



Innovating new ideas today. Becoming the norms of tomorrow.

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# FY2025 Q3 Small Meeting

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March 16, 2026

**SWCC Corporation**

TSE PRIME: 5805

# Today's Agenda and Speakers

## 1. Medium-term Management Plan



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

**Tetsuo Komata**

## 2. Strategy for Growth Businesses



**Senior Executive Officer,  
Supervising Business  
Segments**

**Yukio Kawase**

## 3. Financial and Capital Policies



**Managing Executive Officer,  
Supervising Corporate  
Management, financial strategy**

**Toshiharu Kamijo**

# 1 . Medium-term Management Plan

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# 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

**90<sup>th</sup>**



**Business shift to growth areas**



**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

**100<sup>th</sup>**

Operating profit  
**80.0 billion yen or more**

Operating profit margin  
**15% or higher**

ROIC **18% or higher**

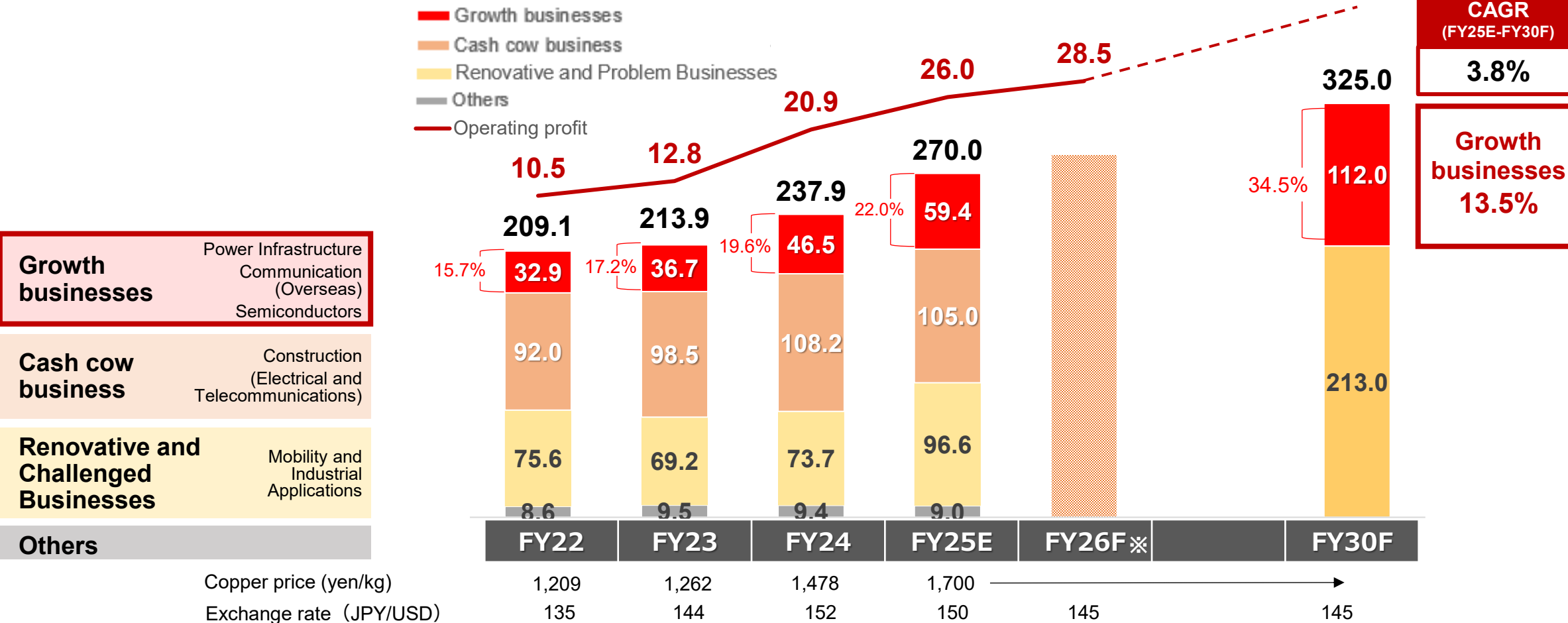
# Medium-term Management Plan 2030 Target Financial Figures

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

# Business Plan

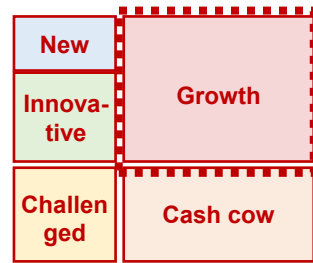
Improve profitability through bold business portfolio transformation accompanied by deeper ROIC-oriented management

## Trends in net sales and profit (billion yen)

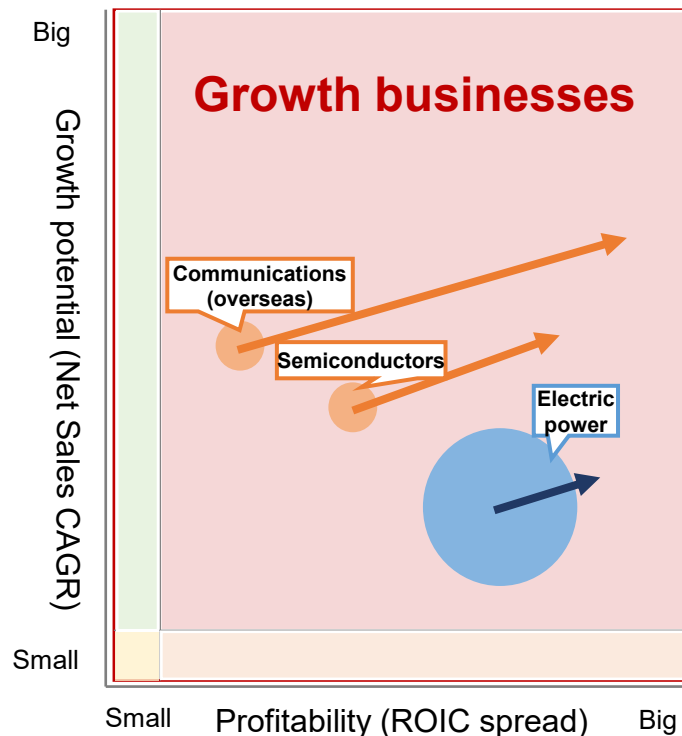


\* For fiscal year 2026, disclosure is scheduled to be made based on copper market conditions and other factors at the time of the fiscal year 2025 final settlement announcement.

# Business Portfolio Strategies Growth Businesses



Business portfolio as of FY2025\*



\* Circle size: Operating profit

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

Tailwind	Strategic Products	Strategic
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### Electric power

- |   |  |   |
|---|--|---|
| <ul style="list-style-type: none"> <li>- Global electric power Market expansion</li> <li>- Expansion of the DC market</li> <li>- Renewable energy demand</li> <li>- Replacement of aging equipment</li> </ul> | <ul style="list-style-type: none"> <li>- SICONEX</li> <li>- e-Cable</li> <li>- Smart Stream</li> </ul> | <ul style="list-style-type: none"> <li>- Establishing de facto standards in the domestic transformer market</li> <li>- Generating new demand in both domestic power transmission and international markets</li> <li>- Proposing solutions for electric power companies</li> </ul> |
|---|--|---|

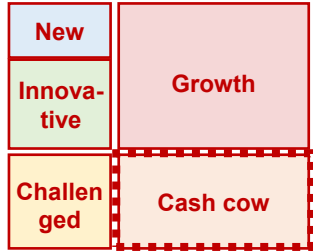
### Communications

- |   |   |  |
|---|---|--|
| <ul style="list-style-type: none"> <li>- The spread of AI</li> <li>- An Increase in the construction of HSDC</li> <li>- Increased telecommunications traffic</li> </ul> | <ul style="list-style-type: none"> <li>- e-Ribbon</li> <li>- FLANTEC</li> </ul> | <ul style="list-style-type: none"> <li>- Global expansion of the e-Ribbon business</li> <li>- Increasing sales of e-Ribbon applied products</li> </ul> |
|---|---|--|

### Semiconductors

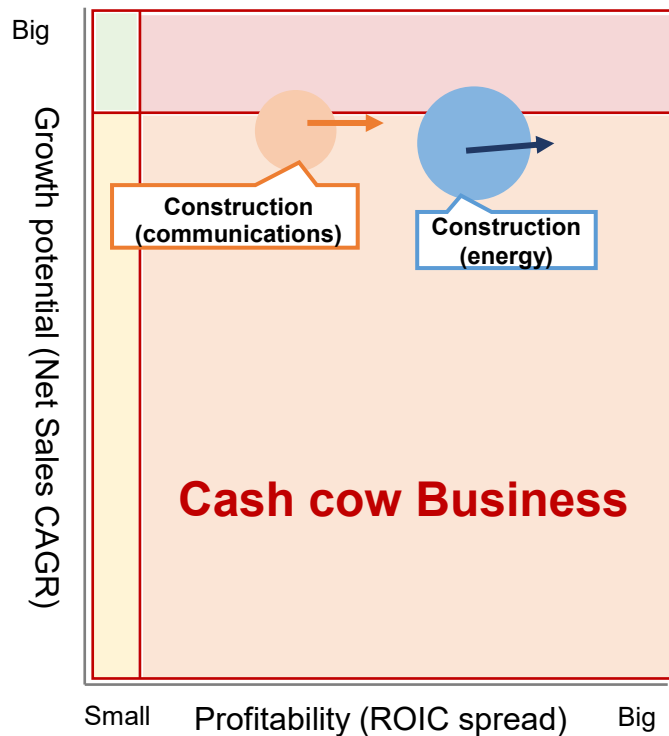
- |   |   |   |
|---|---|---|
| <ul style="list-style-type: none"> <li>- Increased investment in AI</li> <li>- Technological innovation</li> <li>- Expansion of the market due to decoupling in the industry</li> </ul> | <ul style="list-style-type: none"> <li>- Contact Probes</li> <li>- RUOTA</li> <li>- Active vibration removal board</li> </ul> | <ul style="list-style-type: none"> <li>- Comprehensive development utilizing combinations of raw materials and processing technologies</li> <li>- Promoting the sales of the Group's products related to inspection equipment</li> <li>- Expanding business areas in the semiconductor inspection equipment market</li> </ul> |
|---|---|---|

# Business Portfolio Strategies Cash cow Businesses



Transform the construction-related business in mature markets into a stable cash-generating model and **deploy the resulting cash into growth businesses**.

Business portfolio as of FY2025\*



\* Circle size: Operating profit

Business environment	Products	Strategic
<b>Construction (energy)</b> Domestic Construction Market Flat in the Mid Term	<ul style="list-style-type: none"> <li>• General-Purpose</li> <li>• Construction Wires</li> </ul>	Boosting Cash Generation via Efficient Use of Group Resources
<b>Construction (communications)</b> Domestic Construction Market Flat in the Mid Term	<ul style="list-style-type: none"> <li>• General-Purpose</li> <li>• Optical Fiber Cables</li> <li>• LAN Cables</li> <li>• Fire-Resistant Cables</li> </ul>	

## 2. Strategy for Growth Businesses

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# Business Plan for Power Infrastructure Business

## Market Forecast FY2026-FY2030

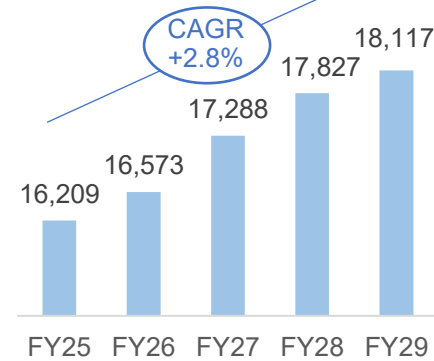
### Opportunities

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)

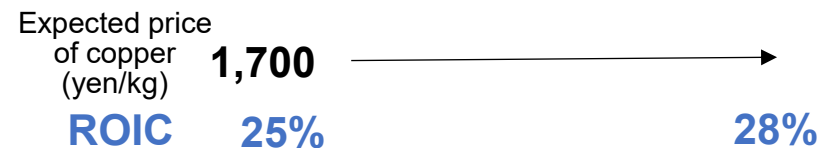
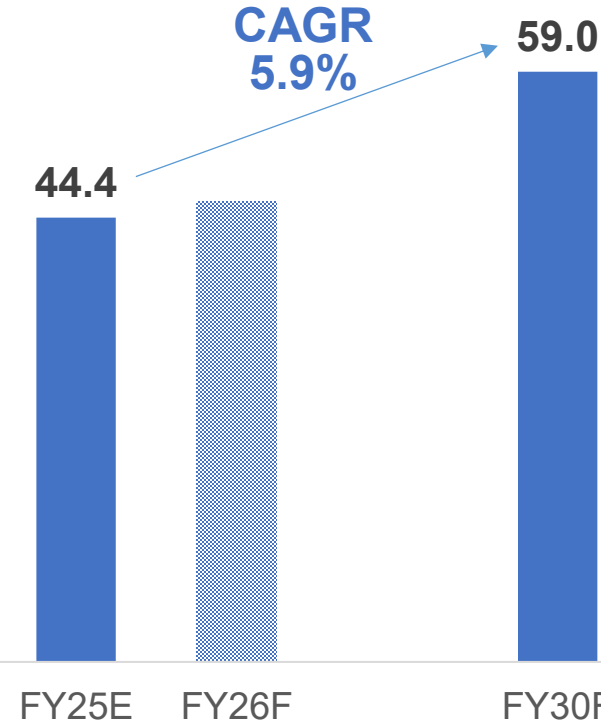


Source: Produced by SWCC based on data published by the Transmission and Distribution Grid Council about demand for extra-high-voltage lines based on applications being accepted (as of end of September 2025)

## 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)



## Capital investment plan

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

(Reference)  
FY22-25E  
Total 5.1 billion yen

# Growth Strategies for the Power Infrastructure Business

## Strategy I

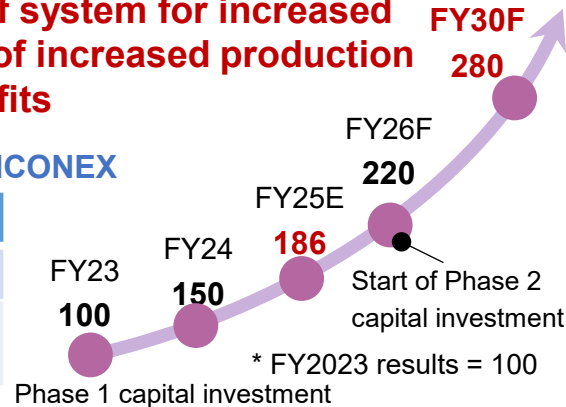
Establishing de facto standards in the domestic transformer market

