

Mid-Term Business Plan

TRV 2030 (summarized version)

FY 2025 to FY 2030

May 29, 2025
TOKAI RIKA CO., LTD.

Securities Identification Code: 6995



Review of the 2022 Mid-Term Business Plan

Earnings targets

FY 2025 targets and results

FY 2025 targets in
FY 2022 mid-term
business plan

FY 2024
results

Consolidated
net sales

520 billion
yen

617.6 billion
yen

Target
achieved

Operating
income

25.0 billion
yen(4.8%)

35.4 billion
yen(5.7%)

Target
achieved

ROE

8%

8.8%

Target
achieved

Review

- **Cost planning strengthened, progress made toward further rationalization and sales expansion.**
- Reduction in switches less extensive than expected.
- Effective measures applied to offset base salary increases and inflation.
- External factors such as exchange rates.

FY 2025 targets achieved one year early.

Remaining issue: Higher fixed costs

- Development and production preparation costs for higher than expected orders generated by sales expansion.

- Advanced investment for next-generation products and breaking into new business areas.

→ **Ensure advanced investment leads to results.**

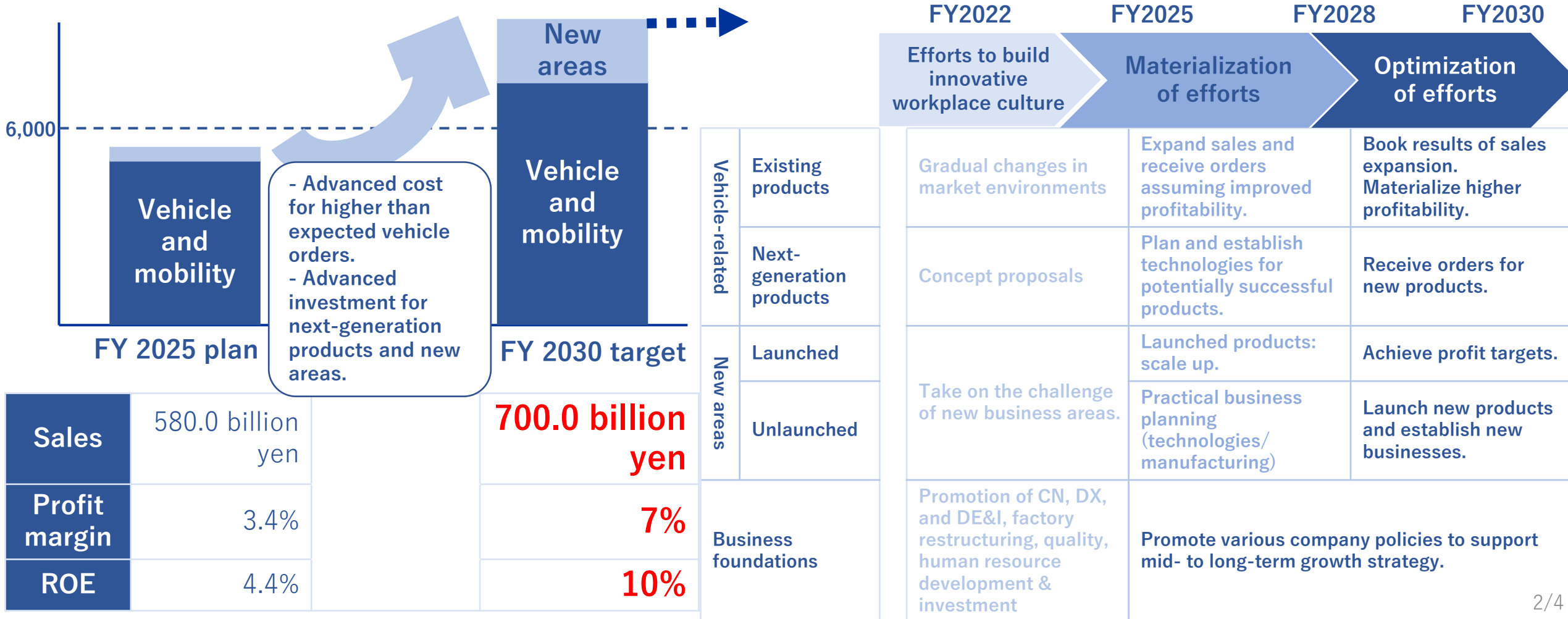
FY 2025 targets achieved earlier than planned.

