



Innovating new ideas today. Becoming the norms of tomorrow.

Financial Results for the Fiscal Year Ended March 31,
Medium-term Management Plan "Change & Growth SWCC 2026" Rolling Plan 2024
Presentation Materials

June 3, 2024

SWCC Corporation

TSE PRIME: 5805

Today's Agenda and Speakers

1. Financial Summary, FY2024 Forecast

2. Medium-Term Rolling Plan 2024

3. Capital and Human Capital Strategies



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Executive President and
Representative Director (CEO)



Tetsuo Komata
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Managing Executive Officer

1 . Summary of FY2023 Financial Results and FY2024 Full-Year Earnings Forecast

FY2023 Consolidated Statements of Income

Sales and profits increased YoY. Profits exceeded the revised plan, with **both operating income and ordinary income reaching record highs**. Plan to **increase year-end dividends**.

(Unit: 100 million yen)	FY2022 Actual	FY2023 Actual	YoY (%)
Net Sales	2,091	2,139	2.3
Operating Income	105	Record High 128	22.4
Operating Income Margin (%)	5.0	6.0	+1.0pt
Ordinary Income	104	Record High 122	17.5
Net income attributable to owners of parent	94	88	▲6.1
Dividend per share (Yen)	60	¥5 increase from 3Q results announcement 90	30
ROE (%)	15.0	12.3	▲2.7pt
ROIC (%)	7.1	8.3	+1.2pt

FY2023 Results by Segment

Despite the impact of sluggish demand for industrial machinery and the economic downturn in China/Vietnam, company-wide profits reached record highs due to the strong Energy and Infrastructure Business with its firm sales from construction and electric power-related projects.

(Unit: 100 million yen)

		FY2022 Actual	FY2023 Actual	YoY (%)	FY2023 ROIC (%)
Energy and Infrastructure Business	Net Sales	1,133	1,232	8.7	12.3
	Operating Income	77	107	39.6	
	Operating income margin (%)	6.8	8.7	+1.9pt	
Electronic Equipment and Components Business	Net Sales	581	553	▲4.9	6.4
	Operating Income	17	16	▲3.7	
	Operating income margin (%)	2.9	2.9	+0.0pt	
Communication and Industrial Devices Business	Net Sales	333	307	▲7.6	4.4
	Operating Income	18	14	▲22.1	
	Operating income margin (%)	5.3	4.5	▲0.8pt	

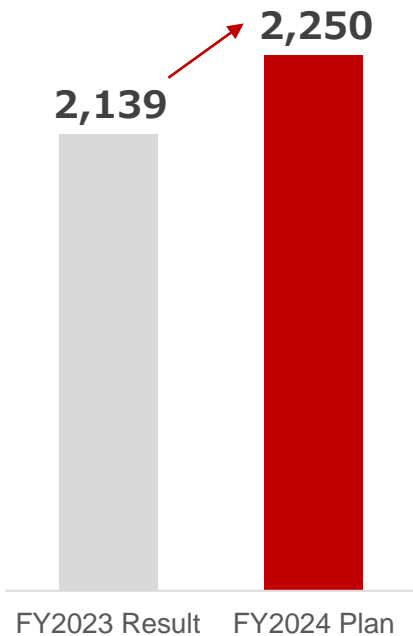
FY2024 Full-year Business Plan

Sales and profits are forecasted to increase due to sales growth resulting from investments to increase production of SICONEX[®] and a recovery in demand for high-performance products for EV.
Plan to **increase the dividend by 20 yen** from the previous fiscal year to **110 yen for the full year**.

Net Sales

(100 million yen)

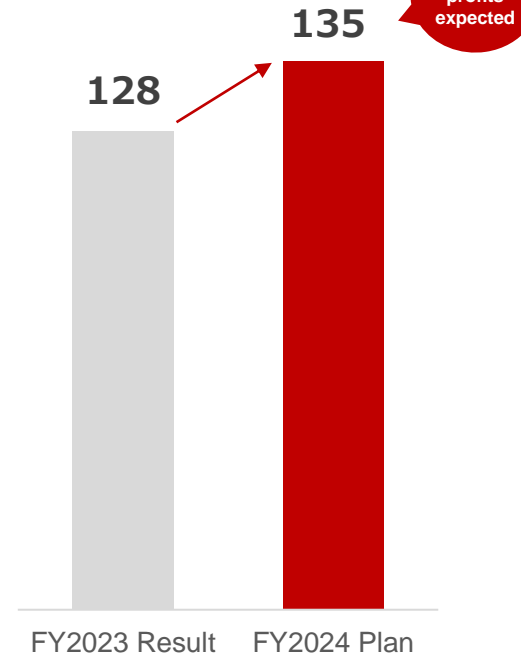
Up 5.2%



Operating Income

(100 million yen)

Up 5.3%



Ordinary Income

Record profits expected

13.0 billion yen (YoY: 6.4% increase)

Net income attributable to owners of parent

9.0 billion yen (YoY: 1.8% increase)

ROIC

8.7% (YoY: +0.4pt)

Dividend/Payout ratio

110 yen/36.1% (YoY: 20 yen increase)

Interim: 50 yen, Year-end: 60 yen
Total: 110 yen

FY2024 Plan by Segment

Energy and Infrastructure Business

- Construction
- Electric power infrastructure
- Seismic isolation/ Others
- Operating income () Operating income ratio

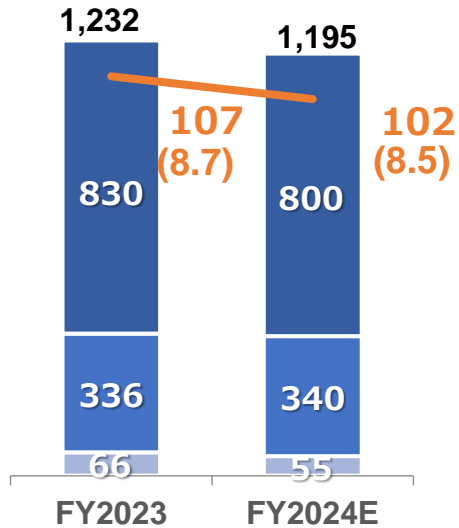
Electronic Equipment and Components Business

- High-performance products oxygen free copper
- Other high-performance products
- General-purpose products
- Operating income () Operating income ratio

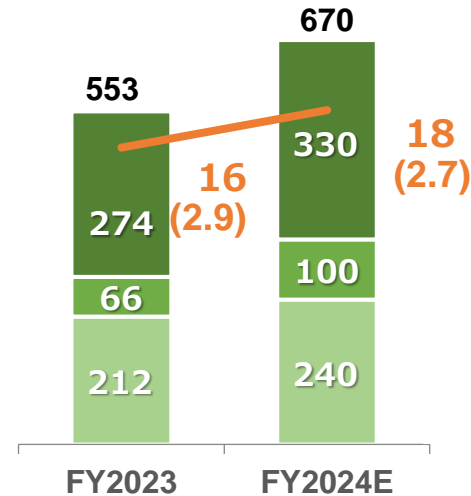
Communication and Industrial Devices Business

- Communication cable
- Wire harness
- Precision devices
- Operating income () Operating income ratio

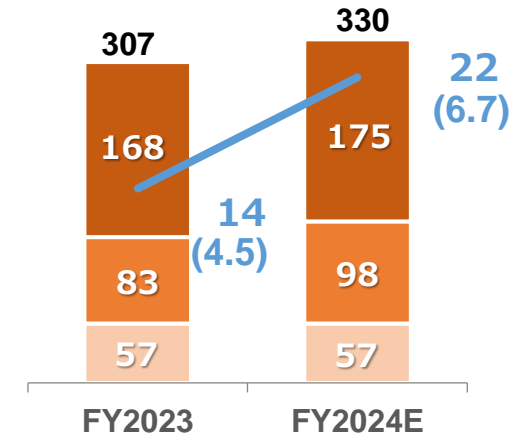
(Unit: 100 million yen, %)



(Unit: 100 million yen, %)



(Unit: 100 million yen, %)



Copper price impact : -

Positive factor

- Contribution to sales from investment in increased production of SICONEX®.

Negative factor

- Demand adjustment in construction and other sectors.

Copper price impact : Net sales up 2.8 billion yen

Positive factor

- Recovering demand for high-performance products for EV
- Strong demand for products for heavy electrical equipment

Negative factor

- Sluggish demand for products for industrial machinery

Copper price impact : -

Positive factor

- Growing demand for high-speed communication cables for automotive applications
- Elimination of one-time losses in the communications cable business

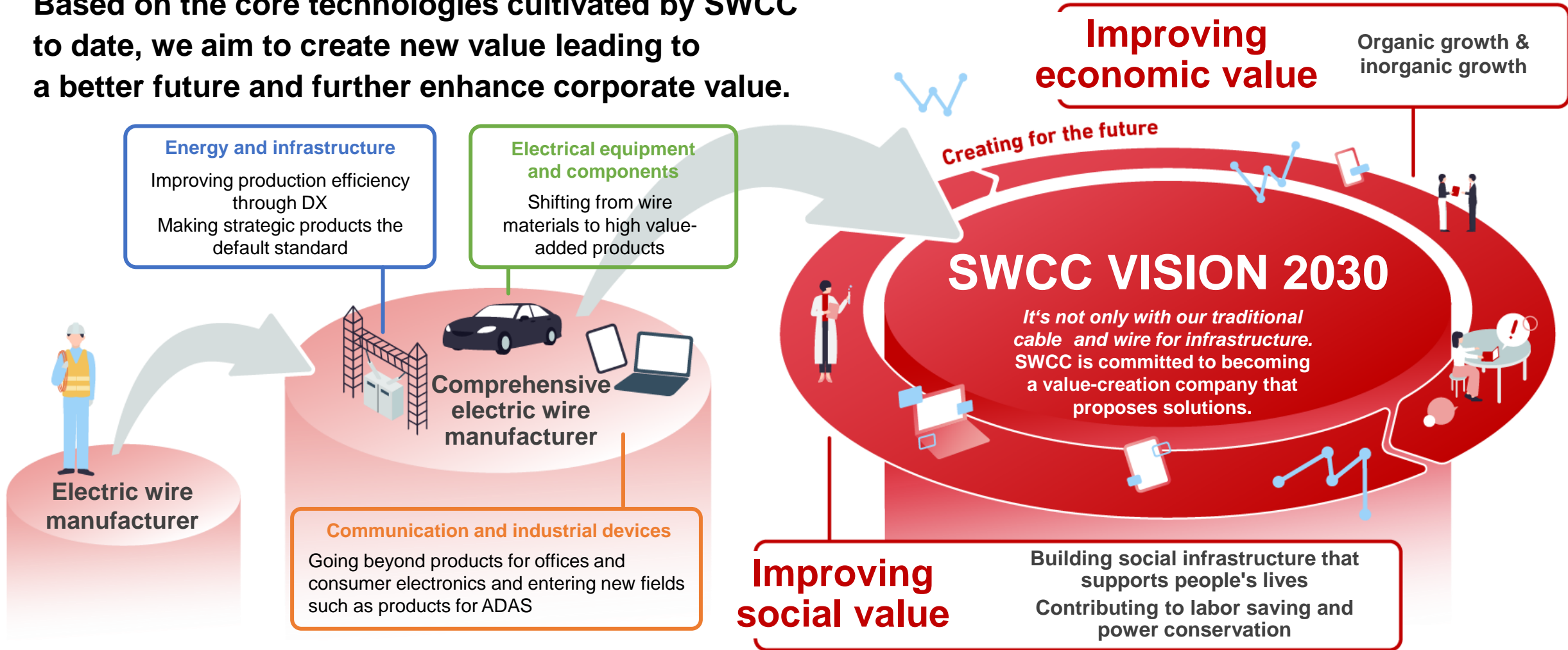
Negative factor

- -

2 . Medium-term Management Plan “Change & Growth SWCC 2026” Rolling Plan 2024

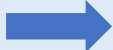











SWCC VISION 2030: What We Want to Be by 2030

Based on the core technologies cultivated by SWCC to date, we aim to create new value leading to a better future and further enhance corporate value.



