

Note: This document has been translated from the Japanese original for reference purposes only. In the event of any discrepancy between this translated document and the Japanese original, the original shall prevail.



RIKEN TECHNOS

RIKEN TECHNOS CORPORATION

**Financial and Management
Results Briefing for the Fiscal
Year Ended March 2026**

May 20, 2026



SECTION

01

Overview of Financial Results

02

Segment Overview

03

Medium- and Long-Term Initiative

Summary of Consolidated Financial Results for the Year Ended March 2026



(Unit: million yen)

	Results for year ended March 2025	Results for year ended March 2026	Year on year (YoY) change	YoY percentage change	Forecasts for year ended March 2026*
Net sales	128,141	131,377	3,236	2.5%	134,000
Gross profit	24,321	25,611	1,290	5.3%	-
Operating profit	10,488	11,408	920	8.8%	10,500
Ordinary profit	10,587	11,786	1,199	11.3%	10,300
Profit attributable to owners of parent	7,370	7,569	199	2.7%	5,800
Basic earnings per share (yen)	137.67	153.72	16.05	11.7%	113.33
ROS(%)	8.2	8.7	0.5	-	7.8
ROE(%)	11.4	11.4	0.0	-	8.7
ROIC(%)	11.0	11.7	0.7	-	-
EBITDA	14,576	15,676	1,100	7.5%	14,000
Naphtha price (yen/KL)	75,625	65,200	-10,425	-	70,000
Average exchange rate (yen/USD)	151.47	150.42	-1.05	-	140.00

*Initial forecast

- Net sales and each profit metric reached **record highs** for the fifth consecutive fiscal year.

