

**Financial Results for FYE2025**  
(June 1, 2024 – May 31, 2025)

July 10, 2025

## In FYE2025, net sales increased, operating income decreased YoY.

- ✓ **Net sales increased by approximately 6.3 billion JPY due to pricing linked to the aluminum ingot market and the effects of exchange rates.**

Net sales increased mainly due to the growth of sales linked to the aluminum ingot market and the effects of exchange rates on the Global Business, despite the ongoing decline in the amount of sales, which are affected by the sluggish in the domestic construction market and EV sales in Europe.

- ✓ **Operating income decreased by approximately 1.4 billion JPY due to factors such as increases in aluminum ingot prices and logistics costs.**

Operating income decreased due to increases in aluminum ingot prices and logistics costs in the domestic business and the occurrence of temporary expenses associated with product defects in the Global Business, despite price revisions and cost reductions.

### 12 months total (June 2024 - May 2025)

(Billion JPY)

	FYE2025 Results	FYE2024 Results	Year-on-year Change		FYE2026 Plan	Change from Plan	
				%			%
Net sales	<b>359.4</b>	353.0	6.3	1.8%	357.0	2.4	0.7%
Operating income	<b>1.5</b>	3.8	-2.2	-59.4%	3.0	-1.4	-48.5%
Operating margin	<b>0.4%</b>	1.1%	—	-0.7p	0.8%	—	-0.4p
Ordinary income	<b>0.9</b>	3.8	-2.9	-75.7%	2.0	-1.0	-52.8%
Net loss attributable to owners of parent	<b>-2.3</b>	-1.0	-1.3	—	0.2	-2.5	—

**Dividend**

**Interim: 12.5 JPY per share**  
**Year-end: 12.5 JPY per share (plan)**

Note: Amounts are rounded down to the nearest 100 million JPY.

Net sales

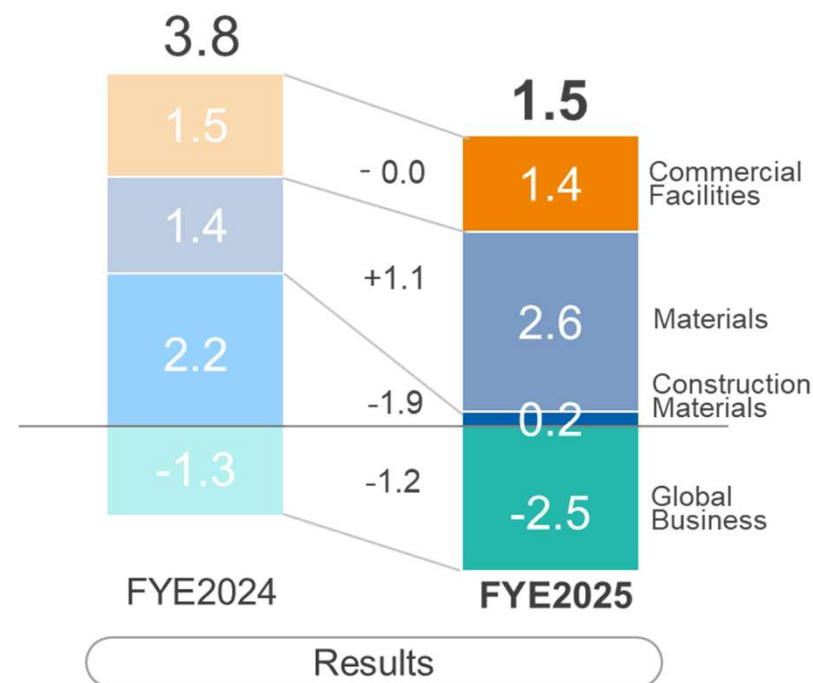
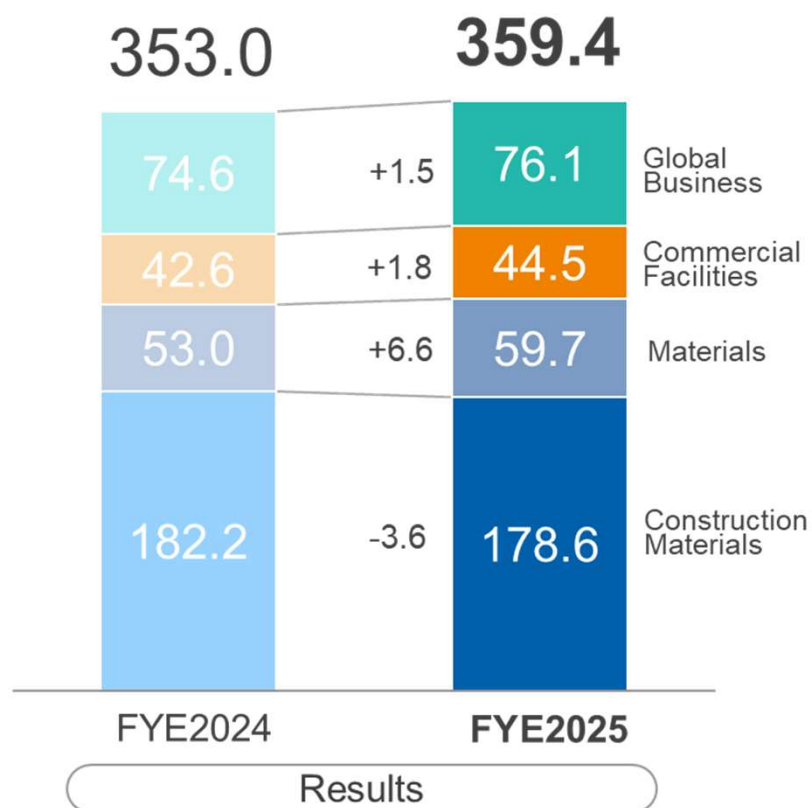
**359.4** billion JPY

Change YoY **+6.3** billion JPY  
( **+1.8%**)

Operating income

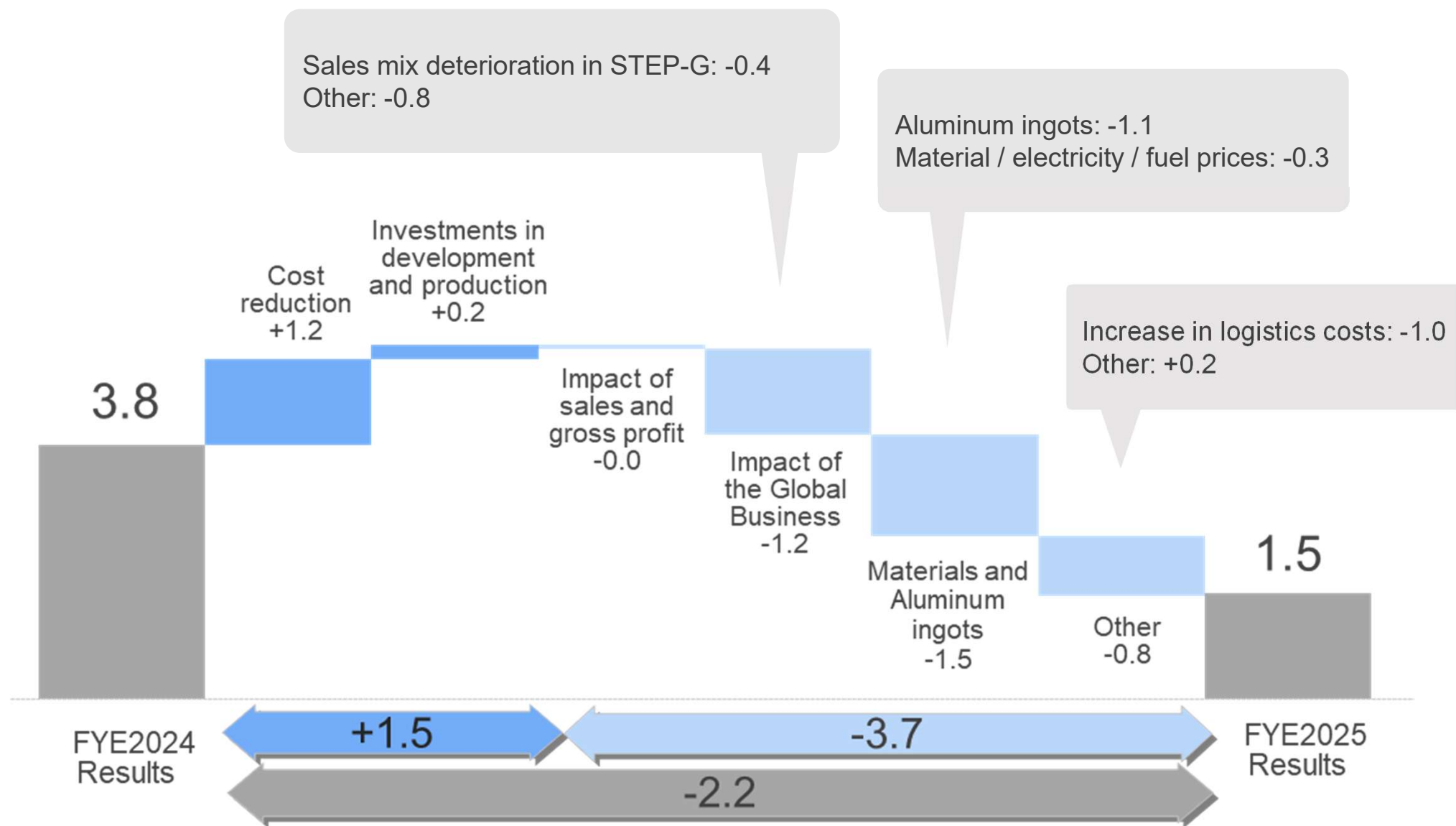
**1.5** billion JPY

Change YoY **-2.2** billion JPY  
( **-59.4%**)



Note: Amounts are rounded down to the nearest 100 million JPY.

