

**FY2025 to FY2027**

**12th Medium-Term  
Management Plan  
“SUN-WA Growth Plan 2027”**

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**Enhancing our ability to make valuable  
proposals to support the future of manufacturing**

**SUN-WA TECHNOS CORPORATION**

Ticker: 8137



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# 1. Corporate Creed and Corporate Philosophy

Corporate Creed

**Develop Talents, Build Business, Contribute to Society**

Corporate Philosophy

**Creating a Bright Future**

Long-Term Vision

**SUN-WA Vision 2030**



## 2. SUN-WA Vision 2030 roadmap

### Vision for 2030



**Operating profit:  
¥10 billion**

### 12th Medium-Term Plan FY2025-FY2027



(Final year)

Operating profit:	Over ¥8 billion
ROE:	More than 10.0%
PBR:	More than 1.0x

### 11th Medium-Term Plan FY2022 to FY2024

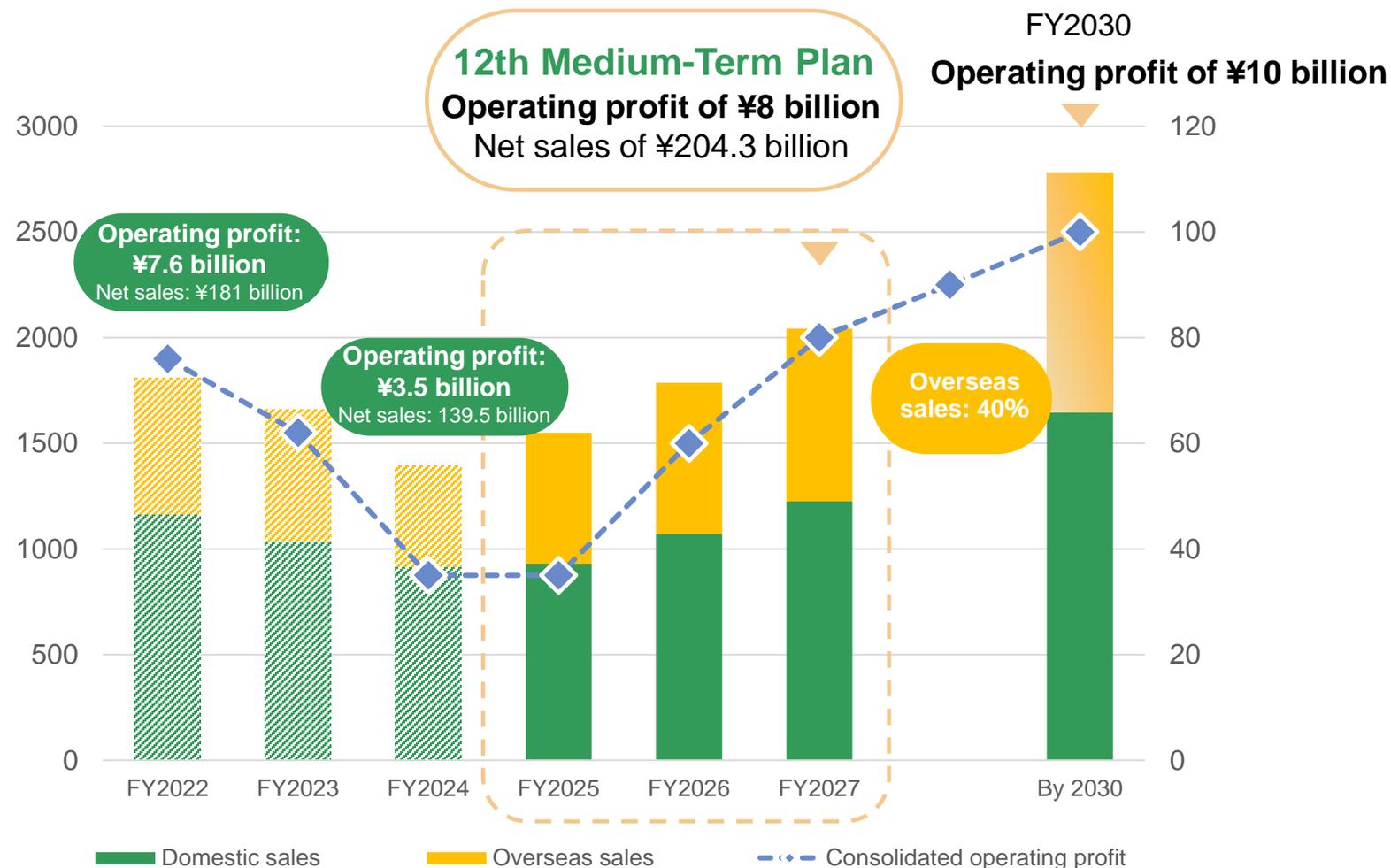


(Three-year average)

Operating profit:	¥5.7 billion
ROE:	9.7%
PBR:	0.70x

### 3. Positioning of 12th Medium-Term Management Plan

In this medium-term management plan, we will further deepen the growth strategies of the previous plan and actively seize new opportunities in the changing market environment to achieve our 2030 vision



## 4. Review and results of 11th Medium-Term Management Plan (SNS2024)

01

### Focus on growth areas where innovation is required

- Assigned specialist personnel to six customer segments and conducted sales activities aimed at achieving KGIs
- Acquired key customers through sales activity targeting customer segments
- Achieved a three-year average gross profit margin of 13.1% (nearly 1pp better than the 12.2% achieved in the final year of the previous medium-term plan)

02

### Provide higher value-added products and new solutions

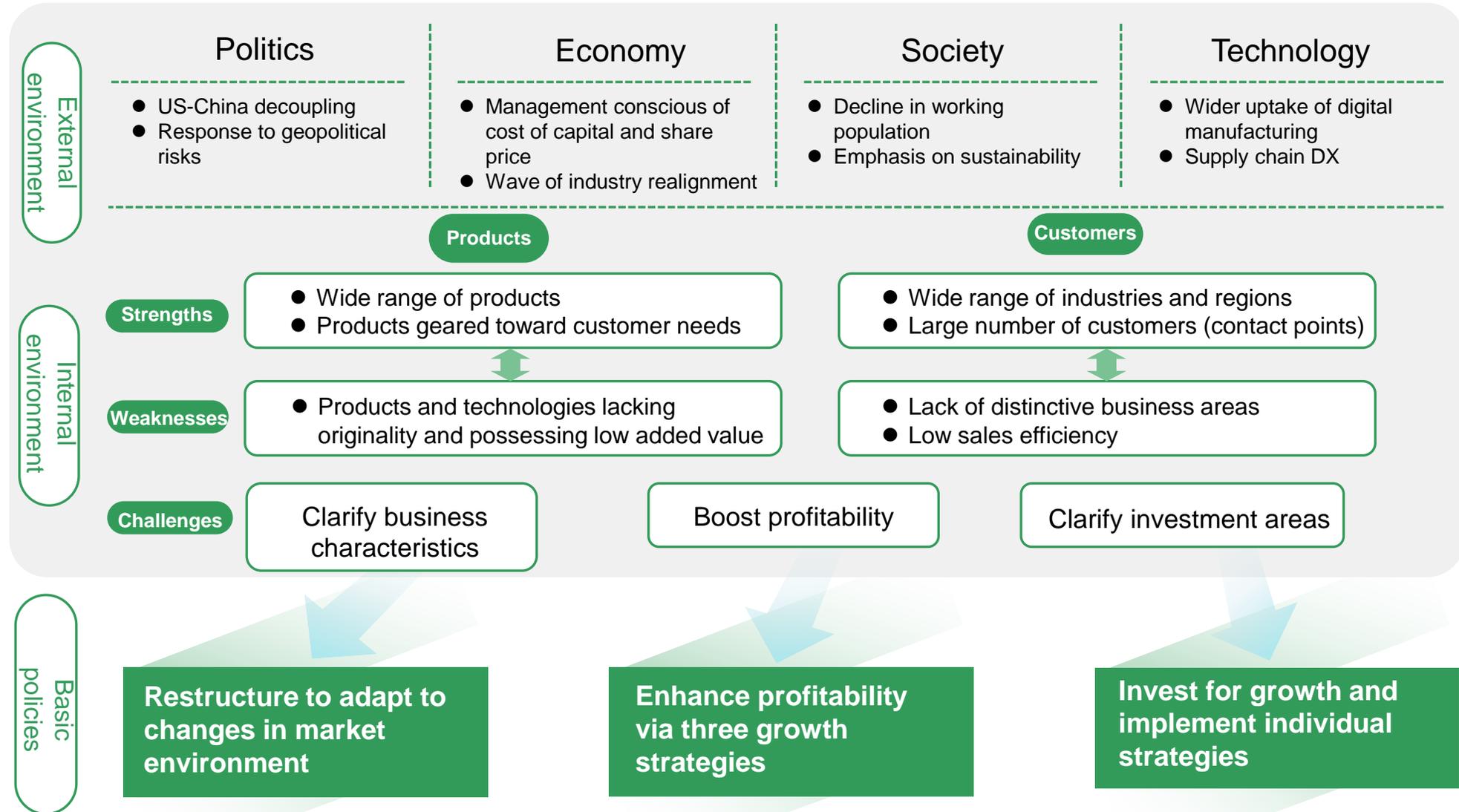
- Developed solutions through business partnerships with manufacturers with cutting-edge technological capabilities and deployed them to customer segments
- Visualized and streamlined current businesses through activities under the DX Promotion Project
- Achieved a three-year average overseas share of 35.9% (roughly 1.8pp higher than the 34.1% achieved in the final year of the previous medium-term plan)

