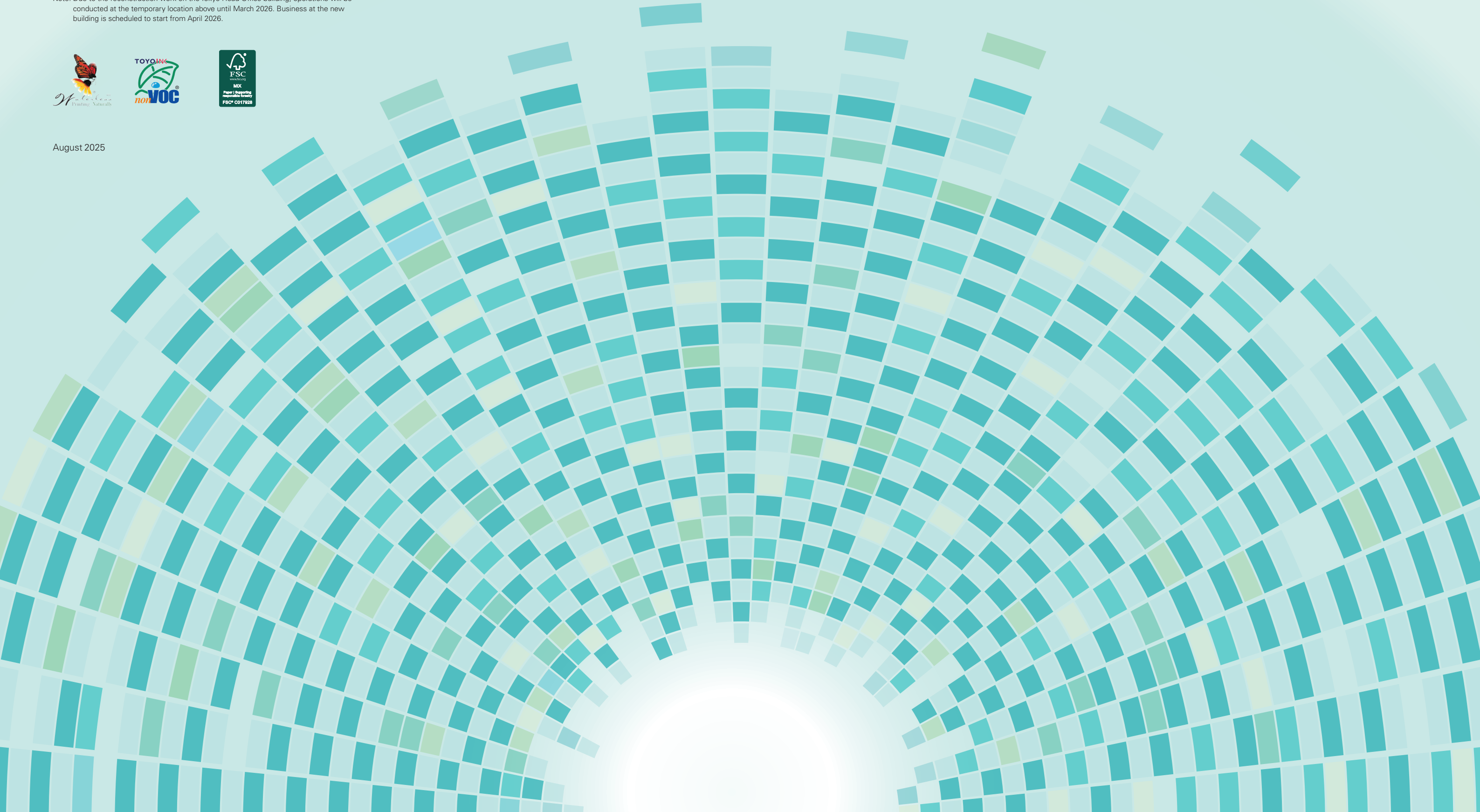


**Osaka Head Office**  
1-15-14 Minami-semba, Chuo-ku, Osaka 542-8558

**Tokyo Head Office**  
**(Temporary location from December 2022 to March 2026)**  
Muromachi Furukawa Mitsui Building (COREDO Muromachi 2),  
2-3-1 Nihonbashi Muromachi, Chuo-ku, Tokyo 103-8448

**(New location from April 2026)**  
2-8-2 Nihonbashi Honcho, Chuo-ku, Tokyo 103-8448

Note: Due to the reconstruction work on the Tokyo Head Office building, operations will be conducted at the temporary location above until March 2026. Business at the new building is scheduled to start from April 2026.





## 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 capabilities unique to a *shosha*, or Japanese trading company, to create value that meets the needs of our times.

稲田勝太郎

Katsutaro Inabata  
President



The Inabata Group was founded in Kyoto in 1890 as an importer and seller of synthetic dyes, and it has since expanded with the chemicals business at its core. The Group now boasts a network of approximately 70 locations across 19 countries outside Japan, with overseas business accounting for over half 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.

We will continue to create value that meets the needs of our times by providing highly advanced solutions that combine the various functions we have cultivated over our 135-year history—such as sales, manufacturing, logistics, and finance—with the close collaboration of our bases around the world. In addition, in FY2024, we launched the medium-term management plan, New Challenge 2026 (NC2026), as the third stage toward shaping IK Vision 2030, our long-term vision. To achieve this vision, we will elevate our company-wide growth strategy, segment growth strategy, and management base strategy (financial strategy, sustainability strategy, and digital strategy) under the key themes of “accelerate growth through proactive investment” and “address key management priorities (materiality) under the Sustainability Medium-term Plan.” We will stride ahead as a company needed by society and our clients by working in unison toward achieving the goals of NC2026.

We look forward to your ongoing support and encouragement.

#### Long-term vision: IK Vision 2030 What Inabata envisions for its future around 2030

##### Consolidated net sales

1 trillion yen or more

##### Enhance multifaceted capabilities

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

##### Business portfolio

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

##### Net sales and operating profit generated outside of Japan

70% or more

(Formulated in May 2017)

#### Medium-term management plan New Challenge 2026 overview

##### Long-term vision: IK Vision 2030

##### Medium-term management plan: New Challenge 2026 (NC2026)

##### Key themes

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

##### Company-wide growth strategy

##### Segment growth strategy

##### Management base strategy

##### Financial strategy

##### Sustainability strategy (including HR strategy)

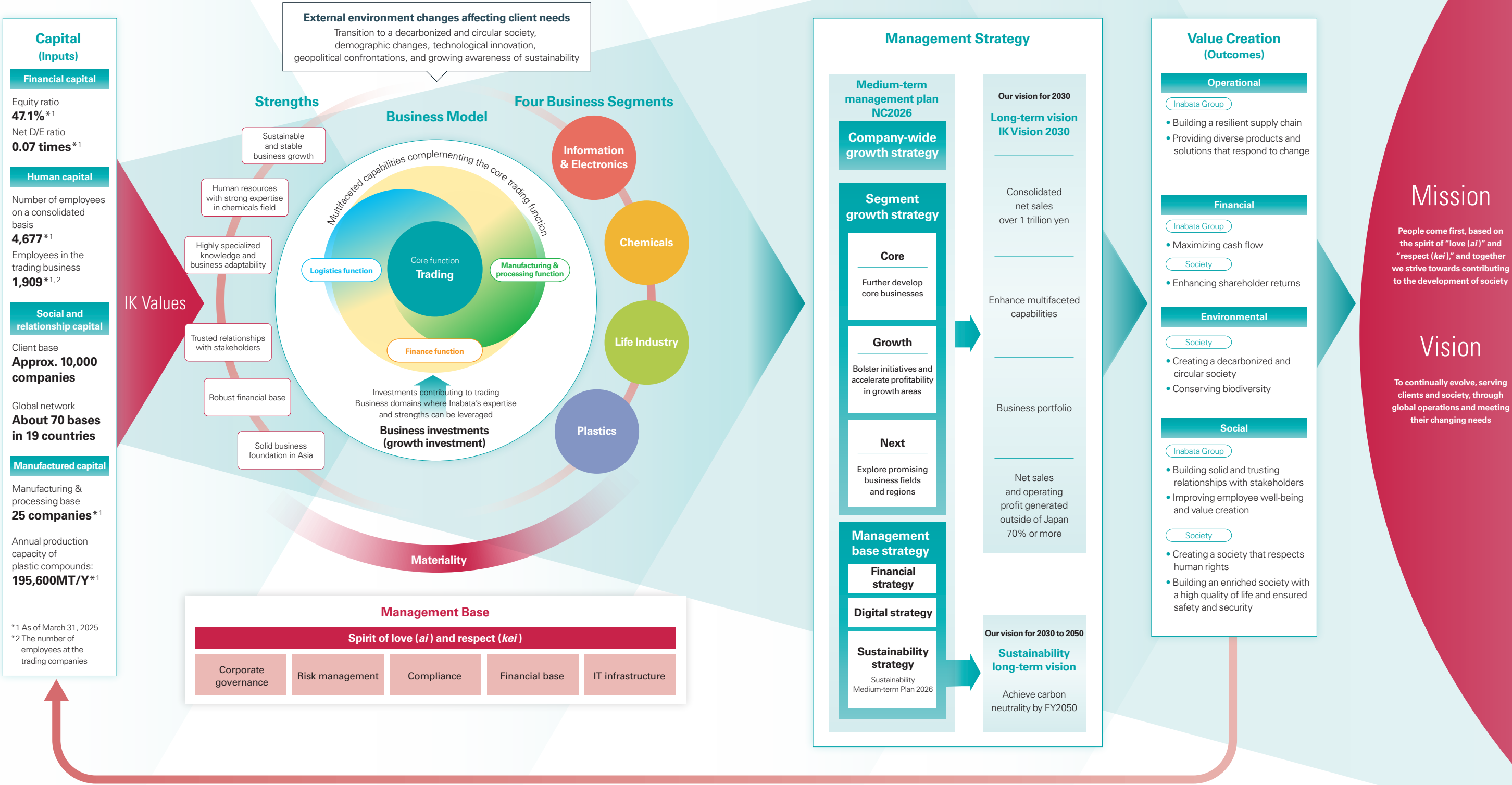
##### Digital strategy



Details of medium-term management plan New Challenge 2026 (NC2026)

Our Company Value Creation Process

The Inabata Group will harness the capital it has accumulated and cultivated as a source of its business expansion, with trading at the core, providing optimal solutions for the global supply chain. Furthermore, we will accelerate growth through proactive investment in business domains where we can leverage our strengths.





## Our Company

### The Evolution and Structural Reorganization of the Chemicals Business

Since we started 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.

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

**1890** — Early Period

**1945** — Growth Period

**1984** — Reform Period

**2010** — The Fourth Founding Period

**2030**

#### The era of founding and growth

We started with the import and sales of dyes and dyeing & weaving machines and expanded our business around the chemicals field.

#### The era of restructuring and revival

We advanced into new domains while strengthening the pharmaceuticals business, amid postwar chaos in the country.

#### The era of challenges and hardship

We created new value after separating the pharmaceuticals business and expanding overseas bases.

