

INTEGRATED REPORT 2026

Create and Innovate,
Care for the Earth,
Color for Life

SAKATA INX CORP.

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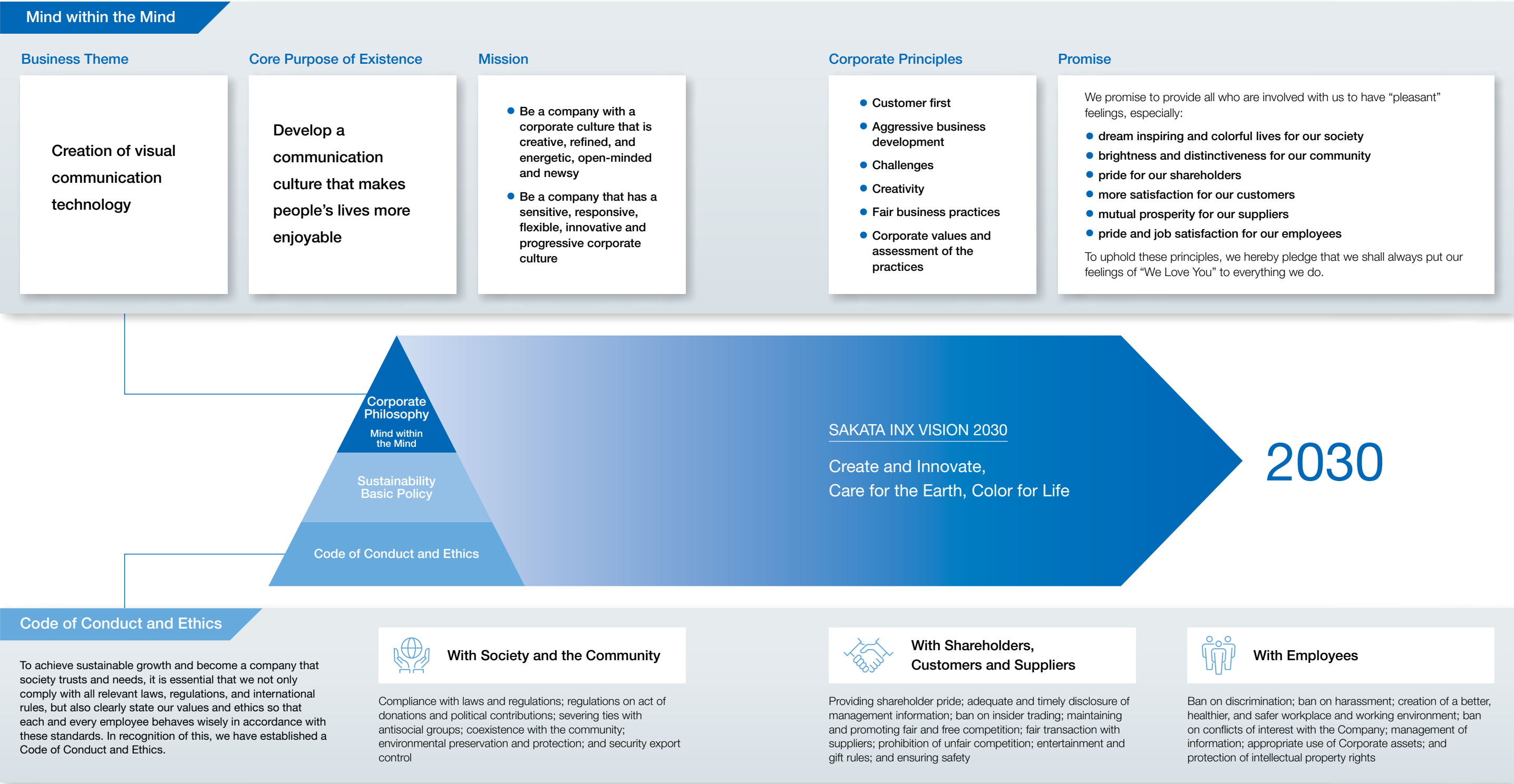
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<https://www.inx.co.jp/english/>



Corporate Philosophy

When we changed our name to SAKATA INX in 1987, we established a new corporate philosophy, “Mind within the Mind.” This philosophy defines what kind of company SAKATA INX is, in what direction it is moving, and how its business activities should be conducted. The philosophy is shared throughout the Group, both in Japan and overseas, to help employees achieve their common mission. This philosophy also drives our Long-term Strategic Vision. In addition, we have defined our purpose (core of existence) as “Develop a communication culture that makes people’s lives more enjoyable,” based on our belief that it is important to solve social issues via our business activities as we continue to pursue ESG management in the future.



Contents

What We Hope to Convey in Our Integrated Report

About SAKATA INX

We are a company that manufactures inks primarily used for printing on paper and film. Though you may not recognize the company name, our inks are used in a wide range of products that support people's everyday lives around the world, including packaging for food and daily necessities. Japanese ink manufacturers are well regarded the world over for their excellent quality and technology capabilities, and SAKATA INX is the world's third-largest ink manufacturer. We have built a global business foundation with overseas sales accounting for more than 70% of total sales by expanding overseas at an early stage and capturing growing demand in regions experiencing population and economic growth.

Realizing Our Long-term Strategic Vision

This section presents the value creation story we have developed to realize our Long-term Strategic Vision and explains the management priorities we consider essential to achieving it. It outlines how we will achieve long-term growth and enhance corporate value by utilizing our strengths: a business that supports daily necessities, a globally dispersed business foundation, and technology-driven competitiveness. It also clarifies our future direction and the challenges ahead by examining the evolution of our management structure, including the Medium-term Management Plan and the planned transition to a holding company in 2027, from the perspectives of both growth strategy and governance.

Initiatives for Achieving Sustainable Growth

To achieve sustainable growth, we are advancing environmental initiatives, contributing to the resolution of social issues, and strengthening effective governance in an integrated manner. This report explains how we are responding to society's expectations through initiatives including research and development, the pursuit of new businesses, responsible supply systems across our global businesses, and the development of foundations including human resources and safety. We also present our initiatives to achieve stable growth from a medium- to long-term perspective, even amid a rapidly changing business environment, by strengthening our organizational structure through measures including the transition to a company with an Audit and Supervisory Committee and the enhancement of the Board of Directors' supervisory functions.

Editorial Policy

This Integrated Report is based on the Long-term Strategic Vision established in 2021. We have endeavored to communicate to our stakeholders in an easily understandable manner the Group's financial information, such as results and forecasts, non-financial information, including environmental and social considerations and corporate governance, as well as our medium- to long-term strategy to sustainably enhance corporate value based on such information.

This Integrated Report was approved by the Sustainability Committee, chaired by the Representative Director, President & CEO and whose members include all Directors, including Outside Directors, and published at the end of September 2026. There have been no significant changes to our organization or supply chain since the previous Integrated Report 2025 published at the end of October 2025.

Reference Frameworks

- International Integrated Reporting Framework established by the IFRS Foundation
- Guidance for Collaborative Value Creation 2.0 established by the Ministry of Economy, Trade and Industry
- GRI Sustainability Reporting Standard established by the Global Reporting Initiative (GRI)

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Scope of Report

The scope of this Report mainly covers SAKATA INX CORPORATION, but also includes some initiatives of subsidiaries and affiliates in Japan and overseas.

Reporting Period

This report covers the fiscal year ended December 31, 2025 (January 1 to December 31, 2025). However, where appropriate, it also includes information from periods before and after the reporting period.

Publication Date

Previous issue: October 2025
Current issue: September 2026
Next issue: September 2027 (planned)

Website and Various Detailed Data

Our website contains the various initiatives described in this Integrated Report and a PDF version of this Report. Detailed information that could not be included in this Report is also available on our website. Please use the Contact section of our website to send us any comments or suggestions you may have regarding this Integrated Report.

About SAKATA INX

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About the Cover
The cover features a door motif symbolizing expectations for the future, with the cityscape and natural environment beyond it representing new possibilities. It depicts visitors taking a step forward to co-create the future and is designed to convey our value creation story intuitively.

Disclaimer

This Integrated Report contains projections and forward-looking statements regarding plans, strategies and performance. Please note that actual results may differ from these projections and forward-looking statements due to economic conditions and various other uncertainties. We are not liable for any losses incurred as a result of the use of this Integrated Report. We will provide timely notice of any material changes in events, etc.



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Top Message



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Roundtable Talk with
Outside Directors



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p. 43
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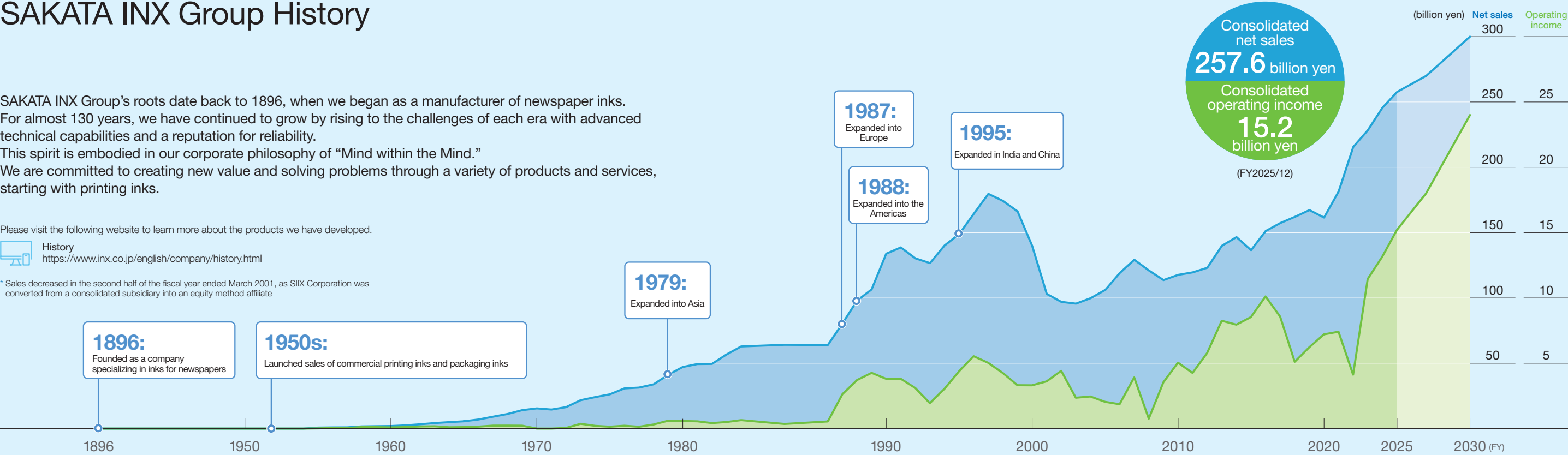
SAKATA INX Group History

SAKATA INX Group's roots date back to 1896, when we began as a manufacturer of newspaper inks. For almost 130 years, we have continued to grow by rising to the challenges of each era with advanced technical capabilities and a reputation for reliability. This spirit is embodied in our corporate philosophy of "Mind within the Mind." We are committed to creating new value and solving problems through a variety of products and services, starting with printing inks.

Please visit the following website to learn more about the products we have developed.

History
<https://www.inx.co.jp/english/company/history.html>

* Sales decreased in the second half of the fiscal year ended March 2001, as SILX Corporation was converted from a consolidated subsidiary into an equity method affiliate



Development and evolution of the printing and information industry

In 1896, founder Tsuneshiro Sakata strongly felt that the business of providing information would grow when he noticed increasing demand for newspapers during the Sino-Japanese War. He took this opportunity to found the company as a manufacturer specializing in inks for newspapers. Since then, we have expanded our product range in line with developments in printing technology and its applications. Currently, the printing inks business, which accounts for approximately 80% of our sales, is broadly divided into two segments: inks for information media and packaging ink. Demand for inks for information media used in newspapers, magazines, and other publications expanded with Japan's rapid postwar economic growth and rising population. Similarly, demand for packaging inks expanded rapidly as Japan's economic growth led to increased product distribution and inks began to be used on a variety of packaging, including food packaging, cardboard boxes, and cans. Today, demand is growing around the world, especially in regions with high economic growth rates and continuing population increases, such as Asia and the Americas. We have responded quickly to changes in the market environment resulting from the diversification of packaging and growing environmental awareness, and worked to develop sustainable products and provide services.



Expansion overseas in search of new technologies Building out the foundation for our current technology base and globalization

From the Taisho period to the early Showa period (1920s to 1940s), under the leadership of the second president, Motoo Sakata, we imported materials and machinery, while actively learning foreign technology, leading various companies on overseas inspection tours as chairman of the ink industry association, with the aim of improving Japan's ink technology. After World War II, as many beautiful American printed materials and products began to be imported into Japan, there was a growing domestic demand for vibrant, glossy, beautiful printed materials. In response, we focused on introducing advanced technology, such as inviting renowned technical instructors from the United States and promoting technical collaboration with American companies. These efforts improved SAKATA INX's technological capabilities and built the foundation for its current technology base. This proactive approach to overseas markets led to our subsequent globalization and establishment of our first overseas site in the Philippines. Furthermore, we accelerated our overseas expansion by establishing production sites in Taiwan and Indonesia and acquiring a leading American ink manufacturer in the 1980s. As a result, overseas sales now account for more than 70% of total sales.



Acquisition signing ceremony for the American ink manufacturer

Working to further strengthen global management cooperation

From our first overseas foray in 1979, we have expanded into Asia, the Americas, and Europe, building a global network under two brands: SAKATA INX in Japan and Asia and INX in Europe and the Americas. Currently, overseas sales account for more than 70% of net sales, and growth continues through both expanding sales in existing markets and entering new ones. Going forward, as we transition to a holding company structure in January 2027, we will use this opportunity to further strengthen global management cooperation. While strengthening Group governance, optimally allocating management resources, and achieving flexible organizational management, we will continue to pursue individual optimization by leveraging the strengths of the legacy cultivated by each local subsidiary, including customer bases, market understanding, and technologies. At the same time, we will maximize our synergies through cross-country and cross-business total optimization, aiming for sustainable growth and improvements in corporate value.

Refer to
p. 29 Transformation of the Global Management Structure



Global meetings

Creating value in new domains, starting from core technologies

Based on core technologies developed through printing inks, including resin synthesis, dispersion and processing, and printing and coating evaluation, we have expanded the application of these technologies beyond advancing environmentally friendly printing inks. These applications now include functional coating agents, inkjet inks, hard imaging materials such as toner, soft imaging materials such as image-forming and display materials, and high-performance composite materials for the electronics industry. In R&D, we have established Japan as our R&D hub and are promoting product development that addresses both global and local needs, while also accelerating open innovation with universities and companies in other industries. Going forward, we will deepen our expansion into areas such as business development domains, electronics & energy, bio-based and non-fossil materials, and healthcare, connecting the potential of printing technologies to new markets, developing new business pillars to follow our existing businesses, and continuously expanding value creation.

Refer to
p. 17-18 Enhance R&D and Technology Capabilities



Newly-developed thermal management materials

At a Glance (as of December 31, 2025)

SAKATA INX Group in Numbers

Founded

130 years ago

Incorporated 1896

Consolidated net sales

257.6 billion yen

FY2026 Targets 276.0 billion yen

Consolidated operating income

15.2 billion yen

FY2026 Targets 17.0 billion yen

ROE

10.0%

FY2026 Targets 10.0% or more

Contribution to CO₂ emissions reductions

24.9%

(compared to the FY2022)

Waste reduction

19.8%

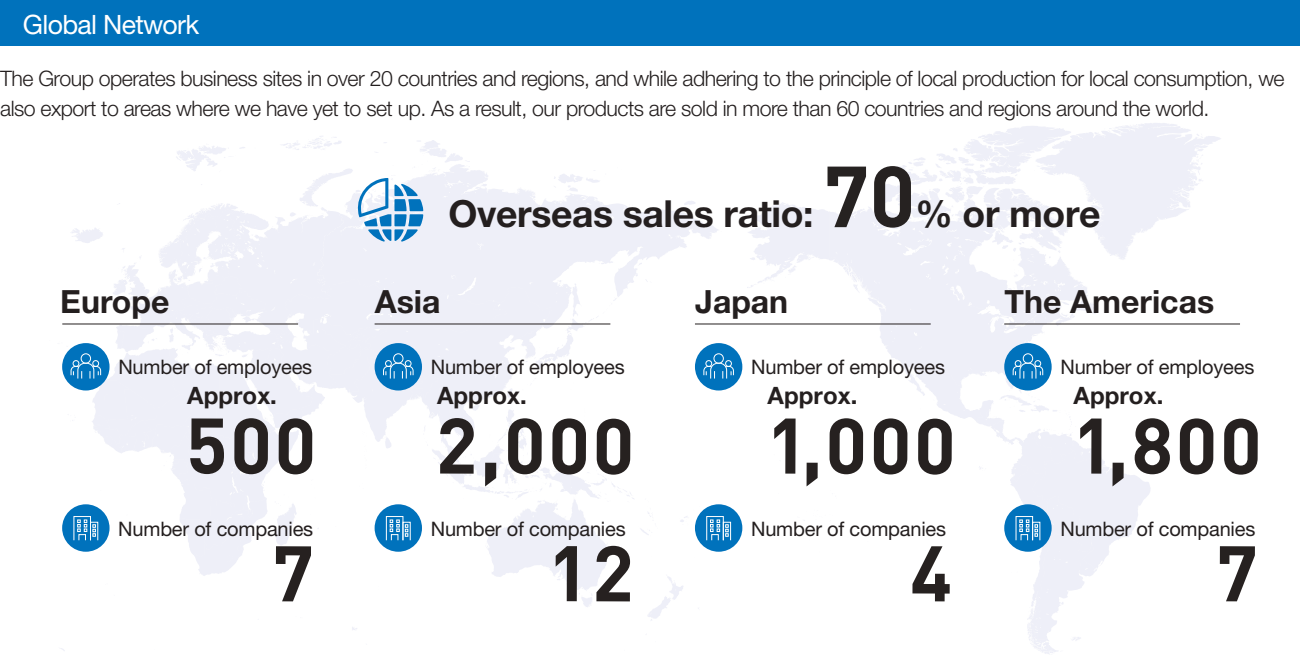
(compared to FY2022 on a non-consolidated basis)
* On a consolidated basis, this represents a 3.9% increase compared with FY2023.

Ratio of female directors

25%

Percentage of females in management positions on a consolidated basis

12.2%



Core Businesses

Printing Ink Business

In the food packaging sector, which plays an essential role in society, we provide inks with excellent durability, preservation capacity and safety. We also contribute to people's everyday lives through inks that support newspaper and commercial printing.

Digital and Specialty Products Business

By applying the core technologies we have developed through printing inks, we contribute to creating new value across a wide range of industrial sectors, including displays, construction materials, textiles, etc.

	Products and applications	Sales area
Packaging Inks Percentage of the sales volume that is from the printing inks segment Approx. 80%	For film packaging (including coating agents)	Japan Asia The Americas Europe
	For paper packaging (including coating agents)	Japan Asia The Americas Europe
	For metal cans (beverage cans)	Asia The Americas Europe
Inks for Information Media	For newspapers and commercial purposes	Japan Asia The Americas Europe

SAKATA INX Group's market share

Inks for metal can surfaces

market share globally

No. 1

(Note) As estimated by SAKATA INX

Corrugated cardboard ink

market share in Japan

No. 1

(Note) As estimated by SAKATA INX

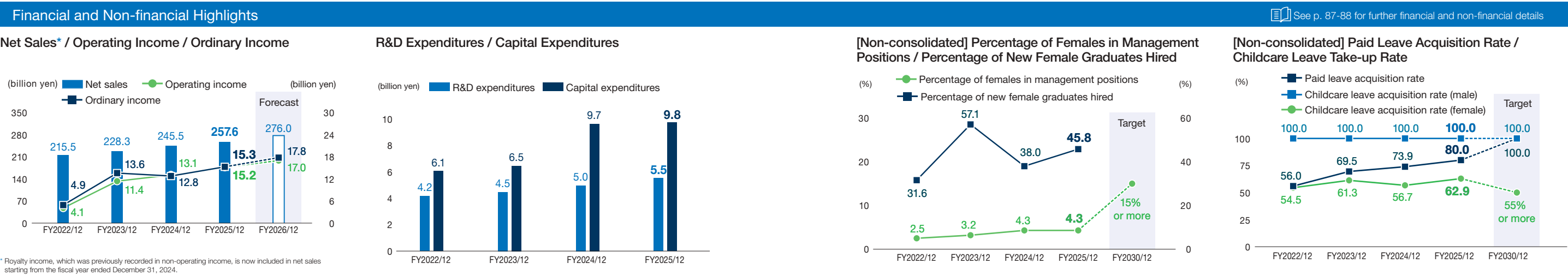
Film package inks

market share in Japan

No. 2

(Note) As estimated by SAKATA INX

	Products and applications	Sales area
Inkjet Inks	• Sign graphics • Packages • Metal cans • Labels • Textile • Construction materials • Transactional printing Among others	Worldwide
Pigment Dispersions for Display Materials	• Panel display • Sensor Among others	Worldwide
Toners	• Multifunction printers • Laser printers	

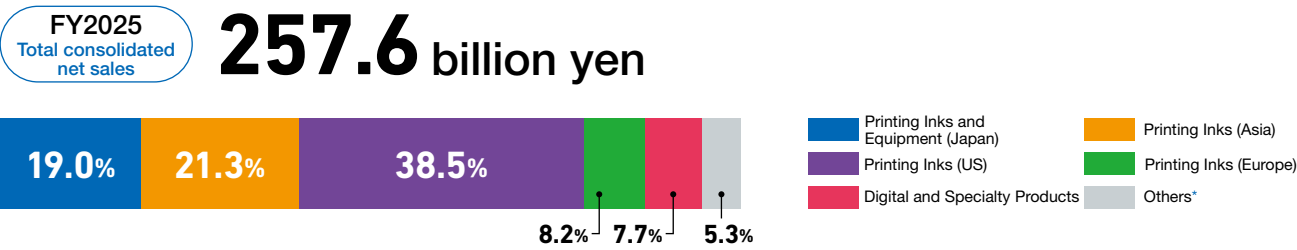


Value Creation Process



The SAKATA INX Group has built up a number of assets since its establishment, with “Develop a communication culture that makes people’s lives more enjoyable” as its main purpose (the core of existence). It has leveraged these assets to create social and economic value by offering a wide range of products and services centered on printing inks. It will continue to contribute to the achievement of the Sustainable Development Goals (SDGs) while achieving sustainable growth and becoming an indispensable global company that society needs. The aim is to increase the Group’s corporate value.

Our Business Model and Competitive Advantage

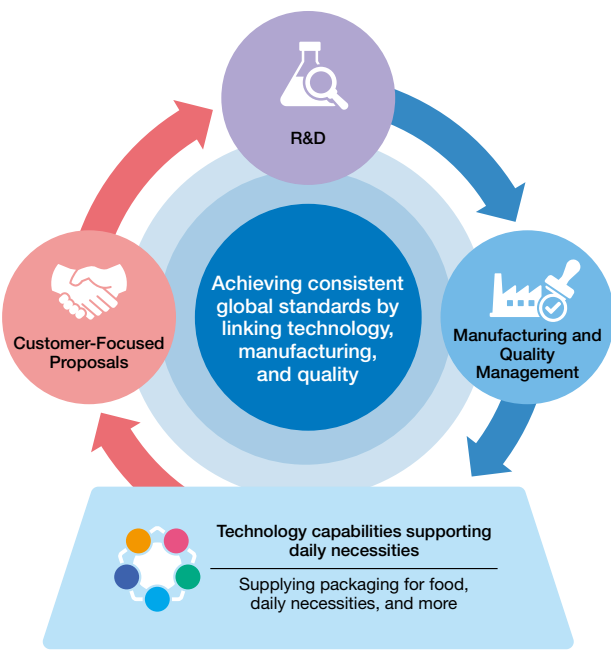


► The Source of SAKATA INX Strength

SAKATA INX's strength lies in its technological capabilities, which support essential fields such as food, daily necessities, and packaging globally, and are based on resin synthesis technology, dispersion and processing technology, and printing and coating evaluation technology cultivated over more than 130 years. By integrating processes from research and development through manufacturing, sales and delivery, after-sales support, and procurement, we achieve stable quality and supply worldwide.

At our production sites, we ensure high-quality standards through product design, condition management, stable equipment operation, and human resources development, while building a uniform manufacturing system by instituting our TPM (Total Productive Maintenance, or getting employees proactively involved in production management) activities in Japan and overseas.

In sales, in addition to quality and performance, we make proposals that address demands related to production efficiency, cost improvement, and environmental considerations, thereby helping improve our customers' competitiveness. We also apply insights gained through after-sales support to development and improvement, and link these efforts, together with responsible procurement, to sustainable growth.



► Printing Ink Business

The printing ink business is SAKATA INX's core business, accounting for approximately 80% of consolidated net sales, and consists broadly of two fields: packaging and information media. Packaging inks are used mainly for film, paper, and metal cans. Film packaging, primarily used in the food field, has the highest sales volume, and we hold a high market share in Japan and Asia.

With metal can applications, we hold the world's largest share of inks for aluminum beverage cans. For information media, we are working to maintain and improve profitability by restructuring our production system and increasing efficiency through collaboration amid a challenging market environment.

► Digital and Specialty Products Business

The digital and specialty products business applies technologies developed through printing inks and is expanding globally as our second pillar. Industrial inkjet inks, our mainstay product, account for more than half of sales. Through OEM supply, we are expanding their applications into the fields of food, clothing, and shelter, such as textiles, food packaging, and building materials,

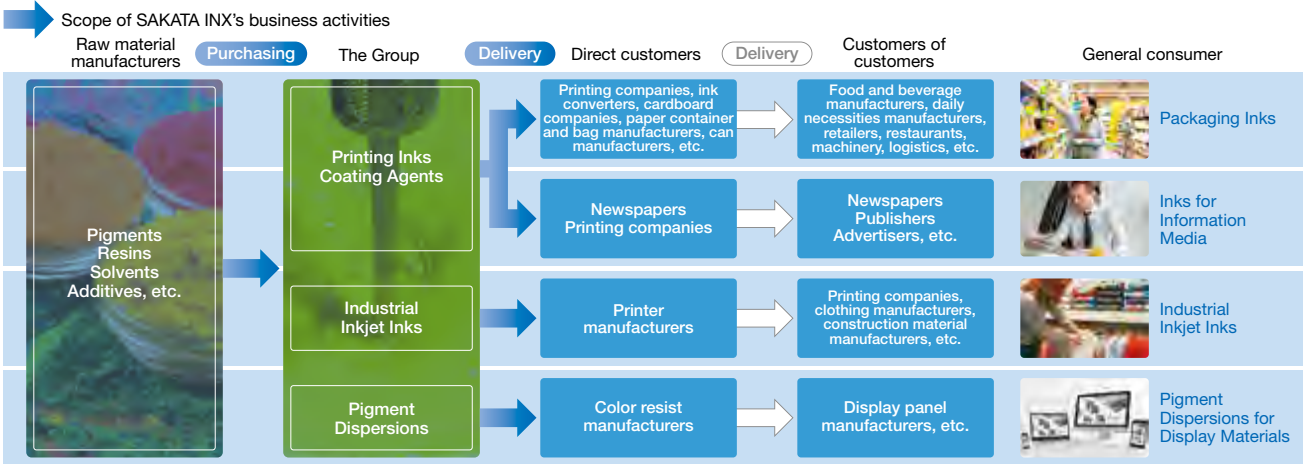
while also expanding into new industrial applications. Pigment dispersions for display materials demonstrate their strengths in the display field, where high definition and high performance are required. We view expanded adoption in next-generation displays and new application fields as a growth opportunity and are accelerating the development of technology.

► Supply Chain

We purchase materials such as pigments, resins, and solvents, and as many of these materials are derived from crude oil, material prices are affected by naphtha market conditions and the supply-demand balance. While keeping the workload on our facilities low by not manufacturing pigments in-house, we have built a flexible procurement system that enables us to choose the optimal materials according to the application and required performance. We mix and process these raw materials to manufacture

printing ink and digital and specialty products, which are then delivered to customers for use in various types of packaging, information media, and industrial applications. These products are consumables that are used continuously, so we have positioned our production sites close to areas of demand. Additionally, through R&D sites in both Japan and the United States and the placement of local engineers, we can respond quickly and precisely to regional characteristics and customer needs.

The Group's Supply Chain



► Global Technology Development and User Support Driven by Japan's R&D Hub

Our R&D sites in Japan serve as the R&D hub for the entire Group, supporting our globally expanding businesses from a technological perspective. Starting from this R&D hub, we collaborate with overseas R&D sites, as well as production and sales sites, to promote product development and improvements that respond to

market needs and application characteristics in each region. While deploying the technologies and expertise accumulated in Japan globally, we also provide feedback on customer requests and usage results obtained locally to Japan, leading to more advanced technologies and faster development.

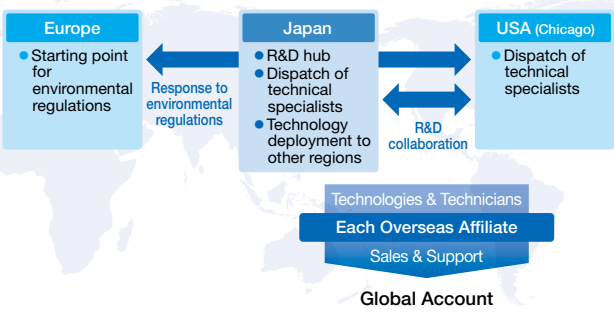
► Customer-Focused Sales Activities

To accurately understand market characteristics and customer needs in each region, we operate our business based on a local production for local consumption model. By handling production, sales, and technical support as close to each region as possible, we can respond quickly and flexibly while building long-term trust with customers. We have also built a technical support structure where research, technology, and sales work closely together, enabling us to provide consistent support, from launch assistance when products are introduced to troubleshooting and ongoing improvement proposals. Providing optimal product proposals and technical support based on a deep understanding of customers' usage environments and production conditions leads to improved customer satisfaction.

Furthermore, Japan's R&D hub works closely with overseas sites, and customer feedback and technical issues identified in each region are quickly fed back to R&D and reflected in product

improvements and new product development. Through these efforts, we achieve uniform, high-quality user support at the global level while responding to the needs of each region.

Building a global user support structure with Japan's R&D serving as an R&D hub



Nearby, Wherever You Go

From printing inks to high-performance materials.
Our diverse products create value in every part of daily life.

 SAKATA INX around you
<https://www.inx.co.jp/english/discovery/>
Products
<https://www.inx.co.jp/english/product/>



Botanical Ink
The botanical ink developed by SAKATA INX contains at least 10% plant-derived ingredients coming from trees, seeds and the like in its solid content.
You might find this symbol on products at supermarkets and convenience stores!

Home



Newspapers, curtains, wallpaper, etc.

Our products: Newspaper ink, industrial inkjet inks
Social value: Newspaper inks, SAKATA INX's original business, continue to deliver valuable information. Curtains and wallpaper, which may not appear to be printed at first glance, are now also printed using industrial inkjet printers, enabling small-lot production and helping reduce our environmental impact and waste.

Sign graphics (outside advertising)



Signs, display boards, wrapping advertisements, etc.

Our products: Industrial inkjet inks
Social value: Through a variety of sign graphics created using industrial inkjet inks, we bring information and color to people's lives. By making advertising and signage easier to understand, we support a society in which information is communicated smoothly, as well as the creation of value.

Supermarkets and convenience stores



Snacks, drink cans, etc.

Our products: Botanical ink (packaging ink), gas barrier agents, inks for metal can surfaces
Social value: Gas barrier agents for film packaging not only help make packaging easier to recycle, but also help maintain product freshness, helping to reduce food loss. The Group also boasts the world's top share for inks for aluminum cans (metal can surfaces), which have attracted attention in recent years for their high recyclability.

Hamburger shops



Hamburger wraps, French fry containers, paper cups, etc.

Our products: Botanical ink (packaging ink), water resistant inks, oil resistant coating agents (functional coating agents)
Social value: Combining printing using our original line of environmentally friendly botanical ink with functional coating agents that offer various functions such as oil resistance, water resistance, and water repellency allows for environmentally friendly paper container packaging that is resistant to water and oil.

Offices

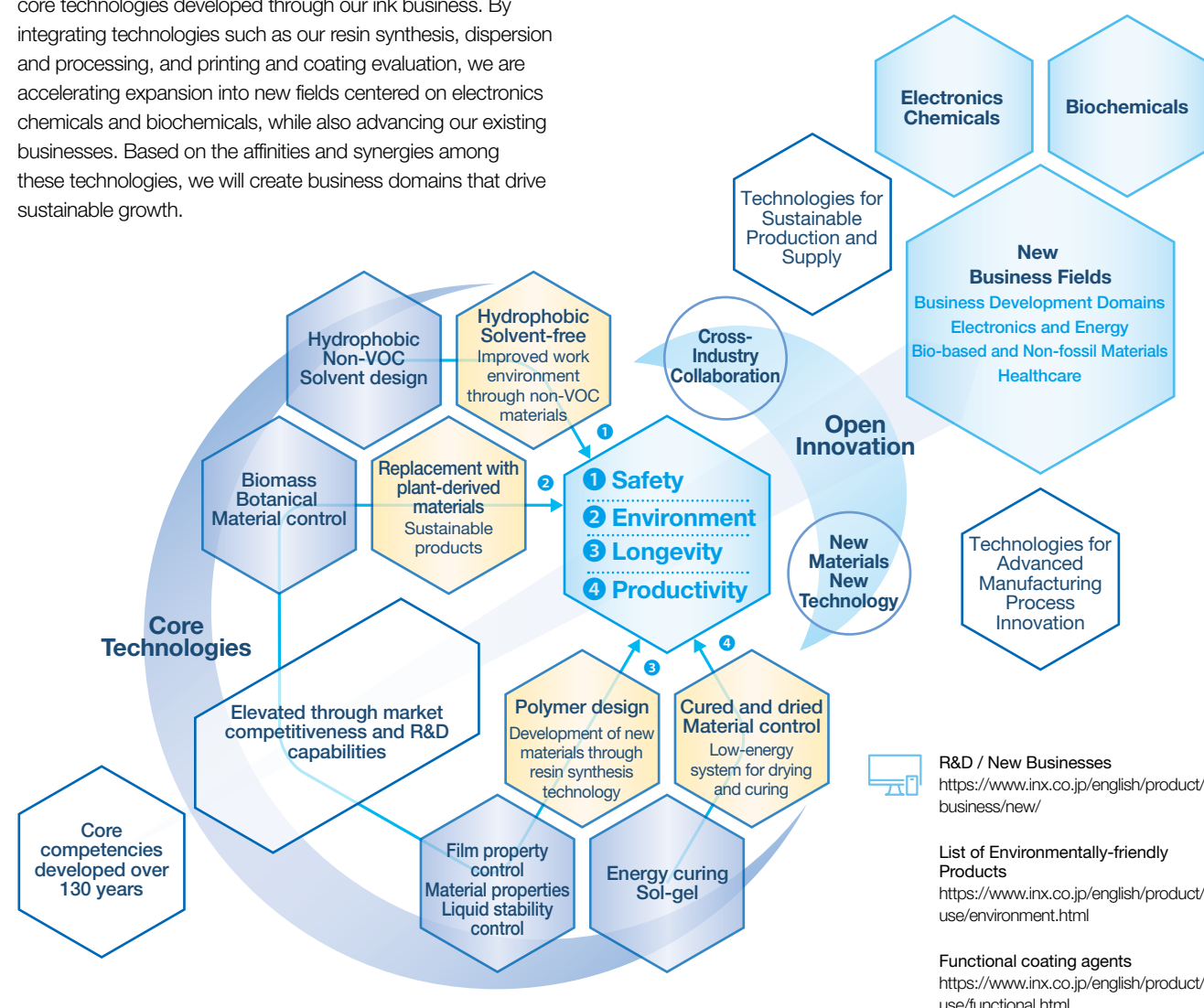


Smartphones, computers, multifunction printers, etc.

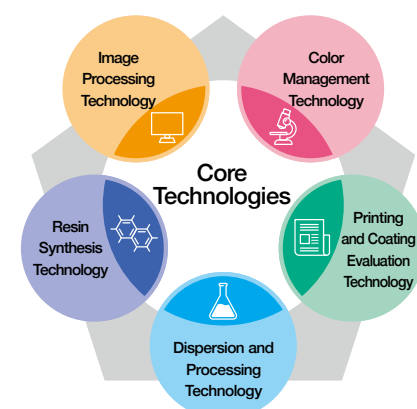
Our products: Pigment dispersions for display materials, toner
Social value: Pigment dispersions for display materials are indispensable for displaying images on various digital display devices. Our products are also used in smartphones, computers, and display panels, which may seem far removed from printing at first glance. Our toner is also used in multifunction printers and laser printers found in offices.

Creating New Business Value Through the Integration of Core Technologies

SAKATA INX is creating new business value by leveraging the core technologies developed through our ink business. By integrating technologies such as our resin synthesis, dispersion and processing, and printing and coating evaluation, we are accelerating expansion into new fields centered on electronics chemicals and biochemicals, while also advancing our existing businesses. Based on the affinities and synergies among these technologies, we will create business domains that drive sustainable growth.



Core Technologies



■ Resin Synthesis Technology:

Technology to add coloring disperse function, adhesive function, printability, various durability and functions to binder resin used in ink.

■ Dispersion and Processing Technology:

Technology for fine, stable and uniform dispersion of particles such as organic and inorganic pigments from submicron to nanoscale.

■ Printing and Coating Evaluation Technology:

Technology to coat the surface of base materials such as paper and film with inks and functional coating agents, and to evaluate the formed images and functional thin films.

■ Image Processing Technology:

Technology to process, store, and transmit digital information into various types of information using computers.

■ Color Management Technology:

Technology to manage color in absolute values using a spectrophotometer and computers.

Enhance R&D and Technology Capabilities — Product Development Based on Creating Shared Value (CSV)

► R&D Vision

To realize the strategies outlined in our Long-term Strategic Vision, SAKATA INX VISION 2030, we are not only strengthening product development in existing businesses, but also actively engaging in research and development, utilizing open innovation through industry-academia collaboration in order to enter into new business areas and contribute to solving environmental and societal issues such as global warming and marine plastic pollution. We develop products and provide user support on a global level.

► Integrated IP, Research and Business Strategies

The R&D Management Department plays a central role in intellectual property strategy and deals primarily with patents and trademarks, and also provides researchers with education and training on intellectual property matters. We have also positioned research and development in Japan as the mothership for R&D in the Group, with initiatives carried out in three purpose-specific R&D departments at our Tokyo Plant and Osaka Plant. To develop and implement our research and intellectual property strategies across the Group, we also liaise with the R&D Center at INX International Ink Co., our consolidated subsidiary in the United States.

