

December 11, 2023

Long-Term Vision

TOKYO *ink* Vision 2030

Stock code : 4635
TSE Standard market

TOKYO *ink*



Our Long-Term Vision (Goal for 2030)

Upon the centennial anniversary of the founding of the Tokyo Ink Group, we put together a long-term vision that we call “TOKYOink Vision 2030” as our goal for 2030.

At the Tokyo Ink Group, we are currently carrying out our “TOKYOink 2024” medium-term business plan under our corporate philosophy of being a company that *contributes to society through monozukuri that brings color and benefits to everyday life* and our vision of ourselves as *a company that centers on color, collaborating with our customers to continually create and produce value sought by the market.*

In the process of carrying out this plan, we have undertaken activities that include the creation of a new code of conduct and HR system, but in reflection upon our century of tradition, we reexamined the purpose of the Tokyo Ink Group from the perspective of what we are able to do for the benefit of the coming sustainable society.

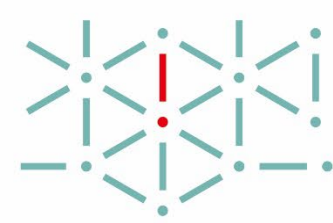
The Tokyo Ink Group is a BtoB manufacturer whose business revolves around color and offers chemical products typified by inks and plastics, and there is no doubt that the current changes that are happening in the global environment and in lifestyles have resulted in a harsh external business conditions for us.

On the other hand, we believe that along with our century of history, continuing to create products that are absolutely essential in daily life forms the point of origin for the Tokyo Ink Group to grow toward its next 100 years.

This documentation explains our long-term vision leading up to 2030 and the reasoning behind it. Please be sure to read it, as it sets out the path that the Tokyo Ink Group will take going forward.



Satoshi Horikawa
President



Purpose and Philosophy

PURPOSE

To realize a prosperous future by Communicating, Coloring, and Protecting

In today's society, in which great emphasis is placed on sustainability, the communication products and coloring products that the Tokyo Ink Group creates in its three main businesses are essential for improving and enhancing daily life.

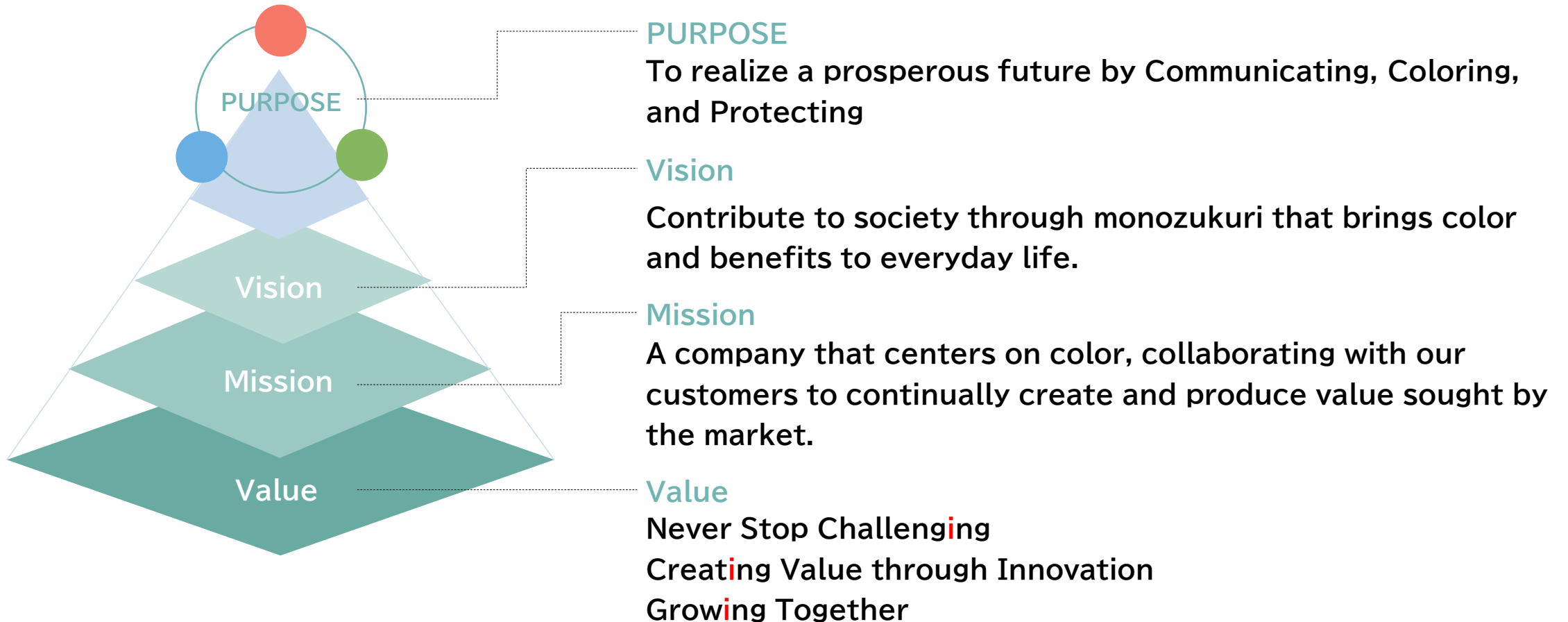
The development of protection products, on the other hand, is an important area for us to tackle as a manufacturer working toward the resolution of issues faced by society, such as preservation of the global environment, climate change, and food waste.