# Factors for Change in Operating Income for FYE2025: Year-on-Year Comparison



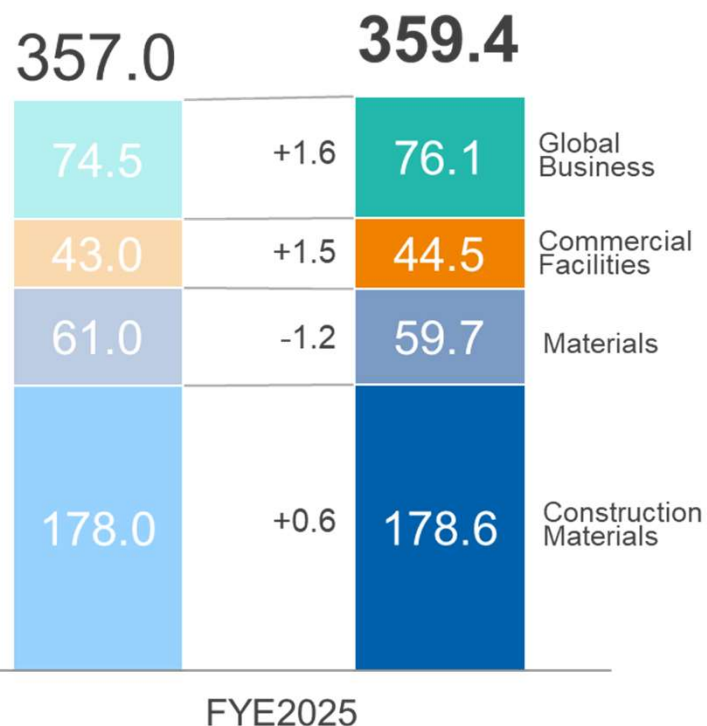
Change in profits from the Global Business is consolidated into "Impact of the Global Business".  
 Note: Amounts are rounded down to the nearest 100 million JPY.

Net sales

**359.4** billion JPY

Change from  
Plan

**+2.4** billion JPY  
( **+0.7%** )



Plan

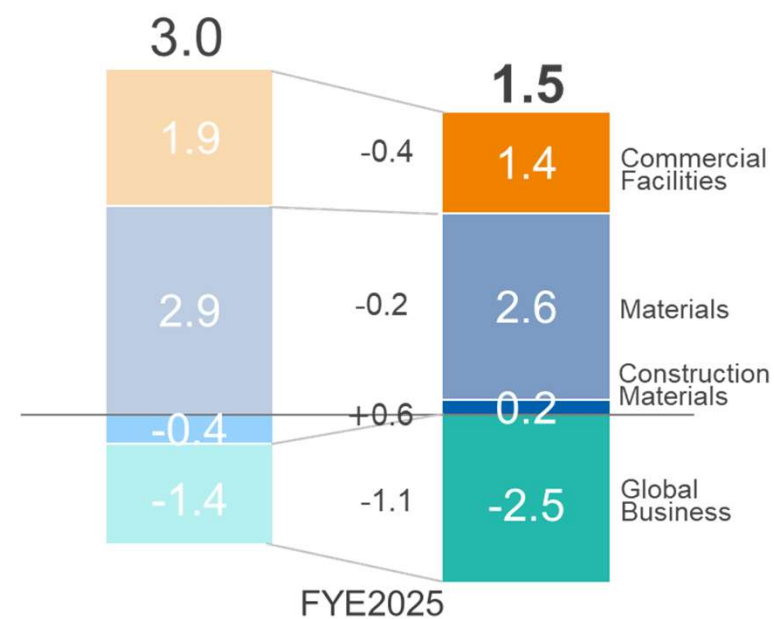
Results

Operating income

**1.5** billion JPY

Change from  
Plan

**-1.4** billion JPY  
( **-48.5%** )

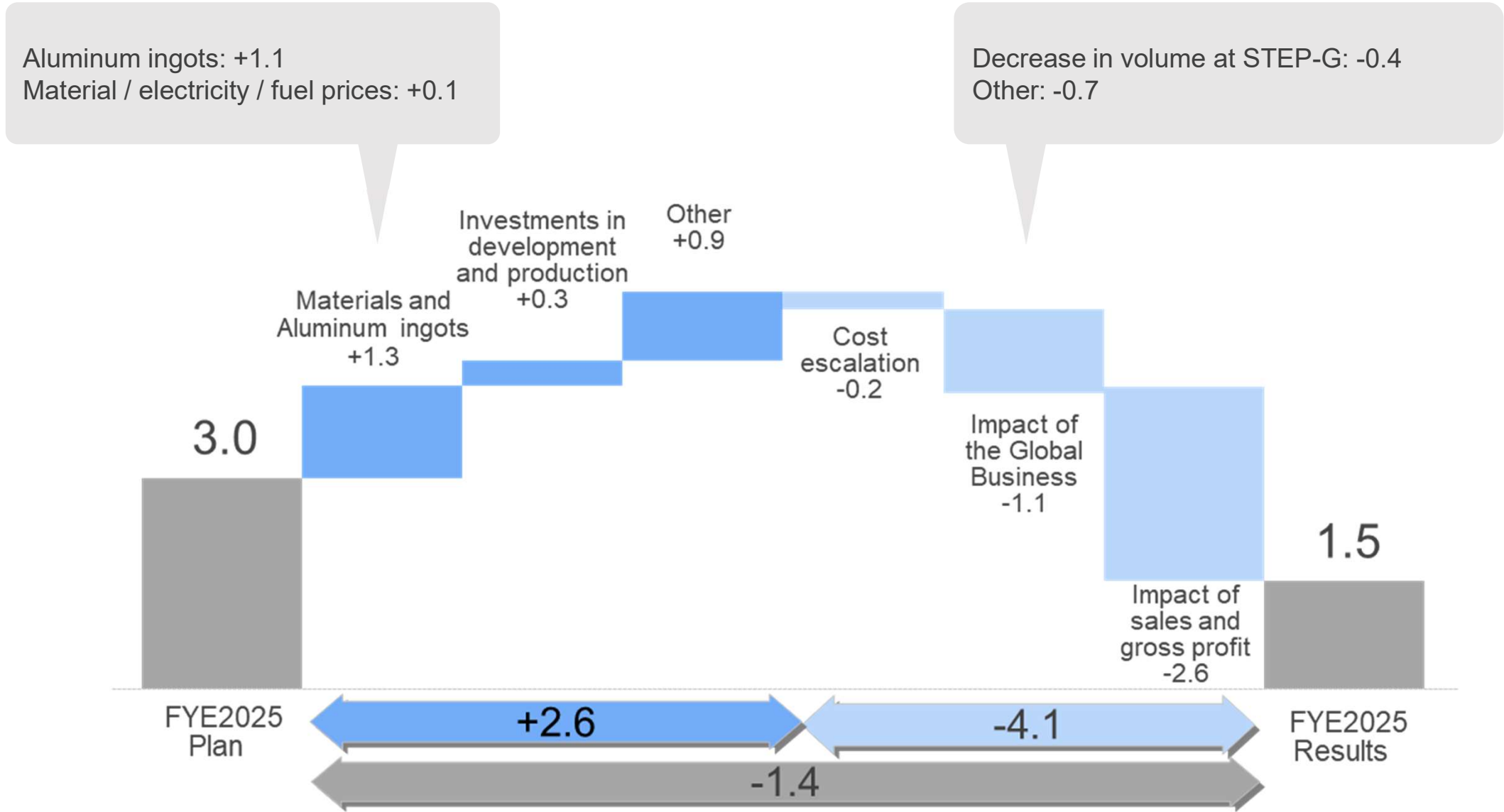


Plan

Results

Note: Amounts are rounded down to the nearest 100 million JPY.

# Factors for Change in Operating Income for FYE2025: Comparison with Plan



Change in profits from the Global Business is consolidated into "Impact of the Global Business".  
 Note: Amounts are rounded down to the nearest 100 million JPY.

## ✓ FYE2026 Forecast

### ✓ Net sales of 370 billion JPY, operating income of 4 billion JPY.

Net sales are expected to increase due to higher sales linked to aluminum ingot market and price revisions, but sales volume is expected to continue to decline due to the impact of a decline in demand in the domestic construction market. Operating income is expected to increase due to the effects of price revisions, in spite of the continued impact of higher aluminum ingots and material prices.

12 months total (June 2025 - May 2026)

(Billion JPY)

	FYE2026 Forecast	FYE2025 Results	Change		FYE2026 Medium-Term Management Plan		
			Change	%	Change	Change	%
Net sales	370.0	359.4	10.5	+ 2.9%	370.0	–	–
Operating income	4.0	1.5	2.4	+ 158.9%	7.5	▲ 3.5	▲ 46.7%
Operating margin	1.1%	0.4%	–	+ 0.7p	2.0%	–	▲ 0.9p
Ordinary income	2.0	0.9	1.0	+ 111.7%	–	–	–
Net income attributable to owners of parent	0.3	▲ 2.3	2.6	–	–	–	–

### Dividend

Annual dividend is expected to be 25 JPY per share

Interim: 12.5 JPY per share

Year-end: 12.5 JPY per share

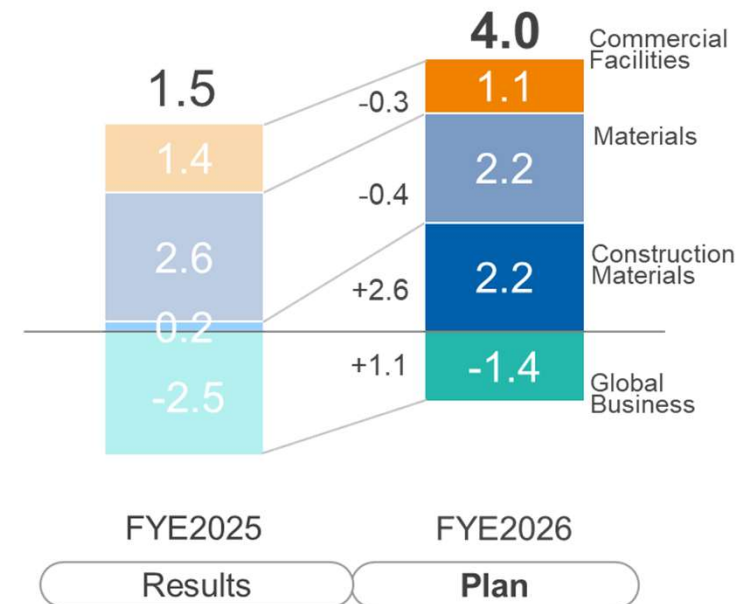
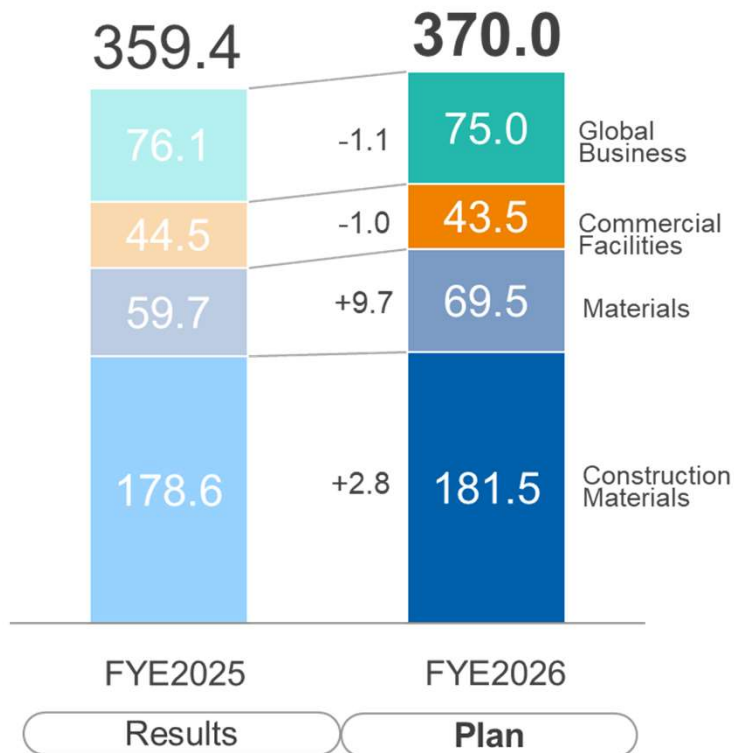
Note: Amounts are rounded down to the nearest 100 million JPY.

