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**Presentation Materials**

# **First Half FY2021 Business Results**

**October 29, 2021**



**SANWA HOLDINGS CORPORATION**  
[www.sanwa-hldgs.co.jp](http://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**

**1H FY2021 Consolidated Results**

**FY2021 Consolidated Forecasts**

**Progress of Mid-Term Management Plan**

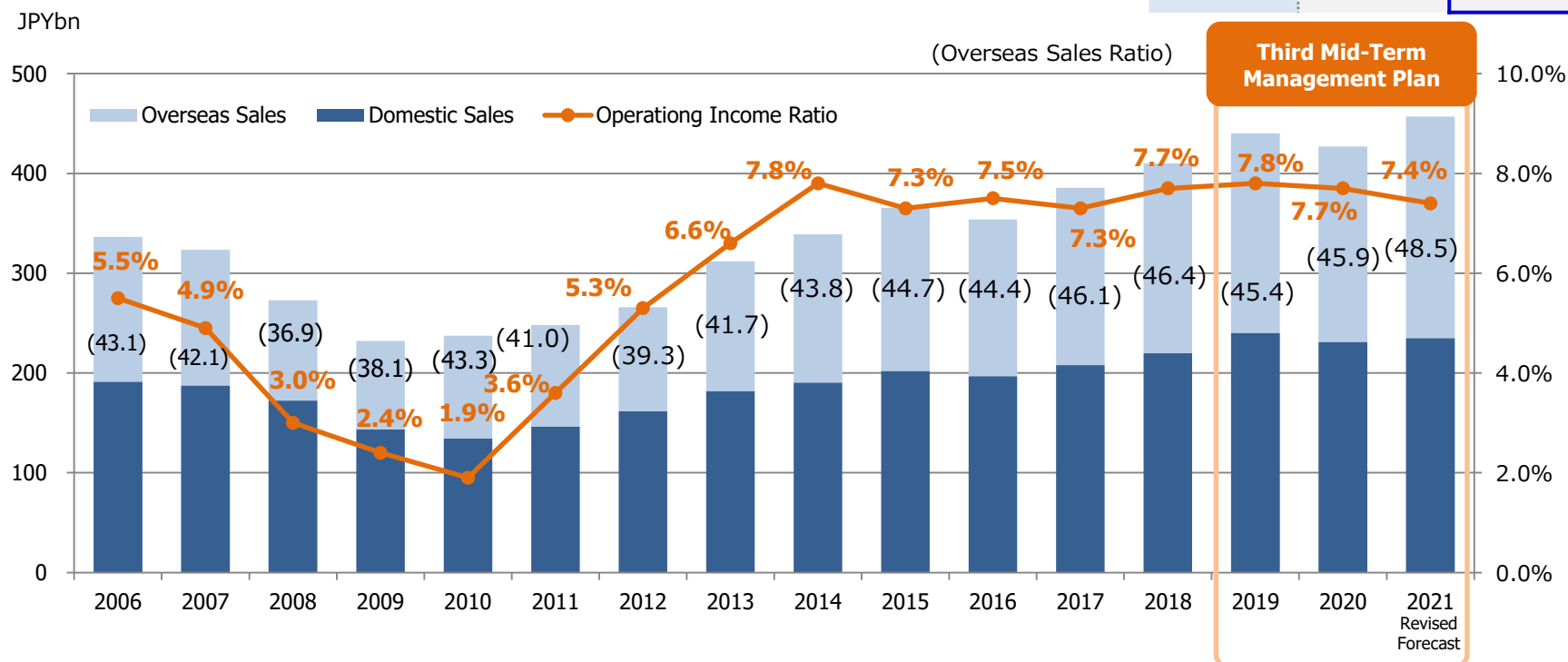
**Financial Information Highlight**

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

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

- First half result greatly exceeded initial forecast, having recovered from COVID-19.
- Full-year forecast for sales is revised upward, expecting to exceed Mid-Term target. As for income, given the situation of rising raw material cost and supply chain disruption, initial forecast remains unchanged.

	1H FY2021 Actual	1H FY2021 Initial Forecast	FY2021 Revised Forecast	FY2021 Initial Forecast	Mid-Term Management Plan Initial Targets
Net Sales	216.5	205.0	457.0	450.0	450.0
Operating Income	14.3	11.3	34.0	34.0	37.5
Operating Income Ratio	6.6%	5.5%	7.4%	7.6%	8.3%
SVA <sub>※1</sub>	—	—	14.5	14.5	15.9
ROE <sub>※2</sub>	—	—	12.0%	12.0%	14.1%



※1 Calculated at the weighted average cost of capital (WACC) of 6%, tax rate of 33%

※2 The cost of equity capital 8% assumed

Forex Rate	2020	2021 (Revised Forecast)
1 USD	106.43	105.00
1 EUR	121.97	125.00

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## 2. 1st Half FY2021 Business Results Highlights



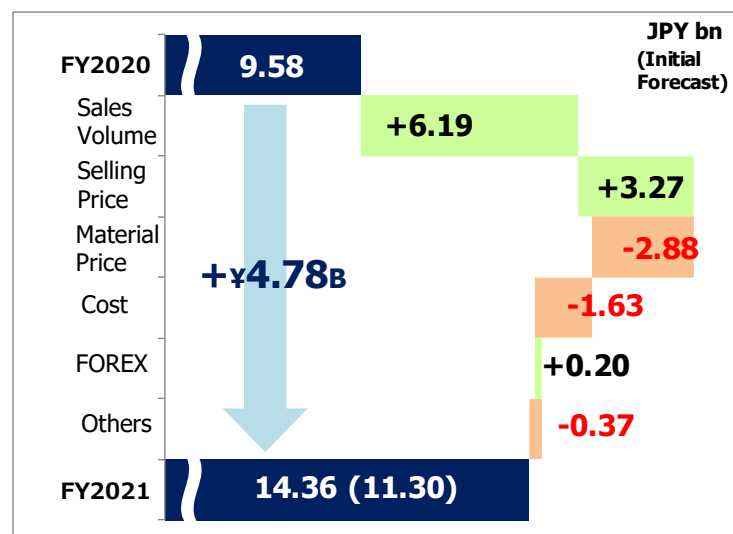
(JPYbn,%)

《Consolidated Results》	1H FY2021 Actual	Forecast	Variance vs. Forecast (amt)	1H FY2020 Actual	Variance vs. FY2020 (amt)	(%)
Net Sales	<b>216.5</b> [212.8]	205.0	<b>+11.5</b> [+7.8]	190.9	<b>+25.6</b> [+21.9]	<b>+13.4</b> [+11.5]
Operating Income	<b>14.36</b> [14.16]	11.30	<b>+3.06</b> [+2.86]	9.58	<b>+4.78</b> [+4.58]	<b>+49.9</b> [+47.8]
Ordinary Income	<b>13.93</b> [13.73]	10.80	<b>+3.13</b> [+2.93]	9.07	<b>+4.86</b> [+4.66]	<b>+53.6</b> [+51.4]
Net Income attributable to owners of the parent	<b>9.14</b> [8.99]	7.10	<b>+2.04</b> [+1.89]	5.81	<b>+3.33</b> [+3.18]	<b>+57.3</b> [+54.7]

[assumed Forex rate same as FY2020]

Forex Rate	1H2020	1H2021
1 USD	108.24	108.45
1 EUR	119.40	130.46

### Operating income reconciliation(consolidated)



### 《Summary》

**Consolidated sales and income both exceeded initial forecast, breaking previous record high of FY2019 1H.**

#### Net sales

• Exceeded forecast, increased YoY. (+2.1 billion yen due to new revenue recognition Japan accounting standard)  
Recovered from COVID-19 across all sectors, good performing residential market at US and Europe contributed greatly to the increase of sales.

#### Ordinary income

• Exceeded forecast, increased YoY. (+0.13 billion yen due to new revenue recognition Japan accounting standard)  
Increase of sales volume across all sectors, combined with selling price-raising, contributed to the result.

#### Ordinary income

• Exceeded forecast, increased YoY.

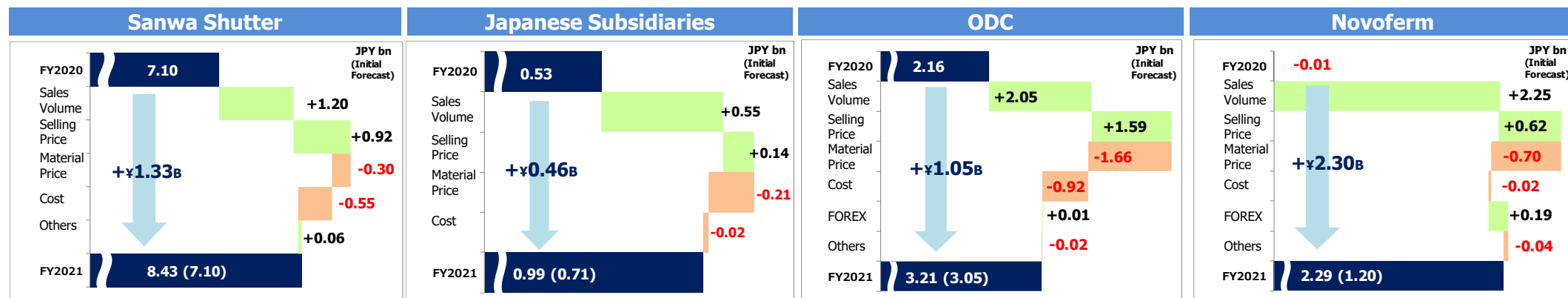
#### Net Income attributable to owners of the parent

• Exceeded forecast, increased YoY.  
Extraordinary loss improved from last year and stayed within the range of forecast.