The Tokyo Ink Group is a BtoB manufacturer that makes intermediate products, and we have always found our purpose in protecting the global environment and providing continued support for prosperity in daily life by supplying communication, coloring, and protection products for a wide range of markets, fields, and uses.



Purpose and Philosophy

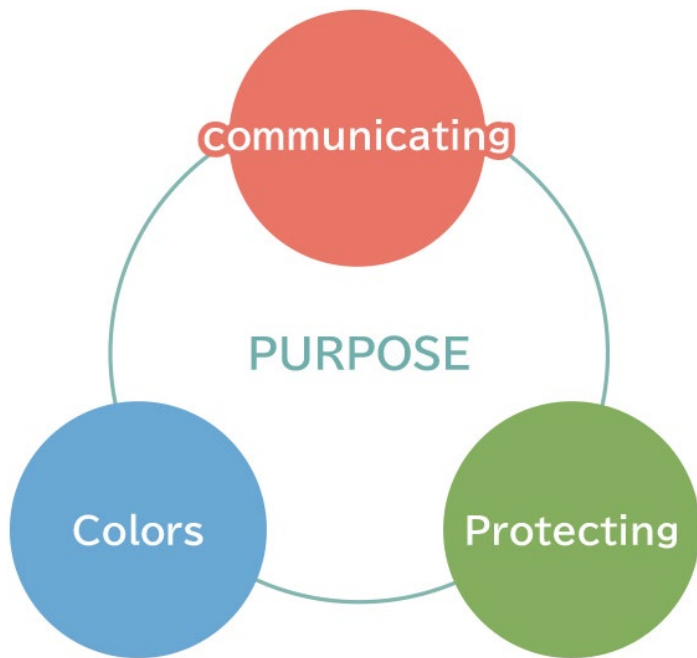
Our corporate philosophy, our vision for the type of company we want to be, and our action guidelines exist to help us fulfill our purpose.





Purpose and Business Areas

To realize a prosperous future by communicating, coloring, and protecting



- By connecting people with people and *communicating*, we will continue to contribute to everyday life.

Inks Division

Plastic Chemicals Division

Going beyond simply printing on paper, printing ink continues to play an important role in communicating information even in the era of digitalization.

In the field of plastic products also, it fulfills the role of communicating in a range of applications that include printing on containers.

- By surrounding ourselves with *colors*, we will continue to enrich our daily life.

Inks Division

Plastic Chemicals Division

Plastic Products Division

Bright and beautiful colors. The environment around us is full of colors.

We provide a diverse range of colors to the world by enhancing our technology for mixing and kneading colorants into materials.

- By *protecting* the planet and our daily life, we will continue to contribute to society going forward.

Inks Division

Plastic Chemicals Division

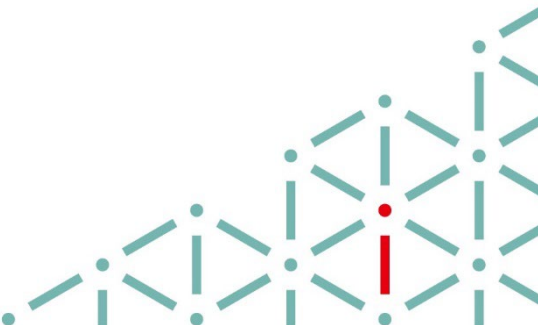
Plastic Products Division

We are working on the development of products that offer protection to meet new needs and to help build a sustainable society, such as functional coatings and master batch products to protect food and goods from ultraviolet light and oxidization, civil engineering products to protect precious lives and property from natural disasters, and functional products to protect Japanese agriculture, and by participating in a circular economy through expansion of our biomass products and recycled products, we protect the planet.



Overview of the Tokyo Ink Group

- A Century of Progress That Shaped Us -



100 Years of History

1923~

Establishment of business foundation and technological innovation

- Founded in Sugamo, Tokyo (**Inks**)
- Construction of a one-stop production system for varnish and ink at the Tabata plant
- Start of production of gravure inks
- Entered the **chemical products** market with colorants for plastic
- Start of production of synthetic resin inks (the offset inks of today)

1960~

Business expansion and creation of new business

- Listed on Second Section of the Tokyo Stock Exchange (now the Standard market)
- Expanded into the plastic molding and processing business (**Plastic products**)
- Tokyo Printing Ink Corporation U.S.A. established
- Yoshinohara plant established (**Inks, Chemical products**)
- Osaka plant and Toki plant established (**Chemical products**)
- Hanyu plant established (**Inks**)

1992~

Transformation toward new growth

- Tokyo Ink Trading (Shanghai) Co., Ltd. established (**Inks, Chemical products, Plastic products**)
- Tokyo Ink (Thailand) Co., Ltd. established (**Chemical products**)
- Toyo Seiki Jyushikako Co., Ltd. became a consolidated subsidiary (**Chemical products**)
- Arakawa Toryo Kogyo Co., Ltd. became a consolidated subsidiary (**Inks**)
- Second factory (equipped with a clean) newly established at the Toki Plant (**Chemical products**)
- Second factory newly established at the Osaka Plant (**Chemical products**)

