

Our Value Creation Process

TOK's long-term sustainable value creation process

Toward 2030, TOK pursues the management vision of becoming the Global e-Material Company by contributing to a sustainable future through chemistry. As a top global niche company, TOK is helping to resolve social issues by developing products that are useful to society that are not offered by other companies based on a solid customer foundation within and outside of Japan. Cutting-edge value creation in the semiconductor-related and electronics-related businesses, where technologies change at an extremely fast pace, is supported by a financial foundation with a super-long-term view, Net sales

world-leading technological capabilities, constant R&D, investment in human capital, and initiatives for material issues. TOK will continue to flexibly implement and evolve the value creation process while closely monitoring global risk trends. By continuing to contribute to high-level social and scientific issues in this way, TOK will sustainably increase corporate value.

Material Business Equipment Business	New Business	Customers
Global Niche Top Company Maintain business model to continue to develop and launch high value-added products in niche fields	Commitment to high value- added products	Semicondu
Evolving Customer-Oriented Sites Evolve "the trinity" strategy of development, manufacturing, and sales to a new phase	Creating shared value with customers	End products, Semiconductor market, electronic
TOK Medium-Term Plan 2021 Point 1. Strengthen business portfolio reforms Point 2. Return to a growth trajectory Point 3. Strengthen balance sheet management and introduce a new dividend policy	"Challenge to the Future"	End products/End users ket, electronic component
Initiatives for Material Issues Creation of new added value contributes to innovation, enhancement of personnel measures on a global basis, advancement of corporate governance, global environmental conservation, chemical substance management, occupational health and safety/security and disaster prevention	Creating shared value	/End users components market and others
Management Vision "The e-Material Global Company" contributes to a sustainable future through chemistry	TOK Vision 2030	s market and
Management Principles Create a frank, open-minded business culture; continue efforts to enhance technology; raise the level of quality of products; and contribute to society	DNA in place since TOK's founding	1 others
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Reinvest toward sustainable value creation





