

The Toyo Ink Group Value Creation Model

The Toyo Ink Group started its SIC-II medium-term management plan in 2021 to reflect global issues and the Group's strengths. This plan was established under our Corporate Policy, a timeless and invariant pillar, with the goals of ensuring the sustainable growth of the Group and society and providing the value described in Scientific Innovation Chain 2027 (SIC27), our long-term corporate vision. We will create new value in the priority areas of development laid out in SIC-II, with the goal of helping build a sustainable society.

Major social issues

- Climate change
- Marine pollution
- Global population growth
- Evolution of transportation infrastructure
- Medical issues due to the aging of the population
- Epidemics of infectious diseases etc.
- Ubiquitization of renewable energy
- Depletion of resources

Financial capital

- Amount of equity capital
209,704 million JPY
- Cash Flows (cash and cash equivalents at the end of the period)
73,117 million JPY

Non-financial capital

- Relationship of trust with customers that have been developed since our foundation in **1896**
- Number of patents we hold that are the foundation of our creation of solutions
Japan: **1,892**
Overseas: **825**
- Diverse human resources working at our business locations all over the world
Number of employees (consolidated): **8,157**
- Manufacturing and sales networks in **24 countries**

Toyo Ink Group's

At the Toyo Ink Group, we will using materials

Materials & Technology

High level of technological capabilities related to the molecular design and synthesis of colorants/polymers, as well as compounding, dispersion, coating, etc.

Scientific Innovation Chain 2027 (SIC27) —

We will contribute to improving the sustainability of consumers,

SIC-II — New Medium-term Management Plan

Ideal state: A company that contributes to a new era through

Basic Policies

1. Improve the profitability of businesses

2. Create more priority areas of development

Material issues supporting our growth

Material Issue 1

Provide Value that Exceeds Customer Expectations and Contribute to Society

Material Issue 2

Co-exist in Harmony with the Environment through Innovative Technologies

Material Issue 3

Co-exist and Co-prosper with the Supply Chain and Fulfill the Trust of Stakeholders

We will create new value in the priority areas of development, with the goal of realizing a sustainable society.

strengths

continue to propose new value and technologies.

Value Provision & Co-creation

Provision and co-creation of new value suitable for customer needs, which are enabled by integrated production covering all stages from materials to products

Long-term Corporate Vision

living beings, and the global environment

the enrichment of life and culture

3. Enhance the value of management resources for sustainable growth (change of the corporate structure)

Material Issue 4

Value Employees and Pursue Their Happiness and Job Satisfaction

Material Issue 5

Build a Solid Base that Underpins Trust

12 of the SDGs that are closely related to the Toyo Ink Group's business activities



Results

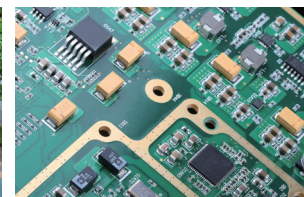
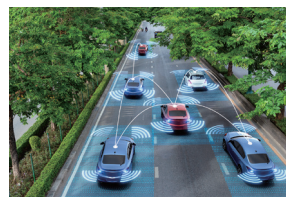
For creating a sustainable society

- Eco-conscious packages
- EV / New energy



Contribute to a 5G and IoT society with key materials and solutions

- IoT / Sensors
- 5G / Semiconductor



Enrich people's lives and improve their health

- Medical
- Digital printings

