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

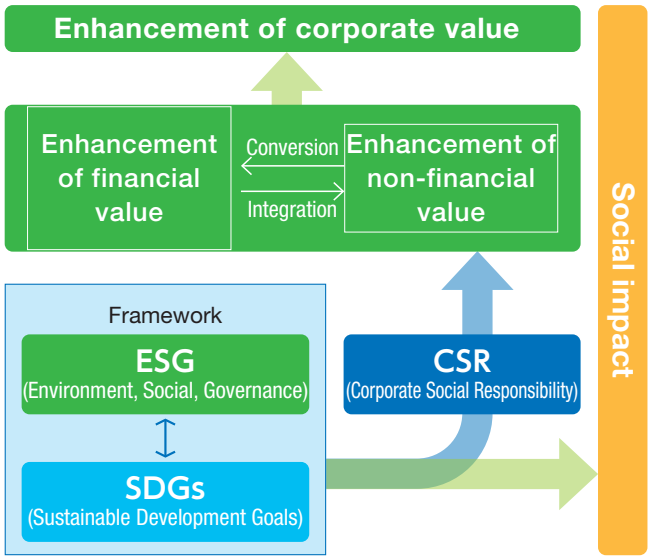
Sustainability Promotion System

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 △: No progress —×: Not evaluated in the fiscal year under review

ESG initiative items	FY2025 major activities and goals	FY2025 achievements and progress	Degree of completion	FY2026 major activities and goals	Related pages
E Environment / Global environment conservation	Global warming prevention and energy conservation activities			Global warming prevention and energy conservation activities	
	・Energy intensity improvement: 1% or higher per year*1	Base year (FY2020) comparison: 10.4% improvement	◎	・Energy intensity improvement: 1% or higher per year*1	P30
	・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%	Base year (FY2013) comparison: Manufacturing bases in Japan: 33.4% improvement Manufacturing bases overseas: 6.0% improvement	○ ◎	・CO_2 emission reduction rate goal (FY2013 comparison)*1 Manufacturing bases in Japan: 37.8% Manufacturing bases overseas (excluding Samyoung Electronics and Qingdao Samyoung Electronics): 8.5%	
	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	P32
	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	P50
	Effective use of resources and waste reduction, promotion of 3Rs including plastic waste ・Final disposal rate: 1.0% or less[2]	Final disposal rate: 0.41%	◎	Effective use of resources and waste reduction, promotion of 3Rs including plastic waste ・Final disposal rate: 1.0% or less[2]	P31
	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	P31 P39
	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	P39
	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	P30
	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]	P18 P20

[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

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

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

ESG initiative items		FY2025 major activities and goals	FY2025 achievements and progress	Degree of completion	FY2026 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]	P38
		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]	P37-38
		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]	P38
	Human resource development	Conduct tiered training[5]	Conducted as scheduled	◎	Conduct tiered training[5]	P36
		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]	
		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]	
		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]	
	Diversity	Proactive employment of foreign students studying in Japan[4]	Hired three persons	○	Proactive employment of foreign students studying in Japan[4]	P35
		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]	P35
		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]	
		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]	P35-36
	Social welfare	Provide support such as vaccines and clothing to developing nations[5] Support wheelchair purchases[5]	Continued Implementation	◎	Provided public support, including donation of emergency supplies and collection of soda can pull tabs[5]	
	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]	P36
		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]	

[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

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

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

ESG initiative items		FY2025 major activities and goals	FY2025 achievements and progress	Degree of completion	FY2026 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]	P40
		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]	P40 WEB
		Compliance with basic policy on corporate governance[4]	In compliance with policies	◎	Compliance with basic policy on corporate governance[4]	P40 WEB
		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
	Compliance	Continue publishing articles related to legal affairs in the company newsletter*[5]	Continued publishing articles related to legal affairs in the company newsletter	○	Continue publishing articles related to legal affairs in the company newsletter*[5]	P43 WEB
		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]	P26 WEB
		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]	P43
	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]	P43-44 WEB
		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 including plastics
- 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
- Ensuring business continuity by establishing and maintaining management system to prevent environmental risks and climate change risks, and to minimize the impacts when they occur, as well as by strengthening water resource risk management.
- 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 companywide activities led by an energy conservation working group, which is comprised of staff in charge of energy.

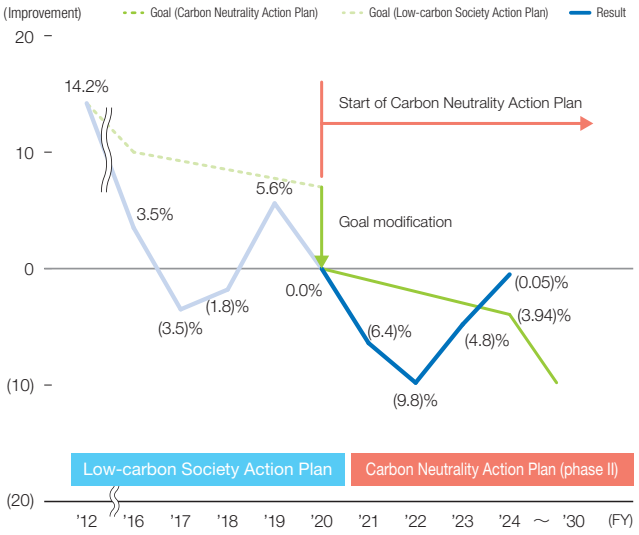
Mid-term target In light of "Carbon Neutrality Action Plan" by industrial associations:

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	2021	2022	2023	2024	2025
Purchased electric power*2	397,629	389,238	339,868	327,454	344,353
Grade A heavy oil	6,029	5,961	5,380	4,916	4,518
Kerosene	1,144	1,128	881	1,012	1,029
City gas	18,133	15,929	14,460	14,007	18,112
Gasoline	118	189	189	164	122
LPG	260	306	277	222	276
LNG	16,179	15,164	14,405	15,629	11,771
Diesel (Light oil)	52	37	34	39	35
Other*3	294	174	0	0	10
Total	439,839	428,126	375,494	363,444	380,226

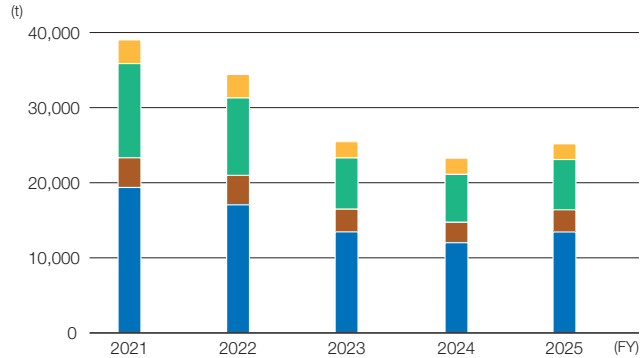
*1 Aggregation scope: Total for overseas manufacturing bases (excluding Samyoung Electronics and Qingdao Samyoung Electronics), manufacturing bases in Japan and head office.
*2 CO_2 emissions from electric power generation are calculated using the average emission factors (based on location) for each country and region.
*3 Other emissions refer to emissions from industrial steam until FY2024, and emissions from refrigerant leaks from FY2025 onwards.

