



**Corporate Profile**





# Love (*ai*) and Respect (*kei*)

## Mission

People come first, based on the spirit of "love (*ai*)" and "respect (*kei*)," and together we strive towards contributing to the development of society.

## Vision

To continually evolve, serving clients and society, through global operations and meeting their changing needs.

## IK Values

- To cherish integrity and respect for people (ethics)
- To continually challenge the limits with high ideals, big dreams and great passion (aspiration)
- To prize dialogue and teamwork, and to treasure professional growth of employees (organization)
- To become the best partner of our clients, providing solutions from the clients' standpoint (role)
- To grow with people across borders, sharing and respecting diverse values with the aim of co-prosperity (symbiosis)



## Message from the President

We will enhance our capabilities unique to a Japanese trading company to create value that meets the needs of our times.

Inabata was established in Kyoto in 1890 as an importer and seller of synthetic dyes, and it has since expanded with the chemicals business at the core of its activities. Inabata Group now boasts a network of about 60 locations across 17 countries other than Japan, with overseas business accounting for over 50% of its consolidated net sales.

We have developed a long-term vision based on what we envision for our future to achieve sustainable growth while keeping pace with the acceleration of business globalization and market changes.

### Long-term Vision: IK Vision 2030

#### What Inabata envisions to be in years around 2030

##### Function

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

##### Scale of operation

Achieving more than 1 trillion JPY in consolidated sales at an early stage

##### Sales and operating profit generated outside of Japan

70% or more

##### Portfolio

At least one-third of sales and operating profit from business segments other than Information & Electronics and Plastics segments

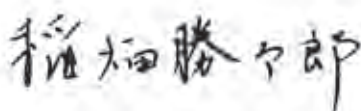
We will continue to create value that meets the needs of our times by providing highly advanced solutions that combine the various functions (such as sales, manufacturing, logistics, and finance) that we have cultivated during the 130 years since the founding of our company, along with the close collaboration of our bases around the world.

In addition, we are working on our mid-term business plan, New Challenge 2020 (NC2020), as the first step toward shaping our long-term vision. We will stride ahead as a company needed by society and the customers by working toward achieving the mid-term business plan with an eye on the long-term vision.

### Mid-term Business Plan: NC2020 Key Strategies

1. Further broadening and deepening of business outside Japan
2. Focus on markets with growth potential and sectors that have yet to be developed
3. Further enhancement of information infrastructure essential for global management
4. Stepping up investments to expand trading business
5. Continual review of assets and enhancement of financial standing
6. Establishing global human resources management

We look forward to your ongoing support and encouragement.



Katsutaro Inabata  
President



## The Process of Value Creation

We will strengthen our trading business with our human assets and highly specialized knowledge at the core and create new value by leveraging our multifaceted capabilities as a *shosha*, or Japanese trading company.

Implementing



### Financial capital

Equity ratio

**45%**

Robust financial base



### Human capital

Number of employees on a consolidated basis

**4,282**

National staff in Inabata's trading subsidiaries worldwide : 783 employees



### Customer base

Suppliers and customers About

**10,000** companies

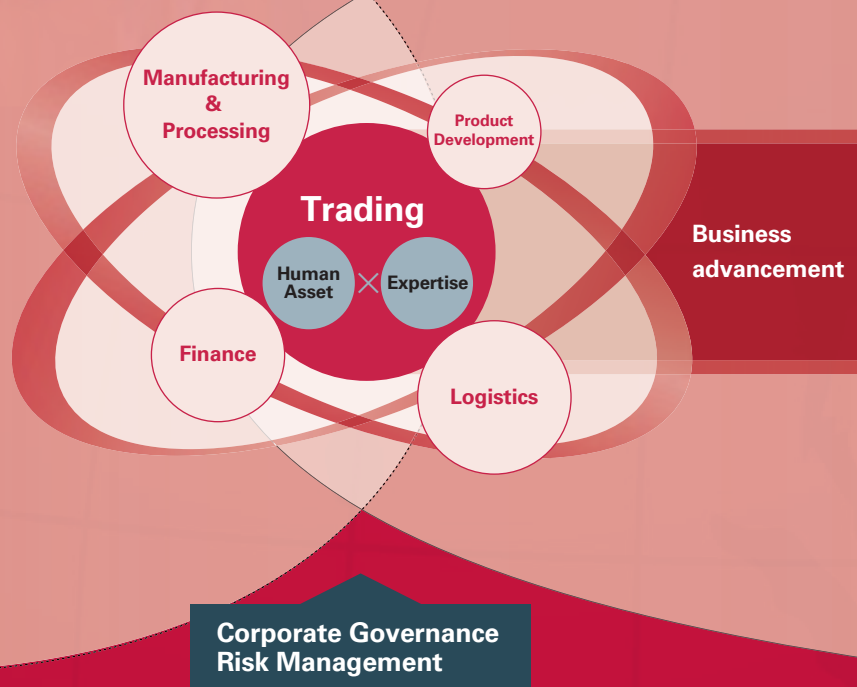
Trust built over 130 years



### Social and relationship capital

Global network

About **60** bases in  
**17** countries



\*As of March 31, 2020

## Various functions offered by Inabata



### Manufacturing and processing

The Inabata Group owns 22<sup>\*1</sup> manufacturing and processing subsidiaries around the world, with sales of about 56 billion yen<sup>\*2</sup>. We are a *shosha* and our basic business is trading. We consider the manufacturing and processing function as a tool that complements trading. One of our major manufacturing and processing functions is the compound manufacturing business for our plastics business. (-> Figure showing annual production of plastic compounds P24)

<sup>\*1</sup> Number of consolidated subsidiaries for manufacturing and processing at the end of March 2020

<sup>\*2</sup> Simple aggregated value for FY2019



As our customers expand their global presence, our strength lies in our ability to provide specialized services by supplying them a wide range of materials that meet local needs. Our value creation originates from our human asset of about 4,200 employees spread across about 60 bases in 17 countries around the world and knowledge gathered from our everyday business activities.

Our global-minded staff with highly specialized expertise in chemicals and other fields combine their advanced knowledge with various functions, such as manufacturing and processing, distribution, finance and product development, to resolve issues faced by customers and generate new businesses in different regions in the fields of information and electronics, chemicals, life industry, and plastics.

## our Mission

### Business segments



Information & Electronics



Chemicals



Life Industry



Plastics

### Focal fields and markets



Automobiles



Environment Energy



Life Science Medicine



Food Agriculture

**Mid-term Business Plan: NC2020 Key Strategies**

**Long-term Vision: IK Vision 2030**

### Customers



Supporting our customers through added value that meets their needs and stable supply

### Employees



Creating a work environment that is motivating and provides global opportunities

### Shareholders



Stable returns (Total return ratio around 30% to 35%)

### Society



Contributing to development of the local community by creating economic value through business



## Logistics

Based on product knowledge and know-how cultivated over the years in our Group companies, through dealing in chemicals and other materials, we propose and provide the optimum distribution function to our customers with the help of our trusted partners in warehousing and delivery businesses. To our customers who operate businesses around the world, we offer vendor managed inventory\* (VMI) based on our network and know-how. We also built our own distribution center handling automobile parts and resin materials in Indonesia to ensure the timely delivery and one-stop services that our customers expect.

\*A system in which our company manages and replenishes inventory on behalf of the customer. We use IT to analyze the customer's production information and coordinate with multiple suppliers and distributors to efficiently deliver materials to the customers.



## Finance

We suggest and implement solutions to our customers for reducing financial burdens, avoiding exchange rate risks and resolving other issues. A robust financial base is necessary for providing the financial function that customers expect. We consider net D/E ratio\* to be a key business indicator and are always striving to improve the company's financial health. Additionally, we have set the target value for this indicator at 0.4 times or less in NC2020. The actual value of this indicator was 0.16 times at the end of FY2019, showing that our financial soundness is sufficiently maintained.

\*Net D/E ratio = (Interest-bearing debt – cash and deposits) ÷ equity capital

# The Evolution and Structural Reorganization of the Chemicals Business

Since starting from importing dyes in 1890, we have expanded our business around chemicals that form the foundation of all kinds of industries, responding to the changing needs of our clients and society.



1890- Early Period

The era of founding and growth

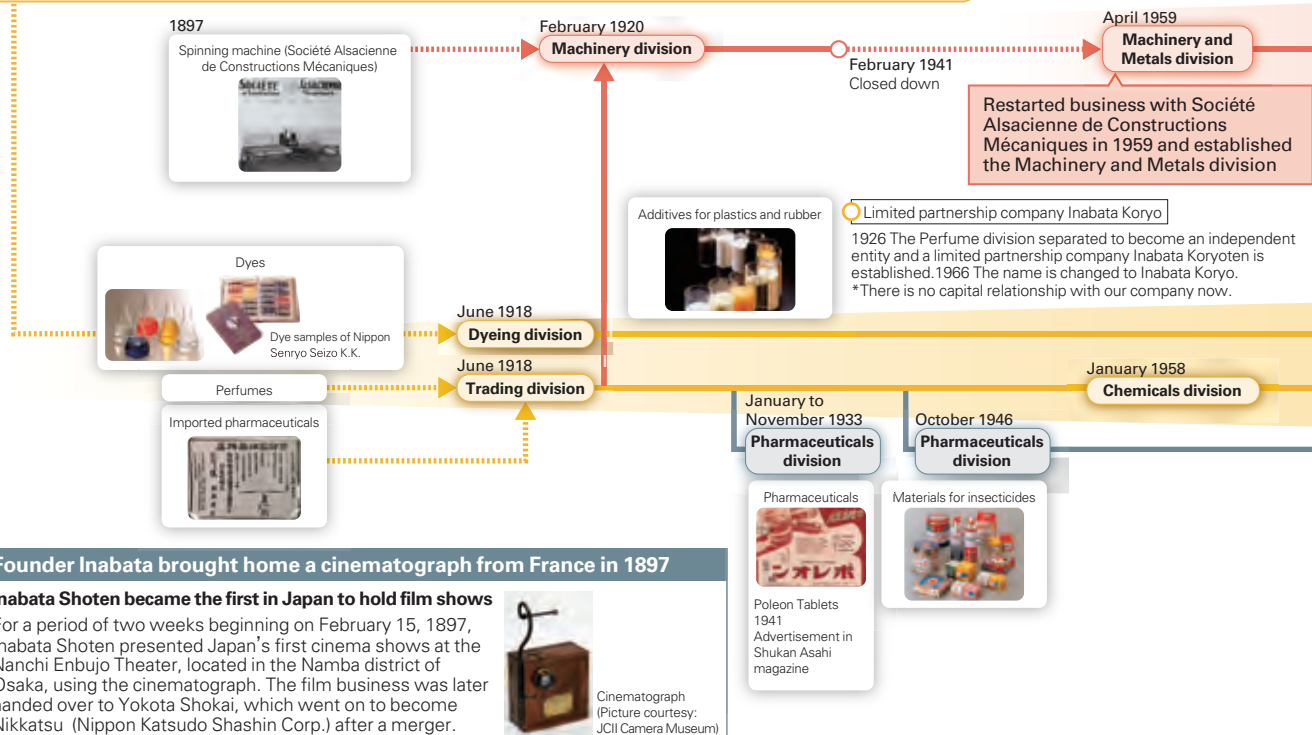
1945- Growth Period

The era of restructuring and revival

Major structural reorganization and the timing of the start of dealing in major items

## Founder and dyes

Our founder went to study in France on a government scholarship at the age of 15. There, he studied about cutting-edge synthetic dyes and dyeing techniques of the time for eight years and brought back the knowledge to Japan.