# 3. 1st Half FY2021 Net Sales & Operating Income (By sector)



	【Net Sales】			【Operating Income】		(JPY bn, <i>USD m</i> , <i>EUR m</i> , %)					
	1H FY2020	1H FY2021	Variance vs. FY2020 (%)	1H FY2020	Operating Income Ratio(%)	1H FY2021	Operating Income Ratio(%)	Variance vs. FY2020 (%)			
Sanwa Shutter	87.3	93.1	+6.6	7.10	8.1	8.43	9.1	+18.8			
Japanese Subsidiaries	23.4	23.3	-0.4	0.53	2.3	0.99	4.3	+86.1			
ODC (USA)	498	596	+19.7	19.9	4.0	29.6	5.0	+48.6			
	53.9	64.6	+19.9	2.16		3.21		+48.9			
NF (Europe)	270	321	+18.8	-0.1	-0.0	17.5	5.5	(+)			
	32.2	41.8	+29.8	-0.01		2.29		(+)			
ASIA	2.9	3.3	+13.8	0.03	1.2	0.08	2.3	+124.5			
Consolidated	190.9	216.5	+13.4	9.58	5.0	14.36	6.6	+49.9			
									Forex Rate	1H2020	1H2021
									1 USD	108.24	108.45
									1 EUR	119.40	130.46



✓ Raw material price and other cost increase is covered by sales volume increase and price-raising. Exceeded forecast and increased YoY.

✓ Sales volume increase due to recovering from COVID-19 across all subsidiaries, especially Suzuki Shutter and Sanwa System Wall (Partition). Exceeded forecast and increased YoY.

✓ Sales volume increase due to the continuously well performing residential market contributed greatly to the result. The steep rise in raw material cost is mostly covered by price-raising. Exceeded forecast and increased YoY.

✓ Sales volume increased greatly due to spectacular recovery from COVID-19 of European countries. Rise in raw material cost is mainly passed through to sales price. Exceeded forecast and increased YoY.

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# 4. FY2021 Business Forecasts Highlights

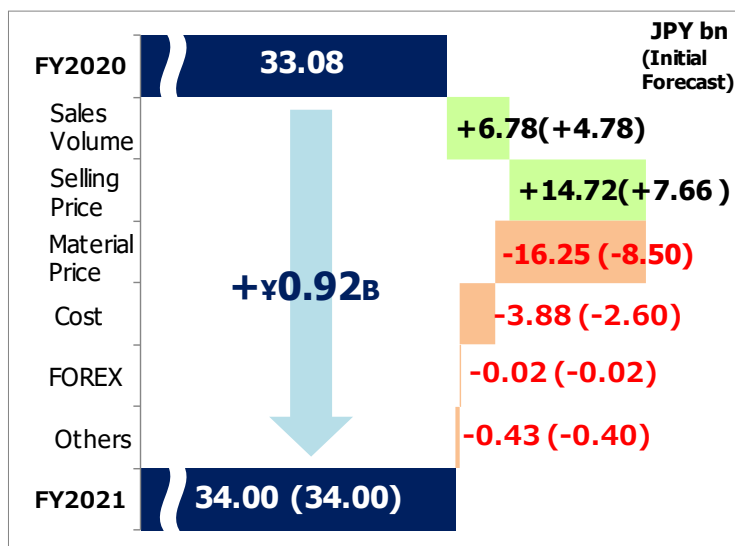


《Consolidated Forecasts》	(JPY bn, %)					
	FY2021 Revised Forecast	FY2021 Initial Forecast	Variance vs. Initial F (amt)	FY2020 Actual	Variance vs. FY2020 (amt)	Variance vs. FY2020 (%)
Net Sales	457.0 [456.9]	450.0	+7.0	427.1	+29.9 [+29.8]	+7.0 [+7.0]
Operating Income	34.00 [34.02]	34.00	±0.0	33.08	+0.92 [+0.94]	+2.8 [+2.9]
Ordinary Income	32.70 [32.71]	32.70	±0.0	32.14	+0.56 [+0.57]	+1.7 [+1.8]
Net Income attributable to owners of the parent	21.60 [21.61]	21.60	±0.0	21.25	+0.35 [+0.36]	+1.6 [+1.7]

[assumed Forex rate same as FY2020]

Forex Rate	2020	2020(F)
1 USD	106.43	105.00
1 EUR	121.97	125.00

## Operating income reconciliation(consolidated)



## 《Summary》

Full year forecast on consolidated sales revised upward by 7 billion yen, forecast on incomes remain unchanged.

### Net sales

• Forecast revised upward by 7% overall. Sanwa Shutter by 2.8% YoY, ODC by 15.5%(local currency basis) considering the effect of price-raising, NF by 7.8%(local currency basis). Selling price-raising is a key factor across all sectors.

### Operating income

• Initial forecast of a 2.8% growth remains unchanged. Predicted to have a steep rise in raw material cost and will be mainly mitigated by cost pass-through. Sales volume increase is predicted to also be significant but will be largely affected by cost increase in personnel expenses and supply chain disruption. Expected to reach initial forecast.

### Ordinary income

• In addition to increase operating income, recovery of equity method affiliates also contributes to the forecast of income growth.

### Net Income attributable to owners of the parent

• Extraordinary loss predicted to lessen YoY, income growth expected.

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



	【Net Sales】			【Operating Income】		(JPY bn, <i>USD m</i> , <i>EUR m</i> , %)		
	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)	<i>1,102</i> 117.2	<i>1,272</i> 133.6	<i>+15.5</i> +13.9	<i>72.7</i> 7.73	6.6	<i>77.3</i> 8.12	6.1	<i>+6.4</i> +4.9
NF (Europe)	<i>592</i> 72.2	<i>638</i> 79.8	<i>+7.8</i> +10.5	<i>25.3</i> 3.09	4.3	<i>29.9</i> 3.74	4.7	<i>+18.0</i> +20.9
Asia	6.6	8.5	+28.2	-0.54	-8.2	0.22	2.6	(+)
Consolidated	427.1	457.0	+7.0	33.08	7.7	34.00	7.4	+2.8

Forex Rate	2020	2020(F)
1 USD	106.43	105.00
1 EUR	121.97	125.00

Sanwa Shutter			Japanese Subsidiaries			ODC			Novoform		
FY2020	20.57	JPY bn (Initial Forecast)	FY2020	2.73	JPY bn (Initial Forecast)	FY2020	7.73	JPY bn (Initial Forecast)	FY2020	3.09	JPY bn (Initial Forecast)
Sales Volume		+2.15 (+2.05)	Sales Volume		+0.43 (+0.41)	Sales Volume		+2.12 (+1.61)	Sales Volume		+1.80 (+0.54)
Selling Price		+2.10 (+0.41)	Selling Price		+0.55 (+0.22)	Selling Price		+9.70 (+5.62)	Selling Price		+2.37 (+1.41)
Material Price		-2.60 (-0.60)	Material Price		-0.59 (-0.20)	Material Price		-9.96 (-5.89)	Material Price		-3.03 (-1.80)
Cost		-1.46 (-1.57)	Cost		-0.22 (-0.27)	Cost		-1.31 (0.79)	Cost		-0.46 (+0.53)
Others		-0.06 (-0.16)	Others		0.00 (+0.01)	Others		-0.11 (-0.11)	Others		+0.09 (+0.09)
FY2021	20.70 (20.70)		FY2021	2.90 (2.90)		FY2021	8.12 (8.12)		FY2021	3.74 (3.74)	

✓ Rise in costs such as personnel expenses will be covered by sales volume increase. Steep rise in raw material cost will be passed through to sales price.

✓ Rise in raw material cost will be passed through to sales price. Other increase of cost will be covered by sales volume increase.

✓ Steep rise in raw material cost will be passed through to sales price. Sales volume increase is expected to exceed forecast and be able to cover various increase of cost.

✓ Rise in raw material cost will be passed through to sales price in full measure. Increase of cost will be covered by sales volume increase due to demand recovery.

