SATOSHOJI

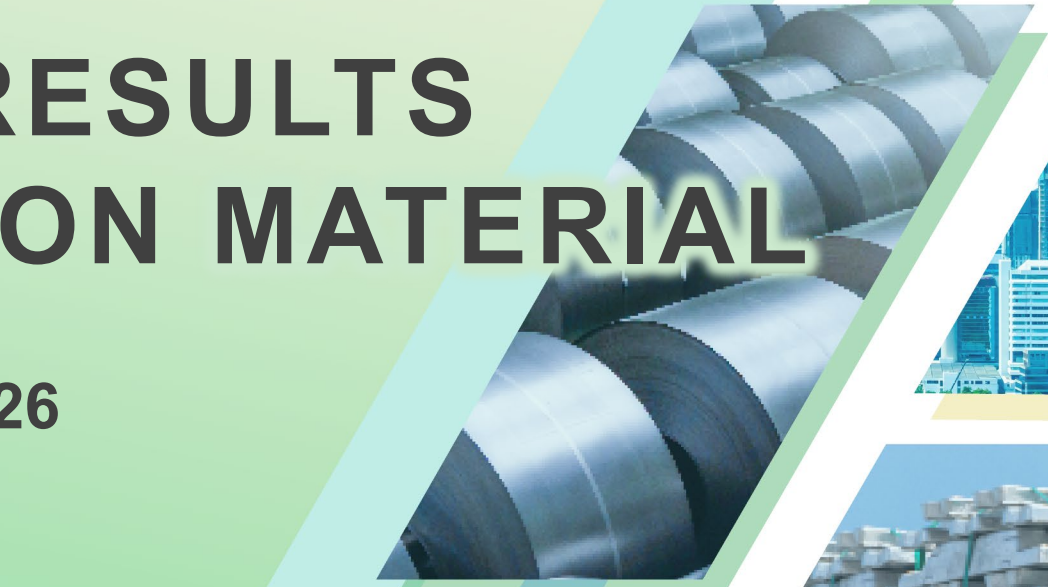
FINANCIAL RESULTS PRESENTATION MATERIAL

For the Six Months Ended September 30, 2026

SATO SHOJI CORPORATION

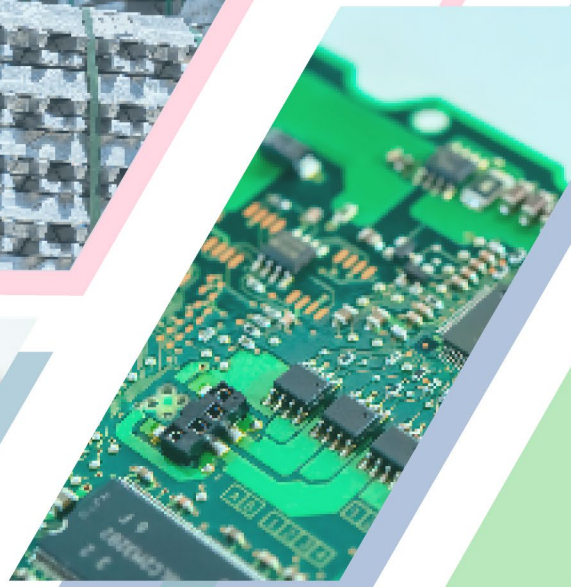
TSE Prime Market Code No. 8065

Martian









Contents

SATOSHOJI

1. 2027/3 Consolidated Interim Results 03

2. 2027/3 Consolidated Forecasts 09

3. About Sato Shoji Group 12

SATOSHOJI

1. 2027/3 Consolidated Interim Results



Martian

Summary of Financial Results

SATOSHOJI

(Millions of yen; %)

	2026/3 1H		2027/3 1H		Year-on year change	
	Amount	Composition ratio	Amount	Composition ratio	Amount	Percentage
Net sales	142,373	100%	163,543	100%	21,169	14.9%
Gross profit	11,324	8.0%	14,125	8.6%	2,801	24.7%
Selling, general and administrative expenses	8,095	5.7%	8,821	5.4%	726	9.0%
Operating profit	3,229	2.3%	5,304	3.2%	2,075	64.3%
Ordinary profit	3,520	2.5%	5,582	3.4%	2,061	58.6%
Profit before income taxes	4,083	2.9%	5,497	3.4%	1,414	34.6%
Profit attributable to owners of parent	2,930	2.1%	3,952	2.4%	1,021	34.8%
Earnings per share (yen)	139.38	—	190.74	—	—	—

Key Points of Consolidated Financial Results ・・・Net sales, operating profit, ordinary profit, and profit all reached record highs for an interim period

Net sales

163,543 million yen (up 14.9% year on year)

Both net sales and profit increased significantly, driven largely by the growth of the Overseas Operations Dept. Net sales were 163,543 million yen (up 14.9% year on year), operating profit was 5,304 million yen (up 64.3% year on year), and ordinary profit was 5,582 million yen (up 58.6% year on year).

Operating profit

5,304 million yen (up 64.3% year on year)

Overseas sales expanded for products such as high-performance materials for AI servers. In Japan, business performance in the Non-ferrous Metals, Electronics, Life Sales and other departments expanded, leading to an improvement in operating profit across all seven segments.

Profit

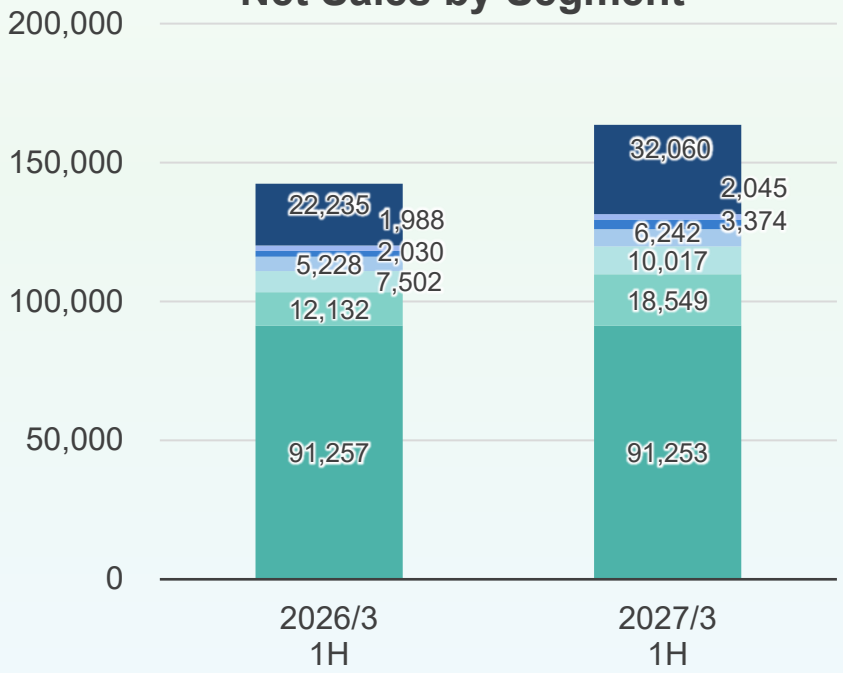
3,952 million yen (up 34.8% year on year)

