

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



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

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## Overarching Aspiration (Qualitative/Quantitative Aspects)

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### 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%



# Society in 2030 (expected in 2020)



# Society in 2030

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) <sup>05</sup>



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

Value Creation for the Future



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

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# Management strategy



**7** strategies  
toward 2030



Pass on to a  
100-year company

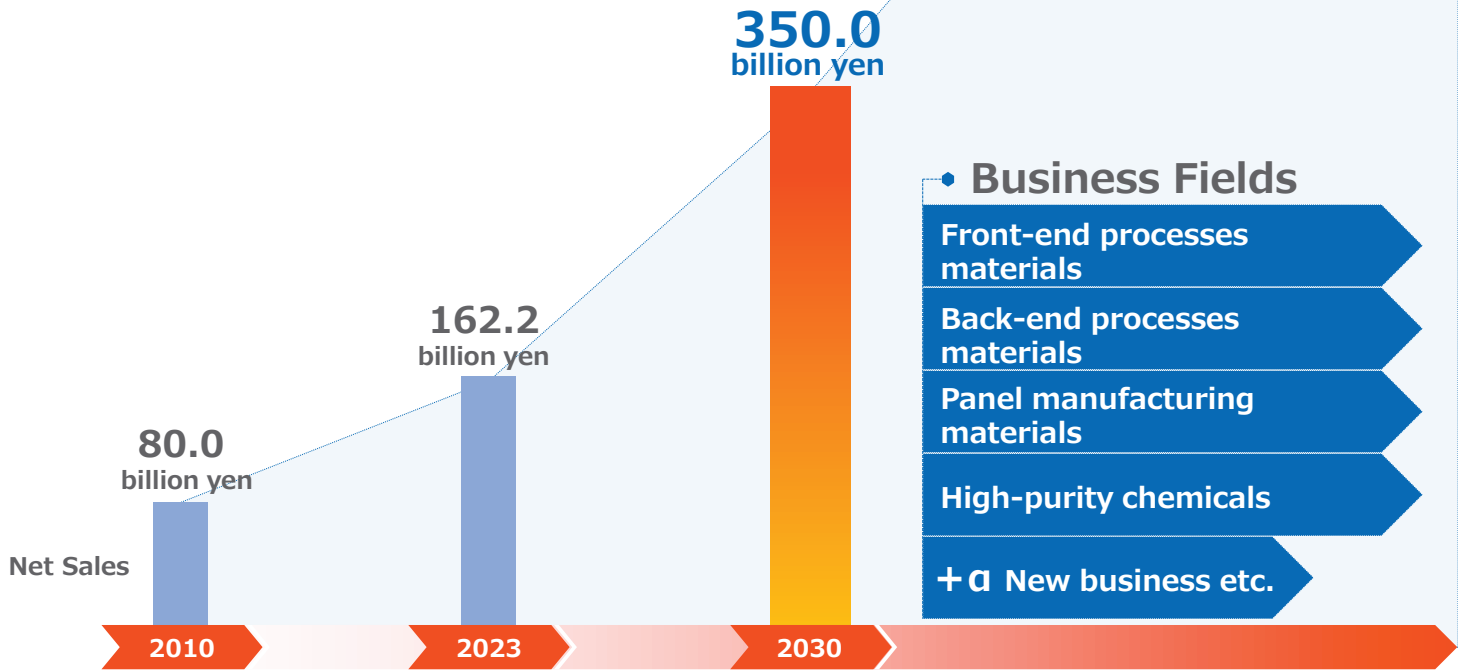


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- Create new businesses with an eye on the business portfolio in 2040
- Expand business through M&A

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**

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(Note)

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