## Founder Inabata brought home a cinematograph from France in 1897

### Inabata Shoten became the first in Japan to hold film shows

For a period of two weeks beginning on February 15, 1897, Inabata Shoten presented Japan's first cinema shows at the Nanchi Enbujo Theater, located in the Namba district of Osaka, using the cinematograph. The film business was later handed over to Yokota Shokai, which went on to become Nikkatsu (Nippon Katsudo Shashin Corp.) after a merger.



Cinematograph  
(Picture courtesy: JCII Camera Museum)

## Founder Strives to Advance Japan's Dying and Weaving Business

### 1895 to 1927 Muslin Boshoku

Established after our founder proposed to the weaving industry of Nishijin to produce muslin domestically. This was during the slump after the Sino-Japanese war. Started business with Société Alsacienne de Constructions Mécaniques in France which was considered to be the best in the spinning and weaving machine manufacturing industry.

### 1897 to 1935 Inabata Dye House

The founder gathered the essence of machinery, equipment, and technology and devoted himself as the president of the factory to produce dyes domestically. 1935 Ownership of Inabata Dye House was transferred to Toyobo Co., Ltd.

### 1916 to 1944 Nippon Senryo Seizo K.K.

After World War I, import of dyes stopped. The founder established the company under national policy by working with the government, with the aim of encouraging domestic production of dyes. Industrialist Eiichi Shibusawa was also involved in the founding.

#### 1926

The founder became president when the company was faced with the danger of being dissolved.  
**He believed that it is essential to think beyond selfish motives in a national business such as dye manufacturing.**

#### 1944

Mergers with Sumitomo Chemical Industry Co., Ltd., Inabata became a distributor.

#### 1937

Following the production of pharmaceuticals, Inabata became a distributor. Sales of antipyretic analgesic, local anesthetic API.

### Adhesives for plastics



### Vinyl chloride

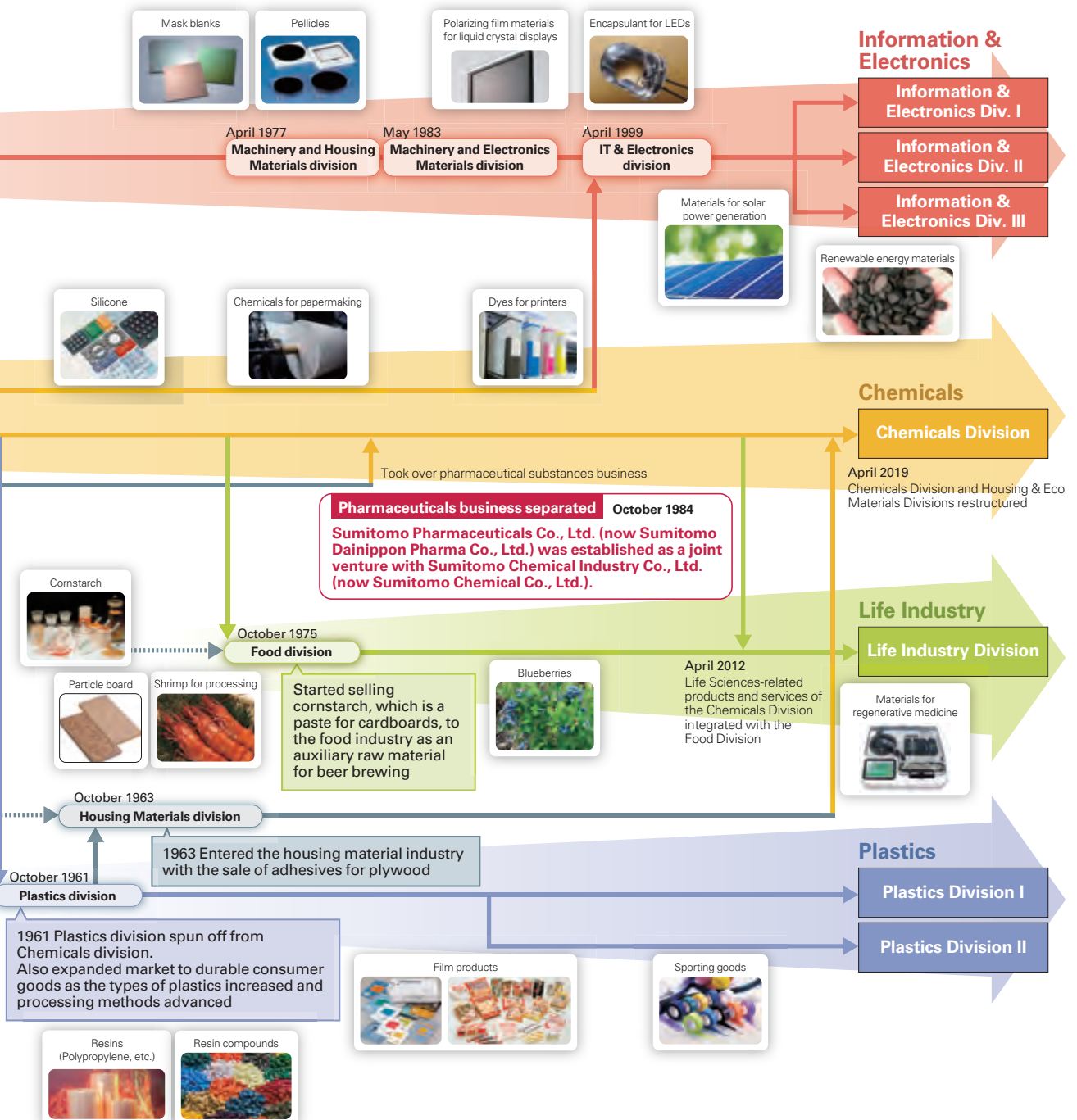




1960 1970 1980 1990 2000 2010 2020

**1984- Reform Period**  
**The era of challenges and hardship**

**2010- The Fourth Founding Period**  
**The era of progress and creation**

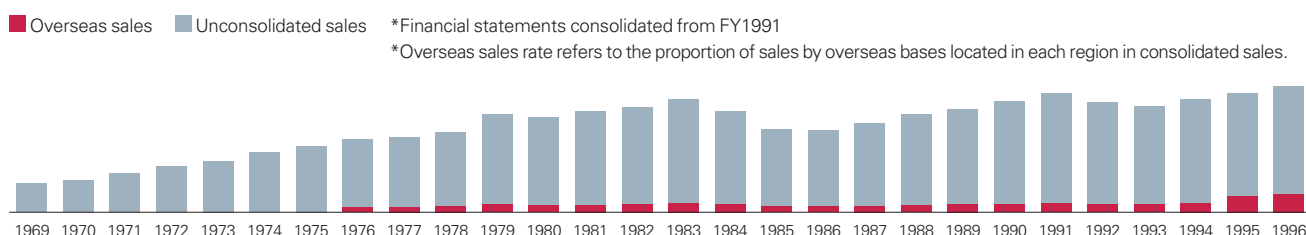


## History of Global Expansion

Inabata's overseas business dates back over 110 years. We set up a branch in Tianjin, China to develop a market for dyes. We later expanded to Europe as well, establishing a representative office in Brussels, Belgium in 1937 as a general agency for Nippon Senryo Seizo K.K. From 1938, we set up bases in the Chinese cities of Mukden (now Shenyang), Shanghai, Tianjin, Qingdao, Dalian and Jinan, and Batavia (now Jakarta), Hanoi and Keijo (now Seoul) to sell dyes and pharmaceuticals.

We had expanded to a total of 13 bases in five countries before World War II. Even though we lost all our bases due to the war, we established our first post-war overseas subsidiary in Singapore about 30 years later in 1976. In the 44 years since then, we have actively expanded our overseas business and have now built a network of about 60 bases in 17 countries, resulting in overseas sales amounting to over 50 percent of total sales.

### Trends in overseas sales



### History of overseas expansion after World War II



### Trading company

\*Photos are buildings in which our offices were launched.

#### 1976 Singapore

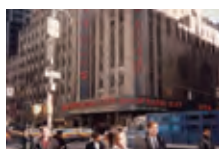
Established as the first overseas sales base after World War II

Inabata Singapore (Pte.) Ltd.



#### 1978 USA (New York)

Inabata America Corp.



#### 1987 Thailand (Bangkok)

Siam Inabata Co., Ltd.  
(now Inabata Thai Co., Ltd.)

#### 1988 China (Hong Kong)

Inabata Sangyo (H.K.) Ltd.



#### 1988 Belgium (Brussels)

Inabata Europe S.A.  
(now Inabata Europe GmbH)  
\*Moved to Germany in 2013



#### 1988 Malaysia (Kuala Lumpur)

Inabata Malaysia Sdn. Bhd.

#### 1989 Taiwan (Hsinchu)

Taiwan Inabata Sangyo Co., Ltd.

### Manufacturing and processing bases

#### 1978 Singapore

Established Sanyo-IK Color (Pte.) Ltd. through a joint venture with Sanyo Kako Company Ltd. for manufacturing plastic compounds.

\*Mergers with Inabata Singapore(Pte.) Ltd.in July 2013.

This became the foundation for our key business of plastic compounds.



#### 1987 Thailand (Samut Prakan)

SIK (Thailand) Ltd.

#### 1989 UK (Telford)

IK Precision Co., Ltd.

\*Liquidated in March 2006



#### 1989 Philippines (Manila)

SIK Philippines Ltd.

\*Liquidated in June 2012



#### 1994 Malaysia (Johor)

SIK Color (M) Sdn. Bhd.

#### 1995 Indonesia (Bekasi)

PT. S-IK Indonesia

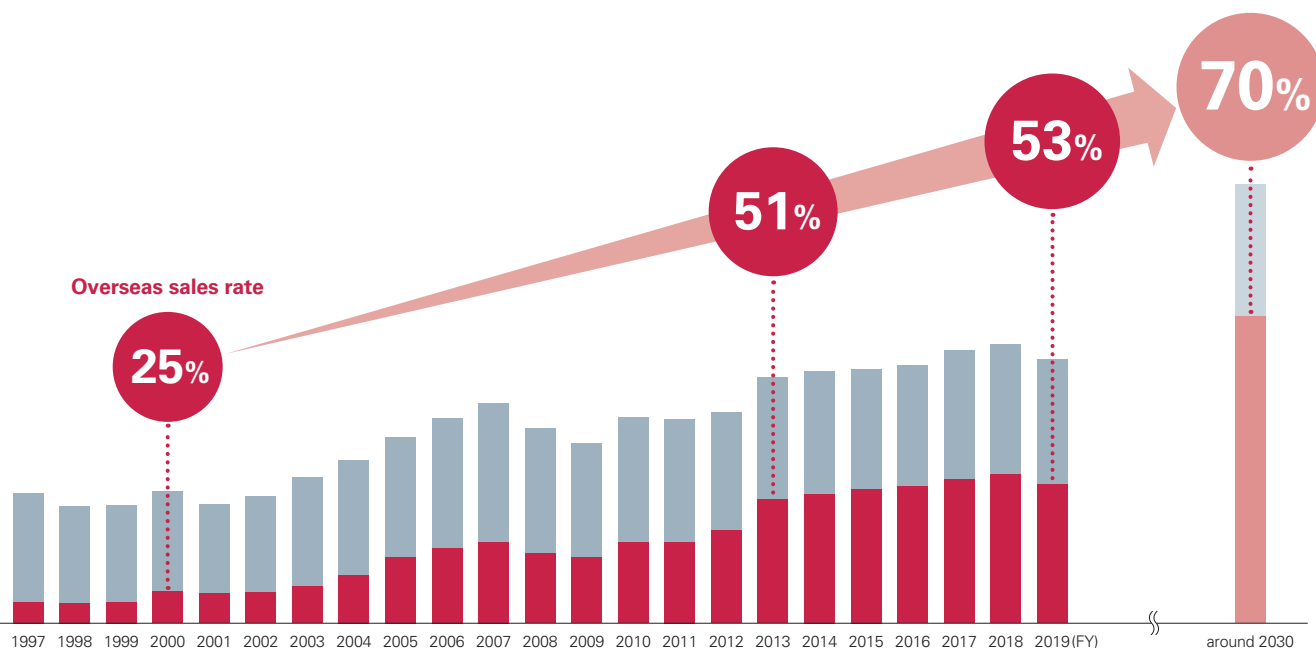
#### 1995 China (Dongguan)

Sanyo-IK Color (H.K) Ltd.  
Dongguan Plant (dormant)

#### 2002 China (Dalian)

Inabata Industry & Trade  
(Dalian F.T.Z.) Co., Ltd.





