

**Fiscal Year Ending March 31, 2025**

# **Financial Statements Briefing Materials**



Matsuda Sangyo Co., Ltd.

May 26, 2025



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- 1. Overview of Consolidated Financial Results**
  - 2. Progress Status of the Medium-term Management Plan (FY2022 – 2025)**
  - 3. Segment Results and Forecast for the Next Fiscal Year**
- Appendix**

# 1. Overview of Consolidated Financial Results



# Key Points of the Financial Statements Briefing for the Year Ended March 31, 2025

Achieved record highest consolidated net sales  
Surpassed the 400 billion yen mark for the first time

**468.8** billion yen / **12.6** billion yen

( +30.0% / +35.5% YoY)

Precious Metals Business Segment

Net sales/Operating profit

**361.6** billion yen / **10.1** billion yen

( +43.0% / +44.5% YoY)

Food Business Segment

Net Sales/Operating profit

**107.2** billion yen / **2.5** billion yen

( -0.4% / +8.0% YoY)

**ROE・ROA**

(ROA: Ratio of net assets to ordinary profit)

**9.9** % / **8.5** %

( +1.6pt / +0.9pt YoY)

Dividends per share (Forecast for  
Fiscal Year Ending March 31, 2026)

Increase in dividends for 8th  
consecutive fiscal year

**90** yen (+15 yen)

**Acquired all shares in Sanyo-  
Rec Co., Ltd. and Flap  
Resource Co., Ltd. as part of  
the Precious Metals Business  
Segment**

Intermediate treatment of industrial waste,  
and expansion of recycling functions

## Consolidated Financial Results

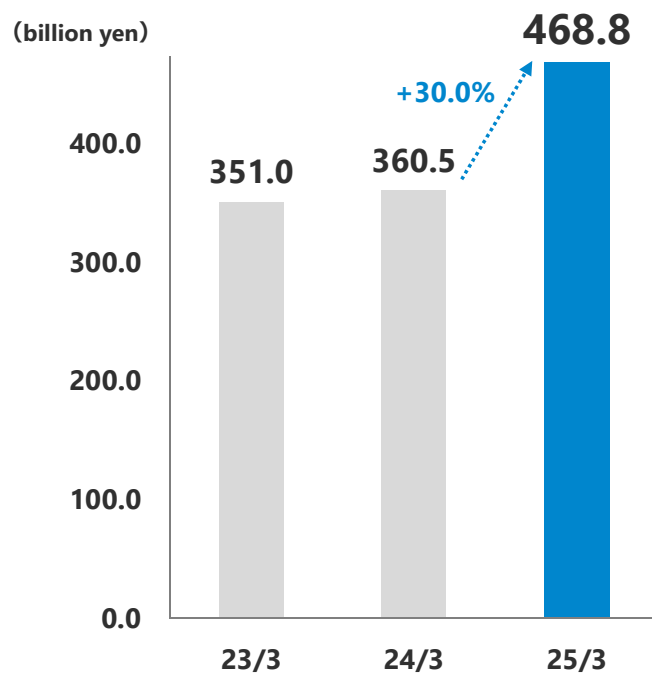
Sales and profit increased year-on-year due to sales and profit growth in the Precious Metals Business Segment and profit growth in the Food Business Segment

(billion yen)

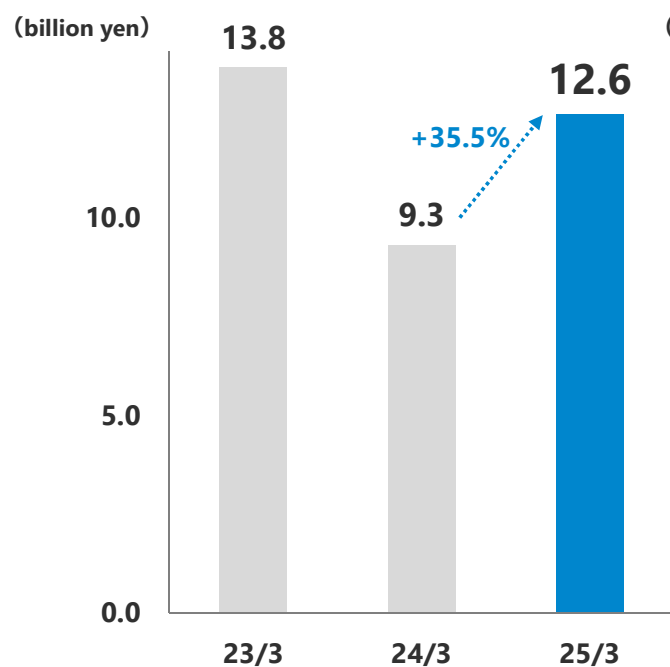
|   | FY3/24 | FY3/25       | Year-on-year increase<br>(decrease) |        |
|---|--------|--------------|-------------------------------------|--------|
| Net sales                               | 360.5  | <b>468.8</b> | +108.3                              | +30.0% |
| Operating profit                        | 9.3    | <b>12.6</b>  | +3.3                                | +35.5% |
| Operating margin                        | 2.6%   | <b>2.7%</b>  | +0.1pt                              | -      |
| Ordinary profit                         | 10.5   | <b>13.5</b>  | +2.9                                | +28.2% |
| Profit attributable to owners of parent | 7.2    | <b>9.4</b>   | +2.1                                | +29.8% |
| Earnings per share (yen)                | 280.2  | <b>364.8</b> | +84.6                               | +30.2% |

