

Connect with the Best



2030VISION
Mid-term Management
Plan 2025

Agenda

- 01** Our Mission P03
- 02** Looking back so far P10
- 03** Our creating future P14
- 04** Initiatives for "People" P23

A man in a dark blue suit, white shirt, and blue striped tie stands with his arms crossed. He is wearing glasses and a watch on his left wrist. The background is a bright, modern office interior with large windows and a staircase. The text "Our Mission" is overlaid on the image in a bold, white, sans-serif font.

Our Mission

01

Message from the President

We believe that the future of society will be more turbulent than ever before, an era that no one can predict. In particular, the mobility market, which we should be facing, is undergoing a "once-in-a-century revolution", and we realize that the fundamentals of conventional thinking and manufacturing may even be changed.

In the midst of such a situation, we have established a new **Management Philosophy**, which is the basis of our **Mid-term Management Plan**, to reaffirm our company's strengths and potential and to make it the foundation for further challenges, while maintaining the philosophy and technological pillars that we have cultivated up until now.

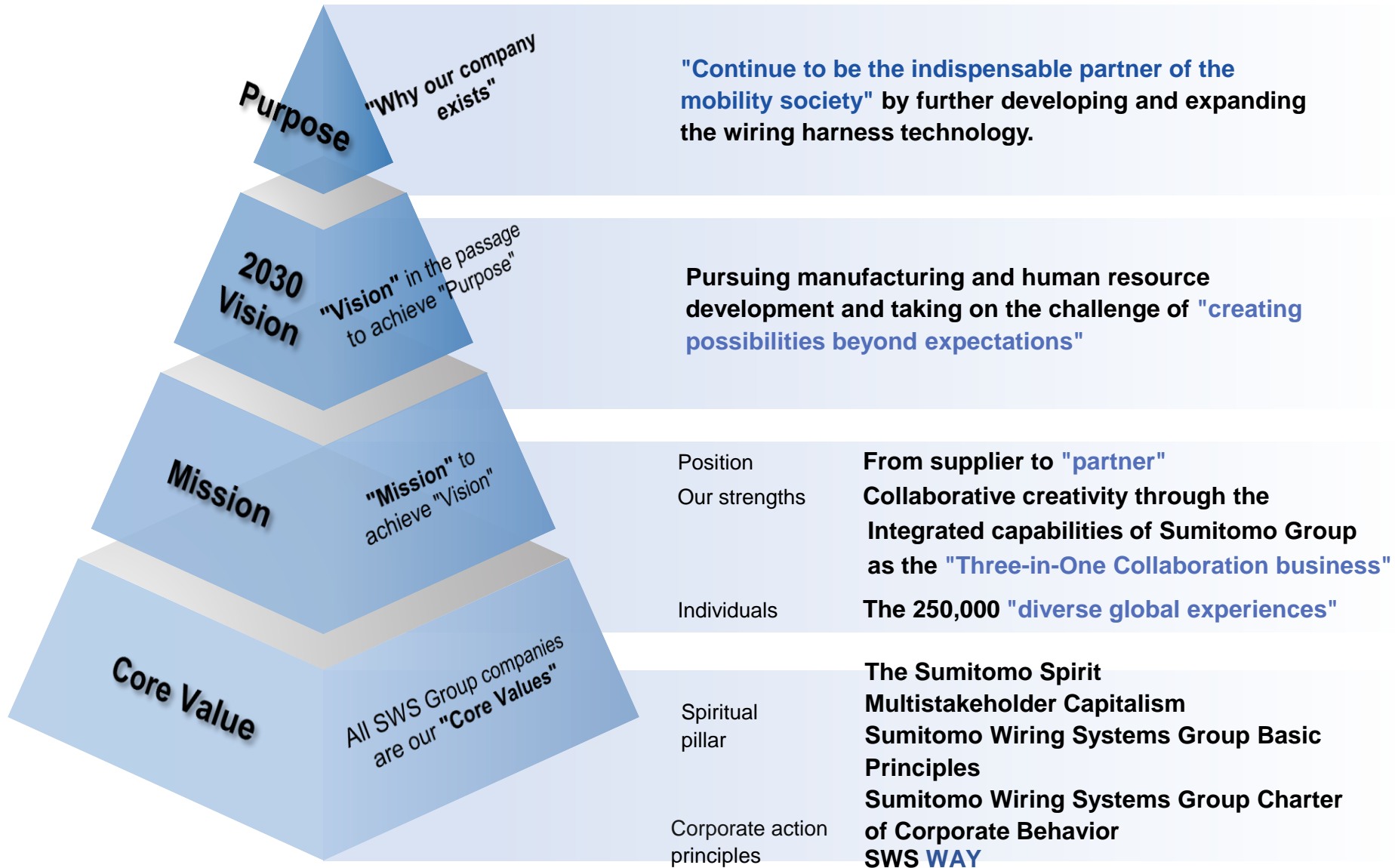
Representative Director
President and Chief Executive Officer
Kenichi Urushibata

FY2023
Now

FY2025
Mid-term
Management Plan
"25M"

FY2030
2030VISION
"30V"

Overall Corporate Philosophy based on 30V and 25M



Purpose

“Why our company exists.”

Purpose

"Continue to be the indispensable partner of the mobility society" by further developing and expanding the wiring harness technology.

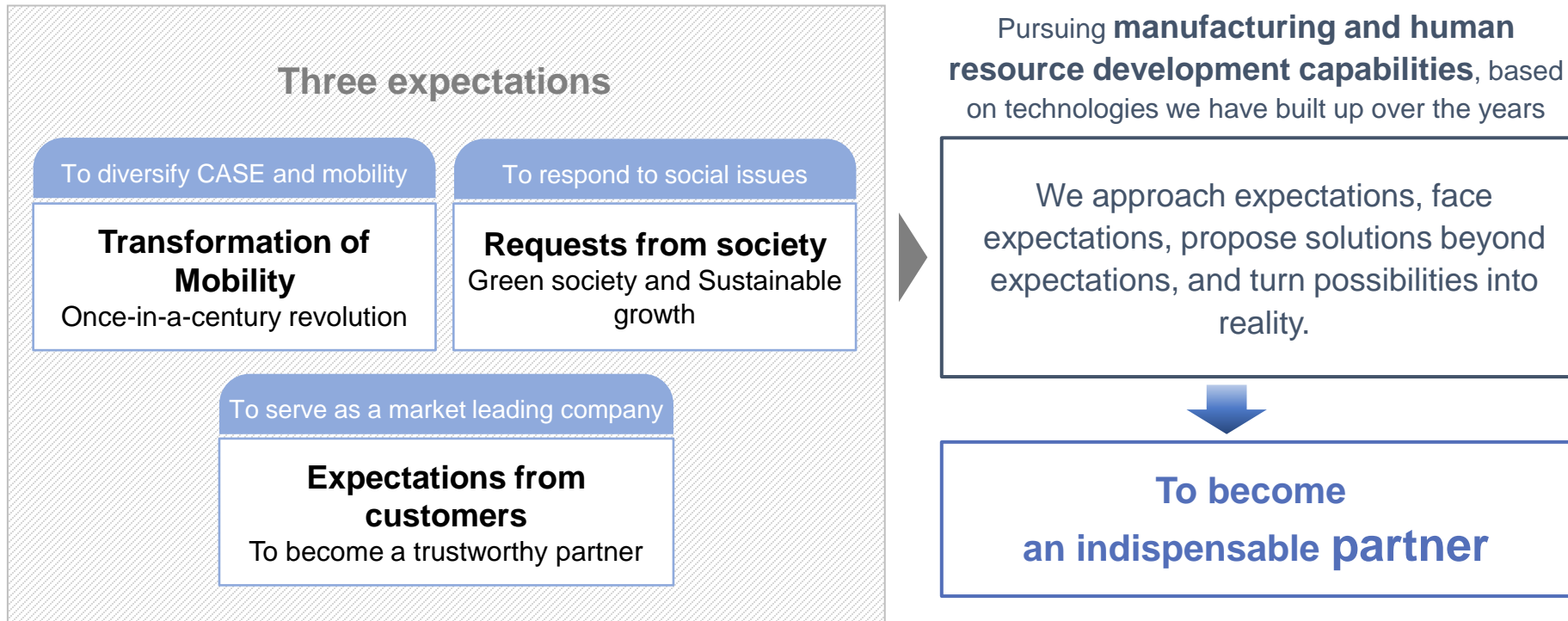
Phrase	Our commitment
Further developing and expanding the wiring harness technology	<ul style="list-style-type: none">To further develop and expand our products, including wiring harnesses and related products (wires, connectors, and electronic products), based on the technologies we have built up over the years, to reach beyond the needs of society and customers.
The mobility society	<ul style="list-style-type: none">OEM, vehicle users, suppliers, and all other stakeholders, together for the benefit of the society.
The indispensable partner	<ul style="list-style-type: none">To support the development of mobility as a partner, thereby contributing to creating a comfortable and safe society. An existence needed by both society and customers.
Continue to be	<ul style="list-style-type: none">We are determined to further strengthen our partnership in the future, as it has always been the case.

