Sustainability Management

Basic Policy of Sustainability

Nippon Chemi-Con embraces the corporate philosophy “Contributing to Environmentally and People Friendly Technology.” Over the years, we have continuously played a role in supporting people’s lives and enabling technological innovation for society. This corporate philosophy represents our belief that the technology that supports society and its development must not harm the environment or people. Nippon Chemi-Con believes that the essence of sustainability is to be appreciated by society and to contribute to society while engaging in communication and maintaining harmony with stakeholders. We drafted our new “Basic Policy of Sustainability” as a policy to make this philosophy a reality.

WEB Basic Policy of Sustainability
https://www.chemi-con.co.jp/en/company/sustainability/philosophy/
WEB Nippon Chemi-Con Group Charter of Corporate Behavior
https://www.chemi-con.co.jp/en/company/sustainability/governance/compliance/charter.html

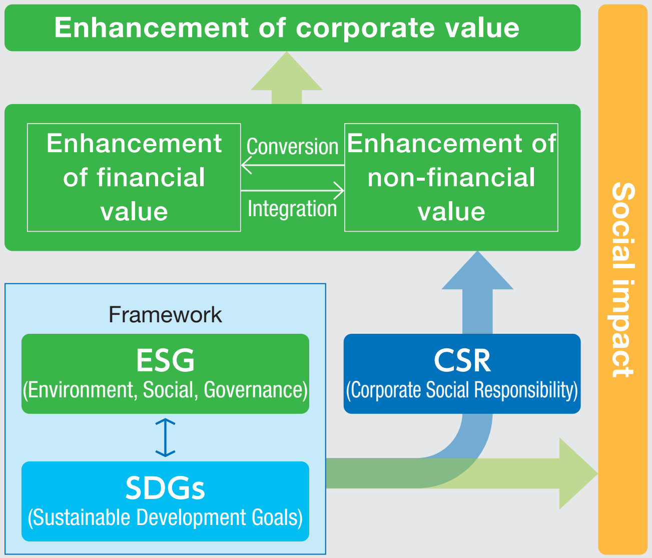
Sustainability Promotion System

The Nippon Chemi-Con Group works to cooperate with all divisions and sites mainly through the Administration Dept. The Administration Dept. takes charge of practical matters with supervision and instructions from the Board of Directors and the Executive Committee. To promote CSR upon our supply chain, we convey our CSR policies to suppliers before implementing assessments and aim for mutual sustainable development through communication. All Group offices and plants conduct CSR internal audits and independently work to understand and correct risks, enforcing policies to become a better company. We have adopted a system that selects auditors from sites that are not subject to auditing to monitor each other.

How Nippon Chemi-Con positions sustainability activities and concepts

We position ESG and SDGs as a framework for implementing and evaluating our efforts related to corporate CSR. We do not view these concepts as mutually exclusive, rather as overlapping and deeply correlated. With this notion, we will comprehensively engage in sustainability activities.

With consideration to the impact our corporate activities have on society, we will also aim to increase our nonfinancial value through internal sustainability investments with the goal of generating a positive impact on earnings. We believe that it is important to have processes that link sustainability investments, such as human capital, intellectual property and climate change measures, to the reduction of business risks and improvement of both short-term and long-term earnings. Through these activities, we will continue to be a better company for our shareholders, customers, employees and other stakeholders, and make efforts to continuously improve our corporate value.



Participation in the UN Global Compact

The Nippon Chemi-Con Group participates in the United Nations Global Compact (UNGC). The UNGC is comprised of 10 universal principles related to four areas: human rights, labour, environment, and anti-corruption.

The Ten Principles of the UN Global Compact

1 Human Rights	Principle 1	Businesses should support and respect the protection of internationally proclaimed human rights; and
	Principle 2	make sure that they are not complicit in human rights abuses.
2 Labour	Principle 3	Businesses should uphold the freedom of association and the effective recognition of the right to collective bargaining;
	Principle 4	the elimination of all forms of forced and compulsory labour;
	Principle 5	the effective abolition of child labour; and
	Principle 6	the elimination of discrimination in respect of employment and occupation.
3 Environment	Principle 7	Businesses should support a precautionary approach to environmental challenges;
	Principle 8	undertake initiatives to promote greater environmental responsibility; and
	Principle 9	encourage the development and diffusion of environmentally friendly technologies.
4 Anti-Corruption	Principle 10	Businesses should work against corruption in all its forms, including extortion and bribery.

Strategic Basis for Sustainability – ESG Initiatives

Nippon Chemi-Con Group incorporates ESG (Environment, Social, Governance) into our corporate strategies to pursue sustainable growth. We outline activity goals and promote participation.

E Promote business activities focused on global environment

S Promote human resource development and worklife balance

G Ensure corporate governance, corporate ethics, and transparency of management

Sustainable Corporate Growth

ESG Activities (Goals, Achievements, Progress, and Degree of Completion)

◎: Achieved : Achievement rate of 80% or more ○ : Achievement rate of 50% or more △: No progress —×: Not evaluated in the fiscal year under review

ESG initiative items		FY2024 major activities and goals	FY2024 achievements and progress	Degree of completion	FY2025 major activities and goals	Related pages
E Environment	Global environment conservation	Global warming prevention and energy conservation activities ・Energy intensity improvement: 1% or higher per year[1] CO_2 emission reduction rate goal (FY2013 comparison)*[1] Manufacturing bases in Japan: 32.7% Manufacturing bases overseas (excluding Samyoung Electronics and Qingdao Samyoung Electronics): (0.8)%	 Base year (FY2020) comparison: 0.5% improvement Base year (FY2013) comparison: Manufacturing bases in Japan: 38.0% improvement Manufacturing bases overseas: 5.8% improvement	 × ◎ ◎	Global warming prevention and energy conservation activities ・Energy intensity improvement: 1% or higher per year[1] CO_2 emission reduction rate goal (FY2013 comparison)[1] Manufacturing bases in Japan: 35.1% Manufacturing bases overseas (excluding Samyoung Electronics and Qingdao Samyoung Electronics): 3.0%	P26
		Appropriate management of chemical substances used by factories[1] ・Environmental impact of chemical substances used by factories	Appropriate management conducted at all plants, no incidents having an impact on the environment	◎	Appropriate management of chemical substances used by factories[1] ・Environmental impact of chemical substances used by factories	P28
		Management of chemical substances used in products (environmentally friendly products)[3] ・Zero environmental-related product accidents	No environmental-related product accidents	◎	Management of chemical substances used in products (environmentally friendly products)[3] ・Zero environmental-related product accidents	P46
		Effective use of resources and waste reduction, promotion of 3Rs including plastic waste ・Final disposal rate: 1.0% or less[2]	Final disposal rate: 0.32%	◎	Effective use of resources and waste reduction, promotion of 3Rs including plastic waste ・Final disposal rate: 1.0% or less[2]	P27
		Continue improvements based on environmental management system (ISO14001 etc.)[3]	Environmental management system functioned effectively and performance including environmental goals improved	◎	Enhance performance by continued improvements based on environmental management system (ISO14001 etc.)[3]	WEB
		Promote biodiversity conservation activities[2] ・Continue protection of endangered species ・Cooperation with local companies and schools ・Conservation activities near sites	Each site conducted distinctive initiatives to promote cooperation with local communities	○	Promote biodiversity conservation activities[2] ・Continue protection of endangered species ・Cooperation with local companies and schools ・Conservation activities near sites	P27 P35
		Contribute to local communities[2] ・No legal violations including accidents resulting in environmental pollution attributable to the Company	Volunteer work we conducted as part of our community contributions includes environmental beautification activities, such as cleaning around each plant and along shorelines.	◎	Contribute to local communities[2] ・Continue environmental conservation activities	P35
		Compliance with environmental laws[3] ・No legal violations including accidents resulting in environmental pollution attributable to the Company	No legal violations including accidents resulting in environmental pollution attributable to the Company	◎	Compliance with environmental laws[3] ・No legal violations including accidents resulting in environmental pollution attributable to the Company	P26
		Expand line of products enabling size reductions and higher temperature resistance and longer life[3]	Promoted product size reductions and energy conservation with new electrode foil, and developed solutions for higher temperature resistance and longer life	◎	Expand line of products enabling size reductions and higher temperature resistance and longer life[3]	P14 P16

[1]Manufacturing bases in Japan and overseas (excluding Samyoung Electronics and Qingdao Samyoung Electronics), head office [2]Manufacturing bases in Japan [3]Nippon Chemi-Con Group

ESG Activities (Goals, Achievements, Progress, and Degree of Completion)

◎: Achieved : Achievement rate of 80% or more ○ : Achievement rate of 50% or more △: No progress —×: Not evaluated in the fiscal year under review

ESG initiative items		FY2024 major activities and goals	FY2024 achievements and progress	Degree of completion	FY2025 major activities and goals	Related pages
S Social	HR/ benefits	Adopt work-from-home system[4]	Continued work-from-home system	◎	Adopt work-from-home system[4]	
		Continue welcome back program (rehiring program)[5]	No applications	—	Continue welcome back program (rehiring program)[5]	WEB
	Employee health and safety	Reduce average overtime to average 29 hours or less per month per employee[4]	Achieved	◎	Reduce average overtime to average 29 hours or less per month per employee[4]	P34
		Increase paid leave usage rate and childcare leave usage rate to 70% and higher[5]	Achieved	◎	Increase paid leave usage rate and childcare leave usage rate to 70% and higher[5]	P34-35
		Continue mandatory rest between shifts[5]	Continued mandatory rest between shifts	◎	Continue mandatory rest between shifts[5]	
		Continue healthy company activities[5]	Mainly conducting walking events that could be worked on individually and environmental conservation activities near sites	○	Continue healthy company activities[5]	P35
	Human resource development	Conduct tiered training[5]	Conducted as scheduled	◎	Conduct tiered training[5]	P33
		Continue training programs in Japan for overseas local employees[6]	Miyagi Plant accepted 11 employees	◎	Continue training programs in Japan for overseas local employees[6]	P33
		Continue overseas assignments via the global human resources development program (application based)[5]	Not implemented	—	Continue overseas assignments via the global human resources development program (application based)[5]	P33
		Continue measures to maintain a 5-year turnover rate of 11% or less for young employees[4]	Not achieved	△	Continue measures to maintain a 5-year turnover rate of 11% or less for young employees[4]	P32-33
	Diversity	Proactive employment of foreign students studying in Japan[4]	Hired three employees	○	Proactive employment of foreign students studying in Japan[4]	P32
		Increase employment rate for disabled workers to 2.5% by FY2024*[4]	Not achieved	×	Increase employment rate for disabled workers to 2.5% by FY2024[4]	P32
		Increase female employment rate to 30% or higher for technical and manufacturing positions and 40% or higher for sales and clerical positions[4]	FY2024 results: Technical and manufacturing positions: Approx. 13% Sales and clerical positions: 100%	○	Increase female employment rate to 30% or higher for technical and manufacturing positions and 40% or higher for sales and clerical positions[4]	P32
		Increase female managers/section chiefs/section managers/deputy section managers by 50% by the end of FY2025 compared to the end of FY2020[4]	As of end of FY2024: Increased by 9%	△	Increase female managers/section chiefs/section managers/deputy section managers by 50% by the end of FY2025 compared to the end of FY2020[4]	P32
	Social welfare	Provide support such as vaccines and clothing to developing nations[5]	Partially implemented, including by donating disaster-prevention supplies	◎	Provided public support, including donation of emergency supplies and collection of soda can pull tabs[5]	
		Support wheelchair purchases[5]	Continued collection of soda can pull tabs	◎		
	Next-generation development	Continue internship system[4]	Conducted at Nippon Chemi-Con head office, Kanagawa Research Center, Chemi-Con East Japan Corp. Fukushima Plant and Chemi-Con Device Corp. Nagai Plant (for university graduates)	◎	Continue internship system[4]	P32
		Dispatch instructors for next-generation human resource development conducted by industry organizations[4]	Participated in JEITA Human Resources Development Council-Elementary and Secondary Education WG “visiting lectures” project	◎	Dispatch instructors for next-generation human resource development conducted by industry organizations[4]	

