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(Securities Code: 6339)

Date of sending by postal mail: June 9, 2025

Start date of electronic provision of information: May 27, 2025

To our shareholders:

Atsushi Nagai
Representative Director, President
SINTOKOGIO, LTD.
3-28-12 Meieki, Nakamura-ku, Nagoya City

NOTICE OF THE 128TH ORDINARY GENERAL MEETING OF SHAREHOLDERS

We are pleased to announce the 128th Ordinary General Meeting of Shareholders of SINTOKOGIO, LTD. (the “Company”), which will be held as described below.

If you are unable to attend the meeting in person, you may exercise your voting rights via the Internet or in writing (postal mail). Please exercise your voting rights after reviewing the attached Reference Documents for the General Meeting of Shareholders, and refer to the “Instructions for Methods to Exercise Voting Rights” below by Monday, June 23, 2025 at 5:15 p.m. (JST).

1. **Date and Time:** Tuesday, June 24, 2025, 10:00 a.m. (JST)
2. **Venue:** Midland Hall (5th floor of Midland Square Office Tower)
4-7-1 Meieki, Nakamura-ku, Nagoya City

3. Purposes:

Items to be reported:

1. Business Report and Consolidated Financial Statements for the 128th Term (from April 1, 2024 to March 31, 2025), as well as the results of audit of the Consolidated Financial Statements by the Accounting Auditor and the Board of Auditors.
2. Non-Consolidated Financial Statements for the 128th Term (from April 1, 2024 to March 31, 2025)

Items to be resolved:

< Company Proposal >

Proposal 1: Election of eleven (11) Directors

< Shareholder Proposal >

Proposal 2: Election of one (1) Director

■ Points to note regarding the General Meeting of Shareholders

The Company has adopted the electronic provision of information for the assembly of this general meeting of shareholders and has posted the items subject to measures for electronic provision on the following website.

Company website: <https://www.sinto.co.jp/ir/library/meeting/>

In addition to the above, the Company has also posted the information on the following website on the Internet.

Tokyo Stock Exchange website

<https://www2.jpx.co.jp/tseHpFront/JJK010010Action.do?Show=Show>

Please access the above Tokyo Stock Exchange website, enter or search for our company name or securities code, and select “Basic information” and “Documents for public inspection/PR information” in that order. Under “Filed information available for public inspection,” click “Click here for access” under “[Notice of General Shareholders Meeting /Informational Materials for a General Shareholders Meeting].”

◎ If revisions to the items subject to measures for electronic provision arise, a notice of the revisions and the details of the items before and after the revisions will be posted on the Company's website listed above and the Tokyo Stock Exchange website.

◎ At this general meeting of shareholders, regardless of whether or not a request for delivery of the document has been made, the Company will uniformly send a document stating the items subject to measures for electronic provision. Among the items subject to measures for electronic provision, in accordance with the provisions of laws and regulations and Article 16 of the Articles of Incorporation of the Company, the following items are not provided in the paper-based documents delivered to shareholders who have made a request for delivery of such documents.

- (i) Basic policy on internal controls and its operational status
- (ii) Notes to Consolidated Financial Statements
- (iii) Notes to Non-Consolidated Financial Statements

(i) to (iii) are subject to auditing by the Auditors, and (ii) and (iii) are subject to auditing by the Accounting Auditor.

◎ Shareholders who require a sign language interpreter or special assistance may attend the meeting accompanied by one interpreter or assistant. However, please note that interpreters and assistants are not permitted to exercise voting rights or ask questions.

◎ A dedicated space will be set up for wheelchair users. A staff member will guide you upon entry, so please inquire at reception.

■ Instructions for Methods to Exercise Voting Rights

Attending the General Meeting of Shareholders

Date and Time: Tuesday, June 24, 2025 at 10:00 a.m. (JST)

Please submit the voting form to the receptionist at the meeting site.

Only shareholders may enter the meeting on the day it is held. If you attend the meeting by proxy, the proxy must also be a shareholder.

Exercise of voting rights via the Internet

Deadline: to be exercised by Monday, June 23, 2025 at 5:15 p.m. (JST).

Please access the voting website (<https://evote.tr.mufg.jp/>) and indicate whether you approve or disapprove of each proposal by the voting deadline.

For the "Instructions on Exercise of Voting Rights via the Internet," please review the following pages.

Exercise of voting rights in writing

Deadline: to be received by Monday, June 23, 2025 at 5:15 p.m. (JST).

Please indicate on the voting form whether you approve or disapprove of each proposal, and return it by the voting deadline.

To Exercise Voting Rights:

- If you exercise your voting rights in writing (postal mail) and do not mark your approval or disapproval of any proposal on the voting form, it will be treated as an indication of "Approval" for the Company Proposal and "Disapproval" for the Shareholder Proposal.
- If you exercise your voting rights more than once via the Internet, only the last exercise of voting rights shall be deemed valid.
- If you exercise your voting rights both via the Internet and in writing (postal mail), the vote exercised via the Internet will be treated as the valid vote, regardless of the date of arrival.

Exercise of voting rights in writing

Deadline: to be received by Monday, June 23, 2025 at 5:15 p.m. (JST)

At this General Meeting of Shareholders, resolutions will be passed on a Company Proposal (a proposal presented by the Board of Directors) and a Shareholder Proposal (a proposal presented by one shareholder).

**Proposal No. 2 is a proposal from one shareholder.
The Board of Directors is opposed to this proposal. For details, please refer to page 15 and thereafter.**

Please mark your approval or disapproval of each proposal on the “voting form” sent out with this convocation notice, and return it.

If you agree with the Company Proposal and the opinion of the Board of Directors

***This is the position of the Board of Directors.**

Company Proposal

Proposal	Approval or disapproval of original proposal	
No. 1	Approve	Disapprove
	However, excluding _____	

Shareholder Proposal

Proposal	Approval or disapproval of original proposal	
No. 2	Approve	Disapprove

Please note that if you agree with the Board of Directors, your vote will be “Disapprove” instead of “Approve” for the Shareholder Proposal.

* If there is no indication of “Approve” or “Disapprove” for either of the proposals, the vote will be cast as “Approve” for the Company Proposal and “Disapprove” for the Shareholder Proposal.

Reference Documents for the General Meeting of Shareholders

Proposals and Related Matters

Company Proposal (Proposal No. 1)



Proposal 1: Election of eleven (11) Directors

At the end of this Ordinary General Meeting of Shareholders, the term of office of all eleven (11) Directors will expire. Therefore, the Company proposes that eleven (11) Directors be elected.



The candidates for Directors were decided based on recommendations by the Nomination and Compensation Committee comprised of independent external officers.


The candidates for Directors are as follows:



No.	Name		Sex	Attributes	Term of office	Current role at the Company		Attendance at Board of Directors meetings
						Nomination and Compensation Committee	Role	
1	Reelection	Yoshiki Ueda	Male	External Independent	9 years	Chair	Chairman of the Board	100% (16/16 times)
2	Reelection	Atsushi Nagai	Male		29 years		President	100% (16/16 times)
3	Reelection	Kenichi Nakamichi	Male		5 years		General Manager of Castec Company, in charge of Accounting and Finance	100% (16/16 times)
4	Reelection	Hiromitsu Uchiyama	Male		4 years		General Manager of Business Promotion Division, in charge of Human Resources	100% (16/16 times)
5	Reelection	Mikio Nakane	Male		3 years		General Manager of Production Division, Environment Control, in charge of System and Engineering	100% (16/16 times)
6	Reelection	Hiroyuki Takeda	Male		2 years		SURFACETEC COMPANY President	100% (16/16 times)
7	New election	Takashi Suzuki	Male		—		President of Ecotec Company, Manager of Environment Division	—
8	Reelection	Yasuhito Yamauchi	Male	External Independent	10 years	Committee Member		100% (16/16 times)
9	Reelection	Yukako Uchinaga	Female	External Independent	4 years	Committee Member		100% (16/16 times)
10	Reelection	Hiroshi Kurihara	Male	External Independent	1 year	Committee Member		100% (11/11 times)
11	New election	Masato Tsuru	Male	External Independent	—	—		—


No.	Name (Date of birth)	Career summary, position and responsibilities (significant concurrent positions outside the Company)	Number of the Company's shares owned
1	 <p>Yoshiki Ueda (March 10, 1953)</p>	<p>Apr. 1976 Joined Mitsubishi Corporation</p> <p>Apr. 2008 Senior Vice President ("Riji") of Mitsubishi Corporation</p> <p>June 2010 President and CEO of Mitsubishi Corporation Technos</p> <p>June 2016 External Director of the Company</p> <p>June 2017 Chairman of the Company (present position)</p> <p>(Significant concurrent positions outside the Company)</p> <p>Outside Director and Audit and Supervisory Committee Member of THK CO., LTD.</p>	—
<p>[The reason for nominating as a candidate for External Director]</p> <p>As Yoshiki Ueda has extensive business experience and knowledge as a senior executive of a general trading company and a manager of a specialized trading company, the Company believes that he can supervise the management properly. Therefore, the Company is convinced that he is capable of properly performing his duties as an External Director to enhance auditing functions of the Board of Directors and contribute to the business of the Company, and it asks shareholders to elect him continuously as an External Director.</p> <p>Ueda has been in the position of External Director of the Company for nine (9) years.</p>			
2	 <p>Atsushi Nagai (September 30, 1960)</p>	<p>June 2002 Senior Managing Director of the Company</p> <p>June 2006 President of the Company</p> <p>Apr. 2021 Representative Director/President of the Company (present position)</p> <p>(Significant concurrent positions outside the Company)</p> <p>Representative Director of Heinrich Wagner Sinto Maschinenfabrik GmbH</p> <p>Director of Sinto America, Inc.</p>	536,196
<p>[The reason for nominating as a candidate for Director]</p> <p>Atsushi Nagai has been taking responsibility as President since 2006. Nagai has extensive knowledge of global business as well as the ability to apply his knowledge of the whole business of the Company, and he has directed and supervised the management properly as President. Therefore the Company is convinced that he is an appropriate person to realize sustainable improvement of corporate value, and asks shareholders to elect him continuously as a Director.</p>			



