Establishing a unique presence in anticipated growth areas while nurturing the strengths of each business segment

Business segments

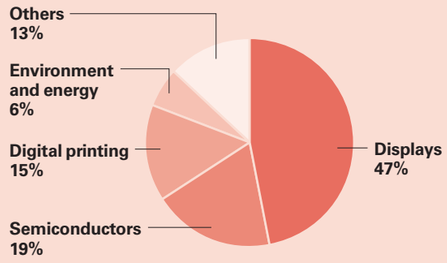
Composition of products and materials
(Based on simple sums of net sales)

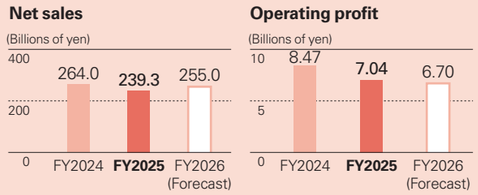
Segment performance overview for FY2025
(The forecast for FY2026 is as of August 2026.)

Information & Electronics

Segment assets ¥115.7 billion

Number of manufacturing and processing subsidiaries 1



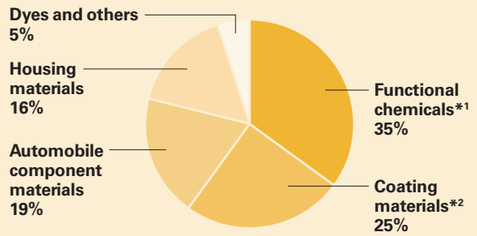


- In the FPD-related business, sales for small- and medium-sized panels, in-vehicle electronics, and OLEDs remained solid, while sales for large-sized panels declined.
- The demand for encapsulants for LEDs used in outdoor displays was firm.
- For inkjet-related products, sales for home and office use decreased while sales of industrial products grew.
- For copier-related products, the acquisition of new products led to a rise in the sales of related materials.
- For products related to solar power generation, sales of related materials decreased.
- For products related to lithium-ion batteries, sales of related materials decreased slightly worldwide.
- For photomask-related products, sales for related materials increased.
- Sales of semiconductor-related products decreased significantly due to the absence of the large-scale equipment sales recorded in the previous fiscal year. Meanwhile, sales of materials for advanced semiconductor applications increased significantly.

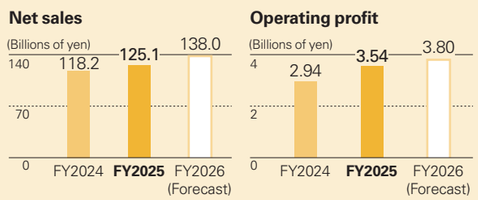
Chemicals

Segment assets ¥69.3 billion

Number of manufacturing and processing subsidiaries 2



*1 Functional chemicals (resin materials and additives, chemicals for papermaking)
*2 Coating materials (paints, inks, and adhesives)

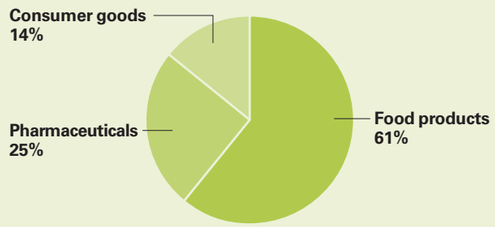


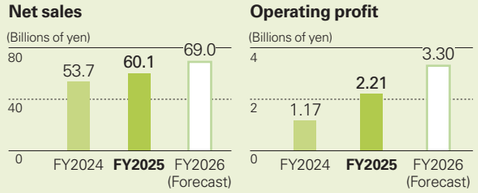
- In resin raw materials and additives, sales of urethane materials and other products increased, but sales of resin raw materials for the U.S. market declined, resulting in an overall decrease in sales.
- Sales of materials for automotive components generally remained flat, but sales of thermal interface materials grew, resulting in increased sales.
- Sales increased in the paint, ink, and adhesive fields due to the acquisition of new business rights.
- Sales of chemicals for papermaking declined, with sales to the U.S. decreasing significantly due in part to higher tariff rates.
- In housing materials, sales increased due to expanded efforts targeting homebuilders and building materials manufacturers, despite a decline in new housing starts.

Life Industry

Segment assets ¥35.1 billion

Number of manufacturing and processing subsidiaries 4





- In life sciences-related products, sales of raw materials for pharmaceuticals and daily goods were robust, leading to an overall increase in sales.
- For food-related products, sales of agricultural products increased, reflecting solid sales of frozen vegetables and fruits as well as the addition of tea product sales following the new consolidation of Satoen Co., Ltd.

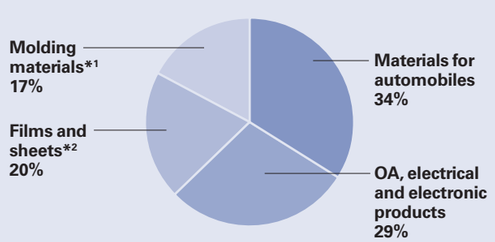
  For marine products, sales to conveyor-belt sushi restaurants and mass retailers in Japan remained strong, as did e-commerce sales of processed eel products.

  In the U.S. market, despite somewhat sluggish sales of processed marine products, overall sales increased due to expanded sales of dessert products and other factors.

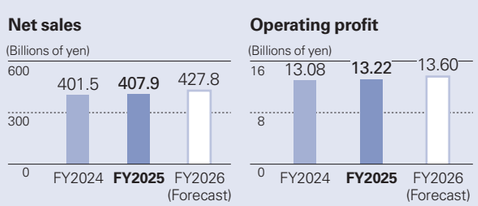
Plastics

Segment assets ¥217.4 billion

Number of manufacturing and processing subsidiaries 19



*1 Film sheets (polyolefin raw materials, films, sporting goods, sheet-related products, etc.)
*2 Molding materials (construction and civil engineering materials, daily goods, etc.)



- Sales of commodity plastics increased due to expanded sales of imported products.
- Sales of high-performance resins decreased, reflecting a reactionary decline in sales for OA applications following strong sales in the previous fiscal year.
- Global sales of automotive-related products increased slightly.
- For the compound business, sales were generally firm.
- Sales of polyolefin raw materials declined overall, as a significant decrease in exports outweighed solid domestic sales.
- Sales of film-related products (flexible packaging) were on par with the previous year.
- Sales of sporting goods increased significantly, driven by strong sales in both Japan and overseas, particularly of grip tape.
- Sales of sheet-related products increased as sales of imported raw materials expanded and new customers were acquired.
- The recycled materials business continues to expand steadily.