Despite a decrease in gain on sale of investment securities from the level recorded in the same period of the previous fiscal year, profit attributable to owners of parent was 3,952 million yen (up 34.8% year on year), pushed up by the growth of profits from core businesses

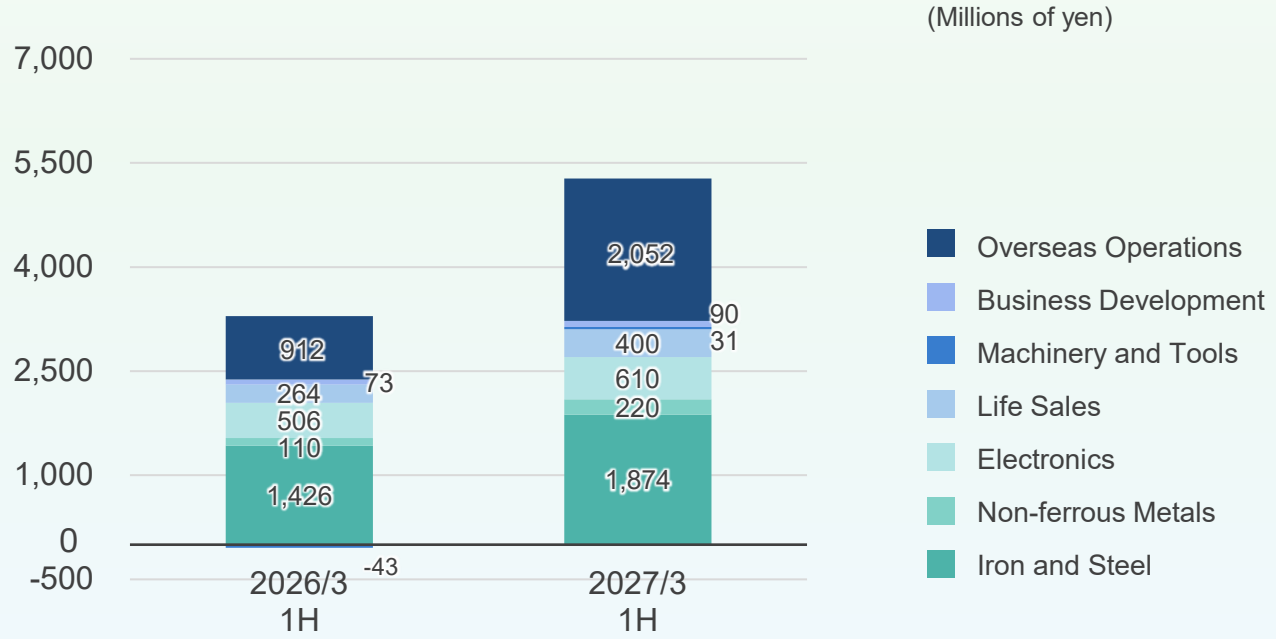
Net Sales and Operating Profit by Segment

SATOSHOJI

Net Sales by Segment



Profit by Segment（operating profit）



* As of the fiscal year ending March 2027, the number of business segments has increased from six to seven with the establishment of the Overseas Operations Dept.

Key Points

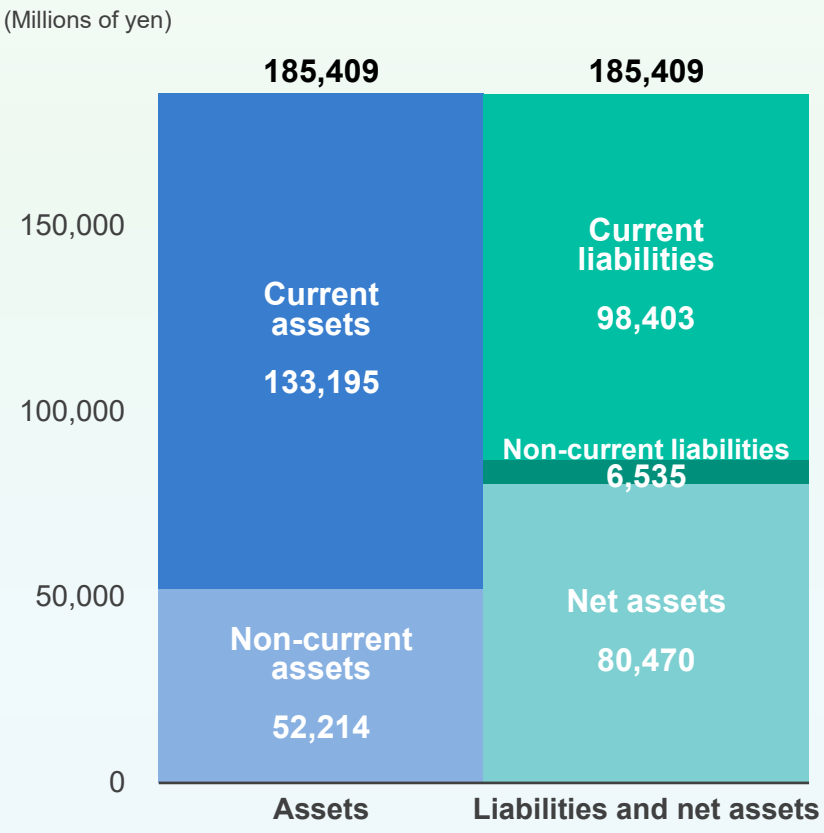
- **The Overseas Operations Dept. expanded net sales by 44.2% and operating profit by 124.9% with increases in sales of high-performance materials for AI servers and components for semiconductors, LCDs, and HDDs, driving the growth of consolidated earnings.**
- **Although its net sales remained on par with the same period in the previous fiscal year, the Iron and Steel Dept. achieved a 31.4% increase in operating profit through robust sales to the commercial vehicle and construction/industrial machinery industries. The Non-ferrous Metals Dept.'s net sales and profit also rose, buoyed by sales to the commercial vehicle industry and price effects stemming from higher metal ingot prices.**
- **Higher net sales and operating profit were recorded by the Electronics Dept. owing to the strong performance of copper-clad laminates for printed circuit boards, and by the Life Sales Dept. due to the robust sales of its own products. The Machinery and Tools Dept. turned an operating profit, and the Business Development Dept. grew its net sales and profit.**
  * For comparison, the figures for the same period in the previous fiscal year have been realigned to reflect the new business segment classifications.