Established in 1923

Inks Division

Plastic Chemicals Division

Plastic Products Division

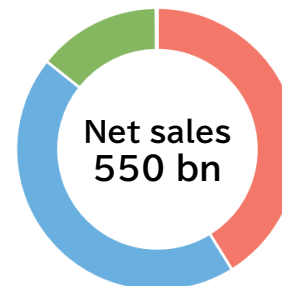
Business Scale and Business Portfolio

1961
(at the time of listing)



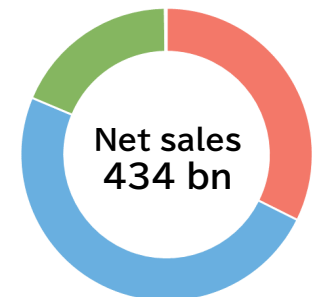
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2001



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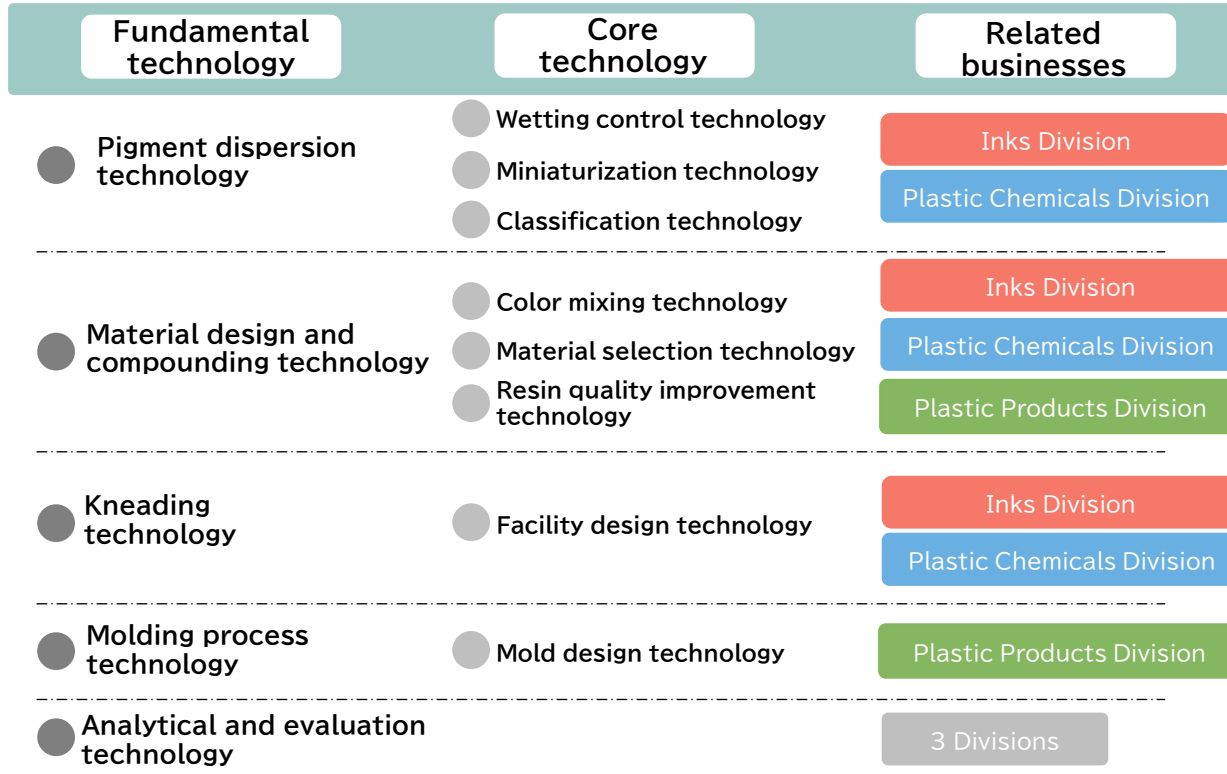
2022



