

Business We Have Cultivated

In 1986, Tokai Rika U.S.A., Inc., our first overseas subsidiary, was established in Michigan, U.S.A.; we increased our overseas bases to Canada, Taiwan, the Philippines, India, and Thailand, and now we have grown to have 24 subsidiaries and affiliated companies overseas.

Products and Services

HMI (Human Machine Interface) Products

- Multi-function switch
- Touch Pad
- Shift Lever

Security Products

- Smart Key Portable Device
- Steering Lock Assembly
- Remote Key & Receiver

Safety Products

- Seatbelt
- Outer Mirror
- Digital Outer Mirror
- Steering Wheel

Exterior, Etc.

- Full Wheel Cover
- Emblems

*Tokai Rika works in cooperation with Toyoda Gosei Co., Ltd. in the steering wheel business.

Net sales composition ratio



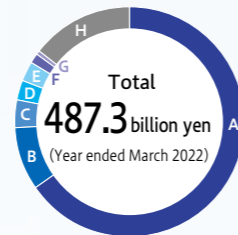
A	Japan	44.5%
B	North America	20.4%
C	Asia	28.5%
D	Europe and others	6.6%

Net sales by product category



A	Switches	234.9 billion yen (48.2%)
B	Seatbelts	68.0 billion yen (14.0%)
C	Key locks	49.0 billion yen (10.1%)
D	Shift levers	48.0 billion yen (9.9%)
E	Steering wheels	8.5 billion yen (1.8%)
F	Mirrors	7.7 billion yen (1.6%)
G	Ornaments	4.2 billion yen (0.9%)
H	Construction & agricultural vehicle devices	13.6 billion yen (2.8%)
I	Other	52.9 billion yen (10.7%)

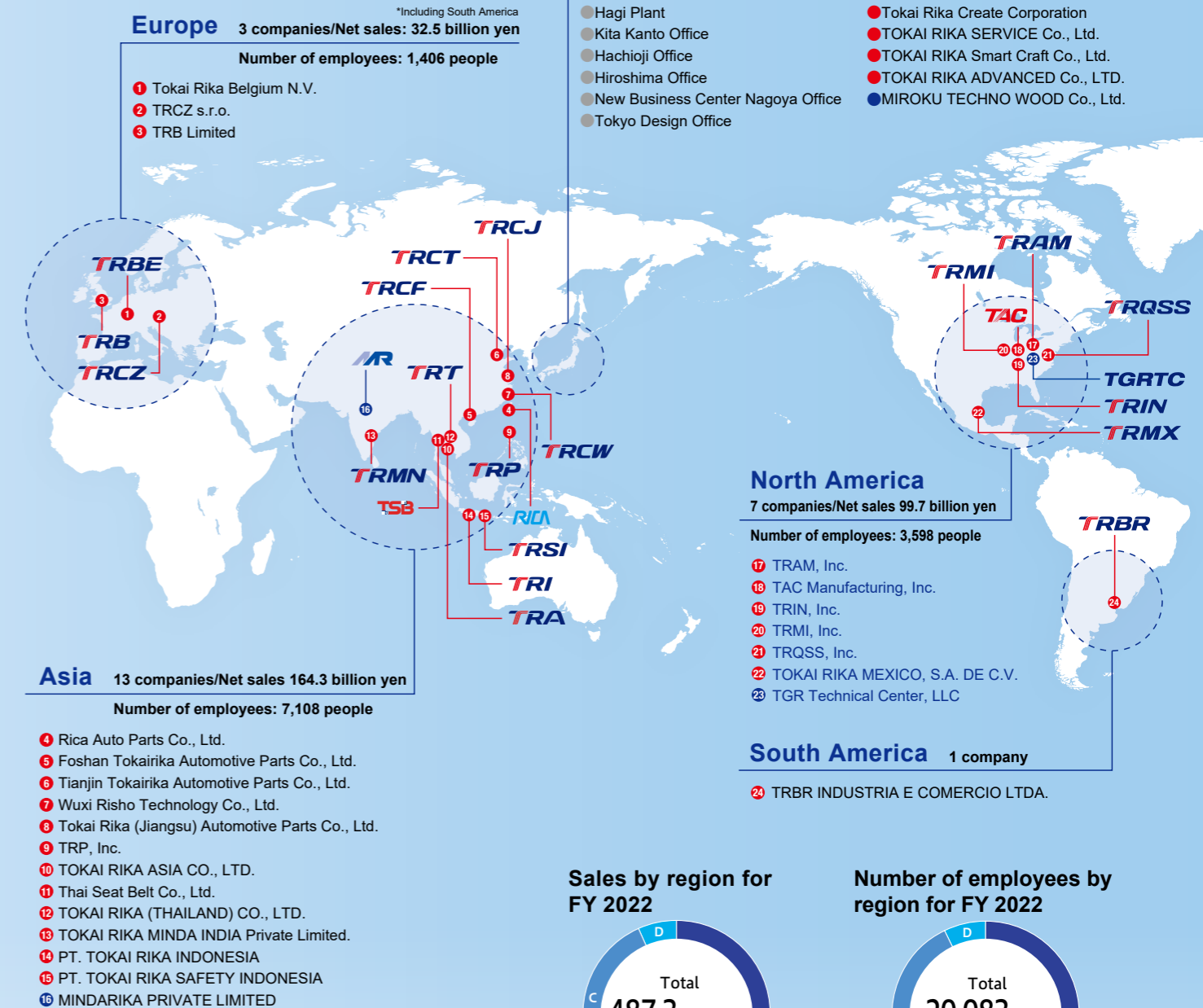
Net sales by customer



A	Toyota	318.3 billion yen (65.3%)
B	Toyota affiliates	43.0 billion yen (8.8%)
C	Subaru	19.4 billion yen (4.0%)
D	Suzuki	14.0 billion yen (2.9%)
E	Ford	13.1 billion yen (2.7%)
F	Mitsubishi	7.0 billion yen (1.4%)
G	Mazda	2.9 billion yen (0.6%)
H	Other	69.3 billion yen (14.3%)

Global Network

- Main consolidated subsidiary companies
- Main affiliated companies
- Other offices



Sales by region for FY 2022



A	Japan	267.1 billion yen (44.5%)
B	North America	99.7 billion yen (20.4%)
C	Asia	164.3 billion yen (28.5%)
D	Europe and others	32.5 billion yen (6.6%)

Number of employees by region for FY 2022



A	Japan	7,971 people (39.7%)
B	North America	3,598 people (17.9%)
C	Asia	7,108 people (35.4%)
D	Europe and others	1,406 people (7.0%)