No.	Name (Date of birth)	Career summary, position and responsibilities (significant concurrent positions outside the Company)	Number of the Company's shares owned
3	 <p>Kenichi Nakamichi (August 8, 1965)</p>	<p>Apr. 1989 Joined SINTOBRATOR, LTD.</p> <p>Apr. 2012 Manager of Blast Division of the Company</p> <p>July 2014 Executive Officer, Manager of Blast Division of the Company</p> <p>July 2015 Managing Executive Officer, Manager of Blast Division of the Company</p> <p>June 2020 Director, General Manager of Overseas Business Division of the Company</p> <p>Apr. 2022 Director, Senior Executive Officer, General Manager of Castec Company (in-house Company)</p> <p>Apr. 2024 Director, Managing Executive Officer, General Manager of Castec Company (in-house Company), in charge of Accounting and Finance of the Company (present position)</p>	26,980
<p>[The reason for nominating as a candidate for Director]</p> <p>While engaged in management as a Director since 2020, Kenichi Nakamichi has performed his role and responsibility effectively as General Manager of Castec Company and a supervisor of accounting and finance of the Company. Nakamichi is able to apply his extensive experience and high level of knowledge in overseas business and the surface treatment business. Therefore the Company is convinced that he is an appropriate person to realize sustainable improvement of corporate value, and asks shareholders to elect him continuously as a Director.</p>			

No.	Name (Date of birth)	Career summary, position and responsibilities (significant concurrent positions outside the Company)	Number of the Company's shares owned
4	 Hiromitsu Uchiyama (April 26, 1960)	Apr. 1983 Joined Toyota Motor Corporation Jan. 2011 General Manager of Battery and FC Production Engineering Department of Toyota Motor Corporation May 2020 Advisor of the Company July 2020 Managing Executive Officer, General Manager of Development Division of the Company June 2021 Director, Senior Executive Officer in charge of Business Development and General Manager of Development Division of the Company Apr. 2024 Director, Managing Executive Officer, General Manager of Business Promotion Division, in charge of Human Resources of the Company (present position)	14,810
		[The reason for nominating as a candidate for Director] While engaged in management as a Director since 2021, Hiromitsu Uchiyama has performed his role and responsibility effectively as General Manager of the Business Promotion Division and a supervisor of human resources. Uchiyama is able to apply his extensive practical experience and knowledge cultivated in the development of products, such as batteries, at an automobile manufacturer. Therefore the Company is convinced that he is an appropriate person to realize sustainable improvement of corporate value, and asks shareholders to elect him continuously as a Director.	
5	 Mikio Nakane (November 2, 1960)	Apr. 1985 Joined the Company July 2015 Manager of Environment Division of the Company July 2016 Executive Officer and Manager of Environment Division of the Company Apr. 2018 Managing Executive Officer, President of Ecotec Company (in-house Company) June 2022 Director, Senior Executive Officer, General Manager of Ecotec Company (in-house Company) Apr. 2024 Director, Managing Executive Officer, General Manager of Production Division, General Manager of Toyokawa Works, Environment Control, in charge of System and Engineering of the Company (present position)	22,540
		[The reason for nominating as a candidate for Director] While engaged in management as a Director since 2022, Mikio Nakane currently performs his role and responsibility effectively as General Manager of the Production Division and Environment Control. Nakane is able to apply his high level of knowledge and extensive experience of environment business as a whole. Therefore the Company is convinced that he is an appropriate person to realize sustainable improvement of corporate value, and asks shareholders to elect him continuously as a Director.	

No.	Name (Date of birth)	Career summary, position and responsibilities (significant concurrent positions outside the Company)	Number of the Company's shares owned
6	 <p>Hiroyuki Takeda (December 30, 1969)</p>	<p>Sep. 1992 Joined SINTOBRATOR, LTD.</p> <p>Mar. 2016 Qingdao Sinto Machinery Co., Ltd., China, Managing Director</p> <p>Apr. 2020 Executive Officer of the Company</p> <p>Mar. 2021 Chairman and General Representative of China, Qingdao Sinto Machinery Co., Ltd., China</p> <p>Apr. 2023 Executive Officer, General Manager of Sales Division of the Company</p> <p>June 2023 Director, Managing Executive Officer, General Manager of Sales Division of the Company</p> <p>Apr. 2024 Director, Managing Executive Officer, SURFACETEC COMPANY President, General Representative of China of the Company (present position)</p>	11,850
<p>[The reason for nominating as a candidate for Director]</p> <p>While engaged in management as a Director since 2023, Hiroyuki Takeda has performed his role and responsibility effectively as President of SURFACETEC COMPANY and General Representative of China. Takeda is able to apply his extensive experience and high level of knowledge in sales and global business. Therefore, the Company is convinced that he is an appropriate person to realize sustainable improvement of corporate value, and asks shareholders to elect him continuously as a Director.</p>			

No.	Name (Date of birth)	Career summary, position and responsibilities (significant concurrent positions outside the Company)	Number of the Company's shares owned
7	<p>*</p>  <p>Takashi Suzuki (November 10, 1965)</p>	<p>Apr. 1988 Joined the Company</p> <p>Apr. 2019 Deputy President of Ecotec Company</p> <p>July 2022 Deputy President of Ecotec Company, Manager of Environment Division, General Manager of Koda Works</p> <p>Apr. 2023 Executive Officer, President of Ecotec Company, Manager of Environment Division, General Manager of Koda Works (in-house Company)</p> <p>Apr. 2024 Managing Executive Officer, President of Ecotec Company, Manager of Environment Division, General Manager of Koda Works (in-house Company) (present position)</p>	5,754
<p>[The reason for nominating as a candidate for Director]</p> <p>Takashi Suzuki has extensive experience in manufacturing and environment business, and he currently serves as General Manager of Ecotec Company. Suzuki is able to apply his extensive experience and high level of knowledge in manufacturing and environmental business. Therefore, the Company is convinced that he is an appropriate person to realize sustainable improvement of corporate value, and asks shareholders to elect him as a new Director.</p>			
8	 <p>Yasuhito Yamauchi (January 2, 1942)</p>	<p>Apr. 1968 Joined Toyota Motor Co., Ltd. (Current Toyota Motor Corporation)</p> <p>June 1995 Director of Toyota Motor Co., Ltd.</p> <p>June 2001 Senior Managing Director of Toyota Motor Co., Ltd.</p> <p>June 2005 President of Aisin Seiki Co., Ltd. (Current AISIN CORPORATION)</p> <p>June 2015 External Director of the Company (present position)</p>	—
<p>[The reason for nominating as a candidate for External Director]</p> <p>As Yasuhito Yamauchi has extensive business experience and knowledge of manufacturing as a manager of automobile manufacturers and automobile parts manufacturers, the Company is convinced that he is capable of properly performing his duties as an External Director to contribute to the business of the Company and asks shareholders to elect him continuously as an External Director.</p> <p>Yamauchi has been in the position of External Director of the Company for ten (10) years.</p>			

No.	Name (Date of birth)	Career summary, position and responsibilities (significant concurrent positions outside the Company)	Number of the Company's shares owned
9	 <p>Yukako Uchinaga (July 5, 1946)</p>	<p>June 1971 Joined IBM Japan, Ltd. Apr. 1995 Director of IBM Japan, Ltd. Apr. 2004 Director, Senior Executive Officer in charge of Development and Manufacturing of IBM Japan, Ltd. Apr. 2007 Board Chair of Japan Women's Innovative Network (J-Win) Apr. 2008 Director, Vice Chairman of Benesse Corporation Representative Director, Chairman of the Board, President & CEO of Berlitz Corporation June 2021 External Director of the Company (present position)</p> <p>(Significant concurrent positions outside the Company) Outside Director of Nippon Telegraph and Telephone Corporation Representative Director and President of Globalization Research Institute Founder and Honorary Chairperson of Japan Women's Innovative Network (J-Win)</p>	—
<p>[The reason for nominating as a candidate for External Director] As Yukako Uchinaga has extensive management experience as she has served as Director and Senior Executive Officer of IBM Japan, Ltd. and Director and Vice Chairman of Benesse Corporation, extensive knowledge in the information technology (IT) field and a deep understanding of diversity, the Company is convinced that she is capable of properly performing her duties as an External Director to contribute to the business of the Company and asks shareholders to elect her continuously as an External Director. Uchinaga has been in the position of External Director of the Company for four (4) years.</p>			

No.	Name (Date of birth)	Career summary, position and responsibilities (significant concurrent positions outside the Company)	Number of the Company's shares owned
10	 <p>Hiroshi Kurihara (September 12, 1953)</p>	<p>Apr. 1978 Joined Fuji Xerox Co., Ltd. (Current FUJIFILM Business Innovation Corp.)</p> <p>Oct. 2004 Executive Officer, General Manager of Production Service Division of Fuji Xerox Co., Ltd.</p> <p>June 2009 Director, Managing Executive Officer, General Manager of Domestic Sales Division of Fuji Xerox Co., Ltd.</p> <p>June 2013 Director, Senior Managing Executive Officer of Fuji Xerox Co., Ltd.</p> <p>June 2015 Representative Director and President of Fuji Xerox Co., Ltd.</p> <p>June 2018 Special Advisor of Fuji Xerox Co., Ltd.</p> <p>June 2024 External Director of the Company (present position)</p> <p>(Significant concurrent positions outside the Company)</p> <ul style="list-style-type: none"> • Chair of Japan Telework Association • Outside Director of GiG Works Inc. • Outside Director of HUMAN LIFE Co., Ltd. • Outside Director of Cyber Security Cloud, Inc. • Outside Director (Auditor) of ASTI CORPORATION 	—
<p>[The reason for nominating as a candidate for External Director]</p> <p>As Hiroshi Kurihara has extensive experience in managing international organizations as he has previously served as the President and CEO of Fuji Xerox Co., Ltd. (currently FUJIFILM Business Innovation Corp.) and as the Chair of Japan Telework Association, the Company is convinced that he is capable of properly performing his duties as an External Director to contribute to the business of the Company and asks shareholders to reelect him as an External Director.</p> <p>Kurihara has been in the position of External Director of the Company for one (1) year.</p>			
11	<p>*</p>  <p>Masato Tsuru (January 11, 1948)</p>	<p>Apr. 1970 Joined Sumitomo Bank</p> <p>Mar. 1973 Joined Nihon Oil Seal Industry Co., Ltd. (current NOK CORPORATION)</p> <p>June 1985 Representative Director and President of Nihon Oil Seal Industry Co., Ltd.</p> <p>May 2006 Chairman of Japan Auto Parts Industries Association (JAPIA)</p> <p>Apr. 2018 Representative Director and Chairman of the Board of NOK CORPORATION</p> <p>June 2024 Advisor of NOK CORPORATION (present position)</p>	—
<p>[The reason for nominating as a candidate for External Director]</p> <p>As Masato Tsuru has extensive experience in managing international organizations as he has previously served as President and Representative Director as well as Representative Director and Chairman of the Board of NOK CORPORATION, and Chairman of the Japan Auto Parts Industries Association, the Company is convinced that he is capable of properly performing his duties as an External Director to contribute to the business of the Company and asks shareholders to elect him as a new External Director.</p>			

- Notes:
1. New Candidates for Directors are marked with (*).
 2. There is no special interest between the candidates and the Company.
 3. Yoshiki Ueda, Yasuhito Yamauchi, Yukako Uchinaga, Hiroshi Kurihara, and Masato Tsuru are candidates for External Directors.
 - Yoshiki Ueda served as Advisor to Mitsubishi Corporation Technos until June 2016. The amount of transactions between the Company and Mitsubishi Corporation Technos accounts for less than 1% of the consolidated net sales of

either company. Therefore, this business relationship does not require special mention because it will not influence Ueda's execution of duties as External Director.

