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Editing Policy

The CHEMI-CON REPORT is an integrated report created once per year and published on our website to help our shareholders, investors, and other stakeholders better understand our business activities, our corporate value, and the appeal of the Nippon Chemi-Con Group. In addition to financial information, we provide an overview of our mediumand long-term management strategy and ESG information (environment, social, governance). More detailed information and updates may be found in the various materials we publish as necessary, as well as on other pages on our website.

During the creation of this document, we reference the International Integrated Reporting Framework published by the International Integrated Reporting Council (IIRC). Furthermore, forward-looking statements indicated in the CHEMI-CON REPORT are forecasts we have deemed to be reasonable based on information available at the time of creation. Due to a variety of factors, actual results may differ from published forecasts.

Sites covered — Nippon Chemi-Con Corporation and its Group affiliates
Period covered — FY 2025 (April 1, 2025 through March 31, 2026)
However, some contents include activities after April 2026

CHEMI-CON REPORT 2026 Highlights

The purpose of the CHEMI-CON REPORT is to disclose our corporate activities aimed at realizing our corporate philosophy of "Contributing to Environmentally and People Friendly Technology." CHEMI-CON REPORT 2026 reviews our performance for FY2025 and the 10th Medium-term Management Plan. Based on the achievements and challenges identified in this review, we explain our business strategies, financial strategies, and initiatives to strengthen our management foundation aimed at achieving renewed growth and the sustainable improvement of corporate value.

Message from Our President ▸P6
The President reviews the Company's performance for FY2025 and the results of the 10th Medium-term Management Plan, and explains our management challenges and the measures we are taking to address them. He also outlines our management policies for building on the achievements of our product planning reforms and in growth markets to drive further growth and realize the overwhelmingly competitive advantage set forth in the 11th Medium-term Management Plan.

Review of the 10th Medium-Term Management Plan / The 11th Medium-Term Management Plan ▸P11-12
We review the achievements and challenges of the 10th Medium-term Management Plan and explain the 11th Medium-term Management Plan, which was formulated based on this analysis. We aim to enhance the competitiveness of our aluminum electrolytic capacitor business through profit expansion in growth markets, regaining market share in the mass market, and cost restructuring, thereby transforming into a corporate structure that is resilient to changes in the market environment.

Message from Our CFO ▸P16
We explain our financial strategy for achieving the sustainable improvement of corporate value by balancing growth investments with financial soundness. We explain our approach to reviewing our capital structure, our cash flow-focused management, investment decisions that take the cost of capital into account, cash allocation, and shareholder returns.

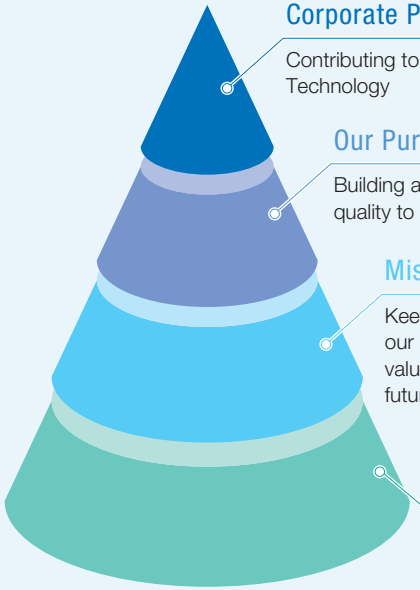
Corporate Philosophy and the Company's Medium to Long-term Management Vision

Aluminum electrolytic capacitors are essential core components among a wide range of electronic devices that support people's daily lives and industrial activities. As global efforts toward the realization of a carbon-neutral society accelerate, demand is increasing for high-performance, high-functionality products that contribute to energy conservation and high efficiency. Against the backdrop of this external environment, Nippon Chemi-Con, based on its corporate philosophy of "Contributing to Environmentally and People Friendly Technology," has been developing business activities with the mission of contributing to technologies that realize dreams by continuously delivering product value that creates a prosperous future and realizes technological innovations, while looking ahead to global developments, including sustainable initiatives aimed at the global environment, changes in technology driven by accelerating technological innovations, rising geopolitical risks, and demographic shifts.

In recent years, expectations for aluminum electrolytic capacitor have been rising in the rapidly expanding AI server-related market. Demand is growing significantly not only for a diverse range of aluminum electrolytic capacitors, including snap-in types used in AI server power supplies, but also for those used in data center infrastructure facilities, particularly large-size aluminum electrolytic capacitors.

