



Creating for the Future

Innovating new ideas today. Becoming the norms of tomorrow.

FY2024 Fiscal Year-end Small Meeting

June 10, 2025

SWCC Corporation

TSE PRIME: 5805

Today's Agenda and Speakers

1. FY2025 Full Year Forecasts
2. Initiatives of 'Change & Growth' Under the New Management Structure



Executive President and Representative Director (CEO)

Tetsuo Komata

3. Growth Strategy for the Communication and Components Business



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

Kazuhiko Inoue

1. FY2025 Full Year Forecasts

FY2025 Full Year Forecasts

Sales and profits are projected to increase due to continued solid demand in the energy and infrastructure market. Plan to **increase the dividend by 44 yen** from the previous fiscal year to **180 yen for the full year**.

Net sales

Up 9.3%

(billion yen)

237.9 → 260.0

FY2024

FYE2025

Copper price
(yen/kg)

1,478

1,350

Operating profit

Up 17.0%

(billion yen)

20.9 → 24.5

FY2024

FYE2025

Expected to reach a record high

Ordinary profit

23.5 billion yen (YoY: 108.5% increase)

Expected to reach a record high

Profit attributable to owners of parent

15.0 billion yen (YoY: 31.6% increase)

Expected to reach a record high

Dividend/Payout ratio

180 yen/35.5% (YoY: 44 yen increase)

FY26 target will be achieved early

Interim: 80 yen
Year-end: 100 yen Total: 180 yen

ROIC

12.3% (YoY: 0.4pt increase)

FY26 target will be achieved early

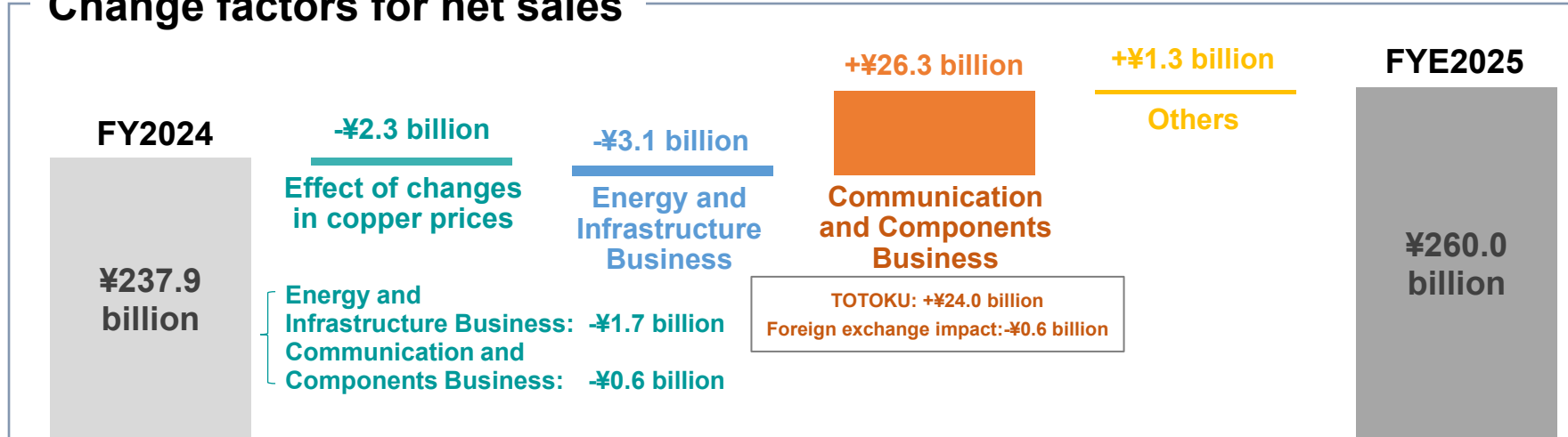
FY2025 Recognition of Business Environment and Measures

Given that direct and indirect exports to the U.S. account for a small percentage of our sales, **the impact of the U.S. Government's tariffs is likely to be limited and is not reflected in the forecast.** We will continue to monitor the impact on business going forward.

Recognition of Business Environment and Measures	Construction cables	(Environment) Although firm demand can be expected, we are in a demand adjustment phase due to factors such as delays in the construction and completion of large projects as a result of work style reform at construction sites and the revision of construction plans in face of rising material prices. (Measures) We will improve our capital efficiency and increase our ability to generate cash by offering new sales services and implementing logistics reforms across the group.
	Electric power	(Environment) Products related to energy network resilience and renewable energy will continue to perform strongly. (Measures) We will expand sales by fully using our SICONEX® production capacity. We will invest ¥2.0 billion to further increase production through expansion of production facilities within Sagami-hara plant.
	Communications	(Environment) Driven by generative AI demand, construction-related communication cables, including data center products, and automotive high speed communication cables will continue to be strong demand. (U.S. tariffs) Customers supply chain revisions may impact. (Measures) We will build partnerships in Europe and the U.S. to globally expand sales of our optical fiber ribbon e-Ribbon®. We will expand sales of our FLANTEC® automotive high speed communication cable products.
	Mobility and semiconductors	(Environment) We assume that products for xEVs will perform sluggishly due to the delayed switch to BEVs. Products for semiconductors will perform solidly on the back of strong AI server demand. (U.S. tariffs) Customers supply chain revisions may impact. (Measures) We will further accelerate downstream strategies in the seat heater wire and semiconductor test probe pin markets through the acquisition of TOTOKU.
	Industrial	(Environment) Demand for white goods and office equipment will remain lackluster both in Japan and overseas. (U.S. tariffs) Customers supply chain revisions may impact. (Measures) We will optimize our production structure to reduce costs and sell products at reasonable prices.

FY2025 Change Factors (YoY)

Change factors for net sales



[Change factors]

1. Net sales

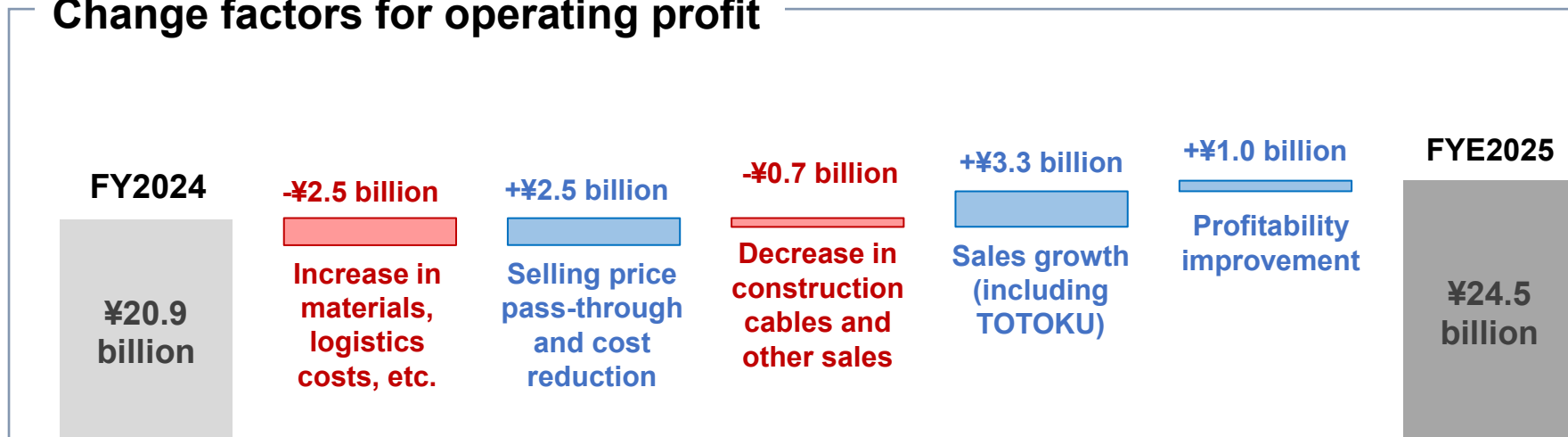
Sales are expected to increase YoY due to **solid growth in energy and infrastructure demand** as well as increased sales of communication cables and the **acquisition of TOTOKU**, offsetting expected decline in domestic demand for construction applications.

2. Operating profit

Price pass-through and cost reduction are expected to offset the higher material and logistic costs.

Profits are expected to increase YoY due to **sales growth, including the acquisition of TOTOKU**, and **improved profitability**.

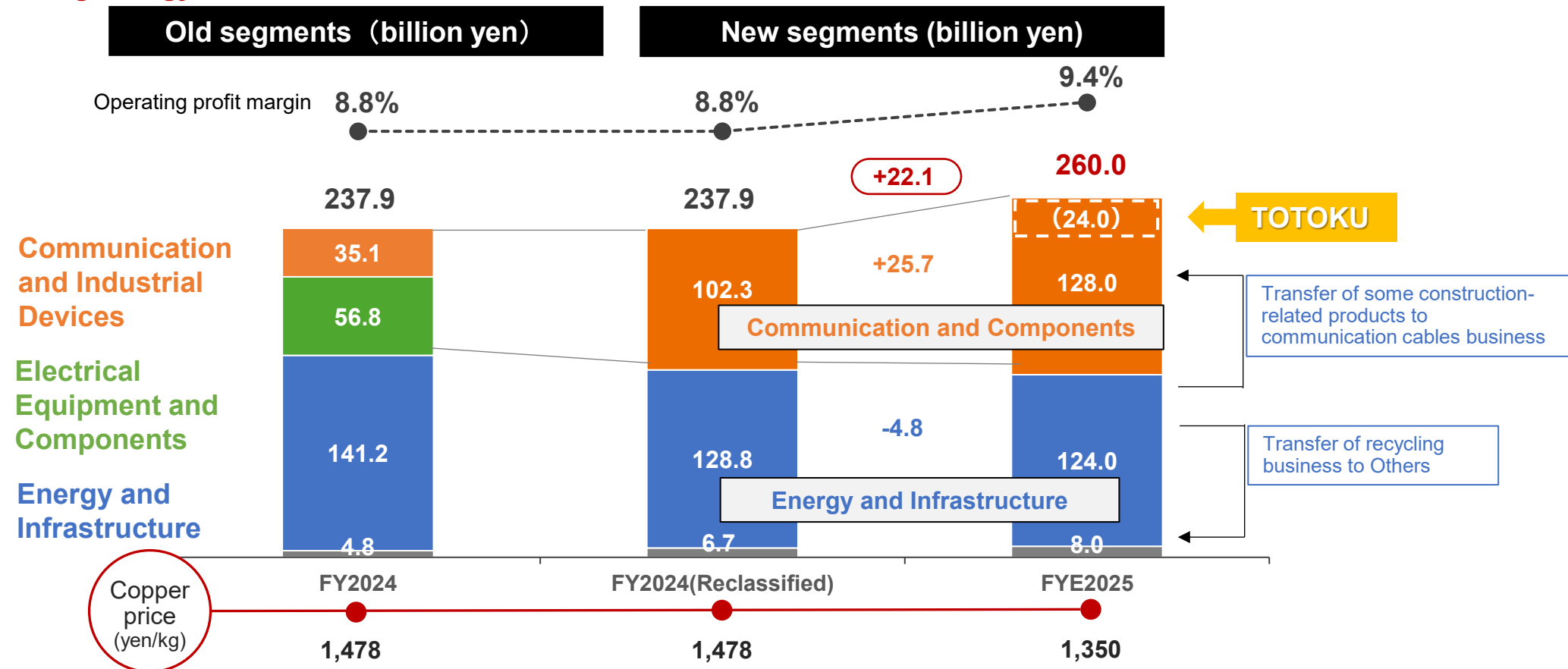
Change factors for operating profit



FY2025 Business Plan by Segment (Comparison between New and Old Segments)

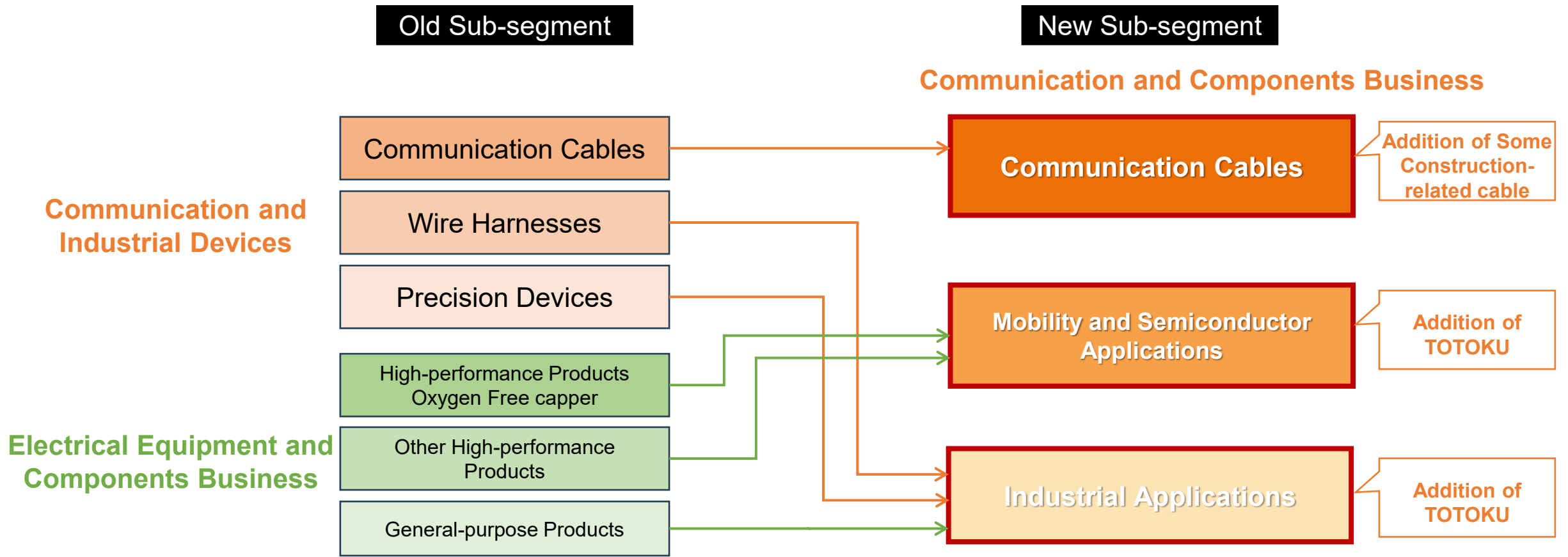
We will transition to a two-segment structure from FY2025.

