

Business Report for Fiscal Year 2008

(From April 1, 2007 to March 31, 2008)

Turn the delight into reality

To Our Shareholders

Tokai Rika is grateful to its shareholders for their continued support.

In this business report, we present the Company's business results for fiscal year 2008 (from April 1, 2007 to March 31, 2008) and report on the challenges and opportunities ahead.

Review of Operations

Led by growth in the United States, the global economy continued to expand steadily during the first half of the fiscal year under review. Later in the year, however, the developed economies entered a downturn due to a combination of steeply rising oil prices and turmoil in international financial markets sparked by a crisis in the U.S. subprime loan sector. Emerging economies, led by China, India and Russia, continued to expand rapidly owing to sustained growth in internal demand. Overall, the global economy experienced a year of robust growth.

In Japan, economic growth remained stable despite sluggish consumer spending and other decelerating trends. Supported by firm corporate earnings, high levels of capital investment continued to underpin a modest expansion in internal demand.

In the automotive industry, although automobile sales in the United States and other developed countries recorded little or no growth in volume terms, impressive growth in sales in China, India and other emerging markets helped the global market to continue expanding.

In the Japanese automotive market, sales in the previously buoyant subcompact sector were down on the previous year, contributing to an overall decline in sales volumes in the domestic market. This was offset by buoyant exports, particularly to markets in Europe and developing nations, resulting in a year-on-year increase in overall production volumes.

In this environment, Tokai Rika Group focused its attention on developing and expanding sales of advanced automotive parts and systems such as smart keys and steering wheel switches. These take advantage of a trend in the automotive industry toward greater adoption of technologies in the fields

of electronics and mechatronics (a fusion of mechanics with electronics). We also sought to expand global operations and reinforce development and production capabilities.

In Japan, as part of our ongoing program to expand and upgrade our technical development capabilities, we opened the Tohoku Technical Center in Yamagata Prefecture. Work was also completed at the site of our head office on a second electromagnetic compatibility (EMC) testing facility, which is the largest operational facility of its type in Japan. In line with these investments, we also opened a new development and testing center for production technology, prototypes and testing capabilities, along with a training facility for related human resources development programs from a global perspective. Separately, we renovated the plating and heat-treatment facilities at our Toyota Plant.

Overseas, we took steps to strengthen our overseas production structure by expanding plants at subsidiaries in Thailand and China, a fast-growth market within the automotive sector. In particular, we established a new distribution center in Thailand to reinforce our overall presence in the ASEAN market.

In financial results for the year under review, net sales increased 34,862 million yen (8.6%) year on year to 440,001 million yen as a result of favorable sales of switches, seatbelts, key locks, shift levers and other products. Ordinary income increased 7,914 million yen (29.9%) year on year to 34,414 million yen and net income increased 3,334 million yen (18.6%) year on year to 21,282 million yen as a result of the growth in sales and continuation of rationalization throughout operations, despite sales price fluctuations and higher labor costs.

Business Philosophy

1. To create products that satisfy customers and to contribute to a higher quality of life.
2. To build an energetic and promising business organization by nurturing the spirit of originality, enthusiasm and innovative challenges.
3. To honor the language and spirit of the law and the ethics of every nation, and to work in harmony with nature and local communities.

Challenges and Opportunities

Global economic prospects for the fiscal year to March 2009 are mixed. In the United States, we expect the economy to continue slowing ahead of the presidential election amid uncertain prospects and the persistence of trends supporting U.S. dollar depreciation in international financial markets. In Europe, although the strength of the euro will probably continue to depress exports, we expect growth within the region to remain stable. Elsewhere, we expect China, India and other developing countries to maintain generally high rates of growth amid a broader slowdown.

In Japan, although we expect the impact of high raw materials prices and a stronger yen to result in a slowdown in exports to the U.S. market, continued growth in business investment and consumer spending should help to underpin domestic demand.

In the automotive industry, while there are concerns about sluggish sales trends in Japan, the United States, Europe and other developed countries, strong growth in emerging markets such as China and India is expected to continue driving global market expansion. We do not expect any substantial dip in automobile production output at the global level. Although the industry has high expectations of growth from developing nations, factors such as the U.S. economic slowdown, high raw materials prices and the strong yen could all inflict damage. The key to making continued progress will be in working out how to grasp opportunities for growth whilst avoiding a stall in earnings.

