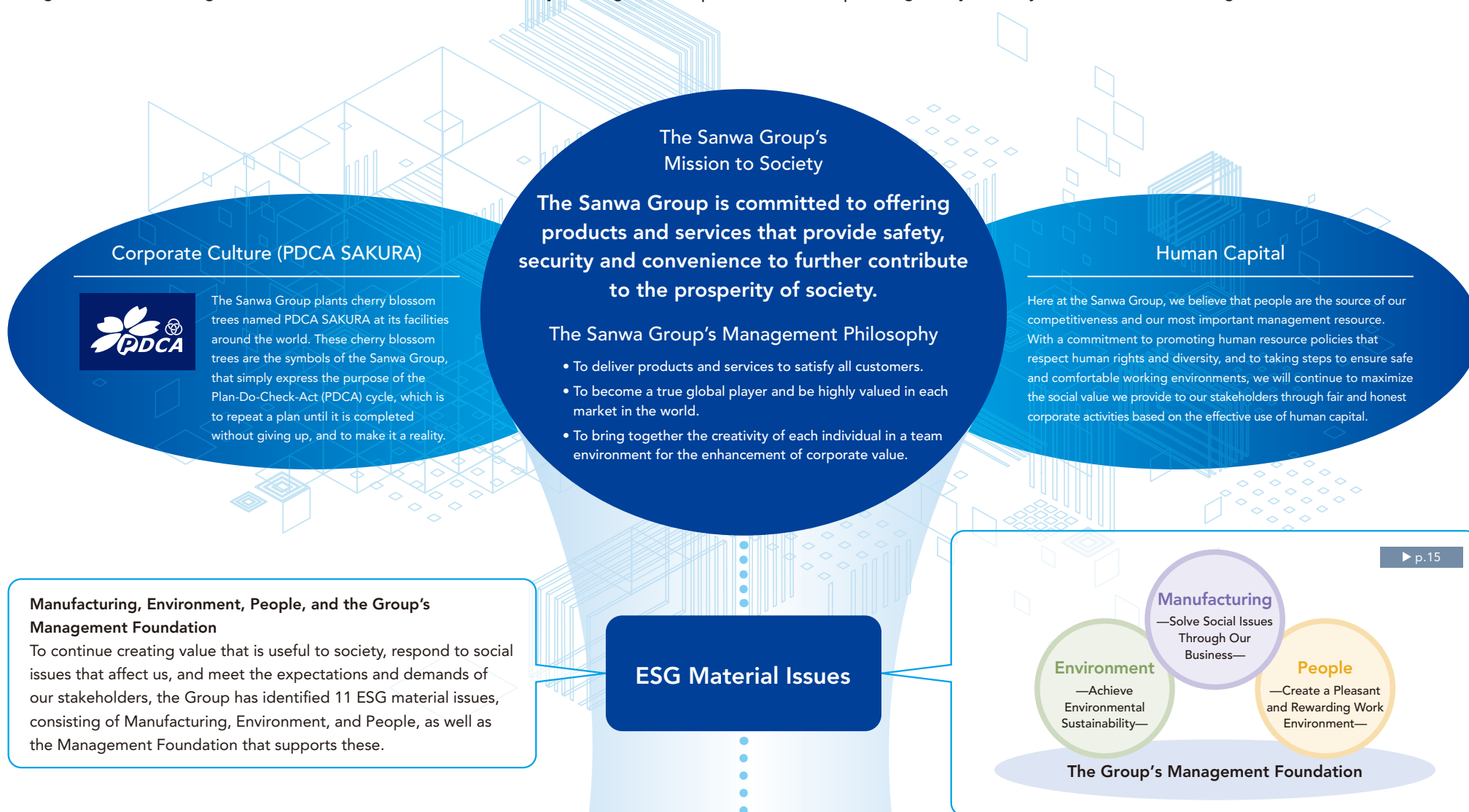


# The Story Behind Our Vision

The Sanwa Group's mission is to protect customers from disasters and accidents and to deliver convenient living to them.

The Sanwa Group must always meet the expectations of its customers in order to continue to fulfill this mission. In other words, we are required to take responsibility for our mission not only during development, sales and manufacturing, but also during installation and use of our products.

Our goal is to become a global leader of smart entrance solutions by fulfilling these responsibilities and spreading safety, security and convenience throughout the world.



## The Story Behind Our Vision

Three-year plan launched in fiscal 2022 to realize the Sanwa Global Vision 2030

### Purpose:

To establish a foundation toward becoming a global leader in high-performance entrance solutions that meet the changing needs of society due to climate change and digitalization

## Mid-Term Management Plan 2024

### Numerical Targets:

Already met the targets two years ahead of schedule

Net sales ¥580.0 billion CAGR +7.3%	Operating profit ¥45.0 billion CAGR +8.2%	Operating profit ratio 7.8%
ROE 13.5%	SVA ¥19.0 billion	ROIC 17.5%

Become a corporate group valued by all stakeholders, globally providing high-performance entrance solutions to meet the changing needs of society due to climate change and digitalization, with enhanced sustainability management and investing in people.

