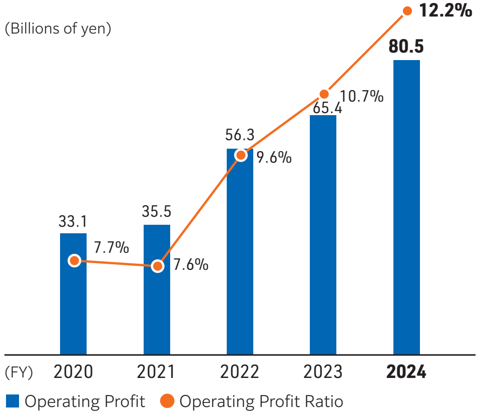
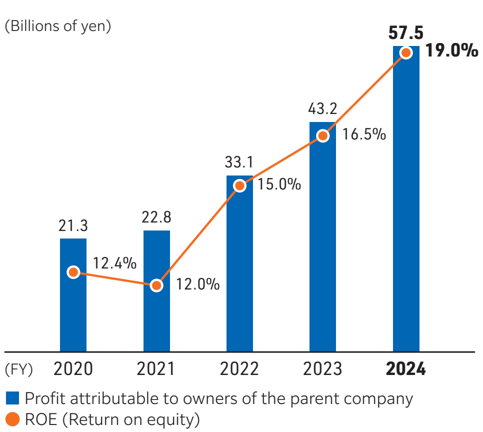
Financial & Non-Financial Highlights

Financial Indicators

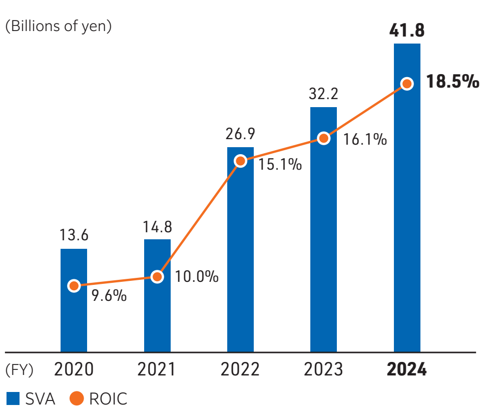
Operating Profit / Operating Profit Ratio



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



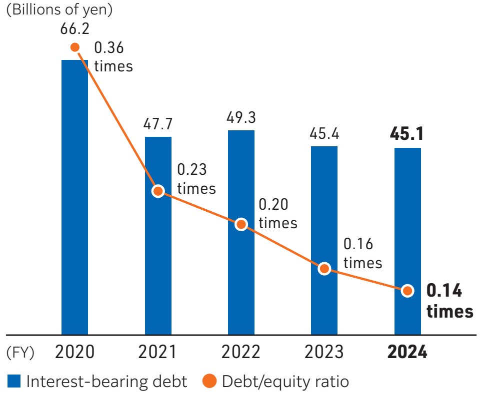
Sanwa Value Added (SVA) / Return on Invested Capital (ROIC)



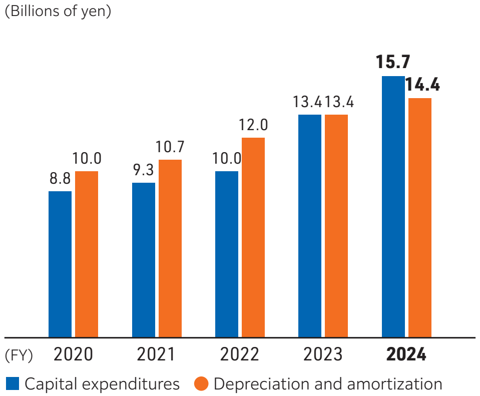
SVA: Our unique indicator of added value.
NOPAT− invested capital × WACC (7%).
The invested capital used in the Company's SVA has been calculated by subtracting cash and cash equivalents and investment securities from shareholders' equity and interest-bearing debt.

