

Fiscal 2019 - Apr 1, 2019 to Mar 31, 2020-

# Presentation for IR Meeting

May 15, 2020

Solutions through Chemistry  
**Tokuyama Corporation**



# Key points of fiscal 2019

- While COVID-19 hasn't had a major impact in the fourth quarter of fiscal 2019, as the sales volume of main products such as semiconductor-related products did not reach the planned amounts, operation profit fell below the full-year forecast
- Profit in fiscal 2020 projected to fall below the target in the final year under the Company's Medium-Term Management Plan due to the impact of COVID-19.
- Steady implementation of growth strategy for ICT-related businesses and healthcare-related businesses

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# 1 Financial Results for FY2019

1. Financial Highlights
2. Net Sales / Operating Profit by Business Segment
3. Changes in Operating Profit

# 1. Financial Highlights

(Billions of yen)

	FY2018	FY2019	Difference		Main changing factors
			Amount	%	
Net sales	324.6	316.0	(8.5)	(3)	Weak sales volume in major products
Operating profit	35.2	34.2	(0.9)	(3)	Weak sales volume in major products
Ordinary profit	33.4	32.8	(0.5)	(2)	Decrease in operating profit
Profit attributable to owners of parent	34.2	19.9	(14.3)	(42)	Deteriorations in extraordinary income/losses
Basic earnings per share (yen)	493.26	287.05	-	-	-
Exchange rate (yen/USD)	111	109	-	-	-
Domestic naphtha price (yen/kl)	49,500	42,700	-	-	-

# 1. Financial Highlights

(Billions of yen)

	As of Mar 31,2019	As of Mar 31,2020	Difference	Main changing factors
Total assets	379.6	383.4	+3.8	Increase in cash and deposits
Shareholders' equity	152.7	168.8	+16.0	Posting profit attributable to owners of parent
Shareholders' equity ratio	40.2%	44.0%	+3.8pts	-
Interest-bearing debt	128.9	116.3	(12.6)	Decrease in long-term loans payable
D/E ratio	0.84	0.69	(0.16)	-
Net D/E ratio*	0.40	0.21	(0.19)	-
Net assets per share (yen)	2,199.83	2,431.21	-	-

\*Net D/E ratio: (Interest-bearing debt – Cash and deposits, Cash equivalents, Money in trust)/Shareholders' equity

## 2. Net Sales/Operating Profit by Business Segment

(Year-on-year change)

(Billions of yen)

	FY2018		FY2019		Difference			
	Net Sales	Operating Profit	Net Sales	Operating Profit	Net Sales	%	Operating Profit	%
Chemicals	98.3	16.8	93.7	15.3	(4.6)	(5)	(1.4)	(9)
Specialty Products	59.6	9.9	54.4	7.0	(5.2)	(9)	(2.8)	(29)
Cement	92.3	3.2	87.2	3.8	(5.0)	(5)	+0.6	+20
Life & Amenity	55.2	3.2	56.3	2.8	+1.0	+2	(0.3)	(11)
Others	61.3	4.3	65.2	6.9	+3.8	+6	+2.5	+60
Total	367.0	37.5	357.0	36.0	(10.0)	(3)	(1.4)	(4)
Inter-segment eliminations and corporate-wide expenses	(42.4)	(2.3)	(40.9)	(1.8)	+1.4	-	+0.4	-
Consolidated results	324.6	35.2	316.0	34.2	(8.5)	(3)	(0.9)	(3)

(Note) Sales and operating profit shown above include inter-segment transactions

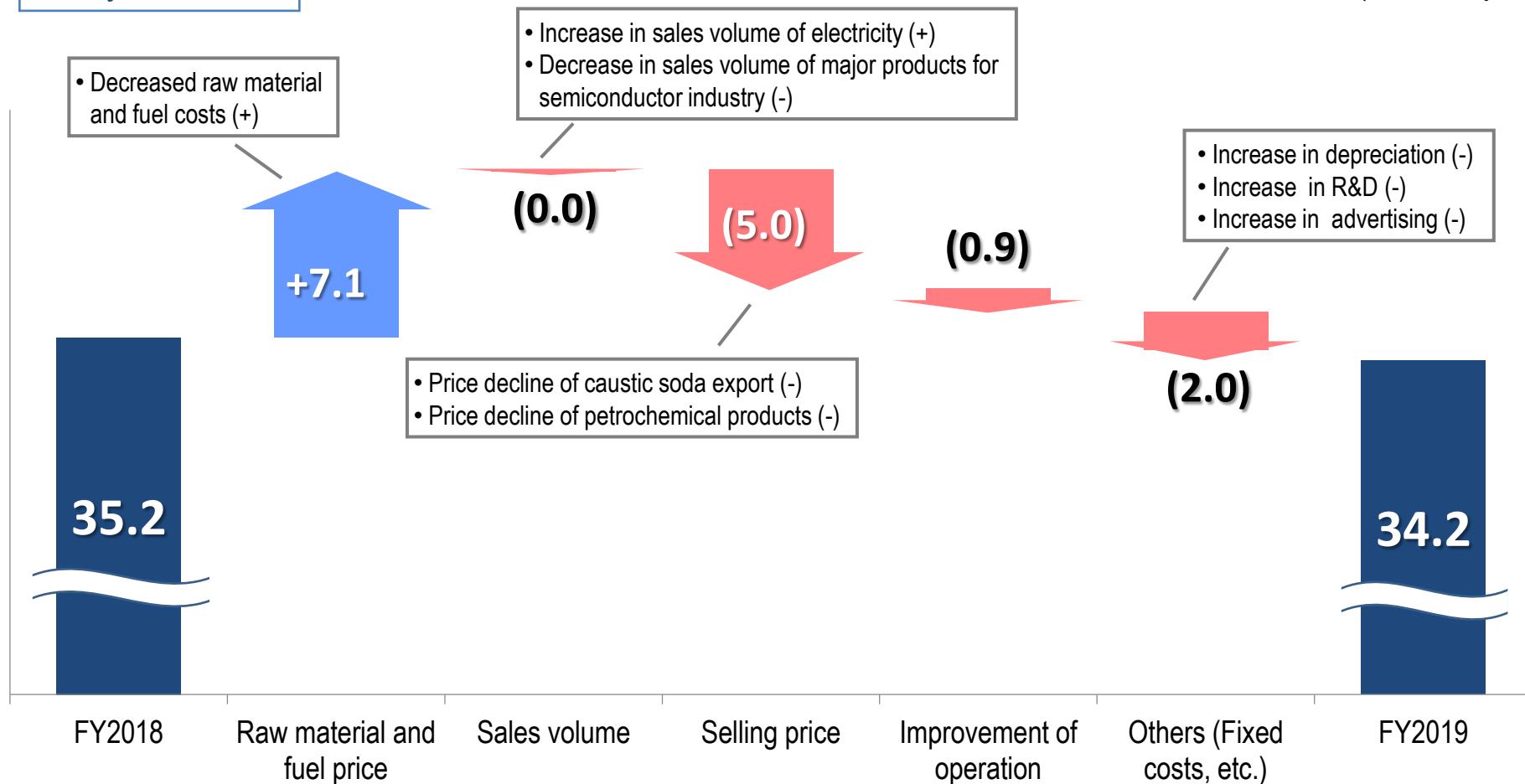
\*The figures of FY2019 and FY2018 stated above have been modified to reflect the operating results based on the business segment after this change.

### 3. Changes in Operating Profit

#### By Factor

(Year-on-year change)

(Billions of yen)



2

## Performance Forecasts for FY2020

1. Impact of COVID-19
2. Performance Forecasts
3. Performance Forecasts by Business Segment
4. Changes in Operating Profit
5. Investment Plan



# 1. Impact of COVID-19

- Assumptions

➤ The impact of COVID-19 on the Company's operation is expected to gradually fade from the second quarter, with almost no impact from the third quarter and beyond.

- Impact by segment

[Chemicals] The spread of COVID-19 is expected to impact demand in a broad range of fields including construction, paper, and vehicle production, such as sales decline of petrochemical products caused by suspension of vinyl chloride resin imports due to lockdown in India and decrease in vehicle production.

[Specialty Products] Despite demand has remained steady on the back of moves by users to build up inventories, the outlook needs to be monitored such as decline in demand after the end of building up inventories.

[Cement] With respect to cement, sales volume in Japan and overseas expected to decrease due to the temporary suspension of construction work and closure of construction site.

[Life and Amenity] Shipments of dental materials and other products to the U.S. and Europe are projected to decline due to lockdown in the U.S. and Europe.

## 2. Performance Forecasts

(Billions of yen)

	FY2019	FY2020	Difference		Main changing factors
			Amount	%	
Net sales	316.0	310.0	(6.0)	(2)	Weak sales volume in major products
Operating profit	34.2	28.0	(6.2)	(18)	Weak sales volume in major products Improvement in
Ordinary profit	32.8	28.0	(4.8)	(15)	Decrease in operating profit
Profit attributable to owners of parent	19.9	22.0	+2.0	10	Extraordinary income/expenses
Basic earnings per share (yen)	287.05	316.75	-	-	-
Exchange rate (yen/USD)	109	110	-	-	-
Domestic naphtha price (yen/kl)	42,700	43,000	-	-	-

# 3. Performance Forecasts by Business Segment

(Year-on-year change based on FY2020 forecasts)

(Billions of yen)