Resource Conservation

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

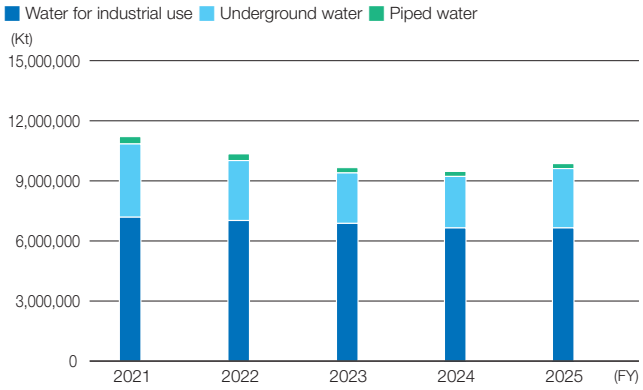
We contribute to the effective use of resources by encouraging the 3Rs, which stand for reduce, reuse and recycle, and improving production processes.

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*



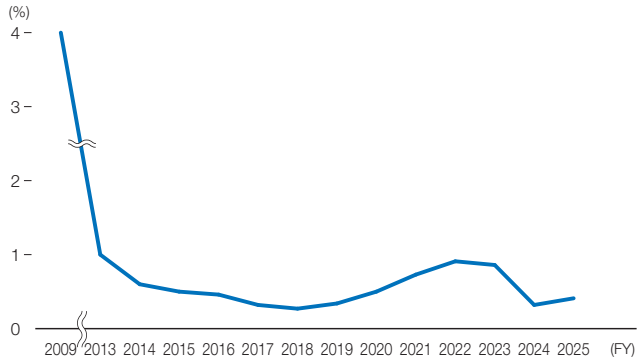
*Manufacturing bases in Japan and overseas (excluding Samyoung Electronics and Qingdao Samyoung Electronics), head office

Waste Reduction

The Nippon Chemi-Con Group is working on resource circulation and reduction in landfill disposal volumes by promoting activities to reduce the amount of industrial waste generated.

We further promote the 3Rs, effective use of resources and resource circulation to reduce waste including plastics and improve the final disposal rate.

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.

CHEMI-CON EAST JAPAN MATERIALS CORP. Kitakata Plant
To help protect the rosy lilies (himesayuri) plants, we participated in the conservation activities for the himesayuri colony organized by Kitakata City.









Chemi-Con Device Corp. Nagaoka Plant
In November 2025, we participated as volunteers in the planting of hepaticas (yukiwariso) plants at the Yukiguni Botanical Garden located near our office. In March 2026, 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 assessment criteria surrounding corporate evaluations of environmental contributions are significantly changing in the areas of global warming and biodiversity. In the area of global warming, the trend favoring extreme mitigation measures has begun to shift both internationally and domestically towards a 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, in line with the vision of the United Nations Decade on Biodiversity, towards the comprehensive restoration of nature (“Nature Positive”), and restoration efforts outside protected areas (OECM). In Japan, however, government measures have centered on a certification system that is unique to the country, making it difficult for ordinary companies to take action under the current circumstances. Against this backdrop, this overview covers your company’s achievements for fiscal 2025. In line with your company’s commitment to the TCFD Declaration made in 2021, 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 partial fluctuations, and it can be assessed that effort is being steadily made. In the field of biodiversity contributions, which 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 policy shifts by the Ministry of the Environment and the Ministry of Land, Infrastructure, Transport and Tourism towards greater emphasis on OECM, corporate efforts aimed at regional biodiversity conservation - once often overlooked - are now gaining significant new attention going forward. A new point of interest in your Company’s contribution in this area is proactively developing and communicating initiatives regarding conservation and restoration of rare species outside protected area that has long been carried out within corporate premises as contributions to green infrastructure that place greater emphasis on “Nature Positive” and OECM through collaboration with government authorities, civic organizations and other entities outside the corporate premises . At that time, regardless of the presence or size of rare species, incorporating thoughtful designs that promote the enhancement of water retention—an important function for climate change adaptation—will also be a key focus going forward.

E Environment

Climate Change Initiatives

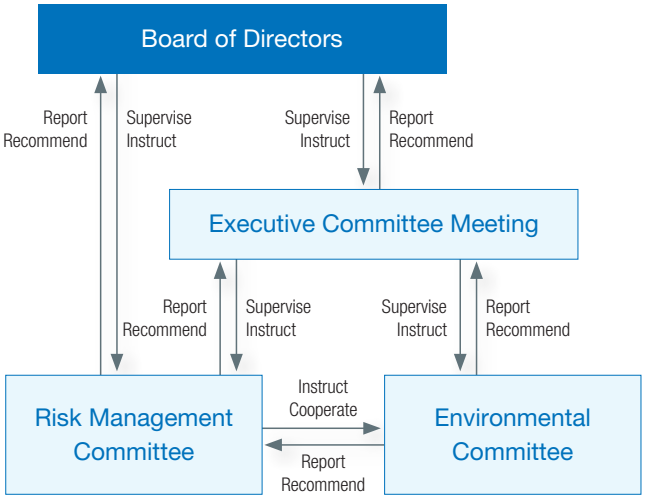
In March 2022, Nippon Chemi-Con declared support for the recommendations of the "Task Force on Climate-Related Financial Disclosures (TCFD)" with the recognition that climate change is a significant issue which affects the continuation of our business. In accordance with the framework set forth in the TCFD, we analyze risks/opportunities related to climate change that may affect our business and reflect them in our corporate strategy. Furthermore, we continuously work to enhance the sophistication of the content and improve the accuracy of our analysis, and we conduct annual reviews.

TCFD TASK FORCE ON CLIMATE-RELATED FINANCIAL DISCLOSURES

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 may decrease if we cannot meet customer demands. In particular, in the automotive electronics market and the industrial equipment/energy conversion market, requirements for lower carbon emissions and greater efficiency have become increasingly sophisticated, making it important to address these requirements in order to maintain our competitiveness..