- Yasuhito Yamauchi served as Advisor to Aisin Seiki Co., Ltd. (currently AISIN CORPORATION) until June 2018. The amount of transactions between the Company and AISIN CORPORATION is less than 2% of the consolidated net sales of either company. Therefore, this business relationship does not require special mention because it will not influence Yamauchi's execution of duties as External Director.

- Yukako Uchinaga served as Advisor to IBM Japan, Ltd. until 2007. There are no transactions between the Company and IBM Japan, Ltd.

Furthermore, the amount of transactions between the Company and Nippon Telegraph and Telephone Corporation, where Uchinaga currently serves as Outside Director, is less than 0.1% of the consolidated net sales of either company.

There are no transactions between the Company and Globalization Research Institute, where she currently serves as Representative Director and President.

She currently serves as Founder and Honorary Chairperson of Japan Women's Innovative Network (J-Win), but the amount of transactions between the Company and J-Win is less than 0.1% of the consolidated net sales of either entity.

Therefore, these business relationships do not require special mention because they will not influence Uchinaga's execution of duties as External Director.

- Hiroshi Kurihara served as Advisor to Fuji Xerox Co., Ltd. (currently FUJIFILM Business Innovation Corp.) until June 2019. The amount of transactions between the Company and Fuji Xerox Co., Ltd. is less than 0.1% of the consolidated net sales of either company.

There are no transactions between the Company and Japan Telexwork Association, where he currently serves as Chair.

There are no transactions between the Company and Gig Works Inc., where he currently serves as Outside Director.

There are no transactions between the Company and HUMAN LIFE Co., Ltd., where he currently serves as Outside Director.

There are no transactions between the Company and Cyber Security Cloud, Inc., where he currently serves as Outside Director.

There are no transactions between the Company and ASTI CORPORATION, where he currently serves as Outside Director (Auditor).

Therefore, these business relationships do not require special mention because they will not influence Kurihara's execution of duties as External Director.

- Masato Tsuru served as Representative Director and Chairman of the Board of NOK CORPORATION until June 2024 and currently serves as an advisor to the company. The amount of transactions between the Company and NOK CORPORATION is less than 0.1% of the consolidated net sales of either company.

Therefore, these business relationships do not require special mention because they will not influence Tsuru's execution of duties as External Director.

4. The Company has entered into limited liability agreements pursuant to Article 427, paragraph 1 of the Companies Act with Yoshiki Ueda, Yasuhito Yamauchi, Yukako Uchinaga, and Hiroshi Kurihara. Under the terms of the limited liability agreement, their liability will be limited to a minimum amount stipulated by applicable laws and regulations. If the reelections of them are approved, the Company intends to continue the aforesaid agreements with them. If the election of Masato Tsuru is approved, the Company intends to enter into the same limited liability agreement with him.
5. The Company has registered Yoshiki Ueda, Yasuhito Yamauchi, Yukako Uchinaga, and Hiroshi Kurihara as Independent Officers qualified under the regulations of the Tokyo Stock Exchange and Nagoya Stock Exchange. As Masato Tsuru satisfies the requirements for Independent Officer qualified under the regulations of the Tokyo Stock Exchange and Nagoya Stock Exchange, the Company intends to register him as Independent Officer.
6. The Company has entered into a directors and officers liability insurance contract as provided for in Article 430-3, paragraph 1 of the Companies Act with an insurance company. This insurance policy covers damages, litigation expenses, etc. to be borne by the insured. The candidates are included as the insured in this insurance policy. In addition, when the policy is renewed, the Company plans to renew the policy with the same terms.
7. The number of shares held by Atsushi Nagai, Representative Director/President, includes shares held by Ken Bridge Partners LLC, his asset management company.

(Reference) Management structure after agenda is approved (Expertise and experience possessed by Directors and Auditors)

Persons with abundant experience, a high level of insight, and a high degree of expertise are appointed as Directors while ensuring there is a diversity suited to the Company's management plan and strategy. Within the Board of Directors, they conduct appropriate decision-making and management supervision. For Internal Directors, persons who are familiar with sales, development, technology, production, management, etc. are appointed, while taking into account the balance of knowledge, experience and abilities. Five independent External Directors have experience as Representative Directors of listed companies and track records within corporate management, and provide advice and recommendations based on a variety of backgrounds related to sales, technology, manufacturing, information, and sustainability.

Notes: ● The purpose of this table is not to show all expertise and experience but rather to show the expertise and experience considered particularly important in deliberation and decision-making at the Board of Directors, as indicated with the ◎ symbol, and expertise and experience considered important, as indicated with the ○ symbol.

● The criteria include current job title and experience based on past job titles.

● Fourteen (14) males and one (1) female (female comprising 6.7% of Directors and Auditors)

Name	Job Title	Attributes	Expertise and experience possessed by Directors of the Company								
			Corporate Management (such as experience as a Representative Director at a listed company)	Industry Knowledge	Internationality/ Global Business	Environment/ Sustainability	Sales & Marketing	Development/ Technology/ Manufacturing	Organizational Management/ Human Capital/ Planning/ Finance	Digital/ Information Security	Governance/ Risk Management
Yoshiki Ueda	Chairman	External Independent	◎	○ (Trading Company)	○		○		○		◎
Atsushi Nagai	Representative Director/President		◎	○	◎				○		◎
Kenichi Nakamichi	Director, Managing Executive Officer			○	○				○		○
Hiromitsu Uchiyama	Director, Managing Executive Officer			○				○	○		○
Mikio Nakane	Director, Managing Executive Officer			○		○		○		○	○
Hiroyuki Takeda	Director, Managing Executive Officer			○	○		○				○
Takashi Suzuki	Director, Managing Executive Officer			○		○		○			○
Yasuhito Yamauchi	External Director	External Independent	◎	○ (Auto-motive)	○			○			◎
Yukako Uchinaga	External Director	External Independent	◎	○ (Information / Communications)	○			○	○	○	◎
Hiroshi Kurihara	External Director	External Independent	◎	○ (Precision Equipment)	○		○		○		◎
Masato Tsuru	External Director	External Independent	◎	○ (Auto-motive Electronic Parts)	○		○		○		◎

Name	Job Title	Attributes	Expertise and experience possessed by Auditors of the Company								
			Corporate Management (such as experience as a Representative Director at a listed company)	Industry Knowledge	Internationality/Global Business	Environment/Sustainability	Sales & Marketing	Development/Technology/Manufacturing	Organizational Management/Human Capital/Planning/Finance	Digital/Information Security	Governance/Risk Management
Tsuyoshi Goto	Full Time Auditor			○				◎			○
Takami Onodera	External Auditor	External Independent		○ (Banking)	○				○		◎*
Ken Ito	External Auditor	External Independent		○ (Information System)	○					○	◎
Ichiro Kanomata	External Auditor	External Independent		○ (Electrical Industry)					○		◎

* Possessing a wealth of business experience involving financial related operations, etc.

Definition by sector

Corporate Management	At least 3 years of experience as a manager of a listed company, etc. striving to increase corporate value
Industry Knowledge	At least 3 years of experience in execution of business or supervision in the relevant industry, with a high degree of insight
Internationality/Global Business	At least 3 years of experience in overseas assignment or business operations with an international company, with a high degree of insight
Environment/Sustainability	At least 3 years of experience in environmental business or environmental support operations, with a high degree of insight
Sales & Marketing	At least 3 years of experience in sales operations in a trading company or sales department, with a high degree of insight
Development/Technology/Manufacturing	At least 3 years of experience in R&D, technology, or production, with a high degree of insight
Organizational Management/Human Capital/Planning/Finance	At least 3 years of experience in a business, human resources, planning, or accounting/finance department, with a high degree of insight
Digital/Information Security	At least 3 years of experience in an IoT company or IoT-related department, with a high degree of insight
Governance/Risk Management	Able to make appropriate responses and decisions based on a high degree of insight and expertise in the relevant industry

< Shareholder Proposal (Proposal 2) >

Proposal 2 was submitted by one (1) shareholder.

The shareholder who submitted this proposal holds 320 voting rights.

Proposal 2: Election of one (1) Director

The shareholder seeks the election of the following one person as Director.

Name of Candidate: Hatsuhiko Ishida (proposing shareholder)

A career summary of the candidate is not contained in this Notice as it was not submitted by the proposing shareholder by eight weeks prior to this Ordinary General Meeting of Shareholders.

(Reason for proposal)

Sintokogio, Ltd. needs to appoint a Director capable of ensuring proper business performance, strengthening corporate governance functions, and making fundamental reforms to its management structure. It also needs to reassess risk management, including its responses to natural disasters and the global economy, including China and Russia. Therefore, a shareholder proposes to elect Hatsuhiko Ishida as a Director.

■ Opinion of the Board of Directors on Proposal 2

The Board of Directors opposes to this proposal.

The Board of Directors is chaired by an External Director who serves as Chairman of the Board, and more than one-third of the Board's members are External Directors who provide accurate advice on decision-making and management oversight, thus contributing to improving the effectiveness of the Board of Directors. In addition, the Company has established a voluntary Nomination and Compensation Committee consisting entirely of External Directors and External Auditors to select candidates for Director positions and to deliberate on remuneration for Directors, etc. It is the Company's intention to continue to improve transparency of management, to establish an organizational structure that can respond flexibly and quickly to changes in the business environment, and to ensure effective corporate governance. The Company also recognizes that strengthening risk management, including responding to natural disasters and global economic factors such as China and Russia, is one of the Group's significant management issues, and it is striving to strengthen and improve this management. Accordingly, the Board of Directors believes that appointing this shareholder-proposed candidate to the Board of Directors is not necessary, and thus, the Board of Directors opposes to this proposal.

