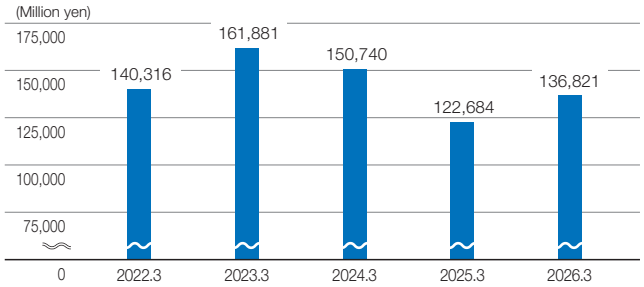
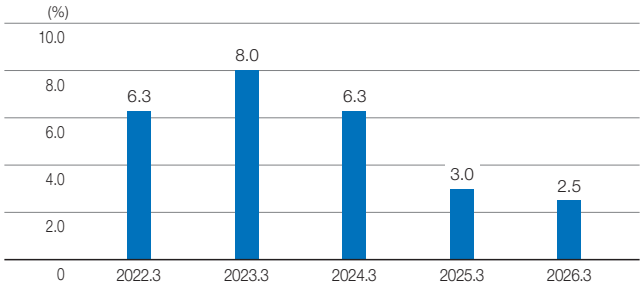
Financial and Non-financial Highlights

The key financial and non-financial information for Nippon Chemi-Con Group is presented in the graph below.

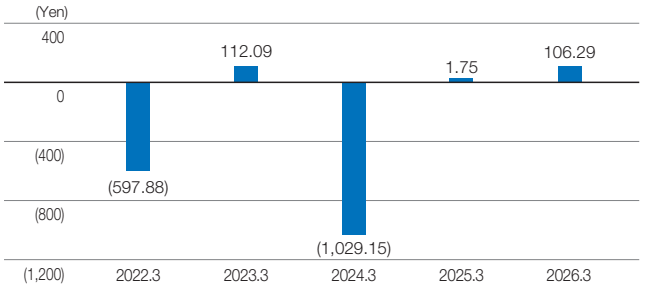
Net sales



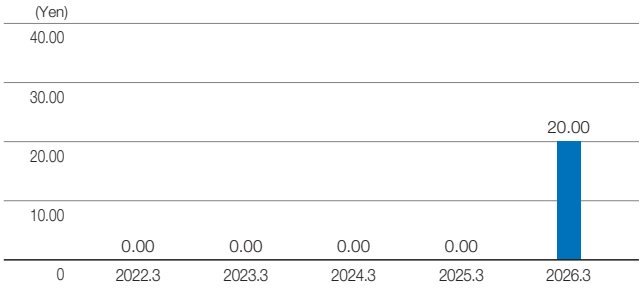
Operating profit margin



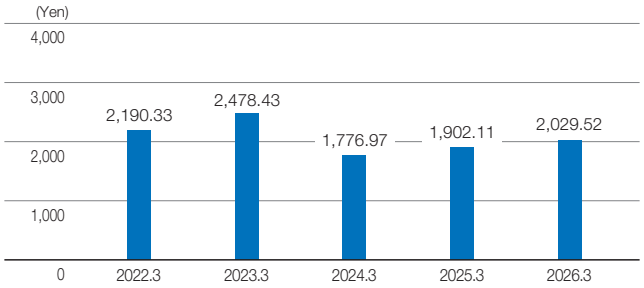
Profit (loss) per share (EPS)



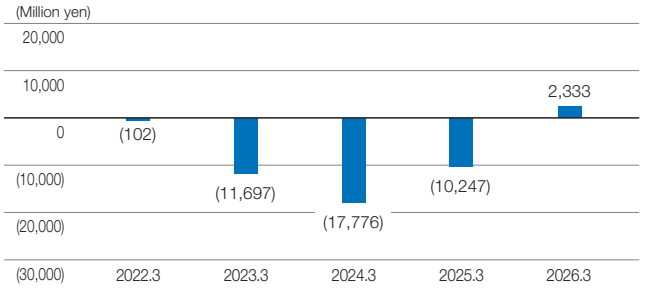
Dividend per share (DPS)