1) Medium-Term Plan Rolling Targets and Business Strategies

Changing Perception of the Business Environment

Segment		Expected Trends When the Medium-term Management Plan Was Announced (as of November 2021)		Rolling Plan 2024 Forecast (FY2024 to FY2026)	
Energy and infrastructure	Construction		<ul style="list-style-type: none"> Slight decrease in the medium- to long-term despite redevelopment activities in the Tokyo metropolitan area and expected demand ahead of the Osaka Expo 		<ul style="list-style-type: none"> Increased demand due to redevelopment activities in the Tokyo metropolitan area Higher demand for new factory construction and the Osaka Expo Lengthened construction schedules due to labor shortages
	Electricity		<ul style="list-style-type: none"> Expansion of demand for offshore wind, etc. Expanded demand to upgrade aging equipment 		<ul style="list-style-type: none"> Expanded demand to upgrade aging equipment Growth in demand to expand power transmission and distribution networks Withdrawal of competitors Expansion of demand for offshore wind, etc. Growth in demand for large-scale data centers
Electrical equipment and components	Automotive		<ul style="list-style-type: none"> Growing demand in products for BEV 		<ul style="list-style-type: none"> Despite a market recovery, demand for BEV slowed while recovery of demand for HEV expanded Widespread adoption of CASE Growth in demand for motors
Communication and industrial devices	Communications		<ul style="list-style-type: none"> Increase in telecommunications equipment and traffic 		<ul style="list-style-type: none"> Increase in telecommunications equipment and traffic Expansion of overseas telecom and datacom markets Growth of the ADAS market
	Home appliances		<ul style="list-style-type: none"> Global market expansion 		<ul style="list-style-type: none"> Slight demand uptick in Japan Slowing market expansion in China and Southeast Asia Greater demand for high-end home appliances
	Office equipment		<ul style="list-style-type: none"> Diversification of commercial printing demand 		<ul style="list-style-type: none"> Recovery of demand from the drop in COVID-19-related special demand Diversification of commercial printing demand

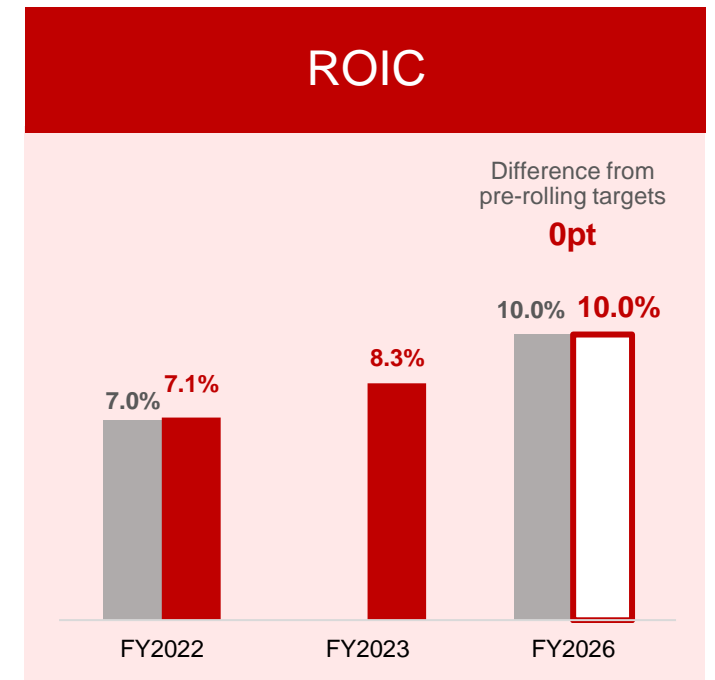
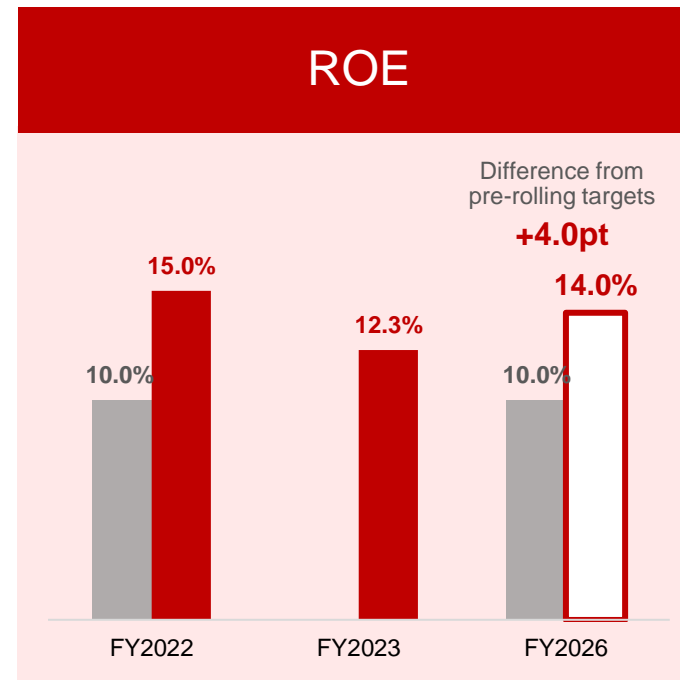
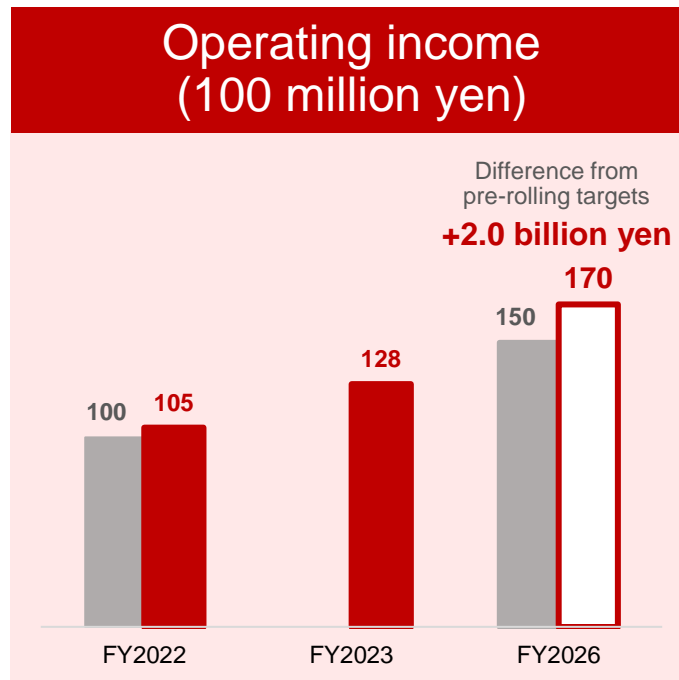
Rolling Plan 2024: Target Financial Figures

The new target figures represent upward revisions due to organic growth. We will aim to further expand the upside through inorganic growth.

		Before Rolling Plan		After Rolling Plan
		FY2023 (Results)	FY2026 (Targets)	FY2026 (Targets)
Profitability	Operating income	12.8 billion yen	15.0 billion yen	17.0 billion yen
Capital efficiency	ROE	12.3%	10% or more	14% or more
	ROIC	8.3%	10% or more	10% or more
Shareholder returns	Dividends (dividend payout ratio/DOE)	90 yen (30%/3.7%)	120 yen or more (35%/not set)	150 yen or more (35% or higher/4% or higher)
Stability	D/E ratio	40%	50% or less	30–50%
	Net assets	77.1 billion yen	85.0 billion yen or more	93.0 billion yen

Medium-term Management Plan: Progress on KPIs and Key Points of the Rolling Plan

■ Pre-rolling target
■ Results + Rolling plan targets



Achievements

Progress outpaced the targets set before the rolling plan thanks to strongly performing businesses and the effects of improved earnings.

In addition to improving the profitability of capital through the promotion of ROIC-oriented management, ROE prog in part due to the disposal of non-operating assets as part of structural reforms.

By promoting business-specific ROIC, we enhanced capital efficiency companywide, leading to steady improvements to ROIC.

Rolling

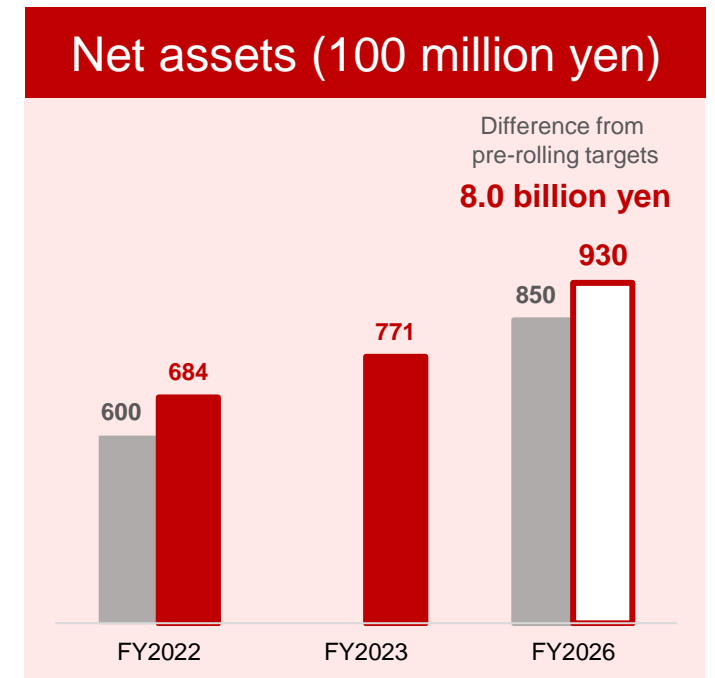
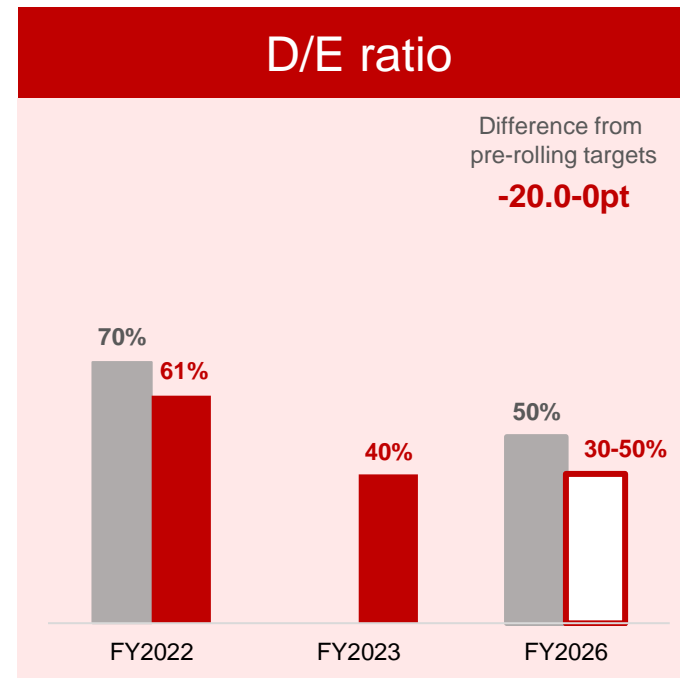
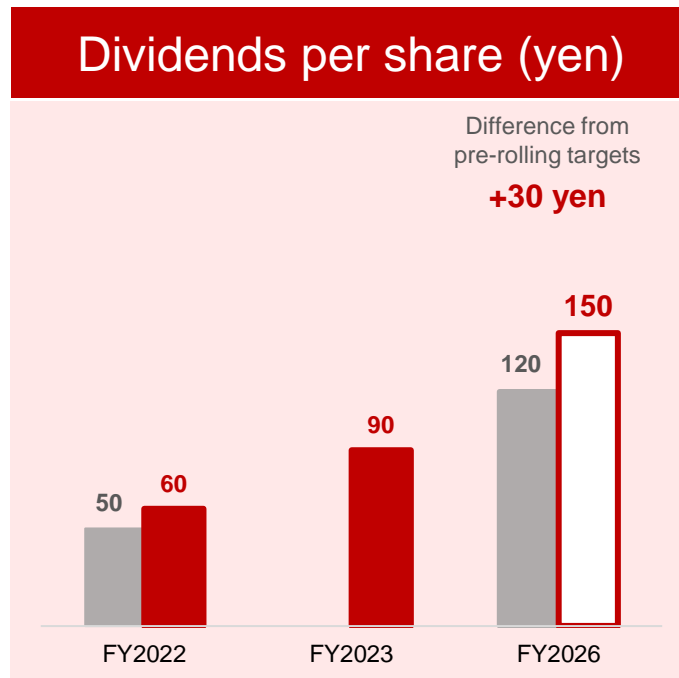
We will upwardly revise the targets to be reached by the final year of the plan through proactive investment in growth-driver businesses and a strategy of expansion into new business fields leveraging our core technologies.

Despite shareholders' equity continuing to accumulate, we will maintain ROE at a high level that exceeds the cost of shareholders' equity by further expanding business earnings.

While continuing to invest in business growth, we will expand ROIC by further expanding business earnings and improving capital efficiency.

Medium-term Management Plan: Progress on KPIs and Key Points of the Rolling Plan

■ Pre-rolling target
■ Results + Rolling plan targets



Achievements

Achieved improvements to financial soundness while increasing the dividend payout ratio to 30% in FY2023.

Reduced interest-bearing debt and achieved an improved financial position by expanding shareholders' equity against a backdrop of strong business performance.

Enhanced shareholders' equity with a focus on the accumulation of business earnings, achieving stabilization of the financial base (end of FY2023: capital adequacy ratio of 47%).

Rolling

We will aim to further expand shareholder return in balance with growth investments, setting dividend target of 35% or more for the dividend payout ratio and 4% or higher for DOE.

While maintaining a measure of financial discipline, we will also make use of debt-based financing and work to reduce WACC.

To ensure sufficient funding capacity for growth investments and diversify funding methods, we will aim to achieve an external credit rating of A- or higher and further strengthen our financial base.

Rolling Plan 2024: Business Investment Plan and Timing of Profit Contribution

We will introduce a Group-integrated system from FY2024 onwards and promote business streamlining. We will also strengthen investments in human capital, including welfare facilities. In FY2026, we will expand capital investment in the Energy and Infrastructure Business.

