

# For Achieving Sustainable Growth — SIC27 Long-term Corporate

In the coming era uncertainty will increase, and the importance of thinking from a long-term perspective will increase.

The Toyo Ink Group established SIC27, our long-term corporate vision, setting 2027 as its target year. We have divided this nine-year period into three steps: SIC-I (FY2018 to 2020), SIC-II (FY2021 to 2023) and SIC-III (FY2024 to 2026). Thus, we will implement PDCA under the three-year medium-term management plans with the goal of achieving sustainable growth.

## Long-term Corporate Vision “SIC27”

Concept of our activities toward 2027, to achieve sustainable growth

# Scientific Innovation Chain

《Scientific implementation x Innovative ideas x Chain of activities》

The value provided by the Toyo Ink Group as a whole

# For a Vibrant World

What is the value that will we provide to society as a result of the activities of the Scientific Innovation Chain? The answer is *For a Vibrant World*.

This represents our contribution towards realizing a world where all consumers, living beings, and the global environment share vibrant lives.

## SIC-I basic policy

### 1 Transformation of existing businesses and development of new businesses for growth

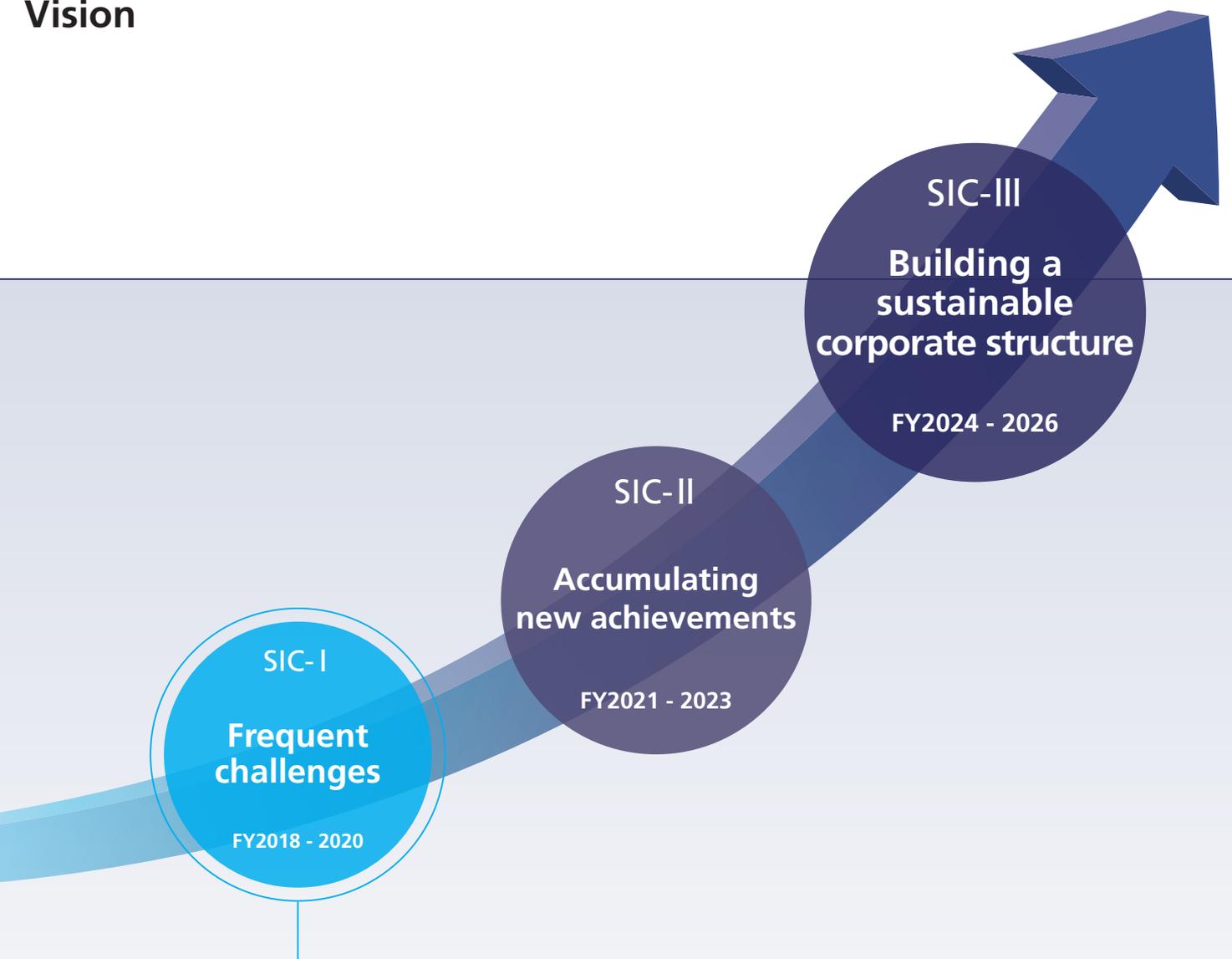
We will be working to cooperate with and integrate our overseas business locations and to expand our product line, developing a wide range of business areas to enhance growth potential in global markets. We will also be creating new value through the development of new types of materials based on the integration of our existing core materials and core technologies, and will be expanding into new markets and new business areas, taking on the challenge of establishing new businesses.

### 2 Promotion of manufacturing innovation to increase sustainability

We will be building on our previous manufacturing innovation measures (including the building of a global manufacturing network, the creation of environmentally friendly manufacturing systems, and the putting in place of globalized chemical substance management and trade management systems, etc.) to further develop these measures, implementing a manufacturing innovation that both contributes to the enhancement of sustainability for consumers, living beings, and the global environment, and helps to ensure the continued profitability of the Toyo Ink Group.

### 3 Overhaul of management foundations

In order to support the various business measures being implemented as part of SIC-I, besides promoting the global integration of business systems, recruiting human talent capable of leading change, and overhauling personnel systems, etc., we will also be promoting CSR activities that are closely integrated with business management, and strengthening management infrastructure so that it is capable of generating innovation on an ongoing basis.



## SIC-I achievements and issues

### Achievements

- Shifted the source of revenue to the priority areas of the Polymers and Coatings Business and the Packaging Materials Business
- Invested resources in new businesses (including materials for lithium ion batteries and for sensors, and materials related to medical products)
- Expanded environmentally friendly products (including biomass inks and pressure sensitive adhesives)
- Promoted expansion to overseas areas (including Turkey, Africa, and China)

### Issues

- Further expedite structural reforms
- Create pillars that support new products and businesses
- Take measures to address quick changes in the market structure due to the COVID-19 pandemic