



Creating for the Future

Innovating new ideas today. Becoming the norms of tomorrow.

Medium-term Management Plan

Transformation for Growth SWCC 2030

February 27, 2026

SWCC Corporation



TSE PRIME: 5805

Contents

- Chapter 1 Medium-term Management Plan
- Chapter 2 Financial and Capital Policies
- Chapter 3 Business Portfolio Management
- Chapter 4 Business Strategy
- Chapter 5 Sustainability

Chapter 1 Medium-term Management Plan

Message about the Development of the Medium-term Management Plan: Transformation for Growth SWCC 2030

The Group has instituted structural reforms. These reforms involve changes to the business portfolio, emphasizing ROIC-oriented management. Since FY2018, the Group has **greatly improved its financial position and earning power**.

In the Medium-Term Management Plan, “Transformation for Growth SWCC 2030,” the Group will deepen its structural reforms by evolving from **ROIC-Oriented Management 1.0** to **ROIC-Oriented Management 2.0, which integrates structural reform with accelerated growth**. By maximizing cash flow, the Group will continue to transform itself toward sustainable growth.

Furthermore, through its BD* strategy, the Group aims to expand its businesses into new domains and global markets.

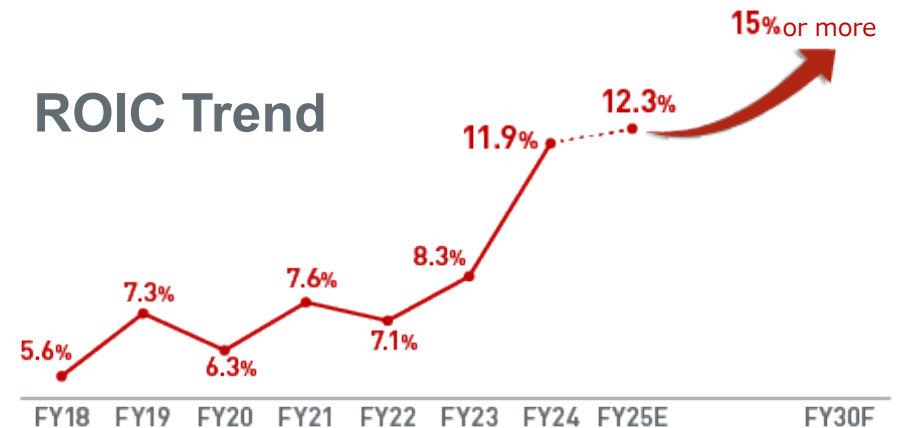
We invite you to look forward to the SWCC Group as it takes on the **challenge of inorganic growth** as well.

Tetsuo Komata

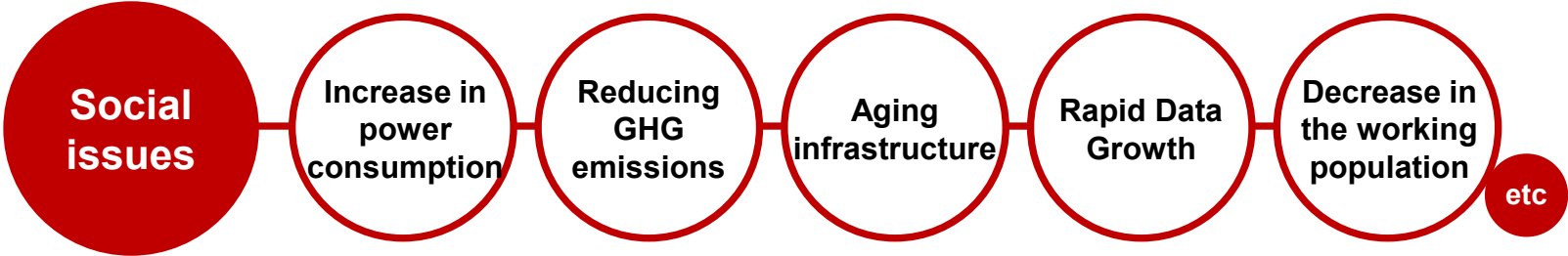
Executive President and
Representative Director (CEO)



Medium-term Management Plan 2030 **Transformation for Growth**



Social Issues Addressed by SWCC



Transformation for Growth 2030
Medium-term Management Plan



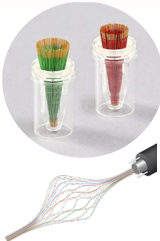
Semiconductor plant, data center

Power plant, substation

Building, housing

Office, base station

Mobility



Contact Probes – Key in Semiconductor Inspection
e-Ribbon – For Ultra-Fine, High-Density Optical Fibers



SICONEX – Eco-Friendly Compact HV Connector



Load-Reducing Cables & Installation Solutions



FLANTEC – High-Speed LAN Cable



ADAS Vehicle Cables & Seat Heaters

SWCC Group Management Philosophy

The SWCC Group
celebrates its 90th anniversary
during the first year of the
Medium-term Management Plan.

We have
developed a new vision
as we approach our
100th anniversary.



Innovating new ideas today.
Becoming the norms of tomorrow.

The SWCC Group strives to earn trust

**Aims to become a global solutions
company that develops future energy
and digital technologies**

Creating value through "swiftness,"
"passion," and "thinking before acting"

Medium-term Management Plan 2030 and a Vision for 2036

Executing the **Medium-term Management Plan 2030** is a significant milestone. The **SWCC Group** will **continue to transform and grow** in order to achieve its vision for 2036: becoming a centennial company that embraces global challenges.

SWCC VISION 2036

Aims to become a global solutions company that develops future energy and digital technologies and a centennial company that embraces global challenges

Medium-term Management Plan: Transformation for Growth SWCC 2030

FY2026

90th

Strategy
I

Business shift to growth areas

Strategy
II

Strengthening global operations

Operating profit
40.0 billion yen or more

Operating profit margin
12% or higher

ROIC **15% or higher**

Operating CF *
150 billion yen or more

* For the five years

FY2036

100th

Operating profit
80.0 billion yen or more

Operating profit margin
15% or higher

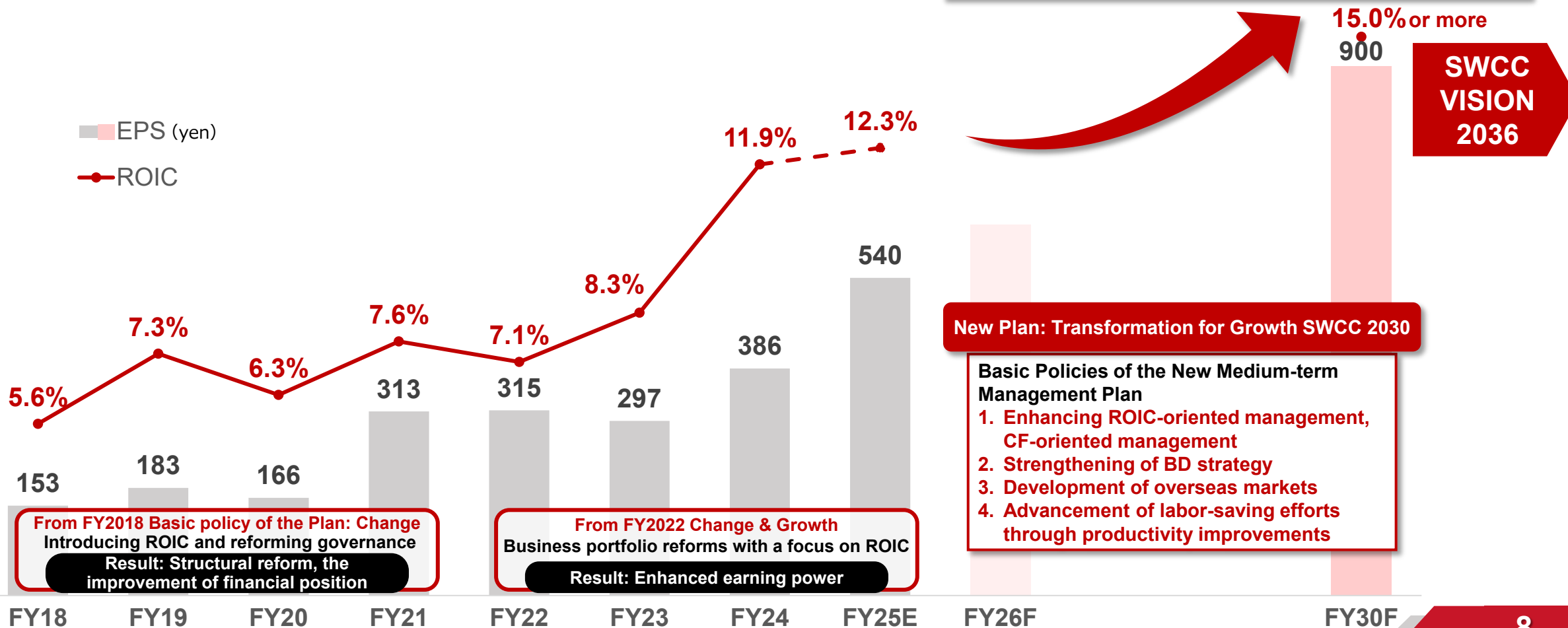
ROIC **18% or higher**

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.**

ROIC-Oriented Management 1.0 Structural Reforms

ROIC-Oriented Management 2.0 Enhancing management to achieve structural reforms and growth



Review of the Implementation of Medium-term Management Plan "Change & Growth SWCC 2026"

Earning power improved due to ROIC-Oriented Management 1.0. **Major KPI targets are anticipated to be met ahead of schedule. In the new plan, SWCC will move forward to the next phase of growth and address the identified challenges.**

Targets are expected to be met a year earlier.			Next Step	
	FY2022 - FY2026 Plan FY2026 target (announced on February 7, 2025)	FY2025 Forecast (Announced on February 12, 2026)	Key initiatives and results in current plan	Challenges in next plan
Operating profit	24.0 billion yen	26.0 billion yen	Enhancing the ability to generate cash EBITDA margin FY2026 target: 9% or higher FY2025 performance: Expected to be 9% or higher CCC FY2026 target: 80 days or less FY2025 performance: Expected to be 80 days or less	- Strengthening growth businesses - Establishment of second growth pillar - Continuing with business portfolio reform
ROE	14% or more	Expected to be 14% or higher		
ROIC	10% or more	12.3%		
Dividends (Consolidated payout ratio/DOE)	180 yen or more (35% or higher/4% or higher)	200 yen (37%/6.3%)	Optimizing the cost of capital Cost of shareholders' equity FY2026 target: 9% or lower FY2025 performance: Expected to be 9% or less	- Balancing growth investments and shareholder returns - Controlling WACC
D/E ratio	30~50%	Expected to be 30-50%		
Net assets	100.0 billion yen or more	100.6 billion yen * Q3 Actual	Investment in intangible assets R&D Investment Growth FY2022 - 2025 : almost 2x Investment in human capital (growth rate) Growth FY2022 - 2025 : almost 18x IT investment (growth rate) Growth FY2022 - 2025 : almost 3x	- Acceleration of DX Management - R&D investment
External ratings	A- or above	A-		

Medium-term Management Plan 2030 Target Financial Figures

		FY2024 (Results)	FY2025 (Plan)	FY2030 (Medium-term management plan)
Profitability	Operating profit	20.9 billion yen	26.0 billion yen	40.0 billion yen or more* * Excluding inorganic growth
	ROE	14.3%	Expected to be 14% or higher	20% or higher
Capital efficiency	ROIC	11.9%	12.3%	15% or more
	Dividends (Consolidated payout ratio/DOE)	136 yen (35%/5%)	200 yen (37%/6.3%)	380 yen or more (40% or higher/ 5% or higher)
Shareholder returns	D/E ratio	65.4%	Expected to be 30-50%	40%-60%
	Net assets	85.6 billion yen	100.6 billion yen* * Q3 Actual	150.0 billion yen or above
Stability	External ratings	A-	A-	A

Chapter 2 Financial and Capital Policies

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.**

FY2030 Targets

Rating of A

Improved corporate value and shareholder value

Total shareholder return

TSR expansion

- Increase in the share price
- Increased dividends

Outperforming TOPIX (including dividends)
Considering the cost of shareholders' equity to be the minimum return

Expanded equity spread

- ROE of 20% or more

* Cost of shareholders' equity assumed to be 10% or lower

Enhanced shareholder returns

- Consolidated dividend payout ratio of at least 40% and
- A consolidated DOE of 5% or more

Improved cash flow

- EBITDA margin of 15% or above
- Improved CCC

Improved asset efficiency

- ROIC of 15% or more
- Balancing growth-oriented business portfolio management with capital efficiency

Optimized cost of capital

- D/E ratio between 40% and 60%
- Capital adequacy ratio of around 50%
- WACC controlled in the 7% range

Transitioning from ROIC-Oriented Management 1.0 to ROIC-Oriented Management 2.0

We will deepen our management practices and transition to ROIC-Oriented Management 2.0 to accelerate structural reforms and growth, maximize cash flow, and enter a growth stage.