(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. The Company is responding to these requirements by launching new products and accelerating the development process. At the same time, we are working to reduce CO_2 emissions during manufacturing through measures such as improving yields at our production sites, and to curb emissions at the product usage stage by extending the life of our aluminum electrolytic capacitors.

(2) We ask our suppliers to implement initiatives on climate-related risks based on our Green Procurement Standards. When entering into or renewing transactions, we ask suppliers facing high physical risks to promote initiatives through the supply chain by reviewing their business continuity plans taking climate-related risks into consideration and by implementing adaption measures.

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, which is scheduled from FY2028. Other countries are also expected to introduce 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.
In addition, we have started introducing renewable energy power to achieve carbon neutrality in 2050, and we are also considering further utilization. Specifically, we started solar power generation at CHEMI-CON (WUXI) CO., LTD. in China in 2023. In Japan, we introduced on-site PPA at Chemi-Con East Japan Corp. Fukushima Plant in January 2024 and started generating solar power through on-site PPA at CHEMI-CON (MALAYSIA) SDN. BHD. in November 2024. Through these initiatives, we aim to both reduce the risk of rising electricity costs and reduce CO_2 emissions.

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 scale and impact of heavy rains and other disasters are expected to expand in line with the increase in frequency of extreme weather. As a result, risks such as damage to production sites and disruption of supply chains are assumed.

(Measures) In order to reduce disaster risks associated with the increasing severity of extreme weather events, we continue to leverage our production systems at multiple sites for products and materials and the alternative procurement system (multiple purchases and multiple procurements), which were established in the wake of the Great East Japan Earthquake in 2011, to address physical risks. Furthermore, based on these systems, we regularly review our Business Continuity Plan (BCP) to enhance the effectiveness of our risk response measures.
In addition, for our domestic sites, we assess future flood risks based on hazard maps and other sources, and implement measures in stages according to the potential impact. For example, the Group has identified sites that may be affected by flooding, and is implementing countermeasures. At Nippon Chemi-Con Corp. Takahagi Plant and Chemi-Con East Japan Corp. Miyagi Plant, which would be significantly affected, we are implementing the following specific measures.

Nippon Chemi-Con Corp. Takahagi Plant

Located adjacent to the Hananuki River, the plant is assumed to experience a flood depth of approximately 0.6m under the planned flood scale (once every 50 years). In response, we are implementing flood protection measures by installing sandbags and flood barriers, while also relocating critical equipment to elevated levels.

Chemi–Con East Japan Corp. Miyagi Plant

The plant is located in an area at risk of flood waters exceeding 2 meters under the assumed maximum flood scale (once every 1,000 years). In addition to installing sandbags, the new manufacturing building incorporates a waterproof structure and elevates the placement of equipment.
We regularly monitor the progress of these measures, and consider and implement additional measures as necessary.

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

E Environment

Climate Change Initiatives

Risks/opportunities	Events	Impact*1	Term*2
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 expected 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. In particular, as electrification advances and demand for improved energy efficiency grows, demand for highly efficient, low power-consumption products is expected to increase, creating opportunities to strengthen our competitiveness by leveraging our technological advantages. 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 to launch new products for these markets and accelerate development to meet customer demands and expand business opportunities.

(2) We will promote product development and production facility development/adoption with the prospect of reducing CO_2 emissions in production.

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 recognize climate change risks as a critical risk to our business, which is consistently 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 addition, 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. Climate change risks are regularly assessed and the status of response measures is reviewed. Depending on their significance, these risks are reported to management, and necessary measures are reviewed accordingly.

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.

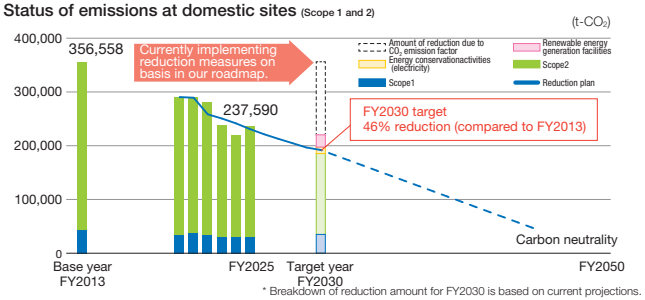
- We aim to improve energy consumption per unit by an annual average of 1% or higher towards FY2030 based on the “Carbon Neutrality Action Plan” promoted by electrical and electronics industries.
- To realize carbon neutrality by 2050, we will pursue a reduction of approximately 46% in Japan and an average 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

Domestic CO_2 emissions were 357,000 tons in FY2013 but this figure fell by approximately 33% in FY2025 to 238,000 tons.

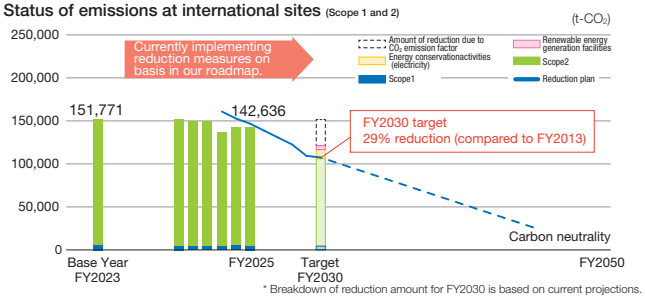
Overseas, the amount was 152,000 tons in FY2013 but this figure fell by approximately 6% in FY2025 to 143,000 tons.

Status of emissions at domestic sites (Scope 1 and 2)



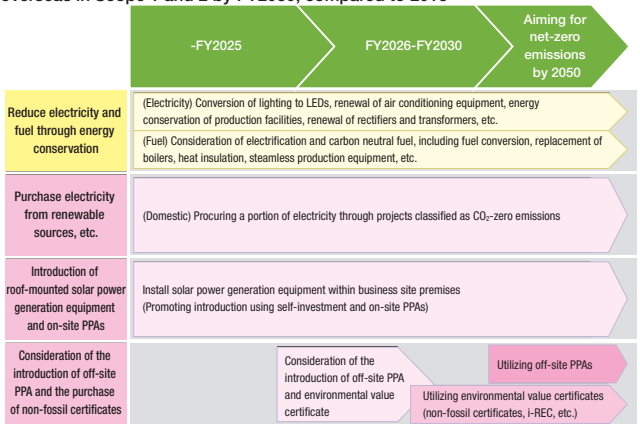
* Breakdown of reduction amount for FY2030 is based on current projections.

