



**TOKAI RIKA**

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**2010 VISION**

# 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 RIKA 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.

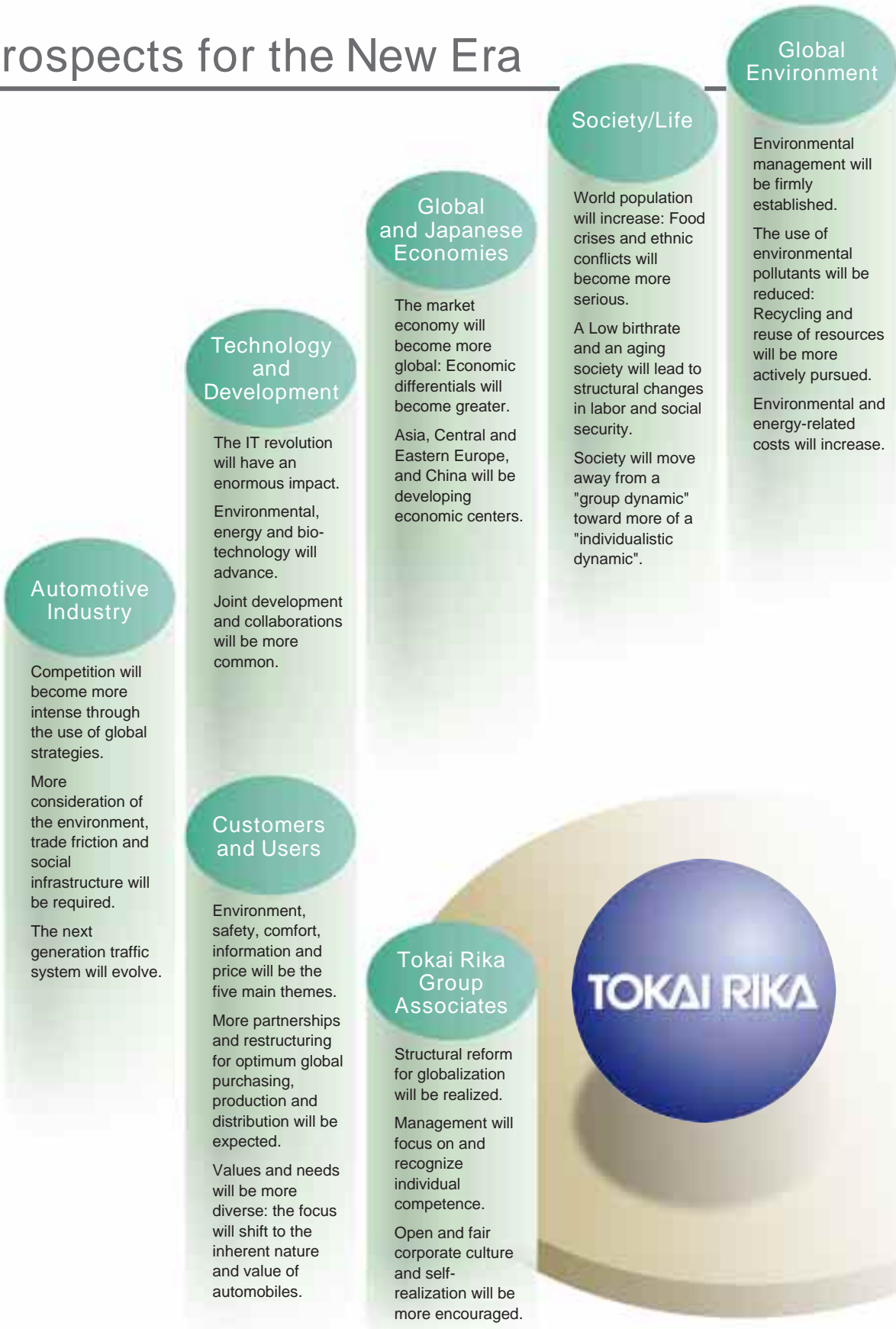
During the first decade of the 21<sup>st</sup> Century, Tokai Rika will set sail on the dynamic currents of the new era with new viewpoints and concepts.

## Tokai Rika Group's Business Philosophy is:

- To create products to satisfy customers and to contribute to a higher quality of life.
- To build a youthful 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



***"A New Flight to the World,  
Anticipating Future Expectations"***  
Tokai Rika seeks new growth  
at the outset of the 21<sup>st</sup> century.

