Financial Instruments and Exchange Act of Japan and related regulations Sony is required to disclose the total remuneration paid by Sony Corporation to Directors and Corporate Executive Officers, as well as remuneration of any Director or Corporate Executive Officer who receives total aggregate annual remuneration exceeding 100 million yen from Sony Corporation and its consolidated subsidiaries in a fiscal year, on an individual basis. The following table and accompanying footnotes show the information on such matters that Sony Corporation has disclosed in its annual Securities Report for the fiscal year ended March 31, 2013 filed on June 27, 2013 with the Director General of the Kanto Local Finance Bureau of the Ministry of Finance in Japan.

(1) Total amounts of remuneration paid by Sony Corporation to Directors and Corporate Executive Officers

|                              | Fixed remuneration |                          | Bonus linked to business results |                          | Retirement allowances (including phantom restricted stock plan) |                          |
|------------------------------|--------------------|--------------------------|----------------------------------|--------------------------|---|--------------------------|
|                              | Number of persons  | Amount (Yen in millions) | Number of persons                | Amount (Yen in millions) | Number of persons   | Amount (Yen in millions) |
| Directors                    | 15                 | 172                      |                                  |                          | 3   | 32                       |
|                              | (*)(**)            |                          |                                  | (***)                    |   | (*****)                  |
| (Outside Directors)          | (14)               | (158)                    | ( )                              | ( )                      | (2)   | (27)                     |
| Corporate Executive Officers | 11                 | 684                      | 9                                | 0                        | 3   | 187                      |
|                              | (**)               |                          |                                  | (****)                   |   | (*****)                  |
| Total*****                   | 26                 | 856                      | 9                                | 0                        | 6   | 219                      |

\* The number of persons does not include three Directors who concurrently serve as Corporate Executive Officers, because Sony Corporation does not pay any additional remuneration for services as Director to Directors who concurrently serve as Corporate Executive Officers.



**Table of Contents**

\*\* The number of persons includes four Directors and a Director who resigned as Corporate Executive Officer on the day of the Ordinary General Meeting of Shareholders held on June 27, 2012, and a Corporate Executive Officer who resigned on December 31, 2012.

\*\*\* Sony Corporation does not pay bonuses linked to business results to Directors who do not concurrently serve as Corporate Executive Officers.

\*\*\*\* Nine Corporate Executive Officers waived their bonuses linked to business results for the fiscal year ended March 31, 2013 in the same manner as in the fiscal year ended March 31, 2012.

\*\*\*\*\* The Retirement Allowances (including the Phantom Restricted Stock Plan) includes the amount that will be paid to three Directors and a Corporate Executive Officer who resigned in June 2013, the amount that will be paid to a Corporate Executive Officer who resigned on March 31, 2013 and the amount that was paid to a Corporate Executive Officer who resigned on December 31, 2012.

\*\*\*\*\* In addition to the above, during the fiscal year ended March 31, 2013, Sony Corporation recorded 7 million yen in expenses for Directors (7 million yen for Outside Directors) and 346 million yen in expenses for Corporate Executive Officers, respectively, for Stock Acquisition Rights granted to Directors and Corporate Executive Officers, respectively, during the fiscal year ended March 31, 2013 or in the past for stock option purposes.

(2) Amounts of remuneration paid by Sony Corporation and its subsidiaries to Directors and Corporate Executive Officers on an individual basis.

| Name            | Position  | Basic                                | Bonus linked to<br>business results<br>(Yen in millions) | Retirement allowances   | Total<br>(Yen in<br>millions) | Granted<br>number of stock<br>acquisition rights*<br>(Thousand shares) |
|-----------------|---|--------------------------------------|--|---|-------------------------------|--|
|                 |   | remuneration<br>(Yen in<br>millions) |  | (including phantom<br>restricted stock plan)<br>(Yen in millions) |                               |  |
|                 | Sony Corporation  | 153                                  |  |   |                               |  |
| Kazuo Hirai     | Director, President & CEO, and<br>Representative Corporate<br>Executive Officer**<br>Sony Corporation Former<br>Director**<br>(Until June 20, 2013) | ***                                  | 0  |   | 153                           | 200  |
| Ryoji Chubachi  | Former Vice Chairman and<br>Representative Corporate<br>Executive Officer<br>(Until March 31, 2013)   | 76                                   | 0  | 118   | 194                           | 40   |
|                 | Sony Corporation  | 85                                   |  |   |                               |  |
| Nicole Seligman | EVP & General Counsel<br>Sony Corporation of America<br>President   | ***                                  | 0  |   | 130                           | 30   |
|                 |   | 45                                   | 0  |   |                               |  |

\* The weighted-average fair value per share at the date of grant of stock acquisition rights granted during the fiscal year ended March 31, 2013 was 189 yen and was estimated using the Black-Scholes option-pricing model with several assumptions. Refer to Note 17 of the consolidated financial statements on page F-67 of this report for details. The weighted-average fair value per share does not indicate the actual value that would be realized by a Corporate Executive Officer upon the exercise of the above-mentioned stock acquisition rights. The actual value, if any,

Edgar Filing: SONY CORP - Form 20-F

that is realized by a Corporate Executive Officer upon the exercise of any stock acquisition rights will depend on the extent to which the market value of Sony Corporation's Common Stock exceeds the exercise

---

**Table of Contents**

price of the stock acquisition rights on the date of exercise, and several other restrictions imposed on the exercise of the stock acquisition rights, including the period when a Corporate Executive Officer could exercise the stock acquisition rights. Accordingly, there is no assurance that the value realized or to be realized by a Corporate Executive Officer upon the exercise of the stock acquisition rights is or will be at or near the weighted-average fair value per share presented above. In addition, the above weighted-average fair value per share was calculated to recognize compensation expense for the fiscal year ended March 31, 2013 for accounting purposes and should not be regarded as any indication or prediction of Sony with respect to its future stock performance.

\*\* As noted above, Sony Corporation does not pay any remuneration for services as Director to Directors who concurrently serve as Corporate Executive Officers.

\*\*\* Apart from the remuneration contained in the above table, Sony also provided certain personal benefits and perquisites, including fringe benefits (and in some instances Sony paid the executive's income taxes related to their perquisites), during the fiscal year ended March 31, 2013: for Kazuo Hirai, Representative Corporate Executive Officer, Sony Corporation 11 million yen; and for Nicole Seligman, Corporate Executive Officer, Sony Corporation 6 million yen/ Sony Corporation of America 3 million yen.

(3) Basic policy regarding remuneration for Directors and Corporate Executive Officers

The basic policy regarding remuneration for Directors and Corporate Executive Officers, as determined by the Compensation Committee, is as follows:

(a) Basic policy of Director remuneration

Taking into account that the primary duty of the Directors is to supervise the performance of business operations of Sony group as a whole and the fact that Sony Corporation is a global company, in order to improve such supervisory function of the Directors, the following two elements constitute the basic policy for the determination of the remuneration of Directors:

Attracting and retaining an adequate talent pool of Directors possessing the requisite abilities to excel in the global marketplace; and

Ensuring the effectiveness of the supervisory function of the Directors.

Based upon the above, the remuneration of Directors consists of the following two components:

Fixed remuneration; and

Phantom Restricted Stock Plan.

The schedule for the amount of each component and its percentage of total remuneration is determined in accordance with the basic policy above. Remuneration of Directors shall be at an appropriate level determined based upon research made by a third party regarding remuneration of directors of both domestic and foreign companies. No Director remuneration is paid to those Directors who concurrently serve as Corporate Executive Officers.

Regarding the Phantom Restricted Stock Plan, points fixed every year by the Compensation Committee shall be granted to Directors every year during his/her tenure, and at the time of resignation, the remuneration amount shall be calculated by multiplying Sony Corporation's Common Stock price by accumulated points. The resigning Director shall purchase Sony Corporation's Common Stock with this remuneration.

(b) Basic policy of Corporate Executive Officer remuneration

Taking into account that Corporate Executive Officers are key members of management responsible for executing the business operations of Sony, in order to further improve the business results of Sony Corporation, the following two elements shall constitute the basic policy for the determination of the remuneration of Corporate Executive Officers:



Attracting and retaining an adequate talent pool of Corporate Executive Officers possessing the requisite abilities to excel in the global marketplace; and

Providing effective incentives to improve business results on a short, medium and long term basis.

---

## **Table of Contents**

Based upon the above, remuneration of Corporate Executive Officers shall consist of the following four components:

Fixed remuneration;

Bonus linked to business results;

Remuneration linked to share price; and

Phantom Restricted Stock Plan.

The schedule for the amount of each component and its percentage of total remuneration shall be determined in accordance with the above basic policy with an emphasis on linking remuneration to business results and shareholder value. Remuneration of Corporate Executive Officers shall be at an appropriate level determined based upon research made by a third party regarding remuneration of management of both domestic and foreign companies.

Specifically, the amount of bonus linked to business results shall be determined based upon consolidated business results of Sony Corporation, such as operating margin and the level of achievement in respect of the business area(s) for which the relevant Corporate Executive Officer is responsible, and the amount paid to Corporate Executive Officers shall fluctuate within the range from 0 percent to 200 percent of the base fixed remuneration amount.

Regarding the Phantom Restricted Stock Plan, points fixed every year by the Compensation Committee shall be granted to Corporate Executive Officers\* every year during his/her tenure in office, and at the time of resignation, the remuneration amount shall be calculated by multiplying Sony Corporation's Common Stock price by accumulated points. These amounts are then used to purchase Sony Corporation's Common Stock on behalf of the applicable Corporate Executive Officer upon his or her resignation.

\* Ms. Seligman, EVP is entitled to separate pension plans provided by Sony Corporation's subsidiaries in the United States instead of the Phantom Restricted Stock Plan.

### **C. Board Practices**

Sony Corporation has adopted a Company with Committees corporate governance system under the Companies Act of Japan (*Kaishaho*) and related regulations (collectively the Companies Act). Under this system, Sony Corporation has three committees: the Nominating Committee, the Audit Committee and the Compensation Committee. Under the Companies Act, each committee is required to consist of not fewer than three Directors, the majority of whom must be outside Directors. In order to qualify as an outside Director under the Companies Act, a Director must be a person (i) who is not a director of Sony Corporation or any of its subsidiaries engaged in the business operations of Sony Corporation or such subsidiaries, as the case may be, or a Corporate Executive Officer or general manager or other employee of Sony Corporation or any of its subsidiaries, and (ii) who has never been a director of Sony Corporation or any of its subsidiaries engaged in the business operations of Sony Corporation or such subsidiaries, as the case may be, or a corporate executive officer or general manager or other employee of Sony Corporation or any of its subsidiaries.

Under the committee system, Directors as such have no power to execute the business of Sony Corporation except for limited circumstances as permitted by law. The Board of Directors must elect Corporate Executive Officers (*Shikko-yaku*), who are responsible for the execution of the business of Sony Corporation. A summary of the governance system adopted by Sony Corporation is set forth below.

The Board of Directors determines fundamental management policy and other important matters related to the management of Sony and oversees the performance of the duties of Directors and Corporate Executive Officers. Furthermore, the Board of Directors has the power and authority to appoint and dismiss the members of Sony Corporation's three committees and Corporate Executive Officers. Under the Companies Act, Directors are elected at the General Meeting of Shareholders from the candidates determined by the Nominating Committee. Under the Companies Act, the term of office of Directors expires at the conclusion of the Ordinary General



**Table of Contents**

Meeting of Shareholders held with respect to the last business year ending within one year after their election. Directors may serve any number of consecutive terms although, under the Charter of the Board of Directors, outside Directors may not be reelected more than five times without the consent of all Directors nor more than eight times even if the consent of all Directors is obtained. Sir Peter Bonfield and Ryuji Yasuda were reelected to their eighth and sixth terms, respectively, as outside Directors at the Ordinary General Meeting of Shareholders held on June 20, 2013 upon nomination by the Nominating Committee with the consent of all Directors pursuant to the Charter of the Board of Directors.

The Nominating Committee, which pursuant to the Charter of the Board of Directors consists of five or more Directors, determines the content of proposals to be submitted for approval at the General Meeting of Shareholders regarding the appointment and dismissal of Directors. As stated above, under the Companies Act, a majority of the members of the Nominating Committee must be outside Directors. Under the Charter of the Board of Directors, at least two members of the Nominating Committee must concurrently be Corporate Executive Officers. The Nominating Committee is comprised of the following members as of June 27, 2013: Sir Peter Bonfield, who is the Chair of the Nominating Committee and an outside Director; Osamu Nagayama, who is the Chairman of the Board and an Outside Director, Yukako Uchinaga, Yorihiko Kojima and Joichi Ito, who are each outside Directors; Tim Schaaff, who is a Director; and Kazuo Hirai and Masaru Kato, who are Corporate Executive Officers.

Under the Charter of the Board of Directors, the Audit Committee must consist of three or more Directors, a majority of whom, as stated above, must be outside Directors. In addition, under the Companies Act, a member of the Audit Committee may not concurrently be a director of Sony Corporation or any of its subsidiaries who is engaged in the business operations of Sony Corporation or such subsidiaries, as the case may be, or a corporate executive officer of Sony Corporation or any of its subsidiaries, or an accounting counselor (or if such accounting counselor is a juridical person, partners who perform the duties of the accounting counselor), general manager or other employee of any of such subsidiaries. Further, under the Charter of the Board of Directors, members of the Audit Committee must meet the independence and other equivalent requirements of U.S. securities laws and regulations to the extent applicable to Sony Corporation. The Audit Committee's primary responsibility is to review the consolidated and non-consolidated financial statements and business reports to be submitted by the Board of Directors at the General Meeting of Shareholders; to monitor the performance of duties by Directors and Corporate Executive Officers (with respect to structures to ensure the adequacy of the financial reporting process, to enable management to ensure the effectiveness of internal control over financial reporting, to ensure timely and appropriate disclosure and to ensure compliance with any applicable law, Articles of Incorporation and internal policies and rules, and with respect to the status of any other items described in the Internal Control and Governance Framework determined or reaffirmed by the Board of Directors in accordance with Article 416, paragraph 1, item (1) of the Companies Act), in each case pursuant to the Companies Act; and to propose the appointment/dismissal or non-reappointment of, approve the compensation of, and oversee and evaluate the work of Sony's independent auditor and its independence and qualification. Under the Companies Act, the Audit Committee has a statutory duty to prepare and submit each year its audit report (*Kansa-hokoku*) to the Corporate Executive Officer designated by the Board of Directors. A member of the Audit Committee may note his or her opinion in the audit report if it is different from the opinion of the Audit Committee that is expressed in the audit report.

The Audit Committee discusses with Sony Corporation's independent auditor, PricewaterhouseCoopers Aarata, the scope and results of audits by the independent auditor including their evaluation of Sony Corporation's internal controls, compatibility with Generally Accepted Accounting Principles in the U.S., and the overall quality of financial reporting. The Audit Committee makes an assessment of the independence of PricewaterhouseCoopers Aarata by overseeing their activities through regular communications and discussions with them, and by pre-approving audit and non-audit services to be provided. The Audit Committee is comprised of the following members as of June 27, 2013: Takaaki Nimura, who is the Chair of the Audit Committee and an outside Director, and Mitsuaki Yahagi and Kanemitsu Anraku, who are also outside Directors. Takaaki Nimura and Kanemitsu Anraku are each audit committee financial experts within the meaning of Item 16A of this report.

---

**Table of Contents**

As required by the Companies Act, the Compensation Committee determines the policy and the content of compensation, bonus and any other benefits (including equity-related rights or options given for the purpose of stock incentive options) to be received by each Director and Corporate Executive Officer in consideration of the execution of their duties. In addition to such statutory duties, the Compensation Committee sets policy on the composition of individual compensation to be received by other senior management of Sony Group (Directors or other officers of Sony Group companies whose appointment is subject to approval by the Chief Executive Officer ( CEO ) of Sony Corporation), and also submits proposals to the Board of Directors regarding the issuance of stock acquisition rights for the purpose of granting stock options and other forms of stock price-based compensation utilizing shares etc. of Sony Group, as individual compensation to the aforementioned senior management. Under the Charter of the Board of Directors, the Compensation Committee shall consist of three or more Directors, and as a general rule, at least one member shall concurrently serve as Corporate Executive Officer; provided, however, that a Director who is the CEO or the Chief Operating Officer ( COO ) of Sony Group or in any equivalent position shall not be a member of the Compensation Committee. As stated above, a majority of the members of the Compensation Committee must be outside Directors. The Compensation Committee is comprised of the following members as of June 20, 2013: Ryuji Yasuda, who is the Chair of the Compensation Committee and an outside Director, Eikoh Harada, who is also an outside Director; and Masaru Kato, who is a Corporate Executive Officer.

During the fiscal year ended March 31, 2013, the Board of Directors convened eleven times. The Nominating Committee met six times, the Audit Committee met seven times and the Compensation Committee met eight times. All 14 outside Directors participated in all meetings of the Board of Directors held during his/her tenure period of the fiscal year ended March 31, 2013 except for Sir Peter Bonfield, Yukako Uchinaga, Tsun-Yan Hsieh, Roland A. Hernandez and Yorihiko Kojima. (Sir Peter Bonfield participated in nine meetings out of eleven; Yukako Uchinaga participated in eight meetings out of eleven; Tsun-Yan Hsieh participated in nine meetings out of eleven; Roland A. Hernandez and Yorihiko Kojima each participated in ten meetings out of eleven.) Also, all 13 outside Directors who are members of Committees participated in at least 90 percent of the aggregate number of meetings of each Committee held during the fiscal year ended March 31, 2013. All three outside Directors who are members of the Audit Committee participated in all meetings of the Audit Committee held during his/her tenure period of the fiscal year ended March 31, 2013.

No Directors have executed service contracts with Sony providing for benefits upon termination of service as a Director.

Under the Companies Act and the Articles of Incorporation of Sony Corporation, Sony Corporation may, by a resolution of the Board of Directors, exempt Directors from liabilities to Sony Corporation to the extent permitted by law arising in connection with their failure to execute their duties. Also, in accordance with the Companies Act and its Articles of Incorporation, Sony Corporation has entered into a liability limitation agreement with each outside Director that limits the maximum amount of liabilities owed by each outside Director to Sony Corporation arising in connection with their failure to execute their duties to the greater of either 30 million yen or an amount equal to the aggregate sum of the amounts prescribed in each item of Article 425, Paragraph 1 of the Companies Act.

The Board of Directors must appoint one or more Corporate Executive Officers who are authorized to determine matters delegated to them by the Board of Directors. The Corporate Executive Officers are responsible for conducting all the business operations of Sony within the scope of authority delegated by the Board of Directors. As of June 27, 2013, there are eight Corporate Executive Officers, two of whom are also Directors. Significant decision-making authority has been delegated to the CEO and also to each Corporate Executive Officer with respect to investments, strategic alliances and other actions related to the execution of business operations. Sony Corporation believes that this significant delegation enables Sony to be managed in a dynamic and responsive manner. The terms of office of Corporate Executive Officers expire at the conclusion of the first meeting of the Board of Directors held immediately after the conclusion of the Ordinary General Meeting of Shareholders held with respect to the last business year ending within one year after their election. From among those Corporate Executive Officers who, as a general rule, are also Directors, the Board of Directors shall elect Representative Corporate Executive Officers. Each Representative Corporate Executive Officer has the statutory authority to represent Sony Corporation in the conduct of its affairs.

---

**Table of Contents**

*(Supplementary Information)*

At a Board meeting held on April 26, 2006, the Board of Directors reaffirmed the internal control and governance framework in effect as of the date of determination and determined to continue to evaluate and improve such framework going forward, as appropriate. At a Board meeting held on May 13, 2009, the Board of Directors reaffirmed such internal control and governance framework, as slightly amended, in effect as of the date of determination and determined to continue to evaluate and improve such amended framework going forward, as appropriate. This determination was required by and met the requirements of the Companies Act. Details of the determination are posted on the following website: <http://www.sony.net/SonyInfo/IR/library/control.html>

For an explanation as to the significant differences between the New York Stock Exchange's corporate governance standards and Sony's corporate governance practices, please refer to Disclosure About Differences in Corporate Governance in Item 16G or visit Sony's website at: <http://www.sony.net/SonyInfo/IR/info/strategy/NYSEGovernance.html>

**D. Employees**

As of March 31, 2013, Sony had approximately 146,300 employees, a decrease of approximately 16,400 employees from March 31, 2012. During the fiscal year ended March 31, 2013, while employees of the Financial Services segment increased, the total number of employees decreased significantly due to production adjustments implemented mainly at manufacturing sites in the East Asia region (excluding Japan), restructuring initiatives and the sale of the chemical products related business during the same fiscal year. As of March 31, 2013, approximately 54,800 employees were located in Japan and approximately 91,500 employees were located outside Japan. Approximately 24 percent of the total number of employees were members of labor unions.

As of March 31, 2012, Sony had approximately 162,700 employees, a decrease of approximately 5,500 employees from March 31, 2011. During the fiscal year ended March 31, 2012, while employees increased due to the consolidation of Sony Ericsson, the total number of employees decreased significantly due to restructuring and production adjustments implemented during the fiscal year, mainly at manufacturing sites in the East Asia and Asia-Pacific areas (excluding Japan). As of March 31, 2012, approximately 58,100 employees were located in Japan and approximately 104,600 employees were located outside Japan. Approximately 24 percent of the total number of employees were members of labor unions.

As of March 31, 2011, Sony had approximately 168,200 employees, approximately the same number of employees as of March 31, 2010. During the fiscal year ended March 31, 2011, while the employee numbers in Europe and Japan decreased due to restructuring initiatives, the employee numbers at manufacturing sites in the Asia-Pacific area (excluding Japan) increased due to recovery and expansion of production. As of March 31, 2011, approximately 59,000 employees were located in Japan and approximately 109,200 employees were located outside Japan. Approximately 26 percent of the total number of employees were members of labor unions.

**Table of Contents**

The following table shows the number of employees of Sony by segment as of March 31, 2011, 2012 and 2013.

**Number of Employees by Segment**

|                                 |  | <b>March 31</b> |                |                |
|---------------------------------|--|-----------------|----------------|----------------|
|                                 |  | 2011            | 2012           | 2013           |
| Electronics*                    |  | 127,700         | 121,700        | <b>105,000</b> |
| Pictures                        |  | 7,000           | 7,200          | <b>7,400</b>   |
| Music                           |  | 6,800           | 6,400          | <b>6,500</b>   |
| Financial Services              |  | 7,400           | 7,700          | <b>8,200</b>   |
| All Other                       |  | 10,500          | 10,500         | <b>9,900</b>   |
| Unallocated Corporate employees |  | 8,800           | 9,200          | <b>9,300</b>   |
| <b>Total**</b>                  |  | <b>168,200</b>  | <b>162,700</b> | <b>146,300</b> |

\* The term Electronics refers to the sum of the IP&S, Game, MP&C, HE&S and Devices segments.

\*\* Employees of Sony Mobile Communications were not included in the number of total employees in the fiscal year ended March 31, 2011, as it was an equity-method company.

As of March 31, 2013, the number of employees in Electronics decreased compared to March 31, 2012, reflecting the sale of the chemical products related business, restructuring and production adjustments implemented mainly at manufacturing sites. The number of employees in All Other also decreased compared to March 31, 2012, reflecting the deconsolidation of M3, Inc. and its subsidiaries during the fiscal year ended March 31, 2013. In the Financial Services segment, the number of employees as of March 31, 2013 increased compared to March 31, 2012 due to the expansion of its businesses.

As of March 31, 2012, Sony Mobile Communications ( Sony Mobile ) employees were included in the number of employees in Electronics following the consolidation of Sony Ericsson in February 2012. However, the number of employees in Electronics decreased compared to March 31, 2011, reflecting production adjustments at manufacturing facilities. Excluding Electronics, no significant increase or decrease was observed overall.

As of March 31, 2011, the number of employees in Electronics and the Music segment decreased compared to March 31, 2010, reflecting continuing restructuring initiatives. Corporate employees increased as a result of newly established horizontal platform organizations at global headquarters. The number of employees in the Pictures segment increased, recovering to the level as of March 31, 2009.

In addition, the average number of employees for the fiscal years ended March 31, 2011, 2012 and 2013 calculated by averaging the total number of employees at the end of each quarter, were approximately 169,900, 165,900 and 153,900, respectively.

Sony generally considers its labor relations to be good.

In Japan, Sony Corporation and several subsidiaries have labor unions.

Regarding labor relations in Electronics by area, in Asia, where Sony owns many manufacturing sites, a few of these sites have labor unions that have union contracts. In China, most employees are members of labor unions. In the Americas, some manufacturing sites have labor unions. Sony has generally maintained good relationships with these labor unions. In Europe, Sony maintains good labor relations with the Work Councils in each country.

In the Pictures segment, Sony also generally considers its labor relations to be good. A number of Pictures subsidiaries are signatories to union contracts. During the fiscal year ended March 31, 2013, negotiations were successfully concluded for new three year agreements with the Teamsters, Local 399 for Drivers, Location Managers, Couriers and Casting Directors. Negotiations were also successfully concluded for a new three year





**Table of Contents**

agreement with the Basic Crafts Unions (Plasterers, Local 755, Plumbers and Pipefitters, Local 78, International Brotherhood of Electrical Workers, Local 40 and Utility Employees, Local 724), Teamsters Local 817 and the Office of Professional Employees International Union, Local 174. Negotiations have also concluded for new three year agreements with the International Alliance of Theatrical Stage Employees ( IATSE ) in connection with the agreements for Locals 52, 829, 764, 798 and 161, Animation Guild, Local 839 and Area Standards. Negotiations were successfully concluded with the Union of British Columbia Performers and the Alliance of Canadian Cinema, Television and Radio Artists. Negotiations for a new three year agreement are ongoing with the American Federation of Musicians. It is not anticipated that those negotiations will result in an interruption in production.

In the Music segment, Sony has several labor unions and generally considers its labor relations to be good.

Sony continuously strives to provide competitive wages and benefits and good working conditions for all of its employees.

**E. Share Ownership**

The total number of shares of Sony Corporation's Common Stock beneficially owned by Directors and Corporate Executive Officers (13 people) listed in Directors and Senior Management above was approximately 0.01 percent of the total shares outstanding as of June 27, 2013. Refer to Board Practices above.

