

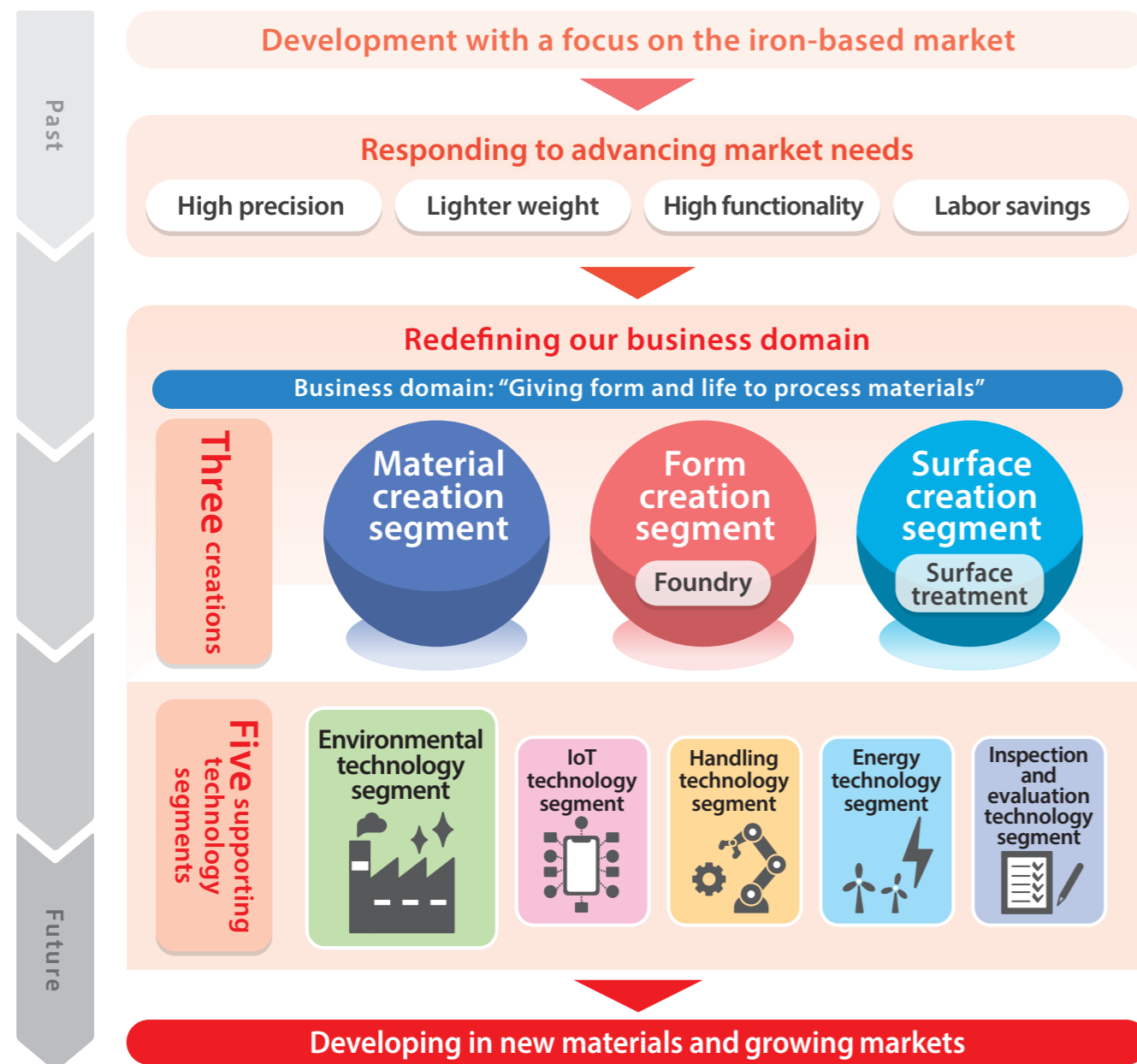
Expansion of Sinto's Business Domain

Redefining Sinto's business domain, "giving form and life to process materials"

Since our founding in 1934, we have cultivated technology and expertise as a manufacturer of foundry equipment. In the decades that followed, we expanded our business to include related businesses such as surface treatment, environment, special equipment, and material handling. Then, in the 1980s, as a clear representation of our desire to contribute to the materials industry, we established our corporate philosophy, "giving form and life to process materials."

Up until now, we have developed our business mostly around industries that support the global iron-based market. Demand for iron greatly varies by region and goes far beyond the automotive industry which we have traditionally supported. This global market includes European demand focused on pipelines, South American demand for mining equipment, and more, and we have provided the products and services to meet the unique needs of each market. At the same time, with changes in society and the industrial structure, the world has shifted to high functionality and multi-material products. As we respond to these market needs, we are continuing to expand our business domain to varied materials fields, such as ceramics and non-ferrous metals.

Over our history, we have diversified based on our core business, redefining our businesses as the "three creations" of the material creation segment, form creation segment, and surface creation segment, supported by "five supporting technology segments." By developing new materials and markets with a solid foundation in our existing technologies, we will be able to achieve sustainable growth and contribute to resolving social issues.



Development with a focus on the iron-based market, accelerating growth



Sinto by the Numbers

Accelerated value creation

As of March 31, 2026

Since its foundation in 1934, our company has diversified our business into surface treatment and environmental fields based on our foundry technology, and we have supported manufacturing around the world while valuing the trust of our customers. We will continue to refine the strengths we have cultivated while taking on the challenge of sustainable growth and the creation of new value.

