Securities Code: 8132 (Prime, Tokyo Stock Exchange)

May 14, 2026



SINANEN HOLDINGS

Financial Results Briefing Materials for the Fiscal Year Ended March 31, 2026

01

Financial Highlights and Management Update

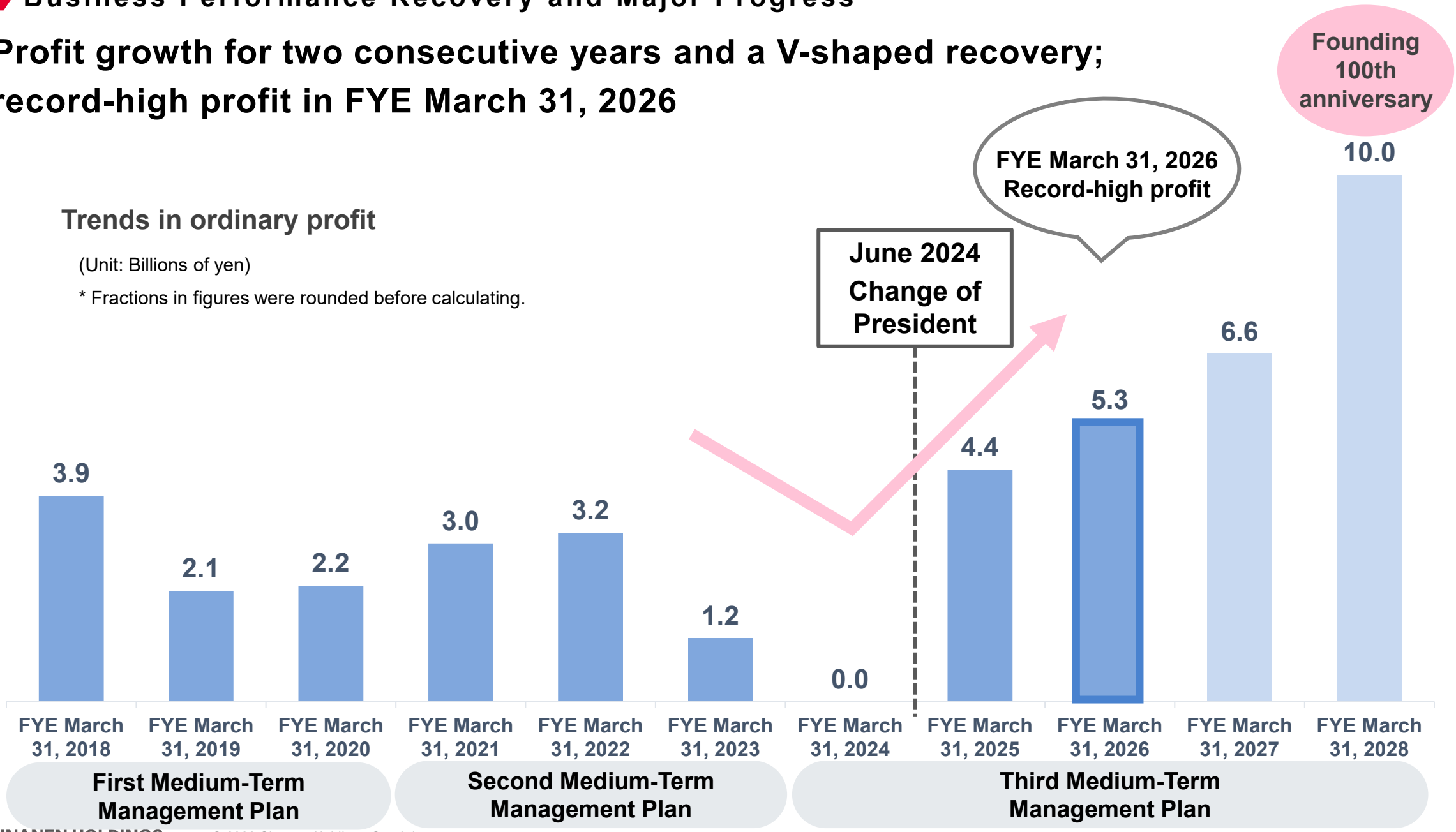
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Profit growth for two consecutive years and a V-shaped recovery; record-high profit in FYE March 31, 2026

Trends in ordinary profit

(Unit: Billions of yen)

* Fractions in figures were rounded before calculating.



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Renewed management policies and management structure

FYE March 31, 2025 to FYE March 31, 2026

Selection and concentration / Strengthening the management structure

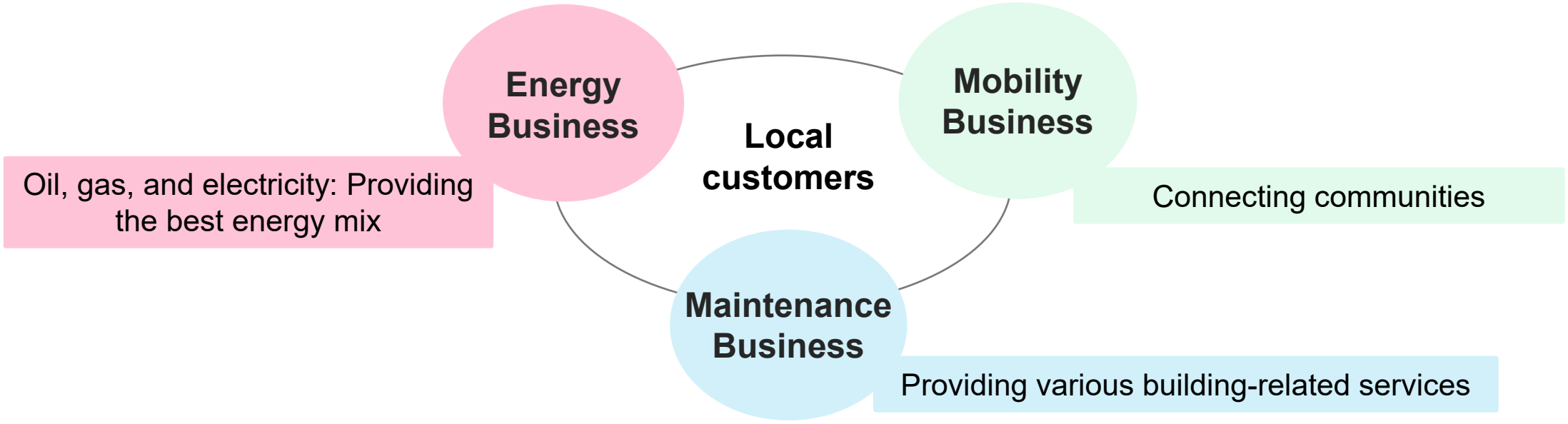
Redevelop the domestic business foundations

Strengthen retail service strategies

- Integration of four main companies
- Group integration
- Partial sale of subsidiaries

FYE March 31, 2027

Transforming into a service company: Providing new value to local communities



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In April 2027, the Sinanen Holdings Group will celebrate the 100th anniversary of its founding.

FY2026 to FY2027

- Completing the Third Medium-Term Management Plan
- Transformation for growth

Evolving from an energy company into a service company

From FY2028

Becoming the Company chosen by local communities for the next 100 years

New mission

Create local communities we can proudly share with the world

We will support the lives of local customers, support buildings, support mobility, and enhance the value of local communities.

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Redefining the Group's purpose: Updating our mission, vision, and values

Mission

The "mission" we fulfill for society
- Our "promise" to society and customers that shows why we exist today

Create local communities we can proudly share with the world

Vision

The "future state" we aim for to achieve our mission
- The medium-term "goal" we present inside and outside the Group, showing what we aspire to become

Be the First Company to Contact

Providing a wider range of services and creating new value for local residents, companies, and the natural environment. We aim to be a company that enhances the diverse value of local communities by leading solutions to issues and making a significant contribution.

