

IR Briefing for the Fiscal Year Ended March 2026

Progress in the 2nd year of Medium-Term Management Plan “New Challenge 2026” and
Measures to Realize Management Conscious of Cost of Capital and Share Prices

June 4, 2026

Inabata & Co., Ltd.

Katsutaro Inabata, Director, President

*The FY03/27 forecast does not factor in the impact of the deteriorating situation in the Middle East on business performance.

Contents

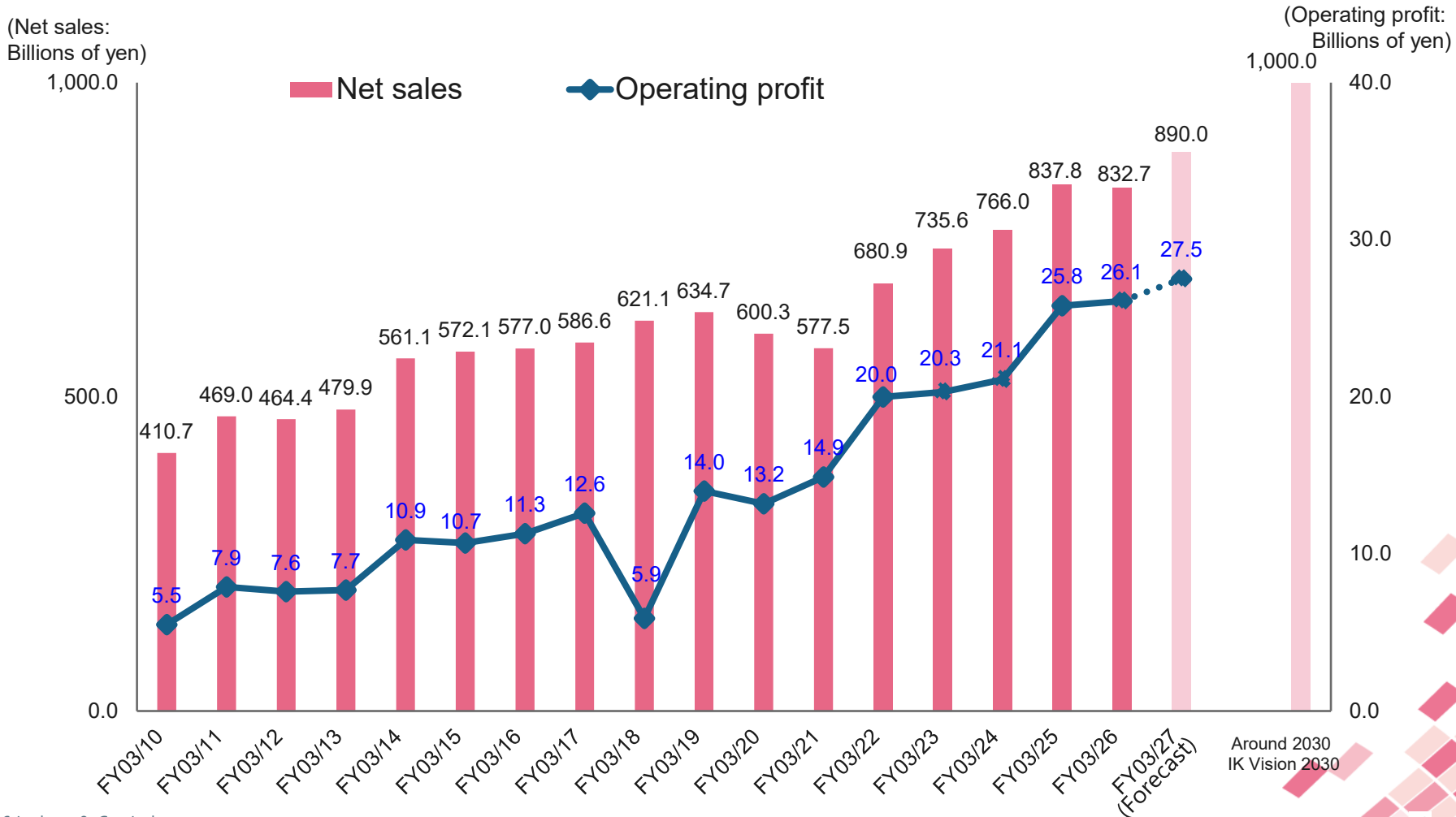
Inabata's Strengths	... P 2
Progress in the Second year of "New Challenge 2026 *", Our Medium-Term Management Plan	... P 6
Outlook for the Final Year of "NC2026 "	... P 16
Sustainability, Digital Strategy	... P 19
Measures to Realize Management Conscious of Cost of Capital and Share Prices	... P 25
Reference Materials 1 : Inabata's Strengths Developments in Asia	... P 31
Reference Materials 2 : Summary of "NC2026"	... P 36
Reference Materials 3 : Progress "NC2026" of Growth Strategy	... P 43
Reference Materials 4 : Other Reference Materials	... P 54

* Hereinafter, NC2026

Inabata's Strengths

Inabata's Strengths ~ (1) Performance Growth

■ Business performance is growing steadily, with record-high operating profit for six consecutive fiscal years.



Inabata's Strengths ~ (2) History, Client Base, and Human Capital

- **Founded in 1890, built up a client base (suppliers and customers) of about 10,000 companies during a history spanning more than 130 years**
 - Founded in 1890 as Inabata Senryoten in Kyoto. Since then, Inabata has expanded business, focused on the chemicals field, in response to modern customer needs. In addition to chemicals, our business spans a variety of categories, including electronics, precision equipment, automobiles, daily necessities, and housing-related products, enabling Inabata to secure stable earnings and explore innovative new products and applications.
- **A trading company specializing in chemicals with a global information network**
 - Inabata is a trading company specializing in chemicals with nearly 70 overseas bases in 19 countries. We have established a global information network and customer support system covering everything from product markets to raw material supply and demand, enabling us to respond in a timely manner to customer local production and overseas expansion needs.
- **Providing high-mix, low-volume production, VMI* functionality, and other added value**
 - Inabata provides added value by responding to customer needs for procurement and small lot production outsourcing. For example, we reduce procurement and logistics costs by establishing manufacturing and processing bases close to customers and consumers for customer procurement activities requiring a wide range of raw materials.
- **Human resources embodying “business management with respect for people”**
 - Employees are the most important form of capital for trading companies, and Inabata provides high value by building relationships of trust with suppliers and customers based on the spirit of “love (*ai*)” and “respect (*kei*),” and a high level of expertise.

*Vendor Managed Inventory

Inabata's Strengths ~ (3) Solid Business Base in Asia

- Established sales base in Singapore in 1976. We then expanded our network of bases to build a solid business foundation in Northeast and Southeast Asia (60 bases in 12 countries outside Japan).
- Our main focus in Northeast Asia is FPD materials. In Southeast Asia, we are expanding the plastics business by differentiating us from competitors through the compound business.

Number of Locations and Personnel

Around 1980

3 bases
in 2 countries



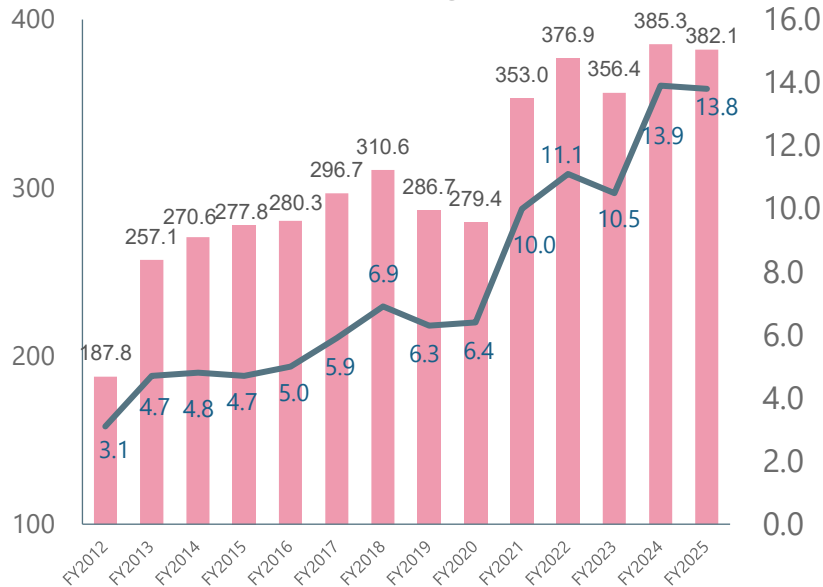
Mar. 2026

60 bases in
12 countries

- Number of Personnel in Asia : 2,844
(Percentage of total consolidated basis 60%) *As of March 31, 2026

(Billions of yen)

Sales and Operating profit in Asia

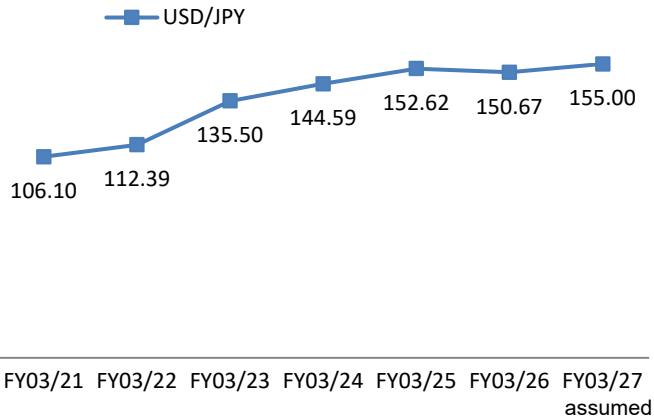


Our Medium-Term Management Plan

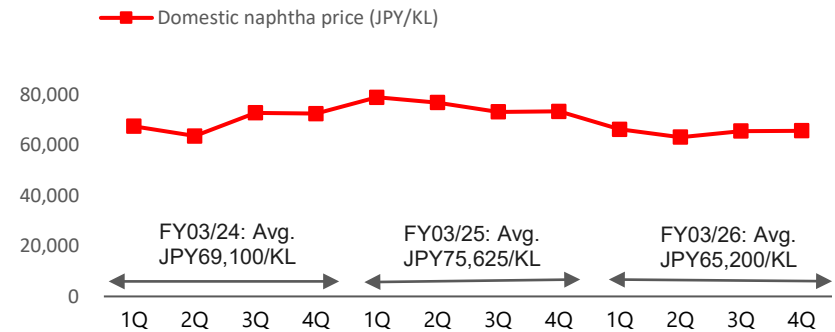
Progress in the Second year of “New Challenge 2026”

Business Environment

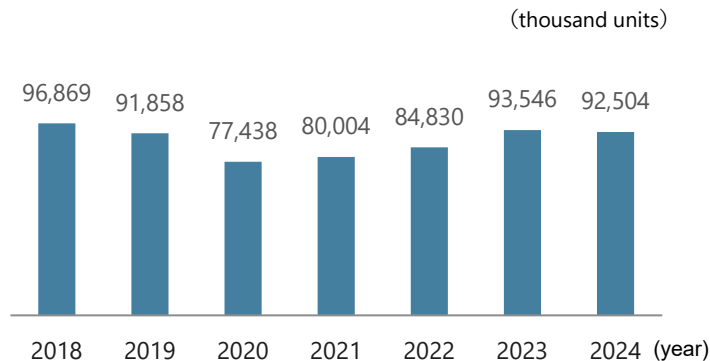
- In FY03/26, the yen strengthened somewhat in 1H but weakened as the year entered 2H. The FY03/27 projections assume USD/JPY155.



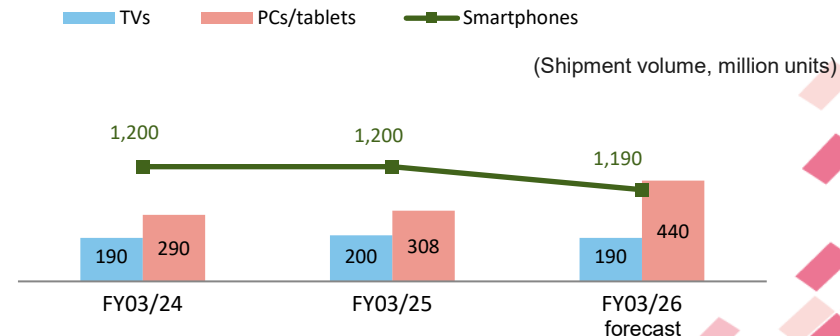
- Domestic naphtha prices in FY03/26 declined slightly from FY03/25 but have recently surged due to the worsening situation in the Middle East. In FY03/27, prices are expected to exceed the ¥90,000/KL.



- Global auto production has struggled to grow after the post-pandemic recovery dissipated.



- For FPD-related products, panel manufacturers began adjusting production in 2H FY03/26. The shift toward OLED for smartphones, PCs, and tablets continued.



Progress toward Quantitative Targets

- In its second year, NC2026 is proceeding broadly on track. Profits at each level exceeded the projections, while ordinary profit and profit attributable to owners of parent surpassed the final-year targets.