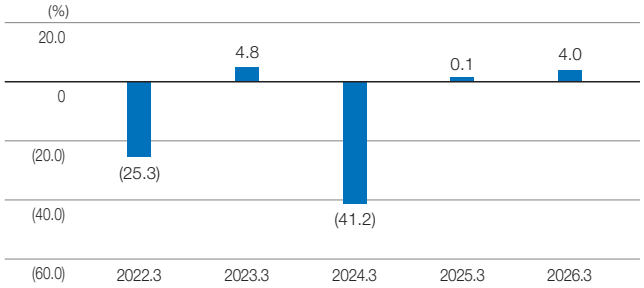
Book value per share (BPS)



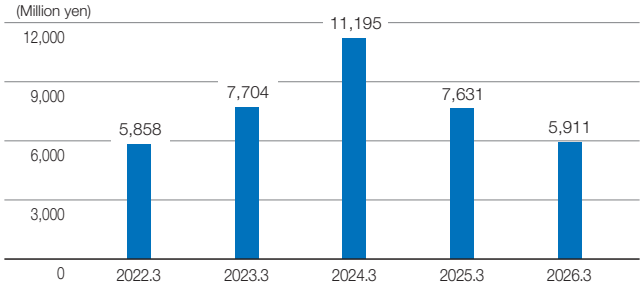
Free cash flow



Return on equity (ROE)

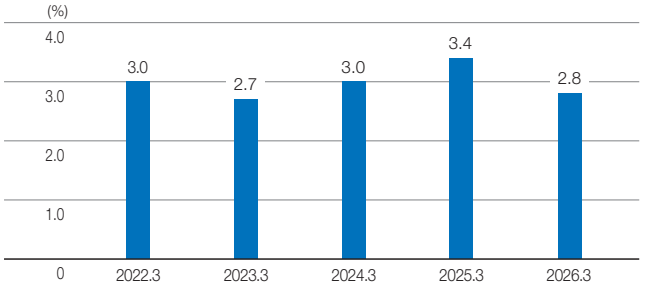


Capital investment



We will increase capital efficiency by concentration and selection of our capital investments.

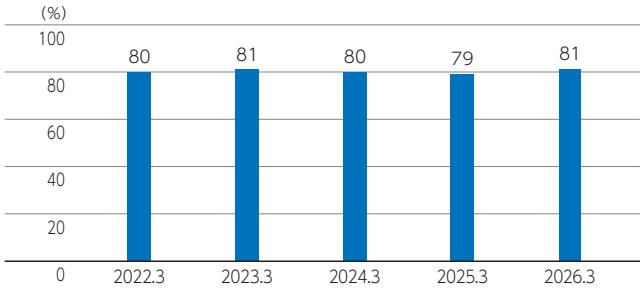
R&D expenses (ratio to net sales)



Under a medium- to long-term plan, we work to maintain R&D investments equivalent to 3-4% of net sales for technology development, the driving force behind corporate growth.

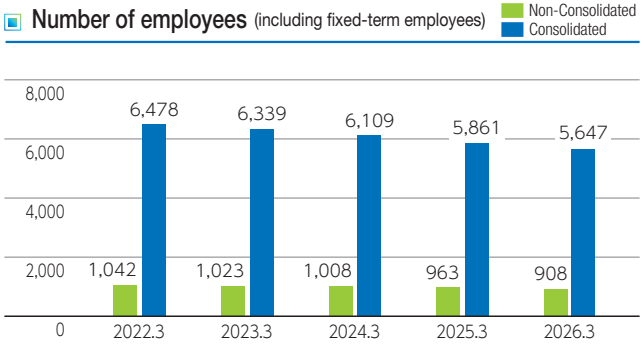
Financial and Non-financial Highlights

Overseas sales ratio

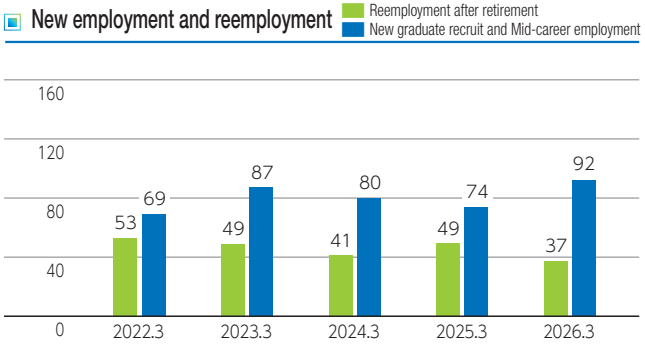


We work to strengthen regional strategies to diversify risks.

