

Sintokogio in Numbers

Aiming to become a 100-year company

As of March 31, 2025

Sintokogio celebrated its 90th anniversary in October 2024. Established in 1934 as a foundry equipment manufacturer, we have diversified into surface treatment and environment-related fields, building bonds of trust with our customers and supporting global manufacturing. As we approach our 100th anniversary, we will continue to leverage our strengths and create new value.

The foundation built over 90 years of progress

Ratio of repeat customers

50.7%



We have enhanced our after-sales service such as repairs, inspections, and preventive maintenance for our products' customers. In the mid-term management plan, the ratio of repeat customers of parts and consumables from Sinto is expressed using the indicator "parts coverage ratio." Our goal is to increase the level of trust we have earned from customers.

Cumulative shipments of foundry equipment

12,000⁺ units



Our foundry equipment, used by customers worldwide, holds the top market share. Previously recognized as one of the 100 "Global Niche Top Companies" by the Japanese Ministry of Economy, Trade and Industry, we lead the global foundry industry with our original technology.

Number of locations globally

60 locations in 23 countries and regions



Since establishing our first overseas company in Taiwan in 1968, we have strengthened our efforts in global expansion. With the motto of "keeping our customers' equipment from stopping," we are strengthening our global structure to support customers locally, ensuring stable parts supply.

Groundwork for continuing to create value for 100 years and beyond

Surface treatment processing*

From 5.5 m-wide steel plates for shipbuilding to laminated ceramic capacitors less than 1 mm thick



Our surface treatment technology is capable of processing various product sizes and materials. In 2024, we joined together with two European companies, thereby expanding our industry reach.

*Blasting method of processing surfaces using metal spheres

Number of eco-products

202 types



To help customers reduce CO₂ emissions in their manufacturing processes, Sinto develops environmentally-friendly "eco-products," which we are continuously improving. By increasing our line-up of these products, we work to offer benefits to even more customers.

Ratio of local management at overseas bases

90.6%



Operating with a strong sense of community, daily management of our overseas bases is delegated to local management to provide the best service suited to the customers in each region. We are continuing to strengthen our global management structure under a unified policy.

Building with our Nakama* and Connecting to the Future

Celebrating our 90th anniversary

On Saturday, October 12, 2024, to celebrate the 90th anniversary of the company's establishment, a commemorative event was held under the concept of "One Global Sinto" with the theme of "Toward the future ~ Co-creation and Gratitude." The event was attended by approximately 1,200 people, including Sinto Group employees and their families from Japan and overseas. At this event, parents and children had the chance to play parasports, take physical fitness tests, experience an earthquake simulation vehicle, and receive firefighting training, deepening the bond between parents and children while having fun and sharing an understanding of diversity, health management, and business continuity planning (BCP) and disaster prevention.

*"Nakama" is a Japanese word for "friends" with a shared bond.



Diversity

We invited Shun Esaki, who placed 8th in the pairs boccia competition at the Tokyo Paralympics, and Kazuto Sato, who placed 8th in powerlifting at the Paris Paralympics. These athletes used parasports to promote understanding of diversity, coexistence with different types of people, and understanding of people with disabilities.



Health management

Parents and children participated in physical fitness tests, providing an opportunity to understand their current physical fitness levels, raise health awareness, and encourage behavioral changes.



Disaster prevention (BCP)

We provided an opportunity for families to learn about the importance of disaster prevention through disaster simulation using an earthquake simulation vehicle; we also provided training on how to use fire extinguishers and AEDs. Participants also learned about business continuity planning and disaster prevention stockpiles in the event of a disaster, thereby deepening their understanding of the concept of cooperation with the local community and local government.



Understanding the workplace

To help our employees' families understand our manufacturing processes and the company in general, the employees accompanied their families to collect stamps around the company, learning about our history (Sinto Archives), products (Product Demonstration Center), machining (Machining Plant), and more.



Together with the community

A food truck served snacks and sweets made with local ingredients, allowing visitors to enjoy local flavors and learn about the region through food.

Earning the Guinness World Record® for origami mosaic art

Under the theme of "One Global Sinto," employees and their families from Japan and overseas used 10,388 pieces of origami folded into paper suns to create a mosaic of the Sinto logo, setting a new world record. The event fostered intercultural exchange, family bonds, and a sense of unity.



