

# ***MOVE for FUTURE 2025***

***FY2023-2025 3 Year Management Plan***



**April 2023  
Tokai Electronics Co.,Ltd.**

# History of 3 Year Management Plan

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

Let's increase the value of Tokai Group and create the future by achieving the goals of MF25 together

***Move forward for the Future !***

# The Fifth 3 Year Management Plan “MF25”

We have been working under the 3 Year Plans of "Business Revolution 2013", "Global Action 2016", "Value Innovation 2019", and "Value Fusion 2022". 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, and address social issues such as the SDGs. We have formulated a new 3 Year Management plan, "Move for Future 2025" (MF25) from FY2023 to become a company that can provide value and solutions for the future at an even higher dimension based on our achievement so far.. Under MF25 , we will work together to provide solutions from the customer's perspective in a business environment that is becoming increasingly electronics-oriented and globalized.

## Business Fundamentals

- Changes in corporate activities by COVID19 ■ Emergence of geopolitical risks
- Supply and price issues of semiconductor ■ Growth potential of electronics mkt

## 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.

# MOVE for FUTURE 2025 Outline

## ◆ Outline



On the basis of the achievements of previous VF22,

### 1. Ability to execute ! Let's move to create value for future

~Let's share thoughts and experiences, and move forward~

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

~Let's realize better society by electronics power~

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

## ◆ FY2025 target figures (M JPY)

Consolidated sales 70,000, Operating income 2,100, Net profit 1,300

# MF25 Key For Success



## 1. Ability to execute ! Let's move to create value for future

~Let's share thoughts and experiences, and move forward~

- ①Let's work with good partners and create new value together
- ②Let's brush up the ability of communication and connection
- ③Let's keep accurate and sound financials (B/S)

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

~Let's realize better society by electronics power~

- ④Let's become expert of automotive and its applications,  
and contribute to create better mobility
- ⑤Let's post good systems to solve social issues
- ⑥Let's contribute in the field of medical, and environment and energy  
to realize sustainable society

# Tokai Electronics Ideal Status . . . toward FY25

## We create values for future !



- 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 create better society by electronics power !



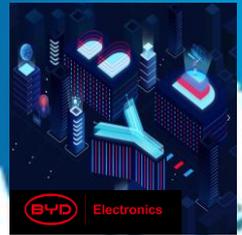
- We promote various systems to solve social issues

## 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 partners for value creation



We seamlessly connect worldwide, and work to create value with partners who have advanced technologies and products and with whom we want to share our desire for co-creation on a global basis in Europe, America, China, and Southeast Asia/India.

**Our activities : Let's share experiences on both real and virtual mode**

アイシン様向けオンライン展示会  
2021.9.6(月) - 9.10(金)

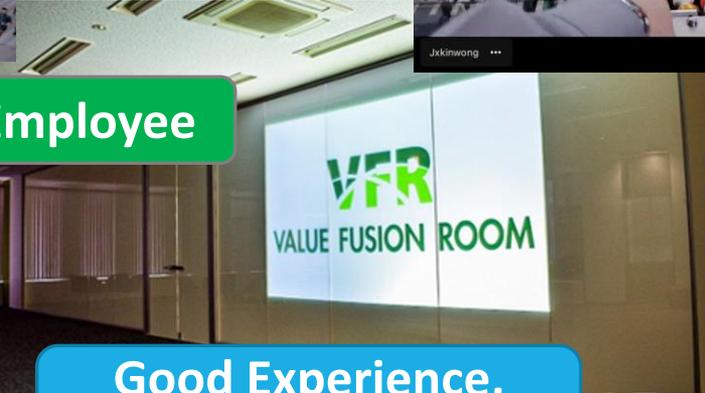


**Online Exhibition**



**Remote Audit**

**On-Site Training for New Employee**



**Good Experience,  
Good Partner**



**In-House Award**

**Environmental Conservation**



**Co-Creation Activity @ VFR**

***WE MOVE with best way at any time !***

# Our activities: Let's create better society by Electronics

## <All TOKAI ELECTRONICS focus projects >

**CAR**

Electrification, Software, Solving social issue

**IoT・FA**

Wireless, Next gen. communication, Robot sensing

**Software**

Security, Human 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 : For better life and solution for social issues

## Actions for SDGs targets

Our 5 projects study the cutting edge of technologies and apply them for creation of better life and for realizing SDGs targets.



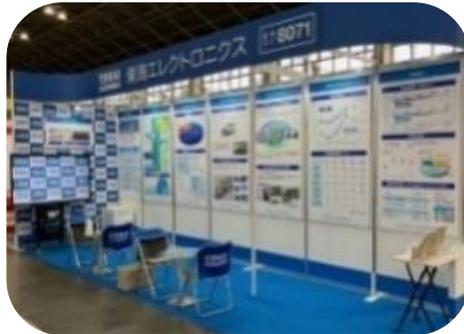
### <Our initiatives for SDGs targets>

<p><b>3</b> 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"> <li>▪ Prevention of infection and operating convenience through contactless, voice-activated operation</li> <li>▪ Visualization of human senses in treatment</li> <li>▪ Disease prevention by digitalizing sound</li> </ul>
<p><b>11</b> SUSTAINABLE CITIES AND COMMUNITIES</p>	<p>Make cities inclusive, safe, resilient and sustainable</p>	<ul style="list-style-type: none"> <li>▪ Traffic monitoring and analysis systems</li> <li>▪ Bridge aging monitoring and analysis system</li> <li>▪ Building vibration monitoring and analysis system for earthquake</li> </ul>
<p><b>13</b> CLIMATE ACTION</p>	<p>Take urgent action to prevent climate change and its impacts</p>	<ul style="list-style-type: none"> <li>▪ Replacement of petroleum-derived resins with plant-derived resins</li> <li>▪ Materials for weight reduction of electric vehicle</li> <li>▪ Proposal of environmentally friendly materials and processing methods</li> </ul>

# Investor Relation and Corporate Social Responsibility

## IR : Expo by Nagoya Stock Exchange

In September 2022, we exhibited at IR Expo 2022 held at Fukiage Hall. 443 investors visited at our booth. We will continue to further strengthen our IR activities.