## Trends for Consolidated Financial Results

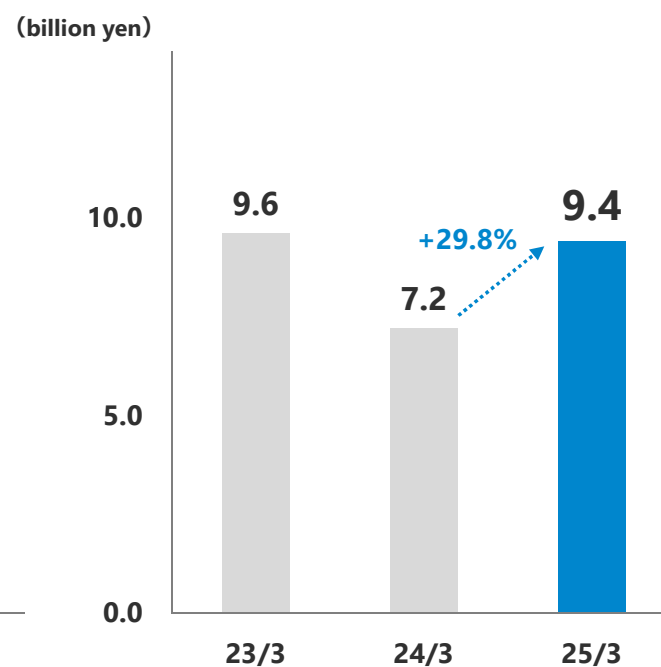
### Net sales



### Operating profit



### Profit attributable to owners of parent



## Consolidated Balance Sheet

| Assets                           |                | (billion yen)  |                     |   |
|----------------------------------|----------------|----------------|---------------------|---|
|                                  | March 31, 2024 | March 31, 2025 | Increase (decrease) | Main reasons for change   |
| Current assets                   | 102.3          | 116.1          | +13.8               | (+) Increase in inventories   |
| Non-current assets               | 46.6           | 52.7           | +6.1                | (+) Strengthening of production facilities and acquisition of subsidiary shares |
| Total assets                     | 148.9          | 168.9          | +19.9               |   |
|                                  |                |                |                     |   |
| Liabilities                      |                |                |                     |   |
|                                  | March 31, 2024 | March 31, 2025 | Increase (decrease) | Main reasons for change   |
| Current liabilities              | 44.5           | 48.6           | +4.0                | (+) Increase in accounts payable and corporate taxes payable                    |
| Non-current liabilities          | 13.0           | 20.1           | +7.1                | (+) Increase in long-term loans payable for capital investment                  |
| Interest-bearing debt            | 29.4           | 33.3           | +3.9                |   |
| Total liabilities                | 57.5           | 68.7           | +11.2               |   |
|                                  |                |                |                     |   |
| Net assets                       |                |                |                     |   |
|                                  | March 31, 2024 | March 31, 2025 | Increase (decrease) | Main reasons for change   |
| Total net assets                 | 91.3           | 100.1          | +8.7                | (+) Increase in retained earnings   |
| Total liabilities and net assets | 148.9          | 168.9          | +19.9               |   |
|                                  |                |                |                     |   |
| Shareholders' equity ratio       | 61.2%          | 59.1%          |                     |   |



## Consolidated Cash Flow Statements

(billion yen)

|   | FY3/24 | FY3/25       | Increase<br>(decrease) | Summary   |
|---|--------|--------------|------------------------|---|
| <b>Cash flows from operating activities</b>                 | 1.8    | <b>2.5</b>   | +0.7                   | (+) Increase in profit before income taxes and trade payables<br>(-) Increase in inventories and payment of corporate taxes |
| <b>Cash flows from investing activities</b>                 | (7.9)  | <b>(6.2)</b> | +1.7                   | (-) Acquisition of tangible fixed assets and subsidiary shares  |
| <b>Free cash flows</b>                                      | (6.1)  | <b>(3.7)</b> | +2.4                   |   |
| <b>Cash flows from financing activities</b>                 | 8.0    | <b>0.2</b>   | (7.8)                  | (+) Increase in long-term loans payable<br>(-) Repayment of short-term loans payable and payment of dividends               |
| <b>Net increase (decrease) in cash and cash equivalents</b> | 2.6    | <b>(3.0)</b> | (5.7)                  |   |
| <b>Cash and cash equivalents at end of period</b>           | 14.4   | <b>11.4</b>  | (3.0)                  |   |

## **2. Progress Status of the Medium-term Management Plan (FY2022 – 2025)**



## Management Indicators

To achieve the target management indicators, we face the challenges of expanding the Precious Metals Business Segment quantitatively, as well as improving profit margin and capital efficiency.

|  | FY16-18<br>Average | FY19-21<br>Average | FY22<br>Results | FY23<br>Results | FY24<br>Results | FY25<br>Forecast | (billion yen)<br>FY25<br>Target |
|--|--------------------|--------------------|-----------------|-----------------|-----------------|------------------|---------------------------------|
| Net sales  | 187.1              | 238.2              | 351.0           | 360.5           | <b>468.8</b>    | 490.0            | 300.0                           |
| Operating profit                                   | 4.2                | 9.0                | 13.8            | 9.3             | <b>12.6</b>     | 13.5             | 13.0                            |
| Operating margin                                   | 2.2%               | 3.7%               | 3.9%            | 2.6%            | <b>2.7%</b>     | 2.8%             | 4.3%                            |
| ROE  | 5.6%               | 10.0%              | 12.2%           | 8.3%            | <b>9.9%</b>     | -                | 9.0%                            |
| ROA<br>(Ratio of net assets to<br>ordinary profit) | 6.0%               | 9.4%               | 11.3%           | 7.6%            | <b>8.5%</b>     | -                | 10.0%                           |

## Basic Policy

With the Precious Metals Business Segment and Food Business Segment as the driving forces of growth...

- **Strengthen revenue base** and **create new revenue sources** by continuing with proactive investments
- **Strengthen management foundation** to support and accelerate sustainable growth
- **Enhance corporate value** by promoting **sustainability management**

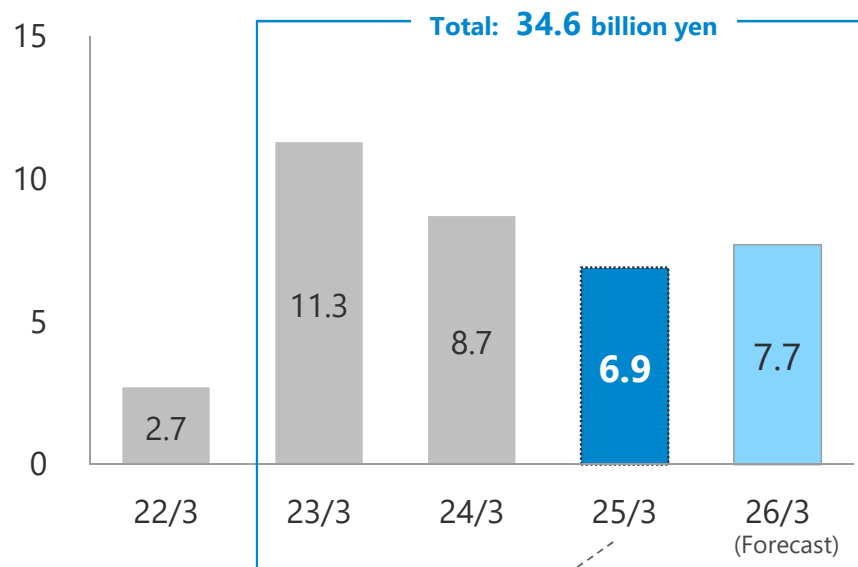
## Growth Strategy (Roadmap)

|  |  | FY2024 to FY2025 (Planned)   |                           |
|--|--|--|---------------------------|
| <b>Precious Metals Business Segment</b><br>Leading company that creates resource circulation (utilization) | Develop and build technology for high value-added products/services  | ECO PGC  |                           |
|  | Expansion of processing facilities/bases for the refining environment toward the development of new businesses | PTP material recycling   |                           |
|  | Expansion of production infrastructure toward expansion of business scale and domains                          | Secondary cell recycling business  |                           |
|  |  | Start of Phase 1 operation of the Kitakyushu Factory   | Renewal of the Iruma area |
| <b>Food Business Segment</b><br>Best partner for customers in product development                          | Global expansion and growth of procurement network   | Start of operation of PT Matsuda Sangyo Trading Indonesia (Indonesia base)   |                           |
|  | Customer-based sales and creation of new businesses/trade areas  | Building and reinforcement of supply chain functions   |                           |
| <b>Strengthening management foundation</b>   | Reinforcing management functions and improving productivity through the utilization of IT                      | ERP renewal  |                           |
|  |  | DX promotion (digital democratization)   |                           |
|  | Promotion of human capital management  | Creation of management talent<br>Creation of workplace environments where diverse human resources can participate actively |                           |
|  | Initiatives toward improving capital efficiency  | Strengthening business portfolio management  |                           |
|  | Promotion of sustainability management   | Initiatives toward decarbonization<br>Improvement of labor environment (RBA)   |                           |

