

# Creating a beautiful forest, comprised of many trees of varying character, rather than merely growing a single tall tree

In our efforts to enrich people's lives,  
we at INOAC have specialized in not only a single business,  
but we have cultivated four business "seedlings"  
- polyurethane, rubber, plastics and composite materials.  
Today we have developed into a conglomerate,  
supplying diverse products and services,  
thereby contributing to society.



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# Earning society's trust and recognition

INOAC CORPORATION  
President & COO  
Toyohiko Okina



## Sustainable activity powered by material technology

Business activities stagnated in 2019 as the Japanese economy was impacted by a series of natural disasters, a consumption tax increase, and inflamed international tensions. Under these conditions we saw an increase in revenue and slight negative growth in profit domestically. However, favorable developments internationally resulted in profit growth despite no changes to sales overseas.

Specific examples of our efforts include investing in existing plant facilities while also initiating construction of new production plants, with the aim of improving production efficiency and taking steps to address the environment. In terms of productivity improvements, we have been implementing RPA technology in particular, leveraging it to improve administrative efficiency in building production systems that utilize IT and in making our offices more efficient.

Internationally we have also outfitted our plants in countries such as Indonesia and Vietnam with state-of-the-art facilities, and we are actively working toward local production for local consumption in the bedding market.

Powered by material technology, we at INOAC will continue striving to make contributions to communities in Japan and throughout the world.

## Top Message

## Creating a better future for the planet and humanity

As stated in our corporate philosophy, INOAC is a company that contributes to society by developing new materials and new products, anchored by urethane, rubber, plastics and composite materials.

Recently, environmental issues such as saving energy and reducing CO2 emissions have taken on major significance throughout the world. At INOAC we strive to provide society with highly eco-friendly products through the development of many different materials and processes, including thermal insulators such as THERMAX.

It is also important to support children, who are our future, as well as communities. In FY 2019 we provided scholarship assistance to students in Japan and other countries through the INOAC International Education and Scholarship Foundation, offered educational tours of our production plants to local elementary school students in Japan, and conducted charity and fundraising activities for elementary schools and orphanages internationally. We are also engaged in efforts to help overcome environmental challenges in communities through the reuse of scrap materials.

## Developing human resources who engineer the future

Compliance activities are now more important than ever.

At INOAC, our Compliance Committee identifies various compliance-related problems in our company and takes actions to resolve them early-on.

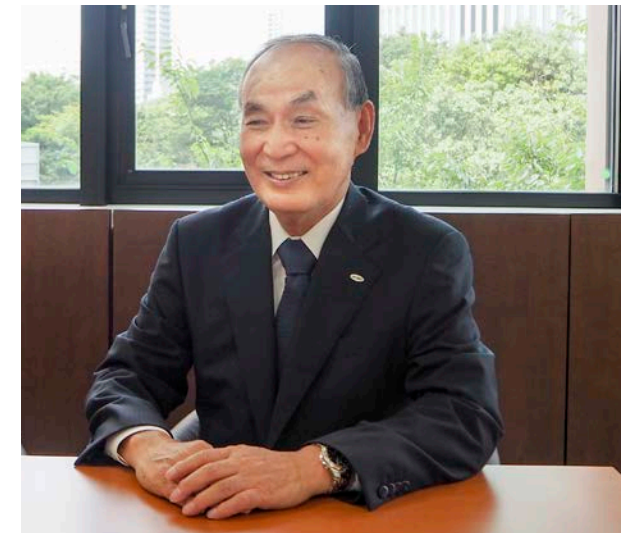
To facilitate this, our Human Resources Division is organizing workshops for each level of employee and continuously educating staff to keep compliance-related problems from arising. With the mindset that safety and quality form the very foundation of manufacturing, we also send specialists from Head Office to perform safety inspections and quality inspections at all of our production sites in Japan and around the world twice each year, conducting inspections and reviews, and making improvements.

Promoting corporate ethics is about more than just always following the rules. We devote ourselves to consistently earning the trust of everyone in society.

As the world continues to globalize, developing human resources with global perspectives is now imperative for survival. We are implementing systems for our younger employees to gain work experience abroad and to interact with the people in each of our business locations, while also organizing activities that drive their professional growth. At the same time, we are also striving to develop our human resources through English and Chinese language classes overseas, study abroad programs at overseas universities, support to acquire various qualifications, and more.