Against this backdrop, our goal is to seize opportunities by upgrading our ongoing program of measures to improve our underlying business in a number of ways, such as efforts to boost material yields and cut lead times. We have formulated a long-term growth-oriented business vision, the Tokai Rika Group 2015 Vision, a management vision aimed at nurturing and capitalizing on the strengths developed so far, in order to achieve further growth. Our aim is to become a global corporate group in demand worldwide.

We will implement the following initiatives group-wide:

1. High product quality to satisfy customer expectations
2. Development of new products to propel the company to new heights
3. Development of infrastructure for reinforcement of the foundation to realize growth
4. Proactive activities as a corporate citizen

As our business objectives, we have established zero quality defects for important functions, consolidated net sales of 600 billion yen or higher, and maintenance of ROE of 10% or higher.

We intend to tackle these challenges with renewed enthusiasm. Tokai Rika will celebrate its 60th anniversary on August 30, 2008. As we embark on a new chapter in the development of Tokai Rika, we ask our shareholders for their continued understanding and support.

June 2008



Kiyoshi Kinoshita

President

Second EMC testing facility now operational

Situated on the head office site, our second shielded facility for testing equipment free from electromagnetic interference is the largest of its kind in Japan. It became fully operational in January 2008.

World-class testing, inspection and evaluation facilities are required as an increasing number of products across various fields use radio waves or else incorporate advanced electronics.

The new building also has several eco-friendly design features such as rooftop greenery and fixtures for plants built into the external walls. This helps reduce the load on air-conditioning systems in an attempt to alleviate heat-island effects.



Anechoic chamber (10 meters) inside the second EMC testing facility

Construction of eco-friendly production facility in Japan

Construction of a new production facility at the Toyota Plant site was completed in August 2007. Fitted with the latest plating and heat-treatment equipment, the new facility is equipped for automated, rapid-cycle production. Capable of handling the production of small batches of products with widely varying specifications, it promises to help raise quality while lowering production costs.



The wastewater purification system installed at the new plant

The new plant is equipped with numerous environmental technologies, including solar power generators, rooftop greenery and a design that makes the best use of natural light. The plant also features a state-of-the-art industrial wastewater purification system*.

*Membrane filters are used to purify industrial wastewater from plating processes to mains water standards. Special photocatalysts are employed to prevent algal blooms without using chemicals.

Corporate sponsorship of long-distance relay race in Aichi Prefecture

On December 1, 2007, the Aichi Prefecture organized a long-distance relay race open to the public in the Aichi World Expo Memorial Park to commemorate the second anniversary of the event. Continuing the previous year's efforts, Tokai Rika gave general support to the race as a corporate sponsor. Fifty employees volunteered to assist at the event.



First-leg runners from 63 teams kicked off the event

With a sharp focus on comfort, safety and security, we are working in the three domains where people and automobiles intersect: human/machine interface to accurately relay human commands, security devices to prevent unauthorized access to automobiles and safety systems to protect human lives.

Switch Switch:Human-machine interface

Easy-to-use parts that accurately convey drivers' commands offer precise operability and functional elegance.



Multi-function switches



Push start switch



Steering switch



Electroshifter

Safety Safety systems

Our safety devices protect drivers and passengers in the event of collision. We make full use of dynamic collision testing to achieve high-level safety assurance and also offer functional products that enhance visibility.



Steering wheel



Door mirror with foot lamp



Interior mirror with an integrated electronic toll collection (ETC) terminal



Motorized retractor for pre-crash safety system

Security Security systems

Sophisticated mechanical and electronic anti-theft functions ensure security and ease of use.



Smart key portable device and emergency key



Key-integrated watch



Immobilizer system



Key-holder-type smart key "Welje"

Others Others

Automotive accessories
We propose original designs in wheel covers, emblems, and other products for customization to enhance the appeal of vehicles.



Wheel cover



Hallway smart key



Window lock monitoring system

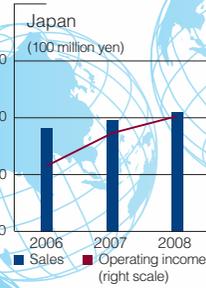
Automotive electronics products
We offer function control and status detection products that support the growth of automotive electronics.