100th anniversary

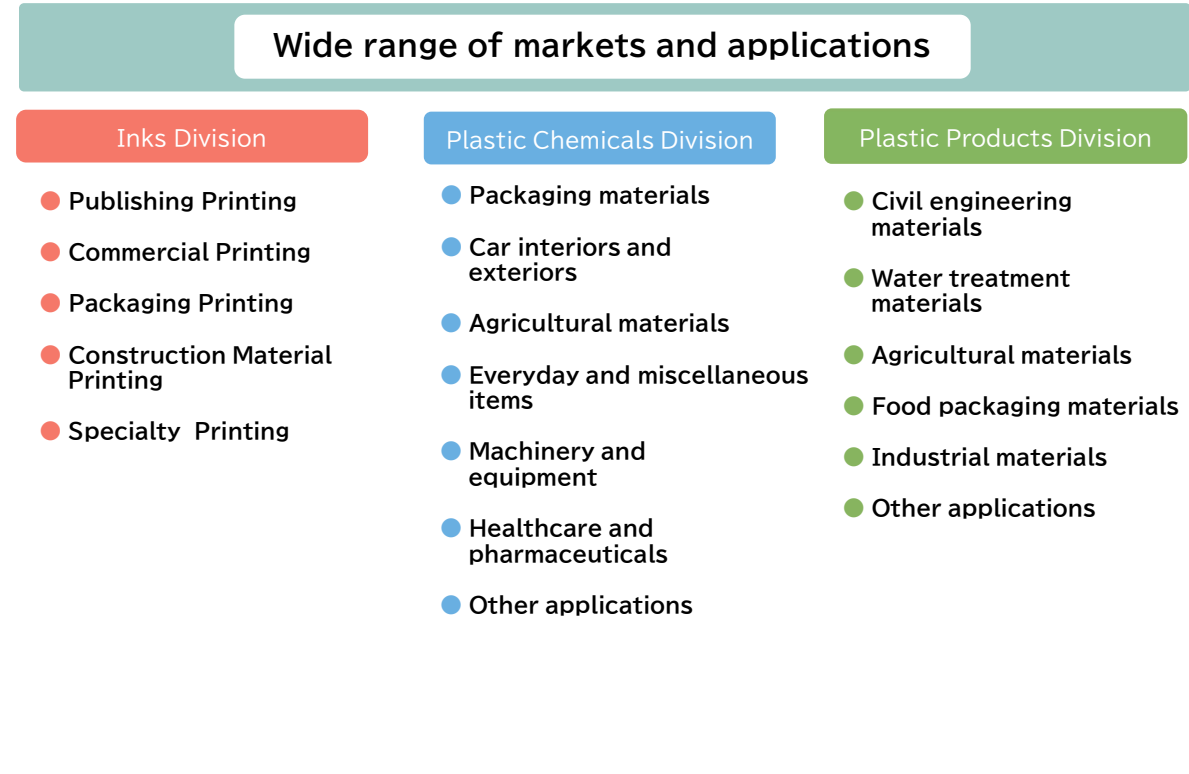
Business Foundation for Sustained Growth

We believe that the Tokyo Ink Group is currently characterized by its possession of core technologies rooted in the fundamental technologies the group has built up over the course of a century, and of a diverse lineup of products for a wide range of markets and applications developed through its three main businesses.



Point

- Fundamental technologies acquired through business expansion
- Core technologies with competitive advantages based on fundamental technologies



Point

- A diverse product lineup that spans various market sectors and applications
- A diverse range of business partners, regardless of company size, allows for quick identification and understanding of market needs



Six Sources of Capital for Achieving Sustainable Growth

By fully utilizing these six sources of capital, we aim to harness them as a driving force for sustained growth.

Human capital

Employees (consolidated)

699
people

By establishing a human resources strategy aligned with "TOKYOink 2024" and implementing a new HR system that fosters a platform for individual performance and growth, we aim to transform our corporate structure to attract and develop talent capable of shaping our growth strategy.

Manufacturing capital

Production bases

12
locations

We aim to establish production bases that prioritize both high efficiency and employee safety, with an emphasis on maintaining the highest standards of product and service quality.

Intellectual capital

R&D costs

10 bn

We are committed to developing new technologies to achieve our mission of being *a company that continually creates and produce value sought by the market* through collaboration with customers, centered on color.

Financial capital

Total assets

477 bn

While balancing the expansion of a sound financial foundation that supports sustainable growth with shareholder returns, we will make investments toward business transformation.

Natural capital

Energy consumption volume

10,503 kl

We discuss and approve measures to address climate change, resource recycling and global environmental conservation.

We have established environment management systems at our main production bases, and are working to increase the level of our environment management.

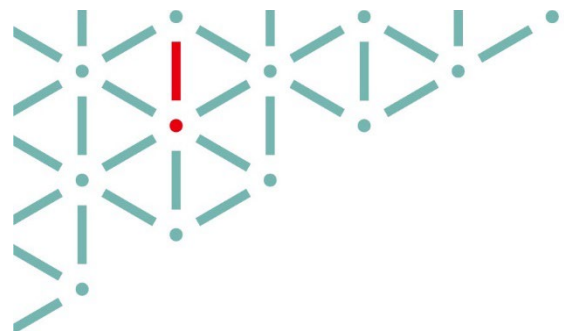
Social capital

Customers

2,860
companies

We aim to respect human rights, strengthen relationships with our customers, and foster coexistence and mutual prosperity with local communities.

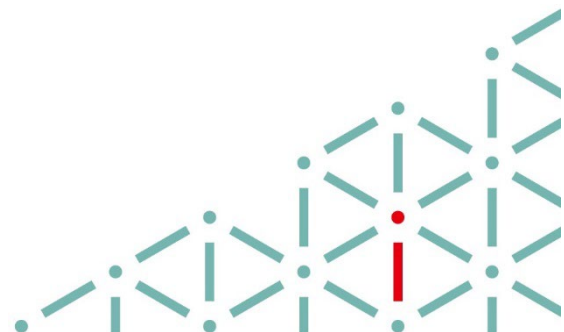
*As of March 31, 2023 Natural capital is the total for FY2022



