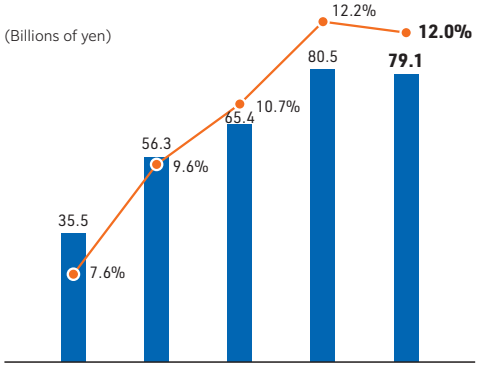
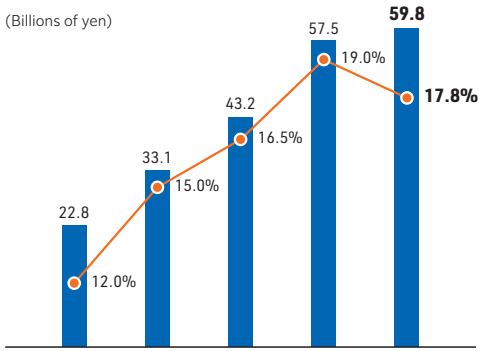
Financial & Non-Financial Highlights

Financial Indicators

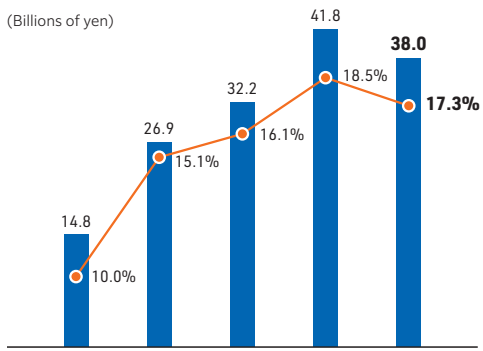
Operating Profit / Operating Profit Ratio



Profit Attributable to Owners of the Parent Company / ROE (Return on Equity)



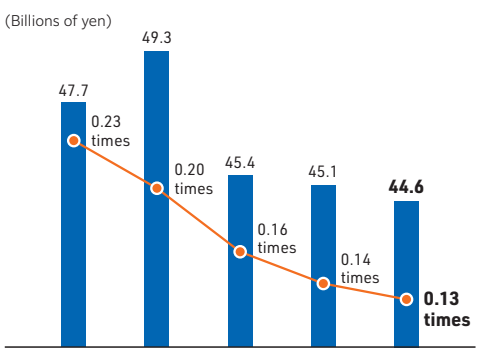
Sanwa Value Added (SVA) / Return on Invested Capital (ROIC)



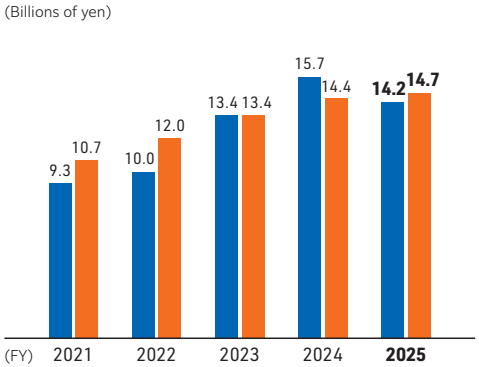
SVA: Our unique indicator of added value.
NOPAT– invested capital × WACC (7%).
The invested capital used in the Company's SVA has been calculated by subtracting cash and cash equivalents and investment securities from shareholders' equity and interest-bearing debt.

ROIC: Net operating profit after tax ÷ invested capital × 100 (%).
The invested capital used in the Company's ROIC is calculated using Shareholders' equity + Interest-bearing debt.