Values

The "guidelines for action" we value in achieving our mission and vision
- The criteria for judgment each of us uses every day, showing how we think and act

Exceed Expectations - Engage sincerely and deliver memorable quality -

Hone Our Pride - Take pride in today's work and connect it to tomorrow's growth -

Enjoy Co-Creation - Bring together our strengths and create something new -

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Logo refreshed ahead of the 100th anniversary in FY2027

SHINANEN
HOLDINGS GROUP

<Combination of S and N>

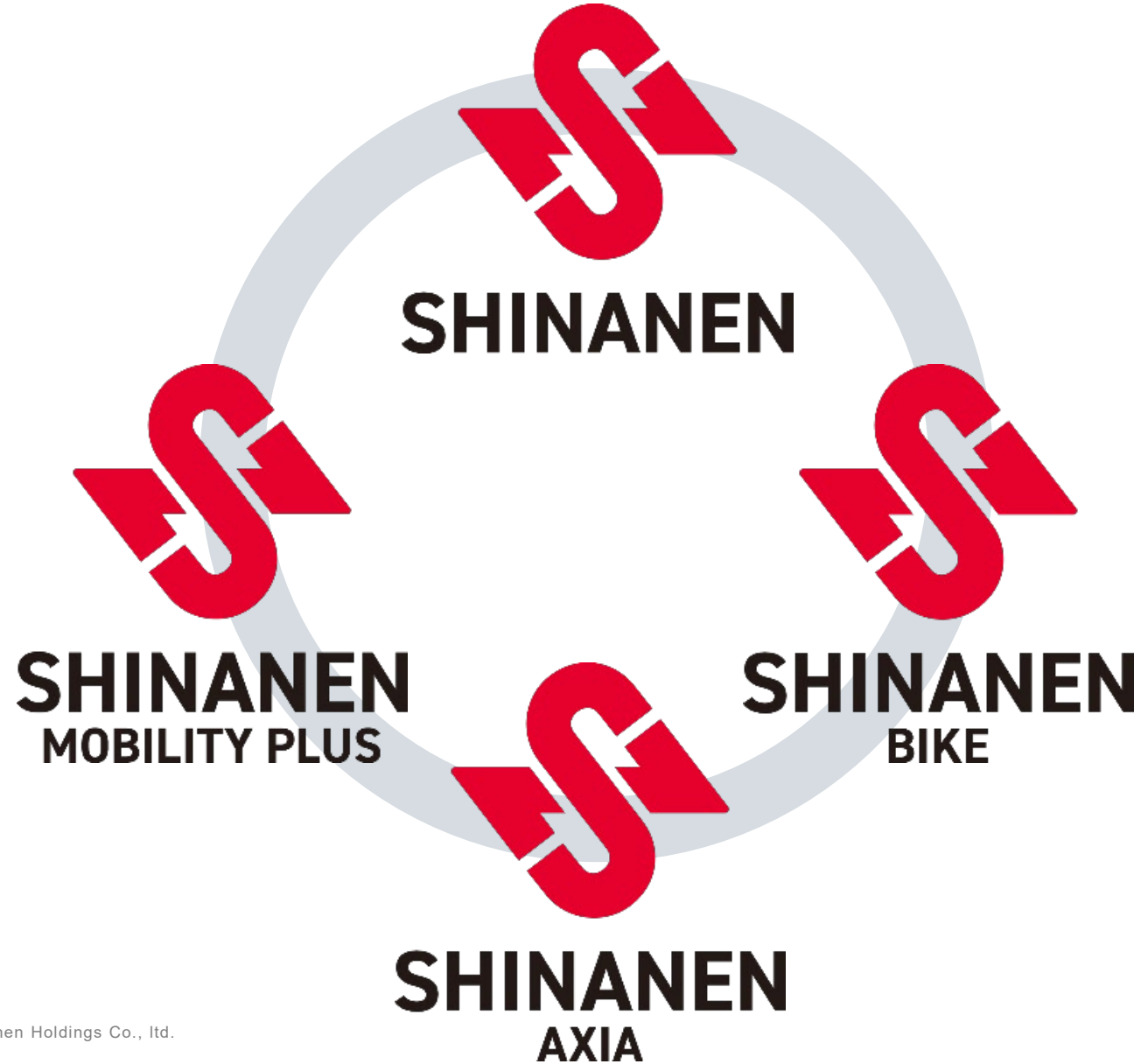
1. SN ... evokes Sinanen
2. Infinity symbol ... infinity and circulation
3. Character for “eight” (8) ... expanding prosperity
4. Magnet S and N poles ... attracting one another

- Continuously creating value.
- Different strengths and values attract one another and create connections.

Changes will be rolled out sequentially beginning July 1, 2026.

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Unified branding across Group companies ahead of the 100th anniversary in FY2027



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02

Financial Results Overview for the Fiscal Year Ended March 31, 2026

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FYE March 31, 2026 Financial Results Overview

(Unit: Billions of yen)	FYE March 31, 2025 Results	FYE March 31, 2026 Results	YoY (Amount)
Net sales	**317.11**	**298.75**	**(18.36)**
Gross profit	**39.17**	**39.13**	**(0.04)**
Selling, general and administrative expenses	35.16	34.72	(0.43)
Operating profit	**4.00**	**4.40**	**+0.39**
Non-operating income	0.47	0.97	+0.50
Ordinary profit	**4.48**	**5.38**	**+0.89**
Extraordinary income (losses)	(0.95)	0.30	+1.25
Profit before tax	**3.52**	**5.68**	**+2.15**
Profit attributable to owners of parent	**3.15**	**4.43**	**+1.28**

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02 FYE March 31, 2026 Overview of Net Sales and Operating Profit by Segment

(Unit: Billions of yen)

Net sales		FYE March 31, 2025 Results	FYE March 31, 2026 Results	YoY (Amount)
Energy Business	B to C Business (Three Melife companies)	75.33	71.22	(4.10)
Energy Business	B to B Business (Sinanen)	220.42	204.47	(15.95)
Non-energy Business		21.14	22.83	+1.69
Adjustment		0.21	0.20	(0.00)
Total		**317.11**	**298.75**	**(18.36)**

Operating profit		FYE March 31, 2025 Results	FYE March 31, 2026 Results	YoY (Amount)
Energy Business	B to C Business (Three Melife companies)	1.01	1.33	+0.31
Energy Business	B to B Business (Sinanen)	2.07	1.56	(0.50)
Non-energy Business		0.67	1.06	+0.38
Adjustment		0.24	0.43	+0.19
Total		**4.00**	**4.40**	**+0.39**

Energy Business (Three Melife companies)

Sales decreased due to lower kerosene and gas sales volumes caused by warmer weather and softer propane CP prices, while profit increased due to cost reductions following the withdrawal from unprofitable businesses in the previous fiscal year.

Energy Business (Sinanen)

Although diesel fuel sales volume remained firm, sales decreased due to lower kerosene and heavy oil sales volumes caused by warmer weather. Profit decreased due to narrowing margins in electricity sales through bilateral transactions.