Housing facilities and equipment
Hallway smart keys, window lock monitoring systems, and other products meeting today's housing security needs.

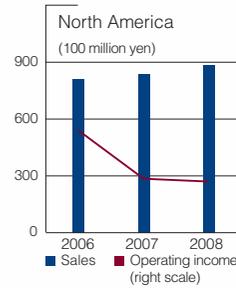
Overseas Business Development

Ever since we established our first manufacturing subsidiary in North America in 1986, Tokai Rika has been expanding its network of facilities from a global perspective. As well as deploying product development systems attuned to the needs of major markets, we are working to optimize our production and quality assurance systems worldwide.

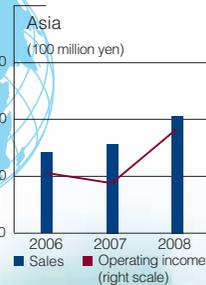
Business Performance by Geographical Region



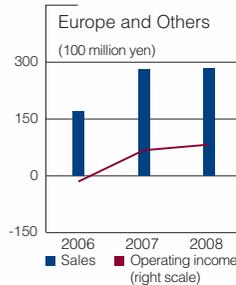
Sales increased as a result of favorable sales of switches, seatbelts, key locks, shift levers and other products owing to an increase in vehicle production by customers and sales expansion efforts. Operating income increased owing to the impact of higher sales and rationalization efforts.



Although sales increased, operating income decreased due to the impact of a spike in the value of the Canadian dollar and other factors.



Sales increased owing principally to higher sales at subsidiaries in China. Higher sales led to an increase in operating income.



Sales increased owing to higher sales at the subsidiary in the Czech Republic and other factors, while operating income increased due to the impact of higher sales and other factors.

Subsidiaries and Affiliates

North America and South America

Business	Description	
1	TRAM, Inc.	North American headquarters, sales of products of subsidiaries in North America, technology development
2	TRMI, Inc.	Production of automotive switches
3	TAC Manufacturing, Inc.	Production of automobile steering wheels, airbags and shift levers
4	TRIN, Inc.	Production of automotive switches
5	Quality Safety Systems Company	Production and sales of automotive seatbelts
6	TGR Technical Center, LLC	Testing and evaluation of safety products
7	TRBR Industria e Comercio Ltda.	Production and sales of automotive switches

China

Business	Description	
1	Tianjin Tokairika Automotive Parts Co., Ltd.	Production and sales of automotive switches, key locks
2	Wuxi Risho Technology Co., Ltd.	Production and sales of automotive seatbelts
3	Foshan Tokairika Automotive Parts Co., Ltd.	Production and sales of automotive switches and key locks

Asia

Business	Description	
1	Shinchang Electrics Co., Ltd.	Production and sales of automotive switches and key locks
2	STF Co., Ltd.	Development and production of electronic units for automotive parts
3	Mindarika Private Limited	Production and sales of automotive switches
4	Rica Auto Parts Co., Ltd.	Production and sales of automotive switches and key locks
5	Tokai Rika Asia Co., Ltd.	Supervision of subsidiaries in ASEAN, R&D
6	TRP, Inc.	Production and sales of automotive switches
7	Tokai Rika (Thailand) Co., Ltd.	Production and sales of automotive key locks
8	Thai Seat Belt Co., Ltd.	Production and sales of automotive seatbelts

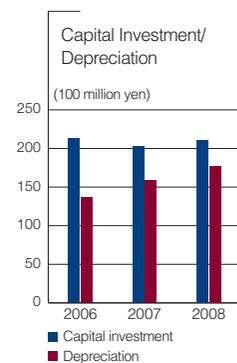
Europe

Business	Description	
1	TRB Limited	Production and sales of automotive switches
2	Tokai Rika Belgium N.V.	Sales of automotive parts
3	TRCZ s.r.o.	Production and sales of automotive parts

Assets

Current assets were 140.4 billion yen, having decreased 5.6 billion yen from the previous year-end. Fixed assets were 130.4 billion yen, having increased 16.5 billion yen. These results were attributable to a 7.5 billion yen decrease in marketable securities and a 16.3 billion yen increase in investment securities, reflecting the greater emphasis on long-term investment in the Company's investment policy.