2030Vision

"Vision" at the transition point (2030) to achieve "Purpose"

Vision

Pursuing manufacturing and human resource development and taking on the challenge of **"creating possibilities beyond expectations"**



Mission

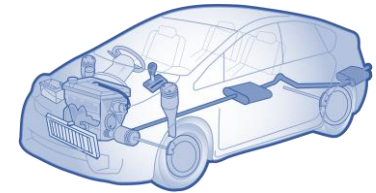
"Mission" to achieve "Vision"

Mission

The position we should aim for

From supplier to partner

Package solutions from component optimization to entire mobility optimization



Our organizational structure and strengths to achieve this

Three-in-One Collaboration business
Collaborative creativity through the integrated capabilities

Creativity achieved by transcending and fusing organizational boundaries



Development and utilization of human resources to achieve this

The 250,000 diverse global experiences

Promoting Diversity Equity & Inclusion and a diverse workforce



Core Value

All SWS Group companies are our "Core Values"

The Sumitomo Spirit

Banji-nissei Shinyo-kakujitsu Fusu-furi

"Attaching Importance to Technology", "Respect for Human Resources", "Long-Range Planning", and "Mutual Prosperity, Respect for the Public Good"

Sumitomo Wiring Systems Group Basic Principles

In the spirit of "Connect with the Best", we are committed to:

- Contributing to the global community through the success of business,
- Realizing customer satisfaction through high standards of service,
- Developing the prospective future through creation and innovation,
- Preserving corporate ethics based on integrity and trust, and
- Respecting individuality and nurturing a vigorous and prosperous corporate culture.

Sumitomo Wiring Systems Group Charter of Corporate Behavior

1. Provision of excellent products and services
2. Development of new, original business and products
3. Global business expansion, and growth and development of the Group
4. Consideration for the global environment
5. Observance of laws and regulation
6. Fair and appropriate business activities
7. Action with awareness as members of society
8. Harmony with international society
9. Establishment of pleasant working environments and cultivation of personnel
10. Appropriate information disclosure and promotion of communication

SWS WAY

PROFESSIONALISM – TEAMWORK - CHALLENGE

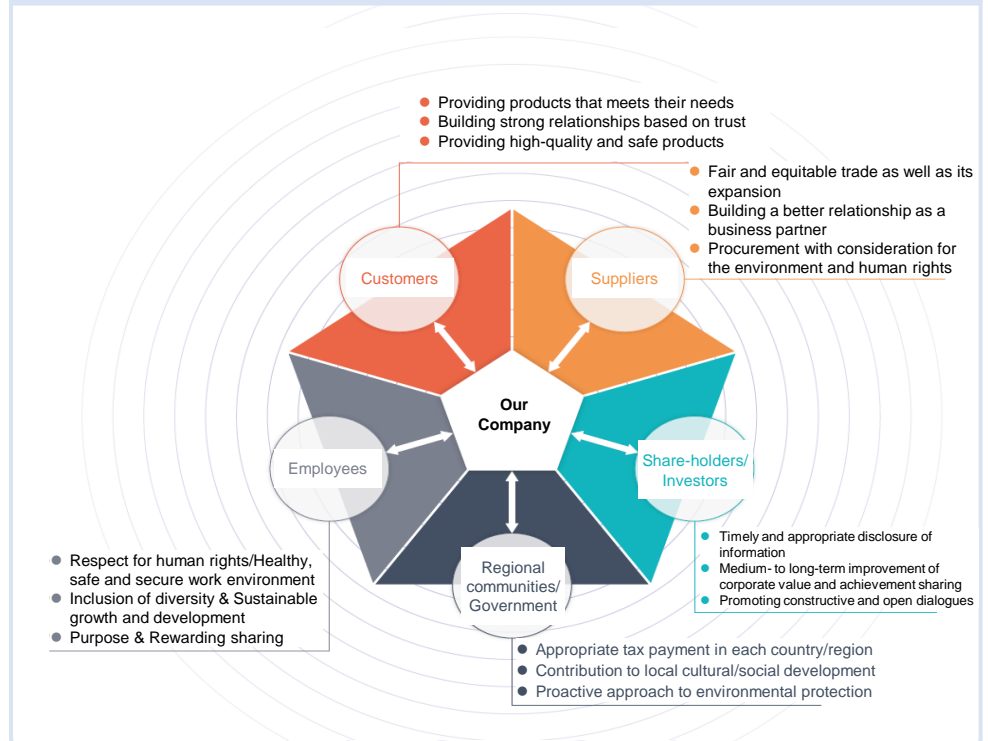
Multistakeholder capitalism

(The spirit of "focusing on the public benefit and mutual prosperity with all stakeholders")

Together with stakeholders

At Sumitomo Electric Industries Group, we, as a "group of performers", are committed to realizing a "green earth and safe and comfortable lifestyles" and working toward realizing a sustainable society.

We will share our values and achievements with our stakeholders.





佳友電機

Looking back so far

Business transformation

Sumitomo Wiring Systems was founded in 1917, since then, it has **grown into a leading global company** in the wiring harness industry.

1917~

Technical and capital alliance with Sumitomo Electric Industries, Ltd., since 1931



1957~

Started production of wiring harnesses



1978~

Established the first overseas corporation in Brazil



1985~

Changed the trade name to Sumitomo Wiring Systems, Ltd.



1999~

Accelerated globalization through M&A



2007~

Acquired full ownership of Sumitomo Electric Industries, Ltd.



2017~

100-Year Anniversary
Global Market Share No.1



2023~

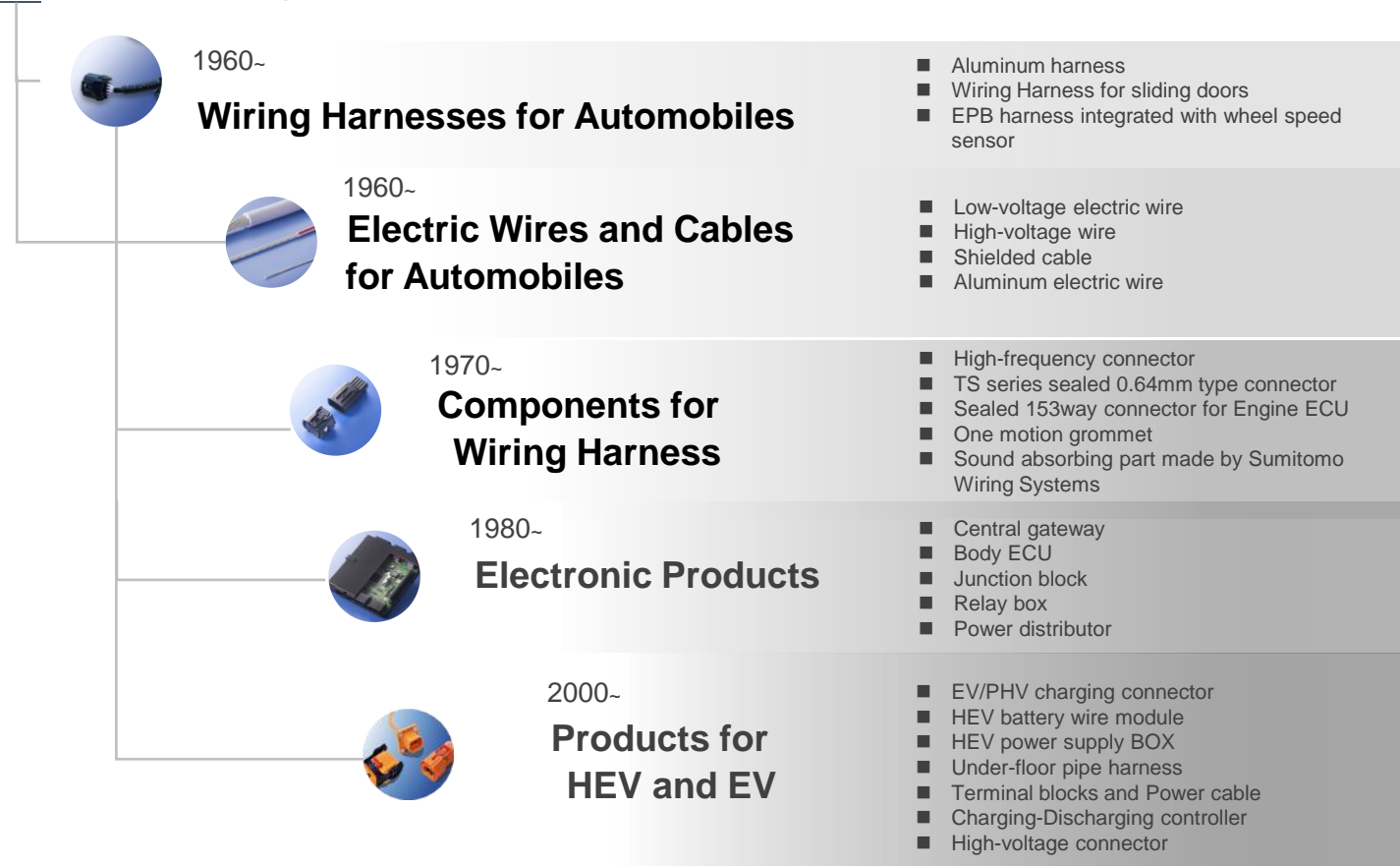
2030VISION starts



Our Business

In the 100 years since it was founded, various products have been created in different fields. We will continue to develop new products that are both original and profitable.