Plan Before the Rolling Plan
Cumulative Investment
from FY2022 to FY2026

31.0 billion yen

▼

Plan After the Rolling Plan
Cumulative Investment
from FY2022 to FY2026

36.0 billion yen

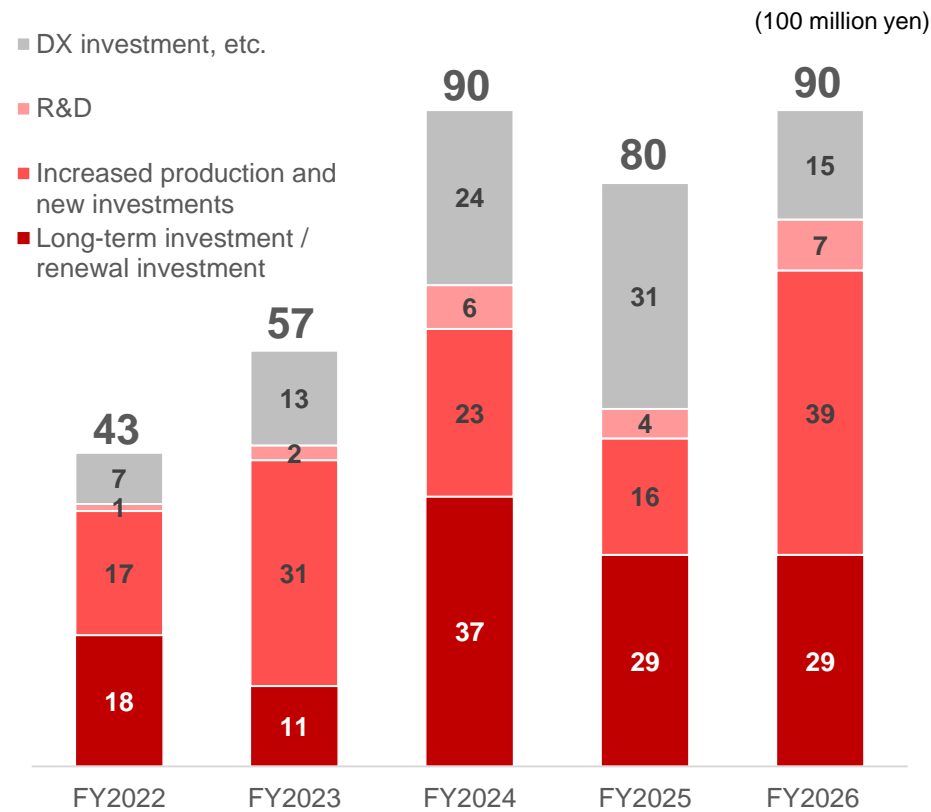
Investment in long-term renovation
and renewal: 12.4 billion yen

Increased production and
new investments: 12.6 billion yen

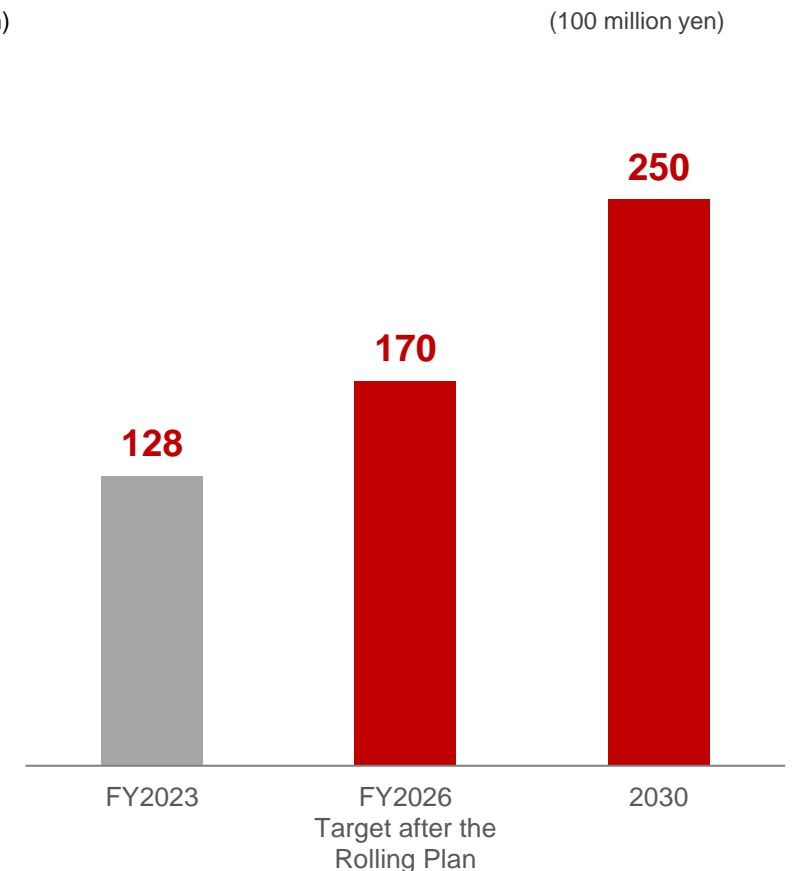
R&D, etc.: 2.0 billion yen

DX investment, etc.: 9.0 billion yen

Capital investment (after Rolling Plan)



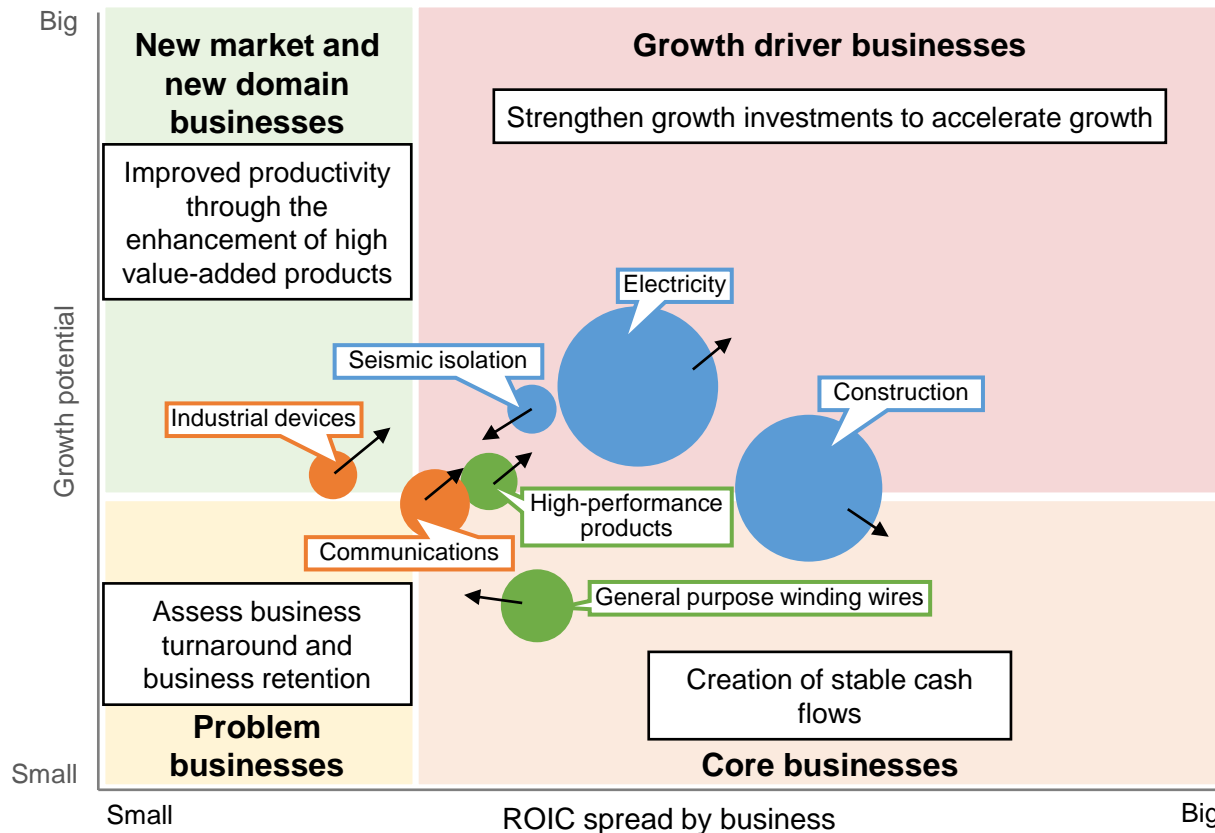
Operating income target



Rolling Plan 2024: Strengthening Business Portfolio Management

In light of the current positionings on a sub-segment basis, we will strengthen business portfolio management over the course of the Medium-term Management Plan up to FY2026.

Business portfolio as of FY2023



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

[Power]

Work to expand business through proactive growth investment in strategic products

[Construction]

Enhance earning strength through DX promotion and pursue cash cow business in greater depth

[Industrial Devices and Communication]

Enhance growth potential and profitability while working to transform into a growth driver business

[High-performance Products]

Aim for business expansion in line with growth of the xEV market

Identification of problem businesses

Assess business turnaround and business retention

- Competitive advantages
- Capital efficiency
- Growth potential
- Our vision
- Synergy with other businesses

[Seismic Isolation]

Recognized as a problem business due to expected slowdown in growth potential and profitability

[General Purpose Winding Wires]

Recognized as a problem business due to expected earnings decline due to intensifying competition

SWCC Group ROIC Calculation Formula

Corporate ROIC = Operating income after tax ÷ invested capital (shareholders' equity + interest-bearing debt) / Business-specific ROIC = operating income after tax ÷ invested capital (working capital + fixed assets)

Rolling Plan 2024: BD Strategy (New Business and M&A Activities, etc.)

We will strengthen our **Business Development Strategy** (inorganic growth), an upside element to the Rolling Plan 2024 targets (organic growth), aiming to contribute to profit between FY2026 and FY2030.

BD Strategy by Segment: Priority Measures + additional (Inorganic Growth)

Target domains where SWCC can apply its strengths and complement new domain technologies and its customer base

Energy and infrastructure

Strengthening the solution business
Smart Stream Business + Utilization of M&A

Electrical equipment and components

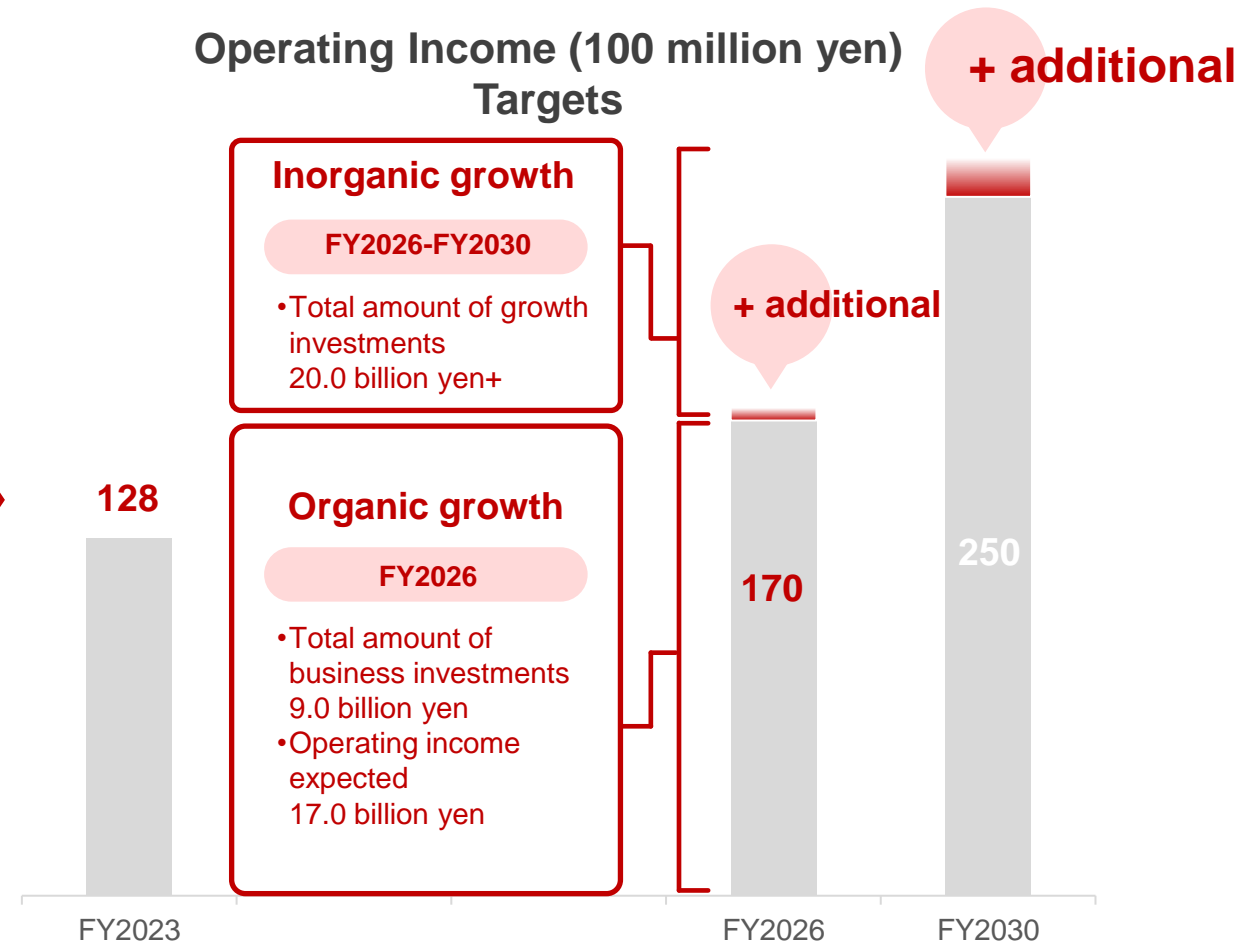
Strengthening of downstream strategy
Pursuing core technologies in greater depth + Utilization of M&A