As a result, total assets amounted to 270.8 billion yen, having increased 10.8 billion yen from the previous year-end.



Consolidated Balance Sheets

	(Millions of yen)	
	(As of March 31, 2008)	(As of March 31, 2007)
ASSETS		
Current assets	140,421	146,097
Cash and cash equivalents	19,695	13,455
Notes and accounts receivable	68,858	69,907
Marketable securities	18,652	26,193
Inventories	22,976	24,476
Deferred tax assets	5,300	5,406
Other current assets	5,068	6,790
Less: Allowance for doubtful accounts	(130)	(132)
Fixed assets	130,452	113,893
Tangible fixed assets	83,974	82,315
Buildings and structures	27,148	24,616
Machinery and equipment	30,782	30,737
Tools, furniture and fixtures	11,517	12,135
Land	9,275	8,883
Construction in progress	5,249	5,940
Intangible fixed assets	2,229	3,872
Goodwill	—	1,951
Software	1,897	1,637
Other intangible fixed assets	332	282
Investments and other assets	44,247	27,705
Investments securities	30,444	14,048
Long-term loans receivable	437	478
Prepaid pension cost	6,353	5,249
Deferred tax assets	5,358	5,895
Other investments and other assets	1,711	2,094
Less: Allowance for doubtful accounts	(59)	(60)
Total assets	270,873	259,990

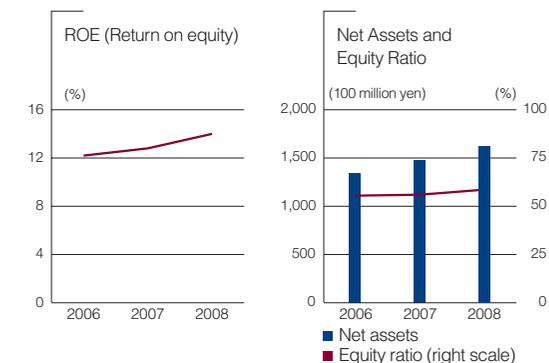
	(Millions of yen)	
	(As of March 31, 2008)	(As of March 31, 2007)
LIABILITIES		
Current liabilities	90,306	93,210
Notes and accounts payable	55,442	58,311
Short-term borrowings	3,842	5,260
Accrued expenses	10,129	9,829
Income taxes payable	4,011	4,303
Accrued bonuses	5,602	4,756
Accrued bonuses to directors and corporate auditors	259	253
Reserve for product warranty	2,889	3,530
Other current liabilities	8,128	6,963
Long-term liabilities	18,616	18,350
Deferred tax liabilities	75	164
Liability for retirement benefits	17,182	16,652
Retirement allowances for directors and corporate auditors	605	570
Other long-term liabilities	753	963
Total liabilities	108,923	111,561
Net Assets		
Shareholders' equity	157,031	139,080
Common stock	22,856	22,856
Capital surplus	25,130	25,110
Retained earnings	116,204	98,899
Less: Treasury stock, at cost	(7,160)	(7,784)
Valuation and translation adjustments	1,666	6,542
Net unrealized gain on available-for-sale securities	1,525	2,351
Foreign currency translation adjustments	141	4,191
Stock acquisition rights	187	43
Minority interests	3,064	2,763
Total net assets	161,950	148,429
Total liabilities and net assets	270,873	259,990

Liabilities

Total liabilities were 108.9 billion yen, having decreased 2.6 billion yen from the previous year-end. This decrease was mainly attributable to a 2.8 billion yen decrease in accounts payable because of a change in payment conditions.

Net Assets

Total net assets amounted to 161.9 billion yen, having increased 13.5 billion yen from the previous year-end. Retained earnings increased 21.2 billion yen as a result of recording of net income and decreased 3.8 billion yen owing to payment of dividends. As a result, the equity ratio increased from 56.0% at the previous year-end to 58.6%.