Medium-term management plan
from FY2018

Medium-term management plan
from FY2022

From FY2026 Transformation for Growth SWCC 2030

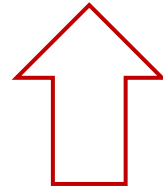
ROIC-Oriented Management 1.0: Structural reforms

ROIC-oriented
management practices
for improvements
(Liquidate and withdraw
unprofitable businesses)



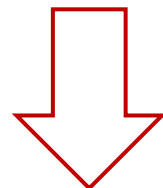
Improvement of
capital efficiency
Improve financial
condition

Operating profit
(After tax)



Increasing the
numerator
(Improve profitability)

Investment capital



Decreasing the
denominator
(Asset reduction)

ROIC spread \uparrow \times Invested capital \downarrow = Corporate value \uparrow

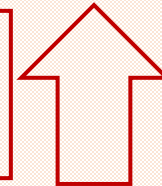
ROIC-Oriented Management 2.0: Structural reforms and enhancements for growth

ROIC-oriented
management practices
for growth
(Strategic investments in
growth areas)



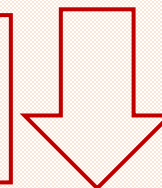
Continuous revenue
growth
Expanded ability to
generate cash

Operating profit
(After tax)



Increasing the
numerator significantly
(Improve profitability &
Business growth)

Investment capital



Increasing the
denominator
(Asset reduction &
Invest in growing
businesses)

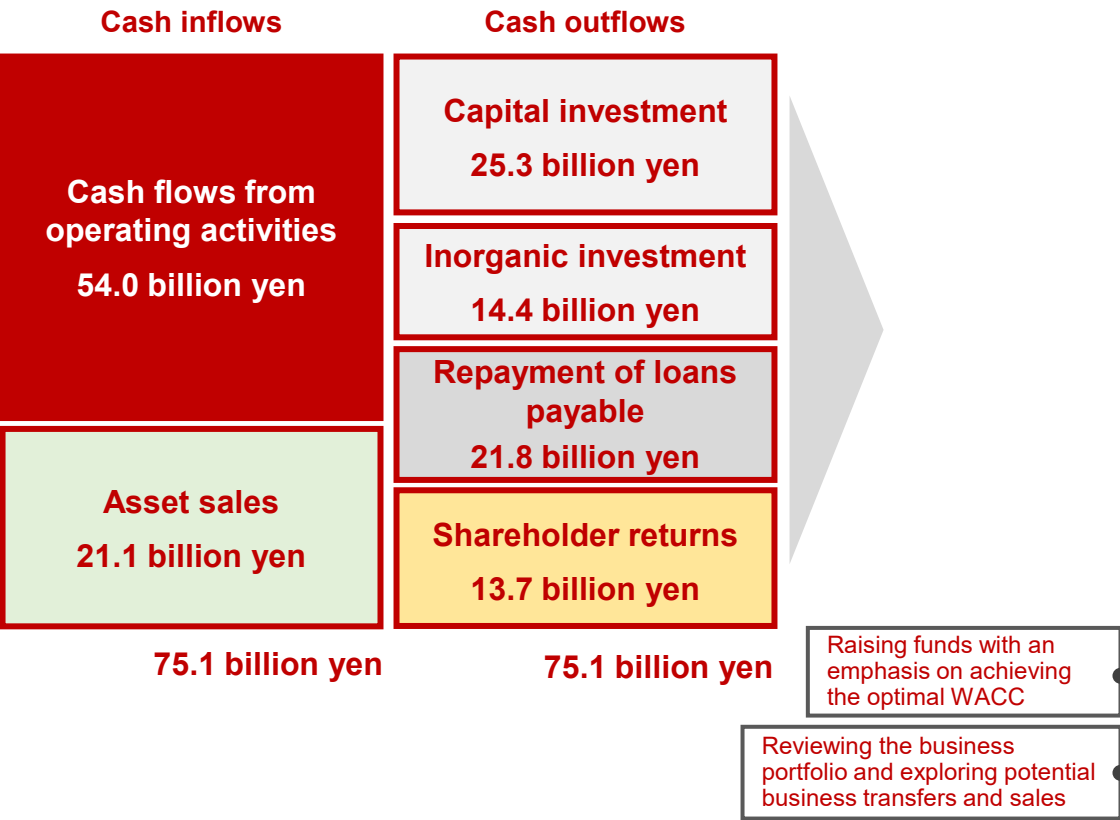


ROIC spread \uparrow \times Invested capital $\downarrow \uparrow$ = Corporate value \uparrow

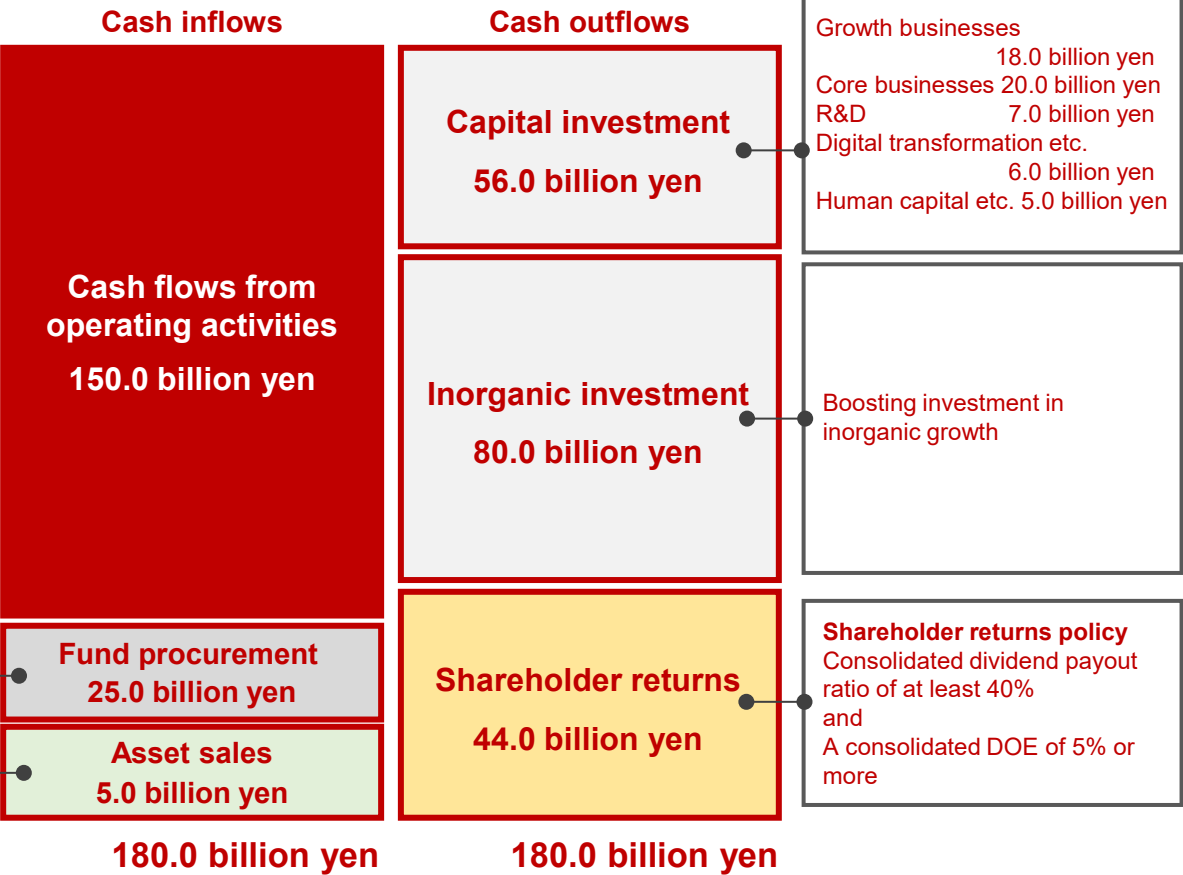
Cash Allocation

Creating cash flow by **increasing profits** and **enhancing the efficiency of the balance sheet**
 Accelerating value creation and **increasing shareholder returns** through sufficient **investments in human capital, research and development, and digital transformation.**

Total investments from FY2022 to FY2025 (four years)

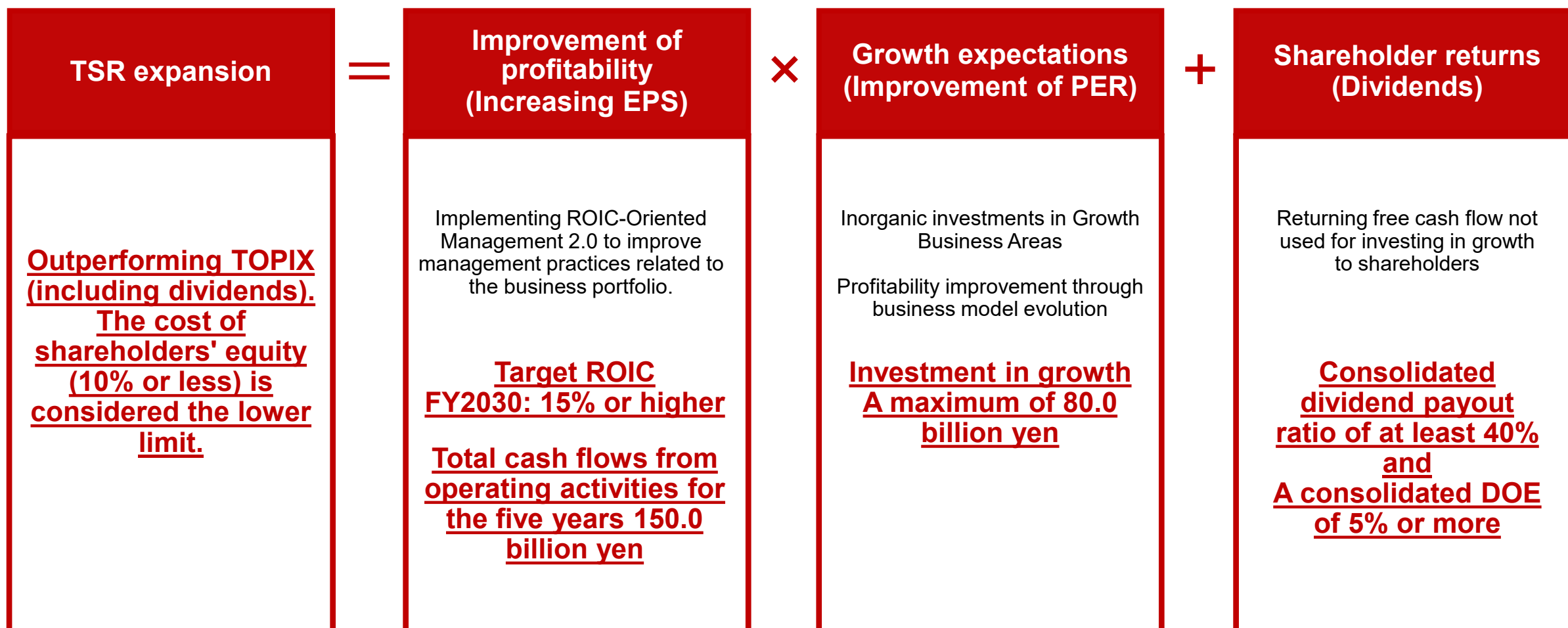


Total investments from FY2026 to FY2030 (five years)



Policy to Increase TSR and Quantitative Targets

We will implement ROIC-Oriented Management 2.0 practices and establish a **TSR expansion model**.