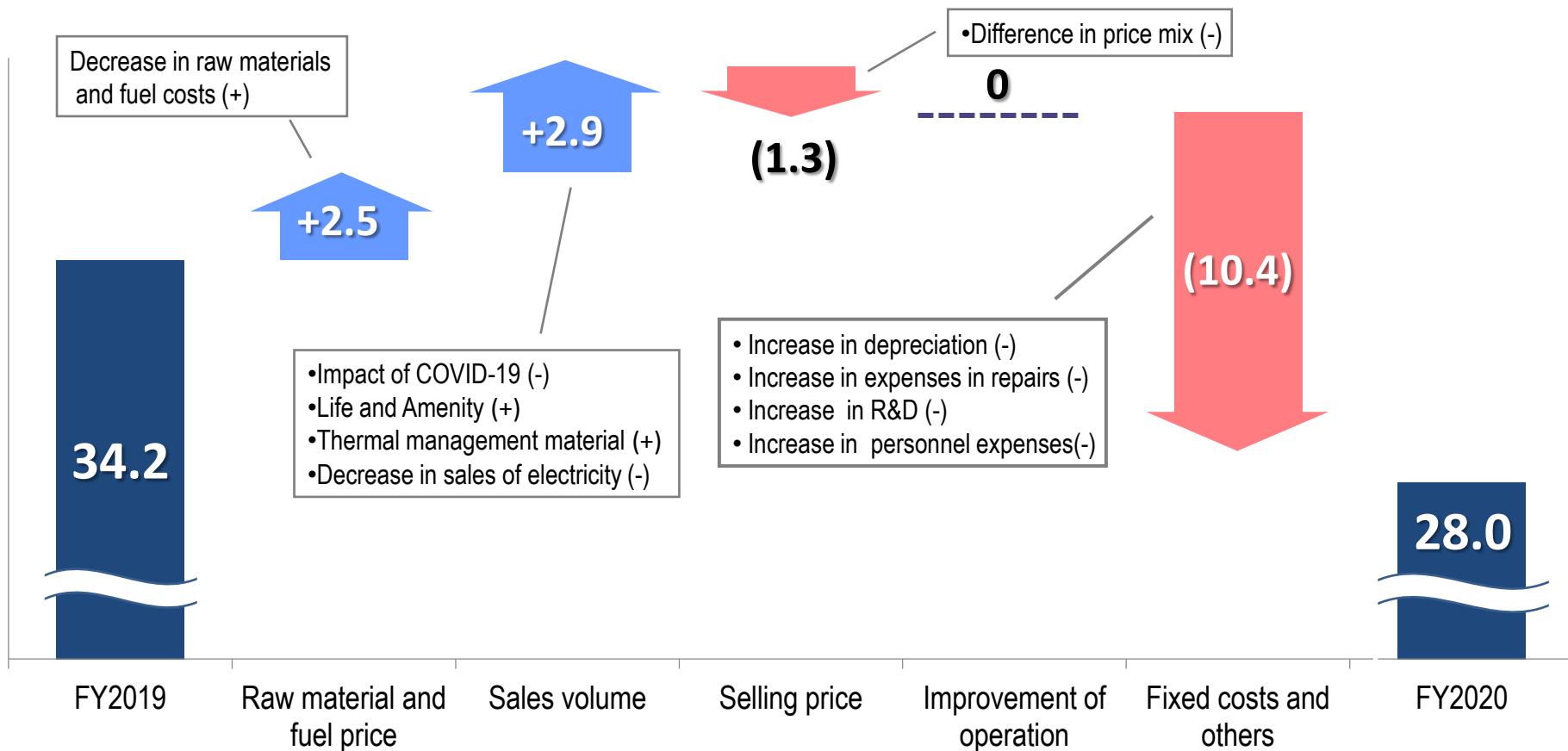
	FY2019 Results		FY2020 Forecasts		Difference			
	Net sales	Operating profit	Net sales	Operating profit	Net sales	%	Operating profit	%
Chemicals	93.7	15.3	87.0	13.0	(6.7)	(7)	(2.3)	(15)
Specialty Products	54.4	7.0	61.0	7.5	+6.5	+12	+0.4	+6
Cement	87.2	3.8	86.0	3.5	(1.2)	(2)	(0.3)	(9)
Life & Amenity	56.3	2.8	58.0	3.0	+1.6	+3	+0.1	+4
Others	65.2	6.9	48.0	4.0	(17.2)	(26)	(2.9)	(42)
<b>Total</b>	<b>357.0</b>	<b>36.0</b>	<b>340.0</b>	<b>31.0</b>	<b>(17.0)</b>	<b>(5)</b>	<b>(5.0)</b>	<b>(14)</b>
Inter-segment eliminations and corporate-wide expenses	(40.9)	(1.8)	(30.0)	(3.0)	10.9	-	(1.1)	-
<b>Consolidated Results</b>	<b>316.0</b>	<b>34.2</b>	<b>310.0</b>	<b>28.0</b>	<b>(6.0)</b>	<b>(2)</b>	<b>(6.2)</b>	<b>(18)</b>

(Note) Sales and operating profit in each segment shown above include inter-segment transactions.

# 4. Changes in Operating Profit

(Year-on-year change based on FY2020 forecasts)

(Billions of yen)



\*TMSB: Tokuyama Malaysia

# 5. Investment Plan

## Consolidated

(Billions of yen)

	FY2019 Results	FY2020 Forecast	Changes
Capital expenditures	23.7	32.7	+8.9
Depreciation and amortization	16.1	18.4	+2.3
R&D expenses	9.1	11.3	+2.1

## Major Growth Investments

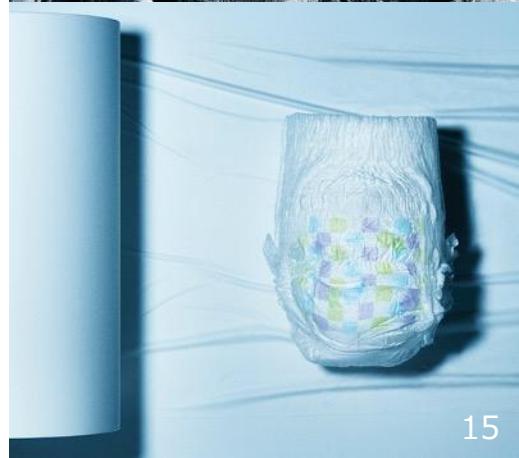
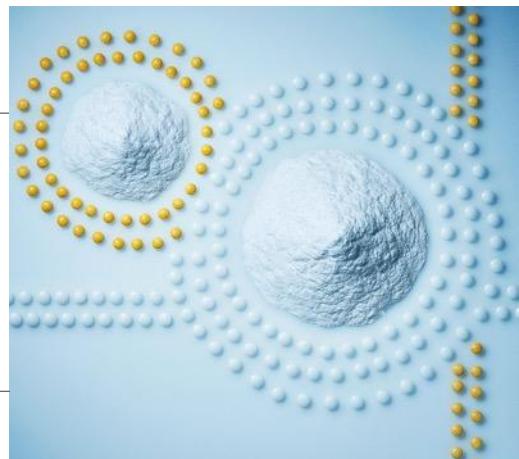
Fiscal 2019	Fiscal 2020
Increase production of aluminum nitride powder	Increase semiconductor-related productions and pursue higher quality
Expand capacity of tetramethylammonium hydroxide (TMAH)	Increase healthcare-related productions
Building supply base for IC chemicals in China	Develop new businesses of thermal management material
Expand capacity of port in Tokuyama factory	Expand capacity of port in Tokuyama factory

- \* Basic invest plan remains unchanged since demand in the future expect to be recovered. Meanwhile, the Company will respond flexibly to demand trends with regard to schedules.

3

# Progress under the Medium-Term Management Plan

1. Progress in Achieving Numerical Targets
2. Results after Addressing Priority Issues
3. Progress in Investment Plan
4. Traditional Businesses
5. Dividends



# 1. Progress in Achieving Numerical Targets

	FY2020 Target	FY2015	FY2019	FY2020 Forecast	Progress evaluation
Net sales	¥335.0 billion	¥307.1 billion	¥316.0 billion	¥335.0 billion	Unable to absorb the rise in fixed costs, profit decreased and target was not achieved
Operating profit	¥36.0 billion	¥23.0 billion	¥34.2 billion	¥36.0 billion	
ROA	10%	5.7%	9.0%	-	
Operating margin	10%	7.5%	10.8%	10%	Total asset turnover was not improved and target of ROA was not achieved.
Total asset turnover	1.0 times	0.77 times	0.83 times	1.0 times	
Financial indicators	CCC	55 days	69 days	64 days	Target not achieved
	D/E ratio	1.0	4.7	0.7	Target achieved
	Exchange rate (¥/US\$)	110	120	109	110
	Domestic naphtha price (¥/kl)	58,000	42,800	42,700	43,000



Note : Cash Conversion Cycle (CCC): Accounts receivable turnover period + Inventory turnover period – Accounts payable turnover period;

ROA: Operating profit / Total assets

# 1. Progress in Achieving Numerical Targets

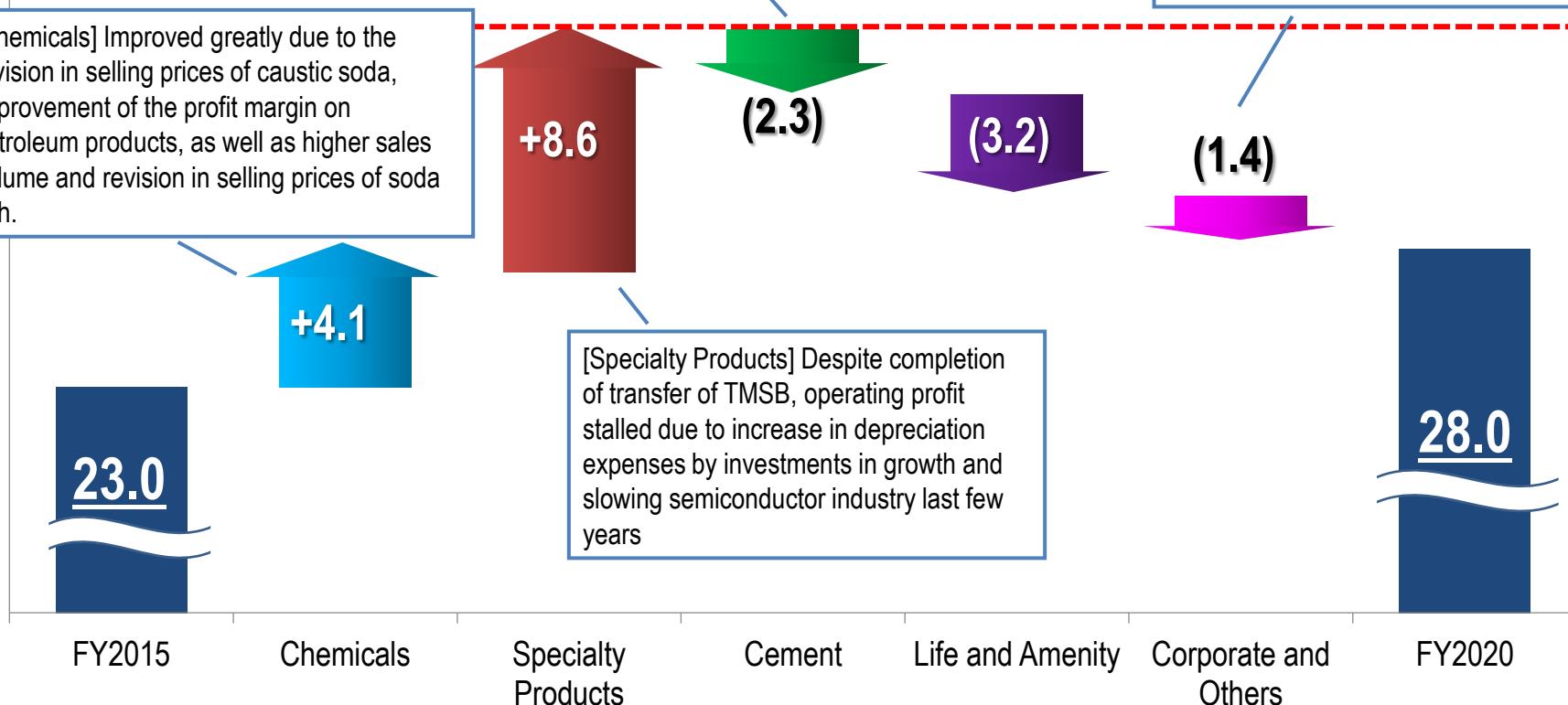
## (Changes in Operating Profit)

¥360 billion

[Chemicals] Improved greatly due to the revision in selling prices of caustic soda, improvement of the profit margin on petroleum products, as well as higher sales volume and revision in selling prices of soda ash.