### I. Further expansion in market share of SICONEX

- ✓ Completion of establishment of system for increased production (FY2026) and start of increased production (FY30F)
- ✓ 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

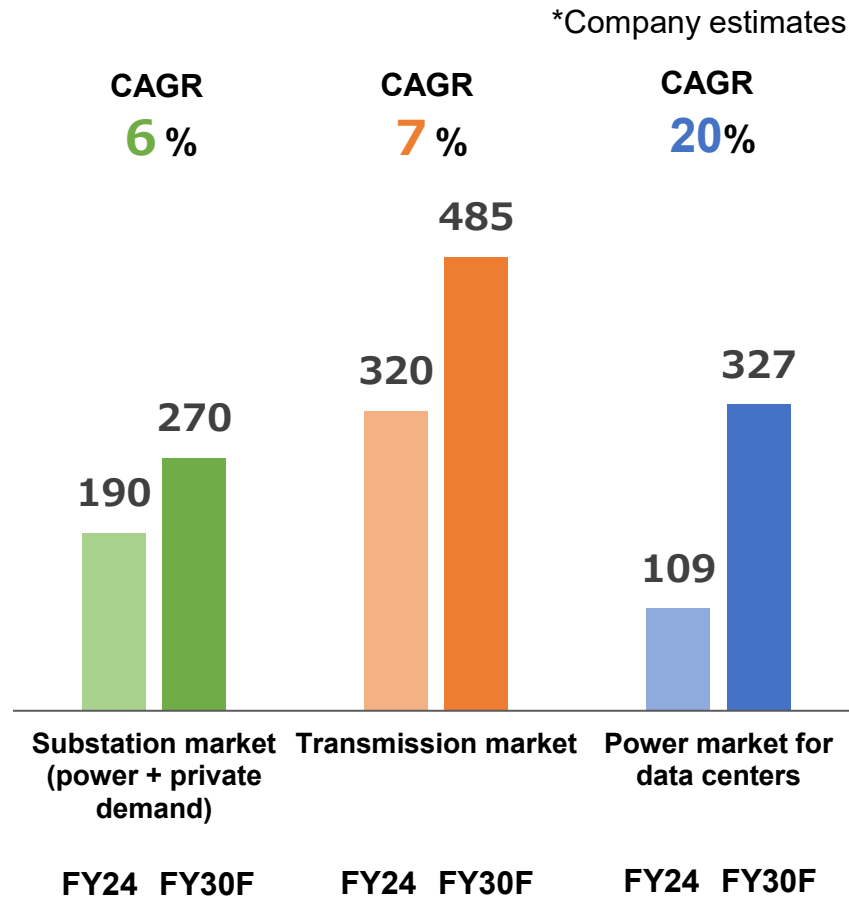
- ✓ Proposal of shortened production period through 154kV Y branch connectors
- ✓ Widespread adoption of e-Cable

### III. Expansion into overseas markets

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

# Growing Demand for Data Centers (DCs) and Required Power Capacity

## Projected market size trends (100 million yen)

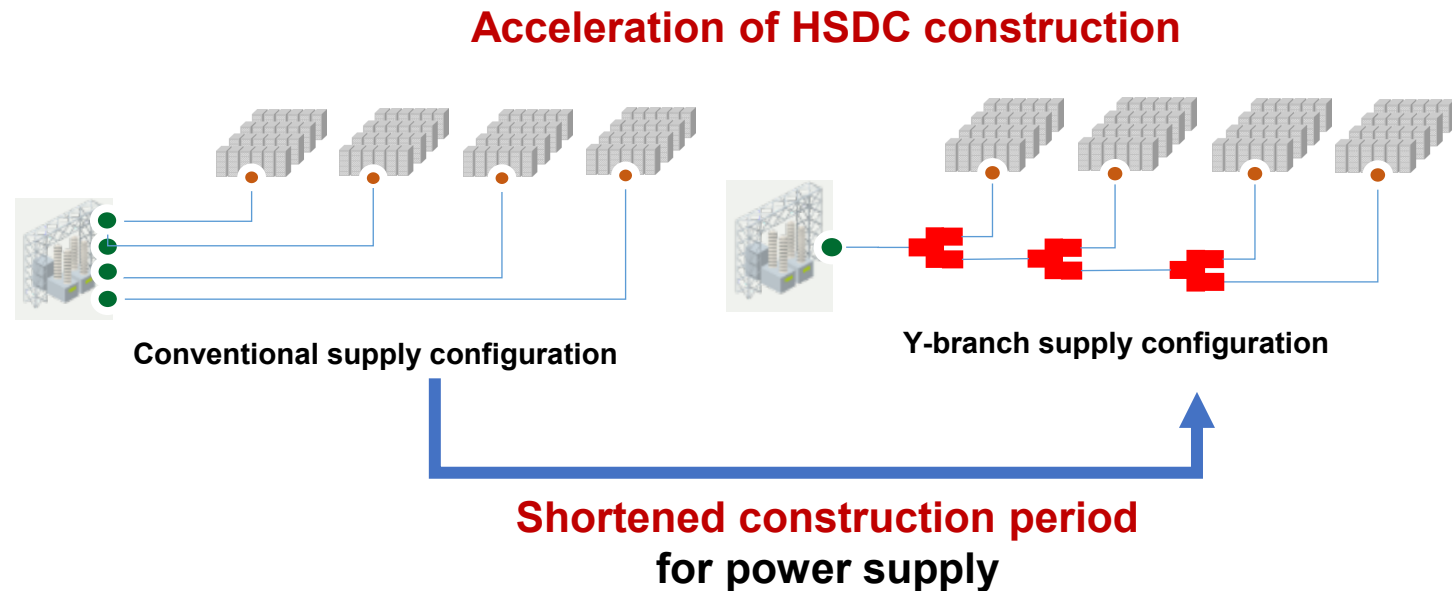


Target market share for FY2030	<b>90% or over</b>	<b>20% or over</b>	<b>25% or over</b>
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## Response to increasing power demand for DCs

### Increase in hyperscale data centers (HSDCs)

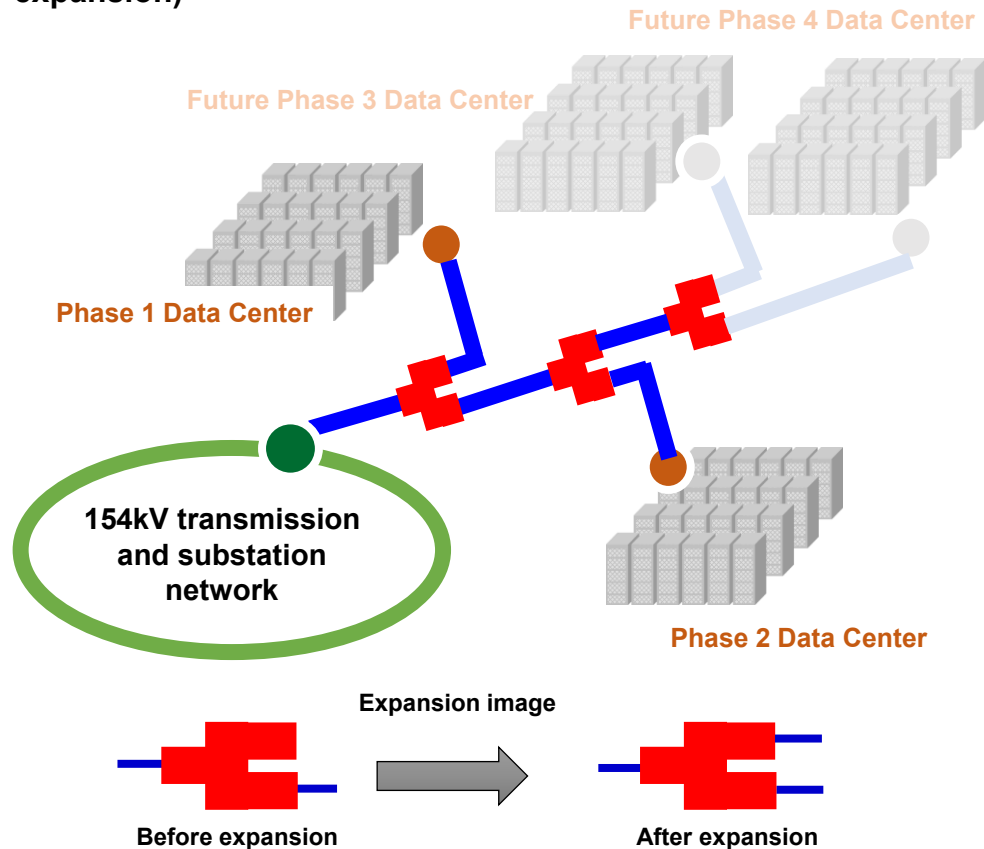
	Current: Conventional DCs	Future: HSDCs
Required power capacity ratio *Current level as 1	1	4-5
Receiving voltage class	66kV	154kV



# Our Solution Using 154kv Y-branch Connection Technology

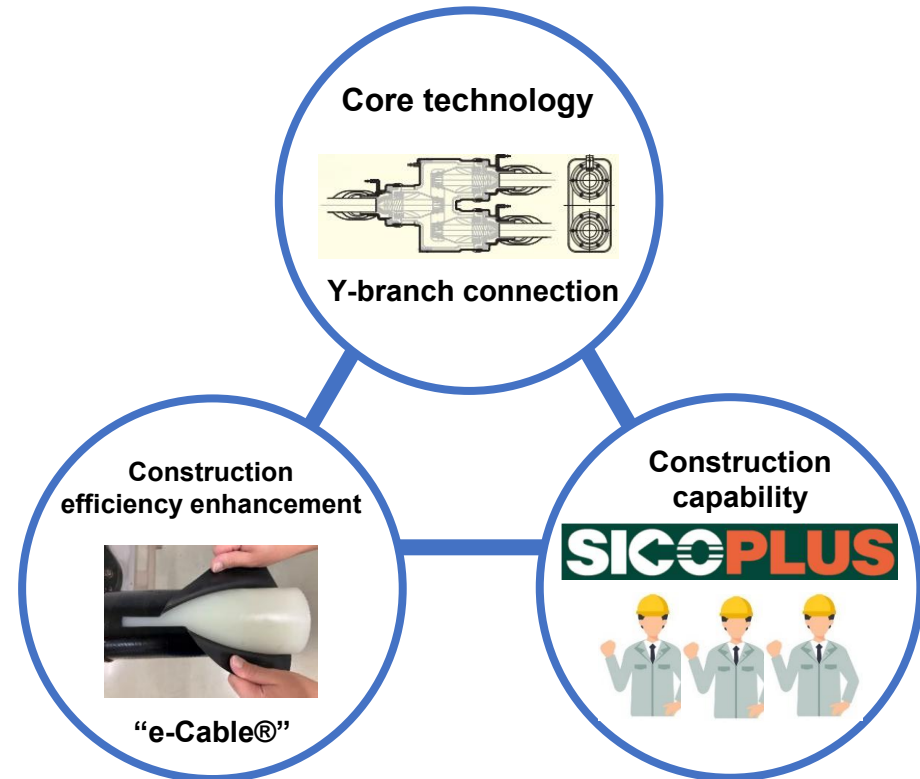
## Supply configuration for HSDCs

- Y-branch configuration (shortened construction period and easy expansion)



## Competitive advantages

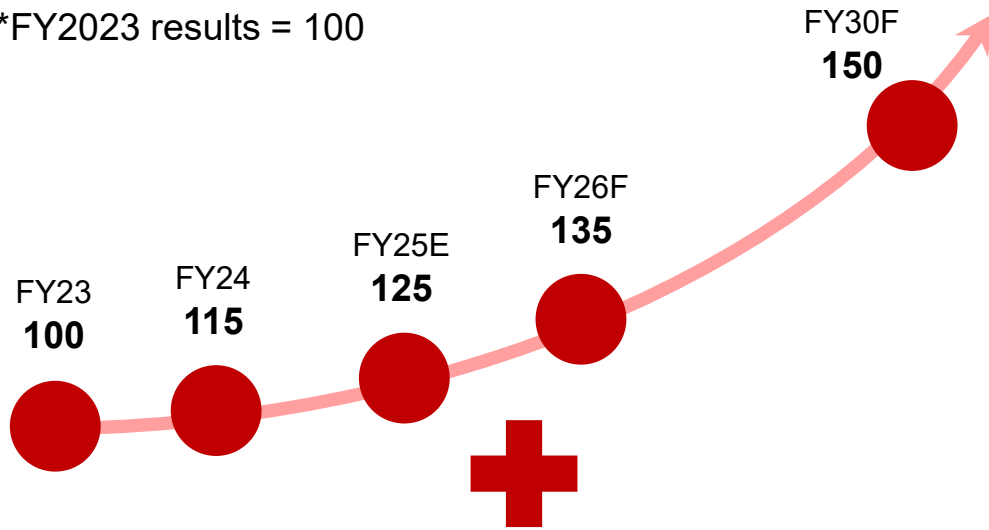
- 66kV Y-branch track record: high domestic market share (approx. 90%)
- e-Cable® and secured construction workforce enabling shorter construction periods