#### The era of progress and creation

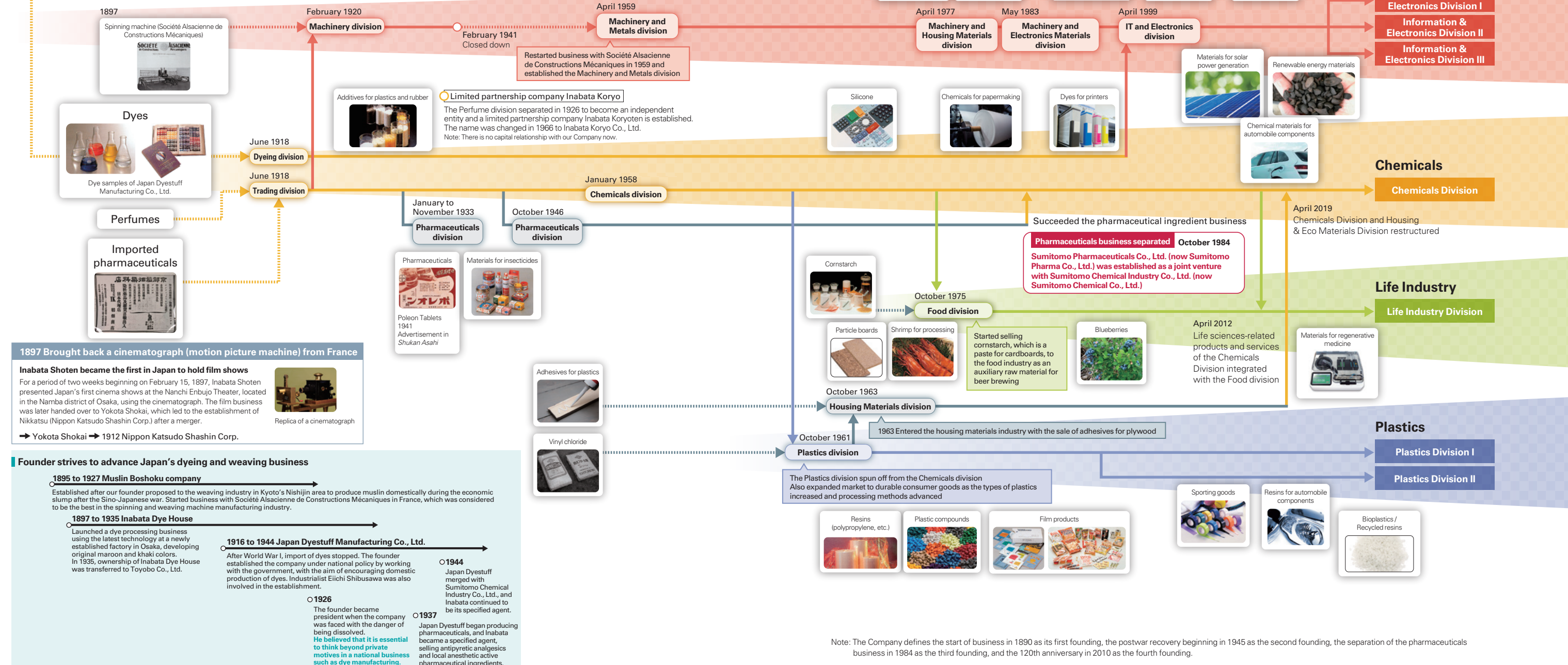
We are striving to become our clients' best partner as a *shosha*, or Japanese trading company, providing manufacturing, logistics, and finance solutions backed by our highly specialized knowledge.

#### Toward IK Vision 2030

Enhancing multifaceted capabilities and creating new business opportunities

#### Founder Inabata and dyes

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



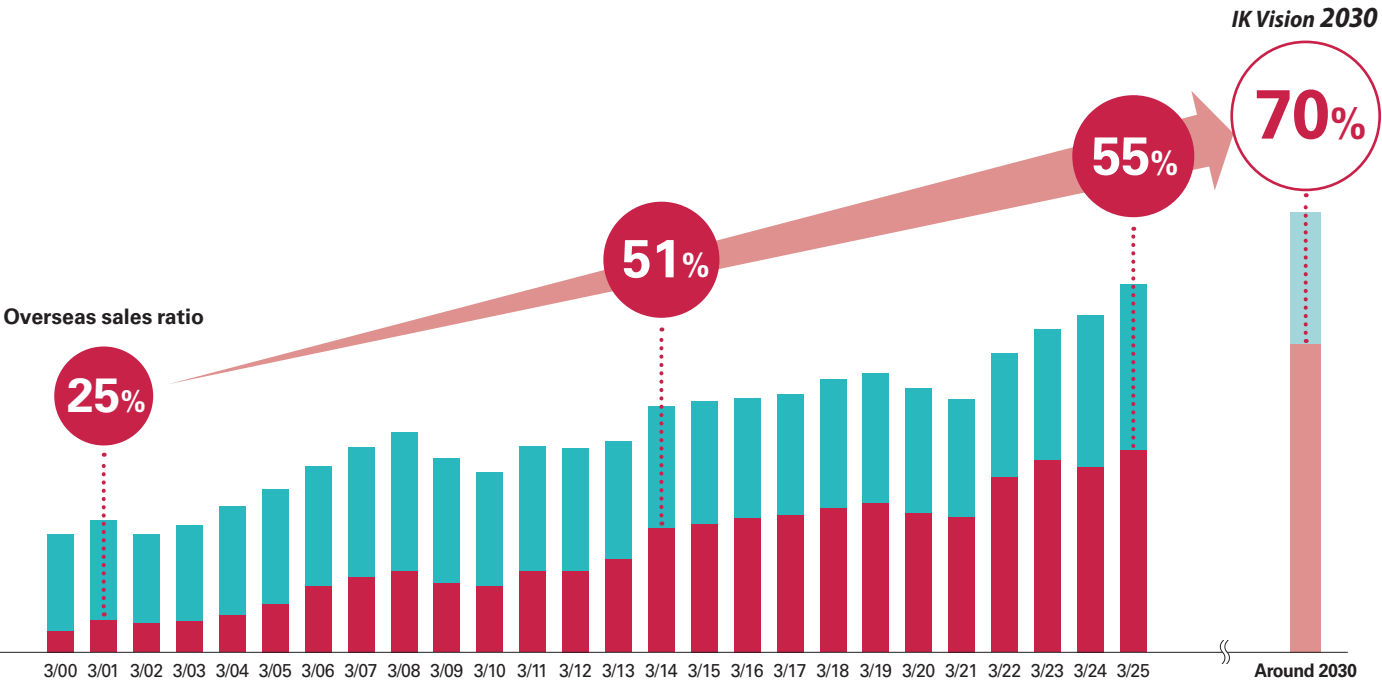
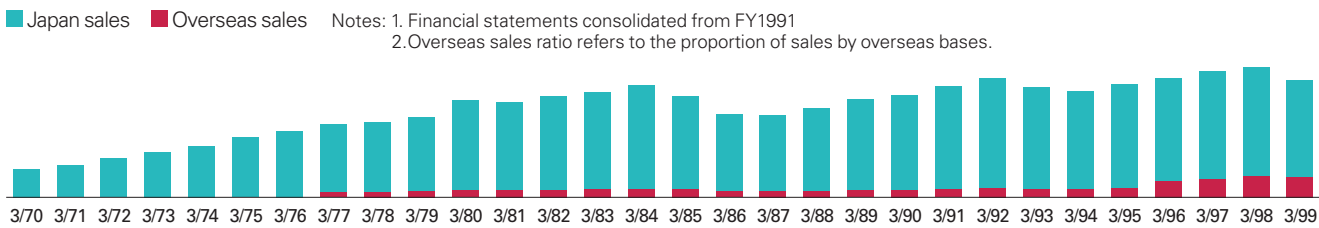
Note: The Company defines the start of business in 1890 as its first founding, the postwar recovery beginning in 1945 as the second founding, the separation of the pharmaceuticals business in 1984 as the third founding, and the 120th anniversary in 2010 as the fourth founding.

Our Company History of Global Expansion

Inabata’s overseas business dates back over 110 years. In 1908, 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 Japan Dyestuff Manufacturing Co., Ltd. From 1938, we set up bases in the Chinese cities of Mukden (now Shenyang), Shanghai, Tianjin, Qingdao, Dalian, and Jinan, and in 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 postwar overseas subsidiary in Singapore about 30 years later in 1976. Nearly half a century since then, we have actively expanded our overseas business and have now built a network of approximately 70 bases in 19 countries, resulting in overseas sales amounting to over half of consolidated net sales.

Trends in overseas sales



History of overseas expansion after World War II



Main trading companies

Note: 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 United States (New York)**  
Inabata America Corp.

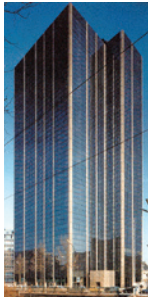


**1987 Thailand (Bangkok)**  
Siam Inabata Co., Ltd.  
(now Inabata Thai Co., Ltd.)

**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.

**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.

**2006 South Korea (Seoul)**  
Inabata Korea & Co., Ltd.

**2008 Vietnam (Hanoi)**  
Inabata Vietnam Co., Ltd.

**2008 India (New Delhi)**  
Inabata India Private Ltd.



**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

**2021 Australia (Brisbane)**  
Inabata Australia Pty. Ltd.

**2023 Czech Republic (Prague)**  
Inabata Europe GmbH,  
Czech Branch

**2025 Cambodia (Phnom Penh)**  
Branch of Inabata Thai  
Co., Ltd.

Main 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.  
\* Merged 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.



**1994 Malaysia (Johor)**  
SIK Color (M) Sdn. Bhd.

**1995 Indonesia (Bekasi)**  
PT. S-IK Indonesia

**2002 China (Dalian)**  
Inabata Industry & Trade  
(Dalian F.T.Z.) Co., Ltd.

**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 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.



**2022 Thailand (Chonburi)**  
Clover Plastics (Thailand)  
Co., Ltd.





# Our Business

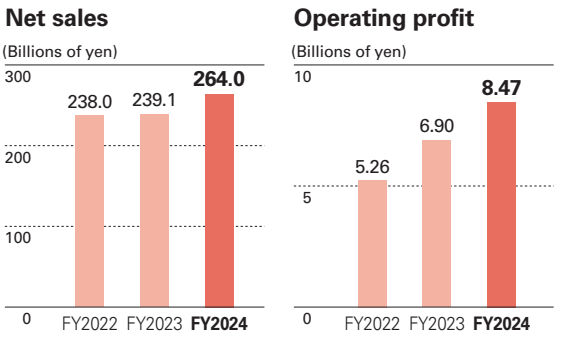
The Inabata Group operates in the four segments of Information & Electronics, Chemicals, Life Industry, and Plastics. There are seven business divisions at Inabata & Co., Ltd.



## Information & Electronics

With flat panel display (FPD) components, materials for digital printing, materials for semiconductors, and other products as our profit-generating pillars, we are also focusing on expanding into growth areas such as semiconductor-related equipment, automotive, and renewable energy.

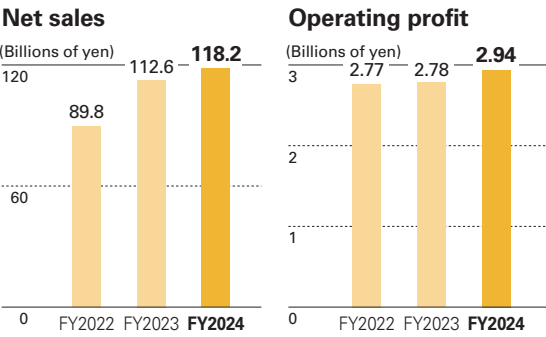
Information & Electronics Division I ▶ P10  
Information & Electronics Division II ▶ P11  
Information & Electronics Division III ▶ P12



## Chemicals

With firm roots in our founding business of dyes, we deal in chemicals that serve as a platform for all kinds of industries. We integrated the Chemicals Division and the Housing & 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.

