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Pure AIR & More.



SANGO Group Report
2026

Greetings



For the future of our planet and the colleagues we work alongside, we will not hesitate as we continue to take on the challenges of transformation.

Since our founding 98 years ago and our incorporation 76 years ago, the Sango Group has worked with our stakeholders to create Sango products that meet the needs of the times and address social issues.

With the formulation of Sango's Midterm Management Plan 2030 in October 2025 and guided by our long-term Sango Group Vision, we will continue evolving into "Sango the

Environmental Company," building a company where every individual can thrive, while pursuing stronger competitiveness and new value creation as we transform our Group for a new era.

As the automotive industry finds itself in a dramatically changing environment, companies are expected to achieve sustainable growth while responding to the social issues of today. We view these changes as opportunities for growth, and we will continue to take on the challenge of creating new value.

The year 2026 marks the beginning of our evolution toward the future. We will further enhance our engineering and development capabilities to accelerate both the strengthening of our competitiveness and our practical contributions to a sustainable society.

This Group Report is published in the interest of sharing our strategy and approach to the challenges we face. It not only presents our CSR philosophy, but also the results of our activities in fiscal year 2025. It is my hope that this report will serve to further deepen trust in the Sango Group.

Representative Director & Executive President **Akichi Mizuno**

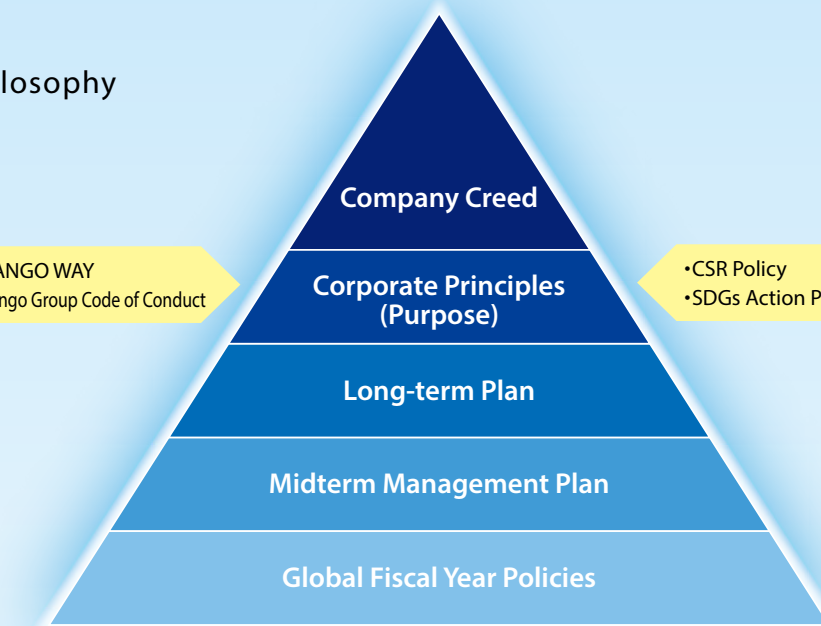
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Sango Group Corporate Philosophy

•SANGO WAY
•Sango Group Code of Conduct

•CSR Policy
•SDGs Action Policy



Company Creed

Sango Group's elements of prosperity
Prosperity for our planet,
for our company and for ourselves

SANGO WAY (General rules for actions)

As a Sango employee, the yardstick by which we judge whether our actions are correct or not.

- | | |
|---|---------------------------------|
| I. Fair and conscientious behavior | III. Spirit of challenge |
| II. Cultivating skills and building strong teamwork | IV. Innovation and Creativity |
| | V. GENCHI GENBUTSU (GO and SEE) |

Corporate Principles (Purpose)

To achieve a sustainable society, we aim to be
"Sango the Environmental Company" and a
"Corporate Group that Cares about People"

- Human Resources Development: form international players who carry on the spirit of challenge, action, and tradition
- Manufacturing: create unique products through technical innovation and world-class skills
- Environmental Creation: work together with local communities so that individuals can live in harmony with the Earth

Sango Group Code of Conduct

Basic guidelines and specific cautionary points for Sango employees to use as norms and compass

- | | |
|--|--|
| 1. Respect of Human Rights | 6. Fair and Impartial Relationship |
| 2. Compliance with Laws & Rules | 7. Environmental Preservation and Social Contribution Activities |
| 3. Safety and Health | 8. Business Operations Respecting the Culture and Customs of Other Countries |
| 4. Protection of Company Assets | |
| 5. Proper Information Management; Transparency, Responsibility of Disclosure | |

Long-term Plan

SANGO Group VISION 2040
Pure AIR & More.

- Contribute to a safe, secure and sustainable society as a manufacturer and an experience provider
- Provide employees with a workplace where they can find satisfaction and happiness through their own personal growth

Midterm Management Plan 2030

Management Policy for 2030

*See pages 03-06 for details.

CSR Policy

To be a company that contributes to society, is trusted, and grows sustainably.



SDGs Action Policy

Based on Sango's Corporate Principles, we shall consider the earth's environment as we aim to be a company in harmony with local communities, and through our growth, contribute to the realization of a sustainable society.



Building on our Enduring Commitment, Transforming toward the Future.

Sango has clarified a growth pathway that links the Midterm Management Plan 2025 to 2030 and onward to VISION 2040, and we are advancing initiatives to realize that plan.

The Midterm Management Plan 2030 is a five-year plan that concretely defines the form the Sango Group aims to be in 2030. Grounded in the sincere approach we have cultivated to date, we will advance the evolution of environment, our people, and our competitiveness, accelerating our challenges toward the future and sustainable growth.

Midterm Management Plan 2030

SANGO Group's Vision for 2030

Pure AIR & More.

Toward VISION 2040, SANGO and its people are embracing change. For the Earth of tomorrow, and the colleagues we work with today.

"SANGO the Environmental Company"
– Evolving with Purpose

A Company Where Everyone Thrives

Competing to Survive – Strengthening
Our Business and Embracing Transformation

Management Targets

- Financial** Consolidated sales **¥400.0 billion***2 OP margin **6%***2
*2 excluding supplied parts
- Non-financial** **E** CO₂ emissions (Scopes 1 and 2) [SANGO + domestic group companies*2] **50% reduction vs. FY2013**
Waste emissions [Entire SANGO Group (global)] **35% reduction vs. FY2013**
S Employee engagement (eNPS*3) **Achieve a score of 65 (FY2022 result: ▲88)**
Health management **Obtain "White 500" certification**
G Company-wide compliance awareness **Improve by 20% compared to FY2024**
Number of serious cybersecurity incidents **Zero cases**

Business-Specific Strategies

- Exhaust System Business**
Become the No.1 exhaust supplier most trusted by vehicle OEMs.
- Body and Chassis Business**
Establish a pillar of group profitability by developing technologies that outclass competitors and pioneering new markets.
- Battery-related Business**
Establish a position as a supplier of battery-related products.
- Specialty Steel Business**
Shift the product mix toward the parts business (high value-added products).

Functional Strategies

- Environmental Strategy**
Aim to become an "Sango the Environmental Company" that contributes to sustainability through initiatives such as living in harmony with nature, preserving biodiversity, and utilizing environmentally friendly energy.
- Production Strategy**
Build a sustainable supply chain through a multi-faceted production strategy that pursues overall optimization.
- Empowerment of All Employees**
Each employee works with vitality and enthusiasm, creating a cheerful, energetic company full of smiles.
- Future Manufacturing Strategy**
Create comfortable workplaces and diverse work styles, achieving overwhelming productivity.
- Financial and Investment Strategy**
• Strengthen earning power: enhance sustainable profitability and capital efficiency
• Achieve an operating profit margin of 6% and SANGO-ROIC of 8%
- Future Business Creation Strategy**
• Launch new businesses in emerging product fields, ensure profitability
• Enhance corporate value and create added value through contribution to regional communities and society

*3 SANGO-ROIC: Consolidated NOPAT (operating profit after tax) / (Property, plant and equipment + Inventories)

Midterm Management Plan 2025 Review

Midterm Management Plan 2025 Targets and Results (Excluding Receipts)

	FY2019 results	MTMP target (As of FY2019)	MTMP Results*1
Consolidated sales	¥224.2 billion	¥224.7 billion	¥364.0 billion
OP margin	-0.7 %	5.0 %	7.4 %

Consolidated net sales and operating income margin exceeded targets

*1 Actual data for Sango Group as of July 2026

Results

- ➡ **Promote transformation of the business portfolio** ➡ Improve profitability in the exhaust business and expand sales of large body components
➡ Significant increase in domestic operating profit margin, driving transformation toward a leaner, more resilient structure
- ➡ **Create new products** ➡ Taking on the challenge of launching new products such as battery packs and FP35 (architectural piping)
- ➡ **Strengthen the management foundation** ➡ The foundation was reinforced through the renewal of HR systems and the enhancement of compliance initiatives

Challenge

- ➡ **Formulate business strategies based on regional priorities** ➡ Clarifying regional strategies for each business.
➡ Strengthening support and alliances even in regions without local bases
- ➡ **Accelerate the creation of new businesses** ➡ Developing concrete measures to achieve 10% of new business sales as stated in VISION 2040.
- ➡ **Continue strengthening the management foundation** ➡ Further enhancing functional strategies that increase corporate value as an Sango the Environmental Company

Future vision for our Group

Pure AIR & More.

As a provider of environmental solutions, we will continue to purify the air and take further steps to transform ourselves into "Sango the Environmental Company," which works for the sake of local communities, customers, and employees in pursuit of building a sustainable society.

➡ Please refer to the document for details.

SANGO Group VISION 2040



Shaping Strategy into Form — Four Business Segments Connecting to the Future

Under the Midterm Management Plan 2030, we have drawn a roadmap to build a foundation that advances our established strengths toward 2030 and beyond. Driving that roadmap are the initiatives of each product division. As the business environment changes dramatically, the four divisions — Exhaust Systems, Battery-related, Body & Chassis, and Specialty Steel — are each leveraging their strengths to take on growth-oriented challenges.

In this article, alongside overviews of each business's strategy, we present the product division presidents' accounts of their challenges for the future and the aspirations behind them.

Exhaust System Business

Vision for 2030 Become the No.1 exhaust supplier most trusted by vehicle OEMs.

Key Strategies

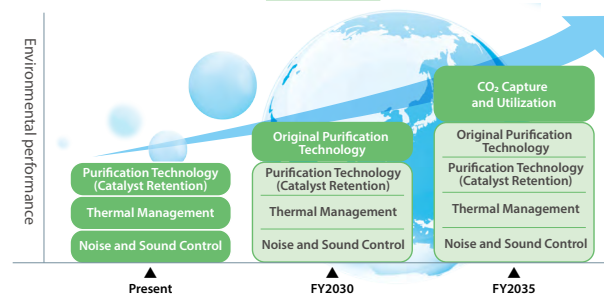
Expansion leveraging development proposal capability

- ▶ In addition to development capabilities aligned with manufacturer needs, strengthen environmental technologies aimed at achieving zero emissions by 2035 and promote sales expansion.

Securing competitiveness through pricing

- ▶ Building a production structure aligned with manufacturing technology advancement and OEM cost strategies.
- ▶ Enhancing competitiveness by introducing versatile production lines resilient to product changes.

Roadmap



Over the past few years, a rapid BEV transition was anticipated, but its pace has slowed for various reasons. Under these conditions, our Exhaust Product division is advancing two lines of technological development. The first focuses on compatibility with new fuels for carbon neutrality — such as biofuels, e-fuels, and hydrogen. The second is development of Sango original zero-emission solutions. These technologies will remain essential even if electrification (HEV, PHEV) accelerates, so we will realize them to achieve the goals set out in the Midterm Management Plan 2030.

Product Division President **Koda, Yasuhiko**



Battery-related Business

Vision for 2030 Establish a position as a supplier of battery-related products.