## 2000s

**15 countries, about 70 bases**

## 2010s to 2020

**17 countries, about 60 bases**

### 1990 France (Paris)

Inabata France S.A.R.L.  
(Now Inabata France S.A.S.)



### 1991 Indonesia (Jakarta)

PT. Inabata Indonesia

### 1996 China (Shanghai)

Shanghai Inabata Trading Co., Ltd.

### 1998 Philippines (Manila)

Inabata Philippines, Inc.

### 2000 UK (London)

Inabata UK Ltd.



### 2006 South Korea (Seoul)

Inabata Korea & Co., Ltd.

### 2006 Poland (Torun)

Inabata Poland Sp. z o.o.  
\*Liquidated in February 2014

### 2008 Vietnam (Hanoi)

Inabata Vietnam Co., Ltd.

### 2008 India (New Delhi)

Inabata India Private Ltd.



### 2010 Switzerland (Zug)

Inabata France S.A.S.,  
Lisses, Zug Branch  
\*Liquidated in December 2011

### 2012 Mexico (Queretaro)

Inabata Mexico, S.A. de C.V.

### 2013 Myanmar (Yangon)

Inabata Thai Co., Ltd., Yangon Branch

### 2013 Turkey (Istanbul)

Inabata Singapore (Pte.)  
Ltd., Istanbul  
Representative Office

### 2013 Brazil (Sao Paulo)

Inabata Brazil Import  
and Export Ltd.

### 2013 Germany (Dusseldorf)

Inabata Europe GmbH

### 2015 UAE (Dubai)

Inabata Europe GmbH  
Middle East (Branch)  
\*being liquidated

### 2003 Vietnam (Haiphong)

SIK Vietnam Co., Ltd.

### 2006 France (Normandy)

Pharmasynthese S.A.S.



### 2007 China (Shanghai)

Shanghai Inabata Fine Chemical  
Co., Ltd.

### 2008 Mexico (Monterrey)

NH Inabata, S. de R.L. de C.V.

### 2009 Mexico (Tijuana)

IK-Tech de Mexico,  
S. de R.L. de C.V.  
\*Liquidated in March 2016

### 2009 Indonesia (Bekasi)

PT. Inabata Creation Indonesia

### 2012 Mexico (Silao)

IK Plastic Compound Mexico,  
S.A. de C.V.

### 2013 Philippines (Binan)

IK Plastic Compound Phils. Inc.

### 2013 Vietnam (Da Nang)

Apple Film Da Nang  
Co., Ltd.



## Our Business

Our business is operated by seven divisions in the four segments of Information & Electronics, Chemicals, Life Industry and Plastics.



### Information & Electronics

With display components, materials for toners for printers, materials for semiconductors and other products as our income-generating pillars, we are also venturing into new fields such as agriculture, automobiles, and life sciences. We are also increasing our achievements in IoT and renewable energy-related products, which are expected to grow in the near future.

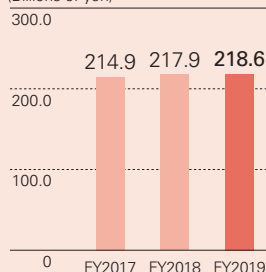
Information & Electronics Division I ▶ P10

Information & Electronics Division II ▶ P11

Information & Electronics Division III ▶ P12

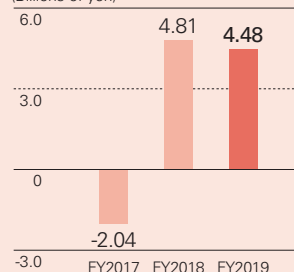
#### Sales

(Billions of yen)



#### Operating profit

(Billions of yen)



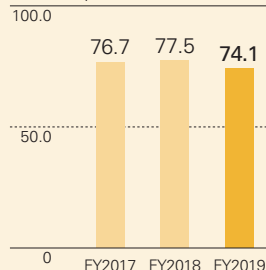
### Chemicals

With firm roots in our founding business of dyes, we deal in chemicals that serve as a platform for all kinds of industries. Multiple businesses with growth potentials have spun off from the chemicals segment. We paved our way into global markets when the domestic market matured. In April 2019, we integrated the Housing and Eco Materials Division, which was dealing with materials that are close to final products, to provide optimum products and services to the entire value chain.

Chemicals Division ▶ P13

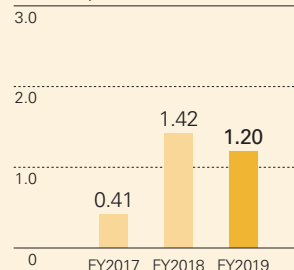
#### Sales

(Billions of yen)



#### Operating profit

(Billions of yen)



\* For FY2017 and FY2018, the figures for the Housing and Eco Materials segment before integration have been added in the total.



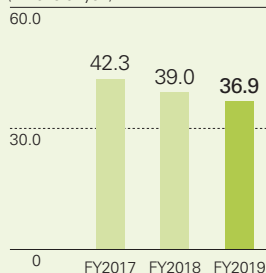
### Life Industry

After handing over the pharmaceuticals business to Sumitomo Pharmaceuticals Co., Ltd. (now Sumitomo Dainippon Pharma Co., Ltd.) in 1984, we began selling pharmaceutical substances as our main business in this field. The origin of the food business goes back to the sale of cornstarch to the food industry. In 2012, we launched the life industry segment because we believe that medical products as well as food products contribute to creating a healthier and more comfortable life for consumers.

Life Industry Division ▶ P14

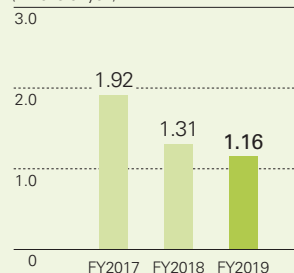
#### Sales

(Billions of yen)



#### Operating profit

(Billions of yen)



### Plastics

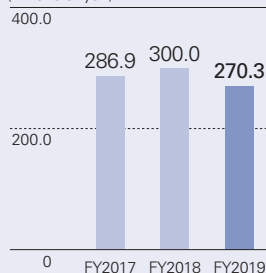
We started dealing in imported vinyl chloride resin in 1949 and, in 1959, became the first in Japan to import and sell polypropylene. Currently, we sell everything from commodity resins and high-performance resins for various fields such as automobiles, home appliances, OA equipment, soft packaging for food and sporting materials. As the plastic waste problem intensifies, we are also striving to develop products focused on biomass materials such as biodegradable plastics and composite of CNF and plastic.

Plastics Division I ▶ P15

Plastics Division II ▶ P16

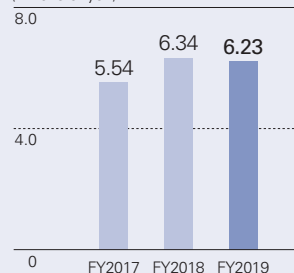
#### Sales

(Billions of yen)



#### Operating profit

(Billions of yen)







## Information & Electronics Division I

# Exploring new businesses centered on FPDs

The Information & Electronics Division I provides services to a wide array of customers all over the world. We supply materials such as polarizing films, electronic parts for backlight units, encapsulant for light-emitting diodes (LEDs), and materials for special-use tape for liquid crystal displays (LCDs). Our customers are mainly the flat panel display (FPD) industry dealing with LCDs and organic LEDs (OLEDs), as well as the LED-related industry.

Our major strengths are our capability to propose ideas that go one step beyond expectations, based on our

highly specialized knowledge, as well as a solid record of building supply chains and offering various processing services. In addition to further strengthening customer relations in Japan, we are also focused on expanding business with overseas manufacturers in countries such as China, Taiwan, South Korea, and U.S., in the fields of LCDs and OLEDs.

With these businesses at the core, we will continue to seek opportunities in new fields as well, taking advantage of our existing customer network.

## Products & Services

### Sales Department I

We provide meticulous services through our global supply chain.

#### Products

Polarizing films, materials for polarizing films, alignment layer materials, materials for backlights, materials and equipment for OLEDs, materials for touch screens, chemical products for LCD manufacturing process

### Sales Department II

We handle a wide variety of products such as LED encapsulants for displays and OLED-related devices.

#### Products

Encapsulants for LEDs, materials for special-use tape, devices related mainly to LCDs and OLEDs.



## Information & Electronics Division II

# Harnessing our strengths as a *shosha* to expand digital printing and imaging business

The Information & Electronics Division II provides a wide range of materials for the digital printing industry, such as inkjet, electrophotography, and 3D printers, as well as for various imaging-related businesses. We also propose unique ideas to customers, based on our highly specialized knowledge of the industry, which we have cultivated over our long history. We work closely with Inabata Group companies throughout the world to

provide customers with a wide variety of services, including distribution management.

Additionally, we are developing business in new fields. In the automobile field, we are leveraging decorative film and a unique decorating technology called the 3D overlay method (TOM). In the agricultural field, we provide new materials to help farmers increase productivity and animal feeds.

## Products & Services

### Sales Department I

We sell materials for toners and materials for peripheral components to the electrophotography industry. We also sell 3D printer-related products and film-related materials.

#### Products

##### **Materials for toners, developers**

Resins, pigments, wax, various additives, etc.

##### **Various functional materials**

Silicone products, lubricants, film materials, anti-static coating agents, conductive coating agents, filament materials for 3D printers, etc.

##### **Agriculture**

Various agricultural products, animal feeds, dairy-related materials.

### Sales Department II

We sell materials for ink and materials for peripheral components to the inkjet printer industry.

#### Products

##### **Inkjet ingredients**

Dyes, pigments, solvents, various additives

##### **Others**

Resins, film products, molded components

### Sales Department III

We sell materials and equipment for products related to imaging, semiconductors, automobiles, and life science.

#### Products

##### **Optical film materials**

Resin additives, plasticizers, various functional additives, etc.

##### **Various functional materials**

Materials for semiconductors, photographic chemicals, printing plates, ceramic materials, high-performance resins (including resin processing), various intermediates (including custom synthesis), etc.

##### **Materials related to decorative films**

Various films for automobiles, building materials, and home appliances, as well as 3D overlay method (TOM) forming machines, etc.





