

## Tokai Rika Group's Business

The Tokai Rika Group has expanded its bases around the world to meet global market needs. We have also worked to establish global standard business processes and built an integrated manufacturing system from development to production and quality assurance.

### Global Network

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

**Europe** 3 companies/Net sales: 40.3 billion yen  
Number of employees: 1,390 people

- 1 Tokai Rika Belgium N.V.
- 2 TRCZ s.r.o.
- 3 TRB Limited

**Asia** 13 companies/Net sales 193.7 billion yen  
Number of employees: 7,122 people

- 4 Rica Auto Parts Co., Ltd.
- 5 Foshan Tokairika Automotive Parts Co., Ltd.
- 6 Tianjin Tokairika Automotive Parts Co., Ltd.
- 7 Wuxi Risho Technology Co., Ltd.
- 8 Tokai Rika (Jiangsu) Automotive Parts Co., Ltd.
- 9 TRP, Inc.
- 10 TOKAI RIKASIA CO., LTD.
- 11 Thai Seat Belt Co., Ltd.
- 12 TOKAI RIKAS (THAILAND) CO., LTD.
- 13 TOKAI RIKAS MINDA INDIA Private Limited.
- 14 PT. TOKAI RIKAS INDONESIA
- 15 PT. TOKAI RIKAS SAFETY INDONESIA
- 16 Uno Mindarika Private Limited

**Japan** 10 companies/Net sales: 270.2 billion yen

Number of employees: 7,899 people

- Head Office/Plant
- Toyota Plant
- Otowa Plant
- Hagi Plant
- Kita Kanto Office
- Hachioji Office
- Hiroshima Office
- New Business Center Nagoya Office
- Tokyo Office
- TOKAI RIKAS NEX CO., LTD.
- SANDENZAISHA CO., LTD.
- TOKAI RIKAS ELETEC CO., LTD.
- Tokai Rika Create Corporation
- TOKAI RIKAS SERVICE Co., Ltd.
- TOKAI RIKAS Smart Craft CO., LTD.
- TOKAI RIKAS ADVANCED CO., LTD.
- TOKAI RIKAS TOHOKU CO., LTD.
- MIROKU TECHNO WOOD Co., Ltd.

### North America

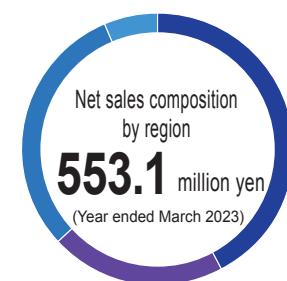
7 companies/Net sales: 133.5 billion yen  
Number of employees: 3,595 people

- 17 TRAM, Inc.
- 18 TAC Manufacturing, Inc.
- 19 TRIN, Inc.
- 20 TRMI, Inc.
- 21 TRQSS, Inc.
- 22 TOKAI RIKAS MEXICO, S.A. DE C.V.
- 23 TGR Technical Center, LLC

### South America

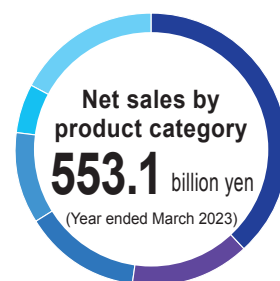
1 company

- 24 TRBR INDUSTRIA E COMERCIO LTDA.

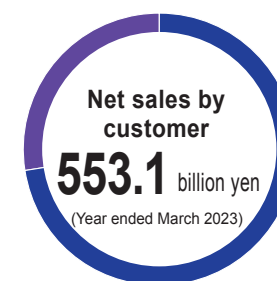


Japan	270.2 billion yen
North America	133.5 billion yen
Asia	193.7 billion yen
Europe, America, and South America	40.3 billion yen

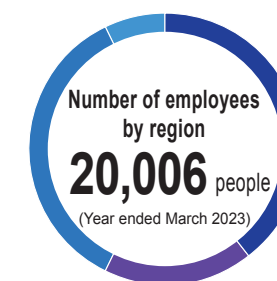
Note: Sales totals do not match due to inter-company transactions.



HMI products	211.4 billion yen
Smart systems	77.6 billion yen
Seatbelts	76.8 billion yen
Shift levers	60.8 billion yen
Key locks	32.4 billion yen
Other	94.1 billion yen



Toyota and Toyota affiliates	402.0 billion yen
Subaru, Suzuki, Ford, etc.	151.1 billion yen



Japan	7,899 people
North America	3,595 people
Asia	7,122 people
Europe, America, and South America	1,390 people