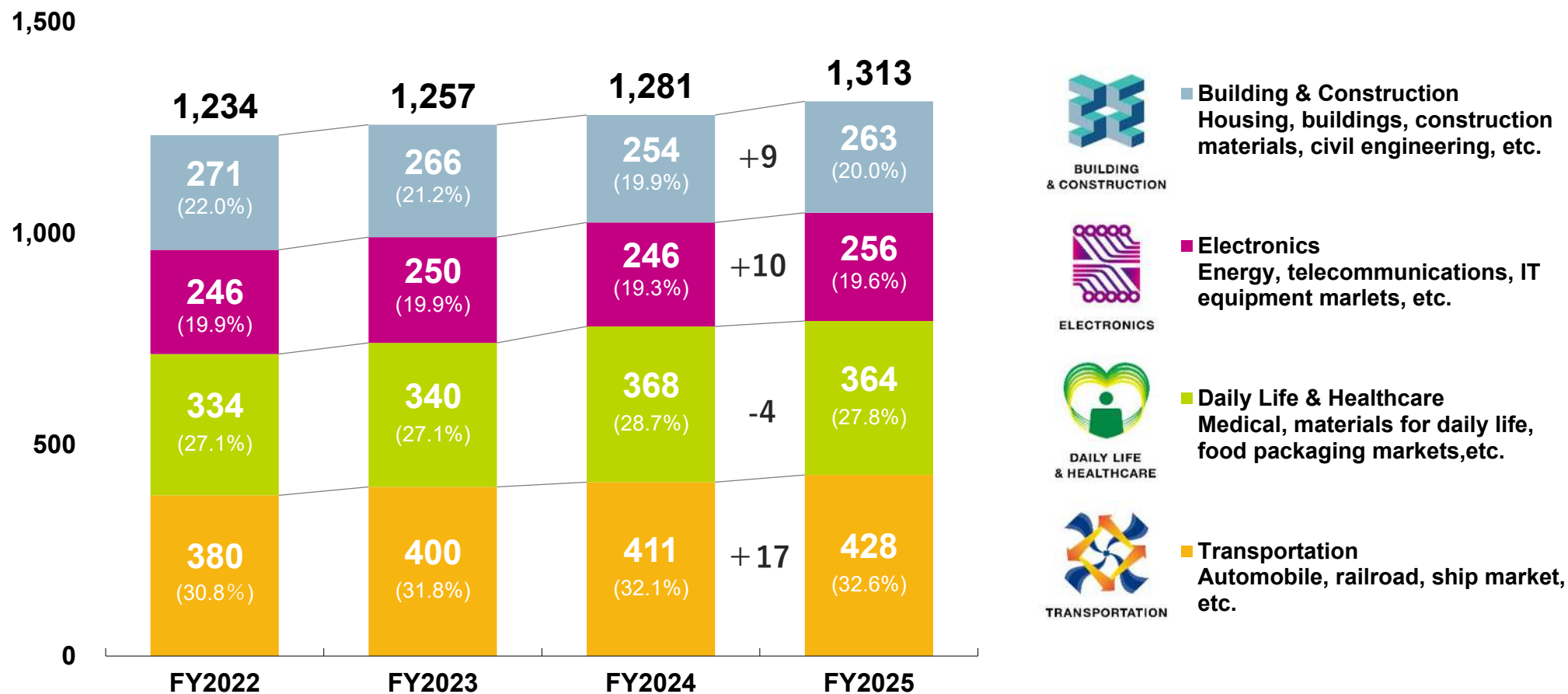
Net Sales by Segment



Net sales for year ended
March 2026

131.3 billion Increase of **3.2 billion yen** from
the previous year (**2.5%** increase)

(Unit: 100 million yen)



* Percentages in parentheses on the bar graph indicate each segment's share of overall results

