



Presentation Materials

**FY2020 Consolidated Results (The 86th Period)
FY2021 Consolidated Forecast**

May 14, 2021



SANWA HOLDINGS CORPORATION
www.sanwa-hldgs.co.jp

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Foot-note on Forecast

Any contents in this brochure are based on various assumptions, and neither promise nor guarantee the indicated results of forecast or realization of any management issue.

Introduction

FY2020 Consolidated Results

FY2021 Consolidated Forecast

Progress of Mid-Term Management Plan

Financial Information Highlight

1. Introduction



1. Next long-term vision and mid-term management plan will begin in FY2022

Fiscal 2020 was supposed to be the final year of Sanwa Global Vision 2020 and the Third Mid-Term Management Plan. However, we have extended them through FY2021 in response to the COVID-19 pandemic and to complete our strategy that was impacted by the pandemic. We plan to announce our next long-term vision and mid-term management plan in May 2022.

2. U.S. subsidiary ODC celebrates its 100th anniversary and makes an acquisition.

Acquired all shares of Won-Door, the market leader in accordion style fire and security door solutions in the U.S. (April 2021).

- Sales growth through utilizing the distribution network in U.S..
- Expansion of ODC's product portfolio.

➡ Refer to 14 page



3. Announcement of long-term goals for decarbonizing society.

CO₂ emission reduction target: 30% reduction by FY2030 (compared with FY2020).

- Determine KPIs during FY2021 and accelerate initiatives during the next mid-term management plan.

➡ Refer to 19 page



2. Progress of Mid-Term Management Plan / Trend of Consolidated Results

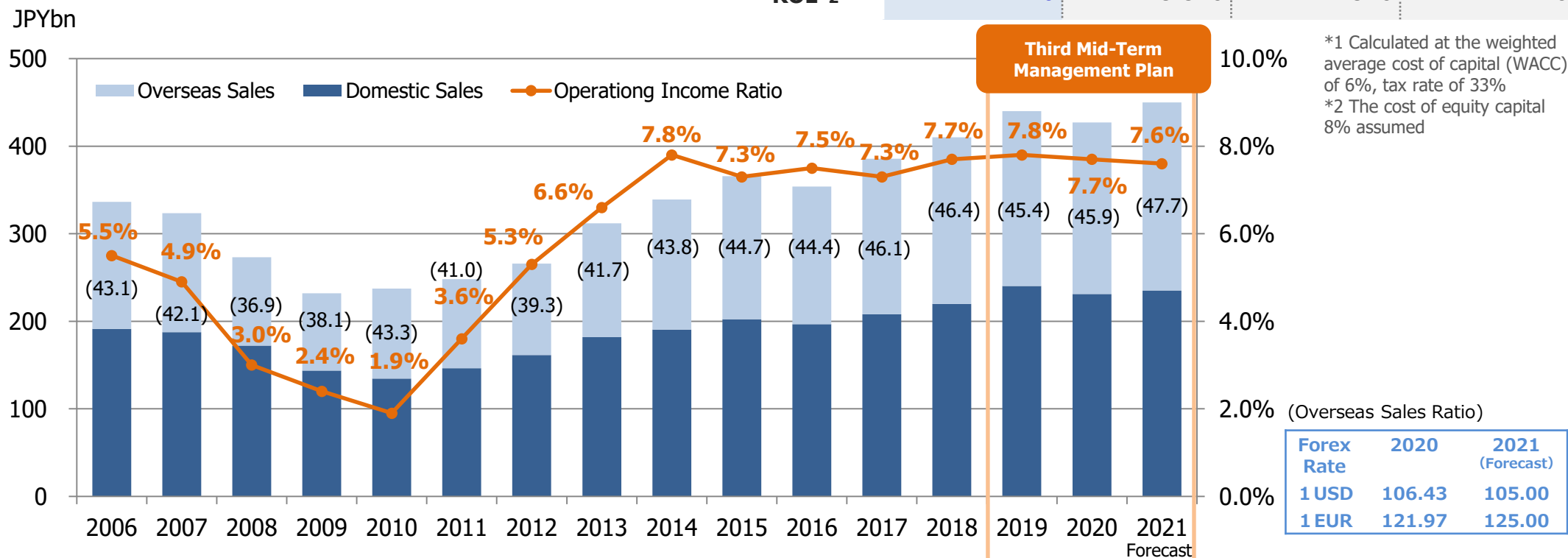


Progress of Mid-Term Management Plan (2019-2021)

• FY2020 result fell short of original targets in Mid-Term Management Plan but exceeded revised forecast substantially.

• Expect to return to pre-pandemic level in FY2021.

	FY2020 Result	FY2020 Revised Forecast	FY2021 Forecast	Mid-Term Management Plan Target
Net Sales	¥427.1Bln	¥420.0Bln	¥450.0Bln	¥450.0Bln
Operating Income	¥33.1Bln	¥30.0Bln	¥34.0Bln	¥37.5Bln
Operating Income Ratio	7.7%	7.1%	7.6%	8.3%
SVA*1	¥13.6Bln	¥11.2Bln	¥14.5Bln	¥15.9Bln
ROE*2	12.4%	10.6%	12.0%	14.1%



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3. FY2020 Business Results Highlight



(JPYbn, %)

《 Consolidated Results 》	FY2020 Actual	Revised Forecast	Variance vs. Forecast (amt)	FY2019 Actual	Variance vs. FY2019 (amt)	(%)
Net Sales	427.1 [430.3]	420.0	+7.1 [+10.3]	440.2	-13.1 [-9.9]	-3.0 [-2.2]
Operating Income	33.08 [33.29]	30.00	+3.08 [+3.29]	34.22	-1.14 [-0.93]	-3.3 [-2.7]
Ordinary Income	32.14 [32.34]	29.00	+3.14 [+3.34]	33.47	-1.33 [-1.13]	-4.0 [-3.4]
Net Income attributable to owners of the parent	21.25 [21.31]	18.00	+3.25 [+3.31]	21.65	-0.40 [-0.34]	-1.8 [-1.5]

[assumed forex rate same as FY2019]

ForexRate	2019	2020
1 USD	109.24	106.43
1 EUR	122.15	121.97

Operating income reconciliation(consolidated)

FY2019	34.22	JPY bn (Revised forecast)
Sales Volume	-6.66 (-8.13)	
Selling Price	+0.78 (+0.41)	
Material Price	+0.96 (+0.93)	
Cost	+2.34 (+2.05)	
FOREX	-0.19 (-0.35)	
New Consolidation	+0.36 (+0.36)	
Others	+1.27 (+0.51)	
FY2020	33.08 (30.00)	

-¥1.14B

《Summary》

Net sales and Incomes exceeded revised forecast, with Incomes slightly falling short of the record high in FY2019.

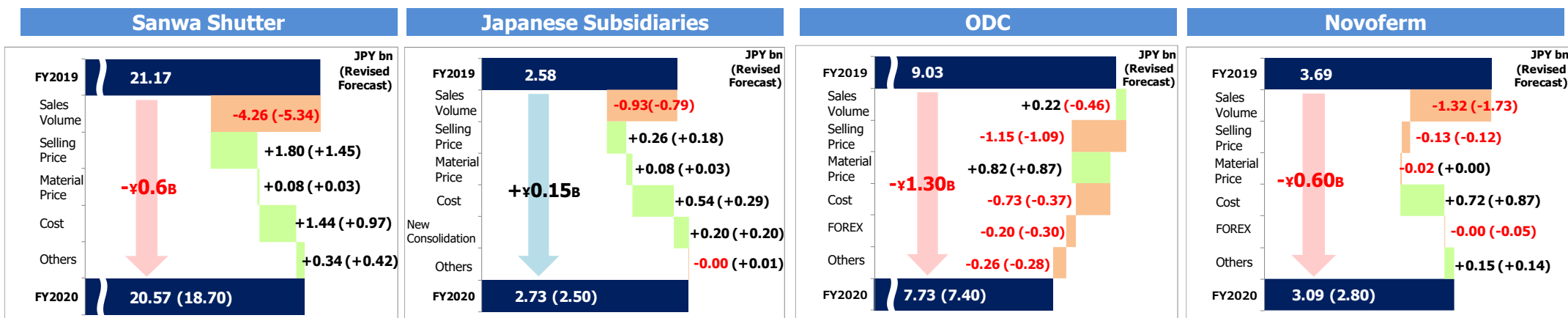
Net sales	• Consolidated net sales exceeded revised forecast. Impacted by the COVID-19 crisis, Sanwa Shutter, Japan subsidiaries and NF dropped lower than previous year, while ODC achieved growth (local currency basis) due to the strong residential market.
Operating income	• Consolidated operating income greatly exceeded revised forecast. Sales volume impact due to COVID-19 crisis was less than forecast. Price pass-through and cost reduction were more successful than expected.
Ordinary income	• Consolidated ordinary income exceeded revised forecast. Profit/loss on equity method worsened YoY.
Net Income attributable to owners of the parent	• Consolidated net income attributable to owners of the parent greatly exceeded revised forecast. Extraordinary loss reduced YoY and was less than forecast.

4. FY2020 Net Sales & Operating Income (By sector)



	[Net Sales]			[Operating Income]				
	FY2019	FY2020	Variance vs. FY2019 (%)	FY2019	Operating Income Ratio(%)	FY2020	Operating Income Ratio(%)	Variance vs. FY2019 (%)
Sanwa Shutter	210.4	199.4	-5.2	21.17	10.1	20.57	10.3	-2.8
Japanese Subsidiaries	51.2	51.8	+1.1	2.58	5.0	2.73	5.3	+5.6
ODC (USA)	1,085 118.5	1,102 117.2	+1.6 -1.0	82.7 9.03	7.6	72.7 7.73	6.6	-12.1 -14.4
NF (Europe)	613 74.9	592 72.2	-3.5 -3.7	30.2 3.69	4.9	25.3 3.09	4.3	-16.1 -16.3
ASIA	6.4	6.6	+2.8	-0.35	-5.4	-0.54	-8.2	(-)
Consolidated	440.2	427.1	-3.0	34.22	7.8	33.08	7.7	-3.3

Forex Rate	2019	2020
1 USD	109.24	106.43
1 EUR	122.15	121.97



✓ Large drop in sales volume was mitigated by price-raising and cost reduction in manufacture and logistics. Greatly exceeded revised forecast.