Balance Sheet

SATOSHOJI

(Millions of yen)

		2026/3	2027/3 1H	Change from March 31, 2026
Current assets		**129,171**	**133,195**	**4,024**
	Cash and deposits	5,977	5,307	△670
	Notes and accounts receivable – trade Electronic recorded monetary claims-operating	87,613	91,394	3,781
	Other assets	35,582	36,494	912
Non-current assets		**52,037**	**52,214**	**176**
	Property, plant and equipment	25,281	24,887	△394
	Intangible assets	191	215	24
	Investments and other assets	26,564	27,111	546
Total assets		**181,208**	**185,409**	**4,201**
Total liabilities		**104,262**	**104,939**	**676**
	Current liabilities	97,086	98,403	1,316
	Non-current liabilities	7,176	6,535	△641
Total net assets		**76,945**	**80,470**	**3,524**
Total liabilities and net assets		**181,208**	**185,409**	**4,201**
Equity ratio		**42.3%**	**43.2%**	**0.9pt**

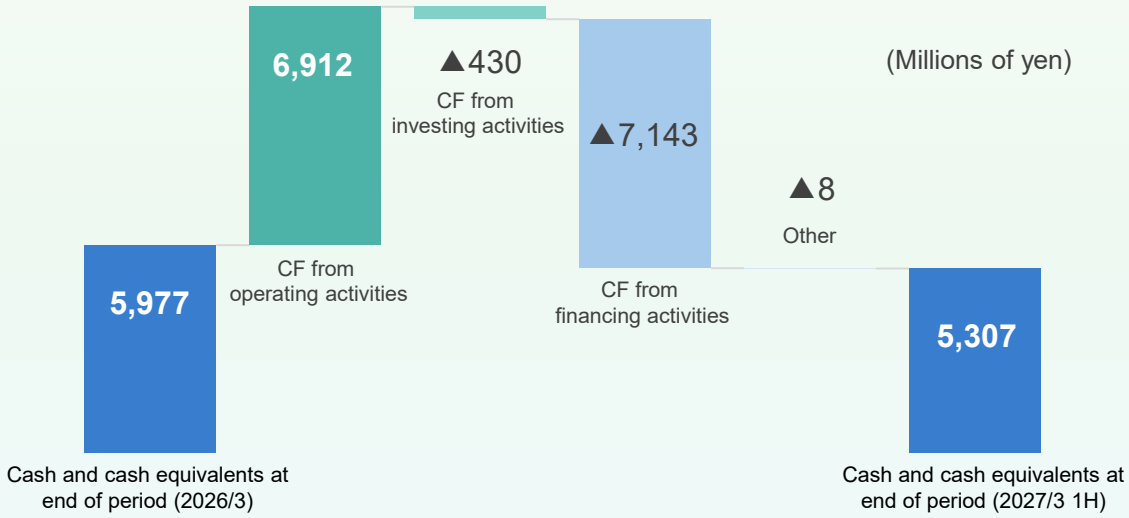


Key Points

- Total assets rose by 4,201 million yen from the end of the previous fiscal year to 185,409 million yen, partly due to increases in electronic recorded monetary claims - operating and accounts receivable - trade.
- Total liabilities increased by 676 million yen from the end of the previous fiscal year to 104,939 million yen, with accounts payable - trade rising while borrowings shrank.
- Net assets climbed by 3,524 million yen from the end of the previous fiscal year to 80,470 million yen, partly due to accumulation of retained earnings. The equity ratio rose from 42.3% to 43.2%,
- further strengthening the Company's financial foundation.

Cash Flow

SATOSHOJI



Key Points

- **Cash flows from operating activities were a net inflow of 6,912 million yen, with contributors including increases in profit before income taxes and trade payables.**
- **Cash flows from investing activities were a net outflow of 430 million yen due to factors such as purchase of property, plant and equipment. Free cash flows were a net inflow of 6,482 million yen.**
- **Cash flows from financing activities were a net outflow of 7,143 million yen, mainly due to repayment of borrowings and dividend payments.**
- **Cash and cash equivalents at the end of the interim period under review declined by 670 million yen from the end of the previous fiscal year to 5,307 million yen.**

(Millions of yen)

	2026/3 1H	2027/3 1H	Change
Cash and cash equivalents at beginning of period	3,912	5,977	2,065
Cash flows from operating activities	3,888	6,912	3,023
Cash flows from investing activities	△1,243	△430	812
Cash flows from financing activities	△1,733	△7,143	△5,409
Others	25	△8	△34
Cash and cash equivalents at end of period	4,848	5,307	458
Depreciation	647	671	24
Increase(Decrease) in borrowings	△932	△6,263	△5,330
Dividends paid	△881	△908	△27

