SAKATA INX
Visual Communication Technology

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Notice Concerning Transition to CxO System to Enhance Group Management and Governance

SAKATA INX CORPORATION (Head office: Chuo-ku, Osaka-shi; Representative Director, President & CEO: Yoshiaki Ueno; securities code: 4633; the "Company") announces its decision to transition to a CxO system to improve group management and governance. The Company will restructure into a holding company (INX HOLDINGS CORPORATION) on January 1, 2027.

In the CxO structure, the Group will designate a chief officer for each major management function. These chief officers will be responsible for developing strategies and policies related to their respective functions, as well as overseeing the execution of these strategies and policies. The Group will clarify the responsibilities and roles related to each management function while enhancing collaboration between the different regions and business segments. It will promote swift and integrated management from the perspective of group-wide optimization.

Background behind and purpose of the transition to the CxO system

The business environment surrounding the Group is undergoing significant change. These changes include the globalization of customers, rapid technological innovation, and an increase in sustainability-related demands.

Responding to the changes in the business environment and the growing complexity of management challenges and achieve sustainable growth requires more than just optimizing the operations in each region and business segment. It is essential to utilize management resources effectively from a group-wide perspective and to build a management system that facilitates agile decision-making and business execution.

In January 2027, the Group will transition to a holding company structure. The Group will take this opportunity to clarify its overall management policy and continue to strengthen its collaboration with the people carrying out operations in each region and business segment to promote integrated global management.

Outline of the CxO system

CxO	Official title	Main roles
CEO	Chief Executive Officer	Oversees the management of the Group as a whole and holds ultimate responsibility for the implementation of management strategies aligned with its management philosophy and vision and for the continued enhancement of corporate value.

CxO	Official title	Main roles
CSO	Chief Strategy Officer	Oversees the Group's overall management strategy, medium- to long-term management plans, business portfolio, and strategic functions such as M&A operations.
CFO	Chief Financial Officer	Oversees the Group's overall financial strategy, accounting practices, funding and capital policies, investor relations (IR), and additional financial and accounting functions.
CTO	Chief Technology Officer	Oversees the Group's overall technology and R&D strategies and technology-related functions, including the enhancement of the Group's technological foundation and the creation of new technologies and products.
CPO	Chief Production Officer	Oversees the Group's overall production strategy, technologies, systems, and functions, including the improvement of productivity.
CHRO	Chief Human Resources Officer	Oversees the Group' overall human resources functions, including HR strategy, management talent and succession planning, HR development, and organizational development.

Each CxO will create strategies and policies related to their respective management functions from a group-wide perspective and oversee their implementation. The CxOs will collaborate with each other and with the people carrying out operations in each region and business area to address management issues throughout the Group.

[Timing of the transition]

January 1, 2027

The Company will continue to strengthen the Group's management foundation and maximize its overall capabilities to achieve sustainable growth and increase corporate value.