✓ Large drop in sales volume due to COVID-19. Exceeded both YoY and revised forecast contributed by cost reduction and the consolidation of Suzuki Shutter.

✓ Sales volume increased amid the strong residential market. Profitability dropped due to expansion in the retail sales channel. Overall, exceeded revised forecast but profit decreased YoY.

✓ Drop in sales volume due to COVID-19 led to the decrease in profit YoY. Exceeded revised forecast through cost reduction.

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5. FY2021 Forecast Highlight



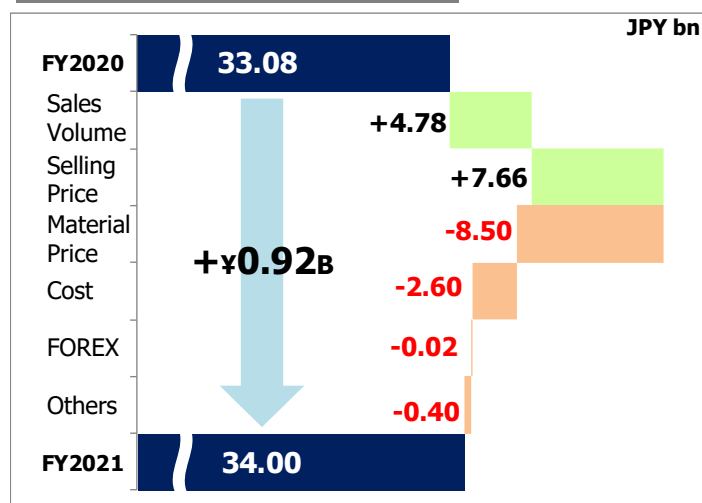
(JPYbn, %)

《Consolidated Forecasts》	FY2021 Forecast	1H	2H	FY2020 Actual	Variance vs. FY2020 (amt)	Variance vs. FY2020 (%)
Net Sales	450.0 [449.9]	205.0	245.0	427.1	+22.9 [+22.8]	+5.4 [+5.3]
Operating Income	34.00 [34.02]	11.30	22.70	33.08	+0.92 [+0.94]	+2.8 [+2.9]
Ordinary Income	32.70 [32.71]	10.80	21.90	32.14	+0.56 [+0.57]	+1.7 [+1.8]
Net Income attributable to owners of the parent	21.60 [21.61]	7.10	14.50	21.25	+0.35 [+0.36]	+1.6 [+1.7]

[assumed forex rate same as FY2020]

ForexRate	2020	2021(F)
1 USD	106.43	105.00
1 EUR	121.97	125.00

Operating income reconciliation(consolidated)



《Summary》

Sales and Incomes are forecast to grow YoY, returning to record high level in FY2019

Net sales

• Sales in Japan, ODC and NF are all forecast to increase despite COVID-19 lingering.
With Japan led by growth in logistics products and the service business, ODC and NF led by recovery in the residential market.

Operating income

• Following the increase in sales volume, a significant increase in cost is expected.
A sharp rise in raw materials price is expected throughout all sectors and will be passed through to sales price.

Ordinary income

• In addition to increased operating profit, business performances of equity method affiliates are expected to recover. Forecast to increase in profit.

Net Income attributable to owners of the parent

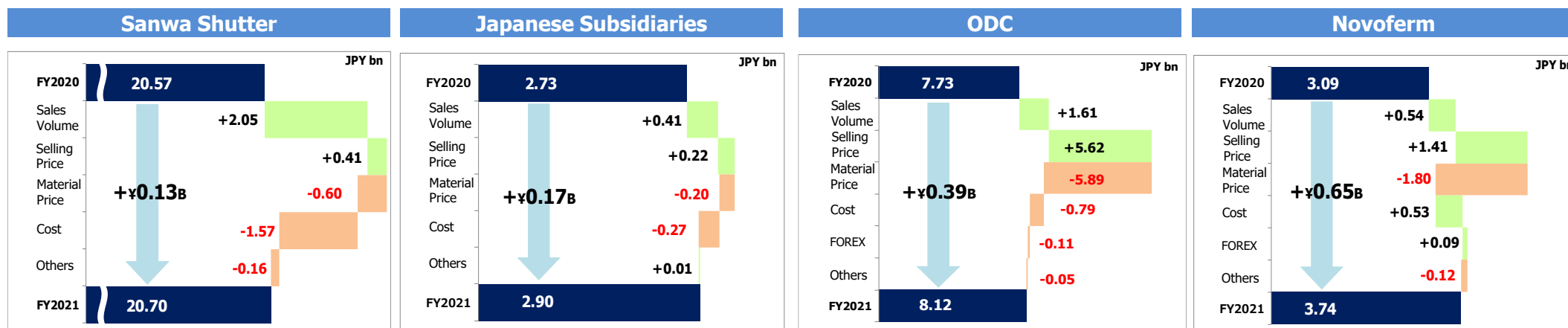
• Extraordinary loss is projected to decrease YoY. Forecast to increase in profit.

6. FY2021 Forecast Net Sales & Operating Income (By sector)



	[Net Sales]			[Operating Income]			(JPY bn, USD m, EUR m, %)		
	FY2020	FY2021	Variance vs. FY2020 (%)	FY2020	Operating Income Ratio(%)	FY2021	Operating Income Ratio(%)	Variance vs. FY2020 (%)	
Sanwa Shutter	199.4	205.0	+2.8	20.57	10.3	20.70	10.1	+0.6	
Japanese Subsidiaries	51.8	50.3	-2.9	2.73	5.3	2.90	5.8	+6.3	
ODC (USA)	1,102	1,234	+12.0	72.7	6.6	77.3	6.3	+6.4	
	117.2	129.6	+10.5	7.73		8.12		+4.9	
NF (Europe)	592	614	+3.8	25.3	4.3	29.9	4.9	+18.0	
	72.2	76.8	+6.4	3.09		3.74		+20.9	
ASIA	6.6	8.5	+28.2	-0.54	-8.2	0.22	2.6	(+)	
Consolidated	427.1	450.0	+5.4	33.08	7.7	34.00	7.6	+2.8	

ForexRate	2020	2021(F)
1 USD	106.43	105.00
1 EUR	121.97	125.00



✓ Sales volume increase is expected to be evened out by the increase in personnel expenses and raw materials price. Overall, profit is forecast to rise slightly.

✓ Sales is expected to decrease due to new revenue recognition of subsidiaries, while actual increase of sales volume and sales price counteracts. Overall, profit is forecast to increase.

✓ Sharp rise in raw materials price is expected to be mainly passed through to sales price. Amid the strong residential market, profit is forecast to increase.

✓ While market recovery is gradual, sales volume is expected to increase mainly by residential market. Rise in raw materials price is mitigated by passing through to sales price and cost reduction, profit is forecast to increase.

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7. Basic Strategies① : Expand and strengthen business areas in core businesses (Japan)



Grow as an access system company by establishing position
in each business field



Core Business : Secure profitability of shutters and doors

- Secure profits: pass on costs of material, installation work, distribution, etc. to selling prices
- Order increase: Strengthened efforts to win orders for heavyweight shutters and steel doors for large distribution centers and office building.
- Strengthen sales organization: Strengthen human resource development by utilizing sales promotion tools and professional development plans.



Multi-Product Sales Strategy : Expand partitions, fronts, disaster prevention products, etc. through Group cooperation

- Partitions: Further strengthened strategic bundling through cooperation among Group companies in Japan.
- Aluminum store fronts: Order increase through Group cooperation with Showa Front's fire-prevention products and Slim fronts.
- Disaster prevention products: Expanded lineup of "Wind guard" and "Water guard" to meet disaster prevention needs.



Service Business : Recover orders in repair and legal inspections, which were affected by COVID-19

- Business related to legal inspections: Focus on quickly receiving orders from postponed projects.
- Disaster recovery response: Company-wide efforts to assist in recovery from disasters, and contribute to maintenance of social infrastructure.
- Maintain growth of service business: Strengthen order intake for general maintenance and repairs with proposals centered on age-related deterioration.



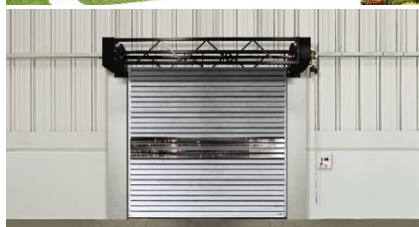
Enhance Supply Network : Enhance production, distribution and installation

- Improve productivity: Labor saving through delivering in sets, integrated installation method and tool enhancement.
- Enhance logistics system: Share logistics process information and improve efficiency using a logistics management system.
- Installation improvements: Secure installers and make operational improvements with installation schedule management system

7. Basic Strategies ① : Expand and strengthen business areas in core businesses (USA)



ODC : Strengthening core business segments while entering adjacent business fields



Door Business

Strengthen sales for residential retrofits segment

- Continue measures to expand sales channels in major metropolitan areas, etc.
- Gain market share by expanding incentives for distributors and expanding sales to major retail channel

Expand sales of commercial (non-residential) doors

- Add new products such as wind-resistant products and high-speed doors. Increase the number of distributors and dealers.

Deploy new ERP

- COVID-19 delayed implementation by one year. Implement at main factories from FY2021 onwards.



Operator Business

Expand share of products for residential use

- Significantly expanded market share by enhancing retail strategies such as strengthening relationships with major home centers and expanding e-commerce.
- Introduce new products such as WiFi-enabled products compatible with home automation and parcel boxes.



Automatic doors Business

Strengthen product competitiveness.

- Introduced new products under new brands.