Interest-Bearing Debt / D/E Ratio

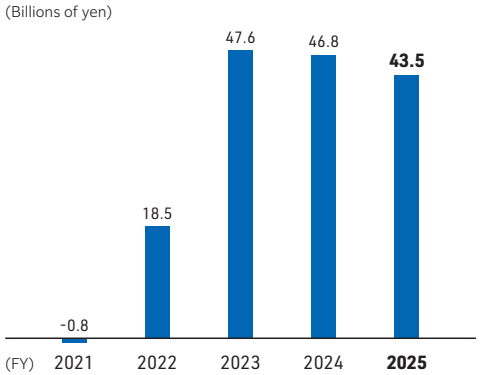


Capital Expenditures / Depreciation and Amortization*

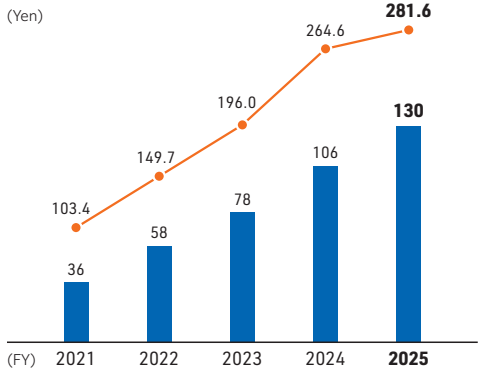


* Excluding amortization of goodwill.

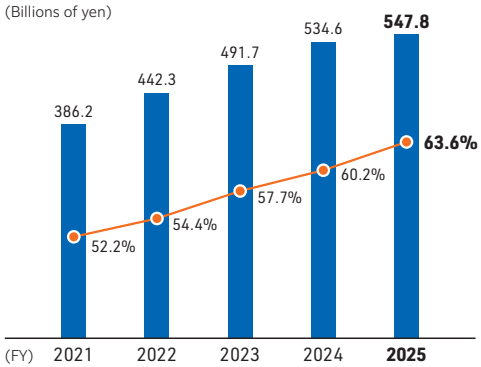
Free Cash Flows



Cash Dividend per Share / Earnings per Share



Total Assets / Shareholders' Equity Ratio

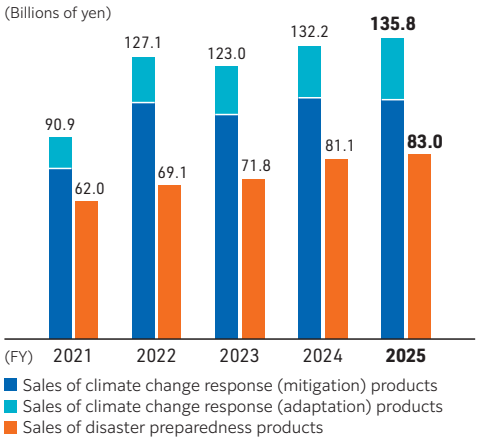


Financial & Non-Financial Highlights

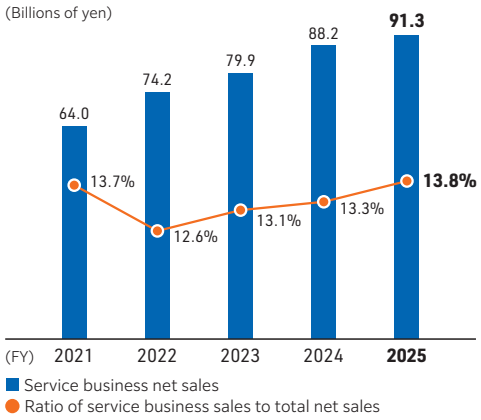
Latest ESG Data
https://www.sanwa-hldgs.co.jp/english/csr/esg.html

Non-Financial Highlights

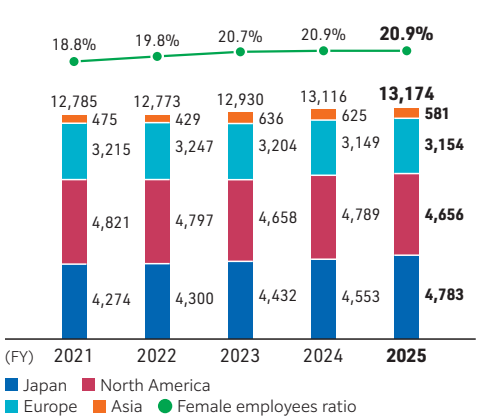
Sales of Climate Change (Mitigation, Adaptation) Response Products / Sales of Disaster Prevention Products (Consolidated)



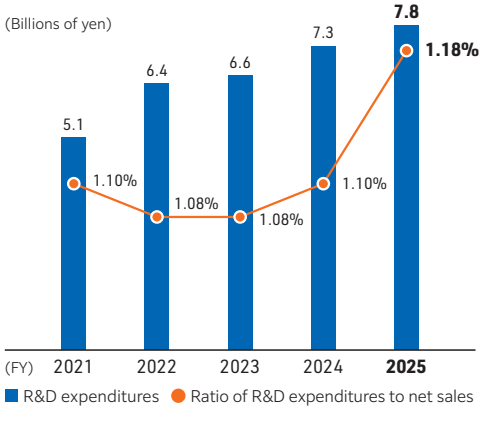
Service Business Net Sales / Ratio of Service Business Sales to Total Net Sales (Consolidated)



