

Tokai Rika Report 2017 Third-party Opinion

Developing human- and environmentally-friendly products while continuing to advance

Nowadays, vehicles are essential in our daily lives. Therefore, it is necessary to solve basic matters regarding driving operability, while also developing leading-edge technology such as autonomous driving. Your initiatives regarding these could be understood from reading various parts sections of the Tokai Rika Report 2017. With regard to autonomous driving, through the "Future Cockpit" (Special Feature 1), which will give us a feeling of comfort as though human and vehicles were one, the article reports how you are communicating your image of autonomous driving in the near future to your many stakeholders. With regard to driving operability, one example that is given is the pursuit of product comfort in the "shift levers." I believe these are initiatives that could only be pursued by Tokai Rika, which develops products that are not only safe and offer peace of mind, but also get close to people.

Furthermore, in the environmental report, an attitude of never neglecting to take the environment into consideration is maintained throughout, starting from the development phase of your products. Some specific examples are improvements in fuel efficiency through weight saving with the "touchpad," and the reduction of environmental load achieved by changing the material for the "emblem."



Fulfilling workplace environments and a wide variety of social activities

With regard to the social report, from the perspective of "creating workplaces" for example, I can see that the "rate of taking annual paid leave" is high, and that an environment is in place in which employees can actively use the "child care and family care" system. The "proportion of female employees" is at a high level within the automotive industry, and I felt that, from the perspective of diversity, making the most of females' sensitivity and ability in business will receive very positive recognition. In addition, the message that Tokai Rika wants to be connected to and exist in harmony with society in various ways comes across through your

contributions to local communities, such as interactions with people with disabilities and children, and your international contributions through the endowment by means of the "Charity Healthy Menu." I anticipate that your social activities, including your setting and management of KPIs (key performance indicators), will continue to be enhanced more and more in the future.

Pursuing the concept of "Touch people, and interact with people"

Through the report, I wondered whether the concept of "Touch people, and interact with people," which I got a strong sense of from Tokai Rika's product development and social/environmental activities, could be expressed concretely by using a diagram with numerical values. There will surely be sensation and excitement when you touch the "touchpad" or the "steering wheel." Furthermore, I think there could be many opportunities to interact with people not only through environmental preservation activities, but also through workplace environments that are easy to work in and a wide range of social activities. It is a difficult request, but if the sensations of touching and interacting could be visualized in a way in which they will be easily communicated, I wonder if the appeal of Tokai Rika would be communicated to stakeholders all the more deeply.

Finally, your company reported the financial information together with the non-financial reports for the first time in the 2017 version. That marked the first step as an integrated report, and I anticipate that both the activities and the reporting will continue while the relationship between social and environmental activities and business grows ever deeper.



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Associate professor in the Faculty of Human Informatics, Aichi Shukutoku University. After completing a doctoral course at the Graduate School of Human Sciences, Osaka University and working in positions such as visiting researcher at Toyota Central R&D Labs., Inc. and lecturer at the Faculty of Human Informatics, Aichi Shukutoku University, Professor Takahara took up her current post in April 2016. Ph.D. (Human Sciences). She conducts research into changes in cognitive functions that accompany aging, and research in which she analyzes elderly drivers' driving behaviors and verifies the factors behind them.

Our response to the third-party opinion

Our company has long been working on the theme of manufacturing people-friendly products that connect people and vehicles. We are extremely grateful for the recognition with regard to these initiatives that we have received from Professor Takahara, who has a profound knowledge of this field.

The automotive industry is now entering a period of innovation, and competition that will not be confined to conventional frameworks is starting to emerge. Even in a situation such as that, we will continue to contribute to society by providing better products while regarding caring about people and getting close to them as the most important things when it comes to product manufacturing.

In addition to conventional environmental activities and social activities, the report for this fiscal year includes financial information in the form of business activity, and the title has been changed to "Tokai Rika Report." As Professor Takahara has also pointed out, we will keep working to gain further trust and expectations by enriching the content and communicating our various initiatives in a way that will make them easy for all our stakeholders to understand.



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