

## Entrepreneurship that has been passed down for 70 years

Tokai Rika is founded on the entrepreneurship that encourages the company to "do what other people don't do," toward a society where people and vehicles exist together in harmony. The company continues to launch excellent products that meet social needs, and has reached the 70th anniversary of its foundation. The detailed processes are described graphically as the development of their products and areas of business in the "Special Feature" in the 2018 edition. I can confidently say that these explanatory diagrams will convey the wide range and height of their technological capabilities to many stakeholders.

From the introductions on the latest technologies and products, not only did I feel the unbending spirit for improving existing products (example: Touch Pad with curved surface), but I also noticed the spirit of challenge to actively reach out and understand the needs of society and propose new products (example: virtual key for sharing services). These are proof that the corporate philosophy based on entrepreneurship still pervades among the employees even after 70 years. This will have stakeholders expecting that the company will continue to give form to "comfort, safety and security" in the years to come.

## Careful, detailed human resources development and sustainable environmental management

It is always essential to have competent human resources behind excellent products and activities. The 2018 edition reports initiatives related to work-life balance (example: providing childcare when working on a holiday) as well as solid initiatives regarding human resources development. The work-life balance initiatives motivate employees by providing a sense of fulfillment and reward in their job, and by supporting human resources management.

With regard to environmental initiatives that are promoted by these human resources, the ambitious target of halving CO<sub>2</sub> emissions by 2050 and the concrete plans and methods to realize it are clearly stated.

As an example of its activities, the company



provided opportunities to share information regarding energy saving in production processes within the company in the form of an energy saving exhibition. The shift to renewable energy was analyzed with a focus on the introduction of solar panels and through demonstration experiments on the advantages and disadvantages of each panel material. I could see how they are working steadily in order to achieve their goals.

## Interest from society and stakeholders and reports on compliance activities

Compliance (with laws and regulations) is an activity that society in recent years has taken a high interest in, and I think it is very important for companies to clarify their initiatives, including education as well as systems for compliance. The 2018 edition not only illustrates the systems, but also clarifies the roles of each job grade. In addition, the information security activities are detailed and easy to understand. I hope that Tokai Rika will continue to reach out and understand the demands from society and stakeholders and report on what kind of specific measures it is taking in a detailed manner.

As a whole, business, social, and environmental activities are reported in a balanced manner, and I think the report will have people feeling that the company is creating a diversity of kinds of value on the basis of financial and non-financial capital. I expect the company to keep providing sincere and easy-to-understand reports that show an awareness of stakeholders.



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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

I am grateful that we received Professor Takahara's opinions following on from last year. I'm very happy to say that our company is celebrating the 70th anniversary of its foundation this year. However, the automobile industry is facing a period of change of a kind that is said to occur once in a century. In order to respond to the transformation in automobiles caused by new technologies such as automated driving, electrification, connected cars, and car sharing, we are focusing on developing next-generation products that provide a higher level of "comfort, security and safety" while continuing to value our entrepreneurship. Also, toward the target of halving CO<sub>2</sub> emissions by 2050, we will work to minimize energy use and shift to renewable energy in a planned manner. In addition, in order to develop and secure human resources and improve the quality of labor, we will continue to develop a better working environment. We will keep reaching out to understand demands from society and stakeholders, and in order to convey our wide range of initiatives in a concrete and easy-to-understand manner, we will strive to further enhance the content of this report, so as to obtain their greater trust and have them expect even more of us.



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