
Mid-Term Business Strategy

NEXT 30

~ Connect, Change, Cost ~

Creation, Passion, Challenge

May 8th, 2013

President & CEO Toru Usami

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1. Market Environment
2. Market Leadership
3. 2012FY Review
4. Growth Strategy
5. Mid-Term Business Plan

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Market Environment① : Global Environment



1

Various Environmental Changes Affect the Business Environment



Market Environment② : 2012CY New Car Sales

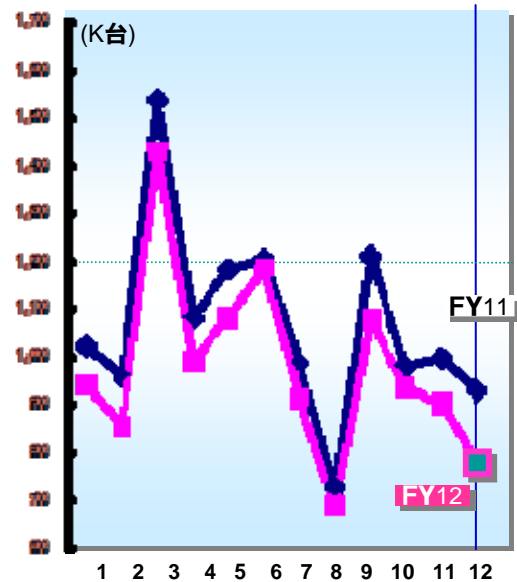


1

- ① EU : Less than 11.8 million and the worst in the last 17 years
- ② China : Year over year +4% and reached 19 million. Japanese brands are still struggling.
- ③ Japan : Year over year +28%, 5.3 million due to the subsidy for eco car purchasers
- ④ USA : The highest sales of 14.5 million after the Lehman Shock