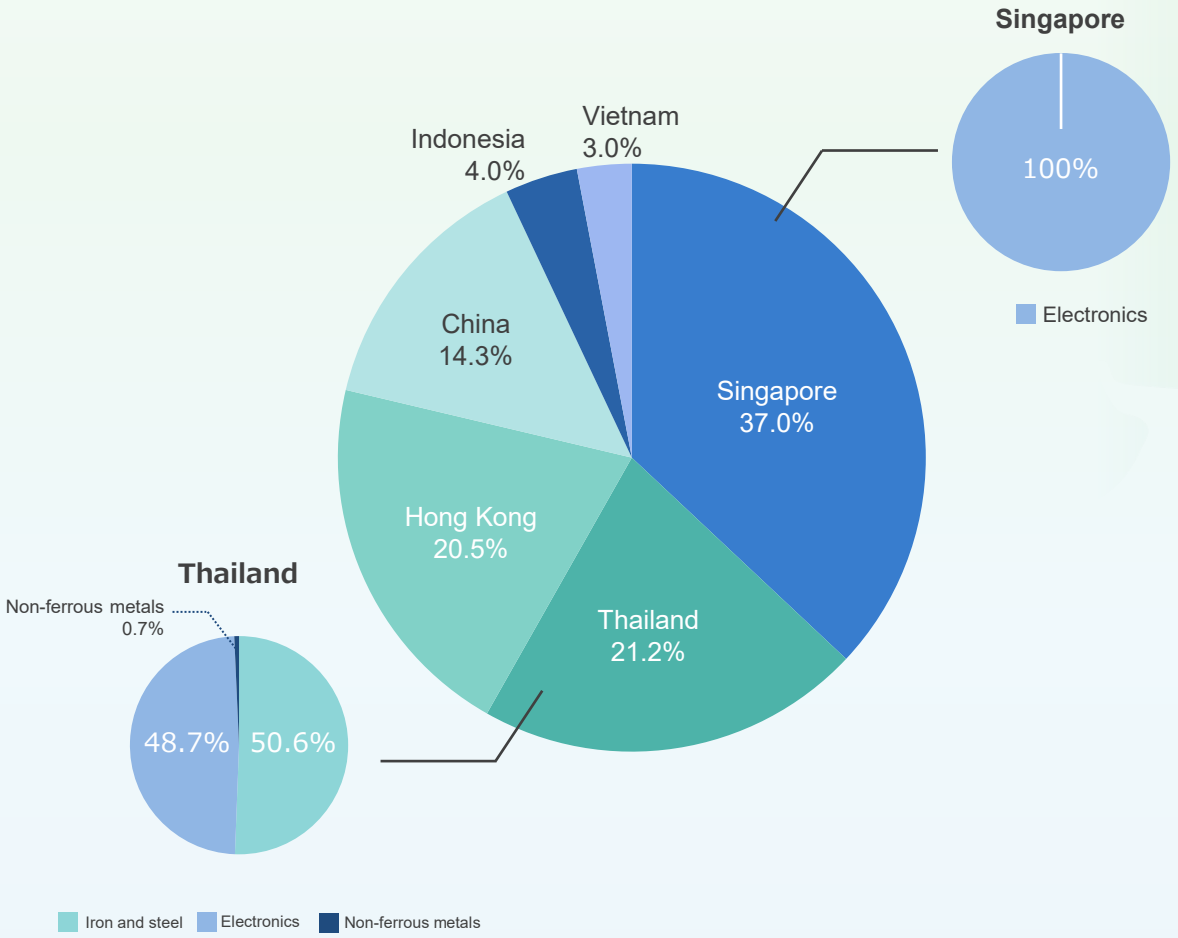
Breakdown of Cash Flows from Investing Activities

Purchase of property, plant and equipment	△2,056	△283	1,772
Sale of investment securities	814	17	△796
Other	△1	△164	△163

Overseas Operations Dept. Performance

SATOSHOJI

Sales by country/region



Topics

• Singapore

The electronics business saw strong sales of high-performance materials for AI servers and solid sales of components for semiconductors, LCDs, and HDDs.

• Thailand

In the iron and steel business, sales to the key client industries of commercial vehicles and industrial machinery remained robust.
The electronics segment delivered strong sales of copper-clad laminates for printed circuit boards.

SATOSHOJI

2. 2027/3 Consolidated Forecasts



Martian

Results Forecasts for the Fiscal Year Ending March 31, 2027

SATOSHOJI

(Millions of yen; %)

	2026/3		2027/3 (Forecast)		YoY change	
	Amount	Composition ratio	Amount	Composition ratio	Amount	Percentage
Net sales	292,191	100%	325,000	100%	32,809	11.2%
Operating profit	7,673	2.6%	10,300	3.2%	2,627	34.2%
Ordinary profit	8,162	2.8%	10,500	3.2%	2,338	28.6%
Profit attributable to owners of parent	6,568	2.2%	8,100	2.5%	1,532	23.3%
Earnings per share (yen)	314.18	—	391.04	—	—	—

Future Outlook

- **The full-year consolidated earnings forecast projects net sales of 325.0 billion yen, operating profit of 10.3 billion yen, ordinary profit of 10.5 billion yen, and profit attributable to owners of parent of 8.1 billion yen, with no changes to the most recently announced forecast.**
- **As of the end of the interim period under review, the rate of progress toward the full-year forecast was as follows: net sales, 50.3%; operating profit, 51.5%; ordinary profit, 53.2%; and profit, 48.8%.**
- **The Company, while facing ongoing future uncertainties such as rising costs and procurement constraints tied to the Middle East situation, will strive to meet the full-year forecast by addressing the key challenges of the Fourth Medium-Term Management Plan.**

