

nichicon

Integrated Report 2026

Employees (consolidated)

4,982

Sales of household energy storage systems, and the vehicle-to-home (V2H) systems EVPower Station™

No. 1 in Japan

Net sales

169.7 billion yen

Annual dividend per share

37 yen

Overseas sales ratio

50.7%

World-first

Developed the Tribrid Energy Storage System™, which enables highly efficient use of electricity generated by solar power in households and in electric vehicles (EVs) or plug-in hybrid vehicles (PHEV)

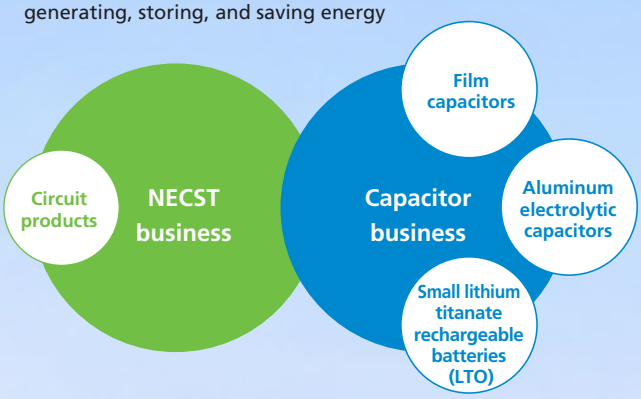
Year of establishment

1950



Two business areas

Developing the Capacitor business and NECST (NICHICON Energy Control System Technology) business centered on core technologies for generating, storing, and saving energy



Top notch management

First-class performance in every aspect of our business, including quality, cost, delivery, service, and technology

Share of accelerator power supplies for medical facilities and academic research

80% Greater than

Capital stock

14.28 billion yen

Business bases

40 bases in 11 countries

Number of group companies

28

World-first

Development of the EVPower Station™, the vehicle-to-home (V2H) system that supplies power from electric vehicles (EV/PHEV) to home appliances and provides rapid EV charging at home

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Editorial policy

The purpose of this report is to provide a greater understanding of the NICHICON Group's strategies and sustainability initiatives toward achieving a sustainable society and continuously improving corporate value.

This year, we created three special feature pages covering our new multilayer capacitor and efforts to advance fusion energy as technologies that support growth, along with a round-table discussion in which employees from different departments and generations discuss the future. We also hear in depth from those responsible, as we did last year. It is our hope that this report will lead to greater dialogue.

Period covered

This report covers the activities and results in fiscal 2025 (April 1, 2025–March 31, 2026). However, in some parts, it mentions activities and results after April 2026.

Organizations covered

NICHICON Corporation and its consolidated subsidiaries

Reference guidelines

- International Integrated Reporting Framework (IFRS Foundation)
- Company-Investor Dialogue 2.0 for Collaborative Value Creation (Ministry of Economy, Trade and Industry of Japan)
- Final Report: Recommendations of the Task Force on Climate-related Financial Disclosures

More information and past case examples can also be found on our website below.

Investor Relations
https://www.nichicon.co.jp/english/ir/

CSR & Environment
https://www.nichicon.co.jp/english/company/sustainability/

Contributing to the creation of a sustainable society by implementing our Mission Statement

The NICHICON Group is, based on our Mission Statement, manufacturing products that have value and performing activities to create a brighter future for society.
With business activities and products that take advantage of our strengths as a company, we will solve the various problems of society and help to make that society more sustainable.

NICHICON's ideals

Mission Statement

We dedicate ourselves to creating valued products that will contribute to a brighter future for society. We strive to attain a better global environment, to live up to our ethical and social responsibilities and to diligently work to exceed the expectations of our customers, shareholders and employees. With heart and soul we aim to maximize our corporate value by the way of "ko-do" (Think and Work).

"ko-do" (Think and Work):
NICHICON has coined this word (in the Japanese origin), which refers to thinking and working.

NICHICON's strengths

Strengths

- Developing innovative products and technologies
- Contributing to society as a creation business
- Cultivating diverse human resources
- Engaging in active R&D activities including industry-academia collaboration
- Making aggressive capital investment and R&D investment
- Building a sound financial base
- Promoting digital transformation for reforming manufacturing and making operations more efficient

Business activities and products

Capacitor business

- Aluminum electrolytic capacitors
- Film capacitors
- Small lithium titanate rechargeable batteries (LTO)



NECST business

NECST: NICHICON Energy Control System Technology

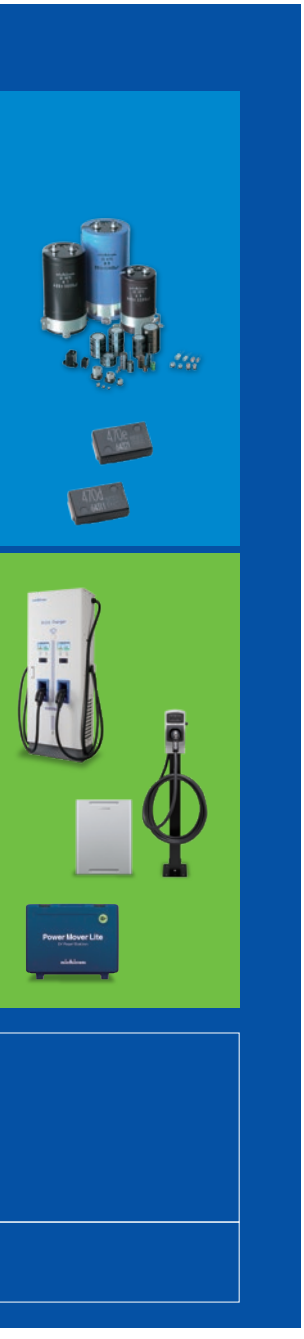
- Circuit products



Materiality (key issues) →P. 21

• Contributing to a decarbonized society through products • Enhancing customer satisfaction through unique technologies and absolute quality • Creating a workplace where employees feel fulfilled and able to take on challenges • Reducing environmental impact in business activities • Responding to change and strengthening governance and risk management systems

Sustainability Policy →P. 20



Value provided by NICHICON

Value provided		Contributing to the solving of social issues
Clean energy		Achieving carbon neutrality
Energy savings		Expanding the functions of information and communications equipment
Comfort		
Safety and security		Facilitating advanced medicine
BCP		Providing aid to post-disaster reconstruction activities
Harmonious coexistence with local regions		
Diversity		Improving the quality of life

SUSTAINABLE DEVELOPMENT GOALS



Katsuhiko Mori
Representative Director and President, COO

Ippei Takeda
Representative Director and Chairman, CEO

Mission Statement

We dedicate ourselves to creating valued products that will contribute to a brighter future for society. We strive to attain a better global environment, to live up to our ethical and social responsibilities and to diligently work to exceed the expectations of our customers, shareholders and employees. With heart and soul we aim to maximize our corporate value by the way of "ko-do" (Think and Work).

"ko-do" (Think and Work): NICHICON has coined this word (in the Japanese origin), which refers to thinking and working.

Message from the Management

Accelerating selective focus and taking value creation to a new stage

Summary of fiscal 2025 and Vision 2025

A variety of successes that contribute to sustainable medium- and long-term growth

Consolidated financial results for the NICHICON Group for fiscal 2025 were: net sales of ¥169.724 billion (down 3.4% year on year), operating income of ¥6.456 billion (an increase of 24.1% for the same period), ordinary income of ¥8.326 billion, and net income of ¥6.31 billion. This represented a decrease in revenue but an increase in profit. When viewed by segment, in the Capacitor business, sales of products for AI servers, data centers, and automotive and vehicle-related equipment grew, while sales of products for xEV, a segment that had been in a period of adjustment, recovered in the second half of the fiscal year. Furthermore, productivity improvements achieved through large-scale organizational restructuring carried out during the previous fiscal year saw segment profits rise threefold (an increase of 196.3%) year on year. In the NECST business, we launched the ESS-T5 and ESS-T6 series in the second half of the fiscal year as new flagship models in our Tribrid Energy Storage System™ lineup for household use. However, their later-than-planned launch meant that sales failed to gain momentum, and segment profits fell sharply, down 49.0% year on year.

Fiscal 2025 was the last fiscal year of the Vision 2025 medium-term growth targets announced in 2021. The fact that both net sales and operating income margin were well short of the targets set is viewed extremely seriously by management. However, it is also true that over the past five years, we have achieved a range of results and made progress that will contribute to the Group's medium- to long-term growth.

One example is the new multilayer capacitors that went into mass production and were launched as the KBA Series in May 2026. At 2 mm or less in height, these groundbreaking products have a low profile that was impossible with conventional wound capacitors. We anticipate strong demand in the automotive market as well as in the growing AI and information and communications equipment markets. The successful commercialization of these products after more than two years of work to overcome formidable development hurdles, along with the development of aluminum electrolytic capacitors for use in data centers and AI servers are both major achievements, and we have high expectations that they will drive future growth in the Capacitor business.

The market- and customer-oriented mindset that has taken root throughout the Group is another sign of the progress achieved over the past several years. Current practice at the NICHICON Group is for many technical personnel as well as sales personnel from each of our businesses to visit customer worksites, actively offering suggestions and gathering information. We also send young technical personnel to customer sites in Japan and overseas and promote the development of such personnel through industry-academia collaboration and other means. These initiatives have allowed us to rapidly identify immediate customer needs as well as their business strategies and the types of products they will require in the near future. From fiscal 2026 onward, we intend to further enhance these initiatives and use them to drive technology development and the creation of proposals that keep us a step ahead of our competitors.

The new medium-term management plan and the outlook for fiscal 2026

Accelerating selective focus in products and business areas

I hope to make fiscal 2026 a year in which the seeds that we have planted in a range of different business areas bloom and bear fruit. We are now formulating a medium-term management plan that will clarify our basic managerial policies and the path forward for each of our businesses, the goals we will work to achieve, and concrete strategies and measures to that end, and share these throughout the company. Under this new plan, we will pursue a policy of emphasizing both profit and profit ratio. Prioritizing securing a reliable profit in each business will ensure that revenue follows. Guided by this philosophy we will accelerate selective focus in our business portfolio.



To date, we have defined four key areas: "Energy, Environment, and Medical Equipment," "Automotive and Vehicle-Related Equipment," "Household Appliances and Industrial Inverter Equipment," and "Information and Communications Equipment," and allocated management resources relatively evenly across them. Going forward, however, we will sharpen the focus of our portfolio strategy by conducting a more detailed, multifaceted analysis of the four areas in terms of market size and growth potential, our competitive advantages and business profitability, and risk and investment efficiency. Based on the results, we will clearly identify areas in which resources should be concentrated and those that should be maintained to secure stable earnings, making targeted growth investments accordingly. We intend to scale back or withdraw from areas where profitability has declined or the potential to contribute to future growth is low.

In line with this, we will further refine our product and sales strategies.

Profitability and growth potential vary according to use and the target market, even for products in the same category. Conversely, in some cases even products in different categories may be in high demand within the same growth market. For example, although aluminum electrolytic capacitors are our main products for the information and communications equipment market, there is also strong demand in this domain for film capacitor products used in applications such as battery backup units (BBUs). Rather than grouping products broadly into categories, analyzing needs and profitability in more detail for each product will help to clarify the direction that new product development and sales strategies should take. Actually, new initiatives of this nature are already underway at each of our factories and sales operations.

NECST business outlook

Capitalizing on favorable market conditions to drive further growth

Since its founding in 2010, the NECST business has achieved steady growth through a range of products that contribute to the creation of a decarbonized society, such as household energy storage systems, V2H (Vehicle to Home) systems that electrically connect EVs and homes, and EV and PHEV quick chargers. Sales of new household energy storage systems are now picking up again. NICHICON maintains the top position in the market in terms of the capacity of these storage systems, and I believe that we are continuing to grow.

Going forward, efforts to curb global warming have seen adoption of EVs and renewable energy continue to expand worldwide, and we anticipate that the shift away from oil-dependent energy systems will continue to accelerate. In Japan as well, revised ZEH standards are scheduled to come into effect in fiscal 2027. Under these standards, storage batteries must be installed in detached houses, and government subsidies are also anticipated to be made available. I believe that a variety of favorable conditions mean that demand for the products offered by the NECST business is certain to continue growing.

The NECST business also handles products such as power supplies for fusion energy, often described as a "dream energy source," and large-scale power supply systems for defense-related equipment. These are high-value items, costing from ¥100 million to ¥2 billion each, and NICHICON commands a significant share of the Japanese market. Amid major changes in the international landscape, the Japanese government is promoting the domestic production of next-generation energy technologies and defense-related products as a matter of national policy, and private-sector technological collaboration is expected to intensify. We anticipate that this will drive the creation of numerous groundbreaking new technologies.

Enhancing our technology development capabilities

Expanding diverse internal and external co-creation initiatives

As a manufacturer, technology development capabilities are the foundation on which we create value. However, at NICHICON, we have two major strengths: the NECST business, which creates finished products, and the Capacitor business, which manufactures and sells components. In recent years we have promoted the exchange of human resources and information between these businesses, creating an environment that allows these two disparate organizations to discuss their respective needs in terms of quality and technology on a routine basis, leading to faster product and technology development.

In addition to this unique R&D environment, we are engaged in ongoing joint research with external research institutions and businesses, including research into next-generation storage devices and energy management through a comprehensive industry-academia collaboration partnership with the University of Tokyo's Institute of Industrial Science and a green energy research program jointly established with the Nagasaki Institute of Applied Science. One particularly promising endeavor is our collaboration with Kyoto Fusioneering Ltd., in which we invested in 2024. This is a

startup business that is working to commercialize fusion energy, which is thought to be a promising next-generation source of clean energy. In February 2026, we provided part of the Adogawa Plant of NICHICON (KUSATSU) CORPORATION to Kyoto Fusioneering for use in the research and development of gyrotron systems, one of the company's core businesses, helping to establish the KF Shiga Innovation Factory. Going forward, we intend to continue to support Kyoto Fusioneering as both an investor and business partner, helping to resolve energy challenges and global environmental issues through collaboration.

Strengthening human capital

Creating an organizational environment that fosters intellectual drive

Together with technology development capabilities, people are the most important management resource for the sustainable growth of a business. To take on challenges and drive transformation that will allow us to break free of the current stagnation requires each of us to have the intellectual drive to think deeply for ourselves and apply the knowledge and skills we have worked with passion to acquire to create value. In order to create a foundation for that, we have revised the evaluation criteria applied in our human resources systems and have conducted personnel transfers on a large scale. Of course, our efforts in personnel development do not take the same form as those we employ in developing products, but the effects of these efforts are now becoming apparent. Going forward, we will ensure that our strategies for human resources, management, and business are even more closely aligned as we work to create an organizational environment that allows every person to find fulfillment in their work.

That is why we will also continue to focus on bringing in talented people from outside the company. NICHICON may have the most mid-career hires of any Japanese components manufacturer of comparable size. Our technology divisions in particular have recruited many people from large companies who have outstanding expertise in both the hardware and software domains. We also actively hire candidates from many different countries, including China, South Korea, New Zealand, and France, through our regular recruiting processes, and they are active in every division in the Group.

What is important is not simply to increase diversity, but to create an environment in which people with different backgrounds, knowledge, experience, and values can join forces to work together toward a common goal. I believe that allows us to create new value that could not emerge in a homogeneous organization, which is why we are working to establish human resources systems that provide a fair evaluation of the effort made by each person, and of their willingness to take on challenges. At the Group's overseas subsidiaries, local personnel serve in top management positions such as the CEO or the second-in-command. I hope that by evaluating people fairly and entrusting them with positions of responsibility, we will further increase the motivation of both the individuals themselves as well as those around them.



To our stakeholders

Working with one will to become the strongest

For the most part, NICHICON has achieved steady growth, but in recent years our dialogue with shareholders, investors, and suppliers has revealed that expectations of our company are higher than ever before. I believe this is because people recognize that we are working diligently in growth areas that will be essential to society in the medium to long term.

Even in these growth areas, the NICHICON Group will focus on businesses and products in domains that offer higher profit—or put another way, domains in which we can create greater value for society. In doing so, we will raise our stakeholders' expectations even higher. Together with the capabilities we have built up, this groundwork has allowed us to put the elements in place to achieve the breakthrough we need to make a new leap forward. Over the next year or two, we will work to translate our work and preparation to date into a breakthrough.

What is important is speed. In the coming era, a "winner-takes-all" trend is likely to be prevalent across the board, which is precisely why we must act with even greater speed in every domain in which we operate, without fearing risk, and strive to become the strongest. Within the company, I have encouraged everyone to act as if they were running a full marathon with the intensity of a 100-meter sprint, making a call to action to unite as a company and give everything we have to run as far and as fast as we can. Today, I would like to ask all our stakeholders for their continued understanding and support for the NICHICON Group.

Ippei Takeda
Representative Director
and Chairman, CEO

Katsuhiko Mori
Representative Director
and President, COO

Message from the Finance Officer

Improving our profitability to propel our corporate value to a new level



Shinji Iwami
Operating Officer
General Manager of Financial and Accounting Headquarters

Sound profits are the source of improvements to corporate value

I assumed the post of finance officer in July 2025. Since joining the company, my work in finance and accounting has shown me that sound profits are the source of everything in business. Investing in new technology, developing human resources, expanding facilities, and returns to shareholders all depend on the ability to generate profit. That is why I believe that my greatest responsibility as finance officer is to increase our profitability. Rather than simply pursue numerical goals, I want my role to be that of supporting business growth. That is my fundamental stance.

The challenge of "Vision 2025" and the foundation built under it

Looking back on Vision 2025 as a whole, I am disappointed that we were unable to achieve our targets for net sales and operating income margin. One reason for this lies in our inability to fully adapt to the market conditions and global situation, both of which had changed dramatically since Vision 2025 was formulated.

On the other hand, we continued to invest actively for the future without scaling back capital investment. Cumulative investments for the past five years totaled ¥56.2 billion, significantly exceeding depreciation and amortization, which stood at ¥37 billion, while R&D investments reached ¥32.9 billion. To support these investments, we also worked to improve capital efficiency throughout the company, with efforts encompassing inventory management, collection of accounts receivable, and management of utilization rates for new equipment. As a manufacturer, we cannot grow without production capabilities. Although net sales did not reach ¥200 billion, I view our creation of a financial foundation and production platform capable of supporting operations of this scale as an achievement in its own right.

Towards a double-digit operating income margin —Enhancing profitability and increasing corporate value

We are now moving forward with the formulation of a new medium-term management plan. What I consider most important is operating income margin. We will once again try to meet our target of reaching double digits, which we were unable to do under Vision 2025, and we are determined to achieve our goal. Securing a stable double-digit income margin will increase the range of measures we are able to pursue, creating a virtuous cycle of increasing corporate growth. Our first priority is to realize the benefits of our investments to date and break through the 10% barrier.

When setting targets, it is essential that each of our sales, technology, manufacturing, and administrative divisions thinks seriously about what it must achieve to enhance corporate value. I believe the financial targets we set should be shaped by the collective pooling of the commitments that effort produces. As finance officer, I will involve myself deeply in those discussions and be a driving force in ensuring that they result in a highly effective plan.

With regard to our business portfolio, we will look closely at our achievements over the past few years as well as at the potential for growth in the coming two or three years rather than basing decisions on our achievements in a single fiscal year, prioritizing the allocation of management resources to areas where growth is anticipated. Currently, we evaluate business by individual product categories and business group units on a management accounting basis, identifying businesses facing issues with profitability and capital efficiency and working to address these problems.

It is important to act immediately once we make a decision. In the past there have been instances when we failed to address or capitalize on challenges or opportunities that presented themselves very clearly. Going forward, we will ensure that the decisions we make are acted on swiftly and surely. Moreover, we cannot consider non-financial initiatives as separate from efforts to improve earning power. Activities that contribute to improving the environment or product quality ultimately translate into financial value. By constructing a KPI framework that is linked to materiality and ROIC, we will endeavor to create systems that allow each employee to feel that their work is contributing to corporate value. I am confident that that realization will give us the strength needed to drive forward in the era of rapid change.

Looking at the people behind the numbers and supporting sustained growth

Although we deal with numbers and funds in finance, behind those are the efforts of real people—every one of our employees. That is precisely why I value not only the results themselves, but also the careful thought, hard work, and wholehearted commitment that go into achieving them. It is also important to stay close to our principles. Adhering to accounting standards and ensuring accuracy are a given. At a more fundamental level, my guiding principle is to exercise sound judgment and remain consistent in my approach.