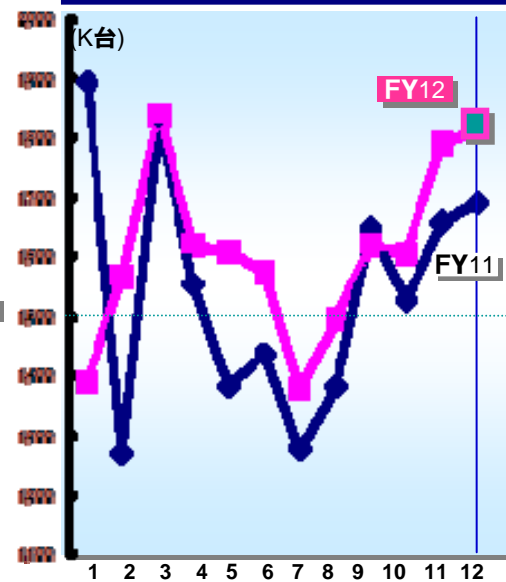
W. EU

Annual Sales 11.8mil
Year over Year -8.1%



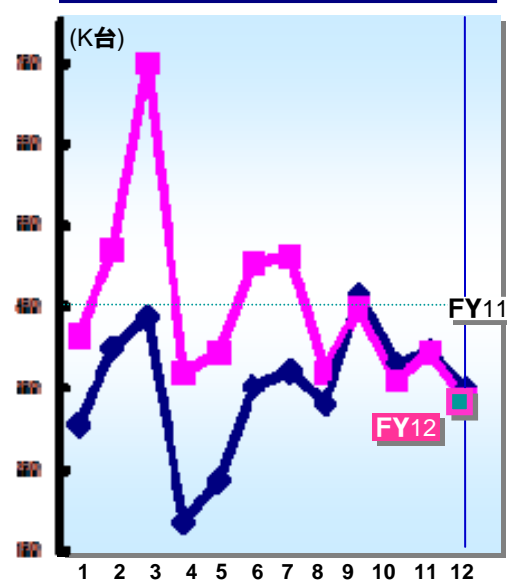
China

Annual Sales 19.3mil
Year over Year +4.3%



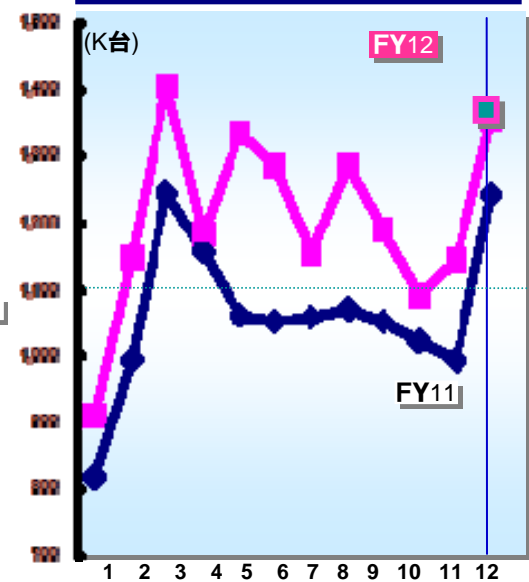
Japan

Annual Sales 5.4mil
Year over Year +27.5%



USA

Annual Sales 14.5mil
Year over Year +13.4%



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High Reputation from Market①