# Growth Strategy for the Power Infrastructure Business: Strengthening Installation Capabilities: SICOPPLUS

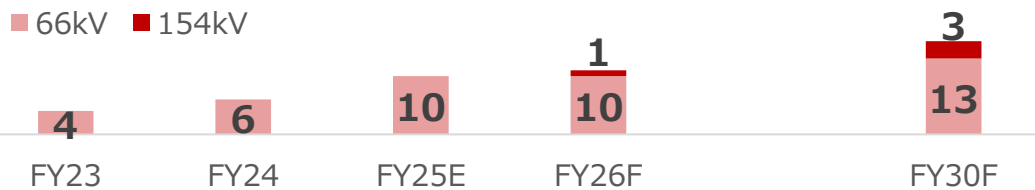
## Installation Workforce Plan

\*FY2023 results = 100



### Nationwide cooperation with installation companies

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



Sales by voltage in the Power Infrastructure domain

Extra-high voltage domain: 275 kV

20%

154kV~

80%

Special high-voltage domain: 66/77 kV

## SICOPPLUS

In-house installation workforce



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

Partner company installation workforce

Nationwide partner network



# Business Plan of the Semiconductor Business

## Market Forecast FY2026-FY2030

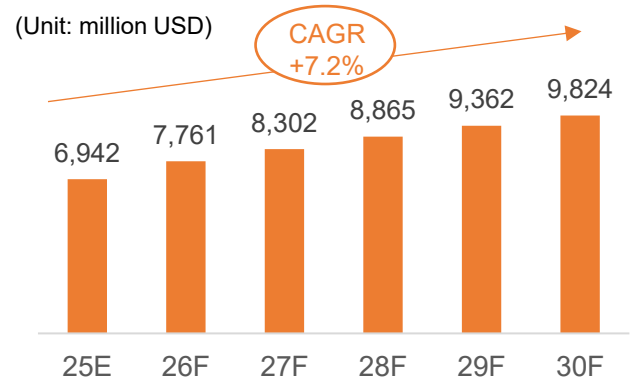
### Opportunities

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

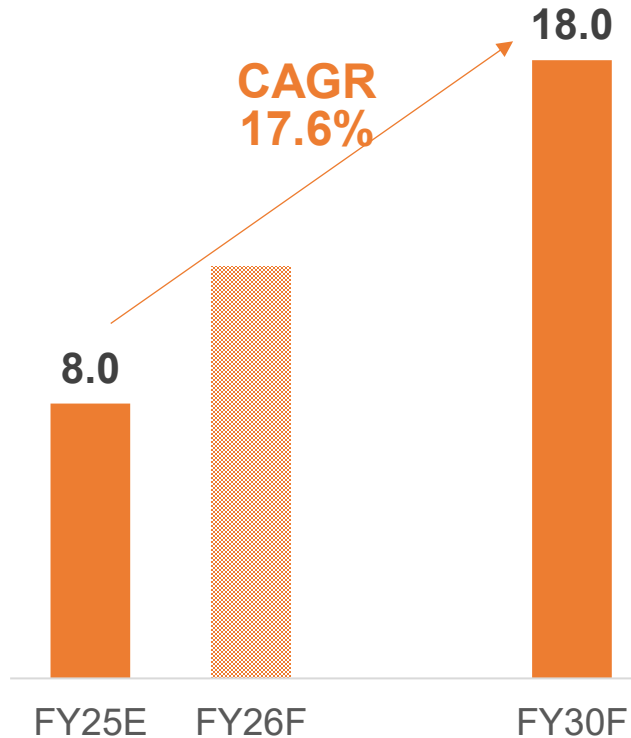
Substitution with other methods (Si-MEMS), intensification of cost competition, excessive capital investment

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)



## Capital investment plan

FY26F-30F  
Total investment:  
2.5 billion yen

(Reference)  
FY22-25E  
Total 0.4 billion yen

## 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

Expected price of copper (yen/kg)

1,700

ROIC

15%

35%

# Growth Strategies for the Semiconductor Business

## Strategy I Contact probes business domain

### i. Comprehensive strategies for contact probes

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

### ii. Create framework for increasing production

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

### iii. Sales expansion strategy

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

## Strategy II Promoting the sales of other inspection equipment

### i. Production and sales expansion strategies for high frequency cables

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

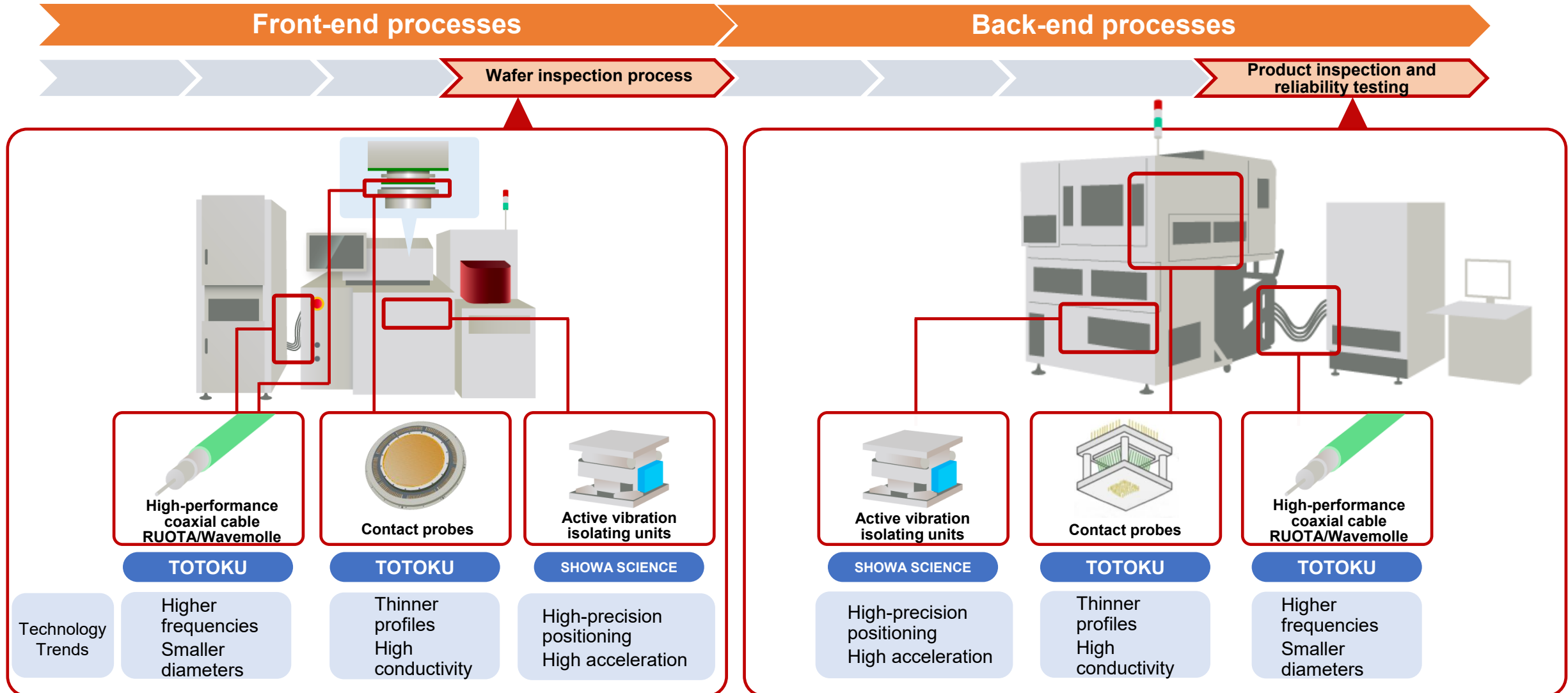
### ii. Development, production and sales expansion strategies for vibration isolation platforms

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

## Strategy III Expanding business areas in the semiconductor inspection equipment market

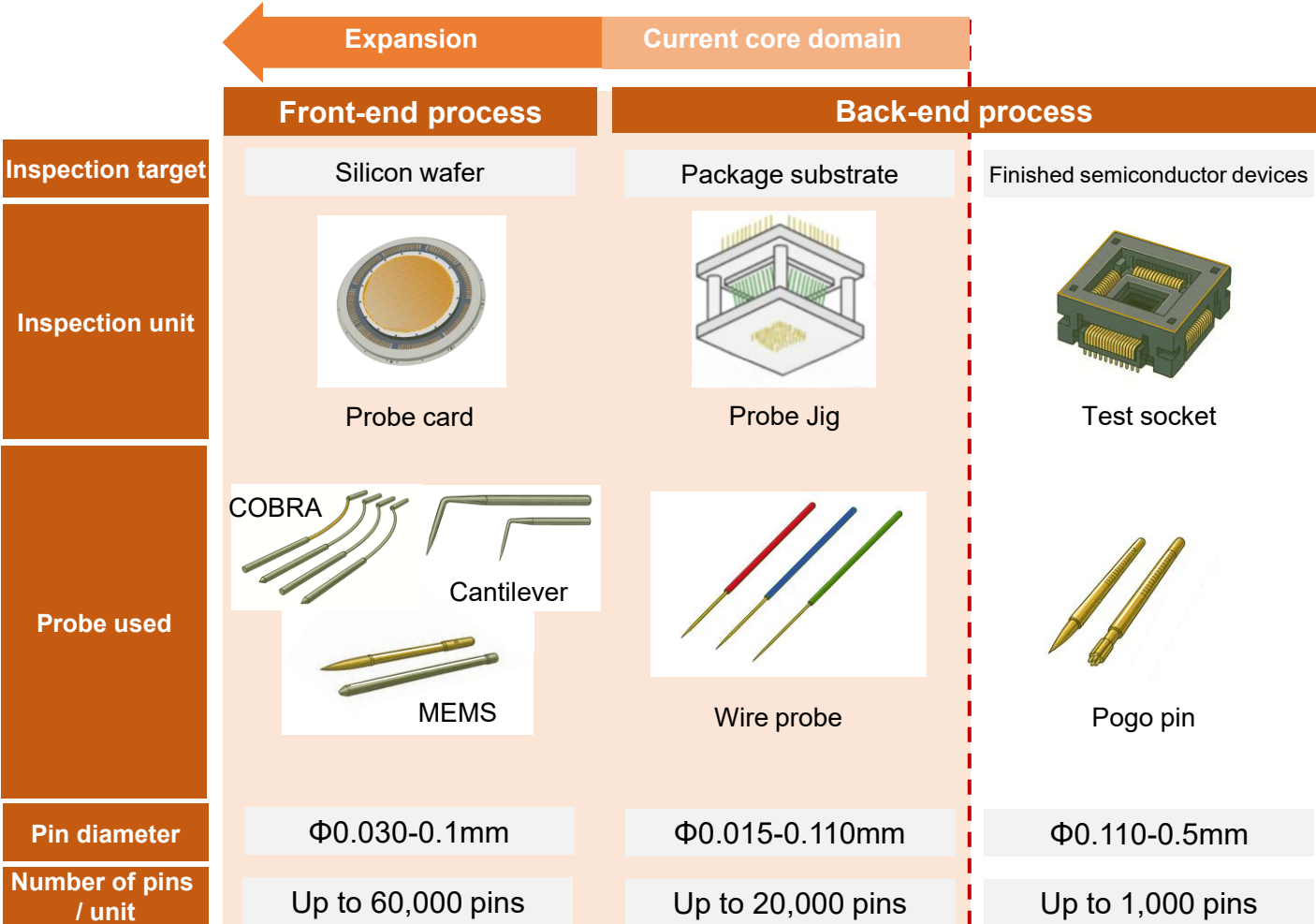
- ✓ **Implementing BD strategy**

# Our Product Portfolio and Technology Trends in Semiconductor Inspection

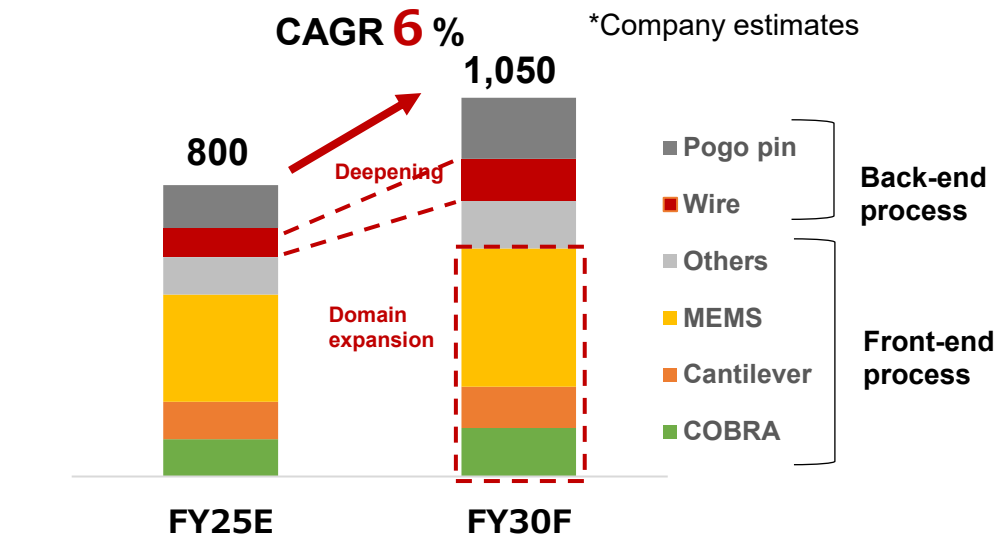


# Strategy I All-around development utilizing materials and processing technologies

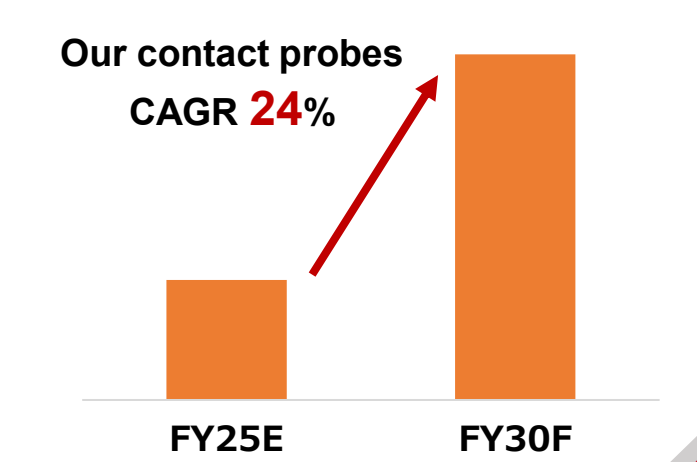
Expansion of contact probe demand driven by inspection automation for AI semiconductors and increasing sophistication due to miniaturization and higher pin counts.  
Plan to deepen presence in back-end processes and expand into front-end processes by leveraging our competitive advantages.