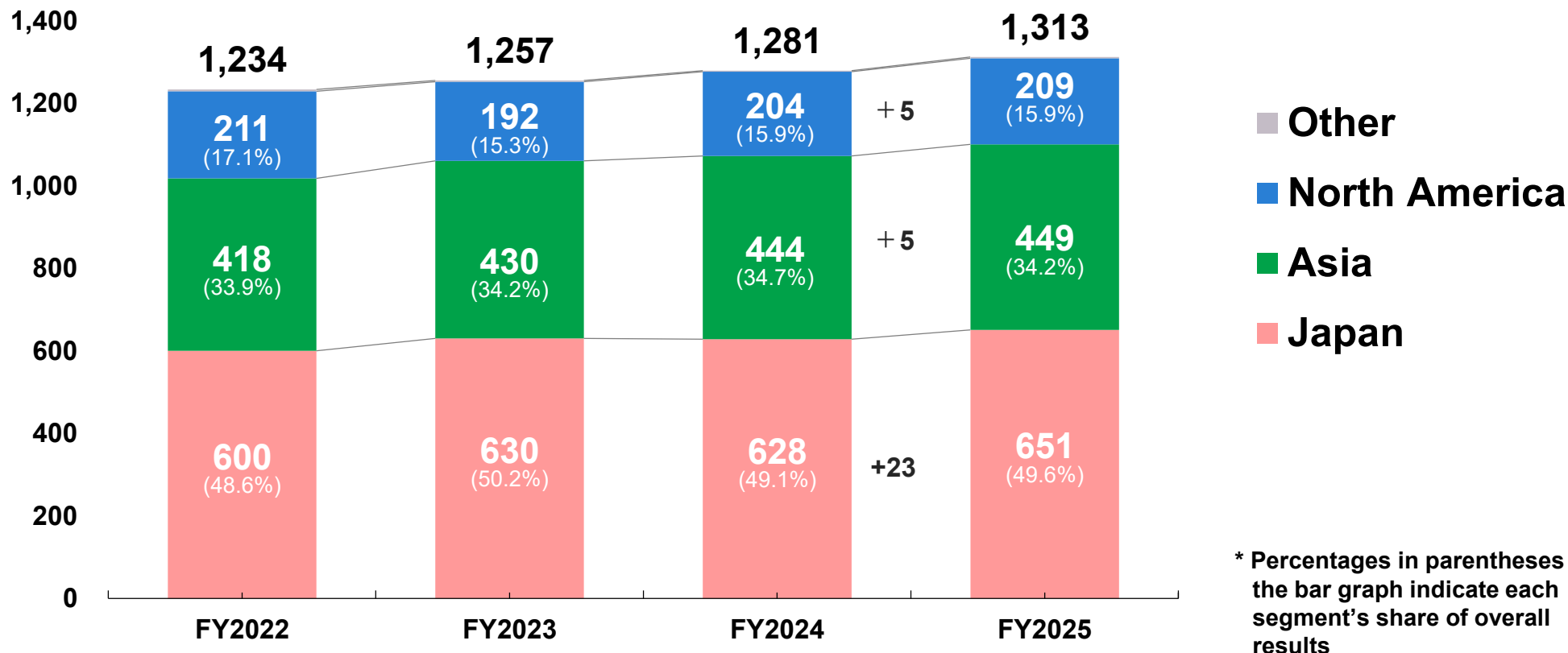
Net Sales by Region



Net sales for year ended
March 2026

131.3 billion Increase of **3.2 billion yen**
from the previous year (**2.5%** increase)

(Unit : 100 million yen)

