

Value Creation Process

The Tokai Rika Group will utilize its management capital to the fullest, using appeals from society and social issues as triggers. We will provide value to society through our products and services by promoting ESG based on our business philosophy and achieving our mid-term management plan.

Input

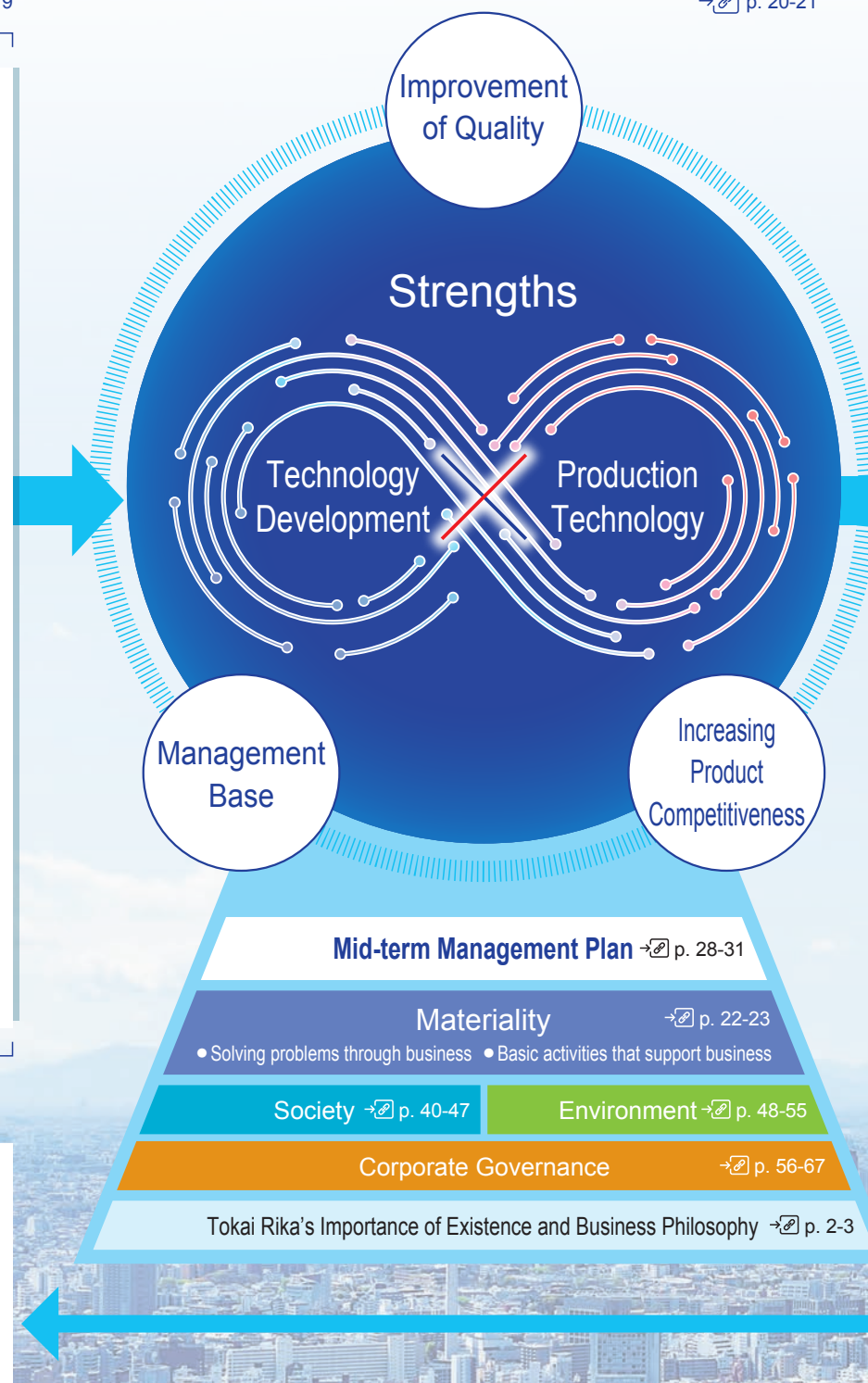
Management Capital

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Financial capital	
• ROE	4.0%
• PBR	0.54
Production capital	
• Bases	10 domestic locations 24 overseas locations
• Capital expenditures	19.1 billion yen
Intellectual capital	
• R&D expenses	29.0 billion yen
• No. of patents held	2,652
Human capital	
• No. of non-consolidated employees	6,178 people
• No. of consolidated employees	20,006 people
• Unconsolidated training cost per person	30,000 yen
Social capital	
• Number of suppliers: 1,325 companies	
Feedback to management based on information disclosure and dialogue	
Natural capital	
• Energy usage (consolidated)	1.20 million GJ
• Raw material input (unconsolidated)	22,125 t
• Water withdrawal (consolidated)	895 thousand m ³
(FY 2022 figures)	

Business Model

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Output

Products and Services

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HMI Products (Human Machine Interface)
• Multi-function Switch
• Touch Pad
• Shift by Wire Shifter
Security Products
• Smart Key Portable Device
• Steering Lock Assembly
• Remote Key & Receiver
• Digitalkey
Safety Products
• Seatbelt
• Outer Mirror
• Digital Outer Mirror
• Steering Wheel
Exterior, Etc.
• Full Wheel Cover
• Emblems

Outcome

Value Provided to Society

Financial capital	
• Net sales	553.1 billion yen
• Dividend	5.8 billion yen
Production capital	
• Achievement of zero defect outflow	
Intellectual capital	
• No. of patent applications	463
Human capital	
• Annual total working hours per person	1,984 hrs
• Female manager ratio	1.6%
Social capital	
• Dialogue with institutional investors and analysts	70 times
Natural capital	
• CO ₂ emissions reduction rate	-7.0%
• Reduction rate of water usage	-9.6%
• Waste materials reduction rate	-8.7%
(FY 2022 figures)	

Appeals from society and issues

- Global warming and air pollution
- Aging society with declining birth rate
- Change in vehicles
- Diversification of consumption and lifestyle behaviors
- IT innovation