Status of emissions at international sites (Scope 1 and 2)



* Breakdown of reduction amount for FY2030 is based on current projections.

Aiming for a 46% reduction domestically and an average 29% reduction overseas in Scope 1 and 2 by FY2030, compared to 2013



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/protection.html

S Social

Human Resource Strategy

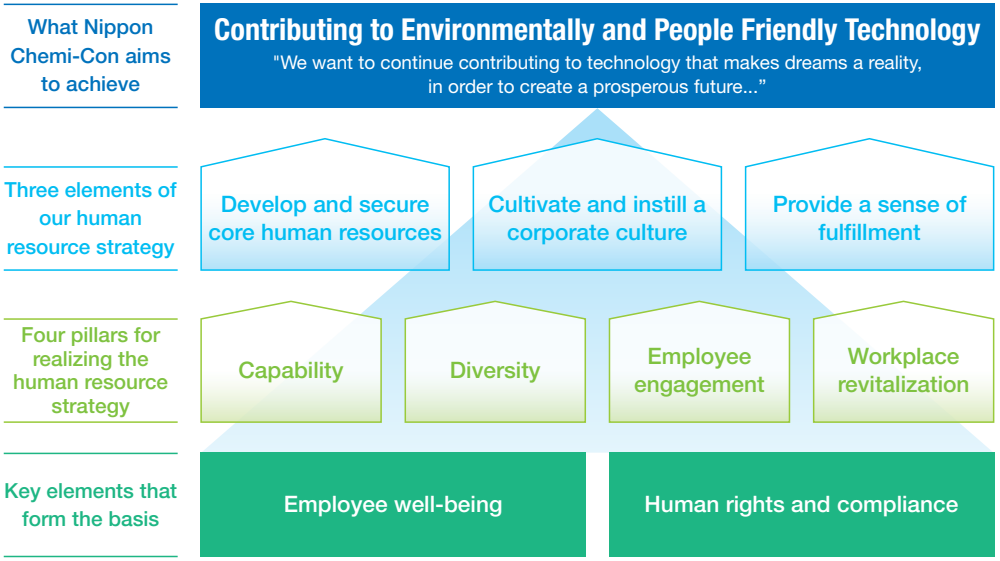
Nippon Chemi-Con's Human Capital Strategy and Policy

In the highly uncertain business environment surrounding the Company, it is essential to develop the ability to respond quickly to change and acquire competitiveness through innovation. Accordingly, investment in human capital, which is a source of corporate value, is a key management issue. In particular, to ensure the successful implementation of the business strategies set forth in the 11th Medium-term Management Plan, the Company believes it is important to attract, develop, and retain "human resources who can actively work to acquire and improve skills and knowledge, including advanced technology," "human resources who can take on new challenges and create innovation," and "human resources who can identify market and customer needs from a global perspective and formulate and achieve goals."

To address these challenges, we have established a clear profile of desired human resources as part of our human resource strategy policy, and aim to attract, develop, and retain "human resources who can drive improvements in our organization and systems and take on challenges across all boundaries."

Overview of human resource strategy

As described below, by strategically advancing the three elements of our human resource strategy: "develop and secure core human resources," "cultivate and instill a corporate culture," and "provide a sense of fulfillment," we will work to realize our corporate philosophy of "Contributing to Environmentally and People Friendly Technology."



Initiatives and KPIs/KGIs to realize the human resource strategy

KGI Employee engagement score of 3.5 or higher <FY2025: 3.3>

* The maximum engagement score is 5.0, with a score of 3.5 or higher indicating a high level of satisfaction.

Elements	Initiative	KPI	Target	Result (FY2025)
Develop and secure core human resources	Strengthen internship programs	Participant satisfaction	80% or higher	100%
	Strengthen tiered training <Content optimization>	—	—	—
	Promote self-development	Number of participants	—	331
Cultivate and instill a corporate culture	Implement DEI promotion activities	—	—	—
	Proactive recruitment regardless of background	Ratio of female employment	30% or higher	27.3%
		Percentage of foreign employment	8% or higher	6.8%
		Percentage of employees with disabilities	2.7% or higher	2.10%
	Proactive promotion regardless of background	Percentage of females at supervisory level or above	Compared with 2020 1.5 times	Compared with 2020 2.3 times
		Percentage of mid-career employees in management positions	20% or higher	19.9%
Provide a sense of fulfillment	Active promotion of internal awards	Outstanding Engineer Award	—	—
		Top of Sales Award	—	—
	Promote work style diversity	Utilization rate of the male childcare leave	80% or higher	80.6%

Develop and secure core human resources

Ⅰ. Strengthen internship programs

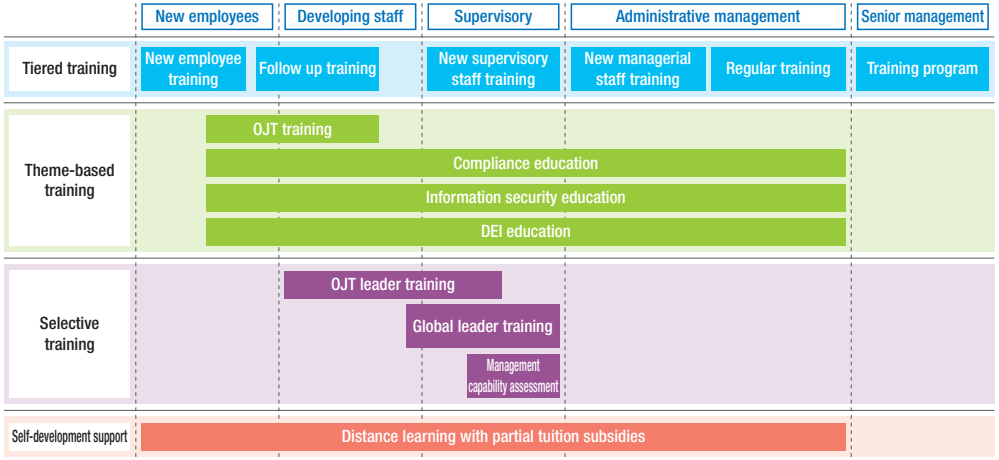
The Company is strengthening its internship programs with the aim of proactively attracting and securing the human resources we seek, as well as confirming the affinity between the corporate image and values of students joining the Company and the aspirations of the Company, and sharing those values. In particular, to attract and secure "development personnel," who are the source of our technological capabilities, the Company offers a diverse range of programs consisting of seven courses in three categories, and is actively working to ensure that these activities provide a highly satisfactory experience for participants.