Japan Aftermarket Wins the Grand Prix
Highly Acclaimed for Vehicle Specific Design and Total Coordination



Perfect Fit

— Designed for Vehicle Specific Installations —



Interior Coordinate

— Designed for Vehicle Specific Interiors —



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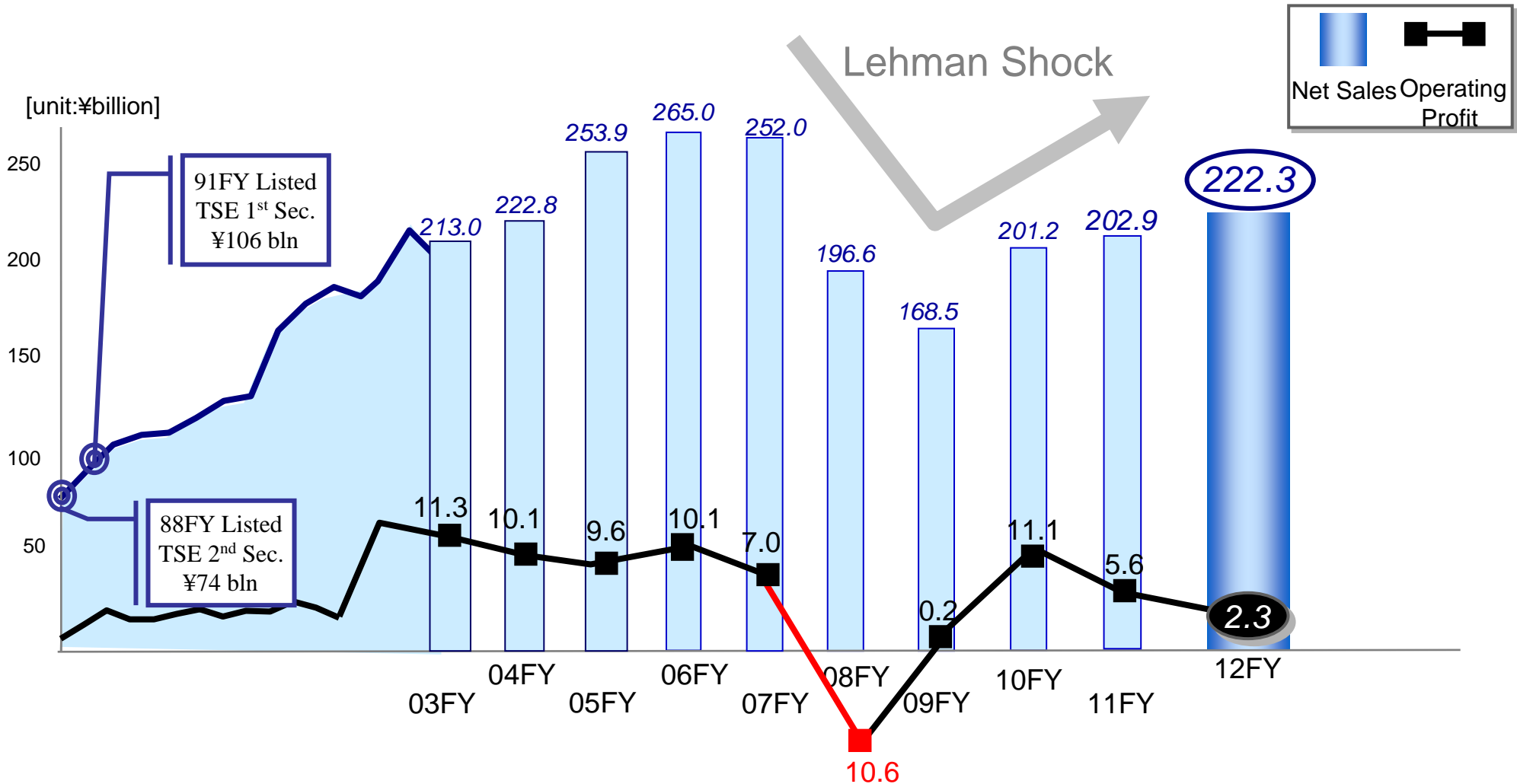
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2012FY Review②