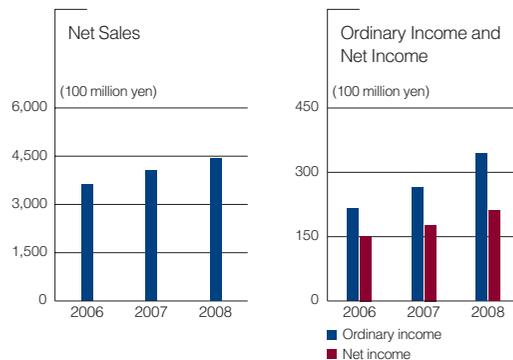
Consolidated Financial Statements

Consolidated Statements of Income

	(Millions of yen)	
	(Year ended March 31, 2008)	(Year ended March 31, 2007)
Net sales	440,001	405,139
Cost of sales	373,099	349,574
Gross profit	66,902	55,565
Selling, general and administrative expenses	33,526	30,665
Operating income	33,376	24,899
Non-operating income	1,928	2,141
Interest and dividend income	829	519
Equity in earnings	451	390
Foreign exchange gain	220	758
Other non-operating income	427	472
Non-operating expenses	890	541
Interest expenses	557	400
Other non-operating expenses	333	140
Ordinary income	34,414	26,500
Extraordinary gains	307	1,179
Gain on sales of fixed assets	10	—
Reversal of allowance for doubtful accounts	10	5
Gain on sales of investment securities	286	—
Patent litigation settlement	—	1,174
Extraordinary losses	2,082	44
Loss on sales and disposal of fixed assets	—	1
Impairment loss	1,925	—
Loss on sales of investment securities	—	42
Loss on valuation of investments in capital	157	—
Income before income taxes and minority interests	32,639	27,635
Income taxes—current	8,946	8,783
Income taxes—deferred	1,237	273
Minority interests in income	1,173	629
Net income	21,282	17,948

Breakdown of Consolidated Net Sales

		(Millions of yen)			
		(Year ended March 31, 2008)		(Year ended March 31, 2007)	
		Amount	%	Amount	%
Automotive parts business	Switches	157,116	35.7%	150,321	37.1%
	Seatbelts	94,421	21.5	83,607	20.6
	Key locks	90,715	20.6	77,689	19.2
	Shift levers	33,675	7.7	27,870	6.9
	Steering wheels	17,032	3.9	16,752	4.1
	Automotive mirrors	15,060	3.4	14,089	3.5
	Exteriors	5,423	1.2	5,336	1.3
	Others	21,129	4.8	22,703	5.6
	Subtotal	434,574	98.8	398,372	98.3
General electrical parts and other businesses		5,426	1.2	6,766	1.7
	Net sales	440,001	100.0	405,139	100.0



Consolidated Statement of Changes in Net Assets

	(Millions of yen)				
	Common stock	Capital surplus	Retained earnings	Treasury stock	Total shareholders' equity
Balance at March 31, 2007	22,856	25,110	98,899	(7,784)	139,080
Changes during the year					
Dividends from surplus			(3,869)		(3,869)
Net income			21,282		21,282
Acquisition of treasury stock				(13)	(13)
Disposal of treasury stock		20		637	658
Other			(106)		(106)
Changes in the items other than shareholders' equity (net)					
Total changes during the year	—	20	17,305	624	17,951
Balance at March 31, 2008	22,856	25,130	116,204	(7,160)	157,031

	Valuation and translation adjustments			Stock acquisition rights	Minority interests	Total net assets
	Net unrealized gain on available-for-sale securities	Foreign currency translation adjustments	Total valuation and translation adjustments			
Balance at March 31, 2007				43	2,763	148,429
Changes during the year						
Dividends from surplus						(3,869)
Net income						21,282
Acquisition of treasury stock						(13)
Disposal of treasury stock						658
Other						(106)
Changes in the items other than shareholders' equity (net)	(826)	(4,049)	(4,875)	143	301	(4,430)
Total changes during the year	(826)	(4,049)	(4,875)	143	301	13,520
Balance at March 31, 2008	1,525	141	1,666	187	3,064	161,950

Consolidated Cash Flow Statements (Condensed)

	(Millions of yen)	
	(Year ended March 31, 2008)	(Year ended March 31, 2007)
Cash flows from operating activities	43,961	28,010
Cash flows from investing activities	(31,784)	(26,777)
Cash flows from financing activities	(5,089)	(8,390)
Effect of foreign currency translation adjustments on cash and cash equivalents	(1,562)	738
Net increase in cash and cash equivalents	5,525	(6,418)
Cash and cash equivalents at beginning of year	29,894	36,312
Cash and cash equivalents at end of year	35,419	29,894

On a consolidated basis, cash and cash equivalents at the end of the year under review amounted to 35.4 billion yen, having increased 5.5 billion yen compared with the end of the previous year.