Key Strategies

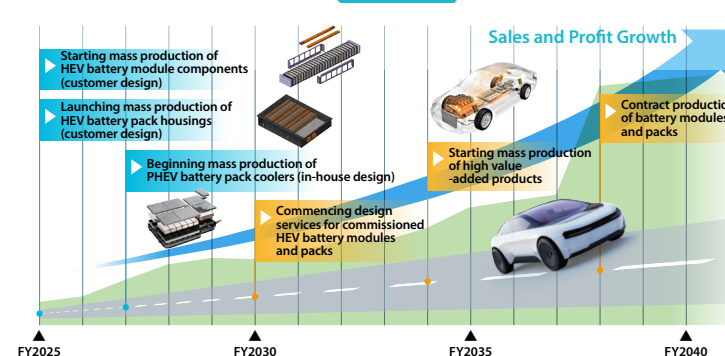
Establish a solid foundation as a supplier of battery-related products

- ▶ Enhancing capabilities to manage performance and durability development from design through production.
- ▶ Establishing coating and inspection technologies, as well as a quality assurance framework (standardization), to meet the stringent quality requirements unique to battery-related products.
- ▶ Securing competitiveness by building a patent portfolio in both structure and manufacturing methods.

Development of high-value-added battery-related products

- ▶ Strengthening development to acquire new customers based on existing business achievements.
- ▶ Enhancing development capabilities globally and fostering engineers.
- ▶ Promoting development of energy-saving and carbon-neutral products leveraging thermal management, stainless-steel properties, and joining technologies.

Roadmap



To achieve the Midterm Management Plan 2030, Sango will leverage its heat management, durability, machining, and joining technologies to actively adopt stainless steel in product development, propose solutions to address customer challenges, and expand orders. In FY2025, with the cooperation of all stakeholders, we began producing battery pack components with cooling functions using these technologies. Batteries are installed not only in BEVs but also in many electrified vehicles such as HEVs and PHEVs. We will continue to advance further technological development toward 2040 so that the battery-related business becomes Sango's next business pillar.

Product Division President **Koda, Yasuhiko**



Body and Chassis Business

Vision for 2030

Establish a pillar of group profitability by developing technologies that outclass competitors and pioneering new markets.

Key Strategies

Leveraging ultra-high-strength steel forming technologies to gain market share

Entering the chassis-related product market

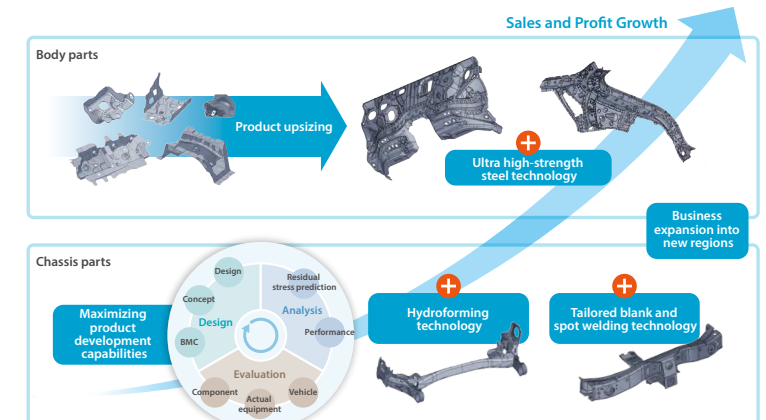
- ▶ Expanding sales of hydroformed products
- ▶ Entering new regions by applying existing technologies (tailored blanks, spot welding, etc.)

Exploring new markets through collaboration and alliances

- ▶ Establishing new bases in anticipation of future vehicle production growth

Further expanding the global market share of door impact beams for existing customers

Roadmap



The Body & Chassis Product Division will further refine the technologies we have cultivated. These include forming and joining of ultra-high-tensile steel sheets, tailored blanks, and thick-plate butt welding. Using these capabilities, we will deliver lightweight, high-strength components that excel in safety and environmental performance and contribute to solving customers' and society's challenges. In addition, as the automotive industry continually evolves, we will strengthen our foundation in existing markets by establishing cost-competitive manufacturing methods and promoting product development that captures customer needs, aiming to expand our global share. Through these efforts, we will grow the Body & Chassis business into an important profit pillar of the Sango Group.

Product Division President **Ogata, Osamu**



Specialty Steel Business

Vision for 2030

Shift the product mix toward the parts business (high value-added products).

Key Strategies

Secondary steel processing

Enhance operational efficiency in response to market changes

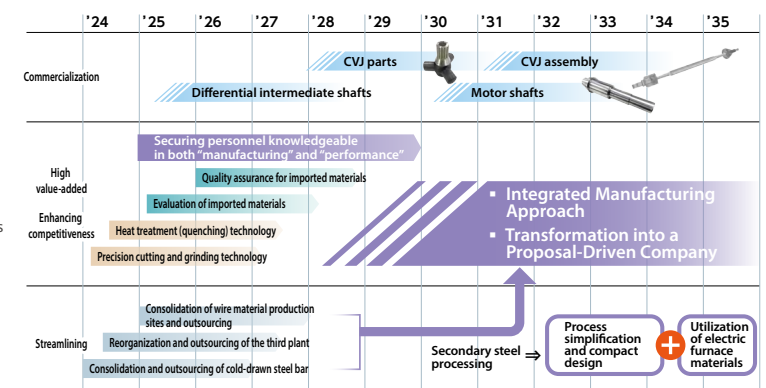
- ▶ Formed/steel pipes
- ▶ Reduce costs and strengthen competitiveness across all manufacturing processes
- ▶ Establish integrated production from pipe forming to drawing
- ▶ Bars/wire rods
- ▶ Optimize in-house plant restructuring and collaboration/alliance initiatives

Parts

Aim to establish a finished-product business for drivetrain components

- ▶ Aim to become a constant velocity joint (CVJ) assembly manufacturer
- ▶ Expand the parts business through alliances with other companies

Roadmap



Through secondary steel processing, we have delivered various values such as improved quality and cost reduction. Now, building on that foundation, we are shifting our product mix one step further toward a "Parts Business." This challenge is not merely an expansion of our business scope; it represents a significant evolution in which we will engage more deeply with our customers' product value and contribute to areas that directly affect end functions and performance. From "materials to finished products." Going forward, we will continue to grow together with our customers and partners and strive to remain the presence that society needs.

Product Division President **Matsui, Tomoyuki**



Future Talk

Introducing the New Future Innovation Center Members assigned to the Future Innovation Center gathered at STATION Ai to share their thoughts and the realities of their everyday work.

A Practical Look at the "Future Innovation Center"



Q1 How did you feel when you heard about your transfer to the Future Innovation Center?

- Naruse** It seemed like an exciting opportunity as our company is making further progress toward a major transformation.
- Karasawa** Because it's meant to shape the company's future, I also felt unsure if I could truly take on such an important mission. In the past I sometimes couldn't turn ideas into actions, but now that we are moving forward together, I feel more confident, and I am determined to give it my best.
- Inoue** Now that we have a structure to back up the work of creating new business, I feel it creates a sense of "Finally the time has come!"
- Sugiura** I'd been hearing about the Future Innovation Center for some time and was excited that something new was about to begin, so I was surprised that I would get to go there myself. In my previous department I worked on new business too, and since this team encourages new challenges, I'm really looking forward to it.

Q2 What do you currently enjoy about your work, and what are you looking forward to in the near future?

- Inoue** Up to now, my work has been based on achievements Sango has built over the years, but now, when I think that I could create something from scratch that could actually get out into the world, I feel nothing but excitement.
- Naruse** I'm focused on making connections. I reach out quickly to interesting companies and sometimes set meetings within the week. That fast pace is what makes the work enjoyable.
- Sugiura** I can now actively take on challenges in fields completely outside of what Sango has done up to now, and I enjoy teaming up with people outside the company who ask, 'What can we do together?' rather than starting with 'Here's what we want to do.'
- Karasawa** I love learning new technology and building things. It feels great to have stepped slightly beyond the limits that I used to set for myself.
- Tsunekawa** The Future Innovation Center has two missions. One is to explore whether we can create something new out of Sango's current areas of expertise. The other is to generate ideas based on the deeper meanings of

Sango's initiatives and goals, and to shape those ideas into concrete forms. I already feel a strong sense of how committed everyone is.

Q3 How do you approach new challenges?

- Karasawa** I used to look for things that felt 'typical of Sango,' but now I consciously set that aside and try to think more broadly.
- Sugiura** Instead of saying, 'There's no way this will work,' I try to move forward thinking, 'Maybe this could work.' Doing so has actually allowed me to come up with several ideas that seem feasible, and I will continue making a conscious effort to maintain that mindset.
- Inoue** When I dig deeper into my ideas, I keep asking 'why.' It's the idea behind the 'Five Whys' method, which seeks to uncover the root cause of a problem by asking 'why' five or more times. I focus on developing ideas that address the root cause.
- Naruse** I make a conscious effort not to dismiss different ideas. I start by responding positively, basically saying, 'Looking good,' and nothing else.
- Tsunekawa** Continuing what we've done up until now is important, but I also want people to be mindful about adopting new perspectives and ways of thinking. Doing so can broaden the range of what we're able to achieve.

Q4 What kind of work would you like to see take a more concrete form in the future?

- Naruse** With my background in technical development, one of the areas I focus on is addressing climate change.
- Karasawa** I've also been involved in CO₂ capture for a long time, and I would really like to make a good project out of it. There are a few things I personally find interesting too, and I'd like to try at least one of them.
- Inoue** The best thing I could do would be to create something in the energy field that genuinely benefits people.

Sugiura As I reflect on Sango's current capabilities, I'm starting to feel that we might be able to go beyond manufacturing and provide services too. Right now, I'm working on coming up with ideas along those lines.

Tsunekawa We focus mainly on mobility, energy, and infrastructure. That said, when someone's ideas start taking shape, if it's rewarding for them and those ideas turn into a business, it will be rewarding for the company too. That's why we encourage everyone to pursue the themes they personally want to work on.

Q5 What kind of company do you imagine the Sango of the future to be?

- Karasawa** I'd love to see Sango become a company that makes people say, "Wait, Sango is doing that too?" That is, a company that takes on surprising, unexpected projects.
- Sugiura** I hope we create projects that make people in other departments step forward and say, 'I want to try that,' which in turn helps create a more vibrant working environment for everyone at Sango.
- Naruse** Sango's technology is the kind that lends its strength from places that are not readily visible. I hope we will continue to be a company creating products that help people live more comfortable lives.
- Inoue** For me, there are two things. First, because I love cars, I really hope Sango will continue its existing automotive business. Secondly, since we are promoting 'Sango the Environmental Company' and 'Pure AIR & More,' and because a more circular society is increasingly being called for, I hope that we can contribute to this in the years ahead.

Tsunekawa Sango will celebrate its 100th anniversary in 2028, but this is no more than a passing milestone. Looking ahead for another 100 or even 200 years, we want to build a company our children and grandchildren will want to work for. To achieve that, the Future Innovation Center will carry Sango's legacy forward while working to create new value for the future.



The Future Innovation Center (New Business Creation Department) was established to take on the challenge of creating new businesses that will shape Sango's future for the next 100 years. To generate this new value at Sango, the Center has gathered a diverse group of members, from young employees to seasoned veterans.

- Goals of the Center**
- To create new businesses that will become pillars of the company alongside existing operations.
 - To contribute to the local community and to the company by further enhancing corporate value over the medium to long term.

The Sango Group's CSR policy is "To be a company that contributes to society, is trusted, and grows sustainably." Within the "Environment" framework, we are committed to meeting the goals of our "Environmental Challenges" and creating a "people-friendly workplace." Through initiatives such as biodiversity conservation, activities that promote living in harmony with nature, and the use of earth-friendly energy, we contribute to the development of a sustainable society.