## Business Investment

### Trends in amount of business investment

(billion yen)



[FY3/25 Business investment (Results)] (billion yen)

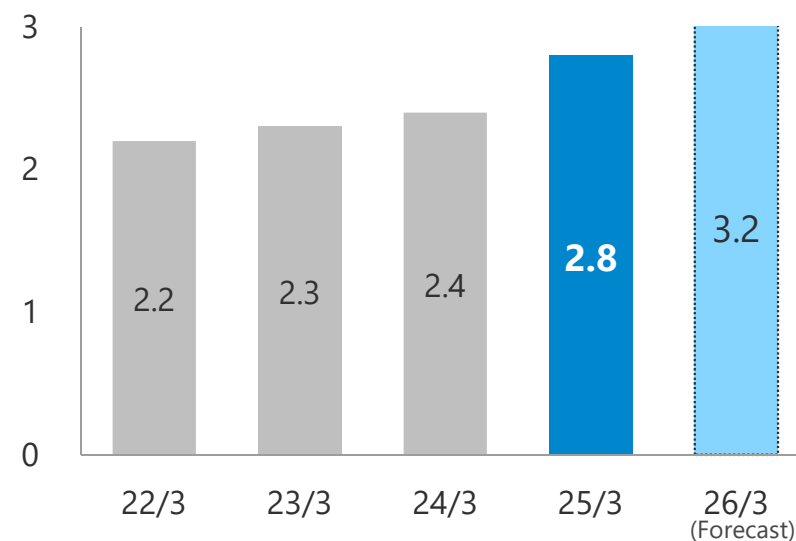
- Expansion of factory functions in Iruma area 2.3
- Expansion of processing facilities/bases for the refining environment 1.4
- Expansion of the Thailand factory, acquisition of subsidiary shares, and IT investment 3.2

[FY3/26 Capital investment (Forecast)] (billion yen)

- Expansion of factory functions in Iruma area 3.8
- Expansion of processing facilities/bases for the refining environment 3.2
- IT investment 0.7

### Trends in depreciation expense

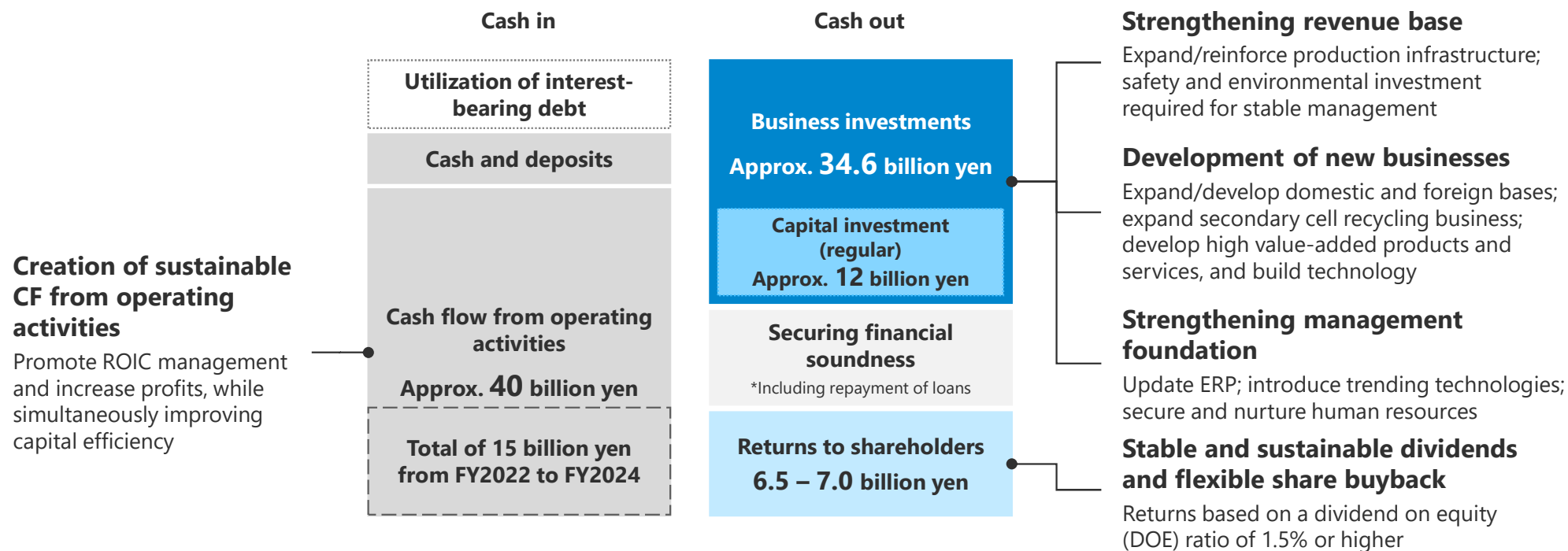
(billion yen)



## Capital Policy

- Enhance our corporate value in a sustainable manner while taking into consideration optimal resource allocation to business opportunities that capture growth potential, securing financial soundness, and achieving balance with shareholder returns.

