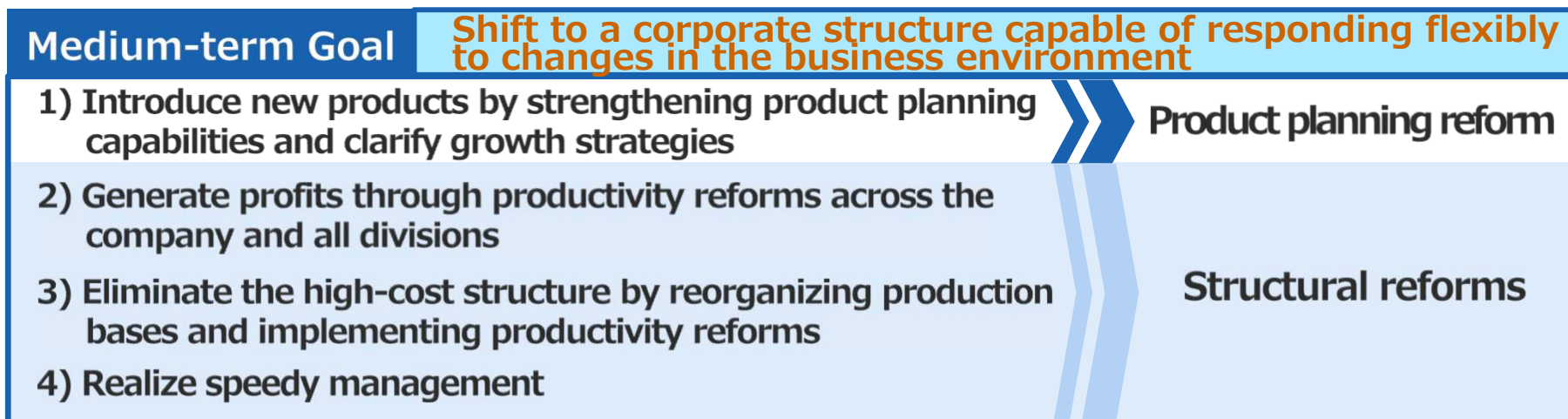


# Progress of the 9th Medium-term Management Plan and Forecast for FY2022

May 2022  
Nippon Chemi-Con Corporation

# 1. Progress of the 9th Medium-term Management Plan (FY2020-2021 Results, FY2022 Forecast)

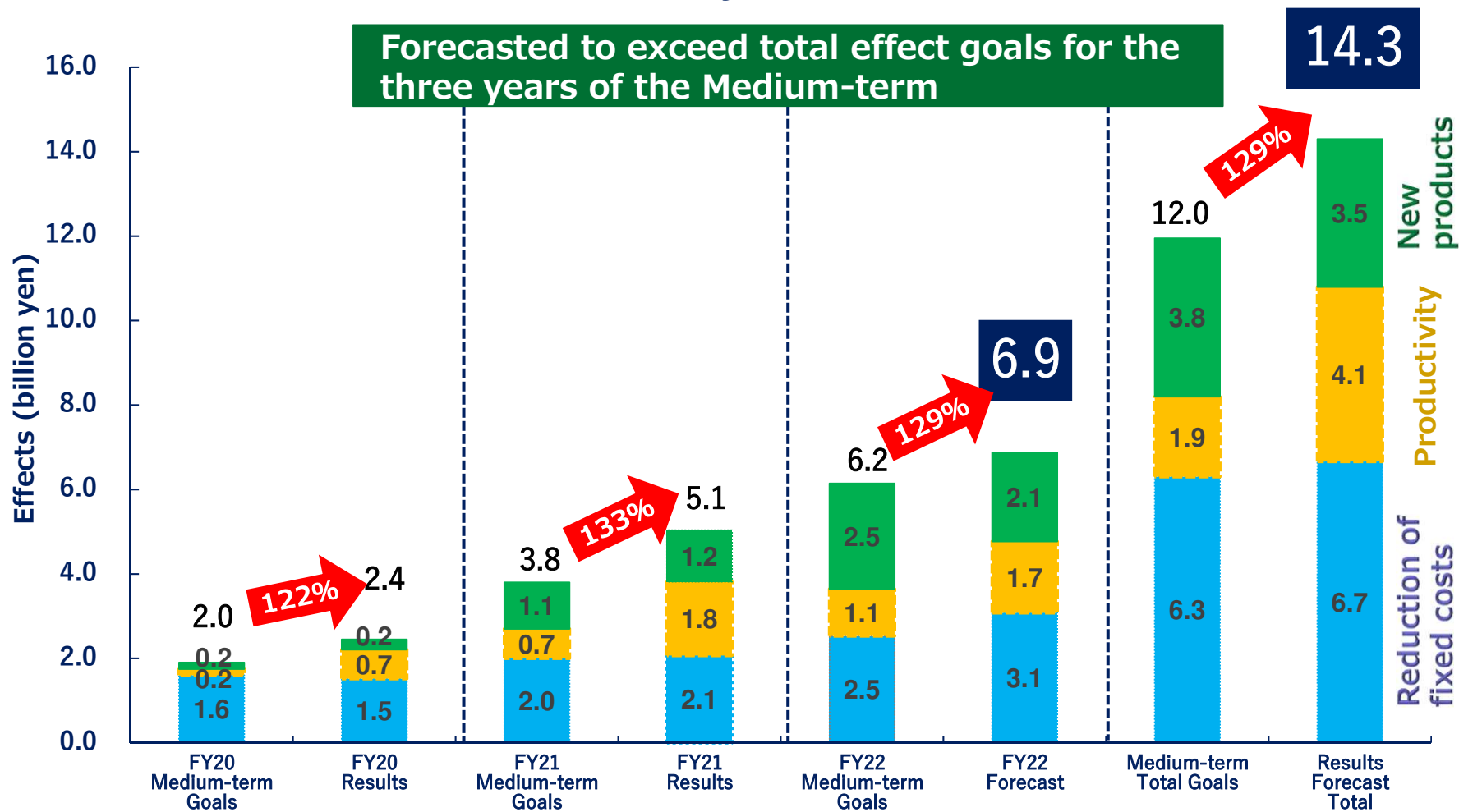


▶ Improve financial position by improving asset efficiency and reducing fixed costs

	FY2020	FY2021	FY2022 Forecast	9th Medium-term FY2022 Goals
Net sales	¥110.7b	¥140.3b	¥155.0b	¥140.0b
Operating income	¥2.9b	¥8.7b	¥9.3b	¥10.0b
Net income	¥2.0b	¥(12.1)b	¥6.3b	¥6.0b
ROE	4.5%	(25.3)%	13.3%	10% and higher
Asset turnover ratio	0.8	0.9	1.0	1.0 and higher