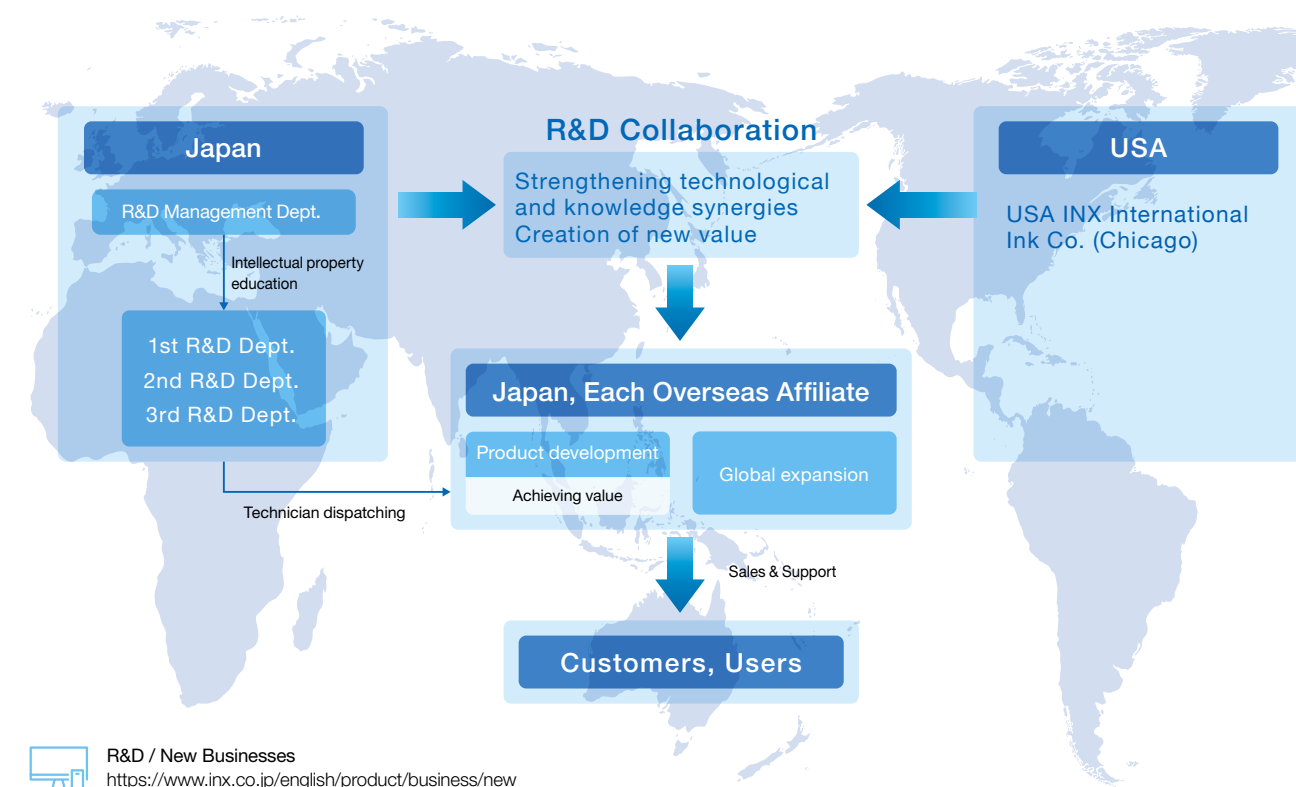
In addition, we have Japanese engineers stationed at each local subsidiary to provide guidance and training on Japanese technologies to the local staff. In collaboration with our research

Basic Policy for Research & Development

- 1. Expand printing inks/digital & specialty product businesses**
Promote the development of high value-added products that meet market needs and social trends.
- 2. Meet new market challenges**
Create new businesses by leveraging core technologies developed in existing businesses and fostering open innovation.
- 3. Strengthen ESG/sustainability efforts emphasizing the global environment and local community**
Promote the supply of safe and reliable products and the development of products that address environmental and social issues.

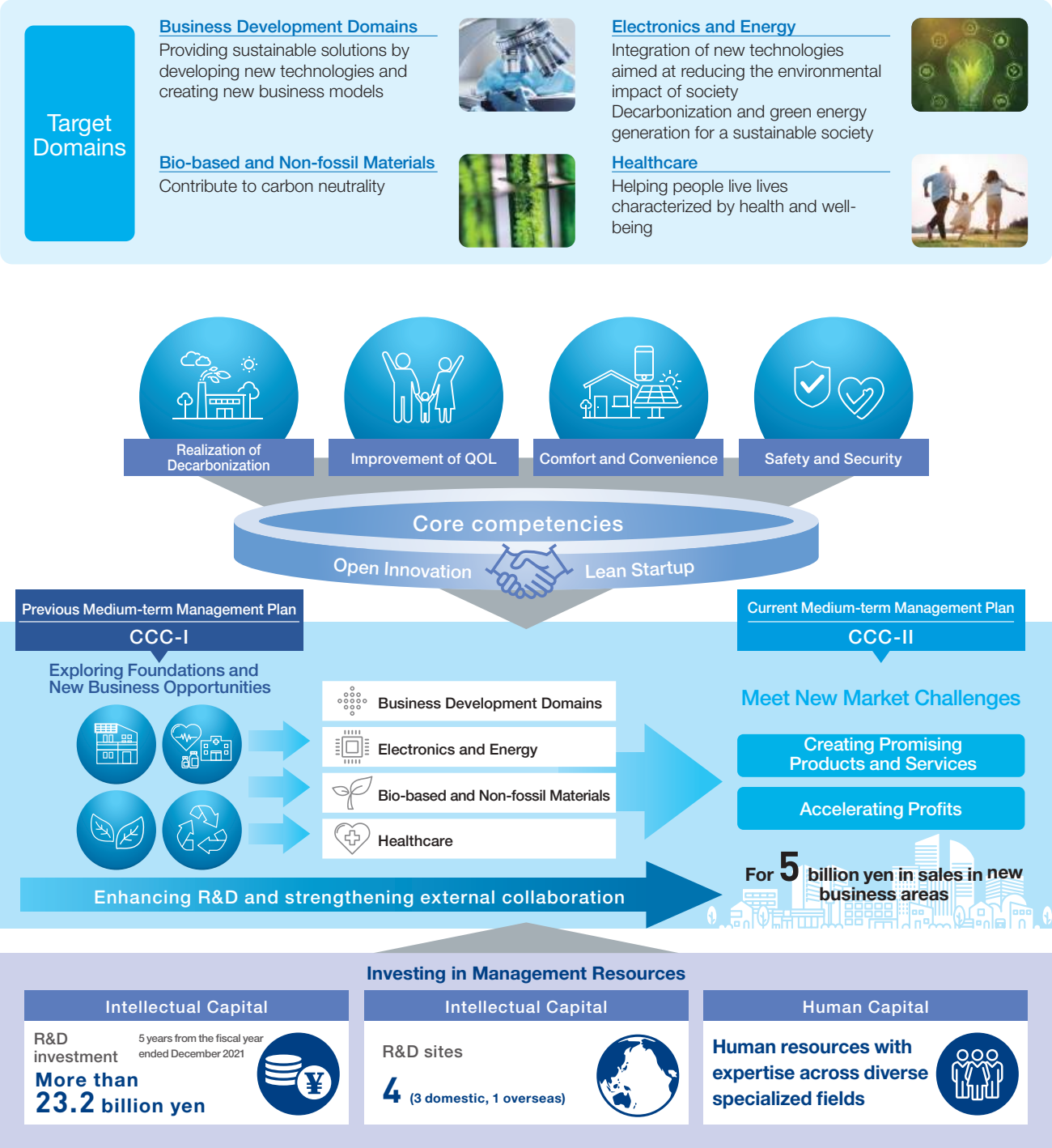
Integration of Three Strategies

Business Strategies	Expand printing inks/ digital & specialty product businesses Strengthen ESG and sustainability strategy Meet new market challenges
Research Strategies	Printing ink: Development of high added-value products in line with market needs Digital and specialty products: Utilize core technologies resulting from printing ink R&D New fields: Initiatives in four key focus areas
Intellectual Property Strategies	Developing and implementing intellectual property strategies in line with our business and research strategies



Enhance R&D and Technology Capabilities
— Create New Businesses

We have positioned decarbonization, improved quality of life (QOL), comfort and convenience, and safety and security as important strategic keywords, and are working to create new value that contributes to resolving these social issues. Building on core competencies such as the technologies and expertise we have cultivated, we have promoted lean startups through open innovation with external partners. Under the previous Medium-term Management Plan (CCC-I), we explored new businesses and established the foundations for their development. Under the current Medium-term Management Plan (CCC-II), building on those results, we are accelerating the commercialization of promising products and services, particularly in electronics and energy, healthcare, and bio-based and non-fossil materials, with the aim of creating social value while also achieving profitability.



Enhance R&D and Technology Capabilities
— Development Examples

► The Potential of Electronics Materials Developed from Printing Technologies

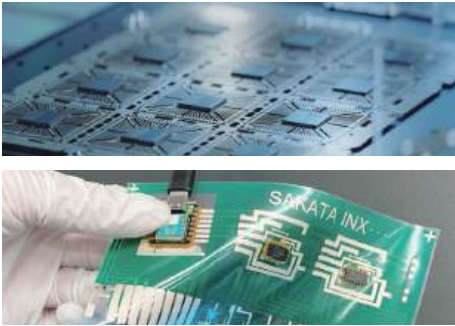
Strategic keywords

- Printed electronics
- Mainboards
- Back-end process for semiconductors
- Next-generation solar cells

As digitalization progresses, electronic devices must offer greater functionality, including thinner and lighter designs, higher integration density, and faster operation. They must also reduce environmental impact during the manufacturing process. Based on our dispersion, synthesis, mixing, and printing technologies developed through printing ink development, we are working to expand electronics materials originating from printing, an approach that differs from conventional manufacturing methods.

We make it possible to mount electronic components on flexible substrates and enable greater freedom in product design by combining multiple material technologies, including electrically conductive pastes, bonding materials, and fine-circuit formation materials. This helps conserve resources and reduce product weight by reducing the number of components and production processes.

Moving forward, we will advance the social implementation of these technologies through collaboration with partner companies and work to pursue the creation of new value and commercialization as material solutions that support next-generation devices.



Electronics-related development products
<https://www.inx.co.jp/english/product/electronics/>

Assistant Manager,
1st R&D Dept.,
Corporate R&D Div.

► Taking on the Challenge of Developing Next-Generation Thermal Management Materials That Address Issues in Growth Fields

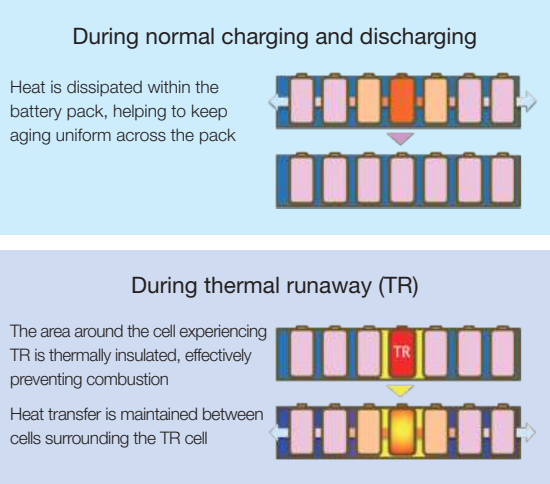
Strategic keywords

- Thermal management
- Improved safety
- Next-generation energy

With the electrification of mobility and advances in information processing, achieving both safety and higher output and efficiency in batteries and power systems has become a bottleneck in fields such as EVs and AI servers. The key to achieving this balance lies in controlling the heat that is generated, and the importance of thermal management technologies is rapidly increasing. Building on the dispersion and material design technologies cultivated through the development of printing inks as a source of competitive advantage, we jointly developed the temperature-responsive thermal management material Thermorphous™ FX25 with Matwerkz Technologies Pte. Ltd. for these fields.

This material has the unique ability to switch from heat dissipation under normal conditions to thermal insulation at high temperatures. Combining the thermal control and safety functionality of conventional multiple materials into a single material enhances design flexibility and optimizes cost structures. Further improvements in thermal control may also indirectly help reduce greenhouse gas emissions by enhancing energy efficiency.

With a view to mass production targeted for 2027, we will accelerate expansion into growth markets and promote the commercialization of the material as a core product to help strengthen our earnings base.



* This conceptual image is intended to explain the development concept. It is not based on experimental data and does not guarantee performance

Special Page for Battery Thermal Management Materials
<https://www.inx.co.jp/english/product/business/new/electronics/thermorphous/>

Chief Specialist, Development
Planning Dept., Corporate R&D Div.

Accelerating transformation to strengthen global governance and the supply chain resilience

Yoshiaki Ueno

Representative Director, President & CEO
SAKATA INX CORPORATION



"In green, we cultivate our
and sustainable solutions
empowering our teams
to build a better future"

Enhancing supply chain resilience for sustainable growth

The Group is promoting initiatives across three phases under our Medium-term Management Plan (CCC) as we work to achieve our Long-term Strategic Vision for 2030: "Create and Innovate, Care for the Earth, Color for Life." FY2025 was the second year of the second phase of our Medium-term Management Plan (CCC-II), which is positioned as a phase for business expansion and enhanced profitability. It also marked the midpoint on the path toward our Long-term Strategic Vision. During this period, we achieved three consecutive years of increases in both sales and profits, with net sales and operating income growing by approximately 8% and 15% per year, respectively, since FY2021. I believe these achievements are the result of the steady accumulation of initiatives in each region, as well as our supply structure, product appeal, and investment direction coming together.

Alongside this growth, the situation in Iran that emerged in 2026 led to a sharp rise in prices for raw materials used in printing inks and processed products, many of which are derived from naphtha, significantly altering the operating environment. For FY2026, the final year of the CCC-II phase, we expect net sales to reach the planned level, while operating income is expected to fall slightly short of the plan. However, we are continuing our efforts to increase both sales and profits.

The Group primarily handles packaging products for beverages, food, daily necessities, and other items, and operates in more than 60 countries, with sites in over 20 countries and regions. As an essential business closely connected to people's daily lives, we recognize that fulfilling our supply responsibilities in the global market is an extremely important duty. From this perspective as well, we see the current situation in Iran as an emergency risk and have established a response headquarters to ensure the stable procurement of petrochemical-based raw materials and the stable supply of products, as well as to respond to rising material prices. Through this, we are gathering information and making swift decisions.

To date, we have enhanced our resilience by transforming our systems to enable rapid responses to sudden risks and by reviewing our supply chain structure. Specifically, we have strengthened our BCP (business continuity plan) response in light of geopolitical risks and enhanced partnerships through measures such as expanding and increasing the functionality of our product lineup in response to environmental regulations, etc. In doing so, we are pursuing vertical integration that extends to materials. Our acquisition of U.S.-based Coatings & Adhesives Corporation (C&A) in November 2024 was part of these efforts, and we intend to continue actively pursuing M&A globally.

In addition, as we pursue this vertical integration, we will build a structure that enables us to manage the entire supply chain in an integrated manner and contribute to the calculation of customers' Scope 3 data. We will further strengthen trusted procurement relationships with our suppliers by continuing to deepen their

understanding of the Group's human rights policies and initiatives, conducting surveys using Global Compact Network Japan's CSR/Sustainable Procurement Self-assessment Tool Set with our own original questions added, and engaging in dialogue.

To further promote these initiatives, now is the time to shift our perspective toward global "total optimization."

Advancing structural reforms to achieve "total optimization" and drive further growth through strategic products

Until now, our basic policy has been "individual optimization" rooted in each region, and we have worked together with our sales and technical teams to carefully address our customers' issues. This approach is one of our strengths. At the same time, our customers, as well as brand owners further downstream, now expect us to provide the same level of service and quality consistently around the world. I believe we must respond steadily to these changes. To meet these expectations, it is essential to advance our supply chain management from a global perspective while leveraging regional strengths. To do so, we are advancing structural reforms to strengthen our supply chain through "total optimization," building on the foundation of "individual optimization."

As one of the specific initiatives, although the Group currently manages segments by region, we intend to newly manage segments by product field, such as packaging, metal cans, digital, and coatings. By gaining a firm grasp of global trends and taking an interregional approach, we aim to formulate and execute specific strategies in each region.

The Group has also been undertaking initiatives around the keyword "environmental friendliness," and we will further strengthen our supply chain from this perspective as well. Amid the growing global movement toward the 3Rs (reduce, reuse, and recycle), including the Europe's PPWR (Packaging and Packaging Waste Regulation), which came into effect in February 2025 with the goal of reducing packaging waste and promoting a circular economy, we need a structure that allows us to accurately understand these trends and respond swiftly as a Group.





We have also been focused on developing environmentally friendly products. This includes our botanical ink series, which actively makes use of plant-derived materials; washable inks, which improve film recyclability by allowing printed ink to peel off when agitated after being immersed in a special solution; and coatings that contribute to mono-material packaging by adding functionality to natural resource-derived materials.

We are also focusing on chemical recycling initiatives in collaboration with external companies. We have taken a stake in R Plus Japan, Ltd., a joint venture that develops technologies for recycling used plastics as resources, and are moving forward with initiatives in the used plastics recycling business. By chemically decomposing used plastics through catalytic pyrolysis technology to convert them into basic chemicals and then recycling them, we aim to achieve efficient recycling with low environmental impact by 2030. I believe that further refining these environmentally friendly technologies and expanding our product range will enable us to meet a wide range of customer needs and drive business expansion.

We are also working to develop new businesses to achieve our Long-term Strategic Vision. To create new materials leveraging the resin synthesis, dispersion and processing, and printing and coating evaluation technologies cultivated through our ink business, we are establishing development mechanisms, collaborating with a variety of companies and organizations, pursuing open innovation, and investing in startups. To date, we have promoted the four areas, business development domains, electronics & energy, bio-based and non-fossil materials, and healthcare as focus areas for new businesses, and based on market and industry trends that are changing due to recent advances in AI, while continuing these initiatives, we will focus investment particularly in electronics chemicals and biochemicals

as the pillars of our growth strategy, accelerating the development of high-performance materials used in semiconductor processes.

Promoting globalization by transitioning to a holding company structure in 2027

In management, strengthening governance and accelerating decision-making are important issues for any company. The Group has set strengthening global management cooperation as one of our innovation projects, and has decided to transition to a company with an Audit and Supervisory Committee in March 2026 and to a holding company structure in January 2027. We hope to further evolve our management structure, accelerate decision-making, and assess the validity of decision-making processes from multiple perspectives.

The holding company will be responsible for functions such as formulating cross-organizational strategies, as well as R&D, financial management, human capital management, and production engineering, including quality control. At the same time, on the execution side, we will delegate greater authority to those responsible for implementation, thereby increasing speed on-site. We will also require the execution side to ensure higher standards for process validity and review quality and will engage in repeated professional discussions from the planning stage onward. Through these initiatives, we will achieve a management structure that ensures both speed and control.

As part of governance control, we are working to standardize ERP systems globally and strengthen our structure for aggregating data from sites around the world. By expanding the use of AI, we also aim to enhance and accelerate the planning and execution of marketing strategies, cash management, and technology development.

These initiatives are part of the structural reforms aimed at achieving our Long-term Strategic Vision and represent one milestone along that path. Under the new structure, the SAKATA INX Group will work together globally to enhance the value we provide to customers from three perspectives: economic viability, response to social issues, and response to environmental issues.

Furthermore, in transitioning to a holding company structure, we will create an organization capable of cross-management that enables us to conduct business from perspectives that go beyond regional boundaries. For example, engaging in dialogue with customers in the U.S. from Japan while carrying out manufacturing in Europe. To do so, I want our employees to have an even stronger awareness of what it means to be part of a global company. In CCC-II, we define our ideal human resources as “people who have a global perspective, make changes on their own, and enjoy trying new things with those around them,” and are promoting an HR strategy built on four pillars: welcoming diversity, an environment that encourages the pursuit of challenges, enhancing education and HR development programs, well-being.

As a global company, we will continue to diversify our human resources. We will strengthen our efforts to

acquire and appoint talented human resources globally, including by appointing non-Japanese employees to management positions, appointing human resources trained in various regions around the world to positions in Japan, and hiring overseas university students in Japan.

Since becoming president, I have held townhall meetings and GENBA Walks to engage in dialogue with frontline employees and to listen to each individual’s voice. As we advance structural reforms, I believe it is more important than ever to further deepen communication with employees. I will continue to engage in dialogue to build an organization in which each employee proactively participates in transformation.



A GENBA WALK held at the Shiga Plant in June 2026

Continuing transformation to improve ROIC and increase corporate value

We are promoting management that is conscious of the cost of capital and positioning ROE as one of our most important management indicators. We have therefore adopted ROE as the calculation indicator for the performance-linked portion of officer compensation. We have set a target of ROE of 10% or higher for the final year of CCC-II, and in FY2025, ROE improved by 1.5 points from the previous fiscal year to 10.0%.

To improve capital efficiency, we continuously assess whether the returns on invested capital exceed the cost of capital. We are working to optimize capital allocation across growth investments, shareholder returns, and other uses, while striving to reduce the cost of capital. Since the CCC-II phase, we have developed ROIC trees for each business category to improve ROIC and visualize the link between ROIC and business operations. In our business plans, we have repeatedly discussed strategies to boost the ROIC spread and initiatives for processes like sales, production, purchasing, and logistics, which we have implemented. I believe these efforts are driving improvements in ROIC.

Since 1998, we have also been implementing TPM (Total Productive Maintenance, or getting employees proactively involved in production management) activities, pursuing the reduction of all forms of loss in our

production systems and lowering costs. Going forward, we will expand these activities beyond production activities to purchasing, logistics, and sales processes, linking them to improvements in ROIC.

Looking at our valuation in the stock market, as of April 2026, our P/B ratio sits at 0.9 to 1.0 times, while our P/E ratio has remained at 9 to 10 times. Our goal is to raise these figures to a P/B ratio of 1.0 times or higher and a P/E ratio of 15 times or higher as soon as possible. Through dialogue with a broader range of investors, we will communicate a clear story: the Group’s vision and future direction, how we create social and economic value by addressing social and environmental issues through our business activities, and how this leads to earnings growth.

Our direction for 2030 and the spirit of our corporate philosophy, “Mind within the Mind,” which expresses the kind of company SAKATA INX is, where we are headed, and how our corporate activities should be conducted, remain unchanged. However, the way we interpret this philosophy is constantly evolving. We need to pursue an optimal approach as the use of AI significantly changes the volume and speed of information input.

I want the Group employees to become people who can pursue transformation on their own. We are seeing a steady increase in employees proactively raising their hands for our open career recruitment system and internship system, and I can feel a growing willingness among individual employees to take on challenges. Going forward, I expect even more employees to think for themselves and take on challenges with strong passion.

I will continue to stand at the forefront and drive transformation. By identifying changes in the global market and listening to voices from the frontlines, we will advance further transformation to achieve our Long-term Strategic Vision and improve corporate value. I ask for your continued and unwavering support of the SAKATA INX Group.



Roundtable Talk with Outside Directors



Yoshio Sato
Outside Director

Kazuko Otsuki
Outside Director

Yukiko Tsujimoto
Outside Director

Contributing to the strengthening of management systems and governance for sustainable global growth

With a view to the transition to a holding company structure scheduled for January 2027, we held a roundtable discussion with three Outside Directors on topics including SAKATA INX’s strengths, progress under the Medium-term Management Plan, the effectiveness of the Board of Directors, and succession planning. They exchanged views on issues the Group will need to address and expectations for the Group going forward.

About SAKATA INX’s Strengths

Strengths in advanced technology capabilities and products with leading global shares

Steadily advancing initiatives under the leadership of President Ueno

Sato SAKATA INX boasts the third-largest sales in the global printing ink market, as well as technology capabilities that have enabled it to develop environmentally friendly products such as botanical ink ahead of the industry. The Company is also focusing on management with an awareness of capital costs and share prices. Under a clear management policy, it has set a target of an ROE of

10% or higher, steadily implemented various initiatives, and delivered results.

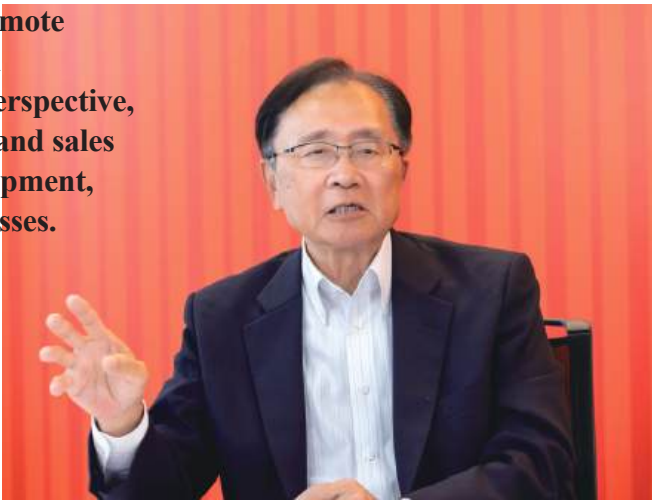
Tsujimoto Having products such as inks for metal can surfaces that hold top-class positions globally is a major strength, and the Company continues to boldly pursue the creation of new technologies with a strong determination. I was previously involved in global new business development at a consumer goods manufacturer, and I found it reassuring when our raw material manufacturer partners developed new technologies. I believe SAKATA INX is also highly regarded by many customers as an important partner.

Otsuki Businesses the Company has actively invested in are beginning to contribute to performance, including

To maximize shareholder interests, we will promote discussions on ROIC management, centralized management of funds from a company-wide perspective, optimization and strengthening of production and sales systems in each region, human resource development, and the early commercialization of new businesses.

Yoshio Sato

He served as Chairman of the Board and President at Sumitomo Life Insurance Company. In 2014, he became an Outside Audit & Supervisory Board Member of SAKATA INX and an Outside Audit & Supervisory Board Member of Panasonic Corporation (currently, Panasonic Holdings Corporation). He became an Outside Director of SAKATA INX in 2023. In addition to his role at SAKATA INX, he currently serves as an Outside Director of Rengo Co., Ltd. and Toyo Securities Co., Ltd., as well as Senior Corporate Advisor to Sumitomo Life Insurance Company, and is involved in corporate management with his extensive experience and broad insight.



improvements in the profitability of RUCO in Germany, which was acquired in FY2020, and the expansion of sales of pigment dispersions for black matrix display materials. The profits generated are then directed toward R&D investment and M&A for the next phase of growth and the development of new businesses, and a positive cycle is beginning to take shape. President Ueno, who has led management since 2021, has a broad perspective, places the right human resources in the right positions, and gives appropriate instructions. I have also heard that he frequently walks around the new single-floor Osaka office and talks to employees.

Tsujimoto President Ueno is strongly committed to meeting targets and, as the person responsible for management, has a strong sense of accountability in making final decisions as the environment surrounding the Company changes.

Sato I feel the same way. While he was working in the research department, President Ueno launched the digital and specialty products business. He has the ability to see the overall picture, present specific processes for achieving targets, and execute with speed while involving those around him.

About Progress Under the Medium-term Management Plan (CCC-II)

CCC-II is making steady progress

Expectations for further improvements in profitability and capital efficiency

Otsuki In FY2025, the second year of CCC-II, the Company was able to achieve increases in both sales and profits compared to the previous fiscal year, and ROE reached 10.0%, achieving the target of 10% or higher set for FY2026. PBR also improved to around 1x, and the Company’s stock market valuation is rising. Going forward,

I expect the Company to create high-value-added products and improve profitability.

Tsujimoto CCC-II is progressing steadily, and the achievement of the final-year targets is now coming into view. In the Japanese market, profitability has improved through a review of the business portfolio, while in overseas markets, the Company is actively investing in growth and focusing on new business initiatives with an eye to the future.

Sato The Company will transition to a holding company structure in January 2027 as its next step, with the primary aim of improving capital efficiency. To maximize shareholder interests, the holding company will need to thoroughly implement ROIC management, centrally manage funds from a company-wide perspective, and strengthen oversight of production and sales systems in each region.

About the Effectiveness of the Board of Directors

Transition to a company with an Audit and Supervisory Committee and a holding company structure

Delegating authority to the executive side and strengthening the supervisory function

Sato The three Outside Directors, including myself, have diverse experience in different fields of expertise, and lively discussions take place at meetings of the Board of Directors. By participating as observers in the Management Council, which serves as an advisory body to the president, Outside Directors can understand the deliberations on important management matters, as well as reports on their results and progress, and deepen their understanding of where issues lie and the Company’s current situation. In addition to the agenda prepared by the Company, Outside Directors also exchange opinions at the Meeting of Independent Outside Directors on matters of concern that

Roundtable Talk with Outside Directors

they have noticed by viewing the Company objectively, and make recommendations based on those discussions.

Tsujimoto Previously, meetings of the Board of Directors often involved Outside Directors asking questions and the inside director in charge answering them. Recently, however, there have been more questions from inside directors to Outside Directors, as well as more discussions among inside directors. On themes related to governance and sustainability, there are also opportunities for inside and Outside Directors to spend an entire day discussing these topics. I feel that the effectiveness of the Board is increasing as we deepen our understanding of future directions and progress, and then attend Board meetings based on that understanding. In March 2026, SAKATA INX became a company with an Audit and Supervisory Committee, and it plans to transition to a holding company structure in January 2027. The Board of Directors will need to prepare to engage in higher-level discussions from an investor-like perspective, with an awareness of highly investment-efficient capital allocation.

Otsuki Following the transition to a holding company structure, we will need to delegate authority to the executive side while also clarifying which reports and information it should provide to make the supervisory function more effective. At the same time, in carrying out our supervisory role, we will need to approach everything with a global perspective more than ever before.

Sato Going forward, we will also need to deepen discussions on how much authority should be delegated to the executive side, including remuneration systems for top management in Japan and overseas subsidiaries. In addition, although operations in Europe have so far been led locally, I would like to renew and deepen discussions on the approach to management and cost structures.

Tsujimoto Until now, information from the executive side had been reported by each subsidiary, including

management indicators and business activities, which sometimes made it difficult to see the actual state of the business. However, when I requested improvements based on my experience, the information changed into a format that makes the situation in each area easier to understand. For monitoring, it is important to track figures for businesses and areas in a timely manner, in a way that aligns with the Company's organization.

► About Succession Planning

Expectations for the global development and appointment of human resources who will lead the next generation of management

Sato I serve as chair of the Nomination & Compensation Committee, and regarding succession planning, we have just begun full-scale discussions on future framework. We are sharing opinions on the successor to the CEO, as well as the selection of human resources in their 40s and 50s who will support the CEO and play a central role in the next generation of management. For executive candidates, it is important that they have a high level of expertise, as well as the ability to evaluate technologies as a manufacturer, capabilities in financial strategy and overseas business operations. Training is being conducted through various curricula to help them gain a broad range of experience. Specifically, selected human resources are divided into groups and consider concrete measures through case studies, such as what SAKATA INX should do to continue developing in the future.

Tsujimoto We had exchanged opinions for some time about clarifying the qualities required of a CEO, and going forward, we will move into more concrete discussions. In addition to the general qualities required of a senior manager, we will consider the qualities needed in light of factors such as familiarity with this industry and overseas

I hope that more leadership candidates will be identified from among the 5,000 employees of the global SAKATA INX Group.

■ Yukiko Tsujimoto

Joined Procter & Gamble Far East Inc., the Japanese subsidiary of a U.S.-based consumer goods manufacturer. She later served as Director of Procter & Gamble Japan K.K. and Director of P&G Japan K.K., and currently serves as Representative Director of shapes Co., Ltd. She became an Outside Director of SAKATA INX in 2022. While at Procter & Gamble Japan K.K., she oversaw brand marketing, public relations, external affairs, and other functions. She also serves as an Outside Director of TOA Corporation.



business, as well as the transition to a holding company structure. As for the development of human resources who will lead the next generation of management, my sense is that the current candidates are somewhat too old to be called the next generation. I hope that the Company will also establish programs to develop executive candidates among employees in their 30s and 40s, and that we will see more female employees playing active roles. In appointing human resources who will become next-generation leaders, I hope we will broaden our perspective, and that more leadership candidates will be identified among the 5,000 employees of the global SAKATA INX Group, rather than only the 1,000 in Japan. Only when overseas Group companies hire human resources who can become leaders, and those people go on to build careers as area leaders with broader responsibilities and eventually become one of the leaders of the holding company, can we say that SAKATA INX has become a truly global company.

Otsuki If that happens, it will further increase the motivation of people working at overseas SAKATA INX Group companies and lead to the Company's development. Leaders are required to respond quickly to change, make the best decisions, and demonstrate leadership in unpredictable situations where no one knows what may happen tomorrow. I expect the human resources who will lead the next generation to demonstrate excellent performance on-site, while also acquiring the ability to drive the Company as CEO and management skills that enable them to delegate appropriately.

► Message to Stakeholders

Look forward to the SAKATA INX Group's future as it enhances its presence in the global market

Sato As the Company transitions to a holding company structure in 2027, building optimal production,

procurement, and marketing systems worldwide, accurately understanding the needs of major global customers, and increasing the number of new customers will be major management themes. I find it very encouraging that the people who will lead the next generation of management are engaging in lively discussions on proposals that anticipate customer needs, the development of new regions and customers, expanded sales of functional materials into the durable consumer goods field, and the development of new domains. I hope that a new vision of the SAKATA INX Group will emerge from these discussions.

Tsujimoto The Company has different strengths in different areas of the world, but going forward, it will be important for each area to learn from one another's strengths and pursue overall optimization. I believe that by using the transition to a holding company structure as an opportunity to further strengthen lateral collaboration, the Company can become an even stronger company with a greater global presence. I hope all stakeholders look forward to SAKATA INX's future.

Otsuki Although the printing ink industry is mature, SAKATA INX is also expanding into new fields such as functional materials, electronics, and biotechnology, and is an attractive company that operates in more than 20 countries and regions. I would like more people to know this. Under President Ueno's leadership, the Company is flexibly implementing various initiatives to drive sustainable growth, and its capital efficiency is improving. We expect to be evaluated more highly by our stakeholders as we continue to be a company that demonstrates our ability to transform ourselves and enhance corporate value.

We expect to be evaluated more highly as we continue to demonstrate our ability to transform ourselves and enhance corporate value.

■ Kazuko Otsuki

Joined Deloitte Touche Tohmatsu LLC, and after registering as a certified public accountant, she was involved in audits of business companies across a wide range of industries. After leaving Deloitte Touche Tohmatsu LLC, she joined Imaoka CPA and Tax Accountant Office. She became an Outside Director of SAKATA INX in 2023. Currently, in addition to her role at SAKATA INX, she serves as an Outside Director and Audit and Supervisory Committee Member at both ISHIHARA CHEMICAL CO., LTD., and Joshin Corporation.



Medium- to Long-term Strategic Vision

Realizing our Long-term Strategic Vision

We formulated our Long-term Strategic Vision SAKATA INX VISION 2030, and established three strategic directions based on our business theme, “Creation of visual communication technology,” and on our purpose (core of existence), “Develop

a communication culture that makes people’s lives more enjoyable,” as defined in our Corporate Philosophy, “Mind within the Mind.” In addition, we have launched innovation projects to build a stronger corporate infrastructure.



SAKATA INX VISION 2030
Create and Innovate,
Care for the Earth,
Color for Life

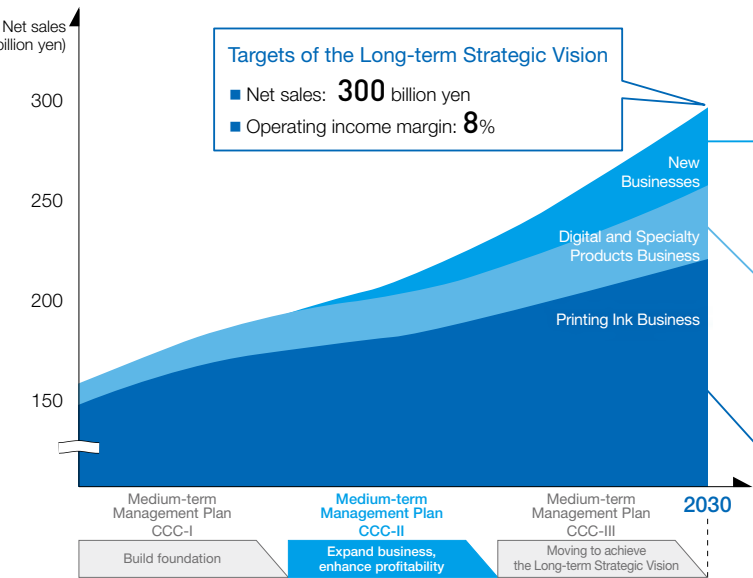
A company that takes on the challenge of new domains to create innovation, uses earth-friendly technologies to add comfort, richness, and color to life, and creates a future filled with smiles around the world



Progress of the Medium-term Management Plan: Vision for 2030

To achieve our Long-term Strategic Vision, we are engaged in CCC-II key measures to expand sales in the packaging field, expand our lineup of environmentally friendly products, broaden applications and enhance functionality in the digital field, strengthen our coating agent business, and promote the

commercialization of new businesses. Recently, sales have expanded in overseas segments, and the effects of active investment are also steadily emerging. We also expect increases in both sales and profits in FY2026, and the results of business expansion are steadily accumulating.



New Businesses

- Utilize the Group’s core competencies based on our core technologies
- Promote open innovation
Define target domains in each of the two areas of focus (electronics chemicals and biochemicals) and build a foundation for commercialization

Digital and Specialty Products Business

- Deploy high-value-added products globally that capture social trends accurately and timely
- Expand sales in each field, strengthen profitability, and improve brand power

Printing Ink Business

- Strengthen global collaboration across the entire value chain
- Develop and sell high value-added products that meet market needs
- Allocate management resources optimally to growth and new markets

Progress of the Medium-term Management Plan: Strategic Directions

We are promoting business expansion and enhanced profitability under CCC-II (ending in FY2026), the second phase toward achieving our Long-term Strategic Vision. Based on the strategic direction and innovation projects set out in our Long-term Strategic Vision, we are strengthening our ability to take action as a Group while deepening cross-organizational collaboration.