**Net sales**

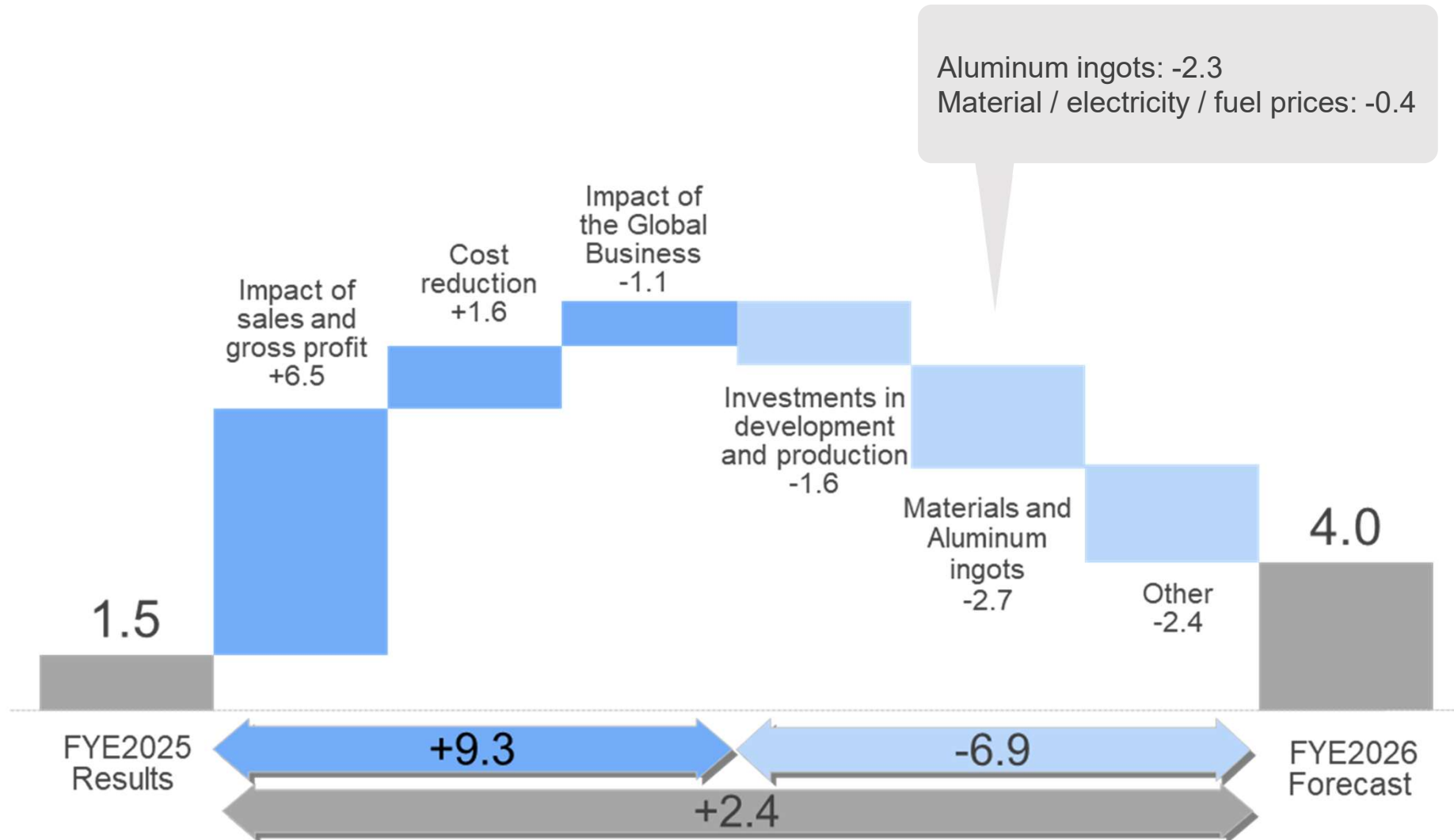
FYE2026 Forecast **370.0 billion JPY**  
 FYE2025 Results **359.4 billion JPY**  
 YoY **+10.5 billion JPY**

**Operating income**

FYE2026 Forecast **4.0 billion JPY**  
 FYE2025 Results **1.5 billion JPY**  
 YoY **+2.4 billion JPY**



Note: Amounts are rounded down to the nearest 100 million JPY.



Change in profits from the Global Business is consolidated into "Impact of the Global Business".  
 Note: Amounts are rounded down to the nearest 100 million JPY.

**Net sales**

FYE2026 Forecast **370.0** billion JPY

Medium-Term Management Plan **370.0** billion JPY

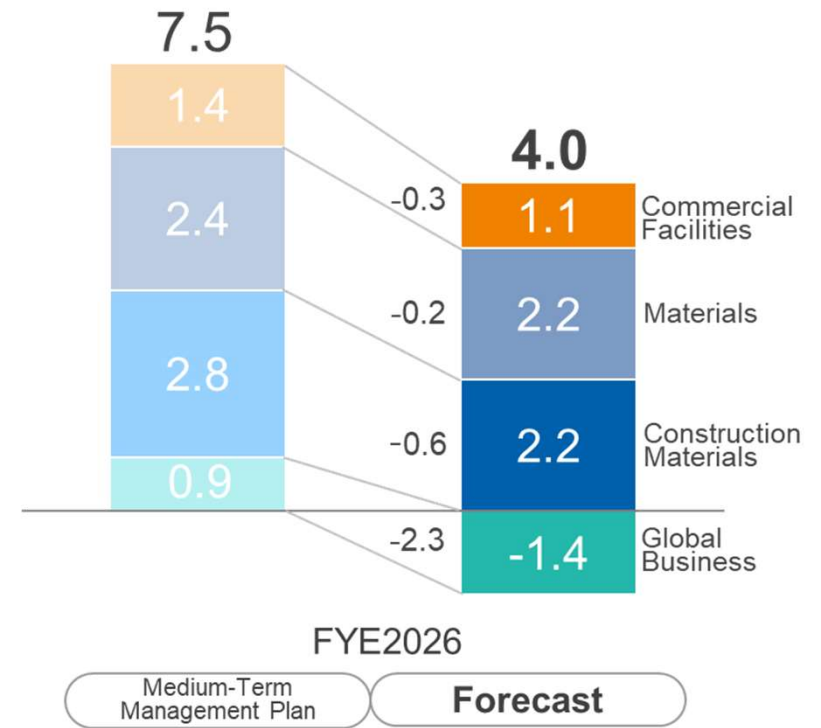
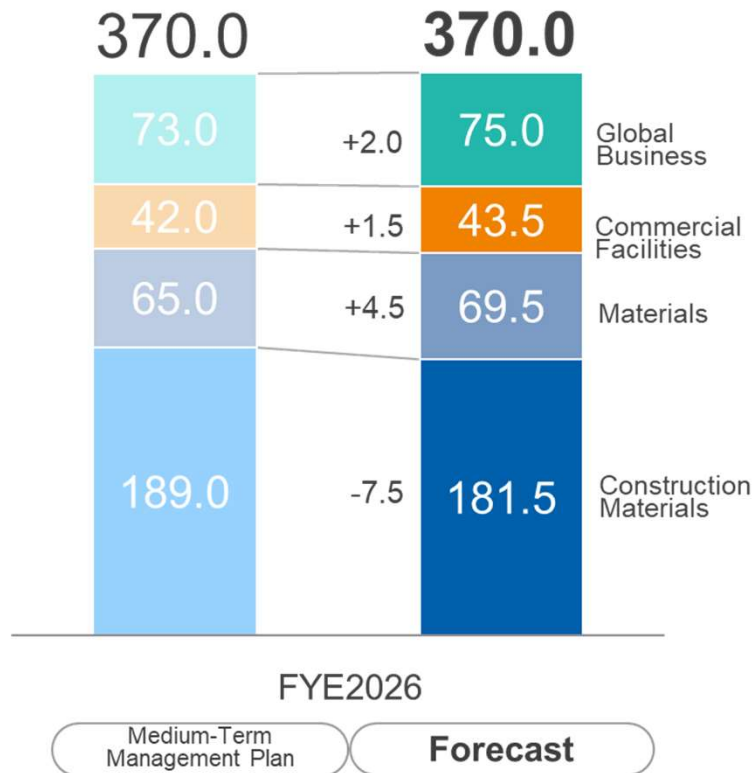
Change from Medium-Term Management Plan **—** billion JPY