From left: President Nagai, representative of managing staff, and head of labor union

90th anniversary of establishment: "Monument of Co-Creation" erected

In April 2025, the "Monument of Co-Creation" was erected at our Toyokawa Works location to commemorate the company's 90th anniversary. Created by renowned metal artist Koji Hatakeyama, this monument combines circles, squares, and hexagons to symbolize the accumulation of precision manufacturing and the image of people supporting each other in creation. The nine stacked shapes form a sculpture reaching upward toward the future; it is intended to be a future-oriented meeting place and a "pillar" to support spaces in which we all come together as one. Under our mid-term management plan "Co-Creation," we will continue to work with our Nakama to create new value in manufacturing and meet the needs of our customers and society.



Monument of Co-Creation

Message from the President



Atsushi Nagai

Atsushi Nagai
President

**In these rapidly changing times,
we will strengthen bonds with
our Nakama and build the future
together**

Responding flexibly to change by “thinking global, acting local”

The pace of change in society is increasing. With the acceleration of technological developments, the words of a single influencer can have a massive impact on society, and fake news from various sources can make it difficult to know what is true. This is the undeniable reality of our current era. Around the world, we are still seeing difficult conditions amid the deep tensions surrounding Ukraine and the situation in the Middle East, as well as global disruption due to changes in the diplomatic positions of various countries, resulting in growing uncertainty in the global economy. These changes have sparked apprehension around the world, and markets have been sensitive in response. Depending on future policy, we might see fragmentation resulting in trade blocs and other economic upheaval on a global scale. To respond flexibly to these changes, we will use the One Global Sinto network and further strengthen our locally-based support, remaining attentive to accurately understand the movements of our customers and markets.

Sinto has been proactively working toward globalization since the 1960s, walking in sync with local partners and earning the trust of our valuable customers in 23 countries and regions. At the root of this is our trust-based management, wherein we provide from Japan the capital, technology, and know-how for business to be shared with our group companies, while entrusting the management strategy and daily operations to our local partners. This local management allows us to provide value based on local needs, thereby building long-term relationships of trust. This is our “One Global Sinto” vision and the foundation of our global business.

No matter how our primary customer base (in the automotive industry) shifts, we will continue focusing on the local situation in each area and respond with flexibility. That way, no matter what happens, we will be capable of adapting as we continue our global business strategy to meet local needs.

Realizing universal value with our Nakama

Our management philosophy is HEART (Human Enrichment & Achievement through Reliable Technology), and our mission statement is producing new value for manufacturing, enabling the co-creation of achievement with our Nakama around the world. The word “Nakama” here does not refer to regular friends but rather to like-minded partners with the same vision. In these rapidly changing times, through co-creation with these Nakama, we aim to expand our business in areas where our strengths can be utilized to their fullest extent.

Our goal has never changed over time. That goal is for our products and services to contribute to our customers’ business, help resolve social issues with our business activities, and be recognized by society for enacting sustainability management. Along with increased efforts to reduce waste, initiatives to improve the work environment, and a focus on safety and health, we aim to achieve an environmentally-friendly circulating society.

For human capital management, we work to globally apply our “Sinto-

ism” philosophy of co-creation with our Nakama to grow our business. To do so, we emphasize the ideas of Nakama that foster improvement through friendly rivalry, Nakama that consult with one another, and Nakama that can grow together, while encouraging each individual to develop their own skills. Those skills become experiences, and these experiences create a sense of purpose in life, launching the development of the next generation of Sinto ideas, people, and products.

This is the foundation of our human resource system based on “motivation, effort, and growth acceleration (MEGA).” We encourage the motivation and growth of each employee and provide them with a place where they can make the most of their cultivated abilities, working with vitality. Then, by redefining the company as “an arena for our employees to realize their potential,” we aim to be a company that continues to be chosen by our employees. Furthermore, from a diversity perspective, we continuously foster a work culture that respects the human rights and individuality of all our employees from different backgrounds.



Progress of the mid-term plan and future business strategy

For our mid-term plan that began in 2024, under the slogan of “Co-creation for New Value: Together with the earth, together with our Nakama,” the main theme is “to always be chosen by customers.” Looking back on the past year, I believe that the philosophy of taking care of each and every customer with sincerity has been fully ingrained within the company. However, it cannot be denied that the uncertainty of the global economy has put the brakes on the progress of our plans.

