SAKATA INX

Visual Communication Technology

For the Continued Growth of the INX Group

— Transformation of SAKATA INX into Holding Company —

Transformation into Holding Company

SAKATA INX VISION 2030

Goals: Consolidated net sales of JPY 300 billion Consolidated operating income of JPY 24 billion

Printing Ink Business 2030

- Promote environmental stewardship
- Enhance overall value chain
- Enhance global partner relationships
- Develop and roll out high value-added products
- Enhance optimum management crossing borders and segments
- Invest management resource in growth/new markets

Digital and Specialty Products Business 2030

- Roll out high value-added products that match social trends globally
- Further enhance global alliances
- Improve brand strength, enhance sales/profitability in various markets

New Businesses 2030

Four target domains

- Business development domains
- Electronics and energy
- Bio-based and non-fossil materials
- Healthcare

Transformational projects

Strengthening global group management	Strengthening stakeholder relationships	HR development enhancements, organizational culture reforms

Five material issues

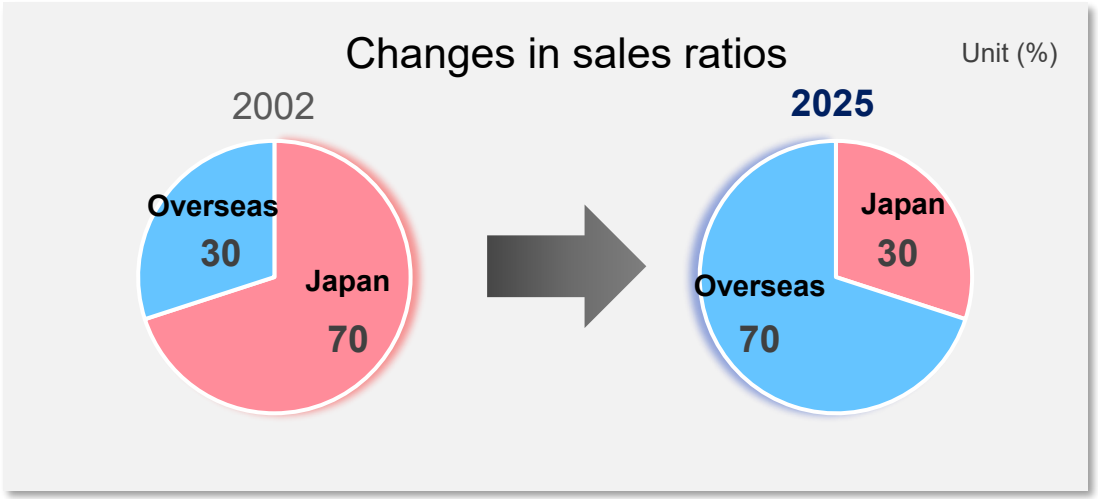
Maintain a sustainable global environment	Supply safe and secure products	Enhance R&D and technology capabilities	Enhance corporate governance and compliance	Respect human rights and promote DEIB

Accelerating Global Group Management Through the Transition to a Holding Company Structure

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— Trends in the Group's Performance in the Past 25 Years and Future Plan

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Aim to leap forward in businesses

Changes in the Business Environment and Future Direction

Globalization



Changes in business environment

- Acceleration of the global expansion of customers' businesses
- Rapid development of digital and AI technologies

Future direction

- Strengthen cooperation between Group companies in purchasing, production, logistics, sales and other operations
- Promote data-driven management to share information promptly and streamline operations, and use generative AI technologies for businesses

Expansion of business



Changes in business environment

- Shrinkage of paper media attributed to digitalization
- Slowdown of the economic growth of developed countries
- Demand for greater functionality and added value

Future direction

- Bold business structural reforms
- Develop and launch high value-added products
- Develop new products leveraging core technologies and create new businesses through mergers and acquisitions

Sustainability



Changes in business environment

- Global movement toward the tightening of regulations regarding social issues, including ESG issues, and growing consumer awareness of these issues
- Competition to secure talented human resources

Future direction

- Enhance environmentally friendly products and business activities
- Reform the organizational culture and strengthen the global governance structure
- Recruit talented human resources able to work globally and develop them over the medium to long term

Capital cost management



Changes in business environment

- Investors' growing expectations regarding the increase of corporate value
- Prompt management decisions made from a global perspective

Future direction

- Optimal capital structure that increases capital efficiency
- Aggressive growth investments and shareholder returns

It is necessary to have an organizational structure that makes it possible to respond agilely to rapid change, and to accelerate decision making.