**Operating income**

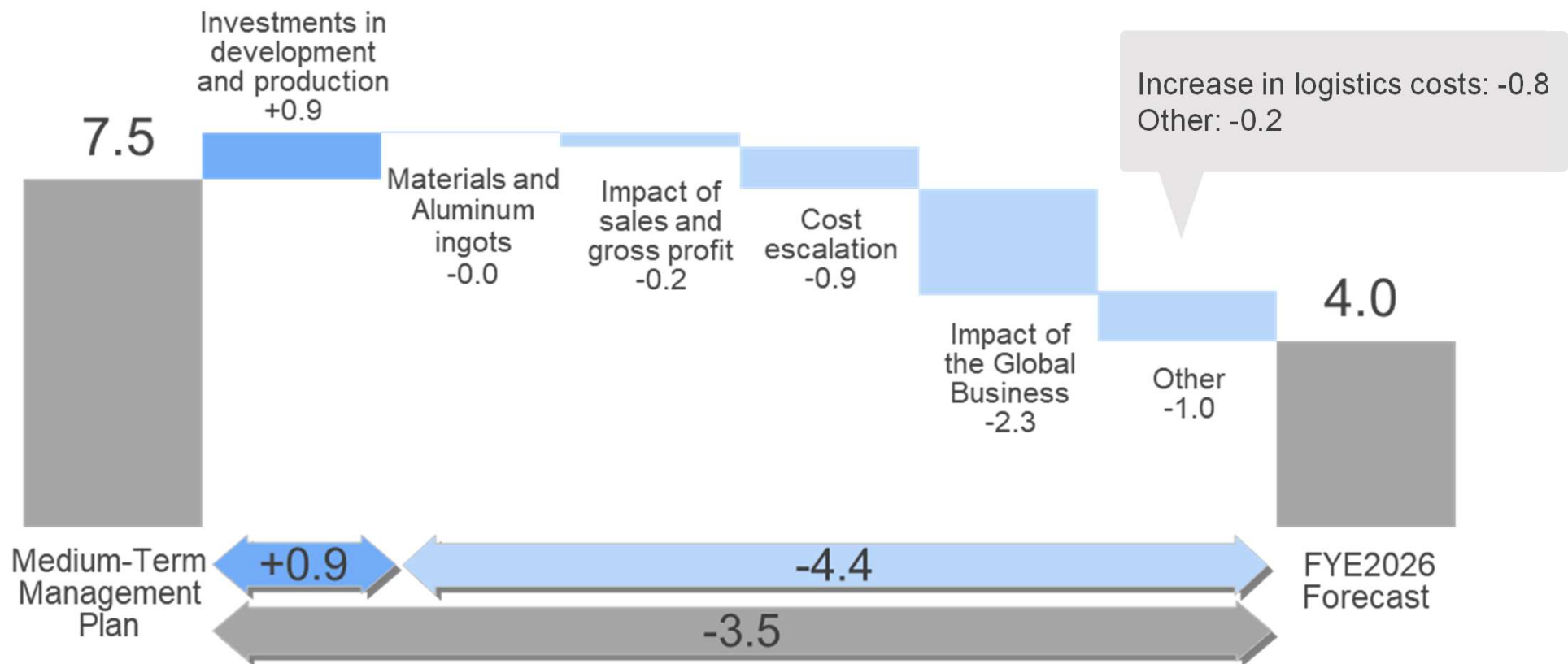
FYE2026 Forecast **4.0** billion JPY

Medium-Term Management Plan **7.5** billion JPY

Change from Medium-Term Management Plan **-3.5** billion JPY



Note: Amounts are rounded down to the nearest 100 million JPY.



Change in profits from the Global Business is consolidated into "Impact of the Global Business".  
 Note: Amounts are rounded down to the nearest 100 million JPY.

# Global Business Issues and Ongoing Restructuring

## Current situation

The Global Business consists of the Europe business and the Thailand business. Since the reorganization into the current reportable segments in 2015, the Global Business has consistently posted an operating loss because of the weak performance of the Europe business.

## Main factors

The Thai business is profitable, but improvements in the profitability of the Europe business are not progressing.

The Europe business is planning to remain in the red this fiscal year due to delays in reforming low-profit businesses, including the railway segment, and the slowdown in the EV segment, which had been a growth driver. (Initially, the business was expected to achieve operating income for FYE2026.)



## Ongoing remedial measures

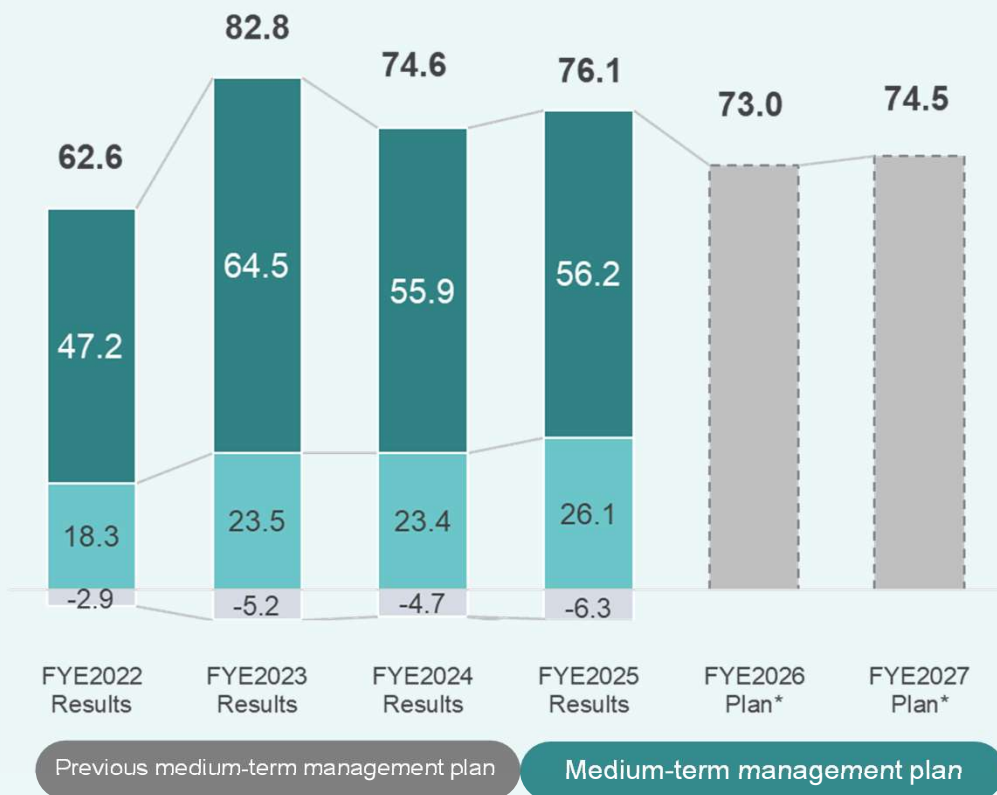
- ✓ Revision and restructuring of businesses with low profitability
- ✓ Considerable reduction of fixed costs

## Target state

Having the stable earnings strength to withstand changes in external conditions

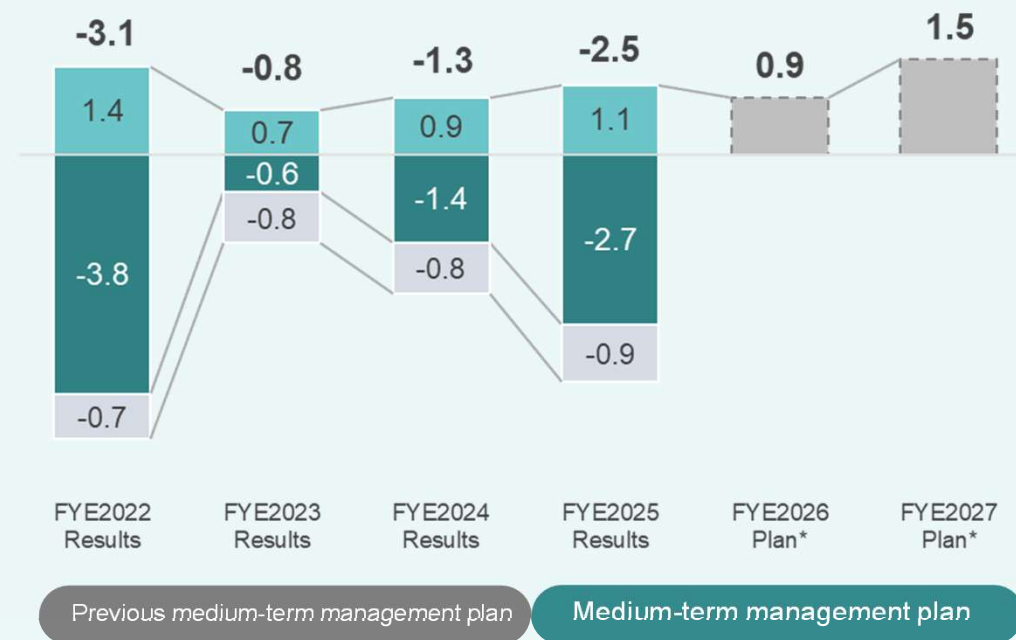
- Europe/STEP-G
- Three subsidiaries in Thailand
- Other (head office expenses, consolidation eliminations, etc.)