Acquisition of Won-Door Corp.(April 2021)

- Purchased the market leader in accordion style fire and security door solutions.
- Enhance sales performance by utilizing the over 400 ribbon distributors network in the USA.

7. Basic Strategies ① : Expand and strengthen business areas in core businesses (Europe)



NF : Further strengthen industrial segment and promote digitalization through NF4.0



Hinged door business

- Laggard market recovery in Italy, France, UK and Sweden.
- Post Merger Integration of Robust Ltd. such as cross-selling in Northern Europe and UK, though initially postponed due to COVID-19, is progressing steadily.
- Continuously expand the range of products that comply with European fireproof door standards.



Garage door business

- Massively affected by the Lockdown in France and UK. Recovery is sturdy.
- Expand the range of WiFi-enabled products compatible with home automation.
- Productivity improvement program is progressing at plants in Dortmund, Tormatic and Machecoul, etc.



Industrial business

- Proactive effort made in new order intake, while market recovery stagnated.
- Enhance reorganization of production network.
- Enhance service business in Germany, Netherlands and France, etc.



Digitalization though NF4.0

- Sales : In Germany, the number of customers using digital tools has increased rapidly because of COVID-19. We will continue to accelerate implementation outside of Germany.
- Manufacturing and distribution : Improve operation efficiency using digitalization tools.

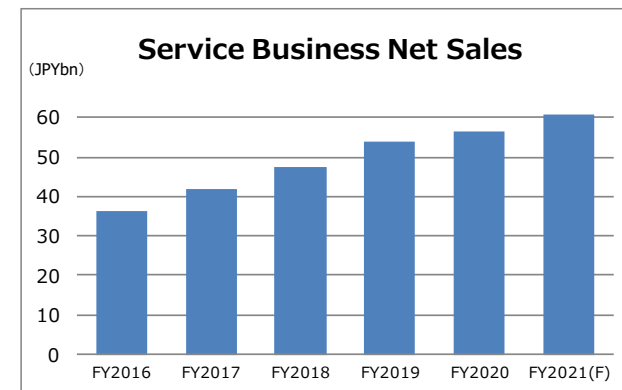
7. Basic Strategies ② : Strengthen service segments and expand business model



Service Business

Providing service businesses that meet the needs of customers in various regions
Cultivating new customers and expanding the business model

	FY2020	FY2021(F)
Consolidated Service Business Net Sales	¥56.5Bln	¥60.5Bln



JAPAN

- Expand legal inspections by capturing business under negotiation or being postponed
- Establish a business model for proposals for age-related deterioration and regular inspection contracts.
- Maintain position in stock market by enhancing the process for handing over completed projects. (proposals for distribution facilities, etc.)
- Further reinforce Suzuki Shutter, which is strong in the service business.
- Improve maintenance skills with training programs.

ODC

- NS (U.S. door direct sales outlet) : Expand sales of residential retrofit projects and services.
- CDS (Canada door dealer) : Diversify products to expand services and installation.
- DS (U.S. automatic door dealer) : Provide community-based services.
- Newly acquired Won-Door also offers superior service.

NF

- In Germany, enhancement of the service business is steadily moving forward
- Field service system already introduced in Germany(TST), with successively introduction planned in continental Netherlands and France.



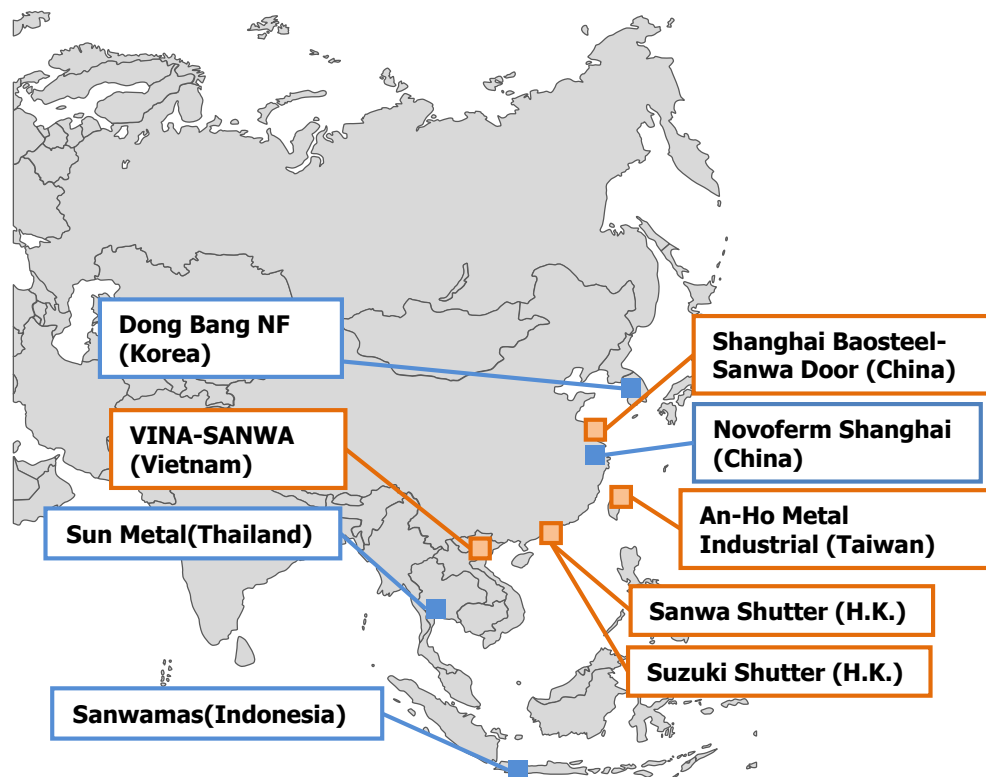
7. Basic Strategies ③ : Enhance bases of China and Asia Business



ASIA

Strengthen integrated operations at Group companies and expand businesses under consolidation

Start financial consolidation of Suzuki Shutter (H.K.) from FY2020.



Consolidated subsidiaries

(JPYbn)

	Net Sales		Operating Income	
	2020	2021(F)	2020	2021(F)
Consolidated Total	6.6	8.5	-0.54	0.22

Business Progress

FY2020 : Net sales exceeded revised forecast. Operating loss worsened.

FY2021 : Aims to turn profitable by re-establishing business foundation.

Status of each company

- China : Restructure and reorganize business in the Shanghai area.
- Hong Kong : Create synergies between Sanwa Shutter (H.K.) and Suzuki Shutter (H.K.) and expand their businesses.
- Taiwan : Smoothly introduce new equipment and develop future growth strategies.
- Vietnam : Vina-Sanwa restructuring business operations



Heat-Insulating Fireproof Door (NF Shanghai)

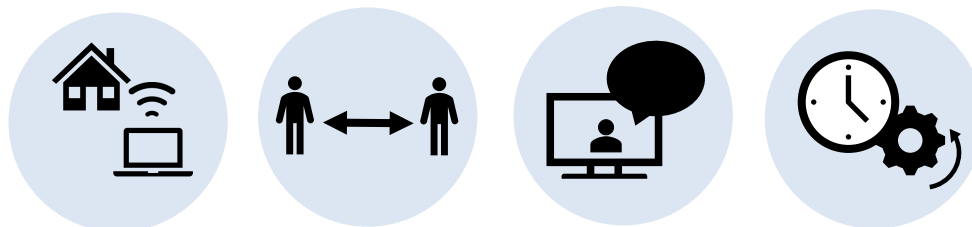


Fireproof Shutter (Baosteel-Sanwa Door)

7. Basic Strategies ④ : Reform work styles and improve productivity



Improve productivity through work-style reforms and enable flexible work styles to adapt to the new normal



Initiatives to improve productivity

■ Introduce an installation process management system

...Introduce an installation process management system across the relating departments for installation. Enable real-time installation process updates and confirmation from mobile terminals such as smartphones and tablets, and accelerate information sharing among departments and installers. Also visualize the installation process to optimize and raise the efficiency of installer deployment.



Smooth process confirmation, site map display, document sharing, etc.

■ Save labor in manufacturing and installation

...Strengthen product development by incorporating unit installation, set deliveries, and installation methods that do not use welding.



Unit installation : Install units pre-assembled in factories.



Set deliveries : Parts to be installed on-site are packed and shipped as a set.

■ Continue non-face-to-face sales activities

...Enhance remote sales by using video conferencing systems, video, and e-mail proposals and information distribution.

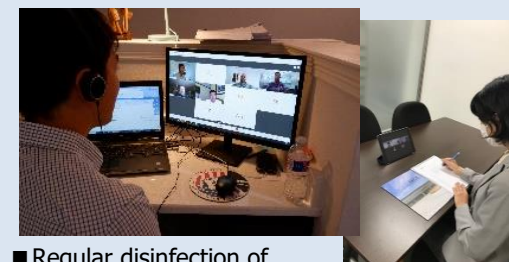
Initiatives to adapt to the new normal

■ Thorough Hygiene Control and the Avoidance of Three Cs

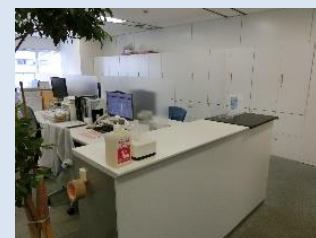
■ Implementation of telework



■ Use of Videoconferencing System



■ Installation of plexiglass barriers



■ Regular disinfection of common areas



■ Limiting the number of people in meeting rooms



■ Ensuring social distancing



■ Temperature checks before starting work



Toward Sanwa Global Vision 2030



Contribute to sustainable, resilient communities



① Review ESG materialities

Review ESG materialities based on social issues affecting Sanwa Holdings and stakeholder requests.

② Set CO₂ emission reduction target for FY2030

30% reduction in Scope 1 + Scope 2 CO₂ emissions compared with FY2020 (Sanwa Shutter)

③ Set KPIs for each ESG materiality

We plan to announce KPIs for each ESG materiality in conjunction with the next long-term-vision and mid-term management plan in May 2022.

