

Sustainability Data

Environment

The data marked with ★ for FY2024 has received third-party assurance from LRQA Limited in accordance with the international standard ISO 14064-3:2019.

Energy and climate

Energy consumption

Item		FY2022	FY2023	FY2024
Electricity (MWh)		81,041	77,624	82,241
	Of which, from renewable energy sources (MWh)	—	—	14,050
Hot water / cold water (GJ)		1,119	1,142	1,212
Volatile oil (gasoline) (kL)		517	747	796
Kerosene (kL)		1.2	2	4.2
Light oil (kL)		310	342	280
Heavy oil A (kL)		0	53	50
Liquefied petroleum gas (LPG) (t)		74.7	84	151
Other combustible natural gas (1,000 m³)		0	0	0
City gas (1,000 m³)		237	250	231

Note: Coverage: Inabata & Co. and domestic and overseas consolidated subsidiaries

GHG emissions (Scope 1 and 2)

Item		FY2022	FY2023	FY2024
Scope 1 (t-CO2e)	CO2 from energy sources	2,755	3,572	3,630★
	Other (CO2 from non-energy sources, CH4, N2O, HFCs, PCFs, SF6, NF3)	0	0	0
Scope 2 (t-CO2e)	Market-based	43,666	41,254	36,791★
	Location-based	43,933	41,553	42,737★
Total (t-CO2e)	Scope 1 + Scope 2 (market-based)	46,421	44,826	40,421
	Scope 1 + Scope 2 (location-based)	46,688	45,125	46,367
GHG emissions intensity per sales (t-CO2e / ¥100 million)		6.3	5.9	4.8

Notes: 1. Coverage: Inabata & Co. and domestic and overseas consolidated subsidiaries
2. Domestic Scope 2 emission factors are calculated using the emission factors provided by the Ministry of the Environment and the Ministry of Economy, Trade and Industry for each electric power company. Overseas Scope 2 emission factors are calculated using the International Energy Agency (IEA) Emission Factors 2024.
3. Emissions intensity is based on Scope 1 + Scope 2 (market-based) GHG emissions.

GHG emissions (Scope 3)

(t-CO2e)

Item		FY2022	FY2023	FY2024
1. Purchased goods and services		1,435,020	1,416,876	1,610,161★
2. Capital goods		2,984	1,943	4,804
3. Fuel- and energy-related activities not included in Scope 1 or Scope 2		71	44	40
4. Upstream transportation and distribution		55,189	32,679	39,681★
5. Waste generated in operations		53	67	8
6. Business travel		2,377	2,723	2,271
7. Employee commuting		234	256	257
8. Upstream leased assets		Not subject to calculation	Not subject to calculation	Not subject to calculation
Subtotal (upstream)		1,495,928	1,454,588	1,657,222
9. Downstream transportation and distribution		Not subject to calculation	Not subject to calculation	Not subject to calculation
10. Processing of sold products		Not subject to calculation	Not subject to calculation	Not subject to calculation
11. Use of sold products		Not subject to calculation	Not subject to calculation	Not subject to calculation
12. End-of-life treatment of sold products		464,242	464,711	268,172
13. Downstream leased assets		64	65	73
14. Franchises		Not subject to calculation	Not subject to calculation	Not subject to calculation
15. Investments		Not subject to calculation	Not subject to calculation	Not subject to calculation
Subtotal (downstream)		464,306	464,776	268,245
Total		1,960,235	1,919,364	1,925,467

Notes: 1. Coverage: Inabata & Co.
2. Category 8 is not applicable as it is included in Scope 1 and 2.
3. Categories 9 and 10 are excluded from calculations as they are difficult to determine or reasonably estimate since there is a wide range of products sold and forwarding destinations.
4. Categories 11, 14, and 15 are not applicable as they are outside the scope of relevant business activities.
5. Category 12 is calculated based on items for which weight-based data can be collected.

Pollution prevention / Resource circulation

Item		FY2022	FY2023	FY2024
Nitrogen oxide (NOx) (t)		1	0	1
Sulfur oxide (SOx) (t)		0	0	0
Volatile organic compounds (VOCs) (t)		101	116	122
Waste (t)	Total	8,645	7,838	7,498
	Waste recycled	5,005	4,861	3,904
	Waste not recycled	3,640	2,977	3,594
Waste recycling rate (%)		58	62	52
Hazardous waste (t)		1,929	1,734	1,764
Paper purchased (copy paper) (thousands of sheets)		2,442	1,986	1,325
Green purchasing ratio of office supplies, etc. (%)		68	70	67

Notes: 1. Coverage (excluding paper purchased, green purchasing ratio of office supplies, etc.): Inabata & Co., and domestic and overseas consolidated manufacturing subsidiaries
2. Coverage (paper purchased, green purchasing ratio of office supplies, etc.): Inabata & Co.
3. Waste for overseas resin compound manufacturing business bases is calculated based only on resin, the main material.

Water resources

Item		FY2022	FY2023	FY2024
Discharge amount by discharge destination (1,000 m³)	Total	156	400	404
	Ocean	0	0	0
	River / lake (fresh surface water)	0	244	252
	Groundwater	0	0	1
	Sewage (third-party treated)	156	156	152
Water withdrawal amount by withdrawal source (1,000 m³)	Total	270	476	497
	River / lake (fresh surface water)	0	0	0
	Groundwater	6	287	286
	Water supply / industrial water	264	189	210
	Rainwater	0	0	0
	Sea water	0	0	0
Water withdrawals/consumption in water-stressed regions (m³)		0	0	0
Number of violations related to water quality / water withdrawals (violations of permits, standards, regulations, etc.)		0	0	0

Notes: 1. Coverage: Inabata & Co. and domestic and overseas consolidated manufacturing subsidiaries
2. Individual figures are rounded to the nearest unit, so totals may not match the sum of the individual values.

Environmental management

Item		FY2022	FY2023	FY2024
Number of environmental law violations		0	1*1	0
Environmental fines and penalties (yen)		0	354,775.86THB	0

Notes: 1. Coverage: Inabata & Co. and domestic and overseas consolidated subsidiaries
2. Wastewater violation at the compounding factory in Thailand

Environment-related business

Sales by field

(Millions of yen)

Fields		FY2022	FY2023	FY2024
Total		26,957	38,605	43,571
Energy & Power	Renewable energy-related and battery-related, etc.	17,518	24,496	22,520
Resources & Environment	Sustainable materials, recycling systems, water-related, etc.	7,585	10,791	13,807
Materials & Chemicals	Low-carbon materials, environmental pollutant reduction, etc.	1,537	3,143	6,695
Agriculture & Food	Food waste reduction, soil improvement, etc.	0	0	0
Transportation & Logistics	EV charging, green logistics, etc.	0	0	0
Environmental Certification	Forestry certification, marine product certification, etc.	317	175	548

Notes: 1. Coverage: Inabata & Co. and domestic and overseas consolidated subsidiaries
2. There are no results for Agriculture & Food or Transportation & Logistics.
3. Totals are simple sums.
4. Individual figures are rounded to the nearest unit, so totals may not match the sum of the individual values.