We are integrating the Electronic Equipment and Components Business, the Communication and Industrial Devices Business and **TOTOKU** to form the **Communication and Components Business** as a **single growth pillar to stand alongside the strongly performing Energy and Infrastructure Business**.



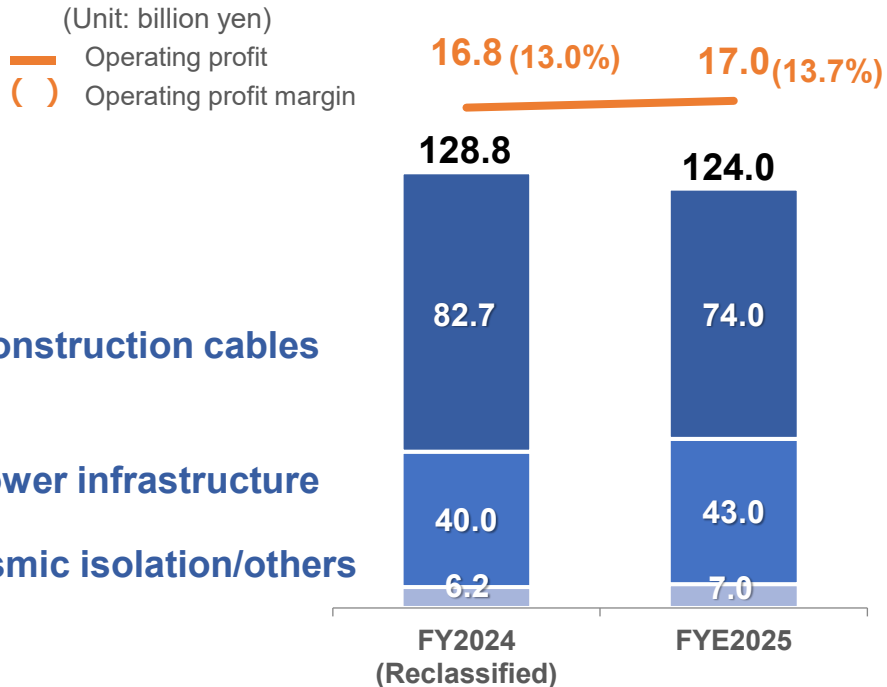
Comparison of Old and New Sub-segment Reorganization

In line with the inclusion of the TOTOKU Group, the sub-segments have been reorganized based on market growth potential. The growth markets have been shifted to mobility and semiconductors, while the mature markets have been consolidated into industrial.



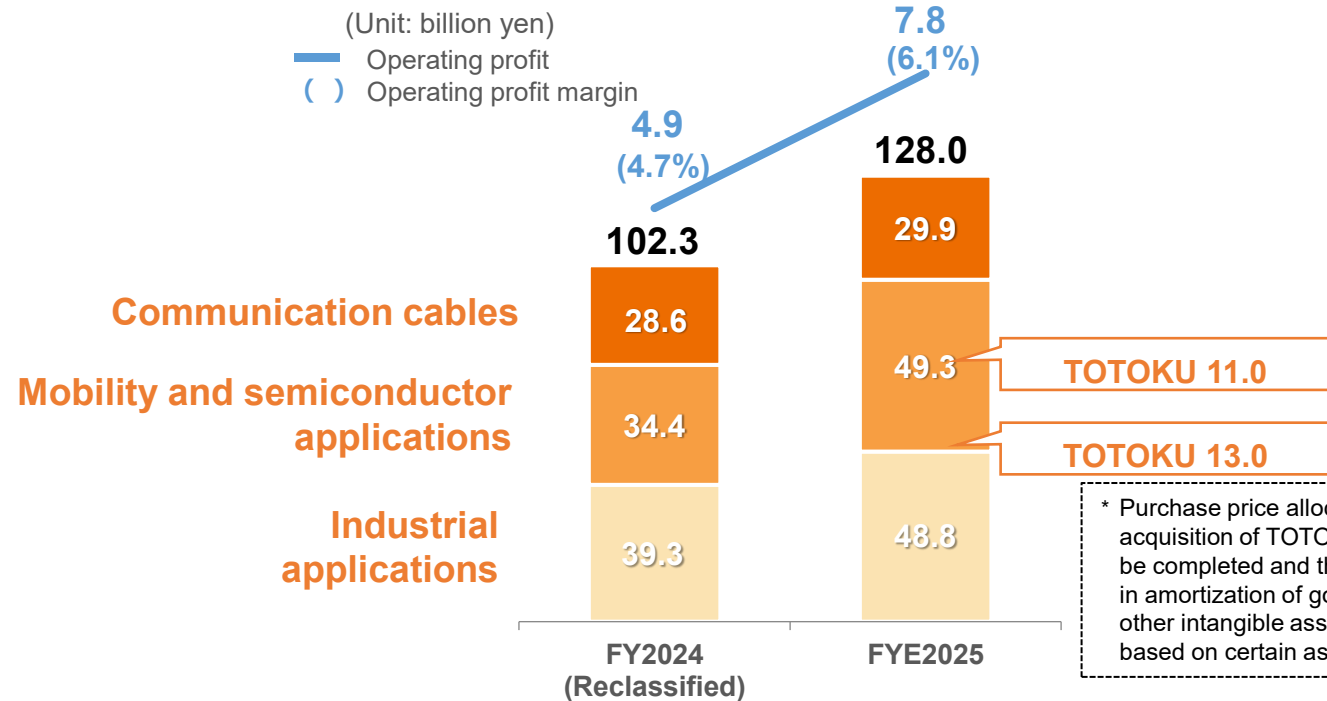
FY2025 Business Plan by Segment

Energy and Infrastructure Business



- Copper price impact: Net sales down 1.7 billion yen
- Positive factors
- Continued strong demand in the energy and infrastructure market
 - Expansion of sales through full use of SICONEX® production capacity
- Negative factor
- Demand adjustments for construction cables due to work style reforms and rising material prices

Communication and Components Business



* Purchase price allocation for the acquisition of TOTOKU has yet to be completed and the plan factors in amortization of goodwill and other intangible assets calculated based on certain assumptions.

- Copper price impact: Net sales down 0.6 billion yen
- Positive factors
- Global sales expansion of optical fiber ribbon e-Ribbon®
 - Effect of increased sales and profit from the acquisition of TOTOKU
- Negative factors
- Possibility of reassessment of supply chains due to U.S. tariffs
 - Continued lackluster demand for industrial products used in white goods and office equipment applications

FY2025 Full-year Business Plan: Energy and Infrastructure Business

Net sales / Operating profit / Operating profit margin

(Unit: billion yen)

— Operating profit

() Operating profit margin

16.8 (13.0%) 17.0 (13.7%)

128.8

124.0

82.7

74.0

40.0

43.0

6.2

7.0

FY2024

(Reclassified)

FYE2025

Construction cables

Power infrastructure

Seismic isolation/others

Market Conditions

Initiatives

Construction

- A temporary adjustment in demand due to factors such as delays in progress and completion of large-scale projects stemming from workstyle reforms at construction sites, as well as a review of construction plans prompted by soaring material costs.

However, a recovery is expected, supported by demand from large-scale plant and data center projects.

- **Strengthening inventory management**
Initiatives to improve cash flow, including converting the Mie Prefecture facility into a mother warehouse (full-scale operation scheduled to begin in October).
- **Promoting digital transformation to improve customer convenience**
Expansion of group sales tools through the Web Sales Office.

Power infrastructure

- Projects for electric power companies continue to perform steadily without delays, thanks to the revenue cap system.
- Strong demand for power equipment also continues.
- Meanwhile, private-sector construction projects are showing weakness in large-scale orders compared to the previous fiscal year.

- **Enhancing Product Supply Capabilities**
 - Expansion of sales by maximizing the production capacity of SICONEX®.
 - Initiatives to further invest in production capacity to meet strong demand for SICONEX®.
- **Improving Profitability**
 - Promoting efforts to level out project execution periods over time.

Outlook for
Sales Balance
Between
H1 and H2

In FY2024, the sales ratio between the first and second halves was 50:50. For FY2025, the forecast assumes a shift to a 40:60 balance.

2. Initiatives of 'Change & Growth' Under the New Management Structure

Towards a New Growth Phase



Executive President and
Representative Director (CEO)

Tetsuo Komata

Under the leadership of former CEO Takayo Hasegawa, our group has promoted a new wave of management reform under the slogan **"Change & Growth"** with a strong focus on **ROIC-based management**. As a result, our **profitability has significantly improved**, and our **financial foundation has been greatly strengthened**.

The baton I have received is to **vigorously drive the next stage of "Growth"**. While **continuing to pursue ROIC-based management and decisive structural reforms as part of "Change"**, I am committed to leading the **SWCC Group into a new phase of growth**.

We will begin formulating a **new medium-term management plan aimed at realizing "SWCC VISION 2030"**. Under the **new management structure**, we will embody the initiatives of **"Change & Growth"** as a **new strategy**, which we **plan to announce in February 2026**. In addition, we also **plan to disclose the numerical targets for fiscal year 2026, which will incorporate the performance of TOTOKU**, newly integrated into our group from this fiscal year.

Please look forward to the start of the SWCC Group's new growth phase.

Key Initiatives of "Change & Growth" Driven by the New Management

I. Further strengthening of growth driver businesses

Further strengthening of
Energy and Infrastructure Business

II. Establishment of second growth pillar

Establishment of Communication and
Components Business as new segment
alongside Energy and Infrastructure Business

III. Acceleration of DX Management

Rollout off SWCC Group IT Strategy

Key Initiatives of 'Change & Growth' Under the New Management Structure

Establishment of Communication and Components Business as new segment alongside Energy and Infrastructure Business

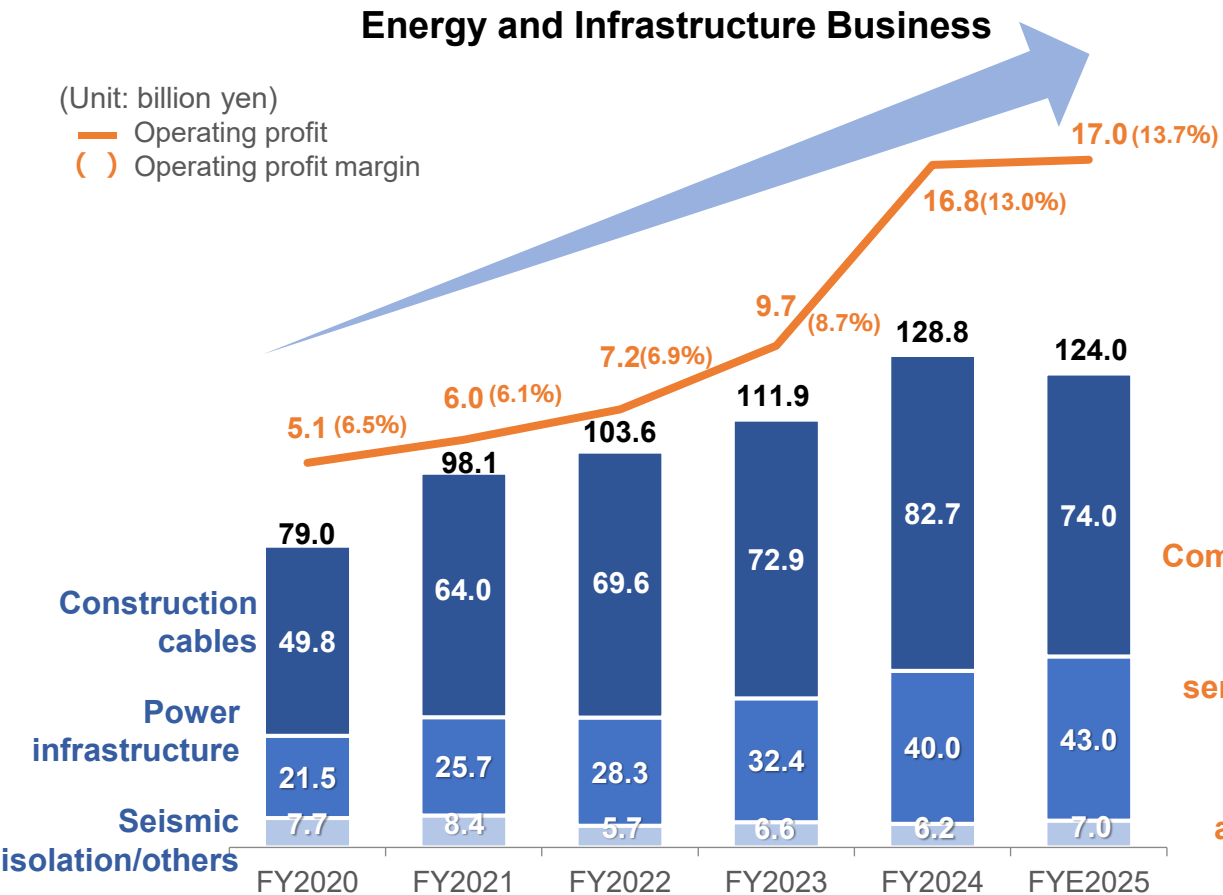
We are transitioning to a two-segment structure from FY2025. Figures from FY2020 to FY2024, when we operated under a three-segment structure, reclassified to reflect the two-segment structure are as follows.