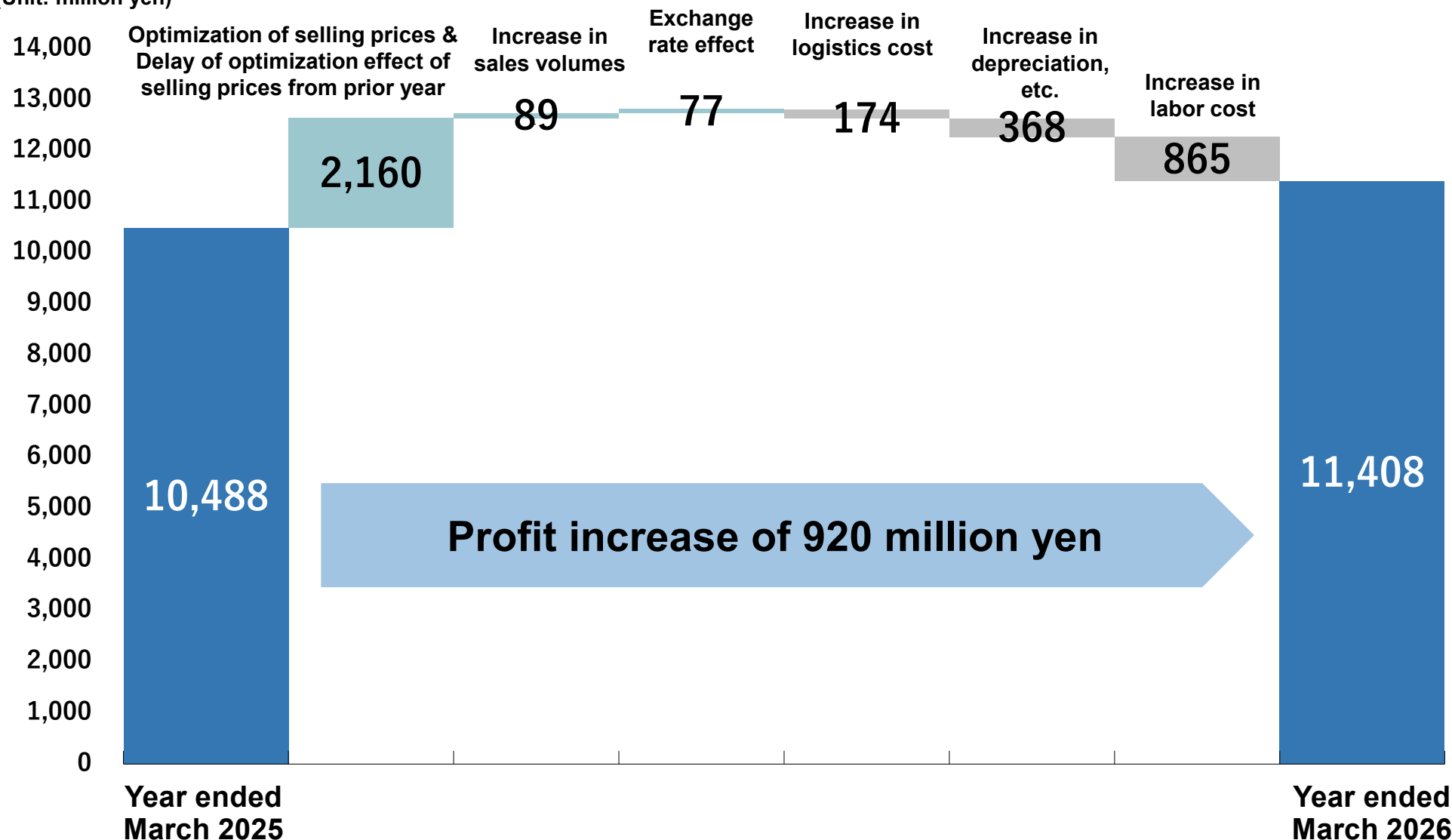


Overseas Sales ratio	FY2022	FY2023	FY2024	FY2025
	51.4%	49.8%	50.9%	50.4%

Analysis of Factors Underlying YoY Change in Operating Profit



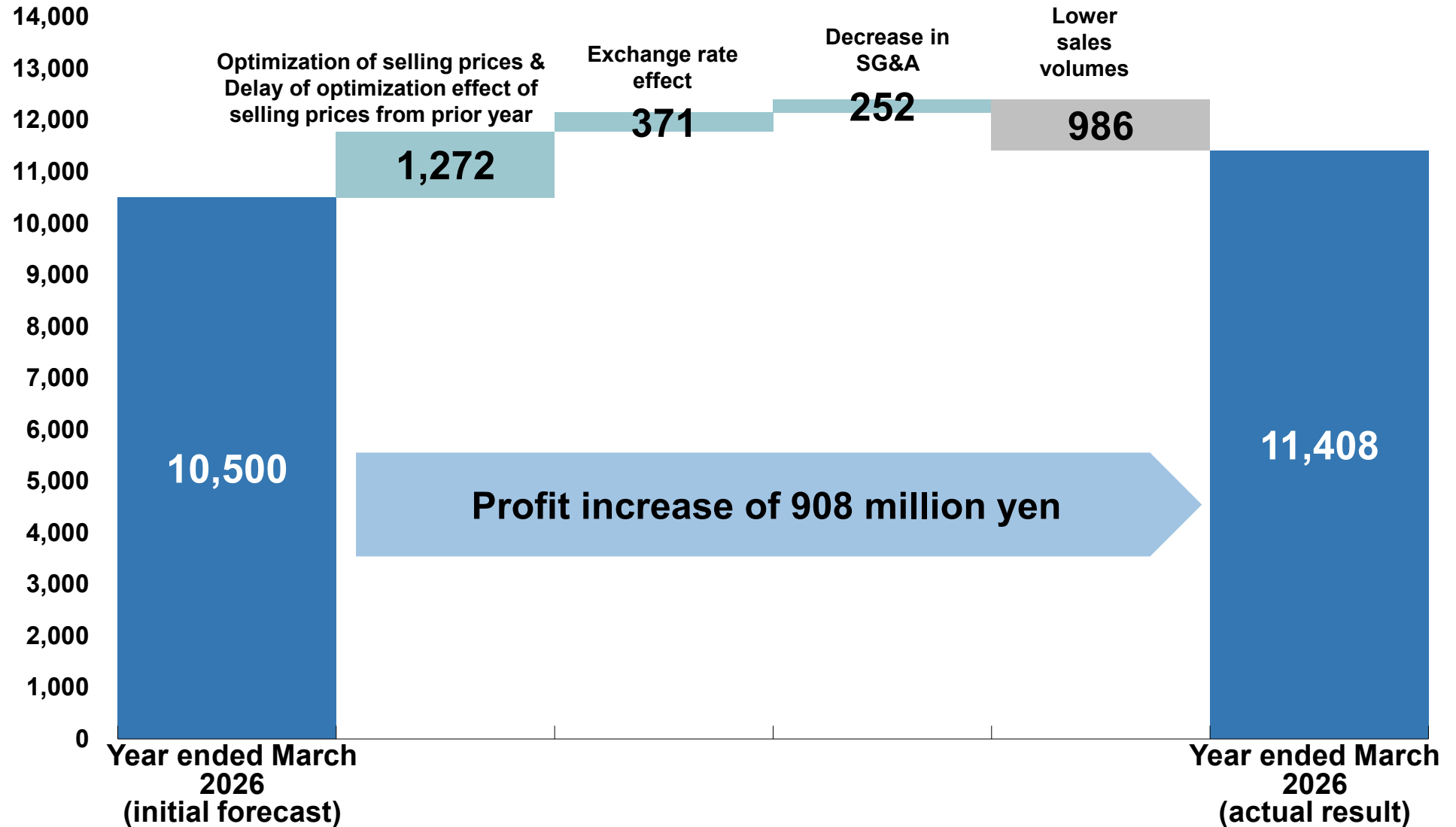
(Unit: million yen)