Society

Employee status

Number of employees, ratio of managers, and gender ratio (non-consolidated / consolidated)

Item		FY2022				FY2023				FY2024			
		Total	Men	Women	Ratio of women	Total	Men	Women	Ratio of women	Total	Men	Women	Ratio of women
Inabata Group (consolidated)	Total	—	—	—	—	—	—	—	—	5,063	2,907	2,156	43%
	Number of employees	4,316	2,469	1,847	43%	4,631	2,522	2,109	46%	4,677	2,686	1,991	43%
	Management	665	491	174	26%	818	578	240	29%	925	680	245	26%
	Others	3,651	1,978	1,673	46%	3,813	1,944	1,869	49%	3,752	2,006	1,746	47%
	Number of temporary employees	—	—	—	—	—	—	—	—	386	221	165	43%
Inabata & Co.	Number of employees	589	345	244	42%	630	369	261	41%	667	387	280	42%
	Management	125	118	7	6%	130	121	9	7%	129	118	11	9%
	Others	464	227	237	51%	500	248	252	50%	538	269	269	50%
	Number of employees, including secondees	709	459	250	35%	748	481	267	36%	780	494	286	37%
	Management	—	—	—	—	189	180	9	5%	184	173	11	6%
	Others	—	—	—	—	559	301	258	46%	596	321	275	46%
Domestic consolidated subsidiaries	Number of employees	407	297	110	27%	645	466	179	28%	660	481	179	27%
	Management	78	71	7	9%	141	131	10	7%	159	147	12	8%
	Others	329	226	103	31%	504	335	169	34%	501	334	167	33%
Overseas consolidated subsidiaries	Number of employees	3,320	1,827	1,493	45%	3,356	1,687	1,669	50%	3,350	1,818	1,532	46%
	Management	462	302	160	35%	547	326	221	40%	637	415	222	35%
	Others	2,858	1,525	1,333	47%	2,809	1,361	1,448	52%	2,713	1,403	1,310	48%

Notes: 1. As of the end of each fiscal year (March 31)
2. Coverage: The number of employees at Inabata & Co. (non-consolidated) excludes secondees.
3. Numbers for domestic and overseas consolidated subsidiaries include employees seconded from Inabata & Co..

Number of employees, ratio of managers, and gender ratio (by area)

Item		FY2022				FY2023				FY2024			
		Total	Men	Women	Ratio of women	Total	Men	Women	Ratio of women	Total	Men	Women	Ratio of women
Japan	Number of employees	996	642	354	36%	1,275	835	440	35%	1,327	868	459	35%
	Management	203	189	14	7%	271	252	19	7%	288	265	23	8%
	Others	793	453	340	43%	1,004	583	421	42%	1,039	603	436	42%
Southeast Asia	Number of employees	2,492	1,329	1,163	47%	2,493	1,150	1,343	54%	2,468	1,256	1,212	49%
	Management	283	171	112	40%	313	161	152	49%	399	250	149	37%
	Others	2,209	1,158	1,051	48%	2,180	989	1,191	55%	2,069	1,006	1,063	51%
Northeast Asia	Number of employees	470	250	220	47%	463	248	215	46%	448	241	207	46%
	Management	111	81	30	27%	129	89	40	31%	140	92	48	34%
	Others	359	169	190	53%	334	159	175	52%	308	149	159	52%
The Americas	Number of employees	285	207	78	27%	323	246	77	24%	357	278	79	22%
	Management	45	35	10	22%	76	58	18	24%	79	58	21	27%
	Others	240	172	68	28%	247	188	59	24%	278	220	58	21%
Europe	Number of employees	73	41	32	44%	77	43	34	44%	77	43	34	44%
	Management	23	15	8	35%	29	18	11	38%	19	15	4	21%
	Others	50	26	24	48%	48	25	23	48%	58	28	30	52%

Notes: 1. As of the end of each fiscal year (March 31)
2. Numbers for domestic and overseas consolidated subsidiaries include employees seconded from Inabata & Co..

Labor practices / Diversity

Item		FY2022			FY2023			FY2024			
		Total	Men	Women	Total	Men	Women	Total	Men	Women	
Ratio of women in managerial positions (%)		3.7	—	—	4.8	—	—	6.0	—	—	
Number of non-Japanese staff (people)		7	—	—	12	—	—	12	—	—	
Number of employees by age	Under 30 years old	149	61	88	165	67	98	184	70	114	
	30–39 years old	167	109	58	189	123	66	196	125	71	
	40–49 years old	158	105	53	150	99	51	147	104	43	
	50–59 years old	183	144	39	187	148	39	191	147	44	
	60–64 years old (Senior positions, etc.)	52	40	12	57	44	13	53	40	13	
	65 years old and over (rehired, etc.)							9	8	1	
Total		709	459	250	748	481	267	780	494	286	
Number of hires	New graduates	26	8	18	30	11	19	24	9	15	
	Retention rate (3 years) for new graduates (%)	96	—	—	100	—	—	96	—	—	
	Mid-career	31	20	11	32	27	5	36	25	11	
	Ratio of regular employees hired mid-career (%)	54	—	—	52	—	—	60	—	—	
Voluntary turnover rate (%)	Non-consolidated	2.3	—	—	2.6	—	—	3.6	—	—	
	Consolidated (Japan)	—	—	—	—	—	—	4.5	—	—	
Number of employees rehired under the job return system		2	0	2	3	3	0	1	0	1	
Employment of person with disabilities*1	Number of employees	20	—	—	22	—	—	26	—	—	
	Employment rate (%)	2.65	—	—	2.81	—	—	3.20	—	—	
Average age		42.0	44.3	37.8	41.9	44.3	37.5	41.9	44.5	37.3	
Average years of employment		13.8	15.6	10.5	13.6	15.5	10.2	14.2	16.1	10.8	
Average annual salary (thousands of yen)		9,141	—	—	8,854	—	—	9,633	11,559	6,900	
Gender wage gap (%)*2	All employees		56.3	—	—	59.0	—	—	59.7	—	—
	Regular employees	Regular employees	57.0	—	—	60.0	—	—	60.3	—	—
		Professionals	97.1	—	—	96.6	—	—	98.2	—	—
		Staff	94.7	—	—	91.0	—	—	84.9	—	—
		Assistants	91.9	—	—	102.7	—	—	113.6	—	—
Non-regular employees		47.6	—	—	45.5	—	—	51.3	—	—	
Total annual working hours per employee (hours/year)		1,904	—	—	1,868	—	—	1,770	—	—	
Monthly average overtime working hours (hours/month)		14.1	—	—	14.5	—	—	14.3	—	—	
Annual paid leave	Days taken (days)	11.0	—	—	12.3	—	—	12.8	—	—	
	Utilization rate (%)	60.5	—	—	66.9	—	—	68.6	—	—	
Childcare leave	Number of employees who took leave in the fiscal year*3		10	5	5	18	9	9	33	22	11
	Leave utilization rate for the fiscal year (%)*3		37.5	21.1	100	78.3	64.3	100	110	110	110
	Rate of employees returning to work (%)		100	—	—	94.1	—	—	95.7	—	—
	Number of employees who took leave within the prescribed period (3 years)*4		—	—	—	—	—	—	22	13	9
	Leave utilization rate within the prescribed period (3 years)*4		—	—	—	—	—	—	95.7	92.9	100
Number of employees taking nursing care leave		0	—	—	2	—	—	0	—	—	

Notes: 1. Coverage: Inabata & Co. (including employees seconded to Group companies)
2. As of the end of each fiscal year (March 31)
*1 The figures for each fiscal year are as of June 1 of the following fiscal year.
*2 The gender wage gap is calculated as the ratio of female to male wages.
“All employees” refers to regular employees and non-regular employees.
“Regular employees” includes employees in three position categories: “Professionals,” which refers to those in management positions engaged in core duties; “Staff,” which refers to those in non-management positions engaged in core duties; and “Assistants,” which refers to those engaged mainly in support duties. Senior positions are calculated in accordance with their respective grades and divided into the three aforementioned position categories.
“Non-regular employees” includes unretired senior employees working on a fixed-term contract or special fixed-term contract but excludes temporary employees. The difference in wages between men and women is due to the difference in the personnel composition by position and the difference in the personnel composition for qualification classifications (“bands”).
*3 Under the Company’s childcare leave system, leave can be taken until the child reaches three years of age. Therefore, the number of employees taking leave in FY2024 includes those whose own child or spouse’s child was born between FY2022 and FY2024. The leave utilization rate is calculated as: Number of employees who took childcare leave in FY2024 (among those whose own child or spouse’s child was born between FY2022 and FY2024) / Number of employees whose own child or spouse’s child was born between FY2022 and FY2024.
*4 In FY2023, we introduced a new system making childcare leave mandatory. Accordingly, the number of employees who took leave and the utilization rate are calculated within three years from the birth of the employee’s or their spouse’s child. For FY2024, these figures are calculated for employees whose own child or spouse’s child was born in FY2023 and who took leave in either FY2023 or FY2024.

