

# First Half Financial Results of FY2010 (ending March 2010)



The 41st  
**TOKYO MOTOR SHOW 2009**

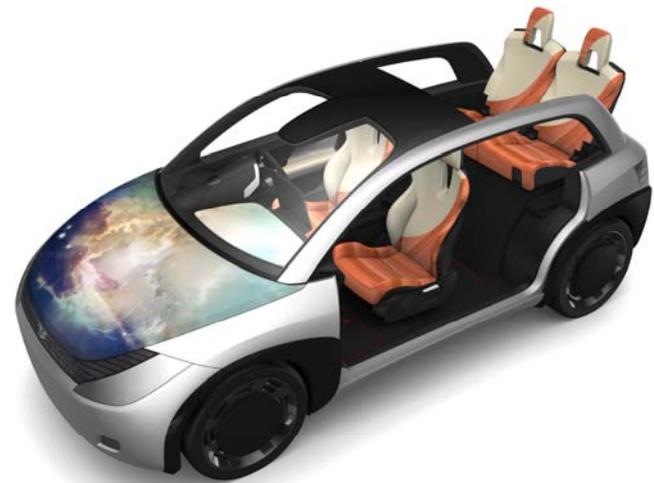
**November 13, 2009 (Fri)**

 **TOYOTA BOSHOKU**

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# ◇ Summary of Financial Results

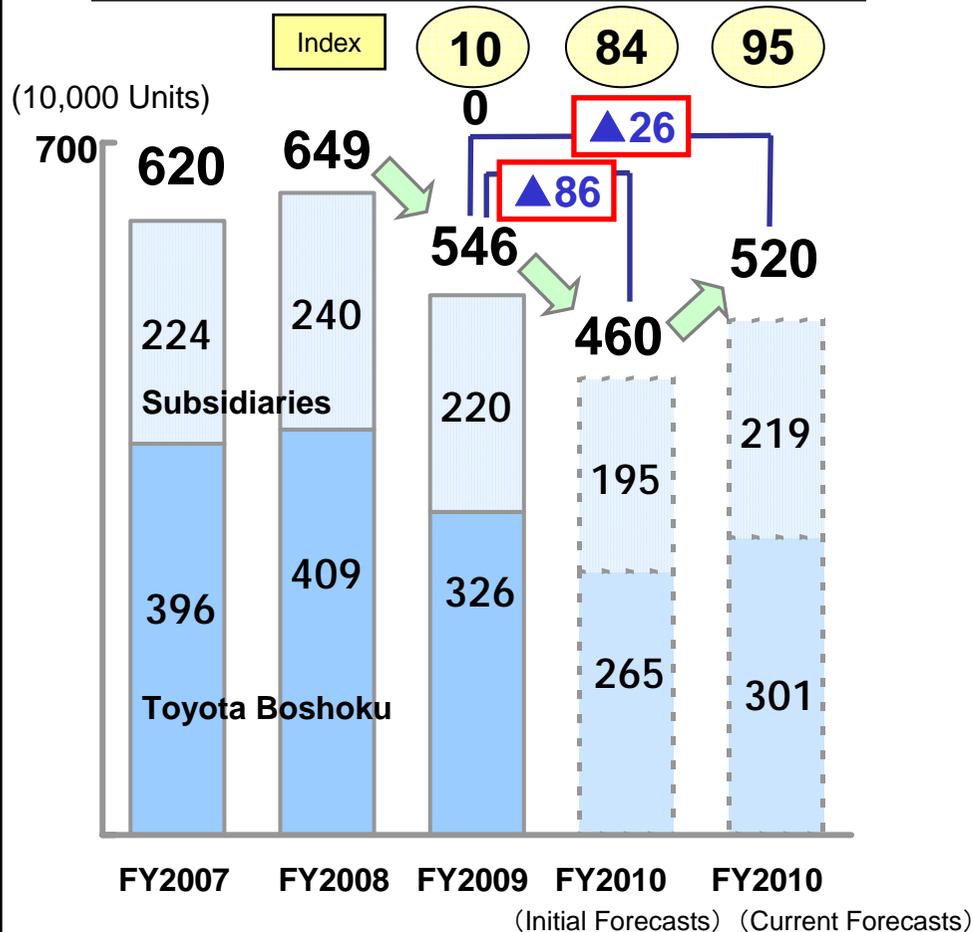
**Ritsuo Torii**  
**Executive Vice President**



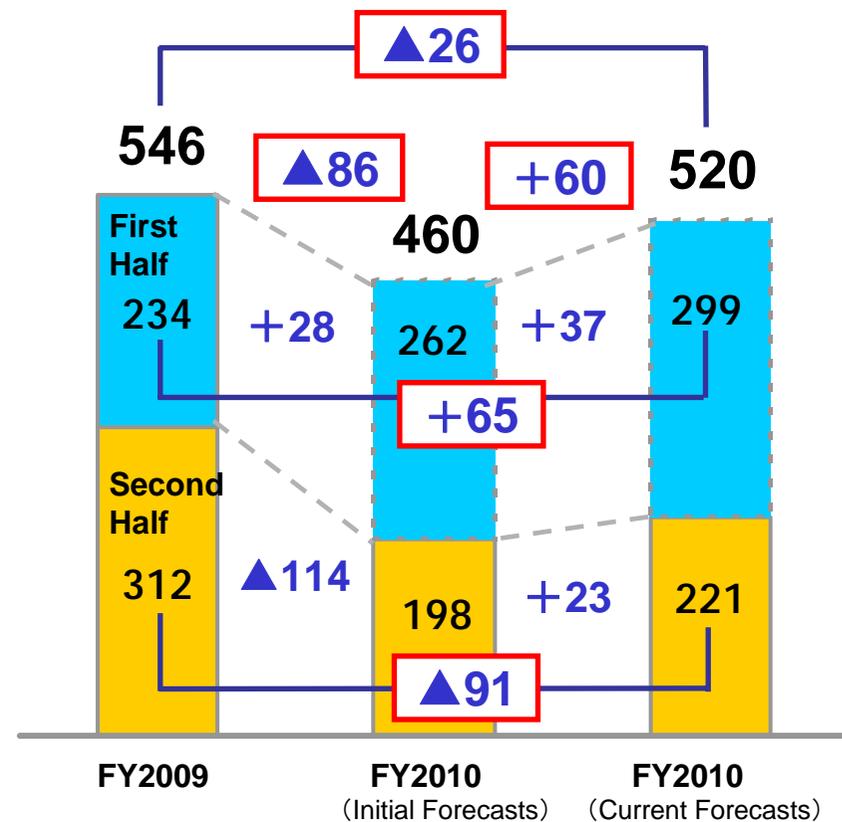
# 1. Global Seat Production

Upward revision of initial FY2010 forecasts due to recovering market  
 Major year-on-year production drop in the first half of year, increases forecast for second half

Number of Seats Produced, Consolidated  
 (Annual Basis)



Number of Seats Produced, Consolidated  
 (Interim Basis)

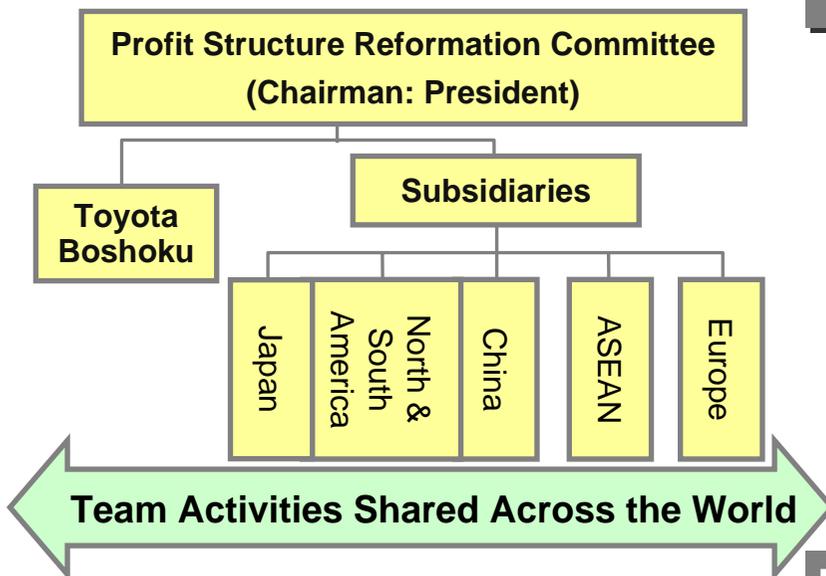


## 2. Profit Structure Reformation Activities (1) Summary

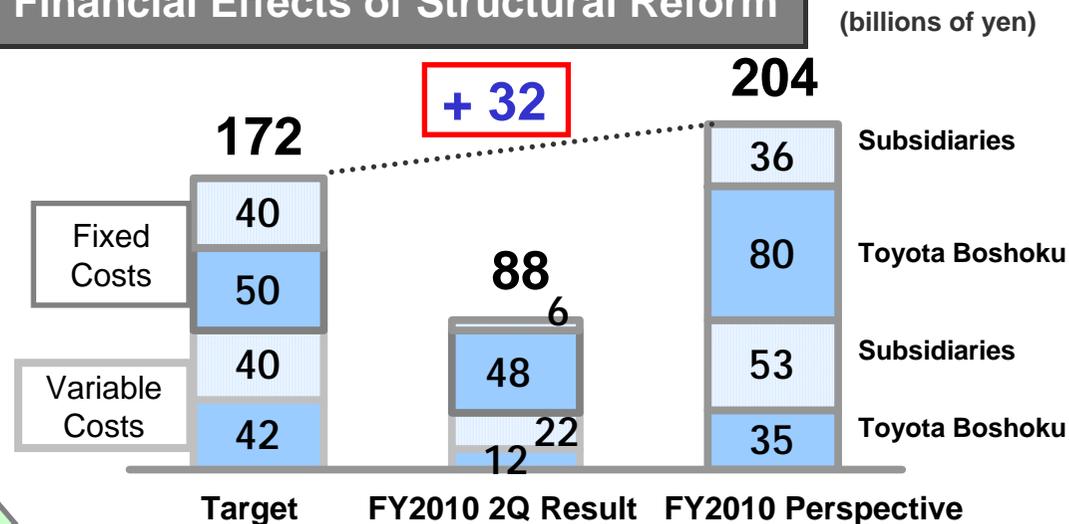
### Establishment of Profit Structure Reformation Committee

Aiming for Drastic Structural Reform

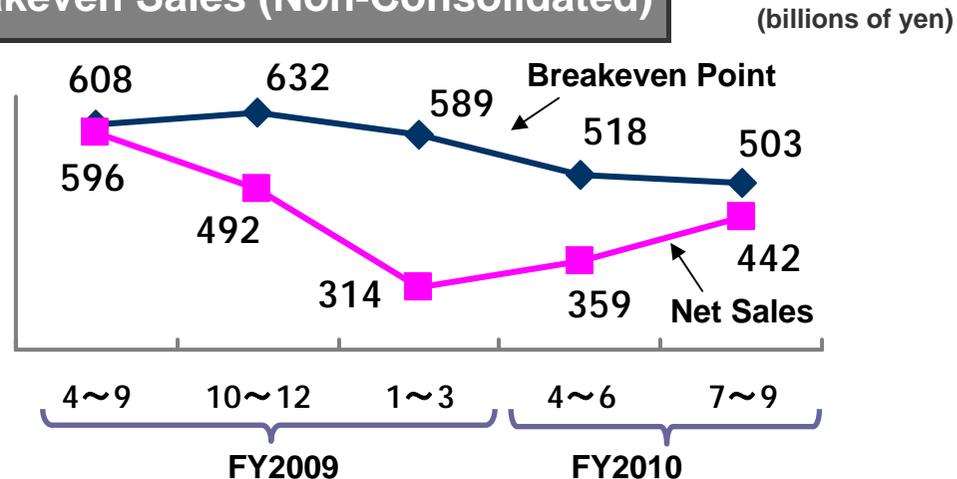
#### 1. Framework



#### Financial Effects of Structural Reform



#### Breakeven Sales (Non-Consolidated)



#### 2. Activity Aim and Approaches

Aim:

Reform structure for profitable business, even with cutbacks in operations

Approaches:

- Organize total of 26 teams focused on individual subjects for improvements
- Through senior-grade team activities, make improvements in-site, in person (*genchi genbtsu*)

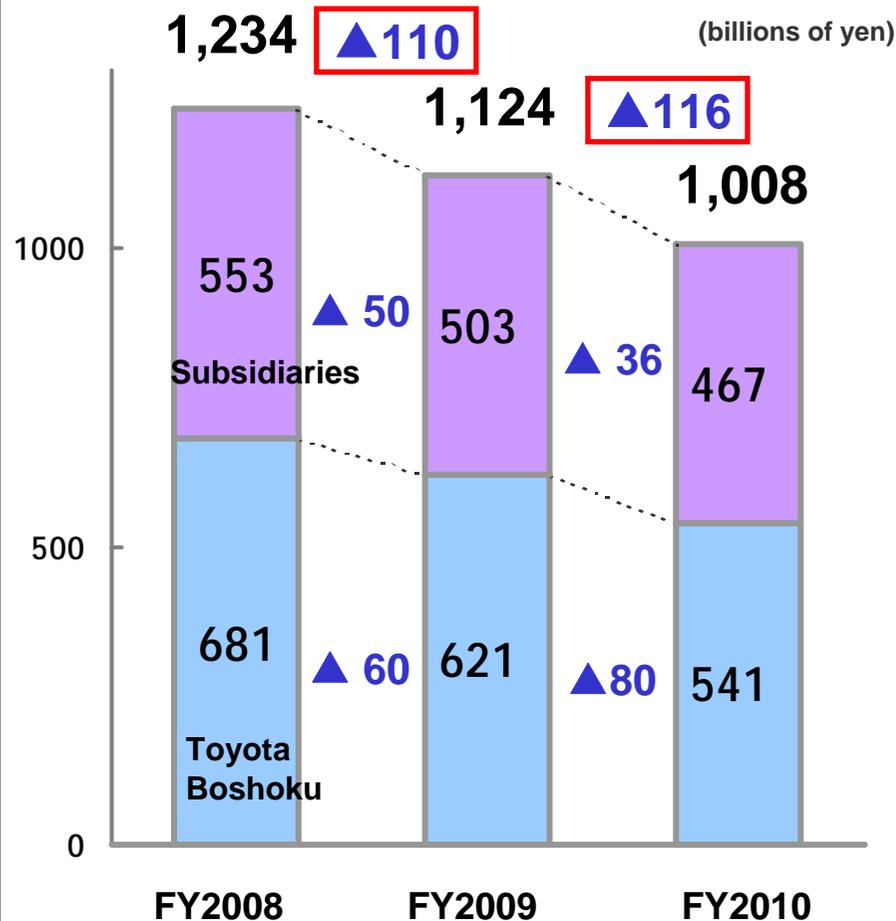
## 2. Profit Structure Reformation Activities

### (2) Fixed Costs/Number of Staff/Overtime Work

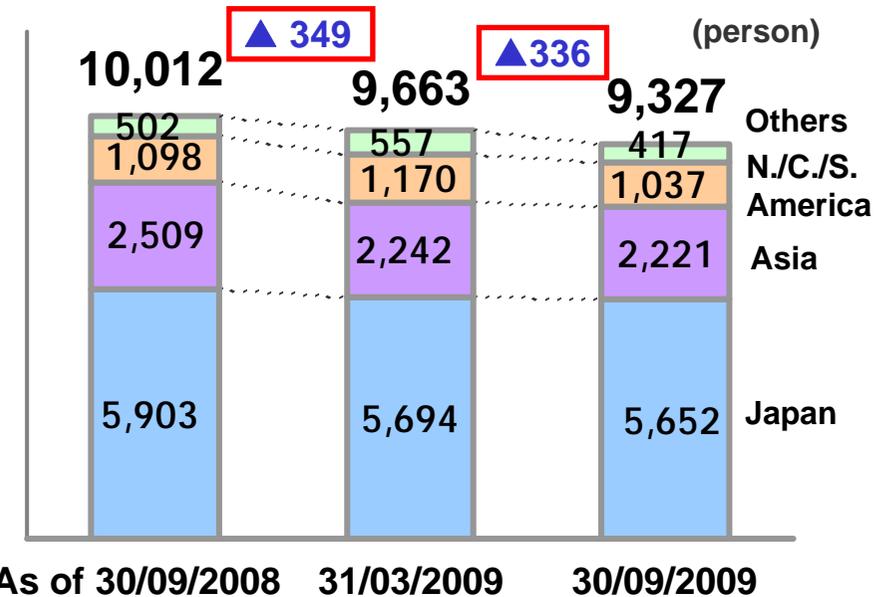
#### Contracting to Appropriately Fixed Budgets and Reducing Staff

##### Reductions in Fixed Costs

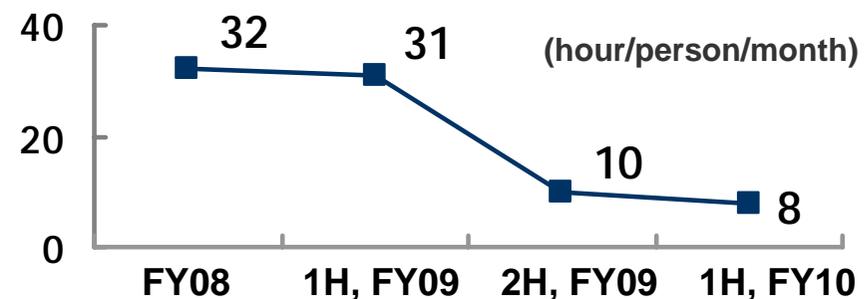
(Excluding write-off costs)



##### Number of Staff by Region



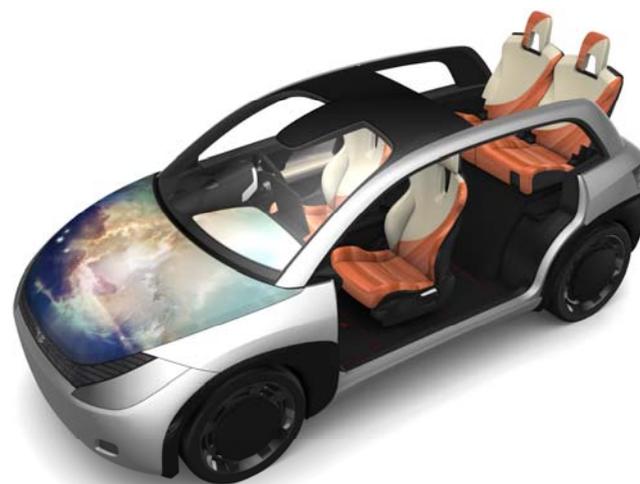
##### Staff Overtime (Non-Consolidated)



# Notes

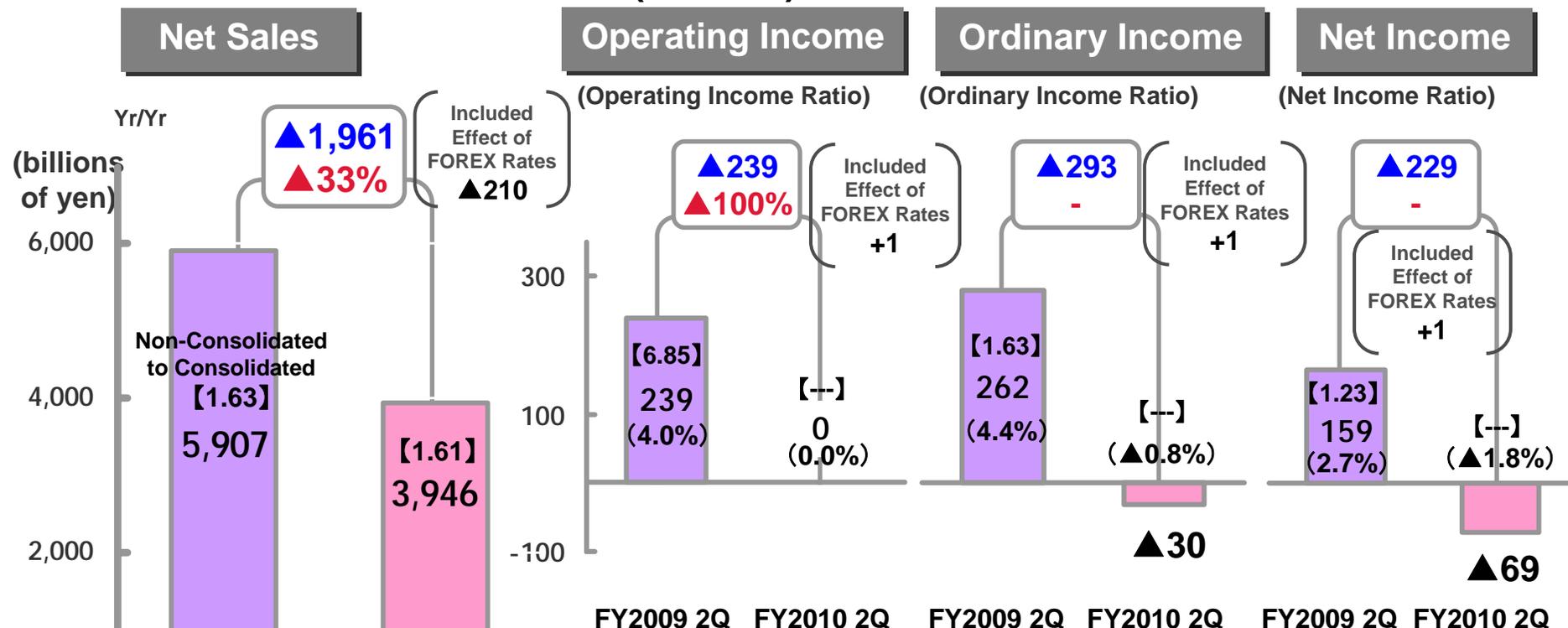
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◇ **FY2010 Second Quarter  
Financial Results**



# 1-(1) FY2010 Second Quarter - Financial Results

**First Drop in Sales and First Deficit Since Beginning of Announced Second Quarter Financial Results (FY2001)**



US\$	106.11 yen	95.49 yen
RMB	14.86 yen	13.96 yen
Thai baht	3.21 yen	2.78 yen
EUR	162.68 yen	133.16 yen