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 / Debt/Equity Ratio

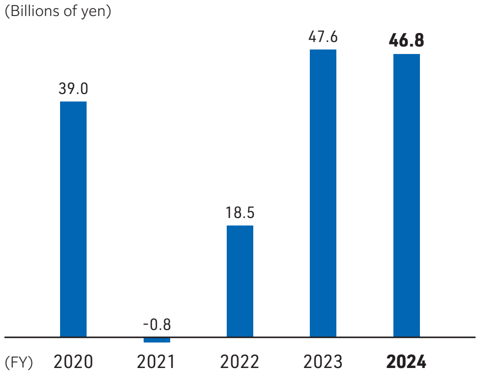


Capital Expenditures / Depreciation and Amortization*

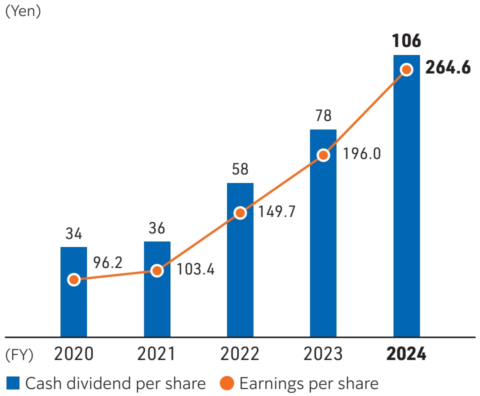


* Excluding amortization of goodwill.

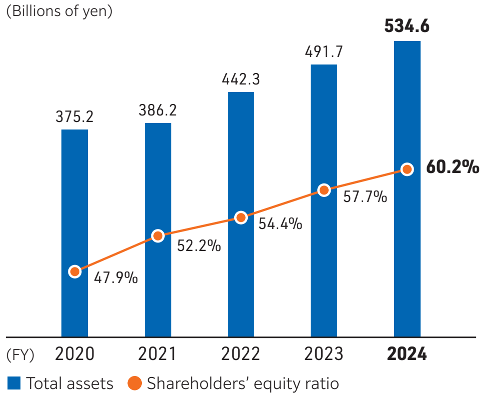
Free Cash Flows



Cash Dividend per Share / Earnings per Share



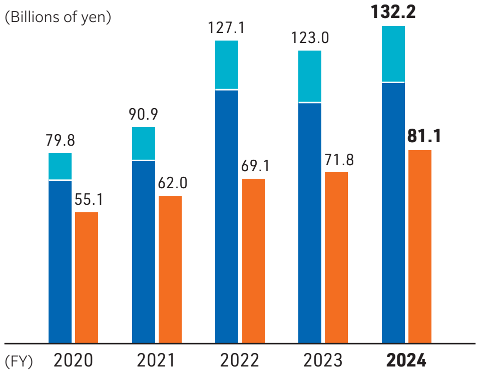
Total Assets / Shareholders' Equity Ratio



Financial & Non-Financial Highlights

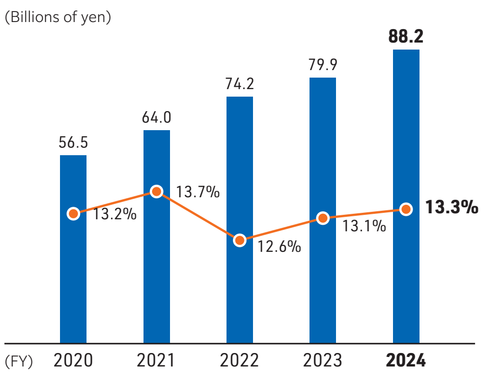
Non-Financial Highlights

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



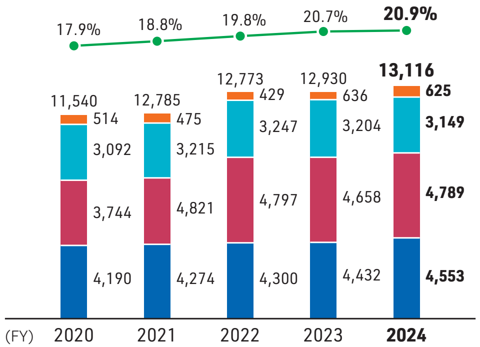
■ Sales of climate change response (mitigation) products
■ Sales of climate change response (adaptation) products
■ Sales of disaster preparedness products