Long-Term Vision of the Tokyo Ink Group



- Our Goal for 2030 -

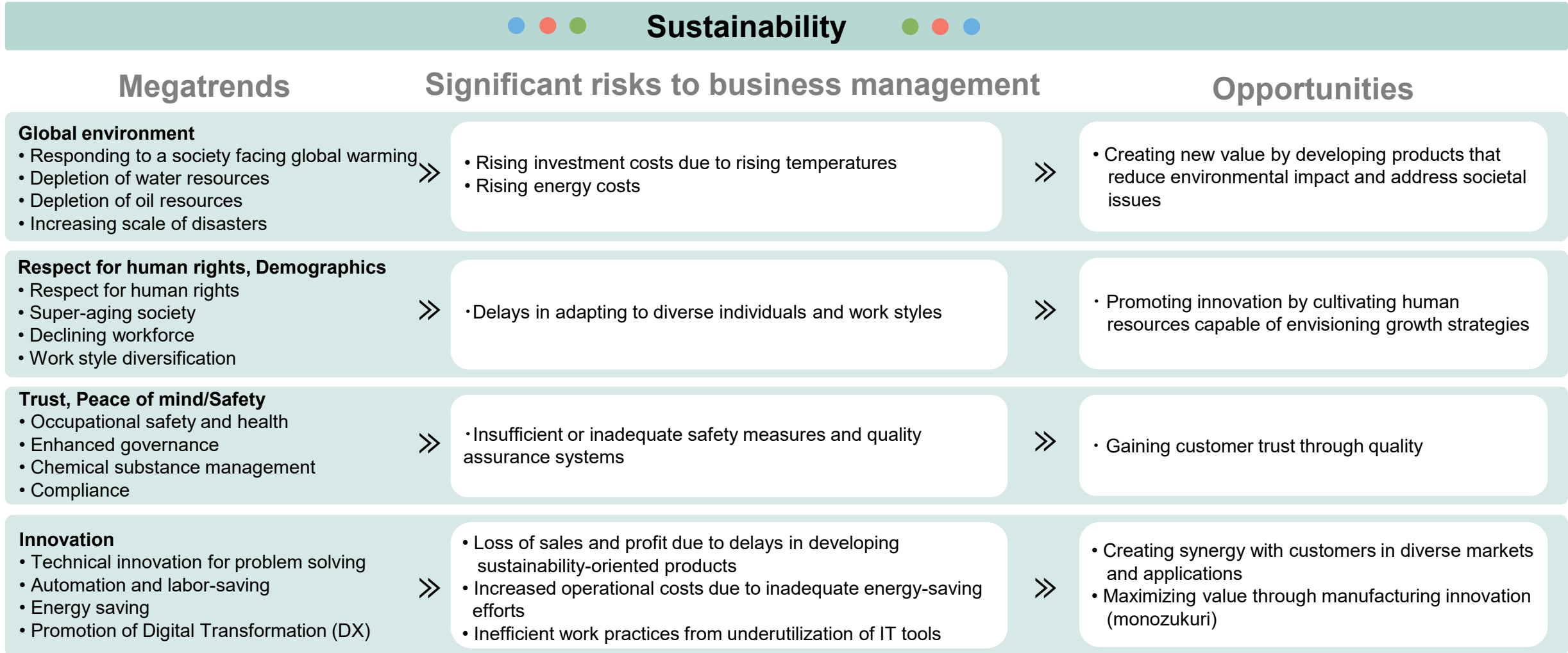
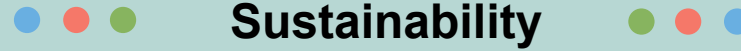