Foundation to always be chosen by customers

Ratio of repeat customers

56.2%



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.

Sales ratio of after-sales service

57.8%



Ongoing relationships with customers lead to a stable profit structure. We support the stable operation of our customers' equipment through repair, inspection, preventive maintenance, and other services.

In addition, approximately **700** of the total **4,800** employees across the Sinto Group (about **14.4%**) are engaged in after-sales service, and we are committed to providing a high standard of service on a global basis through skill management based on common evaluation standards worldwide.

Number of locations globally

59 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 "preventing our customers' equipment from stopping," we are strengthening our global structure to support customers locally, ensuring stable operations.

Sources of competitiveness

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

Foundry equipment global sales performance

Sales of more than **12,000 units** in **78 countries and regions**



In an industry where there are many local manufacturers, our competitive advantage lies in our ability to provide equipment widely throughout the world and our global support structure that includes maintenance and service systems after installation.

Ratio of local management at overseas bases

84.2%



Operating with a strong sense of community, daily operations of our overseas bases are 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.

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Editorial note

This report is issued with the aim of helping all stakeholders, including shareholders and investors, gain a deeper understanding of our initiatives toward mid-to-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.



Cover illustration

We chose this work for the cover because its strong and supple figure is impressive and symbolizes the growth potential and resilience of our company. We have opened the "Sinto Farm" where our employees with disabilities play an active role, and we are working to create an environment where everyone can demonstrate their abilities. Shinnosuke Akimoto is one of the members of this group and participates in art and swimming in addition to his duties. For more information about our efforts to create a work environment for our diverse workforce, see P.44.



Title of work

Amur tiger

Artist

Shin (Shinnosuke Akimoto)

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.

Period

April 1, 2025 to March 31, 2026

(Some information from outside of this period is also included.)

Companies

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

Publication date

June 2026

Website



<https://www.sinto.com>



Message from the President

Into the next century, drawing a new growth curve

Expanding the iron-based market and
cultivating a new business domain



Atsushi Nagai
President



Impairment of Elastikos: Management reflections and decisions

First of all, we would like to express our sincere apologies to our shareholders, investors, and other stakeholders for the concern caused by the one-time impairment loss of goodwill and fixed assets in Elastikos (France), which was acquired in FY2024.

We acquired Elastikos for two main reasons. The first was to create synergies through the expansion of the surface treatment business. By combining Elastikos's business with our existing business, we aimed to make new proposals to a wider range of customers, and at the same time deepen our reach in the global market, ultimately expanding the scale of our business and improving profitability.

In reality, however, our business performance did not reach the level of the original plan, affected by economic stagnation and intensified competition.

Our second aim was to build a capital structure that utilized debt with an eye to reducing the cost of capital, while simultaneously investing in growth to maximize our corporate value. However, with the changes in the business environment and our earnings situation, we decided at this time to record an impairment loss in order to firmly move forward with our future growth strategy.

This decision was made to put an end to our sluggish earnings in recent years, and to swiftly proceed with starting a new growth strategy. The next step will be to proactively roll out all of our initiatives to support this growth on a global scale. As Sinto, we consider this decision to be an important turning point for the company, and we will link it to an aggressive turnaround for a new chapter of our business.

Responding to changes in the business environment in an "era with no right answer"

Currently, the external environment surrounding our company has entered a so-called "era with no right answer," in which past success stories and ever-increasing growth models no longer apply. In addition to soaring resource and transportation costs caused by geopolitical risks, such as Russia's unpredictable invasion of Ukraine and the situation in the Middle East, prices are rising due to tariff policies in each country, and tensions over economic turmoil are higher than ever before.

Turning to the automotive industry, a major customer base, the shift to EVs and smart technology accelerated a major reorganization that intensified competition across industry boundaries, including the entry

of IT companies, but with the rebound to hybrid vehicles, conventional manufacturers are also regaining footing in the industry. In the midst of such a major swell in the market, a close look at our business performance reveals the stark fact that we have been experiencing sluggish growth for several years. In these rapidly changing times, remaining an extension of the status quo represents a substantial setback.

As One Global Sinto, our global group of companies will come together and combine our strengths to win against competition and achieve success.

