



Sakata Inx India Private Limited

Outline of Company and Plant

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1. Company Profile:

Sakata Inx Corporation Japan was founded in the year 1896 and is now a global ink manufacturer, SAKATA Comes from the surname of our founder Tsuneshirou Sakata. SIC expanded overseas in 1948 and has over 36 major bases worldwide.

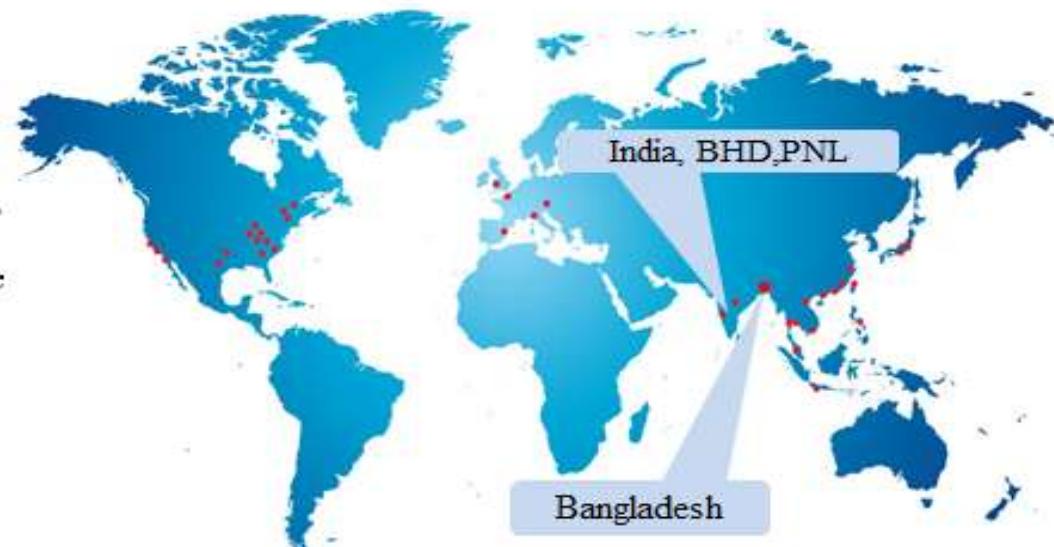
Sakata Inx Corporation is a comprehensive solution provider to the printing & packaging industry. Its R&D activities have developed printing inks and the cutting edge of technology such as water based & solvent based flexographic & gravure inks for flexible films, Web inks for newspaper and magazine printing, offset inks for packaging & commercial applications, metal decorating inks for cans, water based & solvent based overprint varnishes and several additives.

INX is a Coined Word Combining “INK” (which is the foundation of our business) with “X” represents the unlimited number of possibilities for Business Expansion and capacity for Technological Development. “...” is added at the end to express the endless development of company into the future to make SAKATA INX....

Sakata Inx (India) Private Limited (formerly known as Sakata Inx (India) Limited) is a 100% subsidiary of Sakata Inx Corporation, Japan, having India corporate office at Gurugram and 03 Manufacturing plants located at Bhiwadi (Rajasthan), Panoli (Gujrat) and Bangladesh.