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Key Figures	FY2020 Actual	FY2021 Forecast	
SVA (Effective corporate tax rate : 33%)	¥13.6Bln	¥14.5Bln	FY2021 SVA and ROIC are forecast to improve
ROIC (WACC : 6%)	15.5%	16.5%	
ROE (Cost of capital : 8%)	12.4%	12.0%	FT2020 ROE exceeded forecast, while FY2021 ROE is forecast to be at the same level as the previous year
Payout Ratio	35.3%	34.8%	Dividend is forecast to be the same as in the previous year (refer to Shareholder Returns below)
FCF	¥39.0Bln	¥7.3Bln	Free cash flow temporarily increased in FY2020 due to the impact of COVID-19. During FY2021, we made an acquisition in the U. S. in April and plan to significantly increase capital investment.
D/E Ratio	0.36	0.30	
Shareholders' Equity Ratio	47.9%	47.8%	We expect to maintain the D/E ratio and shareholders' equity ratio at a conservative level in relation to our credit rating and interest expense level.

SVA = Net operating profit after tax - Invested capital × WACC, **ROIC** = Net operating profit after tax / Invested capital × 100

*The invested capital used in the Company's ROIC has been calculated excluding cash and cash equivalents as well as investments in securities.

Shareholder Returns

■ Dividends

- FY2020 year-end dividend was ¥17, and the annual dividend was ¥34(unchanged from previous year)
- FY2021 dividend (forecast) : Forecasting an annual dividend of ¥34 (unchanged from previous year)
- * The Company targets a payout ratio of 35% EPS. With the current EPS forecast (¥97.8), dividend is forecast to be equivalent to previous year

■ Stock Buybacks

- Policy : Make necessary strategic investments for growth and consider buy-backing shares after taking cash reserves into account.

8. Financial Information Highlight



Consolidated BS	F2019 Actual	%	FY2020 Actual	%	Variance vs. FY2019(amt)	(Yen in Millions)
Current assets	222,532	62.9	240,602	64.1	18,070	
Cash and cash equivalents	54,618	15.4	87,795	23.4	33,177	✓ Refer to p21:Consolidated CF
Inventories, accounts receivable	159,640	45.0	148,053	39.4	-11,587	✓ Due to sales decrease
Noncurrent assets	131,491	37.1	134,556	35.9	3,065	
Investment securities	20,814	5.8	24,489	6.5	3,675	✓ Due to the rise in market value by the recovery of the stock market
Total assets	354,023	100.0	375,159	100.0	21,136	
Interest-bearing debt	63,729	17.9	66,194	17.6	2,465	
Other liabilities	124,660	35.2	127,577	34.0	2,917	
Net assets	165,633	46.8	181,387	48.3	15,754	

Extraordinary Losses	FY2020		FY2021	(Yen in Millions)
	Revised Forecast	Full Year Actual	Full Year Forecast	
Loss on disposal/sales of fixed assets	50	124	0	
Business restructuring cost	300	350	140	
Impairment of subsidiary	700	284	0	✓ Impairment of certain facilities of an Asian subsidiary
Loss on liquidation of subsidiaries and affiliates	0	10	0	
Others	250	104	360	
Extraordinary losses total	1,300	872	500	

8. Financial Information Highlight



(Yen in Millions)

Consolidated CF	FY2019 Actual	FY2020 Actual	Variance vs. FY2019 (amt)
Net income before income taxes	32,306	31,509	-797
Depreciation and amortization/ Amortization of goodwill	11,561	11,574	13
Income taxes paid	-9,937	-10,708	-771
Working capital	-1,749	8,744	10,493
Others	120	9,025	8,905
CF from Operating activities	32,301	50,144	17,843
CF from Investing activities	-16,622	-11,177	5,445
FCF (Operating + Investing)	15,679	38,967	23,288
CF from Financing activities	-10,466	-6,102	4,364
Cash and cash equivalents(end of year)	54,618	87,795	33,177

We will aggressively allocate the temporary increase in cash to growth investments such as M&A and increase manufacturing capacity and productivity.

✓ Cash increased due to working capital requirement decreased with lower sales

✓ Net cash increased significantly, provided by (1) increase CF from operating activities due to working capital decrease, and (2) decreased CF from investing activities due to a temporary decrease in strategic investment.

Strategic Investment

■ Policy for strategic investments in the Third Mid-Term Management Plan (initial two-year plan)

• The Company planned to allocate approximately ¥30.0 billion to capital investments and M&A over two years with a focus on growth areas where product diversification and synergy is expected, but has experienced temporary delays.

■ FY2019・FY2020 Actual : approx. ¥19.0billion

• M&A : approx. ¥11.0billion (Suzuki Shutter, Robust)

*Acquisition of Won-Door(USA) is in FY2021

• Strategic capital investment : ¥8.0billion

◆ **Appendix**

1. Outline of Consolidated Results by Sector



¥ in millions・%

	FY2019						FY2020						FY2021 (F)						
	1st Half			Full Year			1st Half			Full Year			1st Half			Full Year			
		profit ratio	Y/Y		profit ratio	Y/Y		profit ratio	Y/Y	Revised Forecast		profit ratio	Y/Y		profit ratio	Y/Y		profit ratio	Y/Y
Net Sales	199,167		8.3	440,161		7.4	190,949		-4.1	420,000	427,061		-3.0	205,000		7.4	450,000		5.4
[assumed forex rate same as the previous year]							[193,070]		[-3.1]		[430,263]		[-2.2]	[205,223]		[7.5]	[449,904]		[5.3]
Sanwa Shutter	93,661		12.6	210,407		6.0	87,344		-6.7	197,000	199,443		-5.2	90,300		3.4	205,000		2.8
Japanese Subsidiaries	18,774		25.0	51,180		44.6	23,403		24.7	52,830	51,767		1.1	22,230		-5.0	50,270		-2.9
ODC (U.S.A.)	56,387		1.1	118,477		1.6	53,877		-4.5	114,660	117,245		-1.0	61,309		13.8	129,570		10.5
Novoform (Europe)	36,517		1.2	74,923		2.0	32,206		-11.8	70,320	72,167		-3.7	37,250		15.7	76,750		6.4
ASIA	2,624			6,421			2,888		10.0	6,503	6,599		2.8	3,382		17.1	8,458		28.2
Operating Income	11,064	5.6	13.6	34,217	7.8	8.3	9,579	5.0	-13.4	30,000	33,077	7.7	-3.3	11,300	5.5	18.0	34,000	7.6	2.8
[assumed forex rate same as the previous year]							[9,613]		[-13.1]		[33,286]		[-2.7]	[11,341]		[18.4]	[34,020]		[2.9]
Sanwa Shutter	7,553	8.1	39.0	21,172	10.1	15.4	7,100	8.1	-6.0	18,700	20,571	10.3	-2.8	7,100	7.9	-0.0	20,700	10.1	0.6
Japanese Subsidiaries	203	1.1	1,007.0	2,583	5.0	112.8	532	2.3	162.3	2,503	2,727	5.3	5.6	711	3.2	33.5	2,900	5.8	6.3
ODC (U.S.A.)	2,700	4.8	-22.5	9,033	7.6	2.9	2,155	4.0	-20.2	7,400	7,733	6.6	-14.4	3,055	5.0	41.7	8,116	6.3	4.9
Novoform (Europe)	1,349	3.7	1.9	3,692	4.9	-3.7	-9	-0.0	<->	2,800	3,091	4.3	-16.3	1,200	3.2	<+>	3,737	4.9	20.9
ASIA	-132	-5.1		-348	-5.4		33	1.2	<+>	-300	-539	-8.2	<->	-7	-0.1	<->	217	2.6	<+>
Ordinary Income	10,786	5.4	16.6	33,469	7.6	10.0	9,069	4.7	-15.9	29,000	32,142	7.5	-4.0	10,800	5.3	19.1	32,700	7.3	1.7
[assumed forex rate same as the previous year]							[9,087]		[-15.7]		[32,340]		[-3.4]	[10,832]		[19.4]	[32,712]		[1.8]
Sanwa Shutter	7,662	8.2	37.5	21,396	10.2	15.2	7,206	8.3	-6.0	18,900	20,784	10.4	-2.9	7,200	8.0	-0.1	20,900	10.2	0.6
Japanese Subsidiaries	250	1.3	308.9	2,674	5.2	108.6	611	2.6	144.2	2,604	2,824	5.5	5.6	750	3.4	22.6	2,981	5.9	5.5
ODC (U.S.A.)	2,335	4.1	-28.5	8,453	7.1	3.1	1,890	3.5	-19.1	6,801	7,332	6.3	-13.3	2,646	4.3	40.0	7,203	5.6	-1.8
Novoform (Europe)	1,302	3.6	4.3	3,574	4.8	-2.7	-303	-0.9	<->	2,464	2,746	3.8	-23.2	1,100	3.0	<+>	3,550	4.6	29.3
ASIA	-140	-5.4		-398	-6.2		19	0.7	<+>	-285	-528	-8.0	<->	-31	-0.9	<->	147	1.7	<+>
Equity method Affiliates	-38		<+>	-148		<+>	-143		<->	-307	-429		<->	-142		<+>	-218		<+>
Net Income attributable to owners of the parent	6,945	3.5	17.1	21,647	4.9	3.5	5,807	3.0	-16.4	18,000	21,251	5.0	-1.8	7,100	3.5	22.2	21,600	4.8	1.6
[assumed forex rate same as the previous year]							[5,818]		[-16.2]		[21,314]		[-1.5]	[7,129]		[22.8]	[21,614]		[1.7]
Sanwa Shutter	5,095	5.4	38.4	14,614	6.9	14.3	4,803	5.5	-5.7	12,900	14,340	7.2	-1.9	4,800	5.3	-0.1	14,200	6.9	-1.0
Japanese Subsidiaries	125	0.7	<+>	1,469	2.9	80.7	361	1.5	188.1	1,681	1,860	3.6	26.6	542	2.4	50.0	2,031	4.0	9.2
ODC (U.S.A.)	1,713	3.0	-26.5	6,234	5.3	34.8	1,371	2.5	-19.9	5,074	2,290	2.0	-63.3	1,984	3.2	44.7	5,397	4.2	135.6
Novoform (Europe)	832	2.3	-2.6	2,269	3.0	-11.6	-267	-0.8	<->	1,480	1,557	2.2	-31.4	725	1.9	<+>	2,450	3.2	57.4
ASIA	-140	-5.4		-412	-6.4		-28	-1.0	<+>	-382	-640	-9.7	<->	-43	-1.3	<->	105	1.2	<+>
Equity method Affiliates	-38		<+>	-148		<+>	-143		<->	-307	-429		<->	-142		<+>	-218		<+>

