

Investor's Guide

Sanyo Trading Co., Ltd. (Stock exchange code: 3176)

March, 2026

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Investment Highlights

Independent Specialty Trading × Niche-Top Strategy × Asset-Light High-ROE Management × Clear Growth Roadmap

01

Niche-Top High-Profitability Model

*1 : METI "Enterprise Activity Basic Survey

17.0%

Gross profit margin
Industry ave: 12.8%*1

4.8%

Operating profit margin
FY9/2025
(ROE9.3% : Achieved through asset-light, high capital efficiency)

62.9%

Equity ratio
Solid financial foundation

By building 1-product, 1-supplier partnerships spanning 30-40 years, we achieve high barriers to entry in niche products and profit margins significantly above the industry average.

02

Consistent Growth Since Listing

2.8x

Net sales growth
13 years since listing

2.9x

Operating profit growth
13 years since listing

¥132.7 billion

5 consecutive years of record-high net sales

Since our IPO in 2012, net sales have reached record highs for five consecutive years, driven by both M&A and organic growth. Our asset-light business model enables us to achieve both top-line growth and high capital efficiency simultaneously.

03

Clear Growth Strategy

¥9.0 billion

Operating profit target
FY9/2028

Approx.30

Latent core business
New cases in progress

¥20-30 billion

Growth investment
5-year cumulative total

Under SV2028, we pursue a "dual-sword strategy" of existing businesses × new businesses. We aim to achieve ¥9.0 billion in operating profit through a three-pronged approach: monetizing latent core businesses, driving M&A, and expanding venture investments.

04

Shareholder Returns & PBR Improvement

*2 : During SANYO VISION 2028

¥58

Annual dividend (forecast)
Dividend payout ratio 30%+
Maintaining progressive dividend policy*2

9.3%

ROE
FY9/2025

0.91x

PBR → Targeting above 1x

We will continue progressive dividends with a payout ratio of 30% or more. We aim to establish PBR above 1x by addressing both capital efficiency (ROE 10-12%) and market valuation (IR enhancement).

01

What is Sanyo Trading?

Introduction

Deliver tangible solutions to social issues to make the world a better place for everyone

Corporate Brand

At Sanyo Trading, we don't just sell merchandise. We only do business in which we can add value and make a difference. Instead of being a box mover, providing materials, products, and solutions most relevant to your enterprise needs is our commitment. Trust is what it takes to succeed in business. That's why we listen to you and deliver the best solutions for the success of your business flexibly and timely—and in the belief that, by doing so, we're bringing a brighter future to people around the world.

Corporate Philosophy



With an open and inclusive spirit, act with integrity, be a challenger, demonstrate agility, pursue innovation, and embrace altruism to realize sustainable value creation.

History of Sanyo Trading

Since our founding in 1947, we have firmly expanded our business territory, with 4 Japanese and 15 overseas offices. Now, over a decade has passed since we first listed on the stock exchange, in 2012. Today, Sanyo Trading is growing rapidly, thanks to an open and inclusive organizational culture based on our founder's precept.



Eiichi Tamaki, Founding President

- People** "A trading company is defined by its people, and education is our lifeblood."
- Trust** "Trust is what it takes to succeed in business."
- Reputation** "Don't do anything that lowers our reputation."

2012

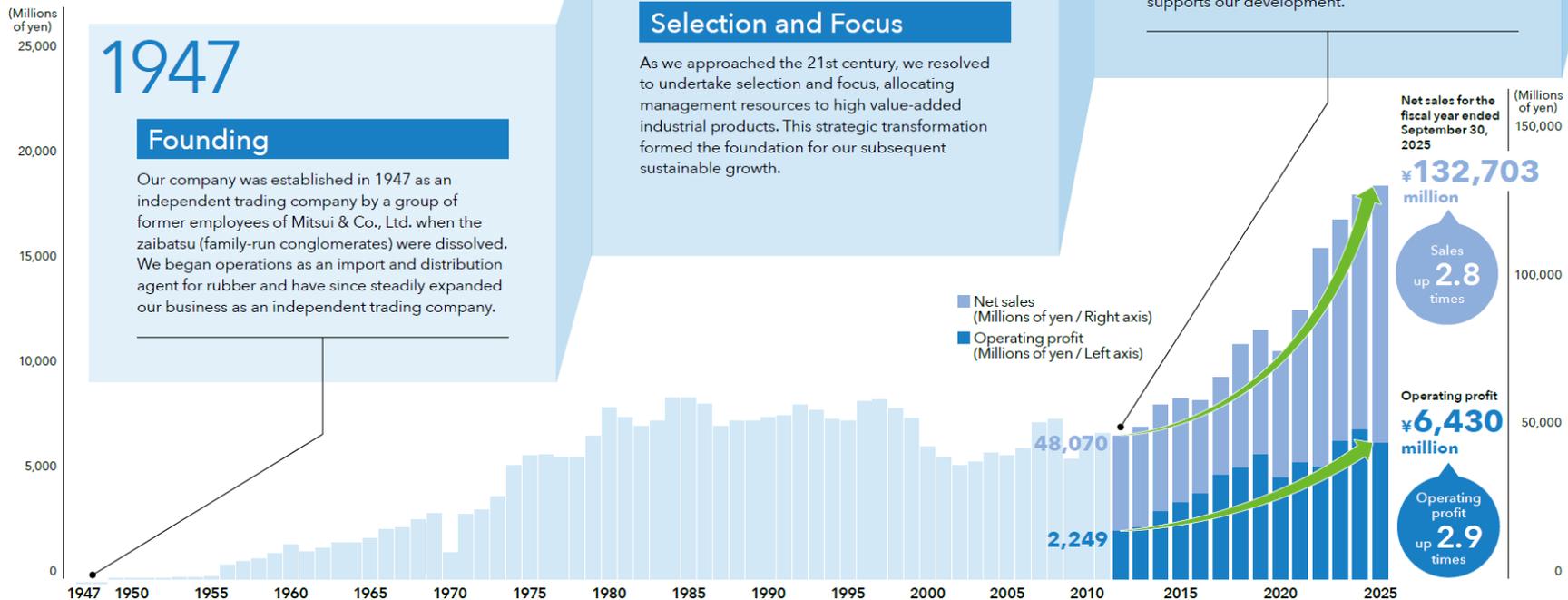
Stock Exchange Listing

In 2012, we were listed on the Tokyo Stock Exchange. Since then, our proactive approach to M&A and overseas expansion has also proved successful, enabling the Company to achieve significant growth. Our open and inclusive organizational culture, consistently passed down since our founding, serves as the backbone that supports our development.

Around 2000

Selection and Focus

As we approached the 21st century, we resolved to undertake selection and focus, allocating management resources to high value-added industrial products. This strategic transformation formed the foundation for our subsequent sustainable growth.



02

Sanyo Trading's Uniqueness

Sanyo Trading's Uniqueness

- Sanyo Trading maintains business relationships spanning multiple decades. This is a testament to what makes Sanyo Trading truly one-of-a-kind, and our distinctive partnership model is the key.



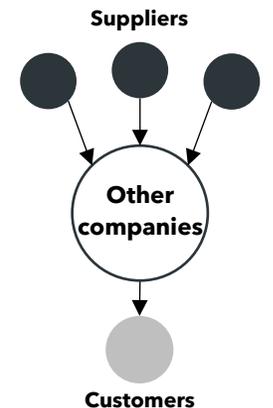
Sanyo Trading

We emphasize building long-term strategic partnerships based on the principle of one product, one supplier. On the other hand, we are not tied to any particular affiliate in terms of sales partners, and are able to do business with any and all customers, a distinct strength of an independent trading company.



Other Companies

For affiliated trading companies, dual and triple sourcing, in which suppliers are determined on a case-by-case basis by comparing pricing conditions, is common. However, this limits transaction scopes due to affiliation restrictions on who products can be sold to.



Value Creation Model

External Environment (Megatrends)

① Climate change

② Technological innovation

③ Low birthrate and aging population

④ Globalization

Input

People—as self-motivated human resources—drive our corporate growth

Human Capital

- Number of consolidated employees: **747**
- Percentage of science-graduate sales staff: **54%** (non-consolidated)
- Percentage of female employees: **35%** (non-consolidated)

Knowing that trust is what it takes to succeed, we build strong relationships with customers and suppliers

Social and Relational Capital

- Long-term partnerships based on the idea of “one product, one supplier”
- Worldwide network
- Japan: 4 locations / Overseas: 15 locations in 10 countries

We maximize corporate value through a solid financial foundation and investments in growth

Financial Capital

- Shareholders' equity*1: ¥51,230 million
- Shareholders' equity ratio*2: 62.9%
- Interest-bearing debt*3: ¥3,060 million
- D/E ratio*4: 0.06x

We pursue the best solutions of the day using our expertise and technical capabilities

Intellectual Capital

- Expertise and know-how
- In-house system development
- Launched React ERP system in October 2024

We co-create the future of our planet with environmentally friendly products

Natural Capital

- Contributing to the transition to a carbon-free society
- Reduction of GHG emissions

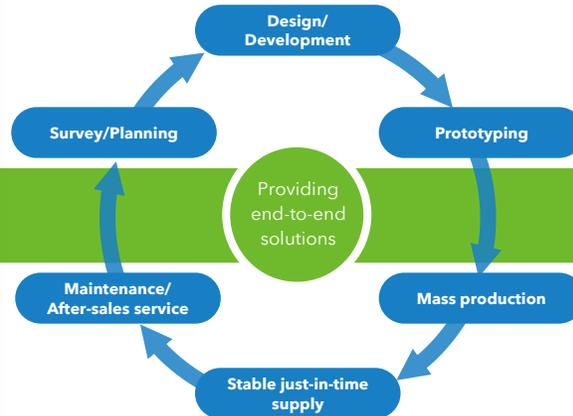
※As of the end of September 2025

Business Activities

Long-term Management Plan
SANYO VISION 2028

Deliver tangible solutions to social issues
to make the world a better place for

Providing Total Solutions

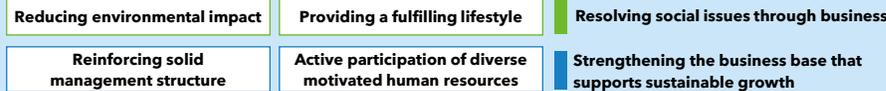


Eight Business Units and Departments

- Rubber Business Unit
- Chemical Business Unit
- Mobility No. 1 Business Unit
- Mobility No. 2 Business Unit
- Green Technology Business Unit
- Energy Solution Business Department
- Life Science Business Unit
- Bio Frontier Business Department