Tokai Rika's mission is *to contribute to a higher quality of life by creating products that satisfy our customers.*

Further progress of the global market economy in the early 21<sup>st</sup> century perfectly coincides with our mission, *to provide our customers in the world with the best products.* Furthermore, harmony and the contributions required by the new era will be transformed into our focus, that is *to build up an enterprise that anticipates future expectations from all of the stakeholders.* This is why we have defined "*A New Flight to the World, Anticipating Future Expectations*" as our vision theme toward the Year 2010.

We will commit to expanding our business in the world and growing into a global enterprise that positively affects people all over the world and then brings satisfaction to ourselves.

# 2010 Vision

## A New Flight to the World

Provide more customers in the world with better products by better methods



## Anticipating Future Expectations

Positively effect people

### Expectations from Users

Comfortable and pleasant products  
Prices that match product values

### Expectations from Customers

Attractive products at attractive prices  
Quick response and increased confidence

### Expectations from TR Group Companies and Associates

Well-defined individual roles that enhance the company's growth  
Individual growth and self-actualization

### Expectations from Suppliers

Well-planned strategies for business growth  
Appropriate evaluation of added values and contributions

### Expectations from Stockholders and Interested Parties

Growth and stability

### Expectations from Society and Local Communities

Harmony with and contribution to society and local communities

We will realize our visions of  
*Business, Infrastructure and Culture.*  
Our keywords are  
*Growth, Harmony and Autonomy.*

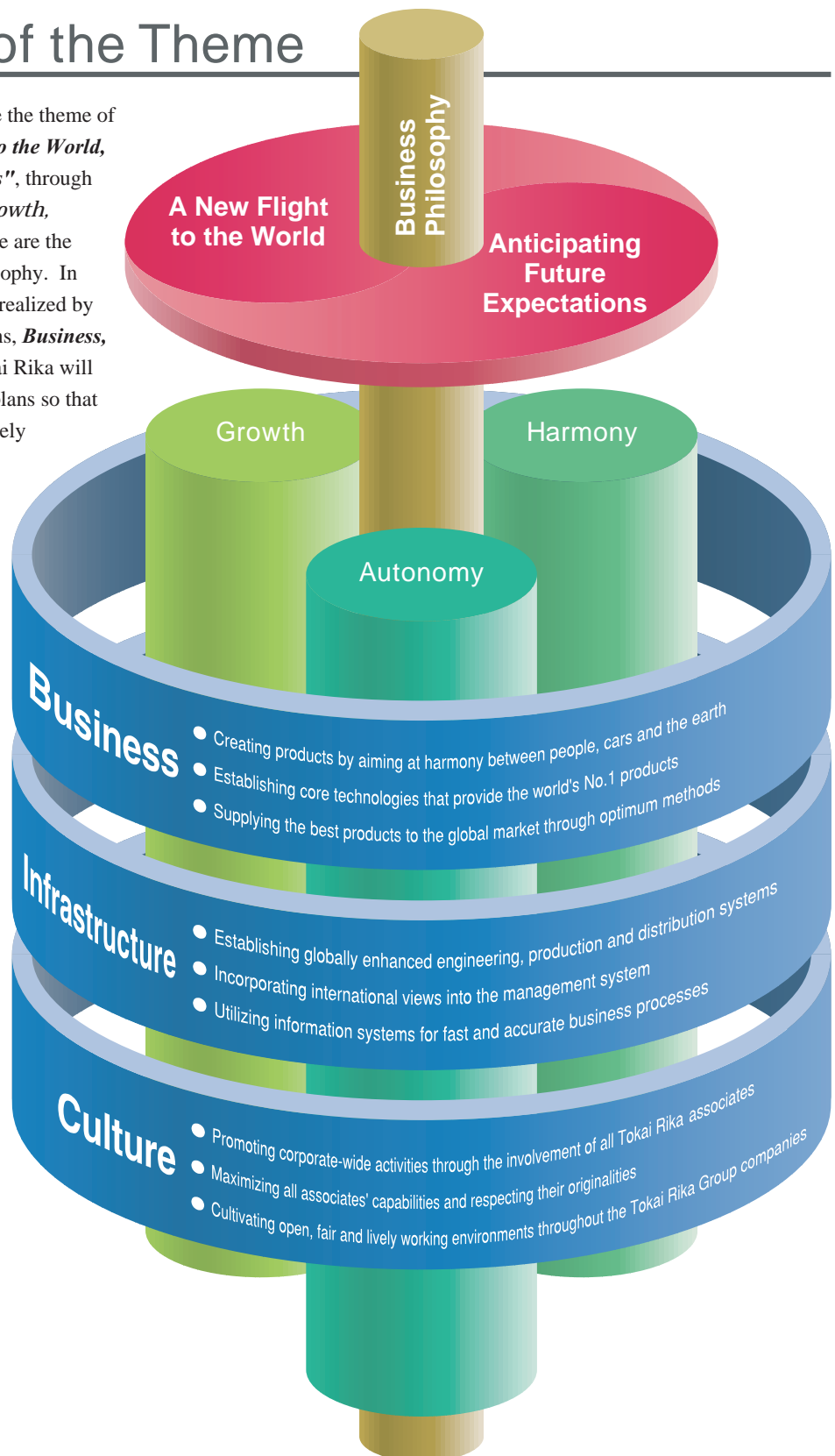
Tokai Rika will accomplish our vision theme, “*A New Flight to the World, Anticipating Future Expectations*”, based on our business philosophy. In order to meet larger expectations in a global economy, we will continue to make efforts to achieve further *growth*. Meanwhile, anticipating more expectations from people in more regions and fields, we will also focus on activities that respect *harmony*. The bridge that will link the two keywords of *growth* and *harmony* is *autonomy*. *Growth, harmony* and *autonomy* are the key elements for realizing our vision theme.