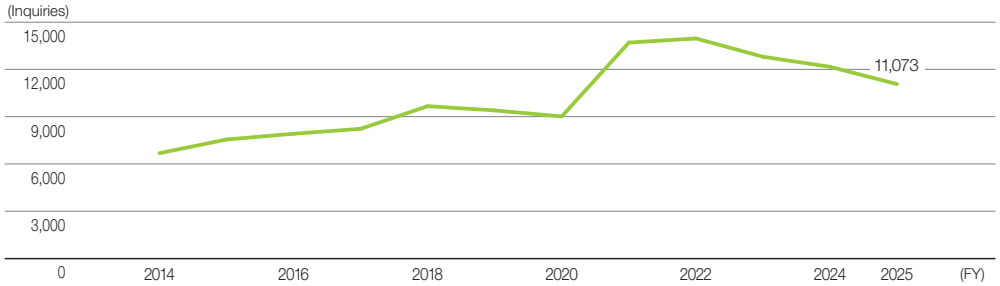
Number of employees (including fixed-term employees)



New employment and reemployment



Product compliance (All product categories)

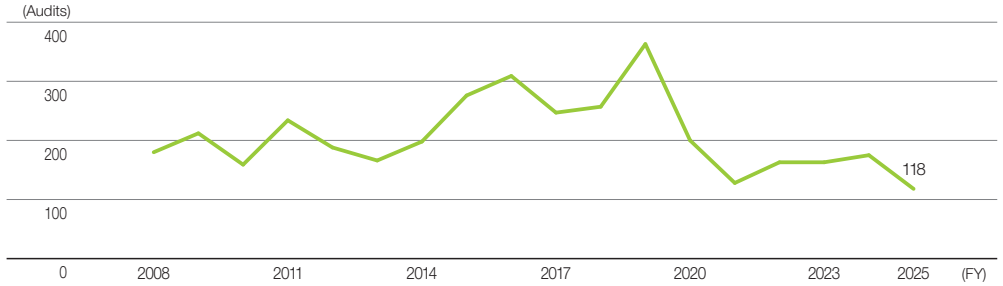


Since the ELV Directive came into force in Europe in 2003, the RoHS Directive became effective in 2006, and REACH in 2007. REACH is intended for all chemical substances. These European standards have become a global trend and countries around the world are strengthening chemical substance management.

We are committed to providing “green products” that are free of regulated chemical substances keeping up with rapidly changing chemical substance regulations and complying to laws and distributing information in advance.

The graph shows the shift in the number of surveys conducted on our products by customers such as non-containment confirmation of hazardous substances. There were about 7,000 inquiries in FY2014, but they increased to over 9,000 by the time the revised RoHS Directive (RoHS2) was implemented in 2019. In 2021, we started a service for downloading RoHS/REACH Compliance Statements on our website. This service is being used frequently, indicating how much customers are focusing on product “compliance.”

QPE supplier audit results (All offices and plants in or outside Japan)



The potential applications for our products are expanding due to customer technology trends. However, it goes without saying that strong, trusting relationships with our suppliers are critical to ensure a quick response to customer expectations.

We have made improvements on the conventional Green Supplier Certification System by combining quality (Q), procurement (P) and environment (E) into a single audit system and are promoting the creation of “QPE Supplier Charts” through this system. These charts are similar to a health exam chart and enables us to regularly check on the health (management) status of our suppliers. These charts serve as a tool for close communication with our suppliers.