## Net Income per Share

85.45 yen → ▲37.48 yen

## Dividend

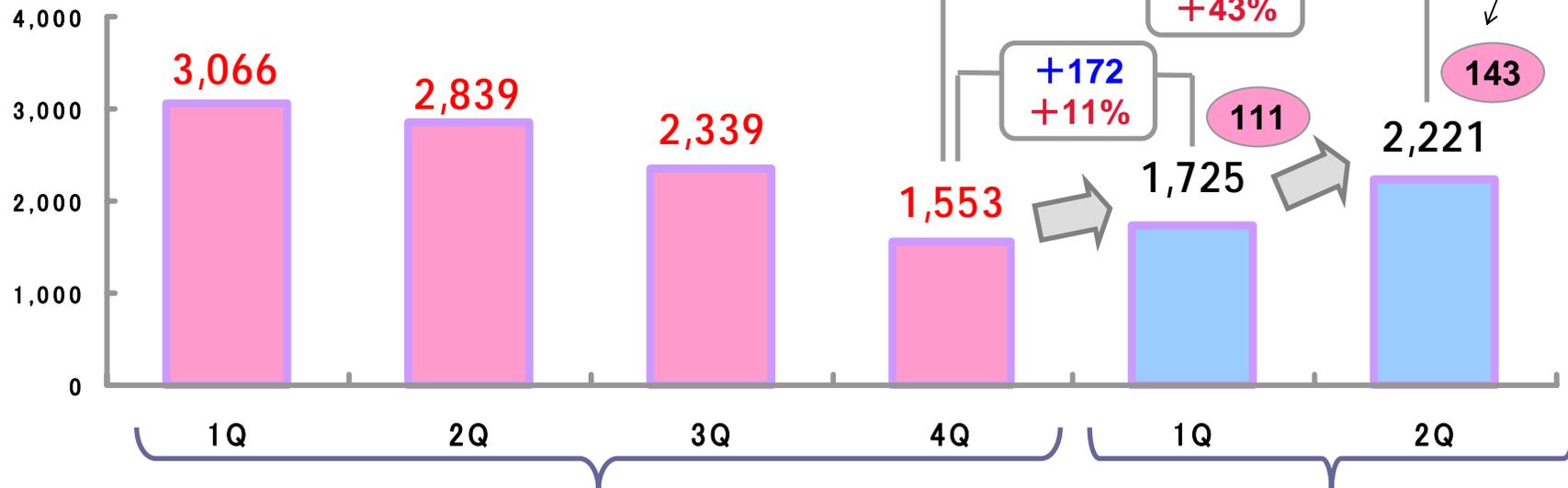
15 yen → 5 yen

# 1-(2) FY2010 Second Quarter - Financial Results

Rebound After Bottom Hit in 4Q Last Year, First Gains in Three Quarters

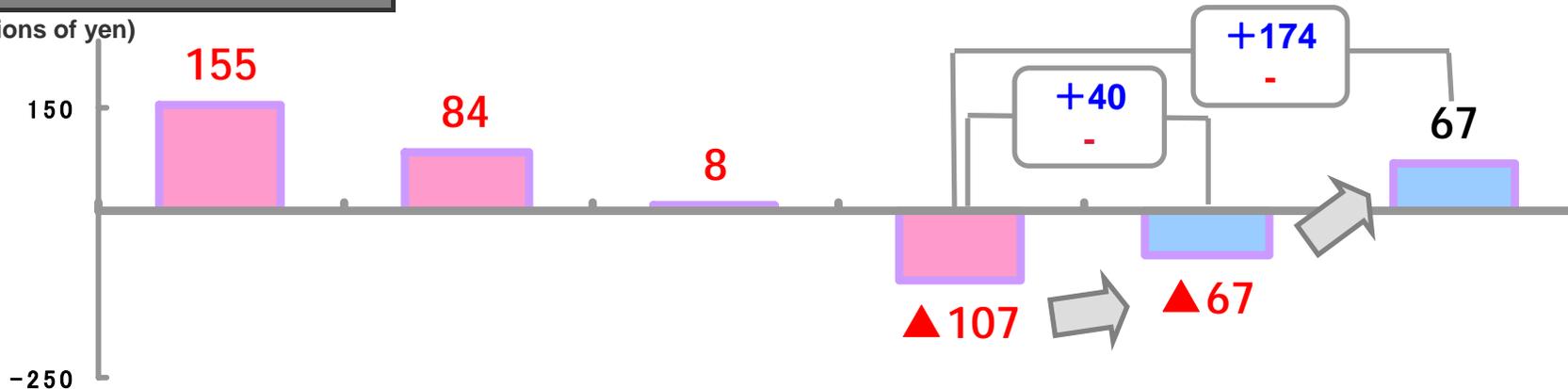
## Net Sales

(billions of yen)



## Operating Income

(billions of yen)



# 1-(3) FY2010 Second Quarter – Unit Sales by Region

Slight Decrease in N/C/S America, Major Drop in Other Regions

## Seat Production

Total

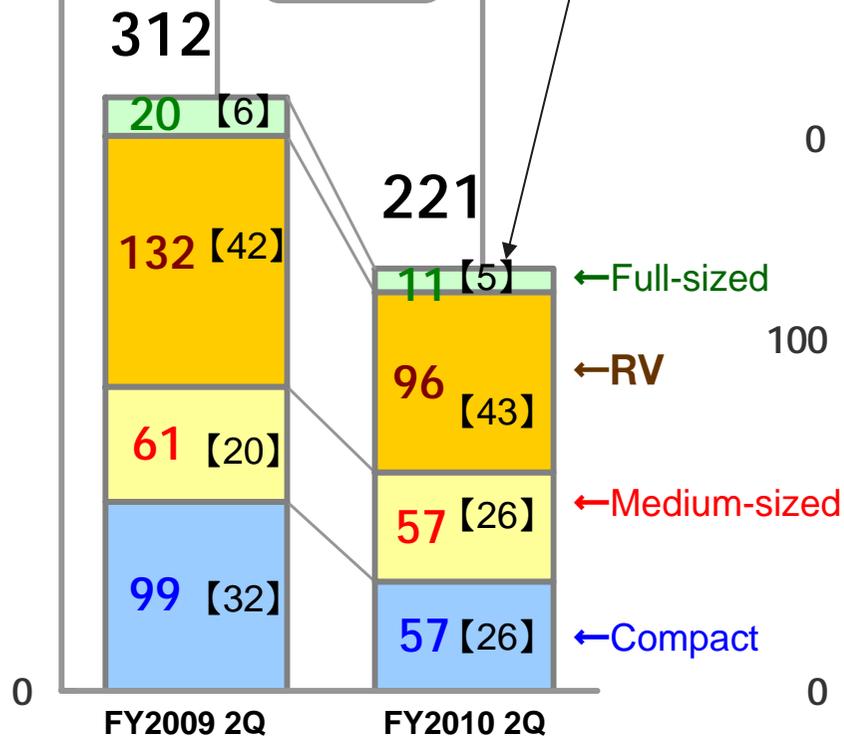
Yr/Yr

(10,000 Units)

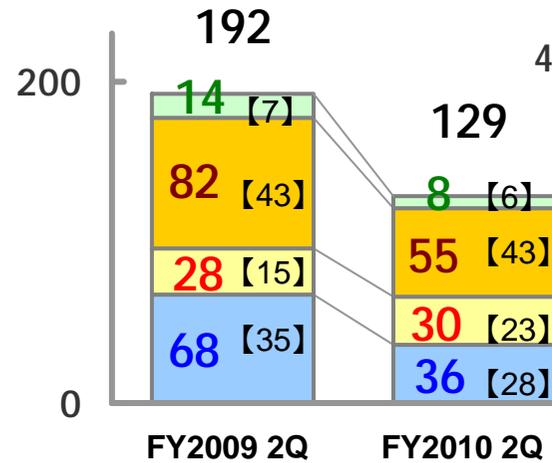
400

▲91  
▲29%

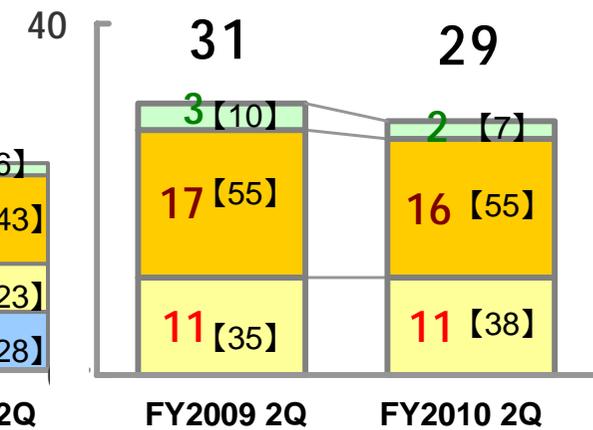
[ Product Composition (%) ]



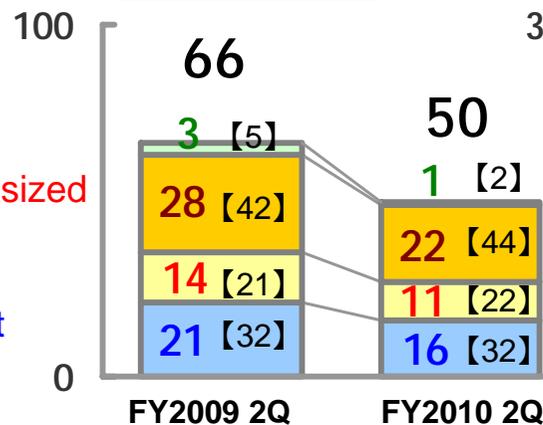
## Japan



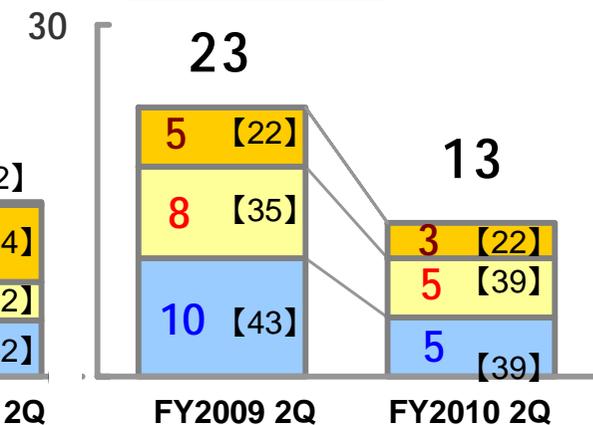
## N/C/S America



## Asia

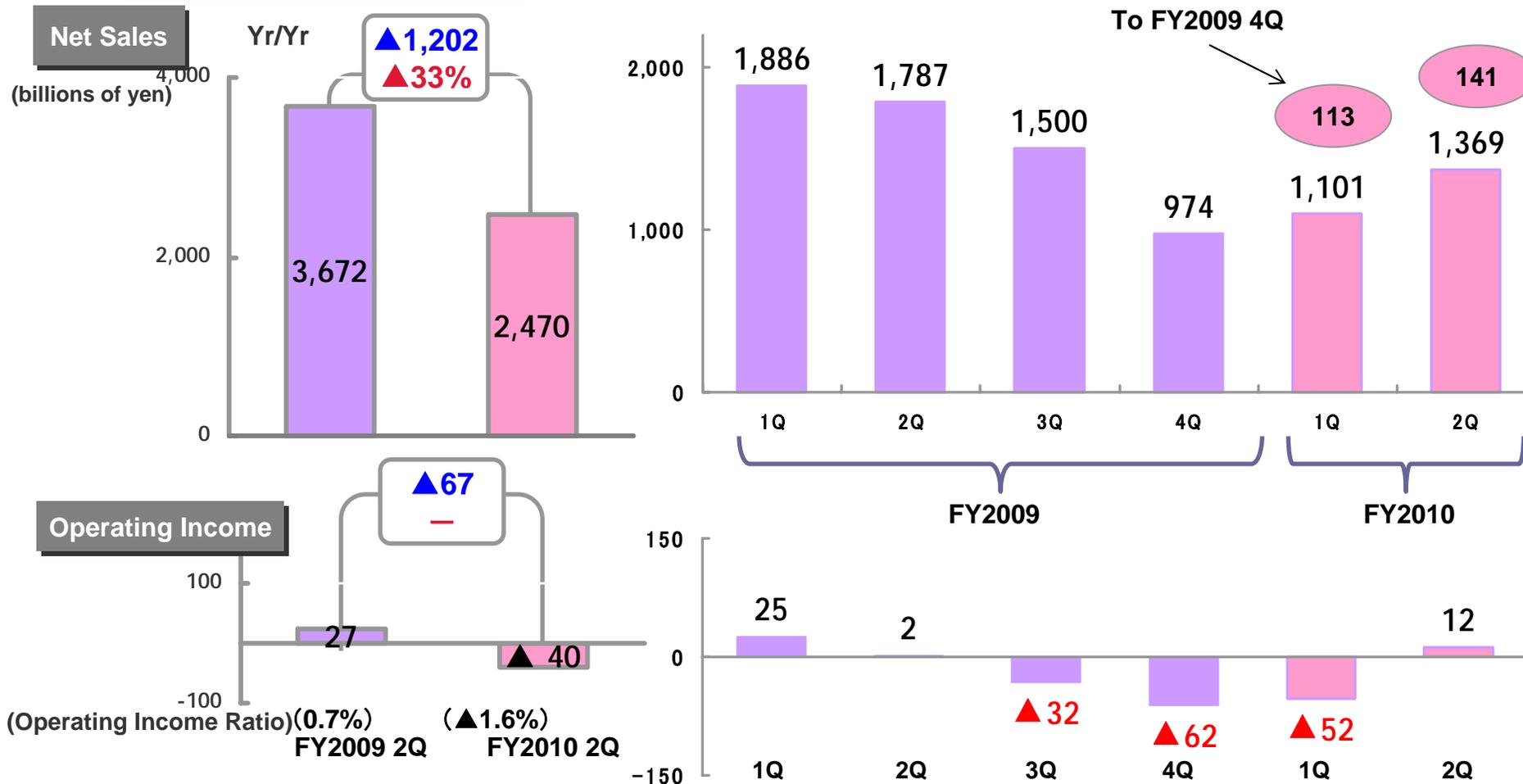


## Others



# 1-(4) FY2010 Second Quarter - Net Sales and Operating Income by Region (1)

## Japan

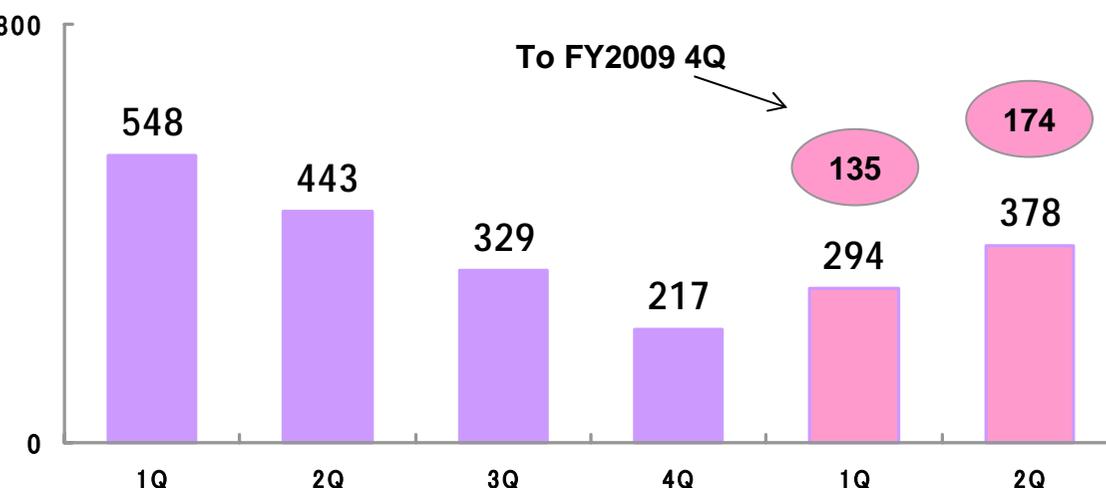
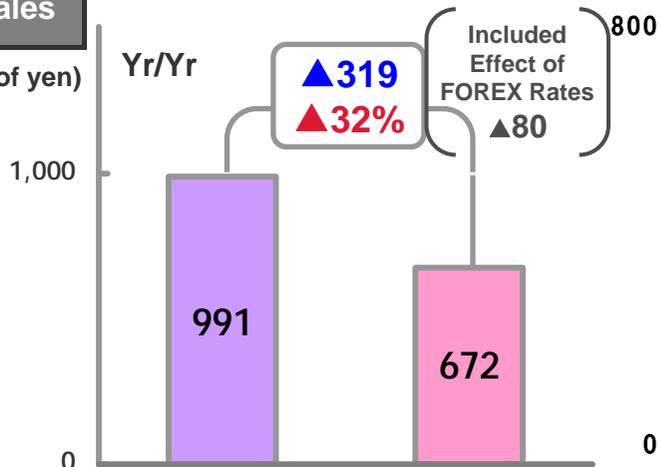


- (Yr/Yr) Despite gains made with “eco cars” such as Prius and HS250h, a major drop in income and profit for other products
- (3-Month Results) Effects of rebounding customer inventory adjustments and economic measures result in first sales gains in four quarters

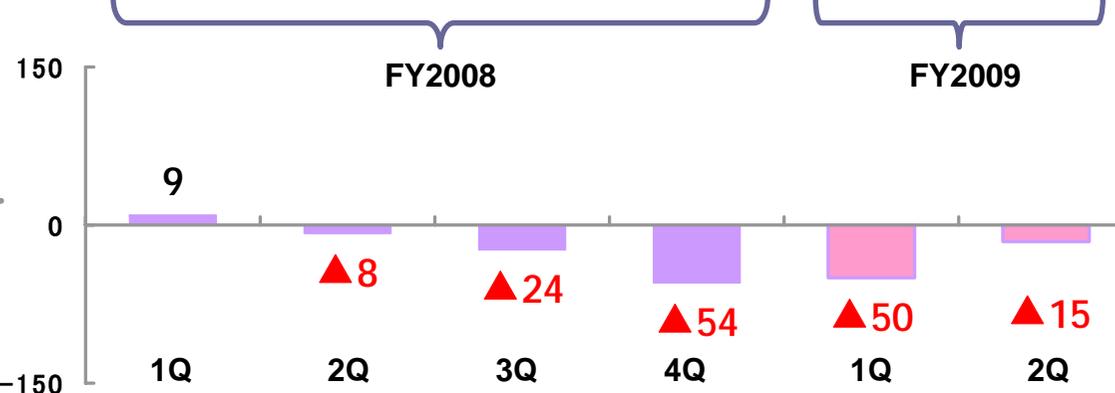
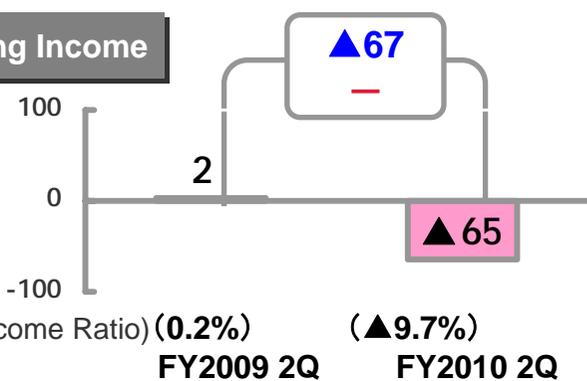
# 1-(4) FY2010 Second Quarter -Net Sales and Operating Income by Region (2)

## N/C/S America

**Net Sales**  
(billions of yen)



**Operating Income**



(Operating Income Ratio) (0.2%)

(▲9.7%)

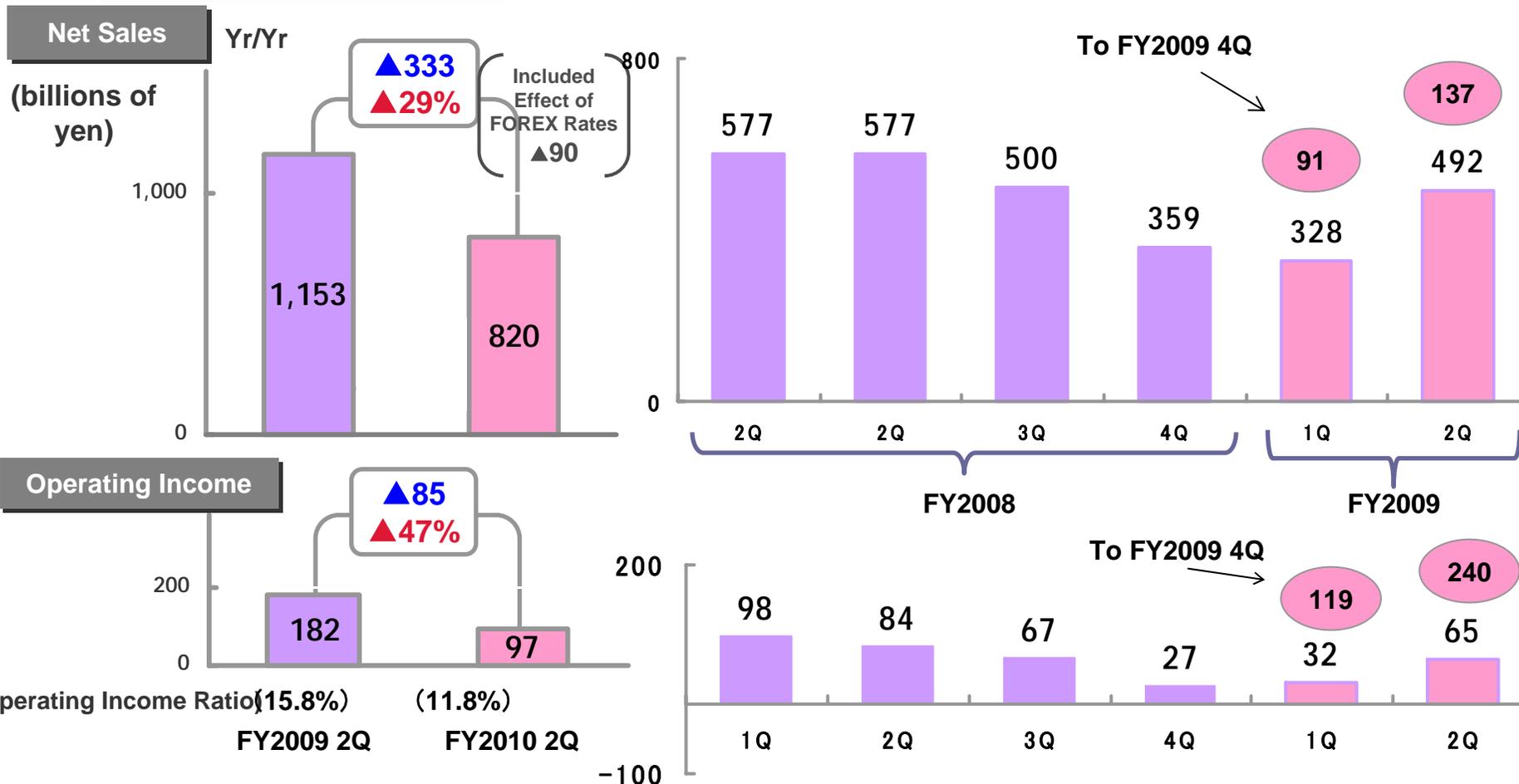
FY2009 2Q

FY2010 2Q

- (Yr/Yr) Despite gains from RAV4 appearing in previous period, a major drop in income and profit for other products
- (3-Month Results) Despite losses in operating income, large-scale improvements mitigated losses

