

Creating for the Future

Innovating new ideas today. Becoming the norms of tomorrow.

Q1 FY2026 Small Meeting

September 10, 2026

SWCC Corporation



TSE PRIME: 5805

Today's Agenda and Speakers

1. FY2026 Forecasts
2. Management conscious of the cost of capital and stock price
 - ① Growth Investment Strategy
 - ② Board Effectiveness



**Executive President
and Representative
Director (CEO)**

Tetsuo Komata



**Senior Managing
Executive Officer
CFO**

Toshiharu Kamijo



Outside Director

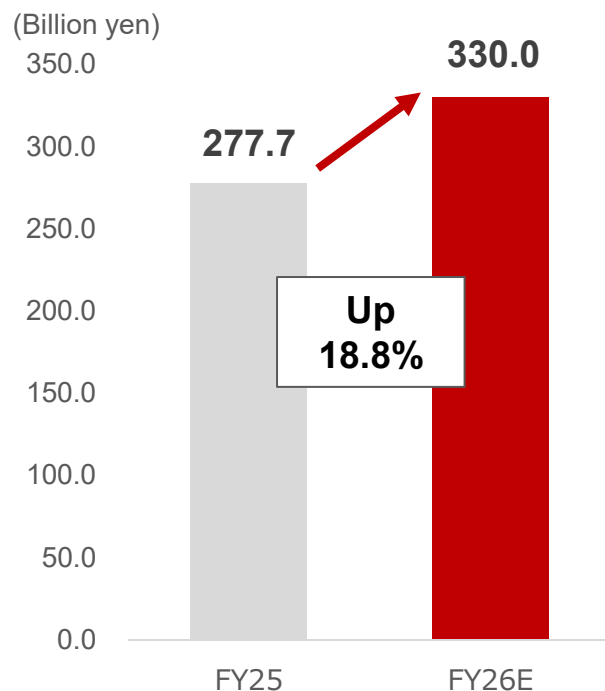
Yuji Sakakura

1 FY2026 Forecasts

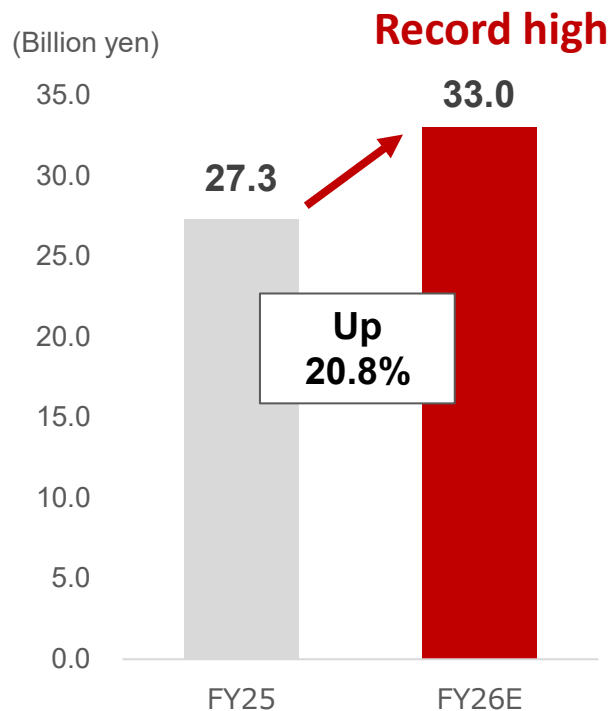
FY2026 Full-year Forecasts (After Upward Revision)

Net sales and profit are projected to increase due to stronger-than-expected performance in growth businesses. We also plan to increase shareholder returns by **raising the full-year dividend by 61 yen compared to the original plan.**

Net sales



Operating profit



**Projected Operating Profit Breakdown:
50% in the First Half, 50% in the Second Half**

Ordinary profit

32.2 billion yen **Record high**
(YoY: 23.2% increase)

Profit attributable to owners of parent

23.0 billion yen **Record high**
(YoY: 22.1% increase)

Dividend/Payout ratio

311 yen/40.1%
(YoY: 88 yen increase)

Interim: 140 yen (a 30-yen increase from the planned amount)
Year-end: 171 yen (a 31-yen increase from the planned amount)
Total: 311 yen

FY2026 Factors for Change (After Upward Revision)

Change factors for net sales



[Change factors]

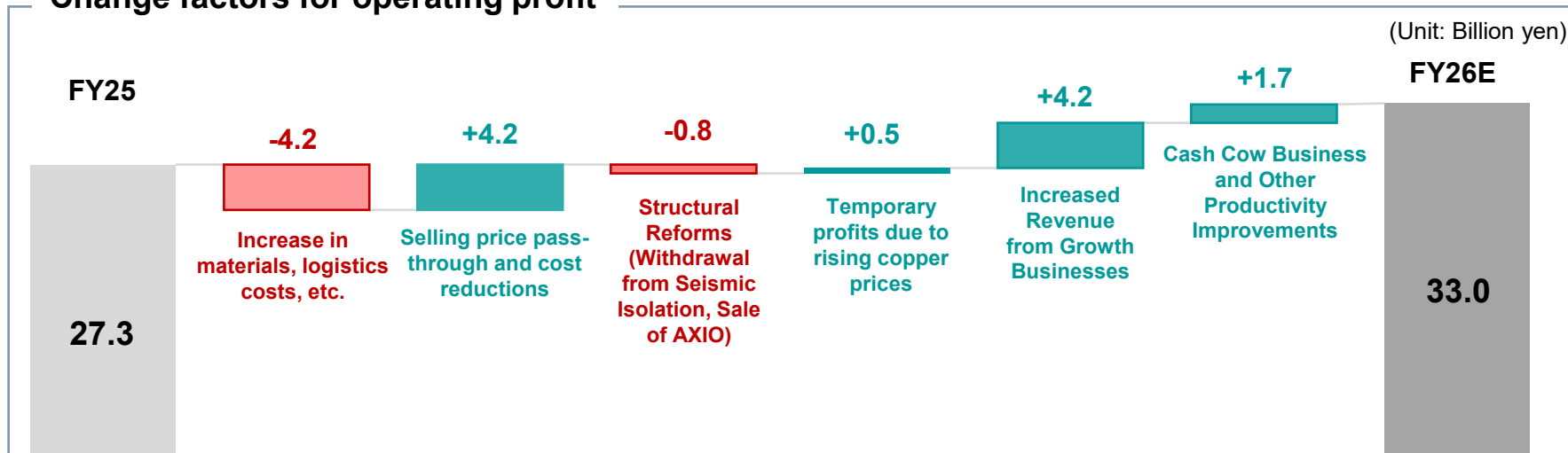
1. Net sales

Net sales are expected to increase year over year due to rising copper prices and higher sales in growth businesses.

2. Operating profit

Rising raw material prices due to the situation in the Middle East will be offset by sales price pass-through. **Operating profit is expected to increase year over year** due to one-time gains from rising copper prices, **expanded earnings from growth businesses**, the revitalization of cash cows, and improved productivity in underperforming businesses.

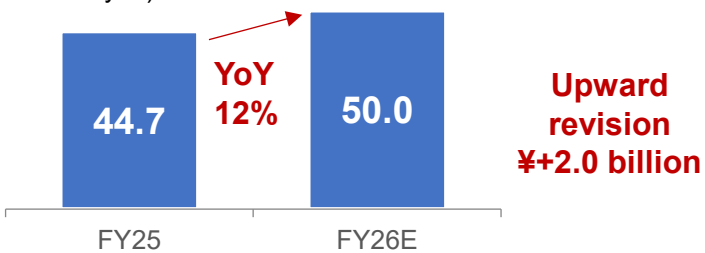
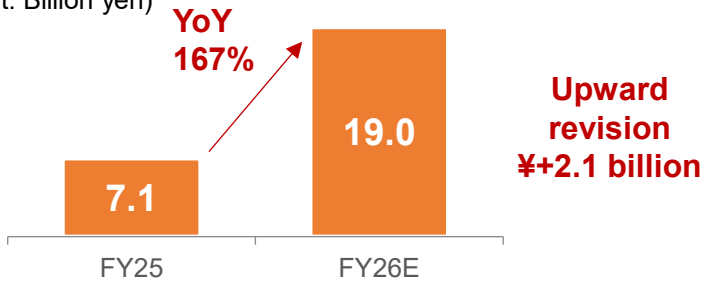
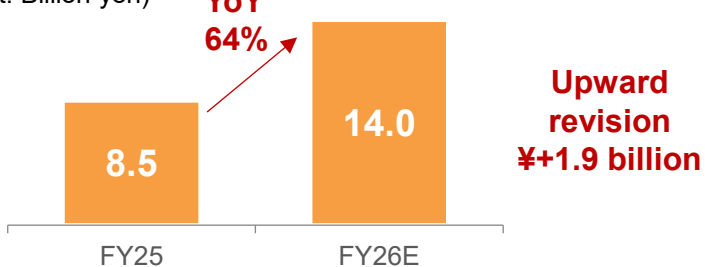
Change factors for operating profit



FY2026 Business Environment Outlook and Measures(After Upward Revision)

Growth Businesses	Power Infrastructure	Strong performance continues, supported by robust demand for power grid resilience and data center construction. The supply chain disruptions caused by the situation in the Middle East have eased, and orders have exceeded initial expectations.
	Communication (Overseas)	Capital investment in data centers is increasing amid growing global demand for generative AI. In response to the global optical fiber shortage, we are addressing the situation by working closely with customers and expanding our pool of suppliers.
	Semiconductor Applications	Riding the wave of growing adoption of generative AI, demand for semiconductor-related products is expanding, including in the Chinese market. By promoting local production for local consumption, we have established an efficient production system and improved profitability.
Cash Cow Business	Construction (Energy and Communication)	Domestic construction-related demand is expected to remain at the same level as the previous fiscal year. By steadily capturing this solid demand while promoting efficiency and labor-saving initiatives, we aim to generate stable cash flow.
Renovative and Challenged Businesses	Mobility	While demand for winding wire and seat heater wire for xEVs remains firm, the competitive environment is intensifying. We are establishing a more efficient production system.
	Industrial Applications	Profitability of wire harnesses has declined due to intensified price competition in the Chinese home appliance market. We are promoting the restructuring of our production bases.

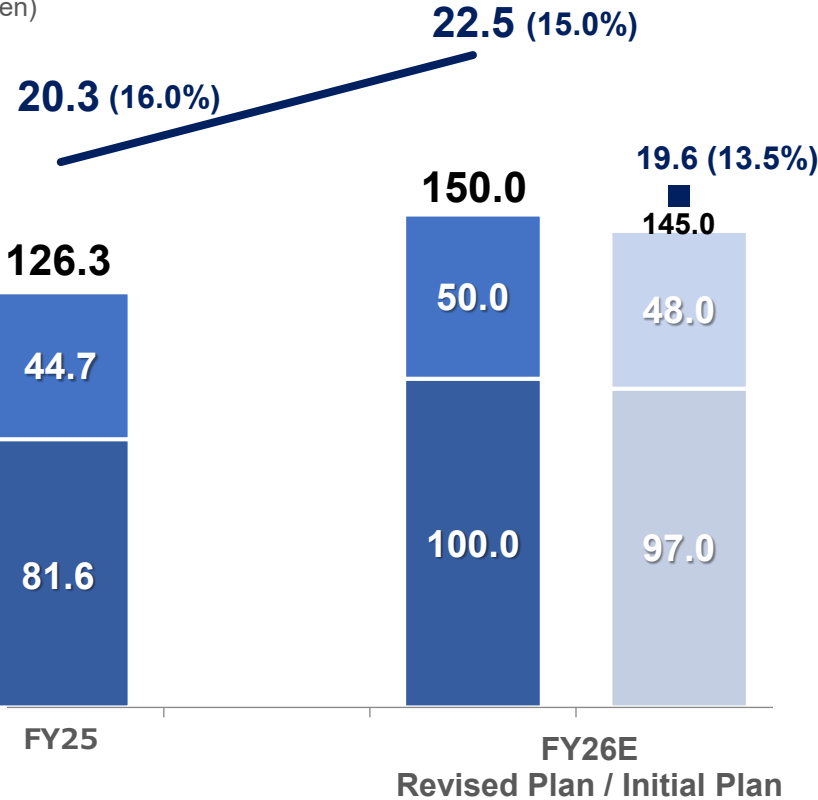
FY2026 Growth Investments and Initiatives for Growth Businesses

	Net Sales (YoY)	Invest in growing businesses	Initiatives
Power Infrastructure	(Unit: Billion yen)  44.7 YoY 12% 50.0 FY25 FY26E Upward revision ¥+2.0 billion	FY26F-30F Total investment: 10 billion yen FY26 2.5 billion yen	The second-phase ¥2.0 billion investment in increasing SICONEX production will contribute to sales growth starting in the second half of the fiscal year.
Communication Cables (Overseas)	(Unit: Billion yen)  7.1 YoY 167% 19.0 FY25 FY26E Upward revision ¥+2.1 billion	FY26F-30F Total investment: 3 billion yen FY26 1.4 billion yen	The ¥1.4 billion investment to increase e-Ribbon production will contribute to sales incrementally from Q1 through the second half of the fiscal year.
Semiconductor Applications	(Unit: Billion yen)  8.5 YoY 64% 14.0 FY25 FY26E Upward revision ¥+1.9 billion	FY26F-30F Total investment: 2.5 billion yen FY26 0.9 billion yen	The ¥0.5 billion investment to increase production of probe pins and other products will contribute to sales starting in the second half of the fiscal year.

