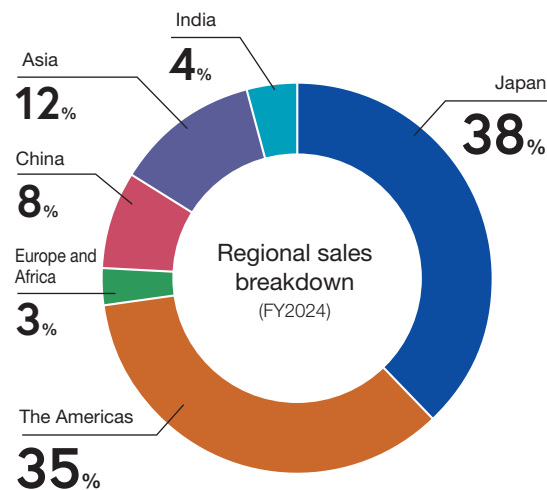
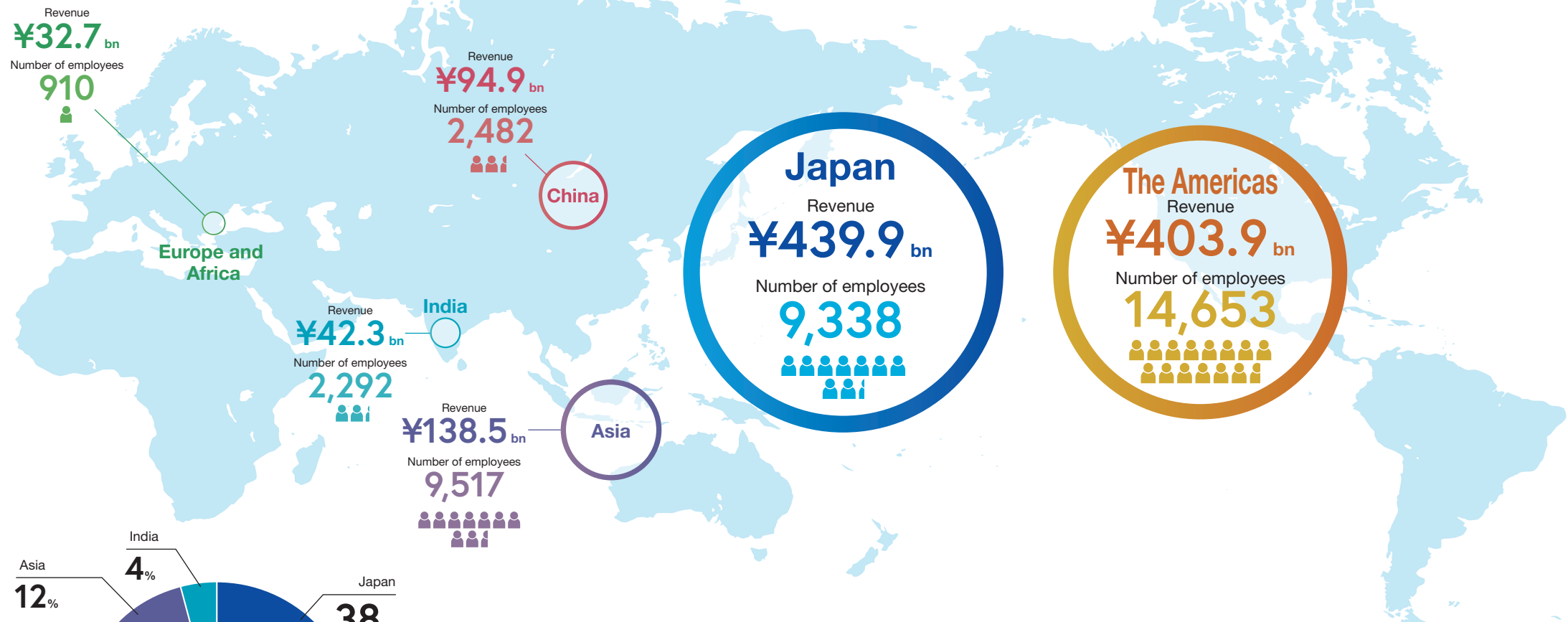


Regional Overview



The Americas

Since commencing operations here in 1986, business has continued to grow strongly, to the point that the Americas now account for nearly 40% of both our sales and workforce. The region remains a key to our future growth.

As part of our efforts to increase production capacity for BEVs, we are investing in the expansion of our plants in Missouri and Kentucky in the US. Our strategic focus here is on growing revenue from non-Toyota customers, with particular emphasis on the Detroit Three.

India

Despite accounting for only a small portion—just under 10% of consolidated Group sales at present—India's growth potential positions it as a key region for us.

The growing emphasis on traffic safety is fueling the accelerated adoption of airbags. To respond to this, we are expanding our plant in northern India and constructing a new plant in the south of the country.

In response to the Indian government's Make in India policy, we aim to achieve growth by establishing a local presence from development to manufacturing.