# 1-(4) FY2010 Second Quarter -Net Sales and Operating Income by Region (3)

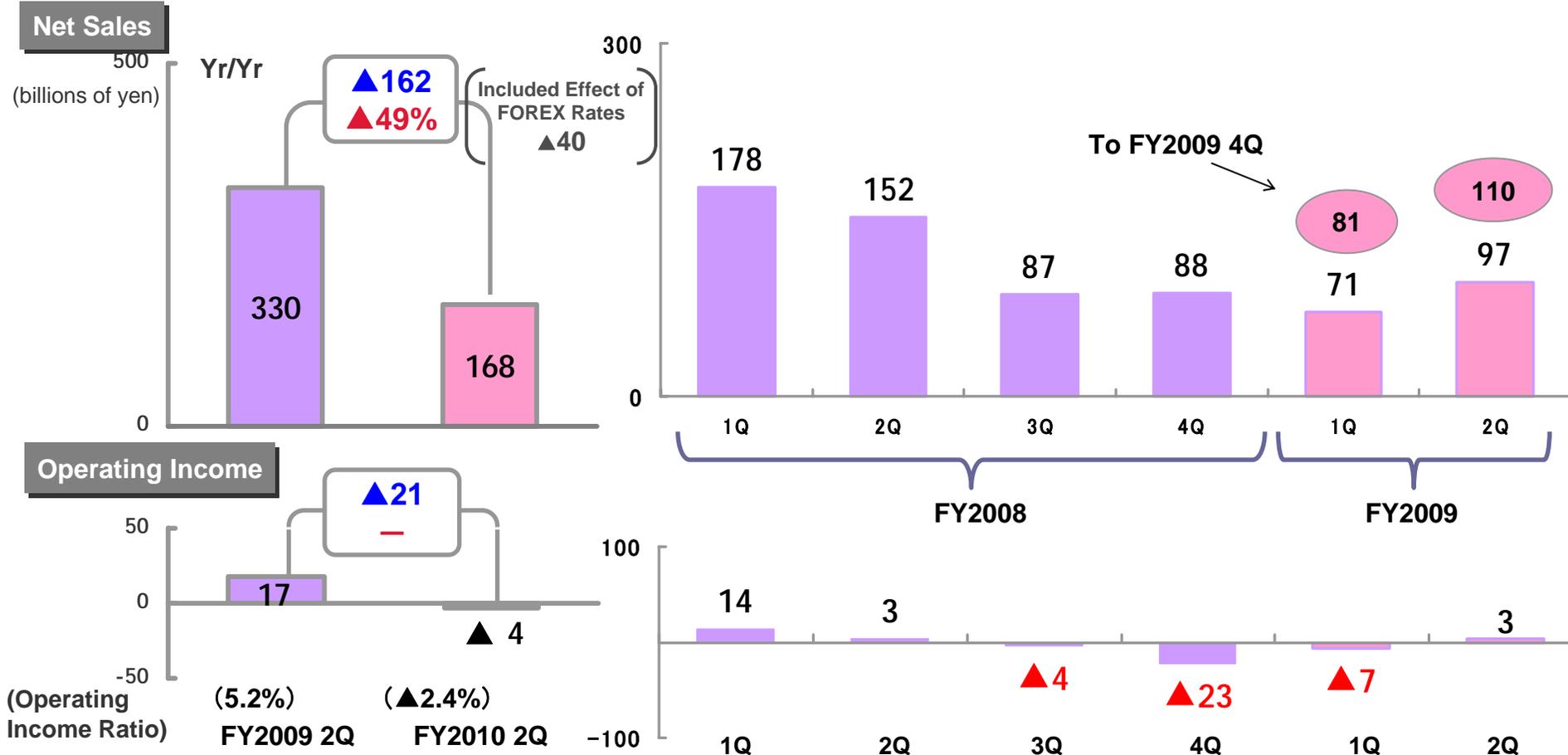
## Asia



- (Yr/Yr) In China, despite new sales of the RAV4 in Tianjin, income and profit fell due to influence of decrease in unit sales and FOREX rates
- (3-Month Results) Operating income returned to last year's 3Q levels

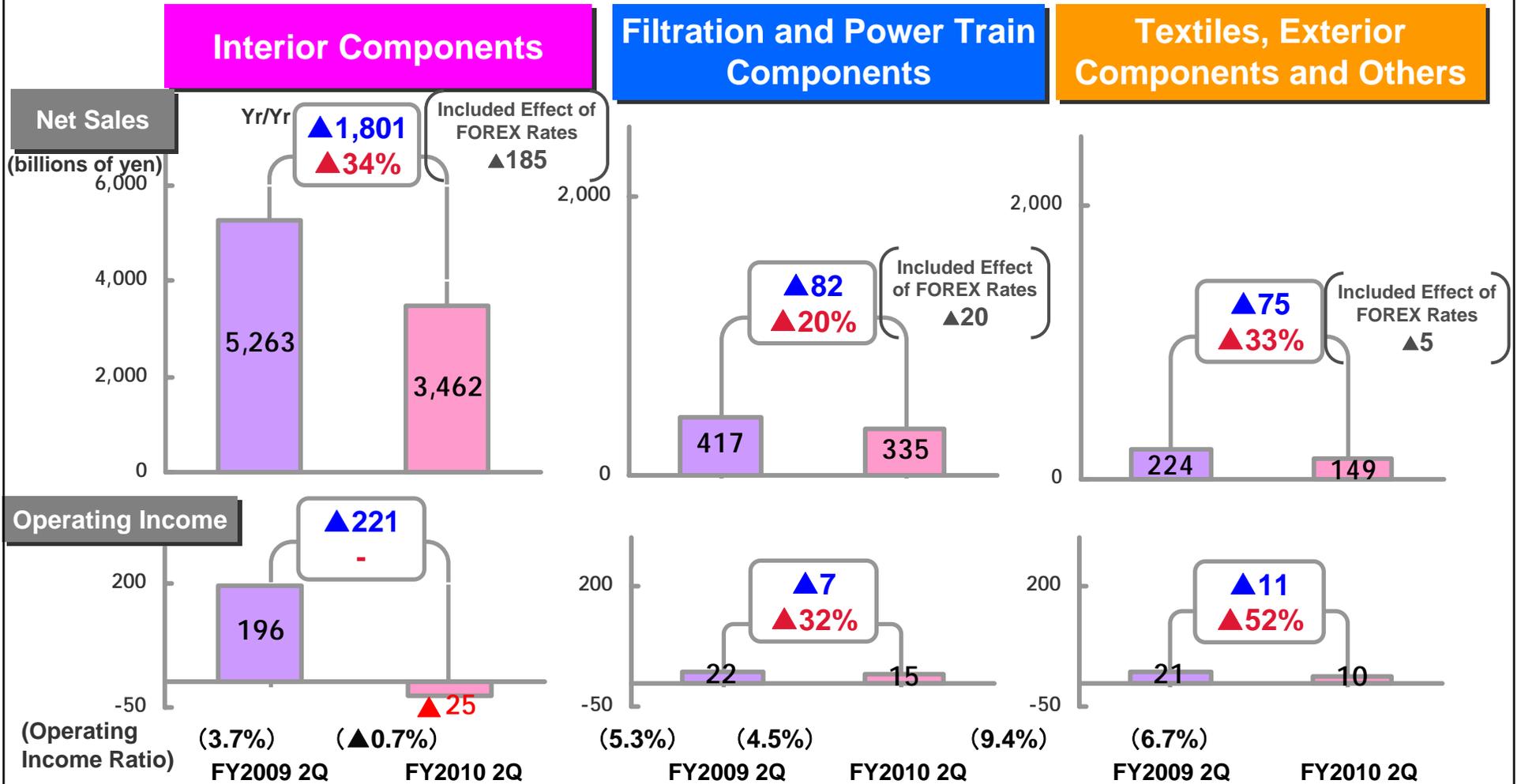
# 1-(4) FY2010 Second Quarter –Net Sales and Operating Income by Region (4)

## Others (Europe, South Africa and Australia)



- (Yr/Yr) Major drop in income and profit due to slumping markets for Camry in Australia, Corolla Verso in Turkey, etc., income and profit fell due to influence of decrease in unit sales and FOREX rates
- (3-Month Results) Operating income returned to last year's 2Q levels

# 1-(5) FY2010 Second Quarter – Net Sales and Operating Income by Business Category



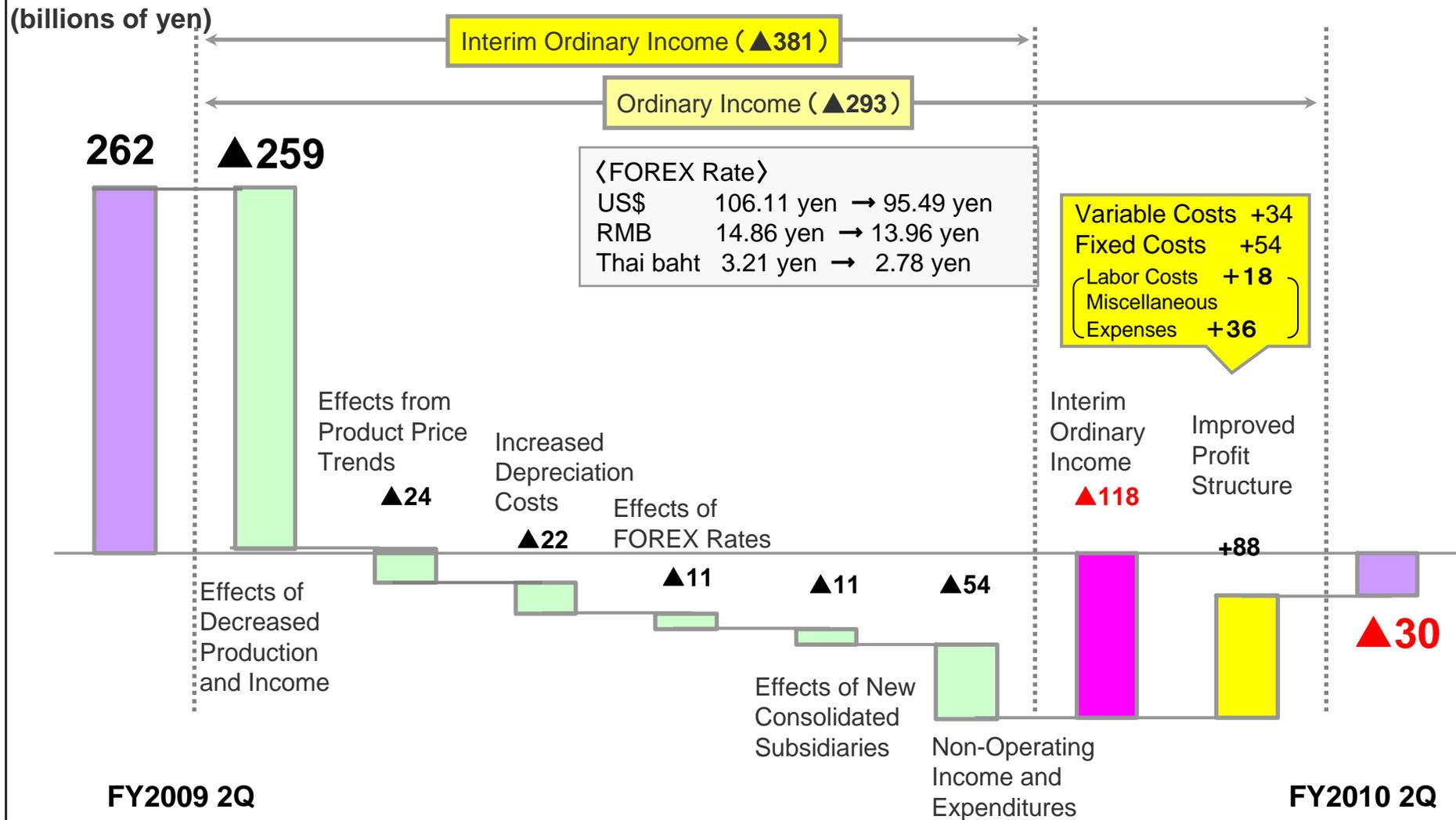
- Fewer units in all regions
- Lower income in all regions due to effects including FOREX rates

- Decrease quantities in all regions
- Major losses in income, especially in Japan and North America

- Drop in bumpers sold in Japan
- Loss in income overseas due to lower curtain shield and air bag sales volume (Vietnam)

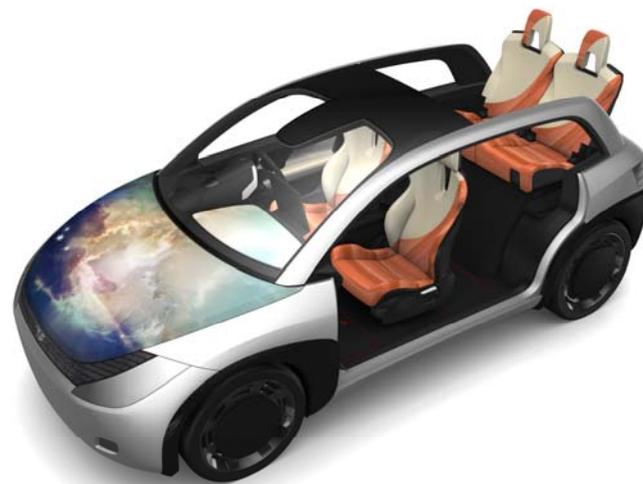
# 1-(6) FY2010 Second Quarter - Ordinary Income Analysis

Major Drop in Profit from Lower Production and Income, Reduced Deficits Thanks to Improved Profit Structure



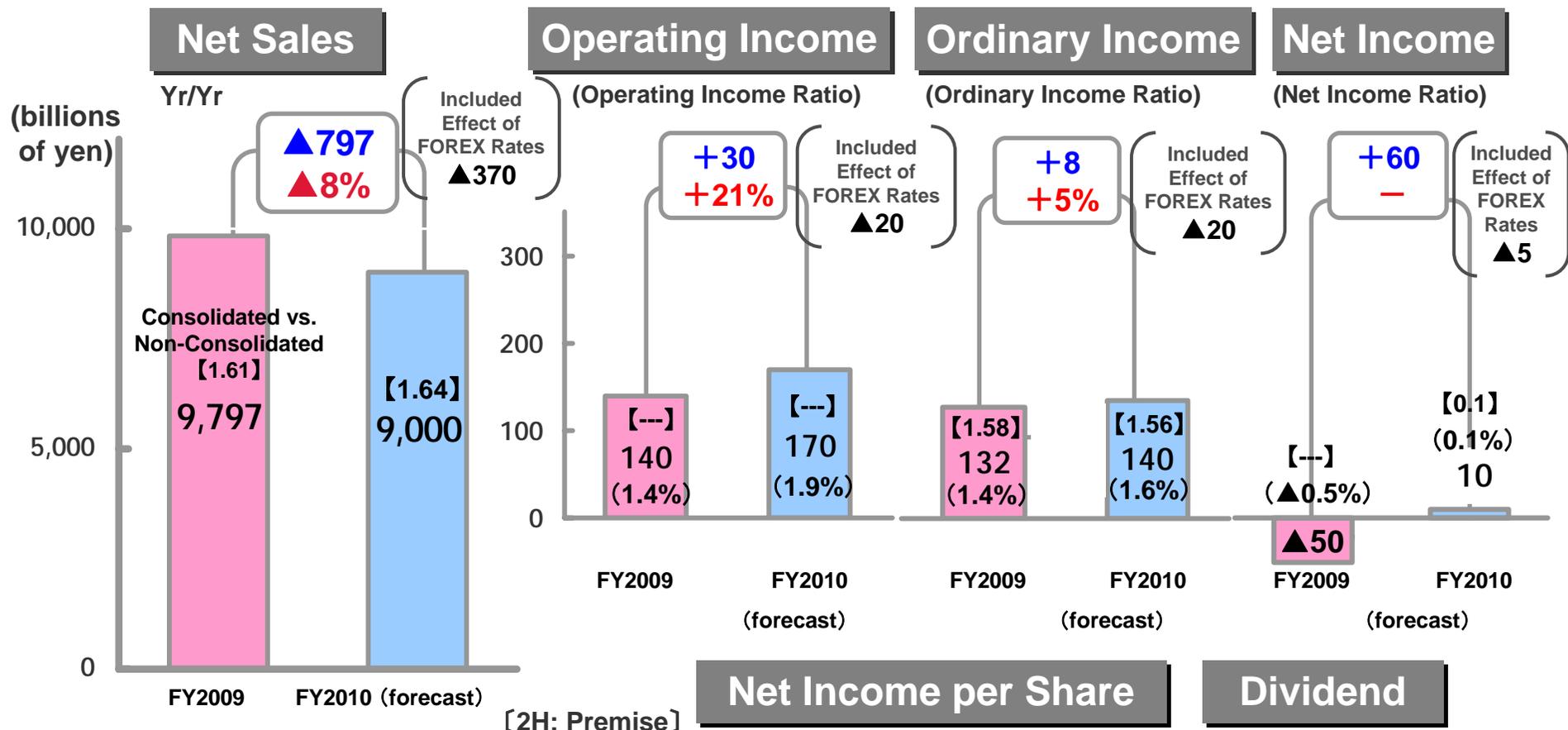
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## ◇ FY2010 Financial Forecasts



## 2-(1) FY2010 Financial Forecasts

Despite Lower Income Due to Fewer Unit Sales,  
Continuing Profit Structure Reformation Brings Increased Profits



### Net Income per Share

▲27.15yen → 5.38yen

### Dividend

20yen → Undecided

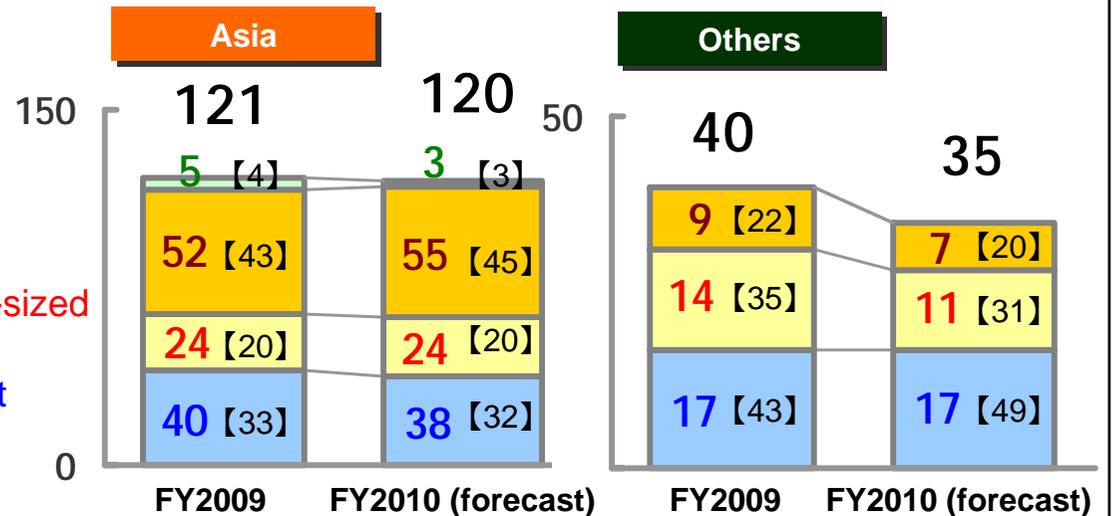
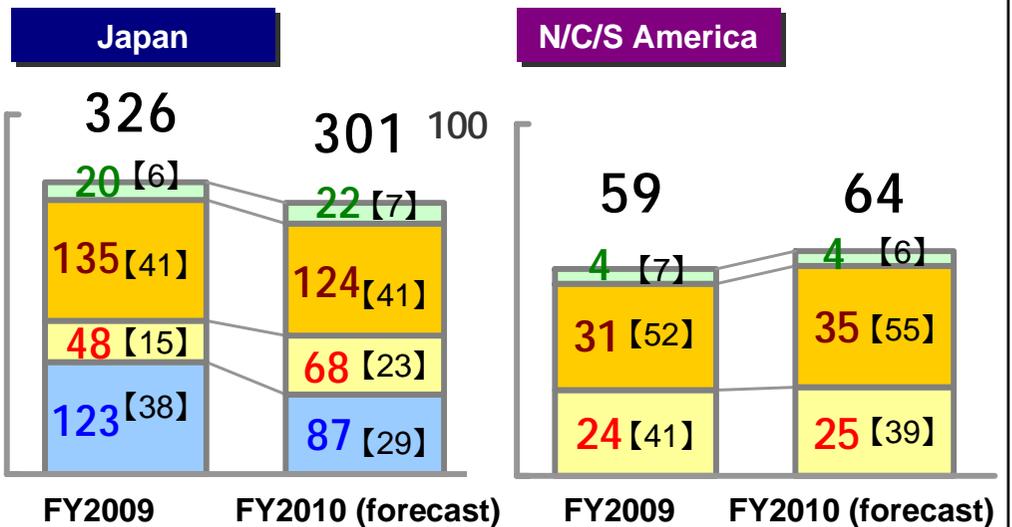
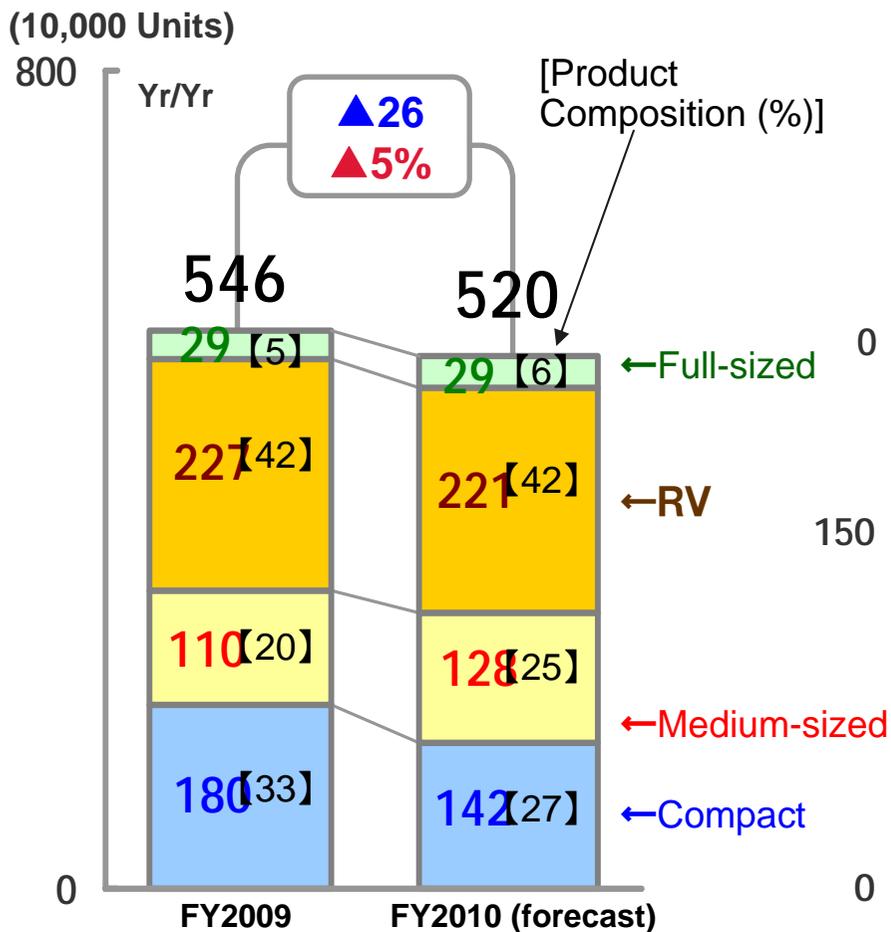
US\$	100.54yen	93.00yen	90.00yen
RMB	14.87yen	13.70yen	13.21yen
Thai baht	2.96yen	2.70yen	2.68yen
EUR	143.48yen	132.00yen	130.00yen

