

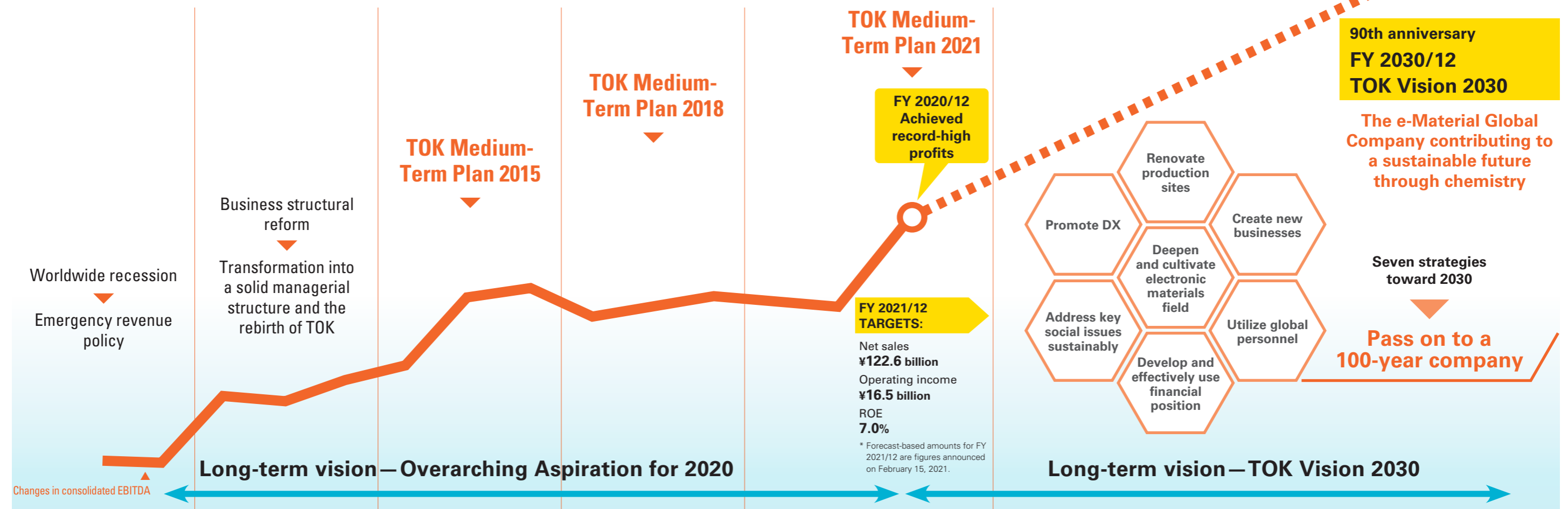
Achieve TOK Vision 2030 and Become a 100-Year Company in 2040

Become a 100-year company in FY 2040/12

TOK will continue to operate in the innovative semiconductor and electronic component segments as its primary business domain despite rapid technological changes and intense competition. In addition, the company will improve its sustainable corporate value from the long-term perspective, envision the outcome of the next 10 and 20 years, and contribute to the sustainable development of society.

Overarching aspiration (quantitative aspects)

Net sales **200.0 billion yen**
 EBITDA **45.0 billion yen**
 ROE **over 10%**



**90th anniversary
 FY 2030/12
 TOK Vision 2030**

The e-Material Global Company contributing to a sustainable future through chemistry

Seven strategies toward 2030

Pass on to a 100-year company



Emergency revenue policy
 Adapt to the new business environment
 ■ Implement cost reduction
 ■ Achieve a low-cost structure

Business structural reform
 Direction
 ■ Enhance marketing capabilities on a global basis
 ■ Further accelerate technology development
 ■ Promptly launch new business
 ■ Accelerate global strategy and expand worldwide market share

TOK Medium-Term Plan 2015
 Targets
 ■ Surpass record-high earnings
 ■ Enhance business foundations that support sustainable growth
 ■ Expand business domains to include the renewable energy segment
 Strategy
 ■ Build close relationships with regional users
 ■ Reform business portfolios
 ■ Develop global personnel

TOK Medium-Term Plan 2018
 Strategy
 ■ Reform business portfolios
 ■ Evolve the customer-oriented strategies
 ■ Develop global personnel
 ■ Strengthen management foundation

TOK Medium-Term Plan 2021
 Features
 ■ Strengthen business portfolio reforms
 ■ Return to a growth trajectory
 ■ Strengthen balance sheet management and introduce a new dividend policy

Overarching aspiration (qualitative aspects)

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