I also apply that approach to shareholder returns. We will pursue a basic policy of paying progressive dividends, responding to the expectations of our shareholders, who support the company in the medium to long term. For the fiscal year ending March 2027, we anticipate paying a dividend of ¥39 per share and will repurchase treasury stock as appropriate in order to increase our total return ratio. That is why it is important to first create profit and create a virtuous cycle of investing in the future and providing returns to shareholders.

The role of finance is to create an environment that allows us to continue to take on challenges and link those efforts to improving corporate value and enhancing the well-being of our employees. Going forward, I will work diligently to serve as a foundation that supports these efforts.

Message from the General Manager of NECST Business Headquarters

Towards a new growth trajectory with products and solutions that address a range of social issues in the energy sector



Tsunehiro Momoi
Managing Operating Officer
General Manager of NECST Business Headquarters

Temporary slowdown in business growth due to factors such as delays in launching key products to market

In fiscal 2025 (year ended March 31, 2026), the NECST business recorded net sales of ¥67 billion (down 12.5% year on year) and segment operating income of ¥1.86 billion (down 49% year on year), resulting in a decline in both sales and profit. Although our business has grown steadily in recent years, and profit has also continued to grow, in fiscal 2025 a combination of internal and external factors forced a temporary slowdown.

One major reason for the reduction in sales and profit was the delay in bringing to market our flagship model ESS-T5 and T6 Series Tribrid Energy Storage Systems™, the new product in our core lineup of household energy storage systems. Under our initial plan we had anticipated a September release to boost sales through synergies with national and local government subsidy programs. However, selling off existing inventory took more time than expected, which pushed back the full-scale rollout to the end of 2025. This left us unable to synchronize the timing of our launch with the product releases of major homebuilders, a key customer group for NICHICON, which meant that we were unable to achieve projected sales, a failure that emphasized to me once again how critical timing is when releasing a product to market. I will be sure to apply the lessons I have learned in future.

We were also unable to achieve the growth we had forecasted for EV-related products such as V2H systems and quick chargers. In addition to the adoption of EV products stalling significantly more than anticipated, local government subsidies for V2H systems failed to proceed as expected, while large charging infrastructure operators scaled back investment in quick chargers, so that we were unable to achieve planned sales.

Although unexpected developments in the market environment and some missed opportunities resulted in a less satisfactory performance in fiscal 2025, from a medium- to long-term perspective, the global trend toward decarbonization means that the adoption of EVs and renewable energy will undoubtedly continue to advance. I believe that we can leverage the technological capabilities that the NECST business has accumulated over a decade or more to provide an effective response to major societal trends, and in doing so, further elevate the competitive advantage that NICHICON enjoys.

Riding the global wave of decarbonization to accelerate expansion into a range of solutions businesses

The NECST business has recovered well since the start of fiscal 2026 (year ending March 31, 2027), with segment operating income exceeding projections to reach 3.5 times that of the previous year in the first quarter. Sales of the new ESS-T5 and ESS-T6 series of household energy storage systems struggled in the previous fiscal year. Since April, however, sales have grown strongly, supported by the combined effects of a sales campaign and national and local government subsidy programs. A large homebuilder decided to adopt new household energy storage systems from NICHICON beginning in September 2026, and the future looks promising.

Furthermore, the move to switch from gasoline-powered vehicles to EVs is once more gaining ground, buoyed by geopolitical risk and the rising price of crude oil. EVs now account for a growing percentage of vehicle shipments, and we thus anticipate that EV-related business will also recover. For example, we are stepping up efforts to promote the Cyclic Multi Charger (a quick charger for commercial EVs, released in February of last year) to bus operators and other companies now transitioning to EVs, and uptake is increasing gradually.

Going forward, in addition to moving ahead with businesses focused on single products, we will also endeavor to shift towards solutions-oriented businesses over the medium to long term. In the consumer sector, we are now promoting a DR (Demand Response) business that uses household storage batteries to manage electricity costs by leveraging time-of-use differentials in rates. Moreover, from June 2026, we launched a J-Credit service that aggregates the CO_2 reductions achieved when users consume energy generated themselves using solar power and stored in their own storage systems and converts reductions into "environmental value (credits)" that is returned to users.

We have also begun the full-scale rollout to market of the BS-Series of public and industrial power storage systems in the industrial sector. These systems are capable of using electricity derived from solar power for disaster preparedness measures or to charge EVs, a link that allows businesses to reduce energy costs and greenhouse gas emissions. Going forward, we will intensify efforts to promote these systems as solutions, primarily for small- and medium-sized businesses.

We also remain committed to improving our organizational capabilities. Continuing our efforts from last year, in April 2026 we undertook an organizational restructuring intended to further clarify organizational functions and the chain of command, and benefits such as faster development and improved operational efficiency are gradually becoming apparent. For example, on the production front, the newly formed Production Innovation Integration Division is taking the lead in automating the production workplace and improving efficiency, promoting initiatives aimed at improvement throughout the division.

Energy-related markets are forecast to experience further growth. From this fiscal year, which marks the start of our new medium-term management plan, we will endeavor to shift our business to a new growth trajectory by offering items that customers value and enjoy using, such as products that allow integrated control of solar power generation, household storage batteries, and EVs, as well as solutions that help address a wide range of societal challenges.

Message from the General Manager of Capacitor Business Headquarters

Offering a swift, flexible response to the continually evolving challenges faced by customers and society



Kenji Watanabe
Operating Officer
General Manager of Capacitor Business Headquarters

Achieving dramatic improvements to sales and profitability through a division-wide focus on growth markets

In fiscal 2025 (year ended March 31, 2026), the Capacitor business recorded increased net sales of ¥102.7 billion (up 3.6% year on year) and segment operating income of approximately ¥4.6 billion (up 196.3% year on year), a significant increase. The recovery in profit was driven particularly by increased sales of high value-added products in two key markets: information and communications equipment and automotive and vehicle-related equipment. In the information and communications sector, strong capital investment for data centers and generative AI servers has resulted in increased demand for high value-added products such as conductive polymer aluminum solid electrolytic capacitors, conductive polymer hybrid aluminum electrolytic capacitors, and large aluminum electrolytic capacitors for AI server power supplies. Likewise, in the automotive sector the spread of xEVs has brought rising demand for products such as the conductive polymer hybrid aluminum electrolytic capacitors that are required for the electrification of items such as Electronic Control Units (ECU) and Advanced Driver-Assistance Systems (ADAS), as well as for film capacitors for xEVs.

In the Capacitor business, we have focused on the growth markets above for the past several years, concentrating on enhancing product capabilities through active investment in development. Both sales and technical staff work in close contact with technical departments at our customers to understand their needs, and have built up a relationship of trust with them by treating the provision of samples and responses to inquiries for strategically important products as top priorities. At the same time, to respond to rapidly expanding demand, we have continued actively investing in production equipment and developing human resources to support increased production and mass production. Close cooperation between development, manufacturing, and sales has helped these initiatives to be effective, and in fiscal 2025, combined net sales of information and communications equipment and vehicle-related equipment grew to account for more than half of total sales, with products for AI servers in particular driving profit throughout the business thanks to a substantial year-on-year increase in sales of approximately 150%.

In addition to the above, our ongoing efforts to enhance PSI management (integrated management of production, sales, and inventory) on multiple fronts and improve its accuracy also contributed to higher profitability. By establishing a system that gives the entire business division real-time visibility into order status received by frontline sales operations worldwide and the inventory status of each product, including inventory in distribution channels and in transit, we were able to identify the products on which we needed to focus most. This allowed us to supply products in a timely manner based on efficient production plans and significantly reduce lost sales opportunities. I also believe that internal efforts to boost employee motivation have been a major contribution to the recovery of our business.

Further progress with the shift to high value-added products, focusing on the automotive sector as well as information and communications

Beginning in fiscal 2026 (year ending March 31, 2027), we will pursue a policy of further promoting a shift towards high value-added products targeted at growth markets, in line with our company-wide policy of focusing on profit and profit margins. We will seek to further improve profitability across the business by setting clearer priorities for our business and product portfolios and making selective growth investments in development and manufacturing.

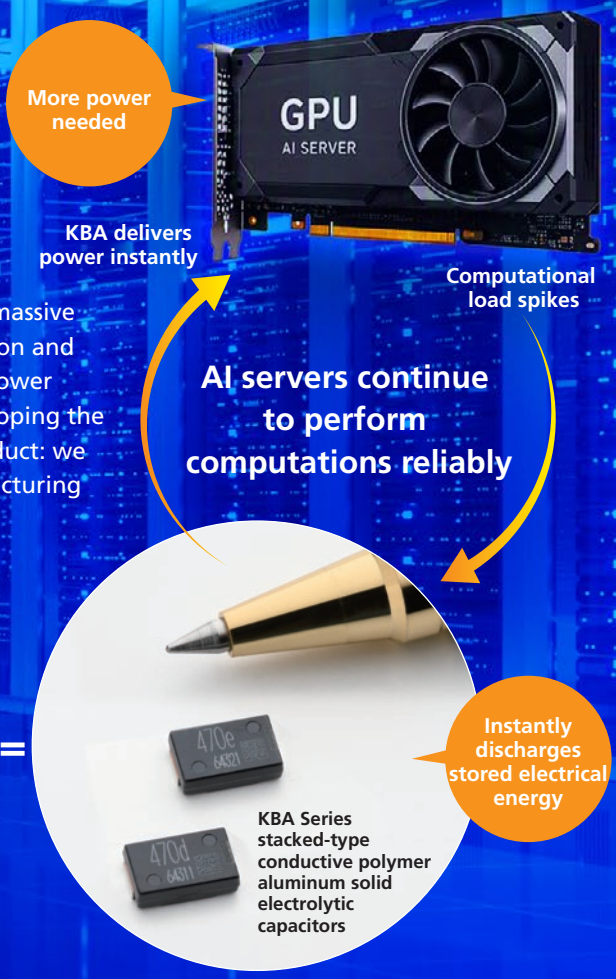
In the automotive sector, in addition to the widespread adoption of xEVs, we anticipate further advances in vehicle electronics such as Software Defined Vehicles (SDVs) and integrated ECUs. This is expected to drive further growth in demand for items such as film capacitors for xEVs, conductive polymer hybrid aluminum electrolytic capacitors, and chip-type aluminum electrolytic capacitors. In the information and communications sector, we anticipate additional growth in the need for high value-added products accompanying the growth in the AI server market. In particular, demand is expected to grow dramatically for products that offer high resistance to heat, long service life, and the ability to handle high ripple current, prompted by the need for AI server power supplies with higher power output and current capacity.

To achieve the production volumes required to meet this robust market demand, we are pursuing a range of initiatives related to our production systems both in Japan and overseas, such as installing new and upgraded equipment, and expanding facilities at existing factories. On the organizational front, we will enhance our mother plant-based model and integrated sales management systems to establish a seamless global operations framework. For example, we plan to optimize pricing and pursue cost reductions by providing visual representation of the latest pricing information, covering everything from factory costs to sale prices by model number and user.

The automotive and information and communications industries, which use our capacitor products, are undergoing dramatic change, and we anticipate that steering the Capacitor business will remain challenging. We will work with the NECST business to accurately assess the market potential and profitability of each product and respond swiftly and flexibly to the evolving challenges facing customers and society, thereby pursuing sustained value creation.

The KBA Series of stacked-type conductive polymer aluminum solid electrolytic capacitors instantly delivering the power needed right next to GPUs in AI servers

As generative AI becomes more widespread, AI servers are processing massive numbers of computations simultaneously, driving up power consumption and increasing fluctuations in current. The KBA Series handles these high power demands and rapid fluctuations, ensuring stable GPU operation. Developing the series was a major challenge that went far beyond creating a new product: we had to build everything from scratch, from product design and manufacturing processes to production equipment.



■ Features of the KBA Series

High capacitance
Stores large amounts of electrical energy in a small volume

+

Low profile
Can be placed right next to the GPU

+

Low ESR
Delivers the power needed quickly

=

Interview with the General Manager of Technology Center



Masahiko Ishida
Operating Officer
General Manager of Technology Center, Capacitor Business Headquarters

Taking on the challenge of stacked capacitor technology from scratch — From winding to stacking: Bringing entirely new technology to life in just two years!

Capacitors for AI servers must be able to store large amounts of electrical energy and release it instantly when needed, while remaining compact enough to fit very close to the GPU. However, conventional wound-type capacitors, which use wound electrodes, have limitations when it comes to combining high capacitance with a low profile. To overcome these limitations, we began developing stacked-type capacitors, which use layers of electrode foil instead of winding them. This was an entirely new challenge for NICHICON.

Technology advances rapidly in the AI server market. If development takes too long, performance requirements may change before a product is ready. Rather than following the conventional step-by-step process from design to establishing mass production capabilities, we decided to develop the equipment needed for mass production in parallel with the product itself. We set ourselves the ambitious goal of completing in approximately two years what would normally take three to four years.



By stacking layers of electrode foil, reduced the height to 2 mm or less

What we gained from developing the KBA Series Expanding our technical capabilities and establishing a new technology platform

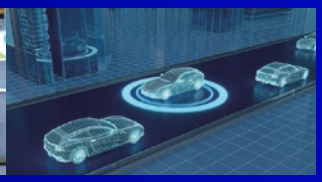
Development did not involve any single major breakthrough. Instead, we worked steadily through each challenge, applying fundamental principles to achieve our target performance. To keep the process efficient, our development team took responsibility not only for developing the technology itself but also for devising production techniques and negotiating directly with equipment manufacturers. I believe this approach did more than shorten the development period; the experience also helped our team members grow as engineers.

By developing everything in-house, from materials and manufacturing processes to production equipment, we have accumulated expertise across the entire production process. What we gained was not just a new product, but a fundamental technology platform. By refining this technology and developing it into a core technology that provides a competitive advantage, I believe we can apply it to a wide range of products in the future.

From AI servers to physical AI

GPU technology currently used in AI servers is expected to find wider applications in areas such as autonomous driving and robotics. NICHICON aims to leverage the strengths of the KBA Series to expand its applications into automobiles and humanoid robots.



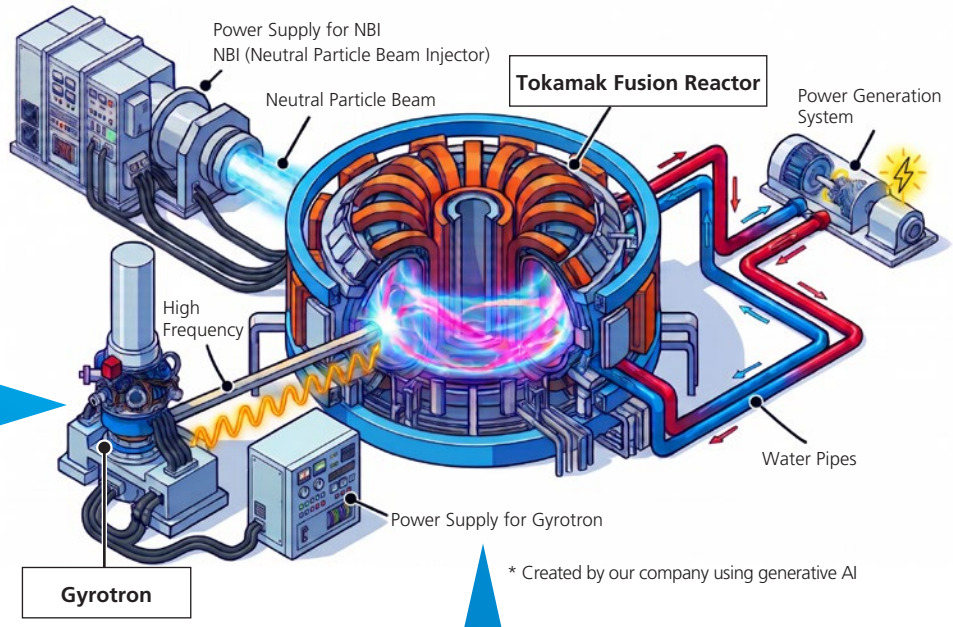


Power supply technology

essential to making the dream of fusion energy a reality

Fusion energy aims to reproduce on Earth the nuclear fusion reactions that power the Sun.
As development efforts around the world move toward commercialization, NICHICON is developing power supplies for gyrotrons used in plasma heating, an essential technology for making fusion energy a reality.

Illustration of a Tokamak Fusion Power Generation System



* Created by our company using generative AI

Powering equipment that generates plasma at over 100 million °C

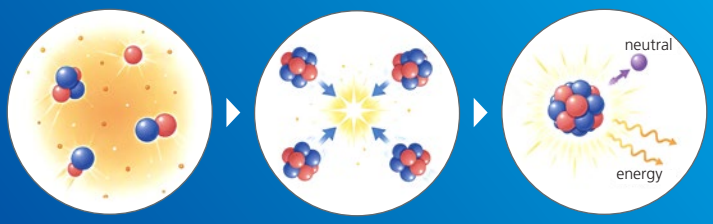
To trigger nuclear fusion, fuel must be heated to at least 100 million °C until it reaches a plasma state.

One of the devices used for this purpose is the gyrotron, which operates using NICHICON's power supply technology. By delivering high voltages and large currents with precision and stability, NICHICON helps bring fusion energy closer to reality.



NICHICON Power Supply

Reproducing the reactions that power the Sun, here on Earth



Heat to at least 100 million °C — Cause high-speed collisions — Fuse atomic nuclei

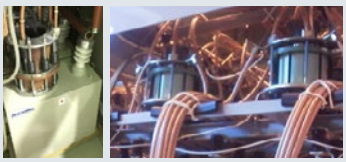
One gram of fuel can produce as much energy as eight tons of oil

From capacitors to fusion energy: More than half a century of NICHICON's challenge for power supply technology

1960s–1970s: The starting point

From power capacitors to applied systems

Building on its power capacitor technology, NICHICON developed power supplies and switches capable of instantly releasing stored electrical energy.



Gap switch for high-current impulse

1977: First involvement in fusion energy

Developing power supplies to support fusion research

Developed and manufactured a high-speed power supply for fusion experiments at the Japan Atomic Energy Agency (formerly the Japan Atomic Energy Research Institute).



Capacitor power supply for plasma compression



Capacitor power supply for injection-type plasma generator (No. 2)

1980s–2020s: Expanding applications

Supporting the early days of fusion research in Japan

Provided power supplies to research institutions
Examples:
1980:
Heliotron-E / Kyoto University
1982:
TRIAM-1M / Kyushu University
JIPP-TIIU / Nagoya University
1984:
REPUTE-1 / The University of Tokyo

One step closer to commercialization: NICHICON's challenge

Fusion energy can generate enormous amounts of energy from just one gram of fuel, equivalent to eight tons of oil. Deuterium, one of the fuels used, can be extracted from seawater, and the generation process emits no CO_2. These advantages are raising expectations for fusion energy as a future source of electricity.
One of the main approaches to fusion energy is the Tokamak method, which requires heating fuel to at least 100 million °C and maintaining it in a plasma state. A device known as a gyrotron provides this heating using the same basic principle as a microwave oven. NICHICON provides the power supplies that operate these devices. These power supplies must handle high voltages and large currents while maintaining high precision and stability. This is where NICHICON draws on its many years of expertise in capacitor technology and its experience developing power supplies for cutting-edge research facilities.
We are currently working with Kyoto Fusioneering Ltd., a global leader in fusion energy development, to develop gyrotron systems. In February 2026, we lent part of the Adogawa Plant of NICHICON (KUSATSU) CORPORATION to Kyoto Fusioneering for its new R&D facility, the KF Shiga Innovation Factory. With engineers from both companies working in close proximity, they can communicate face-to-face on a daily basis, analyze the causes of technical issues, and discuss solutions on the spot. Test operations are scheduled to begin in fall 2026, drawing attention from Japan and overseas.

Fusion energy attracted renewed attention for its potential to address resource depletion and reduce environmental impact by cutting emissions.
Estimated market size in 2023: ¥46.8 trillion

→ **Projected market size in 2033: ¥81.5 trillion**

*Spherical Insights: Global Fusion Technology Market (August 2024)

In April 2023, the Japanese government set out a vision for the industrialization of fusion energy. The Japan Fusion Energy Council (J-Fusion) was subsequently established in March 2024.

*J-Fusion: Common name for the Fusion Energy Industry Association, a general incorporated association

nichicon

We are currently working on projects such as high-capacity power supplies used to drive devices that generate the plasma state essential for fusion energy.