Achievements	- Business structural reforms (portfolio revisions) - Contributing to sustainability in the package industry - Enhancement of global operations
	- Formulation and review of various policies - TCFD and TNFD initiatives - SBT certification - Quantifying the financial impact of sustainability - Promoting global ESG governance - Improving external evaluations
	- Accelerating commercialization - Technology creation in target areas - Developing HR and corporate culture for tackling new fields and global success - Open innovation
	- Building a global strategic promotion structure - Enhancing the governance structure through the Asia regional management company - Promoting global projects (sales, ESG, procurement, safety, quality)
	- Strengthening IR activities and enhancing dialogue with investors - Proactive disclosure of financial and non-financial information, and enhanced dialogue-building - Enhancing internal branding - Growing and enhancing programs and systems to enable employees to energetically tackle new challenges - Introducing educational and development systems to promote autonomous career-building - Holding meetings to exchange viewpoints and to deepen understanding of and sympathy with Company vision and policies - Offering new workstyles targeting well-being, higher productivity, and co-creation

Expand printing inks/ digital & specialty product businesses	Strategic direction
Strengthen ESG/ sustainability efforts emphasizing the global environment and local community	
Meet new market challenges	
Strengthen global management cooperation	Innovation projects
Strengthen relationships with stakeholders	
HR development enhancements, organizational culture reforms	

Transformation of the Global Management Structure

As the Group's business structure evolves with the expansion of our overseas operations, we are steadily implementing the key initiatives of our Medium-term Management Plan to achieve net sales of 300 billion yen and an operating income margin of 8%, as set forth in SAKATA INX VISION 2030.

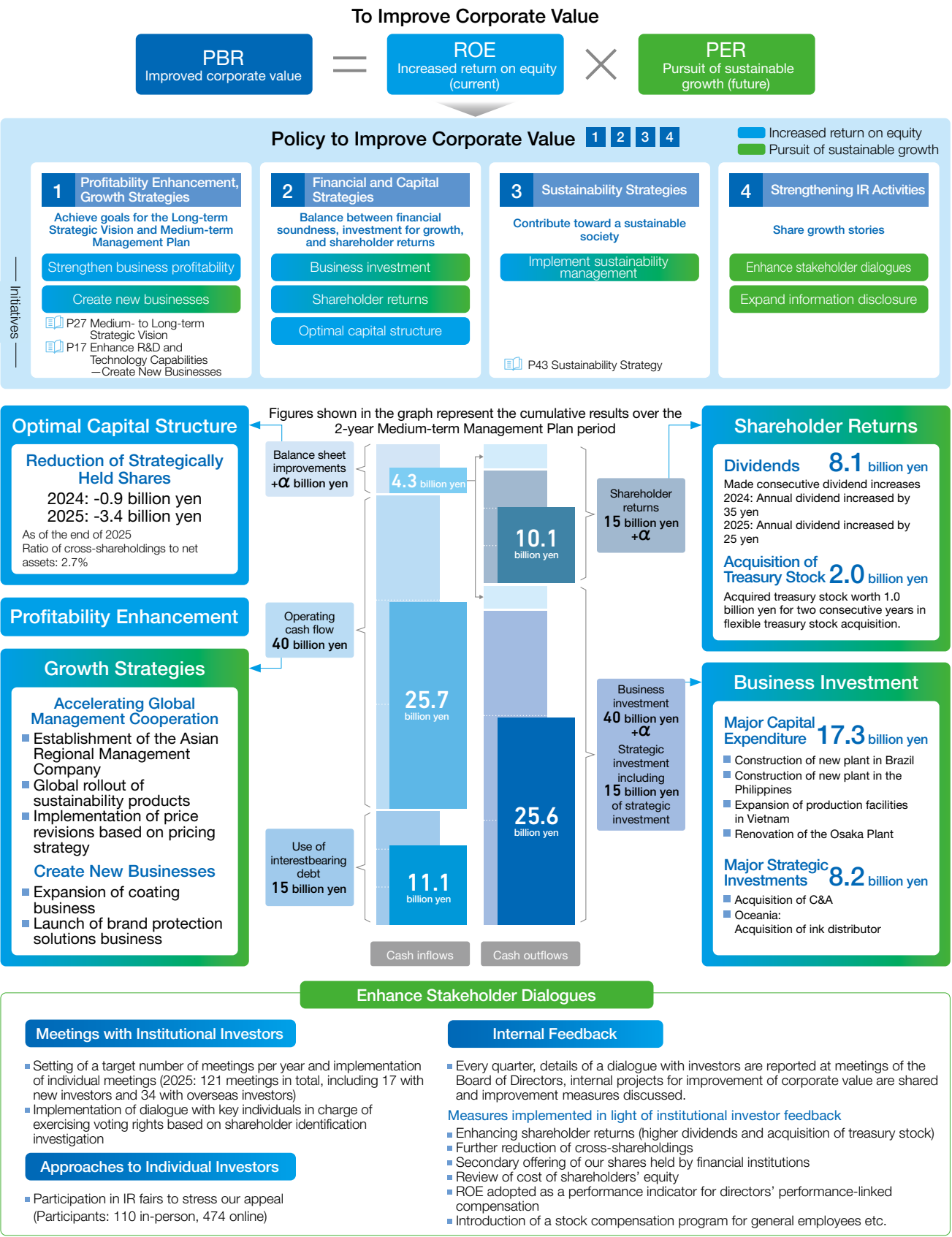
To respond to these changes in the environment and move from a conventional model of individually optimized operations to total optimization management, we plan to transition to a holding company structure in January 2027. As the global headquarters, the holding company will be responsible for formulating Group strategies, pursuing total optimization through resource allocation, and overseeing governance, while regional management companies will formulate and execute regional strategies and promote optimization within their respective regions, thereby maximizing the Group's collective strengths.

In addition, by boldly delegating authority while clarifying supervisory functions and responsibilities for business execution, we will further accelerate decision-making. We also became a company with an Audit and Supervisory Committee in March 2026 to strengthen the supervisory function of the Board of Directors by further enhancing its deliberations, particularly on management strategy. And, through more advanced portfolio management and centralized cash management, we will promote focused investment in growth areas and strengthen profitability, while enhancing knowledge sharing and operational efficiency across the Group, leading to improved capital efficiency and sustainable growth in corporate value.

Transition to a Global Management System to Achieve Overall Optimization



To Improve Corporate Value



Optimal Capital Structure

Reduction of Strategically Held Shares

2024: -0.9 billion yen

2025: -3.4 billion yen

As of the end of 2025

Ratio of cross-shareholdings to net assets: 2.7%

Profitability Enhancement

Growth Strategies

Accelerating Global Management Cooperation

Establishment of the Asian Regional Management Company

Global rollout of sustainability products

Implementation of price revisions based on pricing strategy

Create New Businesses

Expansion of coating business

Launch of brand protection solutions business

Shareholder Returns

Dividends 8.1 billion yen

Made consecutive dividend increases

2024: Annual dividend increased by 35 yen

2025: Annual dividend increased by 25 yen

Acquisition of Treasury Stock 2.0 billion yen

Acquired treasury stock worth 1.0 billion yen for two consecutive years in flexible treasury stock acquisition.

Business Investment

Major Capital Expenditure 17.3 billion yen

Construction of new plant in Brazil

Construction of new plant in the Philippines

Expansion of production facilities in Vietnam

Renovation of the Osaka Plant

Major Strategic Investments 8.2 billion yen

Acquisition of C&A

Oceania: Acquisition of ink distributor

Enhance Stakeholder Dialogues

Meetings with Institutional Investors

Setting of a target number of meetings per year and implementation of individual meetings (2025: 121 meetings in total, including 17 with new investors and 34 with overseas investors)

Implementation of dialogue with key individuals in charge of exercising voting rights based on shareholder identification investigation

Approaches to Individual Investors

Participation in IR fairs to stress our appeal (Participants: 110 in-person, 474 online)

Internal Feedback

Every quarter, details of a dialogue with investors are reported at meetings of the Board of Directors, internal projects for improvement of corporate value are shared and improvement measures discussed.

Measures implemented in light of institutional investor feedback

Enhancing shareholder returns (higher dividends and acquisition of treasury stock)

Further reduction of cross-shareholdings

Secondary offering of our shares held by financial institutions

Review of cost of shareholders' equity

ROE adopted as a performance indicator for directors' performance-linked compensation

Introduction of a stock compensation program for general employees etc.



Message from the Director in Charge of Finance

Aiming to make finance a driver of growth by mobilizing capital under global governance

Takayuki Shirafuji

Director, Executive Officer
Information Systems Div., Finance & Accounting Div.,
Business Process Re-engineering Dept.,
and supervising international operations
General Manager of the Corporate Planning Div.

Designing the direction of the entire Group while overseeing finance and corporate planning

Since joining the Company in 1994, I have been consistently involved in finance and accounting. In Japan, I was responsible for operations related to overseas sales, overseas transactions, and trade, and during my assignment in the U.S., I was also involved in financing for the local subsidiary. I have been in charge of the Corporate Planning Div. since 2022, and since 2025, I have overseen the Corporate Planning Div. and the International Operations Dept. as General Manager of the Group Corporate Planning Div. I have also been in charge of the Finance & Accounting Div. and the Information Systems Div. since 2026.

From this position, I would like to explain our focus on finance and global governance, as well as our current initiatives.

As we operate in over 20 countries around the world, it is important to accurately assess the performance and financial position of local subsidiaries and their growth potential, while also taking market trends into account. We provide printing inks used in packaging for food, beverages, daily necessities, and other products, and operate with a strong awareness of the importance of a stable supply. For this reason, it is essential that we constantly understand our supply capacity, make planned investments, and ensure the stability and continuity of the entire supply chain. The role of finance is to support the business foundation and appropriately secure the necessary funds.

To grow in line with market growth, we must invest funds in businesses and regions where growth is expected, while balancing our supply responsibilities with growth. That is why it is important to have a mechanism to consolidate the funds generated by the Group as a whole and reallocate them optimally. I recognize this as one of the most important themes that will determine our growth.

Steadily conducting business operations with an awareness of capital cost management and ROIC to achieve an ROE of 10% or higher

We have set a target of achieving an ROE of 10% or higher as we work to sustainably enhance corporate value. In FY2025, we achieved increases in both sales and profits, recording operating income of 15.2 billion yen and net sales of 257.6 billion yen. By strengthening our business foundation through improved profitability, we achieved an ROE of 10.0%.

To maintain an ROE of 10% or higher going forward, it is essential to link the profits we generate to future growth. Because increases in profit are accompanied by an accumulation of equity capital, we need to operate while being aware of capital efficiency as we pursue profit growth.

For this reason, we will continue to practice management with an awareness of the cost of capital.

Based on this approach, we are advancing shareholder returns through dividends and share buybacks, using a cost of equity of 8 to 9% and a total return ratio of 50% as benchmarks. Remaining funds will be allocated to growth investments as we work to improve equity efficiency and sustainably enhance corporate value.

In FY2025, operating cash flow was 17 billion yen, and free cash flow was 12.5 billion yen. I believe this cash generation is the result of the capital cost management and ROIC-conscious business operations we have pursued over the past several years.

Our approach to business investment as presented in the Mid-term Business Plan (CCC-II)

The business investments that support our growth include a large share of production facility investments. Renewal investments are the most important among these investments for supporting a stable supply to existing customers. For

this reason, we work to extend the renewal investment cycle as much as possible through equipment maintenance and management, while also selecting equipment with consideration for reducing environmental impact. We also view multiple sites in nearby areas as regional units and proceeding with facility planning from the perspective of regional optimization rather than individual-site optimization, while understanding production capacity and utilization rates.

Another pillar supporting our growth is M&A. In addition to expanding existing businesses into areas where we do not yet operate, moving forward, we will shift our focus to expanding our business domains. Our acquisition of U.S.-based C&A in November 2024 symbolizes this shift. By incorporating adjacent fields such as coating agents and adhesives in addition to printing inks, we will expand into new growth domains.

Managing shareholder returns to achieve a total return ratio of 50% or higher, with returns of over 15 billion yen over the three years of CCC-II

Regarding shareholder returns, our basic policy is to deliver total returns of over 15 billion yen over the three years of CCC-II, while flexibly allocating additional returns based on business performance and cash generation. In FY2025, we paid dividends of 95 yen per share and conducted share buybacks of 1 billion yen, resulting in a total return ratio of 49%. In February 2026, we also conducted share buybacks of 1 billion yen and plan to pay dividends of 100 yen per share.

In recent years, market expectations for capital efficiency and shareholder returns have increased, and we are strongly aware of this change. In light of this environment, we have gradually increased the standard for shareholder returns. Looking toward FY2026, we will continue working to further enhance the standard for returns, with our target in sight.

Going forward, we will balance growth investments with both improved capital efficiency and enhanced shareholder returns, resulting in sustainable improvements in corporate value.

Sharing our goals and strengthening global governance

As a global company, we have valued sharing the goals we should pursue while respecting differences, recognizing that values and approaches vary across sites in different countries.

At the same time, from a governance perspective, we have also faced challenges in how the head office should maintain control over equity, information, and discipline. Today, however, the importance of these elements has increased further, serving as a lifeline supporting our sustainable growth. For this reason, in order to achieve the next stage of growth



as a global company, we plan to transition to a holding company structure on January 1, 2027.

Along with this transition, we will review our organizational structures, including those related to finance, and make governance even more effective by developing systems and frameworks.

At the same time, how local subsidiaries in each country perceive these changes will be a significant challenge. To bridge gaps arising from differences in countries and cultures, it will be essential to increase transparency and communicate in ways that enable them to understand the essence of our policies.

It is also necessary to build relationships in which not only the head office, but also local subsidiaries, take responsibility as members of the Group and can share in the joy of growing together. We are still developing in terms of true globalization, and we intend to develop a corporate culture that enables us to engage in open dialogue with our overseas sites as equals.

Fully launching portfolio management and aiming to become a corporate group with greater growth potential

When looking at the transition to a holding company structure from a financial perspective, we have, up until now, focused mainly on understanding our business by region. Moving forward, it will be important to view it by business instead.

To do so, we need a system that enables us to drill down not only to the corporate-entity level, but also to the business-unit level, understand growth potential and profit contribution, and allocate capital preferentially to businesses expected to grow in the future. We are currently developing a global-based management accounting framework that will serve as the foundation for this.

Once these systems are in place, investment decisions will become clearer and more rigorous, and decision-making speed will increase. I believe the transition to a holding company will further clarify the division of roles, with the head office responsible for capital allocation and operating companies responsible for execution in their respective markets.

From the perspective of management with an awareness of the cost of capital and stock price, the reason we place a strong emphasis on business investment is clear. We have set a policy of achieving a total return ratio of 50% or higher, and I believe that creating growth opportunities is important for maintaining and improving capital efficiency while enhancing shareholder returns.

For this reason, in addition to the growth of existing businesses, profit growth through the expansion of business domains is essential, and M&A and investment in growth areas are effective methods for achieving this. An important role of the finance department is to procure the necessary investment funds, collect equity, and flexibly allocate it to growth areas.

Therefore, to sustainably maintain an ROE of 10% or higher, it is essential to achieve profit growth by such capital allocation and investment. Our finance department will support the Group's overall growth by procuring and optimally allocating the capital required.

As a prerequisite for this, we must ensure that global governance functions effectively. That is why we are now reviewing our structures and steadily building new frameworks.

Business Portfolio

Japan

Although the Japanese market is mature,
we will enhance our products' value and implement structural
reforms to consistently achieve global growth from Japan.



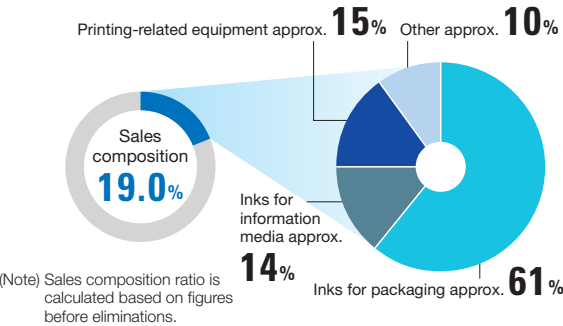
Hiroshi Morita
Director and Senior Managing Executive Officer

Characteristics of the Japanese Market

Because of the low birthrate and aging population, as well as digitalization, the demand for printing inks for paper media, such as newspapers and magazines, is declining. In the field of packaging, there is growing demand for inks that meet high standards of aesthetic aspects, functionality, and safety. This demand reflects advanced product differentiation, smaller quantities, a wider variety of products, individual packaging, a rising demand for ready-made meals, and enhanced hygiene awareness.

Due to stricter environmental regulations and increasing awareness, the demand for environmentally-friendly inks is also growing. Although the quantitative growth of the packaging ink market may be limited, it has become a competitive market where companies are focusing on technological advancements and added value.

FY2025 Sales Composition Ratio of the Japan Segment (Quick Summary)



Medium- to Long-term Strategy

The Japan segment acts as a production and sales site in the Japanese market. It is also a core site that serves as the R&D hub for the entire Group and functions as the global head office. The “Made in Japan” products and technologies developed in the Japanese market, where in particular the world’s highest levels of quality, functionality, and reliability are required, form the foundation for our global expansion. The information media sector is shrinking in the domestic market, while the packaging sector is expected to see robust demand, driven by increasing demand for ready-made meals, a trend towards smaller quantities, a wider variety of products, and heightened concerns about hygiene and safety.

Environmental considerations and functionality will be

essential factors in selecting products. In this context, we will accelerate our transition toward high value-added products, primarily in the packaging field. We aim to expand our range of environmentally friendly inks and functional coating agents while enhancing our solution offerings from the development stage. We will also focus on globally deploying the technologies and quality standards we have established in Japan, which are expected to drive our growth. We will leverage AI and enterprise resource planning (ERP) and implement business process reengineering (BPR) to facilitate structural reforms, ultimately enhancing our competitiveness and profitability. The Japan segment will serve as the R&D hub and the global management site, enhancing overall profitability across the Group.

Strategic Fields	Medium- to Long-term Direction	Specific Initiatives
Business positions	Japanese market + Global headquarters	Positioning the Japan segment as the central site for the R&D hub and the global head office Standardization and horizontal deployment of “Made in Japan” technologies
Growth fields	Adding high value to packaging ink	Addressing a trend toward smaller quantities, a wider variety of products, and advanced packaging materials Pursuing aesthetic quality, functionality, and safety at the same time
Sustainability	Focusing on the production of environmentally friendly products as our main offerings	Expanding the botanical ink series Mono-materials, plastic-free ink, functional coating agents Developing services that help promote a circular economy
Technological strategies	World-class quality and functionality	Verifying and enhancing technologies in the challenging Japanese market Consultative research and development from the customer's development stage
Global expansion	Horizontal deployment of Japanese technologies	Transfer of Japanese technologies to international markets Supporting localization to address the specific needs of different regions
Structural reforms	Improvement of profitability and efficiency	Enhancing operations by leveraging ERP and AI Enhancing efficiency in production, sales, and management through BPR

Main Products and Presence

Main Products

- Packaging inks
- Inks for information media
- Printing-related equipment

Industry Share
Note: As estimated by SAKATA INX

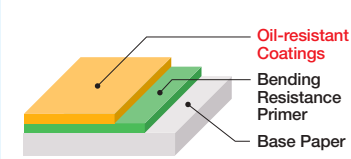
- Corrugated cardboard inks in Japan
- Film package inks in Japan

No.1 share **No.2 share**

Topic

We developed and launched a PFAS-free oil-resistant coating agent made from raw materials suitable for food-contact applications, as well as a water-based flex-resistant coating agent for paper. These products support the transition to highly functional paper packaging by minimizing performance degradation when folded while achieving both environmental performance and safety.

PFAS-free: Per- and polyfluoroalkyl substances (PFAS) are organic fluorine compounds and are known to potentially cause carcinogenic effects and persistent environmental pollution. “PFAS-free” means that a product is intentionally made without using PFAS chemicals.



Possible applications: containers for pizza and French fries

Business Opportunities and Risks

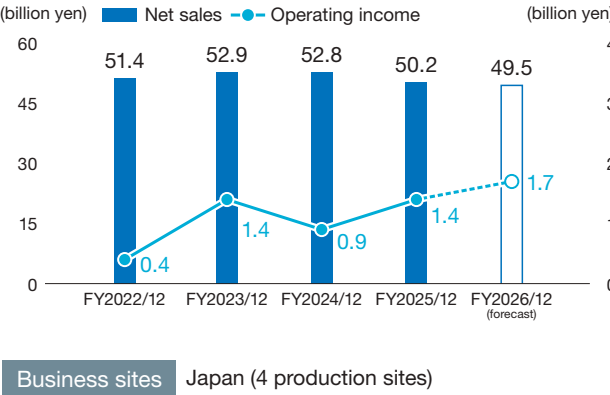
Growth opportunities remain in fields related to environmental considerations, food safety and security, and enhanced convenience. In markets where there is growing awareness of environmental considerations, such as enhancing recyclability, developing mono-materials, and transitioning to paper packaging, and sustainability issues, such as addressing food losses, we anticipate increasing demand for products that contribute to the development of high value-added packaging. They include

botanical inks, gas barrier agents, and oil-resistant coating agents. There are also risks, which include declining demand due to falling birthrates, an aging and declining population, and digitalization, as well as rising costs caused by labor shortages and inflation. Consequently, any notable increase in ink sales volume is unlikely. We will shift our focus to high value-added products and enhance operational efficiency to achieve sustainable profits and strengthen our business structure.

Category	Business Environment and Market Trends	Impact on Us
Opportunities	Environmental considerations and eliminating plastic use are becoming essential factors in selecting products.	Growing demand for environmentally friendly inks, such as botanical inks
	An increasing need for more functional packaging	Increasing sales of high-value-added products, such as gas barrier agents and oil-resistant coating agents
	A growing awareness of food safety and security, as well as hygiene	Robust demand in the packaging field for food and daily necessities
	High-quality technologies developed in the Japanese market	Opportunities for growth through the global expansion of “Made in Japan” technologies
Risks	Falling birthrates and an aging and declining population	A possible decline in domestic demand for printing inks over the medium to long term
	Advancements in digitalization	A declining demand for inks for information media
	Labor shortages, rising costs	Downward pressure on profitability, the growing complexity of business operations

FY2025 Results and FY2026 Forecast

In FY2025, net sales declined primarily due to lower demand, a reduction in unprofitable items in the information media field, and consumer reluctance to buy amid inflation in the packaging field. However, operating income largely met our expectations and increased from the previous fiscal year, driven by a better earnings structure, resulting from price revisions, a reduction in unprofitable items, and enhanced operational efficiency. In FY2026, we continue to anticipate a moderate decline in net sales due to ongoing structural reforms in the information media sector. However, we expect an increase in operating income, which is attributed to the expansion of high value-added products for packaging and continued cost structure reforms. Starting in February 2026, the situation in Iran deteriorated, leading to a significant rise in material prices. We are implementing price management and cost control measures to minimize the impact on our business performance while prioritizing a consistent supply.



Business Portfolio

Asia

In the growing Asian market, we will drive the expansion of the packaging business and strengthen profitability, centered on a regional management structure.

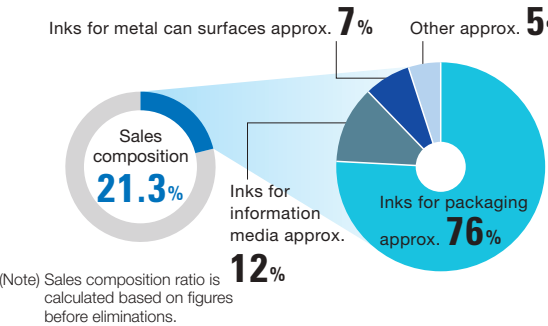


Takashi Kimura
Managing Executive Officer

Characteristics of the Asian Market

In the Asian market, demand for printing inks is growing at the most rapid clip, driven by strong economic growth and a rising population. As the food, daily necessities, and e-commerce markets expand, the packaging field is driving growth in the printing ink market. The demand for inks, particularly for food packaging and labels, is increasing in the medium to long term. In the information media sector, demand is declining due to digitalization. However, printing demand remains firm in India due to a high newspaper circulation. Stricter environmental regulations and brand owner demands are expected to accelerate the shift towards environmentally friendly products, including toluene-free options. The competition with other companies in the same industry is gradually intensifying, making technological capabilities and adaptability crucial for success.

FY2025 Sales Composition Ratio of the Asia Segment (Quick Summary)



Medium- to Long-term Strategy

The Asia Segment is a vital business area that drives the entire Group's growth by utilizing its strengths, particularly in the continually expanding packaging market. We are working to expanding sales and strengthening our supply capacity, particularly in India, Indonesia, and Vietnam, where we have a significant market share and expect notable market growth. To meet increasing demand and expand sales, we are continuing to make aggressive business investments, as we did during the previous Medium-term Management Plan. Sakata INX Asia

Holdings Sdn. Bhd., which was established in February 2024, leads the development of purchasing, technology, production and sales strategies for the entire region and the enhancement of the segment's capabilities to effectively implement these strategies. Additionally, the company enhances governance and cooperation among local subsidiaries to effectively implement ESG, BCP and security measures. Going forward, we aim to enhance our ability to serve global accounts that value environmental considerations, fostering sustainable growth and increased profits throughout Asia.

Strategic Fields	Medium- to Long-term Direction	Major Initiatives
Strategy for growth markets	Focusing on high-growth countries	Positioning India, Indonesia, and Vietnam as key countries Increasing the sales of packaging ink used for food and daily necessities
Business investment	Enhancing supply capacity to accommodate growth	Increasing production capacity, continuing to invest upgrading equipment Establishing a supply system to meet growing demand
Organization and structure	The regional management companies' optimal management	Establishment of Sakata INX Asia Holdings Sdn. Bhd. (Asian regional management company) (2024) Purchasing, technology, production and sales optimization in the region
Technologies and products	Adding high value, developing environmentally friendly products	Boosting the sales of environmentally-friendly inks Enhancing product quality and our capacity to create products that are suitable for various applications
Sales strategies	Enhancing the ability to meet global customer needs	Strengthening our approach to global accounts that value environmental considerations
Governance	Building a strong foundation for sustainable growth	Enhancing ESG, BCP, and security measures Strengthening cooperation between SAKATA INX and local subsidiaries
Profitability	Achieving both growth and efficiency	Optimizing costs through regional collaboration Taking full advantage of economies of scale

Main Products and Presence

Main Products

- Packaging inks
- Inks for metal can surfaces (China and Vietnam)
- Inks for information media (India and Indonesia)

Industry Share
Note: As estimated by SAKATA INX

■ Packaging inks

Indonesia **No.1 share** Vietnam **No.1 share**

Topic

We are establishing Vietnam as a strategic hub for metal inks and optimizing our supply system. In FY2026, we will establish a new production line at our Ho Chi Minh plant and transfer the production of metal inks for Asia, which were manufactured in Europe, to Vietnam. This change will reduce lead time and transportation costs. We will adapt flexibly to changes in demand, develop products that meet market needs, and enhance quality to strengthen our competitiveness in the Asia-Pacific region.



Business Opportunities and Risks

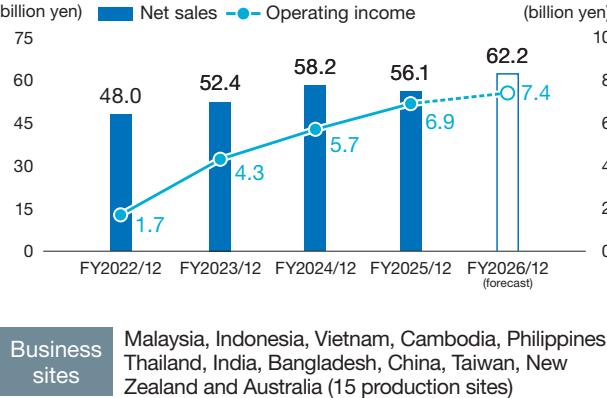
Consumer spending is on the rise, driven by a growing middle class. Demand for printing inks, which are essential for food, beverages, and other daily necessities, is expected to continue increasing over the medium to long term. As brand owners and global converters increasingly enter the market, it is expected to become more sophisticated, driven by heightened demand for quality, safety, and environmental considerations. This presents

us with an opportunity to leverage our technological capabilities and brand strength. However, we face challenges, including competition with other companies in the same industry, increasing personnel expenses and other costs, political instability, and geopolitical risks. Under our Asian regional management company, we will optimize the entire region and enhance governance to ensure we seize growth opportunities.

Category	Business Environment and Market Trends	Impact on Us
Opportunities	A rising population and high economic growth	Increased consumption, especially of food and daily necessities, is expected to drive growth in demand for packaging ink over the medium to long term.
	The growth of the middle class	An increase in packaging for daily necessities is expected to result in stable growth in sales volume.
	Brand owners and global converters entering the market	Opportunities to be selected as a supplier that meets world-class quality and supply system standards are increasing.
	Sophisticated environmental and safety regulations	Environmentally friendly inks and products that emphasize food safety and security are becoming key differentiators.
	The presence of high-growth priority regions	Opportunities for sales expansion by leveraging our strong market share in India, Indonesia, and Vietnam
Risks	An intensifying competitive environment	A risk of declining profitability due to intensified competition in pricing and capital investments
	Rising personnel expenses and other costs	Rising fixed and variable costs due to economic growth
	Changes in the prices of raw materials and exchange rates	Instability in procurement costs and profits
	Geopolitical risks	The effects of political and social instability on our business operations in specific regions

FY2025 Results and FY2026 Forecast

In FY2025, the overall Asian economy struggled in the first half of the year in the face of various factors, including the impact of Trump tariffs and political instability. This resulted in a challenging situation for ink sales. However, strong demand in key markets such as India and Vietnam led to a gradual recovery from the second half of the year. Raw material prices remained stable at low levels. Overall, sales declined while profits increased. We acquired distributors in Australia and New Zealand, which also had a positive impact on our operating results. In FY2026, we expect the recovery from the second half of FY2025 to continue, resulting in increased profits due to higher sales volume. However, the situation in the Middle East has deteriorated since late February, impacting raw material prices. We are currently revising our prices to reduce this impact.



Business Portfolio

The Americas

We aim to achieve sustainable growth throughout the Americas by leveraging North America’s high value strategies and South America’s growth opportunities.



Bryce Kristo
Senior Executive Officer

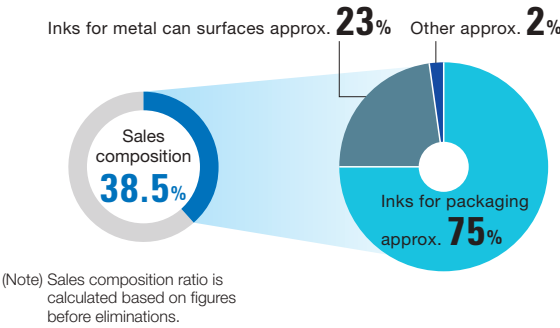
Characteristics of the Americas Market

The Americas market consists of North America, which has a strong and stable consumer market, and Latin America, which is expected to experience medium- to long-term market growth. In North America, a diverse array of products are distributed, including food, beverages, and daily necessities. There is consistent demand across a range of applications, such as packaging inks, inks for metal can surfaces, and functional coating agents. We need to meet increasing demand for packaging made with sustainable materials and adapt to a circular economy that includes improved recyclability. We believe there will be a rising need for environmentally friendly products. Meanwhile, in Latin America, population growth and the expansion of the middle class have led to an increase in the volume of distributed goods and a growing demand for packaging. Given varying market maturity and customer needs across countries and regions, this market necessitates adaptable business operations.

Medium- to Long-term Strategy

Our printing ink business in the Americas aims for sustainable growth through strategies that focus on a high value-added market in North America and a growing market in South America. In North America, interest in sustainability continues to rise due to strong consumer spending. We will offer safe and sustainable packaging solutions that emphasize products that contribute to a circular economy, such as washable inks. We will strive to maintain a leading market share in inks for highly recyclable aluminum can surfaces by leveraging our strengths: high quality and the ability to provide solutions that meet our customers’ requirements.

FY2025 Sales Composition Ratio of the Americas Segment (Quick Summary)



Additionally, we will collaborate with the coating agent business of INX International Coatings & Adhesives Co. (INX C&A) to enhance value-added proposals by leveraging synergies between coating agents and inks. In South America, we will increase our supply capacity by utilizing a new plant in Brazil and expand our network of sales sites in the region to bolster our competitiveness. We will invest in constructing new plants in North America and installing additional equipment at the new plant in Brazil to increase sales and strengthen our earnings base.

Strategic Fields	Direction of Business in North America	Direction of Business in South America
Market position	Mature, high-value-added market	Growth market
Major sectors	Packaging, metal can surfaces, coating agents	Packaging, metal can surfaces
Growth drivers	Sustainability solutions, value-added proposals	Increasing demand, enhancing supply capacity
Products and technologies	Environmentally-friendly inks, washable inks, inks for metal can surfaces	General-purpose and high-quality packaging ink, inks for metal can surfaces
Business base	The ability to deliver solutions for global customers, the acquisition of Coatings & Adhesives Corporation (C&A) to generate synergies	Production and supply systems in South America, with a new main plant in Brazil
Target for the medium to long term	Maintaining the current market share in inks for metal can surfaces, establishing a high-margin business model in the packaging field	Expanding the market and reinforcing the earnings base

Main Products and Presence

Main Products

- Packaging inks
- Inks for metal can surfaces
- Coating agents

Industry Share
Note: As estimated by SAKATA INX

■ Inks for metal can surfaces

North America **No.1** share

Topic

In the Americas, we have developed and announced Innova Plus NCF, a flexographic printing ink, to enhance our sustainability solutions. This ink is free of nitrocellulose. Nitrocellulose can negatively impact recycling processes and material recovery. We have thus eliminated it to enhance the recyclability of single-material packaging. With a view to addressing stricter environmental regulation in Europe we aim to contribute to the creation of recyclable packaging while maintaining print quality and adhesion.



Packaging using NC-free ink

Business Opportunities and Risks

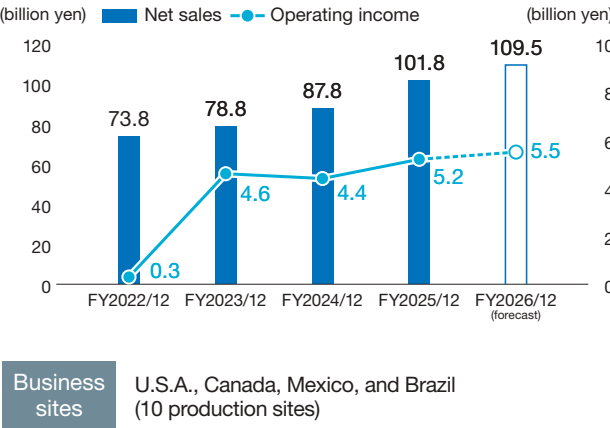
In North America, demand for packaging and aluminum cans using sustainable materials is set to rise. This presents increased growth opportunities for us, as we excel in high-quality, environmentally friendly products. Additionally, we anticipate increased synergy effects between coating agents and inks going forward. There is significant potential in South America to increase sales of both packaging inks and inks for metal can

surfaces. We anticipate achieving growth by enhancing our supply system. Our primary risk is potential increases in labor and other costs due to inflation, especially in the United States, which could negatively impact our profitability. We are working to improve profit margins by upgrading equipment to boost production efficiency and revising our prices using appropriate pricing strategies.

Category	Business Environment and Market Trends	Impact on Us
Opportunities	Robust consumer spending and a growing demand for packaging in North America	A consistent demand for inks, particularly in the food, beverages, and daily necessities sectors
	Rapid increases in the use of sustainable materials and the accelerated implementation of circular economy practices	Environmentally friendly, high value-added inks allowing for product differentiation
	A growing demand for aluminum cans expected over the medium to long term	Consistent revenue supported by a strong market share
	Growth in the packaging market in South America	Potential to increase sales of packaging inks, primarily in Brazil
Risks	Rising costs due to inflation (especially in North America)	Impact on profitability due to rising personnel and logistics expenses
	Intensifying market competition	The need to address price competition and to advance services

FY2025 Results and FY2026 Forecast

In FY2025, consumption remained strong, and our sales grew in both North America and South America, more than offsetting ongoing surges in personnel, logistics and other expenses driven by inflation. Sales of packaging inks and inks for metal can surfaces grew steadily. Additionally, the coating agent business, including INX C&A, grew successfully. This business created synergies with the ink business, contributing to enhanced profits across the entire Americas segment. Consequently, operating income increased significantly. In FY2026, we anticipate continued upward pressure on personnel expenses in North America. We will focus on increasing sales of packaging inks and metal inks while enhancing our ability to propose total packaging solutions, including coating agents. In South America, we are enhancing our production capacity with the full operation of our new plant in Brazil. We will expand our sales structure across various countries in Latin America. We aim to increase both sales and profits across the entire Americas.



Business Portfolio

Europe

Utilizing our strength in meeting environmental regulations, we will reinforce our presence in Europe and achieve sustainable growth.

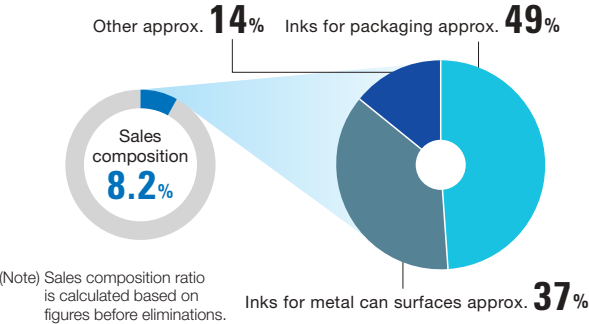


Cleo Nomikos
Senior Executive Officer

Characteristics of the European Market

Given the prolonged economic downturn, overall demand remains weak. Utility costs are still high because of geopolitical risks related to the situation in Ukraine. However, the packaging field, which supplies daily necessities, remains robust. The packaging market is mature yet experiences stable demand. Europe has the strictest environmental regulations in the world, including the EU Green Deal and the Packaging and Packaging Waste Regulation (PPWR). Brand owners who utilize packaging are actively working to spread and expand sustainable products and are even establishing their own standards. In this context, there is rising demand for high value-added inks that require advanced technology capabilities and that comply with regulations regarding the use of chemical substances and other regulations. As a result, companies are actively developing and marketing environmentally friendly inks.

FY2025 Sales Composition Ratio of the Europe Segment (Quick Summary)



Medium- to Long-term Strategy

In FY2024, the Europe segment addressed environmental regulations and implemented business structure reforms, resulting in profitability. In FY2025, it continued to be profitable. Its earnings base is improving. Going forward, we aim to solidify our profitability by consistently lowering costs and enhancing productivity. European environmental regulations are expected to require advanced responses. We will further enhance the development of our environmentally friendly packaging inks, which are one of our strengths. We aim to further increase our

market share in inks for metal can surfaces, where we already possess a significant share. To achieve this, we will expand sales into surrounding growth regions, such as Eastern Europe, the Middle East, and Africa. We also aim to strengthen our presence and are considering establishing new production sites in Europe. Through these initiatives, we will enable the entire Group to leverage the technologies and regulatory capabilities we have developed in Europe, contributing to global sustainable growth by 2030.