Customers

Materiality



Output

Four Focus Markets

Fine Chemicals

Contributing to the development of industry and greater environmental friendliness with functional raw materials

Industrial Products

Driving the evolution of the mobility industry with goods and solutions

Sustainability

Co-creating a sustainable society with renewable energy

Life Science

Helping to improve quality of life through food and medicine

- Construction
- Bridges and other structures
- Automobiles
- Smartphones
- Daily necessities, cosmetics
- Food products
- Power Generation
- Biotechnology

Outcome

※As of the fiscal year ended September 30, 2025

Financial Value

- Operating profit (operating profit ratio): ¥6,430 million (4.8%)
- Profit attributable to owners of the parent: ¥4,615 million
- Operating cash flow: ¥7,163 million
- ROE: 9.3%
- ROIC*5: 8.2%
- Total dividends (payout ratio): ¥1,642 million (35.6%)

Non-Financial Value

- Greenhouse gas (GHG) emissions; 5,299 (t-CO2) GHG emissions targets
- Scope 1 & 2: Net-zero GHG emissions by 2050
- Halve GHG net emissions by 2030 (compared with September 2022)
- Scope 3: Began calculation for some categories. We will expand the scope of calculation going forward.
- Environmentally friendly products: 34 products



*5 Operating profit after tax / Invested capital at the end of the period (= Interest-bearing debt + Shareholders' equity)

03

Segment Information

Segment Composition

Fine Chemicals

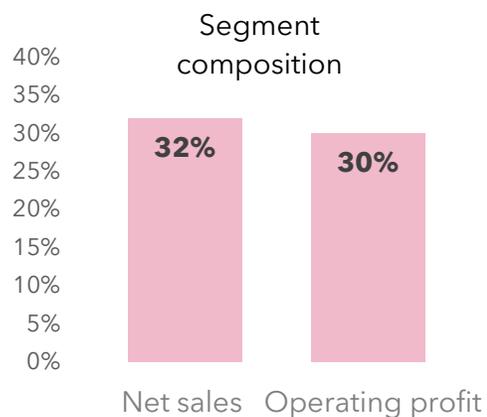
Fields: Synthetic rubber, paints, inks and coating agents



Rubber merchandise



Chemical merchandise



Industrial Products

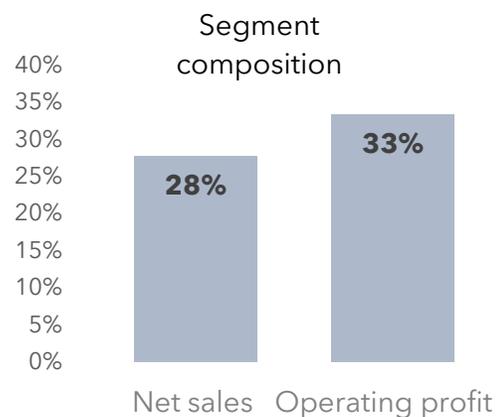
Fields: All moving vehicles



Automotive interior parts



Benchmarking services provided by scanning



Sustainability

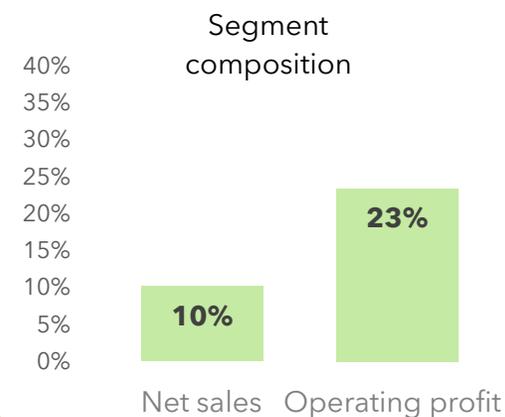
Fields: Renewable energy (biomass, geothermal energy and marine resources) and livestock feed



Wood biomass



Marine surveys for offshore wind power generation



Life Science

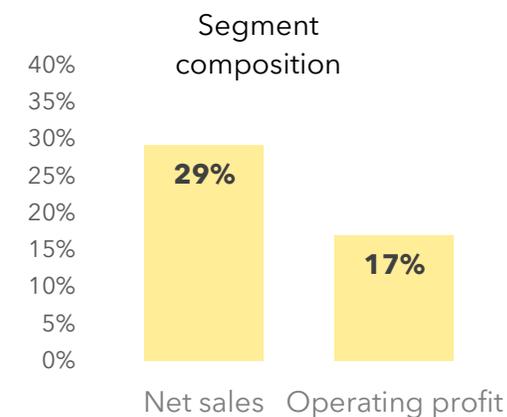
Fields: Food additives, cosmetics, home medical care, scientific instruments and biotechnologies



Electronic materials



Evaluation system



Note: Segment net sales and operating profit ratios are calculated using pre-consolidation adjustment figures. As the "Other" category is not included, the sums may not total 100%.

Overview of Each Segment: Fine Chemicals

Rubber merchandise

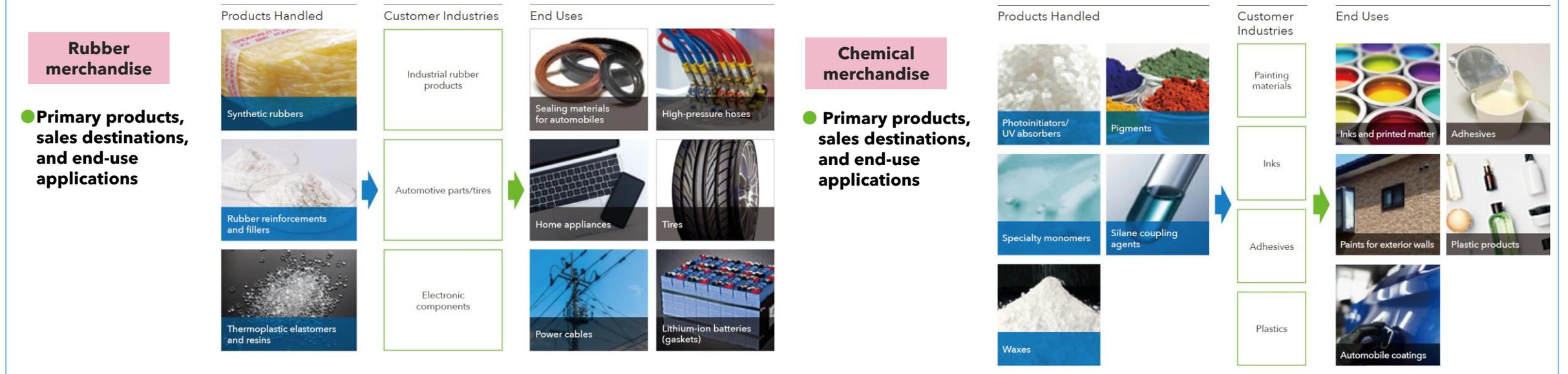
Chemical merchandise

(Million yen)	Fiscal year ended September 30, 2024	Fiscal year ended September 30, 2025	Year on year
Net sales	42,784	42,384	-0.9%
Operating profit (Operating profit ratio)	2,714 (6.3%)	2,413 (5.7%)	-11.1%

Segment Highlights

- Broad product portfolio in rubber and chemical materials
- Consistent products and services across regions through coordination between Japan and overseas offices
- Specialized expertise in handling high-value-added products
- Stable supply capabilities backed by a solid financial base

[Major products we deal in]



Overview of Each Segment : Industrial Products

(Million yen)	Fiscal year ended September 30, 2024	Fiscal year ended September 30, 2025	Year on year
Net sales	36,914	36,812	-0.3%
Operating profit (Operating profit ratio)	3,379 (9.2%)	2,682 (7.3%)	-20.6%

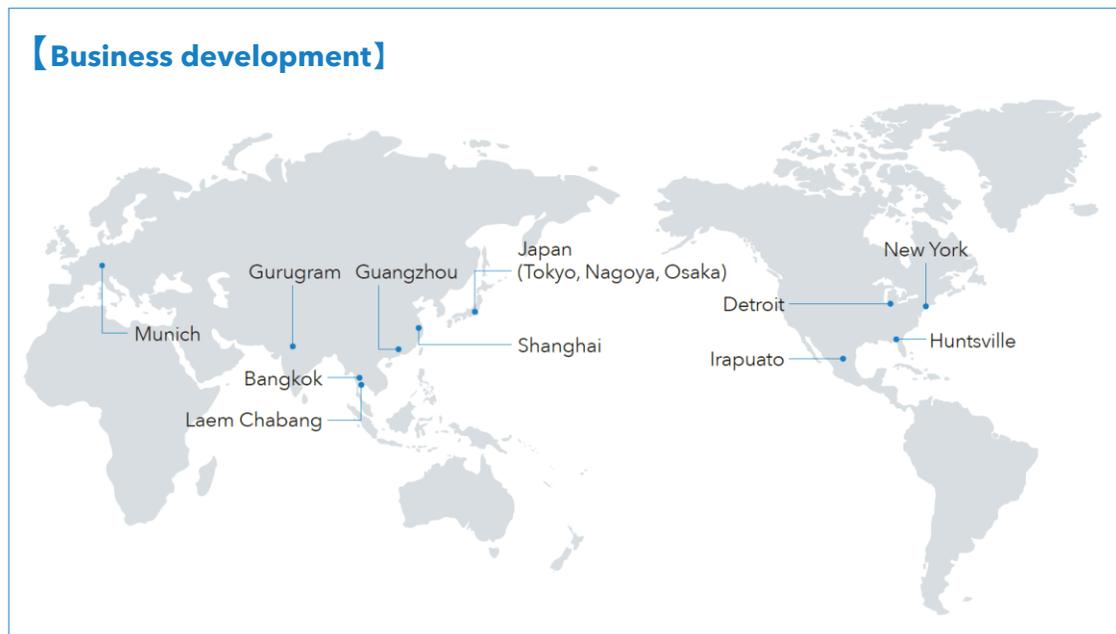
Segment Highlights

- End-to-end service from sales, R&D design, and quality assurance to just-in-time delivery
- Established business relationships with all Japanese automakers
- Deep expertise built through years of automotive interior components business
- Stable supply capabilities backed by a solid financial base