Ⅱ.Strengthen tiered training (strengthen support for career development)

The results of an employee awareness survey indicate a need for more systematic training and development that is closely aligned with the acquisition of skill assets required for each position and job level. Therefore, the Company is implementing a structured approach to human resources development from two perspectives: knowledge and skills acquisition and experience; and providing employee training accordingly.

Training system for human resources development



Ⅲ. Promote self-development

The Company has established and operates a distance learning support system that provides partial tuition subsidies as part of our self-development mechanisms with the aim of respecting and encouraging each employee's desire for independent and autonomous growth.

Cultivate and instill a corporate culture

Ⅰ. Implement DEI (Diversity, Equity and Inclusion) promotion activities

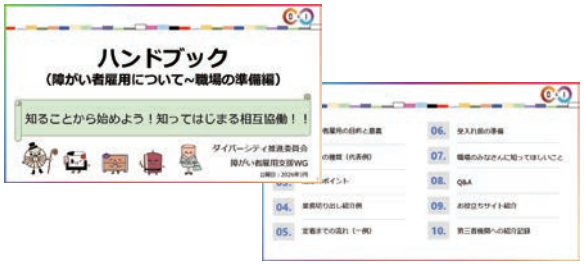
Our fundamental belief is that promoting DEI not only has social value in itself, but is also essential for developing an environment conducive to generating diverse ideas that bring about the integration of knowledge (innovation). Based on this approach, we are working to attract and develop the ideal human resources that the Company needs; in other words, "human resources who can take on new challenges and create innovation," as well as "human resources who can identify market and customer needs from a global perspective and formulate and achieve goals."

In FY2023, the Company established the Diversity Promotion Committee, with members selected from among each of our domestic sites and offices. In FY2025, we implemented initiatives under the theme of "eliminating the difficulties faced by employees with disabilities" with three main pillars: "support for work-life balance," "raising awareness and knowledge," and "support for employment of persons with disabilities."

Major initiatives to promote DEI

Activity themes	Initiative
Support for work-life balance (support for balancing childcare, family care, and medical treatment with work)	Identifying the actual usage of internal systems related to support for work-life balance, exploring improvement methods, and implementing improvement
Raising awareness and knowledge (raising awareness of DEI)	Public relations activities through e-mail magazines and internal newsletters, in-house seminars, and partial incorporation into training programs
Support for employment of persons with disabilities	Activities including visits to special needs education schools and companies with advanced practices, and the compilation of guidebooks focused on gaining a better understanding of disabilities with the support of experts





Ⅱ. Proactive recruitment and promotion regardless of background

1) Promote the active participation of women

To increase the proportion of women in managerial and supervisory positions in the future, we have set numerical targets and have been working towards them by actively recruiting female graduates and holding roundtable discussions to identify and discuss current issues with the aim of raising the awareness and motivation of employees who aspire to become managerial and

supervisory positions. In FY2025, females accounted for 2.3 times the proportion of managerial and supervisory positions compared with FY2020, significantly exceeding the target of 1.5 times or higher for FY2020. We will continue to support career development by sharing role models of females who are currently active in managerial and supervisory positions, thereby further increasing the proportion of women in these positions.

2) Promote the success of mid-career employees

The Company is actively recruiting mid-career personnel who can make an immediate contribution to achieving our business objectives, while also fostering such employees into managerial and supervisory positions through education and training on the Company-specific knowledge and technologies. In FY2025, the proportion of mid-career employees in management positions was 19.9%, and we will continue to take measures to increase this to the target of 20% or more.

Provide a sense of fulfillment

Ⅰ. Active promotion of internal awards system

We have established and operate an internal awards system in a wide range of fields, including businesses, research and development, and sales, with the aim of creating an environment in which employees find a sense of fulfillment in their work and undertake it with a high level of engagement. In FY2025, we selected 14 projects involving approximately 80 personnel from among numerous entries in R&D and business fields to receive internal recognition. These awards have made a significant contribution to the advancement of our technologies and the enhancement of employees' engagement. Going forward, we will continue to promote the award system and work to enhance employee engagement.

Ⅱ. Promote work style diversity

As part of our efforts to create a workplace environment in which every employee can work with peace of mind, the Company encourages male employees to take childcare leave. As one of these initiatives, we post "Information on Support for Balancing Work and Child-raising" on the company intranet to help alleviate concerns over life events such as childbirth and childcare.

By sharing hands-on experiences, such as "surveys and experiences of male employees who have taken childcare leave" and "interviews with superiors of employees who have taken childcare leave," we are creating opportunities to understand the importance of fathers' involvement in childcare and alleviate concerns about taking childcare leave. As a result of these initiatives, the percentage of male employees who took childcare leave in FY2025 was 80.6%.

Realization of Work Style Diversity

The Nippon Chemi-Con Group is working on making an inclusive workplace 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)

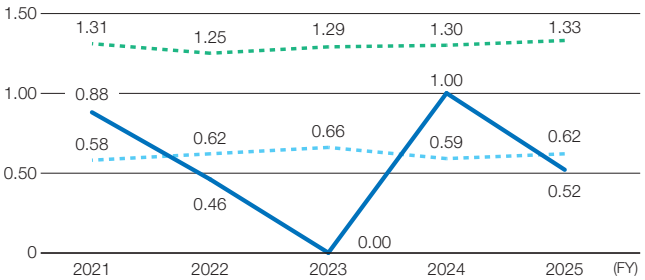
Industrial Safety and Health

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 FY2025 was 0.52.

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)

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.We will continue to hold walking events sponsored by the Health Insurance Union, which are easy for individuals to participate in.

We will encourage participation in these events to further increase the participation rate, and promote the maintenance of employee health.

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.

The Company will continue to achieve its targets and strive to enhance 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.

"Shinai-motsugo" Conservation Activities 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 24, 2025, we released healthy Shinai-motsugo into the wild, we once again released healthy Shinai-motsugo into the wild. We also exchanged information and provided advice to other companies that similarly are engaged in the conservation of Shinai-motsugo. We will take one step at a time to pass on nature in its abundance and a gentle spirit to future generations.



▲ (Photo from June 2025)

Contributing to Local Communities through Environmental Conservation 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.



▲ Shoreline cleaning activities by Nippon Chemi-Con Corp. Niigata Plant



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

Minami-Medaka Conservation Activities for the Future

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 Members of the Board: 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 Members of the Board, and each advisory committee is made up of a majority of independent outside Members of the Board.

(As of March 31, 2026)

Board of Directors

Nippon Chemi-Con's Board of Directors comprises six members. A Board of Directors of such a small number allows it to make swift decisions, and the inclusion of three outside Members of the Board 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 Members of the Board.