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



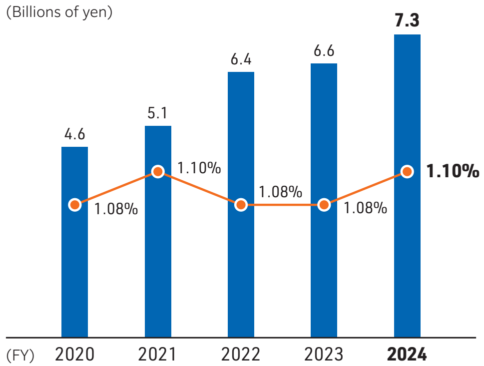
■ Service business net sales
● Ratio of service business sales to total net sales

Number of Employees / Female Employees Ratio (Consolidated)



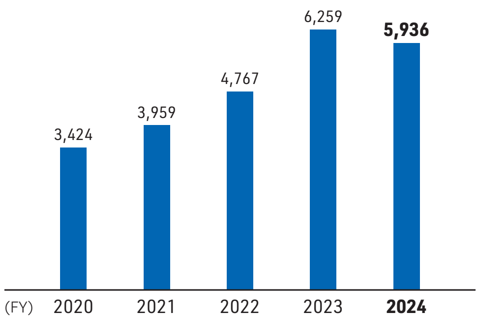
■ Japan ■ Overhead Door Corporation
■ NF Group ■ Asia ● Female employees ratio

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



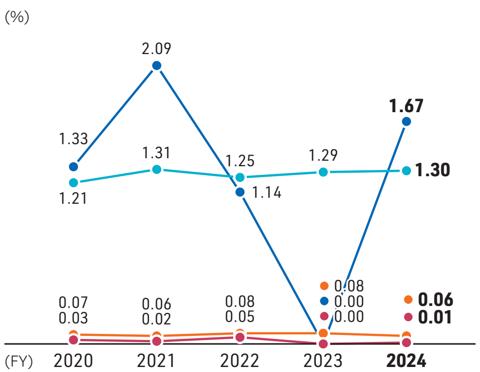
■ R&D expenditures ● Ratio of R&D expenditures to net sales

Number of Employees Who Have Received Training (Sanwa Shutter)



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.

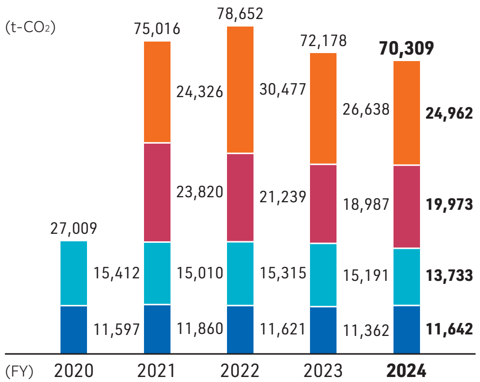
Lost-Time Injuries Frequency Rate / Severity Rate (Domestic Group Factories)



● Japan (domestic factories) lost-time injuries frequency rate
● Manufacturer average lost-time injuries frequency rate
● Japan (domestic factories) severity rate
● Manufacturer average severity rate

Source: 2024 survey on workplace accidents (Ministry of Health, Labour and Welfare of Japan)

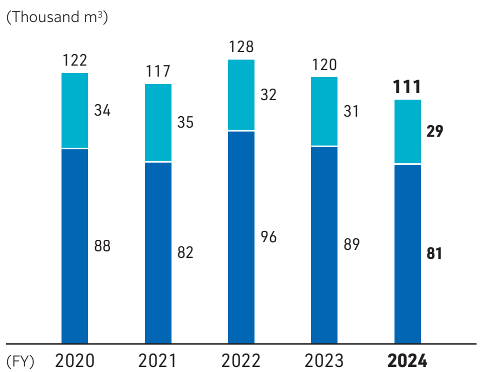
CO_2 Emissions (Domestic and Overseas)