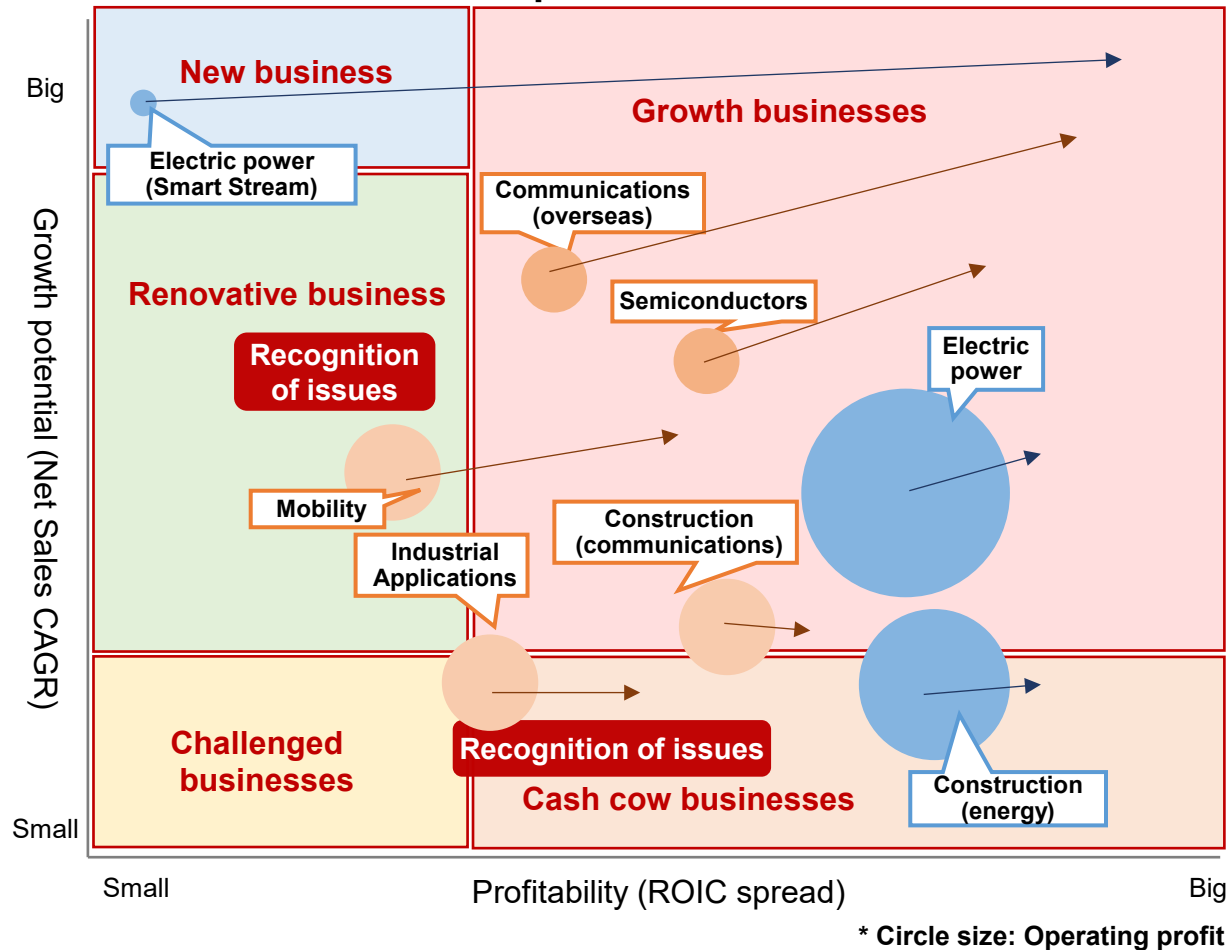
Chapter 3 Business Portfolio Management

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

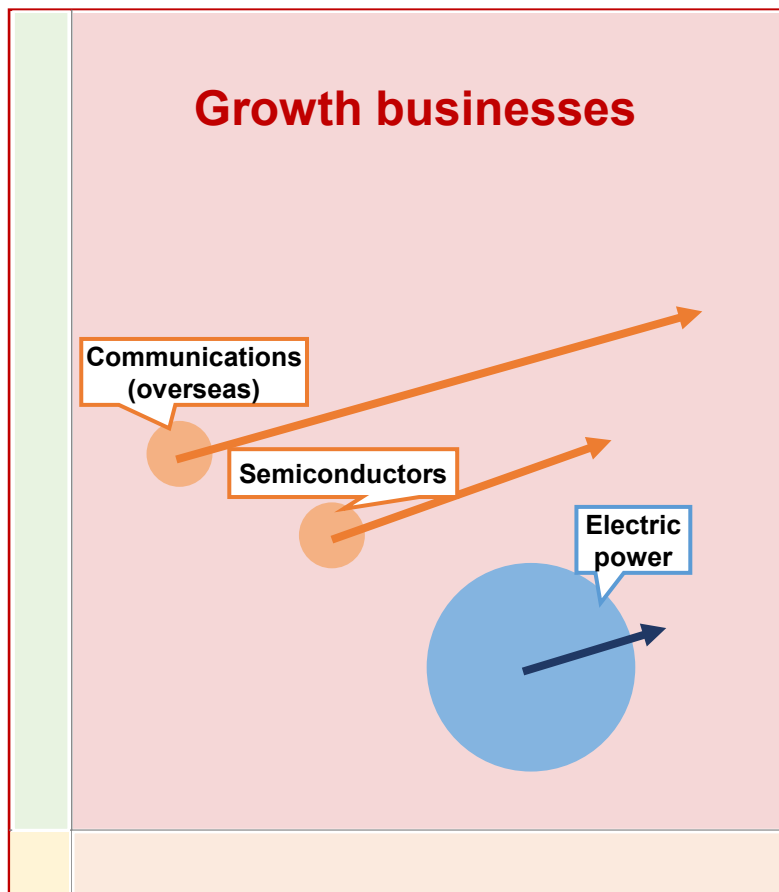
Assess business turnaround and business retention
Industrial Applications
⇒ Reform will be assessed within two years.

New business

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

Business Portfolio Strategies Growth Businesses

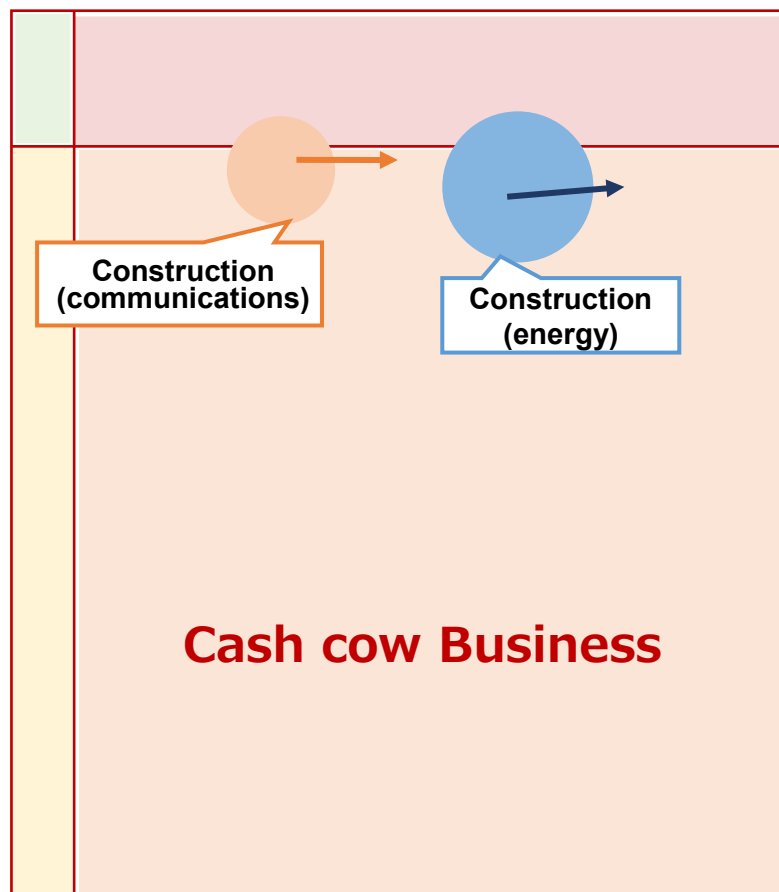
We will **focus our investment on growth businesses** that are expected to generate high profits, to **expand** their business scale.



Tailwind	Strategic Products	Strategic
Electric power		
<ul style="list-style-type: none"> - Global electric power Market expansion - Expansion of the DC market - Renewable energy demand - Replacement of aging equipment 	<ul style="list-style-type: none"> - SICONEX - e-Cable - Smart Stream 	<ul style="list-style-type: none"> - Establishing de facto standards in the domestic transformer market - Generating new demand in both domestic power transmission and international markets - Proposing solutions for electric power companies
Communications		
<ul style="list-style-type: none"> - The spread of AI - An Increase in the construction of HSDC - Increased telecommunications traffic 	<ul style="list-style-type: none"> - e-Ribbon - FLANTEC 	<ul style="list-style-type: none"> - Global expansion of the e-Ribbon business - Increasing sales of e-Ribbon applied products
Semiconductors		
<ul style="list-style-type: none"> - Increased investment in AI - Technological innovation - Expansion of the market due to decoupling in the industry 	<ul style="list-style-type: none"> - Contact Probes - RUOTA - Active vibration removal board 	<ul style="list-style-type: none"> - Comprehensive development utilizing combinations of raw materials and processing technologies - Promoting the sales of the Group's products related to inspection equipment - Expanding business areas in the semiconductor inspection equipment market

Business Portfolio Strategies Cash cow Businesses

Transforming the construction business in mature markets into a stable cash-generating model



Business environment	Products	Strategic
Construction (energy) Domestic Construction Market Flat in the Mid Term	• General-Purpose Construction Wires	Boosting Cash Generation via Efficient Use of Group Resources
Construction (communications) Domestic Construction Market Flat in the Mid Term	• General-Purpose Optical Fiber Cables • LAN Cables • Fire-Resistant Cables	

Business Portfolio Strategies Renovative and Challenged Businesses

New	Growth
Innovative	
Challenged	Cash cow

We will determine the timing for assessments and investment criteria and effectively **manage the Renovative and challenged businesses.**

Schedule for evaluating Renovative and Challenged businesses

FY2027

Hurdle rate

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

■ Renovative Mobility

Initiative for improvement: Achieving a turnaround in response to changes in the business environment

	FY2025 Proportion of sales	Initiatives for improving ROIC
Oxygen-free copper	16.6%	<ul style="list-style-type: none"> Building of efficient production systems
Heater wires		<ul style="list-style-type: none"> Streamlining product development Reorganizing production bases Local production for local consumption
Flat winding wires		<ul style="list-style-type: none"> Introducing productivity innovation equipment Introducing environmentally friendly equipment Development of high value-added products

■ Challenged Industrial Applications

Initiative for improvement: Promoting structural reforms to improve profitability

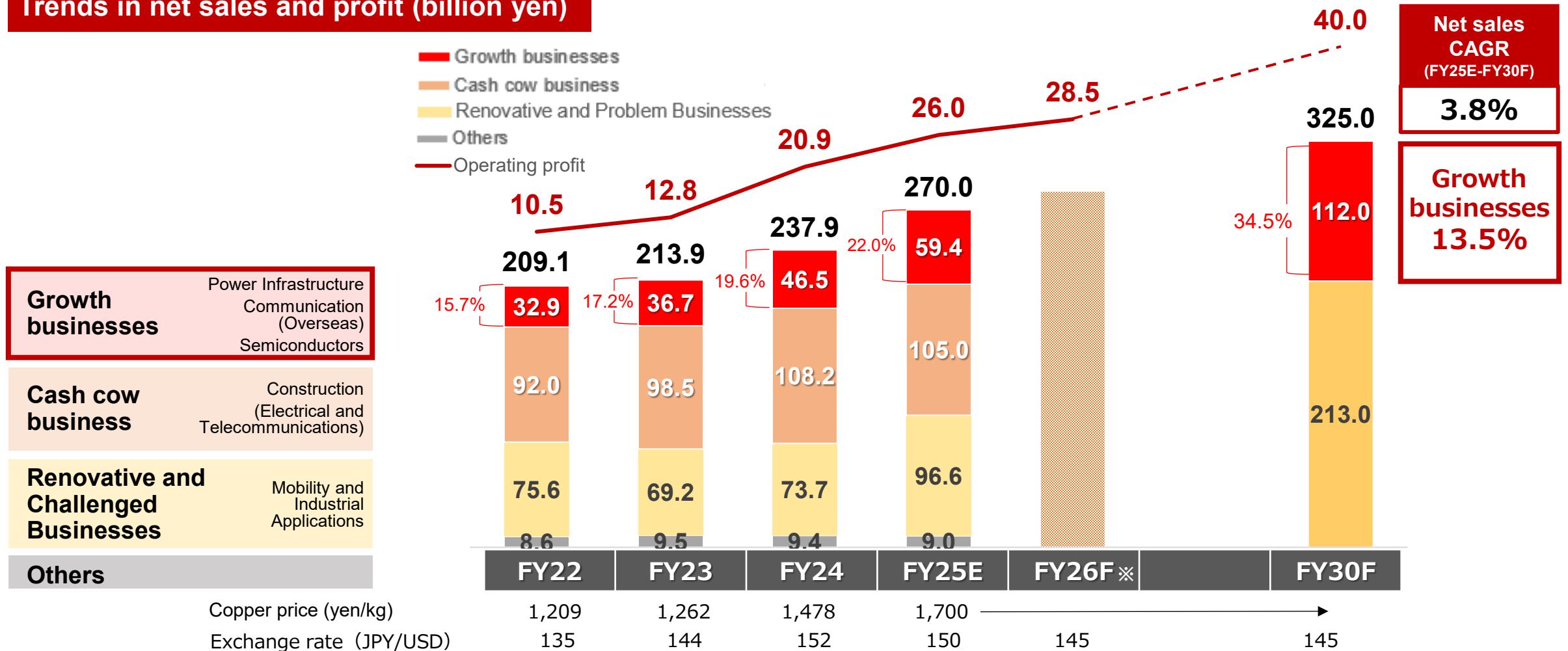
	FY2025 Proportion of sales	Initiatives for improving ROIC
General-purpose wire rods and winding wires	14.4%	<ul style="list-style-type: none"> Withdrawing from unprofitable products Reforming the value chain by utilizing e-commerce platforms Reorganizing production bases Reducing fixed costs by utilizing outsourcing
Wire harnesses and rollers		<ul style="list-style-type: none"> Withdrawing from unprofitable products Reorganizing production bases

Chapter 4 Business Strategy

Business Plan

Improve profitability through bold business portfolio transformation
accompanied by deeper ROIC-oriented management

Trends in net sales and profit (billion yen)



※ For fiscal year 2026, disclosure is scheduled to be made based on copper market conditions and other factors at the time of the fiscal year 2025 final settlement announcement.