Society

Occupational health and safety

Item		FY2022			FY2023			FY2024		
		Non-consolidated	Consolidated*1		Non-consolidated	Consolidated*1		Non-consolidated	Consolidated*1	
			Employees	Temporary*2		Employees	Temporary*2		Employees	Temporary*2
Health checkup attendance rate (%)*3		100	—	—	100	—	—	100	—	—
Stress check*3	Number of employees who attended	617	—	—	662	—	—	695	—	—
	Attendance rate (%)	87.5	—	—	89.2	—	—	90.3	—	—
Number of employees who attended health and safety training*3	Safe driving training (e-learning)	32	—	—	43	—	—	76	—	—
	Earthquake/safety confirmation training	May 633	—	—	May 662	—	—	May 640	—	—
		December 623			December 669					
	Firefighting training (on-site training)*4	Self-defense fire brigade members in Tokyo, Osaka, and Nagoya 80	—	—	Self-defense fire brigade members and others in Tokyo, Osaka, and Nagoya 74	—	—	Self-defense fire brigade members and others in Tokyo, Osaka, and Nagoya 81	—	—
Number of occupational accidents	Fatalities	0	0	0	0	0	0	0	0	0
	Lost-time injuries	0	28	8	0	31	5	0	38	3
	Non-lost-time injuries	0	8	5	0	13	0	1	16	2
Lost-time injury frequency rate*5		0	4.11	—	0	4.15	—	0	2.97	3.87
Lost-time injury severity rate*6		0	0.09	—	0	0.05	—	0	0.04	0.05

*1 FY2022 and FY2023 coverage: Inabata & Co. and domestic and overseas consolidated manufacturing subsidiaries
FY2024 consolidated coverage: Inabata & Co. and domestic and overseas consolidated subsidiaries

*2 Temporary: Temporary employees

*3 Coverage: Inabata & Co.

*4 In FY2022, due to concerns about the spread of COVID-19, we postponed on-site training, and conducted first-aid training using videos for all self-defense fire brigade members at our offices in Tokyo, Osaka, and Nagoya.

*5 (Number of casualties due to occupational accidents requiring at least one day off work / Total actual working hours) × 1,000,000. Industry average (wholesale and retail companies with 100 or more employees) for FY2024: 2.60. (according to the Ministry of Health, Labour and Welfare's Survey on Industrial Accidents for FY2023). Comparison with Inabata & Co.

*6 (Total working days lost / Total actual working hours) × 1,000. Industry average (wholesale and retail companies with 100 or more employees) for FY2024: 0.05. (according to the Ministry of Health, Labour and Welfare's Survey on Industrial Accidents for FY2023). Comparison with Inabata & Co.

Human resource development

Item	FY2022	FY2023	FY2024
Total time for employee skills development training (hours)	440	480	669
Total number of employees participating in training for skills development	1,138	1,310	1,690
Average training hours per employee per year (hours)	0.6	0.6	0.9
Average training expenditure per employee per year (yen)	50,776	67,496	83,400

Note: Coverage: Inabata & Co. (including employees seconded to Group companies)

Employee engagement

Item		FY2023	FY2024	FY2025
Number of employees surveyed (people)	Total	1,901	2,714	2,837
	Inabata & Co.	652	686	715
	Overseas trading companies*1	903	864	881
	Overseas manufacturing companies*1	346	624	574
	Domestic subsidiaries*1	—	540	667
Response rate (%)	Total	72	82	88
Overall average score*2		3.61	3.64	3.67
Ratio of positive responses for key items*3 (%)	Engagement I am satisfied with the work I am doing at Inabata now.	76	69	69
	Relationship with superiors I have the necessary collaboration with my supervisor at work.	80	73	73
	Organizational culture When a problem occurs in the course of my duties, my supervisor and the people around me provide appropriate support.	83	77	76
	Corporate philosophy I can relate to Inabata's philosophy, vision, and management policies, and I want to participate in achieving them.	73	67	67
	Human resources system and benefits Inabata's salary standards are satisfactory, compared to other companies in the same industry.	57	50	54
	Human resources system and training Inabata supports employee training to improve their skills.	54	51	54
	Work-life balance Overtime is kept to a level that is acceptable for me.	75	73	71

*1 The survey mainly targeted employees with Company email addresses.

*2 The average score across all items. Employees were asked to rate 39 items on a five-point scale (5. Strongly agree / 4. Agree / 3. Neither agree nor disagree / 2. Disagree / 1. Strongly disagree), and the score for each item was calculated.

*3 The proportion of positive responses, which are ratings of 5 (Strongly agree) and 4 (Agree), among the five-point scale ratings provided by employees.

Social contribution activities

Item		FY2022	FY2023	FY2024
Number of employees taking leave for volunteering*1		—	0	34
Total amount of donations, activity expenses, etc., that contribute to society*2 (millions of yen)		28	21	11
Results of main social contribution activities	Support for the activities of the Sociedade Luso-Nipónica de Osaka (10,000 yen)	80	80	80
	Académie de musique françaisede Kyoto (number of participants)*3	101	99	108
	Number of winners of Inabata Award in French music competition (since 1974)*4	1 Cumulative 49	No participants Cumulative 49	1 Cumulative 50
	Support for the Shougaisha Jiritsu Suishin Kikou Association*5	Bronze Partner	Bronze Partner	Bronze Partner

Note: Coverage: Inabata & Co.

*1 Although the system was initially recognized for use after severe disasters, it was formalized as part of the human resources system from July 1, 2023, to support employees' volunteer activities.

*2 Main donations include cultural support for the Japan Philharmonic Orchestra, the Osaka Philharmonic Orchestra, etc., and community support for the Keidanren Nature Conservation Fund, etc.

*3 A Japan–France music exchange program sponsored by Inabata. Top-class musicians are invited from France and master classes are held for about two weeks. The program provides a valuable opportunity for young Japanese musicians to receive high-quality education in French music.

*4 At the French music competition sponsored by Fondation Culturelle Kansei de Ashiya, the Inabata Award (named after Inabata Co. & Ltd.) is awarded every year to the best performer in the vocal or piano category.

*5 In addition to providing support as a partner, we used a work from Paralym Art, a program which is managed and operated by the association, as the design for our shareholder incentive (QUO cards).

Governance

Corporate governance

Composition of directors		As of July 1, 2023		As of July 1, 2024		As of July 1, 2025	
		Men	Women	Men	Women	Men	Women
Directors (excluding Audit and Supervisory Committee members) (people)	Total	7		7		7	
	Inside	5	0	4	0	4	0
	Independent	1	1	2	1	2	1
Directors (Audit and Supervisory Committee members) (people)	Total	5		5		5	
	Inside	0	0	1	0	1	0
	Independent	5	0	3	1	3	1
Total number of directors	Total	12		12		12	
		11	1	10	2	10	2

Attendance status for meetings of the Board of Directors, Audit and Supervisory Committee, and Nominating and Remuneration Committee (April 1, 2024 to March 31, 2025)
Attendance rate is listed in ().