Dividend Forecast

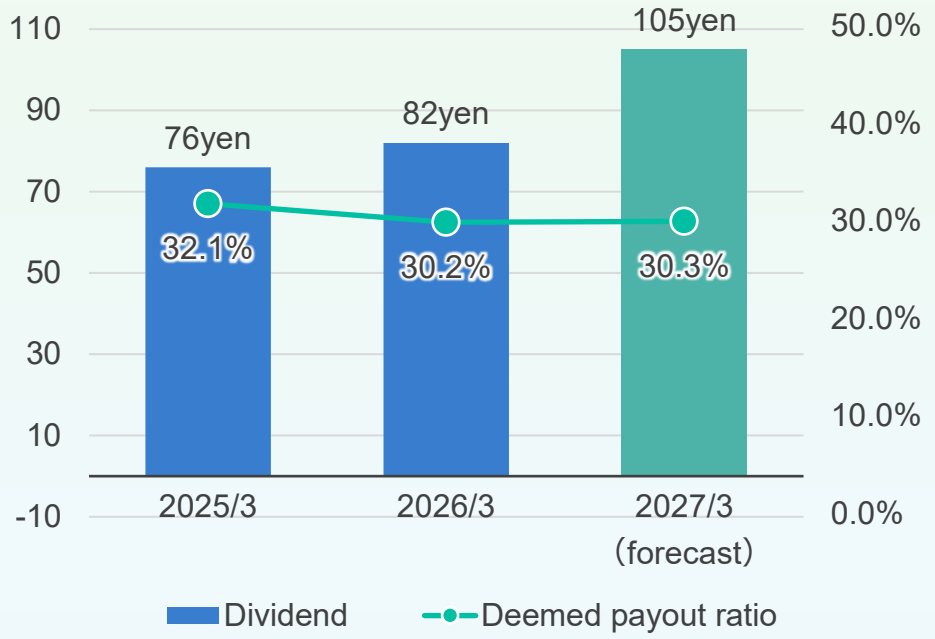
SATOSHOJI

Dividend Policy

- At least 30% of consolidated deemed net profit*1, with a minimum DOE (dividend on equity*2) of 2.7%.
- Dividends of surplus will be paid twice a year in principle: interim and year-end

(Millions of yen)

	2025/3 Results	2026/3 Results	2027/3 (Forecast)
Dividend per share	**76 yen**	**82 yen**	**105 yen**
Amount of dividends a	1,599	1,711	2,176
Consolidated profit	6,015	6,568	8,100
Payout ratio	26.6%	26.1%	26.9%
Consolidated deemed profit b	**4,989**	**5,662**	**7,190**
Deemed payout ratio (a/b)	**32.1%**	**30.2%**	**30.3%**
DOE	**2.8%**	**3.0%**	**3.5%**



- The annual dividend for the fiscal year ending March 2027 is planned to be 105 yen per share, an increase of 23 yen year on year. This comprises an interim dividend of 50 yen and a year-end dividend of 55 yen, and remains unchanged from the most recently announced forecast.
- The Company will provide shareholder returns aligned with profit growth while ensuring stable dividends based on its dividend policy of at least 30% of consolidated deemed profit with a minimum DOE (dividend on equity) of 2.7%.

*1 Consolidated deemed profit:
Consolidated ordinary profit x (1 – Effective tax rate)

*2 DOE: Dividends paid divided by shareholders' equity at the beginning of the fiscal year.
The shareholders' equity figure excludes "other components of equity," such as foreign currency translation adjustments and valuation differences on available-for-sale securities, from the parent company's equity attributable to owners at the beginning of the fiscal year.

SATOSHOJI

3.About Sato Shoji Group



Martian

Company Profile

SATOSHOJI

Company name	SATO SHOJI CORPORATION
Founded	February 24, 1930
Established	February 5, 1949
Capital	1,321,368,450 yen
Representative Directors	President Tetsuo Nozawa Senior Managing Executive Officer Masami Urano
Employees	Consolidated: 1,083 Non-Consolidated: 669
Services and products	Sales in Japan and import/export of Iron & Steel, Non-ferrous Metals, Electronic materials, Machinery, Industrial tools, Lifestyle goods, Precious metals & Jewelry, Material of construction, and Environment-related goods
Branch locations	Tokyo Head Quarters and 41 branches in Japan, including Hokkaido, Akita, Niigata, Fukushima, Tochigi, Saitama, Kanagawa, Shizuoka, Aichi, Nagano, Osaka, Hiroshima, Okayama, Fukuoka, and Kumamoto
Overseas affiliates	21 overseas locations in China, Hong Kong, Thailand, Vietnam, Korea, Indonesia, India, Singapore, Taiwan, and Malaysia
Banks	Resona Bank, Limited Tokyo-Chuo Branch Joyo Bank, Ltd. Shinjuku Branch Sumitomo Mitsui Banking Corporation Nihonbashi Higashi Branch MUFG Bank, Ltd. Yaesudori Branch Mizuho Bank, Ltd. Tokyo Corporate Banking Dept.
Stock listing	Tokyo Stock Exchange Prime Market



Company Profile

SATOSHOJI

Domestic Bases

Centered on its Tokyo Head Quarters, Sato Shoji has warehouses, machining facilities, and distribution centers in a network of 41 branches in Japan, establishing a system that enables swift responses to customers' requests. The Iron and Steel Department has coil centers in Tamura-shi in Fukushima Prefecture, Tochigi-shi in Tochigi Prefecture, and Fujisawa-shi in Kanagawa Prefecture. We have a variety of equipment and are enhancing our machining and distribution functions to enable us to meet our customers' strict machining accuracy requirements.

41 branches in Japan



Koriyama Coil Center
Tamura, Fukushima



Tochigi Coil Center
Tochigi, Tochigi







Kanagawa Coil Center
Fujisawa, Kanagawa

Company Profile

SATOSHOJI

Domestic Affiliates

The Sato Shoji Group has 11 subsidiaries and affiliated companies with 14 locations in Japan. They include companies from a variety of industries, with a focus on the Iron & Steel business.
Making effective use of our network of domestic bases and these subsidiaries and affiliated companies spanning the whole of Japan, we will strive to improve sales efficiency and promote the further expansion of our business fields.

1 Consolidated subsidiary
NK TECH NIIGATA K.K.
Iron & Steel product manufacturing

2 Consolidated subsidiary
NIHON YOSHOKKI CO., LTD.
Metal sundries manufacturing

3 **4** Consolidated subsidiary
SATO CHEMIGLASS CORPORATION
Processing and sales of glass materials and synthetic resin products
Head Office
Tsukuba Techno Center



5 Consolidated subsidiary
DAITO KOGYO CO., LTD.
Steel stock processing and sales

6 **7** Consolidated subsidiary
FUJI JIDOSHA KOGYO CO., LTD.
Automotive components Manufacturing
Head Office
Atsugi Factory