As of March 31, 2026

Information & Electronics

With FPD components, materials for digital printing, materials for semiconductors, and other products as our profit-generating pillars, we are also focusing on expanding into growth areas such as semiconductor-related equipment, automotive, and renewable energy.



Tsuyoshi Maruta
Managing Executive Officer

Annual review in light of NC2026

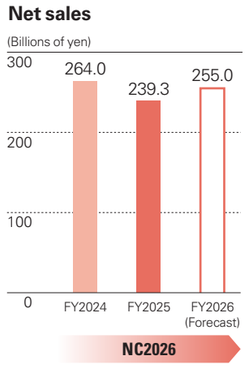
Laying the groundwork for growth over the next two to three years amid challenging market conditions

FY2025 was marked by a challenging business environment, reflecting continued weakness in the FPD-related business, compounded by declining demand for EV batteries and renewable energy-related materials.

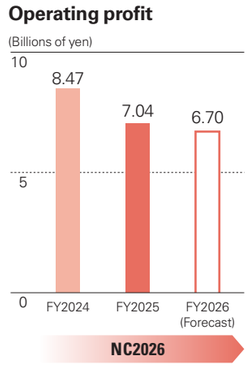
Progress under the medium-term management plan has also fallen short of expectations. At the same time, however, the semiconductor business has begun to show signs of medium-term growth, supported by the robust AI-related market, while the industrial inkjet business is steadily demonstrating the effectiveness of its profit-generating business model. Going forward, we will develop semiconductor-related materials and equipment into our next growth pillar and expand our environment and energy business in emerging markets such as India and North America.

Although a full recovery across the segment will take time, we will steadily build the foundations for earnings growth over the next two to three years.

Net sales



Operating profit



Business environment (opportunities/risks) and strengths



Displays



Digital printing



Semiconductor and electronics



Environment and energy

Business environment (■ Opportunities ◆ Risks)

Displays	Digital printing	Semiconductor and electronics	Environment and energy
■◆Overconcentration in the Chinese market	■Expansion of the industrial inkjet market	■Expansion of the AI semiconductor market	■Increase in global interest in climate change response
■Expansion of display parts for automobiles	◆Advancement of paperless environments	◆Intensifying global competition	◆Addressing variations in related laws and regulations in different countries and regions
◆Addressing intensifying competition and changes in trends			

Strengths

●Collaboration with major Japanese materials manufacturers	●Top-level information network in each industry as a trading company	●Specialized skills in mask blanks, which is one of our key products	●A wide array of renewable energy materials
	●A global network to maintain closeness with clients and the capability of providing processing and distribution services		

NC2026 segment growth strategy

Core	●Expand the electronic device-related business into adjacent markets and grow related businesses ●Improve profitability of consumer inkjet-related business
Growth	●Accelerate expansion in the environment and energy field ●Reinforce semiconductor and electronics components business (including equipment business) ●Expand the industrial inkjet-related business
Next	●Initiatives for environmentally friendly materials (bio-dyes, hydrogen and fuel cell materials, etc.) ●Initiatives for DX-related products

Accelerate growth

Investments, etc.	●Environment and energy field ●Semiconductor-related

Identifying growth areas in the rapidly evolving semiconductor market and cultivating them into our next earnings pillar

Under NC2026, we have identified the semiconductor business as a key growth area that will drive the future of this segment. We have continued to prioritize investments in this area, and during FY2026 we began supplying high-density substrate packaging materials used for connecting to advanced semiconductors, including graphics processing units (GPUs), amid the rapid expansion of data center demand in Japan and overseas driven by the widespread adoption of generative AI. We are also expanding global sales of chemical additives and related materials for semiconductor front-end processing chemicals, responding to customers' increasingly stringent quality requirements and growing demand for a stable supply. By helping customers select the optimal products for their applications and manufacturing processes, while providing flexible supply capabilities, we have delivered value tailored to customer needs and expanded the scope of our solutions. In addition, we are pursuing a wide range of opportunities involving semiconductor encapsulation resins and their raw materials, as well as products related to the growing semiconductor memory market. We are also accelerating commercialization and earnings generation by strengthening our information-gathering capabilities through the expansion of our equipment business and enhancing our organizational capabilities.

We also view the Indian market as an important growth driver. While our current business is centered on Japan and East Asia, we expect India to develop into a major global semiconductor market over the medium to long term. Accordingly, we are building supply chains and expanding our customer base in India, focusing on equipment and materials used in both front-end and back-end semiconductor manufacturing processes. Although these initiatives will take time to contribute to earnings, we see solid growth potential in areas supported by the increasing importance of semiconductors as critical social infrastructure, the trend toward greater in-house production, and expanding demand for AI semiconductors. We will focus our business on solving customers' challenges in these areas and accelerate our growth.

Focus on areas where we can leverage our strengths and build a stable business over the medium to long term

In the industrial inkjet market, demand for small-lot production is expanding, driven by increasingly diverse consumer needs and growing demand for short-run changes to packaging specifications. We are capturing demand for flexible packaging applications, including food packaging and labels, while shifting our primary focus away from the highly competitive textile market. The market is growing at an annual rate of 5–10% and still offers significant growth potential. Although the business is currently modest in scale, we will develop new customers for each application and steadily build our project pipeline. Once adopted, these products are typically used over the long term, providing a stable source of earnings. Building on this strength, we will pursue sustainable growth in the promising European market by assigning dedicated personnel and strengthening our sales organization.

In the environment and energy field, demand for secondary battery-related products has fallen short of expectations amid the slowdown in the EV market. Meanwhile, demand for storage batteries for solar power generation is rising rapidly, driven by increasing electricity demand associated with the widespread adoption of AI. As the industry undergoes a temporary shift from EVs to storage batteries, we are expanding our product offerings for the storage battery market and will continue to pursue EV-related business over the medium term, focusing on selected market segments. In our renewable energy business, biomass power plants in Fukuyama, Hiroshima Prefecture, and Yahaba, Iwate Prefecture, to which we supply wood-chip fuel made from unused thinned timber and other biomass feedstock, commenced commercial operation. Overseas, we will focus on expanding our business in markets where we see strong growth potential, including India and North America, where demand for solar power generation is high.

Chemicals

With firm roots in our founding business of dyes, we deal in chemicals that serve as a platform for all kinds of industries. In 2019, we integrated the Chemicals Division and the Housing & Eco Materials Division, which was dealing with materials that are close to final products, to provide optimum products and services to the entire value chain.