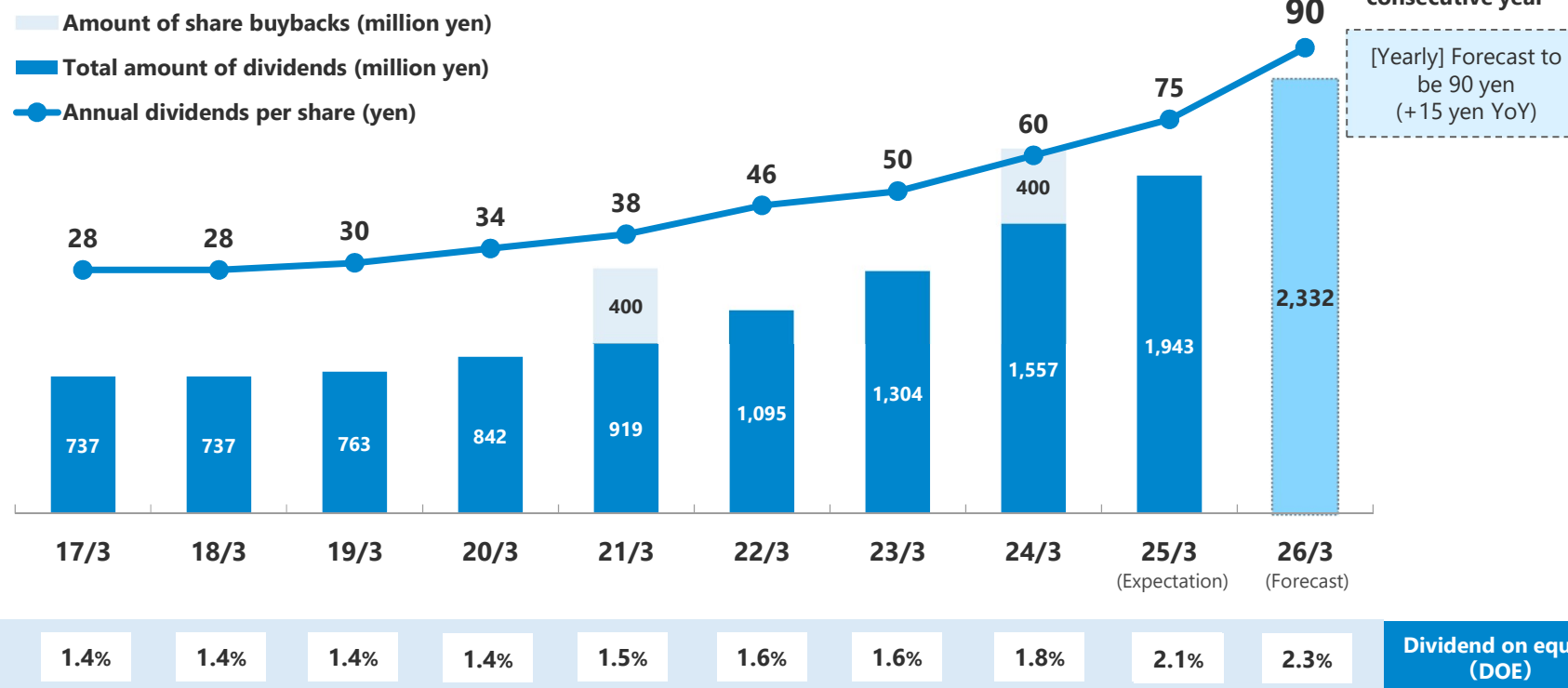
<Assumptions for cash allocation based on Medium-term Management Plan (Cumulative for FY2022-2025)>



## Shareholder Returns

### Shareholder returns

- Implement stable and sustainable dividends while taking into account the balance with internal reserves for growth investment
- Returns based on a dividend on equity ratio of 1.5% or higher
- Flexible share buyback while taking into account the market environment





## Materiality (Important Issues)

In FY2024, we continued promoting initiatives to address the materiality (important issues) identified, in order to fulfil the Group's purpose.

|                        | Materiality (important issues)   | Results of initiatives in FY2024   |
|------------------------|--|--|
| <div>Environment</div> | <p><b><u>Striking a balance between reducing environmental burden and business growth</u></b></p> <p>(1) Energy consumption and greenhouse gas emissions<br/>                     (2) Emissions into the atmosphere<br/>                     (3) Hazardous substances (4) Solid waste<br/>                     (5) Pollution prevention and resource reduction<br/>                     (6) Water management (7) Biodiversity</p>  | <ul style="list-style-type: none"> <li>❑ <b>Obtained third-party assurance on GHG emissions</b></li> <li>❑ <b>Promoted GHG emissions reduction measures</b> <ul style="list-style-type: none"> <li>(1) Commenced reviews on the purchase of 100% renewable energy for the production divisions and future energy procurement plans</li> <li>(2) Reviews on the electrification of combustion facilities</li> <li>(3) Promoted the shift toward using HVs, PHEVs, and EVs for sales vehicles</li> <li>(4) Modal shift (started using coastal vessels in Kitakyushu)</li> <li>(5) Reduced energy consumption through process improvements</li> </ul> </li> <li>❑ <b>Review of the set price and scope of the internal carbon pricing system</b></li> <li>❑ <b>Promoted efforts in international initiatives</b> <ul style="list-style-type: none"> <li>"Rated A", the highest rating, in CDP's 2024 climate change survey</li> </ul> </li> </ul> |
|                        | <p><b><u>Acceleration of growth through the activities of diverse human resources</u></b></p> <p>(1) Right person for the right job<br/>                     (2) Diversity and innovation (3) Work-life balance</p> <p><b><u>Enhancement of customer satisfaction and securing the trust of society</u></b></p> <p>(1) Provision of accurate information on products and services<br/>                     (2) Securing product safety and reliability<br/>                     (3) Partnership with suppliers</p> | <ul style="list-style-type: none"> <li>❑ <b>Implementation of regular employee engagement surveys and identifying themes based on the surveys</b></li> <li>❑ <b>Implementation of measures to nurture local staff overseas, and diversity and inclusion programs</b></li> <li>❑ <b>Continued implementation of career development support based on age groups</b></li> <li>❑ <b>Expanded support systems to achieve a balance between work and childbirth/childcare/long-term nursing care</b></li> <li>❑ <b>Completed development of RBA compliance system in Japan</b></li> <li>❑ <b>Implementation of ISO14001/9001 management programs</b></li> <li>❑ <b>Implementation of supplier engagement initiatives</b></li> <li>❑ <b>Conducted human rights due diligence for seafood suppliers in Thailand</b></li> </ul>   |

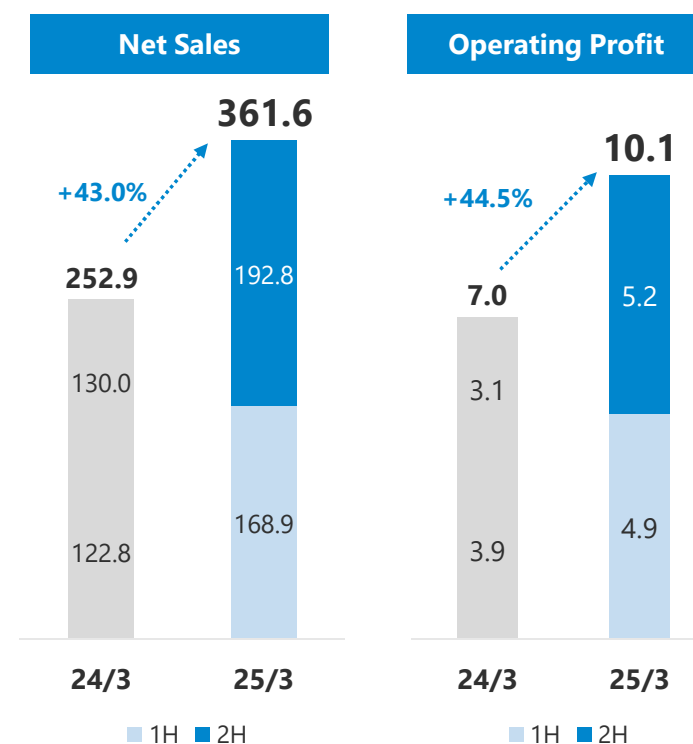
### 3. Segment Results and Forecast for the Next Fiscal Year