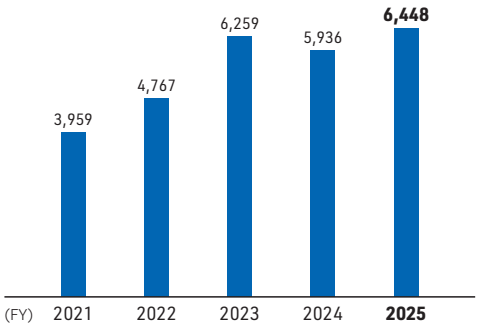
Number of Employees / Female Employees Ratio (Consolidated)



R&D Expenditures / Ratio of R&D Expenditures to Net Sales (Consolidated)

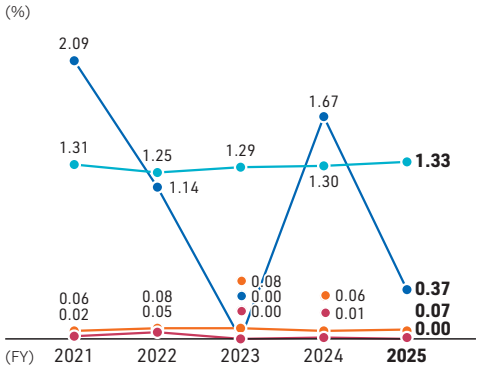


Number of Employees Who Have Received Training (Sanwa Shutter Corporation)



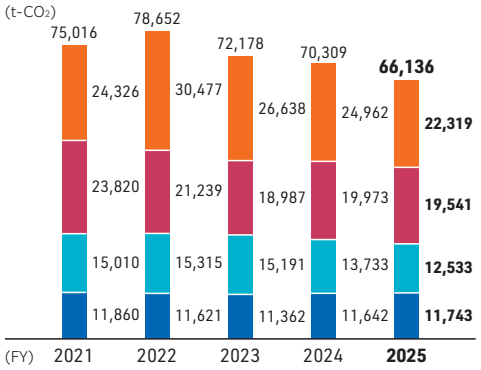
Note: Includes the number of participants who received training organized by the Human Resources Development Center, the Construction Training Center, and the Maintenance Business Promotion Department, or occupational health and safety training.

Lost-Time Injuries Frequency Rate / Severity Rate (Domestic Group Plants)



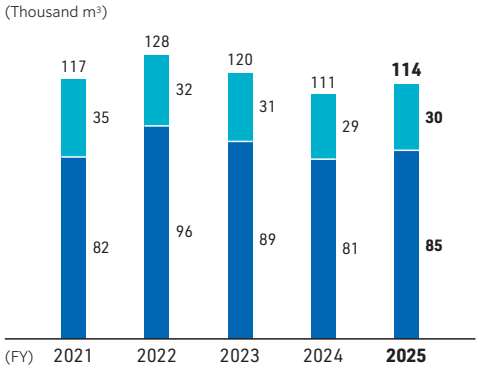
Source: 2025 survey on workplace accidents (Ministry of Health, Labour and Welfare of Japan)

CO_2 Emissions (Domestic and Overseas)



Note: From FY2022, figures are for the consolidated Sanwa Group. Figures for FY2021 are for the consolidated Sanwa Group excluding Asia.

Amount of Water Intake (Sanwa Shutter Corporation)



Ten-Year Summary (As of March 31, 2026)

Sanwa Global Vision 2020 (FY2013–FY2021)
To offer products and services that provide safety, security and convenience to customers worldwide as a major global player in the access systems industry

Sanwa Global Vision 2030 (FY2022–FY2030)
To be a Global Leader of Smart Entrance Solutions