Business Report

(From April 1, 2024 to March 31, 2025)

1. Current status of the corporate group

(1) Business progress and achievement

During the fiscal year ended March 31, 2025, the global economy remained uncertain due to the risk of high resource prices and high transportation costs caused by the rekindled and prolonged conflicts in the Middle East and Russia's invasion of Ukraine, political instability in Europe, high energy prices, high employment costs, and economic stagnation caused by the industrial structure. In the U.S., on the other hand, a robust employment environment, tax cuts, and deregulation are supporting growth. However, uncertainty about the future is also increasing with regard to the Trump administration's policies, such as higher tariffs and tighter immigration control measures. In China, demand is sluggish due to a weak real estate market and slow employment recovery, and the country is still dependent on government stimulus measures. Overall, the global economy is in a situation where the degree of growth varies significantly from country to country and region to region.

In Japan, although companies continue to invest in new business growth and capital investment continues to expand for the purposes of digitalization, decarbonization, supply chain resilience, and labor-saving in response to labor shortages, weak consumer confidence amid sustained high prices, expected wage hikes, and rising interest rates is hindering economic growth.

As for the business environment of our Group, in the automobile industry, which is our main customer base, in Japan, business performance is not uniform across companies in terms of support for EVs and smart vehicles, and there is an active trend towards industry restructuring. In Europe, the troubling business performance of the German manufacturing industry remains unchanged due to rising costs associated with high energy prices and reduced exports to China, and the market is in a slump. On the other hand, the semiconductor industry has shown strong willingness to invest in the expansion of AI-related demand, and parts and consumables, mainly for the electronics industry, have remained firm.

Amid such an environment, orders received during the fiscal year under review totaled to ¥156,028 million, an increase of ¥32,111 million compared with those for the previous fiscal year (up 25.9% year on year). Meanwhile, net sales amounted to ¥150,224 million, an increase of ¥34,728 million (up 30.1% year on year), and backlog of orders amounted to ¥66,397 million, an increase of ¥5,803 million (up 9.6% year on year). As to earnings, operating profit decreased ¥2,404 million to ¥3,004 million (down 44.5% year on year), ordinary profit decreased ¥4,283 million to ¥3,226 million (down 57.0% year on year), and profit attributable to owners of parent decreased ¥5,948 million to ¥2,757 million (down 68.3% year on year).

Note: All monetary values in this report have been rounded down to the nearest unit, and ratios and per-unit values have been rounded to the nearest unit.

The Group's products are sold across various businesses, and the following description and table show the details and results of net sales and operating profit by business segment for the fiscal year under review.

Net sales by business segment are the figures prior to intersegment eliminations.

Surface Treatment Business

In the surface treatment business, sales increased significantly by ¥31,651 million yen to ¥77,775 million (up 68.6% year on year), mainly due to the acquisition of Elastikos (France) S.A.S. as a subsidiary, but operating profit decreased by ¥3,475 million to ¥184 million (down 95.0% year on year), mainly due to sluggishness particularly in the European market and the burden of goodwill amortization.

Orders received increased ¥33,717 million to ¥80,201 million yen (up 72.5% year on year), and backlog of orders increased ¥2,425 million to ¥11,191 million (up 27.7% year on year) due to the acquisition of Elastikos (France) S.A.S. as a subsidiary and robust sales of surface treatment systems following major contracts in the infrastructure-related construction machinery field.

Foundry Business

Net sales increased ¥1,804 million to ¥42,413 million (up 4.4% year on year) due to an increase in international sales of molding equipment and pouring equipment for the automobile industry, while sales of large-scale plant equipment declined in Japan. Operating profit increased ¥1,308 million to ¥1,643 million (up 390.1% year on year) due to cost reductions, despite the impact of high raw material, energy, and transportation costs.

Despite an increase in orders for ancillary equipment for production facilities, orders received decreased ¥1,200 million to ¥46,457 million (down 2.5% year on year) due to sluggish orders for other Japanese projects, while backlog of orders increased ¥4,743 million to ¥40,152 million yen (up 13.4% year on year).

Environment Business

Net sales increased ¥467 million to ¥12,203 million (up 4.0% year on year) due to an increase in large-scale dust collector projects and delivery of large-scale equipment in the gas processing equipment and flooring sectors. Operating profit increased ¥506 million to ¥1,643 million (up 44.6% year on year) due to cost reductions, including the effect of passing on higher costs to customers and reductions in weight, construction, and transportation costs.

Orders received totaled to ¥12,973 million, an increase of ¥674 million (up 5.5% year on year) due to strong sales of large-scale dust collectors and maintenance services, and backlog of orders increased ¥985 million to ¥6,979 million (16.4% year on year).

Material Handling Business

In the material handling business, sales increased ¥906 million to ¥9,239 million (up 10.9% year on year) due to the introduction of lifts and conveyors for the logistics industry to improve working environments in response to the so-called “2024 problem,” as well as sustained strong demand from mail order companies. Operating profit decreased ¥305 million to ¥909 million (down 25.1% year on year), mainly due to increased competition from other companies in the logistics industry.

Orders received decreased ¥150 million to ¥8,516 million (down 1.7% year on year), due to the slowdown in the Chinese market and lower production in the automobile industry, and backlog of orders decreased ¥708 million to ¥3,835 million (15.6% year on year).

Special Equipment Business

Net sales increased ¥80 million to ¥9,566 million (up 0.8% year on year), mainly due to higher sales of servo cylinders and measuring equipment. Operating loss decreased ¥790 million to ¥422 million (from operating profit of ¥368 million in the previous fiscal year) due to an increase in SG&A expenses, despite higher sales of servo cylinders and progress made toward cost reduction.

Orders received totaled to ¥7,662 million, a decrease of ¥942 million (down 11.0% year on year), and backlog of orders amounted to ¥4,188 million, a decrease of ¥1,692 million (down 28.8% year on year).

Status of net sales by business segment of the corporate group

Fiscal Year Classification	128th Term (Fiscal year under review) April 1, 2024 to March 31, 2025		127th Term (Previous fiscal year) April 1, 2023 to March 31, 2024		Year-on-year changes
	Millions of yen	%	Millions of yen	%	
Surface Treatment Business	77,775	51.8	46,123	39.9	68.6
Foundry Business	41,714	27.8	39,937	34.6	4.4
Environment Business	11,988	8.0	11,521	10.0	4.1
Material Handling Business	9,224	6.1	8,295	7.2	11.2
Special Equipment Business	9,354	6.2	9,414	8.1	(0.6)
Other Business	167	0.1	203	0.2	(17.7)
Total	150,224	100.0	115,495	100.0	30.1
Overseas sales	84,059	56.0	53,175	46.0	58.1

Note: The above amounts are the figures after intersegment eliminations.

(2) Status of capital investments

In the fiscal year under review, the total amount of capital investments made by the Group was ¥6,242 million, and the main components thereof are as follows.

Surface Treatment Business	<ul style="list-style-type: none">• Repair of abrasives manufacturing equipment at various production sites globally• New construction of diamond wire facilities in Brazil• Construction of parking lot at the Ichinomiya Works
Foundry Business	<ul style="list-style-type: none">• Renovation of plant facilities in Germany

(3) Issues to be addressed

The changes in the business environment surrounding the Company are becoming increasingly intense, and the uncertainty of the global economy is rising. To respond to these changes, we aim to leverage the “One Global Sinto” network to be more closely connected to local communities and to better capture changes in our customers and markets. Since the 1960s, we have actively pursued globalization, and we are currently trusted by customers in 23 countries and regions worldwide, which forms the foundation of our global business.

The Group operates under the management philosophy of “HEART (Human Enrichment & Achievement through Reliable Technology).” Since our establishment in 1934, the Group has been refining its skills, pursuing world-class technologies, and building relationships of trust with its customers through technology, based on its hopes of cherishing the heart of manufacturing and contributing to society. Generation after generation, the Company has aimed to contribute to our customers’ businesses through technology and to address social issues by implementing sustainable management practices.

Our environmental management efforts began in the late 1940s with improvements to the environment of our foundry facilities, and since then, we have continuously promoted the reduction of environmental impact. Currently, we are intensifying efforts to reduce waste, actively improving work environments with a focus on safety and health, and striving to create an environmentally friendly and circular economy society. Recently, we have reset our CO₂ emissions reduction targets for Scope 1 and 2 to strengthen our initiatives, and we have also begun data collection by setting calculation definitions for 5 out of the 15 categories targeted in Scope 3.

We believe that when each employee values and hones their skills, their experience becomes a source of fulfillment, nurturing the next generation of talent and contributing to the company’s growth. This one belief forms the core of our human capital management philosophy. We aspire to be a company that continues to be chosen by employees by serving as a “place for self-development and growth.” In March 2024, we obtained certification for “ISO 30414” related to human capital, and we are continuing to accelerate our efforts to support employee growth. Furthermore, from the perspective of diversity, we will foster a culture that respects the human rights and individuality of each employee, regardless of their different backgrounds.

● Medium-Term Business Plan

The Group is working with colleagues around the world to solve global challenges, aiming to forge a path for the future by pooling our wisdom, honing our technology, and creating new value. To this end, the Company has formulated its Medium-Term Business Plan covering the period of three years from April 2024 to March 2027 under the theme of “Co-creation for New Value—Together with the earth, together with our Nakama.”

Under this plan, we aim to achieve an EBITDA margin of 8% or more by serving as “a company that is consistently chosen by customers.” Specifically, we will shift to providing added value through total services, for example by strengthening after-sales service for equipment sold and solving problems that arise at the customer’s site. Through this process, we will earn the trust of our customers, pool our wisdom together with them, and create products, services, and businesses that pave the way to the future, thereby achieving sustainable growth.

The aim of the Medium-Term Business Plan is to improve the Company’s ability to generate cash. As part of our initiatives for FY2024, we have redefined the framework of our business domains, and identified the sectors where growth is expected. We will use the cash we generate to venture into these sectors, which will generate more cash, creating a virtuous cycle. By creating this virtuous cycle and valuing each and every customer through our support network to increase the stability of our earnings base, we will work to increase operating profit and improve ROE.