## Information & Electronics Division III

# Strengthening businesses in renewable energy, IoT, and other growth markets

The Information & Electronics Division III provides highly specialized solutions that cover a wide range of activities, from supplying raw and processing materials to manufacturing products, in various fields such as renewable energy, semiconductors and electronics components, and industrial materials. We make meticulous efforts to meet customer needs. Our extensive global network enables us to source optimum materials. Our services include vendor managed inventory (VMI), utilizing our strengths as a trading company.

To strengthen business in the growth markets, we are expanding our products and materials in the renewable

energy field such as devices for generating hydrogen, blades for wind turbines, and fuels for biomass power generators, with solar cells as well as lithium-ion battery (LiB) materials and components as the core. We are also focused on increasing business in low-power enterprise servers, containerized data centers, and their peripherals for the expanding IoT market.

We will continue to strive to develop human assets with specialized knowledge and skill, as well as strengthen our global network. Our goal is to serve as a solution provider to resolve the problems faced by our customers.

## Products & Services

### Sales Department I

We sell various industrial products.

#### Products

##### **Various industrial, electronics, and optics materials**

Functional films (industrial, electronics, and optics use), Tape and tape materials (base materials, liners, and various chemicals), hygienic supply materials (non-woven fabric, etc.), fluorine resins, phosphorescent materials, transparent polyamide materials, smart card materials, 3D sensors and sensor materials, industrial robots, wireless chargers, materials related to 5G technology

### Sales Department II

We sell semiconductor-related materials, electronic device materials, and various industrial materials.

#### Products

##### **Semiconductor and electronics peripheral components**

Mask blanks (semiconductors, photomask molds for FPD), pellicles (anti-dust cover to protect photomasks), compound semiconductor wafers, Bottom Anti-Reflective Coating (BARC), semiconductor encapsulants, dicing tapes, semiconductor wafer coating materials, 300mm silicon wafer, high-purity aluminum, Bayer processed aluminum, various sensor materials

##### **Components for processing equipment**

Susceptors

### Sales Department III

We sell products and materials for energy-related fields such as energy generation and energy storage.

#### Products

##### **Energy generation**

Solar power generation system peripheral components (solar panels, power inverters, mounting structures), next-generation photovoltaic materials (silver paste, encapsulants, silicon adhesives), wind power system peripheral components (small wind turbine, power inverters), hydrogen energy peripheral components (AEM electrolyzers, fuel cells), fuels for biomass power generation

##### **Energy storage**

Lithium-ion battery materials, lithium-ion battery cells, modules, battery assembly equipment, capacitor materials

##### **Energy conservation and thermal management**

Cloud system for artificial intelligence service and blockchain technology, low-power ARM enterprise servers for data storage, components for motors and generators, components for inverters and converters



## **Chemicals Division**

# Providing a wide range of chemical materials catering to industrial products, automobiles, and life industry

The Chemicals Division leverages our advantages as a trading company with manufacturing and processing bases to offer optimum products, materials, and services to customers, by creating synergy between the three chemicals departments that handle the upstream to midstream value chain, and the Housing Materials Department, which deals with the downstream, closer to the final product.

The Specialty Chemicals Department mainly sells materials and intermediates for the industry related to

petrochemicals, such as plastics, urethane, and fibers.

The Performance Chemicals Department provides a wide range of materials, such as additives and solvents, to the mainstay paints, inks, and adhesives industries. The Mobility Chemicals Department sells friction, tire, thermal interface and other materials used in automobiles as well as ships and aircraft. In addition, the Housing Materials Department deals in eco-friendly building materials required by the housing, housing materials, and housing equipment industries, as well as particle board, lumber, housing equipment, plastic products and their materials.

## Products & Services

### Specialty Chemicals Department

We sell materials and intermediates for the plastic, super engineering plastic, urethane, and synthetic fiber industries. We sell special elastomers. We also provide materials for papermaking and cardboards, as well as materials for data recording papers.

#### Products

Synthetic resin and fiber materials, catalysts, antioxidants, ultraviolet absorbents, solvents, polymerization initiators, functional resins, functional fibers, health care products (silicone, tubes), materials for data recording papers, raw materials for polyurethane form, products for pipelines, materials for social infrastructure and engineering, etc.

### Performance Chemicals Department

We provide a wide range of resins and coating materials for the paint, ink, and adhesive industries.

#### Products

Resins, resin materials, anti-foaming agents, anti-fouling agents, viscosity modifiers, pigments, etc.

### Mobility Chemicals Department

We sell materials for automobile parts and chemicals.

#### Products

Thermal interface materials and its raw materials for electric vehicle (EV), friction materials, materials for gaskets and tires, materials for airbags, display parts for automobiles

### Housing Materials Department

We sell a wide range of materials and products for housing, housing material, and housing equipment manufacturers. We import and sell materials for laminated timber makers, and export and sell products in overseas markets.

#### Products

Particle boards (fiber board), home interior products, home exterior products, plumbing products, adhesives for wooden boards, molded plastic products, etc.

#### Import products and materials

Materials for laminated timber, laminated veneer lumber (LVL), wood chips, etc.

#### Export products and materials

Wood-plastic composite (WPC) decks and home exterior products, resins for housing equipment, etc.



## Life Industry Division

# Pursuing food and life science businesses that lead to healthy, comfortable lifestyles

The Life Industry Division is expanding two of its business areas, the food business, which handles marine and agricultural products, and the life science business, which mainly deals in materials for pharmaceuticals and agrochemicals, insect repellants and insecticides, air fresheners and deodorants.

Our life science business offers total solutions ranging from the manufacturing of ingredients and intermediates of pharmaceuticals and agrochemicals overseas, procurement of equipment and materials for advanced medicine, custom synthesis, pharmaceutical distribution services, to the planning and development of household items.

In the food business, we not only import and sell safe and reliable agricultural and marine products from around the world, but also grow blueberries in Japan's Hokkaido Prefecture and process marine products in Vietnam. Our business covers a wide area from upstream to downstream.

Our division is also focused on strengthening the global business. We offer Japanese-quality functional food and drinks for private brands, which enjoy a high demand in drugstores across Asia. We are also striving to market Japanese food products, such as *nori* seaweed and *wasabi*, overseas, and conduct three-country business.

## Products & Services

### Life Science Department

We support global material procurement for everything from daily goods to pharmaceuticals used in various scenes in the life sciences field. We also provide total solutions for building supply chains for varied types of products.

#### Products

**Pharmaceutical, advanced/regenerative medicine, chemical industries**  
Pharmaceutical substances and intermediates, equipment and consumable goods for regenerative medicine, special reagents and catalysts for chemical synthesis, other fine chemicals

#### Insect repellent, insecticide industries

Substances for insect repellents and insecticides, solvents, other fine chemicals

#### Home product industry

Materials for daily goods, cosmetic substances, functional food and health drinks, other fine chemicals

### Food Department

We provide safe and secure agricultural products and marine products to the world, under the motto of "from visible producers to visible consumers." We also generate new business in a wide range of fields and regions, from upstream to downstream, such as growing blueberries in Hokkaido, and processing marine products in Vietnam.

#### Products

##### Agricultural products

Frozen fruits such as blueberries, mangos, grapes and strawberries  
Frozen vegetables such as spinach, taro, and kabocha squash

##### Marine products

Fish slices, shrimps, crabs, shellfish, squids, etc.





## Plastics Division I

# Growing with our customers as a partner providing creative solutions

In the Plastic Division I, the Polymer Department I and the Polymer Department II deal in daily goods as well as plastics for building and engineering materials. The Performance Plastics Department deals in high-performance resins and related materials for home appliance, office automation (OA) equipment as well as electric and electronic products. The Automotive Products Department I and the Automotive Products Department II deal in plastic compounds for automobiles and motorcycles.

We operate a total of seven plastic compounding factories in Asia and Mexico, providing comprehensive support from material selection to processing. We are continually improving our service overseas by placing plastic specialists at key locations, fostering people with highly specialized knowledge, and proactively promoting local

staff to managerial positions. Operating our own warehouses enhances our logistics. Stronger overseas bases allow us to provide meticulous support to customers who wish to begin production abroad. We are determined to reinforce our manufacturing bases and processing technologies using our development capabilities and techniques. We are also keen to form joint ventures and collaborate with businesses in diverse fields.

Providing products and services that contribute to environmental conservation and safety is our major concern. Nurturing people with strong expertise is one of our priorities. We are determined to be a partner that provides creative solutions and to foster mutual growth with our customers.

## Products & Services

### Polymer Department I, Polymer Department II

We sell plastics, molded plastic products and machinery for use with building materials, engineering materials, daily goods, automotive components, electrical materials, food containers, and medical supplies to a wide range of industries around the world.

#### Products

Vinyl chloride plastics, plasticizers, additives, commodity resins (olefin type, styrene type, PET resins), various compounds, various elastomers, engineering plastics, synthetic rubbers, plastic products (profile extrusion products, film and sheets, packaging materials), machinery

### Performance Plastics Department

We offer an optimized supply of plastic materials globally with a focus on office automation (OA), home appliance as well as electric and electronic product markets. We act as a coordinator between clients and suppliers. For Japanese customers planning for global expansion, we offer support through market surveys and by providing information such as on labor and legal issues.

#### Products

From commodity plastics to super engineering plastics, molding machines and auxiliary equipment, laser welding machines, specially molded plastic products and related materials, recycling materials

### Automotive Products Department I, Automotive Products Department II

We provide comprehensive solutions for plastic materials, logistics, and financing for manufacturing equipment, mainly targeting the auto market.

#### Products

From commodity plastics to super engineering plastics, molding machines and auxiliary equipment, laser welding machines, heat dissipating products, specially molded plastic products

### Business Development Department

We leverage our expertise and knowledge to provide comprehensive support for manufacturing, from material selection to special molding techniques, processing, and products.

#### Products

Stretchable printed circuit boards (PCBs), plating technology for high melting point materials, technology to join materials of different substances, "impact-processed" aluminum products, composite of cellulose nanofiber (CNF) and plastic, biodegradable plastic



## Plastics Division II

# Providing total solutions for films and sheets

The Plastics Division II is involved in planning, selecting materials, manufacturing and processing films and sheets, in addition to the planning of the final products as well as mostly everything related to packaging materials. We handle a wide range of products including industrial products such as polyethylene resins and film products. We also deal in films for processing, laminated products, resin for sheets and molded products, and materials for sporting goods.

We have three manufacturing subsidiaries and one sales and marketing subsidiary in Japan. We also operate factories in Thailand, Indonesia, and Vietnam. As a

*shosha*, or Japanese trading company, we are capable of providing a comprehensive solution from procurement of materials to molding products in addition to sales and marketing services.

As a “comprehensive packaging planner” in the film industry, we will continue to take Japan’s high-quality film products to the world and support overseas expansion of Japanese processors. We are also looking into a new business of finding overseas film products equivalent to the quality of Japanese products and importing them to Japan.

## Products & Services

### Industrial Materials Department

We sell various domestic and imported polyolefin resins, recycled plastic and film products.

#### Products

Domestic and imported polyolefin resins (LLDPE, HDPE, LDPE, recycled plastic), PE film products (domestic and imported PE bags, films, etc.)

### Film & Performance Materials Department

We sell various plastic films (packaging materials, industrial materials) and processed film products.