## 2-(2) FY2010 Unit Sales by Region

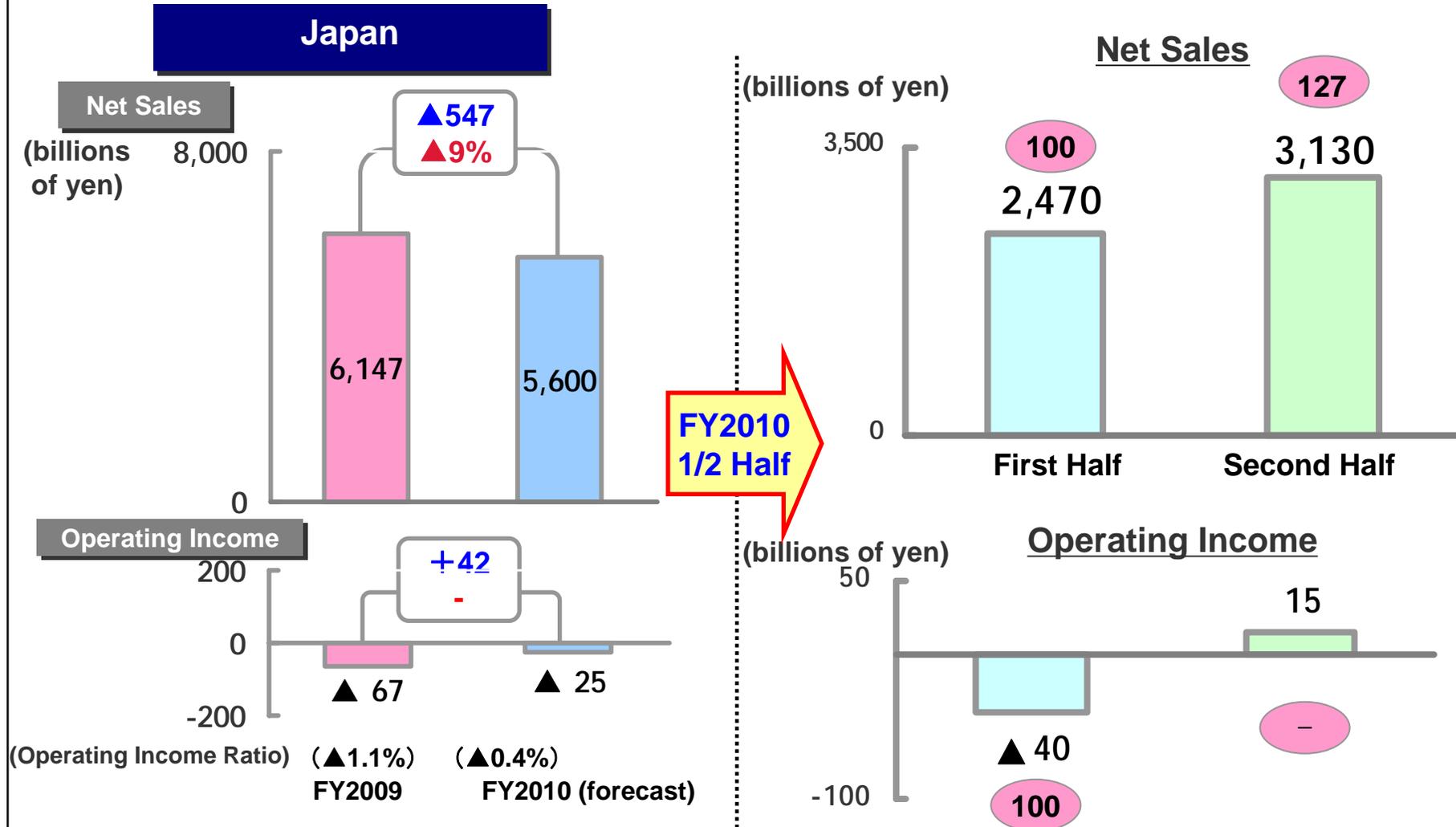
Despite Basic Recovery of Units Sold,  
Sales Fall in All Regions Other Than North and Central America

### Seat Production

#### Total



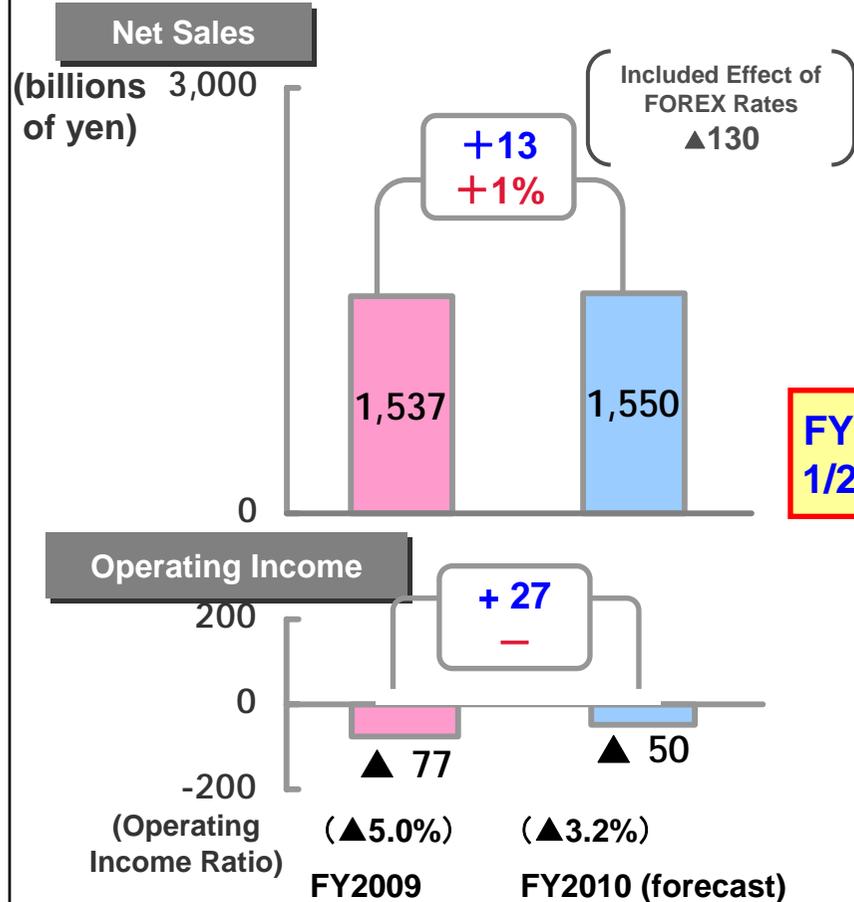
## 2-(3) FY2010 Regional Net Sales and Operating Income (1)



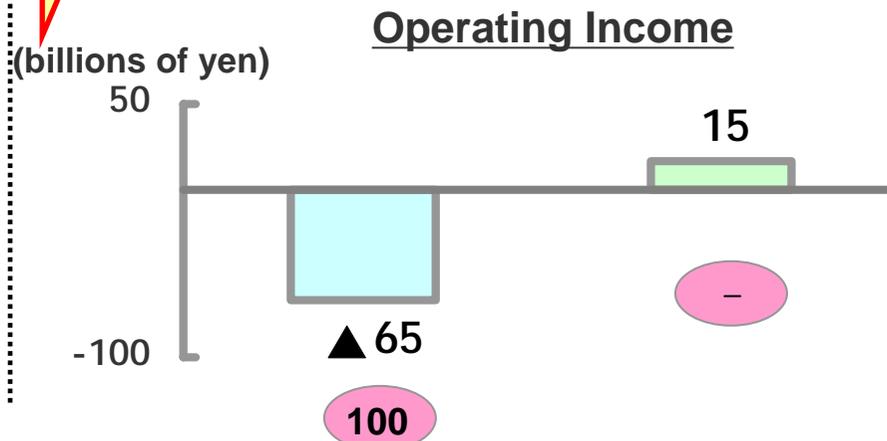
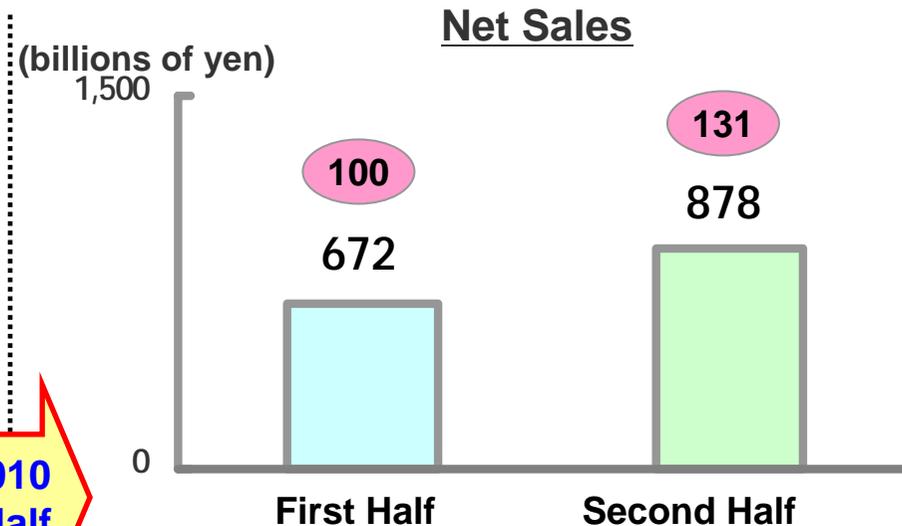
- (Year) Despite lower incomes due to fewer units sold, continuing profit structure reformation brings increased profits.
- (Second Half) Market recovery led to increased income and profit as compared with the first half of the year. Surpluses earned only in the latter half of year.

## 2-(3) FY2010 Regional Net Sales and Operating Income (2)

### N/C/S America

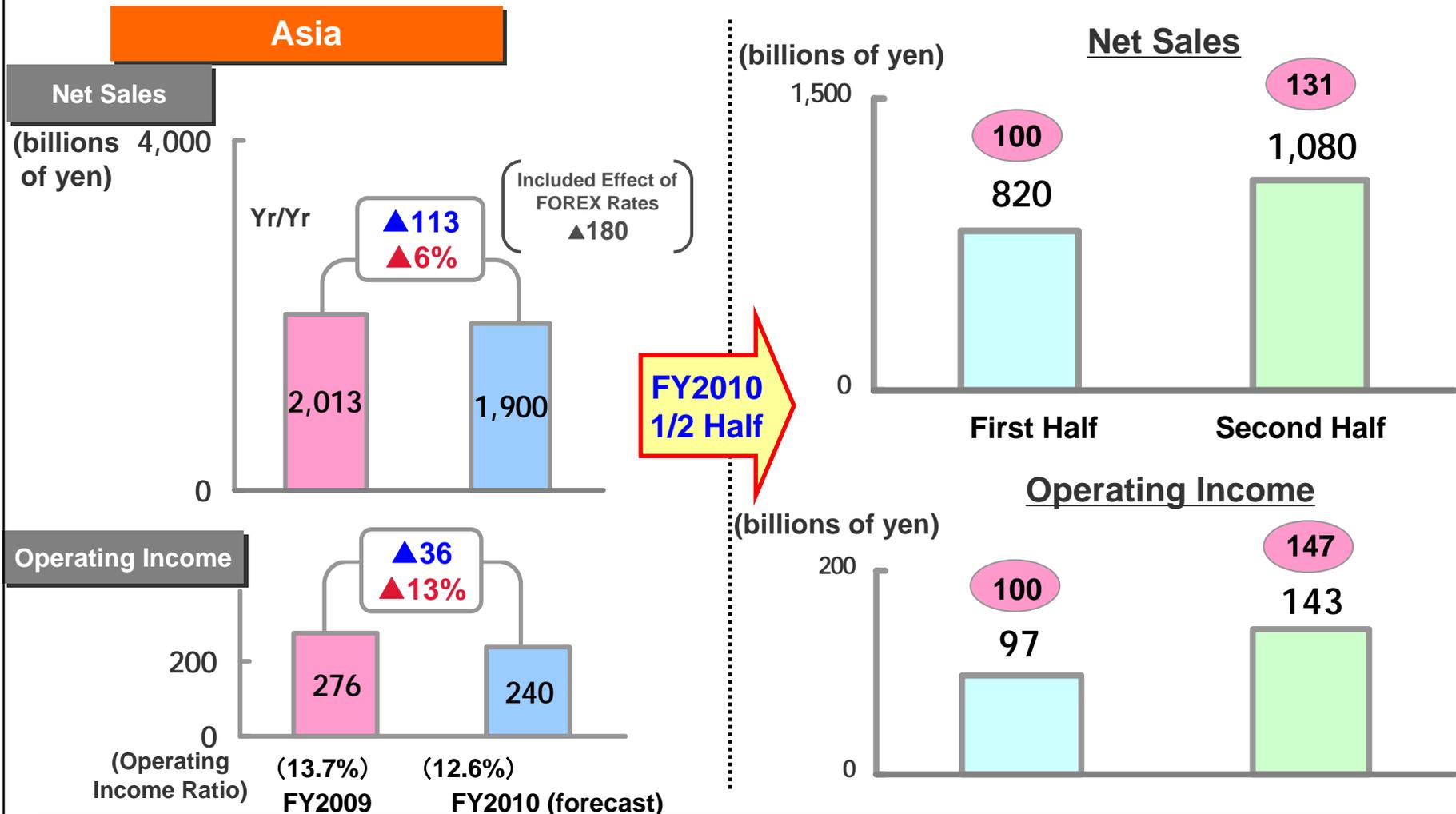


FY2010  
1/2 Half



- (Year) Rise in units sold due to new sales of the Highlander. Effects of FOREX rates resulted in a slight increase in sales.
- (Second Half) A rise in the number of units sold and optimal production results in North America reduced fixed costs to appropriate levels and ensured a surplus.

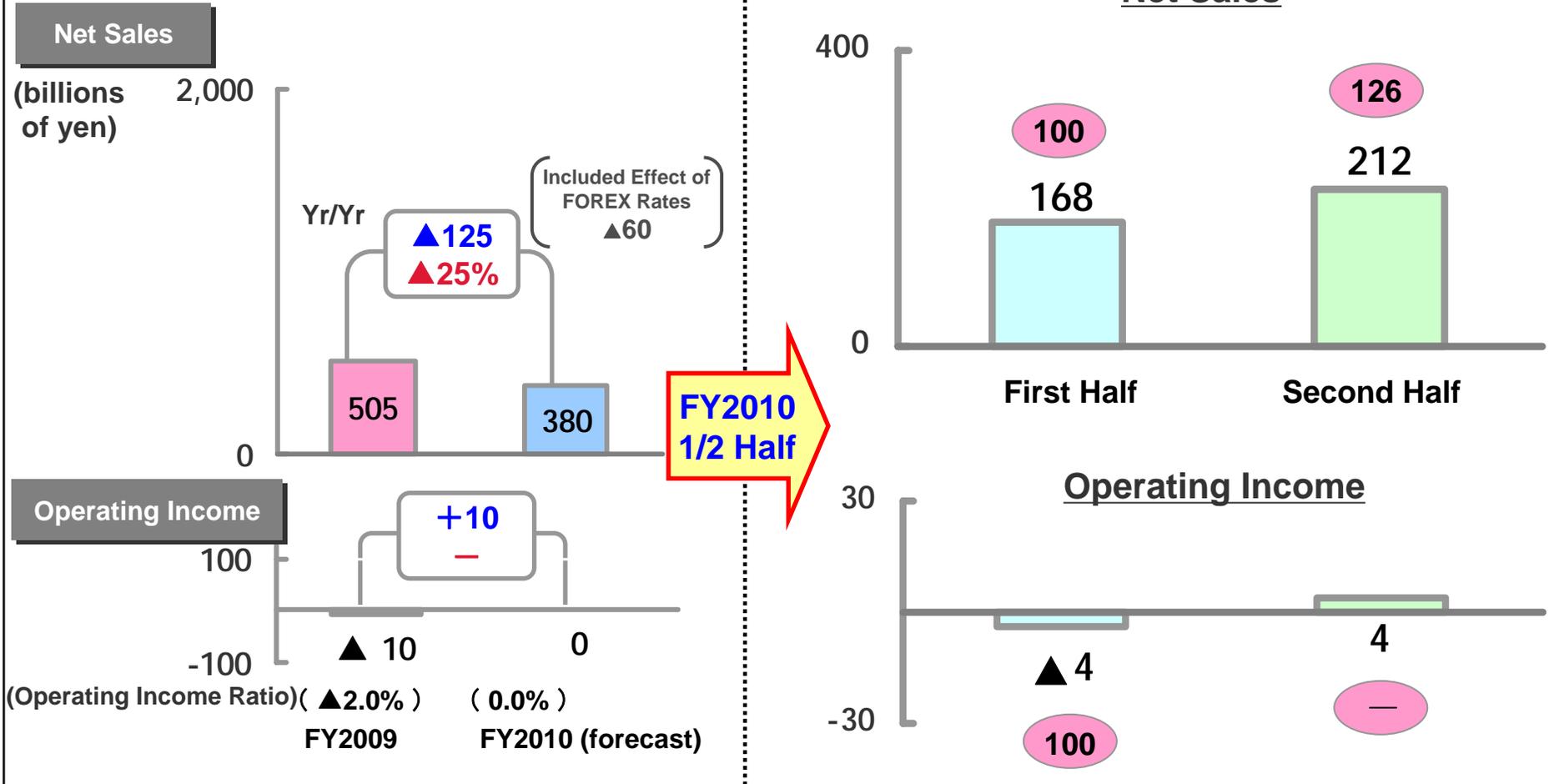
## 2-(3) FY2010 Regional Net Sales and Operating Income (3)



- (Year) In China, despite new sales of the RAV4 in Tianjin and the Highlander in Guangzhou, due to major decreases in other products, the number of unit sales was basically flat. Effects of FOREX rates led to a drop in income and profit.
- (Second Half) Continued local procurement geared towards expanding added value resulted in triple-digit Operating Income.

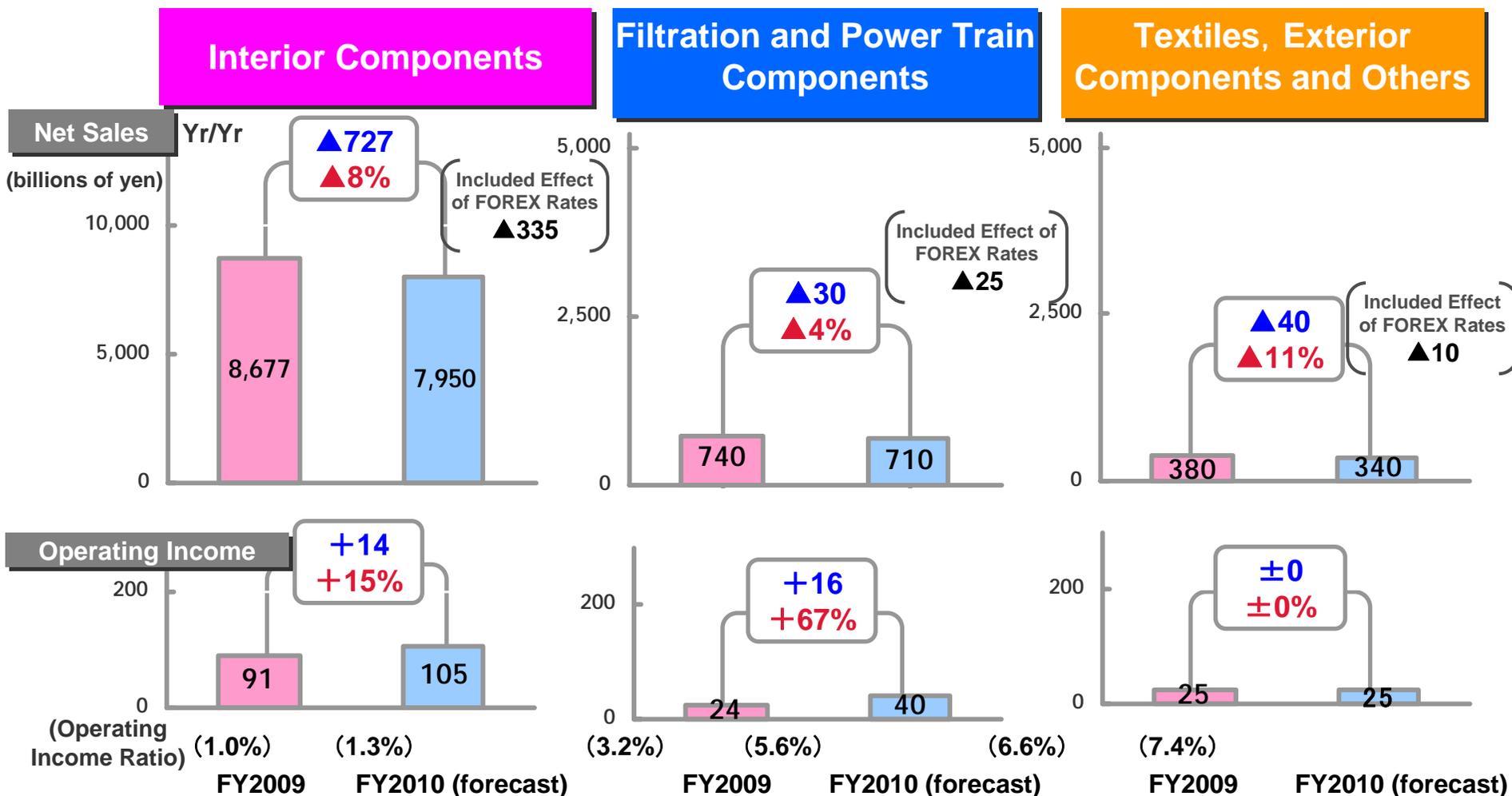
## 2-(3) FY2010 Regional Net Sales and Operating Income (4)

### Others (Europe, South Africa and Australia)



- (Year) Lackluster sales of the Camry in Australia and the IMV in South Africa led to a reduction in income. Lower preparatory expenses for new Corolla Verso (transient costs) in the previous year resulted in increased profit.
- (Second Half) Continued local procurement and improvement in logistics ensured a surplus, zeroing income and expenditures for the year.