Megatrends up to 2030

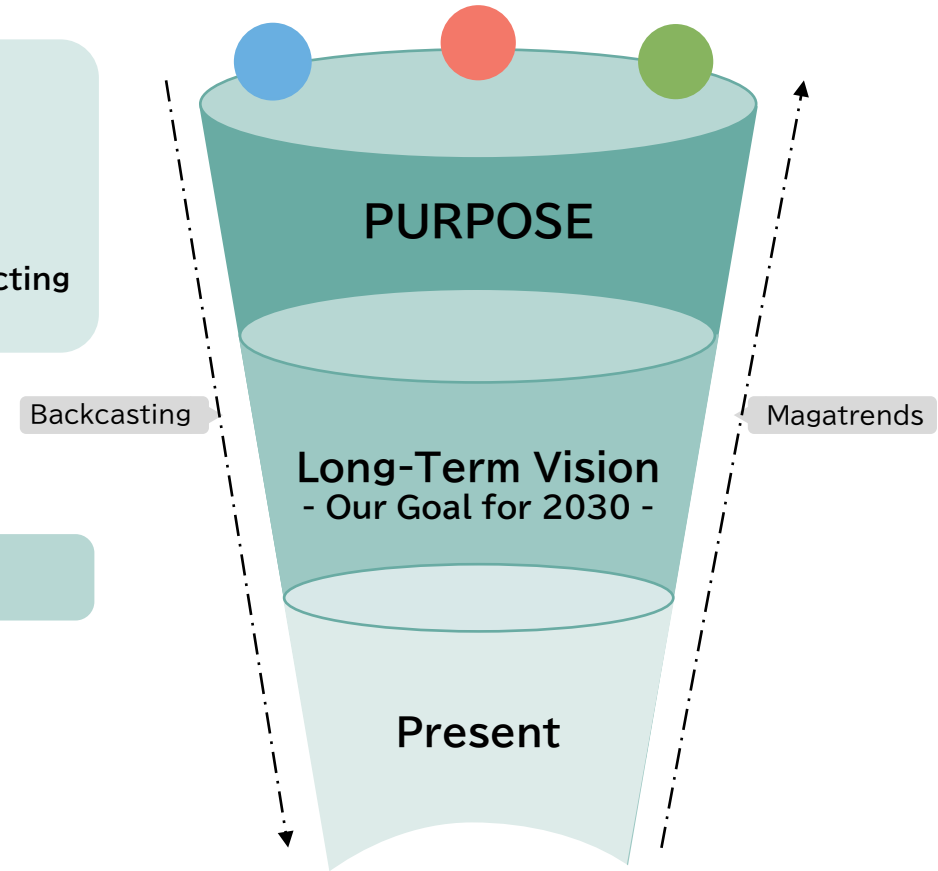
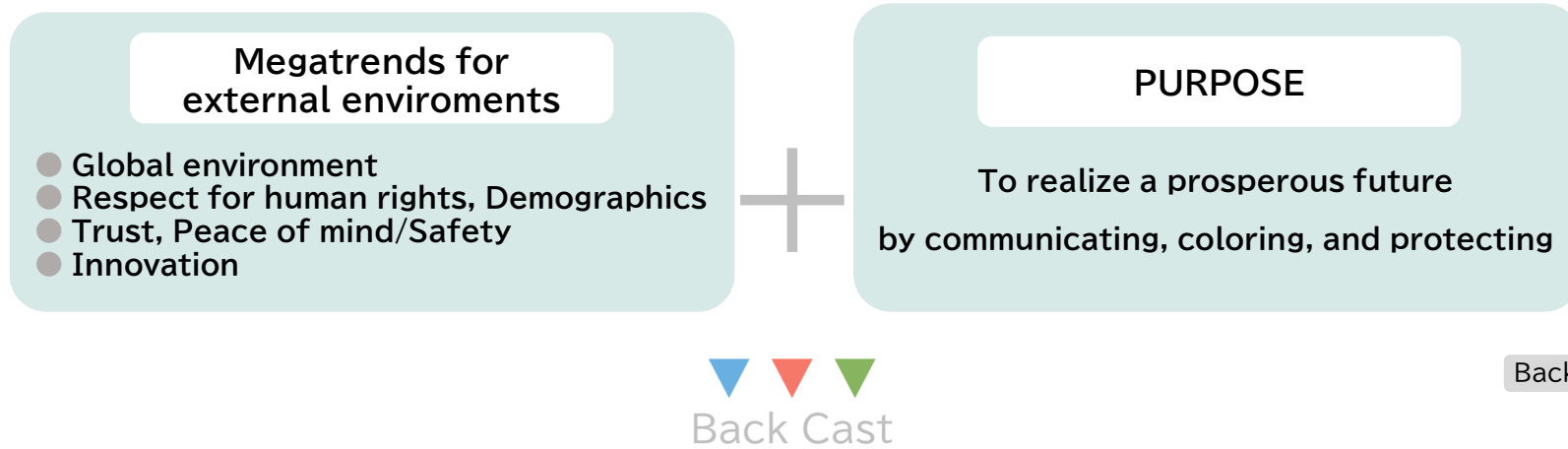
- Risks and Opportunities - from the Perspective of Sustainability

From the perspective of a sustainable society, we view gaining a proper understanding of risks and opportunities brought about by changes in the business environment as a crucial element of management, and in the midst of such changes, we are working on reforms that will take us beyond the conventional boundaries of our business.



Determining Materiality toward 2030

Taking into account megatrends from a sustainability perspective, as well as associated "risks" and "opportunities," we have determined the materiality (key issues) for the Tokyo Ink Group. By backcasting from the vision we aim to achieve by 2030, we have consolidated our focus into four key areas of materiality.



Materiality in our long-term vision

- 1 Providing value for a sustainable society through products and services
- 2 Promoting corporate management that coexists and prospers with the environment and society
- 3 Building a highly efficient and stable corporate foundation
- 4 Creating human resources capable of generating new value and fostering a forward-thinking mindset



Approach to Materiality (Key Issues) toward 2030

We have outlined our approach to addressing the materialities necessary to achieve our long-term vision (our goal for 2030). Specific measures, targets, and other relevant details will be set out in our medium-term business plan up to 2030, and we will work diligently to realize our vision.

Materiality in our long-term vision

Approaches

● Business approach ● Platform approach ● Mindset approach

Materiality

1 Providing value for a sustainable society through products and services

»

- Enhancing sustainable products
- Accurately understanding market needs

Materiality

2 Promoting corporate management that coexists and prospers with the environment and society

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- Addressing climate change
- Promoting human capital management and respecting human rights
- Contributing to society
- Ensuring occupational safety and health

Materiality

3 Building a highly efficient and stable corporate foundation

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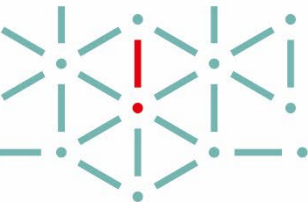
- Financial capital strategy
- Improving efficiency
- Strengthening corporate governance systems

Materiality

4 Creating human resources capable of generating new value and fostering a forward-thinking mindset

»

- Developing human resources who embody our action guidelines and fostering corporate culture



Long-Term Vision (Target for 2030)