[4]Nippon Chemi-Con [5]Nippon Chemi-Con and affiliates in Japan [6]Taiwan Chemi-Con, Indonesia Chemi-Con

Strategic Basis for Sustainability – ESG Initiatives

ESG Activities (Goals, Achievements, Progress, and Degree of Completion)

◎: Achieved : Achievement rate of 80% or more ○ : Achievement rate of 50% or more △: No progress —×: Not evaluated in the fiscal year under review

ESG initiative items		FY2024 major activities and goals	FY2024 achievements and progress	Degree of completion	FY2025 major activities and goals	Related pages
G Governance	Corporate governance	Increase participation in management by outside officers and creation of environment that promotes engagement[4]	Attended various meetings as necessary and conducted inspection tours of sites	○	Increase participation in management by outside officers and creation of environment that promotes engagement[4]	P37
G Governance	Corporate governance	Reflect results of internal controls efficacy evaluations on management[4]	Issued report to management on internal governance efficacy evaluation	◎	Reflect results of internal controls efficacy evaluations on management[4]	P37 WEB
G Governance	Corporate governance	Compliance with basic policy on corporate governance[4]	In compliance with policies	◎	Compliance with basic policy on corporate governance[4]	P37 WEB
G Governance	Corporate governance	Promptly disclose financial results explanatory materials[4] (May/November: on day of briefing session, August/February: on day of results announcement	May/November: on day of briefing session August/February: within one week of results announcement	△	Promptly disclose financial results explanatory materials[4] (May/November: on day of briefing session, August/February: on day of results announcement	WEB
G Governance	Compliance	Continued publishing articles related to legal affairs in the company newsletter*[5]	Continued publishing articles related to legal affairs in the company newsletter	○	Continued publishing articles related to legal affairs in the company newsletter[5]	P40 WEB
G Governance	Compliance	Continue participation in UN Global Compact (participating since 2012)[3]	Continued participation in UN Global Compact	◎	Continue participation in UN Global Compact (participating since 2012)[3]	P23 WEB
G Governance	Compliance	Conduct CSR internal audits at 6 sites Expand the system where different sites audit each other as deputy auditors[5]	Conducted at 4 sites Expand participation by deputy auditors	△	Conduct CSR internal audits at 5 sites Expand the system where different sites audit each other as deputy auditors[5]	P40
G Governance	Risk management	Regular BCP validation, reviews[3]	Conducted annual regular updates, including the list of material suppliers and created new lists of BCP information for each site	◎	Regular BCP validation, reviews[3]	P40 WEB
G Governance	Risk management	Reinforce information leak prevention (data center, thin client, internal audits, etc.)[5]	Conducted internal audits as planned	◎	Reinforce information leak prevention (data center, thin client, internal audits, etc.)[5]	WEB

[1] Manufacturing bases in Japan and overseas (excluding Samyoung Electronics and Qingdao Samyoung Electronics), head office
[2] Manufacturing bases in Japan [3] Nippon Chemi-Con Group [4] Nippon Chemi-Con [5] Nippon Chemi-Con and affiliates in Japan
[6] Taiwan Chemi-Con, Indonesia Chemi-Con

For more ESG information, see our website. WEB https://www.chemi-con.co.jp/en/company/sustainability/esgdata/

E Environment

Environmental Management

Nippon Chemi-Con's Environmental Policy (Summary)

- Structures organization that operates at every level for conserving the global environment
- Sets environmental goals and targets, Improves environmental performances, Continuous improvements of Environmental Management System (EMS)
- Considers biodiversity
- Observes all environmental laws, regulations, agreements, and internal standards
- Promotes Carbon neutral and Energy conservation, Effective use of resources, and Waste reduction
- Promotes the development and marketing of products that have a less environmental loads, and Proper control of Chemical substances in the products
- Educates and enlightens our entire workforce
- Prevents the environmental risks, and maintains management systems that minimize the impacts from the risks such as climate changes
- Releases information on environmental management activities to the public positively, and promotes sufficient communication with the local community and stakeholders

Compliance to the Laws and Significant Accidents Occurrence Status

The Nippon Chemi-Con Group has taken the following measures to comply with environment-related laws and regulations.

- Established a system for managing measures for compliance with various environmental laws and regulations
- For certain regulated items, established voluntary standards that are stricter than legally mandated standards and implemented higher levels of management

As a result, there were no serious accidents involving environmental pollution attributable to the Company.

Environmental Activities

Energy Conservation

Since FY2021, the Nippon Chemi-Con Group has participated in the electrical and electronics industry's "Carbon Neutrality Action Plan." We are continuing efforts to achieve our Group energy intensity improvement goal of 1% or more through FY2030 based on FY2020 results.

As an additional target, we have set a goal of "reducing CO_2 emissions from manufacturing in FY2030 by roughly 46% in Japan and by an average of 29% overseas compared to FY2013 levels to achieve carbon neutrality in 2050."

To achieve this goal, the Group is engaged in company-wide activities led by an energy conservation working group, which is comprised of staff in charge of energy.

Mid-term target In light of "Carbon Neutrality Action Plan" by industrial associations:

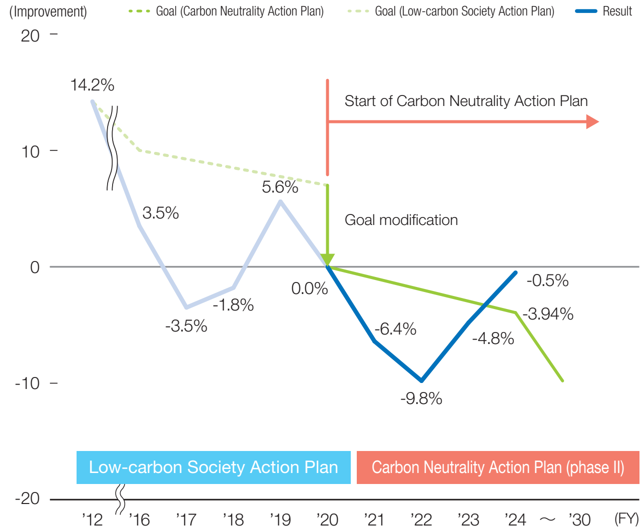
Toward FY2030 Improvement target in energy intensity → Annual average : 1% and higher

Long-term target In light of the common goal set by industrial associations:

Toward FY2050 Improvement target in energy intensity → Annual average : 1% and higher

Trend of energy intensity improvement

(Manufacturing bases in Japan and overseas (excluding Samyoung Electronics and Qingdao Samyoung Electronics))



<Activity Results> Breakdown of total CO_2 emissions by year*1

(t-CO_2)

Fiscal Year	2020	2021	2022	2023	2024
Purchased electric power*2	373,316	397,629	389,238	339,868	327,454
Grade A heavy oil	7,291	6,029	5,961	5,380	4,916
Kerosene	1,293	1,144	1,128	881	1,012
City gas	11,451	18,133	15,929	14,460	14,007
Gasoline	205	118	189	189	164
LPG	222	260	306	277	222
LNG	15,836	16,179	15,164	14,405	15,629
Diesel (Light oil)	164	52	37	34	39
Industrial steam	2,158	294	174	0	0
Total	411,936	439,839	428,126	375,494	363,444

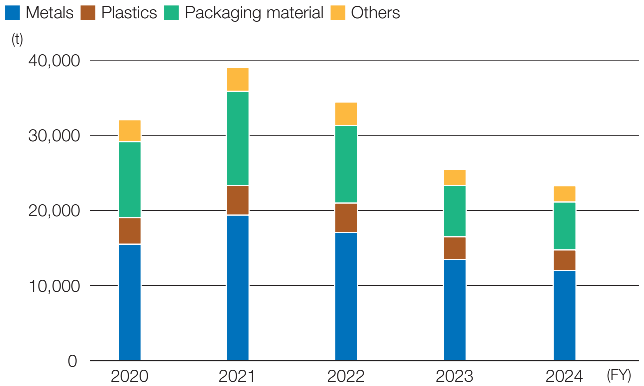
*1 Aggregation scope: Total for overseas manufacturing bases (excluding Samyoung Electronics and Qingdao Samyoung Electronics), manufacturing bases in Japan and head office.

*2 Overseas electricity consumption-CO_2 conversion factor: International Energy Agency (IEA) CO_2 Emissions from Fuel Combustion Highlights 2019, International Energy Agency (IEA)
Electricity consumption in Japan-CO_2 conversion factor: Calculated based on emission factor (adjusted emission factor) published by the Federation of Electric Power Companies of Japan.

Resource Conservation In the manufacturing activities of industries, the resources are essential element. Efficient use of such resources will protect global environment and ecology.

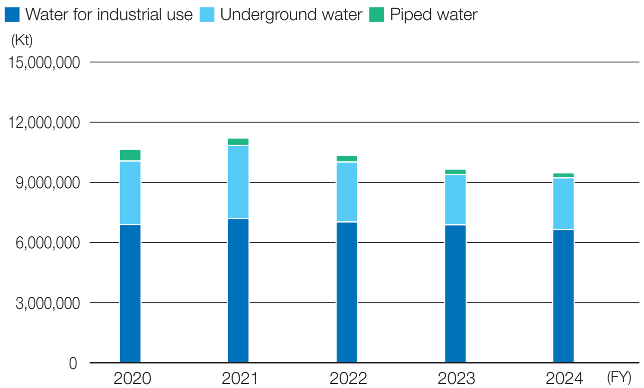
We contribute to the effective use of resources by encouraging the 3Rs, which stand for reduce, reuse and recycle, and improving production processes.