Wire manufacturing



Comprehensive automotive parts supplier

Our performance by the numbers

Sales

Harness business overall

16,423 billion Yen

Single

7,519 billion Yen 

Establishment

106 years 

Locations

109 locations 

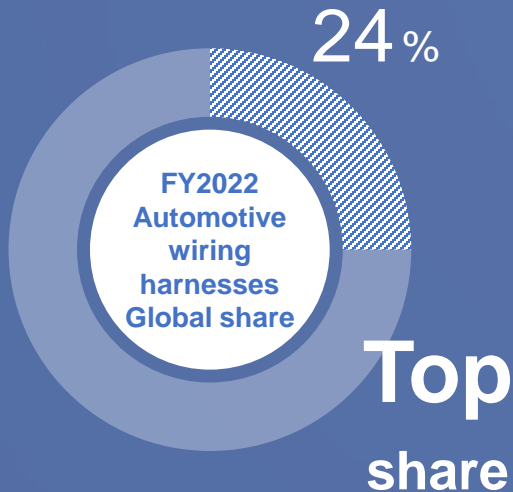
Capital

20,042 million Yen 

Expansion

33 countries and regions 

Global share



Number of employees

Domestic non-consolidated

7,246 

Global

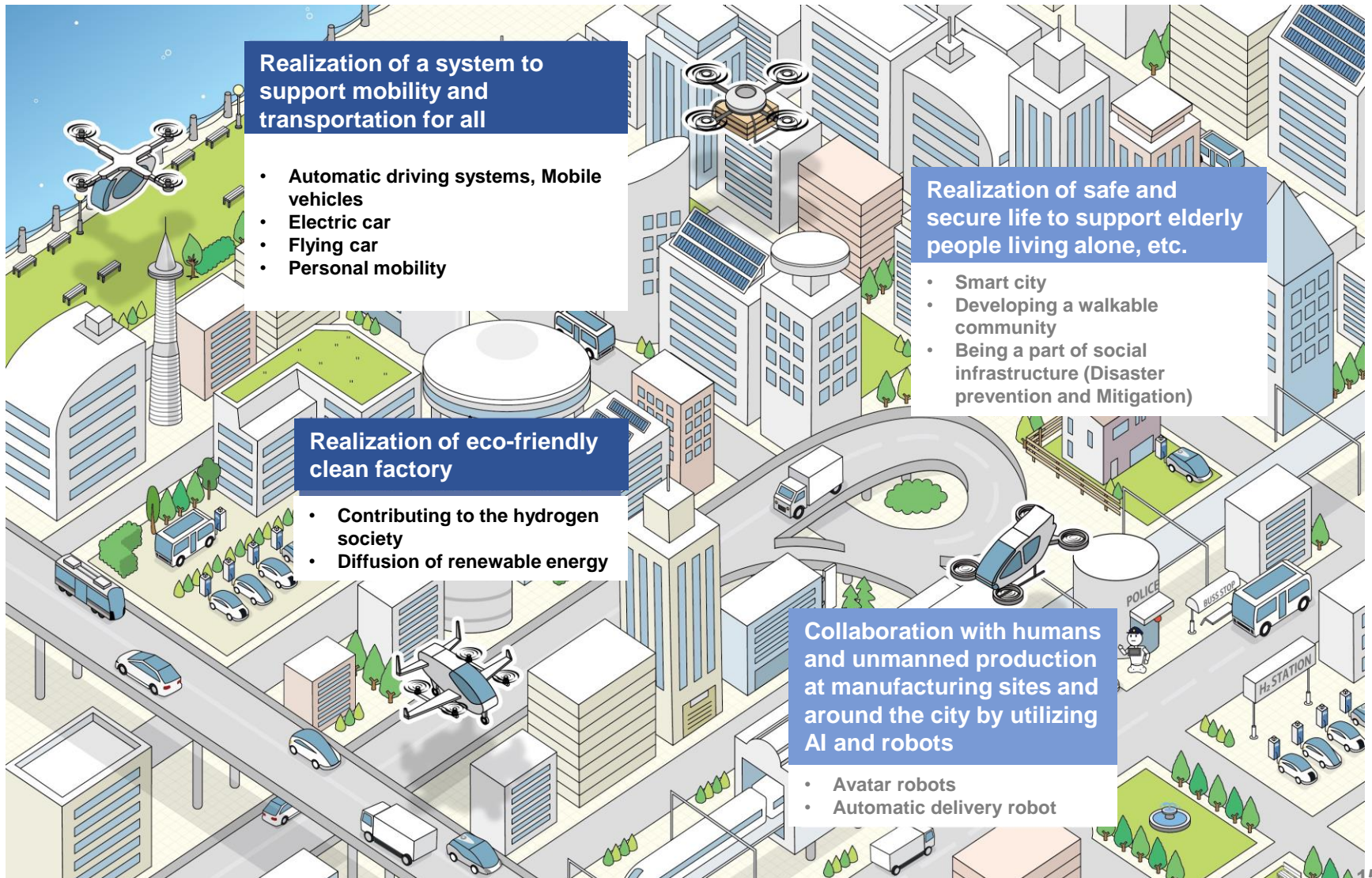
242,512 

The image features a dark, semi-transparent car chassis centered against a dark blue background. From the chassis, numerous vibrant, multi-colored fiber optic light trails (in shades of red, orange, yellow, green, and blue) flow outwards, creating a sense of motion and energy. A large, semi-transparent grey watermark '03' is positioned on the right side of the image. The text 'Our creating future' is written in a clean, white, sans-serif font across the middle of the chassis.

Our creating future

Our view of the Mobility Society in 2030

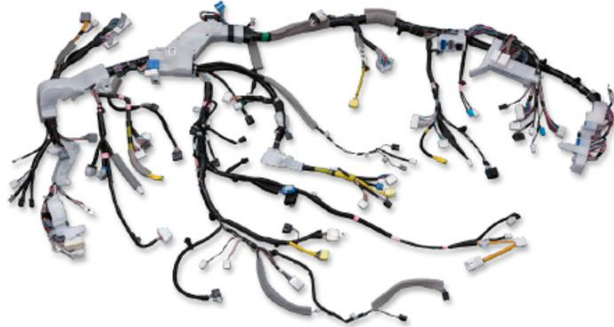
The connection of vehicles **with** people and society will create an unprecedented level of convenience.




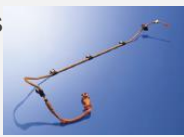



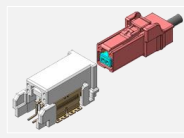



Products that support our business

A wide variety of products contribute to the mobility society.

We will further pursue the improvement of "Environment, Safety, and Convenience".



Field	Wiring harness	Connector/Terminal	Electronics
Existing products	<ul style="list-style-type: none"> Low-voltage harness Aluminum harness 	<ul style="list-style-type: none"> Connector Junction box 	<ul style="list-style-type: none"> ECU Zonal ECU Gateway Relay box Power distributor 
Electrification	<ul style="list-style-type: none"> High-voltage harness Battery internal harness Bus bar module 	<ul style="list-style-type: none"> High-current connector High-voltage JB 	
High-speed communication	<ul style="list-style-type: none"> High-speed communication harness Optical harness 	<ul style="list-style-type: none"> High-speed communication connector 	

30V and 25M numerical targets

Pursuing manufacturing and human resource development and taking on the challenge of "creating possibilities beyond expectations"