Results for Years Ended March 31, 2016 through 2025

Million Yen Thousand U.S. dollars

	2017.3	2018.3	2019.3	2020.3	2021.3	2022.3	2023.3	2024.3	2025.3	2026.3	2026.3
For the year											
Net sales	116,311	133,362	140,951	114,599	110,788	140,316	161,881	150,740	122,684	136,821	855,777
Operating profit (loss)	3,338	5,818	5,137	(2,891)	2,971	8,798	12,939	9,422	3,740	3,369	21,076
Operating profit margin (%)	2.9	4.4	3.6	(2.5)	2.7	6.3	8.0	6.3	3.0	2.5	2.5
Ordinary profit (loss)	2,002	4,416	4,833	(4,245)	2,091	8,038	10,994	7,913	1,568	2,094	13,101
Ordinary profit margin (%)	1.7	3.3	3.4	(3.7)	1.9	5.7	6.8	5.3	1.3	1.5	1.5
Profit (loss) attributable to owners of parent	840	(16,056)	917	(5,926)	2,038	(12,124)	2,273	(21,291)	37	2,367	14,808
Profit attributable to owners of parent margin (%)	0.7	(12.0)	0.7	(5.2)	1.8	(8.6)	1.4	(14.1)	0.0	1.7	1.7
Capital investment	4,590	7,525	9,553	5,620	3,477	5,858	7,704	11,195	7,631	5,911	36,976
Depreciation and amortization	6,220	6,105	6,496	7,199	5,747	5,885	5,933	6,339	6,640	6,842	42,794
Research and development (R&D) expenses	4,272	4,208	4,288	4,161	3,710	4,156	4,383	4,489	4,228	3,892	24,344
Proportion of net sales (%)	3.7	3.2	3.0	3.6	3.3	3.0	2.7	3.0	3.4	2.8	2.8
At year end											
Current assets	83,799	83,659	78,254	80,380	81,523	96,434	97,758	104,815	86,620	87,573	547,747
Fixed assets	55,968	59,052	60,030	59,234	57,925	59,706	64,983	68,106	76,082	78,411	490,438
Current liabilities	29,442	61,425	47,389	52,748	54,278	69,223	59,181	75,017	60,631	58,456	365,625
Long-term liabilities	46,754	31,875	42,980	47,084	33,265	42,201	52,881	44,293	45,403	44,393	277,669
Net assets	63,571	49,410	47,914	39,781	51,904	44,715	50,678	53,610	56,667	63,135	394,890
Total assets	139,768	142,711	138,284	139,615	139,448	156,140	162,741	172,921	162,702	165,985	1,038,186
Cash flows											
Cash flows from operating activities	6,443	5,305	(13,856)	3,925	2,067	5,105	(4,862)	(12,959)	(493)	7,622	47,675
Cash flows from investing activities	(4,334)	(7,265)	(8,771)	(5,447)	(3,034)	(5,208)	(6,834)	(4,817)	(9,754)	(5,288)	(33,080)
Free cash flow	2,108	(1,960)	(22,627)	(1,521)	(967)	(102)	(11,697)	(17,776)	(10,247)	2,333	14,595
Cash flows from financing activities	710	(1,759)	17,128	10,478	(3,470)	(218)	12,049	35,421	(11,931)	(6,232)	(38,985)

Results for Years Ended March 31, 2016 through 2025

	2017.3	2018.3	2019.3	2020.3	2021.3	2022.3	2023.3	2024.3	2025.3	2026.3 (Yen)	2026.3 (U.S. dollers)
Per share data											
Profit (loss) per share Basic	51.57	(985.77)	56.36	(363.96)	114.76	(597.88)	112.09	(1,029.15)	1.75	106.29	0.66
Profit (loss) per share Diluted	—	—	—	—	114.63	—	—	—	0.95	68.80	0.43
Cash dividends	30.00	30.00	30.00	0.00	0.00	0.00	0.00	0.00	0.00	20.00	0.13
Net assets	3,877.73	3,012.97	2,921.53	2,422.68	2,544.62	2,190.33	2,478.43	1,776.97	1,902.11	2,029.52	12.69
Financial indicators											
Return on assets (ROA; %)	0.6	(11.4)	0.7	(4.3)	1.5	(8.2)	1.4	(12.7)	0.0	1.4	
Return on equity (ROE; %)	1.3	(28.6)	1.9	(13.6)	4.5	(25.3)	4.8	(41.2)	0.1	4.0	
Shareholders' equity ratio (%)	45.2	34.4	34.4	28.3	37.0	28.4	30.9	30.7	34.5	37.6	
Average exchange rate (Yen)											
US$	108.38	110.85	110.91	108.74	106.06	112.38	135.47	144.62	152.58	150.77	
EUR	118.79	129.70	128.41	120.82	123.70	130.56	140.97	156.80	163.75	174.79	

