

TOKYO OHKA KOGYO CO., LTD. -TOK Vision 2030-



Feb. 13, 2024
TOKYO OHKA KOGYO CO., LTD.

© 2024 TOKYO OHKA KOGYO CO., LTD.

Overarching Aspiration (Qualitative/Quantitative Aspects)

01

Qualitative

- Provide new innovations that inspires customers
- Earn trust from stakeholders worldwide
- Continue developing high technological capabilities and show international presence
- Enhance corporate value sustainably with an aim to contribute to SDGs
- All employees can work lively with pride

Quantitative Aspects

	FY2020	(original) FY2030	(revised) FY2030
• Net sales (billion yen)	117.5	200.0	350.0
• EBITDA (billion yen)	22.3	45.0	77.0
• ROE	6.7%	over 10%	13%





The rapid development of digital technology and new outlook



Contribute to a sustainable future in **the 4 areas**
 Aim for further growth

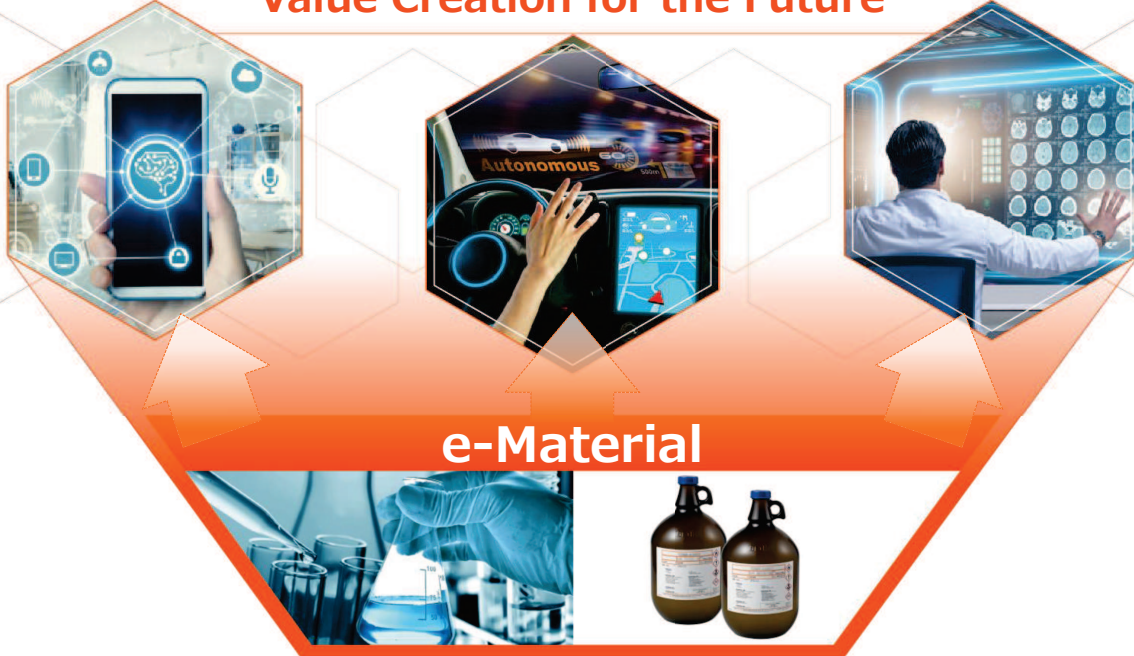


Environment Surrounding TOK (External Risks) ⁰⁵



“The e-Material Global Company™” contributing to a sustainable future through Chemistry

Value Creation for the Future



*“e-Material” stands for “Electronic Material”

© 2024 TOKYO OHKA KOGYO CO., LTD.