Understanding the local business environment

Europe

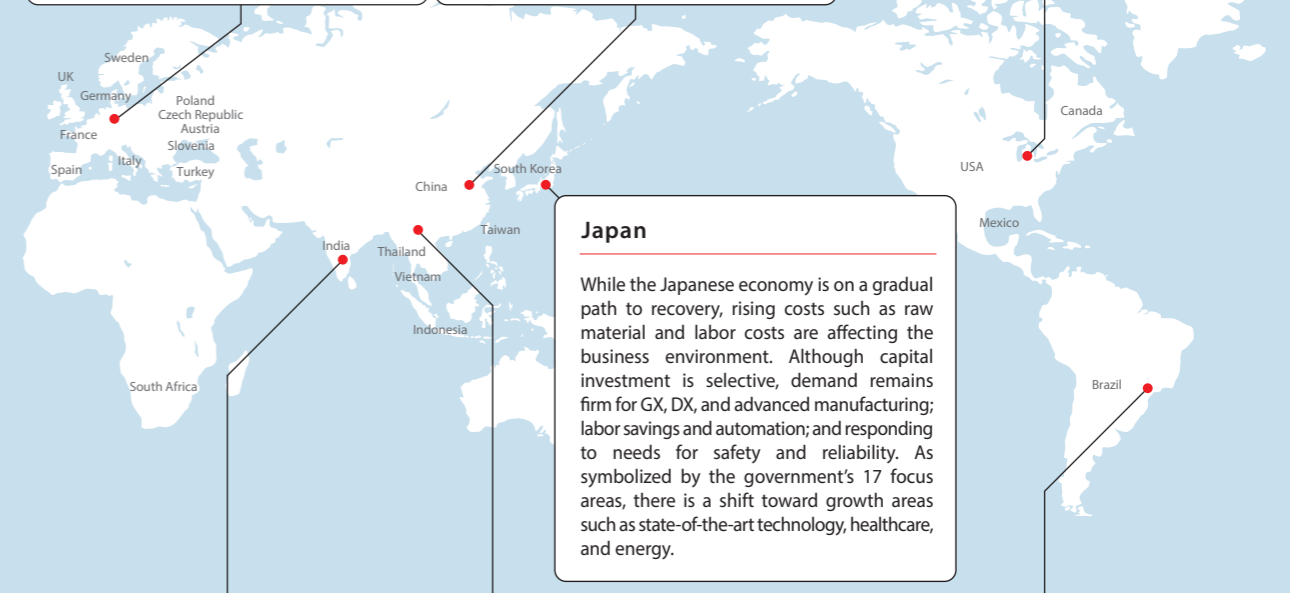
Against the backdrop of economic slowdown and declining equipment utilization rates, demand for automotive and steel-related products has been sluggish. While capital investment remains restrained due to rising energy and labor costs, investment in the renewable energy and infrastructure sectors is progressing on the back of policy support. Difficult conditions will continue, but the market is bottoming out, and in the mid-to-long term, we can expect recovery demand as well as increased demand for investment related to energy policies.

China

Cautiousness continues due to the economic slowdown, and we are also seeing pressure from overcapacity and price competition. On the other hand, with firm demand in key sectors, there is continuing investment demand to remain competitive in the market. In particular, in key fields such as EVs, renewable energy, general machinery, shipbuilding, and semiconductors, we are seeing strong demand trends, and constant demand is expected in the foundry and surface treatment businesses.

North America

While capital investment as a whole remains cautious, strong demand continues in the aerospace and defense sectors, and the business environment is supported by investment demand for automation and labor savings. On the other hand, the industry continues to face issues related to trade tariffs and rising costs, as well as labor shortages.



India

In addition to the agricultural machinery and plumbing (pump) sectors, investment in the infrastructure sector is very active. With economic growth and economic policies led by domestic demand, the appetite for capital investment is high, and the manufacturing sector as a whole continues to grow strongly.

Asia

Business confidence is generally subdued, with continuing difficult conditions due to the advance of Chinese manufacturers and intensifying cost competition. Companies are required to strengthen cost competitiveness to succeed in the market.

South America

Despite firm demand related to mining equipment, capital investment continues to be cautious due to rising costs, interest rate levels, and U.S. tariff policies. Meanwhile, demand for automation and replacement of existing equipment is strong.

Creating the social infrastructure of the future by expanding our business domain

After these changes in the business environment and the recent impairment decision, we have renewed our strong determination to further improve our business performance and position ourselves for future growth.

Our company's original business was in casting production, and we have developed our business by supporting many industries related to the iron-based market. In the future, along with maximizing the potential of our technology built from this base, we will further expand the scope of our existing businesses in Japan and overseas, and we will strengthen our development in areas where growth is expected and in new businesses.

Our "three creations" (material creation segment, form creation segment, and surface creation segment) that we are developing in our business domain of "giving form and life to process materials" are now in the midst of a major evolution. Our business in the iron-based market is a foundation of manufacturing, an industry with a large market and stable demand. At the same time, we will expand our business beyond iron to include new materials such as ceramics and glass, as well as waste materials, utilizing the technologies we have cultivated through our "three creations." In doing so, we will realize the creation of new value by becoming Nakama with our partners.

In the form creation segment, through the use of 3D printing technology, we are expanding the range of materials that can be used and increasing the degree of freedom in shape, working to develop our business for new applications in new markets. Gaining wide attention is the ceramics business, where demand is expected to grow in the future. In November 2025, we acquired a division of Bosch (Germany) to strengthen our parts business, mainly in the fields of medicine and semiconductor/electronic components. Furthermore, in 2026, we have unified our ceramics business in Japan, Europe, and the U.S. under the name "Sinto Advanced Ceramics," and we are preparing a new business location to strengthen our global coordination for this business. By bringing together the forming, additive manufacturing, and design technologies from each company, we will promote our global technological cooperation and increase our competitiveness worldwide.

In addition, our surface treatment business, stemming from the removal of sand from castings, has expanded to a variety of techniques, evolving into our surface creation segment that gives surfaces new functions and added value. Our existing peening technology, which is used for

surface conditioning, is applied to increase the strength and durability of products, and it contributes to the extended life of parts used in aerospace industries where safety and reliability are strictly required. In the future,

we will expand the range of use of these technologies and accelerate their deployment globally, and then further develop them as technologies that dramatically improve the performance and value of the material itself. For example, joining technology combines different materials (such as aluminum and resin) without the use of adhesives, contributing to a dramatic reduction in the number of parts and total weight. This is an innovative solution to extend the life of parts and reduce environmental impact, and we are expanding its use in the automotive sector.

Furthermore, we are focusing on laser processing technology as a new pillar of our surface creation segment. This environmentally-friendly technology, which does not use consumables such as chemicals or abrasives and generates no waste, will be rapidly deployed in high-growth fields such as medical care and semiconductors by strengthening our cooperation with LASERAX (Canada), a company with strengths in high-power, high-speed processing.