Yutaka Takahashi
Director, Managing Executive Officer

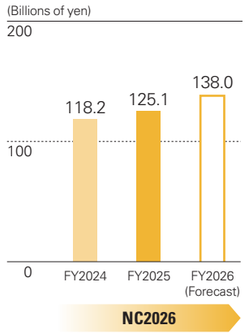
Annual review in light of NC2026

Sharpening our highly specialized knowledge and agility to drive growth in an uncertain world

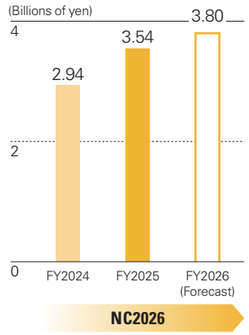
Although net sales fell just short of the second-year target under the NC2026 medium-term management plan in FY2025, operating profit increased significantly, allowing us to achieve our annual target and make solid progress in terms of earnings. Despite a challenging business environment marked by the slowdown in the Chinese market and weaker EV demand, we steadily built new business, particularly in Japan and across our Group companies, through the acquisition of new business rights and closer collaboration with Group companies.

In FY2026, the final year of NC2026, we will continue to view geopolitical risks and changes in the market environment as opportunities. We will pursue sustainable growth and achieve our targets by strengthening our global capabilities in identifying new products and ensuring a stable supply.

Net sales



Operating profit



Business environment (opportunities/risks) and strengths



Functional chemicals



Coating materials



Automobile component materials



Housing materials

Business environment (■ Opportunities ◆ Risks)

- ■Increase in need for materials and new formulations in light of environmental regulations
- ◆Unstable supply of materials and price fluctuations
- ■Increase in demand centered on developing countries
- ◆Response to global industrial restructuring
- ■Sales demand from foreign makers
- ■Expansion in demand for new materials along with the structural revolution of automobiles
- ◆Industry-specific quality control standards and responsibility of supply
- ■Need for construction and distribution innovations in light of labor shortage
- ◆Sluggishness of the domestic market
- ■Enhancing awareness of the circular economy
- ■◆Shift from domestic markets to overseas markets

Strengths

- ●Knowledge of chemicals and a client base nurtured over 130 years
- ●Competence in organizing a global supply chain suitable for our clients
- ●A wide range of products and materials spreading from upstream to downstream
- ●Local handling through overseas manufacturing and processing bases of the Group
- ●Chemical product sourcing and highly specialized knowledge

NC2026 segment growth strategy

Core	• Expand sales of resin materials and additives, coating materials, and housing materials • Achieve synergies with Maruishi Chemical Trading Co., Ltd. (coating materials, paints, etc.)
Growth	• Expand business in materials in the EV field (batteries, motors, display materials) • Bolster overseas development (expand sales of various products using global logistics functions)
Next	• Take on initiatives for biodegradable and recycled materials • Capture new themes by enhancing planning and development capabilities

Accelerate growth

Investments, etc.	• EV field • Functional chemicals, coating materials • Enhance logistics and processing functions

Turning changes in the external environment into new business opportunities

The business environment is changing at a rapid pace, driven by global industry consolidation, intensifying price competition, the slowdown in the Chinese market, and geopolitical developments. Adapting quickly to these changes is essential. One of the most notable trends is the evolving needs of the global chemical suppliers that form the backbone of our supply network. Increasingly, they are looking for partners that can help them develop new overseas markets and sales channels, secure alternative sources of raw materials, or both. Responding to these needs is precisely where Inabata adds value. Leveraging our global network and highly specialized knowledge, we are placing greater emphasis than ever on strengthening the long-standing relationships we have built with our key suppliers.

At the same time, we are broadening our supplier base by sourcing products from Chinese companies while accelerating our expansion in India, enabling us to diversify our supply chains and create new business opportunities. In India, in particular, we have strengthened our market intelligence by deploying personnel locally, supporting the supply of chemicals to Japanese companies and identifying procurement sources beyond those available from Chinese suppliers, thereby establishing a strong foundation for future growth. In the mobility sector, despite the sharp slowdown in the global EV market, we are expanding into new fields, including motor-related materials, in China, the one major EV market that continues to grow. Through these initiatives, we will quickly turn changes in the external environment into new business opportunities, leveraging Inabata's distinctive strengths in research capabilities, highly specialized knowledge, and agility.

Strengthening collaboration with Group companies worldwide and enhancing our sourcing and development capabilities

To strengthen our ability to respond to changes in the external environment, we are also deepening collaboration with Group companies worldwide. In Japan, Inabata Fine Tech & Co., Ltd. and Maruishi Chemical Trading Co., Ltd. operate in business areas that overlap with those of this segment. Although we have traditionally differentiated our roles by, for example, assigning different sales territories, we are now working more closely across the Group to strengthen our proposal capabilities and expand our commercial rights. Overseas, Shanghai Inabata Fine Chemical Co., Ltd. has expanded beyond its traditional coating materials processing business while also working to reduce production and processing costs. In Thailand, Hi-Tech Rubber Products Co., Ltd., which manufactures rubber components for automotive wiring harnesses, is planning to increase production capacity through the construction of a new plant. In Indonesia, we invested in a company that manufactures raw materials for refractory bricks. By strengthening these overseas Group companies, we will further enhance Group-wide business synergies.

Internally, we have also consolidated the sourcing and development functions that were previously dispersed across multiple departments. In April 2026, we established the Planning and Development Department in the Chemicals Division dedicated to creating new businesses, marking a significant shift toward a more proactive business creation framework. As these organizational enhancements begin to bear fruit, the practical capabilities of our younger and mid-career employees are steadily improving, and this segment's strengths in chemical product sourcing and highly specialized knowledge are becoming increasingly evident. We will continue to refine these strengths, which we believe will be a key competitive advantage in an increasingly uncertain business environment.

Life Industry

We contribute to creating healthy and comfortable lives for consumers as a provider of pharmaceuticals, consumer goods, and food products. In our food business, we are expanding our vertically integrated model that covers from upstream to downstream, while in our pharmaceutical business, we are focusing on the field of regenerative medicine with an eye to the future.

Yutaka Takahashi
Director, Managing Executive Officer



Annual review in light of NC2026

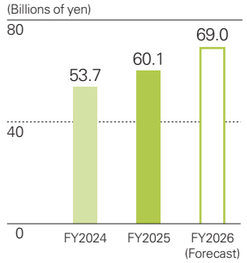
Growth investments in our two core businesses—pharmaceuticals and food—are delivering steady results

Our pharmaceutical ingredient business, a core business of the segment, was significantly affected by inventory adjustments at a major client during the first year of the NC2026 medium-term management plan. In FY2025, the plan's second year, however, the business delivered solid performance, driven by growth in existing operations and the launch of new businesses. We have also accelerated the expansion of our business in key focus areas, including regenerative medicine as well as nucleic acid and biopharmaceuticals, and our growth strategy is progressing steadily.