## Precious Metals Business Segment (Overview of Financial Results)

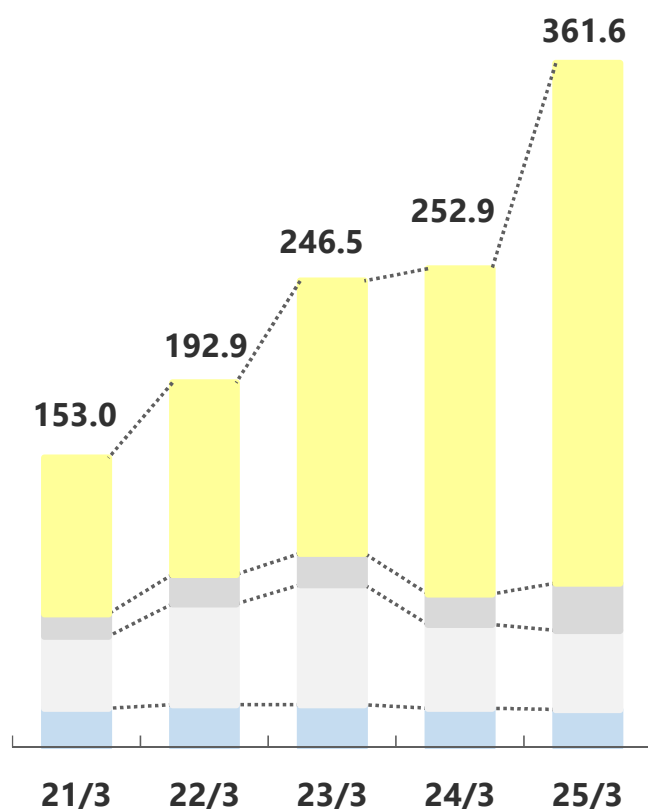
Achieved sales and profit growth due to an increase in precious metals recycling volume and the steady market price of gold

|                  | FY3/24 | FY3/25       | (billion yen)       |        |
|------------------|--------|--------------|---------------------|--------|
|                  |        |              | Increase (decrease) |        |
| Net sales        | 252.9  | <b>361.6</b> | +108.7              | +43.0% |
| Operating profit | 7.0    | <b>10.1</b>  | +3.1                | +44.5% |
| Operating margin | 2.8%   | <b>2.8%</b>  | -                   | -      |



## Precious Metals Business Segment (Net Sales by Item)

Significant increase in gold product sales due to rising gold prices and an increase in precious metals recycling volume from the jewelry sector, contributing to an overall year-on-year sales increase of 108.7 billion yen



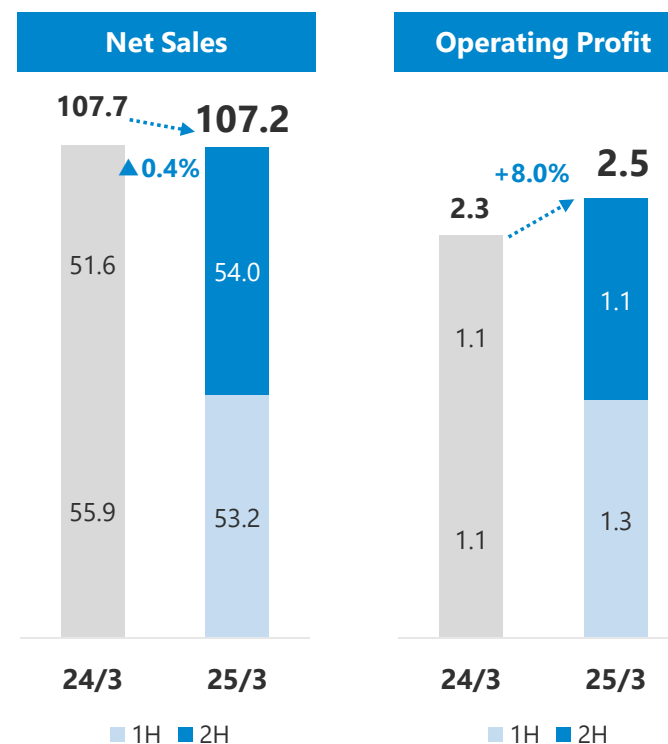
(billion yen)

|                | FY3/25 | Increase (decrease) |        | Reasons for increase (decrease)                           |
|----------------|--------|---------------------|--------|---|
| Gold           | 274.8  | +103.1              | +60.1% | Quantity increased by 16.4% and prices increased by 43.6% |
| Silver         | 25.0   | +8.8                | +54.8% | Quantity increased by 13.6% and prices increased by 41.2% |
| Platinum group | 41.7   | (2.5)               | (5.8)% | Quantity decreased by 1.3% and prices decreased by 4.5%   |
| Other          | 20.0   | (0.6)               | (3.4)% | Industrial waste processing etc.                          |

## Food Business Segment (Overview of Financial Results)

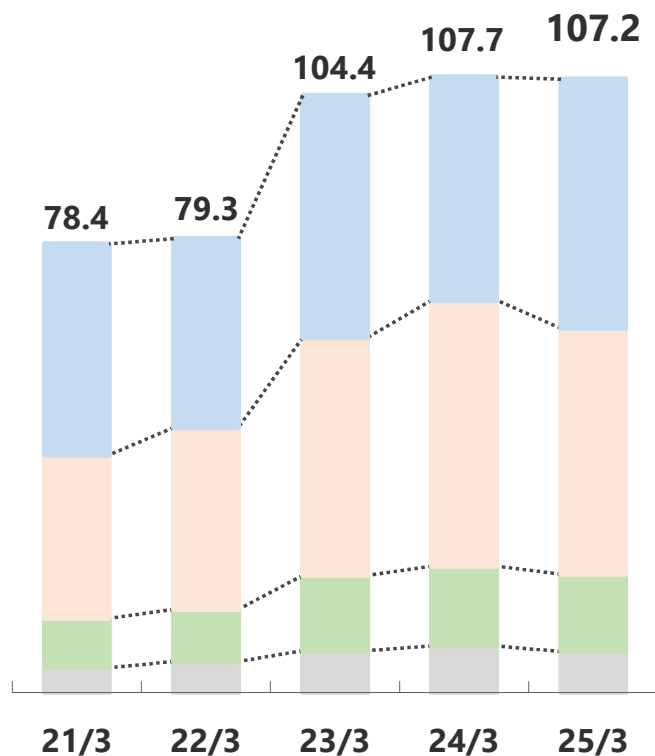
Although net sales declined due to a decrease in the sales volume of livestock products and agricultural products and decline in selling prices, operating profit increased efforts to optimize costs by improving inventory turnover ratio

|                  | FY3/24 | FY3/25       | Increase (decrease) |        |
|------------------|--------|--------------|---------------------|--------|
|                  |        |              | (billion yen)       |        |
| Net sales        | 107.7  | <b>107.2</b> | (0.4)               | (0.4)% |
| Operating profit | 2.3    | <b>2.5</b>   | +0.2                | +8.0%  |
| Operating margin | 2.1%   | <b>2.3%</b>  | +0.2pt              | -      |