During the fiscal year ended March 31, 2013, Sony granted stock acquisition rights, which represent rights to subscribe for shares of Common Stock of Sony Corporation, to Corporate Executive Officers, Corporate Executives, Group Executives, and selected employees. The stock acquisition rights cannot be exercised for one year from the date of grant and generally vest ratably up to three years from the date of grant and are generally exercisable up to ten years from the date of grant. The following table shows the portion of those stock acquisition rights which were granted by Sony to Corporate Executive Officers as of May 31, 2013 and which were outstanding as of the same date.

| <b>Year granted</b><br><b>(Fiscal year ended March 31)</b> | <b>Total number of</b><br><b>shares subject to stock</b><br><b>acquisition rights</b><br><b>(in thousands)</b> | <b>Exercise price per share</b> |
|--|--|---------------------------------|
| 2013   | 230  | 11.23 U.S. dollars              |
| 2013   | 180  | 932 yen                         |
| 2012   | 610  | 19.44 U.S. dollars              |
| 2012   | 140  | 1,523 yen                       |
| 2011   | 580  | 35.48 U.S. dollars              |
| 2011   | 170  | 2,945 yen                       |
| 2010   | 580  | 29.56 U.S. dollars              |
| 2010   | 150  | 2,595 yen                       |
| 2009   | 560  | 30.24 U.S. dollars              |
| 2009   | 164  | 2,987 yen                       |
| 2008   | 460  | 48.15 U.S. dollars              |
| 2008   | 144  | 5,514 yen                       |
| 2007   | 454  | 40.05 U.S. dollars              |
| 2007   | 147  | 4,756 yen                       |
| 2006   | 335  | 34.14 U.S. dollars              |
| 2006   | 143  | 4,060 yen                       |
| 2005   | 230  | 40.34 U.S. dollars              |
| 2005   | 48   | 3,782 yen                       |
| 2004   | 225  | 40.90 U.S. dollars              |
| 2004   | 21   | 4,101 yen                       |

Regarding the above compensation plans, refer to Note 17 of the consolidated financial statements.

**Table of Contents****Item 7. Major Shareholders and Related Party Transactions****A. Major Shareholders**

As of March 31, 2013, there were 1,011,950,206 shares of common stock outstanding, including 1,048,870 shares of treasury stock. Out of the total outstanding shares, 57,063,910 shares were in the form of ADRs and 105,215,838 shares were held of record in the form of common stock by residents in the U.S. As of March 31, 2013, the number of registered ADR holders was 6,396 and the number of registered holders of common stock of Sony Corporation in the U.S. was 359.

The Financial Instruments and Exchange Act of Japan requires any person who solely or jointly owns more than 5% of total issued voting shares of a company listed on any Japanese stock exchange to file with the Kanto Local Finance Bureau ( Bureau ) a Bulk Shareholding Report. The following table summarizes the Bulk Shareholding Reports related to Sony (each a Report ) submitted to the Bureau between June 27, 2012 and June 25, 2013. The Reports do not specify whether reported ownership is direct or beneficial.

| <b>Date of Report*</b> | <b>Reported entities</b>                  | <b>Reported number of direct or indirect owned and deemed owned shares**</b> | <b>Reported percentage of direct or indirect owned and deemed owned shares**</b> |
|------------------------|---|--|--|
| April 18, 2013         | Sumitomo Mitsui Trust Bank, Limited       | 57,770,321   | 5.71   |
| June 4, 2013           | Signum Coral Limited                      | 98,955,067   | 8.91   |
| June 7, 2013           | Credit Suisse Securities (Europe) Limited | 53,768,225   | 5.23   |
| June 7, 2013           | Nomura Securities Limited                 | 57,513,627   | 5.55   |

\* The table above contains information derived from the most recent updated Reports.

\*\* Shares issuable or transferable upon exchange of exchangeable securities, conversion of convertible securities or exercise of warrants or stock acquisition rights (including those incorporated in bonds with stock acquisition rights) are taken into account in determining both the size of reported entity's holding and Sony's total issued share capital.

On May 14, 2013, Third Point LLC ( Third Point ) issued a letter to Sony stating that it held approximately 64 million shares through direct ownership and cash-settled swaps. According to the letter, Third Point made a Hart-Scott-Rodino filing with the U.S. Federal Trade Commission and has the right to increase its direct ownership. On June 17, 2013, Third Point issued another letter stating that it had increased its stake in Sony to 70 million shares, held via 46 million shares of ordinary stock and economic exposure to 24 million shares through cash-settled swaps.

Sony assumes no responsibility and has no control over the accuracy of the contents of any reports, letters or other communication issued or filed by third-party shareholders.

To the knowledge of Sony Corporation, it is not directly or indirectly owned or controlled by any other corporation, by any foreign government or by any other natural or legal person either severally or jointly. As far as is known to Sony Corporation, there are no arrangements the operation of which may, at a subsequent date, result in a change in control of Sony Corporation.

To the knowledge of Sony Corporation, there were no significant changes in the percentage ownership held by any other major beneficial shareholders during the past three fiscal years. Major shareholders of Sony Corporation do not have different voting rights than other shareholders.

**B. Related Party Transactions**

In the ordinary course of business, Sony purchases materials, supplies, and services from numerous suppliers throughout the world, including firms with which certain members of the Board of Directors are affiliated.



**Table of Contents**

In addition, in the fiscal year ended March 31, 2013, sales to affiliates accounted for under the equity method totaled 18.6 billion yen and purchases from those equity affiliates totaled 1.7 billion yen. In the fiscal year ended March 31, 2012, sales to Sony Ericsson Mobile Communications AB ( Sony Ericsson ), a joint venture focused on mobile phone handsets that, as of February 15, 2012 became a consolidated subsidiary of Sony Corporation, amounted to 63.9 billion yen; and purchases from S-LCD Corporation ( S-LCD ), a joint venture with Samsung Electronics Co., Ltd., for the manufacture of liquid crystal display panels, which Sony exited by selling its entire equity interest, amounted to 147.2 billion yen. During the fiscal year ended March 31, 2012, Sony acquired the remaining interests in Sony Ericsson and sold all of its shares of S-LCD, both of which were considered significant equity affiliates. Although there were 101 equity affiliates accounted for under the equity method at March 31, 2013, there were no remaining individually significant investments following the Sony Ericsson and S-LCD transactions.

As of March 31, 2013, Sony had accounts receivable, trade of 7.3 billion yen due from its equity affiliates and had accounts payable, trade of 0.9 billion yen due to its equity affiliates. Due to the size of these transactions, Sony does not consider the amount involved to be material to its business. Refer to Note 5 of the consolidated financial statements for additional information regarding Sony's investments in and transactions with equity affiliates.

**C. Interests of Experts and Counsel**

Not Applicable

**Item 8. Financial Information****A. Consolidated Statements and Other Financial Information**

Refer to the consolidated financial statements and the notes of the consolidated financial statements.

**Legal Proceedings**

In May 2011, Sony Corporation's U.S. subsidiary, Sony Electronics Inc., received a subpoena from the U.S. Department of Justice ( DOJ ) Antitrust Division seeking information about its secondary batteries business. Sony understands that the DOJ, the EU and certain other governmental agencies outside the United States are investigating competition in the secondary batteries market. Subsequently, a number of direct and indirect purchaser class action lawsuits were filed in certain jurisdictions, including the United States, in which the plaintiffs allege that Sony Corporation and certain of its subsidiaries violated antitrust laws and seek recovery of damages and other remedies. Based on the stage of these proceedings, it is not possible to estimate the amount of loss or range of possible loss, if any, that might result from adverse judgments, settlements or other resolution of all of these matters.

Beginning in early 2011, the network services of PlayStation®Network, Qriocity, Sony Online Entertainment LLC and websites of other subsidiaries came under cyber-attack. As of June 27, 2013, Sony has not received any confirmed reports of customer identity theft issues or misuse of credit cards from such cyber-attacks. However, in connection with certain of these matters, Sony has received inquiries from authorities in a number of jurisdictions, including orders for reports issued by the Ministry of Economy, Trade and Industry of Japan as well as the Financial Services Agency of Japan, formal and/or informal requests for information from Attorneys General from a number of states in the United States and the U.S. Federal Trade Commission, various U.S. congressional inquiries and others. Additionally, Sony Corporation and/or certain of its subsidiaries have been named in a number of purported class actions in certain jurisdictions, including the United States. Based on the stage of these inquiries and proceedings, it is not possible to estimate the amount of loss or range of possible loss, if any, that might result from adverse judgments, settlements or other resolution of all of these matters.

In October 2009, Sony Corporation's U.S. subsidiary, Sony Optiarc America Inc., received a subpoena from the DOJ seeking information about its optical disk drive business. Sony understands that the DOJ, the EU and certain other governmental agencies outside the United States are investigating and/or have investigated

## **Table of Contents**

competition in optical disk drives. Subsequently, a number of direct and indirect purchaser lawsuits, including class actions, were filed in certain jurisdictions, including the United States, in which the plaintiffs allege that Sony Corporation and certain of its subsidiaries violated antitrust laws and seek recovery of damages and other remedies. Based on the stage of these proceedings, it is not possible to estimate the amount of loss or range of possible loss, if any, that might result from adverse judgments, settlements or other resolution of all of these matters.

In addition, Sony Corporation and certain of its subsidiaries are defendants or otherwise involved in other pending legal and regulatory proceedings. However, based upon the information currently available, Sony believes that the outcome from such legal and regulatory proceedings would not have a material effect on Sony's consolidated financial statements.

### **Dividend Policy**

Sony believes that continuously increasing corporate value and providing dividends are essential to rewarding shareholders. It is Sony's policy to utilize retained earnings, after ensuring the perpetuation of stable dividends, to carry out various investments that contribute to an increase in corporate value such as those that ensure future growth and strengthen competitiveness.

A fiscal year-end dividend of 12.5 yen per share of Common Stock of Sony Corporation was approved at the Board of Directors meeting held on May 8, 2013 and the payment of such dividend started on June 4, 2013. Sony Corporation has already paid an interim dividend for Common Stock of 12.5 yen per share to each shareholder; accordingly, the total annual dividend per share of Common Stock for the fiscal year ended March 31, 2013 is 25.0 yen.

### **B. Significant Changes**

No significant change has occurred since the date of the annual financial statements included in this annual report.

## **Item 9. *The Offer and Listing***

### **A. Offer and Listing Details**

#### ***Trading Markets***

The principal trading markets for Sony Corporation's ordinary shares are the Tokyo Stock Exchange (the "TSE") in the form of Common Stock and the New York Stock Exchange (the "NYSE") in the form of American Depositary Shares ("ADSs") evidenced by American Depositary Receipts ("ADRs"). Each ADS represents one share of Common Stock.

Sony Corporation's Common Stock, with no par value per share, has been listed on the TSE since 1958, and is also listed on the London Stock Exchange in the United Kingdom and the Osaka Securities Exchange in Japan.

Sony Corporation's ADRs have been traded in the U.S. since 1961 and have been listed on the NYSE since 1970 under the symbol "SNE". Sony Corporation's ADRs are issued and exchanged by JPMorgan Chase Bank, N.A., as the Depositary.

**Table of Contents****Trading on the TSE and the NYSE**

The following table sets forth for the periods indicated the reported high and low sales prices per share of Sony Corporation's Common Stock on the TSE and the reported high and low sales prices per share of Sony Corporation's ADS on the NYSE.

|                                      | Tokyo Stock Exchange               |              | New York Stock                     |              |
|--------------------------------------|------------------------------------|--------------|------------------------------------|--------------|
|                                      | price per<br>share of Common Stock |              | Exchange price<br>per share of ADS |              |
|                                      | High                               | Low          | High                               | Low          |
|                                      | (yen)                              |              | (U.S. dollars)                     |              |
| Annual highs and lows*               |                                    |              |                                    |              |
| The fiscal year ended March 31, 2009 | 5,560                              | 1,491        | 52.36                              | 15.64        |
| The fiscal year ended March 31, 2010 | 3,645                              | 2,050        | 40.45                              | 21.27        |
| The fiscal year ended March 31, 2011 | 3,620                              | 2,100        | 38.67                              | 25.85        |
| Quarterly highs and lows*            |                                    |              |                                    |              |
| The fiscal year ended March 31, 2012 | 2,727                              | 1,253        | 32.09                              | 16.16        |
| 1st quarter                          | 2,727                              | 1,911        | 32.09                              | 24.21        |
| 2nd quarter                          | 2,226                              | 1,421        | 27.32                              | 18.39        |
| 3rd quarter                          | 1,737                              | 1,253        | 22.49                              | 16.16        |
| 4th quarter                          | 1,832                              | 1,267        | 22.35                              | 16.75        |
| Quarterly highs and lows*            |                                    |              |                                    |              |
| The fiscal year ended March 31, 2013 | 1,750                              | 772          | 20.83                              | 9.57         |
| 1st quarter                          | 1,750                              | 990          | 20.83                              | 12.63        |
| 2nd quarter                          | 1,151                              | 849          | 14.31                              | 10.91        |
| 3rd quarter                          | 998                                | 772          | 12.40                              | 9.57         |
| 4th quarter                          | 1,735                              | 918          | 18.06                              | 10.59        |
| Monthly highs and lows*              |                                    |              |                                    |              |
| 2012                                 |                                    |              |                                    |              |
| December                             | 975                                | 785          | 11.30                              | 9.57         |
| 2013                                 |                                    |              |                                    |              |
| January                              | 1,419                              | 918          | 15.49                              | 10.59        |
| February                             | 1,551                              | 1,265        | 15.93                              | 13.75        |
| March                                | 1,735                              | 1,333        | 18.06                              | 14.85        |
| April                                | 1,710                              | 1,492        | 17.51                              | 16.09        |
| May                                  | 2,413                              | 1,565        | 23.38                              | 16.20        |
| <b>June (through June 21)</b>        | <b>2,085</b>                       | <b>1,810</b> | <b>21.60</b>                       | <b>18.59</b> |

\* Stock price data are based on prices throughout the sessions for each corresponding period at each stock exchange.

On June 21, 2013, the closing sales price per share of Sony Corporation's Common Stock on the TSE was 2,002 yen. On June 21, 2013, the closing sales price per share of Sony Corporation's ADS on the NYSE was 20.38 U.S. dollars.

**B. Plan of Distribution**

Not Applicable

**C. Markets**

Please refer to Item 9 A Offer and Listing Details.

**D. Selling Shareholders**  
Not Applicable

**Table of Contents**

**E. Dilution**

Not Applicable

**F. Expenses of the Issue**

Not Applicable

**Item 10. Additional Information**

**A. Share Capital**

Not Applicable

**B. Memorandum and Articles of Association**

***Organization***

Sony Corporation is a joint stock corporation (*Kabushiki Kaisha*) incorporated in Japan under the Companies Act (*Kaishaho*) of Japan. It is registered in the Commercial Register (*Shogyo Tokibo*) maintained by the Minato Branch Office of the Tokyo Legal Affairs Bureau.

***Objects and purposes***

The Articles of Incorporation of Sony Corporation provide that its purpose is to engage in the following business activities:

- (i) manufacture and sale of electronic and electrical machines and equipment, medical instruments, optical instruments and other equipment, machines and instruments;
- (ii) planning, production and sale of audio-visual software and computer software programs;
- (iii) manufacture and sale of metal industrial products, chemical industrial products and ceramic industrial products, textile products, paper products and wood-crafted articles, daily necessities, foodstuffs and toys, transportation machines and equipment, and petroleum and coal products;
- (iv) real estate activities, construction business, transportation business and warehousing business;
- (v) publishing business and printing business;
- (vi) advertising agency business, insurance agency business, broadcasting enterprise, recreation business such as travel, management of sporting facilities, etc. and other service enterprises;



Edgar Filing: SONY CORP - Form 20-F

- (vii) financial business;
- (viii) Type I and Type II telecommunications business under the Telecommunications Business Law;
- (ix) investing in stocks and bonds, etc.;
- (x) manufacture, sale, export and import of products which are incidental to or related to those mentioned above;
- (xi) rendering of services related to those mentioned above;
- (xii) investment in businesses mentioned above operated by other companies or persons; and
- (xiii) all businesses which are incidental to or related to those mentioned above.

---

## **Table of Contents**

### ***Directors***

Under the Companies Act, because Sony Corporation has adopted the Company with Committees system, Directors have no power to execute the business of Sony Corporation except in limited circumstances as permitted by law. If a Director also serves concurrently as a Corporate Executive Officer, then he or she can execute the business of Sony Corporation in the capacity of Corporate Executive Officer. Under the Companies Act, Directors must refrain from engaging in any business competing with Sony Corporation unless approved by the Board of Directors, and any Director who has a material interest in the subject matter of a resolution to be taken by the Board of Directors cannot vote on such resolution. The amount of remuneration to each Director is determined by the Compensation Committee, which consists of Directors, the majority of whom are outside Directors (Refer to Board Practices in Item 6. *Directors, Senior Management and Employees* ). No member of the Compensation Committee may vote on a resolution with respect to his or her own compensation as a Director or a Corporate Executive Officer.

Neither the Companies Act nor Sony Corporation's Articles of Incorporation make a special provision as to the borrowing powers exercisable by Directors (subject to requisite internal authorizations as required by the Companies Act), their retirement age, or a requirement to hold any shares of capital stock of Sony Corporation.

For more information on Directors, refer to Board Practices in Item 6. *Directors, Senior Management and Employees*.

### ***Capital stock***

#### ***(General)***

Unless indicated otherwise, set forth below is information relating to Sony Corporation's capital stock, including brief summaries of the relevant provisions of Sony Corporation's Articles of Incorporation and Share Handling Regulations, currently in effect, and of the Companies Act and related regulations.

On January 5, 2009, a central book-entry transfer system for shares of Japanese listed companies was established pursuant to the Act Concerning Book-entry Transfer of Corporate Bonds, Shares, etc. (including regulations promulgated thereunder, Book-entry Transfer Act ), and this system is applied to the shares of Common Stock of Sony Corporation. Under this system, shares of all Japanese companies listed on any Japanese stock exchange are dematerialized, and shareholders must have accounts at account management institutions to hold their shares unless such shareholder has an account at Japan Securities Depository Center, Inc. ( JASDEC ). Account management institutions are financial instruments traders (i.e., securities companies), banks, trust companies and certain other financial institutions that meet the requirements prescribed by the Book-entry Transfer Act. Transfer of the shares of Common Stock of Sony Corporation is effected exclusively through entry in the records maintained by JASDEC and the account management institutions, and title to the shares passes to the transferee at the time when the transfer of the shares is recorded at the transferee's account at an account management institution. The holder of an account at an account management institution is presumed to be the legal holder of the shares recorded in such account.

Under the Companies Act and the Book-entry Transfer Act, in order to assert shareholders' rights against Sony Corporation, a shareholder of shares must have its name and address registered in Sony Corporation's register of shareholders. Under the central book-entry transfer system operated by JASDEC, shareholders shall notify the relevant account management institutions of certain information prescribed under the Book-entry Transfer Act or Sony Corporation's Share Handling Regulations, including their names and addresses, and the registration on Sony Corporation's register of shareholders is updated upon receipt by Sony Corporation of necessary information from JASDEC (as described in Record date ). On the other hand, in order to assert, against Sony Corporation, shareholders' rights to which shareholders are entitled regardless of record dates such as minority shareholders' rights, including the right to propose a matter to be considered at a General Meeting of Shareholders, except for shareholders' rights to request that Sony Corporation purchase or sell shares constituting less than a full unit (as described in Unit share system ), JASDEC shall, upon the shareholder's request, issue a notice of certain information, including the name and address of such shareholder, to Sony Corporation.

**Table of Contents**

Thereafter, such shareholder is required to present Sony Corporation a receipt of the notice request in accordance with the Sony Corporation's Share Handling Regulations. Under the Book-entry Transfer Act, the shareholder shall exercise such shareholders' right within four weeks after the notice above has been given to Sony Corporation.

Mitsubishi UFJ Trust and Banking Corporation is the transfer agent for Sony Corporation's capital stock. As such, it keeps Sony Corporation's register of shareholders in its office at 4-5, Marunouchi 1-chome, Chiyoda-ku, Tokyo.

Non-resident shareholders are required to appoint a standing proxy in Japan or file notice of a mailing address in Japan. Notices from Sony Corporation to non-resident shareholders are delivered to such standing proxies or mailing address. Japanese securities companies and commercial banks customarily act as standing proxies and provide related services for standard fees. The recorded holder of deposited shares underlying the American Depositary Shares (ADSs) is the depository for the ADSs. Accordingly, holders of ADSs will not be able to directly assert shareholders' rights against Sony Corporation.

*(Authorized capital)*

Under the Articles of Incorporation of Sony Corporation, Sony Corporation may only issue shares of Common Stock. Sony Corporation's Articles of Incorporation provide that the total number of shares authorized to be issued by Sony Corporation is 3.6 billion shares.

All shares of capital stock of Sony Corporation have no par value. All issued shares are fully-paid and non-assessable.

*(Distribution of Surplus)*

**Distribution of Surplus    General**

Under the Companies Act, distributions of cash or other assets by joint stock corporations to their shareholders, so called dividends, are referred to as distributions of Surplus ( Surplus is defined in Restriction on distributions of Surplus ). Sony Corporation may make distributions of Surplus to shareholders any number of times per business year, subject to certain limitations described in Restriction on distributions of Surplus. Distributions of Surplus are required in principle to be authorized by a resolution of a General Meeting of Shareholders, but Sony Corporation may authorize distributions of Surplus by a resolution of the Board of Directors as long as its non-consolidated annual financial statements and certain documents for the last business year present fairly its assets and profit or loss, as required by ordinances of the Ministry of Justice.

Distributions of Surplus may be made in cash or in kind in proportion to the number of shares of Common Stock held by each shareholder. A resolution of the Board of Directors or a General Meeting of Shareholders authorizing a distribution of Surplus must specify the kind and aggregate book value of the assets to be distributed, the manner of allocation of such assets to shareholders, and the effective date of the distribution. If a distribution of Surplus is to be made in kind, Sony Corporation may, pursuant to a resolution of the Board of Directors or (as the case may be) a General Meeting of Shareholders, grant a right to the shareholders to require Sony Corporation to make such distribution in cash instead of in kind. If no such right is granted to shareholders, the relevant distribution of Surplus must be approved by a special resolution of a General Meeting of Shareholders (refer to *Voting rights* with respect to a special resolution ).

Under the Articles of Incorporation of Sony Corporation, year-end dividends and interim dividends may be distributed to shareholders appearing in Sony Corporation's register of shareholders as of March 31 and September 30 each year, respectively, in proportion to the number of shares of Common Stock held by each shareholder following approval by the Board of Directors or (as the case may be) the General Meeting of Shareholders. Sony Corporation is not obliged to pay any dividends unclaimed for a period of five years after the date on which they first became payable.

**Table of Contents**

In Japan, the ex-dividend date and the record date for dividends precede the date of determination of the amount of the dividends to be paid. The price of the shares of Common Stock generally goes ex-dividend on the second business day prior to the record date (or if the record date is not a business day, the third business day prior thereto).

**Distribution of Surplus    Restriction on distribution of Surplus**

In making a distribution of Surplus, Sony Corporation must, until the sum of its additional paid-in capital and legal reserve reaches one quarter of its stated capital, set aside in its additional paid-in capital and/or legal reserve an amount equal to one-tenth of the amount of Surplus so distributed.

The amount of Surplus at any given time must be calculated in accordance with the following formula:

$$A + B + C + D - (E + F + G)$$

In the above formula:

- A = the total amount of other capital surplus and other retained earnings, each such amount being that appearing on the non-consolidated balance sheet as of the end of the last business year
- B = (if Sony Corporation has disposed of its treasury stock after the end of the last business year) the amount of the consideration for such treasury stock received by Sony Corporation less the book value thereof
- C = (if Sony Corporation has reduced its stated capital after the end of the last business year) the amount of such reduction less the portion thereof that has been transferred to additional paid-in capital or legal reserve (if any)
- D = (if Sony Corporation has reduced its additional paid-in capital or legal reserve after the end of the last business year) the amount of such reduction less the portion thereof that has been transferred to stated capital (if any)
- E = (if Sony Corporation has cancelled its treasury stock after the end of the last business year) the book value of such treasury stock
- F = (if Sony Corporation has distributed Surplus to its shareholders after the end of the last business year) the total book value of the Surplus so distributed
- G = certain other amounts set forth in ordinances of the Ministry of Justice, including (if Sony Corporation has reduced Surplus and increased its stated capital, additional paid-in capital or legal reserve after the end of the last business year) the amount of such reduction and (if Sony Corporation has distributed Surplus to the shareholders after the end of the last business year) the amount set aside in additional paid-in capital or legal reserve (if any) as required by ordinances of the Ministry of Justice.

The aggregate book value of Surplus distributed by Sony Corporation may not exceed a prescribed distributable amount (the Distributable Amount), as calculated on the effective date of such distribution. The Distributable Amount at any given time shall be equal to the amount of Surplus less the aggregate of the following:

- (a) the book value of its treasury stock;
- (b) the amount of consideration for any of treasury stock disposed of by Sony Corporation after the end of the last business year; and
- (c) certain other amounts set forth in ordinances of the Ministry of Justice, including (if the sum of one-half of goodwill and the deferred assets exceeds the total of stated capital, additional paid-in capital and legal reserve, each such amount being that appearing on the non-consolidated balance sheet as of the end of the last business year) all or certain part of such exceeding amount as calculated in accordance with ordinances of the Ministry of Justice.



---

## Table of Contents

As Sony Corporation has become a company with respect to which consolidated balance sheets should also be considered in the calculation of the Distributable Amount (*renketsu haito kisei tekiyo kaisha*), Sony Corporation must further deduct from the amount of Surplus the excess amount, if any, of (x) the total amount of stockholders' equity appearing on the non-consolidated balance sheet as of the end of the last business year and certain other amounts set forth by ordinances of the Ministry of Justice over (y) the total amount of stockholders' equity and certain other amounts set forth by ordinances of the Ministry of Justice appearing on the consolidated balance sheet as of the end of the last business year.

If Sony Corporation has prepared interim financial statements as described below, and if such interim financial statements have been approved by the Board of Directors or (if so required by the Companies Act) by a General Meeting of Shareholders, then the Distributable Amount must be adjusted to take into account the amount of profit or loss, and the amount of consideration for any of the treasury stock disposed of by Sony Corporation, during the period in respect of which such interim financial statements have been prepared. Sony Corporation may prepare non-consolidated interim financial statements consisting of a balance sheet as of any date subsequent to the end of the last business year and an income statement for the period from the first day of the current business year to the date of such balance sheet. Interim financial statements so prepared by Sony Corporation must be audited by the Audit Committee and the independent auditor, as required by ordinances of the Ministry of Justice.