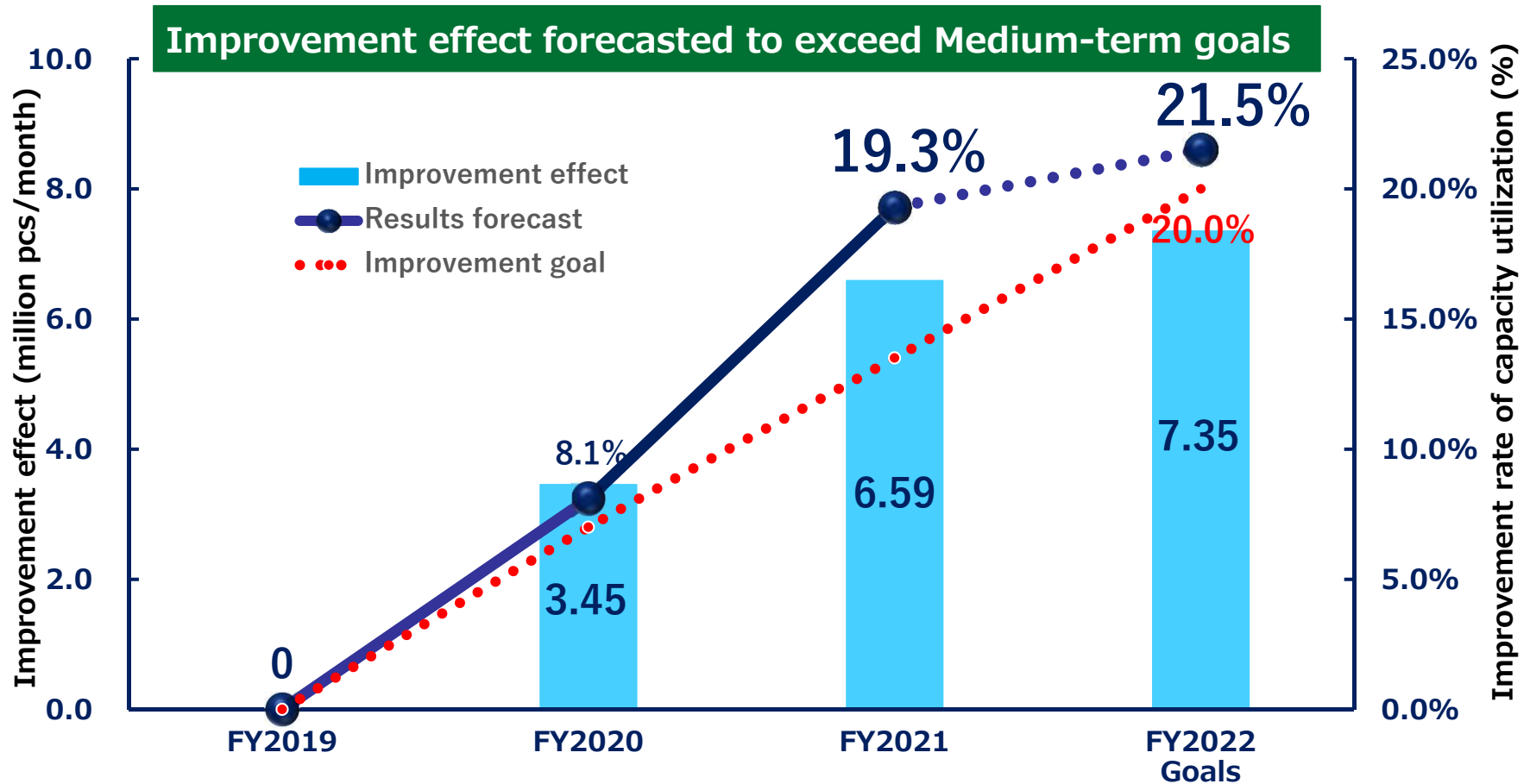
## 2. Performance Improvement Effect From Structural Reforms (FY2020-2021 Results, FY2022 Forecast)

Performance Improvement Effect From Structural Reforms (vs FY2019, ¥12.0b/total (three years))



## 2. Performance Improvement Effect From Structural Reforms (FY2020-2021 Results, FY2022 Forecast)

Improvement of OEE<sup>1</sup>, TEEP<sup>2</sup> and per person productivity to respond to increases in production without increasing employees or facilities