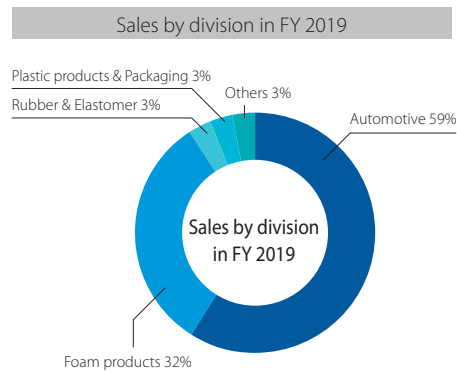
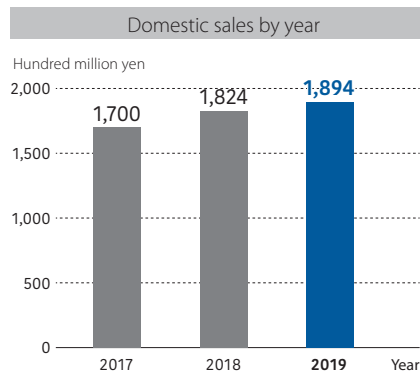
## Ongoing CSR activities at each work site

As I said before, INOAC is a company that contributes to society through the manufacturing of materials. With strong awareness of CSR in development, production, and every other aspect of our operations, we are striving to be a company that is held in high esteem by clients, communities, and all of our employees.



- Company name INOAC CORPORATION
- Established 1954
- Incorporation Capital 720 million yen
- Representatives Chairman & CEO Soichi Inoue President & COO Toyohiko Okina
- Employees 1,945 (as of December 2019)
- Sales 189.4 billion yen (as of December 2019)
- Head Office 2-13-4 Meieki Minami, Nakamura-ku, Nagoya, Aichi 450-0003  
Head Office (Tokyo) 4F Osaki West-city Bldg., 2-9-3 Osaki, Shinagawa-ku Tokyo 141-0032

## Sales







## Main Businesses

INOAC operates in five broadly-defined categories of business. We make people's lives more comfortable and enjoyable in many different life scenarios, offering a wide range of products in various markets.

### 1 High Performance Materials

INOAC operates in various fields closely related to daily life, from consumer products to information technology equipment and housing and construction materials.



Foam products	Plastic products	Rubbers & elastomers	Olefin
<b>Material</b> Urethane foam	<b>Material</b> Plastics/Composites	<b>Material</b> Rubber	<b>Material</b> Olefin resin
<b>Main applications</b> Consumer products / Furniture & bedding / IT equipment	<b>Main applications</b> Distribution materials/Office automation equipment/Cosmetics bottles	<b>Main applications</b> Construction materials/IT equipment/Cosmetic puffs	<b>Main applications</b> Packaging materials / Consumer products / IT equipment
			

### 2 Automotive-related Products

We offer products for interiors and exteriors, products for car functions, and seat-related products that help make cars safer and more comfortable.



### 3 IRC Tires

This specialist manufacturer of motorcycle, bicycle, and wheelchair tires and tubes is the original founding section of the INOAC Group.



### 4 Housing & Construction Materials

We mainly operate in housing, construction, civil engineering, and environment-related business.



### 5 Bedding & Furniture

We produce mattresses for a comfortable night's sleep, as well as the "Smile" brand of nursing care furnishings and the HUKLA furniture brand.



Major domestic locations

Our affiliated, associated and joint venture companies from Hokkaido to Okinawa, in addition to the nationwide network of INOAC Corporation, have established a close production and sales network which enables us to provide our customers with the most appropriate solutions.