I. Further strengthening of growth driver businesses

Energy and Infrastructure Business

(Unit: billion yen)

— Operating profit
() Operating profit margin

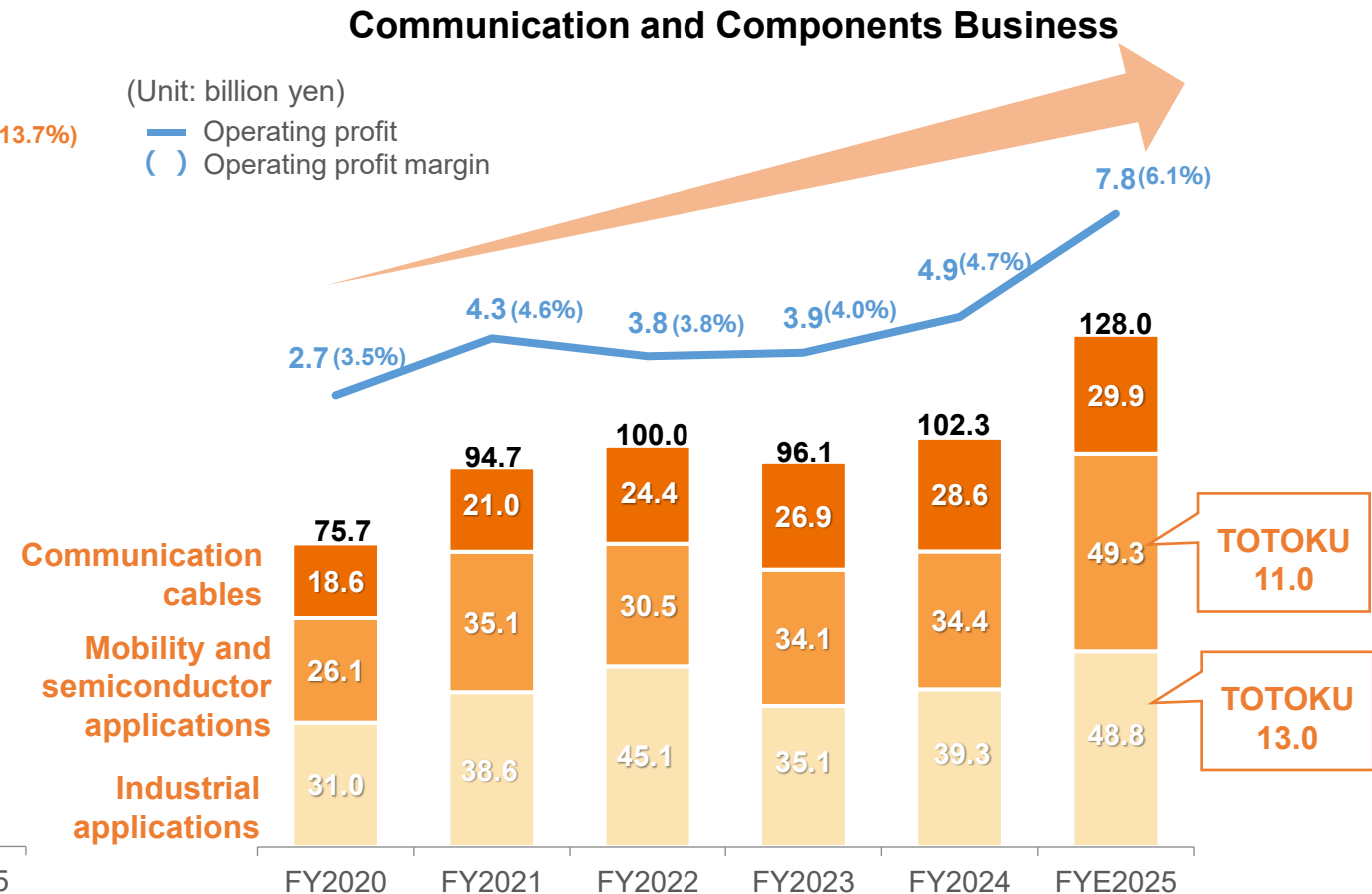


II. Establishment of second growth pillar

Communication and Components Business

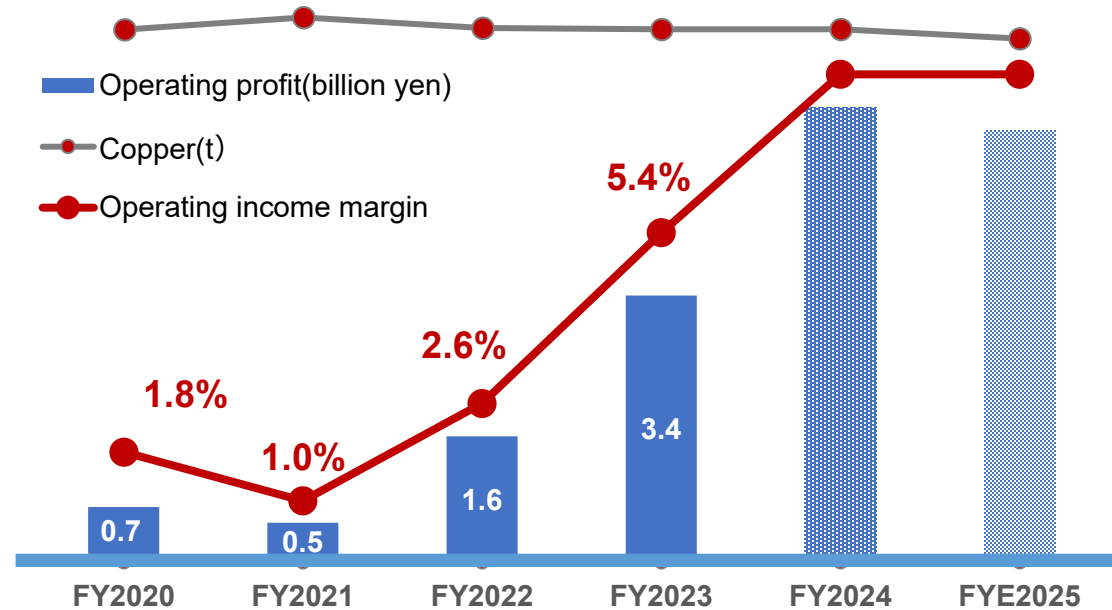
(Unit: billion yen)

— Operating profit
() Operating profit margin



I . Further strengthening of growth driver businesses

Further Transformation of the Construction Cables Business into a Cash Cow



SFCC Launch

SFCC Production-Sales Integration

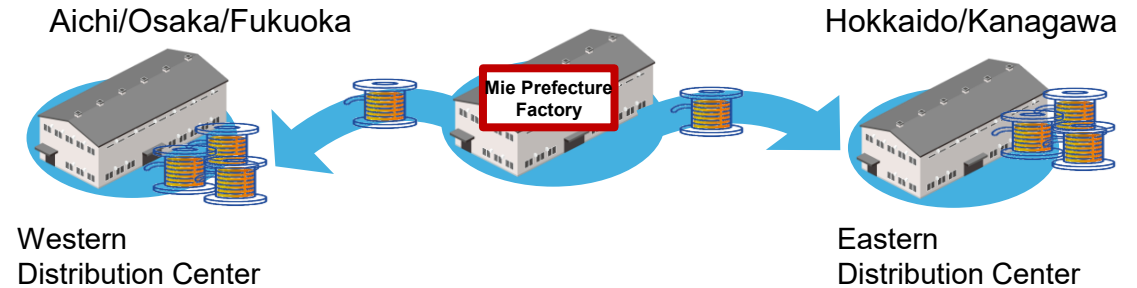
Profitability	FY2021	FY2022	FY2023	FY2024	FY2025
Cash conversion cycle	103	82	72	73	70
Inventory turnover days	45	42	42	45	40
ROIC (%)	3.6	8.6	14.3	21.9	21.5

FY2025

Cash Flow Improvement through Logistics Reform

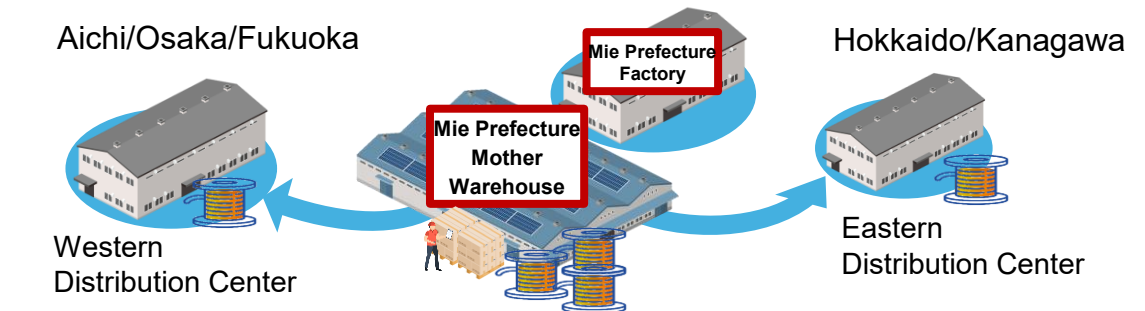
Before

Inventory was previously managed across multiple distribution centers.



After

Inventory will now be centrally managed and reduced at the Mother Warehouse, improving turnover ratio.



- Cash Flow Improvement
- Working Capital Reduction
- Copper Price Volatility Risk Reduction

Copper Inventory Reduction of 14% per Year

I . Further strengthening of growth driver businesses

Second-Phase Capacity Expansion Investment for SICONEX®

Amid growing demand for aging equipment replacement and grid upgrades driven by the shift to a decarbonized society, we are **making a new ¥2 billion investment** (Phase 2). **Sales are targeted to reach 220% of FY2023 levels by FY2026.**

■ Background & Objective

With the progress toward a decarbonized society, demand for power grid upgrades and renewable energy is rising.

→ Strengthening efforts to expand substation market share.

■ Investment Details

¥2B investment in expanding SICONEX® production at the Sagamihara site.

■ Impact

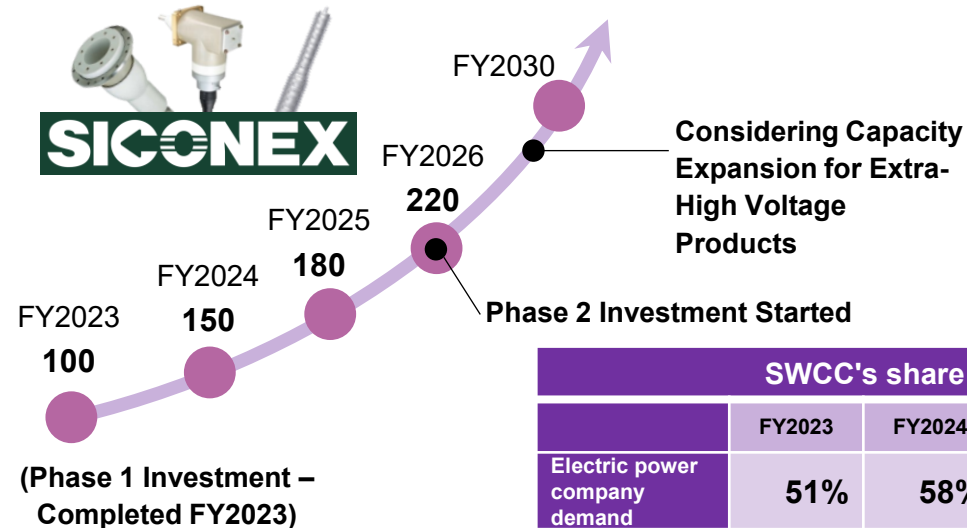
Sales target: 220% of FY2023 levels by FY2026.

■ Schedule

Factory upgrades and line expansion starting FY2025, with sales contribution from FY2026 (completion expected FY2026–2027).

SICONEX® Sales Growth Plan

*When FY2023 results are indexed to 100



SWCC's share in substations

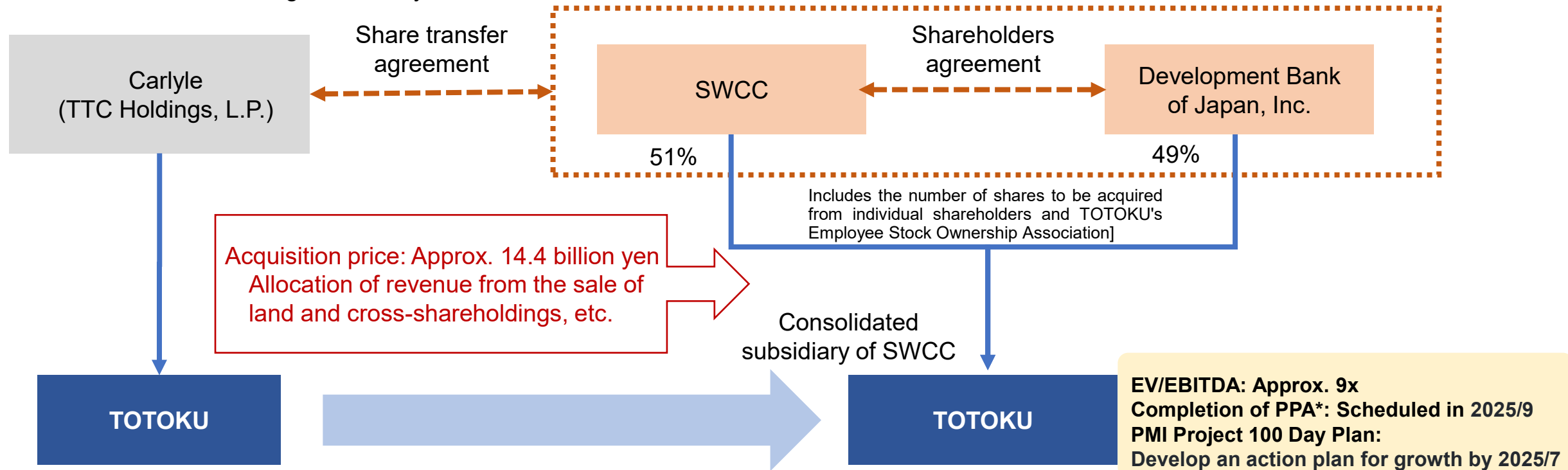
	FY2023	FY2024	FYE2025	FYE2026	FYE2030
Electric power company demand	51%	58%	63%	71%	88%
Private sector company demand	93%	93%	93%	94%	95%

II. Establishment of second growth pillar

Overview of Acquisition of Shares of TOTOKU INC. Through Joint Investment

SWCC signed a share transfer agreement regarding the acquisition of shares of TOTOKU INC with TTC Holdings, L.P., which is wholly owned and managed by firm Carlyle.