1.1 International Spread of the Company:

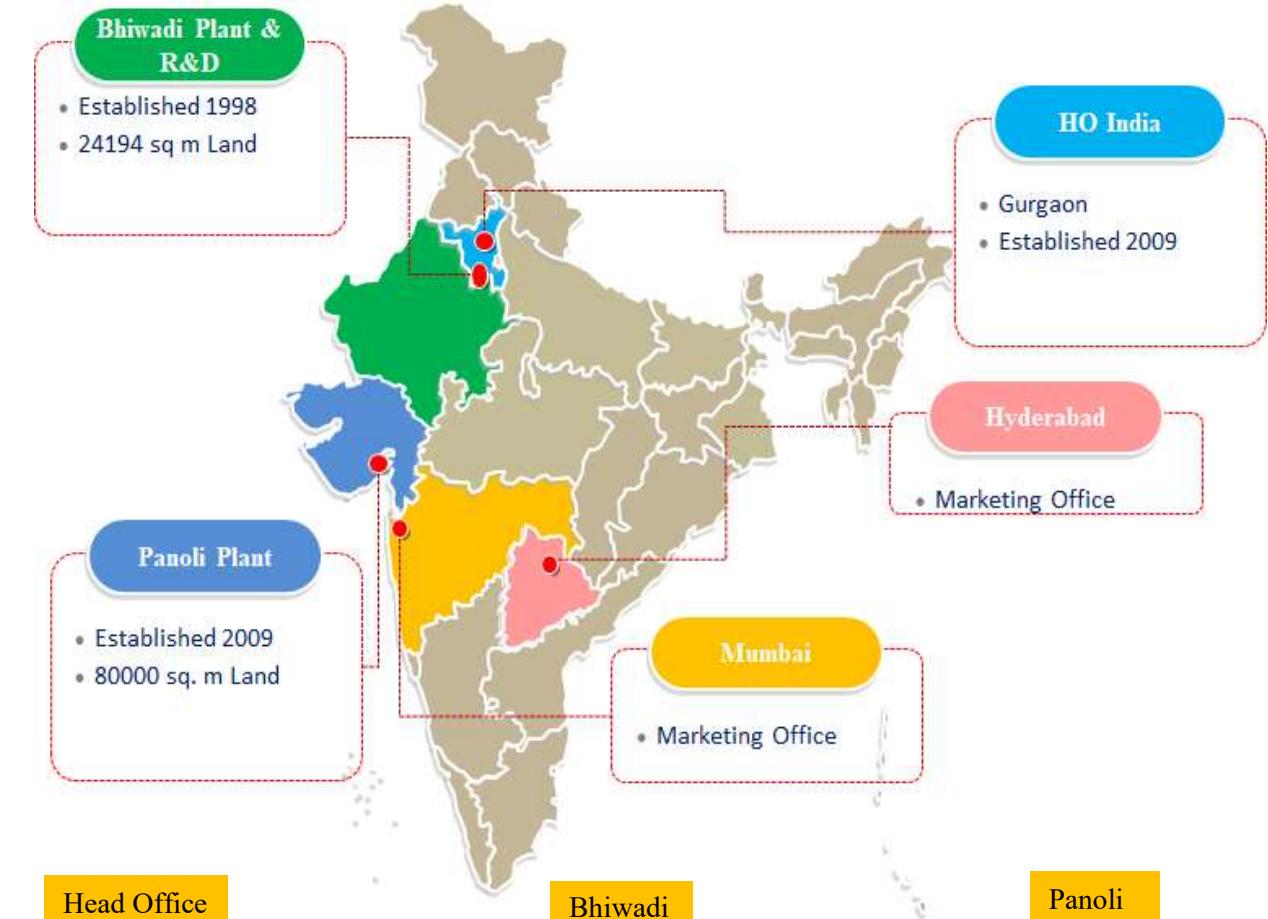
Our business operations and manufacturing units are strategically located in Japan, United States of America, United Kingdom, Canada, Ireland, Spain, France, Philippines, Indonesia, Malaysia, Taiwan, Vietnam, Thailand, China, India, and other regions for handling its diversified business interests.





1.1 National Spread of the Company:

In India, Company Corporate Office is present at Gurugram and Manufacturing sites are located at Bhiwadi (Rajasthan), and Panoli (Gujrat). Company have it's Sales and marketing offices located at Gurugram, Mumbai and Hyderabad:





1.2 Plant Profile:

Bhiwadi site is Situated in Northern part of India in National Capital Region, close to New Delhi. Bhiwadi site is strategically located for serving to major printing and packaging customers in northern and eastern India along with export markets such as Nepal, Bangladesh and selected European and African countries.

Site is established with following manufacturing and technical capabilities.

- Liquid Inks plant having capacity 1000 MT / Month.
- Offset Inks and Coatings plant having capacity 750 MT / Month.
- R&D center for Liquid Inks, Offset Inks and energy curable ink development.
- Technical Support laboratories for Liquid Inks, Offset Inks and Energy Curable Inks.
- Quality Control Labs for Liquid Inks, Offset Inks and UV coatings.
- Site have 271 Permanent employees and 200 Casual / Agency employee.
- Average Ink produced at site during 2024 is in tune of 1380 MT/Month.
- Site is equipped with 142 Main Plant Equipment covered under autonomous maintenance activity as on date.

1.2 Product Range & Process Technology:

Our product range includes Liquid inks for Gravure and Flexographic printing, Offset Inks for sheet fed and web printing, and Coatings for Aqueous coating and UV coatings applications. Our product not only offers high performance, high bond strength and sharper image reproduction, but also contributes to protect the environment, as having Toluene and Ketone-free products, soya oil based Eco pure series in our product range. Our products are formulated to meet the most stringent quality demands of the food and commercial packaging industry, Newspaper and magazine industry.