Cash flows from operating activities

Net cash provided by operating activities amounted to 43.9 billion yen. Cash inflows due to income before income taxes amounting to 32.6 billion yen and depreciation and amortization of 17.8 billion yen exceeded cash outflows due to income taxes paid amounting to 8.9 billion yen.

Cash flows from investing activities

Net cash used in investing activities amounted to 31.7 billion yen. Principal items were purchases of tangible fixed assets amounting to 20.7 billion yen and purchases of investment securities amounting to 24.5 billion yen.

Cash flows from financing activities

Net cash used in financial activities amounted to 5 billion yen, mainly due to dividend paid amounting to 3.8 billion yen.

Non-consolidated Financial Statements

Balance Sheets

	(Millions of yen)	
	(As of March 31, 2008)	(As of March 31, 2007)
ASSETS		
Current assets	101,783	111,121
Cash and time deposits	1,096	732
Notes receivable—trade	599	617
Accounts receivable—trade	61,791	62,695
Marketable securities	18,051	25,921
Finished goods	2,674	2,916
Raw materials	253	319
Work in process	4,355	4,855
Supplies	1,993	1,771
Deferred tax assets	4,222	4,254
Other current assets	7,001	7,092
Less: Allowance for doubtful accounts	(256)	(55)
Fixed assets	114,384	97,835
Tangible fixed assets	50,785	48,257
Buildings	13,555	11,292
Structures	1,691	1,374
Machinery and equipment	18,868	18,265
Vehicles and transportation equipment	70	96
Tools, furniture and fixtures	6,603	6,426
Land	7,389	7,402
Construction in progress	2,606	3,398
Intangible fixed assets	1,759	1,476
Software	1,719	1,436
Other intangible fixed assets	40	39
Investments and other assets	61,839	48,101
Investment securities	24,948	8,724
Investments in subsidiaries and affiliates	18,218	18,787
Long-term loans receivable	7,455	7,857
Prepaid pension cost	6,339	5,248
Deferred tax assets	5,816	5,885
Other investments and other assets	930	1,655
Less: Allowance for doubtful accounts	(1,870)	(57)
Total assets	216,167	208,956

	(Millions of yen)	
	(As of March 31, 2008)	(As of March 31, 2007)
LIABILITIES		
Current liabilities	68,896	72,862
Notes payable—trade	634	1,977
Accounts payable—trade	43,974	46,815
Accounts payable—other	4,924	3,626
Accrued expenses	6,880	6,773
Income taxes payable	3,518	4,058
Consumption taxes payable	545	528
Accrued bonuses	4,998	4,345
Accrued bonuses to directors and corporate auditors	180	168
Reserve for product warranty	2,468	3,409
Notes payable—construction	625	890
Other current liabilities	146	268
Long-term liabilities	18,731	16,175
Liability for retirement benefits	16,318	15,748
Retirement allowances for directors and corporate auditors	428	426
Reserve for loss on business of affiliates	994	—
Other long-term liabilities	990	—
Total liabilities	87,627	89,038
Net Assets		
Shareholders' equity	126,972	117,751
Common stock	22,856	22,856
Capital surplus	25,130	25,110
Capital surplus	25,110	25,110
Other capital surplus	20	—
Retained earnings	86,145	77,570
Earned reserve	3,290	3,290
Other retained earnings	82,855	74,280
Reserve for special depreciation	66	87
General reserve	69,100	59,100
Retained earnings carried forward	13,688	15,092
Less: Treasury stock, at cost	(7,159)	(7,784)
Valuation and translation adjustments	1,380	2,123
Net unrealized gain on available-for-sale securities	1,380	2,123
Stock acquisition rights	187	43
Total net assets	128,539	119,918
Total liabilities and net assets	216,167	208,956