Strategic Fields	Medium- to Long-term Direction	Major Initiatives
Earnings base	Establishing and expanding profitability	The European management companies restructuring the purchasing, production and sales systems Consistently lowering costs and enhancing productivity
Priority market	Focusing on the packaging field	Addressing the shrinking of the information media sector Making sure to capture the demand for packaging used in food and daily necessities
Product strategies	Eco-friendly, high value-added products	Increasing low-VOC, de-inking, environmentally compliant inks Expanding our product portfolio to comply with environmental regulations and address recycling needs Developing regulatory-compliant, functional inks and functional coating agents
Regional strategy	Expanding in Europe and into surrounding regions	Expanding sales into Eastern Europe, the Middle East, and Africa Established new sales sites in Poland and Turkey (2025)
Production and supply	Strengthening presence	Considering establishing new production sites in Europe

Main Products and Presence

Main Products

- Packaging inks
- Inks for metal can surfaces

Industry Share
Note: As estimated by SAKATA INX

- Inks for metal can surfaces

Europe **No.1 share**

Topic

With a view to meeting rising demand in Eastern Europe, the Middle East, and Africa, we have established new sales bases in Poland and Turkey. We will strengthen our sales system with a focus on local markets to accelerate market development. Meanwhile, to accommodate future demand growth, we are exploring the establishment of a supply chain that will include the creation of new production sites. Through these initiatives, we aim to broaden our operations and enhance our competitiveness in the surrounding regions where growth is anticipated.



Business Opportunities and Risks

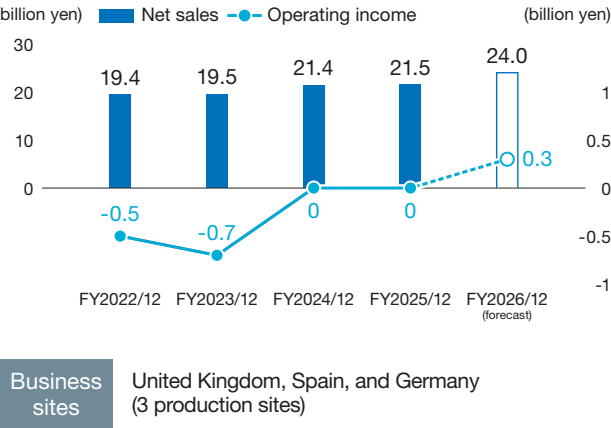
Europe is home to Germany, the birthplace of printing technology. It is also a market where major European and American manufacturers have a significant share. Due to the world's strictest environmental regulations, advanced environmental capabilities are the source of competitiveness. Although we were a latecomer, we have provided high-quality, environmentally friendly products and attentive customer support. In recent years, our environmentally friendly packaging

inks are highly regarded, and shipment volumes are increasing year by year. As a result, we achieved profitability in FY2024 and have remained profitable since then. However, operating income remains low, and we risk incurring losses due to rising raw material or other expenses. Into the future, we aim to consistently enhance profitability by improving production efficiency, reducing cost, and expanding sales of environmentally friendly products.

Category	Business Environment and Market Trends	Impact on Us
Opportunities	A market with the strictest environmental regulations in the world	Differentiation through the expansion of our product portfolio to comply with environmental regulations and address recycling needs
	Growing demand for sustainable packaging	The quality and environmental friendliness of our packaging inks are highly praised, leading to a rise in sales.
	A robust demand in the packaging field	A consistent demand, especially for food and daily necessities
	Strong performance in inks for metal can surfaces	Boosting sales in Europe by leveraging a strong market share and collaborating with sites in the Americas
	A relatively small market share	We entered the market late, and there is considerable potential for increasing our sales in the future.
Risks	Oligopoly among major European and U.S. manufacturers	A market environment characterized by intense competition in pricing and technology
	Fluctuations in raw material prices and expenses	Low profit levels and the risk of returning to losses due to rising costs

FY2025 Results and FY2026 Forecast

In FY2025, sales, especially of environmentally friendly packaging inks, remained strong as in the previous fiscal year. The volume of inks for metal can surfaces decreased, reflecting the transfer of some production to Vietnam. However, sales to customers within Europe are steadily increasing. Both sales and profits ultimately remained unchanged compared to the previous fiscal year, primarily reflecting an increase in expenses due to temporary factors. In FY2026, the European management companies will lead the further restructuring of the sales system. We will continue to increase sales of packaging inks and inks for metal can surfaces. Additionally, we aim to expand sales in Eastern Europe, the Middle East, and Africa, as these regions present significant growth potential. We have already established local subsidiaries in Poland and Turkey. We expect to increase both sales and profits by strengthening our presence in Eastern Europe and the Middle East, utilizing these subsidiaries as sales sites.



Business Portfolio

Digital and Specialty Products

We will explore global growth areas in digital and specialty products, founded on our inkjet and dispersion technologies.



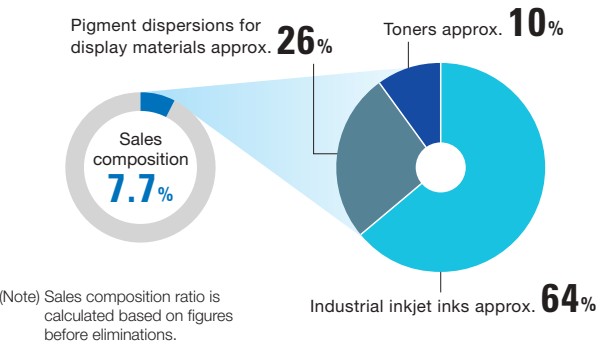
Hiroyuki Yoshizawa
Director and Managing Executive Officer

Characteristics of the Digital and Specialty Products Market

Our digital and specialty products business offers three product ranges: industrial inkjet inks, pigment dispersions for display materials, and toners. We target a global market rather than individual regions. We provide industrial inkjet inks as OEM products that are optimized to meet printer manufacturers’ specifications. Consequently, our business is affected by the number of printers sold and the operating status of printers at end users. In recent years, their applications have broadened beyond traditional paper printing, signage, and decorations to encompass packaging, construction materials, and textiles. Pigment dispersions for display materials are key materials for color filters, which are components of displays. They are used in a wide range of products, such as televisions, smartphones, and automotive displays. As demand for higher definition and image quality continues to grow, there is a growing need for high level material performance. The demand for toners used in multifunction printers and other devices is not growing significantly, given the shift toward a paperless environment. However, the toner market remains stable, supported by

relatively consistent demand for consumables.

FY2025 Sales Composition Ratio of the Digital and Specialty Products Segment (Quick Summary)



Medium- to Long-term Strategy

We will strengthen strategic partnerships among Group companies and collaborate with them in global sales efforts targeting Asia and other regions with robust economic growth and in sectors where demand is expected to grow in the future. In the industrial inkjet inks business, we are working to increase sales in the fields of “food, clothing, and shelter,” which are expected to see significant growth moving forward, while also stepping up the development of environmentally friendly products such as water-based inkjet inks and low-migration UV

inkjet inks. In the pigment dispersions for display materials field, we are enhancing the competitiveness of pigment dispersions that meet the demand for higher quality and definition, and improving cost competitiveness by strengthening our production system in China. Additionally, we are harnessing our conventional technologies to develop and expand products in new fields such as next-generation displays, augmented reality, virtual reality, and image sensors.

Strategic Fields	Medium- to Long-term Direction	Major Initiatives
Business target	Global market	Operating to address global demand instead of focusing on demand in individual regions
Growth area	Applications in digital devices, high value-added applications	Expanding applications in the fields of “food, clothing, and shelter” (inkjet inks) Next-generation displays (pigment dispersions for display materials)
Product strategies (Inkjet inks)	Environmental friendliness, higher unit prices	Enhancing water-based inks and low-migration UV inkjet inks Increasing use in new printers
Product strategies (Pigment dispersions for display materials)	Developing products designed for high-performance and next-generation devices	Increasing market share in pigment dispersions Applications in augmented reality, virtual reality, and next-generation display technologies Image sensors
Production strategy	Enhancing cost competitiveness	Strengthening our production system in China to improve efficiency (pigment dispersions for display materials)

Main Products and Presence

Main Products

- Industrial inkjet inks
- Pigment dispersions for display materials
- Toners

Topic

To enhance the competitiveness of pigment dispersions for display materials in China, the leading producer of displays, we will continue to expand production facilities for pigment dispersions for the black matrix at SAKATA INX SHANGHAI CO., LTD. in FY2026. By increasing local production capacity, we will reduce lead time for customers and logistics costs.



Business Opportunities and Risks

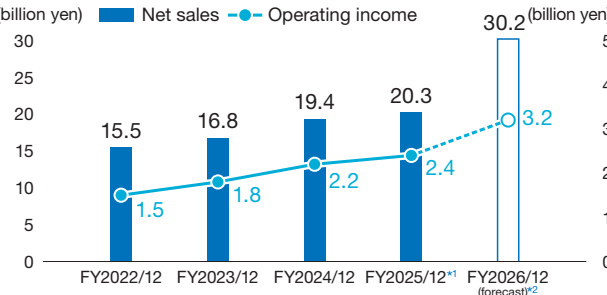
With inkjet inks, matching with the printer head is extremely important, so we share data closely with printer head manufacturers. Additionally, we develop primers (undercoating agents) for a wide variety of media (printed materials). Utilizing the know-how we have cultivated in printing inks enhances our competitiveness. As the applications of inkjet inks expand into the fields of “food, clothing, and shelter,” the market is expected to grow. Our track record and technologies provide us with a significant advantage in this context. Since we supply OEM

products, we are unable to change raw materials or manufacturing methods at our discretion. Consequently, we risk continuing to incur high procurement and quality control costs. In the area of pigment dispersions for display materials, we utilize proprietary techniques for pigment dispersion and atomization that provide us with a competitive edge in both quality and cost. We anticipate an increase in sales in this market as the quality of imaging display materials continues to improve. In the display sector, we face the challenges of rapid technological innovation and intensifying price competition.

Category	Business Environment and Market Trends	Impact on Us
Opportunities	Expanding applications of digital printing	The growing demand for industrial inkjet inks in the sectors of “food, clothing, and shelter” is creating more growth opportunities.
	A growing need to address a wide variety of media	Developing value-added businesses through primer development and proposals for optimal methods
	High-quality color filters with high definition	Our proprietary techniques for pigment dispersion and atomization give us a competitive edge in quality, boosting our sales potential.
	The market emphasizes evaluating technology	Years of accumulated technology and a proven track record create a barrier to competition, resulting in stable business transactions.
Risks	Limitations imposed by the OEM supply model	Procurement and quality control costs are likely to rise because the freedom to change raw materials and manufacturing methods is limited.
	Intensifying competition in the display sector	The risk of profitability being unstable due to susceptibility to price fluctuations

FY2025 Results and FY2026 Forecast

In FY2025, inkjet inks were adopted by major printer manufacturers, and sales of new products expanded in our new focus areas of “food, clothing, and shelter.” As a result, sales of inkjet inks increased. The demand for pigment dispersions for display materials among end users was relatively strong. We moved the production of the black matrix from Japan to China, which improved local production capacity. Consequently, we reduced lead times for customers and logistics costs, resulting in increased sales volume. As a result, although net sales rose, operating income declined due to higher expenses, including R&D expenses and system investments. In FY2026, we plan to continue to expand sales of inkjet inks, which are selling well. To enhance cost competitiveness by strengthening the production system in China, we will improve our production system for pigment dispersions for display materials. We anticipate a rise in sales volume and increased sales and profits.



Business sites Japan, China, U.S.A., Czech Republic, Spain, Brazil (6 production sites)

^{*1} In the fiscal year ended December 31, 2025, we revised the basis for allocating the company-wide expense. Consequently, the basis for calculating operating income in FY2025 differs from that used in previous fiscal years.
^{*2} In the fiscal year ending December 2026, the toner business was transferred from a domestic subsidiary in the Other segment.



Message from the Director
in Charge of Sustainability

We will improve competitiveness and corporate value with sustainability as the starting point

Katsutoshi Okamoto

Executive Officer
General Manager, Sustainability Div.

Enhancing and accelerating sustainability initiatives under a new structure

I joined the company in 1994 and worked in the development department for many years, where I was involved in developing new products. Later, I also gained experience in the manufacturing department for new products. From 2020, I managed chemical substances in our products, as well as energy consumption and waste and water discharge, as the person in charge of the Environment & Quality Div. In January 2026, I became the person in charge of the Sustainability Div.

Up until now, our sustainability initiatives had been promoted by the Sustainability Dept. and the Environment & Quality Div., which was responsible for environmental responses at plants and for products. These two departments have now been merged into the Sustainability Div., creating a structure that enables us to execute initiatives seamlessly from strategy planning to frontline improvements. I hope to have employees with diverse areas of expertise discuss sustainability at the same table, based on our management strategy, so that we can enhance our initiatives and accelerate the process from planning to implementation of measures.



Making significant progress on environmental initiatives and aiming for higher targets

FY2025 was a year of significant progress for our environmental initiatives. In Japan, we achieved more than a 35% reduction in greenhouse gas emissions in FY2025 compared to FY2022 and continue to make steady progress. In February 2025, aiming even higher than the greenhouse gas reduction targets set in SAKATA INX VISION 2030, we obtained SBT certification and set a target of reducing Scope 1 and 2 CO₂ emissions by 58.8% by FY2034 compared to FY2022. For Scope 3, we are also working to involve not only our own operations but also upstream operations, with 89% of major suppliers setting SBT targets.

To reduce CO₂ emissions, we are promoting energy-saving investments, the adoption of renewable energy, and production efficiency improvements at plants in Japan and overseas. In logistics, we launched joint delivery in the Tokyo metropolitan area in November 2025 together with DIC Graphics Corporation and artience Co., Ltd. For our circular economy initiatives, we have built a recycling model for industrial waste and expanded initiatives for resource circulation such as containers, metal scrap, and wooden pallets. We are also promoting the recycling of used printing cylinders and office equipment, and in FY2025, domestic waste emissions were reduced by 19.8% compared to FY2022.

In product development, amid moves in Europe to regulate per- and polyfluoroalkyl substances (PFAS), we are focusing on the development of PFAS-free oil-resistant coating agents and the expansion of environmentally friendly products, such as botanical ink, one of our flagship products. In the EU, the Packaging and Packaging Waste Regulation (PPWR) came into effect in February 2025, and we recognize that, going forward, we are expected to balance recyclability with performance that enhances the

design and visibility of package printing to establish our presence within the growing recycling ecosystem.

In January 2026, we established the Environmental Management Standards for Chemical Substances for the global SAKATA INX Group. Based on the Sustainability Basic Policy, the Basic Procurement Policy, and the Procurement Guidelines, we will ensure appropriate chemical substance management and further solidify our commitment to business activities that consider people and the environment, as well as the safe and secure supply of products.

Establishing systems to train people who make changes on their own and enjoy trying new things with those around them

In 2022, we established our Human Rights Policy to respond to human rights issues, and in 2023, we began human rights due diligence. We evaluate risks through CSR procurement surveys of raw material suppliers in Japan, and for suppliers deemed to be high risk, we conduct interviews and follow up on corrective actions. We plan to expand the scope of these surveys to overseas suppliers in the future. In addition, to promote respect for human rights and raise awareness of occupational health and harassment prevention, we have translated our Human Rights Policy and Code of Conduct and Ethics into 12 languages and shared them with all employees. We also conduct regular human rights training and have established the Speak Up Policy.

In terms of human resources development, we have defined the type of people we seek as “people who have a global perspective, make changes on their own, and enjoy trying new things with those around them,” and are working to build a foundation that draws out employee independence and a desire for growth. As a part of these efforts, in January 2025, we transitioned to a performance-based evaluation and remuneration system, eliminating function-based standards and seniority-tied elements. In employee surveys, an increasing number of employees have expressed positive opinions, saying that their efforts are being fairly evaluated and that the new system is leading to their own personal growth. In addition, as personnel system reforms make the organization more fluid and level, we have introduced new coaching training for managers to develop leaders who can draw out their team members’ abilities and motivations.

I feel that our corporate culture and employee mindset are becoming more positive. Through the open career recruitment system and internal internship system introduced in 2023, an increasing number of employees are taking on new roles and projects, regardless of gender or position. We also relocated the Osaka Head Office in April 2025, and the move to a single-floor office has made dialogue and interaction among employees across departmental boundaries more active. Many employees are also using our overseas training programs, and in the Sustainability Div., a female employee is currently training in the ESG department of our American subsidiary for a planned 6-month period. I expect she will learn a great deal



by engaging with various departments. Moving forward, we will strengthen global human resource management to develop and assign talent to key positions across the Group and improve sustainable competitiveness through employee growth.

Strengthening a virtuous cycle of solving social issues and generating profit through business activities

To have our approach to sustainability become established across the more than 20 countries around the world where the Group operates, we have held Sustainability Meetings since FY2024, attended by the sustainability managers of our overseas subsidiaries/affiliates. Through these meetings, awareness has increased at overseas sites, and the number of independent initiatives has also grown. At the same time, eliminating regional disparities remains a challenge. In particular, for environmental initiatives in Asia, we hope to strengthen communication with local sites and deepen mutual understanding so that we can achieve both business growth and reductions in greenhouse gas emissions.

For the Group, consideration for the environment and society is not a cost, but an opportunity that leads to business growth. Our botanical ink and non-VOC inks have helped address customers’ environmental concerns while also enhancing product competitiveness and sales. We are also beginning to establish a cycle in which we gather and analyze sustainability data from around the world, identify issues, set quantitative targets, and steadily implement measures through interdepartmental collaboration to achieve those targets.

We plan to transition to a holding company structure in January 2027. In this process, the Sustainability Div. will centrally manage policies and KPIs related to the environment, human rights, procurement, and occupational health and safety, etc. We will strengthen the PDCA cycle and optimize them for the entire Group by setting common targets and monitoring progress. There is still much more we can do to improve competitiveness and corporate value with sustainability as the starting point. By viewing sustainability and management as an integrated whole and integrating financial and non-financial elements, we are committed to a variety of initiatives to further strengthen the virtuous cycle of solving social issues and generating profit through business activities.

Sustainability Strategy

Approach

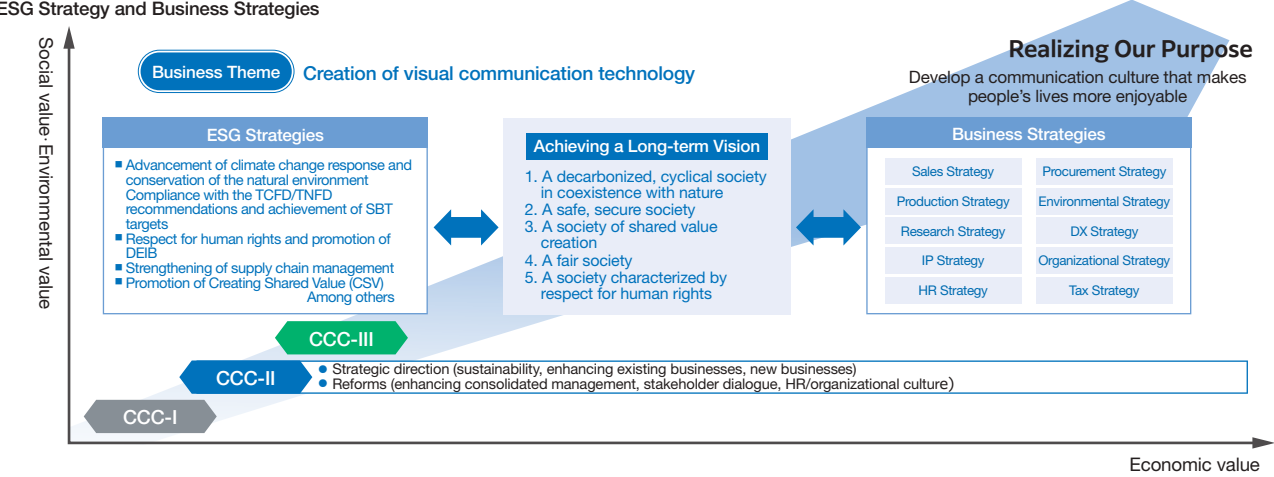
Based on our corporate philosophy of “Mind within the Mind,” the SAKATA INX Group aims to achieve sustainable growth as a company that earns trust and meets expectations, with our Sustainability Basic Policy set as the foundation of management. Sustainable initiatives are positioned at the core of our business activities, including responding to climate change and other environmental issues, respecting human rights, creating safe and rewarding work environments, and strengthening governance with an emphasis on compliance. We believe that accurately understanding stakeholder expectations and changes in society, and responding flexibly to them, will lead to the improvement of the Group’s social value and corporate value. Guided by our high

standard of ethics and social conscience, we provide products and services that help address social and environmental issues. In so doing, we will help to realize a sustainable society and achieve the SDGs.

To achieve the five societies set forth in our Long-term Strategic Vision, SAKATA INX VISION 2030, and fulfill our purpose, “Develop a communication culture that makes people’s lives more enjoyable,” we promote business activities that balance economic, environmental, and social value, while integrating business strategies and sustainability to improve corporate value over the long term.

 SAKATA INX Group Sustainability Basic Policy
https://www.inx.co.jp/english/sustainability/policy/system/basic_policy.html

Conceptual Image of Value Creation Through the Integration of ESG Strategy and Business Strategies

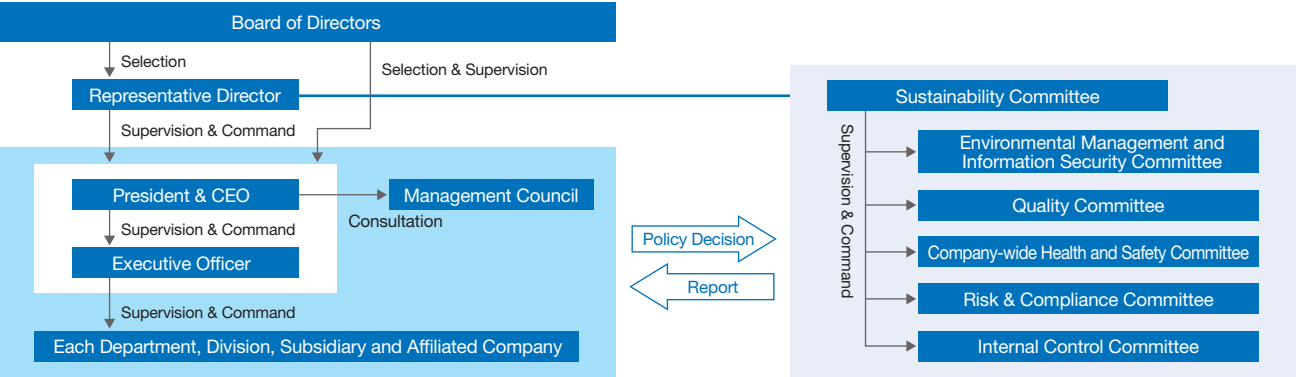


Sustainability Promotion Structure

To contribute to resolving social issues and global environmental issues through our business activities and promote sustainability management, we have established the Sustainability Committee as the highest-level committee on sustainability. The committee is chaired by the Representative Director, President & CEO, and is comprised of directors.

The Sustainability Committee meets twice a year. All

directors, including the Representative Director, President & CEO, approve policies, targets, and plans, monitor progress, and consider outstanding issues concerning the following activities in the environmental, social, and governance (ESG) domains that the Group should promote. Full-time Audit & Supervisory Board Members also attend committee meetings.



Toward a Shared Vision

Our Long-term Strategic Vision was developed by selecting members from departments across the Company and through repeated discussions with management. We have identified “strengthening ESG/Sustainability efforts emphasizing the global environment and local community” as one of our strategic directions for realizing this vision. To further promote dissemination of our Long-term Strategic Vision among all employees, we distributed a video and conducted an employee opinion survey. To help each employee understand the importance of ESG activities and take the initiative in promoting them, we have also implemented the following awareness-raising activities.

Moving forward, to ensure that all employees across the Group continue to promote sustainability activities with a shared sense of purpose, we will continue to communicate our activities toward realizing our Long-term Strategic Vision, as well as our efforts to address social and environmental issues, through a variety of methods and tools, while developing shared values.

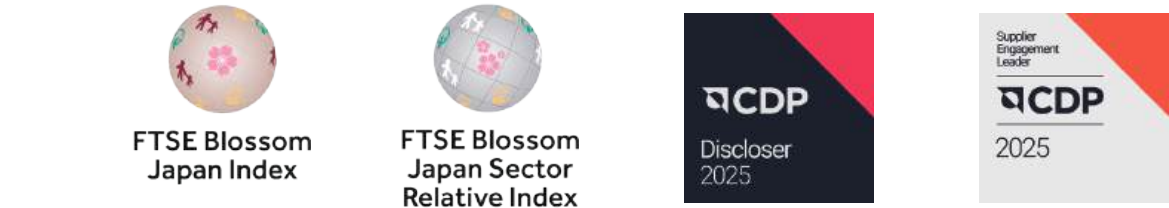
Activities to Share the Vision

- Publication of Sustainability Department News
- Establishing ESG-related KPIs for each department and promoting understanding through progress management
- Holding regular meetings with ESG Directors at overseas bases
- Activities to disseminate Group policies (holding briefing and translating Group policies into many languages)
- Posting of internal awareness-raising posters

Major Changes in External Evaluations

Based on our Sustainability Basic Policy, we steadily promote

Evaluation item (E/S/G)	External evaluation	2022	2023	2024	2025
ESG	EcoVadis	—	—	—	Bronze
ESG	FTSE ESG Scores	2.8	3.3	4	4.3
ESG	S&P Global CSA	—	33 points	51 points	51 points
E	CDP	Climate: B-	Climate: B	Climate: B	Climate: B
			Water: B	Water: A-	Water: A-



 Third party evaluations
<https://www.inx.co.jp/english/sustainability/data/evaluation/>

HR Strategy

People are the Driving Force of an Organization

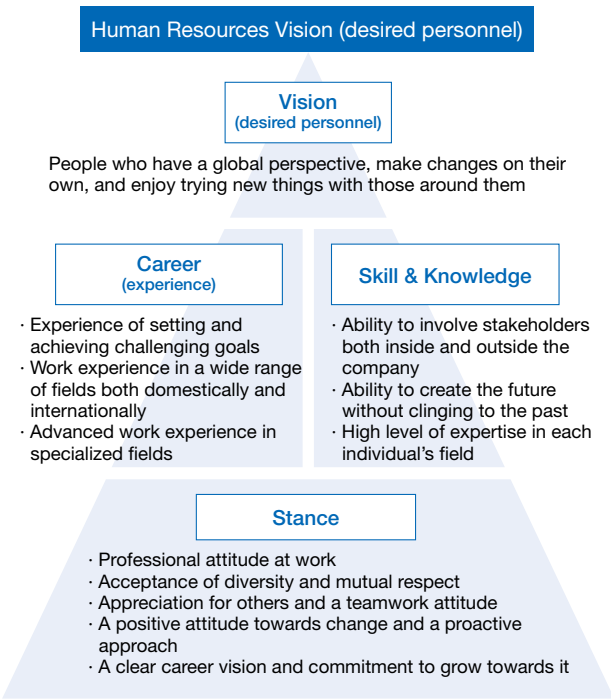
Based on our Corporate Philosophy, “Mind within the Mind,” we regard human resources as the source of our sustainable growth and driving force behind corporate value. Each employee’s ability to embrace change and share their ideas and skills is the driving force behind creating new value. For this

reason, we emphasize dialogue and, while listening carefully to the voices of employees, transform individual capabilities into organizational strength through human resource development and improvements to the workplace environment.

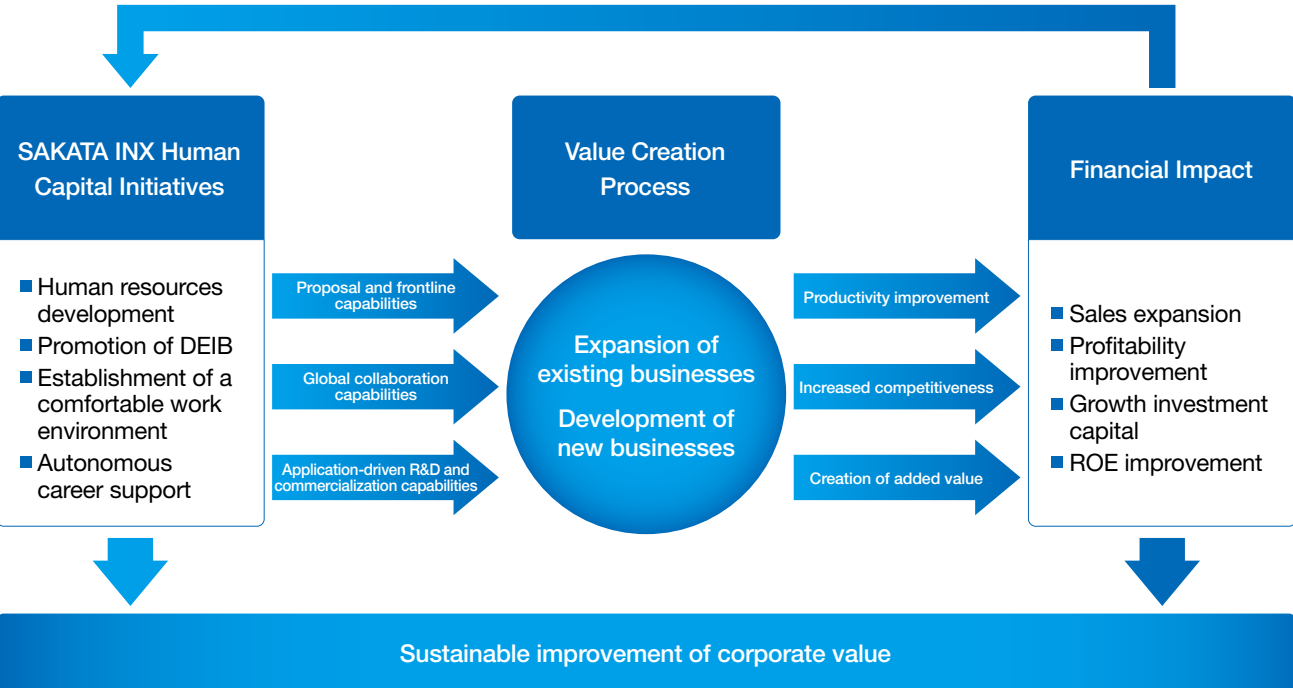
HR Strategy and Human Capital Management

To achieve the targets of our Long-term Strategic Vision SAKATA INX VISION 2030, we are working to implement management that is conscious of sustainability and the cost of capital. This is because SAKATA INX faces a rapidly changing environment due to such factors as Japan’s declining birthrate and aging population, the shift to digital media, environmental issues, changing values, and intensifying global competition. In order to continue growing sustainably despite these challenges, we place importance on viewing change in a positive light and continuing to innovate. Furthermore, implementing management that is conscious of sustainability and cost of capital requires human resources who have a global perspective and who enjoy taking on challenges together with those around them. For this reason, we will invest in our people.

We regard our employees as important capital for the company, in other words, our “human capital.” We will develop internal systems and an organizational culture that will enable our employees to maintain a healthy physical, mental, and also social state. As a company, we will create an environment where each individual can maximize their capabilities and promote human capital management.



Approach to Human Capital



Strategy

To achieve our Long-term Strategic Vision SAKATA INX VISION 2030, we are currently aiming to expand business and enhance profitability under Medium-term Management Plan 2026 CCC-II. Our human capital policies in CCC-II will be developed and implemented based on the four strategies in the table below

in order to foster a culture in which each employee respects each other and can maximize their individual capabilities, create an environment that rewards those who take on challenges, encourage employee autonomy, and produce a workforce that takes on challenges.

What we look for in our employees People who have a global perspective, make changes on their own, and enjoy trying new things with those around them

Medium-term Management Plan 2026 (CCC-II) Initiatives			
 Welcoming diversity	 An environment that encourages the pursuit of challenges	 Enhancing education and HR development programs	 Well-being
Promoting reforms to create an organization in which diverse human resources can thrive	Structural reforms to ensure positive evaluations of employees who seek out challenges and further environmental improvements to promote employee autonomy	Providing opportunities for growth and education to support autonomous career building	Improving productivity by promoting the sound mental and physical health of employees
- Promoting hiring activities (for new graduates and midcareer hires) and HR assignments in line with management strategies - At least 8.5% of managerial positions in Japan occupied by women - Boosting the percentage of employees taking childcare leave (at least 70% of male employees) - DEIB training, human rights training, safety training (undergone by 100% of employees)	- Eliminating seniority-based aspects and reforming the HR system to one better suited to evaluating employees who seek out challenges - Designing and enhancing systems for autonomous career planning by employees	- Enhancing education including support for autonomous career building - Enhancing reskilling support measures - Enhancing training programs to develop global human resources - Preparing succession and development plans for the next generation of leaders	- Promoting various health programs to be named to the White 500 in the Certified Health & Productivity Management Outstanding Organizations Recognition Program - Work environmental development and enhancements to create diverse workstyles (e.g., in workplaces and work-life balance support programs)

Human Resources Development and Workplace Environment Enhancement Policy

In order to develop employees into our desired form of human resources and encourage their growth, we established the following Human Resource Development and Workplace Environment Enhancement Policy. We respect the personality, individuality, and diversity of our employees, and are enhancing the workplace environment so that employees can be autonomous, can take on challenges, be satisfied and have pride in their work.

The 6 guiding principles to put human resource development and workplace environment enhancement into practice are as follows.

- Respect diversified personalities and abilities and realize an organizational climate that human resources with challenging spirit can perform to the best**
We understand and respect the “personality” and “ability” of each employee that they have various skills, experiences, values, life stages, attributions, etc. We will realize an organizational climate that employees can take on challenges by leveraging their characteristics such as sex, age, race and nationality, various values, etc.
- Realize a diversified work style**
In order to enrich work and life, we respect diverse lifestyles of our employees. We will realize a diversified work style regardless of location and time.
- Offer educational training**
As employee development is the foundation for the sustainable growth of SAKATA INX Group, we will provide fair and equal educational training opportunities so that employees can set out their career, enhance their abilities and skills, which will lead to growth.
- Support career development and capacity building**
We will support career development and capacity building so that employees can create new values and lead to growth, and furthermore, to enhance their market value by gaining new skills.
- Value autonomy and the challenging spirit, and assessment of the practices**
We value autonomy and the challenging spirit of our employees. We aim to grow our employees and enhance our organization. To evaluate employees with challenging spirit, we will secure just and transparent treatment. We will also provide an appropriate and fair system so that employees who achieve results can venture further.
- Employee safety, and physical and mental health**
We put importance on safety, physical and mental health of our employees. We will secure good communication at the workplace, and work to maintain and promote health for the mind and body of each employee.

Risk Management

As we practice human capital management, we strive to ensure that our employees can work with greater enthusiasm and have opportunities for growth. On the other hand, there are risks that could result in lost opportunities, and we will implement measures to avoid these risks.

Risk Management	Initiatives to reach the 2030 targets
Preventing compliance violations by employees	100% attendance rate for various compliance training courses - Zero serious compliance violations
Measures for preventing human rights violations	100% participation in human rights training - Zero serious human rights abuse
Understanding of diversity	100% attendance rate for DEIB training
Declining productivity due to prolonged working hours	- No overtime days and adding one day to annual paid leave - Average monthly overtime under 16 hours
Falling productivity due to employees' physical and mental illness	- Promotion of health management 100% attendance to mental health workshops
Decreased competitiveness due to lack of human resource	- Expansion of mid-career recruitment - Increased percentage of global human resources

Materialities (Key Issues) & KPIs (Excerpt)

The results of all initiatives related to Materialities (Key Issues) & KPIs are available at the link below.