Ensure profits from existing businesses

Manufacturing innovation and New customer development

Operating profit ratio: **Aim for 7%**

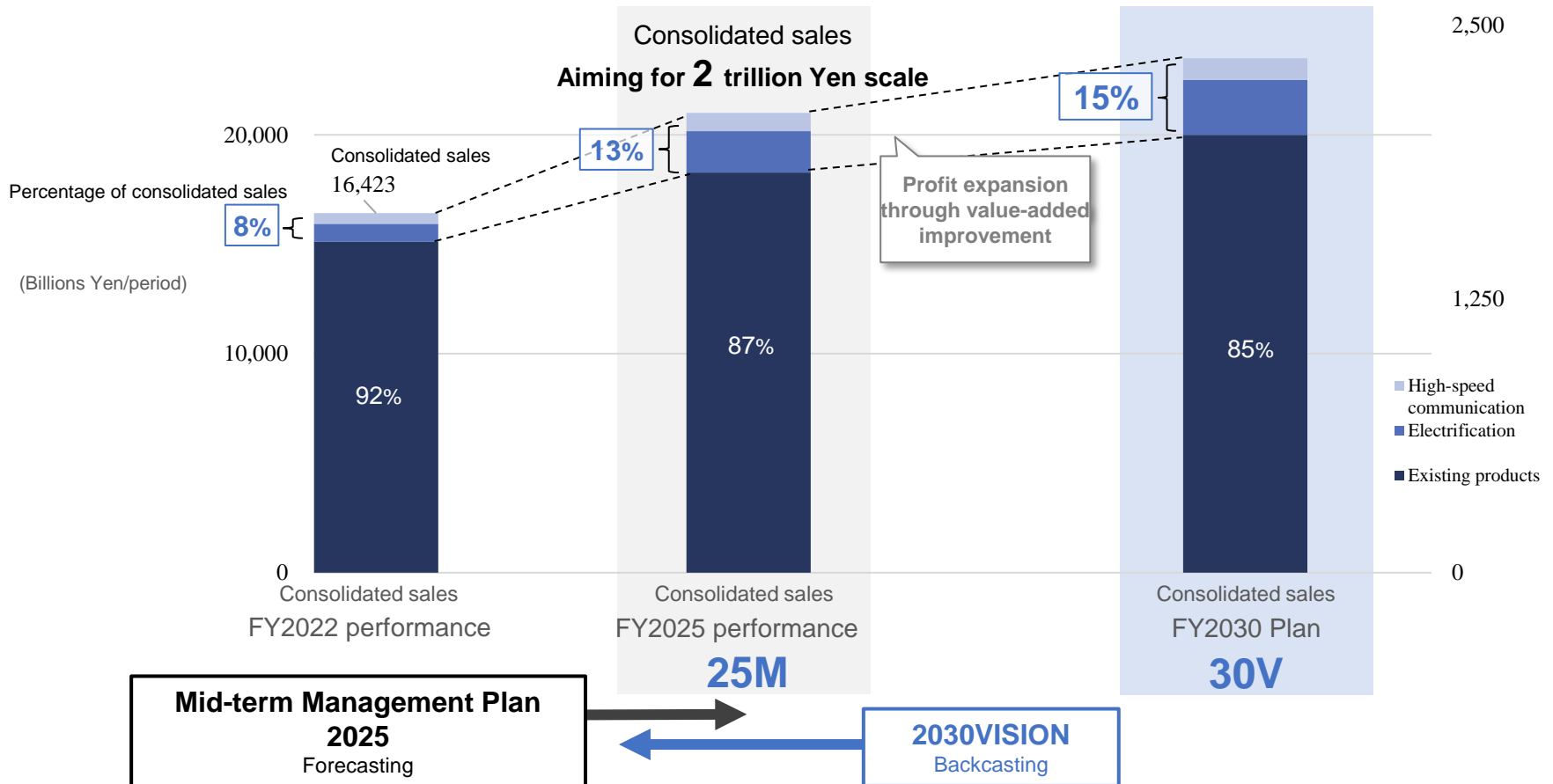
Return on Invested Capital (ROIC): > **10%**

Expand new businesses

Respond to the "CASE trend"

Electrification & High-speed communication new products

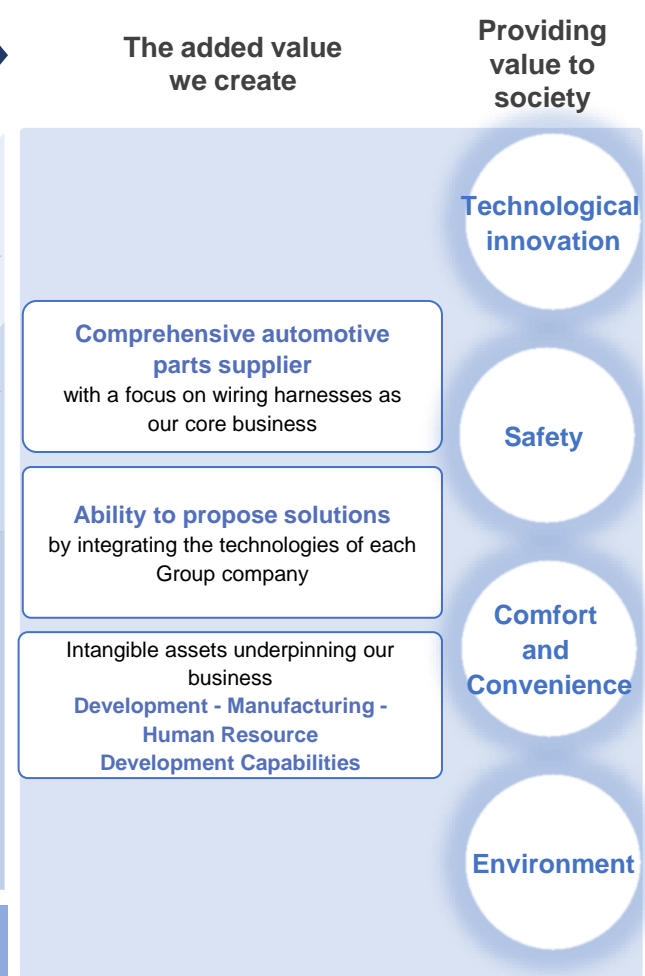
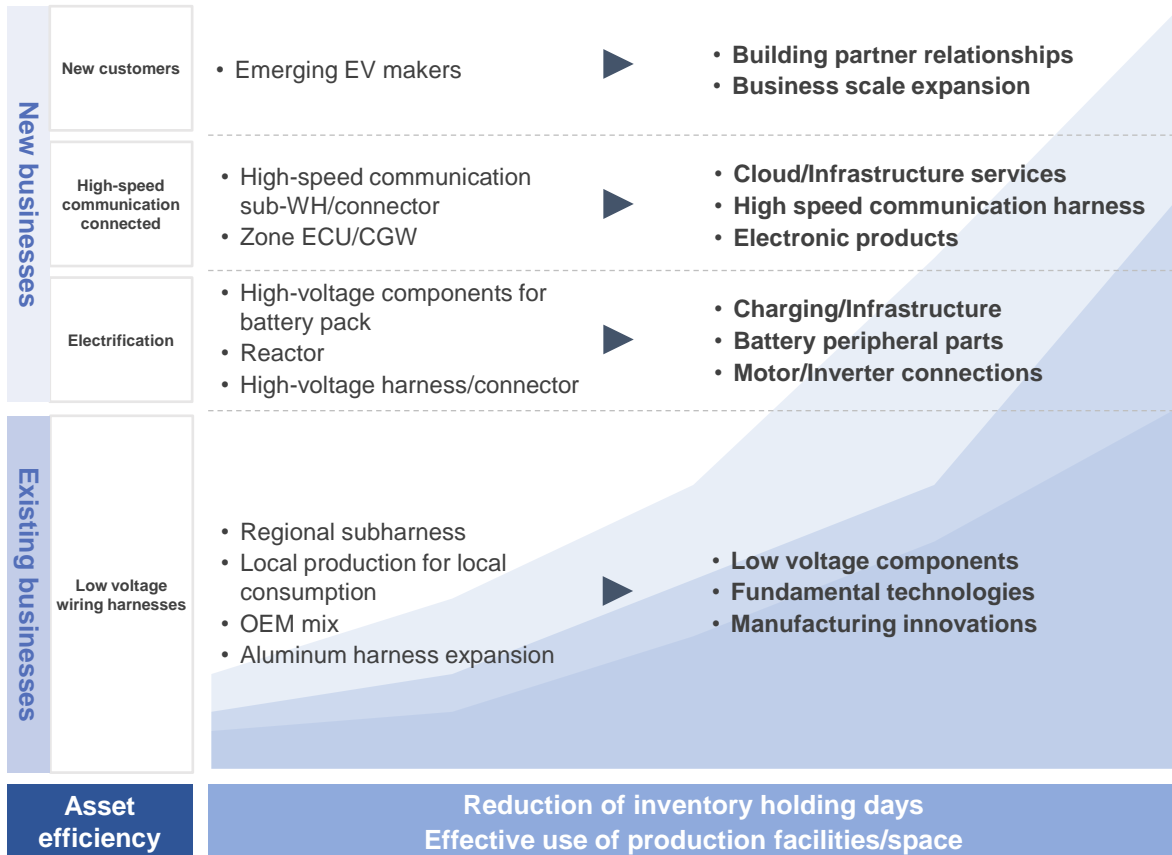
Percentage of consolidated sales: > **15%**



Growth strategies for various business areas

Create a scenario to ensure a profitable structure and profitability for FY2025 onwards, including the creation of new CASE-related products, innovation in manufacturing, and response to emerging EV OEMs.

→ FY2023 → FY2025 → FY2030



Develop and expand of existing businesses (Conventional wiring harnesses)

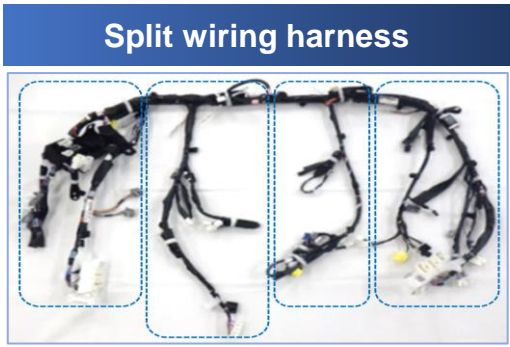
Manufacturing innovation and supply chain visualization

