

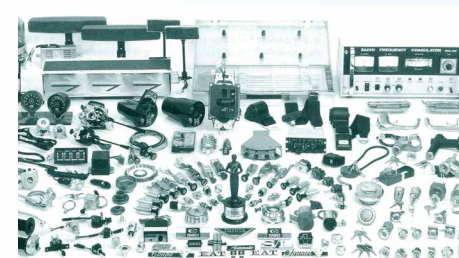
Tokai Rika's Growth Strategy

As vehicles have evolved, Tokai Rika has improved its technologies and provided products that connect people and vehicles.

Going forward, we will make good use of the strengths we have cultivated and, along with proceeding to develop products and services in the field of mobility, which has evolved from the concept of vehicles, we will pursue the improvement and deepening of our technologies in other fields, thereby expanding our reach to include goods and services. We will also develop and propose goods and services that contribute to well-being and a sustainable society, and aim for harmony between these goods and services.

TOKAI RIKA'S ORIGIN

Origin of the name
TOKAI RIKA



Doing anything and everything, that is our DNA

東海理化電機製作所

Tokai Rika's DNA can also be seen in our name. Our full company name in Japanese (above) includes some of the same characters used in the Japanese words for "physics (物理)," "chemistry (化学)," "electronics (電気)," and "machinery (機械)." Our founder included these concepts to represent us as a company that is capable of anything.

TOKAI RIKA'S PRESENT



The strength of having delivered products that connect people and vehicles

We didn't stop with the assembly of switches. By working on molding, machine pressing, casting, forging, dies, facilities, semiconductors, electronic assembly, and software we gave ourselves a wide range of proprietary technology. We also responded to the changes in vehicles, and have changed our product lineup through mechatronics, computerization, and moving to software.

Vision

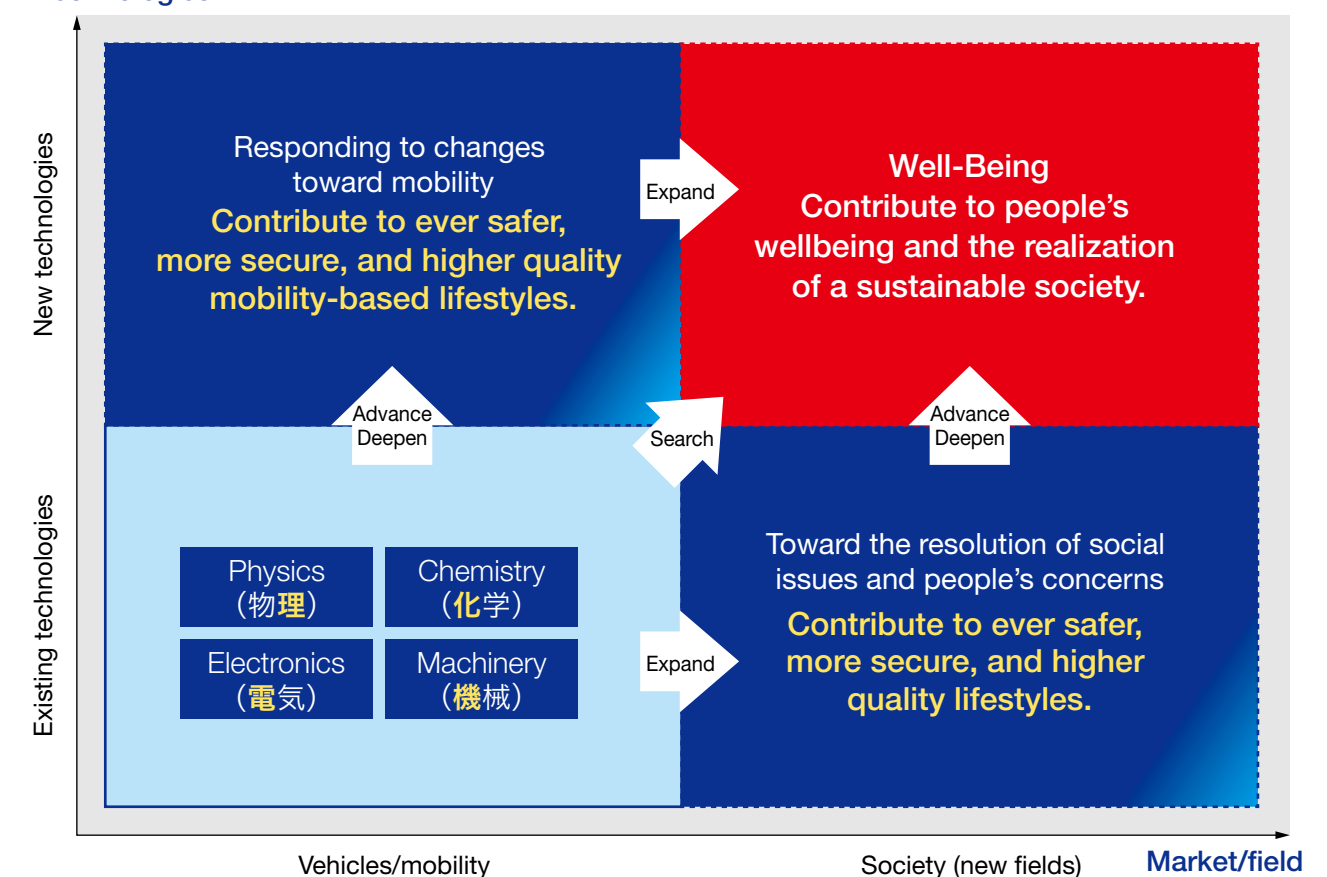
Enhance our technologies in the fields of physics, chemistry, electronics, and machinery that we have nurtured through vehicle development to provide products and services that contribute to the community and the environment, and to