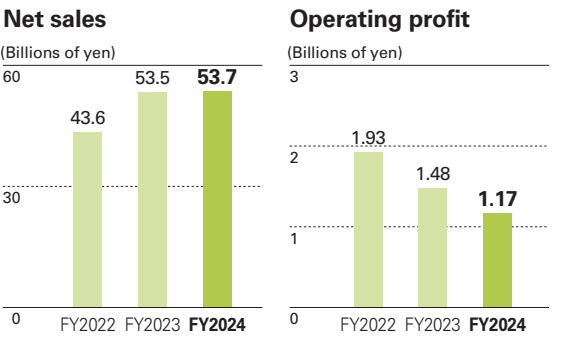
Chemicals Division ▶ P13



## Life Industry

We contribute to creating healthy and comfortable lives for consumers as a provider of pharmaceuticals, consumer goods, and food products. In our food business, we are expanding our vertically integrated model that covers from upstream to downstream, while in our pharmaceuticals business, we are focusing on the field of regenerative medicine with an eye to the future.

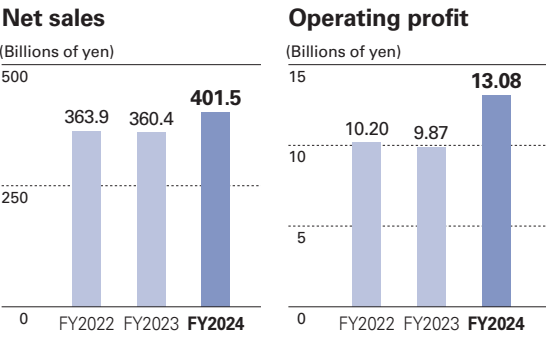
Life Industry Division ▶ P14



## Plastics

We deal in a wide range of products, from commodity resins to high-performance resins, operating seven plastic compounding factories overseas and five film manufacturing factories in Japan and abroad. We also strive to develop environmentally friendly products such as biomass, recycled, and biodegradable plastics.

Plastics Division I ▶ P15  
Plastics Division II ▶ P17



## Information & Electronics Division I

### Exploring new businesses centered around FPDs

The Information & Electronics Division I supplies materials and equipment related to displays, such as LCDs and organic LEDs (OLEDs), plastic for LED encapsulants, and materials and equipment for semiconductors, both in Japan and abroad.

Our major strengths are our capability to propose ideas that leverage our global network based on our highly specialized

knowledge, in addition to building processing and distribution networks for supply of competitive materials and other products.

Keeping business with existing clients at our core, we seek to expand in Europe, the United States, and Southeast Asia by strengthening relations with business partners in Japan and abroad.

### Products & Services

#### Sales Department I

Focusing on display-related businesses, we are expanding applications for automotive materials, equipment, power semiconductors, and more.

##### Products

Polarizing films, materials for polarizing films, alignment layer materials, color resists, materials for backlights, materials for OLEDs, various surface treatment equipment, various films, driver ICs, materials for non-woven masks, materials for special-use tape for displays, various automotive-related films, sensors, various materials for power semiconductors

#### Sales Department II

We provide materials and equipment for the display and semiconductor domains, including semiconductor manufacturing equipment and mask blanks.

We develop and manufacture plastic for LED encapsulants in-house, and additionally develop plastics for display encapsulants, heat dissipation plastics, and high-refractive-index resins.

##### Products

Various inspection equipment, heaters, mask blanks for semiconductors, pellicles, extreme ultraviolet (EUV) mask pods, front opening unified pods (FOUPs), plastic for LED encapsulants

#### Sales Department III

We supply materials and equipment for displays and semiconductors, materials for advanced semiconductor substrates, and power semiconductor wafers to customers both in Japan and abroad. We also plan to pursue M&A with synergistic companies and make investments in promising start-ups.

##### Products

Vacuum deposition equipment for displays and semiconductors, inspection equipment, cleaning machines, testers, transport equipment, materials and equipment for secondary batteries, various semiconductor products, semiconductor intellectual property (IP), products including materials for multilayer ceramic capacitors (MLCC), materials and equipment for semiconductor packaging, silicon carbide wafers, lithium tantalate wafers, nickel powder, IP for non-volatile memory and power semiconductors, semiconductor modules, various materials for high-end substrates, minimal fabs



Information & Electronics Division I

Note: Figures are rounded down to the nearest 0.1 billion yen.





## 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 clients, 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 clients with a wide variety of services, including distribution management.

#### 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 as well as inorganic materials.

###### Products

**Materials for toners, developers** Resins, pigments, wax, various additives, etc.

**Various functional materials** Silicone products, lubricants, filament materials for 3D printers, ceramic materials, inorganic materials, etc.

Additionally, we are developing business in new fields. In the agriculture field, we are developing new products and services to improve farmers' productivity and proactively promoting overseas expansion. In the automobile field, we are leveraging decorative film and a unique decorating technology called the 3D overlay method (TOM).

##### Sales Department II

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

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

We have also entered new fields such as agriculture and animal feed.

##### Sales Section I

###### Products

**Ink ingredients** Dyes, pigments, solvents, resins, various additives

**Others** Resins, film products, molded components, etc.

##### Sales Section II

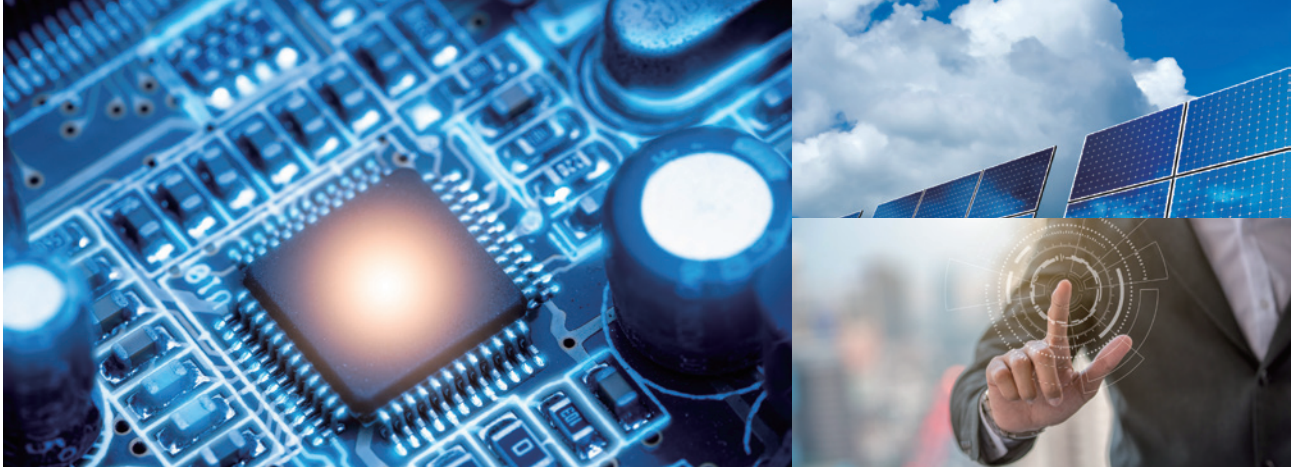
###### Products

**Optical film materials** Resin additives, plasticizers, various functional additives, etc.

**Various functional materials** Materials for semiconductors, photographic chemicals, and printing plates, as well as intermediates (including custom synthesis), etc.

**Materials related to decorative films** Various films for automobiles, building materials, and home appliances; TOM forming machines, etc.

**Agriculture** Various animal feeds, various agricultural materials, 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-related items, batteries, semiconductors and electronics components, and industrial materials. We make meticulous efforts to meet client 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.

In the field of renewable energy, we are focusing on the business of electric power via solar power generation, biomass power generation, and energy storage systems, in addition to materials

for solar cells. Looking ahead to a future hydrogen society, we are also engaged in fuel cells and hydrogen generation equipment. Furthermore, we are focusing on next-generation rechargeable batteries, such as lithium-ion batteries, which are the main power source for electric automobiles. We are also working on the IoT services business to make the tasks of "detecting how things are working" and "knowing the condition of things," which had been dependent on manual labor, more efficient through IoT.

We will continue to strive to develop human resources 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 clients.

#### Products & Services

##### Sales Department I

We sell various industrial products.

###### Products

**Various industrial, electronics, and optics materials** Various industrial materials, such as functional films (industrial, electronics, and optics use), alumina, pitch-based carbon fiber, fluorine resin, silicone, glass, non-woven fabric, and adhesives; MLCC-related materials, extended reality (XR)-related materials, 5G-related materials, apparel-related materials, personal care materials, phase change materials, biochemical ingredients, recycled materials, chemical synthesis services, film deposition services, environmental temperature systems, phosphorescent materials, etc.

**Sensors, robots, and IoT** 3D sensors, sensor materials, collaborative robots, autonomous mobile robots (AMRs), wireless chargers, network equipment, AI & software development, materials related to 5G technology, near-infrared ray spectrometers, smart inspection support services, various IoT systems

##### Sales Department II

We sell materials related to semiconductors and electronic devices, various industrial materials, and products in the energy storage field.

###### Products

**Semiconductor and electronics peripheral components** Si wafers, compound semiconductor wafers, bottom anti-reflective coating (BARC), semiconductor encapsulants and their materials, dicing tapes, semiconductor wafer coating materials

**Energy storage** Lithium-ion battery materials, capacitor materials

##### Sales Department III

We sell products, materials, and environmental materials in the energy generation field.

###### Products

**Energy generation** Solar power generation system-related items (solar panels, power inverters, mounting structures), photovoltaic materials (metal paste, encapsulants, glass, various films), hydrogen energy (fuel cells and related materials), biomass power generation (biomass power generators, biomass fuel)

**Environmental materials** Fluorine resin films for agriculture, highly biodegradable electrical insulation oil



Information & Electronics Division II



Information & Electronics Division III





## Chemicals Division

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

The Chemicals Division leverages our advantages as a *shosha*, or Japanese trading company, with manufacturing and processing bases to offer optimum products, materials, and services to clients, 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 airbag, tire, and gasket materials, thermal interface materials, and other materials used in automobiles as well as ships and aircraft.

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, and plastic products and their materials. The Housing Materials Development Department is in charge of new business development.

#### Products & Services

##### Specialty Chemicals Department

We sell, manufacture on contract, and process materials and intermediates for the plastic, urethane, synthetic fiber, and fine chemical industries. We support environmentally friendly procurement in line with business continuity plans (BCPs) and procurement of development products and materials. We also provide materials for papermaking and cardboard, as well as materials for data recording papers.

##### Products

Synthetic resin and fiber materials, catalysts, antioxidants, ultraviolet absorbers, solvents, polymerization initiators, functional resins, silicone, silane products, health care-related products (silicone tubes), materials for data recording papers, materials for polyurethane foam, products for pipelines, inorganic materials for public infrastructure and civil 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.



Chemicals Division

##### Mobility Chemicals Department

We sell materials for automobile parts and chemicals.

##### Products

Materials for airbags, tires, friction materials, and gaskets; display parts for automobiles, thermal interface materials and motor materials for the EV market

##### Housing Materials Department

We sell a wide range of materials and products for housing, housing materials, and housing equipment manufacturers. We also import and sell wooden materials.

##### 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), wooden interior materials, etc.

##### Housing Materials Development Department

We develop new businesses for wood and housing materials. We make efforts to achieve the Sustainable Development Goals (SDGs), effectively utilize forest resources, review the supply chain, and develop new products.