FY2026 Business Plan by Segment

Energy and Infrastructure Business

(Unit: Billion yen)

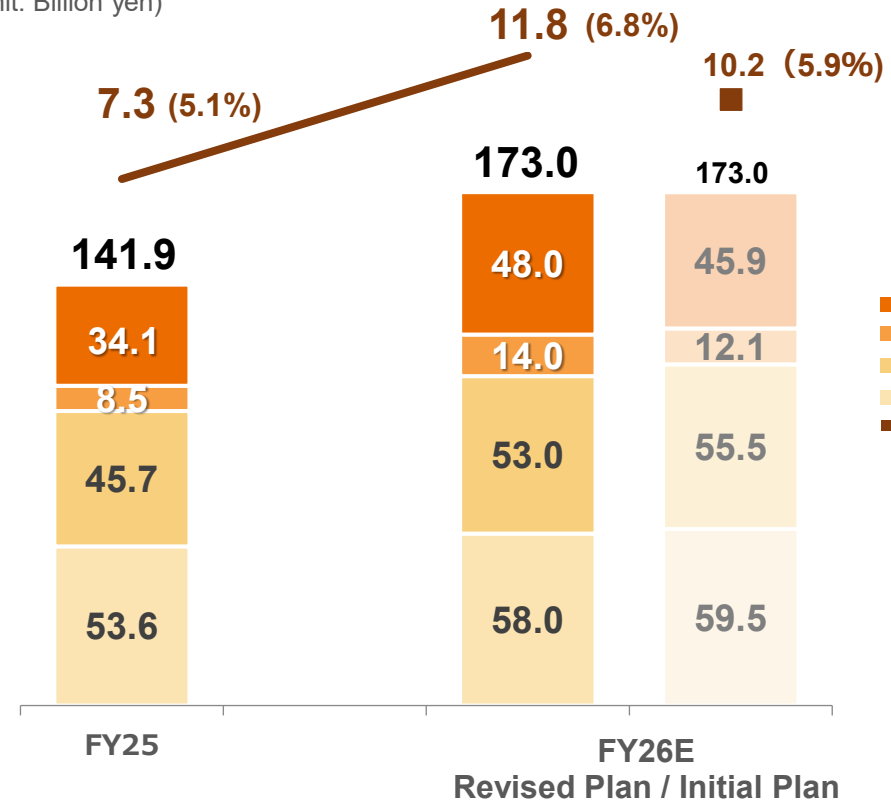


Copper price impact: +15.4 billion yen (impact on net sales)

- Positive Factors**
- Power Infrastructure will continue to perform well amid growing demand for data centers
 - We will capture demand for ultra-high-pressure applications through the introduction of high-value-added products
 - Construction Cables will see a year-on-year increase due to the impact of copper prices
- Negative Factors**
- Demand will decline due to soaring material prices and extended construction schedules, among other factors

Communication and Components Business

(Unit: Billion yen)



Copper price impact: +22.9 billion yen (impact on net sales)

- Positive Factors**
- Increased orders for the strategic product e-Ribbon and expansion of production capacity
 - Increased sales and profits due to rapidly expanding demand for semiconductor-related products
- Negative Factors**
- The mobility sector will face a worsening competitive environment for wire windings and seat heater wires
 - Industrial Applications: The profitability of wire harnesses will deteriorate

2 Management conscious of the cost of capital and stock price Growth Investment Strategy

Update on the Status of Initiatives to "Implement Management That is Conscious of the Cost of Capital and Stock Price."

The Tokyo Stock Exchange conducted a survey of institutional investors both in Japan and overseas. **SWCC was selected as a company demonstrating progress in “management practices that take into account the cost of capital and stock price.”**

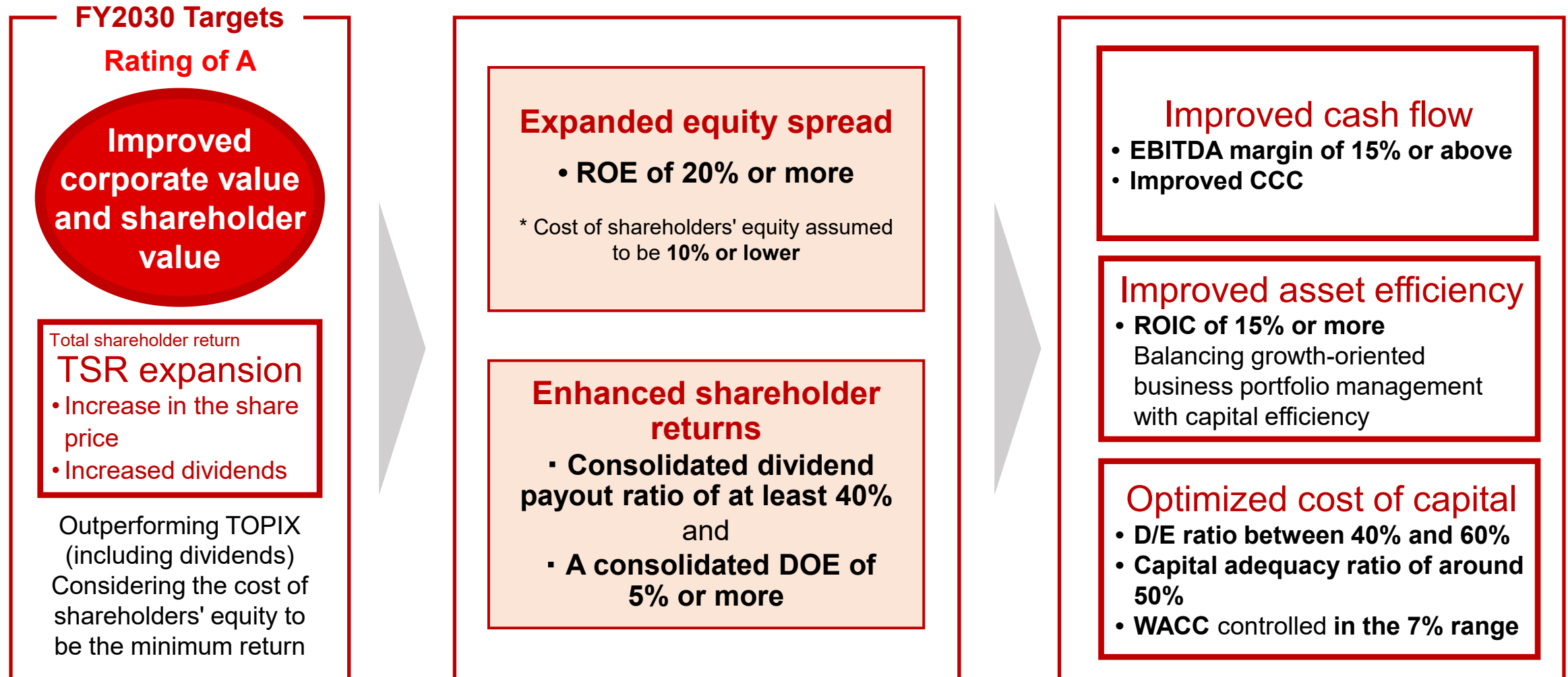
Key Points for Promoting Further Initiatives Outlined

- (1) Medium- to Long-Term Management Policy (Vision and Growth Path)
- (2) How to use capital to achieve our vision (allocation and priorities)
- (3) Optimizing held assets to create value
- (4) Effective discussion and oversight at the Board of Directors level regarding items (1) through (3)

(1) Medium- to Long-Term Management Policy (Vision and Growth Path)

Financial and Capital Policies in the Medium-term Management Plan 2030

We will implement ROIC-Oriented Management 2.0 practices to enhance investment in growth and improve capital efficiency. While maintaining financial discipline, **we will enhance the CFO organization and execute strategic capital allocation.**



(2) How to Use Capital to Achieve Our Vision (Allocation and Priorities)

In addition to ROIC, a measure of efficiency, **we also use EVA[®], a measure of absolute value. We take the payback period into account** from the perspective of how quickly an investment can contribute to profits, and continually monitor CCC.

(1) Efficiency: ROIC

How efficiently were profits generated relative to the capital invested?

Performance Is on Track and Stronger Than Last Year

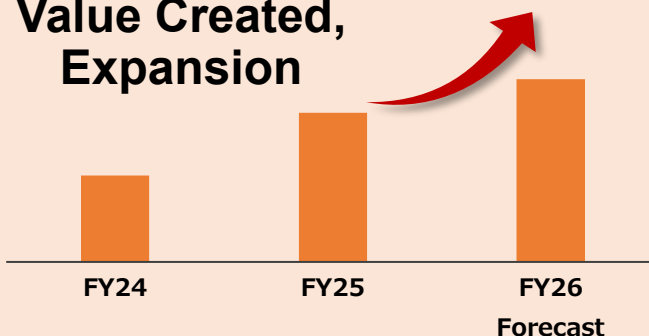
FY2024	FY2025	FY2026 Forecast
11.9%	13.6%	15.7%

- ▶ Evaluating the “Quality” of Investments
- ▶ Use ROIC–WACC to determine whether value can be created

(2) Size: EVA[®]

How much value was created after deducting the cost of capital?

Value Created, Expansion



* EVA[®] (annual) = (ROIC – WACC) × Capital Invested

- ▶ Evaluating the “Value Created” by Investments
- ▶ Maximizing EVA = Maximizing Corporate Value

(3) Speed: Recovery Period

How quickly is cash recovered?

Increase in Operating Cash Flow, Earlier Achievement of CCC

Operating CF

= 25.2 billion yen * ¥+9.0 billion YoY

CCC = 71 days * -4 days YoY

- ▶ Accelerate return on investment and build up operating cash flow
- ▶ Increase working capital turnover and strengthen earning power

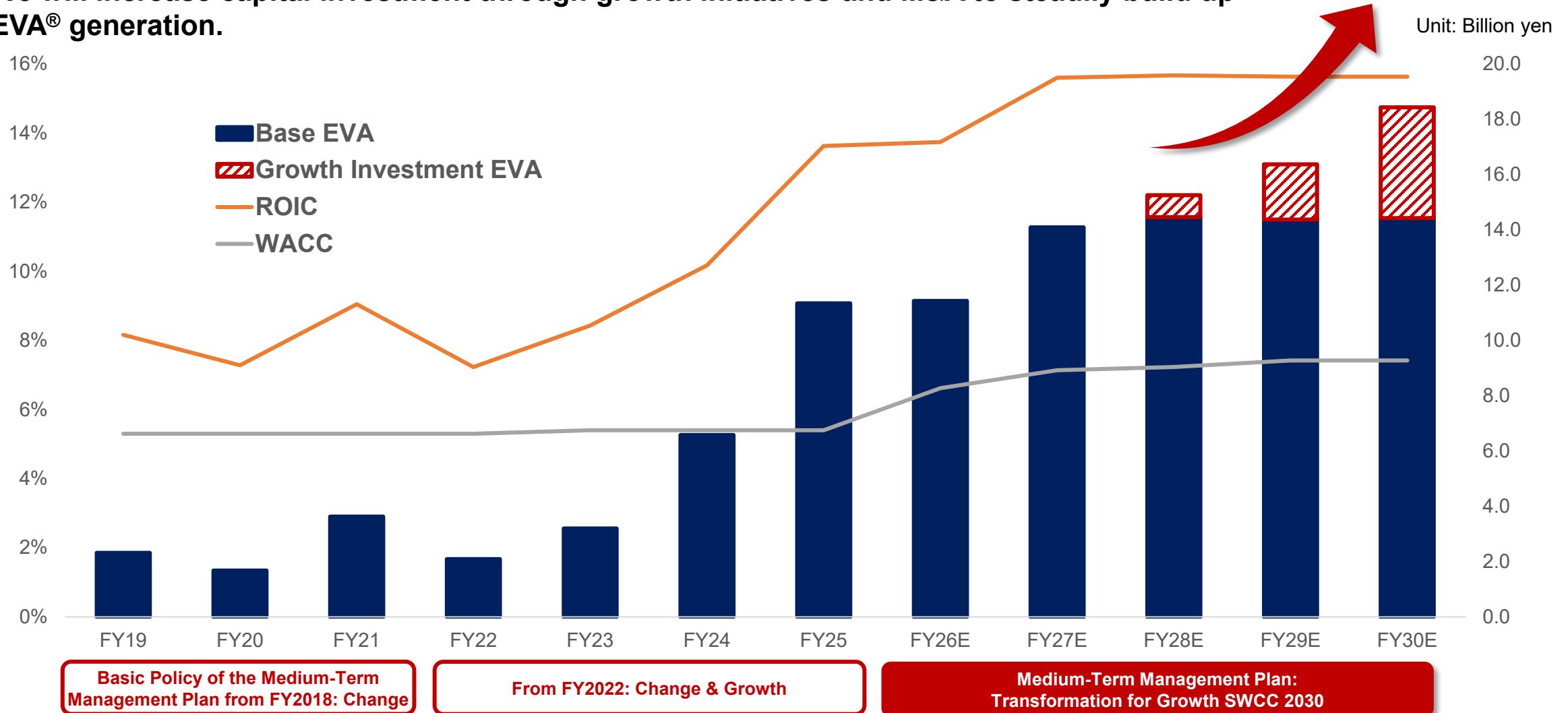
Maximize corporate value through: efficiency (ROIC) × scale (EVA[®]) × speed (payback period)

* EVA[®] is a management metric developed by Stern Stewart & Co. and is a registered trademark of HILLTOP CONSULTING GROUP, LLC.