help realize an ever safer, more secure, and a higher quality of life.

TOKAI RIKA'S FUTURE

■ Growth strategy

Technologies



Fusion of goods and services for resolving social issues

To fulfill our purpose:

Putting on the final touch

Even the most advanced technology and systems are useless if there is a discrepancy with human sensibilities. In order to implement technological advancements into society, it is necessary to put on the "final touch" to resolve the discrepancy. Tokai Rika will contribute to the realization of a sustainable society by putting on these final touches.

Tokai Rika delivers the world's first digital outer mirrors



In comparison with conventional optical mirrors, digital outer mirrors have a greater field of view, better viewing conditions in bad weather, and various other improvements for vehicular safety.

To make it practical, it was necessary to develop a housing to mount the camera on a car and maintain the camera's functionality in all environments, such as rain, snow, and fog.

We contributed to the realization of the world's first digital outer mirror by working on the final touches with the housing, lens, and heater to meet regulatory requirements and to keep the camera's field of view in all environments.

Tokai Rika's Growth Strategy Initiatives for Existing Products

There is a shift to adding value to products and services that respond to changes in the vehicle cockpit, such as moving to Software Defined Vehicle (SDV), which increases and enhances functionality through software updates. On the other hand, vehicles and mobility are not complete without a company that continues to improve and supply existing products that are still necessary even as the cockpit changes.

Based on our Purpose: "Pass on our founding spirit and forge connections between technological evolution and people to turn the delight into reality," Tokai Rika is committed to contributing to customers and users by both taking on the challenge of adding new value and both improving and supplying existing products.



Comfort Delivering comfort

Building human interface systems that convey the driver's intent to the vehicle



Security Supporting ease of mind

Protecting one of your most valuable assets, your vehicle with our advanced security systems



Safety Maintaining safety

Protecting the lives of you and your passengers safety products you can trust



1 Steering column switches

To improve functionality and safety, switches and other interfaces will gradually be moved from the instrument panel/console to the steering column area. We are making proposals, such as optimal functional arrangement in the steering column area.



2 Dashboard switches

Euro NCAP, The European New Car Assessment Programme, has recommended that direct operation continue to be used for functions related to safety and driving, to ensure safety. In response to this, we will continue to supply products that contribute to safe and reliable driving.



3 Shift-by-wire shifter

This product uses electric signals to operate the transmission. When compared to conventional shifters, shift-by-wire allows for compactness and designability. We expect adoption of shift-by-wire to increase based on the trend toward auto-drive and electrification, and we will aim for the top share in the world.