Position	Name	Independent	Number of Board of Directors' meetings attended	Number of Audit and Supervisory Committee meetings attended	Number of Nominating and Remuneration Committee meetings attended*1
Director	Katsutaro Inabata		16/16 times (100%)	—	6/6 times (100%)
Director	Toyohiro Akao		16/16 times (100%)	—	—
Director	Kenichi Yokota		16/16 times (100%)	—	—
Director	Takashi Shigemori		15/16 times (94%)	—	—
Director	Takako Hagiwara	○	16/16 times (100%)	—	8/8 times (100%)
Director	Osamu Chonan	○	16/16 times (100%)	—	8/8 times (100%)
Director	Hisayuki Suekawa (appointed in June 2024)	○	12/13 times (92%)	—	7/7 times (100%)
Director (Audit and Supervisory Committee member)	Nobukazu Kuboi (appointed in June 2024)		13/13 times (100%)	10/10 times (100%)	—
Director (Audit and Supervisory Committee member)	Minoru Sanari	○	16/16 times (100%)	13/13 times (100%)	—
Director (Audit and Supervisory Committee member)	Tomokazu Fujisawa	○	16/16 times (100%)	13/13 times (100%)	—
Director (Audit and Supervisory Committee member)	Noriya Yokota	○	16/16 times (100%)	13/13 times (100%)	7/7 times (100%)
Director (Audit and Supervisory Committee member)	Shiho Ito (appointed in June 2024)	○	13/13 times (100%)	10/10 times (100%)	—
Director	Masahiro Sugiyama (retired in June 2024)		3/3 times (100%)	—	—
Director (Audit and Supervisory Committee member)	Kenji Hamashima (retired in June 2024)	○	3/3 times (100%)	3/3 times (100%)	1/1 times (100%)
Director (Audit and Supervisory Committee member)	Satoshi Tamai (retired in June 2024)	○	3/3 times (100%)	3/3 times (100%)	—

*1 Interviews with director and executive officer candidates by the Nominating and Remuneration Committee (two times) were conducted only by independent outside directors.

Compliance

	FY2022	FY2023	FY2024
Number of whistleblower reports/consultations*1 (cases)	2	10	6
Number of serious compliance violations (including labor standards) (cases)	0	0	0
Political contributions (yen)	0	0	0
Number of dismissals and disciplinary actions due to non-compliance with anti-corruption policy (cases)	0	0	0
Penalties, surcharges, and settlements related to corruption (10,000 yen)	0	0	0

Note: Coverage: Inabata & Co.
*1 Includes the number of consultations to the “counseling desk.”

Certification

Status of management system certifications (As of March 31, 2025)

		ISO 14001 (Environmental management)		ISO 9001 (Quality management)		ISO 45001 (Occupational health and safety)		IATF 16949 (Automotive)		JFS-C Standard (Food safety)	
		By number of sites	By number of employees	By number of sites	By number of employees	By number of sites	By number of employees	By number of sites	By number of employees	By number of sites	By number of employees
Japan	Number of certifications obtained	17	946	8	713	0	0	0	0	1	53
	Acquisition ratio (%)	43	71	20	54	0	0	0	0	3	4
Overseas	Number of certifications obtained	19	1,919	21	2,313	1	156	8	1,464	0	0
	Acquisition ratio (%)	28	57	31	69	1	5	12	44	0	0
Consolidated	Number of certifications obtained	36	2,865	29	3,026	1	156	8	1,464	1	53
	Acquisition ratio (%)	33	61	27	65	1	3	7	31	1	1

Status of sustainability-related certifications (As of April 1, 2025)

Certification	Details	Scope
Forest Stewardship Council (FSC®) certification	Certification of wood from sustainably managed forests	Information & Electronics Division III, Inabata & Co., Ltd.
		Housing Materials Department, Chemicals Division, Inabata & Co., Ltd.
		Plastics Division II, Inabata & Co., Ltd.
Programme for the Endorsement of Forest Certification (PEFC) certification	Forest certification system aimed at promoting sustainable forest management	Housing Materials Department, Chemicals Division, Inabata & Co., Ltd. Plastics Division II, Inabata & Co., Ltd.
Marine Stewardship Council (MSC) certification	Certification of sustainable fisheries that are properly managed with consideration for marine resources and the environment	Inabata & Co., Ltd. and Inabata Europe GmbH Ikkoen Co., Ltd.
Aquaculture Stewardship Council (ASC) certification	Certification of marine products produced through responsible aquaculture	Inabata & Co., Ltd. and Inabata Europe GmbH
International Sustainability & Carbon Certification (ISCC)	Certification system for managing and ensuring that biomass and recycled materials are sustainable by using a mass balance approach across the supply chain	Tokyo Head Office, Osaka Head Office, and Nagoya Office, Inabata & Co., Ltd.
		PT. Inabata Indonesia
		Inabata Malaysia Sdn. Bhd.
		Inabata Industry & Trade (Dalian F.T.Z.) Co., Ltd.
Green Gold Label (GGL) certification	Certification ensuring the sustainability of biomass fuel and its traceability	Inabata & Co., Ltd.

Note: All are Chain of Custody (CoC) certified

ESG-related index inclusion status (As of August 2025)

- FTSE Blossom Japan Index★
- FTSE Blossom Japan Sector Relative Index★
- MSCI Japan Empowering Women Index (WIN)★*
- S&P/JPX Carbon Efficient Index★
- Morningstar Japan ex-REIT Gender Diversity Tilt Index (GenDi J)★
- SOMPO Sustainability Index
- JPX-Nikkei Index Human Capital 100



★ ESG index selected by the Government Pension Investment Fund (GPIF)

* Inclusion of Inabata & Co., Ltd. in MSCI indices, as well as the use of MSCI logos, trademarks, service marks, or index names, does not constitute sponsorship, endorsement, or promotion of Inabata & Co., Ltd. by MSCI or its affiliates. MSCI indices are the exclusive property of MSCI. The names and logos of MSCI indices are trademarks or service marks of MSCI or its affiliates.