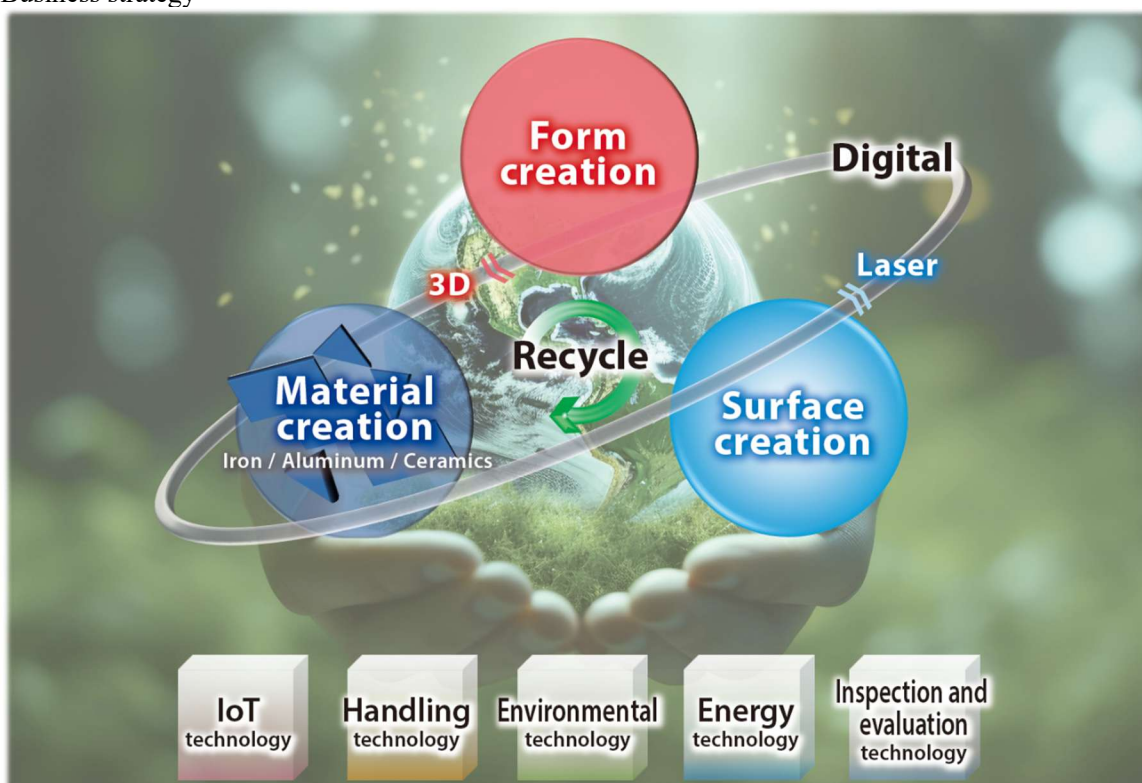
- Financial strategy

The Company strives to increase corporate value and prioritizes strategic investments necessary for sustainable growth, including mergers and acquisitions, capital investment, R&D investment, and human capital investment. In addition, our basic financial strategy is to continue to provide a stable return of profits to shareholders over the long term.

We are focused on improving capital efficiency and increasing operating profit to enhance corporate value. Operating cash flow generated from business activities will be used for growth investments, development expenses, shareholder returns, and debt repayment, all within the scope of depreciation. Furthermore, if excess funds are required for additional growth investments and further shareholder returns, they will be provided by liquidating cross-shareholdings.

Despite the fact that the large investments made in 2024 are generating cash, current profit margins are expected to remain sluggish due to the amortization of goodwill. Nonetheless, net sales and EBITDA are expected to increase. We aim to increase profitability through synergistic effects gained from acquiring two European companies, strategic investments in the Group's business domain of "giving form and life to process materials," and shifting our business portfolio toward the after-sales market. After the amortization of goodwill is complete, we aim to achieve an ROE of over 8%.

- Business strategy



Our business domain is "Giving form and life to materials."

By handling everything from material creation to the production of process materials and final surface finishing, we are expanding the scope of our business. The process material industry refers to the industry that creates products by transforming and processing materials through technologies such as casting. The size of the global process material market is estimated to be ¥164 trillion by 2024, and we are challenging this large market, which has high growth potential. Currently, our impact in the market is about ¥60 billion, but we are working to expand our business domain with the aim of further growth.

In particular, we see opportunities in markets that other companies have not yet ventured into, such as the utilization of waste and the pursuit of functionality in powders and composite materials.

To evolve the technologies we have cultivated so far, we intend to make appropriate investments and expand our business scale.

The Company's future business operations are structured around two frameworks: material creation + form creation (casting and ceramics using 3D printers, etc.), and surface creation (using laser technology to propose new surface value beyond surface treatment).

From the perspective of form creation, as the world transitions to digitalization and automation, we aim to provide new value using data, not just the skills and experience in casting we have relied on up to now. From the perspective of material creation, which provides the raw materials for these forms, we are advancing the development of next-generation materials.

From the perspective of surface creation, we are confident that by incorporating laser technology we can offer new value to surfaces beyond the conventional blasting method.

In addition, we are working to advance the level of sophistication of the following five technologies that support these perspectives.

Environment technology: In the area of worker health and safety, we offer solutions to prevent fires and explosions at customers' factories. Our fire-resistant fixed-rate powder feeder launched in April 2025 enhances fire prevention measures from three aspects: prevention of occurrence, early detection, and prevention of spread, by safely rendering dust within ducts fire-resistant. This contributes to the realization of a safe factory environment.

IoT technology: Various information technologies are emerging, including sensor-connected systems that monitor factory abnormalities and systems focused on preventive maintenance.

Energy technology: Starting with replacing hydraulic with electric, we aim to solve the lack of power by simplifying the structure of the machine and reducing the power required.

Handling technology: This includes technology to attach sensors to the tip of the robot to give it human sensations and technology for transportation-related products that contribute to more efficient logistics.

Inspection and evaluation technology: Our highly accurate technology for evaluating and inspecting the properties of a surface beyond its length and dimensions supports the stable supply of high-quality products.

Through these initiatives, we aim to deepen co-creation between the Group and our customers and propose new value.

(4) Trends in assets and profit and loss

Classification \ Fiscal Year	125th Term April 1, 2021 to March 31, 2022	126th Term April 1, 2022 to March 31, 2023	127th Term April 1, 2023 to March 31, 2024	128th Term (Fiscal year under review) April 1, 2024 to March 31, 2025
Net sales	Millions of yen 99,247	Millions of yen 106,381	Millions of yen 115,495	Millions of yen 150,224
Profit attributable to owners of parent	Millions of yen 2,835	Millions of yen 6,187	Millions of yen 8,706	Millions of yen 2,757
Basic earnings per share	Yen 53.28	Yen 117.93	Yen 166.23	Yen 52.59
Total assets	Millions of yen 168,586	Millions of yen 171,367	Millions of yen 187,963	Millions of yen 236,764
Net assets	Millions of yen 109,641	Millions of yen 111,755	Millions of yen 127,140	Millions of yen 127,125

(5) Status of principal subsidiaries

Company name	Share capital	Equity ownership of the Company	Principal lines of business
MEIKIKOU Corporation	Millions of yen 200	% 83.7	Manufacture and sale of transportation machines, material handling machines and robots
Elastikos (France) S.A.S.	Thousands of euro 146,598	100.0	Provision of surface-processing services including abrasives
Sinto Europe GmbH	Thousands of euro 49,645	100.0	Management of foundry subsidiaries in Europe
Heinrich Wagner Sinto Maschinenfabrik GmbH	Thousands of euro 2,200	0.0 (100.0)	Manufacture and sales of facilities and machines for foundries in Germany
Sinto America, Inc.	Thousands of U.S. dollars 88	100.0	Management of subsidiaries in the U.S.
Roberts Sinto Corporation	Thousands of U.S. dollars 2,077	0.0 (100.0)	Manufacture and sales of foundry equipment, material handling equipment and sand coating facilities in the U.S.
Qingdao Sinto Machinery Co., Ltd.	Millions of yuan 129	95.0	Manufacture and sales of foundry equipment, surface treatment equipment and abrasives in China
Sinto Brasil Produtos Limitada	Millions of Brazilian reais 42	99.0	Manufacture and sales of foundry equipment, surface treatment equipment and abrasives in Brazil
Sinto Bharat Manufacturing Private Limited	Millions of Indian rupees 670	55.0	Manufacture and sales of foundry equipment and surface treatment equipment in India

Note: The numbers in parentheses indicate the ownership ratio through indirect holdings.

(6) Status of important business combinations

- In October 2024, to streamline and enhance the efficiency of our management resources, we merged with our wholly-owned subsidiary, Sinto S-Precision, Ltd.
- In December 2024, AGTOS GmbH (Germany), which manufactures and sells surface treatment equipment primarily in Europe, was acquired as a subsidiary by FROHN GmbH (Germany), a group company of our subsidiary, Elastikos (France) S.A.S. With this acquisition, we have added the surface treatment equipment business, which utilizes abrasives as consumables, to our abrasives business led by Elastikos S.A.S. Our surface treatment business in Europe will continue to offer comprehensive surface treatment services to our customers.
- In Vietnam, we established Sinto Vina Co., Ltd., an after-sales service center responsible for the sales and maintenance of surface treatment equipment in February 2025.

(7) Principal lines of business

Category of business	Details of main products
Surface Treatment Business	Shot blasting machines, air blasting machines, shot peening machines, barrel polishing equipment, precision brushing equipment, ultra-precision microprocessing equipment, surface evaluation equipment, surface treatment contract processing, surface treatment-related parts, abrasives, polishing media, etc.
Foundry Business	Casting production equipment, V-process molding equipment, core molding equipment, casting sand treatment equipment, automated pouring equipment, sand coating facilities, casting-related parts, powder & granule treatment equipment, wear-resistant castings, etc.
Environment Business	Dust collectors, deodorization equipment, wastewater treatment equipment, volatile organic compounds (VOC) gas purifier, environment-related parts, etc.
Material Handling Business	Lifting devices, steplifts, gravity conveyors, material handling systems, etc.
Special Equipment Business	Organic electroluminescent panel assembly equipment, automated line processes thereof (including supply and material handling equipment), material handling robots, servo cylinders, inspection and measurement equipment, precision measuring instruments, precision press processing equipment, disperizers, battery material supply equipment, 3D printers, ceramic products, foaming machines, automotive door assembly equipment, magnetic metal powder, sterile isolator for sterile conditioning, special equipment-related parts, nursing care and welfare tools, etc.
Other Business	Machinery design, welfare businesses, etc.