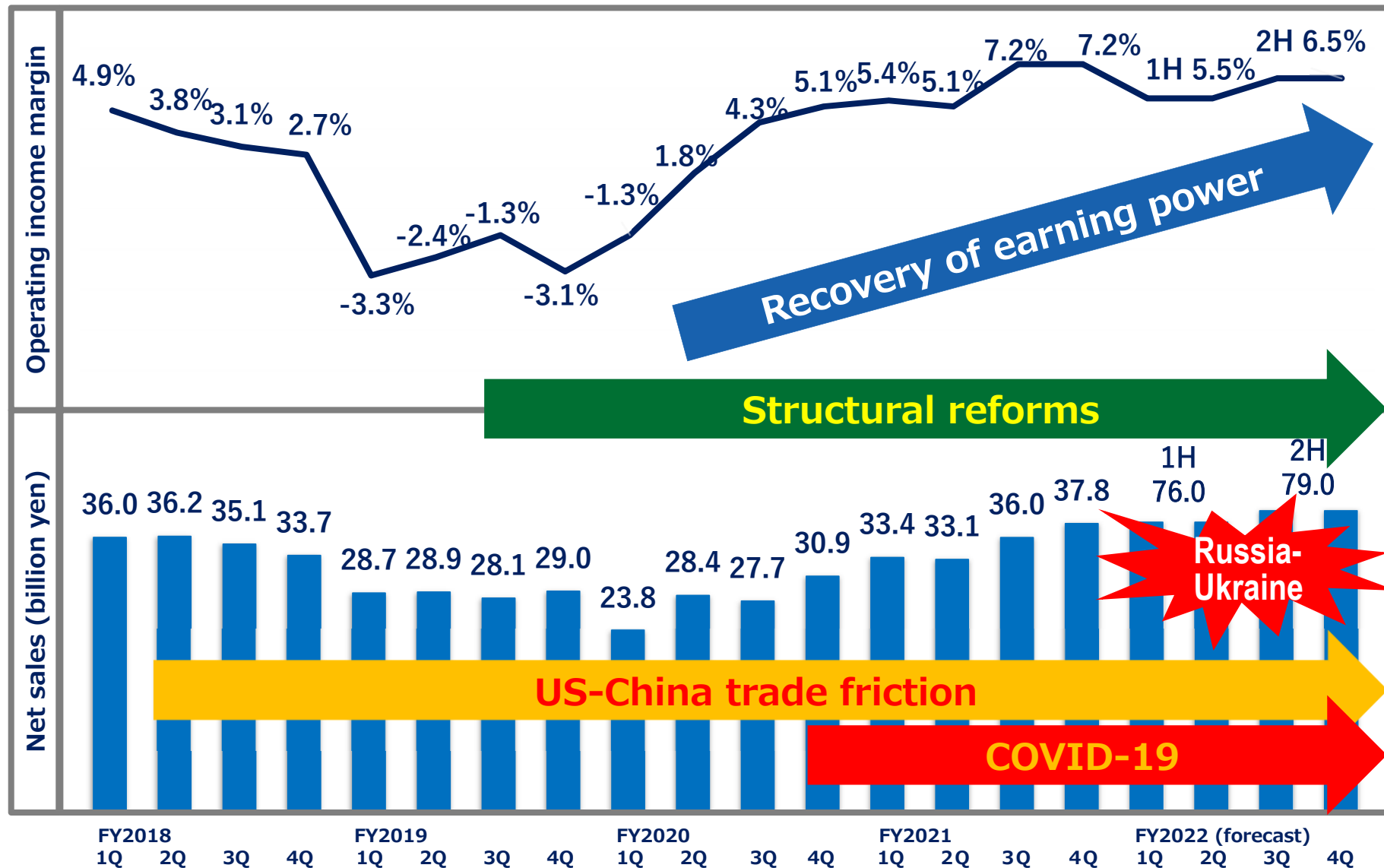
<sup>1</sup> Overall Equipment Effectiveness  
<sup>2</sup> Total Effective Equipment Performance