Another foundation that will support the digital society of the future is the material creation segment. The ultra-fine soft magnetic metal powders we have developed enable further layering and densification of electronic components. As the explosive spread of generative AI and the development of 5G and 6G communications push the demand for smaller and more power-efficient smartphones to the limit, we are confident that our materials will be an essential piece in driving the evolution of next-generation digital infrastructure.

In this way, we will continue to expand the scope of our business from just iron in its existing framework to new materials, and strive to realize value creation that delivers surprise and excitement to customers around the world.



Signing ceremony with Bosch Advanced Ceramics

Restructuring of our financial base and the pursuit of capital efficiency

In Q4, with the one-time impairment loss of goodwill and fixed assets in Elastikos, we will put an end to our sluggish earnings and shift toward increased capital efficiency, accelerating a new growth strategy that focuses on both growth and returns. By the end of FY2029, the final year of the next mid-term management plan, we aim to achieve consolidated operating income of 15 billion JPY, and through increased capital efficiency, ROE of 8% or more. To achieve this, we will enhance productivity through cost reduction, digitalize our after-sales services, create synergy through improving the collaborative structure with Elastikos, and secure profits by developing in new business sectors.

With the cashflow generated from these efforts, we will efficiently utilize this cash for investment and shareholder returns, including growth investments for M&A and capital investment efforts. For shareholder returns, along with maintaining our policy for stable dividends, we will work on further capital cost reduction. At the same time, while maintaining financial soundness and flexibility with a capital adequacy

ratio around 50%, we will strengthen capital efficiency by reducing our cross-shareholdings and by appropriately managing and utilizing interest-bearing debt.

In FY2025, the net asset ratio of cross-shareholdings was 21.3%. We will confirm the purpose of these cross-shareholdings to achieve net asset ratio of 15% or less by the end of FY2029, and the cash generated from this reduction will be used for growth investment. As one major initiative, in May 2026, we announced plans to construct a mass production plant for metal and ceramic parts using 3D printers. We plan to produce high-value-added products for data centers and semiconductor industries, with a total investment of approximately 10 billion JPY (in part funded by the abovementioned sale of cross-shareholdings).

Through these efforts, we aim to enhance our corporate value and achieve a PBR of 1 or higher by balancing sustainable growth investments through increased profits with shareholder returns.

Creating an organization in which diverse individuals can shine

It is by no means the equipment itself that truly supports the development of our business in the iron-based market and taking on new challenges in new fields. It is the people who master the skills and transform them into value that are the driving force behind sustainable growth. That is why at the core of our management is the "Motivation, Effort, and Growth Acceleration (MEGA)" principle, which makes the most of our employees' strengths.

To realize this philosophy, we are working to create an organization in which diverse individuals can shine. In addition to revising our personnel system for senior staff, we are also promoting active female participation. In FY2024, the BIP* Promotion Group was established at each business site. Along with promoting initiatives to improve information management and work efficiency from the worksite perspective, the BIP Promotion Group creates an opportunity for each employee to examine their career and strengths, encouraging members to challenge themselves to grow.

Additionally, in FY2025, the Diversity, Equity, and Inclusion (DEI) Promotion Program was launched, focusing on female employees. Along with providing career support and encouraging reformed awareness, the program respects a diversity of values and personalities, aiming to create a work environment in which each member can fully demonstrate their abilities in the way that suits them best, continuing

to take on challenges. Participants in the first year shared the following comments: "It was very inspiring to meet like-minded Nakama with the same goals, and I was able to carefully consider the career path that's best for me." "I was able to create bonds beyond my department, and now I have new Nakama to turn to in times of trouble." The program activities enabled new connections between employees and also led to changes in consciousness. As a result of these activities, the company was recognized by Aichi Prefecture for our efforts to promote active female participation, receiving certification in April 2026 as an Aichi Women's Brilliance Company.

As the fruits of these efforts, we have high expectations for the Surface Creation Team, which we launched in April 2026. This team of three women is taking on the challenge of redefining our advanced surface treatment technology from a "lifestyle" perspective and venturing into the unexplored area of the B-to-C market. One of their main initiatives is to utilize our technological strengths to make objects meaningful on a personal level. For example, we can use our precision processing technology to engrave the name of a loved one or a commemorative message on an item. The surface treatment technology that has underpinned the industrial world up to now will be used to create one-of-a-kind products that are tailored to the wishes of each and every customer.

*Business Improvement Project

Continuing to contribute to society and industry as a manufacturing company

On the other hand, we are not just an industrial equipment manufacturer. As a manufacturing company that supports manufacturing, we have contributed to various industrial fields. Foundry, surface treatment, and materials technologies are not limited to automobiles, but extend into fields such as shipbuilding, industrial machinery, and agricultural equipment. The fact that each business segment demonstrates value in its respective field and supports the industrial base not only in Japan but around the world is an unwavering strength of our company.

This leads to our greatest passion today: passing on the spirit of manufacturing. Our televised mini-program "Mirai e Tsuzuke! Tech" ("Tech that continues into the future") introduces young workers on

site who are taking on the challenge of the WorldSkills competition. Whenever I see their earnest eyes as they continue to hone their skills with exact precision, I, too, am stirred. This is the very idea that we have at Sinto: our desire to cherish the spirit of manufacturing and contribute to society.