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## 6. Basic Strategies① : Expand and strengthen business areas in core businesses (JAPAN)



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



#### Core products : Secure profits and improve profit margins of shutters and doors

- Value added proposals: Proposed products with high wind pressure resistance, high seismic resistance, ability to operate during power outages, etc. to deal with climate change and disasters
- Maintain appropriate prices: Secured profitability by passing on higher material prices to product prices
- Strengthen distribution system: Warehouse at Ota Door Plant began operation in August to meet urban redevelopment demand in Tokyo area



#### Strategic products : Expand partitions, waterproof products, etc. through Group cooperation

- Partitions : Strengthened efforts to get our COVID-19-related products, such as the R Booth electric restroom booth, specified by architect offices
- Waterproof products : Proposed improvements such as additional waterproofing specifications and flood damage prevention functions of waterproof shutters
- Environmental products : Products adaptable to decarbonization and climate change, such as QuickSaver high-speed doors, were specified



#### Service Business : Recovered from delay in legally mandated inspections, and returned to normal demand

- Business related to legal inspections : Responded to buildings assessed as deficient under revised building codes by proposing post-inspection repairs
  - Waterproof products : Maintained and ensured waterproof performance by promoting maintenance proposals
  - Maintenance : Strengthened proposals for maintenance of product functions and safety upgrades
- Opened new FTS reception counter in Sapporo to enhance service network



#### Systematic improvements for the next 10 years: Strengthened employee training, sales and installation capacity

- Employee training: Raised overall level with product knowledge, sales and manufacturing skill upgrades through training
- Sales: Enhanced competitiveness for strategic marketing, including share expansion by region
- Installation capacity: Secured installers, increased number of in-house technicians, and boosted efficiency with improved construction methods and systemization

## 6. 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

- Strengthened lineup and expanded sales of products to respond to climate change, including wind pressure-resistant products and high-speed doors

##### Deploy new ERP

- Introduced at two factories in FY2021, plan to introduce at main factories from FY2022 onwards



#### Operator Business

##### Expand share of products for residential use

- Maintained share captured from competitors by strengthening cooperation with major home centers last year
- Introduced products for delivery boxes compatible with home delivery services of major retailers, and Wi-Fi-enabled products for home automation



#### Automatic doors Business

##### Strengthen product competitiveness.

- Introduced new products under new brands and enhanced distributor channel.

##### Integration plan with Won-Door, which was acquired in April 2021

- Leading manufacturer of accordion-style fire and security doors
- Reinforced sales and marketing to expand business using distributors in the automatic door and door businesses



## 6. 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

- The post-acquisition integration plan at Robust, which had stopped due to COVID-19, resumed this fiscal year (cross-selling with Novoferm, productivity improvement program at plants, etc.).
- Continuously expand the range of products that comply with European fireproof door standards in Germany and France.



#### Garage door business

- Expand the range of WiFi-enabled products compatible with home automation.
- Expanded products for DIY business in France
- Productivity improvement program is progressing at plants in Dortmund(Germany), Tormatic (Germany) and Machecoul (France), etc.



#### Industrial business

- Strengthened sales activity for large-scale projects such as at distribution centers
- Expanded sales by introducing new products, including fire-resistant sliding doors
- Service business improvements in Germany, Netherlands, France, etc. proceeded smoothly



#### Digitalization

- Sales system : Steady progress in expansion to countries other than Germany
- Manufacturing and distribution : Implementing measures to improve business efficiency using digitalization tools

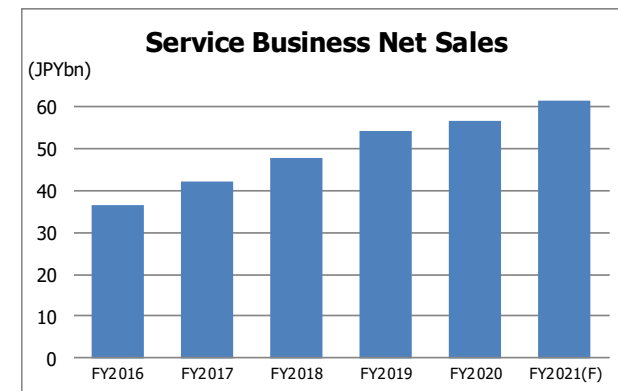
## 6. Basic Strategies ② : Strengthen service segments and expand business model



### 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 Seles	¥56.5Bln	¥61.6Bln



### JAPAN

- Strengthen legal inspection proposals for postponed inspections and business under negotiation
- Make proposals for long operating product to prevent accidents due to age-related deterioration
- Expand position in the market for existing building stock by strengthening proposals for completed projects such as distribution facilities, etc.
- Contribute to maintenance and improvement of infrastructure by working to eliminate existing non-compliant buildings
- Focus on improving on-site capabilities of service staff to further improve customer satisfaction

### 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.
- Won-Door, a maker of horizontal sliding doors, strengthened service operations for its direct sales system

### NF

- In Germany, enhancement of the service business is steadily moving forward
- Field service system : Already introduced in Germany (TST), and will successively introduce it along with digitalization promotion in Netherlands, France, Poland, etc. to expand service business



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



### ASIA

Strengthen integrated operations at Group companies and expand businesses under consolidation

As part of restructuring of China business, constructing new plant in Changshu, with completion planned in December and start of operation in February 2022



Groundbreaking ceremony of Changshu Factory

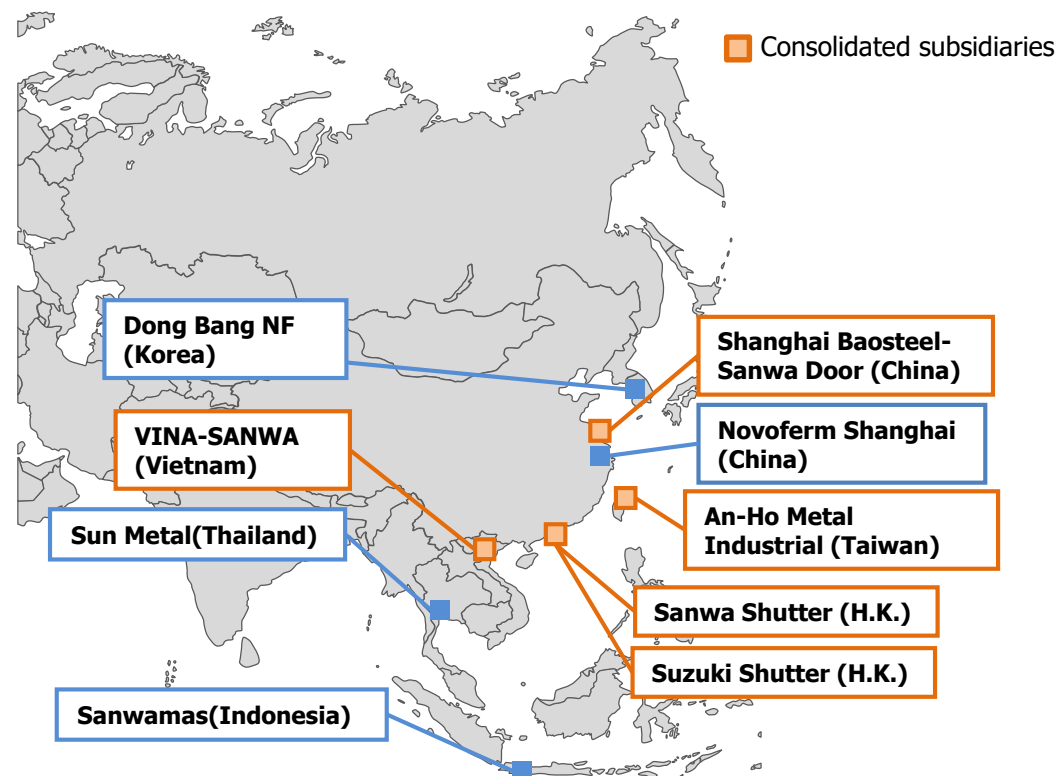


Architectural rendering of Changshu Factory (JPYbn)

	Net Sales				Operating Income			
	FY2020		FY2021		FY2020		FY2021	
	1H	FY	1H	FY	1H	FY	1H	FY
Consolidated Total	2.9	6.6	3.3	8.5	0.03	-0.54	0.08	0.22

#### ■ Business Progress

First-half sales fell slightly short of the forecast, but improved substantially from the previous year. For the full fiscal year, we expect to achieve profitability with steady sales in each region.



#### Status of each company

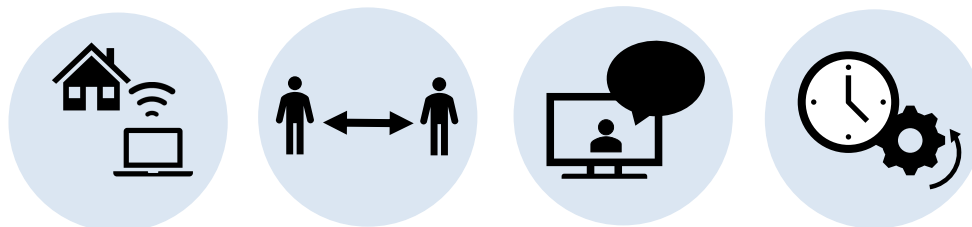
- China : Business restructuring in the Shanghai region, including construction of a plant, is in progress and results are recovering this year
- Hong Kong : Expanded business with synergy between Sanwa Shutter (H.K.) and Suzuki Shutter (H.K.)
- Taiwan : Expanded production capacity by adding new door facility
- Vietnam : Business restructuring steadily advancing despite impact of pandemic



## 6. 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

##### ■ Expansion of Distribution Network

- Construction of warehouse at Ota Door Pant
  - ...Joint delivery made possible through centralized storage system. Improves the environment when loading products.
- Introduction of logistics management system
  - ...Information from acceptance to shipment will be managed by QR code, and we will visualize information

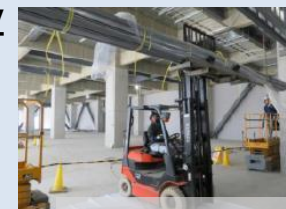


**Logistics management system** : Information can be checked by reading product QR codes. Digitalization will allow smooth sharing of information between departments.