TOKYO_{ink} Vision 2030

To become a corporate group
that continues to provides sustainable value

TOKYO_{ink} 2024

Preparation for growth

TOKYO_{ink} 2027

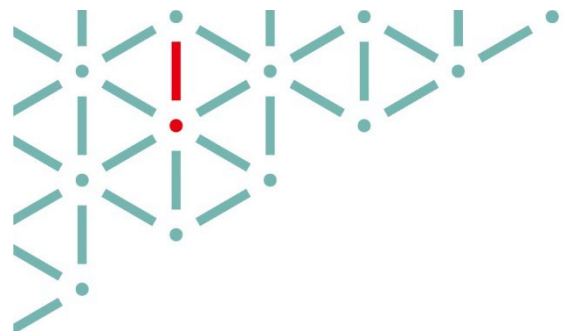
Implementing transformation

TOKYO_{ink} 2030

Creating new value

Targets for 2030

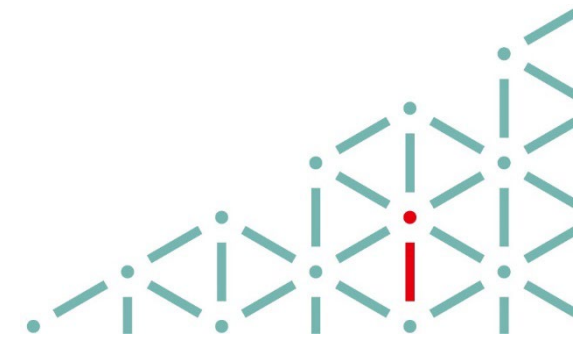
- Increasing the proportion of sustainable products Reducing
- GHG emissions : -50% (by 2030) * compared to 2013 levels (Scope 1 and 2)
- Driving activities towards achieving carbon neutrality by 2050
- Deepen the understanding and integration of our PURPOSE and Values
- Enhancing engagement scores across the organization



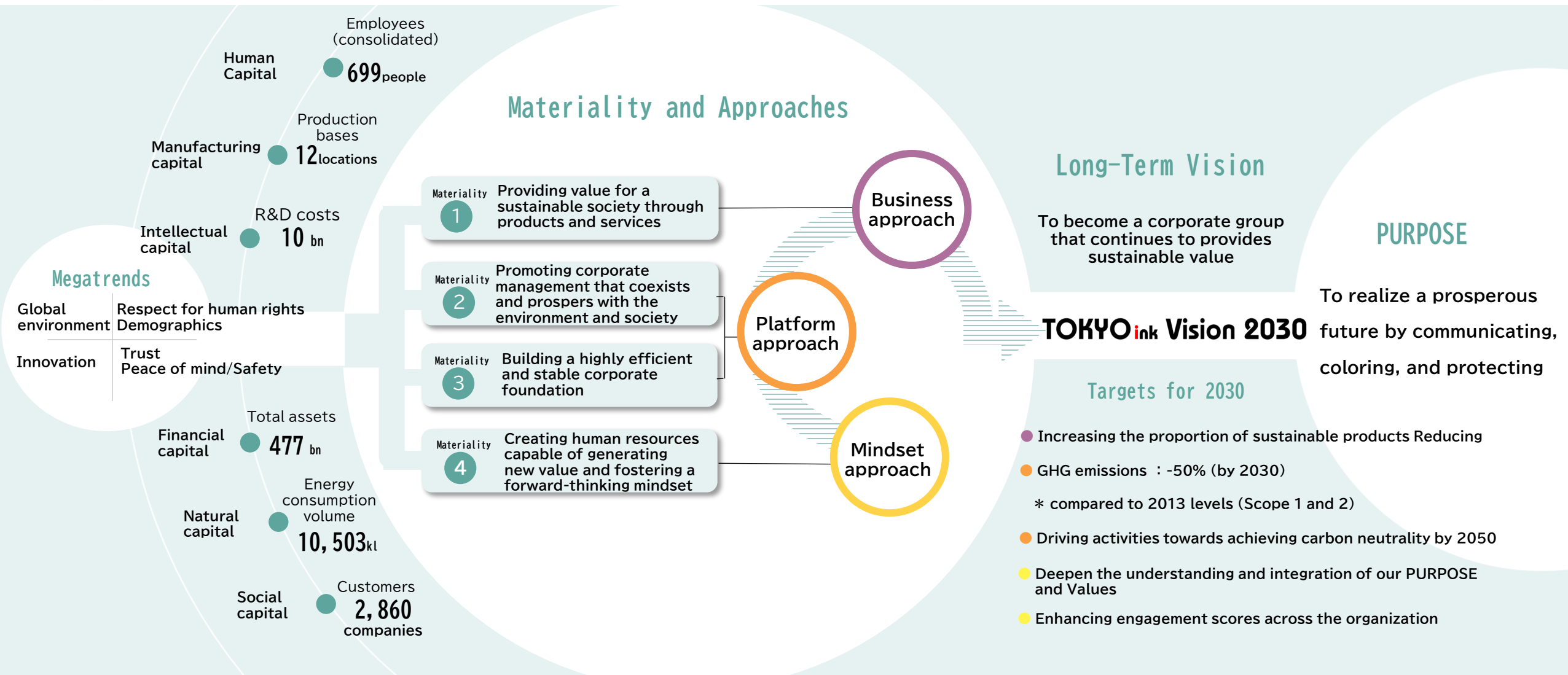
Value Creation Process



- Toward Our Long-Term Vision (Goal for 2030) -



Value creation process





Business Approach

We aim to solve societal challenges through our three main businesses, while also creating and expanding new ventures.