Interview with the General Manager of Business Group



Takeo Mori
General Manager
Capacitor-Applied System and Equipment Group
NECST Business Headquarters

Q. How does fusion energy differ from conventional nuclear power generation?

Both involve atomic nuclei, but conventional nuclear power generates electricity by splitting atomic nuclei (fission), while fusion energy generates electricity by combining them (fusion). Fusion energy involves a controllable power generation process, resulting in significant differences in safety.

Q. What are your future plans and aspirations?

Our first priority is to complete development of the cathode power supply for gyrotrons, with the aim of providing complete systems to research institutions and startups around the world.
Gyrotrons are expected to find applications beyond fusion energy, including other energy sectors such as geothermal power generation. We will continue refining our power supply technology and develop this business into a core pillar supporting essential infrastructure.

Item	**Fusion energy**	Conventional nuclear power generation
How electricity is generated	**Fuses atomic nuclei**	Splits atomic nuclei
Fuel	**Deuterium (found in seawater) and tritium**	Uranium
CO_2 emissions	**No emissions during power generation**	No emissions during power generation
Safety	**Power generation stops when the fusion reaction stops. Chain reactions are unlikely to occur.**	Generates electricity through controlled chain reactions. Loss of control or cooling could lead to a serious accident.
Environmental impact	**Produces only low-level radioactive waste, with a relatively small environmental impact**	Produces high-level radioactive waste that must be stored safely for long periods

2026 Onward: Taking on the challenge of commercializing fusion energy

Future

Expanding into accelerators, medicine, and materials research

Through joint development with research institutions, NICHICON accumulated expertise in handling high voltages and large currents with high precision and stability. It also applied that expertise to areas such as accelerators for particle beam therapy and materials research using strong magnetic fields.

Developing and providing power supplies for gyrotrons

Strengthening collaboration with Kyoto Fusioneering to develop and test main power supplies for gyrotrons.



Gyrotron system testing begins at the KF Shiga Innovation Factory in fall 2026.

From power supplies to a business supporting fusion energy

Aiming to establish a new pillar of business, with a view to expanding into other power supplies required for fusion reactors.

People are the energy of NICHICON

Our philosophy does not reside in someone else's words, but comes to life in the work we do.

NICHICON's Human Resources Philosophy is "People are the energy of NICHICON." Changes in the world around us, the fulfillment of meeting the expectations of others, and the experience of being supported by colleagues—what have we learned, and how have we moved forward in our daily work?
Here, five people from different divisions and age groups reflect on their journeys thus far as they talk about what makes NICHICON unique and share their views on their own work.



Naotoshi Niwa
Manager of 1st Sales Department
NECST Sales Division
Deputy Manager of
Business Strategy Office
NECST Business Headquarters
Head Office / West Japan Sales Office

Makoto Kusumegi
2nd Mechanical Design Department
Mechanical & Circuit Board Design Division,
Engineering Management Division
Energy Solution Group
NECST Business Headquarters
Head Office

Teppei Tomoda
Supervisor
xEV Engineering Section,
xEV Engineering Division
Capacitor Engineering Department
NICHICON (KUSATSU) CORPORATION

Yurino Mitsuhashi
Asian Management
International Sales Management Division
Capacitor Sales Headquarters
Capacitor Business Headquarters
Head Office

Hiroaki Matsutani
Assistant Manager of Human
Resources Department
Administration Headquarters
Head Office

— Turning points and experiences that changed perspectives and views on work

Matsutani First let me ask how your work has broadened your perspectives and views. Was there anything that served as a turning point for you all?

Kusumegi In January of the first year after I joined NICHICON, it was suddenly decided that I would take part in a collaborative research project with the University of Tokyo, themed on improving user interfaces for V2H and V2L devices. Although I was a new hire, the company chose me because they wanted to train engineers who understand design, which would allow us to improve the design aesthetics and usability of our products. I was surprised when I heard of the decision but felt that it was a wonderful opportunity. This research taught me to think about how the people who use our products perceive and experience them, which was a huge change for me.

Tomoda I too found that changing roles broadened my perspective. I worked in development in-house until my third year after joining the company and then moved on to designing products to meet customer requirements. Most of my customers were from outside Japan, and I learned that failure to communicate meanings and linguistic nuances correctly can cause discrepancies in designs or specifications. That led me to make a point of using designs, photographs, and three-dimensional models to carry out frequent checks. I was communicating three or four times as much as I would have for a domestic project. That experience taught me that a designer's job is more than just drawing plans—it's also about working with clients to arrive at the best possible solution.

Mitsuhashi For me, it was changes in the market. I am assigned to the South Korean market, where there has been a series of cancellations and delays of EV projects over the past few years that have also affected the development of the products for which I am responsible. Conversely, the HEV and AI

markets have boomed, and we have received an increase in related inquiries. In response, as a business division we have decided to strengthen our efforts to increase sales in these growth areas and diversify risk. Once I realized that simply pursuing the opportunities that are right in front of us will not allow us to respond to any major shifts in the market, I began to pay more attention to trends in the market and to our business as a whole.

Niwa My turning point was when I was transferred from the Capacitor business to the NECST business in my eighth year after joining NICHICON. In the Capacitor business, being in sales means convincing customers who need products to choose ours over those from our competitors. Conversely, selling NECST products begins with helping prospective customers who do not currently see a need for them recognize that necessity. Before explaining a product, we begin by talking about how electricity bills and lifestyles change after deploying our products. I began to think beyond our B2B relationships, taking the people who actually use products into consideration, and dramatically broadening my perspective as a salesperson.

Matsutani For me too, the move from NICHICON Wakasa to a human resources role at Head Office brought a significant change in perspective. Previously I focused on operations and creating a comfortable working environment for our employees. Now I take a group-wide approach to thinking about systems and developing human resources. I have also experienced first-hand how circumstances and cultures differ at each work site and am mindful of how we should balance the worksite realities with the direction that we are seeking to take in the company as a whole.



Hiroaki Matsutani
Joined NICHICON in 2014. Found NICHICON while searching for manufacturing companies able to contribute to the environment. After spending approximately 11 years at NICHICON Wakasa, handling labor, recruitment, and construction management, now works in the Head Office Human Resources Division, where he is responsible for labor management, revisions to internal regulations, and employee benefits planning.

— Moments when your work reaches someone and leads to value

Matsutani I believe that the capabilities that each of us build up through a range of different experiences are evident in our work in a variety of ways, such as the products or proposals we make and our handling of everyday matters. Have any of you experienced times when you were able to respond to someone's expectations or help them?

Mitsuhashi One challenging project that stands out involved an xEV film capacitor project for a South Korean customer, which I worked on with Supervisor Tomoda. We make custom-built products with shapes and electrical characteristics tailored to each project, but in this case the specifications changed just before we were due to start prototyping. Despite the tight schedule, we discussed each point with the customer to determine what was absolutely essential and where adjustments could be made, then relayed the details to Supervisor Tomoda and the design team.

Tomoda I remember that! What was particularly challenging was that the customer had set proprietary testing standards for each of the materials used, as well as for the capacitors. We worked closely with materials manufacturers to set up a testing plan, moved forward with evaluation and analysis, and revised our designs and processes as necessary. This was a project that put NICHICON's ability to build quality into the product at every stage through to mass production to the test.



Yurino Mitsuhashi
Joined NICHICON in 2021. Chose NICHICON, a globally growing business, out of a desire to make use of the English and Korean she had studied at university. Currently works in direct sales for South Korea and is responsible for everything from proposals for specifications to securing orders and collecting payments.

Mitsuhashi Ultimately, we were able to keep to the planned development schedule, which led to us receiving an order for mass production. I was really happy just to hear our customers talk about how much our efforts to make adjustments helped them or say that the quality of our products gave them peace of mind. To me, this success was the result of sales, design, manufacture, and other relevant departments and divisions working together as one.

Kusumegi One experience that has stayed with me was when a prototype developed through joint research with the University of Tokyo was exhibited at an open day on campus. It was a device used to provide electricity inside greenhouses, and we actually asked visitors to the open day to operate it. We received direct feedback and answered questions regarding commercialization on the spot, which gave me my first opportunity to experience firsthand the reactions of people to something we had made. Up until then I had been prone to thinking just as far as giving technology a physical form, but this experience helped me realize that something only begins to have value as a product when we identify user needs from the reactions of the people who actually use it and make improvements accordingly.

Niwa For me, it was when I understood that our ongoing responses to our customers had built up a relationship of trust. It started with small-scale projects, building a track

record one success at a time and responding promptly to any inquiries that might occur. That led to us receiving orders for projects on a larger scale. I came to believe that in sales, there is more to providing value than just selling products. We must also listen directly to customer requests, continue to respond to them, and help to resolve problems.

Matsutani When I worked in NICHICON Wakasa I once took a job seeker on a tour of our workplace, who ended up joining the company. That person later told me that one of the main reasons they chose NICHICON was that during their visit I had answered their questions enthusiastically and provided more detailed explanations than other companies. This led me to the realization that even though it may be a simple daily task for me, a sincere response may help someone to make a major decision.



Naotoshi Niwa
Joined NICHICON in 2013. Researched lithium-ion rechargeable batteries in graduate school. Worked in capacitor sales, and now works in the NECST Sales Division, where he is responsible for the training and development of team members as well as for expanding sales of V2H and household and industrial power storage systems.

— NICHICON corporate culture — supporting and bringing out the best in each person as they take on challenges

Matsutani I feel that NICHICON values the efforts of individuals to take on challenges, while also providing an atmosphere in which it is easy to seek advice from those around you. What does everyone think?

Kusumegi I agree. In our joint research efforts with the University of Tokyo, if there was something I didn't understand I would first try checking the materials to find the answer for myself. I would organize any points I was still unable to resolve and then ask more senior researchers for help. I have maintained the same approach after returning to NICHICON, and there are many people here who are happy to offer assistance. Thinking things through for myself before drawing on the knowledge of my colleagues has allowed me to tackle problems that I have never encountered before.

Tomoda I know what you mean. My department also has mechanisms in place to ensure that people do not have to handle things entirely on their own. We have a section review meeting every Monday at which we announce the projects that each of us is tasked with and exchange opinions across teams. In the past, there were times when I was stuck on a task and a more senior coworker brought in some snacks and helped me think the problem through. Now that I myself am in a more senior position, when a more junior colleague is having difficulties, I make a point of reaching out and working with them until we can find a solution. I want to pay forward the support I've received and do my part to help the next generation.



Teppei Tomoda
Joined NICHICON in 2018. Sought out NICHICON out of a desire to be involved in designing the electronic components that would be needed by society in future. After gaining experience in development, where he worked on component evaluation and research into core technologies, transferred to engineering, where he is now responsible for the design of film capacitor products for xEVs.

Mitsuhashi Ever since I was a new hire I have been told that I should first seek advice before saying that something is impossible. Although customer requests may seem difficult to fulfill at first, consulting with the factory or senior management can sometimes result in alternative specifications or help in finding another way forward. Of course, there are some areas where compromise is not possible, such as safety, quality, capital investment, and schedules, so it is important to look for trade-offs that the customer finds acceptable. When seeking advice, I am also careful to learn as much as I can about the product and to take the context behind the customer's requests into account before referring them to a relevant department.

Niwa I think that in order to make it possible for people to come to me for advice, it is important to create an atmosphere in which they feel comfortable talking to me. Since I became a manager, I make a point of looking up and ensuring that I seem approachable, no matter how busy I may be. When I was young, my boss gave me a job and told me that I should try taking it on myself, even if I failed. That experience of thinking through a task and seeing it through to completion built the foundation for who I am today, which is why, as a manager, my policy is to have junior staff members first try tackling challenges themselves. If they find themselves stuck, we work together to find out where the problem is. If they are unable to arrive at a solution within their own section or department, approaching other departments may sometimes produce an answer they might not have been able to arrive at on their own.

Matsutani I have experienced first-hand how important it is to connect people. On one occasion during my time at NICHICON Wakasa, we had to increase the size of our work force significantly over a short period of time to handle an order for a large project. I consulted with my manager and colleagues while sharing information with staffing agencies and the departments where these personnel would be posted, as well as putting systems in place to provide follow-up after these postings. We were able to keep production and shipping on schedule. This experience taught me that connecting people rather than simply trying to handle everything within the scope of my own responsibilities can drive challenging tasks forward.

— Beyond individual challenges—what lies ahead for NICHICON and for you

Matsutani How do you plan to translate your experiences to date into capabilities and value going forward?

Kusumegi I hope to become an engineer who is able to ensure quality from the design stage through to mass production. As EVs become more widespread, charging equipment will need to be more convenient for people to use, as well as reliable and durable. I intend to polish my ability to evaluate products from a range of different perspectives and bring products that reflect society's needs to market.

Tomoda I hope to be a designer who is able to balance reliability with cost competitiveness. Cost-based competition with overseas manufacturers is intensifying in the xEV domain. NICHICON is taking a cautious approach that centers on quality and safety, but sometimes this alone is not enough to satisfy customer requirements. At such times, we look at past mass-production data to assess averages and variations to determine the extent of changes that we can make without compromising safety. Rather than simply lowering quality standards, we hope to expand the potential for data-based design.

Mitsuhashi I hope to act in a sales capacity to communicate NICHICON's technological capabilities to our customers quickly and accurately. In the South Korean market, many companies respond to requests on the same day they receive them, and the time it takes us to work with design to confirm feasibility is sometimes seen as "slow." However, we cannot provide answers without technical backing. Even if we do not reach an immediate conclusion, we provide customers with frequent progress updates, working to keep pace with them while maintaining our thorough approach. I will work to clearly communicate the value provided by NICHICON's technological capabilities, which allow us to meet specifications that manufacturers overseas find difficult to achieve.

Niwa I want to offer more proposals that go beyond the scope of our current businesses and enhance the value offered by NICHICON as a whole. For example, when a single facility requires power-related products as well as storage systems, few of our people know both well enough to make proposals featuring both. Linking people and technologies across organizational boundaries is sure to allow us to offer new proposals. I hope to broaden my perspective beyond achieving sales for my own division and make proposals that reflect what NICHICON can offer as a whole.

Matsutani I want to create an environment that allows every NICHICON employee to continue to take on challenges on their own initiative. Although roles and evaluation criteria were clarified in the 2023 update to our human resources systems, interviews and evaluations are conducted differently at each business site. I will listen to feedback from the workplace and make continuous improvements that include training and employee benefits, laying the foundation for employees to continue to take on challenges whenever they have the mind to do so.

Kusumegi Listening to everyone talk, I realize that even if we are unable to make any progress with a task alone, we can join with those around us, asking for their help if necessary, and move forward. I am reminded once again that this is NICHICON's strength.

Matsutani I feel the same way. People from different departments and positions are able to connect to bring difficult tasks to completion. The support people receive is passed on to others, inspiring them to take on new challenges. For me, that very linking of human strength is what lies behind "People are the energy of NICHICON."



Makoto Kusumegi
Joined NICHICON in 2023. Studied robotics at university and was drawn to NICHICON by the opportunities offered to apply her knowledge of mechanical engineering in a design role, and by the company's innovative work in the V2H domain. Took part in a joint research project with the University of Tokyo for approximately 18 months before returning to NICHICON and is now working on the mechanical design of quick chargers.

Message from an External Director

Towards a company that grows with its people to create more value

People and companies choose and are chosen by one another. I am encouraged by the fact that you all view NICHICON from both a long-term and social value-based perspective, citing aspects such as the company's advanced qualities, global expansion, and contributions to the environment. For a company it is more than just tangible numbers that matter; the mindset of each employee and the direction they wish to take are also important. When these are shared, they are more likely to be reflected in figures as actual results.
The experiences you have each related from your respective roles show how you have grown by valuing your relationships with others and working carefully through negotiations. A diverse workforce capable of exerting effort on an ongoing basis is another NICHICON strength.
It is precisely because we are an organization that we are able to unlock the potential of each person, allow them to transcend their limits, and create positive synergies. As a company and as a team, I hope that we will foster a culture that supports the efforts of each employee, transforming those endeavors into individual strengths, and ultimately, into the strength of NICHICON, a company that is continually creating value.



Senko Ikenobo
External Director

Message from the General Manager of the Sustainability Office

Fostering the development of organizations that are adaptable to change and linking sustainability to corporate value



Akihiro Yano
Director and Managing Executive Officer
General Manager of Administration Headquarters and General Manager of Sustainability Office

Progress and successes through to fiscal 2025 —linking management and sustainability through cooperation

When I assumed the position of General Manager of the Sustainability Office in 2022, the first task I took on was creating a forum for cross-departmental discussion. We built on the existing CSR Promotion Committee to establish a framework for promoting sustainability centered on three committees, the Environment and Energy Committee, the Diversity Committee, and the Compliance and Risk Management Committee. However, our goal was not simply to create a new organization. The aim was to ensure alignment among the business divisions and administrative divisions such as the General Affairs and Human Resources divisions, so that, rather than having each committee operate independently, they could discuss issues, pool their respective expertise, and work together to address them.

Through this collaboration, in recent years there have been more opportunities to discuss sustainability not simply in terms of environmental and social issues, but from the perspective of how we can address social issues through our business and link these efforts to corporate value. In fiscal 2025 we introduced the double materiality approach of evaluating impact from the perspectives of the company as well as society and the environment and identified the Group's materiality in collaboration with members from our business divisions. I believe this is one of the outcomes of our efforts during this period to take an integrated approach to sustainability and management.

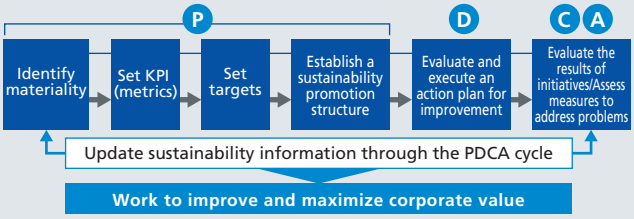
Each committee has also established a solid track record. For example, we were selected for the CDP's A list—the highest rating—for both climate change and water security. Furthermore, we codified our longstanding approach to respecting human rights in the NICHICON Group Human Rights Policy and published the policy both internally and externally.

Towards a virtuous cycle linking the financial and non-financial

In April 2026 we entered a phase of translating the materiality identified into concrete action plans and KPIs. We are now moving forward with discussions involving the members of business divisions, focusing on what to designate as a KPI and how to link this to business. We are currently evaluating initiatives that incorporate metrics disclosed outside the company as well as internal management metrics used in business operations, which will allow each employee to understand the connection with their own work and apply that understanding to their day-to-day activities.

Many of the materiality issues identified by the company are closely linked to our business. "Contributing to a decarbonized society through products," "Enhancing customer satisfaction through unique technologies and absolute quality," and "Reducing environmental impact in business activities," are all inseparable from product development, quality, and profitability. Increasing the value of our products and businesses in turn builds customers' trust in us and drives sales and profits. Channeling the gains resulting from these efforts into human resources, technologies, and capital investment will lead to further contribution to society and improvement in our corporate value. It is important for financial and non-financial elements to interact to create a virtuous cycle rather than being linked in a single direction.

A PDCA cycle aimed at enhancing sustainability efforts



Developing people and organizations that can respond to change

Nowadays, when the business environment is changing rapidly, it is more important than ever for us to share information, make appropriate decisions, and act promptly. For that reason, one of the qualities the company seeks in human resources is the ability to detect changes in society and deal with them appropriately.

As generative AI continues to evolve and change occurs on every front, the way we work and we ourselves must evolve. We are also advancing organization reform to address environmental change, through efforts such as rejuvenating our organization and establishing the new Digitalization Promotion Headquarters. I believe that, precisely because of the size of our company, our ability to collaborate closely across divisions and swiftly implement any necessary reforms is a major strength.

Employee engagement surveys are one source of insight into the state of our people and organizations. Although circumstances are different at each workplace, it is important to use the data collected as a starting point from which to ensure that we carry out any necessary measures. We provide the results of these surveys to each workplace as feedback and engage in dialogue with top management there to examine the reasons for them in depth, fostering improvement at the front line.

Sustainability is not just something to be shouldered by specific divisions; rather, it is a platform for putting our Mission Statement into practice. I believe that when we share a common direction throughout the company and each employee acts with a clear understanding of their role, we can both enhance corporate value and contribute to a sustainable society.

Looking to the future, we will move forward with integrating sustainability into our business strategy as we evolve into a company that is resilient to change.

Sustainability Policy and promotion structure

Sustainability Policy

Following the NICHICON Group Mission Statement, we will dedicate ourselves to contributing to the creation of a brighter future society through the creation of products that help to achieve a better global environment.
Our aim is to realize a sustainable society and increase corporate recognition while fulfilling our corporate social and ethical responsibilities.