8 Consolidated subsidiary
METAL ACT CO., LTD.
Iron & Steel sales

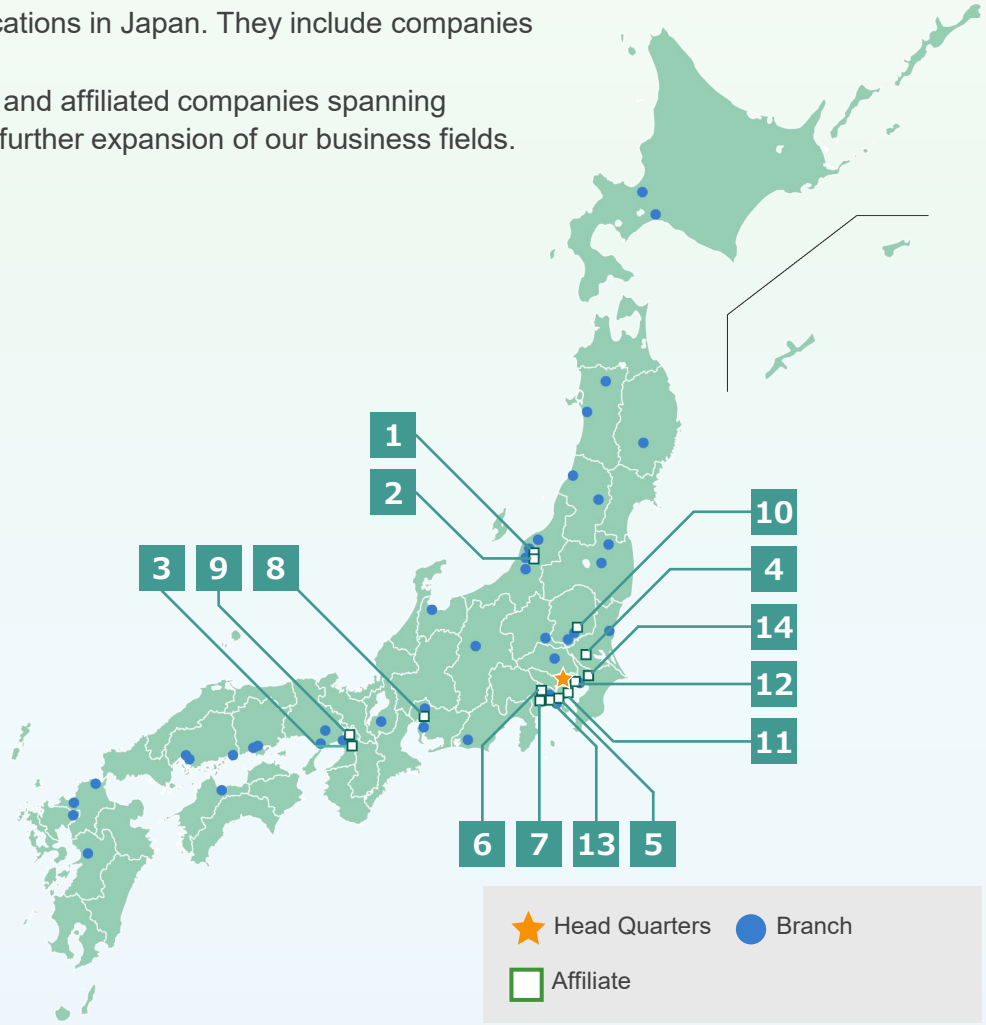
9 **10** Consolidated subsidiary
HANSHIN SPECIAL STEEL CO., LTD.
Iron & Steel sales
Head Office
Utsunomiya branch

11 Equity method affiliate
INOUE MATERIAL Co., LTD.
Mineral & Metal material sales

12 SATO GENETEC CORPORATION
Operation/management of car parking and bicycle parking lots; Nonlife insurance agent

13 SHONAN KAKOU K.K.
Steel stock processing

14 SEKINE KOZAI K.K.
Steel stock sales



Company Profile

SATOSHOJI

Overseas Bases

Our first step overseas was the establishment of SATO SHOJI HONG KONG CO., LTD. in 2004. Since then, the Sato Shoji Group has established business bases in 21 locations in 10 countries and regions. United as one, the Group will work together to strengthen and expand our overseas business, with a particular focus on the Asian region.

21 overseas locations

● Consolidated subsidiary ● Equity method affiliate

Overseas Sales Companies

- **A** SATO SHOJI HONG KONG CO., LTD.● — Electronic materials sales
- **B** SATO SHOJI SHANGHAI CO., LTD.● — Iron & Steel, Non-ferrous Metals and Electronic materials sales
  - **C** CHANGZHOU BRANCH — Iron & Steel and Non-ferrous Metals sales; Steel material warehouses
- **D** SATO CHEMICAL GLASS (SUZHOU) CO., LTD. — Synthetic resins and Glass products sales
- **E** SATO SHOJI (GUANGZHOU) CO., LTD.● — Electronic materials and Iron & Steel sales
- **F** SATO SHOJI KOREA CO., LTD. — Electronic materials and Iron & Steel sales
- **G** SATO-SHOJI (THAILAND) CO., LTD.● — Iron & Steel, Electronic materials, and Non-ferrous Metals sales
- **H** SATO TECHNO SERVICE (THAILAND) CO., LTD. — Machining tools sales; Machinery repair services
- **I** SATO-SHOJI (VIETNAM) CO., LTD.● — Non-ferrous Metals and Iron & Steel sales
  - **J** HANOI BRANCH — Iron & Steel and Non-ferrous Metals sales
- **K** SATO SHOJI ASIA PACIFIC PTE. LTD.● — Electronic materials sales
- **L** PT. SATO-SHOJI INDONESIA● — Iron & Steel and Non-ferrous Metals sales
- **M** SATO-SHOJI INDIA PRIVATE LIMITED — Iron & Steel and Non-ferrous Metals sales
  - **N** BENGALURU BRANCH — Electronic materials sales
- **O** PS DEVICE & MATERIAL INC. — Electronic materials sales
- **P** SATO SHOJI MALAYSIA SDN. BHD. — Electronic materials sales

Joint Venture Manufacturing Companies

- **Q** SOGABE (SUZHOU) GEAR REDUCER CO., LTD. — Manufacturing of Gear reducers
- **R** UCHIDA-SATO TECH (THAILAND) CO., LTD. — Manufacturing of Die holders for forging
- **S** YUASA SATO (THAILAND) CO., LTD.● — Manufacturing of Crankshafts
- **T** THAI KJK CO., LTD. — Manufacturing of Automotive components
- **U** POLYHOSE SATO SHOJI METAL WORKS PRIVATE LIMITED — Steel stock processing and Can fabrication