## 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 agricultural and marine products, and the life science business, which mainly deals in materials for pharmaceuticals and consumer goods, such as insect repellents and insecticides, daily goods, and cosmetics.

Our life science business provides comprehensive solutions in the following areas: manufacturing ingredients for pharmaceutical products and cosmetics at our overseas facilities, procurement of pharmaceutical ingredients, sourcing of materials for regenerative medicine and related equipment, custom synthesis, and pharmaceutical logistics services. We also offer broad solutions for household goods, including

procurement of materials, planning and development, and contract manufacturing.

In the food business, we not only import and sell safe and reliable agricultural and marine products from around the world but also engage in blueberry cultivation, wakame seaweed farming, and marine product processing in Japan. Overseas, we are engaged in agricultural and seafood processing in Vietnam, across the entire supply chain.

In overseas markets, we also offer frozen sushi-grade seafood, frozen shrimp tempura, and frozen desserts, mainly in Europe and North America. In the Asian market, we are promoting trilateral trade of frozen vegetables and frozen fruits.

#### Products & Services

##### Life Science Osaka Sales Department, Life Science Tokyo Sales Department

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

##### Products

**Pharmaceuticals industry** Active pharmaceutical ingredients and intermediates, materials and equipment for regenerative medicine, special reagents for chemical synthesis, catalysts, other fine chemical materials

**Consumer goods industry** Substances for insect repellents and insecticides, solvents, attractants, adhesives, materials for daily goods, cosmetic substances, other fine chemical materials

##### Food Department

From farm to table, we deliver safe and reliable agricultural and marine products to markets around the world.

We also develop new business in a wide range of fields and regions, from primary production and processing to downstream sales, both within the group and to external partners. We grow blueberries in Hokkaido and process agricultural and marine products in Japan and Vietnam.

##### Products

**Agricultural products** Frozen fruits: blueberry, mango, grape, strawberry, etc.  
Frozen vegetables: spinach, broccoli, kabocha squash, burdock root, etc.  
Dried vegetables: perilla, nozawana (pickled turnip greens), coriander, etc.

**Marine products** Shrimp, crab (snow crab), salmon, yellowtail, eel, tuna, whitebait, wakame seaweed, shellfish, etc.

**Processed products** Desserts such as frozen cakes, frozen Asian-style foods, matcha, etc.

**Environment related** Microbial preparations for drainage facility sludge reduction, food residue treatment equipment, etc.



Life Industry Division







## Plastics Division I

### Growing with our clients 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 commodity plastics for building and engineering materials. The Performance Plastics Department deals in high-performance resins and related materials for home appliances, office automation (OA) equipment, and electric and electronic products. The Automotive Products Department I and the Automotive Products Department II deal in plastic compounds and high-performance resins for automobiles and motorcycles.

We operate a total of seven plastic compounding factories across six Asian countries and Mexico, providing comprehensive support from material selection to processing. We are aiming to improve our ability to gather and utilize information by training local staff, which includes measures such as stationing plastic specialists at overseas locations and proactively promoting local staff to managerial positions. We

also have our own warehouses overseas and are working to enhance our logistics functions. By improving our overseas bases in this way, we can provide meticulous support to clients who wish to move factories overseas or begin production abroad. In addition to plastic compounds, we will also engage in joint ventures and cross-industry collaborations while further strengthening and expanding our manufacturing bases and processing technologies in Japan and overseas, taking advantage of the Group's strengths in excellent development capabilities and unique technology.

Going forward, we will develop human resources with even more advanced expertise, provide products and services that contribute to resolving issues such as environmental conservation and safety, and continue to be a partner that provides creative solutions and to foster mutual growth with our clients.

#### 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, synthetic rubbers, plastic products (profile extrusion products, film and sheets, packaging materials), molding machines and auxiliary equipment, environmentally friendly resin

##### Performance Plastics Department

We offer an optimized global supply of plastic materials with a focus on OA, home appliance, and electric and electronic product markets.

We act as a coordinator between customers and suppliers. For Japanese clients planning for global expansion, we offer support by providing information on such topics as market research results, 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 automotive market.

##### Products

From commodity plastics to super engineering plastics, molding machines and auxiliary equipment, laser welding machines, heat dissipation 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. We also offer molded products through our Group company I & P Co., Ltd.

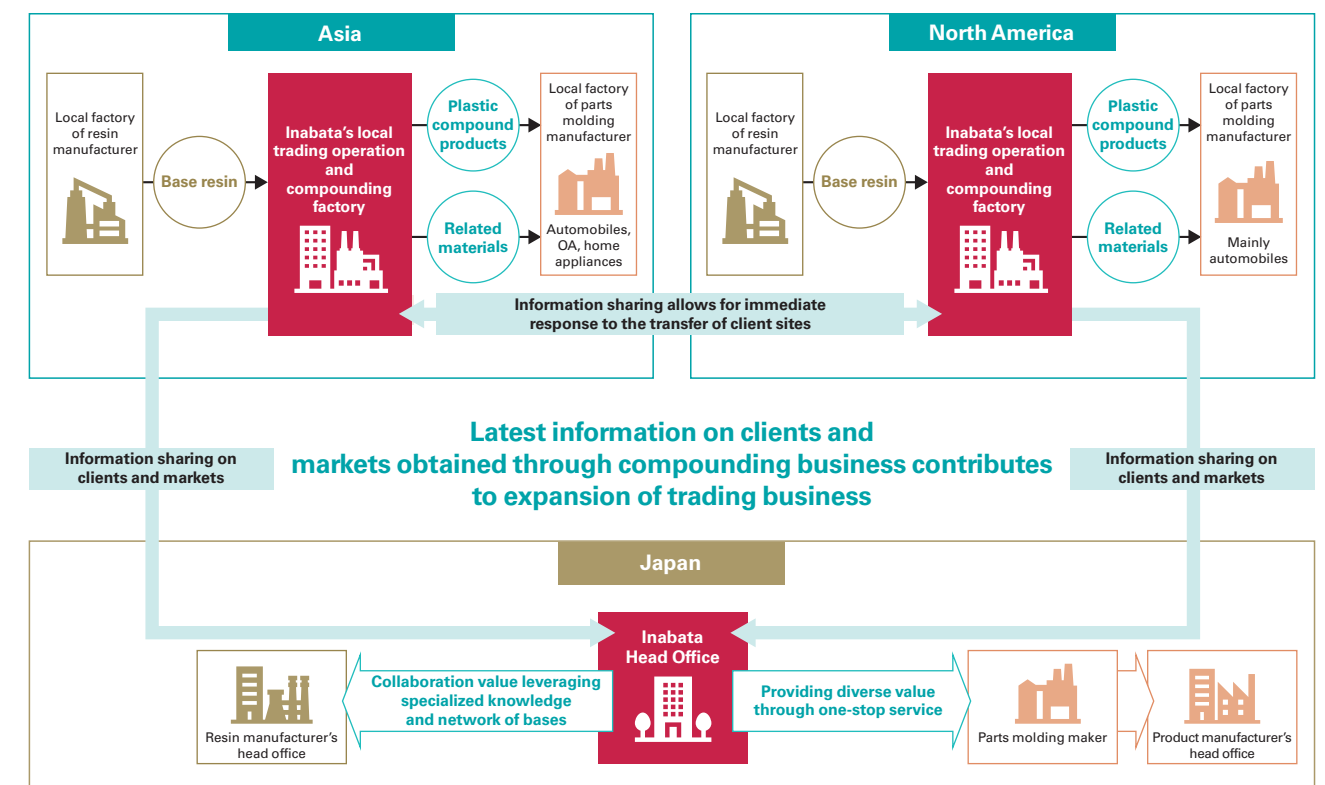
Inabata has obtained ISCC PLUS, a certification issued by the International Sustainability & Carbon Certification (ISCC), demonstrating our capability to provide materials that reduce environmental impact.

##### Products

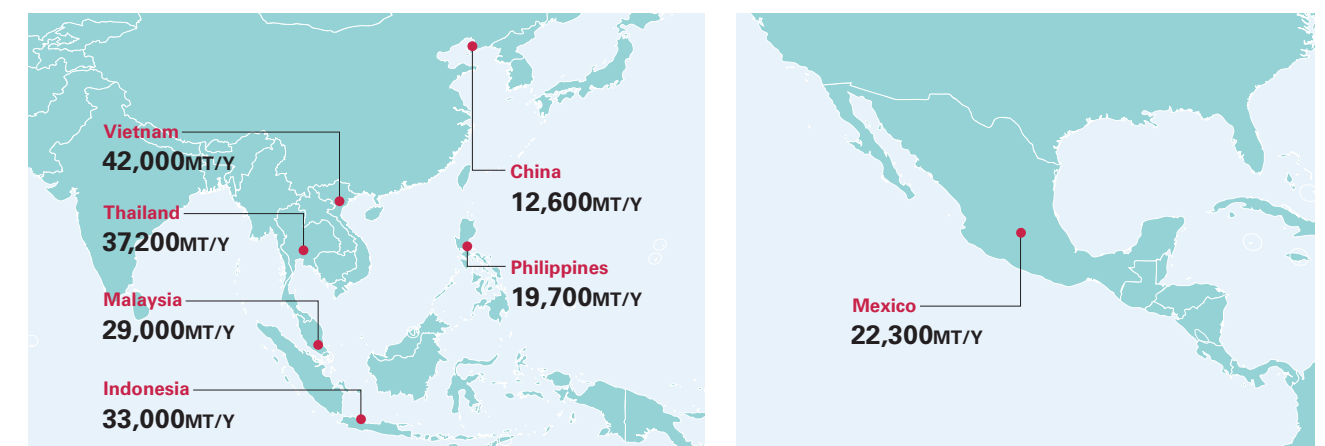
Various materials reducing environmental impact (recycled materials, bioplastics, biodegradable plastics, etc.), cellulose nanofiber (CNF) and resin composite materials, stretchable printed circuit boards (PCBs), technology to join materials of different substances, "impact-processed" aluminum products



### Business model for the plastic compounding business



### Annual production capacity of plastic compounds (MT/Y) (As of July 1, 2025)



7 locations in 7 countries Total annual production capacity: 195,800MT/Y



Plastics Division I



Plastics Compound Business Office





## Plastics Division II

### Providing total solutions for films and sheets

The Plastics Division II is involved in planning, selecting materials, and manufacturing/processing films and sheets. We also plan final products and deal with almost 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, resins 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.

These manufacturing and sales companies are working toward the realization of a circular society for resources by producing and selling products from recycled resin materials manufactured by affiliated companies.

As a comprehensive packaging planner in the film industry, we will continue to expand our business in Japan and overseas.

#### Products & Services

##### Industrial Materials Department

We sell various domestic and imported polyolefin resin materials. We also sell film products and recycled plastic products, and manufacture and sell recycled plastic materials and products.

