

# Do what others won't do



**Yoshio Kato**  
Founder



Our original switch tail lamp

In 1948, three years after the end of the War, it was explained to our founder Kato that manufacturing switches took a lot of trouble and nobody wanted to do it. He thought, “Even if nobody wants to do it, somebody has to. This is just the field that we should expand into.” He decided to produce switches and established Tokai Rika Co., Ltd. in Nishibiwajima Town, Nishikasugai District, Aichi Prefecture (present-day Kiyosu City). A business cannot sustain itself if it cannot secure profits when it has to.

Since our founding, we have honed our development capabilities to discern and shape societal needs; our production engineering capabilities to independently develop equipment and molds when necessary and produce at appropriate costs; and our ability to swiftly commercialize and monetize products that others have not pursued.

Even as society changes and the products we handle evolve, the founding spirit of “We do what others won’t do” remains our guiding light for the future.

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Basic Structure

Tokai Rika's Values	Long-Term Strategy	Execution Strategy	Results and Key Performance Indicators (KPIs)	Governance
Founding Spirit	Value Creation Process	TRV 2030	Results and Key Performance Indicators (KPIs)	Governance
Our Journey of Value Creation	Competitive Advantages of the Tokai Rika Group	Initiatives to Advance Our Strategy		
At a Glance	Materiality			
Purpose, Vision, and Value	Message from the President			

Editorial policy

We have been publishing the Tokai Rika Report as an integrated report since 2017. Last year we renamed it the “Tokai Rika Integrated Report.” This year, we will center our value creation story around TRV 2030, our new mid-term management plan reflecting our Purpose, Vision, Value, value creation process, and materiality. This plan will outline how we will create value and achieve sustainable growth going forward.

Applicable scope

This document reports the activities of Tokai Rika Co., Ltd. and the Tokai Rika Group.

Target period

From April 1, 2024 to March 31, 2025

Some activities and plans for April 2025 and onward are also introduced, in order to give a deeper understanding of our activities. The job titles and positions stated are those that were held at the time of the activities.

Issuance date

October 2025 (Previous issue: November 2024; Next issue: Scheduled for September 2026; issued once a year)

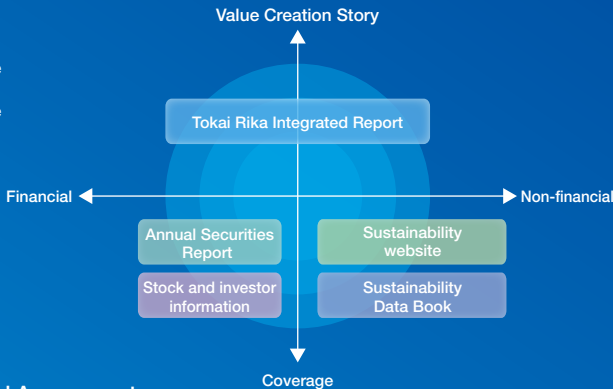
Reference guidelines External Assessment

- ISO 26000 (ISO)
- The International Integrated Reporting Framework (IFRS)
- GRI Standard (Global Reporting Initiative)
- Guidance for Collaborative Value Creation 2.0 (Ministry of Economy, Trade and Industry)
- Environmental Reporting Guidelines 2018 (Ministry of the Environment)

The data published in this report has been revised to the latest data (as of the end of FY2024). (It may vary from the data published in previous reports.)

[Note regarding future prospects]

This report contains plans and strategies regarding the company's future and forecasts, and prospects regarding business performance. These descriptions are expectations based on assumptions and beliefs that are founded on judgments made from the information available to us at the present time. Please understand that they may vary from the actual results as a result of changing circumstances, and actual business performance may differ from the company's expectations.



External Assessment

**ESG Assessment**

FTSE Blossom Japan Index

FTSE Blossom Japan Sector Relative Index

58P/JPXカーボンエフィシエント指数

**Other Certifications**

2025 CONSTITUENT MSCI JAPAN EMPOWERING WOMEN INDEX (WIN)

健康経営優良法人 2025

DX認定

ホワイト500