

February 12, 2021

Company Name	SAKATA INX CORP.
Division	Public & Investor Relations Div.
E-mail	inx-prir@inx.co.jp

## **SAKATA INX Announces Long-term Strategic Vision & Mid-Term Business Plan**

SAKATA INX CORP. marks the 125<sup>th</sup> year since its establishment in 1896 and has been growing steadily since then. Our business environment continues to dramatically change, more recently due to the rapid adaption of digital media and the importance of environmental impacts including climate change, carbon emissions and recycling to name a few, and we expect more changes in the future.

To continue our sustainable growth as a company, under such circumstances, it is important for SAKATA INX Group to be flexible and to formulate a road map for our long-term vision.

In order to contribute to the realization of a sustainable society, we will play a part in solving various social issues as we continue to develop our group.

### **Long-term Strategic Vision [SAKATA INX VISION 2030]**

#### **1. Corporate Philosophy**

Business Theme	“Creation of Visual Communication Technology”
The core of existence	“Develop a communication culture that makes people’s lives more enjoyable”

#### **2. Vision**

“Create and Innovate, Care for the Earth, Color for Life”  
A company that creates innovations and new opportunities, with earth-friendly technology that adds color and happiness to life.

#### **3. Strategic Direction**

- \*Strengthening our ESG (Environment, Social and Governance) and sustainability efforts emphasizing the global environment and local community
  - Contributing to improve the global environment and the health and safety of people around the world
  - Initiating policies that help society realize sustainability with a focus on clean operations, product safety, R&D innovation, corporate responsibility and diversity
- \*Business expansion of printing ink and digital & specialty products
  - Promoting environmentally friendly products to the packaging market
  - Global development of high value-added products that fit the needs of social trends
- \*Meet market challenges with solutions that create new business opportunities
  - Focus new product development efforts on four prioritized fields  
【Environment/Biochemical】 【Energy Chemical】 【Electronics Chemical】  
【Optochemical】

#### **4. Innovation Project**

- \*Strengthening of global management cooperation and collaboration
- \*Strengthening relations with stakeholders
- \*Strengthening recruitment and human resource development and reforming a cohesive corporate culture

## **Mid-term Business Plan 2023 (CCC-I<sup>※</sup>)**

### **1. Basic Policy**

SAKATA INX Group has indicated our future direction in the Long-term Strategic Vision **【SAKATA INX VISION 2030】** and developed the **【Mid-term Business Plan 2023 (CCC-I)】** to achieve the vision.

Over the next three years, we will formulate measures that become the building blocks for reaching our vision. We have been actively developing our sustainable environmental-friendly products for the entire group.

We will strive to enter new markets by our strategic investment focusing on Mergers and Acquisitions (M&A) and proposing new business models on the above mentioned four prioritized fields to be developed through open innovation and lean startup.

Moreover, our innovation projects will be launched and supported with the resources needed to achieve our vision. At the same time our management will concentrate on our top priorities globally to generate new sources of revenue.

Through our steady implementation of various measures for the entire group, we contribute to the realization of a sustainable society. To gain more credibility from the stakeholders, we will expand our business, strengthen profitability and strive to achieve our mid-term business plan as the first step to realize our long-term strategic vision.

(<sup>※</sup>) CCC-I : This mid-term business plan is positioned as the 1<sup>st</sup> phase of long-term strategic vision and CCC is based on the initial of Create, Care, Color from catch phrase of our vision.

### **2. Consolidated Target Figures**

	FY2020 Result		FY2023 Plan	Growth Rate
Net sales	1,615		1,950	20.7%
Operating income	72		115	59.7%
Ordinary income	77		130	68.8%
Net income attributable to owners of parent	52		90	73.1%

### **3. Management Indicator**

ROE : 10.0% or more

### **4. Plan by Segment**

	Net Sales			Operating Income		
	FY2020 Result	FY2023 Plan	Growth Rate	FY2020 Result	FY2023 Plan	Growth Rate
Printing inks & graphic arts materials (Japan)	480	518	7.9%	*12	18	50.0%
Printing inks (Asia)	325	450	38.5%	24	29	20.8%
Printing inks (Americas)	495	535	8.1%	29	30	3.4%
Printing inks (Europe)	101	175	73.3%	△4	2	-
Digital & specialty products	118	172	45.8%	*5	23	4.6 times
Other businesses	169	171	1.2%	1	6	-
Adjustments	△76	△73	-	*2	3	-
Total	1,615	1,950	20.7%	72	115	59.7%

\*There have been some redefined segment expense standards in 2021. The 2020 comparative figures have been adjusted to the 2021 standard. This adjustment results in some variation to the 2020 Audited Financial report.

## **5. Capital Investment Plan**

Total investment: 30 billion yen

Breakdown: Total capital investment	15 billion yen
Strategic investment	15 billion yen