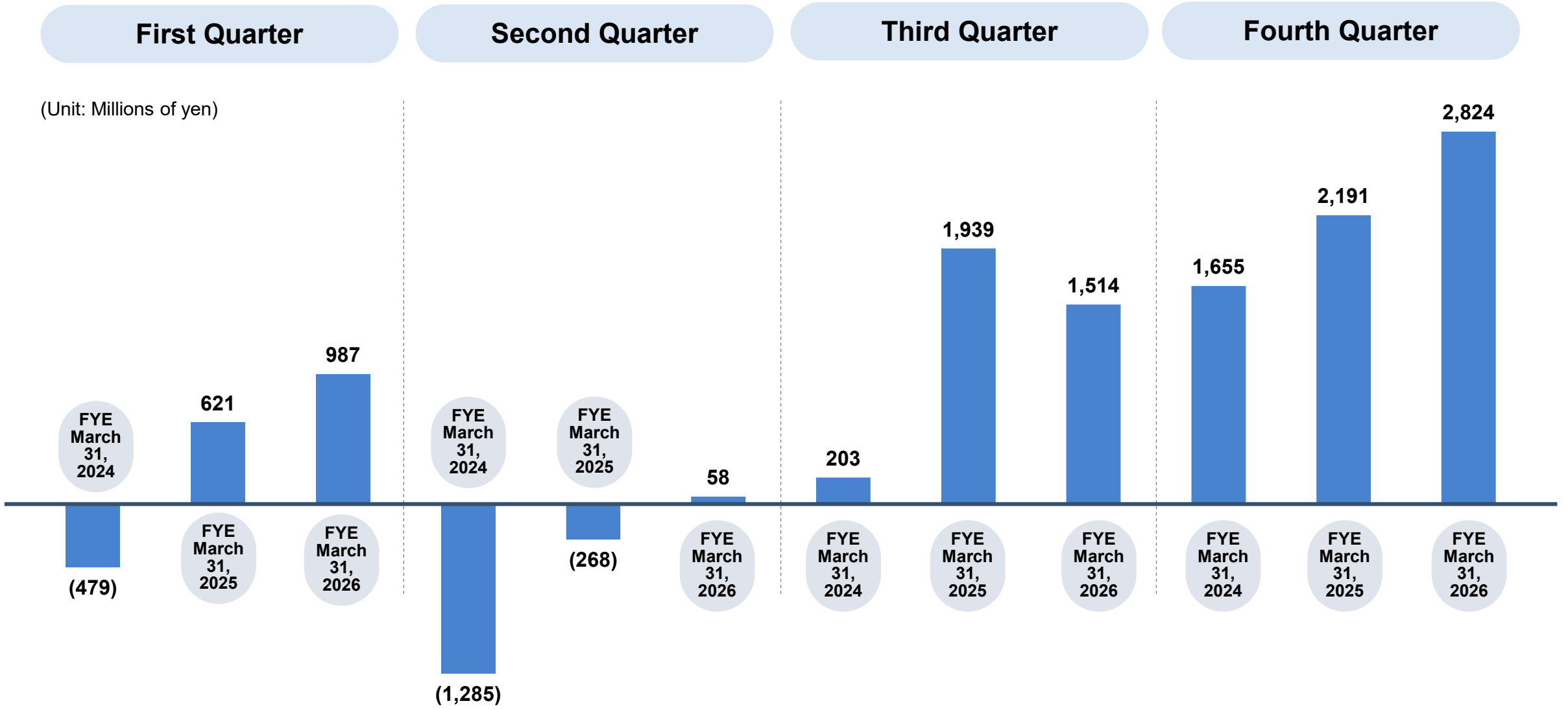
Non-energy Business

Comprehensive building maintenance: Revenue and profit increased as areas for apartment building maintenance services expanded, and facility operation services for funeral halls, hospitals, and other facilities performed steadily.

Bicycle sharing: The number of uses trended steadily as market share expanded, and price revisions were implemented, resulting in higher sales and profit.

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02 Ordinary Profit (Quarterly Trend)



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Profit reached the 4.0 billion yen level for the first time.

(Unit: Billions of yen)

FYE March 31, 2018	FYE March 31, 2019	FYE March 31, 2020	FYE March 31, 2021	FYE March 31, 2022	FYE March 31, 2023	FYE March 31, 2024	FYE March 31, 2025	FYE March 31, 2026
2.8	1.5	2.9	2.7	2.4	0.4	(1.0)	3.1	4.4

Year on Year +1.3 billion yen

<Selection and concentration>

i. Rebuilding the business portfolio

ii. Integration of main businesses

i. Sale of Sinanen Ecowork

ii. Sale of Sinanen Facilities
(to be reflected in financial results for FYE

○ Integration of the three Melife companies and Sinanen

<Improving cost competitiveness>

i. Appropriate personnel structure

ii. Streamlining the organization

○ Implementation of early retirement program

Ordinary profit +0.9 billion yen

Gain on sale of shares of subsidiaries +1.5 billion yen

Integration-related expenses -0.2 billion yen

Extra retirement payments -0.8 billion yen

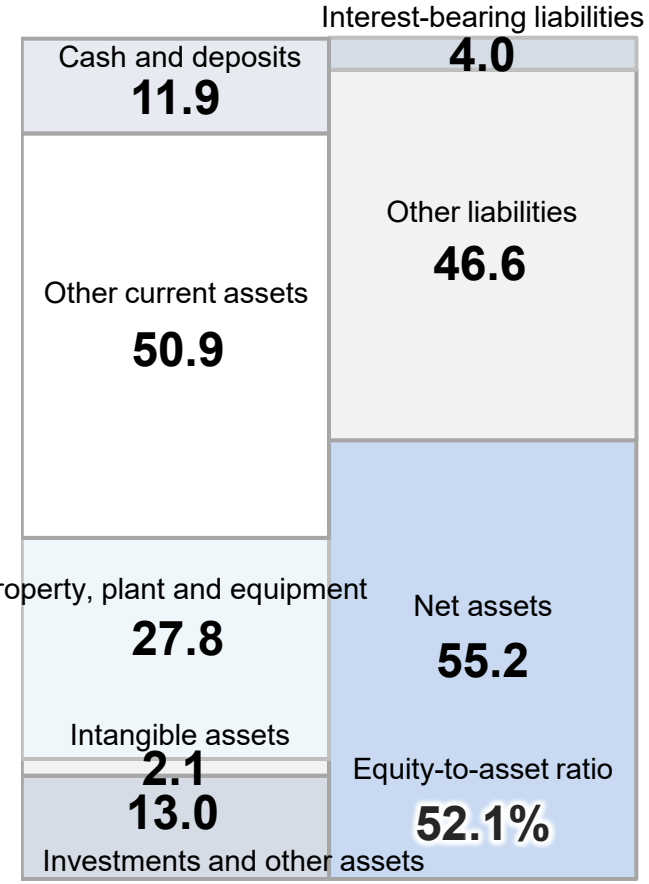
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FYE March 31, 2026 Consolidated Balance Sheet: Factors Behind Changes

FYE March 31, 2025 Year-end

Total assets 105.9 billion yen

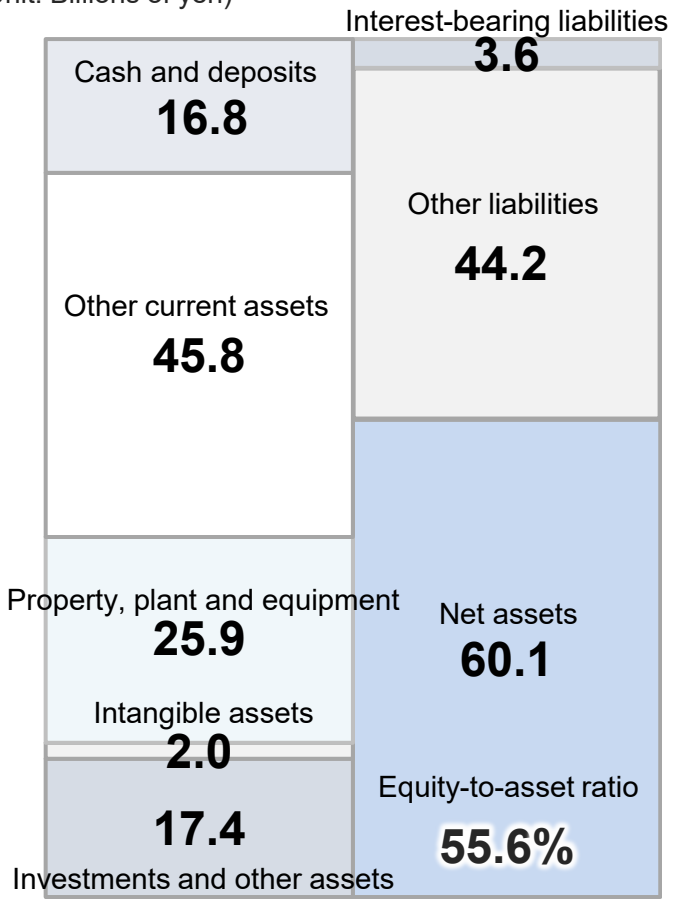
(Unit: Billions of yen)



FYE March 31, 2026 Year-end

Total assets 108.0 billion yen

(Unit: Billions of yen)



Main factors of variance

Assets

+4.9 billion yen: Increase in cash and deposits
-4.0 billion yen: Decrease in trade receivables
+4.0 billion yen: Acquisition of investment securities and increase in valuation difference on available-for-sale securities

Liabilities and net assets

-4.0 billion yen: Decrease in trade payables
+4.8 billion yen: Increase in net assets

- -0.9 billion yen: Dividends of surplus
- -0.1 billion yen: Purchase of treasury shares
- +4.4 billion yen: Profit attributable to owners of parent
- +1.5 billion yen: Increase in valuation difference on available-for-sale securities

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02 FYE March 31, 2026 Consolidated Cash Flows: Key Items