## Market size by type (100 million yen)



## Net sales CAGR (2025–2030)



**Strategy II Promoting sales of other inspection equipment**

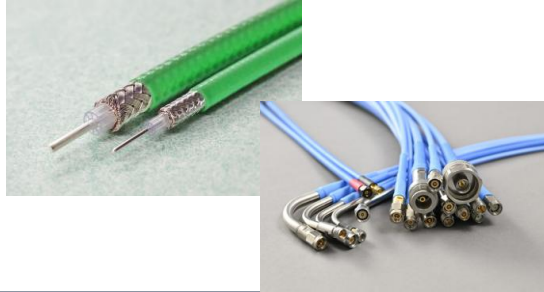
**Key Features of Our Group Products**

**Net sales CAGR (2025–2030)**

■ **High-performance coaxial cables**

RUOTA  
Wavemolle

TOTOKU

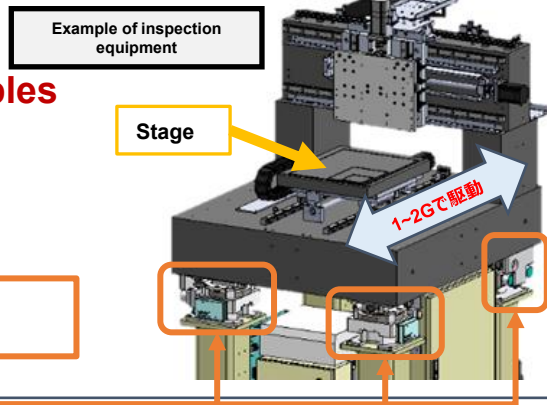


- **Reduced diameter and weight through hollow structure**
  - Suitable for wiring in confined areas with high wiring density
- **High-frequency compatibility**
  - Supports high-speed transmission of large-volume data

■ **Vibration isolation tables**

SSC  
SHOWA

Active vibration  
isolation unit



- **High precision and high acceleration enabled by linear motors**
  - Supports up to 2.0G
- **Vibration monitoring function**
  - Enables vibration environment management and predictive maintenance
- **Auto-tuning function for control parameters**

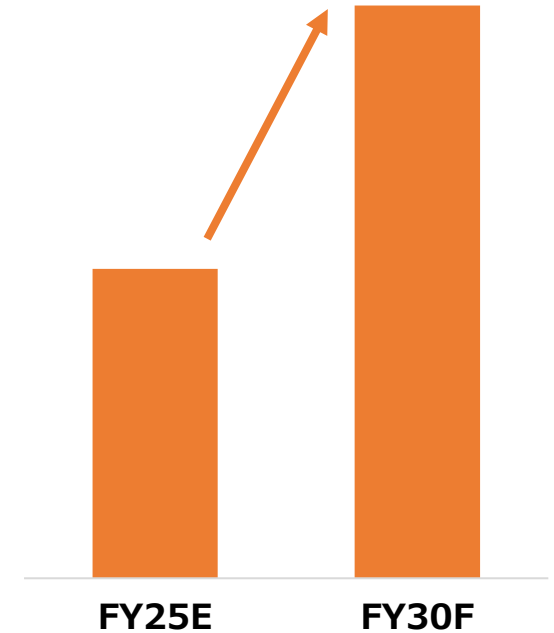
■ **Burn-in sockets**

株式会社 SDS



- **Advanced technology and high reliability**
  - Used for burn-in testing of semiconductor devices
- **Proven track record with major semiconductor manufacturers**

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



## 3. Financial and Capital Policies

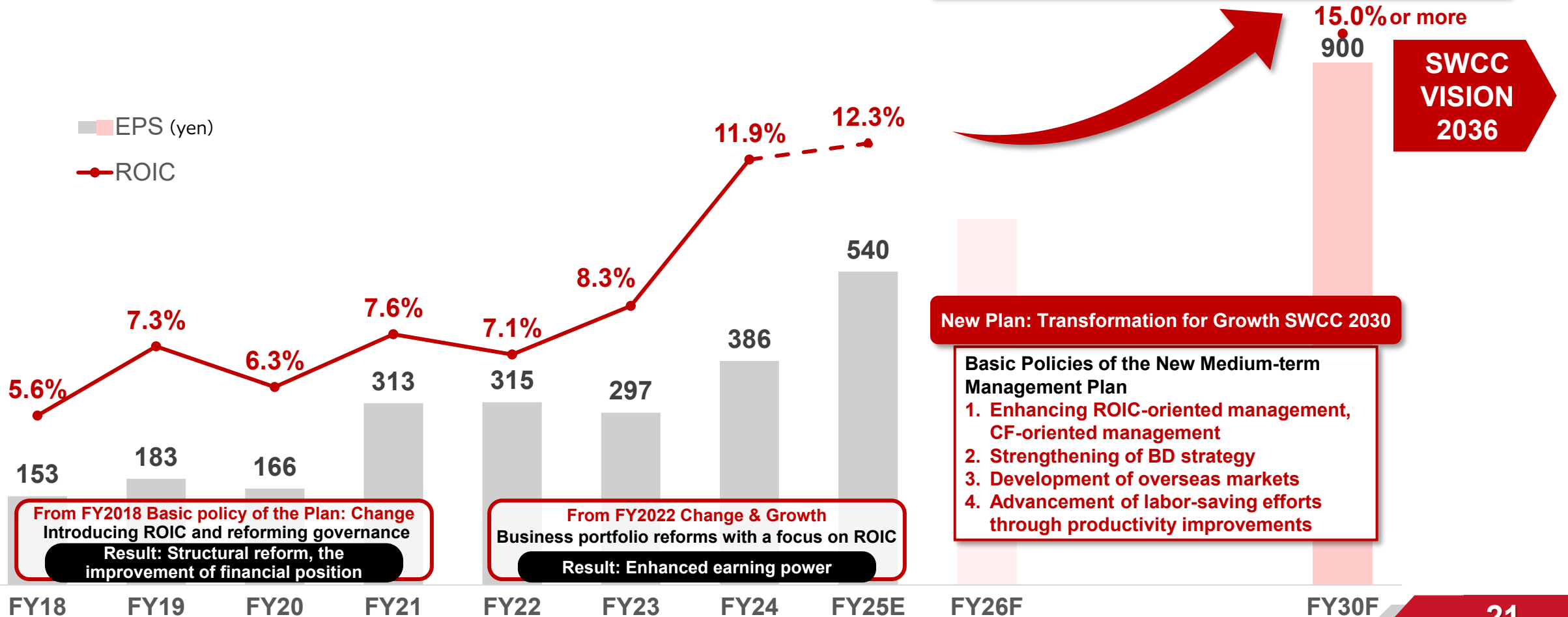
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# Changes in Medium-term Management Plans: Transitioning from "Change" to "Transformation for Growth"

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**



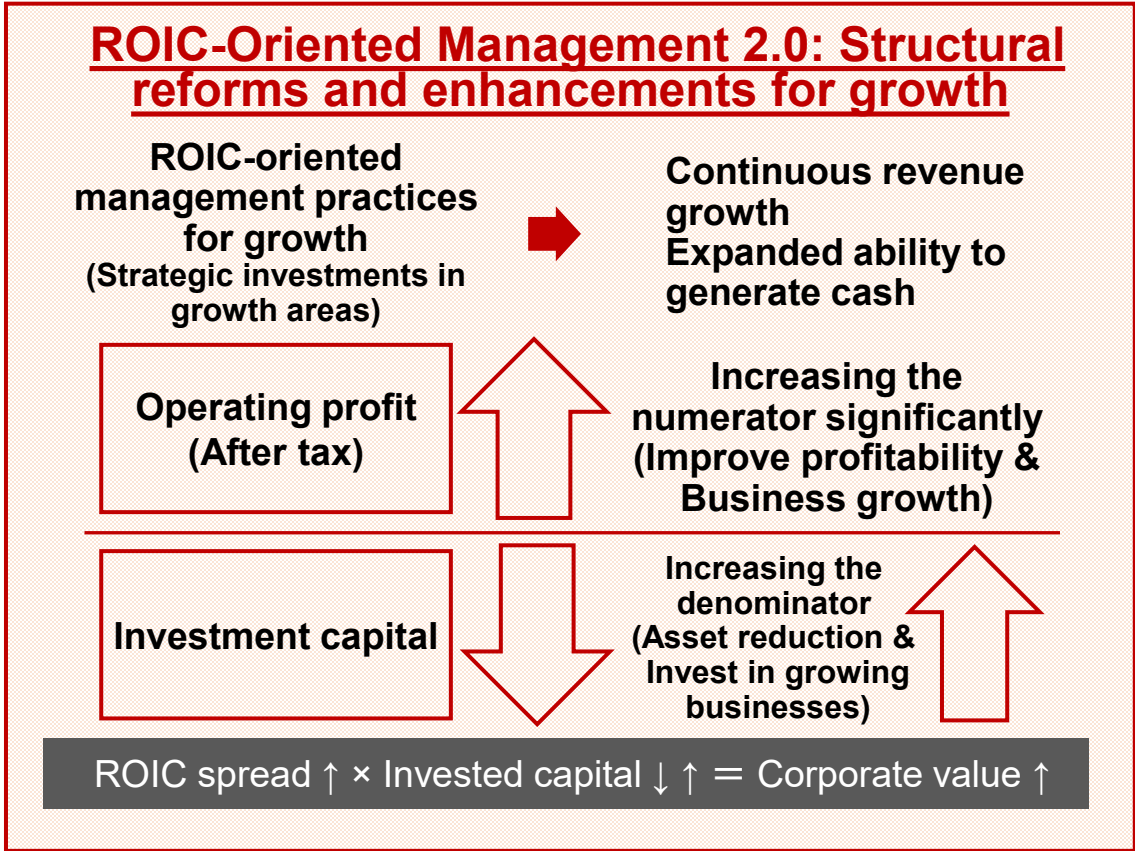
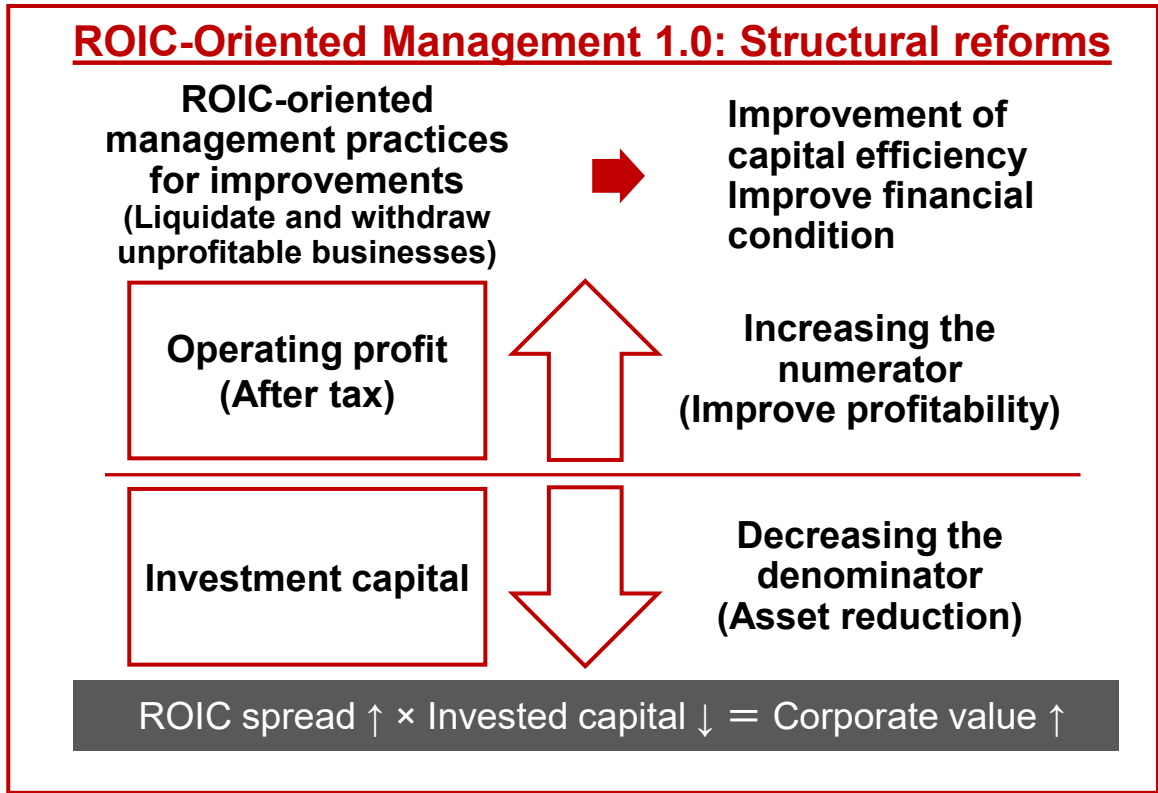
# Transitioning from ROIC-Oriented Management 1.0 to ROIC-Oriented Management 2.0