The SWCC Group judged that joint investment with the DBJ was the best way to approach the Transaction in terms of achieving active growth investment while ensuring the stability of the financial base.



The performance targets for FY2026 of the SWCC Group, including TOTOKU, are scheduled to be announced in February 2026.

* PPA (Purchase Price Allocation): Process of assigning the purchase price in an M&A transaction to the target company's assets and liabilities at their fair value and recording any remaining difference as goodwill. a

II. Establishment of second growth pillar

PMI 100 days plan

In the first 100 days, we will focus on mutual understanding, early integration actions, and creating a growth action plan for both companies.

	Day100 (Target: April to July 2025)	Output (Until July)
Business	<ul style="list-style-type: none"> ■ Establishing Framework and Structure for Synergy Creation ■ Initiating Initial Review of Growth Strategy for FY 2030 	<ul style="list-style-type: none"> ◆ Developing and Implementing Synergy Plan
Governance	<ul style="list-style-type: none"> ■ Agreement, Approval, and Implementation of Management Rules ■ Consideration of the Integration/Coexistence of Purpose and Code of Conduct 	<ul style="list-style-type: none"> ◆ Integrating and Strengthening Management Control of SWCC and TOTOKU
Accounting and Finance	<ul style="list-style-type: none"> ■ Organizing Items for Addition or Modification in Accounting Procedures 	<ul style="list-style-type: none"> ◆ Completion of PPA* (Scheduled for September)
Human Resources	<ul style="list-style-type: none"> ■ Development of a Concrete Talent Exchange Plan to Maximize Synergies ■ Development of an Implementation Plan to Foster Group Cohesion 	<ul style="list-style-type: none"> ◆ Consolidation of Functions Focused on Synergies and Efficiency ◆ Implementation of Active Talent Exchange
IT	<ul style="list-style-type: none"> ■ Comparative Analysis of IT Environment (Network Configuration and Security Measures)" 	<ul style="list-style-type: none"> ◆ IT Infrastructure Integration Policy ◆ Business System Integration Policy ◆ IT Management and Operations Policy
Sustainability	<ul style="list-style-type: none"> ■ Comparative Analysis of Non-Financial Key Issues and Environmental Goals 	<ul style="list-style-type: none"> ◆ Development of Environmental Voluntary Action Plan ◆ Review and Integration of Materiality

Implementation of Initiatives to Accelerate the Growth of SWCC and TOTOKU

Achieving synergies between SWCC and TOTOKU executing a growth action plan.

FY 2026:
Building up the medium-term plan
FY 2030:
Achieving the desired future state

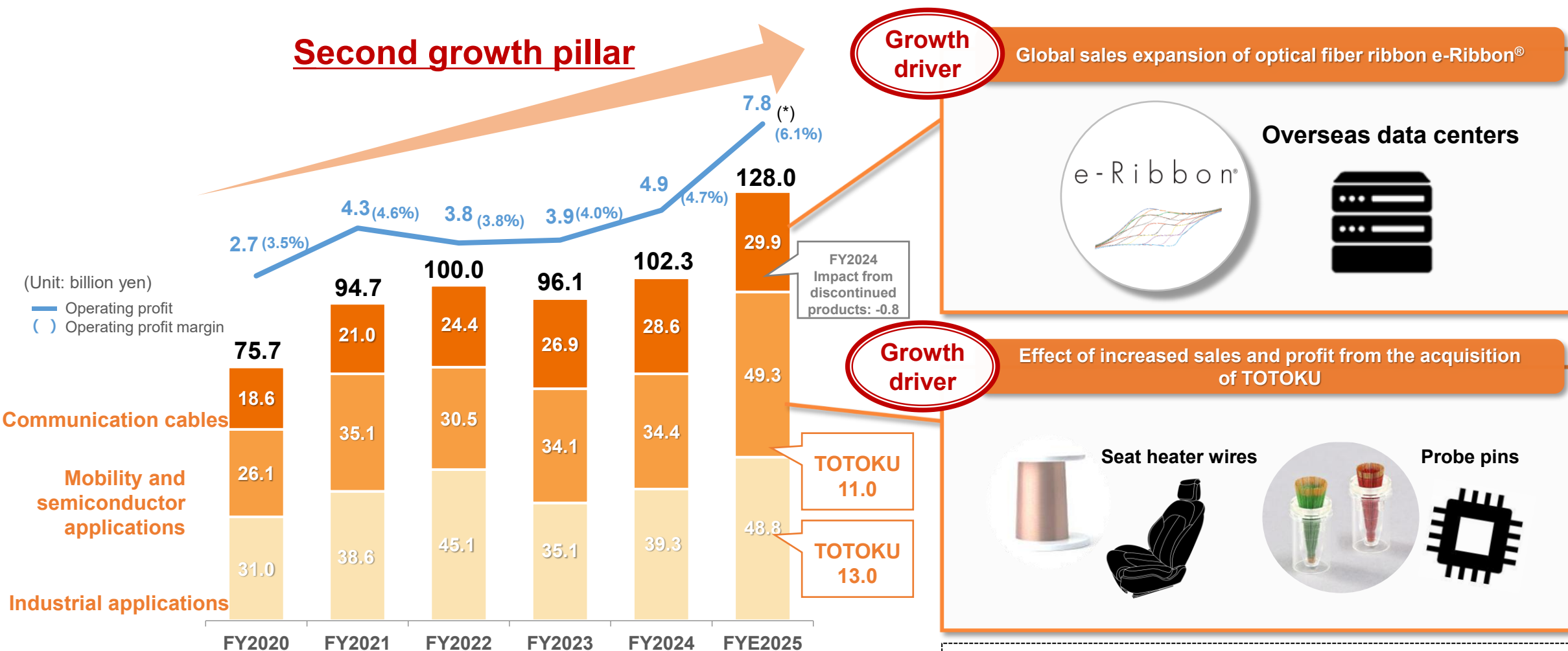


* PPA (Purchase Price Allocation): Process of assigning the purchase price in an M&A transaction to the target company's assets and liabilities at their fair value and recording any remaining difference as goodwill.

3. Growth Strategy for the Communication and Components Business

Growth Strategy for the Communication and Components Business

Second growth pillar



Note: The allocation of the acquisition cost related to the share acquisition of TOTOKU has not been finalized. The figures reflect amortization of goodwill and other related items based on certain assumptions.

Overseas Partnership Strategy for e-Ribbon®

Leveraging our top-class technology and productivity, we are building a business model that allows us to form partnerships worldwide. By fully utilizing our open-close strategy, **we will implement a flexible investment approach with partners to accelerate profit growth.**

Product strengths

Technological superiority

More than 10 years of technology accumulation
One of only 5 companies worldwide with mass production technology.
Recognized by customers as a world-class offering

Global results

Proven track record and high evaluation in domestic and European markets
Domestic sales began in 2012
Contributes to high-density optical wiring within data centers
Capable of ribbon-processing optical fibers from Japan, the U.S., Europe, and South Korea; supports customized processing

Technological capabilities

Improvement of construction efficiency and realization of cost benefits
World's top-class technology, featuring small diameter, light weight, and high density
Advanced processing technologies enable the use of customer-specified optical fibers

Business model

Material

Product customization

Overseas partners

End user

General purpose fiber
Small diameter fiber
Partner fiber



SWCC Corporation

e-Ribbon®

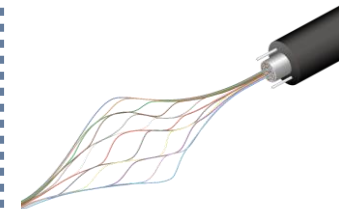
Value provided

High density

Easy

Cost competitive-ness

High-density cable
Super multi-conductor cable
Small-diameter pneumatic delivery cable
Cable with connector, etc.



Data center market

Europe and the US Telecom market

Open area

- Responding to diverse needs
- Customizable
- Technical support

Closed area

- Intellectual property of ribbon technology
- Know-how in the mass production of ribbons

Progress of Overseas Partnership Strategy for e-Ribbon®

With the evolution of generative AI driving stronger demand for data centers and the need for more robust communications infrastructure, expectations are rising for our world-leading e-Ribbon® technology.

Meeting the growing demand for optical communication infrastructure **with our top-tier technology and productivity, in collaboration with overseas partners.**

Market Change Drivers for Business Growth

Surpassing 1,000 sites in early 2024 due to the growing demand for generative AI

Global expansion of the data center market

Rapidly increasing demand in the rollable ribbon fiber market



Data centers

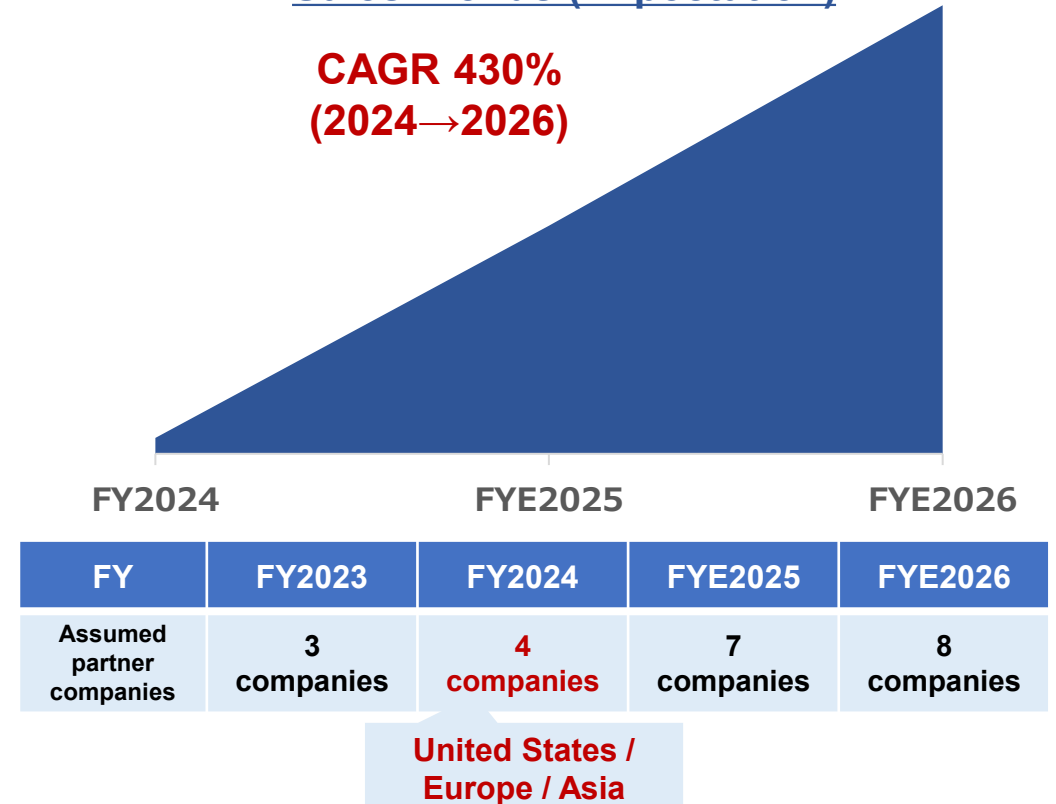
To combat with labor shortages and soaring labor costs
Increase in demand for high-performance cable



High performance

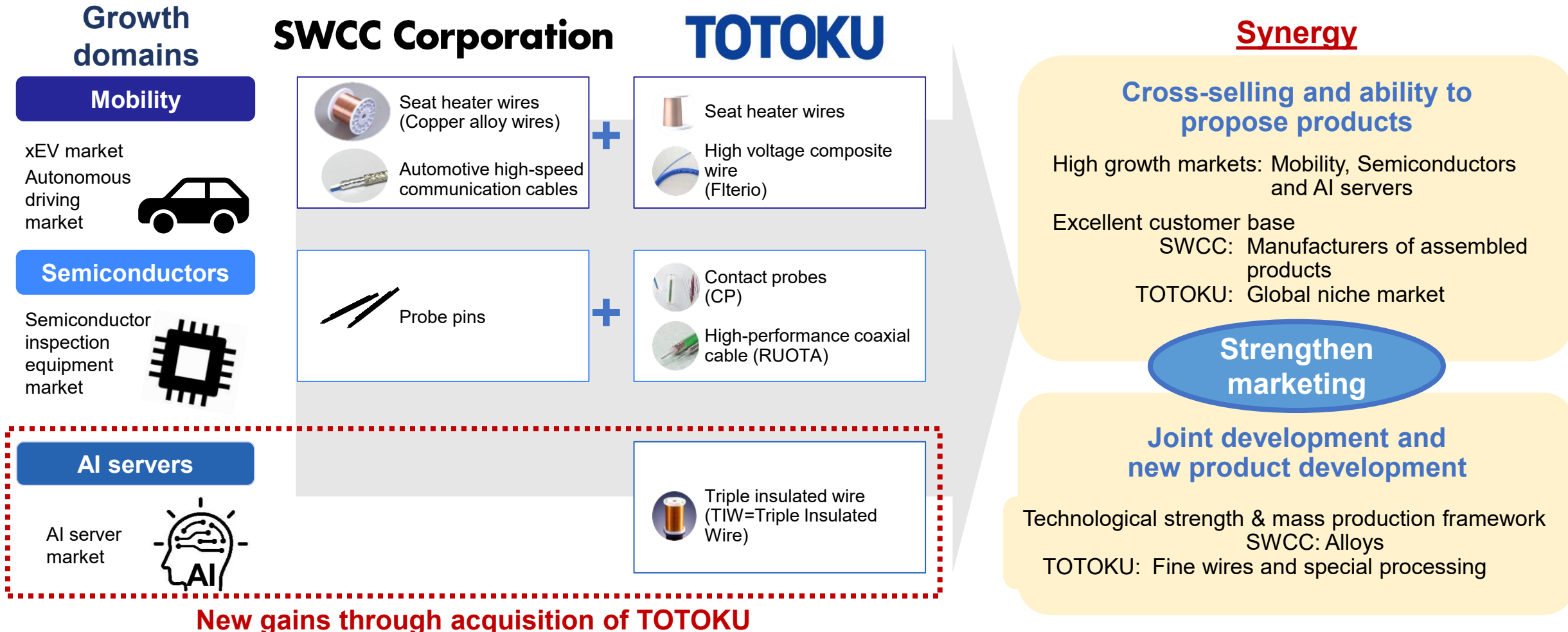
Sales Trends (Expectation)

CAGR 430%
(2024→2026)



Strategic Significance and Synergistic Effects of TOTOKU Acquisition

The acquisition of TOTOKU will further accelerate expansion into growing business areas and overseas business expansion, and **turn the Communication and Components Business into a core business alongside the Energy and Infrastructure Business.**



Synergistic Effects of TOTOKU Acquisition (Automotive seat heaters)

With customers that are leading global players, we expect to achieve further sales growth by cross-selling products including handle heaters.