Analysis of Factors Underlying Change in Operating Profit From Forecast



(Unit: million yen)



Consolidated Balance Sheet



(Unit: million yen)

	March 31, 2025	March 31, 2026	Increase/ Decrease		March 31, 2025	March 31, 2026	Increase/ Decrease
Current assets	74,322	74,257	-65	Liabilities	40,689	40,661	-28
Cash and deposits	24,472	26,552	2,080	Current liabilities	34,958	32,485	-2,473
Trade receivables	26,869	26,274	-595	Non-current liabilities	5,731	8,176	2,445
Inventories	21,852	20,339	-1,513	Net assets	75,780	78,442	2,662
Other	1,128	1,091	-37	Share capital	8,514	8,514	0
Non-current assets	42,146	44,846	2,700	Capital surplus	6,597	6,597	0
Property, plant, and equipment	30,583	30,509	-74	Retained earnings	42,595	45,587	2,992
Intangible assets	2,646	2,420	-226	Valuation difference on available-for-sale securities	3,615	5,173	1,558
Investment securities	6,194	8,346	2,152	Non-controlling interests	10,911	10,817	-94
Investments and other assets	2,722	3,570	848	Other	3,548	1,754	-1,794
Total assets	116,469	119,103	2,634	Total liabilities and net assets	116,469	119,103	2,634

- The book value of investment securities decreased due to the sale of cross-shareholdings, but due to the rise in market capitalization, the balance increased.
- Interest-bearing debt was 11,516 million yen.

Consolidated Statement of Cash Flows



(Unit: million yen)

	FY2024	FY2025	Increase/ Decrease
a. Cash flows from operating activities	11,547	13,399	1,852
b. Cash flows from investing activities	-3,152	-2,148	1,004
Purchase of property, plant, and equipment	-4,298	-4,840	-542
Proceeds from sale of property, plant, and equipment	7	1,897	1,890
Purchase of intangible assets	-481	-88	393
Proceeds from sale of investment securities	1,801	913	-888
Other	-174	-30	144
c. Free cash flow (a + b)	8,395	11,251	2,856
d. Cash flows from financing activities	-6,512	-9,290	-2,778
Purchase of treasury shares	-4,019	-4,572	-553
Dividends paid	-1,867	-2,397	-530
Other	-625	-2,320	-1,695
e. Effect of exchange rate change on cash and cash equivalents	713	119	-594
Net increase/decrease in cash and cash equivalents (c + d + e)	2,595	2,079	-516
Cash and cash equivalents at end of period	24,447	26,527	2,080

- Share repurchases were again implemented, continuing from the previous year.

Consolidated Earnings Forecast for the Year Ending March 2027



- The situation in the Middle East is expected to stabilize from the second quarter onward.

(Unit: million yen)