Associated companies

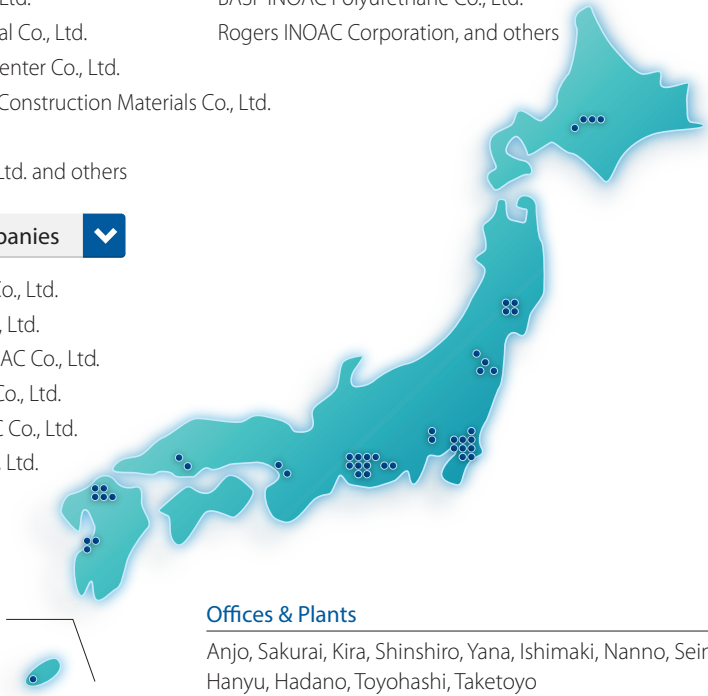
- Inoue Rubber Co., Ltd.
- INOAC International Co., Ltd.
- INOAC Technical Center Co., Ltd.
- INOAC Housing & Construction Materials Co., Ltd.
- HUKLA Japan Inc.
- INOAC Living Co., Ltd. and others

Joint ventures

- BASF INOAC Polyurethane Co., Ltd.
- Rogers INOAC Corporation, and others

Affiliated companies

- Hokkaido INOAC Co., Ltd.
- Tohoku INOAC Co., Ltd.
- Higashi Nihon INOAC Co., Ltd.
- INOAC Elastomer Co., Ltd.
- Nishi Nihon INOAC Co., Ltd.
- Kyushu INOAC Co., Ltd.



Offices & Plants

Anjo, Sakurai, Kira, Shinshiro, Yana, Ishimaki, Nanno, Seino, Hanyu, Hadano, Toyohashi, Taketoyo

Main Sales Offices

Sales branches: Tokyo, Chubu, Osaka, Kyushu  
Sales offices: Sapporo, Tohoku, Hamamatsu, Hiroshima

R&D Centers

INOAC Technical Center Co., Ltd., Jinno R&D Center

Major overseas locations

We have constructed a system of proposing and supplying research, development, material processing, molding techniques and mass production in 13 countries and regions worldwide, mainly in North America and Asia.

North/Central America 20 companies

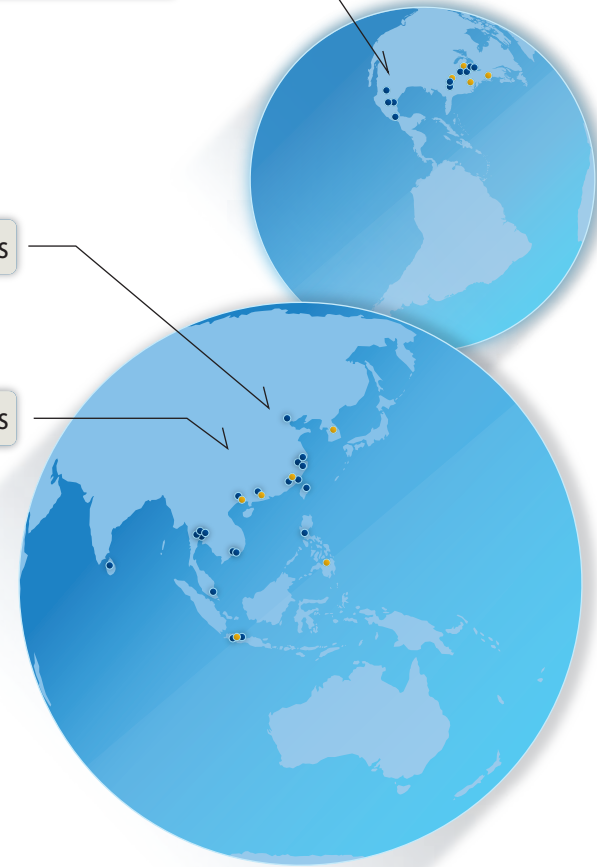
USA	12 companies
Canada	3 companies
Mexico	5 companies

China 16 companies

Mainland China	15 companies
Hong Kong	1 company

Asia 35 companies

Thailand	13 companies
Taiwan	3 companies
Indonesia	6 companies
Vietnam	5 companies
South Korea	1 company
Singapore	3 companies
Philippines	1 company
Malaysia	1 company
Sri Lanka	2 companies