###### Products

LLDPE\*<sup>1</sup>, HDPE\*<sup>2</sup>, LDPE\*<sup>3</sup>, PP\*<sup>4</sup>, other polyolefin resins, recycled plastic materials and products, film products

##### 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 environmentally friendly plastic

##### Sports & Lifestyle Department

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

###### Products

Sporting goods (over-grips for tennis, badminton, and baseball, vibration-absorbing materials for tennis rackets, general sports accessories), resins for sheets (PP, PS\*<sup>5</sup>, PET\*<sup>6</sup>), various resin sheets and molded products (PP, PS, PET)

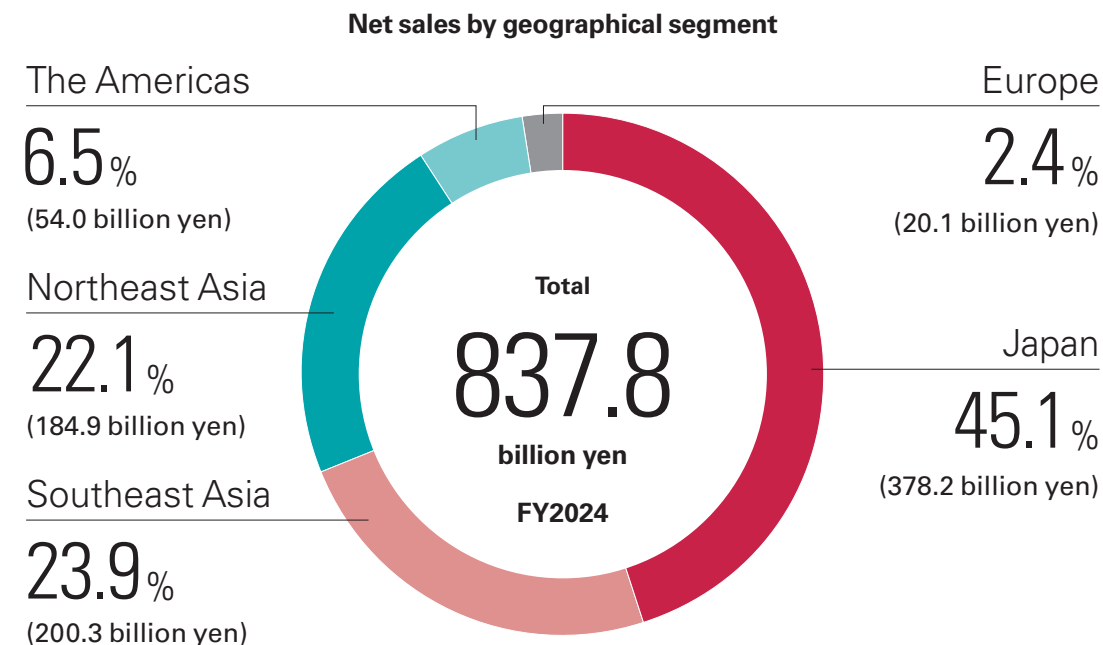
\*1 LLDPE: Linear low-density polyethylene  
\*2 HDPE: High-density polyethylene  
\*3 LDPE: Low-density polyethylene  
\*4 PP: Polypropylene  
\*5 PS: Polystyrene  
\*6 PET: Polyethylene terephthalate



Plastics Division II

## Inabata's Business by Region

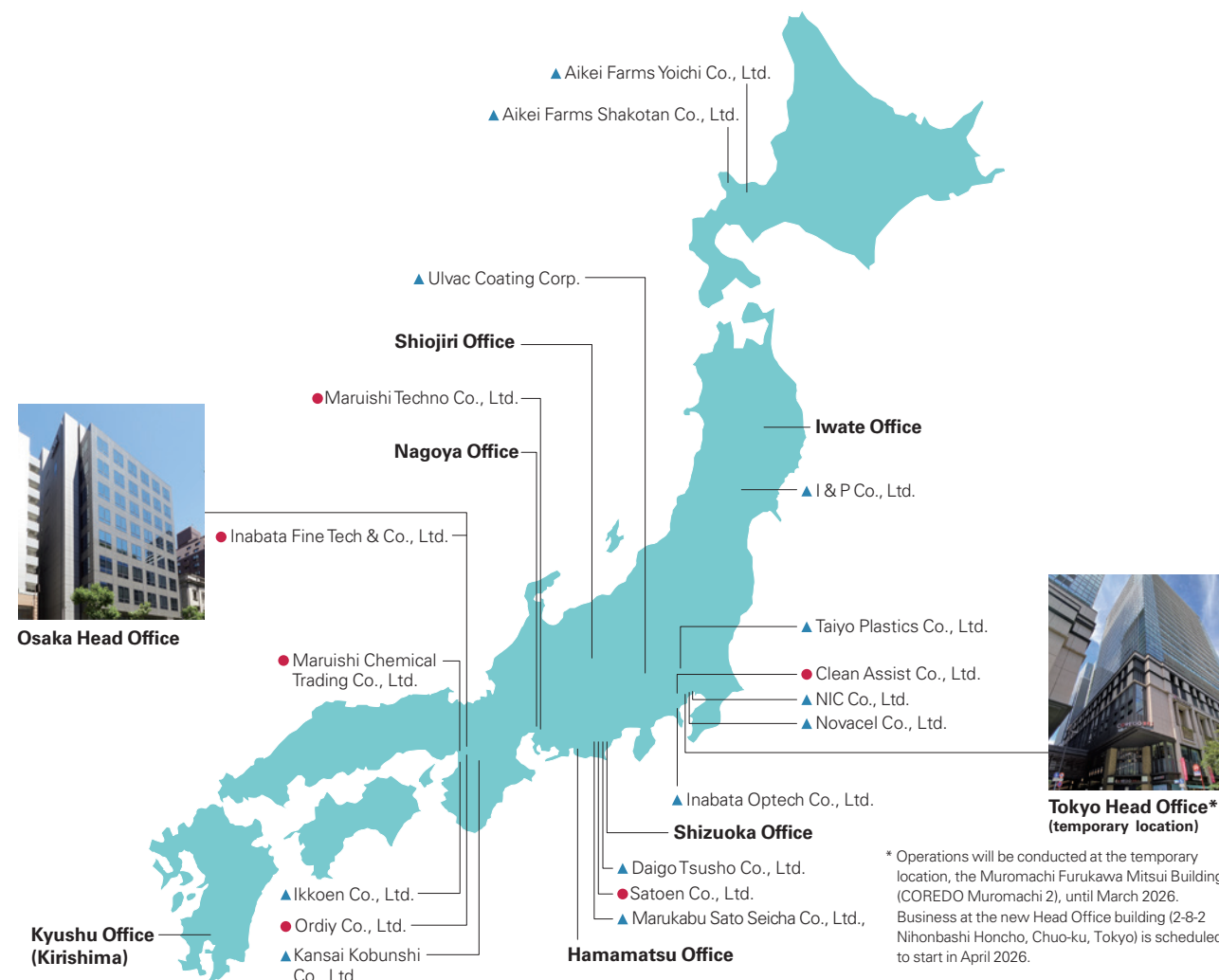
Note: Figures are rounded down to the nearest 0.1 billion yen.



## Japan

● Trading company ▲ Manufacturing & processing base

(As of July 1, 2025)





Southeast Asia and India

Net sales 200.3 billion yen    Operating profit 8.8 billion yen  
Consolidated number of employees 2,468

We have 11 manufacturing and processing bases in the region and are focused on expanding business in each segment.



**Kazunori Fukui**  
Executive Officer  
General Manager,  
Southeast Asia

Southeast Asia is an important region where our processing bases for plastic compound, our key business, are concentrated. We sell plastic products, mainly for the three major fields of electric and electronic products, OA, and automobiles and motorcycles, at 39 bases across 10 countries. We will further cultivate Southeast Asia's rapidly growing automotive business. In addition, we will focus on cultivating new businesses related to the environment, primarily those concerning recycling, energy-related businesses such as solar power generation, and those in food and agriculture. We are also expanding our business not only with Japanese companies but also with non-Japanese companies. In the rapidly growing Indian market, we continue to focus on the chemicals and information & electronics sectors, building on our existing synthetic resin-related business.

Business

- Plastics for automobiles, home appliances, OA equipment
- Materials for printers
- Materials and rubber products for the automotive industry
- Materials and products for packaging

Action

Initiatives for a decarbonized society

As part of the sustainability strategy in our medium-term management plan NC2026, we began processing garbage bags containing biomass materials at our manufacturing companies in Japan and overseas, and began selling these to the Japanese market. In Thailand, we launched a resin recycling and processing plant and began sales domestically in the country. We will also utilize the manufacturing functions at a new company launched in Japan to develop plastic of various grades. We will contribute to building a sustainable society by developing environmentally friendly products while launching sales activities in India, such as those related to solar power generation.

Facilities    ● Trading company    ▲ Manufacturing & processing base



The Americas

Net sales 54.0 billion yen    Operating profit 1.2 billion yen  
Consolidated number of employees 357

In the vast Americas market, we are actively working to expand our business by strengthening collaboration within the Group.



**Max Inoue**  
General Manager,  
The Americas

Focusing on key areas such as automotive, environmental and energy, food products, and life sciences, the Group operates across a total of 10 locations in the United States, Mexico, and Brazil. We mainly deal in electronics materials, functional chemicals, plastics, and digital printing materials. In addition, we are expanding food-related businesses through our subsidiary, DNI Group, LLC. In rapidly growing Mexico, we are focusing on sales of synthetic resins for the automotive sector in cooperation with multiple manufacturing companies, while also expanding our business into food and functional chemicals. In Brazil, we are also concentrating on sales of synthetic resins for the automotive, medical, and electric and electronic sectors, as well as functional chemicals.

Business

- Electronics materials (including those related to semiconductors)
- Digital printing materials (inkjet, toner)
- Functional chemicals
- Plastics
- Processed products in agriculture and marine industries
- Components related to the environment and energy industry (including those for EV batteries and solar power)
- Materials for pharmaceutical products

Action

Improving production facilities at our plastic compounding factory in Mexico

In Mexico, which is continuing to grow as a major production base for automotive parts in the Americas, we operate our own plastic compounding factory (IK Plastic Compound Mexico, S.A. de C.V.), and aim to expand our sales base for plastics products by integrating manufacturing and sales.

Facilities    ● Trading company    ▲ Manufacturing & processing base



Northeast Asia

Net sales 184.9 billion yen    Operating profit 5.1 billion yen  
Consolidated number of employees 448

We are expanding Inabata's core businesses by harnessing our network spread over 20 cities in China, Taiwan, and South Korea.



**Takaharu Ookura**  
Executive Officer  
General Manager,  
Northeast Asia

In this core region that accounts for 22% of our consolidated net sales, we offer businesses leveraging our network spread over 20 cities in China, Taiwan, and South Korea. Starting mainly with FPD components, we are focused on plastics for automotive, OA, and electric and electronic products. We expect further increase in profits in our China business, where we seek to proactively invest our management resources in growth sectors, such as semiconductors, energy, EV and mobility, medical products and medicine, agriculture and food products, high-tech materials, and environment-related products.

Business

- Plastics for the mobility, OA, electric and electronic, and home appliance areas
- Components for FPDs
- Functional chemicals compliant with environmental regulations

Action

Strengthening collaboration with business locations and divisions to expand sales

In the Northeast Asia region, which has undergone significant change in the business environment, we will expand sales in the mobility and semiconductor sectors by strengthening collaboration among locations and divisions within the region and offering products with new supply chain functions that only we can provide. We will also increase exports of Chinese-made chemicals, plastics, and environmental products.

Facilities    ● Trading company    ▲ Manufacturing & processing base



Europe

Net sales 20.1 billion yen    Operating profit 0.5 billion yen  
Consolidated number of employees 77

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



**Daisuke Kobayashi**  
President,  
Inabata Europe GmbH

In Europe, we deal in a wide range of products in various segments, such as inkjet ingredients, energy-related products, automobile components, and functional chemicals. Our Group companies manufacture and sell medical products, materials for cosmetics, and other products in France. In the future, we will also seek to focus on businesses in the environmental sector, such as selling materials for the EV battery field and developing plant-based materials for the cosmetics field.