03

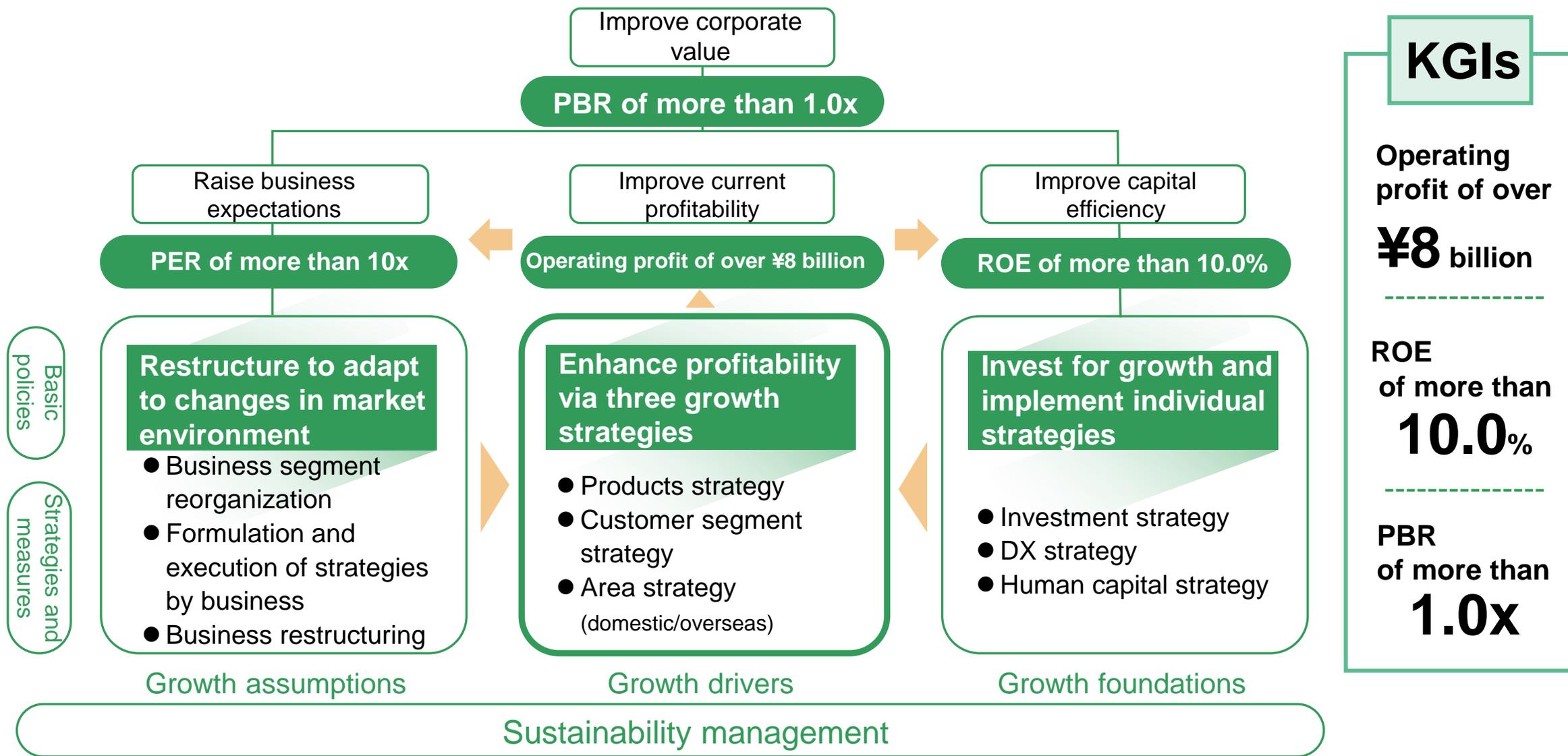
### Contribute to realization of a sustainable society through sustainability management

- Was certified as a KENKO Investment for Health Outstanding Organization (large enterprise category) for a fifth consecutive year
- Was awarded three stars in the Nikkei SDGs Management Survey
- Achieved a female managerial ratio of 9.8%
- Reduced greenhouse gas emissions (Scopes 1 & 2) by 6.7% compared to FY2020

# 5. Business environment and policies



# 6. Medium-term management plan outline and KGIs



# 7. Basic policies

## 12th Medium-Term Management Plan: FY2025 to FY2027



**SGP2027** (SUN-WA Growth Plan 2027)  
Enhancing our ability to make valuable proposals to support the future of manufacturing

### Restructure to adapt to changes in market environment

<Growth assumptions>

- ◆ Business segment reorganization: Formulate and implement strategies for each of four business segments and strengthen solution development
- ◆ Formulation and execution of strategies by business
- ◆ Business restructuring: Reorganize into an organization that realizes business value improvement

### Enhance profitability via three growth strategies

<Growth drivers>

- ◆ Products strategy: Strengthen products strategy through collaboration with manufacturers
- ◆ Customer segment strategy: Conduct global expansion in eight newly defined customer segments
- ◆ Area strategy (domestic/overseas): Achieve comprehensive customer coverage

### Invest for growth and implement individual strategies

<Growth foundations>

- ◆ Investment strategy: Promote strategic investment through business collaboration
- ◆ DX strategy: Strengthen the value provided to customers by shifting to offensive DX
- ◆ Human capital strategy: Build a system and organization enabling every employee to thrive

## 8. Strategies and measures

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① Restructure to adapt to changes in market environment

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② Enhance profitability via three growth strategies