### *(Capital and reserves)*

Sony Corporation may generally reduce its additional paid-in capital or legal reserve by resolution of a General Meeting of Shareholders and, if so decided by the same resolution, may account for the whole or any part of the amount of such reduction as stated capital. On the other hand, Sony Corporation may generally reduce its stated capital by a special shareholders' resolution (as defined in (*Voting rights*)) and, if so decided by the same resolution, may account for the whole or any part of the amount of such reduction as additional paid-in capital. In addition, Sony Corporation may reduce its Surplus and increase either (i) stated capital or (ii) additional paid-in capital and/or legal reserve by the same amount, in either case by resolution of a General Meeting of Shareholders.

### *(Stock splits)*

Sony Corporation may at any time split shares in issue into a greater number of shares at the determination of the Chief Executive Officer (CEO), and may amend its Articles of Incorporation to increase the number of the authorized shares to be issued to allow such stock split pursuant to a resolution of the Board of Directors or a determination by a Corporate Executive Officer to whom the authority to make such determination has been delegated by a resolution of the Board of Directors, rather than relying on a special shareholders' resolution, which is otherwise required for amending the Articles of Incorporation.

When a stock split is to be made, Sony Corporation must give public notice of the stock split, specifying the record date thereof, at least two weeks prior to such record date. Under the central book-entry transfer system operated by JASDEC, Sony Corporation must also give notice to JASDEC regarding a stock split at least two weeks prior to the relevant effective date of the stock split. On the effective date of the stock split, the numbers of shares recorded in all accounts held by Sony Corporation's shareholders at account managing institutions or JASDEC will be increased in accordance with the applicable ratio.

### *(Consolidation of shares)*

Sony Corporation may at any time consolidate issued shares into a smaller number of shares by a special shareholders' resolution. When a consolidation of shares is to be made, Sony Corporation must give public notice or notice to each shareholder at least two weeks prior to the effective date of the consolidation of shares. Under the central book-entry transfer system operated by JASDEC, Sony Corporation must also give notice to JASDEC regarding a consolidation of shares at least two weeks prior to the effective date of the consolidation of shares. On the effective date of the consolidation of shares, the numbers of shares recorded in all accounts held by Sony

---

**Table of Contents**

Corporation's shareholders at account managing institutions or JASDEC will be decreased in accordance with the applicable ratio. Sony Corporation must disclose the reason for the consolidation of shares at a General Meeting of Shareholders.

*(General Meeting of Shareholders)*

The Ordinary General Meeting of Shareholders of Sony Corporation for each business year is normally held in June of each year in Tokyo, Japan. In addition, Sony Corporation may hold an Extraordinary General Meeting of Shareholders whenever necessary by giving notice thereof at least two weeks prior to the date set for the meeting.

Notice of a shareholders' meeting setting forth the place, time and purpose thereof must be mailed to each shareholder having voting rights (or, in the case of a non-resident shareholder, to such shareholder's resident proxy or mailing address in Japan) at least two weeks prior to the date set for the meeting. Under the Companies Act, such notice may be given to shareholders by electronic means, subject to obtaining consent by the relevant shareholders. The record date for an Ordinary General Meeting of Shareholders is March 31 of each year.

Any shareholder or group of shareholders holding at least three percent of the total number of voting rights for a period of six months or more may require the convocation of a General Meeting of Shareholders for a particular purpose. Unless such a shareholders' meeting is convened promptly or a convocation notice of a meeting which is to be held not later than eight weeks from the day of such demand is dispatched, the requiring shareholder may, upon obtaining a court approval, convene such a shareholders' meeting.

Any shareholder or group of shareholders holding at least 300 voting rights or one percent of the total number of voting rights for a period of six months or more may propose a matter to be considered at a General Meeting of Shareholders by submitting a written request to Sony Corporation at least eight weeks prior to the date set for such meeting.

If the Articles of Incorporation so provide, any of the minimum voting rights or percentages, time periods and number of voting rights necessary for exercising the minority shareholder rights described above may be decreased or shortened. Sony Corporation's Articles of Incorporation currently do not include any such provisions.

*(Voting rights)*

So long as Sony Corporation maintains the unit share system, a holder of shares constituting one or more units is entitled to one vote for each such unit of stock (refer to ( *Unit share system* ) below; currently 100 shares constitute one unit), except that no voting rights with respect to shares of capital stock of Sony Corporation are afforded to Sony Corporation or any corporate or certain other entity more than one-quarter of the total voting rights of which are directly or indirectly held by Sony Corporation. If Sony Corporation eliminates from its Articles of Incorporation the provisions relating to units of stock, holders of capital stock will have one vote for each share they hold. Except as otherwise provided by law or by the Articles of Incorporation of Sony Corporation, a resolution can be adopted at a General Meeting of Shareholders by a majority of the number of voting rights of all the shareholders represented at the meeting. The Companies Act and Sony Corporation's Articles of Incorporation provide, however, that the quorum for the election of Directors shall be one-third of the total number of voting rights of all the shareholders. Sony Corporation's shareholders are not entitled to cumulative voting in the election of Directors. Shareholders may cast their votes in writing and may also exercise their voting rights through proxies, provided that the proxies are also shareholders holding voting rights. Shareholders may also exercise their voting rights by electronic means pursuant to the method designated by Sony Corporation.

The Companies Act and the Articles of Incorporation of Sony Corporation provide that in order to amend the Articles of Incorporation and in certain other instances, including:

- (1) acquisition of its own shares from a specific party other than its subsidiaries;
- (2) consolidation of shares;

---

**Table of Contents**

- (3) any offering of new shares or existing shares held by Sony Corporation as treasury stock at a specially favorable price (or any offering of stock acquisition rights to acquire shares of capital stock, or bonds with stock acquisition rights on specially favorable conditions) to any persons other than shareholders;
- (4) the exemption of liability of a Director, Corporate Executive Officer or independent auditor with certain exceptions;
- (5) a reduction of stated capital with certain exceptions;
- (6) a distribution of in-kind dividends which meets certain requirements;
- (7) dissolution, merger, consolidation, or corporate split with certain exceptions;
- (8) the transfer of the whole or a material part of the business;
- (9) the taking over of the whole of the business of any other corporation with certain exceptions; or
- (10) share exchange or share transfer for the purpose of establishing 100 percent parent-subsidary relationships with certain exceptions, the quorum shall be one-third of the total number of voting rights of all the shareholders, and the approval by at least two-thirds of the number of voting rights of all the shareholders represented at the meeting is required (the special shareholders resolutions).

*(Issue of additional shares and pre-emptive rights)*

Holders of Sony Corporation's shares of capital stock have no pre-emptive rights under its Articles of Incorporation. Authorized but unissued shares may be issued at such times and upon such terms as the Board of Directors or the CEO determines, subject to the limitations as to the offering of new shares at a specially favorable price mentioned under ( *Voting rights* ) above. In the case of an issuance of shares (including a transfer of treasury shares) of Sony Corporation or its stock acquisition rights by way of an allotment to a third party which would dilute the outstanding voting shares by 25 percent or more or change the controlling shareholder, in addition to a resolution of the Board of Directors, the approval of the shareholders or an affirmative vote from a person independent of the management is generally required pursuant to the regulations of the Japanese stock exchanges on which shares of Sony Corporation are listed. The Board of Directors or the CEO may, however, determine that shareholders shall be given subscription rights regarding a particular issue of new shares, in which case such rights must be given on uniform terms to all shareholders as of a record date of which not less than two weeks' prior public notice is given. Each of the shareholders to whom such rights are given must also be given notice of the expiry thereof at least two weeks prior to the date on which such rights expire.

Subject to certain conditions, Sony Corporation may issue stock acquisition rights by a resolution of the Board of Directors or a determination by the CEO. Holders of stock acquisition rights may exercise their rights to acquire a certain number of shares within the exercise period as prescribed in the terms of their stock acquisition rights. Upon exercise of stock acquisition rights, Sony Corporation will be obliged to issue the relevant number of new shares or alternatively to transfer the necessary number of treasury stock held by it.

In cases where a particular issue of new shares or stock acquisition rights (i) violates laws and regulations or Sony Corporation's Articles of Incorporation, or (ii) will be performed in a manner materially unfair, and shareholders may suffer disadvantages therefrom, such shareholders may file an injunction to enjoin such issue with a court.

*(Liquidation rights)*

In the event of a liquidation of Sony Corporation, the assets remaining after payment of all debts, liquidation expenses and taxes will be distributed among the holders of shares of Common Stock in proportion to the respective numbers of shares of Common Stock held.





---

**Table of Contents**

*(Record date)*

March 31 is the record date for Sony Corporation's year-end dividends, if declared. So long as Sony Corporation maintains the unit share system, shareholders who are registered as the holders of one or more unit of stock in Sony Corporation's register of shareholders at the end of each March 31 are also entitled to exercise shareholders' rights at the Ordinary General Meeting of Shareholders with respect to the business year ending on such March 31. September 30 is the record date for interim dividends. In addition, Sony Corporation may set a record date for determining the shareholders entitled to other rights and for other purposes by giving at least two weeks prior public notice.

JASDEC is required to promptly give Sony Corporation notice of the names and addresses of Sony Corporation's shareholders, the numbers of shares of Common Stock held by them and other relevant information as of such respective record dates.

The price of shares generally goes ex-dividends or ex-rights on Japanese stock exchanges on the second business day prior to a record date (or if the record date is not a business day, the third business day prior thereto), for the purpose of dividends or rights offerings.

*(Acquisition by Sony Corporation of its capital stock)*

Under the Companies Act and the Articles of Incorporation of Sony Corporation, Sony Corporation may acquire shares of Common Stock (i) from a specific shareholder other than any of its subsidiaries (pursuant to the special shareholders' resolution), (ii) from any of its subsidiaries (pursuant to a determination by the CEO as delegated by the Board of Directors), or (iii) by way of purchase on any Japanese stock exchange on which Sony Corporation's shares of Common Stock are listed or by way of tender offer (pursuant to a resolution of the Board of Directors, as long as its non-consolidated annual financial statements and certain documents for the last business year present fairly its assets and profit or loss, as required by ordinances of the Ministry of Justice).

In the case of (i) above, any other shareholder may make a request to Sony Corporation that such other shareholder be included as a seller in the proposed purchase, provided that no such right will be available if the purchase price or any other consideration to be received by the relevant specific shareholder will not exceed the last trading price of the shares on the relevant stock exchange on the day immediately preceding the date on which the resolution mentioned in (i) above was adopted (or, if there is no trading in the shares on the stock exchange or if the stock exchange is not open on such day, the price at which the shares are first traded on such stock exchange thereafter).

The total amount of the purchase price of shares of Common Stock may not exceed the Distributable Amount, as described in *(Distribution of Surplus)* Distributions of Surplus Restriction on distributions of Surplus.

Shares acquired by Sony Corporation may be held for any period or may be retired at the determination of the CEO. Sony Corporation may also transfer (by public or private sale or otherwise) to any person the treasury shares held by it, subject to a determination by the CEO, and subject also to other requirements similar to those applicable to the issuance of new shares, as described in *( Issue of additional shares and pre-emptive rights )* above. Sony Corporation may also utilize its treasury stock for the purpose of transfer to any person upon exercise of stock acquisition rights or for the purpose of acquiring another company by way of merger, share exchange or corporate split through exchange of treasury stock for shares or assets of the acquired company.

*(Unit share system)*

The Articles of Incorporation of Sony Corporation provide that 100 shares constitute one unit of shares of stock. The Board of Directors or the Corporate Executive Officer to whom the authority to make such a determination has been delegated by a resolution of the Board of Directors is permitted to amend the Articles of Incorporation to reduce the number of shares that constitute a unit or to abolish the unit share system entirely. Under the Companies Act, the number of shares constituting one unit cannot exceed 1,000 shares nor 0.5 percent of the total number of issued shares.

**Table of Contents**

Under the unit share system, shareholders have one voting right for each unit of stock that they hold. Any number of shares less than one full unit have neither voting rights nor rights related to voting rights. Holders of shares constituting less than one unit will have no other shareholder rights if Sony Corporation's Articles of Incorporation so provide, except that such holders may not be deprived of certain rights specified in the Companies Act or an ordinance of the Ministry of Justice, including the right to receive distribution of Surplus.

A holder of shares constituting less than one full unit may require Sony Corporation to purchase such shares at their market value in accordance with the provisions of the Share Handling Regulations of Sony Corporation. In addition, the Articles of Incorporation of Sony Corporation provide that a holder of shares constituting less than one full unit may request Sony Corporation to sell to such holder such amount of shares which will, when added together with the shares constituting less than one full unit, constitute one full unit of stock. Such request by a holder and the sale by Sony Corporation must be made in accordance with the provisions of the Share Handling Regulations of Sony Corporation. As prescribed in the Share Handling Regulations, such requests shall be made through an account management institution and JASDEC pursuant to the rules set by JASDEC, without going through the notification procedure required for the exercise of shareholders' rights entitled regardless of record dates as described in General. Shares constituting less than a full unit are transferable, under the new book-entry transfer system described in General. Under the rules of the stock exchanges, however, shares constituting less than a full unit do not comprise a trading unit, except in limited circumstances, and accordingly may not be sold on the Japanese stock exchanges.

*(Sale by Sony Corporation of shares held by shareholders whose location is unknown)*

Sony Corporation is not required to send a notice to a shareholder if a notice to such shareholder fails to arrive at the registered address of the shareholder in Sony Corporation's register of shareholders or at the address otherwise notified to Sony Corporation continuously for five years or more.

In addition, Sony Corporation may sell or otherwise dispose of shares of capital stock for which the location of the shareholder is unknown. Generally, if (i) notices to a shareholder fail to arrive continuously for five years or more at the shareholder's registered address in Sony Corporation's register of shareholders or at the address otherwise notified to Sony Corporation, and (ii) the shareholder fails to receive distributions of Surplus on the shares continuously for five years or more at the address registered in Sony Corporation's register of shareholders or at the address otherwise notified to Sony Corporation, Sony Corporation may sell or otherwise dispose of such shareholder's shares at the then market price of the shares by a determination of a Corporate Executive Officer and after giving at least three months' prior public and individual notice, and hold or deposit the proceeds of such sale or disposal of shares for such shareholder.

***Reporting of substantial shareholdings***

The Financial Instruments and Exchange Act of Japan and its related regulations require any person, regardless of residence, who has become, beneficially and solely or jointly, a holder of more than five percent of the total issued shares of capital stock of a company listed on any Japanese stock exchange or whose shares are traded on the over-the-counter market in Japan to file with the Director General of the competent Local Finance Bureau of the Ministry of Finance within five business days a report concerning such shareholdings. A similar report must also be filed in respect of any subsequent change of one percent or more in any such holding, or any change in material matters set out in reports previously filed, with certain exceptions. For this purpose, shares issuable to such persons upon conversion of convertible securities or exercise of share subscription warrants or stock acquisition rights are taken into account in determining both the number of shares held by such holders and the issuer's total issued share capital. Any such report shall be filed with the Director General of the relevant Local Finance Bureau of the Ministry of Finance through the Electronic Disclosure for Investors' Network (EDINET) system. Copies of such report must also be promptly furnished to the issuer of such shares and all Japanese stock exchanges on which such shares are listed.

Except for the general limitation under Japanese anti-trust and anti-monopoly regulations against holding of shares of capital stock of a Japanese corporation which leads or may lead to a restraint of trade or monopoly, except for the limitations under the Foreign Exchange Regulations as described in D. Exchange Controls below,

## **Table of Contents**

and except for general limitations under the Companies Act or Sony Corporation's Articles of Incorporation on the rights of shareholders applicable regardless of residence or nationality, there is no limitation under Japanese laws and regulations applicable to Sony Corporation or under its Articles of Incorporation on the rights of non-residents or foreign shareholders to hold or exercise voting rights on the shares of capital stock of Sony Corporation.

There is no provision in Sony Corporation's Articles of Incorporation or internal regulations that would have an effect of delaying, deferring or preventing a change in control of Sony Corporation and that would operate only with respect to merger, acquisition or corporate restructuring involving Sony Corporation.

### **C. Material Contracts**

None

### **D. Exchange Controls**

The Foreign Exchange and Foreign Trade Act of Japan and its related cabinet orders and ministerial ordinances (the Foreign Exchange Regulations) govern the acquisition and holding of shares of capital stock of Sony Corporation by exchange non-residents and by foreign investors. The Foreign Exchange Regulations currently in effect do not, however, affect transactions between exchange non-residents to purchase or sell shares outside Japan using currencies other than Japanese yen.

Exchange non-residents are:

individuals who do not reside in Japan; and

corporations whose principal offices are located outside Japan.

Generally, branches and other offices of non-resident corporations that are located within Japan are regarded as residents of Japan. Conversely, branches and other offices of Japanese corporations located outside Japan are regarded as exchange non-residents.

Foreign investors are:

individuals who are exchange non-residents;

corporations that are organized under the laws of foreign countries or whose principal offices are located outside of Japan; and

corporations (i) 50 percent or more of whose shares are held, directly or indirectly, by individuals who are exchange non-residents and/or corporations (a) that are organized under the laws of foreign countries or (b) whose principal offices are located outside of Japan or (ii) a majority of whose officers, or officers having the power of representation, are individuals who are exchange non-residents.

In general, the acquisition of shares of a Japanese company (such as the shares of capital stock of Sony Corporation) by an exchange non-resident from a resident of Japan is not subject to any prior filing requirements. In certain limited circumstances, however, the Minister of Finance may require prior approval of an acquisition of this type. While prior approval, as described above, is not required, in the case where a resident of Japan transfers shares of a Japanese company (such as the shares of capital stock of Sony Corporation) for consideration exceeding 100 million yen to an exchange non-resident, the resident of Japan who transfers the shares is required to report on the transfer to the Minister of Finance through the Bank of Japan within 20 days from the date of the transfer or the date of the receipt of payment, whichever comes later, unless the transfer was made through a bank or financial instruments business operator registered under Japanese law.

## Edgar Filing: SONY CORP - Form 20-F

If a foreign investor acquires shares of a Japanese company that is listed on a Japanese stock exchange (such as the shares of capital stock of Sony Corporation) or that is traded on an over-the-counter market in Japan and, as a result of the acquisition, the foreign investor, in combination with any existing holdings, directly or indirectly holds 10 percent or more of the issued shares of the relevant company, the foreign investor must file

**Table of Contents**

a report of the acquisition with the Minister of Finance and any other competent Ministers having jurisdiction over that Japanese company by the 15th day of the month immediately following the month in which such acquisition took place. In limited circumstances, such as where the foreign investor is in a country that is not listed on an exemption schedule in the Foreign Exchange Regulations, or where that Japanese company is engaged in certain businesses designated by the Foreign Exchange Regulations, a prior notification of the acquisition must be filed with the Minister of Finance and any other competent Ministers, who may then modify or prohibit the proposed acquisition.

Under the Foreign Exchange Regulations, dividends paid on and the proceeds from sales in Japan of shares of capital stock of Sony Corporation held by non-residents of Japan may generally be converted into any foreign currency and repatriated abroad.

**E. Taxation**

The following is a summary of the major Japanese national tax and U.S. federal income tax consequences of the ownership, acquisition and disposition of shares of Common Stock of Sony Corporation and of ADRs evidencing ADSs representing shares of Common Stock of Sony Corporation by a non-resident of Japan or a non-Japanese corporation without a permanent establishment in Japan. The summary does not purport to be a comprehensive description of all of the tax considerations that may be relevant to any particular investor, and does not take into account any specific individual circumstances of any particular investor. Accordingly, holders of shares of Common Stock or ADSs of Sony Corporation are encouraged to consult their tax advisors regarding the application of the considerations discussed below to their particular circumstances.

This summary is based upon the representations of the depository and the assumption that each obligation in the deposit agreement in relation to the ADSs dated as of June 1, 1961, as amended and restated as of October 31, 1991, as further amended and restated as of March 17, 1995, and as of February 25, 2010, and in any related agreement, will be performed in accordance with its terms.

For purposes of the income tax convention between Japan and the United States (the Treaty) and the U.S. Internal Revenue Code of 1986, as amended (the Code), U.S. holders of ADSs generally will be treated as owning shares of Common Stock of Sony Corporation underlying the ADSs evidenced by the ADRs. For the purposes of the following discussion, a U.S. holder is a holder that:

- (i) is a resident of the U.S. for purposes of the Treaty;
- (ii) does not maintain a permanent establishment in Japan (a) with which shares of Common Stock or ADSs of Sony Corporation are effectively connected and through which the U.S. holder carries on or has carried on business or (b) of which shares of Common Stock or ADSs of Sony Corporation form part of the business property; and
- (iii) is eligible for benefits under the Treaty with respect to income and gain derived in connection with shares of Common Stock or ADSs of Sony Corporation.

The following is a summary of the principal Japanese tax consequences (limited to national taxes) to non-residents of Japan or non-Japanese corporations without a permanent establishment in Japan (non-resident Holders) who are holders of shares of Common Stock of Sony Corporation or of ADRs evidencing ADSs representing shares of Common Stock of Sony Corporation. The information given below regarding Japanese taxation is based on the tax laws and tax treaties in force and their interpretations by the Japanese tax authorities as of June 27, 2013. Tax laws and tax treaties as well as their interpretations may change at any time, possibly with retroactive effect. Sony Corporation will not update this summary for any changes in the tax laws or tax treaties or their interpretation that occurs after such date.

Generally, non-resident Holders are subject to Japanese withholding tax on dividends paid by Japanese corporations. Such taxes are withheld prior to payment of dividends as required by Japanese law. Stock splits are, in general, not a taxable event.

**Table of Contents**

In the absence of an applicable tax treaty, convention or agreement reducing the maximum rate of Japanese withholding tax or allowing exemption from Japanese withholding tax, the rate of Japanese withholding tax applicable to dividends paid by Japanese corporations to non-resident Holders is generally 20.42 percent, provided, with respect to dividends paid on listed shares issued by a Japanese corporation (such as the shares of Common Stock or ADSs of Sony Corporation) to non-resident Holders other than any individual shareholder who holds 3 percent or more of the total shares issued by the relevant Japanese corporation, the aforementioned 20.42 percent withholding tax rate is reduced to (i) 7.147 percent for dividends due and payable on or after January 1, 2013 and on or before December 31, 2013, and (ii) 15.315 percent for dividends due and payable on or after January 1, 2014. Due to the imposition of a special additional withholding tax (2.1 percent of the original withholding tax amount) to secure funds for reconstruction from the Great East Japan Earthquake, the original withholding tax rate of 7 percent, 15 percent and 20 percent as applicable, has been effectively increased to 7.147 percent, 15.315 percent and 20.42 percent, respectively, during the period beginning on January 1, 2013 and ending on December 31, 2037.

As of the date of this document, Japan has income tax treaties, conventions or agreements in force, whereby the above-mentioned withholding tax rate is reduced, in most cases to 15 percent or 10 percent for portfolio investors (15 percent under the income tax treaties with, among other countries, Belgium, Canada, Denmark, Finland, Germany, Ireland, Italy, Luxembourg, New Zealand, Norway, Singapore, Spain and Sweden, and 10 percent under the income tax treaties with Australia, France, Hong Kong, the Netherlands, Switzerland, the U.K. and the United States). Under the Treaty, the maximum rate of Japanese withholding tax that may be imposed on dividends paid by a Japanese corporation to a U.S. holder that does not own directly or indirectly at least 10 percent of the voting stock of the Japanese corporation is generally reduced to 10 percent of the gross amount actually distributed, and dividends paid by a Japanese corporation to a U.S. holder that is a pension fund are exempt from Japanese income taxation by way of withholding or otherwise unless such dividends are derived from the carrying on of a business, directly or indirectly, by such pension fund.

If the maximum tax rate provided for in the income tax treaty applicable to dividends paid by Sony Corporation to any particular non-resident Holder is lower than the withholding tax rate otherwise applicable under Japanese tax law, or if any particular non-resident Holder is exempt from Japanese income tax with respect to such dividends under the income tax treaty applicable to such particular non-resident Holder, such non-resident Holder who is entitled to a reduced rate of or exemption from Japanese withholding tax on payment of dividends on shares of Common Stock by Sony Corporation is required to submit an Application Form for Income Tax Convention Regarding Relief from Japanese Income Tax on Dividends (together with any other required forms and documents) in advance through the withholding agent to the relevant tax authority before the payment of dividends. A standing proxy for non-resident Holders of a Japanese corporation may provide this application service. In addition, a certain simplified special application filing procedure will be available for non-resident Holders to claim treaty benefits of exemption from or reduction of Japanese withholding tax, with respect to dividends paid on or after January 1, 2014. With respect to ADSs, this reduced rate or exemption is applicable if the depositary or its agent submits two Application Forms (one before payment of dividends and the other within eight months after the record date concerning such payment of dividends). To claim this reduced rate or exemption, a non-resident Holder of ADSs will be required to file a proof of taxpayer status, residence and beneficial ownership (as applicable) and to provide other information or documents as may be required by the depositary. A non-resident Holder who is entitled, under an applicable income tax treaty, to a reduced rate which is lower than the withholding tax rate otherwise applicable under Japanese tax law or an exemption from the withholding tax, but failed to submit the required application in advance will be entitled to claim the refund of taxes withheld in excess of the rate under an applicable tax treaty (if such non-resident Holder is entitled to a reduced treaty rate under the applicable income tax treaty) or the full amount of tax withheld (if such non-resident Holder is entitled to an exemption under the applicable income tax treaty) from the relevant Japanese tax authority, by complying with a certain subsequent filing procedure. Sony Corporation does not assume any responsibility to ensure withholding at the reduced treaty rate or to ensure not withholding for shareholders who would be so eligible under any applicable income tax treaty but where the required procedures as stated above are not followed.

**Table of Contents**

Gains derived from the sale of shares of Common Stock or ADSs of Sony Corporation outside Japan by a non-resident Holder holding such shares or ADSs as portfolio investors are, in general, not subject to Japanese income tax or corporation tax under Japanese tax law. U.S. holders are not subject to Japanese income or corporation tax with respect to such gains under the Treaty.

Japanese inheritance tax and gift tax at progressive rates may be payable by an individual who has acquired from another individual shares of Common Stock or ADSs of Sony Corporation as a legatee, heir or donee even though neither the acquiring individual nor the deceased nor donor is a Japanese resident.