Low voltage
wiring
harnesses

Technology

Develop and expand manufacturing capabilities

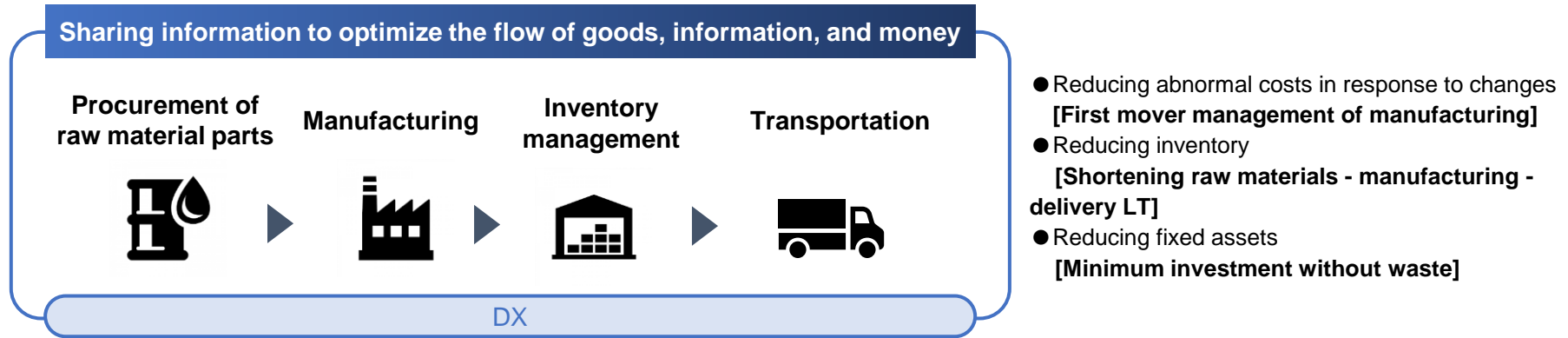
- (1) Productivity improvement: Increase process efficiency and automation, as well as equipment sharing
- (2) Flexible response to customer needs: Establish a production system capable of handling a wide variety of products



Expansion of area sub-harness

- Local production for local consumption
- Commonization of equipment
- Supports a wide variety of products with a small number of part numbers
- Risk management

(3) Global Supply Chain Management - Visualization of supply chain



Develop and expand of new businesses (Electrification and High-speed communication for CASE)

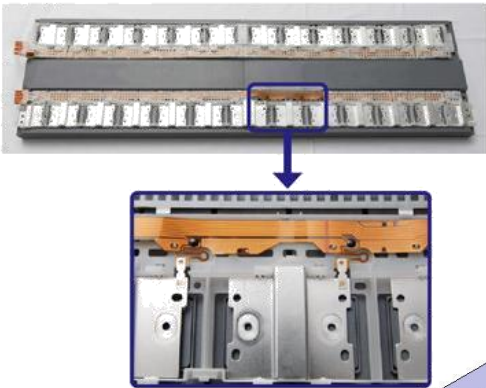
Develop proprietary products and technologies that contribute to **electrification** and high-speed communications that support next-generation mobility

Electrification

Technology

Assist in the further spread of electrification

Busbar Module(BBM)



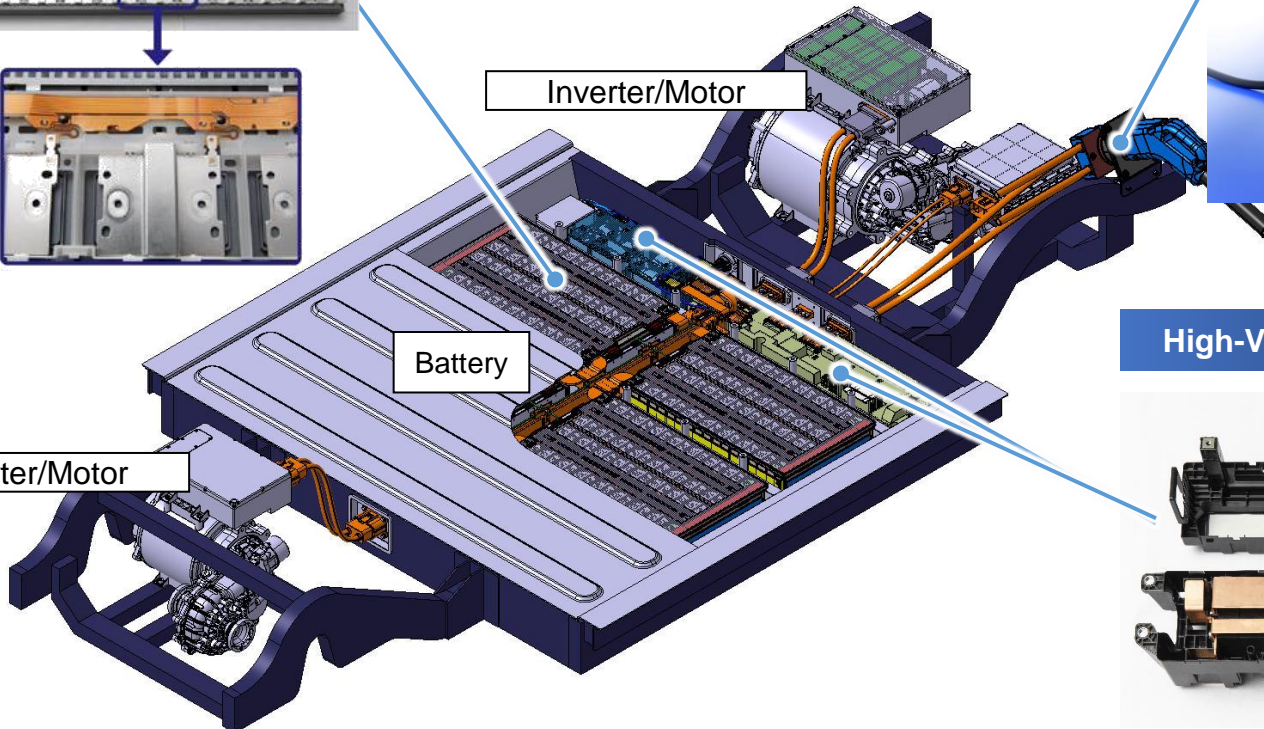
Charging Cable / Inlet



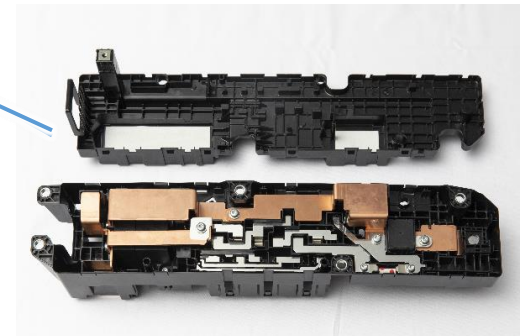
Inverter/Motor

Battery

Inverter/Motor



High-Voltage Junction Box

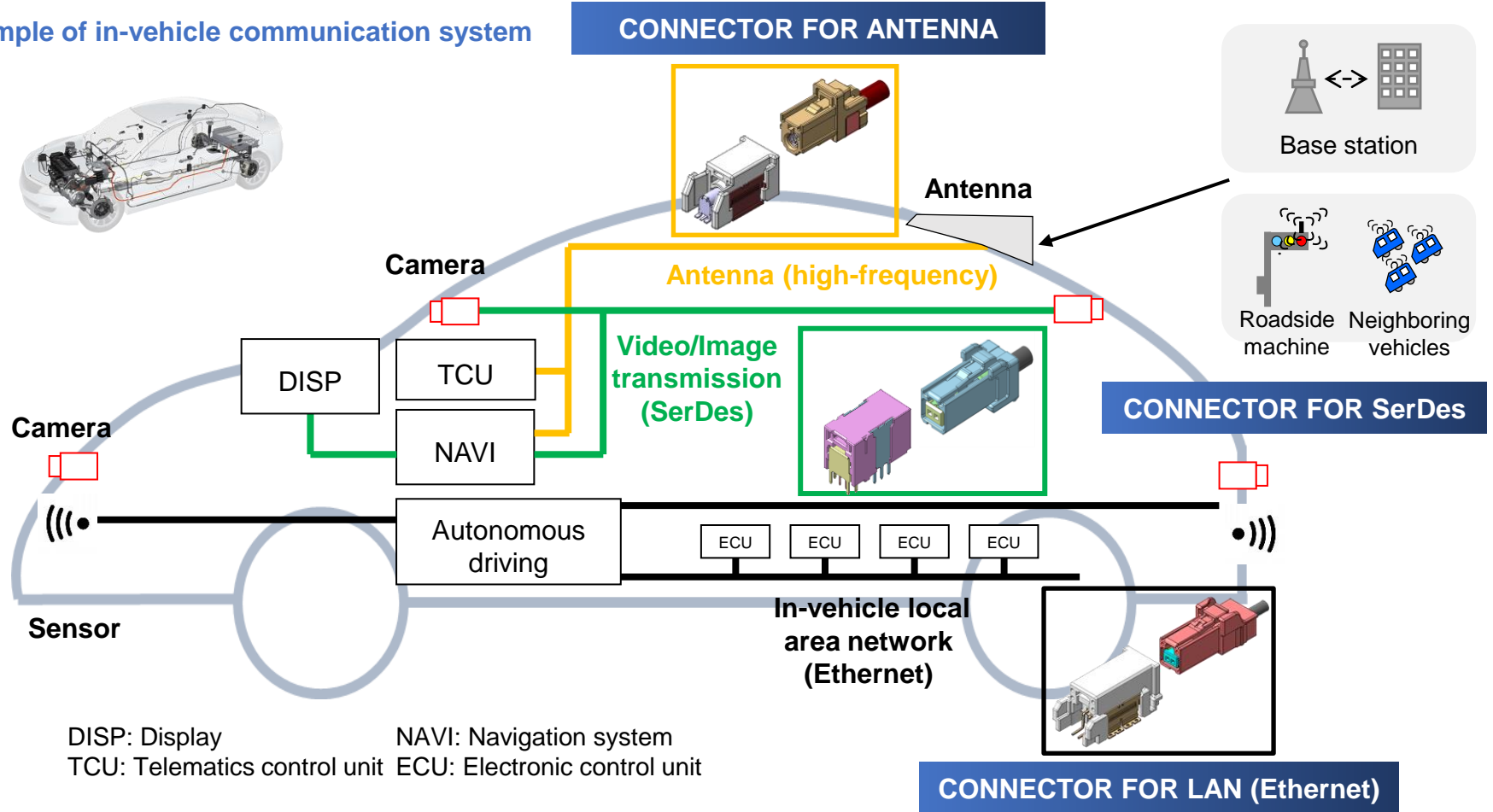


Develop and expand of new businesses (Electrification and High-speed communication for CASE)