Notes : 1. Amounts are rounded off to the nearest 1 million yen.
2. US dollar amounts are calculated based on currency rate of $1=¥159.88.
3. Free cash flow = Cash flows from operating activities + Cash flows from investing activities.
4. Diluted earnings per share for the fiscal year from 2016 to 2019, 2021, and 2022 are not presented because there are no dilutive shares. Per share information (EPS, BPS, and DPS) is calculated based on the assumption that said share consolidation was conducted at the beginning of fiscal year ended March 2017.
5. Return on assets (ROA) is calculated by dividing term net profit by average total assets.
6. Return on equity (ROE) is calculated by dividing term net profit by average shareholder equity.
7. Depreciation and amortization expenses exclude depreciation and amortization related to research and development expenses.
8. On October 1, 2017, we conducted a share consolidation for common stock based on a ratio of 10 to 1. Per share information (EPS, BPS, and DPS) is calculated based on the assumption that said share consolidation was conducted at the beginning of fiscal year ended March 2016.
9. As of the beginning of FY2018, we apply the Partial Amendments to Accounting Standards for Tax Effect Accounting (ASBJ Statement No. 28, February 16, 2018). As a result, we now indicate deferred tax assets under investments and other assets and deferred tax liabilities under non-current liabilities. Figures for FY2017 have been adjusted retroactively to reflect the change in accounting standards.

Corporate Information / Stock Information (As of March 31, 2026)

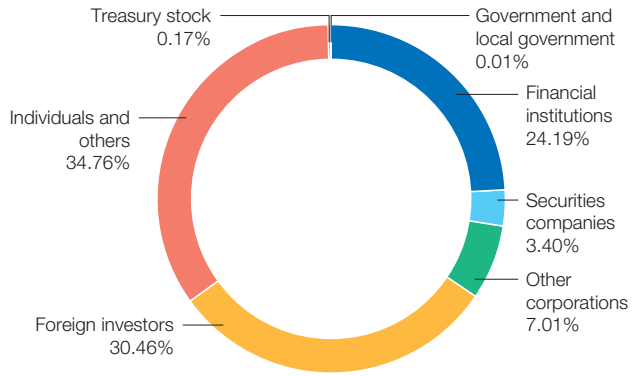
Foundation	August 1931	
Establishment	August 1947	
Capital	5,452 million yen	
Number of Employees	5,647 (Consolidated) (including fixed-term employees)	
Common Stock		
● Issued	Common stock	24,698,450 shares
	Class A stock	10,000 shares
	Class B stock	3,001 shares
● Trading Unit	100 shares	
● Number of Shareholders	Common stock	13,552
	Class A stock	1
	Class B stock	1
Stock Listing	Prime Market of the Tokyo Stock Exchange	
Securities Code	6997	
Fiscal Year-End	March 31	
Ordinary General Shareholders' Meeting	June	
Shareholder Registry Administrator	Mitsubishi UFJ Trust and Banking Corporation	
Head Office	5-6-4, Osaki, Shinagawa-ku, Tokyo 141-8605, Japan TEL: +81-3-5436-7711 FAX: +81-3-5436-7631	

Major Shareholders (Top 10)

Name	Percentage of issued shares (%)
The Master Trust Bank of Japan, Ltd. (Trust Account)	12.62
Japan Industrial Solutions III Investment Limited Partnership	7.18
KOREA SECURITIES DEPOSITORY-SAMSUNG	6.65
MSIP CLIENT SECURITIES	4.27
Custody Bank of Japan, Ltd. (Trust Account)	2.94
BNY GCM CLIENT ACCOUNT JPRD AC ISG (FE-AC)	2.62
MUFG Bank, Ltd.	2.13
Nippon Life Insurance Company	2.08
Central Tanshi Co. Ltd.	1.66
TOP PARTS CO.,LTD	1.36

Note: Shareholding ratio is calculated by subtracting treasury stock.