《Local currency》

\$ in thousands, € in thousands・%

Local currency //		FY2019						FY2020						FY2021 (F)						
		1st Half			Full Year			1st Half			Full Year			1st Half			Full Year			
			profit ratio	Y/Y		profit ratio	Y/Y		profit ratio	Y/Y	Revised Forecast		profit ratio	Y/Y		profit ratio	Y/Y		profit ratio	Y/Y
Sales	ODC (U.S.A.)	\$512,755		-0.2	\$1,084,559		2.6	\$497,755		-2.9	\$1,092,000	\$1,101,623		1.6	\$583,900		17.3	\$1,234,000		12.0
	Novoform (Europe)	€294,332		6.5	€613,370		8.5	€269,737		-8.4	€586,000	€591,680		-3.5	€298,000		10.5	€614,000		3.8
Operating Income	ODC (U.S.A.)	\$24,553	4.8	-23.6	\$82,693	7.6	3.9	\$19,915	4.0	-18.9	\$70,477	\$72,665	6.6	-12.1	\$29,100	5.0	46.1	\$77,300	6.3	6.4
	Novoform (Europe)	€10,878	3.7	7.3	€30,228	4.9	2.5	€-83	-0.0	<->	€23,334	€25,349	4.3	-16.1	€9,600	3.2	<+>	€29,900	4.9	18.0

1) Figures of [] in FY2021/2020 is assumed forex rate same as FY2020/2019.

2) Figures are round off. <+> is for increase, <-> is for decrease from the previous year.

3) Forex rate is term average.

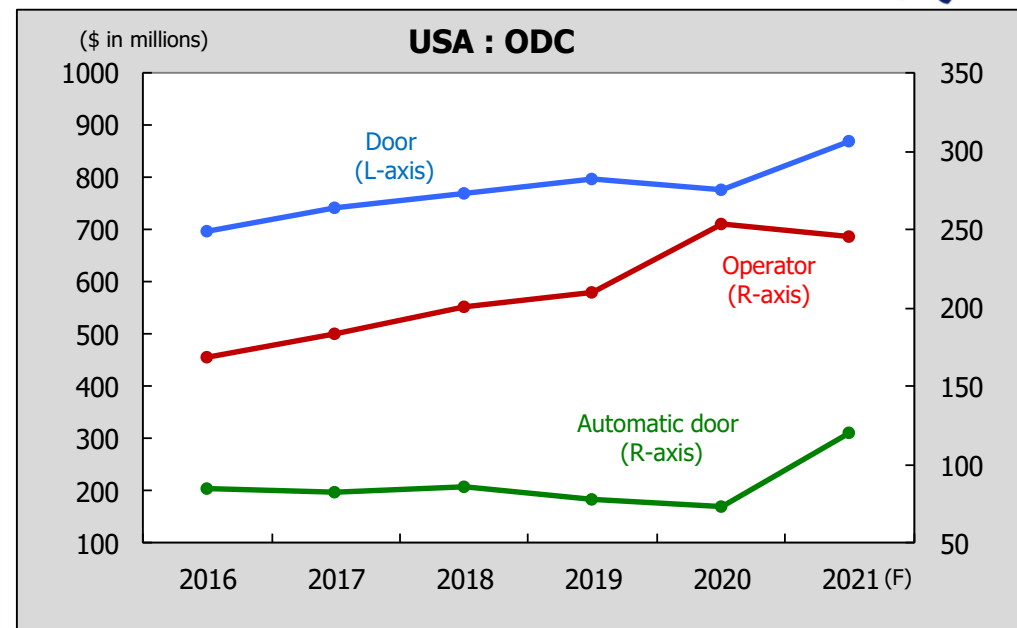
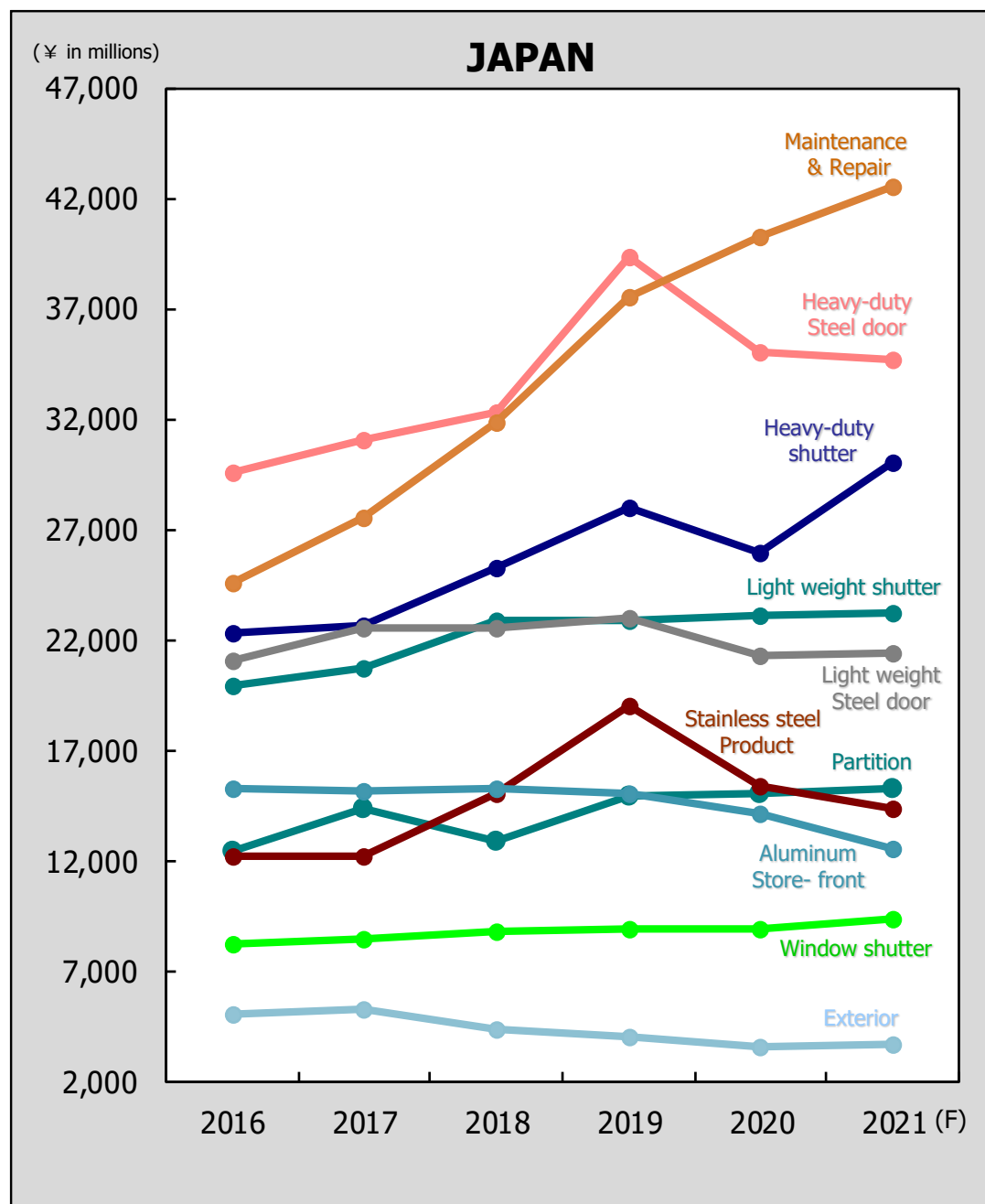
4) Figures by entities are before consolidation adjustment and do not add up to total.

5) From FY2019 3Q, Suzuki Shutter has been newly consolidated into "Japanese Subsidiaries".

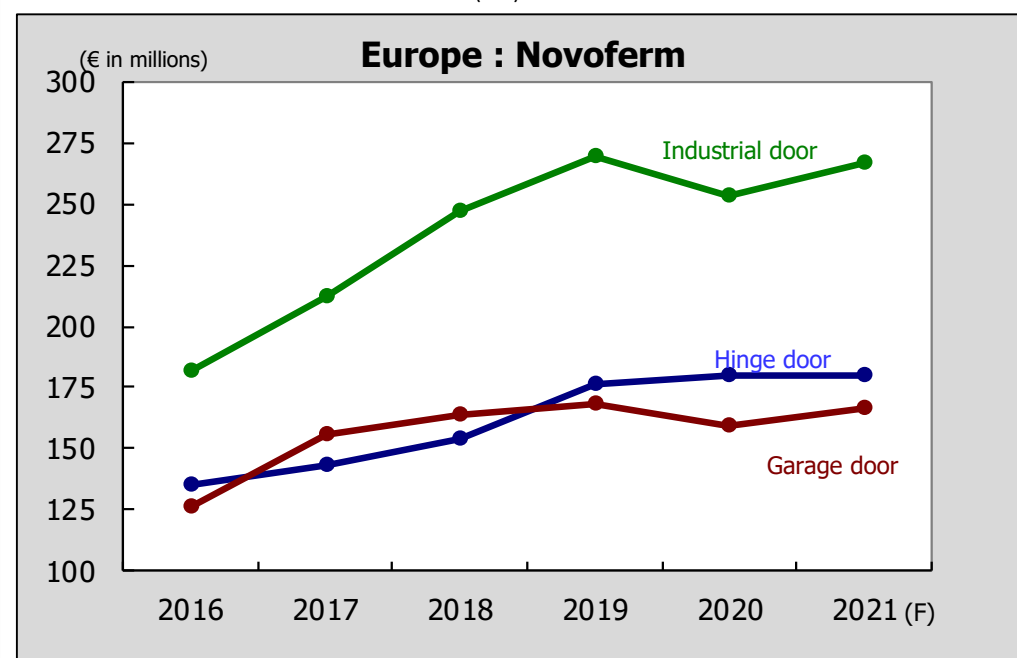
6) From FY2020, Suzuki Shutter (H.K.) has been newly consolidated into "ASIA"