Materiality and approach	Division	Strategy	Value propositions
<p>Materiality ①</p> <p>Providing value for a sustainable society through products and services</p> <ul style="list-style-type: none"> ● Enhancing sustainable products ● Accurately understanding market needs 	<p>Inks Division</p>	<ul style="list-style-type: none"> ● Transforming Business Portfolio <ul style="list-style-type: none"> • Offset inks: Adapting business operations to market size • Gravure inks: Expanding business scale focusing on functional products • Inkjet inks: Creating value in industrial inkjet applications • Increasing the ratio of sustainable products 	<ul style="list-style-type: none"> ● Reduction of CO2 emission ● Biomass utilization ● Energy efficiency ● Reduction of Food waste ● Easy Recyclability
	<p>Plastic Chemicals Division</p>	<ul style="list-style-type: none"> ● Transforming Business Portfolio <ul style="list-style-type: none"> • Developing and expanding sustainable products • Participating in the circular economy • Expanding into the mobility sector • Expanding into the healthcare sector • Expanding into the digital device sector 	<ul style="list-style-type: none"> ● Reduction of CO2 emission ● Biomass utilization ● Energy efficiency ● Easy Recyclability ● Reduction of waste
	<p>Plastic Products Division</p>	<ul style="list-style-type: none"> ● Netlon industrial materials: Strengthening product development in the water treatment field ● Netlon packaging materials: Expanding environmentally friendly and sustainable (biomass) products ● Uniaxially oriented films: Expanding environmentally friendly and sustainable (monomaterials/waste reduction) products ● Civil Engineering: Strengthening product and method development for disaster prevention and mitigation <ul style="list-style-type: none"> Expanding products and methods for greening, CO2 reduction, and labor-saving. ● Agricultural Materials: Expanding shading and thermal insulation products to reduce fuel costs in facility horticulture 	<ul style="list-style-type: none"> ● Infrastructure development ● Securing water resources ● Disaster prevention and mitigation ● Energy and labor efficiency ● Reduction of waste ● Securing Food resources



Platform Approach

As one of the measures to realize a sustainable society (sustainability), we will establish a foundation based on the ESG approach.

Materiality and approach	ESG	Promotion of Key Initiatives	Value propositions
<p>Materiality ②</p> <p>Promoting corporate management that coexists and prospers with the environment and society</p> <ul style="list-style-type: none"> ● Addressing climate change ● Promoting human capital management and respecting human rights ● Contributing to society ● Ensuring occupational safety and health 	<p>E environment</p> <hr/> <p>S Society</p>	<ul style="list-style-type: none"> ● Effective utilization of renewable energy ● Reduction of production energy ● Active introduction of energy-saving equipment ● Establishment and steady operation of HR systems ● Promotion of health management ● Active engagement with local communities ● Proactive investment in safety equipment ● Promotion of safety activities ● Improvement of working conditions 	<ul style="list-style-type: none"> ● Contributing to a decarbonized and circular society ● Cultivating talent for innovation ● Enhancing productivity through diverse work styles ● Supporting the development of next-generation talent ● Assisting employment for individuals with disabilities ● Engaging in environmental conservation activities ● Providing a safe and secure workplace
<p>Materiality ③</p> <p>Building a highly efficient and stable corporate foundation</p> <ul style="list-style-type: none"> ● Financial capital strategy ● Improving efficiency ● Strengthening corporate governance systems 	<p>G Governance</p>	<ul style="list-style-type: none"> ● Improvement of capital efficiency to support sustainable growth ● Focus on the earning power of each business ● Implementation of appropriate risk management processes ● Strict adherence to compliance ● Fair and prompt disclosure of information ● Efficient operation of business systems ● Advancement of production lines (automation and labor saving) 	<ul style="list-style-type: none"> ● Increasing shareholder value ● Returning value to shareholders ● Creating a comfortable work environment ● Earning trust from all stakeholders ● Providing a comfortable work environment ● Enhancing corporate value



Mindset Approach

By fostering understanding and empathy for our philosophy, we will shape the desired individual profile and cultivate the corporate culture we aspire to.

Materiality and approach	Category	Initiatives	Desired characteristics and target company culture
<p>Materiality ④</p> <p>Creating human resources capable of generating new value and fostering a forward-thinking mindset</p> <ul style="list-style-type: none"> ● Developing human resources who embody our action guideline and fostering corporate culture 	<p>Individual mindset</p> <hr/> <p>Organizational mindset</p>	<ul style="list-style-type: none"> ● Understanding and embracing PURPOSE and Values <p>Value</p> <ul style="list-style-type: none"> • —Never Stop Challenging— • —Creating Value through Innovation— • —Growing Together— <hr/> <ul style="list-style-type: none"> ● Promoting Purpose and Values ● Developing Systems and Education Frameworks to Enable 	<p>Desired Characteristics</p> <ul style="list-style-type: none"> • Individuals with a broad interest and ability to think in terms of value creation • Those with a spirit of challenge and the ability to execute • Individuals who possess strong communication skills, respecting others while expressing their own feelings <p>Target Company Culture</p> <ul style="list-style-type: none"> • Generating exciting, forward-looking proposals and ideas, and enjoying challenges • Respecting others while ensuring that everyone has an equal opportunity to voice opinions, including those with differing views, and fostering full commitment to achieving positive results



PURPOSE

To realize a prosperous future
by Communicating, Coloring, and Protecting

