

Note: This document has been translated from the Japanese original for reference purposes only. In the event of any discrepancy between this translated document and the Japanese original, the original shall prevail.

Summary of Consolidated Financial Results for the Fiscal Year Ended March 31, 2025 (J-GAAP)

May 14, 2025

Listed Company Name: Sanwa Holdings Corporation Listing: Tokyo Stock Exchange
Securities Code: 5929 URL <https://www.sanwa-hldgs.co.jp/english/>
Representative: Yasushi Takayama, Representative Director, President
Contact: Kentaro Honda, General Manager, Corporate Planning Department Tel.: +81-3-3346-3019
Scheduled Date of Ordinary General Meeting of Shareholders: June 25, 2025
Scheduled Date to Start Dividend Payment: June 26, 2025
Scheduled Date to Submit the Annual Securities Report: June 23, 2025
Preparation of Results Briefing Materials: Yes
Holding of Financial Results Briefing: Yes (for securities analysts and institutional investors)

(Amounts of less than one million yen have been truncated)

1. Consolidated Financial Results for the Fiscal Year Ended March 31, 2025 (from April 1, 2024 to March 31, 2025)

(1) Consolidated Operating Results

(Percentages indicate year-on-year changes)

	Net sales		Operating profit		Ordinary profit		Profit attributable to owners of parent	
	Millions of yen	%	Millions of yen	%	Millions of yen	%	Millions of yen	%
Fiscal Year Ended March 31, 2025	662,380	8.4	80,515	23.2	84,015	29.4	57,512	33.0
Fiscal Year Ended March 31, 2024	611,107	3.9	65,360	16.1	64,903	23.0	43,228	30.7

Note: Comprehensive income Fiscal Year Ended March 31, 2025: 77,657 million yen 25.9%
Fiscal Year Ended March 31, 2024: 61,701 million yen 26.0%

	Earnings per share	Diluted earnings per share	Return on equity	Return on assets	Operating income margin
	Yen	Yen	%	%	%
Fiscal Year Ended March 31, 2025	264.61	264.40	19.0	16.4	12.2
Fiscal Year Ended March 31, 2024	196.03	195.56	16.5	13.9	10.7

Reference: Share of profits (losses) of investments accounted for using the equity method

Fiscal Year Ended March 31, 2025: 407 million yen

Fiscal Year Ended March 31, 2024: (84) million yen

(2) Consolidated Financial Position

	Total assets	Net assets	Equity ratio	Net assets per share
	Millions of yen	Millions of yen	%	Yen
As of March 31, 2025	534,609	324,192	60.2	1,499.14
As of March 31, 2024	491,701	285,501	57.7	1,295.50

Reference: Shareholders' equity As of March 31, 2025: 322,074 million yen
As of March 31, 2024: 283,557 million yen

(3) Consolidated Cash Flows

	Cash flows from operating activities	Cash flows from investing activities	Cash flows from financing activities	Cash and cash equivalents at end of year
	Millions of yen	Millions of yen	Millions of yen	Millions of yen
Fiscal Year Ended March 31, 2025	76,942	(30,174)	(42,890)	103,114
Fiscal Year Ended March 31, 2024	72,427	(24,819)	(26,244)	94,195

2. Dividends

	Annual dividend					Total dividends paid (annual)	Payout ratio (consolidated)	Dividend on equity ratio (consolidated)
	First quarter-end	Second quarter-end	Third quarter-end	Year-end	Total			
	Yen	Yen	Yen	Yen	Yen	Millions of yen	%	%
Fiscal year ended March 31, 2024	–	29.00	–	49.00	78.00	17,136	39.8	6.5
Fiscal year ended March 31, 2025	–	47.00	–	59.00	106.00	22,903	40.1	7.6
Fiscal year ending March 31, 2026 (Forecast)	–	62.00	–	62.00	124.00		45.8	

3. Consolidated Financial Results Forecast for the Fiscal Year Ending March 31, 2026 (from April 1, 2025 to March 31, 2026)

(Percentages represent year-on-year changes)

	Net sales		Operating profit		Ordinary profit		Profit attributable to owners of parent		Earnings per share
	Millions of yen	%	Millions of yen	%	Millions of yen	%	Millions of yen	%	Yen
First half	306,000	(2.5)	33,500	3.7	34,300	0.3	23,300	(2.0)	109.15
Full year	654,000	(1.3)	81,000	0.6	82,700	(1.6)	58,000	0.8	270.70

Notes:

(1) Significant changes in in the scope of consolidation during the period under review: None

New: — Excluded: —

(2) Changes in accounting policies, accounting estimates, and retrospective restatements

1) Changes in accounting policies in accordance with revision of accounting standards: Yes

2) Changes in accounting policies other than item 1) above: None

3) Changes in accounting estimates: None

4) Retrospective restatements: None

Note: For details, please see “3. Consolidated Financial Statements and Primary Notes, (5) Notes to Consolidated Financial Statements (Notes on Changes in Accounting Policies)” on page 14 of the attached materials.