1. By combining a wide range of technologies starting from material development to system design, NICHICON is helping solve social issues such as climate change. By promoting digital transformation and innovation, we are helping to create a brighter future.
2. We value dialogue and cooperation with all stakeholders, creating shared value, and developing fair and highly transparent management.
3. Our goal is to increase customer satisfaction by respecting human rights, ensuring diversity, developing human resources, and top notch management,* and aiming for corporate development and the happiness of all employees.

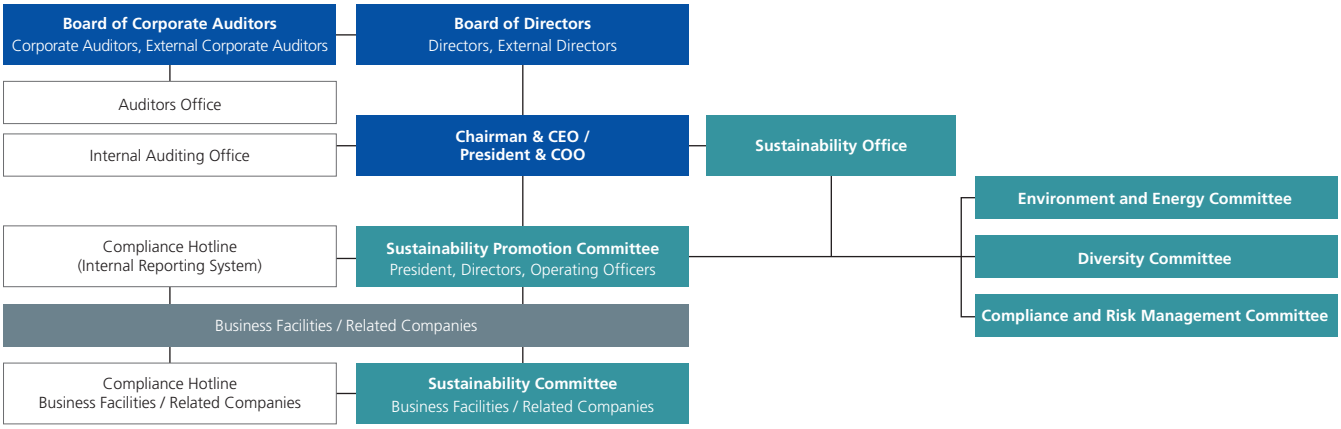
*First-class performance in every aspect of our business, including quality, cost, delivery, service, and technology

Sustainability promotion structure

The NICHICON Group recognizes that proactively addressing sustainability issues, including global environmental issues such as climate change, is important for increasing corporate value over the medium to long term. Based on its Mission Statement, the Group established the Sustainability Policy as its basic approach. To carry out its business in line with this policy, the Group established the Sustainability Office (in February 2022) which oversees the Sustainability Promotion Committee, chaired by the president.

The Sustainability Promotion Committee serves to strengthen and build on the functions of the CSR Promotion Committee (established in June 2003). In addition to reviewing and making decisions on Group-wide policies, the committee also keeps track of policy progress and gives guidance for improvement among other functions. It is for this reason that committees linked to the Sustainability Promotion Committee also adopt an approach geared toward ESG, namely on the environment and energy (E), diversity (S), as well as on compliance and risk management (G). The Sustainability Promotion Committee meets once a month to deliberate over outcomes from talks on sustainability issues discussed by the three committees.

Sustainability promotion structure chart



Materiality (key issues)

Background to identifying materiality

The NICHICON Group established its Sustainability Policy in order to realize its Mission Statement: "We dedicate ourselves to creating valued products that will contribute to a brighter future for society." Guided by this policy, we have worked to address social issues through dialogue and collaboration with a wide range of stakeholders.

However, given the increasing complexity of today's social environment and growing uncertainty about the future, we determined it was necessary to clearly define the issues that the entire Group should address under a shared understanding. In 2025, when we celebrated our 75th anniversary, in pursuit of further growth, we identified materiality (key issues) from both corporate and environmental/social perspectives to realize our purpose of contributing to the creation of a brighter future society.

In identifying these issues, we organized and prioritized those that the Group should focus on, taking into account both our strengths and the expectations of society and stakeholders. Through this process, we aim to allocate our limited management resources with greater focus across sustainability, business, and common themes, thereby enabling more effective and swifter implementation of initiatives.

Going forward, we will work to integrate these issues into our business strategy and promote their understanding throughout the organization. We will also set goals and KPIs for each materiality and continue striving to enhance corporate value on a sustainable basis. In addition, we plan to review them as necessary in response to changes in the external environment.

Materiality identification process

STEP1

Identifying environmental and social issues

Identify issues related to society based on the following sources:

- ESRS
- SASB
- Requests from society, business partners, and other external factors

Organizing value chain information

Identify business activities across the Group's value chain, from upstream to downstream, with particular focus on those most closely connected to environmental and social issues.

STEP2

Identifying and evaluating impacts on the environment and society as well as risk and opportunities for the Group

Based on the concept of *double materiality,* identify and assess both *impacts on the environment and society* (impact materiality) and *risks and opportunities for the Group* (financial materiality) across NICHICON's entire value chain.

STEP3

Identification of materiality

Following a review by the study team, finalize materiality after discussions by the Sustainability Promotion Committee and deliberations by the Board of Directors.

NICHICON Group's materiality and the changes brought inside and outside the Group

Materiality	Why it is important	Changes inside and outside the Group based on identified materiality
Contributing to a decarbonized society through products	In light of the global trend toward decarbonization, this materiality was set to promote solutions to social issues such as climate change through the development of environmentally related products that contribute to the reduction of greenhouse gas emissions.	Through the creation and provision of products and services that help reduce greenhouse gas emissions, we aim to support customers and society in achieving carbon neutrality. These initiatives also lead to the creation of new business opportunities and the strengthening of competitiveness in existing businesses.
Enhancing customer satisfaction through unique technologies and absolute quality	We established this materiality based on the belief that providing solutions to social issues such as climate change and improving convenience in people's lives through challenges in advanced technology, as well as delivering value through products and services of absolute quality, are essential to enhancing customer satisfaction.	This approach creates opportunities for new business domains and technological development. At the same time, by creating products that deliver value exceeding customer expectations, we aim to bring joy and inspiration to our customers.
Creating a workplace where employees feel fulfilled and able to take on challenges	Guided by our Human Resources Philosophy, "People are the energy of NICHICON," we established this materiality with the belief that providing employees with opportunities for capability development and enhancing engagement from a medium-term and long-term perspective will lead to the sustainable growth of the corporation.	By promoting advanced technological development and skill acquisition, and by contributing to value creation, we positively influence employee engagement and foster a corporate culture full of vitality and creativity.
Reducing environmental impact in business activities	We established this materiality based on the recognition that reducing the environmental impact of our business activities is a pressing social issue directly tied to our business opportunities and risks, such as increased costs from the introduction of carbon taxes and stricter environmental regulations.	We will carry out business activities, technological innovation, and information disclosure aimed at reducing environmental impact across the entire value chain. Through environmentally conscious business practices, we also aim to further promote resource circulation and environmental conservation.
Responding to change and strengthening governance and risk management systems	We established this materiality based on the belief that accurately identifying and countering business risks, thoroughly ensuring compliance, and securing the soundness and transparency of business operations are essential for driving the Group's sustained growth and enhancing corporate value.	By continuously engaging in legal compliance grounded in shared ethics and values, we mitigate financial and reputational risks, thereby improving the stability of our business. In terms of information disclosure, we also seek to strengthen trust with investors, customers, employees, and other stakeholders, while further enhancing transparency and accountability in management.

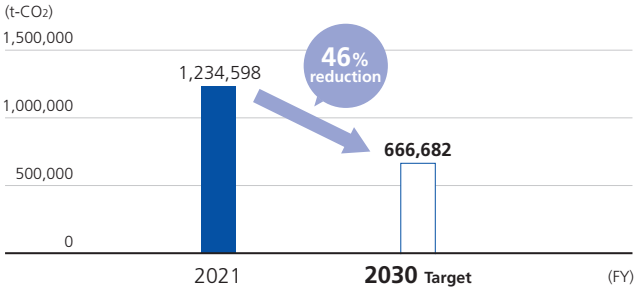
Reducing the environmental impact of business activities

Metrics and results

Carbon neutrality is a challenge that needs to be addressed worldwide. The NICHICON Group has formulated a Sustainability Policy and is working to reduce CO_2 and other greenhouse gas emissions (Scope 1, 2, and 3[*1]) to help mitigate global warming. We have set a target of a 46% reduction by fiscal 2030 (compared to fiscal 2021 levels). This target has been recognized as scientifically grounded in achieving the Paris Agreement's 2°C target (aligned with the 1.5°C target) and has been certified by the Science Based Targets (SBT) initiative.[*2] We are also working to reduce emissions across the entire supply chain through dialogue and collaboration with suppliers as we aim to achieve carbon neutrality by 2050.

SCIENCE BASED TARGETS
DRIVING AMBITIOUS CORPORATE CLIMATE ACTION

FY2030 CO_2 emissions reduction target (Scope 1, 2, and 3)



*1. Scope 1: Direct emissions from the use of fuels / Scope 2: Indirect emissions associated with the use of externally purchased electricity / Scope 3: Indirect emissions other than Scope 1 and 2
*2. An international environmental initiative that encourages companies to set greenhouse gas emission reduction targets based on scientific evidence aligned with the level required by the Paris Agreement, aiming to limit the rise in the global average temperature to 1.5°C compared to pre-industrial levels.

CO_2 emissions (Scope 1, 2, 3) results (t-CO_2)

Scope and category			FY2023	FY2024	FY2025
Scope 1		—	31,460	30,524	29,544
Scope 2 (Market-based method)		—	177,872	151,175	148,942
Scope 2 (Location-based method)		—	162,941	146,458	150,218
Scope 3	Category 1	Purchased goods and services	755,179	693,461	593,800
	Category 2	Capital goods	39,879	27,111	19,947
	Category 3	Fuel- and energy-related activities not included in Scope 1 and 2	30,948	28,341	29,681
	Category 4	Upstream transportation and distribution	21,811	20,374	17,786
	Category 5	Waste generated in operations	2,276	2,278	2,060
	Category 6	Business travel	1,311	1,273	1,325
	Category 7	Employee commuting	4,608	4,368	2,986
	Category 8	Upstream leased assets	264	261	246
	Category 11	Use of sold products	41,668	50,153	56,521
	Category 12	End-of-life treatment of sold products	5,400	5,226	4,020
	Total		903,344	832,846	728,372
Total amount	Note: Scope 2 is based on the market-based method		1,112,676	1,014,545	906,858

Notes on the CO_2 emissions factor used to calculate CO_2 emissions

Scope 1: Emissions factor for each type of energy according to the Act on Promotion of Global Warming Countermeasures
Scope 2: (Domestic) Ministry of the Environment's Greenhouse Gas Accounting and Reporting System / List of emissions factors by electric power company
(Overseas) The International Energy Agency's (IEA) Emissions Factors (latest country-specific data)
Scope 3: Embodied Energy and Emission Intensity Data for Japan Using Input-Output Tables (3EID) of the Center for Global Environmental Research, National Institute for Environmental Studies, Japan / Database for calculating an organization's greenhouse gas emissions through its supply chain, Ministry of the Environment / Greenhouse Gas Protocol emissions factor databases, and other sources

Third-party assurance

To enhance the reliability of the sustainability data we disclose, we obtain third-party assurance from Deloitte Touche Tohmatsu LLC on our Scope 1, 2, and 3 CO2 emissions data.
Scope covered: Scope 1, 2, and 3 (assured through fiscal 2024)

Approach on the reduction of CO_2 emissions

We are committed to reducing energy consumption per basic unit by working aggressively to improve the efficiency of production processes that consume energy and reduce the percentage of defective products. We have also introduced internal carbon pricing (ICP) and are promoting upgrades to energy-saving equipment and its efficient operation.

Furthermore, through our participation in the EV100 initiative, we are promoting the transition to low-carbon vehicles and switching from fuel oil to liquefied natural gas (LNG) as an energy source. In addition, we are utilizing on-site PPAs and purchasing electricity generated from renewable energy. As part of our day-to-day efforts, all employees are working to reduce CO_2 emissions through measures such as properly managing air-conditioning temperatures, switching to LED lighting, and turning off unnecessary lighting and equipment.

As part of our contractual arrangements with suppliers, we ask them to cooperate with environmental conservation initiatives and encourage them to set reduction targets. We also survey their actual CO_2 emissions and use the data as primary data for Scope 3 calculations.

In distribution and logistics, we are working to reduce CO_2 by decreasing the number of product deliveries and moving to consolidated shipments.

We also use our internal newsletter and e-learning to provide training that raises employees' environmental awareness.

Compared to fiscal 2024, CO_2 emissions decreased in fiscal 2025 through energy-saving measures in the production process. We will continue to strive to further reduce CO_2 emissions across the entire supply chain by working to improve production efficiency and reduce the percentage of defective products.

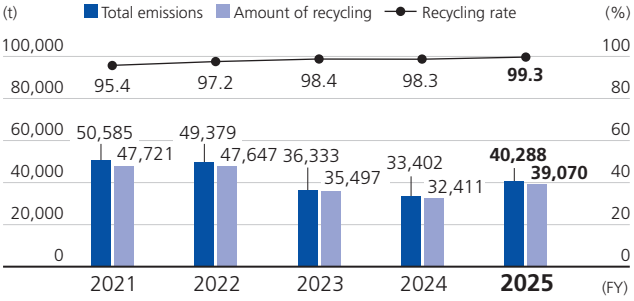
Waste reduction and recycling initiatives

We are reducing waste and promoting recycling to build a sound material-cycle society and support sustainable production activities. The Group defines zero emissions as recycling at least 98% of total waste generated and continues to work toward this goal.

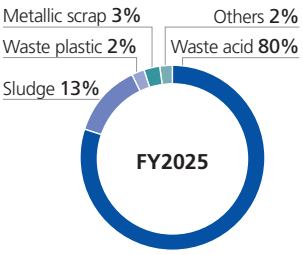
In fiscal 2025, we continued to reduce waste and convert paper, scrap metal, and waste plastic into valuable resources.

To further reduce our environmental impact, we are also working to reduce total water withdrawals and improve wastewater management.

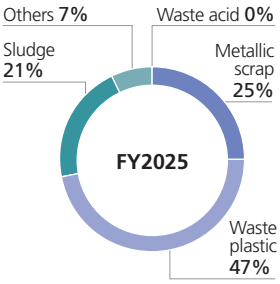
Total waste emissions, amount of recycling, recycling rate



Breakdown of waste generation



Final disposal volume



Selected for CDP's highest rating, the "A List," in both Climate Change and Water Security in 2025

The NICHICON Group was selected for a global environmental non-profit organization CDP's highest rating, the "A List," in both the Climate Change and Water Security categories in 2025, recognizing our outstanding initiatives and disclosures in these areas. This marks our second consecutive year on the A List for Climate Change and our first A List selection for Water Security.

Our leadership-level* rating from CDP reflects management's recognition of climate change as a key management issue and the appropriate approach we have taken to governance, strategy, risk management, and metrics and targets.

We believe these ratings will strengthen stakeholder trust and support the smooth development of our business. Moving forward, we will continue to prioritize global environmental preservation as a key issue, contributing to the creation of a sustainable and bright future society.

* The scores are evaluated on an eight-level scale, from the highest leadership level (A, A-) to the management level (B, B-), awareness level (C, C-), and disclosure level (D, D-).

Information disclosure based on the TCFD (scenario analysis)

In pursuit of realizing a decarbonized society, our Group has expressed support for the recommendations of the Task Force on Climate-related Financial Disclosures (TCFD). In December 1997, the NICHICON Group established the NICHICON Group's CSR Charter, and as the Mission Statement declares, we have contributed to the creation of a brighter future for society through the manufacture of products that have value. In alignment with the TCFD recommendations, we will continue to focus on more transparent information disclosure, including the resilience of our strategies based on climate-related scenario analysis.

For our Group's key businesses, such as the Capacitor business and NECST business, we conduct impact assessments of the risks and opportunities posed by climate change. Based on information provided by the International Energy Agency (IEA) and the Intergovernmental Panel on Climate Change (IPCC), we have analyzed the risks and opportunities for the Group in 2030 in terms of the 1.5°C scenario, in which society as a whole is moving toward decarbonization and is able to successfully control rising temperatures, and the 4°C scenario, in which economic development is prioritized resulting in an inability to control rising temperatures.

WEB For more details, please refer to the disclosures based on the TCFD recommendations.
https://www.nichicon.co.jp/english/company/sustainability/environment/tcfd/

Diagram of future society under 1.5°C scenario

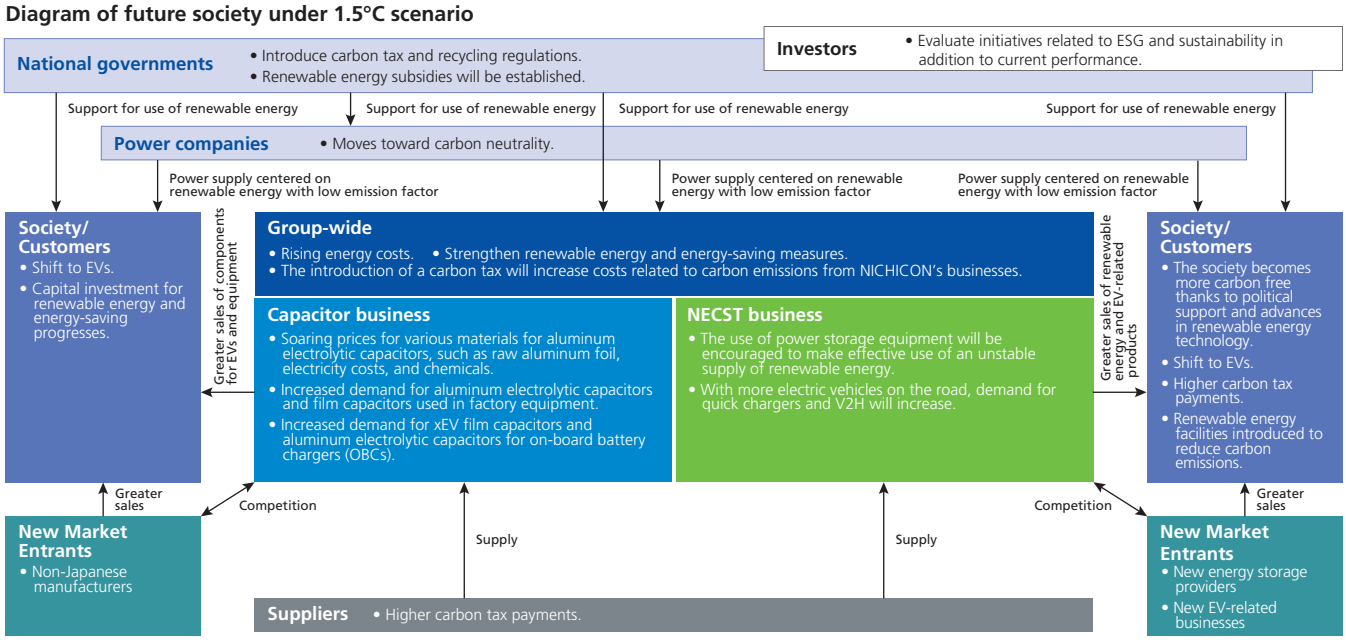
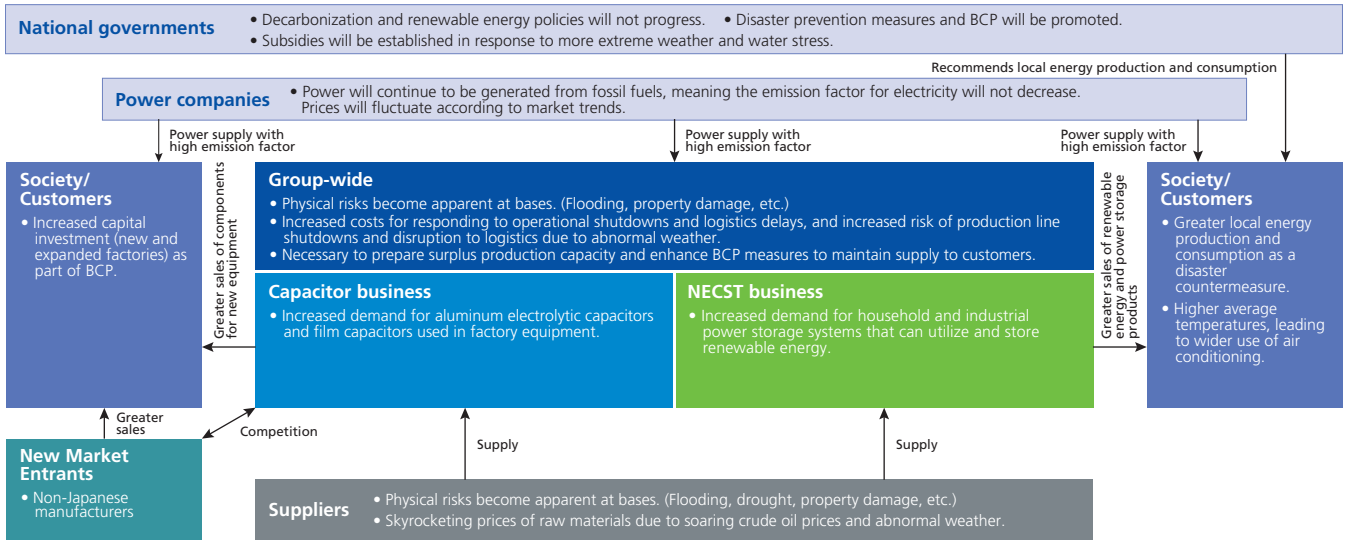


Diagram of future society under 4°C scenario



Reducing the environmental impact of our products

Our basic approach to product development

The NICHICON Group's Sustainability Policy clearly states our commitment to attain a better global environment and aim to create a sustainable society along with improved corporate value. Based on this policy, we have created many products that reduce our environmental impact.