Process Technology:

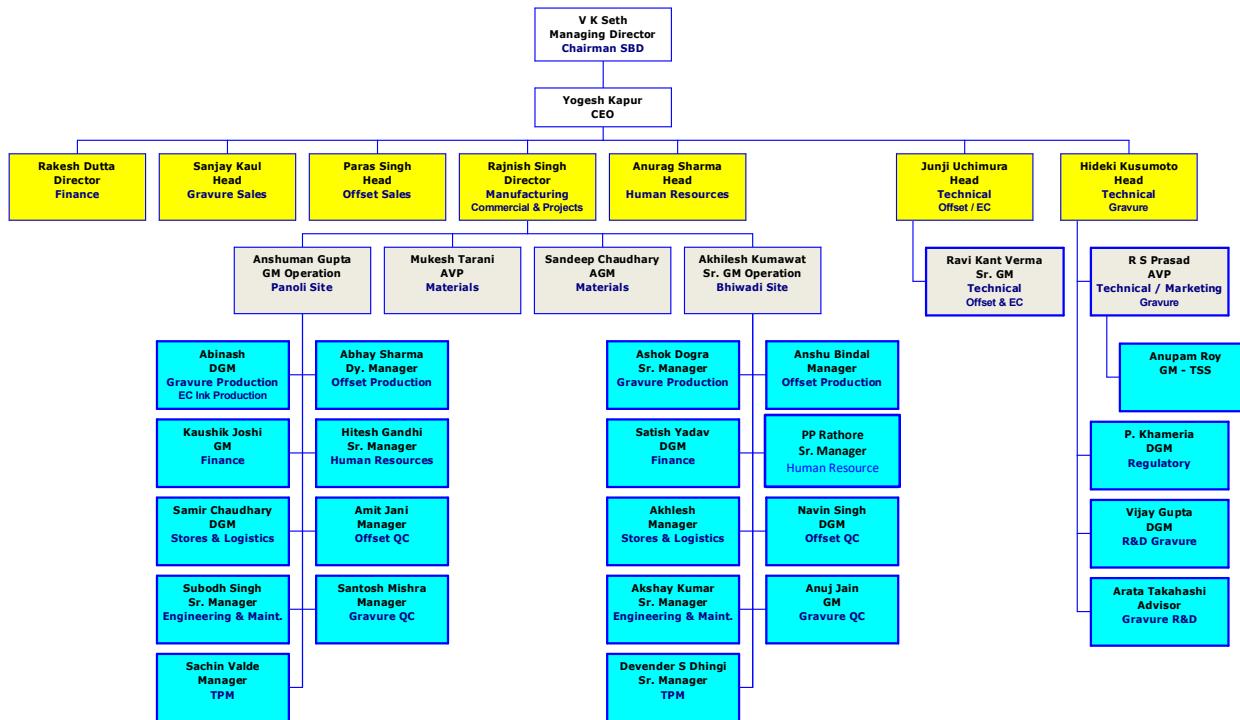
Our manufacturing processes are based on technically proven technologies & processing equipment delivering top quality product consistently. In Ink manufacturing process, various raw materials, such as pigments, resins, oils, and solvents, are first mixed in a dissolver to wet the pigments and break down larger pigment agglomerates into smaller particles. This initial mixture is referred to as a *premix*. The premix is then transferred to a grinding machine, such as a triple roll mill or bead mill, where the particle size of the pigment is further reduced to meet the desired specifications. After grinding, the processed material undergoes the let-down stage, where additional components are mixed in the dissolver to complete the formulation.

Once the batch passes quality control (QC) testing, it proceeds to the packing section, where it is filled into containers of various sizes.



1.2 Organization structure:

Our organization structure, explaining top management and site level management team in mentioned bellow.



1.2 Staffing Structure:

Bhiwadi Plant Staffing Details are shown Below:

MANPOWER CATEGORY	BHIWADI	PANOLI	CORPORATE
Top Management (Directors / Heads)	3	0	5
Senior Management (Sr. Manager. to AVP)	20	06	30
Middle Management (Astt. Manager – Manager)	26	10	37
Supervisory Staff (Asst. Executive to Sr. Executive)	22	27	24
Operators, Technicians, Chemists	200	142	6
Total: On Role	271	185	102
Gender Diversity (On Role Employee)	0.08%	3.24 %	5%
Casual / Agency Employee	200	133	10
Gender Diversity (Casual & Agency Employee)	10%	14%	



2. Milestone on the Journey of Manufacturing Excellence

2.1: Reason for adopting TPM

We adopted TPM as a tool to improve our overall skill level of our employee, business performance and establishing a culture driven by quality, cost consciousness. Below are the factors defining reason for TPM implementation.