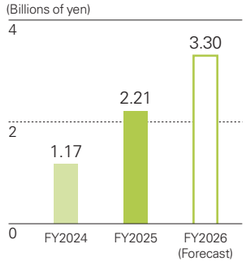
The food business, meanwhile, recorded lower earnings in the first year due to inventory write-downs associated with sluggish sales of processed marine products for the U.S. foodservice market. In the second year, however, profits increased significantly, supported by the normalization of the U.S. market, expanding retail sales of dessert products, and the success of initiatives to enhance our processing functions and expand sales channels in Japan.

We will pursue earnings growth in both businesses through continued growth investment.

Net sales



Operating profit



Business environment (opportunities/risks) and strengths



Pharmaceuticals



Consumer goods



Food products

Business environment (■ Opportunities ◆ Risks)

- ■Expansion of regenerative medicine, nucleic acids, and biopharmaceuticals
- ◆Unstable supply of materials and soaring prices
- ■Diversification of suppliers for raw materials for pharmaceutical products
- ■Transition to natural materials
- ◆Speed of change in market trends
- ■Increasing demand for frozen foods
- ■Boom of Japanese food overseas
- ■Easing of agriculture and fishery regulations in Japan
- ◆Sluggish domestic demand
- ◆Quality risks specific to food products

Strengths

- ●Collaboration with superior suppliers and information network on latest research and development
- ●Processing and distribution services using Group bases in each field
- ●Teams and individuals with expertise
- ●Comprehensive business expertise and profit-generating capabilities spanning the entire value chain

NC2026 segment growth strategy

Core	• Expand sales areas for pharmaceuticals and consumer goods (especially overseas) • Increase sales to conveyor-belt sushi chains by leveraging processing capabilities
Growth	• Boost e-commerce by achieving synergies with Daigo Tsusho Co., Ltd., etc. • Focus on growth areas such as regenerative medicine, nucleic acids, and biopharmaceuticals
Next	• Make use of natural raw materials (cosmetics, agrochemical raw materials, etc.) • Explore business opportunities to reduce CO_2 emissions and sludge by using microorganism formulation

Accelerate growth

Investments, etc.	• Bolster business in upstream and downstream areas in the food and agriculture sectors (especially processing functions) • Explore growth areas such as regenerative medicine

Creating value across the food value chain through stronger synergies

In the food business, we are pursuing profit-oriented growth by leveraging collaboration with our Group companies and developing an integrated business spanning the entire value chain, from upstream to downstream. In the downstream business, where we are strengthening our efforts, PMI at Daigo Tsusho and Satoen Co., Ltd.—both of which joined the Group through acquisitions—has progressed steadily, and the benefits of collaboration are beginning to take shape. We have diversified our sales channels by expanding the B2C sales of our products through Daigo Tsusho's e-commerce infrastructure. We are also expanding our matcha export business by combining Satoen's manufacturing capabilities with Inabata's global network. In the United States, we are also collaborating with our local Group company, DNI Group LLC, to accelerate the development and sales of desserts and Asian foods alongside Japanese food products for the foodservice industry, while expanding our sales channels to mass retailers and hotel chains.

Meanwhile, to strengthen our upstream and midstream businesses, we established a processing plant in Nagano Prefecture in FY2025 for freezing broccoli and other vegetables in response to growing demand for frozen vegetables. This has enabled us to establish an integrated business model encompassing production, processing, and sales, and it has already begun contributing to earnings.

As our B2C business continues to expand, we recognize that rigorous quality management is paramount. With this in mind, we established the Food Quality Assurance Department and are working to further strengthen our credibility as a company that delivers value directly to consumers.

Strengthening our earnings base while making growth investments to achieve sustainable growth

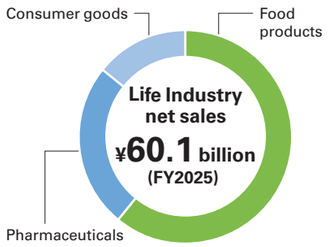
In the pharmaceutical business, we are pursuing a broad range of initiatives with a focus on balancing profitability and growth. To strengthen our earnings base, we have stepped up efforts to secure second-source projects for originator pharmaceutical manufacturers and expand our generic pharmaceuticals business. By increasing personnel and strengthening our network in these areas, where returns can be realized relatively quickly, we have steadily increased order opportunities, creating a solid earnings base.

On the investment front, we continue to build a foundation for future growth, with a particular focus on regenerative medicine. The culture media business of Solallis Bio Inc., in which we have invested, has entered a full-scale growth phase and is now expected to begin contributing to earnings. We have also signed a distributorship agreement with a manufacturer of automated isolation systems for exosomes (the EXODUS Series)—cell-secreted substances used in medical and cosmetic applications—and are expanding sales of its systems alongside culture media. In our induced pluripotent stem (iPS) cell transportation business, which we have cultivated over the years, we have established a high-value-added logistics service for clinical applications in the United States, and orders from Japanese companies continue to grow. We also regard M&A and strategic alliances as key pillars of our growth strategy and continue to invest in advanced medication. During FY2025, we entered into a strategic partnership with Luxna Biotech Co., Ltd., a startup originating from Osaka University, acquiring a license to manufacture and market raw materials for nucleic acid pharmaceuticals while also beginning investments to support the future commercialization of cell-based products.

Feature: Building a foundation for growth in the food business

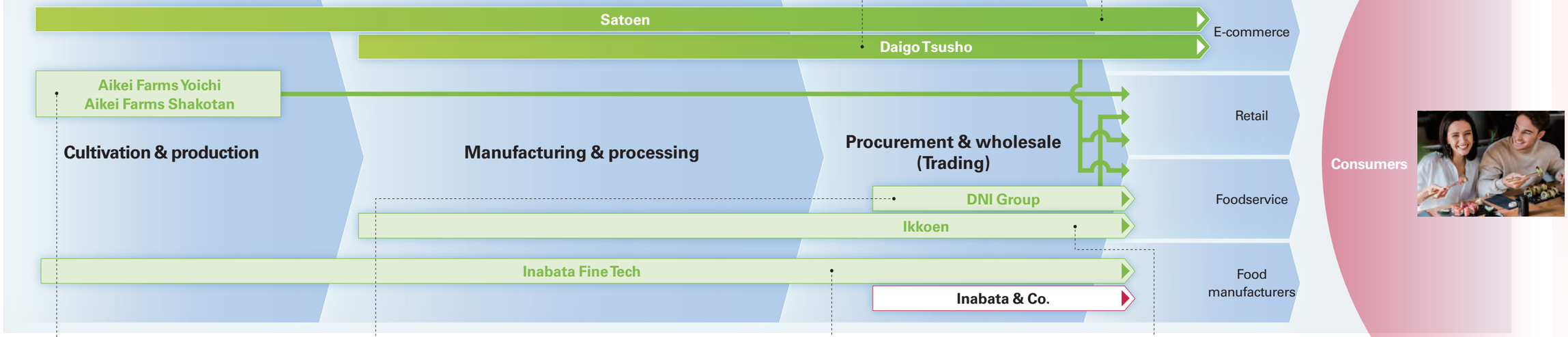
Enhancing earnings through our global network and value chain