【Major products we deal in】



【Business development】



Overview of Each Segment : Sustainability

Green Technology
Business Unit

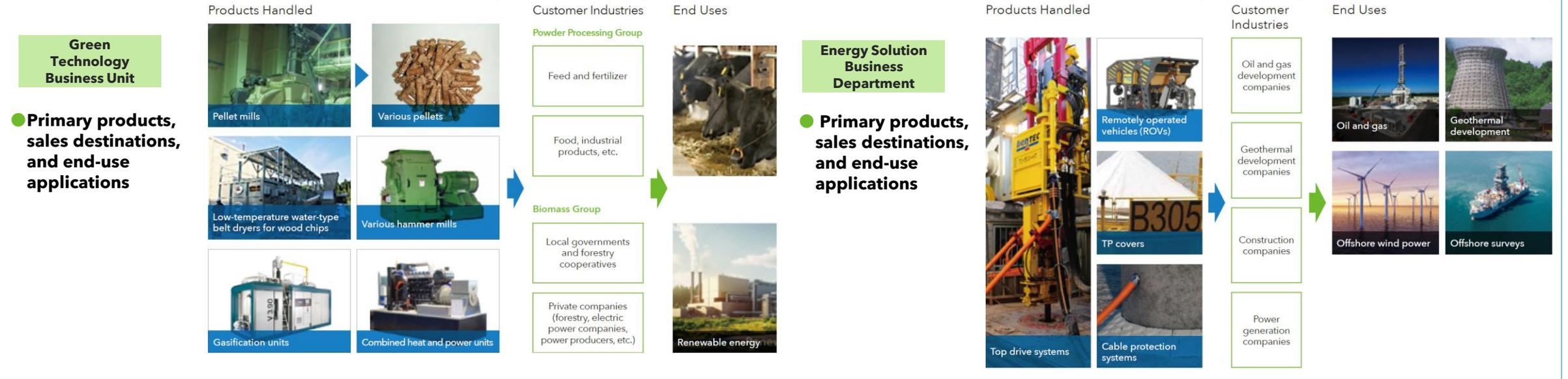
Energy Solution
Business Department

(Million yen)	Fiscal year ended September 30, 2024	Fiscal year ended September 30, 2025	Year on year
Net sales	9,763	13,518	+38.4%
Operating profit (Operating profit ratio)	1,205 (12.3%)	1,886 (14.0%)	+56.5%

Segment Highlights

- Integrated total solutions from plant design/construction to after-sales service
- Dominant market share in domestic feed pellet mills
- Burkhardt (Germany) woody biomass power generation units: 40+ installations in Japan
- Deep-sea resource development: equipment supply track record for national government projects

【Major products we deal in】



Overview of Each Segment : Life Science

Life Science
Business Unit

Bio Frontier Business
Department

(Million yen)	Fiscal year ended September 30, 2024	Fiscal year ended September 30, 2025	Year on year
Net sales	38,311	38,670	+0.9%
Operating profit (Operating profit ratio)	1,732 (4.5%)	1,362 (3.5%)	-21.4%

Segment Highlights

- Business development through coordination across global offices
- Specialized expertise in materials and equipment supporting advanced technologies
- Stable supply capabilities backed by a solid financial base
- Immune bioinformatics and structural/data analysis

【Major products we deal in】



04

Growth Strategy : SANYO VISION 2028

SANYO VISION 2028 : Progress Toward Financial Targets

In the second year of SV2028, we maintained financial soundness with ROE of 9.3%, operating cash flow of ¥7.1 billion (positive), and an equity ratio of 62.9%. While the operating profit margin declined 0.7% year-on-year due to upfront costs for DX and growth investments, we aim to accelerate our dual-track strategy from the third year – the midpoint of the plan – and achieve a sustained PBR above 1.0x.

	Target (Fiscal year ending September 30, 2028)	Result (Fiscal year ended September 30, 2025)	Evaluation
ROE	10-12%	9.3%	In progress
Operating profit	¥9.0 billion	¥6.4 billion	In progress
Operating profit ratio	5.1%	4.8%	In progress
Operating cash flow	Cash surplus	¥7.1 billion (cash surplus)	Achieved
Shareholders' equity ratio	50% or more	62.9%	Achieved
P/B ratio	More than 1x	0.91x	In progress

● Priority measures under SANYO VISION 2028

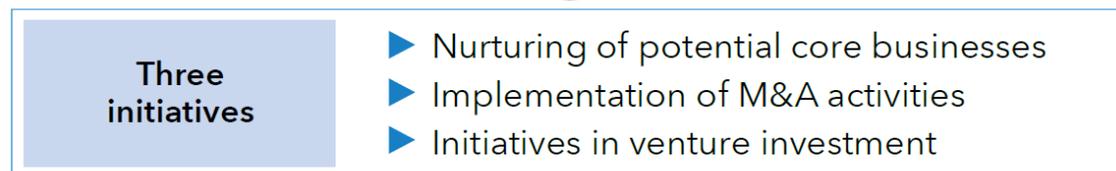
Strengthening the earnings base	
	Targets
1 Growth of Existing Businesses	Realization of growth through hybrid approach combining product orientation and market orientation
2 Developing New Businesses	Investment in new businesses and nurturing of potential core businesses
3 Strengthening Consolidated Management Structure	Further development of global business division system and expansion of overseas sites
4 Advancing Investment Projects	Rapid, flexible advancement of bolt-on investment in new businesses based on basic policies

Corporate management	
	Targets
A Corporate Culture	Elevation of positive corporate culture into an inimitable competitive advantage to pass on to next generation
B Human Capital	Putting into practice measures embodying the idea that Sanyo is a people company
C Sustainability	Provision of value to stakeholders through improvement of ESG management and disclosure
D Use of IT	Promotion of "offensive" and "defensive" DX by moving system development in-house

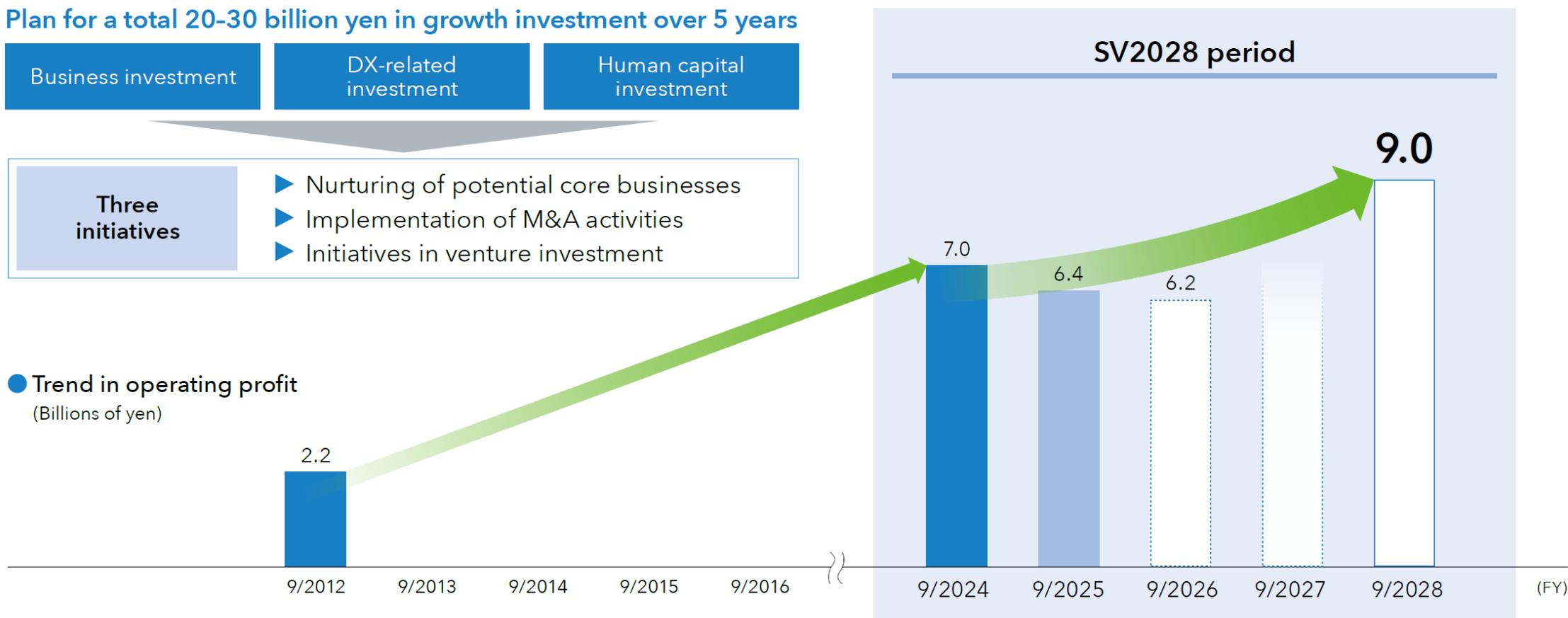
SANYO VISION 2028 Progress Toward Financial Targets

- We aim to achieve an operating profit of 9 billion yen in the fiscal year ending September 30, 2028 through organic growth of existing businesses, generating results from potential core businesses, promoting M&As, and venture investments.

Plan for a total 20-30 billion yen in growth investment over 5 years



● Trend in operating profit
(Billions of yen)



Potential core businesses by segment

- Pioneering new business projects and organic growth of existing business are essential for the realization of sustained growth. Company-wide, we are working to discover and investigate potential core businesses with hidden potential to become future pillars of the business. We are also strategically investing resources to monetize new businesses, while monitoring our progress through a PDCA cycle. In addition, we are driving business rejuvenation each year, including the replacement of projects.**

Potential core businesses by segment

<p>Fine Chemicals</p> <ul style="list-style-type: none"> Naturally derived raw materials Next-generation substitute functional materials Electrical materials and chemicals 	<p>Industrial Products</p> <ul style="list-style-type: none"> EV maintenance equipment High-frequency coaxial cable Environmentally friendly fiber materials 
<p>Sustainability</p> <ul style="list-style-type: none"> Offshore wind power-related equipment New materials and films Carbon-neutral related 	<p>Life Science</p> <ul style="list-style-type: none"> Cosmetic-related Agricultural-related Protein-analysis/Bioinformatics

Bold: Priority businesses

Process towards monetizing potential core businesses



[Growth Strategy in Each Segment] Fine Chemicals

- This is our founding business. We aim to achieve continued growth by leveraging our functions as a trading company with high-level expertise.