External Factors

- Highly competitive market.
- High Manufacturing Cost & low margins.
- Capacity Limitations in selected manufacturing plants.
- Low Availability of Skilled Manpower.

Internal Requirements

- System to improve 5S, Machine Efficiency & Reliability.
- System to Monitor and reduce manufacturing losses, and waste.
- Improve Productivity of plants and service level to customers.
- Reduce Manufacturing cost.
- Improve skills level of operations & technical team.
- Standardization of manufacturing processes.

2.2: Milestones in our TPM journey

We initiated implementing basic TPM practices in 2016/17. We continued to develop our people and systems in line with TPM practices till 2020 and expedited our TPM journey in structured manner in 2020. Following are the milestones achieved so far in this journey.

- TPM Education and engagement of Work force at all levels of plant in 2017-2020.
- AM Circle Concept Implemented across the site and Divided into AM circles in 2018.
- Maturing 5S and KAIZEN practices in 2018-2023.
- Losses Definition and frame work done and Loss Capturing done in 2018-2019.
- TPM Promotional Activities started like TPM newsletter and TPM Talks 2021.
- Established Structured Pillar Reviews and steering committee reviews started 2021.
- Successful Goal Alignment following KMI, KPI and KAI target setting and monitoring.
- CII Health Check Assessment done for the site and Successfully passes 2022

3 Benefits Achieved:

Since implementation of TPM practices in 2017, our manufacturing plants and overall business has achieved several tangible and intangible benefits.



3.1 Tangible Benefits:

TPM has delivered significant tangible benefits to our organization. Following benefits have been achieved since 2017.

- Liquid Ink sales volume has grown from 8802 MT in 2017 to 9841 MT in 2024.
- Offset Ink sales volume has grown from 3438 MT in 2017 to 6518 MT in 2024.
- Achieved significant growth in Sales Revenue from 2017 to 2024.
- Achieved significant growth in PBT (Profit Before Tax).
- Productivity of Gravure Ink increased from 36.7kg/man-hour to 48.2kg/man-hour
- Reduced Manufacturing Loss from 2.6% in 2017 to 2.1% in 2024. (Gravure Plant)
- Sustained and improved Right first time quality rate to 97.9 %.
- Improved Right first time quality for Offset plant from 35.4 % to 85.9 %.
- SLA (Service Level Agreement) in Liquid Inks has improved from 87% to 91%
- OEE of Liquid Inks increased from 72% to 85.5%
- OEE of Offset Inks increased from 64% to 84%

3.2 Intangible Benefits:

TPM has also delivered significant intangible benefits to our organization. Following benefits have been achieved since 2017.

Work Culture:

- Employee Involvement in AM activities Increased as they have ownership of equipment and process i.e. "I Operate, I maintain, I Control".
- Employee are always focused to improve and are Involved in kaizen implementation.
- People started believing the possibility of Zero Customer Complaints, Zero in process defects, Zero breakdowns and Accident.
- People have started using the analytical approach with Self-Motivation.
- Improved 5S and Safety of the plants.

System orientation:

- IMS (Integrated Management System) aligned to TPM.
- Management objective are well linked to plant objective, department objective.
- Neat and Clean working environment can be seen

Flexibility:

- Flexibility in manufacturing due to Multi-skilled operator.

4. Key of our Manufacturing Excellence Activities:

Experience gained through TPM has really helped us in improving overall plant and business performance. Following learnings and experience from TPM we will expedite following Manufacturing Excellence Activities going forward for taking our performance to next level.



- Enhance Machine Ownership culture through AM Step 5 to Step 7.
- Continue focus on OEE and Productivity improvement achieving best possible efficiencies.
- Continuous Focus on Kaizen Numbers and Employee participation to deliver focused improvement in cost and waste reduction.
- Expediting TPM Talk, Safety Talks and TPM Newsletter as a focus area to sustain and enhance employee engagement.
- Enhancing DOJO Centre Trainings to consistently develop skill levels of team members.
- Continuous focus on 5S & Safety of plant making our work place safe and efficient.
- Making TPM as business Tool and Extending it to Marketing and in Supply Chain organizations with Objective to Improve Business Performance.
- Goal alignment at all levels following KMI-KPI-KAI approach.

5 Achievement Records:

5.1 All achievement records are attached in Achievement records sheet as a separate attachment (See Attachment)

5.2 Serious Accident Index:

Since 2017 to till date we do not have any Serious Infrastructure Accident and Human Life Accident, same is shown Below:

Year	2017	2018	2019	2020	2021	2022	2023	2024
Infrastructure Accident	0	0	0	0	0	0	0	0
Human Accident	0	0	0	0	0	0	0	0