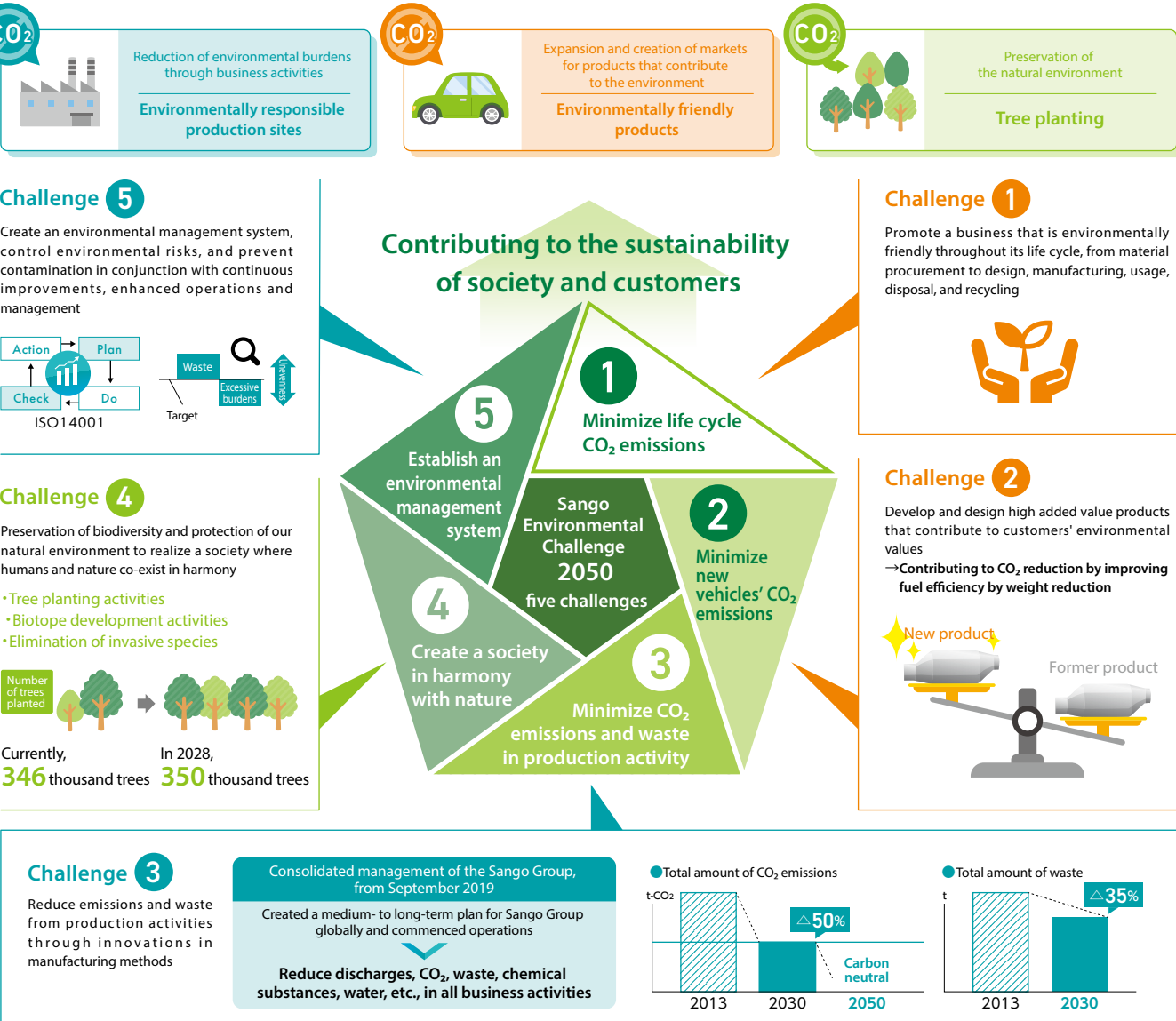
Environmental Initiatives

Long-term Environmental Vision: "Sango Environmental Challenge 2050"

To date, Sango has followed the "Sango Environmental Challenge 2050," focusing mainly on energy conservation and other measures to reduce CO₂ with an eye toward achieving carbon neutrality by 2050. In the Midterm Management Plan 2030, formulated in FY2025, we announced an environmental strategy that links three areas — Circular Economy (CE), Carbon Neutrality (CN), and Nature Positive (NP) — and committed to advancing concrete initiatives toward 2030. We aim to become "Sango the Environmental Company," contributing to a sustainable society through efforts such as co-existing in harmony with nature, biodiversity conservation, and the use of earth-friendly energy.

● Aiming to be "Sango the Environmental Company" with an environmental strategy linking three areas

Continuous mining of iron ore, a key raw material for our company, can cause local deforestation and loss of biodiversity. Recognizing that corporate activities depend on rich natural environments, we will ensure that, when making business decisions and considering measures, we take a holistic approach from the perspectives of CE, CN, and NP to avoid creating net negative impacts.



Sango Group Results for FY2025: Summary of 2nd Environmental Action Plan

● CO₂ Emissions and Waste Emissions

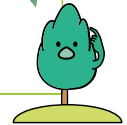
FY2025 Targets	FY2025 Results	Scores
◆ CO ₂ Emissions, Scope 1, 2 *1 [Sango Co., Ltd. and domestic group companies*2] 50,065 t-CO ₂ (31% reduction compared to FY2013)	46,494 t-CO ₂	Target Achievement Rate 108%
◆ Waste emissions [Entire Sango Group, globally] 6,080 tons (13% reduction compared to FY2013)	7,522 tons	Target Achievement Rate 80%

*1 Global standard GHG protocol scope 1: direct greenhouse gas emissions by companies. Scope 2: indirect emissions from the use of electricity, heat, and steam supplied by other companies.
*2. As for CO₂ (Scope 1 and 2) emissions by overseas companies, BM targets are set for each country.

● Major Activities and Results

Category	Five challenges for the "Sango Environmental Challenge 2050"	Initiatives	FY2025 Results
Expansion and creation of markets for products that contribute to the environment.	1. Challenge towards the minimization of life cycle CO₂ emissions 	Promote a business that is environmentally friendly throughout its life cycle, from material procurement to design, manufacturing, usage, disposal, and recycling.	Visualization of environmental impact and CO ₂ reduction activities at suppliers and logistics processes • We conducted energy use surveys and shared improvement case studies across 31 parts manufacturers and 26 equipment manufacturers to achieve our CO ₂ reduction targets. • For parts manufacturers, we are studying and promoting supplier carbon neutrality support measures in collaboration with other companies. • Although the relocation of a customer's production site caused us to miss our transportation and delivery CO ₂ reduction target, we have been improving this by introducing a double-linked truck and reducing long-distance shipments as planned.
	2. Challenge for minimization of new vehicle CO₂ emissions 	Develop and design high value-added products that contribute to customers' environmental values.	Contribution to fuel efficiency by reducing weight • We met our weight reduction targets for exhaust pipes and exhaust manifolds on key vehicle models while improving performance and complying with regulatory limits. • We achieved our development targets for new products that contribute to environmental performance.
Reduction of environmental burdens through business activities	3. Challenge for minimization of emissions from production activity, CO₂ and waste 	Reduce emissions and waste from production activities through innovations in manufacturing methods.	Reduction of CO ₂ emissions from own plants and life cycle • We met our goals through energy-saving measures, additional solar panel installations, and purchases of CO ₂ -free electricity. • For new projects aimed at cost reduction and environmental impact (CO ₂) reduction, we considered productivity improvements, reductions in equipment and material costs at the project introduction stage, and achieved planned reduction targets compared with conventional manufacturing methods. Reduction of waste emissions from daily production activities • Domestic waste reduction activities progressed well, such as converting used wooden skids into marketable materials and reducing alkali disposal by extending lubricant change intervals, but unplanned waste at overseas sites caused us to miss the global waste target.
	4. Challenge for creation of a society in harmony with the nature	Preserve biodiversity and protection of our natural environment to realize a society where humans and nature co-exist in harmony.	Forest creation to absorb and reduce CO ₂ emissions • We completed our annual tree planting plan; the cumulative number of trees planted reached 346,068, contributing to 1,550 t of CO ₂ absorption. • We received the Special Excellence Award at the Green Infrastructure Awards from the Ministry of Land, Infrastructure, Transport and Tourism. • We created a new biotope at the Inabe Plant, bringing the total to six sites. 
Preservation of the natural environment	5. Challenge for establishment of an environmental management system 	Build a consolidated environmental management system, manage environmental risk, and carry out prevention and continuous improvements, strengthen operations and management.	Compliance with environmental laws and regulations, and prevention of environmental incidents • Continued ISO 14001 certification (group acquisition rate: 93%). • Regular checks of compliance with environmental laws and regulations (twice a year) were conducted, and corrective and recurrence prevention measures have been implemented. Enhancement of communication through active disclosure of environmental information • As part of efforts to raise environmental awareness among employees, we held a special event during Environment Month (once a year).

Some of the FY2025 initiatives are presented in detail on following pages.



Environmental Initiatives

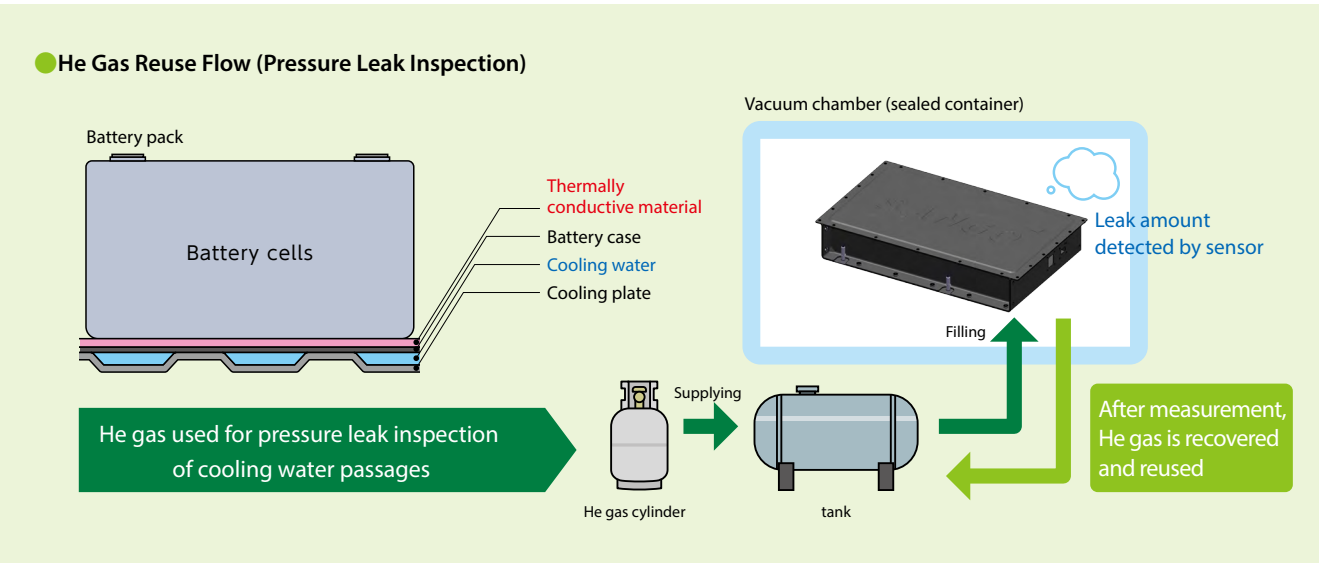
Resource Circulation and CO₂ Reduction through He gas Reuse in Battery-related Products

As the first initiative in our new battery-related business, we began production of battery pack components in March 2025. Because pressure leak inspections of cooling water passages inside battery components require high detection sensitivity, we use inspection equipment that employs helium (He) gas, which can detect leaks from microscopic holes and scratches. By implementing a system to reuse this valuable gas, we are reducing costs and making more effective use of resources.

The He gas reuse process works as follows. The gas supplied from cylinders is routed through a tank into the product, and the leak rate is measured inside a vacuum chamber. After measurement, the gas inside the product is returned to a recovery tank, and it is reused without additional cylinder supply if its concentration does not fall below the prescribed value. With this method, we can reuse approximately 98% of He gas, reducing CO₂ emissions associated with helium production by 2.4 tons*.

Going forward, the SANGO Group will continue to promote initiatives across the Group to reduce environmental impact and circulate resources, contributing to sustainable manufacturing.

*Calculations are based on our own method.



Progress toward the “Sango Environmental Challenge 2050” through Renewable Energy Adoption

To achieve the goals of the “Sango Environmental Challenge 2050,” we are accelerating the adoption of renewable energy. All solar panels are installed on building roofs, making effective use of existing space to ensure stable power generation.

Regarding power decarbonization, we phased in CO₂-free electricity beginning in FY2025 for part of our power supply, and by FY2026 we will implement CO₂-free electricity across all plants. By combining solar power with CO₂-free electricity, we are bringing the CO₂ emissions associated with our electricity use closer to net zero and making a significant contribution to achieving the 2050 target. At the same time, we will continue to rigorously pursue energy-saving activities as before.

