



To whom it may concern:

June 5, 2024

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(Corrections) Medium-term Management Plan New Challenge 2026

Inabata & Co., Ltd. (the “Company”) hereby announces that there have been corrections made to the above-mentioned disclosure material released on May 9, 2024, at 15:00 p.m. (JST). Note that no corrections have been made to numerical data.

1. Details of corrections (Corrections are underlined)

Page 29 “Sustainability Strategy Details”

Please refer to the following pages, with corrected values highlighted by red boxes.

2. Reason for corrections

We have corrected an error in the original English translation.

Sustainability Strategy Details

Materiality: Long-term Vision, Strategy, KPIs, and Targets(2)

Strengthening the foundation for business continuity	Respecting human rights in the spirit of love (ai) and respect (kei) and growing together with local communities Fostering and strengthening the human capital driving the value creation Enhancing governance and risk management
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Strategy	KPIs and Targets (April 2024 to March 2027)	Boundary
<ul style="list-style-type: none"> – Improve the well-being (state of being physically, mentally, and socially satisfied) of employees who support sustainable growth 	<ol style="list-style-type: none"> 1. In employee engagement surveys, achieve an <u>at least 90% positive response rate to the statement "I am satisfied to work at the Company," an at least 80% positive response rate to the statement "I can identify with the Company's mission, vision, and managerial policy, and I want to work to achieve them," and an at least 70% positive response rate to all statements</u>³. 2. Expand the implementation boundary for the human rights DD digital survey to the Group 	Consolidated
<ul style="list-style-type: none"> – Foster diversity and inclusion that makes the most of diverse individuals 	<ol style="list-style-type: none"> 1. Increase the ratio of women in managerial positions to at least 8% by March 2028, and to 10% by 2030 2. Maintain the ratio of mid-career hires at around 50% 3. Increase the ratio of male employees taking paternity leave to 100% 4. Continue to exceed the legal rate of employment for persons with disabilities 5. Encourage managerial appointments for local employees at overseas subsidiaries 	1-4 Non Consolidated 5 Consolidated
<ul style="list-style-type: none"> – Further advance health and productivity management 	<ol style="list-style-type: none"> 1. Achieve a 100% rate of complete checkup 2. Maintain comprehensive health risk found by stress checks at current levels⁴ 	Non Consolidated
<ul style="list-style-type: none"> – Focus on investment in human capital 	<ol style="list-style-type: none"> 1. Every year, spend more on education and training costs⁵ per employee than in the previous year 2. Maintain the ratio of employees with overseas posting experience at around 40% 	Non Consolidated

³ The positive response rate in employee engagement surveys refers to—of employee responses on the five-point scale (5. Fully agree; 4. Agree; 3. Neither agree nor disagree; 2. Disagree; 1. Fully disagree)—the proportion of responses 4 and 5, which are the positive responses.
⁴ The rate of complete checkup refers to the proportion of employees who were advised to undergo a complete checkup after the initial health check and actually followed the advice. Comprehensive health risk is an indicator for stress evaluation provided by the Ministry of Health, Labour and Welfare to comprehensively assess to what degree the workplace environment impacts on employee health. The risk is calculated by using four criteria obtained from stress checks: psychological burden of work (volume), degree of discretion at work, degree of support from managers, and degree of support from colleagues. The national average is calculated as 100: workplace health risk is high if the value exceeds 100, and low if the value falls below 100. The value at the Company is currently below 100.
⁵ Education and training costs refer to the expenses spent on group training, external training, video learning, and so on at Inabata on a nonconsolidated basis. For FY2022, the costs were 50,776 yen per person. (FY2023 results will be disclosed in the summer of 2024.)

Sustainability Strategy Details

Materiality: Long-term Vision, Strategy, KPIs, and Targets(2)

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<ul style="list-style-type: none"> – Improve the well-being (state of being physically, mentally, and socially satisfied) of employees who support sustainable growth 	<ol style="list-style-type: none"> 1. In employee engagement surveys, achieve an <u>overall response rate of at least 90%, a positive response rate of at least 80% to the statements "I am satisfied to work at the Company" and "I can identify with the Company's mission, vision, and managerial policy, and I want to work to achieve them," and a positive response rate of at least 70% across all items</u>³. 2. Expand the implementation boundary for the human rights DD digital survey to the Group 	Consolidated
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