1

Sales increased but Profit Declined after the Lehman Shock

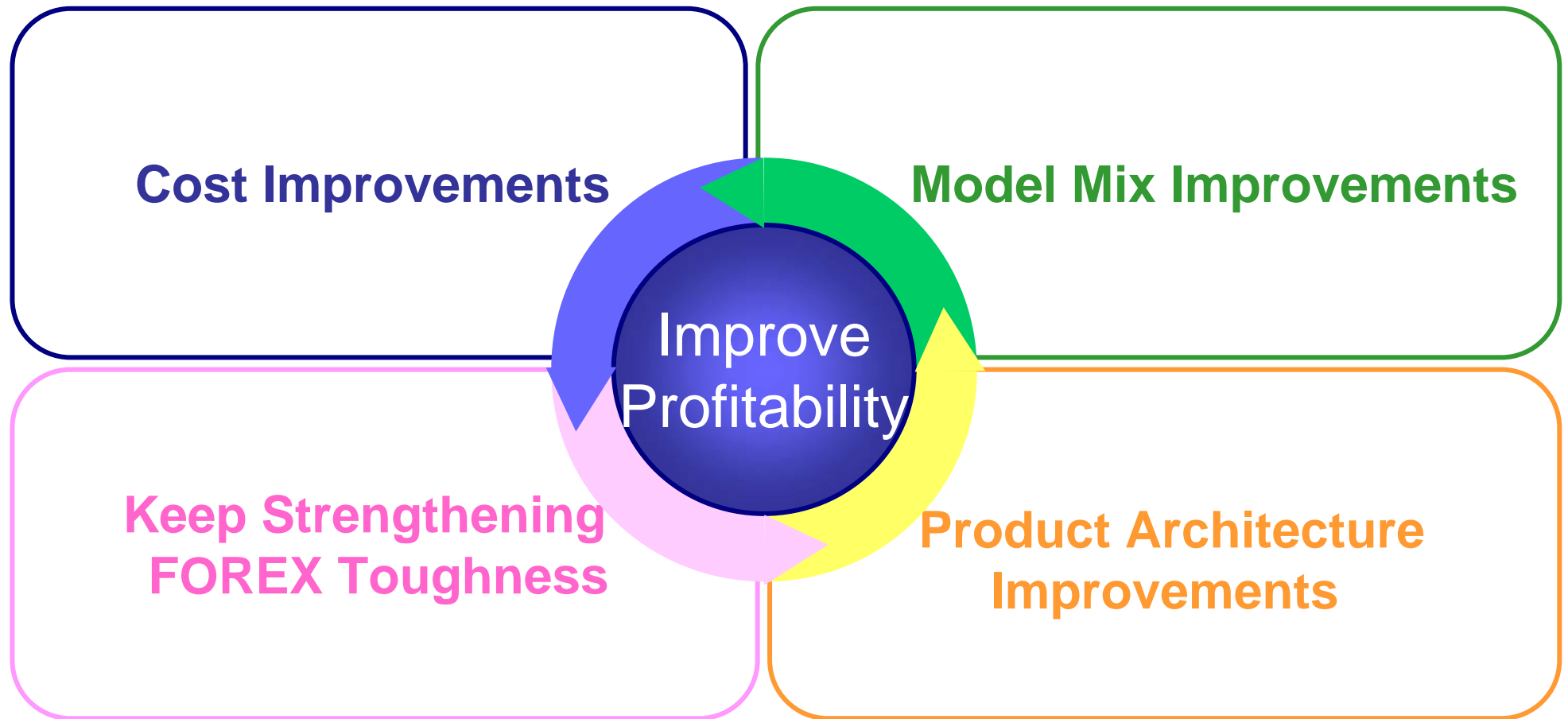


2012FY Review④



1

Drive Comprehensive Profitability Improvement Activities