■ Scope 1 (Domestic) ■ Scope 2 (Domestic)
■ Scope 1 (Overseas) ■ Scope 2 (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)



■ Factories ■ Offices

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

Ten-Year Summary (As of March 31, 2025)

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

	FY2016	FY2017	FY2018	FY2019	FY2020	FY2021	FY2022	FY2023	FY2024	FY2025 (Forecast)
Operating Results (Millions of yen)										
Net sales	353,922	385,673	409,990	440,161	427,061	468,956	588,159	611,107	**662,380**	**654,000**
Overseas sales ratio (%)	44.4	46.1	46.4	45.4	45.9	49.6	57.1	56.6	**56.6**	**56.0**
Operating profit	26,440	28,322	31,593	34,217	33,077	35,487	56,307	65,360	**80,515**	**81,000**
Operating profit ratio (%)	7.5	7.3	7.7	7.8	7.7	7.6	9.6	10.7	**12.2**	**12.4**
Ordinary profit	25,278	27,898	30,437	33,469	32,142	34,122	52,780	64,903	**84,015**	**82,700**
Profit attributable to owners of the parent company	17,070	18,280	20,910	21,647	21,251	22,842	33,084	43,228	**57,512**	**58,000**
Research and development expenses	3,999	4,422	4,611	4,728	4,641	5,143	6,385	6,582	**7,293**	**—**
Capital expenditures	8,096	11,383	12,367	8,419	8,770	9,281	10,041	13,364	**15,656**	**17,600**
Depreciation and amortization (excluding amortization of goodwill)	7,290	7,622	8,049	9,301	10,010	10,666	12,021	13,392	**14,383**	**15,648**
Cash Flows (Millions of yen)										
Cash flows from operating activities	23,670	26,532	24,271	32,301	50,144	20,526	34,425	72,427	**76,942**	**—**
Cash flows from investing activities	(8,006)	(13,172)	(13,677)	(16,622)	(11,177)	(21,353)	(15,941)	(24,819)	**(30,174)**	**—**
Cash flows from financing activities	(838)	(20,505)	(11,349)	(10,466)	(6,102)	(27,363)	(9,887)	(26,244)	**(42,890)**	**—**
Cash and cash equivalents (end of year)	56,290	49,263	47,977	54,618	87,795	61,397	71,153	94,195	**103,114**	**—**
Free cash flows	15,664	13,360	10,593	15,679	38,967	(827)	18,484	47,608	**46,768**	**—**
Financial Position (at Balance Sheet Date) (Millions of yen)										
Total assets	323,393	331,686	338,432	354,023	375,159	386,237	442,274	491,701	**534,609**	**—**
Interest-bearing debt	74,739	65,945	61,217	63,730	66,194	47,706	49,253	45,360	**45,107**	**—**
Net assets	139,905	151,121	161,603	165,633	181,387	203,311	242,350	285,501	**324,192**	**—**
Working capital	82,982	90,794	96,162	105,235	96,067	110,235	141,693	149,414	**158,369**	**—**
Financial Indicators										
Net profit per share (EPS) (yen)	74.6	81.0	93.0	97.1	96.2	103.4	149.7	196.0	**264.6**	**270.7**
Net assets per share (yen)	607.2	667.1	713.5	742.9	814.1	912.7	1,088.9	1,295.5	**1,499.1**	**—**
Cash dividends per share (yen)	25	30	32	34	34	36	58	78	**106**	**124**
Return on assets (ROA) (%)	5.4	5.6	6.2	6.3	5.8	6.0	8.0	9.3	**11.2**	**—**
Return on equity (ROE) (%)	12.7	12.7	13.5	13.3	12.4	12.0	15.0	16.5	**19.0**	**18.0**
ROIC (%)	8.1	8.4	10.2	10.5	9.6	10.0	15.1	16.1	**18.5**	**17.5**
SVA (billions of yen)	8.1	9.0	12.7	14.0	13.6	14.8	26.9	32.2	**41.8**	**39.5**
Debt/equity ratio (times)	0.53	0.44	0.38	0.38	0.36	0.23	0.20	0.16	**0.14**	**0.14**
Shareholders' equity ratio (%)	43.0	45.2	47.4	46.3	47.9	52.2	54.4	57.7	**60.2**	**59.0**
Cash conversion cycle (CCC) (days)	86.1	82.2	83.2	83.5	86.0	80.3	78.2	86.9	**84.8**	**—**
Payout ratio (%)	33.5	37.1	34.4	35.0	35.3	34.8	38.7	39.8	**40.1**	**45.8**
Price-to-book ratio (PBR) (Times)	1.7	2.1	1.9	1.1	1.8	1.4	1.3	2.1	**3.2**	**—**
Price earnings ratio (PER) (Times)	14.0	17.0	14.2	8.7	15.1	12.0	9.5	13.7	**18.0**	**—**
EV/EBITDA ratio (Times)	8.0	9.5	8.2	4.7	7.3	6.0	4.5	7.3	**10.8**	**—**