Our strengths

- We deal in a wide variety of products in the fields of rubber and chemical products
- Our bases in Japan and other countries coordinate to provide products and services with no regional differences
- **The expertise and technological capabilities we use in the handling of high value-added products**
- Ability to ensure supply stability by leveraging our financial foundation

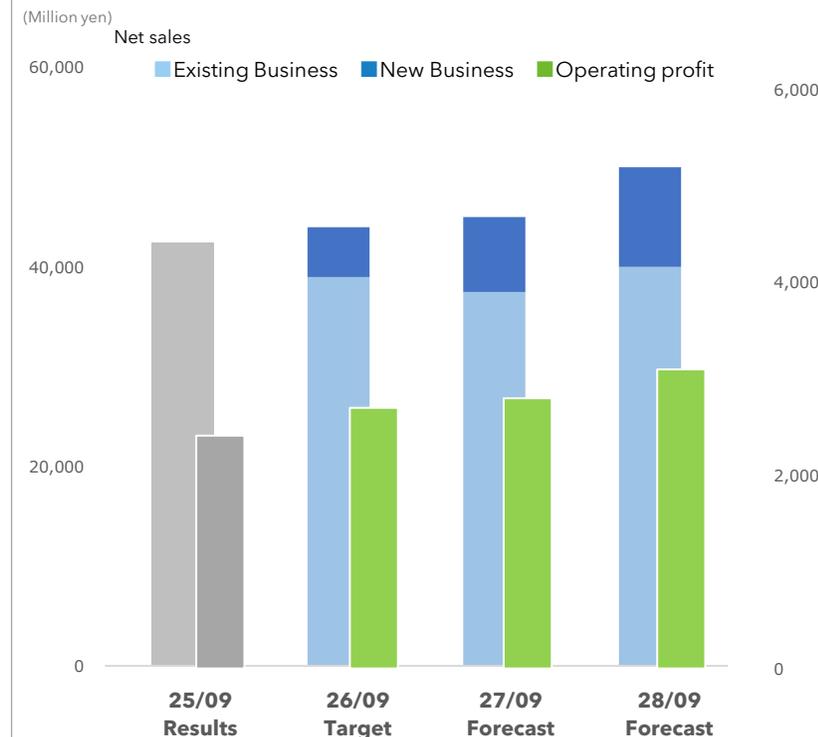


Business environment

- While the domestic market is maturing, excluding the demand for products with next-generation applications and functional products, overseas markets continue to expand
- **Among overseas suppliers, moves to reduce investment in the Japanese market and seek high-level expertise and technological capabilities from trading companies have been in progress**
- Creating new markets through shift to EVs (such as batteries)
- Accelerating switch to environmentally friendly products

Results forecasts

Results and outlook of sales (existing and new) and operating profit
[Period: FYE September 2025 to FYE September 2028]



Basic strategies

- **Deepening relationships with overseas suppliers**
- **Strengthening overseas expansion (Japanese manufacturers and overseas local companies)**
- **Newly expanding sales of high value-added/environmentally friendly products**
- **Strengthening overseas business through M&A**
- **DX to streamline small-scale businesses**

Factors that are keys to the achievement of the plan

- **Consolidation of distributors by overseas suppliers --> Acquisition of commercial rights**
- **Reorganization of domestic synthetic rubber manufacturers --> Increase in our market share for the products we deal in**
- **Maintaining the market share of Japanese cars in overseas markets --> Maintaining sales to automotive parts manufacturers**

Business

Existing	Business
<ul style="list-style-type: none"> ■ Rubber: Synthetic rubber from Arlanxeo and silicone rubbers from Dow Toray ■ Chemicals: Raw materials for inks, paints, coatings, resins, and adhesives 	
New	Business
<ul style="list-style-type: none"> ■ Rubber: Fluoro rubber from Dowhon, functional materials, and naturally derived materials ■ Chemicals: Environmentally friendly materials and chemicals for electrical materials 	

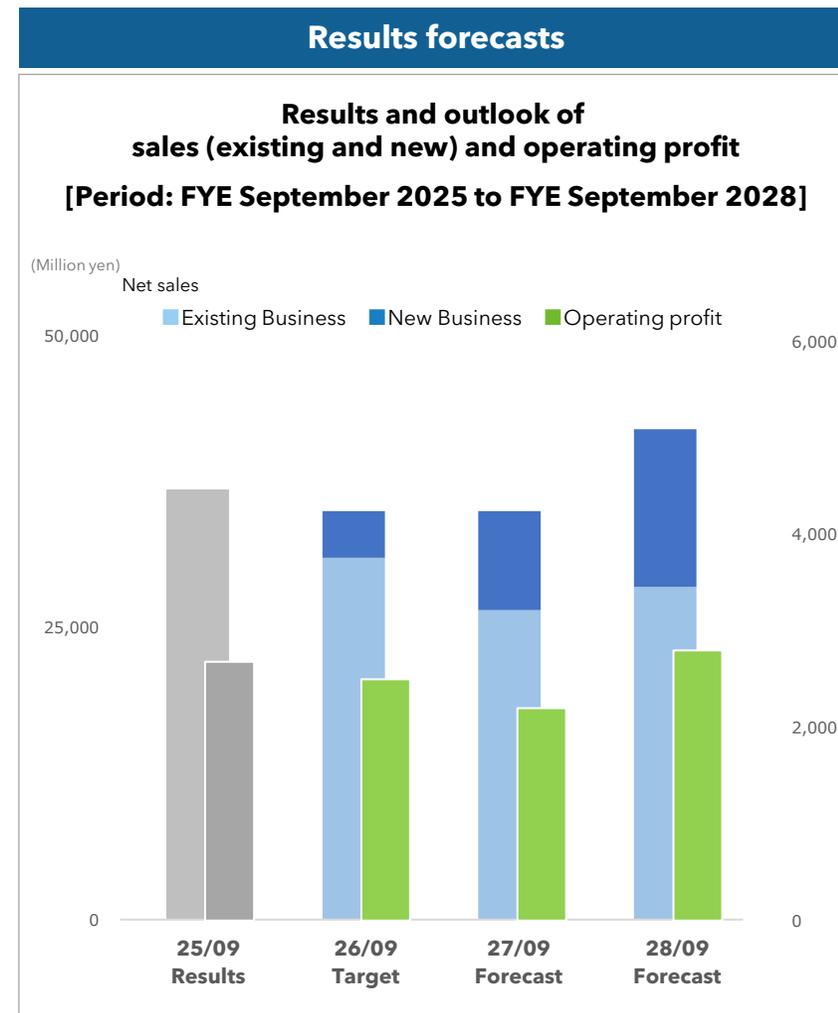
[Growth Strategy in Each Segment] Industrial Products

- This is one of our large pillars of revenue. We will develop new businesses to push forward with the replacement of our business portfolio.

Our strengths
<ul style="list-style-type: none"> • We provide end-to-end solution services, from sales, development design, and quality assurance to just-in-time delivery • Business relationships established with every Japanese automaker • Knowledge accumulated in the automotive interior parts business • Ability to ensure supply stability by leveraging our financial foundation



Business environment
<ul style="list-style-type: none"> • Structural changes in the global automotive industry that are a result of technological innovation such as the shift to EVs, autonomous driving, and MaaS • Commoditization and intensifying competition in existing businesses • Growth of non-Japanese automakers • Expansion of the markets in the field of information and communications, including the semiconductor, data center, and quantum computer markets



Basic strategies	<ul style="list-style-type: none"> ■ Firmly maintaining existing businesses ■ Enhancing trade with overseas automakers ■ Diversifying our value chain functions (from the new car parts market to the aftermarket) ■ Developing new products and introducing them to the Japanese market 				
Factors that are keys to the achievement of the plan	<ul style="list-style-type: none"> ■ U.S. trade and tariff policy trends --> Impact on profit ■ Maintaining the share of the Japanese automobiles in overseas markets --> Maintaining sales to automobile and parts manufacturers ■ Reinforcing the China Plus One supply system --> Diversifying suppliers 				
Business	<table border="1"> <thead> <tr> <th>Existing</th> <th>Business</th> </tr> </thead> <tbody> <tr> <td>■ Automotive interior materials such as seat heaters and lumbar support systems</td> <td></td> </tr> </tbody> </table>	Existing	Business	■ Automotive interior materials such as seat heaters and lumbar support systems	
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<table border="1"> <thead> <tr> <th>New</th> <th>Business</th> </tr> </thead> <tbody> <tr> <td>■ Automotive benchmarking, EV battery testers, environmentally friendly fiber materials, high-frequency coaxial cables, and optical cables (for next-generation datacenters and the semiconductor field)</td> <td></td> </tr> </tbody> </table>	New	Business	■ Automotive benchmarking, EV battery testers, environmentally friendly fiber materials, high-frequency coaxial cables, and optical cables (for next-generation datacenters and the semiconductor field)		
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[Growth Strategy in Each Segment] Sustainability

- The growth of business has been accelerated by the expansion of the renewable energy market.