#### Products

Domestic and imported films for lamination, laminated products, domestic and imported films for industrial materials, materials for eco-friendly plastic

### Sheet & Molding Materials Department

We sell various sheets, from raw materials to molded products, and materials and products for sporting goods.

#### Products

Resins for sheets (PP, PS, and PET), various resin sheets and molded products (PP, PS, PET), sporting goods (over-grips for tennis, badminton, and baseball, vibration-absorbing materials for tennis rackets, general sports accessories)

# Advancing into New Businesses and Markets

Focusing on untapped fields and markets in which we can grow in alignment with our mid-term business plan

## Field 1

### Automobiles

As environment-friendly technologies and automated driving technologies advance, automobiles are expected to provide innovative solutions for creating a more abundant society. Inabata leverages its global network to operate a wide variety of businesses for the automobile industry.

- Decorative films for the interior/exterior of vehicles and related equipment
- Electronic device materials for automotive applications
- Driving and control components for EVs/PHEVs
- Materials for tires, airbags and electronic components
- Plastics for vehicle parts
- Sheets for transportation cases of auto parts, etc.
- Display for automotive applications
- Thermal interface for EV batteries



## Field 2

### Environment and Energy

With the intensifying scarcity of natural resources and risks of climate change, it has become necessary to effectively use energy and reduce waste. Inabata seeks to leverage its highly specialized knowledge in the chemical field to operate various environmental and energy businesses.

- Artificial intelligence, big data, fintech, security and IoT-related products
- Renewable energy and energy storage systems
- Eco-friendly products for homes
- Materials for solar cells and solar power generation system
- Fuel cells stack, fuel cells system
- PKS<sup>\*1</sup>, small biomass power generators
- Materials for reprocessed plastics
- Composite of CNF<sup>\*2</sup> + plastic, recycled materials

\*1 Palm kernel shell (fuel grade)

\*2 Cellulose nano fiber (nano-sized natural cellulose fiber)





### Field 3

## Life Science and Medicine

Aging populations are a pressing issue not only in Japan, but across the whole world and demands for medical technologies and pharmaceuticals have started to change. Inabata is operating businesses mainly in the regenerative medicine field in which the company can leverage its long-cultivated strengths.

- Various medical equipment and medical consumables
- Good manufacturing practice (GMP) cell sorters for regenerative medicine and cell therapy
- Chemical additives for growth factors used in cell cultures, aggregation control reagent for pluripotent stem cells (PSCs) in suspension culture
- Liposome preparation\* and related materials
- Health-related materials

\* A preparation made by enclosing activated drugs in tiny capsules. These capsules help take the drugs to the precise affected parts of the body, improve their effectiveness and lower side effects on unaffected parts. This is one of the common methods used for drug delivery systems in pharmaceutical technology.



### Field 4

## Food Business Encompassing Agriculture

Farms in Japan need to be even more efficient to deal with the shortage of agricultural workers due to diminishing birth rate and aging population. Inabata is operating varied global businesses in the field of food products, including its advent into the fishing industry.

- Various agriculture-related materials
- Development of fodder and livestock management systems (software\*, devices, and sensors) for cattle
- Large-scale cultivation of blueberries and garlic at in-house farms
- Development of film products for maintaining freshness of vegetables and eco-friendly films
- Frozen vegetables factories
- Fresh fish wholesale business

\* Software for greater efficiency in livestock management (breeding management and health management) based on animal welfare



## Global Network

Inabata's network extending across about 60 bases in 17 countries worldwide

- Trading company
- ▲ Manufacturing & processing base



### Europe

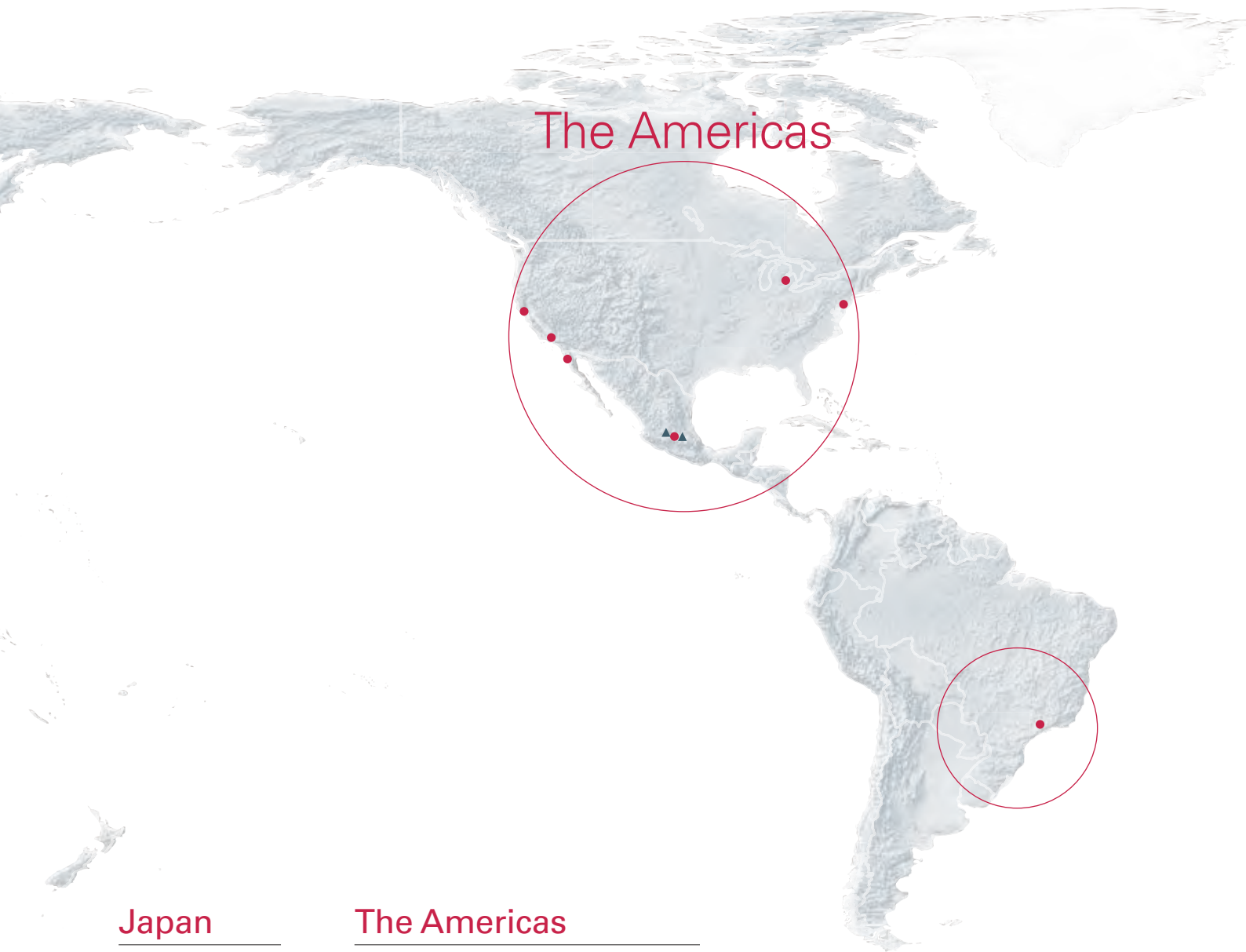
<b>Germany</b>	Dusseldorf
<b>France</b>	Wissous (suburb of Paris) Normandy
<b>U.K.</b>	Telford (suburb of Birmingham)
<b>Turkey</b>	Istanbul

### Southeast Asia and India

<b>Singapore</b>	
<b>Malaysia</b>	Kuala Lumpur, Penang, Johor
<b>Indonesia</b>	Jakarta, Surabaya Bekasi (suburb of Jakarta)
<b>Philippines</b>	Binan (suburb of Manila)
<b>Vietnam</b>	Hanoi, Ho Chi Minh City Haiphong, Da Nang
<b>Thailand</b>	Bangkok Samut Prakan (suburb of Bangkok) Ayutthaya Sriracha (suburb of Laem Chabang)
<b>Myanmar</b>	Yangon
<b>India</b>	Gurugram (suburb of Delhi) Chennai, Pune

### Northeast Asia

<b>China</b>	Hong Kong Shanghai Wuxi, Ningbo Chengdu Nanjing, Hefei Chongqing Beijing, Dalian Tianjin Guangzhou Wuhan Shenzhen
<b>Taiwan</b>	Hsinchu, Tainan Taichung, Taipei
<b>South Korea</b>	Seoul



## Japan

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Tokyo  
Osaka  
Nagoya  
Shiojiri  
Hamamatsu  
Kirishima

## The Americas

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<b>United States</b>	New York Los Angeles Detroit Novato (California)
<b>Mexico</b>	Queretaro Tijuana
<b>Brazil</b>	Silao Sao Paulo



# Southeast Asia and India

We are expanding our business utilizing 10 manufacturing and processing bases in the region.

Net sales **134.6** billion yen  
Consolidated number of employees  
**2,414**

\*Sales figures are for FY2019. The number of employees is as of March 31, 2020.

● Trading company ▲ Manufacturing & processing base

Southeast Asia is an important region where about 80% (roughly 150,000 tons annually) of our plastics compound production capacity is located. The compounding is our key business. We supply plastics mainly in the three areas of electrics and electronics, OA, and automobiles. We will expand business for the automobile field, which is growing rapidly in the region, while initiating plans to incorporate new demand in the fields of eco-friendly products, solar and other energy-related products, agriculture, and food products.



## Manufacturing & processing bases



PT. IK Precision Indonesia  
[Bekasi, INDONESIA]  
Molding and processing of synthetic resins



PT. Inabata Creation Indonesia  
[Bekasi, INDONESIA]  
Processing of grip tape for sporting goods



PT. S-IK Indonesia  
[Bekasi, INDONESIA]  
Compounding of resins



SIK Color(M)Sdn. Bhd.  
[Johor, MALAYSIA]  
Compounding of resins



IK Plastic Compound Phils. Inc.  
[Binan, PHILIPPINES]  
Compounding of resins



Apple Film Co., Ltd.  
[Samut Prakan, THAILAND]  
Manufacturing of plastic films



Hi-Tech Rubber Products Co., Ltd.  
[Ayutthaya, THAILAND]  
Molding and processing of rubber products



SIK(Thailand)Ltd.  
[Samut Prakan, THAILAND]  
Compounding of resins



Apple Film Da Nang Co., Ltd.  
[Da Nang, VIETNAM]  
Manufacturing of plastic films



SIK Vietnam Co., Ltd.  
[Haiphong, VIETNAM]  
Compounding of resins

## Consolidated subsidiaries

● Inabata India Private Ltd.	Gurugram (suburb of Delhi)	Import & export and sale of synthetic resins, electronic materials and chemicals
▲ PT. IK Precision Indonesia	Bekasi (suburb of Jakarta)	Molding and processing of synthetic resins
▲ PT. Inabata Creation Indonesia	Bekasi (suburb of Jakarta)	Processing of grip tapes for tennis rackets
● PT. Inabata Indonesia	Jakarta	Import & export and sale of synthetic resins and chemicals
▲ PT. S-IK Indonesia	Bekasi (suburb of Jakarta)	Compounding of resins
● Inabata Malaysia Sdn. Bhd.	Kuala Lumpur	Import & export and sale of synthetic resins
▲ SIK Color (M) Sdn. Bhd.	Johor	Compounding of resins
▲ IK Plastic Compound Phils. Inc.	Binan (suburb of Manila)	Compounding of resins
● Inabata Philippines, Inc.	Binan (suburb of Manila)	Sale of synthetic resins
● Inabata Singapore (Pte.) Ltd.	Singapore	Import & export and sale of synthetic resins, chemicals and electronic materials
▲ Apple Film Co., Ltd.	Samut Prakan (suburb of Bangkok)	Manufacturing of plastic films
▲ Hi-Tech Rubber Products Co., Ltd.	Ayutthaya (Thailand)	Molding and processing of rubber product
● Inabata Thai Co., Ltd.	Bangkok	Import & export and sale of synthetic resins, chemicals, food, and machinery
▲ SIK (Thailand) Ltd.	Samut Prakan (suburb of Bangkok)	Compounding of resins
▲ Apple Film Da Nang Co., Ltd.	Da Nang	Manufacturing of plastic films
● Inabata Vietnam Co., Ltd.	Hanoi	Import & export and sale of synthetic resins, electronic materials and chemicals
▲ SIK Vietnam Co., Ltd.	Haiphong	Compounding of resins

# Northeast Asia

We leverage our network across 19 cities in China, Taiwan, and South Korea to develop our core businesses.