Holders of shares of Common Stock or ADSs of Sony Corporation should consult their tax advisors regarding the effect of these taxes and, in the case of U.S. holders, the possible application of the Estate and Gift Tax Treaty between the U.S. and Japan.

***United States Taxation with respect to shares of Common Stock and ADSs***

The U.S. dollar amount of dividends received (prior to deduction of Japanese taxes) by a U.S. holder of ADSs or Common Stock of Sony Corporation will be included in income as ordinary income for U.S. federal income tax purposes to the extent paid out of current or accumulated earnings and profits of Sony Corporation as determined for U.S. federal income tax purposes. Subject to certain exceptions for short-term and hedged positions, the U.S. dollar amount of dividends received by an individual prior to January 1, 2013 with respect to the ADSs or Common Stock will be subject to taxation at a maximum rate of 15 percent if the dividends are qualified dividends. Dividends paid on the ADSs or Common Stock will be treated as qualified dividends if Sony Corporation was not, in the year prior to the year in which the dividend was paid, and is not, in the year in which the dividend is paid a passive foreign investment company ( PFIC ). Based on Sony Corporation's audited financial statements and relevant market and shareholder data, Sony Corporation believes that it was not treated as a PFIC for U.S. federal income tax purposes with respect to its 2012 taxable year. In addition, based on Sony Corporation's audited financial statements and Sony Corporation's current expectations regarding the value and nature of its assets, the sources and nature of its income, and relevant market and shareholder data, Sony Corporation does not anticipate becoming a PFIC for the 2013 taxable year. The U.S. Treasury has announced its intention to promulgate rules pursuant to which holders of ADSs or Common Stock and intermediaries through whom such securities are held will be permitted to rely on certifications from issuers to treat dividends as qualified for tax reporting purposes. Because such procedures have not yet been issued, it is not clear whether Sony Corporation will be able to comply with them. Holders of ADSs and Common Stock of Sony Corporation should consult their own tax advisors regarding the availability of the reduced dividend tax rate in light of the considerations discussed above and their own particular circumstances.

Subject to applicable limitations and special considerations discussed below, a U.S. holder of ADSs or Common Stock of Sony Corporation will be entitled to a credit for Japanese tax withheld in accordance with the Treaty from dividends paid by Sony Corporation. For purposes of the foreign tax credit limitation, dividends will be foreign source income, and will generally constitute passive income. Foreign tax credits will not be allowed for withholding taxes imposed in respect of certain short-term or hedged positions and may not be allowed in respect of arrangements in which economic profit, after non-U.S. taxes, is insubstantial. Holders of ADSs and Common Stock should consult their own tax advisors regarding the implications of these rules in light of their particular circumstances.

Dividends paid by Sony Corporation to U.S. corporate holders of ADSs or Common Stock of Sony Corporation will not be eligible for the dividends-received deduction.

In general, a U.S. holder will recognize capital gain or loss upon the sale or other disposition of ADSs or Common Stock of Sony Corporation equal to the difference between the amount realized on the sale or disposition and the U.S. holder's tax basis in the ADSs or Common Stock. Such capital gain or loss will be long-term capital gain or loss if the ADSs or Common Stock have been held for more than one year on the date of the sale or disposition. The net amount of long-term capital gain recognized by an individual holder before January 1, 2013 generally is subject to taxation at a maximum rate of 15 percent. The net long-term capital gain recognized by an individual holder after December 31, 2012 generally is subject to taxation at a maximum rate of 20 percent.



---

**Table of Contents**

Under the Code, a U.S. holder of ADSs or Common Stock of Sony Corporation may be subject, under certain circumstances, to information reporting and possibly backup withholding with respect to dividends and proceeds from the sale or other disposition of ADSs or Common Stock, unless the U.S. holder provides proof of an applicable exemption or correct taxpayer identification number and otherwise complies with applicable requirements of the backup withholding rules. Any amount withheld under the backup withholding rules is not additional tax and may be refunded or credited against the U.S. holder's federal income tax liability, so long as the required information is furnished to the U.S. Internal Revenue Service.

**F. Dividends and Paying Agent**

Not Applicable

**G. Statement by Experts**

Not Applicable

**H. Documents on Display**

It is possible to read and copy documents referred to in this annual report on Form 20-F that have been filed with the SEC at the SEC's public reference room located at 100 F Street, N.E., Washington, D.C. 20549. Please call the SEC at 1-800-SEC-0330 for further information on the public reference rooms and their copy charges. You can also access the documents at the SEC's home page (<http://www.sec.gov/index.html>).

**I. Subsidiary Information**

Not Applicable

**Item 11. *Quantitative and Qualitative Disclosures about Market Risk***

Sony's business is continuously exposed to market fluctuation, such as fluctuations in currency exchange rates, interest rates or stock prices. Sony utilizes several derivative instruments, such as foreign exchange forward contracts, foreign currency option contracts, interest rate swap agreements and currency swap agreements in order to hedge the potential downside risk on the cash flow from the normal course of business caused by market fluctuation. Sony uses foreign exchange forward contracts and foreign currency option contracts primarily to reduce the foreign exchange volatility risk that accounts receivable or accounts payable denominated in yen, U.S. dollars, euros or other currencies have through the normal course of Sony's worldwide business. Interest rate swap agreements and currency swap agreements are utilized to diversify funding conditions or to reduce funding costs, and in the Financial Services segment, these transactions are used for asset liability management. Sony uses these derivative financial instruments mainly for risk-hedging purposes as described above, and few derivative transactions, such as bond futures and bond options are held or utilized for trading purposes in the Financial Services segment. If hedge accounting cannot be applied because the accounts receivable or accounts payable to be hedged are not yet booked, or because cash flows from derivative transactions do not coincide with the underlying exposures recorded on Sony's balance sheet, such derivatives agreements are subject to a mark-to-market evaluation and their unrealized gains or losses are recognized in earnings. In addition, Sony holds marketable securities such as straight bonds, and stocks in yen or other currencies in the Financial Services segment in order to obtain interest income or capital gain on the financial assets under management and these securities include a concentration of investments in long-term Japanese national government bonds, for which Sony monitors the related credit ratings and other market information on an ongoing basis. Investments in marketable securities are also subject to market fluctuation.

Sony measures the economic impact of market fluctuations on the value of derivatives agreements and marketable securities by using Value-at-Risk ( VaR ) analysis in order to comply with Item 11 disclosure requirements. VaR in this context indicates the potential maximum amount of loss in fair value resulting from adverse market fluctuations for a selected period of time and at a selected level of confidence.



**Table of Contents**

The following table shows the results of VaR. These analyses for the fiscal year ended March 31, 2013 indicate the potential maximum loss in fair value as predicted by the VaR analysis resulting from market fluctuations in one day at a 95 percent confidence level. The VaR of currency exchange rate risk principally consists of risks arising from the volatility of the exchange rates between the yen and U.S. dollar and between the yen and the euro, the currencies in which a significant amount of financial assets and liabilities and derivative transactions are maintained on a consolidated basis. The VaR of interest rate risk and stock price risk consists of risks arising from the volatility of the interest rates and stock prices against invested securities and derivatives transactions in the Financial Services segment.

The net VaR for Sony's entire portfolio is smaller than the simple aggregate of VaR for each component of market risk. This is due to the fact that market risk factors such as currency exchange rates, interest rates, and stock prices are not completely independent, and potential profits and losses arising from each market risk may to some degree be mutually offsetting.

The disclosed VaR amounts simply represent the calculated potential maximum loss on the specified date and do not necessarily indicate an estimate of actual or future loss.

**Consolidated**

|                                    | June 30,<br>2012  | September 30,<br>2012 | December 31,<br>2012 | March 31,<br>2013 |
|------------------------------------|-------------------|-----------------------|----------------------|-------------------|
|                                    | (Yen in billions) |                       |                      |                   |
| Net VaR                            | 2.2               | 1.7                   | 1.2                  | <b>1.2</b>        |
| VaR of currency exchange rate risk | 2.3               | 1.8                   | 1.3                  | <b>1.2</b>        |
| VaR of interest rate risk          | 0.2               | 0.1                   | 0.1                  | <b>0.1</b>        |
| VaR of stock price risk            | 0.0               | 0.0                   | 0.0                  | <b>0.0</b>        |

**Financial Services**

|                                    | June 30,<br>2012  | September 30,<br>2012 | December 31,<br>2012 | March 31,<br>2013 |
|------------------------------------|-------------------|-----------------------|----------------------|-------------------|
|                                    | (Yen in billions) |                       |                      |                   |
| Net VaR                            | 1.0               | 0.7                   | 0.7                  | <b>1.0</b>        |
| VaR of currency exchange rate risk | 1.0               | 0.7                   | 0.7                  | <b>1.0</b>        |
| VaR of interest rate risk          | 0.2               | 0.1                   | 0.1                  | <b>0.1</b>        |
| VaR of stock price risk            | 0.0               | 0.0                   | 0.0                  | <b>0.0</b>        |

**Sony without the Financial Services segment**

|                                    | June 30,<br>2012  | September 30,<br>2012 | December 31,<br>2012 | March 31,<br>2013 |
|------------------------------------|-------------------|-----------------------|----------------------|-------------------|
|                                    | (Yen in billions) |                       |                      |                   |
| Net VaR                            | 1.4               | 1.2                   | 0.7                  | <b>0.4</b>        |
| VaR of currency exchange rate risk | 1.4               | 1.2                   | 0.7                  | <b>0.4</b>        |
| VaR of interest rate risk          | 0.0               | 0.0                   | 0.0                  | <b>0.0</b>        |
| VaR of stock price risk            | 0.0               | 0.0                   | 0.0                  | <b>0.0</b>        |

**Item 12. Description of Securities Other Than Equity Securities****A. Debt Securities**

Not Applicable

**B. Warrants and Rights**  
Not Applicable

**Table of Contents****C. Other Securities**

Not Applicable

**D. American Depositary Shares**

JPMorgan Chase Bank, N.A. (the Depository) serves as the depository for Sony Corporation's ADSs. ADS holders may be required to pay various fees to the Depository and the Depository may refuse to provide any service for which a fee is assessed until the applicable fee has been paid. The following fees may at any time and from time to time be changed by agreement between Sony Corporation and the Depository.

Under the terms of the depository agreement, ADS holders may be required to pay the Depository an annual fee of 0.05 U.S. dollar per ADS (or portion thereof) for administering the ADS program, and amounts in respect of expenses incurred by the Depository or its agents on behalf of ADS holders, except expenses arising from (i) compliance with applicable law, taxes or other governmental charges, (ii) cable, telex or facsimile transmission, (iii) transfer or registration in connection with the deposit or withdrawal of deposited securities, and (iv) conversion of foreign currency into U.S. dollars. In each case, the fee may be charged on a periodic basis and the Depository may decide in its sole discretion to seek payment by either billing holders or by deducting the fee from one or more cash dividends or other cash distributions.

Under the terms of the depository agreement, ADS holders may be required to pay additional fees for certain services provided by the Depository, as set forth in the table below.

| Depository service  | Fee payable by ADS holders                               |
|---|--|
| Cash distribution of dividends  | 0.05 U.S. dollar or less per ADS                         |
| Transfers of ADRs   | 1.50 U.S. dollars per ADS                                |
| Issuance and delivery of ADRs, including in connection with share distributions, sales and stock splits, or any other transaction or event affecting the ADSs | 5.00 U.S. dollars for each 100 ADSs (or portion thereof) |
| Distribution or sale of securities other than ADRs  | 5.00 U.S. dollars for each 100 shares                    |
| Withdrawal, cancellation or reduction of shares underlying ADSs   | 5.00 U.S. dollars per 100 ADSs (or portion thereof)      |

**Direct and Indirect Payments by the Depository to Sony**

The Depository reimburses Sony for certain expenses Sony incurs in connection with its ADR program, subject to a ceiling agreed upon by Sony and the Depository from time to time. These reimbursable expenses currently include legal and accounting fees, listing fees, investor relations expenses and fees payable to service providers for the distribution of material to ADR holders. For the fiscal year ended March 31, 2013, such reimbursements totaled approximately 1.8 million U.S. dollars.

In addition, as part of its service to Sony, the Depository waives fees for the standard costs associated with the administration of the ADR program, associated operating expenses, investor relations advice and access to an internet-based tool used in Sony's investor relations activities. For the fiscal year ended March 31, 2013, the amount of these indirect payments was estimated to total 0.2 million U.S. dollars.

**Item 13. Defaults, Dividend Arrearages and Delinquencies**

None

**Item 14. Material Modifications to the Rights of Security Holders and Use of Proceeds**

None

**Table of Contents****Item 15. Controls and Procedures**

## Item 15(a). Disclosure Controls and Procedures

Sony has carried out an evaluation under the supervision and with the participation of Sony's management, including the Chief Executive Officer ( CEO ) and Chief Financial Officer ( CFO ), of the effectiveness of the design and operation of Sony's disclosure controls and procedures, as defined in Rules 13a-15(e) and 15d-15(e) under the Securities Exchange Act of 1934, as of March 31, 2013. Disclosure controls and procedures require that information to be disclosed in the reports Sony files or submits under the Securities and Exchange Act of 1934 is recorded, processed, summarized and reported as and when required, within the time periods specified in the applicable rules and forms, and that such information is accumulated and communicated to Sony's management, including the CEO and CFO, as appropriate to allow timely decisions regarding required disclosure. There are inherent limitations to the effectiveness of any system of disclosure controls and procedures, including the possibility of human error and the circumvention or overriding of the controls and procedures. Accordingly, even effective disclosure controls and procedures can only provide reasonable assurance of achieving their control objectives. Based upon Sony's evaluation, the CEO and CFO have concluded that, as of March 31, 2013, the disclosure controls and procedures were effective at the reasonable assurance level.

## Item 15(b). Management's Annual Report on Internal Control over Financial Reporting

Sony's management is responsible for establishing and maintaining adequate internal control over financial reporting, as defined in Rules 13a-15(f) and 15d-15(f) under the Securities Exchange Act of 1934. Sony's internal control over financial reporting is designed to provide reasonable assurance regarding the reliability of financial reporting and the preparation of financial statements for external purposes in accordance with generally accepted accounting principles in the United States of America. Sony's internal control over financial reporting includes those policies and procedures that:

- (i) pertain to the maintenance of records that, in reasonable detail, accurately and fairly reflect the transactions and dispositions of the assets of Sony;
- (ii) provide reasonable assurance that transactions are recorded as necessary to permit preparation of financial statements in accordance with generally accepted accounting principles, and that receipts and expenditures of Sony are being made only in accordance with authorizations of management and directors; and
- (iii) provide reasonable assurance regarding prevention or timely detection of unauthorized acquisition, use or disposition of Sony's assets that could have a material effect on the financial statements.

Because of its inherent limitations, internal control over financial reporting may not prevent or detect misstatements. Also, projections of any evaluation of effectiveness to future periods are subject to the risk that controls may become inadequate because of changes in conditions, or that the degree of compliance with the policies or procedures may deteriorate.

Sony's management evaluated the effectiveness of Sony's internal control over financial reporting as of March 31, 2013 based on the criteria established in *Internal Control – Integrated Framework (1992)* issued by the Committee of Sponsoring Organizations of the Treadway Commission (COSO). Based on the evaluation, management has concluded that Sony maintained effective internal control over financial reporting as of March 31, 2013.

Sony's independent registered public accounting firm, PricewaterhouseCoopers Aarata, has issued an audit report on Sony's internal control over financial reporting as of March 31, 2013, presented on page (F-2).

## Item 15(c). Attestation Report of the Registered Public Accounting Firm

Refer to the Report of Independent Registered Public Accounting Firm on page (F-2).

**Table of Contents**

## Item 15(d). Changes in Internal Control over Financial Reporting

There has been no change in Sony's internal control over financial reporting during the fiscal year ended March 31, 2013 that has materially affected, or is reasonably likely to materially affect, Sony's internal control over financial reporting.

**Item 16. [Reserved]****Item 16A. Audit Committee Financial Expert**

Sony's Board of Directors has determined that Takaaki Nimura and Kanemitsu Anraku each qualifies as an audit committee financial expert as defined in Item 16A of Form 20-F under the Securities Exchange Act of 1934, as amended. In addition, both are determined to be independent as defined under the New York Stock Exchange ( NYSE ) Corporate Governance Standards.

**Item 16B. Code of Ethics**

Sony has adopted a code of ethics, as defined in Item 16B of Form 20-F under the Securities Exchange Act of 1934, as amended. The code of ethics applies to Sony's Chief Executive Officer, Chief Financial Officer, chief accounting officer and persons performing similar functions, as well as to directors and all other officers and employees of Sony, as defined in the code of ethics. The code of ethics is available at <http://www.sony.net/code>

**Item 16C. Principal Accountant Fees and Services Audit and Non-Audit Fees**

The following table presents fees for audit and other services rendered by PricewaterhouseCoopers for the fiscal years ended March 31, 2012 and 2013.

|                       | Fiscal year ended<br>March 31 |       |
|-----------------------|-------------------------------|-------|
|                       | 2012                          | 2013  |
|                       | Yen in millions               |       |
| Audit Fees(1)         | 3,751                         | 3,907 |
| Audit-Related Fees(2) | 245                           | 113   |
| Tax Fees(3)           | 6                             | 8     |
| All Other Fees(4)     | 67                            | 47    |
|                       | 4,069                         | 4,075 |

- (1) Audit Fees consist of fees for the annual audit services engagement and other audit services, which are those services that only the external auditor can provide.
- (2) Audit-Related Fees consist of fees billed for assurance and related services, and audit services relating to benefit plans, business acquisitions and dispositions.

(3) Tax Fees primarily consist of fees for tax advice.

(4) All Other Fees comprises fees primarily for services rendered with respect to advisory services.

**Audit Committee's Pre-Approval Policies and Procedures**

Consistent with the U.S. Securities and Exchange Commission rules regarding auditor independence, Sony Corporation's Audit Committee is responsible for appointing, reviewing and setting compensation, retaining, and overseeing the work of Sony's independent auditor, so that the auditor's independence will not be impaired. The Audit Committee established a formal policy requiring pre-approval of all audit and permissible non-audit services provided by the independent auditor to Sony Corporation or any of its subsidiaries. The Audit Committee periodically reviews this policy with due regard for compliance with laws and regulations of host countries where Sony Corporation is listed.



**Table of Contents**

Prior to the engagement of the independent auditor for the following fiscal year's audit, management submits an application form to the Audit Committee for comprehensive pre-approval of all recurring services expected to be rendered during that year. In order to obtain comprehensive pre-approval, management provides sufficient information regarding each service so that each service can be classified into one of four categories (Audit, Audit-Related, Tax, or All Other) as well as information regarding the fees expected to be budgeted for each service. Management describes each service in detail and indicates precisely and unambiguously the nature and scope of each particular service. Any additional services not contemplated in the application form require the Audit Committee's separate pre-approval on an individual basis. The Audit Committee approves, if necessary, any changes in terms, conditions and fees, resulting from changes in the scope of services to be provided or from other circumstances. The Audit Committee Chair retains pre-approval authority and evaluates items for approval on a request basis. The Audit Committee or its designee establishes procedures to assure that the independent auditor is aware in a timely manner of the services that have been pre-approved.

**Item 16D. Exemptions from the Listing Standards for Audit Committees**

Not Applicable

**Item 16E. Purchases of Equity Securities by the Issuer and Affiliated Purchasers**

The following table sets out information concerning purchases made by Sony Corporation during the fiscal year ended March 31, 2013.

| Period               | (a) Total number of shares purchased | (b) Average price paid per share (yen) | (c) Total number of shares purchased as part of publicly announced plans or programs | (d) Maximum number of shares that may yet be purchased under the plans or programs |
|----------------------|--------------------------------------|--|--|--|
| April 1 30, 2012     | 1,614                                | 1,568.02                               | N/A  | N/A  |
| May 1 31, 2012       | 1,088                                | 1,220.12                               | N/A  | N/A  |
| June 1 30, 2012      | 1,720                                | 1,051.25                               | N/A  | N/A  |
| July 1 31, 2012      | 2,611                                | 1,040.49                               | N/A  | N/A  |
| August 1 31, 2012    | 2,450                                | 929.12                                 | N/A  | N/A  |
| September 1 30, 2012 | 854                                  | 930.32                                 | N/A  | N/A  |
| October 1 31, 2012   | 1,395                                | 939.50                                 | N/A  | N/A  |
| November 1 30, 2012  | 1,561                                | 892.69                                 | N/A  | N/A  |
| December 1 31, 2012  | 2,774                                | 863.32                                 | N/A  | N/A  |
| January 1 31, 2013   | 3,100                                | 1,006.29                               | N/A  | N/A  |
| February 1 28, 2013  | 2,563                                | 1,378.16                               | N/A  | N/A  |
| March 1 31, 2013     | 1,969                                | 1,546.00                               | N/A  | N/A  |
| <b>Total</b>         | <b>23,699</b>                        | <b>1,107.59</b>                        | <b>N/A</b>   | <b>N/A</b>   |

Under the Companies Act, a holder of shares constituting less than one full unit may require Sony Corporation to purchase such shares at their market value (Refer to B. Memorandum and Articles of Association *Capital stock (Unit share system)* in Item 10. *Additional Information* ). During the fiscal year ended March 31, 2013, Sony Corporation purchased 23,699 shares of Common Stock for a total purchase price of 26,248,712 yen upon such requests from holders of shares constituting less than one full unit.

**Item 16F. Change in Registrant's Certifying Accountant**

Not Applicable



**Table of Contents****Item 16G. Disclosure About Differences in Corporate Governance**

The table below discloses the significant ways in which Sony's corporate governance practices differ from those required for U.S. companies under the listing standards of the NYSE. As a foreign private issuer listed on the NYSE, Sony is exempt from most of the exchange's corporate governance standards requirements. For further information on Sony's corporate governance practices and history, please refer to Board Practices in Item 6. *Director, Senior Management and Employees*. In the table below, any reference to Sony shall mean Sony Corporation.

| NYSE Standards   | Sony's Corporate Governance Practices  |
|--|--|
| <p><b>Board Independence.</b> A majority of board directors must be independent.</p>   | <p>Sony has adopted the Company with Committees system under the Companies Act. Sony's Charter of the Board of Directors (attached as an exhibit [1.3] to this report) requires its board to consist of between 10 to 20 directors.</p> <p>The Companies Act does not require Sony to have a majority of independent (in the meaning given by the NYSE Corporate Governance Standards) directors on its board; rather, it requires Sony to have a majority of outside directors (the definition of the term outside director is summarized below) on each of three statutory committees (the Nominating Committee, the Audit Committee and the Compensation Committee).</p>  |
| <p><b>Director Independence.</b> A director is not independent if such director is</p> <p>(i) a person who the board determines has a material direct or indirect relationship with the company, its parent or a consolidated subsidiary;</p> <p>(ii) a person who, within the last three years, has been an employee of the company or has an immediate family member of an executive officer of the company, its parent or a consolidated subsidiary;</p> <p>(iii) a person who had received, or whose immediate family member had received, during any 12 month period within the last three years, more than 120,000 U.S. dollars per year in direct compensation from the company, its parent or a consolidated subsidiary, other than director and committee fees or deferred compensation for prior services (provided such compensation is not contingent in any way on continued service);</p> <p>(iv) (A) a person who is, or whose immediate family member is, a current partner or employee of a firm that is the company's internal or external auditor; (B) a person whose immediate family member is a partner of</p> | <p>Outside director is defined in the Companies Act as:</p> <p>A director (i) who is not a director of the company or any of its subsidiaries engaged in the business operations of the company or such subsidiary, as the case may be, or a corporate executive officer or a general manager or other employee of the company or any of its subsidiaries, and (ii) who has never been a director of the company or any of its subsidiaries engaged in the business operations of the company or such subsidiary, as the case may be, or a corporate executive officer or a general manager or other employee of the company or any of its subsidiaries.</p> <p>Under the Companies Act, a director's status as an outside director is unaffected by the director's compensation, his or her affiliation with business partners, or the board's affirmative determination of independence. On the other hand, under the Companies Act, a director who has had a career as a management director, corporate executive officer, or other employee of the company or its subsidiaries is by definition not an outside director.</p> |

**Table of Contents**

**NYSE Standards**

such a firm; (C) a person who has an immediate family member who is a current employee of such a firm and who personally participates in the firm's audit, assurance or tax compliance (but not tax planning) practice; or (D) a person who was, or has an immediate family member who was, within the last three years, a partner or employee of such a firm and personally worked on the listed company's audit within that time;

(v) a person who is, or whose immediate family member is, or has been within the last three years, employed as an executive officer of another company where any of the listed company's present executive officers at the same time serves or served on that company's compensation committee; or

(vi) an executive officer or employee of a company, or has an immediate family member of an executive officer of a company, that makes payments to, or receives payments from, the listed company, its parent or a consolidated subsidiary for property or services in an amount which, in any of the last three fiscal years, exceeds the greater of 1 million U.S. dollars or 2 percent of such other company's consolidated gross revenues.

**Sony's Corporate Governance Practices**

Sony's Charter of the Board of Directors includes a provision requiring that each outside director:

Shall not have received directly from Sony Group, during any consecutive 12 month period within the last three years, more than an amount equivalent to 120,000 U.S. dollars, other than director and committee fees and pension or other forms of deferred compensation for prior service (provided such compensation is not contingent in any way on continued service);

(ii) Shall not be a director, a statutory auditor, a corporate executive officer, a general manager or other employees of any company whose aggregate amount of transactions with Sony Group, in any of the last three fiscal years, exceeds the greater of an amount equivalent to 1,000,000 U.S. dollars, or 2 percent of the annual consolidated sales of such company; and

(iii) Shall not be, or shall not have been, a director engaged in the business operation, a corporate executive officer, an accounting counselor, a general manager or other employees of Sony or its subsidiaries\*. (\* This provision of the Charter is based on the definition of outside director under the Companies Act.)

In addition, the Securities Listing Regulations of the Tokyo Stock Exchange require Sony to have at least one Independent Director on the Board of Directors. Independent Director is defined in the Securities Listing Regulations of the Tokyo Stock Exchange as an outside director who is unlikely to have conflicts of interest with shareholders. According to the guidelines of the Tokyo Stock Exchange, if a person falls in any of the categories listed below, such person, in principle, will be considered to have a conflict of interest with shareholders of the listed company.