(Unit: Billions of yen)	FYE March 31, 2025 Results	FYE March 31, 2026 Results	YoY (Amount)
Cash flow from operating activities	**10.53**	**6.58**	**(3.94)**
Cash flow from investing activities	**(2.76)**	**0.19**	**+2.96**
Cash flow from financing activities	**(7.59)**	**(1.80)**	**+5.78**
Net increase (decrease) in cash and cash equivalents	**0.12**	**4.97**	**+4.84**
Cash and cash equivalents at beginning of period	**11.58**	**11.70**	**+0.12**
Cash and cash equivalents at end of period	**11.70**	**16.67**	**+4.97**

Profit before income taxes: **+2.1 billion yen**
Loss on sale of shares of subsidiaries: **-2.1 billion yen**
Decrease in trade receivables: **+3.6 billion yen**
Decrease in trade payables: **-5.8 billion yen**

Proceeds from cancellation of money held in trust: **+1.2 billion yen**
Proceeds from sale of shares of subsidiaries resulting in change in scope of consolidation: **+1.8 billion yen**

Net increase (decrease) in short-term borrowings: **+5.9 billion yen**

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03

Full-Year Financial Results Forecast for FYE March 31, 2027

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Higher sales and profit expected, with ROE reaching 8%

(Unit: Billions of yen)

	FYE March 31, 2026 Results	FYE March 31, 2027 Forecasts	YoY (Amount)
Net sales	**298.7**	**334.5**	+35.7
Operating profit	**4.4**	**6.4**	+1.9
Ordinary profit	**5.3**	**6.6**	+1.2
Profit attributable to owners of parent	**4.4**	**5.2**	+0.7
ROE	**7.7%**	**8.4%**	+0.7%

Energy Business +0.9 billion yen

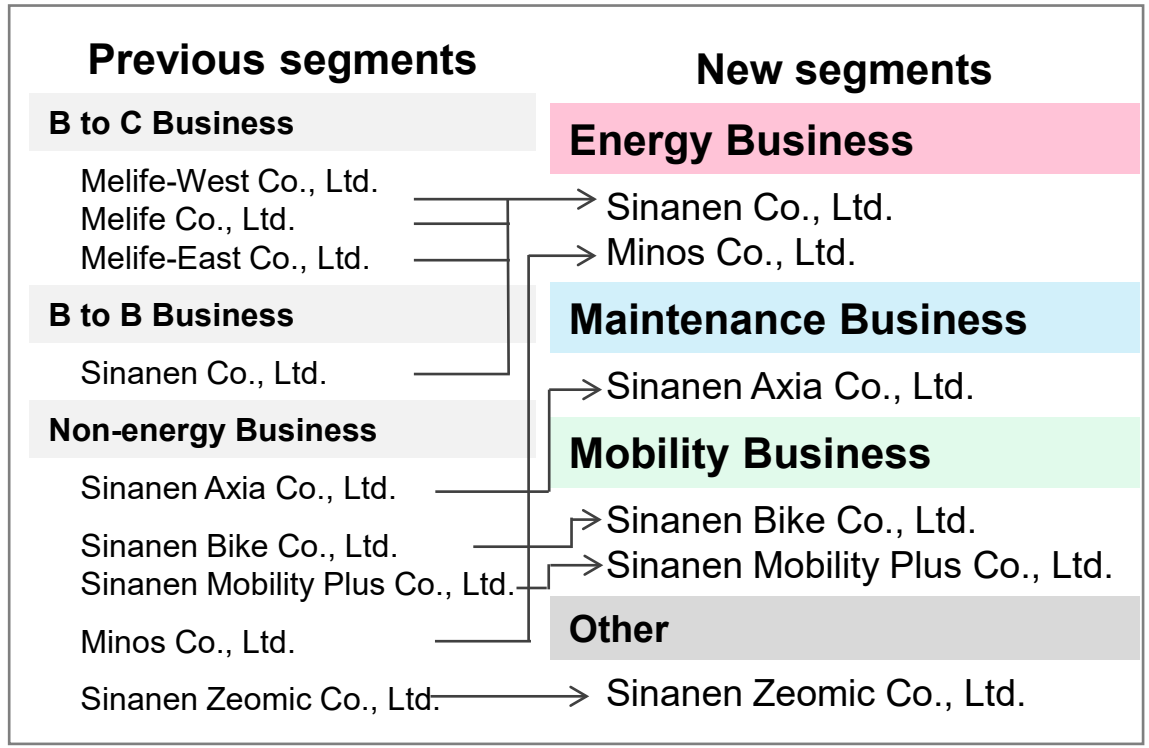
· Promote retail services (customer base expansion), cost control

Maintenance Business +0.5 billion yen

· Expand service areas for multi-family residential building maintenance and improve profit margins

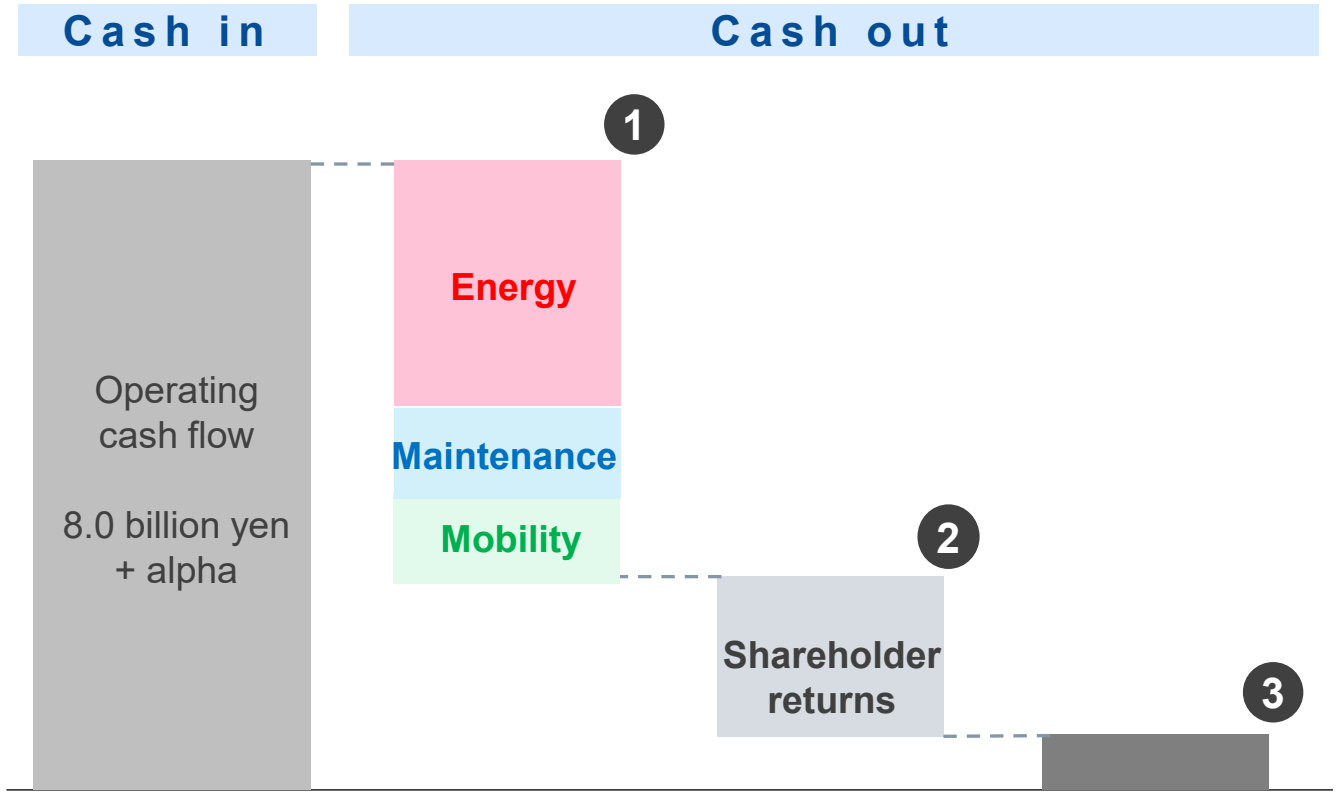
Mobility Business +0.7 billion yen

· Enhance operational quality and accelerate rollout in highly profitable areas



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We will strategically allocate cash, primarily to growth investments.



1 Growth investment

- Expansion of retail services
- Acquisition of gas and kerosene customer bases and service areas
- Equipment renewal investments
- Development of sales systems and logistics efficiency improvements
- Electricity-related investments (CPPA, etc.)