(2) How to Use Capital to Achieve Our Vision (Allocation and Priorities)

In addition to "ratio" metrics such as ROIC, we place emphasis on EVA[®]*₁ (Economic Value Added), which represents the "amount" of value created

We will increase capital investment through growth initiatives and M&A to steadily build up EVA[®] generation.



*1 EVA[®] is a management metric developed by Stern Stewart & Co. and is a registered trademark of HILLTOP CONSULTING GROUP, LLC.

Strategic Growth Investments for Achieving Further Growth

We are considering additional capital investments to achieve continued organic growth during the period of the Medium-term Management Plan. We aim to build up EVA®.

(Unit: Billion yen)

	Growth Business Sales Plan	Amount of Investments in the Period of the Medium-term Management Plan
Power Infrastructure	Upward revision ¥+2.0 billion FY26E (before revision) FY26E FY30F	¥10.0 billion +α FY27E-30E FY26E Period of the Medium-term Management Plan Period of the Medium-term Management Plan (revised) Growth of power demand reflecting an increase in data center construction
Communication Cables (Overseas)	Upward revision ¥+2.1 billion FY26E (before revision) FY26E FY30F	¥3.0 billion +α FY27E-30E FY26E Period of the Medium-term Management Plan Period of the Medium-term Management Plan (revised) Acceleration of the use of e-Ribbon® in cable applications
Semiconductor Applications	Upward revision ¥+1.9 billion FY26E (before revision) FY26E FY30F	¥2.5 billion +α FY27E-30E FY26E Period of the Medium-term Management Plan Period of the Medium-term Management Plan (revised) Rapid growth in demand for semiconductor-related products, including probe pins and TIW

BD Strategy for Promoting Inorganic Growth (M&A)

We aim to realize the BD strategy for promoting inorganic growth (M&A) under the Medium-term Management Plan within 2 years.

We will likely invest in **projects that will contribute to improvement of profitability and growth potential through expansion of the SWCC Group's business domains and globalization.**

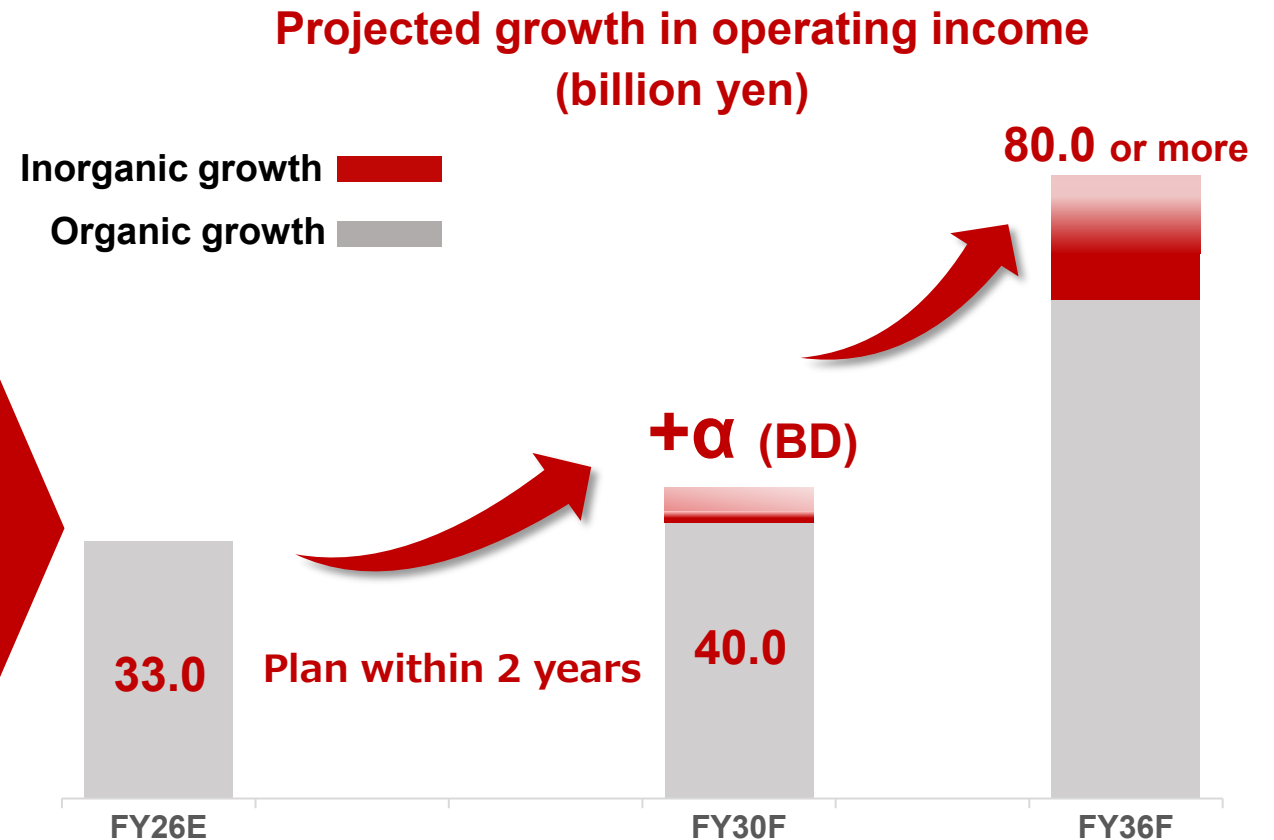
Inorganic growth: Priority measures
Seek expansion of business domains and globalization between now and 2036

Communication and Components

Expand business domains
Semiconductor inspection equipment market

Globalization
Communication Cables
Semiconductor inspection equipment market

FY26F-30F M&A investment limit
80.0 billion yen

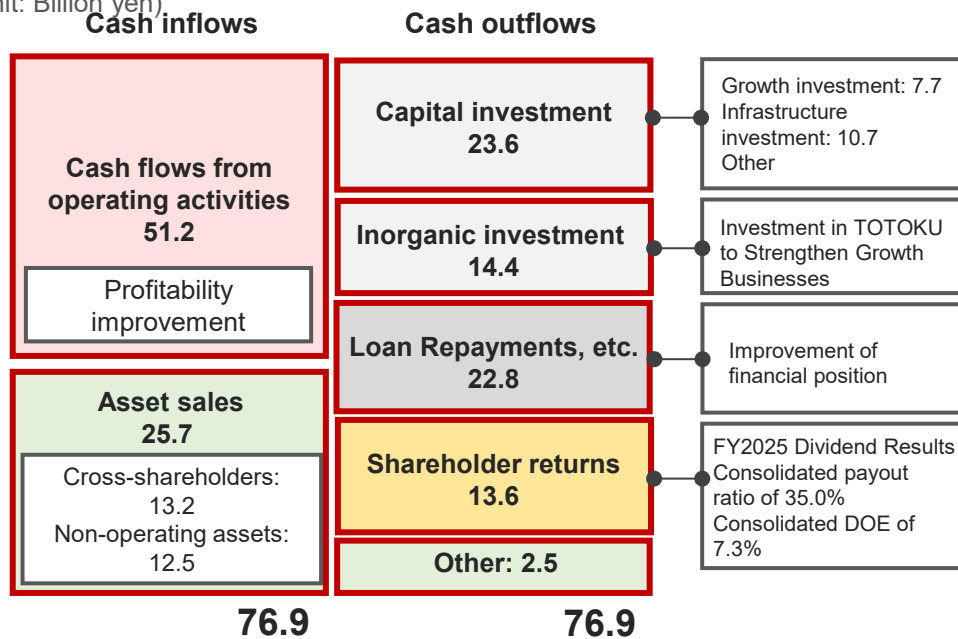


(3) Optimizing the Assets Held to Create Value (Allocation and Prioritization) Cash Allocation

As part of efforts to further streamline non-operating assets, we completed the **sale of AXIO, a non-core business**, in July 2026. In addition to continuing structural reforms, we will **expand our ability to generate operating cash flow through sufficient investment in human capital and proactive investment in growth areas**. We will also continue to strengthen shareholder returns.

Results from FY2022 to FY2025

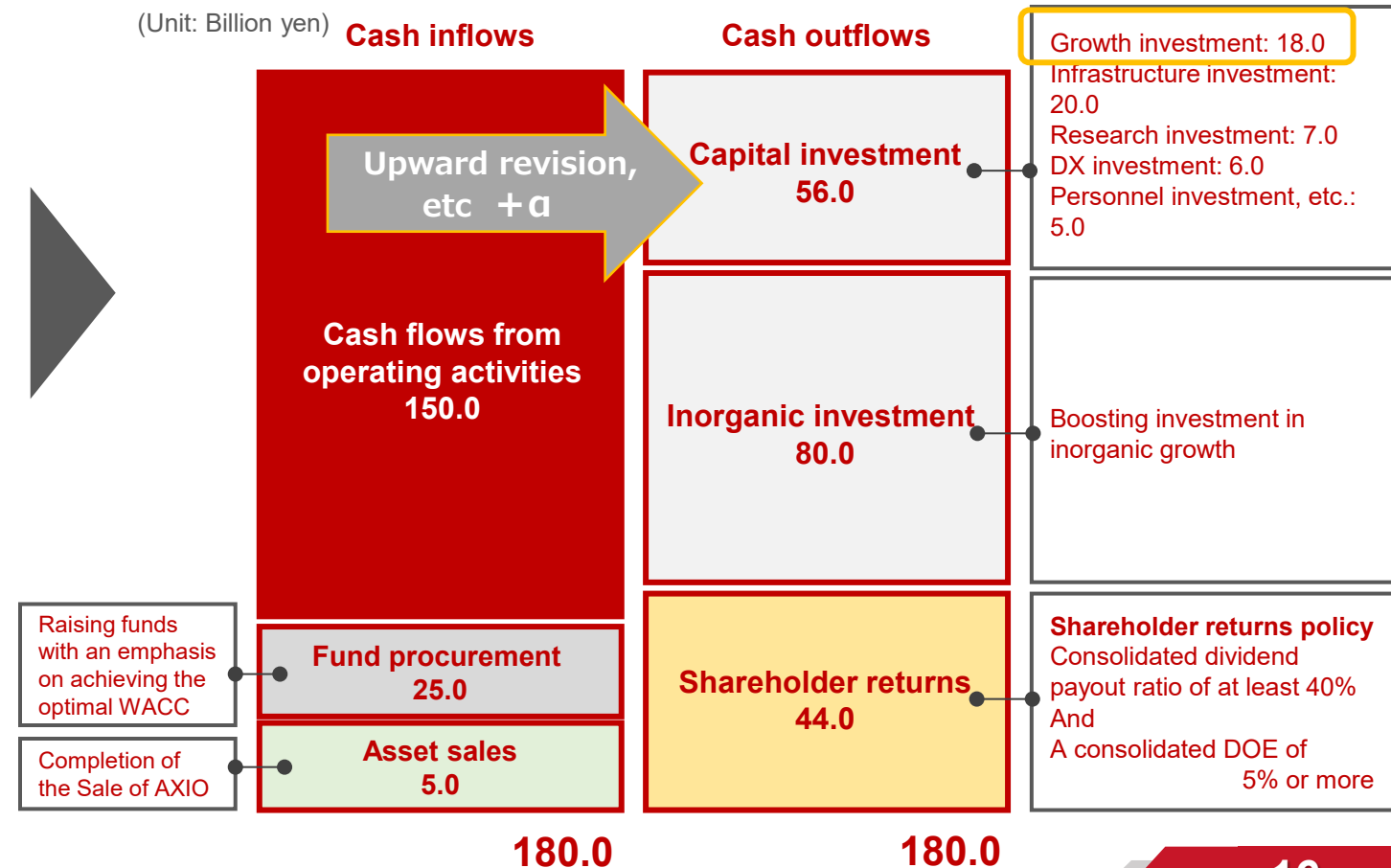
(Unit: Billion yen)



Creating cash flow by **increasing profits and enhancing the efficiency of the balance sheet**
 Generating operating cash flow by **streamlining and exiting unprofitable businesses and improving the profitability of core businesses**
 Improved capital efficiency through **the sale of cross-shareholdings and non-operating assets**. **Strengthening of shareholder returns**.