## Net sales (billion JPY)



Note: before revision

## Operating income (billion JPY)

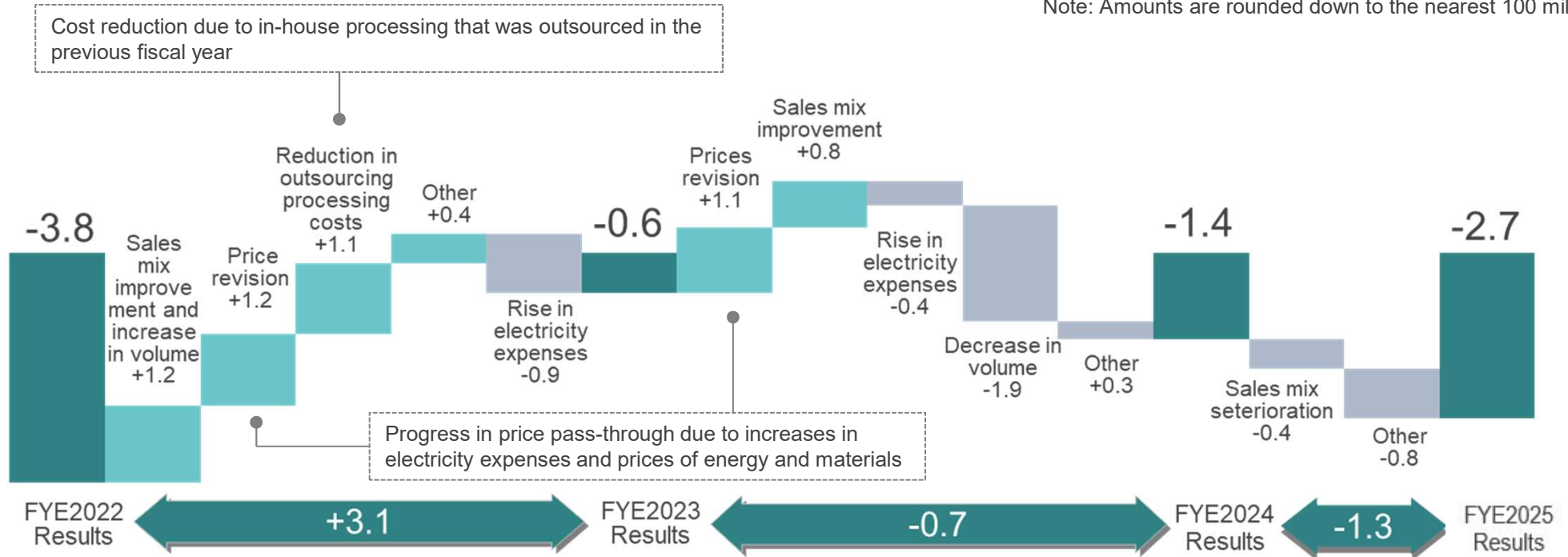


Note: before revision

Note: Amounts are rounded down to the nearest 100 million JPY.

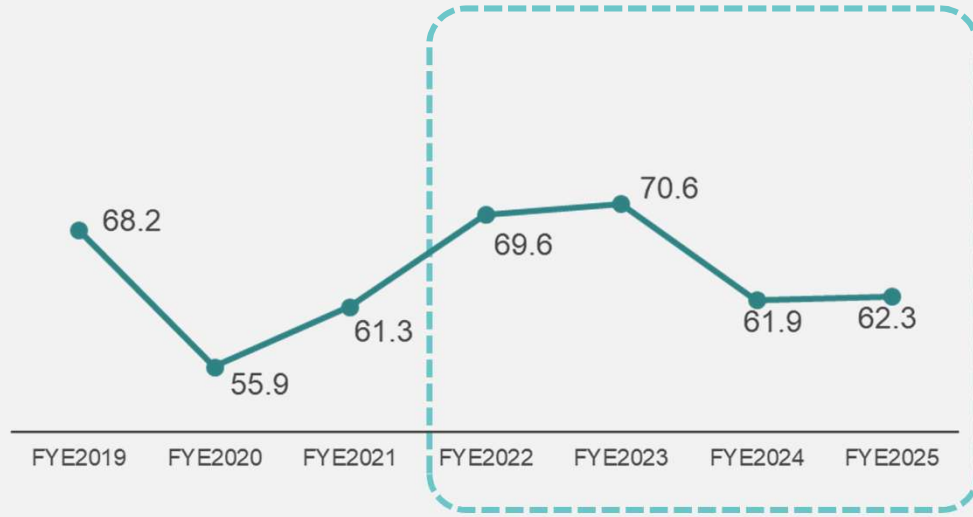
# Global Business – European subsidiary STEP-G Factors for changes in operating income

Note: Amounts are rounded down to the nearest 100 million JPY.

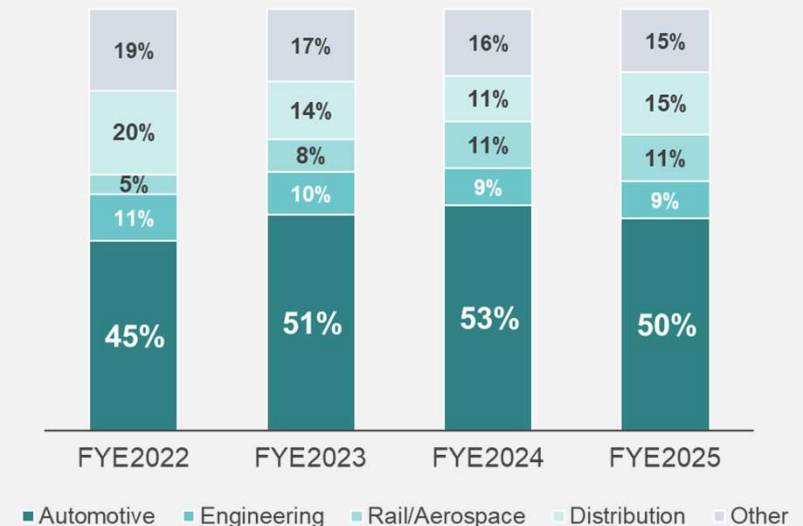


## Trend in sales weight (STEP-G)

(1,000 tons)



## Sales weight breakdown by segment (STEP-G)



## Point 01

Stop internal machining and welding operations for rail components at the Bonn Plant

## Point 02

Sale of land and building, which has become idle after the stop

- ▶ Gain on sale: Approx. 1,900 million JPY\* for FYE2026
- ▶ Expected contract conclusion date: July 11, 2025

## Point 03

Reduce approx. 100 employees

- ▶ Temporary expenses: Approx. 1,200 million JPY\*
  - ▶ Profit improvement effect: Approx. 1,500 million JPY\* for FYE2027 and later
  - ▶ Expected date of implementation: By the end of March 2026 (scheduled)
- (Note) Job cuts will be implemented in a phased manner based on changes in the production structure.

## Point 04

additional measures

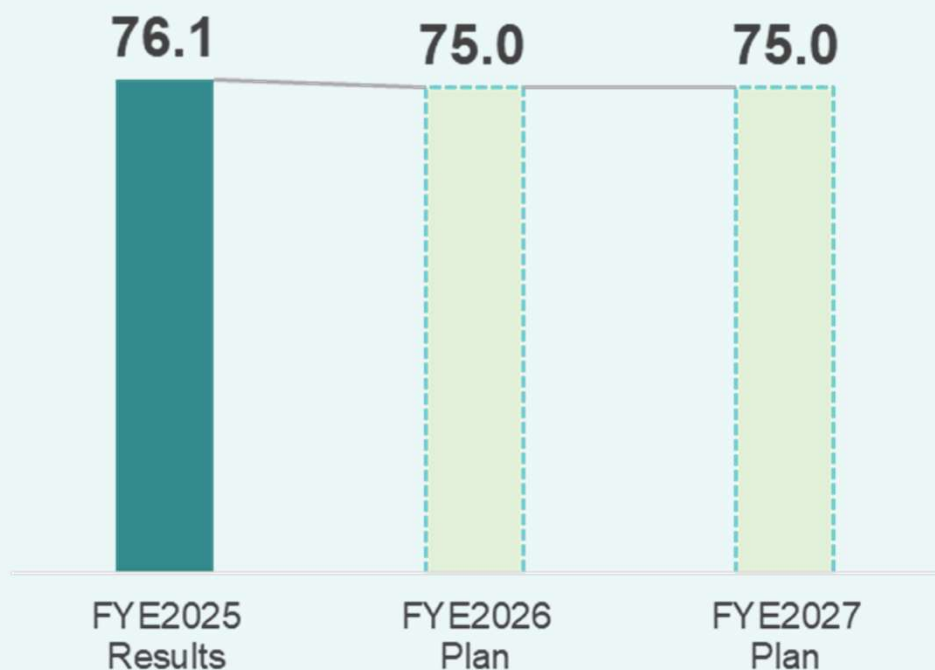
STEP-G plans to reduce its workforce by approximately 50 employees overall.



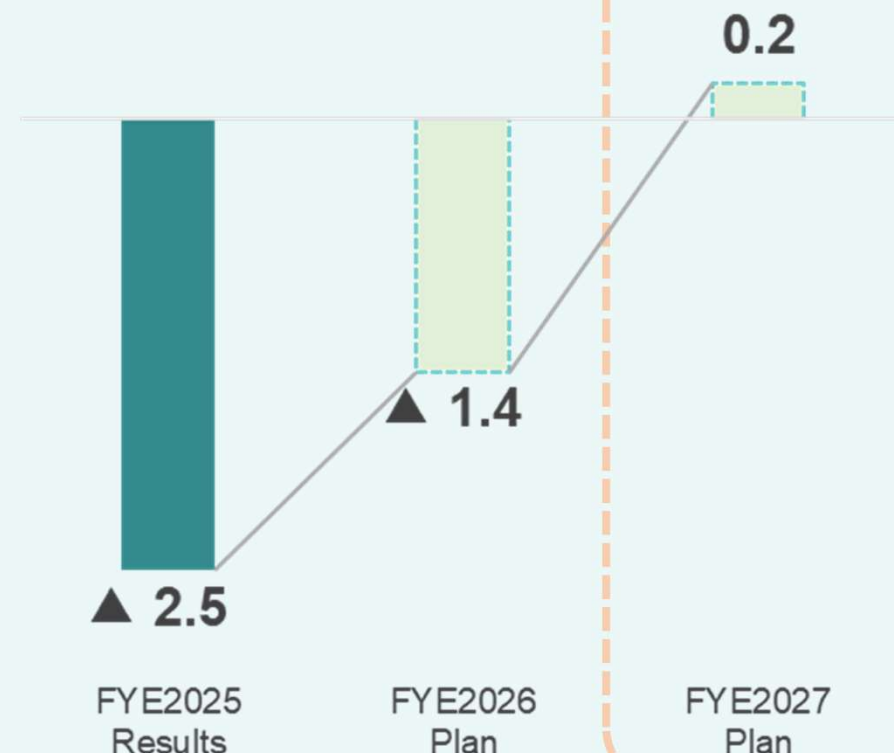
Bonn Plant (Germany)

\* Estimate

### Net sales (billion JPY)



### Operating income (billion JPY)



**Achieve profitability in the Global Business for the next fiscal year by restructuring the Europe business**

## Industry's slimmest frame attained while retaining high performance "STINA" highly heat-insulating slim frame window released



Sankyo Tateyama, Inc. SankyoAlumi-Company has released the "STINA" highly heat-insulating slim frame window system. Integrating the two basic sash series, namely "MADiO" and "ALGEO", "STINA" features the functionality of conventional high-end sashes combined with resilience.