### 3. FY2022 Forecast - Consolidated Financial Results

**Business plan developed amid rises in material/energy costs and disruptions in logistics**

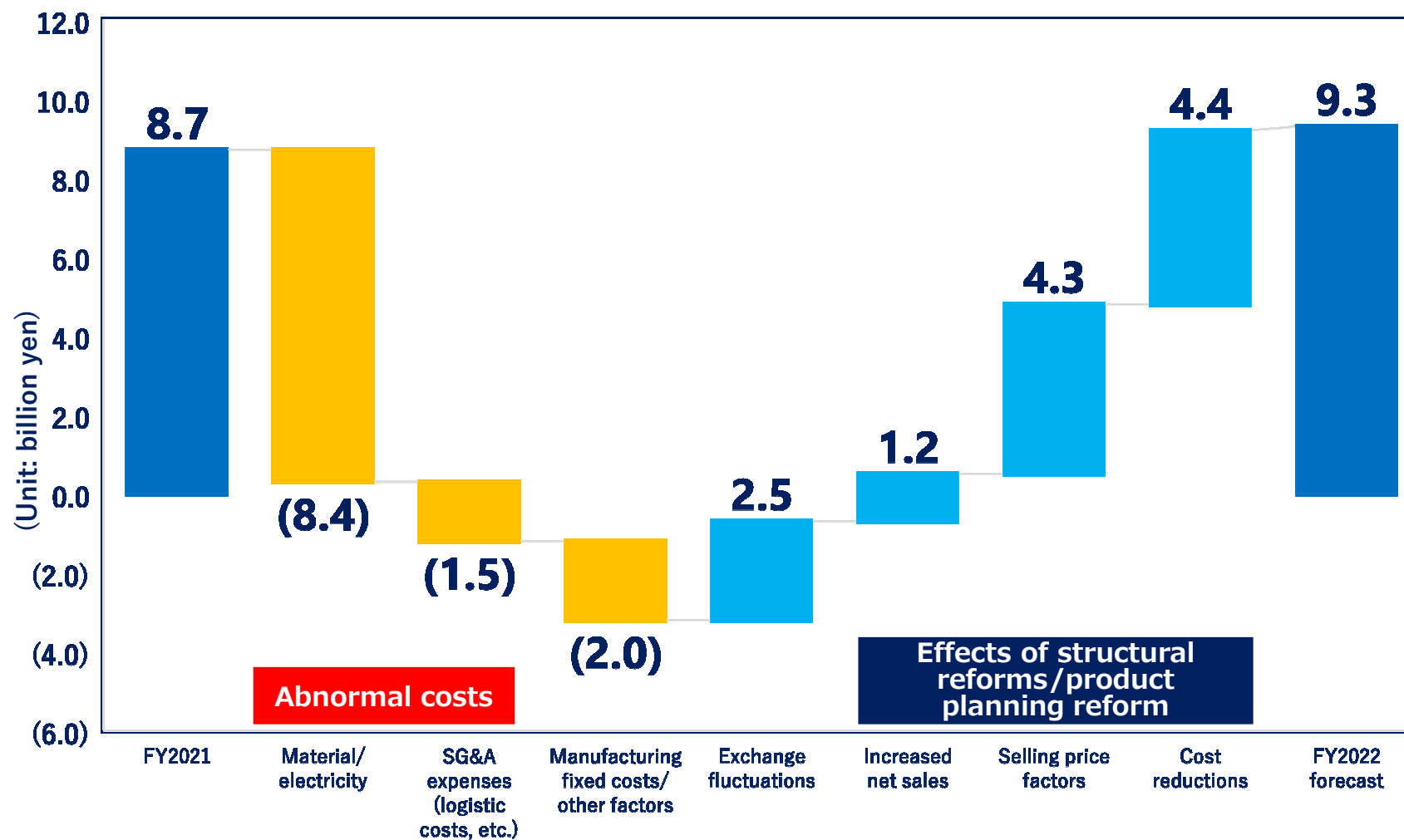
(Unit: million yen, %)	FY2021	FY2022 Forecast	YoY	
			Amount	%
Net sales	140,316	155,000	14,684	+10.5%
Operating income	8,798	9,300	502	+5.7%
Ratio to net sales	6.3%	6.0%	(0.3)pt	—
Profit/loss attributable to owners of parent	(12,124)	6,300	+18,424	—
Ratio to net sales	(8.6)%	4.1%	+12.7pt	—
ROA	(8.2)%	4.0%	+12.2pt	—
ROE	(25.3)%	13.3%	+38.6pt	—
Capital investment	5,858	8,500	+2,642	45.1%
Depreciation	5,885	6,000	+115	1.9%
R&D expenses	4,156	4,500	+344	8.3%
Avg exchange rate 1USD(YEN)	112.38	122.00	—	8.6% weaker yen
1EUR(YEN)	130.56	132.00	—	1.1% weaker yen

# Net Sales and Operating Income (FY2018-2021 Results, FY2022 Forecast)



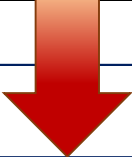
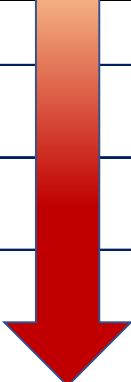

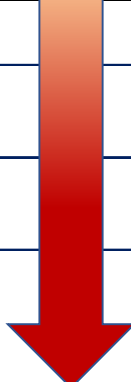
# FY2022 Forecast - Operating Income (YoY Change)

The performance improvement effect from structural reforms/product planning reform will offset abnormal costs of material/electricity and logistics



# Priority Measures to Accomplish Goals for FY2022

## 1. Completion of structural reforms

		Method			
		TPM activities	SCM reforms	DX implementation	Promoting standardization
Purpose	1) Improving OEE/TEEP				
	2) Improving per person productivity				
	3) Improving staff productivity				
	4) Improving logistics efficiency and reducing inventory				

## 2. Product planning reforms

- 1) Improving product planning capabilities
  - Concept-driven, enhancing added value
- 2) Enhancing sales expansion capabilities
  - Strengthening cooperation of sales divisions

## 3. Enhancing ESG initiatives

Transition to Tokyo Stock Exchange's new Prime Market  
 Declaration of support for the TCFD recommendations



