Progress of the Sustainability Medium-term Plan 2026

The Inabata Group has established the Sustainability Medium-term Plan 2026 as part of the management base strategy within the medium-term management plan NC2026 and is advancing initiatives toward key performance indicators (KPIs) and targets for each materiality. The results for the first year, FY2024, are as follows and show steady progress.

The Sustainability Committee is responsible for setting KPIs and monitoring progress, while the Board of Directors provides oversight.

For more information on the Sustainability Medium-term Plan 2026, please refer to the Sustainability section of our website.
For information on risks, opportunities, and key initiatives related to materiality, please refer to Sustainability Management on pages 65–66.

Creating sustainable value

- Contributing to a decarbonized and circular society; sustainable use of natural capital
- Contributing to safety, security, and well-being
- Providing value through resilience in procurement and supply functions

[Definition of progress status] ◎ : Target achieved ○ : Progressing smoothly △ : Needs further effort

Strategy	KPIs and targets (April 2024 to March 2027)	FY2024 results	(Reference) FY2023 results	Boundary	Progress status
Achieve carbon neutrality in business activities	Reduce greenhouse gas (GHG) emission (Scope 1 and 2) by 25% compared to FY2022 levels	Reduced by 12.9% compared to FY2022	Reduced by 3% compared to FY2022	Consolidated	○
Contribute to the global environment through the business	Achieve net sales of 100 billion yen*1 for environment-related business	¥43.5 billion	¥38.6 billion	Consolidated	○
Ensure safe and secure quality through stronger management of compliance with chemical substances regulations	Understand and share trends in chemical substances regulations in Japan and overseas in a timely manner, and strengthen the compliance management framework	• Regularly shared information on global chemical product regulations across the Group, including with overseas subsidiaries • Established a framework for managing chemical product regulations across the Group and promoted the use of the chemical product regulation search system (3E insight) • Conducted regular meetings with domestic and overseas Group companies to review and support compliance with chemical product regulations • Planned and conducted internal seminars on global trends in the circular economy and chemical substance management of recycled resins	—	Consolidated	○
Enhance resilience in procurement and supply functions by strengthening supply chain management	Clarify the Company's position on responsible procurement, and communicate it internally and externally	Formulated the Inabata Group Sustainable Supply Chain Policy Published the policy in the internal newsletter and on the external website to raise awareness both inside and outside the Company	—	Non-consolidated	○
Establish supply chains that respect human rights	Establish the human rights due diligence (DD) cycle*2 for selected operations as a model case	Conducted an on-site survey of the shrimp farming and processing business in Vietnam in March 2025, which had been designated as a high-risk business. Established as a model case of the human rights DD cycle as outlined by the OECD.	—	Non-consolidated	◎

*1 The expected ratio of environment-related business by field in the final year of the Sustainability Medium-term Plan 2026 is referred to on page 71 in Environment-Related Business.
*2 The human rights DD cycle refers to the due diligence processes and supporting measures set out in the OECD Due Diligence Guidance for Responsible Business Conduct.

Strengthening the foundation for business continuity

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

Strategy	KPIs and targets (April 2024 to March 2027)		FY2024 results	(Reference) FY2023 results	Boundary	Progress status
Improve the well-being (state of being physically, mentally, and socially satisfied) of employees who support sustainable growth	Employee engagement survey	Response rate of at least 90%	82%	72%	Consolidated	○
		Positive response rate of at least 80%*3 to the following statements (1) I am satisfied with the work I am doing at Inabata now. (2) I can relate to Inabata's philosophy, vision, and management policies, and I want to participate in achieving them.	(1) 69% (2) 67%	(1) 76% (2) 73%		△
		Positive response rate of at least 70% overall*3	63%	70%		△
	Expand the implementation boundary for the human rights DD digital survey to the Group		Planning underway for implementation in 2025	—		—
Foster diversity and inclusion that makes the most of diverse individuals	Increase the ratio of women in managerial positions to at least 8% by March 2028, and to 10% by 2030		6.0%	4.8%	Non-consolidated	○
	Maintain the ratio of mid-career hires at around 50%		60%	52%		○
	Ratio of male employees taking parental leave 100%*4		92.9%*5	—		○
	Continue to exceed the legal rate of employment for persons with disabilities		3.20%	2.81%		○
	Encourage managerial appointments for local employees at overseas subsidiaries		Systems are currently being developed to promote managerial appointments for local employees at overseas subsidiaries, with implementation targeted for FY2025. The process of identifying, selecting, developing, and appointing next-generation leaders from among local employees is also being advanced.	—	Consolidated	○
Further advance health and productivity management	Rate of complete checkup 100%*6		85.3%	73.5%	Non-consolidated	○
	Maintain comprehensive health risk found by stress checks at current levels*7		76	79		○
Focus on investment in human capital	Every year, spend more on education and training costs*8 per employee than in the previous fiscal year		¥82,763	¥67,496	Non-consolidated	○
	Maintain the ratio of employees with overseas posting experience at around 40%		38.6%	39.4%		○

*3 The positive response rate in the employee engagement survey refers to the proportion of responses rated 4 or 5 on a five-point scale, which are considered positive responses. For details, please refer to Employee Engagement on page 79.
*4 Based on the Company's policy allowing employees to take childcare leave until the child turns three years old, a 100% uptake rate indicates that all male employees whose spouses gave birth took childcare leave within three fiscal years, including the fiscal year in which the child was born.
*5 As childcare leave was made mandatory under a new system introduced in FY2023, the uptake rate for FY2024 is calculated based on the two years following the system's implementation (FY2023–FY2024). The calculation formula is as follows:
Number of male employees whose spouses gave birth in FY2023 and who took childcare leave in FY2023–FY2024 / Number of male employees whose spouses gave birth in FY2023
*6 The rate of complete checkup refers to the proportion of employees who were advised to undergo a complete checkup after the initial health check and actually followed the advice.
*7 Comprehensive health risk is an indicator that assesses the overall impact of the workplace environment on employee health. It is calculated using four measures—psychological burden of work (volume), degree of discretion at work, degree of support from managers, and degree of support from colleagues—obtained from stress checks based on the stress evaluation method provided by the Ministry of Health, Labour and Welfare. The national average is calculated as 100: workplace health risk is high if the value exceeds 100, and low if the value falls below 100. The lower the value, the more favorable the evaluation.
*8 Education and training costs refer to the expenses spent on group training, external training, video learning, and so on at Inabata on a non-consolidated basis. Please refer to Sustainability Data (Human resource development) on page 117.