(1) A person who executes business of (a) a parent company or (b) a fellow subsidiary of the listed company;

(2) (a) A person for which the listed company is a major client or a person who executes business of a person for which the listed company is a major client, or

(b) a major client of the listed company or a person who executes business of a major client of the listed company;

**Table of Contents**

**NYSE Standards**

**Sony's Corporate Governance Practices**

(3) A consultant, accounting professional, or legal professional (or, if such consultant, accounting professional, or legal professional is a juridical person, a member of such juridical person) of the listed company who receives a large amount of money or other consideration other than remuneration for directorship/auditorship from such listed company;

(4) A person who has fallen in any of categories (1) through (3) listed above until recently; or

(5) A major shareholder of the listed company (in cases where such major shareholder is a corporation, a person who executes business for such corporation); or

(6) A close relative of a person who falls in to any of categories (a) through (c) listed below (only if such person is significant):

(a) A person who falls in to any of (1) through (4) listed above;

(b) A person who executes business of the listed company or its subsidiary; or

(c) A person who has fallen into category (b) above until recently.

As of June 27, 2013, 10 of the 13 members of Sony's Board of Directors qualified as outside directors. In addition, all 10 outside directors are qualified and designated as Independent Directors under the Securities Listing Regulations of the Tokyo Stock Exchange.

**Executive Sessions.** Non-management directors must meet in regularly scheduled executive sessions without management. Independent directors should meet alone in an executive session at least once a year.

An outside director, as defined under the Companies Act, is equivalent to a non-management director under the NYSE rules because an outside director does not engage in the execution of business operations of the company. Neither the Companies Act nor Sony's Charter of the Board of Directors requires non-management directors to meet regularly without management and nothing requires outside directors to meet alone in an executive session at least once a year.

**Table of Contents****NYSE Standards**

**Nominating/Corporate Governance Committee.** A nominating/corporate governance committee of independent directors is required. The committee must have a charter that addresses the purpose, responsibilities (including development of corporate governance guidelines) and annual performance evaluation of the committee.

**Compensation Committee.** A compensation committee of independent directors is required. The committee must have a charter that addresses the purpose, responsibilities and annual performance evaluation of the committee. In addition, in accordance with the SEC rules adopted pursuant to Section 952 of the Dodd-Frank Act, NYSE listing standards have been amended effective July 1, 2013 to expand the factors relevant in determining whether a committee member has a relationship to the company that will materially affect that member's duties to the compensation committee.

Additionally, the committee may obtain or retain the advice of a compensation adviser only after taking into consideration all factors relevant to determining that adviser's independence from management.

**Audit Committee.** An audit committee satisfying the independence and other requirements of Rule 10A-3 under the Exchange Act. The committee must have at least three members. All members must be independent. The committee must have a charter addressing the committee's purpose, an annual performance evaluation of the committee and the duties and responsibilities of the committee.

**Sony's Corporate Governance Practices**

Sony's Nominating Committee consists of at least five directors. Under the Companies Act, the Committee is responsible for determining the contents of proposals regarding the appointment and dismissal of directors to be submitted for approval to the shareholders' meeting. Unlike listed U.S. companies under NYSE rules, it is not responsible for developing governance guidelines or overseeing the evaluation of the board and management. Under the Companies Act, a majority of its members must be outside directors, as defined under the Companies Act. Sony's Charter of the Board of Directors requires at least two of the directors on the Committee to be corporate executive officers.

Sony's Compensation Committee consists of at least three directors. Under the Companies Act, a majority of its members must be outside directors, as defined under the Companies Act. Sony's Charter of the Board of Directors recommends that at least one of the directors on the Committee be a corporate executive officer. The Charter prohibits the CEO and/or the COO (or a person at any equivalent position) from serving on the Compensation Committee. Under the Companies Act, the Committee is responsible for, among others, determining the compensation of each director and corporate executive officer.

Sony's Audit Committee consists of at least three directors. Under the Companies Act, a majority of its members must be outside directors, as defined under the Companies Act. In addition, pursuant to the Companies Act, no member of the Committee shall be a director of the company or any of its subsidiaries who is engaged in the business operations of the company or such subsidiary, as the case may be, or a corporate executive officer of the company or any of its subsidiaries, or an accounting counselor, general manager or other employee of any of such subsidiaries. Sony's Charter of the Board of Directors also requires each member of the Audit Committee to meet the independence requirements of the applicable

**Table of Contents**

**NYSE Standards**

**Sony's Corporate Governance Practices**

U.S. securities laws and regulations, and requires at least one member to meet the audit committee financial expert requirements. Currently, all the members of Sony's Audit Committee are also independent as defined in the NYSE Corporate Governance Standards, and two members of the Committee are qualified as audit committee financial experts. Sony's Charter of the Board of Directors discourages any Audit Committee member from concurrently being a member of other Committees.

**Equity Compensation Plans.** Equity compensation plans require shareholder approval, subject to limited exemptions.

Under the Companies Act, if Sony wishes to adopt an equity compensation plan under which stock acquisition rights are granted on specially favorable conditions, except where all of its shareholders are granted rights to subscribe for such stock acquisition rights or such stock acquisition rights are gratuitously allocated to all of its shareholders, each on a pro rata basis, then Sony must obtain shareholder approval by a special resolution of a general meeting of shareholders, where the quorum is one-third of the total number of voting rights of all of its shareholders and the approval by at least two-thirds of the number of voting rights of all the shareholders represented at the meeting is required under Sony's Articles of Incorporation.

**Corporate Governance Guidelines.** Corporate governance guidelines must be adopted and disclosed.

Sony is required to disclose the status of its corporate governance under the Companies Act, Financial Instruments and Exchange Act and its related regulations, and the Securities Listing Regulations of the Tokyo Stock Exchange; however, Sony does not have corporate governance guidelines that cover all the requirements described in the NYSE Corporate Governance Standards, as many of the provisions do not apply to Sony. Details of the status are posted on the following website:

<http://www.sony.net/SonyInfo/IR/library/control.html>

**Code of Ethics.** A code of business conduct and ethics for directors, officers and employees must be adopted and disclosed, along with any waivers of the code for directors or executive officers.

Although this provision of the NYSE Corporate Governance Standards does not apply to Sony, Sony has adopted a code of conduct to be observed by all its directors, officers and other employees. The code of conduct is available at [http://www.sony.net/SonyInfo/csr/management/compliance/code\\_of\\_conduct.pdf](http://www.sony.net/SonyInfo/csr/management/compliance/code_of_conduct.pdf)

The code's content covers principal items described in the NYSE Corporate Governance Standards.



**Table of Contents**

**Item 16H. *Mine Safety Disclosure***

Not Applicable

**Item 17. *Financial Statements***

Not Applicable

**Item 18. *Financial Statements***

Refer to the consolidated financial statements.

**Item 19. *Exhibits***

Documents filed as exhibits to this annual report:

- 1.1 Articles of Incorporation of Sony Corporation (English Translation), incorporated by reference to Exhibit 1.1 to Sony's annual report on Form 20-F for the fiscal year ended March 31, 2010 (Commission file number 001-06439) filed on June 28, 2010
- 1.2 Share Handling Regulations (English Translation), incorporated by reference to Exhibit 1.2 to Sony's annual report on Form 20-F for the fiscal year ended March 31, 2010 (Commission file number 001-06439) filed on June 28, 2010
- 1.3 Charter of the Board of Directors (English Translation), incorporated by reference to Exhibit 1.3 to Sony's annual report on Form 20-F for the fiscal year ended March 31, 2010 (Commission file number 001-06439) filed on June 28, 2010
- 8.1 Significant subsidiaries (as defined in §210.1-02(w) of Regulation S-X) of Sony Corporation, including additional subsidiaries that management has deemed to be significant, as of March 31, 2013: Incorporated by reference to Business Overview and Organizational Structure in Item 4. Information on the Company
- 12.1 302 Certification
- 12.2 302 Certification
- 13.1 906 Certification
- 15.1(a) Consent of PricewaterhouseCoopers Aarata
- 15.1(b) Consent of PricewaterhouseCoopers
- 15.2 Consolidated Financial Statements of Sony Mobile Communications AB, incorporated by reference to pages A-1 through A-30 of Sony Corporation's amended annual report on Form 20-F/A for the fiscal year ended March 31, 2012 filed on July 20, 2012
- 101.1 XBRL INSTANCE DOCUMENT
- 101.1 XBRL TAXONOMY EXTENSION SCHEMA
- 101.1 XBRL TAXONOMY EXTENSION CALCULATION LINKBASE
- 101.1 XBRL TAXONOMY EXTENSION DEFINITION LINKBASE
- 101.1 XBRL TAXONOMY EXTENSION LABEL LINKBASE
- 101.1 XBRL TAXONOMY EXTENSION PRESENTATION LINKBASE

**Table of Contents**

**SIGNATURES**

Pursuant to the requirements of Section 12 of the Securities Exchange Act of 1934, the registrant hereby certifies that it meets all of the requirements for filing on Form 20-F and that it has duly caused and authorized the undersigned to sign this annual report on its behalf.

SONY CORPORATION  
(Registrant)

By: /s/ MASARU KATO

(Signature)  
Masaru Kato  
Executive Vice President and Chief Financial  
Officer

Date: June 27, 2013

**Table of Contents**

**INDEX TO CONSOLIDATED FINANCIAL STATEMENTS**  
**SONY CORPORATION AND CONSOLIDATED SUBSIDIARIES**

|  | <b>Page</b> |
|--|-------------|
| <u>Report of Independent Registered Public Accounting Firm</u>   | F-2         |
| <u>Consolidated Balance Sheets at March 31, 2012 and 2013</u>  | F-4         |
| <u>Consolidated Statements of Income for the years ended March 31, 2011, 2012 and 2013</u>   | F-6         |
| <u>Consolidated Statements of Comprehensive Income for the years ended March 31, 2011, 2012 and 2013</u>   | F-8         |
| <u>Consolidated Statements of Cash Flows for the years ended March 31, 2011, 2012 and 2013</u>   | F-9         |
| <u>Consolidated Statements of Changes in Stockholders' Equity for the years ended March 31, 2011, 2012 and 2013</u>                                    | F-11        |
| <u>Index to Notes to Consolidated Financial Statements</u>   | F-14        |
| <u>Notes to Consolidated Financial Statements</u>  | F-15        |
| <u>Financial Statement Schedule II for the years ended March 31, 2011, 2012 and 2013 - Valuation and Qualifying Accounts</u>                           | F-99        |
| All other schedules are omitted because they are not applicable or the required information is shown in the financial statements or the notes thereto. |             |

\*\*\*\*\*

Incorporated by reference into this Annual Report on Form 20-F are the Consolidated Financial Statements and Report of Independent Auditors of Sony Mobile Communications AB, which are included on pages A-1 through A-30 of Sony's Annual Report on Form 20-F/A for the fiscal year ended March 31, 2012 filed with the Securities and Exchange Commission on July 20, 2012.

Consolidated Financial Statements of Sony Mobile Communications AB are provided pursuant to Regulation S-X Rule 3-09.

---

**Table of Contents**

**Report of Independent Registered Public Accounting Firm**

To the Board of Directors and Stockholders of Sony Corporation (Sony Kabushiki Kaisha)

In our opinion, the consolidated financial statements listed in the accompanying index present fairly in all material respects, the financial position of Sony Corporation and its subsidiaries (the Company) at March 31, 2013 and 2012, and the results of their operations and their cash flows for each of the three years in the period ended March 31, 2013, in conformity with accounting principles generally accepted in the United States of America. In addition, in our opinion, the financial statement schedule listed in the accompanying index presents fairly, in all material respects, the information set forth therein when read in conjunction with the related consolidated financial statements. Also in our opinion, the Company maintained, in all material respects, effective internal control over financial reporting as of March 31, 2013, based on criteria established in *Internal Control - Integrated Framework (1992)* issued by the Committee of Sponsoring Organizations of the Treadway Commission (COSO). The Company's management is responsible for these financial statements and financial statement schedule, for maintaining effective internal control over financial reporting and for its assessment of the effectiveness of internal control over financial reporting, included in the Management's Annual Report on Internal Control over Financial Reporting appearing under Item 15(b). Our responsibility is to express opinions on these financial statements, on the financial statement schedule, and on the Company's internal control over financial reporting based on our integrated audits. We conducted our audits in accordance with the standards of the Public Company Accounting Oversight Board (United States). Those standards require that we plan and perform the audits to obtain reasonable assurance about whether the financial statements are free of material misstatement and whether effective internal control over financial reporting was maintained in all material respects. Our audits of the financial statements included examining, on a test basis, evidence supporting the amounts and disclosures in the financial statements, assessing the accounting principles used and significant estimates made by management, and evaluating the overall financial statement presentation. Our audit of internal control over financial reporting included obtaining an understanding of internal control over financial reporting, assessing the risk that a material weakness exists, and testing and evaluating the design and operating effectiveness of internal control based on the assessed risk. Our audits also included performing such other procedures as we considered necessary in the circumstances. We believe that our audits provide a reasonable basis for our opinions.

A company's internal control over financial reporting is a process designed to provide reasonable assurance regarding the reliability of financial reporting and the preparation of financial statements for external purposes in accordance with generally accepted accounting principles. A company's internal control over financial reporting includes those policies and procedures that (i) pertain to the maintenance of records that, in reasonable detail, accurately and fairly reflect the transactions and dispositions of the assets of the company; (ii) provide reasonable assurance that transactions are recorded as necessary to permit preparation of financial statements in accordance with generally accepted accounting principles, and that receipts and expenditures of the company are being made only in accordance with authorizations of management and directors of the company; and (iii) provide reasonable assurance regarding prevention or timely detection of unauthorized acquisition, use, or disposition of the company's assets that could have a material effect on the financial statements.

Because of its inherent limitations, internal control over financial reporting may not prevent or detect misstatements. Also, projections of any evaluation of effectiveness to future periods are subject to the risk that controls may become inadequate because of changes in conditions, or that the degree of compliance with the policies or procedures may deteriorate.

/s/ PricewaterhouseCoopers Aarata

Tokyo, Japan

May 30, 2013

**Table of Contents**

[THIS PAGE IS INTENTIONALLY LEFT BLANK]

F-3

**Table of Contents****SONY CORPORATION AND CONSOLIDATED SUBSIDIARIES****Consolidated Balance Sheets**

March 31

|   | Yen in millions   |                   |
|---|-------------------|-------------------|
|   | 2012              | 2013              |
| <b>ASSETS</b>                                     |                   |                   |
| <b>Current assets:</b>                            |                   |                   |
| Cash and cash equivalents                         | 894,576           | 826,361           |
| Marketable securities                             | 680,913           | 697,597           |
| Notes and accounts receivable, trade              | 840,924           | 844,117           |
| Allowance for doubtful accounts and sales returns | (71,009)          | (67,625)          |
| Inventories                                       | 707,052           | 710,054           |
| Other receivables                                 | 202,044           | 148,142           |
| Deferred income taxes                             | 36,769            | 44,615            |
| Prepaid expenses and other current assets         | 463,693           | 443,272           |
| Total current assets                              | 3,754,962         | 3,646,533         |
| Film costs  | 270,048           | 270,089           |
| <b>Investments and advances:</b>                  |                   |                   |
| Affiliated companies                              | 36,800            | 198,621           |
| Securities investments and other                  | 6,282,676         | 7,118,504         |
|   | 6,319,476         | 7,317,125         |
| <b>Property, plant and equipment:</b>             |                   |                   |
| Land  | 139,413           | 131,484           |
| Buildings   | 817,730           | 778,514           |
| Machinery and equipment                           | 1,957,134         | 1,934,520         |
| Construction in progress                          | 35,648            | 47,839            |
|   | 2,949,925         | 2,892,357         |
| Less Accumulated depreciation                     | 2,018,927         | 2,030,807         |
|   | 930,998           | 861,550           |
| <b>Other assets:</b>                              |                   |                   |
| Intangibles, net                                  | 503,699           | 527,507           |
| Goodwill  | 576,758           | 643,243           |
| Deferred insurance acquisition costs              | 441,236           | 460,758           |
| Deferred income taxes                             | 100,460           | 107,688           |
| Other   | 398,030           | 371,799           |
|   | 2,020,183         | 2,110,995         |
| <b>Total assets</b>                               | <b>13,295,667</b> | <b>14,206,292</b> |

F-4

*(Continued on following page.)*

**Table of Contents****SONY CORPORATION AND CONSOLIDATED SUBSIDIARIES****Consolidated Balance Sheets (Continued)**

|   | Yen in millions   |                   |
|---|-------------------|-------------------|
|   | 2012              | 2013              |
| <b>LIABILITIES</b>  |                   |                   |
| <b>Current liabilities:</b>   |                   |                   |
| Short-term borrowings   | 99,878            | 87,894            |
| Current portion of long-term debt                                   | 310,483           | 156,288           |
| Notes and accounts payable, trade                                   | 758,680           | 572,102           |
| Accounts payable, other and accrued expenses                        | 1,073,241         | 1,097,253         |
| Accrued income and other taxes                                      | 63,396            | 75,080            |
| Deposits from customers in the banking business                     | 1,761,137         | 1,857,448         |
| Other   | 463,166           | 469,024           |
| <b>Total current liabilities</b>                                    | <b>4,529,981</b>  | <b>4,315,089</b>  |
| Long-term debt  | 762,226           | 938,428           |
| Accrued pension and severance costs                                 | 309,375           | 311,469           |
| Deferred income taxes   | 284,499           | 373,999           |
| Future insurance policy benefits and other                          | 3,208,843         | 3,540,031         |
| Policyholders' account in the life insurance business               | 1,449,644         | 1,693,116         |
| Other   | 240,978           | 349,985           |
| <b>Total liabilities</b>  | <b>10,785,546</b> | <b>11,522,117</b> |
| <b>Redeemable noncontrolling interest</b>                           | <b>20,014</b>     | <b>2,997</b>      |
| <b>Commitments and contingent liabilities</b>                       |                   |                   |
| <b>EQUITY</b>   |                   |                   |
| <b>Sony Corporation's stockholders' equity:</b>                     |                   |                   |
| Common stock, no par value  |                   |                   |
| 2012 Shares authorized: 3,600,000,000, shares issued: 1,004,638,164 | 630,923           |                   |
| 2013 Shares authorized: 3,600,000,000, shares issued: 1,011,950,206 |                   | 630,923           |
| Additional paid-in capital  | 1,160,236         | 1,110,531         |
| Retained earnings   | 1,084,462         | 1,102,297         |
| Accumulated other comprehensive income                              |                   |                   |
| Unrealized gains on securities, net                                 | 64,882            | 107,061           |
| Unrealized losses on derivative instruments, net                    | (1,050)           | (742)             |
| Pension liability adjustment  | (186,833)         | (191,816)         |
| Foreign currency translation adjustments                            | (719,092)         | (556,016)         |
|   | (842,093)         | (641,513)         |
| Treasury stock, at cost   |                   |                   |
| Common stock  |                   |                   |
| 2012 1,061,803 shares   | (4,637)           |                   |
| 2013 1,048,870 shares   |                   | (4,472)           |
|   | 2,028,891         | 2,197,766         |
| Noncontrolling interests  | 461,216           | 483,412           |
| <b>Total equity</b>   | <b>2,490,107</b>  | <b>2,681,178</b>  |
| <b>Total liabilities and equity</b>                                 | <b>13,295,667</b> | <b>14,206,292</b> |

The accompanying notes are an integral part of these statements.





**Table of Contents****SONY CORPORATION AND CONSOLIDATED SUBSIDIARIES****Consolidated Statements of Income**

Fiscal year ended March 31

|  | Yen in millions |           |           |
|--|-----------------|-----------|-----------|
|  | 2011            | 2012      | 2013      |
| <b>Sales and operating revenue:</b>                                      |                 |           |           |
| Net sales  | 6,304,401       | 5,526,611 | 5,691,216 |
| Financial services revenue   | 798,495         | 868,971   | 1,004,623 |
| Other operating revenue  | 78,377          | 97,630    | 105,012   |
|  | 7,181,273       | 6,493,212 | 6,800,851 |
| <b>Costs and expenses:</b>   |                 |           |           |
| Cost of sales  | 4,831,363       | 4,386,447 | 4,485,425 |
| Selling, general and administrative                                      | 1,501,813       | 1,375,887 | 1,457,626 |
| Financial services expenses  | 675,788         | 736,050   | 855,971   |
| Other operating (income) expense, net                                    | (13,450)        | (59,594)  | (235,219) |
|  | 6,995,514       | 6,438,790 | 6,563,803 |
| <b>Equity in net income (loss) of affiliated companies</b>               | 14,062          | (121,697) | (6,948)   |
| <b>Operating income (loss)</b>   | 199,821         | (67,275)  | 230,100   |
| <b>Other income:</b>   |                 |           |           |
| Interest and dividends   | 11,783          | 15,101    | 21,987    |
| Gain on sale of securities investments, net                              | 14,325          | 671       | 41,781    |
| Foreign exchange gain, net   | 9,297           |           |           |
| Other  | 9,561           | 7,706     | 4,888     |
|  | 44,966          | 23,478    | 68,656    |
| <b>Other expenses:</b>   |                 |           |           |
| Interest   | 23,909          | 23,432    | 26,657    |
| Loss on devaluation of securities investments                            | 7,669           | 3,604     | 7,724     |
| Foreign exchange loss, net   |                 | 5,089     | 10,360    |
| Other  | 8,196           | 7,264     | 8,334     |
|  | 39,774          | 39,389    | 53,075    |
| <b>Income (loss) before income taxes</b>                                 | 205,013         | (83,186)  | 245,681   |
| <b>Income taxes:</b>   |                 |           |           |
| Current  | 117,918         | 108,545   | 75,734    |
| Deferred   | 307,421         | 206,694   | 65,771    |
|  | 425,339         | 315,239   | 141,505   |
| <b>Net income (loss)</b>   | (220,326)       | (398,425) | 104,176   |
| Less Net income attributable to noncontrolling interests                 | 39,259          | 58,235    | 61,142    |
| <b>Net income (loss) attributable to Sony Corporation's stockholders</b> | (259,585)       | (456,660) | 43,034    |

F-6

*(Continued on following page.)*

**Table of Contents****SONY CORPORATION AND CONSOLIDATED SUBSIDIARIES****Consolidated Statements of Income (Continued)**

|   | 2011     | Yen<br>2012 | 2013  |
|---|----------|-------------|-------|
| <b>Per share data:</b>  |          |             |       |
| Common stock  |          |             |       |
| Net income (loss) attributable to Sony Corporation's stockholders |          |             |       |
| Basic   | (258.66) | (455.03)    | 42.80 |
| Diluted   | (258.66) | (455.03)    | 40.19 |
| Cash dividends  | 25.00    | 25.00       | 25.00 |

*The accompanying notes are an integral part of these statements.*

**Table of Contents****SONY CORPORATION AND CONSOLIDATED SUBSIDIARIES****Consolidated Statements of Comprehensive Income**

Fiscal year ended March 31

|  | Yen in millions |           |         |
|--|-----------------|-----------|---------|
|  | 2011            | 2012      | 2013    |
| <b>Net income (loss)</b>   | (220,326)       | (398,425) | 104,176 |
| <b>Other comprehensive income, net of tax</b>                                      |                 |           |         |
| Unrealized gains (losses) on securities  | (15,517)        | 20,557    | 66,844  |
| Unrealized gains (losses) on derivative instruments                                | (1,553)         | 539       | 308     |
| Pension liability adjustment   | (3,299)         | (33,173)  | (6,623) |
| Foreign currency translation adjustments   | (119,032)       | (17,911)  | 161,818 |
| <b>Total comprehensive income (loss)</b>   | (359,727)       | (428,413) | 326,523 |
| Less Comprehensive income attributable to noncontrolling interests                 | 35,004          | 66,136    | 82,909  |
| <b>Comprehensive income (loss) attributable to Sony Corporation's stockholders</b> | (394,731)       | (494,549) | 243,614 |

*The accompanying notes are an integral part of these statements.*

**Table of Contents****SONY CORPORATION AND CONSOLIDATED SUBSIDIARIES****Consolidated Statements of Cash Flows**

Fiscal year ended March 31

|   | Yen in millions |           |           |
|---|-----------------|-----------|-----------|
|   | 2011            | 2012      | 2013      |
| <b>Cash flows from operating activities:</b>  |                 |           |           |
| Net income (loss)   | (220,326)       | (398,425) | 104,176   |
| Adjustments to reconcile net income (loss) to net cash provided by operating activities                               |                 |           |           |
| Depreciation and amortization, including amortization of deferred insurance acquisition costs                         | 325,366         | 319,594   | 330,554   |
| Amortization of film costs  | 250,192         | 188,836   | 208,051   |
| Stock-based compensation expense  | 1,952           | 1,952     | 1,232     |
| Accrual for pension and severance costs, less payments  | (15,229)        | 36,647    | (16,669)  |
| Other operating (income) expense, net   | (13,450)        | (59,594)  | (235,219) |
| (Gain) loss on sale or devaluation of securities investments, net   | (6,656)         | 2,933     | (34,057)  |
| (Gain) loss on revaluation of marketable securities held in the financial services business for trading purposes, net | 10,958          | (21,080)  | (72,633)  |
| (Gain) loss on revaluation or impairment of securities investments held in the financial services business, net       | 5,080           | 2,819     | (5,689)   |
| Deferred income taxes   | 307,421         | 206,694   | 65,771    |
| Equity in net (income) loss of affiliated companies, net of dividends   | (11,479)        | 138,772   | 8,819     |
| Changes in assets and liabilities:  |                 |           |           |
| Decrease in notes and accounts receivable, trade  | 104,515         | 4,427     | 55,712    |
| (Increase) decrease in inventories  | (112,089)       | 29,778    | 56,987    |
| Increase in film costs  | (244,063)       | (186,783) | (173,654) |
| Decrease in notes and accounts payable, trade   | (18,119)        | (59,410)  | (206,621) |
| Increase (decrease) in accrued income and other taxes   | (8,020)         | (44,635)  | 12,446    |
| Increase in future insurance policy benefits and other  | 278,897         | 332,728   | 438,371   |
| Increase in deferred insurance acquisition costs  | (69,196)        | (68,634)  | (73,967)  |
| Increase in marketable securities held in the financial services business for trading purposes                        | (30,102)        | (39,161)  | (25,254)  |
| (Increase) decrease in other current assets   | (89,473)        | (35,181)  | 91,762    |
| Increase (decrease) in other current liabilities  | 56,076          | 10,595    | (55,830)  |
| Other   | 113,990         | 156,667   | 7,224     |
| Net cash provided by operating activities   | 616,245         | 519,539   | 481,512   |