Plan from FY2026 to FY2030

(Unit: Billion yen)



3 Management conscious of the cost of capital and stock price Effectiveness of the Board of Directors

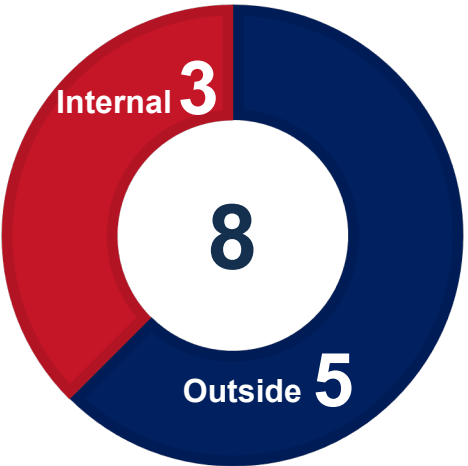
Board of Directors Supporting the Improvement of Corporate Value: Its Composition and Basic Views

Leveraging diverse knowledge and independent perspectives to supervise and advise management

**Moving toward governance aiding the improvement of corporate value,
rather than governance as a formality**

**As spokespeople protecting the common interests of the shareholders, outside directors
provide added value to management from an independent perspective.**

Outside directors constitute a
majority of our eight directors
(including three female directors).



Diverse backgrounds and expertise

Corporate management

Bird's eye view of the
business as a whole

Corporate finance

Capital and M&A policies

Global business

Market and customer
perspectives

Diversity

Competitiveness and
social value

Roles of the Board of Directors

- Deliberation of management policy and important matters
- Supervision of the execution of business
- Discussion of the medium-to long-term improvement of corporate value
- Executive officer remuneration

Essence of Effectiveness: What to Discuss and How Outside Directors Should be Involved

The Board of Directors not only makes important decisions based on management strategies and plans but also supervises subsequent progress and achievements on an ongoing basis.

Construction of an environment supporting substantive deliberations during meetings of the Board of Directors

Construction of an environment supporting substantive deliberations

- Organization of major themes to be deliberated throughout the year
- Provision of meeting briefing videos in advance of meetings
- Responses to questions asked in advance and requests for additional information

Minimization of information with executives

- Participation in executive retreats
- Attendance of management meetings as observers

Establishment of a shared understanding among directors and an increased understanding of business

- Establishment of a shared understanding by engaging in a dialogue with management
- Exchange of opinions between independent outside directors
- Increase of understanding of business through visits to domestic and overseas plants and Group companies

Major themes related to the improvement of corporate value

Major management challenges in the improvement of corporate value

Business portfolio optimization

- Acquisition of TOTOKU and PMI
- Sale of AXIO

Global expansion

- Overseas expansion of e-Ribbon®

Capital policy

- TSR, stock split

The Board of Directors supervises the progress of the above to examine their contributions to the achievement of management strategies and plans and the appropriateness of the allocation of management resources and growth investments.

Roles and duties that independent outside directors are expected to fulfill

Supervisory and advisory functions of independent outside officers

— Perspectives of minority shareholders and other stakeholders
Supervision and provision of advice from an independent and objective perspective —

- Is the strategy really acceptable?
- Are the returns commensurate with the risks and the cost of capital?
- Are there other options?

Independence, expertise and comprehensive perspectives

- Support of decision-making processes related to growth investments and the optimization of the business portfolio
- Contribution to the sustainable growth of the company and medium- to long-term improvement of its corporate value

FY2025:
16 meetings of the Board of Directors held

Comments in the evaluation of effectiveness:
"They have open, constructive discussions."
"Issues and improvement measures should be clarified to enhance effectiveness."

To Further Improve Effectiveness: Board of Directors Supporting Growth Strategy

Effectiveness is not a finished product.

Understand issues and achieve results improving corporate value

What we have achieved to date

- Diverse composition of the Board of Directors
- Open and constructive discussions
- Outside directors proactively making recommendations
- Follow-up on important projects
- Annual effectiveness evaluation and improvements



Supervision and advice supporting Transformation for Growth SWCC 2030

Support for global strategies and growth investments
— Providing a supportive push
Risk management
Advancement of the internal control and governance of the Group as a whole
Capital policy
Enhancement of CEO succession plans

Improvement themes identified in the effectiveness evaluation

Increase of the capabilities of
administrative organizations

Internal control
within the Group

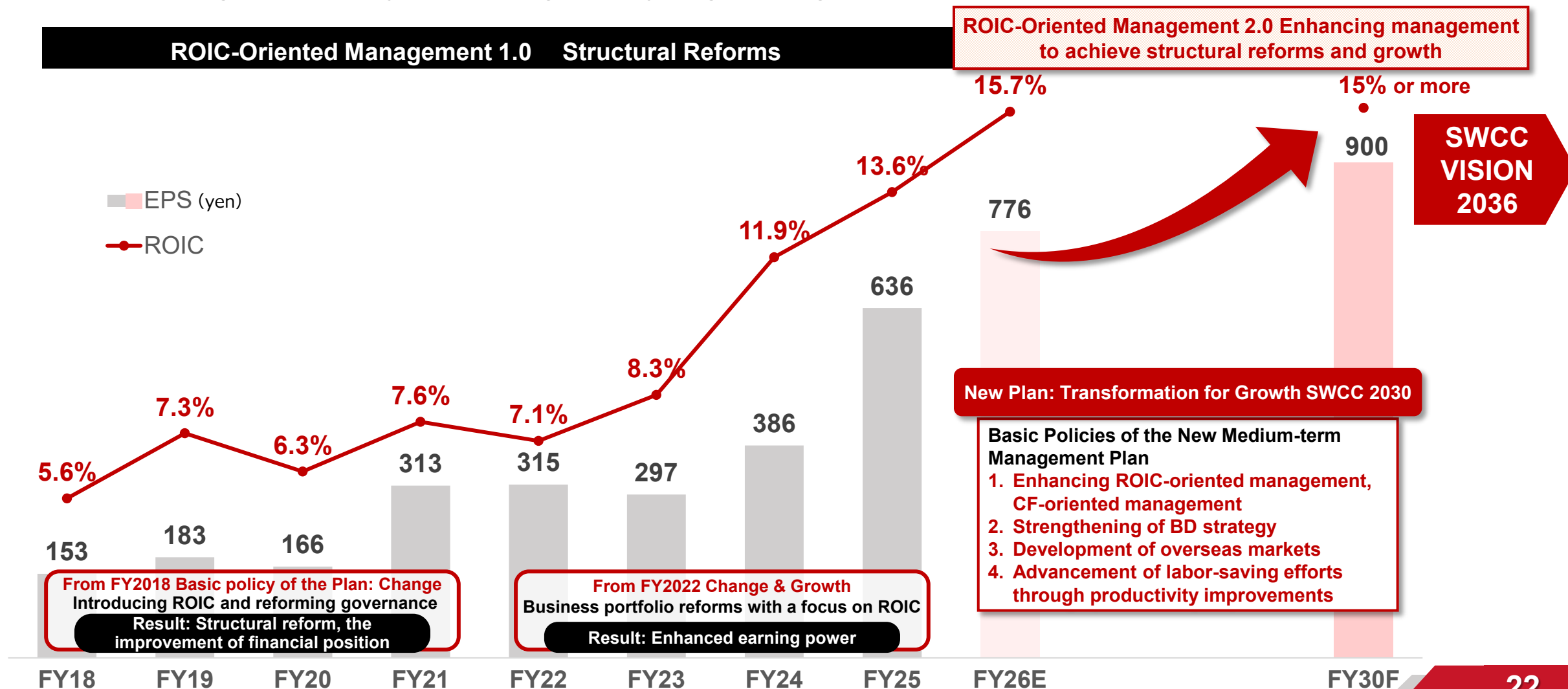
Discussions regarding
human capital

Ensuring the effectiveness of the Board of Directors to improve corporate and shareholder value

4 Appendix

Changes in Medium-term Management Plans: Transitioning from "Change" to "Transformation for Growth "

Under the new medium-term management plan, SWCC aims to **enhance its ROIC-oriented management** to accelerate growth and **become a global company with a strong capacity for generating cash.**

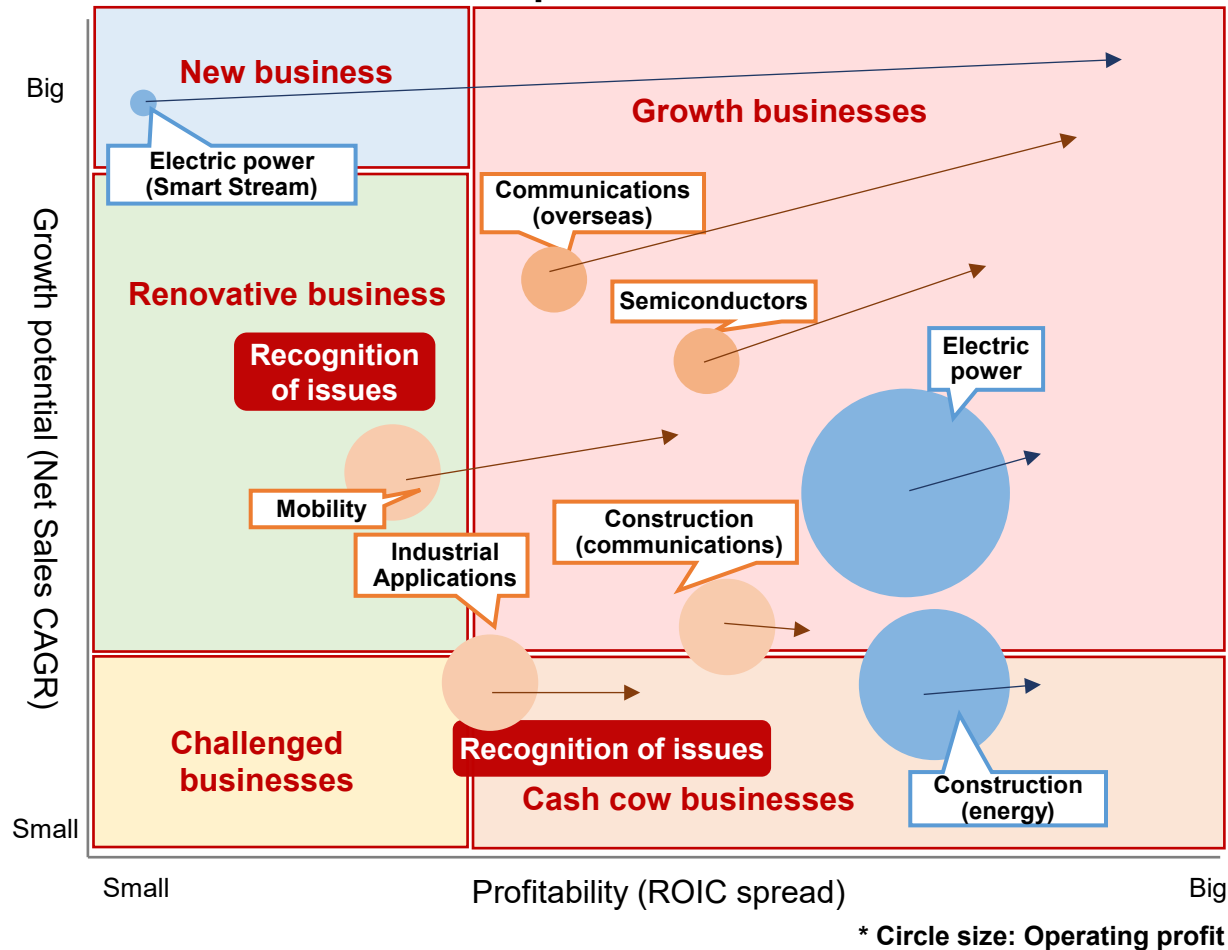


Strengthening Business Portfolio Management

We will focus on both capital efficiency and growth potential while **optimizing our business portfolio and implementing structural reforms** to exceed the **hurdle rates**.