Business

- Inkjet products and materials
- EV-related products
- Medical products, materials for cosmetics
- Functional chemicals
- Hydrogen-related products
- Synthetic resins (automobiles, recycling)

Action

Focusing on the development and sale of natural materials with technology from investee start-ups

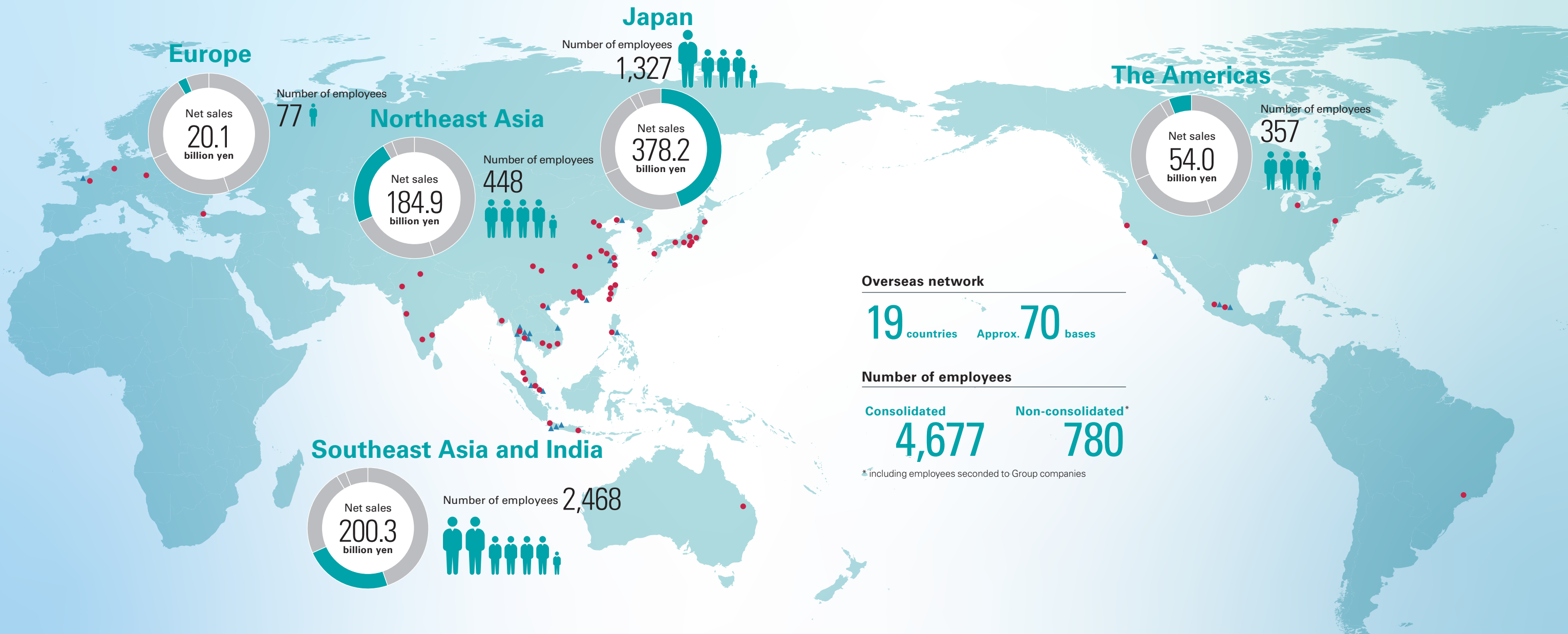
In France, we have invested in Antoféol, a start-up with unique technology capable of efficiently generating plant extracts. We are focusing on developing natural material products that are eco-friendly, upcycling in nature, and sustainable. Our aim is to expand our business in a wide range of areas including cosmetics, fragrances, food products, living environments, and life sciences.

Facilities    ● Trading company    ▲ Manufacturing & processing base



Inabata’s network extending across approximately 70 bases in 19 countries worldwide

Sales and number of employees by region (FY2024 or as of March 31, 2025) ● Trading company ▲ Manufacturing & processing base



Europe	
Germany	Dusseldorf
France	Suburb of Paris Normandy
Turkey	Istanbul
Czech	Prague

Southeast Asia / India / Australia	
Singapore	
Malaysia	Kuala Lumpur Penang, Johor
Indonesia	Jakarta, Surabaya Bekasi (suburb of Jakarta)
Philippines	Binan (suburb of Manila)
Vietnam	Hanoi, Ho Chi Minh City, Haiphong, Da Nang, Duc Trong
Cambodia	Phnom Penh
Thailand	Bangkok, Samut Prakan (suburb of Bangkok), Ayutthaya, Sriracha (suburb of Laem Chabang), Chonburi
Myanmar	Yangon
India	Gurugram (suburb of Delhi), Chennai, Pune, Ahmedabad Bangalore
Australia	Brisbane

Northeast Asia	
China	Hong Kong, Shanghai, Wuxi, Ningbo, Chengdu, Nanjing, Hefei, Chongqing, Beijing, Dalian, Tianjin, Guangzhou, Dongguan, Wuhan, Shenzhen
Taiwan	Hsinchu, Tainan, Taichung, Taipei
South Korea	Seoul

Japan	
	Tokyo, Osaka, Nagoya, Iwate, Shiojiri, Shizuoka, Hamamatsu, Kirishima (Locations of sales and marketing offices only)

The Americas	
United States	New York, Los Angeles, Detroit, Novato (California)
Mexico	Queretaro, Tijuana, Silao
Brazil	Sao Paulo

(As of July 1, 2025)



Consolidated Subsidiaries and Affiliates (As of July 1, 2025)

Consolidated subsidiaries

● Trading company ▲ Manufacturing & processing base

Company Name	Countries and Regions		Business
Japan			
▲ I & P Co., Ltd.	Japan	Osaki, Miyagi	Molding and processing of synthetic resins
▲ Ikkoen Co., Ltd.	Japan	Sakai, Osaka	Processing and sale of marine products
● Inabata Fine Tech & Co., Ltd.	Japan	Osaka	Sale of chemicals, food
▲ NIC Co., Ltd.	Japan	Tokyo	Processing and sale of plastic film products
● Ordiy Co., Ltd.	Japan	Osaka	Processing of plastic film products and packaging materials; design and marketing of supplementary equipment and systems
▲ Kansai Kobunshi Co., Ltd.	Japan	Yamato-Koriyama, Nara	Manufacturing of plastic films
● Satoen Co., Ltd.	Japan	Shizuoka	Sale of tea and food
▲ Daigo Tsusho Co., Ltd.	Japan	Shizuoka	Sale of materials and machinery for food packaging, manufacturing and sale of processed agricultural and marine products
▲ Taiyo Plastics Co., Ltd.	Japan	Hasuda, Saitama	Manufacturing of plastic films
▲ Novacel Co., Ltd.	Japan	Tokyo	Research, development, production, and sale of resin compounds
● Maruishi Chemical Trading Co., Ltd.	Japan	Osaka	Sale of chemicals
● Maruishi Techno Co., Ltd.	Japan	Nagoya, Aichi	Sale of water treatment chemicals for air conditioning systems, maintenance of air conditioning equipment, sale of various paints
▲ Marukabu Sato Seicha Co., Ltd.	Japan	Shizuoka	Manufacture and sale of tea
Southeast Asia / India			
● Inabata India Private Ltd.	India	Gurugram (Delhi suburb)	Import & export and sale of synthetic resins, electronic materials, and chemicals
▲ PT. IK Precision Indonesia	Indonesia	Bekasi (Jakarta suburb)	Molding and processing of synthetic resins
▲ PT. Inabata Creation Indonesia	Indonesia	Bekasi (Jakarta suburb)	Processing of grip tapes for tennis rackets
● PT. Inabata Indonesia	Indonesia	Jakarta	Import & export and sale of synthetic resins and chemicals
▲ PT. S-IK Indonesia	Indonesia	Bekasi (Jakarta suburb)	Compounding of resins
● Inabata Malaysia Sdn. Bhd.	Malaysia	Kuala Lumpur	Import & export and sale of synthetic resins
▲ SIK Color (M) Sdn. Bhd.	Malaysia	Johor	Compounding of resins
▲ IK Plastic Compound Phils. Inc.	Philippines	Binan (Manila suburb)	Compounding of resins
● Inabata Philippines, Inc.	Philippines	Binan (Manila suburb)	Sale of synthetic resins
● Inabata Singapore (Pte.) Ltd.	Singapore	Singapore	Import & export and sale of synthetic resins, electronic materials, and chemicals
▲ Novacel Singapore (Pte.) Ltd.	Singapore	Singapore	Research, development, production, and sale of resin compounds
▲ Apple Film Co., Ltd.	Thailand	Samut Prakan (Bangkok suburb)	Manufacturing of plastic films
▲ Hi-Tech Rubber Products Co., Ltd.	Thailand	Ayutthaya	Molding and processing of rubber products
● IKT Consulting Co., Ltd.	Thailand	Bangkok	Sale of machinery and provision of various services
● Inabata Thai Co., Ltd.	Thailand	Bangkok	Import & export and sale of synthetic resins, chemicals, food, and machinery
● Maruishi Chemical (Thailand) Co., Ltd.	Thailand	Bangkok	Sale of chemicals
▲ Novacel (Thailand) Co., Ltd.	Thailand	Bangkok	Research, development, production, and sale of resin compounds
▲ SIK (Thailand) Ltd.	Thailand	Samut Prakan (Bangkok suburb)	Compounding of resins
▲ Apple Film Da Nang Co., Ltd.	Vietnam	Da Nang	Manufacturing of plastic films
● Inabata Vietnam Co., Ltd.	Vietnam	Hanoi	Import & export and sale of synthetic resins, electronic materials, and chemicals
▲ SIK Vietnam Co., Ltd.	Vietnam	Haiphong	Compounding of resins
Northeast Asia			
●▲ Inabata Industry & Trade (Dalian F.T.Z.) Co., Ltd.	China	Dalian	Compounding of resins; import & export and sale of synthetic resins and chemicals

Company Name	Countries and Regions		Business
● Inabata Sangyo (H.K.) Ltd.	China	Hong Kong	Import & export and sale of synthetic resins, machinery, electronic materials, and chemicals
▲ Novacel (Hong Kong) Ltd.	China	Hong Kong	Research, development, production, and sale of resin compounds
● Guangzhou Inabata Trading Co., Ltd.	China	Guangzhou	Import & export and sale of synthetic resins, machinery, electronic materials, and chemicals
● Shanghai Inabata Trading Co., Ltd.	China	Shanghai	Import & export and sale of synthetic resins and chemicals
▲ Shanghai Inabata Fine Chemical Co., Ltd.	China	Shanghai	Processing of coating materials
● Inabata Korea & Co., Ltd.	South Korea	Seoul	Import & export and sale of electronic materials
● Taiwan Inabata Sangyo Co., Ltd.	Taiwan	Hsinchu	Import & export and sale of electronic materials, semiconductor-related equipment, and chemicals
The Americas			
▲ IK Plastic Compound Mexico, S.A. de C.V.	Mexico	Silao	Compounding of resins
● Inabata Mexico, S.A. de C.V.	Mexico	Queretaro	Sale of synthetic resins
▲ NH Inabata, S. de R.L. de C.V.	Mexico	Queretaro	Design and production, installation, and distribution of overhead traveling cranes
● DNI Group, LLC	United States	Novato (California)	Import & export and sale of food
● Inabata America Corp.	United States	New York	Import & export and sale of electronic materials, chemicals, and synthetic resins
Europe			
● Inabata France S.A.S.	France	Issy-les-Moulineaux (Paris suburb)	Import & export and sale of chemicals
▲ Pharmasynthese S.A.S.	France	Normandy	Manufacturing of pharmaceuticals, materials for cosmetics, and fine chemicals
● Inabata Europe GmbH	Germany	Dusseldorf	Import & export and sale of electronic materials, chemicals, and synthetic resins

Equity-method affiliates

Company Name	Countries and Regions		Business
▲ Ulvac Coating Corp.	Japan	Chichibu, Saitama	Manufacturing of electronics and optical industrial materials
● Clean Assist Co., Ltd.	Japan	Tokyo	Sale of plastic films and plastic sundries

Other affiliates

Company Name	Countries and Regions		Business
Japan			
▲ Aikei Farms Shakotan Co., Ltd.	Japan	Shakotan, Hokkaido	Production and sale of agricultural products
▲ Aikei Farms Yoichi Co., Ltd.	Japan	Yoichi, Hokkaido	Production and sale of agricultural products
▲ Inabata Optech Co., Ltd.	Japan	Kawasaki, Kanagawa	Research and development of encapsulants for optical semiconductor devices
Southeast Asia			
▲ Clover Plastics (Thailand) Co., Ltd.	Thailand	Chonburi	Manufacturing and sale of recycled plastic
The Americas			
● Inabata Brazil Import and Export Ltd.	Brazil	Sao Paulo	Sale of chemicals and synthetic resins
Australia			
● Inabata Australia Pty. Ltd.	Australia	Brisbane	Export of roughage, etc., import and sale of resin products, etc.