## 2-(4) FY2010 Net Sales and Operating Income by Business Category



- Drop in unit sales led to lower income in all regions except North America.
- Profit structure reformation resulted in higher profit.

- In Japan, fewer orders led to decreased income, while omitting the effects of FOREX rates, overseas profit increased.
- Reduced fixed costs resulted in larger profit.

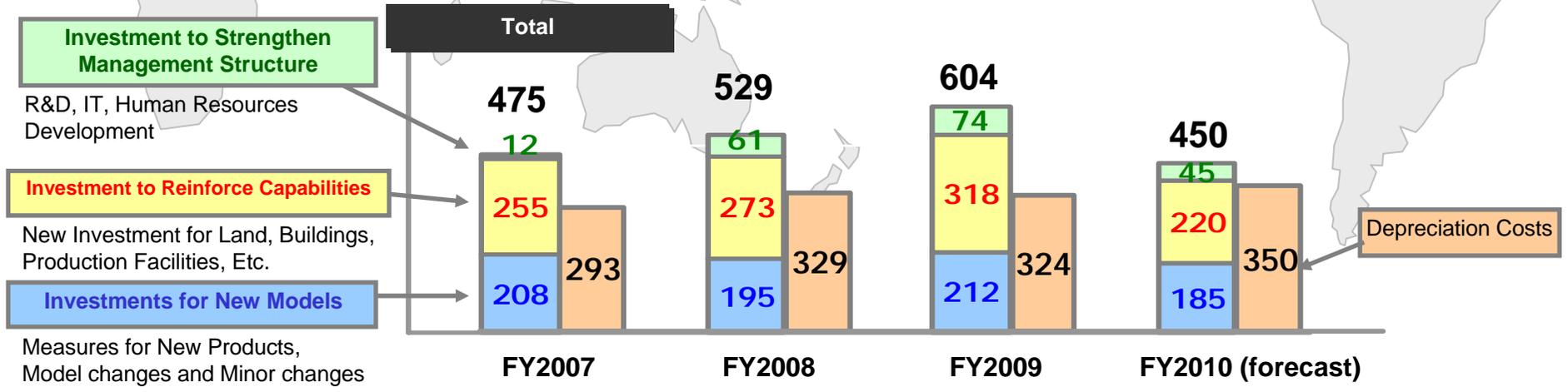
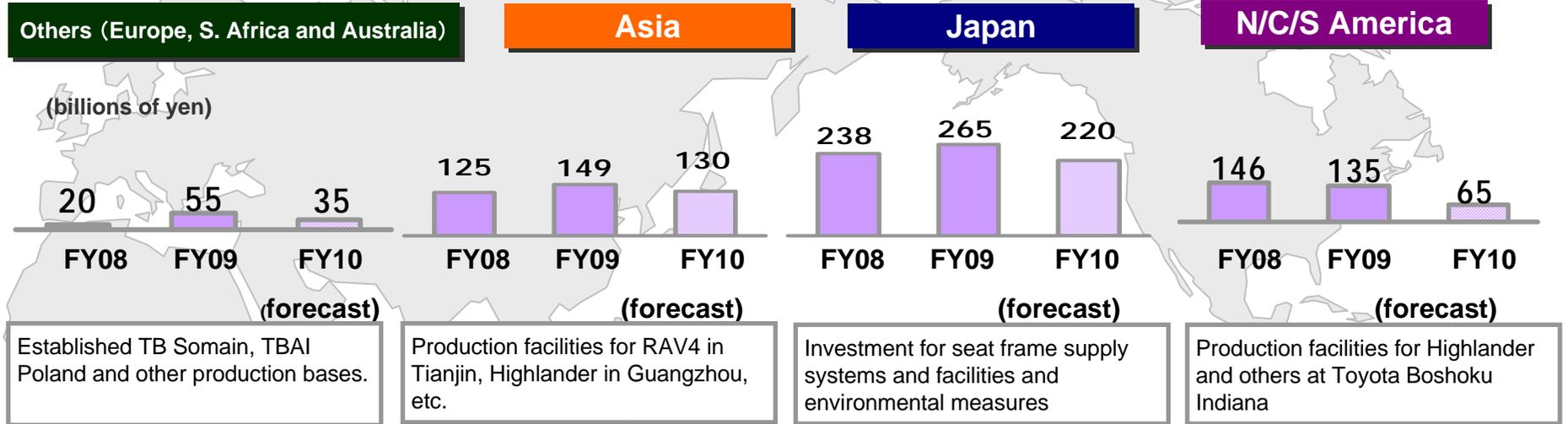
- In Japan, a drop in bumper sales led to decreased income, while omitting the effects of FOREX rates, income overseas remained flat.



# 2-(6) FY2010 Capital Expenditures Forecast

Implementing a Global Supply System with a Focus on Plants and Equipment

## Capital Expenditures



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## ◇ Activities to Strengthen Income Base

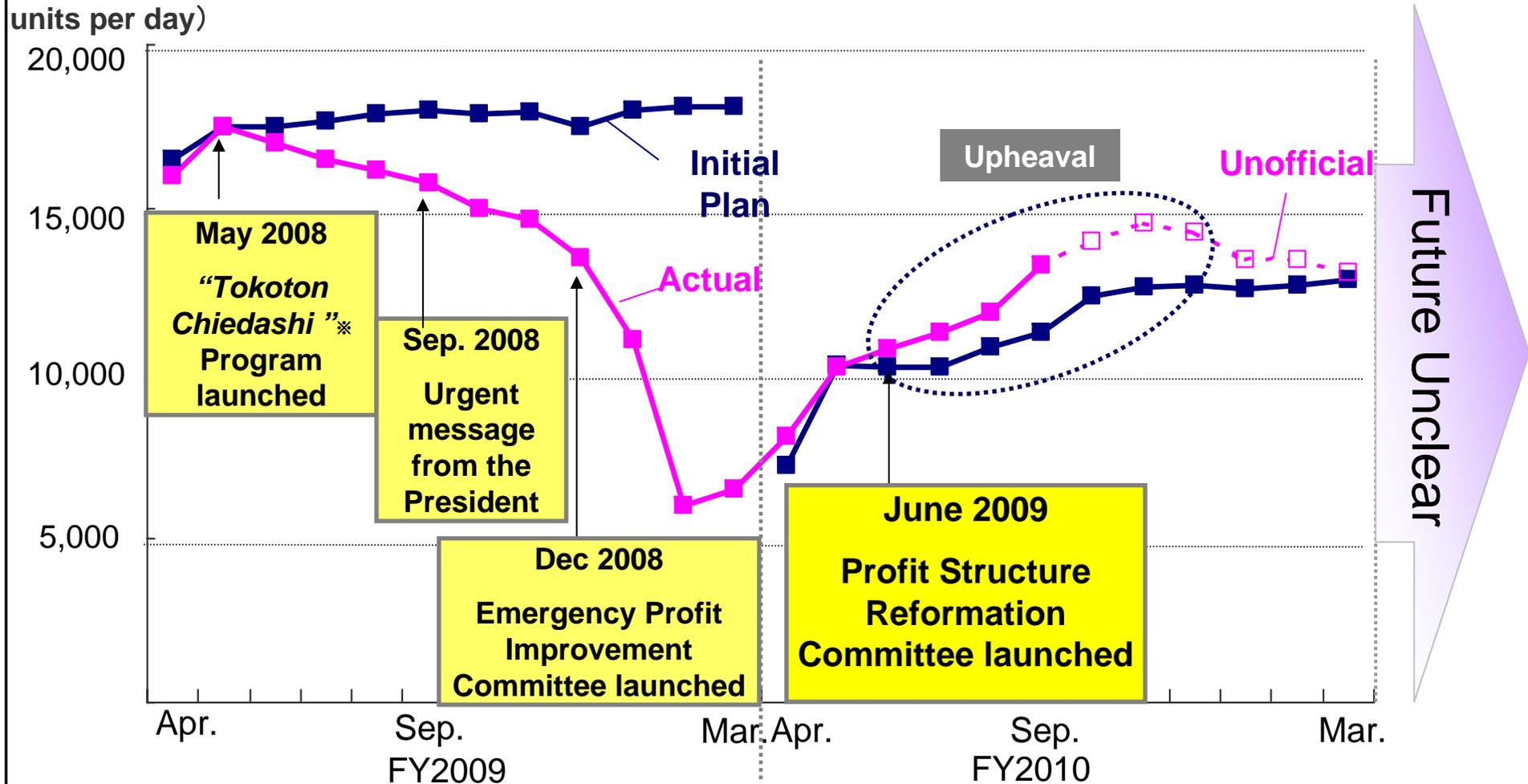
Shuhei Toyoda  
President



# Current Status

Switching From Emergency Measures to the Objectives of Radical Structural Reform

Daily Seat Production in Japan (Units/Day)



※"Tokoton Chiedashi" means "Unlimited Brainstorming Ideas"

# 1. Overview of Profit Structure Reformation

## Aiming at Radical Structural Improvements in FY2010

Profit Structure Reformation Committee launched [Period of Activity: FY2009-FY2011]

1

Aim of Activity

Reform structure for profitable business, even with cutbacks in operations

⇒ Create lean, powerful, robust system

2

Consolidated Target for FY2010 17.2 Billion Yen

(Forecast: 20.4 Billion Yen)

3

Activity Approaches

- Organize teams focused on individual subjects for improvements (total of 26 teams)  
⇒ Through senior-grade team activities, make improvements in-site, in person  
(*genchi genbutsu*)  
(Developing team activities shared across the world)
- Thorough measures to eliminate waste  
(Management of workforce of indirect divisions such as administration, reduction of expenses, efficient investment, etc.)
- Measures to Enhance Earnings  
(Strengthening the base of manufacturing, improving efficiency in development, etc.)



## 2. Profit Structure Reformation Activity Items

### [Specific Activity Plans]

#### 1. Thoroughly Eliminate Waste

- (1) Improve efficiency of administration and indirect divisions
- (2) Reduce expenses
- (3) Improve efficiency of Capital Expenditures
- (4) Reduce logistics expenses
- (5) Reduce inventory

+

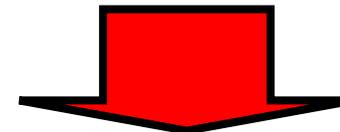
#### 2. Measures to enhance earnings

- (1) Strengthening the base of manufacturing
- (2) Create competitive products through more efficient development
- (3) Strengthen the global management system

Extract  
Income  
Sources

#### 3. Measures for the Future

- (1) Preparing for more compact, low-cost vehicles
- (2) Creating environmentally-friendly products
- (3) Moving into new fields



#### Expected Results

Establishment of system able to respond to changing environment

Full line of attractive products  
=> **Increased Sales**

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◇ **Activities to Strengthen Earnings Base  
(Specific Action Items)**



# Even Greater Efficiency in Manufacturing

Further Improving Efficiency in Manufacturing to Improve Earnings Potential

## 1. Strengthening the base of manufacturing

- (1) Ceaselessly working to improve productivity
- (2) Activities to reduce inventory by shortening lead times
- (3) Strict management of overseas distribution

## 2. Reinforcing production and technological capabilities to strengthen earnings potential

- (1) Production of metal seat frames optimized for each region
- (2) Integrating filter production stages, from material to finished filter

# 1. Strengthening the base of manufacturing

## Ceaselessly Working to Improve Productivity

### *Shared Infrastructure*

- Production efficiency
- Productivity of facilities
- Operational availability
- Workforce rates
- Creation of database with examples of improvements

### • Incorporating the Principles of Productivity and Competitiveness on a Global Scale

(1) Productivity assessments and global competitiveness through greater efficiency



(2) Continuing to improve production in all regions around the world



(3) Improvement committees for each aspect of production



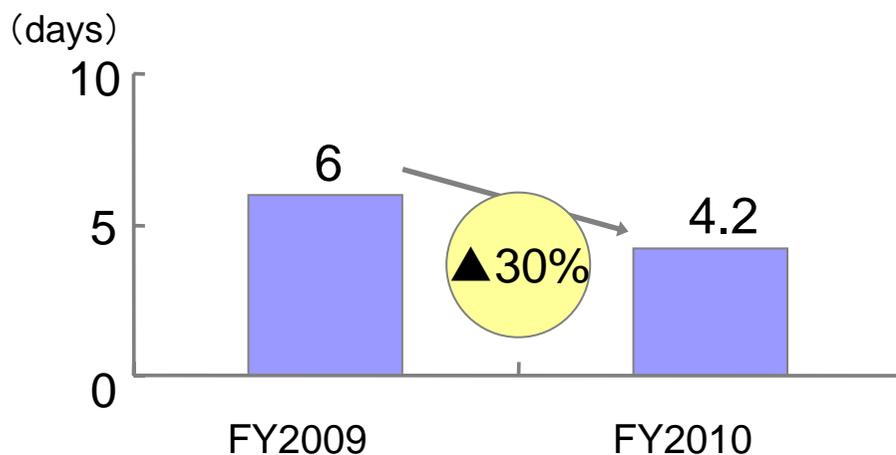
# 1. Strengthening the Base of Manufacturing

## Activities to Reduce Inventory by Shortening Total Lead Times

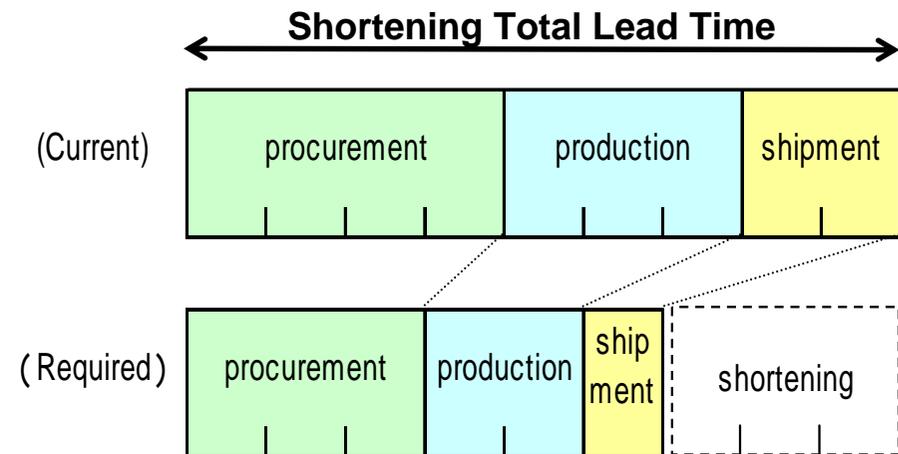
### [Background of Activities]

Failure to reduce large inventory that was prepared during increased production made negative impacts on cash flow.

### 1. Targeted inventory-day reduction



### 2. Scope of activities (parts procurement, production, shipment of products)



### 3. Main Activities

(1) Shorten procurement lead time: improve parts delivery cycle, review purchase lots, etc.

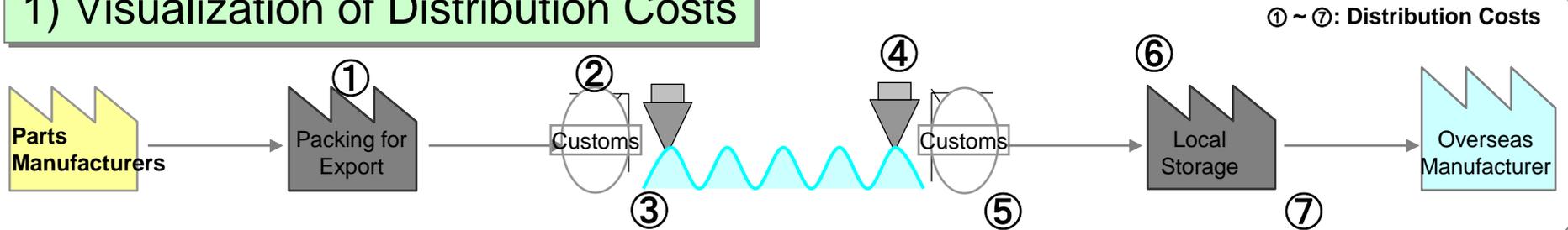
(2) Shorten production and shipping lead time: minimize safety stock, enable visual determination of normal/abnormal conditions, etc.

# 1. Strengthening the Base of Manufacturing

## Continuing Activities to Reduce Overseas Distribution Costs

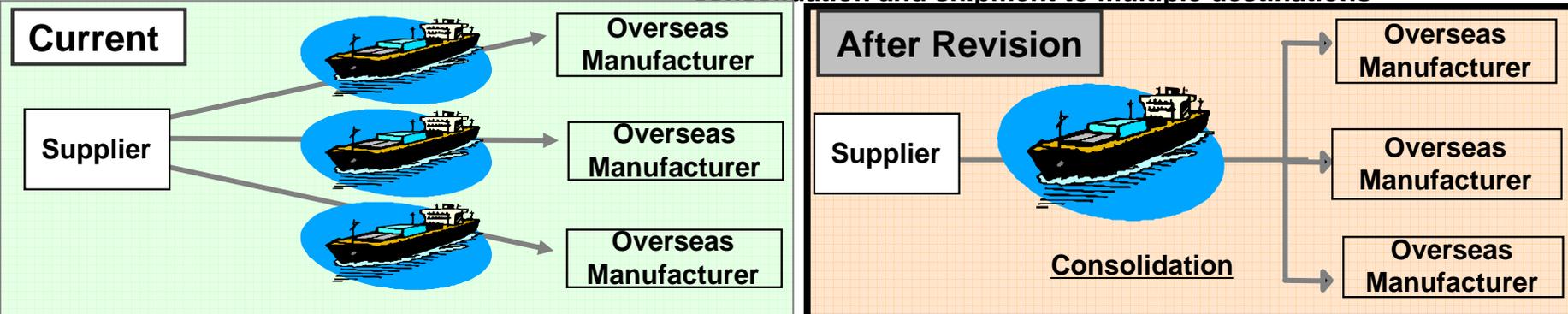
Visualization of distribution costs leads to review of distribution routes, lowering overseas parts distribution costs by 20% (creating stable distribution network, shortening lead times, and reducing parts inventories)

### 1) Visualization of Distribution Costs



### 2) Revised Distribution Routes

[Consolidating distribution]: Improved distribution through consolidation and shipment to multiple destinations



### 3) Activities to Reduce Local Parts Inventories

[Daily Packing]: Matches packing of single container to daily production unit

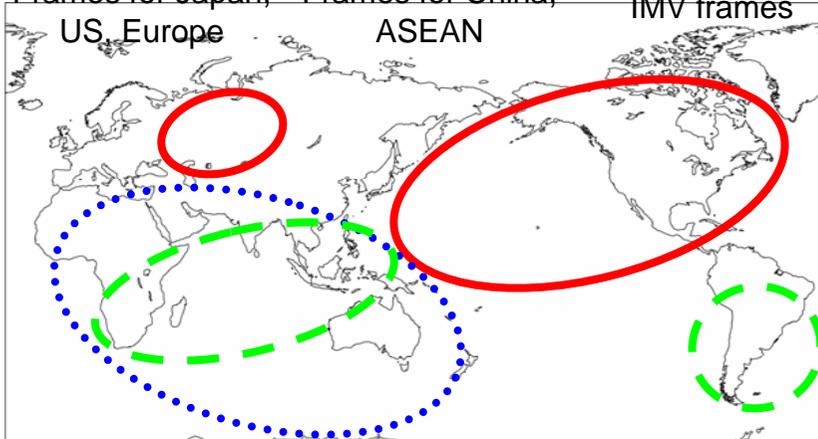
## 2. Reinforcing Production and Technological Capabilities to Strengthen Earnings Potential (1)

### Production of Metal Seat Frames Optimized for Each Region

Previously



Frames for Japan, US, Europe      Frames for China, ASEAN  
IMV frames



Frames developed separately for each region

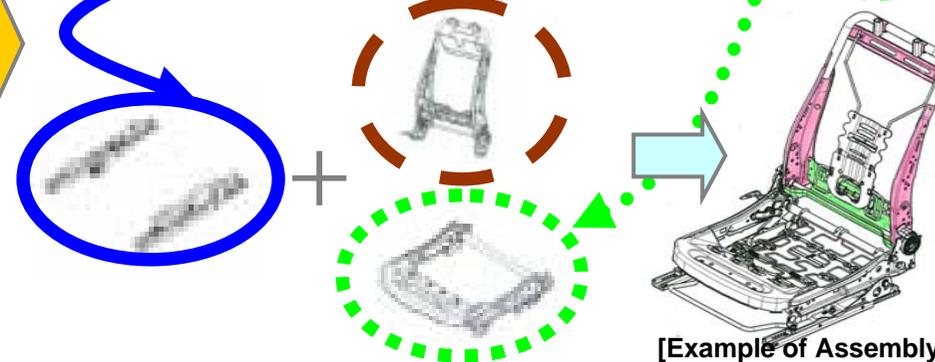
-  : Frames for Japan, US, Europe (Japan, North America, Russia)
-  : Frames for China, ASEAN (various ASEAN regions)
-  : IMV frames (ASEAN, Africa, South America)

Frames change due to short life cycle

Future Approach

Seat frame "menu" allows effective utilization with earlier models

	Module Shelf			
Seat Back	Current Frame	Frame A	Frame B	Frame C
Seat Cushion	Current Frame	Frame A	Frame B	Frame C
Seat Track	Current Frame	Frame A	Frame B	Frame C