(Billions of yen)

	First Year of NC2026 FY03/25	Second Year of NC2026 FY03/26			Final Year of NC2026 FY03/27
	Full-year Actual	Full-year Actual	Second year forecast	Second year Initial plan*	Target*
Net sales	837.8	832.7	870.0	890.0	950.0
Operating profit	25.8	26.1	25.5	24.5	27.0
Operating profit margin	3.1%	3.1%	2.9%	2.8%	2.8%
Ordinary profit	26.1	27.7	25.5	23.5	26.0
Profit attributable to owners of parent	19.8	20.6	19.5	17.5	19.0
ROE	9.7%	9.3%	10% or more	10% or more	10% or more
Net debt/equity ratio	0.07 times	0.06 times	0.5 times or less	0.5 times or less	0.5 times or less
Equity ratio	47.1%	47.3%	Approximately 50%	Approximately 50%	Approximately 50%
Exchange rate (USD/JPY)	¥152.62	¥150.67	¥143.00	¥145.00	¥145.00

*Announced May 9, 2024

Progress toward Quantitative Targets: By segment

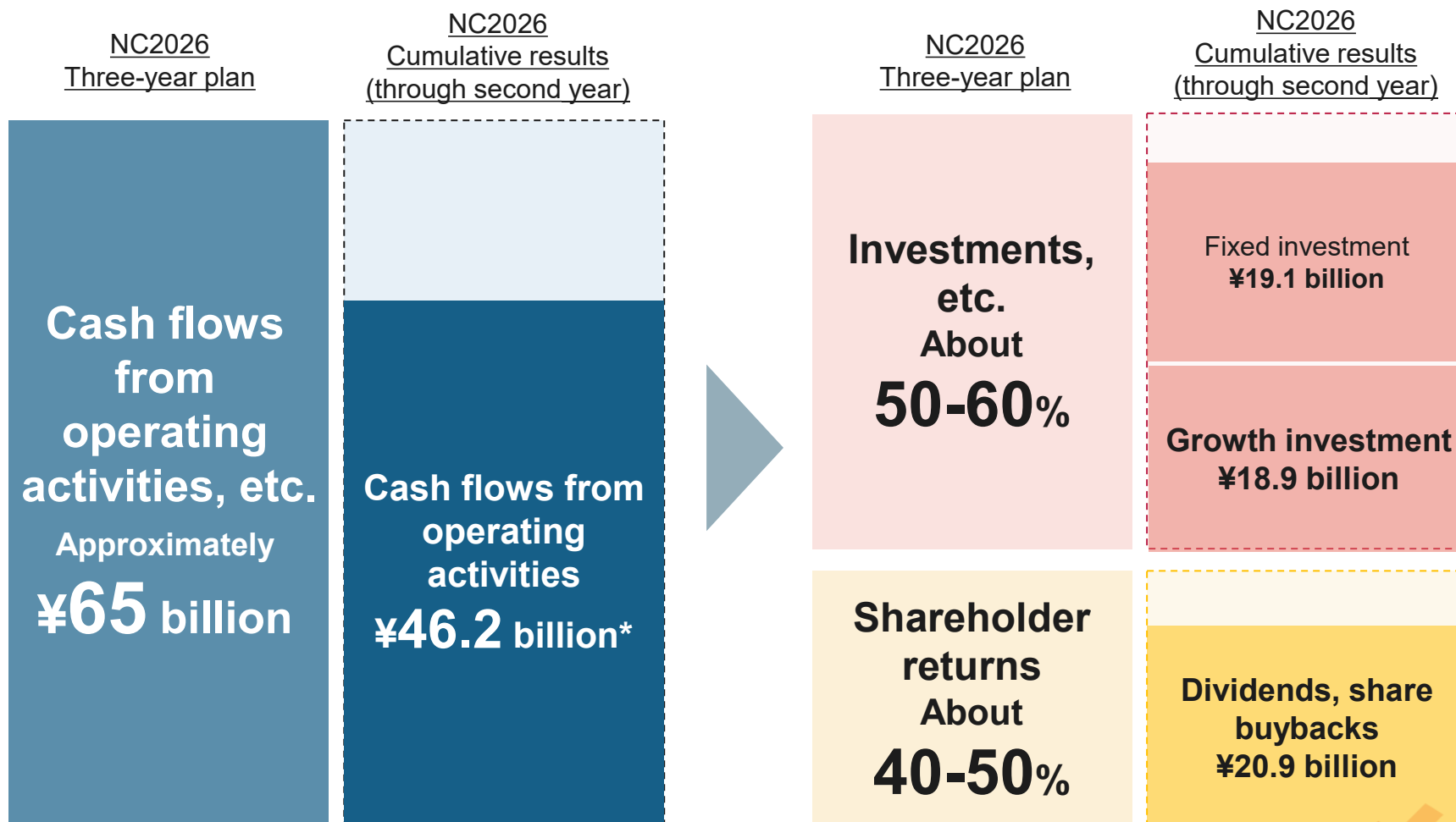
- Chemicals and Plastics are making steady progress, with operating profit reaching the final-year targets. Life Industry earnings improved substantially, while Information & Electronics was affected by a deteriorating business environment.

(Billions of yen)

Segment	First Year of NC2026 FY03/25		Second Year of NC2026 FY03/26						Final Year of NC2026 FY03/27	
	Full-year Actual		Full-year Actual		Full-year Forecast		Second year Initial plan*		Target*	
	Sales	Operating profit	Sales	Operating profit	Sales	Operating profit	Sales	Operating profit	Sales	Operating profit
Information & Electronics	264.0	8.47	239.3	7.04	264.0	6.60	283.0	7.20	312.0	8.45
Chemicals	118.2	2.94	125.1	3.54	132.5	3.20	132.0	3.05	139.0	3.25
Life Industry	53.7	1.17	60.1	2.21	64.5	2.80	66.8	2.60	72.8	3.10
Plastics	401.5	13.08	407.9	13.22	408.8	12.80	408.0	11.55	426.0	12.10
Other	0.1	0.13	0.1	0.13	0.2	0.10	0.2	0.10	0.2	0.10
Total	837.8	25.82	832.7	26.16	870.0	25.50	890.0	24.50	950.0	27.00

Progress of Capital Allocation

- Through the second year of NC2026, we allocated funds to growth investments and shareholder returns largely in line with the plan.



*Operating Cash Flow + Sales value of strategic shareholdings

Progress in the Company-wide Growth Strategy : Investment Status

- While there were no M&A or other large investment projects in FY03/26, we steadily implemented various initiatives aimed at growth.

(Billions of yen)

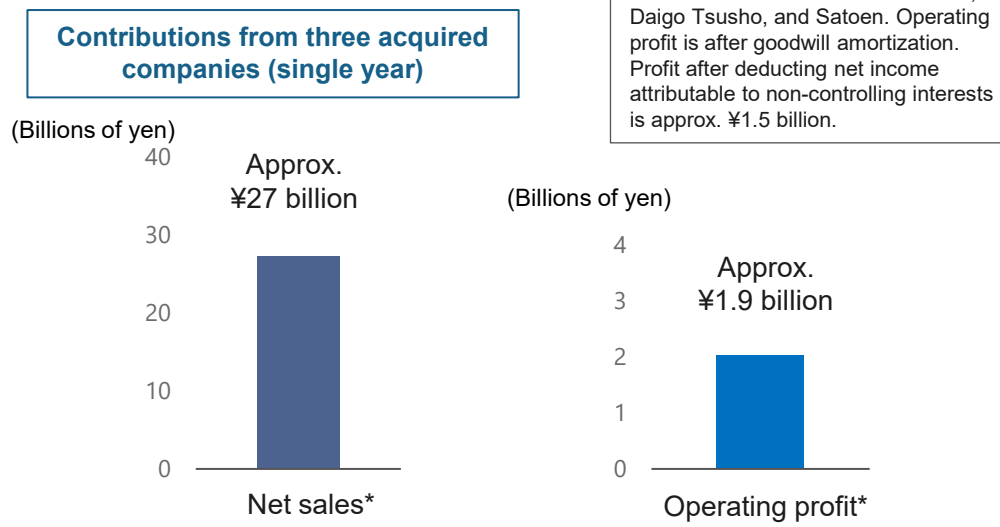
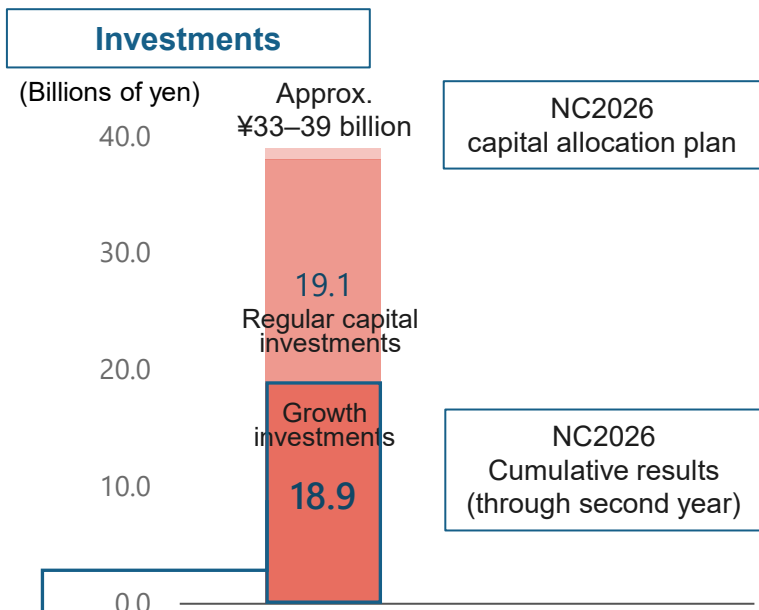
	FY03/22 Actual	FY03/23 Actual	FY03/24 Actual	NC2023 cumulative results FY03/22- FY03/24	FY03/25 Actual	FY03/26 Actual	Major investments In FY03/26
Growth investment	1.20	2.86	8.81	12.88	13.78	5.20	<ul style="list-style-type: none"> Major business investments (Biomass power generation-related, automotive parts raw material-related, food-related)
Fixed investment	2.01	2.78	3.91	8.70	5.34	13.82	<ul style="list-style-type: none"> Investment for facilities (Related to compounds, Related to sheets and inflation films) Digital promotion Reconstruction of Tokyo Head Office
Total	3.21	5.64	12.73	21.58	19.12	19.03	

*Aggregated on a cash-out basis

*Digitalization-related investments are included in Fixed investment.

Business Investments and Earnings Contributions

- M&A projects, i.e., acquired companies, are steadily contributing to earnings. We will work to generate synergies with them as soon as possible.



- <Major growth investments (cash-out basis)>
- M&A
 - Established Novacel Co., Ltd.
 - Made Daigo Tsusho Co., Ltd. a subsidiary (partial investments)
 - Made Satoen Co., Ltd. a subsidiary
 - Business investments, etc.
 - Invested in environment and energy-related businesses
 - Invested in semiconductor-related businesses
 - Invested in materials for automobiles-related businesses
 - Invested in food-related businesses
 - Invested in resin additives and recycled resin-related businesses

- Anticipated synergies**
- **Novacel**
 - Advance compound functions and strengthen development capabilities
 - Strengthen competitiveness of the Plastics business
 - **Daigo Tsusho, Satoen**
 - Strengthen sales capabilities through overseas expansion and e-commerce sites
 - Expand into the downstream segment of the food business
 - **Business investments, etc.**
 - Expand existing businesses by acquiring new marketing rights

Major investments from FY03/25 onward

Segment	Specific measures	Our objectives
Information & Electronics	Participated in biomass power generation projects	To expand environment and energy-related businesses
	Invested in a company engaged in the R&D, manufacture, and sale of semiconductor wafers	To expand semiconductor-related businesses
Chemicals	Enhanced production capacity for synthetic rubber and silicone rubber components	To expand materials for automobiles
Life Industry	Acquired Satoen, a company engaged in tea cultivation, production, and sales, as a subsidiary	To expand food-related businesses
	Invested in a company engaged in the production and sale of hydrolysates	
	Invested in a company engaged in the development, planning, and sale of plant-based meat alternatives	
Plastics	Established joint venture Novacel Co., LTD.	To enhance compounding capabilities in the Plastics business
Information & Electronics / Plastics	Invested in a high-performance filler production company	To achieve the lightweighting and recycling of plastic products

Basic Policy on Shareholder Return

(Partially amended effective from the fiscal year ending March 2027)

- In addition to progressive dividends and the total return ratio, the Company will introduce dividend on equity (DOE) to clarify its policy of appropriately distributing the results of profit growth in consideration of the level of shareholders' equity.

Indicators, etc.	Until FY03/26	From FY03/27
DOE (Dividend on equity) *	-	Newly introduced <u>The guideline for the total amount of dividends is a dividend on equity (DOE) of 4 to 4.5%.</u>
Progressive dividends	We will ensure that dividend per share does not decline year on year by continually increasing our dividends.	Continued We will ensure that dividend per share does not decline year on year by continually increasing our dividends.
Total return ratio*	The target total return ratio is roughly 50%.	Partially revised In principle, the total return ratio for each fiscal year is <u>at least 50%</u> .

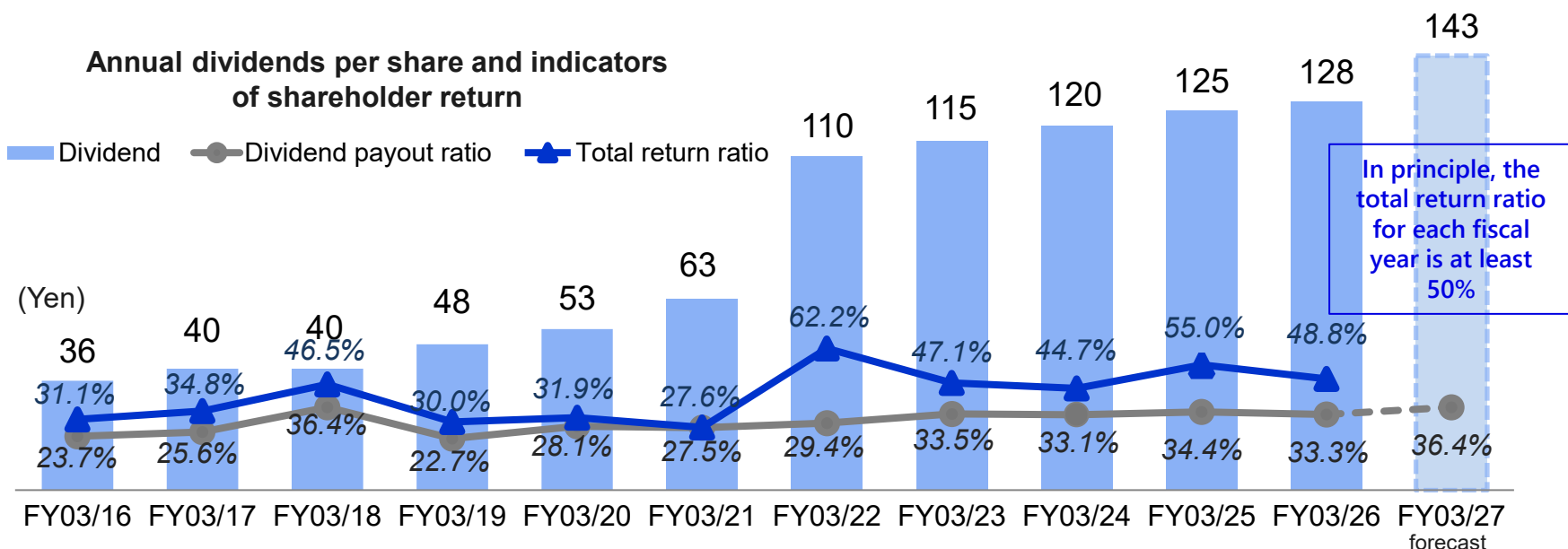
* Underlined portion indicates the amendment

*DOE (%) = Total annual dividends ÷ Shareholders' equity × 100

*Total return ratio (%) = (dividend amount + amount of treasury shares acquired) ÷ consolidated net income × 100

Shareholder Return

- For FY03/27, we plan to pay an annual dividend of ¥143 per share, up for the ninth consecutive fiscal year. (interim: ¥70 per share; year-end: ¥73 per share).



Treasury shares	FY03/16	FY03/17	FY03/18	FY03/19	FY03/20	FY03/21	FY03/22	FY03/23	FY03/24	FY03/25	FY03/26
Acquisition amount	707	891	679	936	425	-	7,499	2,635	2,229	4,079	3,208
No. of shares Acquired	600	600	400	600	300	-	3,085	1,035	765	1,200	1,000
No. of shares cancelled	-	-	-	-	-	-	2,700	3,685	1,200	1,200	1,000

(Millions of yen)
(Thousands of shares)
(Thousands of shares)

**Our Medium-Term Management Plan
Outlook for the Final Year of “New Challenge 2026”**

Quantitative Outlook

- Amid an uncertain global economic outlook due to the worsening situation in the Middle East, we will strive to leverage our onsite capabilities to achieve the final year targets of NC2026.