⇒ **More efficient dispatch control will enable reduction of vehicles and a stable distribution system**

##### ■ Improve Installation Productivity

- Promotion of unit construction and weldless construction
  - ...Weldless construction, which does not use fire, is very safe and can also be done at repair sites.
- Jig development
  - ...Improves work efficiency and saves labor
- Expanded use of construction schedule management system
  - ...Enables confirmation of the latest schedule from a mobile device. Will add new functions to achieve further work efficiency.

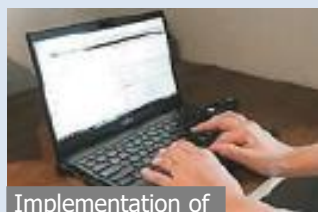


**Unit installation** : Install units pre-assembled in factories.

⇒ **Will improve installation quality and safety and shorten installation time**

#### Initiatives to adapt to the new normal

Promote the creation of workplaces that support new normals, such as the use of telework and video conference systems.



Implementation of telework



Use of Videoconferencing System



Installation of plexiglass barriers



Limiting the number of people in meeting rooms



Temperature checks before starting work



Regular disinfection of common areas

## 6. Basic Strategies ⑤ Promote ESG to develop a corporate structure that is more trusted by society



### May 2021

#### ■ Updated ESG Materiality

In response to changes in social issues and demands from stakeholders, we revised our ESG materiality. We re-identified three themes—Manufacturing, Environment, and People—and 11 ESG materialities as the Group's management foundation.



#### ■ Set CO<sub>2</sub> Emissions Reduction Target for FY2030

Announced the target of 30% reduction in Scope 1 and Scope 2 CO<sub>2</sub> emissions compared with FY2020 (Sanwa Shutter)  
FY2020 : 22,425 t-CO<sub>2</sub>  
↓  
FY2030 : 15,698 t-CO<sub>2</sub>



In December 2021, a solar power generation facility will be installed on warehouse at Ota Door Pant

### June 2021

#### ■ Included in FTSE Index for the First Time

For the first time, Sanwa Holdings is selected as a constituent of the FTSE4 Good Index Series, a leading global ESG investment index, and the FTSE Blossom Japan Index.



### August 2021

#### ■ Established a Sustainability Committee

We established a Sustainability Committee chaired by the representative Director, President of Sanwa Holdings to replace the current Group CSR Promotion Council. Its purpose is to strengthen systems and promote measures for sustainability.

### September 2021

#### ■ Issuance of Integrated Report 2021

The report presents our ESG initiatives that support value creation. In the special feature, we described how we are contributing to the new normal through our products.



#### ■ ESG Meeting Held

We held an ESG Meeting for institutional investors as part of our stakeholder dialogue. We will continue efforts to enhance our corporate value through constructive dialogue about ESG activities.

### Scheduled for 2021

#### ■ Expand Disclosure of Climate Change Risks

To verify our operational resilience to climate change, we conducted scenario analyses of risks and opportunities, preparing for disclosure. We also plan to support the TCFD (Task Force on Climate-related Financial Disclosures) recommendations.

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## 7. Financial Information Highlight



(Yen in Millions)

Consolidated BS	1H FY2020 Actual	%	1H FY2021 Actual	%	Variance vs. FY2020(amt)
Current assets	222,863	63.6	232,278	61.5	9,414
Cash and cash equivalents	75,233	21.5	82,003	21.7	6,769
Inventories, accounts receivable	142,029	40.5	146,433	38.8	4,404
Noncurrent assets	127,783	36.4	145,127	38.5	17,343
Investment securities	19,731	5.6	23,665	6.3	3,934
Total assets	350,646	100.0	377,405	100.0	26,758
Interest-bearing debt	66,894	19.1	66,274	17.6	-619
Other liabilities	115,996	33.1	119,022	31.5	3,026
Net assets	167,756	47.8	192,109	50.9	24,353

✓ Due to M&A, etc.

✓ Increase in Market Capitalization due to stock market recovery

(Yen in Millions)

Extraordinary Losses	FY2020	FY2021	
	Full Year Actual	First Half Actual	Full Year Forecast
Loss on disposal/sales of fixed assets	124	20	160
Business restructuring cost	350	8	140
Impairment of subsidiary	284	0	0
Loss on liquidation of subsidiaries and affiliates	10	2	2
Others	104	3	198
Extraordinary losses total	872	33	500

✓ Restructuration of overseas subsidiaries

# 7. Financial Information Highlight



(Yen in Millions)

Consolidated CF	1H FY2020 Actual	1H FY2021 Actual	Variance vs. FY2020 (amt)
Net income before income taxes	9,109	13,907	4,797
Depreciation and amortization/ Amortization of goodwill	5,797	6,147	350
Income taxes paid	-6,536	-8,321	-1,785
Working capital	8,883	6,084	-2,799
Others	5,813	-8,181	-13,994
CF from Operating activities	23,067	9,636	-13,430
CF from Investing activities	-2,296	-12,589	-10,293
FCF (Operating + Investing)	20,771	-2,952	-23,723
CF from Financing activities	-977	-4,311	-3,333
Cash and cash equivalents(end of year)	75,233	82,003	6,769

✓ Cash decreased due to the increase in working capital associated with sales growth  
 ✓ Due to increase in strategic investment such as M&A

## Shareholder Returns

### ■ Dividend

- FY2021 dividend : First half ... ¥17 Annual (forecast) ... ¥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.