We first entered the food business in 1975. Starting with the sale of cornstarch, used as an adhesive for corrugated cardboard, as an ingredient in beer brewing, we have expanded both our product portfolio and business functions in response to changing customer needs and market conditions. Today, we procure and market a wide range of agricultural and marine products through our global network. In recent years, we have further expanded our procurement capabilities by launching our own blueberry cultivation business in Hokkaido and establishing a broccoli processing plant in Nagano Prefecture.



The food business is one of our key growth areas. We create added value and enhance earnings through a vertically integrated business model spanning procurement, manufacturing and processing, and sales of agricultural and marine products. In the food industry, stable procurement alone is not enough. The ability to manage the entire value chain from upstream to downstream has become a key source of competitive advantage. Guided by this approach, we have strengthened our processing functions and retail and e-commerce sales capabilities through M&A. More recently, we brought Daigo Tsusho and Satoen into the Group and are advancing integrated operations across the entire value chain. In April 2026, we also established the Food Quality Assurance Department to further enhance our quality management framework. Going forward, we will continue to strengthen our vertically integrated business model as we pursue sustainable growth.

Food business value chain from upstream to downstream



Daigo Tsusho Co., Ltd.

Type of business: Sale of materials and machinery for food packaging, manufacturing and sale of processed agricultural and marine products, including eel
Joined the Group through an acquisition in 2023
Net sales: 10.0 billion yen
Number of employees: 51
Head office: Shizuoka City, Shizuoka Prefecture



Satoen Co., Ltd.

Type of business: Manufacture and sale of tea and food products
Joined the Group through an acquisition in 2025
Net sales: 2.5 billion yen
Number of employees: 20
Head office: Shizuoka City, Shizuoka Prefecture
Note: Includes Marukabu Sato Seicha Co., Ltd.



Topics

Strengthening manufacturing and sales functions across the value chain

Satoen is a tea manufacturer based primarily in Shizuoka Prefecture, which is one of Japan's leading tea-producing regions, with integrated operations spanning cultivation, manufacturing, and sales. While the company has built strong capabilities in e-commerce and catalog sales, its overseas business has remained limited. In January 2025, we brought Satoen into the Group as part of our efforts to strengthen our food business. Going forward, we will leverage Inabata's global network to accelerate exports to Asia, Europe, and North America. We aim to expand our global sales by capitalizing on growing global demand for matcha. We will also leverage Satoen's customer base to promote cross-selling of the processed agricultural and marine products we procure in Japan and overseas, creating new earnings opportunities across the Group.

Aikei Farms Yoichi Co., Ltd.
Aikei Farms Shakotan Co., Ltd.

Type of business: Cultivation of blueberries, broccoli, melons, garlic, and other crops
Established with a partner company in 2015 (Yoichi)
Net sales: 0.16 billion yen
Number of employees: 16 (including temporary and part-time employees)
Head office: Yoichi District and Shakotan District, Hokkaido



DNI Group LLC

Type of business: Import, export, and sale of food products, including processed marine products
Joined the Group through an acquisition in 2005
Net sales: 7.9 billion yen
Number of employees: 26
Head office: California, U.S.



Inabata Fine Tech & Co., Ltd.

Type of business: Sale of chemicals and food products
Entered the food business in 2017
Net sales: 26.9 billion yen
Number of employees: 82
Head office: Osaka City, Osaka Prefecture



Ikkoen Co., Ltd.

Type of business: Processing and sale of marine products for conveyor-belt sushi restaurants
Joined the Group through an acquisition in 2006
Net sales: 12.7 billion yen
Number of employees: 60
Head office: Sakai City, Osaka Prefecture



Notes: 1. Net sales are based on FY2025, and the consolidated number of employees is as of March 31, 2026.
2. Net sales for each company are presented on a standalone basis.

Plastics

We deal in a wide range of products, from commodity resins to high-performance resins, operating seven plastic compounding factories overseas and five film manufacturing factories in Japan and abroad. We also strive to develop environmentally friendly products such as biomass, recycled, and biodegradable plastics.



Koji Nakano
Senior Managing Executive Officer

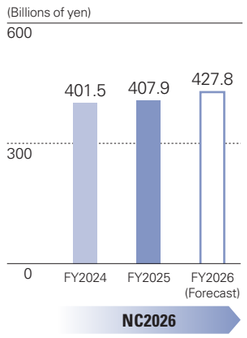
Annual review in light of NC2026

Delivering steady results and building the foundation for future growth amid an uncertain external environment

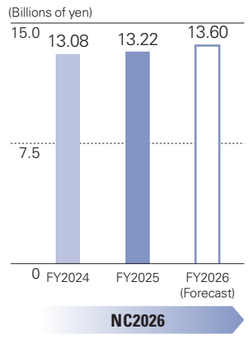
In FY2024, the first year of the NC2026 medium-term management plan, we got off to an excellent start with a significant improvement in business performance. As anticipated, growth moderated somewhat in the second year, but net sales were broadly in line with plan and operating profit increased significantly, enabling us to deliver solid results. In FY2026, the following fiscal year, we also made a solid start, with both sales volumes and selling prices for synthetic resin products increasing.

That said, the external environment remains uncertain, with a period of adjustment expected in the second half of the fiscal year against a backdrop of rising raw material prices and changing supply-demand conditions. Even under these circumstances, we expect to achieve our full-year targets as we continue to pursue the steady growth that is a hallmark of the Plastics segment.