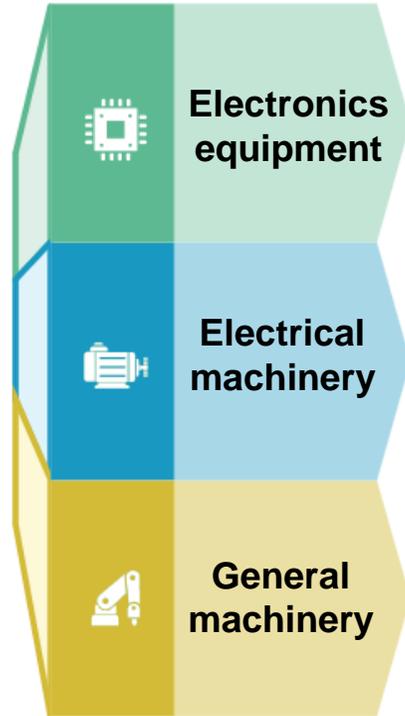


③ Invest for growth and implement individual strategies

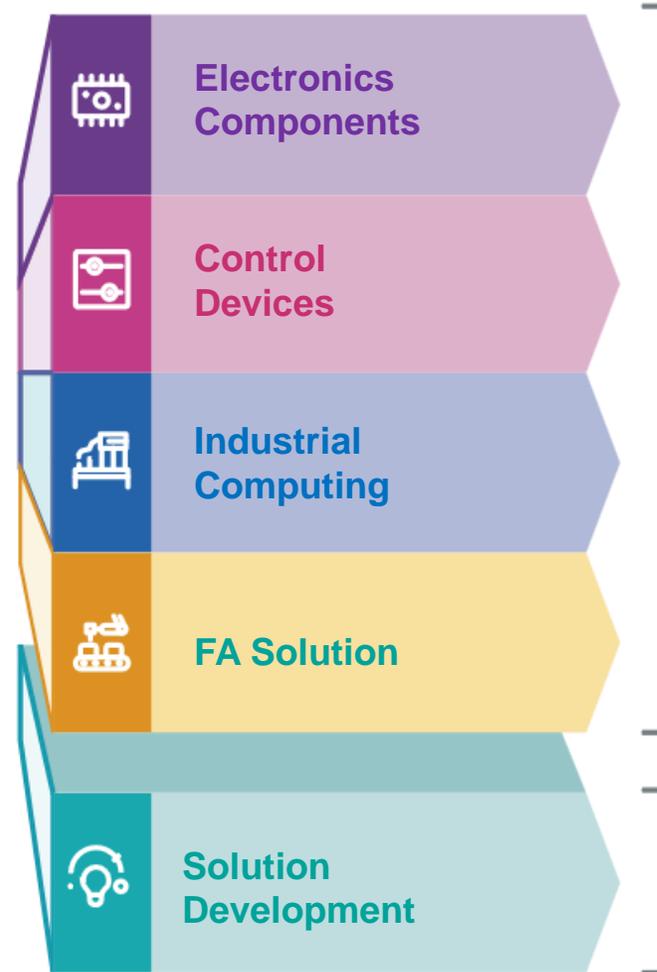
# 8.① Restructure to adapt to changes in market environment