[Cement] Despite continued effort in earnings, operating profit decreased due to soaring raw material prices, aging equipment failure, and increased expenses in repairs

[L&A] Despite continues progress in expansion in healthcare-related businesses, operating profit decreased due to decrease in the number of subsidiaries and increase in expenses of business restructuring

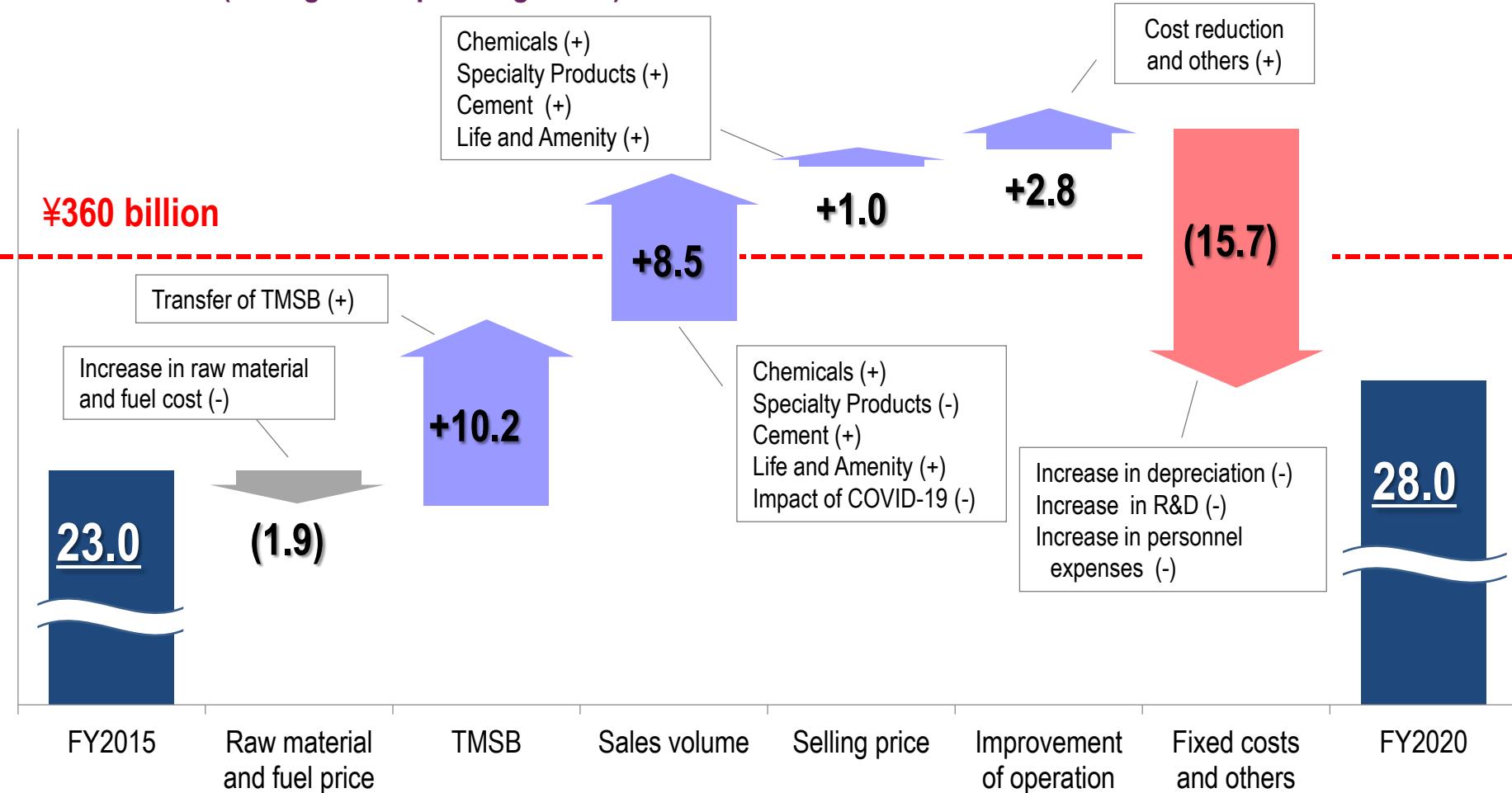


\*TMSB: Tokuyama Malaysia

# 1. Progress in Achieving Numerical Targets

## (Changes in Operating Profit)

(Billions of yen)



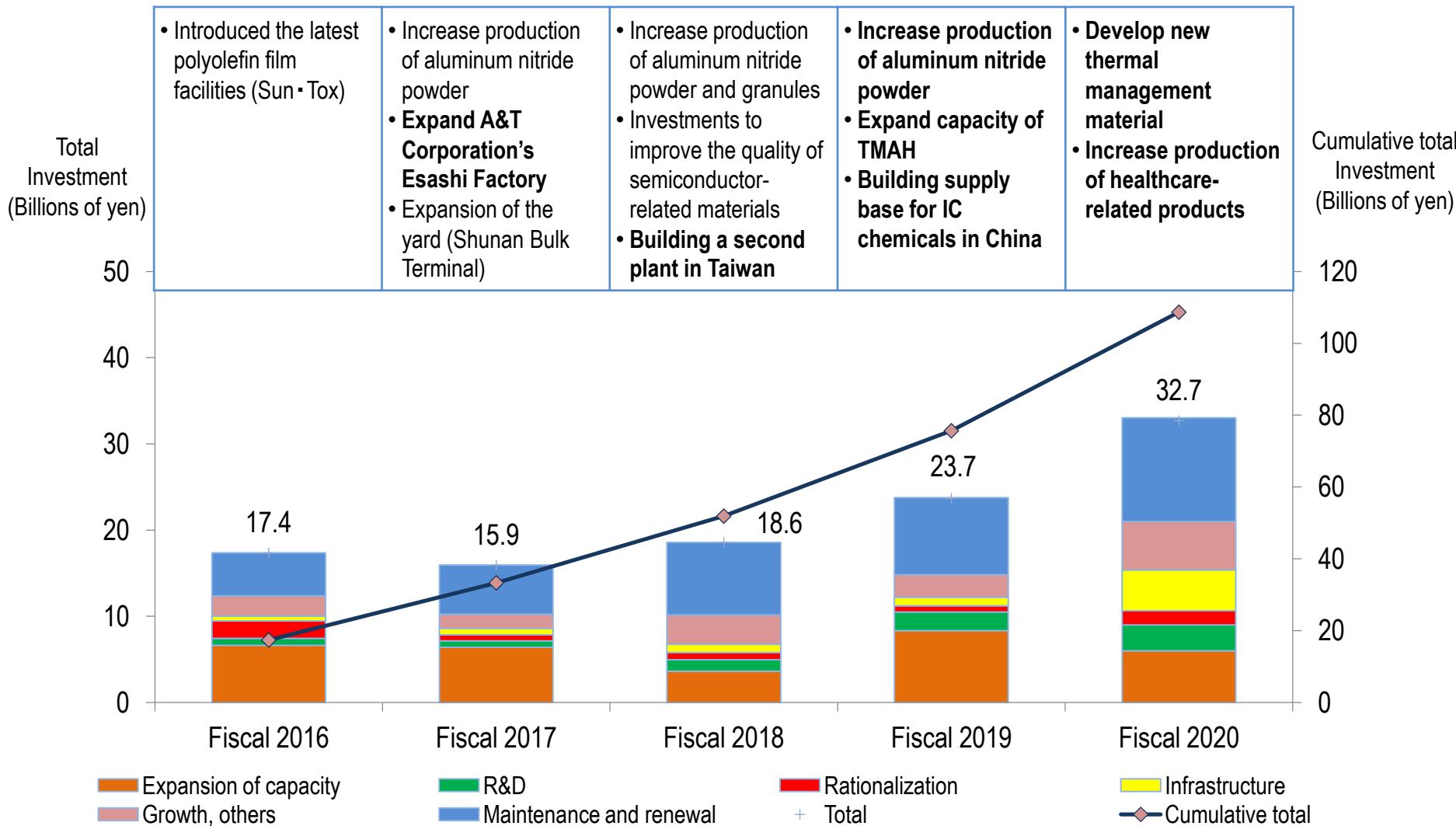
\*TMSB: Tokuyama Malaysia

## 2. Results after Addressing Priority Issues

	<u>FY2019 Results</u>	<u>FY2020 Measures</u>
<b>Change the Group's organizational culture and structure</b>	<ul style="list-style-type: none"><li>■ Revise general personnel systems</li><li>■ Continue to actively recruit outside personnel</li><li>■ Promote work style reform</li></ul>	<ul style="list-style-type: none"><li>■ Revision of the personnel evaluation system for managers, employees over the age of 60, and regular employees was completed. The company is committed to operate the system in order to develop employee motivation and abilities.</li></ul>
<b>Rebuild the Group's business strategies</b>	<ul style="list-style-type: none"><li>■ Develop and expand healthcare-related business</li><li>■ Work to increase operating efficiency utilizing IoT and AI; strive to increase the plant operating efficiency</li><li>■ Strengthen environment-related businesses (related to the use of hydrogen, water treatment, and CO<sub>2</sub>)</li></ul>	<ul style="list-style-type: none"><li>■ The company launched strategic initiatives to expand ICT and healthcare-related businesses, and accelerate development under the next Medium-Term Management Plan.</li><li>■ Develop the measures to environmental issues under the current Medium-Term management Plan such as reducing CO<sub>2</sub> emissions to new businesses</li></ul>
<b>Strengthen Group management</b>	<ul style="list-style-type: none"><li>■ Enhance logistics efficiency and decrease the cost by strengthening coordination among logistics-related group companies</li></ul>	<ul style="list-style-type: none"><li>■ Implement restructuring businesses which are responsible for the Group's functions other than rebuilding of plastic window sashes business which was longstanding problem</li></ul>
<b>Improve the Company's financial position</b>	<ul style="list-style-type: none"><li>■ Return to an "A" credit rating</li></ul>	<ul style="list-style-type: none"><li>■ Financial reconstruction trends exceed plans in the background of higher profitability.</li></ul>