Develop proprietary products and technologies that contribute to the electrification and **high-speed communications** that support next-generation mobility

High-speed communication Technology **Larger volume of information and faster communication speeds**

Example of in-vehicle communication system

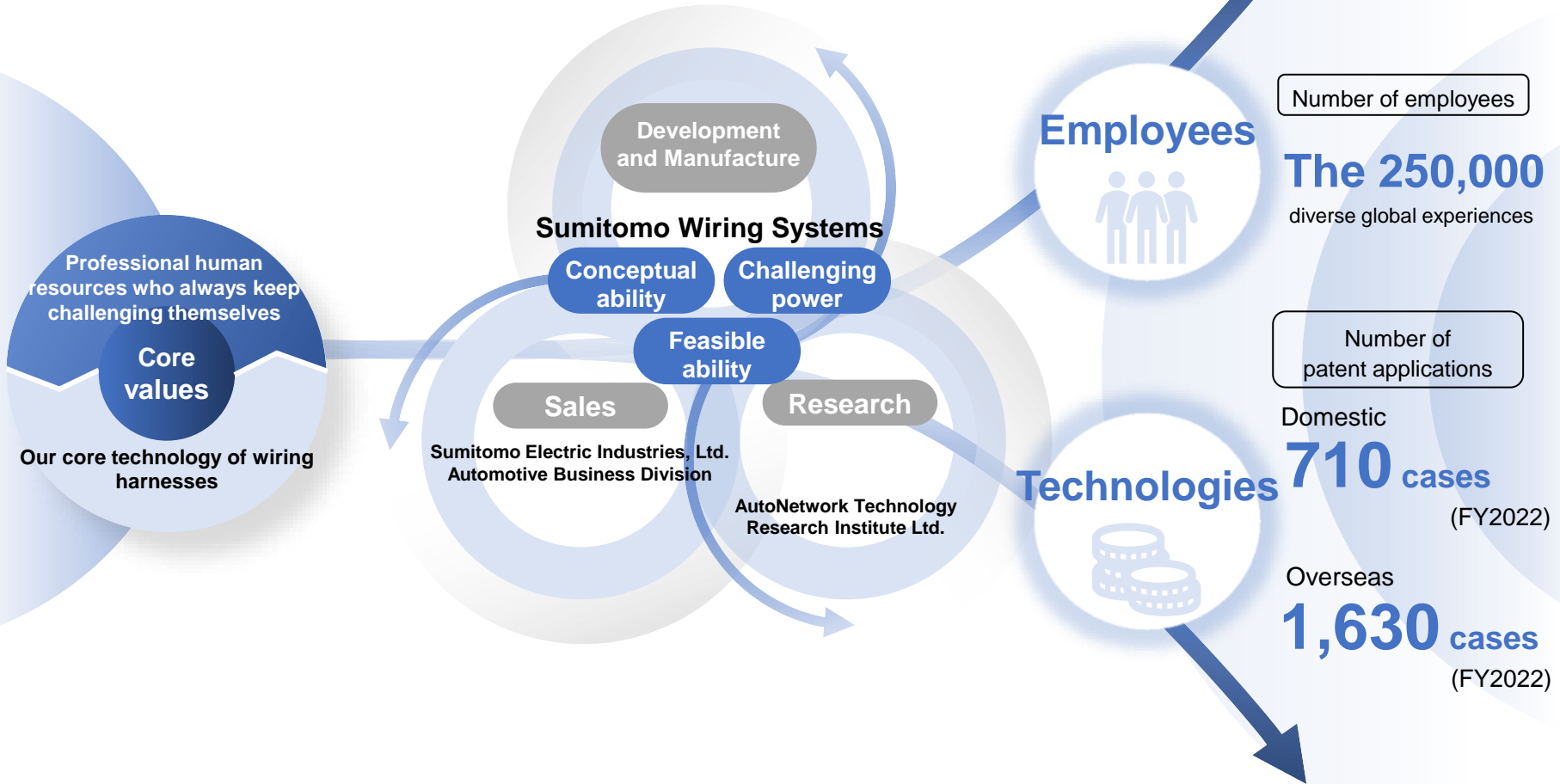


DISP: Display NAVI: Navigation system
TCU: Telematics control unit ECU: Electronic control unit

**Three-in-One
Collaboration business**
Collaborative creativity through
the integrated capabilities

Three-in-One Collaboration business for the realization of growth strategy

Acquire creativity by **integrating** beyond
organizational boundaries



Ranked No. 3 in "Patent Asset Size Ranking 2022" in the domestic automotive parts industry

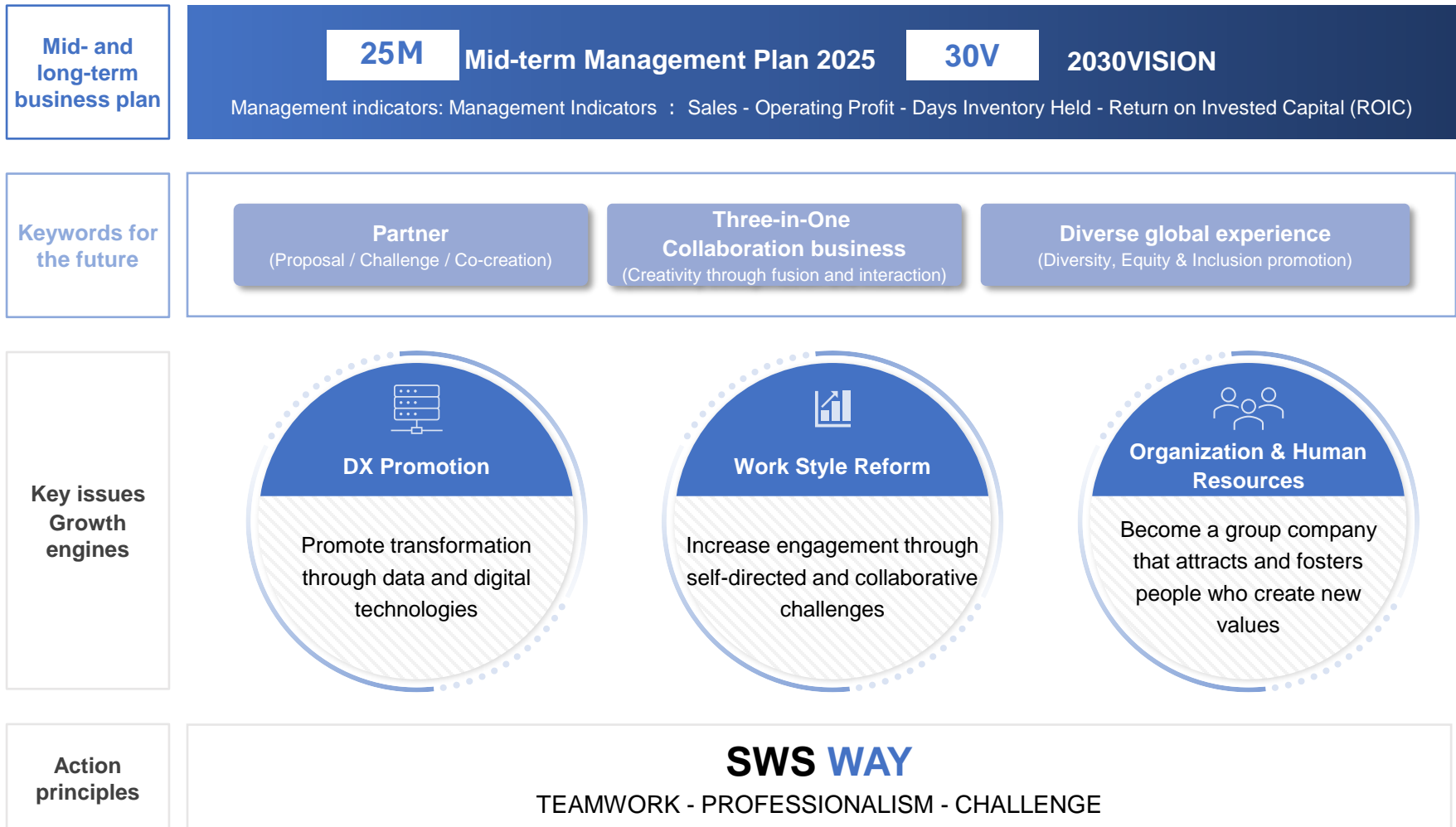
(Source: Patent Result Co., Ltd.)

