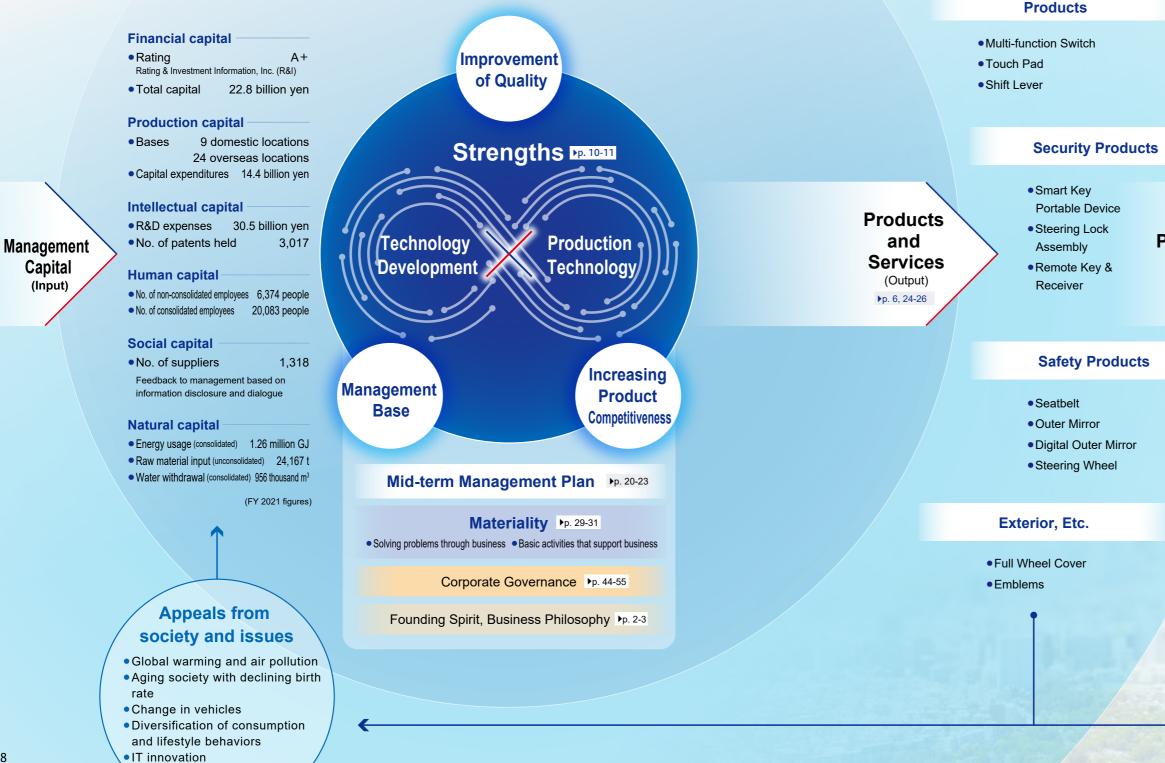
Value Creation Process

Tokai Rika has the keywords "to contribute to a higher quality of life," "to nurture the spirit of originality, enthusiasm and innovative challenges," and "to work in harmony with nature and local communities" as our business philosophy. We wish to contribute to the development of a society in which people and vehicles exist together by providing "comfort, security, and safety" products that are user-friendly and considerate of people, such as HMI (Human Machine Interface) products that communicate people's intentions to their vehicles, security systems that protect your precious vehicles, and safety products that protect people's lives.

We will provide society with our products and services developed based on our business philosophy, materiality, and initiatives for the future, with our management capital as an input, triggered by social issues and demands.



Financial capital

 Net sales Dividend

487.3 billion yen 5.4 billion yen

Production capital

 Achievement of zero defect outflow

Intellectual capital

No. of patent applications 728

Human capital

- Annual total working hours per person 1,960 hrs
- Female manager ratio 1.4%

Social capital

· Conversations with institutional investors and analysts 40 times

Natural capital

 CO₂ emissions 	
reduction rate	-1.4%
 Reduction rate or 	f
water usage	-5.0%
 Waste materials 	
reduction rate	0.4%
	(FY 2021 figures)

Value **Provided to** Society (Outcome)

HMI (Human Machine Interface)

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