Manufacturing is not a mere accumulation of tasks. There is the "joy of creation" that comes from interacting with materials and creating new value through trial and error. It is our mission and pride as a technology company to continue to communicate this value to society at large through this broadcast. We are convinced that true innovation that pushes the boundaries of the past will be born when diverse individuals hone their respective skills, and when those skills come together as one.

Pioneering an unknown path driven by technology and human resources

In the second year of our mid-term management plan, "Co-creation for New Value," we achieved EBITDA of 13.2 billion JPY, 7.5% against the target of 8% or more of net sales, showing a steady increase in earning power.

As we enter our final year of this plan, we must make this year not merely a worthy close to this chapter, but the starting point for our next leap forward. As we move toward our 100th anniversary in 2034, we desire to prove that our trials with impairment and the challenge of breaking out of this stalemate were but "birth pains" that we could not avoid in order to evolve into a stronger and more profitable company.



DEI Promotion Program report meeting



31st Sinto International Conference (SIC 2025)

Growth Strategies for Overseas Group Companies



France

Ramesh Babu Krishnan

Managing Executive Officer of Sintokogio, Ltd.
CEO of Elastikos (France) S.A.S.

Overcoming structural changes, and strengthening our earnings base and competitiveness

Geopolitical instabilities, wars, and rebalancing of the world order of the past. All are leading to more volatility in industrial sectors and corresponding global markets for our company. This trend will continue to be in decline on the traditional demand side, taking a longer time to recover back to pre-COVID levels. We have been deploying cost controls and consolidation since early 2025 and continue to intensify these efforts further, expanding our portfolio with other specialties, spare parts, and services to recover more business. Broadly, we are also expanding strongly into energy and defense sectors specifically in Europe, the U.S., and India, backed by special peening services and digital empowerment at our seven Trust Centers (technical centers). With all these downstream and upstream measures being implemented, we are confident that after the crises, we will come out stronger than ever before.



United States

Michael Halsband

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

Transformation of business model and evolution of customer value

The current U.S. market environment reflects a soft landing economy with moderate growth, still elevated inflation, and relatively high interest rates. We see cautious, productivity-focused investments rather than broad capacity expansion, with manufacturing demand and investment mainly supported by energy, aerospace, defense, and medical sector spending. Meanwhile, tariffs, labor costs, skilled worker shortages, and supply chain volatility remain challenging across all sectors. Within this context, the foundry industry is stable with steady demand from infrastructure, energy, and industrial equipment, facing wide-spread challenges that continue to drive consolidation, automation, and specialization.

Given these challenges, our strategy continues to be the increase of our service approach, delivering customer value across the full equipment and production lifecycle rather than competing primarily on capital sales. In the foundry market, we prioritize aftermarket services, upgrades, optimization, and automation support. In parallel, we are accelerating development of ceramic 3D printing capabilities and expansion into high-value-added manufacturing areas to achieve sustainable growth.



Germany

Andreas Klein

Executive Officer of Sintokogio, Ltd.
President & Managing Director of Heinrich Wagner Sinto Maschinenfabrik GmbH

International cooperation to create business opportunities

The market situation of the foundry industry in Europe is still difficult. The ongoing war in Ukraine and the conflicts in the Near/Middle East with dramatically increasing energy costs for our customers do not make things easier. However, there are still investments in foundry and requests by customers for special automatization and IoT products, making the efforts for IoT standardization by the group companies in Japan, the U.S., and Germany so important. Also, horizontal flaskless molding lines, which were not so popular in Europe in the past, are being requested now by customers. Last summer, we installed a joint-venture FBMX line in Germany, offering a competitive price with equipment and auxiliary units from group companies across several countries. As the next project, a nearby customer has requested the same equipment. These projects show that even in difficult times, as "One Global Sinto," we are competitive and can create new business chances, increasing corporate value.



Brazil

Julius Cesar do Nascimento

Executive Officer of Sintokogio, Ltd.
President of Sinto Brasil Produtos Limitada

Seizing opportunities amidst uncertainty for sustainable growth

Brazil continues to present a complex macroeconomic environment, where high interest rates and a highly polarized political climate have restricted investment activities. However, at the same time, the market continues to offer a range of opportunities for those who believe in a more prosperous country in the not-too-distant future. In recent years, our company has been able to effectively seize these opportunities, achieving consistent growth and significantly expanding our operations in Brazil. This progress reflects our strong commitment, adaptability, and deep knowledge of the local market. Despite the challenges posed by national and global conditions, I am confident that we will continue to expand our operations. Through these efforts and technological innovations, we aim to achieve sustainable growth while improving socio-economic conditions for all stakeholders, thus contributing to a stronger and more stable future for our company, our employees, and our customers.

Sinto Philosophy

Our management philosophy

HEART

Human Enrichment & Achievement through Reliable Technology

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



Thoughts on our management philosophy

The Sinto Group's management philosophy, "HEART (Human Enrichment & Achievement through Reliable Technology)," expresses our strong desire to not only provide superior products and technologies, but also to create sustainable results together with society. "HEART" is a phrase that represents the values we have cherished since our founding. It is a common mentality that our Nakama across all group companies around the world share, and it is the basis of our daily decisions and actions. Based on this philosophy, our group is sincerely committed to our stakeholders, and we strive to achieve both social and economic value by continuing to refine our technological innovations and on-site capabilities. We will continue to create value from a long-term perspective, aiming to earn the heartfelt gratitude of our customers.