Our strengths

- **We provide comprehensive end-to-end solutions from plant design and construction to after-sales services**
- An unrivaled share of the domestic pellet mills for the feed market
- Large share of the geothermal development equipment market
- An extensive lineup of equipment related to offshore wind power generation

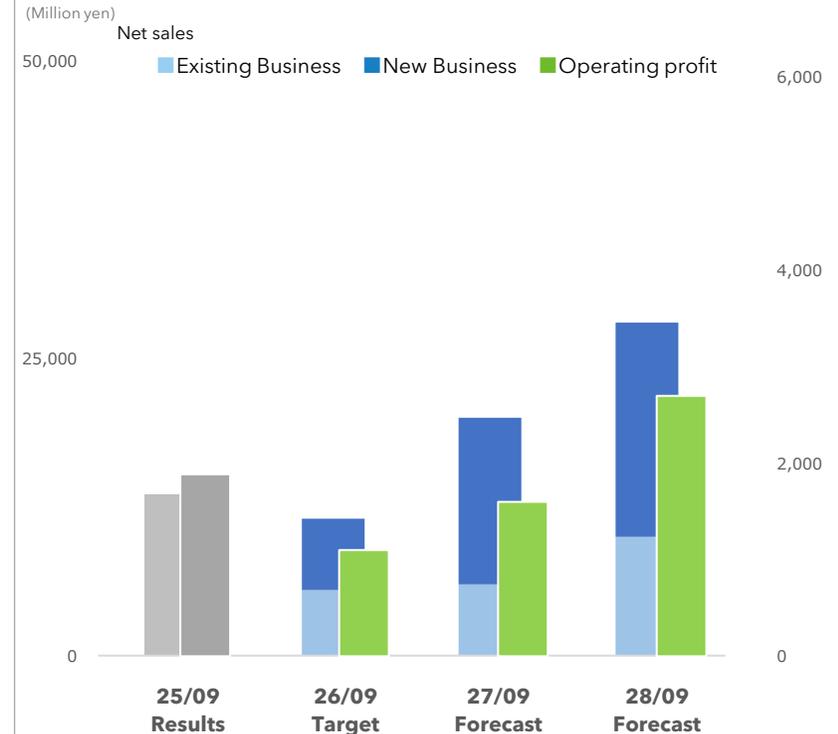


Business environment

- Acceleration of automation and streamlining of feed manufacturing sites
- Progress in decarbonization and the shift to renewable energy in the energy mix
- **Trend of major electric power companies strengthening their renewable energy businesses**
- **Offshore wind power generation systems transitioning from fixed-foundation systems to floating systems**

Results forecasts

Results and outlook of sales (existing and new) and operating profit
[Period: FYE September 2025 to FYE September 2028]



Basic strategies

- Tapping into demand for the equipment replacement supported by a large market share
- **Increasing recurring revenue with after-sales services for equipment (pellet mills and wood biomass)**
- Developing new uses of pellet mills (e.g., organic fertilizer business)
- Winning major offshore wind power generation projects/diversifying products
- **Enhancing value chains in the ocean resource development and offshore wind power generation businesses (M&A is also included in the available options)**

Factors that are keys to the achievement of the plan

- Acceleration of large-scale investments associated with the integration and reorganization of feed mills --> Tapping into demand for the equipment replacement
- **Stabilization of business revenue from renewable energy projects --> Market expansion**

Business

Existing	Business
<ul style="list-style-type: none"> ■ Pellet mill ■ Equipment related to geothermal development 	
New	Business
<ul style="list-style-type: none"> ■ Wood-biomass-related equipment ■ Equipment related to ocean resource development and survey/offshore wind power generation ■ New materials and films 	

[Growth Strategy in Each Segment] Life Science

■ Discover and develop QOL and environmental products for growth markets

Our strengths

- With a global business foundation, all of our bases cooperated in the operation of our businesses
- **We deal in materials and equipment that support advanced technologies**
- The expertise and technological capabilities we use in the handling of high value-added products
- Ability to ensure supply stability by leveraging our financial foundation
- Immunity bioinformatics and information and structural analysis

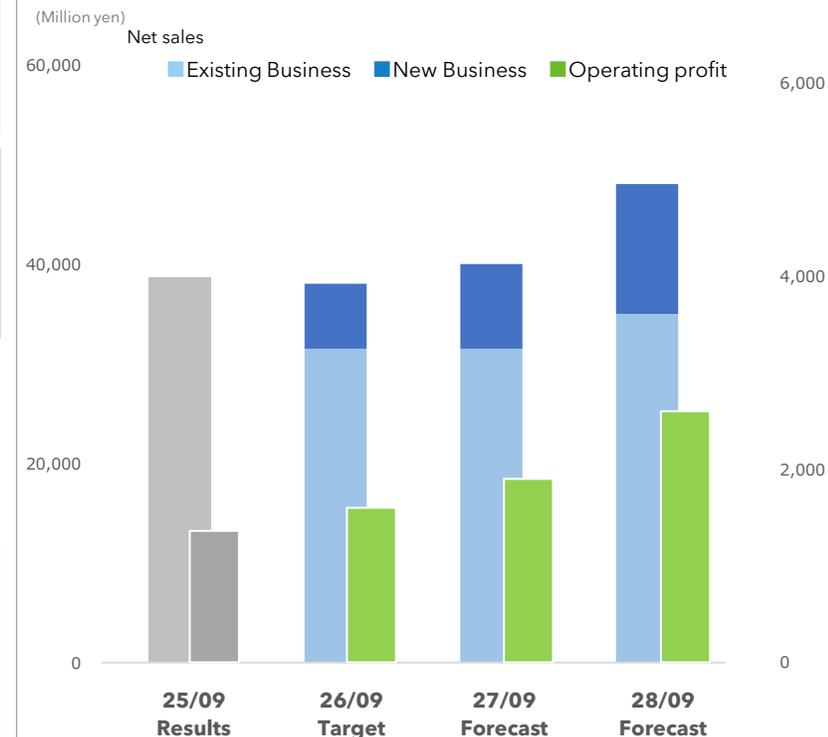


Business environment

- A sustainable society through the co-creation of technology, health, and the environment
- Strengthened support for research and development (securing of budgets, subsidies, etc.)
- Changes in measurement needs (e.g., revision of the Japanese Automobile Standards and shift to EVs)
- **Creating new markets through shift to EVs (such as batteries)**

Results forecasts

Results and outlook of sales (existing and new) and operating profit [Period: FYE September 2025 to FYE September 2028]



Basic strategies

- Deepening relationships with domestic and overseas suppliers
- Domestic and overseas bases cooperating to drive global expansion
- Digital marketing and sales activities based on the proposal of applications to expand sales and improve efficiency
- Development of businesses through the promotion of industry-academia cooperation
- Expanding the product models handled and our sales channels (M&A and partial investments)

Factors that are keys to the achievement of the plan

- Domestic and overseas suppliers restructuring their production and supply --> Market changes
- Progress in the shift to EVs --> Creation of new markets
- Development of the domestic bio-industry --> Market expansion
- U.S. trade and tariff policy trends --> Impact on profit

Business

- | | |
|-----------------|---|
| Existing | <ul style="list-style-type: none"> ■ Electrical materials, films, SAP, surfactants, and materials in the field of heat dissipation ■ Scientific instruments Biotech products/reagents |
| New | <ul style="list-style-type: none"> ■ LiB-related parts and materials ■ New functional feeds ■ Food additives |

05

Capital Allocation

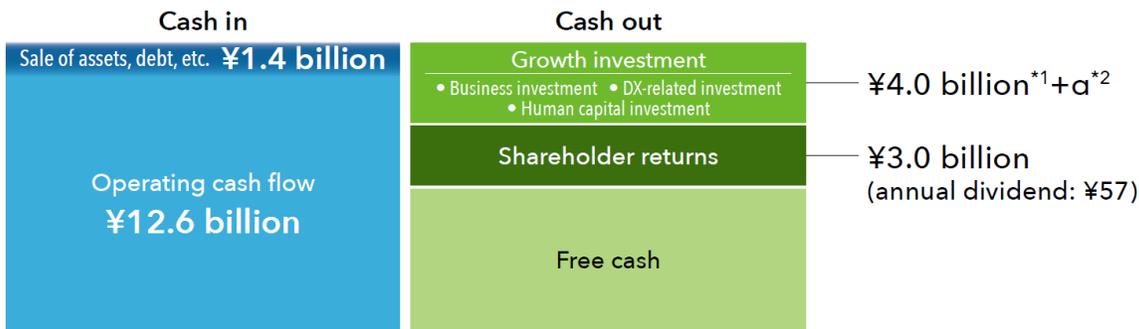
Cash allocation

- During the SV2028 period, we will fund both growth investments and shareholder returns through operating cash flow and proceeds from asset sales and borrowings, while maintaining financial soundness (targeting an equity ratio above 50% and a D/E ratio below 0.5x).

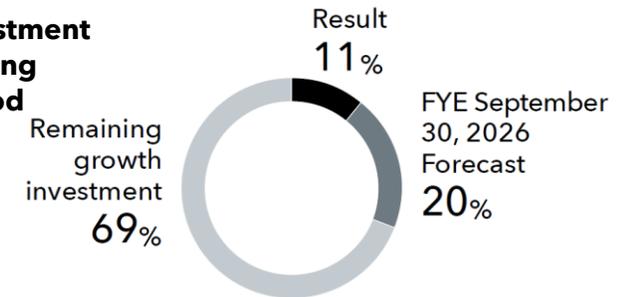
● Cumulative forecast for the five years of SANYO VISION 2028



● Actual results for the fiscal years ended September 30, 2024 and 2025 (two-year period)



● Growth investment progress during SV2028 period



*1 Calculated based on cash flow in investment activities (total value of acquisition of tangible and intangible fixed assets, investment securities, subsidiary shares due to consolidation scope changes, conditional acquisition price for subsidiary shares, acquisition of affiliated company shares, and investments/loans to affiliated companies).