# Supplementary Material

## FY2022 Forecast - Net Sales by Product

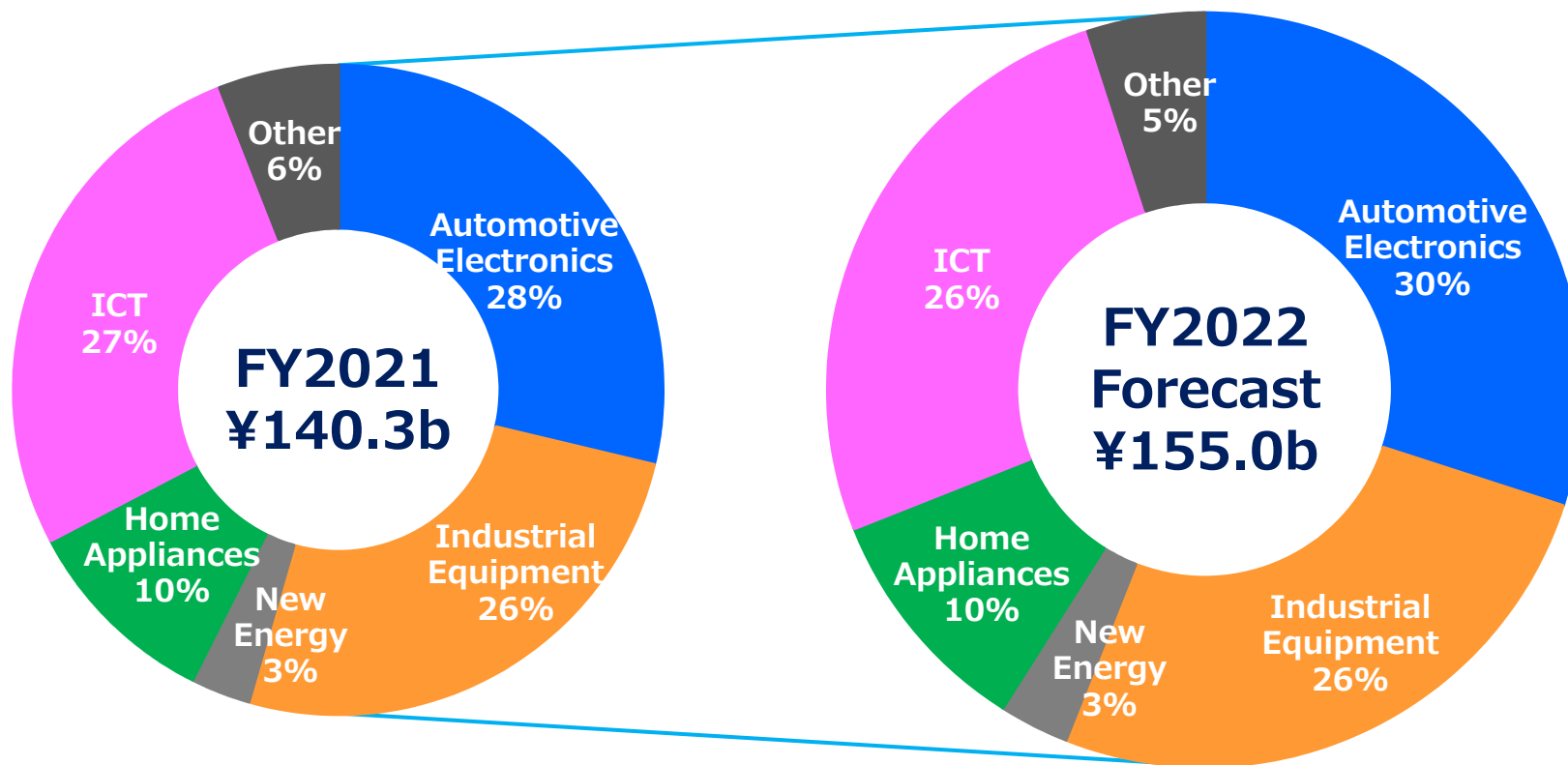
(Unit: million yen, %)

Product	FY2021	Percentage	FY2022 Forecast	Percentage	Amount	%
Aluminum electrolytic capacitors	121,402	86.5%	135,000	87.1%	+13,598	+11.2%
Conductive polymer	18,433	13.1%	21,000	13.5%	+2,567	+13.9%
DLCAP™	3,400	2.4%	3,600	2.3%	+200	+5.9%
Ceramic capacitors/varistors	3,394	2.4%	3,600	2.3%	+206	+6.1%
Mechanical and other parts	3,189	2.3%	3,500	2.3%	+311	+9.7%
Capacitor materials	6,749	4.8%	7,200	4.6%	+451	+6.7%
Other	2,179	1.6%	2,100	1.4%	(79)	(3.6)%
<b>Total</b>	<b>140,316</b>	<b>100.0%</b>	<b>155,000</b>	<b>100.0%</b>	<b>+14,684</b>	<b>+10.5%</b>

