

Capital Sources of Value Creation

The Toyo Ink Group’s six forms of capital—financial, manufactured, human, intellectual, social and relationship and natural—support its management base and serve as sources of value creation. By freely utilizing these sources of capital, we will continue to engage in business activities that solve various social issues. The economic value, environmental value and lifestyle value created by the Group’s business activities will act as a driving force for strengthening its management base and achieving further value creation.

* Figures are as of the end of December 2021 unless stated otherwise.



Financial capital

A sound financial base that emphasizes the balance between investment and shareholder returns

Investments for the sustainable growth of the Group can be realized with a sound financial base. The Toyo Ink Group supports its value creation activities by allocating resources with an emphasis on achieving an appropriate balance between the three elements of “financial soundness,” “active investment for growth” and “shareholder returns.”

■ Total assets	406,896 million JPY
■ Profit attributable to owners of parent	9,492 million JPY
■ Net income attributable	218,449 million JPY
■ Cash flows (balance of cash and cash equivalent)	60,949 million JPY



Manufactured capital

A manufacturing platform that serves as the foundation for the enrichment of life and culture

Since the time of its founding, the Toyo Ink Group has aspired to contribute to society as a manufacturing company. Through an integrated production system that enables production of everything from raw materials such as pigments and polymers to products such as inks and other functional products, we realize *enriching life and culture* that we hold. By sharing formula, know-how and production technologies among the Group companies in Japan and overseas, we can build a system of local production for local consumption and global quality management, and provide solutions that exceed expectations for the needs of each region and market.

■ Integrated production system from raw materials to products	
■ Global quality management network	
■ Production bases	13 bases in Japan, 30 bases overseas
■ Capital investments	19,680 million JPY
■ Overseas production ratio (quantity basis)	61.9%
■ Frequency rate of lost-workday injuries	0.569 (Japan)



Human capital

Diverse human resources and good employee engagement to support value creation

The management resources that the Toyo Ink Group regards as most important are its employees. Approximately 8,000 diverse human resources are engaged in various missions around the world, supporting the Group’s value creation. Through various HR strategies, training and development programs, we are working to build good engagement between the Group and its employees by promoting diversity and inclusion, creating a rewarding work environment and supporting the career development of each employee. In order to accelerate business reform through digital technologies, we are also working to develop human resources who can respond to digital transformation needs.

■ Number of consolidated employees	7,887 employees (3,077 in Japan, 4,810 overseas)	■ Number of overseas managers recruited locally	508 persons
■ Ratio of female hires (new graduate and mid-career recruits)	33.3% (employees registered at Toyo Ink SC Holdings)	■ Employee satisfaction (positive response rate in employee awareness survey in Japan)	84.5%
■ Number of female managers	24 persons (as of January 2022 in Japan)		



Intellectual capital

Technology infrastructure and systems to drive the creation and expansion of new businesses

■ R&D system divided and layered into basic research, applied research, and product development		■ Research and development expenses	8,496 million JPY
■ Technology platform that enables a wide range of business development		■ Number of patents	1,991 patents in Japan, 869 patents overseas
■ Number of employees in R&D and Technology departments	778 persons in Japan		



Social and relationship capital

Network for promoting local production for local consumption and sound supply chain

■ Number of Affiliates	61 consolidated subsidiaries, 7 equity-method affiliates	■ Major suppliers	Approx. 300 companies in Japan
■ Business regions and sites	24 countries or region, 106 sites	■ Time spent maintaining trusting relationships with customers	126 years (Founded in 1896)
■ Overseas sales ratio	49.9%		



Natural capital

Global environment and resources supporting sustainability of the Group and society

■ Energy consumption	89,709kL [crude-oil equivalent]	■ Raw materials (fossil, non-fossil)	168,356t
■ Water consumption	5,650 thousand m³		