● Sango Group Solar Power System Installations
May 2018: Sango Kyushu (former Sanpuku)
Oct. 2019: STEM (Thailand) Wellgrow Plant
Mar. 2022: STEM (Thailand) Banpho Plant
Mar. 2024: GSC (Guangzhou)
July 2024: Inabe Plant
Jan. 2026: Fukuta Plant, 2nd Press Building
May 2026: Toyohashi, Miyoshi, Komeno Plants
Going forward, we will proceed with installations at the Yawatayama Plant, the Fukuta Plant (distribution center, etc.), and Sango Kanto, completing the expansion by FY2027.



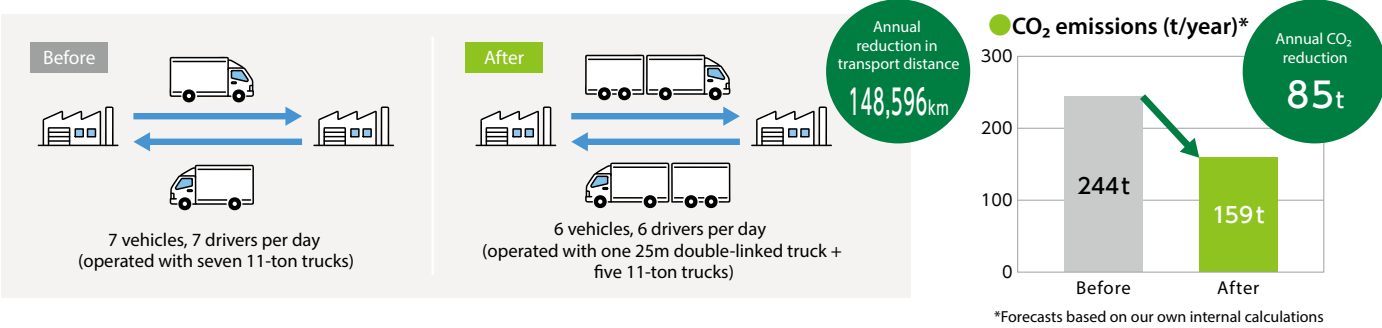
Jan. 2026, Fukuta Plant, 2nd Press Building

Reducing CO₂ Emissions in the Transportation Process

We are working to reduce environmental impacts across the product life cycle. In December 2025, in collaboration with U-netrans Co., we introduced a 25-meter double-linked truck at the Toyohashi Plant. Increased payload per vehicle improves transport efficiency, reducing CO₂ emissions by 35% per trip and helping lower our environmental footprint. Because one double-linked truck can carry the equivalent of two large trucks with a single driver, it also reduces the number of trips required and helps address driver shortages.



Dec. 2025, Departure ceremony for the 25m double-linked truck



Start of Operations at the Distribution Center

At the Fukuta Plant, we opened a distribution center in April 2025 and implemented automated warehousing for our products to improve logistics efficiency. As a result, we cut annual CO₂ emissions by 11 t and reduced cargo handling and waiting time by 1,700 hours per year.

Going forward, we will continue working with transport operators and other partners to address challenges and realize a sustainable society.

Sango’s Nature-Coexistence Activities Recognized

Sango conducts nature coexistence activities globally. Beginning in 2006, we have continued tree-planting efforts and held community events such as firefly viewing sessions. Our factories, domestically and abroad, operate in coexistence with nature with consideration for biodiversity. We have also carried out activities in collaboration with local communities. These efforts have been highly valued and have led to awards and certifications.

Ministry of Land, Infrastructure, Transport and Tourism — 6th Green Infrastructure Awards, Special Excellence Award

ECO35 in Nagoya, Aichi Prefecture, features a wooded area, biotopes, and rice paddies. These elements function as infrastructure for disaster prevention, mitigation, and temperature moderation. ECO35 also uses its rich natural ecosystem for environmental education for local children. The site donates rice to children’s cafeterias. These contributions to regional issues were highly praised.



Jan. 2026, Received the Special Excellence Award at the 6th Green Infrastructure Awards

Kocaeli Chamber of Industry — Environmental Award

STI (Türkiye) was recognized not only for its many years of producing environmentally friendly mufflers, but also for initiatives such as tree plantings and biotope development suited to the local climate, waste reduction activities, and improvements in rainwater utilization.



June 2025, Received the Environmental Award at an environmental event hosted by the Kocaeli Chamber of Industry (STI)

● Sango Nature Positive Activity



Tree planting activities at Sango



[Official Instagram Account] Sango Nature Positive Activity

The Sango Group's "Social" framework is founded on "improving customer satisfaction" and "participation in local communities." Through safe, high-quality product manufacturing and socially contributive businesses, we aim to be a company that is welcomed and trusted by suppliers, customers, and local communities. At the same time, we are committed to improving employee engagement.

Together with our employees

Sango Education System

One of our core principles is "human resources development," and we offer a wide range of training programs tailored to employees' abilities and roles. To realize the Midterm Management Plan 2030's inclusivity strategy, "each employee works with vitality and enthusiasm, creating a cheerful, energetic company full of smiles," we provide opportunities for autonomous (self-directed) learning to support employee growth.

Hierarchy level	Programs for each level, group training and online		Self-development courses	Training for select employees	Specialized Training		
					Clerical	Technical	Skilled Work
Manager	•Executive and managerial training	•Core employee training	Compliance	Education for responding to globalization, language	Training for managerial candidates	Midcareer selection training	Overseas trainees
Chief position	•New chiefs' training •Creative problem-solving skills*	•Practice on-the-job training* •Communication training*					
Midlevel employee	•Midlevel employee training •Developing problem-solving skills, application	•Leadership •Toyota Production System (TPS)					
General employee	•Developing problem solving, basic •Introduction to TPS	•Career planning training •Introduction to QC					
New employee	•New employee training •Basics in logical thinking and expressions	•How to make work arrangements •Business manners					

Elective Training

An educational system partially introduced from FY2025 is "elective training." Employees can freely choose courses according to their individual requests and needs. We offer multiple courses designed to enable employees to proactively deepen their learning. (See the table above for courses marked with an asterisk.)

Communication Training

The Communication Training aims to equip participants with the knowledge and skills needed for daily communication with subordinates and to conduct "Mane-Talk (one-on-one meetings)," which has been implemented since FY2022, more effectively. From FY2025, we included this course as one of the elective training courses and expanded the target audience beyond newly appointed group leaders and section assistant managers to cover positions from Chief position up to Core employee. Through repeated classroom instruction and practical exercises, participants acquire communication skills for building relationships and eliciting employee initiative, making the learning directly applicable to practice.



Communication Training

Skills Transmission Initiatives

As a manufacturing company, Sango is committed to cultivating highly skilled workers and master craftsmen, called Takumi. We provide training such as manual tack welding for high value-added products by pairing experienced master instructors with younger employees. To support this, we are introducing the "Takumi Line" and establishing a place for skills transfer by using state-of-the-art VR equipment.

Initiatives for developing highly skilled workers

- Promote in-house skill certification, the "SANGO-RIN" skills competition, and support acquisition of national trade certifications.
- Hold advanced skills training and master craftsman development programs through apprenticeship-style training.

Supporting Diverse Ways of Working

We foster workplaces that enable each employee to thrive by providing diverse and flexible working styles. In FY2025, we implemented and revised systems related to annual paid leave. Going forward, we will continue to develop an environment where every employee can work with peace of mind and promote improvements that make the workplace easier to work in.

Two-Hour-Unit Annual Leave System

To make work easier for employees balancing childcare or nursing care and for manufacturing sites where the flextime system does not apply, we introduced a "two-hour-unit annual leave system" effective April 2026. By creating a system that can flexibly accommodate short-duration plans, we support a work environment where diverse talent can prosper.

Applicable schedule for two-hour-unit annual leave times, at manufacturing sites

8:30 (20:30)	10:30 (22:30)	12:00-12:45 (0:00-0:45)	15:10 (3:10)	17:10 (5:10)
Ⓐ		Lunch break		Ⓑ

*If within time slots Ⓐ or Ⓑ, the system is available for both day and night shifts

Typical cases for its use

- Medical appointments
- Family drop-offs/pick-ups and school events
- Nursing care needs
- Procedures at banks or government offices



Immediate Grant of Annual Paid Leave for New Hires

Previously, annual paid leave was granted one day per month starting the month after joining, with the remaining days granted after six months. From April 2026, we revised the system so that first-year annual paid leave can be granted all at once in the month of joining. This change aims to help employees feel secure at the start of employment, including in cases of sudden illness affecting them or a family member.

Up to March 2026 (previous system)

	Apr.	May	June	July	Aug.	Sept.	Oct.	Nov.	Dec.	Jan.	Feb.	Mar.
Grant days	0	1	1	1	1	1	6	-	-	-	-	-

*The number of days granted for mid-career hires varied depending on the month of joining

From April 2026 (revised)

	Apr.	May	June	July	Aug.	Sept.	Oct.	Nov.	Dec.	Jan.	Feb.	Mar.
Grant days	11	-	-	-	-	-	-	-	-	-	-	-

Other systems that support flexible working

- Cafeteria plan (a benefits program selectable with points)
- Childcare and nursing care leave, shortened working hours, re-employment system, promotion of annual leave usage, etc.

A Bright, Comfortable Workplace

We aim to create workplaces where employees can work for many years, happily, and healthily. To that end, we are introducing systems that improve operational efficiency, upgrading break areas, and fostering an atmosphere that encourages consultation and cooperation. We will continue to develop safe, comfortable, and pleasant workplaces so that employees respect one another and can work positively.

Areas to Refresh in Factories

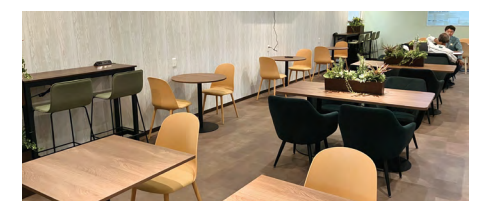
We have refurbished traditional break areas into more calming, comfortable spaces. These improvements enhance comfort and usability. By FY2025, we had introduced upgraded break areas at nine locations. We will continue to provide environments where employees can mentally and physically refresh.

Heat Countermeasures at Plants

To help manage health during hot periods, we revised our uniform policy to permit lighter workwear. We also introduced air-conditioned clothing, used the WBGT (heat stress index), and installed large fans as heatstroke prevention measures.



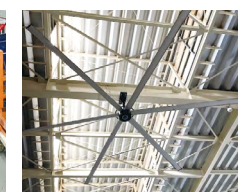
Break area at Fukuta Plant



Break area at Toyota Technical Center



Some workplaces now allow lighter workwear



Large fans installed at Sango Kanto

Together with our employees

Creating a Safe and Secure Workplace

We believe that “safety is the important value that must be prioritized above all else, and the foundation of all activities,” and have established the Sango Safety and Health Basic Policy. Our action guidelines are to achieve zero accidents, eliminate traffic accidents, promote the health of all employees, and advance fire and explosion prevention. We are making efforts to create a safe and secure workplace.

VR Safety Training Using Internal Case Studies

To ensure past accidents are not forgotten, in FY2025 we conducted safety training based on four serious incidents that occurred within the company. To convey the seriousness, help participants recognize hazards, and make the lessons personal, we used new VR equipment for this training. It was delivered to 406 supervisors and section team leaders. Aiming for “zero accidents,” we will expand this safety education to all employees and continue to promote safety activities.

FY2025 training results

Team Leader•Supervisor 406

Four VR case studies used

- ①Severe accident caused by crushing
- ②Severe accident caused by heavy objects
- ③Time off required injury caused by contact with a forklift
- ④Time off required injury caused by a fall



A safety training course

Promoting Health Management and Creating a Workplace that Respects Diversity

Since 2020, under the Sango Health Declaration “a healthy mind and body are the origin of everything,” we have promoted health management activities. These efforts have been recognized, and we were certified as a 2026 Certified Health & Productivity Management Outstanding Organization.

In FY2025, to foster a culture that understands, accepts, and supports diversity, we held a menstrual pain experience session for executives including the company president to raise awareness of women’s health issues.