Communication and industrial devices

Expansion of overseas business areas
Enhancement of strategic products + Utilization of partnerships



Operating Income (100 million yen) Targets



Rolling Plan 2024: Growth Strategy for the Energy and Infrastructure Business (1)

Market Forecast FY2024-FY2026

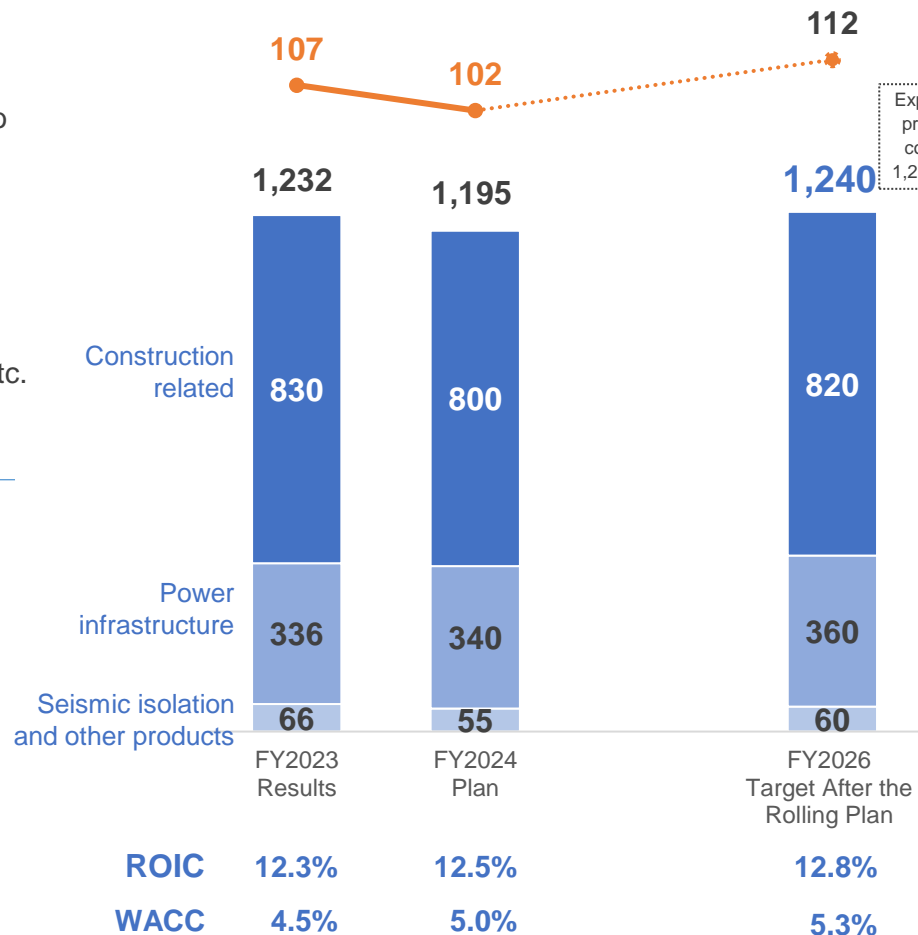
- Construction**
- Increased demand due to redevelopment activities in the Tokyo metropolitan area
 - Higher demand for new factory construction and the Osaka Expo
 - Lengthened construction schedules due to labor shortages
- Electricity**
- Expanded demand to upgrade aging equipment
 - Growth in demand to expand power transmission and distribution networks
 - Withdrawal of competitors
 - Expansion of demand for offshore wind, etc.
 - Growth in demand for large-scale data centers

Basic Strategy

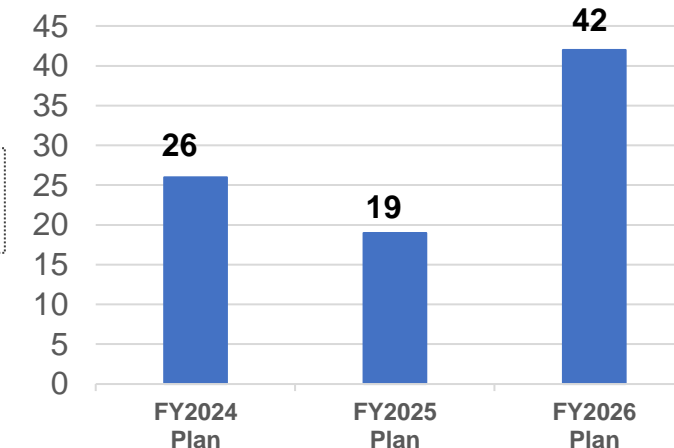
- Construction**
- Raise profitability with differentiating products (high-end disaster resilient cables, workload-reducing cables)
 - Improve profitability by implementing
- Electricity**
- Maximize contributions from investments in increased production of SICONEX® connectors for high-voltage power cables
 - Promotion of human resources training
 - Promotion of solution-oriented businesses (Smart Stream)

Medium-term Rolling Plan Targets

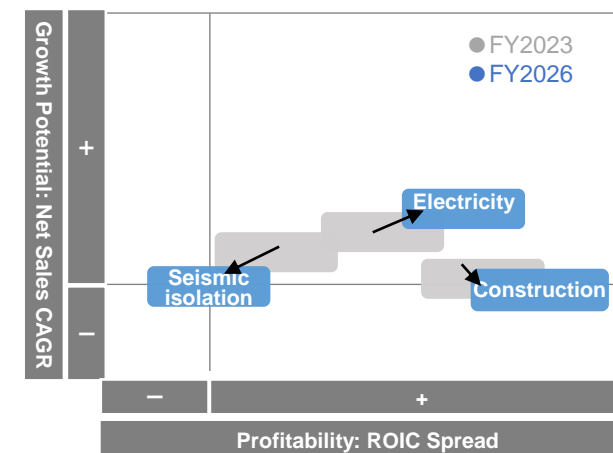
Net sales and operating income (100 million yen)



Capital Investment Plan (100 million yen)



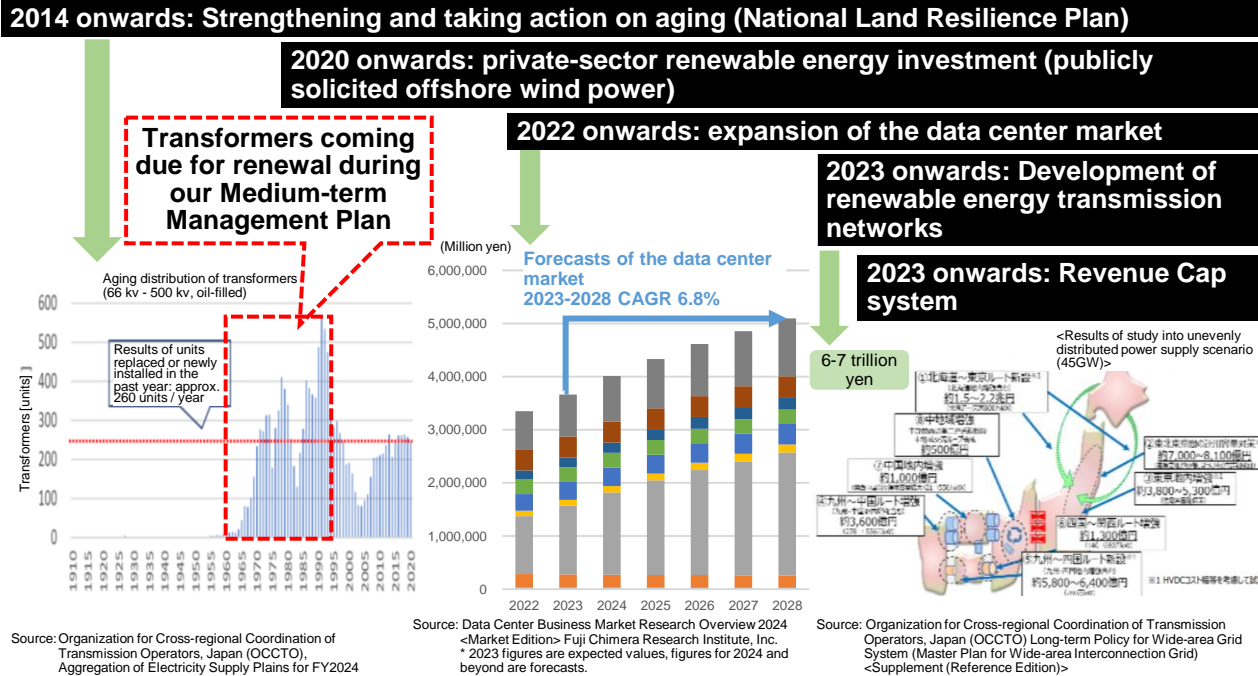
Comparison of FY2023 and FY2026 Portfolios



Rolling Plan 2024: Growth Strategy for the Energy and Infrastructure Business (2)

Enhancement of our strategic products and solutions (**SICONEX®/SICOPLUS®**) to meet growing demand for electric power driven by national policies

Forecast of the domestic electricity market (based on SWCC research)



FY2023-FY2026 Transformer market CAGR: 11%, SWCC CAGR: 18% *Based on SWCC research

		FY2023	FY2024	FY2026	FY2030
SWCC's share	Electric power company demand	51%	58%	71%	88%
	Private sector company demand	93%	93%	94%	95%

Profit expansion strategy 1

Three measures for the electricity market

Products

- Made into the de facto standard
- Enhancement of ultra-high voltage SICONEX®
- Consideration of further investments in increased production

People

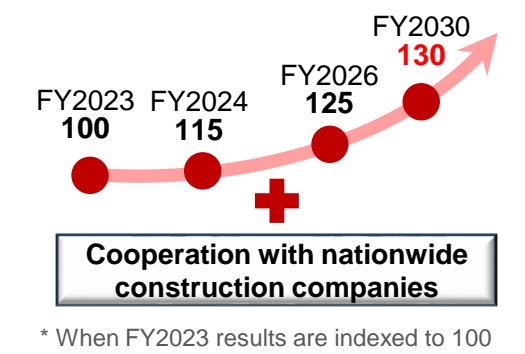
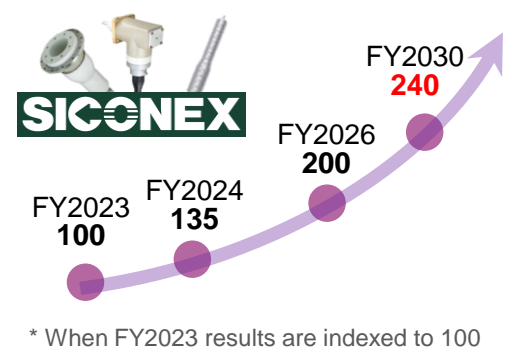
- Construction human resources center
- Expanded alliances with construction companies
- Transitioning internally-trained employees to work on ultra-high voltage

DX

- Educational support through use of AVR
- Remote support, management solutions

SICONEX® Sales Growth Plan

Construction Personnel Plan



* When FY2023 results are indexed to 100

* When FY2023 results are indexed to 100

Rolling Plan 2024: Growth Strategy for the Energy and Infrastructure Business (3)

Profit expansion strategy 2

Roll out of Smart Stream to electric power companies (promotion of the solution business)

Challenges facing the electric power industry:

- Building resilience
- Extending and developing wide-area power transmission and distribution equipment
- Aging equipment
- Improving productivity and ensuring safety

