

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 sustainability based on our business philosophy and growth strategy (mid-term management plan).

INPUT

Management Capital [P17-18](#)

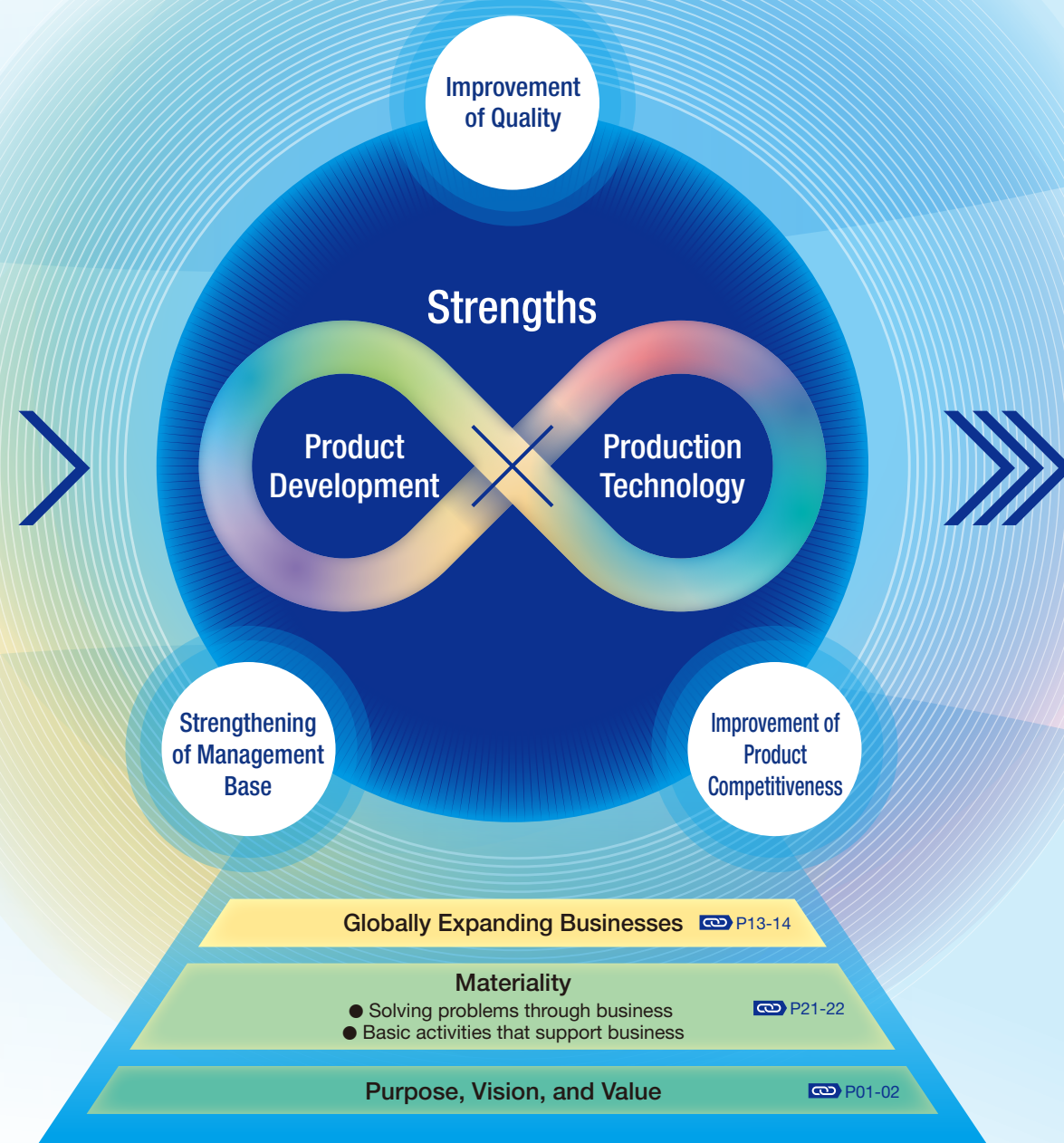
	Financial capital <ul style="list-style-type: none"> Operating 28.8 billion yen profit ROE 8.3% Shareholders' 248.9 billion yen Equity
	Production capital <ul style="list-style-type: none"> Bases 10 domestic locations 24 overseas locations Capital 23.5 billion yen expenditures
	Intellectual capital <ul style="list-style-type: none"> R&D expenses 30.5 billion yen No. of patents held 2,530
	Human capital P37-42 <ul style="list-style-type: none"> No. of non-consolidated 6,061 people employees No. of consolidated 20,247 people employees Unconsolidated training 11,000 yen cost per person
	Social capital <ul style="list-style-type: none"> No. of suppliers 1,332 companies Dialogue with institutional investors and analysts (unconsolidated) 75 times
	Natural capital <ul style="list-style-type: none"> Energy usage (consolidated) 1.14 million GJ Raw material input (unconsolidated) 23,282 t Water withdrawal 909 thousand m³ (consolidated)

(FY 2023 figures)

Business Model [P19-20](#)

Growth Strategy [P23-30](#)

Expanding the scope of our business to goods and services needed by society



Appeals from society and social issues

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

OUTCOME

Value Created



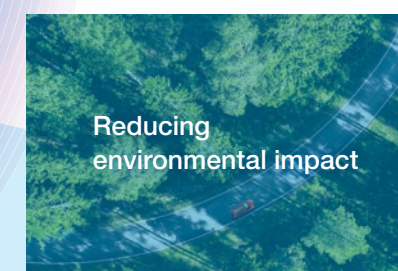
- Consolidated net sales of 623.5 billion yen in FY 2023
- Acquisition of BAMBOO+ factory (March 2024) [P31-32](#)
- Bqey (company-car management system): over 360 companies and 9,000 vehicles under contract (March 2024)
- Uqey (rental car system: 37,000 app downloads, 17,000 registered members (March 2024)
- ZENAIM (gaming keyboard): achieved sales of 100 million yen in FY 2023



- 4,049 employees attended the exhibition on past quality defects
- Renewed the Ministry of Economy, Trade and Industry certification as a "DX-Certified Operator" (September 2023)



- 68.4% of employees feel their work is worthwhile, up 8.6% year on year
- Female manager ratio: 1.9%, up 0.3% year on year



- CO₂ emissions reduction rate (consolidated) -11.3% (compared to FY 2019)
- Reduction rate of water usage (consolidated) -20.2% (compared to FY 2019)
- Waste materials reduction rate (unconsolidated) -14.7% (compared to FY 2019)



- Ratio of independent directors: 50% (3 out of 6)
- Number of consultations and reports: 60
- Total employees who participated in compliance education: 1,519