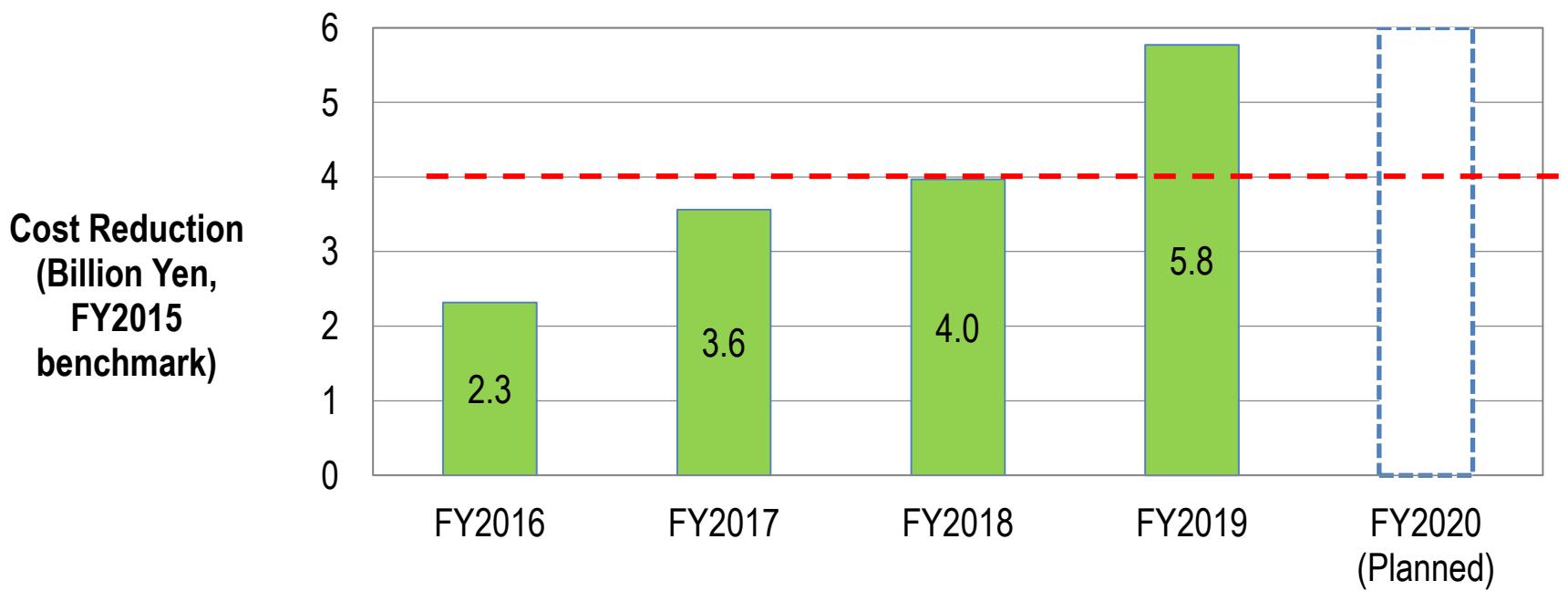
# 3. Progress in Investment Plan

## Major Growth Investments



## 4. Traditional Businesses

- Cost reduction in fiscal 2019 exceeds results in fiscal 2018 and also exceeds the target for fiscal 2020 set under the current Medium-Term Management Plan
- Work to post further accomplishment in fiscal 2020.



## 5. Dividends

### ➤ Fiscal 2019

The Company expects to pay out a year-end dividend of ¥35 per share in line with the basic policy mentioned above.

### ➤ Fiscal 2020

The Company plans to pay an interim dividend of ¥35 per share. In contrast, the year-end dividend is yet to be determined given the uncertainty surrounding the spread of COVID-19.

Fiscal Year	2014	2015	2016	2017	2018	2019	2020
Interim Dividend (Yen)	0	0	0	10	25	35	(35)
Year-end Dividend (Yen)	0	0	0	20	25	35	—
Payout ratio (%)	—	—	—	11.5	10.1	24.4	—

- 1) The Company consolidated its common shares at a ratio of one share for each five shares effective as of October 1, 2017. The dividends of the fiscal year 2013 and the interim dividend of the fiscal year 2017 are stated after taking into account the impact of the share consolidation.
- 2) The dividend payout ratios for fiscal 2014-2016 are not stated as those are net losses.
- 3) The numbers in parentheses are planned numbers.
- 4) The year-end dividend of the fiscal year 2017 includes 10 yen of commemorative dividend for the Company's centenary anniversary.



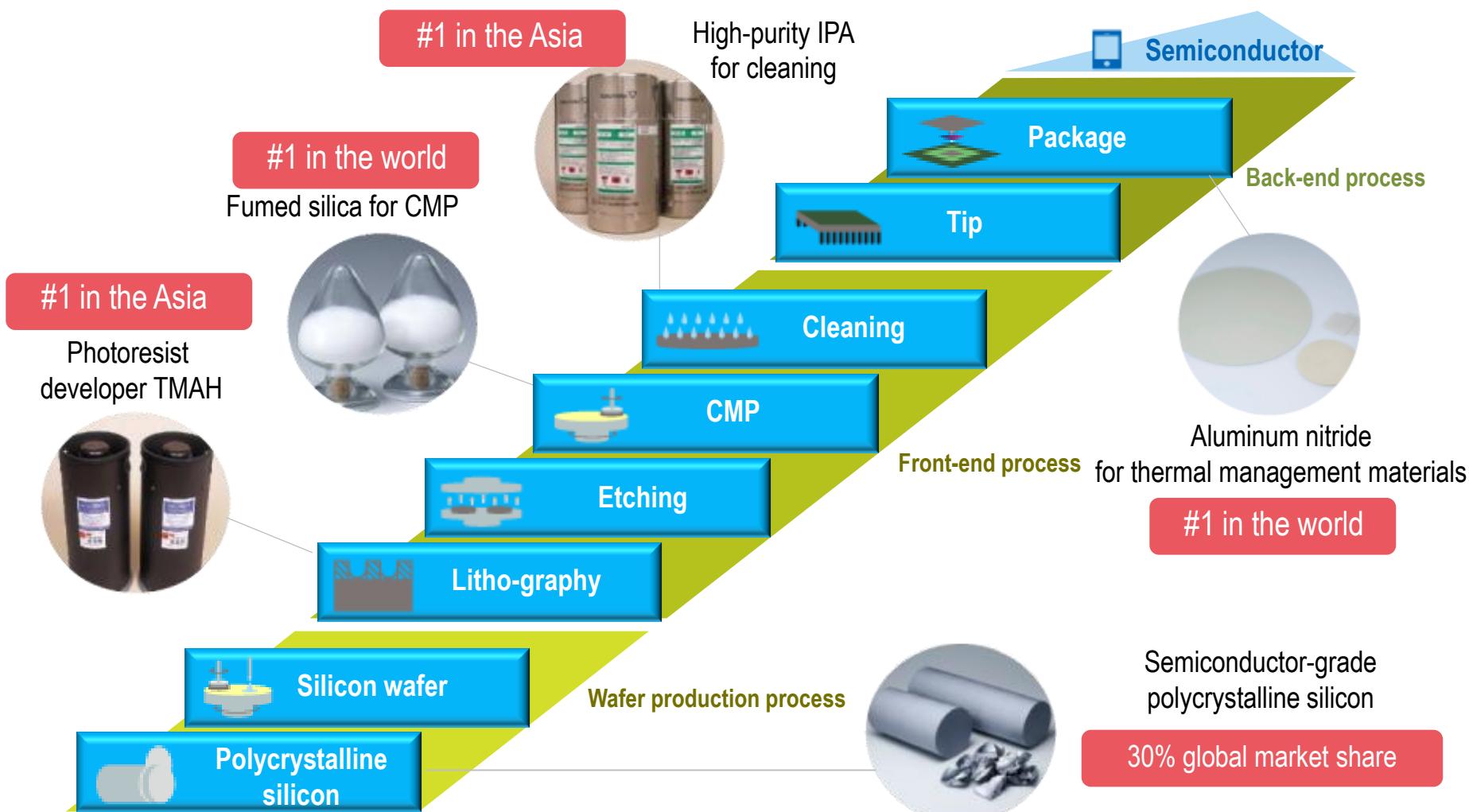
# 4 Supplementary Data

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9. Interest-bearing Debts Trend
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# 1. Growth Businesses

## ICT-Related Products



# 1. Growth Businesses

## Healthcare-Related Products



- Dental materials
- Active pharmaceutical ingredients and intermediates



- Medical diagnosis systems
- Diagnostic reagents
- Neutron detection monitor materials
- Animal medical peripheral materials

### Diagnosis



### Treatment



### Maintenance

- Polyolefin film (Food packaging materials)
- Microporous film (disposable diapers materials)

### Prevention

- Photochromic Dye Materials
- Supplements
- External Teat Sealant for cows



# 1. Growth Businesses

Current measures		Measures for the future growth
<b>Polycrystalline silicon</b>	<ul style="list-style-type: none"> <li>■ <b>Investment for the further improvement of product quality</b></li> </ul>	Differentiate products from those of other companies by further increasing quality
<b>High-purity Chemicals for Semiconductor Manufacturing (TMAH, IPA)</b>	<ul style="list-style-type: none"> <li>■ <b>Strengthen the supply structure of IPA by building a second plant in Taiwan (Started operation from Feb 2019)</b></li> <li>■ <b>Increase production capacity of TMAH by 50% Commercial operation from April 2020</b></li> <li>■ <b>Supply base in China</b></li> </ul>	Expand business by acquiring a wide range of customers through production capacity enhancements and supply system development
<b>Thermal Management Material</b>	<ul style="list-style-type: none"> <li>■ <b>Increase the production capacity AlN powder April 2020: 600 ton/year =&gt; 840 ton/year</b></li> <li>■ <b>Increase the production capacity of bare substrate by 20% from the middle of year 2020</b></li> </ul>	Improve market share and expand business in North America and Europe using new products to gain foothold
<b>Dental Materials</b>	<ul style="list-style-type: none"> <li>■ <b>Launching new large-scale products (composite resin) in Europe following North America</b></li> </ul>	Expand market share in global market
<b>Plastic lens-related Materials</b>	<ul style="list-style-type: none"> <li>■ <b>Expanding sales through collaboration with customers</b></li> <li>■ <b>Deploying the Group's unique technologies to other fields</b></li> </ul>	

## 2. Net Sales/Operating Profit by Business Segment

### (Chemicals Segment)

#### Measures

- Maximize earnings of electrolytic businesses
- Improve logistics infrastructure and strengthen logistics
- Hydrogen business and energy-saving measures for promoting SDGs

#### FY2019 Results

##### Caustic soda

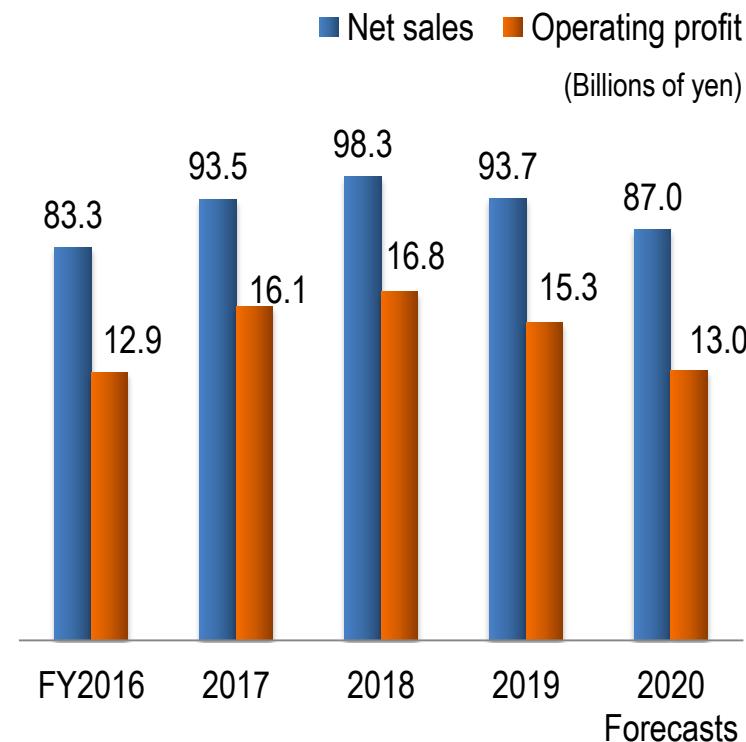
➤ Despite firm sales volume trends, its operating profit decreased due to the increase in raw material price coupled with a deterioration in overseas market conditions.