Forex Rate	FY2019		FY2020		FY2021 (F)	
	1H	FY	1H	FY	1H	FY
USD	109.97	109.24	108.24	106.43	105.00	105.00
EUR	124.07	122.15	119.40	121.97	125.00	125.00

2. Sales Trend of Main Products (by sectors)



*Door sales Include Installation & Service(ISD) sales. Won-Door is included in Automatic door



3. Japan : Order Intake & Net Sales by Products (Sanwa Shutter)



¥ in millions ・ %

	FY2020										FY2021 (F)									
	1st Half			2nd Half			Full Year				1st Half (F)			2nd Half (F)			Full Year (F)			
	Order Intake	Sales	% to total	Order Intake	Sales	% to total	Order Intake	% to total	Sales	% to total	Order Intake	Sales	% to total	Order Intake	Sales	% to total	Order Intake	% to total	Sales	% to total
Lightweight Shutters	<-3.6> 10,986	<-3.0> 10,622	12.2	<4.7> 11,646	<3.1> 11,826	10.5	<0.5> 22,632	11.3	<0.1> 22,448	11.3	<1.0> 11,100	<1.7> 10,800	12.0	<-3.8> 11,200	<-1.1> 11,700	10.2	<-1.5> 22,300	10.5	<0.2> 22,500	11.0
Heavy-duty Shutters	<5.2> 13,592	<-9.5> 10,228	11.7	<-1.4> 13,423	<-6.9> 13,849	12.4	<1.8> 27,015	13.5	<-8.0> 24,077	12.1	<3.0> 14,000	<20.3> 12,300	13.6	<5.8> 14,200	<14.8> 15,900	13.9	<4.4> 28,200	13.2	<17.1> 28,200	13.8
Overhead Doors	<10.4> 2,896	<-2.3> 2,215	2.5	<-4.0> 2,488	<9.2> 3,045	2.7	<3.2> 5,384	2.7	<4.0> 5,260	2.6	<0.1> 2,900	<-0.7> 2,200	2.4	<0.5> 2,500	<-1.5> 3,000	2.6	<0.3> 5,400	2.5	<-1.2> 5,200	2.5
Shutter-related Products	<-6.3> 6,597	<-14.2> 5,764	6.6	<6.8> 7,145	<-2.8> 7,464	6.7	<0.1> 13,742	6.8	<-8.2> 13,229	6.6	<3.1> 6,800	<-4.4> 5,509	6.1	<7.8> 7,700	<1.1> 7,548	6.6	<5.5> 14,500	6.8	<-1.3> 13,058	6.4
Comm. Bldgs/ Condominiums Doors	<1.7> 27,009	<0.7> 23,672	27.1	<-0.1> 27,249	<-16.7> 31,182	27.8	<0.8> 54,258	27.0	<-10.0> 54,854	27.5	<4.0> 28,100	<-10.9> 21,100	23.4	<11.2> 30,300	<8.1> 33,700	29.4	<7.6> 58,400	27.4	<-0.1> 54,800	26.7
Residential Doors	<-22.2> 1,536	<-23.1> 1,545	1.8	<-14.3> 1,513	<-13.4> 1,515	1.4	<-18.5> 3,050	1.5	<-18.6> 3,061	1.5	<4.1> 1,600	<3.5> 1,600	1.8	<5.7> 1,600	<5.6> 1,600	1.4	<4.9> 3,200	1.5	<4.5> 3,200	1.6
Window-related Products	<-1.1> 4,438	<-2.1> 4,374	5.0	<0.8> 4,375	<1.8> 4,442	4.0	<-0.2> 8,814	4.4	<-0.1> 8,817	4.4	<3.6> 4,600	<5.1> 4,600	5.1	<5.1> 4,600	<3.5> 4,600	4.0	<4.4> 9,200	4.3	<4.3> 9,200	4.5
Exterior Fittings	<-15.3> 1,671	<-16.3> 1,647	1.9	<-9.8> 1,728	<-7.3> 1,789	1.6	<-12.6> 3,399	1.7	<-11.8> 3,436	1.7	<7.7> 1,800	<3.2> 1,700	1.9	<4.2> 1,800	<6.2> 1,900	1.7	<5.9> 3,600	1.7	<4.7> 3,600	1.8
Partitions	<-3.8> 6,780	<-12.6> 4,910	5.6	<-10.4> 6,819	<14.3> 9,492	8.5	<-7.2> 13,600	6.8	<3.4> 14,403	7.2	<12.1> 7,600	<1.8> 5,000	5.5	<17.3> 8,000	<0.1> 9,500	8.3	<14.7> 15,600	7.3	<0.7> 14,500	7.1
Stainless-Steel Entrances	<-25.2> 3,621	<-17.9> 3,578	4.1	<-14.0> 3,902	<-33.3> 4,283	3.8	<-19.8> 7,524	3.7	<-27.1> 7,861	3.9	<7.7> 3,900	<-19.0> 2,900	3.2	<-0.1> 3,900	<0.4> 4,300	3.7	<3.7> 7,800	3.7	<-8.4> 7,200	3.5
Aluminum Fronts	<33.3> 1,495	<23.4> 1,095	1.3	<6.0> 1,650	<15.8> 1,714	1.5	<17.5> 3,145	1.6	<18.7> 2,809	1.4	<13.7> 1,700	<18.7> 1,300	1.4	<3.0> 1,700	<10.8> 1,900	1.7	<8.1> 3,400	1.6	<13.9> 3,200	1.6
Automatic door operators	<-8.0> 1,189	<-1.9> 1,119	1.3	<4.7> 1,366	<2.1> 1,383	1.2	<-1.6> 2,555	1.3	<0.3> 2,503	1.3	<9.3> 1,300	<7.2> 1,200	1.3	<2.5> 1,400	<1.2> 1,400	1.2	<7.9> 2,700	1.3	<3.9> 2,600	1.3
Maintenance & Repair	<1.3> 16,792	<-1.2> 15,308	17.5	<-1.5> 17,024	<-0.2> 18,416	16.4	<-0.1> 33,817	16.8	<-0.7> 33,724	16.9	<5.4> 17,700	<5.2> 16,100	17.8	<10.4> 18,800	<4.3> 19,200	16.7	<7.9> 36,500	17.1	<4.7> 35,300	17.2
Others	<-33.3> 718	<-57.4> 1,261	1.4	<-24.7> 1,196	<207.4> 1,694	1.5	<-28.2> 1,915	1.0	<113.6> 2,955	1.5	<53.1> 1,100	<216.4> 3,990	4.4	<-8.1> 1,100	<-191.4> -1,548	-1.3	<14.9> 2,200	1.0	<-17.4> 2,442	1.2
Total	<-1.6> 99,325	<-6.7> 87,344	100.0	<-1.6> 101,529	<-4.0> 112,099	100.0	<-1.6> 200,855	100.0	<-5.2> 199,443	100.0	<4.9> 104,200	<3.4> 90,300	100.0	<7.2> 108,800	<2.3> 114,700	100.0	<6.0> 213,000	100.0	<2.8> 205,000	100.0
	the end of Sep. 2020			the end of Mar. 2021			Y/Y				the end of Sep. 2021 (F)			the end of Mar. 2022 (F)			Y/Y (F)			
Outstanding Order Backlog	100,210			90,136			1,807				104,036			98,136			8,000			

1) < > = % year on year 2) Outstanding Order Backlog = Backlog of orders including orders worked-in-process

4. USA & Europe : Net Sales by products (ODC,NF)



ODC Group Sales Performance

\$ in thousands, <Δ%yoy>

		FY2020						FY2021(F)					
		1H		2H		Full Year		1H		2H		Full Year	
			%to total		%to total		%to total		%to total		%to total		%to total
Sales breakdown by Products													
	Door	<-4.2> 362,634	72.9	<-1.4> 412,910	68.4	<-2.7> 775,545	70.4	<15.4> 418,600	71.7	<8.8> 449,400	69.1	<11.9> 868,000	70.3
	Operator	<6.4> 103,450	20.8	<32.4> 149,180	24.7	<20.4> 252,631	22.9	<12.5> 116,400	19.9	<-13.1> 129,700	19.9	<-2.6> 246,100	19.9
	Automatic Door	<-14.9> 31,670	6.4	<3.4> 41,777	6.9	<-5.4> 73,447	6.7	<54.4> 48,900	8.4	<69.9> 71,000	10.9	<63.2> 119,900	9.7
Net Sales		<-2.9> 497,755	100.0	<5.6> 603,868	100.0	<1.6> 1,101,623	100.0	<17.3> 583,900	100.0	<7.7> 650,100	100.0	<12.0> 1,234,000	100.0

1) < >= % year on year

2) Starting from FY2021 2Q, "Automatic Door" will include sales of Won-Door Corp.