 **Material Issues & KPI**
<https://www.inx.co.jp/english/sustainability/policy/materiality.html>

* Progress evaluation:  Progress exceeding the annual target  Progress generally in line with the annual target, including numerical improvement from the previous year
▲ Initiatives are underway, although the annual target has not been reached

Materialities (Key Issues)	Specific Task	KPIs for 2030 Goals	2025 Achievements	Progress Evaluation		2025 Initiatives and Achievements	Opportunities and Risks	
							Opportunities	Risks
Maintain a Sustainable Global Environment 	Promote activities related to climate change and the conservation of the natural environment (in compliance with TCFD and TNFD)	Reduction of Scope 1 & 2 emissions FY2026: 19.6% reduction FY2029: 34.3% reduction FY2034: 58.8% reduction (consolidated: compared to FY2022)	24.9% reduction (compared to FY2022)			In Japan, we continued our energy conservation activities and adopted non-fossil fuel electricity. Our overseas subsidiaries adopted solar power generation, implemented energy conservation activities, and purchased renewable energy certificates, resulting in a 24.9% reduction, exceeding the FY2026 target. We also obtained SBT certification, an international climate change initiative. We also received a B score in the CDP questionnaire.	- Expansion of environment-related markets such as the circular economy - Improvement of brand image - Long-term cost reduction - Realization of open innovation based on environmental issues	- Loss of market share - Loss of brand image
	Business activities aimed at reducing waste	Waste generation: Reduce by 30% in FY2029 (compared to FY2022)	Reduce by 19.8% (compared to FY2022)			In Japan, circular economy initiatives with partner companies have progressed, and waste has been further reduced through recycling. At our overseas subsidiaries, improvements were made by thoroughly reducing waste and losses through TPM activities, improving production processes, and promoting waste sorting.		
		Plastic waste generation: Reduce by 7% in FY2029 (compared to FY2023)	Reduce by 10.5% (compared to FY2023)					
	Business activities aimed at reducing water consumption	Reduce water consumption (in plant production) Reduce by 6% in FY2029 (compared to FY2023)	Reduce by 6.3% (compared to FY2023)			At our domestic plants, we are using less water by decreasing the amount of cleaning water used in production processes and switching to recirculation and reuse. Our overseas subsidiaries have set targets, shared reduction measures, and implemented water reduction activities. We also received an A- score in the CDP questionnaire.		
Supply Safe and Secure Products 	Strengthen quality assurance and product management systems	- Strengthen quality assurance and product management systems (Phase 3) - Zero non-conformities - Expand global quality assurance system - Establish a company-wide quality assurance system	Non-conformities reduced by 4% YoY			Through automation and standardization in production processes, we are developing systems that reduce human error and improve the work environment. We are also further enhancing quality assurance by establishing integrated safety and quality audits and strengthening quality training.	- Hedging against business continuity risks and smooth implementation of global environmental strategies - Gaining customers' trust	- Business continuity risks associated with environmental contamination, quality incidents, and health hazards - Loss of customers' trust
	Improve occupational health and safety, and promote health management	- Zero serious accidents 100% safety training attendance rate (2030 goals) 100% attendance to mental health workshops (2030 goals)	- Zero serious accidents 100% safety training attendance rate 98% attendance to mental health workshops			At four of our domestic plants, we acquired certification under ISO 45001/JIS Q 45100 (an international standard for occupational safety and health management systems), and will further strengthen our efforts to reduce occupational accidents in Japan. Some of our overseas subsidiaries are conducting safety audits and are working to improve safety.		
Enhance R&D and Technology Capabilities 	Product development based on Creating Shared Value (CSV)	- Increase the proportion of botanical products (100%) (Note) For packaging inks - Use more plant-based materials - Expand our sustainable product lineup	- Proportion of botanical products approx. 80% - Proportion of toluene-free products approx. 90% - Launch of environmentally friendly products, including PFAS-free and nitrocellulose-free products			In Japan, we expanded our lineup of botanical products, bringing their proportion to approximately 80%, while the proportion of toluene-free products reached approximately 90%. We also continued transitioning to materials with lower environmental impact and developed and launched food-contact-compliant PFAS-free oil-resistant agents and flex-resistant coating agents for paper. Overseas, we developed nitrocellulose-free inks with improved recyclability. By maintaining conventional performance while reducing factors that degrade the quality of recycled materials, these products are helping achieve recyclable packaging.	- Increased competitiveness - Improvement of brand image - Creation of social issue-driven open innovation	Loss of market share
Enhance Corporate Governance and Compliance 	Reinforce a global management structure	- Establish an information-sharing structure at the global level - Hold IAB meetings twice a year - Hold various global strategy meetings once a year - Expansion of BCP initiatives across the Group	- Establish a global information-sharing structure - Hold IAB meetings twice a year - Hold global meetings on technology, materials, BCP, and other topics			We transitioned to being a company with an Audit and Supervisory Committee to strengthen global management cooperation as we move toward a holding company structure in January 2027. Through global meetings, we shared our future Group structure and management standards, reconfirmed each country's strategy for 2030, and aligned the Group around achieving our goals.	- Efficiency improvement and upgrading of risk management - Improvement of corporate value	- Damage to corporate image - Damage due to violations of laws and regulations
	Strengthen risk management governance	100% attendance rate for various compliance training courses - Zero serious compliance^{*1} violations	Zero serious compliance violations			We conducted awareness activities through various training programs, including those on the INX Helpline and the Speak Up Policy. We also launched the Global Whistleblower System at selected Group companies in Asia and are working to expand it to local subsidiaries where it has not yet been introduced.		
Respect for Human Rights and Promotion of DEIB 	Respect for human rights and promotion of DEIB	- Zero serious human rights violations^{*2} 100% positive responses regarding understanding the background and purpose of DEIB	- Zero serious human rights violations 72.3% Human Rights Policy awareness 77% understanding of DEIB			Through human rights education and the promotion of human rights due diligence, we worked to deepen employees' understanding of human rights. We also held DEIB WEEK to promote understanding of DEIB, and strengthened internal public relations and awareness-raising activities. As a result of these initiatives, DEIB understanding reached 77%, while understanding of our DEIB Basic Policy increased by 10.6 points from the previous fiscal year.	- Stabilization of business - Expectation of improved performance through diverse hiring - Reform of organizational culture - Improvement of corporate value	- Decreased trust and credibility with stakeholders - Decreased competitiveness due to lack of human resources - Decreased market competitiveness (decline in ability to respond to diverse customer segments)
	Create a rewarding workplace and organizational climate	100% childcare leave take-up rate (non-consolidated: for male and female employees)	Men: 80.0% Women: 100.0%			We are working to support flexible workstyles by again disseminating the various available programs and encouraging greater use of accumulated leave. We are also steadily increasing the childcare leave take-up rate among male employees by strengthening supervisors' encouragement to take leave.		
		- Work environment satisfaction rate of 90% or higher - Annual paid leave utilization rate of 55% or higher - Keep average monthly overtime under 16 hours	- Work environment satisfaction rate: 72.0% - Annual paid leave acquisition rate: 62.9% - Average monthly overtime of an ordinary employee: 14.9 hours			We improved the work environment satisfaction rate by 4.5%. We continued working to create a more comfortable work environment by improving workplace facilities, considering safety, health, and disseminating and communicating DEI initiatives, and thoroughly managing working hours.		
	Career paths and human resources policies to develop global talent, etc.	Percentage of females in management positions 15% or more	Percentage of females in management positions: 4.3%			The percentage of females in management positions in Japan remained unchanged at 4.3%. However, in FY2025, we continued and strengthened initiatives to build a foundation for future growth. By exchanging opinions through the Women's Network, providing career training for women, and offering coaching training for managers, we are steadily developing the pool of potential managers and raising awareness.		
		Satisfaction with Corporate Career Support: 70%	Satisfaction with Corporate Career Support: 49.3%			In 2025, satisfaction with skills improvement improved by 3.6 points from the previous fiscal year, following revisions to the employee personnel system and the expansion of human resources development measures. Enhancements to training programs and career development support are helping employees feel a greater sense of personal growth and gain a clearer vision of their future careers.		

^{*1} Compliance: Includes corrupt and unethical practices such as bribery, acceptance of bribes, embezzlement, breach of trust, collusion, fraud, money laundering, conflicts of interest, anti-competitive practices, and improper disclosure of information, as defined in the SAKATA INX Group Code of Conduct and Ethics.
^{*2} Human rights violations: Includes "all forms of discrimination, harassment, human trafficking, child labor, forced labor, etc.," as set out in the SAKATA INX Group Human Rights Policy

Activities Related to Climate Change and Biodiversity (in Compliance with TCFD and TNFD)

Basic Principles and Policy for the Environment

SAKATA INX considers global environmental conservation as one of its most important management issues, and we continuously engage in activities with concern for the environment. The Environmental Management and Information Security Committee formulated a company-wide basic policy to promote environmental management in June 2002 and makes decisions regarding the implementation of basic measures in this regard. The policy was revised in August 2022 to serve as a Group-wide policy. The policy was then updated in February 2024 to clarify the necessary education to be implemented, expand the scope of efforts to reduce the environmental impacts of our business activities, and promote sustainable consumption.

SAKATA INX Group Basic Principles and Policy for the Environment
https://www.inx.co.jp/english/sustainability/environment/system/environment_policy.html

Governance and Risk Management

We regard the protection of the global environment as an important management challenge and promote Group-wide initiatives under management oversight to reduce the impact of our business activities on the environment and help realize a sustainable society. Environmental governance is overseen by the Sustainability Committee, which is chaired by the Representative Director, President & CEO, and includes all directors. This committee meets twice a year to discuss and approve important climate change and environment-related policies and targets, including measures to conserve biodiversity, and to manage the progress of initiatives. Each committee, which reports to the Sustainability Committee identifies various environment-related risks and discusses measures to address them, while the Risk & Compliance Committee continuously reviews the management

system through monitoring and regular evaluations. We also draw on advice from the International Advisory Board, which is composed of external experts, to further strengthen governance. Under this system, we continuously review our Basic Environmental Policy. Most recently, in February 2024, we clarified the policy, expanding our environmental training and the scope of efforts to reduce the environmental impacts of our business activities, and promoting sustainable consumption.

Discussions at the Sustainability Committee

The committee monitors progress on the following environmental items and discusses future measures for achieving targets.

- GHG emission reductions
- Scope 3 supply chain engagement
- Reduction of waste emissions
- Reduction of waste plastic emissions
- Reduction of water consumption

Compliance with Environmental Laws and Regulations

We comply with the various Japanese environmental laws and regulations for pollution, waste and recycling, chemical substances, the global environment, and nature conservation that culminate in the Basic Act on the Environment, as well as with local government ordinances and agreements. To ascertain and monitor actual conditions, we also conduct our own environmental measurements and request measurements from third-party analysis parties to periodically check compliance. For environmental laws and regulations outside of Japan, we work closely with our overseas subsidiaries/ affiliates and use outside consultants to comply with environmental regulations in Europe, the US, etc. and understand the latest trends. There were no cases of punishment in FY2025.

Approach to Climate Change

We endorse the TCFD (Task Force on Climate-related Financial Disclosures) recommendations and are also a member of the GX Future Consortium, which aims to realize and drive society as a whole toward a virtuous cycle of decarbonization and growth by promoting GX. In addition, we are a member of the Japan Climate Initiative, a network of companies, local governments, organizations, NGOs, and other diverse non-governmental entities actively working to address climate change in Japan. We will further enhance our existing efforts to address various social issues such as climate change and actively promote information disclosure in line with the disclosure framework (governance, risk management, strategies, and metrics and targets related to climate-related risks and opportunities) proposed by TCFD.



What is TCFD/TNFD?
The TCFD (Task Force on Climate-related Financial Disclosures) recommendations provide a framework for disclosing information on the impacts of climate change on corporate finances and are international recommendations that call on companies to improve the transparency of climate-related risks and opportunities. The content of the TCFD recommendations has now been incorporated into standards developed by the International Sustainability Standards Board (ISSB), transforming into a more unified disclosure framework. The TNFD (Taskforce on Nature-related Financial Disclosures) recommendations, on the other hand, provide a framework for assessing and disclosing risks and opportunities related to biodiversity and natural capital. They aim to make companies' dependencies and impacts on the natural environment more visible and promote sustainable management.

Strategies (TCFD)

We regard climate change as a key management issue that affects our business activities and medium- to long-term growth, and are addressing it from both risk and opportunity perspectives. Referring to internationally recognized sources, including the Intergovernmental Panel on Climate Change (IPCC) and the International Energy Agency (IEA), we analyzed the transition risks and opportunities under the 1.5°C scenario and the physical risks and opportunities under the 4°C scenario. Under the 1.5°C scenario, our business may be affected by risks such as strengthened legal and regulatory requirements and increased costs from market changes associated with the transition to a decarbonized society. At the same time, we see growing demand for functional products, such as botanical ink and gas barrier agents for packaging, which contribute to a low-carbon, recycling-oriented society, as an opportunity for the Group's future growth. Based on this recognition, we regard the reduction of greenhouse gas emissions (Scope 1 & 2) as an important theme and are advancing our decarbonization initiatives by promoting energy conservation activities, adopting renewable energy, and improving production efficiency. Conversely, under the 4°C scenario, increasingly severe extreme weather events, including typhoons, torrential rains, and floods, could affect our business through physical risks such as plant shutdowns, equipment damage, and supply chain disruptions. To address these risks, we are strengthening our business continuity plan (BCP) on a global basis while working to improve our resilience to climate change-related uncertainty. The SAKATA INX Group views climate change not only as a risk but also as an opportunity that can create new business opportunities and increase competitiveness. Moving forward, we will continue to conduct scenario analyses while further integrating the results into our management strategies and enhancing our information disclosures.

Helping Society Achieve Carbon Neutrality

Product Development Based on Creating Shared Value (CSV)

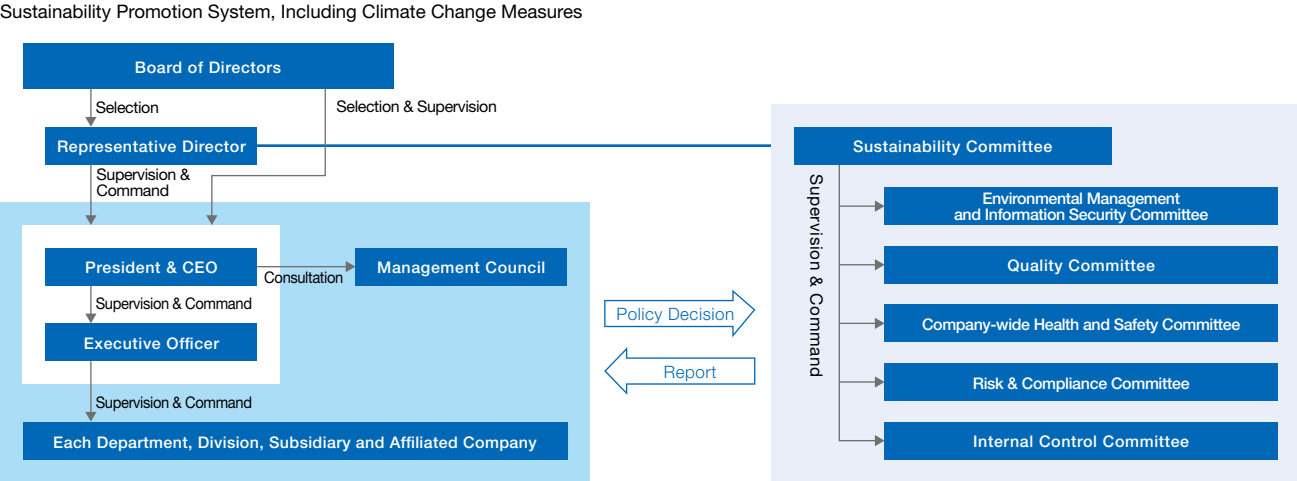
Major Initiatives and Achievements

- Expand botanical products (over 80% in Japan)
- Develop deinking primers for effective use of waste plastics
- Develop functional coating agents using fluorine-free and biomass materials

Among others

KPIs for Achieving SAKATA INX VISION 2030

- Increase the proportion of botanical products
- Improve botanical content
- Expand the lineup of sustainable products



Activities Related to Climate Change and Biodiversity
(in Compliance with TCFD and TNFD)

Materialities

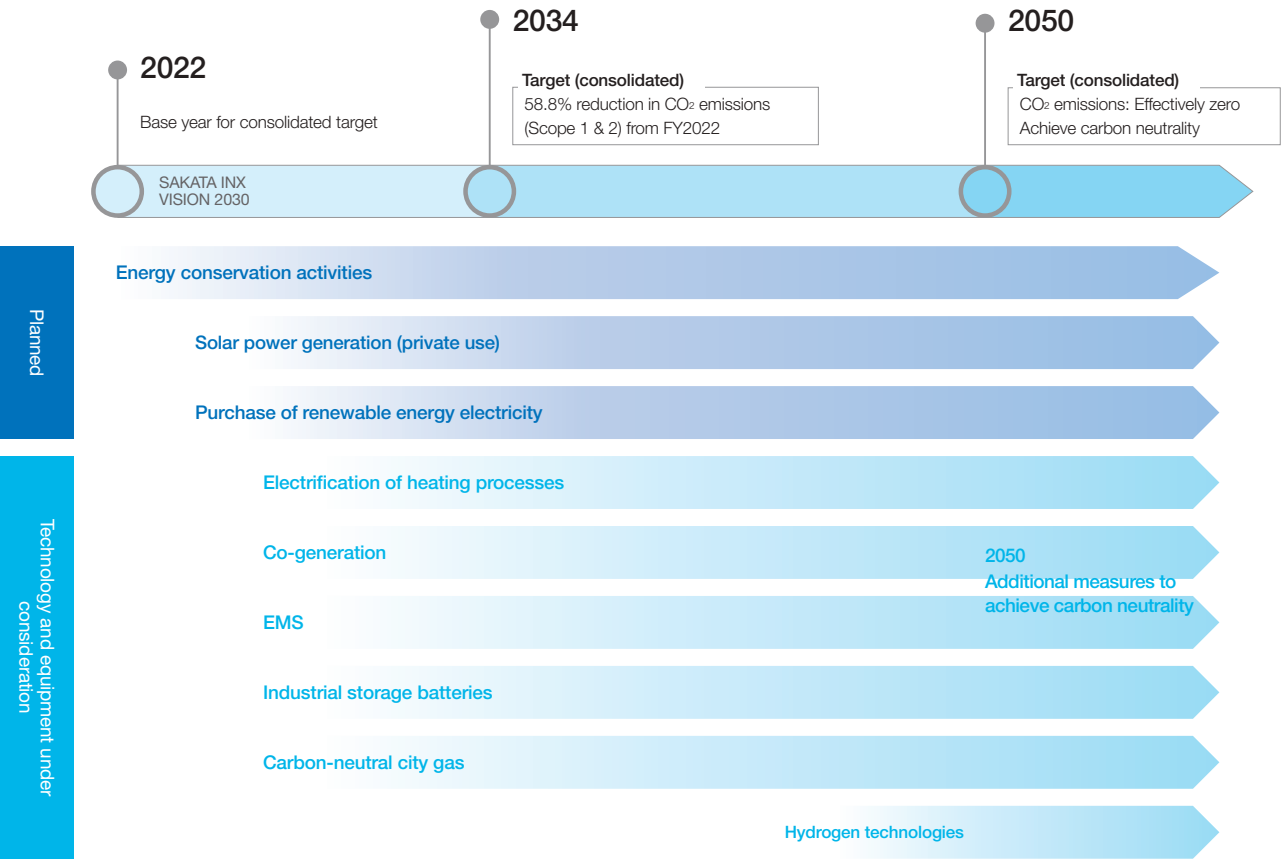


Roadmap for Achieving Carbon Neutrality

Based on our recognition of the risks and opportunities associated with climate change and the strategies presented on the previous page, we have formulated a roadmap for greenhouse gas emissions reduction to achieve carbon neutrality by 2050. Based on the TCFD recommendations and taking into account transition risks under the 1.5°C scenario, we have set a core target of reducing greenhouse gas emissions

(Scope 1 & 2) by 58.8% from FY2022 by FY2034, and are progressively implementing measures such as improving production efficiency, promoting energy conservation activities, and adopting renewable energy. This roadmap outlines the direction and progress of the main initiatives toward the interim target for FY2034.

Roadmap for Achieving Carbon Neutrality



Metrics and Targets (TCFD)

Our Group's greenhouse gas emission reduction targets have been certified as Science Based Targets (SBTs)^{*1} by the international climate change organization Science Based Targets initiative (SBTi).^{*2} We also regard our response to climate change as a business opportunity and, as an indicator and target based on the TCFD recommendations, promote the product development based on Creating Shared Value (CSV) products under the key issue (materiality) of enhancing R&D and technology capabilities. Specifically, we have established KPIs for increasing the ratio of botanical products using plant-derived ingredients and for developing and expanding functional coating agents (e.g., gas barrier agents) that

contribute to a recycling-oriented society, and are advancing initiatives toward achieving our targets by 2030.



^{*1} Greenhouse gas emission reduction targets set by companies for the next 5–10 years, consistent with the levels called for under the Paris Agreement.
^{*2} A joint initiative of CDP (formerly the Carbon Disclosure Project), the World Resources Institute (WRI), the United Nations Global Compact (UNGC), and the World Wide Fund for Nature (WWF) to assess corporate greenhouse gas reduction targets.

Group Greenhouse Gas Emissions Reduction Targets

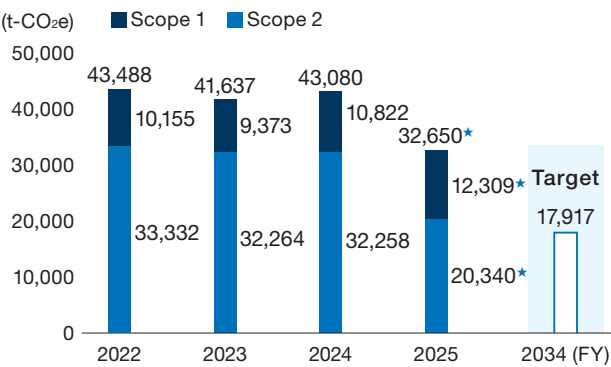
Classification		Target
Scope 1	Direct greenhouse gas emissions (directly generated)	By FY2034, a 58.8% reduction in CO ₂ emissions from FY2022
Scope 2	Indirect greenhouse gas emissions (electricity, heat and steam supplied from others)	
Scope 3	Indirect emissions other than Scope 2 (emissions by other parties related to the business activities)	By FY2029, 89% of suppliers are to establish science-based targets based on spending for purchased goods and services

Initiatives to Reduce CO₂ Emissions

Our Group has set a target of reducing CO₂ emissions (Scope 1 & 2) from our business activities by 58.8% (compared to FY2022) by FY2034, and have launched initiatives to achieve this target. CO₂ emissions from energy consumption in FY2025 were 32,650 t-CO₂e, constituting a 24.9% reduction in comparison with FY2022. This was achieved through energy conservation activities, including improvements in production efficiency, the new introduction and replacement of energy-efficient equipment, and reductions in losses, as well as the purchase of renewable energy certificates and non-fossil fuel certificates, the expanded use of renewable energy, and the installation and commencement of operation of solar panels in the US and Indonesia. Going forward, we will increase use of renewable energy by increasing or newly installing solar panels at our plants in and outside Japan, working to reduce CO₂ emissions across the entire Group.

Additionally, we are calculating our Scope 3 emissions in order to consider and implement reductions in CO₂ emissions in our supply chain. In the interests of realizing a decarbonized society, our Group is continuously working to optimize energy use and expand the adoption of renewable energy (installation of more solar panels, switching to renewable electricity, etc.). We will also work to reduce environmental impacts throughout our supply chain, thereby contributing to the realization of a sustainable society.

CO₂ Emissions (Scope 1 & 2)



* Figures subject to third-party assurance are indicated with a ★.

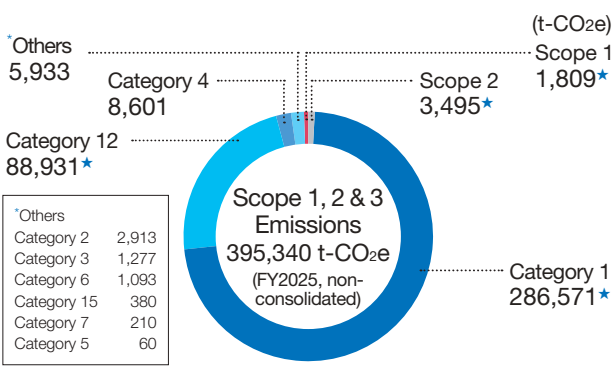
Third-party Assurance Report is posted on our website.

Third-party Assurance Report
https://www.inx.co.jp/english/pdf/sustainability/data/third-party_assurance_report/2026_en.pdf

Calculation methodology is posted on our website.

Information Disclosure in line with TCFD recommendations
<https://www.inx.co.jp/english/sustainability/environment/tcfd.html>

Supply Chain Emissions (FY2025) (non-consolidated)



* Figures subject to third-party assurance are indicated with a ★.

Third-party Assurance Report is posted on our website.

Third-party Assurance Report
https://www.inx.co.jp/english/pdf/sustainability/data/third-party_assurance_report/2026_en.pdf

Calculation methodology is posted on our website.

Information Disclosure in line with TCFD recommendations
<https://www.inx.co.jp/english/sustainability/environment/tcfd.html>

Activities Related to Climate Change and Biodiversity

(in Compliance with TCFD and TNFD)



Scenario Analysis Results

Main Risks Posed by Climate Change

Likelihood: High Extremely high Medium Around 50% Low Low
Time horizon: Short term 1 to 3 years Medium term 3 to 10 years Long term 10 years or longer

Category		Impact on business and finances	Degree of impact	Likelihood	Time horizon	SAKATA INX's response
1.5°C scenario	Regulation and policy	Increase in carbon taxes ▶ Carbon tax costs will increase if greenhouse gas emission reduction targets are not met	Medium	High	Short to medium term	Growing in-house generation of electricity through the adoption of renewable energy sources such as solar panels ▶ Solar power generation adopted at the Shiga and Tokyo plants Exploration of further adoption of renewable energy in the future
		Increase in investment and upgrade costs for low-carbon new and existing facilities ▶ Increasing costs for installing solar power generation equipment	Medium	High	Short to medium term	Promotion of energy conservation activities ▶ Improved productivity from continuing and deepening TPM activities (improving the efficiency of production facilities and reviewing manufacturing conditions) ▶ Improved boiler efficiency ▶ Optimization of air conditioning temperatures and improved efficiency ▶ Reduction of electricity and gasoline consumption at non-production sites
		Increase in the cost of purchasing emissions credits under the Emissions Trading System ▶ Increasing costs of purchasing emissions credits to achieve greenhouse gas emission reduction targets	Small	High	Short to medium term	
	Market	Delays in transition to low-carbon solutions lead to a decline in market competitiveness ▶ Both market competitiveness and sales will decrease if product development that contributes to low carbon solutions is delayed	Large	High	Short to medium term	Development and sales of environmentally friendly inks (botanical ink, inks made from recycled materials, etc.) ▶ Expansion of the botanical product lineup and increased botanical content Building of a resource recycling system that contributes to a circular economy ▶ Pilot experiment aimed at building a recycling system for waste collection, processing, and resource recovery in the printing industry, with the goal of realizing a circular economy
		Increase in raw materials costs Impacts due to introduction of carbon taxes ▶ Costs will increase if the carbon tax for the CO ₂ emissions of purchased products (raw materials) in Category 1 of Scope 3 is added to the cost of raw materials	Large	High	Short to medium term	New business development (bio-based and non-fossil materials) ▶ Development of biomass-based digital and specialty products Mitigation of the impact of raw materials price fluctuation risks ▶ Monitoring of raw materials price trends ▶ Reduction of petrochemical materials
	Technological	Transition to low-energy printing methods ▶ Sales will decrease due to lost business opportunities if there are delays in the development and commercialization of products that are compatible with low-energy printing	Large	High	Medium term	Development of low energy printing ink ▶ Development of EB curable inks ▶ Development of UV curable inks ▶ Development of UV curable inkjet inks
		Reduction of the printing area ▶ Decrease in sales of label inks due to the trend towards label-less products ▶ Decrease in sales of packaging ink	Large	High	Short term	
	Reputation	Failure to respond to climate change and to disclose information could result in a decline in investor evaluations ▶ Market capitalization will decline if the stock price falls due to weaker investor evaluations	Medium	Medium	Medium term	Proactive promotion of climate change responses Appropriate disclosure of TCFD-related information
	Physical risks	Natural disasters cause halting of production facility operations, supply chain disruptions, and damages to infrastructure ▶ Sales decrease due to plant shutdown caused by floods ▶ Damage to plant facilities caused by floods ▶ Rising costs for flood and inundation countermeasures	Large	High	Medium term	Strengthening of global BCP response ▶ Establishment of a supply system from alternative bases and implementation of training ▶ Building of a BCP system that utilizes the Group's global network Regular surveys using the Aqueduct water risk assessment tool ▶ Investigation of water risks (floods, droughts, water stress, etc.) and consideration of responses, including future predictions
		Rising average temperatures will increase costs of countermeasures and reduce productivity ▶ Increased facility costs for heat stroke prevention ▶ Decrease in labor productivity due to an increase in heat stroke and infectious diseases	Large	High	Long term	Prevention of deterioration of working conditions due to rising temperatures ▶ Continuation of improvements in the work environment based on feedback from each workplace Promotion of biodiversity conservation activities ▶ Participation in the 30by30 Alliance ▶ Participation in the Clean Ocean Material Alliance (CLOMA)
		Decrease in agricultural and marine products ▶ Decrease in sales of our packaging ink	Large	Medium	Medium term	

Main Business Opportunities from Climate Change

Likelihood: High Extremely high Medium Around 50% Low Low
Time horizon: Short term 1 to 3 years Medium term 3 to 10 years Long term 10 years or longer

Category		Impact on business and finances	Degree of impact	Likelihood	Time horizon	SAKATA INX's response
Business opportunity	Efficiency of resources	Establishment of a business scheme related to plastics recycling ▶ Increase in sales of SAKATA INX's compatible products	Large	High	Medium term	Product development that contributes to a circular economy ▶ Development of washable inks ▶ Development of recyclable film peeling materials
	Energy sources	Improvement in energy efficiency through electrification and energy conservation activities ▶ Reduction of energy intensity due to CO ₂ countermeasures	Medium	High	Medium term	Growing in-house generation of electricity through the adoption of renewable energy sources such as solar panels ▶ Same response as "Transition Risks: regulation and policy"
		Reduction of CO ₂ emissions through the adoption of renewable energy ▶ Reduction of carbon tax costs by adopting renewable energy to reduce greenhouse gas emissions	Small	High	Short to Medium term	Promotion of energy conservation activities ▶ Same response as "Transition Risks: regulation and policy"
	Products and services	Expansion of eco-friendly products ▶ Sales of packaging inks and gas barrier agents increase due to increased sales opportunities for paper packaging as a result of the move away from plastic ▶ Increased sales of low-energy printing inks (inkjet, UV, and EB) ▶ Increased sales of products made from recycled materials	Large	High	Short to Medium term	Development of ink for recyclable packaging in line with the SDGs ▶ Development of the gas barrier coating agent Ecostage series ▶ Development of functional coating agent Britone series ▶ Consideration for increasing the ratio of plant-derived materials in the botanical ink series ▶ Development of water-based inkjet inks and UV curable inks
		Expansion of renewable energy and battery industries ▶ Increased sales opportunities for energy products ▶ Increased sales opportunities for products in the electronics chemicals field	Large	High	Short to Medium term	New business development (energy and electronics chemicals fields) ▶ Development of semiconductors and sensitizers for renewable energy applications such as solar cells ▶ Development of conductive and insulating materials that are expected to be used in the fields of IoT and mobility
	Market	Increased occurrence of heat stroke due to global warming ▶ Increased trust from customers and improved evaluations from investors, leading to higher stock price	Large	High	Short to Long term	Development of packaging ink for beverages ▶ Flexographic ink, gravure ink, and inks for metal can surfaces
	Resilience	Strengthening of BCP response ▶ Increased trust from customers and improved evaluations from investors, leading to higher stock price	Medium	Medium	Medium term	Strengthening of global BCP response ▶ Same response as "Physical risk: Acute"

Business opportunities in the 1.5°C scenario Business opportunities in the 4°C scenario

Quantitative evaluation 2: financial impact of floods

- ▶ Assumed risks
Sales decrease due to damage to and shutdown of plant facilities caused by flood
- ▶ Calculation conditions
· For all of our group's production sites (as of the end of FY2024), we conducted flood simulations using 1.5°C and 4°C scenarios.
· The financial impact was calculated based on the estimated facility damage rate and number of days of business interruption estimated from the calculated flood depth.
- ▶ Measures to reduce risks
· Establishment of BCP regulations and a BCM subcommittee
· Establishment of standards of conduct in the event of storm and/or floods
· Stockpiling of flood prevention equipment (sandbags, waterstops, etc.)
· Provide employee education and training
· Check weather information and notify employees when a risk materializes
· Consider and establish alternative production sites

- ▶ Assessment results
Financial impact in the case of a once-a-century flood occurring under the 4°C scenario

Number of calculated sites	Financial impact:
Japan (4)	1.4-7.4 billion yen /site
Asia (5)	0.4-1.9 billion yen /site
Europe and US (3)	0.8-1.9 billion yen /site

Quantitative evaluation 1: financial impact of carbon taxes

- ▶ Assumed risks
Increased operating costs due to rising carbon prices
- ▶ Calculation conditions
· Based on CO₂ emissions in the baseline year (2022) for the SBT reduction target, we calculated for the cases where the target of a 58.8% reduction in the target year (2034) is not achieved, and where it is achieved.
· We used the 2030 carbon price for developed countries (140 USD) in the Net Zero Emission Scenario of the IEA's World Energy Outlook 2024 (calculated at a rate of 150 Japanese yen to 1 US dollar).
- ▶ Assessment results
Baseline year: 2022 Target year: 2034
SAKATA INX Group's Scope 1 & 2 CO₂ emissions
Target not achieved: Assumes that 2022 CO₂ emissions continue through 2034 and a future carbon price is imposed. Financial impact: 910 million yen
Target achieved: Assuming that the SBT target of a 58.8% reduction is achieved and a future carbon price is imposed. Financial impact: 380 million yen
If the reduction target is achieved, operating costs will be reduced by 540 million yen per year.
- ▶ Measures to reduce risks
· Promotion of energy conservation activities through production efficiency, etc.
· Adoption of renewable energy
· Reduction of electricity-derived CO₂ emission coefficients, etc.

Activities Related to Climate Change and Biodiversity

(in Compliance with TCFD and TNFD)

Basic Policy on Biodiversity

The SAKATA INX Group’s business activities are dependent on ecosystem services enabled by various sources of natural capital. As stated in our Basic Environmental Philosophy, we recognize that maintaining a sustainable global environment is one of our most important management issues.

In terms of our business activities, we understand our dependence and impact on biodiversity throughout our supply chain, promoting conservation initiatives and disclosure in line with the TNFD recommendations.

The SAKATA INX Group Basic Policy on Biodiversity is a set of guidelines we implemented in 2023 with the aim of conserving and sustainably using biodiversity as the basis for social activities.

SAKATA INX Group Basic Policy on Biodiversity

1. Management issues
2. Understanding and reducing impacts
3. Expanding eco-friendly products
4. Coordinating with stakeholders
5. Sharing information

SAKATA INX Group Basic Policy on Biodiversity
https://www.inx.co.jp/english/sustainability/environment/biodiversity/biodiversity_policy.html

Relationship between Our Business Activities and Biodiversity

To clarify the relationship between our business activities and ecosystems, we have created a SAKATA INX Biodiversity Relationship Map (Japanese only), which lists the relationship between the lifecycle of our products or other aspects such as land use and ecosystem. By visualizing our relationship with biodiversity, we can further raise our awareness of biodiversity conservation and promote activities that take ecosystems into consideration.

In addition to the water risk surveys at all our production sites (32 in total, including sites outside Japan), we also survey important biodiversity areas within an approximately three-kilometer radius of a site using the IBAT biodiversity assessment tool in order to understand the impact of our business activities on biodiversity in the surrounding area.

Relationship between our business activities and biodiversity
Evaluation of biodiversity dependence and impacts
Risk assessment and improvement initiatives in direct operations
<https://www.inx.co.jp/english/sustainability/environment/biodiversity>

Materialities

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ENVIRONMENT

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WATER

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AIR

SAKATA Forest Conservation Activities

At our Shiga Plant, which opened in 2014, we created the SAKATA Forest (approximately 0.7 hectares) on the plant grounds, and are working to conserve biodiversity through the formation of an ecosystem network linked to the natural environment around Lake Biwa and Mount Ibuki. This initiative was recognized, and the SAKATA Forest was certified as a Nationally Certified Sustainably Managed Natural Sites by the Ministry of the Environment.

In August 2025, we also joined the Shiga Nature Positive Network as a founding member, and are promoting initiatives for coexistence with nature in collaboration with the local community while continuing monitoring and conservation activities.



Conservation of Biodiversity (SAKATA Forest Conservation Activities)
<https://www.inx.co.jp/english/sustainability/environment/biodiversity/>

Biodiversity Conservation Activities at Each Site

Our Group promotes biodiversity conservation activities that match local characteristics at each of our overseas sites. At our sites in Europe, we are carrying out activities that use Earth Day as an opportunity to connect the fostering of environmental awareness with concrete action. At our site in Germany, we have adopted the idea of “No Mow May,” refraining from mowing the lawn for a certain period in May, to protect pollinators such as honeybees and butterflies, whose activity increases in early spring, and to create habitats for wild plants and insects on the site. We also promote activities in collaboration with local communities, such as holding nature observation events and making donations to local nature conservation organizations. At our site in the U.K., we provide environmental education through gardening and plant cultivation activities. And at our sites in the Czech Republic and Vietnam, we contribute to the conservation of nearby natural environments through employee-participation initiatives such as cleanup activities and beach cleanups.



A.M. RAMP & CO. GMBH (Germany)

Initiatives for Reducing Environmental Impacts (Water and Air)

Prevention of Water Pollution

We work to prevent water pollution by treating the wastewater within our plants used for cleaning, etc. at our water treatment facilities before discharging it outside the plant. We conduct regular water quality tests based on ordinances and agreements set by the competent local government and monitor the quality of wastewater.

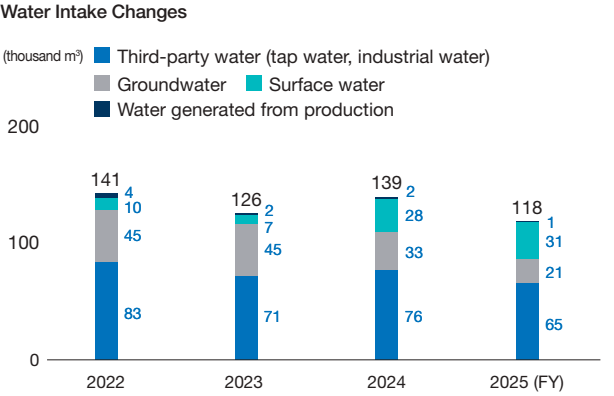
We use water resources for purposes such as equipment cleaning, heating and cooling, and products. In FY2025, our water intake was 65,000m³ from third-parties (tap water, industrial water), 21,000m³ from groundwater, 31,000m³ from surface water, and 1,000m³ of water generated from production. We discharged 96,000m³ of third-party water to sewage and 1,000m³ of surface water to rivers.

Compared with FY2024, in FY2025 we reduced the total amount of third-party water, groundwater, and water generated from production that was related to our business activities by approximately 22%.

Changes in BOD and COD (calculated from measured values and discharged water volumes) are shown in the graph on the right. The total amounts for FY2025 were 0.33 tons for BOD and 0.02 tons for COD.

We also used the World Resources Institute’s Aqueduct assessment tool to conduct a survey on water risks (water stress, river flood risk) at our Group companies. The survey results are posted on our website. With these survey results in hand, we will prioritize understanding the current situation and developing countermeasures for sites with “extremely high” water stress levels.

Prevention of Water Pollution
https://www.inx.co.jp/english/sustainability/environment/case_water.html



(Note) The scope of data collection is SAKATA INX plants, head offices, and local offices (including affiliated companies within the offices). Totals may not add due to rounding.

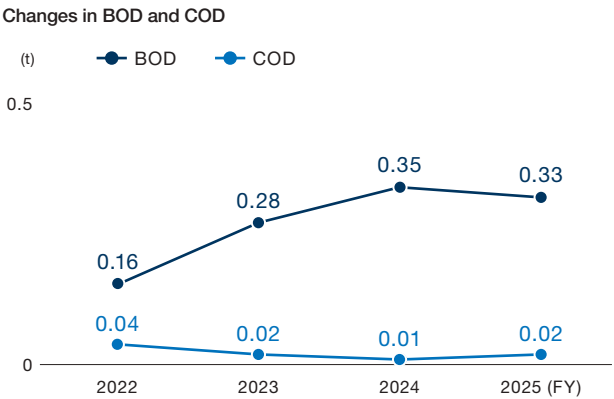
Materialities

6

CLIMATE CHANGE AND POLLUTION

14

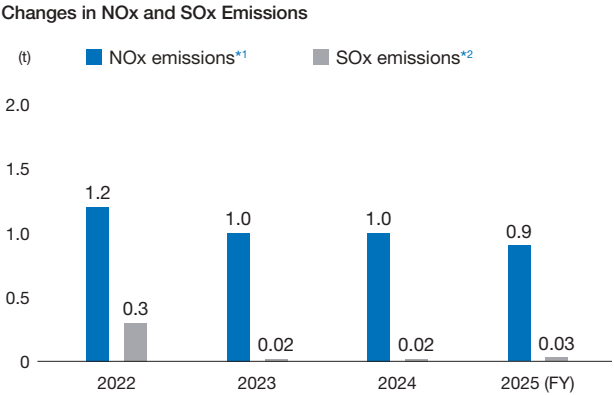
WATER



Reduce Air Pollution Emissions

NOx (nitrogen oxides) and SOx (sulfur oxides) are emitted into the atmosphere when we burn fuel in boilers at our plants. In FY2025, our NOx emissions were 0.9 tons and SOx emissions were 0.03 tons.