Initiatives for "People"

04

Group-wide Initiatives

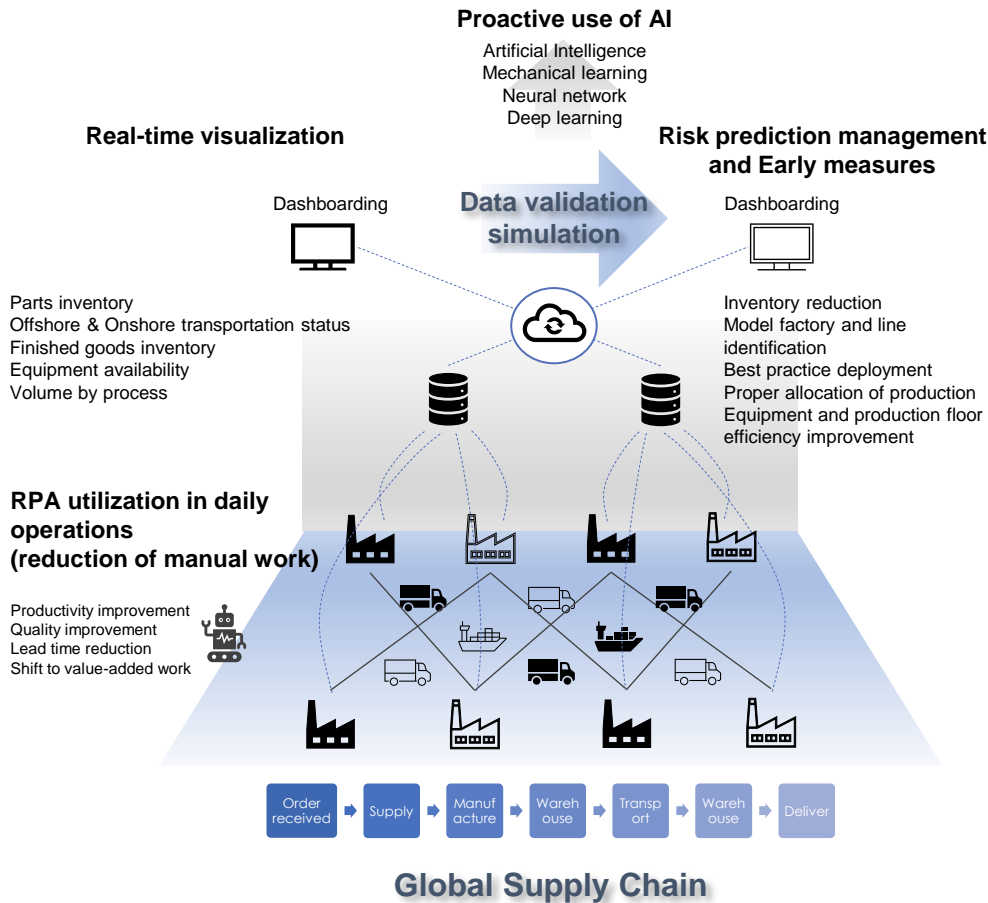
Three growth engines for "creating new value" and "improving productivity"






DX Promotion

Aiming to "improve profitability" centered on manufacturing by "promoting innovation (X) through data and digital technologies (D)".

DX promotion image

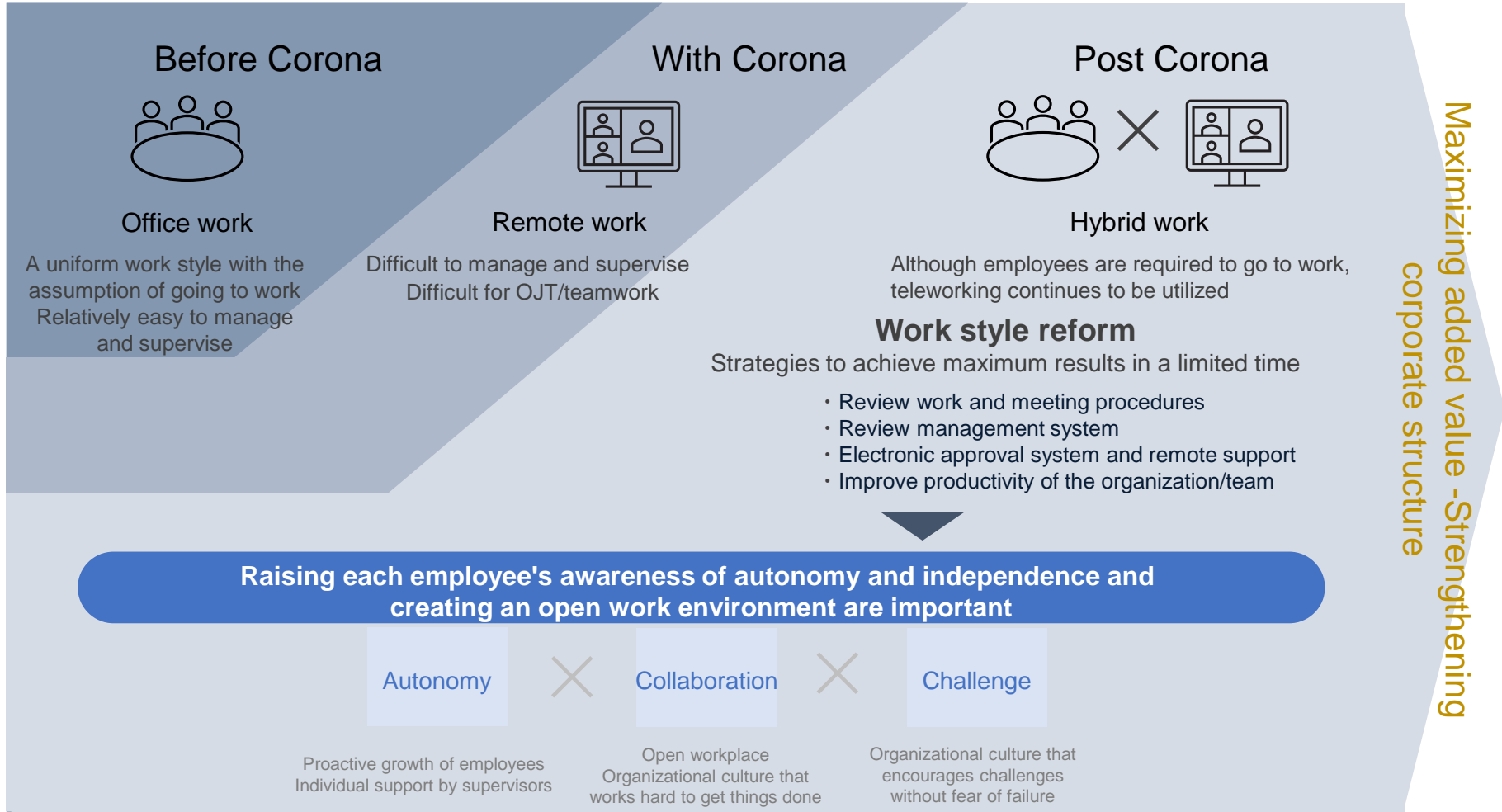


DX human resources development initiatives

<p>Leader</p>  <p>Transformation concept and Planning</p>	<p>Leader education</p> <ul style="list-style-type: none"> • DX promotion training, overall education • Practical support (OJT/Case study sharing)
<p>Practical staff</p>  <p>On-site improvement promotion Specialized AI applications</p>	<p>Technician education</p> <ul style="list-style-type: none"> • Generic programming language learning • Opportunity learning • Data analysis method learning • Specialized AI training
<p>All employees</p>  <p>Generative AI applications Business productivity improvement</p>	<p>Literacy education</p> <ul style="list-style-type: none"> • DX literacy education (AI included) • DX portal site launching • DX/AI case study introduction • DX delivery education

Work Style Reform

We undertake **work style reforms** to adapt to changes in global values and social demands, and **to improve employees' engagement** through their work.



Organizational and Human Resources Strategy

"People" are the source of corporate value enhancement. Toward Sustainable Development and Achievement of Business Plan, becoming a group company that attracts and fosters human resources that create "new value".