*(Continued on following page.)*

**Table of Contents****SONY CORPORATION AND CONSOLIDATED SUBSIDIARIES****Consolidated Statements of Cash Flows (Continued)**

|   | Yen in millions |             |             |
|---|-----------------|-------------|-------------|
|   | 2011            | 2012        | 2013        |
| <b>Cash flows from investing activities:</b>  |                 |             |             |
| Payments for purchases of fixed assets  | (253,688)       | (382,549)   | (326,490)   |
| Proceeds from sales of fixed assets   | 18,743          | 22,661      | 245,758     |
| Payments for investments and advances by financial services business  | (1,458,912)     | (1,028,150) | (1,046,764) |
| Payments for investments and advances (other than financial services business)                                    | (15,316)        | (28,021)    | (92,364)    |
| Proceeds from sales or return of investments and collections of advances by financial services business           | 874,031         | 474,466     | 400,654     |
| Proceeds from sales or return of investments and collections of advances (other than financial services business) | 30,332          | 93,165      | 78,010      |
| Proceeds from sales of businesses   | 99,335          | 8,430       | 52,756      |
| Payment for Sony Ericsson acquisition, net of cash acquired   |                 | (71,843)    |             |
| Other   | (8,964)         | 28,955      | (16,840)    |
| Net cash used in investing activities   | (714,439)       | (882,886)   | (705,280)   |
| <b>Cash flows from financing activities:</b>  |                 |             |             |
| Proceeds from issuance of long-term debt  | 1,499           | 216,887     | 159,781     |
| Payments of long-term debt  | (216,212)       | (112,043)   | (326,164)   |
| Increase (decrease) in short-term borrowings, net   | 6,120           | (26,158)    | (29,683)    |
| Increase in deposits from customers in the financial services business, net                                       | 229,327         | 211,597     | 232,561     |
| Proceeds from issuance of convertible bonds   |                 |             | 150,000     |
| Dividends paid  | (25,098)        | (25,078)    | (25,057)    |
| Payment for purchase of So-net shares from noncontrolling interests   |                 |             | (55,178)    |
| Other   | (5,748)         | (7,869)     | (23,079)    |
| Net cash provided by (used in) financing activities   | (10,112)        | 257,336     | 83,181      |
| Effect of exchange rate changes on cash and cash equivalents  | (68,890)        | (13,825)    | 72,372      |
| Net decrease in cash and cash equivalents   | (177,196)       | (119,836)   | (68,215)    |
| Cash and cash equivalents at beginning of the fiscal year   | 1,191,608       | 1,014,412   | 894,576     |
| Cash and cash equivalents at end of the fiscal year   | 1,014,412       | 894,576     | 826,361     |
| <b>Supplemental data:</b>   |                 |             |             |
| Cash paid during the fiscal year for  |                 |             |             |
| Income taxes  | 116,376         | 127,643     | 90,991      |
| Interest  | 20,583          | 20,276      | 24,161      |
| Non-cash investing and financing activities   |                 |             |             |
| Obtaining assets by entering into capital leases  | 3,738           | 56,403      | 10,025      |
| Share exchange for So-net remaining noncontrolling interests  |                 |             | 7,005       |
| Collections of deferred proceeds from sales of receivables  | 153,550         | 132,636     | 20,608      |

*The accompanying notes are an integral part of these statements.*

**Table of Contents****SONY CORPORATION AND CONSOLIDATED SUBSIDIARIES****Consolidated Statements of Changes in Stockholders' Equity**

|   | Yen in millions |                                  |                      |   |                               |                                 |                             |                  |
|---|-----------------|----------------------------------|----------------------|---|-------------------------------|---------------------------------|-----------------------------|------------------|
|   | Common<br>stock | Additional<br>paid-in<br>capital | Retained<br>earnings | Accumulated<br>other<br>comprehensive<br>income | Treasury<br>stock, at<br>cost | Sony<br>Corporation's<br>equity | Noncontrolling<br>interests | Total equity     |
| Balance at March 31, 2010   | 630,822         | 1,157,812                        | 1,851,004            | (669,058)                                       | (4,675)                       | 2,965,905                       | 319,650                     | 3,285,555        |
| Exercise of stock acquisition rights                              | 99              | 99                               |                      |   |                               | 198                             | 22                          | 220              |
| Stock-based compensation  |                 | 1,782                            |                      |   |                               | 1,782                           |                             | 1,782            |
| Comprehensive income:   |                 |                                  |                      |   |                               |                                 |                             |                  |
| Net income (loss)   |                 |                                  | (259,585)            |   |                               | (259,585)                       | 39,259                      | (220,326)        |
| Other comprehensive income, net of tax                            |                 |                                  |                      |   |                               |                                 |                             |                  |
| Unrealized losses on securities                                   |                 |                                  |                      | (12,001)  |                               | (12,001)                        | (3,516)                     | (15,517)         |
| Unrealized losses on derivative instruments                       |                 |                                  |                      | (1,553)   |                               | (1,553)                         |                             | (1,553)          |
| Pension liability adjustment                                      |                 |                                  |                      | (3,176)   |                               | (3,176)                         | (123)                       | (3,299)          |
| Foreign currency translation adjustments                          |                 |                                  |                      | (118,416)                                       |                               | (118,416)                       | (616)                       | (119,032)        |
| <b>Total comprehensive income (loss)</b>                          |                 |                                  |                      |   |                               | <b>(394,731)</b>                | <b>35,004</b>               | <b>(359,727)</b> |
| Stock issue costs, net of tax                                     |                 |                                  | (8)                  |   |                               | (8)                             |                             | (8)              |
| Dividends declared  |                 |                                  | (25,089)             |   |                               | (25,089)                        | (6,599)                     | (31,688)         |
| Purchase of treasury stock  |                 |                                  |                      |   | (111)                         | (111)                           |                             | (111)            |
| Reissuance of treasury stock                                      |                 |                                  | (48)                 |   | 116                           | 68                              |                             | 68               |
| Transactions with noncontrolling interests shareholders and other |                 | (27)                             |                      |   |                               | (27)                            | 40,515                      | 40,488           |
| Balance at March 31, 2011   | 630,921         | 1,159,666                        | 1,566,274            | (804,204)                                       | (4,670)                       | 2,547,987                       | 388,592                     | 2,936,579        |

*(Continued on following page.)*

**Table of Contents****SONY CORPORATION AND CONSOLIDATED SUBSIDIARIES****Consolidated Statements of Changes in Stockholders Equity (Continued)**

|   | Yen in millions |                                  |                      |   |                               |   |                             |              |
|---|-----------------|----------------------------------|----------------------|---|-------------------------------|---|-----------------------------|--------------|
|   | Common<br>stock | Additional<br>paid-in<br>capital | Retained<br>earnings | Accumulated<br>other<br>comprehensive<br>income | Treasury<br>stock, at<br>cost | Sony<br>Corporation's<br>stockholders<br>equity | Noncontrolling<br>interests | Total equity |
| Balance at March 31, 2011   | 630,921         | 1,159,666                        | 1,566,274            | (804,204)                                       | (4,670)                       | 2,547,987                                       | 388,592                     | 2,936,579    |
| Exercise of stock acquisition rights                              | 2               | 2                                |                      |   |                               | 4   | 165                         | 169          |
| Stock-based compensation  |                 | 1,838                            |                      |   |                               | 1,838   |                             | 1,838        |
| Comprehensive income:   |                 |                                  |                      |   |                               |   |                             |              |
| Net income (loss)   |                 |                                  | (456,660)            |   |                               | (456,660)                                       | 58,235                      | (398,425)    |
| Other comprehensive income, net of tax                            |                 |                                  |                      |   |                               |   |                             |              |
| Unrealized gains on securities                                    |                 |                                  |                      | 14,546  |                               | 14,546  | 6,011                       | 20,557       |
| Unrealized gains on derivative instruments                        |                 |                                  |                      | 539   |                               | 539   |                             | 539          |
| Pension liability adjustment                                      |                 |                                  |                      | (34,668)  |                               | (34,668)  | 1,495                       | (33,173)     |
| Foreign currency translation adjustments                          |                 |                                  |                      | (18,306)  |                               | (18,306)  | 395                         | (17,911)     |
| Total comprehensive income (loss)                                 |                 |                                  |                      |   |                               | (494,549)                                       | 66,136                      | (428,413)    |
| Stock issue costs, net of tax                                     |                 |                                  | (1)                  |   |                               | (1)   |                             | (1)          |
| Dividends declared  |                 |                                  | (25,090)             |   |                               | (25,090)  | (7,760)                     | (32,850)     |
| Purchase of treasury stock  |                 |                                  |                      |   | (79)                          | (79)  |                             | (79)         |
| Reissuance of treasury stock                                      |                 |                                  | (61)                 |   | 112                           | 51  |                             | 51           |
| Transactions with noncontrolling interests shareholders and other |                 | (1,270)                          |                      |   |                               | (1,270)   | 14,083                      | 12,813       |
| Balance at March 31, 2012   | 630,923         | 1,160,236                        | 1,084,462            | (842,093)                                       | (4,637)                       | 2,028,891                                       | 461,216                     | 2,490,107    |

*(Continued on following page.)*

**Table of Contents****SONY CORPORATION AND CONSOLIDATED SUBSIDIARIES****Consolidated Statements of Changes in Stockholders' Equity (Continued)**

|   | Yen in millions |                                  |                      |   |                               |  |                             |                |
|---|-----------------|----------------------------------|----------------------|---|-------------------------------|--|-----------------------------|----------------|
|   | Common<br>stock | Additional<br>paid-in<br>capital | Retained<br>earnings | Accumulated<br>other<br>comprehensive<br>income | Treasury<br>stock, at<br>cost | Sony<br>Corporation's<br>stockholders'<br>equity | Noncontrolling<br>interests | Total equity   |
| Balance at March 31, 2012   | 630,923         | 1,160,236                        | 1,084,462            | (842,093)                                       | (4,637)                       | 2,028,891  | 461,216                     | 2,490,107      |
| Exercise of stock acquisition rights                              |                 |                                  |                      |   |                               |  | 109                         | 109            |
| Stock-based compensation  |                 | 851                              |                      |   |                               | 851  |                             | 851            |
| Comprehensive income:   |                 |                                  |                      |   |                               |  |                             |                |
| Net income  |                 |                                  | 43,034               |   |                               | 43,034   | 61,142                      | 104,176        |
| Other comprehensive income, net of tax                            |                 |                                  |                      |   |                               |  |                             |                |
| Unrealized gains on securities                                    |                 |                                  |                      | 42,179  |                               | 42,179   | 24,665                      | 66,844         |
| Unrealized gains on derivative instruments                        |                 |                                  |                      | 308   |                               | 308  |                             | 308            |
| Pension liability adjustment                                      |                 |                                  |                      | (4,983)   |                               | (4,983)  | (1,640)                     | (6,623)        |
| Foreign currency translation adjustments                          |                 |                                  |                      | 163,076   |                               | 163,076  | (1,258)                     | 161,818        |
| <b>Total comprehensive income</b>                                 |                 |                                  |                      |   |                               | <b>243,614</b>                                   | <b>82,909</b>               | <b>326,523</b> |
| Stock issue costs, net of tax                                     |                 |                                  | (18)                 |   |                               | (18)   |                             | (18)           |
| Dividends declared  |                 |                                  | (25,181)             |   |                               | (25,181)   | (9,195)                     | (34,376)       |
| Purchase of treasury stock  |                 |                                  |                      |   | (35)                          | (35)   |                             | (35)           |
| Reissuance of treasury stock                                      |                 | (155)                            |                      |   | 200                           | 45   |                             | 45             |
| Transactions with noncontrolling interests shareholders and other |                 | (50,401)                         |                      |   |                               | (50,401)   | (51,627)                    | (102,028)      |
| Balance at March 31, 2013   | 630,923         | 1,110,531                        | 1,102,297            | (641,513)                                       | (4,472)                       | 2,197,766  | 483,412                     | 2,681,178      |

*The accompanying notes are an integral part of these statements.*



**Table of Contents**

**SONY CORPORATION AND CONSOLIDATED SUBSIDIARIES**

**Index to Notes to Consolidated Financial Statements**

**Sony Corporation and Consolidated Subsidiaries**

|  | <b>Page</b> |
|--|-------------|
| <b><u>Notes to Consolidated Financial Statements</u></b>                     |             |
| 1. <u>Nature of operations</u>   | F-15        |
| 2. <u>Summary of significant accounting policies</u>                         | F-15        |
| 3. <u>Inventories</u>  | F-28        |
| 4. <u>Film costs</u>   | F-28        |
| 5. <u>Related party transactions</u>   | F-29        |
| 6. <u>Transfer of financial assets</u>                                       | F-32        |
| 7. <u>Marketable securities and securities investments</u>                   | F-33        |
| 8. <u>Leases</u>   | F-36        |
| 9. <u>Goodwill and intangible assets</u>                                     | F-38        |
| 10. <u>Insurance-related accounts</u>  | F-41        |
| 11. <u>Short-term borrowings and long-term debt</u>                          | F-42        |
| 12. <u>Housing loans and deposits from customers in the banking business</u> | F-44        |
| 13. <u>Fair value measurements</u>   | F-45        |
| 14. <u>Derivative instruments and hedging activities</u>                     | F-51        |
| 15. <u>Pension and severance plans</u>                                       | F-55        |
| 16. <u>Stockholders' equity</u>  | F-64        |
| 17. <u>Stock-based compensation plans</u>                                    | F-67        |
| 18. <u>Great East Japan Earthquake and Thai Floods</u>                       | F-68        |
| 19. <u>Restructuring charges and asset impairments</u>                       | F-70        |
| 20. <u>Supplemental consolidated statements of income information</u>        | F-76        |
| 21. <u>Income taxes</u>  | F-77        |
| 22. <u>Reconciliation of the differences between basic and diluted EPS</u>   | F-81        |
| 23. <u>Variable interest entities</u>  | F-82        |
| 24. <u>Acquisitions</u>  | F-84        |
| 25. <u>Divestitures</u>  | F-89        |
| 26. <u>Collaborative arrangements</u>  | F-89        |
| 27. <u>Commitments, contingent liabilities and other</u>                     | F-90        |
| 28. <u>Business segment information</u>                                      | F-92        |
| 29. <u>Subsequent events</u>   | F-98        |

---

**Table of Contents****SONY CORPORATION AND CONSOLIDATED SUBSIDIARIES****Notes to Consolidated Financial Statements****Sony Corporation and Consolidated Subsidiaries****1. Nature of operations**

Sony Corporation and its consolidated subsidiaries (hereinafter collectively referred to as "Sony") are engaged in the development, design, manufacture, and sale of various kinds of electronic equipment, instruments, and devices for consumer, professional and industrial markets as well as game consoles and software. Sony's primary manufacturing facilities are located in Asia including Japan. Sony also utilizes third-party contract manufacturers for certain products. Sony's products are marketed throughout the world by sales subsidiaries and unaffiliated distributors as well as direct sales via the Internet. Sony is engaged in the development, production and acquisition, manufacture, marketing, distribution and broadcasting of image-based software, including motion picture, home entertainment and television product. Sony is also engaged in the development, production, manufacture, and distribution of recorded music. Further, Sony is also engaged in various financial services businesses, including life and non-life insurance operations through its Japanese insurance subsidiaries and banking operations through a Japanese Internet-based banking subsidiary. In addition to the above, Sony is engaged in a network services business and an advertising agency business in Japan.

**2. Summary of significant accounting policies**

The accompanying consolidated financial statements are presented in accordance with accounting principles generally accepted in the United States of America (U.S. GAAP). Certain adjustments and reclassifications have been incorporated in the accompanying consolidated financial statements to conform with U.S. GAAP. These adjustments were not recorded in the statutory books and records as Sony Corporation and its subsidiaries in Japan maintain their records and prepare their statutory financial statements in accordance with accounting principles generally accepted in Japan while its foreign subsidiaries maintain their records and prepare their financial statements in conformity with accounting principles generally accepted in the countries of their domiciles.

**(1) Significant accounting policies:*****Basis of consolidation and accounting for investments in affiliated companies -***

The consolidated financial statements include the accounts of Sony Corporation and its majority-owned subsidiary companies, general partnerships and other entities in which Sony has a controlling interest, and variable interest entities for which Sony is the primary beneficiary. All intercompany transactions and accounts are eliminated. Investments in business entities in which Sony does not have control, but has the ability to exercise significant influence over operating and financial policies, generally through 20-50% ownership, are accounted for under the equity method. In addition, investments in general partnerships in which Sony does not have a controlling interest and limited partnerships are also accounted for under the equity method if more than minor influence over the operation of the investee exists (generally through more than 3-5% ownership). When the interest in the partnership is so minor that Sony has no significant influence over the operation of the investee, the cost method is used. Under the equity method, investments are stated at cost plus/minus Sony's portion of equity in undistributed earnings or losses. Sony's equity in current earnings or losses of such entities is reported net of income taxes and is included in operating income (loss) after the elimination of unrealized intercompany profits. If the value of an investment has declined and is judged to be other-than-temporary, the investment is written down to its estimated fair value.

On occasion, a consolidated subsidiary or an affiliated company accounted for by the equity method may issue its shares to third parties in either a public or private offering or upon conversion of convertible debt to common stock at amounts per share in excess of or less than Sony's average

Edgar Filing: SONY CORP - Form 20-F

per share carrying value. With respect to such transactions, the resulting gains or losses arising from the change in interest are recorded in earnings for the year the change in interest transaction occurs.

F-15

---

**Table of Contents**

**SONY CORPORATION AND CONSOLIDATED SUBSIDIARIES**

Gains or losses that result from a loss of a controlling financial interest in a subsidiary are recorded in earnings along with fair value remeasurement gains or losses on any retained investment in the entity, while a change in interest of a consolidated subsidiary that does not result in a change in control is accounted for as a capital transaction and no gains or losses are recorded in earnings.

The excess of the cost over the underlying net equity of investments in consolidated subsidiaries and affiliated companies accounted for on an equity basis is allocated to identifiable tangible and intangible assets and liabilities based on fair values at the date of acquisition. The unassigned residual value of the excess of the cost over Sony's underlying net equity is recognized as goodwill as a component of the investment balance.

***Use of estimates -***

The preparation of the consolidated financial statements in conformity with U.S. GAAP requires management to make estimates and assumptions that affect the reported amounts of assets and liabilities and disclosure of contingent assets and liabilities at the date of the financial statements and the reported amounts of revenues and expenses during the reporting period. The most significant estimates include those used in determining the valuation of investment securities, valuation of inventories, fair values of long-lived assets, fair values of goodwill, intangible assets and liabilities assumed in business combinations, product warranty liability, pension and severance plans, valuation of deferred tax assets, uncertain tax positions, film costs, and insurance related liabilities. Actual results could differ from those estimates.

***Translation of foreign currencies -***

All asset and liability accounts of foreign subsidiaries and affiliates are translated into Japanese yen at appropriate fiscal year end exchange rates and all income and expense accounts are translated at exchange rates that approximate those rates prevailing at the time of the transactions. The resulting translation adjustments are accumulated as a component of accumulated other comprehensive income. Upon remeasurement of a previously held equity interest in accordance with the accounting guidance for business combinations achieved in stages, accumulated translation adjustments, if any, remain as a component of accumulated other comprehensive income as there has not been sale or complete or substantially complete liquidation of the net investment.

Receivables and payables denominated in foreign currencies are translated at appropriate fiscal year end exchange rates and the resulting translation gains or losses are recognized into income.

***Cash and cash equivalents -***

Cash and cash equivalents include all highly liquid investments, with original maturities of three months or less, that are readily convertible to known amounts of cash and are so near maturity that they present insignificant risk of changes in value because of changes in interest rates.

***Marketable debt and equity securities -***

Debt and equity securities designated as available-for-sale, whose fair values are readily determinable, are carried at fair value with unrealized gains or losses included as a component of accumulated other comprehensive income, net of applicable taxes. Debt and equity securities classified as trading securities are carried at fair value with unrealized gains or losses included in income. Debt securities that are expected to be held-to-maturity are carried at amortized cost. Individual securities classified as either available-for-sale or held-to-maturity are reduced to fair value by a charge to income for other-than-temporary declines in fair value. Realized gains and losses are determined on the average cost method and are reflected in income.

Sony regularly evaluates its investment portfolio to identify other-than-temporary impairments of individual securities. Factors that are considered by Sony in determining whether an other-than-temporary decline in value

**Table of Contents****SONY CORPORATION AND CONSOLIDATED SUBSIDIARIES**

has occurred include: the length of time and extent to which the market value of the security has been less than its original cost, the financial condition, operating results, business plans and estimated future cash flows of the issuer of the security, other specific factors affecting the market value, deterioration of the credit condition of the issuers, sovereign risk, and whether or not Sony is able to retain the investment for a period of time sufficient to allow for the anticipated recovery in market value.

In evaluating the factors for available-for-sale securities whose fair values are readily determinable, Sony presumes a decline in value to be other-than-temporary if the fair value of the security is 20 percent or more below its original cost for an extended period of time (generally for a period of up to six months). This criterion is employed as a threshold to identify securities which may have a decline in value that is other-than-temporary. The presumption of an other-than-temporary impairment in such cases may be overcome if there is evidence to support that the decline is temporary in nature due to the existence of other factors which overcome the duration or magnitude of the decline. On the other hand, there may be cases where impairment losses are recognized when the decline in the fair value of the security is not more than 20 percent or such decline has not existed for an extended period of time, as a result of considering specific factors which may indicate the decline in the fair value is other-than-temporary.

When an other-than-temporary impairment of a debt security has occurred, the amount of the other-than-temporary impairment recognized in income depends on whether Sony intends to sell the security or more likely than not will be required to sell the security before recovery of its amortized cost. If the debt security meets either of these two criteria, the other-than-temporary impairment is recognized in income, measured as the entire difference between the security's amortized cost and its fair value at the impairment measurement date. For other-than-temporary impairments of debt securities that do not meet these two criteria, the net amount recognized in income is a credit loss equal to the difference between the amortized cost of the debt security and its net present value calculated by discounting Sony's best estimate of projected future cash flows at the effective interest rate implicit in the debt security prior to impairment. Any difference between the fair value and the net present value of the debt security at the impairment measurement date is recorded in accumulated other comprehensive income. Unrealized gains or losses on securities for which an other-than-temporary impairment has been recognized in income are presented as a separate component of accumulated other comprehensive income.

***Equity securities in non-public companies -***

Equity securities in non-public companies are primarily carried at cost if fair value is not readily determinable. If the carrying value of a non-public equity investment is estimated to have declined and such decline is judged to be other-than-temporary, Sony recognizes the impairment of the investment and the carrying value is reduced to its fair value. Determination of impairment is based on the consideration of several factors, including operating results, business plans and estimated future cash flows. Fair value is determined through the use of various methodologies such as discounted cash flows, valuation of recent financings and comparable valuations of similar companies.

***Allowance for doubtful accounts -***

Sony maintains an allowance for doubtful accounts to reserve for potentially uncollectible receivables. Sony reviews accounts receivable by amounts due by customers which are past due to identify specific customers with known disputes or collectability issues. In determining the amount of the reserve, Sony makes judgments about the creditworthiness of customers based on past collection experience and ongoing credit risk evaluations.

***Inventories -***

Inventories in the Imaging Products & Solutions ( IP&S ), Game, Mobile Products & Communications ( MP&C ), Home Entertainment & Sound ( HE&S ), Devices and Music segments as well as non-film

**Table of Contents****SONY CORPORATION AND CONSOLIDATED SUBSIDIARIES**

inventories for the Pictures segment are valued at cost, not in excess of market, cost being determined on the average cost basis except for the cost of finished products carried by certain subsidiary companies which is determined on the first-in, first-out basis. The market value of inventory is determined as the net realizable value - i.e., estimated selling price in the ordinary course of business less predictable costs of completion and disposal. Sony does not consider a normal profit margin when calculating the net realizable value.

***Other receivables -***

Other receivables include receivables which relate to arrangements with certain component manufacturers whereby Sony procures goods, including product components, for these component manufacturers and is reimbursed for the related purchases. No revenue or profit is recognized on these transfers. Sony usually will repurchase the inventory at a later date from the component manufacturers as either finished goods inventory or as partially assembled product.

***Film costs -***

Film costs include direct production costs, production overhead and acquisition costs for both motion picture and television productions and are stated at the lower of unamortized cost or estimated fair value and classified as noncurrent assets. Film costs are amortized and the estimated liabilities for residuals and participations are accrued using an individual-film-forecast method based on the ratio of current period actual revenues to the estimated remaining total revenues. Film costs also include broadcasting rights which consist of acquired programming to be aired on Sony's worldwide channel network and are recognized when the license period begins and the program is available for use. Broadcasting rights are stated at the lower of unamortized cost or net realizable value, classified as either current or noncurrent assets based on timing of expected use, and amortized based on estimated usage or on a straight-line basis over the useful life, as appropriate. Estimates used in calculating the fair value of the film costs and the net realizable value of the broadcasting rights are based upon assumptions about future demand and market conditions and are reviewed on a periodic basis.

***Property, plant and equipment and depreciation -***

Property, plant and equipment are stated at cost. Depreciation is computed using the straight-line method. Useful lives for depreciation range from two to 50 years for buildings and from two to 10 years for machinery and equipment. Significant renewals and additions are capitalized at cost. Maintenance and repairs, and minor renewals and betterments are charged to income as incurred.

Effective April 1, 2012, Sony Corporation and its Japanese subsidiaries changed the depreciation method for property, plant and equipment, except for certain semiconductor manufacturing facilities and buildings whose depreciation is computed on the straight-line method, from the declining-balance method to the straight-line method. Concurrently, estimated useful lives for certain assets were also changed. Sony believes that the straight-line method better reflects the pattern of consumption of the estimated future benefits to be derived from those assets being depreciated and provides a better matching of costs and revenues over the assets' estimated useful lives.

In accordance with the accounting guidance for a change in accounting estimate effected by a change in accounting principle, a change in depreciation method is treated on a prospective basis as a change in estimate and prior period results have not been restated. The net effect of the changes caused a decrease in depreciation expense of 8,985 million yen for the fiscal year ended March 31, 2013, which is primarily included in cost of sales in the consolidated statements of income. Net income attributable to Sony Corporation's stockholders, basic net income per share attributable to Sony Corporation's stockholders and diluted net income per share attributable to Sony Corporation's stockholders increased by 8,034 million yen, 7.99 yen and 7.50 yen, respectively, for the fiscal year ended March 31, 2013.