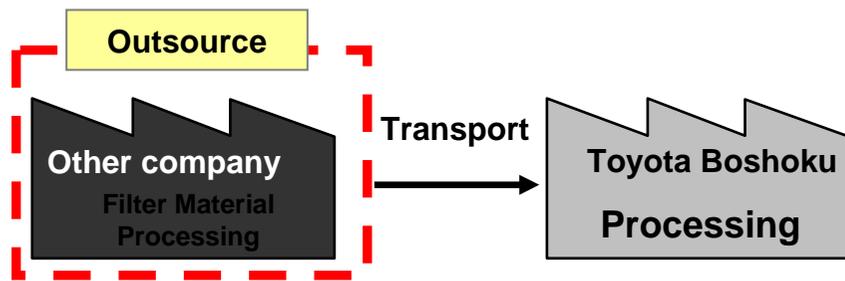
Production with assembly optimized for the region, incorporating regulatory system reforms and efficiency of investment

## 2. Reinforcing Production and Technological Capabilities to Strengthen Earnings Potential (2)

### Integrating Filter Production, from Melt-Blowing Material to Filter Assembly

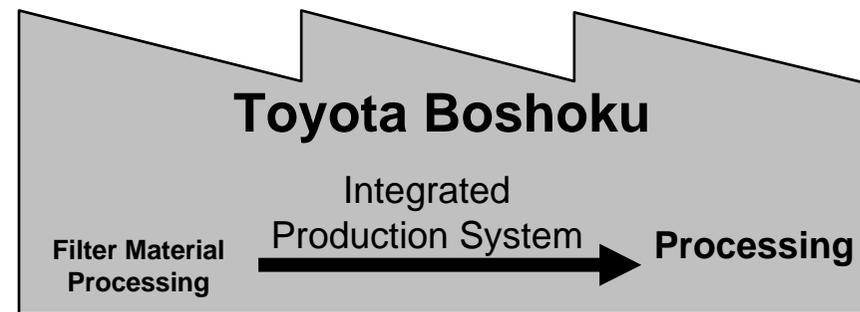
#### Previously

- ◇ Production of filter material outsourced to material manufacturer
- ◇ Assembled in-house (glued together with adhesive)

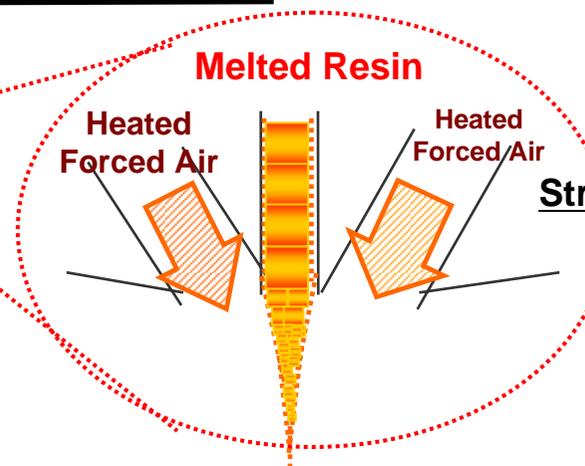


#### After Improvement

Development of “Two-layer melt-blowing process” enables in-house production of filter material



Layering Material on Conveyor Belt



Future Cross-Development of Activities with a View of Global Development

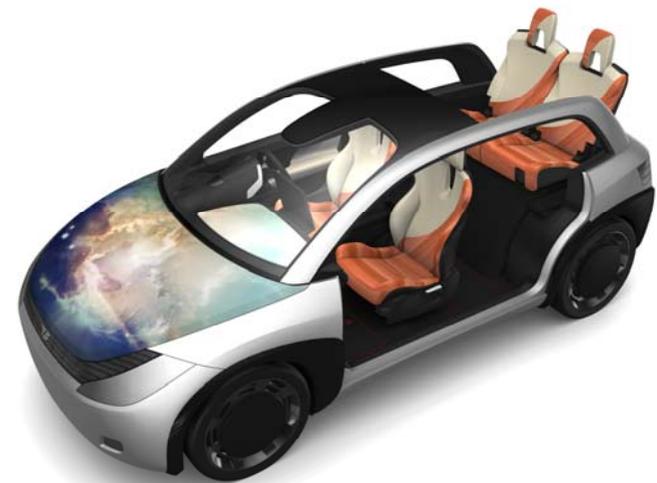
#### Strengthening global competitiveness

- Lowering costs
- More compact equipment, facilities
- Further improving performance

# Notes

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◇ Improving Development Efficiency  
and Ensuring Technological Capabilities  
for the Future



## Continual Reinforcement of Technological Strengths to Ensure Future Growth

### 1. Promoting Efficient Development with Comprehensive Development Management

- (1) Global unification of development tasks
- (2) Creating an organization for improved development efficiency
- (3) Promoting construction of New Technology Center at Sanage Plant

### 2. Supporting Advanced Development

- (1) Measures to create technologies for more compact, low-cost products
- (2) Efforts to develop biotechnology

# 1. Promoting Efficient Development with Comprehensive Development Management (1)

## (1) Global Unification of Development Tasks (from April 2009)

Aiming to realize a single global company through the integration of Toyota Boshoku (Japan) and the overseas regional management and collaboration hubs

Integration of Research & Development Group and overseas Region R&Ds (from June 2009)

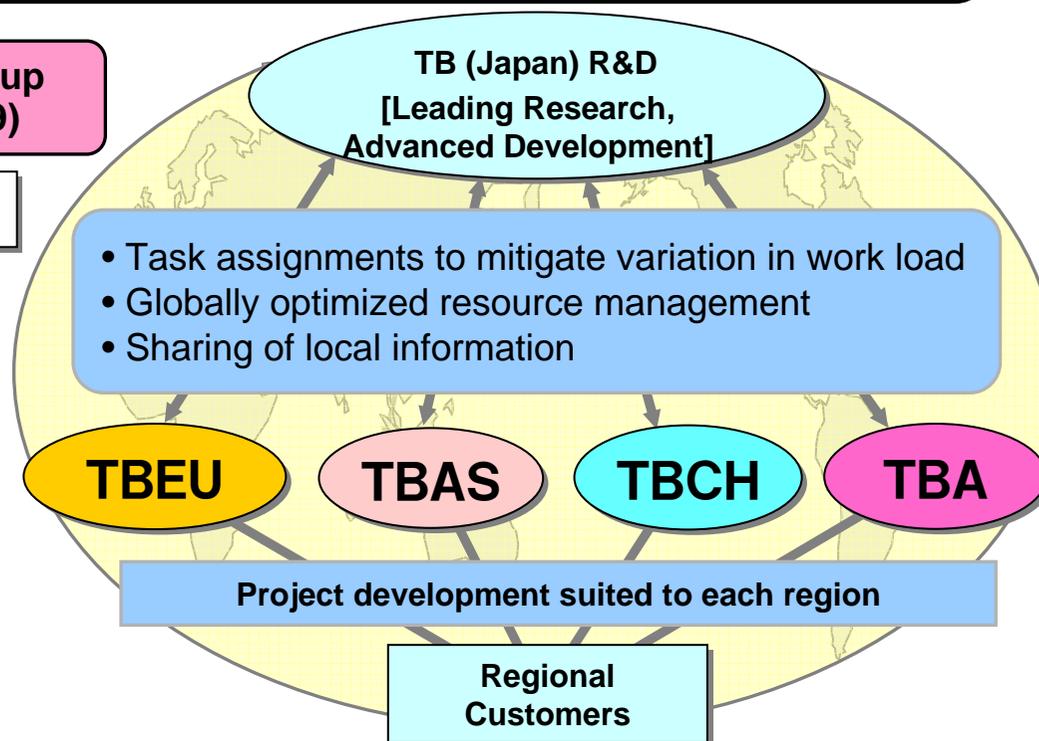
Research and Development Group

North & South America Region R&D

Asia & Oceania Region R&D

China Region R&D

Europe & Africa Region R&D



### [Implementation Items]

- ◆ TB (Japan) manages development expertise, expenses, etc. globally
- ◆ Local material and manufacturer information is shared to enable development of optimal products for compact, low-cost vehicles for the particular region

# 1. Promoting Efficient Development with Comprehensive Development Management (2)

## (2) Creating an Organization for Improved Development Efficiency

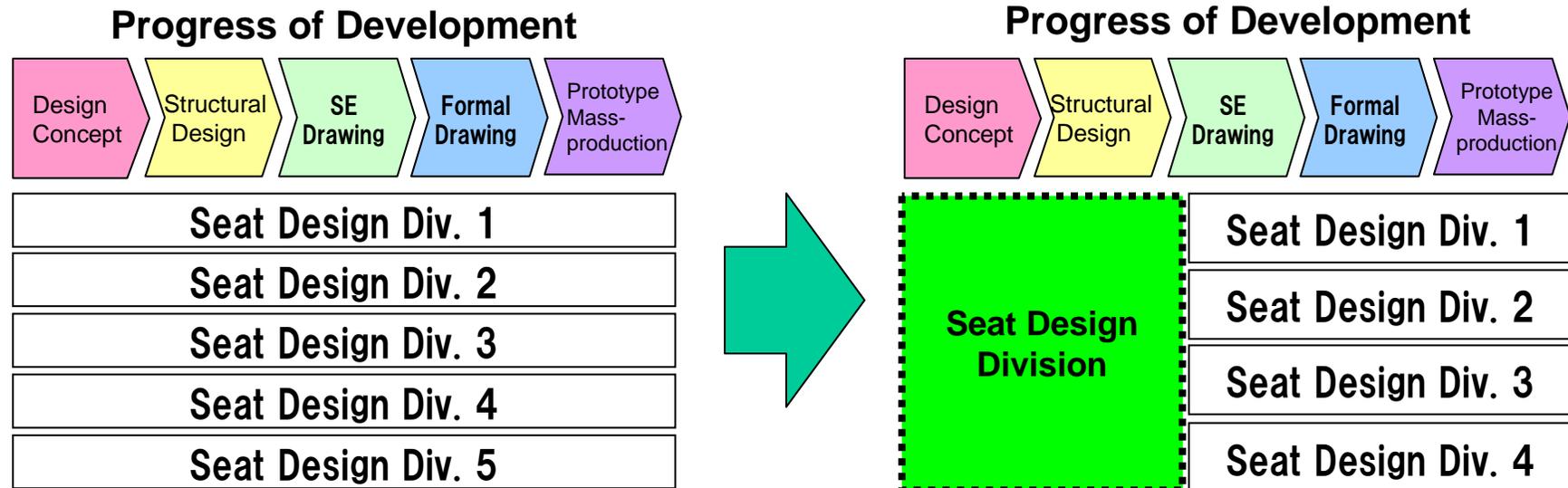
### (1) Newly-established BR-PDI Dept. (From Sep. 2009)

#### BR-PDI: Business Revolution – Product Development Innovation

New BR-PDI Department established to propose and promote new development systems with the aim of strengthening development capabilities, with an emphasis on “product planning” and “advanced development” capabilities

### (2) Newly-established Seat Design Division (From Sep. 2009)

New Seat Design Division established to improve structural design capabilities and incorporate the appropriate personnel in the initial design stages, and promote use of identical parts across vehicle models



# 1. Promoting Efficient Development with Comprehensive Development Management (3)

## (3) Promoting Construction of New Technology Center (Tentative Name) at Sanage Plant (Scheduled for Completion Apr. 2010)

**Enabling total planning of vehicle interiors  
Strengthening capabilities as an interior systems supplier**

- Concentrating functions now assigned to different bases improves communications between sections and promotes more integrated product development

### Features

- Facility allows testing with actual vehicles (large-scale elevators for vehicles)
- Houses offices that serve to promote communications among employees (free office layout and communication zone use no partitions)



View of Construction (Nov. 2009)



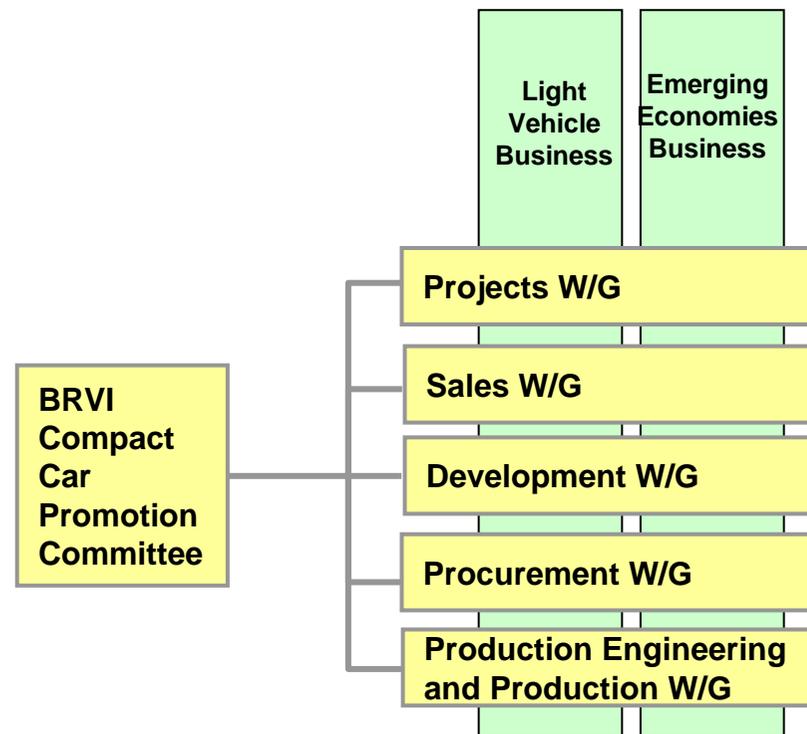
New Technology Center (Tentative Name) Perspective

## 2. Supporting Advanced Development (1)

### (1) Measures to Create Technologies for More Compact, Low-cost Products

#### Establishment of Compact Car Promotion Committee for Expanding Market

##### ◇ Integrating Functions, Company-Wide Measures



W/G: Working Group

#### [Winning the Light Vehicle Business]

- Promoting even further weight savings
- Exacting manufacturing benchmarks
- Promoting creation of production systems

#### [Winning the Emerging Economies Business]

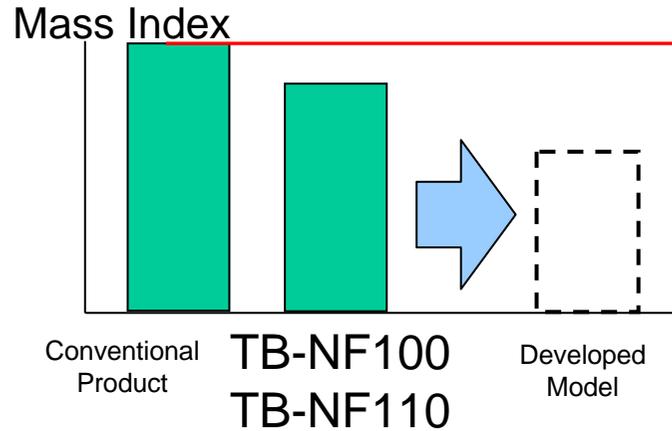
- Creating project strategies by region
- Benchmarks for local manufacturers and materials
- Utilization of depreciated parts and equipment

Technological development to ensure income even with low-cost vehicles

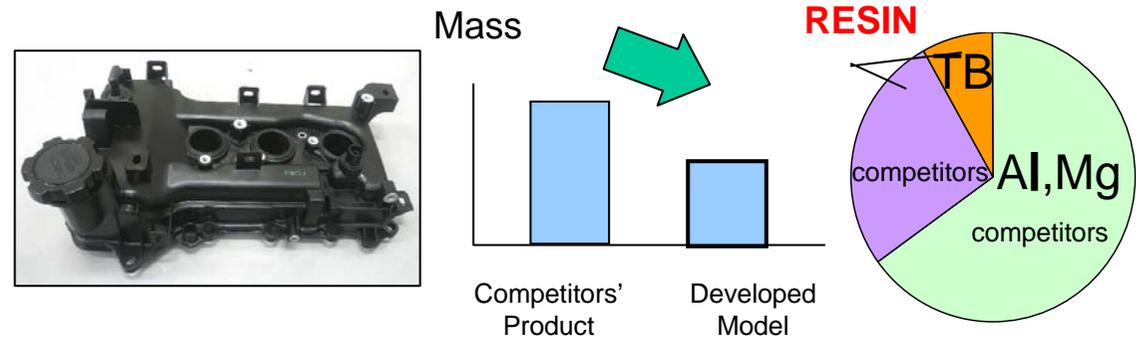
## 2. Supporting Advanced Development (2)

### (2) Examples

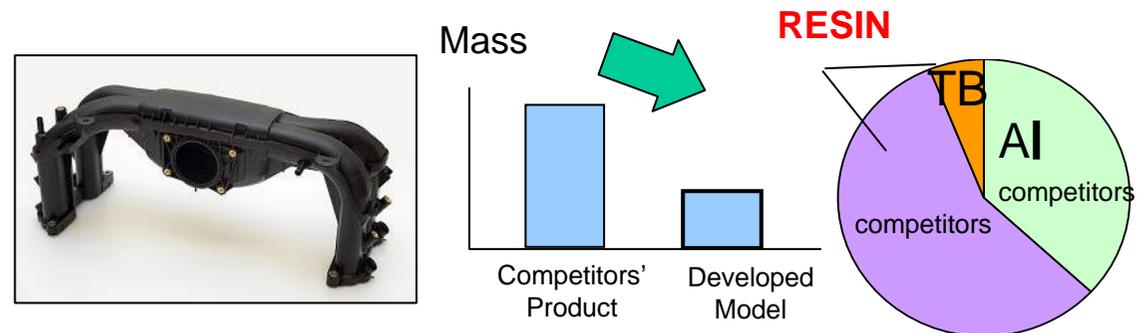
#### (1) Development of Lightweight Frames



#### (2) Development of Resin Cylinder Head Cover



#### (3) Development of Resin Intake Manifold



\* Pie charts indicate 2008 figures for passenger and light vehicles, excluding commercial vehicles and trucks

## 2. Supporting Advanced Development (3)

### (3) Efforts to develop biotechnology Efforts to Attain Carbon Neutrality Through Use of Plant-Based Interior Parts

\* Carbon Neutral: Refers to zero increase or decrease in carbon dioxide from product throughout its life cycle.

#### Biourethane Seat Pads



[Main Vehicle Type (Product)]

- New model Prius (seat cushions)
- **i-REAL** (seat cushions)
- **HS250h** (seat cushions)
- **SAI** (seat cushions)



Castor seeds  
"Himashi"

#### Plant-Based Interior Parts (Kenaf, Poly Lactic Acid)

##### Finish Plate



##### Cowl Side Trim

##### Scuff Plate

[Main Vehicle Type (Product)]

- **iREAL** (Side Trim, Seat Cover)
- **HS250h** (Luggage Trim, Scuff Plate, etc.)
- **SAI** (Ceiling, Pillar, Garnish, etc.)



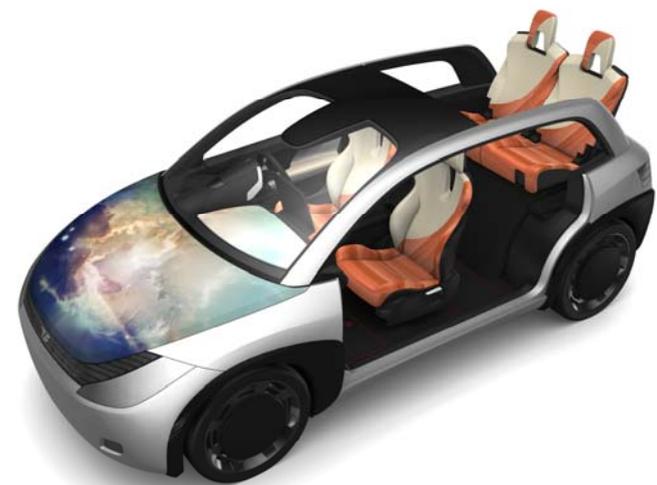
Luggage Side Trim

#### Future Measures

- Establishing technologies using kenaf materials to achieve even lower costs and reduced weight
- Participating in new projects with kenaf materials

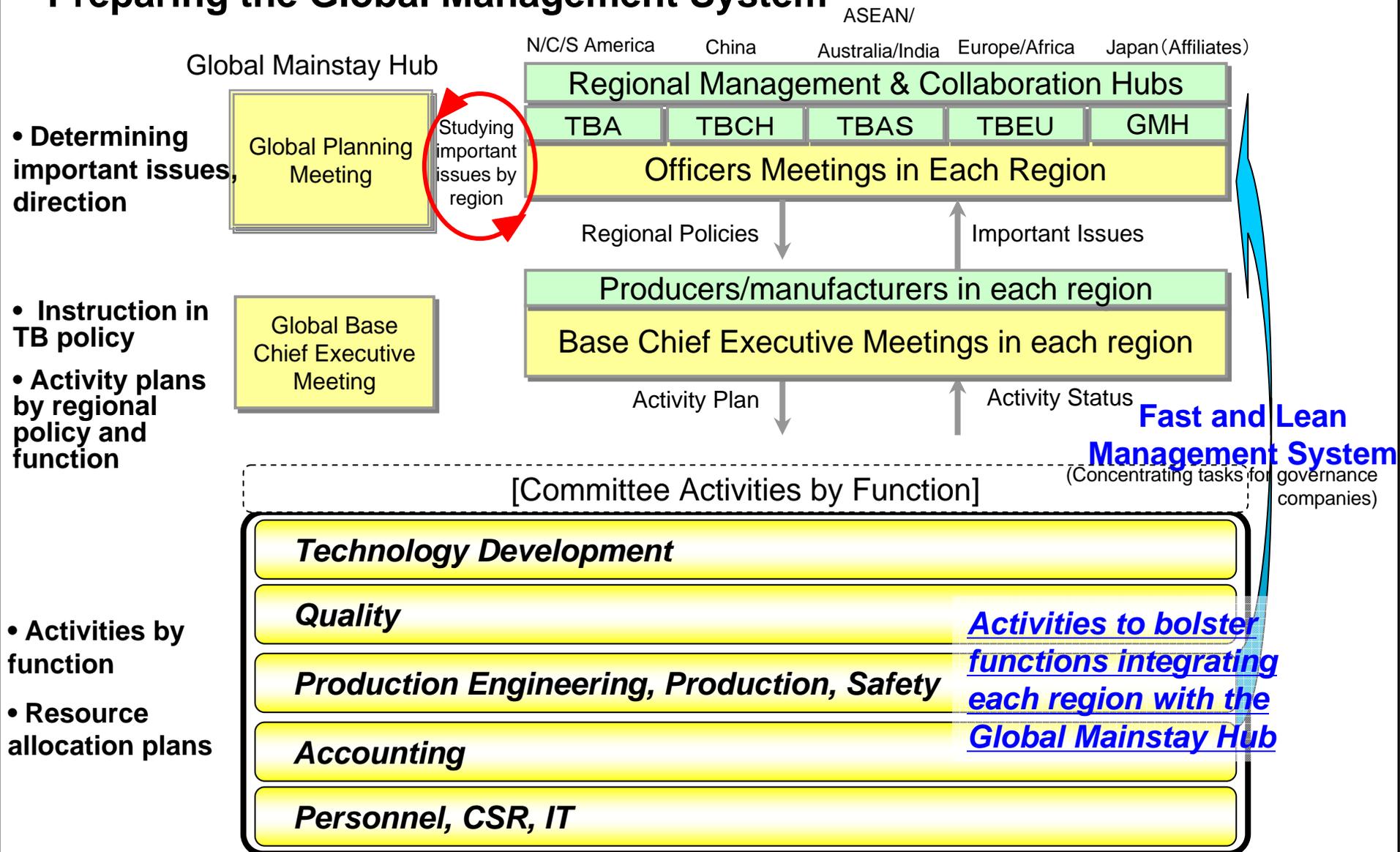
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## ◇ Global Project System