	FY2017	FY2018	FY2019	FY2020	FY2021	FY2022	FY2023	FY2024	FY2025	FY2026 (Forecast)
Operating Results (Millions of yen)										
Net sales	385,673	409,990	440,161	427,061	468,956	588,159	611,107	662,380	**660,712**	**677,000**
Overseas sales ratio (%)	46.1	46.4	45.4	45.9	49.6	57.1	56.6	56.6	**56.0**	**56.6**
Operating profit	28,322	31,593	34,217	33,077	35,487	56,307	65,360	80,515	**79,095**	**81,000**
Operating profit ratio (%)	7.3	7.7	7.8	7.7	7.6	9.6	10.7	12.2	**12.0**	**12.0**
Ordinary profit	27,898	30,437	33,469	32,142	34,122	52,780	64,903	84,015	**80,647**	**82,500**
Profit attributable to owners of the parent company	18,280	20,910	21,647	21,251	22,842	33,084	43,228	57,512	**59,776**	**60,000**
Research and development expenses	4,422	4,611	4,728	4,641	5,143	6,385	6,582	7,293	**7,807**	**—**
Capital expenditures	11,383	12,367	8,419	8,770	9,281	10,041	13,364	15,656	**14,233**	**18,700**
Depreciation and amortization (excluding amortization of goodwill)	7,622	8,049	9,301	10,010	10,666	12,021	13,392	14,383	**14,734**	**16,359**
Cash Flows (Millions of yen)										
Cash flows from operating activities	26,532	24,271	32,301	50,144	20,526	34,425	72,427	76,942	**61,396**	**—**
Cash flows from investing activities	(13,172)	(13,677)	(16,622)	(11,177)	(21,353)	(15,941)	(24,819)	(30,174)	**(17,917)**	**—**
Cash flows from financing activities	(20,505)	(11,349)	(10,466)	(6,102)	(27,363)	(9,887)	(26,244)	(42,890)	**(52,702)**	**—**
Cash and cash equivalents (end of year)	49,263	47,977	54,618	87,795	61,397	71,153	94,195	103,114	**91,583**	**—**
Free cash flows	13,360	10,593	15,679	38,967	(827)	18,484	47,608	46,768	**43,479**	**—**
Financial Position (at Balance Sheet Date) (Millions of yen)										
Total assets	331,686	338,432	354,023	375,159	386,237	442,274	491,701	534,609	**547,798**	**—**
Interest-bearing debt	65,945	61,217	63,730	66,194	47,706	49,253	45,360	45,107	**44,581**	**—**
Net assets	151,121	161,603	165,633	181,387	203,311	242,350	285,501	324,192	**350,984**	**—**
Working capital*1	90,794	96,162	105,235	96,067	110,235	141,693	149,414	158,369	**176,223**	**—**
Financial Indicators										
Net profit per share (EPS) (yen)	81.0	93.0	97.1	96.2	103.4	149.7	196.0	264.6	**281.6**	**288.1**
Net assets per share (yen)	667.1	713.5	742.9	814.1	912.7	1,088.9	1,295.5	1,499.1	**1,660.4**	**—**
Cash dividends per share (yen)	30	32	34	34	36	58	78	106	**130**	**146**
Return on assets (ROA) (%)	5.6	6.2	6.3	5.8	6.0	8.0	9.3	11.2	**11.0**	**—**
Return on equity (ROE) (%)	12.7	13.5	13.3	12.4	12.0	15.0	16.5	19.0	**17.8**	**17.0**
ROIC*2 (%)	8.4	10.2	10.5	9.6	10.0	15.1	16.1	18.5	**17.3**	**17.3**
SVA*3 (billions of yen)	9.0	12.7	14.0	13.6	14.8	26.9	32.2	41.8	**38.0**	**38.0**
D/E ratio (times)	0.44	0.38	0.38	0.36	0.23	0.20	0.16	0.14	**0.13**	**0.08**
Shareholders' equity ratio (%)	45.2	47.4	46.3	47.9	52.2	54.4	57.7	60.2	**63.6**	**65.7**
Cash conversion cycle (CCC)*4 (days)	82.2	83.2	83.5	86.0	80.3	78.2	86.9	84.8	**92.4**	**—**
Payout ratio (%)	37.1	34.4	35.0	35.3	34.8	38.7	39.8	40.1	**46.2**	**50.7**
Price-to-book ratio (PBR) (times)	2.1	1.9	1.1	1.8	1.4	1.3	2.1	3.2	**2.1**	**—**
Price earnings ratio (PER) (times)	17.0	14.2	8.7	15.1	12.0	9.5	13.7	18.0	**12.6**	**—**
EV/EBITDA ratio*5 (times)	9.5	8.2	4.7	7.3	6.0	4.5	7.3	10.8	**7.9**	**—**

*1 Working capital: accounts receivable + inventory – accounts payable

*2 ROIC: Net operating profit after tax ÷ invested capital × 100 (%)
The invested capital used in the Company's ROIC is calculated using shareholders' equity + interest-bearing debt.
We are aiming for a cost of shareholders' equity of 8%, and the actual tax rate changed from 40% to 33% for FY2018 onward.