Net sales **152.0** billion yen  
Consolidated number of employees  
**626**

\*Sales figures are for FY2019. The number of employees is as of March 31, 2020.

In Northeast Asia, we sell plastics to Japanese and non-Japanese customers in our focal field of materials related to liquid crystal displays (LCDs) as well as other fields such as automobiles, OA and electronics and electronics. We are also proposing new materials as environmental regulations on chemicals become tighter. In the future, we will also focus on tapping new businesses based on trends in food safety, environmental consideration, life sciences, and energy among other fields.



## Manufacturing & processing bases



Inabata Industry & Trade (Dalian FTZ.) Co., Ltd.  
[Dalian, CHINA]  
Compounding of resins



Shanghai Inabata Fine Chemical Co., Ltd.  
[Shanghai, CHINA]  
Processing of coating materials

## Consolidated subsidiaries

●	Guangzhou Inabata Trading Co., Ltd.	Guangzhou	Import & export and sale of synthetic resins, machinery, electronic materials and chemicals
●▲	Inabata Industry & Trade (Dalian FTZ.) Co., Ltd.	Dalian	Compounding of resins, Import & export and sale of synthetic resins and chemicals
●	Inabata Sangyo (H.K.) Ltd.	Hong Kong	Import & export and sale of synthetic resins, machinery, electronic materials and chemicals
▲	Shanghai Inabata Fine Chemical Co., Ltd.	Shanghai	Processing of coating materials
●	Shanghai Inabata Trading Co., Ltd.	Shanghai	Import & export and sale of synthetic resins and chemicals
●	Inabata Korea & Co., Ltd.	Seoul	Import & export and sale of electronic materials
●	Taiwan Inabata Sangyo Co., Ltd.	Hsinchu	Import & export and sale of electronic materials, semiconductor-related equipment and chemicals

## Other affiliates

●	Tianjin Inabata Trading Co., Ltd.	Tianjin	Import & export and sale of synthetic resins and chemicals
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# The Americas

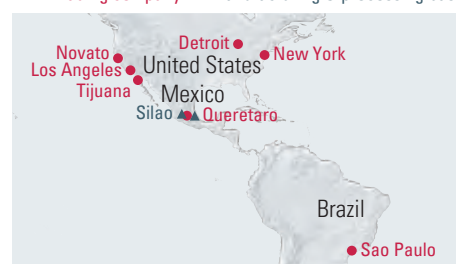
In addition to our businesses in the United States and Mexico, we are working toward expansion in South America with a focus on Brazil.

Net sales **21.9** billion yen  
Consolidated number of employees **249**

\*Sales figures are for FY2019. The number of employees is as of March 31, 2020.

In the Americas, we operate a broad range of businesses, including imaging, semiconductors, solar cells, automobiles, food products, and pharmaceuticals. We are particularly committed to providing added value to our business partners by demonstrating such functions as designing, planning, manufacturing, and distributing. We will focus on expanding the food products business that we have integrated with Group company DNI, and the resin business in Mexico.

● Trading company ▲ Manufacturing & processing base



## Manufacturing & processing base



IK Plastic Compound Mexico, S.A. de C.V.  
[Silao, MEXICO]  
Compounding of resins

## Consolidated subsidiaries

▲ IK Plastic Compound Mexico, S.A. de C.V.	Silao	Compounding of resins
● Inabata Mexico, S.A. de C.V.	Queretaro	Sale of synthetic resins
▲ NH Inabata, S. de R.L. de C.V.	Queretaro	Designing, installation and sale of cranes
● DNI Group, LLC	Novato (California, U.S.A.)	Import & export and sale of food
● Inabata America Corp.	New York	Import & export and sale of plastics, materials related to information & electronics and chemicals

## Other affiliates

● Inabata Brazil Import & Export Ltd.	Sao Paulo	Sale of chemicals and synthetic resins
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# Europe

We operate businesses centered on chemicals, energy, automobiles, industrial materials, life sciences and other fields, taking advantage of our unique features and mobility.

Net sales **7.6** billion yen  
Consolidated number of employees **69**

\*Sales figures are for FY2019. The number of employees is as of March 31, 2020.

In Europe, we deal in a wide range of products in the segments of information and electronics, chemicals, plastics, and life industry. In Germany, for example, we sell products related to digital printing and imaging, energy, automobiles, chemicals, and plastics. In France, we sell products related to life sciences. We seek to tap new businesses in the fields of food products, rechargeable batteries, and medicine.

● Trading company ▲ Manufacturing & processing base



## Manufacturing & processing base



Pharmasynthese S.A.S.  
[Normandy, FRANCE]  
Manufacturing of fine chemicals

## Consolidated subsidiaries

● Inabata France S.A.S.	Wissous (suburb of Paris)	Import & export and sale of chemicals
▲ Pharmasynthese S.A.S.	Normandy	Manufacturing of pharmaceuticals, materials for cosmetics, and fine chemicals
● Inabata Europe GmbH	Dusseldorf	Import & export and sale of electronic materials, chemicals, and synthetic resins
● Inabata UK Ltd.	Telford (suburb of Birmingham)	Property management, warehousing



# Japan

## Manufacturing & processing bases



I & P Co., Ltd.  
[Osaki, Miyagi]  
Molding and processing of synthetic resins



Ikkoen Co., Ltd.  
[Sakai, Osaka]  
Processing of marine products



Inabata Optech Co., Ltd.\*  
[Kawasaki, Kanagawa]  
R&D and manufacturing of encapsulants for optical semiconductor devices



N・I・C Co., Ltd.  
[Josono, Ibaraki]  
Processing of plastic film products



Kansai Kobunshi Co., Ltd.  
[Yamato-Koriyama, Nara]  
Manufacturing of plastic films



Taiyo Plastics Co., Ltd.  
[Hasuda, Saitama]  
Manufacturing of plastic films

\*The photo is Kanagawa Science Park in which Inabata Optech is located.

### Consolidated subsidiaries

▲ I & P Co., Ltd.	Osaki, Miyagi	Molding and processing of synthetic resins
▲ Ikkoen Co., Ltd.	Sakai, Osaka	Processing and sale of marine products
● Inabata Fine Tech Co., Ltd.	Osaka	Sale of chemicals
▲ N・I・C Co., Ltd.	Tokyo	Processing and sale of plastic film products
● Ordiy Co., Ltd.	Osaka	Processing of plastic film products and packaging materials, design and marketing of supplementary equipment and systems
▲ Kansai Kobunshi Co., Ltd.	Yamato-Koriyama, Nara	Manufacturing of plastic films
▲ Taiyo Plastics Co., Ltd.	Hasuda, Saitama	Manufacturing of plastic films

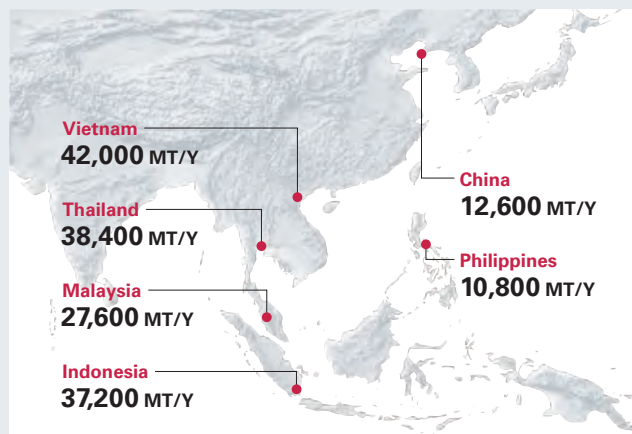
### Equity-method affiliates

▲ Ulvac Coating Corp.	Chichibu, Saitama	Manufacturing of electronics and optical industrial materials
▲ NI Packs Co., Ltd.	Inashiki, Ibaraki	Printing and molding of plastic packages
● Clean Assist Co., Ltd.	Tokyo	Sale of plastic films and plastic sundries
● Maruishi Chemical Trading Co., Ltd.	Osaka	Sale of chemicals

### Other affiliates

▲ Aikei Farms Shakotan Co., Ltd.	Shakotan, Hokkaido	Production and sale of agricultural products
▲ Aikei Farms Yoichi Co., Ltd.	Yoichi, Hokkaido	Production and sale of agricultural products
▲ Inabata Optech Co., Ltd.	Kawasaki, Kanagawa	Research and development, manufacturing and sale of encapsulants for optical semiconductor devices

