

ALWAYS TOGETHER

2028

FY2026-2028 3 Year Management Plan



**ALWAYS
TOGETHER**

April 2026
Tokai Electronics Co.,Ltd.



History of 3 Year Management Plan

2026~2028

AT28

Anytime, anywhere together, as a partner

2023~2025

MF25

Let's move ! Let's create the value for future

2020~2022

VF22

Let's realize the fusion of value for future

2017~2019

VI19

To be a solution provider by creating new value

2014~2016

GA16

To be a real business partner around the world

2011~2013

BR13

Let's support customer by our total strengths

Move forward for the Future !

The 6th 3 Year Management Plan “AT28”

We have been working under the 3 Year Plans of "Business Revolution 2013", "Global Action 2016", "Value Innovation 2019", "Value Fusion 2022" and "Move for Future 2025". Under the slogan of "becoming a real partner for our customers as a solution provider that creates new value", we have been actively working to deepen our automotive business, strengthen our overseas network and engineering functions, initiate new business fields such as system and software, address social issues such as the SDGs, and act for the next generation. We have formulated a new 3 Year Management plan, "Always Together 2028" (AT28) from FY2026 to become a company that can provide value and solutions for the future at an even higher dimension based on our achievement so far. While the world situation is becoming increasingly electronics-oriented and globalized, the geopolitical situation is unstable, but we will work together to provide solutions from the customer's perspective under AT28.

Business Fundamentals

- Selfishness of big countries ■ Instability of geopolitical situation
- Low birthrate/Aging population, Growing market out of Japan ■ Electronics growth

Our Strength

- ✓ ***Solution*** : Wide range coverage from System, Device, Software
- ✓ ***Global Network*** : Seamless network of Japan and worldwide
- ✓ ***Quality and Technology***: *Quality Management, Engineering Support.*

Always Together 2028 Outline

◆ Outline

On the basis of the achievements of previous MF25,

1. Always together as electronics partner, anytime anywhere

~Let's share thoughts and experiences, to contribute to society
and human life~

2. Contribute to create secured and safer society, and green environment

~Let's realize better future by electronics power~

We set up and execute action plans to realize the outline.

◆ FY2028 target figures (M JPY)

Consolidated sales 55,000, Operating income 1,100, Net profit 750



AT28 Key For Success

1. Always together as electronics partner, anytime anywhere

~Let's share thoughts and experiences, to contribute to society and human life~

① Let's work with good partners and create new value together

② Let's brush up the ability of communication over race and generation

③ Let's keep robust financials and restart for growth

2. Contribute to create secured and safer society, and green environment

~Let's realize better future by electronics power~

④ Let's create values by 5 projects to realize sustainable society

⑤ Let's become expert of automotive and its applications,
and contribute to create better mobility



⑥ Let's solve social issues by our system and engineering power

Tokai Electronics Ideal Status . . . toward FY28



We always create values together !

- We share good thoughts with worldwide business partners and create new values
- We “Go and See” real items and sites to generate our own action



We develop engineering skill and create better society !

- We develop the skills of system construction and engineering to solve social issues



We contribute to create sustainable society !

- We contribute to realize safer and securer mobility society
- We act towards green, sustainable, and environmentally friendly society

Our activities : Let's share thoughts with global partners for value creation



We aim to be a reliable partner anytime, anywhere!

Our activities: Let's create better society by 5 projects

<All TOKAI ELECTRONICS focus projects>

CAR

Electrification, Software, Solving social issue

IoT・FA

Wireless, Next gen. communication, Robot sensing

Software

Security, Emotion estimation, OTA solution

Medical

Care, Communication, Visualization

Environment &
Energy

CN(*), SDGs, Car energy, Infrastructure

(*) CN: Carbon Neutrality

Cross market solutions

We promote the projects to create value in solving social issues

Our activities: Let's strive for solution of social issues by engineering power



Privacy Glass



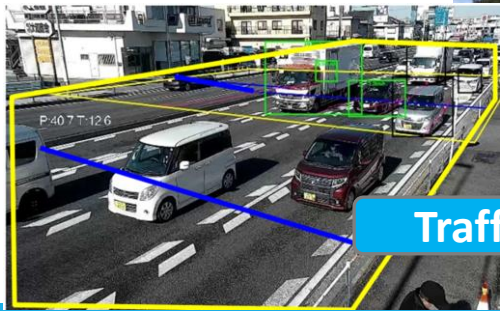
Train Wireless Measurement



V Equipment



Bridge Monitoring



Traffic Monitoring



ATS Testing




Our activities : For better life and solution for social issues

Actions for SDGs targets

We fully analyze the latest trends and technologies in each market and work towards achieving a better life and SDGs targets.