## Long-Term Vision Sanwa Global Vision 2030

### Basic Strategies:

1. Expand and strengthen core businesses in a four-polar global structure consisting of Japan, North America, Europe, and Asia
2. Create customer value through products for disaster prevention and climate change response, as well as smart products and services
3. Increase productivity through digitalization and manufacturing innovation
4. Strengthen core businesses and expand into new business areas through M&A
5. Become a corporate group valued globally with enhanced sustainability management

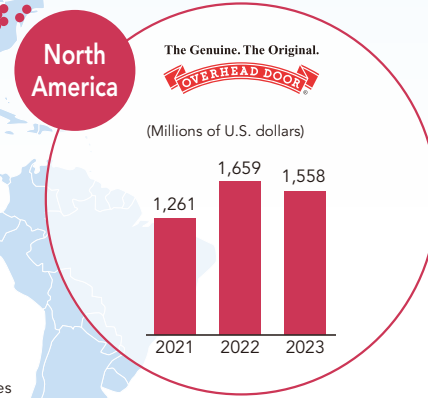
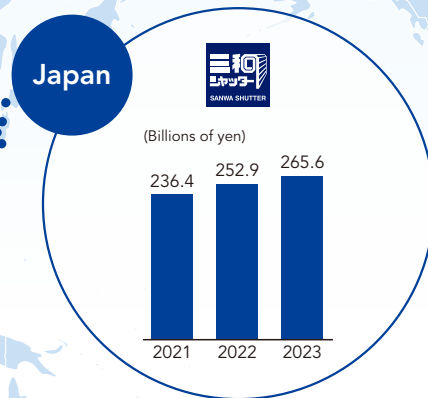
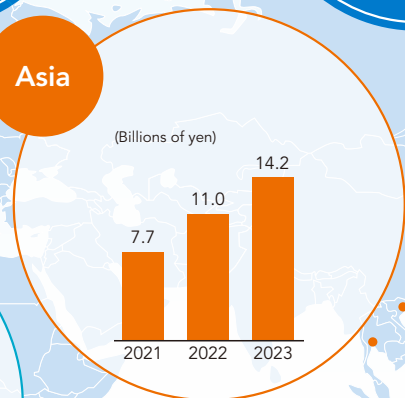
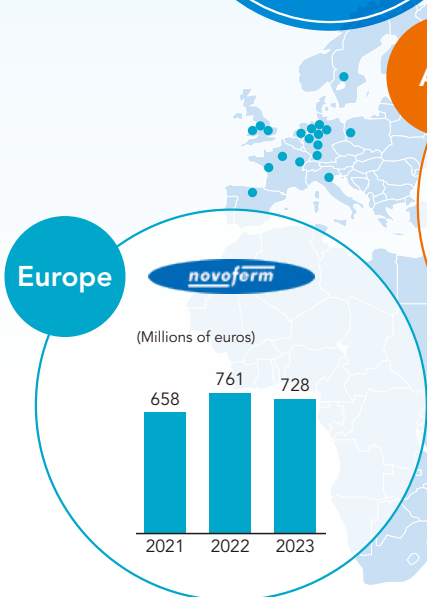
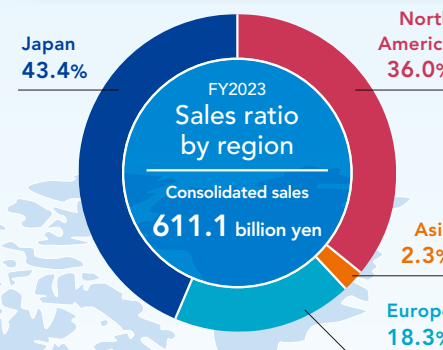
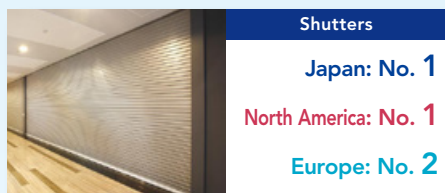
## The Sanwa Group's Vision

# To be a Global Leader of Smart Entrance Solutions



# At a Glance

Ever since the establishment of Sanwa Shutter (H.K.) Ltd. in 1986, globalization has been a driving force for the Sanwa Group that has placed it ahead of its peers in Japan. Today, we have operations spanning 27 countries and regions around the world. As a global leader of smart entrance solutions, we have established a strong presence in the key regions of Japan, North America, and Europe.



Note: Graphs for each region show consolidated sales

# Product Information

The Sanwa Group focus on creating synergy within the Group, and we offer total solutions that can realize safety, security and convenience for entrances in all types of buildings to meet a variety of needs.

We aim to safeguard the valuable lives of people and realize a more affluent and comfortable society by providing products and services that contribute to the safety, security and convenience of customers around the world.