We regularly conduct exhaust gas inspections for each boiler to ensure that emission concentrations are below standard values. We also continue to efficiently use steam, reduce heat loss, and reduce the use of heavy fuel oil A as part of our efforts to reduce fuel consumption (reduce air pollutant emissions).



*1 The total value calculated from the amount of fuel used using the conversion coefficient from the Ministry of the Environment’s Environmental Activity Evaluation Programme.
*2 The total value of sulfur (S) contained in the fuel used, converted into SOx.

Business Activities Aimed at Reducing Waste



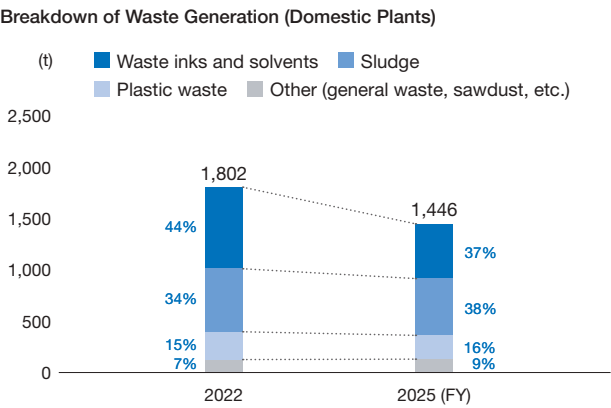
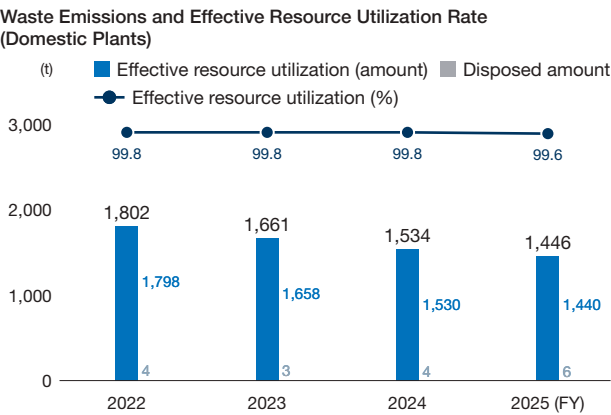
Plant Initiatives

The general affairs departments at our plants check the status of waste disposal contractors and use electronic manifests to ensure waste disposal is appropriately managed. For waste generated by our business activities, we are also actively trying to curb the amount disposed of externally (outside our plants), while also promoting reuse and effective use of resources.

In FY2025, we reduced the amounts of waste ink and waste solvents, sludge, and waste plastics to 1,446 tons, a 19.8% reduction from 1,802 tons in FY2022 (base year). We reduced plastic waste by 10.5%. The effective resource utilization rate was 99.6% (material recycling and heat recovery), with our four plants in Japan (Tokyo, Osaka, Shiga, and Hanyu) achieving an effective resource utilization rate of 99.5% or higher (zero emissions).

We will continue our efforts to achieve our reduction targets and maintain zero emissions.

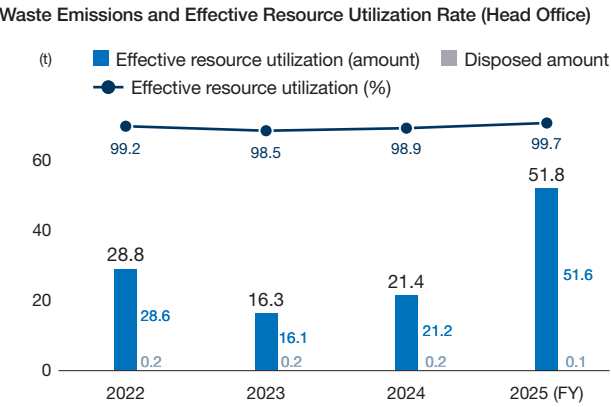
- Examples of Waste Reduction Activities
- Reuse of used drum cans, etc.
 - Recovery of waste solvents
 - Change in packaging and use of returnable containers for purchased raw materials (cans > drums > containers)



Head Office Initiatives

Our head offices (Osaka, Tokyo) survey the status of waste disposal, confirm the status of sorting, and revise sorting rules, among other efforts.

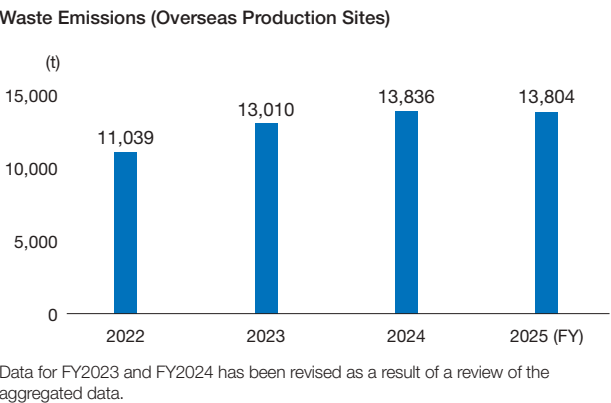
In FY2025, our emissions increased to 51.8 tons, up from 16.3 tons in FY2023. This was the result of an increase in temporary emissions from industrial waste (waste plastic, metal scraps, etc.) (approx. 32 tons) and emissions from stored paper and other materials. The effective resource utilization rate was 99.7% (material recycling and heat recovery) due to the increase of paper that is used effectively. For waste generated by our business activities, we will continue to actively curb the portion disposed of outside our own business sites, while also promoting reuse and effective use of resources.



Initiatives at Affiliated Companies outside Japan

At production sites for our affiliated companies outside Japan, we promote acquisition of ISO 14001 certification and strive to properly manage waste disposal.

In FY2025, the amount of waste ink, waste solvents, waste containers, sludge, paper, and sawdust increased, resulting in 13,804 tons of waste being disposed of outside our business sites, up 6.1% from 13,010 tons in FY2023. Affiliated companies outside Japan also survey waste and are working to reduce waste by setting reduction targets (gross or intensity).

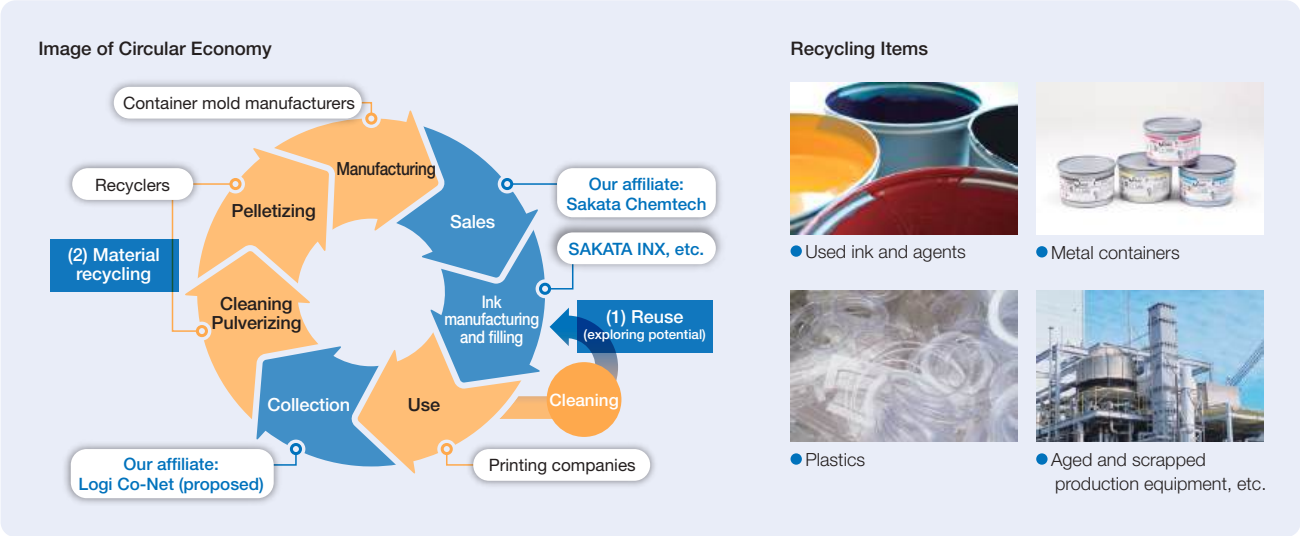


Circular Economy Initiatives



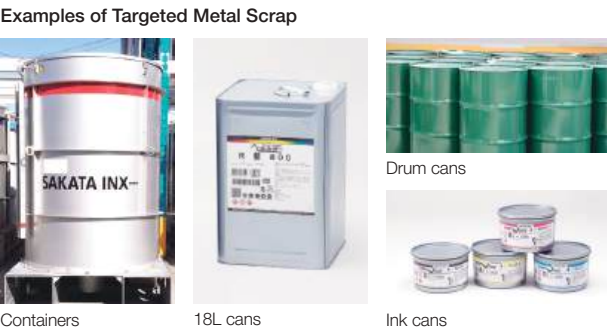
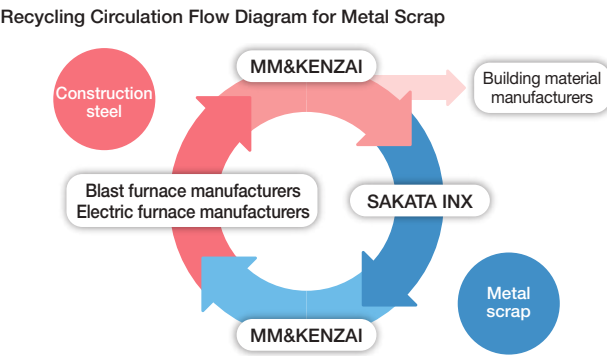
Working to Achieve a Circular Economy in the Printing Industry

By building a circular system to recycle the various types of waste generated by the printing industry, we are creating both environmental and economic value and promoting initiatives to realize a circular economy that helps solve social issues. Through these activities, we aim to be an environmental leader in the printing industry.



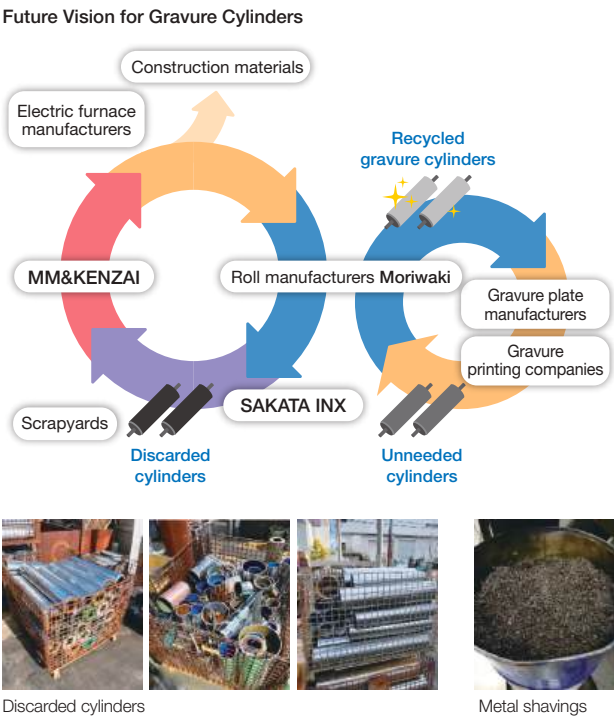
Example of Initiatives Metal Scrap

In collaboration with MM&KENZAI Corporation, we are promoting the recycling of metal scrap by utilizing their deep knowledge, extensive track record, and wide network.



Example of Initiatives Gravure Cylinders

We are advancing initiatives to realize resource circulation within the industry by collecting discarded gravure cylinders used for printing.



Build a Chemical Substance Management System and Strengthen Quality Assurance and Product Management Systems

Quality Initiatives

We have established a Quality Committee under the Sustainability Committee to comprehensively promote quality assurance for the company's goods, with the aim of maintaining and improving customer trust and sales. We conduct systematic quality assurance activities across business activities such as design and development, manufacturing, storage, transportation, and sales. As one means of doing so, we have been expanding ISO 9001 certification, beginning with the Tokyo Plant in 1996, followed by the Osaka and Hanyu plants, and then overseas business locations.

In addition, in 1998, we launched TPM activities to advance a fundamental review of production systems across our plants, and are also working to improve quality by increasing the efficiency of our production systems.

SAKATA INX's TPM

Through our TPM (Total Productive Maintenance) activities developed in Japan, the Group promotes in-process quality assurance across equipment, processes, and work standards. We aim to prevent abnormalities before they occur and improve our quality assurance by implementing process monitoring and gate management and by establishing quality assurance within each process. One example of the results of deploying this Japan-originated quality and production expertise to overseas sites can be seen at the Bhiwadi and Panoli plants of SAKATA INX (INDIA) PRIVATE LIMITED. Through TPM, these plants have stabilized equipment, advanced process management, and strengthened their quality assurance systems. As a result, both plants received the TPM Excellence Award 2025 from the Japan Institute of Plant Maintenance (JIPM).

Moving forward, the Group will continue working to further strengthen our Group-wide quality foundation by building on expertise gained in Japan while deepening collaboration with overseas sites.



TPM Excellence Award 2025 award ceremony

Chemical Substance Management System

In addition to responding to the Act Partially Amending the Industrial Safety and Health Act and the Working Environment Measurement Act, we have been systematically strengthening our chemical substance management system to reduce environmental and safety risks.

The environment surrounding chemical substance management is undergoing a major shift from uniformly regulating substances on a substance-by-substance basis to accurately identifying and managing the risks posed by each chemical substance. To respond to this shift, the Group reliably collects and manages the latest information on chemical substances from the raw material adoption stage and thoroughly evaluates their safety and hazardousness, including impacts on health and the environment. We also conduct regular internal audits of chemical substance management and continuously review our management system and operational status. When issues are identified, we make improvements promptly, thereby enhancing the effectiveness of risk management related to chemical substances.

Improving Management Levels Through Human Resource Development

Improving Group-wide knowledge and understanding is essential to respond accurately to developments in laws and regulations. We offer ongoing education and training on chemical substance management to relevant departments.

Establishing a Global Legal Compliance System

As a globally operating company, we recognize that an important management agenda is to accurately understand and appropriately respond to the laws and regulations of each country and region.

Outside of Japan, we are also gathering information about non-conformance occurrences, analyzing the data, providing feedback, and conducting quality audits. Into the future, we will work to strengthen our global quality audit and product management systems by providing support for root cause analysis, implementing countermeasures, and rolling these out to each base.

As a result of these initiatives, we saw no violations of laws or regulations related to the use, storage, or discharge of chemical substances, either in Japan or overseas, in the fiscal year ended March 2025.

 SAKATA INX Group Basic Quality Philosophy and Basic Quality Policy
https://www.inx.co.jp/english/sustainability/social/quality/quality_policy.html

 List of ISO certifications
<https://www.inx.co.jp/english/sustainability/data/iso.html>

 TPM Activities
<https://www.inx.co.jp/english/sustainability/social/quality/tpm.html>

Improve Occupational Health and Safety, and Promote Health Management

Materialities



Approach

Our Group will promote our health & safety activities under our Human Rights Policy by positioning the protection of safety and physical and mental health of workers in all of our corporate activities as one of our most important management challenges.

 SAKATA INX Group Basic Quality Philosophy and Basic Quality Policy
https://www.inx.co.jp/english/sustainability/social/quality/quality_policy.html

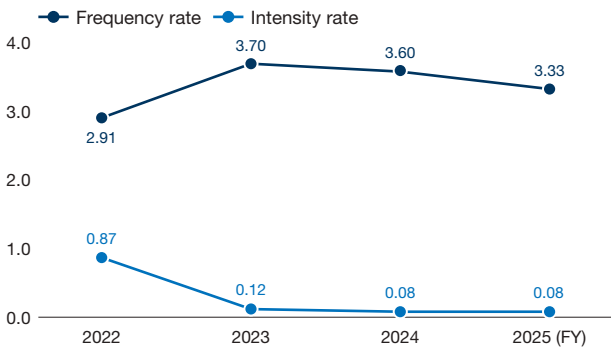
Initiatives to Improve Occupational Safety

Based on OSHMS, we are working to create a safe and secure work environment.

We are promoting company-wide risk-reduction activities involving all employees based on the PDCA cycle and are working to proactively prevent unsafe behavior and conditions and improve safety awareness. We also aim to continuously improve safety activities by enhancing our safety education and advancing our management of indicators.

In addition, we are promoting inherent safety through reviews of equipment and processes and working to fundamentally eliminate the root causes of hazards.

Changes in Frequency Rate and Intensity Rate (Consolidated)



* From FY2025, consolidated data is reported retroactively to FY2022.

Promote Health Management

Our Group promotes health management based on the idea that each employee's physical and mental health is an important foundation for creating sustainable corporate value.

In Japan, we subscribe to the Cradle health management support service to raise employee awareness of health issues and improve our health management system. We have also set up rest areas with gym equipment in our business locations, providing an environment where employees can refresh their minds and bodies during work breaks. We are also working to reduce employee stress and improve mental and physical well-being by regularly hosting yoga classes led by outside instructors.

Among our overseas sites, our Vietnam site also holds meditation sessions for all employees as part of a mental well-being measures that balance the rhythm of life. We aim to reduce work stress and improve concentration, leading, which

helps employees balance their mental and physical health. This helps to create a comfortable workplace environment.

At our overseas operations, the Vietnam site offers meditation sessions to all employees as a mental well-being initiative aimed at promoting a balanced rhythm in life. By alleviating work-related stress, enhancing concentration, and supporting overall mental and physical well-being, the initiative helps create a healthier and more positive work environment.

Moving forward, our Group will continue implementing health initiatives based on the situation in each region, while developing workplace environments where employees can work with peace of mind and vitality, both in Japan and overseas, and further enhancing health management.



Meditation session (Vietnam Plant)



Rest area with gym equipment (Utility Building, Osaka Plant)

Health and Productivity Management Declaration

Our Company-wide Basic Health & Safety Policy states that "ensuring the safety of working people in all business activities as well as their physical and mental health is an important management issue." Maintaining and promoting employee health and creating a comfortable working environment is a key issue for us. We seek to build a sustainable society and increase our corporate value by further advancing our existing health and safety activities and actively promoting efforts to improve health so employees can work with vigor both physically and mentally.

Certified as One of the Outstanding Organizations of KENKO Investment for Health for the 6th Consecutive Year

We have been accredited as one of the 2026 Outstanding Organizations of KENKO Investment for Health (Large Corporation Category) jointly organized by the Ministry of Economy, Trade and Industry and Nippon Kenko Kaigi for the 6th consecutive year.



Strengthen Corporate Governance

Materialities



Approach

We believe that always being mindful of building good relationships with our various stakeholders and increasing our raison d’être in society will lead to the improvement of corporate value and sustainable growth.

To that end, we are working to enhance appropriate corporate governance by improving management transparency, strengthening oversight functions, accelerating decision-making, and clarifying responsibilities.

Changes in the Strengthening of Corporate Governance

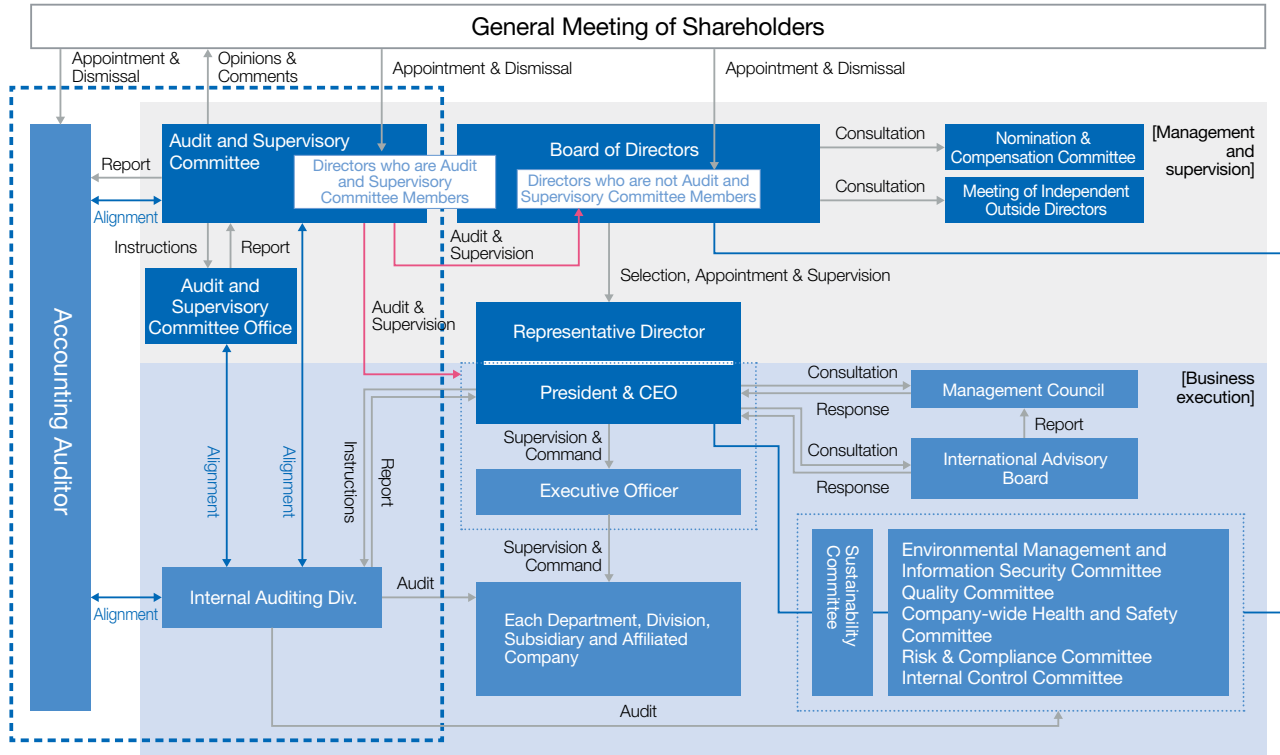
Fiscal year	2004	2008	2014	2015	2017	2018	2019	2020	2021	2022	2023	2024	2025	2026
Changes in Governance Structure	Establishment of Compliance Committee													
	Resolution on Basic Policy for Implementation of Internal Control System													
	Establishment of International Advisory Board (IAB)													
	Establishment of Nomination & Compensation Committee, Introduction of Executive Officer System													
Outside Directors (of which, female Outside Directors)	persons		1	1	2	2	2	3 (1)	3 (1)	3 (2)	3 (2)	3 (2)	3 (2)	6 (4)
Directors (of which, female Directors)	persons	11	11	11	11	11	7	8 (1)	9 (1)	8 (2)	8 (2)	8 (2)	8 (2)	12 (4)
Executive Officer	persons					6	9	10	10	12	8	12	13	14

Transition to a Company with an Audit and Supervisory Committee

To achieve our Long-term Strategic Vision, we aim to strengthen global management cooperation to promote sustainable growth and increase corporate value. To support this goal, we have been considering transitioning to a holding company structure in 2027. This transition is intended to strengthen Group governance, optimize the allocation of management resources, and create a more agile organizational structure.

To expedite our efforts in achieving these objectives and to enhance the governance system that supports our transformation, we transitioned to a company with an Audit and Supervisory Committee by resolution of the general shareholders meeting in March 2026. Our aim is to strengthen our supervisory functions, facilitate rapid decision-making, and enable agile business execution.

Diagram of Company Institutions and Internal Control (As of March 26, 2026)



Members of the Board of Directors after Transitioning to a Company with an Audit and Supervisory Committee

Title	Name	Gender	Number of shares held (end of 2025)	Attendance rate (FY2025)	Tenure as of the shareholders meeting in March 2026
Representative Director	Yoshiaki Ueno	Male	53,000 shares	100%	11 years and 9 months
Director	Hiroshi Morita	Male	30,000 shares	100%	9 years
Director	Hiroyuki Yoshizawa	Male	10,000 shares	-	Newly elected
Director	Minoru Tateiri	Male	19,000 shares	100%	3 years
Director	Takayuki Shirafuji	Male	14,000 shares	100%	1 year
Outside Director	Yoshio Sato	Male	-	100%	11 years and 9 months*1
Outside Director	Yukiko Tsujimoto	Female	-	100%	4 years
Outside Director	Kazuko Otsuki	Female	-	100%	3 years
Director, Full-time Audit and Supervisory Committee Member	Yoichi Hamada	Male	16,000 shares	-	Newly elected
Outside Director, Audit and Supervisory Committee Member	Eri Nakada	Female	-	100%	2 years*2
Outside Director, Audit and Supervisory Committee Member	Koji Kubota	Male	-	-	Newly elected
Outside Director, Audit and Supervisory Committee Member	Yuka Katsuki	Female	-	-	Newly elected

*1 He assumed the position of Outside Audit & Supervisory Board Member in June 2014 and became an Outside Director in March 2023. As of March 31, 2026, his tenure is 11 years and 9 months.
*2 She became an Outside Audit & Supervisory Board Member in March 2024. As of March 31, 2026, her tenure is 2 years.

Ratio of Outside Directors

37.5% (3/8) ▶ 50.0% (6/12)

Ratio of Female Directors

25.0% (2/8) ▶ 33.3% (4/12)

Decision Making and Business Execution Structure

Board of Directors

The Board of Directors is chaired by the Representative Director, President & CEO. The Board consists of a total of 12 Directors. Four of them, including three Outside Directors, also serve as Audit and Supervisory Committee Members. Of the remaining eight Directors, three are Outside Directors. Half of the Directors are Outside Directors, enabling the Board of Directors to make decisions on key management matters and oversee business execution from an objective and independent perspective. To clarify the distinction between the decision-making and supervisory functions and the business execution function, the Company has implemented an executive officer system. This system aims to clarify responsibilities for business execution and enhance the Board of Directors' oversight function. The tenure for each Executive Officer is set at one year.

Main Topics of Discussion in FY2025

- Reducing cross-shareholdings
- Updating initiatives to implement management that is conscious of capital costs and share prices
- Exchanging views on the effectiveness of the Board of Directors
- Reporting IR meetings
- Transitioning to a holding company structure and a company with an Audit and Supervisory Committee

Strengthen Corporate Governance

Decision Making and Business Execution Structure

Management Council

In addition to meetings of the Board of Directors held at least once a month, the Management Council, an advisory body to the Representative Director, President & CEO, is convened in a flexible manner to deliberate important management matters and report on the results and progress, thereby striving to implement necessary measures in an appropriate and timely manner.

Sustainability Committee

We have created the Sustainability Committee, chaired by the Representative Director, President & CEO, as the highest-level committee to oversee corporate governance, with various committees established under it.

Outside Directors attend Sustainability Committee meetings. The committee receives explanations and reports from the Director in charge of sustainability, as well as other individuals when necessary. Members also exchange opinions with Outside Directors.

 Refer to p. 51 Activities Related to Climate Change and Biodiversity (in Compliance with TCFD and TNFD)

International Advisory Board

We established the International Advisory Board (IAB), whose members include officers from affiliated companies outside of Japan, to answer questions from the Representative Director, President & CEO regarding SAKATA INX's and the Group's state of global management, including overseas business strategies and management issues.

Chairperson	Yoshiaki Ueno (Representative Director, President & CEO)
Members	Takayuki Shirafuji (Director and Executive Officer, in charge of Information Systems Div., Finance & Accounting Div., and Business Process Re-engineering Dept., and supervising international operations General Manager of the Corporate Planning Div.)
	Takashi Kimura (Senior Executive Officer, Director / President of Sakata INX Asia Holdings Sdn. Bhd.)
	Bryce Kristo (Senior Executive Officer, and President & CEO of INX International Ink Co.)
	Cleo Nomikos (President of INX Europe Ltd.)

Main Topics in FY2025

- Sustainability, environmental management, chemical substance management
- Global human resource management and organizational management
- Safe production activities
- Trends in large investments in different regions
- State of the organization and business in different regions

Nomination & Compensation Committee

We have established the Nomination & Compensation Committee to enhance transparency and objectivity in the decision-making process for the nomination of Directors and Executive Officers, as well as the compensation for Directors (excluding Directors who are Audit and Supervisory Committee Members) and Executive Officers, strengthening the Board of Directors' oversight function.

	Title	Name
Chairperson	Outside Director	Yoshio Sato
Member	Representative Director	Yoshiaki Ueno
Member	Outside Director	Yukiko Tsujimoto
Observer	Director, Full-time Audit and Supervisory Committee Member	Yoichi Hamada

* Since March 26, 2026, Yoichi Hamada, Director and Full-time Audit and Supervisory Committee Member, has attended meetings as an observer.

Main Topics in FY2025

- In FY2025, four meetings were held, an increase from two meetings in FY2024.
- Selection of candidates for Directors and Executive Officers
- Review of the basic policy on officer compensation, compensation levels, and the proportions of monetary and stock compensation
- Compensation for representatives of Group companies overseas
- Succession plans, etc.

Meeting of Independent Outside Directors

We have established the Meeting of Independent Outside Directors as a non-mandatory advisory body to the Board of Directors. This meeting is held regularly for Outside Directors to exchange necessary information, share an awareness of issues, and hold free discussions from an independent viewpoint regarding the Company's overall corporate governance, including management issues and ways to enhance the effectiveness of the Board of Directors. Furthermore, they make recommendations to the Board of Directors.

	Title	Name
Chairperson	Outside Director	Yoshio Sato
Member	Outside Director	Yukiko Tsujimoto
Member	Outside Director	Kazuko Otsuki
Member	Director, Audit and Supervisory Committee Member	Eri Nakada
Member	Director, Audit and Supervisory Committee Member	Koji Kubota
Member	Director, Audit and Supervisory Committee Member	Yuka Katsuki

* Outside Directors Nakada, Kubota, and Katsuki participate in the meeting from March 26, 2026.

Main Topics in FY2025

- Held twice in FY2025
- Discussions about agenda items at regular meetings with the Representative Director (Corporate governance structure, new businesses, investments, etc.)
- Recommendations to the Board of Directors (Global safety measures in plants, follow-up taken after accidents, and preliminary information sharing for the formulation of the next Medium-term Management Plan)

Independence of Outside Directors and Outside Directors Who Are Audit and Supervisory Committee Members

We have established criteria for independence when selecting Outside Directors and Outside Directors who are Audit and Supervisory Committee Members. Based on these criteria, we have notified the Tokyo Stock Exchange of six individuals (three

Outside Directors and three Outside Directors who are Audit and Supervisory Committee Members) as independent officers specified by the exchange who are unlikely to have a conflict of interest with general shareholders.

	Independent Officers	Reasons for Selection
Yoshio Sato	Lead Outside Director	We have concluded that Outside Director Sato has extensive knowledge of corporate management and can effectively perform management oversight duties from an independent and impartial standpoint. We believe there is no risk of a conflict of interest with the general shareholders.
Yukiko Tsujimoto	Outside Director	We have concluded that Outside Director Tsujimoto has extensive knowledge of corporate management and can effectively perform management oversight duties from an independent and impartial standpoint. We believe there is no risk of a conflict of interest with the general shareholders.
Kazuko Otsuki	Outside Director	We have concluded that Outside Director Otsuki possesses significant knowledge in finance and accounting as a certified public accountant. She can effectively carry out management oversight responsibilities from an independent and impartial perspective. We believe there is no risk of a conflict of interest with the general shareholders.
Eri Nakada	Outside Director, Audit and Supervisory Committee Member	We have concluded that Outside Director Nakada possesses significant knowledge in finance and accounting as a certified public accountant. She can effectively carry out management oversight and audit responsibilities from an independent and impartial perspective. We believe there is no risk of a conflict of interest with the general shareholders.
Koji Kubota	Outside Director, Audit and Supervisory Committee Member	We have concluded that Outside Director Kubota, as an attorney at law, has specialized knowledge of corporate law and can effectively fulfill his management oversight and audit responsibilities from an independent and impartial perspective. We believe there is no risk of a conflict of interest with the general shareholders.
Yuka Katsuki	Outside Director, Audit and Supervisory Committee Member	Outside Director Katsuki has extensive work experience, primarily at investment companies, and specialized knowledge of corporate law as an attorney at law. We have thus concluded that she can effectively fulfill her management oversight and audit responsibilities from an independent and impartial perspective. We believe there is no risk of a conflict of interest with the general shareholders.

Directors' Skill Matrix

SAKATA INX and the SAKATA INX Group pursue best practices in corporate governance in order to achieve sustainable growth and improvement of corporate value over the medium to long term and to put its Corporate Philosophy into practice. As part

of this, we identify the skills necessary to manage the Company, consider appropriateness and balance, and select candidates for officer positions through deliberation by the Nomination & Compensation Committee.

Title	Name	Specialization and experience							
		Corporate management Management strategy	Finance and accounting	Global business	Research, manufacturing and development	Sales and marketing	Legal and risk compliance	Human resources development	ESG
Representative Director, President & CEO	Yoshiaki Ueno	●		●	●	●		●	●
Director, Senior Managing Executive Officer	Hiroshi Morita	●		●		●		●	●
Director, Senior Executive Officer	Minoru Tateiri	●		●	●			●	●
Director, Executive Officer	Takayuki Shirafuji	●	●	●				●	●
Director, Managing Executive Officer	Hiroyuki Yoshizawa	●		●	●	●		●	●
Outside Director	Yoshio Sato	●				●	●	●	●
Outside Director	Yukiko Tsujimoto	●		●		●		●	●
Outside Director	Kazuko Otsuki	●	●				●	●	●
Director, Full-time Audit and Supervisory Committee Member	Yoichi Hamada	●		●			●	●	●
Outside Director (Audit and Supervisory Committee Member)	Eri Nakada		●				●		●
Outside Director (Audit and Supervisory Committee Member)	Koji Kubota						●		●
Outside Director (Audit and Supervisory Committee Member)	Yuka Katsuki	●	●	●			●		●

(Note) The above list does not represent all of the knowledge and experience possessed by the Directors.

Strengthen Corporate Governance

Officer Compensation

Basic Policy

Compensation paid to the Company's Directors (excluding Directors who are Audit and Supervisory Committee Members) is based on the basic policy set out below, and is decided by the Board of Directors after deliberation by the Nomination & Compensation Committee, a voluntary advisory body to the Board of Directors. The compensation system for Directors (excluding Outside Directors and Directors who are Audit and Supervisory Committee Members) comprises fixed compensation, performance-linked compensation, and restricted share compensation, which is a non-monetary form of compensation. Compensation for Outside Directors (excluding Directors who are Audit and Supervisory Committee Members) is limited to fixed compensation in light of their roles and the need to maintain independence.

- (1) The compensation system aims to achieve sustainable growth for the Group, while sharing corporate value with shareholders and leading to the improvement of corporate value.
- (2) The level of compensation must be such that it is possible to secure diverse and excellent management talent.
- (3) The decision-making process is objective and transparent.

Policy for Determining Calculation Methods for Fixed Compensation and Performance-linked Compensation

Basic compensation for Directors comprises monthly fixed compensation determined based on position and responsibilities, taking into consideration a comprehensive range of factors including the Company's performance, employee salary levels, and the levels of comparable companies based on compensation data from external research institutions. Performance-linked compensation (monetary portion) is determined based on capital cost management and uses return on equity (ROE) and other indicators as calculation indicators. The amount is calculated and determined based on certain standards, depending on factors such as the achievement level of targets for each fiscal year. The reason for adopting this indicator is that we view return on equity (ROE) as one of the most important management indicators, and we have determined that disclosing this target figure is appropriate in terms of ensuring a strong financial base capable of steadily raising funds for growth investments while aiming to make effective use of shareholders' equity.

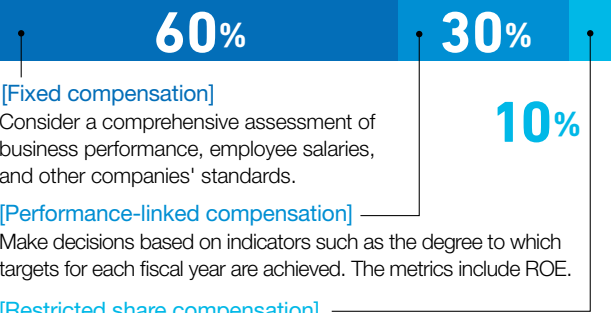
Policy for Determining the Calculation Method for Restricted Share Compensation

Restricted share compensation, which is a non-monetary form of compensation, is paid to provide an incentive for Directors to achieve the Company's medium- to long-term management indicators and targets and to sustainably improve corporate value, as well as to further share value with shareholders. In calculating restricted share compensation, the Company emphasizes non-financial indicators, such as the progress and achievement of KPIs for key issues (materiality). The compensation is determined based on comprehensive evaluations and certain standards.

To further promote value sharing with shareholders, the Company positions total shareholder return (TSR) as a reference metric to assess improvements in corporate value over the medium to long term. TSR is a comprehensive indicator that reflects shareholder returns through stock price appreciation and dividends.

Policy for Determining the Percentage of Compensation Amounts

The composition of compensation for Directors (excluding Outside Directors and Directors who are Audit and Supervisory Committee Members) is determined by reference to the levels of companies of a similar business scale or in related industries. The composition ratio is roughly 60% fixed compensation, 30% performance-linked compensation (monetary remuneration), and 10% restricted share compensation, which is a non-monetary portion of the performance-linked compensation.