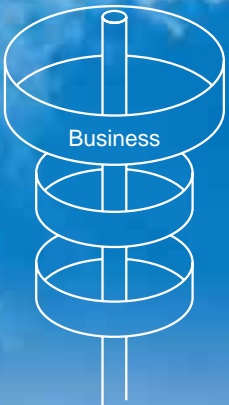
We will provide the fruit of our efforts to the world through creative *business* activities. To gain a trust from the world, we will reform our corporate *infrastructure* that is indispensable for *business* activities.

Through effectively utilizing the corporate *infrastructure*, we will establish and value *culture* that leads to the satisfaction of each associate of Tokai Rika. We will pledge our best efforts to realize our visions of *business, infrastructure* and *culture*.

## How to Succeed in the Realization of the Theme

The Tokai Rika Group will realize the theme of the 2010 Vision, "*A New Flight to the World, Anticipating Future Expectations*", through the three keywords, which are *Growth*, *Harmony* and *Autonomy*. These are the foundations of our business philosophy. In addition, this 2010 Vision will be realized by filtering its theme into three visions, *Business*, *Infrastructure* and *Culture*. Tokai Rika will develop and proceed with action plans so that these three visions will be effectively united and positively interact for the ultimate success.

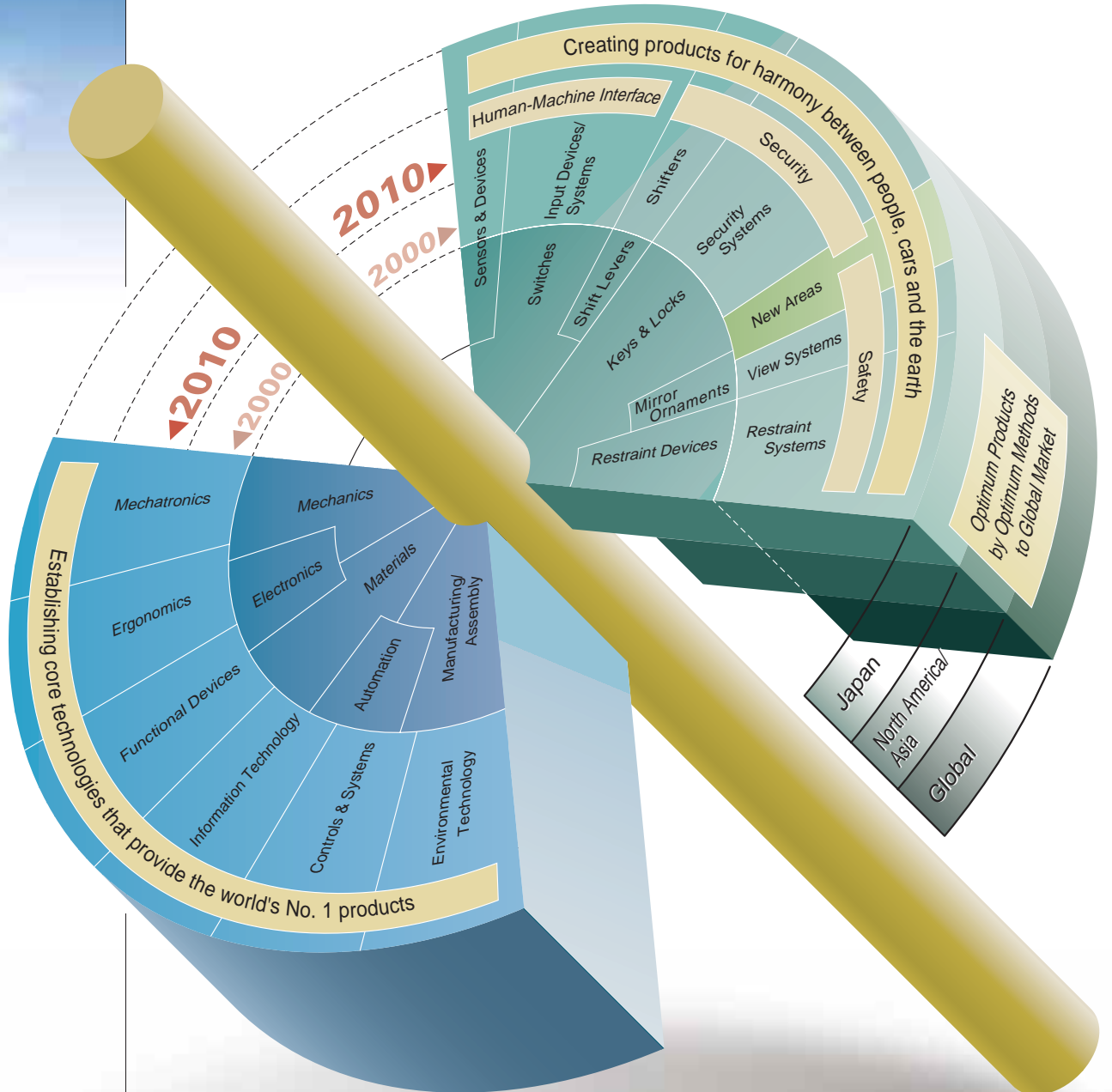




# Business Vision

Product, Technology and Market Prospects  
Business Directions  
Corporate Image

## Product, Technology and Market Prospects



## Business Directions

### Business Areas

Tokai Rika will elevate our three major product lines, Input Systems, Security Systems and Restraint Systems, up to the world class level. Additionally, we will boldly step into new areas by capturing changes in trends of products and markets.

### Competence

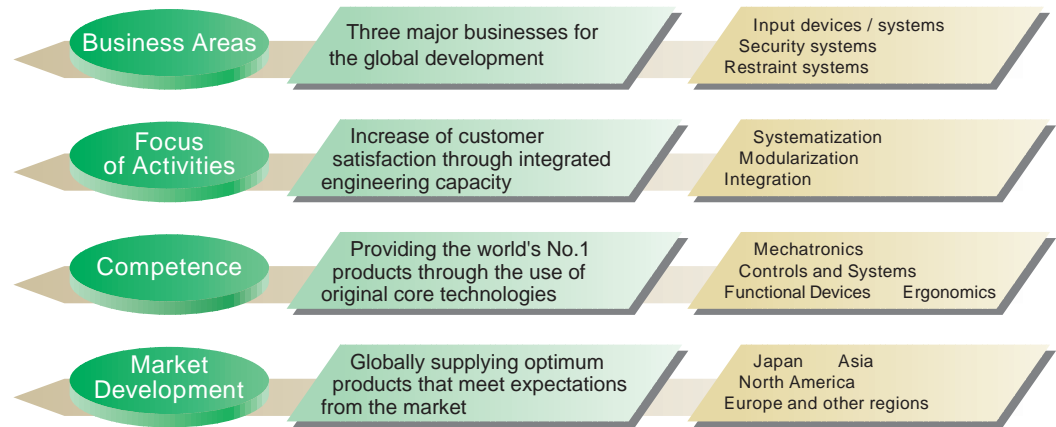
We will strengthen our core technologies centering on the areas of Human-Machine Interface, Security and Safety, to become the leader of our time and gain the fullest confidence of our customers.