Net sales



Operating profit



Business environment (opportunities/risks) and strengths



Materials for automobiles



Molding materials



OA, electrical and electronic products



Films and sheets



Sporting goods

Business environment (■ Opportunities ◆ Risks)

- ■Need for environmental considerations with weight reduction and the shift to EVs
- ■Expansion in demand for materials due to compositional changes in automobile industry
- ◆Industry-specific quality standards and supplier responsibility
- ■Potential for expansion of overseas business
- ◆Fluctuations in domestic demand
- ■Stable demand among Japanese OA device manufacturers
- ■Addressing the shift toward higher value-added offerings
- ■Potential for developing new markets for sheet products
- ◆Intensifying competition for film products in domestic market
- ■Expansion of global market
- ◆Shrinking domestic market due to diminishing population
- ■◆Restructuring among resin material manufacturers on a global level
- ■Growing needs for recycled plastics

Strengths

- ●A client base built over the Company's long history
- ●Detailed local response capability using network of bases around the world
- ●Ability to provide added value including plastic compounding in own factories and vendor management inventory (VMI)
- ●Ability to propose mono materials and eco materials from outside of Japan
- ●Ability to develop and propose new products using own manufacturing bases in Japan and abroad
- ●High share in niche markets

NC2026 segment growth strategy

Core	●Accelerate global expansion in the automotive field—aiming for sales of 200 billion yen around 2030 ●Strengthen Group company collaboration in the film and sheet-related business
Growth	●Enhance compounding capabilities—strengthen technological development capabilities, streamline production, and enhance quality control by establishing a joint venture company ●Grow recycling business and green business ●Expand EV business in the automotive field ●Acquire more non-Japanese clients
Next	●Develop untapped overseas regions (South Asia, Cambodia, African countries, etc.) ●Explore the chemical recycling business

Accelerate growth

Investments, etc.	●Plastic compounding business ●Recycling business

Expanding our automotive business by enhancing our solid client base and increasing non-Japanese clients

In this segment, we regard expanding our client base in Japan and overseas as a key growth strategy to accelerate the global expansion of our automotive business. Most recently, sales grew in both India and Japan, driven in particular by strong business with major Japanese clients operating across multiple locations, enabling us to achieve steady growth. We have also intensified our efforts to develop business with non-Japanese manufacturers in China and Thailand, establishing sales and supply frameworks tailored to the characteristics of each regional market and client base. In terms of products, we continue to build on our established strengths in materials for gasoline-powered and hybrid vehicles while enhancing our capabilities to support vehicle electrification. Although demand for EV-related products has slowed, we will continue to pursue this business as a medium- to long-term opportunity, particularly in China.

To support this business expansion, we are advancing our compounding capabilities. Through collaboration with Novacel Co., Ltd., our joint venture, and an additive manufacturer with which we entered into a capital alliance in 2024, we are enhancing our capabilities in developing high-quality compounded products. We are also strategically strengthening our involvement in manufacturing by recruiting technical specialists and leveraging technical advisors with experience at OEMs and tier 1 suppliers. By establishing a framework that enables direct dialogue with OEMs from the vehicle development stage, we aim to deepen our relationships with clients, expand our industry network, strengthen our market presence, and become a preferred partner.

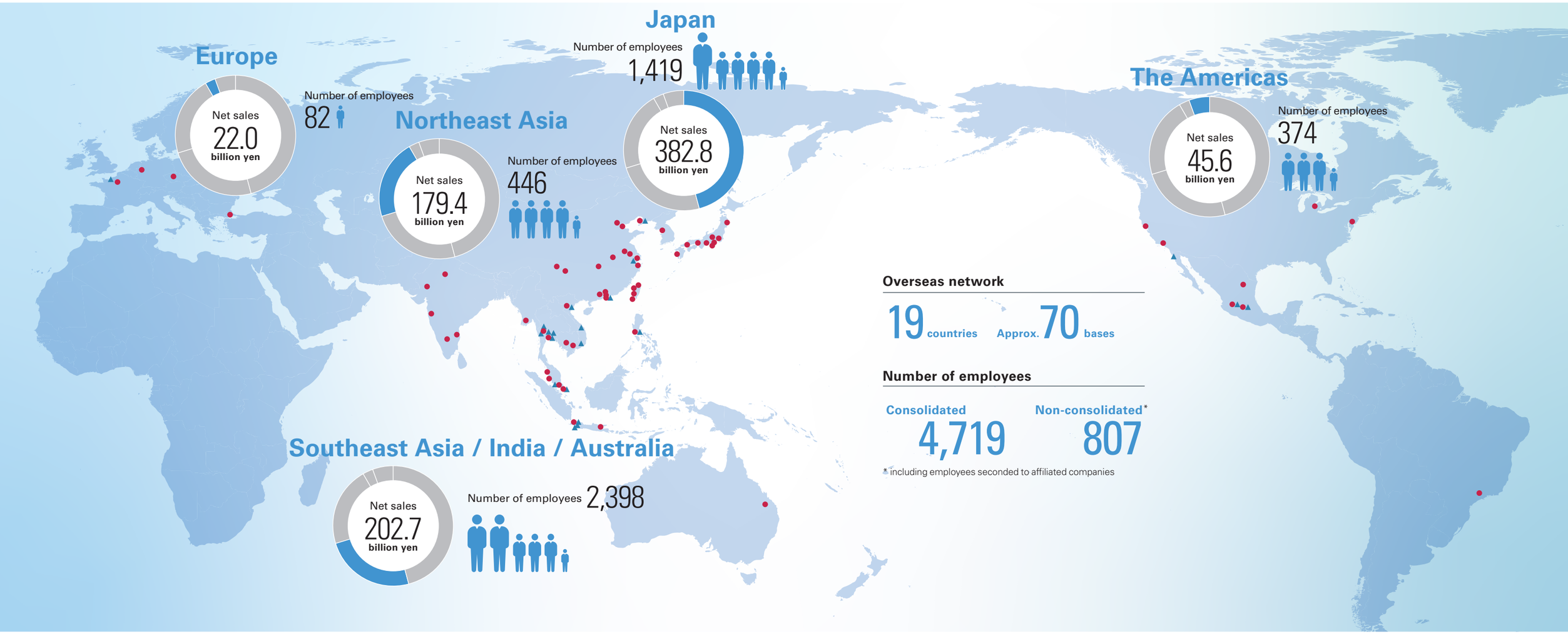
Sustainable growth through sporting goods and environmental businesses

Grip tape products, the core offering in our sporting goods business, are highly regarded for their quality and have established themselves as an industry benchmark. Building on this position, we aim to further expand the business. In recent years, global demand has grown alongside the rising popularity of racket sports such as padel and pickleball, in addition to our traditional tennis and badminton markets. To capture this growth, we plan to establish a new manufacturing plant in India, aiming to begin operations in 2028, to expand production capacity for the European and Indian markets. Going forward, we will optimize our global supply network through closer collaboration with our existing plant in Indonesia.

Our green businesses, including material recycling, are also achieving steady growth. In our recycled resin business, we have established an integrated recycling system led by the Inabata Group, enabling a stable supply of high-quality recycled resins and advancing our circular business model. By leveraging the ISCC PLUS certification we obtained in 2024, we are also exploring new initiatives such as mono material recycling and chemical recycling. Cost remains a challenge for recycled resins, making widespread market adoption difficult through the efforts of private companies alone. Even so, we will continue to position this business as one of the pillars of our growth strategy and create sustainable value.