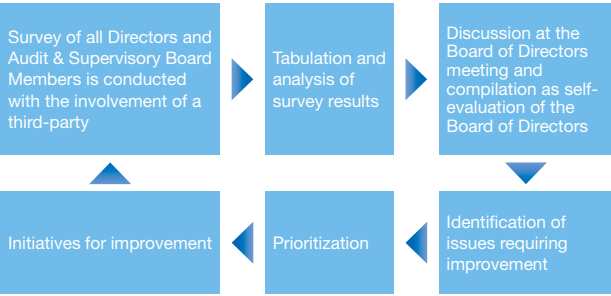
FY2025	Number of eligible officers	Total compensation	(Breakdown)		
			Fixed compensation	Performance-linked compensation	Restricted share compensation
Director	6	244 million yen	145 million yen	81 million yen	17 million yen
Audit & Supervisory Board Members	2	36 million yen	36 million yen	-	-
Outside officers	5	39 million yen	39 million yen	-	-

The 148th General Meeting of Shareholders, held on March 26, 2026, adopted a resolution on limits on officer compensation. The annual compensation limit for Directors (excluding Directors who are Audit and Supervisory Committee Members) is 500 million yen per year. The limit for the Directors who are also Audit and Supervisory Committee Members is 100 million yen per year. At the conclusion of this General Meeting of Shareholders, the number of Directors (excluding Directors who were Audit and Supervisory Committee Members) was eight (including three Outside Directors). The number of Directors who were Audit and Supervisory Committee Members was four (including three Outside Directors). The General Meeting of Shareholders resolved to limit annual restricted share compensation for Directors (excluding Outside Directors and Directors who are Audit and Supervisory Committee Members) to 100 million yen per year, separate from the aforementioned compensation limit.

Evaluating the Effectiveness of the Board of Directors

Every year, we conduct a survey of all officers to evaluate the effectiveness of the Board of Directors. The survey is conducted with the involvement of a third-party, and the results are reported to the Board of Directors, who then discuss current issues and future countermeasures. Currently, we have judged that the effectiveness of the Board of Directors is ensured. We will strive to further improve the effectiveness of the Board of Directors by continually resolving issues going forward. In order to further substantiate governance, the Company believes it is necessary to realize an autonomous corporate governance system in which the Company takes the initiative in working toward its vision. With this in mind, the Company is repeatedly and continuously working on and implementing improvement processes at the Board of Directors level while learning from outside sources.

Process for Evaluating and Improving the Effectiveness of the Board of Directors



Items for Improvement and Issues Identified from the Evaluation

- Items for Improvement**
 - Establishing a Meeting of Independent Outside Directors
 - Distributing materials for Board of Directors meetings in advance
 - Participation of the Board secretariat in Board meetings
 - Including items for consideration in the Board meeting agenda
 - Allowing Outside Directors to participate in Management Council meetings
 - Establishing a meeting to report on business performance
- Issues**
 - Following up on the progress of management plans
 - Properly overseeing the HR strategy
 - Strengthening systems to ensure that information is provided effectively
 - Establishing a personnel system to support activities
 - Further providing necessary training opportunities for officers

Support System for Outside Directors That Reflects Effectiveness Evaluation

In addition to the Board of Directors and the Audit and Supervisory Committee, Outside Directors also participate in important meetings such as the Management Council. They are also provided with separate opportunities for explanations to receive the necessary information for the deliberation of important matters. Additionally, regular meetings are held between the Representative Director and the Audit and Supervisory Committee. Outside Directors also participate in these meetings and exchange opinions. We also implement other initiatives that facilitate their understanding of the Company, such as plant tours.

Furthermore, we have established and regularly hold the Meeting of Independent Outside Directors to exchange necessary information, share awareness of issues, hold free discussions, and make recommendations to the Board of Directors regarding the Company's management issues and corporate governance, including improving the effectiveness of the Board of Directors.

Important Meetings That Outside Directors Attend as Observers

- Management Council
- Sustainability Committee (meets twice a year)
- Business Plan Review Council

 **Criteria for Determining the Independence of Outside Directors**
<https://www.inx.co.jp/english/sustainability/governance/corporate/independence.html>



Plant tours

Messages from Directors and Audit and Supervisory Committee Members



Yoichi Hamada

Director, Full-time Audit and Supervisory Committee Member

At the General Meeting of Shareholders on March 26, 2026, I was elected an Audit and Supervisory Committee Member.

The Audit and Supervisory Committee is an independent body mandated by shareholders. It supervises and audits directors' execution of their duties to meet its responsibility for ensuring healthy and continuous growth of the company and for establishing a corporate governance structure that responds to the confidence of society.

The SAKATA INX Group is currently endeavoring to accomplish its Long-term Strategic Vision 2030, which sets strategic directions to expand printing inks/digital & specialty product businesses, to meet new market challenges and to strengthen sustainability efforts. In addition, it is scheduled to transition to a holding company structure in January 2027 in order to strengthen global management cooperation, which is one of the pillars of reform specified in the Long-term Strategic Vision, for constructing a flexible organizational structure. We have been successively expanding into overseas markets since the 1960s. Today, our network extends to more than 20 countries and regions.

Under these circumstances, I feel we will need to work harder to make the Group's global governance stronger than ever before and to improve its precision with a view to further promoting the Group's integrated management. While respecting the independence of operations in separate countries and regions, we must pay particular attention to whether our Group-wide governance is not merely formal but substantive in performing our monitoring functions.

Audit and Supervisory Committee Members are supposed to be involved directly, as early as the decision-making phase, as Directors. In other words, their supervisory functions are in effect from the stage of management decisions. I will always be aware of the gravity of my mission. I will strive to improve the fairness and transparency of management and to fulfill my duties to increase the Group's corporate value.



Eri Nakada

Outside Director, Audit and Supervisory Committee Member

After I was elected an Outside Audit and Supervisory Board Member at the Annual General Meeting of Shareholders in March 2024, I fulfilled the duties of this appointment. At the Annual General Meeting of Shareholders in March 2026, I was re-appointed as an Outside Director and Audit and Supervisory Committee Member.

As a global firm in the field of inks, SAKATA INX operates production sites in more than 20 countries and regions around the world and supplies products tailored precisely to customer needs in each market. I believe that we can lay foundations for our sustainable growth by constantly advancing the global governance that supports these business bases and by improving its effectiveness. I will play my auditing and supervisory roles as an Audit and Supervisory Committee Member to help construct a sound and solid corporate governance structure.

I am a certified public accountant specializing in accounting and finance. My duties are to oversee the development and operation of internal control that supports appropriate financial reporting. The Company has a large number of overseas subsidiaries. Management and supervision that take a bird's-eye view of the whole Group are becoming increasingly significant. I will be more proactive in strengthening the function of monitoring the internal control of the overall Group in an effort to further enhance governance.

FY2026 is the final fiscal year of Medium-term Management Plan 2026 (CCC-II). We are aiming to expand businesses and to enhance profitability. While the Group is pursuing a number of different measures for improving corporate value, such as making growth investments and executing its capital policy, I will give appropriate advice and conduct proper supervision on key investment decisions from the viewpoint of financial and risk management.

The business circumstances surrounding the Company are evolving at an accelerating pace amid globalization and mounting geopolitical risks. While improving sensitivity to environmental changes and risks in each region, I am determined to help achieve sustainable growth and improve corporate value by fully displaying my expertise and independence.



Koji Kubota

Outside Director, Audit and Supervisory Committee Member

Until FY2025, I was appointed as a supplementary Audit and Supervisory Board Member. At the General Meeting of Shareholders in March 2026, I was elected an Outside Director and Audit and Supervisory Committee Member.

As a lawyer, I have been engaged in lawsuits, negotiations and consultation, mainly in corporate legal affairs, particularly in personnel and labor affairs. I have been involved in responding to the Labor Standards Inspection Office and other administrative institutions, surveys on harassment and illegal conduct (in the form of internal surveys and surveys in third-party committees), different kinds of compliance training, external audits of local governments and other areas. From the perspective of eradicating and mitigating risks that may lead to disputes, particularly legal ones, I will monitor the decision-making process appropriately to help bolster governance.

Developed by our Audit and Supervisory Committee, the audit plan for FY2026 specified internal control of the corporate group (monitoring, verification and others of the status of development and operation of internal control systems of SAKATA INX and its Group companies) and progress in management and business as priority audit items. Information on key management issues deliberated, discussed or reported at the Management Council prior to the Board of Directors is shared in a timely manner with individual Audit and Supervisory Committee Members. Exchanges of opinions, etc. are conducted at the Audit and Supervisory Committee as needed before we try expressing our perceptions of issues and other matters at the Board of Directors.

Other priority audit items under the audit plan include monitoring the status of preparation for the holding company structure and strengthening the auditing of Group companies in Japan and overseas in collaboration with the Internal Auditing Div. With a view to the transition to a holding company structure in the next year, the design of the Group's governance, especially different standards related to decision-making and desirable process flows and design, are expected to be discussed intensely in the future. I will place particular focus on these issues and will offer my remarks in a way that fully harnesses my areas of knowledge, described above.



Yuka Katsuki

Outside Director, Audit and Supervisory Committee Member

I started my career in the investment banking section of a foreign securities company. After that, I built up experience in different investment-related operations, including fund raising, investor relations, and improving the corporate value of portfolio companies of Japanese and foreign investment funds. In addition, I have worked in corporate legal affairs as a lawyer. I also have experience in working overseas.

My past assignments provided me with knowledge and experience concerning capital markets and corporate value. I also experienced the challenges inherent in decision-making and organizational operation in a global environment through collaboration with members with diverse backgrounds. I have also been involved in compliance and governance enhancement, responding to regulations, ESG promotion support and other areas. I believe these experiences will be helpful in executing my duties as an Audit and Supervisory Committee Member.

SAKATA INX has strength in its robust business bases in each region and in its technical capabilities. Meanwhile, I recognize that it faces issues strengthening collaboration among Group companies and creating an optimal system for capital allocation in consideration of the overall Group. I realized that when I visited a U.S. subsidiary and had some discussions shortly after my appointment. This year will be an important year toward the transition to the holding company structure. I recognize that the initial step to strengthen global management cooperation as mentioned in the Long-term Strategic Vision will be to determine the design and the form of the holding company structure in detail.

I am looking to help achieve sustainable growth and medium- and long-term improvement in corporate value by deepening my understanding of the Company's practical operations and by raising questions based on an outsider's viewpoint while capitalizing on my past experience.

Directors and Executive Officers (As of June 30, 2026)

Materialities



Directors Five of whom serve concurrently as Executive Officers



Inside Directors



Outside Directors



Yoshiaki Ueno
Representative Director, President & CEO

Attendance at Board of Directors meetings: 17/17 meetings
Tenure: 12 years

April 1985 Joined the Company
June 2007 General Manager, 2nd R&D Dept., Corporate R&D Div.
October 2008 General Manager, 3rd R&D Dept., Corporate R&D Div.
June 2014 Director Commissioned as General Manager, Corporate R&D Div.
March 2018 Director, Executive Officer
March 2019 Director, Managing Executive Officer
March 2021 Representative Director, President & CEO (current position)



Hiroshi Morita
Director, Senior Managing Executive Officer
In charge of Information Media Business, Packaging Ink Business, Digital & Specialty Products Business, Sales Administration Div., Customer Relationship Management Div., and supervising SAKATA CHEMTECH CORPORATION, Sakata Labstation Co., Ltd. and SAKATA Brand Solutions Co., Ltd. Representative Director, SAKATA INK SPLIT PREPARATION CORPORATION
Attendance at Board of Directors meetings: 17/17 meetings
Tenure: 3 years

April 1984 Joined the Company
June 2006 Branch Manager, Shikoku Branch Office
October 2015 General Manager, Offset Ink Div., General Manager, Tokyo 1st Sales & Marketing Dept., Offset Ink Div., concurrently, General Manager, Tokyo 2nd Sales & Marketing Dept., Offset Ink Div.
July 2016 Associate Director, General Manager, Digital & Specialty Products Div.
March 2017 Director, Commissioned General Manager, Digital & Specialty Products Div.
March 2018 Director, Executive Officer
March 2019 Senior Executive Officer
January 2022 Managing Executive Officer
March 2023 Director (current position)
January 2026 Senior Managing Executive Officer (current position), Representative Director, SAKATA INK SPLIT PREPARATION CORPORATION (current position)



Minoru Tateiri
Director, Senior Executive Officer
General Manager, Production Management Div.

Attendance at Board of Directors meetings: 17/17 meetings
Tenure: 3 years

April 1989 Joined the Company
January 1996 Assigned to International Administration Dept. based in Chicago
January 1999 Assigned to International Operations Dept. based in Dunkirk
March 2009 Assigned to International Operations Dept. based in Maoming, China
February 2015 General Manager, Production Management Dept., Production Technology Div.
March 2020 Executive Officer
March 2021 General Manager, Production Technology Div.
January 2023 Senior Executive Officer (current position) In charge of Environment & Quality Div., General Manager, Production Management Div. (current position)
March 2023 Director (current position)



Takayuki Shirafuji
Director, Executive Officer
Information Systems Div., Finance & Accounting Div., Business Process Re-engineering Dept., and supervising international operations General Manager of the Corporate Planning Div.

Attendance at Board of Directors meetings: 13/13 meetings*
Tenure: 1 year

April 1994 Joined the Company
March 2017 Assigned to International Operations Dept. based in Chicago
June 2022 General Manager, Planning Dept., Corporate Planning Div.
April 2023 General Manager, Corporate Planning Div.
January 2025 Executive Officer (current position)
March 2025 General Manager, Corporate Planning Div. (current position)
Director (current position)

* Attendance at Board of Directors meetings is based on the number of meetings held since the appointment to director



Hiroyuki Yoshizawa
Director, Managing Executive Officer
In charge of Digital & Specialty Products Div. Inkjet Global Sales Committee Chairman

Attendance at Board of Directors meetings: 17/17 meetings
Tenure: 3 years

April 1988 Joined the Company
July 2016 General Manager, Osaka Sales & Marketing Dept., Digital & Specialty Products Div.
January 2021 General Manager, Digital & Specialty Products Div., concurrently serving as General Manager, 2nd Sales & Marketing Dept. Executive Officer
March 2021 General Manager, Digital & Specialty Products Div.
January 2023 Senior Executive Officer
January 2024 Managing Executive Officer (current position)
January 2026 Director



Yoshio Sato
Outside Director

Attendance at Board of Directors meetings: 17/17 meetings
Tenure: 3 years

April 1973 Joined Sumitomo Life Insurance Company
July 2000 Director (Head Office), General Manager, General Corporate Headquarters, Sumitomo Life Insurance Company
April 2002 Managing Director, Managing Executive Officer, Sumitomo Life Insurance Company
July 2007 Director, President & Chief Executive Officer, Sumitomo Life Insurance Company (Representative Director)
July 2013 Chairperson, The Life Insurance Association of Japan
April 2014 Chairman of the Board, Sumitomo Life Insurance Company
June 2014 Outside Audit and Supervisory Board Member, the Company
July 2015 Outside Audit and Supervisory Auditor, Panasonic Corporation (currently, Panasonic Holdings Corporation)
July 2015 Chairman of the Board, CEO, Sumitomo Life Insurance Company
June 2018 Outside Director, Rengo Co., Ltd. (current position)
July 2021 Senior Corporate Advisor, Sumitomo Life Insurance Company (current position)
July 2022 Outside Director, Toyo Securities Co., Ltd. (current position)
March 2023 Outside Director, the Company (current position)



Yukiko Tsujimoto
Outside Director

Attendance at Board of Directors meetings: 17/17 meetings
Tenure: 4 years

April 1986 Joined Procter & Gamble Far East Inc.
March 2006 Director, Procter & Gamble Japan K.K.
April 2008 Director, P&G Japan K.K.
June 2012 Resigned as Director, Procter & Gamble Japan K.K.
April 2014 Resigned as Director, P&G K.K.
June 2014 Retired from Procter & Gamble Japan K.K.
November 2014 Representative Director, shapes Co., Ltd. (current position)
March 2022 Outside Director, the Company (current position)
June 2026 Outside Director, TOA Corporation (current position)



Kazuko Otsuki
Outside Director

Attendance at Board of Directors meetings: 17/17 meetings
Tenure: 3 years

October 1996 Joined Tohmatsu & Co. (currently, Deloitte Touche Tohmatsu LLC)
May 2000 Registered as a certified public accountant
December 2015 Retired from Deloitte Touche Tohmatsu LLC
January 2016 Certified Public Accountant, Imaoka CPA and Tax Accountant Office (current position)
March 2016 Outside Director, the Company (current position)
June 2023 Outside Director, Audit and Supervisory Committee Member, ISHIHARA CHEMICAL CO., LTD. (current position)
June 2024 Outside Auditor, Joshin Denki Co., Ltd.
June 2025 Outside Director, Audit and Supervisory Committee Member, Joshin Denki Co., Ltd. (current position)

Directors who are Audit and Supervisory Committee Members



Yoichi Hamada
Director, Full-time Audit and Supervisory Committee Member

Newly elected

April 1986 Joined the Company
January 2009 General Manager, Taiwan Sakata INX Corp.
May 2014 General Manager, General Affairs Div.
June 2015 General Manager, Human Resources Div.
March 2019 Executive Officer
January 2023 Senior Executive Officer
June 2023 General Manager, Human Capital & General Affairs Div., concurrently serving as General Manager, Legal Div.
January 2025 Managing Executive Officer
January 2026 Standing Special Advisor
March 2026 Director and Full-time Audit and Supervisory Committee Member (current position)



Eri Nakada
Outside Director and Audit and Supervisory Committee Member

Newly elected

April 1995 Joined Tohmatsu & Co. (currently, Deloitte Touche Tohmatsu LLC)
April 1998 Registered as a certified public accountant
February 2016 Retired from Deloitte Touche Tohmatsu LLC
March 2016 Opened the Eri Nakada CPA Office, Certified Public Accountant (current position)
June 2018 Outside Director, SANKYO KASEI CORPORATION
June 2019 Outside Director, Audit and Supervisory Committee Member, SANKYO KASEI CORPORATION (current position)
March 2024 Outside Audit and Supervisory Board Member, the Company
March 2026 Outside Director and Audit and Supervisory Committee Member, the Company (current position)



Koji Kubota
Outside Director and Audit and Supervisory Committee Member

Newly elected

December 2010 Admitted to the bar (Osaka Bar Association)
January 2011 Joined Takebayashi / Hata / Nakagawa / Fukushima Law Office
January 2021 Became a partner at Takebayashi / Hata / Nakagawa / Fukushima Law Office (current position)
March 2023 Substitute Outside Audit and Supervisory Board Member, the Company
March 2026 Outside Director and Audit and Supervisory Committee Member, the Company (current position)



Yuka Katsuki
Outside Director and Audit and Supervisory Committee Member

Newly elected

July 1989 Joined CS First Boston Inc. (Investment Banking Div.)
July 1998 Joined Deutsche Securities Inc. (Capital Markets Div.)
February 2002 Joined HSBC Securities (Japan) Co., Ltd. (Private Equity Div.)
July 2007 Managing Director, Polaris Principal Finance Co., Ltd. (currently Polaris Capital Group Co., Ltd.)
December 2016 Managing Director, New Horizon Capital Co., Ltd. / Admitted to the bar
October 2019 General Manager, Planning & Administration Div., Mizuho Securities Principal Investment Co., Ltd.
December 2021 General Manager, Strategic Investment Div., concurrently serving as General Manager, Planning & Administration Div., Mizuho Securities Principal Investment Co., Ltd.
January 2023 Outside Director and Audit and Supervisory Committee Member, GIFT HOLDINGS INC. (current position)
December 2023 Outside Director, CrowdWorks Inc., Chief Strategy Officer and Legal Counsel, Polaris Capital Group Co., Ltd. (current position)
March 2025 Outside Director and Audit and Supervisory Committee Member, ACSL Ltd. (current position)
March 2026 Outside Director and Audit and Supervisory Committee Member, the Company (current position)

Executive Officers 19 (14 Executive Officers not concurrently serving as Directors)



Takashi Kimura
Managing Executive Officer

Sakata INX Asia Holdings Sdn. Bhd. Director / President



Yuichi Kataura
Senior Executive Officer

Sakata Labstation Co., Ltd. Managing Director



Bryce Kristo
Senior Executive Officer

INX International Ink Co. President & CEO



Katsuya Tanaka
Senior Executive Officer

INX International Ink Co. Chairman of the Board



Cleo Nomikos
Senior Executive Officer

INX Europe Limited President



Yasuyuki Adachi
Executive Officer

INX International Ink Co. Vice President of Site Operational Excellence



Shigemi Kanazawa
Executive Officer

General Manager, Corporate Relations Div. General Manager, Human Capital & General Affairs Div., In charge of HR Strategy



Hirofumi Akao
Executive Officer

General Manager, Corporate R&D Div.



Yuji Okamoto
Executive Officer

Sakata Labstation Co., Ltd. President



Hideki Kinoshita
Executive Officer

In charge of Purchasing Div. and Supply Chain Management Promotion Div.



Tatsushi Matsuura
Executive Officer

In charge of Business Solution Div., General Manager, Gravure Packaging Ink Div.



Makoto Kasuya
Executive Officer

In charge of Legal Div. and Human Capital & General Affairs Div.



Katsutoshi Okamoto
Executive Officer

General Manager, Sustainability Div.



Akito Hirashima
Executive Officer

President & CEO, SAKATA CHEMTECH CORPORATION

Representatives of Overseas Subsidiaries (As of June 30, 2026)

Group Partnership

Having established regional management companies in each area, we are working to share our values globally and strengthen cooperation with each local subsidiary, which has discretion in managing its operations. We implement separate regional strategies tailored to the needs of clients in each region and the head office strategy. We have business locations in over 20 countries and regions as well as sell our products in over 60 countries around the world.

The Americas

Bryce Kristo
INX International Ink Co. (United States)
President & CEO
International Advisory Board Member

Guilherme Boulos Ribeiro
INX Do Brasil Ltda. (Brazil)
VP South American Operations

- The INX Group Limited (Holding Company, United States)
- INX International Ink Co. (Chicago, United States)
- INX International Coatings & Adhesive Co. (Leland, United States)
- INX International Ink Corp. (Montreal, Canada)
- INX International de Mexico, S. de R.L. de C.V. (Querétaro, Mexico)
- INX Do Brasil Ltda. (Sao Paulo, Brazil)



Europe

Cleo Nomikos
INX Europe Limited
President, INX Europe Limited
International Advisory Board Member

Benjamin Robert Grant
INX Europe Limited
Managing Director
Business Excellence Director-UK

Javier Bou
INX Europe Limited
Sakata INX Espana, S.A.
Managing Director-Spain

Thomas Kleps
INX Europe Limited
A.M. Ramp & Co. GmbH
Managing Director-Germany

Avi Bukai
INX Europe Limited
INX Digital Czech, A.S.
Managing Director-Digital EMEA

- INX Europe Limited (Holding Company, United Kingdom)
- INX International UK Limited (Manchester, United Kingdom)
- Sakata INX Espana, S.A. (Barcelona, Spain)
- A.M. Ramp & Co. GmbH (Frankfurt, Germany)
- INX Digital Czech, A.S. (Prague, Czech Republic)
- INX International France Sas (Paris, France)
- INX Poland sp. z o.o. (Lodz, Poland)
- INX Turkey JSC. (Istanbul, Turkey)



Asia

Takashi Kimura
Sakata INX Asia Holdings Sdn. Bhd.
Director / President
International Advisory Board Member

Rajnish Kumar Singh
Sakata INX (India) Private Limited (India)
Managing Director

Mitsuru Sugiyama
Taiwan Sakata INX Corp. (Taiwan)
General Manager

Lawrence Mondiguing
CDI Sakata INX Corp. (Philippines)
President

Urip Kurnia
PT. Sakata INX Indonesia (Indonesia)
President Director

Robert Ng
Sakata INX Vietnam Co., Limited (Vietnam)
General Director

Shingo Watano
Sakata INX (Malaysia) Sdn. Bhd. (Malaysia)
Managing Director

Sunil Kumar Chhabra
Sakata INX (Bangladesh) Private Limited (Bangladesh)
Managing Director

Phol Treesukkasem
Eternal Sakata INX Co., Ltd. (Thailand)
CEO

Thomas Yeung
Sakata INX (Zhongshan) Corp. (Zhongshan, China)
General Manager

Takashi Araki
Sakata INX Shanghai Co., Ltd. (Shanghai, China)
President General Manager

- Sakata INX Asia Holdings Sdn. Bhd. (Holding Company, Malaysia)
- Sakata INX (Malaysia) Sdn. Bhd. (Kuala Lumpur, Malaysia)
- PT. Sakata INX Indonesia (Jakarta, Indonesia)
- Sakata INX Vietnam Co., Limited (Ho Chi Minh, Vietnam)
- Sakata INX (Cambodia) Co., Ltd. (Phnom Penh, Cambodia)
- CDI Sakata INX Corp. (Cavite, Philippines)
- Eternal Sakata INX Co., Ltd. (Bangkok, Thailand)
- Sakata INX (India) Private Limited (New Delhi, India)
- Sakata INX (Bangladesh) Private Limited (Dhaka, Bangladesh)
- Sakata INX Shanghai Co., Ltd. (Shanghai, China)
- Sakata INX (Zhongshan) Corp. (Zhongshan, Guangdong, China)
- Taiwan Sakata INX Corp. (Taipei, Taiwan)
- Servicom New Zealand Limited (Auckland, New Zealand)
- Galaxy Inks & Coatings Australia Pty Ltd. (Sydney, Australia)



Risk Management

Basic Approach

As a company responsible for supplying products and goods that are widely used throughout society, we will act with a social mission of providing a safe and stable supply of such products and goods. In the unlikely event that a risk materializes, we will work to eliminate or mitigate its impact on stakeholders, including society, local communities, shareholders, customers, suppliers and employees. SAKATA INX will strive to ensure business continuity and stable development through the implementation of risk management.

Risk Management System

The process of identifying, assessing and responding to risks and opportunities that could have a significant financial or strategic impact is overseen by the Sustainability Committee, which is chaired by the Representative Director, President & CEO and comprises all Directors as members. The various committees under the Sustainability Committee also identify various risks within the Group and deliberate countermeasures, and manage these as company-wide risks. Additionally, through internal audits and supervision by the Board of Directors and the Audit and Supervisory Committee Members, ongoing reviews and improvements are implemented.

In the event of a contingency, based on our Emergency Response Regulations, we will prioritize safety and ensure business continuity by working together as a team to deal with the event, minimize losses, repair damage, and prevent recurrence, all of which will be carried out in order to bring the situation to a resolution.

Risk & Compliance Committee

The Risk & Compliance Committee usually meets semiannually to discuss and approve issues and countermeasures regarding risk and compliance, with the objectives of promoting risk management and ensuring thorough compliance based on the Company's management philosophy, ethical standards, and spirit of compliance. In terms of risk, the committee focuses on disasters and other risks that the Group must address as a priority, as well as initiatives to promote road safety. With regard to compliance, the committee considers initiatives related to compliance with various laws and regulations. Additionally, by examining the results of internal reporting, the committee uses the information to plan and develop future compliance activities.

In FY2025, there were no reported cases of anticompetitive behavior or other violations of laws and regulations within the Group.

Business Continuity Plan (BCP)

We have created a Business Continuity Plan (BCP) so that each person can take prompt and appropriate action according to their role and the situation, and thereby ensure business continuity and early recovery in the event of a crisis that could have a serious impact on business continuity, such as a major earthquake or fire. We are also working to establish a global BCP framework. In order to enhance the effectiveness of the plan, we will continue to revise the BCP as necessary while implementing the PDCA cycle in our business continuity management system (BCMS), including by establishing supply systems from alternative sites and conducting training. In FY2025, we focused on risk audits.

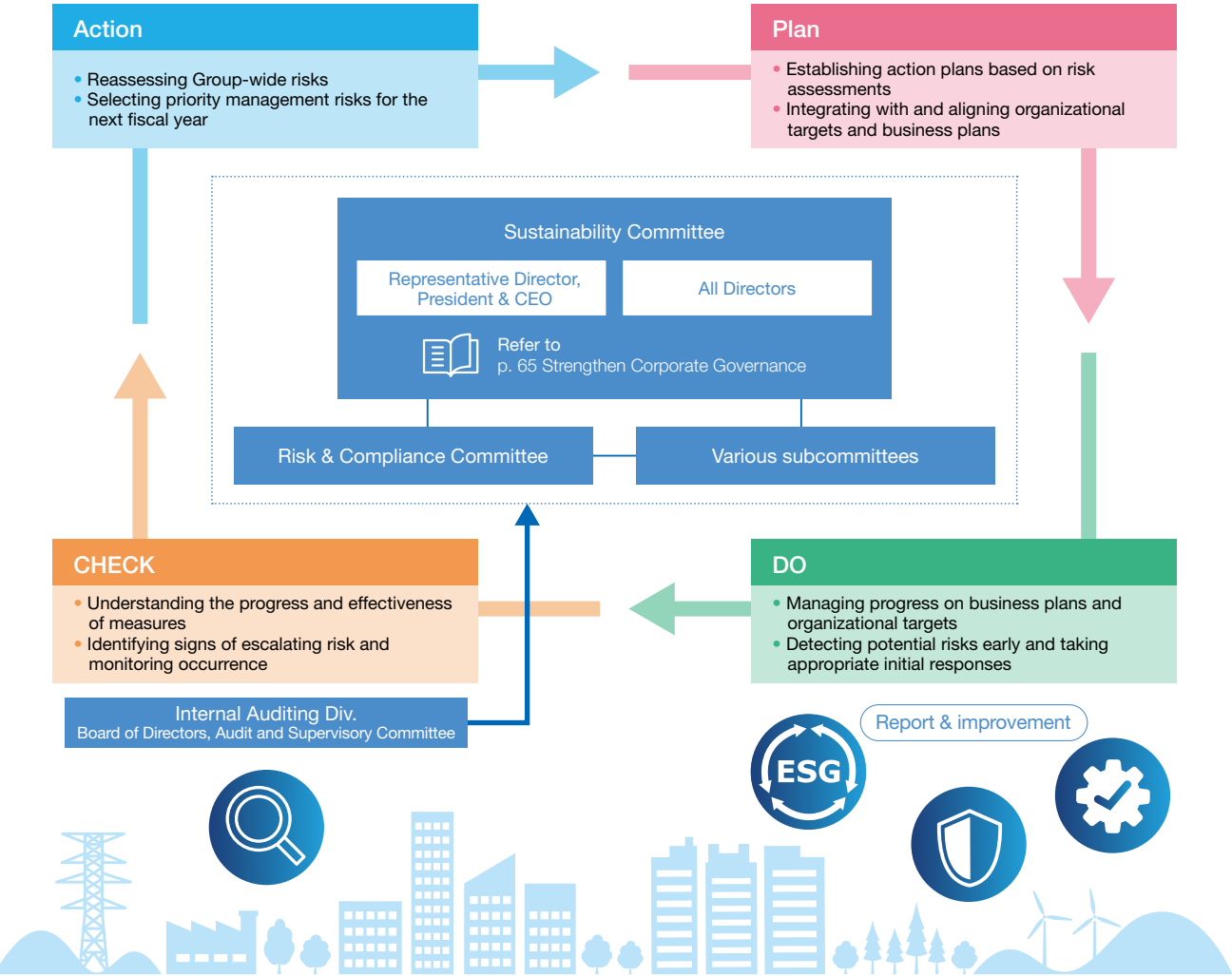
Information Security Initiatives

Policies, targets, and plans regarding ESG activities, including information security matters, are determined by the Sustainability Committee, which is chaired by the Representative Director, President & CEO and comprises all Directors. The Environmental Management and Information Security Committee, under the Sustainability Committee, is responsible for the practical implementation of information security measures. In addition to implementing measures based on the basic policy, it monitors information asset management, carries out continuous improvements, and reports its activities to management every six months.

In May 2026, the Group obtained ISO/IEC 27001 certification, the international standard for Information Security Management System (ISMS), covering all of our sites in Japan. This certification demonstrates that our management framework for maintaining the confidentiality, integrity, and availability of information conforms to international standards. For our company with global operations, we regard it as an important management foundation for appropriately protecting information assets and living up to trust of business partners, customers, and society.

In addition to advancing Business Process Reengineering (BPR) and the use of AI in Japan, the Group is progressively rolling out our ERP system across Asia and working to enhance data-driven management. As we advance these DX initiatives, ensuring data accuracy, security, and availability is essential. Establishing and operating controls based on ISO/IEC 27001 plays an important role in ensuring their effectiveness and reliability.

We also continuously conduct security and vulnerability assessments by external organizations to identify and mitigate risks. In the event of an incident, we respond swiftly under a framework centered on the CSIRT and also work to strengthen our response capabilities through recovery drills.



Basic Approach to Information Security

The SAKATA INX Group regards technical information, sales information, personal information, and other important information assets as key assets that support our management foundation, and considers ensuring confidentiality, integrity, and availability an important management issue. As digitalization and the use of generative AI advance, new risks are emerging in addition to conventional cyberattacks. We are working to protect information assets and ensure business continuity through multilayered measures that combine technical, organizational, and human perspectives. At the same time, we do not view cybersecurity as an issue limited to a specific department. Instead, we regard it as a form of company-wide risk management in which all employees take the initiative and pursue continuous improvement.

Area	Key Initiatives
Technical measures	- Malware countermeasures, EDR, and adoption of zero-trust security - Enhancing access controls and log monitoring
Organization and operations	- Identifying Group-wide information assets and implementing risk assessment - Establishing and implementing risk response plans
Human measures	- Information security training for all employees - Training to defend against targeted email attacks
Generative AI measures	- Developing AI usage guidelines - Clarifying the scope of use, training and awareness
Supply chain	- Implementing business partner security evaluation - Incorporating security requirements into contract terms
Governance	- Establishing an ISMS and obtaining ISO/IEC 27001 certification - Conducting security assessments, including at overseas sites

- SAKATA INX Group Basic Policy on Information Security
https://www.inx.co.jp/english/sustainability/governance/compliance/information_security_policy.html
- SAKATA INX Group Basic Policy on Artificial Intelligence
https://www.inx.co.jp/english/sustainability/governance/compliance/artificial_intelligence_policy.html

Compliance

Corporate Ethics

We established a Code of Conduct and Ethics to ensure that all employees act with good sense. In 2023, we expanded its scope to Group companies and renamed it the SAKATA INX Group Code of Conduct and Ethics in order to serve as a guideline for initiatives against corruption, which is a major issue in the international community. The Code shows the values and ethics of the Group and incorporates the idea that it is not enough to simply follow rules and regulations, but that we should act with a higher level of awareness in order to meet the expectations of society.

 **SAKATA INX Group Code of Conduct and Ethics**
<https://www.inx.co.jp/english/sustainability/governance/compliance/ethical.html>

Compliance Training and Awareness

In order to raise employee awareness of compliance, we provide various training programs, such as training for new employees and management, and also provide compliance training using video content. By expanding our range of short-form learning materials, we have created an environment in which employees can undertake training regardless of time or location.

Additionally, we post legal information on our company intranet, which includes the SAKATA INX Group Code of Conduct and Ethics and an explanation of our internal reporting system (INX Helpline).

We will continue to provide employees with the knowledge and information they need to comply with laws and regulations and internal rules, and work to strengthen the compliance system throughout the Group.

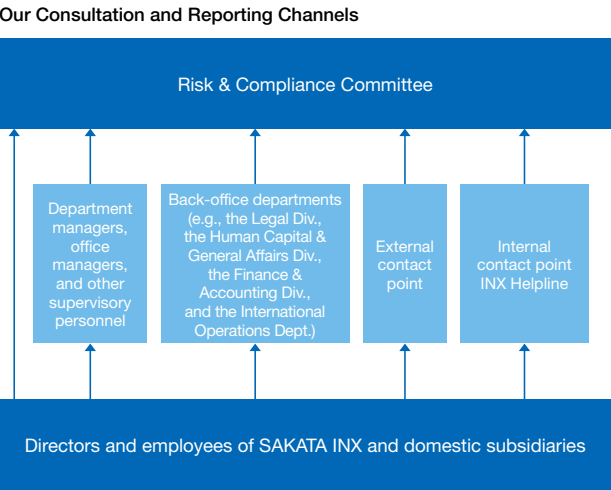
Attendance rates for major compliance training courses in FY2025	
■ Labor management (for managers)	41.3%
■ Harassment cases	43.9%
■ Occupational embezzlement cases	44.0%

Speak Up Policy and Internal Reporting System

SAKATA INX and its domestic subsidiaries in Japan have established a Speak Up Policy that encourages officers and employees to consult and report (speak up about) any violations or suspected violations of laws, regulations, the SAKATA INX Group Code of Conduct and Ethics or internal company rules. This policy also clearly describes how to consult or report, the role of a supervisor when receiving a consultation or report from a subordinate, and protections for whistleblowers, including prohibiting unfavorable treatment as a result of making a report.

The internal reporting system (INX Helpline) enables employees to seek advice regarding violations of laws and regulations, including about anti-competitive behavior, corruption, fraud, embezzlement and insider trading, to consult on matters that are questionable under the Code of Conduct and Ethics, or to report issues that are difficult to discuss with their supervisor. Reporting and consultation desks are set up both inside and outside the Company and subsidiaries in Japan and can be accessed by email or telephone.

In addition to prohibiting prejudicial treatment of whistleblowers, the Company has clarified the protection of whistleblowers and the duty of confidentiality, thereby curbing illegal activities and ensuring early identification and resolution of problems. When a report is received, it is reported to the Risk & Compliance Committee, which then investigates the matter, considers countermeasures, and takes appropriate measures to prevent recurrence of the problem. In FY2025, 3 reports were received through the INX Helpline.



Number of Reports					(Reports)
FY2021	FY2022	FY2023	FY2024	FY2025	
0	1	2	14	3	

Global Whistleblower System

As part of our efforts to enhance Group governance, we have developed and are operating a Global Whistleblower System to minimize corporate risk by preventing compliance violations and misconduct and detecting them at an early stage. We have already introduced the Global Whistleblower System at our local subsidiaries in Malaysia, Vietnam, Cambodia, India, Bangladesh, China, and Taiwan, primarily in Asia. We continue to examine and prepare for the system's introduction at other overseas sites.

At the same time, in Europe and North America, we have established communication lines that reflect local systems and practices of each region, including a mechanism through which the local person in charge of management reports directly to the President. We monitor compliance and respond promptly through IAB meetings, global meetings, and one-on-one meetings held during visits to Japan.

For matters raised through these reporting, consultation and communication channels, the Risk & Compliance Committee investigates the facts according to their contents, implements corrective actions, and considers and implements measures to prevent recurrence.

Exclusion of Antisocial Forces

Based on the SAKATA INX Group Code of Conduct and Ethics, we will not be easily swayed by antisocial forces or unjust pressure. We will take a resolute stance, cooperate with external specialist agencies, collect information on antisocial forces, and respond systematically.

Anti-Corruption

As a guideline for our efforts to prevent corruption, which is an important issue in the international community, the Group has established rules on anti-corruption, such as prohibiting the provision of entertainment and gifts to public officials, in the SAKATA INX Group Code of Conduct and Ethics and the SAKATA INX Group Anti-Corruption Basic Policy, which was formulated in 2023. We raise employee awareness of these rules through various training programs and verify compliance using internal audits.