(Billions of yen)

	Second Year of NC2026 FY03/26
	Full-year Actual
Net sales	832.7
Operating profit	26.1
Operating profit margin	3.1%
Ordinary profit	27.7
Profit attributable to owners of parent	20.6
EPS (JPY)	384.84
ROE	9.3%
Net debt/equity ratio	0.06 times
Equity ratio	47.3%
Exchange rate (USD/JPY)	¥150.67

Final Year of NC2026 FY03/27		
Full-year Forecast	Target*	Difference
890.0	950.0	-60.0
27.5	27.0	+0.5
3.1%	2.8%	+0.3%
27.5	26.0	+1.5
21.0	19.0	+2.0
393.39	-	-
10% or more	10% or more	10% or more
0.5 times or less	0.5 times or less	0.5 times or less
Approximately 50%	Approximately 50%	Approximately 50%
¥155.00	¥145.00	+¥10.00

Quantitative Outlook by Segment

- We expect to achieve final-year operating profit targets in the Chemicals, Life Industry, and Plastics segments. For the Information & Electronics segment, the business environment is likely to remain generally challenging.

(Billions of yen)

Segment	Second Year of NC2026 FY03/26		Final Year of NC2026 FY03/27					
	Full-year Actual		Full-year Forecast		Target*		Difference	
	Sales	Operating profit	Sales	Operating profit	Sales	Operating profit	Sales	Operating profit
Information & Electronics	239.3	7.04	255.0	6.70	312.0	8.45	-57.0	-1.75
Chemicals	125.1	3.54	138.0	3.80	139.0	3.25	-1.0	+0.55
Life Industry	60.1	2.21	69.0	3.30	72.8	3.10	-3.8	+0.20
Plastics	407.9	13.22	427.8	13.60	426.0	12.10	+1.8	+1.50
Other	0.1	0.13	0.2	0.10	0.2	0.10	-	-
Total	832.7	26.16	890.0	27.50	950.0	27.00	-60.0	+0.50

*Announced May 9, 2024

Sustainability, Digital Strategy

Sustainability

■ Achieved virtually 100% renewable energy usage for electricity consumption on a domestic consolidated basis.

October 2021	Established Sustainability Committee Chaired by the Company president; all directors, including those from outside the Company, participate in the Committee as a member or observer
November 2021	Formulated the Inabata Group Sustainability Basic Policy and the Code of Conduct
March 2022	Formulated Inabata Group Human Rights Policy
April 2022	Signed UN Global Compact (UNGC)
June 2022	Announced “2050 Carbon Neutrality Declaration” Defined materiality issues Began disclosures in accordance with TCFD recommendations
August 2022	Selected as a component of the FTSE Blossom Japan Sector Relative Index* (subsequently selected for four consecutive years)
April 2023	Endorsed the recommendations of TCFD
August 2023	Selected as a component of the FTSE Blossom Japan Index* (subsequently selected for three consecutive years)
May 2024	Formulated “Sustainability Mid-term Plan 2026”
July 2024	Signed the company’s first green loan
December 2024	Issued the company’s first green bond
June 2025	Selected for inclusion in the SOMPO Sustainability Index
August 2025	Selected for inclusion in the JPX-Nikkei Index Human Capital 100
September 2025	Achieved virtually 100% renewable energy usage for electricity consumption across the domestic consolidated group (FY2024)
March 2026	Selected for KENKO Investment for Health White 500

ESG-related index inclusion status (As of August 2025)

- FTSE Blossom Japan Index★
- FTSE Blossom Japan Sector Relative Index★
- MSCI Japan Empowering Women Index (WIN)★*
- S&P/JPX Carbon Efficient Index★
- Morningstar Japan ex-REIT Gender Diversity Tilt Index (GenDi J)★
- SOMPO Sustainability Index
- JPX-Nikkei Index Human Capital 100

★ ESG index selected by the Government Pension Investment Fund (GPIF)

Progress “Sustainability Mid-term Plan 2026”

- Sales in the environment-related business are lagging expectations, while other initiatives are progressing steadily.

Materiality : Creating sustainable value		Contributing to a decarbonized and circular society; sustainable use of natural capital Contributing to safety, security, and well-being Providing value through resilience in procurement and supply functions	
KPI	FY2026 Target	FY2025 Actual *FY2024 results shown in angled brackets.	
» <small>Consoli-dated</small> GHG emission (Scopes 1 and 2)	Reduce by 25% compared to FY2022 levels	To be disclosed in early September after obtaining third party assurance <12.9% reduction compared to FY2022>	
» <small>Consoli-dated</small> Net sales of environment-related business	100 billion yen	36.8 billion < 43.5 billion >	
» <small>Consoli-dated</small> The compliance management framework for chemical substances regulations in Japan and overseas	Understand and share trends in chemical substances regulations in Japan and overseas in a timely manner, and strengthen the compliance management framework	<ul style="list-style-type: none"> • Developed training content on chemical substance regulation and management • Conducted on-site visits to newly consolidated Group companies to identify issues • Conducted training primarily for new employees (including mid-career hires) 	
» <small>Non Consoli-dated</small> The Company’s position on responsible procurement	Clarify the Company’s position and communicate it internally and externally	<ul style="list-style-type: none"> • Issued a President’s Message on Human Rights and Sustainable Supply Chain policies • Posted each policy on our corporate website (Japanese/English/Chinese languages) 	
» <small>Non Consoli-dated</small> Human Rights DD	Establish the human rights DD cycle for selected operations as a model case	Designed a questionnaire to ascertain the status of Group companies’ initiatives to respect human rights, with implementation planned in FY03/27	

Progress "Sustainability Mid-term Plan 2026"

- The employee engagement survey has been expanded in scope, and we aim to increase the positive response rate. Steady progress is being made on D&I-related items.

Materiality :
Strengthening the foundation
for business continuity

Respecting human rights in the spirit of love (ai) and respect (kei) and growing together with local communities
Fostering and strengthening the human capital driving the value creation
Enhancing governance and risk management

KPI		FY2026 Target	FY2025 Actual <small>*FY2024 results are shown in angled brackets.</small>
Consoli -dated >> Employee engagement surveys (2025)	Response rate	at least 90%	88% < 82% >
	Positive response rate ① "I am satisfied to work at the Company" ② "I can identify with the Company's mission, vision, and managerial policy, and I want to work to achieve them,"	at least 80%	① 69% < 69% > ② 67% < 67% >
	Positive response rate across all items	at least 70%	64% < 63% >
>> Consoli -dated The implementation boundary for the human rights DD digital survey		Expand to the Group	Proposed a plan for implementation in 2026
>> Non Consoli- dated Ratio of women in managerial positions		to at least 8% by March 2028, and to 10% by 2030	7.3% < 6.0% >
>> Non Consoli- dated Ratio of mid-career hires		Maintain at around 50%	51.7% < 60% >
>> Non Consoli- dated Ratio of male employees taking paternity leave		100% *1	100% *2 < 92.9% (13/14 persons) >
>> Non Consoli- dated Rate of employment for persons with disabilities		Continue to exceed the legal rate (2.5%)	To be calculated at end-June < 3.2% >
>> Consoli -dated Managerial appointments for local employees at overseas subsidiaries		Active implementation	The Management Council approved the framework for the executive appointment process, with implementation targeted during FY03/27.

*1 Based on the Company's policy allowing employees to take childcare leave until the child turns three years old, a 100% uptake rate indicates that all male employees whose spouses gave birth took childcare leave within three fiscal years, including the fiscal year in which the child was born.

*2 As childcare leave was made mandatory under a new system introduced in FY2023, the uptake rate for FY2025 is calculated based on the three years following the system's implementation (FY2023–FY2025). The calculation formula is as follows: Number of male employees who took childcare leave in FY2023–FY2025 (14 people) / Number of male employees whose spouses gave birth in FY2023 (14 people)

Progress “Sustainability Mid-term Plan 2026”

■ Made steady progress in health management and human capital investment-related items

Materiality :
Strengthening the foundation
for business continuity

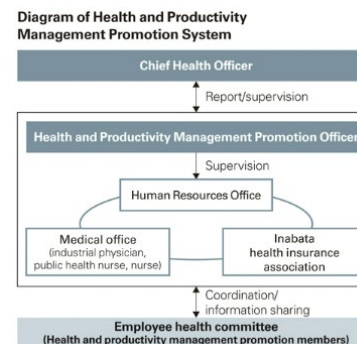
Respecting human rights in the spirit of love (ai) and respect (kei) and growing together with local communities
Fostering and strengthening the human capital driving the value creation
Enhancing governance and risk management

KPI		FY2026 Target	FY2025 Actual * FY2024 results are shown in angled brackets.
» Non Consolidated	Rate of complete checkup	100%	94.9% < 85.3 % >
» Non Consolidated	Comprehensive health risk found by stress checks*	Maintain at current levels	74 < 76 >
» Non Consolidated	Education and training costs per employee	Surpass the previous year's results each year	¥89,124 < ¥82,763 >
» Non Consolidated	Ratio of employees with overseas posting experience	Maintain at around 40%	38.5% < 38.6% >

* This indicator, calculated from stress checks, provides a comprehensive evaluation of how the work environment affects employee health. The national average is set to 100; a lower score indicates lower risk, meaning the lower the value, the more favorable the evaluation.

■ Certified for the first time as a White 500 Health & Productivity Management Outstanding Organization

- Certified for the first time as a White 500 Health & Productivity Management Outstanding Organization 2026, a distinction awarded to the top 500 companies in the large enterprise category
- Health and productivity management is promoted under a framework in which the president serves as the chief officer and the responsible executive serves as the promotion officer. The Human Resources Office, Medical Office, and Inabata Health Insurance Association work together on related initiatives. The Company also exchanges opinions and shares information with promotion members through the Employee Health Committee as needed, and discusses individual measures with employees.



Progress “Digital Strategy”

- Made steady progress in enhancing management information infrastructure and reinforcing security for the Group

Strategy	Progress
<p>Revamp core systems and strategically leverage Group-wide sales information</p>	<ul style="list-style-type: none"> ■ New core system overhaul project progressed as planned (full-scale operation scheduled for August 2026) ■ Launched the master data management (MDM*¹) and the consolidated performance data management (CDAM*²) systems ■ Approx. 90% of the Group’s management data is centrally integrated in real time, supporting faster management decision-making
<p>Establish a scheme to strengthen security and deploy it across the Group</p>	<ul style="list-style-type: none"> ■ Established a platform for the Group’s subsidiaries and completed the relocation of all business sites ■ Conducted security questionnaires, audits, guidance, and on-site inspections at domestic and overseas subsidiaries, based on the Information Security Guidelines established in January 2024 ■ Obtained cyber insurance covering all consolidated subsidiaries
<p>Improve productivity by leveraging in-house generative AI services, etc.</p>	<ul style="list-style-type: none"> ■ Implemented Microsoft Copilot to improve operational efficiency ■ Implemented and rolled out a system that uses OpenAI to analyze daily sales reports. Rollout to domestic sales departments was completed in FY03/26 (FY2025). The addition of multilingual support is planned in FY03/27 (FY2026).

* 1...MDM : Master Data Management / * 2..CDAM : Consolidated Performance Data Management

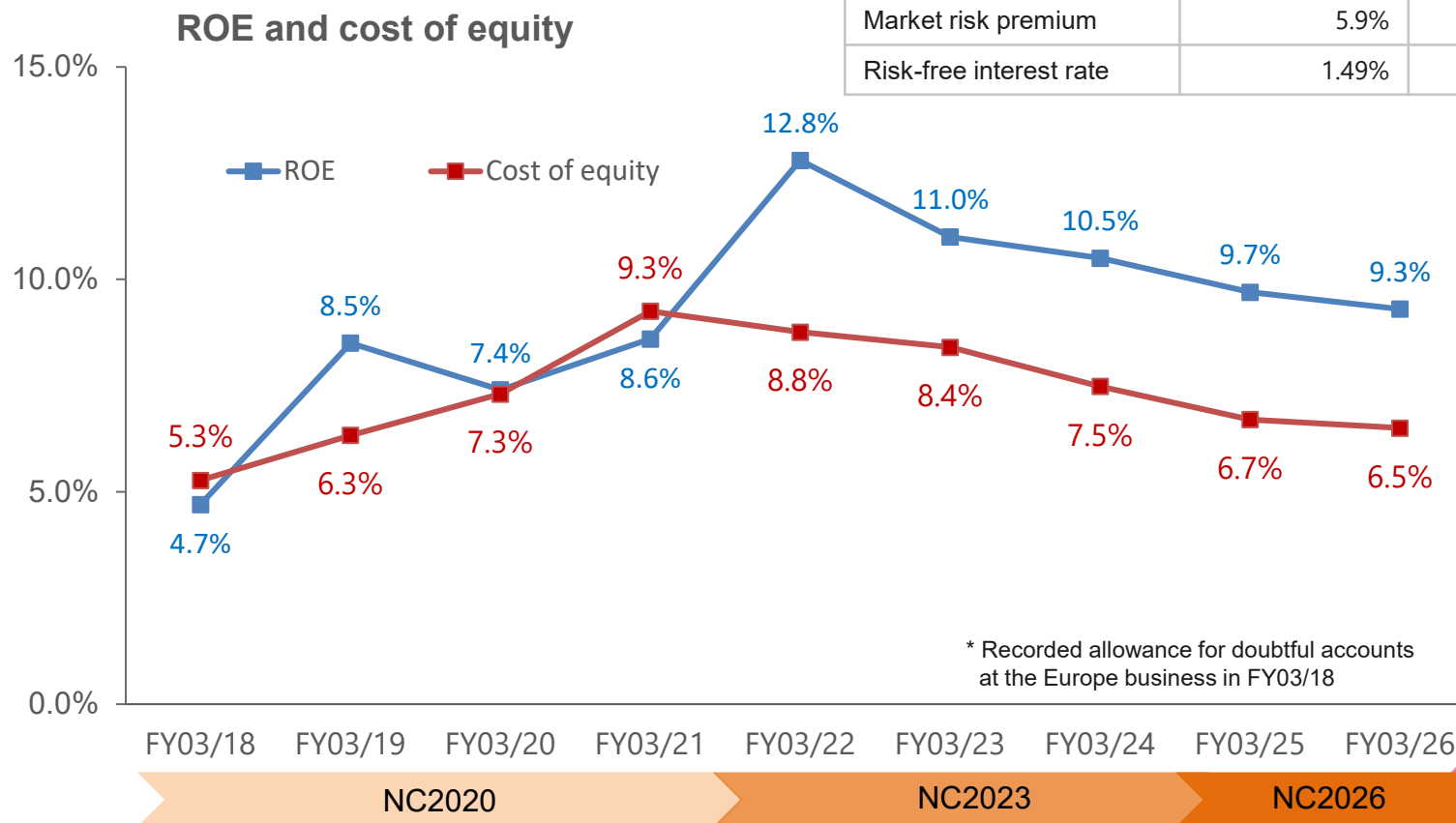
Measures to Realize Management Conscious of Cost of Capital and Share Prices

Cost of Capital vs. Return on Capital

- In FY03/26, although the cost of capital declined, ROE was lower and spreads contracted.