Summary of 11 years

		(Millions of yen)										
		FY2014	FY2015	FY2016	FY2017	FY2018	FY2019	FY2020	FY2021	FY2022	FY2023	FY2024
Business Performance	Net sales	572,114	577,037	586,630	621,137	634,740	600,312	577,583	680,962	735,620	766,022	837,838
	Gross profit	39,040	41,064	42,740	44,854	47,257	46,259	46,040	57,370	62,874	69,288	78,923
	Selling, general and administrative expenses	28,266	29,692	30,123	38,891	33,226	33,029	31,066	37,317	42,560	48,097	53,098
	Operating profit	10,774	11,371	12,616	5,962	14,031	13,229	14,973	20,052	20,314	21,190	25,824
	Ordinary profit	13,217	12,257	13,672	6,374	14,309	14,211	16,514	21,648	19,110	21,393	26,134
	Profit attributable to owners of parent	8,630	9,510	9,687	6,744	12,896	11,415	13,792	22,351	19,478	20,000	19,833
	Exchange rate USD/yen	109.76	120.15	108.34	110.85	110.92	108.70	106.10	112.39	135.50	144.59	152.62
Financial Position	Total assets	326,862	305,436	340,147	352,741	366,514	322,848	353,228	389,059	380,443	427,320	441,972
	Interest-bearing debt	78,814	68,377	71,075	71,993	57,277	52,848	41,206	64,538	64,769	62,835	73,633
	Equity capital	127,671	126,038	146,258	141,403	162,973	145,924	173,804	174,918	179,461	200,166	208,155
Cash Flows	Cash flows from operating activities	8,354	11,866	1,840	5,960	12,510	10,690	17,613	(11,448)	9,915	30,187	19,903
	Cash flows from investing activities	(3,044)	(161)	4,504	5,086	743	(525)	(423)	5,446	8,278	(2,386)	(9,498)
	Cash flows from financing activities	(8,193)	(11,129)	(481)	(4,901)	(19,546)	(7,273)	(17,582)	5,999	(17,568)	(13,981)	(805)
	Cash and cash equivalents	17,394	17,088	22,935	29,235	23,011	25,480	25,983	28,251	29,790	46,301	55,357
Reference	(Amount of capital investment)	2,666	3,067	2,431	2,500	3,441	3,707	3,175	2,799	3,803	4,460	6,154
	(Depreciation)	2,150	2,270	2,066	2,335	2,413	2,976	2,874	3,160	3,532	3,743	4,219
Sales by Segment	Information & Electronics* ¹	209,369	211,659	221,023	214,963	217,904	218,690	224,534	247,713	238,003	239,114	264,056
	Chemicals* ²	52,845	48,198	48,047	51,580	77,522	74,181	66,626	78,644	89,820	112,657	118,298
	Life Industry	34,660	41,022	40,434	42,392	39,046	36,919	37,361	38,203	43,662	53,597	53,759
	Plastics	250,427	251,163	251,885	286,900	300,094	270,345	248,888	316,226	363,955	360,471	401,541
	(Housing & Eco Materials)* ²	24,257	24,817	25,064	25,137	—	—	—	—	—	—	—
	Others	553	176	175	162	172	175	172	174	178	181	181
	Total	572,114	577,037	586,630	621,137	634,740	600,312	577,583	680,962	735,620	766,022	837,838
Operating Profit (Loss) by Segment	Information & Electronics* ¹	4,489	3,833	3,992	(2,045)	4,819	4,482	6,327	6,422	5,269	6,904	8,477
	Chemicals* ²	1,072	1,011	1,003	259	1,424	1,208	1,320	2,207	2,770	2,788	2,948
	Life Industry	1,037	1,524	1,820	1,920	1,310	1,166	1,563	2,618	1,936	1,480	1,175
	Plastics	3,730	4,434	5,396	5,541	6,341	6,235	5,631	8,677	10,205	9,879	13,086
	(Housing & Eco Materials)* ²	285	421	260	157	—	—	—	—	—	—	—
	Others	158	146	142	129	136	135	130	127	131	137	136
	Total	10,774	11,371	12,616	5,962	14,031	13,229	14,973	20,052	20,314	21,190	25,824
	Overseas sales ratio (%)	51	53	53	53	54	53	53	59	60	55	55
	Overseas operating profit ratio (%)	46	45	46	—	54	54	54	60	67	59	62
	Number of employees on a consolidated basis (people)	3,454	3,509	3,827	4,098	4,184	4,282	4,203	4,207	4,316	4,631	4,677
Management Indicators	Operating profit ratio (%)	1.9	2.0	2.2	1.0	2.2	2.2	2.6	2.9	2.8	2.8	3.1
	Net D/E ratio (times)* ³	0.43	0.37	0.30	0.28	0.19	0.16	0.06	0.17	0.16	0.06	0.07
	Equity ratio (%)	39.1	41.3	43.0	40.1	44.5	45.2	49.2	45.0	47.2	46.8	47.1
	ROE (%)* ⁴	7.1	7.5	7.1	4.7	8.5	7.4	8.6	12.8	11.0	10.5	9.7
	ROA (%) * ⁵	2.7	3.0	3.0	1.9	3.6	3.3	4.1	6.0	5.1	5.0	4.6
	Share price at the end of the fiscal year (yen)	1,198	1,116	1,357	1,616	1,505	1,180	1,658	2,063	2,687	3,175	3,170
	Total market value (including treasury shares) (billion yen)* ⁶	76.0	70.8	86.1	102.6	95.5	74.9	105.2	125.4	153.4	177.5	173.4
	P/E ratio (times)* ⁷	8.7	7.3	8.7	14.7	7.1	6.2	7.2	5.5	7.8	8.8	8.7
	P/B ratio (times)* ⁸	0.59	0.55	0.57	0.70	0.56	0.49	0.57	0.67	0.84	0.88	0.83
	Number of shares issued and outstanding at the end of the fiscal year (including treasury shares) (shares)* ⁹	63,499,227	63,499,227	63,499,227	63,499,227	63,499,227	63,499,227	63,499,227	60,799,227	57,114,127	55,914,127	54,714,127
Information per Share	Number of treasury shares at the end of the period (shares)* ¹⁰	801,996	1,402,268	2,002,305	2,402,417	3,002,502	3,302,640	3,302,651	3,682,139	1,284,045	680,789	330,404
	EPS (yen)	137.20	151.91	156.25	109.92	211.36	188.82	229.13	374.23	343.31	362.17	363.90
	BPS (yen)	2,036.31	2,029.70	2,378.31	2,314.42	2,693.92	2,424.13	2,887.29	3,062.46	3,214.42	3,624.01	3,827.53
	Annual dividend (yen)	33	36	40	40	48	53	63	110	115	120	125
	Dividend payout ratio (%)	24.1	23.7	25.6	36.4	22.7	28.1	27.5	29.4	33.5	33.1	34.4
	Total return ratio (%)* ¹¹	31.1	31.1	34.8	46.5	30.0	31.9	27.6	62.2	47.1	44.7	55.0

Notes: 1. From FY2018, the Partial Amendments to Accounting Standard for Tax Effect Accounting was applied. This has been applied retroactively to the figures for FY2017.

2. We have applied the Accounting Standard for Revenue Recognition (ASBJ Statement No. 29), etc., from FY2021.

*1 From FY2016, the business of designing, manufacturing, installation, and sales of cranes, which was part of the Others segment, has been included in the Information & Electronics segment. The performance figures for FY2015 are based on the revised categories.

*2 In FY2019, the Housing & Eco Materials segment was integrated into the Chemicals segment. The performance figures for FY2018 are based on the revised categories.

*3 Net D/E ratio = (Interest-bearing debt – Cash and deposits) ÷ Equity capital

*4 ROE (%) = (Net profit ÷ Average equity capital at the beginning and end of the FY) × 100

*5 ROA (%) = (Net profit ÷ Average total assets at the beginning and end of the FY) × 100

*6 Total market value (including treasury shares) = Share price at the end of the FY × Number of shares issued and outstanding at the end of the FY (including treasury shares)

*7 P/E ratio is calculated by dividing share price at the end of the FY (TSE closing price) by net profit per share.

*8 P/B ratio is calculated by dividing share price at the end of the FY (TSE closing price) by net assets per share.

*9 Cancellation of treasury shares: 1,660,000 shares in FY2014, 2,700,000 shares in FY2021, 3,685,100 shares in FY2022, and 1,200,000 shares in both FY2023 and FY2024. Additionally, we retired 1,000,000 shares on July 31, 2025, bringing the total number of issued shares to 53,714,127 as of July 31, 2025.

*10 The number of treasury shares at the end of the FY includes shares owned by the BBT introduced in FY2018 and consolidated subsidiaries in addition to shares owned by Inabata.

*11 Total return ratio has become the shareholder return index from FY2014. Total return ratio = [(Dividend + Treasury shares acquired) ÷ Consolidated net profit] × 100

Consolidated Balance Sheet

(Millions of yen)		
	FY2023 (March 31, 2024)	FY2024 (March 31, 2025)
Assets		
Current assets		
Cash and deposits	51,310	59,839
Notes receivable–trade	7,792	7,506
Electronically recorded monetary claims–operating	23,406	22,184
Accounts receivable–trade	175,264	173,813
Merchandise and finished goods	78,286	79,782
Work in process	1,938	1,517
Raw materials and supplies	4,843	5,431
Others	11,639	10,356
Allowance for doubtful accounts	(475)	(454)
Total current assets	354,006	359,977
Non-current assets		
Property, plant and equipment		
Buildings and structures	18,439	18,658
Accumulated depreciation	(12,417)	(12,951)
Buildings and structures, net	6,022	5,707
Machinery, equipment and vehicles	22,887	24,277
Accumulated depreciation	(17,847)	(19,342)
Machinery, equipment and vehicles, net	5,040	4,935
Land	4,134	3,985
Construction in progress	291	1,991
Others	8,666	8,390
Accumulated depreciation	(5,529)	(5,297)
Other, net	3,136	3,093
Total property, plant and equipment	18,625	19,713
Intangible assets	3,855	9,325
Investments and other assets		
Investment securities	34,872	36,230
Long-term loans receivable	2,262	2,314
Retirement benefit asset	9,346	10,502
Deferred tax assets	1,313	1,442
Others	9,169	8,626
Allowance for doubtful accounts	(6,131)	(6,161)
Total investments and other assets	50,833	52,955
Total non-current assets	73,314	81,994
Total assets	427,320	441,972