*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.

*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. We have calculated the weighted average cost of capital (WACC) at 7% (changed in the FY2025 forecast from the previous 6%) . We are aiming for a cost of shareholders' equity of 8%, and the actual tax rate changed from 40% to 33% for FY2018 onward.

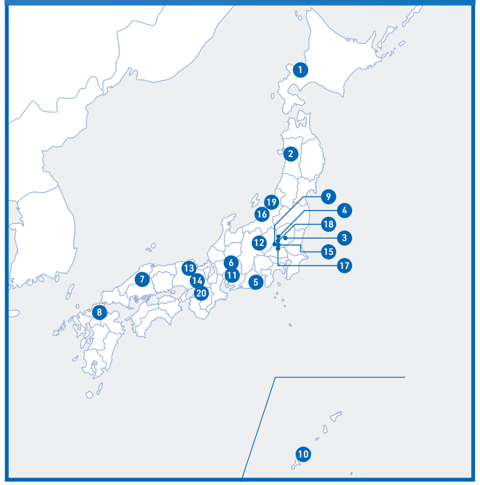
*4 CCC: Accounts receivable turnover days + inventory turnover days – accounts payable turnover days

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

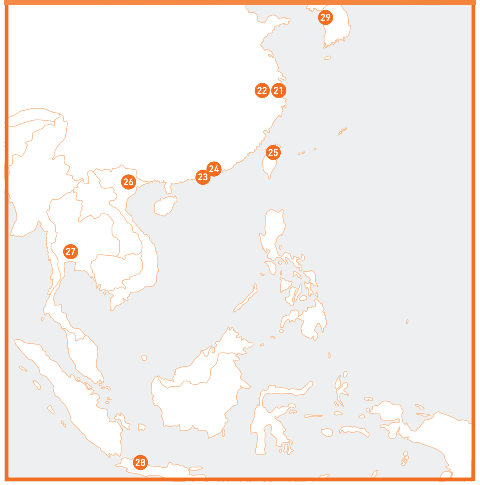
Global Network

Global Network (Production Locations) (As of July 1, 2025)