Looking further into the future, "liquid immersion cooling" has come into focus as a next-generation cooling technology that can significantly reduce power consumption when cooling servers. The Company was the first in the industry to successfully develop aluminum electrolytic capacitors compatible with liquid immersion cooling environments, and we are proceeding with product development with a view to future market expansion.

Schematic diagram of Corporate Philosophy and Management Vision



Corporate Philosophy

Contributing to Environmentally and People Friendly Technology

Our Purpose

Building a society that uses sound technology and quality to live in harmony with the environment.

Mission

Keep contributing to technologies that fulfill our dreams by continuously providing the value that enables the creation of a brighter future and technological innovation

Medium to Long-term Management Vision

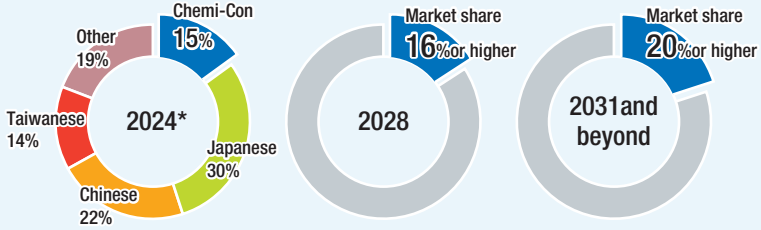
Guidelines for the Company's future vision based on its Corporate Philosophy

Medium to Long-term Management Vision (Where we want to be in 2031 and beyond)

Based on the Company's Corporate Philosophy, Purpose, and Mission, we have established our management vision as a statement of where we want to be over the medium- to long-term through our business activities, as well as the indicators we should strive for in order to achieve sustainable growth.

Grow to become a leading company that drives industry	Contribute to society by providing product value represented by unwavering performance and quality
Build a sound financial position and a stable management platform	Continuously provide appealing products by establishing a solid management platform
Improve employee engagement	Be a company that promotes employee career formation and continuously provides motivation, serves as a source of pride, and offers challenges

Medium- to long-term targets for aluminum electrolytic capacitor global market share



* Estimated by the Company based on external research figures

Under our 11th Medium-term Management Plan, which began in April 2026, the Company formulated a business strategy toward realizing its Medium to Long-term Management Vision. In high value-added markets experiencing rapid growth, we will establish a competitive advantage by continuing to introduce high-performance, high-quality products. Meanwhile, in the mass market centered on general purpose products, we will steadily promote productivity improvements and cost restructuring, aimed at expanding our market share and improving our profitability. Through these initiatives, we will rebuild our business foundation and fundamentally strengthen our profit structure, and aim to continuously improve corporate value while achieving the transformation toward our future vision, as set forth in the Medium to Long-term Management Vision.

Through these initiatives, as we look ahead to the 100th anniversary of the Company's founding in 2031, we will continue to refine technological capabilities and pursue value creation based on our Corporate Philosophy of "Contributing to Environmentally and People Friendly Technology," thereby contributing to the realization of a sustainable society and the creation of a prosperous future.

History

Since its establishment in 1931 as the first Japanese manufacturer of aluminum electrolytic capacitors, Nippon Chemi-Con has developed and provided a variety of products that meet the demands of the times.

Social conditions/ issues

Dawn of the electronics industry
Post-war reconstruction and rapid growth
Home appliance boom
Car boom
Bubble economy
Globalization

1930 › 1980

Values/ products we provide

- Mass production of capacitors for radios
- Start of capacitor export
- Mass production of capacitors for TVs
- Mass production of capacitors for tape recorders
- Supplying of capacitors specialized for transistor radios (world's first)
- Automation of capacitor manufacturing facilities (world's first)
- Supplying of capacitors for vehicles
- Mass production of capacitors for consumer-use VTR

Aug 1931 Successful commercialization of Japan's first electrolytic capacitors. "SATOH DENKI KOGYOSHO" as a limited partnership company established in Tokyo.

1943 | 1945 A product fromSATOH DENKI KOGYOSHO days.



Aug 1947 Company reorganized, company name changed to "NIPPON CHEMICAL CAPACITOR INC."

1955 A micro electrolytic capacitor installed in Japan's first transistor radios.



May 1963 Japanese spelling of the company adjusted.