## Sanwa Group products deliver greater safety, security and convenience

### Core Products

<b>Shutters</b>  Japan No. 1   North America No. 1   Europe No. 2   Asia	<b>Sectional doors</b>  Japan No. 1   North America No. 1   Europe No. 2   Asia
<b>Garage doors</b>  Japan No. 1   North America No. 2   Europe No. 2   Asia	<b>Sheet shutters</b>  Japan No. 1   North America   Europe   Asia
<b>Door openers</b>  Japan   North America No. 2   Europe No. 4   Asia	<b>Steel doors</b>  Japan No. 1   North America   Europe No. 2   Asia

### Multi Products

<b>Partitions &amp; toilet booths</b>  Japan No. 2*   North America   Europe   Asia	<b>Waterproofing products</b>  Japan   North America   Europe   Asia
<b>Aluminum &amp; stainless steel facades</b>  Japan No. 1   North America   Europe   Asia	<b>Mailboxes &amp; delivery boxes</b>  Japan No. 2   North America   Europe   Asia
<b>Automatic doors</b>  Japan No. 3   North America No. 3   Europe   Asia	<b>Lightweight sliding doors</b>  Japan No. 1   North America   Europe   Asia

## Our products for buildings

\* Toilet booths

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## What are the Sanwa Group's goals?

We set out our goals in the Sanwa Group Vision and our Group profile.

## How does the Sanwa Group create value?

The message from the president explains how we envision our growth strategy, and describes our value creation model by unraveling its history.

## How will the Sanwa Group move toward achieving its vision?

As part of our strategy for value creation, we introduce the progress of our Mid-Term Management Plan, our financial strategy, our human resources strategy, and our regional operations.

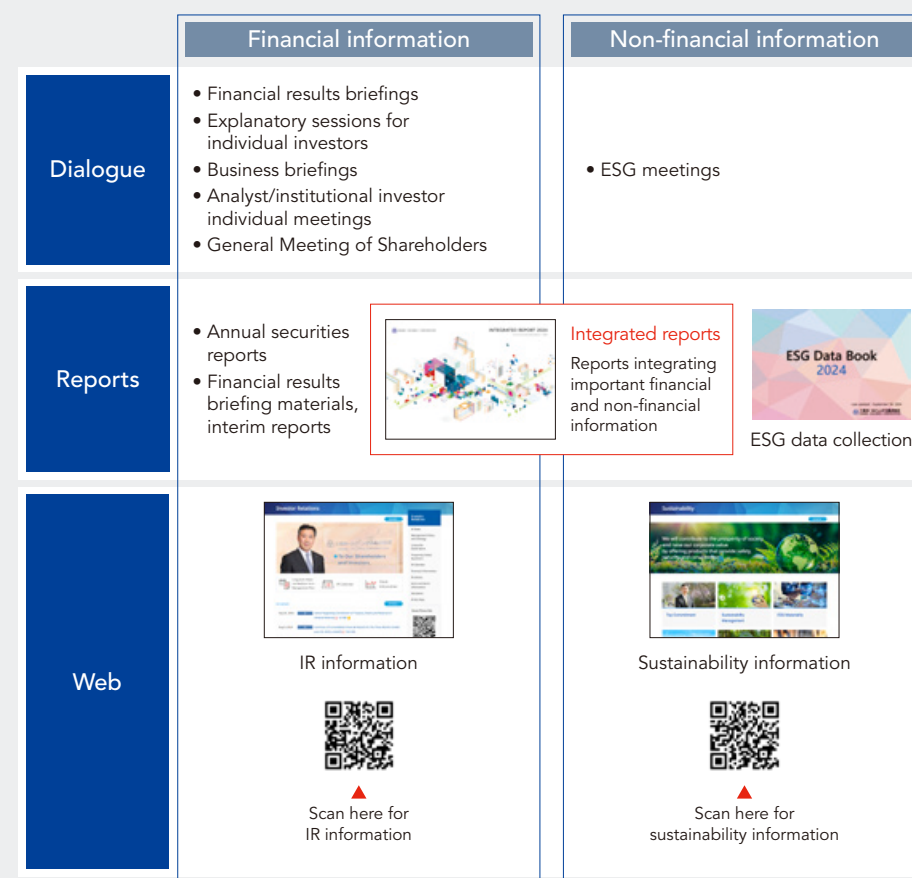
## How about sustainability at the Sanwa Group?

We describe our sustainability efforts to contribute to the creation of a sustainable and prosperous society.

## What is the Sanwa Group's management foundation?

We introduce the governance structure that supports the Sanwa Group, together with a roundtable discussion with outside directors.

## Overall Picture of Communication



## Editorial Policy

The purpose of this report is to provide both financial and non-financial information on the Sanwa Group's management, business outlook, and external environment. In editing this report, we have referred to the International Integrated Reporting Framework proposed by the IRFS Foundation; Guidance for Collaborative Value Creation proposed by the Ministry of Economy, Trade and Industry; the recommendations of the Task Force on Climate-related Financial Disclosures (TCFD); and other documents.

## Forward-looking Statements

This integrated report includes forward-looking statements pertaining to expectations, plans, strategies, management goals, future performance, expenses, revenues, income and other forecasts formulated on past experiences and information available to Sanwa Holdings Corporation (hereafter "the Company") at the time of publication. Forward-looking statements necessarily entail some degree of uncertainty, and the content conveyed in the results as well as underlying factors identified in the report may differ materially from actual results depending on changes in those factors.