## Environmental initiatives

### Carbon Neutrality Declaration 2050

In June 2022, the Inabata Group announced its Carbon Neutrality Declaration 2050, which states its aim to reduce greenhouse gas (GHG) emissions caused by its business activities to net zero emissions\* by FY2050.

In May 2024, as one of the goals of Sustainability Medium-term Plan 2026, we also set interim targets to reduce emissions by 25% by FY2026 and by 42% by FY2030, both compared to FY2022 levels. While promoting energy-saving activities and work efficiency improvements in our offices and factories, we will also work to introduce renewable energy and take other measures to reduce GHG emissions toward achieving carbon neutrality.

\* Our own GHG emissions: Scope 1 (use of fuel at our Company) and Scope 2 (use of electricity and heat purchased by our Company)

### Sustainability-related certifications

In recent years, there has been growing momentum for environmentally and socially conscious products. Meanwhile, the world has become more discerning against the practice of greenwashing\*<sup>1</sup>. Amid this social context, the Inabata Group is working to acquire sustainability-related certifications. As a trading company supporting the supply chain, we have obtained chain-of-custody (CoC)\*<sup>2</sup> certifications such as forest certifications, sustainable fishing and aquaculture certifications, biomass and recycled material certifications, and biomass fuel certifications. Through our business, we will contribute to the preservation of the global environment.

\*<sup>1</sup> The practice of attempting to appear environmentally friendly while only making superficial efforts

\*<sup>2</sup> A mechanism to certify proper management and processing throughout the processing and logistics stages

## Social initiatives

### 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 Institut francais du Japon - Kansai, 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.



President Katsutaro Inabata received the Legion of Honor award in March 2021 for his contribution to exchange between Japan and France, serving as the president of the Société franco-japonaise d'Osaka.

### 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 former counselor, Katsuo Inabata, became the honorary consul in Osaka in 1973. He also established the Sociedade Luso-Nipónica de Osaka in 1994 to commemorate 450 years of friendly exchange between the two countries, and served as its president. Katsutaro Inabata, the sixth and current president of Inabata & Co., Ltd., is actively promoting cultural exchange between Japan and Portugal as the president of the Sociedade Luso-Nipónica de Osaka, which celebrated its 30th anniversary in 2024.



Concert at the 30th anniversary celebrations

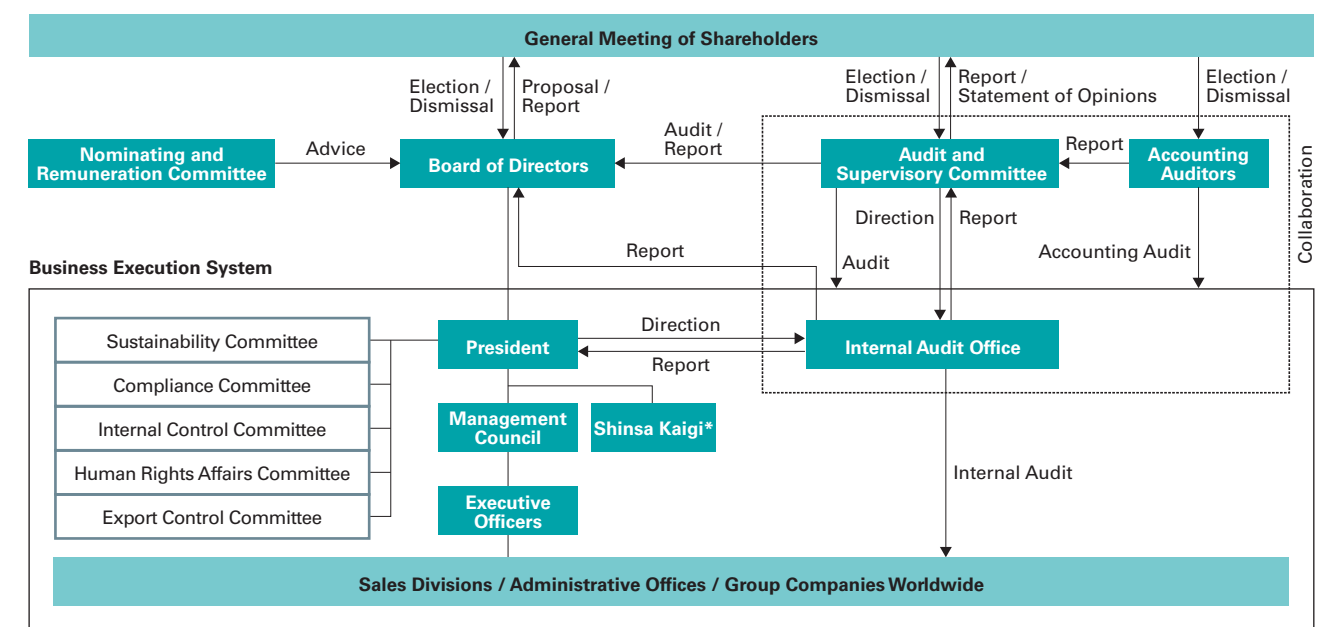
## Corporate governance

### Basic approach

The Company's Mission is "People come first, based on the spirit of 'love (*ai*)' and 'respect (*kei*)', and together we strive towards contributing to the development of society." Based on this Mission, we consider it essential to develop and build a solid corporate governance system that serves as a foundation to ensure

transparency and fairness in management and carry out prompt and bold decision-making to handle the responsibilities entrusted to us by shareholders, business partners, employees, and all stakeholders who support our corporate activities, while continuously improving our corporate value.

### Corporate governance system (As of July 1, 2025)



\* An institution to review important matters related to business execution, investment and loan projects, and credit

### External evaluation

Inabata & Co., Ltd. has been selected as a constituent stock of the FTSE Blossom Japan Index and the FTSE Blossom Japan Sector Relative Index—environmental, social, and governance (ESG) investment indices developed by global index provider FTSE Russell. These indices are designed to measure the performance of Japanese corporations that demonstrate strong ESG practices.

We will continue to advance ESG initiatives to raise our corporate value over the long term while contributing to building a sustainable society.