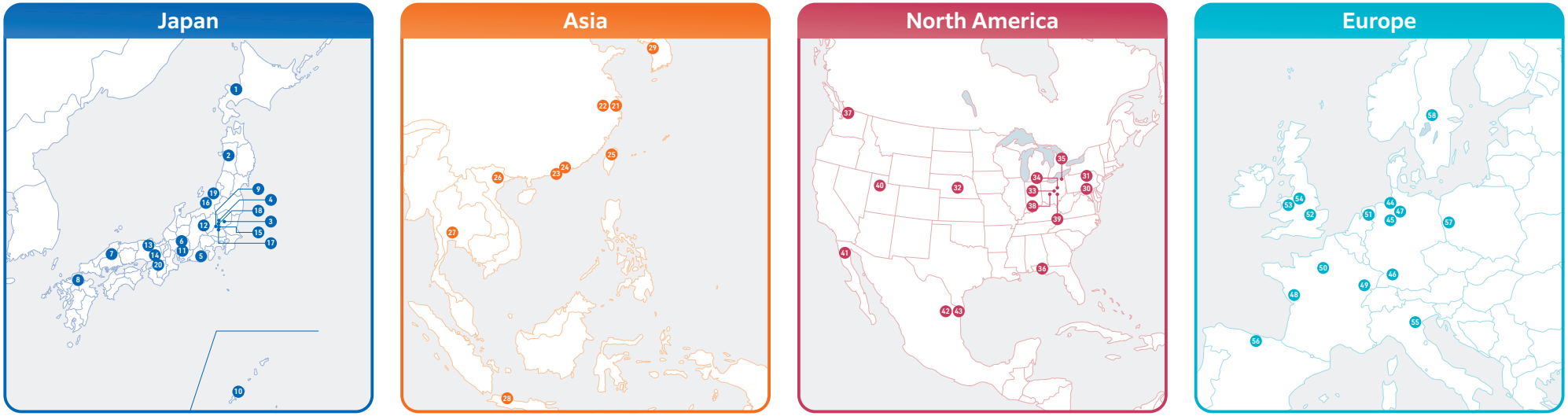
*3 SVA: Our unique indicator of added value. NOPAT – invested capital × WACC.
The invested capital used in the Company's SVA has been calculated by subtracting cash and cash equivalents and investment securities from shareholders' equity and interest-bearing debt.
The weighted average cost of capital (WACC) was changed from 6% to 7% starting in fiscal 2025.
We are aiming for a cost of shareholders' equity of 8%, and the actual tax rate changed from 40% to 33% for FY2018 onward.

*4 CCC: Accounts receivable turnover days + inventory turnover days – accounts payable turnover days

*5 EV/EBITDA ratio: EV (market capitalization + interest-bearing debt – cash

Global Network

Global Network (Production Locations) (As of April 1, 2026)