## Annual production capacity of resin compounds (MT/Y) \*As of July 1, 2020



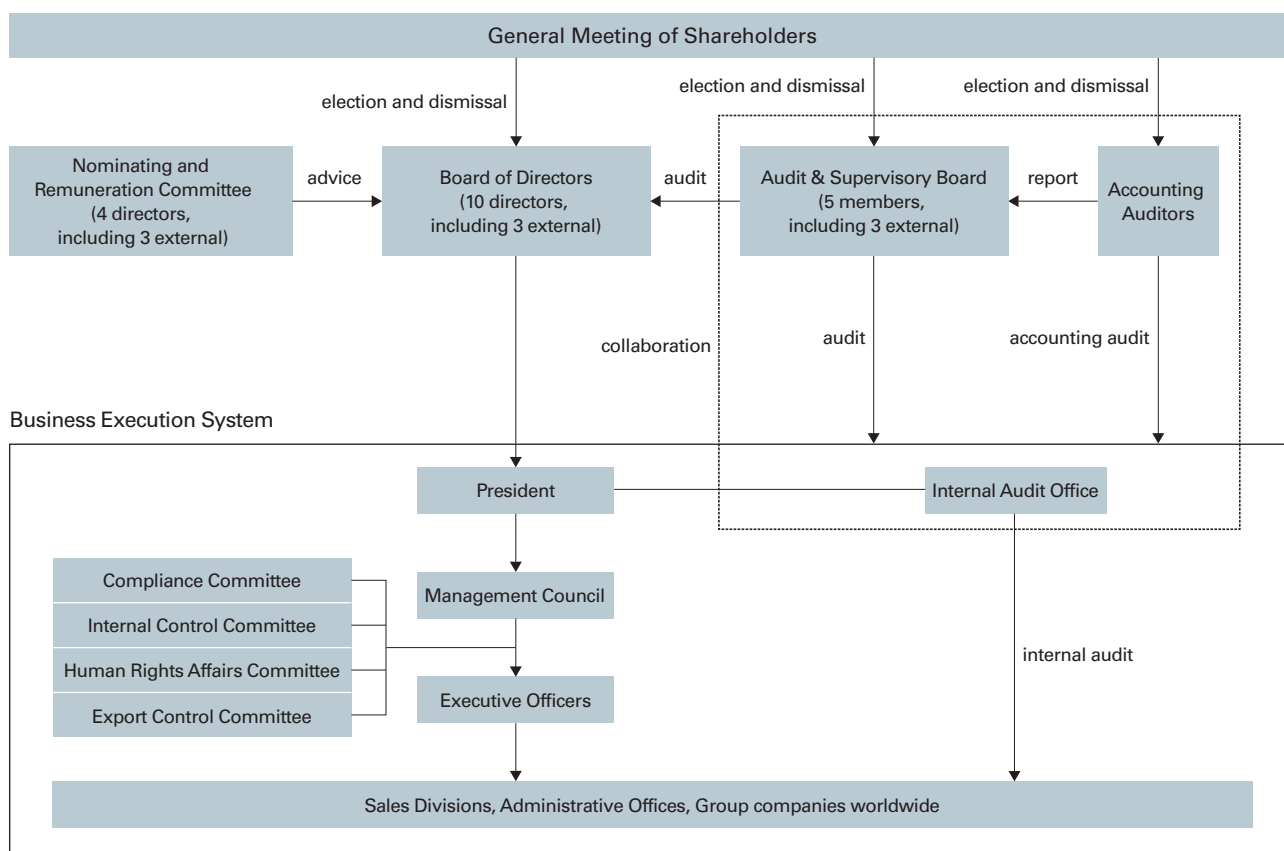
**7 locations in 7 countries** Total annual production: **183,600 MT/Y**

# Corporate Governance

The company's Mission is to "contribute to the development of society based on the humanitarian spirit of 'love (*ai*)' and 'respect (*kei*).'" This Mission applies to shareholders, business partners, employees and all stakeholders who support our corporate

activities. To execute the Mission, the company maintains an awareness of the importance and necessity of corporate governance and implements various measures to develop and enhance its system.

## Corporate Governance System



## Nominating and Remuneration Committee

We voluntarily set up the Nominating and Remuneration Committee in 2015. It deliberates on the selection and dismissal of executives, nomination of candidates for positions of director, audit & supervisory board member, and executive officer, as well as the remuneration of directors. A majority of the committee members are independent outside directors. The board of directors strives to ensure objectivity, fairness and transparency by fully respecting the deliberation results of the Nominating and Remuneration Committee.

## Management Council and Shinsa Kaigi

We set up the Management Council as an institution for business execution. This council deliberates on basic policies and important matters related to management and decides their direction. We have also established the *Shinsa Kaigi* as an institution to review important matters related to business execution and investment projects. Its participants from across the world hold direct discussions with the management.

# Society

## Japan–France Exchange



In the late 19th century, our founder, Katsutaro Inabata, went to France to study synthetic dyeing techniques and other advanced technologies of the time. Since then, our company has been committed to advancing cultural exchange between Japan and France. In 1927, the then French Ambassador to Japan, Paul Claudel, and Katsutaro Inabata established the Kansai Franco-Japanese Institute (now Institut Franco-Japonais du Kansai, Kyoto), where French language classes and cultural exchange programs between the two countries are still held today. Additionally, the Société franco-japonaise d'Osaka, which was set up by our second president, Taro Inabata, in 1952, continues to promote mutual understanding and friendly relations between Japan and France to today.



Institut Franco-Japonais du Kansai, Kyoto, refurbished in 2003

## Japan–Portugal Exchange



The relationship with Portugal began in 1920 when our founder was appointed vice-consul for Portugal in Kyoto. From 1932, our second president, Taro Inabata, became the honorary vice-consul for Portugal in Osaka. Our present counselor Katsuo Inabata has been serving as the honorary consul in Osaka since 1973. He also established the Sociedade Luso-Nipónica de Osaka in 1994 to commemorate friendly exchange between the two countries, which completed 450 years in 1993, and served as its president. Our current president, Katsutaro Inabata, who is the sixth president of the company, is actively promoting cultural exchange between Japan and Portugal as the president of the Sociedade Luso-Nipónica de Osaka.



# Environment

## Basic Approach to Environment

In accordance with its Inabata Declaration of Compliance, the company is committed to contributing to society and economy through its business activity, as well as to make efforts for the conservation of the environment. Environmental risk is a critical factor that affects our business environment. We must address this issue through our business activities to ensure the sustainable development of our Group companies. In the year 2000, Inabata obtained the ISO14001 certification, an international standard related to the environmental management system.

## Reducing Environmental Impact from Business Activities

The current mid-term business plan, NC2020, places focus on the fields of environment and energy, such as materials related to solar cells and materials for EVs, to reduce environmental impact of society and take initiative in fields that offer business opportunities for our company. We also strive to curtail the use of resources in our business activities and promote recycling.

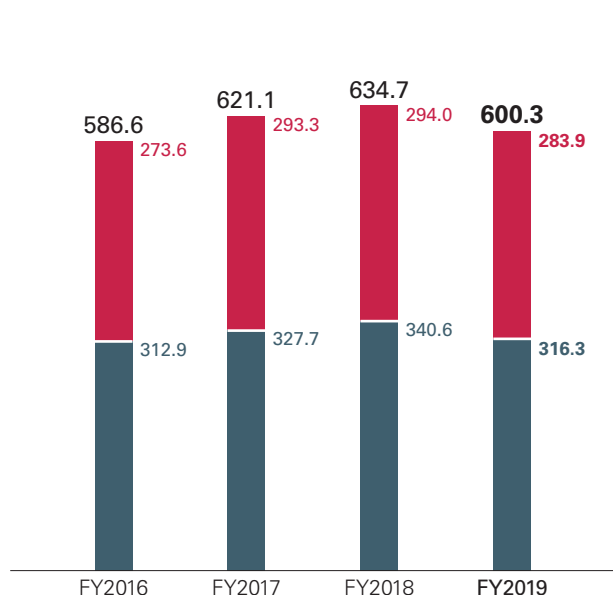


## Financial Highlights

### Net sales

(Billions of yen)

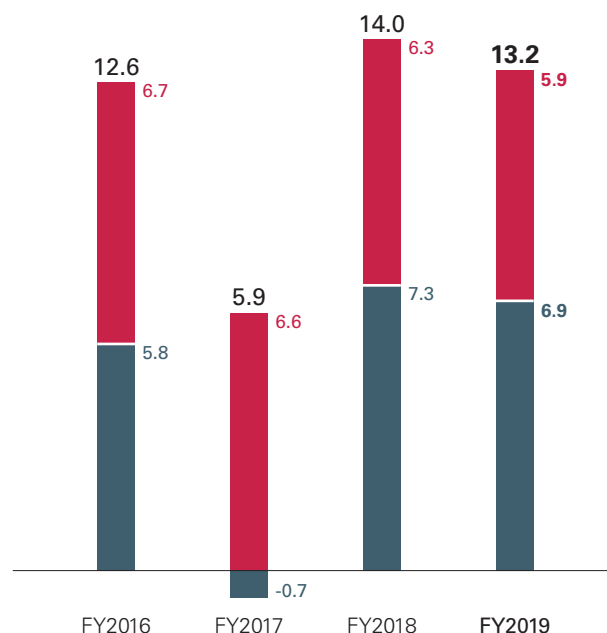
■ Japan ■ Overseas



### Operating profit

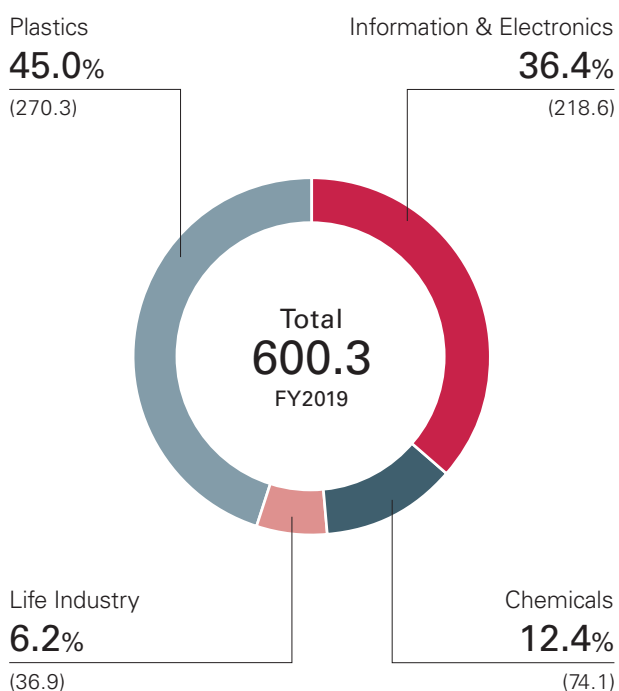
(Billions of yen)

■ Japan ■ Overseas

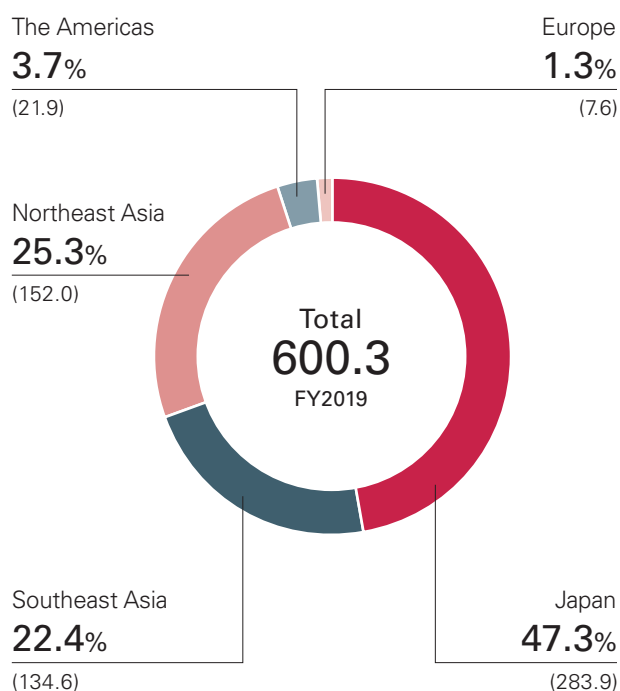


\* The difference between consolidated operating profit and the sum of operating profit in Japan and overseas is attributable to eliminations in consolidated accounts.