Tokai Rika Vision (TRV)

1. Targets

By FY 2030...

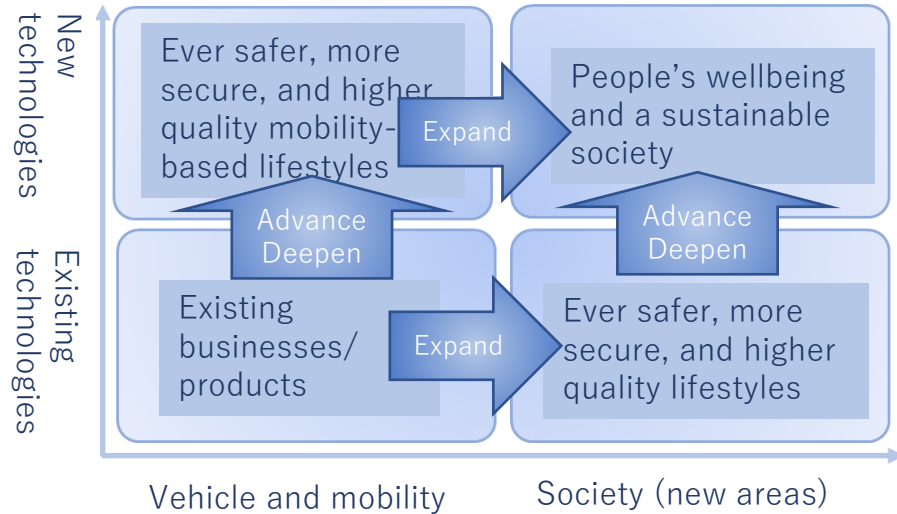
- Achieve targeted earning capacity (capital efficiency).
- Continue building a corporate culture, business foundations, and systems capable of maintaining this earning capacity (capital efficiency).