(8) Major offices and factories

(i) The Company

Headquarters	Headquarters (Nagoya City)
Branches	Tokyo Branch (Kawaguchi City, Saitama) Chubu Branch (Oharu-cho, Ama-gun, Aichi) Osaka Branch (Osaka City)
Offices	Toyokawa Works (Toyokawa City, Aichi) Ichinomiya Works (Toyokawa City, Aichi) Osaki Works (Toyokawa City, Aichi) Shinshiro Works (Shinshiro City, Aichi) Koda Works (Kota-cho, Nukata-gun, Aichi) Oharu Works (Oharu-cho, Ama-gun, Aichi) Kyushu Works (Kurate-cho, Kurate-gun, Fukuoka) Atsugi Works (Atsugi City, Kanagawa)

(ii) Subsidiaries

Domestic	MEIKIKOU Corporation (Aichi)
Overseas	Elastikos (France) S.A.S. Heinrich Wagner Sinto Maschinenfabrik GmbH (Germany) Roberts Sinto Corporation (U.S.A.) Qingdao Sinto Machinery Co., Ltd. (China) Sinto Brasil Produtos Limitada (Brazil) Sinto Bharat Manufacturing Private Limited (India)

(9) Employees

Category	Domestic	Overseas	Total
Number of employees	2,111	2,733	4,844

Note: The number of employees of the Company is 1,664.

(10) Major creditors

Creditor	Balance of borrowings
MUFG Bank, Ltd.	¥17,294 million
Resona Bank, Limited	¥10,400 million
Syndicated loan	¥8,482 million

Note: Syndicated loan is a joint-financing instrument with MUFG Bank, Ltd. as a lead bank.

2. Matters relating to the Company's shares

- (1) Total number of authorized shares: 230,476,000
- (2) Total number of issued shares: 54,580,928 (including 1,961,591 treasury shares)
- (3) Number of shareholders: 44,389
- (4) Top ten shareholders

Name	Number of shares held	Shareholding ratio
	Thousands of shares	%
The Master Trust Bank of Japan, Ltd. (trust account)	5,839	11.09
MUFG Bank, Ltd.	2,289	4.35
Meiji Yasuda Life Insurance Company	2,276	4.32
Custody Bank of Japan, Ltd. (trust account)	1,708	3.24
Resona Bank, Limited	1,668	3.16
STATE STREET BANK AND TRUST COMPANY 505103	1,641	3.11
The NAGAI Foundation for Science & Technology	1,405	2.67
Sinto Employee Stock Ownership	1,211	2.30
Sinto Supplier Stock Ownership	1,197	2.27
Tokio Marine & Nichido Fire Insurance Co., Ltd.	909	1.72

Notes: 1. Although the Company holds 1,961,591 treasury shares, it is excluded from the list of top ten shareholders.
2. The shareholding ratio was calculated based on the total number of issued shares less treasury shares and was rounded down to the nearest unit.

- (5) Shares issued to the Company's directors (and other officers) during the fiscal year under review as compensation for the execution of their duties

	Number of shares	Number of directors (and other officers) to whom shares were granted
	(Thousands of shares)	(people)
Directors (excluding External Directors)	25	7

(Reference)

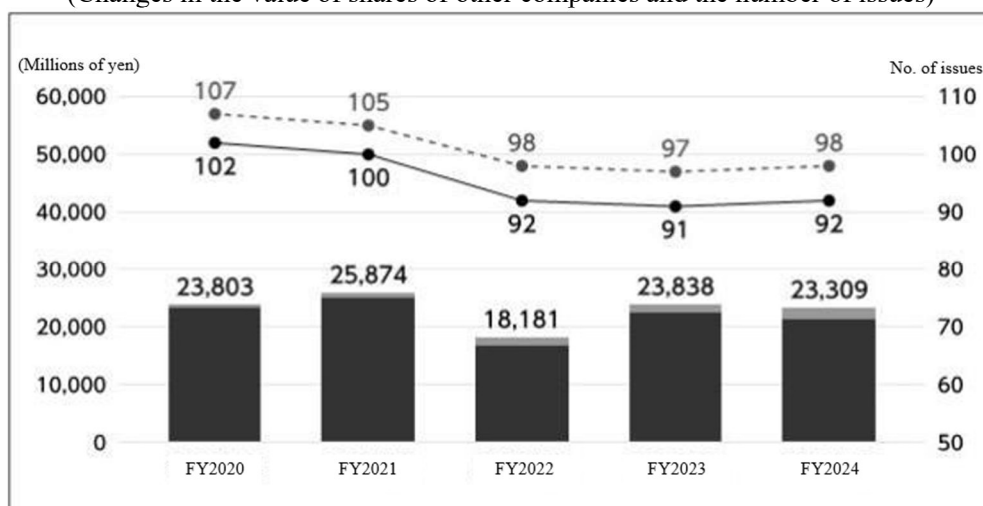
Policy on shareholding of other companies

Shares of other companies are strategically utilized as investments toward future growth. The Group takes into consideration its overall business strategy and its business relationships with partner companies. These shares are held from a medium-term perspective for the purpose of undertaking business in collaboration with partner companies to enhance corporate value and create new business; however, the Group intends to gradually reduce such shareholdings as an option from the standpoint of capital efficiency.

In addition, the Board of Directors, on an annual basis, confirms compatibility with its purpose of share ownership and furthermore confirms the appropriateness of share ownership across its entire portfolio of such listed shares of other companies held by the Company, which involves comparing benefits of ownership (operating revenue, dividends, capital gains, etc.) against risks of ownership including cost of capital.

Moreover, the Company is developing networks of construction contractors who handle work that includes installation, remodeling, and test runs (hereinafter referred to as “SSV Companies”) to address worker shortages at construction sites. The Company is proceeding with holdings of shares of SSV Companies based on its business strategy, partially for the sake of outsourcing to achieve operational streamlining, and also given that such construction contractors are able to provide support tailored to customers in close proximity to their locations of business.

(Changes in the value of shares of other companies and the number of issues)



	FY2019	FY2020	FY2021	FY2022	FY2023	FY2024
Consolidated net assets ratio	17.8%	22.9%	23.6%	16.3%	18.8%	18.3%

* The bar chart depicts valuations of shares of other companies (black = listed shares; gray = unlisted shares)

* The line chart depicts the number of issues held (black solid line = number of issues excluding SSV; gray dotted line = number of listings including SSV)

3. Matters relating to the Company officers

(1) Name, etc. of Directors and Auditors

Position	Name	Responsibility and significant concurrent positions outside the Company
Chairman	Yoshiki Ueda	(Significant concurrent positions outside the Company) Outside Director (Audit and Supervisory Committee Member) of THK CO., LTD.
Representative Director/President	Atsushi Nagai	(Significant concurrent positions outside the Company) Representative Director of Heinrich Wagner Sinto Maschinenfabrik GmbH Director of Sinto America, Inc.
Director, Managing Executive Officer	Toshikazu Morishita	Assistant to President, Sales Control, General Sales Manager of Castec Company
Director, Managing Executive Officer	Kenichi Nakamichi	General Manager of Castec Company, in charge of Accounting and Finance
Director, Managing Executive Officer	Hiromitsu Uchiyama	General Manager of Business Promotion Division, in charge of Human Resources
Director, Managing Executive Officer	Mikio Nakane	General Manager of Production Division, General Manager of Toyokawa Works, Environment Control, in charge of System and Engineering
Director, Managing Executive Officer	Hidemi Yamauchi	In charge of International Sales and Global Business PJ
Director, Managing Executive Officer	Hiroyuki Takeda	SURFACETEC COMPANY President, General Representative of China of the Company
External Director	Yasuhito Yamauchi	
External Director	Yukako Uchinaga	(Significant concurrent positions outside the Company) Outside Director of Nippon Telegraph and Telephone Corporation Representative Director and President of Globalization Research Institute Founder and Honorary Chairperson of Japan Women's Innovative Network (J-Win)
External Director	Hiroshi Kurihara	(Significant concurrent positions outside the Company) Chair of Japan Telework Association Outside Director of GiG Works Inc. Outside Director of HUMAN LIFE Co., Ltd. Outside Director of Cyber Security Cloud, Inc. • Outside Director (Auditor) of ASTI CORPORATION
Auditor (Full Time)	Tsuyoshi Goto	
External Auditor	Takami Onodera	(Significant concurrent positions outside the Company) Outside Director (Audit and Supervisory Committee Member) of The Takigami Steel Construction Co., Ltd.
External Auditor	Ken Ito	(Significant concurrent positions outside the Company) Visiting Professor of Industry-Academia-Government Collaboration at Japan Advanced Institute of Science and Technology Director and Advisor of the Aspen Institute Japan
External Auditor	Ichiro Kanomata	

Notes: 1. At the 127th Ordinary General Meeting of Shareholders held on June 21, 2024, Hiroshi Kurihara was elected as External Director and assumed the office.
2. At the 127th Ordinary General Meeting of Shareholders held on June 21, 2024, Ken Ito and Ichiro Kanomata were elected as External Auditors and assumed the office.

3. At the end of the 127th Ordinary General Meeting of Shareholders held on June 21, 2024, Yuji Okubo and Toshiro Kojima resigned from their positions as Auditors.
4. Directors Yoshiki Ueda, Yasuhito Yamauchi, Yukako Uchinaga, and Hiroshi Kurihara are External Directors.
5. Auditors Takami Onodera, Ken Ito, and Ichiro Kanomata are External Auditors.
6. External Directors Yoshiki Ueda, Yasuhito Yamauchi, Yukako Uchinaga, and Hiroshi Kurihara, and External Auditors Takami Onodera, Ken Ito, and Ichiro Kanomata are Independent Officers, which are required to be put in place by the Tokyo Stock Exchange, Inc. and Nagoya Stock Exchange, Inc. for the protection of general shareholders.

(2) Amount of remuneration, etc. for Directors and Auditors

(i) Policy on determining the remuneration, etc. for Directors

- The Company has established the Nomination and Compensation Committee, which is composed of all External Directors and attended by External Auditors, for the purpose of enhancing transparency with regard to remuneration, etc. for Directors. The Committee deliberates and determines from an objective and fair perspective upon the structure and level of remuneration, etc., and the evaluation, etc. of each Director.
- While remuneration for Directors is based on job title and position, performance-linked remuneration, etc., has been introduced with a view to further improving corporate performance and sharing value with shareholders.
- Based on data from surveys conducted by outside professional organizations, the Company will set remuneration levels that are appropriate to the size of the Company and the duties and responsibilities that officers should fulfill.

a. Structure of remuneration

- It consists of a basic remuneration according to the job title and position (a fixed portion and variable valuation portion), restricted stock compensation, Directors' bonuses, and medium- to long-term incentive remuneration (share-based remuneration). Composition ratios of performance-linked compensation (restricted stock compensation, Directors' bonuses and medium- to long-term incentive remuneration) with respect to total remuneration increase as Directors rise in rank.

b. Performance-linked remuneration

- Restricted stock compensation is a partial transfer of basic compensation to stock compensation, and is intended to provide incentives to increase corporate value and further share value with shareholders.
- Under the concept of profit sharing, the amount of bonuses for Directors are determined by taking into account the amount paid in the past and other various factors, based on the amount of operating profit, which indicates the Company's earnings, and other indicators.
- Medium- to long-term incentive remuneration (share-based remuneration) is a system under which the Company's shares are provided in proportion to the degree to which performance targets (indicator: consolidated ordinary profit margin) are exceeded and the degree to which capital efficiency (indicator: consolidated return on equity) is improved for the period of the medium-term management plan, according to the position. Both indicators are adopted as significant factors that lead to enhancement of corporate and shareholder value. While this system was introduced in 2015, no payment has been made as the set targets have not been achieved.

c. Remuneration determination process

- The Company has established the voluntary Nomination and Compensation Committee, which deliberates and determines on the election of candidates for Directors and Auditors, the remuneration system for Directors, the evaluation of each Director, the amount of bonuses for Directors and so forth.
- Decisions on the amount of bonus for Directors reflect results of evaluations performed by the Nomination and Compensation Committee taking into account the standard amount specified for each position and based on the amount resolved at the Board of Directors meeting and the General Meeting of Shareholders.
- Decisions on the amount of basic remuneration reflect results of the evaluation of Directors performed by the Nomination and Compensation Committee and other factors, based on the standard amount specified for each position.