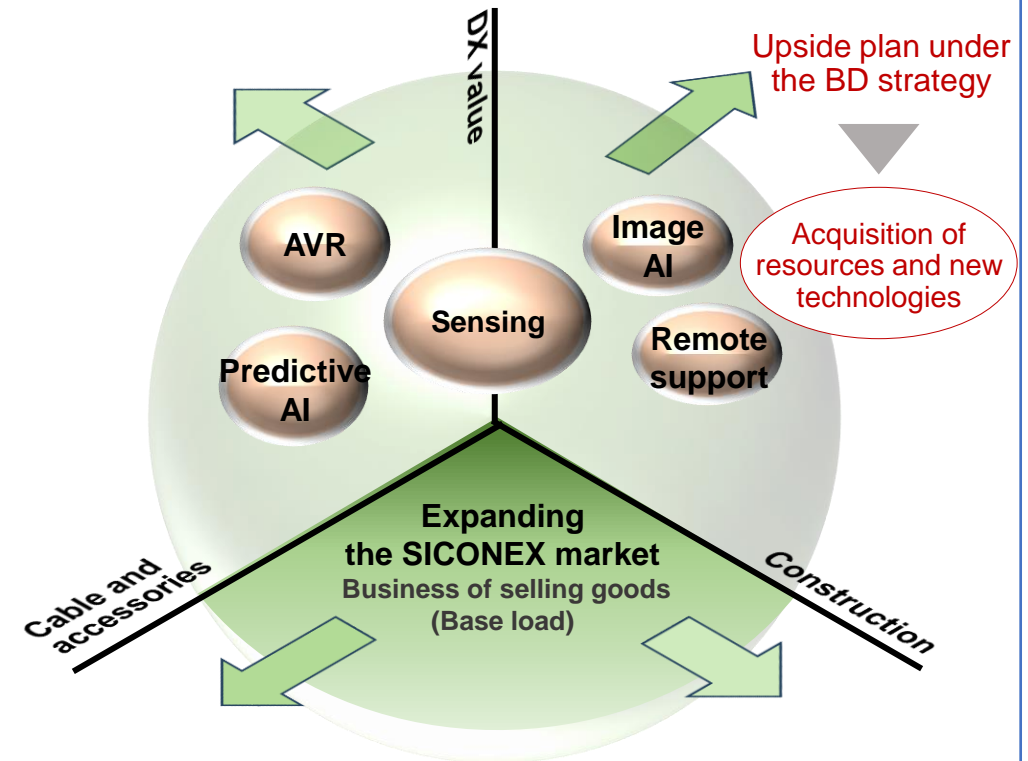
- Ensuring construction supply capabilities
- Preventing incidents
- Reducing labor required for equipment maintenance and streamlining equipment management

Developing a lineup of solutions



Development of a solution business

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



Rolling Plan 2024: Growth Strategy for the Electric Equipment and Components Business (1)

Market Forecast FY2024-FY2026

High-performance products

- Expanding recovery of demand for HEV despite a slowdown in BEV adoption
- Widespread adoption of CASE
- Growth in demand for motors

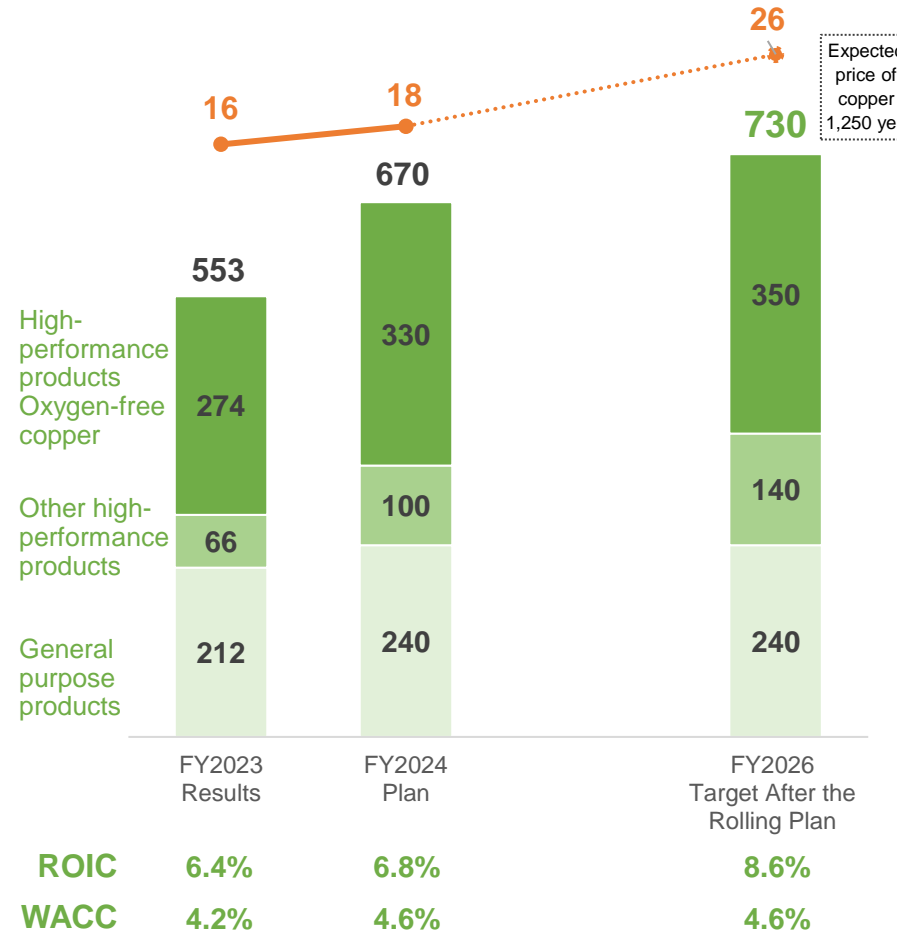
Basic Strategy

High-performance products

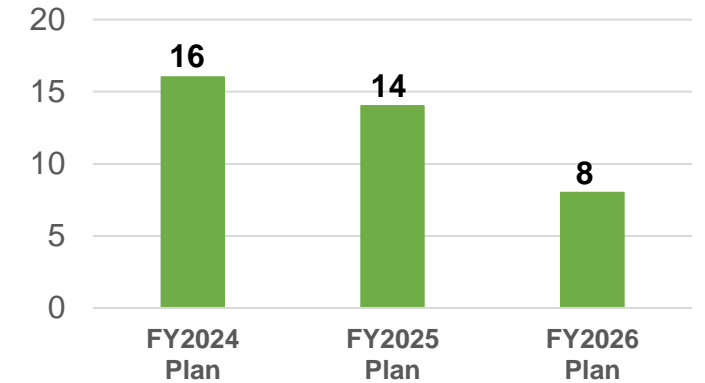
- Building a flexible system for BEV and HEV adoption
- Development and manufacturing of new high value-added products
- Launch of green vehicle winding wire (CO₂ reduction)
- Increased production of heater wires
- Development of probe pins for semiconductors
- Joint development with Tohoku University
- Structural reforms (Development of an integrated production system for heater wires: FY2025 onwards)

Medium-term Rolling Plan Targets

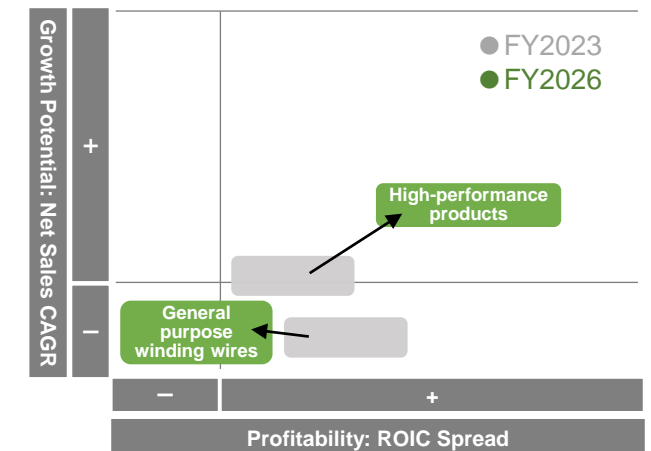
Net sales and operating income (100 million yen)



Capital Investment Plan (100 million yen)

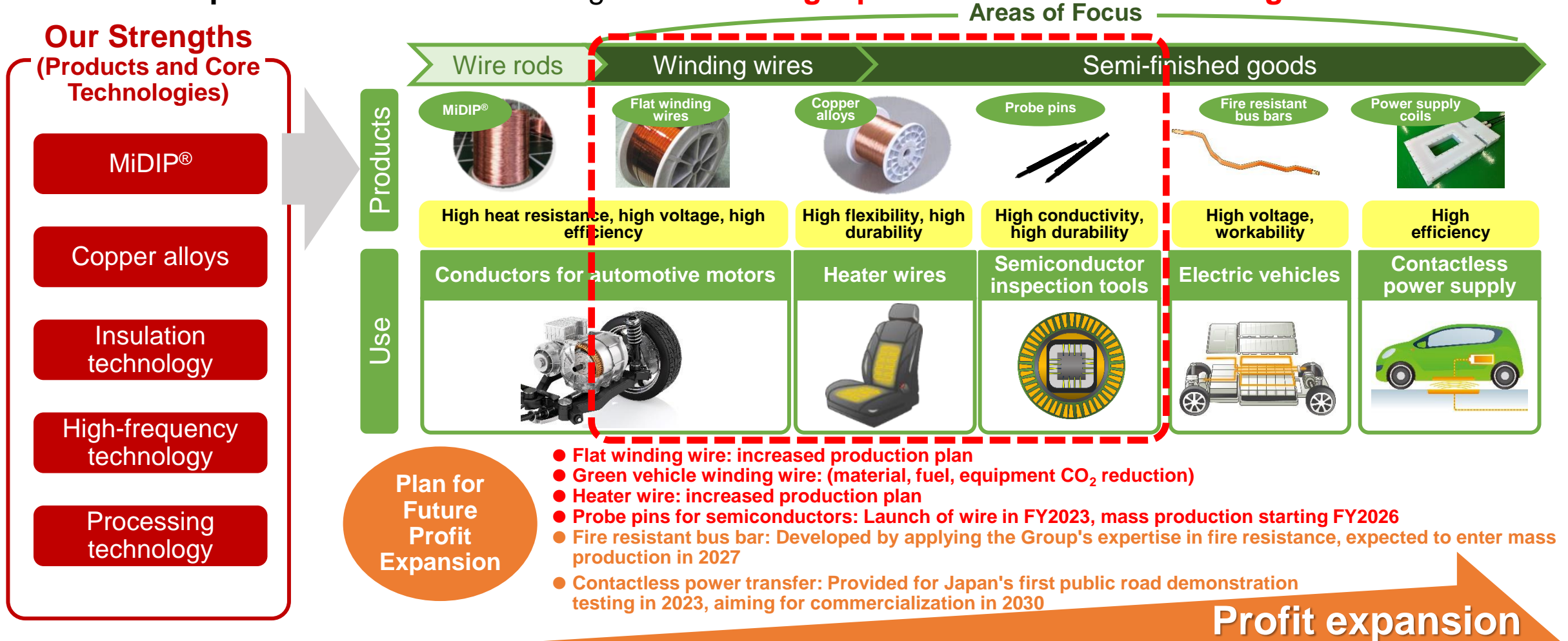


Comparison of FY2023 and FY2026 Portfolios



Rolling Plan 2024: Growth Strategy for the Electric Equipment and Components Business (2)

We will shift from an upstream to **downstream strategy**, increasing profit by shifting positioning to high **value-added products** that take advantage of our **strategic products and core technologies**.



Profit expansion

Rolling Plan 2024: Growth Strategy for the Electric Equipment and Components Business (3)

Profit expansion strategy 1



Green vehicle winding wire

Begin sales of **green vehicle winding wire** from 2025 against the backdrop of demand for low carbon materials from customers



2030

Expand sale of green vehicle winding wire

2025

Sales launch of green vehicle winding wire

Scope 3 (Cat. 1)
For amount of procured materials
reduction of up to 50%*

2024

Application of green energy
First introduction in Japan, production using high-efficiency equipment

Scope 1 + Scope 2
80% reduction for amount of fuel and electricity consumption*

2023

Production using existing methods

Have greenhouse gas emissions (Scope 1 + Scope 2) verified by a third party organization

* Limited to automotive winding wire

Profit expansion strategy 2

Increased production of heater wires

Expansion of the alloy wire domain: collaborative research with Tohoku University

Anticipate global expansion of demand and strengthen investment in increased production and enhance lineup

Enhance the lineup of heater wires as a downstream strategy

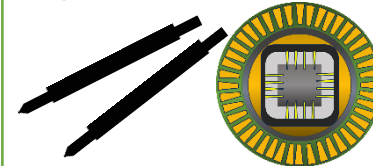


Consolidate the process from basic research at Tohoku University to product development and manufacturing at SWCC in the Sendai area to develop next-generation technologies and products.