In the Capacitor business, we are developing various aluminum electrolytic capacitors with lower equivalent series resistance (ESR) for use in automotive ECUs as vehicle electrification advances to reduce CO_2 emissions and in AI servers, whose power consumption is rising with the adoption of high-performance AI chips. This helps reduce power loss during smoothing. We also aim to reduce environmental impact through wider adoption of film capacitors for electrified vehicles (xEVs) and small lithium titanate rechargeable batteries (LTO), which can be charged with micro-energy from sources such as indoor light and vibration and are ideal replacements for primary batteries.

The NECST business, which was launched in 2010, continues to provide the world with products that embody our Sustainability Policy. For example, combining the energy storage and V2H systems, which are the mainstay products, with solar power generation, enables us to supply power without carbon emissions, which has significantly helped to reduce our impact on the environment. Moreover, with the latest technology, our circuit products have improved power conversion efficiency, achieving less power consumption and size reduction.

Going forward, the NICHICON Group will continue to create valued products at the cutting edge and bring them to market. In doing so, the Group will increase its corporate value by both contributing to society and expanding its business through solutions to social issues.



Rollout of the third-generation Tribrid Energy Storage System™ ESS-T5/T6 Series

In 2012, we developed and launched the world's first non-grid-connected V2H system. Around the same time, we launched the first grid-connected household energy storage system to receive JET certification. Since 2018, we have offered the Tribrid Energy Storage System™, which integrates a V2H system, a household energy storage system, and a solar power generation system. In 2025, we launched the third-generation ESS-T5/T6 Series. The main features are as follows.

Reducing electricity bills

During the day, electricity generated by the solar power system can be stored in both the household storage battery and the EV battery for home use at night or during bad weather. Surplus solar power can charge both batteries simultaneously, and the system can supply up to 9.9 kW to the home—one of the highest output levels in the industry. By making maximum use of solar power generated at home, the system helps reduce electricity bills.

Reducing energy costs

When the EV is at home during the day, it can be charged directly using solar power. If the EV is away for commuting or shopping during the day, solar power can first be stored in the household storage battery and then transferred to the EV battery using EleMove™ (power transfer) after the vehicle returns home. For faster charging, solar power, the household storage battery, and grid power can be combined to charge the EV at up to 9.9 kW, about three times the speed of a standard 3 kW charger. Users can also choose a setting that does not use grid power. Charging an EV with solar power in this way helps reduce household energy costs.

Helping families maintain everyday life during disasters

In the event of a power outage, the large-capacity household storage battery and EV battery provide peace of mind even during prolonged outages. With whole-home backup for all loads and support for 200 V appliances, the system can continue to power 200 V equipment such as air conditioners and induction cooktops, helping families maintain their usual routines during an outage. With disasters occurring almost every year and prolonged outages posing a growing risk, the system gives households the option of sheltering at home in addition to evacuating to a shelter, helping families maintain everyday life during disasters.

Contributing to carbon neutrality

Japan faces a range of energy challenges, including the need to stabilize power from renewable sources as renewable energy expands and the use of fossil-fuel-generated electricity to charge EVs. Generating and consuming electricity at home reduces environmental impact and makes a significant contribution to achieving carbon neutrality.

Complying with the RoHS Directive, REACH Regulations, and China RoHS Directive

The NICHICON Group sells GeoCap®, an eco-friendly product that complies with the EU's RoHS Directive,*1 as a standard product.

In complying with the REACH Regulations,*2 we conduct surveys on contained substances each time the European Chemicals Agency (ECHA) publishes twice a year its list of substances of very high concern (SVHC) and communicate the information to our business partners. Our products also comply with China RoHS*3 requirements.

The status of compliance with these directives and regulations, as well as information on contained substances, can be confirmed on our website.

*1. EU's RoHS Directive: Restrictions on the use of specific hazardous substances contained in electrical and electronic equipment
*2. REACH Regulations: Rules for chemical substance registration, evaluation, authorization, and restriction
*3. China RoHS Directive: Administrative measures for the control of hazardous substances in electrical and electronic products in China

Managing hazardous substances throughout the supply chain

Based on various laws and regulations, the NICHICON Group has formulated and enforces the NICHICON Group Green Procurement Guidelines which specify prohibited substances, curtailed substances, and controlled substances. With these guidelines, we strive to protect the environment throughout the supply chain. The Group has also registered as a supporter of chemSHERPA®, a scheme for communicating information on chemical substances contained in products throughout the supply chain. The chemSHERPA® scheme complies with the laws and regulations and international standards of various countries, including Japan. By actively utilizing this scheme, we hope to reduce the burden on business partners, customers, and others throughout the supply chain.

Enhancing quality and customer satisfaction

Boosting the reliability of products

Electronic components

We are a member of the Subcommittee on Electronic Component Safety under the Electronic Components Technology Standardization Strategy Committee of the Electronic Components Board in the Japan Electronics and Information Technology Industries Association (JEITA). Through this participation, we work to maintain or improve reliability technology in electronic components and promote awareness of electronic component knowledge. In addition, participating in the committee enables us to obtain information quickly and accurately so that we can respond to issues related to electronic component reliability and trends in product safety legislation and safety standards as well as address social demand for safety and security.

Furthermore, with the goal of achieving Zero Defects, we are working to advance our manufacturing technologies to support increasingly sophisticated applications in fields such as information and communications and automotive. Specifically, we are focusing on the development of production technologies through measures such as industry-academia collaboration with universities and companies, improvements to production processes, and upgrades to equipment incorporating AI.

Equipment

As a board member of the Japan Electrical Manufacturers' Association (JEMA), we sit on various advisory committees including on distributed power supply technology, energy storage system technology, and smart energy, among others. As well as working to solve technical and policy issues surrounding storage batteries, energy management systems (EMS), and other equipment, we are also involved in bringing together the industry with the aim to standardize performance labels for energy storage systems in line with Japanese industrial standards. Moreover, with international noise-related standards formulated by the International Electrotechnical Commission (IEC) and the International Special Committee on Radio Interference (CISPR), as a board member of the KEC Electronic Industry Development Center, we hold discussions with related manufacturers, focusing on reflecting and improving standards and developing human resources to improve product reliability and safety.

Customer-based response at the Customer Consultation Office

We have established a Customer Consultation Office to provide consultation and field requests regarding the consumer products we develop, manufacture and sell, such as V2H and household energy storage systems.

For customers who wish to make consultations and inquiries, the Customer Consultation Office is their first point of contact with NICHICON. While of course providing information in a speedy and conscientious manner in response to inquiries, we also provide appropriate guidance based on the individual needs of each customer. We are working every day to improve the quality of our service and make more people into "NICHICON fans," being careful to always provide highly conscientious customer service.

Human resource cultivation and utilization

Human Resources Philosophy / Profile of human resources sought / Human resources policy

Mission Statement

We dedicate ourselves to creating valued products that will contribute to a brighter future for society. We strive to attain a better global environment, to live up to our ethical and social responsibilities and to diligently work to exceed the expectations of our customers, shareholders and employees. With heart and soul we aim to maximize our corporate value by the way of "ko-do" (Think and Work).

Human Resources Philosophy

People are the energy of NICHICON

Profile of humanresources sought	Human resources policy
• Human resources who can understand and respond to changes in society (Performance) • Human resources who can provide value beyond customer expectations (Customer creation) • Human resources who have the determination to get things done (Never give up) • Human resources who can produce results as a team (Teamwork)	• Providing opportunities for people with vision and verve, and those who do their best to thrive, and assessing them fairly • Developing and supporting human resources who can respond to change to create value • Accepting diverse abilities and individual differences to encourage individual growth (diversity and inclusion) • Aiming for the well-being of all employees

Realizing the Mission Statement based on mutual understanding and an equal relationship between employees and the Company

Human capital

Guided by our Human Resources Philosophy—People are the energy of NICHICON—we are integrating our business and human resources strategies.

To support the growth of the Capacitor and NECST businesses, we develop, recruit, assign, and evaluate employees based on clearly defined talent profiles. In particular, we are strengthening both succession planning to systematically develop future management candidates and initiatives to develop globally capable personnel. We are also working to enhance employee engagement as part of our efforts to develop people who understand our Mission Statement and can put "ko-do" (Think and Work) into practice on their own initiative.

Education and training

Based on the belief that employee growth is a key driver of greater corporate value, we have established a training framework organized by rank, job function, and theme, and provide specialized training for each business, DX training, and compliance training. We also support diverse career paths through leadership training for women, programs for prospective overseas assignees, and English conversation support programs. In addition, we are expanding support for correspondence courses to encourage employees to learn independently and develop the expertise needed to support business growth.

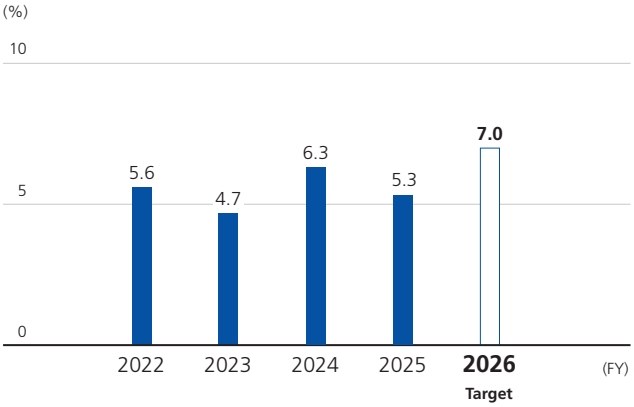
Respect for fundamental human rights and human rights education

Guided by the principle in our Mission Statement, "diligently work to exceed the expectations of our customers, shareholders and employees," we have formalized the NICHICON Group Human Rights Policy and made respect for human rights a foundation of our corporate activities. We are also working to create a harassment-free workplace that protects individual dignity and continue to provide human rights and harassment prevention training to all employees.

Diversity and inclusion

We believe that enabling people with diverse backgrounds and perspectives to thrive leads to new value creation and greater competitiveness, and therefore regard diversity and inclusion as an important management issue. To help more women advance in the workplace, we have made increasing the proportion of women in managerial positions a key theme of our human resources strategy and continue to develop women leaders and support their career development. We are also expanding mid-career hiring to actively recruit people with diverse expertise and experience and revitalize the organization. In addition, we are developing globally capable personnel, recruiting foreign national employees, and creating opportunities for them to contribute, with the aim of fostering innovation by bringing together different cultures and values. We will continue to foster a corporate culture that respects individual differences and enables people from diverse backgrounds to make full use of their abilities.

Proportion of women in managerial positions



Supply chain management

Ensuring occupational safety and health

The NICHICON Group provides periodic safety and health education programs to its employees. Each day, our employees recite the safety rules and identify any potential danger. Our operators also engage in danger prediction training to increase their safety and reduce the possibility of injury. Regarding the safety of our new employees, they are thoroughly educated so that every task, including on-the-job training (OJT), is conducted safely at each workplace.

And with safety instruction and training aimed at zero occupational/commuting accidents being our priority as well as making improvements by pointing out problems to each other through cross-checks between worksites and the head office, we also try to incorporate each other's best practices. In addition, information on activities at all business sites is compiled and distributed to workplaces to reduce variations and differences in attitude toward the activities.

Health and productivity management

We regard the physical and mental health of our employees as an important business foundation for the Company's sustainable growth. We are enhancing systems that support flexible working arrangements, including expanded childcare and caregiving support programs and annual paid leave that can be taken in hourly increments. As part of our efforts to support a balance between work and medical treatment, we have also introduced a group long-term disability income compensation insurance system that compensates employees for a portion of their income if they are unable to work for an extended period due to illness or injury.

We are also strengthening our use of one-on-one meetings to encourage communication and foster psychological safety.

We will continue to create a work environment where employees can stay physically and mentally healthy and feel secure, thereby creating a virtuous cycle of higher employee engagement and greater corporate value.

Promoting CSR in the supply chain

The NICHICON Group asks its business partners for their understanding of its CSR philosophy, which incorporates the Responsible Business Alliance (RBA; the former Electronic Industry Citizenship Coalition®) Code of Conduct and ISO 26000 Guidance on Social Responsibility, the international standard on organizational social responsibility. In this manner, we fulfill our responsibility throughout the supply chain.

The NICHICON Group sources materials from a variety of countries and regions. We also require our business partners to comply with the laws in each country in which they conduct their operations and act in accordance with social norms. To instill awareness regarding our strict demand for the respect of human rights, we do not seek procurement from any business partners who do not understand and practice these values.

We distributed the NICHICON Group Supply Chain CSR Procurement Promotion Guidebook to principal business partners, requesting that they understand the content of this guidebook and the RBA standards of conduct. At the same time, we ask them to complete self-assessment checklists, enabling us to confirm the status of individual companies' initiatives.

Also, we have adopted a basic policy of non-use of conflict minerals in light of the U.S. Dodd–Frank Act and the Securities and Exchange Commission (SEC) disclosure rules in accordance with that act, and are working to improve transparency throughout the supply chain by sharing data with suppliers and other measures.

Thorough compliance and risk reduction in the supply chain

Our basic purchasing policies provide for ensuring that transactions are open, fair and lawful. We maintain thorough compliance, including with the SME Transactions Act.

To reduce risk, we have established a business continuity plan (BCP) and respond appropriately to the issue of conflict minerals proactively and across the supply chain.

Corporate governance

Basic approach

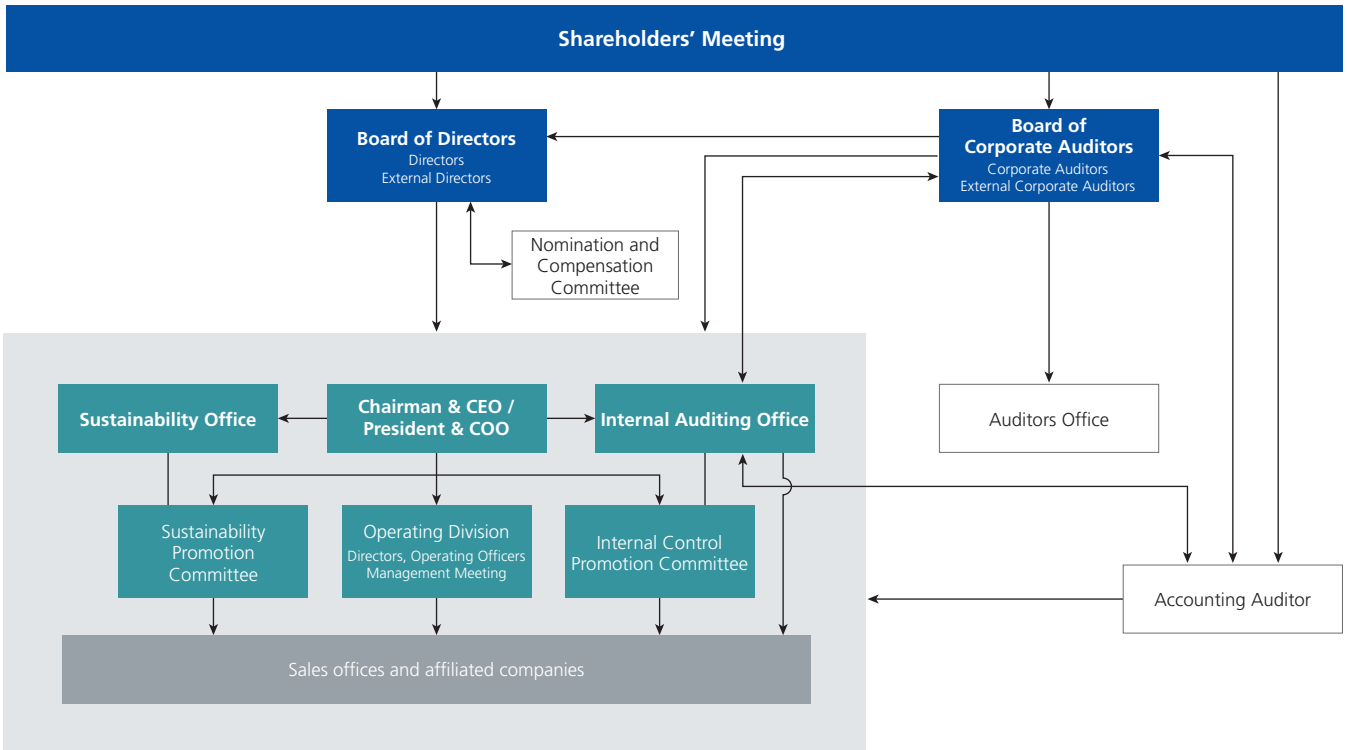
Based on our Group Mission Statement, the strengthening of corporate governance is positioned as one of our most important priorities. As such, we are working to improve management efficiency by ensuring transparency and fairness, and speeding up the decision-making process. We are engaged in corporate governance enhancements in an effort to respond nimbly to business environment and market changes and improve performance while maintaining sound management through the creation, strengthening and practical management of internal control systems to continuously improve corporate value and meet our ethical and social responsibilities in accordance with the following basic approach.

(1) Respect the rights of shareholders, ensure equality.
(2) Cooperate appropriately with stakeholders, taking into account the interests of shareholders and all other stakeholders.
(3) Ensure transparency and the appropriate disclosure of Company information.
(4) The Board of Directors attempts to establish an effective executive supervisory function from an objective standpoint emphasizing the role of independent external directors in light of fiduciary responsibilities and accountability to shareholders.
(5) Strive to engage shareholders in constructive dialogue that contributes to sustainable growth and improvement of corporate value over the medium- to long-term.

Quick reference chart for corporate governance structure

Form of institutional design	Company with Company Auditors
Number of directors (of which, external directors)	8 (5)
Directors' terms of office	2 years
Chair of the Board of Directors	Chairman
Number of corporate auditors (of which, external corporate auditors)	4 (2)
Number of external directors designated as independent	5
Number of Board meetings in FY2025	10
Number of Audit & Supervisory Board meetings in FY2025	12
Voluntary committees	Nomination and Compensation Committee
Adoption of the Operating Officer system	Yes
Stock option system	None
Accounting Auditor	Deloitte Touche Tohmatsu LLC

Corporate governance structure



Corporate governance structure

Board of Directors

The Board of Directors consists of eight members, including five external directors. We believe this is an appropriate size for continuing to deliver prompt decision-making. In terms of operations, meetings are held periodically as necessary to make fair and appropriate decisions through sufficient discussion, and to supervise the status of business execution by the director in charge.

We have also introduced an Operating Officer system to clarify the roles of management oversight and business execution functions. By clarifying the division of duties and administrative authority, and making flexible decisions according to the characteristics of each department, we aim to speed up management and execute business appropriately and efficiently.

Nomination and Compensation Committee

The Nomination and Compensation Committee has been established as an advisory body to the Board of Directors for the purpose of ensuring the fairness, transparency, and objectivity of procedures related to the nomination and compensation of directors, and to further enhance the corporate governance system.

The majority of members of the Nomination and Compensation Committee are external officers. The committee consists of four members, including three independent external directors. We are working to improve the independence and objectivity of the processes related to decisions on nomination and compensation.