## ◆ **Appendix**



# 1. Outline of Consolidated Results by Sector



¥ in millions\* %

		FY2020								FY2021							
		1st Half		2nd Half		Full Year		1st Half		2nd Half (F)		Full year (F)		1st Half		2nd Half (F)	
		profit ratio	Y/Y	profit ratio	Y/Y	profit ratio	Y/Y	profit ratio	Y/Y	profit ratio	Y/Y	profit ratio	Y/Y	profit ratio	Y/Y	profit ratio	Y/Y
<b>Net Sales</b>		<b>190,949</b>	<b>-4.1</b>	<b>236,111</b>	<b>-2.0</b>	<b>427,061</b>	<b>-3.0</b>	<b>205,000</b>	<b>216,500</b>	<b>240,499</b>	<b>1.9</b>	<b>450,000</b>	<b>457,000</b>	<b>205,000</b>	<b>205,000</b>	<b>457,000</b>	<b>7.0</b>
[assumed forex rate same as the previous year]									[212,830]		[3.4]		[456,886]				[7.0]
<b>Sanwa Shutter</b>		<b>87,344</b>	<b>-6.7</b>	<b>112,099</b>	<b>-4.0</b>	<b>199,443</b>	<b>-5.2</b>	<b>90,300</b>	<b>93,070</b>	<b>111,929</b>	<b>-0.2</b>	<b>205,000</b>	<b>205,000</b>	<b>205,000</b>	<b>205,000</b>	<b>205,000</b>	<b>2.8</b>
Japanese Subsidiaries		23,403	24.7	28,364	-12.5	51,767	1.1	22,230	23,316	26,953	-5.0	50,270	50,270	50,270	50,270	50,270	-2.9
ODC (U.S.A.)		53,877	-4.5	63,368	2.1	117,245	-1.0	61,309	64,598	68,972	8.8	129,570	133,570	133,570	133,570	133,570	13.9
Novoferm (Europe)		32,206	-11.8	39,960	4.0	72,167	-3.7	37,250	41,818	37,931	-5.1	76,750	79,750	79,750	79,750	79,750	10.5
ASIA		2,888	10.0	3,710	-2.3	6,599	2.8	3,382	3,286	5,171	39.4	8,458	8,458	8,458	8,458	8,458	28.2
<b>Operating Income</b>		<b>9,579</b>	<b>5.0</b>	<b>23,497</b>	<b>10.0</b>	<b>33,077</b>	<b>7.7</b>	<b>11,300</b>	<b>14,356</b>	<b>19,643</b>	<b>8.2</b>	<b>34,000</b>	<b>34,000</b>	<b>34,000</b>	<b>34,000</b>	<b>34,000</b>	<b>7.4</b>
[assumed forex rate same as the previous year]									[14,156]		[19,864]		[34,020]				[2.9]
<b>Sanwa Shutter</b>		<b>7,100</b>	<b>8.1</b>	<b>13,470</b>	<b>12.0</b>	<b>20,571</b>	<b>10.3</b>	<b>7,100</b>	<b>8,434</b>	<b>12,265</b>	<b>11.0</b>	<b>20,700</b>	<b>20,700</b>	<b>20,700</b>	<b>20,700</b>	<b>20,700</b>	<b>0.6</b>
Japanese Subsidiaries		532	2.3	2,194	7.7	2,727	5.3	711	991	1,908	7.1	2,900	2,900	2,900	2,900	2,900	6.3
ODC (U.S.A.)		2,155	4.0	5,578	8.8	7,733	6.6	3,055	3,210	4,905	7.1	8,116	8,116	8,116	8,116	8,116	4.9
Novoferm (Europe)		-9	-0.0	3,101	7.8	3,091	4.3	1,200	2,288	1,448	3.8	3,737	3,737	3,737	3,737	3,737	20.9
ASIA		33	1.2	-573	-15.4	-539	-8.2	-7	76	141	2.7	217	217	217	217	217	2.6
<b>Ordinary Income</b>		<b>9,069</b>	<b>4.7</b>	<b>23,073</b>	<b>9.8</b>	<b>32,142</b>	<b>7.5</b>	<b>10,800</b>	<b>13,927</b>	<b>18,772</b>	<b>7.8</b>	<b>32,700</b>	<b>32,700</b>	<b>32,700</b>	<b>32,700</b>	<b>32,700</b>	<b>1.7</b>
[assumed forex rate same as the previous year]									[13,729]		[18,982]		[32,712]				[1.8]
<b>Sanwa Shutter</b>		<b>7,206</b>	<b>8.3</b>	<b>13,577</b>	<b>12.1</b>	<b>20,784</b>	<b>10.4</b>	<b>7,200</b>	<b>8,549</b>	<b>12,350</b>	<b>11.0</b>	<b>20,900</b>	<b>20,900</b>	<b>20,900</b>	<b>20,900</b>	<b>20,900</b>	<b>0.6</b>
Japanese Subsidiaries		611	2.6	2,212	7.8	2,824	5.5	750	1,035	1,945	7.2	2,981	2,981	2,981	2,981	2,981	5.5
ODC (U.S.A.)		1,890	3.5	5,441	8.6	7,332	6.3	2,646	2,819	4,383	6.4	7,203	7,203	7,203	7,203	7,203	-1.8
Novoferm (Europe)		-303	-0.9	3,049	7.6	2,746	3.8	1,100	2,267	1,282	3.4	3,550	3,550	3,550	3,550	3,550	29.3
ASIA		19	0.7	-548	-14.9	-528	-8.0	-31	60	86	1.6	147	147	147	147	147	1.7
Equity method Affiliates		-143	-<+>	-285	-<+>	-429	-<+>	-142	-220	2	-<+>	-218	-218	-218	-218	-218	-<+>
<b>Net Income attributable to owners of the parent</b>		<b>5,807</b>	<b>3.0</b>	<b>15,444</b>	<b>6.5</b>	<b>21,251</b>	<b>5.0</b>	<b>7,100</b>	<b>9,135</b>	<b>12,464</b>	<b>5.2</b>	<b>21,600</b>	<b>21,600</b>	<b>21,600</b>	<b>21,600</b>	<b>21,600</b>	<b>1.6</b>
[assumed forex rate same as the previous year]									[8,985]		[12,629]		[21,614]				[1.7]
<b>Sanwa Shutter</b>		<b>4,803</b>	<b>5.5</b>	<b>9,536</b>	<b>8.5</b>	<b>14,340</b>	<b>7.2</b>	<b>4,800</b>	<b>5,659</b>	<b>8,540</b>	<b>7.6</b>	<b>14,200</b>	<b>14,200</b>	<b>14,200</b>	<b>14,200</b>	<b>14,200</b>	<b>-1.0</b>
Japanese Subsidiaries		361	1.5	1,498	5.3	1,860	3.6	542	652	1,378	5.1	2,031	2,031	2,031	2,031	2,031	9.2
ODC (U.S.A.)		1,371	2.5	918	1.4	2,290	2.0	1,984	2,097	3,299	4.8	5,397	5,397	5,397	5,397	5,397	135.6
Novoferm (Europe)		-267	-0.8	1,824	4.6	1,557	2.2	725	1,726	723	1.9	2,450	2,450	2,450	2,450	2,450	57.4
ASIA		-28	-1.0	-612	-16.5	-640	-9.7	-43	36	69	1.3	105	105	105	105	105	1.2
Equity method Affiliates		-143	-<+>	-285	-<+>	-429	-<+>	-142	-220	2	-<+>	-218	-218	-218	-218	-218	-<+>

(Local currency)

\$ in thousands, € in thousands\* %

		FY2020								FY2021							
		1st Half		2nd Half		Full Year		1st Half		2nd Half (F)		Full year (F)		1st Half		2nd Half (F)	
		profit ratio	Y/Y	profit ratio	Y/Y	profit ratio	Y/Y	profit ratio	Y/Y	profit ratio	Y/Y	profit ratio	Y/Y	profit ratio	Y/Y	profit ratio	Y/Y
Sales	ODC (U.S.A.)	\$497,755	-2.9	\$603,868	5.6	\$1,101,623	1.6	\$583,900	\$595,649	\$676,450	12.0	\$1,234,000	\$1,272,100	\$1,234,000	\$1,272,100	\$1,234,000	15.5
	Novoferm (Europe)	€ 269,737	-8.4	€ 321,942	0.9	€591,680	-3.5	€ 298,000	€ 320,544	€ 317,455	-1.4	€ 614,000	€ 638,000	€ 614,000	€ 638,000	€ 614,000	7.8
Operating Income	ODC (U.S.A.)	\$19,915	4.0	\$52,749	8.7	\$72,665	6.6	\$29,100	\$29,603	\$47,696	7.1	\$77,300	\$77,300	\$77,300	\$77,300	\$77,300	6.4
	Novoferm (Europe)	€-83	-0.0	€ 25,432	7.9	€25,349	4.3	€ 9,600	€ 17,543	€ 12,356	3.9	€ 29,900	€ 29,900	€ 29,900	€ 29,900	€ 29,900	18.0