Sharing our management philosophy

Distribution of the Sinto Beliefs leaflet

The Sinto Beliefs leaflet, which summarizes the Sinto Group's management policies, is distributed to all employees worldwide to promote the dissemination of our management philosophy. With the desire to cherish the spirit of manufacturing and contribute to society, we aim to create new value in manufacturing and realize the co-creation of achievement with our Nakama around the world. In this context, being Nakama means not just friendship, but like-minded camaraderie, and refers to all stakeholders, including customers. Our guiding principle is for each of us to hone our skills and knowledge, build a relationship of trust by working together with customers to solve problems, and continue to offer new proposals and new solutions, united as One Global Sinto.



Sinto Beliefs leaflet

Sharing our management philosophy through our internal portal site

We use our internal portal site to share information with the aim of promoting understanding of the thoughts that underlie our management philosophy. As part of our efforts to create opportunities for employees to come into contact with our management philosophy and values on a daily basis, we have been posting related keywords on the top page, emphasizing one phrase a day. Through these efforts, we are fostering understanding and empathy, as well as promoting the establishment of our philosophy and its reflection in our actions.



Example of a keyword post

Examples of actions based on our management philosophy

Sales

Running alongside our customers and Nakama

We place importance on running alongside our customers, staying close to their worksite. After equipment is installed, we visit the site regularly to identify potential issues based on operation data and hearing from the operators, and link this information to specific proposals for improvement solutions. Through these ongoing dialogues and proposal activities, we build trust as a partner in co-creation, and together we produce sustainable results, encouraged by the comments of gratitude that we receive from our customers. Furthermore, we consider our domestic and overseas network of sales agents not just a sales channel, but rather a group of important partners who create value together with our customers. In Japan, we have created a "Sinto Association" made up of shot distributors and sales agents, through which we share information about characteristics in each region and issues faced by customers, staying connected as a group after equipment installation to enable cooperation for full support and proposals to resolve issues.



Sinto Association meeting held every year in the spring

Research and development

New value is developed by co-creation with our Nakama

Under our HEART management philosophy, we are committed to creating new value with reliable technology at the core. As one example, we are focusing on creating new products using 3D printing technology through co-creation with Exentis, one of our Nakama. As shown in the samples in the photo on the right, 3D molding of extremely precise shapes is possible. By combining this with the material processing technology we have developed over the years, mass production using 3D printers becomes possible. In addition to these efforts with Exentis, we are also developing other businesses such as our laser business with partner company LASERAX. We are actively promoting collaboration with an emphasis on building relationships and creating unprecedented added value through co-creation with our Nakama.



Metal samples from the Exentis 3D printer

Case studies of collaboration with Nakama

Form creation segment P.33

Surface creation segment P.35

Production

Ever-evolving manufacturing with our Nakama

Sinto places great emphasis on kaizen activities for making continuous improvements to the manufacturing worksite in cooperation with our Nakama. Internally, kaizen activities are promoted for horizontal productivity and quality improvements across divisions. In addition to internal improvement activities, we have also been continuously engaged in kaizen activities in collaboration with other member companies of the NPS Study Group* for many years, sharing kaizen examples and know-how from each company to improve our worksites. Furthermore, we consider our suppliers' association (Shin-boku-kai) and our installation subcontractors' association (Shin-ko-kai) to be important Nakama within our network of partners. Through this network, we will cooperate closely with external partners to support stable operation for our customers, leading to increased competitiveness and better manufacturing.



Kaizen activities

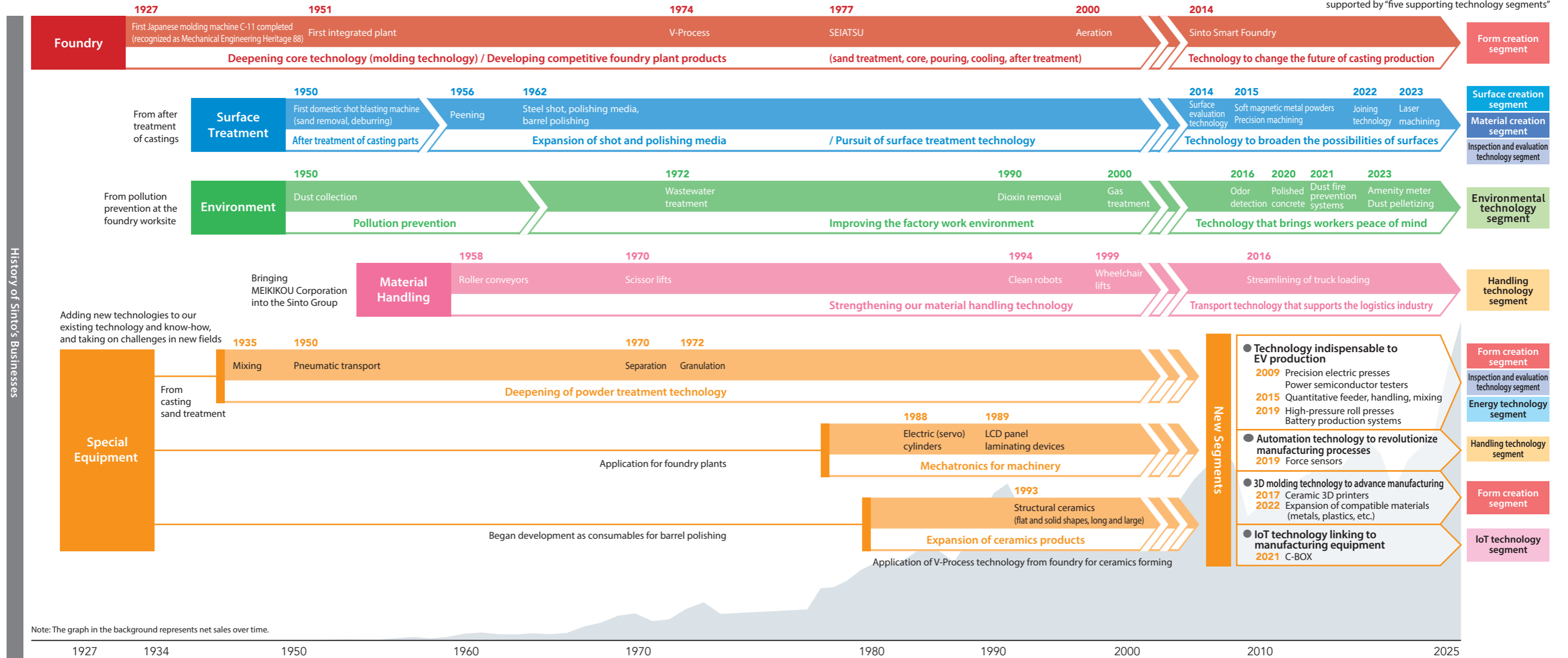
*A study group for manufacturing where companies learn from each other based on the kaizen improvement philosophy originating from the Toyota Production System