Composition of the Board of Directors

Number of outside officers

Inside Members of the Board 3	Outside Members of the Board 3

Gender Male:4 Female:2 Average age 63

Status of outside Member of the Board activities

Name	Summary of statements and duties	Rate of attendance at the Board of Directors
Suzuko Miyata	Makes beneficial statements at meetings regarding the promotion of diversity from an independent and objective standpoint based on advanced knowledge of legal affairs and risk management. In addition, Ms. Miyata has been executing her duties as a member of the Nomination Advisory Committee and Chairperson of the Compensation Advisory Committee.	24/24
Hiroshi Yoshida	Makes beneficial statements at meetings regarding the development of aluminum electrolytic capacitors from an independent and objective standpoint based on advanced knowledge on sales and marketing. In addition, Mr. Yoshida has been executing his duties as Chairperson of the Nomination Advisory Committee and as a member of the Compensation Advisory Committee.	24/24
Tomomi Nakano	Makes beneficial statements at various meetings from an independent and objective standpoint based on advanced knowledge of finance and accounting. In addition, Ms. Nakano has been executing her duties as a member of the Nomination Advisory Committee and a member of the Compensation Advisory Committee.	19/19

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 Members of the Board's 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 Members of the Board. 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 65

Priority audit points for FY2025

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 the formulation of the 11th Medium-term Management Plan and the implementation status of the management policies for FY2025
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 Members of the Board 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 Members of the Board 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 Members of the Board 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 meetings two to four times a month, in principle, in order to examine important subjects in management.

Officer Compensation

1. Policies

Compensation for Nippon Chemi-Con Members of the Board 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 Member of the Board motivation toward maximizing corporate value.

2. Procedures

For the purpose of enhancing the independence and objectivity of functions related to determining Members of the Board’s compensation, we establish a Compensation Advisory Committee to deliberate on matters related to Members of the Board’s compensation, after which a decision is made by the Board of Directors. The Nippon Chemi-Con Board of Directors has determined that the Representative Member of the Board is the most appropriate person for comprehensively assessing the level of contributions to overall Company performance made by the departments overseen by each Member of the Board. As such, the Board entrusts decisions on individual compensation for each Member of the Board to the Representative Member of the Board. Furthermore, compensation for executive Members of the Board 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 Members of the Board and outside Members of the Board, 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 Members of the Board 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)	
Member of the Board (excluding outside Members of the Board)	127	127	—	—	—	4
Audit & Supervisory Board Members (excluding Outside Audit & Supervisory Board Members)	42	42	—	—	—	3
Outside officers	46	46	—	—	—	6
Total	216	216	—	—	—	13

(For the fiscal year ended March 31, 2026)

Effectiveness Evaluations for the Board of Directors

Nippon Chemi-Con conducts effectiveness surveys on all Members of the Board 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**
  (Responsibilities of independent outside Members of the Board, 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 Members of the Board offer constructive opinions to management and are able to raise objections as necessary.
- The Board of Directors has confirmed that effective means and channels of communication (whistle-blowing system) exist and are functioning effectively to enable employees, including those of Group companies, to report violations of laws and regulations and other misconduct.
- The Board of Directors appropriately monitors and oversees management to ensure that an effective corporate philosophy and corporate code of conduct and other such policies are established and complied with, and that all employees fully understand and widely implement them.

Points requiring improvement

- The Board of Directors will discuss the approach to succession planning and share an awareness of the issues. Formulate plans from a medium- to long-term perspective and ensure their appropriate implementation.

Enhance opportunities for deliberation on the human resource strategy. Report results of the survey on human resources development and retention to the Board of Directors.

Provide Members of the Board and Audit & Supervisory Board Members with opportunities for more effective and continuous training for acquiring the knowledge necessary to appropriately fulfill their respective roles and responsibilities (including improving and supplementing their knowledge). Strengthen training for newly appointed Members of the Board and enhance opportunities to provide Outside Officers with explanations for their deeper understanding of the Company's business.

Going forward, based on the findings of this evaluation, the Company will continue to implement initiatives to ensure the effectiveness of the Board of Directors, and strive to strengthen corporate governance and continuously improve corporate value.

Issues Recognized from FY2024 Effectiveness Evaluations and FY2025 Initiatives

<Advance distribution of materials for the Board of Directors and enhancement of explanations>

- We reviewed the priority of matters to be covered at advance briefing sessions. For matters requiring discussion prior to resolution, we have improved the process by providing opportunities for explanation at an earlier stage, not only for matters scheduled for discussion at the Board of Directors meeting on the day, but also for matters to be discussed at subsequent Board of Directors meetings in order to foster a deeper understanding.

<Officer training>

- We conduct training sessions for officers led by external instructors. (Twice a year)
- We hold study meetings on sustainability, led by officers themselves. (Five times a year)
- We conduct tours of production sites, mainly for newly appointed Outside Officers, to deepen their understanding of the Company's business. (Twice a year)

<Human resource strategy>

- Based on interviews with officers, we identified the abilities, skills, and profile of human resources required for each position.
- We also conducted an employee awareness survey to analyze gaps with the ideal human resources that we seek, formulated improvement plans, and incorporated them in our 11th Medium-term Management Plan.

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.

In addition, the legal department creates and updates a structured set of video training materials so that all employees can access compliance training at any time.

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/en/company/sustainability/governance/compliance/whistleblowing.html

G Governance

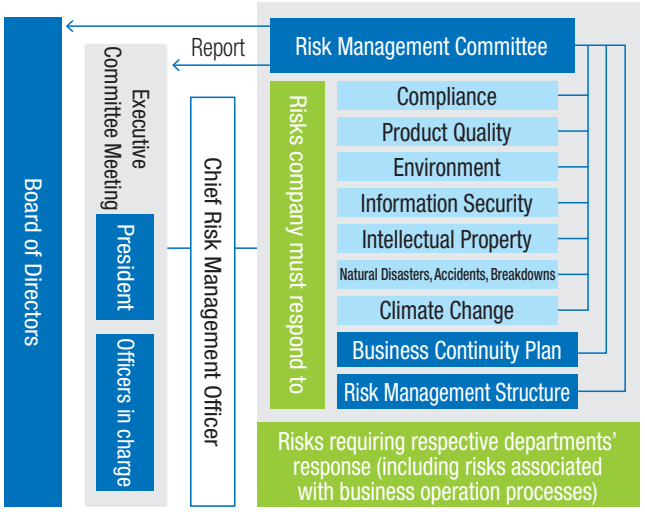
Risk Management

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 Risk Management Committee reports on materialized risks, and identifies, analyzes, and assesses potential risks. After identifying the key risks that need to be prioritized and addressed across the Group, the Committee formulates measures and reports on the status of risk management to the Board of Directors and the Executive Committee twice a year.