### Point

1. Smart: Unmatched views and openness
2. Eco-friendly: High thermal insulation performance
3. Resilient: Extended durability performance to protect the lives of users
4. New colors determined for the indoor side of the window frame

On Thursday, April 17, a product briefing on "STINA" was held at SankyoAlumi-Company's Capital Area Showroom.



Highly heat-insulating slim frame window "STINA"

With the housing market expected to contract, we are executing manufacturing structural reforms. We are introducing robots to manufacturing operations for automation and labor reduction. We are also constructing mixed production lines for sashes for residences and for buildings, seeking to establish a sustainable supply structure with quality and productivity.

## "2025 Household Energy Saving Campaign" ongoing "NOVARIS" series of renovation products are performing well.



2025 Household Energy Saving Campaign



Solving problems through window and door renovation

Sales of renovation-related products in the construction materials business remained strong due to the 2025 Household Energy Saving Campaign that was launched by three ministries (Ministry of Economy, Trade and Industry, Ministry of Land, Infrastructure, Transport and Tourism, and Ministry of the Environment) at the end of 2022.

### Renovation products, "NOVARIS" series

Sashes: Year-on-year comparison

(Cumulative sales for the period from June 2024 to May 2025)

**Net sales: Approx. 135%**

Entrance doors: Year-on-year comparison

(Cumulative sales for the period from June 2024 to May 2025)

**Net sales: Approx. 109%**



We will strengthen our product sales and production systems to further increase sales of renovation-related products.



住宅省エネ  
2025キャンペーン

"2025 Household Energy Saving Campaign" Going on!  
Find out details here ↓

- 2025 Household Energy Saving Campaign (Japanese) ➡ <https://alumi.st-grp.co.jp/hojokin/2025/>
- Sankyo Alumi Company Website (Japanese) ➡ <https://alumi.st-grp.co.jp/reform/mado/>

## Aluminum recycling initiatives (1) The JR Central Group and Sankyo Tateyama jointly develop a building material made of aluminum recycled from Tokaido Shinkansen rolling stock. Mitsui Fudosan Residential becomes the first to use it in newly built properties.



Central Japan Railway Company (commonly known as JR Central), Sankyo Tateyama, Inc. and JR Tokai Corporation have jointly developed the “Re♻ALumi T” building construction material produced by recycling aluminum from Tokaido Shinkansen rolling stock. This material is set to be used for the first time by Mitsui Fudosan Residential Co., Ltd. for the sashes in its newly constructed properties.

### ◆ Features of “Re♻ALumi T”

- A building construction material that takes advantage of the high strength, weather resistance and surface treatability of aluminum recycled from Tokaido Shinkansen rolling stock
- The CO2 emissions from its production are much lower than from the production of general aluminum building construction materials using new ingots.\* This helps achieve carbon neutrality.
- Material recycling increases the aluminum circulation rate in Japan to help create a circular economy.

\*Aluminum raw materials extracted from natural resources

低炭素アルミ建材  
**Re♻ALumi T**  
For Circular Economy with SankyoAlumi  
東海道新幹線再生アルミ仕様

### Bunkyo-ku Mukogaoka 1-chome Project (tentatively named)

Under development by Mitsui Fudosan Residential  
Completion scheduled in September 2025  
“Re♻ALumi T” to be used in the sashes of multi-unit residential buildings and stores



\*Source: Mitsui Fudosan Residential Co., Ltd.

### Courtyard by Marriott Kyoto Station

Under development by JR Tokai Group and Marriott International  
Completion scheduled in FY2026  
“Re♻ALumi T” to be used in guest room sashes



\*Source: Central Japan Railway Company

● News Release (Japanese) ➔ <https://www.st-grp.co.jp/news/2024news/st20241121.html>

## Aluminum recycling initiatives (2) Start of horizontal recycling in which aluminum shelves are collected from closed and renovated 7-Eleven stores—Establishing a new recycling flow with a view to achieving a recycling-oriented society



Sankyo Tateyama, Inc. introduced horizontal recycling\*1 in which aluminum shelves are collected from closed and renovated 7-Eleven stores and used as part of raw materials for new aluminum shelves. Walk-in\*2 aluminum shelves recycled from collected aluminum are introduced to new stores.



Walk-in aluminum shelves introduced to a new store

\* A roller mat is placed on each aluminum shelf.



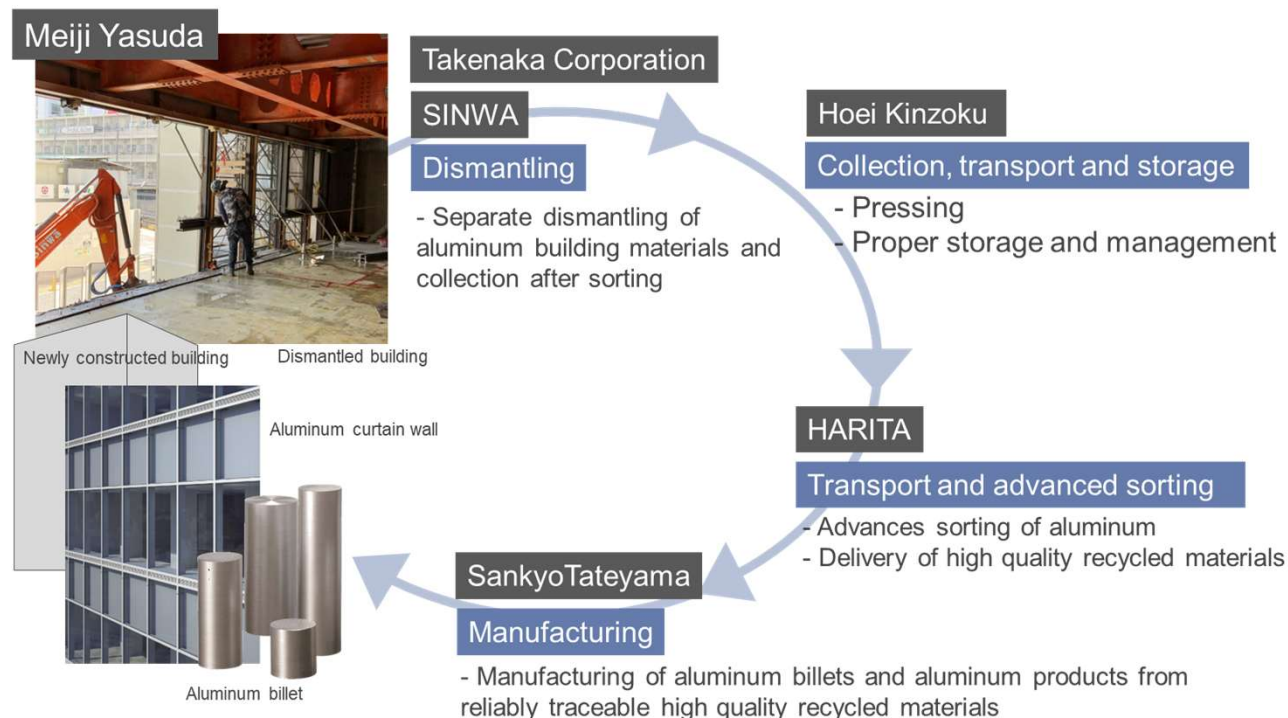
\*1. Processing used products into raw materials from which the same products are produced

\*2 Furniture with glass doors in which products can be displayed in a refrigerated state and with rear doors for refilling products. They are often used for displaying plastic bottled drinks. After a customer picks up a product at the front end, products behind it will slide frontwards..

## Aluminum recycling initiatives (3) Demonstration trial commences for collection of aluminum building materials from dismantled buildings for horizontal recycling



Meiji Yasuda Life Insurance Company, Takenaka Corporation, Sankyo Tateyama, Inc., SINWA, Inc., HARITA Co., Ltd. and Hoei Kinzoku Y.K. commenced a demonstration trial aimed at realizing horizontal recycling of aluminum building materials in accordance with the concept of Circular Design-Build® proposed by Takenaka with a view to achieving a circular economy.



\* Initiatives aimed at minimizing consumption of resources and waste emissions, such as the selection of reused and recycled building materials at the stages of architectural design and construction and consideration of design methods that take dismantling into account, proposed by Takenaka Corporation with the keywords of “make,” “use,” and “connect” instead of the conventional scrap and build

● News Release (Japanese) ➡ <https://www.st-grp.co.jp/news/2025news/st20250423.html>

## Sustainability News List in FYE2025



### November 2024

- Receipt of "Toyama Forest Creation CO<sub>2</sub> Absorption and Fixation Certification"

### February 2025

- B rating in climate change awarded in CDP 2024
- Participation in Circular Partners

### March 2025

- Establishment of the "SankyoTateyama Group Human Rights Policy"

### May 2025

- "Twin Leaf Forest Development Activity" (23rd)
- Sankyo Tateyama Group implements "company-wide cleaning campaign"
- CO<sub>2</sub>-free electricity has also been introduced to facilities, Ishikawa Plant.