SATO-SHOJI (THAILAND)
Electronics Dept. warehouse

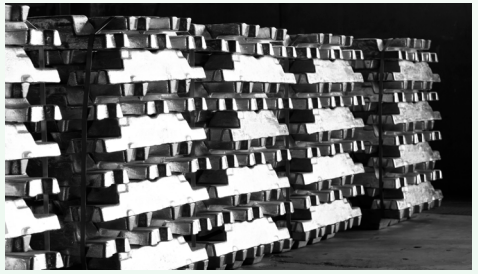
Services and Products

SATOSHOJI



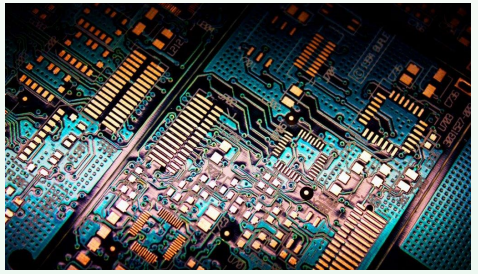
Iron and Steel Dept.

"Iron and Steel" will retain a leading role throughout the 21st century



Non-ferrous Metals Dept.

Proactive development from metal ingot into new materials and onto leading-edge high-tech fields



Electronics Dept.

Providing a bridge between innovative technologies and products for our age



Machinery and Tools Dept.

Factory automation advisory services to reinforce manufacturing operations



Life Sales Dept.

We offer a lifestyle based on design



Business Development Dept.

Solutions to environmental problems



Overseas Operations Dept.

Expanding our range of businesses in growth markets by leveraging our global network

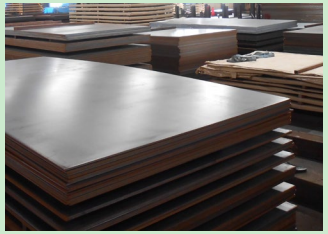
Iron and Steel Dept.

SATOSHOJI

Strengths	**Diverse product lineup**	We provide a wide variety of iron and steel products, including normal steel, specialty steel, and construction materials, both in Japan and overseas
	Robust supply chain	We respond swiftly to the needs of customers with our optimized logistics network and advanced inventory management.
	Strong support for specific industries	We offer services specialized in industries with a high degree of expertise, such as the automotive, construction, and industrial machinery fields
	Support for overseas development	We work together with our overseas affiliates to support customers' expansion and production in overseas markets. We also assist logistics needs in overseas procurement.

- **Blast furnace manufacturers**
- **Electric furnace manufacturers**






SATOSHOJI


Commercial vehicles


Agricultural machinery


Construction machinery

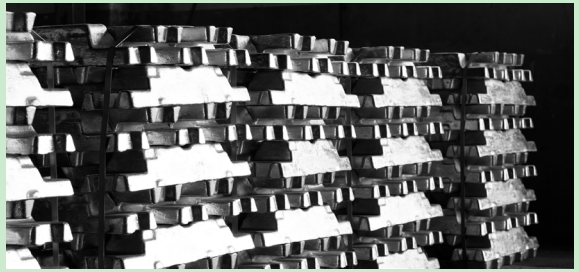

Construction industry

Non-ferrous Metals Dept.

SATOSHOJI

Strengths		
	Broad procurement sources in Japan and overseas	We seek out procurement sources in Japan and overseas on a daily basis
	Just-in-time logistics responses	We have depot functions utilizing partner companies in Japan, Thailand, Vietnam, Indonesia, and India.
	Cooperation with overseas partners	We work with overseas partners even in countries where we do not have our own Non-ferrous Metals Department sales staff stationed

- **Domestic suppliers**
- **Overseas suppliers**



SATOSHOJI

Material and parts supply
Depot functions

Primary metalworking manufacturers

Secondary metalworking manufacturers

- Automotive manufacturers
- Commercial vehicle manufacturers
- Tier 1 manufacturers
- Tier 2 manufacturers



Partner metalworking manufacturers

Casting, pressing, cutting, assembly, etc.

Goods handled

①Non-ferrous metal business
Aluminum ingots and alloy

②Non-ferrous metal raw materials business
Metallic silicon

③Non-ferrous material business
Aluminum rolling/Extruded material/Super alloys

④Processed parts business

⑤Non-ferrous die-casting peripheral equipment business

- **We build commercial distribution including exports to and imports from domestic/overseas suppliers and trilateral trade, responding to regulatory requirements of destination countries and customers needs.**
- **In addition to material supply, we are able to supply finished products and assemblies in cooperation with partner companies in Japan and overseas.**

Electronics Dept.

SATOSHOJI

Strengths	Offering diverse goods	We handle a broad range of domestic and overseas materials, and operate warehouses equipped with refrigeration systems and equipment for cutting printed circuit board materials. We source products worldwide to respond to customer needs.
	Supplying diverse fields	We supply products for diverse fields ranging from traditional core industries to fast-growing emerging areas.
	Proposal of new products	We make proposals about robots, mainly to the printed circuit board industry, to solve issues related to automatization and labor-saving.

■ Proposal of materials and products using our network

Materials

- Manufacturers

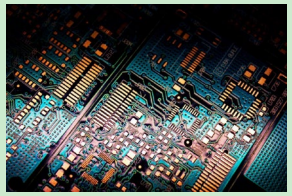




SATOSHOJI

Processing manufacturers

- PCB
- Semi-conductors
- Electronic components
- Resin processing



SATOSHOJI

Installers / End users

- Air conditioning equipment
- HDD
- EMS

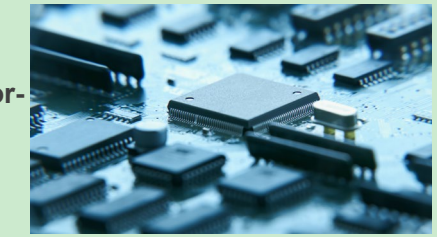


■ Core business areas we supply with materials/products

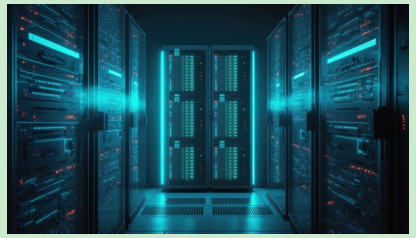
In-vehicle devices



Semiconductor-related



AI servers & data centers



Machinery and Tools Dept.