Group Production Locations

Country	Company	Area	Products
Japan			
	Sanwa Shutter Corporation	① Eniwa City, Hokkaido	Rolling shutters, overhead doors, doors & door frames
		② Akita City, Akita	Lightweight shutters
		③ Ashikaga City, Tochigi	Rolling shutters, overhead doors
		④ Ota City, Gunma	Doors & door frames
		⑤ Makinohara City, Shizuoka	Window shutters, doors & door frames, partitions
		⑥ Tarui Town, Fuwa District, Gifu	Rolling shutters, overhead doors
		⑦ Akitakata City, Hiroshima	Rolling shutters, doors & door frames
		⑧ Asakura City, Fukuoka	Rolling shutters, doors & door frames
	Showa Front Co., Ltd.	⑨ Moroyama Town, Iruma District, Saitama	Aluminum facades
	Okinawa Sanwa Shutter Corporation	⑩ Uruma City, Okinawa	Rolling shutters, doors & door frames, partitions
	Sanwa Tajima Corporation	⑨ Moroyama Town, Iruma District, Saitama	Stainless steel products
		⑪ Inuyama City, Aichi	Stainless steel products
		⑫ Saku City, Nagano	Stainless steel products
		⑬ Tanba City, Hyogo	Stainless steel products
	Sanwa System Wall Co., Ltd.	⑭ Amagasaki City, Hyogo	Partitions
		⑧ Asakura City, Fukuoka	Partitions
	Suzuki Shutter Corporation	⑮ Kawagoe City, Saitama	Rolling shutters, waterproof products
	Sanwa Exterior Niigata Plant Co., Ltd.	⑭ Tsubame City, Niigata	Window shutters, doors & door frames
	Venix Co., Ltd.	⑰ Ranzan Town, Hiki District, Saitama	Partitions
	Showa Kensan Co., Ltd.	⑱ Oura Town, Oura District, Gunma	Automatic doors
	Hayashi Kogyo Co., Ltd.	⑲ Niigata City, Niigata	Doors & door frames
	Sanwa Electronics Engineering Co., Ltd.	⑳ Osaka City, Osaka	Shutter operators
	Sanwa Mitaka K.K.	① Eniwa City, Hokkaido	Doors & door frames
Asia			
China	Shanghai Baochan-Sanwa Door Co., Ltd.	㉑ Shanghai	Overhead doors, rolling shutters
	Sanwa Novoferm (Changshu) CO., LTD.	㉒ Jiangsu	Doors & door frames
	SANWA SHUTTER (HK) LTD.	㉓ Hong Kong	Rolling shutters
	SUZUKI SHUTTER (HK) LTD.	㉔ Hong Kong	Rolling shutters
Taiwan	An-Ho Metal Industrial Co., Ltd.	㉕ Hsinchu	Door & door frames
Vietnam	Vina-Sanwa Company Liability Ltd.	㉖ Hanoi	Doors & door frames, rolling shutters
Thailand	Sun Metal Co., Ltd.	㉗ Korat	Rolling shutters, door & door frames
Indonesia	PT. Sanwamas Metal Industry	㉘ Bekasi	Rolling shutters, door & door frames
Korea	Dongbang Novoferm Inc.	㉙ Gyeonggi-do	Door & door frames

Country	Company	Area	Products
North America	**Overhead Door Corporation**		
U.S.	Overhead Door Corporation	㉜ Lewistown	Rolling shutters, dock levelers
		㉝ Williamsport	Residential garage doors, commercial sectional doors
		㉞ Grand Island	Residential garage doors, commercial sectional doors
		㉟ Mt. Hope	Residential garage doors, commercial sectional doors, hardware parts
		㊱ Dalton	Rolling shutters
		㊲ Conneaut	Resin panels & parts
		㊳ Pensacola	Residential garage doors, commercial sectional doors, sheet shutters
		㊴ Centralia	Residential garage doors
		㊵ Marion	Truck & trailer doors
		㊶ Baltic	Garage door operators
		㊷ Salt Lake City	Fireproof doors, security doors
Mexico	Overhead Door Corporation	㊸ Tecate	Truck & trailer doors
		㊹ Matamoros	Garage door operators
		㊺ Matamoros	Automatic doors
Europe	**Novoferm Group**		
Germany	Novoferm GmbH	㊻ Werth	Residential garage doors, door & door frames
		㊼ Dortmund	Residential garage doors, industrial sectional doors, truck & trailer doors
	Novoferm Riexinger Türenwerke GmbH	㊽ Brackenheim	Fireproof doors & door frames, fireproof sliding doors
	Novoferm tormatic GmbH	㊾ Dortmund	Garage door operators
France	Novoferm France S.A.S	㊿ Machecoul	Residential garage doors
		(51) Bavilliers	Residential garage doors
		(52) Melun	Fireproof doors & door frames, fireproof sliding doors
Netherlands	Alpha Deuren International B.V.	(53) Didam	Commercial sectional doors
U.K.	Novoferm UK Limited	(54) Luton	Residential garage doors
	Horton Automatics Ltd.	(55) Telford	Automatic doors
	Robust UK Ltd.	(56) Newcastle-under-Lyme	Door & door frames
Italy	Novoferm Schievano s.r.l.	(57) Padova	Doors & door frames, fireproof sliding doors
Spain	Novoferm Alsal S.A.	(58) Cantabria	Doors & door frames, residential garage doors, industrial sectional doors
Poland	Novoferm Door Sp. z o.o.	(59) Wykroty	Door & door frames, dock leveler
Sweden	Robust AB	(60) Nykroppa	Door & door frames

Product Information

The Sanwa Group's products are used in a wide range of applications, including detached houses, housing complexes, commercial facilities, office buildings, schools, medical and welfare facilities, plants, and warehouses, delivering safety, security, and convenience to everyday life and further increasing their value.