## Food Business Segment (Net Sales by Item)

Although sales volume of marine products increased, sales volume of livestock products and agricultural products decreased and sales prices decline, resulting in a year-on-year decrease in overall net sales of 0.4 billion yen



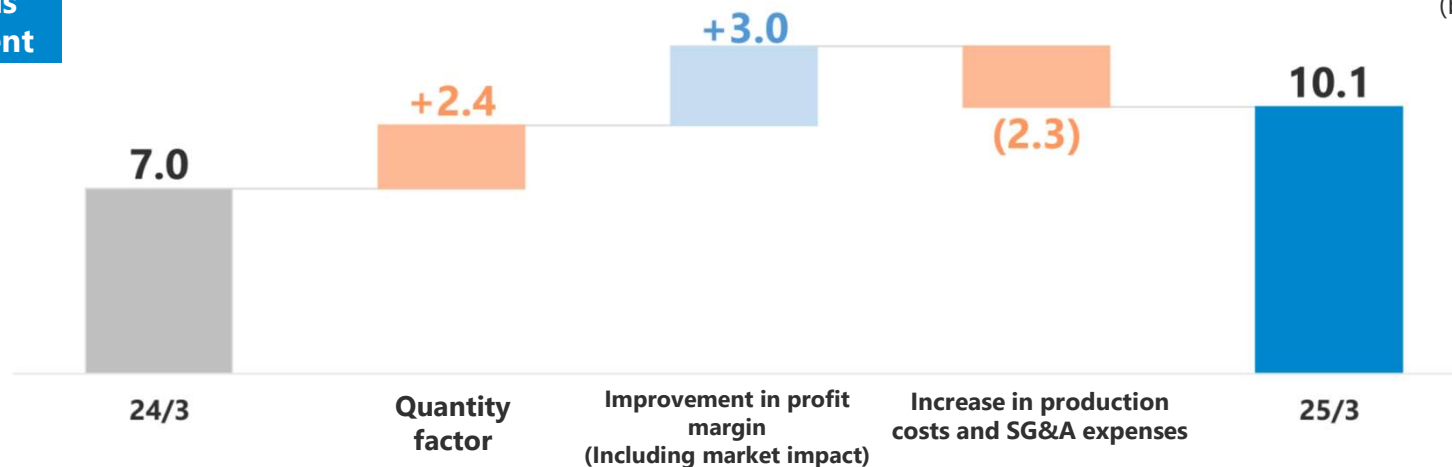
(billion yen)

|                       | FY3/25 | Increase (decrease) |         | Reasons for increase (decrease)                         |
|-----------------------|--------|---------------------|---------|---|
| Marine products       | 43.4   | +4.5                | +11.6%  | Quantity increased by 6.5% and prices increased by 5.1% |
| Livestock products    | 42.9   | (3.5)               | (7.6)%  | Quantity decreased by 5.7% and prices decreased by 1.9% |
| Agricultural products | 13.5   | (0.4)               | (3.0)%  | Quantity decreased by 6.4% and prices increased by 3.4% |
| Other                 | 7.2    | (1.0)               | (12.2)% | -   |

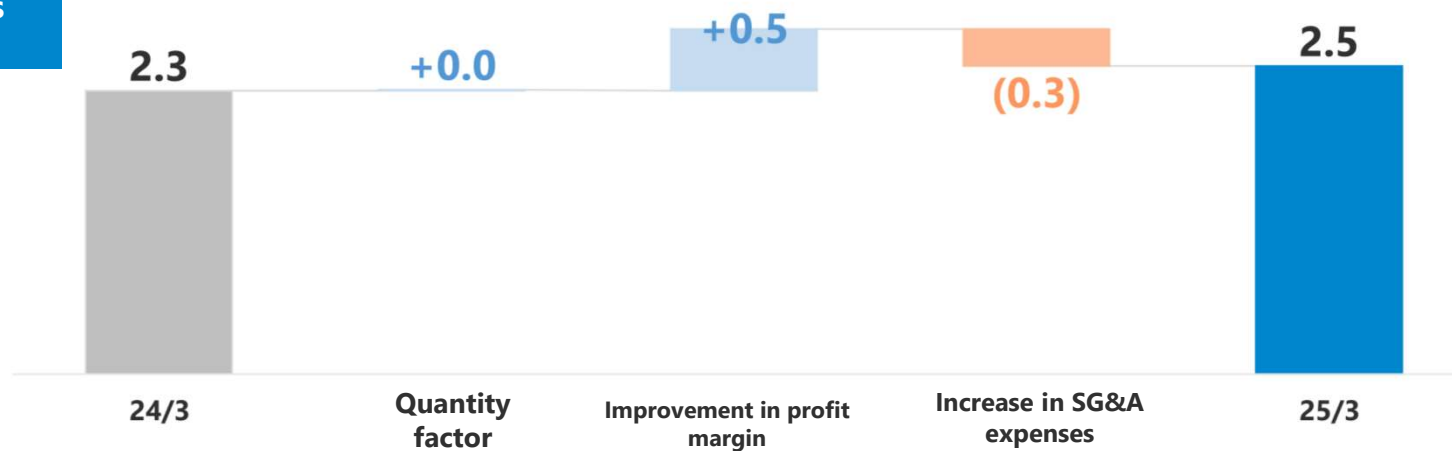
## Changes in Operating Profit

### Precious Metals Business Segment

(billion yen)



### Food Business Segment



## Forecast of Consolidated Financial Results

We forecast an increase in both sales and profit in FY3/26, against the backdrop of an improvement in the production situation with the recovery in demand in the electronic devices field

(billion yen)

|   | FY3/25<br>Results | FY3/26<br>Forecast | Increase (decrease) |       |
|---|-------------------|--------------------|---------------------|-------|
| Net sales                               | 468.8             | <b>490.0</b>       | +21.1               | +4.5% |
| Operating profit                        | 12.6              | <b>13.5</b>        | +0.8                | +6.5% |
| Operating margin                        | 2.7%              | <b>2.8%</b>        | +0.1pt              | -     |
| Ordinary profit                         | 13.5              | <b>14.3</b>        | +0.7                | +5.7% |
| Profit attributable to owners of parent | 9.4               | <b>10.0</b>        | +0.5                | +5.7% |
| Earnings per share (yen)                | 364.8             | <b>385.8</b>       | +20.9               | +5.7% |



## Forecast of Financial Results by Business Segment

In the precious metals business segment, both net sales and operating profit are expected to increase due to an increase in precious metals recycling volume recovery outlook for demand in the electronic devices sector

In the food business segment, operating profit is expected to remain flat due to an increase in SG&A expenses, despite an increase in net sales due to higher sales volume