in Short, Mid, and Long Term



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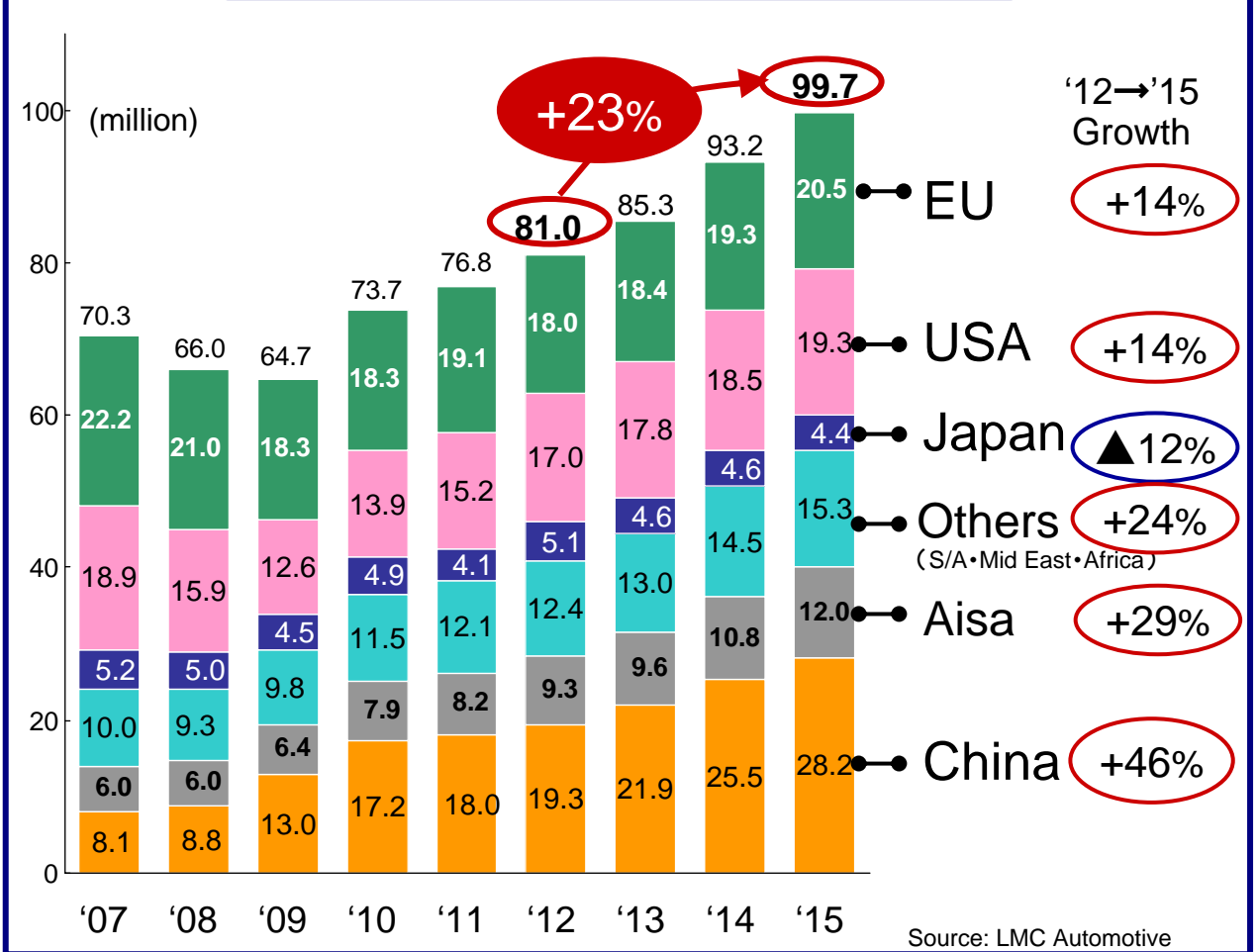
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Growth Strategy ①