Business portfolio management over the course of the Medium-term Management Plan

Business portfolio as of FY2025*



Hurdle rate

- I. ROIC spread by business (ROIC — WACC): 3% or more
- II. Net sales CAGR: 3% or more

Growth businesses

Strengthen growth investments to accelerate growth
Electric power, communications (overseas), semiconductors

Cash cow businesses

Creation of stable cash flows
Construction (energy), construction (communications)

Renovative business

Improved productivity through the enhancement of high value-added products
Mobility ⇒ Progress in innovation will be assessed within two years.

Challenged businesses

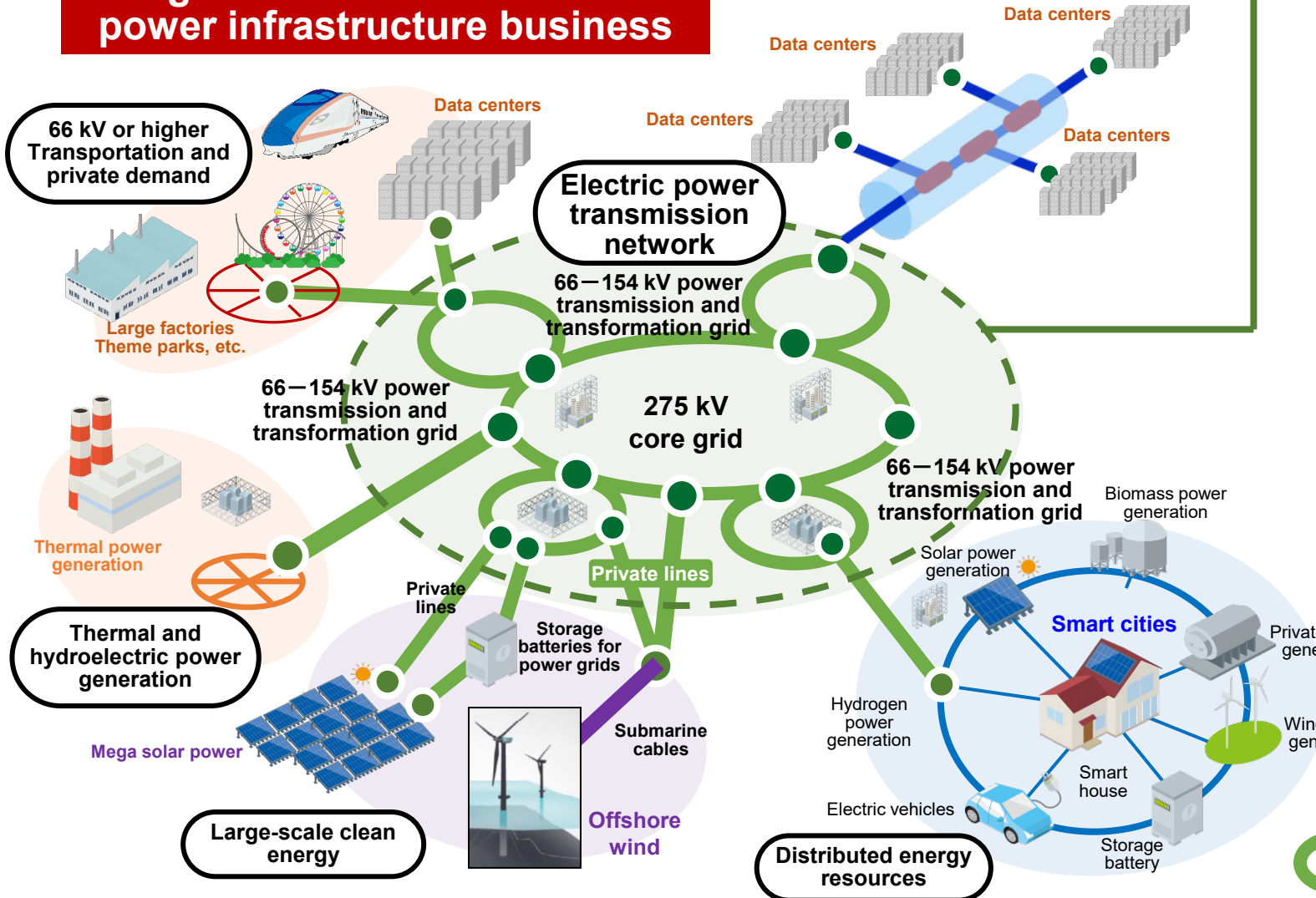
Assess business turnaround and business retention
Industrial Applications ⇒ Reform will be assessed within two years.

New business

Invest in new businesses to promote growth
Electric power (Smart Stream)

Growth Strategies for the Power Infrastructure Business

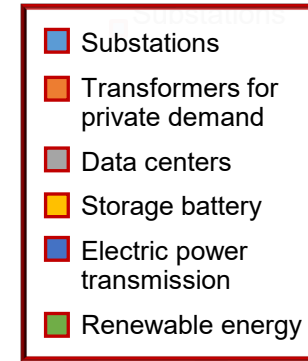
Target markets of the electric power infrastructure business



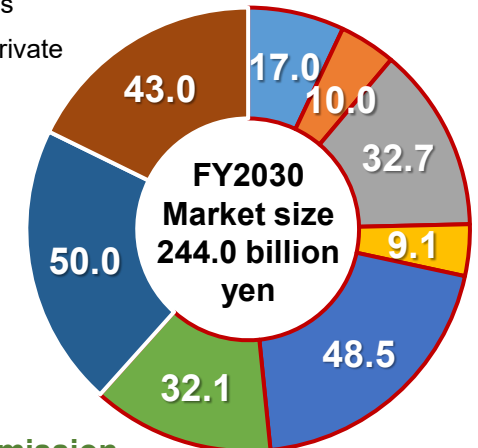
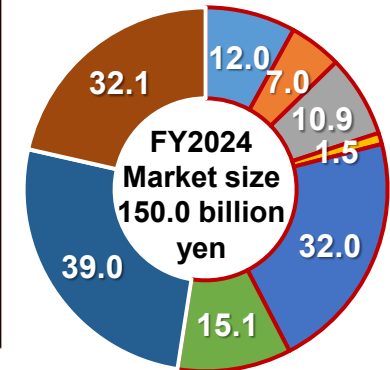
Trend in expected market size

* SWCC estimate

Total domestic demand



■ Distribution for electric power companies
■ Distribution for private demand



Growth Strategies for the Power Infrastructure Business

Strategy I

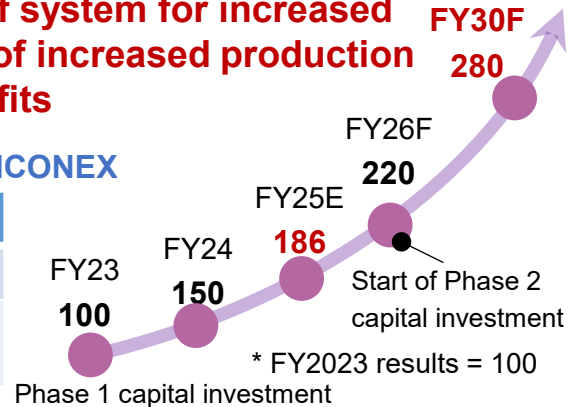
Establishing de facto standards in the domestic transformer market

I. Further expansion in market share of SICONEX

- ✓ Completion of establishment of system for increased production (FY2026) and start of increased production
- ✓ Adoption of SICONEX for retrofits

Expected Trend in Market Share of SICONEX

	FY25	FY30
Substations	68%	90%
Transformers for private demand	93%	95%



II. Development of new products

- ✓ Provision of monitoring services using SICONEX with sensors
- ✓ Strengthening of price competitiveness through the development and introduction of next-generation SICONEX

III. Solutions for insufficient construction capability

- ✓ Widespread adoption of e-Cable
- ✓ Enhancement of SICOPLUS

Strategy II

Tapping into new demand in the domestic power transmission market

i. Capture of demand for replacement of aging equipment (OF ⇒ CV)

- ✓ Meeting of demand for replacement of 66–154 kV transmission systems
- ✓ Proposal of shortened construction period through adoption of new construction method
- ✓ Proposal of shortened construction period through adoption of products developed in collaboration with overseas manufacturers

II. Introduction of new services to win data center, renewable energy and battery storage projects

- ✓ Proposal of shortened production period through 154kV Y branch connectors
- ✓ Widespread adoption of e-Cable

III. Expansion into overseas markets

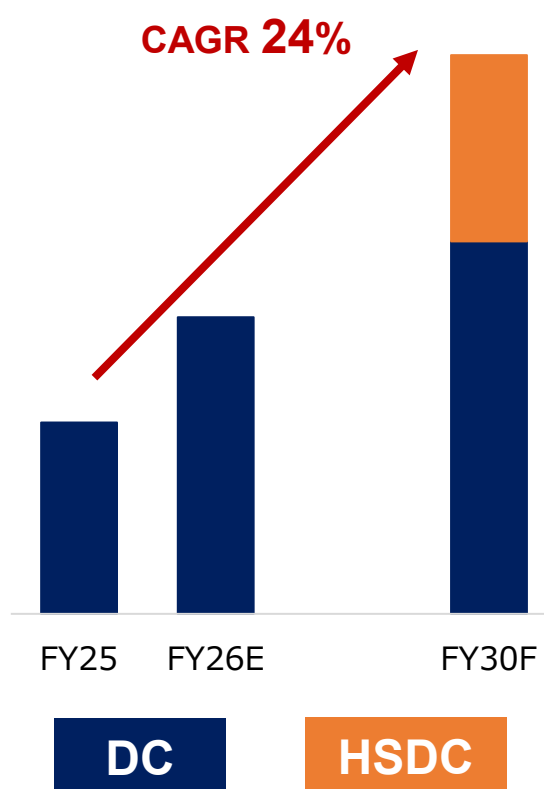
- ✓ Sales expansion through the development and introduction of next-generation SICONEX

Power Infrastructure Business: Growth Strategy for the HSDC Market

To address growing demand for extra-high-voltage (154kV) power supply systems in HSDC construction projects, we aim to develop 154kV products and capture higher-value-added opportunities.

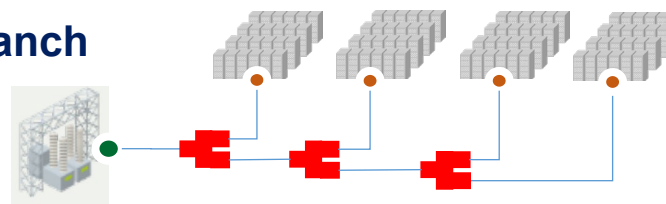
	DC	HSDC
Relative Power Demand *Current level = 1	1	4-5
Receiving Voltage Class	66kV	154kV

Projected Sales from
Data Centers



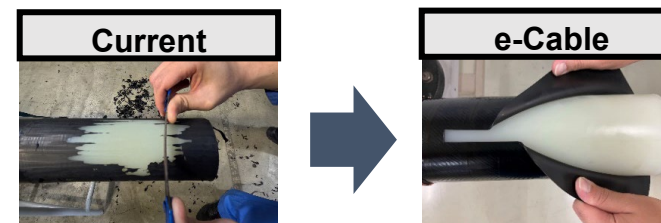
Our 154kV Solutions

Expansion of Y-Branch
Joint lineup



Scheduled
launch in 2028

Expansion of
e-Cable lineup



Already launched
in 2025

Shift of Construction Personnel
Toward Higher Voltage Applications



Double by 2030

*Number of personnel capable of 154kV installation
work (FY2023–FY2030)

SICOPLUS

Growth Strategy for the Power Infrastructure Business:

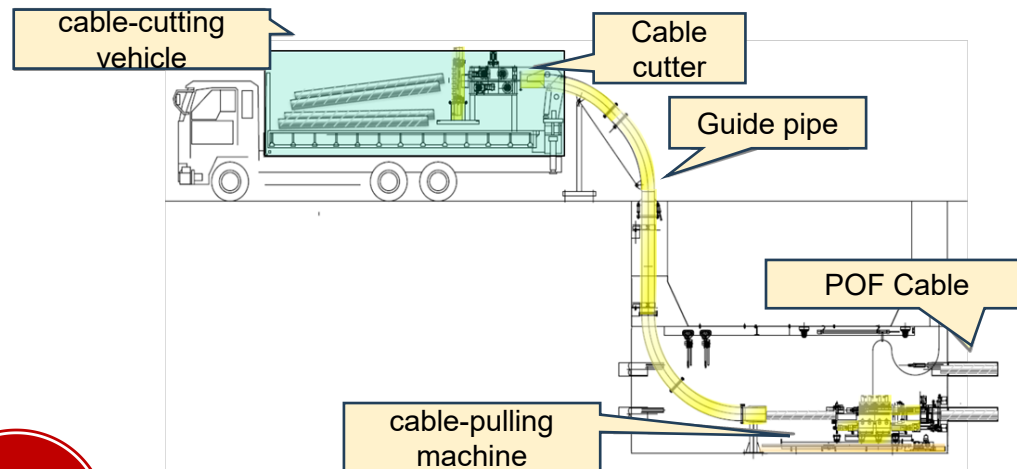
Labor-Saving Construction through New Installation Methods