*Assumptions for calculating cost of equity Based on CAPM

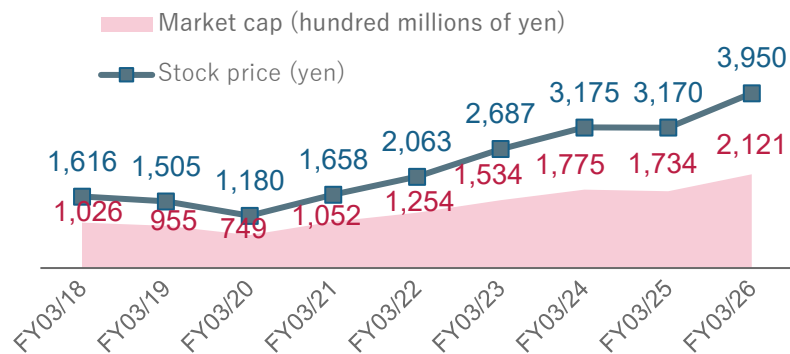
	End of Mar 2025	End of Mar 2026
β	0.89	0.73
Market risk premium	5.9%	5.8%
Risk-free interest rate	1.49%	2.24%



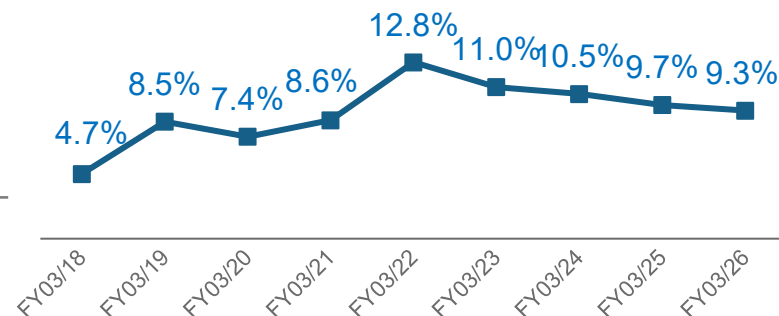
Share Price and the Market's Valuation of the Company

- Although the stock price and PER increased, ROE declined slightly, and PBR remained below 1x.
- We need to continue raising growth expectations by implementing growth investments and other measures steadily, while also strengthening initiatives to improve capital efficiency.

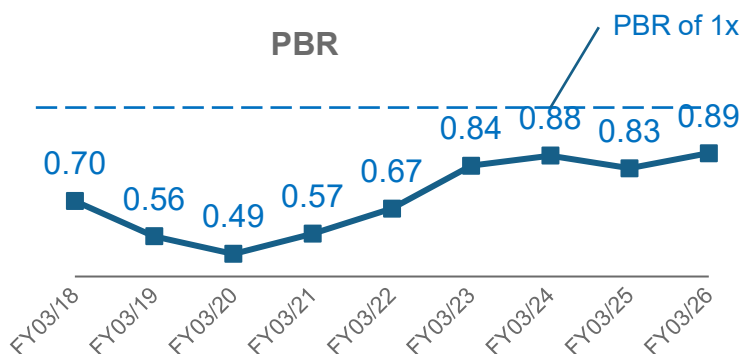
Stock price and market capitalization



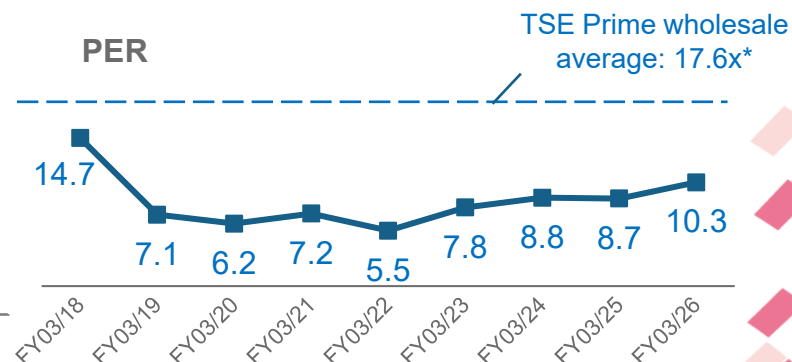
ROE



PBR



PER



*Recorded allowance for doubtful accounts at the Europe business in FY03/18

*All figures are as of the end of the fiscal year

*As of March 31, 2026 * Weighted average PER

Policies/Targets, and Timeline

- At a Board of Directors meeting, we have resolved on the following policies.

□ Policies

Increase the share price so that PBR stays above 1x at all times, as soon as possible, through the following four measures:

- ① Firmly implement growth strategies to drive sustainable growth in business value, and foster expectations for future profit growth (Growth)
- ② Maintain ROE of 10% or above (Capital efficiency)
- ③ Control and/or curtail the cost of capital, including by utilizing financial leverages (Curtail the cost of capital)
- ④ Continue buying back shares (Capital efficiency)

□ Introduction of new policies (from FY03/27)

We will strengthen shareholder return measures, including the introduction of dividend on equity (DOE), and strive to improve capital efficiency.

(See P14 for details.)

Initiative Progress and Reinforcement Direction

- We had already bolstered our efforts prior to the request from the Tokyo Stock Exchange and have achieved certain results.
- We will further strengthen these initiatives with the goal of reaching and consistently maintaining a PBR above 1.0 as soon as possible.

		~FY2022	FY2023~2024	FY2025~
		Significantly enhance shareholder returns	Track record of management conscious of cost of capital	Strengthen management conscious of cost of capital
Growth	Increase Business Value and Foster Growth Expectations	<ul style="list-style-type: none"> • Expanded the earnings foundation with a focus on mainstay businesses 	<ul style="list-style-type: none"> • Based on the proactive investment policy, actively pursued M&A and business investments 	<ul style="list-style-type: none"> • Earnings contribution has steadily increased, primarily from M&A deals. We will further step up our proactive investments. (See P12.)
Capital efficiency	Maintain ROE of 10% or above	<ul style="list-style-type: none"> • ROE exceeded the cost of capital, backed by improved earnings performance and enhanced shareholder returns 	<ul style="list-style-type: none"> • Maintained ROE through share buybacks and cancellations 	<ul style="list-style-type: none"> • Continued to repurchase our shares and cancel treasury stock. (P15) • We strengthen our shareholder return policy and further reinforce our commitment to improving capital efficiency. (P14)
Curtail the cost of capital	Control and/or curtail the cost of capital	<ul style="list-style-type: none"> • Strengthened corporate governance (transitioned to a structure in which independent outside directors make up half of the Board) • Reduced strategic shareholdings 	<ul style="list-style-type: none"> • Reduced the cost of capital through improved earnings performance and enhanced market liquidity 	<ul style="list-style-type: none"> • Credibility has improved through inclusion in various indices, including the JPX-Nikkei Index 400, and an upgrade in the company's issuer credit rating from A- to A. • We increase the number of individual meetings with institutional investors, analysts, and others.

Disclosure Methods and Dialogue Policies

- Themes added to the medium-term management plan
 - Added the achievement of a share price level higher than 1x PBR as quickly as possible as a strategic theme under the medium-term management plan *NC2026*. Inabata will pursue this goal with even greater commitment.
- Disclosure methods
 - From FY03/25 as well, we will continue providing an explanation of our progress on this issue at earnings briefing sessions held at the end of each term.
- Dialogue policies
 - Based on disclosed information, our executive officer in charge and IR Department will proactively engage in dialogues with investors through one-on-one IR meeting.
 - The content of the dialogues will be disclosed on our website or corporate governance reports.

(Disclosed “Implementation Status of Dialogue with Shareholders in FY2025” on May 11, 2026)
 - We will update our measures to reflect the content of the dialogues. Based on discussions held during previous dialogues, we have decided to strengthen our shareholder return policy starting FY03/26.

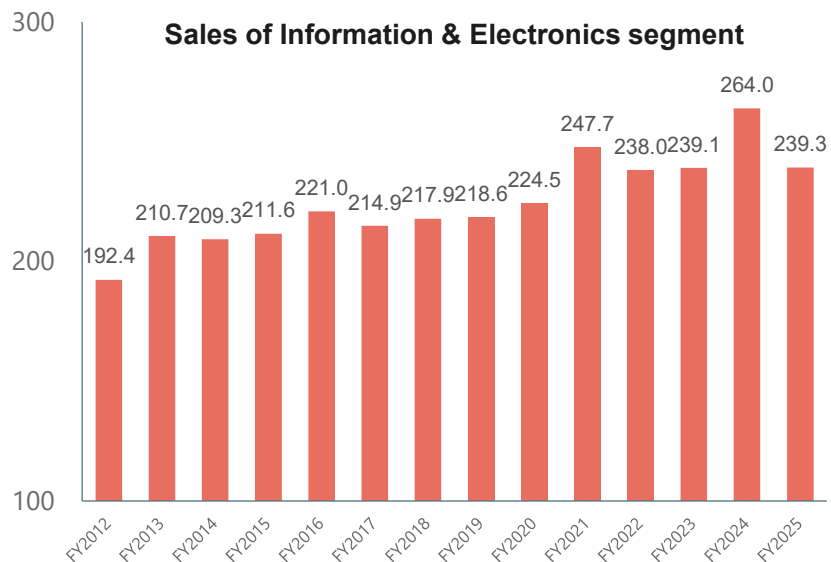
Reference Materials 1

Inabata's Strengths Developments in Asia

Developments in Asia ~ FPD-related business

- **Expanding customer base and scope of business in response to changes in the FPD market environment, growing into a core business**
 - **Rapidly responded to changes in the main panel manufacturing countries (Japan -> Taiwan · South Korea -> China) by developing personnel at local bases, initiating transactions with local manufacturers.**
 - **Launched business with polarizer raw materials, expanded product lineup to include polarizer, protective films, and alignment layer films, as well as OLED materials.**
 - **Developed business based on information from a wide range of customers, from raw material and component manufacturers, to panel manufacturers.**
 - **Leveraging our accumulated expertise and information, we were also able to establish supply chains and develop proposal-based business.**

(Billions of yen)



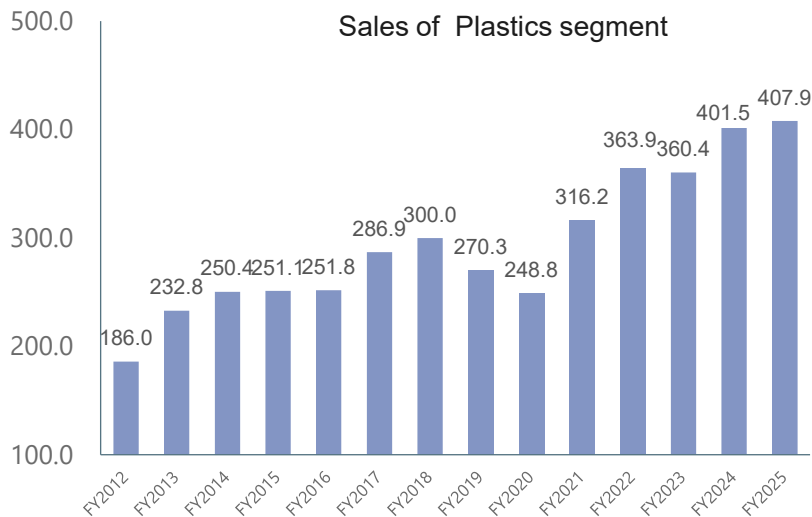
Business Development Transition

1990 s	<ul style="list-style-type: none"> • Started in 1990 from sales of polarizer materials (PVA films) • In 1993, launched sales of polarizer films to Japanese panel makers
2000 s	<ul style="list-style-type: none"> • Established polarizer film processing base in Taiwan in response to emergence of local leading panel makers. In 2001, took over a joint venture with Sumitomo Chemical Co., Ltd., assumed responsibility for sales, etc. • Among the first to start business with leading Chinese panel makers and capture market expansion (spread of notebook PCs, shift to FPD for TVs, and rapid growth of smartphones)
2010 s	<ul style="list-style-type: none"> • Developed a wide range of commercial products in response to trends toward OLEDs and next-generation FPDs

Developments in Asia ~Plastics Segment

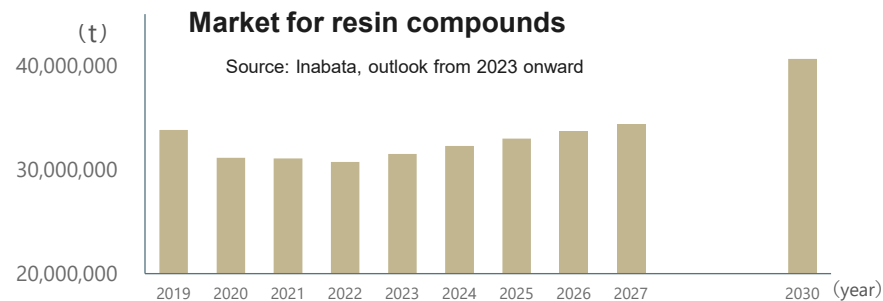
- Expanded overseas in line with Japanese consumer electronics manufacturers transition to overseas production. Subsequently expanded into a global network of bases while cultivating customers in the office automation and automobile industries (overseas sales ratio exceeded 61% in FY2025).
- Producing resin compounds at seven bases in seven countries mainly in Asia. In addition to providing products meeting customer needs, we also made new proposals for resin materials.
- Points of differentiation from other companies
 - Versus major trading companies: Meticulous response to needs for a wide variety of products in small quantities
 - Versus small- to medium-sized trading companies: Support for customer overseas expansion

(Billions of yen)

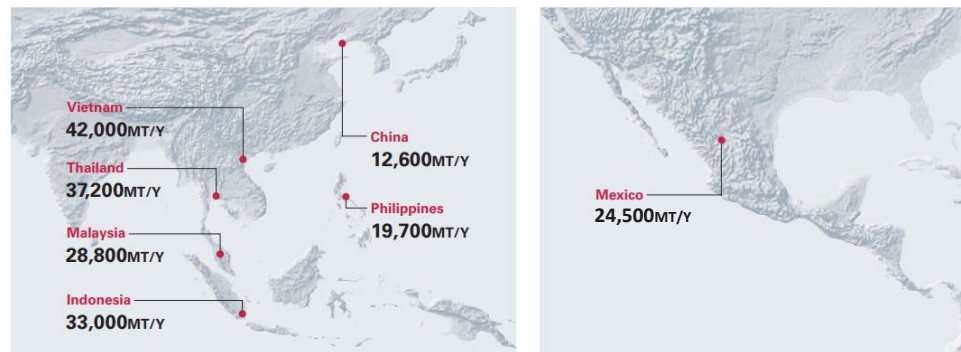


Resin Market Environment

- Overall market growth of 2–3% per year is expected to remain stable.
- Declining trend in general-purpose applications such as plastic bags, tableware, and containers/packaging
- Automotive and other applications are expected to grow in line with demands for weight reductions and metal substitutions.
- Recycled materials are expected to increase amid expanding environmental regulations and decarbonization trends .