NF Group Sales Performance

€ in thousands, <Δ%yoy>

		FY2020						FY2021(F)					
		1H		2H		Full Year		1H		2H		Full Year	
			%to total		%to total		%to total		%to total		%to total		%to total
Sales breakdown by Products													
	Hinged Door	<3.4> 82,423	30.6	<2.1> 97,966	30.4	<2.7> 180,390	30.5	<4.3> 86,000	28.9	<-3.7> 94,300	29.8	<-0.0> 180,300	29.4
	Garage Door	<-18.2> 68,908	25.5	<7.3> 89,769	27.9	<-5.4> 158,678	26.8	<18.4> 81,600	27.4	<-5.5> 84,800	26.8	<4.9> 166,400	27.1
	Industrial Door	<-9.2> 118,405	43.9	<-3.8> 134,206	41.7	<-6.4> 252,611	42.7	<10.1> 130,400	43.8	<2.0> 136,900	43.3	<5.8> 267,300	43.5
Net Sales		<-8.4> 269,737	100.0	<0.9> 321,942	100.0	<-3.5> 591,680	100.0	<10.5> 298,000	100.0	<-1.8> 316,000	100.0	<3.8> 614,000	100.0

1) < >= % year on year

5. Business and External Environment



■ External Environment

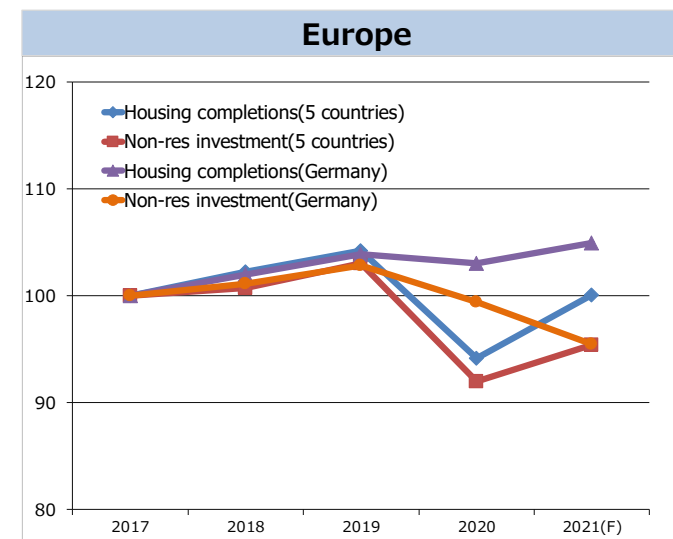
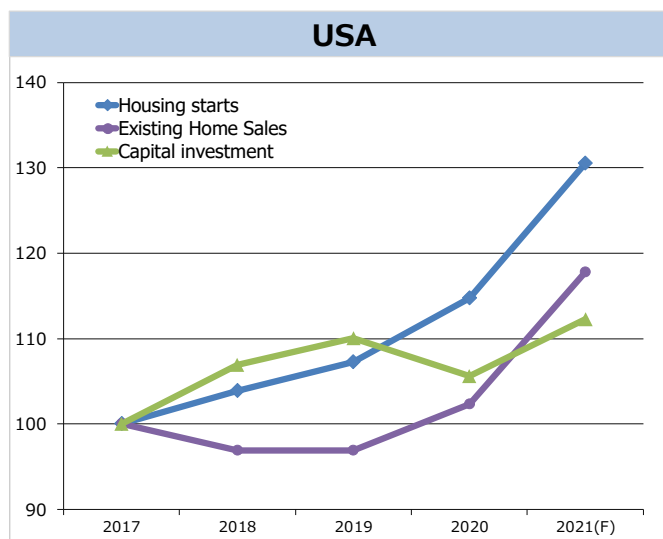
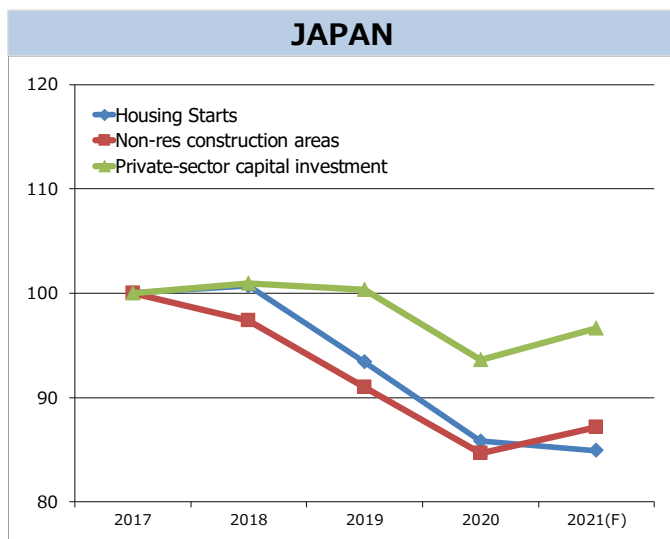
			2017		2018		2019		2020		2021	
											Forecast	
Japan	Housing Starts	k units	946	-2.8%	953	0.7%	884	-7.3%	812	-8.1%	804	-1.1%
	Non-res construction areas	k m ²	47,293	4.4%	46,037	-2.7%	43,019	-6.6%	40,030	-6.9%	41,230	3.0%
	Private-sector capital investment	JPY bn	90,208	2.8%	91,070	1.0%	90,534	-0.6%	84,468	-6.7%	87,171	3.2%
USA	Housing starts	k units	1,203	2.5%	1,250	3.9%	1,290	3.2%	1,380	6.9%	1,570	13.8%
	Existing Home Sales	k units	5,510	1.1%	5,340	-3.1%	5,340	0.0%	5,640	5.6%	6,490	15.1%
	Capital investment	USD bn	2,524	3.7%	2,699	6.9%	2,777	2.9%	2,665	-4.0%	2,833	6.3%
Europe	Housing completions(5 countries)	EUR m	527,686	4.0%	539,519	2.2%	549,968	1.9%	497,001	-9.6%	528,230	6.3%
	Non-res investment(5 countries)	EUR m	321,289	2.5%	323,722	0.8%	330,938	2.2%	295,516	-10.7%	306,558	3.7%
Germany	Housing completions	EUR m	206,020	2.1%	210,065	2.0%	214,037	1.9%	212,284	-0.8%	216,141	1.8%
	Non-res investment	EUR m	93,344	0.9%	94,378	1.1%	95,998	1.7%	92,780	-3.4%	89,094	-4.0%

*Europe(4 countries) include Germany, France, Italy, U.K. and the Netherlands.

*Ref:(JPN) MLIT Apr 2021, CAO Mar 2021, R.I.C.E. Jan 2021, (US) DOC Mar 2021, National Association of Realtors Mar 2021 (EU)Euroconstruct Nor 2020.

*FY basis in JPN(Apr-March), US/EU on CY basis(Jan-Dec)

■ Change in External Environment (2017=100)



6. Key Figures & Ratios



(¥ in millions, %)

		FY2014	FY2015	FY2016	FY2017	FY2018	FY2019	FY2020		FY2021
								Revised Forecast	Results	Forecast
Net Sales	(JPYm)	339,045	365,615	353,922	385,673	409,990	440,161	420,000	427,062	450,000
Operating Income	(JPYm)	26,334	26,870	26,440	28,322	31,593	34,218	30,000	33,077	34,000
Net Income attributable to owners of the parent	(JPYm)	12,857	14,627	17,070	18,280	20,910	21,647	18,000	21,252	21,600
Operating Income Ratio	(%)	7.8%	7.3%	7.5%	7.3%	7.7%	7.8%	7.1%	7.7%	7.6%
ROE : Net Income attributable to owners of the parent company/Shareholders' Equity	(%)	10.7%	11.4%	12.7%	12.7%	13.5%	13.3%	10.6%	12.4%	12.0%
Shareholders' Equity Ratio (term end)	(%)	39.1%	41.7%	43.0%	45.2%	47.4%	46.3%	47.9%	47.9%	47.8%
Net Assets (term end)	(JPYm)	126,748	130,334	139,906	151,121	161,604	165,634	176,164	181,387	183,264
Total Assets (term end)	(JPYm)	323,327	310,269	323,393	331,686	338,432	354,023	364,000	375,160	380,000
Interest Bearing Liabilities (term end)	(JPYm)	88,484	70,798	74,739	65,945	61,217	63,730	64,800	66,194	55,100
Debt-Equity Ratio: Interest Bearing Liabilities/Shareholders' Equity	(times)	0.70	0.54	0.53	0.44	0.38	0.38	0.37	0.36	0.30
SVA (Sanwa Value Added)	(JPYm)	7,770	8,290	8,057	9,026	12,693	13,974	11,238	13,609	14,472
EPS : Earnings per share	(JPY)	54.1	63.1	74.6	80.9	92.9	97.1	81.5	96.2	97.8
Number of shares issued (term avg.)	(K shares)	237,694	231,923	228,782	225,761	224,979	222,852	220,845	220,881	220,892

*SVA refers to Sanwa's original indicator, following EVA concept.