# 1. Strengthening and Enhancing Global Management (1)

## Preparing the Global Management System



# 1. Strengthening and Enhancing Global Management (2)

## Newly-established BR-GRI Dept. (From Sept. 2009)

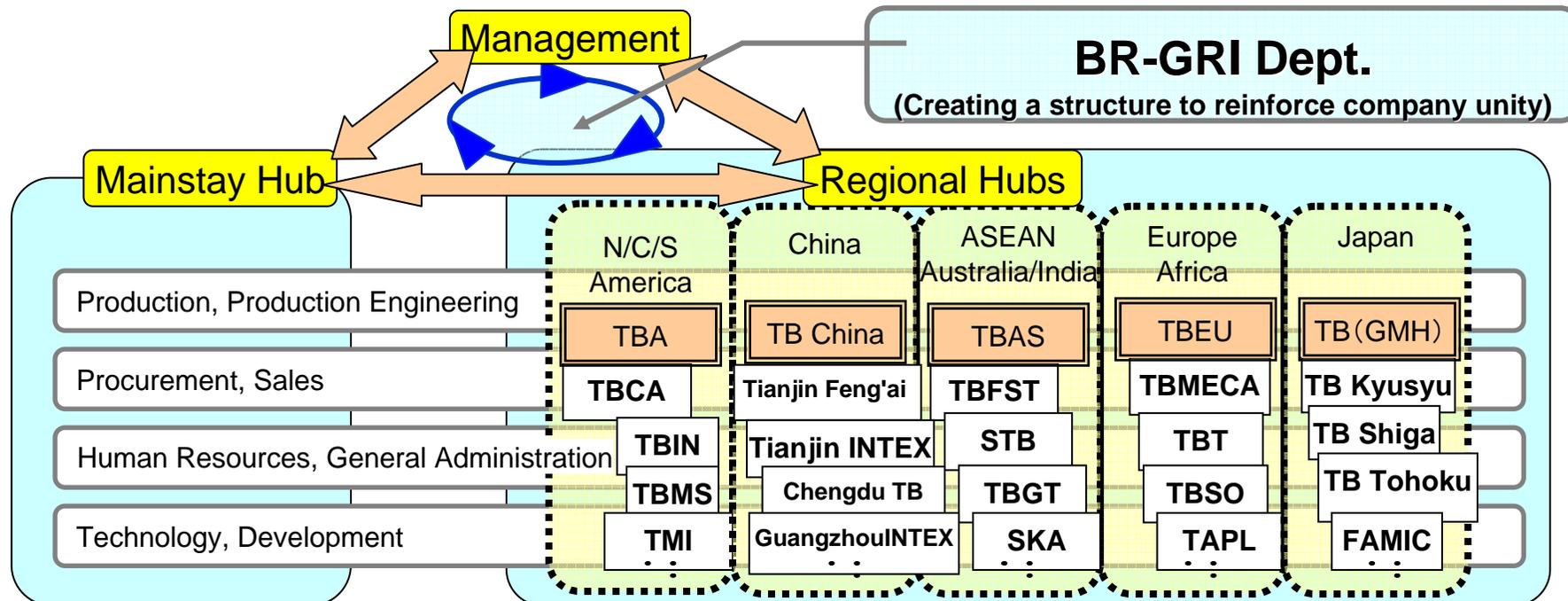
BR - Global Relationship Improvement

### 1) Further Strengthening and Enhancing Global Management

- Improving the total capability of each functional unit
- Enhancing global meeting system to speed decision-making and strengthen links

### 2) Developing Global Human Resources

- Improving local management through development of global human resources
- Increasing management capabilities throughout Toyota Boshoku



# 1. Strengthening and Enhancing Global Management (3)

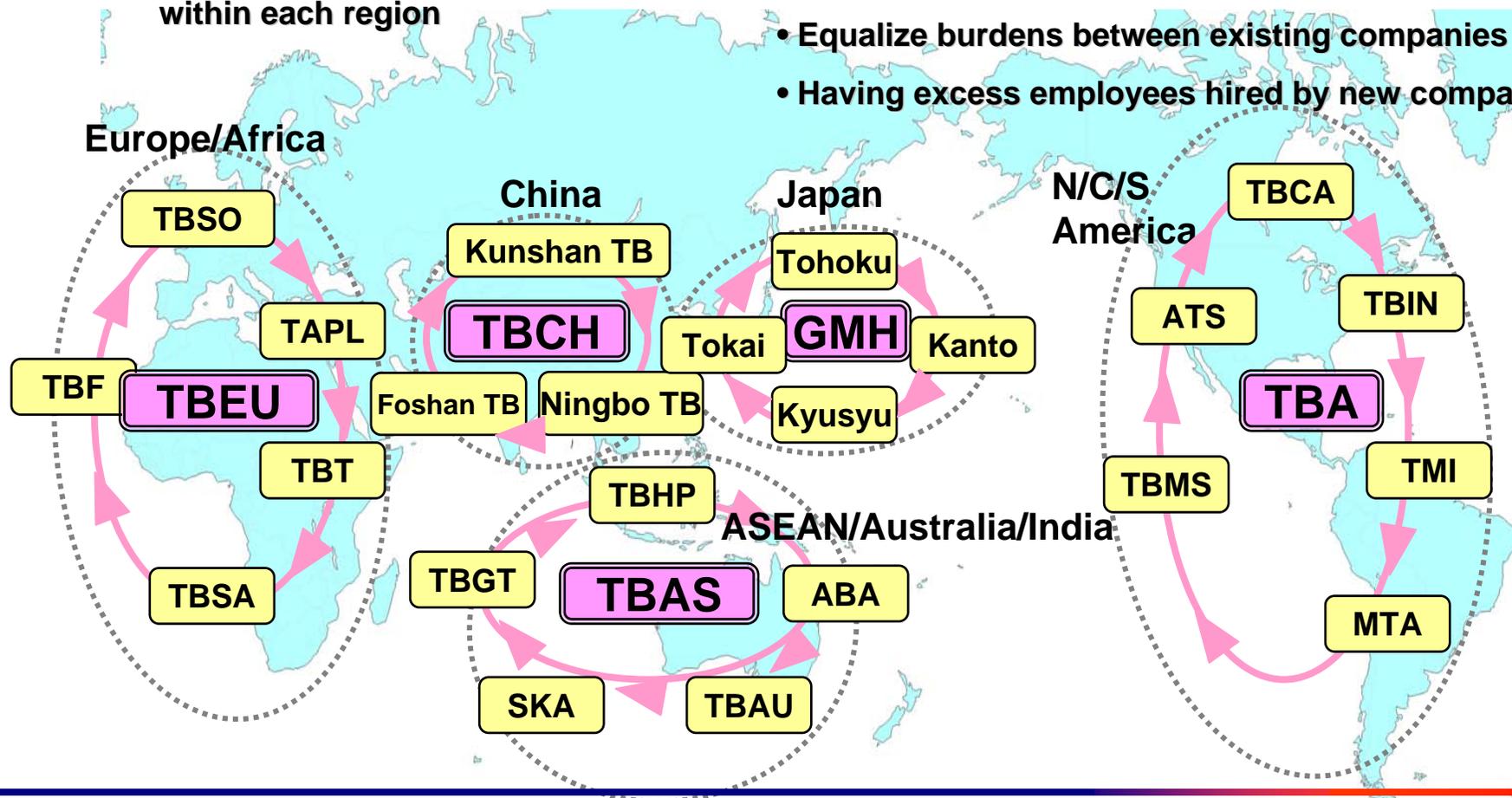
## Coping with the Global Economic Crisis

Prompt mutual aid through the “one hub per region” management concept  
[ Minimizing the effects of financing, stabilizing employment ]

(1) Effective utilization of financing within each region

(2) Mutual supplementation of excess staff

- Equalize burdens between existing companies
- Having excess employees hired by new companies



## 2. Strengthening the Foundations of Future Operations (Japan)

- (1) Building the foundations of operations to meet customers' focus on compact cars in the Tohoku region
- (2) Reorganizing the district-based businesses to achieve the one hub per region system

### Toyota Boshoku Tohoku (Core Base in Tohoku district)

Established on Oct. 1, 2009

(Former Kanto Seat made subsidiary)

New Miyagi Plant built on Jan. 2011

(In response to move of Central Motor)



**Customer:**  
*Focus on compact car in the Tohoku district*

### Toyota Boshoku Kyusyu



Global  
Mainstay  
Hub

Tokai district

Kyusyu  
district

Tohoku district

*Frames bound for the  
Tohoku district*



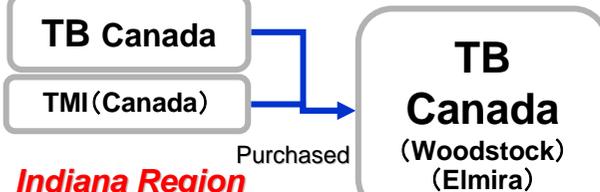
TB Fujisusono Plant

## 2. Strengthening the Foundations of Future Operations (N/C/S America)

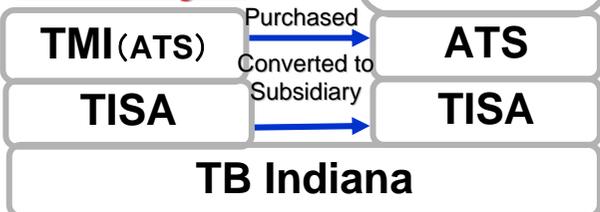
Creating an optimal production system allowing rapid responses to customer demands changes

### Reorganization of N.America Companies

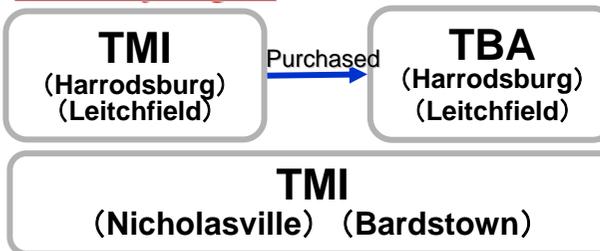
#### Canada Region



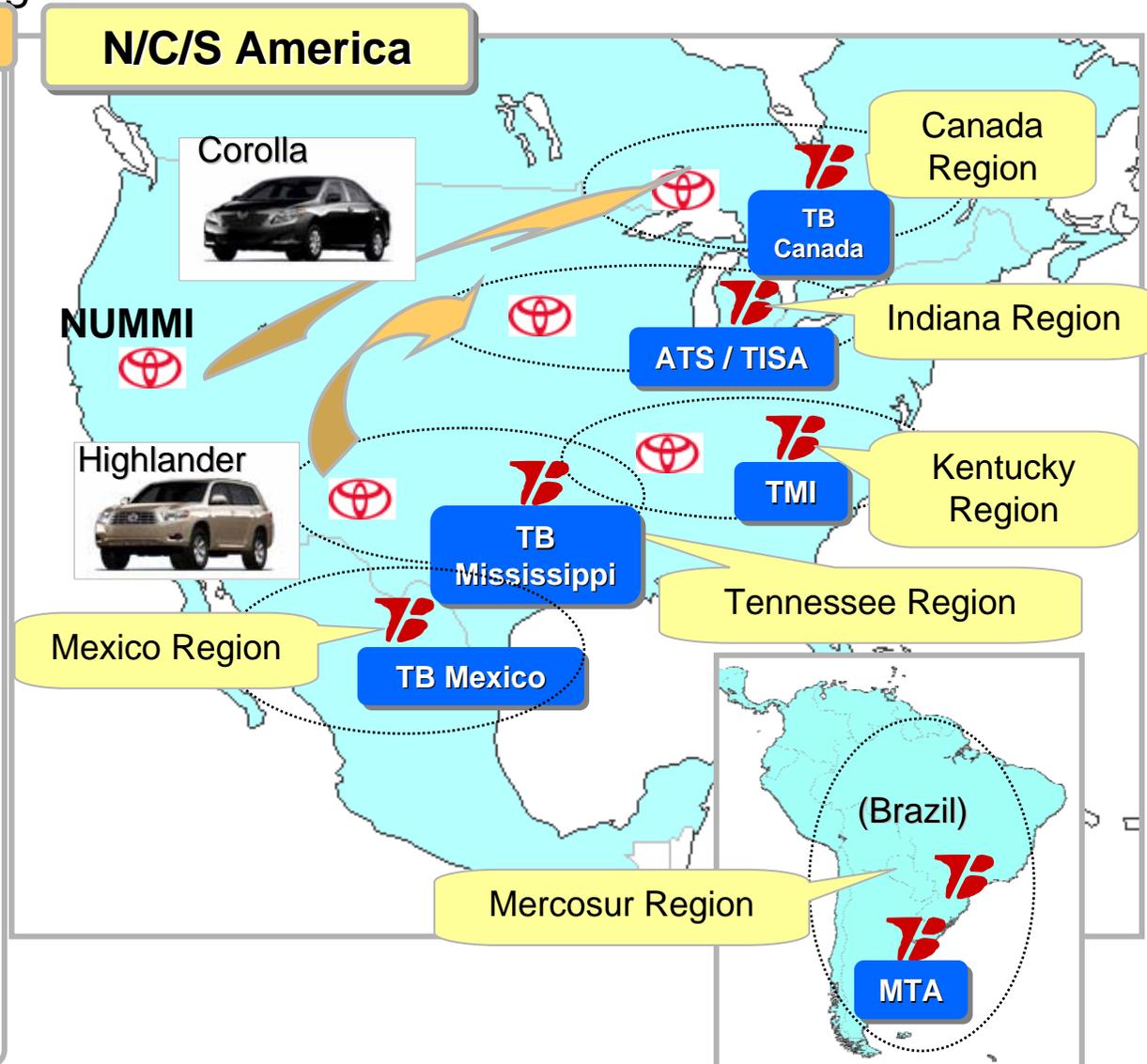
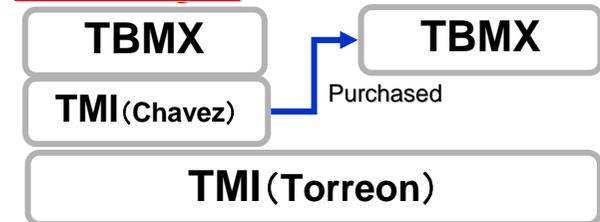
#### Indiana Region



#### Kentucky Region

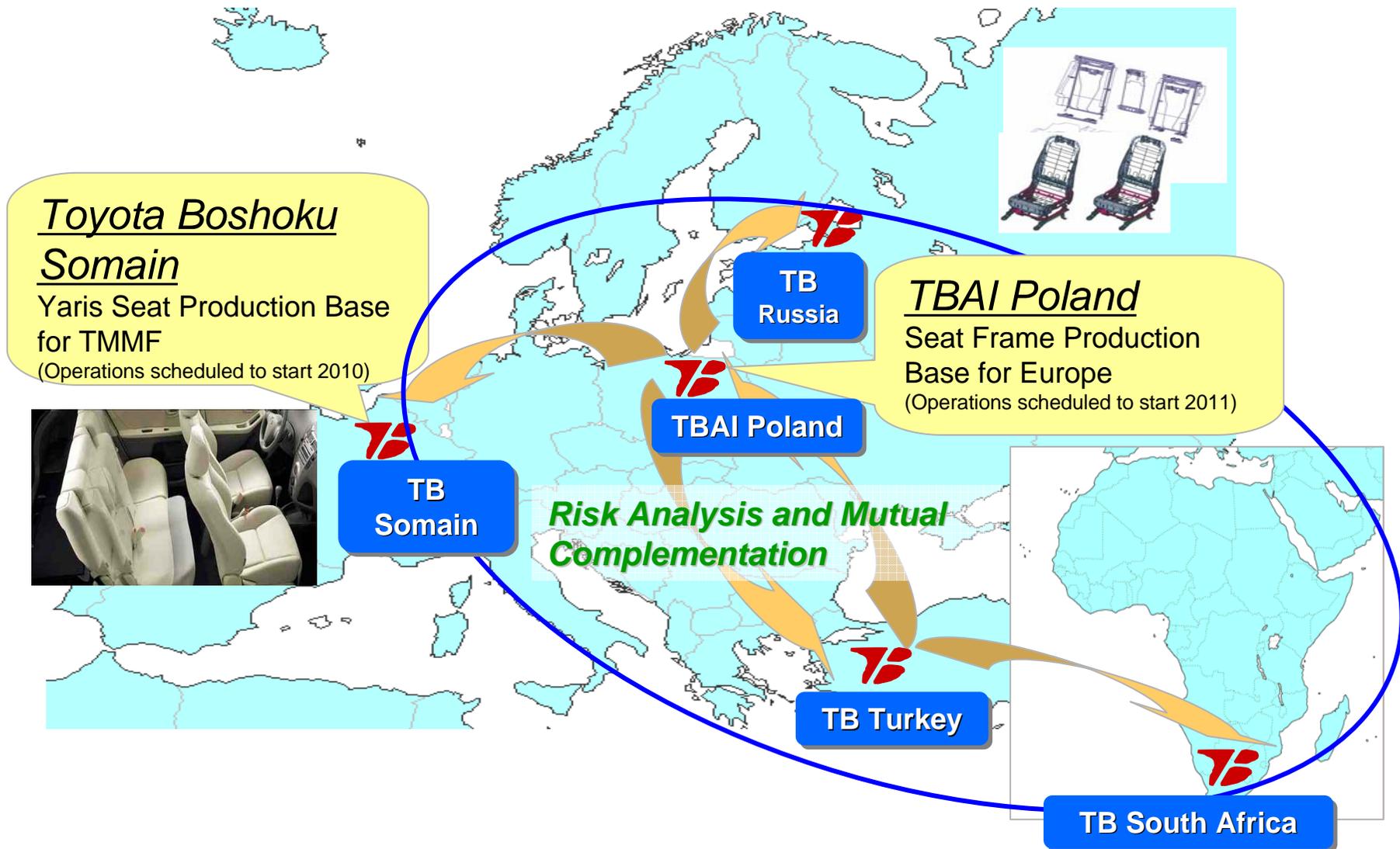


#### Mexico Region



## 2. Strengthening the Foundations of Future Operations (Europe/Africa)

Setting Up First Seat Production Base and Organizing the Seat Frame Supply System in EU



## 2. Strengthening the Foundations of Projects for the Future (China)

### Responding to the Expansion of the Chinese Market

(Adapting to New Models, Promoting Localization)

#### Tianjin INTEX

#### **RAV4**

Production of seats, interior products begun (Feb. 2009)



Tianjin INTEX  
Changchun

Tianjin  
INTEX

#### Tianjin INTEX Changchun Plant

Seats for Land Cruiser  
Local production begun  
(Apr. 2009)



#### Guangzhou INTEX

#### **Highlander**

Production of seats, interior products begun (May 2009)



Chengdu  
TB

Guangzhou  
INTEX

#### Move of Chengdu Toyota Boshoku Plant

Production scheduled to begin  
March 2010



## 2. Strengthening the Foundations of Projects for the Future (ASEAN/Australia/India)

### Steadily Advancing Continuous Kaizen Activities

(Strengthening Kaizen Activities Through Local Production and Quality Meetings)

State of Progress of Local Production and Quality Meetings in ASEAN, Australia, and India Regions

**Toyota Boshoku Filtration Systems**  
(Launched in July 2009)



**SHIN SAN SHING**  
(Launched in May 2009)



Shin San Shing

TB  
Haiphong

**TOYOTA BOSHOKU  
HAIPHONG**  
(Launched in May 2009)

TB  
TB Filtration  
Systems/STB

**STB TEXTILES  
INDUSTRY**  
(Launched in Oct. 2009)

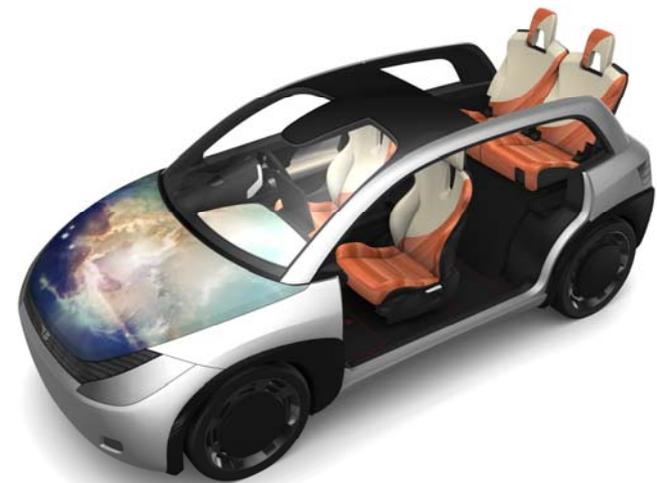
**TB AUSTRALIA**  
(Launched in Jan. 2009)

