

Tokai Rika will grow into A Global Enterprise, Anticipating Future Expectations.

For over fifty years, since our company's establishment, through the support of our customers, Tokai Rika has progressed in enlarging our business scope and arenas and succeeded in our overseas expansion efforts.

However, the environment that surrounds us is going through great change. We are facing a period of intense competition seeking new markets while preserving the environment, living in harmony with society, keeping up with the global economy and pursuing true affluence for all people. We consider this transitional period as a perfect opportunity to establish our goals for flexible and innovative management with a clear vision.

Tokai Rika believes it is crucial to meet expectations from our stakeholders who have a direct and indirect interest in the company – customers, suppliers, stockholders, local communities and Tokai Rika Associates – by encompassing the entire world into our vision. Therefore, we have established the theme of the **TOKAI RIKAI 2010 VISION** as "*A New Flight to the World, Anticipating Future Expectations*". Based on this vision theme, Tokai Rika will continue to grow further as a global organization.

During the first decade of the 21st Century, Tokai Rika will set sail on the dynamic currents of the new era with new viewpoints and concepts.

Tokai Rika Group's Business Philosophy is:

- To create products to satisfy customers and to contribute to a higher quality of life.
- To build an energetic and promising business organization by nurturing the spirit of originality, enthusiasm and innovative challenges.
- 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.



Prospects for the New Era

Automotive Industry

Competition will become more intense through the use of global strategies.

More consideration of the environment, trade friction and social infrastructure will be required.

The next generation traffic system will evolve.

Technology and Development

The IT revolution will have an enormous impact. Environmental, energy and bio-technology will advance.

Joint development and collaborations will be more common.

Customers and Users

Environment, safety, comfort, information and price will be the five main themes.

More partnerships and restructuring for optimum global purchasing, production and distribution will be expected.

Values and needs will be more diverse: the focus will shift to the inherent nature and value of automobiles.

Global and Japanese Economies

The market economy will become more global: Economic differentials will become greater.

Asia, Central and Eastern Europe, and China will be developing economic centers.

Tokai Rika Group Associates

Structural reform for globalization will be realized.

Management will focus on and recognize individual competence.

Open and fair corporate culture and self-realization will be more encouraged.

Society/Life

World population will increase: Food crises and ethnic conflicts will become more serious.

A Low birthrate and an aging society will lead to structural changes in labor and social security.

Society will move away from a "group dynamic" toward more of a "individualistic dynamic".

Global Environment

Environmental management will be firmly established.

The use of environmental pollutants will be reduced: Recycling and reuse of resources will be more actively pursued.

Environmental and energy-related costs will increase.