**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**

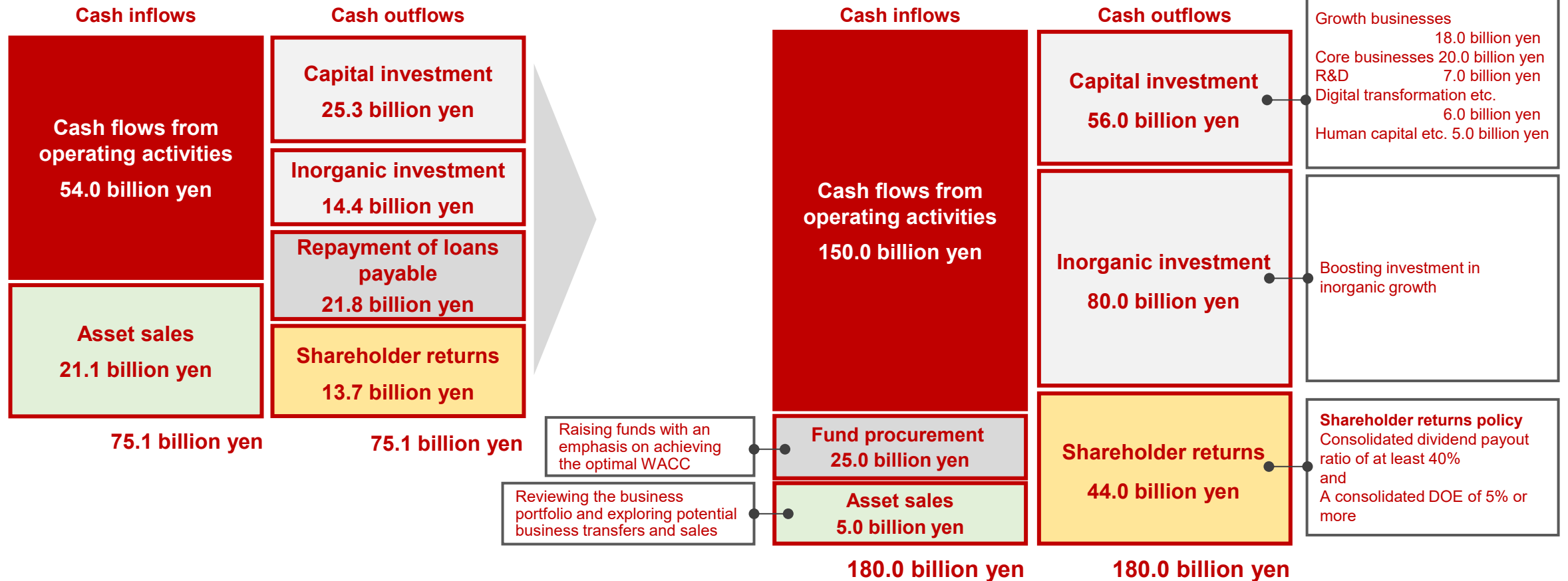


# Cash Allocation

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.**

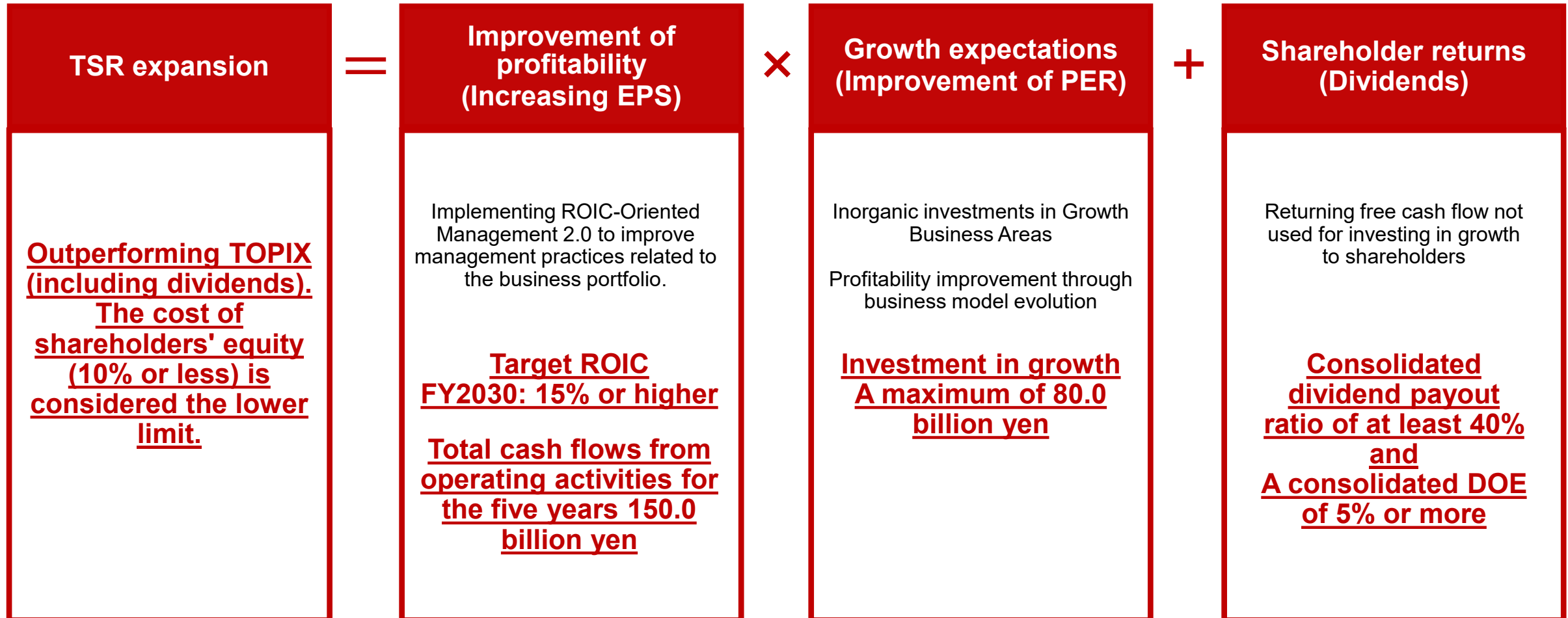
**Total investments from FY2022 to FY2025 (four years)**

**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**.



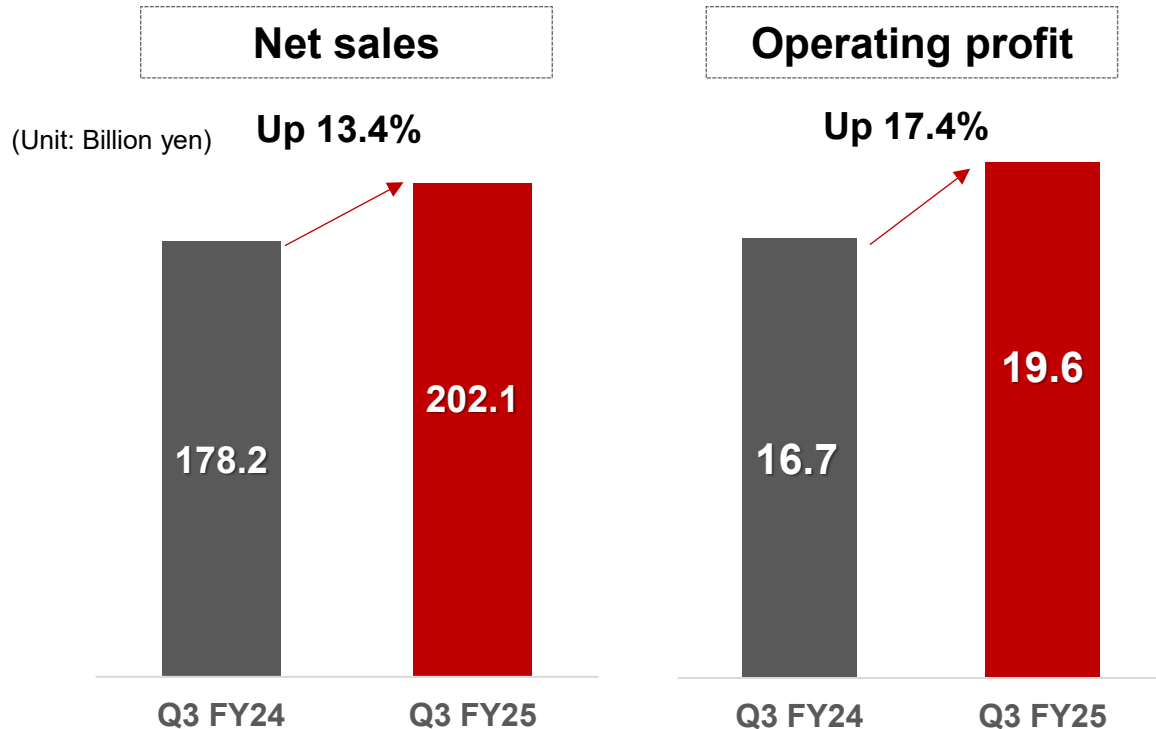
# Appendix

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# Key Points of the Financial Results for Q3

## Q3 YoY Change

**Both sales and profit increased**, driven by strong performance in the Power Infrastructure and Communication Cables businesses.



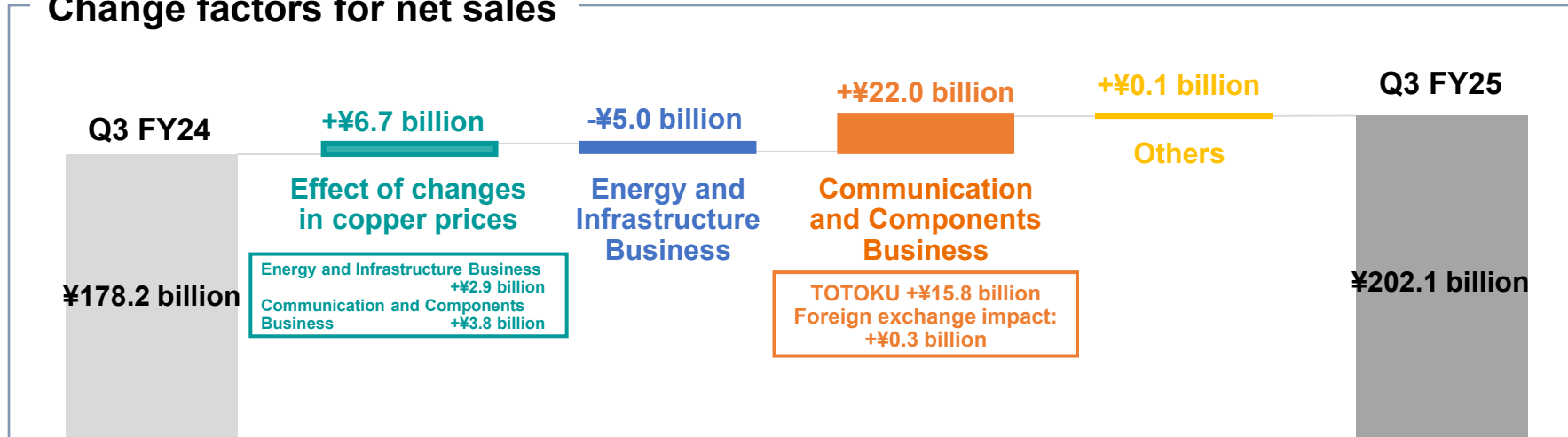
## Q3 Progress rate

Both sales and operating profit have proceeded **at the usual pace**.

(Unit: Billion yen)	Full-year plan	FY20-24 Avg. progress rate	Q3 Progress rate
Net sales	270.0	74.0%	74.8%
Operating profit	26.0	73.8%	75.2%

# FY2025 Q3 Change Factors (YoY)

## Change factors for net sales



### [Change factors]

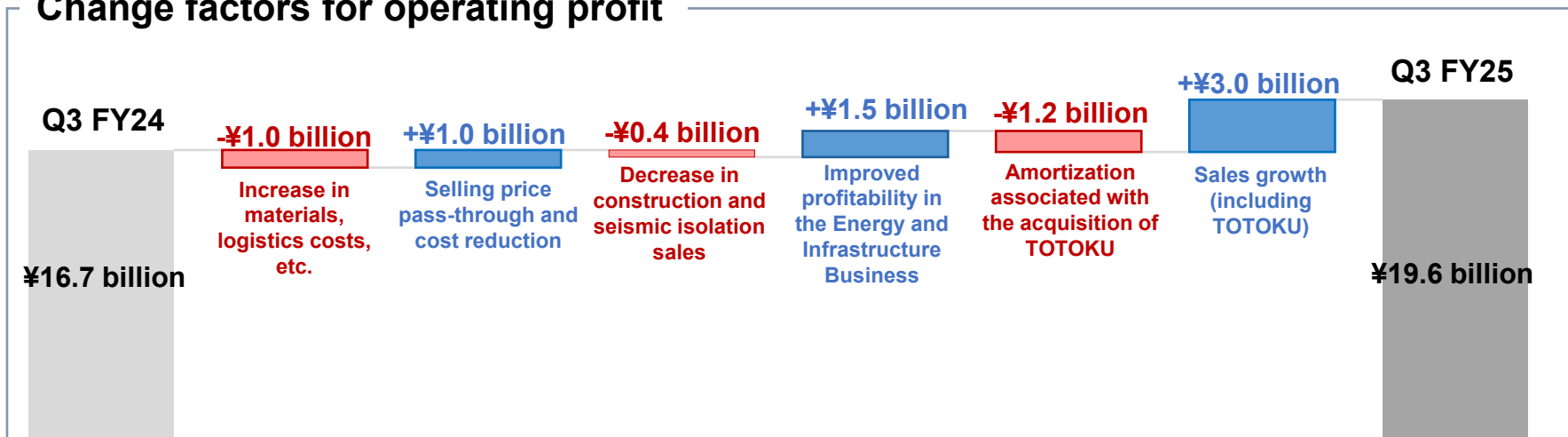
1. Net sales  
 Copper prices rose and sales in the Communication and Components Business, which is a second growth pillar, increased, resulting in a **YoY increase in net sales**.

2. Operating profit  
 Higher costs were offset by price pass-through and cost reduction.

The decline in construction cables was also smaller than initially anticipated.  
 Amortization associated with the acquisition of TOTOKU fell within initial forecasts.

The profitability of the Energy and Infrastructure Business improved and overall net sales, including TOTOKU, increased, resulting in a **YoY increase in net sales**.

## Change factors for operating profit

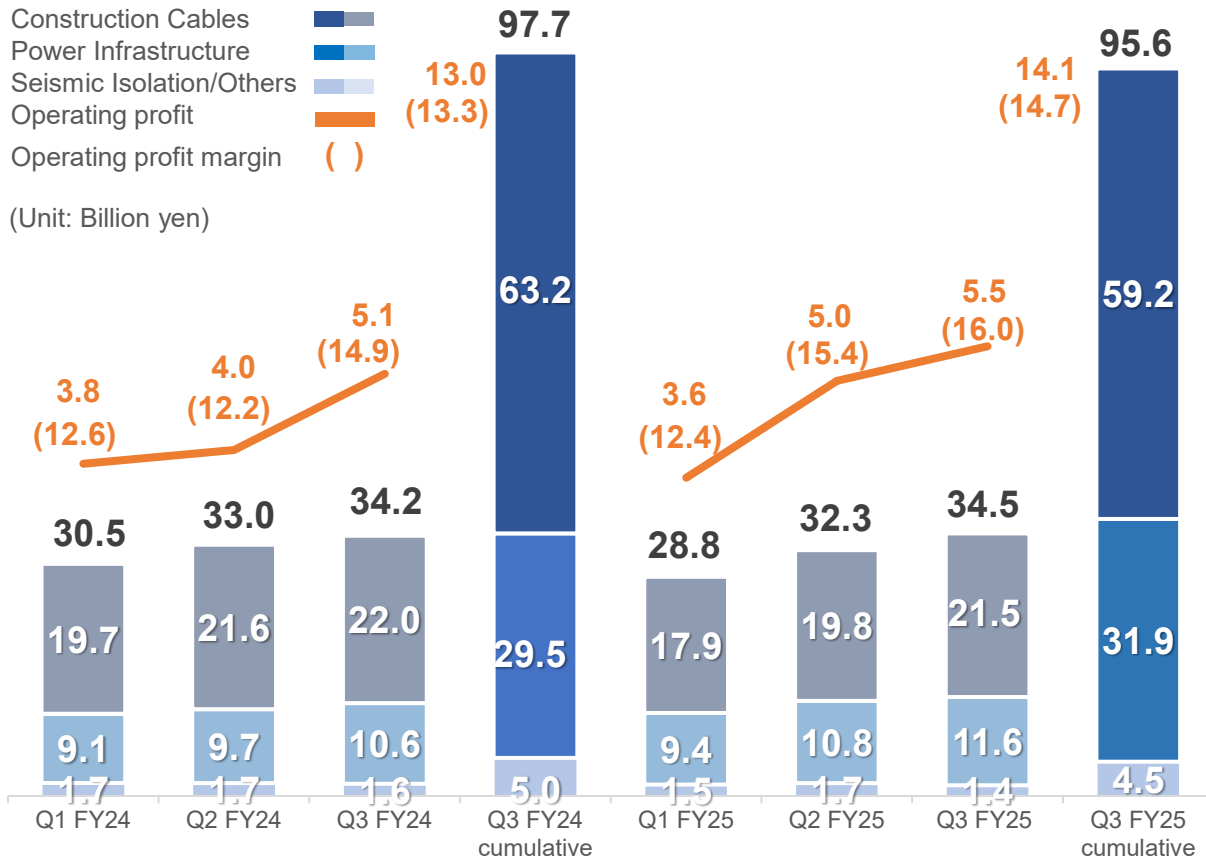


# FY2025 Q3 Statements of Income by Segment

		Q3 FY24 Results	Q3 FY25 Results	YoY %	FY25 Full-year plan	Progress rate %
(Unit: Billion yen)						
<b>Energy and Infrastructure Business</b>	<b>Net sales</b>	<b>97.7</b>	<b>95.6</b>	<b>-2.1%</b>	<b>130.0</b>	<b>73.6%</b>
	Construction Cables	63.2	59.2	-6.3%	79.0	74.9%
	Power Infrastructure	29.5	31.9	8.2%	44.4	71.8%
	Seismic Isolation/Others	5.0	4.5	-9.8%	6.6	68.5%
	<b>Operating profit</b>	<b>13.0</b>	<b>14.1</b>	<b>8.5%</b>	<b>18.2</b>	<b>77.4%</b>
	<b>Operating profit margin %</b>	<b>13.3%</b>	<b>14.7%</b>	<b>—</b>	<b>14.0%</b>	<b>—</b>
<b>Communication and Components Business</b>	<b>Net sales</b>	<b>75.9</b>	<b>101.7</b>	<b>34.0%</b>	<b>132.5</b>	<b>76.7%</b>
	Communication Cables	21.3	25.1	17.7%	33.0	76.0%
	Mobility and Semiconductor Applications	26.0	37.6	44.4%	49.0	76.7%
	Industrial Applications	28.5	39.0	36.7%	50.5	77.3%
	<b>Operating profit</b>	<b>3.9</b>	<b>5.5</b>	<b>39.9%</b>	<b>7.8</b>	<b>70.4%</b>
	<b>Operating profit margin %</b>	<b>5.2%</b>	<b>5.4%</b>	<b>—</b>	<b>5.9%</b>	<b>—</b>
	<b>EBITDA margin %</b>	<b>7.4%</b>	<b>9.2%</b>	<b>—</b>	<b>9.8%</b>	<b>—</b>

# FY2025 Q3 Results by Segment / Energy and Infrastructure Business

Demand for construction cables in the domestic market showed signs of recovery in Q3. Sales of products for power infrastructure fell due to the withdrawal from aluminum overhead cables, but construction work increased and added value improved across the business as a whole, with operating profit margin improving as a result. **Sales decreased YoY (down 2.1%) and profit also rose (up 8.5%).**



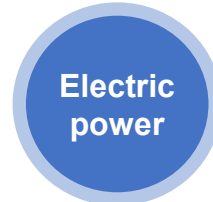
## Q3 Results: Factors Behind Strong and Weak Performance



- Q3 showed its usual pattern of recovery despite reduced demand from longer construction periods due to restrictions on working hours and the ongoing impact of soaring material prices
- Profit increased as a result of improved production efficiency.