(3) Number of shares issued (common stock)

1) Number of shares issued at the end of the period (including treasury shares)

As of March 31, 2025 227,000,000 shares

As of March 31, 2024 231,000,000 shares

2) Number of treasury shares at the end of the period

As of March 31, 2025 12,160,918 shares

As of March 31, 2024 12,120,592 shares

3) Average number of shares outstanding during the period

Fiscal Year Ended March 31, 2025 217,348,579 shares

Fiscal Year Ended March 31, 2024 220,517,809 shares

(Reference) Non-Consolidated Financial Results

Non-Consolidated Financial Results for the Fiscal Year Ended March 31, 2025 (April 1, 2024 to March 31, 2025)

(1) Non-Consolidated Operating Results

(Percentages indicate year-on-year changes)

	Operating revenue		Operating profit		Ordinary profit		Profit	
	Millions of yen	%	Millions of yen	%	Millions of yen	%	Millions of yen	%
Fiscal Year Ended March 31, 2025	39,473	117.8	35,965	144.0	36,481	135.6	35,685	156.2
Fiscal Year Ended March 31, 2024	18,123	10.7	14,737	14.1	15,483	16.0	13,929	32.1

	Earnings per share		Diluted earnings per share	
	Yen		Yen	
Fiscal Year Ended March 31, 2025	164.19		164.06	
Fiscal Year Ended March 31, 2024	63.17		63.01	

(2) Non-Consolidated Financial Position

	Total assets	Net assets	Equity ratio	Net assets per share
	Millions of yen	Millions of yen	%	Yen
As of March 31, 2025	250,490	145,375	58.0	676.36
As of March 31, 2024	237,040	147,637	62.2	673.34

Reference: Shareholders' equity As of March 31, 2025: 145,307 million yen
As of March 31, 2024: 147,381 million yen

The review procedure by a certified public accountant or an auditing firm does not apply to this Summary of Consolidated Financial Results.

Explanation regarding appropriate use of results forecast and additional notes

(Earnings forecasts and other forward-looking statements)

This document includes projections based on assumptions, forecasts, and plans for the future that are available on the day of its publication, and actual results may differ from the forecast figures stated in the document due to various risk factors and uncertainties. For further details regarding the earnings forecasts, please see "1. Overview of Operating Results for the Fiscal Year Ended March 31, 2025, (4) Forecast and Plans for the Future" on page 4 of the attached materials.

(Supplementary presentation materials for financial results)

Supplementary materials for financial results will be posted on the Company's website, along with a summary of financial results report.

Contents of the Attachment

1. Overview of Operating Results for the Fiscal Year Ended March 31, 2025	2
(1) Operating Results	2
(2) Financial Position.....	3
(3) Cash Flows.....	3
(4) Forecast and Plans for the Future	4
(5) Basic Profit Appropriation Policy and Dividends for Fiscal 2024 and Fiscal 2025	4
2. Basic Concept of Selecting Accounting Standards	5
3. Consolidated Financial Statements and Primary Notes	6
(1) Consolidated Balance Sheets	6
(2) Consolidated Statements of Income and Comprehensive Income	8
(3) Consolidated Statements of Changes in Net Assets	10
(4) Consolidated Statements of Cash Flows	12
(5) Notes to Consolidated Financial Statements.....	14
(Notes on the Going Concern Assumption).....	14
(Notes on Changes in Accounting Policies).....	14
(Segment Information, etc.)	14
(Notes on Per-Share Information)	17
(Notes on Significant Subsequent Events)	17

1. Overview of Operating Results for the Fiscal Year Ended March 31, 2025

(1) Operating Results

In the fiscal year ended March 31, 2025 (fiscal 2024), the external environment surrounding the Sanwa Group showed overall solid growth, but still continued to face an uncertain outlook due to concerns over policy developments under the new U.S. administration, stagnation in China's economy, and the expansion of geopolitical risks from the prolonged situation in Ukraine and the Middle East.

Amid this environment, the Sanwa Group embarked on the final year of Mid-Term Management Plan 2024, which is aimed at achieving our long-term management vision, Sanwa Global Vision 2030. In this final year for accomplishing the plan, we continued to work on establishing the foundation to become a global leader of smart entrance solutions that meet the changing needs of society due to climate change and digitalization as well as executing our basic strategies.

Under our basic strategies of expanding and strengthening core businesses in Japan, North America, and Europe, we continued to work to enhance our structure for business expansion, increase the market share of the shutter and door businesses, and, in terms of strategic products, expand our lineup of partition products such as Duo Glass in Japan while introducing gate operators and dock levelers in the Americas. We worked to expand the service business by promoting initiatives tailored to the unique characteristics of each market. To strengthen the basis for growth of the Asian business, amid the deterioration of the Chinese market, we focused on reinforcing efforts to secure sales volume, improving productivity, and meeting the needs of the fire prevention and heat insulation market. To expand products for disaster prevention and climate change response and enhance smart products and services, we expanded the applicable size of the Quick saver TR insulation product in the Re-carbo series of products with high-performing thermal insulation to promote CO2 reduction proposals, and added specifications for specific fireproof equipment to the Soundproof Guard series, further enriching the lineup. In North America and Europe, we also launched products with remote monitoring functions. To increase productivity through digitalization and manufacturing innovation, we invested in expanding production capacity and achieving labor savings, strengthened the door production system in Japan, consolidated our automatic door plants and reorganized sectional door and other plants in the Americas, relocated and expanded our UK door plant in Europe, and pursued digitalization of our door plant in Germany. To enhance sustainability management, we continued efforts to reduce CO2 emissions, including the installation of new solar panels at the Changshu Plant in China, the Shizuoka Plant, and the Ota Door Plant, and to reduce waste, while implementing measures aimed at achieving the key performance indicators (KPIs) tied to environmental, social, and governance (ESG) material issues.