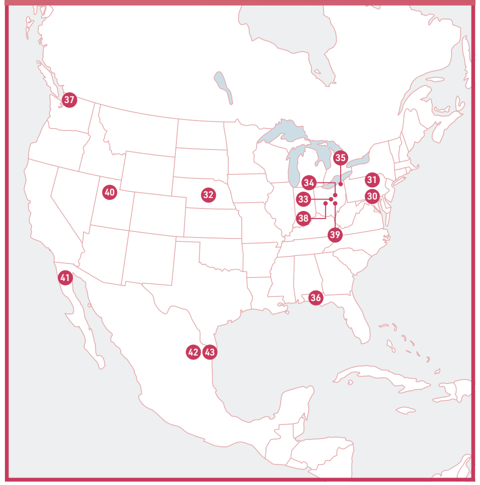
Japan



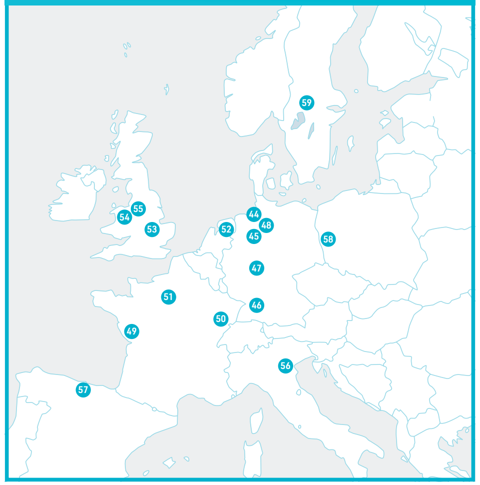
Asia



North America



Europe



Group Production Locations

Country/Region	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 & curtain walls
	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.	16 Tsubame City, Niigata	Window shutters, doors & door frames
	Venix Co., Ltd.	17 Ranzan Town, Hiki District, Saitama	Partitions
	Showa Kensan Co., Ltd.	18 Ora Town, Ora District, Gunma	Automatic doors
	Hayashi Kogyo Co., Ltd.	19 Niigata City, Niigata	Doors & door frames
	Sanwa Electronics Engineering Co., Ltd.	20 Osaka City, Osaka	Door openers
	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	Doors & door frames
Vietnam	Vina-Sanwa Company Liability Ltd.	26 Hanoi	Doors & door frames, rolling shutters
Thailand	Sun Metal Co., Ltd.	27 Korat	Rolling shutters, doors & door frames
Indonesia	PT. Sanwamas Metal Industry	28 Bekasi	Rolling shutters, doors & door frames
Korea	Dongbang Novoferm Inc.	29 Gyeonggi-do	Doors & door frames

Country/Region	Company	Area	Products
North America	Overhead Door Corporation		
U.S.	Overhead Door Corporation	30 Lewistown	Rolling shutters, dock levelers
		31 Williamsport	Residential garage doors, commercial sectional doors
		32 Grand Island	Residential garage doors, commercial sectional doors
		33 Mt. Hope	Residential garage doors, commercial sectional doors, hardware parts
		34 Dalton	Rolling shutters
		35 Conneaut	Resin panels & parts
		36 Pensacola	Residential garage doors, commercial sectional doors, sheet shutters
		37 Centralia	Residential garage doors
		38 Marion	Truck & trailer doors
		39 Baltic	Garage door openers
		40 Salt Lake City	Fireproof doors, security doors
Mexico	Overhead Door Corporation	41 Tecate	Truck & trailer doors
		42 Matamoros	Garage door openers
		43 Matamoros	Automatic doors
Europe	Novoferm Group		
Germany	Novoferm GmbH	44 Werth	Residential garage doors, doors & door frames
		45 Dortmund	Residential garage doors, industrial sectional doors
	Novoferm Riexinger Türenwerke GmbH	46 Brackenheim	Fireproof doors & door frames, fireproof sliding doors
	Novoferm Siebau GmbH	47 Buschhutten	Truck & trailer doors
	Novoferm tormatic GmbH	48 Dortmund	Garage door openers
France	Novoferm France S.A.S	49 Machecoul	Residential garage doors
		50 Bavilliers	Residential garage doors
		51 Melun	Fireproof doors & door frames, fireproof sliding doors
Netherlands	Alpha Deuren International B.V.	52 Didam	Industrial sectional doors
U.K.	Novoferm UK Limited	53 Luton	Residential garage doors
	Horton Automatics Ltd.	54 Telford	Automatic doors
	Robust UK Ltd.	55 Newcastle-under-Lyme	Doors & door frames
Italy	Novoferm Schievano s.r.l.	56 Padova	Doors & door frames, fireproof sliding doors
Spain	Novoferm Alsal S.A.	57 Cantabria	Doors & door frames, residential garage doors, industrial sectional doors
Poland	Novoferm Door Sp. z o.o.	58 Wykroty	Doors & door frames, dock levelers
Sweden	Robust AB	59 Nykroppa	Doors & door frames