Trend of resource consumption by Nippon Chemi-Con Group*



*Manufacturing bases in Japan and overseas (excluding Samyoung Electronics and Qingdao Samyoung Electronics), head office

Trend of water consumption by Nippon Chemi-Con Group*

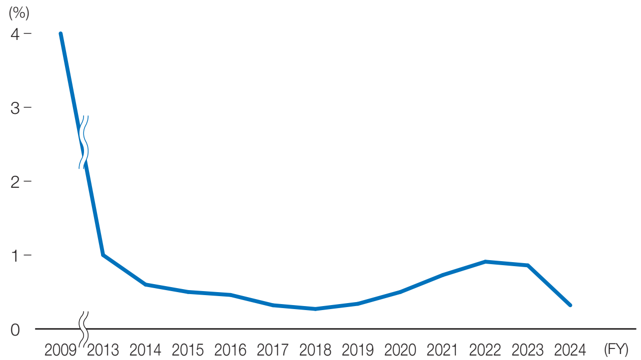


*Manufacturing bases in Japan and overseas (excluding Samyoung Electronics and Qingdao Samyoung Electronics), head office

Waste Reduction The Nippon Chemi-Con Group is working to reuse resources and reduce the amount of waste sent to landfills by promoting activities to reduce the amount of industrial waste generated.

We contribute to the preservation of the environment by encouraging the 3Rs, which stand for reduce, reuse and recycle, and improving production processes.

Trend of final disposal rate (manufacturing bases in Japan)



Biodiversity Initiatives In the Nippon Chemi-Con Group's activities to conserve biodiversity, we will take actions for each of the three impacts on biodiversity.

1. Impact from procurement of raw materials: In cooperation with our suppliers, we share views and mutual understanding concerning biodiversity, and move continuously ahead with activities.
2. Impact on ecosystems caused by manufacturing: Our manufacturing processes use energy and resources, and they emit CO_2, waste water and other emissions. As this is an area where our Group's business activities directly have an impact, effective and continuous activities are ongoing.
3. Impact on biodiversity due to changes in environments surrounding our workplaces caused by our use of land: Consideration to local environment and surrounding ecosystem by securing green space in our premises and the social contribution activities.

Biodiversity offers indispensable and vital bounties (ecosystem services) to all of humanity. The activities that we are able to perform are steady and modest ones, we think. Yet we believe that each workplace employing its ingenuity, and continuing with what small activities it can accomplish, is a very significant thing. We will roll out such steady and continuous activities.

Chemi-Con Device Corp. Nagai Plant
We conducted an organism survey in the pond on plant grounds and found Japanese wrinkled frogs living in a rich ecosystem. Japanese wrinkled frogs are classified as a near threatened species by Yamagata prefecture.

Nippon Chemi-Con Corporation Niigata Plant
To protect wild birds, we have installed nests in trees on factory grounds, and in FY2025, we have once more observed nesting by wild birds.

Chemi-Con Device Corp. Nagaoka Plant
In November 2024, we participated as volunteers in the planting of yukiwariso plants at the Yukiguni Botanical Garden located near our operations site. In March 2025, the yukiwariso plants were confirmed to have bloomed.

For more environmental information, see the webpages below.
WEB https://www.chemi-con.co.jp/en/company/sustainability/environment/

E Environment

Green Procurement/Third-party Evaluation of Environmental Initiatives

Management of Chemical Substances in the Products

Through policies such as RoHS Directives, prohibited and restricted substances have been defined based on consideration of human health and the ecosystem, and the aim of reducing waste, thus the management of such substances has become essential. The Nippon Chemi-Con Group has established and operates the following based on the keywords "Keep Out, Do not Use, Do not Emit, Do not Mix": (1) A CiP management system* at all production sites and related departments; we have implemented our own (2) Green Supplier Certification System and (3)material approval system to ensure thorough management of "Keep Out" from development stage of the products, and appropriately manage chemical substances at each stage of development, procurement, manufacturing, and sales. We also respond to various environmental requirements (legal regulations, industry requirements, customer requirements). Information on chemical substances in products is very important in modern society.

These requirements are not limited to the management of specific prohibited substances, but also apply to information used towards waste reduction, the stable supply of important resources, information related to realizing a resource recycling-based society, and important information disclosure to waste disposal companies. As such, it is necessary to engage in initiatives that consider the entire life cycle.

Cooperation across the entire supply chain is essential to handling more advanced information. We place great significance on the green supplier certification system, and are promoting measures to give preferential treatment to suppliers with a strong track record and high level of cooperation.

* A chemical substances in products (CiP) management system based on guidelines (https://chemsherpa.net/english/docs/guidelines) drafted by the Joint Article Management Promotion-consortium (JAMP).

Green Procurement and Green Supplier Certification System

Building strong cooperation with suppliers and sharing information in a timely manner are essential not only for compliance with laws but also for making products that meet diversifying customer requirements. The Nippon Chemi-Con Group has established and implemented the Nippon Chemi-Con Group Green Procurement Standards from the viewpoint of procuring materials and parts that satisfy legal regulations and customer requirements and is working to ensure thorough chemical substance management. In addition, we support our sustainable global procurement activities by sharing regulatory information with suppliers through the Green Supplier Certification System and conducting regular audits and evaluations of suppliers' status of chemical substances and maintenance management. From July 2021, we have started issuing our "Climate Change Risk Assessment Report" during supplier audit feedback to promote a common un.

Third-party Evaluation of Environmental Initiatives

Professor Emeritus, Keio University
Yuji Kishi

The international environment surrounding corporate evaluations of environmental contributions is rapidly changing. While the underlying approach of contributing to climate change mitigation remains unchanged, the trend favoring extreme mitigation measures has begun to shift towards a more flexible perspective that places greater emphasis on adaptation measures, especially following the United States' withdrawal from the Paris Agreement. In the field of biodiversity, there has been a major shift from a narrow focus on conservation of rare species and exclusion of invasive species towards the comprehensive restoration of nature ("Nature Positive"), and restoration efforts outside protected areas (OECM). Against this backdrop, this overview covers your company's achievements for fiscal 2024.

Since 2021—the inaugural year of your company's commitment to the TCFD Declaration—the basic environmental contribution indicators, such as the final disposal rate of waste, annual CO_2 total emissions, resource saving, and improvements in energy intensity, have all shown continued progress with slight fluctuations. It can be assessed that effort is being steadily made in line with your basic policies.

In areas that are likely to be better understood and highly regarded by local communities, efforts to protect and conserve important and notable species within factory area are ongoing, with local stakeholder participation. With policy shifts by the Ministry of the Environment and the Ministry of Land, Infrastructure, Transport and Tourism towards greater emphasis on "Nature Positive" and OECM, corporate efforts aimed at regional biodiversity conservation—once often overlooked—are now gaining significant new attention. The long-term contributions your company has made in this area are becoming recognized as developments in corporate environmental contributions, meriting renewed evaluation from a fresh perspective.

One new point of interest in this area is proactively promoting green regeneration and creation within corporate premises as contributions to green infrastructure with emphasis on "Nature Positive" and OECM. At that time, regardless of the presence or size of rare species, incorporating thoughtful designs that enhance water retention—an important function for climate change adaptation—will be a key focus.

E Environment

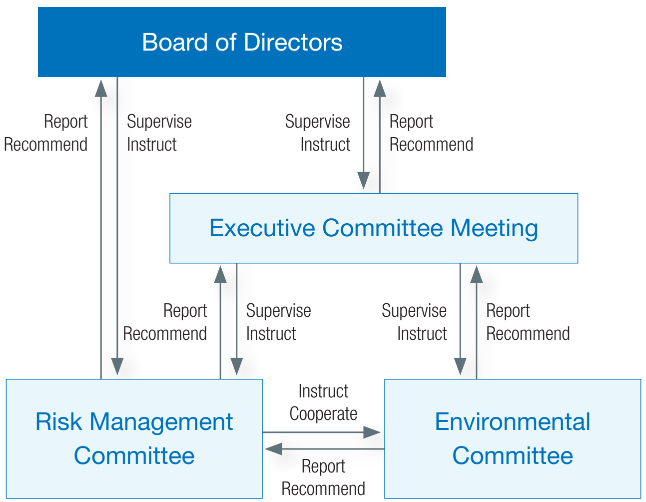
Climate Change Initiatives

In March 2022, Nippon Chemi-Con declared support for the recommendations of the “Task Force on Climate-Related Financial Disclosures (TCFD)” with the recognition that climate change is a significant issue which affects the continuation of our business. In accordance with the framework set forth in the TCFD, we analyze risks/opportunities related to climate change that may affect our business and reflect them in our corporate strategy. At the same time, we engage in disclosure of financial information related to climate change.

Governance

The Company will conduct discussions related to climate change and evaluate/manage statuses of climate change initiatives at the Risk Management Committee. The Risk Management Committee will report climate-related information including risks and opportunities that may affect our business to the Executive Committee Meeting and Board of Directors twice a year, and the Board of Directors will instruct/supervise. We will also implement initiatives towards resolving issues related to climate change, environmental risks and environmental tasks at the Environmental Committee. The Environmental Committee will extend initiatives to executing divisions and manage progress of initiatives towards decarbonization and energy conservation, and report to the Executive Committee Meeting and Risk Management Committee.

Simple diagram of governance related to climate change



Strategy

In FY2022, all Executive Officers conducted an assessment of the risks and opportunities for the Company’s business related to climate change. Since FY2023, the Company conducts a review of the impact and duration of risks and opportunities once a year.

Risks/opportunities	Events	Impact[1]	Term[2]
Transition risks	[Market] Risks that will occur when customer demands related to climate change is not met	Impact: Large	Short to medium term

(Potential events) In a 1.5°C scenario, technology related to climate change and other requests are assumed to increase. Our net sales could decrease if we cannot meet customer demands.

(Measures) (1) The automotive electronics and industrial equipment/energy conversion markets which are included in our current strategically important markets greatly contribute to the mitigation of climate change through vehicle electrification, etc. We will continue developing new products for these markets while further increasing our speed to meet customer demands and respond to risks. As a metric for this measure, we will aim to achieve R&D expenses equal to 4% of net sales.
(2) We ask our suppliers to implement initiatives on climate-related risks in our Green Procurement Standards. When entering into or renewing transactions, we ask suppliers facing high physical risks to advance initiatives through the supply chain by reviewing their business continuity plans taking climate-related risks into consideration and by implementing adaption measures.

Risks/opportunities	Events	Impact	Term
Transition risks	[Policy/Legal] Adoption of carbon pricing and increase in electricity and fuel costs	Impact: Large	Short to medium term

(Potential events) In a 1.5°C scenario, carbon pricing such as carbon taxes is assumed to be adopted as measures for climate change. An example of this is the imposition in Japan of a “carbon levy” on fossil fuel importers from FY2028. Other countries are also expected to introduced similar levies. As a result, we expect to face direct and indirect increases in electricity costs, fuel costs, material costs, and taxes.

(Measures) We have an Energy Conservation Subcommittee under the Environmental Committee as a measure for carbon pricing. The Subcommittee engages in group-wide energy conservation and CO_2 reduction, and is working to reduce the future impact. We have started introducing renewable energy power to achieve carbon neutrality in 2050. We are also considering further utilization.