(billion yen)

|                  |                                  | FY3/25<br>Results | FY3/26<br>Forecast | Increase (decrease) |        |
|------------------|----------------------------------|-------------------|--------------------|---------------------|--------|
| Net sales        | Precious Metals Business Segment | 361.6             | 370.0              | +8.3                | +2.3%  |
|                  | Food Business Segment            | 107.2             | 120.0              | +12.8               | +12.0% |
|                  | Total                            | 468.8             | 490.0              | +21.1               | +4.5%  |
| Operating profit | Precious Metals Business Segment | 10.1              | 11.0               | +0.8                | +8.1%  |
|                  | Food Business Segment            | 2.5               | 2.5                | +0.0                | +0.1%  |
|                  | Total                            | 12.6              | 13.5               | +0.8                | +6.5%  |

## Assumptions Used in the Forecast of Financial Results

|  | Precious Metals Business Segment   | Food Business Segment   |
|--|--|---|
| <b>Forecast of FY3/26 financial results</b>                                    | Net sales: 370.0 billion yen (+8.4 billion yen YoY)<br>Operating profit: 11.0 billion yen (+0.9 billion yen YoY)   | Net sales: 120.0 billion yen (+12.9 billion yen YoY)<br>Operating profit: 2.5 billion yen (+0.0 billion yen YoY)  |
| <b>External environment and quantity</b>                                       | Production situation in the electronic devices field is expected to recover from 2H alongside the recovery in demand for semiconductor and electronic parts<br><br>➡ Increase in precious metals recycling volume and product sales volume | Further diversification of customers' needs, with little expectation of increase in demand for food products due to a stagnation in personal consumption<br><br>➡ Increase in sales volume centered on marine products and livestock products |
| <b>Selling prices</b>  | Precious metals market prices: Assumed to be on par with the average for FY3/25  | Assumed to fall to the level of average prices for FY3/25   |
| <b>Depreciation costs associated with capital investment<br/>IT investment</b> | Expansion and strengthening of production infrastructure, ERP update, DX promotion and introduction of trending technologies (RPA, BI, etc.), information security measures  |   |
| <b>Promotion of sustainability management</b>                                  | Decarbonization efforts, response to international initiatives (CDP, TCFD, TNFD, etc.), improvement of working environment, promotion of human capital management  |   |

# Appendix



**松田産業株式会社**  
MATSUDA SANGYO CO., LTD.

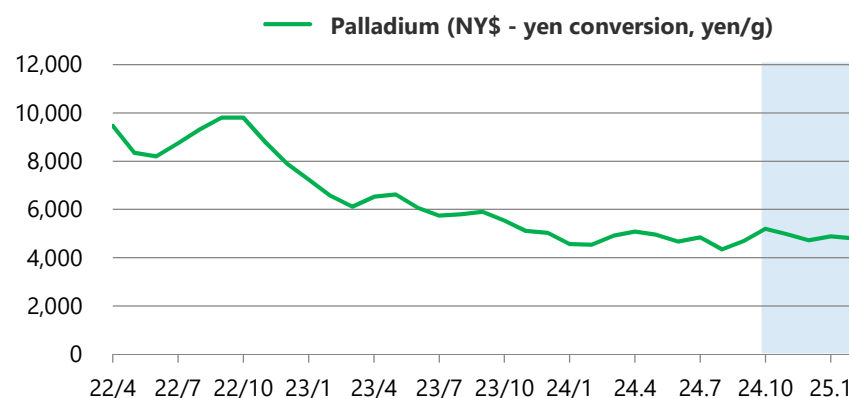
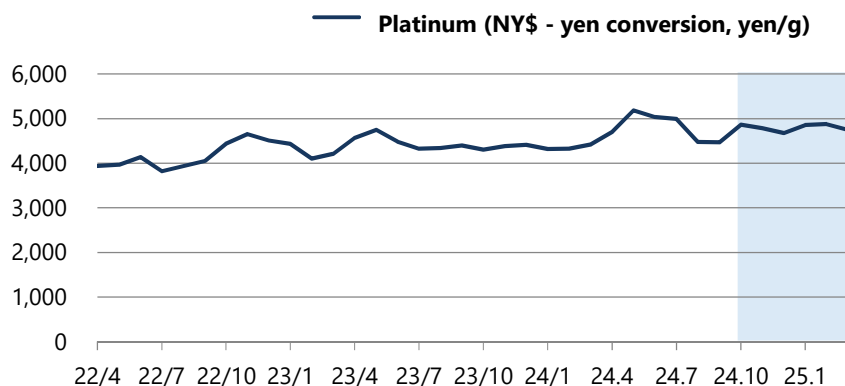
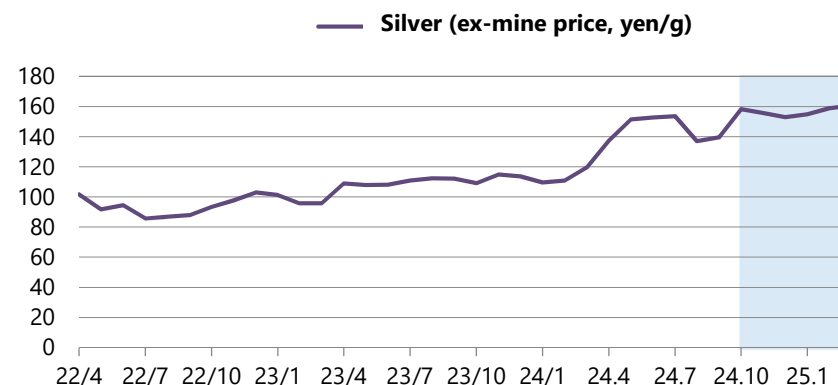
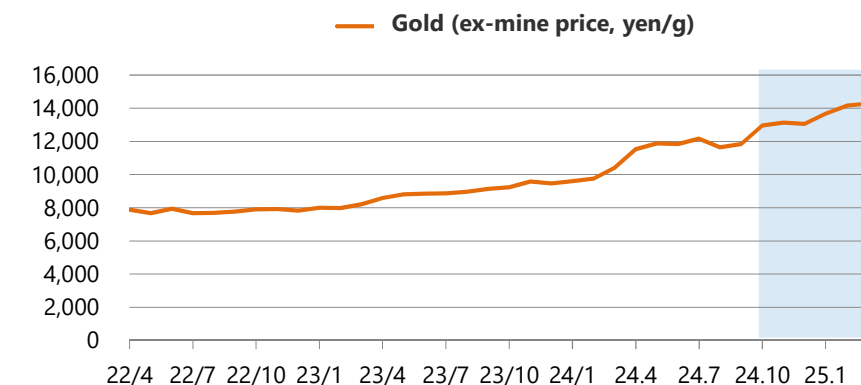
## Forecast of Financial Results