4 Smart systems

In response to digitalkeys, we will develop and propose system components such as mobile transmitters, receivers, and antennas.



5 Seatbelts

In response to changes in demands for functionality of seatbelts, which are the last defense to ensure safety, and increasing demands for safety, we are developing and making proposals.



Production system improvement

As vehicle cockpits evolve, the reduction of switches (and other physical interfaces) has been occurring at a slower pace than expected, and the importance of direct operation is being re-discovered.

With this in mind, we are focusing on our major business regions as we continue to improve our production and distribution systems for existing product orders. (Japan/North America/India)

Japan



TOKAI RIKA TOHOKU CO., LTD.

North America



New TRMX plant

India



New RMN plant

Tokai Rika's Growth Strategy

Contribute to Ever Safer, More Secure, and Higher Quality Mobility-based Lifestyles

Our goal is to further subliminate the technologies we have cultivated to create a relaxing space and develop products that adjust to the state, emotions, and health of passengers to make travel even safer and more secure. A representative initiative is our research into intelligent cockpits.



A conventional cockpit



A next-generation mobility cockpit



Development and proposals for new products and services that align with changes in mobility

We will continue to create products that notice people, predict their intentions, and respond to them.

Development concepts for intelligent cockpits: Developers' thoughts



Naofumi Kato

New Product
Development Division

Vehicle cockpits traditionally focus on safety and security during movement, but today there is also demand for richer user experiences (UX).

There are expectations that vehicles be not only a means of getting to one's destination, but also be comfortable spaces and provide a new lifestyle. UX will likely be even more important going forward, and it will be necessary to bring about innovations that meet the needs of people riding in the cockpit.

But no matter how much technology evolves, we have to remember that it is people that ride in vehicles. In order to properly implement new ideas in automobiles, we must fully

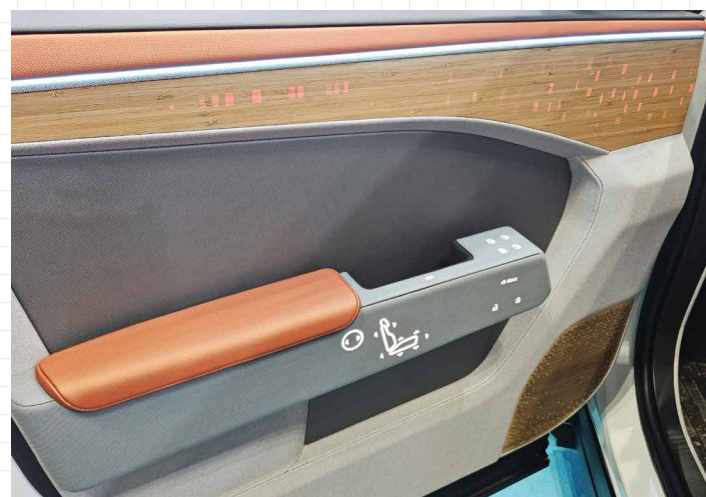
understand people's fundamental needs, then provide designs and functions based on those needs. That is important in the evolution of cars.

We're always "people-centric" when we consider automobiles and mobility, and this has guided our commitment to providing fulfilling experiences that meet our users' expectations. In addition to technology, we believe that personal experiences and ease of use will become ever more important for drivers and passengers.

This way of thinking is embedded in our development process for intelligent cockpits that notice people, predict their intentions, and respond to them.

When creating the latest cockpit, it is vital to provide safe and comfortable environments for driving and spaces that connect with society, and this is part of our goal to improve the overall value of cars by contributing to more fulfilling user experiences (UX).

In our efforts to achieve this goal and make new advancements, we are focusing on providing society with next-generation technologies such as sensing of vital signs, estimation of emotions, and sensing of skeletal structure.