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 ● The possibility that heightened inflationary pressures, driven by U.S. tariff policies and changes in monetary policies in various countries, could lead to sluggish corporate capital investment and consumer spending, as well as a decline in demand for the Company's products	● Increase production capacity for large-sized aluminum electrolytic capacitors mainly for use as power sources for AI servers. ● Continue development and investments to increase production for high-capacitance and high-output hybrid capacitors. ● Promote development of next-generation high-capacitance top electrode foil to strengthen competitiveness. ● In terms of cost restructuring, promote cost reduction initiatives by improving the cost structure through the transfer of production overseas, promoting the utilization of external aluminum electrode foils in general purpose products and local procurement overseas, and expanding mass production.
(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	● Price competition arising with domestic and overseas competitors	● Reduce costs through efficiency improvements to production systems that leverage our strengths in maintaining an integrated production system from materials development to product sales. ● Develop products with high added value and high profitability, and expand sales in core markets.
(4) Risks concerning raw material price fluctuations and procurement	● Material price increases due to rising logistics, labor, and raw material costs ● Delays in product shipments caused by raw material shortages due to natural disasters, etc. ● Procurement difficulties due to geopolitical tensions arising from armed conflicts between countries ● Increases in production suspension (EOL) by suppliers	● 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	● Occurrence of large-scale product defects	● 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	● Comply with legislation and respond rapidly to amendments. ● Risk management through appropriate conduct of litigation.
(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. ● Conduct analyses based on multiple climate scenarios (scenarios where decarbonization progresses and scenarios where climate change impacts progress). ● CPromote CO_2 emissions reduction, introduce renewable energy, enhance product development to meet customer demands, and review the Business Continuity Plan (BCP) led by the Energy Conservation Subcommittee.
(9) Risks concerning human resource acquisition and human resource development	● Potential that acquisition and development of the human resources required to implement our management strategies may not proceed as planned due to factors such as intensifying competition for human resources in the labor market, widening skill gaps resulting from changes in the business environment, human resources drain, and delays in human resource development measures	● Build the necessary human resource portfolio, strengthen recruitment activities, enhance education and training programs, create a comfortable working environment, promote diversity, and improve employee engagement.
(10) Risks concerning information security	● Potential for business interruptions due to the leakage of confidential information, data tampering, system outages, and other disruptions in the event of external cyberattacks or any other unauthorized access ● Potential in particular for disruptions to core systems, order processing, production management, shipping, accounting or other operations if critical data is encrypted by ransomware or other means and payment is demanded in exchange for its recovery, or if the disclosure of stolen information is threatened	● Establish multilayered security measures, including network monitoring and detection of suspicious access. ● Conduct employee education and business site audits.

G Governance

Message from Outside Officers



Toward sustainable growth through growth strategies and a stronger human resources foundation

Outside Member of the Board
Suzuko Miyata

Fiscal 2026 is an important year for the launch of the 11th Medium-term Management Plan. Against the backdrop of growing demand for products in the AI server market, opportunities for growth are expanding across the Company's businesses. The Company has set ambitious targets for net sales and operating profit for the final year of the Plan, but is already seeing signs of improvement as it implements various measures. It is important to further strengthen the Company's production technology capabilities to meet rapidly evolving market needs and to translate the added value generated from these capabilities into effective sales strategies. We will closely monitor the progress of the Medium-term Management Plan to ensure that the Company's technological and sales capabilities function effectively together and that its growth strategies translate into tangible results.

In terms of governance, the Company has begun implementing a new human resource strategy system with a view to the future. The Company is making steady progress on forward-looking initiatives, including creating a system that allows each employee to work on their own career development, and establishing a medium- to long-term human resources development system to nurture the next generation of leaders. It is important not only to put such systems in place, but also to ensure they are implemented in ways that enable employees to experience their own growth and take on challenges with a sense of motivation. In addition, the percentage of women in management positions and the ratio of employees with disabilities have been improving year by year. As an Outside Member of the Board, I will continue to fulfill my responsibilities to ensure that Nippon Chemi-Con can steadily achieve sustainable growth while contributing to society in both material and human aspects.



Toward achievement of the 11th Medium-Term Management Plan

Outside Member of the Board
Hiroshi Yoshida

The 11th Medium-Term Management Plan, which commenced in the current fiscal year, sets challenging targets of 165.0 billion yen in net sales and 14.0 billion yen in operating profit for its final year. The main points of the business strategy for achieving these goals are as follows:

A. Increase sales volume and significantly improve unit profitability in high value-added markets with high entry barriers for competitors; and

B. Recapture mass market share.

Looking at the measures under the two strategies, Strategy B calls for a 10-percentage-point improvement in the break-even point through cost restructuring. Although achieving this target will not be easy, I believe there is a strong likelihood of success because the measures, such as shifting to overseas production and accelerating the transition to smart factories, are specific and well suited to the Company's strengths.

Regarding Strategy A, the primary target market is AI server applications, where demand is expected to expand significantly, and the Company has plans to increase production capacity to meet this demand. Accordingly, I believe there is sufficient potential for growth in sales volume. However, I also believe that improving profitability remains a challenge. The Company's technical development capabilities are among the best in the industry, and their value is highly regarded by customers. I believe there is room to take this a step further by adopting an approach that places greater emphasis on the value provided to customers. To achieve this, it is important to further deepen understanding of customers' manufacturing processes, business challenges, and cost structures. It is necessary for the technical and sales departments to fully understand the value and results that the Company's products bring to customers, and to establish a system that enables the Company to propose solutions to customers that demonstrate aspects such as their economic benefits. Securing appropriate earnings based on customer value in this way will be the foundation that supports research and development investments and capital investments for the future. I expect that these initiatives will lead to the provision of greater value to customers and stronger long-term partnerships.



Starting the new Medium-term Management Plan

Outside Member of the Board
Tomomi Nakano

The Company launched its 11th Medium-Term Management Plan in fiscal 2026, a new milestone, under which it aims to increase sales and profits through structural reforms on the cost front and a focused approach to growth markets. One of the key areas of focus in these growth markets is the AI server market. The emergence of AI represents a historic innovation, and I believe that concentrating its business strategy on this market has the potential to drive significant growth for the Company. At the same time, given concerns about intensifying competition and rapidly changing technology, I will take a clear-headed approach to monitoring whether the Company is responding swiftly to changes in the environment and whether it is taking on excessive risk.