SATOSHOJI

Strengths	Diverse product lineup	We handle diverse products from more than 250 companies in Japan and overseas, such as machining tools, forging machines, robots, and cutting tools, to meet a wide range of needs.
	One-stop solutions	We offer one-stop solutions from proposals to logistics, installation, and after-sales service.

Suppliers

- Domestic machinery manufacturers
- Overseas machinery manufacturers



Key products handled



FA equipment/
Automation robots



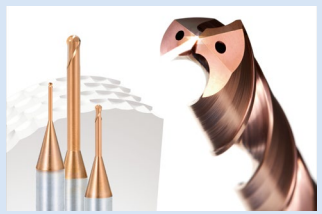
Machining tools



Forging machines



Surface treatment
apparatus/
Die-casting machines



Cutting tools

Customers (manufacturers)

- Commercial vehicles
- Automobiles
- Automotive components
- Construction machinery
- Agricultural machinery
- Industrial machinery
- Shipbuilding



Life Sales Dept.

SATOSHOJI

Strengths
We handle a diverse range of products, with a focus on houseware.
We develop products by understanding consumers' needs and wants, and use a market-oriented sales strategy to bring products that consumers are seeking to market.
Our integrated system covers planning, development, production, and sales of original brands.
We develop products in collaboration with industrial designers.

Suppliers

- **Own factory**
- **Manufacturers/partner factories in Japan and overseas**





Food-service supplies for commercial use

Silverware / Kitchen utensils



Houseware

Kitchenware
Dinnerware
Directly managed stores



Home appliances

Cooking, beauty, entertainment appliances, electric scooters

Brands we handle

Martian, D&S, KEVNHAUN, ON STAGE, Sori Yanagi, DANSK, Segway-Ninebot

OEM development

Customers

- **Trading companies / Wholesalers**
- **Distance selling**
  e-commerce
  Catalog selling
  TV shopping
- **Retailers**
  Lifestyle shops
  GMS / Food supermarkets
  Appliance stores
  Owned shops
- **Food service**
  Hotel chains
  Restaurant chains
  Ocean cruise liners
- **Overseas**
  Distributors

ハピラグ Happy&Luxury

Business Development Dept.

SATOSHOJI

Strengths	
	We handle a wide range of environmentally conscious products of manufacturers that have their own technologies. We propose improvements for the global environment and working environments.
	We have fully established work management systems in compliance with laws and regulations. Our employees qualified as operation and management engineers manage the entire process from proposal to installment.

Suppliers

- Environmentally conscious product manufacturers



SATOSHOJI



Building and roof renovation/repair

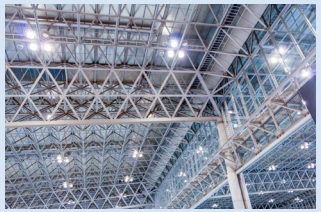


Overhead cranes

Key products handled



Cooling equipment



LED lighting

Partnering with industry-leading crane manufacturer

Commercialization by joint development with major Japanese manufacturers

Customers

Mainly customers of the Iron and Steel Dept.

- Commercial vehicle manufacturers
- Construction machinery manufacturers
- Fabricators
- General contractors, etc.

(Installation in factories, offices, etc.)



Overseas Operations Dept.

SATOSHOJI

Strengths

Business expansion capabilities leveraging overseas network

We use our overseas business bases and Group-wide collaboration to respond to customer needs and develop new markets.

Electronics

Ability to supply high-performance materials and electronic materials

We source and sell high-performance materials for printed circuit boards used in AI servers, and components for semiconductors, LCDs, and HDDs. We are broadening our business domains by expanding in Southeast Asia, India, and other regions.

Iron and steel

Power to support customers' overseas expansion

We support customers' overseas expansion with local services on par with those provided in Japan. Leveraging collaboration among Group companies in Japan and overseas (East Asia, Southeast Asia, South Asia), we offer optimized sourcing tailored to customer needs.

Non-ferrous metals

Procurement capabilities utilizing local networks

We find the products that customers need through information gathering by local staff and collaboration with teams in Japan. We engage in low-cost, high-quality sourcing and sales to Japanese customers.

Major initiatives

- **Expansion of overseas business domains**
  Business expansion in Southeast Asia, India, and other regions through overseas investments and establishment of new business bases
- **Leveraging of Group networks**
  Sales operations that are driven by information sharing and collaboration across the Group
- **Strengthening of global talent**
  Actions for stepping up proactive recruitment and training

Sato Shoji's Strengths

SATOSHOJI

Independent metal trading company

From its unique position and competitive strengths as an independent metal trading company that links users and manufacturers directly, Sato Shoji leverages its flexible and wide-ranging procurement capabilities and quick responsiveness to offer high added value to customers.

Customer-oriented service provision

Each department offers flexible services in response to customers needs, providing support to a wide range of customers.



Diversified business portfolio

A key characteristic of Sato Shoji is its diverse divisions, namely the Iron and Steel, Non-ferrous Metals, Electronics, Machinery and Tools, Life Sales, Business Development, and Overseas Operations departments, which work for different industries and customer segments. This diversification helps avoid reliance on a single market and diffuses risks.

Domestic and overseas network with about 60 locations

With 41 locations in Japan and 21 locations overseas, we place importance on a regionally focused approach. In particular, we are expanding our business in the rapidly growing Asian region and enhancing our competitiveness amid the progress of globalization.

Reliability as a partner

Our diversified business operations, including Iron and Steel, Non-ferrous Metals, Electronics, Machinery and Tools, and Life Sales, have enabled Sato Shoji to be more than just a supplier of goods for corporate customers and become their comprehensive business partner.

Disclaimer

- The purpose of this material is to provide information about business performance, and it is not intended as a solicitation of investment in the securities issued by the Company.
- The information and forecasts presented in this material are based on information available to the Company at the time of preparing the material, and they contain certain judgments made by the Company. No guarantee is given as to the accuracy of the information, and actual performance and results may differ due to various future factors.
- The Company shall bear no responsibility whatsoever for any impact or damage that may result from the information in this material.
- All rights to this material remain with the Company, and readers are asked not to copy or reproduce the material in any way or for any purpose without permission.

Contact for inquiries:

PR & IR Dept. 03－5218－5311