We also held physical fitness assessments and exercise seminars for all employees aged 58–64 to encourage physical conditioning for continued active work. These activities earned the Gold Award in the manufacturing age-friendly category of the SAFE Consortium Awards 2025, led by the Ministry of Health, Labor and Welfare.

6 health counseling offices 11 health consultants (includes 3 industrial counselors)



February 2026, SAFE Consortium Awards 2025 ceremony

Efforts to Improve Quality Across the Sango Group

We continue to advance initiatives aimed at improving quality. In addition to activities that directly impact product quality, we promote efforts that foster trust among employees and an open corporate culture. These activities support innovation, employee retention, and overall improvement in operational quality.

In FY2025, we held the third Global Quality Control Circle Convention, organized to entrench a culture of continuous improvement and strengthen the competitiveness of the entire Sango Group. This convention, where domestic and overseas sites mutually share problem-solving knowledge, contributes to stabilizing quality and improving operational efficiency. Through presentations of results and sharing information, we also create opportunities for employee interaction and cross-cultural understanding, which raise motivation and revitalize workplaces.

Going forward, we will continue initiatives that deepen understanding of global collaborative practices and drive Group-wide progress in quality improvement.



May 2025, Global Quality Control Circle Convention

Together with Suppliers and Customers

Supply Chain

Under the principle of co-existence and co-prosperity with suppliers, we have established a Basic Purchasing Policy and other guidelines such as the Supplier Sustainability Guidelines. Through deepening partnerships with our suppliers, we aim to pursue sustainable growth together.



Basic Purchasing Policy

Basic Purchasing Policy

- 01. Open business transactions
- 02. Mutual growth and development based on mutual trust
- 03. Promotion of green purchasing
- 04. Well-thought-out disaster risk management
- 05. Complete legal compliance and confidentiality

Sustainability across the Supply Chain

To promote business activities that contribute to a sustainable society together with our suppliers, we have formulated the “Sango Group Supplier Sustainability Guidelines.” The guidelines set policies on issues such as human rights, labor, environment, and compliance. We ask suppliers to consider social aspects—such as preventing excessive working hours—as well as environmental aspects like water use and biodiversity, and to comply with applicable laws and regulations. Regarding conflict minerals, we require responsible sourcing of materials and conduct investigations into conflict minerals with the cooperation of all suppliers.

Promoting the “Sango Group Green Purchasing Guidelines”

As environmental challenges increasingly pose risks to companies, we promote the Sango Group Green Purchasing Guidelines based on our long-term environmental vision, “Sango Environmental Challenge 2050.” Through the guidelines, we seek sustainable growth with suppliers while harmonizing with the environment.

Strengthening Partnerships with Suppliers

Our business depends on close collaboration with suppliers. We aim to strengthen partnerships across the supply chain and pursue sustainable growth together.

At the annual Supplier Meeting held every March, we explain global corporate policies and procurement priorities for the fiscal year to our suppliers, and share issues and targets related to safety, legal compliance, environment (CE, CN, NP), quality, cost competitiveness, and supply risk. We also give annual awards to suppliers that demonstrate results in quality improvement and carbon-neutral initiatives.

Amid rising geopolitical risks globally and domestic challenges such as inflation, price pass-through, and the need to increase wages, revising transaction prices has become a social issue. Under our Supplier Partnership Declaration, we are promoting fair trading practices and efforts to raise added value across the entire supply chain.



We have established a structure to accept consultations from suppliers at any time and provide support for their issues.

Major Awards Received in FY2025

Sango

- Certificate of Appreciation for Superior Quality, from Nissan Motor Co., Ltd.
- Carbon Neutral Improvement Award, from Mazda Motor Corporation
- Carbon Neutral Target Achievement Award, from Mazda Motor Corporation
- Supply Parts Cooperation Award, from Hino Motors, Ltd.

GSC (Guangzhou, China)

- Cost Improvement Award, from Guangzhou Toyota Motor Co., Ltd.
- Quality Cooperation Award, from Guangzhou Toyota Motor Co., Ltd.
- Mass Production Quality Award, from Dongfeng Nissan Passenger Vehicle Company

TSC (Tianjin, China)

- Quality Award, from FAW Toyota Motor Co., Ltd.

STI (Türkiye)

- Project Management / Achievement Award, from Toyota Motor Europe

STEM (Thailand)

- CERTIFICATE TCC QA IMPROVEMENT 2025
- 2025 TCC Risk Management Activity Grade A of Cybersecurity BCP
- 2025 TCC Risk Management Activity 9th High Performance in Flood BCP
- 2025 TCC MCE ACTIVITY
- 2nd RUNNER-UP (Sub-Leader Group) OF 2025 ENVIRONMENT ACTIVITY GHGs Reduction Best Practice
- Excellence in Service Parts Quality Assurance
- 2025 OUTSTANDING PERFORMANCE SUPPLIER IN QUALITY PERFORMANCE

With Local Communities

Sango's Social Contribution Activities

We focus our social contribution efforts on four priority areas: environmental stewardship, social welfare, community crime prevention, and disaster recovery.

Domestically, we carry out activities such as removing invasive alien species and coaching local sports programs. Overseas, we engage in community-based contributions including child support, donations, and local events. Through our employees working together with local residents, we aim to revitalize communities and deepen mutual trust.

Main initiatives in FY2025

April:	Rice planting experience for elementary school students (ECO35)
May:	Removal of the invasive species Coreopsis lanceolata or "tickseed" (Yawatayama Plant)
June:	Removal of the invasive species Bidens pilosa var. minor or "hairy beggar-ticks" (GSC / Guangzhou)
June:	Cleanup around the Denizli pond (STI / Türkiye)
June:	Elementary school renovation and donations (STEM / Thailand)
June–September:	Basketball classes held as part of the "Miyoshi After-School Children's Sports Program" (SANGO Basketball Club)
July:	Summer parent-child program in Atsuta Ward, "Explore life in the rice paddies of Atsuta Forest 2025" (ECO35)
October:	Control measures for the invasive Argentine ant (Toyohashi Plant)
October:	Rice harvesting experience for elementary school students and rice donation (ECO35)
November:	Hosting cooperation for the program "MIYOSHI People and Things Discovery Experience Workshop" (ECO35)



June 2025, Activities at an elementary school near the STEM Banpho Plant (STEM)



June 2025, Invasive species removal activities (GSC)



October 2025, Control of the invasive Argentine ant (Toyohashi Plant)

Sango's SDG Initiatives

In 2022, we announced the "Sango SDGs Action Policy." Currently, Sango is addressing issues across all 17 Sustainable Development Goals. As part of this effort, employees post the goals they personally commit to as SDGs action pledges, encouraging individual ownership and conscious action.

Additionally, we are registered under an SDGs certification scheme in every municipality that hosts our domestic sites or plants. By working together with local communities, we believe individual actions can build into a powerful force. We will continue to act for the sake of the planet and future generations.



Sango SDGs Action Policy

Key Themes

A corporate climate of respect for diversity and social rules



Responsibility as a manufacturer and consideration of the environment



Number of participants in the personal SDGs declaration

3,798 employees* from 58 departments made declarations

*Compiled for Sango Co., Ltd. and its group companies in Japan

The most declared goals on SDGs Action Statement Sheets



Initiatives to Respect Human Rights

Recently, the importance of corporate commitment to human rights issues has expanded. As a member of society, Sango recognizes the importance of respecting human rights in all our activities, and in 2023, has clearly stated our basic stance on human rights in the Sango Group Human Rights Policy. We respect and support human rights in all countries and regions involved in the business activities of Sango Group and contribute to the realization of a sustainable society.



Sango Group Human Rights Policy

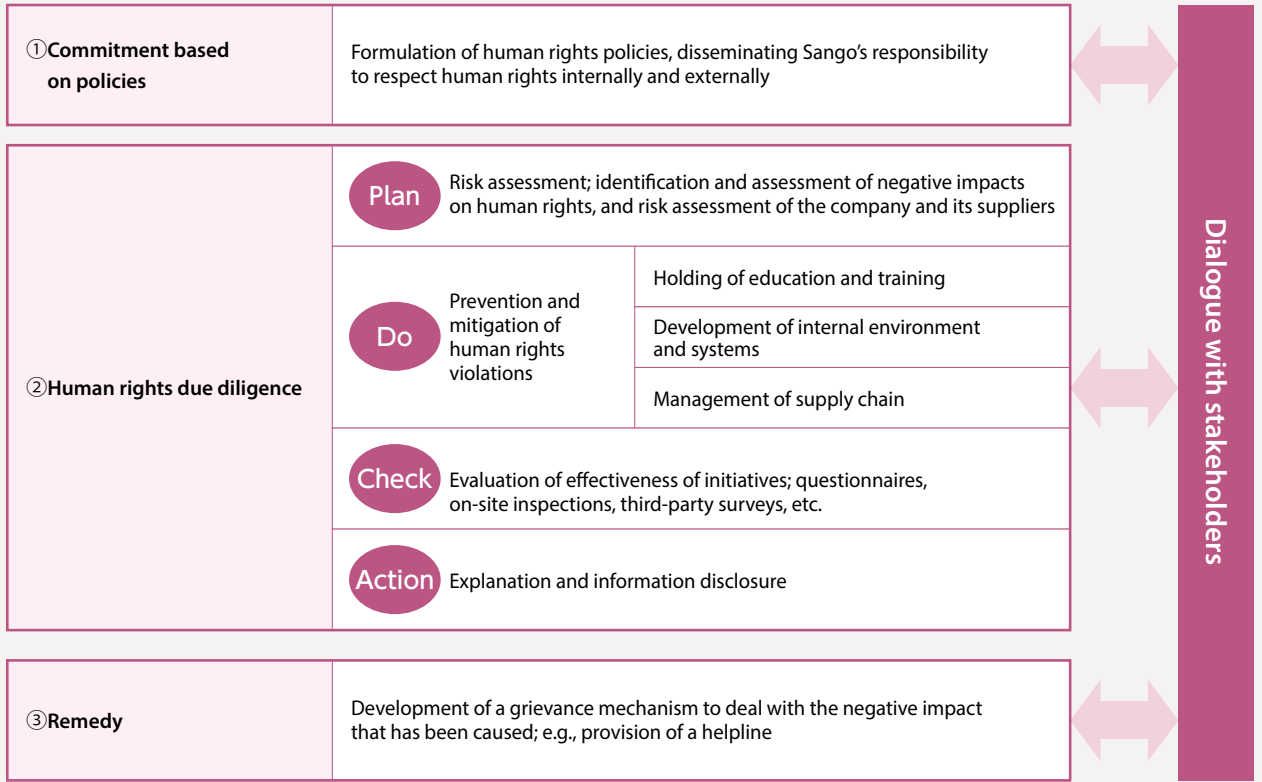
Key Themes of the Human Rights Policy



Source: Corporate Training on Business and Human Rights (Ministry of Justice)

Overview of Human Rights Response in the Sango Group

Through the PDCA cycle, we will continue to conduct human rights due diligence and address human rights risks.



Building a Human Rights Due Diligence Mechanism

Based on our human rights policy, we have established a human rights due diligence mechanism to identify any negative impacts on human rights in our business activities, and to prevent and mitigate those impacts.

Education and Trainings

Through monthly morning meetings, in-house newsletters, and e-learning, we conduct education and training aimed at creating a corporate culture that respects human rights throughout the entire Group and we strive to instill awareness of human rights.

The Sango Group's Governance focuses on strengthening corporate governance and compliance frameworks. This includes ensuring legal and regulatory compliance across domestic and international operations and the supply chain, raising awareness of information security, and building robust crisis-management systems.