	Primary customer	Customer's base(s)	Strengths	Global Share※
TOTOKU	Company A (Global top share)	North America, Europe, Asia	Quality (Durability)	26%
	Company B	China		
SWCC	Company C	Japan	High-strength, high-conductivity materials	7%

*According to our survey

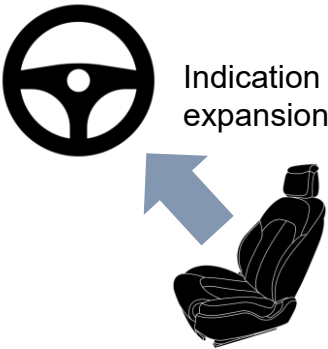
Advantageous conditions

Increase in Global Automobile Sales:

According to various reports, global automobile sales are expected to see a slight increase from 2024 to 2030.

Expansion of Demand for Heaters:

Driven by growing consumer support in cold regions and increasing demand for improved livability, the adoption of seat heaters is on the rise.



Synergistic Effects of TOTOKU Acquisition (Semiconductor Contact Probe Pins)

Given the nature of the end products i.e. test equipment for semiconductor inspection, **this is a business with stringent customer quality requirements and high barriers to entry.**

We expect to achieve further sales expansion in the future, **by leveraging a product lineup with strengths in both the pre-process and post-process stages, with emphasis on substrate inspection applications.**



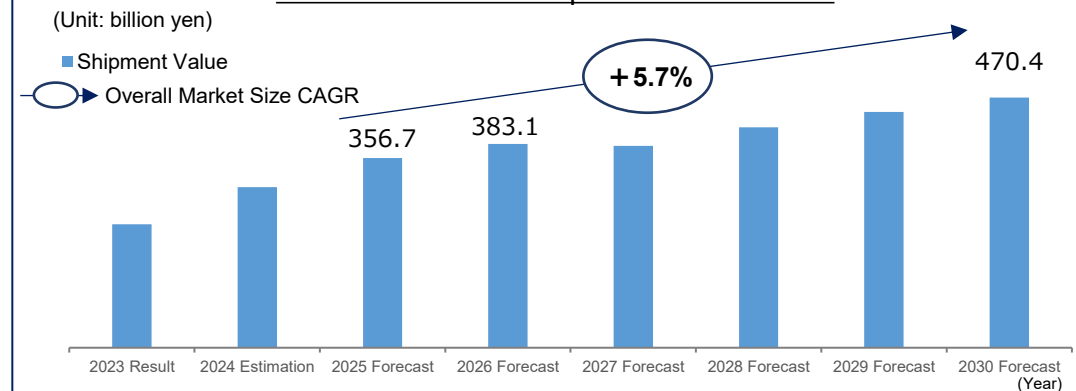
	Main customers	Customer's base (s)	Measurement objects	Strengths	Share*
TOTOKU	Jig manufacturers	Japan	Downstream processes (IC package substrates, PCBs)	Fine wires, insulation, plating	35% (For board inspection)
SWCC	Pin manufacturers	Taiwan	Upstream processes (logic, CCDs, memory)	High-strength, high-conductivity materials	Samples being provided for spec-in

Advantageous conditions

Advancement in Inspection Technology:

With the miniaturization of semiconductors, the wiring to be inspected has become thinner and finer, leading to a shift from the traditional two-terminal method to the four-terminal method. As the adoption of the four-terminal method increases, the number of probes used is expected to rise as well.

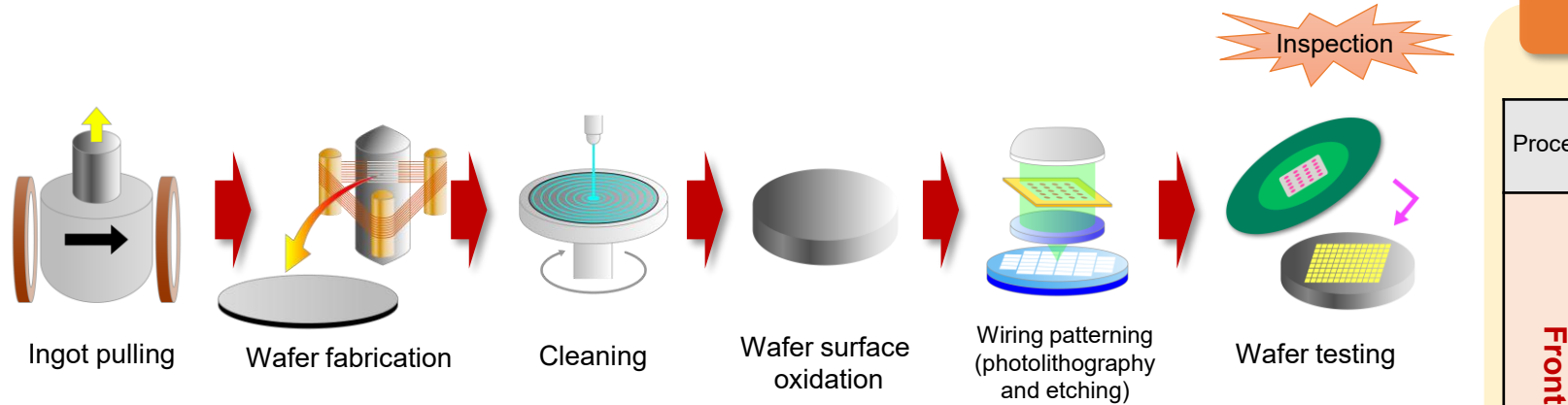
Global Probe Card Shipment Value Trends



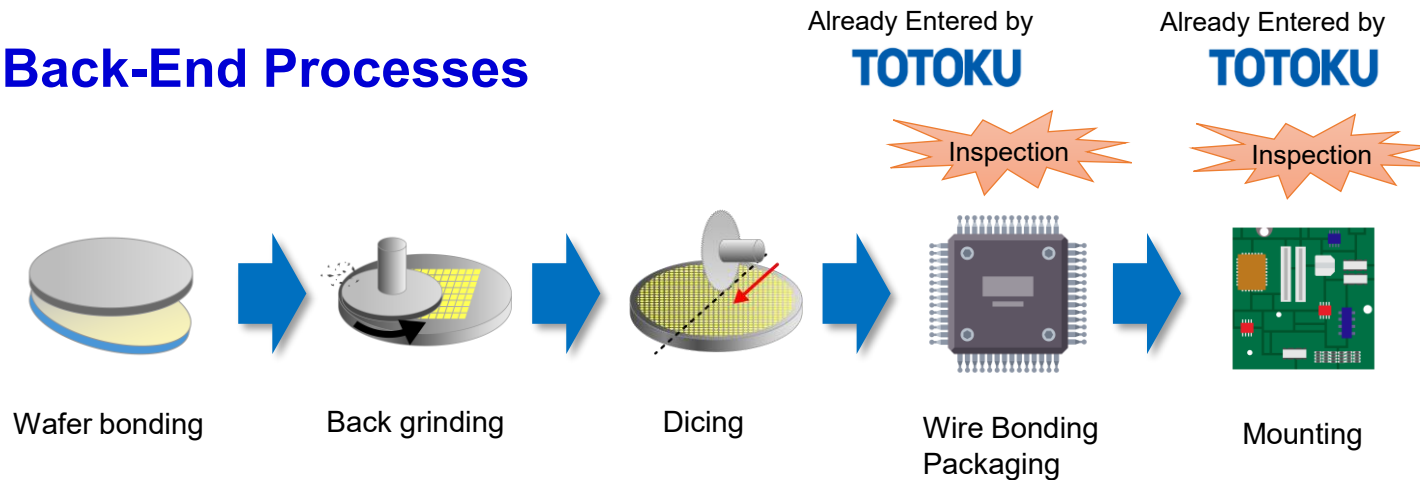
Source: "Current Status and Future Outlook of Advanced and Noteworthy Semiconductor-Related Markets 2025 – Market Edition," Fuji Chimera Research Institute

Semiconductor Manufacturing Processes and Our Target Entry Areas



Front-End Processes



Back-End Processes



Areas of Synergy

Process	Key Probe Types	Application Fields
Front-End	MEMS Probes	 Business synergy areas through group integration
	Cobra Probes	
	Cantilever Probes	
Back-End	Wire Probes	
	Spring Probes	

Synergistic Effects of TOTOKU Acquisition (Triple Insulated Wire)

Has a customer base that includes major switching power supply manufacturers with a global top market share.

For AI servers, which require higher performance and miniaturization, **products utilizing high heat resistance and fine-diameter technologies** are being introduced to capture the expanding market.



	Main customers	Customer's base(s)	Customer position	Strengths
TOTOKU	Switching power supply manufacturer	Taiwan, Japan	Global top Manufacturer etc.	High heat resistance, Slimming diameter

Advantageous conditions

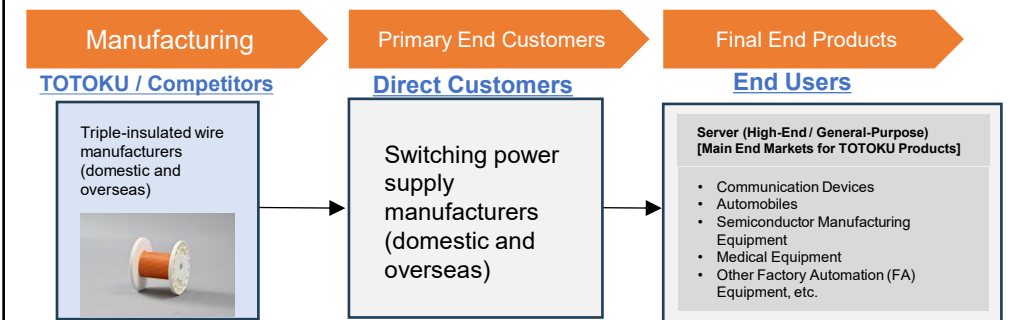
Steady Market with the Growth of the Sub-Industry:

Triple-insulated wires have a broad end-market and end-use industry base, including servers, communication devices, and semiconductor equipment.

Rapid Growth of AI Servers:

With the widespread adoption of new digital technologies, strong growth is expected. Recently, with a focus on investment in AI servers, the market is anticipated to accelerate, particularly in server applications. Expecting CAGR of 5.6% from FY2025 to FY2030.

Commercial Flow Structure Surrounding Triple-Insulated Wires



TOTOKU Receives ESQR's 2025 "Quality Choice Prize" for the First Time

News Release dated June 6

TOTOKU INC., which joined SWCC group, has been awarded the prestigious "The Quality Choice Prize 2025" by the European Society for Quality Research (ESQR). The award ceremony took place in Stockholm, Sweden, on May 29, 2025. Its decades of commitment to quality management were highly evaluated.



Scene from the Award Ceremony in Sweden on May 29, 2025
(Mr. Maki, Chief Executive Officer CEO of TOTOKU INC. [Left])

◆About the European Society for Quality Research (ESQR)

The European Society for Quality Research (ESQR) is an esteemed European organization headquartered in Lausanne, Switzerland. It conducts recognition and research on quality improvement techniques across various organizations worldwide. Through its annual conventions and awards ceremonies, ESQR contributes to the promotion of a quality culture, evaluates excellence, fosters innovation, disseminates knowledge, shares best practices in conformity assessment, and facilitates networking.



◆About the Quality Choice Prize

The "Quality Choice Prize" awarded to TOTOKU recognizes companies that have implemented highly effective quality management systems characterized by strong ethics and steadfast innovation, achieving substantial results in their business activities.



The ESQR's Quality Choice
Prize Award 2025

4. Appendix

Overview of Financial Results for FY2024

Sales and profits increased YoY, driven by the strongly performing Energy and Infrastructure Business, despite the impact of external factors. **Plan to increase year-end dividends.**

Energy and Infrastructure Business

In products for electric power infrastructure, we captured robust demand and orders received were strong. In construction-related products, our performance was generally solid.
Sales and profits increased YoY.

Electronic Equipment and Components Business

High-performance products for xEV languished throughout the fiscal year. Although demand for heavy machinery was firm, demand for industrial machinery was sluggish.
Sales increased and profits decreased YoY.

Communication and Industrial Devices Business

In telecommunications products, construction-related products, including those for data centers, and products for automotive applications both performed solidly. Wire harnesses performed sluggishly due to the lackluster performance of Japanese household electrical appliance manufacturers.
Sales and profits increased YoY.

Progress Rate to the Plan

Both operating profit and net profit reached record highs

(Unit: billion yen)



FY2024 Consolidated Statements of profit

Sales and profits increased YoY due to a strong performance in the Energy and Infrastructure Business.