##### Vinyl chloride resin

➤ Operating profit increased on the back of efforts to maintain spread between selling prices and raw material price.

##### Calcium chloride

➤ Operating profit decreased. This largely reflected drop in sales volume due to less snow and an increase in logistics costs.



## 2. Net Sales/Operating Profit by Business Segment

### Measures

#### < Electronic Materials Business >

- Develop technologies that address customers' requirements for increased performance

#### < Thermal management material Business >

- Expand the production capacity and the product lineup

#### < IC Chemicals Business >

- Strengthen the production and supply structures in Asian region

### FY2019 Results

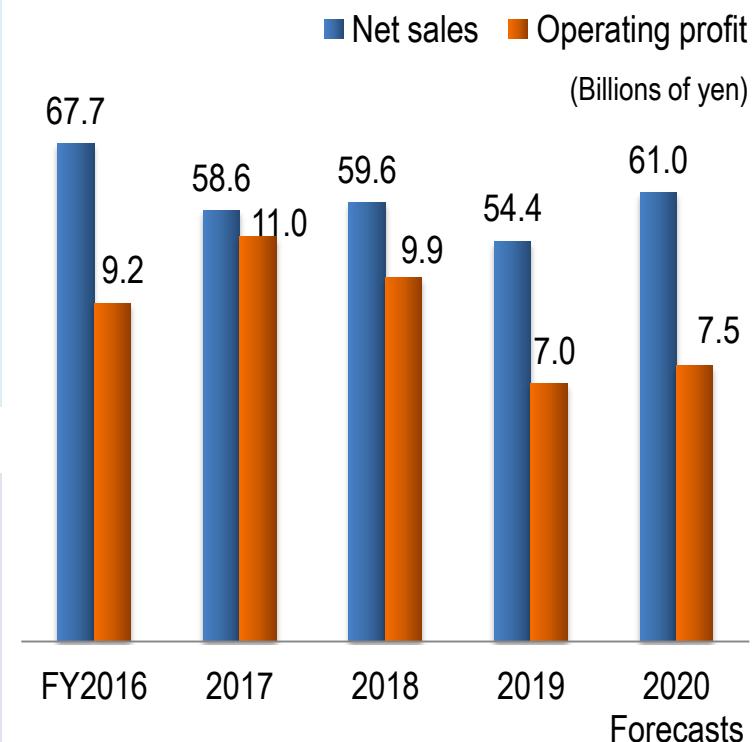
#### Semiconductor-grade Polycrystalline silicon and Thermal management material

- Operating profit decreased. This was due to decline in sales amount caused by the delayed recovery of semiconductor market.

#### High-purity chemicals for electronics manufacturing

- Its business result was almost same as the previous year. This reflected the recovery of sales volume mainly for export.

### (Specialty Products Segment)



## 2. Net Sales/Operating Profit by Business Segment

### (Cement Segment)

#### Measures

- Improve energy efficiency
- Expand concrete businesses for repair and reinforcement
- Expand resource recycling business and develop new environmental business

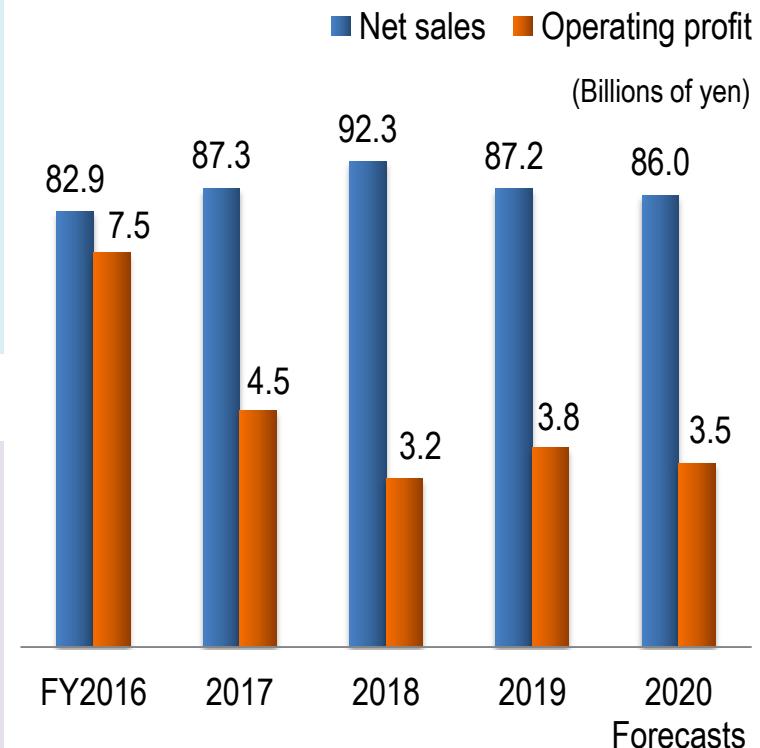
#### FY2019 Results

##### Cement

➤ Despite manufacturing costs decreased due to a down in coal prices, operating profit decreased due to weak sales volume and an increase in fixed costs such as depreciation.

##### Resource recycling business

➤ Operating profit increased due to increase in accepted volume of waste.



## 2. Net Sales/Operating Profit by Business Segment

### (Life & Amenity Segment)

#### Measures

- Strengthen marketing and product development of pharmaceuticals businesses
- Strengthen the pipeline from product development to market release
- Strengthen marketing and sales structure in overseas
- Increase the volume of sales through close collaboration with sales partners

#### FY2019 Results

##### Plastic lens-related materials

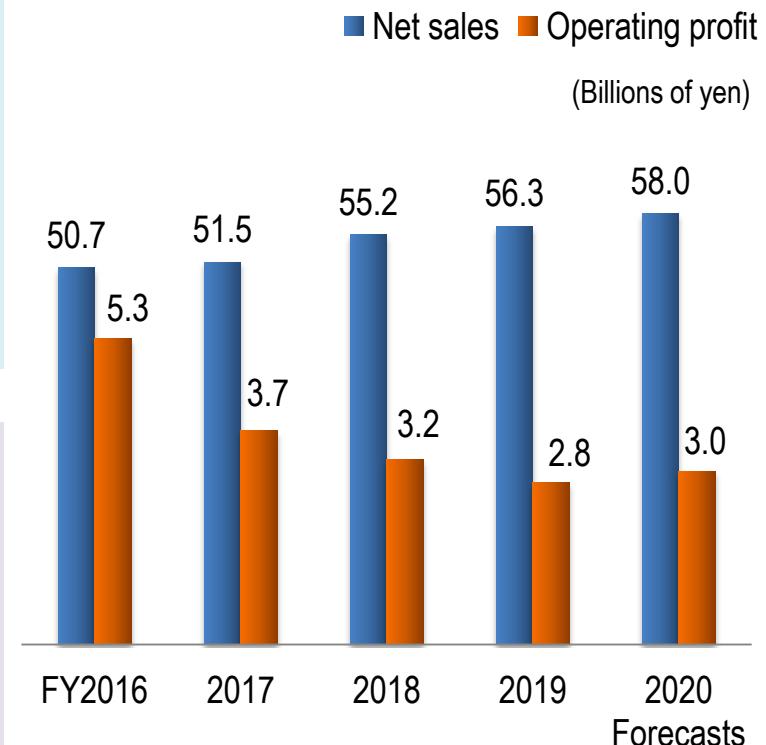
➤ Sales volume of photochromic dye materials for eyeglass lenses increased.

##### Dental materials

➤ Despite an increase in sales volume overseas, its operating profit decreased mainly due to the increase in advertising expenses associated with the release of new products to the market.

##### Medical diagnosis systems

➤ Its operating profit increased. This largely reflected firm sales volume of Clinical Testing devices and Systems.



## 3. Consolidated Financial Statements

## Income Statements

(Billions of yen)

	FY2018	FY2019	Difference	
			Amount	%
Net sales	324.6	316.0	(8.5)	(3)
Cost of sales	226.6	217.4	+9.2	+4
Selling, general and administrative expenses	62.7	64.3	(1.6)	(3)
Operating profit	35.2	34.2	(0.9)	(3)
Non-operating income/expenses	(1.8)	(1.4)	+0.4	-
Ordinary profit	33.4	32.8	(0.5)	(2)
Extraordinary income/expenses	4.6	(4.9)	(9.5)	-
Profit/loss before income taxes	38.0	27.9	(10.1)	(27)
Income taxes	2.9	6.9	(3.9)	(132)
Non-controlling interests	0.7	1.0	(0.3)	(41)
Profit attributable to owners of parent	34.2	19.9	(14.3)	(42)