Risks/opportunities	Events	Impact	Term
Physical risks	[Acute] Increase in severity of disasters due to extreme weather	Impact: Small	Short to long term

(Potential events) In the 4°C scenario, the frequency of extreme weather is expected to increase, and the scale and impact of heavy rains and other disasters are expected to intensify.

(Measures) Since the 2011 earthquake, we have adopted a production system to manufacture products and materials at multiple locations, and have also established a system to purchase materials from other companies. Furthermore, we have quantified the annual impact of the future flood risk at domestic sites, and regularly check hazard maps published by local governments for any changes. Risk responses at domestic sites were prioritized based on hazard maps.
The BCP (Business Continuity Plan) was reviewed for potentially affected domestic manufacturing sites, and measures were initiated to reduce the risk at sites that were likely to suffer a disaster on the planned flood scale (L1, once every 10 to 100 years). Measures were also sequentially planned and initiated at sites that were likely to suffer a disaster on the assumed maximum flood scale (L2, once every 1000 years) in an effort to reduce the risk.

Risks/opportunities	Events	Impact	Term
Opportunities	[Market] Providing products/services that meet customer demand [Technology] Improvement of competitive advantage due to development of new technology	Impact: Large	Short to medium term

(Potential events) In a 1.5°C scenario, adoption of facilities and changes in device specifications is assumed to be promoted to suppress greenhouse gas emissions. In such a world that promotes electrification and energy conservation, utilization opportunities of our products could increase. Moreover, we believe we will be able to provide products with reduced CO_2 emissions as we have already been proactively reducing the amount of electricity consumption in our electrode foil production.

(Measures) (1) The automotive electronics and industrial equipment/energy conversion markets which are included in our current strategically important markets greatly contribute to the mitigation of climate change through vehicle electrification, etc. We will continue developing new products for these markets while further increasing our speed to meet customer demands and expand business opportunities. As a metric for this measure, we will aim to achieve R&D expenses equal to 4% of net sales.
(2) We will promote product development and production facility development/adoption with the prospect of reducing CO_2 emissions in production.

Risks/opportunities	Events	Impact	Term
Opportunities	[Resilience] Promotion of renewable energy programs and energy-saving measures	Impact: Small	Short to medium term

(Potential events) In a 1.5°C scenario, promotion of renewable energy programs and energy-saving measures is required.

(Measures) We aim to improve competitiveness by promoting renewable energy programs and energy-saving measures to reduce costs, etc.

[1] Risks and opportunities that may have an effect of over 5% of net sales is evaluated as having a large impact.
[2] The terms assume the following periods: short=until FY2025, medium=until FY2030, long=until FY2050.

Risk Management

Our Group has formulated the Basic Risk Management Policy, and is working to develop and strengthen its risk management system based on the Basic Regulations for Risk Management and related guidelines. Our Group has established the Risk Management Committee under the general manager of risk management to formulate action plans related to risk management and monitor the status of their implementation from the perspective of the entire group. In this committee, we consider climate change risks as a risk to our business, which is discussed within the committee. The committee meets twice a year and reports the status of risk management to the Board of Directors and the Executive Committee Meeting. In particular, with regard to climate change risks, the division in charge develops policies for risk reduction and opportunity acquisition to each business site and division, and monitors the status of initiatives. It also provides support to related divisions.

For our basic policy and processes regarding risk management, please refer to the link below.
WEB https://www.chemi-con.co.jp/en/company/sustainability/governance/risk/management.html

Metrics and Targets

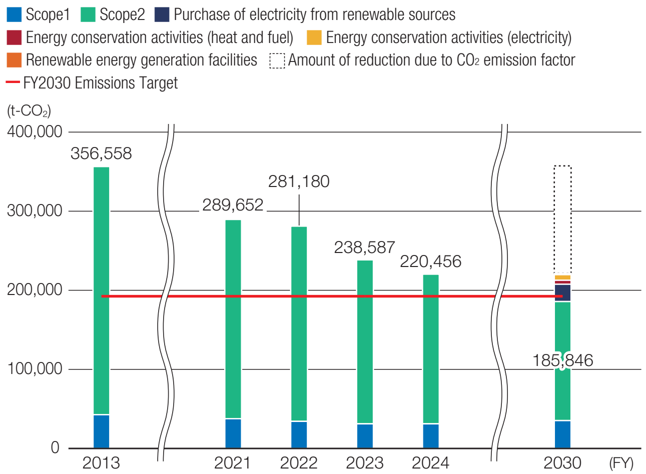
Nippon Chemi-Con uses the following metrics and targets to assess/manage climate-related risks.

- We aim to improve energy consumption per unit by an annual average of 1% or higher towards FY2030 based on the "Carbon Neutrality Action Plan" promoted by electrical and electronics industries.
- To realize carbon neutrality by 2050, we will pursue a reduction of approximately 46% in Japan and an average of 29% overseas for CO_2 emissions caused by our production operations in FY2030 on a FY2013 basis.

Status of domestic and overseas CO_2 emissions

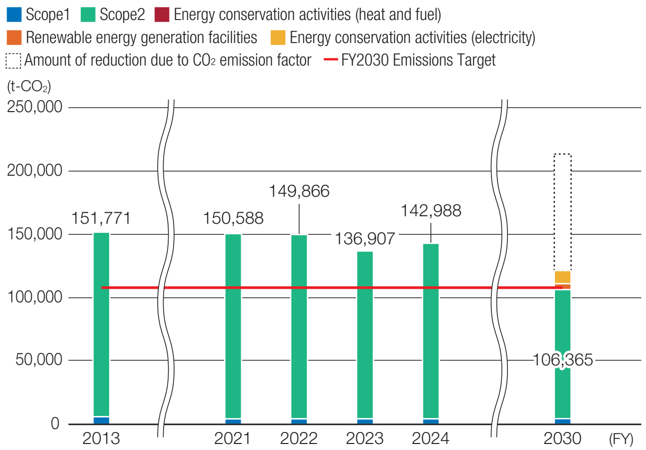
Regarding the reduction in CO_2 in FY2024, domestic CO_2 emissions were 357,000 tons in FY2013 but this figure fell by approximately 38% in FY2024 to 220,000 tons.

Status of emissions at domestic sites



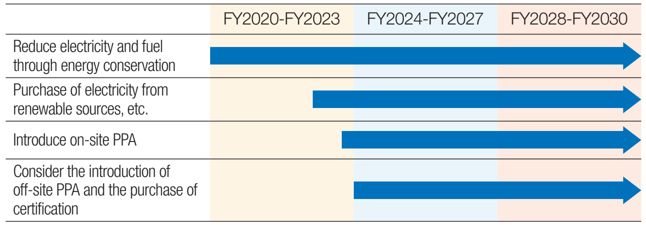
Overseas, the amount was 152,000 tons in FY2013 but this figure fell by approximately 6% in FY2024 to 143,000 tons.

Status of emissions at international sites



Measures

We will proceed with the following initiatives.



Reduce electricity and fuel through energy conservation

(Electricity) Continue with the conversion of lighting to LEDs, renewal of air conditioning equipment, energy conservation of production facilities, renewal of rectifiers and transformers, etc.
(Fuel) Implement replacement of boilers, fuel conversion, heat insulation, steamless production equipment, etc.

Purchase of electricity from renewable sources, etc.

Purchase electricity from renewable sources, etc. at production sites.

Introduce on-site PPA

Install solar power generation equipment within business site premises (on roofs, new carports, etc.).

Consider the introduction of off-site PPA and the purchase of non-fossil certificates

As introducing renewable energy at business sites cannot satisfy non-fossil power needs on its own, to compensate for the shortfall, the Company will study the introduction of off-site PPA and the purchase of non-fossil certificates.

In 2023, we started generating electricity using solar panels at CHEMI-CON (WUXI) CO., LTD. in China. We began generating solar power through on-site PPA at Chemi-Con East Japan Corp. Fukushima Plant in January 2024 and at CHEMI-CON (MALAYSIA) SDN BHD in November 2024.

For GHG emissions by Nippon Chemi-Con's operations, please refer to the link below.
WEB https://www.chemi-con.co.jp/en/company/sustainability/environment/data.html

For Nippon Chemi-Con's performance based on metrics and targets related to climate change, please refer to the link below. (Metrics/targets for risks)
WEB https://www.chemi-con.co.jp/en/company/sustainability/environment/target.html

S Social

Diversity/Human Resource Development/Employee Safety

Diversity

Aiming to diversify management by promoting global HR development and active participation of females in the workplace

Amid accelerating globalization, the Nippon Chemi-Con Group is developing its business on a global stage. At present, we continue to grow as a global company, with overseas production accounting for approximately 65% of production by volume, and about 60% of our employees comprising overseas employees. In the recruitment of new graduates, we set clear targets for the ratio of female and foreign students to be employed and promote proactive hiring of diverse human resources. After entering the Company, we respect the individuality and potential of each and every employee, regardless of age, gender, or nationality by providing career support and regular interviews. We believe that new ideas created from diversity will become the driving force for environmentally and people friendly technological innovations. This driving force will in turn contribute to a sustainable future.

Diversity Promotion Committee activities

Initiatives of Nippon Chemi-Con and affiliates in Japan

Active Participation of Women

- Percentage of female new graduate employment (most recent three fiscal years) Approx. 33%
- Percentage of women in management positions End of FY2024: 2.9%

Goal : Increasing the number of female section chiefs, section managers and deputy section managers as well as women in management positions by 50% by the end of FY2026 (compared to the end of FY2020).

Initiative examples : We established a Diversity Promotion Committee, and are making company-wide efforts through trainings, internal surveys, and internal newsletters.

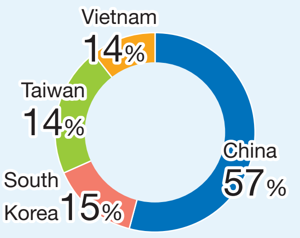
Mid-career Employment

- Status of employment FY2022: 7 persons FY2023: 6 persons FY2024: 9 persons
- Percentage of mid-career employees in management positions End of FY2024: Approx. 18%

The Company continuously promotes the mid-career recruitment for securing operationally-ready human resources and for developing future management candidates, with the aim of expanding its business and improving its organizational strength. Many mid-career personnel are positioned in various fields that leverage their expertise and experience including development, sales, and clerical positions, contributing to the organization's diversity and competitiveness. We provide training programs and on-boarding support for them to help them rapidly familiarize themselves with their duties and maximize their abilities. We support the smooth retention and career development of mid-career personnel by building a follow-up system to deepen their understanding of our corporate culture and business.

Foreign Students

- Foreign employees - Rate of hiring (most recent five fiscal years)



Nippon Chemi-Con has traditionally practiced the hiring of foreign students studying in Japan. As globalization continues to advance, our belief is that the employment of human resources who live in Japan and understand Japanese culture and values is more important than ever. In 2012, with this awareness, we began full-fledged recruitment activities for foreign students studying in Japan, and continue to proactively do so. As of April 2025, we have 21 such employees international students positioned in diverse fields such as the development, sales, and administrative departments applying their expertise in their work. We will continue to provide equal opportunities for employees to shape their careers based on their qualifications and capabilities regardless of nationality and promote the creation of an organization that respects diversity.