# Supplementary Material

## FY2021-2022 Net Sales by Market

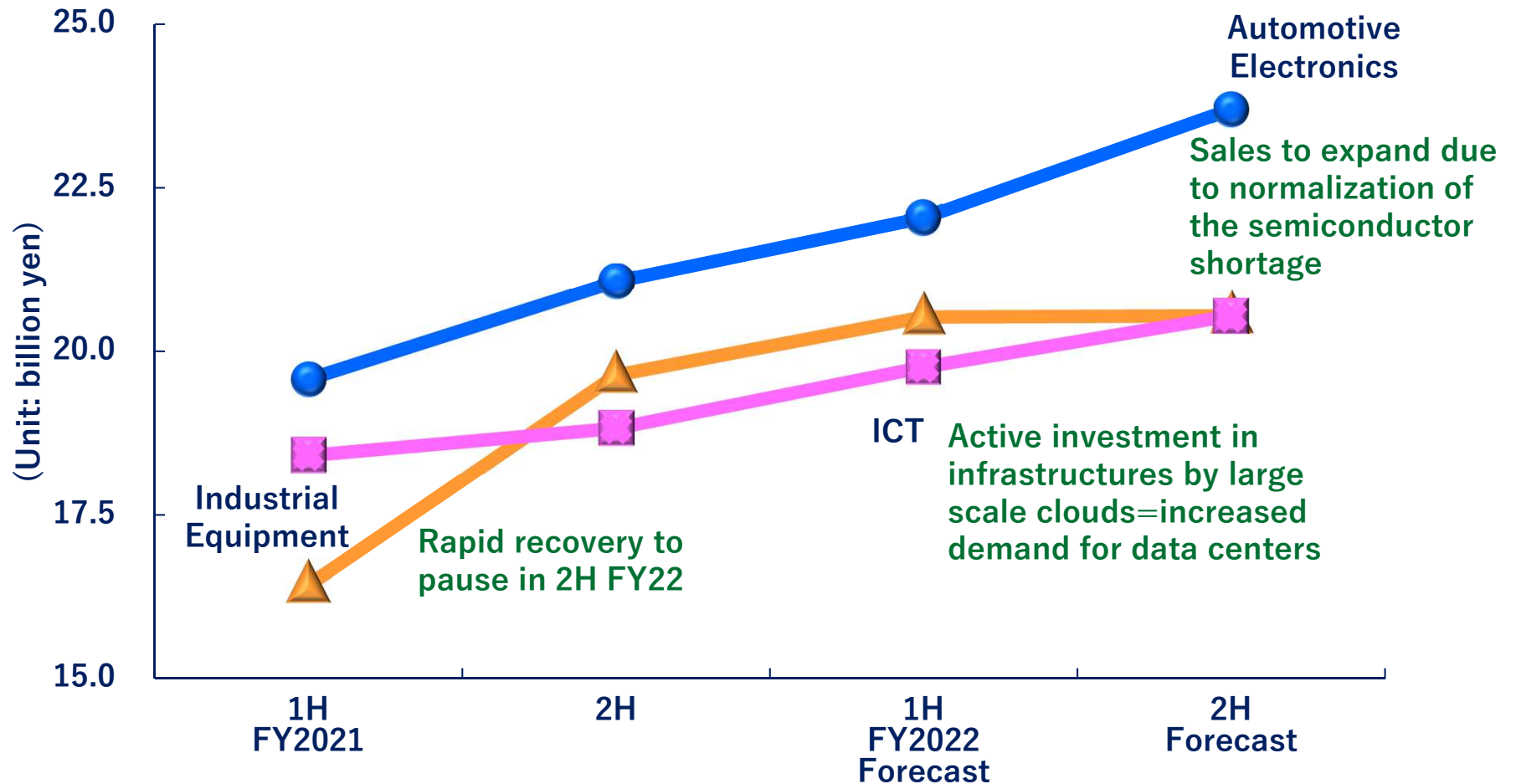
High demand for automotive electronics expected to further increase due to normalization of the semiconductor shortage



# Supplementary Material

## FY2021-2022 Trends in Main Markets

### Net Sales and Forecast for the Three Main Markets



**[Note]**

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