## CSR : Clean up at Fujimae Tidal

In April 2022, 46 colleagues attended. Most of the trash was plastic, which destroys ecosystems of marine organisms. We will continue to focus on environmental issues and work to build a society in harmony with nature and a recycling-oriented society.



## IR : Winter Seminar for investors

In December 2022, we participated in a stock investment seminar. President Mr. Okura presented investors direct overview of the company and its activities.



## CSR : Forest Growing Activity

In October 2022, 40 colleagues and families participated in the event. We had a hands-on experience of cutting trees into pieces to carry out and use the thinned trees for the purpose of nurturing healthy forests. We participate in this event every year.



# Division and Internal Company Strategy

## Japan Sales Division

- MOVE ! “Go and See” policy
- Value creation in Automotive and FA

### Kanto-Koshinetsu Company

- Enhancement of Automotive business
- Solutions in FA, Robot, Medical fields

### System Solution Company

- Solutions for safety, security, comfort
- System solutions for social issues

## Overseas Sales Division

- Execution of Regional Biz Strategy
- Biz partnership with good partners

## Marketing Division

- Introduction of world good technologies
- Comfortable society by contactless

### Chubu-Kansai #1 Company

- Enhancement in FA, Living, Medical domains
- Proposals for prediction, prevention, safety

### Chubu-Kansai #2 Company

- Enhancement of Automotive business
- Fostering young professional colleagues

### Chubu-Kansai #3 Company

- Value creation in Automotive transformation
- Activities for SDGs, Carbon Neutrality

## Engineering Division

- Value creation by forefront technology
- Contribution to realize MaaS society

## Administration Division

- Enhancement of risk management
- Process reform, IT infra reinforcement

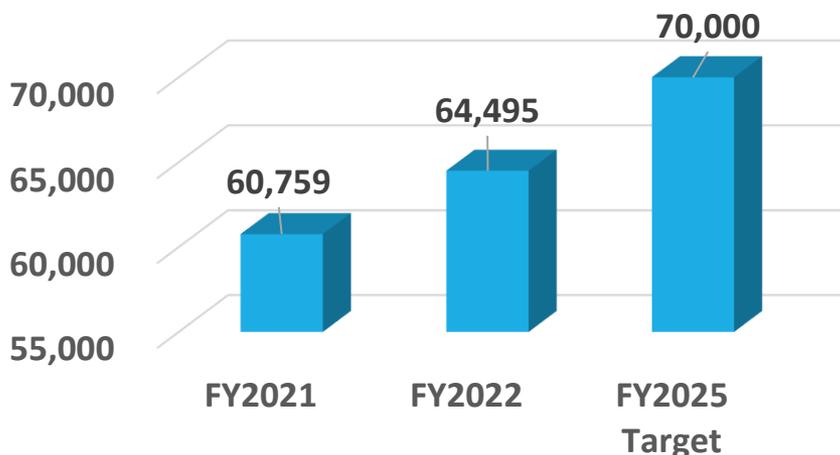
# Target Figure

## 3 Year Plan Target Figure

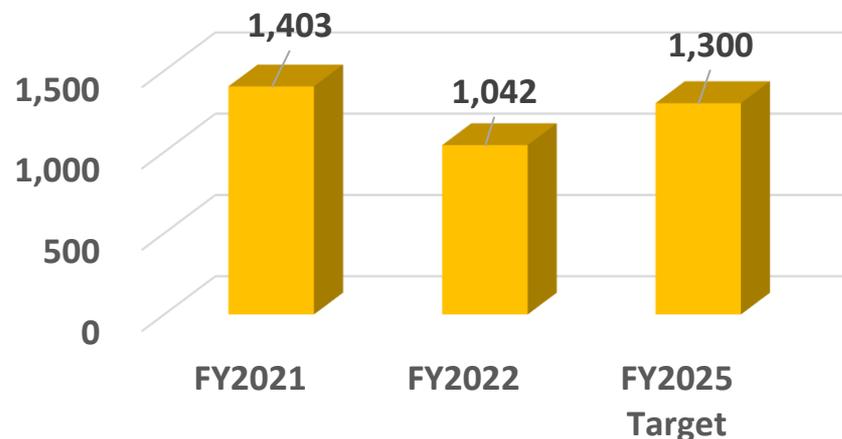
【Consolidated, Unit: M JPY】

	FY2021	FY2022	FY2025 Target
Sales	60,759	64,495	70,000
Operating Income	1,965	1,532	2,100
(Operating Income Ratio)	3.2%	2.4%	3.0%
Net Income	1,403	1,042	1,300

### Sales



### Net Income



*Better world, Better future by electronics*



MOVE for FUTURE 2025