Annual production capacity of resin compounds (MT/Y) As of Dec 31, 2025



7 locations in 7 countries Total annual production capacity: 198,000MT/Y

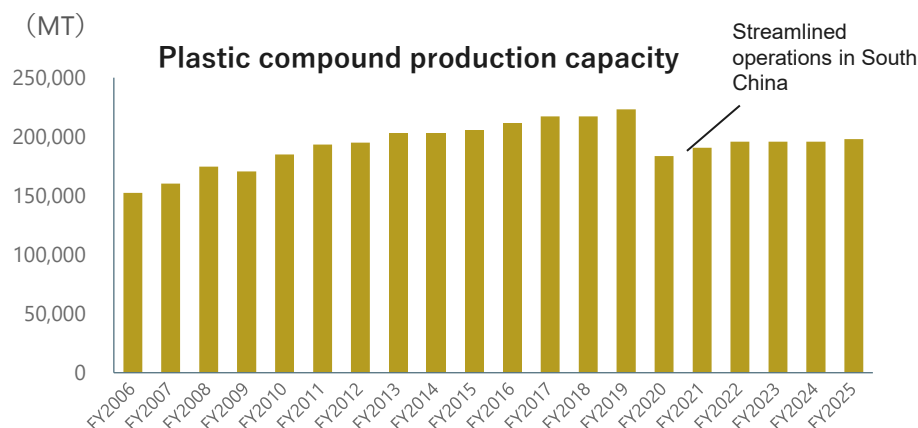
Developments in Asia ~Plastic compound

■ Highest productivity in the industry

- With seven production bases in seven countries including China, Vietnam, and Indonesia (198,000 MT/year in total as of Dec 31, 2025), Inabata is among the largest production scales in the industry as a trading company-affiliated resin compounder.

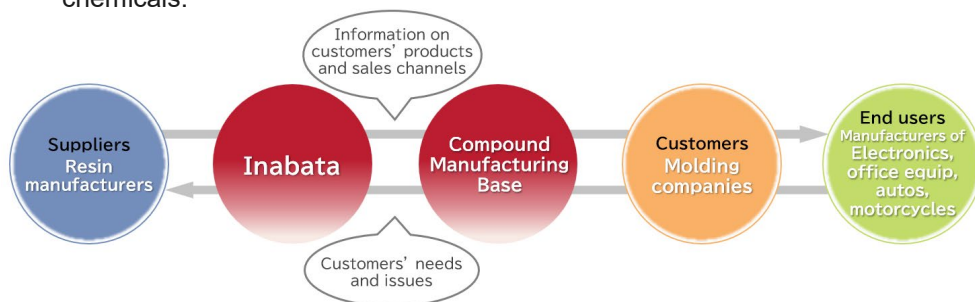
■ Global customer support structure

- Integrated domestic and overseas customer support system, including overseas offices, provides prompt and useful information, one-stop price negotiation capabilities in Japan and overseas, and assurance of stable supply.



Business model for the plastic compound

- Differentiation by meeting customer needs for rapid delivery and high-mix low-volume production in close proximity to customer manufacturing bases
- Involvement in customer manufacturing processes enables Inabata to obtain up-to-the-minute product-related information starting from the development phase, leading to new proposals for plastic materials and chemicals.



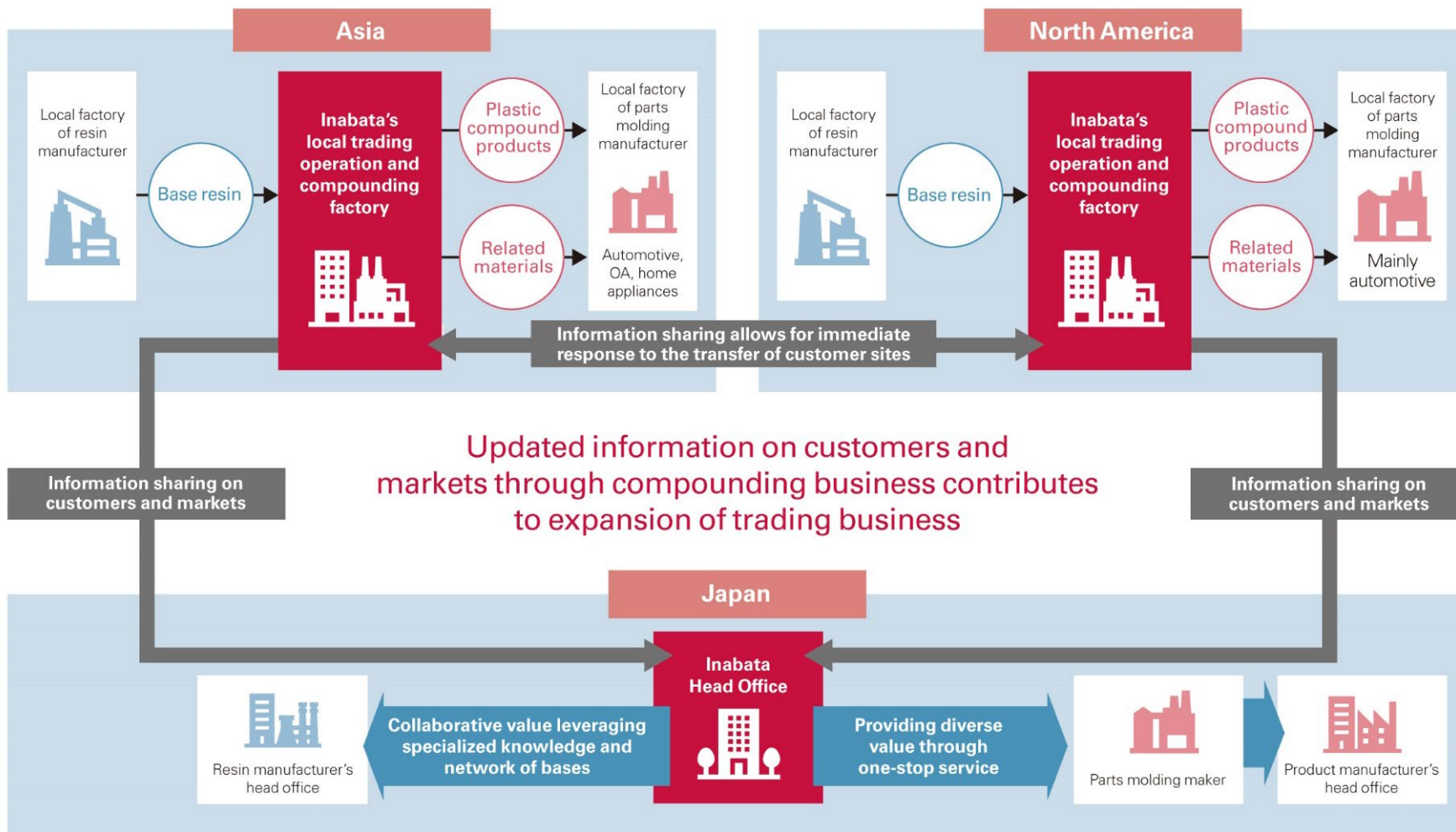
Joint venture with Daicel

- Established joint venture Novacel Co., LTD. to further enhance compounding functions and expand the plastics business

Aims of joint venture

- Acquire new production technologies and enhance quality controls
- Develop technical talent
- Augment development capabilities
- Increase manufacturing capability through introduction of production system

【Reference】 Business model for the plastic compound business



Reference Materials 2

Our Medium-Term Management Plan Summary of “NC2026”

Company-wide Quantitative Targets (Announced May 9, 2024)

(Billions of yen)

	FY03/24 Actual	NC2026		
		FY03/25 Plan	FY03/26 Plan	FY03/27 Targets
Net sales	766.0	830.0	890.0	950.0
Operating profit	21.1	22.5	24.5	27.0
Ordinary profit	21.3	21.5	23.5	26.0
Profit attributable to owners of parent	20.0	17.0	17.5	19.0
ROE	10.5%	10% or more	10% or more	10% or more
Net debt/equity ratio	0.06 times	0.5 times or less	0.5 times or less	0.5 times or less
Equity ratio	46.8%	Approximately 50%	Approximately 50%	Approximately 50%
Exchange rate (USD/JPY)	¥144.59	¥145.00	¥145.00	¥145.00

Segment Quantitative Targets (Announced May 9, 2024)

(Billions of yen)

Segment	FY03/24 Actual		NC2026					
			FY03/25 Plan		FY03/26 Plan		FY03/27 Targets	
	Sales	Operating profit	Sales	Operating profit	Sales	Operating profit	Sales	Operating profit
Information & Electronics	239.1	6.90	256.0	6.55	283.0	7.20	312.0	8.45
Chemicals	112.6	2.78	124.8	2.85	132.0	3.05	139.0	3.25
Life Industry	53.5	1.48	61.0	2.20	66.8	2.60	72.8	3.10
Plastics	360.4	9.87	388.0	10.80	408.0	11.55	426.0	12.10
Other	0.1	0.13	0.2	0.10	0.2	0.10	0.2	0.10
Total	766.0	21.19	830.0	22.50	890.0	24.50	950.0	27.00

Long-term Vision “IK Vision 2030”

Medium-term Management Plan NC2026

Key themes:

- Accelerate growth through proactive investment
- Address key management priorities (materiality) under the Sustainability Medium-term Plan 2026

Company-wide Growth Strategy

Segment Growth Strategy

Management Base Strategy

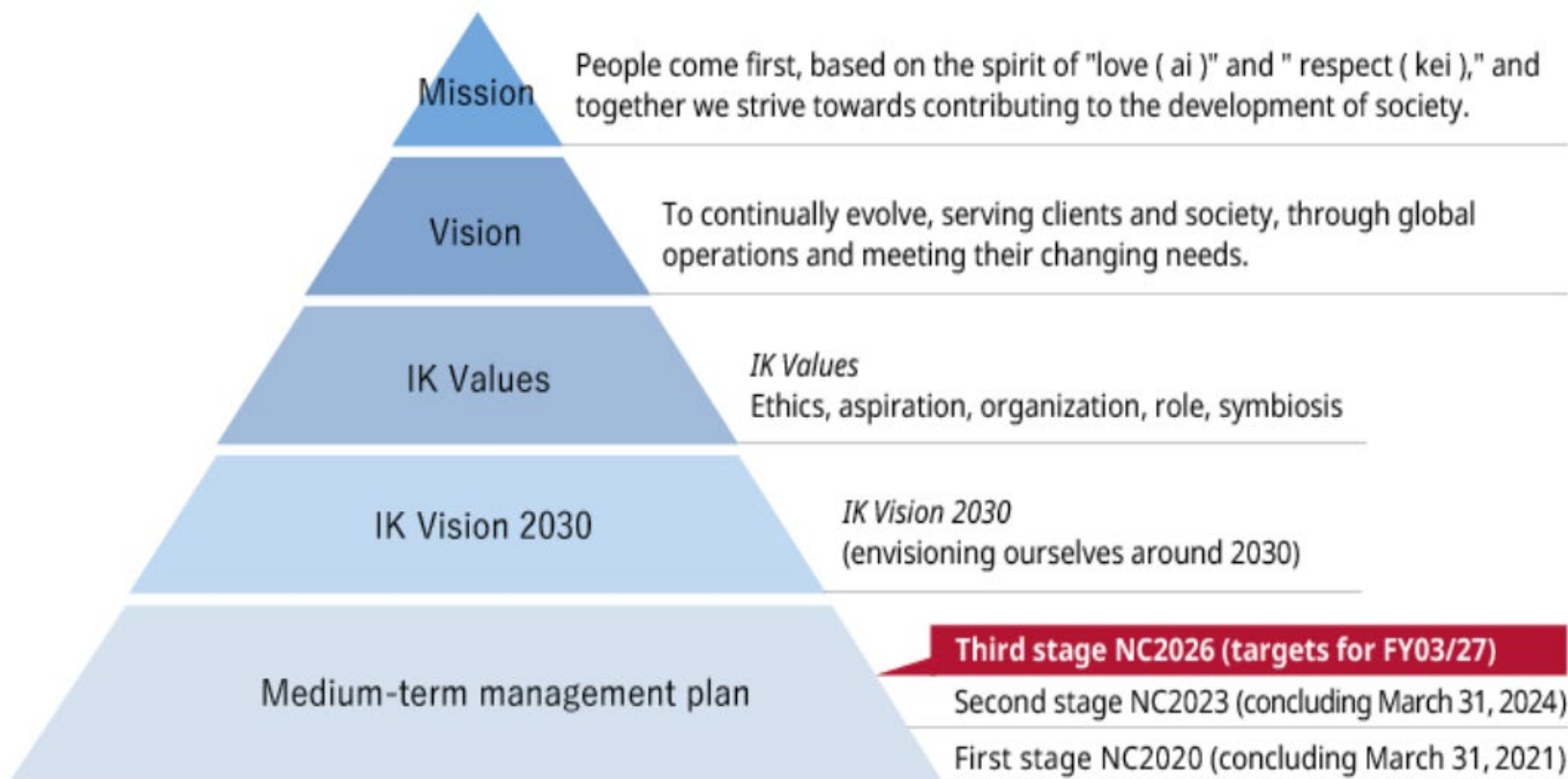
Financial Strategy

**Sustainability Strategy
(including HR strategy)**

Digital Strategy

Positioning of NC2026

- NC2026 is the third stage of the medium-term management plan on the way to our long-term vision.



(Reference) Long-term Vision “IK Vision 2030”

Reach consolidated net sales of

¥1 trillion

Further enhancing multifaceted capabilities (such as manufacturing, logistics, and finance) in addition to trading

IK Vision 2030

At least **1/3** of business from segments other than Information & Electronics and Plastics

Overseas business

70% or more

[Formulated in May 2017]

NC2026 Company-wide Growth Strategy Summary

- Formulated a company-wide growth strategy in line with the long-term vision.