"Twin Leaf Forest Development Activity"



Cleaning activity



## A list of products released in the second half of FYE2025 (from December 1, 2024 to May 31, 2025)



Construction Materials  
Business(SankyoAlumi  
-Company)



Commercial Facilities  
Business(Tateyama  
Advance-Company)

### December 2024



Construction Materials Business

Launched cycle port "FII Lincross"

### January 2025



Commercial Facilities Business

System display shelves for stores  
Launched the KL Series of "TATEYAMA GONDOLA"



cycle port "FII Lincross"

### February 2025



Construction Materials Business

Launched functional gate pole "Flamus Grand"



Construction Materials Business

Launched a highly heat-insulating entrance door  
"PRONOVA2"



"Shatlena II" series of extruded  
aluminum gate doors and fences

### March 2025



Construction Materials Business

Expansion of the lineup of the "Shatlena II" series of  
extruded aluminum gate doors and fences

### April 2025



Construction Materials Business

Developed "Energy earth" carport-type solar power panel base of rear support type

- News Release (Construction materials/Sankyo Alumi Company) (Japanese) ➔ <https://alumi.st-grp.co.jp/news/2025news/news2025.html>
- News Release (Commercial facilities/Tateyama Advance Company)(Japanese) ➔ <https://advance.st-grp.co.jp/news/>

	Target period	2022年	2023年	2024年
[Construction materials business (housing) index] The number of new housing starts	Apr.-Mar.	861 thousand units (-0.6%)	800 thousand units (-7.0%)	<b>816 thousand units (+2.0%)</b>
The number of new housing starts [Owner-occupied houses]	Apr.-Mar.	248 thousand units (-11.8%)	220 thousand units (-11.5%)	<b>223 thousand units (+1.6%)</b>
The number of new housing starts [House for rent]	Apr.-Mar.	347 thousand units (+5.0%)	340 thousand units (-2.0%)	<b>357 thousand units (+4.8%)</b>
[Construction materials business (Building) index] Floor area of non-wooden structure starts	Apr.-Mar.	69.9 million m <sup>2</sup> (+0.4%)	63.4 million m <sup>2</sup> (-9.3%)	<b>59.2 million m<sup>2</sup> (-6.7%)</b>
[Materials business index] Aluminum extrusion weight [Excluding sashes and doors]	Jun.-May	311 thousand tons (-4.1%)	353 thousand tons (+13.5%)	<b>350 thousand tons (-0.9%)</b>
[Commercial facilities business index] The number of new building starts [Stores]	Apr.-Mar.	5,734 buildings (+4.4%)	5,212 buildings (-9.1%)	<b>5,760 buildings (+10.5%)</b>
[Global business index] Vehicle production Germany	Apr.-Mar.	3757 thousand units (+25.9%)	4004 thousand units (+6.6%)	<b>4170 thousand units (+4.2%)</b>
Vehicle production Thailand	Apr.-Mar.	1920 thousand units (+13.1%)	1748 thousand units (-9.0%)	<b>1407 thousand units (-19.5%)</b>
[Aluminum ingot Average value (The Nikkei)]	Jun.-May	394.6 JPY/kg	404.0 JPY/kg	<b>464.5 JPY/kg</b>

There have been changes to the categories used in the figures published by the Japan Aluminium Association.  
It is estimated that the value increased approximately 4% year on year under the same conditions as in the previous year.

( ): Year-on-year comparison

### Net sales

	Quarterly				Total			
	FYE2024	FYE2025	Change YoY		FYE2024	FYE2025	Change YoY(*1)	
1Q	44.9	<b>43.9</b>	-1.0	-2.3%				
2Q	48.1	<b>47.7</b>	-0.4	-1.0%	93.1	<b>91.6</b>	-1.4	-1.6%
3Q	44.5	<b>43.5</b>	-1.0	-2.3%	137.6	<b>135.1</b>	-2.5	-1.8%
4Q	44.5	<b>43.4</b>	-1.1	-2.5%	182.2	<b>178.6</b>	-0.4	-2.0%

Note: Amounts are rounded down to the nearest 100 million JPY.

- Price revision penetration
- Temporary rush demand for new housing starts construction due to revisions to the Building Standards Law and the Energy Conservation Law for Buildings in April 2025.
- Impact of the construction of the exterior market, etc.

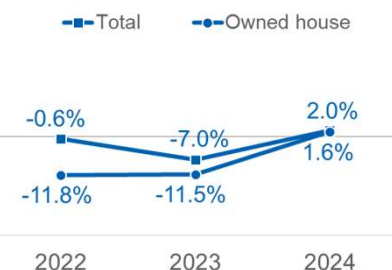
### Operating income

	Quarterly				Total			
	FYE2024	FYE2025	Change YoY		FYE2024	FYE2025	Change YoY	
1Q	-0.3	<b>-0.4</b>	-0.1	-				
2Q	0.9	<b>1.2</b>	+0.2	+21.9%	0.6	<b>0.7</b>	+0.0	+11.2%
3Q	0.4	<b>-0.0</b>	-0.4	-	1.1	<b>0.7</b>	-0.4	-35.4%
4Q	1.0	<b>-0.4</b>	-1.5	-	2.2	<b>0.2</b>	-1.9	-89.4%

- Rising aluminum ingot prices
- Increase in logistics costs, etc.

### Business environment

Number of new housing starts (YoY)



Source: Report of Statistical Survey of Construction Starts by the Ministry of Land, Infrastructure, transport and Tourism

Floor area of non-wooden structure starts (YoY)



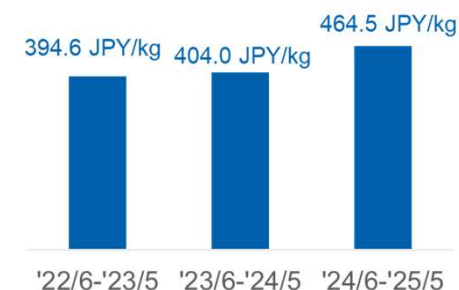
Sales weight of aluminum sash for buildings (YoY)



Source: Current Survey of Production by the Ministry of Economy, Trade and Industry

Cumulative total from Apr. to Mar.

Aluminum ingot price (Source: The Nikkei)



Cumulative average from Jun. to May.

**Net sales**

	Quarterly				Total			
	FYE2024	FYE2025	Change YoY		FYE2024	FYE2025	Change YoY	
1Q	14.0	<b>13.8</b>	-0.1	-0.9%				
2Q	13.7	<b>14.9</b>	+1.2	+8.8%	27.7	<b>28.8</b>	+1.0	+3.9%
3Q	12.0	<b>15.1</b>	+3.0	+25.6%	39.8	<b>43.9</b>	+4.1	+10.5%
4Q	13.2	<b>15.7</b>	+2.5	+18.9%	53.0	<b>59.7</b>	+6.6	+12.6%

Note: Amounts are rounded down to the nearest 100 million JPY.

- Weak construction materials and transport sector
- Increase in sales linked to the aluminum ingot market

**Operating income**

	Quarterly				Total			
	FYE2024	FYE2025	Change YoY		FYE2024	FYE2025	Change YoY	
1Q	0.4	<b>0.6</b>	+0.1	+31.2%				
2Q	1.0	<b>0.9</b>	-0.0	-9.3%	1.5	<b>1.5</b>	+0.0	+3.4%
3Q	-0.0	<b>0.5</b>	+0.5	-	1.4	<b>2.1</b>	+0.6	+41.7%
4Q	0.0	<b>0.4</b>	+0.5	-	1.4	<b>2.6</b>	+1.1	+77.3%

- Cost reduction effects
- Revision of depreciation method, etc.

**Business environment**

Domestic aluminum extrusion weight (YoY)

<General machine>



<Automotive>



**Net sales**

	Quarterly				Total			
	FYE2024	FYE2025	Change YoY		FYE2024	FYE2025	Change YoY	
1Q	9.7	<b>10.3</b>	+0.6	+6.2%				
2Q	12.4	<b>12.7</b>	+0.2	+2.3%	22.2	<b>23.0</b>	+0.8	+4.0%
3Q	9.0	<b>8.9</b>	-0.0	-0.9%	31.2	<b>32.0</b>	+0.8	+2.6%
4Q	11.4	<b>12.4</b>	+1.0	+9.0%	42.6	<b>44.5</b>	+1.8	+4.3%

Note: Amounts are rounded down to the nearest 100 million JPY.

- Capture investment demand related to the opening of new stores and store renovation against a backdrop of intensifying competition across retail industry categories and increasing inbound demand

**Operating income**

	Quarterly				Total			
	FYE2024	FYE2025	Change YoY		FYE2024	FYE2025	Change YoY	
1Q	0.2	<b>0.2</b>	+0.0	+14.8%				
2Q	0.7	<b>0.8</b>	+0.0	+5.4%	1.0	<b>1.0</b>	+0.0	+7.7%
3Q	0.0	<b>-0.0</b>	-0.1	-	1.1	<b>1.0</b>	-0.0	-4.7%
4Q	0.4	<b>0.3</b>	0.0	-5.1%	1.5	<b>1.4</b>	0.0	-4.8%

- Increase in various costs including logistics costs  
 - Delay in implementing measures to revenue improvement, including price revisions

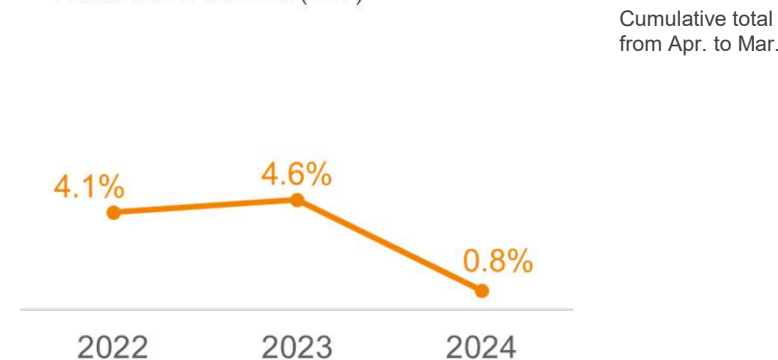
**Business environment**

Number of new building starts (Stores)  
(YoY)



Source: Report of Statistical Survey of Construction Starts by the Ministry of Land, Infrastructure, Transport and Tourism

Retail sales amount (YoY)



Source: Report of Current Survey of Commerce by the Ministry of Economy, Trade and Industry

### Net sales

	Quarterly				Total			
	FYE2024	FYE2025	Change YoY		FYE2024	FYE2025	Change YoY	
1Q	19.6	<b>20.2</b>	+0.5	+3.0%	38.1	<b>38.5</b>	+0.3	+1.0%
2Q	18.4	<b>18.2</b>	-0.2	-1.2%				
3Q	17.2	<b>17.3</b>	+0.0	+0.3%				
4Q	19.2	<b>20.2</b>	+1.0	+5.7%				
					74.6	<b>76.1</b>	+1.5	+2.0%

Note: Amounts are rounded down to the nearest 100 million JPY.

- Positive effects of exchange rates and the increase in the volume of sales to distributors, more than offsetting the decline of the volume of EV sales of the European subsidiaries
- Growth in the electronics sector field at the Thai subsidiaries, etc.