Persons with Disabilities

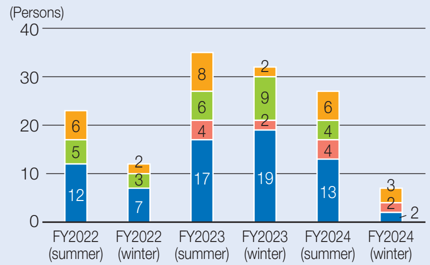
- Status of employment End of FY2024: 2.0%
- Goal employment rate 2.5%

Nippon Chemi-Con proactively conducts the employment of persons with disabilities. Not only does this include staff on site in our various factories and offices, but we also work to allow telecommuting to ensure a comfortable working environment. We are aiming for persons with disabilities to represent at least 2.5% of employees. As a new initiative starting from FY2023, we are accepting trainees from special needs education schools in the metropolitan area and providing assistance such as connecting them with employment opportunities. We are working to promote the employment of workers with disabilities from a medium- to long-term perspective.

Internships

From winter of 2018, we started an open recruitment of internships as part of our job training program. We had mainly accepted students in Tokyo and Kanagawa, but expanded regions to Yamagata in FY2021 and Fukushima in FY2022. Starting in FY2023, we also implemented a new initiative offering open company sessions for administrative and sales employees. We will continue to increase opportunities to promote familiarity with Nippon Chemi-Con through various workplace experiences.

- Number of people accepted for internships



Nippon Chemi-Con Group Education System

Requirements of a Nippon Chemi-Con Group employee common to both domestic and international offices

1) Employees who can take on increasingly difficult challenges 2) Employees with high communication skills 3) Employees who can independently think and act from a global perspective

	Target persons	Program	Number of participants for FY2024
Tiered training	Managerial tier	New managerial staff training	15
	Practical tier	Mid-career employee training	5
		Follow up training I & II	20
		New employee training	20
		Prospective employee training	22

	Target persons	Program	Number of participants for FY2024
Selective training	Managerial tier	Newly appointed overseas representative training	0
	Practical tier	Overseas pre-assignment training	13
		Local overseas employee training system	0
		Global HR development program	0
		Management capability assessment	40
		OJT leader training	20

	Target persons	Program	Number of participants for FY2024
Self-development	All employees	NBS (distance learning)	339

Tiered training

Tiered training is positioned as a training system that is the core of the Company's human resources strategy. We have developed a curriculum that supports systematic acquisition of skills based on the competencies required for each position. New employee training is intended to quickly prepare employees to apply their capabilities and aims to enhance sensitivity to diversity as well as to foster a corporate culture that respects diversity.

New employee training

Selective Training

The Company also works to develop global human resources, and since 2006, we have conducted a selective training program in Japan for local employees of overseas affiliates. To date, more than 180 employees have completed this training, many of whom are active as management personnel in their respective countries.

From FY2017, we introduced OJT leader training at our affiliates in Japan with the goal of preparing new employees to apply their capabilities as soon as possible and improving the basic management capabilities of personnel in charge of training. In addition, the assessment training that we provide as a requirement for promotion to a managerial position allows us to evaluate human resources from more multifaceted perspectives.

We will continue to enhance and systematically strengthen our training measures and develop human resources who are capable of thinking, deciding, and acting based on a global perspective and leading a diverse international team to achieve goals.

Self-development

Nippon Chemi-Con and affiliates in Japan have partnered with a distance learning provider to offer distance learning courses covering nearly 200 subjects twice a year. This system enables employees to freely select courses to promote skill improvement. As an incentive, employees who complete courses with high scores are eligible for partial tuition subsidies from the company. Also, employees who complete coursework are allotted "career points," which are a parameter in the evaluation of promotions and raises. Linking this education system to our HR system helps promote self-development.

Other

The Act on Comprehensive Promotion of Labor Policies (commonly referred to as the Power Harassment Prevention Act) was enacted in June 2020. This law requires companies to implement measures to increase worker awareness and understanding of power harassment as well as measures to promote awareness among workers of their colleagues' words and actions towards other workers. As part of these measures, we implement harassment training for Nippon Chemi-Con and affiliates in Japan. We have started conducting training for managerial and supervisory staff from the second half of FY2020, and for all employees from the second half of FY2021. Thus far, over 2,000 employees have receiving training as we work to improve overall awareness within the Group.

Realization of Work Style Diversity

The Nippon Chemi-Con Group initiates environmental improvement to make active participation possible for personnel with diverse backgrounds and values.

Diverse work styles

- Adoption of work-from-home (includes use of flextime)
- Adoption of flextime (provisional elimination of core time)
- Adoption of hourly paid leave
- Expansion of half-day paid leave
- Change in units for acquirable accumulated paid leave (half-day allowed)
- Childcare leave
- Family care leave
- Shorter working hours
- Staggered working hours
- Returnment support for employees on administrative leave
- Work-treatment balance support
- Welcome-back (rehiring) program

Realization of work-life balance

- Implementation of no-overtime day
- Reduction of overtime work
- Promotion of paid leave acquisition
- Promotion of childcare leave acquisition for men
- Rest between shifts (extended rest times)

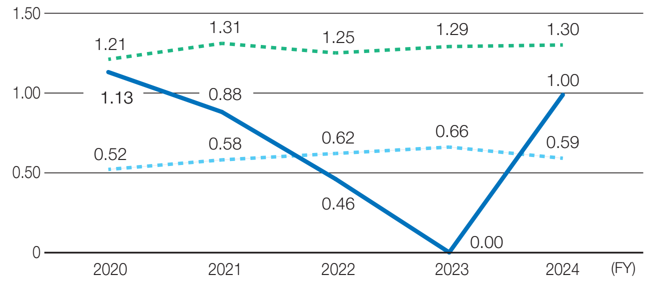
Industrial Safety and Health

The Nippon Chemi-Con Group has Industrial Safety and Health Committees at each site and promotes initiatives on industrial safety and health. In the event of a labor accident, the cause and correction actions are shared with domestic and overseas bases through the supervisory division of manufacturing businesses to prevent reoccurrences.

Status of labor accidents

The lost time incident rate (LTIR) in Japan varies depending on the fiscal year, but the rate in FY2024 was 1.00. There were no incidents that resulted in death.

Lost time incident rate (LTIR)



■ Nippon Chemi-Con and affiliates in Japan
■ Manufacturers of electronic components/devices/electronic circuits ■ Manufacturers

*Source: Lost time incident rate/Survey on Industrial Accidents (Ministry of Health, Labour and Welfare)

Lost time incident rate (LTIR) = Number of victims (leave of 1 day or more) due to industrial accidents ÷ total actual working hours x 1,000,000

Topic Initiatives to Promote Diversity

Nippon Chemi-Con has engaged in diversity promotion activities since FY2022, and in FY2024, the following initiatives were implemented.

1) Awareness survey working group	Worked to identify Group-wide issues in order to clarify targets and goals, with the purpose of promoting diversity in the medium- to long-term.
2) Current state analysis working group	Worked to analyze current conditions in the Company and to prepare and disseminate data for responding to revisions to laws and regulations and obtaining certifications.
3) Awareness enhancement working group	Worked to raise awareness among management and managers concerning diversity promotion, and towards acquiring knowledge concerning diversity promotion as members of the working group.
4) Knowledge enhancement working group	Worked on initiatives to improve employees' awareness concerning diversity, and to create an internal environment where all can work comfortably.

We organize information on internal and external programs and procedures related to maternity leave, childcare leave, and child-rearing, as well as post interviews with employees on their own experiences to help relieve concerns and inconveniences related to achieving work-life balance.

Goal Diversity Promotion Committee

To accept differences and maximize the potential of everyone towards increasing the satisfaction and sense of belonging among employees throughout the entire Group as well as ensure our ability to secure diverse human capital. Also, utilize diverse human capital towards technological innovation, increased business performance, and improvements in our corporate value.

S Social

Healthy Company

Activity Details

Ensuring the health of our employees and their families enables employees to work safely and leads to growth for the company. Embracing the approach that employee health is a benchmark of corporate management status, we aim to provide a comfortable work environment that encourages all employees to actively engage in health management, health risk countermeasures, and health maintenance and improvement. To support the mental and physical health of our employees, we will strengthen our collaboration with health insurance unions and proactively adopt ICT in initiatives to promote health management.

Since FY2017, Nippon Chemi-Con and affiliates in Japan have participated in health management surveys conducted by the Ministry of Economy, Trade, and Industry (METI) to promote effective health initiatives by quantifying health information. We will take a managerial approach and strategically implement employee health management.

Activities in FY2024 (Nippon Chemi-Con and affiliates in Japan)

I. Health management initiatives

1) Maintain a 100% health examination consultation rate and measures to increase rate of re-examinations

Although we have a 100% health examination consultation rate, there is room to improve the rate of re-examinations. To ensure compliance with the Industrial Safety and Health Act and increase health awareness among employees, we will continue working to increase the rate of re-examinations.

2) Providing designated health guidance based on health examination results

Using the results of designated examinations focused on metabolic syndrome, we will use dedicated staff to proactively provide designated health guidance to persons with high risks of lifestyle diseases and may greatly enhance their chances of disease prevention through lifestyle improvements.

Additionally, we visit all offices and plants and arrange to have industry doctors conduct interviews with employees who work long hours.

3) Continuation of stress check system and initiatives to increase response rate

We conduct the stress check system at all workplaces to expand opportunities for discovery with a focus on prevention. In doing so, we are working to prevent the rate of workers who suffer from mental illnesses or require a leave of absence. We strengthen outreach efforts and urge employees who have not responded to stress check queries to improve the response rate, encourage high-stress individuals to attend face-to-face doctor consultations, and strive to create an environment where these issues can be discussed comfortably.

At the same time, we provide line care training for management personnel to provide opportunities for learning how to respond to consultations from subordinates.

II. Health risk initiatives

1) Total ban on smoking during work hours

Society is paying greater attention to measures against smoking because tobacco impacts not only the smoker but also the health of non-smokers due to second-hand smoke. Tobacco increases the risk of lung cancer and ischemic heart disease and can greatly impact future health. We promote various anti-tobacco measures from the desire to promote health maintenance.

In FY2020, the Nippon Chemi-Con Group initiated smoking bans during work hours as part of efforts to further prevent passive smoking.

2) Lifestyle disease prevention

Health physicians and specialists use health examination results to provide health guidance to persons applicable to metabolic syndrome and pre-metabolic syndrome to support lifestyle improvements. To promote the prevention of common illnesses and lifestyle diseases related to eating habits and sleep, we regularly hold behavior improvement seminars at our offices and plants. In fiscal 2024, we made it possible to view on-site seminars online and were able to provide access flexibly to suit the way employees work. We will use online measures as well in FY2025 depending on conditions.