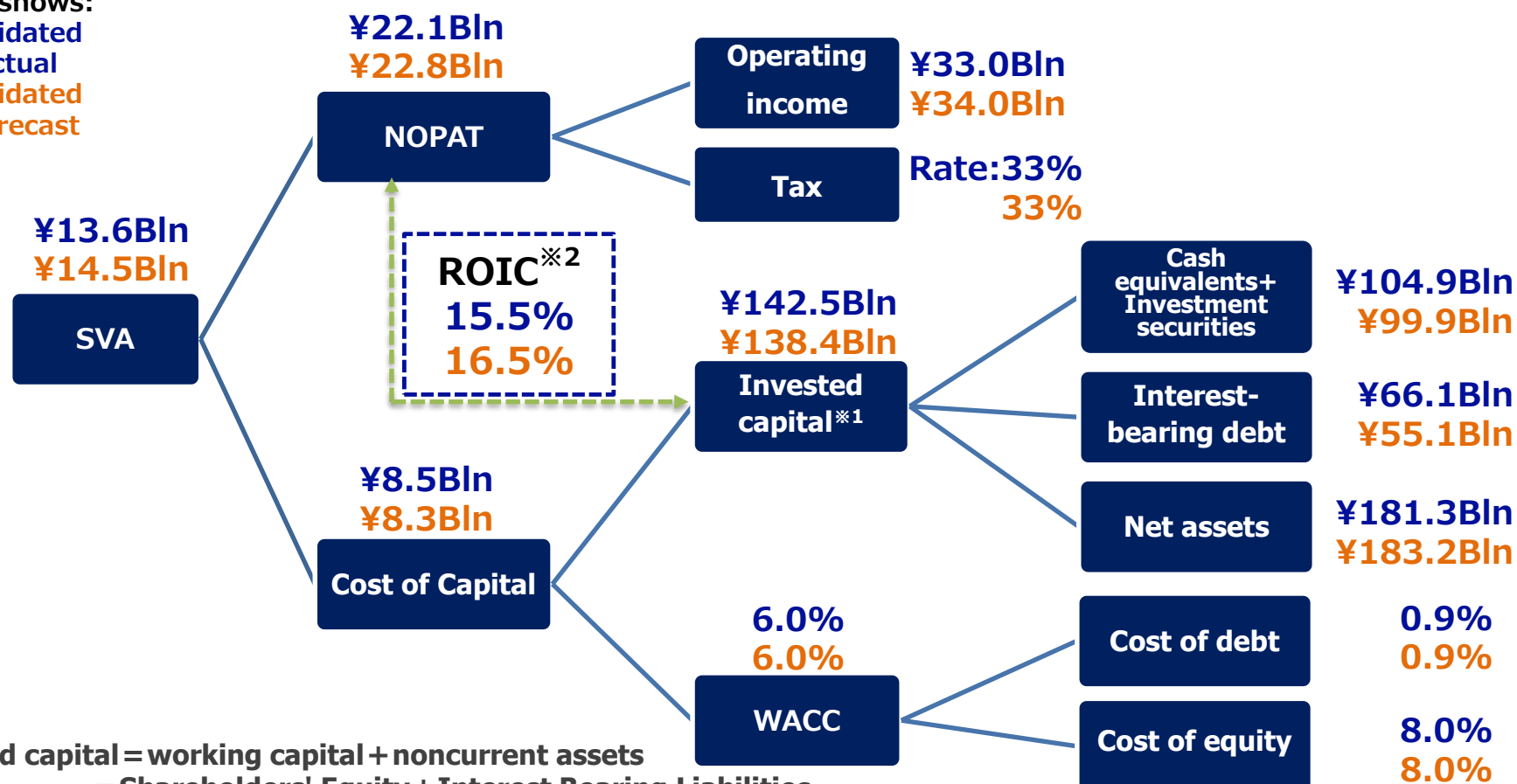
7. SVA tree



SVA

Sanwa Value Added (SVA) is the Company's unique indicator of economic value added used since 2001.
The purpose is to be aware of shareholders' and creditors' expectations of return when conducting business operations.

Numerical shows:
The consolidated
FY 2020 Actual
The consolidated
FY2021 Forecast



※1 Invested capital = working capital + noncurrent assets
= Shareholders' Equity + Interest Bearing Liabilities
– (cash equivalents + investment securities)

ROIC = NOPAT / Invest capital × 100

※2 The invested capital used in the Company's ROIC has been calculated excluding cash and cash equivalents as well as investments in securities.

8. Capital Expenditure & Depreciation



(¥ in millions)

	FY2019		FY2020		FY2021(F)	
	1H	Full Year	1H	Full Year	1H	Full Year
Capital Expenditures	3,550	8,419	3,557	8,770	6,800	14,900
Sanwa Holdings	119	296	177	1,379	300	600
Sanwa Shutter	828	1,805	1,014	2,128	1,845	5,245
Japanese Subsidiaries	142	379	179	256	155	455
Forex rate	109.97	109.24	108.24	106.43	105.00	105.00
< \$ in thousands >	<\$15,762>	<\$29,633>	<\$12,364>	<\$27,114>	<\$21,904>	<\$37,142>
ODC (U.S.A.)	1,733	3,237	1,338	2,885	2,300	3,900
Forex rate	124.07	122.15	119.40	121.97	125.00	125.00
< € in thousands >	<€5,790>	<€21,933>	<€6,434>	<€16,470>	<€12,800>	<€29,600>
Novoform (Europe)	718	2,679	768	2,008	1,600	3,700
Asian subsidiaries	8	20	80	110	600	1,000
Depreciation & Amortization	5,126	11,562	5,797	11,575	6,184	13,152
Sanwa Holdings	262	534	265	538	300	600
Sanwa Shutter	880	1,937	973	2,154	1,200	2,700
Japanese Subsidiaries	185	429	164	345	200	377
Forex rate	<\$15,482>	<\$31,697>	<\$18,613>	<\$34,519>	<\$17,861>	<\$37,305>
ODC (U.S.A.)	1,702	3,462	2,014	3,673	1,875	3,917
Forex rate	<€10,783>	<€23,358>	<€12,871>	<€26,285>	<€12,800>	<€27,200>
Novoform (Europe)	1,337	2,853	1,536	3,206	1,600	3,400
Asian subsidiaries	39	84	43	92	83	135
Amortization of goodwill	717	2,260	797	1,564	925	2,022

9.Topics①

We want our products and services to contribute to the realization of a sustainable society by helping to mitigate climate change and disasters.

Climate change

Control greenhouse gas emissions

Mitigation

Energy saving products

These products help save energy by improving airtightness and indoor air conditioning efficiency.



High performance door(ODC)



Insulated Sectional Door (NF)



High speed sheet shutter (Sanwa Shutter)



Dock leveler(NF)



Airtight shutter (Sanwa Shutter)



Window Shutter [Madmore Blind F.] (Sanwa Shutter)

Adaptation

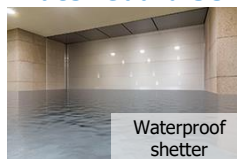
Balance the needs of society and nature

Floods

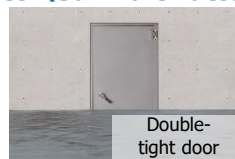
Waterproof products

These products mitigate the impact of disasters by protecting the entrances and exits of buildings and underground malls from flooding.

Water Guard Series (Sanwa Shutter)



Waterproof shutter



Double-tight door



Okudake



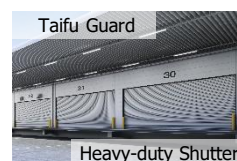
Million Guard

Wind resistant products

Excellent wind resistance protects various openings from disaster risks such as wind damage.

Wind Damage

Taifu (wind-resistant) Guard Series (Sanwa Shutter)



Taifu Guard



Madmore Taifu Guard

Heavy-duty Shutter

Window Shutter

Disasters

Fires

- Fireproof・smokeproof shutters
- Fireproof doors
- Smokeproof products
- Fireproof aluminum front
- Periodic inspection report system for fire prevention equipment



Earthquakes

- earthquake-proof condominium doors
- earthquake-proof steel doors
- Sheet wall
- Reduce the fall risk of existing heavy-duty shutters



AKUZO



Smood Yuraku



San Smoke

Power Outages

- Shutter power supply system for opening shutter, E Connect



E-Connect

evacuation

- Partition for evacuation shelters



Famipla

9. Topics②



Developing "New Normal" adapted products

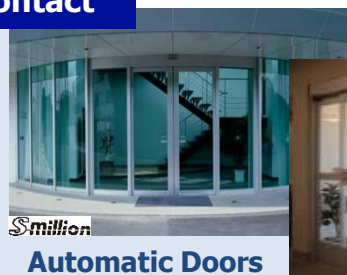
In addition to offering our established lineup of products that enable non-contact operation and products that use antibacterial materials, we will develop safety measures to prevent infection and products and services adapted to the new normal.

Non-contact

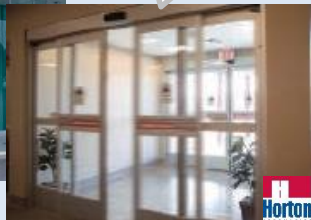
For hospitals and public facilities

Automatic design (linear)

Touchless switch



Automatic Doors



Lightweight sliding doors



Automatic folding doors



High-speed sheet shutters



Hands-free system for condominiums



Antibacterial

Antibacterial plastic door handle

Antibacterial slide bolt



Lightweight sliding doors



Toilet booths



Non-face-to-face



Delivery boxes for condominium



Condominium door equipped with a parcel drop-off locker



Parcel drop off locker for single detached homes

PICK UP !

Swing Door Systems

Existing hinged doors at medical facilities, schools and offices can be mechanized to operate without contact.



NEW!

Launched the R Booth TR40 electric toilet booth

Launched an electric toilet booth that features automatic, contactless booth door operation for increased hygiene. The curved door moves in an arc and has no dead space, allowing effective use of limited space.



NEW!

Add antiviral features for toilet booths.

Added antiviral functions to the surface materials and handles of the panels that make up the toilet booth, where hand contact is frequent, and obtained the SIAA antimicrobial certification from Society of International sustaining growth for Antimicrobial Articles.



9. Topics③



100th Anniversary of Overhead Door

The Genuine. The Original.



100
YEARS
— Since 1921 —



Founded in 1921, Overhead Door is celebrating its 100th anniversary as a company, and its 25th anniversary as a member of the Sanwa Group (joined in 1996).

Launched NovoSlide fireproof sliding door.



Launched the NovoSlide fireproof sliding door developed jointly by four Novoform Group companies (Riexinger in Germany, Lutermex in France, Alsar in Spain, Schievano in Italy) to meet the 2019 European fireproof standards.

Madomore Taifu Guard selected for National Resilience Private Sector Casebook



「the National Resilience Private Sector Casebook」



The highly wind-resistant window shutter "Mado More Taifu Guard"

The highly wind-resistant window shutter Mado More Taifu Guard was selected as an example of efforts to protect customers and included in the National Resilience Private Sector Casebook published by the Cabinet Secretariat National Resilience Promotion Office.

「the National Resilience Private Sector Casebook」：
https://www.cas.go.jp/jp/seisaku/kokudo_kyoujinka/r3_minkan/
(Case number : 033, Page number : 46)