Market Forecast FY2026-FY2030

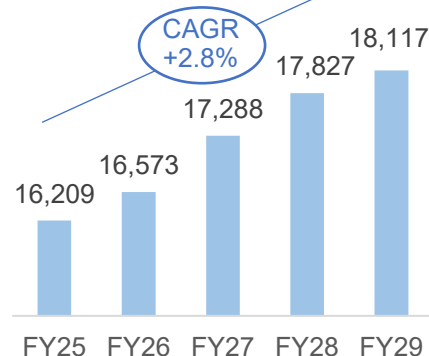
Opportunities

Expansion of power demand associated with expansion of data centers and renewable energy sources, replacement of aging power cables (oil-filled insulating cables)

Risk

Insufficient construction capability due to labor shortages and difficulties transferring technology, entry to domestic power transmission and distribution market by overseas manufacturers

Market growth forecast
(10,000 kw)
Applications for extra-high voltage
lines (nationwide)



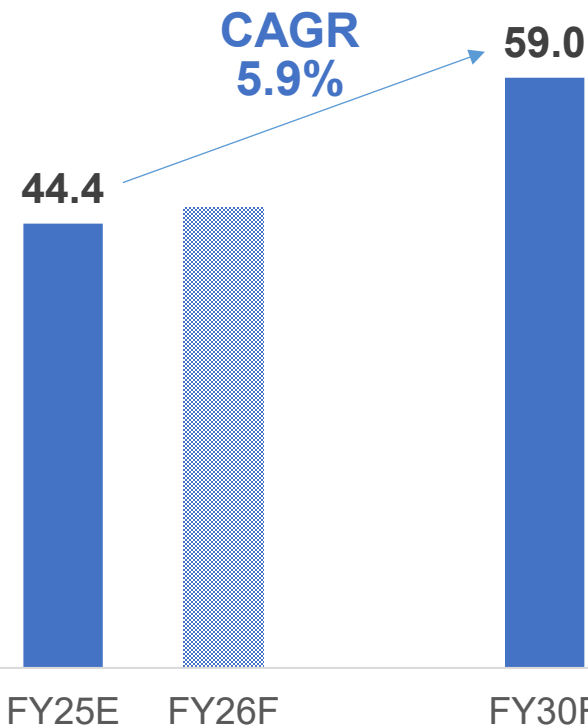
Source: Produced by SWCC based on data published by the Transmission and Distribution Grid Council about demand for extra-high-voltage lines based on applications being accepted (as of end of September 2025)

Basic Strategy

- Strategy I.** Establishing de facto standards in the domestic transformer distribution market
- Strategy II.** Tapping into new demand in the domestic power transmission and overseas markets
- Strategy III.** Proposing solutions to issues faced by electric power market

Net sales target under Medium-term Management Plan

(billion yen)



Expected price
of copper
(yen/kg)

ROIC

1,700

25%

28%

Capital investment plan

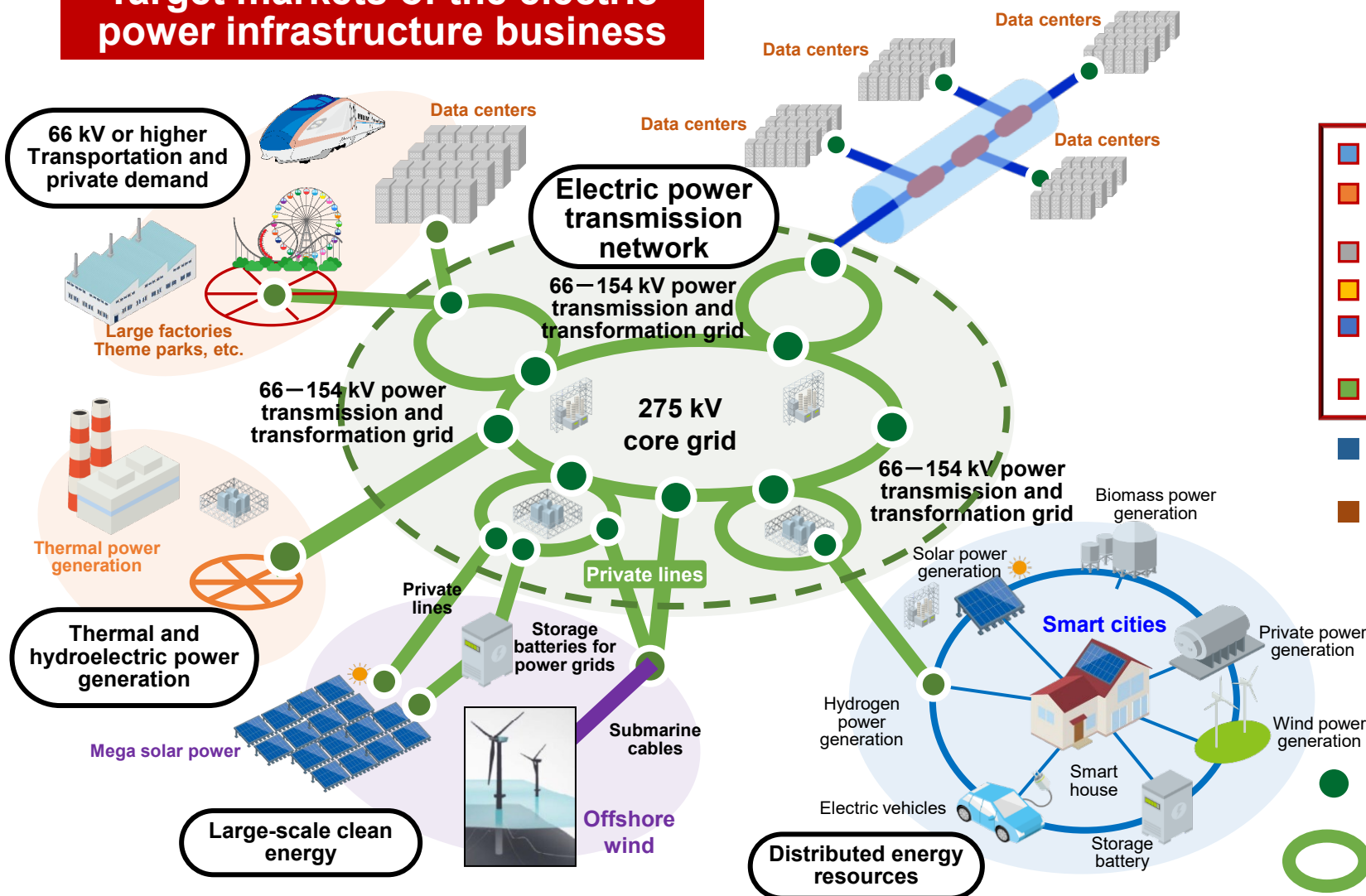
**FY26F-30F
Total investment:
10 billion yen**

(Reference)
FY22-25E
Total 5.1 billion yen

Growth businesses

Growth Strategies for the Power Infrastructure Business

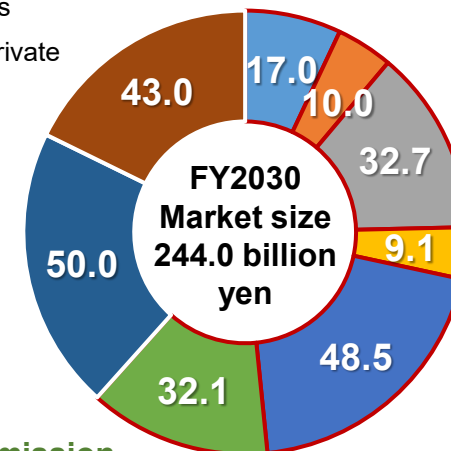
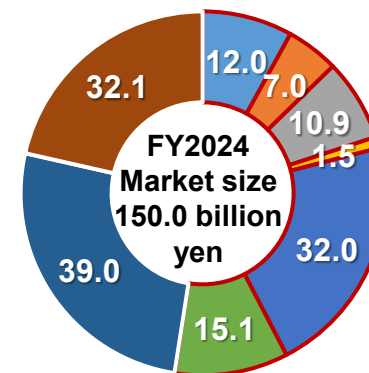
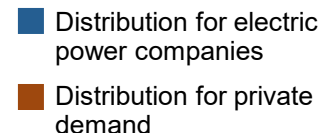
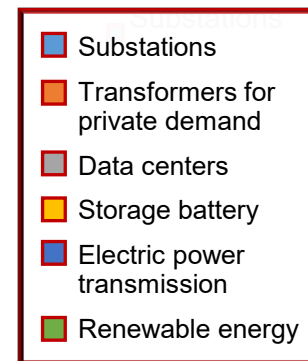
Target markets of the electric power infrastructure business



Trend in expected market size

* SWCC estimate

Total domestic demand



Strategy I

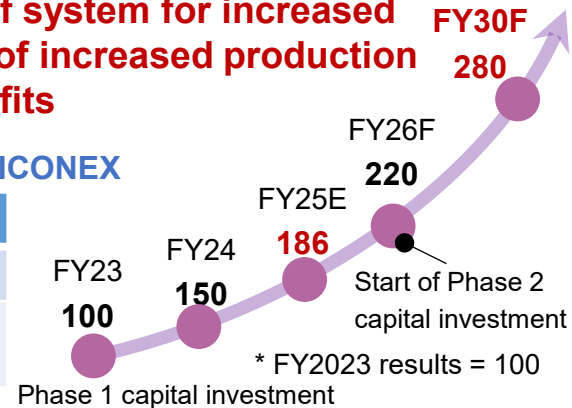
Establishing de facto standards in the domestic transformer market

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 66–54 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

New business

Smart Stream Business Offering Digital Solutions in the Power Infrastructure Business

Strategy III Proposing solutions to the issues facing electric power companies

Development of a solution business

Providing solutions offering safety and peace of mind (technical skills transfer, improved efficiency, elimination of occupational accidents)

Offering solutions to social issues on an integrated platform featuring various applications

Solutions to common issues

Common issues

Increased efficiency



Safety



Transfer of technical skills

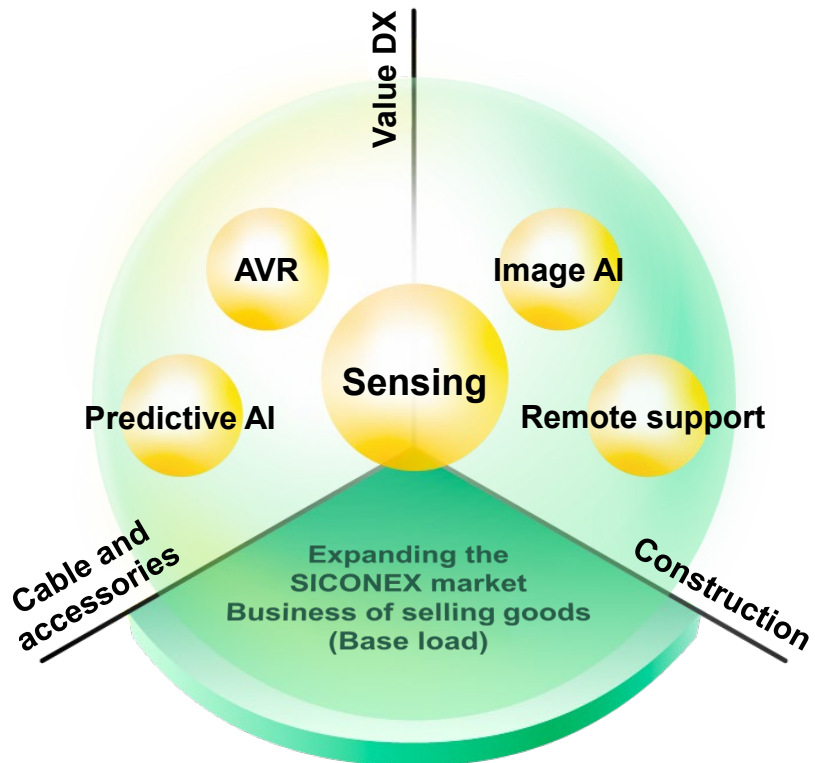


Provision

Power Infrastructure market

Provision

Expansion of solutions business into other infrastructure markets



Integrated platform



Remote support solutions

SICO REMO

Construction work and materials management system

AI for disaster prediction



Health management support



Anomaly detection based on image analysis



Anomaly detection and equipment maintenance

Feature for purchasing electrical materials



Addition of features

Market Forecast FY2026-FY2030

Opportunities

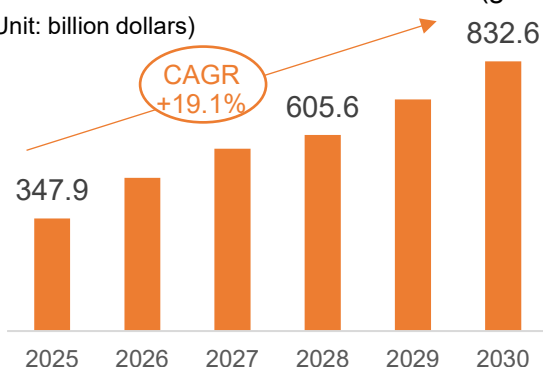
Continued expansion in the construction of hyperscale data centers due to big data and continued growth in telecom traffic, a shift of the market away from Europe and the US toward APAC