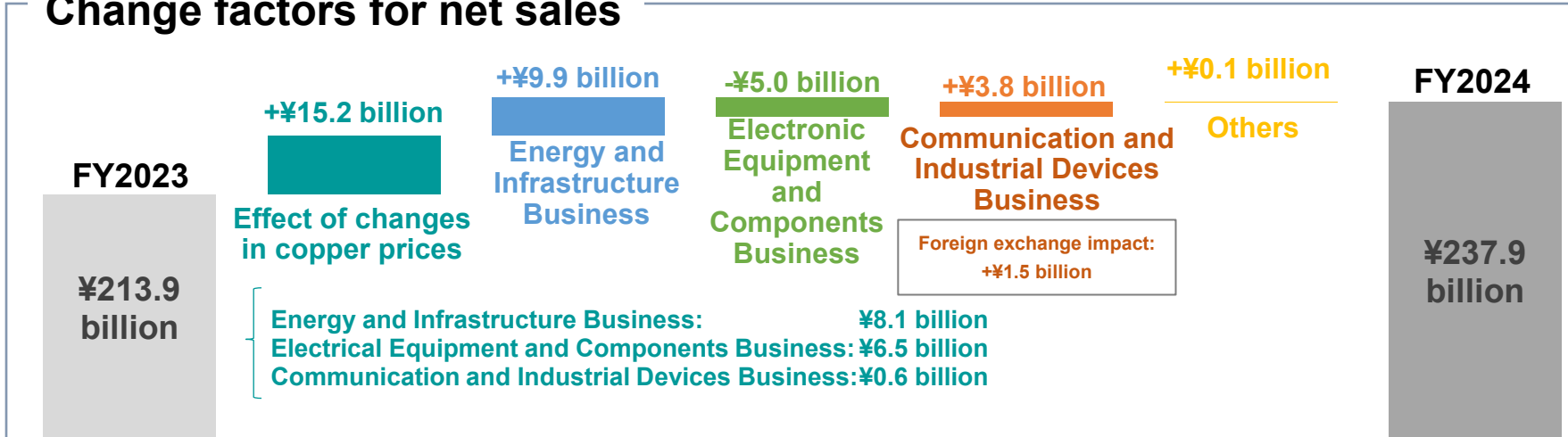
Both operating profit and profit reached record highs. Plan to increase year-end dividends.

Both ROE and ROIC targets for the final year of the medium-term management plan have been achieved ahead of schedule.

(Unit:billion yen)	FY2023 Result	FY2024 Result	Change	YoY
Net sales	213.9	237.9	24.0	11.2%
Operating profit	12.8	Record high 20.9	8.1	63.2%
Operating profit margin	6.0%	8.8%	2.8pt	-
Ordinary profit	12.2	11.3	-0.9	-7.7%
Profit attributable to owners of parent	8.8	Record high 11.4	2.6	29.0%
Dividends per share (yen)	¥90	¥16 increase from 2Q results announcement ¥136	¥46	51.1%
ROE	12.3%	14.3%	2.0pt	-
ROIC	8.3%	Includes asset impact of TOTOKU 11.9%	3.6pt	-

FY2024 Change Factors (YoY)

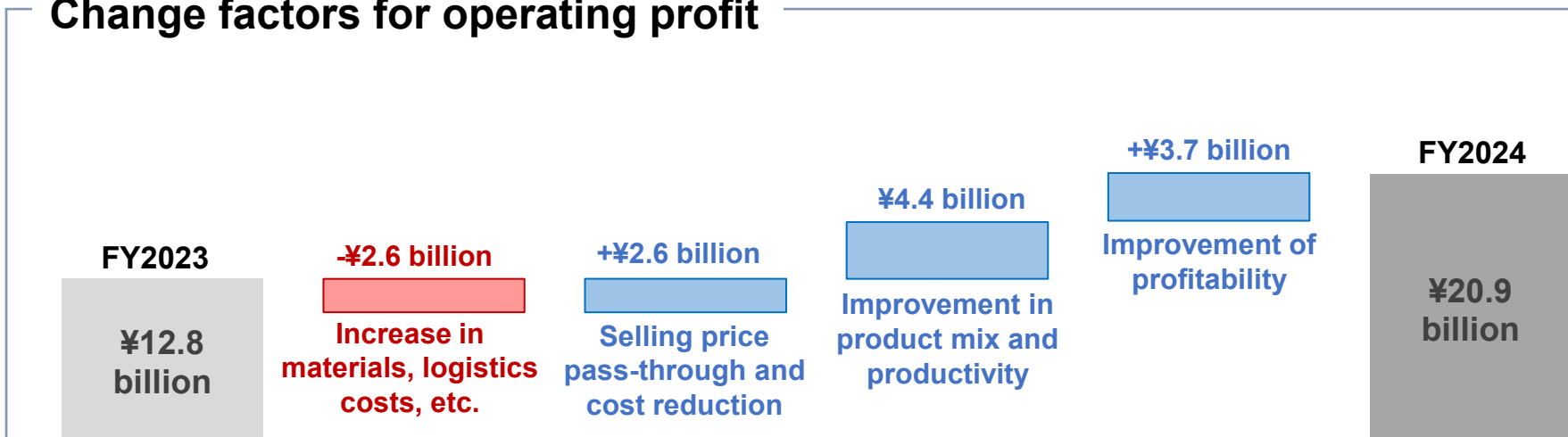
Change factors for net sales



[Change factors]

1. Net sales
In products for electric power infrastructure, increased production of SICONEX® captured robust demand and orders received expanded. Contrary to initial expectations, domestic demand for construction-related applications did not weaken, and **a strong performance in the Energy and Infrastructure Business** resulted in a **YoY increase in sales**.

Change factors for operating profit



2. Operating profit
Rising raw material and logistics costs were offset by selling price pass-through and cost reductions. **Profit increased significantly YoY** due to the **implementation of various profit improvement measures** and **improvement of the profitability in the strongly performing Energy and Infrastructure Business**.

FY2024 Results by Segment

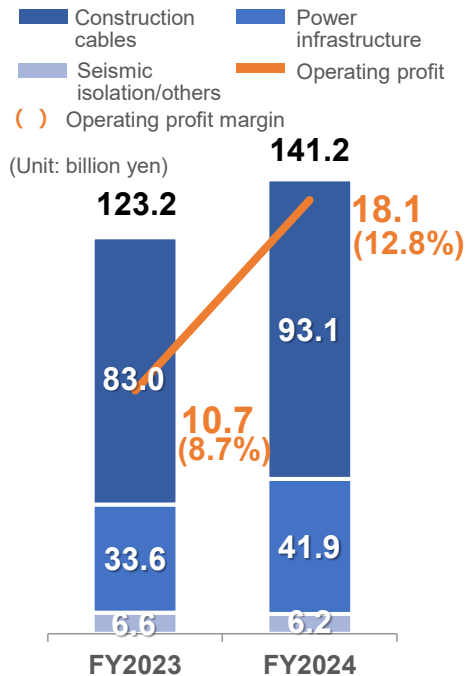
Company-wide **profits reached record highs**, driven by the strongly performing Energy and Infrastructure Business.

(Unit: billion yen)		FY2023 Results	FY2024 Results	Change	YoY	FY2024 ROIC
Energy and Infrastructure Business	Net sales	123.2	141.2	18.0	14.6%	19.5%
	Operating profit	10.7	18.1	7.4	68.8%	
	Operating profit margin (%)	8.7%	12.8%	4.1pt	-	
Electronic Equipment and Components Business	Net sales	55.3	56.8	1.5	2.7%	5.5%
	Operating profit	1.6	1.4	-0.2	-14.1%	
	Operating profit margin (%)	2.9%	2.5%	-0.5pt	-	
Communication and Industrial Devices Business	Net sales	30.7	35.1	4.4	14.3%	8.7%
	Operating profit	1.4	2.8	1.4	101.4%	
	Operating profit margin (%)	4.5%	7.9%	3.4pt	-	

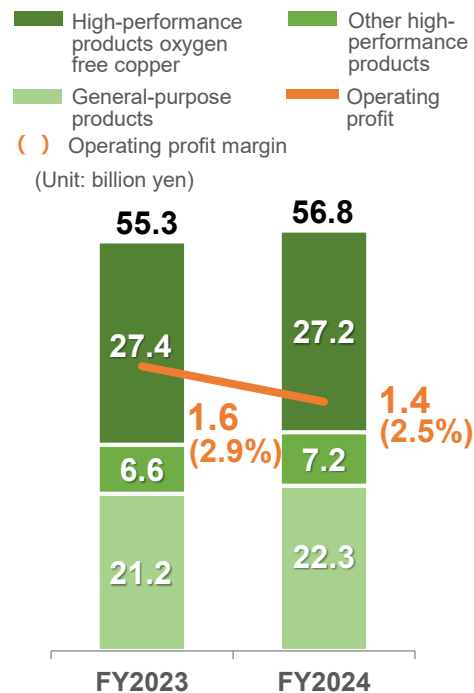
FY2024 Results by Segment

In the **Energy and Infrastructure Business**, operating profit hit a record high due to an abundance of construction projects in the electric power infrastructure, increased demand for electric power equipment, and firm demand in construction applications. In the **Communication and Industrial Devices Business**, the profit margin rose significantly YoY, bolstered by firm demand for communication cables and the effect of higher profit on precision devices despite weak demand for wire harnesses for home appliances.

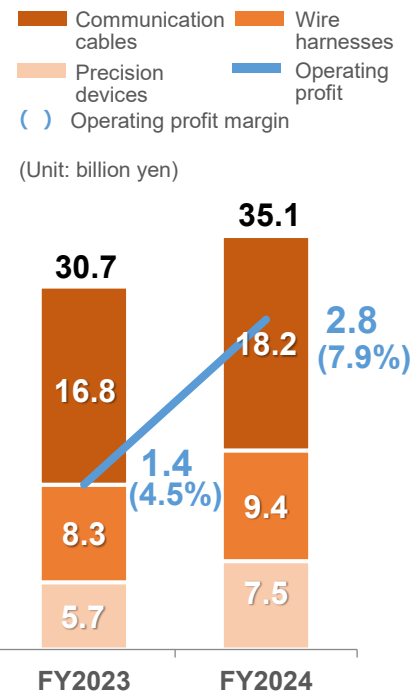
Energy and Infrastructure Business



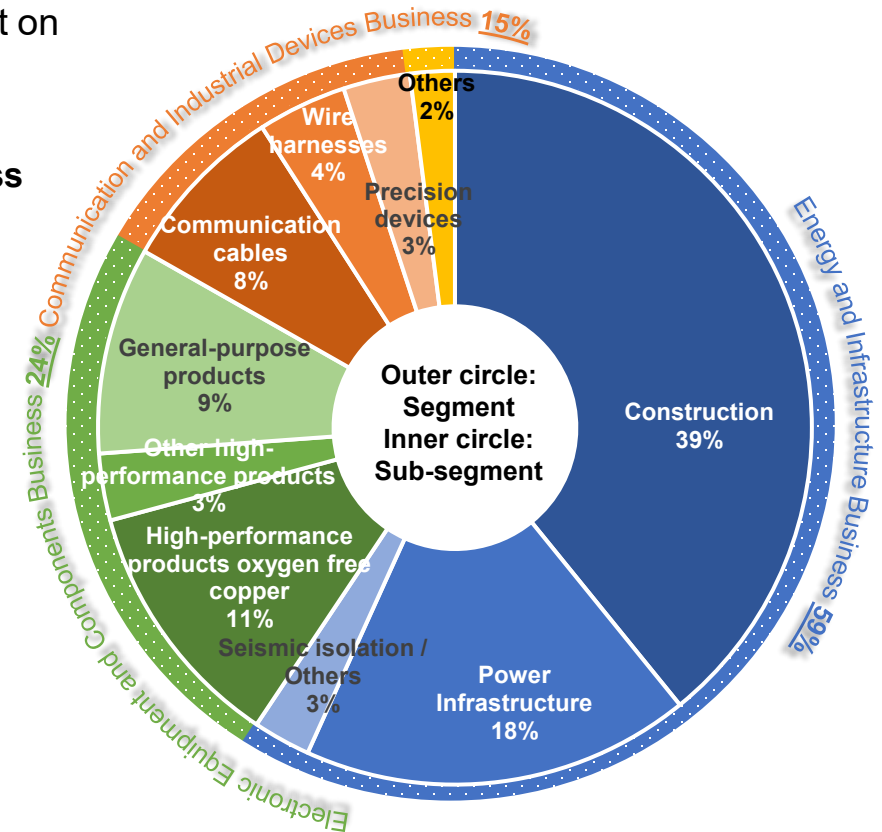
Electronic Equipment and Components Business



Communication and Industrial Devices Business



FY2024 Result Segment sales ratio

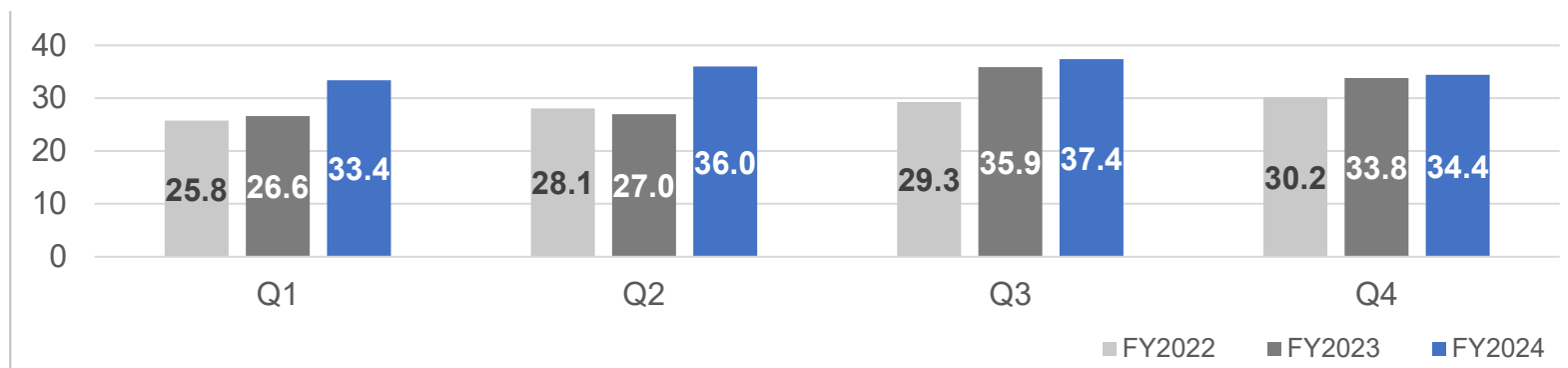


FY2024 Results by Segment / Energy and Infrastructure Business

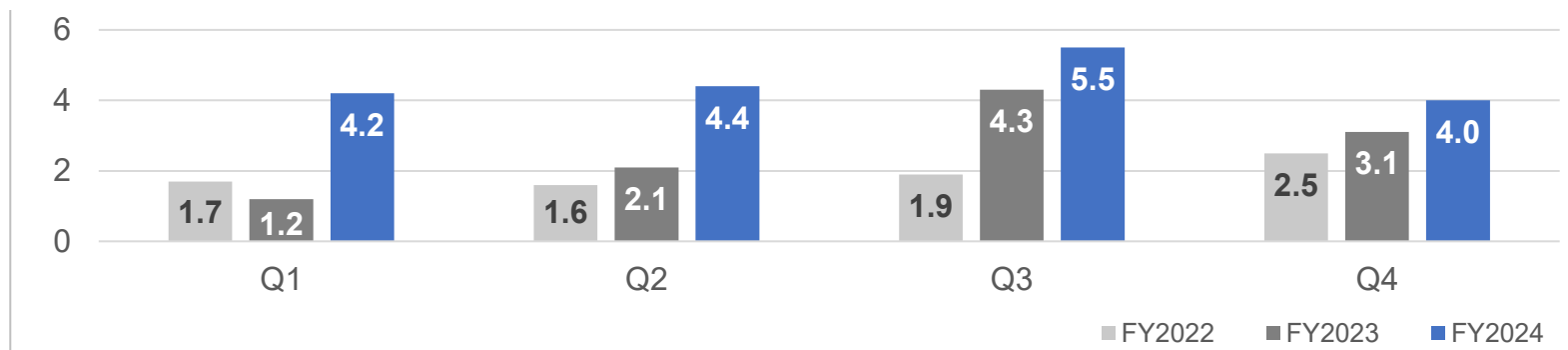
In products for electric power infrastructure, investment to increase production of strategic product SICONEX® captured robust demand and orders received were strong.