Three-phase Simultaneous Pull-out Method for Oil-Filled Cables

Need: Removal of oil-filled cables

Challenges

- (1) Frequent disruptions due to road restrictions during construction
- (2) One-by-one removal results in long construction periods and high costs
- (3) Risk of environmental contamination from oil spillage on roads
- (4) Large-scale pull-out systems require a large number of workers



Effect

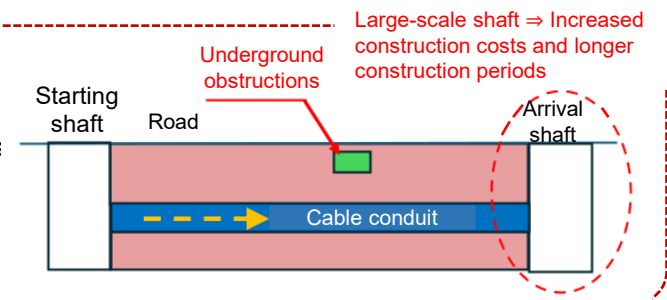
Construction period reduced by approximately 40%;
Construction costs reduced by approximately 20%

Arc-shaped HDD (Horizontal Directional Drilling) Method

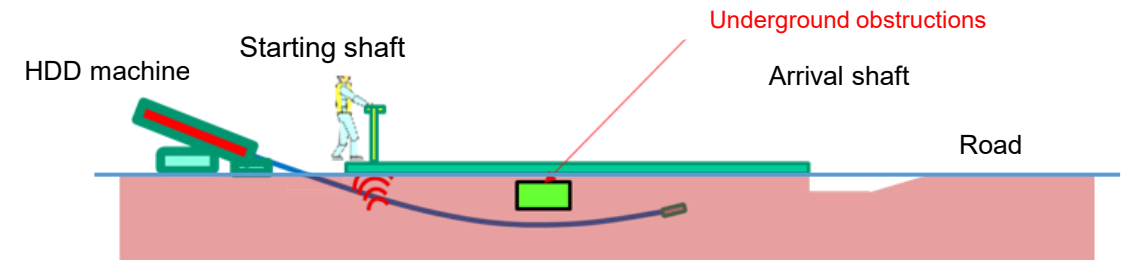
Need: Installation of underground conduits without open-cut excavation

Challenges

While thrusting methods are widely used when open-cut construction is not feasible, construction periods and costs are high.



HDD Method (the newly developed construction method)



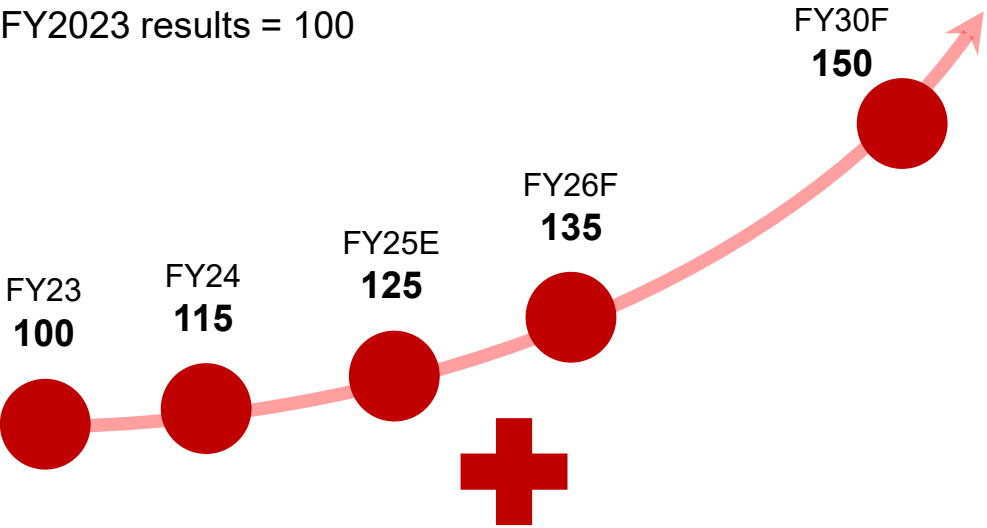
Effect

Significant reduction in both construction period and cost

Growth Strategy for the Power Infrastructure Business: Strengthening Installation Capabilities: SICOPLUS

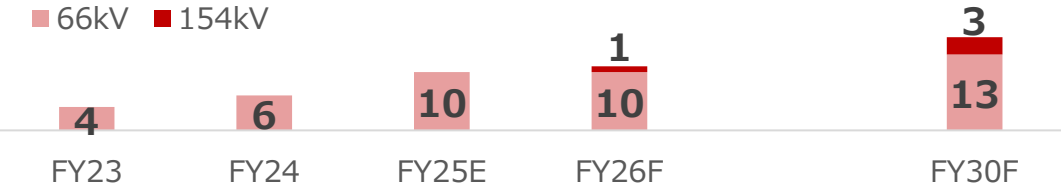
Installation Workforce Plan

*FY2023 results = 100



Nationwide cooperation with installation companies

Trend and Forecast of the Number of Installation Partner Companies
(Unit: companies)



Sales by voltage in the
Power Infrastructure
domain

Extra-high
voltage domain: 275 kV

20%

154kV~

80%

Special high-voltage
domain: 66/77 kV

SICOPLUS

In-house
installation
workforce



SWCC GROUP
Creating for the Future



Shift of in-house installation workforce toward
extra-high voltage

Partner
company
installation
workforce

Nationwide partner network

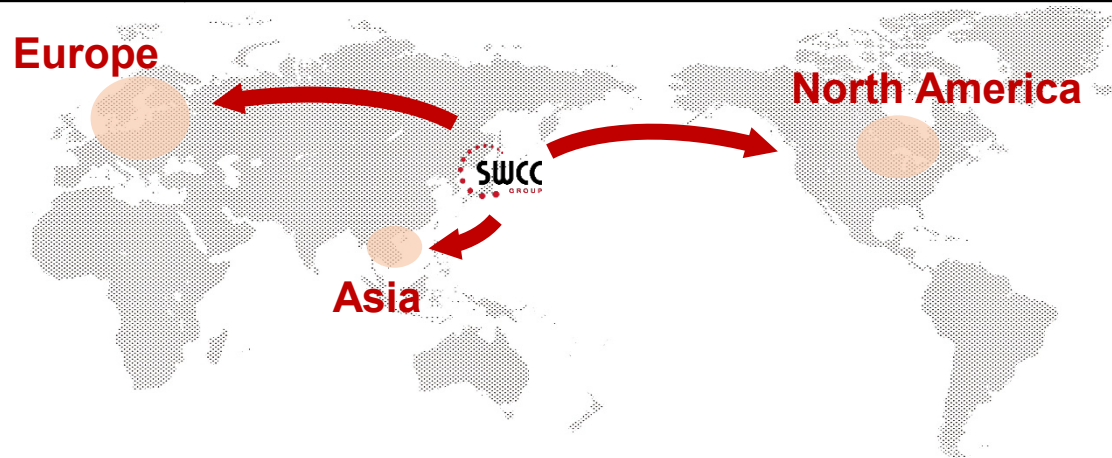


Growth Strategies for the Overseas Communication Business (e-Ribbon)

The global **generative AI market is seeing explosive growth**. Due to a surge in the construction of hyperscale data centers, **the adoption of e-Ribbon for high density cabling within data centers and linking data center is increasing**. We will capture this strong demand by stepping up two strategies.

Strategy I

Global expansion of e-Ribbon business

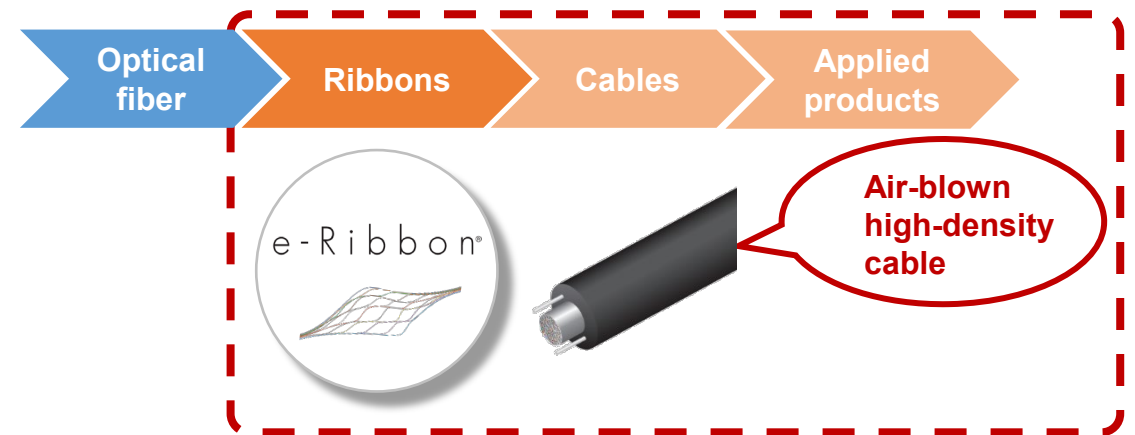


- ✓ **Conclusion of long-term contracts with global manufacturers** (Stable supply of optical fiber through partners)
- ✓ **Investment to increase production in Japan and overseas 2.0 billion yen** (Around 7-fold increase in production capacity from FY2025)

Realization of high capital efficiency (ROIC of 30% or higher) through concentrated investment in e-Ribbon production

Strategy II

Increasing sales of e-Ribbon cables and applied products



- ✓ **Global production and sales expansion of high value added products for data centers**
- ✓ **Sales expansion of e-Ribbon cable applied products**

Improvement in profitability through downstream strategies

Our Product Portfolio and Technology Trends in Semiconductor Inspection

Target markets of the semiconductor business

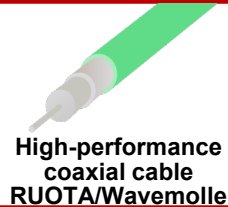
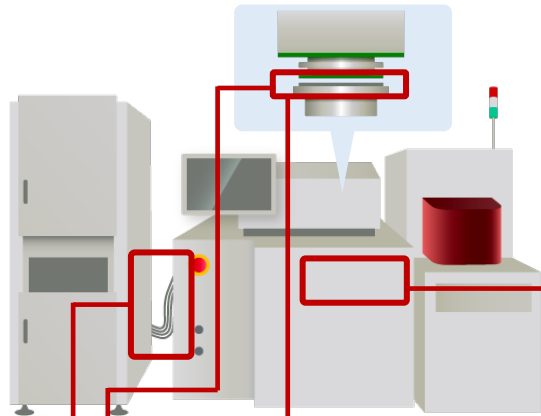
This is a business with stringent quality requirements, technical expertise and high barriers to entry. Leveraging our **extensive product lineup with strengths in both the pre-process and post-process stages**, we will **expand business domains based on our BD strategies**.

