## **Business Model**

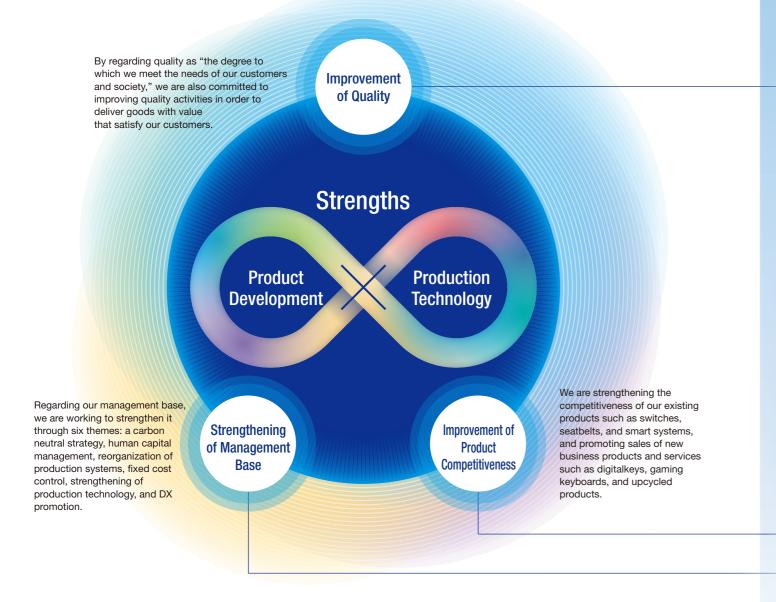
We have built a manufacturing structure that makes full use of core technologies supporting technological development and world-class production technologies through improvement of quality, increasing product competitiveness, and a management base that supports these efforts.

#### Characteristics of our business model

Since its founding, Tokai Rika has been involved in products that require a variety of processing such as resin molding, metal press processing, and die-casting, and are comprised of parts with complex structures such as switches. Through this process, we have refined our equipment development and manufacturing technology with the aim of producing molds inhouse, understanding material properties, improving quality, and strengthening our business base.

Additionally, as automobiles become more multifunctional, there is a need for ergonomics, design engineering, input sensing technology, and input feedback technology to pursue switch placement, operation modes, and how the driver is feeling. Added to these are safety technology for evaluating safety devices such as seatbelts and door mirrors, and communication/encryption technology for evaluating smart keys and digitalkeys that provide both security and convenience. These are the sources of improving the competitiveness of our products.

In our growth strategy announced in May 2024, we are exploring new business models to expand the scope of our business beyond the automotive industry to include goods and services needed by society.



Tokai Rika has strengths cultivated over a history of more than 70 years. As we manufacture the most familiar products that drivers come into direct contact with, we focus on sensitivity. The continuation of such manufacturing is the reason why Tokai Rika's growth has traction. Now that we are facing a once-in-a-century change, we will further enhance our strengths and increase the value created by Tokai Rika.

#### Product Development

#### Ergonomics



We conduct quantitative analyses and evaluations on how the human body functions physically physiologically, and psychologically while operating he controls of an automobile.

# Input-sensing

#### Technology The driver's intentions and

actions are read as information, which is then incorporated into our development of advanced sensor technologies.

#### Safety Technology

We are improving the safety of seatbelts for all vehicle occupants from children to the elderly, and developing rearward visibility support devices for enhanced safe driving.

Production Technology

#### World-class production technology



Tool and Die Technology Development We have achieved high quality

product manufacturing thanks to highly-refined mold technology developed from many years of inhouse mold production.

#### **Production Equipment** Development

We produce our own production equipment, which combines automation, high speed, and high quality. We support best-in-class manufacturing throughout the world.

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### Strengths

#### Core technologies that support product development







#### Design Engineering

Our products are designed so that joy and attractiveness are added to the ergonomics and each of our technological nitiatives.

#### Input-feedback Technology

Changing the tactile sensation given to the finger tips in accordance with the type of operation being performed allows the driver to operate intuitively.

#### Communication/ **Encryption Technology**

We are continuously developing security measures in order to protect your vehicle from automobile theft, making full use of one of Japan's largest anechoic chambers





#### Materials Development

We continually engage in analysis, development, and application from a variety of angles in order to identify the material characteristics that will be required in next generation vehicles

#### Manufacturing Technology

We have achieved world-class manufacturing with many advanced manufacturing technologies, such as mounting our inhouse manufactured semiconductor on a printed circuit board