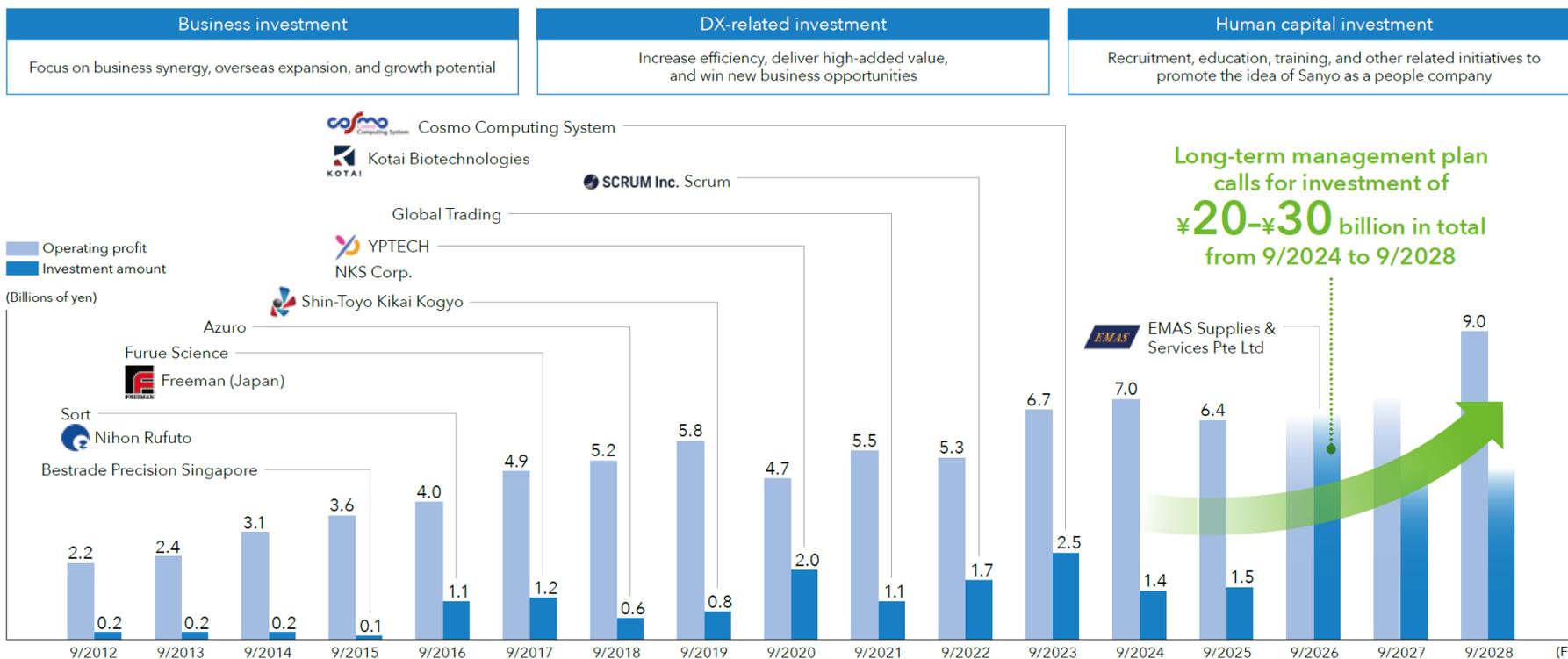
*2 Specific amounts of investments other than *1 are not disclosed.

Track Record and the Story of Our Growth up to 2028

- Under our "Buy & Hold" M&A policy, we take direct operatorship of acquired businesses and plan ¥20-30 billion in growth investments over five years, focusing on business synergies, overseas expansion, and growth potential.

● Major investments made in M&A activities to date and changes in operating profit* and investment amount

Growth investment policy for the next five years



Business investment basic policy	
Balance sheet	Utilization of borrowed capital with an shareholders' equity ratio of 50% or more and D/E ratio of less than 0.5x as yardsticks
Pre-condition	Focus on business synergy, overseas expansion, and growth potential
Long-term holding	Make investments for growth but do not engage in the buying & selling of assets or speculative investment expecting capital gains
Operatorship	Take operatorship of businesses by adopting a buy & hold stance and determining the direction for progress ourselves

* Calculated based on cash flow in investment activities (total value of acquisition of tangible and intangible fixed assets, investment securities, subsidiary shares due to consolidation scope changes, conditional acquisition price for subsidiary shares, acquisition of affiliated company shares, and investments/loans to affiliated companies).

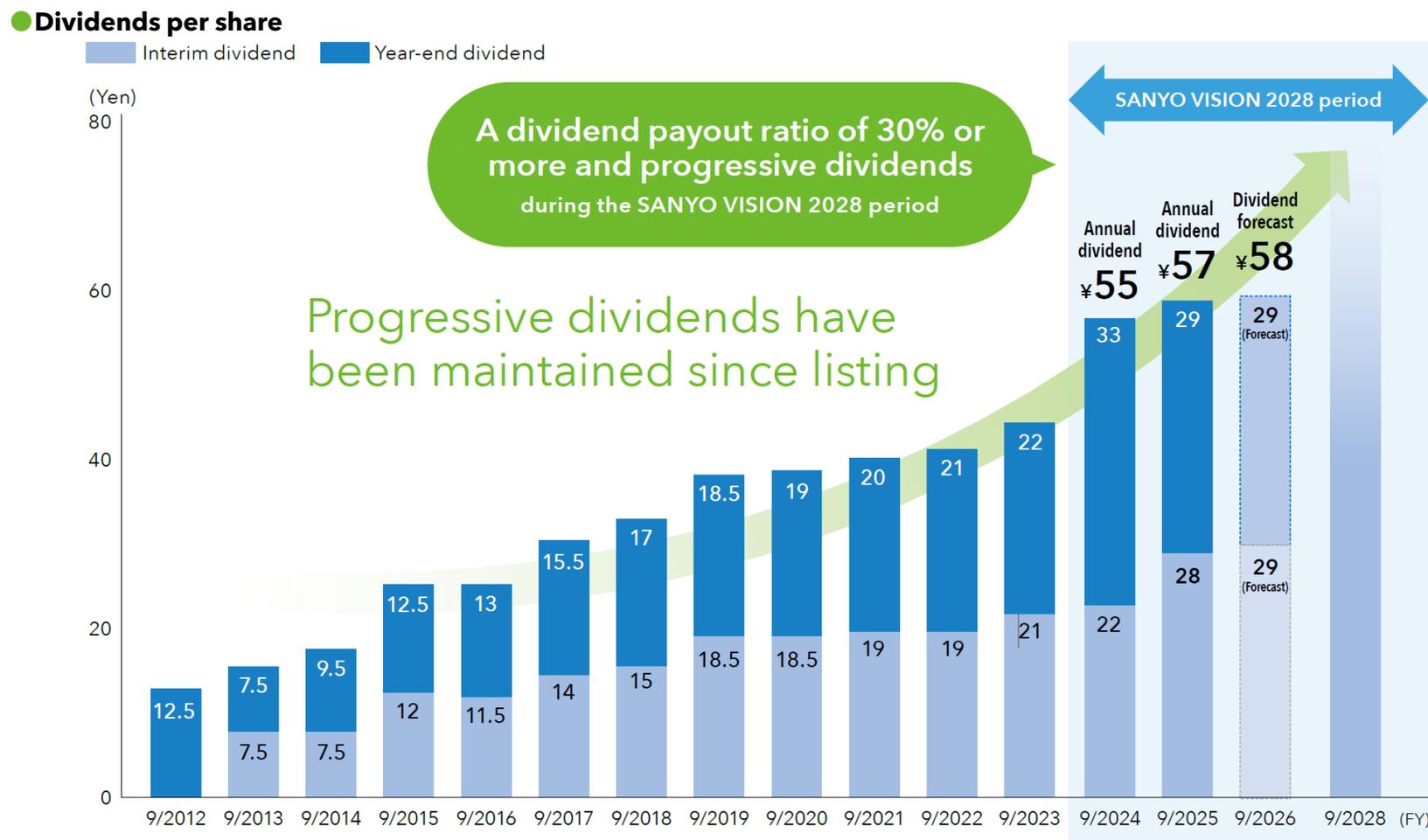
M&A History by Segment

- Strategic M&A activities conducted to reinforce the business foundation of the four focus segments
- Careful selection of bolt-on investments that generate synergy with existing businesses

Focus	M&A purpose			Current state
	Synergy	Growth	Overseas expansion	
Fine chemicals	2016	Sort UV-ink raw materials		Integrated into the Chemical Business Unit Operated as Singapore Sanyo Trading
	2015	Bestrade Precision Singapore Film and electrical materials		
Sustainability	2019	YPTECH Feed additives		Group companies
	2019	Shin-Toyo Kikai Kogyo ·Corrosion-resistant pumps		
Life science	2020	Global Trading Functional chemicals		Integrated into the Life Science Business Unit Merged into Sanyo Life Material
	2017	Azzurro · Pharmaceutical materials	2020 NKS Corporation · Food additives	
	2020	test materials Test samples for physicochemical equipment	2017 Sanyo Furue Science Micropumps	Merged into Sanyo Technos
	2016	Nihon Rufuto Medical equipment and physicochemical equipment		
	2022	Scrum Sales of biotechnological research support equipment and reagents		Analytical instruments alone integrated into the Scientific Instruments Business Unit
	2023	KOTAI Support for drug development with biotechnology and genetic analysis-related services		
	Industrial Products	2017	Freeman (Japan) Secondary precision casting materials	
2025		EMAS Automotive air conditioner-related parts, automotive aftermarket		
Other	2022	Cosmo Computing System Commissioned development of software, the development and operation of systems		

Shareholder Return Policy

- We maintain progressive dividends with a payout ratio of 30% or more, leveraging our solid financial base and strong cash generation to balance growth investment with shareholder returns.



Management Conscious of Capital Cost and Stock Price

- We will maintain our high ROE and achieve a stable P/B ratio of over 1x through dialogue with the capital markets and long-term stable profit returns.

Management Conscious of Cost of Capital and Share Price

At Sanyo Trading, we are increasing our leverage of growth investment, including M&As, to an appropriate level, aiming to achieve ROE of 10-12%, as stated in SV2028. This is based on our strengths: stable financial foundation, asset-light business model, and high profit margins from providing high value-added materials and services. Through this, we will stably produce revenue that exceeds equity costs.

At the same time, we will promote management that is conscious of our share price to achieve and maintain a stable P/B ratio of over 1x, through highly transparent disclosure, proactive dialog with the capital market, and implementation of even more appropriate shareholder returns.