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

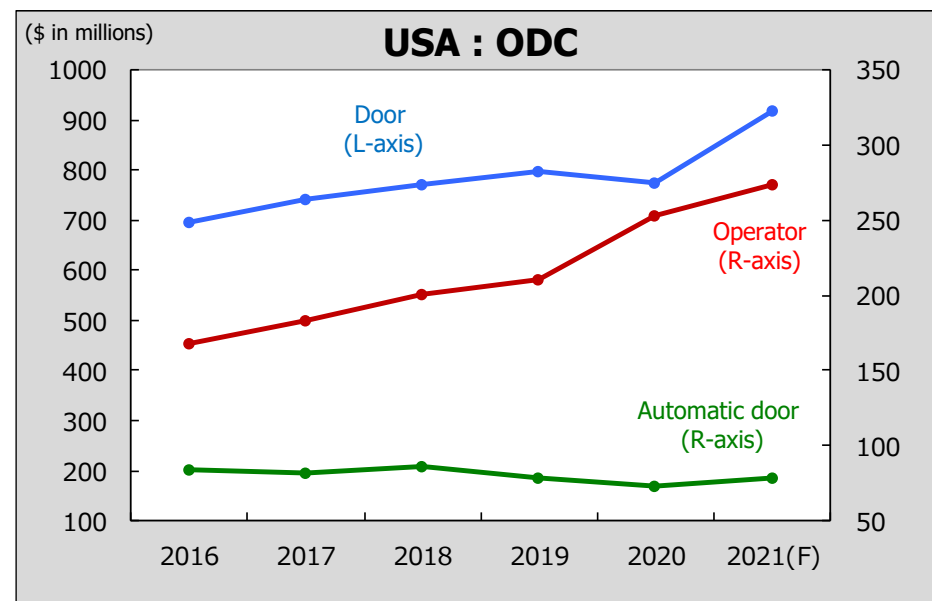
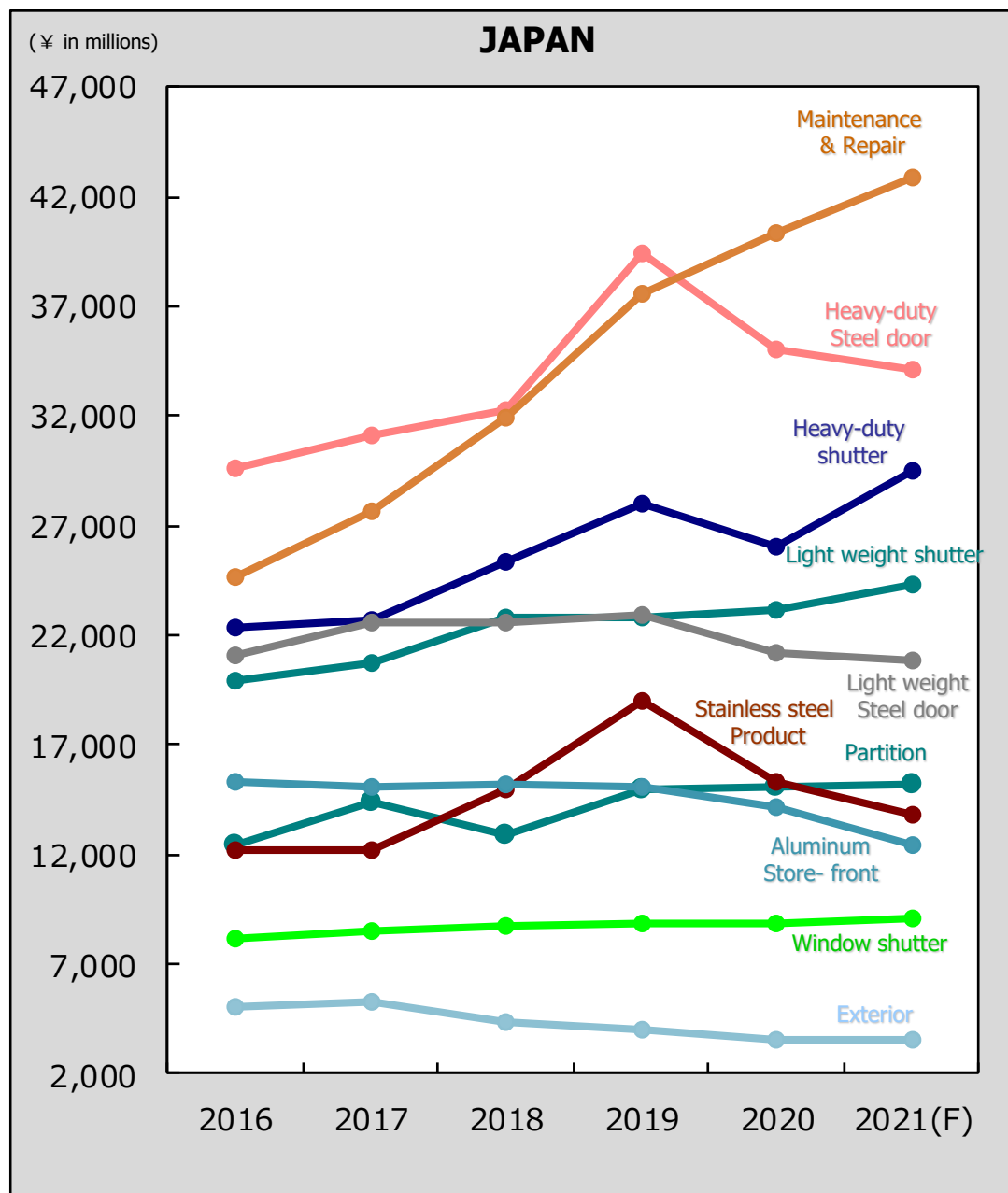
2) Figures are round off. <+> is for increase, <-> is for decrease from the previous year.

3) Forex rate is term average.

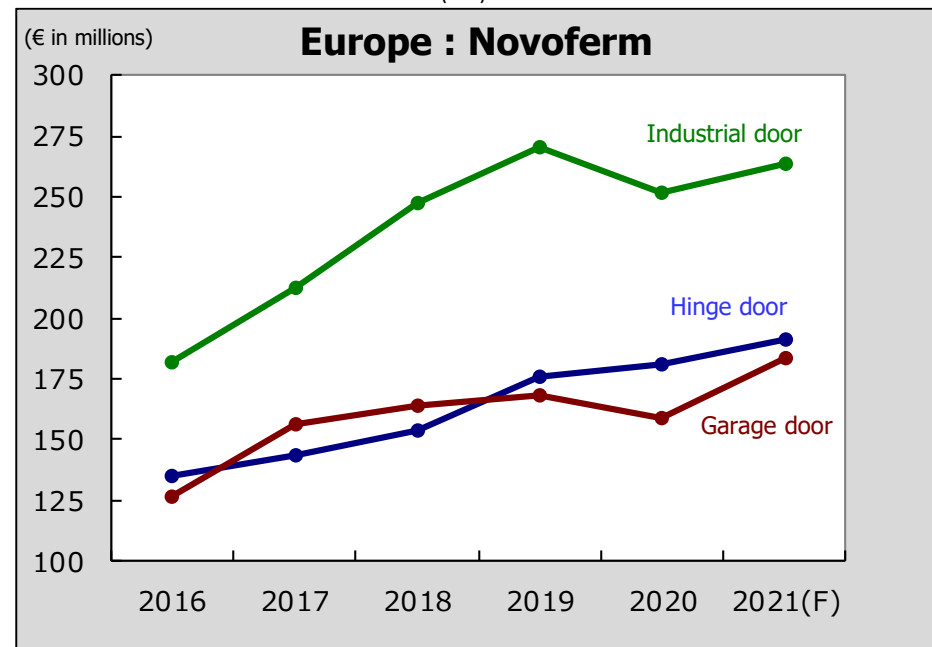
4) Figures by entities are before consolidation adjustment and do not add up to total.

Forex Rate	FY2020		FY2021	
	1H	FY	1H	FY(F)
USD	108.24	106.43	108.45	105.00
EUR	119.40	121.97	130.46	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									
	1st Half			2nd Half			Full Year				1st Half			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	<9.8> 12,065	<11.2> 11,811	12.7	<-1.8> 11,434	<-1.2> 11,688	10.4	<3.8> 23,500	11.0	<4.7> 23,500	11.5
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	<0.7> 13,681	<28.6> 13,148	14.1	<7.4> 14,418	<5.8> 14,651	13.1	<4.0> 28,100	13.2	<15.5> 27,800	13.6
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	<1.4> 2,935	<14.4> 2,535	2.7	<3.1> 2,564	<-2.7> 2,964	2.6	<2.2> 5,500	2.6	<4.5> 5,500	2.7
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	<14.2> 7,532	<12.8> 6,500	7.0	<12.9> 8,067	<-0.9> 7,399	6.6	<13.5> 15,600	7.3	<5.1> 13,900	6.8
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	<-0.1> 26,972	<-4.2> 22,684	24.4	<10.2> 30,027	<-1.8> 30,615	27.4	<5.1> 57,000	26.8	<-2.8> 53,300	26.0
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	<5.2> 1,617	<1.8> 1,573	1.7	<11.2> 1,682	<7.3> 1,626	1.5	<8.2> 3,300	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	<0.0> 4,439	<-0.5> 4,354	4.7	<6.5> 4,660	<4.6> 4,645	4.2	<3.2> 9,100	4.3	<2.1> 9,000	4.4
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	<1.1> 1,690	<0.2> 1,651	1.8	<4.7> 1,809	<3.3> 1,848	1.7	<3.0> 3,500	1.6	<1.8> 3,500	1.7
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	<6.3> 7,207	<15.7> 5,683	6.1	<17.2> 7,992	<-8.2> 8,716	7.8	<11.8> 15,200	7.1	<-0.0> 14,400	7.0
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	<-5.5> 3,422	<-15.5> 3,025	3.3	<1.9> 3,977	<-7.2> 3,974	3.6	<-1.7> 7,400	3.5	<-11.0> 7,000	3.4
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	<8.0> 1,615	<41.8> 1,553	1.7	<8.1> 1,784	<-4.0> 1,646	1.5	<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	<5.8> 1,258	<4.4> 1,168	1.3	<5.5> 1,441	<3.5> 1,431	1.3	<5.7> 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	<5.5> 17,719	<7.3> 16,425	17.6	<9.1> 18,580	<4.1> 19,174	17.1	<7.3> 36,300	17.0	<5.6> 35,600	17.4
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	<44.6> 1,039	<-24.3> 954	1.0	<13.7> 1,360	<-8.8> 1,545	1.4	<25.3> 2,400	1.1	<-15.4> 2,500	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	<3.9> 103,198	<6.6> 93,070	100.0	<8.1> 109,801	<-0.2> 111,929	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			the end of Mar. 2022 (F)			Y/Y (F)			
Outstanding Order Backlog	100,210			90,136			1,807				103,763			98,735			8,599			

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》

\$ in thousands, <△%yoy>

		FY2020						FY2021					
		1H		2H		Full Year		1H		2H(F)		Full Year(F)	
			%to total		%to total		%to total		%to total		%to total		%to total
Sales breakdown by Products													
	Door	<-4.1>		<-1.5>		<-2.7>		<15.5>		<13.7>		<14.5>	
		362,882	72.9	412,662	68.3	775,545	70.4	419,209	70.4	469,049	69.3	888,200	69.8
	Operator	<6.2>		<32.7>		<20.4>		<29.5>		<-6.1>		<8.5>	
		103,202	20.7	149,428	24.7	252,631	22.9	133,671	22.4	140,365	20.8	274,000	21.5
	Automatic Door	<-14.9>		<3.4>		<-5.4>		<35.0>		<60.5>		<49.6>	
		31,670	6.4	41,777	6.9	73,447	6.7	42,768	7.2	67,035	9.9	109,900	8.6
<b>Net Sales</b>		<-2.9>		<5.6>		<1.6>		<19.7>		<12.0>		<15.5>	
		497,755	100.0	603,868	100.0	1,101,623	100.0	595,649	100.0	676,450	100.0	1,272,100	100.0