Ownership and Distribution of Shares

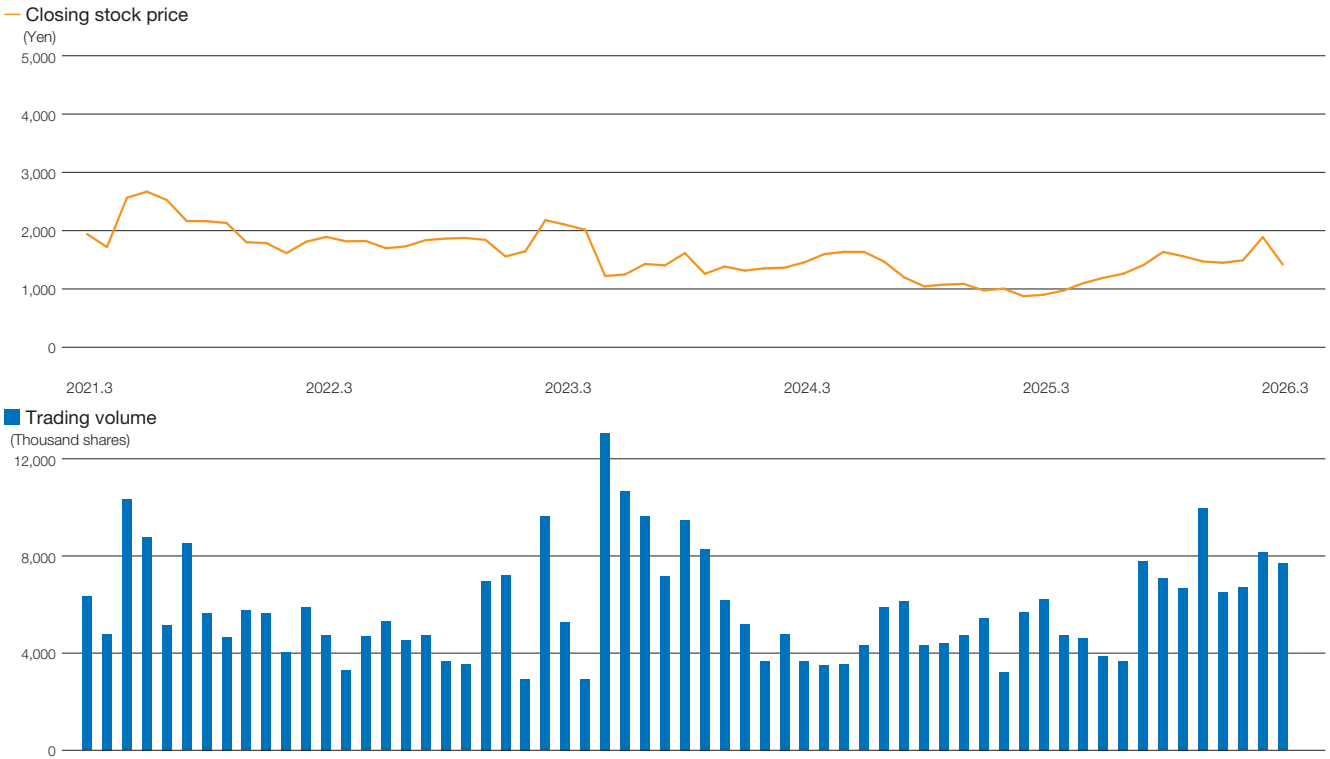


Highest and Lowest Annual Stock Prices

FY	High (¥)	Low (¥)
2021	2,780	1,513
2022	2,354	1,494
2023	2,170	1,196
2024	1,735	818
2025	**1,889**	**714**

Note: Highest and lowest values for stock price are based on the Tokyo Stock Exchange Prime Market as of April 4, 2022. Prior to that date, values are based on the Tokyo Stock Exchange (First Section).