Looking at the operating results by segment, in Japan, we sought to secure profitability and volume through price pass-on in response to rising prices, and solid sales were recorded for core products such as heavy-duty shutters and doors for buildings and condominiums, as well as strategic products, mainly for partitions and entrances. In North America, we advanced measures to expand sales and capture the rebound in the housing market, and worked to reduce costs by maintaining selling prices, improving productivity, and other measures. In Europe, we continued to face difficult circumstances due in part to the deterioration of market conditions on top of rising costs. In Asia, we saw strong performance in Hong Kong and Taiwan.

As a result of the above, net sales for the fiscal year ended March 31, 2025 increased by 8.4% year on year to ¥662,380 million. On the profit side, operating profit increased by 23.2% year on year to ¥80,515 million, ordinary profit increased by 29.4% to ¥84,015 million, and profit attributable to owners of parent increased by 33.0% to ¥57,512 million.

The following describes performance by segment.

Segment results show the figures before elimination of inter-segment transactions.

(1) Japan

Net sales amounted to ¥287,676 million, an 8.3% year-on-year increase, with segment income of ¥35,841 million, a 27.2% increase.

(2) North America

Net sales amounted to ¥245,505 million, an 11.6% year-on-year increase (a 3.5% increase on a local currency basis), with segment income of ¥41,503 million, a 20.3% increase.

(3) Europe

Net sales amounted to ¥114,356 million, a 2.5% year-on-year increase (a 4.4% decrease on a local currency basis), with segment income of ¥3,405 million, a 12.5% decrease.

(4) Asia

Net sales amounted to ¥15,354 million, a 7.0% year-on-year increase, with segment income of ¥373 million, a 35.2% decrease.

(2) Financial Position

As of March 31, 2025, total assets increased by ¥42,908 million from the end of the previous fiscal year, to ¥534,609 million, primarily due to increases in inventories and non-current assets. Liabilities increased by ¥4,217 million from the end of the previous fiscal year, to ¥210,417 million, due mainly to an increase in income taxes payable and contract liabilities. Net assets increased by ¥38,690 million from the end of the previous fiscal year to ¥324,192 million, due mainly to increases in retained earnings and foreign currency translation adjustment.

As a result, the shareholders' equity ratio increased by 2.5 points from the end of the previous fiscal year to 60.2%.

(3) Cash Flows

As of March 31, 2025, cash and cash equivalents increased by ¥8,919 million from the end of the previous fiscal year, to ¥103,114 million. Cash flows by category during the fiscal year under review are as follows.

Cash flows from operating activities

Net cash provided by operating activities amounted to ¥76,942 million (net cash of ¥72,427 million was provided in the previous fiscal year), mainly due to the recording of profit before income taxes.

Cash flows from investing activities

Net cash used in investing activities came to ¥30,174 million (net cash of ¥24,819 million was used in the previous fiscal year), mainly attributable to payments for purchase of non-current assets.

Cash flows from financing activities

Net cash used in financing activities totaled ¥42,890 million (net cash of ¥26,244 million was used in the previous fiscal year), mainly due to payment of cash dividends.

(Reference) Results for cash flow-related indicators

	Fiscal 2022	Fiscal 2023	Fiscal 2024
Shareholders' equity ratio (%)	54.4	57.7	60.2
Shareholders' equity ratio on market value basis (%)	74.0	126.0	202.5
Ratio of interest-bearing debt to cash flow (years)	1.4	0.6	0.6
Interest coverage ratio (times)	85.3	75.5	55.6

Shareholders' equity ratio: Shareholders' equity / Total assets

Shareholders' equity ratio on market value basis: Market capitalization / Total assets

Ratio of interest-bearing debt to cash flow: Interest-bearing debt / Operating cash flow

Interest coverage ratio: Operating cash flow / Interest expense

(Notes) 1. All indicators are calculated based on consolidated financial figures.

2. Market capitalization is calculated by multiplying the closing share price at the end of the fiscal year by the number of shares outstanding (less treasury shares) at the end of the fiscal year.

3. Operating cash flow is the net cash provided by operating activities in the consolidated statements of cash flows. Interest-bearing debt includes all liabilities on the consolidated balance sheets for which interest is paid. For interest expense, the amount of interest expenses paid in the consolidated statements of cash flows is used.

(4) Forecast and Plans for the Future

The global economy is expected to continue facing outlooks of further uncertainty due to intensifying trade friction caused by the U.S. tariff policy and increasing uncertainty in the political and economic situation.