1) < >= % year on year

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

《NF Group》

€ in thousands, <△%yoy>

		FY2020						FY2021					
		1H		2H		Full Year		1H		2H(F)		Full Year	
			%to total		%to total		%to total		%to total		%to total		%to total
Sales breakdown by Products													
	Hinged Door	<3.5>		<2.8>		<3.1>		<14.2>		<-1.3>		<5.7>	
		82,489	30.6	98,610	30.6	181,100	30.6	94,166	29.4	97,334	30.7	191,500	30.0
	Garage Door	<-18.2>		<7.5>		<-5.4>		<34.7>		<0.4>		<15.3>	
		68,888	25.5	89,911	27.9	158,800	26.8	92,801	29.0	90,299	28.4	183,100	28.7
	Industrial Door	<-9.3>		<-4.3>		<-6.7>		<12.9>		<-2.7>		<4.6>	
		118,359	43.9	133,421	41.4	251,780	42.6	133,577	41.7	129,823	40.9	263,400	41.3
<b>Net Sales</b>		<-8.4>		<0.9>		<-3.5>		<18.8>		<-1.4>		<7.8>	
		269,737	100.0	321,942	100.0	591,680	100.0	320,544	100.0	317,455	100.0	638,000	100.0

1) < >= % year on year

# 5. Business and External Environment



## ■ External Environment

			2018		2019		2020		2021		2022	
									Forecast		Forecast	
Japan	Housing Starts	k units	953	0.7%	884	-7.3%	812	-8.1%	845	4.1%	832	-1.5%
	Non-res construction areas	k m <sup>2</sup>	46,037	-2.7%	43,019	-6.6%	40,030	-6.9%	42,020	5.0%	43,360	3.2%
	Private-sector capital investment	JPY bn	91,065	1.0%	90,511	-0.6%	84,314	-6.8%	87,939	4.3%	91,281	3.8%
USA	Housing starts	k units	1,250	3.9%	1,290	3.2%	1,380	6.9%	1,565	13.4%	1,650	5.4%
	Existing Home Sales	k units	5,340	-3.1%	5,340	0.0%	5,640	5.6%	6,000	6.4%	5,990	-0.2%
	Capital investment	USD bn	2,704	6.4%	2,822	4.3%	2,671	-5.3%	2,874	7.6%	3,032	5.5%
Europe	Housing completions(5 countries)	EUR m	551,680	2.3%	560,192	1.5%	528,789	-5.6%	560,557	6.0%	573,131	2.2%
	Non-res investment(5 countries)	EUR m	326,393	0.8%	333,525	2.2%	302,943	-9.2%	310,231	2.4%	321,393	3.6%
Germany	Housing completions	EUR m	220,177	2.2%	224,270	1.9%	223,321	-0.4%	226,262	1.3%	225,853	-0.2%
	Non-res investment	EUR m	97,332	1.1%	99,002	1.7%	96,601	-2.4%	92,681	-4.1%	93,608	1.0%

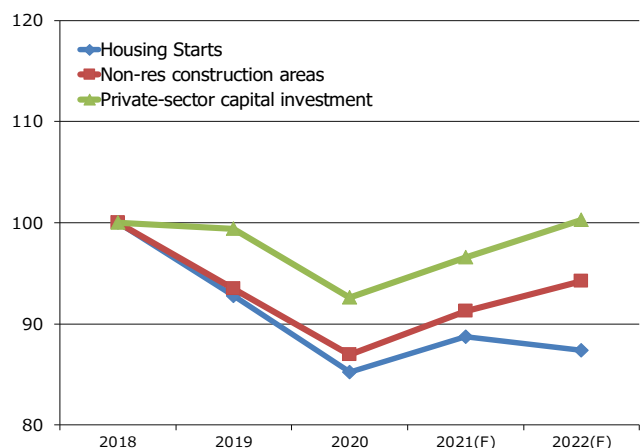
\*Europe(5 countries) include Germany, France, Italy, U.K. and the Netherlands.

\*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.

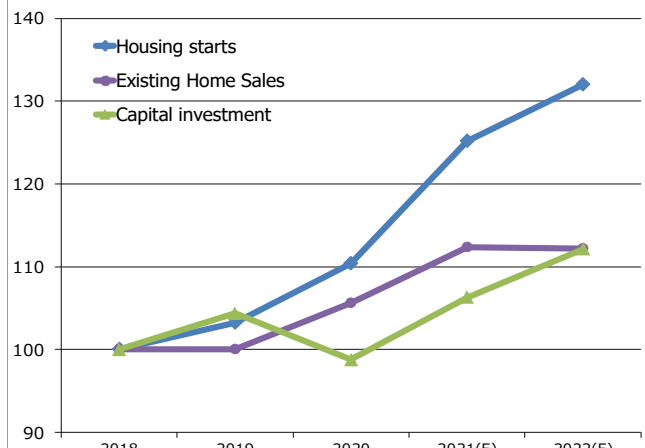
\*FY basis in JPN(Apr-March), US/EU on CY basis(Jan-Dec)

## ■ Change in External Environment (2018=100)

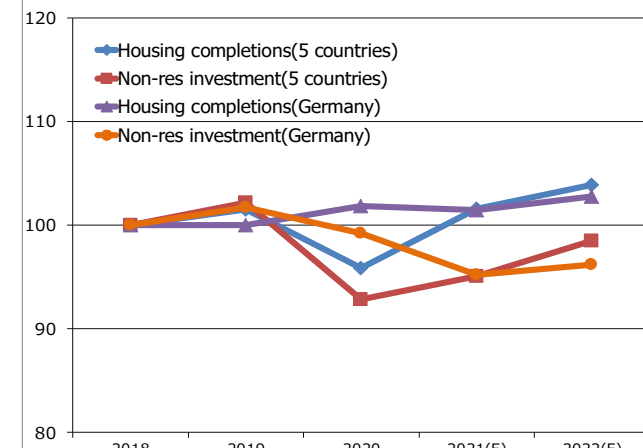
### JAPAN



### USA



### Europe



## 6. Key Figures & Ratios



( ¥ in millions, % )

		FY2014	FY2015	FY2016	FY2017	FY2018	FY2019	FY2020	FY2021	
									Initial Forecast	Revised Forecast
Net Sales	(JPYm)	339,045	365,615	353,922	385,673	409,990	440,161	427,062	450,000	457,000
Operating Income	(JPYm)	26,334	26,870	26,440	28,322	31,593	34,218	33,077	34,000	34,000
Net Income attributable to owners of the parent	(JPYm)	12,857	14,627	17,070	18,280	20,910	21,647	21,252	21,600	21,600
Operating Income Ratio	(%)	7.8%	7.3%	7.5%	7.3%	7.7%	7.8%	7.7%	7.6%	7.4%
ROE : Net Income attributable to owners of the parent company/Shareholders' Equity	(%)	10.7%	11.4%	12.7%	12.7%	13.5%	13.3%	12.4%	12.0%	12.0%
Shareholders' Equity Ratio (term end)	(%)	39.1%	41.7%	43.0%	45.2%	47.4%	46.3%	47.9%	47.8%	48.0%
Net Assets (term end)	(JPYm)	126,748	130,334	139,906	151,121	161,604	165,634	181,387	183,264	183,264
Total Assets (term end)	(JPYm)	323,327	310,269	323,393	331,686	338,432	354,023	375,160	380,000	378,000
Interest Bearing Liabilities (term end)	(JPYm)	88,484	70,798	74,739	65,945	61,217	63,730	66,194	55,100	45,379
Debt-Equity Ratio: Interest Bearing Liabilities/Shareholders' Equity	(times)	0.70	0.54	0.53	0.44	0.38	0.38	0.36	0.30	0.25
SVA (Sanwa Value Added)	(JPYm)	7,770	8,290	8,057	9,026	12,693	13,974	13,609	14,472	14,452
EPS : Earnings per share	(JPY)	54.1	63.1	74.6	80.9	92.9	97.1	96.2	97.8	97.8
Number of shares issued (term avg.)	(K shares)	237,694	231,923	228,782	225,761	224,979	222,852	220,881	220,892	220,892