## Business segment reorganization: Strengthen four business segments and solution development

11th Medium-Term Management Plan



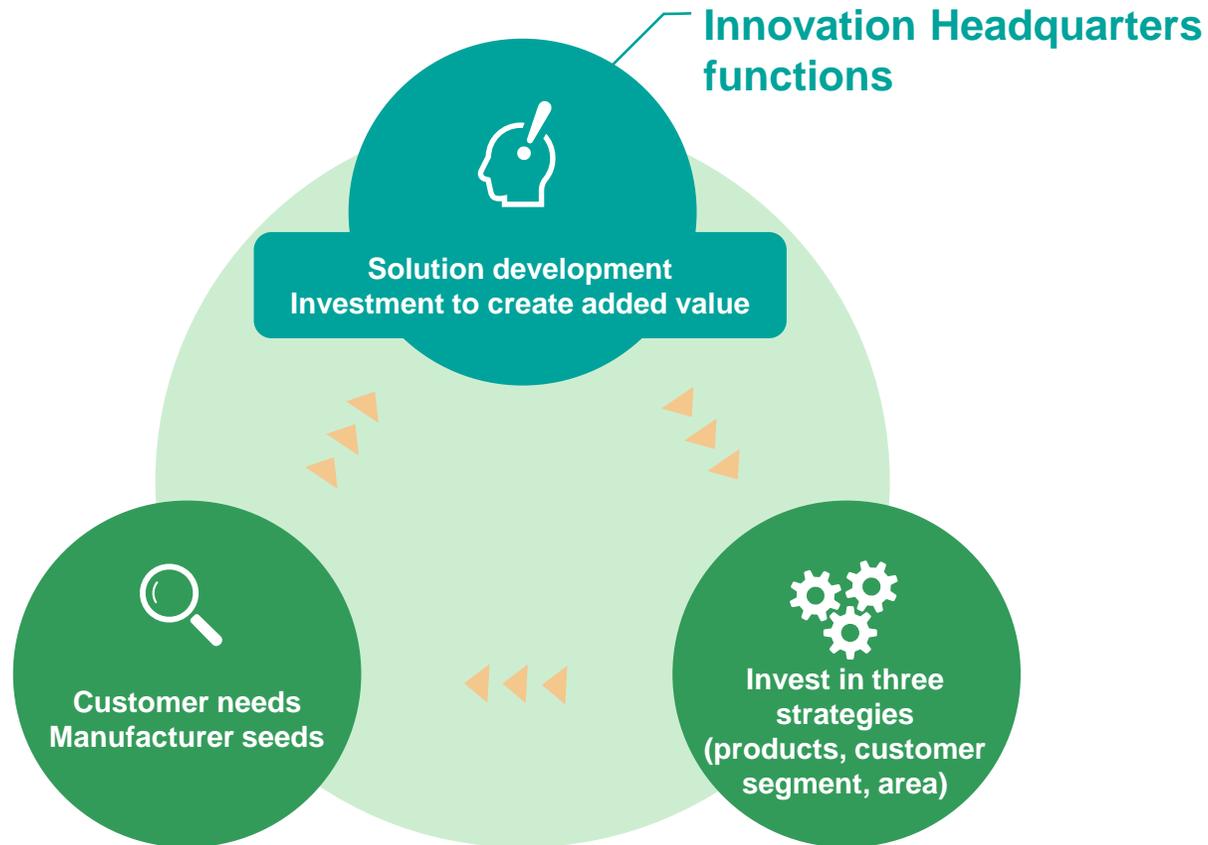
12th Medium-Term Management Plan



\* Disclosure using these business segments begins with FY03/26

## 8.① Restructure to adapt to changes in market environment

### SUN-WA TECHNOS Innovation

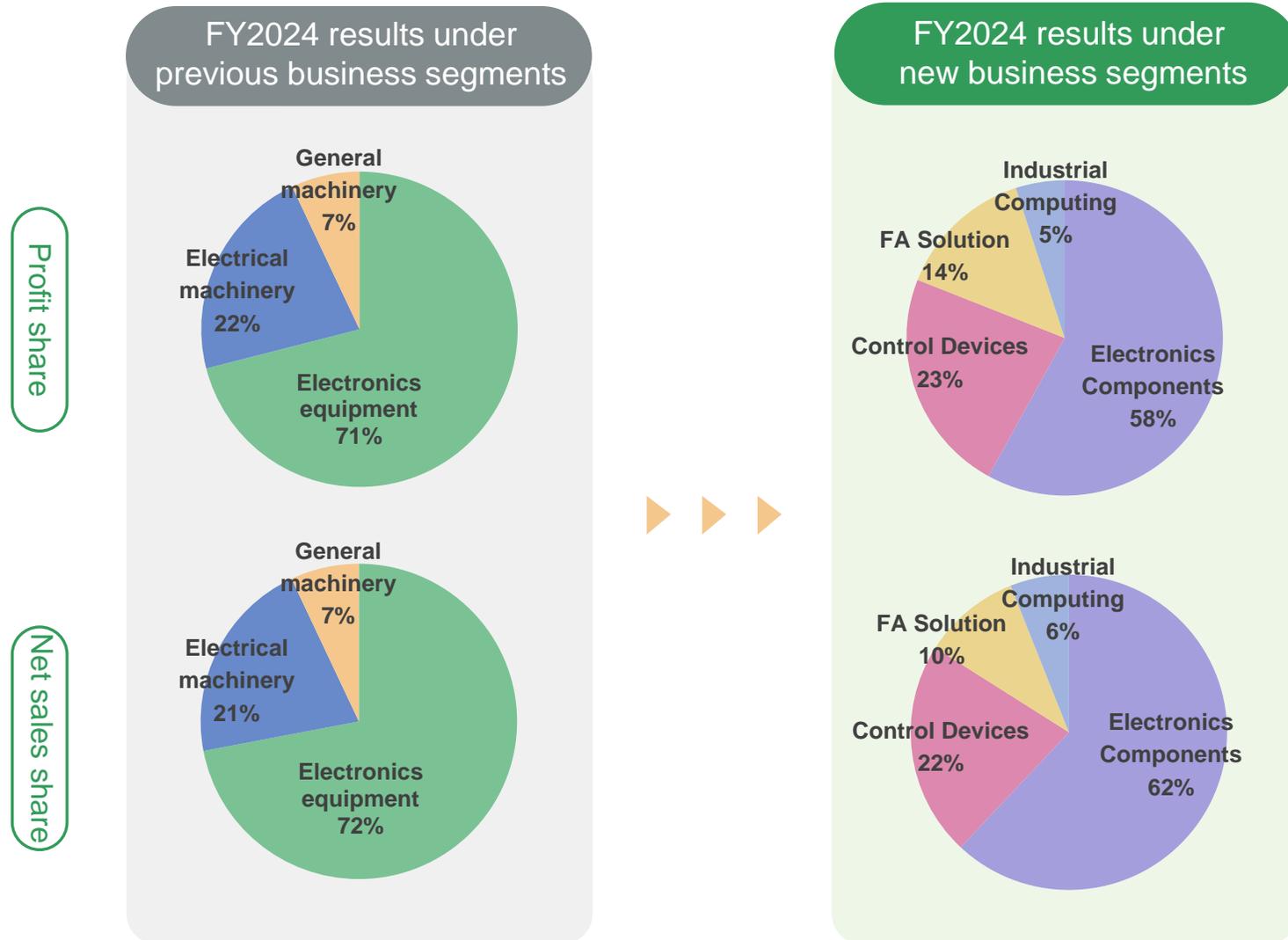


### Building a business model through innovative solution development (R&D)

- We identify key technology areas that will lead to increased business and develop solutions combining optimal equipment and technological seeds from partner companies.
- By combining optimal equipment and technologies into multi-packages, we will pursue three growth strategies (products, customer segment, and area) in meeting the advanced needs of our customers.

# 8.① Restructure to adapt to changes in market environment

## Profit and net sales shares under new business segments (non-consolidated)



## 8. Strategies and measures

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① Restructure to adapt to changes in market environment



② **Enhance profitability via three growth strategies**

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③ Invest for growth and implement individual strategies

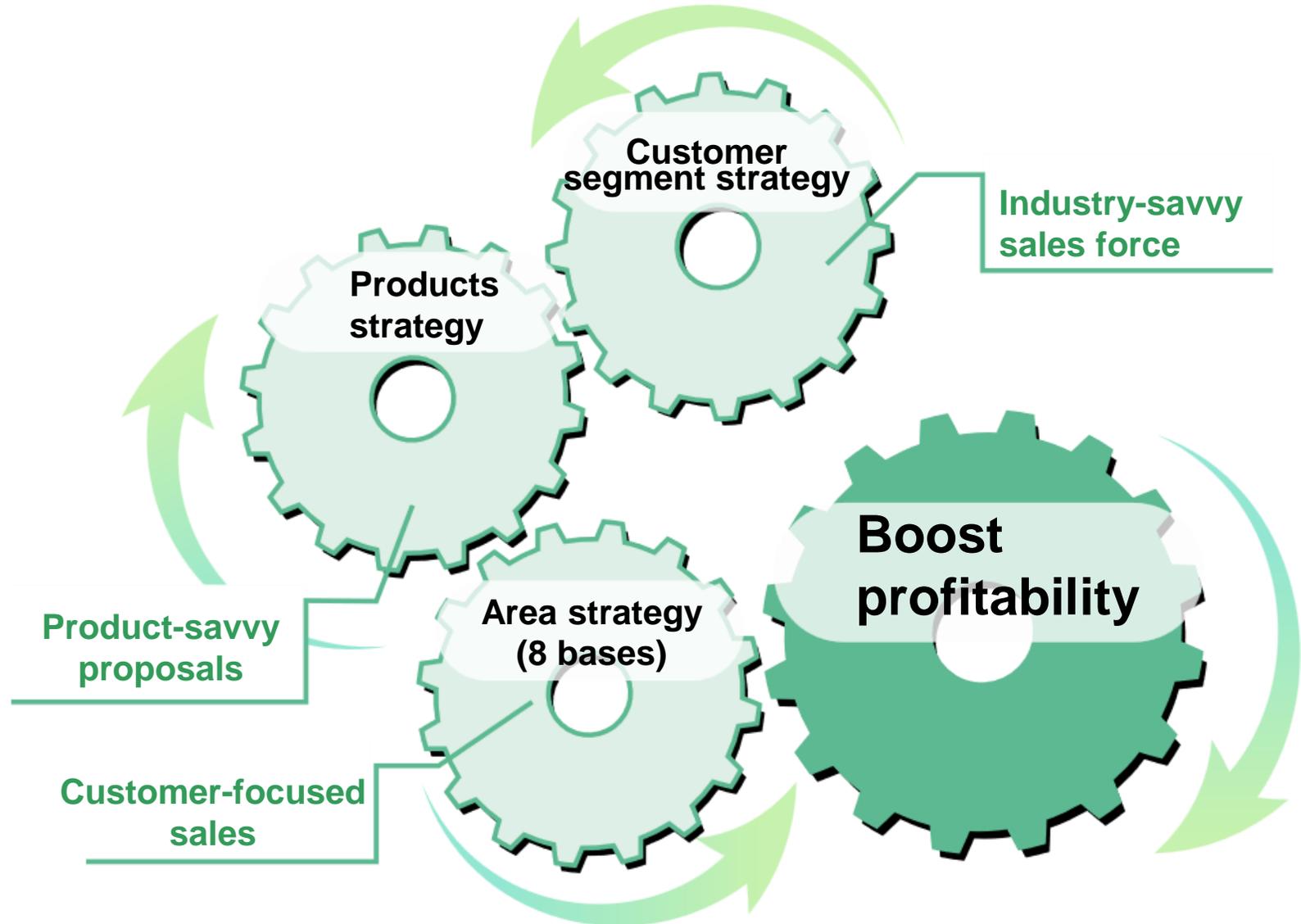
## 8.② Enhance profitability via three growth strategies