# 3. Consolidated Financial Statements

## Balance Sheets

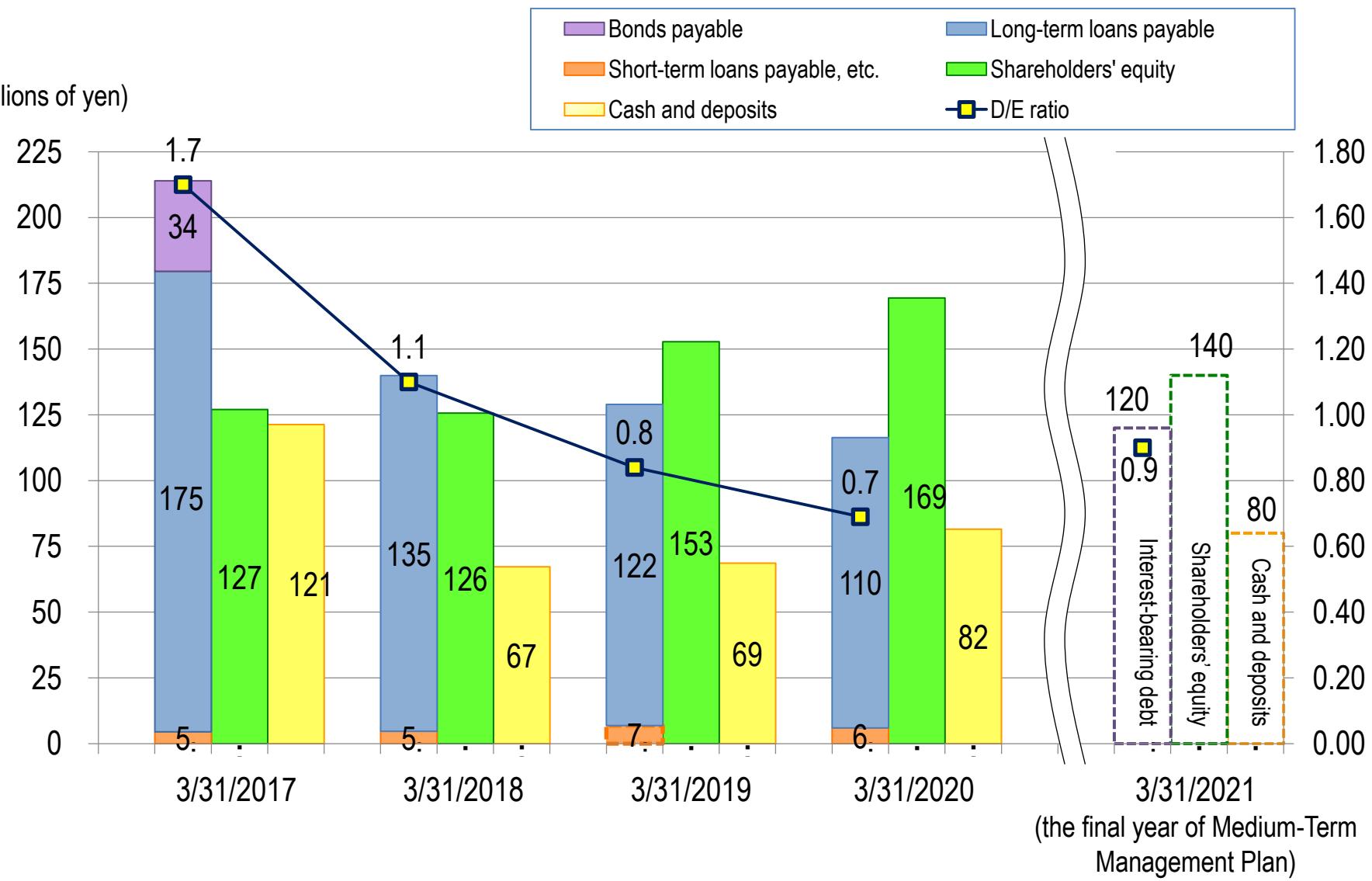
(Billions of yen)

	3/31/2019	3/31/2020	Changes	
			Amount	%
Total assets	379.6	383.4	+3.8	+1
Current assets	202.9	203.8	+0.9	+0
Tangible fixed assets	116.1	123.1	+7.0	+6
Intangible fixed assets	1.9	1.6	(0.3)	(16)
Investments and other assets	58.6	54.7	(3.8)	(7)

	3/31/2019	3/31/2020	Changes	
			Amount	%
Total liabilities	216.1	203.0	(13.0)	(6)
Current liabilities	93.2	95.2	+1.9	+2
Long-term liabilities	122.8	107.7	(15.0)	(12)
Total net assets	163.5	180.4	+16.9	+10

## 4. Reducing interest-bearing debt

(Billions of yen)



## 5. Non-Operating Income/Expenses, Extraordinary Gains/Losses and Financial Cost

Consolidated (year-on-year change)

(Billions of yen)

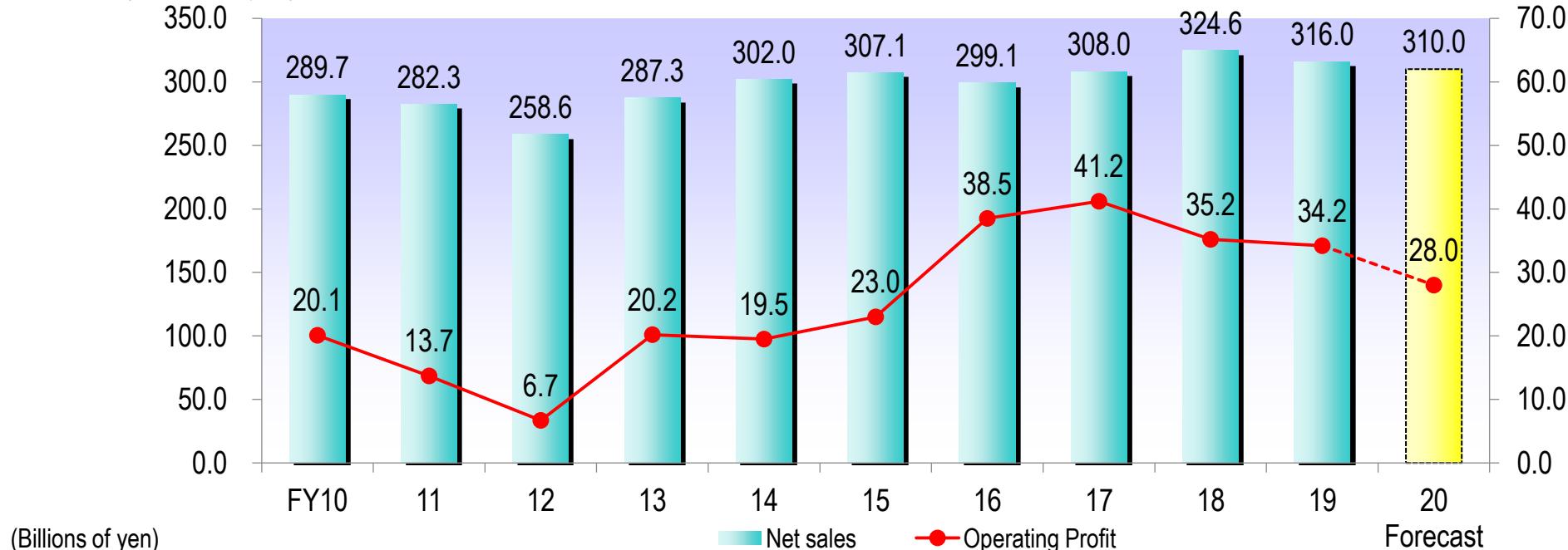
		FY2018	FY2019	Changes
Non-operating income	Interest and dividend income	0.5	0.4	(0.0)
	Other income	4.2	3.6	(0.6)
	Total	4.8	4.1	(0.6)
Non-operating expenses	Interest expenses	2.4	1.6	+0.7
	Other expenses	4.2	3.8	+0.3
	Total	6.6	5.5	+1.1
Non-operating income/expenses		(1.8)	(1.4)	+0.4
Extraordinary gains		7.3	0.8	(6.4)
Extraordinary losses		2.7	5.7	(3.0)
Extraordinary gains/losses		4.6	(4.9)	(9.5)
Financial income and expenses		(1.9)	(1.1)	+0.7

# 6. Performance Trend

Net sales (Billions of yen)

Annual

Profit (Billions of yen)

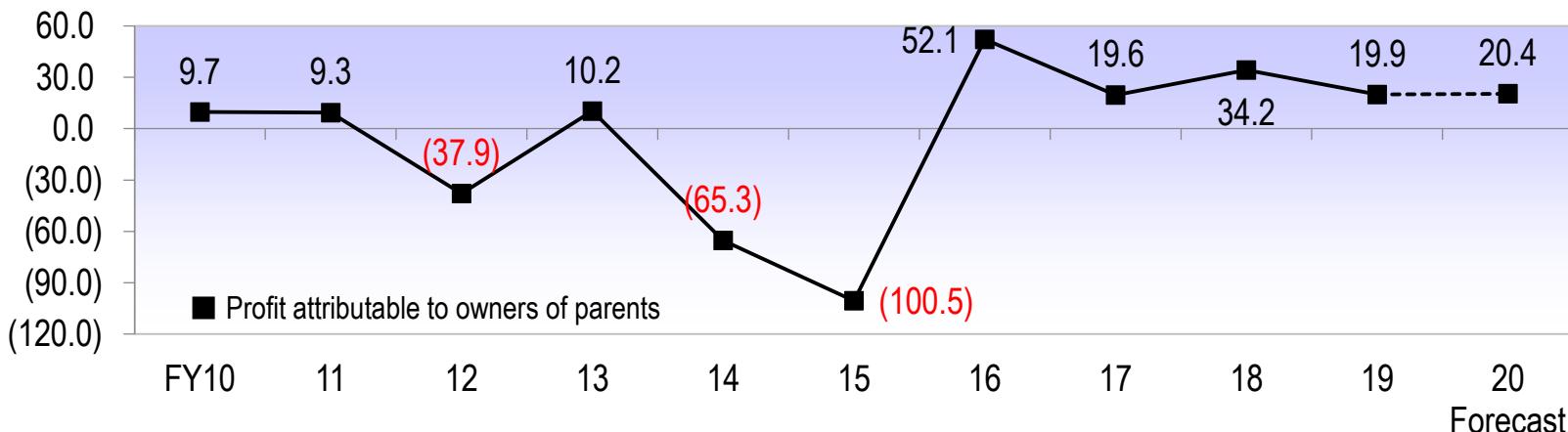


(Billions of yen)