Profit expansion strategy 3

Development and mass production of probe pins

Target high revenue markets utilizing SWCC's unique characteristics (high conductivity and hardness)



Semiconductor inspection probe
Advanced logic / special automotive applications

<Roadmap>

FY2026 target
Development of mass production of pins

Upside plan under the BD strategy

FY2024-FY2025 target
Pin commercialization and acquisition of customers

FY2023 result
Launch of wire for pins

Incorporate downstream processes to expand profit

Rolling Plan 2024: Growth Strategy for the Communication and Industrial Devices Business (1)

Market Forecast FY2024-FY2026

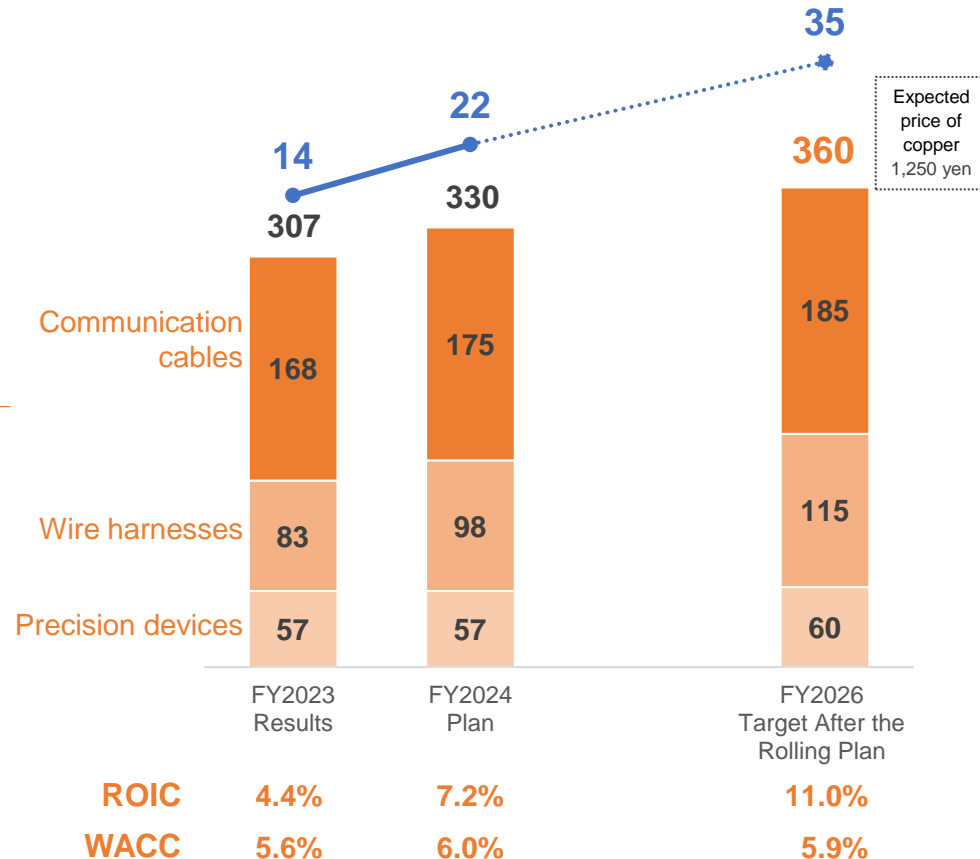
- Communications**
 - Increase in telecommunications equipment and traffic
 - Expansion of overseas telecom and datacom markets
 - Growth of the ADAS market
- Industrial devices**
 - Slight uptick in Japanese home appliance demand
 - Slowing home appliance market expansion in China and Southeast Asia
 - Greater demand for high-end home appliances
 - Diversification of commercial printing demand

Basic Strategy

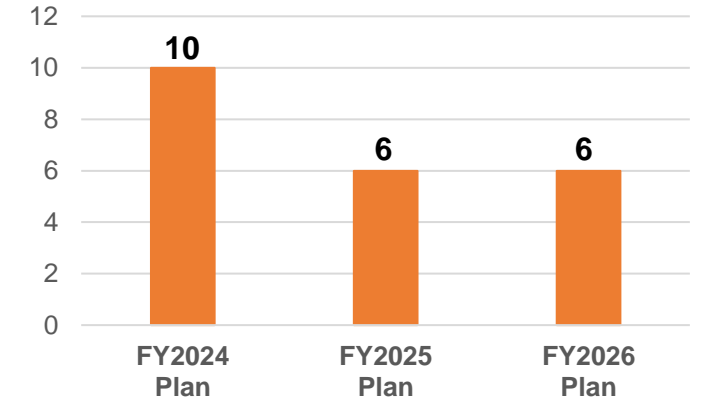
- Communications**
 - Capturing of robust demand for office LAN
 - Investment in increased production of automotive high-speed communication cables
 - Development of new partners for e-Ribbon®
- Industrial devices**
 - Wire harnesses and precision devices
 - Expansion of (roller) business domain

Medium-term Rolling Plan Targets

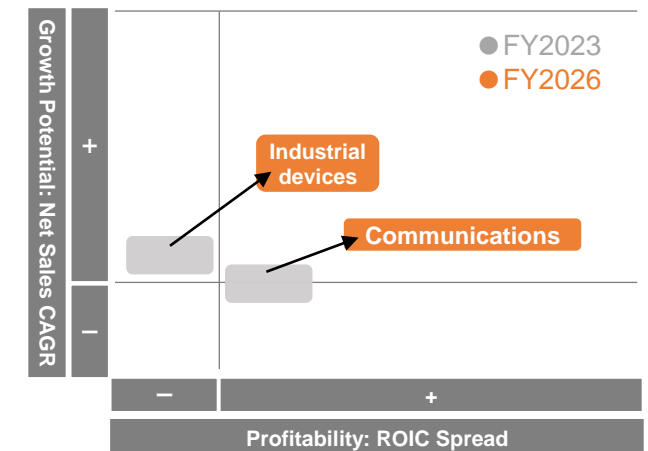
Net sales and operating income (100 million yen)



Capital Investment Plan (100 million yen)



Comparison of FY2023 and FY2026 Portfolios



Profit expansion strategy 1

Expanded entry into the automotive high-speed communication market

Target Markets

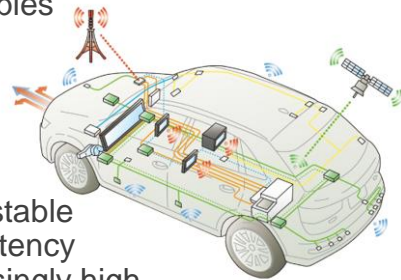
Automotive camera market

In the realization of advanced driver assistance systems (ADAS) and autonomous driving systems (ADS), viewing cameras and sensing cameras contribute to **improved safety** and the **widespread adoption of autonomous driving technologies**

Winning Strategy Story

Partner strategy with Tier 1 partners (domestic and overseas)

Collaboration with leading Tier 1 partners
Enhanced lineup of automotive high-speed transmission cable types
Strategy for high added value by incorporating extra features in cables



<Product Superiority>

- Achieves high-speed data transmission with stable transmission and high frequencies with low latency and noise resistance for cameras with increasingly high resolutions and enhanced functionality
- Ensures advanced automotive environmental performance (oil and chemical resistance, abrasion resistance, temperature resistance, etc.)

Profit expansion strategy 2

e-Ribbon® overseas partnership strategy

Target Markets

Telecom and datacom markets

North America: Increased demand due to booming FTTx and DC markets and compliance with Build America, Buy America (BABA) requirements.

Europe: Solid demand will continue despite slowdown of FTTx market growth

Asia: Expanded demand toward the Taiwan FTTx market and increased demand due to the booming Asia DC market

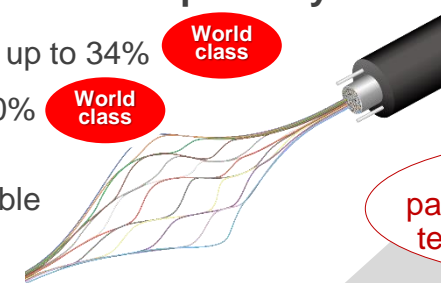
Winning Strategy Story

Overseas partnership strategy utilizing technological advantages

We will utilize our technological capabilities that make us one of only five companies in the world capable of mass production and roll out a local-production-for-local-consumption strategy through overseas partnerships.

e-Ribbon® <Product Superiority>

- Outer diameter reduced by up to 34% **World class**
- Weight reduced by up to 40% **World class**
- Capable of simultaneous adhesive bonding with flexible ribbons



Upside plan under the BD strategy

Building overseas partnerships that maximize technological advantages

Rolling Plan 2024: Growth Strategy for the Communication and Industrial Devices Business (3)

Profit expansion strategy 3

Strengthened competitiveness and multifaceted expansion through overseas partnerships for wire harnesses

To Date

Specialization in products for high grade home appliances produced by leading Japanese manufacturers

(High-grade home appliances)



Progress made in structural reforms

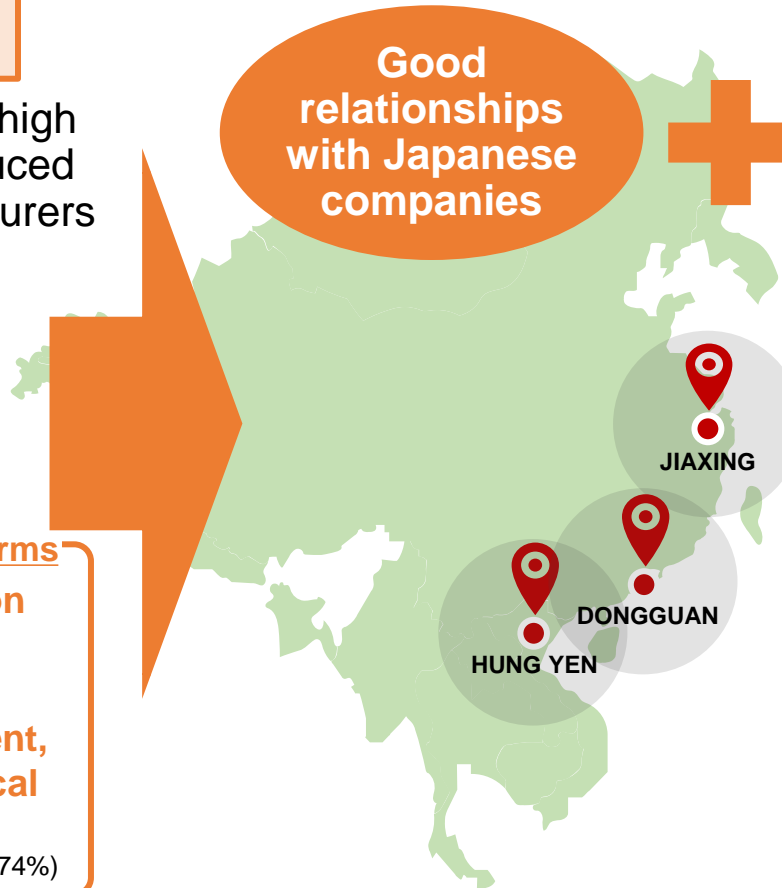
(1) **Diversification of production sites**

(Two sites in China, one site in Vietnam)

(2) **Promoting local procurement, and local production for local consumption**

(FY2022 Chinese site procurement rate: 74%)

Good relationships with Japanese companies



Future Growth Strategy

Strengthening competitiveness through Chinese joint venture company established with motor manufacturer

Enhanced competitiveness through cost reductions and quality improvements
Promotion of stable supply through the decentralization of sites

(2024 launch)

For high-end home appliances
For regular home appliances



Multi-faceted expansion through a Chinese joint venture company established with an automotive components company and autonomous driving software development company

Rapid entry into the ADAS-related component market through collaboration with a company that develops automotive sensors and radars

(2024 launch)

For autonomous driving



2) Capital & Financial Strategy

Approach to Financial KPIs

FY2026 Targets

Toward a market capitalization of 150 billion yen
Rating of A- or higher

Improved corporate value and shareholder value

Total shareholder return

TSR expansion

- Increase in the share price
- Increased dividends

Outperforming TOPIX (including dividends)

Expanded equity spread

- ROE of 14% or more

* Cost of shareholders' equity assumed to be 9% or lower

Enhanced shareholder returns

- Dividend payout ratio of 35% or more
and
- DOE of 4% or more

Improved cash flow

- EBITDA margin of 9% or above
- Improved CCC of 80 days or less

Improved asset efficiency

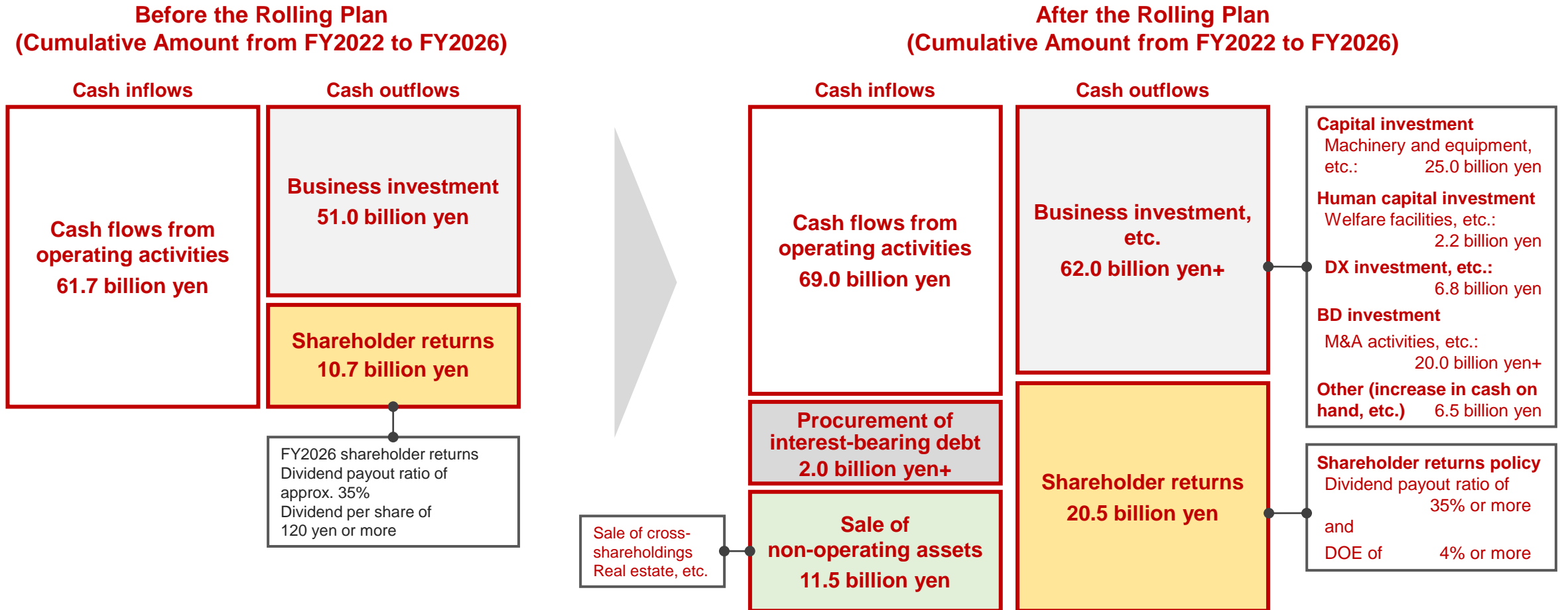
- ROIC of 10% or more
- Business portfolio management