Board of Corporate Auditors

The Board of Corporate Auditors consists of four corporate auditors, including two external corporate auditors (three of whom are standing corporate auditors). In addition to attending Board meetings and other important meetings to express their opinions, the auditors conduct legal audits based on their review of the execution of business duties by the Board of Directors and the Company's operational and financial condition. They also conduct operating audits, ascertaining management conditions through site visits to divisional headquarters, business facilities and Group companies. In addition to these duties, standing corporate auditors attend the Management Meeting, the Internal Control Promotion Committee, the Sustainability Promotion Committee, and other important meetings to monitor the execution of business duties by the Board of Directors.

The auditors report on the status of reciprocal business duty execution at the Board of Corporate Auditors. Based on audit planning and implementation, they work in close cooperation with accounting auditors, exchange information and opinions on a quarterly basis in an effort to improve the efficacy and efficiency of auditing. The Board of Corporate Auditors works closely with the Internal Auditing Office to exchange information and opinions whenever necessary, in an effort to improve the efficacy and efficiency of audits related to checking the degree of penetration of the Company's management policies, including compliance with laws and regulations, and the status of system development for crisis management. Additionally, the Auditors Office has been set up to which employees who are to assist the duties of the corporate auditors are appointed and assigned through consultation between the Directors and the Board of Corporate Auditors.

Internal Control Promotion Committee

Chaired by the president, the Internal Control Promotion Committee consists of executives from the Financial & Accounting Headquarters, Administration Headquarters, and the Digitalization Promotion Headquarters. To ensure the accuracy and reliability of financial reporting, the committee periodically evaluates the Company and its Group companies with respect to Company-wide Control, Financial Reporting Process Control, Work Process Control, General IT Control, and IT Work Process Control, reporting outcomes to the Board of Directors and the Board of Corporate Auditors.

Sustainability Promotion Committee

Its mission is to promote Group-wide related initiatives in order to accomplish the Group's Sustainability Policy. As well as selecting topics for Group-wide initiatives related to Environment and Energy (E), Diversity (S), and Compliance and Risk Management (G), and considering and deciding on policies, the committee also oversees how the topics are progressing and gives instructions for improvement.

Board evaluation

To improve the functioning of the Board of Directors, self-evaluations are carried out by every director each year. Based on these evaluations, the effectiveness of the Board of Directors as a whole is verified and assessed by the Board to further enhance its performance.

Board diversity

The current internal directors have experience and skills related to global affairs, production, sales and marketing, finance, and risk management. We strive to ensure that the diversity of the Board of Directors and the overall balance of knowledge, experience and skills are the best for the Company. For instance, we appoint external directors who have experience as representative directors of other companies, or who have a high level of expertise regardless of whether they are in the same industry as us or not.

Additionally, we proceeded with the appointment of female directors and the ratio of female directors reached 17% in June 2026. Our aim is to increase diversity on the Board of Directors by appointing people who meet the skills required by the Company.

Training for directors and auditors

To ensure that officers can properly fulfill their responsibilities, NICHICON conducts training with the help of internal and external experts on the Company's Mission Statement, products, and governance policies, etc. Should an officer wish to participate in external seminars and it is deemed useful for the duties of the officer, then NICHICON will provide financial assistance as necessary.

Policies and procedures concerning appointment and dismissal

The policy for the appointment of senior management and director candidates is comprehensively considered from the perspective of the right person for the right job. We consider their overall balance and ability to cover every function and business field of the Company and monitoring of business execution, as well as accurate and prompt decision-making, a sense of responsibility and leadership, having the necessary knowledge and experience, and appropriate risk management.

In response to advice from the Board of Directors, the Nomination and Compensation Committee deliberates and reports to the Board on matters such as the appointment and dismissal of directors, the selection and dismissal of representative directors, and succession plans. The Board of Directors makes decisions regarding the nomination of director candidates based on reports from the Nomination and Compensation Committee.

With regard to the dismissal policy, procedures for dismissal will be conducted if any serious violation of laws and regulations, or of the Articles of Incorporation, are found in relation to duties, or if it is seen that there have been any significant departures from the selection policy.

The policy for the appointment of candidates for the Board of Corporate Auditors is also comprehensively considered from the perspective of the right person for the right job. We consider their wealth of experience in auditing the execution of director duties, knowledge of finance and accounting, and knowledge of the Company's business and corporate management.

Directors and corporate auditors skills matrix

Name	Position in Company	Corporate management	Manufacturing / R&D	Sales / Marketing	Finance / Accounting	International experience / Diversity	Legal / Risk management	Sustainability / ESG	Human resource development
Ippei Takeda	Representative Director, Chairman	○	○	○	○	○	○	○	○
Katsuhiko Mori	Representative Director, President	○		○		○		○	○
Akihiro Yano	Director	○	○		○	○		○	
Kazumi Matsushige	Director (External/Independent)		○				○	○	○
Haruhiko Kato	Director (External/Independent)	○			○	○			○
Noriko Kurimoto	Director (External/Independent)					○	○	○	
Muneya Taniguchi	Director (External/Independent)	○		○	○	○			
Senko Ikenobo	Director (External/Independent)					○		○	○
Shigeo Yoshida	Standing Corporate Auditor	○	○	○	○	○			○
Seiya Ueno	Standing Corporate Auditor	○			○	○	○		
Yoshihiko Nakatani	Standing Corporate Auditor (External/Independent)	○	○			○			○
Kan Tsutagawa	Corporate Auditor (External/Independent)	○		○	○		○		○

Note: The above skills matrix does not represent all the experience and knowledge possessed by each director and auditor.

Reasons for appointing external officers

Name	Independent officer	Supplementary information	Reason for appointment
Kazumi Matsushige	○	• Professor Emeritus, Kyoto University • President of Shikoku University and Shikoku University Junior College	Appointed as an external director to further strengthen the Company's management structure by leveraging his wealth of academic experience and deep insight as a university professor and university president to gain his advice and guidance from an objective standpoint.
Haruhiko Kato	○	• From the private sector • Outside Director (Audit and Supervisory Committee Member) of Asahi Broadcasting Group Holdings Corporation • Outside Director of Chubu Electric Power Co., Inc.	Appointed as an external director to further strengthen the Company's management structure by leveraging not only his experience as a director of a car manufacturer but also his time served as a representative director and running a financial institution, in addition to his considerable knowledge on finance, taxation, and accounting after having held important positions in the Ministry of Finance for many years, to gain his advice and guidance from an objective standpoint.
Noriko Kurimoto	○	• From the private sector • Partner Lawyer, Kansai Law & Patent Office • Outside Audit & Supervisory Board Member of The Kinki Sharyo Co., Ltd.	Appointed as an external director to further strengthen the Company's management structure by leveraging her extensive knowledge as a lawyer to gain her advice and guidance from an objective standpoint as a legal expert.
Muneya Taniguchi	○	• From the private sector • Special Advisor of Mitsubishi UFJ Securities Holdings Co., Ltd.	Appointed as an external director to further strengthen the Company's management structure by leveraging his extensive knowledge of finance and accounting gained through his involvement in financial operations for many years to gain his advice and guidance from an objective standpoint.
Senko Ikenobo	○	• Vice Head Priest of Shiunzan Chohoji (Rokkakudo) Temple • Vice Chairperson of Japan Ikebana Art Association • Vice President of Ikenobo Society of Floral Art • Vice Chairman of the Kyoto Association of Corporate Executives • Outside Director of Asahi Broadcasting Group Holdings Corporation • Deputy Chairperson and Executive Board Member of the Japan Association for the 2025 World Exposition	Appointed as an external director to further strengthen the Company's management structure by leveraging her many years of experience in managing Japan's leading cultural and artistic organizations, as well as serving as a director and committee member in various associations to gain her advice and guidance from an objective standpoint.
Yoshihiko Nakatani	○	• Academic • Experience at other companies	Appointed as an external corporate auditor to ensure the soundness of the Company from an objective standpoint and to enhance and strengthen the highly transparent audit system by leveraging his deep insight and extensive experience as an academic, in addition to his experience with technology management at private companies.
Kan Tsutagawa	○	• Experience at other companies	Appointed as an external corporate auditor to ensure the soundness of the Company from an objective standpoint and to enhance and strengthen the highly transparent audit system by leveraging his considerable knowledge of corporate management after having served as a director of a news organization.

Executive compensation

1. Basic policy

The basic policy is to establish a compensation system linked to shareholder interests so that it functions sufficiently as an incentive to continuously increase corporate value. When determining compensation for each director, the policy is to set it at an appropriate level taking into account each director's respective responsibilities. More specifically, compensation for executive directors consists of fixed, basic compensation and performance-linked compensation, whereas external directors who perform supervisory functions are paid only a fixed compensation from the viewpoint of their role and independence.

2. Basic compensation for directors

The basic compensation for directors is a fixed monthly compensation determined by a comprehensive look at individual duties and achievements, Company performance, trends in other companies, medium- to long-term business performance, and past payouts, etc. It is set within the amount of compensation for directors approved at the General Meeting of Shareholders.

3. Content and amount of performance-linked compensation

To focus attention on improving business performance every fiscal year, the Company's performance-linked compensation is determined within a certain range of net income attributable to owners of the parent. The compensation for directors according to their roles and the degree to which they have contributed to the Company over the short term and medium to long term is determined within the amount approved at the General Meeting of Shareholders based on the report of the Nomination and Compensation Committee. Performance-linked compensation is paid at a set time each year.

4. Ratio of basic and performance-linked compensation for directors

The Company's performance-linked compensation is paid within the scope of net income attributable to owners of the parent. Since this fluctuates greatly depending on business performance, the ratio to basic compensation also fluctuates significantly every year. As such, we do not lay down any rules for determining the ratio for each type of compensation.

5. Details of compensation for directors

Based on the decision of the Board of Directors, specific details on the amount of compensation for each director are entrusted to the representative directors. The content of such authority shall be determined through discussion by the representative directors regarding the evaluated allocation of performance-linked compensation and the amount of basic compensation for each director. The Board of Directors shall consult with the Nomination and Compensation Committee to obtain a report so that such authority is appropriately exercised by the representative director, and the representative directors receiving the above mandate must make decisions in accordance with the contents of the report.

Cross holding

With regard to the classification of investment shares held for purely investment purposes and those held for other purposes, the Company classifies investments for the purpose of dividends and capital gains as net investment shares, and classifies investment shares that are for purposes other than pure investment as specified investment shares. Specified investment shares are held when judged to contribute to the improvement of corporate value over the medium to long term, taking

Executive compensation for FY2025

Executives	Total compensation (millions of yen)	Total by type of compensation (millions of yen)				Number of eligible officers
		Fixed compensation	Performance-linked compensation	Retirement benefits	Of the items listed on the left, non-monetary compensation, etc.	
Directors (excluding external directors)	166	131	35	—	—	4
Corporate Auditors (excluding external corporate auditors)	29	29	—	—	—	2
External officers	67	67	—	—	—	8

Notes: 1. The total amount of compensation for directors as resolved by the General Meeting of Shareholders (June 28, 2007) is set at within 280 million yen per annum (the number of directors at the conclusion of this General Meeting of Shareholders was seven), and the total amount of compensation for corporate auditors as resolved by the General Meeting of Shareholders (June 27, 2025) is set at within 80 million yen per annum (the number of corporate auditors at the conclusion of this General Meeting of Shareholders was four).
2. The amount of compensation, etc., for directors includes the compensation for two directors (including one external director) who retired during the current fiscal year.
3. The amount of compensation for directors does not include salaries and bonuses for those who concurrently serve as employees.
4. The Company resolved to abolish the executive retirement benefits scheme for directors and corporate auditors at the conclusion of the 72nd Ordinary General Meeting of Shareholders held on June 28, 2007. It has been resolved that directors and corporate auditors who continue to serve from the time after the conclusion of this meeting will be presented upon their retirement with executive retirement benefits corresponding to the period of their tenure until the abolition of said scheme.
5. Compensation for each corporate auditor is determined through discussions among all corporate auditors, but only fixed compensation is provided.

into account the necessity of business operations and maintaining and strengthening long-term, stable relationships with business partners. NICHICON does not hold any net investment shares.

Regarding specified investment shares, we regularly verify the dealings and relationship with the companies we hold shares in based on a medium- to long-term perspective, as well as the financial position, share price, dividends, and other conditions of the companies we hold shares in. Our policy is to reduce the number of stocks which have become less relevant to hold while conducting dialogue and negotiations with our business partners and others.

The Board of Directors also regularly reviews the appropriateness of continuing to hold such shares in line with the above policy.

Voting criteria for specified investment shares are determined after examining from various perspectives, such as whether they will lead to medium- to long-term improvement in the corporate value of the companies we hold shares in.

Total amount of cross holdings on consolidated balance sheet (as of March 31, 2026)

	FY2023	FY2024	**FY2025**
Number of stocks	38	33	**31**
Total amount on consolidated balance sheet (million yen)	26,722	21,719	**24,481**
Consolidated net assets ratio (%)	23.5	19.1	**19.8**

Note: NICHICON does not hold any stocks that fall under deemed stock holdings.

Number of stocks held for purposes other than pure investment and total amount on balance sheet (as of March 31, 2026)

	Number of stocks	Total amount on balance sheet (million yen)
Unlisted stock	15	158
Stocks other than unlisted stocks	16	24,322

Stocks increased in FY2025

	Number of stocks	Total acquisition value of increased shares (million yen)
Unlisted stock	1	99
Stocks other than unlisted stocks	—	—

Stocks decreased in FY2025

	Number of stocks	Total sale value of decreased shares (million yen)
Unlisted stock	—	—
Stocks other than unlisted stocks	6	1,596

Anti-takeover measures

As a basic policy regarding control of the Company, we believe that if a takeover proposal is made to the Company, the final decision on whether or not to accept the offer should be left to the shareholders of the Company at that time. In such case, we believe that it is necessary to secure and enhance corporate value and the common interests of shareholders by enabling shareholders to make informed judgments based on sufficient information and a reasonable period of deliberation through fair and transparent procedures for confirming the intentions of the shareholders.

Information disclosure and dialogue with shareholders and investors

A total of 58 shareholders attended the Fiscal 2025 Ordinary General Meeting of Shareholders (held on June 26, 2026). During the report of financial results, charts, graphs and other visuals were screened to provide explanations in a manner that was easy to see and understand.

As well as showcasing featured products at the venue, we displayed the brand slogan, “Kurashi ni, Enepa! (Energy performance for living!)” to convey our goal of leading the industry by proposing new value through enhancing energy performance in everyday life. We showcased to all shareholders our small lithium titanate rechargeable batteries (LTO) for wearable IoT devices and inverter smoothing film capacitors for driving xEV motors, as well as our aluminum electrolytic capacitors for automobiles and information and communication devices, from our Capacitor business. From our NECST business, we introduced the third-generation V2H system, EVPower Station™, our Tribrid Energy Storage System™, our accelerator power supplies for academic research and fusion energy generation as well as high-power quick chargers for EVs and PHEVs.



Shareholders’ meeting venue


Product display

Compliance and risk management

Dissemination of the NICHICON Group Code of Conduct (revised)

In addition to the Company Credo, the Mission Statement defines the direction and social responsibility on which every employee should be focused. In October 2002, we established the NICHICON Group Code of Conduct as guidance for director and employee observance of laws and regulations and to spread shared ethics and values. Subsequently, the Responsible Business Alliance (RBA) Code of Conduct was established, and in November 2010, ISO 26000 (guidance on social responsibility) was published. To enhance the comprehensiveness of the requirements for labor, environmental conservation, health and safety, and ethics as demanded by the RBA and ISO 26000, we issued the NICHICON Group Code of Conduct (Revised 2nd Edition) in April 2013. Following revisions to the RBA Code of Conduct, we released the NICHICON Group Code of Conduct (Revised 3rd Edition) in April 2024 to ensure alignment. After issuing the revised version, we have been working to improve employees' understanding through Code of Conduct education while giving training and sharing information at each business facility, utilizing e-learning tools and other means for all employees in Japan and overseas.

Provision of internal and external consultation services (Internal Reporting System)

Compliance plays a significant role in the promotion of sound corporate activities in conformity with all laws, ordinances, internal rules, policies, codes of ethics, etc. The NICHICON Group has established an internal reporting rule as one of the mechanisms to ensure thorough compliance, and has established a "Compliance Hotline (Internal Reporting System)" based on this rule.

Specifically, points of contact and means of consultation are provided, and investigations are conducted when necessary, should reports be received. Furthermore, we thoroughly protect the personal information of the people who file reports to ensure they do not suffer any negative effects, making every effort to prevent misconduct and detect issues at an early stage. In April 2024, the Compliance External Reporting Hotline was established.

Enhanced structure for competition law compliance

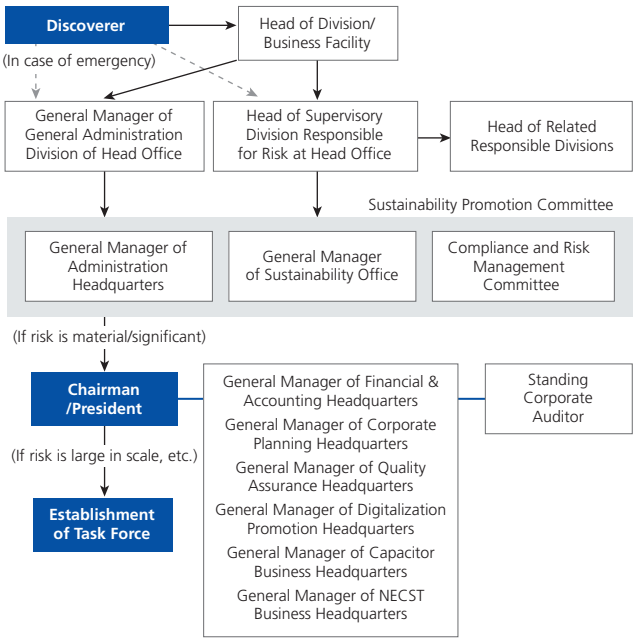
The NICHICON Group strives to strengthen compliance structures and educational activities to more thoroughly comply with antitrust laws in Japan and competition laws in other countries. In an attempt to further enhance the NICHICON Group competition law compliance structure, the Competition Law Compliance Subcommittee was established under the CSR Promotion Committee (currently Sustainability Promotion Committee) in July 2016. In addition, competition law compliance regulations were formulated to prevent competition law violations before they occur and clarify basic items that must be observed when executing business duties. These regulations specify the establishment of a Compliance External Reporting Hotline for reporting and consultation, the implementation of regular auditing by the Auditing Department related to competition law compliance, pre-approval and post-reporting procedures for the prevention and monitoring of contact with competitors to implement supervision and guidance of the status of compliance with competition laws. Furthermore, we are holding competition law compliance workshops mainly for sales divisions to ensure thorough compliance with competition laws in the workplace. These workshops provide detailed explanations of regulations, as well as numerous case studies taken from real incidents presented by lawyers. These activities have also been rolled out to production and overseas worksites in an effort to ensure thorough compliance and strengthen the Group-wide competition law compliance structure. We have also been making use of e-learning tools to conduct video lectures presented by lawyers and comprehension checks, not only for sales divisions, but also for production and overseas worksites.

Risk management system

The Group has established and operates risk management regulations in an attempt to avoid losses and risks beforehand, and to minimize damage in the unlikely event that a risk does occur.

The organization that plays a central role in risk management is the Compliance and Risk Management Committee established within the Sustainability Promotion Committee. This committee reviews and provides guidance based on the monthly activity reports submitted by each business facility. Material risks are also identified and managed at each facility with the actual progress of such efforts and their verification confirmed through the monthly reports, with guidance provided for ongoing improvement.

Company-wide liaison system in the event of materialization of risks



Ongoing improvements to the business continuity plan (BCP) and business continuity management (BCM) entrenchment efforts

The NICHICON Group makes an effort to take the appropriate responses and countermeasures to prevent risk and minimize damage from the perspective of employees, trading partners, customers, regional communities and all our stakeholders with respect to systems and countermeasures for risks with the potential to significantly impact business, such as natural disasters and accidents, management risks, and political, economic and social risks. And in an effort to maintain safe and stable corporate management, operations and thorough familiarization of disaster and crime prevention management regulations and risk management regulations are conducted in accordance with its contents. We place importance on the establishment of BCM for the quick resumption or continuation of business in the event of damage from a natural disaster or accident during the course of business activities.