<Our initiatives for SDGs targets>

 <p>3 GOOD HEALTH AND WELL-BEING</p>	<p>Ensure healthy lives and promote well-being for all at all ages</p>	<ul style="list-style-type: none"> ▪ Creation of safe indoor environment through air decontamination technology ▪ Extension of healthy life by mobility technology ▪ Care innovation by micro-drug dispenser
 <p>11 SUSTAINABLE CITIES AND COMMUNITIES</p>	<p>Make cities inclusive, safe, resilient and sustainable</p>	<ul style="list-style-type: none"> ▪ Millimeter-wave sensor: Safe living space for elderly ▪ Remote monitoring: Urban infrastructure safety ▪ Environmentally friendly vehicles: Improvement of cities through low-environmental impact mobility
 <p>13 CLIMATE ACTION</p>	<p>Take urgent action to prevent climate change and its impacts</p>	<ul style="list-style-type: none"> ▪ From petroleum-derived resins to plant-derived resins: Development of bicycle helmets ▪ Thermal management: Improving electrification ▪ Proposal of environmentally friendly materials and processing methods

Our activities: Bringing up future engineers

Sponsorship and operation of robot competitions (3rd Tokai Electronics Cup)

In July 2025, the “Everyone’s Robot Contest!! 3rd Tokai Electronics Cup,” organized by the NPO “Meets Vision”(Representative: Shinya Matsuoka, Location: Gifu City, Gifu Prefecture), held communication gathering and awards ceremony. We will continue to fully support the children's learning.



Company tour: Junior high school student



In 2025, three junior high schools from Nagoya area came to our company for a company tour. As part of our commitment to contributing to the local community, we will continue our efforts to support the learning and growth of children who will lead the next generation.



Junior high students “Helmet project”

We started a project to develop children’s helmets using TABWD(environmentally friendly materials). We received many designs from elementary and junior high level students who visited our company and displayed the helmets they created.



Division and Internal Company Strategy

Japan Sales Division

- Co-creation with partners by professional development: To a true solution provider
- Value creation in our focused domains such as Automotive and FA

Kanto-Koshinetsu Company

- Building a long sustainable revenue
- Solutions in Automotive, FA, Medical

Chubu-Kansai #1 Company

- Expanding sales of system solutions business
- Enhancement in FA, Life, Medical domains

System Solution Company

- Deepening co-creation with partners
- System solutions for social issues

Chubu-Kansai #2 Company

- Enhancement to a professional organization
- Contribution to a mobility society

Overseas Sales Division

- Solution for global partners/key customers
- Strengthening local organizations and staff

Engineering Division

- Solution for a wide range of applications
- Social contribution for future engineers

Marketing Division

- Needs/Seeds: Solution with partners
- Building new partners in new markets

Administration Division

- User-friendly IT system for everyone
- Process reform, Risk management

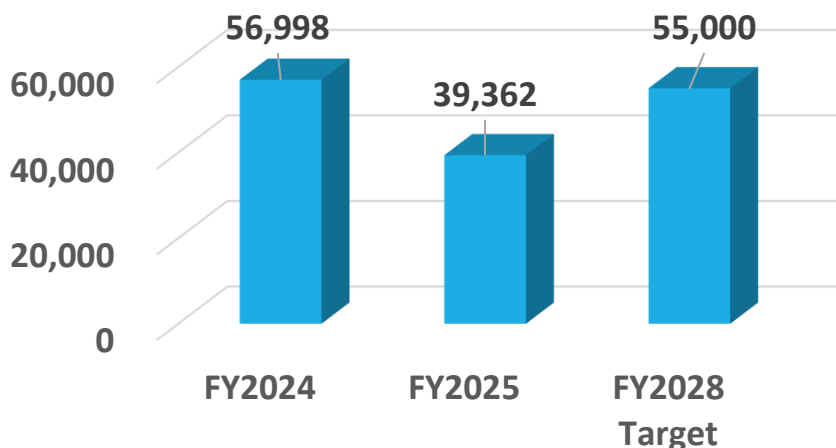
Target Figure

3 Year Plan Target Figure

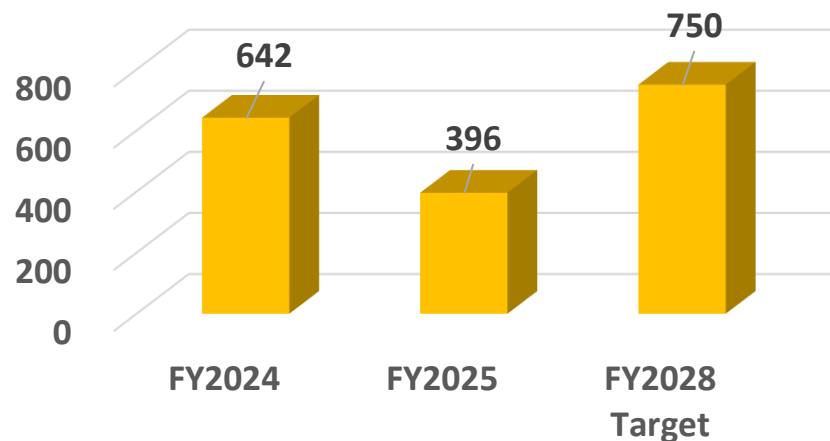
【Consolidated, Unit: M JPY】

	FY2024	FY2025	FY2028 Target
Sales	56,998	39,362	55,000
Operating Income	1,099	801	1,100
(Operating Income Ratio)	1.9%	2.0%	2.0%
Net Income	642	396	750

Sales



Net Income





*Better world,
Better future
by electronics*

ALWAYS TOGETHER 2028