There were no cases of corruption in FY2025.

 **SAKATA INX Group Anti-Corruption Basic Policy**
https://www.inx.co.jp/english/sustainability/governance/compliance/anti-corruption_policy.html

Protection of Personal Information

Recognizing the importance of personal information of all those who provide it to us, including our customers, we have established a Personal Information Protection Policy to ensure that such information is handled appropriately and protected.

In FY2025, there were no violations of this policy within the Group, such as leaks of personal information.

 **SAKATA INX Personal Information Protection Policy**
<https://www.inx.co.jp/english/etc/privacy.html>

Respect for Human Rights and Promotion of DEIB

Commitment to Respect for Human Rights

SAKATA INX Group has been contributing to the creation of communication culture for more than 120 years since its foundation in 1896. With its strengths in environmentally friendly products and high value-added products, we have actively developed our business globally, and is now one of the world's leading comprehensive ink manufacturers. We deliver our products to many countries and regions with global bases of production and sales. In addition, SAKATA INX group has more than 4,800 employees of various nationalities and ethnicities.

As a company with such global reach and diversity, we respect the human rights of our employees and other stakeholders in order to achieve a society in line with the SDGs (United Nations Sustainable Development Goals).

In the conduct of our business, we constantly keep eyes on the occurrence of human rights risks, and if negative impacts occur, we work to prevent and mitigate them, and take appropriate action to remedy and redress them. We recognize that respect for human rights is an important responsibility of a responsible company.

Our Commitment to Respect for Human Rights
<https://www.inx.co.jp/english/sustainability/social/human/>

Human Rights Policy

SAKATA INX Group has established a Group Human Rights Policy based on the United Nations Guiding Principles on Business and Human Rights, and is promoting initiatives that respect human rights. We position this policy as our highest-level human rights rule and we prohibit unfair discrimination and human rights infringements. Moving forward, we will continue to respect the human rights of our various stakeholders and be a company that is fair, and by doing so, will contribute to achieving a sustainable society.

SAKATA INX Group Human Rights Policy
https://www.inx.co.jp/english/sustainability/social/human/humanrights_policy.html

Diversity, Equity, Inclusion and Belonging (DEIB) Basic Policy

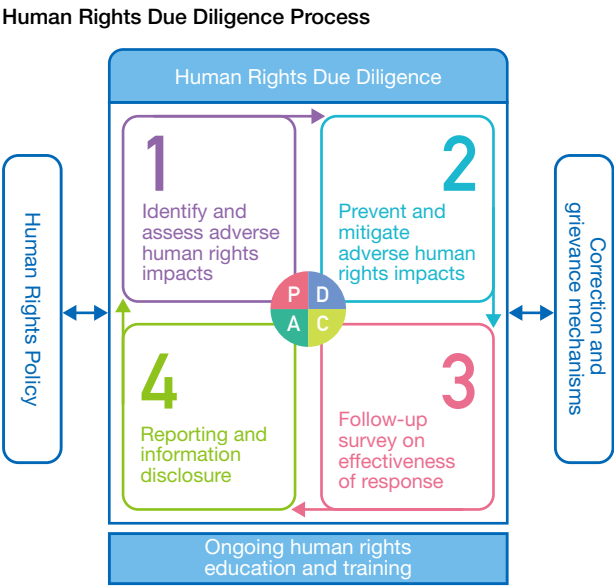
People are the driving force of an organization. The Group places great importance on creating an environment in which our diverse employees around the world recognize and respect one another's cultures, values, skills, and experiences, and can fully demonstrate their abilities in any situation. We view DEIB as a way to utilize the capabilities of each employee to generate new ideas and create new value. We have established the SAKATA INX Group DEIB Basic Policy as a guidepost for its efforts.

SAKATA INX Group Diversity, Equity, Inclusion and Belonging (DEIB) Basic Policy
https://www.inx.co.jp/english/sustainability/social/dei/dei_policy.html

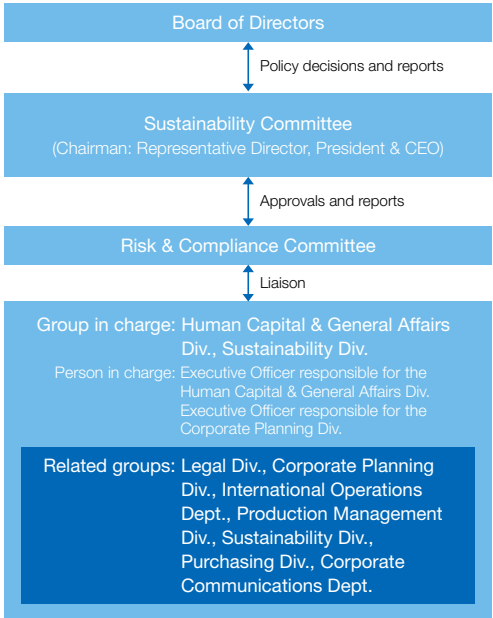
Human Rights Due Diligence

Based on the United Nations Guiding Principles on Business and Human Rights, we will fulfill our responsibility as a company to respect human rights through procedures to identify, assess, prevent, mitigate and remedy adverse impacts on human rights.

We identify and assess potential human rights risks through our human rights due diligence process, and we are working to reduce these risks in respect of the human rights of various stakeholders affected by our business activities.



Promotion System for Human Rights Due Diligence



Remediation

As part of our risk management, we established a Speak Up Policy and are working to create an environment where anyone can feel safe speaking up about misconduct, harassment, human rights infringements, and other issues. As a concrete mechanism to support this policy, we have established an internal reporting system in Japan and overseas and set up multiple reporting channels, including anonymous consultation and reporting. We prohibit prejudicial treatment of whistleblowers and ensure the confidentiality of report details. If an incident occurs, we confirm the facts, take corrective measures, implement measures to prevent recurrence, and provide remediation to affected persons as necessary. Through these initiatives, we hope to detect and correct issues at an early stage and become a healthy, trusted corporate group.

Refer to p. 77 Compliance

Initiatives for the Respect of Human Rights

SAKATA INX Group positions human rights as an important management issue and is working to put respect for human rights into practice and ensure that it spreads throughout the Group through comprehensive initiatives based on 8 human rights issues: identifying human rights risks through questionnaires for employees in Japan and overseas, Group companies outside Japan, and major suppliers; engaging in dialogue to build and correct a responsible supply chain; respecting freedom of association and collective bargaining; conducting human rights education and training; participating in external initiatives; establishing harassment prevention systems; and endorsing the "My Declaration of Human Rights" initiative.

Respect for Human Rights
<https://www.inx.co.jp/english/sustainability/social/human/>

Building a Responsible Supply Chain System

SAKATA INX Group positions respect for human rights and responsible procurement across the entire supply chain as important issues and promotes sustainable procurement activities in cooperation with suppliers in accordance with the SAKATA INX Group Basic Procurement Policy and the SAKATA INX Group Procurement Guidelines.

In FY2025, we conducted a procurement assessment using the United Nations Global Compact SAQ (Self-Assessment Questionnaire) for approximately 230 suppliers, including raw material manufacturers, trading companies, and container and label manufacturers, to identify supply chain risks from the perspectives of human rights, labor, the environment, fair corporate activities, and more. We maintained a high SAQ collection rate of approximately 90%. Based on the assessment results, we engaged in corrective dialogue and requested corrective action from suppliers identified as having issues, particularly with regard to the development of human rights policies and corrective systems, and are working to improve the overall level of the supply chain. We have also shared our Basic Procurement Policy and Procurement Guidelines with approximately 90% of our top suppliers based on purchase amount and confirmed their understanding, and we plan to expand this initiative to all suppliers.

The Sustainability Committee regularly reports on and manages the status and results of these initiatives. We will continue to engage in dialogue with and monitor suppliers to contribute to the realization of a sustainable society and to the resolution of social issues by reducing human rights risks and building a responsible supply chain.

Construction of a Responsible Supply Chain Structure
<https://www.inx.co.jp/english/sustainability/social/scm/>

Discussion between Sputniko! and Directors of the Company

We held our first DEIB WEEK in July 2025 as part of our efforts to promote DEIB. During the week, we shared daily DEIB themes and held a special lecture by Sputniko!, the President of Cradle Inc., as well as a discussion between Sputniko! and some of our directors. In the lecture, Sputniko! spoke about equity and unconscious bias using specific examples, while the discussion deepened dialogue on topics such as psychological safety for developing a sense of belonging and creating workplaces where diverse human resources can thrive. Participants commented that the event helped them once again recognize the importance of diverse perspectives. Moving

forward, we will continue to promote an organizational culture in which each individual can fully demonstrate their abilities in their own way through DEIB practices.



Speaking with Sputniko! (right to left, Sputniko!, Director and Senior Executive Officer Minoru Tateiri, Executive Officer Makoto Kasuya, and Executive Officer Shigemi Kanazawa)

Create a Rewarding Workplace and Organizational Climate

Enrichment of Work and Life

We believe that it is an important element when it comes to achieving work-life balance to provide opportunities and an environment where each employee, regardless of gender or age, can exercise their individual abilities and find worth and satisfaction in their work.

To realize this goal, we are implementing various systems and measures to enable employees to have more time and to choose a variety of work styles according to their circumstances.

 **Work-Life Fulfillment**
<https://www.inx.co.jp/english/sustainability/social/worklife.html>

Engagement Survey

The SAKATA INX Group conducted an employee opinion survey in September 2025 to better understand each employee's perceptions and experiences and create a rewarding workplace.

As a result of the 2025 survey, positive responses* regarding the workplace environment rose by 4.5 points compared with the previous year, indicating an improvement in evaluations regarding ease of working. In particular, compared with the previous year, there were significant improvements in employee evaluations of the ease of taking paid leave, the appropriateness of working hours and labor management, and the ease of using systems that support childcare, nursing care, sick care, etc. These results confirmed that initiatives aimed at enriching work and life are becoming firmly established across the Group.

At the same time, the survey also identified that there is still room for improvement in the appropriateness of workloads, HR systems, and career development.

We share the results of this employee opinion survey with each department and committee and use them to review working styles and improve our systems, while also promoting the use of annual paid leave, ensuring appropriate management of overtime, and supporting employees in balancing work with childcare, nursing care, and sick care, to create a workplace and organizational culture where employees can continue working with peace of mind over the long term.

* Positive responses: Percentage of responses selecting the top 2 options on a 5-point scale (Change from the previous year (pts): comparison with the previous year's percentage)

Questions	Change from Last Year (pts)
Ease of taking paid leave	+4.9
Appropriately managed working hours and labor (without excessive overtime or work on holidays)	+7.0
Ease of use of support systems for nursing care, childbirth, and childcare	+7.9
Satisfaction with the workplace (general)	+4.5

Survey period: September 1 to 19, 2025
Participants: Directors, employees, contract employees, and non-regular employees (including employees posted overseas and at affiliated companies), total: 1,175, with 957 valid responses (response rate of approx. 81%)

Annual Paid Leave Acquisition Rate and Overtime Hours

Annual paid leave utilization has remained at a generally favorable level. In FY2025, we expanded the accumulated paid leave system, further improving workplace flexibility and accessibility. Overtime hours also remained under control. Going forward, we will continue to promote initiatives such as “No Overtime Days” and the “Plus One Paid Leave Day” campaign to further enhance workplace conditions and support continuous improvement.

	Unit	FY2022	FY2023	FY2024	FY2025	KPIs for 2030 Goals
Average monthly overtime hours (per person, excluding managerial employees)	Hours	15.2	14.7	18.2	14.9	Maintain less than 16 hours
Annual paid leave acquisition rate (per person)	%	54.5	61.3	56.7	62.9	55% or higher

Support for Childcare, Nursing Care and Sick Care

To support employees in both work and childcare, we provide and have expanded the upper limit to shortened working hours to the end of third grade, which is longer than is legally mandated. We also carry out awareness-raising activities about available systems with the goal of achieving a 100% childcare leave take-up rate for both men and women by FY2030. With initiatives to support men taking parental leave, including raising awareness among superiors, we published a guidebook for employees for balancing work and childcare in FY2025. In recognition of these initiatives, we acquired the Kurumin certification in 2025.

Regarding nursing care, the period of leave is a total of 186 days, exceeding the legal requirement. In FY2025, we newly established internal and external consultation services for nursing care. In conjunction with this, we also have sick care leave and an accumulated paid leave system that can be used for childcare, nursing care, sick care and the like. From FY2025, it has become possible to take this leave in hourly units. We will continue to promote the development of a comfortable and rewarding workplace based on mutual understanding.

Utilization Rate for Childcare Support Systems

	FY2022	FY2023	FY2024	FY2025
Rate of return from childcare leave	94.8%	100%	100%	100%
Number of employees on childcare leave (women) and acquisition rate	6 (100%)	5 (100%)	6 (100%)	6 (100%)
Number of employees on childcare leave (men) and acquisition rate	14 (56.0%)	16 (69.5%)	17 (73.9%)	16 (80.0%)
Number of employees using the shortened-time work system for childcare (women)	10	7	11	14
Retention rate after returning	94.8%	100%	100%	100%

(Note) Includes employees who have taken accumulated paid leave (up to 50 days) for childcare purposes when their spouse gives birth

Town Hall Meetings and GENBA Walks

SAKATA INX holds town hall meetings, where executives can communicate directly with employees in the field in various ways. GENBA Walks are also held as small-group opinion exchange meetings. We aim to achieve sustainable growth and enhance corporate value by deepening mutual understanding through dialogue between management and employees and uniting the entire company.

At the town hall meeting held in May 2025, overseas board members also participated, and participants exchanged their opinions under the theme “The Transformation of the SAKATA INX Group: Our Past and Future Challenges.” Top management from each site shared their past initiatives and future direction. With simultaneous interpretation also provided, the meeting developed a sense of unity across the global Group and gave participants an opportunity to view the transformation as something that concerned them personally.



Town Hall Meeting
(from right, Morita, Kimura, Cleo, and Bryce)

SAKATA EXPO

In November 2025, we hosted SAKATA EXPO 2025, which attracted around 400 participants in person and online combined. Under the theme “When You Know, You Connect! When You Connect, New Doors Open!,” 10 departments presented their initiatives and technologies, creating opportunities for dialogue and interaction across departments and sites. At each exhibition booth, staff members provided explanations and exchanged opinions with participants, and the venue was bustling with employees throughout the day. Through these kinds of initiatives, we are promoting mutual understanding and deeper collaboration between departments while also providing each employee with an opportunity to reflect on their own role and potential. These initiatives contribute to developing our organizational culture and enhancing employees’ sense of fulfillment at work.

Health and Productivity Management Declaration

Our Company-wide Basic Health & Safety Policy states that “ensuring the safety of working people in all business activities as well as their physical and mental health is an important management issue.” Maintaining and promoting employee health and creating a comfortable working environment is a key issue for us. We seek to build a sustainable society and improve our corporate value by further advancing our existing health and safety activities and actively promoting efforts to improve health so employees can work with vigor both physically and mentally.

Health Management Promotion System

To promote health and productivity management, we work in cooperation with a health insurance association and operate under the following structure, centered on the Health Building Promotion Committee.



 **Health and Productivity Management**
(Strategy map / Targets and Results for Each Indicator)
https://www.inx.co.jp/english/sustainability/social/kenko_keiei/



Participants exchanging opinions across departments around the technology exhibits

Career Paths and Personnel Policies for Human Resource Development

Materialities



Human Resources Development (Education and Training System)

As the growth of each employee is the basis to realize our Long-term Strategic Vision and the sustainable growth for SAKATA INX Group, we position human resource development as one of our key management issues. We are systematically implementing and laying down educational system so that each employee can grow, create their own career plan, and enhance their abilities and skills autonomously. We have initiatives in place to ensure effective capability development through level- (job grade) and division-specific education, while also supporting and encouraging employees' own learning and willingness to take on new challenges in addition to company-led training programs. We also provide opportunities for employees to pursue a variety of learning programs on their own time and have established systems that recognize and reward achievements such as professional qualifications, thereby supporting employees' independent growth.

Training Hours (Japan)		(Hours)		
		FY2023	FY2024	FY2025
Total training hours		12,731	11,665	13,375
Average training hours (per person)		11.1	10.1	11.7

(Note) From FY2023, management training, elective training, and training/workshops at plant are included in the calculations.

Education and Training System Chart

Qualification	General Employee		Managerial Employee		
Tiered education	New employee training	Mid-career employee training	New appointment training	Leader development program for future managers	Future executive leader candidate training program
	Tutor/advisor education		Evaluator training/Management training		
ESGs	SDGs/environmental education, human rights/harassment training, compliance training, safety and health training, mental health training, DEIB training				
	Childcare and caregiving life event seminars				
Career support and Self-development training	Qualification acquisition incentive system, English conversation education elective training (public lectures by external organizations, e-learning), correspondence course				
	Gender equality training				
		Retirement preparation (senior life study)			
Overseas training, language training	Overseas training, receiving overseas trainees, dispatch to English conversation school				
Department-specific education	Workplace On-the-Job Training (OJT), external seminars, goal management system (individual interviews)				
	Color-matching skills training				
	e-learning, credit management training, education related to research, technology and manufacturing				

Complete Revision of the General Employee Personnel System

We completely revised the general employee personnel system in 2025. We revised the qualification system to clarify definitions and roles, the evaluation system to more clearly differentiate assessments based on job performance and responsibilities, and the wage system to eliminate seniority and factors related to years of service.

We established a human resources vision to develop human resources with a global perspective who can initiate change and enjoy taking on challenges. To strengthen our support for career development and skill development, we also restructured our education and training system and introduced systems to support career autonomy. More than a year has passed since we introduced this new employee personnel system. To achieve SAKATA INX VISION 2030, our Long-term Strategic Vision, human resource development is essential, and it is important to utilize our employee personnel system even more effectively. From the perspective of human capital investment, we will continue to develop our human resources, who are the source of sustainable corporate growth and value creation.

Autonomous Career Building

We position the realization of career autonomy and career ownership, in which each and every employee proactively envisions their future career and grows autonomously, as an important concept. Recognizing that each employee's career path is unique, we provide an environment where employees can reflect on their aspirations, life plans, and insights from their personal lives, put into words the person they want to be, and take proactive steps toward realizing that vision.

In addition to opportunities for dialogue through the

career declaration system and one-on-one meetings with their superiors, we continuously support employee learning and their willingness to take on new challenges by combining our transfer system, various training programs, distance learning incentive system, and qualification acquisition incentive system. Through these systems and our corporate culture, we support employees' diverse career development and contribute to the sustainable growth of both individuals and the organization.



Utilizing My Overseas Experience in My Future Career

I participated in training at the Chicago headquarters of INX International Ink Co. with the goal of developing into a human resource capable of promoting sustainability globally. Through my work at an overseas subsidiary, I have experienced differences in perspectives and priorities among the various sites. I have also learned both the difficulty and the importance of bridging those differences and working together as a Group toward common goals. Living in the US has also motivated me to improve my English skills, even though there were times when I struggled to communicate in the language. Moving forward, I hope to deepen collaboration between Japan and our overseas sites by valuing communication and drawing on the knowledge and experience gained through this training, while also applying these experiences to my own career.



Department: Sustainability Div.
Assistant Manager

Utilize Diverse Human Resources

Gender Equality

We regard eliminating the gap between men and women in opportunities and promoting the further empowerment of women as important management priorities and are continuously working toward these goals. Since 2017, we have continuously been certified as an Osaka City Leading Company in Women's Participation, and in 2026, received the highest rating as a "Three-Star" company and as an "Ikumen Promotion Company."

We also respect the diverse values and background of each employee and have promoted systems and initiatives to foster diversity. These include creating a workplace environment where each employee can maximize their abilities, supporting career development, promoting flexible working hours and maintaining the ratio of women among new hires at 30% or higher. These efforts have been recognized, leading to our achievement of acquiring the Eruboshi certification (Level 2) in 2026.

To achieve our Long-term Strategic Vision of a percentage of females in management positions of 15% or more in Japan by FY2030, we have established the General Employers Action Plan under Japan's Act on Promotion of Women's Participation and Advancement in the Workplace, and are systematically promoting human resource development and promotion.

Recruitment of Diverse Human Resources

The SAKATA INX Group regards recruiting talent with diverse values and experience as an important initiative to achieve sustainable business growth and enhance corporate value. In addition to simultaneously hiring new graduates, we are diversifying our recruitment methods through mid-career hiring, internships, and referrals, while working to create an environment in which a wide range of talent can thrive regardless of age, nationality, or professional experience. In FY2025, 45% of our new hires were recruited through channels other than new graduate recruitment, demonstrating steady progress in recruiting diverse talent.

We are also working to secure talent who aspire to work internationally in the future by entering into internship agreements with overseas universities and implementing

initiatives to recruit and develop global human resources. Through these initiatives, we will continue to build a foundation that enables diverse talent to shape their careers autonomously and thrive globally by 2030.

Promotion of Global Human Resources

We provide overseas training aimed at building international human networks and developing and fostering human resources with a global perspective and sensibility to promote the active participation of global human resources. We also offer training through programs that welcome trainees from overseas subsidiaries, as well as cross-cultural understanding training. We are also working to recruit global human resources by hiring students who came from overseas for internship programs, helping human resources from all backgrounds play an active role in the Group.

Consideration for Local Religions

In consideration for local religions, we installed prayer rooms for men and women within a PT. Sakata INX Indonesia plant. During Ramadan, we provide support such as adjusted working hours and the distribution of daily necessities, creating an environment in which employees from diverse backgrounds can thrive.



Prayer room

Recruiting and Empowering Global Human Resources Through Internships

Through my internship in Japan, I was introduced to the company's corporate culture for the first time and had opportunities to grow both technically and professionally by acquiring new skills and participating in real-world projects. I was particularly impressed by the workplace environment, where employees collaborate while respecting diversity and everyone is encouraged to work in a way that reflects who they are.

I am currently assigned to the Information Systems Div., where I work to improve operational efficiency and support business processes by utilizing the latest AI. In the future, I hope to apply my knowledge of AI and data science to enhance employees' AI literacy and help develop solutions that support global collaboration and innovation.



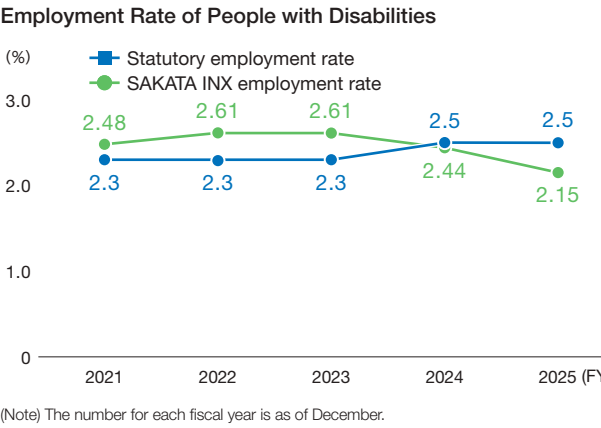
Exchange between international interns
Information Systems Div., joined in 2025
Birthplace: India

Employment of People with Disabilities

To contribute to the realization of a society in which people with disabilities can fully demonstrate their abilities and lead independent lives, we maintain and improve the working environment so that we can employ and retain people with disabilities. As of the end of December 2025, our employment rate of people with disabilities in Japan is 2.15%.

Employees with disabilities, whether physical, intellectual or mental, are members of administrative, technical, and manufacturing departments in Japan, where they perform tasks suited to the degree and characteristics of their disabilities. In addition to activities that contribute to development of the local community, some employees also work on farms in Miyazaki Prefecture, further expanding the scope of their activities.

In addition, we are adjusting our infrastructure, such as making facilities barrier-free, so that employees with disabilities can adapt to the workplace and perform their duties.



Promote the Utilization of Seniors

We have introduced a rehiring system for employees that have reached the retirement age of 60 to continue to play an active role in the company. Those who wish to do so can continue employment until a maximum age of 65. Under full-time and shortened-hour work arrangements, such rehired employees contribute to the sustainable growth of the business and the development of future generations by contributing their past experience and the expertise they have cultivated. We also have in place a performance-based evaluation system so that rehired employees can remain highly motivated and continue contributing actively.

We are considering future measures to secure such rehiring opportunities up to age 70 and extend the retirement age.

Developing the Next Generation of Diverse Human Resources

As a part of our initiatives to promote the active participation of diverse human resources, we approve the objectives of and participate in Girls Meet STEM, a program promoted by the Shintaro Yamada D&I Foundation.

In August 2025, we offered a research institute tour at the Osaka Plant for junior high and high school girls, including a plant tour, a hands-on color-matching experience using actual ink, and discussions with female researchers. Participants experienced the appeal and potential of jobs in STEM fields and had the opportunity to consider their future career paths by engaging directly with our technologies and the work itself. Moving forward, we will continue to help raise interest in the field of chemistry and find more human resources through this initiative.



Hands-on color-matching experience to recreate colors

Financial and Non-financial Data

Financial Data

Category	Unit	144th period	145th period	146th period	147th period	148th period
		FY2021	FY2022	FY2023	FY2024	FY2025
Net sales (consolidated)	billion yen	181.4	215.5	228.3	245.5	257.6
Operating income (consolidated)	billion yen	7.4	4.1	11.4	13.1	15.2
ROS	%	4.1	1.9	5.0	5.4	5.9
ROE	%	6.1	5.3	8.1	8.5	10.0
ROA	%	5.5	2.9	7.3	6.2	6.9
Ordinary income	billion yen	8.5	4.9	13.6	12.8	15.3
Net income attributable to owners of parent	billion yen	4.9	4.5	7.4	9.0	11.6
Cash flow from operating activities	billion yen	7.5	4.9	15.3	8.9	17.0
Cash flow from investing activities	billion yen	(5.3)	(1.6)	(7.5)	(14.8)	(4.4)
Cash flow from financial activities	billion yen	(2.8)	(3.8)	(4.2)	4.2	(9.9)
Free cash flow*1	billion yen	2.2	3.2	7.7	(5.9)	12.5
Total assets	billion yen	166.8	177.4	194.0	221.4	225.8
Net assets	billion yen	92.4	92.9	105.6	119.2	126.5
Equity capital	billion yen	86.3	86.2	98.7	112.3	119.1
Equity ratio	%	51.8	48.6	50.9	50.7	52.8
Current assets	billion yen	92.8	101.1	110.5	122.7	127.2
Net assets per share	yen	1,478.18	1,724.45	1,974.19	2,264.08	2,425.44
Net income per share	yen	84.43	85.52	149.22	180.64	235.26
Dividends per share	yen	30	30	35	70	95
Payout ratio	%	35.5	35.1	23.5	38.8	40.4

*1 Cash flow from operating activities + Cash flow from investing activities

Net sales / Operating income by segment

Category	Unit	144th period	145th period	146th period	147th period	148th period
		FY2021	FY2022	FY2023	FY2024	FY2025
Net sales						
Printing inks and Equipment (Japan)	billion yen	50.4	51.4	52.9	52.8	50.2
Printing inks (Asia)	billion yen	38.5	48.0	52.4	58.2	56.1
Printing inks (The Americas)	billion yen	54.9	73.8	78.8	87.8	101.8
Printing inks (Europe)	billion yen	15.9	19.4	19.5	21.4	21.5
Digital and Specialty Products	billion yen	14.3	15.5	16.8	19.4	20.3
Other	billion yen	17.2	14.0	15.3	12.7	14.0
Adjusted amount	billion yen	(9.9)	(6.8)	(7.5)	(6.9)	(6.5)
Total	billion yen	181.4	215.5	228.3	245.5	257.6
Operating income						
Printing inks and Equipment (Japan)	billion yen	1.36	0.40	1.40	0.92	1.43
Printing inks (Asia)	billion yen	2.24	1.74	4.34	5.74	6.91
Printing inks (The Americas)	billion yen	1.46	0.36	4.67	4.47	5.28
Printing inks (Europe)	billion yen	(0.18)	(0.57)	(0.78)	0.06	0.06
Digital and Specialty Products	billion yen	1.90	1.58	1.88	2.26	2.42
Other	billion yen	0.35	0.33	0.46	0.18	0.27
Adjusted amount	billion yen	0.27	0.26	(0.53)	(0.90)	(1.17)
Total	billion yen	7.41	4.12	11.44	13.16	15.22
Average exchange rate for the period	yen	109.80	131.43	140.56	151.58	149.71

Non-financial Data

Category	Unit	144th period	145th period	146th period	147th period	148th period	
		FY2021	FY2022	FY2023	FY2024	FY2025	
Social Data							
Number of employees: Consolidated (Non-consolidated)	persons	4,766 (865)	4,862 (893)	5,035 (894)	5,143 (904)	5,323 (902)	
Number of male managers (managers and Specialist): Consolidated (Non-consolidated)	persons	—	814 (269)	903 (270)	949 (269)	952 (264)	
Number of female managers (managers and Specialist): Consolidated (Non-consolidated)	persons	—	104 (7)	106 (9)	120 (12)	132 (12)	
Number of female employees: Consolidated (Non-consolidated)	persons	— (134)	721 (141)	765 (151)	763 (157)	851 (162)	
Percentage of female employees: Consolidated (Non-consolidated)	%	— (15.4)	14.8 (15.7)	15.1 (16.8)	14.8 (17.3)	15.9 (17.9)	
Percentage of female managers: Consolidated (Non-consolidated)	%	— (0)	11.3 (2.5)	10.5 (3.2)	11.5 (4.3)	12.2 (4.3)	
Percentage of new female graduates hired: Non-consolidated	%	8.7	31.6	57.1	38.0	45.8	
New graduates: Non-consolidated	persons	23	19	14	21	24	
Recruitment of foreign nationals: Non-consolidated	persons	0	1	1	1	1	
New female graduates: Non-consolidated	persons	2	6	8	8	11	
Number of mid-career hires: Non-consolidated	persons	11	14	18	27	20	
Employee turnover: Non-consolidated	persons	20	32	20	23	26	
Annual turnover rate (voluntary resignation): Non-consolidated	%	2.3	3.2	2.2	2.5	2.8	
Average employee service length: Non-consolidated, Male/Female	years	18.6/18.0	18.2/17.2	19.0/16.3	19.3/16.1	19.6/15.5	
Employment rate of people with disabilities: Non-consolidated	%	2.48	2.61	2.61	2.44	2.15	
Enrichment of work and life: Non-consolidated							
Average monthly overtime (per person, excluding managers)	hours	15.9	15.3	14.7	18.2	14.9	
Annual paid leave acquisition rate (per person, including managers)	%	48.8	54.5	61.3	56.7	62.9	
Those taking childcare leave	Male	persons	3	14	16	16	
		applicable persons	18	25	23	20	
		%	16.7	56.0	69.5	73.9	80.0
	Female	persons	5	6	5	6	6
		%	100.0	100.0	100.0	100.0	100.0
	Return-to-work rate following childcare leave	%	100.0	94.8	100.0	100.0	100.0
Retention rate after returning	%	100.0	94.8	100.0	100.0	100.0	
Users of the shortened hours work system for childcare: Male/Female	persons	0/11	0/10	0/7	1/11	0/14	
Those taking nursing care leave: Male/Female	persons	0/0	0/0	0/0	0/0	0/0	
Occupational health and safety: Consolidated							
Frequency rate	—	—	2.91	3.70	3.60	3.33	
Intensity rate	—	—	0.87	0.12	0.08	0.08	
No. of accidents requiring time off work	reports	—	28	35	36	36	
No. of accidents resulting in death	reports	—	0	0	0	0	

Environmental data*2						
CO ₂ emissions						
Scope 1 & 2 (consolidated)	t-CO ₂ e	—	43,488	41,637	43,080	32,650★
Scope 1 & 2 (non-consolidated)	t-CO ₂ e	—	10,005	8,944	7,746	5,304★
Waste emissions						
Waste emissions (consolidated)	t	—	12,841	14,671	15,370	15,250
Waste emissions (non-consolidated)	t	—	1,802	1,661	1,534	1,446
Waste emissions (outside Japan)	t	—	11,039	13,010	13,836	13,804

*2 New coefficients are used each year so figures may differ from previous years.
(Note) Figures subject to third-party assurance are indicated with a ★.

Company Information/Stock Information

Company Overview (as of June 30, 2026)

Company Name	SAKATA INX CORPORATION	Business Activities	Manufacture and sale of various printing inks and auxiliary agents Sales of graphic arts materials for printing and plate-making Sale of electronic apparatus and information-related equipment Manufacture and sale of digital and specialty products Importing and exporting
Founded	November 1, 1896		
Incorporated	September 5, 1920		
Head Offices	(Osaka) Urbannet Midosuji Building, 4-2-13 Awajimachi, Chuo-ku, Osaka-shi, Osaka (Tokyo) Nikkyohan Building, 1-4-25, Kohraku, Bunkyo-ku, Tokyo	Sales Bases in Japan	Branches (Miyagi, Aichi, Fukuoka) Office (Kagawa) Distribution centers (Hokkaido, Shizuoka)
Representative	YOSHIAKI UENO Representative Director, President & CEO	Production Sites in Japan	Tokyo Plant (Noda City, Chiba), Osaka Plant (Itami City, Hyogo), Shiga Plant (Maibara City, Shiga), Hanyu Plant (Hanyu City, Saitama)
Capital	7,472 million yen	Operations outside Japan	United States, Canada, Mexico, Brazil, United Kingdom, Spain, Germany, Czech Republic, Poland, Turkey, France, Malaysia, Indonesia, Vietnam, Cambodia, Philippines, Thailand, India, Bangladesh, China, Taiwan, New Zealand, Australia
Fiscal Year-End	December 31	Number of employees	5,323 consolidated (902 non-consolidated) (Note) as of December 31, 2025

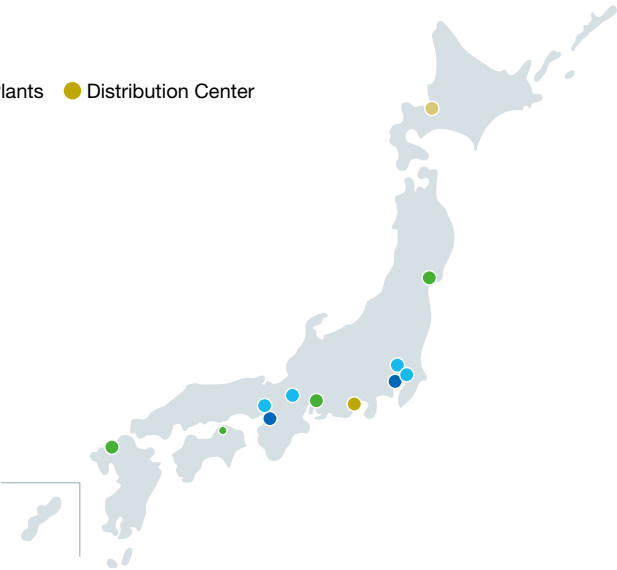
Domestic Bases

SAKATA INX CORPORATION

● Head Offices ● Branches (● Satellite Office) ● Plants ● Distribution Center

Main Group Companies in Japan

Sakata Chemtech Corporation (consolidated subsidiary)
Sakata Labostation Co., Ltd. (consolidated subsidiary)
SAKATA Brand Solutions Co., Ltd. (consolidated subsidiary)
Logi Co-Net Corporation (equity method affiliate)
SIIX Corporation (equity method affiliate)

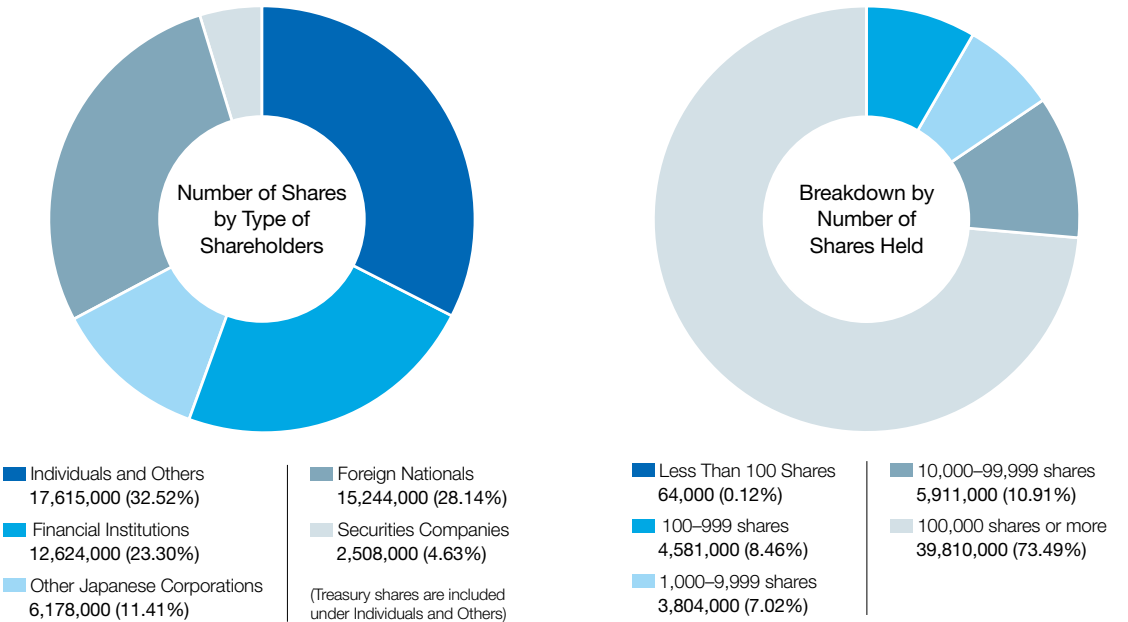


Stock Information (as of December 31, 2025)

Stock Status

Authorized number of shares	Total number of issued shares	Number of shareholders	Average number of shares held per person
144,000,000	54,172,000	43,302	1,251

Distribution of Shares



Major Shareholders

Name of shareholder	Shareholding (1,000 shares)	Shareholding ratio (%)
The Master Trust Bank of Japan, Ltd. (trust account)	6,028	11.12
SAKATA INX CORPORATION	4,916	9.07
Sumitomo Life Insurance Company	3,510	6.47
Custody Bank of Japan, Ltd. (trust account)	2,024	3.73
THE CHASE MANHATTAN BANK,N.A. LONDONSECS LENDING OMNIBUS ACCOUNT	1,856	3.42
SAKATA INX Employee Shareholders Association	1,601	2.95
BBH BOSTON FOR NOMURA JAPAN SMALLER CAPITALIZATION FUND 620065	1,430	2.63
Kanbe Bussan Co., Ltd.	1,416	2.61
The Asahi Shimbun Company	1,181	2.18
THE NOMURA TRUST AND BANKING CO., LTD. AS THE TRUSTEE OF REPURCHASE AGREEMENT MOTHER FUND	1,029	1.89

Stock Price and Trading Volume Trend