Risk

Commoditization due to growth of the IBR cable market, falling demand for super-multi-core cable due to low-price WDM solutions

Outlook for data center server market (global)

(Unit: billion dollars)

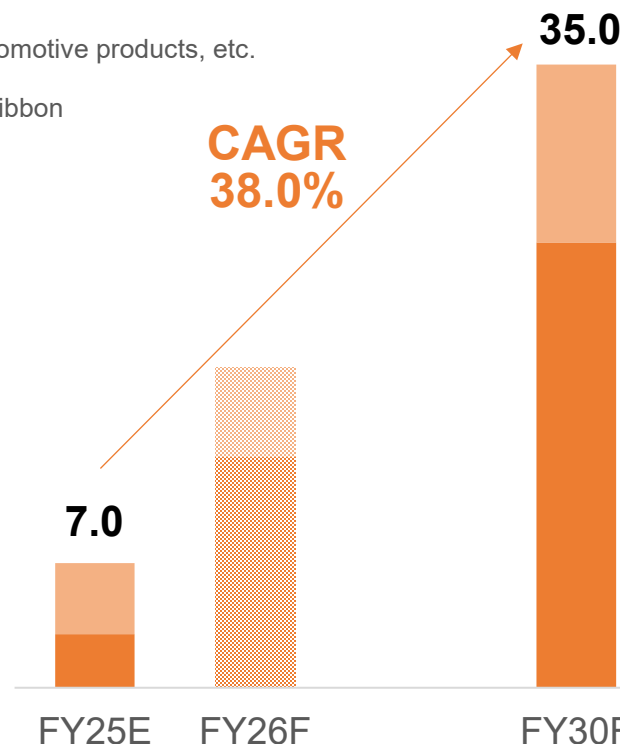


Source: Prepared by SWCC based on server-related data in forecasts for data center-related products market (worldwide) in "Trends Survey of Focused Areas 2025" published in December 2025 by Japan Electronics and Information Technology Industries Association [JEITA]

Note: Servers means general-purpose servers and AI servers with GPU acceleration

Net sales target under Medium-term Management Plan (billion yen)

Automotive products, etc.
e-Ribbon



Capital investment plan

FY26F-30F
Total investment:
3.0 billion yen

(Reference)
FY22-25E
Total 0.6 billion yen

Basic Strategy

Strategy I. Global expansion of the e-Ribbon business

Strategy II. Increasing sales of e-Ribbon cable and applied products

Expected price of copper (yen/kg)

1,700

ROIC 10%

30%

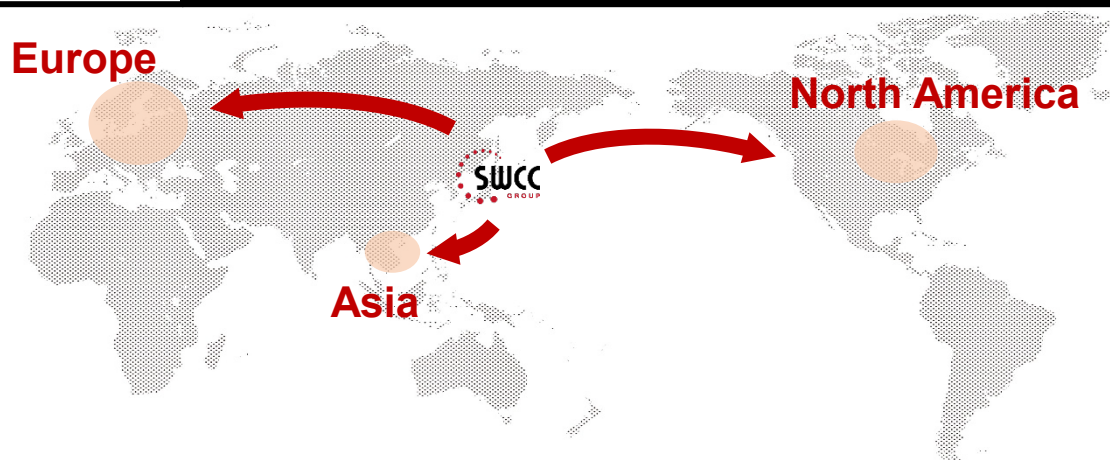
Growth businesses

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

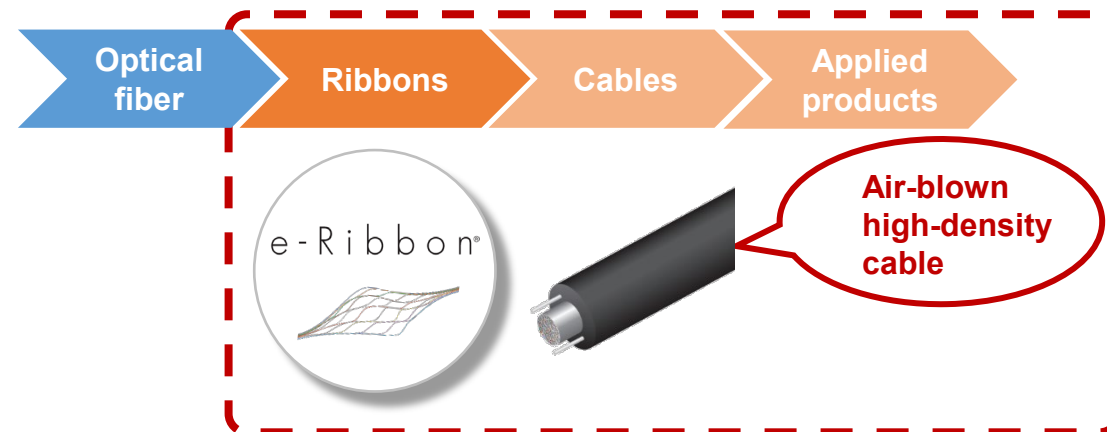


- ✓ **Conclusion of long-term contracts with global manufacturers** (Stable supply of optical fiber through partners)
- ✓ **Investment to increase production in Japan and overseas 2.0 billion yen** (Around 7-fold increase in production capacity from FY2025)

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

Market Forecast FY2026-FY2030

Opportunities

Expansion in semiconductor demand for AI-related applications, expansion of Chinese semiconductor market, shift towards miniaturized chiplet architectures with the development of high-performance, multifunctional semiconductors

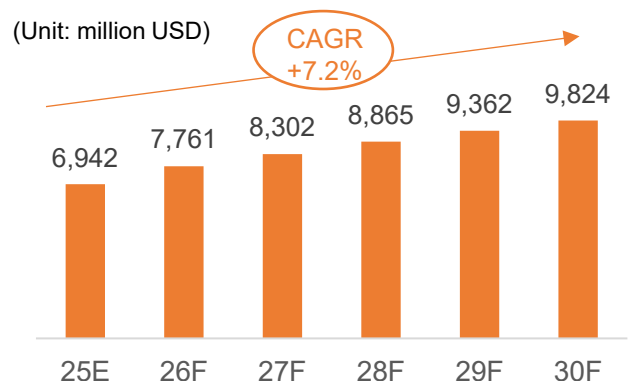
Risk

Substitution with other methods (Si-MEMS), intensification of cost competition, excessive capital investment

Basic Strategy

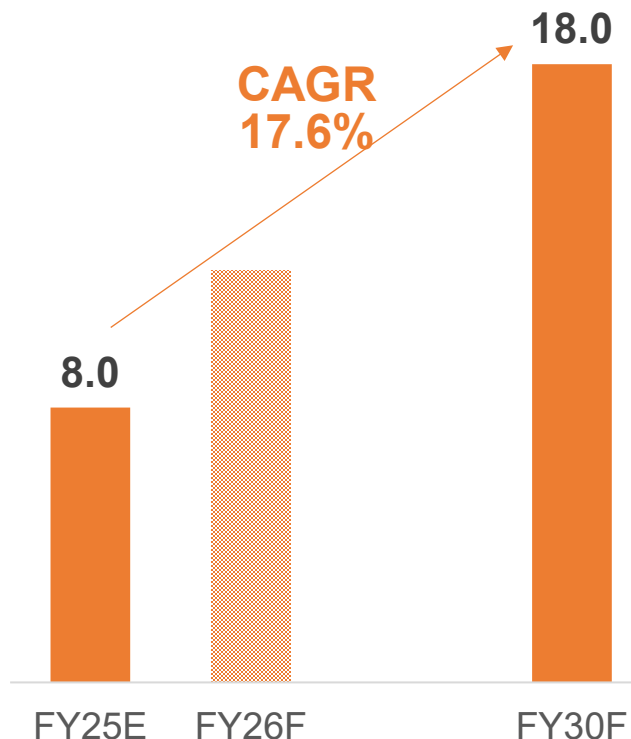
- Strategy I.** Comprehensive development utilizing combinations of raw unique materials and processing technologies
- Strategy II.** Promoting the sales of the Group's products related to inspection equipment
- Strategy III.** Expanding business areas in the semiconductor inspection equipment market

Sales forecast for semiconductor inspection equipment (worldwide)
(Unit: million USD)



Source:
Produced by SWCC based on Global Semiconductor Inspection Equipment Sales and Growth Rates 2020-2031 in the "Semiconductor Inspection Equipment Market Report Global Market Shares and Rankings" (2025-2031 Market Outlook).

Net sales target under Medium-term Management Plan (billion yen)



Expected price of copper (yen/kg)

1,700

ROIC

15%

35%

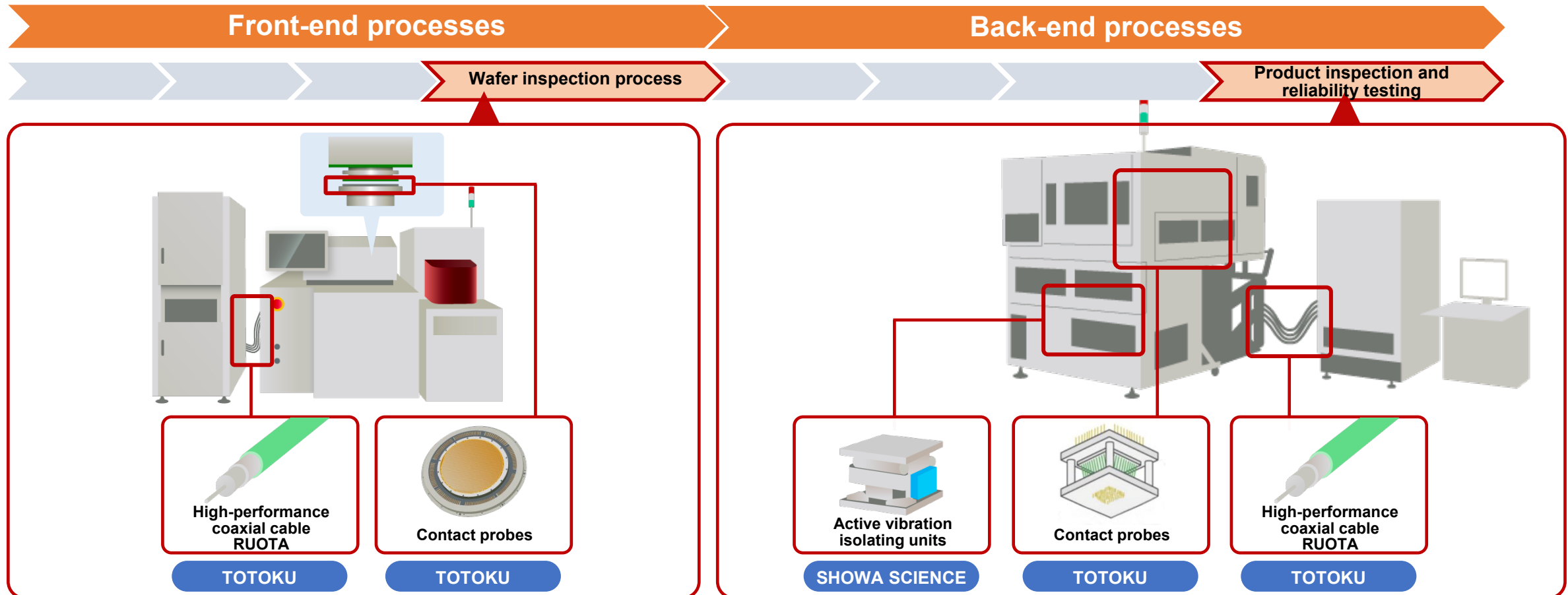
Capital investment plan

FY26F-30F
Total investment:
2.5 billion yen

(Reference)
FY22-25E
Total 0.4 billion yen

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.**



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**

Cash cow business

Business Plan of Construction Cables (Energy and Communication) Business

Market Forecast FY2026-FY2030

Opportunities

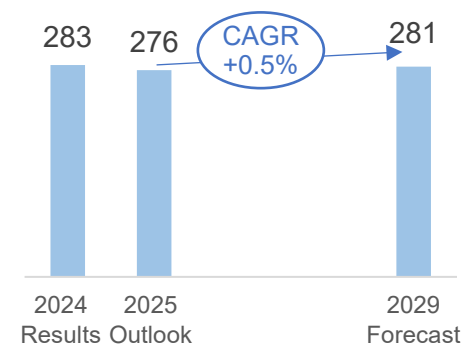
- Total demand will remain mostly unchanged in the medium term.
- Reassessment of value of electric wires and cables in the construction and electrical equipment markets