The “number of new customers” is an important indicator to prove the trust earned by our group of companies, and we have steadily continued our movement forward. In particular, with the addition of Elastikos (France) in April and AGTOS (Germany) in December of last year, we have been working to strengthen our surface treatment business. Through our new partnership with these two companies in Europe, we are able to further expand our 3-in-1 business model of total supply of equipment, parts/consumables, and after-sales service. This will result in the acceleration of securing profits and achieving growth.

In the future, we want to further strengthen our relationships with our Nakama. Also, with a target operating income of 15 billion JPY, we will use our free cashflow to invest in our business domain of “giving form and life to process materials” by advancing our multifaceted form creation including ceramics, as well as our surface creation for increasing functionality. By doing so, we will proactively expand into growing markets and create a solid link between our current successes built up by those who came before us and our prospects for the future. Through this, we are confident that we will achieve an EBITDA to sales ratio (EBITDA margin) of 8%+, and a ROE of 8%.

Growth strategy through the development of “giving form and life to process materials”

To expand our business domain of “giving form and life to process materials,” we are evolving our business with a focus on “three creations” supported by “five technologies.” These “three creations” are form creation, surface creation, and material creation, being developed in the growing markets of semiconductor/electronics parts, aerospace, medical fields, EV, and more. We expect to see further business growth in these areas in the future.

Form creation has its roots in our founding business of mold production for foundries. In recent years, the foundry industry has faced a major turning point, and our company has continued to respond to these changes while also aiming to realize the idea of “making better castings.” Working toward this goal, with health and safety as top priority, we use environment-focused digital tools for the visualization of electricity, ensuring reliable quality and operations. From now on, we will enact five steps towards “making better castings” and further evolve. As we improve our casting systems, we will differentiate ourselves from other companies by producing technologies that either create no waste or fully recycle that waste, contributing to the realization of a sustainable society.

As one part of this, we are taking on the challenge of using 3D printers for form creation of a wide variety of materials such as sand, metals, and ceramics, developing business not only for automobiles but in growing fields such as semiconductors and aerospace.

At the foundation of this form creation is material creation, where we are working to develop various materials such as heat- and corrosion-resistant ceramic powders, magnetic metal powders that contribute to the

production of even smaller electronic parts used in smartphones, and more.

Finally, for surface creation, we are working toward the realization of our vision for surface treatment of “making more attractive surfaces.” On top of technologies that originated as surface treatment of castings such as impurity removal and deburring, we enable surface creation through various processes such as shaving, peeling, roughening, strengthening, removing, and polishing. We are currently working to further evolve to provide “surface function creation,” enabling high functionality through processes that change the nature of surfaces such as peening, micromachining, and joining technologies. What’s more, in addition to the blast methods using metal spheres (abrasives), we are developing new surface creation through laser processing methods.

In support of these three creations, we will continue working to advance five technologies.

Our environmental technology offers a safe and secure work environment based on the idea of wellness management, aiming for safe conditions such as a factory that prevents fires and has no need for safety masks. Our IoT technology makes it possible to visualize the work environment as well as machine operation conditions. Our handling technology automates work and contributes to labor shortages in factories by enabling robot work that can recreate the nuanced movements of skilled workers. Our inspection and evaluation technology measures surface length and shape, visualizes changes in materials, and uses sensors to reduce unnecessary processing. Our

energy technology enables the reduction of CO₂ emissions using electric cylinders that aim for carbon neutrality. Sinto is working to further advance these technologies, not only accelerating our business growth but also contributing to resolving social issues and the realization of a sustainable society.

Walking toward our 100th anniversary together with our Nakama

We held our 90th anniversary celebration in October of last year. The main event was taking on the challenge of creating the world’s largest mosaic art using origami folded by employees and their families from around the world. With all our hard work combined, using 10,388 origami suns, we created a 7.2×7.2-meter image of the Sinto logo, successfully earning the Guinness World Record®. As One Global Sinto, about 5,000 employees and their families worked together to become number one in the world, allowing us to fully grasp the strength of our bond and the size of our potential. Written on each piece of origami was a message from the employees to themselves or their families in 10 years; we will open these messages when we reach our 100th anniversary in 2034. When that time comes, we want not just our employees but all of our stakeholders to be able to smile together and pat each other on the back for a job well done. To make this a reality, we will further deepen our bonds with our Nakama around the world and create even more technological innovations for the future. I, myself, will be running at full speed ahead to create a firm foundation for takeoff, so that the next generation of management can spread their wings and fly.