---

**Table of Contents****SONY CORPORATION AND CONSOLIDATED SUBSIDIARIES*****Goodwill and other intangible assets -***

Goodwill and certain other intangible assets that are determined to have an indefinite useful life are not amortized and are tested annually for impairment during the fourth quarter of the fiscal year and between annual tests if an event occurs or circumstances change that would more likely than not reduce the fair value below its carrying amount. In assessing goodwill for impairment, Sony has the option to first perform a qualitative assessment to determine whether the existence of events or circumstances leads to a determination that it is more likely than not that the fair value of a reporting unit is less than its carrying amount. Reporting units are Sony's operating segments or one level below the operating segments. If Sony determines that it is not more likely than not that the fair value of a reporting unit is less than its carrying amount, no additional tests to assess goodwill for impairment are required to be performed. However, if Sony concludes otherwise or elects not to perform the qualitative assessment, then it is required to perform the first step of a two-step impairment review process. In the fiscal year ended March 31, 2013, Sony elected not to perform the aforementioned qualitative assessment of goodwill and instead proceeded directly to the first step of the quantitative impairment test.

The first step of the two-step process involves a comparison of the estimated fair value of a reporting unit to its carrying amount to identify potential impairment. If the fair value of a reporting unit exceeds its carrying amount, goodwill of the reporting unit is considered not impaired and the second step of the impairment test is not performed. If the carrying amount of a reporting unit exceeds its fair value, the second step of the goodwill impairment test is performed to measure the amount of impairment loss, if any. The second step of the goodwill impairment test compares the implied fair value of the reporting unit's goodwill with the carrying amount of that goodwill. If the carrying amount of the reporting unit's goodwill exceeds the implied fair value of that goodwill, an impairment loss is recognized in an amount equal to that excess. Fair value of reporting units and indefinite lived intangible assets is generally determined using a discounted cash flow analysis. This approach uses significant estimates and assumptions including projected future cash flows, the timing of such cash flows, discount rates reflecting the risk inherent in future cash flows, perpetual growth rates, determination of appropriate comparable entities and the determination of whether a premium or discount should be applied to comparables. In addition to the estimates of future cash flows, two of the most significant estimates involved in the determination of fair value of the reporting units are the discount rates and perpetual growth rate applied to terminal values used in the discounted cash flow analysis. The discount rates used in the cash flow models for the goodwill impairment testing consider market and industry data as well as specific risk factors for each reporting unit. The perpetual growth rates for the individual reporting units, for purposes of the terminal value determination, are generally set after an initial three-year forecasted period, although certain reporting units utilized longer forecasted periods, and are based on historical experience, market and industry data.

When a business within a reporting unit is disposed of, goodwill is allocated to the disposed business using the relative fair value method.

Intangible assets with finite useful lives mainly consist of patent rights, know-how, license agreements, customer relationships, trademarks, software to be sold, leased or otherwise marketed, music catalogs, artist contracts and television carriage agreements (broadcasting agreements). Patent rights, know-how, license agreements, trademarks and software to be sold, leased or otherwise marketed are generally amortized on a straight-line basis, generally, over three to eight years. Customer relationships, music catalogs, artist contracts and television carriage agreements (broadcasting agreements) are amortized on a straight-line basis, generally, over 10 to 40 years.

***Software to be sold, leased, or marketed -***

Sony accounts for software development costs in accordance with accounting guidance for the costs of software to be sold, leased, or marketed. The costs related to establishing the technological feasibility of a software product are expensed as incurred as a part of research and development in cost of sales. Costs that are incurred to produce the finished product after technological feasibility is established are capitalized and

---

**Table of Contents****SONY CORPORATION AND CONSOLIDATED SUBSIDIARIES**

amortized to cost of sales over the estimated economic life, which is generally three years. The technological feasibility of game software is established when the product master is completed. Consideration to capitalize game software development costs before this point is limited to the development costs of games for which technological feasibility can be proven at an earlier stage. At each balance sheet date, Sony performs reviews to ensure that unamortized capitalized software costs remain recoverable from future profits of the related software products.

***Deferred insurance acquisition costs -***

Costs that vary with and are directly related to acquiring new insurance policies are deferred as long as they are recoverable. The deferred insurance acquisition costs include such items as commissions, medical examination costs and inspection report fees, and are subject to recoverability testing at least annually to ensure that the capitalized amounts do not exceed the present value of anticipated gross profits or premiums less benefits and maintenance expenses, as applicable. The deferred insurance acquisition costs for traditional life insurance contracts are amortized over the premium-paying period of the related insurance policies using assumptions consistent with those used in computing policy reserves. The deferred insurance acquisition costs for non-traditional life insurance contracts are amortized over the expected life in proportion to the estimated gross profits.

***Product warranty -***

Sony provides for the estimated cost of product warranties at the time revenue is recognized. The product warranty is calculated based upon product sales, estimated probability of failure and estimated cost per claim. The variables used in the calculation of the provision are reviewed on a periodic basis.

Certain subsidiaries in the IP&S, MP&C and HE&S segments offer extended warranty programs. The consideration received for extended warranty service is deferred and recognized as revenue on a straight-line basis over the term of the extended warranty.

***Future insurance policy benefits -***

Liabilities for future insurance policy benefits are primarily comprised of the present value of estimated future payments to policyholders. These liabilities are computed by the net level premium method based upon the assumptions as to future investment yield, morbidity, mortality, withdrawals and other factors. These assumptions are reviewed on a periodic basis. Liabilities for future insurance policy benefits also include liabilities for guaranteed benefits related to certain non-traditional life and annuity contracts.

***Policyholders' account in the life insurance business -***

Liabilities for policyholders' account in the life insurance business represent the contract value that has accrued to the benefit of the policyholders as of the balance sheet date. This liability is generally equal to the accumulated account deposits, plus interest credited, less policyholder withdrawals and other charges assessed against the account balances.

***Impairment of long-lived assets -***

Sony reviews the recoverability of the carrying value of its long-lived assets held and used, other than goodwill and intangible assets with indefinite lives, and assets to be disposed of, whenever events or changes in circumstances indicate that the individual carrying amount of an asset or asset group may not be recoverable. Long-lived assets to be held and used are reviewed for impairment by comparing the carrying value of the asset or asset group with their estimated undiscounted future cash flows. If the cash flows are determined to be less than the carrying value of the asset or asset group, an impairment loss has occurred and the loss would be recognized during the period for the difference between the carrying value of the asset or asset group and



**Table of Contents****SONY CORPORATION AND CONSOLIDATED SUBSIDIARIES**

estimated fair value. Long-lived assets that are to be disposed of other than by sale are considered held and used until they are disposed of. Long-lived assets that are to be disposed of by sale are reported at the lower of their carrying value or fair value less cost to sell and are not depreciated. Fair value is determined using the present value of estimated net cash flows or comparable market values. This approach uses significant estimates and assumptions including projected future cash flows, the timing of such cash flows, discount rates reflecting the risk inherent in future cash flows, perpetual growth rates applied to determine terminal values, determination of appropriate market comparables and the determination of whether a premium or discount should be applied to comparables.

***Fair value measurement -***

Sony measures fair value as an exit price, or the amount that would be received to sell an asset or paid to transfer a liability in an orderly transaction between market participants as of the measurement date.

The accounting guidance for fair value measurements specifies a hierarchy of inputs to valuation techniques based on the extent to which inputs used in measuring fair value are observable in the market. Observable inputs reflect market data obtained from independent sources, while unobservable inputs reflect Sony's assumptions about the assumptions that market participants would use in pricing the asset or liability. Observable market data is used if such data is available without undue cost and effort. Each fair value measurement is reported in one of three levels which is determined by the lowest level input that is significant to the fair value measurement in its entirety. These levels are:

- Level 1      Inputs are unadjusted quoted prices for identical assets and liabilities in active markets.
- Level 2      Inputs are based on observable inputs other than level 1 prices, such as quoted prices for similar instruments in active markets, quoted prices for identical or similar instruments in markets that are not active and model-derived valuations, in which all significant inputs are observable in active markets.
- Level 3      One or more significant inputs are unobservable.

When available, Sony uses unadjusted quoted market prices in active markets to measure fair value and classifies such items within level 1. If quoted market prices are not available, fair value is based upon internally developed valuation techniques that use, where possible, current market-based or independently sourced market parameters, such as interest rates, currency rates and option volatilities. Items valued using internally generated models are classified according to the lowest level input that is significant to the valuation. For certain financial assets and liabilities, Sony determines fair value using third-party information such as indicative quotes from dealers and quantitative input from investment advisors following Sony's established valuation procedures including validation against internally developed prices. Additionally, Sony considers both counterparty credit risk and Sony's own creditworthiness in determining fair value. Sony attempts to mitigate credit risk to third parties by entering into netting agreements and actively monitoring the creditworthiness of counterparties and its exposure to credit risk through the use of credit limits and by selecting major international banks and financial institutions as counterparties.

Transfers between levels are deemed to have occurred at the beginning of the each interim period in which the transfers occur.

***Derivative financial instruments -***

All derivatives are recognized as either assets or liabilities in the consolidated balance sheets at fair value. Changes in the fair value of derivative financial instruments are either recognized periodically in income or stockholders' equity (as a component of accumulated other comprehensive income), depending on whether the derivative financial instrument qualifies as a hedge and the derivative is being used to hedge changes in fair value or cash flows.

---

**Table of Contents****SONY CORPORATION AND CONSOLIDATED SUBSIDIARIES**

The accounting guidance for hybrid financial instruments permits an entity to elect fair value remeasurement for any hybrid financial instrument if the hybrid instrument contains an embedded derivative that would otherwise be required to be bifurcated and accounted for separately under accounting guidance for derivative instruments and hedging activities. The election to measure the hybrid instrument at fair value is made on an instrument-by-instrument basis and is irreversible. Certain subsidiaries in the Financial Services segment have hybrid financial instruments, disclosed in Note 7 as debt securities, that contain embedded derivatives where the entire instrument is carried at fair value.

In accordance with accounting guidance for derivative instruments and hedging activities, various derivative financial instruments held by Sony are classified and accounted for as described below.

*Fair value hedges*

Changes in the fair value of derivatives designated and effective as fair value hedges for recognized assets or liabilities or unrecognized firm commitments are recognized in earnings as offsets to changes in the fair value of the related hedged assets or liabilities.

*Cash flow hedges*

Changes in the fair value of derivatives designated and effective as cash flow hedges for forecasted transactions or exposures associated with recognized assets or liabilities are initially recorded in other comprehensive income and reclassified into earnings when the hedged transaction affects earnings. Changes in the fair value of the ineffective portion are recognized in current period earnings.

*Derivatives not designated as hedges*

Changes in the fair value of derivatives that are not designated as hedges are recognized in current period earnings.

*Assessment of hedges*

When applying hedge accounting, Sony formally documents all hedging relationships between the derivatives designated as hedges and the hedged items, as well as its risk management objectives and strategies for undertaking various hedging activities. Sony links all hedges that are designated as fair value or cash flow hedges to specific assets or liabilities on the consolidated balance sheets or to the specific forecasted transactions. Sony also assesses, both at the inception of the hedge and on an on-going basis, whether the derivatives that are designated as hedges are highly effective in offsetting changes in fair value or cash flows of hedged items. When it is determined that a derivative is not highly effective as a hedge, Sony discontinues hedge accounting. Hedge ineffectiveness, if any, is included in the current period earnings.

*Stock-based compensation -*

Sony accounts for stock-based compensation using the fair value based method, measured on the date of grant using the Black-Scholes option-pricing model. The expense is mainly included in selling, general and administrative expenses. Stock-based compensation is recognized, net of an estimated forfeiture rate, over the requisite service period using the accelerated method of amortization for grants with graded vesting. The estimated forfeiture rate is based on Sony's historical experience in the stock acquisition rights plans where the majority of the vesting terms have been satisfied.

*Revenue recognition -*

Revenues from sales in the IP&S, Game, MP&C, HE&S, Devices and Music segments are recognized when persuasive evidence of an arrangement exists, delivery has occurred or services have been rendered, the sales price is fixed or determinable, and collectability is reasonably assured. Delivery is considered to have occurred

---

**Table of Contents**

**SONY CORPORATION AND CONSOLIDATED SUBSIDIARIES**

when the customer has taken title to the product and the risks and rewards of ownership have been substantively transferred. If the sales contract contains a customer acceptance provision, then sales are recognized after customer acceptance occurs or the acceptance provisions lapse. Revenues are recognized net of anticipated returns and sales incentives.

Revenue arrangements with customers may include multiple elements, including any combination of products, services and software. An example includes sales of electronics products with rights to receive promotional goods. For Sony's multiple element arrangements where at least one of the elements is not subject to existing software revenue recognition guidance, elements are separated into more than one unit of accounting when the delivered element(s) have value to the customer on a standalone basis, and delivery of the undelivered element(s) is probable and substantially in the control of Sony. Revenue is then allocated to each unit of accounting based on the relative selling price of each unit of accounting based first on vendor-specific objective evidence of selling price ( VSOE ) if it exists, based next on third-party evidence of selling price ( TPE ) if VSOE does not exist, and, finally, if both VSOE and TPE do not exist, based on estimated selling prices ( ESP ). VSOE is limited to either the price charged for an element when it is sold separately or, for an element not yet being sold separately, the price established by management having the relevant authority; it must be probable that the price, once established, will not change before the separate introduction of the element into the market place. TPE is the price of Sony's or any competitor's largely interchangeable products or services in standalone sales to similarly situated customers. ESP is the price at which Sony would transact if the element were sold by Sony regularly on a standalone basis. When determining ESP, Sony considers all relevant inputs, including sales, cost and margin analysis of the product, targeted rate of return of the product, competitors' and Sony's pricing practices and customer perspectives.

Certain software products published by Sony provide limited on-line features at no additional cost to the customer. Generally, such features are considered to be incidental to the overall software product and an inconsequential deliverable. Accordingly, revenue related to software products containing these limited on-line features is not deferred. In instances where the software products' on-line features or additional functionality is considered a substantive deliverable in addition to the software product, revenue and costs of sales are recognized ratably over an estimated service period, which is estimated to be six months.

Revenues from the theatrical exhibition of motion pictures are recognized as the customer exhibits the film. Revenues from the licensing of motion picture and television product are recorded when the product is available for exploitation by the licensee and when any restrictions regarding the use of the product lapse. Revenues from the sale of DVDs and Blu-ray Disc, net of anticipated returns and sales incentives, are recognized upon availability of sale to the public. Revenues from the sale of broadcast advertising are recognized when the advertisement is aired. Revenues from subscription fees received by the television networks are recognized when the service is provided.

Traditional life insurance policies that the life insurance subsidiary underwrites, most of which are categorized as long-duration contracts, mainly consist of whole life, term life and accident and health insurance contracts. Premiums from these policies are reported as revenue when due from policyholders.

Amounts received as payment for non-traditional contracts such as interest sensitive whole life contracts, single payment juvenile contracts and other contracts without life contingencies are recognized in policyholders' account in the life insurance business. Revenues from these contracts are comprised of fees earned for administrative and contract-holder services, which are recognized over the period of the contracts, and included in financial services revenue.

Property and casualty insurance policies that the non-life insurance subsidiary underwrites are primarily automotive insurance contracts which are categorized as short-duration contracts. Premiums from these policies are reported as revenue over the period of the contract in proportion to the amount of insurance protection provided.

Revenue is recognized net of any taxes collected from customers and subsequently remitted to governmental authorities.

**Table of Contents**

**SONY CORPORATION AND CONSOLIDATED SUBSIDIARIES**

***Consideration given to a customer or a reseller -***

Sales incentives or other cash consideration given to a customer or a reseller including payments for buydowns, slotting fees and cooperative advertising programs, are accounted for as a reduction of revenue unless Sony receives an identifiable benefit (goods or services) in exchange for the consideration, the fair value of the benefit is reasonably estimated and documentation from the reseller is received to support the amounts paid to the reseller. Payments meeting these criteria are recorded as selling, general and administrative expenses. For the fiscal years ended March 31, 2011, 2012 and 2013, consideration given to a reseller, primarily for free promotional shipping and cooperative advertising programs included in selling, general and administrative expenses totaled 23,250 million yen, 17,641 million yen and 14,643 million yen, respectively.

***Cost of sales -***

Costs classified as cost of sales relate to the producing and manufacturing of products and include items such as material cost, subcontractor cost, depreciation of fixed assets, amortization of intangible assets, personnel expenses, research and development costs, and amortization of film costs related to motion picture and television product.

***Research and development costs -***

Research and development costs, included in cost of sales, include items such as salaries, personnel expenses and other direct and indirect expenses associated with research and product development. Research and development costs are expensed as incurred.

***Selling, general and administrative -***

Costs classified as selling expense relate to promoting and selling products and include items such as advertising, promotion, shipping, and warranty expenses. General and administrative expenses include operating items such as officers' salaries, personnel expenses, depreciation of fixed assets, office rental for sales, marketing and administrative divisions, a provision for doubtful accounts and amortization of intangible assets.

***Financial services expenses -***

Financial services expenses include a provision for policy reserves and amortization of deferred insurance acquisition costs, and all other operating costs such as personnel expenses, depreciation of fixed assets, and office rental of subsidiaries in the Financial Services segment.

***Advertising costs -***

Advertising costs are expensed when the advertisement or commercial appears in the selected media.

***Shipping and handling costs -***

The majority of shipping and handling, warehousing and internal transfer costs for finished goods are included in selling, general and administrative expenses. An exception to this is in the Pictures segment where such costs are charged to cost of sales as they are an integral part of producing and distributing films. All other costs related to Sony's distribution network are included in cost of sales, including inbound freight charges, purchasing and receiving costs, inspection costs and warehousing costs for raw materials and in-process inventory. Amounts paid by customers for shipping and handling costs are included in net sales.

***Income taxes -***

The provision for income taxes is computed based on the pretax income included in the consolidated statements of income, and the tax liability attributed to undistributed earnings of subsidiaries and affiliated



**Table of Contents****SONY CORPORATION AND CONSOLIDATED SUBSIDIARIES**

companies accounted for by the equity method expected to be remitted in the foreseeable future. The asset and liability approach is used to recognize deferred tax assets and liabilities for the expected future tax consequences of temporary differences between the carrying amounts and the tax bases of assets and liabilities.

Carrying amounts of deferred tax assets require a reduction by a valuation allowance if, based on the available evidence, it is more likely than not that such assets will not be realized. Accordingly, the need to establish valuation allowances for deferred tax assets is assessed periodically with appropriate consideration given to all positive and negative evidence related to the realization of the deferred tax assets. Management's judgments related to this assessment consider, among other matters, the nature, frequency and severity of current and cumulative losses on an individual tax jurisdiction basis, forecasts of future profitability after consideration of uncertain tax positions, excess of appreciated asset value over the tax basis of net assets, the duration of statutory carryforward periods, the past utilization of net operating loss carryforwards prior to expiration, as well as prudent and feasible tax planning strategies which would be employed by Sony to prevent net operating loss and tax credit carryforwards from expiring unutilized.

Sony records assets and liabilities for unrecognized tax benefits resulting from uncertain tax positions taken or expected to be taken in a tax return. Sony continues to recognize interest and penalties, if any, with respect to income taxes, including unrecognized tax benefits, as interest expense and as income tax expense, respectively, in the consolidated statements of income. The amount of income taxes Sony pays is subject to ongoing audits by various taxing authorities, which may result in proposed assessments. In addition, several significant items related to intercompany transfer pricing are currently the subject of negotiations between taxing authorities in different jurisdictions as a result of pending advance pricing agreement applications. Sony's estimate for the potential outcome for any uncertain tax issues is judgmental and requires significant estimates. Sony assesses its income tax positions and records tax benefits for all years subject to examinations based upon the evaluation of the facts, circumstances and information available at that reporting date. For those tax positions for which it is more likely than not that a tax benefit will be sustained, Sony records the amount that has a greater than 50% likelihood of being realized upon settlement with a taxing authority that has full knowledge of all relevant information. If Sony does not believe that it is more likely than not that a tax benefit will be sustained, no tax benefit is recognized. However, Sony's future results may include favorable or unfavorable adjustments to Sony's estimated tax liabilities due to closure of income tax examinations, the outcome of negotiations between taxing authorities in different jurisdictions, new regulatory or judicial pronouncements or other relevant events. As a result, the amount of unrecognized tax benefits, and the effective tax rate, may fluctuate significantly.

***Net income (loss) attributable to Sony Corporation's stockholders per share (EPS) -***

Basic EPS is computed based on the weighted-average number of shares of common stock outstanding during each period. The computation of diluted EPS reflects the maximum possible dilution from conversion, exercise, or contingent issuance of securities. All potentially dilutive securities are excluded from the calculation in a situation where there is a net loss attributable to Sony Corporation's stockholders.

**(2) Recently adopted accounting pronouncements:*****Accounting for costs associated with acquiring or renewing insurance contracts -***

In October 2010, the Financial Accounting Standards Board (FASB) issued new accounting guidance for costs associated with acquiring or renewing insurance contracts. Under the new guidance, acquisition costs are to include only those costs that are directly related to the acquisition or renewal of insurance contracts by applying a model similar to the accounting for loan origination costs. Entities may defer incremental direct costs of contract acquisitions that are incurred in transactions with independent third parties or employees as well as the portion of employee compensation and other costs directly related to underwriting, policy issuance and processing, medical inspection, and contract selling for successfully negotiated contracts. Additionally, entities may capitalize as a deferred acquisition cost only those advertising costs meeting the capitalization criteria for direct-response

**Table of Contents****SONY CORPORATION AND CONSOLIDATED SUBSIDIARIES**

advertising. This guidance was effective for Sony as of April 1, 2012. Sony applied this guidance prospectively from the date of adoption. The adoption of this guidance did not have a material impact on Sony's results of operations and financial position.

***Presentation of comprehensive income -***

In June 2011, the FASB issued new accounting guidance for the presentation of comprehensive income. The amendments require entities to report components of comprehensive income in either a continuous statement of comprehensive income or two separate but consecutive statements. This change is effective for fiscal years, and interim periods within those years, beginning after December 15, 2011 and is applied retrospectively. The guidance was effective for Sony as of April 1, 2012. Since this guidance impacts disclosures only, its adoption did not have an impact on Sony's results of operations and financial position.

***Testing goodwill for impairment -***

In September 2011, the FASB issued new accounting guidance to simplify how entities test goodwill for impairment. The new guidance allows entities an option to first assess qualitative factors to determine whether it is more likely than not that the fair value of a reporting unit is less than its carrying amount as a basis for determining if it is necessary to perform the two-step quantitative goodwill impairment test. Under the new guidance, entities are no longer required to calculate the fair value of a reporting unit unless the entities determine, based on the qualitative assessment, that it is more likely than not that its fair value is less than its carrying amount. The new guidance is effective for annual and interim goodwill impairment tests performed for fiscal years beginning after December 15, 2011. This guidance was effective for Sony as of April 1, 2012. The adoption of this guidance did not have a material impact on Sony's results of operations and financial position.

***Impairment of unamortized film costs -***

In October 2012, the FASB issued new accounting guidance for the impairment of unamortized film costs. The new guidance has the effect of incorporating into the impairment analysis of unamortized film costs only information that was known or knowable as of the balance sheet date, consistent with how information is incorporated into other fair value measurements. This guidance was effective for Sony for impairment assessments performed on or after December 15, 2012. Sony applied this guidance prospectively from the date of adoption. The adoption of this guidance did not have a material impact on Sony's results of operations and financial position.

**(3) Recent accounting pronouncements not yet adopted:*****Disclosure about balance sheet offsetting -***

In December 2011, the FASB issued new accounting guidance which requires entities to disclose information about offsetting and related arrangements to enable financial statement users to understand the effect of such arrangements on the statement of financial position as well as to improve comparability of balance sheets prepared under U.S. GAAP and IFRS. The new guidance is required to be applied retrospectively and is effective for Sony as of April 1, 2013. Subsequently, in January 2013, the FASB issued updated accounting guidance of clarifying the scope of disclosures about offsetting assets and liabilities. Since this guidance impacts disclosures only, its adoption will not have an impact on Sony's results of operations and financial position.

***Testing indefinite lived intangible assets for impairment -***

In July 2012, the FASB issued new accounting guidance to simplify how entities test indefinite lived intangible assets for impairment. The new guidance allows entities an option to first assess a qualitative factors to determine whether it is more likely than not indefinite lived intangible assets is impaired as a basis for

**Table of Contents****SONY CORPORATION AND CONSOLIDATED SUBSIDIARIES**

determining if it is necessary to perform the quantitative impairment test. Under the new guidance, entities are no longer required to calculate the fair value of the assets unless the entities determine, based on the qualitative assessment, that it is more likely than not that indefinite lived intangible assets is impaired. The new guidance is effective for annual and interim impairment tests performed for fiscal years beginning after September 15, 2012. This guidance is effective for Sony as of April 1, 2013. The adoption of this guidance is not expected to have a material impact on Sony's results of operations and financial position.

***Presentation of amounts reclassified out of accumulated other comprehensive income -***

In February 2013, the FASB issued new accounting guidance for reporting of amounts reclassified out of accumulated other comprehensive income. The amendments require entities to report the significant reclassifications out of accumulated other comprehensive income if the amount is required to be reclassified in its entirety to net income. For other amounts that are not required to be reclassified in their entirety to net income in the same reporting period, an entity is required to cross-reference other disclosures required that provide additional detail about those amounts. This guidance is effective for Sony as of April 1, 2013. Sony will apply this guidance prospectively from the date of adoption. Since this guidance impacts disclosure only, its adoption will not have an impact on Sony's results of operations and financial position.

***Obligations resulting from joint and several liability arrangements for which the total amount of the obligation is fixed at the reporting date -***

In February 2013, the FASB issued new accounting guidance for obligations resulting from joint and several liability arrangements for which the total amount of the obligation is fixed at the reporting date. This guidance requires an entity to measure obligations resulting from joint and several liability arrangements for which the total amount of the obligation within the scope of this guidance is fixed at the reporting date, as the sum of the amount the reporting entity agreed to pay on the basis of its arrangement among its co-obligors, plus any additional amount the reporting entity expects to pay on behalf of its co-obligors. The new guidance is effective for fiscal years, and interim periods within those years, beginning after December 15, 2013. This guidance is effective for Sony as of April 1, 2014. Sony is currently evaluating the impact of adopting this guidance.