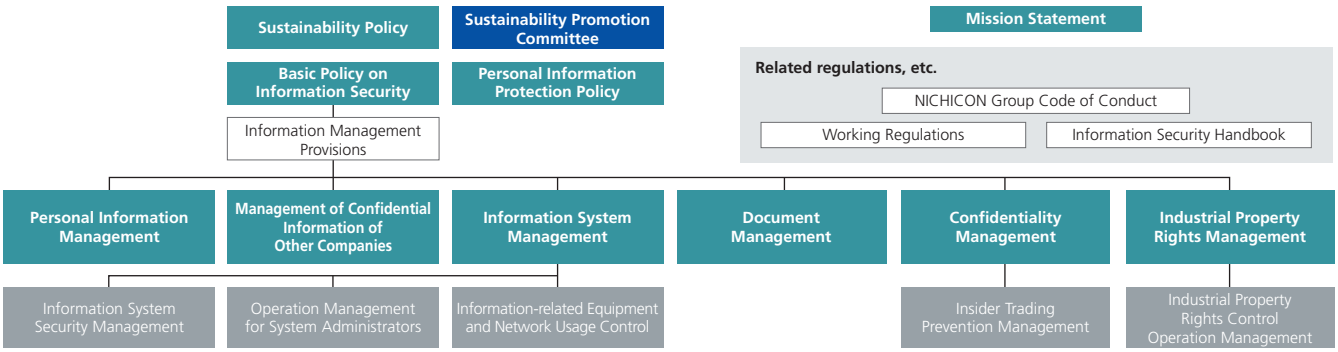
The Great East Japan Earthquake, which occurred on March 11, 2011, provided the NICHICON Group with an opportunity in 2012 to complete preparation of an outline for the NICHICON Group BCP formulation guidelines and business continuity regulations encompassing both the already-drafted BCP and BCM. Based on these activities, NICHICON is establishing BCM including continuous improvements via the PDCA cycle to further enhance its BCP.

Strengthening of information security

In the Group's business activities, we handle confidential information obtained from customers and business partners (such as business partner information, personal information, trade secrets, and technical information). In recent years, however, there has been an increase in cyberattacks targeting companies, as well as information leaks caused by intentional or negligent actions of employees, among other incidents. Failure to respond to these issues in a timely and appropriate manner could lead to the loss of social trust, economic losses such as system restoration costs or compensation to customers, and even the suspension of business operations due to system downtime, all of which could negatively impact business performance. Additionally, regulations and laws related to data protection and personal information are being increasingly established and strengthened globally, with penalties for violations also becoming more severe.

As part of our measures against information security risks in the Group, we are advancing efforts from both human and technical perspectives. On the human side, we have established various regulations that employees must adhere to, such as the Basic Policy on Information Security, Information System Security Regulations, Personal Information Protection Policy, and Personal Information Management Provisions. Based on these, we regularly conduct information security training and simulated phishing email exercises. On the technical side, we implement malware protection, collect various logs such as PC operation histories, control access to information, conduct vulnerability assessments and simulated attacks, monitor communications to prevent unauthorized access, and restrict the use of storage media such as USB drives and SD cards. Additionally, the PCs used by employees are monitored 24/7 by external specialists, and if any suspicious behavior is detected, we have a system in place to quickly identify and address the issue. Furthermore, to address increasingly sophisticated cyber risks, we conduct regular reviews in accordance with global-standard frameworks and systematically strengthen security. In preparation for any information security incidents or accidents, the entire Group has enrolled in cybersecurity insurance.

NICHICON Group information management framework



Directors and corporate auditors

Directors



Ippei Takeda
Representative Director and Chairman, CEO

Mar. 1963	Joined the Company
Feb. 1978	Representative Director & President of Nichicon (America)
June 1983	Director of the Company
Dec. 1983	General Manager of the Company's International Division
July 1995	General Manager of the Company's Ohno Factory and Overseas Sales Representative
June 1997	Managing Director of the Company
June 1998	President & COO of the Company
June 2003	Representative Director & President, COO of the Company
June 2007	Representative Director & Chairman, COO of the Company
June 2013	Representative Director & Chairman, CEO of the Company (current)



Katsuhiko Mori
Representative Director and President, COO

Apr. 1991	Joined the Company
Jan. 2003	Deputy General Manager of Tokyo Sales Office No.1 Sales Division, Eastern Japan Sales Headquarters of the Company
Jan. 2004	General Manager of the Company's International Sales Headquarters
Feb. 2004	Managing Director of Nichicon (Taiwan) Co., Ltd
June 2011	President of Nichicon (Taiwan) Co., Ltd.
Jan. 2014	General Manager of the Company's Greater China President of Nichicon (Hong Kong) Ltd.
July 2020	Operating Officer of the Company General Manager of Capacitor Business Headquarters
June 2023	Representative Director & President, COO of the Company (current)



Haruhiko Kato
External Director

Apr. 1975	Joined The Ministry of Finance
July 2007	Director-General of the Tax Bureau
July 2009	Commissioner of the National Tax Agency
July 2010	Resigned from Commissioner of the National Tax Agency
Jan. 2011	Senior Managing Director of Japan Securities Depository Center Inc.
June 2011	Representative Director and President of same company
June 2013	Outside Director of Toyota Motor Corporation
Mar. 2014	Outside Director of Canon Inc.
July 2015	Director and President of Japan Securities Depository Center inc.
June 2019	Standing Company Auditor of Toyota Motor Corporation
June 2023	External Director of the Company (current)
June 2024	Outside Director (Audit and Supervisory Committee Member) of Asahi Broadcasting Group Holdings Corporation (current)
June 2025	Outside Director of Chubu Electric Power Co., Inc. (current)



Noriko Kurimoto
External Director

Dec. 2007	Registered as attorney, Osaka Bar Association Joined Kansai Law & Patent Office
Jan. 2014	Partner of same Office (current)
June 2023	External Director of the Company (current)
June 2024	Company Auditor of The Kinki Sharyo Co.,Ltd.(current)

Corporate auditors



Shigeo Yoshida
Standing Corporate Auditor

Apr. 1982	Joined the Company
Aug. 1988	Manager, Nichicon (Singapore) Pte. Ltd.
June 2003	Deputy General Manager of International Sales Division, Sales Headquarters of the Company
Nov. 2004	General Manager of Administration Division, Power Supply Center of the Company
Apr. 2007	Managing Director, Nichicon (Hong Kong) Ltd.
Nov. 2008	Overall responsibility for East Asian sales of the Company
June 2009	Director of the Company Operating Officer of the Company General Manager of the Company's Sales Headquarters
May 2011	General Manager of the Company's Production Headquarters
July 2011	Managing Operating Officer of the Company
Oct. 2012	Representative Director and President, Nichicon Hi-Tech Foil Corporation
June 2013	Representative Director & President, COO, of the Company
June 2023	Special Advisor of the Company (current)
June 2024	Standing Corporate Auditor of the Company (current)



Seiya Ueno
Standing Corporate Auditor

Apr. 1990	Joined Mitsui Trust Bank, Limited (now Sumitomo Mitsui Trust Bank, Limited)
Jan. 2001	Joined The Industrial Bank of Japan, Limited (now Mizuho Bank, Ltd.)
Dec. 2004	General Manager, Capital Markets Department, Mizuho Corporate Asia (Hong Kong) Limited
Apr. 2015	Head of Americas Office, Portfolio Management Department Head of Americas Office, Asset Management Control Department, Mizuho Bank, Ltd.
May 2018	Joined the Company as General Manager of Management Division, Capacitor Business Headquarters
Sep. 2019	General Manager of the Company's Internal Auditing Office (current)
June 2024	Standing Corporate Auditor of the Company (current)



Akihiro Yano

Director and Managing Executive Officer
General Manager of Administration Headquarters and General Manager of Sustainability Office

Apr. 1980	Joined Pioneer Corporation
Apr. 2001	Managing Director of Planning Division of Pioneer Europe (NV)
May 2005	Representative Director and President of Pioneer Electronics Germany (GmbH)
Dec. 2009	Joined the Company as Deputy General Manager of Production Management Division, Production Headquarters
Oct. 2010	Deputy General Manager of the Company's Corporate Planning Headquarters
May 2011	General Manager of Corporate Planning Headquarters
July 2011	Operating Officer of the Company
June 2013	Director of the Company (current)
July 2015	Managing Operating Officer of the Company
July 2017	Senior Managing Operating Officer
Feb. 2022	General Manager of Sustainability Office (current)
July 2023	Managing Executive Officer of the Company (current)
July 2025	General Manager of the Company's Administration Headquarters



Muneya Taniguchi

External Director

Apr. 1985	Joined The Mitsubishi Bank, Limited (now MUFG Bank, Ltd., hereafter "the Bank")
June 2011	Executive Officer and General Manager of Corporate Banking Division No. 3, Corporate Banking Group No.1 of the bank
May 2015	Managing Executive Officer of the bank
Apr. 2019	Senior Managing Executive Officer of the bank
June 2019	Representative of the Board of Directors and Senior Managing Executive Officer of the bank
Apr. 2021	Representative of the Board of Directors and Deputy President of the bank
Apr. 2022	Deputy Chairman of Mitsubishi UFJ Morgan Stanley Securities Co., Ltd.
Apr. 2025	Senior Advisor of Mitsubishi UFJ Securities Holdings Co., Ltd. (current)
June 2025	External Director of the Company (current)



Yoshihiko Nakatani

Standing Corporate Auditor
External Corporate Auditor

Apr. 1972	Joined Matsushita Electric Industrial Company (currently Panasonic Holdings Corporation)
Apr. 1995	General Manager of Multimedia Promotion Office
Apr. 1997	Executive Vice President of the European Laboratories, GmbH
Sep. 1999	Director of the Overseas R & D Promotion Center
Oct. 2004	Professor in COE Program Promotion organization at Ritsumeikan University
Apr. 2008	Professor in Ritsumeikan Global Innovation Research Organization at Ritsumeikan University
Apr. 2009	Director of the Research Department at Ritsumeikan University
Apr. 2012	Vice President of the Industry-Academia-Government Collaboration Strategy Board at Ritsumeikan University
June 2018	Substitute Corporate Auditor of the Company
Apr. 2020	Senior Researcher, Center of Research for Science and Technology at Ritsumeikan University
June 2020	External Corporate Auditor of the Company (current)



Kazumi Matsushige

External Director

Apr. 1981	Assistant Professor in the Research Institute for Applied Mechanics, Kyushu University
May 1990	Professor in the Faculty of Engineering, Kyushu University
Apr. 1993	Professor in the Department of Electronic Science and Engineering, Graduate School of Engineering, Kyoto University
July 1996	Director of Venture Business Laboratory, Kyoto University
Apr. 2001	Director of International Innovation Center, Kyoto University
Apr. 2004	Vice President of Kyoto University (responsible for industry-academia collaboration and intellectual property)
Apr. 2005	Director, International Innovation Organization, Kyoto University
Apr. 2012	Professor Emeritus, Kyoto University (current) Distinguished Visiting Professor, Ryukoku University
June 2012	External Director of the Company (current)
Apr. 2013	President of Shikoku University and Shikoku University Junior College (current)
June 2016	Outside Director of Awa Paper & Technological Company, Inc.



Senko Ikenobo

External Director

Nov. 1989	Headmaster Designate of Ikenobo
July 1995	Vice Head Priest of Shiunzan Chohoji (Rokkakudo) Temple (current)
Jan. 2007	Vice Chairperson of Japan Ikebana Art Association (current)
Apr. 2012	Vice President of Ikenobo Society of Floral Art (current)
Oct. 2019	Executive Board Member of the Japan Association for the 2025 World Exposition
Dec. 2019	Executive Board Member and Senior Advisor of the Japan Association for the 2025 World Exposition
Apr. 2021	Vice Chairperson of the Kyoto Association of Corporate Executives (current)
June 2023	Outside Director of Asahi Broadcasting Group Holdings Corporation (current)
Dec. 2023	Deputy Chairperson, Executive Board Member, and Senior Advisor of the Japan Association for the 2025 World Exposition
June 2025	External Director of the Company (current)
Apr. 2026	Deputy Chairperson and Executive Board Member of the Japan Association for the 2025 World Exposition (current)



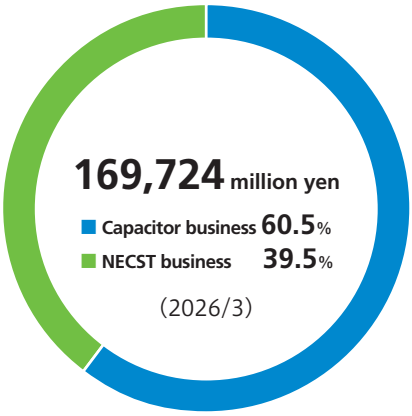
Kan Tsutagawa

External Corporate Auditor

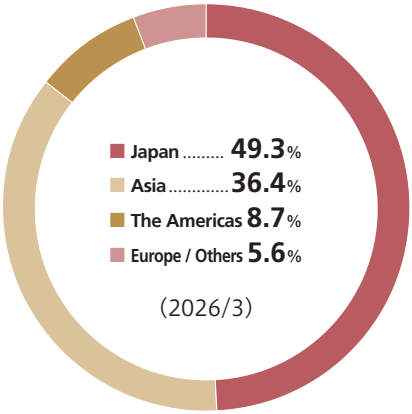
Apr. 1973	Joined The Yomiuri Shimbun
June 2007	Executive Officer, Director of Production, Tokyo Head Office of same company
June 2009	Director, Chief Editor of same company
June 2011	Senior Managing Director, YOMIURI TELECASTING CORPORATION
June 2013	Director, Vice President of same company
June 2014	Representative Director, Vice President of same company
June 2016	Representative Director, President of same company
June 2019	Representative Director, Chairman of same company
June 2020	Chief Advisor of same company
July 2022	Advisor of the Company
June 2023	External Corporate Auditor of the Company (current)

Segment information

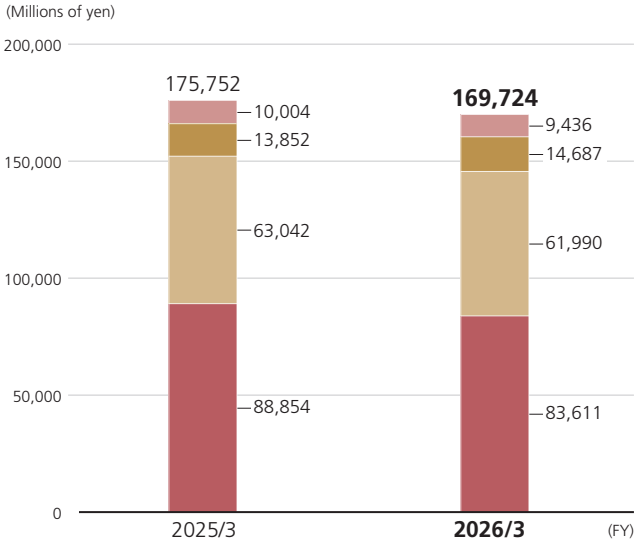
Sales ratio by segment



Net sales by region



Net sales by region

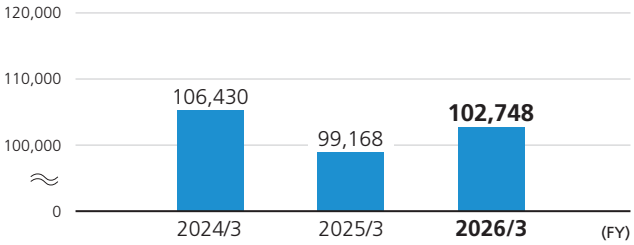


Capacitor business

- Aluminum electrolytic capacitors
- Small lithium titanate rechargeable batteries (LTO)
- Film capacitors for power electronics
- Film capacitors for xEVs
- Transformers



Net sales

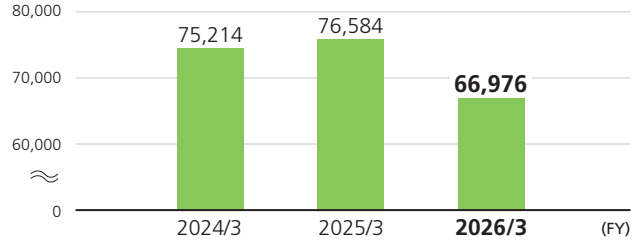


NECST business

- Household energy storage systems
- V2H systems
- EV and PHEV quick chargers
- Switching power supplies
- Function modules
- Public and industrial power storage systems
- Accelerator power supplies at medical facilities
- Accelerator power supplies for academic study
- Pressure sensors



Net sales



Overview of fiscal year ended March 31, 2026

In the Capacitor business, net sales amounted to ¥102,748 million, up 3.6% year on year. Segment operating income rose significantly to ¥4,598 million, an increase of 196.3% year on year, resulting in both higher sales and profit.

By market segment, investment in generative AI servers and data center infrastructure increased further in the information and communications equipment field. This drove higher demand for conductive polymer aluminum solid electrolytic capacitors and conductive polymer hybrid aluminum electrolytic capacitors, as well as large aluminum electrolytic capacitors for AI server power supplies. In the automotive and vehicle-related equipment field, demand continued to grow for products used in Advanced Driver Assistance Systems (ADAS) and electrification units, and we strengthened production capacity to respond effectively to customer needs. Film capacitors for xEVs emerged from the adjustment phase that continued through the first half and began to recover in the second half as mass production started for new projects. Demand for products used in industrial inverter equipment also showed signs of recovery, particularly for power conditioning systems, as customers made progress in reducing inventories.

About future developments

We will continue to focus on the information and communications and automotive markets, where further growth is expected, as we further strengthen our business foundation and pursue sustainable growth. In the information and communications field, as generative AI becomes more widespread and AI servers become more powerful, demand is growing for higher capacitance and high-current capability. We will therefore strengthen our development and supply capabilities for conductive polymer capacitors and large aluminum electrolytic capacitors that meet these requirements. We will also launch the newly developed KBA Series of stacked-type conductive polymer aluminum solid electrolytic capacitors, targeting applications that compete with multilayer ceramic capacitors (MLCCs) and tantalum electrolytic capacitors, and offer a full product lineup to meet diverse customer needs.

In the automotive field, we view the shift toward software-defined vehicles (SDVs) and further electrification as growth opportunities and will expand sales of hybrid capacitors and film capacitors for xEVs. For film capacitors, we have established global production capacity of 450,000 units per month by utilizing production sites in Japan and overseas, including our new plant in Shiga Prefecture, and expanding in-house production of metallized film. We will continue to increase production capacity and strengthen our technology development capabilities, aiming to win more orders in key markets and achieve sustainable business growth.

Overview of fiscal year ended March 31, 2026

In the NECST business, net sales totaled ¥66,976 million, down 12.5% year on year. Segment operating income was ¥1,860 million, down 49.0% year on year, resulting in both lower sales and profit.

For household energy storage systems, in the second half, we launched the ESS-T5/T6 Series, the new flagship model in our Tribrid Energy Storage System™ lineup. Although these products benefited from subsidy programs promoted by national and local governments, sales declined due to the delayed product launch. In EV-related equipment, while EV adoption across society remained slow, we expanded sales of quick chargers for public charging infrastructure. Switching power supplies for the mainstay office equipment market were affected by tariff issues and weakness in the Chinese market, while demand for switching power supplies for amusement equipment, which had previously been strong, entered an adjustment phase. Meanwhile, large specialty power supplies remained firm and in line with plan, led by industrial, academic, and medical applications. Looking ahead, volatile energy prices and demand associated with GX ZEH are expected to drive further growth in markets for energy storage systems, V2H systems, and related products.

About future developments

To help realize a decarbonized society, we will expand our broad portfolio of products and solutions centered on energy storage systems, EV-related equipment, and specialty power supplies. For household energy storage systems, we will leverage our full lineup of Tribrid, hybrid, and standalone energy storage systems to capture demand for the self-consumption of renewable energy and GX ZEH applications. We will also strengthen collaboration with major homebuilders and expand into new energy businesses such as virtual power plants (VPPs).

In EV-related equipment, we will expand sales channels for V2H systems, address needs related to imported EVs and the electrification of commercial vehicles, and broaden our quick charger lineup to cover a full range of applications, thereby contributing to the development of public charging infrastructure. We will also prepare for growing demand for specialty power supplies for medical applications and accelerator power supplies for academic research. Drawing on our track record of supplying synchrotron radiation facilities, we will work to establish technologies, including those related to fusion energy, that can help address challenges facing humanity. By combining energy management technologies with our advanced power supply technologies, we will put into practice the shift from manufacturing to value creation, helping to create new value and solve social challenges.