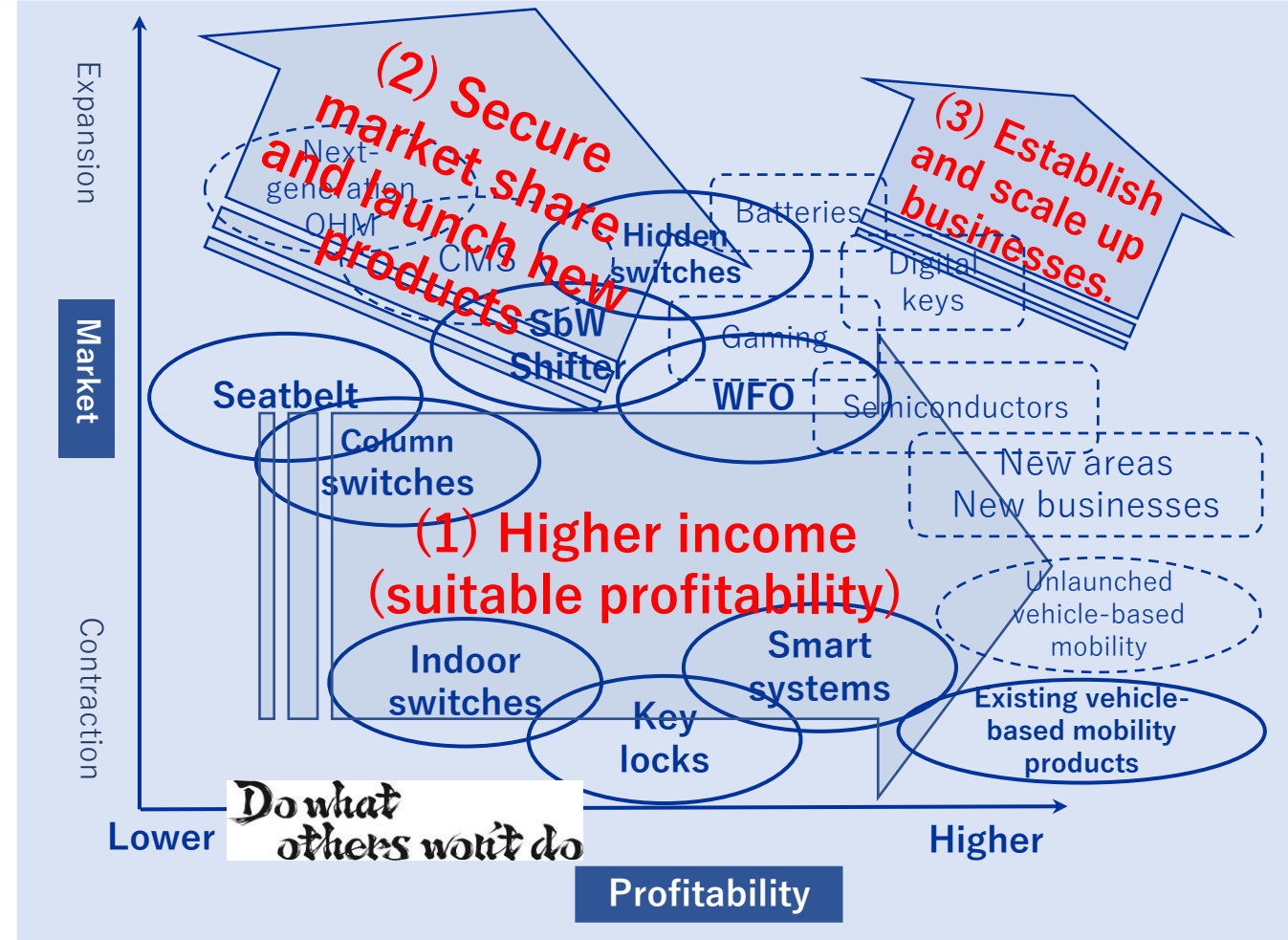
Build business foundation capable of continuing earning capacity and capital efficiency, create tangible next-generation products and new businesses and strengthening shareholder returns.

Tokai Rika Vision (TRV) 2030

2. Growth strategy



Add **market growth** as a strategic axis to the four quadrants of our growth strategy.



Strategy for 2030 and beyond: **secure suitable income** from products that are likely to contract, while **securing market share and establishing businesses** for products and businesses that are likely to expand.

Tokai Rika Vision (TRV) 2030

3. Strengthening of business foundations

Quality

- Eliminate recalls.

DX (TRX)

- Maximize use of digital technologies.
- Construct foundations for data utilization

Supply chain innovation

- Optimize supply chains including our business partners.

Work and systems that eliminate backtracking and rework.



- Achieve spiral-up improvements in QCD despite labor shortages (achieve smooth and continuous improvements).

⇒ Fulfilling growth-oriented workplaces

Further dissemination of our purpose and vision (greater employee engagement), secure and develop human resources, environmental-friendliness, DE&I, governance

Cautionary Statement with Respect to these Materials

These materials contain forward-looking statements determined by the management of Tokai Rika Co. Ltd. based on currently available information. These forward-looking statements incorporate assumptions and assumption-based reasonings. Information and reasonings that are based on assumptions related to the business environment may differ from actual results. Although these forward-looking statements reflect the plans and expectations of future performance as determined by the management of Tokai Rika Co., Ltd., these forward-looking statements are not guarantees that these plans or expectations of future performance will be achieved in full or part. In addition, unless otherwise stated, Tokai Rika Co., Ltd. shall be under no legal obligation to ensure that any forward-looking statements remain up to date.