# 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**

#### l Earnings targets

	FY 2025 targe	ets and results		Review									
	FY 2025 targets in FY 2022 mid-term business plan	FY 2024 results	J	<ul> <li>Cost planning strengthened, progress made toward further rationalization and sales expansio</li> <li>Reduction in switches less extensive than expecte</li> </ul>									
Consolidated net sales	520 billion yen	on 617.6 billion yen		<ul> <li>Effective measures applied to offset base salary increases and inflation.</li> <li>External factors such as exchange rates.</li> </ul>									
				FY 2025 targets achieved one year early.									
Operating income	25.0 billion yen(4.8%)	35.4 billion yen(5.7%)	Target achieved	Remaining issue: Higher fixed costs - Development and production preparation costs for									
				higher than expected orders generated by sales									
ROE	8%	8.8%	Target achieved	expansion. - Advanced investment for next-generation products and breaking into new business areas. → Ensure advanced investment leads to results.									

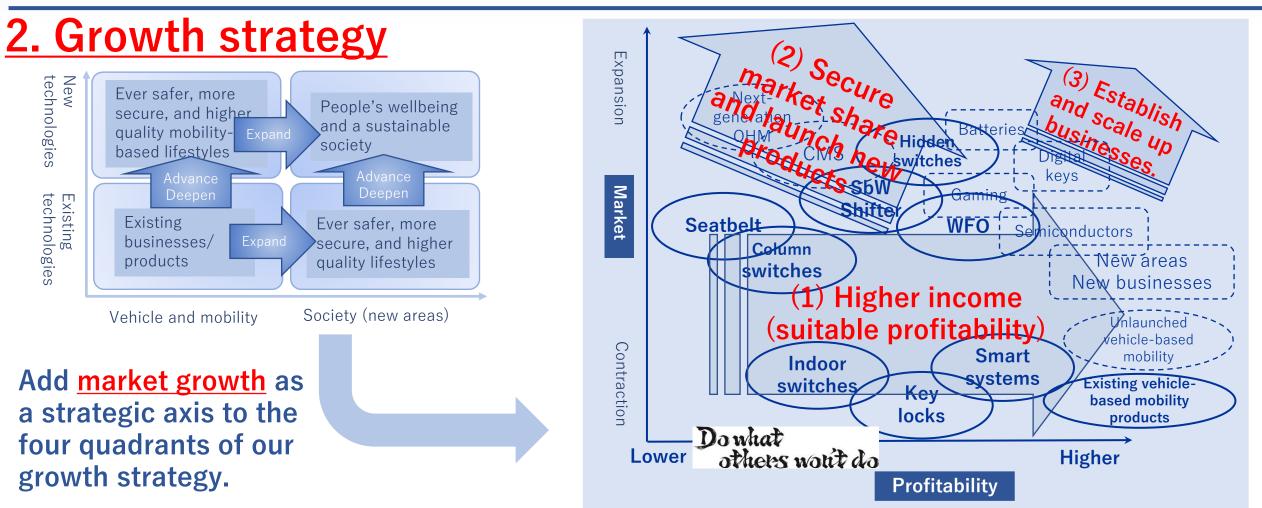
FY 2025 targets achieved earlier than planned.



<b>IOKAL KIKA VISION (IRV)</b> - Achieve targeted earning capacity (capital efficiency). - Continue building a corporate culture, business foundations, and systems capable of maintaining this												
<b><u>1. Targets</u></b> By FY 2030… foundations, and systems capable of maintaining this earning capacity (capital efficiency).												
				New				FY2022	FY2025	FY20	28 FY2030	
c 000			areas				Efforts to build innovative orkplace culture	Materialization of efforts	on	Optimization of efforts		
6,000		Vehicle for and end mobility -	- Advanced cost for higher than	Vehicle and	Vehicle-related	Existing products		Gradual changes in market environments	Expand sales a receive orders assuming impro profitability.		Book results of sales expansion. Materialize higher profitability.	
			expected vehicle orders. - Advanced investment for next-generation	mobility	-related	Next- generation products		Concept proposals	Plan and estab technologies fo potentially succ products.	r	Receive orders for new products.	
	FY	2025 plan	products and new areas.	FY 2030 target	New	Launched			Launched prod scale up.	ucts:	Achieve profit targets.	
Sales		580.0 billi y	on en	700.0 billion yen		Unlaunched		Take on the challenge of new business areas	Practical busing planning (technologies/ manufacturing)		Launch new products and establish new businesses.	
Profit margin		3.4	1%	7%	Business foundations		Promotion of CN, DX and DE&I, factory restructuring, quality human resource					
R	OE	4.4	1%	10%		Toundations		development & investment	2/4			

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

## Tokai Rika Vision (TRV) 2030



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. Ikely to expand. IN TOKAL RIKA

# 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.

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