Consolidated sales Over ¥1 trillion

- » Approach: Expand earnings through proactive investment
- » Business domains: Expand environment-related business and life industry business such as food products

Enhance multifaceted capabilities

- » Differentiate and boost earnings by enhancing multifaceted capabilities (especially in manufacturing and logistics)

Business portfolio

- » Further develop key segments (Plastics, Information & Electronics)
- » Establish earnings pillar on par with key segments

Overseas ratio 70% or more

- » Further develop growth areas (especially in India, Mexico, and the Americas, in addition to the existing Asia sites)
- » Move into untapped areas (e.g., Eastern Europe)

Reference Materials 3

Our Medium-Term Management Plan
**Progress “NC2026” of Company-wide Growth
Strategy**

Progress “NC2026” of Company-wide Growth Strategy

Long-term vision: Consolidated sales Over ¥1 trillion

Strategy	Progress
Expand earnings through proactive investment	<ul style="list-style-type: none"> ■ Three newly consolidated companies acquired through M&A—Novacel, Daigo Tsusho, and Satoen—contributed steadily to earnings. ■ Satoen was converted into a subsidiary. Steady progress was also made toward realizing synergies (e-commerce, etc.) with Daigo Tsusho, which became a subsidiary in FY03/24. ■ We also laid the groundwork for future growth through investments in areas such as biomass power generation, raw materials for automotive components, and food-related businesses.
Expand environment-related business and life industry business such as food products	<ul style="list-style-type: none"> ■ Sales in environment-related business (including solar cells and secondary batteries) declined due to a downturn in the business environment. ■ The Lifestyle Industry (mainly food) business performed well in Japan. In the U.S., although demand has yet to recover, profit margins improved significantly due to earnings improvement measures.

Progress “NC2026” of Company-wide Growth Strategy

Long-term vision: Enhance multifaceted capabilities

Strategy	Progress
<p>Differentiate and boost earnings by enhancing multifaceted capabilities (especially in manufacturing and logistics)</p>	<ul style="list-style-type: none"> ■ Through Novacel, progress was made in establishing a framework to expand and upgrade compounding capabilities. ■ Strengthened Company-owned warehouse operations in Thailand and Indonesia. Recognized as the Top-Performing Logistics Service Enterprise by the Philippine Economic Zone Authority (PEZA) ■ Expanded contracted global logistics operations, mainly in Chemicals.

Progress “NC2026” of Company-wide Growth Strategy

**Long-term vision: Business portfolio
(Increase the share of businesses other than Information & Electronics and Plastics to over one-third of the total)**

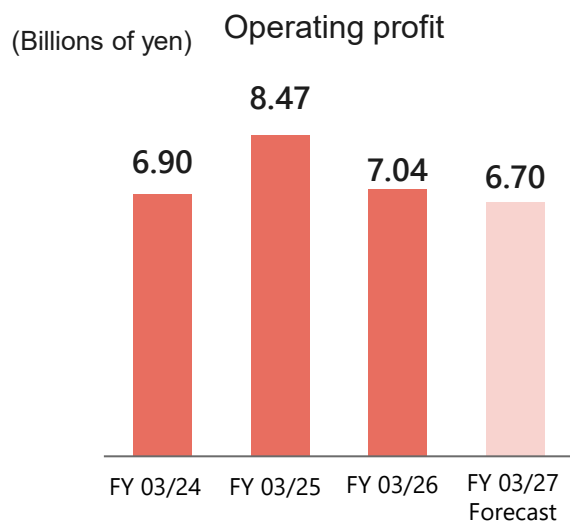
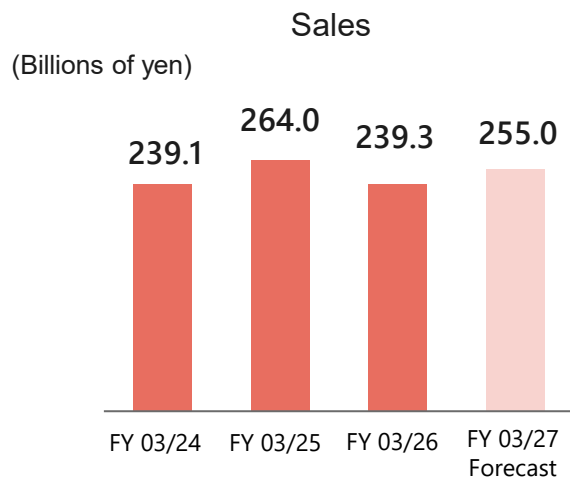
Strategy	Progress
<p>Further develop key segments (Plastics, Information & Electronics)</p>	<ul style="list-style-type: none"> ■ In the Plastics segment, we performed strongly overall across all fields. <ul style="list-style-type: none"> • In automotive resins, revenue increased despite stagnant global market conditions. Sales continued to expand in India, where we are focusing efforts, and progress was made in expanding sales to non-Japanese customers. ■ In the Information & Electronics segment, sales declined in display, environment and energy-related products. <ul style="list-style-type: none"> • In the display products, demand remained firm for small- to medium-sized panels, as well as automotive and OLED applications, but declined for large panels. • Semiconductor-related earnings expanded, and we are taking steps to drive further growth.
<p>Establish earnings pillar on par with key segments</p>	<ul style="list-style-type: none"> ■ In Chemicals, overseas operations steadily expanded. ■ In the Lifestyle Industry segment, performance in Japan was favorable, driven mainly by processed marine products. In the U.S., profitability improvement measures proved effective, leading to higher profit margins.

Progress “NC2026” of Company-wide Growth Strategy

Long-term vision: Overseas ratio 70% or more

Strategy	Progress															
Further develop growth areas	<ul style="list-style-type: none"> ■ Earnings in Asia, excluding Japan, remained high. ■ In India, sales expanded in line with expectations, driven by strong performance of resins for automotive applications, our mainstay product. We also focused on expanding the semiconductor-related business. ■ In Mexico, sales of mainstay automotive plastics remained flat year-on-year due to the impact of U.S. tariff policies. <p>*Performance in Asia (excluding Japan) (billions of yen)</p> <table border="1" data-bbox="784 848 1682 1019"> <thead> <tr> <th></th> <th>FY03/23</th> <th>FY03/24</th> <th>FY03/25</th> <th>FY03/26</th> </tr> </thead> <tbody> <tr> <td>Sales</td> <td>376.9</td> <td>356.4</td> <td>385.3</td> <td>382.1</td> </tr> <tr> <td>Operating profit</td> <td>11.1</td> <td>10.5</td> <td>13.9</td> <td>13.8</td> </tr> </tbody> </table>		FY03/23	FY03/24	FY03/25	FY03/26	Sales	376.9	356.4	385.3	382.1	Operating profit	11.1	10.5	13.9	13.8
	FY03/23	FY03/24	FY03/25	FY03/26												
Sales	376.9	356.4	385.3	382.1												
Operating profit	11.1	10.5	13.9	13.8												
Move into untapped areas	<ul style="list-style-type: none"> ■ Opened a branch office in Cambodia. ■ Opened new offices in Mexico (Monterrey). 															

Progress in Growth Strategy: (1) Information & Electronics



(Billions of yen)	FY03/24 actual	FY03/25 actual	FY03/26 actual	FY03/27 forecast	NC2026 Final year goals* (FY03/27)
Sales	239.1	264.0	239.3	255.0	312.0
Operating profit	6.90	8.47	7.04	6.70	8.45
Operating profit margin	2.9%	3.2%	2.9%	2.6%	2.7%

*Announced May 9, 2024

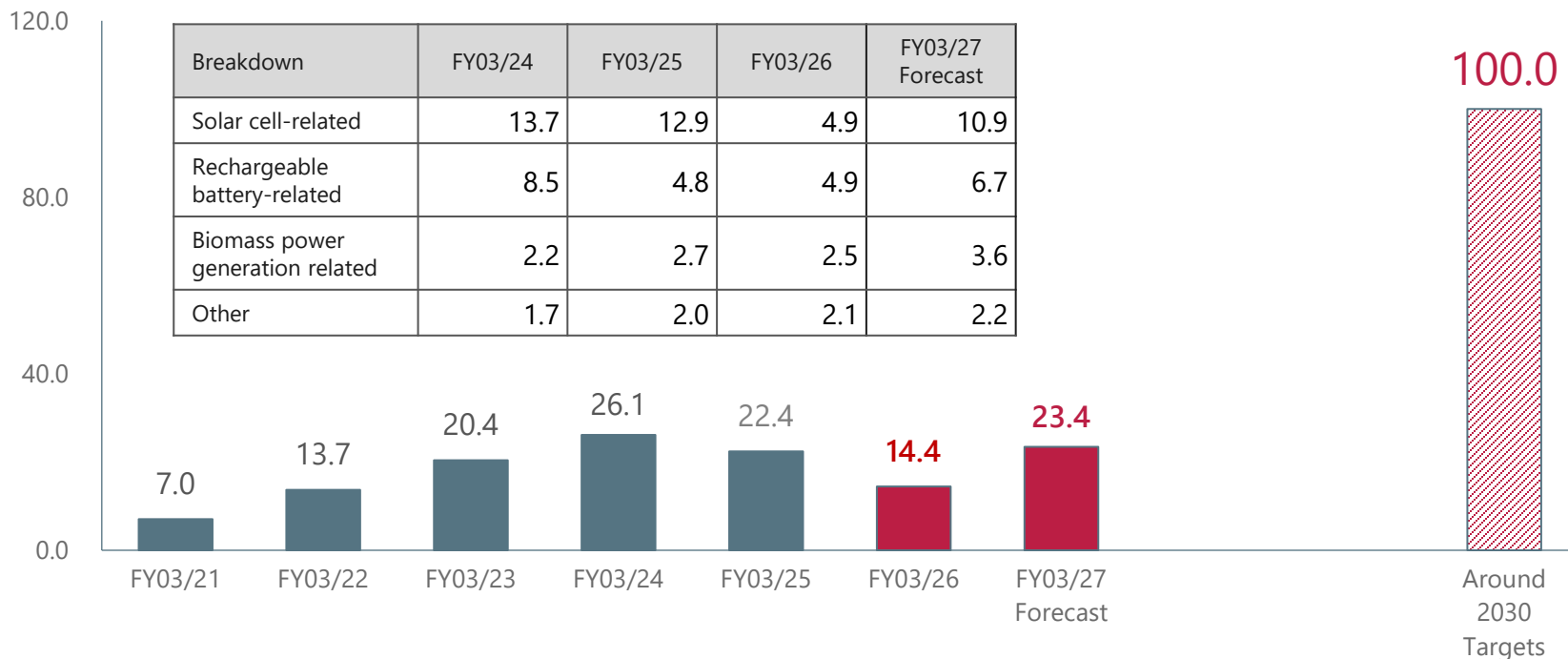
- In FY03/26, sales and profit declined as FPD panel manufacturers began adjusting production in 2H, and solar power generation-related material sales and profits decreased.
- In FPD-related materials, sales for small- and medium-sized panels and automotive and OLED applications remained firm, but sales for large panels declined.
- In the Environment and Energy field, market conditions remained challenging, with sales of solar power generation-related materials declining in particular.
- In semiconductor-related products, sales of advanced materials for AI semiconductors increased significantly. We accelerated expansion of our product lineup and geographic coverage, including through business investments.
- The Fukuyama Biomass Power Plant began commercial operation in July.
- For FY03/27, we expect FPD-related material sales to decline in 1H

Environment and Energy Field Expansion (Information & Electronics Segment)

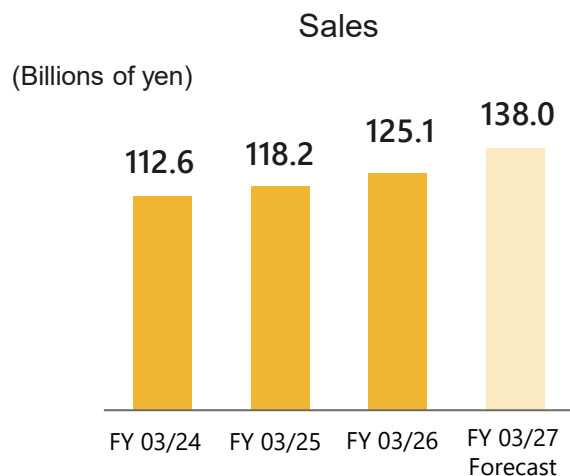
- Amid global headwinds buffeting renewable energy and a slowdown in EV sales, the achievement of these targets is expected to be delayed.
- In light of rising global crude oil prices and growing risks related to dependence on the Middle East, we are closely monitoring trends in the business environment as we formulate our next medium-term management plan.

Accelerate expansion of environment and energy field
 — Aiming for sales of ¥100 billion around 2030

(Billions of yen) Environment & energy field sales

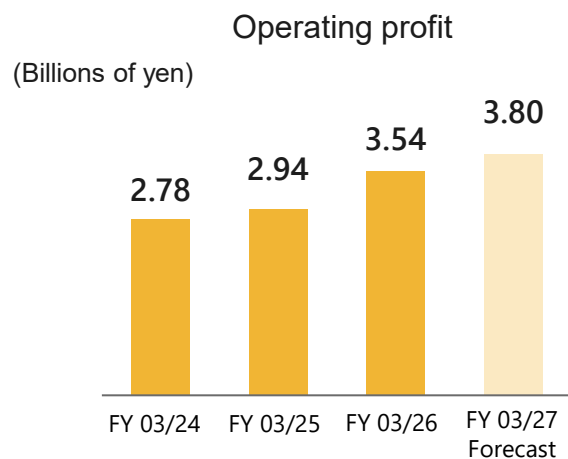


Progress in Growth Strategy: (2) Chemicals



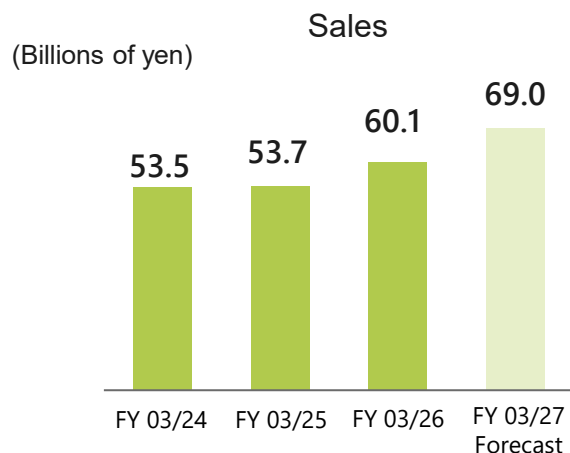
(Billions of yen)	FY03/24 actual	FY03/25 actual	FY03/26 actual	FY03/27 forecast	NC2026 Final year goals* (FY03/27)
Sales	112.6	118.2	125.1	138.0	139.0
Operating profit	2.78	2.94	3.54	3.80	3.25
Operating profit margin	2.5%	2.5%	2.8%	2.8%	2.3%

*Announced May 9, 2024



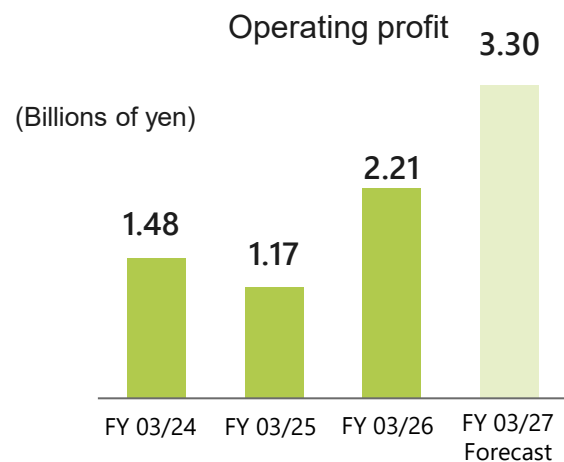
- In FY03/26, sales of raw materials for automotive parts, materials for paints, inks, and adhesives, and construction material-related products were firm, resulting in higher sales and profit.
- Sales of resin raw materials and additives and papermaking chemicals declined in the U.S., partly due to the impact of tariffs.
- Sales of raw materials for automotive parts grew, driven by higher sales of heat dissipation materials.
- Sales of materials for paints, inks, and adhesives increased due in part to the acquisition of new commercial rights.
- Sales of construction material-related products increased due to expanded sales to homebuilders and construction material manufacturers.