Our History

Our company was founded in 1934, with its predecessor, Kubota Chuzosho (Kubota Foundry), started by our founder, Chotaro Kubota, in 1923. Chotaro Kubota was trained by Sakichi Toyoda at his previous company, Toyoda Automatic Loom Works, Ltd., and he worked to mechanize foundry equipment. In 1927, we released our C-11 molding machine, the first domestically produced molding machine, and took our first steps as a foundry machine manufacturer. Since then, the company has expanded our business domain to include surface treatment, environment, special equipment, and other related businesses.

Moving forward, we seek to redefine our business domain as the material creation segment, form creation segment, and surface creation segment, together with the "five supporting technology segments" that support these fields, and we will work to further expand our business domain of "giving form and life to process materials." We will create and nurture new businesses as well as strengthen existing businesses to expand into areas where growth is expected and to solve social issues.

Our business domain:
Giving form and life to process materials
 We redefine our business as "three creations" supported by "five supporting technology segments"



Sinto's Journey

Chotaro Kubota, inspired by Sakichi Toyoda during his previous role at Toyoda Automatic Loom Works, developed the first Japanese molding machine. He then worked on development of molding machine technologies, and in 1934, he founded Kubota Seisakusho (Sintokogio's predecessor). Dedicated to improving Japan's casting technology and production, he helped to modernize Japan.

Overcoming the turbulent post-war era, we worked to develop not just stand-alone molding machines but full molding plants that could cover the entire casting process. During this period, business diversified to include surface treatment, environment, and handling, and our technical capabilities increased even more through a partnership with Wheelabrator in the USA. To mark our 25th anniversary and a transition toward further growth, the company changed its name to Sintokogio in 1960.


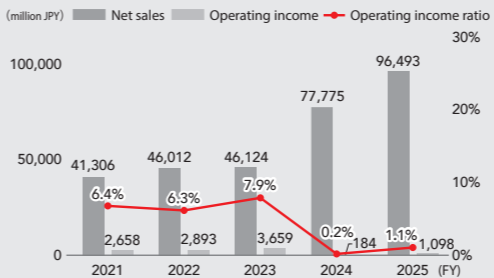

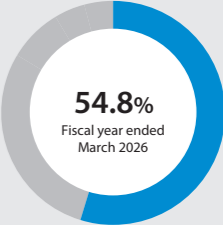

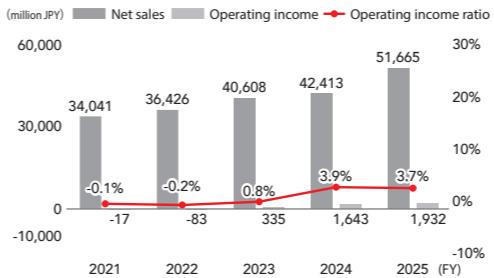
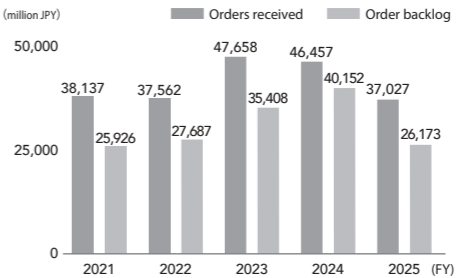
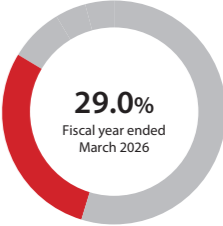
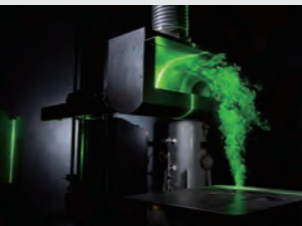
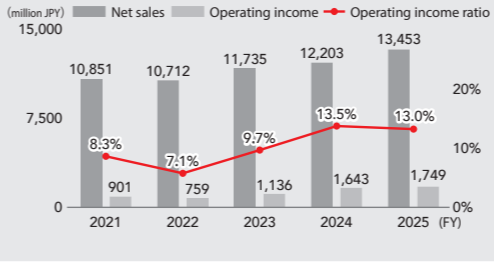