Inabata's network extending across approximately 70 bases in 19 countries worldwide

Sales and number of employees by region (FY2025 or as of March 31, 2026) ● Trading base ▲ Manufacturing & processing base



Overseas network

19 countries Approx. **70** bases

Number of employees

Consolidated	Non-consolidated*
4,719	807

* including employees seconded to affiliated companies

Europe

- **Germany** Dusseldorf
- **France** Suburb of Paris, Normandy
- **Turkey** Istanbul
- **Czech** Prague

Southeast Asia / India / Australia

- **Singapore**
- **Malaysia** Kuala Lumpur, Penang, Johor
- **Indonesia** Jakarta, Surabaya, Bekasi (suburb of Jakarta)
- **Philippines** Binan (suburb of Manila)
- **Vietnam** Hanoi, Ho Chi Minh City, Haiphong, Da Nang, Duc Trong
- **Cambodia** Phnom Penh
- **Thailand** Bangkok, Samut Prakan (suburb of Bangkok), Ayutthaya, Sriracha (suburb of Laem Chabang), Chonburi
- **Myanmar** Yangon
- **India** Gurugram (suburb of Delhi), Chennai, Pune, Ahmedabad, Bangalore
- **Australia** Brisbane

Northeast Asia

- **China** Hong Kong, Shanghai, Wuxi, Ningbo, Chengdu, Nanjing, Hefei, Chongqing, Beijing, Dalian, Tianjin, Guangzhou, Dongguan, Wuhan, Shenzhen
- **Taiwan** Hsinchu, Tainan, Taichung, Taipei
- **South Korea** Seoul

Japan

Tokyo, Osaka, Nagoya, Iwate, Shiojiri, Shizuoka, Hamamatsu, Hiroshima, Kirishima
(Locations of sales and marketing offices only)

The Americas

- **United States** New York, Los Angeles, Detroit, Novato (suburb of San Francisco)
- **Mexico** Queretaro, Tijuana, Silao, Monterrey
- **Brazil** Sao Paulo

(As of July 1, 2026)

Southeast Asia and India

Net sales 202.7 billion yen Operating profit 9.2 billion yen
Consolidated number of employees 2,398

Pick up

Interview with the General Manager for Southeast Asia

Building on our plastics business to create the next pillar of growth Southeast Asia and India: Where we stand today



Kazunori Fukui
Executive Officer
General Manager,
Southeast Asia

Q Please tell us about the current state of the business.

Diversifying beyond our 85% plastics base

The Southeast Asia and India region, which I oversee, has operations in 10 countries. A key characteristic of the region is that plastics-related raw materials account for more than 85% of the products we handle. In FY2025, we faced challenging conditions due to declining market conditions for plastics, but by maintaining sales volumes, we achieved our targets for both net sales and operating profit. Our commitment to maintaining volumes and steadily building sales regardless of fluctuations in selling prices is an approach passed down by successive general managers. Although the situation in the Middle East is making the outlook increasingly uncertain, all our locations share the goal of maintaining plastics-related business as our foundation while increasing the share of other businesses from around 15% currently to approximately 30% in the future. To achieve this, we are working to develop new business opportunities.

Building the next pillar in India following sales growth of over 30%

India made the largest contribution to growth by country in FY2025, with sales increasing by more than 30% year on year. We are currently focusing on two initiatives. The first is the semiconductor-related business. In 2025, we increased staffing to advance collaboration with an encapsulant manufacturer. We are also working to launch a local business providing cleaning equipment for solvents used in semiconductor manufacturing processes within the next two to three years. The semiconductor business is expanding across the region, with a supply channel for materials used in high-density semiconductor package substrates for a major manufacturer also established in Singapore.

The second initiative is the construction of a new grip tape factory. Our existing factory in Indonesia has generated strong earnings by supplying mainly Japanese companies as well as major sports brands in the United States and Europe. However, its current capacity is insufficient to meet customers' requests for increased production. We have therefore decided to establish our first manufacturing base in India. Construction is scheduled to begin in the second half of FY2026.



Grip tape

Q What new initiatives are underway in the region?

Establishing new food supply chains in Thailand and Vietnam

In Thailand and Vietnam, we are accelerating expansion into the food and materials fields. In Thailand, through an investment in a Japanese company with proprietary activation and decomposition technology, we have built a local factory and launched a new business selling umami additives to the confectionery and bakery industries. With Inabata Thai Co., Ltd. serving as the hub, we are also looking to develop sales channels in Japan, the United States, and other parts of Asia. We are also expanding our range of food products sourced from neighboring countries, including cacao and fruit from Cambodia. In Vietnam, we are expanding our business along two fronts: food and chemicals. In the food business, we assigned a food specialist to Ho Chi Minh City in 2025 and established a coordination function to market locally sourced fruit and seafood, as well as globally popular products such as matcha and high-quality rice, around the world. In chemicals, amid growing difficulties in procuring rare earths due to the situation in the Middle East, we successfully began handling rare earth-related materials from India.

Business

- Plastics for automobiles, home appliances, OA equipment
- Materials for printers
- Materials and rubber products for the automotive industry
- Materials and products for packaging

Facilities



Deepening our presence in Cambodia and the Philippines

We are steadily strengthening our presence in Cambodia and the Philippines. In Cambodia, we opened a branch in spring 2025 and have begun full-scale development of our vendor-managed inventory (VMI) business. By managing inventory previously handled by customers centrally at a local warehouse, we are consolidating procurement and ensuring stable supply. We are currently working with three companies under this model. In the Philippines, Inabata Philippines, Inc. received a government award as a Top-Performing Logistics Service Enterprise. Trading companies are classified as logistics providers in the Philippines, and the award recognized our contribution to the local economy through our own logistics and warehousing capabilities. It also reflects the trust we have steadily built with government agencies.



Inabata's Cambodia office

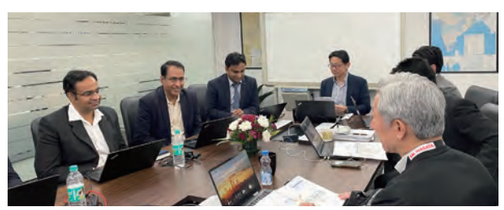


At the ceremony for the Top-Performing Logistics Service Enterprise award in the Philippines

Q What will be your key priorities going forward?