Q4 is expected to follow the regular pattern of lower demand



- Operating profit margin improved, reflecting an increase in the number of construction projects, the effects of investments to increase production of SICONEX, and improved added value across the electric power business



Demand remains strong.



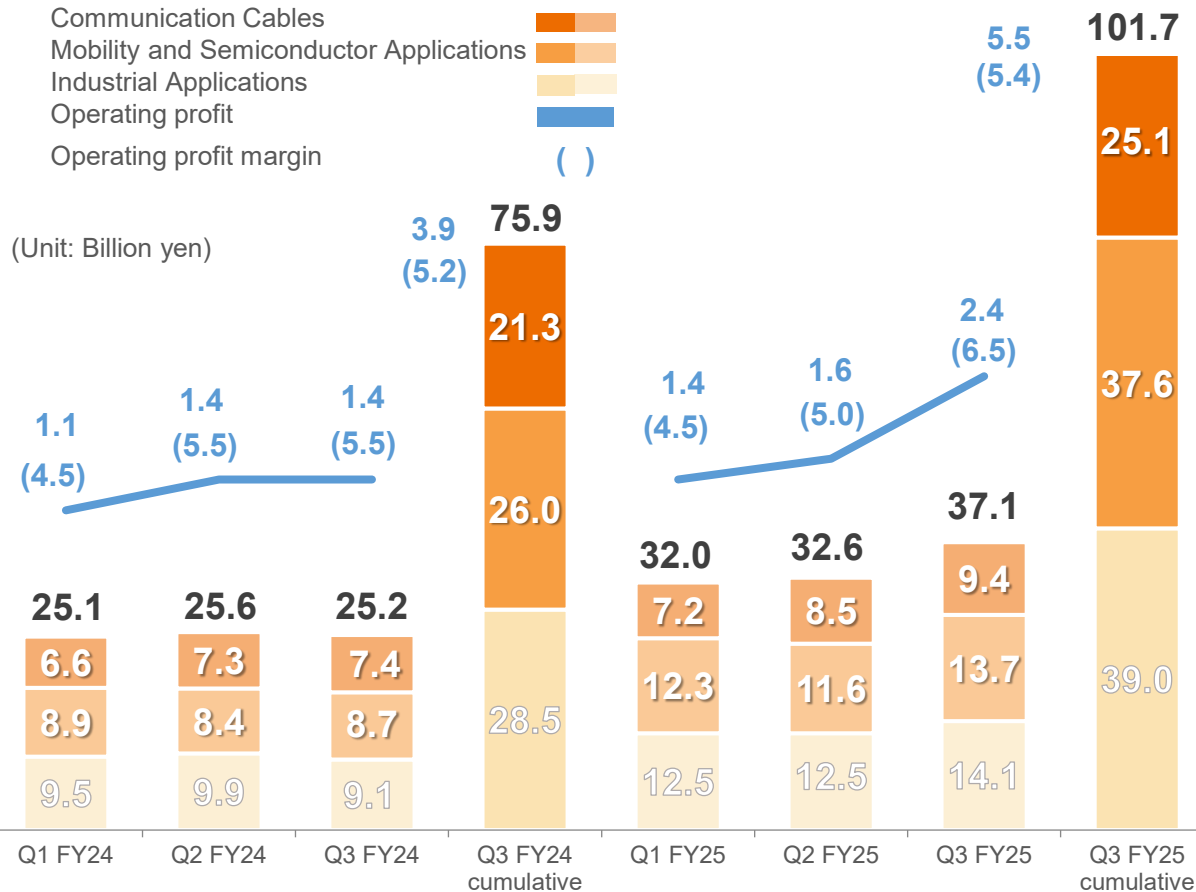
- Both sales and operating profit declined due to the withdrawal from the seismic isolation business.



Revenue and profit continue to decline

# FY2025 Q3 Results by Segment / Communication and Components Business

In Communication Cables, demand for e-Ribbon for U.S. data centers rapidly expanded toward H2. Despite an increase in net sales with the performance integration of TOTOKU, Industrial Applications struggled. **Sales increased YoY (up 34.0%) and profit also rose (up 39.9%).**



## Q3 Results: Factors Behind Strong and Weak Performance

### Communications

- Due to booming hyperscaler demand, some customers requested increased e-Ribbon production, driving steady performance
- The number of vehicles equipped with ADAS as standard expanded, leading to strong performance for automotive applications, particularly in North America

**Q4 Forecast** Strong demand for e-Ribbon is expected to further expand

### Mobility and Semiconductor Applications

- Strong performance continued in the Chinese semiconductor inspection equipment market. Production volume of contact probes increased from H2.
- The seat heater market is on an expansionary track but customers made inventory adjustments

**Q4 Forecast** Product demand will accelerate due to increased semiconductor inspections

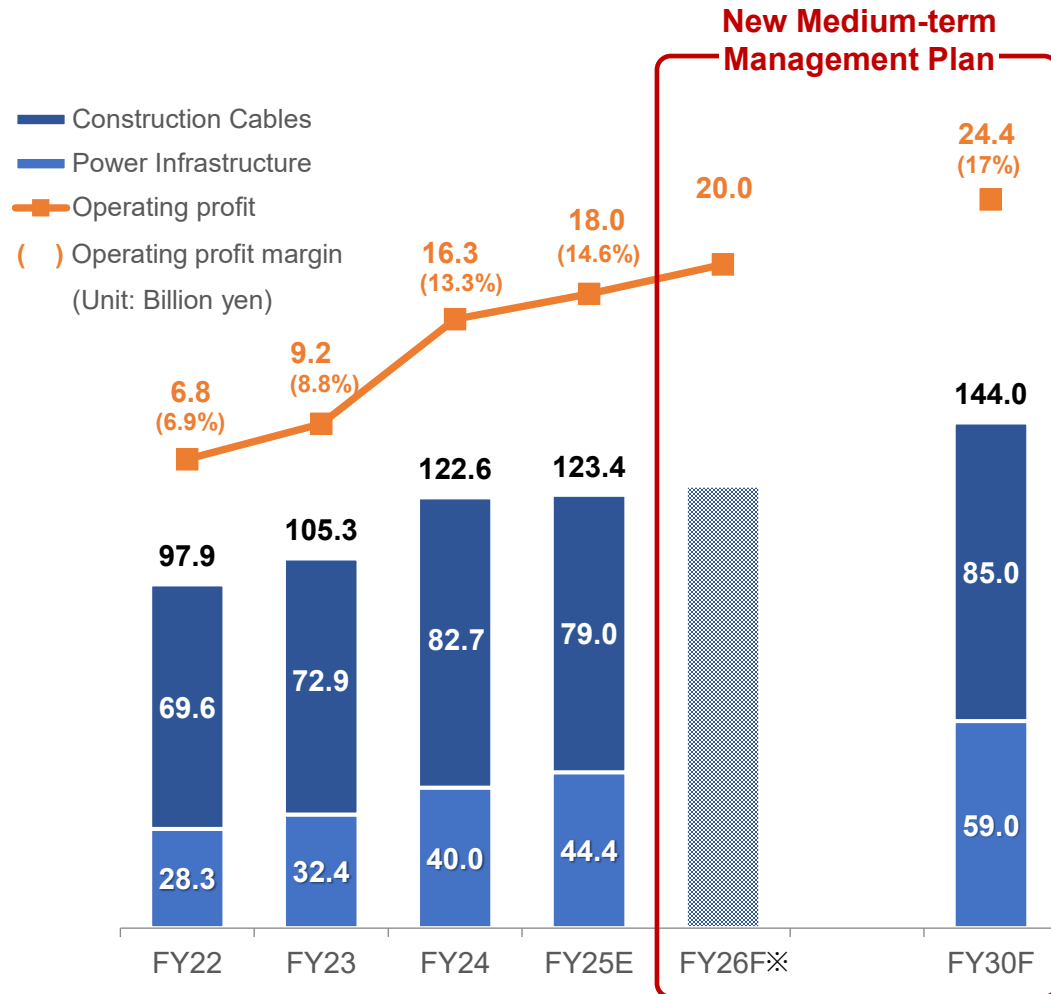
### Industrial Applications

- Demand for wire harnesses slowed due to the effects of subsidy policies for home appliances in the Chinese market ending.
- The market for general purpose winding wires continued to slow

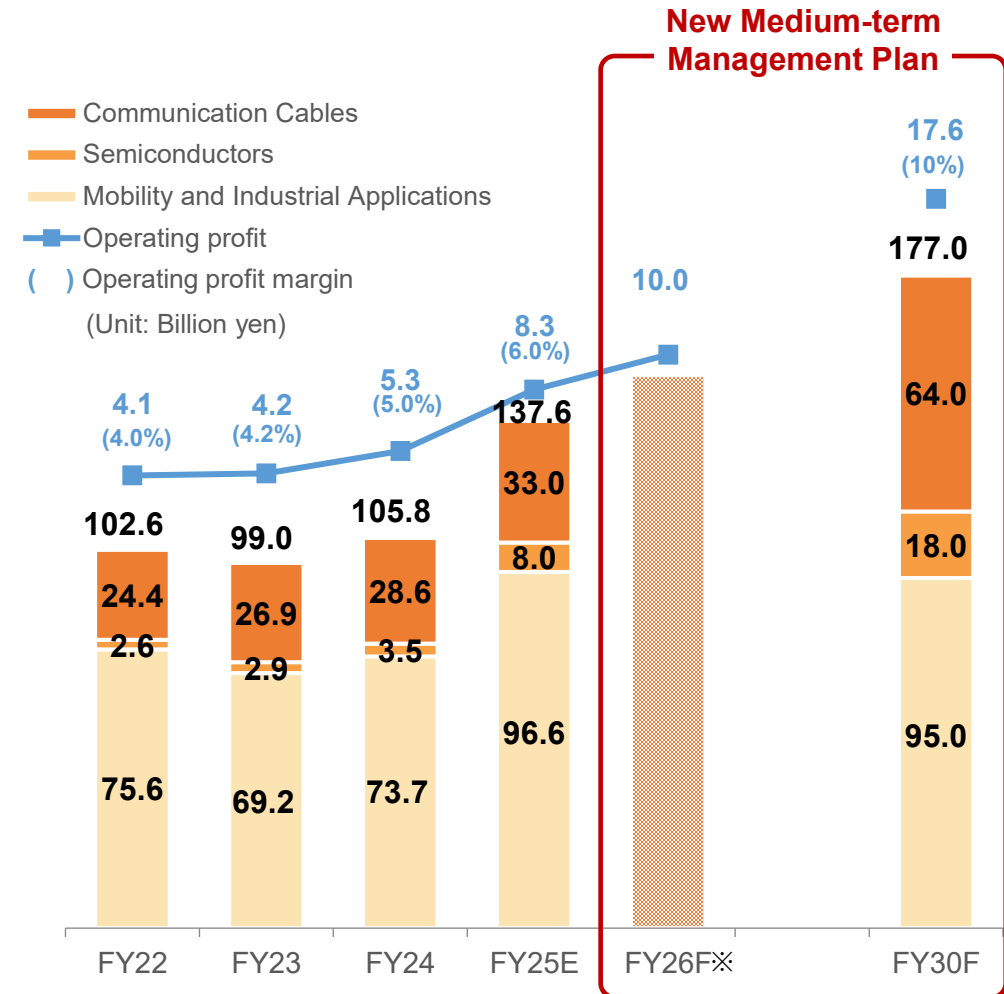
**Q4 Forecast** Production sites for general purpose winding wires will be reorganized heading into next year

# 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.

## Market Forecast FY2026-FY2030

### Opportunities

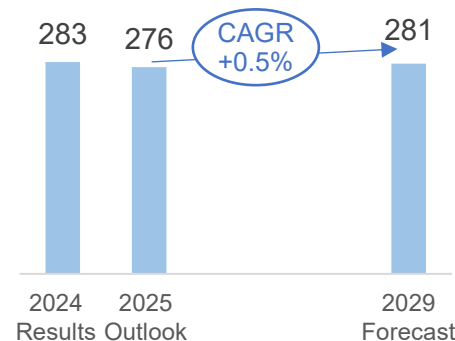
- Total demand will remain mostly unchanged in the medium term.
- Reassessment of value of electric wires and cables in the construction and electrical equipment markets