(Millions of yen)		
	FY2023 (March 31, 2024)	FY2024 (March 31, 2025)
Liabilities		
Current liabilities		
Notes and accounts payable–trade	127,702	121,191
Short-term borrowings	42,946	28,338
Income taxes payable	2,498	3,374
Accrued expenses	1,911	1,830
Provision for bonuses	1,863	1,997
Others	12,315	11,735
Total current liabilities	189,238	168,469
Non-current liabilities		
Bonds payable	7,500	25,000
Long-term loans borrowings	12,389	20,294
Deferred tax liabilities	5,952	6,380
Provision for retirement benefits for directors (and other officers)	42	33
Provision for share-based remuneration for directors (and other officers)	262	262
Retirement benefit liability	2,343	2,134
Others	2,836	2,841
Total non-current liabilities	31,327	56,947
Total liabilities	220,565	225,416
Net assets		
Shareholders’ equity		
Share capital	9,364	9,364
Capital surplus	7,177	7,230
Retained earnings	144,689	153,617
Treasury shares	(904)	(785)
Total shareholders’ equity	160,327	169,427
Accumulated other comprehensive income		
Valuation difference on available-for-sale securities	10,289	9,417
Deferred gains or losses on hedges	595	310
Foreign currency translation adjustment	28,541	28,148
Remeasurements of defined benefit plans	412	850
Total accumulated other comprehensive income	39,838	38,727
Non-controlling interests	6,588	8,400
Total net assets	206,754	216,555
Total liabilities and net assets	427,320	441,972

Consolidated Statement of Income

(Millions of yen)		
	FY2023 (April 1, 2023–March 31, 2024)	FY2024 (April 1, 2024–March 31, 2025)
Net sales	766,022	837,838
Cost of sales	696,734	758,915
Gross profit	69,288	78,923
Selling, general and administrative expenses	48,097	53,098
Operating profit	21,190	25,824
Non-operating income		
Interest income	425	855
Dividend income	1,073	1,051
Share of profit of entities accounted for using equity method	311	313
Miscellaneous income	1,232	1,117
Total non-operating income	3,042	3,339
Non-operating expenses		
Interest expenses	1,873	1,485
Foreign exchange losses	204	811
Provision of allowance for doubtful accounts	101	96
Miscellaneous losses	660	636
Total non-operating expenses	2,839	3,029
Ordinary profit	21,393	26,134
Extraordinary income		
Gain on sale of non-current assets	285	512
Gain on sale of investment securities	3,765	3,615
Gain on bargain purchase	3,419	—
Total extraordinary income	7,470	4,127
Extraordinary losses		
Loss on retirement of non-current assets	543	170
Loss on valuation of investmt securities	69	646
Loss on step acquisitions	225	—
Contribution for joint development cost	—	325
Total extraordinary losses	838	1,142
Profit before income taxes	28,025	29,119
Income taxes – current	6,883	7,558
Income taxes – deferred	450	615
Total income taxes	7,333	8,173
Profit	20,692	20,945
Profit attributable to non-controlling interests	691	1,111
Profit attributable to owners of parent	20,000	19,833

Consolidated Statement of Comprehensive Income

(Millions of yen)		
	FY2023 (April 1, 2023–March 31, 2024)	FY2024 (April 1, 2024–March 31, 2025)
Profit	20,692	20,945
Other comprehensive income		
Valuation difference on available-for-sale securities	(2,164)	(941)
Deferred gains or losses on hedges	195	(301)
Foreign currency translation adjustment	11,313	(519)
Remeasurements of defined benefit plans, net of tax	(103)	438
Share of other comprehensive income of entities accounted for using equity method	88	134
Total other comprehensive income	9,329	(1,189)
Comprehensive income	30,021	19,756
Comprehensive income attributable to		
Comprehensive income attributable to owners of parent	28,924	18,722
Comprehensive income attributable to non-controlling interests	1,097	1,033

Consolidated Statement of Changes in Equity

(Millions of yen)							
	Shareholders' equity						
	Share capital	Capital surplus	Retained earnings	Treasury shares	Total shareholders' equity		
Balance at beginning of period	9,364	6,718	134,684	(2,220)	148,546		
Changes during period							
Dividends of surplus			(6,658)		(6,658)		
Profit attributable to owners of parent			20,000		20,000		
Purchase of treasury shares				(2,230)	(2,230)		
Cancellation of treasury shares			(3,337)	3,337	—		
Disposal of treasury shares		584		304	889		
Treasury stock transfer of stock ownership trust					—		
Purchase of shares of consolidated subsidiaries		(124)			(124)		
Change in scope of consolidation				(283)	(283)		
Change in scope of equity method				188	188		
Net changes in items other than shareholders' equity							
Total changes during period	—	459	10,005	1,315	11,780		
Balance at end of period	9,364	7,177	144,689	(904)	160,327		
Accumulated other comprehensive income							
	Valuation difference on available-for-sale securities	Deferred gains or losses on hedges	Foreign currency translation adjustment	Remeasurements of defined benefit plans	Total accumulated other comprehensive income	Non-controlling interests	Total net assets
Balance at beginning of period	12,805	395	17,187	526	30,914	2,046	181,507
Changes during period							
Dividends of surplus							(6,658)
Profit attributable to owners of parent							20,000
Purchase of treasury shares							(2,230)
Cancellation of treasury shares							—
Disposal of treasury shares							889
Treasury stock transfer of stock ownership trust							—
Purchase of shares of consolidated subsidiaries							(124)
Change in scope of consolidation							(283)
Change in scope of equity method							188
Net changes in items other than shareholders' equity	(2,515)	200	11,354	(114)	8,924	4,542	13,467
Total changes during period	(2,515)	200	11,354	(114)	8,924	4,542	25,247
Balance at end of period	10,289	595	28,541	412	39,838	6,588	206,754

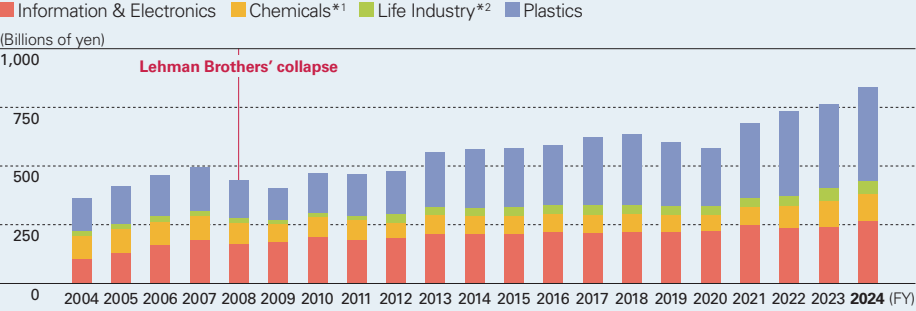
FY2024 (April 1, 2024–March 31, 2025)