Mission

Organizational human resources strategy

From supplier to partner

Secure leadership talent to initiate change and transformation

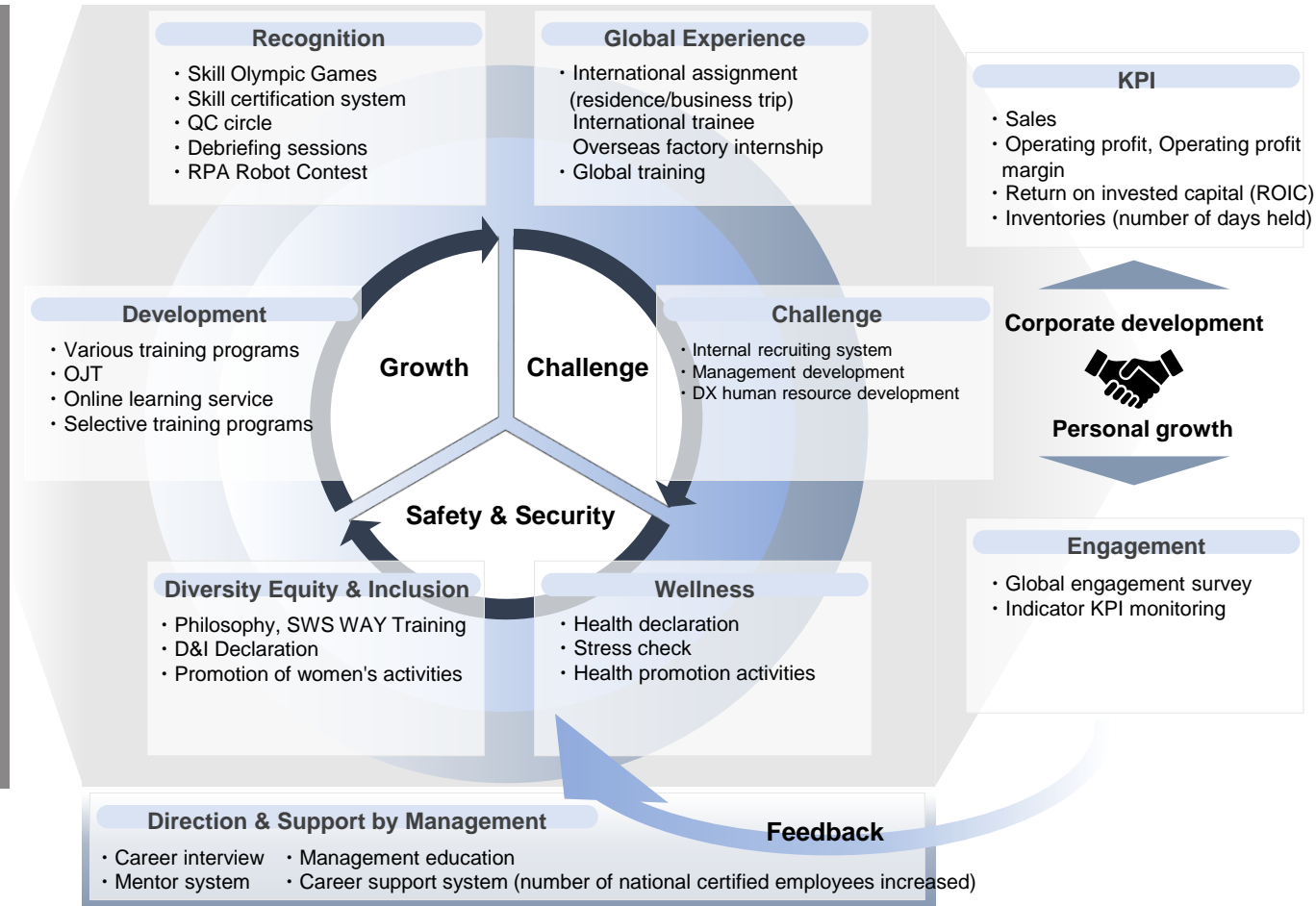
Three-pronged business

Deepen the Group's integrated global strength

Diverse global experiences

Become a company where all employees are motivated to work and play an active role

Human resource development and fellowship circular cycle
Taking necessary measures according to the actual situation of each country and each company (Constantly update)

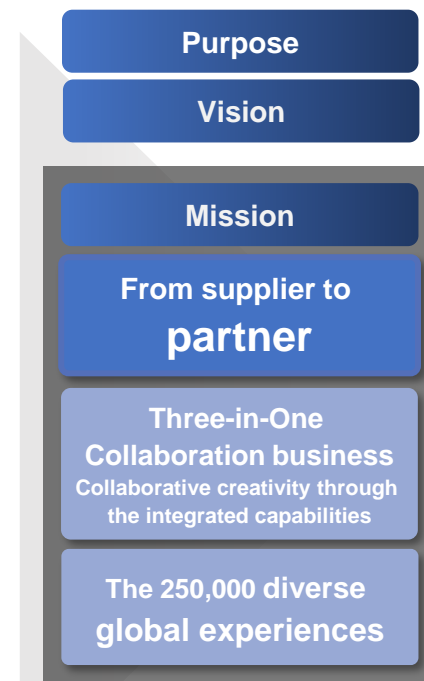


Toward setting targets

Accelerate concrete efforts to realize the Purpose, Vision, and Mission by monitoring human resource indicators and implementing the PDCA cycle

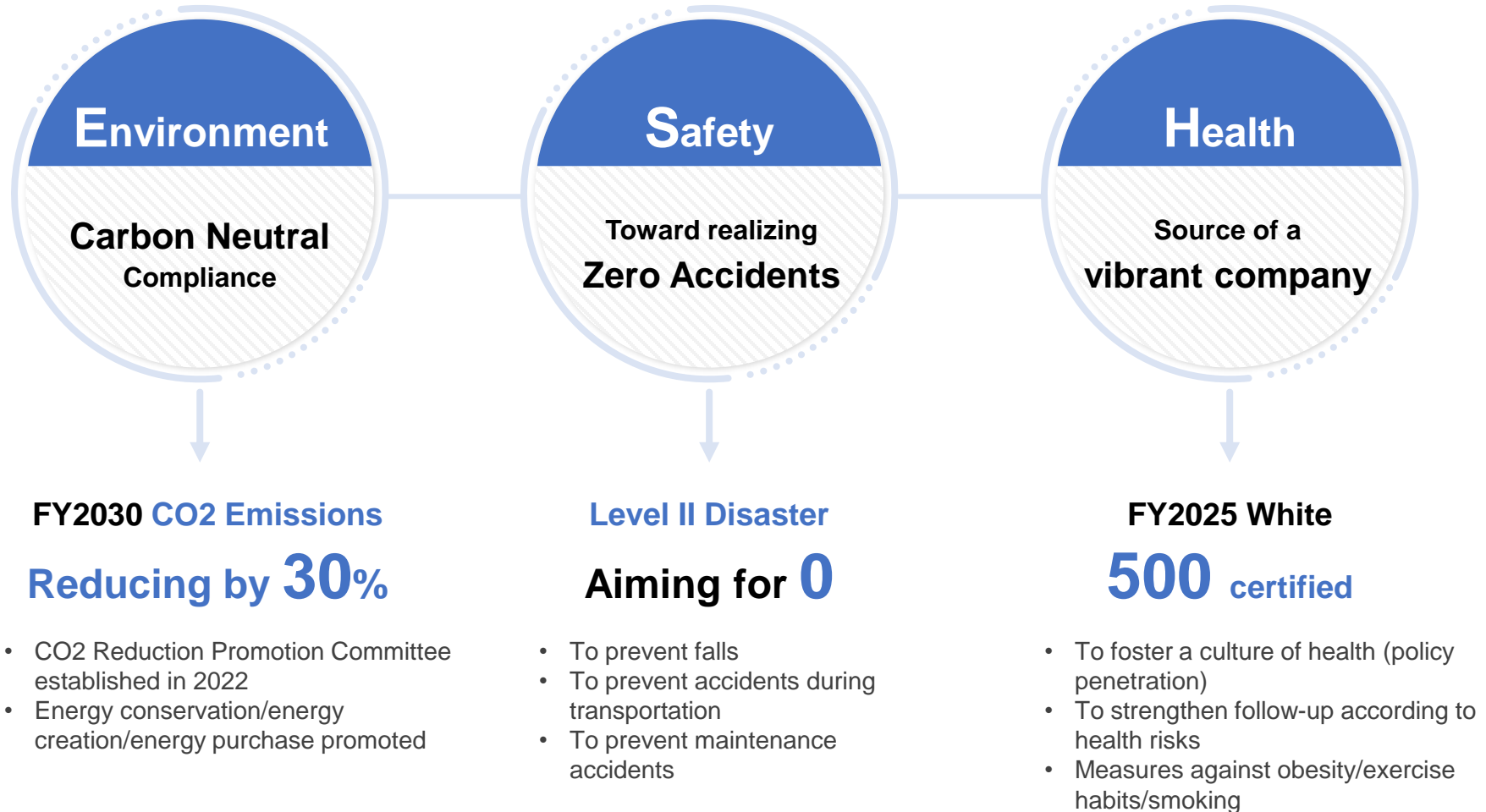
Organizational human resources strategy	Key monitoring indicators	FY2022	FY2025
Secure leadership talent to initiate change and transformation	Domestic DX Talent Leader Talent Practical Staff	Starting from FY2023	200 people 1,000 people
	Succession rate (Department head and above)	84 %	90 %
	Global management training	Participants: 180/year	Participants 600/3 years
Deepen the Group's integrated global strength	SWS WAY Driver	Qualified employees: 500	Qualified employees 800
	Global human resource development International trainee dispatch	40 people	100 people
Become a company where all employees are motivated to work and play an active role	Engagement Survey*	Starting from FY2023	FY2023 Score ratio +5 Pt
	Health Management Survey*	Deviation score 56.0	Deviation score 60.0
	Percentage of female career-track employees*		
	Administrative Technical	45 % 5 %	50 % 10 %

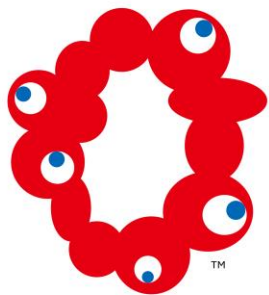
*Sumitomo Wiring Systems, Ltd.



ESH Initiatives

For the next 100 years, we will strengthen our **environmental**, **safety**, and **health** initiatives.





OSAKA, KANSAI, JAPAN
EXPO2025