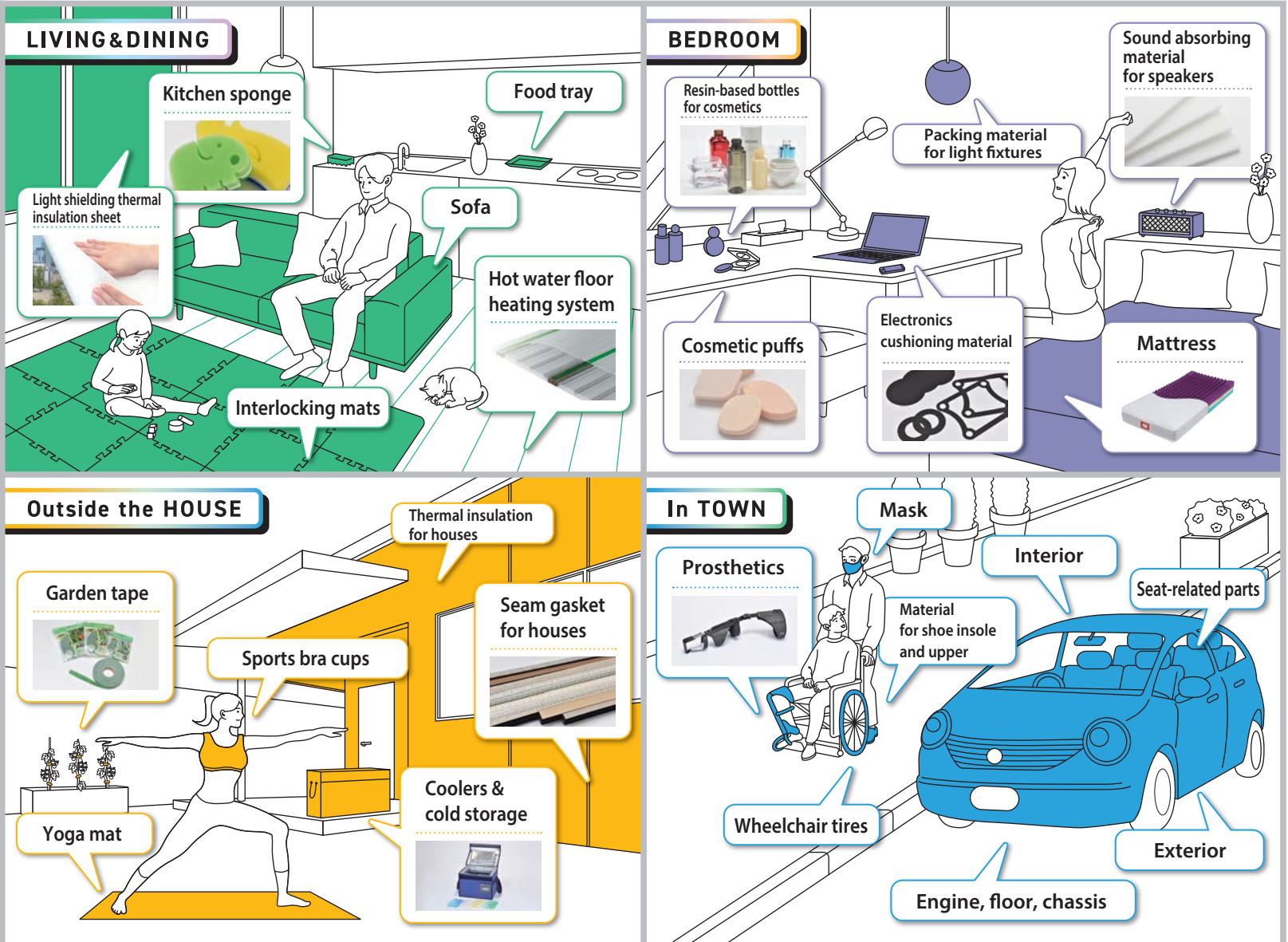




# INOAC in your LIFE

## INOAC products are part of your life

INOAC products make life even better. You can find them all around you. They might be the kitchen sponge you use to clean dishes, or they might be used in quieting noise made by cars. These products born from advanced technologies help make everyone's life a little better.



\* Products that appear here are actual or recommended usage cases.