

# TOKYO OHKA KOGYO CO., LTD. 「TOK Vision 2030」



Aug. 7, 2020

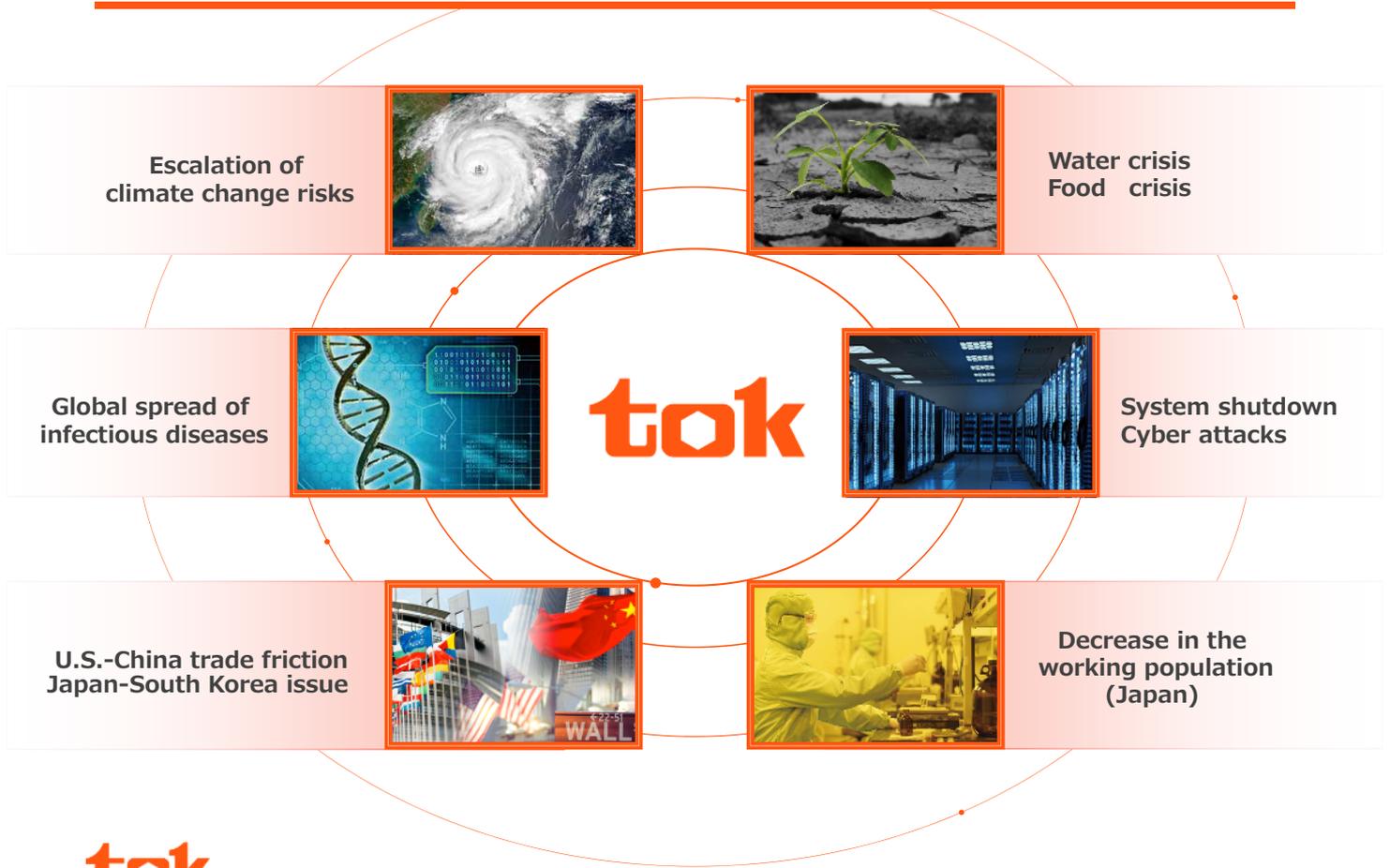
TOKYO OHKA KOGYO CO., LTD.



## Society in 2030

01





# Management Vision

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

**Value Creation for the Future**



## Qualitative

- Provide new added value 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 Revised forecast	FY 2030
• Net sales	111.7 billion yen	200.0 billion yen
• EBITDA	20.4 billion yen	45.0 billion yen
• ROE	6.5 %	Over 10 %

(Note) Figures for FY2020 are based on earnings forecasts for the fiscal year ending December 31, 2020 (as of August 6, 2020)



# Management strategy





# Basic Recognition of Electronic Materials Field <sup>06</sup>

The front-end and back-end processes will keep on evolving, along with the continued demands for the evolution of peripheral materials