III. Health maintenance and improvement initiatives

Implementing various measures to promote improvement of exercise habits

While many people understand the importance and joy of exercise, the reality is that, even with that understanding, few people habitually engage in exercise. To improve this situation, we aim to increase our "habitual exerciser ratio (ratio of people who have decent exercise habits)" which is an indicator of the Survey on Health and Productivity Management. In FY2024, as in FY2023, we recommended participation in walking events sponsored by the Health Insurance Union, which are easy for individuals to participate in. We will continue to recommend proactive participation in walking events in FY2025.

IV. Achieving work-life balance

We work to create a comfortable work environment that enables balance between work and childcare or family care in order to provide all employees with the opportunity to reach their full potential.

Nippon Chemi-Con has established an action plan based on the Act on Advancement of Measures to Support Raising Next-Generation Children. Through this plan, we aim for paid leave utilization rates and childcare leave utilization rates of 70% and higher, and to reduce average overtime to 29 hours or less per month, per employee. We achieved these goals in FY2024.

We will continue enhancing systems that promote flexible and diverse working styles.

S Social

Contributions to Local Communities

The Nippon Chemi-Con Group values communication with local communities and actively promotes local contribution activities in a spirit of coexistence and coprosperity.

Relationships with Local Communities

Connecting with “Shinai-motsugo” for the Future

The “Shinai-motsugo” freshwater fish is registered as an endangered species by the Ministry of Environment, and was found at Shinainuma in Miyagi Prefecture. Chemi-Con East Japan Corp. Miyagi Plant has been working with local NPOs to protect and hatch Shinai-motsugo on its premises since FY2016. In June 2019, together with local elementary school students, we released Shinai-motsugo into their home Katsurasawa pond. This event has taken place every year since 2020, and on June 26, 2024, we released healthy Shinai-motsugo into the wild yet again. As a member of the community, we will continue with activities that share the importance of nature and its connection with life. We will take one step at a time to pass on nature in its abundance and a gentle spirit to future generations.

Bringing the Blessings of Nature to the Future: Community Cleanup Volunteer Activities

As a part of its regional contribution activities, the Nippon Chemi-Con Group continuously conducts volunteer activities by employees to protect the environment. Every year, many employees and their families participate in cleanup activities along the roads around our offices and at nearby shorelines and rivers to preserve the nature that brings us many “blessings” and pass it on to future generations.

These activities not only beautify local areas, but also serve as opportunities to raise awareness of the natural environment, making them an important part of fulfilling our corporate social responsibility (CSR). We will continue our environmental conservation activities together with local residents and work to realize a sustainable society.

▲ Cleanup activities by Chemi-Con East Japan Corp. Ome Division

▲ Shoreline leaning activities by NIPPON CHEMI-CON CORP. Takahagi Plant

Saving Small Lives for the Future: Minami-Medaka Protection Activities

The Chemi-Con East Japan Iwate Plant has been engaged in activities to protect the Minami-Medaka (Japanese rice fish/ Oryzias latipes), which has been designated as a Vulnerable species on the Ministry of Environment Red List since 2015. This activity began with protecting medaka living in a pond on the plant premises, with the aim of preserving medaka that live in the local Kitakami River system for our future children. The grown medaka are then donated to local elementary schools and other organizations, expanding the circle of conservation in the community.

In 2016, we commenced a partnership with the TDK Akita Kitakami Plant (as it then was) which was located in the same region, by donating approximately 30 medaka. In October 2019, we helped the grown medaka return home by releasing them into the Iwate Plant’s pond. In FY2024, we continued to make donations to local elementary and junior high schools.

We will continue to convey the importance of the natural environment to the next generation through activities for protecting and nurturing small lives, together with residents of the Kitakami region.

▲ Protection activities at the pond on plant premises

▲ Donation to Kitakami Junior High School

▲ Donation to Kurosawajiri Elementary School

G Governance

Corporate Governance

Enhancement of Corporate Governance

2014
- Introduction of an Executive Officer System

2015
- Formulation of Basic Policy for Corporate Governance
- Establishment of Nomination Advisory Committee
- Establishment of Compensation Advisory Committee

2016
- Ratio of outside directors: 1/3
- Start of Effectiveness Evaluations for the Board of Directors

Basic Concept

Nippon Chemi-Con's basic concept of corporate governance is to ensure the transparency and efficiency of management for shareholders and all other stakeholders. In addition to legal functions such as General Meeting of Shareholders, the Board of Directors, the Audit & Supervisory Board, and Accounting Auditor, the company established the internal control systems, and continuously provided information on business conditions through briefing session on financial results and timely disclosure to implement sound, efficient and transparent corporate management.

Our Corporate Governance System

Nippon Chemi-Con is a company with an Audit & Supervisory Board. We have adopted an executive officer system to clearly separate inspection/supervision of management and execution of operations. Additionally, we have established a Nomination Advisory Committee and a Compensation Advisory Committee to strengthen our governance of executive appointments and compensation. Both the Nomination Advisory Committee and Compensation Advisory Committee are chaired by independent outside directors, and each advisory committee is made up of a majority of independent outside directors.

(As of March 31, 2025)

Board of Directors

Nippon Chemi-Con's Board of Directors comprises seven members. A Board of Directors of such a small number allows it to make swift decisions, and the inclusion of three outside directors with no vested interests in the Company reinforces its function of inspecting and supervising management. The Nippon Chemi-Con Articles of Incorporation outline that the company shall appoint no more than 10 people as directors.

Composition of the Board of Directors

Number of outside officers

Inside directors 4	Outside directors 3

Gender Male:5 Female:2 Average age 63

Status of outside director activities

Name	Summary of statements and duties	SummarRate of attendance at the Board of Directorsy of statements and duties
Suzuko Miyata	Makes beneficial statements at various meetings from an independent and objective standpoint based on advanced knowledge of legal affairs and risk management.	23/23
Hiroshi Yoshida	Makes beneficial statements at various meetings from an independent and objective standpoint based on advanced knowledge on sales and marketing.	23/23
Tomomi Nakano	Makes beneficial statements at various meetings from an independent and objective standpoint based on advanced knowledge of financial affairs and accounting.	—

Executive Officer System

Nippon Chemi-Con has introduced an executive officer system to make separation between the function of the Board of Directors' decision making in management and of directors' inspecting and supervising operations and the function of executive officers' executing operations. Executive officers swiftly execute operations based on decisions in management by executing matters determined by the Board of Directors.

Audit & Supervisory Board

The Audit & Supervisory Board inspects the state of the corporate governance, the steering situations, and daily activities in management including those performed by directors. The Board works closely with the internal audit department and the corporate auditor to exchange reports, opinions, and information.

Composition of Audit & Supervisory Board

Number of outside officers

Inside Audit & Supervisory Board Members 2	Outside Audit & Supervisory Board Members 2	Average age 64

Priority audit points for FY2024

i Audits the legality and appropriateness of decision-making processes and decisions made at Board of Directors meetings and other important meetings.
ii Audit of legal compliance of business operations and status of compliance with Business Conduct Guidelines as a business group
iii Audits the organization and operation of the internal control systems for the Nippon Chemi-Con Group as well as the effectiveness of subsidiary governance by each head office organization in charge.
iv Audit of implementation status of the 10th Medium-term Management Plan and of the management policies for FY2024
v Audit of progress and status of the establishment of a new risk management system

Status of outside Audit & Supervisory Board member activities

Name	Summary of statements	Rate of attendance at the Board of Directors/Audit & Supervisory Board
Masaaki Doi	Makes objective statements based on many years of experience and knowledge as a Certified Public Accountant.	23/23 17/17
Kaoru Ogawa	Makes objective statements based on many years of experience and knowledge as a Certified Public Accountant.	18/18 11/11

Nomination Advisory Committee

The Nomination Advisory Committee consult with other members about the content of a draft to be proposal to a General Meeting of Shareholders concerning selection and dismissal of directors and members of the Audit & Supervisory Board and the content of a draft to be proposed to the Board of Directors concerning selection and dismissal of executive officers. Such consultations are conducted prior to determination of such proposals in light of the “Standards for Selection of Directors and Executive Officers” and the “Standards for Selection of Members of the Audit & Supervisory Board” set by the company, the conclusions of which are recommended to the Board of Directors.

Compensation Advisory Committee

The Compensation Advisory Committee consult with other members about matters concerning compensation of directors and executive officers and expenses opinions and advice to the Board of Directors. Such consultations are conducted after the committee considers the business scale and levels of compensation of employees of the company, and decent third party’s study conducted periodically on compensation of corporate management, etc. in addition to levels of compensation of other competitors, socio-economic conditions, etc.

Executive Committee Meeting

Nippon Chemi-Con has established the Executive Committee Meeting for making swift decisions. The committee, which is the consultation organ on operational execution policies, holds weekly meetings, in principle, in order to examine important subjects in management.

Officer Compensation

1. Policies

Compensation for Nippon Chemi-Con directors is designed and managed as a system that is both linked to performance and investor long-term income and to the promotion of personnel growth and development. Our basic policy is to achieve an appropriate and fair balance that further increases director motivation toward maximizing corporate value.

2. Procedures

For the purpose of enhancing the independence and objectivity of functions related to determining directors’ compensation, we establish a Compensation Advisory Committee to deliberate on matters related to directors’ compensation, after which a decision is made by the Board of Directors. The Nippon Chemi-Con Board of Directors has determined that the Representative Director is the most appropriate person for comprehensively assessing the level of contributions to overall Company performance made by the departments overseen by each director. As such, the Board entrusts decisions on individual compensation for each director to the Representative Director. Furthermore, compensation for executive directors is comprised of monthly compensation and performance linked compensation, which is determined based on company performance for the given fiscal year and individual performance. As performance-linked compensation is not appropriate for non-executive directors and outside directors, their compensation consists solely of monthly compensation. Compensation for Audit & Supervisory Board Members is monthly compensation only, which is determined as individual fixed compensation based on deliberations by Audit & Supervisory Board Members. Policies concerning decisions on compensation for individual directors are determined following consultation with and a review by the Compensation Advisory Committee.

Officer category	Total compensation (million yen)	Total compensation by type (million yen)				Number of applicable officers
		Fixed compensation	Performance-linked compensation	Retirement bonuses	Non-monetary compensation (within types on the left)	
Directors (excluding outside directors)	80	80	—	—	—	4
Audit & Supervisory Board Members (excluding Outside Audit & Supervisory Board Members)	41	41	—	—	—	3
Outside officers	46	46	—	—	—	7
Total	169	169	—	—	—	14

(For the fiscal year ended March 31, 2025)

Effectiveness Evaluations for the Board of Directors

Nippon Chemi-Con conducts effectiveness surveys on all Directors and Audit & Supervisory Board Members comprising the Board of Directors. These surveys are used to conduct an effectiveness analysis and evaluation of the Board of Directors.