(billion yen)

|                  |                                  | FY3/25 Results |       |           | FY3/26 Forecast |       |           | Increase (decrease) |         |       |        |
|------------------|----------------------------------|----------------|-------|-----------|-----------------|-------|-----------|---------------------|---------|-------|--------|
|                  |                                  | 1H             | 2H    | Full year | 1H              | 2H    | Full year | 1H                  | 2H      |       |        |
| Net sales        | Precious Metals Business Segment | 168.8          | 192.7 | 361.6     | 180.0           | 190.0 | 370.0     | +11.2               | +6.6%   | (2.7) | (1.4)% |
|                  | Food Business Segment            | 53.2           | 53.9  | 107.1     | 60.0            | 60.0  | 120.0     | +6.8                | +12.6%  | +6.1  | +11.3% |
|                  | Total                            | 222.1          | 246.6 | 468.8     | 240.0           | 250.0 | 490.0     | +17.9               | +4.5%   | +3.4  | +1.3%  |
| Operating profit | Precious Metals Business Segment | 4.9            | 5.2   | 10.1      | 4.9             | 6.1   | 11.0      | (0.0)               | (0.7)%  | +0.9  | +16.3% |
|                  | Food Business Segment            | 1.3            | 1.2   | 2.5       | 1.2             | 1.3   | 2.5       | (0.1)               | (10.7)% | +0.1  | +12.7% |
|                  | Total                            | 6.2            | 6.3   | 12.6      | 6.1             | 7.4   | 13.5      | (0.1)               | (2.8)%  | +1.1  | +15.7% |

## Trends for Precious Metals Market Prices

In FY3/26, the price of gold is assumed to be 13,540 yen/g and the price of silver 157 yen/g.



## ○ Acquisition of shares (making a subsidiary)



株式会社 フラップリソース

### Business results and financial position in question in the past three years (millions of yen)

| Fiscal year                             | FY7/22 | FY7/23 | FY7/24 |
|---|--------|--------|--------|
| Net sales                               | 1,379  | 1,566  | 1,623  |
| Operating profit                        | 260    | 289    | 334    |
| Ordinary profit                         | 254    | 275    | 328    |
| Profit attributable to owners of parent | △238   | 320    | 246    |
| Net assets                              | 932    | 1,252  | 1,499  |
| Total assets                            | 4,154  | 4,353  | 4,401  |

### Business results and financial position in question in the past three years (millions of yen)

| Fiscal year                             | FY7/22 | FY7/23 | FY7/24 |
|---|--------|--------|--------|
| Net sales                               | 66     | 101    | 103    |
| Operating profit                        | 19     | 43     | 13     |
| Ordinary profit                         | 19     | 43     | 12     |
| Profit attributable to owners of parent | 13     | 29     | 18     |
| Net assets                              | 34     | 64     | 82     |
| Total assets                            | 48     | 97     | 144    |

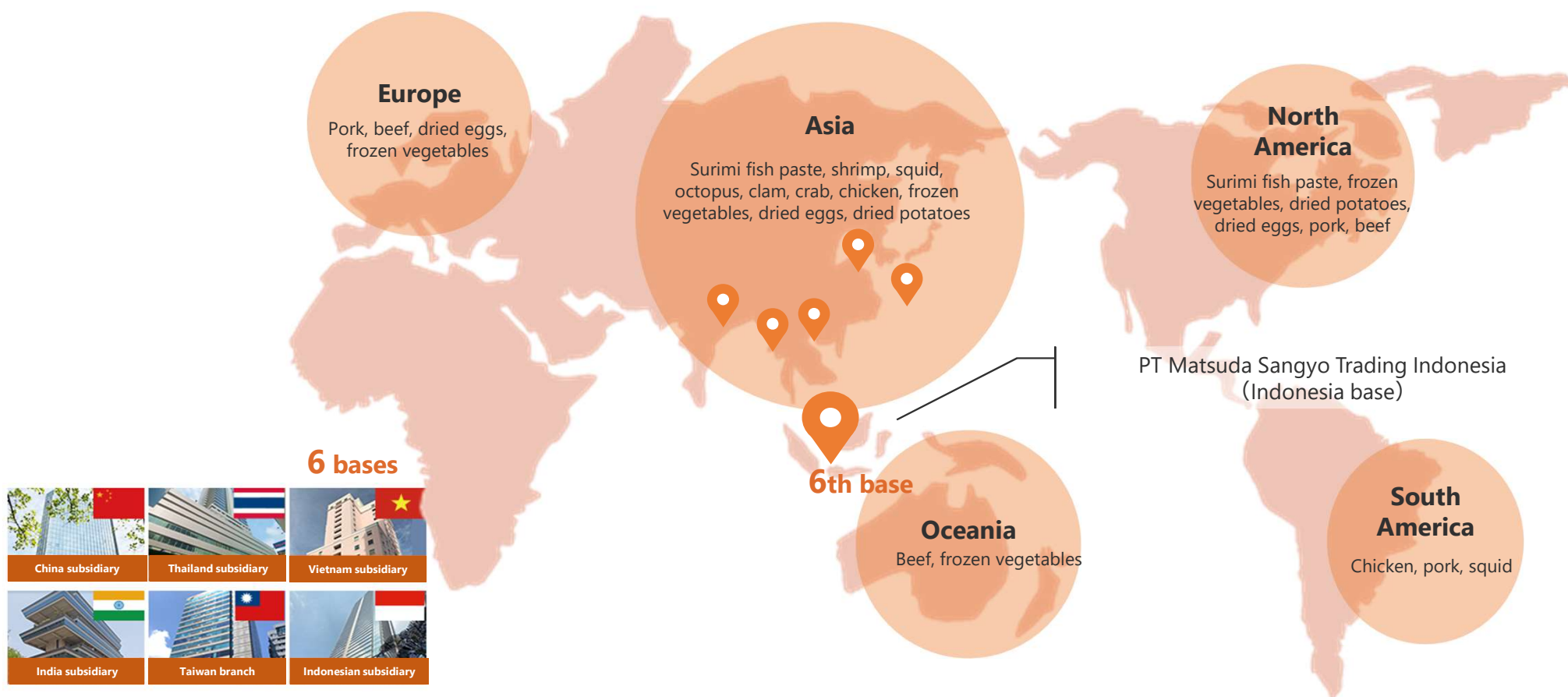
"Rated A" , the highest rating, in CDP's 2024 climate change survey



We have positioned "striking a balance between reducing environmental burden and business growth" as a materiality and are actively promoting initiatives to achieve carbon neutrality by fiscal year 2050. Specifically, we are working on evaluating risks and opportunities through scenario analysis based on the framework of TCFD (Task Force on Climate-related Financial Disclosures), obtaining SBT certification for greenhouse gas emission reduction targets, and reducing greenhouse gas emissions through initiatives such as expanding the adoption of renewable energy, reviewing and improving manufacturing and treatment processes, and engaging with our supply chain. We will continue to contribute to the development of a sustainable society through these initiatives.

## Global Expansion and Growth of Procurement Networks

Procuring food materials through our global network to meet the needs of changing industries







**松田産業株式会社**

**MATSUDA SANGYO CO., LTD.**