Contrary to initial expectations, demand for construction-related applications remained generally strong, showing no sign of weakening following the tight supply and demand balance for electric wire seen the previous fiscal year. **Sales and profits increased YoY.**

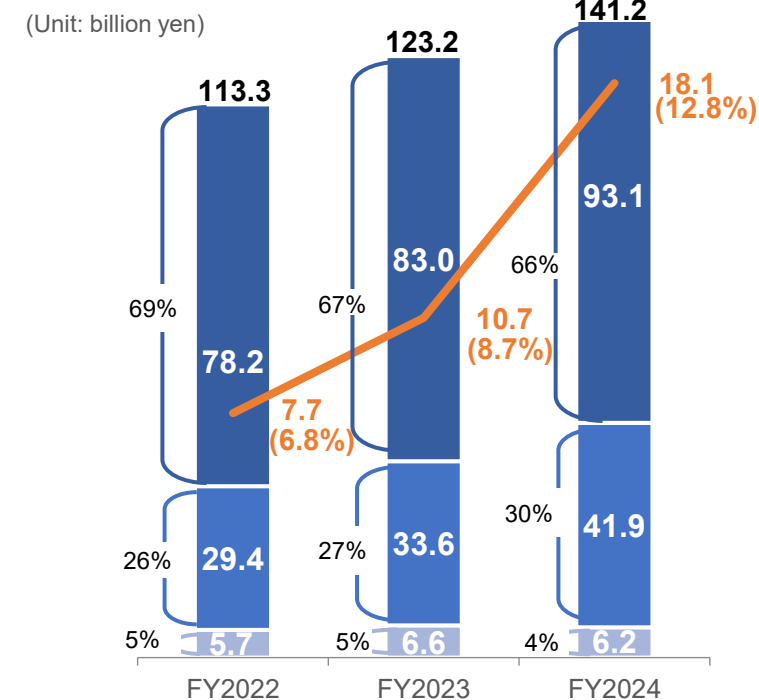
Net sales (Unit: billion yen)



Operating profit (Unit: billion yen)



Construction cables
Seismic isolation / Others
Power Infrastructure
Operating profit
() Operating profit margin

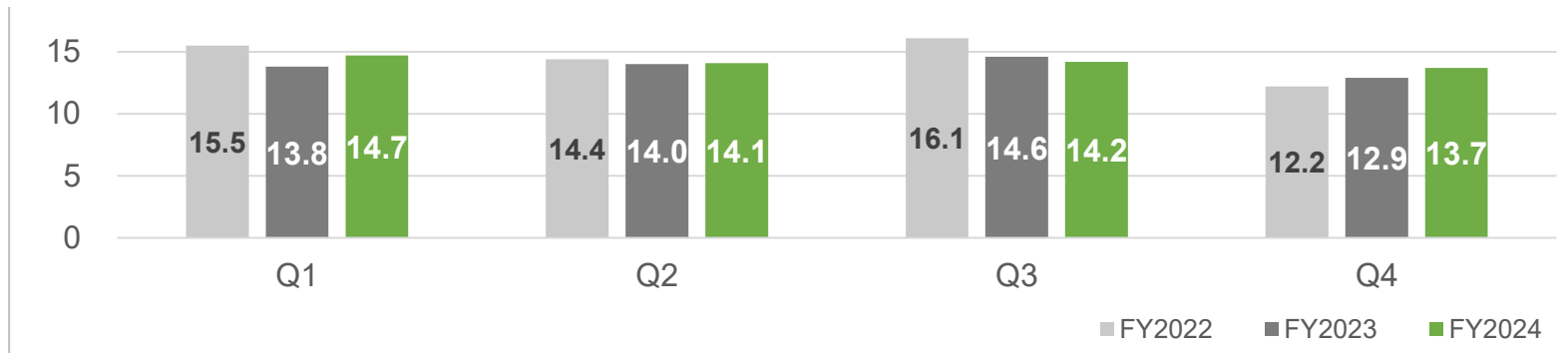


FY2024 Results by Segment / Electronic Equipment and Components Business

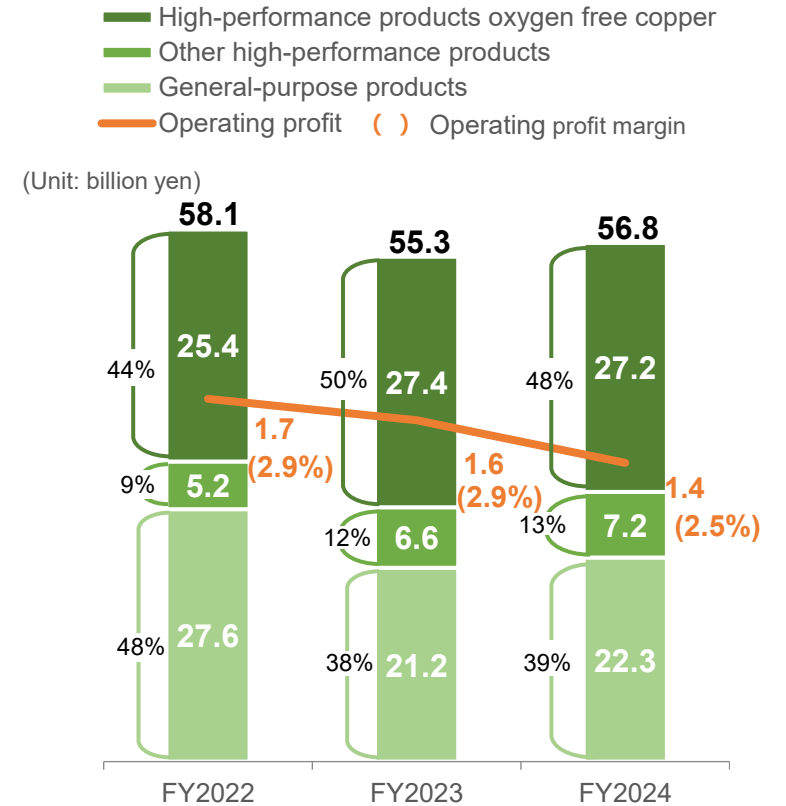
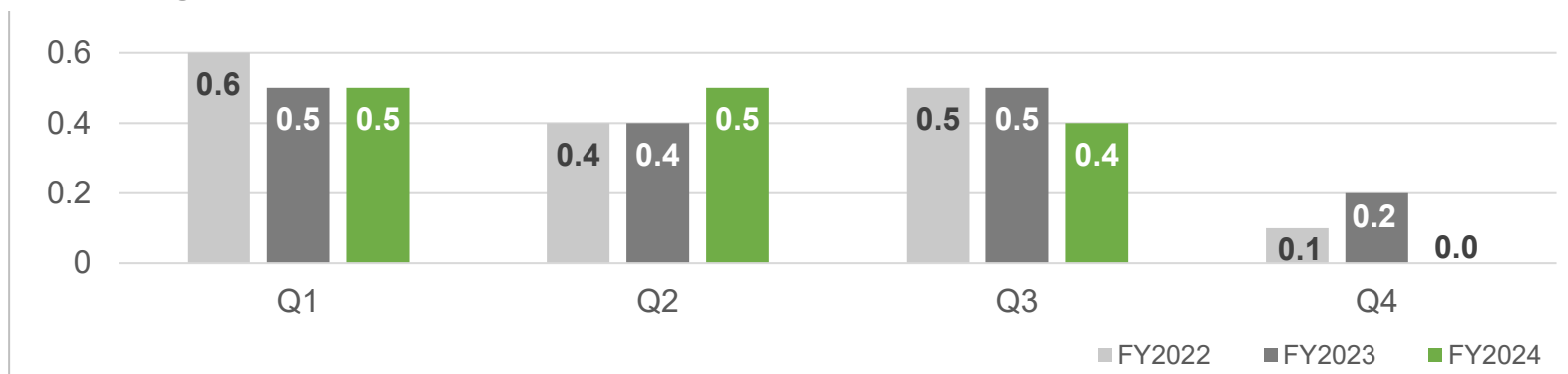
High performance products for xEVs languished throughout the fiscal year, reflecting an ongoing adjustment phase due to the suspension of production and shipping by some domestic automakers.

General-purpose magnet wires for heavy electrical appliances performed solidly but demand for industrial machinery applications was lackluster. **Sales increased and profits decreased YoY.**

Net sales (Unit: billion yen)



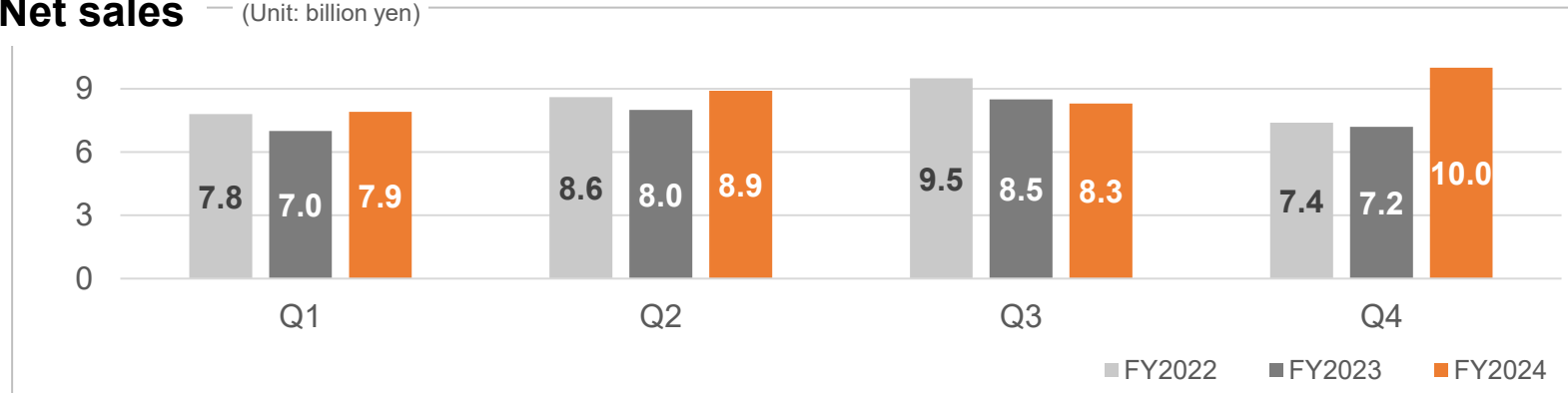
Operating profit (Unit: billion yen)



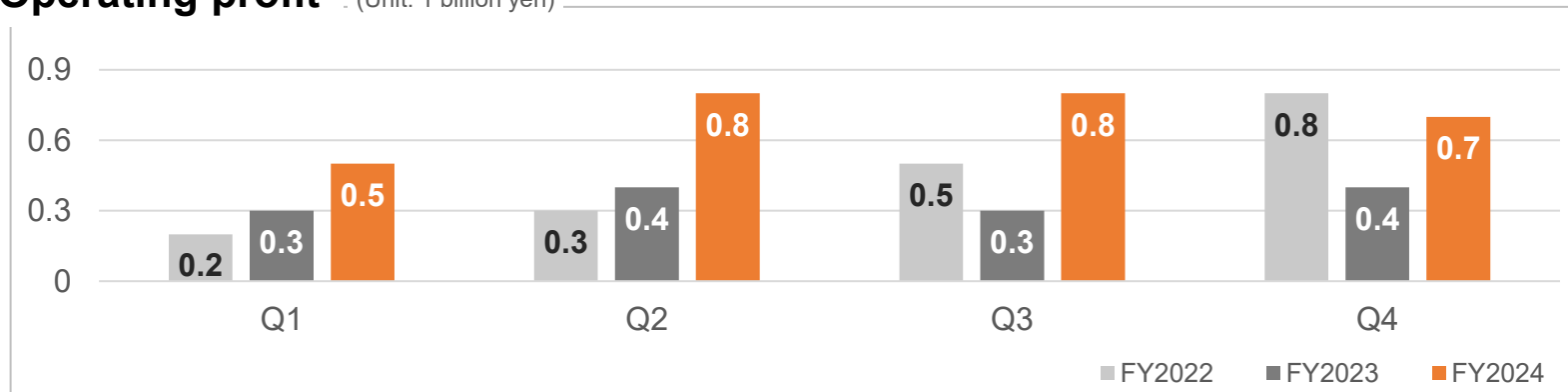
FY2024 Results by Segment / Communication and Industrial Devices Business

In telecommunications products, construction-related products, including those for data centers, and products for automotive applications both performed solidly. Precision devices also turned in a solid performance due to profit improvement measures and recovery of demand. Wire harnesses performed sluggishly due to the lackluster sales of Japanese household electrical appliance manufacturers. **Sales and profits increased YoY.**