Risk

Suspension and postponement of construction projects and falling distribution efficiency due to labor shortages

Medium-term outlook for electric wire and cable demand (Japan)

(Units: 1,000 t)

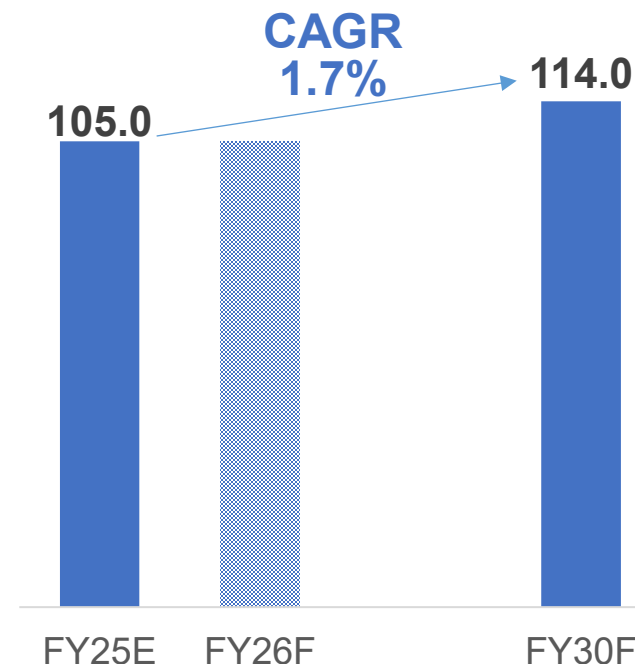


Source: Prepared by SWCC based on Medium-Term Electric Wire and Cable Demand Forecast (Shipment Basis) in "FY2025 Electric Wire and Cable Forecast Revision Summary" published by The Japanese Electric Wire & Cable Makers' Association in September 2025

Basic Strategy

Improving ability to generate cash by increasing efficiency of Group assets

Net sales target under Medium-term Management Plan (billion yen)



Expected price of copper (yen/kg)

1,700

ROIC

20%

24%

CCC

72 days

62 days

Number of days for inventory turnover

49 days

35 days

Capital investment plan

FY26F-30F
Total investment:
6.5 billion yen

(Reference)
FY22-25E
Total 4.9 billion yen

Pursue **higher efficiency, labor-savings and increased supply capacity** in construction-related business, which is positioned as a growth market, through **DX-driven structural reforms**, and **strive for business model capable of generating stable CF**.

Roadmap to vision

FY2025	Termination of the joint venture agreement (Acceleration of management decisions through conversion of SFCC into wholly owned subsidiary)
Productivity enhancement	Strengthening of integrated manufacturing system (Integration of Group's electricity and communication businesses)
Improvement of business efficiency	Use of DX technologies (Improvement of production efficiency)
Strengthening of delivery capabilities	Optimized delivery systems
Strengthen selling ability	Improvement of CF in construction sales business

FY2026-
FY2030

Increasing resilience of SWCC Group's construction sales business

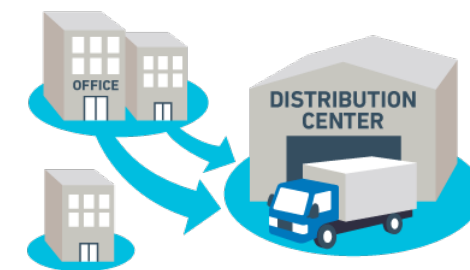
Measures to improve ability to generate stable CF

I. Reduce inventory assets and shorten lead times through logistics reforms

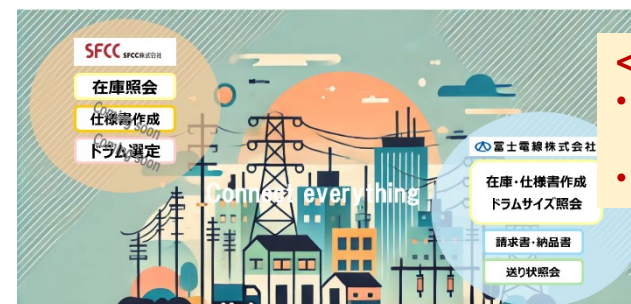
Reorganization of Group sites and distribution centers

Labor-saving and efficiency improvement at distribution centers

Inventory reduction



II. Improvement of customer convenience through EC site



<Effects>

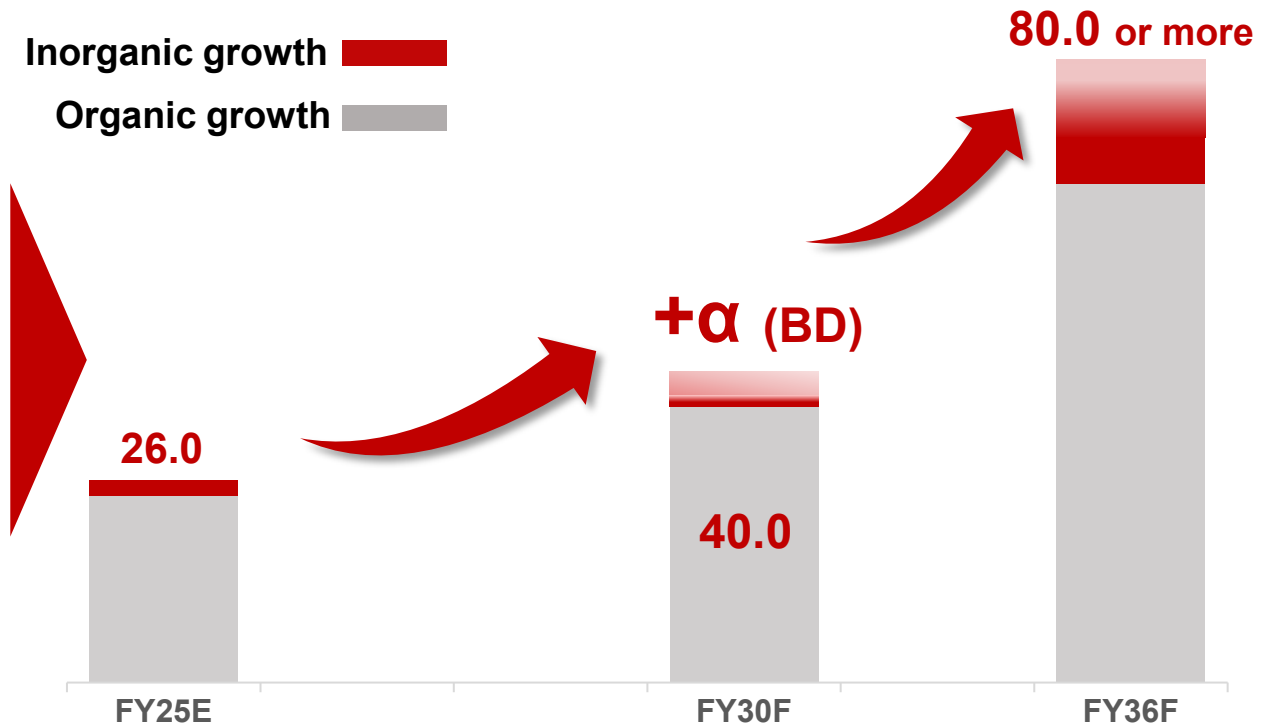
- Increased sales through the creation of opportunities
- Reduction in inquiry times

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 3 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.**

Projected growth in operating income (billion yen)



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

Results of inorganic
growth measures

Acquisition of TOTOKU
in March 2025

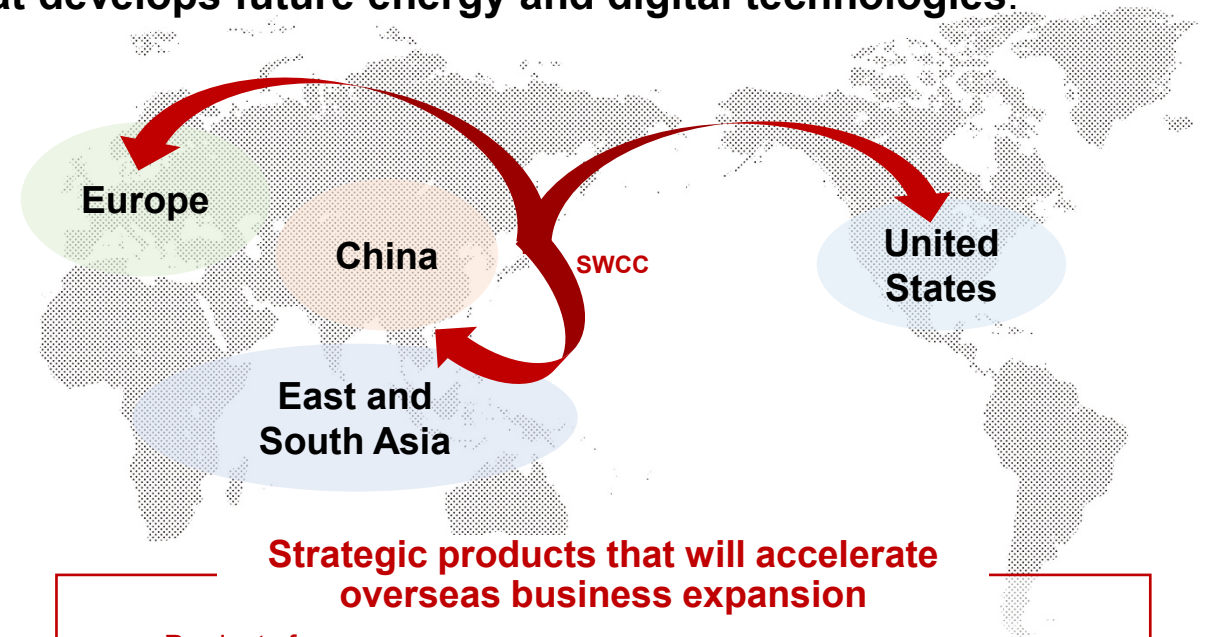
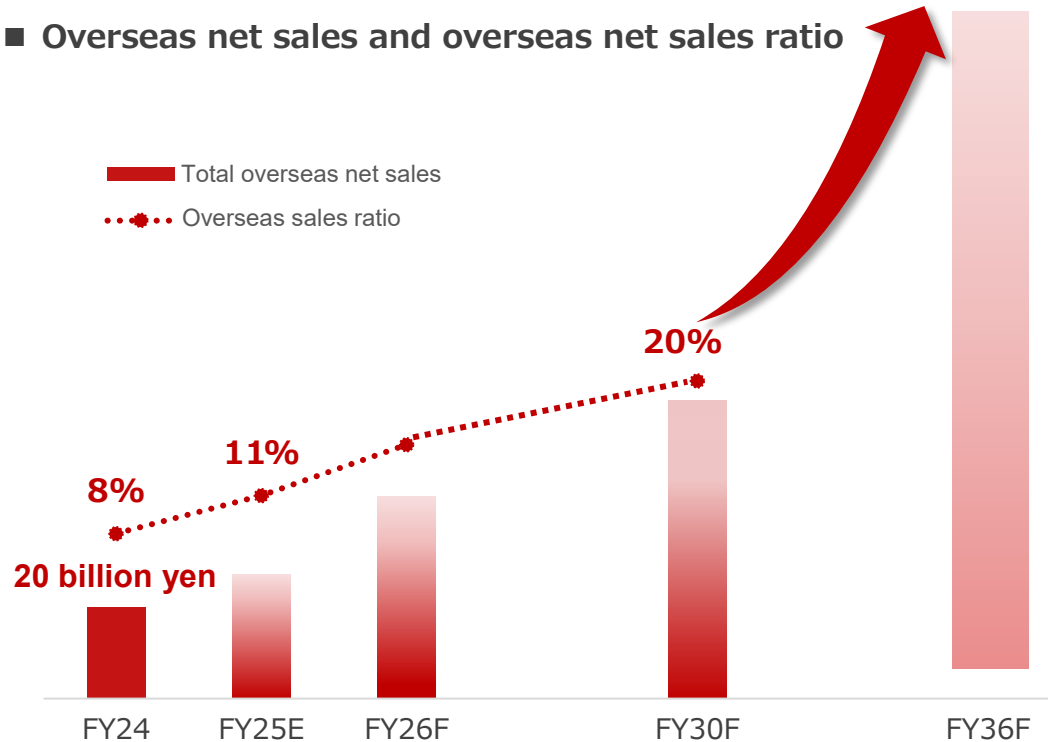
Synergies: Projected cumulative total operating profit over
Medium-term Management Plan of 5.0 billion yen

BD strategy Overseas business expansion

The SWCC Group will leverage **various strategic products** to accelerate overseas expansion. Exploring new business market overseas, we will aim for **an overseas sales ratio of 20% by FY2030 and further increase by FY2036**, and **strive to be a global solutions company that develops future energy and digital technologies**.