Messages from the Overseas Top Management



 United States

Michael Halsband

Executive Officer of Sintokogio, Ltd.
CEO of Sinto America, Inc.

Increasing competitiveness by using the latest technologies and offering environmentally-friendly products

The United States has seen a significant consolidation of executive power. The US executive branch has rapidly implemented protectionist and unilateral trade policies. As a result, market volatility has increased in the US, and consumer sentiment is more than 30% down from December 2024. This affects our North American businesses in the areas of supply chain with cost increases due to tariffs on imports and a weakening dollar, as well as short-term strategic investment delays by some of our customers. On the positive side, as we saw at the North American foundry exhibition CastExpo in April, suppliers and customers continue to execute their long-term plans while mitigating short-term risks, based on a still-strong economy. For us at Sinto America, we are confident in our ability to navigate the current uncertainties and respond by adjusting manufacturing strategies to new policy demands. We continue to offer new products in the areas of automation, system monitoring, and AI-enhanced performance management, as well as new environmentally-friendly products such as all-electric mold lines and bentonite recovery systems, to differentiate ourselves in the market.



 Germany

Andreas Klein

President & Managing Director of Heinrich
Wagner Sinto Maschinenfabrik GmbH

Responding to changes for sustainable growth

Challenging times require special measures. With the end of the coronavirus crisis, we all thought that we could grow with a recovering global economy. However, with geopolitical risks and high energy prices, we are yet again faced with difficult market conditions. To offset the declining demand for new systems, we began to step up our service and spare parts activities at an early stage in order to secure stable profits. With increased service calls to customers, cost reduction, and local production of some spare parts transferred to our sister companies in China, India, and Turkey, we have a global structure that allows us to move with agility. Furthermore, employees from our sister company Qingdao Sinto (QS) in China were trained in service for a period of 2 weeks at our main plant in Bad Laasphe, enabling us to significantly improve our local service and spare parts supply in the future, to fulfill our motto "to be chosen by customers again and again" with even more life and content.



 Mexico

Fabian Villarreal Hernandez

General Manager of Roberts Sinto
de Mexico, S. de R.L. de C.V.

Carefully handling increasing demand on the tailwind of good economic conditions

Our company has concluded the first quarter of the year (January to March) with healthy financial results against our plan for 2025. Now, we face a complicated situation due to our proximity to the USA and the new tariff issues; however, we are also seeing good growth opportunities for two reasons: 1) Mexico has a close and prosperous relationship through the trade agreement (USMCA) with the USA and Canada; this has resulted in Mexico receiving very low trade tariffs compared with other countries. 2) Countries in Asia and Europe continue to view Mexico as an important zone for investments, given the quality and cost of its labor. In fact, the annual employment rate at the end of 1Q25 grew 0.8% in the country. As efforts toward a better world, Roberts Sinto de Mexico has had a constant focus on continuous improvement for sustainability. Initiatives and improvements are being implemented throughout the year to create a greener world and change society's awareness.



 Brazil

Julius Cesar do Nascimento

President of Sinto Brasil
Produtos Limitada

Unique initiatives to proactively respond to market changes

In recent years, our company has stood out in the Brazilian and South American markets for our innovations and the quality of our products. With the recent changes in the economic scenario, we have faced and managed to overcome significant challenges, such as the enormous volatility in raw material prices, labor shortages, and adaptation to new market demands and customer requirements. Our response to economic changes has been proactive, with strategies to diversify suppliers and explore new markets, in addition to investing in new factories, business diversification, and new technologies to optimize processes and reduce costs. Through these initiatives, we will respond to the needs of our customers and local communities, overcoming challenges and working to build a more sustainable future.



 China

Yongwu He

Vice General Manager of Qingdao Sinto
Machinery Co., Ltd.