### Focus of Activities

In order to move forward with total optimization, we will focus our concentration on development of and proposals for systematization, modularization and integration.

### Market Development

Having bases in the four Polar Regions, Japan, North America, Asia and Europe, we will develop markets in other regions as well, considering the balance between both global standards and locally customized products.



## Corporate Image

### Supplying the Market of the Future

As manufacturing professionals, we will promote advanced development and provide products for the market of the future. Tokai Rika will always be ahead of our time in providing new products for the global market.

### A Forward-Thinking Organization

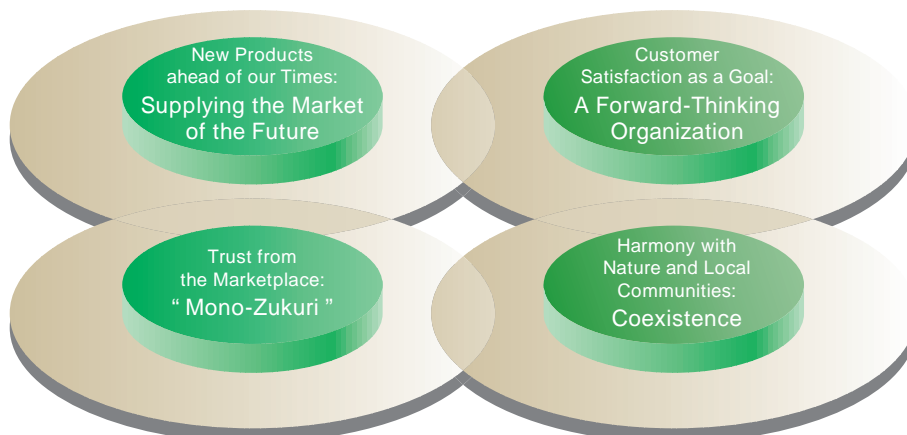
We value dialogues with our customers. By making proposals and suggestions that exceed the current requirements, we will become a forward thinking organization, with the customers' complete satisfaction as our goal.

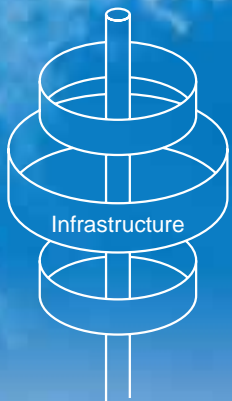
### “Mono-Zukuri”

We appreciate the progress of engineering and technology, always keeping in mind the spirit of “*mono-zukuri*” - the fundamentals of production, and we will gain strong trust of the marketplace.

### Coexistence

We will continue to research and consider the preservation of the global environment and the welfare of people all over the world. We will coexist with the rest of the world, living in harmony with nature and various local communities.





# Infrastructure Vision

Functional Processes  
 Organization/Management  
 Information  
 Human Resources

## Functional Processes

### Engineering and R & D

We will enhance our planning and development capabilities and our base technologies as a specialized manufacturer. In addition, we plan to organize global engineering collaborations that effectively promotes system/module development.

### Production/Purchasing

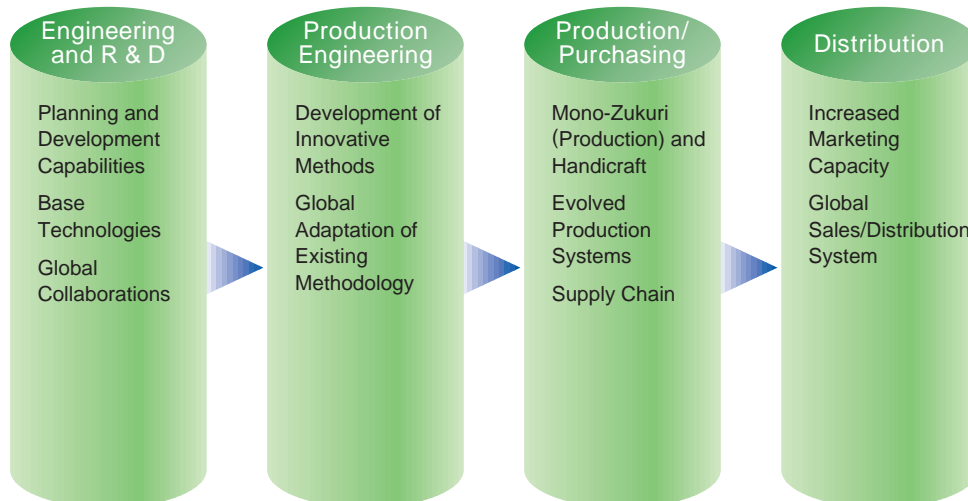
We value our tradition which is “*mono-zukuri* (production) and handicraft.” We will focus on the development of “production systems that continues to evolve” corresponding to technology/information innovations. We will also establish effective supply chains according to the global trend.