- Expansion of existing businesses (facility management and cleaning, contracted operation of funeral halls and hospitals, and multi-family residential building maintenance)

- Opening new stores
- Bicycle sharing-related investment

2 Shareholder returns

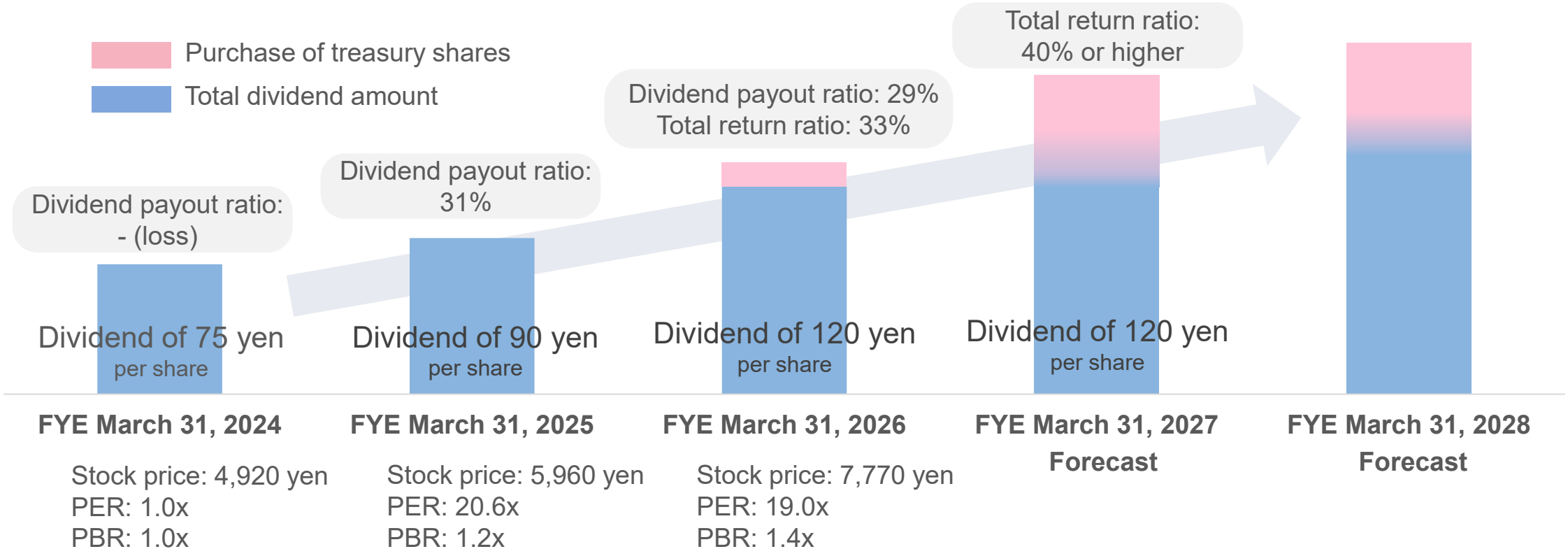
- Dividends
- Purchase of treasury shares

3 Other

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03 Expansion of Shareholder Return Measures

FYE March 31, 2026	FYE March 31, 2027
1. Increase in dividends (previous fiscal year: 90 yen -> current fiscal year: 120 yen) 2. Target dividend payout ratio of 30% 3. Begin the purchase of treasury shares 4. Year-end dividend only	1. Introduction of progressive dividends 2. Target total return ratio of 40% or higher 3. Continue the purchase of treasury shares 4. Payment of interim dividend



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04 Future Sales Strategies

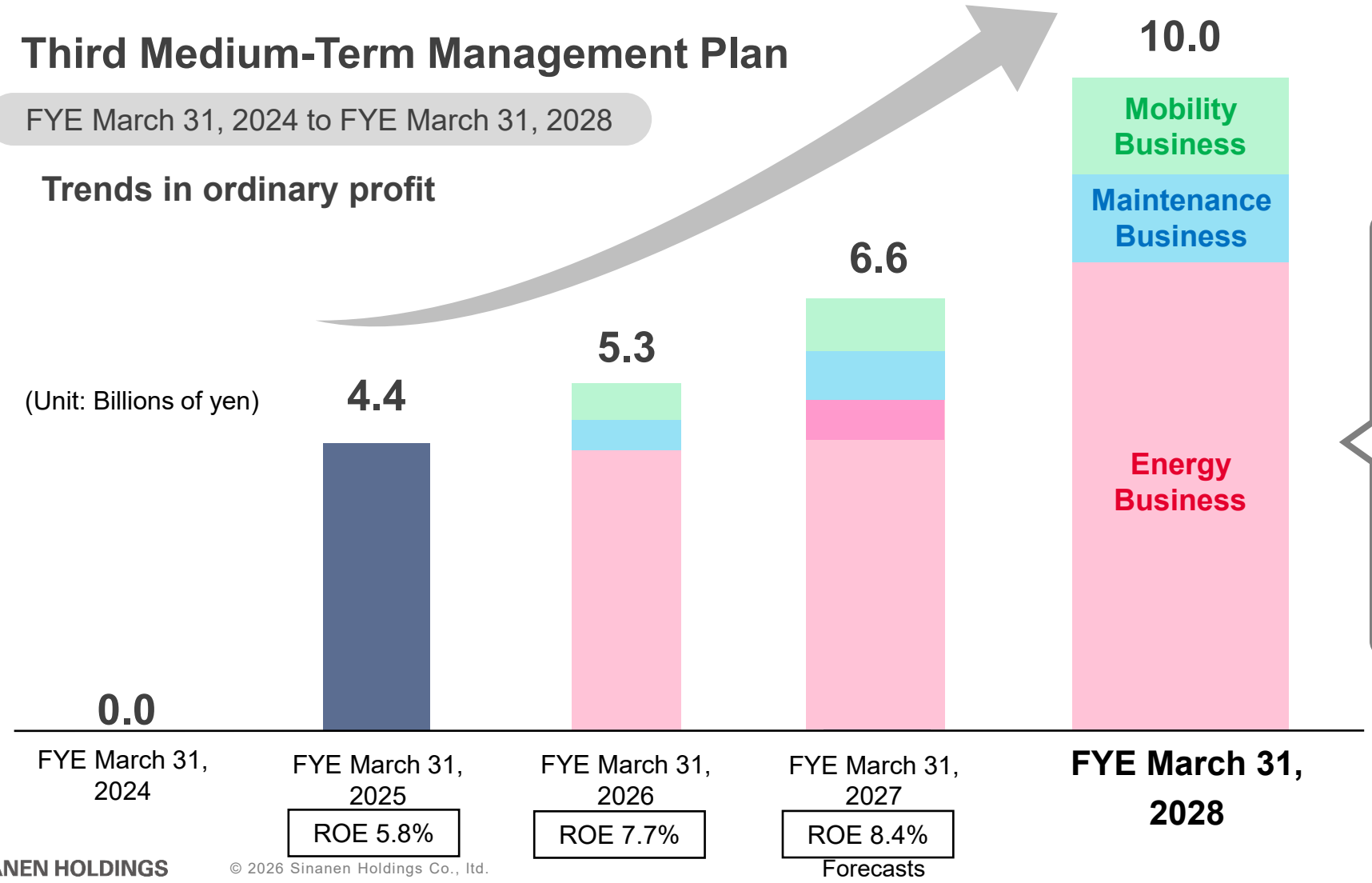
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Further growth and advancement toward our 100th anniversary