Governance Compliance

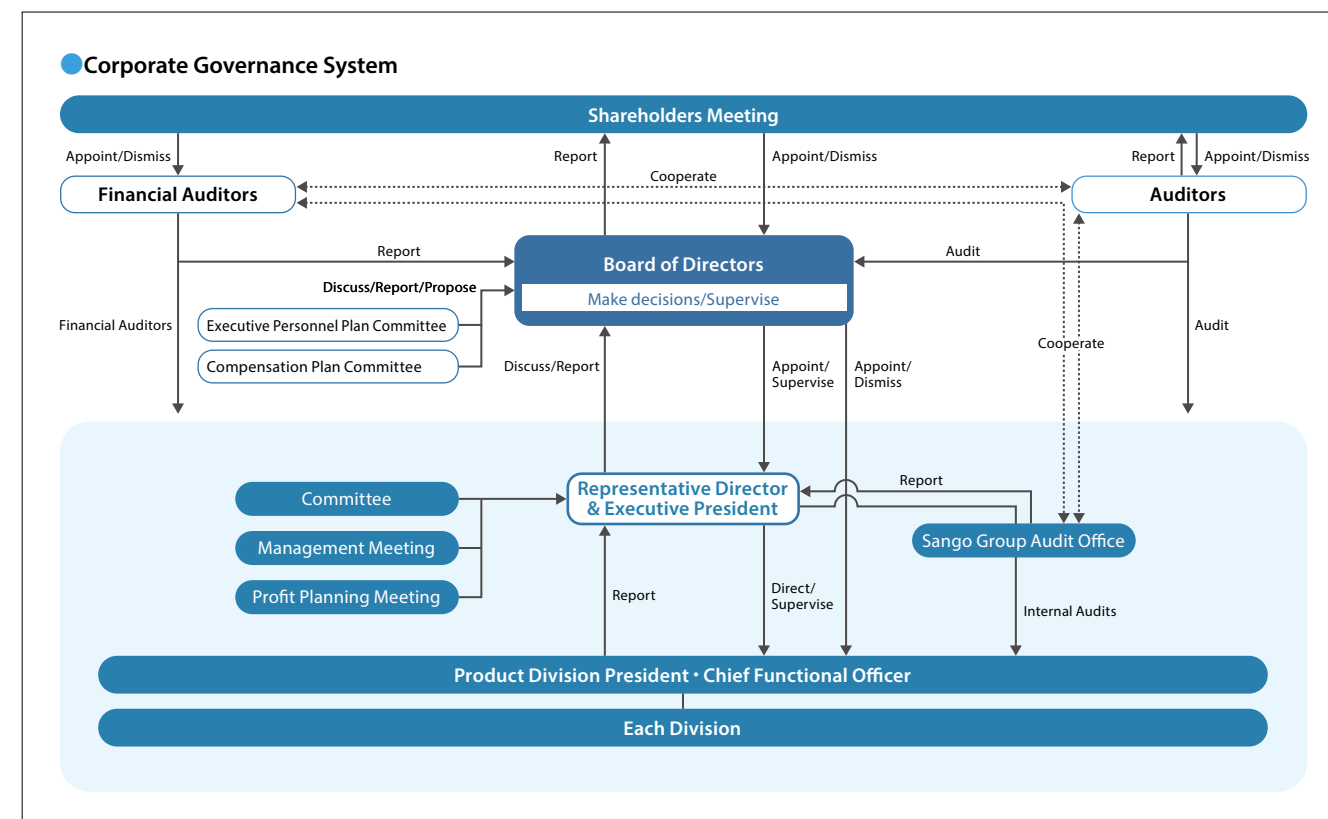
Corporate Governance System

We are working to fortify our corporate governance system by monitoring and establishing a control system to ensure fair judgment and operations in corporate management. We are also working to enhance corporate credibility by preventing the occurrence of disgraceful affairs and by promoting the company's sustainable growth and medium- to long-term improvement of corporate values.

We have established the corporate governance system shown below. This system enables us to quickly make transparent and fair decisions while considering all our stakeholders, including our employees, shareholders, customers, suppliers, and local communities.



Sango Corporate Governance System



The highest decision-making body in the Sango Group is the Board of Directors, which consists of six directors, including three external directors. The board directs and decides on legal issues and critical matters concerning management, as well as serving as a supervisory entity. On the other hand, to ensure fairness and independence, our auditors, including external auditors, supervise management and audit how directors execute their duties.

Executives*1

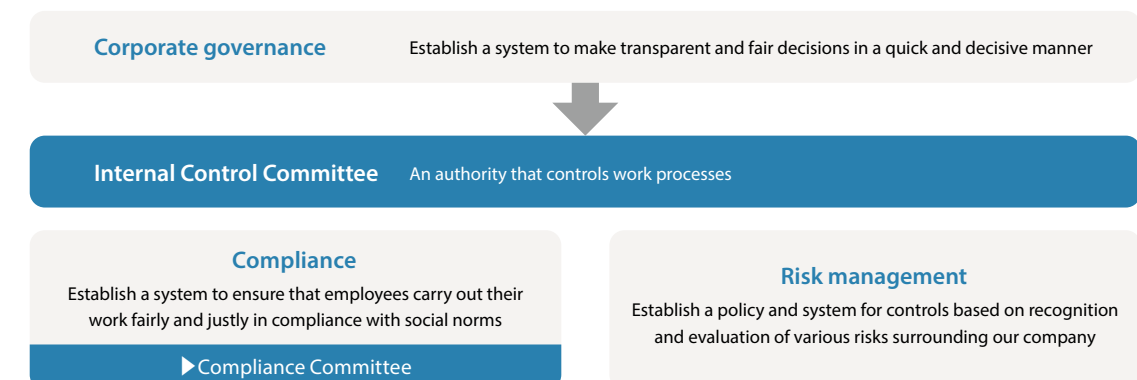
Representative Director & Chairman	Takashi Tsunekawa			
Representative Director & Executive President	Akichi Mizuno			
Directors	Tetsuya Watabe	Hidekatsu Tsuzuki	Ayako Kino*2	Ichiro Takahara*2
Auditors	Kenryu Kodama	Katsushi Taniguchi*3	Kazuyuki Iwata*3	

*1 As of June 29, 2026 *2 External Director *3 External Auditor

Internal Control Committee

In accordance with our corporate governance system, Sango has established an internal control system to ensure the appropriateness of operations. We also actively promote initiatives for compliance and risk management.

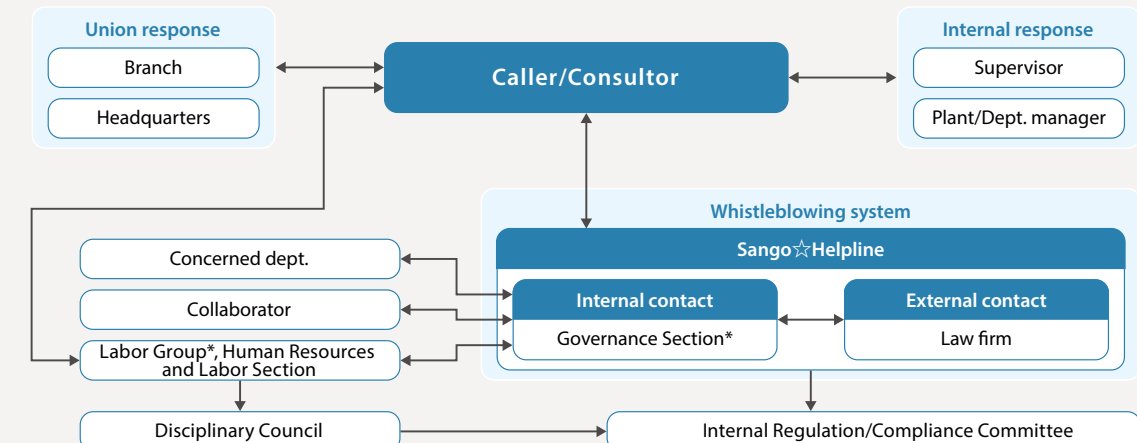
Role and Structure of the Internal Control Committee



Whistleblowing System

We have set up an internal whistleblowing and consultation service called the Sango☆Helpline to strengthen our compliance system by preventing, detecting, and correcting misconduct at an early stage. We have also established and operate a system that enables us to respond in cooperation with domestic group companies.

Whistleblowing system, the Sango☆Helpline - Consultation flow



*The Governance Section conducts fact-finding investigations of legal violations. The Labor Group conducts fact-finding investigations of harassment/labor issues, etc.

Compliance Initiatives

Our global policy emphasizes "creating a vibrant workplace and raising compliance awareness," and we carry out compliance-strengthening activities throughout the year.

In FY2025, based on the previous year's compliance awareness survey results, each department implemented its own awareness-raising activities. We also provided training for department managers that included analysis of self-evaluations and peer evaluations to help them understand their own thinking and behavioral tendencies, deepening understanding of harassment prevention.

During the October promotion month, we presented everyday compliance issues as quizzes and introduced new initiatives to make compliance feel more familiar. These included distributing goods featuring our promotion character, "Comp Lion."

Going forward, we will plan and implement compliance awareness activities that engage all employees and encourage active participation, with the aim of further raising individual compliance awareness.



Risk Management

Basic Policy of the Business Continuity Plan (BCP), Promotion of a Medium-term Crisis Management Plan

Based on the basic BCP policy, we are working to solve issues in the event of an emergency, so that the company can continue and restart its business as soon as possible. In FY2025, we advanced activities as the first year of the Medium-term Crisis Management Plan. Going forward, through education and drills we will continue to develop personnel who can act flexibly in an emergency while securing their own safety.

Medium-term Crisis Management Plan (a Roadmap)

Towards FY2027, we will achieve the following 3 pillars by developing “mechanism” and “human resources.”

Three Pillars of the Medium-term Crisis Management Plan
Activities to protect the lives of employees, their families, and visitors
Aims for steady business continuity
Strengthening Sango Group's organizational constitution



Targets for FY2027
1. Review the self-defense fire brigade organizational structure and prepare disaster response manuals and communication equipment manuals Enlarge numbers of employees who acquire basic knowledge of emergency first aid Establish and operate the system and increase employees who are capable of taking voluntary actions
2. Identify important tasks in each department, consider how to deal with unexpected or worst-case situations, and create a flow chart Conduct drills repeatedly, such as disaster control headquarters and company-wide unified evacuation drills
3. Develop risk management systems and identify risks at each business entity Create a system to share information and conduct joint drills between Sango, group companies, and suppliers

Training Results of FY2025

Emergency response drills: 2 times a year
ERT training: 3 times a year
Communication drills: Held at all Sango plants (8 sites)
Safety confirmation drills (SECOM): 3 times a year
Company-wide evacuation drills: 1 time a year
Other regular drills held annually

Strengthening Competitiveness through ERP System Implementation

To visualize data, centralize management, and standardize operations across core functions such as sales, purchasing, production, and financial and managerial accounting (including cost accounting), we launched an ERP system implementation project in July 2022 and began operation in January 2025.

The ERP rollout is expected to standardize business processes, centralize information, further improve operational efficiency, and enable faster decision making. We will continue to incorporate feedback from the front line to create a more user friendly system, enhance corporate value, strengthen competitiveness, and contribute to further growth.

Problems before implementation	Effects after implementation
The legacy core system used for roughly 50 years had become obsolete; individualized optimizations made maintenance unsustainable.	Migrating the ERP to the cloud improved maintainability and allowed us to take advantage of the latest functions.
Core system data was not centrally managed, preventing effective use for management decisions.	Centralized data management enables everyone from top management to front line staff to view the same data and make informed decisions.
Knowledge holders who understood the old system had retired, creating concerns about business continuity in a rapidly changing industry and era.	The foundation for the company's goals of smart factory initiatives and data utilization has been completed.



Efforts to Strengthen Information Security

To counter the rising number of cyberattacks, we are actively strengthening information security based on the security guidelines issued by the Japan Automobile Manufacturers Association and the Japan Auto Parts Industries Association. In FY2025, continuing from the previous year, we conducted self-assessments of the guidelines and on-site visits for 32 suppliers. The average achievement rate of suppliers' self-assessments improved by 13% compared with FY2024. We will continue working to raise security measures across the entire supply chain.