Building a win-win relationship with customers through QCD improvement

Despite the 5% growth rate of China's GDP in 2024, we are still seeing sluggish results in the manufacturing sector. There was some growth in fields such as EV, semiconductors, AI, 5G, and shipbuilding, but with downward trends in capital investment, market conditions are becoming more difficult. In the automotive field, with the increased share of next-generation vehicles, demand has shifted from gasoline vehicle parts to next-generation parts. Moreover, with stricter environmental restrictions, there has also been a change in the structure of the manufacturing industry overall, with work shifting from small and midsize enterprises to larger companies that can respond to these new regulations. Amid these conditions, we are in fierce competition with local competitors. Our major challenges include cost competitiveness, technological differentiation, and delivery time. In response, we are optimizing our design and purchasing processes, enacting initiatives to reduce lead time, and further incorporating digitalization and automation. By offering high-quality service and increasing added value, we will build a win-win relationship with customers to meet their needs.



 India

Arjun Bagri

CEO of Sinto Bharat Manufacturing
Private Limited

Sustainable manufacturing through cost reduction and employee training

The Indian foundry industry has seen increased domestic demand for castings due to rising infrastructure development and various government incentives. Especially in the fields of rail, construction equipment, agricultural equipment, and automobiles, there has been an emphasis on strengthening manufacturing capabilities within India, with rising demand for stable supply of casting parts. As for our company, despite a healthy order book, we are faced with an extremely challenging environment with the rising cost of raw materials and energy, as well as external factors such as fluctuating exchange rates. To be competitive amid these conditions, we have been focusing on certain material cost reduction and reassessment of our procurement process, building a more efficient and sustainable structure for manufacturing. Moreover, for long-term growth, the goal is now to further strengthen our manufacturing capabilities and improve the skill level of employees especially for green sand systems and tight flask molding systems, to make our company a hub for cost-effective manufacturing.

Our management philosophy

HEART

Human **E**nrichment & **A**chievement through **R**eliable **T**echnology

As Sinto, we want our customers to say, “When we ask Sinto, we always get new ideas.” “We can count on Sinto.” This is the relationship with customers we aim to establish as we expand the Sinto brand. Based on this bond of trust with our customers, we provide products and services to help them win against their global competition, aiming to receive a “thank you” from those customers in return.

To achieve this, we work under our management philosophy HEART, which is an acronym for “Human Enrichment and Achievement through Reliable Technology.” We strive to improve the knowledge and skills of each and every Sinto member, using the global market as a benchmark in our pursuit of world-class technology. Going forward, we intend to deepen our bonds with everyone around us as we continue to make a positive impact on our customers and the world through our ever-advancing technologies.

Mission Statement

We are committed to producing new value for manufacturing, which enables the co-creation of achievement with our Nakama* around the world.

Long-term vision

Co-creation of achievement with our Nakama around the world

VISION 01 Global group of companies that shares our pride and confidence in manufacturing

VISION 02 Group of individuals that shares our purpose and value in life and work

Guidelines for Action (Corporate Principles)

In October 1962, we established the following 3 corporate principles as an expression of our unwavering spirit and character as a foundry equipment manufacturer that had overcome many challenges through our dedication to our work.

01 We always act with both a steady and enterprising attitude

02 We always deepen mutual trust and act decisively

03 We always serve society with wholehearted sincerity

* “Nakama” is a Japanese word for “friends” with a shared bond.



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Editorial Policy

This report is issued with the aim of helping all stakeholders, including shareholders and investors, gain a deeper understanding of our initiatives toward mid/long-term value creation. In compiling this report, we have referred to various sources including the International Integrated Reporting Framework by the IFRS Foundation and the Guidance for Collaborative Value Creation by the Japanese Ministry of Economy, Trade and Industry.



Period

April 1, 2024 to March 31, 2025
(Some information from outside of this period is also included.)

Companies

Sinto Group
(Sintokogio, Ltd. and domestic/overseas group companies)

Publication date

June 2025

Important Note on Future Projections

This report contains forecasts and plans for the future based on the information that could be obtained by Sintokogio, Ltd. at the time of publishing. This content includes latent risks and uncertainties which may result in differences between the projected results/plans and actual future results/plans. Therefore, the accuracy of content related to future projections and plans is not guaranteed.

Website



<https://www.sinto.com>



Cover photo

At our 90th anniversary celebration on October 12, 2024, employees and their families from Japan and overseas used 10,388 pieces of origami folded into paper suns to create a mosaic of the Sinto logo. Together, we were able to become #1 in the world, deepening our bonds and sense of unity.