**KGIs**

Operating profit of over  
**¥8 billion**

ROE of more than  
**10.0%**

PBR of more than  
**1.0x**



## 8.② Enhance profitability via three growth strategies

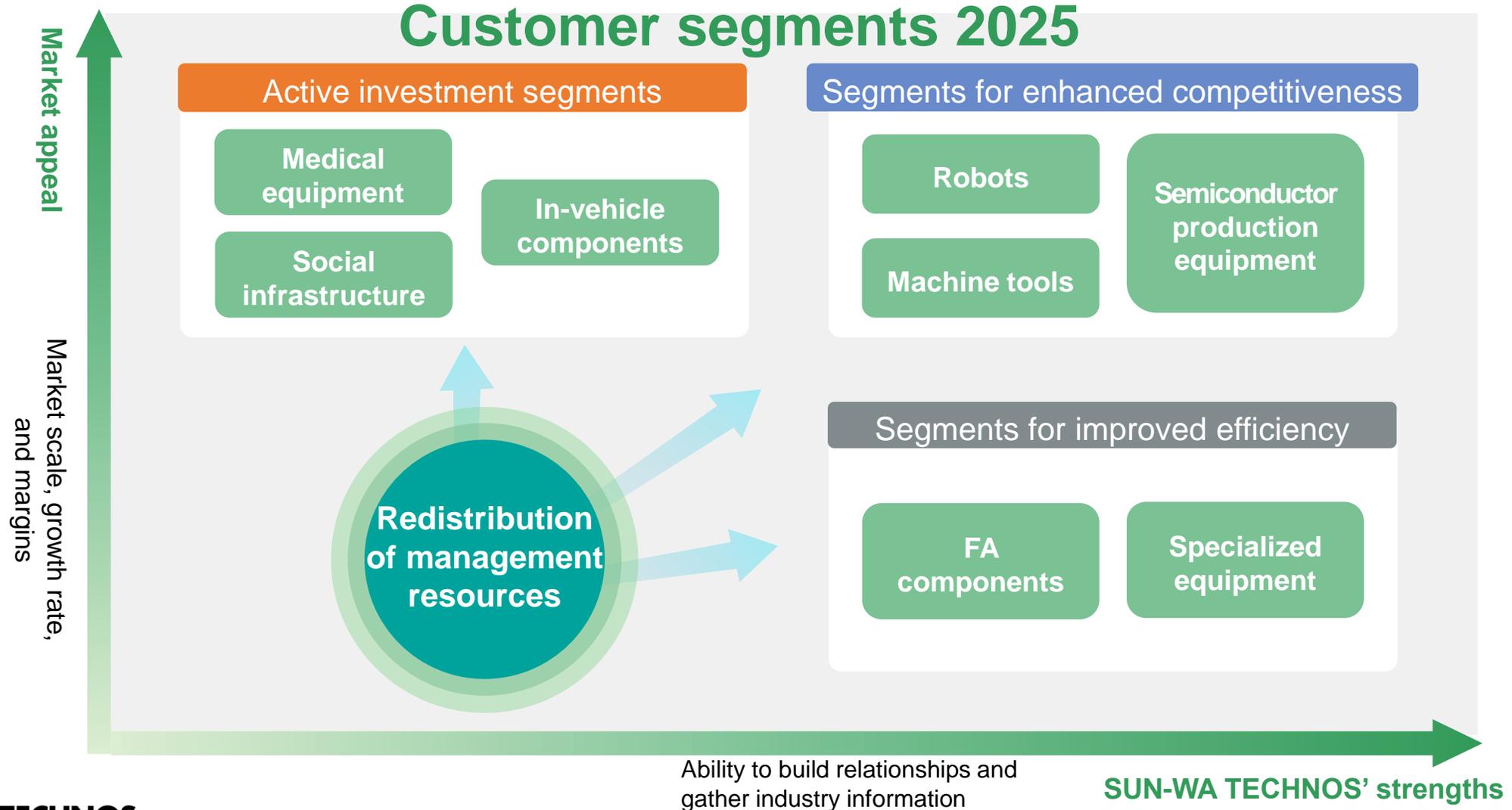
### Products strategy: Strengthen products strategy through collaboration with manufacturers

Business segment	Definition	Strategic policies and measures
 <b>Electronics Components</b>	Providing electronic and mechanical parts and processed and assembled products	<b>Efficiently provide a wide range of products meeting the diverse needs of customers</b> <ol style="list-style-type: none"><li>1. Strengthen on-site response capability by building strategic partnerships with major suppliers</li><li>2. Expand product lineup to reflect customer needs and the latest technological trends</li></ol>
 <b>Control Devices</b>	Providing control and management solutions for industrial systems and machines	<b>Provide products that contribute to strengthening the competitiveness of customers' equipment</b> <ol style="list-style-type: none"><li>1. Promote sales activities coupling suppliers' strategic products with our own expertise</li><li>2. In collaboration with the customer segment team, develop products reflecting customer needs</li></ol>
 <b>Industrial Computing</b>	Providing hardware and software for industrial PC systems	<b>Provide products that realize advanced automation in conjunction with a wide range of industrial equipment</b> <ol style="list-style-type: none"><li>1. Identify areas where we have a clear advantage and create new business in those untapped fields</li><li>2. Work to differentiate ourselves by providing high value-added functions and services</li><li>3. Provide solutions that lead to increased efficiency in manufacturing</li></ol>
 <b>FA Solution</b>	Providing solutions to improve efficiency and quality in the factory automation market	<b>Collaborate with Slers to provide optimal solutions to resolve issues faced by customers</b> <ol style="list-style-type: none"><li>1. Analyze customer issues and needs and make optimal proposals with highly specialized Slers</li><li>2. Based on industry analysis, develop sales strategies with major manufacturers to strengthen on-site capabilities</li><li>3. Work to increase added value by collaborating with major Slers on products developed in-house</li></ol>

## 8.② Enhance profitability via three growth strategies

**Customer segment strategy: Conduct global expansion in eight newly defined customer segments**

Position each segment and decide resource allocation measures based on respective portfolio position



# 8.② Enhance profitability via three growth strategies

## Customer segment strategy

**Segments for enhanced competitiveness** Fields where market competition is intense, and investment and measures are being conducted primarily to strengthen competitiveness

	Strategic policy	Measures	Target profit CAGR	Profit share
 <b>Semiconductor production equipment</b>	<p>Contribute to the industry with our unique technical proposal capabilities and customer base</p>	<ul style="list-style-type: none"> <li>Identify common themes that will lead to resolving issues faced by customers</li> <li>Propose a range of units in collaboration with Innovation Headquarters</li> <li>Capture module manufacturers for semiconductor production equipment</li> </ul>	<b>15.0%</b>	<b>13.5%</b>
 <b>Robots</b>	<p>Demonstrate our strengths through market expansion and technological evolution</p>	<ul style="list-style-type: none"> <li>Propose products that resonate with the market in collaboration with Innovation Headquarters</li> <li>Expand coverage to include semiconductor, logistics, and food industries, encompassing a wide range of industries that use industrial robots</li> <li>Make proposals of peripheral equipment (transport carts, robotic hands, imaging, etc.)</li> </ul>	<b>15.0%</b>	<b>4.0%</b>
 <b>Machine tools</b>	<p>Grow through high-performance applications, automation, and digitalization of mother machines</p>	<ul style="list-style-type: none"> <li>Propose components and solutions that contribute to process consolidation, automation, and digital and green transformation</li> <li>Expand target customer base from Japanese to global</li> <li>Discover new products globally</li> </ul>	<b>12.0%</b>	<b>4.4%</b>

# 8.② Enhance profitability via three growth strategies

## Customer segment strategy

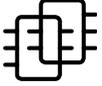
**Active investment segments** Fields where significant market growth is anticipated and that can become pillars of growth through prioritized investment