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(Holding company)

INX HOLDINGS CORP.

(Operating Company in Japan)

SAKATA INX CORP.

(to be established on January 1, 2027)



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— Things That Will Change or Stay the Same After Transformation into Holding Company

Group management

INX HOLDINGS CORPORATION



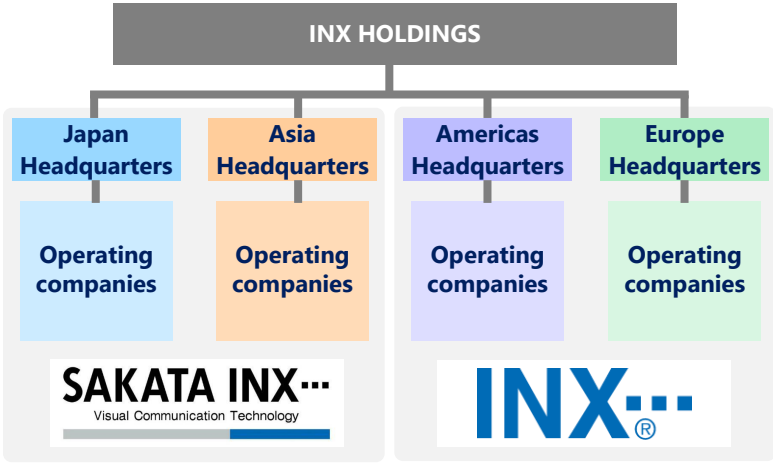
Managing the entire Group to further strengthen global management