(Millions of yen)							
	Shareholders' equity						
	Share capital	Capital surplus	Retained earnings	Treasury shares	Total shareholders' equity		
Balance at beginning of period	9,364	7,177	144,689	(904)	160,327		
Changes during period							
Dividends of surplus			(6,876)		(6,876)		
Profit attributable to owners of parent			19,833		19,833		
Purchase of treasury shares				(4,079)	(4,079)		
Cancellation of treasury shares			(2)	4,031	—		
Disposal of treasury shares		655		142	797		
Treasury stock transfer of stock ownership trust				25	25		
Purchase of shares of consolidated subsidiaries		(600)			(600)		
Change in scope of consolidation					—		
Change in scope of equity method					—		
Net changes in items other than shareholders' equity							
Total changes during period	—	52	8,928	119	9,100		
Balance at end of period	9,364	7,230	153,617	(785)	169,427		
Accumulated other comprehensive income							
	Valuation difference on available-for-sale securities	Deferred gains or losses on hedges	Foreign currency translation adjustment	Remeasurements of defined benefit plans	Total accumulated other comprehensive income	Non-controlling interests	Total net assets
Balance at beginning of period	10,289	595	28,541	412	39,838	6,588	206,754
Changes during period							
Dividends of surplus							(6,876)
Profit attributable to owners of parent							19,833
Purchase of treasury shares							(4,079)
Cancellation of treasury shares							—
Disposal of treasury shares							797
Treasury stock transfer of stock ownership trust							25
Purchase of shares of consolidated subsidiaries							(600)
Change in scope of consolidation							—
Change in scope of equity method							—
Net changes in items other than shareholders' equity	(871)	(284)	(393)	438	(1,111)	1,811	699
Total changes during period	(871)	(284)	(393)	438	(1,111)	1,811	9,800
Balance at end of period	9,417	310	28,148	850	38,727	8,400	216,555

Consolidated Statement of Cash Flows

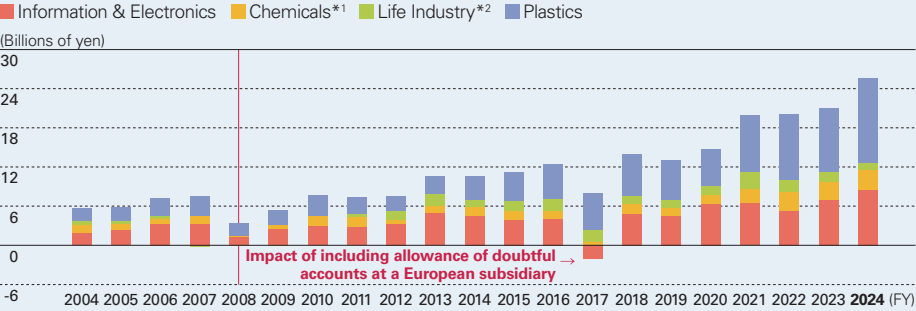
	(Millions of yen)	
	FY2023 (April 1, 2023–March 31, 2024)	FY2024 (April 1, 2024–March 31, 2025)
Cash flows from operating activities		
Profit before income taxes	28,025	29,119
Depreciation	3,743	4,219
Amortization of goodwill	1	244
Increase (decrease) in allowance for doubtful accounts	(139)	46
Increase (decrease) in retirement benefit liability	278	105
Decrease (increase) in retirement benefit asset	(1,197)	(804)
Interest and dividend income	(1,498)	(1,907)
Interest expenses	1,873	1,485
Share of loss (profit) of entities accounted for using equity method	(311)	(313)
Gain on sale of non-current assets	(285)	(512)
Loss on retirement of non-current assets	42	170
Loss (gain) on valuation of investment securities	69	646
Loss (gain) on sale of investment securities	(3,765)	(3,615)
Gain on bargain purchase	(3,419)	—
Loss (gain) on step acquisitions	225	—
Decrease (increase) in trade receivables	(3,861)	3,095
Decrease (increase) in inventories	13,608	(93)
Decrease (increase) in other current assets	331	1,879
Decrease (increase) in other non-current assets	8	258
Increase (decrease) in trade payables	4,184	(6,552)
Increase (decrease) in other current liabilities	1,374	(670)
Other, net	(279)	(44)
Subtotal	39,009	26,758
Interest and dividends received	1,611	2,022
Interest paid	(1,886)	(1,479)
Income taxes paid	(8,546)	(7,398)
Net cash provided by (used in) operating activities	30,187	19,903
Cash flows from investing activities		
Payments into time deposits	(4,829)	(4,565)
Proceeds from withdrawal of time deposits	6,909	4,955
Purchase of property, plant and equipment	(2,595)	(3,782)
Proceeds from sale of property, plant and equipment	301	759
Purchase of intangible assets	(1,864)	(2,372)
Purchase of investment securities	(2,808)	(2,349)
Proceeds from sale of investment securities	4,213	4,024
Purchase of shares of subsidiaries	(548)	(1,434)
Decrease (increase) in short-term loans receivable	50	(187)
Long-term loan advances	(1,052)	(770)
Proceeds from collection of long-term loans receivable	781	671
Purchase of shares of subsidiaries resulting in change in scope of consolidation	(852)	(4,422)
Other, net	(90)	(23)
Net cash provided by (used in) investing activities	(2,386)	(9,498)
Cash flows from financing activities		
Net increase (decrease) in short-term borrowings	(13,978)	(13,058)
Proceeds from long-term borrowings	7,099	8,988
Repayments of long-term borrowings	(2,558)	(2,368)
Proceeds from issuance of bonds	—	17,385
Proceeds from share issuance to non-controlling shareholders	1,000	—
Purchase of treasury shares	(2,245)	(4,149)
Decrease (increase) in money held in trust for acquisition of treasury shares	2,837	—
Proceeds from sale of shares of parent held by subsidiaries	1,453	1,524
Dividends paid	(6,658)	(6,876)
Dividends paid to non-controlling interests	(19)	(100)
Purchase of shares of subsidiaries not resulting in change in scope of consolidation	(124)	(1,300)
Other, net	(786)	(850)
Net cash provided by (used in) financing activities	(13,981)	(805)
Effect of exchange rate change on cash and cash equivalents	2,691	(543)
Net increase (decrease) in cash and cash equivalents	16,511	9,055
Cash and cash equivalents at beginning of period	29,790	46,301
Cash and cash equivalents at end of period	46,301	55,357

Sales by business segment



We have applied the Accounting Standard for Revenue Recognition (ASBJ Statement No. 29), etc., from FY2021.

Operating profit (loss) by business segment



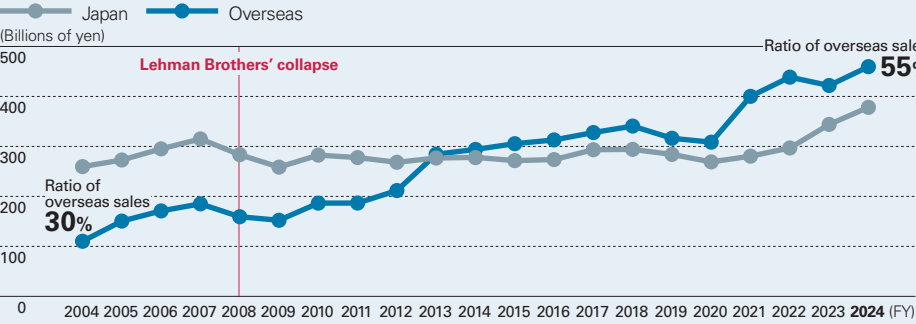
*1 In FY2019, the Housing & Eco Materials segment was integrated into the Chemicals segment.

The performance figures prior to FY2019 are also based on the revised categories.

*2 In FY2012, the Life Industry segment was established by integrating the life sciences-related elements of the Chemicals segment and the Food segment.

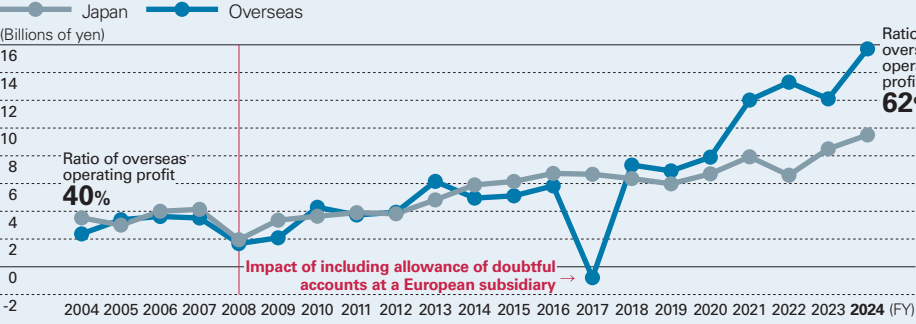
The performance figures for the Food segment prior to FY2012 are presented as the Life Industry segment.