Amid this environment, the Sanwa Group started the Mid-Term Management Plan 2027 toward the goals of the Sanwa Global Vision 2030 in fiscal year 2025. We will steadily implement the following basic strategies to strengthen and expand a foundation toward becoming a global leader in high-performance entrance solutions to meet the changing needs of society due to climate change and digitalization.

Basic Strategies

1. Strengthen and expand core businesses in Japan, North America, and Europe
2. Grow Asian business with solid profits
3. Expand business through disaster preparedness products, climate change response products, and smart products and services
4. Increase productivity and expand production capacity through digitalization and manufacturing innovation
5. Enhance sustainability management and human capital management

In consideration of the above, the forecast for consolidated financial results in the next fiscal year is as follows.

(Millions of yen)

	Fiscal 2024 (Actual)	Fiscal 2025 (Forecast)	Change	Change (%)
Net sales	662,380	654,000	(8,380)	(1.3)%
Operating profit	80,515	81,000	484	0.6 %
Ordinary profit	84,015	82,700	(1,315)	(1.6)%
Profit attributable to owners of parent	57,512	58,000	487	0.8 %

The above results forecasts were calculated based on the information available as of the date of the announcement. Actual results may differ from the forecast figures due to changes in the environment and business conditions.

(5) Basic Profit Appropriation Policy and Dividends for Fiscal 2024 and Fiscal 2025

To further promote management aimed at increasing corporate value while also improving the corporate structure and strengthening the management foundation, the Company aims to maintain a stable dividend payout ratio under its basic policy to distribute profits based on consolidated performance, specifically targeting a payout ratio of 40% of profit attributable to owners of parent.

For fiscal 2024, the Company plans to pay a year-end dividend of ¥59.0 (annual dividend of ¥106.0), an increase of ¥12.0 from the most recently announced dividend, taking into consideration the business results for fiscal 2024 and future business development.

For the next fiscal year, the Company has established a basic policy of increasing corporate value over the medium to long term through management that focuses on the balance between financial stability and capital efficiency, optimal fund distribution between investment for sustainable growth and shareholder returns, with an eye on the cost of capital and stock price. In order to provide more stable dividends, the Company has changed the guideline for its dividend policy from a dividend payout ratio of 40% to a dividend on equity (DOE) ratio of approximately 8%. This is equivalent to maintaining ROE at 18% or higher and a dividend payout ratio of 45%.

Taking into consideration the earnings forecast and the change in dividend policy for the next fiscal year, the Company plans to increase its annual dividend by ¥18.0 from ¥106.0 to ¥124.0 (¥62.0 paid at the end of the second quarter and ¥62.0 at the end of the fiscal year).

Retained earnings will be utilized for strategic investments such as M&A, as well as capital expenditures and reduction of interest-bearing debt.

2. Basic Concept of Selecting Accounting Standards

The Sanwa Group applies Japanese GAAP in its accounting. Going forward, the Group will closely monitor future trends as they pertain to the application of International Financial Reporting Standards (IFRS).

3. Consolidated Financial Statements and Primary Notes

(1) Consolidated Balance Sheets

(Millions of yen)

	As of March 31, 2024	As of March 31, 2025
Assets		
Current assets		
Cash and deposits	95,947	125,495
Notes and accounts receivable - trade, and contract assets	115,925	119,172
Electronically recorded monetary claims - operating	17,096	15,905
Securities	11,848	8,893
Merchandise and finished goods	16,737	15,418
Work in process	14,885	16,013
Raw materials	49,068	53,050
Other	9,209	12,565
Allowance for doubtful accounts	(3,639)	(3,816)
Total current assets	327,079	362,699
Non-current assets		
Property, plant and equipment		
Buildings	68,088	72,957
Accumulated depreciation	(41,351)	(45,042)
Buildings, net	26,736	27,914
Structures	8,948	10,739
Accumulated depreciation	(6,608)	(7,408)
Structures, net	2,339	3,330
Machinery and equipment	79,251	88,707
Accumulated depreciation	(59,566)	(66,031)
Machinery and equipment, net	19,684	22,676
Vehicles	4,437	5,613
Accumulated depreciation	(3,265)	(3,854)
Vehicles, net	1,171	1,759
Tools, furniture and fixtures	23,897	26,417
Accumulated depreciation	(20,031)	(21,775)
Tools, furniture and fixtures, net	3,866	4,641
Land	21,341	21,681
Right-of use assets	14,254	15,412
Accumulated depreciation	(3,065)	(3,938)
Right-of-use asset, net	11,188	11,473
Construction in progress	5,613	4,976
Total property, plant and equipment	91,942	98,454
Intangible assets		
Goodwill	4,907	3,551
Trademark right	6,738	7,427
Software	6,937	7,995
Software in progress	1,628	1,141
Other	2,291	2,084
Total intangible assets	22,504	22,199

(Millions of yen)