### Risk

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

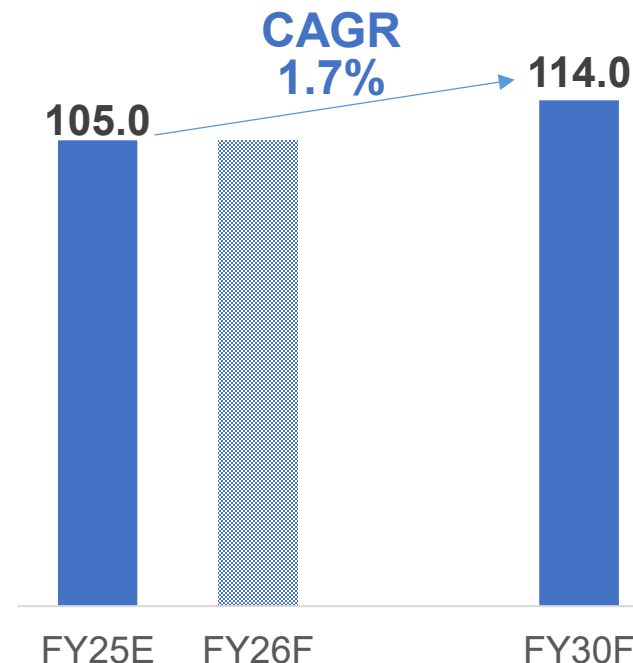
Medium-term outlook for electric wire and cable demand (Japan)

(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

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



## Capital investment plan

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

(Reference)  
FY22-25E  
**Total 4.9 billion yen**

## Basic Strategy

Improving ability to generate cash by increasing efficiency of Group assets

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

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



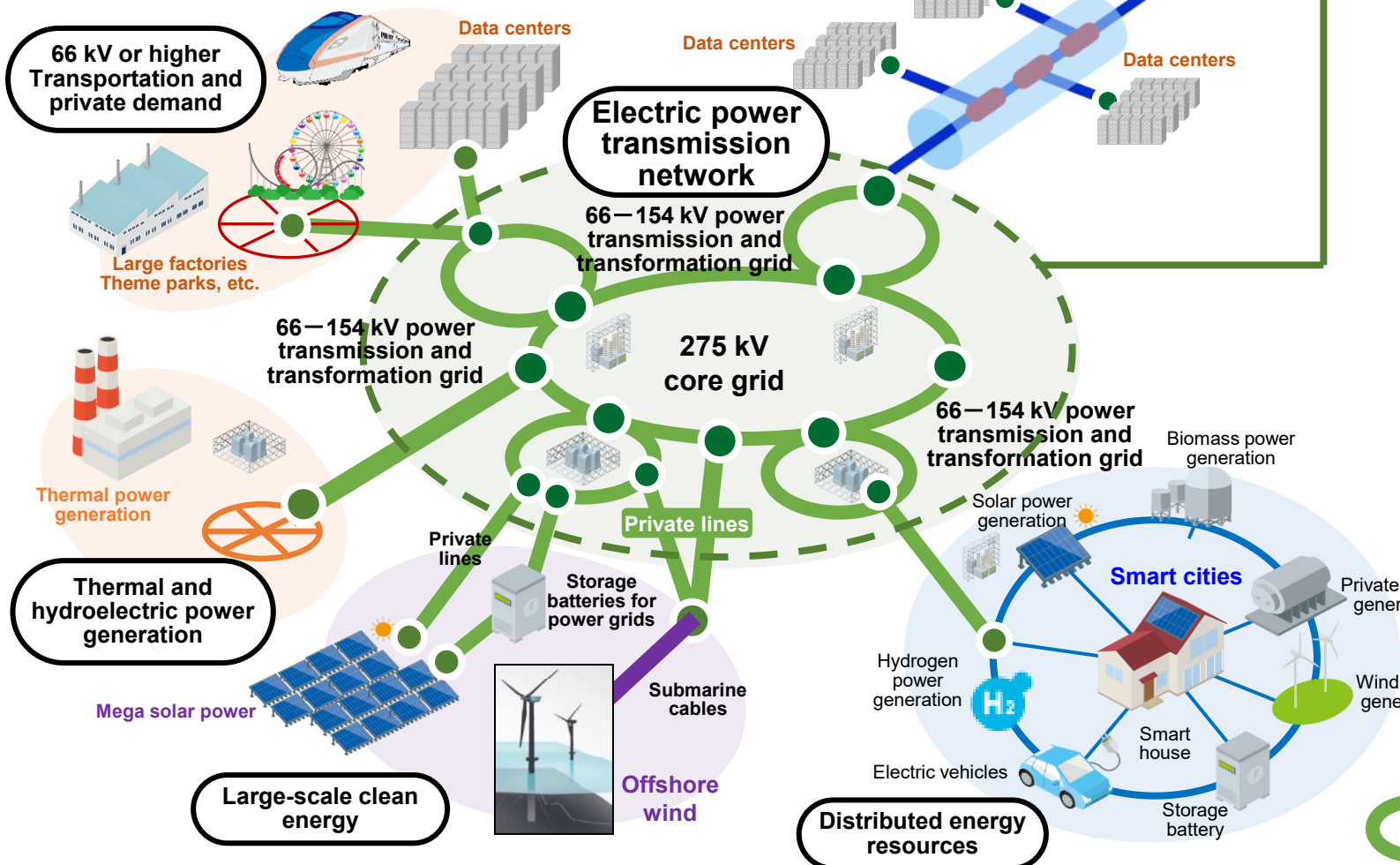
#### <Effects>

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

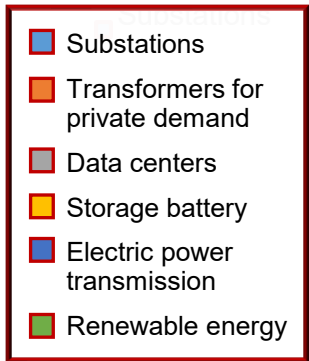
# Growth Strategies for the Power Infrastructure Business

**Replacement Demand for Aging Power Cables  
Market Size Through 2045: Approximately 400 billion yen in cumulative value**

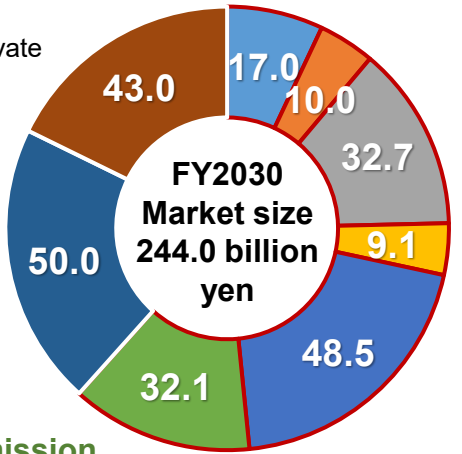
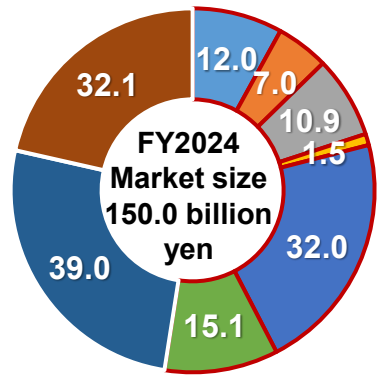
## Target markets of the electric power infrastructure business



## Trend in expected market size \* SWCC estimate

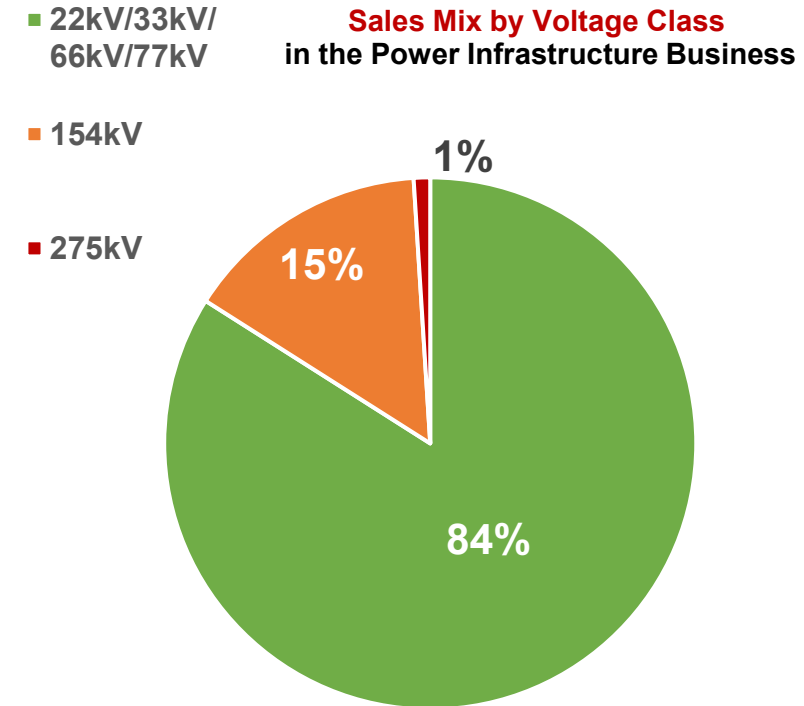
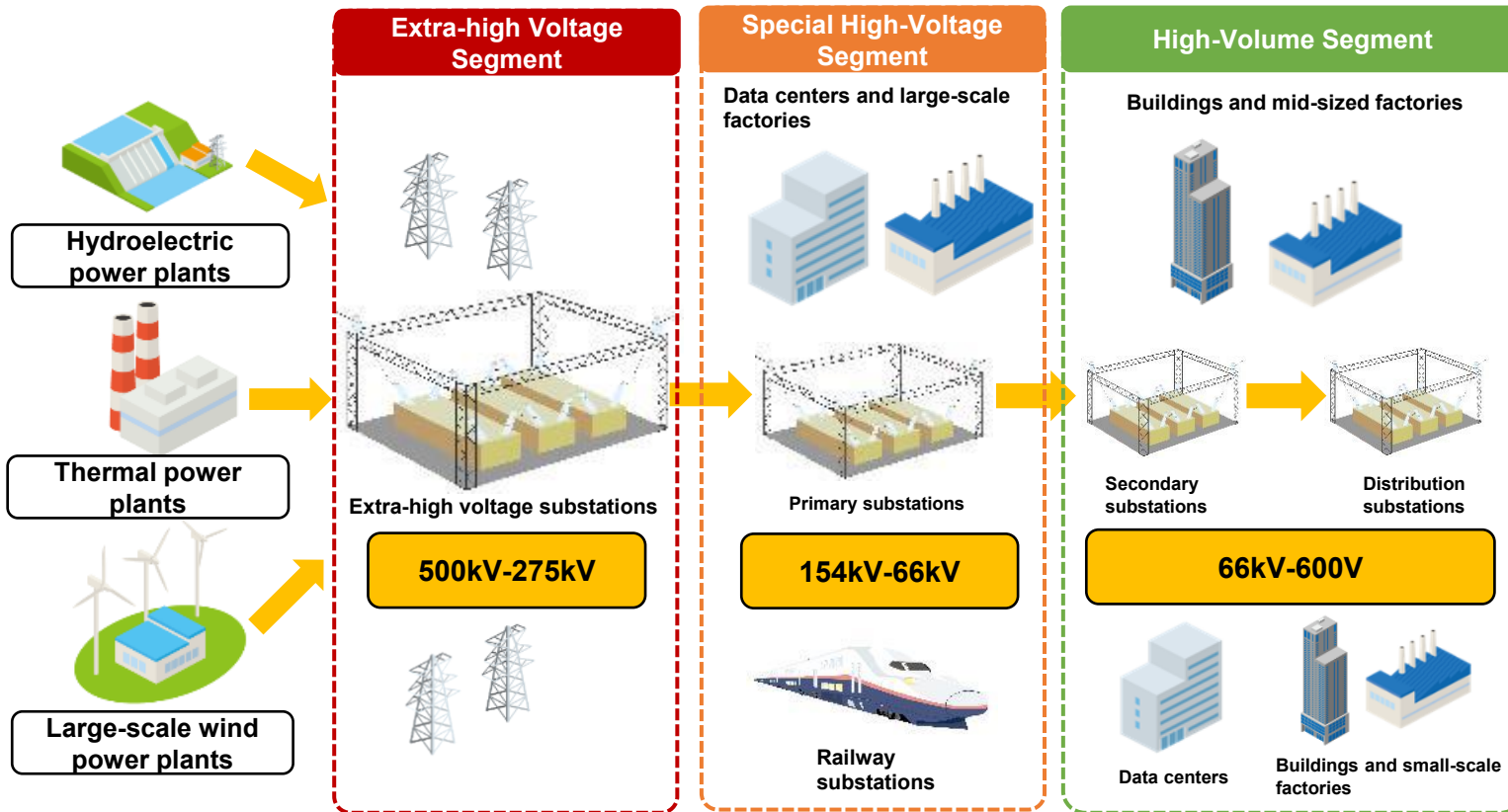


### Total domestic demand



# Growth Strategy for the Power Infrastructure Business: Sales and Market Share by Voltage Class

Across voltage classes, we cover a wide range from extra-high voltage to the high-demand 600V segment. **Our estimated share of the substation market in FY2025E is 63% for utility substations and 93% for private-sector substations. However, much of this share is concentrated in the 66 kV segment. Going forward, we aim to improve profitability by capturing scarce share in the extra-high voltage segment (500–275 kV) and the special high-voltage segment (154–66 kV).**



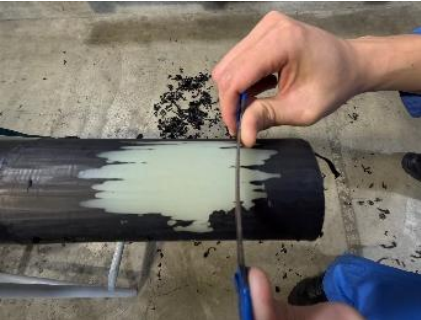
# Growth Strategy for the Power Infrastructure Business: **Easy-install Cable “e-Cable™”**

As demand expands due to replacement of aging facilities and reinforcement of transmission and distribution networks, **labor shortages have become a major challenge.**

By leveraging the SICOPUS training program and expanding our easy-install cable lineup, we enable labor savings and reduced skill dependency even at higher voltage classes.