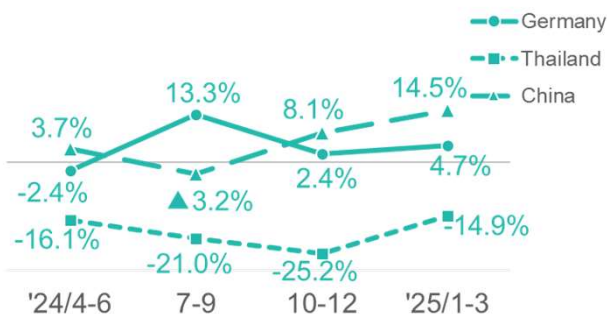
### Operating income

	Quarterly				Total			
	FYE2024	FYE2025	Change YoY		FYE2024	FYE2025	Change YoY	
1Q	0.2	<b>0.1</b>	-0.1	-56.7%	-0.6	<b>-1.5</b>	-0.9	-
2Q	-0.9	<b>-1.6</b>	-0.7	-				
3Q	-0.3	<b>-0.1</b>	+0.1	-				
4Q	-0.2	<b>-0.8</b>	-0.5	-				
					-1.3	<b>-2.5</b>	-1.2	-

- A change in sales mix accompanying the slowing down in EV sales
- The occurrence of temporary expenses associated with product defects, etc.

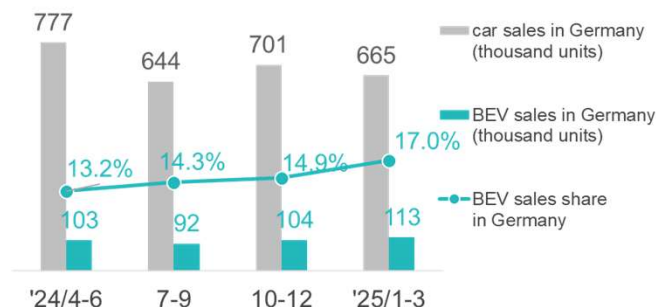
### Business environment

Car production (YoY)



Source: VDA, MARKLINES

Car sales and EV car sales and their share in Germany



Source: KBA (Kraffahrt-Bundesamt)

GDP (YoY)



Source: EUROSTAT, NESDC, CEIC

## Balance Sheet

FYE2024

Current assets 145.6	Current liabilities 118.8
Fixed assets 144.2	Fixed liabilities 71.6
	<b>Net assets 99.4</b>

FYE2025

Current assets 147.7	Current liabilities 122.0
Fixed assets 152.7	Fixed liabilities 83.6
	<b>Net assets 94.8</b>

	FYE2024 (May 31, 2024)	FYE2025 (May 31, 2025)	Change
Total assets	289.9	<b>300.4</b>	10.4
Equity	96.1	<b>91.2</b>	-4.8
Capital adequacy ratio	33.2%	<b>30.4%</b>	▲2.8p
Interest-bearing dept	78.1	<b>87.2</b>	9.0
Interest-bearing dept ratio	81.3%	<b>95.6%</b>	14.3p

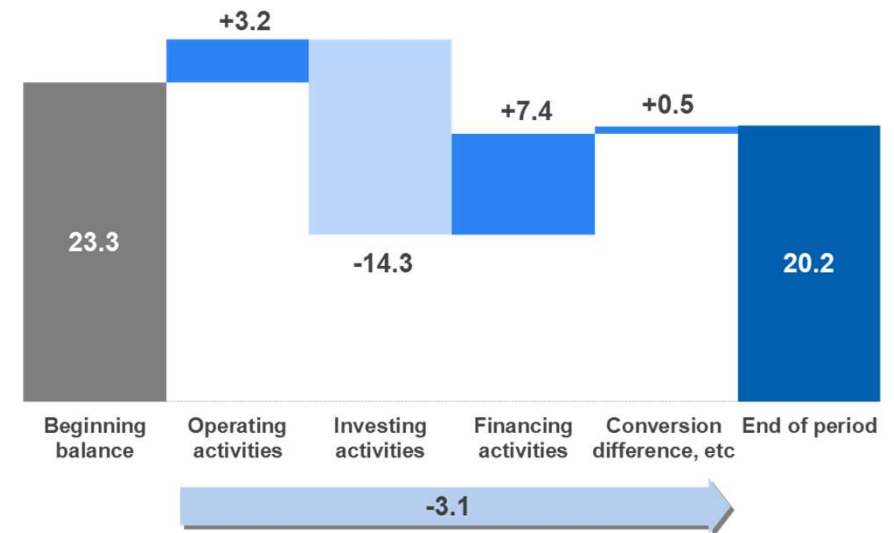
\*Equity: net assets – non-controlling interests

Capital adequacy ratio: equity / total assets

Interest-bearing: short-term loans + long-term loans + corporate bonds

Interest-bearing ratio: total amount of interest-bearing- debt / equity

## Cash Flows



Cash flows from operating activities	3.2	Cash flows from investing activities	-14.3	Cash flows from financing activities	7.4
Profit (loss) before income taxes	-0.4	Purchase of tangible fixed assets	-13.2	Net increase (decrease) in short-term loans	-6.5
Depreciation	8.2	Other, net	-1.0	Proceeds from long-term borrowings	35.2
Decrease (increase)	-0.6			Repayments of long-term borrowings	-19.7
Decrease (increase) in inventories	-0.2			Dividends paid	-0.7
Increase (decrease) in trade payables	-1.9			Other, net	-0.7
Income taxes paid	-1.5				
Other, net	-0.1				

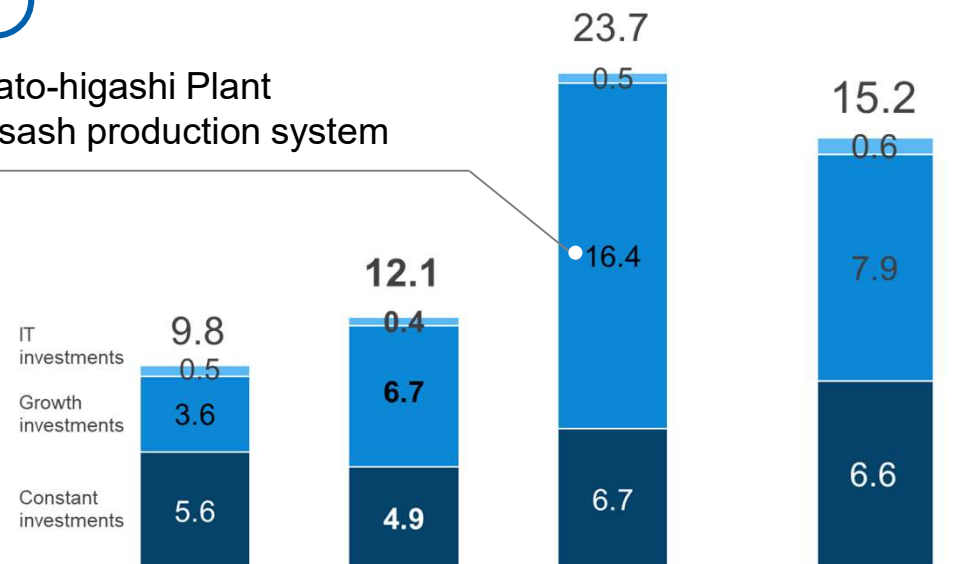
Note: Amounts are rounded down to the nearest 100 million JPY.

Note: Amounts are rounded down to the nearest 100 million JPY.

Note: Amounts are recorded as assets.

## Main investment

- Expansion of Shinminato-higashi Plant
- Establishment of new sash production system



	FYE2024 Result	FYE2025 Result	FYE2026 Plan	FYE2027 Plan
Constant investments	5.6	4.9	6.7	6.6
Growth investments	3.6	6.7	16.4	7.9
IT investments	0.5	0.4	0.5	0.6
Total	9.8	12.1	23.7	15.2
( overseas subsidies )	3.5	5.0	3.3	4.5
Depreciation expense	8.7	8.2	9.4	

## Scope of consolidation and equity method

	FYE2024 (May 31, 2024)	FYE2025 (May 31, 2025)	Change
Consolidated subsidiaries	46	45	▲ 1
Equity method-applied companies	6	6	0
Total	52	51	▲ 1

## Status of personnel (Regular employees)

	FYE2024 (May 31, 2024)	FYE2025 (May 31, 2025)	Change
Sankyo Tateyama, Inc.	4,822	4,686	▲ 136
Consolidated subsidiaries	5,467	5,326	▲ 141
Total	10,289	10,012	▲ 277

## Aluminum Ingot Price and Exchange Rates

			FYE2024 Results	FYE2025 Plan	FYE2025 Results	FY2026 Plan
Aluminum ingot price (Nikkei Aluminum average)		Jun.-May	404.0 JPY/kg	435.0 JPY/kg	464.5 JPY/kg	455.0 JPY/kg
Exchange rates	USD	Apr.-Mar.	144.6 JPY	150.0 JPY	152.6 JPY	145.0 JPY
	EUR	Apr.-Mar.	156.7 JPY	160.0 JPY	163.9 JPY	160.0 JPY
	THB	Apr.-Mar.	4.1 JPY	4.0 JPY	4.4 JPY	4.0 JPY
	CNY	Apr.-Mar.	20.1 JPY	21.0 JPY	21.1 JPY	21.0 JPY

# Sustainability Vision 2050

## Life with Green Technology

### Achieving carbon neutrality

We aim to carbon neutral by striking a balance between reducing greenhouse gas emissions resulting from our business activities and reducing the greenhouse gas emissions of the products and services that we create with environmental technologies.

### Reusing resources

To help bring about a recycling-oriented society, we will encourage recycling of major materials and promote the reuse of waste.

### Connecting personnel and the future

By promoting personnel training that values diversity and human rights, we will foster a dynamic corporate culture, which is how we connect the personnel—who are the driving force behind our efforts to make lives richer—with the future.

## FYE2031 Targets

### Greenhouse gas emissions

Scope 1 + 2 **50% reduction**  
(Compared to the FYE2018 level)

Scope 3 **25% reduction**  
(Compared to the FYE2023 level)

Rate of recycling of aluminum for construction materials **80%**

Aim to achieve 100% by addressing issues

Percentage of woman in management positions:

**10%**

Scope1: Direct emissions from in-house fuel use,  
Scope2: Indirect emissions from the use of heat and electricity purchased the company  
Scope 3: Emissions from processes upstream and downstream of your business activities

\*1: Not the index for individual products  
\*2: The subject facilities are manufacturing facilities in Japan.  
\*3: Scrap materials generated in the internal manufacturing process are included.

## ■ Notes regarding these documents

Forward-looking statements included in this document, including earnings projections, are based on information currently available to the Company and certain assumptions that management believes to be reasonable, but do not constitute a guarantee of future results. Actual results may differ materially based on various factors, including changes in economic conditions domestically and internationally and exchange rate movements. The Company will make timely disclosure in the event of any material change in the situation.