Progress in Growth Strategy: (3) Life Industry



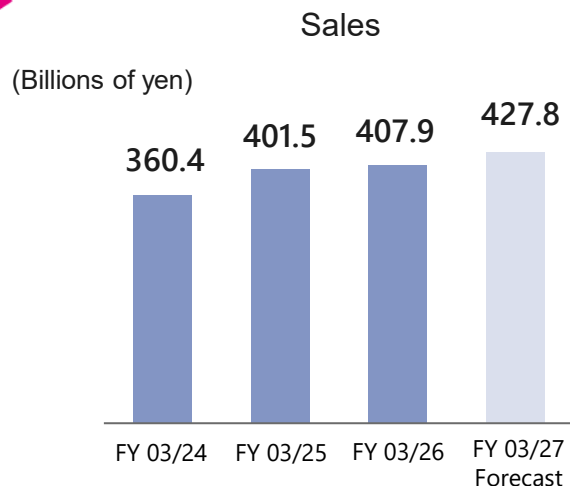
(Billions of yen)	FY03/24 actual	FY03/25 actual	FY03/26 actual	FY03/27 forecast	NC2026 Final year goals* (FY03/27)
Sales	53.5	53.7	60.1	69.0	72.8
Operating profit	1.48	1.17	2.21	3.30	3.10
Operating profit margin	2.8%	2.2%	3.7%	4.8%	4.3%

*Announced May 9, 2024



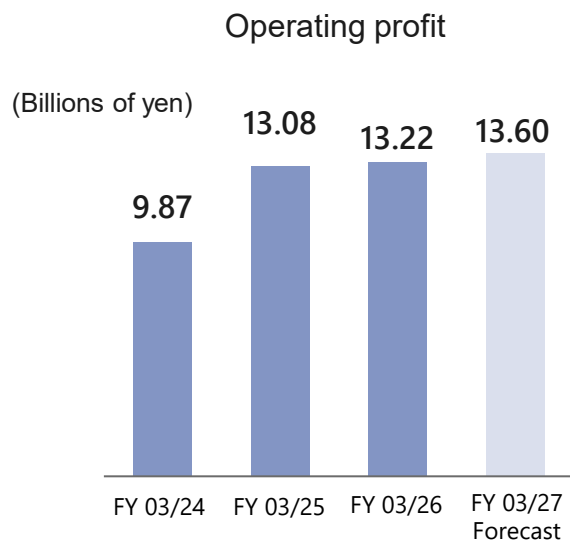
- In FY03/26, the life science and food-related businesses performed favorably overall, resulting in higher sales. Earnings from the food-related business continued to improve, resulting in significantly higher profit.
- In the life science business, sales of raw materials for pharmaceuticals and daily necessities remained firm.
- In the food-related business, domestic sales of marine products were strong. Although demand for marine products in the US market remained sluggish, sales increased due to expanded sales of desserts and other products.
- In FY03/26, Satoen, a company engaged in tea cultivation, production and sales, became a newly consolidated subsidiary. We are focusing on e-commerce sales together with processed eel products, as well as exports to overseas markets.

Progress in Growth Strategy: (4) Plastics



(Billions of yen)	FY03/24 actual	FY03/25 actual	FY03/26 actual	FY03/27 forecast	NC2026 Final year goals* (FY03/27)
Sales	360.4	401.5	407.9	427.8	426.0
Operating profit	9.87	13.08	13.22	13.60	12.10
Operating profit margin	2.7%	3.3%	3.2%	3.2%	2.8%

*Announced May 9, 2024



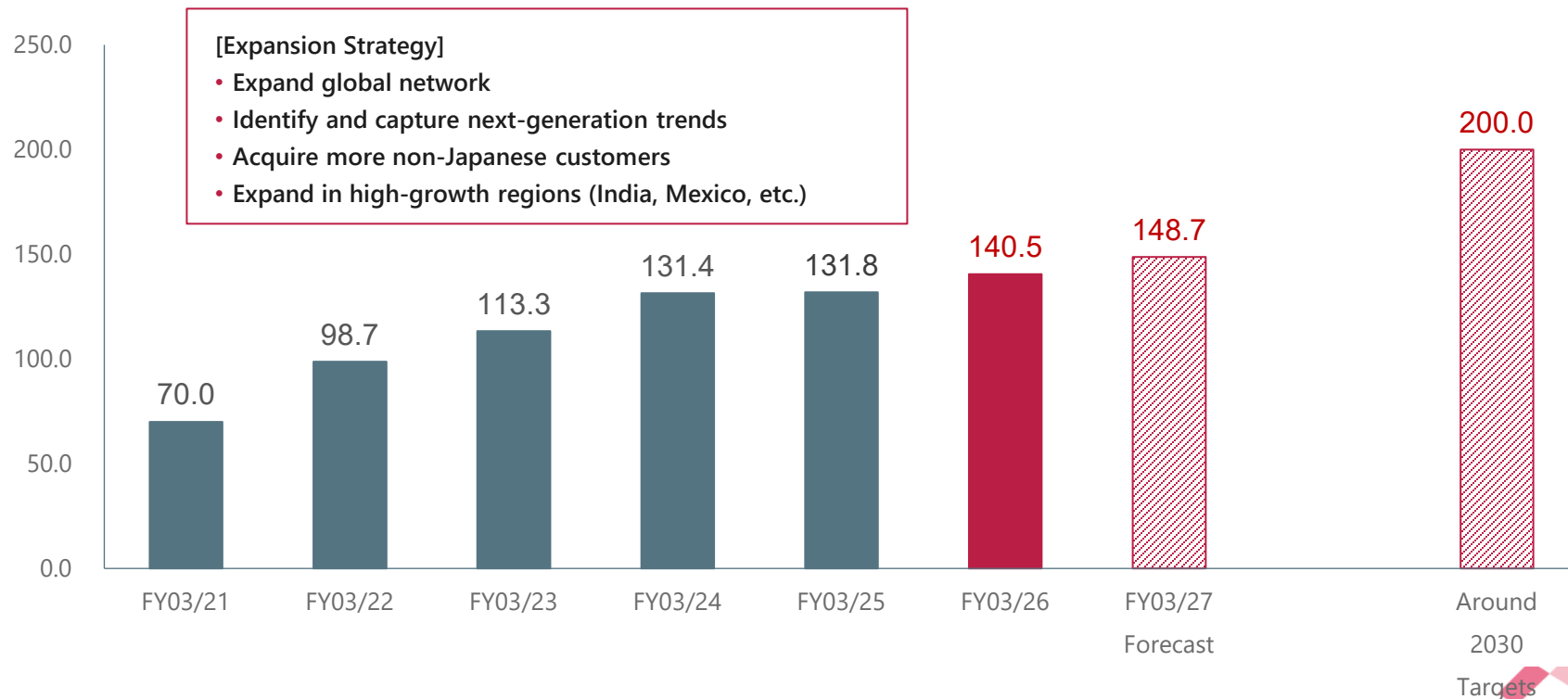
- In FY03/26, segment performance was strong overall across all fields, resulting in higher sales and profit.
- Sales of office automation-related products were down slightly due to strong sales a year ago. Sales for automobile applications increased, supported by higher sales in Japan and India despite stagnant market conditions globally.
- Novacel, which was consolidated in FY03/25, steadily contributed to earnings. Progress was made in establishing a framework to expand and advance the segment's compounding function.
- Sports-related product sales rose significantly, driven by strong demand in Japan and overseas, particularly for grip tapes.
- The recycling and green businesses steadily expanded.

Automotive Resin Sales Expansion (Plastics Segment)

- Although global automotive production remained flat, expanded sales to non-Japanese automakers contributed to higher sales overall.
- In key regions, sales in Mexico remained flat YoY, while sales in India grew substantially.

Accelerate global expansion in the automotive field
 — Aiming for sales of ¥200 billion around 2030

(Billions of yen) **Sales of resins for automotive industry**



Reference Materials 4

Other reference Materials

Reducing strategic shareholdings

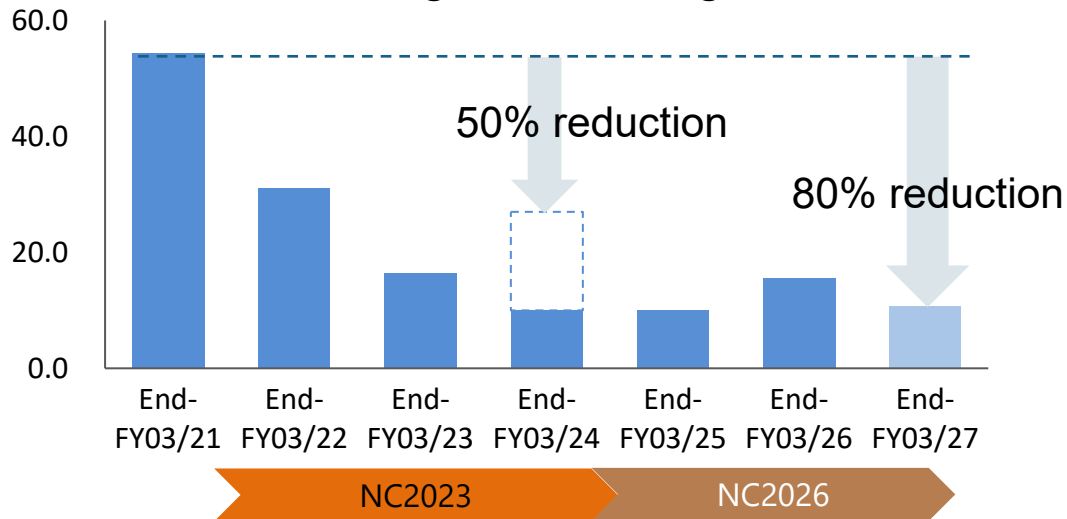
- **Steady progress in reducing strategic shareholdings (in FY03/26, despite progress in reduction, the balance of holdings increased due to rising market prices)**

Policy for reducing strategic shareholdings

- Reduce the balance of strategic shareholdings at the end of March 2021 by half during the three years of NC2023. **Achieved**
- Further reduce strategic shareholdings in the medium to long term, curtailing the balance of strategic shareholdings at the end of March 2021 by about 80% by the end of March 2027.

(Billions of yen)

Strategic shareholdings



Sales value of strategic shareholdings

*Only includes listed stocks in Japan

FY03/18	¥9,017 million
FY03/19	¥5,298 million
FY03/20	¥3,026 million
FY03/21	¥2,944 million
FY03/22	¥9,367 million
FY03/23	¥10,076 million
FY03/24	¥ 4,159 million
FY03/25	¥ 2,922 million
FY03/26	¥ 2,330 million

*The balance of strategic shareholdings in the graph only includes listed stocks in Japan.

*The balance of strategic shareholdings was calculated using share prices at the end of each term.

Breakdown of the Environment-Related Business (Products that reduce environmental load)

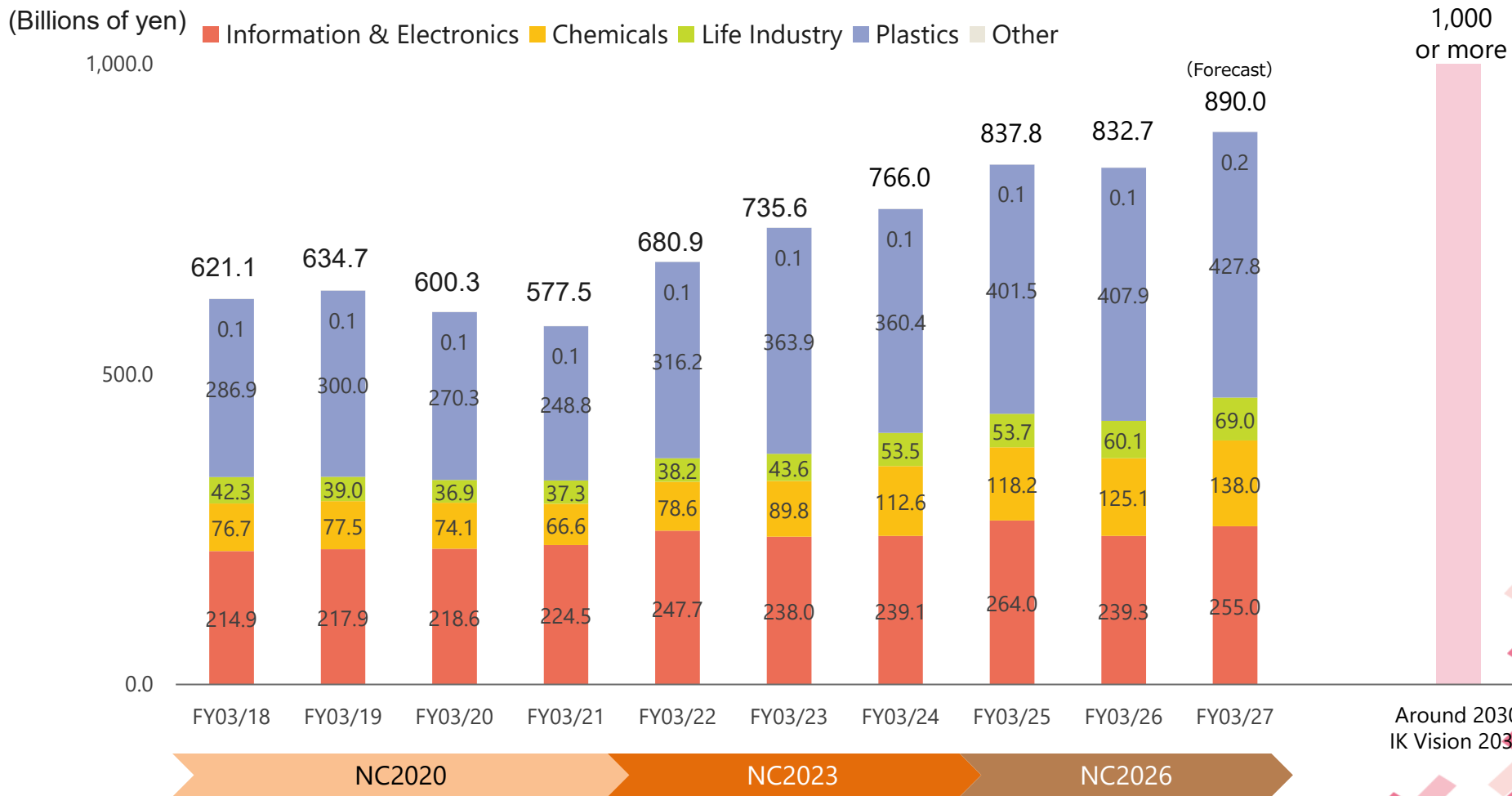
- In FY03/26, sales in the energy and power field decreased significantly due to a deteriorating market environment. Sales in the resources and environment-related and the materials and chemicals fields steadily expanded.