	As of March 31, 2024	As of March 31, 2025
Investments and other assets		
Investment securities	33,886	33,426
Long-term loans receivable	614	427
Retirement benefit asset	9,392	10,524
Deferred tax assets	1,760	2,438
Other	5,750	5,509
Allowance for doubtful accounts	(1,228)	(1,069)
Total investments and other assets	50,175	51,256
Total non-current assets	164,622	171,910
Total assets	491,701	534,609
Liabilities		
Current liabilities		
Notes and accounts payable - trade	60,435	48,540
Electronically recorded obligations - operating	3,863	12,649
Short-term borrowings	6,824	7,811
Current portion of long-term borrowings	1,216	3,043
Lease obligations	2,980	3,249
Accounts payable - other	22,381	22,330
Accrued consumption taxes	5,008	6,073
Income taxes payable	7,245	10,362
Contract liabilities	6,638	8,037
Provision for bonuses	12,914	13,323
Other	10,224	13,255
Total current liabilities	139,734	148,676
Non-current liabilities		
Bonds payable	20,000	20,000
Long-term borrowings	17,319	14,252
Lease liabilities	8,493	8,630
Provision for retirement benefits for directors (and other officers)	332	424
Retirement benefit liability	11,554	10,797
Deferred tax liabilities	3,514	4,571
Other	5,252	3,063
Total non-current liabilities	66,465	61,740
Total liabilities	206,199	210,417
Net assets		
Shareholders' equity		
Share capital	38,413	38,413
Capital surplus	39,781	39,430
Retained earnings	174,019	204,938
Treasury shares	(14,801)	(26,631)
Total shareholders' equity	237,414	256,151
Accumulated other comprehensive income		
Valuation difference on available-for-sale securities	7,189	8,062
Deferred gains or losses on hedges	34	(177)
Foreign currency translation adjustment	37,995	56,611
Remeasurements of defined benefit plans	922	1,426
Total accumulated other comprehensive income	46,143	65,923
Share acquisition rights	255	68
Non-controlling interests	1,688	2,049
Total net assets	285,501	324,192
Total liabilities and net assets	491,701	534,609

(2) Consolidated Statements of Income and Comprehensive Income
(Consolidated Statements of Income)

(Millions of yen)

	Fiscal year ended March 31, 2024 (From April 1, 2023 to March 31, 2024)	Fiscal year ended March 31, 2025 (From April 1, 2024 to March 31, 2025)
Net sales	611,107	662,380
Cost of sales	414,000	444,121
Gross profit	197,107	218,258
Selling, general and administrative expenses	131,746	137,743
Operating profit	65,360	80,515
Non-operating income		
Interest income	1,471	4,122
Dividend income	514	523
Foreign exchange gains	206	288
Share of profit of entities accounted for using equity method	—	407
Other	298	806
Total non-operating income	2,491	6,148
Non-operating expenses		
Interest expenses	1,211	1,273
Share of loss of entities accounted for using equity method	84	—
Litigation expenses	372	—
Other	1,278	1,375
Total non-operating expenses	2,947	2,648
Ordinary profit	64,903	84,015
Extraordinary income		
Gain on sale of non-current assets	66	80
Gain on sale of investment securities	3	110
Settlement income	4,689	—
Total extraordinary income	4,758	191
Extraordinary losses		
Loss on disposal of non-current assets	73	86
Loss on sale of non-current assets	0	0
Impairment losses	4,665	1,107
Loss on valuation of investment securities	0	—
Loss on valuation of shares of subsidiaries and associates	191	—
Business restructuring expenses for subsidiaries	318	1,681
Loss on liquidation of subsidiaries and associates	2	1
Retirement benefit expenses	2,117	—
Total extraordinary losses	7,367	2,876
Profit before income taxes	62,294	81,329
Income taxes - current	20,766	23,684
Income taxes - deferred	(1,945)	(231)
Total income taxes	18,821	23,452
Profit	43,473	57,877
Profit attributable to non-controlling interests	244	364
Profit attributable to owners of parent	43,228	57,512

(Consolidated Statements of Comprehensive Income)

(Millions of yen)

	Fiscal year ended March 31, 2024 (From April 1, 2023 to March 31, 2024)	Fiscal year ended March 31, 2025 (From April 1, 2024 to March 31, 2025)
Profit	43,473	57,877
Other comprehensive income		
Valuation difference on available-for-sale securities	5,083	872
Deferred gains or losses on hedges	(292)	(212)
Foreign currency translation adjustment	12,307	18,613
Remeasurements of defined benefit plans, net of tax	1,337	503
Share of other comprehensive income of entities accounted for using equity method	(206)	1
Total other comprehensive income	18,228	19,779
Comprehensive income	61,701	77,657
Comprehensive income attributable to		
Comprehensive income attributable to owners of parent	61,336	77,206
Comprehensive income attributable to non-controlling interests	364	450

(3) Consolidated Statements of Changes in Net Assets

For the fiscal year ended March 31, 2024

(Millions of yen)

	Shareholders' equity				
	Share capital	Capital surplus	Retained earnings	Treasury shares	Total shareholders' equity
Balance at beginning of period	38,413	39,737	144,460	(9,869)	212,742
Changes during period					
Dividends of surplus			(13,704)		(13,704)
Profit attributable to owners of parent			43,228		43,228
Change in scope of consolidation			35		35
Purchase of treasury shares				(5,001)	(5,001)
Disposal of treasury shares		44		70	114
Cancellation of treasury shares					–
Change in ownership interest of parent due to transactions with non-controlling interests					–
Net changes in items other than shareholders' equity					
Total changes during period	–	44	29,559	(4,931)	24,671
Balance at end of period	38,413	39,781	174,019	(14,801)	237,414