	Strategic policy	Measures	Target profit CAGR	Profit share
 <p><b>Medical equipment</b></p>	<p>Expand business scale against a backdrop of technological innovation and changing social needs</p>	<ul style="list-style-type: none"> <li>Propose specialized products in cooperation with suppliers' medical teams</li> <li>Classify various medical devices and propose PC solutions related to our strengths</li> <li>Supply components that match medical standards and device classes</li> </ul>	<p><b>15.0%</b></p>	<p><b>2.7%</b></p>
 <p><b>Social infrastructure</b></p>	<p>Work toward providing common, optimal proposals for each infrastructure scenario</p>	<ul style="list-style-type: none"> <li>Aggregate and propose information specialized for transportation, communications, and electricity, gas, and water meters</li> <li>Propose optimal power products for the grid storage battery industry where aggressive investment is planned</li> <li>Approach the public sector, where public subsidies are being invested</li> <li>Make digitalization proposals regarding aging power facilities</li> </ul>	<p><b>12.0%</b></p>	<p><b>4.6%</b></p>
 <p><b>In-vehicle components</b></p>	<p>Strengthen fundamental technologies in the environmental and safety fields to support the evolution of mobility</p>	<ul style="list-style-type: none"> <li>Respond to needs for miniaturization, decarbonization, and cost reduction</li> <li>Expand business with existing and new customers who are actively investing in fields related to the environment and safety</li> <li>Strengthen collaboration with manufacturers with differentiable technologies</li> <li>Promote new business development by utilizing our organization specialized in the automotive industry and personnel with specialized knowledge of that industry</li> </ul>	<p><b>12.0%</b></p>	<p><b>7.0%</b></p>

# 8.② Enhance profitability via three growth strategies

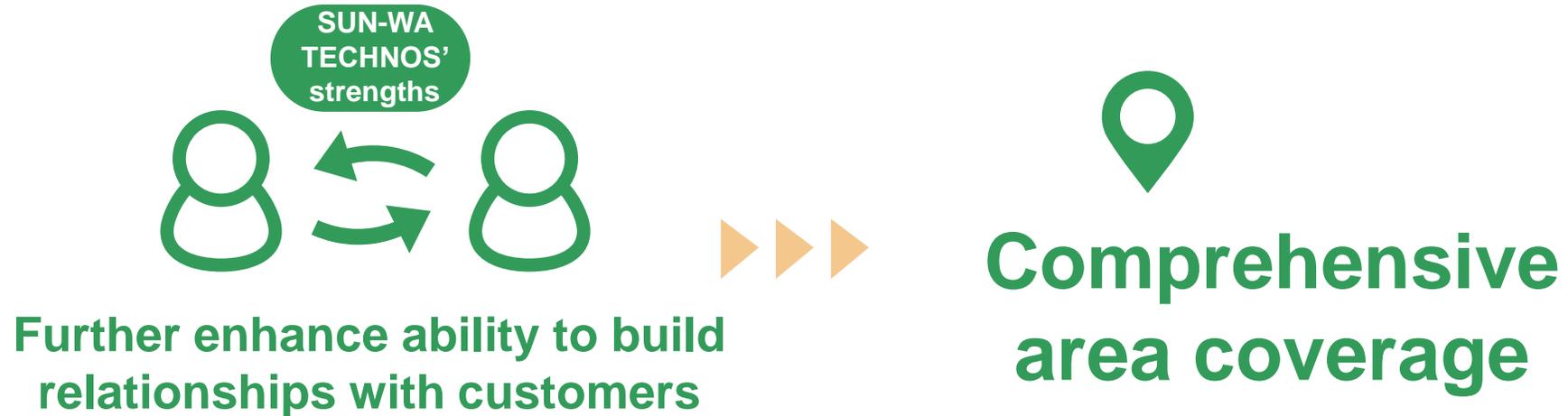
## Customer segment strategy

**Segments for improved efficiency** Fields that are currently pillars of revenue and that will ensure sustainable income (funds) through improved business efficiency

	Strategic policy	Measures	Target profit CAGR	Profit share
 <b>FA components</b>	Offer a wide product lineup to a broad range of customers	<ul style="list-style-type: none"><li>• Provide efficient electronic component solutions based on an understanding of circuit configuration</li><li>• Create and develop strategic products based on applications</li><li>• Expand sales specializing in energy, automation, and AI-related applications</li></ul>	12.0%	25.3%
 <b>Specialized equipment</b>	Work toward providing common, optimal proposals for each infrastructure scenario	<ul style="list-style-type: none"><li>• Propose products with system configuration blocks based on applications</li><li>• Provide added value by proposing units that correspond to industry trends</li><li>• Introduce products that are competitive in the global market</li></ul>	12.0%	9.2%

## 8.② Enhance profitability via three growth strategies

Area strategy (domestic): Achieve comprehensive customer coverage



### Strategic policies

- ◆ Delegate responsibility and authority in five branches to conduct sales activities quickly and closely with customers
- ◆ Enhance customer contact by **adding more smart sales offices** \* 1
- ◆ Improve customer service and satisfaction by **implementing smart logistics** \* 2

### Key measures

- ◆ Clarify area development goals
- ◆ Review the branch evaluation system

\* 1 Smart sales offices

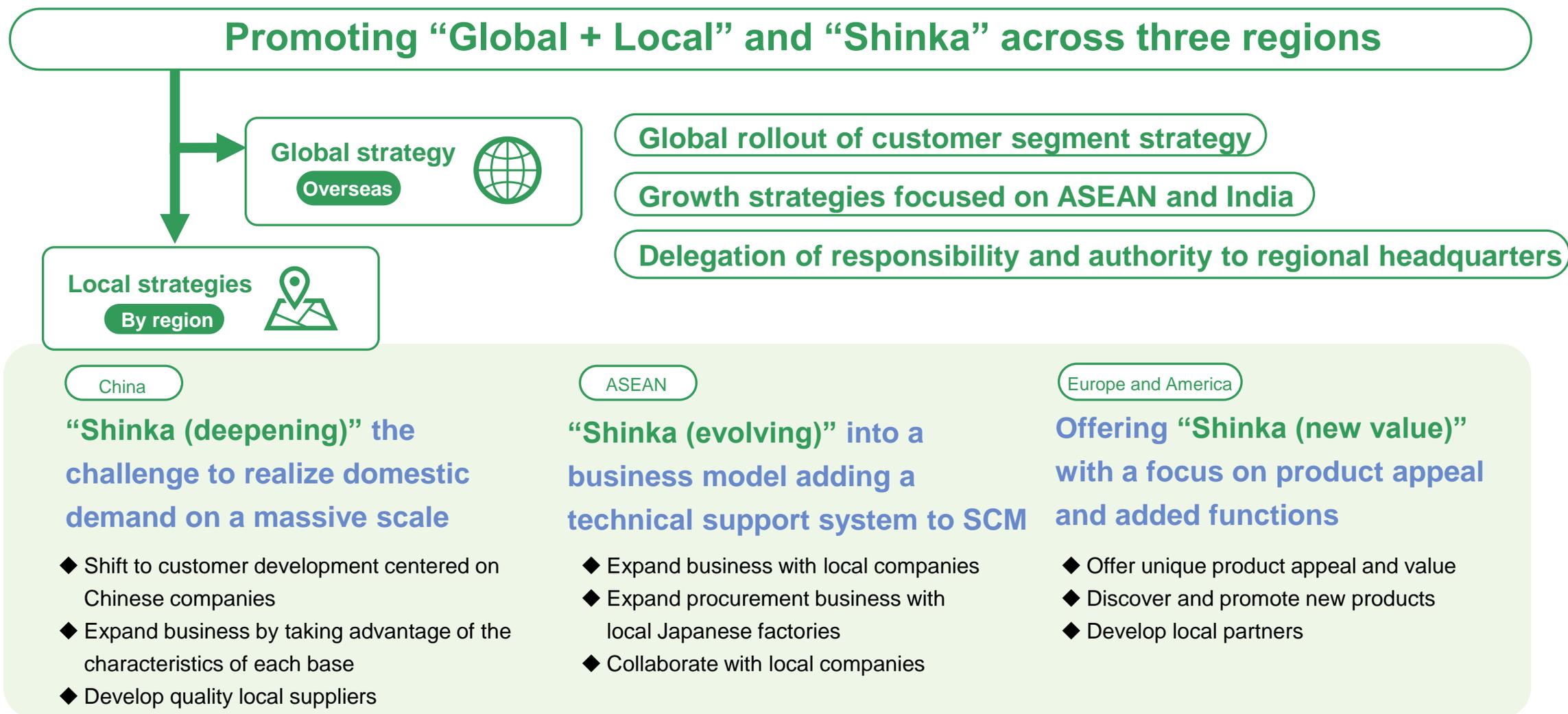
Aiming to be close to customers to become their best partner, we station salespeople in each area where customers are located to more easily provide sales services, while sales departments support operations remotely.