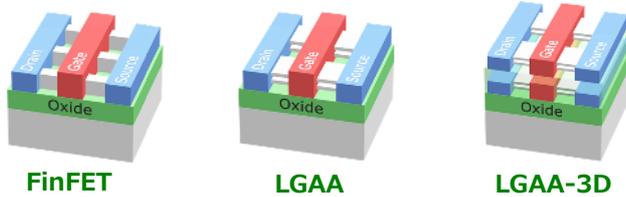
## Front-end processes

### DRAM Node

18.0nm 17.5nm 17.0nm

### Logic Node

7.0nm 5.0nm 3.0nm 7.7nm 1.0nm



FinFET

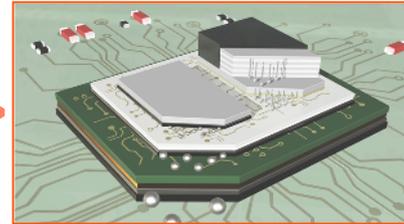
LGAA

LGAA-3D

2020

## Back-end processes

### 2.5D package/3D package



## peripheral materials

New clean solution and evolution of cleaning technology

Metal wiring

Cu

Ru

Gate insulation film

SiON

HfSiON

2020

(Source) INTERNATIONAL ROADMAP FOR DEVICES AND SYSTEMS™ 2020UPDATE



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# Future Business Portfolio <sup>07</sup>

07

- Deepen and cultivate electronic materials field
- Create new businesses with an eye on the business portfolio in 2040

100-Year Company in 2040

Create more Blue Oceans

200.0 billion yen +α

### Create new businesses

Electronic materials Field

1. Front-end processes materials

2. Back-end processes materials

3. Panel manufacturing materials (High refractive, Low refractive)

4. High-purity chemicals

5. Equipment

80.0 billion yen

111.7 billion yen (Forecast)

Future business portfolio (main business)

2010

2020

2030

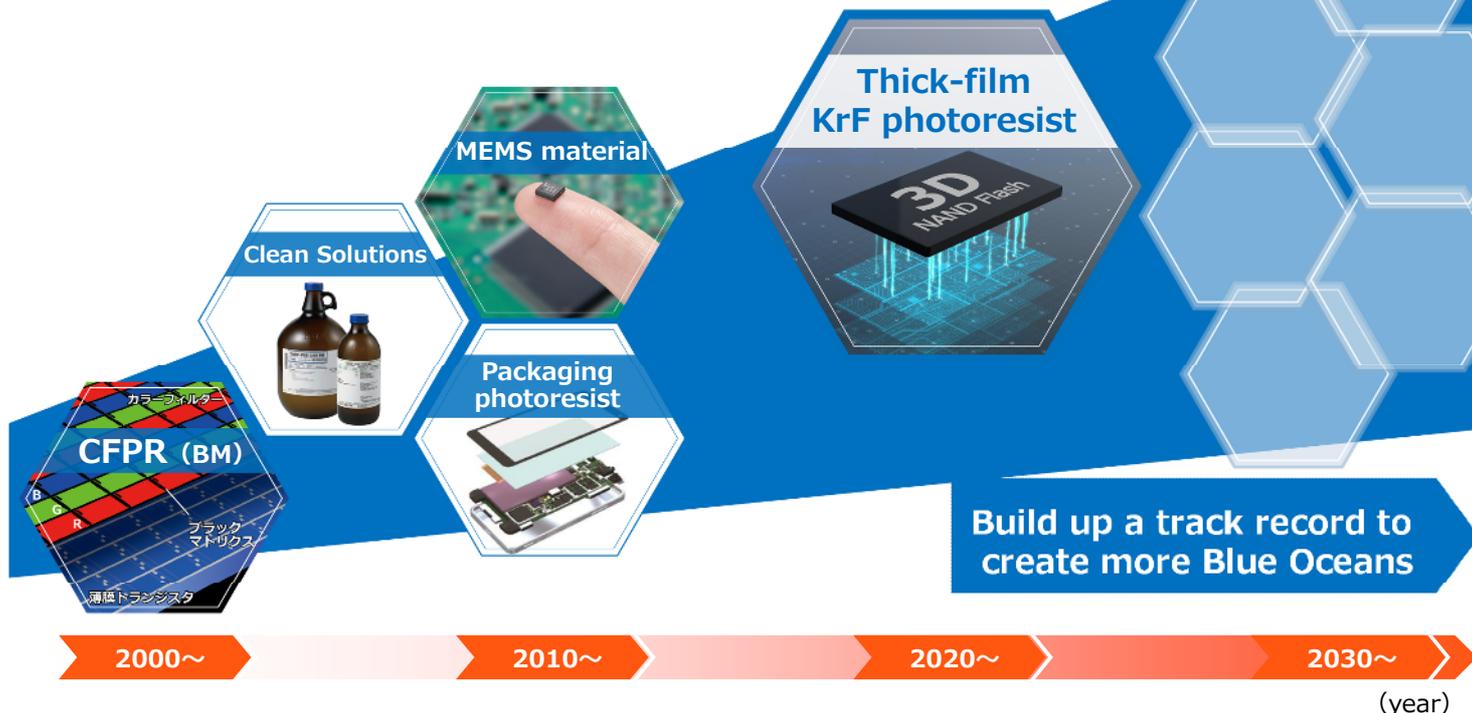
(year)



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- Challenge to development themes whose marketability and potential are hard to predict



## Promote BS management

**Maximize cash generating ability**

Monitor business strategies with a new KPI (EBITDA)

**Effectively use management resources**

Introduce new KPIs (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 and inclusion

- 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

Update IT environment (DATA Warehouse AI/DX personnel)

- MI (Materials Informatics)
- Smart factory etc.



## Social needs



"The e-Material Global Company" contributing to a sustainable future through Chemistry.





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(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.

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