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**Announcement of the new Medium-term Management Plan
"GLOBAL GROWTH PLAN 2024" (GGP24)**

On December 21, 2021, in order to receive transitional measures under the listing maintenance standards for the Prime Market, SUNCALL CORPORATION (the Company) published a "Plan to Meet the Criteria for Continued Listing on the New Market Segment." At a meeting of the Board of Directors held today, the Company resolved a new Medium-term Management Plan, "GLOBAL GROWTH PLAN 2024 (GGP24) - From Change to Growth. " This Plan outlined below will serve as the cornerstone of the Company.

1. Background of the new Medium-term Management Plan

In the Medium-term Management Plan (GGP21) covering the three-year period from fiscal year 2019, we have taken steps to enhance corporate value by focusing on the following key strategies: "Continued investment in high-demand areas in core businesses," "Allocation of management resources to high-growth areas," and "Cultivation and expansion of next-generation main business," in light of changes in the environment surrounding businesses in the automotive field and management issues.

In GGP21, we accelerated the change in our business portfolio by executing strategic investments, such as launching "shunt sensors" and "shunt on bus bars" for the electric vehicle market and executing investments to expand the production capacity of HDD suspensions to meet the high demand in the electronics and IT-related field. However, due to the spread of the COVID-19 and production cutbacks in automobiles caused by the shortage of semiconductors, as well as aggressive upfront investments in high-growth fields, we expect to fall short of our targets of 50 billion yen in net sales and an operating income margin of 6.5%.

In light of this situation, we have formulated a new Medium-term Management Plan, GGP24, in order to sort out issues in our management plan and profit structure, and to establish a business

portfolio that will contribute to sustainable and increased corporate value.

2. Overview of GGP24

Under the new Medium-term Management Plan, we will implement portfolio reforms with an awareness of capital profitability exceeding the cost of capital in order to meet the expectations of our shareholders under the basic policy of "accelerating effective strategies to establish a business portfolio for 2030." In addition to achieving solid profit growth in the areas of upfront investment implemented in the previous Medium-term Management Plan, we will work to enhance corporate value with an awareness of "growth" by proactively investing in areas that are expected to expand sales and contribute to profits and will maintain a level that stably exceeds the criteria for maintaining a listing on the Prime Market of the Tokyo Stock Exchange.

3. Management Objectives

Management target	FY ending March 2022 (current year forecast)	FY ending March 2025 (final year of Medium-term Management Plan)
Net sales	47,600 million yen	63,000 million yen
Operating income(margin)	650 million yen (1.4%)	4,500 million yen (7.1%)
Net income	710 million yen	3,500 million yen
ROE(%)	2.0%	9.0%

4. Key Strategies

- A) EV and other electrification-related growth businesses (expand sales globally, become next-generation core businesses)
 - Expand of mass production of "bus bars" and "shunt on bus bars" to meet the needs of electric vehicles.
 - Expand sales of EV and other electrified products in Europe, China and the U.S.
- B) Growth businesses related to electronic, information and communications (Achieve dramatic growth and pursue profit growth)
 - Continue capital investment and productivity enhancement to meet customer demand.
 - Strengthen suspension production capacity to meet the demand for high-capacity hard disk drives.
 - Improve production efficiency through product development and improvement of production methods in the communications and printer-related fields.
- C) Existing automotive-related businesses (responding to changes in industrial structure and improving profitability)

- Verify market growth potential and profitability by product.
- Focus on improving profitability of existing projects through thorough management of revenues and expenses by product.
- Consider optimization of production and sales bases.

*In order to clarify the future direction of the Company, the business name has been changed from the "Plan to Meet the Criteria for Continued Listing on the New Market Segment" announced on December 21, 2021.

5. Financial and Capital Strategies

- A) Investment decisions with a thorough awareness of cost of capital
- B) Balance sheet management with an understanding of appropriate capital structure
- C) Maintain payout ratio at 75% until ROE exceeds 9.0%.

(Reference) Comparison of old and new shareholder return policies

	Dividend Payout Ratio
FY ending March 31, 2022 (current year forecast)	Dividend payout of 30% of net income up to 2.5 billion yen, and 40% of net income above 2.5 billion yen
FY ending March 31, 2023 and beyond	Maintain payout ratio at 75% until ROE exceeds 9%

6. Environmental, Social, and Governance Initiatives

- A) Establish the SDGs Promotion Committee. Search for business opportunities that address sustainability issues.
 - Organize materiality that leads to value creation and materiality that serves as the foundation for business continuity.
- B) Strengthen management oversight by increasing the number of independent outside directors.
 - An additional independent outside director is scheduled to be appointed at the General Meeting in June 2022.
 - Targeting one-third of independent outside directors by the General Meeting in June 2023.