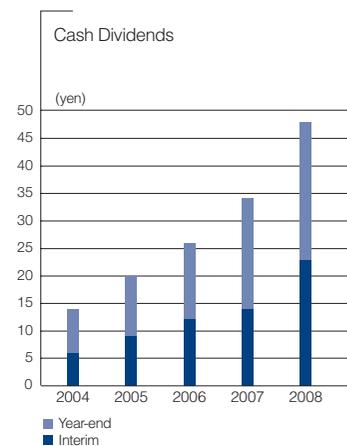
Non-consolidated Statements of Income

	(Millions of yen)	
	(Year ended March 31, 2008)	(Year ended March 31, 2007)
Net sales	322,610	302,376
Cost of sales	275,699	260,544
Gross profit	46,910	41,831
Selling, general and administrative expenses	27,773	25,606
Operating income	19,137	16,225
Non-operating income	5,343	2,955
Interest and dividend income	4,994	2,427
Foreign exchange gain	—	190
Other non-operating income	348	337
Non-operating expenses	924	104
Interest expenses	100	51
Foreign exchange losses	621	—
Other non-operating expenses	202	53
Ordinary income	23,556	19,076
Extraordinary gains	296	1,174
Gain on sales of fixed assets	10	—
Gain on sales of investment securities	286	—
Patent litigation settlement	—	1,174
Extraordinary losses	4,003	—
Loss on valuation of stocks of affiliates	997	—
Provision of allowance for doubtful accounts	2,011	—
Provision of reserve for loss on business of affiliates	994	—
Income before income taxes	19,849	20,250
Income taxes—current	6,829	6,854
Income taxes—deferred	574	442
Net income	12,445	12,954

Year-end Cash Dividend

At the 61st annual general meeting of shareholders held on June 19, 2008, the Company's proposal to pay the year-end dividend to shareholders on the record date of March 31, 2008, was approved.

1. Year-end cash dividend: 25 yen per share
2. Effective date (Date on which payment of year-end dividends starts) : June 20, 2008



1. Total number of shares

Total number of shares authorized to be issued	200,000,000
Number of shares issued and outstanding	94,234,171

2. Number of shareholders

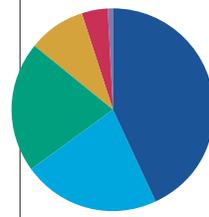
6,899

3. Major shareholders (Top 10)

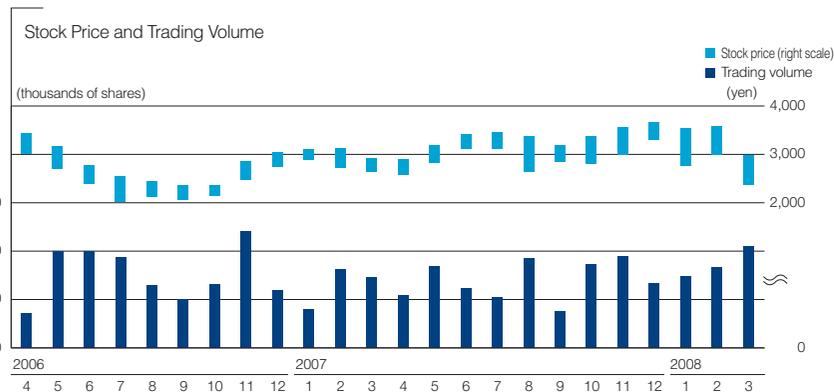
Shareholder	Number of shares (thousands of shares)	Equity participation (%)
Toyota Motor Corporation	29,367	31.16
Denso Corporation	6,814	7.23
Japan Trustee Services Bank, Ltd. (Trust Account)	4,998	5.30
The Master Trust Bank of Japan, Ltd. (Trust Account)	3,880	4.11
State Street Bank and Trust Company	2,400	2.54
The Dai-ichi Mutual Life Insurance Company	2,375	2.52
Morgan Stanley & Co., Inc.	1,063	1.12
Pictet & Cie	1,011	1.07
Aioi Insurance Co., Ltd.	730	0.77
Goldman Sachs International	728	0.77

Note: The Company holds 3,978 thousand shares of treasury stock but is excluded from the major shareholders listed above.