Net profit to net sales ratio:

Organic growth of existing businesses, monetization of new businesses, and promotion of investment projects

Total assets turnover ratio:

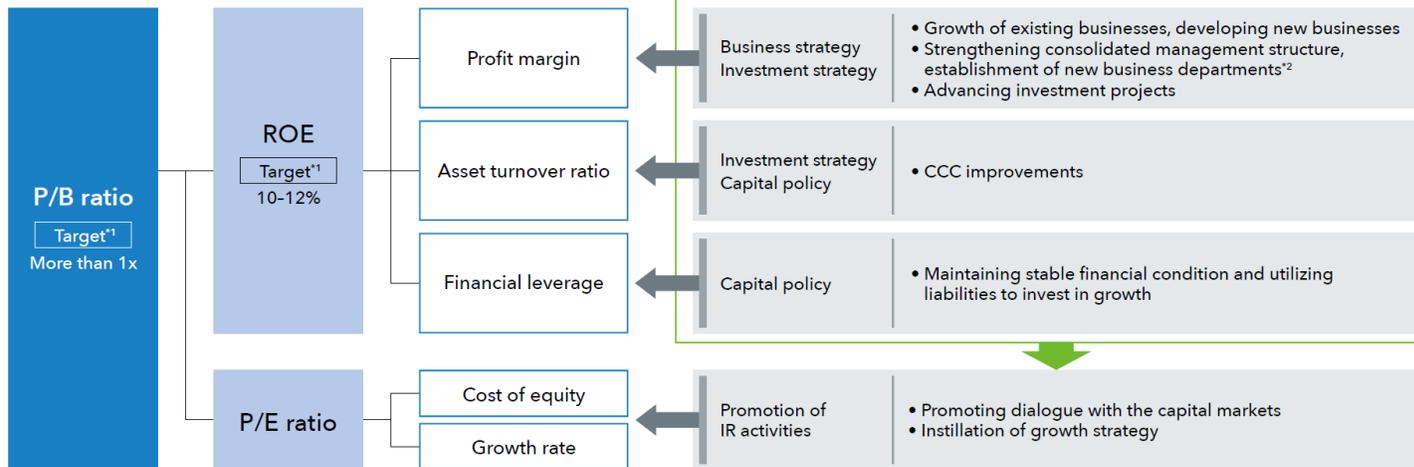
Asset-light business promotion, management and thorough improvement of the cash conversion cycle (CCC*) at the business division level

Financial leverage:

Maintain financial stability and utilize liabilities to invest in growth

※CC :Cash Conversion Cycle

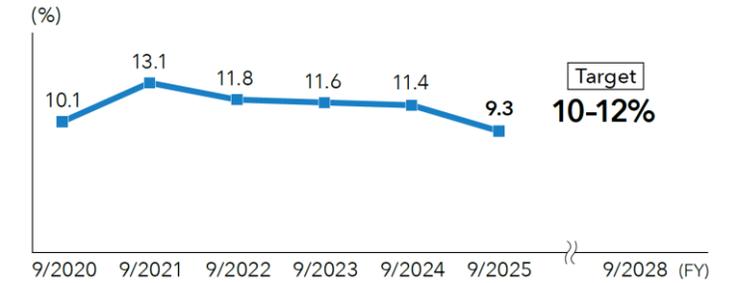
● Strategy for meeting the P/B ratio target



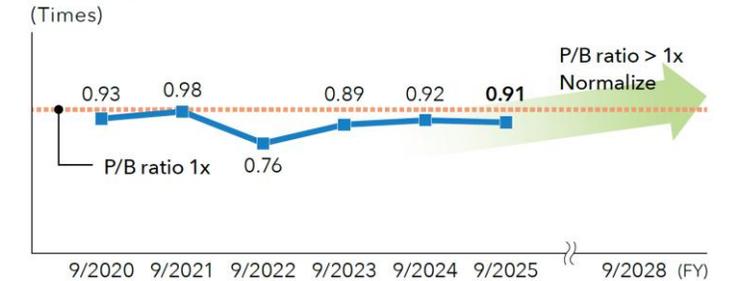
*1 The targets are for the fiscal ending September 30, 2028 set in SANYO VISION 2028.

*2 Establishment of Bio Frontier Business Department and Energy Solution Business Department in April 2024

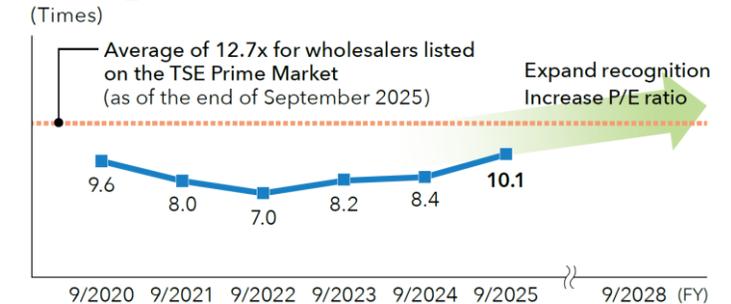
● Changes in ROE



● Changes in P/B ratio



● Changes in P/E ratio



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Data Book

Financial Highlights (Quarterly)

(Millions yen)

	FY2023				FY2024				FY2025			
	1Q	2Q	3Q	4Q	1Q	2Q	3Q	4Q	1Q	2Q	3Q	4Q
Net sales	31,408	62,154	91,433	120,525	33,075	64,928	95,946	129,263	33,983	68,129	98,807	132,703
Cost of sales	(26,229)	(51,624)	(75,991)	(100,419)	(27,196)	(53,405)	(79,250)	(107,034)	(28,191)	(56,314)	(81,613)	(110,139)
Gross profit	5,179	10,530	15,441	20,105	5,878	11,523	16,696	22,229	5,792	11,815	17,193	22,564
SG & A	(3,218)	(6,738)	(10,104)	(13,578)	(3,573)	(7,205)	(10,819)	(15,156)	(3,860)	(7,711)	(11,660)	(16,133)
Operating profit	1,960	3,791	5,336	6,527	2,305	4,317	5,877	7,072	1,931	4,104	5,532	6,430
Non-operating income (expenses), net	(294)	(33)	299	563	(72)	618	1,415	832	616	307	505	449
Ordinary profit	1,666	3,757	5,635	7,090	2,233	4,935	7,293	7,905	2,547	4,410	6,037	6,879
Extraordinary income (losses), net	220	220	220	230	0	0	0	0	0	929	929	532
Profit before income taxes	1,886	3,977	5,856	7,321	2,233	4,935	7,293	7,905	2,547	5,340	6,966	7,410
Income taxes	(681)	(1,445)	(2,106)	(2,517)	(858)	(1,782)	(2,561)	(2,691)	(1,068)	(1,889)	(2,398)	(2,796)
Net profit	1,204	2,531	3,749	4,804	1,374	3,153	4,731	5,213	1,478	3,451	4,568	4,614
Profit attributable to non-controlling interests	(4)	(10)	(17)	(19)	(1)	(7)	(8)	(6)	0	0	0	0
Profit attributable to owners of parent	1,199	2,521	3,732	4,785	1,373	3,146	4,722	5,207	1,479	3,451	4,569	4,615

Results by Segment (Quarterly)

(Millions yen)

Segment	Item	FY2024				FY2025			
		1Q	2Q	3Q	4Q	1Q	2Q	3Q	4Q
Fine Chemicals	Net sales	11,614	11,367	12,246	12,289	12,661	11,602	11,788	11,173
	Operating profit	627	702	749	636	714	672	585	442
	Operating profit ratio	5.4%	6.2%	6.1%	5.2%	5.6%	5.8%	5.0%	4.0%
Industrial Products	Net sales	11,094	9,272	8,766	9,453	10,037	10,049	8,933	9,318
	Operating profit	1,305	690	748	636	839	986	463	394
	Operating profit ratio	11.8%	7.4%	8.5%	6.7%	8.4%	9.8%	5.2%	4.2%
Sustainability	Net sales	2,353	1,623	2,220	3,885	2,509	4,023	2,243	5,104
	Operating profit	289	154	240	522	297	576	438	575
	Operating profit ratio	12.3%	9.5%	10.8%	13.4%	11.8%	14.3%	19.5%	11.3%
Life Science	Net sales	10,265	11,615	9,729	10,338	11,368	10,530	9,992	10,236
	Operating profit	587	813	247	85	627	380	291	64
	Operating profit ratio	5.7%	7.0%	2.5%	0.8%	5.5%	3.6%	2.9%	0.6%

Consolidated Balance (Quarterly)

(Millions yen)

	FY2023				FY2024				FY2025			
	1Q	2Q	3Q	4Q	1Q	2Q	3Q	4Q	1Q	2Q	3Q	4Q
Total assets	68,751	65,656	65,715	68,537	71,302	74,780	77,032	75,390	80,917	77,145	77,998	81,496
Current assets	59,933	56,575	56,151	57,288	60,038	62,470	64,469	63,107	68,438	65,390	66,020	69,915
Cash and deposits	8,587	6,370	7,088	7,031	8,234	9,336	8,683	8,007	9,657	10,918	11,089	11,896
Trade receivables, net	24,541	24,790	22,771	24,704	26,748	27,389	26,426	26,567	27,540	25,522	24,119	26,265
Inventories	24,557	23,255	23,973	23,429	22,523	22,914	24,954	25,180	26,297	24,826	26,313	26,387
Property, plant and equipment	3,340	3,295	3,233	3,238	3,264	3,226	3,174	3,160	3,202	3,456	3,449	3,464
Intangible assets	919	869	823	1,854	1,850	2,052	2,043	2,103	1,970	1,912	1,792	1,307
Investments and other assets	4,556	4,916	5,506	6,156	6,148	7,031	7,345	7,019	7,305	6,385	6,735	6,808
Investment securities	2,973	3,246	3,738	4,275	4,273	4,971	5,159	4,879	5,370	4,481	4,860	5,352

Cash flow

(Millions yen)

	FY2023			FY2024			FY2025		
	1H	2H	FY	1H	2H	FY	1H	2H	FY
Cash flows from operating activities	1,218	4,516	5,734	4,044	1,403	5,447	4,328	2,835	7,163
Cash flows from investing activities	-1,166	-1,749	-2,915	-887	-1,148	-2,035	1,155	-888	267
Free cash flows	52	2,767	2,819	3,157	255	3,412	5,483	1,947	7,430
Cash flows from financing activities	521	-2,288	-1,767	-1,073	-1,721	-2,794	-2,236	-970	-3,206
Effect of exchange rate changes on cash and cash equivalents	-74	204	130	-87	-62	-149	49	84	133
Net increase (decrease) in cash and cash equivalents	499	683	1,182	1,997	-1,528	469	3,296	1,061	4,357
Cash and cash equivalents at beginning of period	5,718	6,218	5,718	6,900	8,895	6,900	7,367	10,664	7,367
Cash and cash equivalents, end of period	6,218	6,900	6,900	8,895	7,367	7,367	10,664	11,726	11,726

