“FY2012 3rd Quarter Earnings Statements”

Current Status and Strengths of AEC Business

OMRON Automotive Electronics Co. Ltd.
President
Yoshinori Suzuki
Mission of AEC Business

Searching for the best match between human and car, best partner with society

Creating new values for automobile society, based on OMRON Group management philosophy.

The next fiscal year will mark the 30th year since we fully entered into this industry in 1983.
Characteristics of AEC Business

- **Customers**
  Partnership taking advantages of an independent company

- **Business Operations**
  Global business deployment

- **Technology / Products**
  Specialized automotive components manufacturer
Partnership as an Independent Company

We are doing business with various car and automotive components manufacturers, riding on our strength as an independent company.
Global Business Deployment

Expansion of overseas operations sustains business growth. Production, sales and development in 10 countries.

Sales by geographic area (expected)

- JAPAN 34%
- NA 25%
- EU 3%
- ASIA 19%
- CHINA 11%
- Direct 8%

95 bill JPY
Focus on Car Electronics

We continue to provide customers with various car electronics technologies and products, evolving “sensing and control” which is OMRON core technology.
As a result of the profit structural reform, we improved our profits to the average level of the automotive components industry.

- Reviewed focused business
- Reformed production structure
- Strengthened operations
Balanced Management between Growth & Profit

Global Management

Global One Team

 Competitiveness

Strengthen cost competitiveness

Growth

Activities for growing field
Global One Team Management

We are promoting autonomous management by geographic area by domestic each function taking their responsibilities/roles and organically connecting each other.

Autonomous management by geographic area

“Mother” function

Build business infrastructure necessary for global management and take initiative in bonding global areas effectively

Corporate identity / vision / action guidelines

Learn and perform one by one
To enhance cost competitiveness, we are promoting company-wide activities in the planning and proposal stages.
We are developing technologies and products of growing fields such as energy-saving and environmental cars.
Growing Field-Strengthen Local Business

We are executing business strategies which meet the needs of the automotive electronic industry by potential area and building infrastructures to support the execution.

**NA/SA**
- Expand production in Mexico factory
- Moved to new Brazil factory

**China**
- Strengthen production of Electronic Power System.
- Approach to China mart/automotive components manufacturers.

Components for the 2-wheel car market
AEC Business VG2020

**VG2020 Vision  Declaration of “New” Entrepreneurship**

Facing the challenges in a motorized society, we create a value of “safety” and “joy” by providing unique solutions with collective strength of Team AEC.

**Human and the organization grow through challenges, and keep to enhance competitive advantages**

**Globe Stage (till FY13)**

Actions to improve the level of “Quality” and grow more

**VG2020 (till FY20)**

**FY12 Management Policy of OAE Group**

Make platform and apply it globally to improve the level of global operations.
Thank you for your attention.
~Best Matching of Humans and Automobiles~