Third Medium-Term Management Plan

FYE March 31, 2024 to FYE March 31, 2028

Trends in ordinary profit



FYE March 31, 2028 Financial goals

ROE

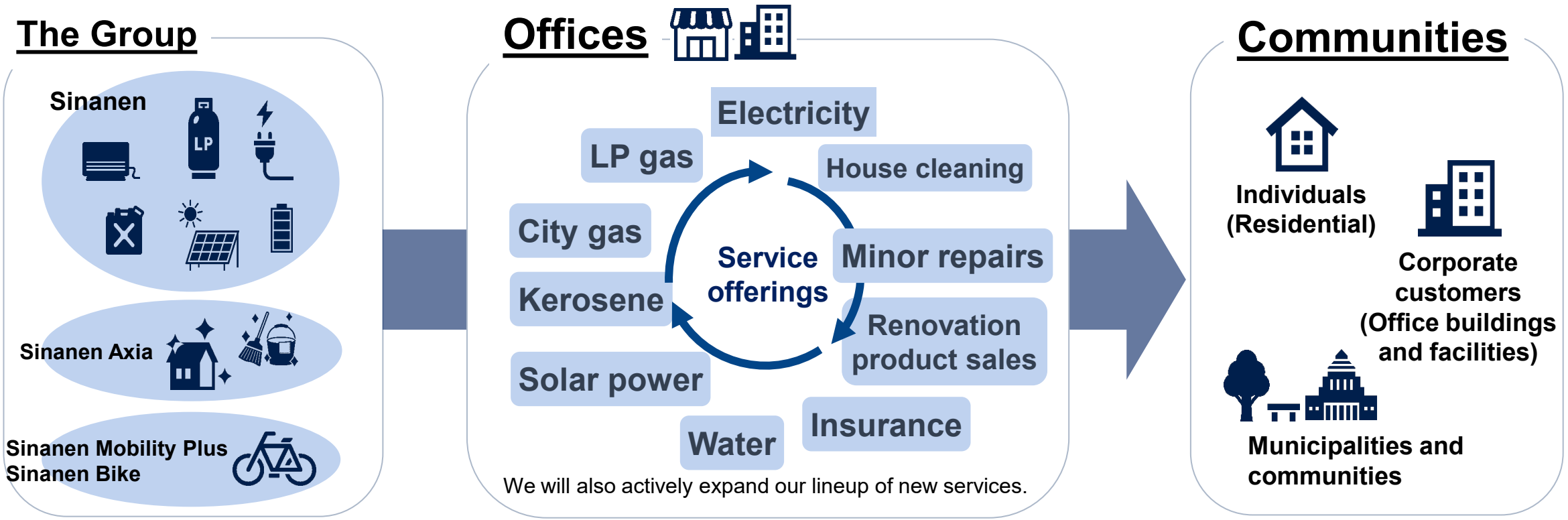
At least 8%

Ordinary profit

10.0 billion yen

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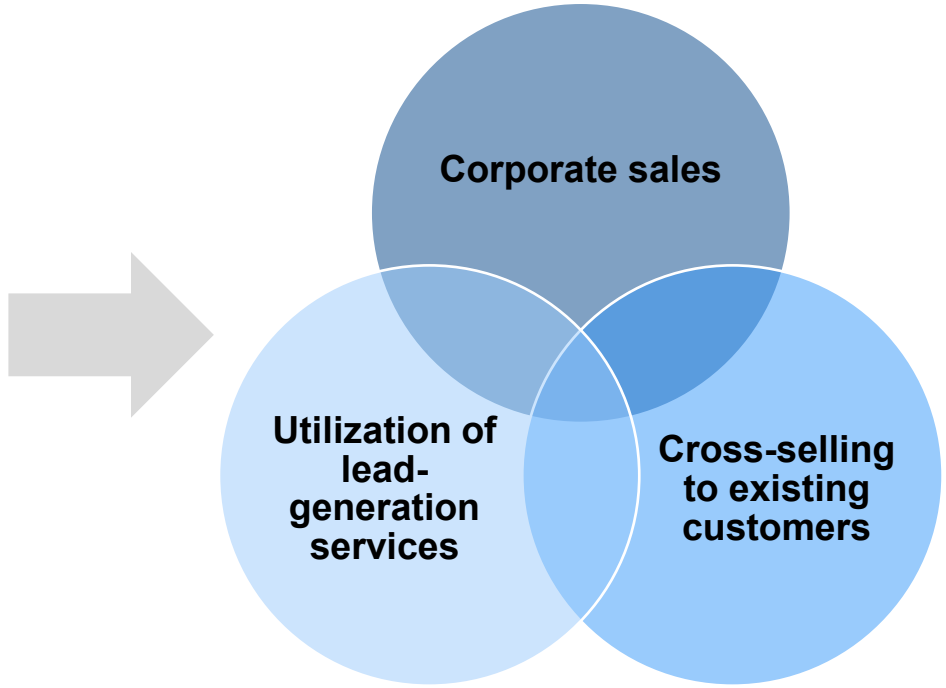
We will consolidate service offerings that were previously provided separately by Group companies and deliver them to entire communities through our local locations.
By proposing services that meet customer needs, we will promote these initiatives through a community-based, locally focused approach.



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With a primary focus on the communities where we have local bases, we will strengthen our earning power by focusing on the following four key initiatives.
In FY2026, we will advance these initiatives with a particular focus on "customer base expansion" as our top priority.

Priority items	Retail service strategy
Service expansion	At all locations, provide home services that bring together not only energy but also Group products and services, such as home maintenance and energy-saving proposals.
Customer base expansion	Cross-sell and acquire new customers among the individuals (homes), local businesses (buildings and facilities), municipalities, and others (organizations and associations) that make up communities.
Brand enhancement	Increase recognition by building awareness in local communities around our locations and having people recognize the Group's services and high quality.
Strengthening competitiveness	Improve service quality to become a competitive service company and streamline operations to create capacity for new initiatives.

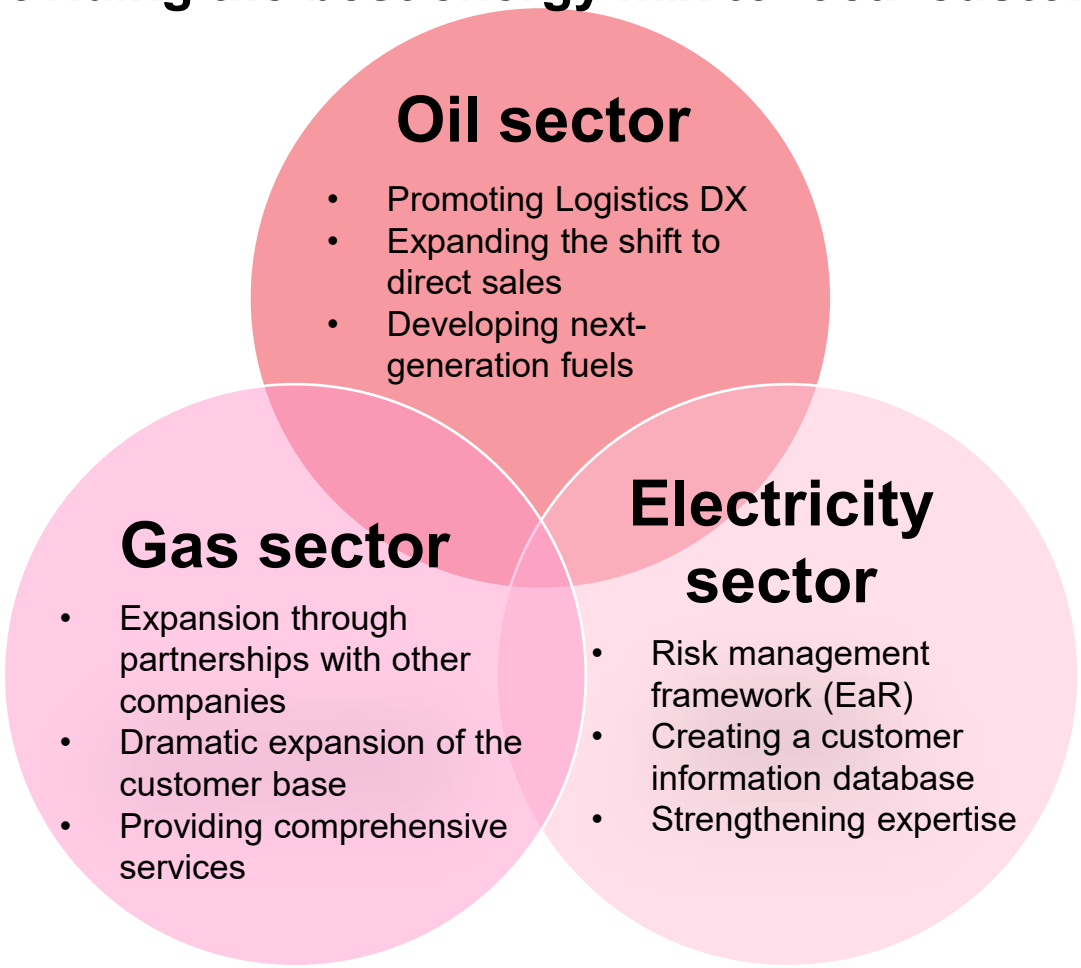


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Future expansion strategy for the Energy Business