Main evaluation points

- Structure and governance of the Board of Directors
  (Ratio/responsibilities of independent outside directors, officer training, etc.)
- Corporate strategy and business strategy
  (Monitoring and supervision of the progress of action plans, providing information necessary for strategic deliberations, etc.)
- Business ethics and risk management
  (Establishment of risk assessment process, supervision of establishment and operation of internal control systems, etc.)
- Performance monitoring and evaluation of executives
  (Correlation between performance indicators and management indicators, appropriate formulation and implementation of succession plans, etc.)
- Communication with shareholders
  (Feedback from shareholders, etc.)

For this survey, we used an external organization to evaluate survey questions, and to collect and tabulate the survey responses.

Based on these results of the surveys, our evaluation concluded that the company was largely maintaining the effectiveness of the Board of Directors in FY2024.

Highly evaluated points

- Independent outside directors offer constructive opinions to management and are able to raise objections as necessary.
- The Board of Directors appropriately evaluates the Company's performance and other affairs, and their evaluation is used by the Nomination Advisory Committee and Compensation Advisory Committee and reflected in the Committees' decisions concerning management team nominations and compensation.
- The Board of Directors determines the basic policy regarding the establishment of an internal control system for the Group as a whole, and appropriately supervises the establishment and operation of the internal control system.
- The performance indicators used by management to report performance to the Board of Directors are linked to company's important management strategy or business strategy as well as the key management indicators for determining the corporate value emphasized by the company.

Points requiring improvement

- In accordance with the details of the items to be resolved at the Board of Directors meeting, effective materials will be provided with sufficient lead time, and opportunities for outside officers to be briefed in advance on the agenda for the Board of Directors meeting will be enhanced.
- Provide Directors and Audit & Supervisory Board Members with opportunities for effective and continuous training for acquiring the knowledge necessary to appropriately fulfill their respective roles and responsibilities (including improving and supplementing their knowledge).
- Continue to consider our human resources strategy (including setting of appropriate KPIs and revision of human resources development policies and internal environment improvement policies) that includes the development of legal personnel, managers, and future officer candidates, and share the issues identified and recognized with the Board of Directors.

Based on this analysis/evaluation, we will continue with initiatives aimed at increasing the effectiveness of the Board of Directors.

Issues from FY2023 Effectiveness Evaluations and FY2024 Initiatives

Issues in FY2023

In accordance with the details of the items to be resolved at the Board of Directors meeting, effective materials will be provided with sufficient lead time, and opportunities for outside officers to be briefed in advance on the agenda for the Board of Directors meeting will be enhanced.

FY2024 initiatives

With regard to the timing of provision of materials for the Board of Directors meetings, materials were previously distributed only when all the materials were ready. We have since revised this so that whatever materials are ready will distributed on a specified date. In addition, we increased the number of departments attending advance briefings to enrich the content of the briefings. We will strive to further improve while monitoring the results of the effectiveness evaluation.

G Governance

Compliance

Compliance Promotion System

1. System

The Nippon Chemi-Con Group appoints a managing compliance officer as the chief officer in charge. This chief compliance officer oversees a compliance committee which works to draft compliance policies and action plans related to compliance, and conduct monitoring of implementation progresses for these initiatives. Each department in Nippon Chemi-Con and company of the Group has assigned a compliance officer and compliance staff who work to promote and reinforce policy related to compliance.

2. Measures

To further ensure overall compliance, we conduct CSR internal audits of each factory to confirm that management systems related to labor, health and safety, and ethics at all factories are constantly operating effectively. As compliance education, we hold seminars on sustainability, competition laws and insider trading regulations in new employee training and continuous training conducted at each employee level. One initiative related to ensuring compliance with competition laws is to invite external lecturers (attorneys) to hold competition law seminars. At the same time, we drafted the Basic Policies Concerning Compliance with Competition Laws and other internal regulations and manuals which are applied to internal audits conducted by the legal affairs department every year.

Whistleblowing System

The Nippon Chemi-Con Group has established “Rules on Handling of Whistleblowing,” through which we established a consultation desk and whistleblowing help desk for employees (Nippon Chemi-Con in-house standing statutory member of the Audit & Supervisory Board and Administration Department manager) as part of a system for ensuring the early discovery and prevention of legal infractions and to protect whistleblowers.

With regard to the internal whistleblowing help desk, a new external help desk was established in November 2024. The privacy of those seeking help and of whistleblowers is strictly protected, and anonymous consultations are easily available via e-mail, telephone, web-based form, or letter.

During compliance training, we explain the importance and effectiveness of whistleblowing to promote awareness about the whistleblowing system. To address questions that arise during daily operations, the department in charge of legal affairs serves as a help desk to provide legal consultation and help prevent compliance risks before they arise.

WEB Whistleblowing system
https://www.chemi-con.co.jp/company/sustainability/governance/compliance/whistleblowing.html

G Governance

Risk Management

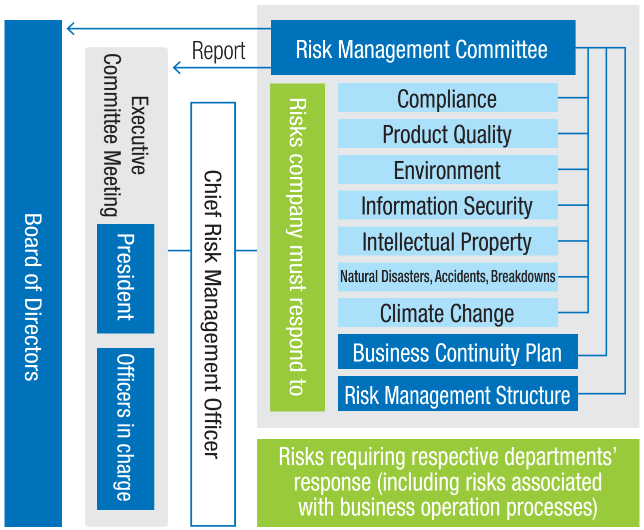
The Nippon Chemi-Con Group has established Basic Policy for Risk Management to prevent risks, including human error and natural disaster, which could have a major impact on business and minimize the subsequent risks to stakeholders. We use Basic Regulations for Risk Management and other relevant regulations to maintain and enhance our risk management system.

Risk Management Promotion System

At the Nippon Chemi-Con Group, the chief risk management officer oversees a risk management committee, which promotes policy related to risk management. This committee works to draft risk management policy that is applied to the entire Group, draft action plans related to risk management, and conduct monitoring of implementation progress for these initiatives. The committee is comprised of the chief risk management officer, managers of departments in charge of risk management, and Audit & Supervisory Board Members. The committee meets once each half year and holds provisional meetings when necessary.

The committee reports twice a year the status of risk management to the Board of Directors and Executive Committee Meeting.

Risk Management System



Risk Factors

Risk items	Risk details	Risk mitigation measures
(1) Risks concerning economic conditions	● Fluctuations in economic conditions in the countries and regions in which our products are sold ● U.S. tariff policy	● Achieve "high-quality growth through enhancement of adaptability" as set forth in the 10th Medium-term Management Plan. ● Pass on costs corresponding to tariff amounts to customers ● Optimize global production, sales, and logistics systems
(2) Risks concerning exchange rate fluctuations	● Fluctuations in exchange rates when converting financial statements of our foreign affiliates into JPY	● Hedge risk through forward exchange contracts, etc.
(3) Risks concerning price competition	● Fluctuations in production and sales costs, and rises in material costs ● Price competition between competitors in Japan and overseas due to innovations in production technology	● Utilize an integrated production system from material development to product sales. ● Reduce costs through optimized production systems. ● Develop products with high added value and high profitability, and expand sales in core markets.
(4) Risks concerning raw material price fluctuations and procurement	● Pressure for material prices to rise due to soaring logistics, labor, and raw material costs ● Cost increases due to rising prices of raw materials such as aluminum foils and chemicals ● Delays in product shipments caused by raw material shortages due to natural disasters, etc. ● Geopolitical tensions due to armed conflicts between countries such as the conflict in Ukraine ● Increase in production suspension (EOL) cases to reduce unprofitable operations	● Promote local procurement at overseas manufacturing companies. ● Continuously reduce costs through productivity improvements. ● Purchase raw materials from multiple suppliers. ● Engage in regular credit management of suppliers. ● Reinforce the supply chain aimed at stable procurement.
(5) Risks concerning product defects	● Potential for a large-scale product defect to impact operating results and financial position ● Product liability insurance may not be sufficient to fully cover the liability compensation amount	● Comply with quality management standards (UL standards, AEC-Q200, etc.). ● Obtain ISO9001 and IATF16949 certifications and strengthen quality. ● Establish a structure that responds quickly to minimize effects in case of a defect.
(6) Risks concerning laws and public regulations	● Cost burden associated with changes in laws and public regulations ● Criminal penalties, governmental charges, and payment of compensation due to regulatory violations ● Environmental liability risk due to the enactment or amendment of environmental legislation ● Payment of fines imposed by legal authorities of various countries and settlements in civil lawsuits	● Comply with environmental legislation and respond rapidly to amendments. ● Manage risk through legal means and settlements.
(7) Risks concerning natural disasters and unpredictable events	● Production halts caused by facility damage or difficulty in supplying electricity or water due to earthquakes, etc. ● Economic downturn due to the spread and prolongation of infectious diseases ● Suspension of operations requested by national governments	● Strengthen cooperation with administrative authorities and information gathering. ● Implement various infection prevention measures, including telecommuting and staggered working hours. ● Continue operations by adopting tools for remote work.
(8) Risks concerning climate change	● Additional costs arising from the introduction of carbon tax, carbon pricing, and an emission trading system. ● Lowering of market competitiveness in the event of an inability to meet customer requirements related to environmental performance and sustainability ● Suspension of business continuity and additional costs arising from intensified and more frequent natural disasters	● Reduce CO_2 based on the roadmap for energy saving and carbon-neutral measures. ● Expand disaster prevention equipment at business bases, which would be significantly impacted by a natural disaster. ● Make endeavors that will satisfy customer requirements from the viewpoints of procurement and R&D.
(9) Occurrence of grounds for lifting of restrictions on conversion of stock	● Dilution of common stock as an effect of the exercise of put options in connection with Class A Stock or Class B Stock with shares of common stock as consideration	● Limit the dilution of common stock by undertaking redemption with cash

G Governance

Message from Outside Officers

Anticipating strong progress from strengthening the organization

Outside Director
Suzuko Miyata

This year, the final year of the 10th Medium-Term Management Plan, the Company launched a new executive system. Over recent years, the Company's management has been forced to endure many difficulties concerning competition law issues, but President Konno has shown determination and enthusiasm to build on these experiences to make "strong progress."

Under the new structure, I understand that personnel have been allocated with the intention to advance the Company's legal affairs and human resources strategies, areas in which the Company has faced issues for a long time. In order to strengthen and enhance the Company's governance, which is essential for the future development of its business, ceaseless efforts are needed. The organization must function in an organic manner in order to sustain its industry-leading product development capabilities and production technologies to create further value and contribute to society. Amid the current trend toward more frequent job changes, measures are needed to reduce the turnover rate for young employees and steadily build the strength of the Company's human resources. The Diversity Promotion Committee, which is currently engaged in a variety of initiatives, will also be required to actively demonstrate the fruits of its labor both within and outside the Company. I will continue to contribute as an Outside Director to strengthening the weaknesses in the governance system.