Another major pillar of the plan is for the Company to increase its share of the mass market (general purpose products). Strengthening its production and sales foundations for aluminum electrolytic capacitors, one of the Company's core strengths, is important for building a robust and sustainable business foundation.

Regarding its financial strategy, I will monitor the progress of company-wide initiatives to place greater emphasis on cash flow, while remaining keenly aware of the Company's responsibilities to both common shareholders and class shareholders in light of the newly issued class shares. In addition, as a listed company, I will closely monitor the Company's efforts to address key issues related to the environment, society, and corporate governance, while actively supporting initiatives to enhance employee engagement, which serves as a driving force for the Company's business.



Further improving corporate value

Audit & Supervisory Board Member
Masaaki Doi

The current global social and economic environments are becoming increasingly uncertain, while the business environment surrounding companies continues to undergo significant changes, driven by technological innovations, such as AI, and the need to address sustainability. I believe that in order for the Nippon Chemi-Con Group to navigate this period of profound change and continue to establish a strong position in global markets, it is essential to maintain and strengthen governance and pursue steady transformation based on a sound management foundation.

Against this backdrop, the 11th Medium-Term Management Plan has made a start. It is important that the entire Group work together to implement the Plan in order to overcome the various challenges and achieve its targets.

From my objective perspective as a certified public accountant and an Outside Audit & Supervisory Board Member, I believe that the sustainable growth of a company is built on highly transparent management and the trust of all its stakeholders. In my view, compliance represents the minimum standards that a company must uphold, while a strong commitment to high ethical standards and social responsibility beyond mere compliance is what enhances a company's true value.

It is precisely in such an environment that I hope each member of the Group will take pride and responsibility in their respective roles, and continue to take on challenges with determination. From my independent position, I will also fulfill my responsibilities as an Audit & Supervisory Board Member toward the sound development of the Nippon Chemi-Con Group and the realization of a sustainable society.

I look forward to seeing the Group create new value for the future.



Supporting sustainable growth and trust

Audit & Supervisory Board Member
Kaoru Ogawa

The products supplied by the Group worldwide are essential components required for all types of electronic circuits, and providing products with higher functionality and reliability can be regarded as the Company's greatest contribution to society.

In addition, recent advances in science and technology are bringing significant changes to industry, including the realization of autonomous driving, changes in and the expanding use of AI, the practical application of autonomous humanoid robots, and the expansion of the space business. In this regard, the Company is expected to respond appropriately to the needs of its customers.

Furthermore, in today's society, companies are expected to address a wide range of issues from the perspective of sustainability, including the environment, human rights, compliance, supply chains, and human capital.

Under the 11th Medium-Term Management Plan, the Group has set "Rebuild business foundation centered on strengthening the competitiveness of our aluminum electrolytic capacitor business" as its basic policy, and will work towards achieving its targets by focusing on two key measures: "Generate earnings to promote business growth" and "Improve financial soundness through efficient capital management."

Needless to say, management has a responsibility to bring together the collective capabilities of the Group as whole and lead the way forward. As an officer of Nippon Chemi-Con, I will fulfill my responsibility to help the Company achieve sustainable growth. At the same time, as a member of the Audit & Supervisory Board, I will fulfill my mission of ensuring sound management and maintaining the trust of shareholders and other stakeholders from an independent position separate from Members of the Board.

G | Governance

Executive Members (As of June 26, 2026)



President and Chief Executive Officer
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.



Member of the Board
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.



Member of the Board and Senior Executive Officer
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	Chairman of Europe Chemi-Con (Deutschland) GmbH President of Chemi-Con Trading (Shenzhen) Co., Ltd.



Outside Member of the Board
Suzuko Miyata

Date of birth : April 2, 1955
Appointed as Member of the Board in June 2021

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



Outside Member of the Board
Hiroshi Yoshida

Date of birth : July 24, 1955
Appointed as Member of the Board in June 2023

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



Outside Member of the Board
Tomomi Nakano

Date of birth : August 17, 1969
Appointed as Member of the Board in June 2025

Currently	Representative of Nakano Tomomi Certified Public Accountant and Tax Accountant Office Outside Member of the Board, Audit Committee member, Nihon Chouzai Co., Ltd. Outside Member of the Board (Audit and Supervisory Committee Member) of Mebuki Financial Group, Inc. Supervisory Member of the Board of Healthcare & Medical Investment Corporation
Formerly	Outside Audit & Supervisory Board Menber of Kiraboshi Bank, Ltd. Outside Member of the Board (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 Member of the Board 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 - Members of the Board 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 Members of the Board include the following. Furthermore, skills selection for independent outside Members of the Board focuses on management experience at other companies and the ability to make meaningful recommendations concerning governance for Nippon Chemi-Con.

(As of June 26, 2026)

Name	Attributes	Position in the Company	Age	Gender	Term of office	Skills and experience					
						Corporate Management	R&D/Production/Quality	Sales/Marketing	Legal Affairs/Sustainability	Finance/Accounting	International Experience
Kenichi Konno		President (Chief Executive Officer)	60	Male	3	○	○				
Osamu Ishii		Member of the Board (Senior Managing Executive Officer)	66	Male	5	○				○	○
Minetoshi Irie		Member of the Board (Senior Executive Officer)	55	Male	1	○		○			○
Suzuko Miyata	Outside Independent officer	Member of the Board	71	Female	5	○			○		
Hiroshi Yoshida	Outside Independent officer	Member of the Board	70	Male	3	○		○			
Tomomi Nakano	Outside Independent officer	Member of the Board	56	Female	1					○	
Shunichi Horino		Audit & Supervisory Board Member	62	Male	2					○	○
Hirokazu Ichihara		Audit & Supervisory Board Member	64	Male	1	○	○				
Masaaki Doi	Outside Independent officer	Audit & Supervisory Board Member	65	Male	4					○	
Kaoru Ogawa	Outside Independent officer	Audit & Supervisory Board Member	68	Male	2				○	○	

Executive Officers

Chief Executive Officer Kenichi Konno
Executive Officer Akimi Makino
Senior Managing Executive Officer and CFO Osamu Ishii
Executive Officer Yusuke Fukushima
Managing Executive Officer Katsunori Nogami
Executive Officer Masakazu Suda
Senior Executive Officer Minetoshi Irie
Executive Officer Satoru Tsumeda
Executive Officer Hiroyuki Wakabayashi
Executive Officer Taku Muramatsu