IR TOKAI RIKA

Tokai Rika's

Value Creation Process

Tokai Rika is contributing to the creation of an abundant society with vehicles through the manufacturing of products that create interaction and communication between people and vehicles, such as secure security parts that protect vehicles as assets, safety products that protect people's lives safely, and human interface parts that comfortably communicate people's intentions to their vehicles.

Furthermore, we declare our business philosophy of working in harmony with nature and society, and also place great importance on initiatives aimed at the environment and society.

With "Speed, Action & Follow-Through" as its motto,

the Tokai Rika Group is striving to increase its corporate value by fulfilling its social responsibilities, for example with regard to legal compliance and social contribution. At the same time, each and every one of us is striving for higher quality and more advanced technology.

Appeals from society and issues

Global warming Air pollution

Aging society with declining birth rate

Diversification of consumption and lifestyle behaviors

> Change in vehicles

Automation AI/IoT

Management Capital

Financial capital

A+ Rating Total capital

22.8 billion yen

Production capital

Bases

10 domestic locations 24 overseas locations Capital expenditures 23.0 billion yen

Intellectual capital

R&D expenses 28.1 billion yen Number of patents held 2997

Human capital

Number of non-consolidated employees 6.259 people

Number of consolidated employees 19,452 people

Business Philosophy

- 1. To create products to 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.



Tokai Rika's Strengths

Technology Development Ergonomics/Design Engineering

Input-sensing Technology Input-feedback Technology Safety Technology Communication/Encryption Technology

Production Technology

Tool and Die Technology Development Materials Development Production Equipment Development Manufacturing Technology

Capitalize value

Products and Services

(Output)

Human Interface Systems









Security Systems







Remote Key & Receiver

Safety Systems



System (transmitter)









Steering Wheel

Electronics







Ornaments







Application Products



A Touch-Sensitive Anti-Theft Flectric



Window Lock

provided to society

Value Provided to Society

Financial capital

- ROE 6.6% • Operating income ratio
 - 4.5%
- Dividend 62yen



Employees

- Thorough implementation of safety first and promotion of health
- Development and acquisition of human resources and improvement in labor quality Activities as a corporate citizen and the
- maintenance and construction of healthy employer-employee relationships

Customers

- Provision of comfort, security, and safety
- Improvement of quality
- Awards from customers



Suppliers

 Strengthening cooperation with suppliers



Local communities

- Planning and promotion of social contribution activities as a business organization
- Social participation activities conducted by employees
- Support and awareness for volunteer activities



Environment

- Reduction of greenhouse gas and CO₂
- Reduction of environmentally hazardous substances in production activities
- Reduction of waste in production activities and efficient use of natural resources
- Reduction of the use of water in production activities



Tokai Rika Report 2020 Tokai Rika Report 2020