Sanwa Group products deliver greater safety, security, and convenience

Commercial facilities, office buildings, and hotels | Plants, warehouses, and data centers | Medical and welfare facilities | Schools | Detached houses | Housing complexes

Core Products

Shutters



Regions: Japan No. 1 | North America No. 2 | Europe | Asia

Building type/use

Industrial sectional doors



Regions: Japan No. 1 | North America No. 2 | Europe No. 2 | Asia

Building type/use

Garage doors



Regions: Japan No. 1 | North America No. 2 | Europe No. 2 | Asia

Building type/use

High-speed sheet shutters



Regions: Japan No. 1 | North America | Europe | Asia

Building type/use

Door operators



Regions: Japan | North America No. 2 | Europe | Asia

Building type/use

Steel doors



Regions: Japan No. 1 | North America | Europe No. 2 | Asia

Building type/use

Multi Products

Partitions & toilet booths



Regions: Japan | North America | Europe | Asia

Building type/use

Waterproof products



Regions: Japan | North America | Europe | Asia

Building type/use

Aluminum & stainless steel facades



Regions: Japan No. 2 | North America | Europe | Asia

Building type/use

Mailboxes & delivery boxes



Regions: Japan No. 2 | North America | Europe | Asia

Building type/use

Automatic doors



Regions: Japan | North America | Europe | Asia

Building type/use

Lightweight sliding doors



Regions: Japan No. 1 | North America | Europe | Asia

Building type/use

Our products for buildings

Office Areas



Partitions

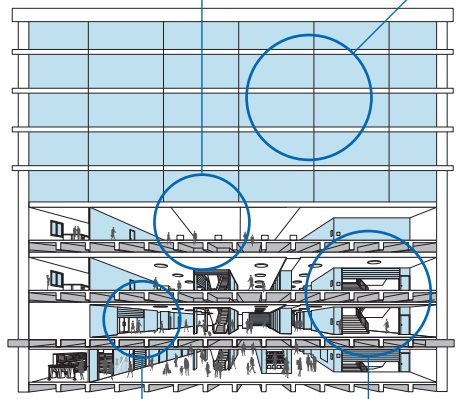


Toilet booths

Building Exteriors



Facades



Entrance Areas



Automatic doors



Aluminum & stainless steel facades

Fire Prevention Divisions



Fireproof & smokeproof shutters



Mailboxes & delivery boxes



Waterproof products



Fireproof doors (steel doors)

Corporate Overview (As of March 31, 2026)

Corporate Overview

Head Office	Shinjuku Mitsui Building 52F Nishi-Shinjuku 2-1-1, Shinjuku-ku, Tokyo 163-0478, Japan Phone: +81-3-3346-3019
Established	April 10, 1956
Capital (Paid-In)	¥38,413 million
Employees (Consolidated)	13,174
Stock Listings	Tokyo Stock Exchange
Transfer Agent	Mitsubishi UFJ Trust and Banking Corporation Corporate Agency Department P.O. Box 29, Shin-Tokyo Post Office Nikkocho 1-1, Fuchu-shi, Tokyo 137-8081, Japan
Common Stock	Authorized: 550,000,000 shares Issued: 221,000,000 shares Number of shareholders: 15,399

Principal Shareholders

Shareholder name	Number of shares held (thousands of shares)	Percentage of voting rights (%)
The Master Trust Bank of Japan, Ltd. (Trust Account)	29,646	14.13
Custody Bank of Japan, Ltd. (Trust Account)	13,821	6.59
Sumitomo Mitsui Banking Corporation	10,038	4.78
The Dai-ichi Life Insurance Company, Limited	6,784	3.23
CGML PB CLIENT ACCOUNT/COLLATERAL	6,161	2.94
STATE STREET BANK AND TRUST COMPANY 505010	5,756	2.74
Aioi Nissay Dowa Insurance Co., Ltd.	5,140	2.45
STATE STREET BANK AND TRUST COMPANY 505001	3,758	1.79
Goldman Sachs Japan Co., Ltd. BNYM	3,420	1.63
Nippon Life Insurance Company	3,348	1.60

Notes: 1. The Company holds treasury stock as follows, which is excluded from the principal shareholders listed above.
Number of shares held: 11,115 thousand shares
Percentage of shares issued: 5.03%
2. Percentage of voting rights is calculated based on the total number of shares issued excluding treasury stock.