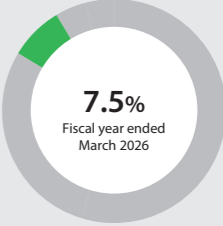

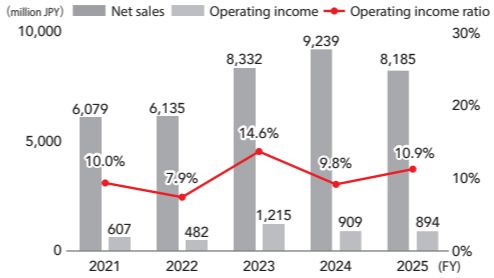
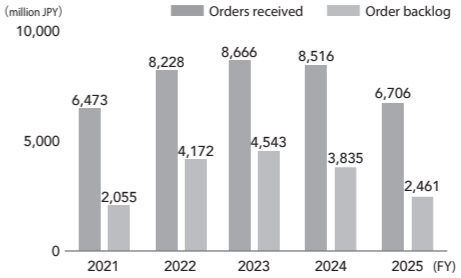
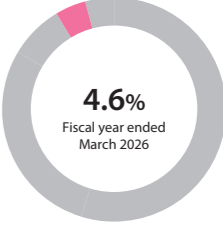

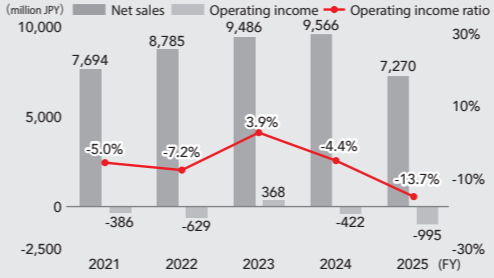

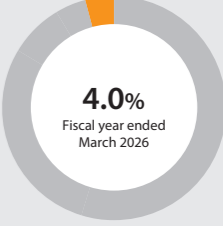
Under the motto of "total engineering" and "leaping to become a global company," we made efforts to solidify our business base. Through the development of revolutionary technologies such as V-Process and SEIATSU, we gained recognition in the foundry industry. We also built the foundation for our current business globally, starting in Taiwan and expanding into Europe, North and South America, and Southeast Asia.

To continue to evolve amid changing times, we strengthened our business, establishing a three-region global structure in the Americas, Europe, and Asia, and proactively promoting technology transfer overseas. Each business became financially independent, and we strengthened our machine maintenance and after-sales service business as a new source of revenue. Our 3-in-1 business model became a basis for our profit structure.

We established our "Motivation, Effort, and Growth Acceleration (MEGA)" philosophy as a system to train and invigorate our human resources. To strengthen our consolidated structure as the Sinto Group, we reorganized our companies in Japan and overseas, solidifying our governance structure for important matters such as compliance and risk management. Amid the rapidly changing times, we also shifted to respond to social needs with R&D in new fields such as EVs, robots, and medicine.

Working toward our 100th anniversary in 2034, we are contributing to a sustainable society through efforts for SDGs and carbon neutrality, striving to become a company recognized and needed by society. In response to social needs, we are adapting the technologies that we have developed throughout our history and applying them in R&D to provide new value to society, increasing our corporate value in turn.

Business Overview

Business domain	Former business segment	Business contents	Main products	Net sales/Operating income*1	Orders received/Order backlog*2	Revenue breakdown by business segment*2
Surface Creation Segment	Surface Treatment	Derived from post-processing of castings, we provide blasting machines that process product surfaces by striking them with metal spheres, along with the abrasives and polishing media used. Currently, we are moving forward with initiatives for new processing technologies such as laser processing, developing this business into "surface creation," which provides all kinds of functions to surfaces.	 <ul style="list-style-type: none"> ● Shot blast machines ● Shot peening equipment ● Abrasives and polishing media ● Laser processing equipment 			
Form Creation Segment	Foundry Special Equipment (Ceramics)	Since completing Japan's first domestically produced molding machine in 1927, we have led the industry as a top manufacturer of foundry equipment. In the future, through use of new technologies such as 3D printing, we will provide solutions for various materials starting with ceramics, expanding this business into "form creation."	 <ul style="list-style-type: none"> ● Molding systems ● Sand processing systems ● Pouring systems ● Ceramics 			
Environmental Technology Segment	Environment	Derived from pollution prevention in foundries, we offer products that improve the environment with various forms of pollution prevention, wastewater treatment, and harmful and foul-smell gas treatment. Through fire prevention measures and the visualization of conditions on the worksite, we contribute to the safety and health of workers, and to a comfortable work environment.	 <ul style="list-style-type: none"> ● Dust collectors ● Exhaust gas purification equipment ● Wastewater treatment equipment ● Polished concrete 			
Handling Technology Segment	Material Handling Special Equipment (Force sensors)	We offer logistics solutions to alleviate social issues such as the serious labor shortage in truck transportation and nursing care/welfare, and we also respond to demand in a variety of fields such as growing optimization needs for distribution centers. In the future, we will provide automation of precise work using force sensors, further expanding the domain of material handling equipment.	 <ul style="list-style-type: none"> ● Scissor lifts ● Conveyors ● Handling/transport systems ● Force sensors 			
Supporting Technology Segment	Special Equipment	We offer energy-saving equipment such as electric cylinders, as well as high-pressure roll presses and electrical property inspection equipment used in the production of EV parts. In addition to further cultivating our presence in growing markets, we offer technology that supports manufacturing, helping to solve social issues through solutions such as energy savings and increased productivity.	 <ul style="list-style-type: none"> ● Electric cylinders ● High-pressure roll presses ● Electrical property inspection equipment ● IoT products 			

*1: Figures before offsetting intercompany transactions *2: Figures after offsetting intercompany transactions