	Accumulated other comprehensive income					Share acquisition rights	Non-controlling interests	Total net assets
	Valuation difference on available-for-sale securities	Deferred gains or losses on hedges	Foreign currency translation adjustments	Remeasurements of defined benefit plans	Total accumulated other comprehensive income			
Balance at beginning of period	2,106	327	25,895	(414)	27,914	255	1,437	242,350
Changes during period								
Dividends of surplus								(13,704)
Profit attributable to owners of parent								43,228
Change in scope of consolidation								35
Purchase of treasury shares								(5,001)
Disposal of treasury shares								114
Cancellation of treasury shares								–
Change in ownership interest of parent due to transactions with non-controlling interests								–
Net changes in items other than shareholders' equity	5,083	(292)	12,100	1,337	18,228	–	250	18,479
Total changes during period	5,083	(292)	12,100	1,337	18,228	–	250	43,151
Balance at end of period	7,189	34	37,995	922	46,143	255	1,688	285,501

For the fiscal year ended March 31, 2025

(Millions of yen)

	Shareholders' equity				
	Share capital	Capital surplus	Retained earnings	Treasury shares	Total shareholders' equity
Balance at beginning of period	38,413	39,781	174,019	(14,801)	237,414
Changes during period					
Dividends of surplus			(20,953)		(20,953)
Profit attributable to owners of parent			57,512		57,512
Change in scope of consolidation					–
Purchase of treasury shares				(17,819)	(17,819)
Disposal of treasury shares		(52)	(253)	601	295
Cancellation of treasury shares			(5,388)	5,388	–
Change in ownership interest of parent due to transactions with non-controlling interests		(298)			(298)
Net changes in items other than shareholders' equity					
Total changes during period	–	(351)	30,918	(11,830)	18,737
Balance at end of period	38,413	39,430	204,938	(26,631)	256,151

	Accumulated other comprehensive income					Share acquisition rights	Non-controlling interests	Total net assets
	Valuation difference on available-for-sale securities	Deferred gains or losses on hedges	Foreign currency translation adjustments	Remeasurements of defined benefit plans	Total accumulated other comprehensive income			
Balance at beginning of period	7,189	34	37,995	922	46,143	255	1,688	285,501
Changes during period								
Dividends of surplus								(20,953)
Profit attributable to owners of parent								57,512
Change in scope of consolidation								–
Purchase of treasury shares								(17,819)
Disposal of treasury shares								295
Cancellation of treasury shares								–
Change in ownership interest of parent due to transactions with non-controlling interests								(298)
Net changes in items other than shareholders' equity	872	(212)	18,615	503	19,779	(187)	361	19,953
Total changes during period	872	(212)	18,615	503	19,779	(187)	361	38,690
Balance at end of period	8,062	(177)	56,611	1,426	65,923	68	2,049	324,192

(4) Consolidated Statements of Cash Flows

(Millions of yen)

	Fiscal year ended March 31, 2024	Fiscal year ended March 31, 2025
Cash flows from operating activities		
Profit before income taxes	62,294	81,329
Depreciation	13,392	14,383
Amortization of goodwill	2,684	1,802
Impairment losses	4,665	1,107
Settlement income	(4,689)	–
Increase (decrease) in allowance for doubtful accounts	(124)	(364)
Increase (decrease) in provision for bonuses	1,334	(379)
Retirement benefit expenses	2,117	–
Increase in net defined benefit liability and asset	(1,054)	(1,409)
Interest and dividend income	(1,986)	(4,645)
Interest expenses	1,211	1,273
Share of loss (profit) of entities accounted for using equity method	84	(407)
Loss (gain) on sale and retirement of non-current assets	7	5
Loss (gain) on sale of investment securities	(3)	(110)
Loss (gain) on valuation of investment securities	191	–
Decrease (increase) in trade receivables	1,120	3,518
Decrease (increase) in inventories	5,604	1,774
Increase (decrease) in trade payables	(5,005)	(5,045)
Other, net	5,885	1,592
Subtotal	87,731	94,425
Interest and dividend received	1,953	4,612
Interest paid	(959)	(1,383)
Settlement received	4,689	–
Income taxes paid	(20,987)	(20,712)
Net cash provided by (used in) operating activities	72,427	76,942
Cash flows from investing activities		
Purchase of short-term and long-term investment securities	(1,530)	(1,857)
Proceeds from sales of short-term and long-term investment securities	1,587	2,573
Purchase of shares of subsidiaries resulting in change in scope of consolidation	(990)	–
Purchase of non-current assets	(13,364)	(15,656)
Loan advances	(122)	(48)
Proceeds from collections of loans receivable	147	210
Other, net	(10,546)	(15,395)
Net cash provided by (used in) investing activities	(24,819)	(30,174)

(Millions of yen)