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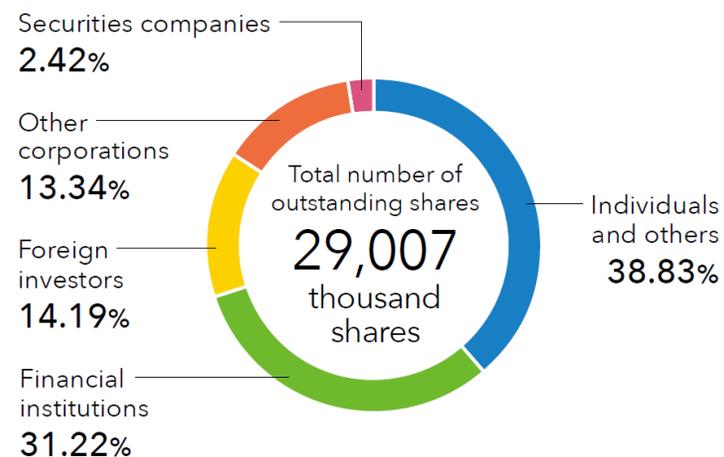
Appendix

Stock Information (As of September 30, 2025)

Stock Status

Stock Listing	Prime Market of the Tokyo Stock Exchange
Securities Code	3176
Shareholder Registry Administrator	Sumitomo Mitsui Trust Bank, Limited
Total Number of Authorized Shares	40,000,000
Total Number of Outstanding Shares	29,007,708
Number of Shares per Unit	100
Number of Shareholders	10,015

Breakdown of Stocks by Stockholder

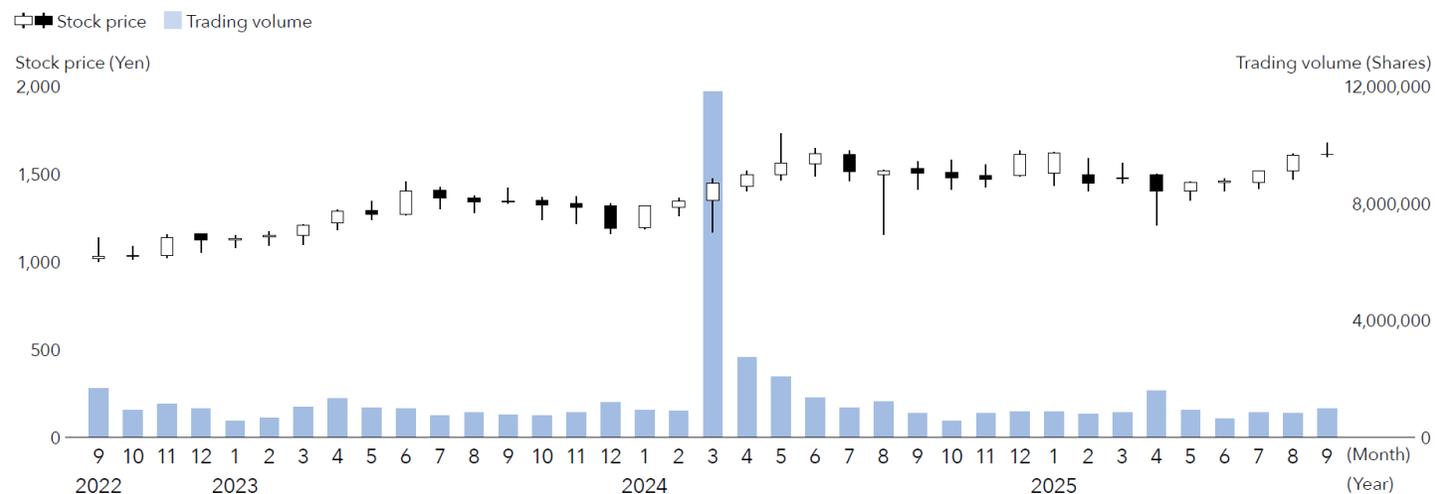


Major Stockholders

Stockholder	Number of shares held (thousands)	Shareholding ratio (%)*T
The Master Trust Bank of Japan, Ltd. (Trust account)	3,251	11.29
Custody Bank of Japan, Ltd. (Trust account)	1,962	6.81
Toagosei Co., Ltd.	1,497	5.20
Susumu Tamaki	985	3.42
MUFG Bank, Ltd.	939	3.26
Meiji Yasuda Life Insurance Company	675	2.34
Sumitomo Mitsui Trust Bank, Limited	569	1.98
Sumitomo Mitsui Banking Corporation	568	1.97
The Nomura Trust and Banking Co., Ltd. (Trust account)	551	1.92
RE FUND 107-CLIENT AC	520	1.81

※ 197,535 shares of treasury stock are not included in the shareholding ratio calculation.

Stock Price and Trading Volume

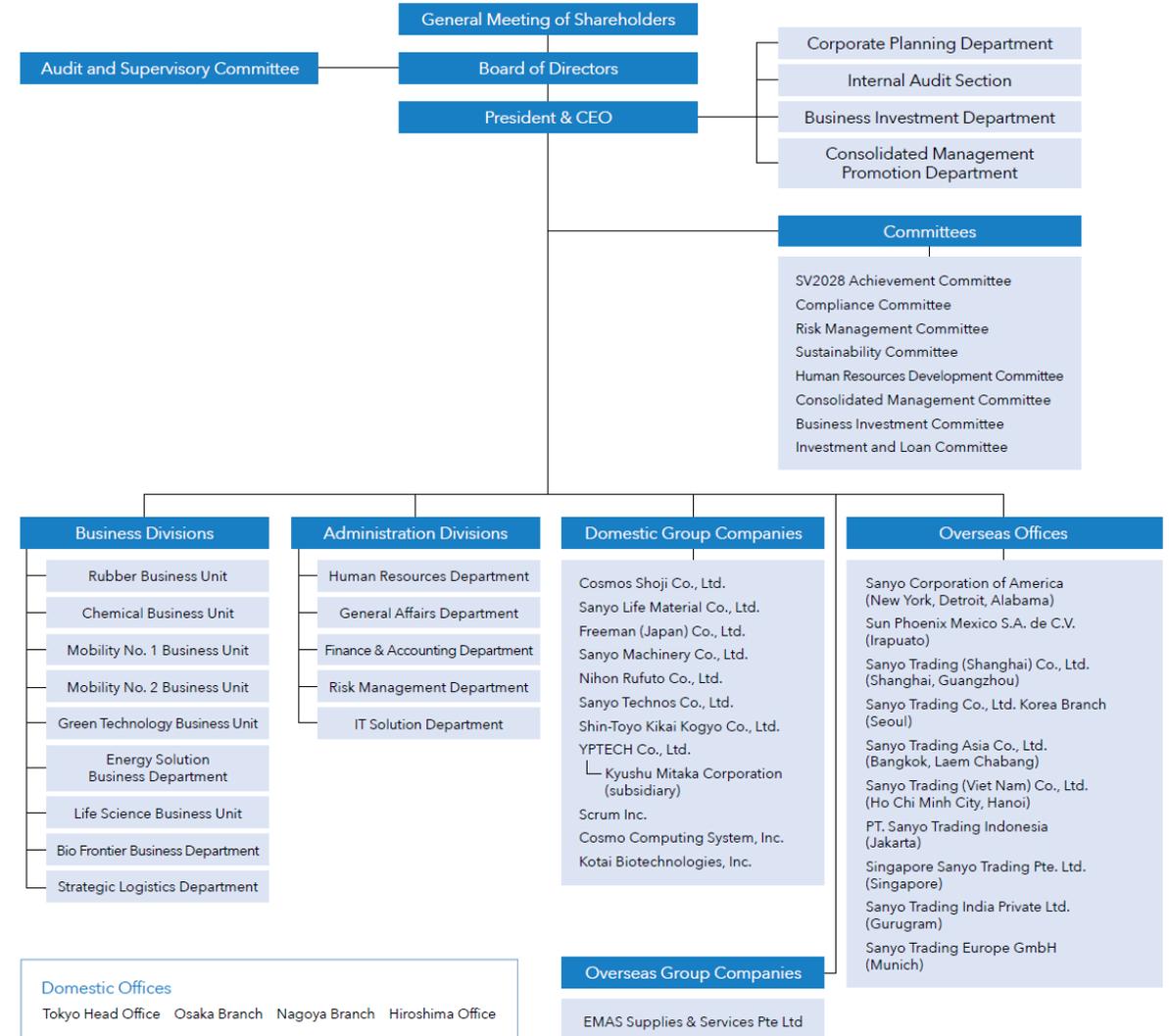


Corporate Information (As of September 30, 2025)

Corporate Profile

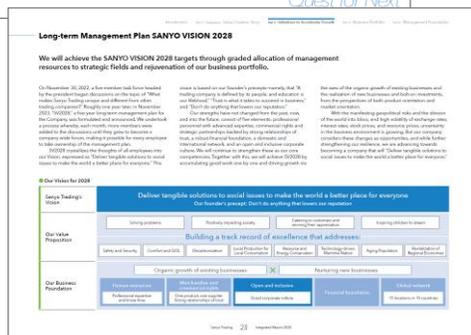
Company Name	Sanyo Trading Co., Ltd.
Date of Establishment	May 28, 1947
Head Office	2-11, Kanda Nishiki-cho, Chiyoda-ku Tokyo, 101-0054 Japan Tel: +81-3-3518-1111
Capital	¥1,006,587,450
Number of Bases	Japan: 4 Overseas: 15 bases in 10 countries
Number of Consolidated Subsidiaries	Japan: 11 Overseas: 7
Employees	Non-consolidated: 323 Consolidated: 747
Fiscal Year	From October 1 to September 30 of the following year
General Meeting of Shareholder	Each year in December

Organization (As of November 30, 2025)



Integrated Report 2025

- We publish our Integrated Report to communicate how we create sustainable corporate value and to foster dialogue with our stakeholders.



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Japanese : https://www.sanyo-trading.co.jp/stc/wp-content/uploads/media/pdf/sanyo_trading_ar2025ja.pdf

English : https://www.sanyo-trading.co.jp/stc/wp-content/uploads/media/pdf/sanyo_trading_ar2025en.pdf

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Statements about the industry, among others, are made based on data that are considered reliable. We do not guarantee the accuracy or integrity.

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Quest for Next