Front-end processes

Back-end processes

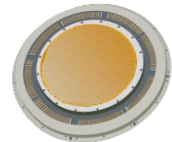
Wafer inspection process

Product inspection and reliability testing



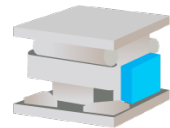
High-performance
coaxial cable
RUOTA/Wavemolle

TOTOKU



Contact probes

TOTOKU



Active vibration
isolating units

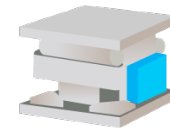
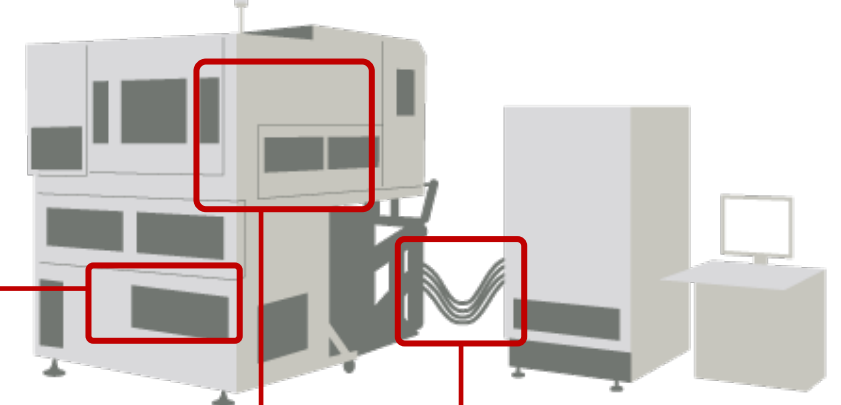
SHOWA SCIENCE

Technology
Trends

Higher
frequencies
Smaller
diameters

Thinner
profiles
High
conductivity

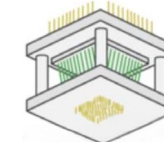
High-precision
positioning
High acceleration



Active vibration
isolating units

SHOWA SCIENCE

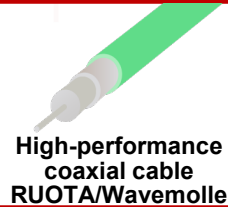
High-precision
positioning
High acceleration



Contact probes

TOTOKU

Thinner
profiles
High
conductivity



High-performance
coaxial cable
RUOTA/Wavemolle

TOTOKU

Higher
frequencies
Smaller
diameters

Growth Strategies for the Semiconductor Business

Strategy I Contact probes business domain

i. Comprehensive strategies for contact probes

- ✓ **Pre-process domain**
 - Sales expansion of MEMS, cantilevers and cobra probes
- ✓ **Post-process domain**
 - Mass production of semiconductor products in line with shift to miniaturized chiplet architectures

ii. Create framework for increasing production

- ✓ **Investment to increase production of high performance products of 1.3 billion yen**
 - 2.5-fold increase in production capacity from FY2025
- ✓ **Expansion of local production and local consumption in China**

iii. Sales expansion strategy

- ✓ **Expansion of business flows with leading inspection equipment manufacturers**

Strategy II Promoting the sales of other inspection equipment

i. Production and sales expansion strategies for high frequency cables

- ✓ **Continued sales expansion leveraging track record of adoption by leading semiconductor inspection equipment manufacturers**
- ✓ **Investment to increase production of 0.2 billion yen**
 - 2-fold increase in production capacity from FY2025

ii. Development, production and sales expansion strategies for vibration isolation platforms

- ✓ **Development of next-generation vibration isolation platforms in line with semiconductor miniaturization**
- ✓ **Expansion of sales to semiconductor equipment manufacturers and semiconductor fabs in Japan, China and Taiwan**

Strategy III Expanding business areas in the semiconductor inspection equipment market

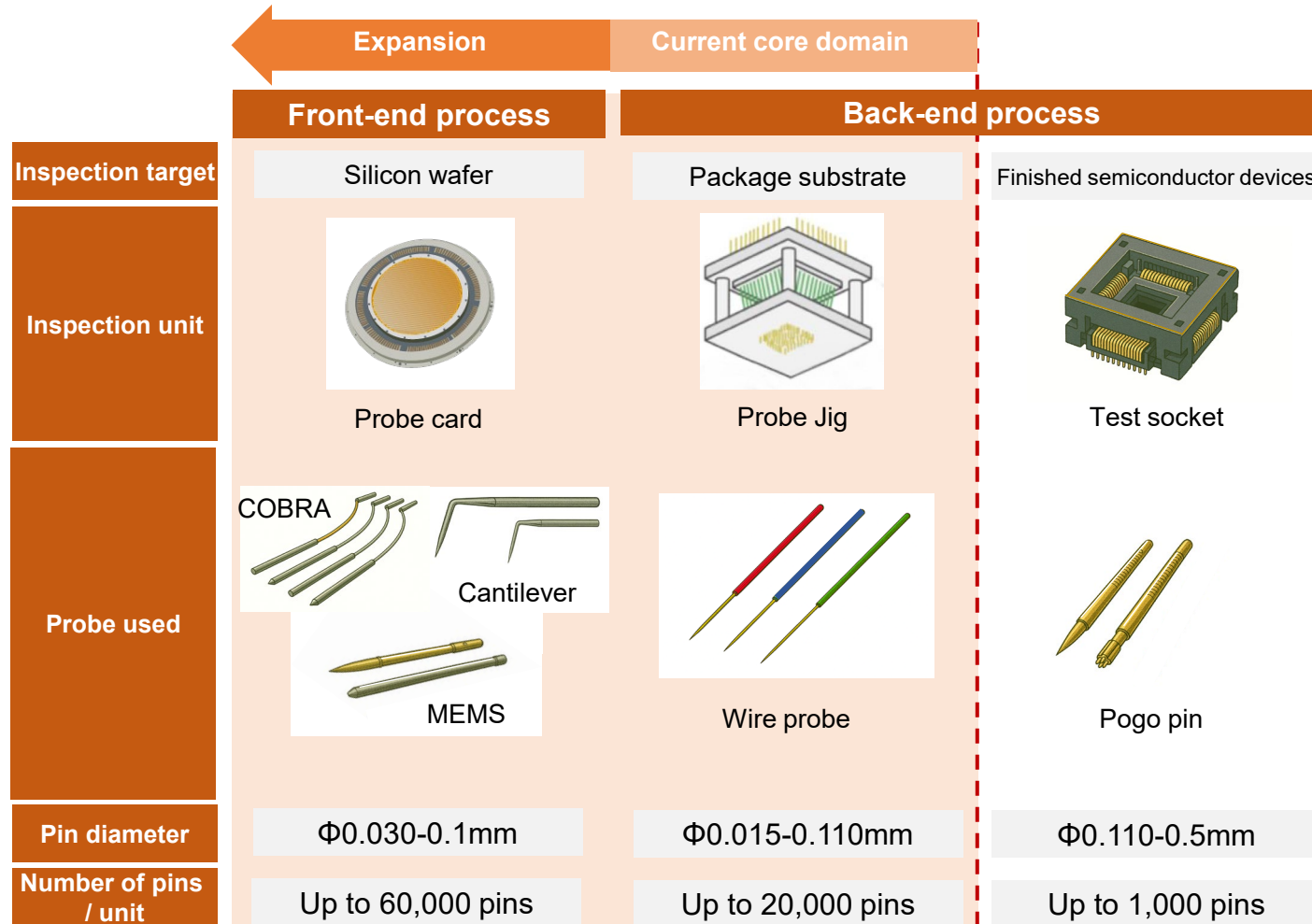
- ✓ **Implementing BD strategy**

Strategy I

All-around development utilizing materials and processing technologies

Expansion of contact probe demand driven by inspection automation for AI semiconductors and increasing sophistication due to miniaturization and higher pin counts.

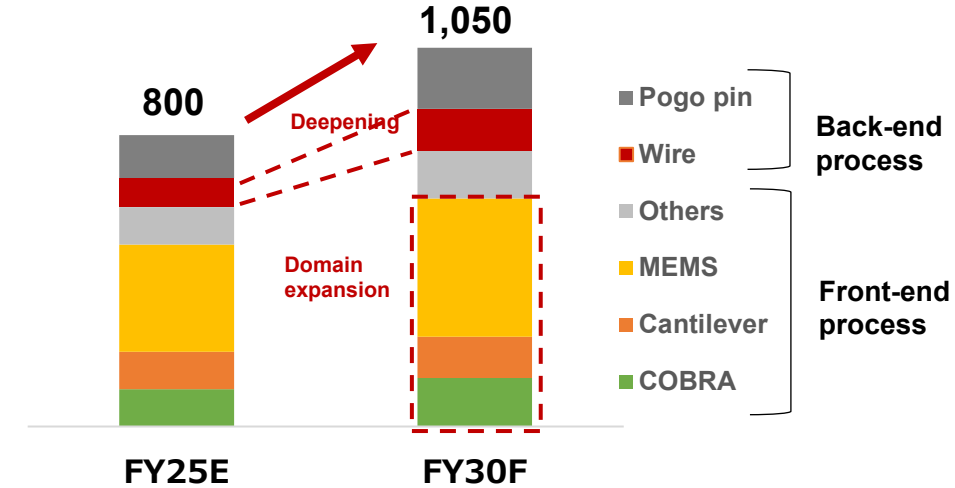
Plan to deepen presence in back-end processes and expand into front-end processes by leveraging our competitive advantages.



Market size by type (100 million yen)

CAGR 6%

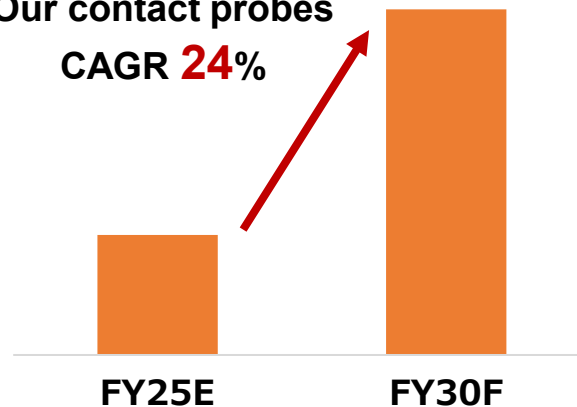
*Company estimates



Net sales CAGR (2025–2030)

Our contact probes

CAGR 24%



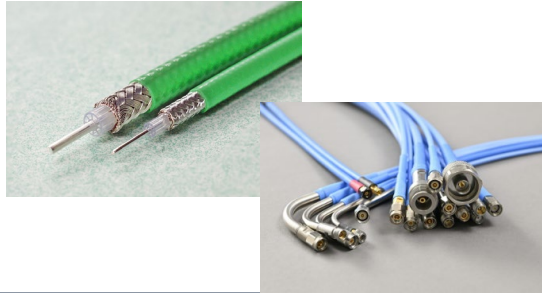
Key Features of Our Group Products

Net sales CAGR (2025–2030)