Corporate Overview (As of March 31, 2025)

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	13,116
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: 227,000,000 shares Number of shareholders: 12,971

Principal Shareholders

Shareholder name	Number of shares held (thousands of shares)	Percentage of voting rights (%)
The Master Trust Bank of Japan, Ltd. (Trust Account)	31,629	14.72
Custody Bank of Japan, Ltd. (Trust Account)	13,651	6.35
Sumitomo Mitsui Banking Corporation	10,851	5.05
The Dai-ichi Life Insurance Company, Limited	7,452	3.47
CGML PB CLIENT ACCOUNT/ COLLATERAL	6,928	3.23
STATE STREET BANK AND TRUST COMPANY 505010	6,059	2.82
Aioi Nissay Dowa Insurance Co., Ltd.	5,140	2.39
STATE STREET BANK AND TRUST COMPANY 505001	4,551	2.12
Sumitomo Realty & Development Co., Ltd.	3,810	1.77
STATE STREET BANK AND TRUST COMPANY 505103	3,467	1.61

Notes: 1. The Company holds treasury stock as follows, which is excluded from the principal shareholders listed above. Number of shares held: 12,160 thousand shares Percentage of shares held relative to total outstanding shares: 5.36%
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 Blossom Japan Index	FTSE Blossom Japan Sector Relative Index	MSCI Japan ESG Select Leaders Index	S&P/JPX Carbon Efficient Index	SOMPO Sustainability Index
Awards and Ratings	CDP 2024 Climate Change Score: B	SDGs Management edition of Nikkei Sustainable Comprehensive Survey 2024 ★3.5	Daiwa Investor Relations 2024 Internet IR Award "Commendation Award"	NIKKO Investor Relations 2024 All Japanese Listed Companies' Website Ranking "AAA Website" in Overall Ranking and Sector Ranking	2025 Outstanding Organizations of KENKO Investment for Health (Large Enterprise Category)	

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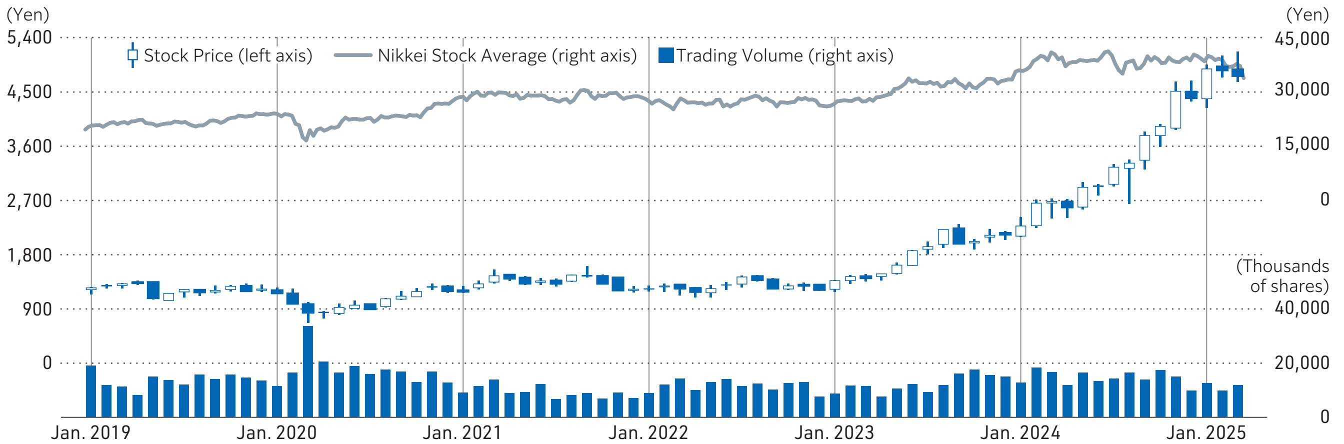
Stock Price Range / Trading Volume



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