SHINANEN

Providing the best energy mix to local customers



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Building management and cleaning services for office buildings and commercial facilities, contracted operation and management of funeral halls and hospitals, and maintenance of multi-family residential buildings

SHINANEN AXIA

Non-residential buildings

Office buildings and commercial facilities

- Securi
- Energy efficiency proposals
- On-site staff assignment, cleaning, and maintenance

Regional funeral halls and hospitals

- Contracted operations

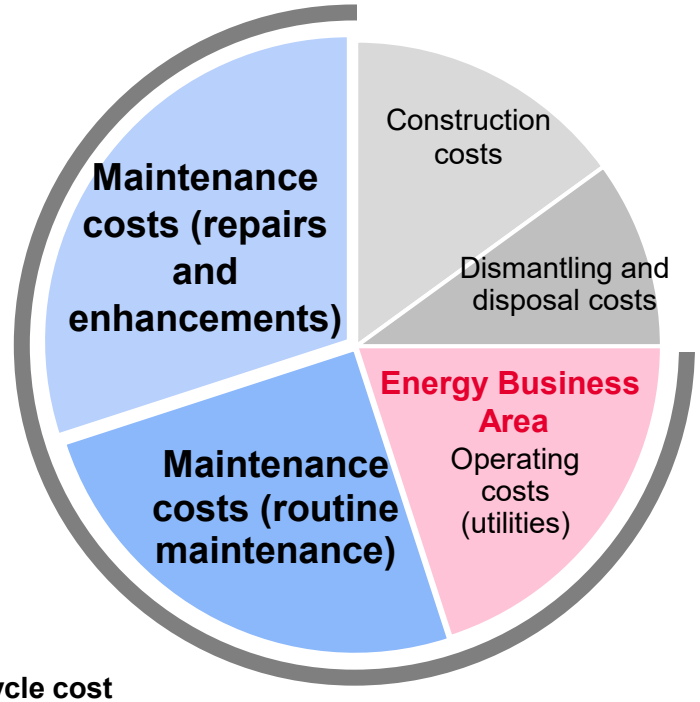
Residential buildings (condominiums/apartments)

Leasing

- Restoration to original condition
- Remodeling and renovation
- On-site staff assignment, cleaning, and maintenance

Property sales

Majority of building life cycle costs* are in the Group's business area.



***Life-cycle cost**

The total cost incurred over a building's entire life cycle, from planning and design through demolition.

Source: Our estimates based on "Life Cycle Cost of Buildings" (2019) by the Building Maintenance & Management Center, edited under the supervision of the Government Buildings Department, Minister's Secretariat, Ministry of Land, Infrastructure, Transport and Tourism

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Making mobility fun and comfortable

By providing mobility solutions, we help resolve transportation-related issues centered on people's daily lives.
We contribute to creating communities where people can continue to live safely and comfortably by expanding their range of mobility and choices.

SHINANEN BIKE





- **Planning and development, OEM business, and wholesale business for short-distance mobility products**
- **Retail store business "Daisharin": 36 stores**

SHINANEN MOBILITY PLUS





- **Bicycle-sharing service "DAICHARI": Operated in Tokyo and the three surrounding prefectures, as well as tourist destinations**
  - Approx. 16,000 bicycles deployed
  - Approx. 3,000 stations
- **Rental business: meeting all bicycle-related needs, from 10 to 1,000 bicycles**

Creating safe and comfortable communities where people want to keep living by expanding their range of activity and broadening their choices



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Driving business transformation to restore performance





A comprehensive energy and life-creating corporate group contributing to the realization of a decarbonized society



Growth strategies

- ii Strengthen retail service strategies
- i Redevelop domestic business foundations
- iii Initiatives for new businesses

Strengthening the management foundation

- Promote human resources development and corporate culture reform
- Improving operational and asset efficiency

Foundations

Responsibility as an energy business company
(stable supply and security management)

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Medium-Term Management Plan Update

	Measures	Evaluation		Issues
Growth strategies	Transforming the business portfolio	◎	• Executing selection and concentration • Redevelopment of domestic business foundations through the integration of four core energy business companies and the sale of certain non-energy businesses	• Strengthening earning power through the implementation of specific measures under the retail service strategy • Business expansion by concentrating management resources on the Energy, Maintenance, and Mobility businesses
	Improving capital efficiency	○	• Improve ROA and ROE through the sale of idle assets and other measures • Implementation of the purchase of treasury shares	
Strengthening the management foundation	Promoting further reform of corporate culture and work style	△	• Revision of MVV and the Corporate Code of Conduct • Implementation of two-way communication between management and frontline operations	• Changing employee awareness and behavior by embedding the new MVV • Developing human resources capable of providing new value to local communities • Streamlining sales activities and operations through the use of ICT and data • Delegating authority to operating companies, enabling faster decision-making, and ensuring the effectiveness of Group governance
	Promoting human resource development, and achieving appropriate allocation of human resources	○	• Revision of the personnel system and formulation of the Basic Policy on Human Resources • Proactive investment in education, personnel appointments in connection with the integration of the four core companies, and implementation of an early retirement program	
	Increasing productivity by increased operational efficiency, standardization, etc.	△	• Began streamlining sales administration through a new sales management system, but progress was delayed. • Began actively using generative AI	
	Strengthening group management organization	○	• Enhancement of discussion topics at Board of Directors meetings, Management Council meetings, and various committee meetings • Strengthening Group governance by integrating the headquarters functions of the holding company and the integrated energy company	

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05

Appendix

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05 Consolidated Balance Sheet (Summary)

(Unit: Millions of yen)

Item	March 31, 2025	March 31, 2026	Change
Current assets	**62,862**	**62,685**	**(176)**
Cash and deposits	11,919	16,871	+4,951
Notes receivable - trade	605	528	(76)
Accounts receivable - trade	39,040	35,116	(3,924)
Merchandise and finished goods	6,884	6,143	(741)
Work in process	429	480	+50
Raw materials and supplies	24	35	+11
Other	4,003	3,566	(437)
Allowance for doubtful accounts	(45)	(55)	(10)
Non-current assets	**43,072**	**45,397**	**+2,324**
Property, plant and equipment	27,885	25,952	(1,932)
Intangible assets	2,183	2,027	(156)
Investments and other assets	13,003	17,417	+4,413
Total assets	**105,934**	**108,083**	**+2,148**

Item	March 31, 2025	March 31, 2026	Change
Liabilities	**50,704**	**47,958**	**(2,745)**
Current liabilities	43,248	40,638	(2,610)
Non-current liabilities	7,455	7,319	(135)
Net assets	**55,230**	**60,124**	**+4,894**
Shareholders' equity	52,450	55,801	+3,351
Share capital	15,630	15,630	–
Capital surplus	7,711	7,732	+20
Retained earnings	31,821	33,019	+1,198
Treasury shares	(2,712)	(580)	+2,132
Accumulated other comprehensive income	2,759	4,299	+1,539
Non-controlling interests	20	24	+3
Total liabilities and net assets	**105,934**	**108,083**	**+2,148**