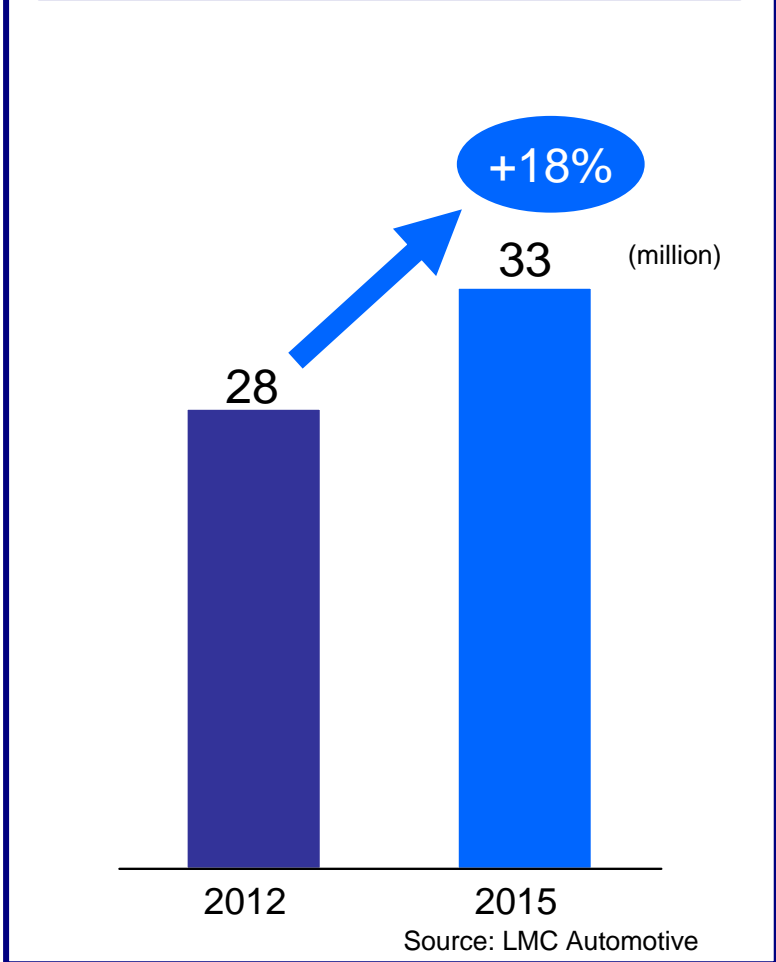
①

Automotive Industry & Main Customers Grow Steadily

Global New Car Sales Forecast



Main Customers in Global Market

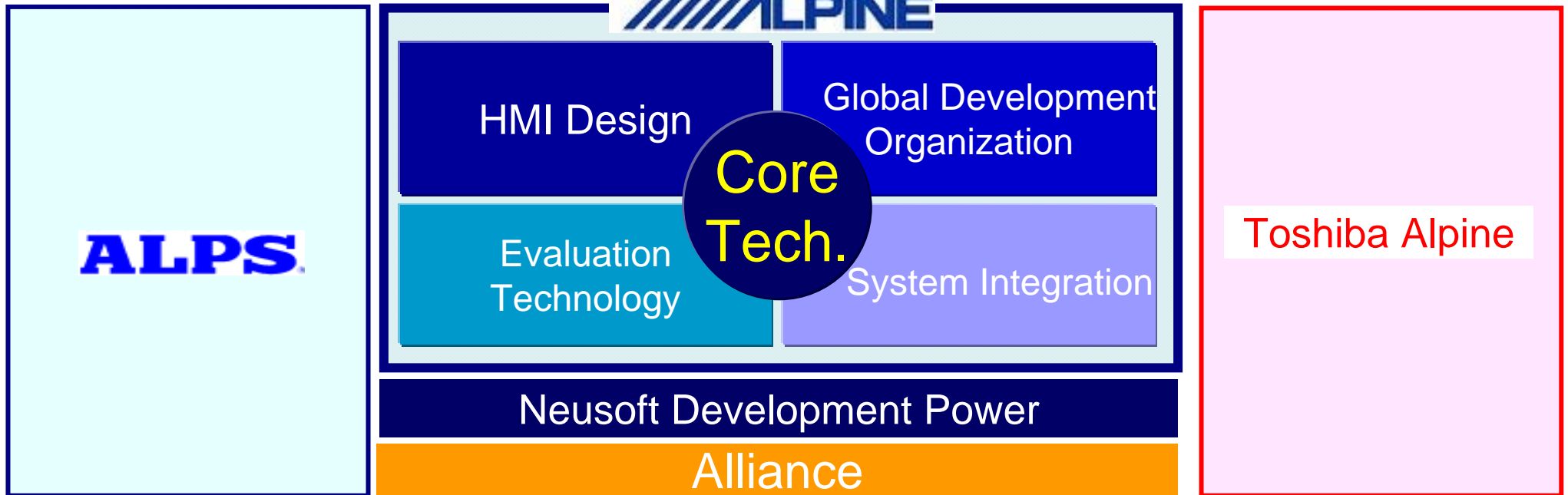


Growth Strategy②



1

Increase Importance of Cooperation with Groups to Address Advancing Computerized Vehicles



2

Realize Growth Strategy with Core Technologies & Group Cooperation

Growth Strategy④

1

Rebuild Aftermarket Business : Expand the Ratio in Total Sales



Create New Business from the Silicon Valley

Connect to the High Tech Sector and Car Makers

Create and Provide New Services and Content

Evaluation for Various Systems with Smartphones

Established AOSV
In California's
Silicon Valley

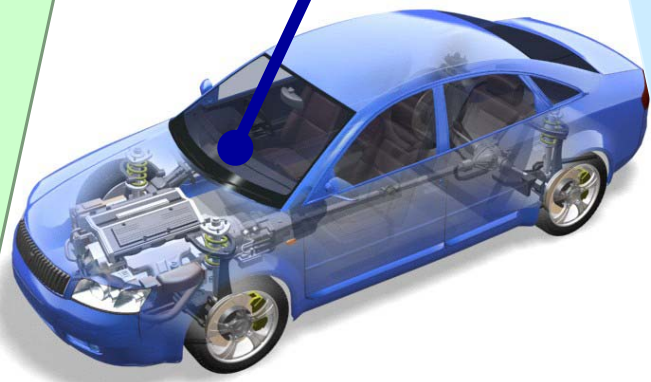


Growth Strategy⑧

1 Further Expansion of Functions in In-Vehicle Systems to Support Advancing ITS

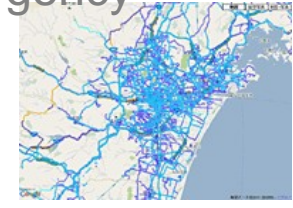
- DSRC Traffic Info. Link
- Receive Safety Driving Info.
- ETC Payment
- SA/PA Info.
- Eco Routing
- Altitude Info for NAVI

Connect Driver/Vehicle/Road



Further Expansion & Advancing Functions

- V2X Function
- eCall Function
- CRM/Vehicle Mgmnt
- Various Payment System
- For Emergency
- ...
- Auto Drive



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Mid-Term Business Plan



NEXT30 15FY Sales ¥263bil Operating Profit ¥12bil

Unit:¥billion