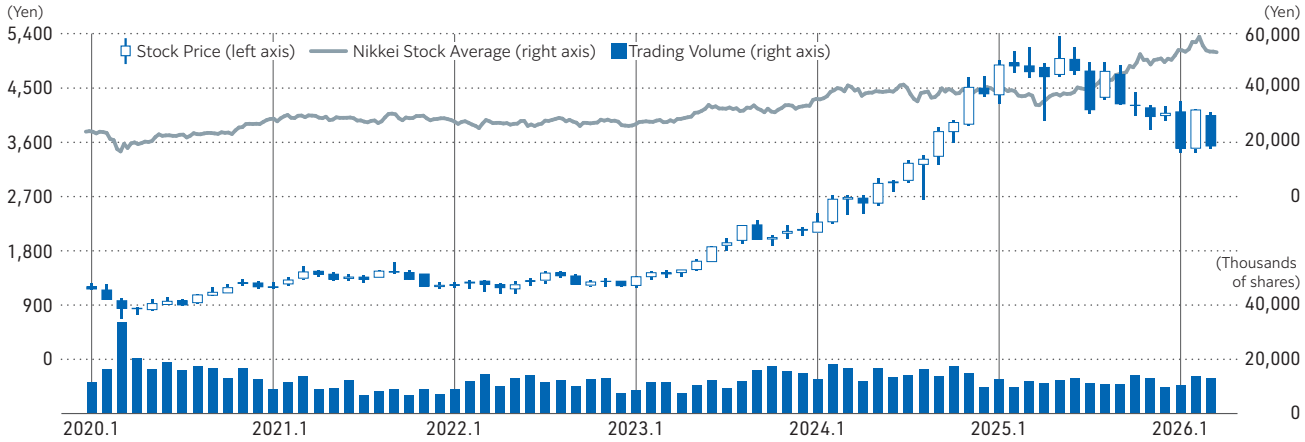
External Evaluations

The Group's sustainability initiatives and disclosure level are evaluated by external parties and are recognized with inclusion in domestic and international ESG indexes and receipt of various awards.

ESG Indexes	FTSE4Good Index Series	FTSE JPX Blossom Japan Index	FTSE JPX Blossom Japan Sector Relative Index	MSCI Japan ESG Select Leaders Index	S&P/JPX Carbon Efficient Index	SOMPO Sustainability Index
Awards and Ratings	CDP 2025 Climate Change A List	CDP 2025 Supplier Engagement Leader	Broadband Security Gomez IR Site Ranking 2025 Gold Prize for Excellent Company	NIKKO Investor Relations 2025 All Japanese Listed Companies' Website Ranking "AAA Website" in Overall Ranking and Sector Ranking	2026 Outstanding Organizations of KENKO Investment for Health (Large Enterprise Category)	

THE INCLUSION OF Sanwa Holdings Corporation IN ANY MSCI INDEX, AND THE USE OF MSCI LOGOS, TRADEMARKS, SERVICE MARKS OR INDEX NAMES HEREIN, DO NOT CONSTITUTE A SPONSORSHIP, ENDORSEMENT OR PROMOTION OF Sanwa Holdings Corporation BY MSCI OR ANY OF ITS AFFILIATES. THE MSCI INDEXES ARE THE EXCLUSIVE PROPERTY OF MSCI. MSCI AND THE MSCI INDEX NAMES AND LOGOS ARE TRADEMARKS OR SERVICE MARKS OF MSCI OR ITS AFFILIATES.

Stock Price / Trading Volume



Stock Price Trend

Fiscal year	High (yen)	Low (yen)
April 1, 2014 – March 31, 2015	925	598
April 1, 2015 – March 31, 2016	1,113	660
April 1, 2016 – March 31, 2017	1,165	793
April 1, 2017 – March 31, 2018	1,624	1,016
April 1, 2018 – March 31, 2019	1,449	1,135
April 1, 2019 – March 31, 2020	1,367	666

Fiscal year	High (yen)	Low (yen)
April 1, 2020 – March 31, 2021	1,550	741
April 1, 2021 – March 31, 2022	1,606	1,121
April 1, 2022 – March 31, 2023	1,478	1,090
April 1, 2023 – March 31, 2024	2,729	1,375
April 1, 2024 – March 31, 2025	5,165	2,405
April 1, 2025 – March 31, 2026	5,352	3,426