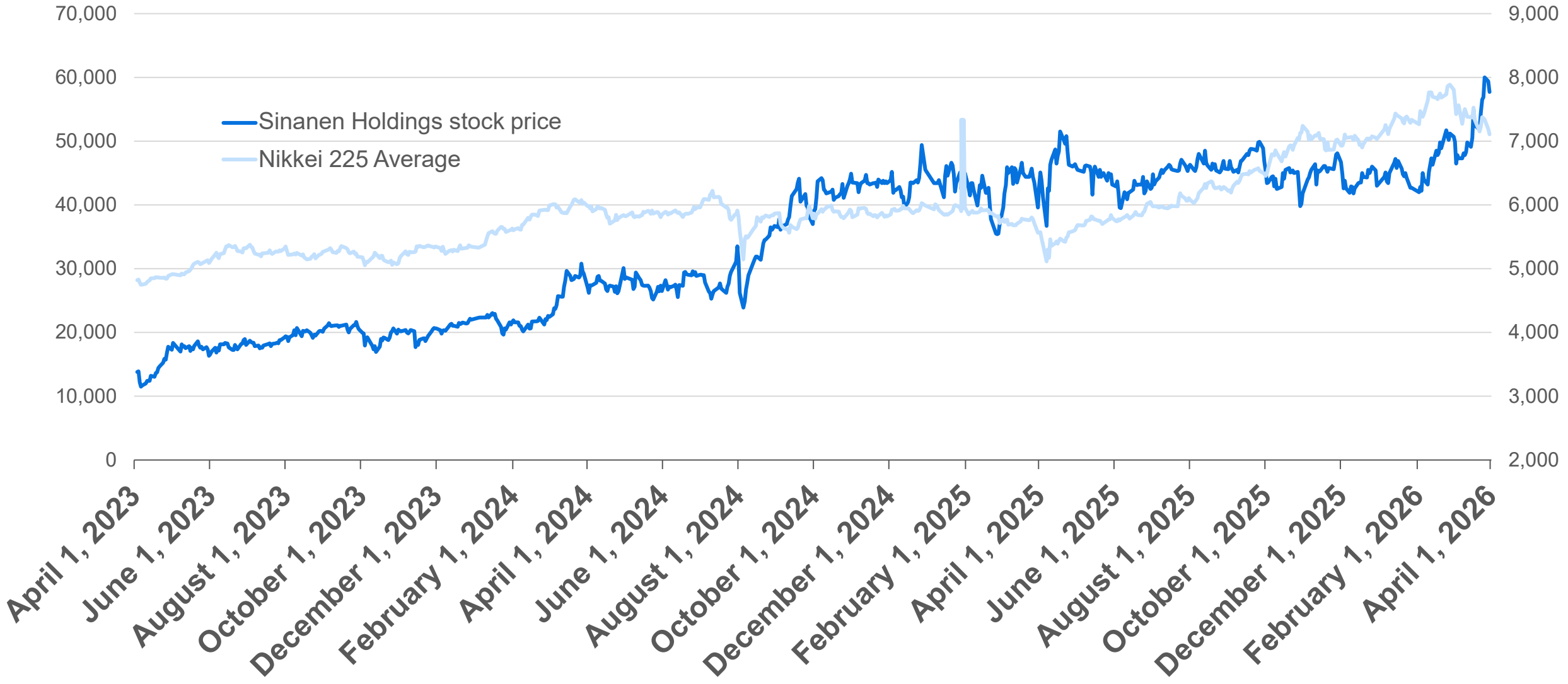
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05 Consolidated Statements of Income (Summary)

(Unit: Millions of yen)	FYE March 31, 2025	vs net sales	FYE March 31, 2026	vs net sales	Change
Net sales	**317,118**	**100.0%**	**298,752**	**100.0%**	**(18,366)**
Cost of sales	277,940	87.6%	259,619	86.9%	(18,321)
Gross profit	**39,177**	**12.3%**	**39,132**	**13.1%**	**(45)**
Selling, general and administrative expenses	35,168	11.0%	34,729	11.6%	(439)
Operating profit	**4,009**	**1.2%**	**4,403**	**1.4%**	**+393**
Non-operating income	881	0.2%	1,143	0.3%	+262
Non-operating expenses	407	0.1%	163	0.0%	(243)
Ordinary profit	**4,483**	**1.4%**	**5,382**	**1.8%**	**+899**
Extraordinary income	29	0.0%	1,863	0.6%	+1,834
Extraordinary losses	987	0.3%	1,563	0.5%	+575
Profit before tax	3,525	1.1%	5,683	1.9%	+2,158
Income taxes	370	0.1%	1,244	0.4%	+873
Profit attributable to non-controlling interests	1	0.0%	3	0.0%	+2
Profit attributable to owners of parent	**3,153**	**0.9%**	**4,435**	**1.4%**	**+1,281**

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Stock price trending upward



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A corporate group centered on energy businesses (sales of petroleum products, gas, electricity, etc.) with 99 years of history

Company name	Sinanen Holdings Co., Ltd. (TSE Prime Market: 8132)
Address	1-39-20, Higashi-Shinagawa, Shinagawa-ku, Tokyo
Representative	Taro Nakagome, Representative Director, President and Executive Officer
Share capital	¥15,630 million
Founded	Founded on April 11, 1927 **(99 years of history)**
Number of employees	**3,596** employees (consolidated, including temporary employees)
Group companies	Consolidated subsidiaries **29** companies; 3 equity-method affiliates
Business description	A corporate group delivering peace of mind and comfort through both energy and everyday living **Energy Business**: Sales of petroleum products, gas, electricity, etc. **Maintenance Business**: Operation, management, and maintenance of office buildings, multi-family residential buildings, and hospitals **Mobility Business**: Planning and development, wholesale, and retail of short-distance mobility products; bicycle sharing

As of March 31, 2026

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Energy Business

Sinanen Co., Ltd.
Sinanen energy tech Co., Ltd.
Minos Co., Ltd.

Services for individual customers

- Kerosene, gas, and electricity
- Home maintenance, cleaning, remodeling, and renovation

Services for corporate customers

- Petroleum products and gas
  (Domestic petroleum and gas sales/transportation, kerosene delivery, BCP support, service station operation support, marine fuels, etc.)
- Electricity
- Renewable energy and solar power generation
- Development and sales of management systems for gas, electricity, and other services





Maintenance Business

Sinanen Axia Co., Ltd.

- Residential building maintenance
- Building maintenance
- Hospital facility operations
- Funeral hall operations
- Comprehensive real estate management
- Home facilities





Mobility Business

Sinanen Bike Co., Ltd.
Sinanen Mobility Plus Co., Ltd.

- Planning and development, wholesale, and retail of short-distance mobility products
- Bicycle-sharing services and rentals





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Providing an easy-to-understand catalog compiling services provided by the Group

https://my.ebook5.net/sinanen/catalog_202604/

■ **Bringing your lifestyle ideas to life**

■ **Solutions for a variety of everyday problems**

■ **House cleaning**
Air conditioner cleaning
Range hood and ventilation fan cleaning
Other cleaning services

■ **Home maintenance**
Special feature on crime prevention and disaster preparedness
Special feature on plumbing and wet areas

■ **Plumbing and wet-area solutions (remodeling)**
Kitchens, bathrooms, toilets, and washrooms
Water heaters, heating and cooling, insulation, and exterior walls

■ **Energy**



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Newly established the Basic Policy on Human Resources - articulating our basic approach and values regarding human resources

To realize our new mission, “Create local communities we can proudly share with the world,” and our new vision, “be the first Company to contact,” as well as achieve sustainable growth, we have positioned “people development” as one of our most important priorities and established the Basic Policy on Human Resources. Going forward, the Group will promote “people development” based on this policy.

1 Respect individuality and leverage strengths

We will foster an organizational culture that respects the diverse individuality of each employee and enables employees to make the most of one another’s strengths.

2 Develop human qualities and support growth

We will develop the human qualities needed to engage with others with care and passion and have a positive influence on those around us. We will also create an environment where each employee can fully demonstrate their abilities and provide opportunities for autonomous growth.

3 Take on local challenges and create value

We will develop human resources who sincerely face the challenges of people living in local communities and can create new value.

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We concluded an off-site PPA agreement with Yasuda Logistics Corporation.
This PPA agreement differs from initiatives that decarbonize electricity use solely through the allocation of non-fossil certificates. It is characterized by additionality (*) and is attracting growing attention as a decarbonization method among Japanese companies.

*Additionality refers to the extent to which a company's chosen procurement method promotes investment in renewable energy and helps replace fossil fuels. It is considered important by companies actively procuring renewable energy.

Sinanen Holdings Group

On March 8, 2026, the Sinanen Holdings Group sponsored the Shinagawa City Run 2026 held in Shinagawa City (organized by Shinagawa City and the Shinagawa City Run Executive Committee; hereinafter, the "Event").
At the Event, we used the short-term bicycle rental plan for the bicycle-sharing service "DAICHARI" provided by Sinanen Mobility Plus to lend out 50 shared bicycles and help secure transportation for medical aid staff.

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- This document contains forward-looking statements regarding the plans, policies, and management strategies of Sinanen Holdings Co., Ltd. (the “Company”). These statements are based on forecasts, plans, and assumptions derived from information currently available to the Company and therefore involve various risks and uncertainties. Accordingly, actual results may differ materially from those described in these forward-looking statements as a result of various risk factors and uncertainties.

- When making investment decisions, investors are advised not to rely solely on the information contained in this document and to make their own independent judgments. The Company assumes no responsibility for any losses incurred as a result of investment decisions based on this document.

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The Integrated Report 2025 has been published.

For further details, please visit our website.

https://sinanengroup.co.jp/ir/library/annual/



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