The Sanwa Group's 70th Anniversary Story

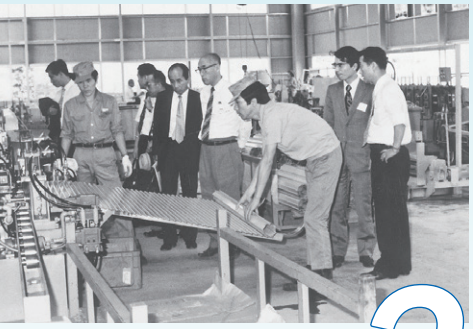
Over the last 70 years, we have taken on the challenge of creating safety, security, and convenience.

Sanwa Group 70th Anniversary Special Site
https://www.sanwa-hldgs.co.jp/english/70th/

1 The Founding Ambition Entrusted to Lightweight Shutters

Recognizing the convenience that shutters offered and their potential, Manji Takayama founded Sanwa in 1956 based on his belief in bringing safety to people's lives. Against the backdrop of growing needs for security, our business grew, and innovations in technology and production efficiency made it more competitive. Despite being a latecomer to the market, we were quick to expand across Japan, growing to become an enterprise that supports safe, convenient lifestyles.





2 A System That Stays Responsible to the End

As demand expanded during the period of Japan's rapid economic growth, we focused on integrating manufacturing and sales, and established a direct sales system as well as a network of plants across Japan. "If we don't increase the value of the products themselves, we won't reach the end customer." With this conviction, we focused our efforts on building a foundation for reliably delivering quality. Through an approach based on "Integrated manufacturing and sales with responsible installation," we solidified our position in the industry while enhancing customer satisfaction and trust.

3 Rushing to Aid in Times of Need

In 1982, we began offering 24-hour full-time service (FTS), an industry first, and expanded our rapid repair and maintenance system to cover all of Japan. Furthermore, we took the lead in developing safety systems and complying with legal regulations on fire prevention equipment, helping to instill an understanding of the importance of inspections and maintenance in society. In recent years, we have continued to support customers in their daily lives by leveraging digital technologies such as IoT to enhance safety and improve preventive maintenance.





4 A Resolve to Face the World

As a pioneer in the construction materials industry, we launched a full-scale expansion of our business overseas. Following a technical partnership with a U.S. company and the establishment of local subsidiaries in Asia, we acquired Overhead Door Corporation (ODC), the largest overhead door manufacturer in the U.S., and the Novoferm (NF) Group, a major European player, thereby establishing a global four-polar structure encompassing North America, Europe, and Asia. Guided by a value system of pursuing not short-term expansion but socially meaningful business—a stance we have upheld since our founding—Sanwa has grown into a global leader in smart entrance solutions.

5 Continuing to Address a Wide Range of Societal Challenges

The Sanwa Group's mission, which began with security and convenience, has evolved to encompass fire and smoke protection, earthquake resistance, universal design, soundproofing, waterproofing, wind resistance, and IoT. Moving forward, we will continue to leverage our Group's technologies and network to deliver tangible value as a provider of safety, security, and convenience for every kind of building entrance.





Corporate Mission / Management Philosophy





Spreading the Sanwa Group's mission of safety, security, and convenience throughout the world; safeguarding the valuable lives of people; and realizing a more affluent and comfortable society. That is the mission that we, as a global leader of smart entrance solutions, are aiming to achieve.

The Sanwa Group's Mission to Society

The Sanwa Group is committed to offering products and services that provide safety, security and convenience to further contribute to the prosperity of society.

The Sanwa Group's Management Philosophy

- To deliver products and services to satisfy all customers.
- To become a true global player and be highly valued in each market in the world.
- To bring together the creativity of each individual in a team environment for the enhancement of corporate value.

Key Points of Integrated Report 2026

1

70 Years Since Our Founding: The Sanwa Group's Journey as a Global Leader of Smart Entrance Solutions

Having begun with a lightweight shutter business in 1956, the Sanwa Group has now reached the milestone of its 70th anniversary. We look back on the history of our efforts to create safety, security, and convenience—values we uphold to this day—through five key highlights.

▶ p. 01– The Sanwa Group's 70th Anniversary Story

2

Progress in the First Year of Medium-term Management Plan 2027

Fiscal 2025 was the first year of Medium-term Management Plan 2027. In addition to the plan's five basic strategies, we present the progress made on financial strategies, regional strategies, and other initiatives, and outline future plans.