\* 2 Smart logistics

By using a “visualization system,” we aim to optimize logistics bases and operate them with precision, while providing flexible services that meet customer needs, thereby improving overall service quality.

## 8.② Enhance profitability via three growth strategies

Area strategy (overseas): Achieve comprehensive customer coverage



## 8. Strategies and measures

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① Restructure to adapt to changes in market environment



② Enhance profitability via three growth strategies



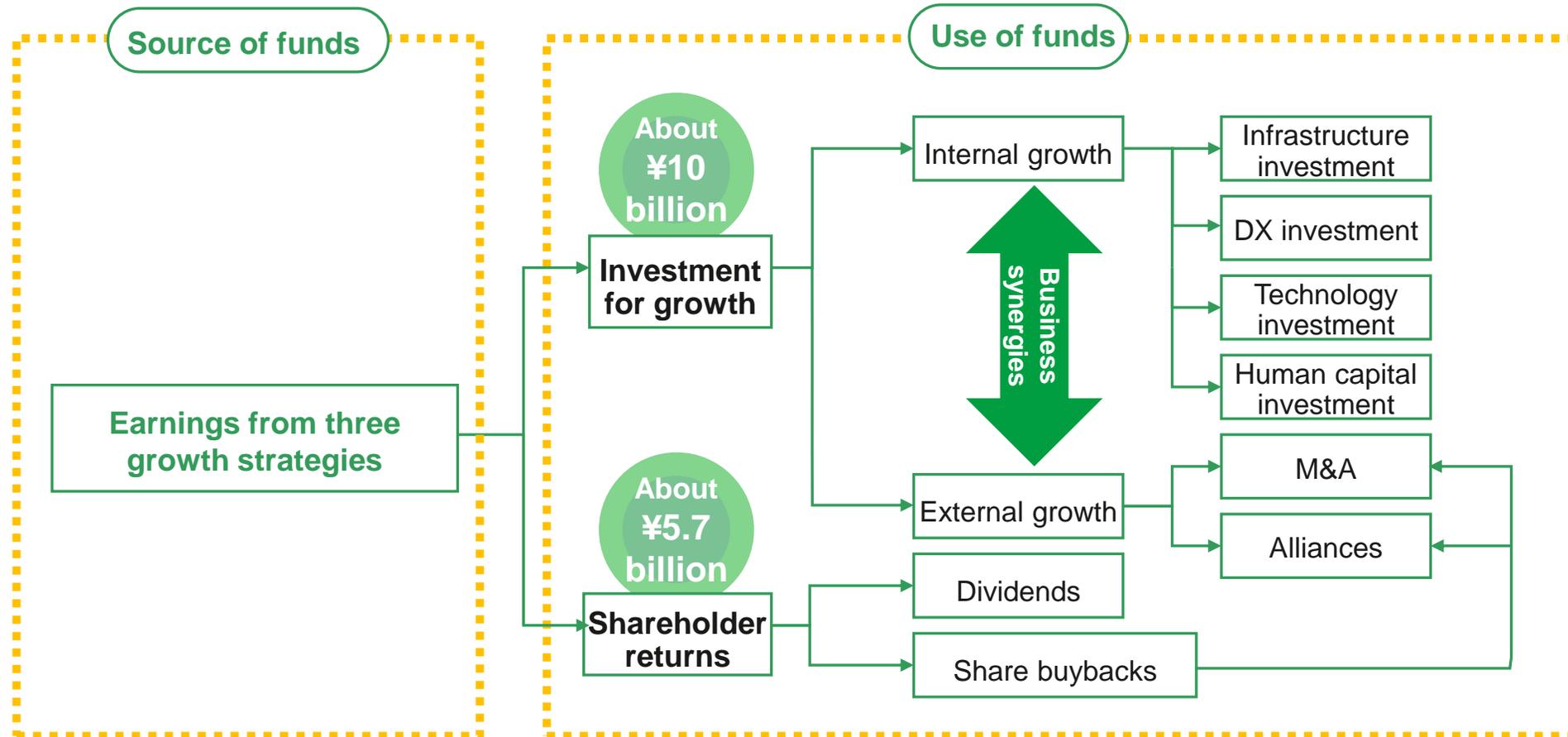
③ Invest for growth and implement individual strategies

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## 8.③ Invest for growth and implement individual strategies

### Investment strategy: Promote strategic investment through business collaboration

- ◆ Position internal and external growth as mutually complementary (investment supporting synergies between businesses) and aim for sustainable growth
- ◆ Actively engage in M&A and alliances using internal funds and share buybacks
- ◆ Select areas where synergies with existing businesses can be expected for external growth investments



## 8.③ Invest for growth and implement individual strategies

**DX strategy: Strengthen the value provided to customers by shifting to offensive DX**

Advance the visualization and streamlining of existing businesses through “defensive DX”

11th Medium-Term Management Plan



12th Medium-Term Management Plan

- Realize the swift visualization of key management indicators
- Enhance customer value by making data usage more sophisticated
- Improve operational efficiency
- Train and recruit DX talent

Strengthen the value provided to customers through “offensive DX”

11th Medium-Term Management Plan



12th Medium-Term Management Plan

Shift from defensive DX to offensive DX, aiming to accelerate growth through data and technology