Sales by domestic or overseas market



We have applied the Accounting Standard for Revenue Recognition (ASBJ Statement No. 29), etc., from FY2021.

Operating profit (loss) by domestic or overseas market



The Chemicals segment has a long history and is performing steadily based on its strong foundation of business partners. The Plastics segment has expanded its business since the rapid economic growth in the 1950s, ranging from home appliances to OA and automobiles. The Information & Electronics segment grew significantly along with the rapid growth of the LCD market from 2000 onward.

The Life Industry segment has been operating in the fields of food and advanced medicine in recent years and is expected to grow in the future.

Inabata established its first postwar overseas subsidiary in 1976 and has been rapidly intensifying its global business in alignment with production transfer by Japanese companies to locations outside Japan. Over the 48 years since, its overseas business has expanded, and the proportion of overseas sales has grown from 30% in FY2004 to 55% in FY2024.

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

Consolidated subsidiaries

● Trading company ▲ Manufacturing & processing base

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

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

Equity-method affiliates

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

Other affiliates

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

Corporate Information (As of July 1, 2025)

Company name	Inabata & Co., Ltd.
Founded	October 1, 1890
Incorporated	June 10, 1918
Paid-in capital	9,364 million yen
Domestic offices	Osaka Head Office, Tokyo Head Office, Nagoya Office, Iwate Office, Shiojiri Office, Shizuoka Office, Hamamatsu Office, Kyushu Office (Kirishima)
Overseas offices	Approximately 70 locations in 19 countries including Singapore, Bangkok, Jakarta, Shanghai, Hong Kong, Taipei, Los Angeles, New York, and Dusseldorf
Number of employees	Non-consolidated: 780 (including employees seconded to Group companies) Consolidated: 4,677 (As of March 31, 2025)
Independent auditors	KPMG AZSA LLC
Securities code	Tokyo Stock Exchange Prime Market 8098

Website
www.inabata.co.jp/english/

Investor Relations

We are proactive in holding dialogue with shareholders and investors, as we believe it contributes to our sustainable growth and improves corporate value in the medium and long term.

- (1) IR system
- The president serves as the responsible person, and the director in charge of IR has also been appointed. Dialogue with shareholders and investors is conducted by the president, the director in charge of IR, and the IR Department.
 - In cooperation with related sections within the Company, the IR Department collects and analyzes various management information. The information is communicated internally and externally, timely and appropriately.
- (2) IR activities
- Inabata handles meetings with investors positively and reasonably. We also respond to requests for independent directors within a reasonable scope.
 - Inabata holds a briefing on financial results twice a year to explain the progress of the medium-term management plan and provide an overview of financial results.
 - Inabata sets occasions for dialogue with individual shareholders and investors through participation in IR events, etc.
 - Inabata actively works to provide information through its website, integrated report, shareholder news, and notices of General Meeting of Shareholders.
- (3) Feedback
- The director in charge of IR presents a report to the Board of Directors regarding shareholder opinions and concerns obtained through dialogue with shareholders.

IR activities in FY2024	
Activity	Implemented
Financial results briefings	2 times
Individual meetings with institutional investors, analysts, etc. (including overseas)	66 times
Briefings for individual investors (participation in IR fair)	1 time



External Evaluation

- Inclusion in indices (As of August 2025)
- JPX-Nikkei Index 400



Note: For ESG-related index inclusion, please refer to page 120.

Other awards

We were selected for the AAA Website rating in the 2024 All Japanese Listed Companies' Website Ranking announced by Nikko Investor Relations Co., Ltd. We also received the Excellence Award in the Daiwa Internet IR Awards 2024 published by Daiwa Investor Relations Co., Ltd. In addition, we were recognized with the Best Company Award (Silver Award) in the Gomez IR Site Ranking 2024 and the Excellent Company Award in the Gomez ESG Site Ranking 2024, both announced by BroadBand Security, Inc.

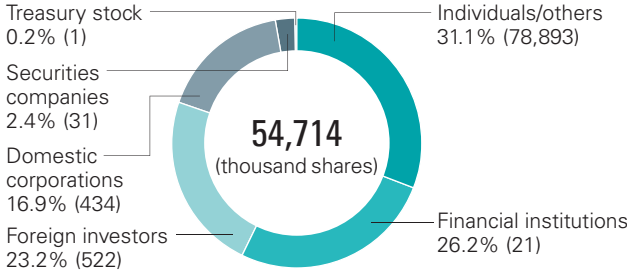


Stock Information (As of March 31, 2025)

Stock information

Total number of authorized shares 200,000,000
Number of shares issued and outstanding 54,714,127
Number of shareholders 79,902
We retired 1,000,000 shares on July 31, 2025, bringing the total number of issued shares to 53,714,127 as of July 31, 2025.

Status of stock allocation by owners

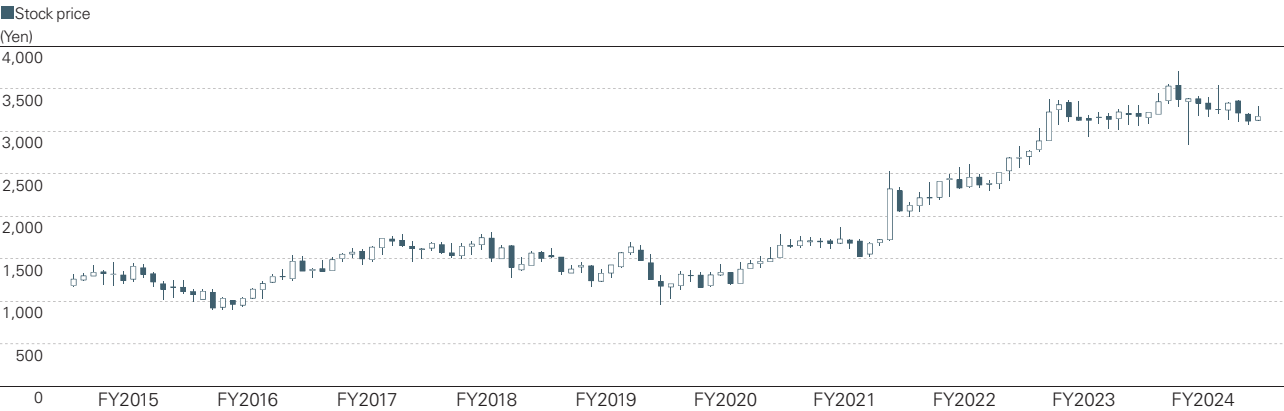


Principal shareholders (top 10)

Name of shareholder	Number of shares held (in thousands)	Shareholding ratio (%)
The Master Trust Bank of Japan, Ltd. (trust account)	8,172	14.96
Sumitomo Chemical Co., Ltd.	5,591	10.23
Custody Bank of Japan, Ltd. (trust account)	3,220	5.89
THE BANK OF NEW YORK, TREATY JASDEC ACCOUNT	819	1.50
Mizuho Bank, Ltd.	744	1.36
STATE STREET BANK AND TRUST COMPANY 505001	708	1.30
Inabata Employee Shareholding Association	663	1.21
JP MORGAN CHASE BANK 385781	628	1.15
RE FUND 107-CLIENT AC	619	1.13
Sumitomo Life Insurance Company	611	1.12

Note: Inabata & Co., Ltd. owns 75,904 shares of treasury stock, which are not included in the shareholding ratio calculation. However, 254,500 shares of Inabata & Co., Ltd. held by Custody Bank of Japan, Ltd. (trust account E) as trust assets under the Board Benefit Trust (BBT) system are excluded from the treasury shares and, therefore, included in the shareholding ratio calculation.

Stock price



Rating agency (Announced on August 21, 2025)

Credit rating	Issuer rating
Rating and Investment Information, Inc. (R&I)	A (stable)