Optimized cost of capital

- D/E ratio between 30% and 50%
- Capital adequacy ratio of around 50%
- WACC controlled in the 6% range

Cash Allocation in the Rolling Plan

We have **improved the ability to generate cash over the past two years** by improving capital efficiency through enhanced earning capabilities, a reduction in working capital and the sale of non-operating assets. Therefore in the **rolling plan, we will work to invest in business expansion that leads to future cash flow and enhance shareholder return.**



Shareholder returns

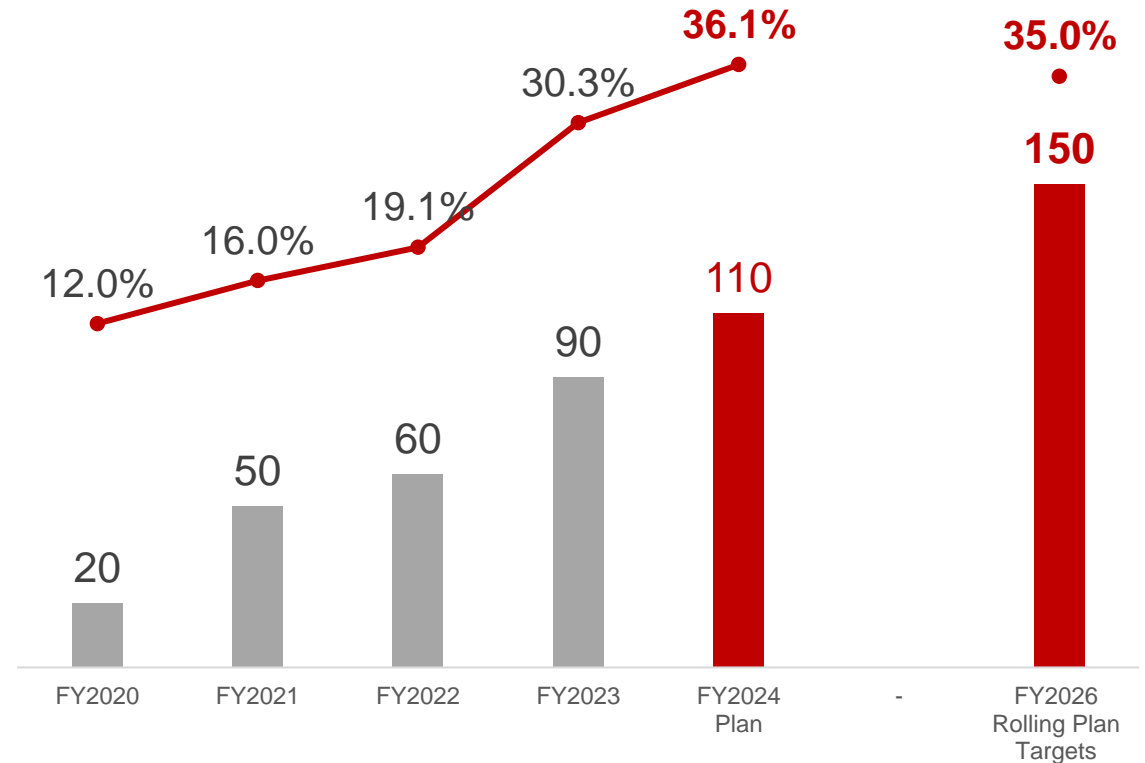
In addition to dividends based on a dividend payout ratio of at least 35% and DOE (dividend on equity) of at least 4%, we will consider the flexible acquisition of treasury stock, comprehensively taking into account financing needs for growth investment and other factors.

Shareholder return policy

**Dividend payout ratio of at least 35%
and DOE of at least 4%**

Taking into account the situation with accumulating shareholders' equity, we have set a new DOE (dividend payments divided by shareholders' equity) as the minimum threshold for dividends, to ensure that a certain level of return is provided to shareholders even if a downturn in earnings has occurred.

Trend in dividends per share (yen) and the dividend payout ratio



3) Human Capital Management

Key Measures to Transform Our Corporate Culture

The corporate culture we envision: A culture that promotes change & growth to produce further value creation

Next-generation manager succession plan

We aim to ensure sustainable growth while maintaining and developing a solid management structure from a medium- to long-term perspective.

- | | |
|---|---|
| <p>1. Clarification of the qualities required to be a corporate officer</p> <p>Selections are made based on five perspectives</p> <ul style="list-style-type: none"> • Mindset • Relationship building • Vision • Knowledge and skills • Decisiveness and ability to take action | <p>2. Next-generation manager selection process</p> <p>Candidates are selected by the CEO with final decisions being made by the Nomination and Compensation Committee.</p> <p>3. Next-generation manager training process</p> <p>Company directors serve as instructors and provide seminars to junior employees that have been recommended by the heads of business segments and selected by the CEO.</p> |
|---|---|

Internal venture scheme

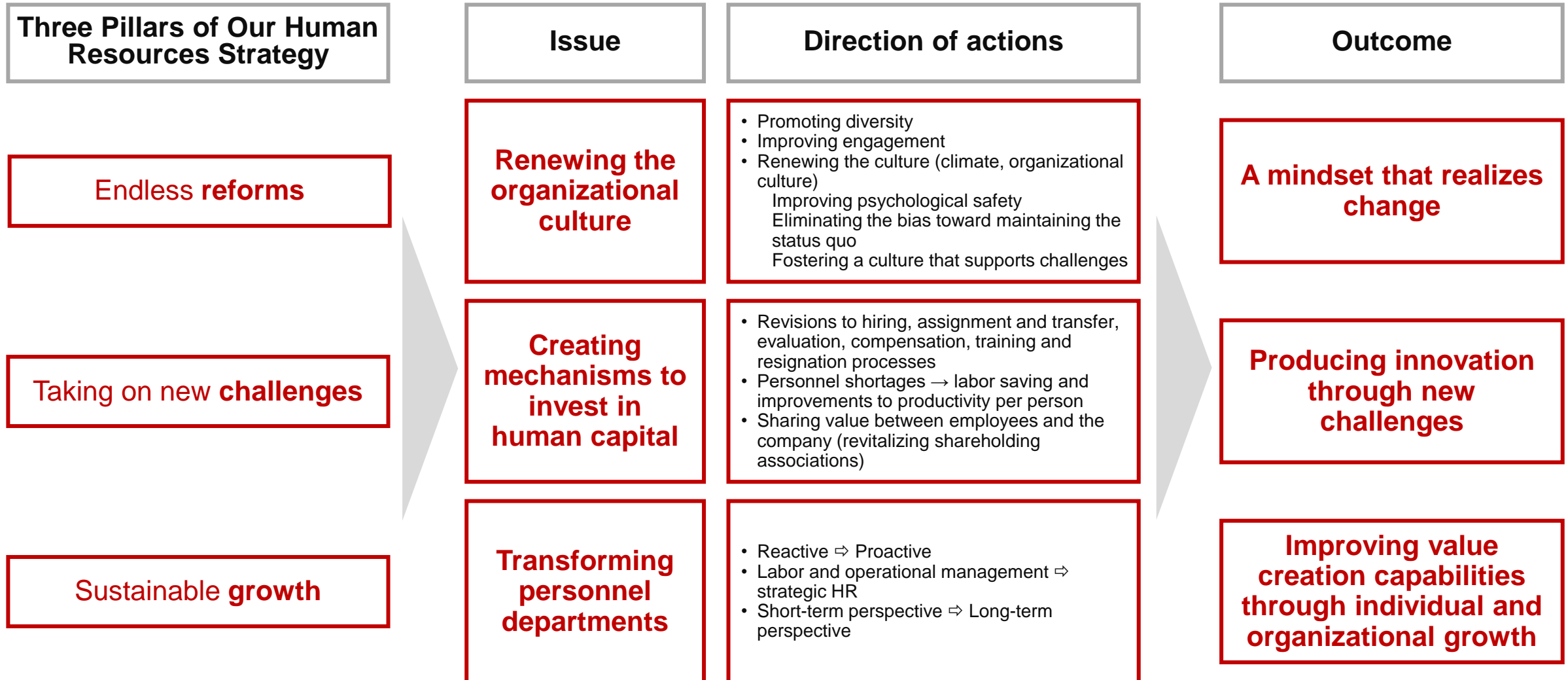
We strive to build systems enabling employees to speedily turn their ideas into business endeavors, creating new business models not present in our existing businesses.

Kaeruya: The industry's first cable e-commerce site

- The project was started based on the idea that a service adapted to an increasingly digital age would be needed in contrast to traditional business practices where orders are often placed by telephone or fax machine.
- By developing a platform for the Group's products in a digital world and building new sales methods, we aim to analyze digitalized customer needs and provide new services.



Human Capital Management: Shaping an Organizational Culture in Which People Shine



New Executive Officer System

Building a new system to swiftly solve the Company's issues and boost earning capabilities in order to achieve the Medium-term Management Plan



Takayo Hasegawa

Executive President and Representative Director (CEO)
Supervising Group Management, in charge of quality supervision

Leading the Group to becoming a company that creates even more value



Tetsuo Komata

Senior Executive Vice President and Representative Director (COO)
In charge of Group management strategy, BD strategy, IR strategy, and Domestic and Overseas Group Company Management

Speeding up business management



Yukio Kawase

Senior Executive Officer
Chief of Energy and Infrastructure Business Segment
President and Representative Director of Showa Furukawa Cable CO., LTD.

Further strengthening growth driver businesses



Takashi Yamamura

Senior Executive Officer
In charge of sales coordination and material procurement

Strengthening sales structure



Nobutaka Imai

Managing Executive Officer
In charge of finance, accounting, auditing and shared services

Streamlining the operation of head office functions



Toshiharu Kamijo

Managing Executive Officer
In charge of capital strategy, personnel affairs, human capital strategy, general affairs, legal affairs and risk management

Bolstering our capital and human capital strategies



Kazuhiko Inoue

Executive Officer
Chief of the Communication and Industrial Devices Business Segment
President and Representative Director of FUJI ELECTRIC CABLE CO., LTD.

Rebuilding the communication business



Kiyoshi Otake

Executive Officer
Assistant Chief of the Communication and Industrial Devices Business Segment, in charge of industrial devices

Expanding the industrial device 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 Smart Stream Business and Electric Power System Strategy

Promoting the solution business



Yoshiteru Akimoto

Executive Officer
Chief of Electrical Equipment and Components Business Segment

Improving earnings capabilities through downstream strategy



Yuichi Morishita

Executive Officer
In charge of technology planning, research and development, and intellectual property strategy

Bolstering R&D and IP strategy

Expected structure following approval at the ordinary general meeting of shareholders to be held on June 25, 2024

Designing an Officer Compensation System Cognizant of the Link to Improved Corporate Value (FY2024)

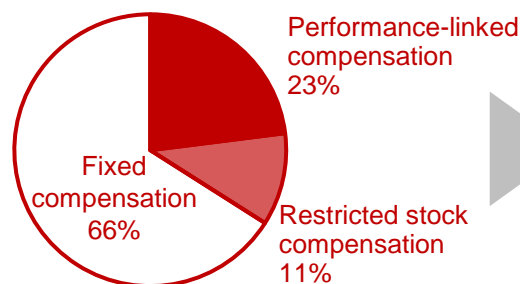
Compensation and decision-making process that ensures transparency and objectivity

The Board of Directors determines officer compensation, taking into account the deliberations and reports of the **Nomination and Compensation Committee**, a non-statutory committee **whose members consist entirely of independent outside directors**.