Establishment of a Security Group

In January 2026, we established the “Security Group” within the Digital Promotion Department to strengthen three areas
①Enhance information security measures across the Sango Group ②Strengthen cybersecurity defenses and resilience, including BCP (business continuity planning) ③Raise the baseline level of information security measures across the supply chain

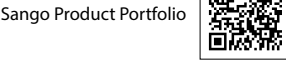
Information Security Education & Phishing Simulation System

①Monthly information security education (e-learning and awareness programs) ②Phishing simulation exercises at least four times a year ③A system that enables recipients of suspicious emails to report them safely



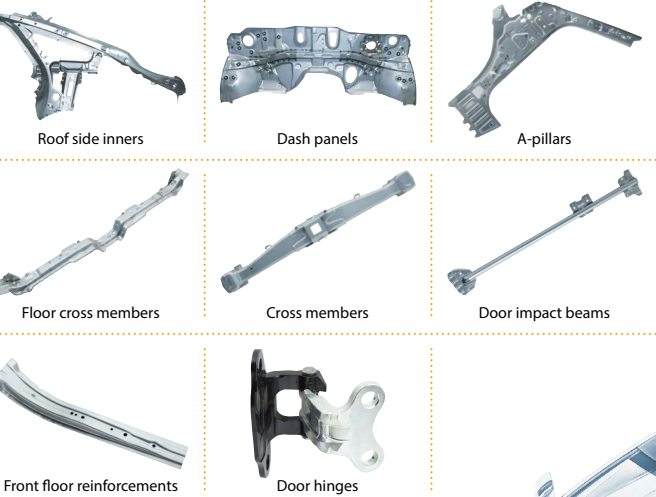
Company Information

Since its founding, the Sango Group has grown globally in the metal products business alongside the development of the automotive industry. Supported by numerous business partners and customers, we now operate in 15 locations across 8 countries and 16 sites in Japan. Pure AIR & More. To realize a sustainable society, we aim to be “Sango the Environmental Company” and a “corporate group that cares about people.”

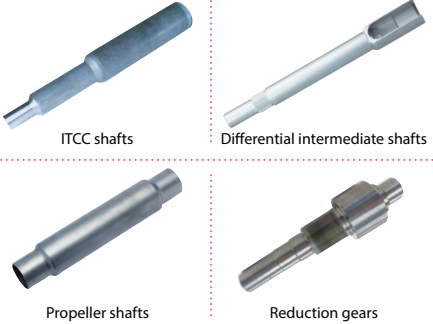


Products Overview

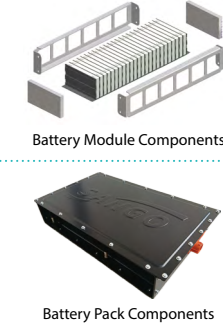
Body and chassis



Drive system



Battery-related Products



Exhaust systems



Secondary steel products



Non-automotive products

We leverage our automotive parts manufacturing expertise to develop products outside the automotive sector.



Company Profile

Company Overview

Company	Sango Co., Ltd.
Representative	President Akichi Mizuno
Head Office	1-1 Miyashita, Fukuta-cho, Miyoshi, Aichi, JAPAN
Founded	June 1, 1928
Incorporated	June 1, 1950
Capital	100 million yen
Sales*1	Consolidated gross sales: 640.6 billion yen Non-consolidated gross sales: 326.4 billion yen
Number of Employees*2	Consolidated: 8,527 Non-consolidated: 2,957
Certificate	ISO14001:2015 ISO 9001:2015

*1 As of March 31, 2025
*2 Including temporary and fixed-term employees, etc.

Main Products

- Mufflers
- Exhaust pipes
- Exhaust manifolds
- Vehicle body products
- Door impact beams
- Battery-related Products
- Other automotive parts
- Cold forged products
- Cold finished steel bars
- Drawn pipes
- Carbon steel pipes for mechanical structures
- Machined/ground steel bar products
- Construction piping system

Main banks

MUFG Bank, Ltd.
Sumitomo Mitsui Banking Corporation
Mizuho Bank, Ltd.
Bank of Nagoya, Ltd.

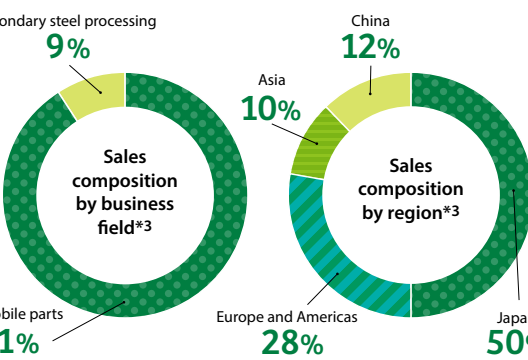
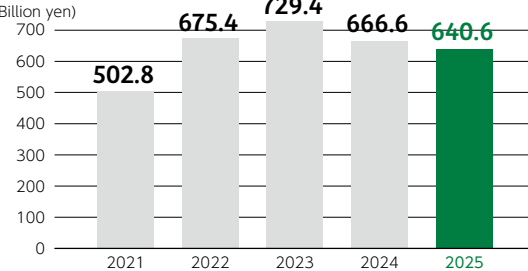
Customers (in random order)

Toyota Motor Corporation
Hino Motors, Ltd.
Daihatsu Motor Co., Ltd.
Nissan Motor Co., Ltd.
Mitsubishi Motors Corporation
Isuzu Motors, Ltd.
SUBARU Corporation
Mazda Motor Corporation
Toyota Industries Corporation
Toyota Motor East Japan, Inc.
Toyota Auto Body Co., Ltd.
Toyota Customizing & Development Co., Ltd.
AISIN Corporation
JTEKT Corporation
KYB Co., Ltd.
Toyota Tsusho Corporation
Sumitomo Corporation
Asai Sango Co., Ltd.
Metal One Corporation
CANOX Corporation

History

- Jun. 1928 Founded Tsunekawa Ironworks and began the stamping business
- Sep. 1934 Began business relationship with Toyoda Automatic Loom Works, Ltd.
- Aug. 1937 Began business relationship with Toyota Motor Corporation
- Jun. 1950 Incorporated to form Sango Co., Ltd.
- Sep. 1950 Established Takakura Plant (formerly Nagoya Plant and now ECO35)
- Mar. 1954 Began production of muffler and exhaust systems
- May 1962 Established the muffler and exhaust system laboratory at Nagoya Plant
- Aug. 1967 Established Miyoshi Plant (it specializes in cold finished steel bars)
- Nov. 1973 Completed the engineering and technical research center at Toyota Plant
- May 1976 Introduced the Toyota Production System in Sango operations
- Jan. 1987 Arvin Sango, Inc., a joint venture with Arvin Industries, was founded in the United States (started overseas operations)
- Aug. 1994 Built the Technical Center at Yawatayama Plant
- Nov. 2008 Completed the Muffler Museum at ECO35
- Jun. 2015 Built the 2nd Technical Center at Sango's Toyota Technical Center (formerly the Toyota Plant)
- May 2016 Built the Guangzhou Sango R&D Center in China
- May 2023 Built the new press building at Fukuta Plant
- Oct. 2024 MEGLIS Co., Ltd. was established.
- Apr. 2025 Constructed the distribution center in Fukuta Plant

Sales (Consolidated)



*3 Results for Sango Co., Ltd. and consolidated subsidiaries for FY2025

Domestic and Overseas Companies

A ECO35/ Museum of Exhaust System
1-3-1 Mutsuno, Atsuta-ku, Nagoya, Aichi, 456-0023
TEL: 052-882-0035
FAX: 052-882-3562

B Toyota Technical Center
3-1 Konosu-cho, Toyota, Aichi, 471-0836
TEL: 0565-28-3535
FAX: 0565-28-4463

C SE Center
Room No. 1606, Shinjuku Mitsui Building No. 2, 3-2-11 Nishishinjuku, Shinjuku-ku, Tokyo, 160-0023
TEL: 03-5909-3935
FAX: 03-3347-1135

D Sango Hokkaido Co., Ltd.
41-2 Masago-cho, Tomakomai, Hokkaido, 059-1373
TEL: 0144-51-5135

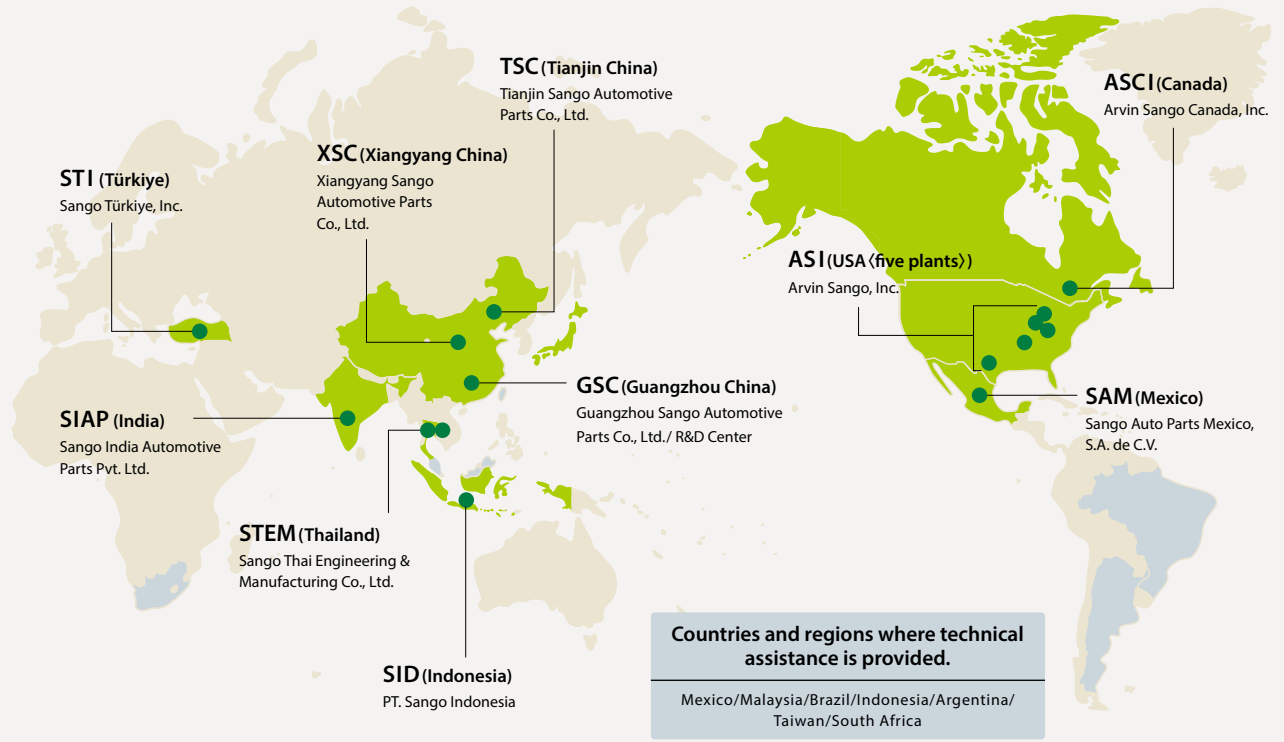
E Sango Kanto Co., Ltd.
1100-5 Hanya, Shimotsuma, Ibaraki, 304-0005
TEL: 0296-45-0035

F Sango Kyushu Co., Ltd.
185-8 Oaza Koishihara, Buzen, Fukuoka, 828-0044
TEL: 0979-84-0735

G SANGO Machine Tech Co., Ltd.
17-12 Sakurada-cho, Atsuta-ku, Nagoya, Aichi, 456-0004
TEL: 052-884-3531

H Sango Partners Co., Ltd.
1-1 Miyashita, Fukuta-cho, Miyoshi, Aichi, 470-0294
TEL: 0561-34-8301

I MEGLIS Co., Ltd.
185-8 Oaza Koishihara, Buzen, Fukuoka, 828-0044
TEL: 050-3190-3820



Plants

seven plants in central Japan

Fukuta Plant/Head Office

1-1 Miyashita, Fukuta-cho, Miyoshi, Aichi, 470-0294
TEL: 0561-34-0035
FAX: 0561-34-1240

Miyoshi Plant

47 Inokuchi, Miyoshi-cho, Miyoshi, Aichi, 470-0224
TEL: 0561-32-3511
FAX: 0561-34-0157

Toyohashi Plant

3-33 Akemi-cho, Toyohashi, Aichi, 441-8074
TEL: 0532-23-3515
FAX: 0532-23-3519

Yawatayama Plant/R&D Center

5-35 Yawatayama, Miyoshi-cho, Miyoshi, Aichi, 470-0224
TEL: 0561-32-3501
FAX: 0561-32-0235