### Production Engineering

In order to manufacture innovative new products and low-priced goods, we will enhance our development capability for innovative methods in a way that synchronizes with product development. In addition, we will globally adapt the best existing methods in the Tokai Rika Group.

### Distribution

We will enhance our marketing capacity by focusing on our users. In addition, we will plan business operations that are global and quick, and establish an optimum distribution system.



## Organization/Management

Our goal is to establish an effective global management system. We will create a flexible and dynamic management system, which is quick in making decisions and taking actions. For this purpose, we will develop a streamlined and open-to-all organization with clear authorities and responsibilities.

## Information

For business process innovations, we will construct an information system utilizing advanced IT. We will enhance TOKAI RIKA information systems that support quick and accurate decision-making, and organize internal and external networks that support effective and smooth business operations.

## Human Resources

We plan to construct a personnel system that positively utilizes the visions and capabilities of associates, and to nurture professionals gifted with various types of originality and a sense of balance. We will train and utilize people with international minds and creativity at every business site in Japan and overseas.



# Culture Vision

Corporate Image  
Image of Our Associates  
Areas of Activity

## Corporate Image

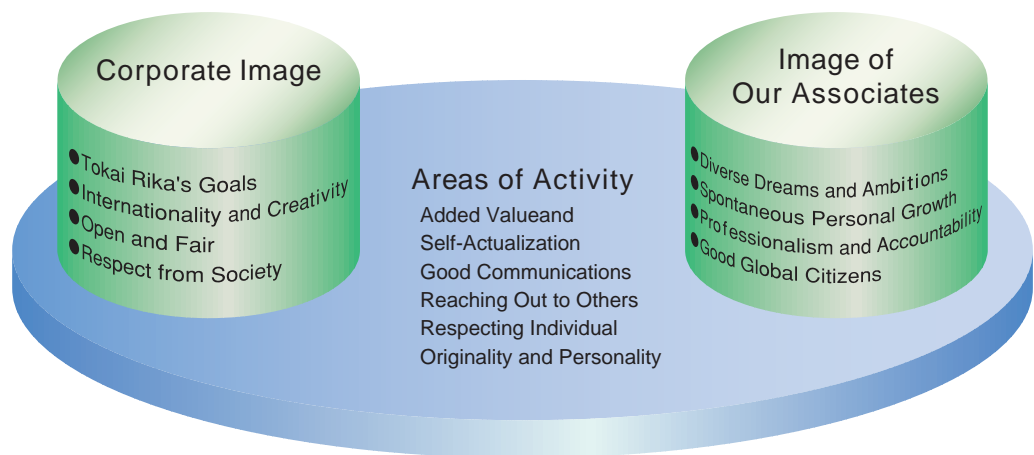
We will continue to make challenges in the global arena. We will maintain harmony with the environment. We will respect local cultures, strive to interact and communicate with all stakeholders and become a dynamic enterprise by sharing our goals with all associates of the group.

## Image of Our Associates

Every individual in the group will have his or her own dreams and ambitions, try to educate themselves, and develop professional skills and creativity. At the same time, they will be all internationally minded, respect one another and become better global citizens.

## Areas of Activity

What we consider important are added value and self-actualization. We respect individual originality and personality, and encourage everyone to reach out to one another for mutual support while acting within their areas of responsibility.



## Toward Realization

We are at the turning point of industrial and economic structures, and in a period of intense competition. **TOKAI RIKAI 2010 VISION** is a policy to be shared among all associates of the Group as we face new challenges at the outset of the 21<sup>st</sup> century in order to grow further and to **“A New Flight to the World.”**

Through active communications, all associates of the Tokai Rika Group will reflect this vision onto a continuous planning system, and develop it into effective business operations. In order to look at the business operations from global viewpoints and to achieve our various goals, the corporation and companies, various divisions, regions and associates must all reach out to one another for mutual support.

There is a great possibility for us in **“A New Flight to the World, Anticipating Future Expectations.”** We pledge to realize this possibility through our own efforts.



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