### Sales by business segment (Billions of yen)



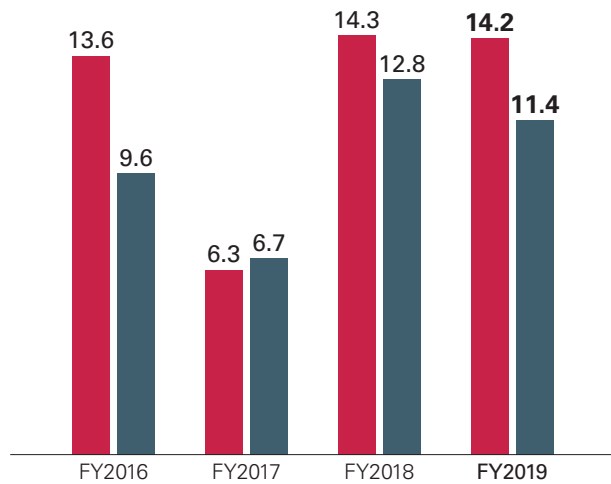
### Sales by geographical segment (Billions of yen)



## Ordinary profit and net profit\*

(Billions of yen)

■ Ordinary profit ■ Net profit

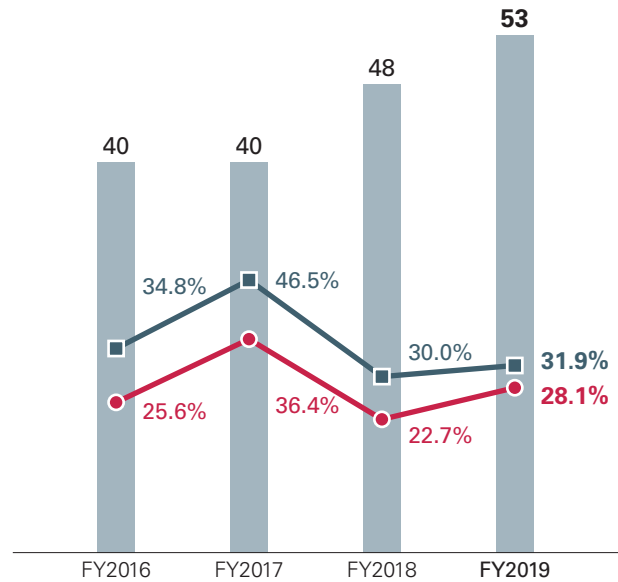


\* Net profit=profit attributable to owners of parent

## Dividends per share and shareholder return indexes

(yen)

■ Dividends per share  
● Payout ratio ■ Total return ratio

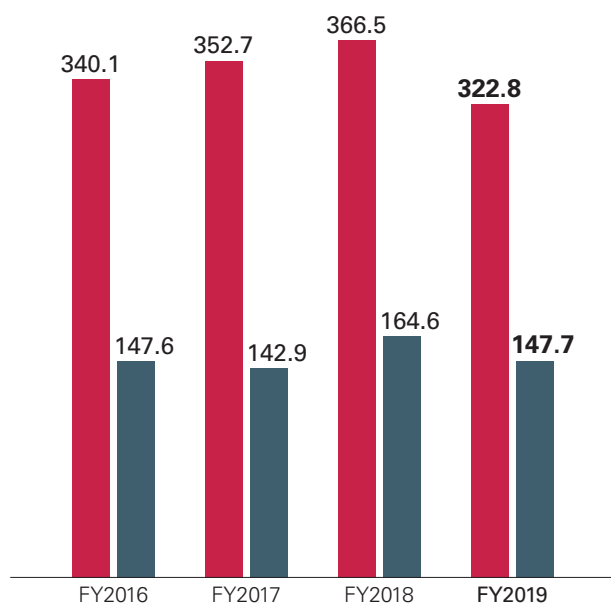


\* Total return ratio = (dividends + treasury shares acquired) ÷ consolidated net profit x 100

## Total assets and net assets

(Billions of yen)

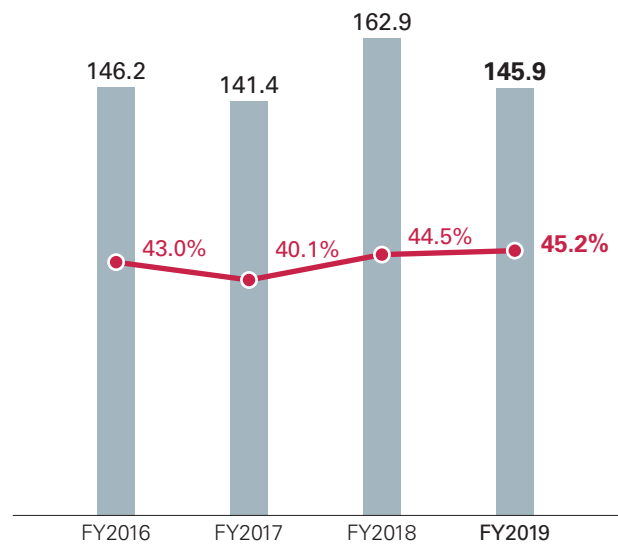
■ Total assets ■ Net assets



## Equity capital and equity ratio

(Billions of yen)

■ Equity capital ● Equity ratio



## Management (As of July 1, 2020)



**Katsutaro Inabata**

Director, President



**Toyohiro Akao**

Director, Senior Managing Executive Officer



**Kenichi Yokota**

Director, Senior Managing Executive Officer



**Tomohiko Sato**

Director, Managing Executive Officer



**Masahiro Sugiyama**

Director, Managing Executive Officer



**Noriomi Yasue**

Director, Managing Executive Officer



**Toshihisa Deguchi**

Director



**Toshiyuki Kanisawa**

Director



**Kiyoshi Sato**

Director



**Kenji Hamashima**

Director

**Katsutaro Inabata**

Director, President

**Toyohiro Akao**

Director, Senior Managing Executive Officer  
Information & Electronics, Life Industry, the Americas, Europe

**Kenichi Yokota**

Director, Senior Managing Executive Officer  
General Affairs, Information Technology, Financial Management, Investor Relations, Business Process Management, Risk Management, International Affiliate Management

**Tomohiko Sato**

Director, Managing Executive Officer  
Chemicals, Human Resources

**Masahiro Sugiyama**

Director, Managing Executive Officer  
Information & Electronics (assisting), Northeast Asia

**Noriomi Yasue**

Director, Managing Executive Officer  
Plastics, Southeast Asia

**Toshihisa Deguchi**

Director  
(Special Advisor, Sumitomo Chemical Co., Ltd.)

**Toshiyuki Kanisawa**

Director  
(Consulting retiree, Tokyo Gas Co., Ltd.)

**Kiyoshi Sato**

Director  
(Outside Director, Shibaura Machine Co., Ltd.)

**Kenji Hamashima**

Director  
(Special Adviser, Ushio Inc.)

**Takashi Mochizuki**

Audit & Supervisory Board Member

**Nobukazu Kuboi**

Audit & Supervisory Board Member

**Yoshitaka Takahashi**

Audit & Supervisory Board Member

**Katsuya Yanagihara**

Audit & Supervisory Board Member

**Satoshi Tamai**

Audit & Supervisory Board Member

**Yoshiya Oda**

Executive Officer  
(President, Maruishi Chemical Trading Co., Ltd.)

**Hiroyuki Hatamoto**

Executive Officer  
General Manager, Risk Management Office

**Kazuhiro Hanaki**

Executive Officer  
General Manager, Northeast Asia

**Shinya Kawai**

Executive Officer  
General Manager, Southeast Asia

**Yutaka Takahashi**

Executive Officer  
General Manager, Chemicals Division

**Koji Nakano**

Executive Officer  
General Manager, Plastics Division I

### Notes:

- \* Directors Toshiyuki Kanisawa, Kiyoshi Sato, and Kenji Hamashima are outside directors.
- \* Audit & Supervisory Board Members Yoshitaka Takahashi, Katsuya Yanagihara, and Satoshi Tamai are outside audit & supervisory board members.
- \* The information provided in the parenthesis about the directors refers to major posts held concurrently at other organizations.
- \* The information provided in the parenthesis about the executive officers refers to seconded posts held at other organizations.



# Corporate Information

## Company name

Inabata & Co., Ltd.

## Founded

October 1, 1890

## Incorporated

June 10, 1918

## Paid-in Capital\*

¥9,364 million

## Domestic Offices\*

Osaka Head Office, Tokyo Head Office,  
Nagoya Office, Shiojiri Office, Hamamatsu Office,  
Kyushu (Kirishima) Office

## Overseas Offices\*

About 60 locations in 17 countries including  
Singapore, Bangkok, Jakarta, Shanghai, Hong Kong,  
Taipei, Los Angeles, New York, Dusseldorf

## Number of Employees\*

Unconsolidated: 648  
(including employees seconded to group companies)  
On a consolidated basis: 4,282

## Independent Auditor

KPMG Azsa LLC

## Securities code

8098

First section of the Tokyo Stock Exchange

\*As of March 31, 2020

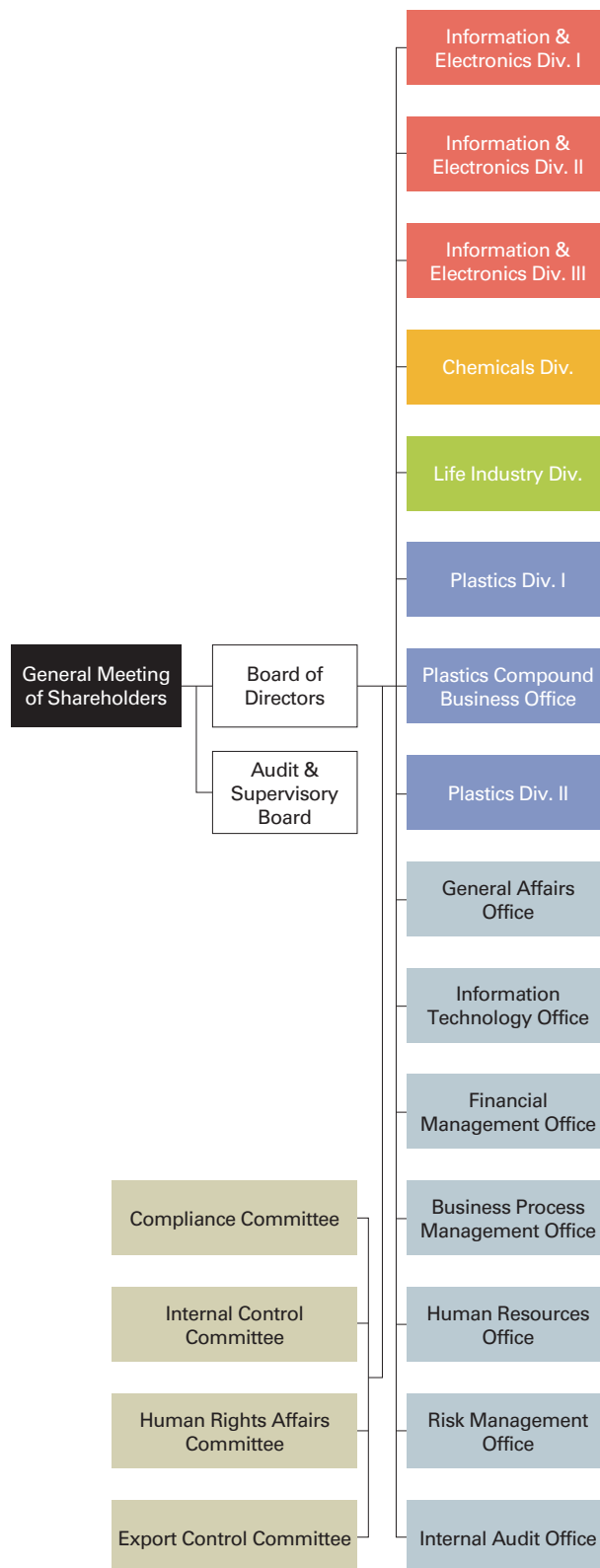
## Website

[www.inabata.co.jp/english/](http://www.inabata.co.jp/english/)



## Organization

(As of July 1, 2020)



**IK INABATA & CO., LTD.**



September 30, 2020