- (ii) Total amount of remuneration, etc. by officer category, total amount of remuneration, etc. by type of remuneration, etc., and number of eligible officers

Classification	Number of eligible officers (Person)	Amount of remuneration, etc. by type (Thousands of yen)			Amount of remuneration, etc. (Thousands of yen)
		Basic remuneration	Performance-linked remuneration		
			Bonuses	Share-based remuneration	
Director	11	115,599	55,000	33,659	204,258
Auditor	6	45,675	—	—	45,675
Total	17	161,274	55,000	33,659	249,933

- Notes: 1. The amount of remuneration, etc. paid to four External Directors and four External Auditors is ¥78,105 thousand and is included in the aforementioned amount of remuneration, etc.
2. The maximum amount of remuneration for Directors was resolved at the 125th Ordinary General Meeting of Shareholders held on June 21, 2022 to be ¥444,000 thousand (excluding the employee salary portion). The number of eligible Directors was 11, according to the resolution.
3. The maximum amount of remuneration for Auditors was resolved at the 109th Ordinary General Meeting of Shareholders held on June 28, 2006 to be ¥4,500 thousand on a monthly basis. The number of eligible Auditors was four, according to the resolution.
4. The amount of remuneration, etc. includes the amount paid during the term of office of two Auditors who retired at the end of the 127th Ordinary General Meeting of Shareholders held on June 21, 2024.
5. Bonuses for Directors are the amounts resolved at the Board of Directors meeting held on May 26, 2025.

(3) Overview of the content of directors and officers liability insurance policy

(i) Scope of the insured

All Directors, Auditors, Executive Officers, and managerial employees of the Company

(ii) Summary of the insurance policy

This insurance policy covers damages, litigation expenses, etc. to be borne by the insured in the event of claims arising from actions taken (or inaction) in their role as an officer, etc. of the company, listed in (i). However, measures are taken so that the appropriateness of the execution of duties by an officer, etc. is not impaired by excluding the damages, etc. of officers themselves who engaged in bribery or other criminal acts or intentionally committed illegal acts from the scope of coverage. The insurance premiums are all paid by the Company.

(4) External Officers

(i) Significant concurrent positions at other organizations and relationships between the Company and such other organizations

- Director Yoshiki Ueda serves concurrently as Outside Director (Audit and Supervisory Committee Member) of THK CO., LTD. There are no special relationships between the Company and THK CO., LTD.
- Director Yukako Uchinaga serves concurrently as Outside Director of Nippon Telegraph and Telephone Corporation, Representative Director and President of Globalization Research Institute, and Founder and Honorary Chairperson of the NPO J-Win. There are no special relationships between the Company and each company where a concurrent position is held.
- Director Hiroshi Kurihara serves concurrently as Chair of Japan Telework Association, Outside Director of GiG Works Inc., Outside Director of HUMAN LIFE Co., Ltd., and Outside Director of Cyber Security Cloud, Inc., as well as Outside Director (Auditor) of ASTI CORPORATION. There are no special relationships between the Company and each company where a concurrent position is held.
- Auditor Takami Onodera serves currently as Outside Director (Audit and Supervisory Committee Member) of The Takigami Steel Construction Co., Ltd. There are no special relationships between the Company and The Takigami Steel Construction Co., Ltd.
- Auditor Ken Ito concurrently serves as Visiting Professor of Industry-Academia-Government Collaboration at Japan Advanced Institute of Science and Technology and Director and Advisor of the

Aspen Institute Japan. There are no special relationships between the Company and each company where a concurrent position is held.

(ii) Major activities during the fiscal year

a) Attendance at Board of Directors meetings and Board of Auditors meetings

Classification	Name	Attendance at Board of Directors meetings	Attendance at Board of Auditors meetings
Director	Yoshiki Ueda	16/16	—
Director	Yasuhito Yamauchi	16/16	—
Director	Yukako Uchinaga	16/16	—
Director	Hiroshi Kurihara	11/11	—
Auditor	Takami Onodera	16/16	16/16
Auditor	Ken Ito	11/11	10/11
Auditor	Ichiro Kanomata	11/11	11/11

b) Statements at the meeting and summary of duties performed pertaining to the role expected as External Director

- Director Yoshiki Ueda provides advice and recommendations to ensure the adequacy and appropriateness of the decisions made by the Board of Directors with his extensive practical experience and knowledge as a senior executive of a general trading company and a manager of a specialized trading company.
- Director Yasuhito Yamauchi provides advice and recommendations to ensure the adequacy and appropriateness of the decisions made by the Board of Directors with his extensive business experience and knowledge of manufacturing as a manager of automobile manufacturers and automobile parts manufacturers.
- Director Yukako Uchinaga provides advice and recommendations to ensure the adequacy and appropriateness of the decisions made by the Board of Directors with her extensive practical experience in the management of business involving telecommunications, education, and manufacturing, in addition to her extensive knowledge in the information technology field and deep understanding of diversity.
- Director Hiroshi Kurihara provides advice and recommendations to ensure the adequacy and appropriateness of the decisions made by the Board of Directors with his extensive experience running an international organization as the manager of a precision equipment manufacturer.
- Auditor Takami Onodera makes statements from an objective perspective to ensure the appropriateness of the decisions made by the Board of Directors with his extensive practical experience in the management of listed companies in addition to his broad knowledge gained in financial-related operations. In addition, he makes statements at the Board of Auditors meetings as deemed necessary.
- Auditor Ken Ito makes statements from an objective perspective to ensure the appropriateness of the decisions made by the Board of Directors with his extensive experience and deep insight in the field of information systems. In addition, he makes statements at the Board of Auditors meetings as deemed necessary.
- Auditor Ichiro Kanomata makes statements from an objective perspective to ensure the appropriateness of the decisions made by the Board of Directors with his extensive expertise in finance and accounting cultivated at a manufacturer of general electrical equipment. In addition, he makes statements at the Board of Auditors meetings as deemed necessary.

(iii) Summary of details of limited liability agreement

The Company has entered into a limited liability agreement pursuant to Article 427, paragraph 1 of the Companies Act with each External Director and External Auditor. Under the terms of the limited liability agreement, their liability will be limited to a minimum amount stipulated by applicable laws and regulations.

4. Accounting Auditor

(1) Name of the Accounting Auditor

Deloitte Touche Tohmatsu LLC

(2) Amount of remuneration for the Accounting Auditor for the fiscal year

- | | | |
|------|--|------------------|
| (i) | Amount of remuneration for the Accounting Auditor for the fiscal year | ¥88,000 thousand |
| (ii) | Total amount of money and other economic benefits to be paid by the Company and its subsidiaries to the Accounting Auditor | ¥93,400 thousand |

Notes: 1. In the audit contract between the Company and its Accounting Auditor, amount of remuneration paid for audits by an Accounting Auditor under the Companies Act and amount of remuneration paid for audits by an Accounting Auditor under the Financial Instruments and Exchange Act are not clearly distinguished or practically separable. Therefore, the total amount of these payments is shown in (i) Amount of remuneration listed above.

2. The Board of Auditors verified and reviewed the validity of the results of audit, the contents of audit plan, the performance status of duties of the Accounting Auditor, the basis for the calculation of the estimated amount of remuneration, and other factors in the previous fiscal year using the “Practical Guidelines for Cooperation with Accounting Auditors” released by the Japan Audit & Supervisory Board Members Association as a guide. As a result, the Board of Auditors has provided its consent regarding the amount of remuneration for the Accounting Auditor, pursuant to Article 399, paragraph 1 of the Companies Act.

(3) Policy on decisions of dismissal or non-reappointment of Accounting Auditor

In the event that an Accounting Auditor is found to fall under any of the items of Article 340, paragraph 1 of the Companies Act, the Board of Auditors shall dismiss the Accounting Auditor with the unanimous consent of the Auditors. In this case, the Auditor selected by the Board of Auditors shall report such dismissal and the reason for such dismissal to the first General Meeting of Shareholders convened after the dismissal.

In addition to the above, the Board of Auditors shall propose not to reappoint the Accounting Auditor to the General Meeting of Shareholders in the event that the Accounting Auditor is deemed to be unable to carry out its duties appropriately due to the occurrence of an event that impairs its qualifications or independence.

5. Corporate structure and policies

Policy on decisions on dividends and other appropriation of surplus

The Company strives to increase corporate value by addressing social issues, and prioritizes strategic investments necessary for sustainable growth, including research and development, capital investment, and mergers and acquisitions. In addition, our basic financial strategy is to continue to provide a stable return of profits to shareholders. Cash flow generated by our business activities will be used for active investment in growth areas, as well as for shareholder returns, etc.

With the recognition that distribution of profit to shareholders is one of our important management issues, continuation of stable profit distribution is the basis of our financial strategy, together with strategic investments. We will strive to maintain stable and continuous dividend payments at a certain level and expand them by comprehensively taking into account our financial position and profit level, while considering strengthening our financial structure and management base from a medium- to long-term perspective.

With regard to the appropriation of surplus for the fiscal year under review, a year-end dividend will be ¥22 per share (date of commencement of payment: June 10, 2025) as resolved at the Board of Directors meeting held on May 26, 2025. As a result, the amount of annual dividend, including the interim dividend of ¥22 per share (date of commencement of payment: December 9, 2024), will be ¥44 per share (dividend ratio of 84.0%), unchanged from the previous fiscal year.