**FTSE Blossom Japan Index**



**FTSE Blossom Japan Sector Relative Index**

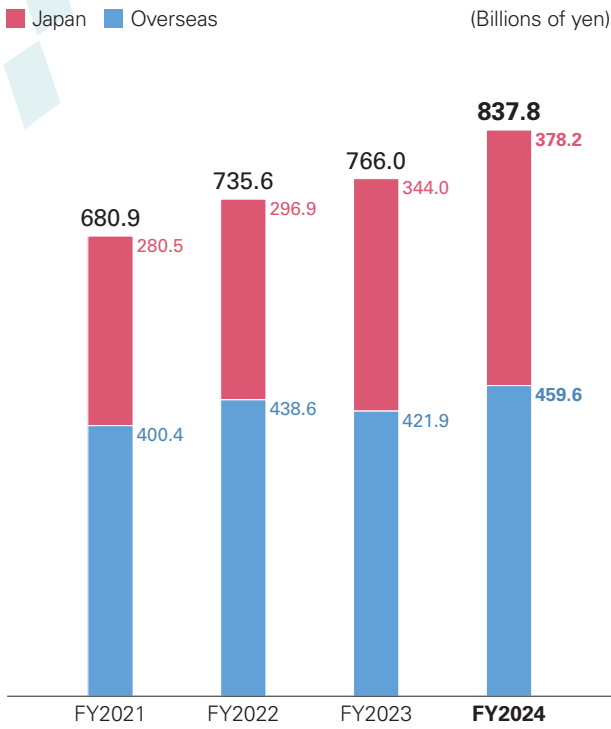


Details of Sustainability Medium-term Plan 2026

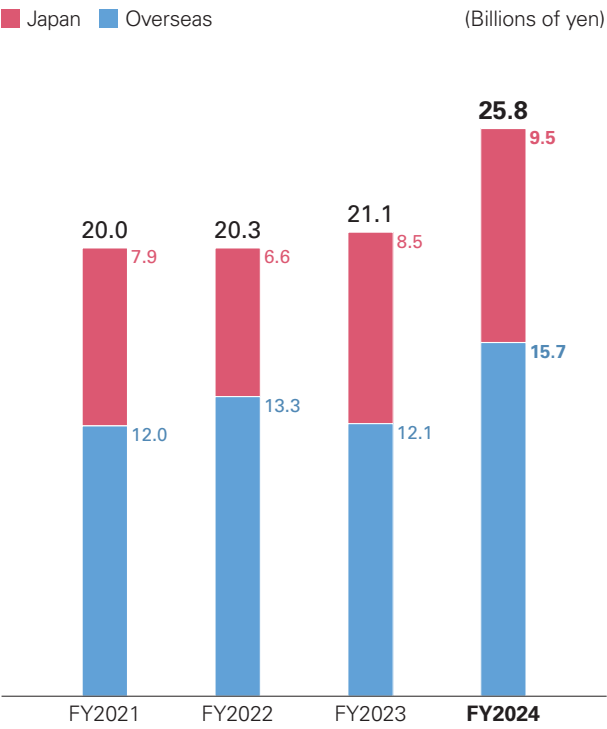


Financial Highlights

Net sales

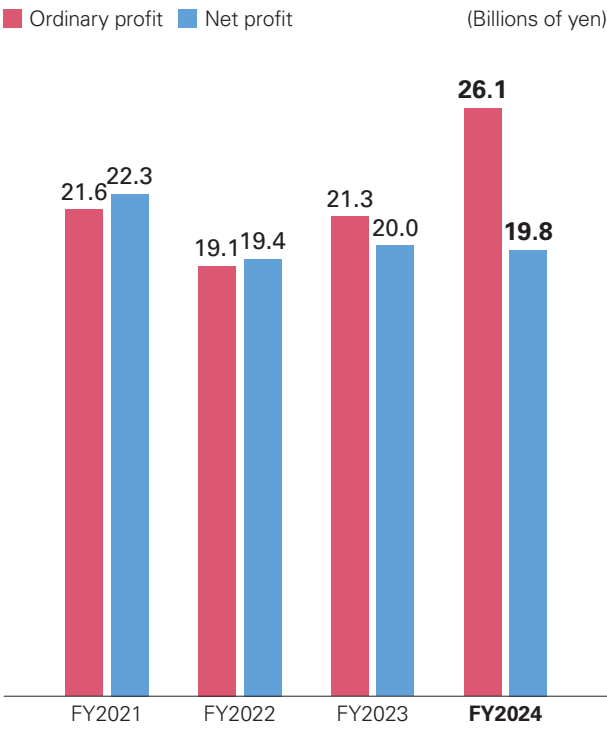


Operating profit



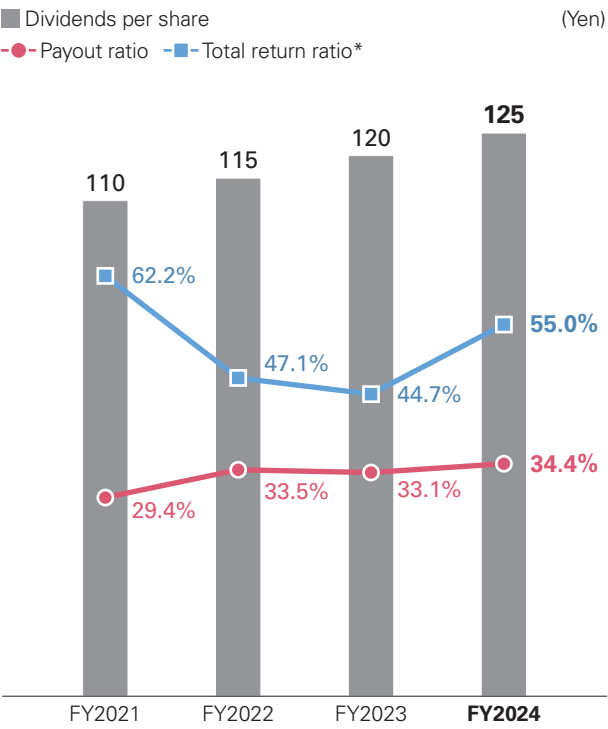
Note: The difference between consolidated operating profit and the sum of operating profit in Japan and overseas is attributable to eliminations in consolidated accounts.

Ordinary profit and net profit\*



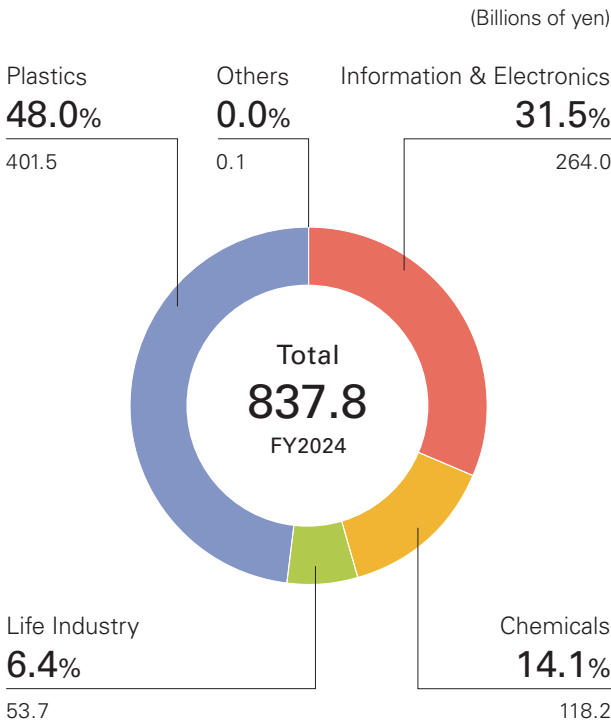
\* Profit attributable to owners of parent

Dividends per share and shareholder return indicators

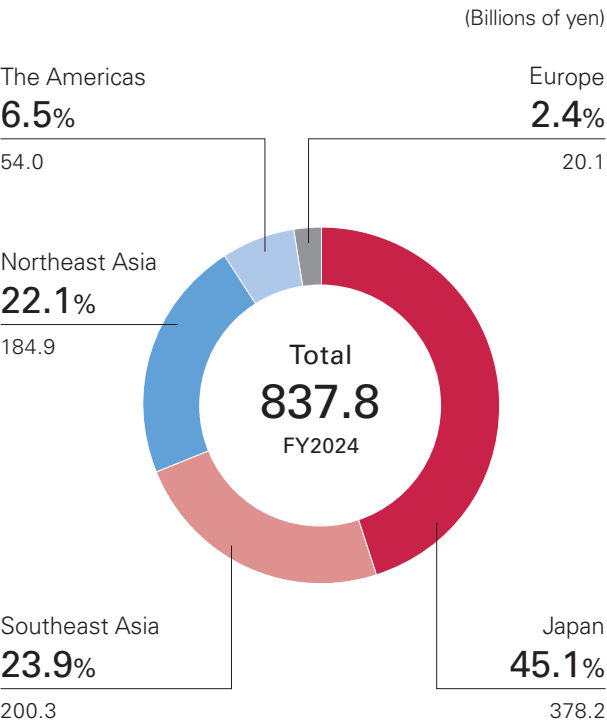


\* Total return ratio = [(dividends + treasury shares acquired) ÷ consolidated net profit] x 100

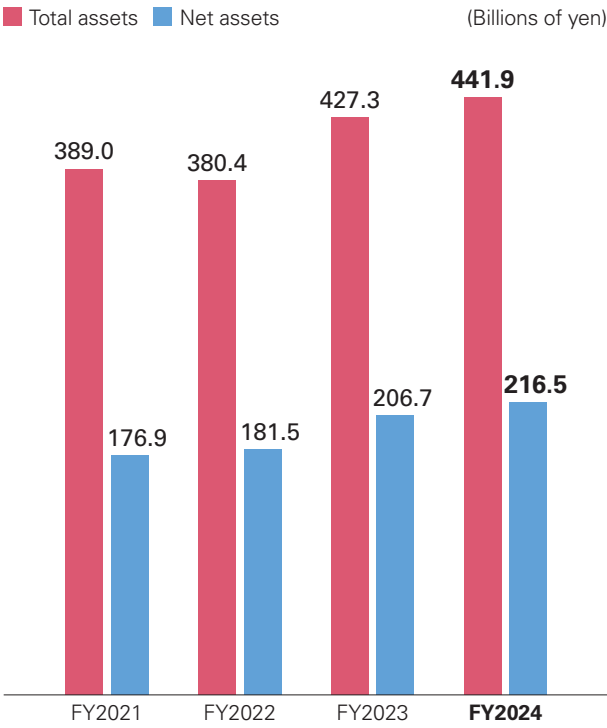
Net sales by business segment



Net sales by geographical segment



Total assets and net assets



Equity capital and equity ratio



Management (As of July 1, 2025)



**Katsutaro Inabata**  
Director, President



**Toyohiro Akao**  
Director, Senior Managing Executive Officer



**Kenichi Yokota**  
Director, Senior Managing Executive Officer



**Noriaki Takeshita**  
Director



**Osamu Chonan**  
Director



**Hisayuki Suekawa**  
Director



**Mari Ikegaki**  
Director



**Nobukazu Kuboi**  
Director, Audit and Supervisory Committee Member



**Minoru Sanari**  
Director, Audit and Supervisory Committee Member



**Tomokazu Fujisawa**  
Director, Audit and Supervisory Committee Member



**Noriya Yokota**  
Director, Audit and Supervisory Committee Member



**Shiho Ito**  
Director, Audit and Supervisory Committee Member

**Katsutaro Inabata**  
Director, President

**Toyohiro Akao**  
Director, Senior Managing Executive Officer  
Information & Electronics, Life Industry (assisting), Northeast Asia

**Kenichi Yokota**  
Director, Senior Managing Executive Officer  
Administrative Affairs

**Noriaki Takeshita**  
Director  
(Advisor, Sumitomo Chemical Co., Ltd.)

**Osamu Chonan**  
Director  
(Outside Director, Lotte Co., Ltd.)

**Hisayuki Suekawa**  
Director  
(Unaffiliated Director, Morishita Jintan Co., Ltd.)

**Mari Ikegaki**  
Director  
(Former Managing Director, Morgan Stanley)

**Nobukazu Kuboi**  
Director, Audit and Supervisory Committee Member

**Minoru Sanari**  
Director, Audit and Supervisory Committee Member  
(Special Counsel, Hayakawa Law Offices)

**Tomokazu Fujisawa**  
Director, Audit and Supervisory Committee Member  
(Former Director, Audit & Supervisory Committee Member, Astellas Pharma Inc.)

**Noriya Yokota**  
Director, Audit and Supervisory Committee Member  
(Senior Advisor, Japan Activation Capital, Inc.)

**Shiho Ito**  
Director, Audit and Supervisory Committee Member  
(Shiho Ito Certified Public Accountant's Office)

**Koji Nakano**  
Managing Executive Officer  
Plastics, Southeast Asia

**Yutaka Takahashi**  
Managing Executive Officer  
Chemicals, Life Industry, the Americas, Europe

**Shinya Kawai**  
Executive Officer  
Plastics (assisting),  
General Manager, Plastics Division I,  
General Manager, Plastics Compound Business Office

**Katsutoshi Tanaka**  
Executive Officer  
(President, Inabata Fine Tech & Co., Ltd.)

**Tsuyoshi Maruta**  
Executive Officer  
Northeast Asia (assisting),  
General Manager, Information & Electronics Division I

**Koichi Noda**  
Executive Officer  
General Manager, Financial Management Office

**Takaharu Ookura**  
Executive Officer  
General Manager, Northeast Asia

**Masato Tsunoda**  
Executive Officer  
General Manager, Risk Management Office

**Hiroyuki Furubayashi**  
Executive Officer  
General Manager, Human Resources Office

**Kazunori Fukui**  
Executive Officer  
General Manager, Southeast Asia

Notes: 1. Directors Osamu Chonan, Hisayuki Suekawa, Mari Ikegaki, Minoru Sanari, Tomokazu Fujisawa, Noriya Yokota, and Shiho Ito are outside directors.  
2. Directors' roles noted in brackets are either past positions or current principal concurrent roles.  
3. Executive officers' roles noted in brackets are their roles at the places they have been seconded.

Corporate Information (As of July 1, 2025)

**Company name**  
Inabata & Co., Ltd.

**Founded**  
October 1, 1890

**Incorporated**  
June 10, 1918

**Paid-in capital**  
9,364 million yen

**Domestic offices**  
Osaka Head Office, Tokyo Head Office,  
Nagoya Office, Iwate Office, Shiojiri Office,  
Shizuoka Office, Hamamatsu Office,  
Kyushu Office (Kirishima)

**Overseas offices**  
Approximately 70 locations in 19 countries including  
Singapore, Bangkok, Jakarta, Shanghai, Hong Kong,  
Taipei, Los Angeles, New York, and Dusseldorf

**Number of employees (As of March 31, 2025)**  
Non-consolidated: 780  
(including employees seconded to Group companies)  
Consolidated: 4,677

**Independent auditors**  
KPMG AZSA LLC

**Securities code**  
Tokyo Stock Exchange Prime Market 8098

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



We have launched a new page on our website titled Founder Inabata Manga: Unravelling the legacy- "The Tales of Katsutaro Inabata," offering an easy-to-understand introduction to the origins of the Company.

