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).





 No. of unconsolidated employees 5,998 people

 No. of consolidated employees 20,157 people

• Unconsolidated training cost per person 40,000 yen



Social capital

• No. of business partners 1,337 companies

• Feedback to management based on information disclosure and dialogue



Natural capital

1.17 million GJ Energy usage (consolidated)

23,928 t

Raw material input (unconsolidated)

• Water withdrawal (consolidated) 855 thousand m³

Appeals from society and social issues

- Global warming
- Air pollution
- · Aging society with declining birth rate
- Change in vehicles Diversification of consumption
- and lifestyle behaviors
 - DX promotion



Materiality

Founding spirit: Do what others would do PA

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Output

Products and Services

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HMI Business Center (Human-Machine Interface)

Switch

Various sensors

- Outer mirror
- Shift lever Ornaments

Electronics Business Center

- Smart systems
- Various ECUs
- Custom ICs

Safety Business Center

Seatbelt

New Business Center

- Bqey Gaming keyboard
- Uqey

Outcome

Value Created

(FY 2024 figures)



Financial capital

Net sales 617.6 billion yen

8.1 billion yen

342

2,210 hours

2.0%

Dividend

Production capital

- Acquired BAMBOO+ Kochi Plant
- New factories Tokai Rika Tohoku and Tokai Rika Minda India begin shipments



Intellectual capital

Patent applications

Human capital

- Annual total working hours
- per person
- Female manager ratio



Social capital

• 60 dialogues with institutional investors and analysts



Natural capital

- CO₂ emissions reduction rate -5.1%
- Reduction rate of water usage -6.0%
- Waste materials reduction rate

-5.0%