Net sales

Operating Profit

Forecast



■ Profit attributable to owners of parents

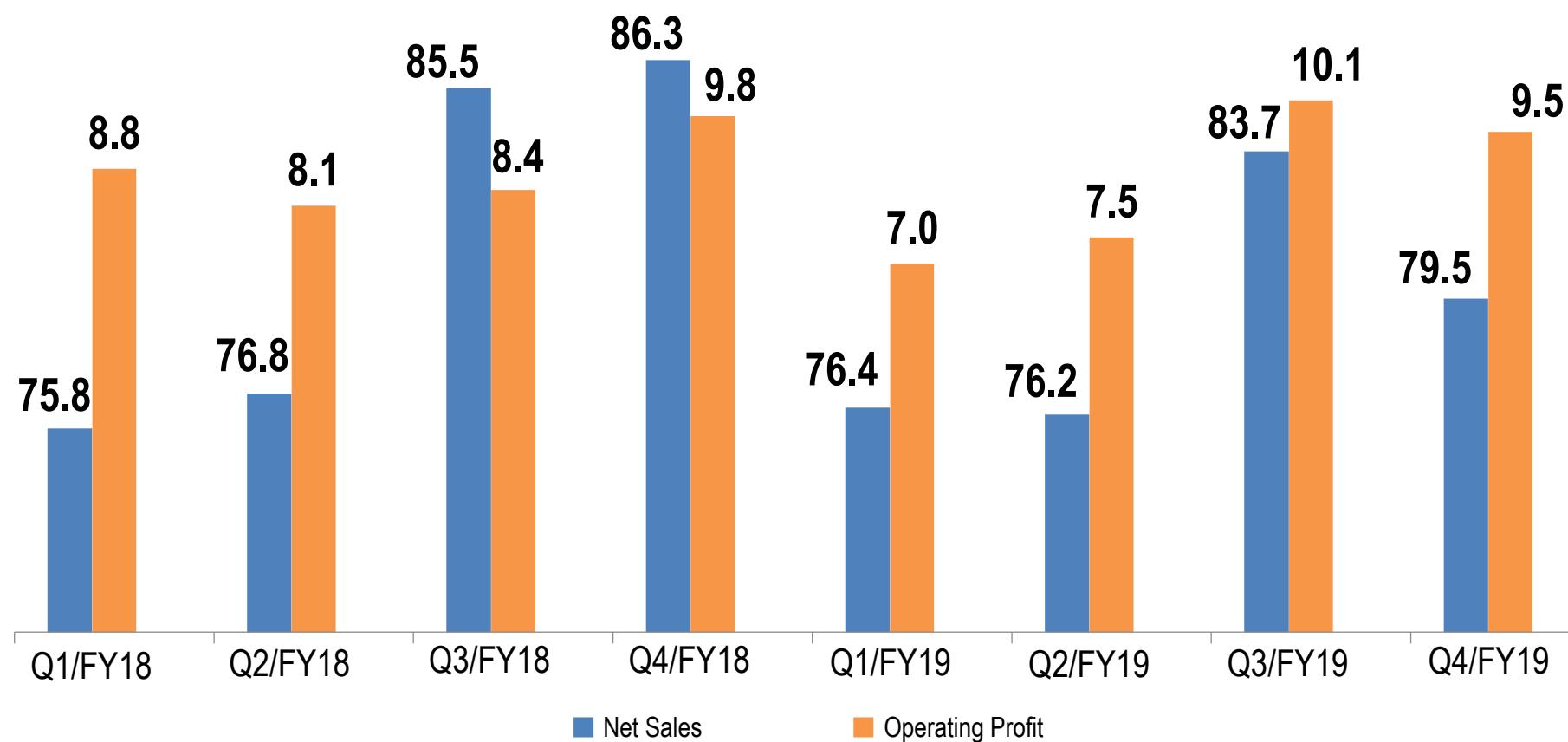
Forecast

# 6. Performance Trend

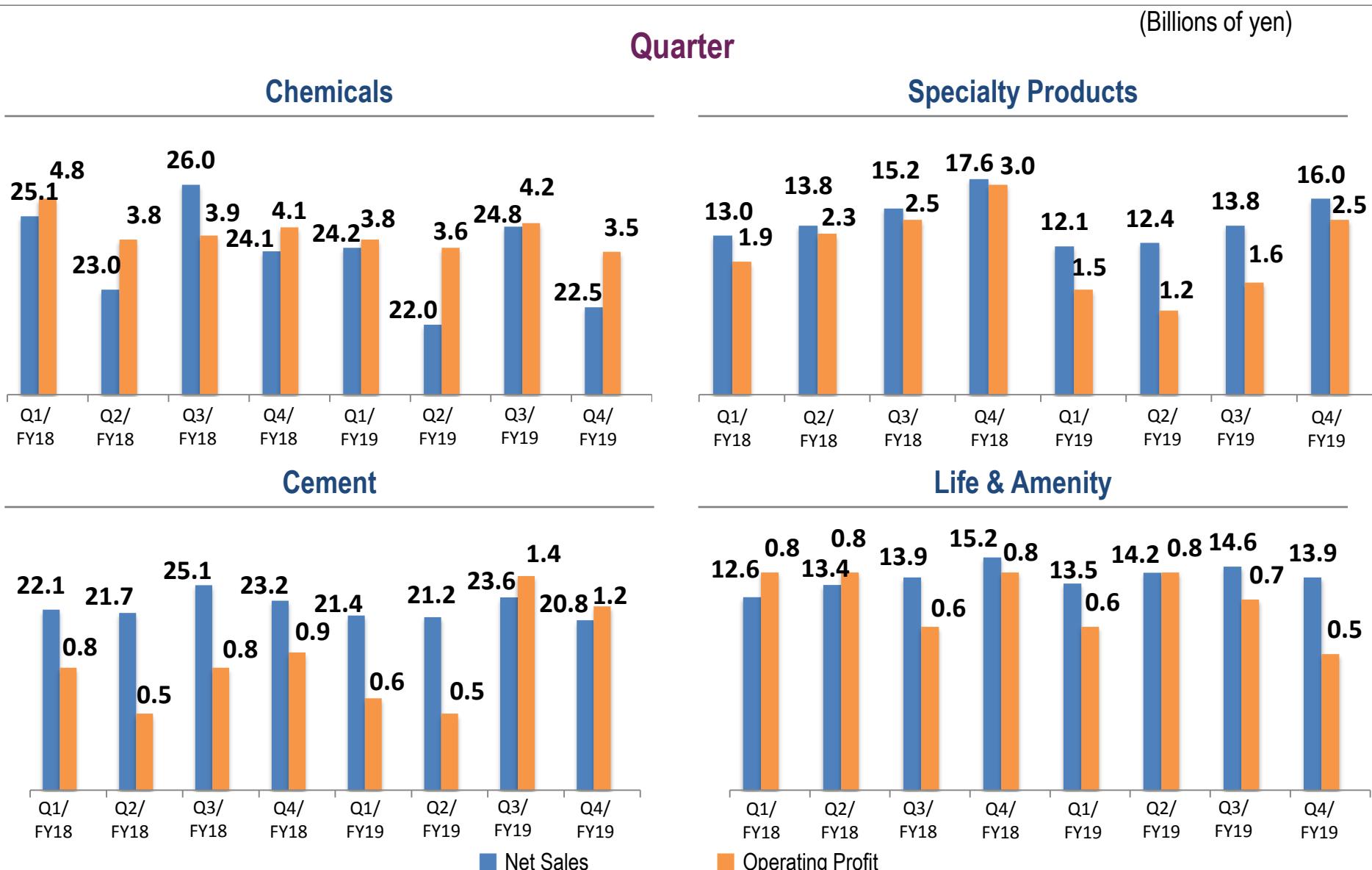
(Quarter)

Consolidated

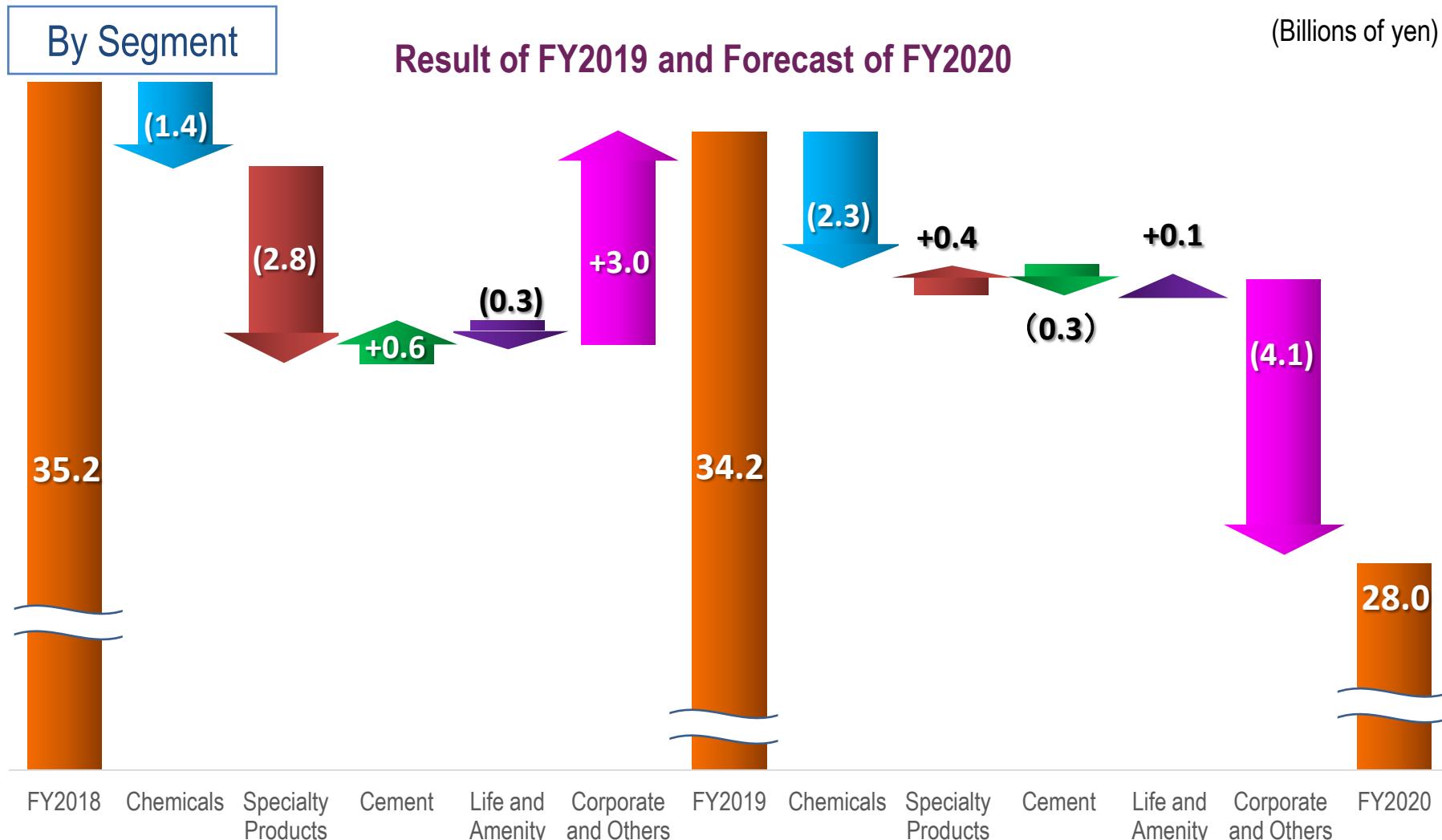
(Billions of yen)