Apr 1966 A new plant established in Miyagi Prefecture for production of small size aluminum electrolytic capacitors.

Jun 1966 HITACHI ELECTROLYTIC FOIL LABORATORY INC. (later changed to KDK CORP.) established in Ibaraki Prefecture for production of materials for aluminum electrolytic capacitors.

Mar 1969 A new plant established in Iwate Prefecture for production of medium size aluminum electrolytic capacitors.

Jun 1970 UNITED CHEMI-CON, INC. established in the United States.

Sep 1970 Listed on the second section of the Tokyo Stock Exchange.

Sep 1972 SAMYOUNG ELECTRONICS CO., LTD. established as a joint venture in South Korea.

Feb 1975 SINGAPORE CHEMI-CON (PTE.) LTD. established in Singapore.

Jun 1976 A new plant established in Fukushima Prefecture for production of large size aluminum electrolytic capacitors.

Feb 1977 EUROPE CHEMI-CON (DEUTSCHLAND) GmbH, established in Germany.

Sep 1977 Listed on the first section of the Tokyo Stock Exchange.

Apr 1979 TAIWAN CHEMI-CON CORP. established in Taiwan.

Sep 1980 A local Hong-Kong affiliate (currently HONG KONG CHEMI-CON LTD.) established.

Jul 1981 Company name changed to "NIPPON CHEMI-CON CORPORATION."

Jan 1993 P.T. INDONESIA CHEMI-CON established in Indonesia.

May 1994 DONG GUANG KDK ALUMINUM FOIL MANUFACTURE LTD. established in China.

Apr 1995 Acquisition of shares of MARCON ELECTRONICS CO., LTD.

1998 Conductive polymer aluminum solid capacitors launched.



May 1998 SHANGHAI CHEMI-CON TRADING CO.,LTD. established in China.

Oct 1999 Merger of the processing division of KDK CORP. to strengthen technical development capabilities of aluminum electrolytic capacitors.

History

*Total of BEV (Battery Electric Vehicle) and PHEV (Plug-in Hybrid Electric Vehicle) among passenger vehicles.
Source: International Energy Agency (IEA), Global EV Outlook 2021

Social conditions/ issues

Century of the environment
Popularization of digital devices and IT adoption
Emergence of hybrid cars

Towards a sustainable society
Generative AI boom
Global number of EV exceeds 10 million*

2000 → 2025

Values/ products we provide

- Supplying of conductive polymer aluminum solid capacitors for home video game consoles (world's first)
- Introduction of lead-free, environmentally friendly capacitors
- Supplying of supercapacitors for passenger vehicles (world's first)
- Commercialization of hybrid capacitors
- SAccelerating the development of aluminum electrolytic capacitors for AI server power supply unit

Aug 2002 Production of aluminum electrolytic capacitors launched at CHEMI-CON (WUXI) CO., LTD. in China.

2003 Mass production of large capacitance supercapacitors launched.



Apr 2003 CHEMI-CON ELECTRONICS (THAILAND) CO., LTD. established in Thailand.

Apr 2008 CHEMI-CON TRADING (SHENZHEN) CO.,LTD. established in China.

2012 Conductive polymer hybrid aluminum electrolytic capacitors launched.



Mar 2012 Kanagawa Research Center established.

Feb 2016 CHEMI-CON AMERICAS HOLDINGS, INC. established as a regional headquarters in the United States.

Aug 2016 NIPPON CHEMI-CON CORP.'s shares of CHEMI-CON (WUXI) CO.,LTD. transferred to HONG KONG CHEMI-CON LTD.

Apr 2017 Consolidation of FUKUSHIMA ELECTROLYTIC INDUSTRY CORP. to CHEMI-CON FUKUSHIMA CORP. and Consolidation of CHEMI-CON YONEZAWA CORP. to CHEMI-CON YAMAGATA CORP.

Apr 2020 CHEMI-CON EAST JAPAN MATERIALS CORP. established after the split of the electrode foil business of CHEMI-CON IWATE CORP. and CHEMI-CON FUKUSHIMA CORP. The absorption of CHEMI-CON IWATE CORP. and CHEMI-CON FUKUSHIMA CORP. into CHEMI-CON MIYAGI CORP., renamed CHEMI-CON EAST JAPAN CORP.

Mar 2022 Declaration of support for the recommendations of the Task Force on Climate-Related Financial Disclosures (TCFD).