Composition of Shareholders by Shareholder Type



Corporations in Japan	43.1%
Foreign entities	21.9%
Financial institutions	20.9%
Individuals	9.3%
Treasury stock	4.2%
Securities firms	0.6%



President

Kiyoshi Kinoshita

Executive Vice President

Kenichi Kinoshita

Executive Vice President

Takaoki Tsuchiya

Executive Vice President

Shigeru Kato

Senior Managing Director

Yoshiteru Sasaki

Senior Managing Director

Takafumi Mizuno

Senior Managing Director

Kiyoshi Tsunekawa

Managing Director

Takashi Kawaharazaki

Managing Director

Makoto Goto

Managing Director

Hitoshi Iwata

Managing Director

Mineo Hattori

Managing Director

Shoji Ishida

Director

Yutaka Yamauchi

Director

Tadanao Hamamoto

Director

Hitoshi Hirano

Director

Ikuzou Kojima

Director

Mikihiro Mori

Director

Yoshiaki Hirai

Director

Kenji Kawaguchi

Director

Hiroyuki Nakamura

Director

Tadashi Wakiya

Director

Kouji Buma

Full-time Corporate Auditor

Kazuhisa Kubota

Full-time Corporate Auditor

Hiroshi Nishio

Corporate Auditor

Yoshio Uesaka

Corporate Auditor

Yasuhiko Ichihashi

Corporate Auditor

Shinji Shirosaki

Paid-in capital: 22.8 billion yen

Number of 14,776 (consolidated)

employees: 5,681 (non-consolidated)

Head office: 3-260 Toyota, Oguchi-cho, Niwa-gun, Aichi 480-0195, Japan
Tel: +81-587-95-5211

Main plants and offices: Head Plant, Nishibiwajima Plant, Toyota Plant, Otowa Plant, Hagi Plant (These 5 plants are in Aichi prefecture)
Tokyo Office (Yokohama), Osaka Office (Osaka), Hiroshima Office (Hiroshima prefecture)
Tohoku Technical Development Center (Yamagata prefecture)

Tokai Rika Website (relaunched on April 1, 2008)

The Tokai Rika Website provides a range of information on the Company. Public notices are also posted on the website. We encourage you to visit it.

<http://www.tokai-rika.co.jp/>



Shareholder Information

Business year	From April 1 to March 31 of the following year
Annual general meeting of shareholders	June
Record date for distribution of surplus	Year-end dividend: March 31 Interim dividend: September 30
Number of shares constituting one unit of stock	100 shares
Stock code	6995
Registration of transfer of shares	
Transfer agent	The Chuo Mitsui Trust and Banking Co., Ltd. 3-33-1 Shiba, Minato-ku, Tokyo
Agency administration office	Stock Transfer Agent Department, Nagoya Branch, The Chuo Mitsui Trust and Banking Co., Ltd. 3-15-33 Sakae, Naka-ku, Nagoya 460-8685, Japan Tel: 0120-78-2031 (Toll free in Japan)
Intermediary offices	Head office and branch offices of The Chuo Mitsui Trust and Banking Co., Ltd. in Japan Head office and branch offices of Japan Securities Agents, Ltd.
Listing stock exchanges	Tokyo Stock Exchange, Nagoya Stock Exchange
Method of public notice	Electronic public notice If electronic public notice is unavailable, the Company shall post a public notice in the Nihon Keizai Shimbun. (Public notices will be posted on the following website) http://www.tokai-rika.co.jp/

Notice:

1. Purchase and sale of shares constituting less than one trading unit

Any request for purchase and sale of shares constituting less than one trading unit (1-99 shares) will be handled by a handling office or a liaison office of the transfer agent.

2. Receipt of dividend payments

Dividends can be paid directly by electronic transfer into a bank account or an account with Japan Post Bank (ordinary savings account). Shareholders with a Japan Post Bank account wishing to receive stock dividend payments into that account by electronic transfer are requested to fill out the enclosed account designation form.

3. Requests for forms

Requests for paper forms necessary for change of address, for a request for purchase of shares constituting less than one trading unit, for a request for registration of transfer of shares, or designation of account for remittance of dividends can be made using the toll-free telephone number or website of the transfer agent, The Chuo Mitsui Trust and Banking Co., Ltd.

- Toll-free number: 0120-87-2031 (24 hours, automated voice guidance)
- Website: http://www.chuomitsui.co.jp/person/p_06.html