Financial and non-financial highlights

Financial information

	Millions of Yen				
	FY2021	FY2022	FY2023	FY2024	**FY2025**
For the year					
Net sales	142,199	184,726	181,644	175,752	**169,724**
Operating income	6,427	12,677	8,905	5,204	**6,456**
Income before income taxes	9,588	9,971	10,583	8,466	**7,201**
Net income attributable to owners of the parent	7,902	7,815	8,254	5,878	**6,310**
Capital expenditures	10,127	11,201	16,200	11,130	**7,568**
Depreciation and amortization	6,055	7,544	6,946	8,466	**8,077**
At year-end					
Total assets	170,112	192,339	206,938	192,583	**195,570**
Shareholders' equity	92,416	98,838	110,900	110,432	**119,603**
Per share information	Yen				
Net income	115.50	114.22	120.64	86.04	**93.97**
Cash dividends	27.00	30.00	33.00	35.00	**37.00**
Net assets	1,350.76	1,444.66	1,620.98	1,644.33	**1,780.91**
Shareholders' equity ratio	54.3%	51.4%	53.6%	57.3%	**61.2%**
Return on equity (ROE)	8.8%	8.2%	7.9%	5.3%	**5.5%**

Notes: 1. Figures are rounded to the nearest million yen.
2. Each fiscal year has been reclassified and presented in accordance with the revised regulations on consolidated financial statements.

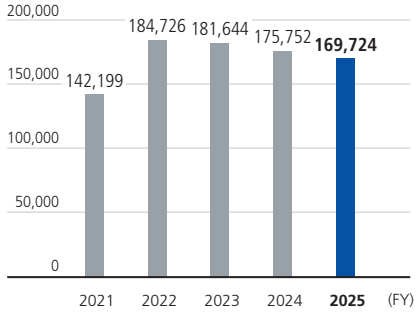
Non-financial information

	FY2021	FY2022	FY2023	FY2024	**FY2025**
At year-end					
Number of employees	5,587	5,408	5,394	5,242	**4,982**
Accident frequency rate	0.313	0.000	0.720	0.890	**0.000**
Accident severity rate	0.024	0.000	0.030	0.020	**0.000**
CO_2 emissions: Scope 1 (t-CO_2)	28,693	34,786	31,460	30,524	**29,544**
CO_2 emissions: Scope 2 (t-CO_2)	236,795	206,835	177,872	151,175	**148,942**
CO_2 emissions: Scope 3 (t-CO_2)	969,110	926,265	903,344	832,846	**728,372**
Electricity consumption (1,000 kWh)	511,116	434,422	350,511	315,228	**322,770**
Water consumption (10,000 tons)	25	29	23	29	**30**
Underground water consumption (10,000 tons)	684	661	572	517	**564**
Wastewater (10,000 tons)	528	520	422	405	**455**
Amount of chemical substances handled (tons)	555.78	367.53	180.29	59.09	**171.17**
Amount of chemical substances released (tons)	54.47	38.17	23.57	10.99	**17.66**

Notes: 1. Accident frequency and severity rates are calculated from domestic consolidated figures as of the end of the fiscal year ended March 2023.
2. CO_2 emissions and power consumption figures have been calculated after revisions made to the calculation methods from the end of the fiscal year ended March 2022.

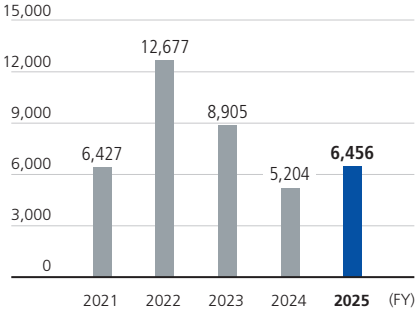
Net sales

(Millions of yen)



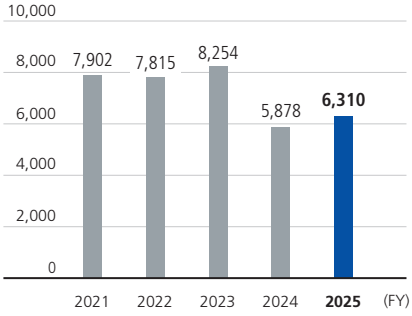
Operating income

(Millions of yen)



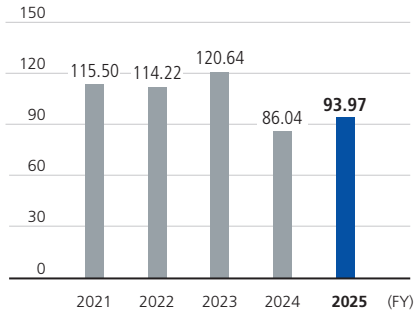
Net income attributable to owners of the parent

(Millions of yen)



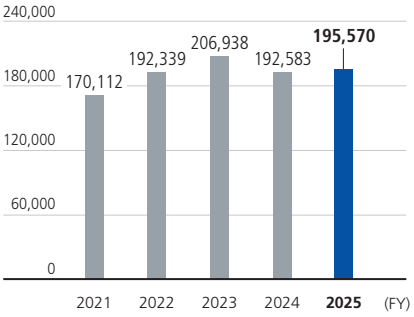
Net income per share

(Yen)



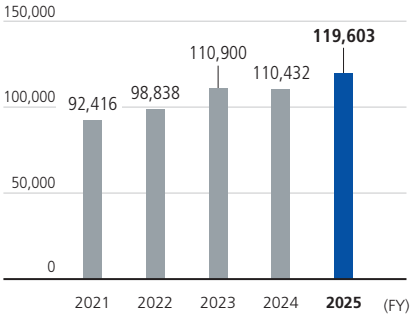
Total assets

(Millions of yen)

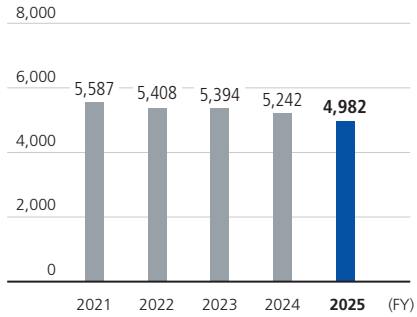


Shareholders' equity

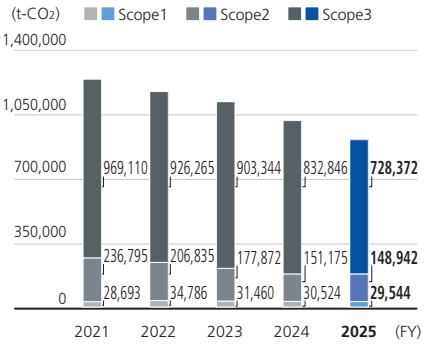
(Millions of yen)



Number of employees

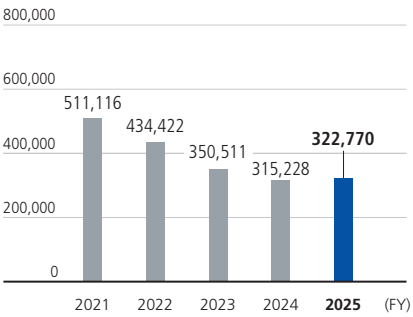


CO_2 emissions



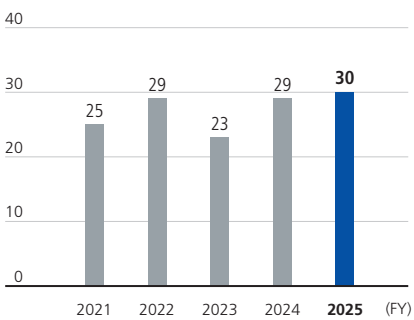
Electricity consumption

(1,000 kWh)



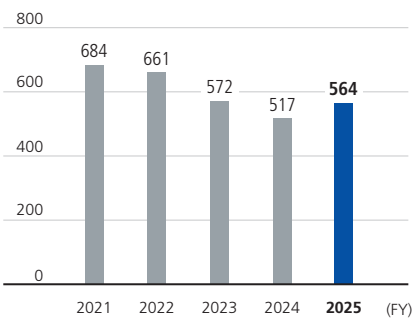
Water consumption

(10,000 tons)



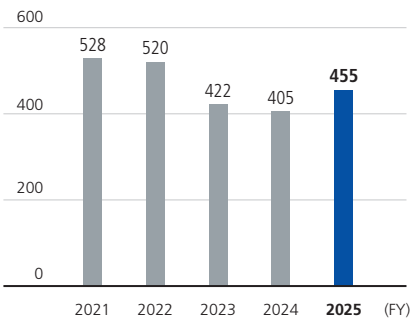
Underground water consumption

(10,000 tons)



Wastewater

(10,000 tons)



Corporate data

Corporate information

Corporate name	NICHICON CORPORATION
Head office	Karasumadori Oike-agaru, Nakagyo-ku, Kyoto, 604-0845 Japan TEL. 81-75-231-8461 FAX. 81-75-256-4158
Establishment	August 1, 1950
Capital stock	14,286 million yen (As of March 31, 2026)
Number of employees	4,982 (As of March 31, 2026 Consolidated)

Offices

TOKYO SALES OFFICE	7F, Daini-Shoken Kaikan Bldg., 1-1, Nihonbashi Kayaba-cho 2-chome, Chuo-ku, Tokyo, 103-0025 Japan
NAGOYA SALES OFFICE	18F Nishiki-Park Bldg. 4-3, Nishiki 2-chome, Naka-ku, Nagoya, 460-0003 Japan
WEST JAPAN SALES OFFICE	Karasumadori Oike-agaru, Nakagyo-ku, Kyoto, 604-0845 Japan
Sales Branches	Iwate, Sendai, Okayama, Fukuoka
Tokyo Development Center	14-9, Nihonbashi Kabutocho, Chuo-ku, Tokyo, 103-0026 Japan Development & design for various types of power supplies

Domestic subsidiaries

NICHICON HI-TECH FOIL CORPORATION
8224-1, Yashiro, Ohmachi-shi, Nagano Pref., 398-0003 Japan
Capital stock: 80 million yen
Product line: Electrode foil for capacitors

NICHICON (KUSATSU) CORPORATION
3-1, Yagura 2-chome, Kusatsu-shi, Shiga Pref., 525-0053 Japan
Capital stock: 80 million yen
Product line: Capacitors for electric apparatus and power utilities, plastic film capacitors, and capacitor applied systems and equipment

NICHICON (KAMEOKA) CORPORATION
15-1, 2-chome, Kitakose-cho, Kameoka-shi, Kyoto Pref., 621-0811 Japan
Capital stock: 80 million yen
Product line: Function modules, V2H systems, positive thermistors, EV quick chargers, and household energy storage systems

NICHICON (OHNO) CORPORATION
1-11-2 Shimoyoro, Ohno-shi, Fukui Pref., 912-0095 Japan
Capital stock: 80 million yen
Product line: Aluminum electrolytic capacitors (chip type, lead type), conductive polymer aluminum solid electrolytic capacitors, electric double layer capacitors, and small lithium titanate rechargeable batteries (LTO)

NICHICON (IWATE) CORPORATION
8-17-1, Kubo, Iwate-machi Iwate-gun, Iwate Pref., 028-4305 Japan
Capital stock: 100 million yen
Product line: Aluminum electrolytic capacitors (chip type) and conductive polymer hybrid aluminum electrolytic capacitors

NICHICON (WAKASA) CORPORATION
35-1-1 Tada, Obama-shi, Fukui Pref., 917-0026 Japan
Capital stock: 84 million yen
Product line: Various types of power supplies and household energy storage systems

TORISHIMA ELECTRIC WORKS LTD.
3-1, Yagura 2-chome, Kusatsu-shi, Shiga Pref., 525-0053 Japan
Capital stock: 30 million yen
Product and Business line: Manufacture and sales of various kinds of power transformers and reactors

NIPPON LINIAX CO., LTD.
7-16, Kasuga-cho, Takatsuki-shi, Osaka, 569-0053 Japan
Capital stock: 15 million yen
Product and Business line: Manufacture and sales of pressure sensors and various kinds of instruments

YUTAKA ELECTRIC MFG. CO., LTD.
7F, Daini-Shoken Kaikan Bldg., 1-1, Nihonbashi Kayaba-cho 2-chome, Chuo-ku, Tokyo, 103-0025 Japan
Capital stock: 330 million yen
Product and Business line: Design, development, manufacture and sales of power supply equipment

Overseas subsidiaries

NICHICON (AMERICA) CORP.
927 East State Parkway, Schaumburg, Illinois 60173, U.S.A.
Capital stock: 3 million US$
Business line: Sales of company's products

NICHICON (AUSTRIA) GmbH
Businesspark Marximum, Modecenterstrasse 17, Unit 2-7-A, 1110 Vienna, Austria
Capital stock: 1 million EUR
Business line: Sales of company's products

NICHICON (HONG KONG) LTD.
Unit 308, Harbour Centre Tower 1, 1 Hok Cheung Street, Hunghom, Kowloon, Hong Kong
Capital stock: 5 million HK$
Business line: Sales of company's products

NICHICON (SINGAPORE) PTE. LTD.
60 Paya Lebar Road, #11-17/18, Paya Lebar Square, Singapore 409051
Capital stock: 8 million SG$
Business line: Sales of company's products

NICHICON (TAIWAN) CO., LTD.
23F, No.68, Sec.5, Zhongxiao East. Road, Xinyi District,Taipei City 110, Taiwan, R.O.C.
Capital stock: 30 million NT$
Business line: Sales of company's products

NICHICON (THAILAND) CO., LTD.
1 Empire Tower, 15th Floor, Unit 1506, River Wing West, South Sathorn Road, Yannawa, Sathorn, Bangkok 10120 Thailand
Capital stock: 20 million BAHT
Business line: Sales of company's products

NICHICON ELECTRONICS TRADING (SHANGHAI) CO., LTD.
Room 1206, Aetna Tower, 107 Zunyi Road, Changning, Shanghai, China 200051
Capital stock: 0.5 million US$
Business line: Sales of company's products

NICHICON ELECTRONICS TRADING (SHENZHEN) CO., LTD.
Room A, 16/F, KK100 No.5016, Shen Nan Road East, Luo Hu District, Shenzhen, China 518001
Capital stock: 0.3 million US$
Business line: Service business regarding sales of company's products

NICHICON (MALAYSIA) SDN. BHD.
No.4 Jalan P/10, Kawasan Perusahaan Bangi, 43650 Bandar Baru Bangi, Selangor Darul Ehsan, Malaysia
Capital stock: 63 million MYR
Product and Business line: Manufacture and sales of aluminum electrolytic capacitors

NICHICON ELECTRONICS (WUXI) CO., LTD.
Block 51-B, Wuxi National High & New Technology Industrial Development Zone, Wuxi, Jiangsu, China 214028
Capital stock: 75 million US$
Product and Business line: Manufacture and sales of aluminum electrolytic capacitors and various types of power supplies

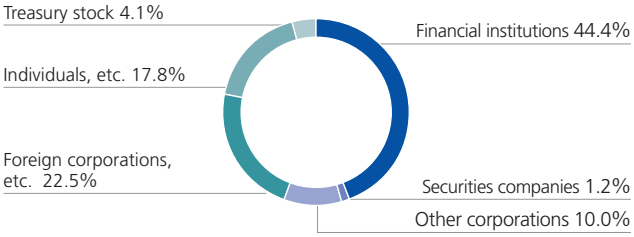
NICHICON ELECTRONICS (SUQIAN) CO., LTD.
No.18, Yangmingshan Avenue, Suzhou Suqian Industrial Park, Suqian, China 223800
Capital stock: 55 million US$
Product and Business line: Manufacture and sales of conductive polymer aluminum solid electrolytic capacitors and film capacitors

Investor information

Stock overview

Authorized number of shares	137,000,000 shares
Issued number of shares	67,158,643 shares (excluding 2,841,357 shares of treasury stock)
Number of shareholders	15,714
Listings	Tokyo Stock Exchange Prime Market

Stockholder distribution (Number of shares)

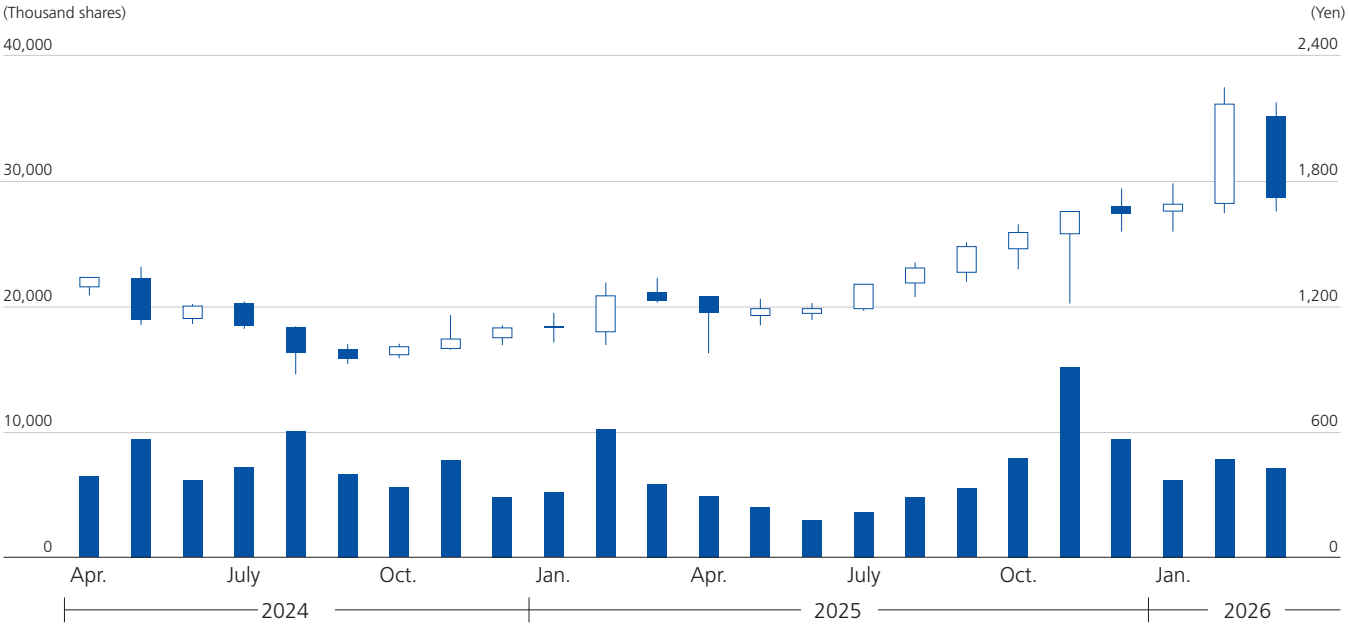


Major stockholders As of March 31, 2026

Name of shareholder	Number of shares held (thousands)	Percentage of shares held (%)
The Master Trust Bank of Japan, Ltd. (Trust account)	8,778	13.1
Custody Bank of Japan, Ltd. (Trust account)	4,758	7.1
Nichicon suppliers' stock ownership program	3,851	5.7
The Bank of Kyoto, Ltd.	3,259	4.9
Mizuho Bank, Ltd.	2,690	4.0
Nippon Life Insurance Company	2,670	4.0
STATE STREET BANK AND TRUST COMPANY 505001	2,355	3.5
Sumitomo Mitsui Banking Corporation	2,200	3.3
MUFG Bank, Ltd.	2,000	3.0
Nichicon Employees' Shareholding Association	1,605	2.4

Notes: 1. The Company holds 2,841,000 treasury shares, which are excluded from the above table.
2. The percentage of shareholdings (of total shares issued) is calculated after deduction of treasury shares.
3. The number of shares held is rounded down to the nearest thousand shares.

Stock price and trading volume



Five-year trend of stock price and volume

(Yen)

	Fiscal year ended March 31 2022	Fiscal year ended March 31 2023	Fiscal year ended March 31 2024	Fiscal year ended March 31 2025	Fiscal year ended March 31 2026
Stock price (end of period)	1,175	1,380	1,285	1,224	**1,715**
High	1,335	1,562	1,549	1,387	**2,237**
Low	987	1,039	1,179	877	**978**
Yearly trading volume	105,472,400	132,643,900	116,461,700	85,056,800	**79,305,800**

NICHICON CORPORATION

Karasumadori Oike-agaru, Nakagyo-ku, Kyoto
604-0845 Japan

Inquiries: Corporate Communications & Investor Relations Div.
TEL. 81-75-231-8461 FAX. 81-75-256-4158

https://www.nichicon.com/en-us/