■ High-performance coaxial cables

RUOTA
Wavemolle

TOTOKU



● Reduced diameter and weight through hollow structure

- Suitable for wiring in confined areas with high wiring density

● High-frequency compatibility

- Supports high-speed transmission of large-volume data

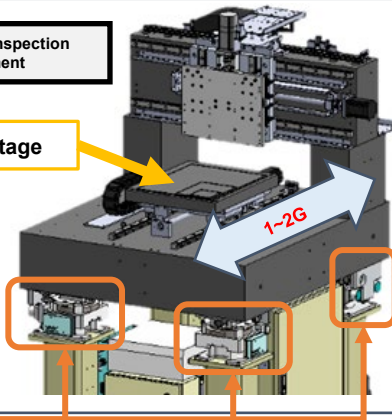
■ Vibration isolation tables

SSC
SHOWA

Active vibration
isolation unit

Example of inspection
equipment

Stage



● High precision and high acceleration enabled by linear motors

- Supports up to 2.0G

● Vibration monitoring function

- Enables vibration environment management and predictive maintenance

● Auto-tuning function for control parameters

■ Burn-in sockets

株式会社 SDS



● Advanced technology and high reliability

- Used for burn-in testing of semiconductor devices

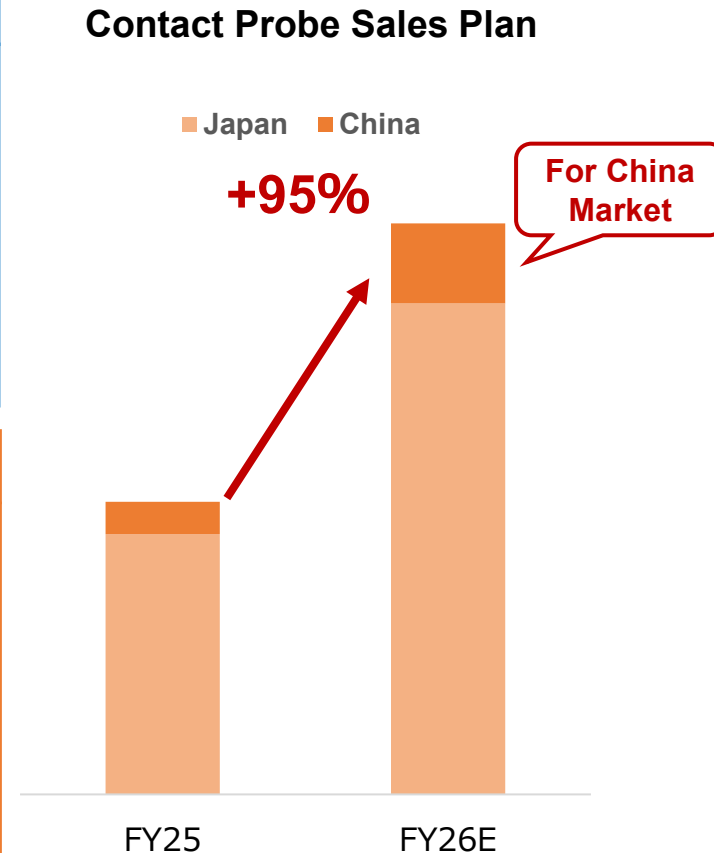
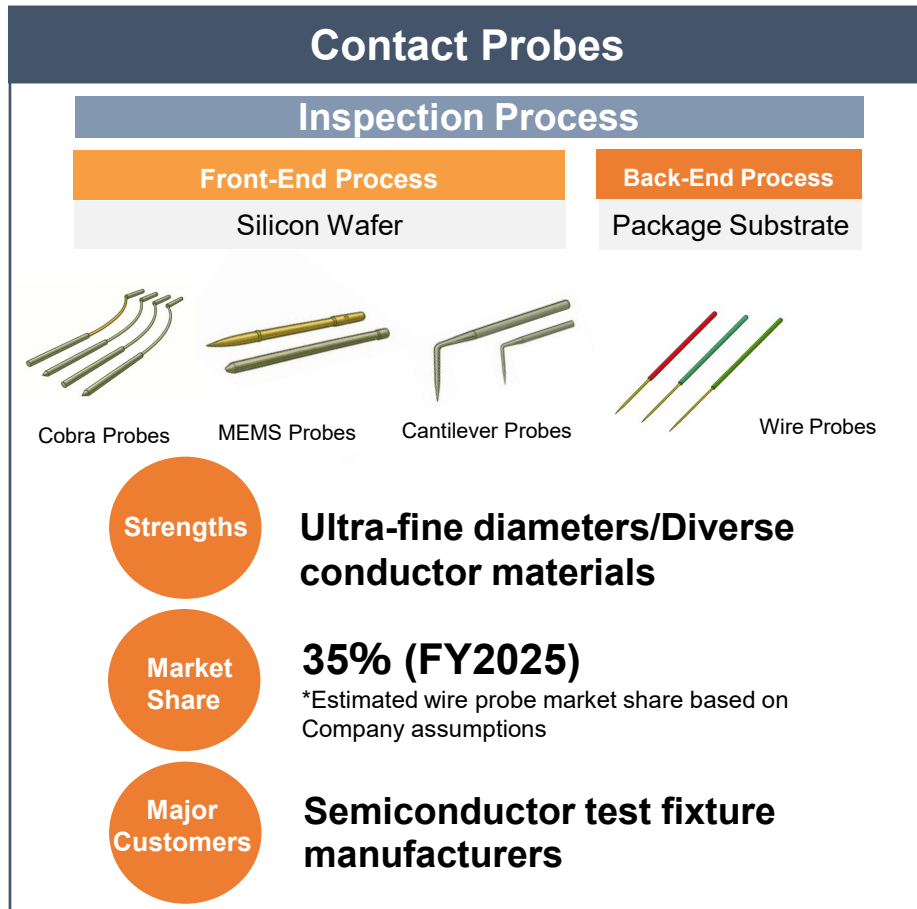
● Proven track record with major semiconductor manufacturers

Semiconductor-related
group products
(excluding CP)
CAGR **13%**



Strategic Semiconductor Product (1): Contact Probes

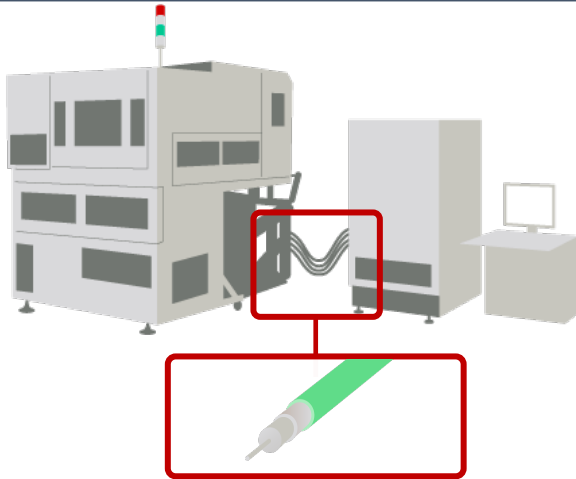
To address growing demand for AI semiconductors, TOTOKU is accelerating market expansion and capacity enhancement by leveraging its strengths in materials and processing technologies.



Strategic Semiconductor Product (2): RUOTA High-Performance Coaxial Cable

Demand from leading semiconductor test equipment manufacturers continues to grow, prompting further investment to expand production capacity.

RUOTA High-Performance Coaxial Cable



Strengths

20% diameter reduction versus conventional products
Weight reduction/Lower transmission loss

Major Customers

Leading semiconductor test equipment manufacturers

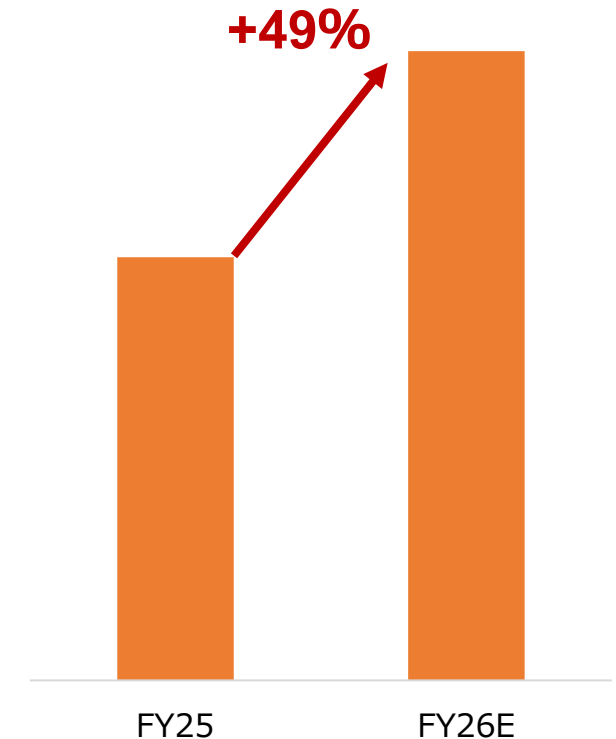
Business Environment

- Adopted in key testing systems of leading manufacturers
- **Orders are increasing rapidly due to strong semiconductor test equipment demand**
- Demand is expected to remain strong through FY2030

FY2026 Initiatives

- ◎ **Production capacity investment increased to 4× the prior-year level**
- ◎ Expansion of sales to new customers

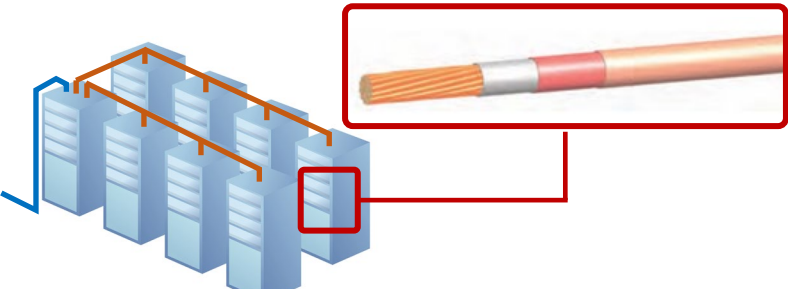
RUOTA Sales Plan



Strategic Semiconductor Product (3): Triple Insulated Winding Wire (TIW)

Demand for AI servers is growing rapidly. As high-capacity power transformers become smaller, demand is increasing for TIW, which offers a smaller diameter and superior heat resistance.

Triple Insulated Winding Wire (TIW)



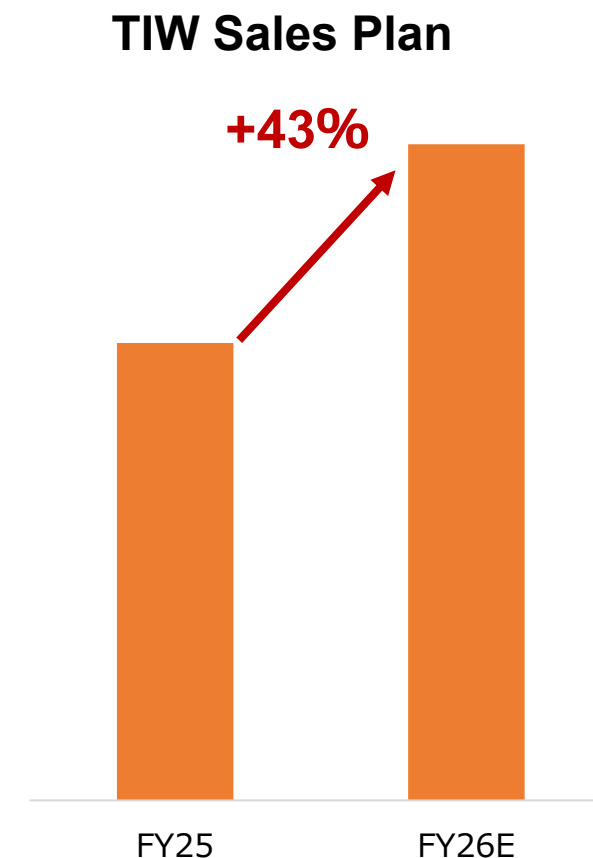
- Strengths** Smaller diameter/Superior heat resistance
- Market Share** 35% (FY2025)
* Company estimate for server applications
- Major Customers** Leading Switch-Mode Power Supply transformer manufacturers

Business Environment

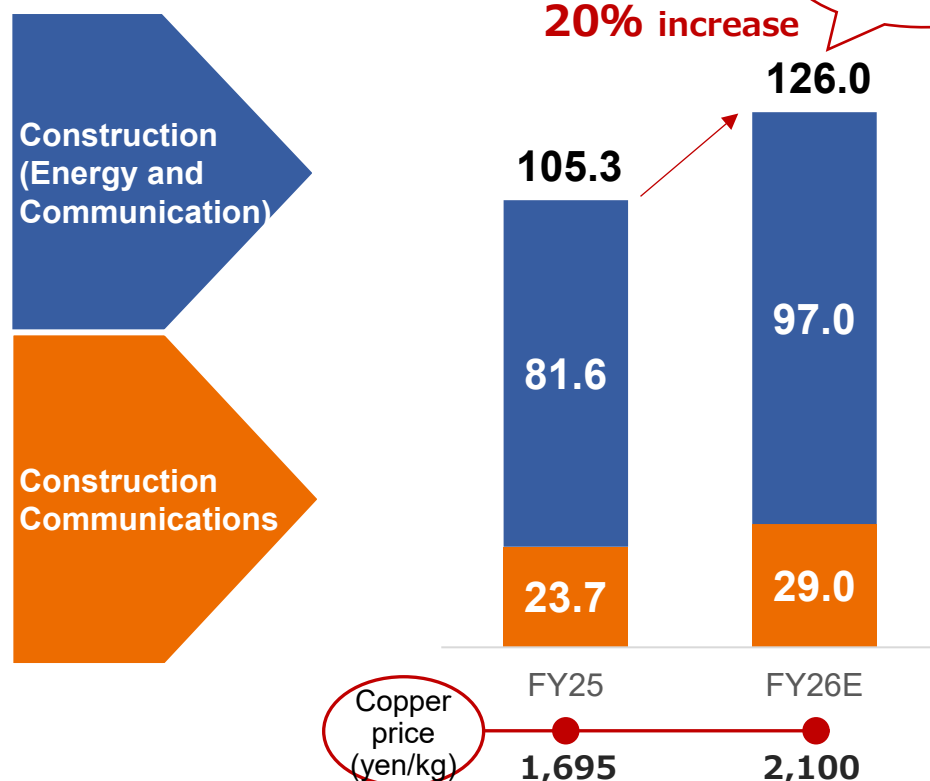
- Rapid expansion of the AI server market is driving:
 - Higher power consumption
 - Miniaturization of high-capacity power transformers
 - Greater demand for high heat resistance
- **Orders are exceeding initial expectations.**

FY2026 Initiatives

- ◎ **Production capacity investment of 1.5x YoY**
- ◎ **Evaluating the establishment of a production system at the China site**



Net sales (billion yen)



Investing cash generated by business efficiency into growth businesses.

Strengthening Group Management

【Accelerating Decision-Making】

Make SFCC a wholly owned subsidiary, realizing integrated Group management.

SFCC

【Structural Reforms】

SWCC

General-purpose optical fiber related products

Fuji Electric Wire

General-purpose optical fiber related products

Consolidation of general-purpose optical fiber business

Logistics and operational efficiency improvement

【Delivery Capabilities & Logistics Optimization】

Reduce inventory and shorten lead times through the establishment of an optimized delivery system.



【Operational Efficiency & DX】

Create sales opportunity through customer support website development and measures to address labor shortages.



CCC

82days

70days

Logistics and operational efficiency improvement, and improvement in turnover days of trade receivables and inventory.

Inventory Turnover Days

47days

40days

Promoting inventory optimization through strengthened group logistics.



Creating for the Future

SWCC Corporation

<https://www.swcc.co.jp/eng>

Forward-looking statements in this document are based on information available at the time of publication and contain potential risks and uncertainties.

Therefore, actual results may differ materially from those projected in the forward-looking statements as a result of various factors. Such factors that may affect actual results include economic conditions, demand trends, and fluctuations in raw material prices and exchange rates.

Factors that may affect business performance include, but are not limited to, the above.