No. 3 Miyoshi Plant

63 Ikemorida, Miyoshi-cho, Miyoshi, Aichi, 470-0224
TEL: 0561-33-3595
FAX: 0561-33-3594

Inabe Plant

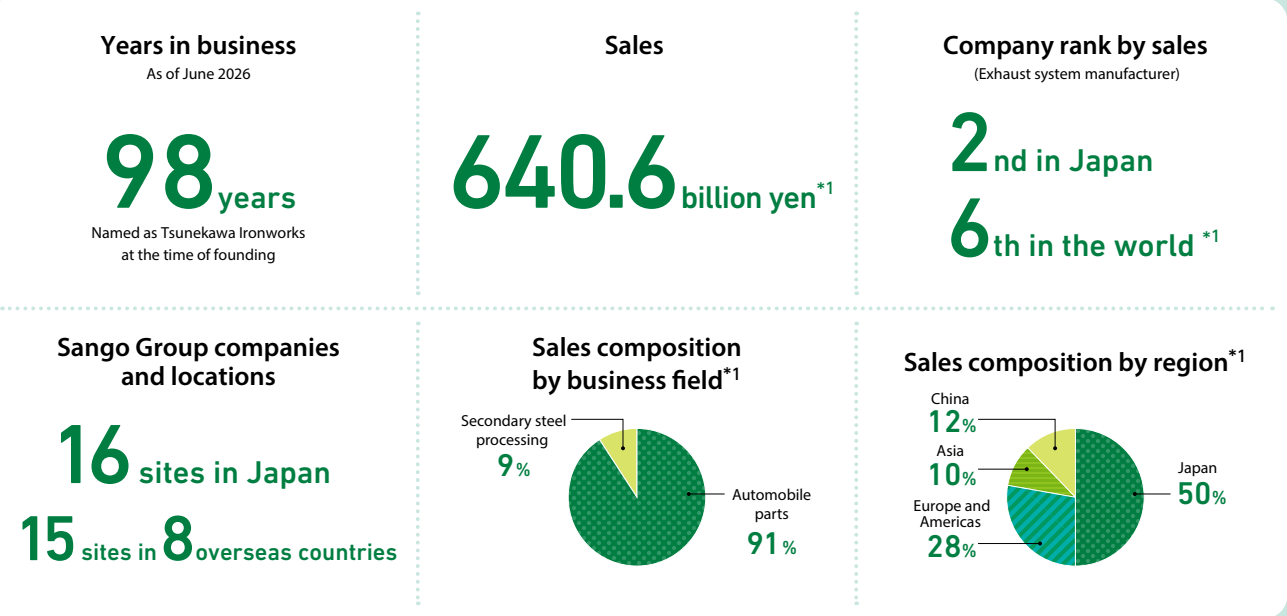
1-1 Fujigaoka, Fujiwara-cho, Inabe, Mie, 511-0508
TEL: 0594-46-5135
FAX: 0594-46-3560

Komono Plant

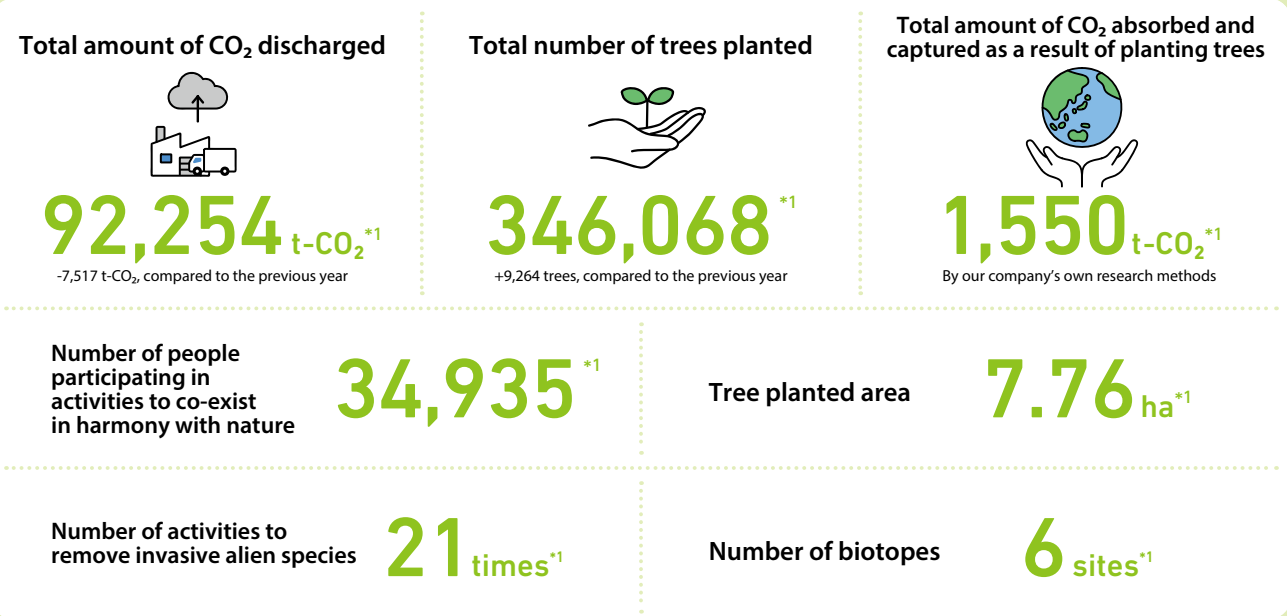
2438-1 Kamiaba, Fujiwara-cho, Inabe, Mie, 511-0502
TEL: 0594-46-8635
FAX: 0594-46-8636

Sango by the Numbers, as of Fiscal Year 2025

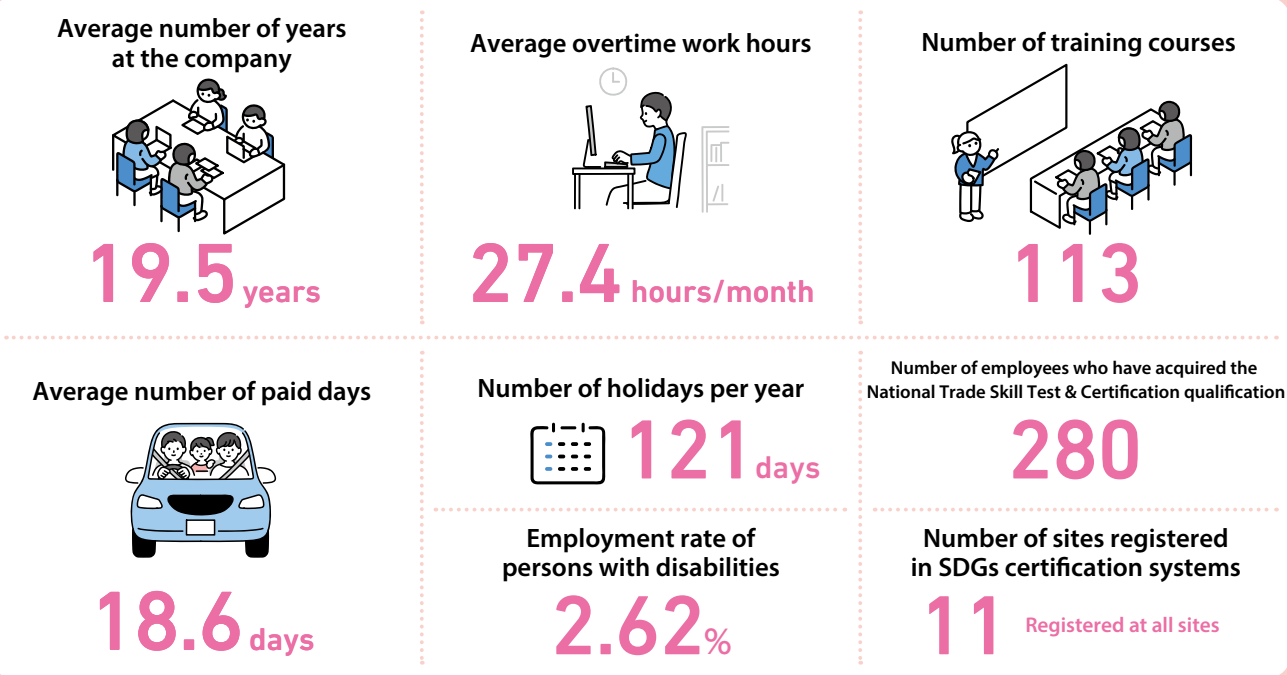
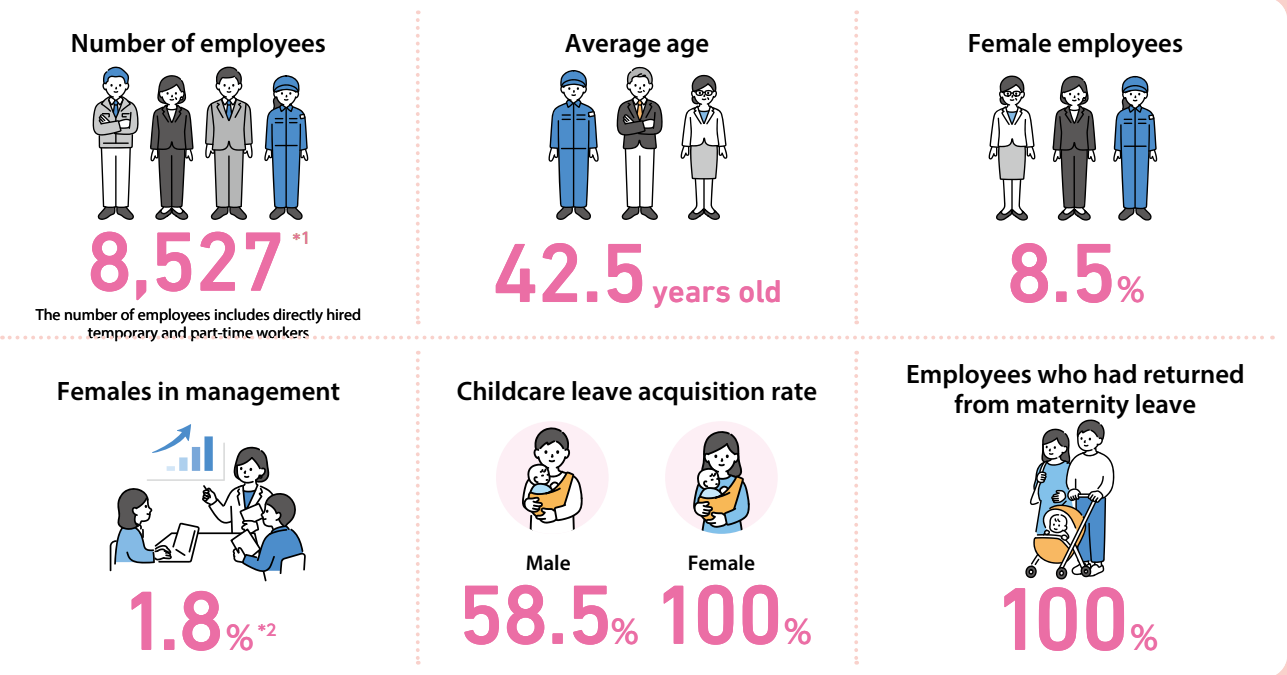
Company Profile



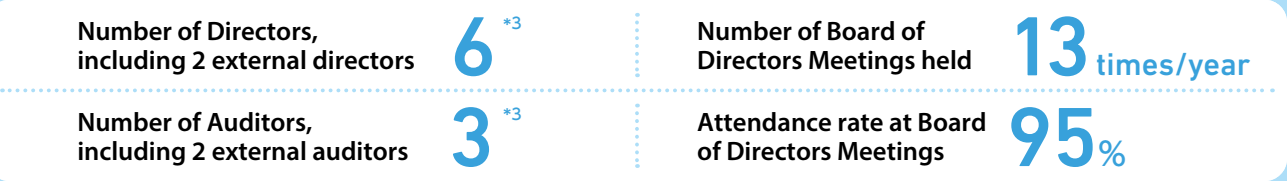
Environment



Social



Governance



^{*1} Results for all the Sango Group (unmarked parts are values for Sango only) ^{*2} Calculated as females in key positions ÷ employees in management x 100 ^{*3} As of June 29, 2026

^{*4} Training course on legal compliance, human rights issues (harassment, discrimination, diversity, etc.), and ethics