Management strategy



7 strategies
toward 2030



Pass on to a
100-year company

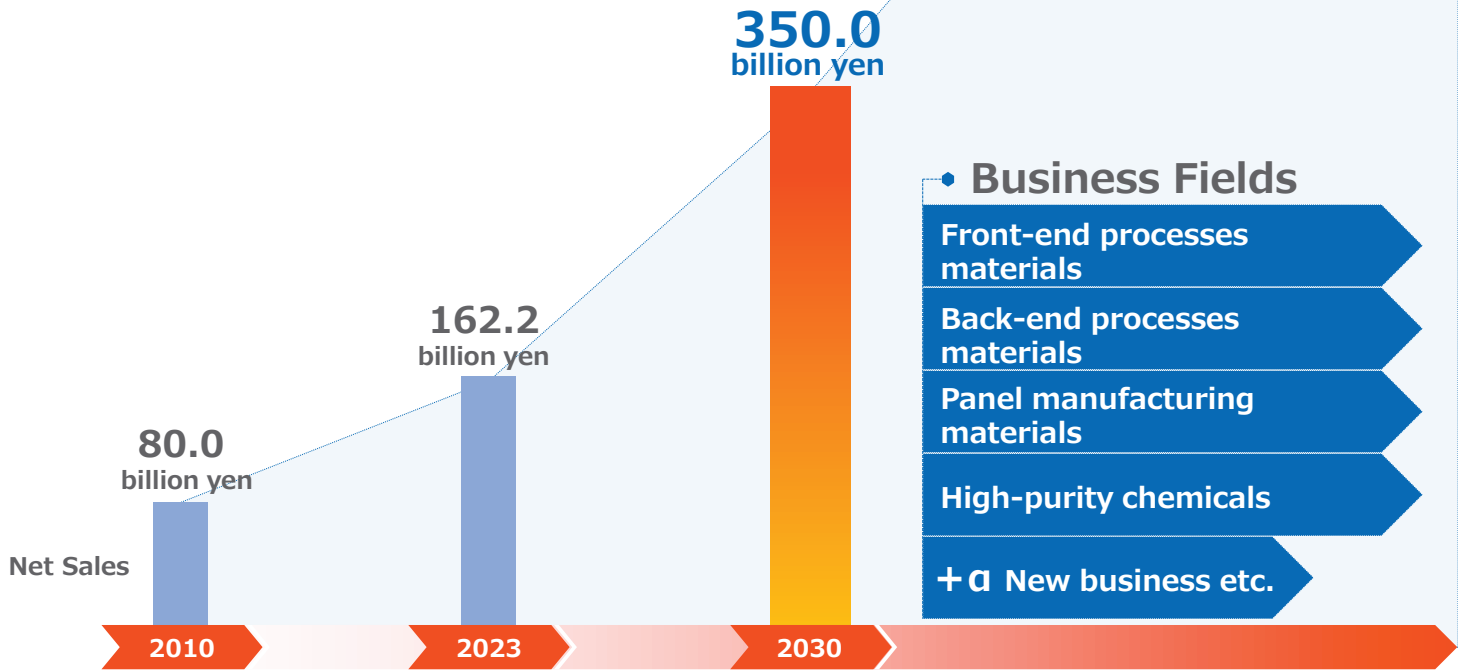


© 2024 TOKYO OHKA KOGYO CO., LTD.



- Create new businesses with an eye on the business portfolio in 2040
- Expand business through M&A

100-Year Company in 2040



Promote BS management

Maximize cash generating ability

Monitor business strategies with EBITDA

Effectively use management resources

Spread ROIC and ROIC tree

Create resilient balance sheets

Maintain appropriate levels of cash reserves
Enhance and diversify fund-raising capability





Utilize global personnel

Human resource/organization development

Diversity, equity and inclusion (DE&I)

- Provide solutions leading to customers' new value creation



Create new value through renovation of production sites

Establish high-quality production system

Enhance environment/occupational health and safety system

Promote DX

Reconstitute information-sharing infrastructure system supported by engineering chain and supply chain

- MI (Materials Informatics)
- Smart factory etc.



Establish new organizations to enhance human capital and IT and digital fields

Human Capital Department

<Main role>

- ① Create diverse talent pool
- ② Develop human capital
- ③ Promote DE&I
- ④ Improve employee engagement



IT and Digital Department

<Main role>

- ① Improve operational processes
- ② Promote smart factory solutions
- ③ Visualize and Utilize Data
- ④ Develop TOK group's IT infrastructure





Social needs



**“The e-Material Global Company™”
contributing to a sustainable future through Chemistry**



SUSTAINABLE
DEVELOPMENT
GOALS



tok

© 2024 TOKYO OHKA KOGYO CO., LTD.

www.tok.co.jp/eng

(Note)

This presentation material contains forward-looking statements that describe future prospects of TOKYO OHKA KOGYO CO., LTD. (the Company) in terms of business planning, earnings and management strategies. Such statements are based on management’s judgement, derived from information available to it at the time such information was prepared. Readers are cautioned not to rely solely on these forward-looking statements, as actual results and strategies may differ substantially according to changes in the Company’s business environment.

tok

© 2024 TOKYO OHKA KOGYO CO., LTD.