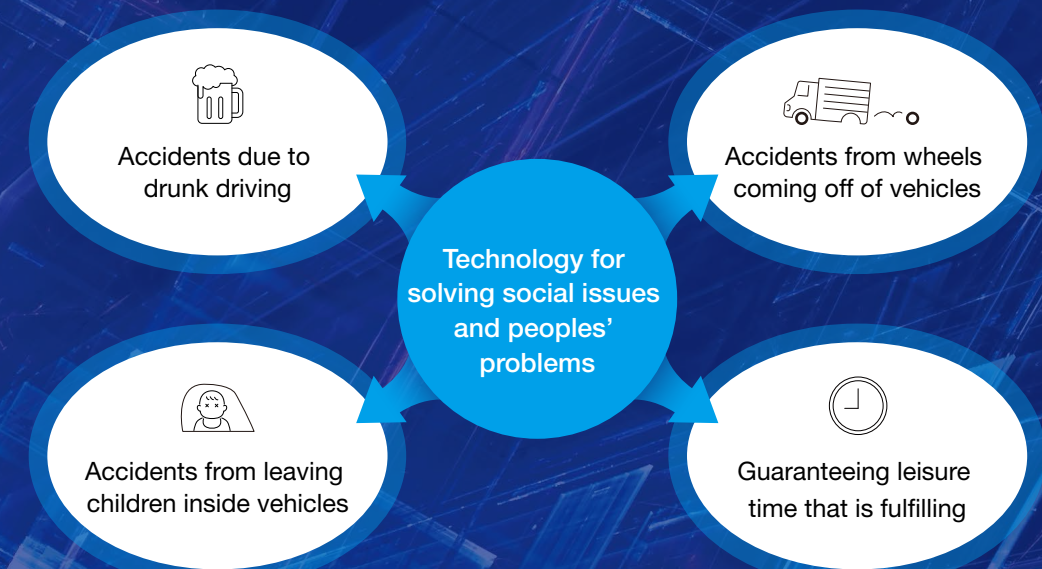


Tokai Rika's Growth Strategy

Contribute to Ever Safer, More Secure, and Higher Quality Lifestyles

By making good use of the technologies we have cultivated and our experience and developing solutions for social issues and people's problems, we can aim to realize better lives for the people in society.

Safety and security are the number one priority in people's lives, and we use this as a starting point in our pursuit of fulfilling time and lives that meet the values and preferences of various people.



Aim to bring about a better society and better lives for people by using the technologies and experience we have cultivated with vehicles.

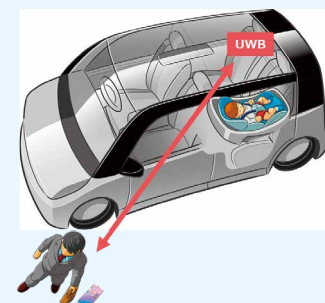
| Safety and security

Vehicles make society and people's lives more convenient and comfortable, not only as a means of transportation but also for logistics and other purposes. At the same time, however, there have been unfortunate accidents caused by vehicles, such as drunk driving, accidents caused by wheels coming off, and accidents involving children left inside vehicles.

By using the technologies we have cultivated and our experience to create new value, we can prevent the accidents that occur in relation to the vehicles that are essential to the development of society going forward, and we can aim for the realization of a society where anyone can enjoy safety and security.



In response to the longstanding social issue of drunk driving, our company car management system, Bqey, was one of the first services introduced to respond to mandatory alcohol checks for corporate clients when travelling on business. Truck wheels coming off is another problem that has been occurring more frequently. We are currently developing a system that can predict wheels coming off, and we are currently proceeding with preparations to put it on the market. We were also one of the first to provide a system for preventing children from being left in school buses, and we are now working toward methods for preventing such accidents in private vehicles.



| Leisure

With a bit of a playful spirit, we are also trying to bring about the "higher quality" of "safer, more secure, and higher quality," and are working on businesses with the theme of how to enhance free time for activities that are expected to increase in the future.

We have launched the Uqey service that connects rent-a-car companies and customers that use digitalkeys in the diversifying travel and tourism industries. The ZENAIM KEYBOARD for gaming is another symbol of the evolution in Tokai Rika.

One of our younger employees, who is a fan of gaming, wondered if Tokai Rika's technologies and experience could be used to solve the problems in existing gaming devices. This is how the ZENAIM KEYBOARD project was born.

Management didn't object, and our young employee's enthusiasm and vigor helped the project come to fruition.