Apr 2022 Transition to the Prime Market of the Tokyo Stock Exchange.

Oct 2023 Absorption of CHEMI-CON MACHINERY CORP. into CHEMI–CON EAST JAPAN CORP. Absorption of CHEMI-CON NAGAOKA CORP. into CHEMI-CON YAMAGATA CORP., renamed CHEMI-CON DEVICE CORP.

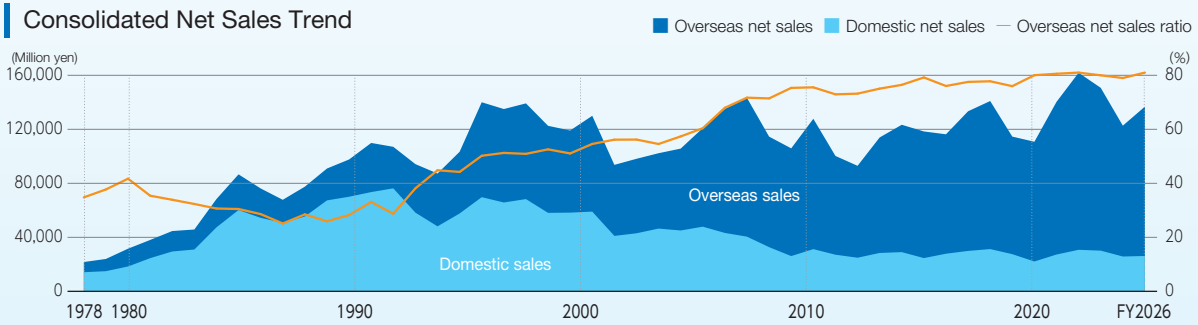
Jun 2024 Completed construction of a dedicated hybrid capacitor manufacturing building at Chemi-Con East Japan Corp. Miyagi Plant.

Oct 2025 CHEMI-CON ELECTRONICS (INDIA) PVT.LTD. commenced operations in India. UNITED CHEMI-CON, INC.'s Detroit Office established in the United States.

Nov CHEMI-CON ELECTRONICS (INDIA) PVT.LTD.'s Bengaluru Office established in India.

Mar 2026 UNITED CHEMI-CON, INC.'s Austin Office established in the United States.

Consolidated Net Sales Trend



At a Glance (As of March 31, 2026)

We respect people and aim to be a company that contributes to society and the environment through the creativity of all employees.

Since its founding in 1931, Nippon Chemi-Con has been developing a wide range of electronic components, starting with aluminum electrolytic capacitors.
Based on our corporate philosophy, “Contributing to Environmentally and People Friendly Technology,” we aim to create the next value (corporate value, product value, new business).
We will further strengthen the development capabilities, manufacturing capabilities, and sales capabilities that we have gained over many years, and contribute to the resolution of social issues by providing high value-added products.

Consolidated Net Sales

136.8 billion yen

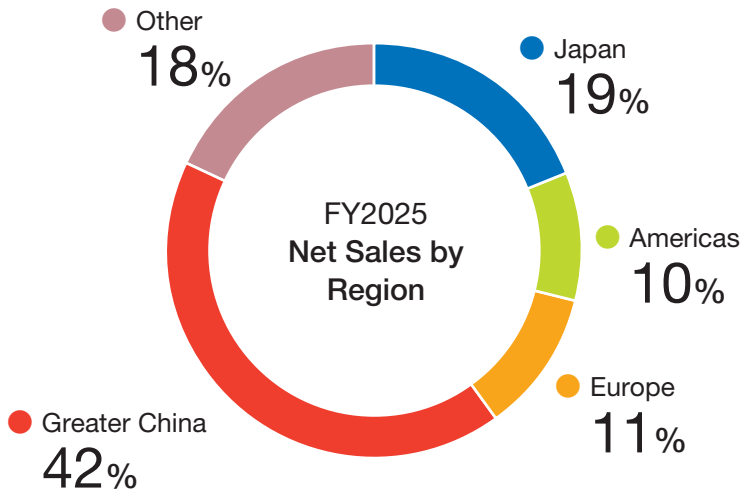
Consolidated Operating Profit

3.3 billion yen

Number of Employees (Consolidated) (including fixed-term employees)

5,647

Net Sales by Region



Employee Composition by Region (including fixed-term employees)