Business operation

Regional Headquarters and Operating Companies



Enhancing the value provided to the Japanese market and customers

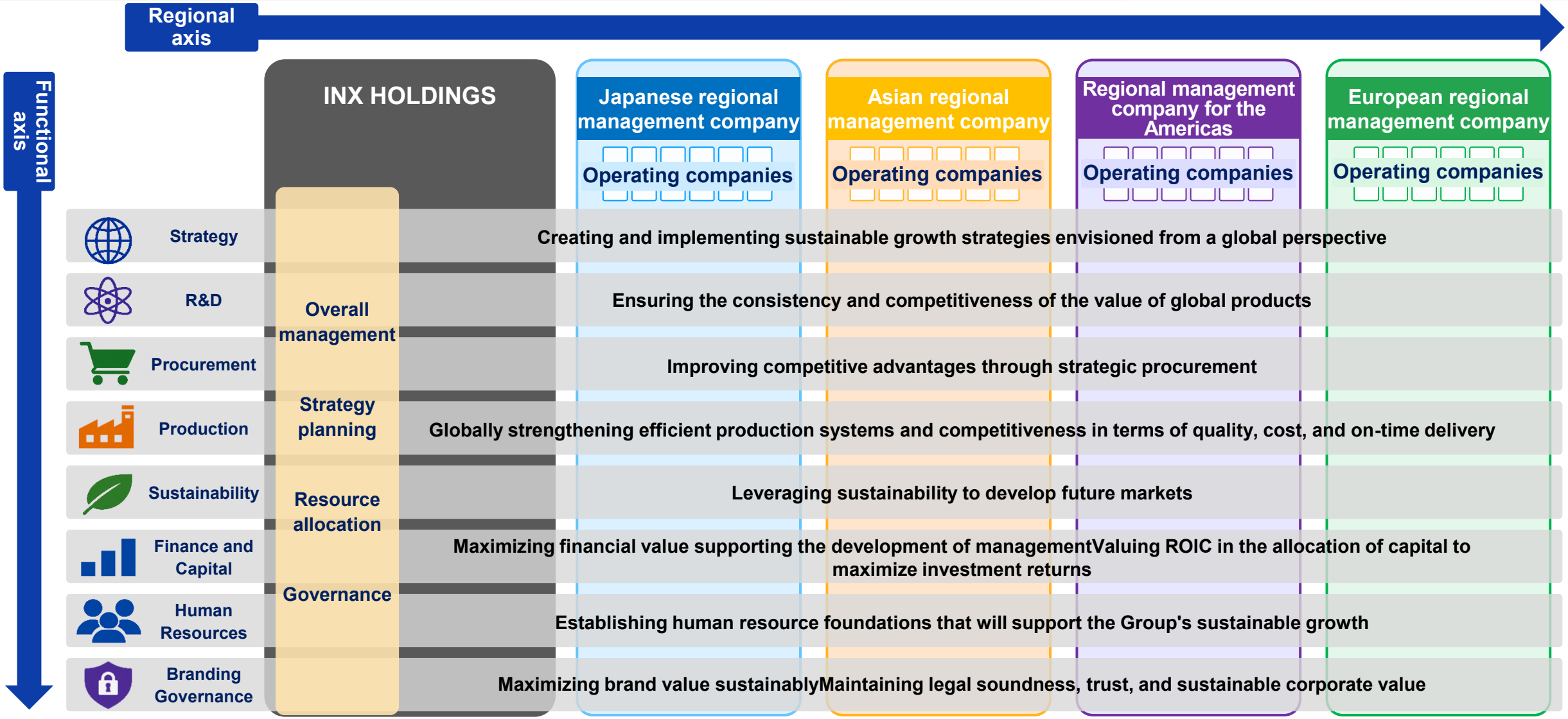


Establishment of INX HOLDINGS CORPORATION	Managing the entire Group to strengthen global management further
Operated through Regional Headquarters and Operating Companies	The new SAKATA INX, tailored to the Japanese market, is now launched. We will further enhance the value we deliver to all our stakeholders.
Maintaining the brand names in each region	Maintaining the SAKATA INX brand in Japan and Asia and the INX brand in the Americas and Europe
Remaining listed on TSE	We will remain listed on the stock market as INX HOLDINGS CORPORATION (4633).

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— Group Cooperation Structure with Regional and Functional Axes

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Maximizing the value of the Group as a whole by strengthening control and cooperation in both the regional axis and the functional axis

Goals of the Transformation into a Holding Company

Local optimization

Optimization according to customer requirements based on the characteristics of regional markets to improve the Group's performance



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Global optimization

Development into a global corporate entity providing value to more stakeholders by transforming organizational and business structures to respond to the globalization of society and customers



Leveraging regional strengths while advancing supply chain management from a global perspective.

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— Goals of the Transformation into Holding Company to Accelerating Growth

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Resources

Optimal allocation of management resources

1 Intensive investment in growth areas



Integrate management resources scattered across different countries and

concentrate them in businesses and regions with growth potential

Organization

Establishment of an agile organizational structure

2 Implementation of the global strategy



Enable Group companies in and outside Japan to collaborate and

implement an integrated global business strategy

Management

Reinforcement of a global management structure

3 Strengthening of corporate governance



Clarify the roles of management and business operations to

strengthen the control and governance of the entire Group

Uniting the entire Group and aiming for sustainable growth

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(1) Optimal Allocation of Management Resources: Resources

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Initiatives taken to date

Investment decisions that are optimal for the growth of business in each region made on an individual basis

Issue

From the perspective of the INX Group as a whole, it is necessity to manage funds in a unified manner and emphasize capital efficiency when making intensive investments.



Initiatives to implement after transformation into holding company

Pursuing strategic investments and profit exceeding the cost of capital from the perspective of comprehensive optimization through cooperation within the Group

Main measures

- Optimization of cash allocation
- Investment decisions made in light of both medium- to long-term strategies and capital efficiency
- Shareholder returns reflecting the overall balance

Maximizing investment effect and improving capital efficiency

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(2) Rebuilding an Agile Organizational Structure: Organization

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Initiatives taken to date

Organizational structure focused mainly on compatibility with the culture, market environment, and content of the businesses in each region as Group companies cooperate with each other.

Issue

Growing importance of the cooperation between Group companies, including on sales strategies targeting customers achieving growth through global expansion, countermeasures to address soaring costs, increasingly strict environmental regulations, increasing awareness of environmental issues, and BCPs to address the increasing occurrence of natural disasters

Initiatives to implement after transformation into holding company

Becoming an organization that is able to better cooperate globally while leveraging its excellent capabilities in individual optimization



Main measures

- Strengthening cooperation in sales strategies and services targeting global customers
- Group companies engaging in joint procurement and cooperating in production and logistics to increase cost competitiveness
- INX HOLDINGS assuming R&D roles to centralize information and increase the speed of development
- Enhancing BCP initiatives to prepare for disasters and emergencies

Strengthening competitiveness to be a sustainable organization

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(3) Reinforcing the Global Management Structure: Management