TB  
TB Australia

# Notes

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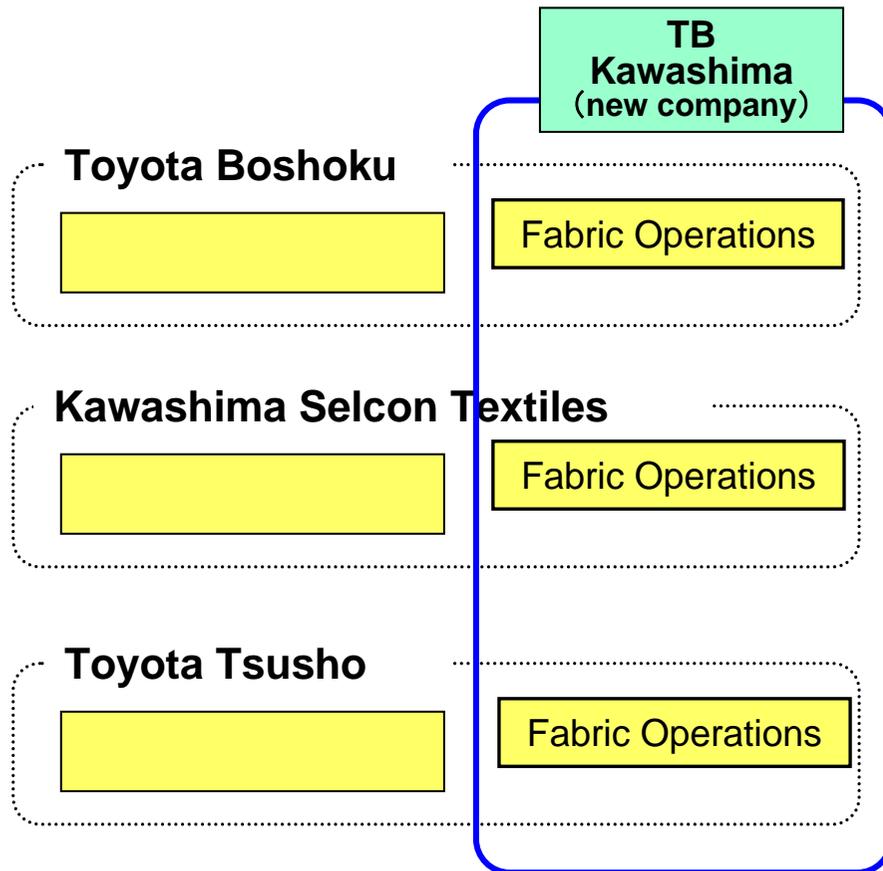
## ◇ Other Measures



# 1. Integrating Fabric Operations (Strengthening Global Competitiveness)

## Aiming for Top-Tier Global Level, Studies of Fabric Operations Integration Begun

### 1. Concept of Operational Integration



### 2. Objectives for Operational Integration

- (1) Strengthen sales, development and production base and further improve efficiency by integrating processes
- (2) Establish fabric development and production systems to create highly functional fabrics and leading designs based on functionality, environmental friendliness, health, and other considerations



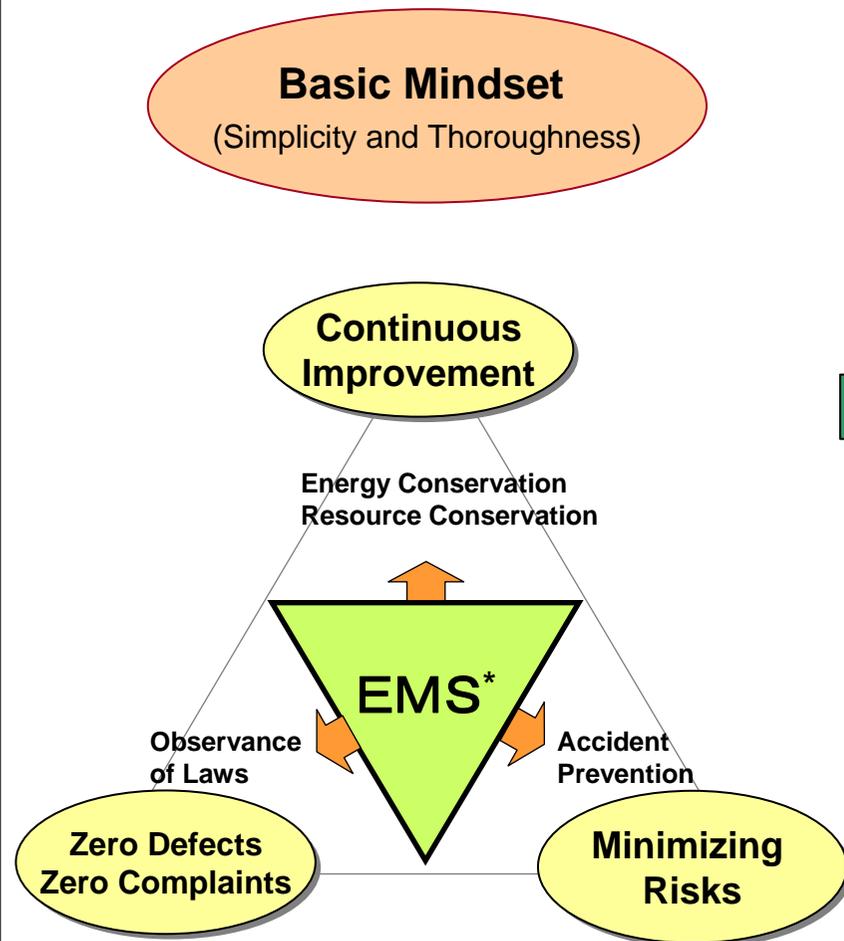
### 3. Schedule

Conclusion of basic agreement: June 2009

Establishment of New Company:  
Scheduled for April 2010

## 2. Creating Next-Generation Plants to Realize a Low-Carbon Society (1)

### Previous Measures



\* Environmental Management System (ISO 14001)

### Measures for the Future

#### Sustainable Plant Activities

(Establishment of plants utilizing and existing in harmony with nature)

- **Eco Innovation**

Incorporating innovative technologies and kaizen to achieve rapid improvement in environmental performance

- **Eco Energy**

Reducing CO2 through the use of solar, wind, biomass, and other renewable energies

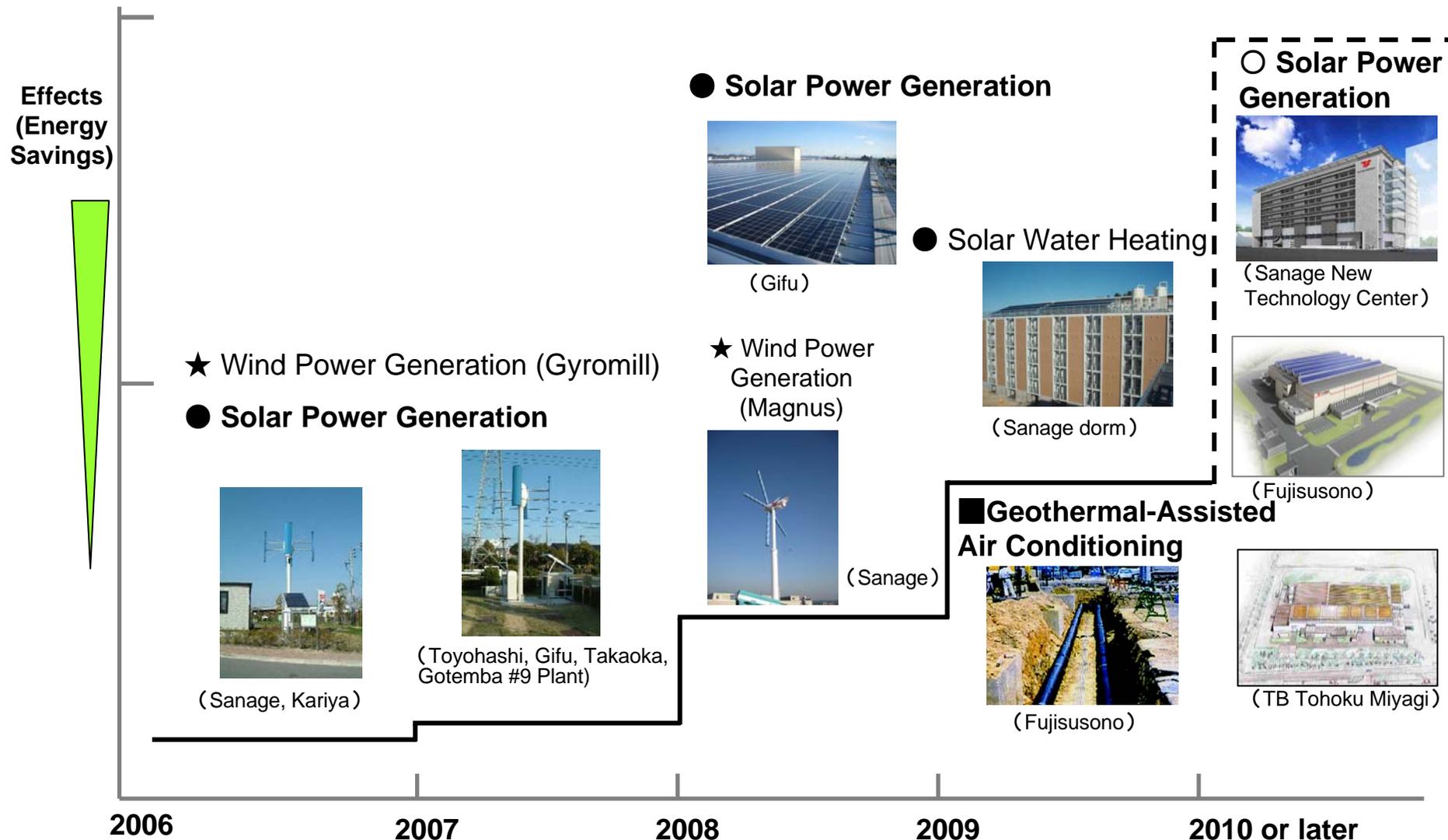
- **Eco Communication**

Contributing to our communities and ecological preservation through tree-planting activities at our factories



## 2. Creating Next-Generation Plants to Realize a Low-Carbon Society (2)

### (2) Results and Future Plans



## Conclusion

*Despite Severe Conditions, Crisis Equals Chance*

*Now—exactly the opportunity to pull ahead*

**(1) Create lean, powerful, robust system**

**(2) Strengthen capabilities in technological development based on changes in environment**

**(3) Bolster global development**

***Major advance as a global company***

**Designing tomorrow's car interiors.**



## [References]

1. Product Overview
2. Affiliate Companies
3. Financial Summary (FY2006 – FY2010)
  - (1) Net Sales and Ordinary Income
  - (2) Capital Expenditures and Depreciation Costs

# [Reference 1] Product Overview

## Supplying Our Customers with Auto Parts Systems

### Interior Components

#### Interior Systems



Seats



Door trims



Molded headliners



Floor Carpets



Electric sunshade systems

etc

### Filtration and Power Train Components

#### Air Induction Systems



※ Integration of air cleaners, intake manifolds and cylinder head covers



Oil filters



Air filters



Cabin air filters

etc

### Textiles, Exterior Components and Others



Seat fabrics



Strap belts and Seatbelt webbings



Curtain-shield airbags



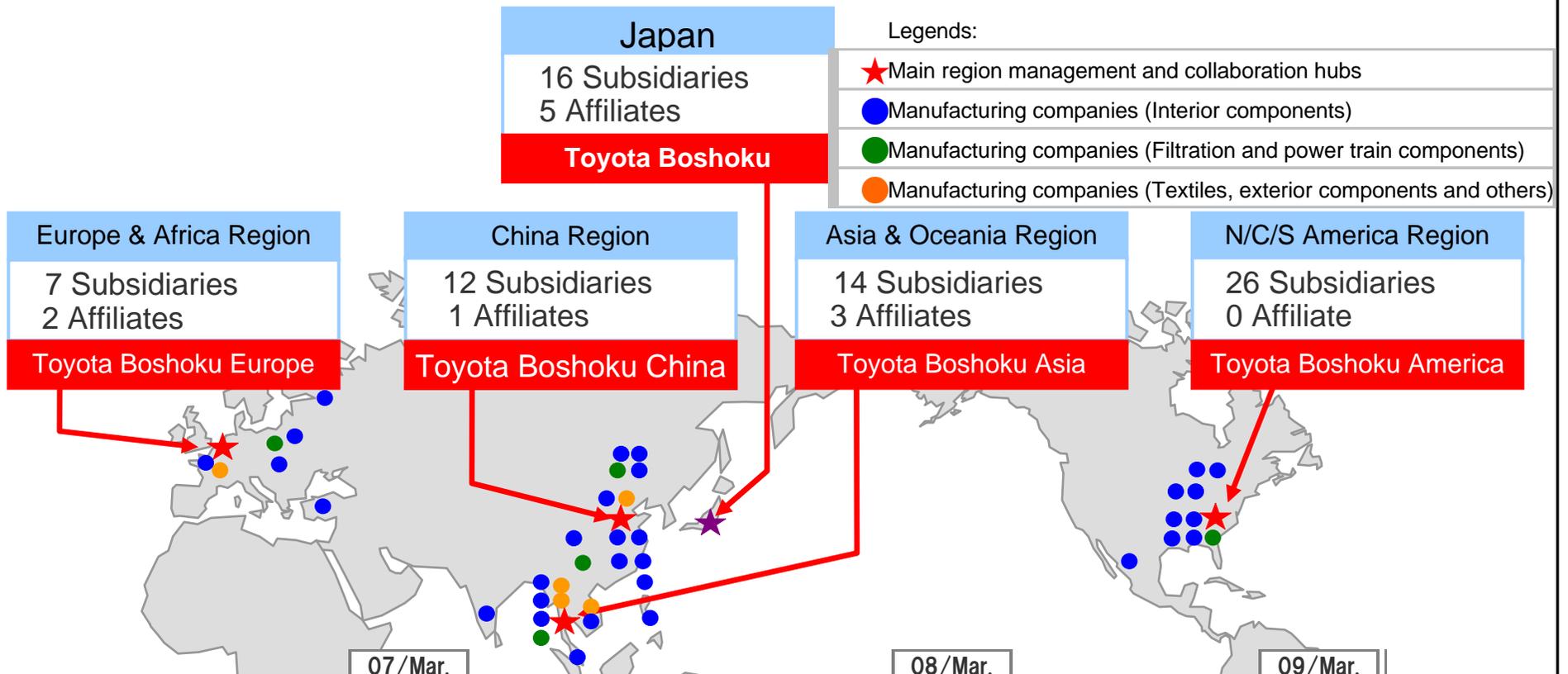
Service bumpers



Fender liners

etc

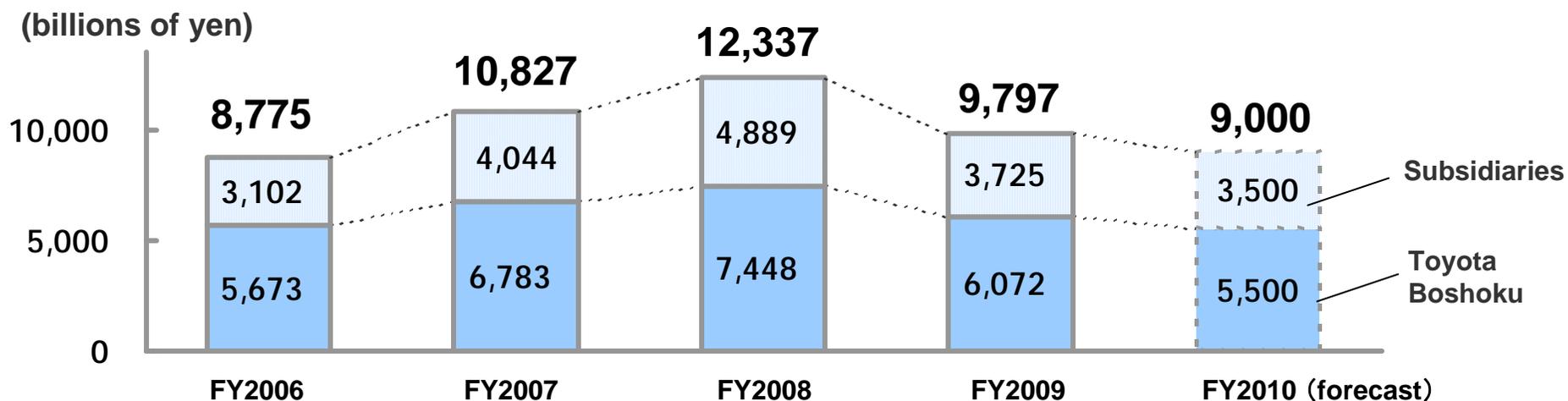
# [References 2] Affiliate Companies



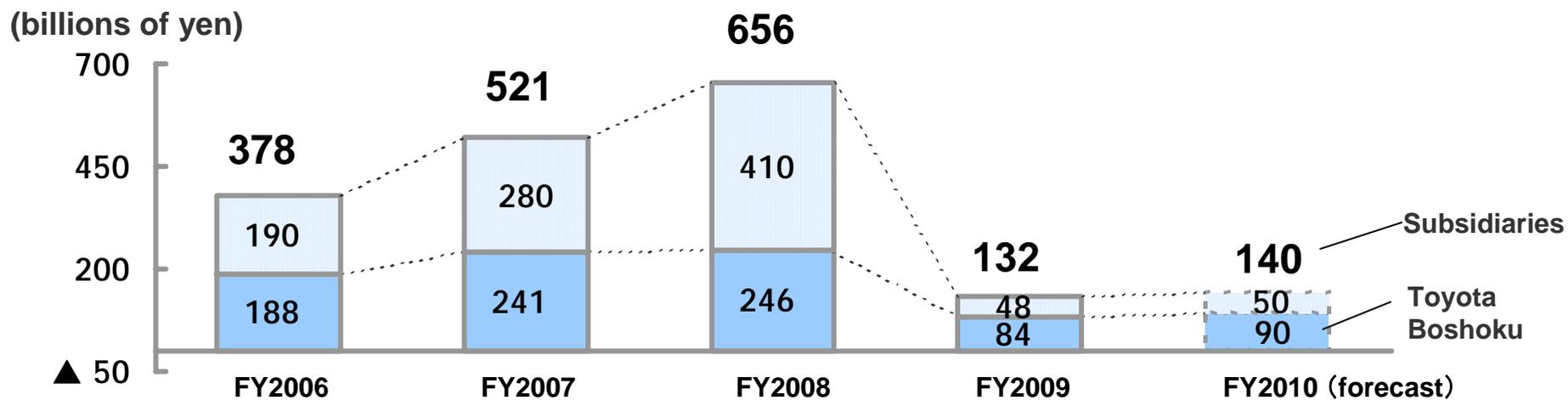
		07/Mar.	08/Mar.	09/Mar.
Subsidiaries	+	69 companies	TBGT (former T A S I) T B Mississippi, T B Indiana T B do Brazil Co Werk, T B Uniform	73 companies
	-		Aiho T B Transport	T B Somain T B A I Poland A T S
Affiliates	+	12 companies	Kanto Seat Works Kanto Seat Kitakami	12 companies
	-		T A S I, Co Werk	Eco Technology
			Araco de Mexico	75 companies

# [References 3] Net Sales and Ordinary Income

## Net Sales

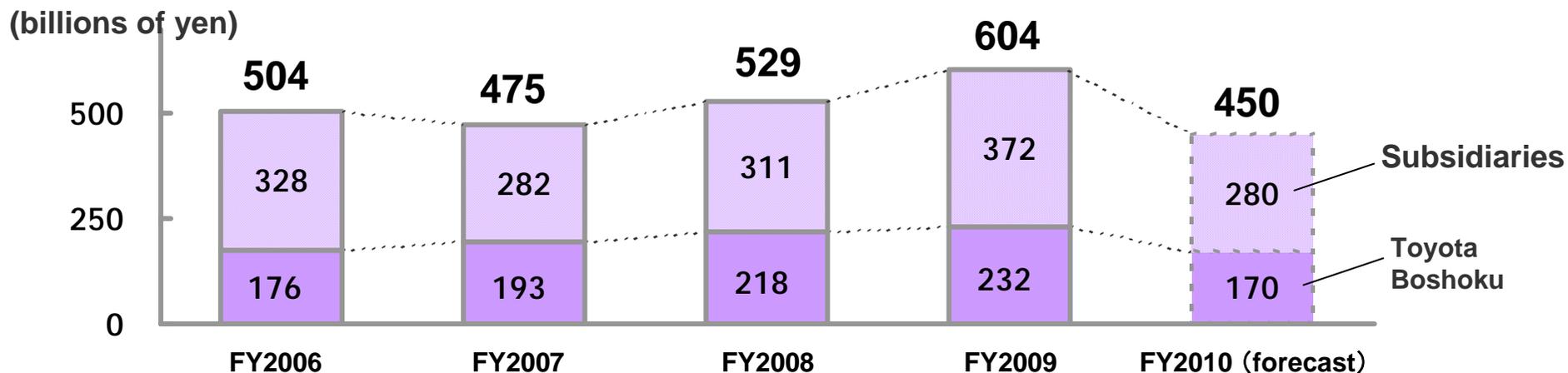


## Ordinary Income

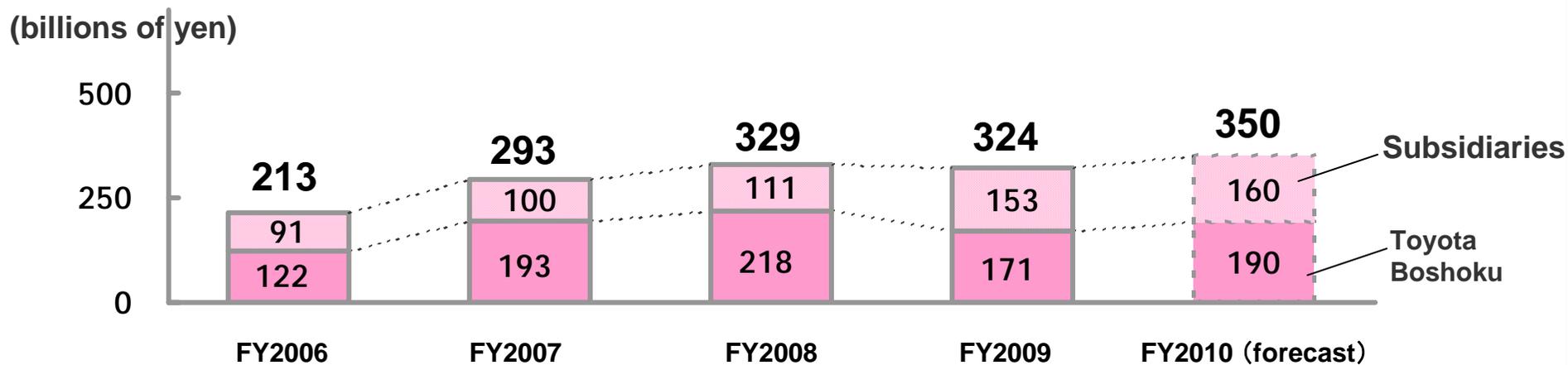


## [References 3-(2)] Capital Expenditures and Depreciation Costs

### Capital Expenditures (Consolidated)



### Depreciation Costs (Consolidated)



# Notes