Stock Price and Volume (Tokyo Stock Exchange)



Global Network (As of October 1, 2026)

Nippon Chemi-Con Group Overseas Network

Topic

- **EUNITED CHEMI-CON, INC. (U.S.A.) opened two sales offices in the United States: the Texas Office and the Michigan Office.**
  By establishing these offices in areas where cutting-edge technologies, including those related to the EV industry, are concentrated, the Company has strengthened its ability to address growth markets.



— Overseas Affiliates —

Manufacturing Bases

1. UNITED CHEMI-CON, INC. (North Carolina, U.S.A.)
2. CHEMI-CON MATERIALS CORP. (Washington, U.S.A.)
3. QINGDAO SAMYOUNG ELECTRONICS CO., LTD. (Shandong, China)
4. TAIWAN CHEMI-CON CORP. (Nantou)
5. CHEMI-CON(WUXI)CO.,LTD. (Jiangsu, China)
6. DONG GUANG KDK ALUMINUM FOIL MANUFACTURE LTD. (Guangdong, China)
7. CHEMI-CON(MALAYSIA) SDN. BHD. (Selangor)

Sales Bases

1. UNITED CHEMI-CON, INC. (Illinois, U.S.A.)
2. UNITED CHEMI-CON, INC. (California, U.S.A.)
3. UNITED CHEMI-CON, INC. (Michigan, U.S.A.)
4. UNITED CHEMI-CON, INC. (Texas, U.S.A.)
5. TAIWAN CHEMI-CON CORP. (Taipei)
6. SNA ELECTRONICS Co., Ltd. (Seoul, South Korea)

Sales Bases

7. HONG KONG CHEMI-CON LTD.
8. CHEMI-CON TRADING (SHENZHEN) CO.,LTD. (Shenzhen, China)
9. SINGAPORE CHEMI-CON (PTE.) LTD.
10. CHEMI-CON ELECTRONICS (THAILAND) CO., LTD.
11. CHEMI-CON(MALAYSIA) SDN. BHD. (Penang)
12. CHEMI-CON ELECTRONICS (INDIA) PVT. LTD. (Delhi)
13. CHEMI-CON ELECTRONICS (INDIA) PVT. LTD. (Bengaluru)

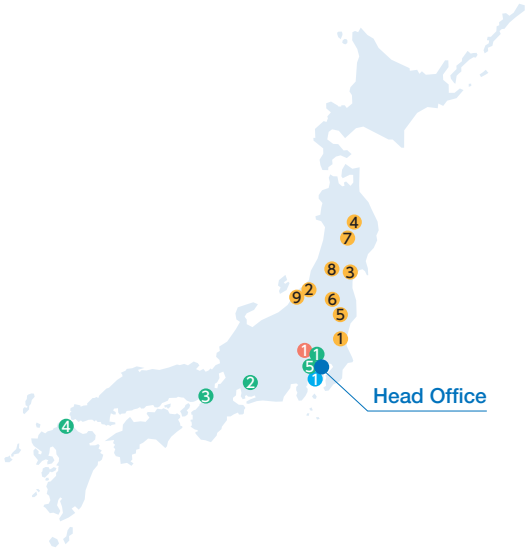
Manufacturing and Sales Bases

1. SAMYOUNG ELECTRONICS CO., LTD. (Gyeonggi-do, Korea)
2. P.T.INDONESIA CHEMI-CON

Regional Headquarter

1. CHEMI-CON AMERICAS HOLDINGS, INC. (Illinois, U.S.A.)

Nippon Chemi-Con Group Domestic Network



— NIPPON CHEMI-CON CORPORATION —

● **Head Office** (Tokyo)

Manufacturing Bases

1. Takahagi Plant (Ibaraki)
2. Niigata Plant

Sales Bases

1. East Japan Branch (Tokyo)
2. Central Japan Branch (Aichi)
3. West Japan Branch (Osaka)
4. Kitakyushu Sales Office (Fukuoka)