***Parent's accounting for the cumulative translation adjustment upon derecognition of certain subsidiaries or groups of assets within a foreign entity or of an investment in a foreign entity -***

In March 2013, the FASB issued new accounting guidance for the parent's accounting for the cumulative translation adjustment upon derecognition of certain subsidiaries or groups of assets within a foreign entity or of an investment in a foreign entity. This new guidance resolved diversity in practice and clarifies the applicable guidance for the release of the cumulative translation adjustment when the parent sells a part or all of its investment in a foreign entity, ceases to have a controlling financial interest in a subsidiary or group of assets that is a business within a foreign entity, or obtains control in a business combination achieved in stages involving an equity method investment that is a foreign entity. After adoption of this guidance, any accumulated translation adjustments associated with a previously held equity interest, will be included in earnings in a business combination achieved in stages. This guidance is effective for Sony as of April 1, 2014. Sony will apply this guidance prospectively from the date of adoption. The effect of this guidance will depend on the nature and significance of transactions after the adoption date.

**(4) Reclassifications:**

Certain reclassifications of the financial statements and accompanying footnotes for the fiscal years ended March 31, 2011 and 2012 have been made to conform to the presentation for the fiscal year ended March 31, 2013.



**Table of Contents****SONY CORPORATION AND CONSOLIDATED SUBSIDIARIES****(5) Out of period adjustments:**

In the first quarter of the fiscal year ended March 31, 2012, Sony recorded an out of period adjustment to correct an error in the calculation of indirect taxes at a subsidiary. The indirect tax calculation error began in 2005 and continued until it was identified by Sony in the first quarter of the fiscal year ended March 31, 2012. The adjustment, which primarily related to the HE&S segment, impacted net sales, selling, general and administrative expenses and interest expenses and, in the aggregate, increased loss before income taxes in consolidated statements of income by 4,413 million yen for the fiscal year ended March 31, 2012. Sony determined that the adjustment was not material to the consolidated financial statements for any prior annual or interim periods and for the fiscal year ended March 31, 2012.

**3. Inventories**

Inventories are comprised of the following:

|  | Yen in millions<br>March 31 |         |
|--|-----------------------------|---------|
|  | 2012                        | 2013    |
| Finished products                                | 498,430                     | 489,519 |
| Work in process                                  | 88,236                      | 85,631  |
| Raw materials, purchased components and supplies | 120,386                     | 134,904 |
|  | 707,052                     | 710,054 |

**4. Film costs**

Film costs are comprised of the following:

|  | Yen in millions<br>March 31 |          |
|--|-----------------------------|----------|
|  | 2012                        | 2013     |
| Motion picture productions:  |                             |          |
| Released   | 98,910                      | 90,716   |
| Completed and not released   | 10,800                      | 2,420    |
| In production and development  | 102,295                     | 111,365  |
| Television productions:  |                             |          |
| Released   | 44,461                      | 49,651   |
| In production and development  | 2,853                       | 2,820    |
| Broadcasting rights  | 27,830                      | 37,189   |
| Less: current portion of broadcasting rights included in inventories | (17,101)                    | (24,072) |
| Film costs   | 270,048                     | 270,089  |

Sony estimates that approximately 87% of the unamortized costs of released films at March 31, 2013 will be amortized within the next three years. Approximately 67 billion yen of completed film costs are expected to be amortized during the next twelve months. Approximately 104 billion yen of accrued participation liabilities included in accounts payable, other and accrued expenses are expected to be paid during the next twelve months.



**Table of Contents****SONY CORPORATION AND CONSOLIDATED SUBSIDIARIES****5. Related party transactions**

Sony accounts for its investments in affiliated companies over which Sony has significant influence under the equity method. In addition, investments in general partnerships in which Sony does not have a controlling interest and limited partnerships are also accounted for under the equity method if more than minor influence over the operation of the investee exists (generally through more than 3-5% ownership).

During fiscal year ended March 31, 2012, Sony Corporation acquired the remaining interests in Sony Ericsson Mobile Communications AB ( Sony Ericsson ) and sold all of its shares of S-LCD Corporation ( S-LCD ), both of which were considered significant equity affiliates. There are no remaining individually significant investments following these transactions.

The summarized combined financial information that is based on information provided by the equity investees including information for significant equity affiliates and the reconciliation of such information to the consolidated financial statements is shown below:

**Balance Sheets**

|   | Yen in millions |         |
|---|-----------------|---------|
|   | March 31        |         |
|   | 2012            | 2013    |
| Current assets                                      | 167,786         | 254,606 |
| Noncurrent assets                                   | 168,143         | 513,104 |
| Current liabilities                                 | 93,535          | 205,749 |
| Noncurrent liabilities and noncontrolling interests | 79,513          | 308,410 |
| Percentage of ownership in equity investees         | 20%-50%         | 20%-50% |

**Statements of Income**

|   | Yen in millions                  |         |         |           |
|---|----------------------------------|---------|---------|-----------|
|   | Fiscal year ended March 31, 2011 |         |         |           |
|   | Sony<br>Ericsson                 | S-LCD   | Others  | Total     |
| Net revenues  | 673,464                          | 807,955 | 268,604 | 1,750,023 |
| Operating income (loss)   | 16,453                           | 12,527  | 17,630  | 46,610    |
| Other income (expense), net   | (1,572)                          | (4,119) |         |           |
| Income (loss) before income taxes   | 14,881                           | 8,408   |         |           |
| Income tax (expense) benefit  | (6,065)                          | 3,094   |         |           |
| Net income (loss) attributable to noncontrolling interests  | (520)                            |         |         |           |
| Net income (loss) attributable to controlling interests   | 8,296                            | 11,502  | 8,895   | 28,693    |
| Percentage of ownership in equity investees   | 50%                              | 50%     | 20%-50% |           |
| Equity in net income (loss) of affiliated companies, before consolidating and reconciling adjustments | 4,148                            | 5,751   |         |           |
| Consolidating and reconciling adjustments:  |                                  |         |         |           |
| Other   | 7                                | 1,463   |         |           |
| Equity in net income (loss) of affiliated companies   | 4,155                            | 7,214   | 2,693   | 14,062    |



**Table of Contents****SONY CORPORATION AND CONSOLIDATED SUBSIDIARIES**

|   | Yen in millions                  |          |         |           |
|---|----------------------------------|----------|---------|-----------|
|   | Fiscal year ended March 31, 2012 |          |         |           |
|   | Sony<br>Ericsson                 | S-LCD    | Others  | Total     |
| Net revenues  | 475,898                          | 146,002  | 123,610 | 745,510   |
| Operating income (loss)   | (44,239)                         | (4,644)  | 5,247   | (43,636)  |
| Other income (expense), net   | 4,504                            | (3,098)  |         |           |
| Income (loss) before income taxes   | (39,735)                         | (7,742)  |         |           |
| Income tax (expense) benefit  | (73,054)                         | (374)    |         |           |
| Net income (loss) attributable to noncontrolling interests  | (2,729)                          |          |         |           |
| Net income (loss) attributable to controlling interests   | (115,518)                        | (8,116)  | 950     | (122,684) |
| Percentage of ownership in equity investees   | 50%                              | 50%      | 20%-50% |           |
| Equity in net income (loss) of affiliated companies, before consolidating and reconciling adjustments | (57,759)                         | (4,058)  |         |           |
| Consolidating and reconciling adjustments:  |                                  |          |         |           |
| Impairment loss including translation adjustments   |                                  | (60,019) |         |           |
| Other   | 79                               | (1)      |         |           |
| Equity in net income (loss) of affiliated companies   | (57,680)                         | (64,078) | 61      | (121,697) |

|   | Yen in millions                  |
|---|----------------------------------|
|   | Fiscal year ended March 31, 2013 |
| Net revenues  | 193,405                          |
| Operating income (loss)                                 | (14,759)                         |
| Net income (loss) attributable to controlling interests | (26,026)                         |
| Percentage of ownership in equity investees             | 20%-50%                          |

Sony Ericsson, a 50/50 joint venture with Telefonaktiebolaget LM Ericsson ( Ericsson ) focused on mobile phone handsets, was established in October 2001 and was included in affiliated companies accounted for under the equity method through February 15, 2012. On February 15, 2012, Sony Corporation acquired Ericsson's 50 percent stake in Sony Ericsson, making the mobile handset business a wholly-owned subsidiary of Sony Corporation. Refer to Note 24.

S-LCD, a joint venture with Samsung Electronics Co., Ltd. ( Samsung ) focused on manufacturing amorphous TFT panels, was established in April 2004 with Sony's ownership interest of 50% minus 1 share. S-LCD was strategic to Sony's television business as it provided a source of high quality large screen LCD panels to differentiate Sony's Bravia LCD televisions. In June 2011, S-LCD decreased its capital stock by 0.6 trillion Korean won and Sony received a cash distribution of 22,100 million yen from S-LCD. However, LCD panel and television market conditions became increasingly challenging and in order to respond to the situation and to strengthen their respective market competitiveness, Sony and Samsung agreed to shift to a new LCD panel business alliance in December 2011. As a result of this agreement, on January 19, 2012, Sony sold to Samsung all of its shares of S-LCD, and received cash consideration of 71,986 million yen (1.07 trillion Korean won) from Samsung. Following the transaction S-LCD was no longer an equity affiliate. During the fiscal year ended March 31, 2012, Sony recorded a 60,019 million yen other-than-temporary impairment loss on its share of S-LCD, including the reclassification to net income of foreign currency translation adjustments and the impact of exchange rate fluctuations between the initial impairment loss and closing of the sale to Samsung. Cash proceeds from the sale of the investment in S-LCD are included in sales of securities investments in the consolidated statements of cash flows.

**Table of Contents****SONY CORPORATION AND CONSOLIDATED SUBSIDIARIES**

On June 29, 2012, an investor group which included a wholly owned subsidiary of Sony Corporation completed its acquisition of EMI Music Publishing. To effect the acquisition, the investor group formed DH Publishing, L.P. ( DHP ) which acquired EMI Music Publishing for total consideration of 2.2 billion U.S. dollars. Sony invested 320 million U.S. dollars in DHP, through Nile Acquisition LLC, for a 39.8% equity interest. Nile Acquisition LLC is a joint venture with the third party investor of Sony's U.S. based music publishing subsidiary in which Sony holds a 74.9% ownership interest. In addition, DHP entered into an agreement with Sony's U.S. based music publishing subsidiary in which the subsidiary provides administration services to DHP. Sony accounts for its interest in DHP under the equity method. DHP was determined to be a variable interest entity as described in Note 23.

On February 25, 2013, Sony sold 95,000 shares of its 886,908 shares of M3, Inc. ( M3 ), a consolidated subsidiary of Sony, to a third party for cash consideration of 14,236 million yen, which is included within other in the investing activities section of the consolidated statements of cash flows. In connection with the sale, Sony recorded a gain of 122,160 million yen in other operating (income) loss, net in the consolidated statements of income for the fiscal year ended March 31, 2013. Of this gain, 117,216 million yen relates to the remeasurement to fair value, using M3's closing stock price on the date of the sale, of the remaining 791,908 shares of M3 (49.8% of the issued and outstanding shares of M3) that Sony continues to own after the sale in accordance with the accounting guidance for deconsolidation of a subsidiary. Sony will remain a major shareholder of M3 and will continue to pursue opportunities to collaborate with M3 in certain business areas, including medical. Sony accounts for its remaining interest in M3 under the equity method.

The carrying value of Sony's investment in M3 exceeded its proportionate share in the underlying net assets of M3 by 117,014 million yen at March 31, 2013. The excess is substantially attributable to the remeasurement to fair value of the remaining shares of M3, and allocated to identifiable tangible and intangible assets. The intangible assets relate primarily to M3's medical web-portal. The unassigned residual value of the excess is recognized as goodwill as a component of the investment balance. The amounts allocated to intangible assets are amortized net of the related tax effects to equity in net income (loss) of affiliated companies over their respective estimated useful lives, principally 10 years, using the straight-line method.

With the exception of M3 as described above, there was no significant difference between Sony's proportionate share in the underlying net assets of the investees and the carrying value of investments in affiliated companies at March 31, 2012 and 2013.

With the exception of the investment in M3 which is quoted on the Tokyo Stock Exchange and has a carrying and fair value at March 31, 2013 of 128,815 million yen and 144,048 million yen, respectively, there were no affiliated companies accounted for under the equity method with a market quotation at March 31, 2012 and 2013.

The number of affiliated companies accounted for under the equity method at March 31, 2012 and 2013 were 95 and 101, respectively.

Account balances and transactions with affiliated companies accounted for under the equity method are presented below:

|                            | <b>Yen in millions</b> |             |
|----------------------------|------------------------|-------------|
|                            | <b>March 31</b>        |             |
|                            | <b>2012</b>            | <b>2013</b> |
| Accounts receivable, trade | 4,125                  | 7,294       |
| Accounts payable, trade    | 508                    | 880         |
| Capital lease obligations  | 39,080                 | 27,485      |

**Table of Contents****SONY CORPORATION AND CONSOLIDATED SUBSIDIARIES**

|                | Yen in millions            |         |        |
|----------------|----------------------------|---------|--------|
|                | Fiscal year ended March 31 |         |        |
|                | 2011                       | 2012    | 2013   |
| Sales          | 96,164                     | 79,677  | 18,565 |
| Purchases      | 383,922                    | 157,930 | 1,725  |
| Lease payments |                            | 24,159  | 25,523 |

SFI Leasing Company, Limited ( SFIL ), a leasing company in Japan, is accounted for under the equity method and 34% is owned by Sony after deconsolidation in November 2010. Sony entered into sale and leaseback transactions regarding certain machinery and equipment with SFIL in the fiscal years ended March 31, 2012 and 2013. Refer to Notes 8 and 24.

Dividends from affiliated companies accounted for under the equity method for the fiscal years ended March 31, 2011, 2012 and 2013 were 2,583 million yen, 1,964 million yen and 2,360 million yen, respectively.

During the fiscal year ended March 31, 2012 and prior to the sale of its shares of S-LCD, Sony paid additional LCD panel related expenses of 22,759 million yen (292 million U.S. dollars) resulting from low capacity utilization of S-LCD.

**6. Transfer of financial assets**

The below transactions are accounted for as sales in accordance with the accounting guidance for transfers of financial assets, because Sony has relinquished control of the receivables. In each case, losses from these transactions were insignificant, and although Sony continues servicing the receivables subsequent to being sold or contributed, no servicing liabilities are recorded as the costs of collection of the sold receivables are insignificant. Other than the cash proceeds from the sales below, net cash flows related to these transactions, including servicing fees, for the fiscal years ended March 31, 2011, 2012 and 2013 were insignificant.

Sony has established several accounts receivable sales programs in Japan whereby Sony can sell up to 53,700 million yen of eligible trade accounts receivable in the aggregate at any one time. Through these programs, Sony can sell receivables to special purpose entities owned and operated by banks. Sony can sell receivables in which the agreed upon original due dates are no more than 190 days after the sales of receivables. Total trade accounts receivable sold during the fiscal years ended March 31, 2011, 2012 and 2013 were 136,232 million yen, 126,513 million yen and 105,888 million yen, respectively.

A subsidiary of the Financial Services segment has established several receivables sales programs whereby the subsidiary can sell up to 24,000 million yen of eligible receivables in the aggregate at any one time. Through these programs, the subsidiary can sell receivables to special purpose entities owned and operated by banks. The subsidiary can sell receivables in which the agreed upon original due dates are no more than 180 days after the sales of receivables. Total receivables sold during the fiscal years ended March 31, 2011, 2012 and 2013 were 166,025 million yen, 130,060 million yen and 89,700 million yen, respectively.

Sony has established an accounts receivable sales program in the United States whereby Sony's U.S. subsidiary can sell up to 350 million U.S. dollars of eligible trade accounts receivables in the aggregate at any one time to a commercial bank. The program requires that a portion of the sales proceeds be held back and deferred until collection of the related receivables by the purchaser. The portion of the sales proceeds held back and deferred is initially recorded at estimated fair value, is included in other current assets and was 16,272 million yen at March 31, 2012 and 4,462 million yen at March 31, 2013. Sony includes collections on such receivables as cash flows within operating activities in the consolidated statements of cash flows since the receivables are the result of operating activities and the associated interest rate risk is

**Table of Contents****SONY CORPORATION AND CONSOLIDATED SUBSIDIARIES**

insignificant due to its short-term nature. Total trade receivables sold, deferred proceeds from those sales and collections of deferred proceeds during the fiscal years ended March 31, 2011, 2012 and 2013 are as follows:

|                                  | Yen in millions            |         |         |
|----------------------------------|----------------------------|---------|---------|
|                                  | Fiscal year ended March 31 |         |         |
|                                  | 2011                       | 2012    | 2013    |
| Total trade receivables sold     | 414,147                    | 476,855 | 355,872 |
| Deferred proceeds                | 185,647                    | 117,343 | 8,098   |
| Collections of deferred proceeds | 153,550                    | 132,636 | 20,608  |

During the fiscal year ended March 31, 2013, Sony established an accounts receivable sales program whereby Sony can sell eligible trade accounts receivables held by certain subsidiaries in Europe denominated in several currencies, primarily the euro, to a commercial bank on an uncommitted basis. The maximum receivables that may be sold at any one time in the aggregate translates into approximately 72,500 million yen as of March 31, 2013. Sony can sell receivables in which the agreed upon original due dates are no more than 150 days after the date the receivables are sold. Total receivables sold during the fiscal year ended March 31, 2013 was 66,020 million yen.

Certain of the accounts receivable sales programs above also involve variable interest entities ( VIEs ). Refer to Note 23.

**7. Marketable securities and securities investments**

Marketable securities and securities investments, mainly included in the Financial Services segment, are comprised of debt and equity securities of which the aggregate cost, gross unrealized gains and losses and fair value pertaining to available-for-sale securities and held-to-maturity securities are as follows:

|                                    | Yen in millions |                              |                               |            |           |                              |                               |            |
|------------------------------------|-----------------|------------------------------|-------------------------------|------------|-----------|------------------------------|-------------------------------|------------|
|                                    | Cost            | March 31, 2012               |                               | Fair value | Cost      | March 31, 2013               |                               | Fair value |
|                                    |                 | Gross<br>unrealized<br>gains | Gross<br>unrealized<br>losses |            |           | Gross<br>unrealized<br>gains | Gross<br>unrealized<br>losses |            |
| Available-for-sale:                |                 |                              |                               |            |           |                              |                               |            |
| Debt securities:                   |                 |                              |                               |            |           |                              |                               |            |
| Japanese national government bonds | 1,036,946       | 55,384                       | (879)                         | 1,091,451  | 1,106,265 | 114,806                      | (463)                         | 1,220,608  |
| Japanese local government bonds    | 33,513          | 163                          | (1)                           | 33,675     | 66,553    | 643                          | (1)                           | 67,195     |
| Japanese corporate bonds           | 293,885         | 1,489                        | (224)                         | 295,150    | 210,519   | 1,715                        | (70)                          | 212,164    |
| Foreign corporate bonds            | 377,609         | 4,705                        | (7,063)                       | 375,251    | 425,892   | 17,502                       | (620)                         | 442,774    |
| Other                              | 22,383          | 1,548                        | (6)                           | 23,925     | 20,607    | 4,431                        | (2)                           | 25,036     |
|                                    | 1,764,336       | 63,289                       | (8,173)                       | 1,819,452  | 1,829,836 | 139,097                      | (1,156)                       | 1,967,777  |
| Equity securities                  | 60,694          | 53,016                       | (1,513)                       | 112,197    | 89,079    | 44,443                       | (997)                         | 132,525    |
| Held-to-maturity Securities:       |                 |                              |                               |            |           |                              |                               |            |
| Japanese national government bonds | 3,404,069       | 157,740                      | (4,499)                       | 3,557,310  | 3,876,600 | 545,188                      |                               | 4,421,788  |
| Japanese local government bonds    | 12,592          | 277                          |                               | 12,869     | 7,195     | 432                          |                               | 7,627      |
| Japanese corporate bonds           | 31,379          | 1,501                        |                               | 32,880     | 28,918    | 3,571                        |                               | 32,489     |
| Foreign corporate bonds            | 46,441          | 10                           |                               | 46,451     | 52,738    | 20                           |                               | 52,758     |
|                                    | 3,494,481       | 159,528                      | (4,499)                       | 3,649,510  | 3,965,451 | 549,211                      |                               | 4,514,662  |



Edgar Filing: SONY CORP - Form 20-F

|       |           |         |          |           |           |         |         |           |
|-------|-----------|---------|----------|-----------|-----------|---------|---------|-----------|
| Total | 5,319,511 | 275,833 | (14,185) | 5,581,159 | 5,884,366 | 732,751 | (2,153) | 6,614,964 |
|-------|-----------|---------|----------|-----------|-----------|---------|---------|-----------|

F-33

**Table of Contents****SONY CORPORATION AND CONSOLIDATED SUBSIDIARIES**

On September 28, 2012, Sony entered into a business alliance agreement and capital alliance agreement with Olympus Corporation ( Olympus ). Under the terms of the capital alliance agreement, Olympus issued 34,387,900 common shares at 1,454 yen per share to Sony through a third-party allotment in two tranches. Accordingly, Sony made an investment of 19,047 million yen on October 23, 2012 for the first third-party allotment of 13,100,000 shares and acquired 4.35% of the total voting rights of Olympus. In addition, Sony made an investment of 30,953 million yen on February 22, 2013 for the second third-party allotment of 21,287,900 shares and acquired an additional 7.07% of the total voting rights of Olympus. As a result, Sony increased its ownership of the total voting rights of Olympus to 11.46%. The investment in Olympus shares is classified as available-for-sale equity securities.

The following table presents the cost and fair value of debt securities classified as available-for-sale securities and held-to-maturity securities by contractual maturity:

|  | Yen in millions               |                  |                             |                  |
|--|-------------------------------|------------------|-----------------------------|------------------|
|  | March 31, 2013                |                  |                             |                  |
|  | Available-for-sale securities |                  | Held-to-maturity securities |                  |
|  | Cost                          | Fair Value       | Cost                        | Fair Value       |
| Due in one year or less                | 160,018                       | 167,853          | 5,060                       | 5,068            |
| Due after one year through five years  | 526,540                       | 536,129          | 20,124                      | 20,828           |
| Due after five years through ten years | 258,717                       | 268,767          | 31,206                      | 33,720           |
| Due after ten years                    | 884,561                       | 995,028          | 3,909,061                   | 4,455,046        |
| <b>Total</b>                           | <b>1,829,836</b>              | <b>1,967,777</b> | <b>3,965,451</b>            | <b>4,514,662</b> |

Proceeds from sales of available-for-sale securities were 532,619 million yen, 177,850 million yen and 143,437 million yen for the fiscal years ended March 31, 2011, 2012 and 2013, respectively. On these sales, gross realized gains were 38,654 million yen, 9,593 million yen and 46,865 million yen and gross realized losses were 2,014 million yen, 1,834 million yen and 527 million yen, respectively.

Marketable securities classified as trading securities at March 31, 2012 and 2013 were 433,491 million yen and 530,787 million yen, respectively, which consist of debt and equity securities.

In the ordinary course of business, Sony maintains long-term investment securities, included in securities investments and other, issued by a number of non-public companies. The aggregate carrying amounts of the investments in non-public companies at March 31, 2012 and 2013, totaled 93,050 million yen and 68,329 million yen, respectively. Non-public equity investments are primarily valued at cost as fair value is not readily determinable.

With respect to trading securities, primarily in the Financial Services segment, Sony recorded net unrealized losses of 10,768 million yen for the fiscal year ended March 31, 2011, net unrealized gains of 21,216 million yen for the fiscal year ended March 31, 2012 and net unrealized gains of 72,793 million yen for the fiscal year ended March 31, 2013. Changes in the fair value of trading securities are primarily recognized in financial services revenue in the consolidated statements of income.

**Table of Contents****SONY CORPORATION AND CONSOLIDATED SUBSIDIARIES**

The following tables present the gross unrealized losses on, and fair value of, Sony's investment securities with unrealized losses, aggregated by investment category and the length of time that individual investment securities have been in a continuous unrealized loss position, at March 31, 2012 and 2013.

|                                    | Yen in millions     |                   |                   |                   |            |                   |
|------------------------------------|---------------------|-------------------|-------------------|-------------------|------------|-------------------|
|                                    | Less than 12 months |                   | 12 months or more |                   | Total      |                   |
|                                    | Fair value          | Unrealized losses | Fair value        | Unrealized losses | Fair value | Unrealized losses |
| Available-for-sale:                |                     |                   |                   |                   |            |                   |
| Debt securities:                   |                     |                   |                   |                   |            |                   |
| Japanese national government bonds | 55,450              | (877)             | 3,048             | (2)               | 58,498     | (879)             |
| Japanese local government bonds    | 2,364               | (1)               |                   |                   | 2,364      | (1)               |
| Japanese corporate bonds           | 1,034               | (196)             | 25,243            | (28)              | 26,277     | (224)             |
| Foreign corporate bonds            | 68,277              | (6,065)           | 83,650            | (998)             | 151,927    | (7,063)           |
| Other                              | 335                 | (6)               |                   |                   | 335        | (6)               |
|                                    | 127,460             | (7,145)           | 111,941           | (1,028)           | 239,401    | (8,173)           |
| Equity securities                  | 4,337               | (318)             | 16,826            | (1,195)           | 21,163     | (1,513)           |
| Held-to-maturity Securities:       |                     |                   |                   |                   |            |                   |
| Japanese national government bonds |                     |                   | 333,702           | (4,499)           | 333,702    | (4,499)           |
| Japanese local government bonds    | 70                  | (0)               |                   |                   | 70         | (0)               |
| Japanese corporate bonds           |                     |                   |                   |                   |            |                   |
| Foreign corporate bonds            |                     |                   |                   |                   |            |                   |
|                                    | 70                  | (0)               | 333,702           | (4,499)           | 333,772    | (4,499)           |
| Total                              | 131,867             | (7,463)           | 462,469           | (6,722)           | 594,336    | (14,185)          |

|                                    | Yen in millions     |                   |                   |                   |            |                   |
|------------------------------------|---------------------|-------------------|-------------------|-------------------|------------|-------------------|
|                                    | Less than 12 months |                   | 12 months or more |                   | Total      |                   |
|                                    | Fair value          | Unrealized losses | Fair value        | Unrealized losses | Fair value | Unrealized losses |
| Available-for-sale:                |                     |                   |                   |                   |            |                   |
| Debt securities:                   |                     |                   |                   |                   |            |                   |
| Japanese national government bonds | 3,383               | (0)               | 46,796            | (463)             | 50,179     |                   |