Developing human resources, expanding our business, and driving growth across the region

Our top priority for medium- to long-term growth is human resource development. We will instill Inabata's IK Values among our local employees across 10 countries and promote more of them to managerial positions in the future. At the same time, we will increase the number of expat employees from Japan and establish a framework that supports the growth of both groups. On the business front, a major goal over the next five to six years is to increase the share of businesses other than plastics to around 30%. Rather than reducing our plastics business, our approach is to expand the overall business by developing new opportunities. Through these efforts, we will drive growth across Southeast Asia and India.



Meeting between President Inabata and local employees in India

Note: Figures for net sales and operating profit are based on FY2025, and the consolidated number of employees is as of March 31, 2026.
Maps are as of July 1, 2026.

Northeast Asia

Net sales 179.4 billion yen | Operating profit 4.5 billion yen
Consolidated number of employees 446

We are expanding Inabata's core businesses by harnessing our network spread over 20 cities in China, Taiwan, and South Korea.



Akihiko Isomura
General Manager, Northeast Asia

In this core region that accounts for 22% of our consolidated net sales, we offer businesses leveraging our network spread over 20 cities in China, Taiwan, and South Korea. Starting mainly with FPD components, we are focused on plastics for automotive, OA, and electrical and electronic products. We expect further increase in profits in our China business, where we seek to proactively invest our management resources in growth sectors, such as semiconductors, energy, EV and mobility, medical products and medicine, agriculture and food products, high-tech materials, and environment-related products.

Business

- Plastics for the mobility, OA, electrical and electronic, and home appliance areas
- Components for FPDs
- Functional chemicals compliant with environmental regulations

Facilities ● Trading base ▲ Manufacturing & processing base



Action

Strengthening collaboration with business locations and divisions to expand sales

In the Northeast Asia region, which has undergone significant change in the business environment, we will expand sales in the mobility and semiconductor sectors by strengthening collaboration among locations and divisions within the region and offering products with new supply chain functions that only we can provide. We will also increase exports of Chinese-made chemicals, plastics, and environmental products.

Topics

Responding to market changes and cultivating new growth opportunities — Shanghai Inabata today



Toshimasa Okajima
General Manager, Shanghai Inabata Trading Co., Ltd.

The center of gravity of Asia's display industry has shifted from Japan to South Korea, then Taiwan, and now China, which has become both the world's largest producer and consumer. Against this backdrop of structural market change, Shanghai Inabata continues to position the display business, where it has built a proven track record, as one of its core businesses, while expanding into equipment, facilities, specialty materials, and other new growth areas.

One area receiving particular focus is materials for EVs. In China, new energy vehicles (NEVs), including plug-in hybrid vehicles, now account for more than half of all new vehicle sales, making it the world's largest NEV market. Working with manufacturing partners in China, Shanghai Inabata is developing raw materials for EV motors under the Inabata brand. Through this initiative, we are moving beyond our traditional trading company role and beginning to create added value from a manufacturer's perspective.

We are also strengthening efforts to introduce high-performance films, electronic materials, and chemical raw materials that have become increasingly competitive in China to markets in Japan and Southeast Asia. Our role is evolving from selling products in China to connecting China-origin materials with global markets. By turning changes in the market into opportunities for growth, we will continue cultivating new pillars of earnings for the future.



The Americas

Net sales 45.6 billion yen | Operating profit 1.2 billion yen
Consolidated number of employees 374

In the vast Americas market, we are actively working to expand our business by strengthening collaboration within the Group.



Masaru Inoue
Executive Officer
General Manager, The Americas

Focusing on key areas such as automotive, environment and energy, food products, and life sciences, the Group operates across a total of 11 locations in the United States, Mexico, and Brazil. We mainly deal in electronics materials, functional chemicals, plastics, and digital printing materials. In addition, we are expanding food-related businesses through our subsidiary DNI Group LLC. In rapidly growing Mexico, we are focusing on sales of synthetic resins for the automotive sector in cooperation with multiple manufacturing companies, while also expanding our business into food and functional chemicals. In Brazil, we are also concentrating on sales of synthetic resins for the automotive, medical, and electrical and electronic sectors, as well as functional chemicals.

Business

- Electronics materials (including those related to semiconductors)
- Digital printing materials (inkjet, toner)
- Functional chemicals • Plastics
- Processed products in agriculture and marine industries
- Components related to the environment and energy industry (including lithium-ion battery-related materials and solar power generation applications)
- Materials for pharmaceutical products

Facilities ● Trading base ▲ Manufacturing & processing base



Action

Improving production facilities at our plastic compounding factory in Mexico

In Mexico, which is continuing to grow as a major production base for automotive parts in the Americas, we operate our own plastic compounding factory (IK Plastic Compound Mexico, S.A. de C.V.), and aim to expand our sales base for plastics products by integrating manufacturing and sales.

Europe

Net sales 22.0 billion yen | Operating profit 0.5 billion yen
Consolidated number of employees 82

We operate businesses centered on chemicals, energy, automobiles, life sciences, and other fields, taking advantage of our unique mobility.



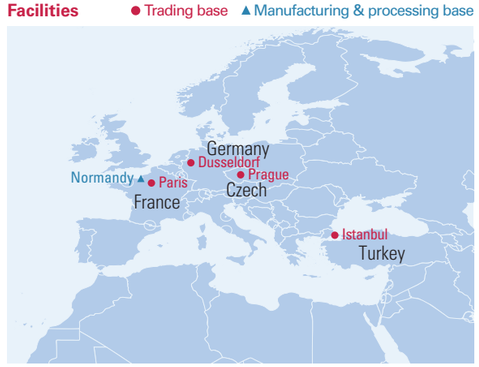
Daisuke Kobayashi
President,
Inabata Europe GmbH

In Europe, we deal in a wide range of products in various segments, such as inkjet ingredients, energy-related products, automobile components, and functional chemicals. Our Group companies manufacture and sell medical products, materials for cosmetics, and other products in France. In the future, we will also seek to focus on businesses in the environmental sector, such as selling materials for the EV battery field and developing plant-based materials for the cosmetics field.

Business

- Inkjet products and materials
- EV-related products
- Medical products, materials for cosmetics
- Functional chemicals • Industrial filters
- Heat pump-related products and materials
- Synthetic resins (automobiles, recycling)

Facilities ● Trading base ▲ Manufacturing & processing base



Action

Enhancing added value by focusing on high-performance materials and sustainable products

In the European market, we will focus on sustainable product areas such as heat pumps and capitalize on growing demand for energy conservation and decarbonization. Leveraging our expertise in complying with chemical regulations such as Registration, Evaluation, Authorisation and Restriction of Chemicals (REACH) and packaging material regulations, along with our application support for high-performance and recycled materials, we aim to become a solution partner for a circular society.