Corporate governance for strengthening growth power

Outside Director
Hiroshi Yoshida

As you would know, in April of this year, the Ministry of Economy, Trade and Industry formulated the "Five Principles of the Board of Directors to Enhance 'Growth Power'" and the "Corporate Governance for Enhancement of 'Growth Power'"

It is expected that the Company's Board of Directors and management team will make use of this system to strengthen the Company's "growth power."

Companies are expected to shift from cost cutting-focused management from times of prolonged deflation to "aggressive management," in which they take risks, reorganize their business portfolio, and make proactive growth investments in order to strengthen their "growth power."

It goes without saying that the Board of Directors has operated to expected compliance standards to date. Nevertheless, the Board of Directors will be required to deeply transform in order to enhance growth power, the fundamental challenge of a company.

In current circumstances, recovering growth power will be a major theme now that the resolution of the competition law compliance issues is in sight.

Fortunately, there are clear signs of expansion in the ICT market for our products. As a Director, I will do my best to improve the Company's earnings structure leveraging the Company's industry advantage in producing small, light components and further development of its aluminum electrolytic capacitor technology using liquid immersion cooling systems.

The final year of the 10th Medium-term Management Plan

Outside Director
Tomomi Nakano

FY2025 is be the final year of the Company's 10th Medium-Term Management Plan, and the entire Company will be required to make concerted efforts to make progress in achieving the management targets set out in the plan.

The financial condition of the Company has been significantly damaged due to payments of damages and other consequences in connection with competition law violations. Strengthening the Company's financial base has become an urgent issue. Even as we invest in growth areas and aim to stabilize our earnings base, I believe that it is necessary to first focus on stabilizing our financial position.

To that end, we must accurately identify the cost of capital to increase capital efficiency and profitability, and manage the Company paying attention to maintaining an ROE greater than the cost of shareholder capital, and an ROIC greater than the WACC (weighted average cost of capital).

The Company has indicated its intention to proactively focus on businesses involving high value-added products that are in high demand in the ICT market. I expect that the Company will bring about a further virtuous cycle of making appropriate research and development investments, making capital investments that take capital costs into consideration, creating high-quality products through highly efficient manufacturing processes, increasing customer satisfaction with partner companies that incorporate the Company's products, and improving business performance.

To make the execution of such businesses possible, I would like to promote the enhancement of human capital through the development of innovative human resources, and encourage efforts to promote the advancement of women in order to further revitalize the Company's internal environment.

I will also work with a strong awareness of the need to resume dividend payments to our shareholders, the owners of the Company.

An effective governance system

Audit & Supervisory Board Member
Masaaki Doi

As a global business, the Nippon Chemi-Con Group is greatly affected by international social and economic conditions. There are also concerns of changing risks and the occurrence of unexpected events due to increased uncertainty on a global scale. To continuously improve corporate value, we must take on new active challenges. At the same time, it is becoming increasingly important to strengthen global risk controls and governance systems.

We are currently in the midst of the 10th Medium-term Management Plan. Amid significant changes in the corporate environment, I believe that the Company's position requires the implementation of reforms more vigorously than ever to push through its various measures and achieve various targets. I expect the upcoming 11th Mid-term Management Plan that is to be formulated to clarify the necessary reforms and the ideal vision of the Company and actively and steadily implement a range measures.

Three years have passed since I assumed the position of Outside Audit & Supervisory Board Member, and during this time, several very important management events took place. Significant issues and problems may again arise in the future. In order to address these issues flexibly and appropriately, the Company needs to maintain and strengthen an effective governance system. As an Outside Audit & Supervisory Board Member, I would like to closely monitor these issues.

Walking with our stakeholders as NIPPON CHEMI-CON CORPORATION

Audit & Supervisory Board Member
Kaoru Ogawa

The Company has relationships with various stakeholders, including general shareholders, institutional investors, financial institutions, stakeholders who are part of our value and supply chains, national and local governments, local communities, the natural environment, our employees, and other aspects of society as a whole. We receive many kinds of support from our stakeholders while also impact them positively and negatively and by our business outcomes.

Therefore, when the Company makes policy decisions and conducts business activities, it must always take into consideration its relationships with and impact on stakeholders and the expectations of stakeholders from the Company.

I believe that it is important for the Company's management team to be fully aware of this in fulfilling their commitments as corporate managers, and for top management to take the lead in instilling this throughout the Company.

As an Outside Audit & Supervisory Board Member, I will strive to raise the management team's awareness around such issues.

G Governance

Executive Members (As of June 27, 2025)

Representative Director and President
Kenichi Konno

Date of birth : December 25, 1965
Joined Company in 1984

Currently President and Chief Executive Officer

Formerly President of Chemi-Con East Japan Corp.
Division Manager of Product Business Management, Nippon Chemi-Con Corp.

Director
Norio Kamiyama

Date of birth : April 1, 1959
Joined Company in 1983

Currently Chairman and Executive Officer

Formerly CQO and Division Manager of Quality Assurance Headquarters, Nippon Chemi-Con Corp.
CTO and Division Manager of R&D Headquarters, Nippon Chemi-Con Corp.

Director
Osamu Ishii

Date of birth : July 3, 1959
Joined Company in 1984

Currently Senior Managing Executive Officer (CFO, Officer in charge of Accounting Dept./Corporate Strategy Dept./Digital Strategy Dept.)

Formerly Department Manager of Division Planning Dept., Material Division Headquarters, Nippon Chemi-Con Corp.
Department Manager of Accounting Dept., Planning Headquarters, Nippon Chemi-Con Corp.

Director
Minetoshi Irie

Date of birth : December 16, 1970
Joined Company in 1998

Currently Senior Executive Officer (Division Manager of Sales Headquarters, President of United Chemi-Con, Inc.)

Formerly Managing Director of Europe Chemi-Con (Deutschland) GmbH
President of Chemi-Con Trading (Shenzhen) Co.,Ltd.

Outside Director
Suzuko Miyata

Date of birth : April 2, 1955
Appointed as Director in June 2021

Formerly Senior Managing Director, Legal Affairs Strategy Manager, Chairperson of Risk Management Committee, Special Expert Committee Member of Internal Audit Division, TV TOKYO Holdings Corporation

Outside Director
Hiroshi Yoshida

Date of birth : July 24, 1955
Appointed as Director in June 2023

Formerly Director and Vice Presidential Executive Officer, President of Performance Polymers SBU, Asahi Kasei Corp.

Outside Director
Tomomi Nakano

Date of birth : August 17, 1969
Appointed as Director in June 2025

Currently Representative of Nakano Tomomi Certified Public Accountant and Tax Accountant Office
Outside Director, Audit Committee member, of Nihon Chozai Co.,Ltd.
Outside Director (Audit and Supervisory Committee Member), Mebuki Financial Group, Inc.
Supervisory Member of Healthcare & Medical Investment Corporation

Formerly Outside Audit & Supervisory Board Member of Kiraboshi Bank, Ltd.
Outside Director, Audit Committee member of Uniden Holdings Corporation

Audit & Supervisory Board Member
Shunichi Horino

Date of birth : September 3, 1963
Joined Company in 1988
Appointed as Audit & Supervisory Board Member in June 2024

Formerly Department Manager of Internal Audit Department

Audit & Supervisory Board Member
Hirokazu Ichihara

Date of birth : March 14, 1962
Joined Company in 1984
Appointed as Audit & Supervisory Board Member in June 2025

Formerly Representative Director of Chemi-Con Nagaoka Corp.
Department Manager of Electro-Products Development Dept., Electronic Units Division Headquarters

Outside Audit & Supervisory Board Member
Masaaki Doi

Date of birth : September 15, 1960
Appointed as Audit & Supervisory Board Member in June 2022

Currently Head of Doi CPA Office
Outside Audit & Supervisory Board Member, KOBELCO WIRE COMPANY, LTD

Formerly Managing Director, General Manager of Osaka Regional Office No.2, Asahi Shinwa & Co.
(currently KPMG AZSA LLC)

Outside Audit & Supervisory Board Member
Kaoru Ogawa

Date of birth : April 3, 1958
Appointed as Audit & Supervisory Board Member in June 2024

Currently Head of Ogawa CPA Office
Outside Audit & Supervisory Board Member of Japan Tissue Engineering Co., Ltd.

Formerly Partner, Deloitte Touche Tohmatsu LLC
Director, The Japanese Institute of Certified Public Accountants
Partner, GYOSEI & CO.
Outside Audit & Supervisory Board Member, AT-Group Co., Ltd.

Skill Matrix - Directors and Audit & Supervisory Board Members

To promote the Company's sustainable growth and medium- and long-term improvements in corporate value, we use our corporate philosophy as the basis for identifying the skills and experience required of the Board of Directors with comprehensive consideration given to the following: (1) product planning reform and structural reform measures, (2) global market environment response measures, and (3) sustainability promotion. Particular areas of expectation for directors include the following. Furthermore, skills selection for independent outside directors focuses on management experience at other companies and the ability to make meaningful recommendations concerning governance for Nippon Chemi-Con.

(As of June 27, 2025)

Name	Attributes	Position in the Company	Age	Gender	Term of office	Skills and experience					
						Corporate Management	R&D/Producion/Quality	Sales/Marketing	Legal Affairs/Sustainability	Finance/Accounting	International Experience
Kenichi Konno		President (Chief Executive Officer)	59	Male	2	○	○				
Norio Kamiyama		Director (Chairman and Executive Officer)	66	Male	9	○	○				
Osamu Ishii		Director (Senior Managing Executive Officer)	65	Male	4	○				○	○
Minetoshi Irie		Director (Senior Executive Officer)	54	Male	—	○		○			○
Suzuko Miyata	Outside Independent officer	Director	70	Female	4	○			○		
Hiroshi Yoshida	Outside Independent officer	Director	69	Male	2	○		○			
Tomomi Nakano	Outside Independent officer	Director	55	Female	—					○	
Shunichi Horino		Audit & Supervisory Board Member	61	Male	1					○	○
Hirokazu Ichihara		Audit & Supervisory Board Member	63	Male	—	○	○				
Masaaki Doi	Outside Independent officer	Audit & Supervisory Board Member	64	Male	3					○	
Kaoru Ogawa	Outside Independent officer	Audit & Supervisory Board Member	67	Male	1				○	○	

Executive Officers

- President and Chief Executive Officer Kenichi Konno
- Chairman and Executive Officer Norio Kamiyama
- Senior Managing Executive Officer and CFO Osamu Ishii
- Managing Executive Officer and CTO Katsunori Nogami
- Senior Executive Officer Minetoshi Irie
- Executive Officer Katsuaki Abe
- Executive Officer and CQO Hiroyuki Wakabayashi
- Executive Officer Akimi Makino
- Executive Officer Yusuke Fukushima