(Billions of yen)

Field	Main contents	Sales			
		FY03/24 (Actual)	FY03/25 (Actual)	FY03/26 (Actual)	FY03/27 (Forecast)
Energy & Power	Renewable energy-related, battery-related, etc.	24.4	22.5	13.7	22.8
Resources & Environment	Sustainable raw materials, recycling, water-related	10.7	13.8	14.4	13.9
Materials & Chemicals	Low carbon materials, reduction of environmental pollutants, etc.	3.1	6.7	8.2	9.7
Environmental certifications, etc.	Forest certification, marine certification, etc.	0.1	0.5	0.2	0.5
Total		38.6	43.5	36.8	47.1

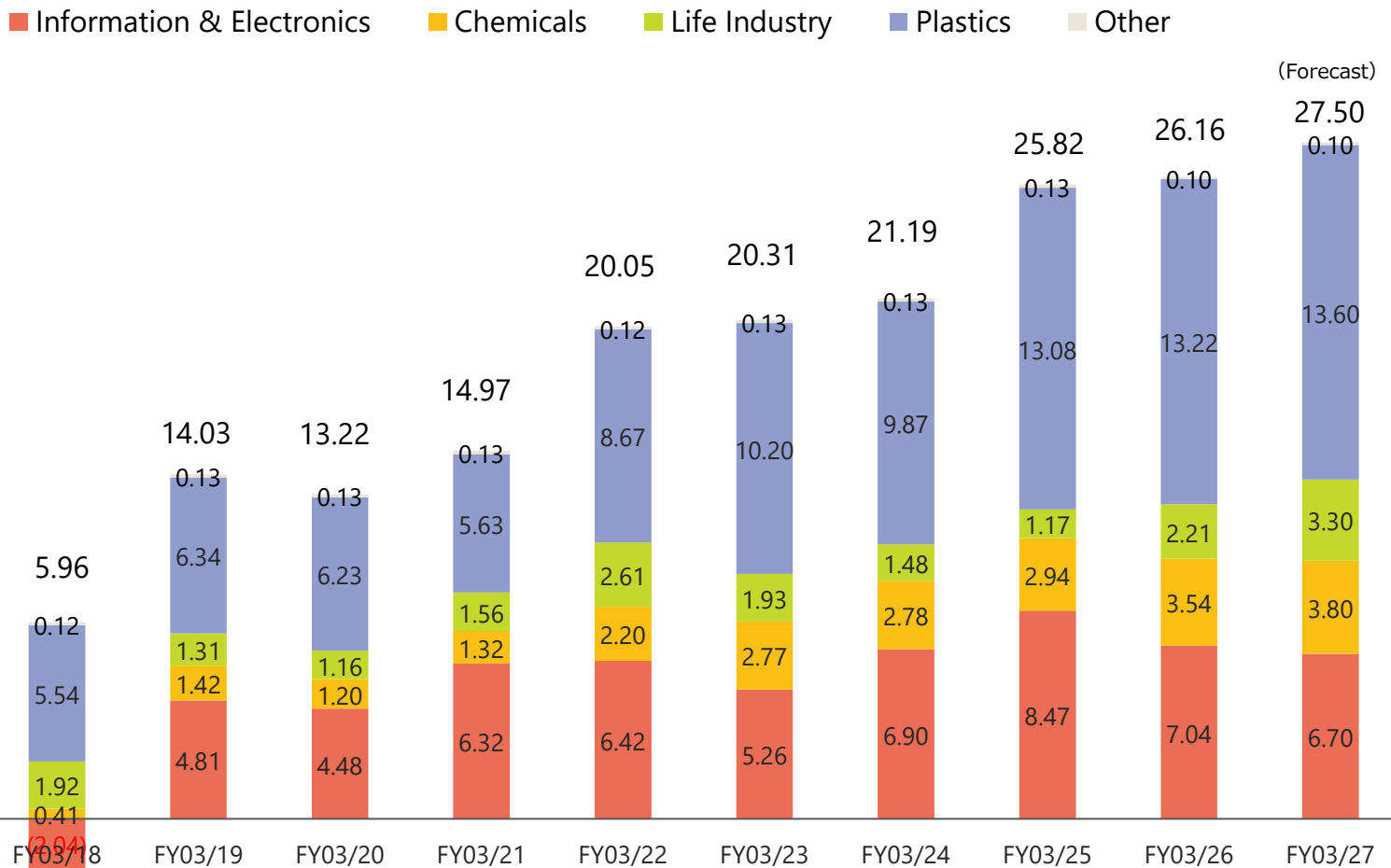
* Simple aggregate value

Sales by Segment



Operating Profit by Segment

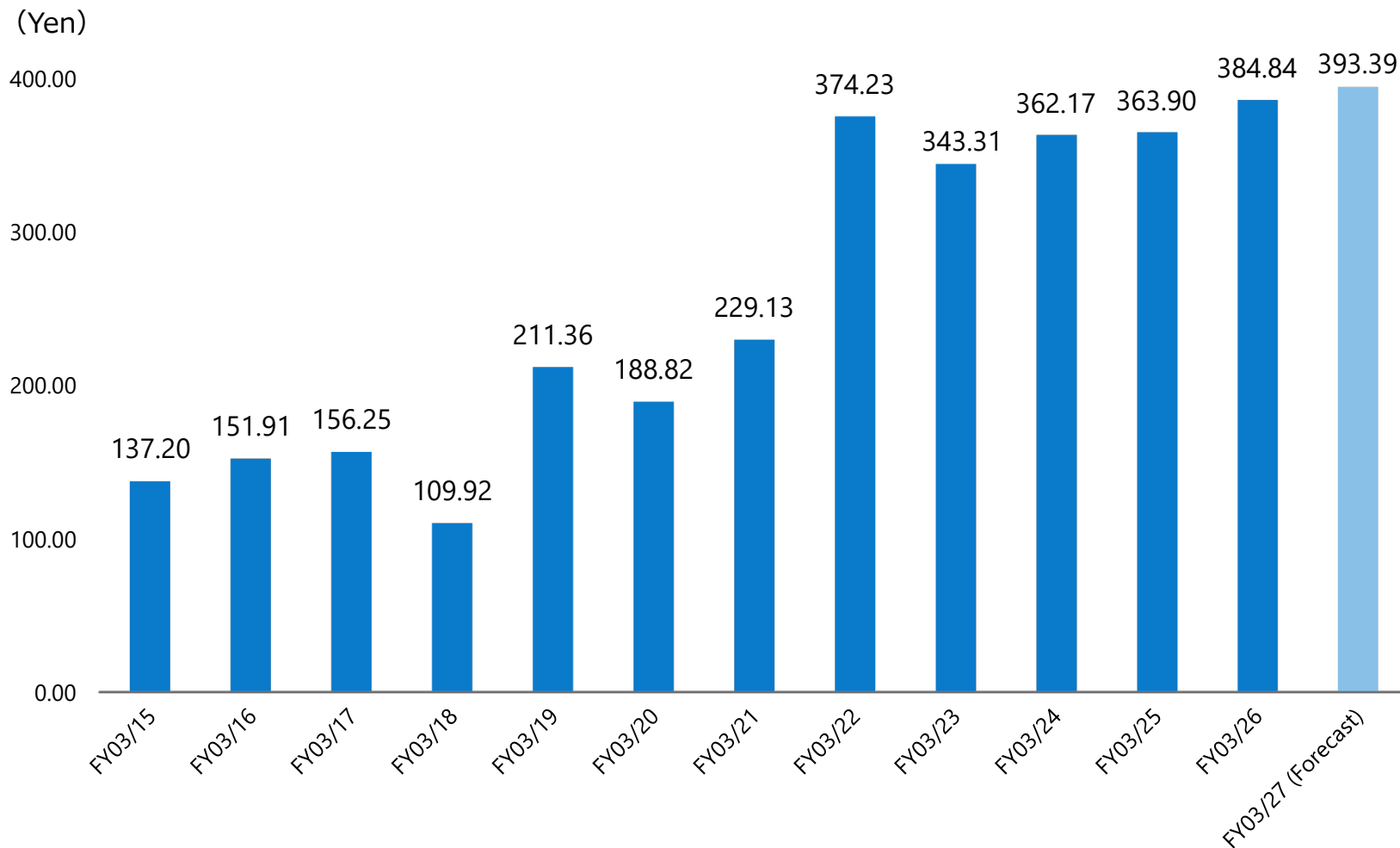
(Billions of yen)



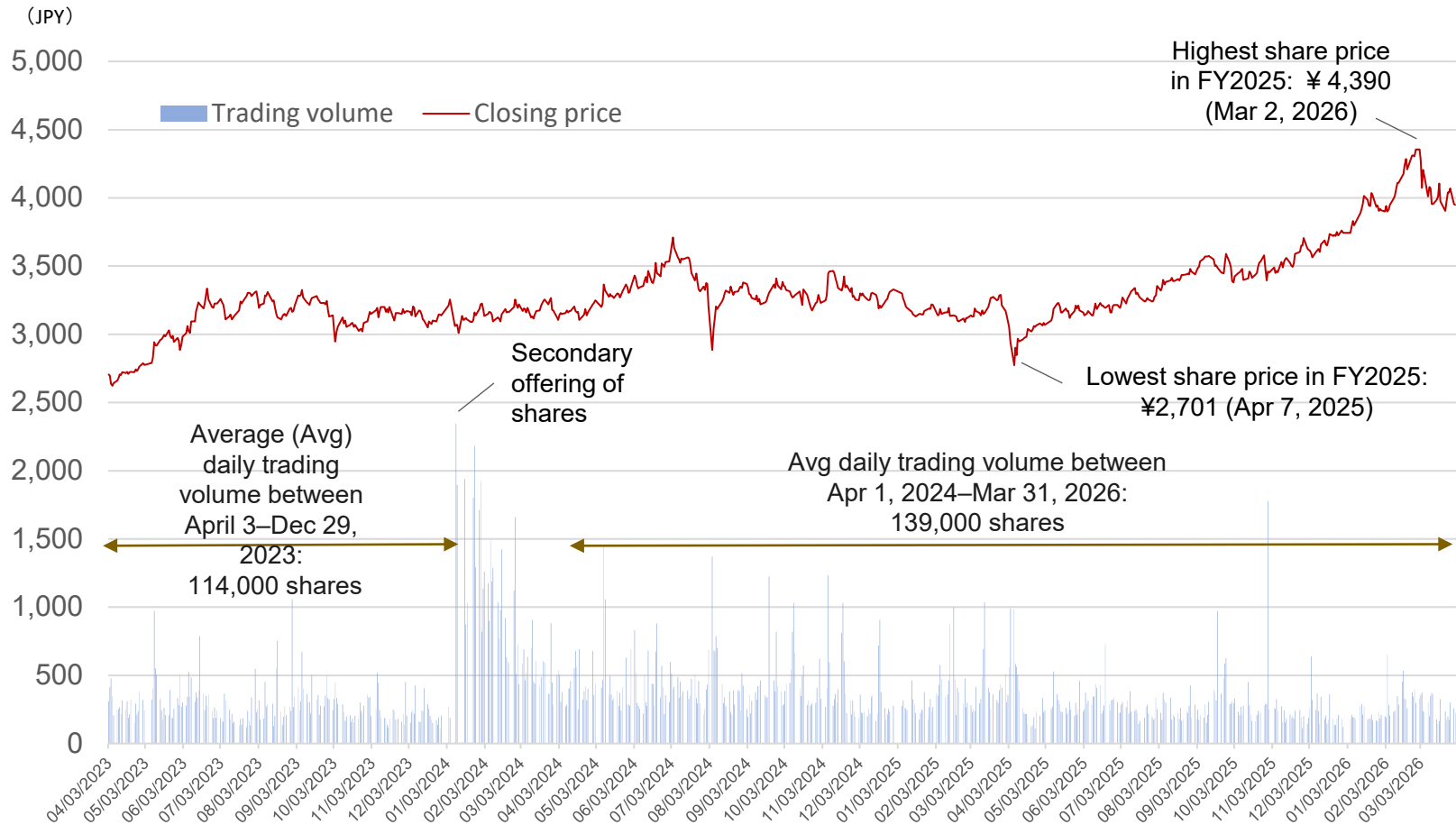
(5.00)



EPS (Earnings per share)



Trends in Share Price (April 2023-March 2026)



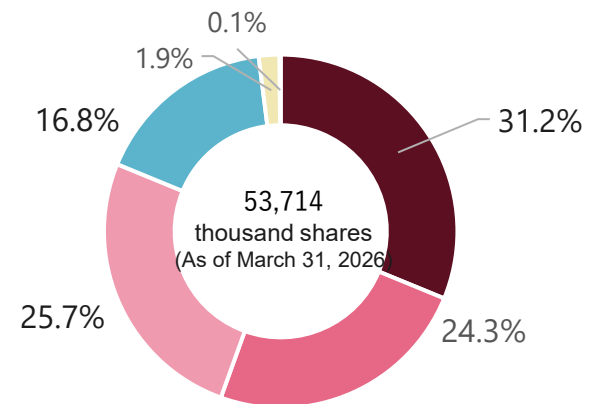
Company Overview (As of March 31, 2026)

Name	Inabata & Co., Ltd.
Founded	October 1, 1890
Incorporated	June 10, 1918
Capital stock	¥9,364 million
Representative	Katsutaro Inabata, Director, President
Head offices	Osaka Head Office (1-15-14 Minami- semba, Chuo-ku, Osaka) Tokyo Head Office (2-8-2 Nihonbashi Honcho, Chuo-ku, Tokyo)
Employees	807 (4,719 on consolidated basis)
Issuable shares	200,000,000
Shares issued and outstanding	53,714,127

Fiscal year	April 1 to March 31
Exchange listing	Prime Market of the Tokyo Stock Exchange
Ticker	8098
Trading unit	100 shares
Shareholders	80,364

Shareholder Composition

- Individuals/others
- Foreign investors
- Securities companies
- Financial institutions
- Domestic corporations
- Treasury stock



□ IR-related inquiries:

IR Department, Financial Management Office

Inabata & Co., Ltd.

E-mail: inabata-ir@inabata.com

◆Cautionary note regarding forward-looking statements

The data and future predictions contained in this document are forward-looking statements, based on information available and judgments applicable at the time of the document's release. The data and forecasts contained herein may include elements that are subject to change. This document and its contents are no guarantee of future performance.

◆Presentation of numerical figures

Figures in this document presented in millions and billions of yen have been rounded down. Consequently, certain discrepancies may exist between individual values and total values, or values showing changes between sets of data.