	Fiscal year ended March 31, 2024	Fiscal year ended March 31, 2025
Cash flows from financing activities		
Net increase (decrease) in short-term borrowings	(3,432)	914
Proceeds from long-term borrowings	7,747	–
Repayments of long-term borrowings	(8,572)	(1,241)
Purchase of shares of subsidiaries not resulting in change in scope of consolidation	–	(223)
Net decrease (increase) in treasury shares	(4,887)	(17,523)
Dividends paid	(13,704)	(20,953)
Dividends paid to non-controlling interests	(147)	(156)
Other, net	(3,246)	(3,707)
Net cash provided by (used in) financing activities	(26,244)	(42,890)
Effect of exchange rate change on cash and cash equivalents	1,338	5,042
Net increase (decrease) in cash and cash equivalents	22,702	8,919
Cash and cash equivalents at beginning of period	71,153	94,195
Increase in cash and cash equivalents resulting from inclusion of subsidiaries in consolidation	339	–
Cash and cash equivalents at end of period	94,195	103,114

(5) Notes to Consolidated Financial Statements

(Notes on the Going Concern Assumption)

Not applicable.

(Notes on Changes in Accounting Policies)

(Application of "Accounting Standard for Current Income Taxes", etc.)

The Accounting Standard for Current Income Taxes (ASBJ Statement No. 27, October 28, 2022, Accounting Standards Board of Japan; "Revised Accounting Standard of 2022") and others were applied from the beginning of the current consolidated fiscal year.

With respect to the revision concerning the classification of income taxes (taxation on other comprehensive income), the transitional treatment stipulated in the proviso of "Revised Accounting Standard of 2022" 20-3 and the proviso of Paragraph 65-2 (2) of the Implementation Guidance on Tax Effect Accounting (ASBJ Guidance No. 28, October 28, 2022, Accounting Standards Board of Japan; "Revised Guidance of 2022") is being followed. There is no effect of this change in accounting policy on the consolidated financial statements.

Regarding the revision related to the revised treatment in consolidated financial statements of the deferral for tax purposes of gains or losses arising from the sale of shares of subsidiaries and other securities among consolidated companies, the Revised Guidance of 2022 was applied from the beginning of the current consolidated fiscal year. This change in accounting policy has been applied retrospectively, and the consolidated financial statements for the previous consolidated fiscal year reflect this change. There is no impact on the consolidated financial statements for the previous fiscal year from this change in accounting policy.

(Segment Information, etc.)

1. Outline of reportable segments

Reportable segments of the Group are components for which discrete financial information is available and which are subject to regular discussion by the Board of Directors of the Company, the highest management decision-making body, to make decisions on the allocation of management resources and assess performance.

The Group is primarily engaged in the manufacture and sales of construction materials for commercial and residential buildings, as well as the maintenance and service business for these products. The Group mainly comprises Sanwa Shutter Corporation in Japan, Overhead Door Corporation in North America, Novoferm GmbH in Europe, and Shanghai Baosteel-Sanwa Door Co., Ltd., SANWA SHUTTER (HK) Ltd., AnHo Metal Industrial Co., Ltd., Vina-Sanwa Company Liability Ltd., SUZUKI SHUTTER (HK) Ltd., Sanwa Holdings (Shanghai) Co., Ltd., Sanwa Novoferm (Changshu) Co., Ltd., and AUB Limited in Asia. Local legal entities are independent management units, and formulate overall regional management strategies for their products and conduct separate business activities.

Accordingly, the Group is comprised of regional segments and divided into legal entities, based on the manufacture and sales systems. The Group's four reportable segments are "Japan," "North America," "Europe," and "Asia."

The major products and services of each reportable segment are as follows:

Japan

Rolling shutters, shutter-related products, door products for buildings, partitions, stainless steel products, store front products, window products, residential door products, exterior products, residential garage door products, automatic door products, and the maintenance and service business, etc.

North America

Rolling shutters, shutter-related products, industrial sectional door products, residential garage door products, operator for garage doors and other doors, automatic door products, and the maintenance and service business, etc.

Europe

Rolling shutters, shutter-related products, door products, industrial sectional door products, residential garage door products, operator for garage doors and other doors, and the maintenance and service business, etc.

Asia

Rolling shutters, shutter-related products, door products, residential garage door products, and the maintenance and service business, etc.

2. Calculation method used for net sales, income or loss, assets and other items on each reportable segment

The accounting methods used for reportable segments are generally the same as the descriptions in "Basis of Presenting Consolidated Financial Statements." Inter-segment transactions are inter-company transactions and are based on market price and other relevant factors.