R&D Bases

1. Kanagawa Research Center

— Affiliates in Japan —

Manufacturing Bases

3. CHEMI–CON EAST JAPAN CORP. Miyagi Plant
4. CHEMI–CON EAST JAPAN CORP. Iwate Plant
5. CHEMI–CON EAST JAPAN CORP. Fukushima Plant
6. CHEMI-CON EAST JAPAN MATERIALS CORP. Kitakata Plant (Fukushima)
7. CHEMI-CON EAST JAPAN MATERIALS CORP. Iwate Waga Plant
8. CHEMI-CON DEVICE CORP. Yamagata Plant
9. CHEMI-CON DEVICE CORP. Yonezawa Plant (Yamagata)
10. CHEMI-CON DEVICE CORP. Nagaoka Plant (Niigata)

Sales Bases

5. KDK CORP. (Tokyo)

Manufacturing and Sales Bases

1. CHEMI–CON EAST JAPAN CORP. Ome Division (Tokyo)

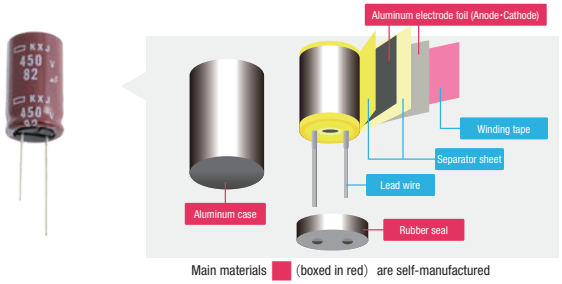
Fundamental Product Knowledge

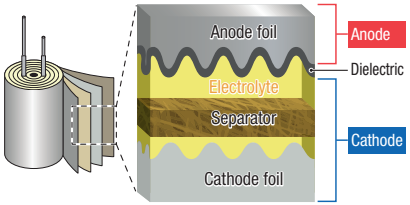
Aluminum electrolytic capacitors

Capacitors are electronic components that adjust and stabilize the flow of electricity by storing (charging) and releasing (discharging) it. Capacitors have important functions that include storing electricity, passing only alternating current and not direct current, and absorbing “noise” that can cause malfunctions to electronic devices. There are several types of capacitors, depending on the material used, including ceramic capacitors and tantalum capacitors, each with their own unique features. The Company’s main product, aluminum electrolytic capacitors, are capacitors that use “a thin layer of oxidized aluminum foil (Al_2O_3)” as the dielectric.

They feature a large capacitance by forming minute unevenness on the surface of aluminum foil through electrochemical treatment to enlarge the surface area. They are used in all types of electrical and electronic equipment (automobiles, industrial equipment, white goods appliances, digital devices, social infrastructure, etc.), taking advantage of their properties as an anode, dielectric, and cathode (a true cathode is an electrolyte).

Basic Structure of Aluminum Electrolytic Capacitors





Ultra-low ESR products that use solid conductive polymers instead of electrolyte liquid are also widely used, mainly in digital devices. Hybrid capacitors that combine electrolyte liquid and conductive polymers have also made an appearance in recent years and are extensively used in automobiles, telecommunications equipment, server applications, etc. They continue to evolve to provide the optimal characteristics suited to the usage conditions.

Features 1. Small size 2. High capacitance 3. Cost-effective per capacitance 4. High reliability 5. Broad applications

Compared with other types of capacitors with the same capacitance, aluminum electrolytic capacitors are smaller, have higher capacitance, and offer excellent cost-effectiveness. As mentioned above, they are essential electronic components for power supply circuits, and are widely used for a broad range of purposes.

Examples of aluminum electrolytic capacitor applications



Home video game consoles

10-30 units



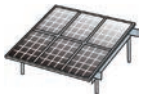
Inverter air conditioners

20-30 units



Automobiles

50-250 units



Photovoltaic power conditioners

30-50 units



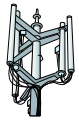
Industrial robots

10-60 units



Data center servers

50 units or more



Communication base stations

10-70 units

Inquiries regarding the CHEMI-CON REPORT 2026



Investor Relations Group, Corporate Strategy Department

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WEB https://www.chemi-con.co.jp/en/company/

Precautions concerning forecasts

This report includes future forecasts related to company plans, strategies, performance, and other matters. These forecasts are based on judgments made using presently available information. Please note that actual performance may differ from these forecasts as a result of various factors.