Net sales (Unit: billion yen)

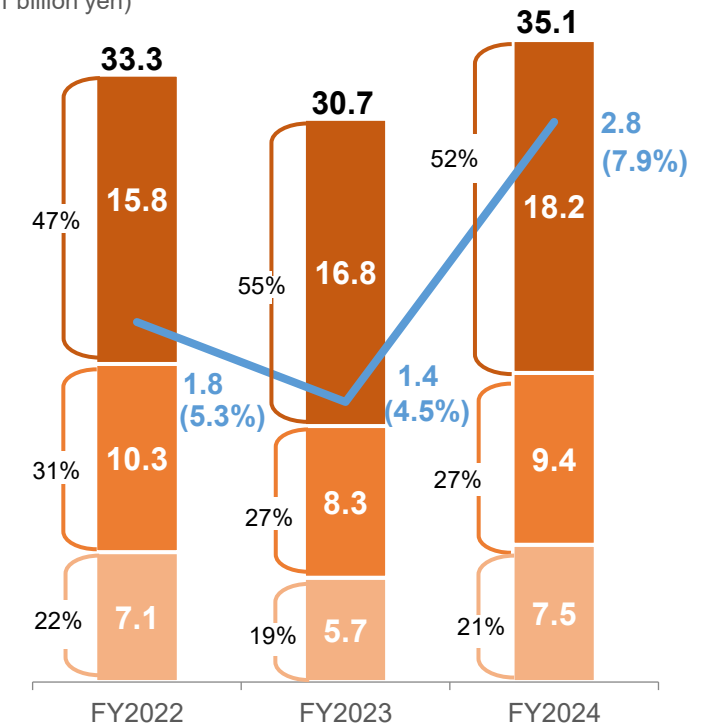


Operating profit (Unit: 1 billion yen)



■ Communication cables
 ■ Wire harnesses
■ Precision devices
 — Operating profit
() Operating profit margin

(Unit: 1 billion yen)



FY2024 Balance Sheet (YoY)

(Unit: billion yen)	End-FY2023	End-FY2024	Change
Total assets	161.6	197.7	36.1
Cash and deposits	7.3	19.4	12.1
Trade receivables	51.5	54.2	2.7
Inventories	29.0	33.0	4.0
Non-current assets	67.2	87.2	20.0
Total liabilities	84.5	112.1	27.6
Trade payables	26.0	28.1	2.1
Interest-bearing debt	30.3	54.7	24.4
Total net assets	77.1	85.6	8.5
Equity	75.9	83.7	7.8
Equity ratio (%)	47.0	42.3	-4.7pt
D/E ratio (%)	39.9	65.4	25.5pt

[Cash and deposits]

Increased due to the consolidation of TOTOKU's balance sheets and other related factors.

[Non-current assets]

Despite decreases from asset sales and equity-method losses, assets increased due to capacity investments and TOTOKU consolidation.

Goodwill from M&A is provisionally recorded before PPA.

[Interest-bearing debt]

Increased due to the consolidation of TOTOKU's balance sheet and related factors.

[Equity ratio]

Equity ratio decreased by 4.7pt. from the end of the previous fiscal year due to an increase in interest-bearing debt.

[DE ratio]

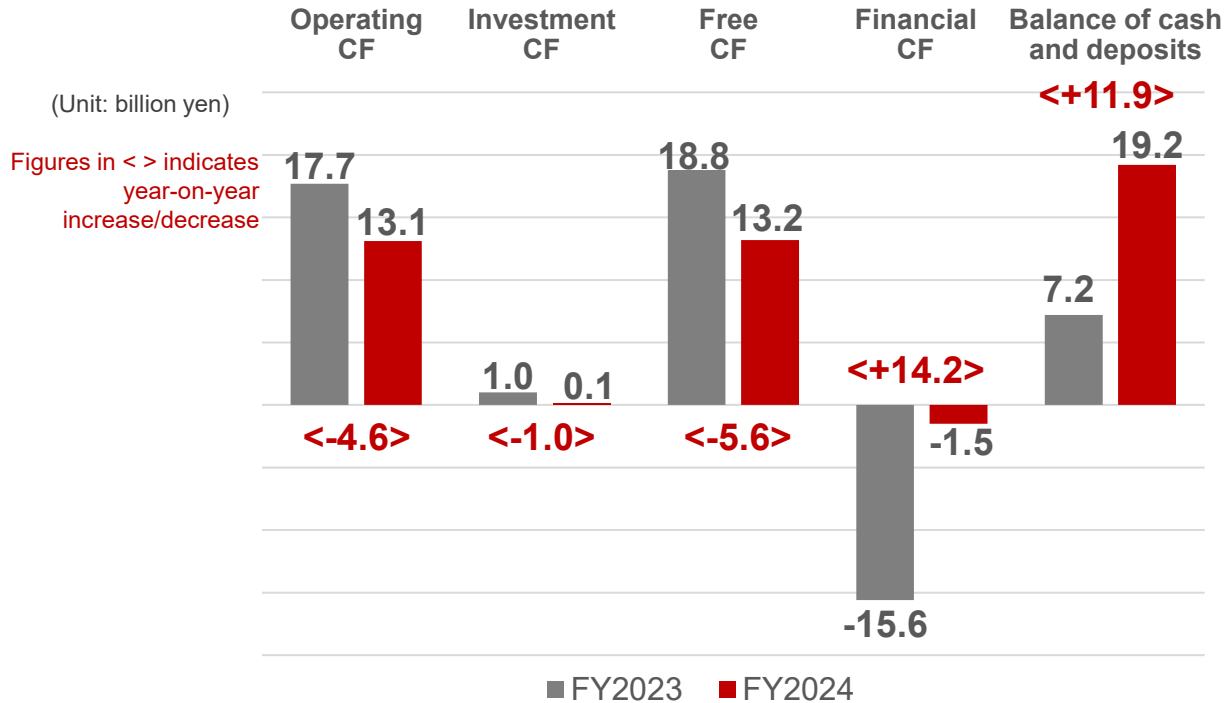
DE ratio increase by 25.5pt. from the end of the previous fiscal year due to an increase in interest-bearing debt, despite an increase in shareholders' equity. However, the net D/E ratio excluding cash and deposits is 42.2%.

<Recognition of current issues and future measures>

Various measures have led to an improvement in the cash conversion cycle. We will continue working to maintain and improve our financial position. In addition, despite assets increased in the acquisition of TOTOKU, we will endeavor to increase the efficiency of invested capital.

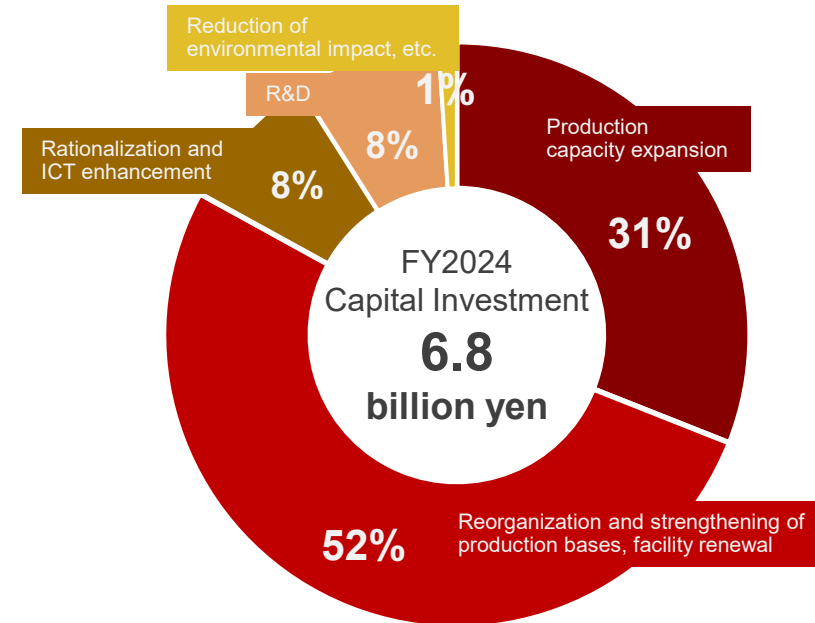
FY2024 Cash Flows and Capital Expenditures

<Consolidated Cash Flow>



Net cash provided by operating activities will decrease in FY2024 due to income taxes paid.
Investment CF was covered by the sale of investment securities, land, and other assets to support growth-oriented investments..

<Capital Investment>

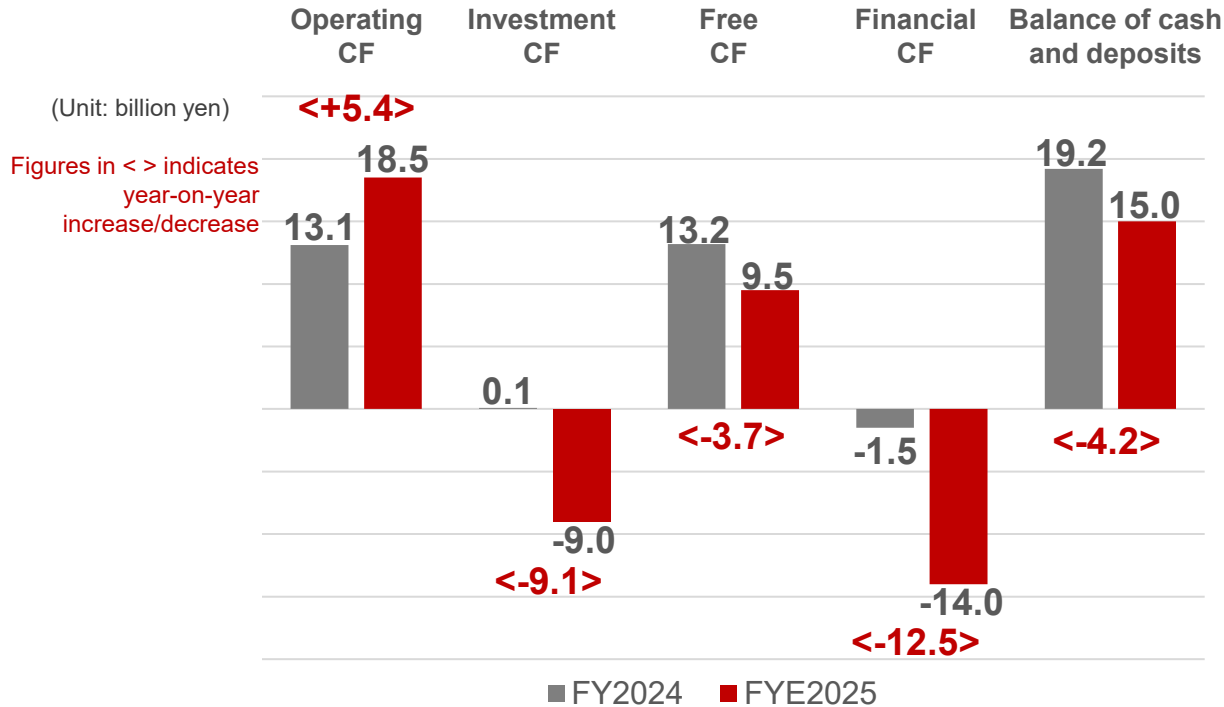


Breakdown by Segment

Energy and Infrastructure Business	2.6 billion yen
Electrical Equipment and Components Business	1.9 billion yen
Communication and Industrial Devices Business	1.1 billion yen
Others	1.3 billion yen

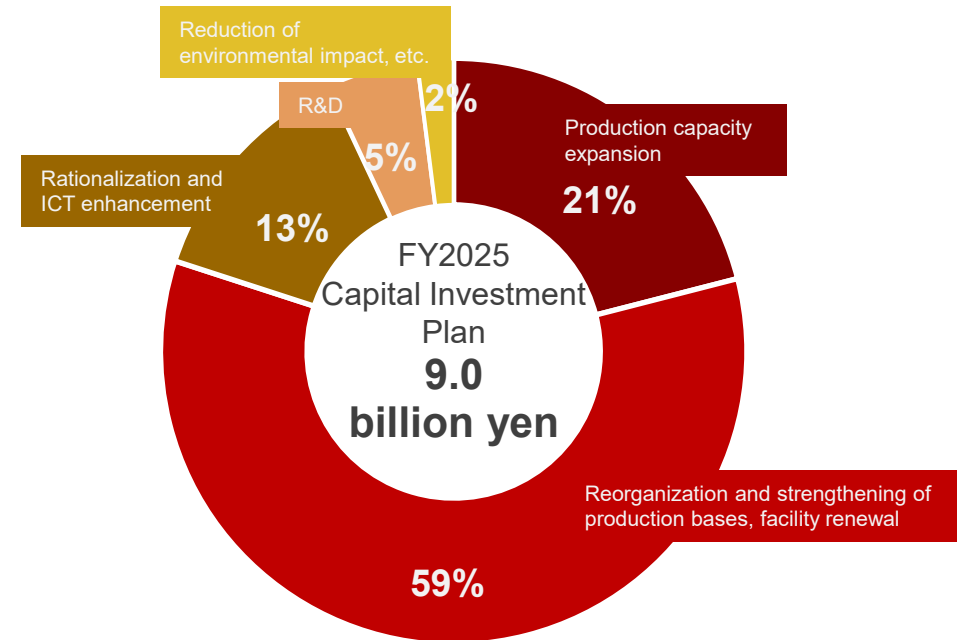
FY2025 Forecast for Cash Flows and Capital Expenditure Plan

<Consolidated Cash Flow>



Operating CF in FY2025 to increase due to an increase in operating profit and improvement in CCC.
Investment CF to increase due planned capital expenditures for growth.
Financing CF decreased due to the reduction of interest-bearing debt through improved group capital efficiency.

<Capital Expenditure Plan>



Breakdown by Segment

Energy and Infrastructure Business	2.5billion yen
Communication and Components Business	2.5billion yen
Others*	4.1billion yen

*The 4.1 billion yen also covers the renewal of welfare buildings at each site.



SWCC Corporation

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

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. Factors that could influence actual results include economic conditions, demand trends, raw material prices, and exchange rate fluctuations, as well as other items not limited to the above.