The SWCC Group aims to become a global solutions company by FY2036

■ Overseas net sales and overseas net sales ratio

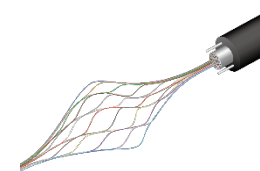


Strategic products that will accelerate overseas business expansion

Products for semiconductor inspection equipment-related applications



e-Ribbon ribbon-shaped optical fiber cores

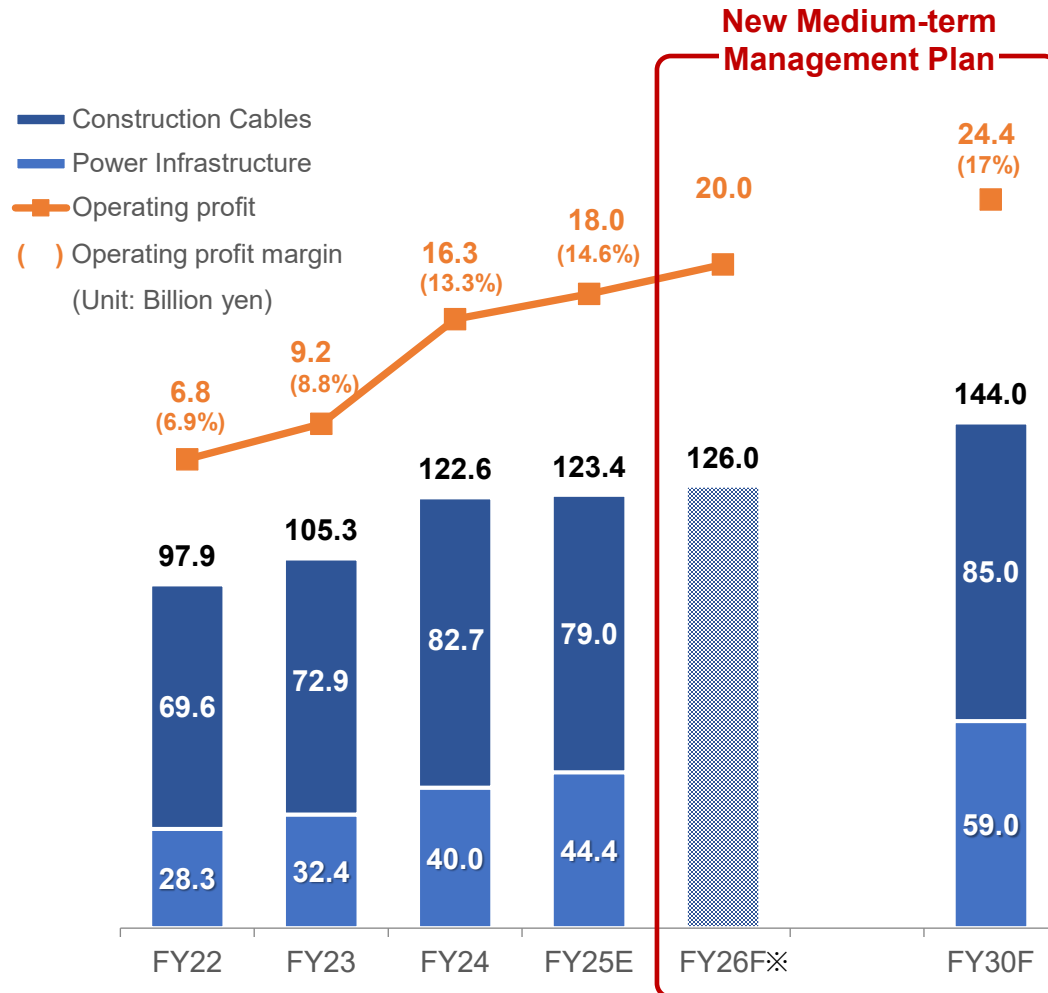


SICONEX connectors for high-voltage power cables

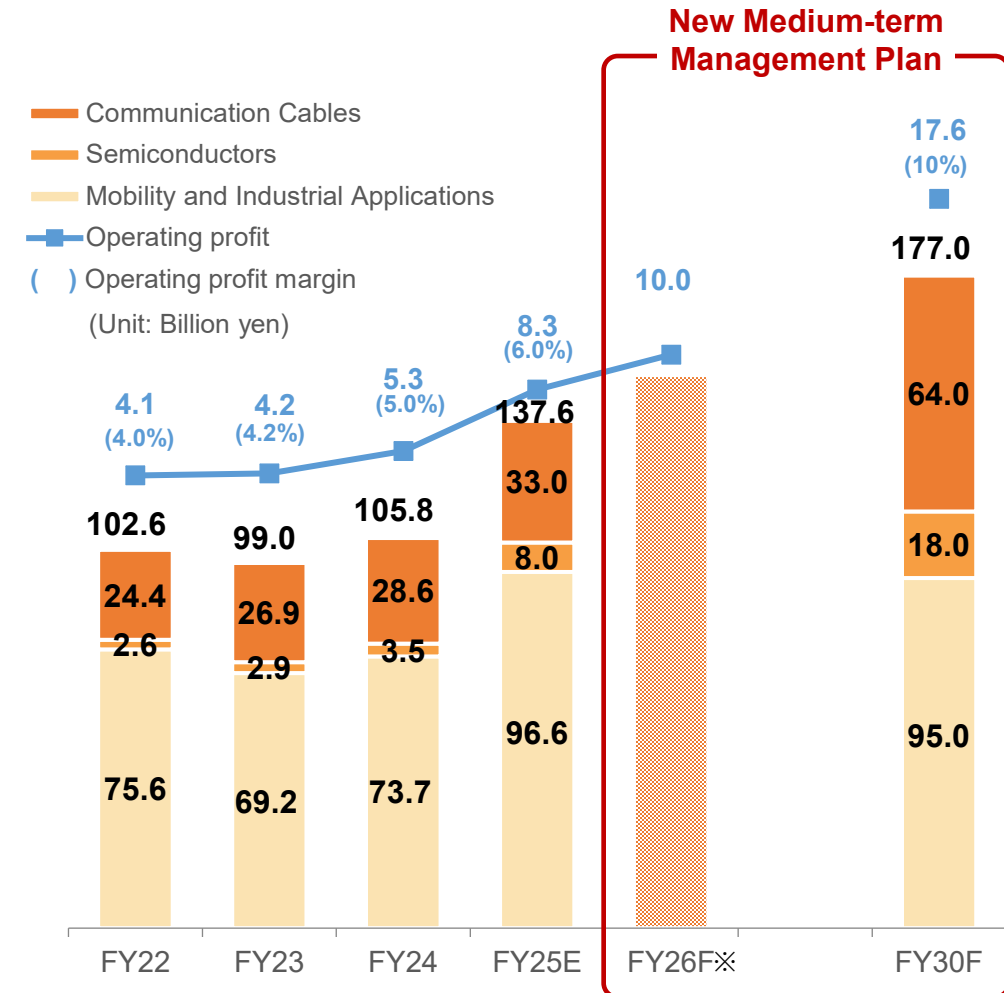


Business Results and Plan by Subsegment

Energy and Infrastructure Business



Communication and Components Business

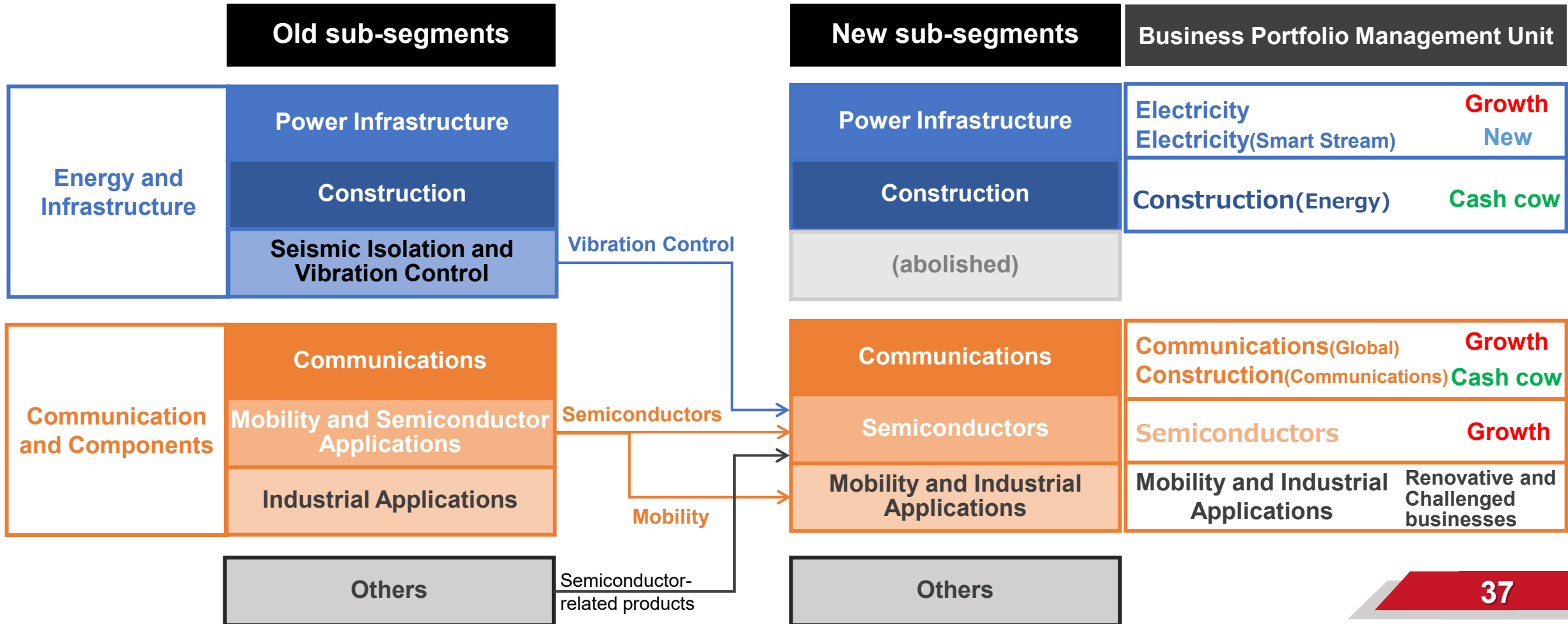


※ For fiscal year 2026, disclosure is scheduled to be made based on copper market conditions and other factors at the time of the fiscal year 2025 final settlement announcement.

Segment (Subsegment) Reclassification

Comparison of New and Old Subsegments

As a result of a review of the business portfolio, we reclassified the subsegments classified as growth, Cash cow and Renovative and Challenged businesses. We abolished the Seismic Isolation and others subsegment as a result of withdrawal from the Seismic Isolation business. We integrated the Vibration Control and Semiconductor-related products subsegments and made semiconductors into a separate subsegment classified as a Growth business. We integrated the Mobility subsegment with the Industrial Applications subsegment as part of Renovative and Challenged businesses.