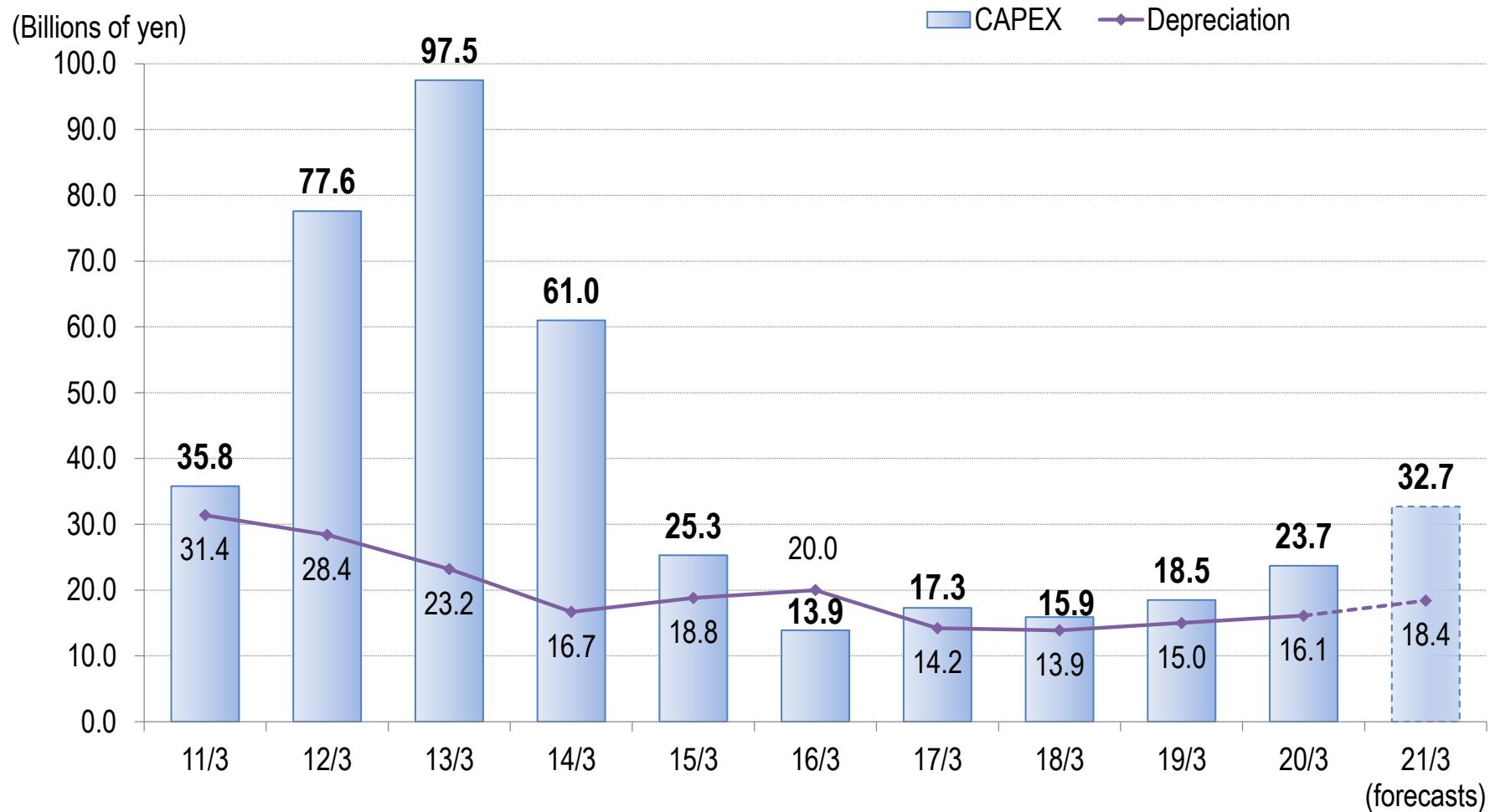
# 6. Performance Trend



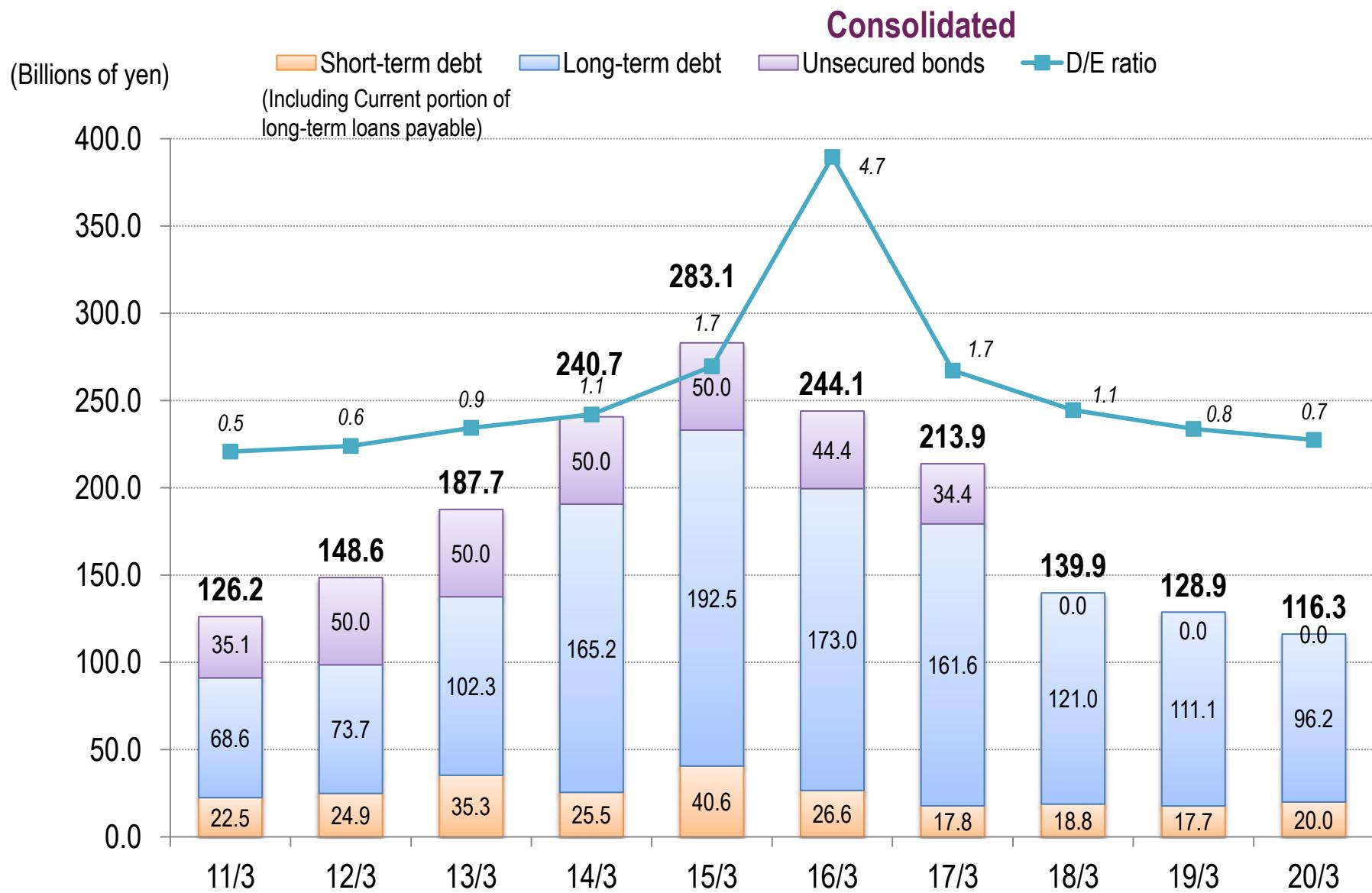
# 7. Changes in Operating Profit



## 8. CAPEX and Depreciation Trend

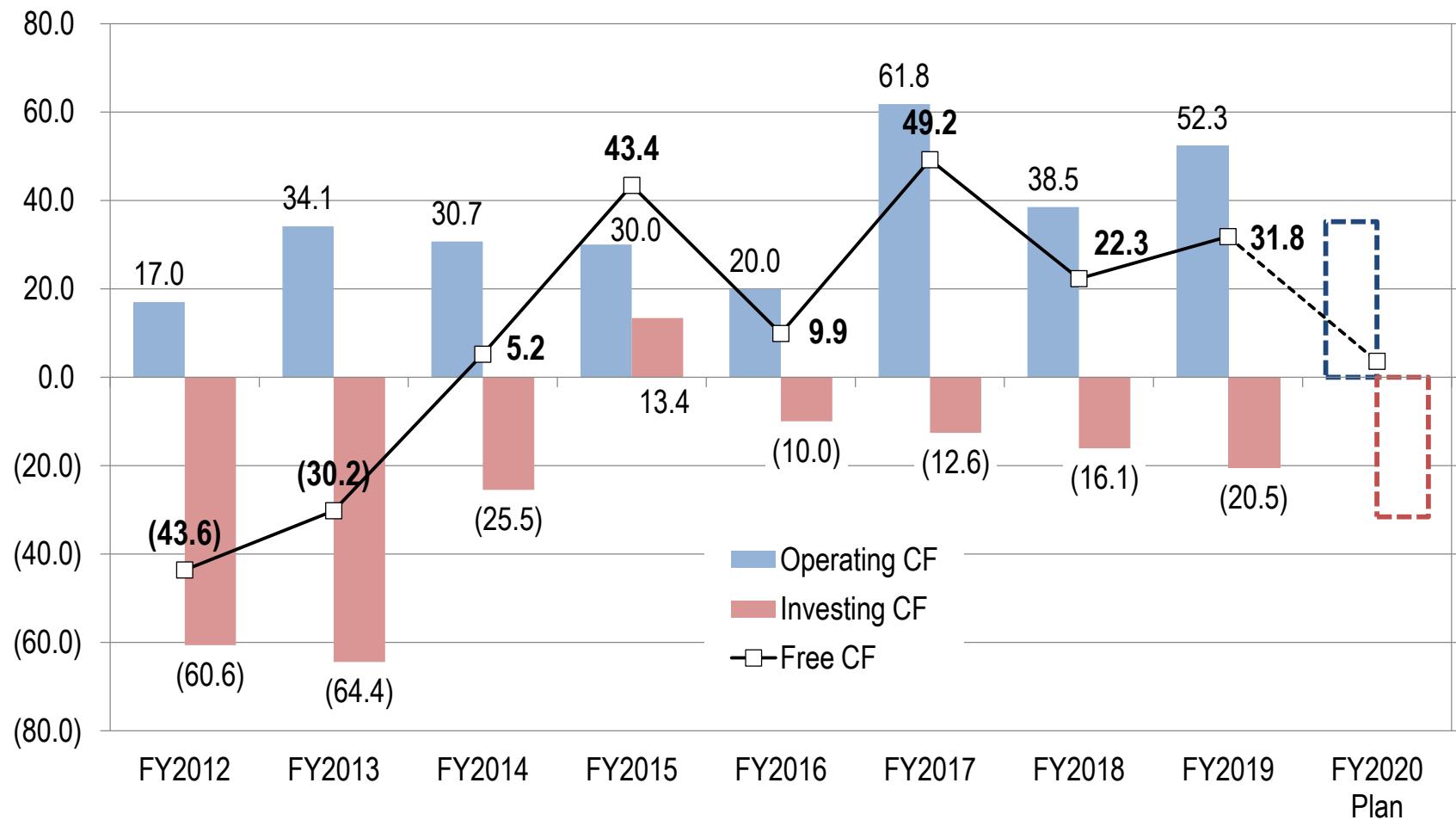


# 9. Interest-Bearing Debts Trend



# 10. Cash Flow Plan

(Billions of yen)



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