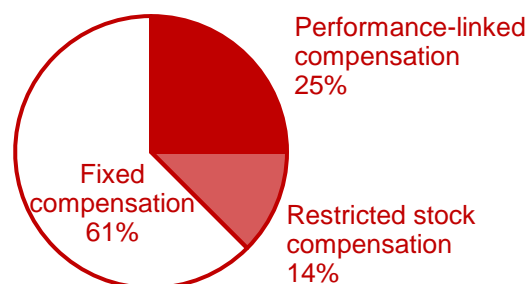
Expanding the performance-linked ratio

Expanding the performance-linked compensation ratio and being aware of the link with shareholder value

FY2023 compensation ratio



FY2024 compensation ratio



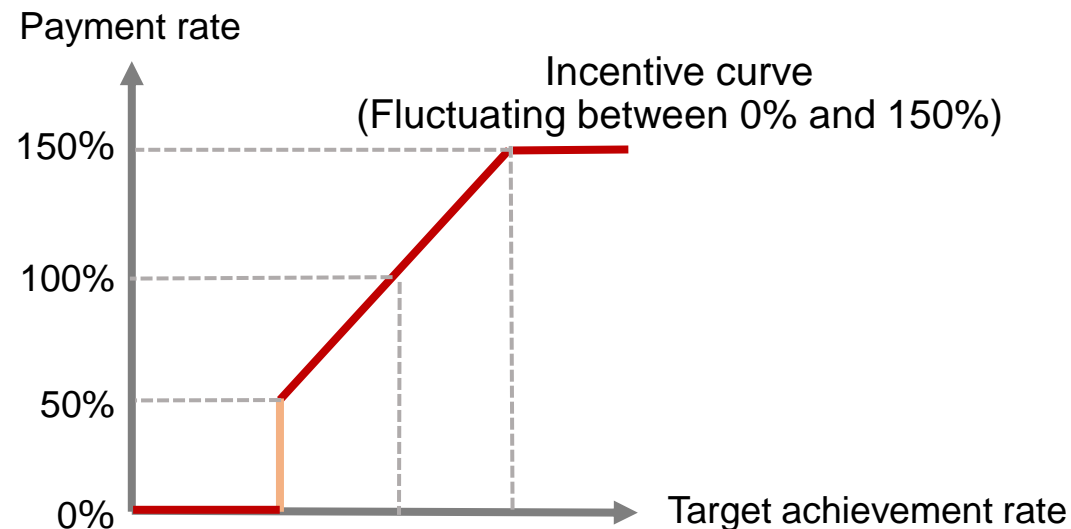
Future direction

Toward compensation levels and a system design (performance-linked ratio, indicators, etc.) ensuring that the human resources needed to achieve the long-term vision can be secured and retained

Selecting indicators that are strongly linked with enhancing corporate value

Financial (Company Performance)	Non-financial (ESG)
<ul style="list-style-type: none"> Operating income ROIC 	<ul style="list-style-type: none"> Renewable energy adoption rate Greenhouse gas emissions Frequency rate of lost-time injuries Engagement score

Dynamic compensation system (company performance)



3 . Appendix

Formulating Rolling Plan 2024 under the Medium-term Management Plan



Takayo Hasegawa,

Executive President and Representative Director (CEO)

The first half of our Medium-term Management Plan that began in 2022 has ended. Looking back on the past two years, we have made steady progress towards our stated KPIs. We have strengthened the earning capabilities of our core businesses by investing in increased production of strategic products and enhancing the profitability of our cash cow business through digital transformation (DX). Additionally, we have achieved some results in creating new businesses, such as the launch of the Smart Stream business. However, issues remain in the new development of our overseas business due to delays to our plans caused by the COVID-19 pandemic and geopolitical risks.

Meanwhile, the business environment has undergone considerable change since the current Medium-term Management Plan was drafted in November 2021. Under this rolling plan, we will take these changes into account **as we revise our business and investment strategies, make further investments in growth drivers, and draw up**

measures aimed at portfolio transformation. While we have made an upward revision to operating income with a new target of 17 billion yen to be achieved through organic growth, we will implement measures to further increase this figure through investment that leads from stability to growth, and hope to make this a big step bringing us closer to our 2030 vision.

More specifically, **we will further refine ROIC management, strengthen our ability to generate cash flow from business operations, and employ enhanced capital strategy to optimize the cost of capital and enhance shareholder return.** In addition to enhancing our human capital strategy without backtracking on the reforms we have made to date, **we will also focus on business development (BD) strategy to broaden the areas where we operate as an upside element (inorganic) to the latest target figures.**

Stay tuned for this new beginning of the SWCC Group's Medium-term Management Plan: Change & Growth SWCC 2026 Rolling Plan 2024.

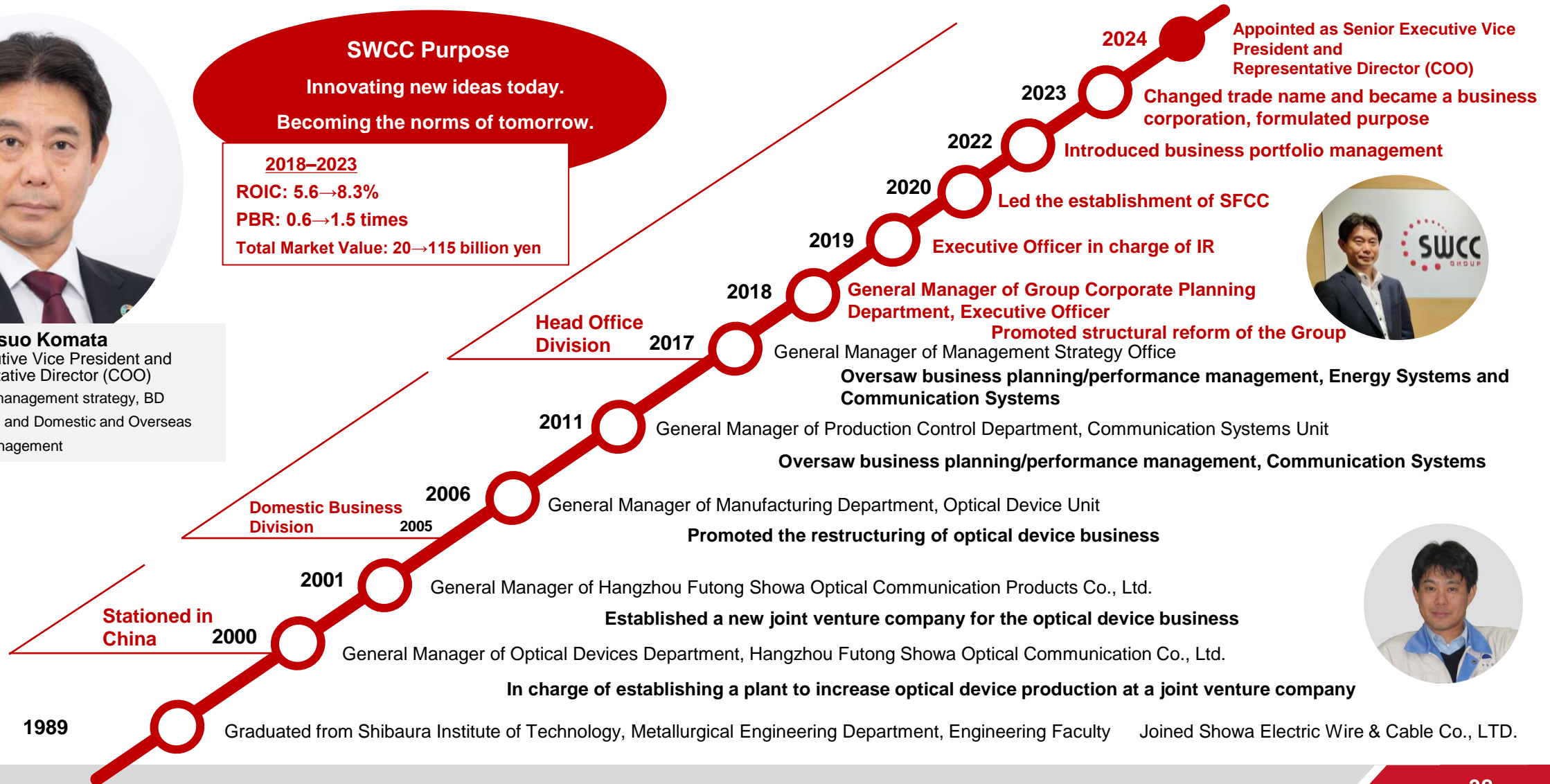
Senior Executive Vice President (COO) Profile



Tetsuo Komata
Senior Executive Vice President and Representative Director (COO)
In charge of Group management strategy, BD strategy, IR strategy, and Domestic and Overseas Group Company Management

SWCC Purpose
Innovating new ideas today.
Becoming the norms of tomorrow.

2018–2023
ROIC: 5.6→8.3%
PBR: 0.6→1.5 times
Total Market Value: 20→115 billion yen



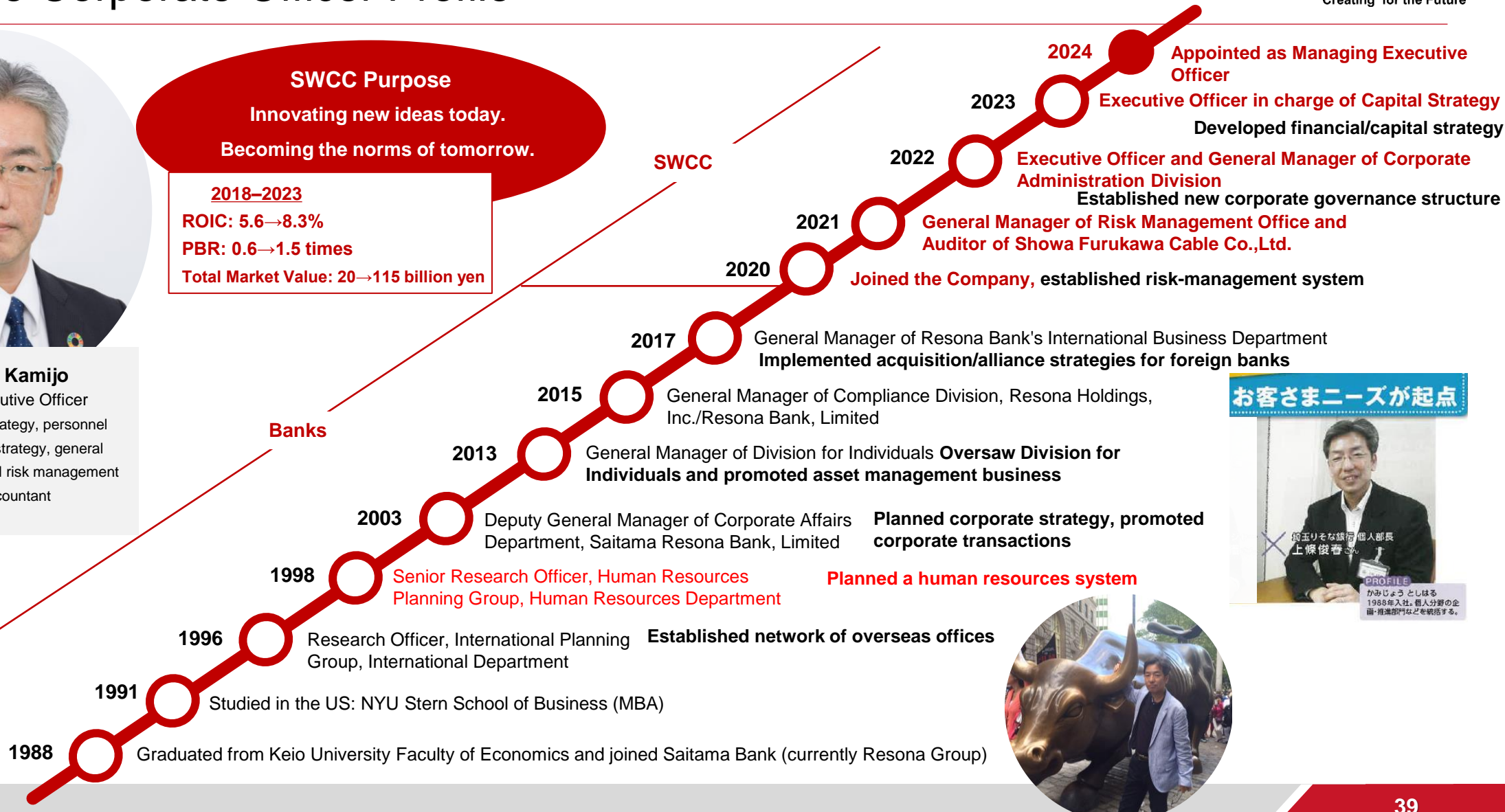
Executive Corporate Officer Profile



Toshiharu Kamijo
 Managing Executive Officer
 In charge of capital strategy, personnel affairs, human capital strategy, general affairs, legal affairs and risk management
 US Certified Public Accountant (Washington State)

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SWCC Corporation

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

The forward-looking statements in this presentation are based on information available at the time of publication and involve potential risks and uncertainties.

Therefore, please be aware that a variety of factors could cause the actual results to differ materially from those projected in the statements.

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.