

We always aim to come out on top manufacturing using our global network capable of the best procurement in the world.



Japan

Development and mass production of the world's first and Japan's first products

Fiscal 2008 sales were 320.9 billion yen (down 16.7% from the previous year) and operating profits were 3.4 billion yen. The cause of this decline in profits and lower sales for our automotive parts operations were fluctuations in product prices and product structures and the impact of fluctuations in the exchange rate. Even amid this difficult state of affairs, we continue to proactively work on the research and development that will be important in the future, such as the development and mass production of the world's first "rear-end impact airbag" and "backseat center airbag" as well as Japan's first "Plastic fuel inlet pipe".

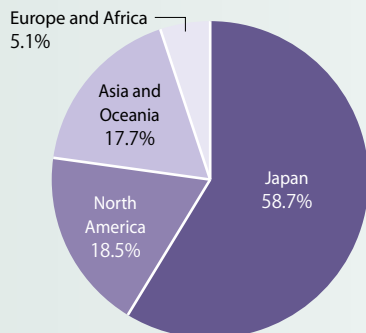
North America / Asia and Oceania / Europe and Africa

Establishment of 2 production sites

In fiscal 2008, we established 2 production sites, the safety systems business company TGIN (Northern India, Rajasthan state) and the body sealing company TGASM (Mexico, San Luis Potosi state). Our global network consists of 45 facilities in 16 nations and regions around the world excluding Japan.

Sales in North America totaled 101.1 billion yen (down 28.7% from the previous year) and operating profits were minus 2.9 billion yen. Even though Asia and Oceania were assisted by the bullish market in Asia, sales there were 96.6 billion yen (down 2.8% from the previous year) and operating profits were 14.7 billion yen. Sales in Europe and Africa were 27.7 billion yen (down 22.8% from the previous year) and operating profits were 0.4 billion yen.

■ Sales by Region



	Fiscal 2008		Fiscal 2007		Year-on-year rate (%)
	¥billion	Percentage of net sales (%)	¥billion	Percentage of net sales (%)	
Japan	320.9	58.7	385.4	58.2	-16.7
North America	101.1	18.5	141.9	21.4	-28.7
Asia and Oceania	96.6	17.7	99.3	15.0	-2.8
Europe and Africa	27.7	5.1	35.8	5.4	-22.8
Total	546.3	100.0	662.4	100.0	-17.5