Consolidated Balance Sheet

(As of March 31, 2025)

(Millions of yen with fractional amounts discarded)

Account	Amount	Account	Amount
Assets		Liabilities	
Current assets	119,723	Current liabilities	54,145
Cash and deposits	40,533	Notes and accounts payable - trade	15,332
Notes receivable - trade	12,158	Short-term borrowings	10,287
Accounts receivable - trade	22,415	Lease liabilities	466
Contract assets	9,973	Income taxes payable	902
Securities	1,200	Provision for bonuses	2,460
Finished goods	9,346	Provision for bonuses for directors (and other officers)	270
Work in process	7,745	Provision for product warranties	261
Raw materials and supplies	9,366	Provision for loss on orders received	336
Other	7,525	Contract liabilities	13,519
Allowance for doubtful accounts	(541)	Other	10,306
Non-current assets	117,040	Non-current liabilities	55,493
Property, plant and equipment	52,238	Long-term borrowings	38,841
Buildings and structures	18,370	Lease liabilities	1,577
Machinery, equipment and vehicles	18,544	Deferred tax liabilities	12,185
Land	9,542	Provision for retirement benefits for directors (and other officers)	265
Leased assets	2,082	Retirement benefit liability	1,902
Construction in progress	2,395	Asset retirement obligations	38
Other	1,303	Long-term income taxes payable	78
Intangible assets	24,201	Other	604
Goodwill	12,349	Total liabilities	109,638
Leased assets	16	Net assets	
Other	11,835	Shareholders' equity	99,763
Investments and other assets	40,600	Share capital	5,752
Investment securities	32,985	Capital surplus	6,192
Deferred tax assets	507	Retained earnings	89,808
Retirement benefit asset	4,809	Treasury shares	(1,990)
Other	2,975	Accumulated other comprehensive income	19,856
Allowance for doubtful accounts	(677)	Valuation difference on available-for-sale securities	11,364
		Deferred gains or losses on hedges	0
		Foreign currency translation adjustment	7,129
		Remeasurements of defined benefit plans	1,361
		Non-controlling interests	7,506
		Total net assets	127,125
Total assets	236,764	Total liabilities and net assets	236,764

Consolidated Statement of Income

(From April 1, 2024 to March 31, 2025)

(Millions of yen with fractional amounts discarded)

Account	Amount	
Net sales		150,224
Cost of sales		107,510
Gross profit		42,714
Selling, general and administrative expenses		39,709
Operating profit		3,004
Non-operating income		
Interest income	560	
Dividend income	606	
Share of profit of entities accounted for using equity method	377	
Foreign exchange gains	117	
Other	591	2,252
Non-operating expenses		
Interest expenses	970	
Commission expenses	693	
Donations	23	
Other	343	2,030
Ordinary profit		3,226
Extraordinary income		
Gain on sale of non-current assets	400	
Gain on sale of investment securities	660	
Gain on sale of shares of subsidiaries and associates	777	
Gain on liquidation of subsidiaries and associates	279	
Other	1	2,120
Extraordinary losses		
Loss on sale of non-current assets	156	
Loss on disposal of non-current assets	22	
Impairment losses	70	
Loss on sale of investment securities	0	
Loss on valuation of investment securities	199	449
Profit before income taxes		4,897
Income taxes - current	2,224	
Income taxes - deferred	(701)	1,522
Profit		3,374
Profit attributable to non-controlling interests		617
Profit attributable to owners of parent		2,757

Consolidated Statement of Changes in Equity

(From April 1, 2024 to March 31, 2025)

(Millions of yen with fractional amounts discarded)

	Shareholders' equity				
	Share capital	Capital surplus	Retained earnings	Treasury shares	Total shareholders' equity
Balance at beginning of period	5,752	6,319	90,870	(2,044)	100,897
Changes during period					
Dividends of surplus			(2,419)		(2,419)
Profit attributable to owners of parent			2,757		2,757
Change in ownership interest of parent due to transactions with non-controlling interests		(139)			(139)
Change in scope of equity method			(1,399)		(1,399)
Purchase of treasury shares				(0)	(0)
Disposal of treasury shares		12		54	67
Net changes in items other than shareholders' equity					
Total changes during period	—	(126)	(1,061)	54	(1,134)
Balance at end of period	5,752	6,192	89,808	(1,990)	99,763

	Accumulated other comprehensive income					Non-controlling interests	Total net assets
	Valuation difference on available-for-sale securities	Deferred gains or losses on hedges	Foreign currency translation adjustment	Remeasurements of defined benefit plans	Total accumulated other comprehensive income		
Balance at beginning of period	12,445	—	5,321	1,904	19,671	6,571	127,140
Changes during period							
Dividends of surplus							(2,419)
Profit attributable to owners of parent							2,757
Change in ownership interest of parent due to transactions with non-controlling interests							(139)
Change in scope of equity method							(1,399)
Purchase of treasury shares							(0)
Disposal of treasury shares							67
Net changes in items other than shareholders' equity	(1,080)	0	1,807	(542)	184	934	1,118
Total changes during period	(1,080)	0	1,807	(542)	184	934	(15)
Balance at end of period	11,364	0	7,129	1,361	19,856	7,506	127,125

Non-consolidated Balance Sheet

(As of March 31, 2025)

(Millions of yen with fractional amounts discarded)

Account	Amount	Account	Amount
Assets		Liabilities	
Current assets	46,688	Current liabilities	23,271
Cash and deposits	10,644	Notes payable - trade	121
Notes receivable - trade	1,552	Electronically recorded obligations - operating	3,391
Electronically recorded monetary claims - operating	6,990	Accounts payable - trade	3,610
Accounts receivable - trade	9,687	Short-term borrowings	4,728
Contract assets	5,231	Lease liabilities	19
Securities	1,200	Accounts payable - other	449
Finished goods	1,905	Accrued expenses	1,622
Work in process	2,035	Contract liabilities	5,131
Raw materials and supplies	1,966	Provision for bonuses	1,509
Other	5,598	Provision for product warranties	151
Allowance for doubtful accounts	(125)	Provision for loss on orders received	112
		Provision for loss on guarantees	1,517
		Provision for bonuses for directors (and other officers)	55
		Other	852
		Non-current liabilities	30,091
Non-current assets	90,642	Long-term borrowings	24,900
Property, plant and equipment	16,229	Lease liabilities	15
Buildings	7,814	Deferred tax liabilities	4,699
Structures	716	Asset retirement obligations	38
Machinery and equipment	3,015	Long-term income taxes payable	78
Vehicles	6	Other	360
Tools, furniture and fixtures	417	Total liabilities	53,363
Land	3,896	Net assets	
Leased assets	30	Shareholders' equity	72,921
Construction in progress	333	Share capital	5,752
Intangible assets	355	Capital surplus	6,216
Software	304	Legal capital surplus	6,195
Other	50	Other capital surplus	21
		Retained earnings	62,943
Investments and other assets	74,056	Legal retained earnings	1,438
Investment securities	27,676	Other retained earnings	61,505
Shares of subsidiaries and associates	43,017	Reserve for tax purpose reduction entry of non-current assets	208
Long-term loans receivable	844	Reserve for cancellation of shares	1,600
Prepaid pension costs	2,054	General reserve	36,500
Other	1,125	Retained earnings brought forward	23,196
Allowance for doubtful accounts	(662)	Treasury shares	(1,990)
		Valuation and translation adjustments	11,045
		Valuation difference on available-for-sale securities	11,044
		Deferred gains or losses on hedges	0
		Total net assets	83,967
Total assets	137,330	Total liabilities and net assets	137,330

Non-consolidated Statement of Income

(From April 1, 2024 to March 31, 2025)

(Millions of yen with fractional amounts discarded)

Account	Amount	
Net sales		61,066
Cost of sales		42,774
Gross profit		18,291
Selling, general and administrative expenses		15,478
Operating profit		2,813
Non-operating income		
Interest income	245	
Dividend income	1,338	
Rental income	116	
Other	276	
		1,976
Non-operating expenses		
Interest expenses	395	
Rental costs	53	
Provision for loss on guarantees	384	
Commission expenses	521	
Donations	23	
Other	116	
		1,494
Ordinary profit		3,295
Extraordinary income		
Gain on sale of non-current assets	3	
Gain on sale of investment securities	660	
Gain on sale of shares of subsidiaries and associates	46	
Gain on liquidation of subsidiaries and associates	288	
Gain on extinguishment of tie-in shares	48	
Other	1	
		1,047
Extraordinary losses		
Loss on sale of non-current assets	22	
Loss on valuation of investment securities	199	
Other	5	
		228
Profit before income taxes		4,114
Income taxes - current	420	
Income taxes - deferred	484	
		904
Profit		3,209

Non-consolidated Statement of Changes in Equity

(From April 1, 2024 to March 31, 2025)

(Millions of yen with fractional amounts discarded)

	Shareholders' equity									
	Share capital	Capital surplus			Legal retained earnings	Retained earnings				Total retained earnings
		Legal capital surplus	Other capital surplus	Total capital surplus		Other retained earnings			Retained earnings brought forward	
						Reserve for tax purpose reduction entry of non-current assets	Reserve for cancellation of shares	General reserve		
Balance at beginning of period	5,752	6,195	8	6,203	1,438	215	1,600	36,500	22,399	62,153
Changes during period										
Reversal of reserve for tax purpose reduction entry of non-current assets						(3)			3	—
Adjustment to reserve for tax purpose reduction entry of non-current assets						(2)			2	—
Dividends of surplus									(2,419)	(2,419)
Profit									3,209	3,209
Purchase of treasury shares										
Disposal of treasury shares			12	12						
Net changes in items other than shareholders' equity										
Total changes during period	—	—	12	12	—	(6)	—	—	797	790
Balance at end of period	5,752	6,195	21	6,216	1,438	208	1,600	36,500	23,196	62,943

	Shareholders' equity		Valuation and translation adjustments			Total net assets
	Treasury shares	Total shareholders' equity	Valuation difference on available-for-sale securities	Deferred gains or losses on hedges	Total valuation and translation adjustments	
Balance at beginning of period	(2,044)	72,064	12,115	—	12,115	84,180
Changes during period						
Reversal of reserve for tax purpose reduction entry of non-current assets		—				—
Adjustment to reserve for tax purpose reduction entry of non-current assets		—				—
Dividends of surplus		(2,419)				(2,419)
Profit		3,209				3,209
Purchase of treasury shares	(0)	(0)				(0)
Disposal of treasury shares	54	67				67
Net changes in items other than shareholders' equity			(1,070)	0	(1,070)	(1,070)
Total changes during period	54	857	(1,070)	0	(1,070)	(213)
Balance at end of period	(1,990)	72,921	11,044	0	11,045	83,967