3. Information about net sales, income or loss, assets and other items on each reportable segment

For the fiscal year ended March 31, 2024

(Millions of yen)

	Reportable segment					Adjustments (Note 1)	Consolidated financial statements (Note 2)
	Japan	North America	Europe	Asia	Total		
Net sales							
Sales to customers	265,591	219,799	111,484	14,168	611,043	63	611,107
Intersegment sales or transfers	137	120	45	183	486	(486)	-
Total	265,728	219,919	111,529	14,352	611,530	(423)	611,107
Segment income	28,177	34,502	3,890	577	67,148	(1,788)	65,360
Segment assets	149,727	165,966	80,235	14,826	410,755	80,945	491,701
Other items							
Depreciation and amortization	3,341	5,255	4,329	427	13,354	37	13,392
Investment in entities accounted for using equity method	-	-	-	-	-	1,060	1,060
Increase in property, plant and equipment and intangible assets	4,072	5,199	3,754	254	13,280	83	13,364

Notes: 1. Adjustments are as follows:

(1) Net sales

- Other net sales ¥63 million
- Elimination of intersegment transactions ¥(486) million

(2) Segment income

- Other income ¥63 million
- Corporate expenses ¥(2,361) million
- Amortization of goodwill ¥(2,684) million
- Other adjustments ¥(50) million
- Elimination of intersegment transactions ¥3,244 million

(3) Segment assets

- Other assets ¥6,300 million
- Corporate assets ¥74,645 million

Other adjustments are as a result of incidental activities associated with facility management operations.

Corporate expenses mainly consist of general and administrative expenses that do not belong to any reportable segment.

Corporate assets mainly consist of surplus operating funds (cash and deposits, securities) and long-term investment funds (investment securities) that do not belong to any reportable segment.

2. Segment income is reconciled to the operating profit of the consolidated statements of income.

3. The major countries and regions in each reportable segment are as follows:

North America: USA, Canada, etc.

Europe: Germany, France, Italy, Netherlands, UK, etc.

Asia: China, Hong Kong, Taiwan, and Vietnam

For the fiscal year ended March 31, 2025

(Millions of yen)

	Reportable segment					Adjustments (Note 1)	Consolidated financial statements (Note 2)
	Japan	North America	Europe	Asia	Total		
Net sales							
Sales to customers	287,560	245,356	114,276	15,123	662,316	63	662,380
Intersegment sales or transfers	115	148	79	231	575	(575)	–
Total	287,676	245,505	114,356	15,354	662,892	(511)	662,380
Segment income	35,841	41,503	3,405	373	81,124	(609)	80,515
Segment assets	145,906	202,188	82,558	16,055	446,708	87,901	534,609
Other items							
Depreciation and amortization	3,383	5,569	5,056	336	14,346	37	14,383
Investment in entities accounted for using equity method	–	–	–	–	–	1,284	1,284
Increase in property, plant and equipment and intangible assets	4,240	6,802	3,837	741	15,622	33	15,656

Notes: 1. Adjustments are as follows:

(1) Net sales

- Other net sales ¥63 million
- Elimination of intersegment transactions ¥(575) million

(2) Segment income

- Other income ¥63 million
- Corporate expenses ¥(2,395) million
- Amortization of goodwill ¥(1,802) million
- Other adjustments ¥281 million
- Elimination of intersegment transactions ¥3,243 million

(3) Segment assets

- Other assets ¥5,667 million
- Corporate assets ¥82,234 million

Other adjustments are as a result of incidental activities associated with facility management operations.

Corporate expenses mainly consist of general and administrative expenses that do not belong to any reportable segment.

Corporate assets mainly consist of surplus operating funds (cash and deposits, securities) and long-term investment funds (investment securities) that do not belong to any reportable segment.

2. Segment income is reconciled to the operating profit of the consolidated statements of income.

3. The major countries and regions in each reportable segment are as follows:

North America: USA, Canada, etc.

Europe: Germany, France, Italy, Netherlands, UK, etc.

Asia: China, Hong Kong, Taiwan, and Vietnam

(Notes on Per-Share Information)

	For the fiscal year ended March 31, 2024	For the fiscal year ended March 31, 2025
Net assets per share	1,295.50 yen	1,499.14 yen
Earnings per share	196.03 yen	264.61 yen
Diluted earnings per share	195.56 yen	264.40 yen

Note:1. The basis for calculation of earnings per share and diluted earnings per share is as follows.

Item		For the fiscal year ended March 31, 2024	For the fiscal year ended March 31, 2025
Earnings per share			
Profit attributable to owners of parent	(Millions of yen)	43,228	57,512
Amount not attributable to common shareholders	(Millions of yen)	–	–
Profit related to common shares attributable to owners of parent	(Millions of yen)	43,228	57,512
Average number of common shares during the period	(Thousands of shares)	220,517	217,348
Diluted earnings per share			
Adjustments for profit attributable to owners of parent	(Millions of yen)	–	–
Increase in common shares	(Thousands of shares)	535	172
(of which, share acquisition rights)	(Thousands of shares)	(535)	(172)
Overview of dilutive shares not included in the calculation of diluted earnings per share due to the absence of dilutive effects		–	

2. The basis for calculation of earnings per share is as follows.

Item		As of March 31, 2024	As of March 31, 2025
Total net assets	(Millions of yen)	285,501	324,192
Deductions from total net assets	(Millions of yen)	1,944	2,117
(of which, share acquisition rights)	(Millions of yen)	(255)	(68)
(of which, non-controlling interests)	(Millions of yen)	(1,688)	(2,049)
Net assets related to common shares at the end of the period	(Millions of yen)	283,557	322,074
Number of common share used in the calculation of earnings per share at the end of the period	(Thousands of shares)	218,879	214,839

(Notes on Significant Subsequent Events)

Not applicable.