### Key Features of Easy-stripping cable “e-Cable™”

Conventional power cables of 66 kV and above



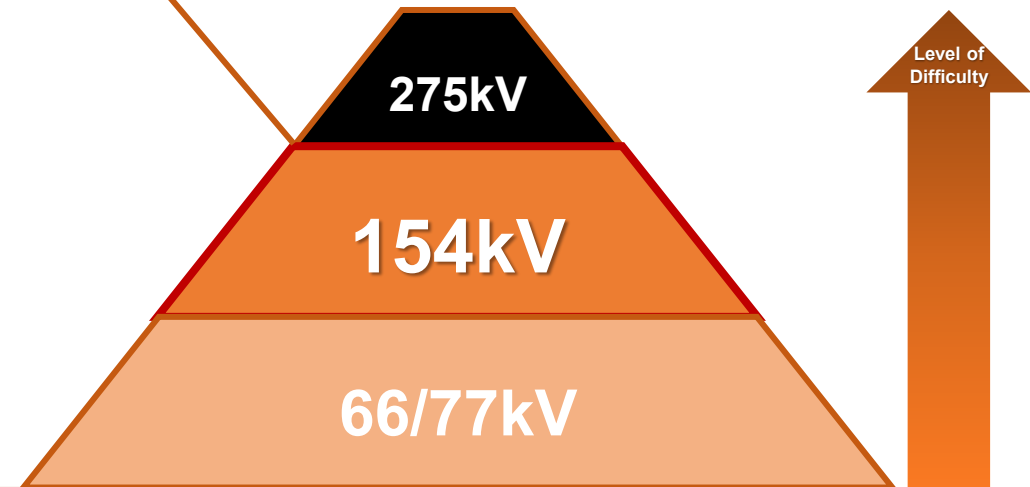
Previously, highly advanced processing skills were required, involving precise circular stripping using sharp tools.

“e-Cable™”



- Simplified work processes **significantly shorten the skill acquisition period (training period reduced from three years to three months).**
- Work time reduced to **approximately one-quarter** of the conventional process

**November 2025**  
**New Brand Strategy: e-Cable™**  
Expansion of the easy-install power cable lineup from the conventional 66 kV class to 154 kV



## Market Forecast FY2026-FY2030

### Opportunities

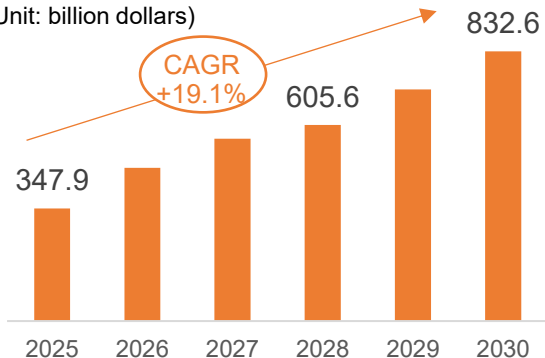
Continued expansion in the construction of hyperscale data centers due to big data and continued growth in telecom traffic, a shift of the market away from Europe and the US toward APAC

### 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)

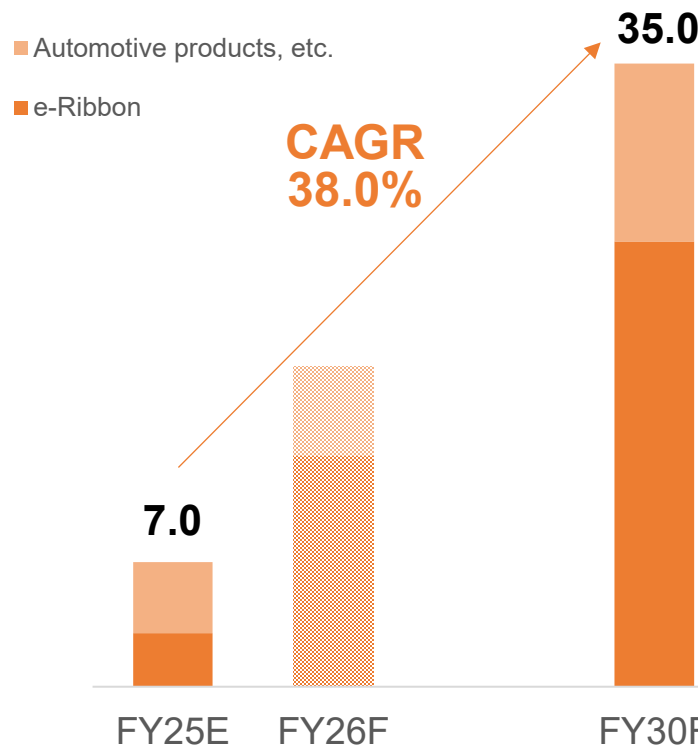
(Unit: billion dollars)



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)



## 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%**

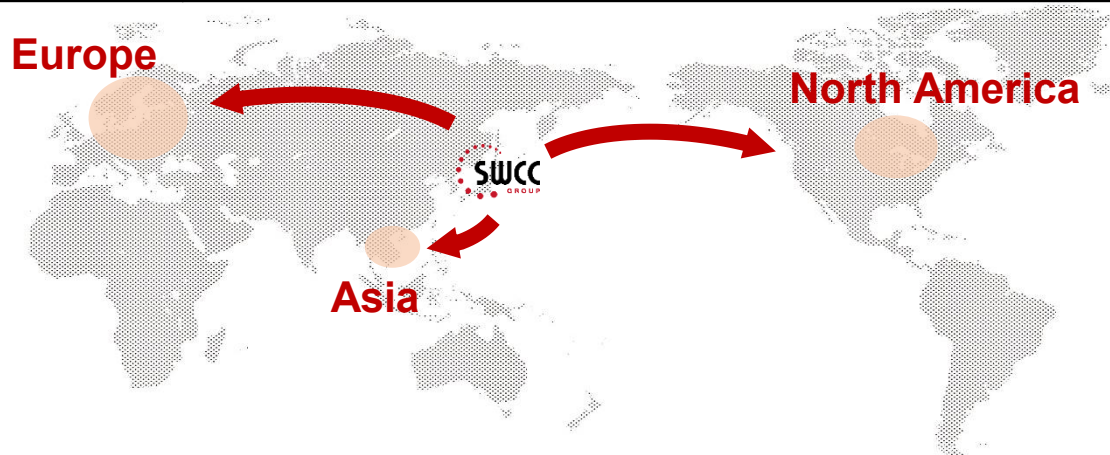
**30%**

## 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.

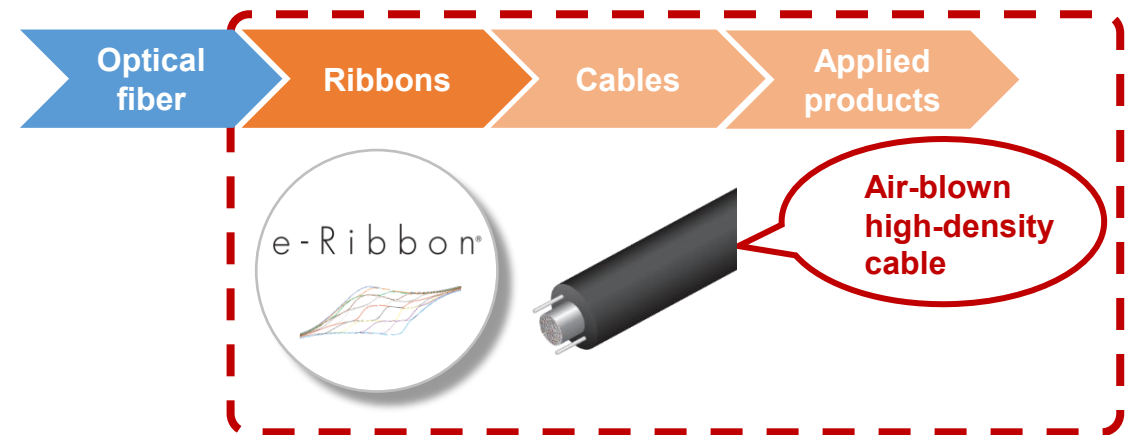
### Strategy I Global expansion of e-Ribbon business



- ✓ **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

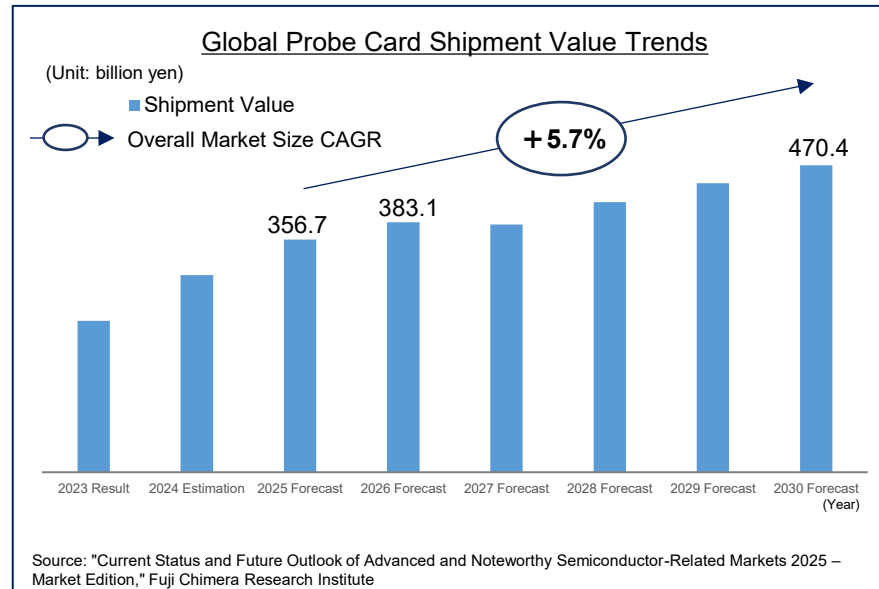
# Attractive Product Portfolio of TOTOKU: Contact Probes for Semiconductor Testing Processes

**[Strengths] Advanced processing technology/Large production capacity**  
**[Market Share] 35% global share (FY2024)**

\*Assumption by our company



Ratio of overseas shipments

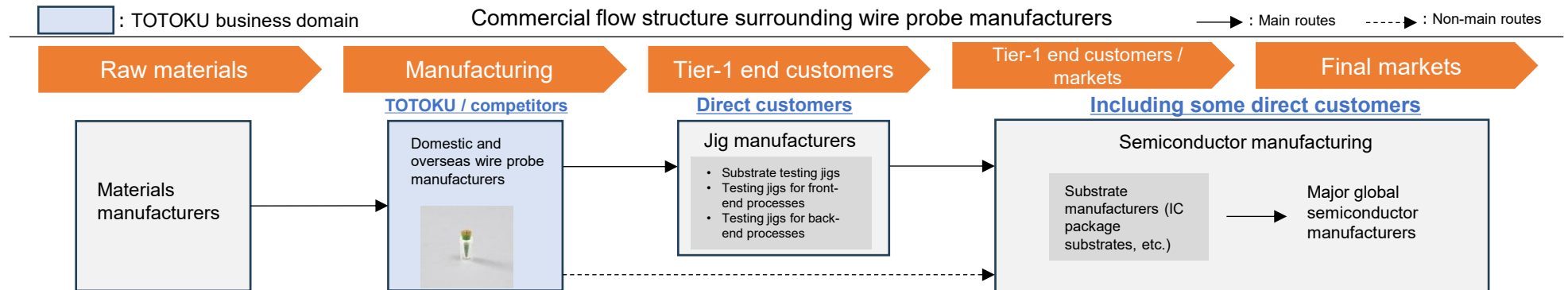



## Advantageous Conditions / Future Market Outlook

**With the expansion of AI demand, the semiconductor market is expected to grow.** The "larger GPU" trend and "HBM stacking" are expected to drive demand for testing equipment.

As **semiconductors become smaller**, the wiring of test targets becomes thinner and finer. This shift is accelerating the move from the conventional two-terminal method to the four-terminal method. **With increased adoption of the four-terminal method, the number of probes used is also expected to rise.**

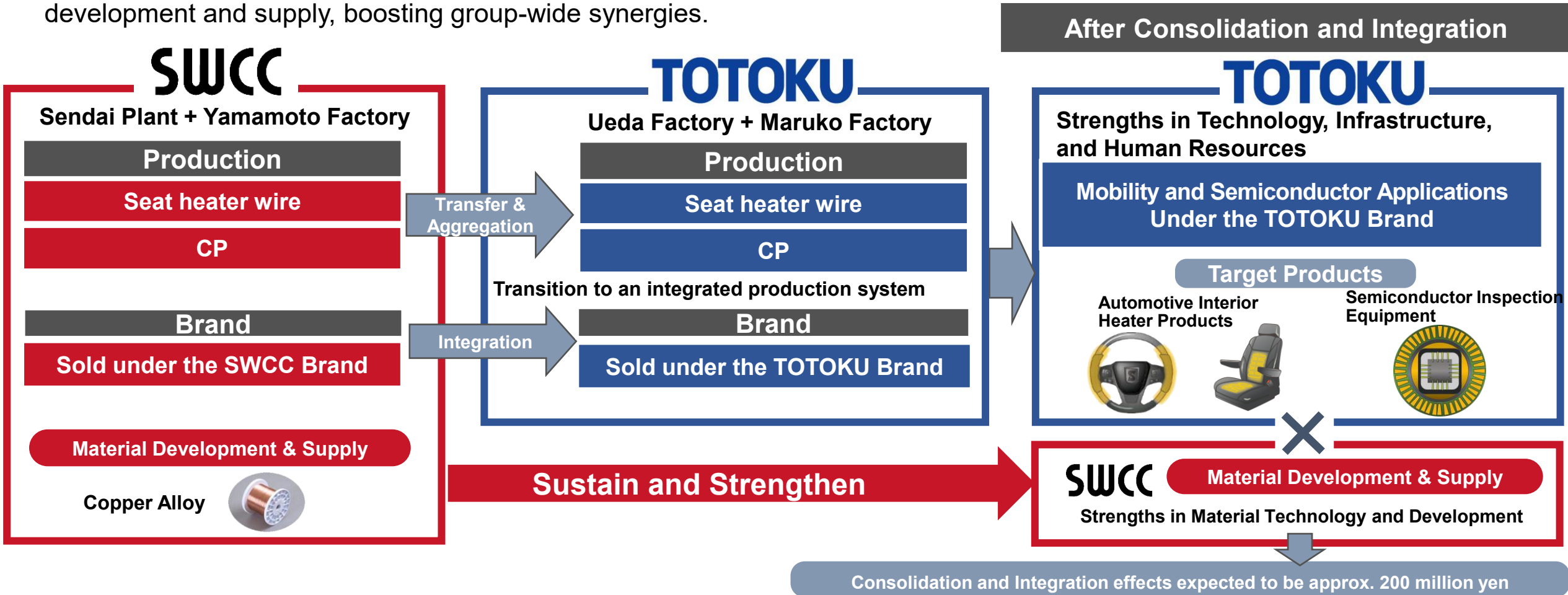
## Business Flow



# Improvement of Business Efficiency and Acceleration of Growth through Integration of Sites

News release dated November 12

To accelerate growth in heater wire and semiconductor probe businesses and optimize the production system, part of SWCC Sendai's production will be transferred to TOTOKU's Ueda and Maruko sites. Sendai will focus on its strengths in material development and supply, boosting group-wide synergies.





**Creating for the Future**

## **SWCC Corporation**

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

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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.