

## Message from Outside Directors



### Contributing to the company's sustainable growth by taking advantage of external point of view and my expertise

**Chise Onodera**  
Outside Director

I believe that the company values its employees highly. It operates on the underlying belief that, to make the society happy, both the company and its employees must also be happy. This warm-heartedness is a virtue the company has held as a company that has a history of more than 100 years in Japan and I reaffirm its value every day.

While the company is currently facing many requirements imposed by external parties, such as the Corporate Governance Code, it proactively works to provide outside directors with information and training. The period of the new medium-term management plan has started, and it is possible that the reorganization of the Group could come in the future. I will make use of my experience and knowledge in the area of Companies Act and in other areas to contribute more greatly than before to improving the corporate value of the company.

One example of the risks that the company will face in its global operation of businesses is the environmental laws and

regulations of other countries. Where more strict compliance with laws and regulations is required, I will appropriately judge how to respond and I will be actively committed to avoiding risk as an outside director.

One of the points on which the company should strengthen is its efforts to promote women to higher positions. I will provide support from the perspective of an outside director to enable people with diverse perspectives to hold leading positions in the company's businesses. The company also needs to strengthen its corporate communications measures. In my daily contact with students, I feel that the company cannot communicate the appeals of its features, strengths, and other aspects to younger generations. I would like to proactively share my opinions from an external perspective at the Board of Directors' meetings as well, so that the company is able to strengthen its defense for a better offense from the perspective of funding procurement, and also attract and retain human resources.

### Employing diverse perspectives to enhance the foundation of overseas business and ensure the Board of Directors operates in an open manner

**Yutaka Yokoi**  
Outside Director



Having worked as a resident officer in China, Turkey, and other countries, I feel that we are in an era when diversity is required for corporate management. I will fully leverage my own background, different than that of the other outside directors, to contribute to the company's sustainable growth.

While the company is responding appropriately to the Corporate Governance Code, I feel that it is continuing to improve its governance. I think that an example of this improvement is the percentage of its Board of Directors that are outside directors. The company achieved a board that is 50% outside directors because it increased the number of outside directors while reducing the total number of directors to enable prompt decision-making.

The discussions among the Board of Directors are animated, and the company also holds meetings of its independent outside directors to facilitate communication between them. I will be dedicated to ensuring the Board of Directors functions properly leveraging all of our diverse characteristics.

The new medium-term management plan began this fiscal year. The period of the previous medium-term management plan was a turning point — a time when the COVID-19 pandemic caused major change in people's lives and awareness, in industries, and in other aspects of society. Now that significant change has occurred inside of the Group, as well as in the Group's external environment, it is extremely important to fulfill our accountability by accurately communicating the kind of corporate entity the Toyo Ink Group is and the ideas we have. I would also like to proactively provide information about the Group's current status and issues to ensure they have been fully communicated. For the sustainable growth of the company it is important that we build operations systems overseas, develop human resources for overseas business, improve our treatment of them, and ensure that we evaluate them fairly. I would like to proactively support the development and improvement of the treatment of human resources in our overseas business, so that the Group is not inward-focused.