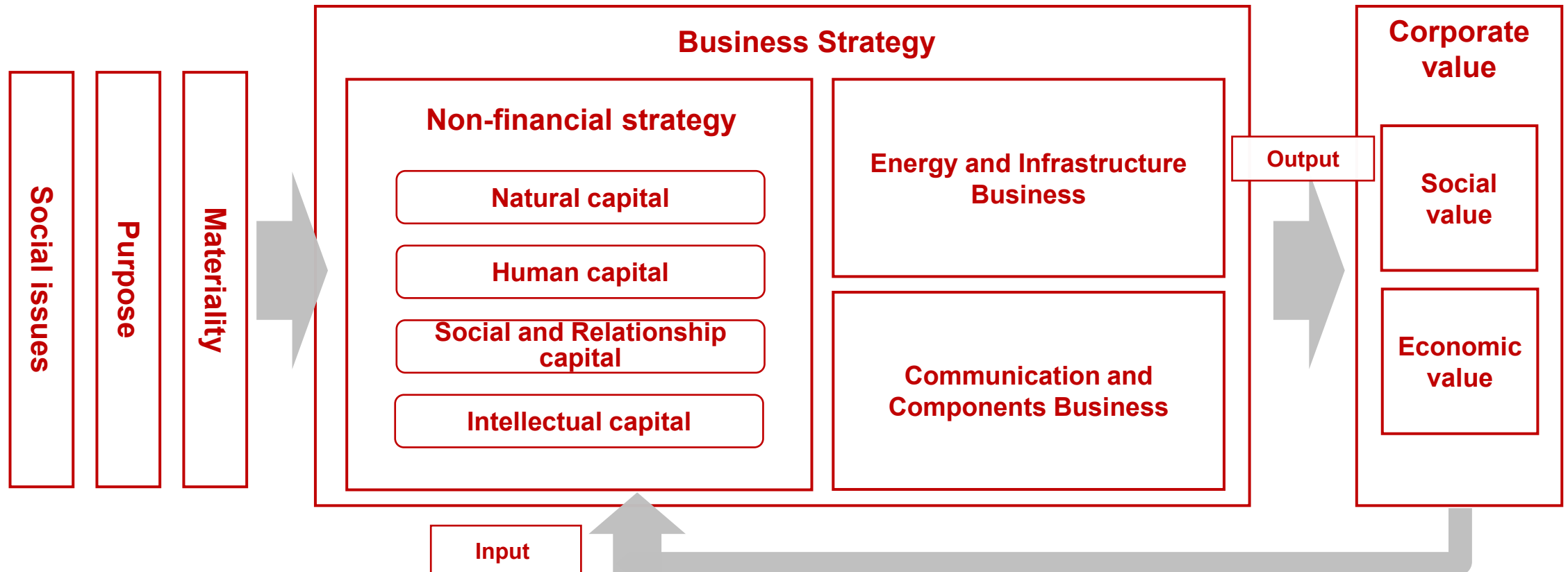


Chapter 5 Sustainability

Policy to Encourage Sustainability

Non-financial strategies that focus on environmental, social and governance (ESG) practices will establish a strong foundation for enhancing the quality of invested capital and maximizing the results of business strategies.

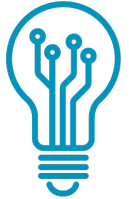
Establishing new norms to drive business growth while enhancing social value sustainably



Primary KGIs for 2030 Organized by Material Issue Type

Material issues of the SWCC Group

Social Issues to be Tackled by SWCC with High Priority



Our future

Creating new value that contributes to a sustainable society through unique products and services

Target KGI

- Developing technologies that differentiate us from our competitors



Our earth

Reducing greenhouse gas emissions and recycling resources to contribute to the establishment of a decarbonized society

Target KGI

- Greenhouse gas emissions Scope 1 + 2 + 3
- Waste intensity
- Water usage intensity



Our partnership

Building strong relationships with the local community and business partners so that we grow together

Target KGI

- Social contribution activities
- Sustainable procurement
- Respect for human rights and a highly effective risk management system



Our people

Fostering a corporate culture that embraces change, challenges, and growth and creating an organization that enhances individual productivity and competitiveness

Target KGI

- Labor productivity
- Engagement score
- DE&I
- Safe working environment



Our governance

Continuing to conduct sound and transparent business activities, thereby enhancing our credibility and reputation as a company

Target KGI

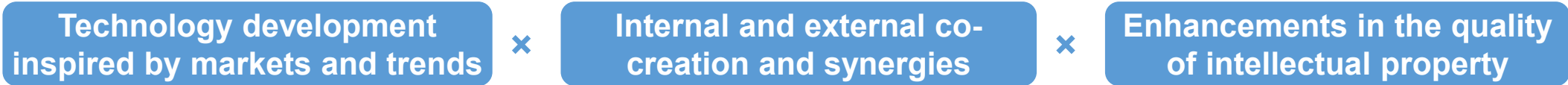
- Enhancing quality satisfaction
- Cost of shareholders' equity

Strengthening Research and Development



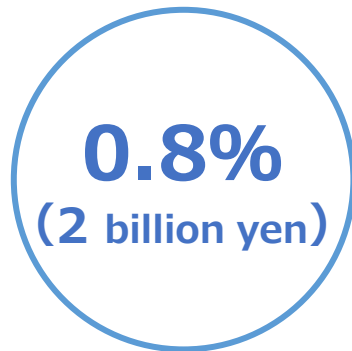
Our **future**

To develop future energy and digital technologies
We aim to achieve a sustainable competitive advantage and develop Renovative solutions

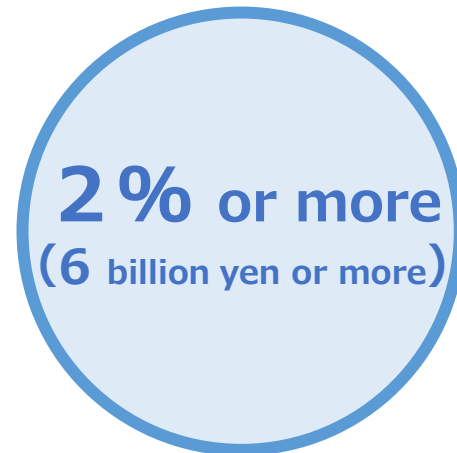


R&D-to-Sales Ratio

FY24



FY30



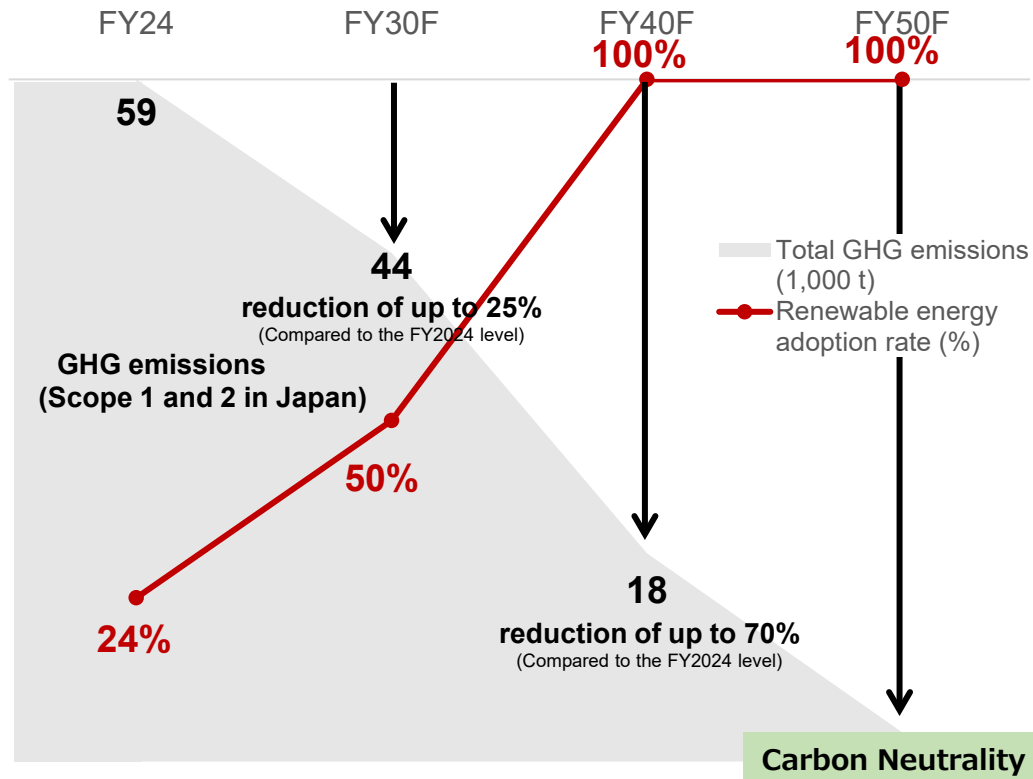
Contributions to the growth of business areas Reviewing the roadmap for growth markets and encouraging the advancement of technology development	Exploring and cultivating new areas Developing future scenarios based on megatrends and encouraging technological development
Enhancing base technologies Strengthening three key fundamental technologies	Enhancing intellectual property Enhancing the impact of intellectual property ROIC on business profits

Initiative for the Realization of a Decarbonized Society



We have **developed the 8th Voluntary Environmental Action Plan, which is more proactive** than the 7th, by incorporating the achievements of targets during FY2024.

Trends in total GHG emissions and targets for Scope 1 and 2 emissions



The 8th Voluntary Plan FY2026-2030

Purpose	Item	FY2024 Result	FY2030 target (vs. FY2024)
Mitigating global warming	Reduction of total GHG emissions	Scopes 1 and 2: A 50% decrease compared to FY2013	Scopes 1 and 2: 25% reduction Scope 3: 15% reduction
		Renewable energy adoption rate 24%	Achieving a renewable energy adoption rate of 50% or higher within the company
Building a recycling-oriented society	Reduction of waste emissions	A 21% decrease compared to FY2018	10% reduction
	Promotion of resources recycling	A 92% decrease compared to FY2018	Monitoring and publishing recycling rates
	Reducing plastic usage	Implemented improvements, such as encouraging the 3Rs (reducing, reusing, and recycling) of covering and packaging materials	Continuing to reduce plastic usage
Effective utilization of water resources	Reduction of water consumption	A 35% decrease compared to FY2018	10% reduction

Human Resources Strategy Story



Our people

We will implement our human resources strategy, which is integrated with our management strategy. These strategies will facilitate our transition into a global solutions company. **This approach will help us achieve our medium-term management plan goals and what we want to be by 2036.**

Three Pillars of Our Human Resources Strategy

Endless reforms

Taking on new challenges

Sustainable growth

Issue

Renewing the organizational culture

Creating mechanisms to invest in human capital

Improving the structure of the Group's human resources operations

KGI/KPI

Achieving Our Vision for FY2030

Improvement of labor productivity
(KGI: Operating profit per employee)
5.3 million yen in FY2025 to 8.0 million yen in FY2030

Improving engagement
(KGI: Engagement score)
50 in FY2025 to 55 in FY2030
* Overseas personnel are included.

Integrating diversity, equity, and inclusion (DE&I) into the organizational culture
(KPI: Percentage of women among section managers)
4.6% in FY2024 to 8.0% in FY2030

Outcome

Realizing innovation

New business model

Accelerating global implementation

SWCC VISION 2036

To become a global solutions company that develops future energy and digital technologies

Our Digital Transformation (DX) Strategies to Address Management Issues

Vision

Promoting Labor Saving through Productivity Improvement
Transforming into a Solution-Oriented Company

SWCC Group's DX Strategy Solving Management Challenges through DX



Enhancement of the Executive System



Our governance

A new executive system to promptly implement sustainable reforms for growth

Tetsuo Komata
Representative Director
Executive President (CEO)
Implementing ROIC-Oriented Management 2.0 practices to enter a new phase of growth

Yukio Kawase
Senior Managing Executive Officer
Chief Business Officer
Head of Business Segments
In charge of Production sites
and Logistics Reform
Maximizing business profits

Toshiharu Kamijo
Senior Managing Executive Officer
CFO (Chief Financial Officer)
Head of Corporate Functions
In charge of Supervising Group Companies,
Human Resources, Legal Affairs and Risk
Management
**Enhancing financial strategies and
corporate operations**

Kazuhiko Inoue
Managing Executive Officer
**Chief of the Communication and
Components Business Segment** and
President and Representative Director
of FUJI ELECTRIC CABLE CO., LTD.
**Leading in fostering growth in
the communications and
semiconductor businesses**

Shiro Moriguchi
Executive Officer
**Chief of the Energy and
Infrastructure Business Segment** and
President and Representative Director
of SFCC Corporation
**Enhancing the Energy and
Infrastructure Business**

Shigeru Toyama
Executive Officer
Assistant Chief of the Energy and
Infrastructure Business Segment
In charge of the Electricity Business
**Strengthening the electric
Power Infrastructure business**

Nobuyuki Sema
Executive Officer
**In charge of the Smart
Stream Business**
**Promoting the solution
business**

Yuichi Morishita
Executive Officer
CTO (Chief Technology Officer)
In charge of Technology Planning
and Intellectual Property Strategy
**Enhancing strategies for
technology development**

Noriyuki Shiga
Executive Officer
**In charge of Sustainability,
Quality, and Health and Safety**
**Contributions to a
sustainable society**

Daigo Baba
Executive Officer
**In charge of Sales Coordination
and Sales Strategy**
**Enhancing the Group's
sales system**

Yoichi Kitagawa
Executive Officer
**In charge of Business Strategy
and Material Procurement**
**Promoting competitive
business strategies**

Masaki Matsui
Executive Officer
**In charge of Accounting, General
Affairs and Shared Services**
**Promotion of ROIC
management 2.0**

Shen Hengwei
Executive Officer
CDO (Chief Digital Officer)
In charge of Cybersecurity
Acceleration of DX Management

Isofumi Fukumoto
Executive Officer
**In charge of Management Strategy,
Business Development Strategy and
IR and Public Relations Strategy**
**Accelerating corporate value
enhancement**

Takashi Yamamura
Executive Officer
In charge of the TOTOKU's business and
President and Representative Director of
TOTOKU INC.
**Expanding the TOTOKU
business**



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.