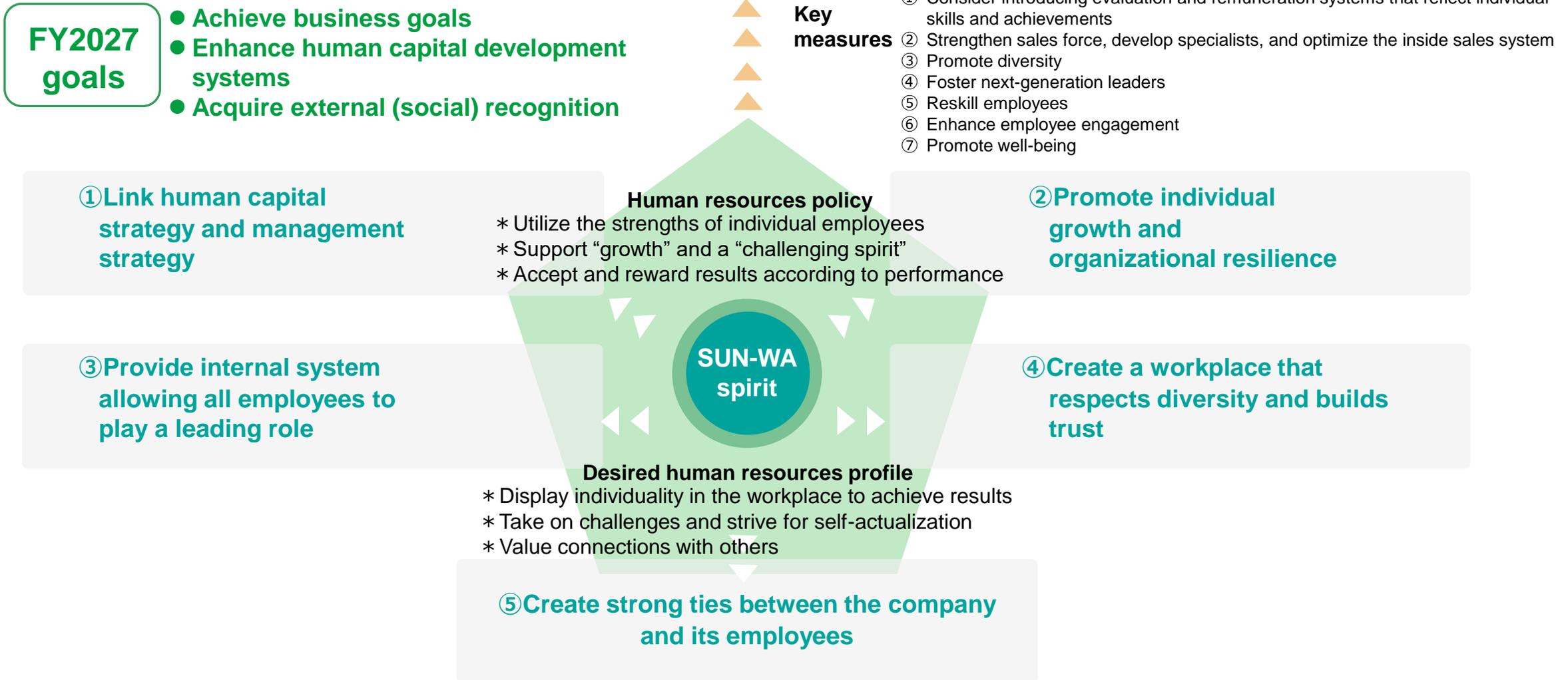
- Prepare for the introduction of a next-generation core system to achieve greater operational efficiency, standardization, and streamlining
- Accelerate global management decision-making through the collection and utilization of domestic and international management and operational data
- Enhance sales strategies through AI and data analysis of sales and marketing information
- Improve customer satisfaction by optimizing logistics hubs and achieving high-precision operations through a smart logistics visualization system
- Strengthen organizational capabilities by fostering and leveraging DX talent equipped for cutting-edge technologies



# 8.③ Invest for growth and implement individual strategies

Human capital strategy: Build a system and organization enabling every employee to thrive

Improve corporate value and achieve medium-term goals



# 9. Sustainability Management

Our company has identified materiality oriented towards prioritizing contribution to achieving SDG objectives. We will strive to make adjustments from a sustainability perspective to link these goals with our business strategy.



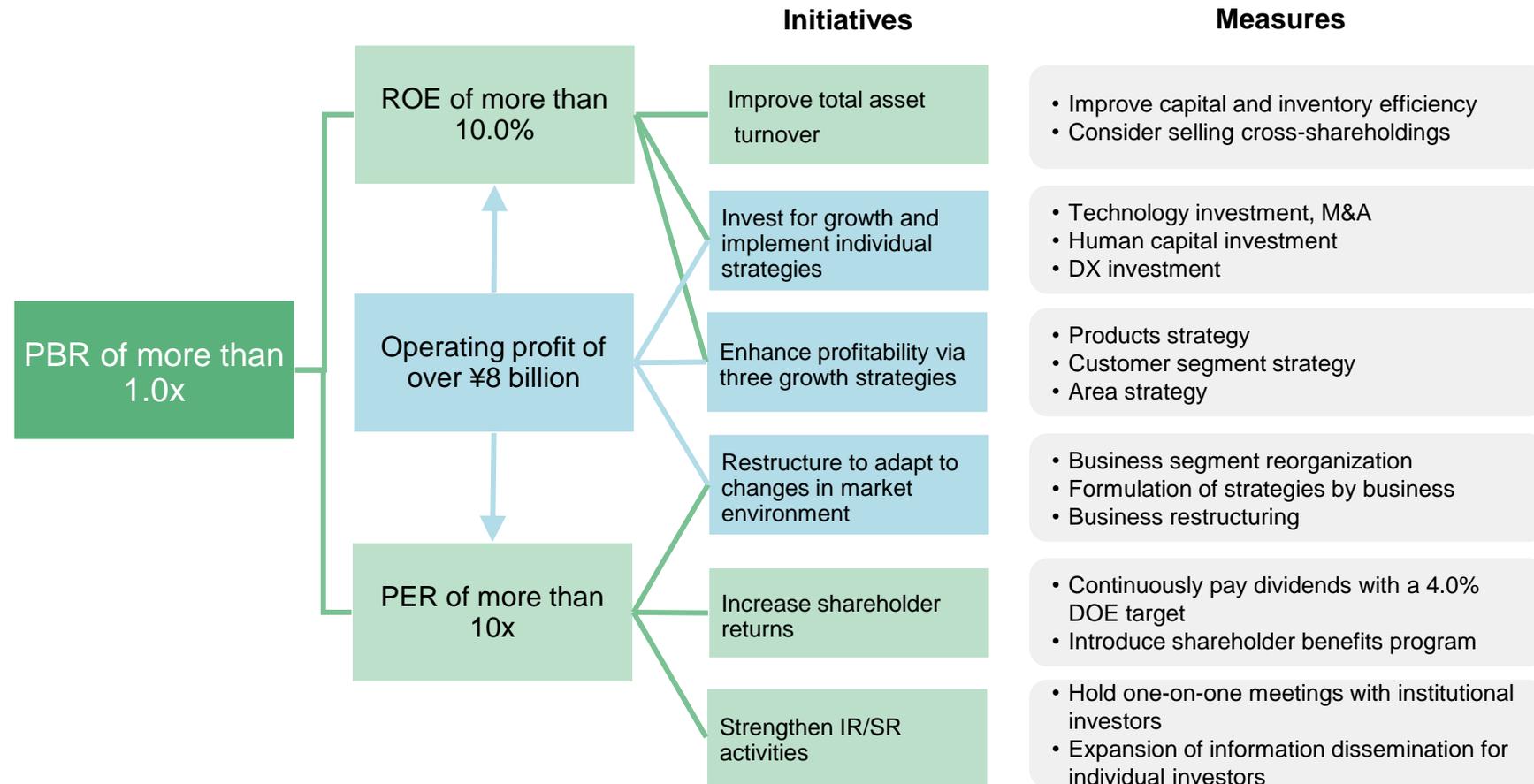
Increase social value and economic value

## Theme/Objective

1. 12th medium-term management plan
2. Approach to a decarbonized society  
Adapting to environmental regulations
3. Actively engage in local CSR activities  
Promote personnel health and welfare  
Ensure a safe and healthy workplace environment
4. Promote diversity and inclusion  
Development of personnel striving towards self-actualization  
Improvement of personnel engagement
5. Enhancing corporate governance  
Thoroughly enforced compliance  
Profit-oriented management  
Promotion of SUN-WA Digital Transformation (SDX)

# 10. Management conscious of cost of capital and share price

To improve shareholder value (ROE > cost of capital), we will implement the following initiatives and measures with the management targets of operating profit of over ¥8 billion, ROE of at least 10.0%, and P/B ratio of at least 1.0x.



## **Notice on Forward-Looking Statements**

- This document contains statements regarding the Company's future plans and strategies, as well as forecasts and outlooks for its business performance.
- These statements reflect management's judgement based on information available at the time of preparing this document and may change due to macroeconomic conditions, industry trends relevant to the Company, technological developments, and other factors.
- Please note that actual results may differ from the forecast figures presented in the document.