▶ p. 11– Vision and Strategies

3

Initiatives to Address Social Issues Based on the Sanwa Group's Materiality

In accordance with our 11 ESG material issues, organized into the four themes of Manufacturing, Environment, People, and the Group's Management Foundation, we present our initiatives aimed at solving social issues and continuing to create value.

▶ p. 31– Enhancing Management Resources

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 IFRS 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.

Overall Picture of Communication



Contents

1 Introduction

The Sanwa Group's 70th Anniversary Story 01
Corporate Mission / Management Philosophy 02
Contents 03
At a Glance 04

2 Our Value Creation Story

Sanwa Value Creation Model 05
Our Journey 07
Sources of Value Creation 09
Value Provided to Stakeholders 10

3 Vision and Strategies

Message from the President 11
Sanwa Global Vision 2030 16
Progress on Medium-term Management Plan 2027 Basic Strategies 17
Digitalization Strategy 19
Financial Strategy 21
The Sanwa Group's Global Strategies 25
Strategies by Region 27

4 Enhancing Management Resources

ESG Material Issues 31
ESG Material Issue Identification Process and Promotion Structure 32
ESG Material Issues and KPIs 33
Risks and Opportunities 34
Manufacturing 35
Environment 37
People 39
FOCUS 1 New value pioneered by YAG Doors 43
FOCUS 2 Using dialogue and co-creation to build better organizations and support human capital management 44
FOCUS 3 Developing the next generation of installers and in-house technicians 45

5 The Group's Management Foundation

Management Team 46
Message from an Outside Director 47
Corporate Governance 49
Risk Management 57
Compliance 58

6 Data Section

Financial & Non-Financial Highlights 59
Ten-Year Summary 61
Global Network 62
Product Information 63
Corporate Overview 64

At a Glance

The Sanwa Group engages in the manufacture, sale, and service of building materials such as shutters and doors in 28 countries and regions worldwide, including Japan and elsewhere in Asia, North America, and Europe. As a pioneer in the industry, we are expanding our operations globally and are diversifying our product lineup with the aim of establishing ourselves as a global leader in the building materials sector.

FY2025

70th anniversary 1956–	Employees 13,174	Countries and regions of operation 28	Production bases worldwide 58

Sales breakdown by region

Japan 44% ¥291.3 billion

No. 1 market share: Shutters, garage doors, steel doors, industrial sectional doors, lightweight sliding doors, and stainless steel facades

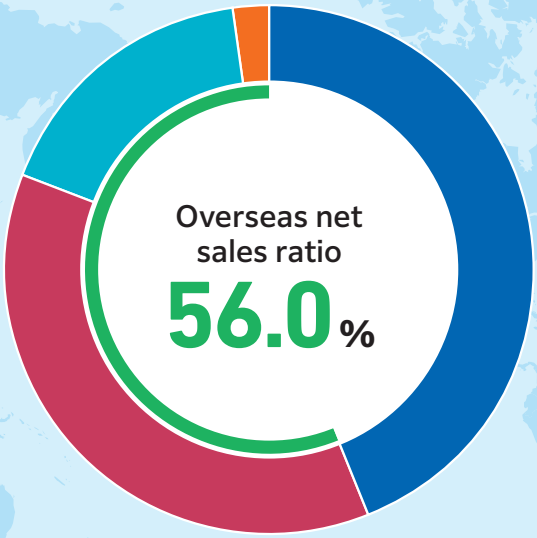
North America 37% ¥241.9 billion

No. 2 market share: Shutters and garage doors, industrial sectional doors, and door operators

Europe 17% ¥115.0 billion

No. 2 market share: Garage doors, shutters, and industrial sectional doors

Asia 2% ¥13.0 billion



Product sales supporting climate change response and disaster preparedness

Climate change response-related products (mitigation)

¥107.9 billion



Climate change response-related products (adaptation)

¥27.9 billion



Disaster preparedness products

¥83.0 billion



Financial indicators (consolidated)

Net sales (consolidated)	Operating profit	Operating profit ratio	ROE	ROIC
¥660.7 billion	¥79.1 billion	12.0%	17.8%	17.3%