

Initiatives for Promoting Diversity

The Toyo Ink Group's corporate philosophy is *people-oriented management*. Under the principle of *respecting the realization of all employees' ambitions* as part of our Guiding Principles, our diverse personnel display their individual capabilities to the fullest degree, irrespective of gender, nationality, age or disability. In Japan, employees of nationalities other than Japanese are working actively in an array of positions. We will continue to construct an organization and a culture that ensures that our staff have job satisfaction.

Promotion of women's participation and advancement

In January 2021 we announced our "General Employer Action Plan Based on the Act on Promotion of Women's Participation and Advancement in the Workplace," and in it we established the target of ensuring that women are at least 30% of the people we hire. For five consecutive years, 30% or more of the new graduates we have hired have been women. In addition, in the SIC-II medium-term management plan, we established the target of increasing the percentage of managers (in Japan) that are women from 4% in FY2020 to 8% in January 2024. We provide career training intended for our female future leaders and take other initiatives, thus encouraging our female employees to attempt new jobs and duties with confidence and courage.

Rate of hiring female graduates (Japan)

FY2016	FY2017	FY2018	FY2019	FY2020
38%	34%	35%	30%	32%

* Rate of hiring female graduates joining the company each year in April.

Formulation of action plan promoting women's participation and advancement

1. Increasing the female recruitment ratio to 30% or more
2. Ensuring the annual paid leave acquisition rate as 60% or more

Eruboshi Company certification

Toyo Ink SC Holdings Co., Ltd. is certified as an *Eruboshi* company under the Act on Promotion of Women's Participation and Advancement in the Workplace. The company was evaluated for its achievements recruitment, continuous employment, working hours, and diversity of career paths.



Understanding of the LGBT (SOGI) community and a relevant measure

At the Toyo Ink Group, we are promoting diversity to allow all employees to demonstrate their expertise through mutual respect. On March 1, 2020, we established the "Guidelines for Supporting the LGBT Community Based on Deeper Understanding" and conducting educational activities, aiming to promote understanding among our employees and create a workplace that is comfortable for everyone.

Promotion of participation and advancement of diverse personnel

To allow every single employee to continue playing an active role in society, where people remain active throughout their lives, we increased the mandatory retirement age from 63 to 65 in September 2018. We take initiatives to support employees' career formation, including career education that helps them to remain satisfied with their jobs, the creation of a workplace environment that reflects consideration for senior employees, and the promotion of their good health. In Japan, we have about 17 employees of nationalities other than Japanese. Using their language skills and global perspectives, they work actively in an array of positions.

Number of the Toyo Ink Group employees

(Unit: employees)

	FY2019			FY2020		
	Male	Female	Total	Male	Female	Total
Toyo Ink SC Holdings	316	94	410	325	95	420
Toyocolor	448	48	496	438	51	489
Toyochem	391	60	451	410	59	469
Toyo Ink	679	77	756	616	75	691
Affiliates in Japan	947	202	1,149	961	210	1,171
Total in Japan	2,781	481	3,262	2,750	490	3,240
Overseas affiliates	—	—	5,128	—	—	5,056
Total	—	—	8,390	—	—	8,296

Number of people who left the Toyo Ink Group and reasons for leaving the Group*1

(Unit: employees)

	FY2019	FY2020
Company circumstances	0	0
Personal circumstances	48	54
Mandatory retirement age*1	7	6
Leave period expired	4	0
Reemployment period expired	20	21
Total	79	81
Annual turnover*2	2.15%	2.35%

*1 Employees who belong to Toyo Ink SC Holdings Co., Ltd.

*2 The annual turnover indicates the percentage of retirees who left the Group due to personal circumstances or who have expired the leave period per the number of all subject employees.

Number of new graduate hires / Average years of service

	FY2019			FY2020		
	Male	Female	Total	Male	Female	Total
Number of new graduate hires (employees)	40	17	57	36	17	53
Average years of service (years)	21.1	16.4	20.5	21.4	16.5	20.8

* Employees who belong to Toyo Ink SC Holdings Co., Ltd.

Promotion of active participation of people with disabilities

The Toyo Ink Group's employment rate for persons with disabilities in Japan was 2.35% in FY2020 (April 2020 to March 2021). From FY2019, we began to employ people with intellectual disabilities, who are mainly in charge of the collection and delivery of internal documents and postal items, cleaning and greening the premises, and data input. We will continue to take initiatives for realization of long-term employment for

people with disabilities, such as by conducting employment training for students in special schools.

Percentage of employees with disabilities and their average years of service

	FY2019	FY2020
Percentage of employees with disabilities	2.09%	2.35%
Average years of service of employees with disabilities	14.9 years	16.1 years

* Employees who belong to Toyo Ink SC Holdings Co., Ltd.