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

# 7. SVA tree

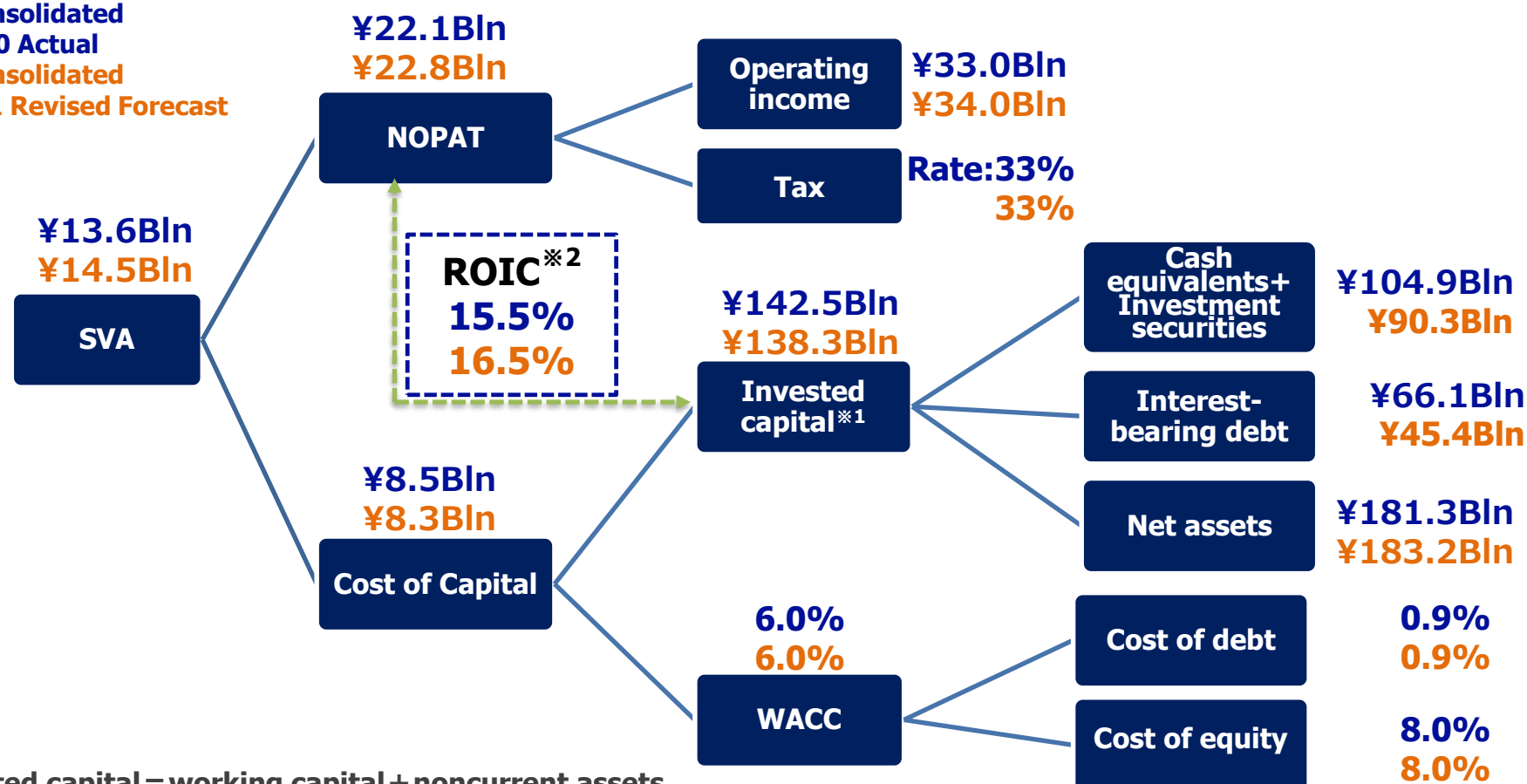
## SVA

Numerical shows:

The consolidated  
FY 2020 Actual

The consolidated  
FY2021 Revised Forecast

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.



※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	
	1H	Full Year	1H	Full Year	1H	Full Year(F)
<b>Capital Expenditures</b>	<b>3,550</b>	<b>8,419</b>	<b>3,557</b>	<b>8,770</b>	<b>3,789</b>	<b>12,931</b>
Sanwa Holdings	119	296	177	1,379	195	1,960
Sanwa Shutter	828	1,805	1,014	2,128	977	2,730
Japanese Subsidiaries	142	379	179	256	71	408
Forex rate	109.97	109.24	108.24	106.43	108.45	105.00
< \$ in thousands>	<\$15,762>	<\$29,633>	<\$12,364>	<\$27,114>	<\$13,037>	<\$30,780>
ODC (U.S.A.)	1,733	3,237	1,338	2,885	1,413	3,232
Forex rate	124.07	122.15	119.40	121.97	130.46	125.00
< € in thousands>	<€5,790>	<€21,933>	<€6,434>	<€16,470>	<€7,681>	<€30,552>
Novoform (Europe)	718	2,679	768	2,008	1,002	3,819
Asian subsidiaries	8	20	80	110	128	782
<b>Depreciation &amp; Amortization</b>	<b>5,126</b>	<b>11,562</b>	<b>5,797</b>	<b>11,575</b>	<b>6,147</b>	<b>12,300</b>
Sanwa Holdings	262	534	265	538	266	536
Sanwa Shutter	880	1,937	973	2,154	1,078	2,403
Japanese Subsidiaries	185	429	164	345	159	390
Forex rate	<\$15,482>	<\$31,697>	<\$18,613>	<\$34,519>	<\$17,390>	<\$34,938>
ODC (U.S.A.)	1,702	3,462	2,014	3,673	1,886	3,668
Forex rate	<€10,783>	<€23,358>	<€12,871>	<€26,285>	<€13,214>	<€25,464>
Novoform (Europe)	1,337	2,853	1,536	3,206	1,724	3,183
Asian subsidiaries	39	84	43	92	41	113
Amortization of goodwill	717	2,260	797	1,564	991	2,005



# 9.Topics①

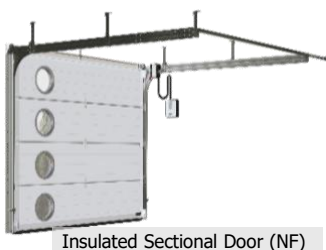


We will help to create a sustainable society by contributing to **climate change response**, **disaster prevention** and the **new normal** through our products and services.

## Climate Change

### Energy Saving products

- High speed sheet shutter
- Airtight shutter
- Insulated Sectional Door
- Dock leveler
- Window shutter (Madomore Blind F)
- Greening products



### Mitigation

**Control greenhouse gas emissions**

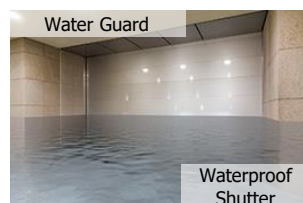
### Adaptation

**Adapt to multiple climate phenomena associated with climate change**

### Floods

#### Water Guard Series

- Waterproof shutter
- Waterproof door
- Waterproof panel/sheet



### Wind Damage

#### Taifu (wind-resistant) Guard Series

- High-strength shutter/OSD
- Wind-resistant window shutter
- Wind-resistant lightweight shutter



## Disaster

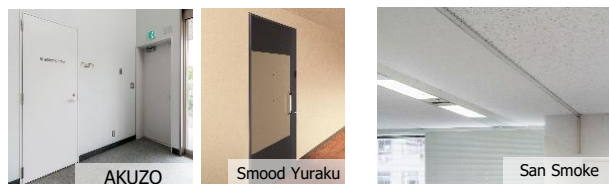
### Fires

- 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



### Power Outages

- Shutter power supply system for opening shutter, E Connect



### Evacuation

- Partition for evacuation shelters



## New Normal

### Non-contact

- Automatic door
- Swing door・Sliding door
- Bathroom stall
- High speed sheet shutter
- Hands-free system for condominiums



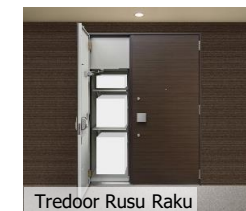
### Antibacterial・Antiviral

- Bathroom stall
- Swing door・Sliding door
- High speed sheet shutter



### Non-face to face

- Parcel drop off locker for condominiums
- Parcel drop off locker for single detached homes
- Condominium door with parcel drop-off locker



### Ventilation

- Window shutter
- Awning
- Condominium door



## 9. Topics②



### Women's Choice Award® for 10th Consecutive Year!

The Genuine. The Original.



Overhead Door Corporation won the Women's Choice Award for the 10th consecutive year in the garage door category, and was recognized as "America's Most Recommended Garage Door Brand."

Sponsored by Women Certified Inc., the award is based on a survey distributed to more than 200,000 women.

### R Booth TR40 Electric Toilet Booth Receives Honorable Mention in Super Monozukuri Parts Award



Sanwa Shutter's R Booth TR40 electric toilet booth, which features contactless, automatic door operation, received honorable mention in the "2021 Super Monozukuri Parts Award" program sponsored by the MONOZUKURI Nippon Conference and Nikkan Kogyo Shimbun.

### All-in-One Apartment Entry Door and Parcel Drop-Off Locker Wins Good Design Award!



Sanwa Shutter, along with Takara Leben Co., Ltd., was the co-winner of the Good Design Award for THROUGH TAKU, an all-in-one apartment unit entry door and parcel drop-off locker.