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Initiatives taken to date

A management structure in which local subsidiaries familiar with market trends and business practices in individual regions play a central role while supported by the parent company

Issue

Increase in issues that cannot be addressed individually in each region, such as the global expansion of customers, environmental, human rights, and other social issues, and the demands of capital markets regarding transparency and the disclosure of management information



Initiatives to implement after transformation into holding company

Reinforcing the Group's management structure to facilitate agile responses to global opportunities and risks which are increasing

Main measures

- Enhancing the governance of the Group and improving the transparency of management by disclosing information
- Formulating consistent strategies for the Group as a whole
- Accelerating decision-making by clarifying the roles of INX HOLDINGS and subsidiaries

Enhancing the Group's comprehensive strengths and corporate value

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Enhancement of Value Provided to Stakeholders Resulting from the Transformation into a Holding Company

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Increasing the value provided to stakeholders by transforming into holding company

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Customers and brand owners



Global Customer Value

Cooperating globally to enhance quality, supply capacity, and response capabilities

An increase in the reliability of quality and supply and stronger partnerships

By transforming into a holding company, the Group as a whole will improve quality, supply capacity, and response capabilities while leveraging its strengths in individual regions.

1 Stable supply

Using global network to improve reliability regarding supply

2 Provision of high-quality products

Increasing the consistency of product quality based on global standards

3 Fast response

Cooperating globally to address customer issues more quickly

4 Strengthening localization

Strengthening products and services on an ongoing basis in line with the current conditions in each region

5 Continuity and reliability

Enhancing governance to ensure trust in long-term trade relationships

Increasing reliability and response capability for customers through locally based operations and global cooperation

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— Value Provided to Suppliers

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Suppliers



Supply Chain Platform

Strengthening sustainable relationships with a global trading platform

Increase in business opportunities and promotion of stable transactions

Advancing the trading platform for the entire supply chain by increasing the number of trade opportunities and enhancing stable transactions

1 Increasing the number of trade opportunities

Promoting the Group companies' joint procurement activities to increase the number of global trade opportunities, including new transactions and the increase of the sales quantity

2 Enhancing stable transactions

Progress in the consolidation of information about purchasing organizations will improve medium- to long-term demand predictions and increase the possibility of receiving long-term contracts, resulting in an increase in the number of opportunities to engage in stable transactions.

3 ESG and compliance

Promoting joint sustainable procurement initiatives in consideration of supply chains

Strengthening sustainable relationships with suppliers by increasing the number of trade opportunities and stable transactions

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Shareholders and investors



Investor Value

Improving capital efficiency and transparency to enhance shareholder value

Enhancing shareholder value by maximizing capital efficiency and increasing transparency

Maximizing capital efficiency by strengthening Group cooperation and increasing transparency by enhancing governance to further accelerate the increase of shareholder value

1 Enhancing governance

Enhancing trust in Group management by increasing the transparency of management and the information disclosed

2 Optimization of fund allocation

Allocation of funds in consideration of the improvement of capital efficiency, including growth investments and shareholder return

3 Strengthening of business cooperation

Continuing to ensure the implementation of medium- to long-term growth strategies through cooperation transcending the boundaries between regions

4 Clarification of roles

Separating Group management and administration from business activities to organize the management structure in an easy-to-understand manner

5 Facilitating understanding of capital policy

Clarification of roles to facilitate understanding of the capital policy and shareholder return

Presenting capital efficiency, transparency, and growth strategies in an integrated manner to become a more attractive investment destination

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Employees



Growth & Career

Improving the capabilities of human resources by visualizing their roles and increasing the number of opportunities they have to take on challenges

Expansion of growth opportunities and improvement of the capabilities of human resources

Aiding employees taking on challenges by providing opportunities to work globally and clarifying their roles

1 Visualization of roles and expectations

The clarification of the roles of the Group companies will result in the clarification of the roles of the individual employees, the things that are expected of them and their achievements, resulting in an organization which facilitates their efforts to take on challenges.

2 Expansion of growth opportunities

Operating companies will make business decisions independently, which will increase the number of opportunities that young and mid-level employees are responsible for operations and management.

3 Increase in the number of career opportunities

The Group as a whole will create new value transcending the boundaries between countries and regions while expanding global career opportunities.

Visualizing employees' roles and growth and career opportunities to facilitate the growth of human resources and the improvement of their capabilities

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