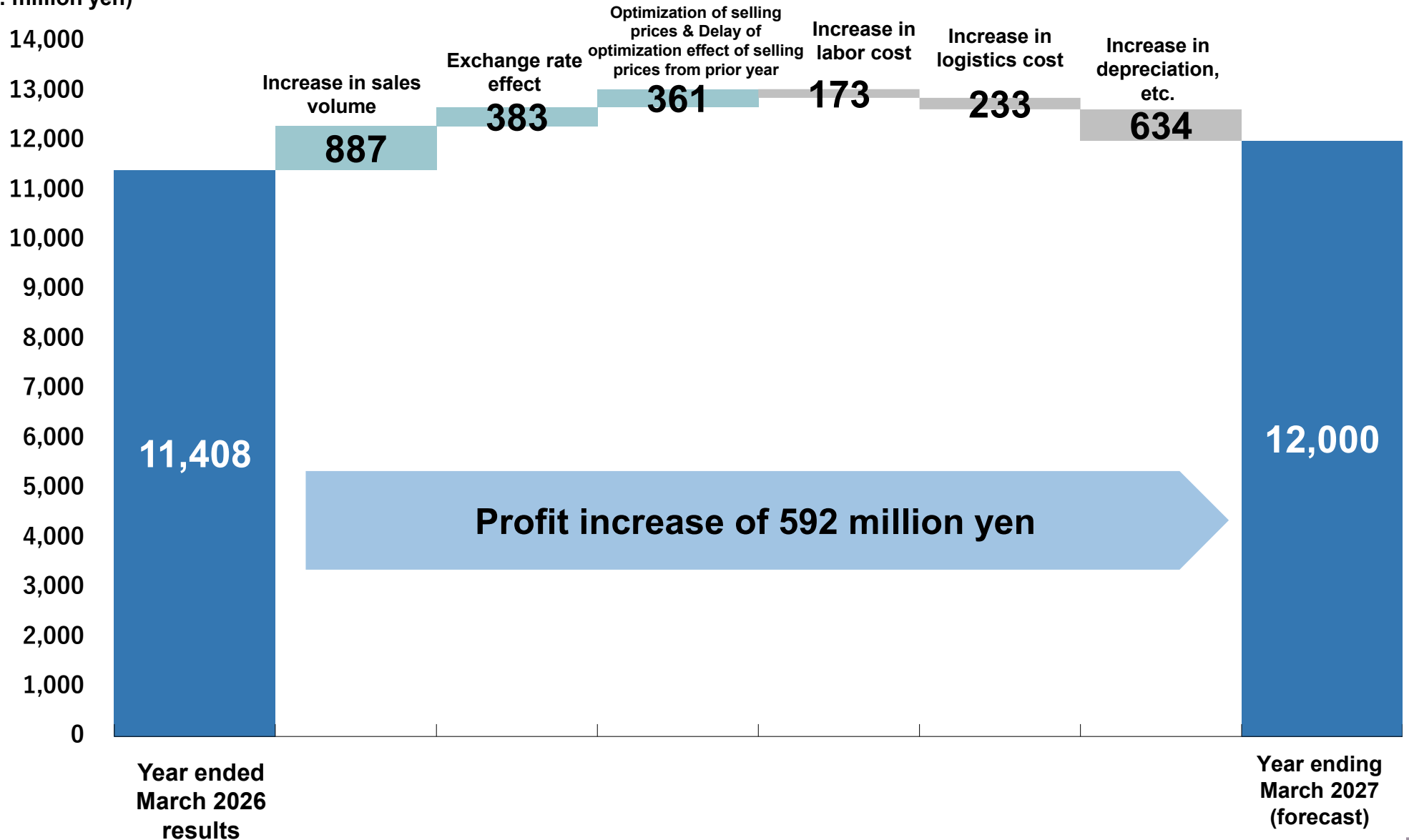
	Actual results for year ended March 2026	Earnings forecasts for year ending March 2027	Compared to previous year	
			Difference	Growth rate
Net sales	131,377	142,000	10,623	8.1%
Operating profit	11,408	12,000	592	5.2%
Ordinary profit	11,786	12,000	214	1.8%
Profit attributable to owners of parent	7,569	6,800	-769	-10.2%
Basic earnings per share (yen)	153.72	142.89	-10.83	-7.0%
ROS(%)	8.7	8.5	-0.2	-
ROE(%)	11.4	9.8	-1.6	-
ROIC(%)	11.7	11.8	0.1	-
EBITDA	15,676	16,900	1,224	7.8%
Average exchange rate (yen/USD)	150.42	158.00	7.58	-

- Results for the fiscal year ended March 2026 include gain on sale of investment securities (782 million yen).

Analysis of Factors Underlying Change in Operating Profit for Year Ending March 2027 (Forecast)



(Unit: million yen)



SECTION

01

Overview of Financial Results

02

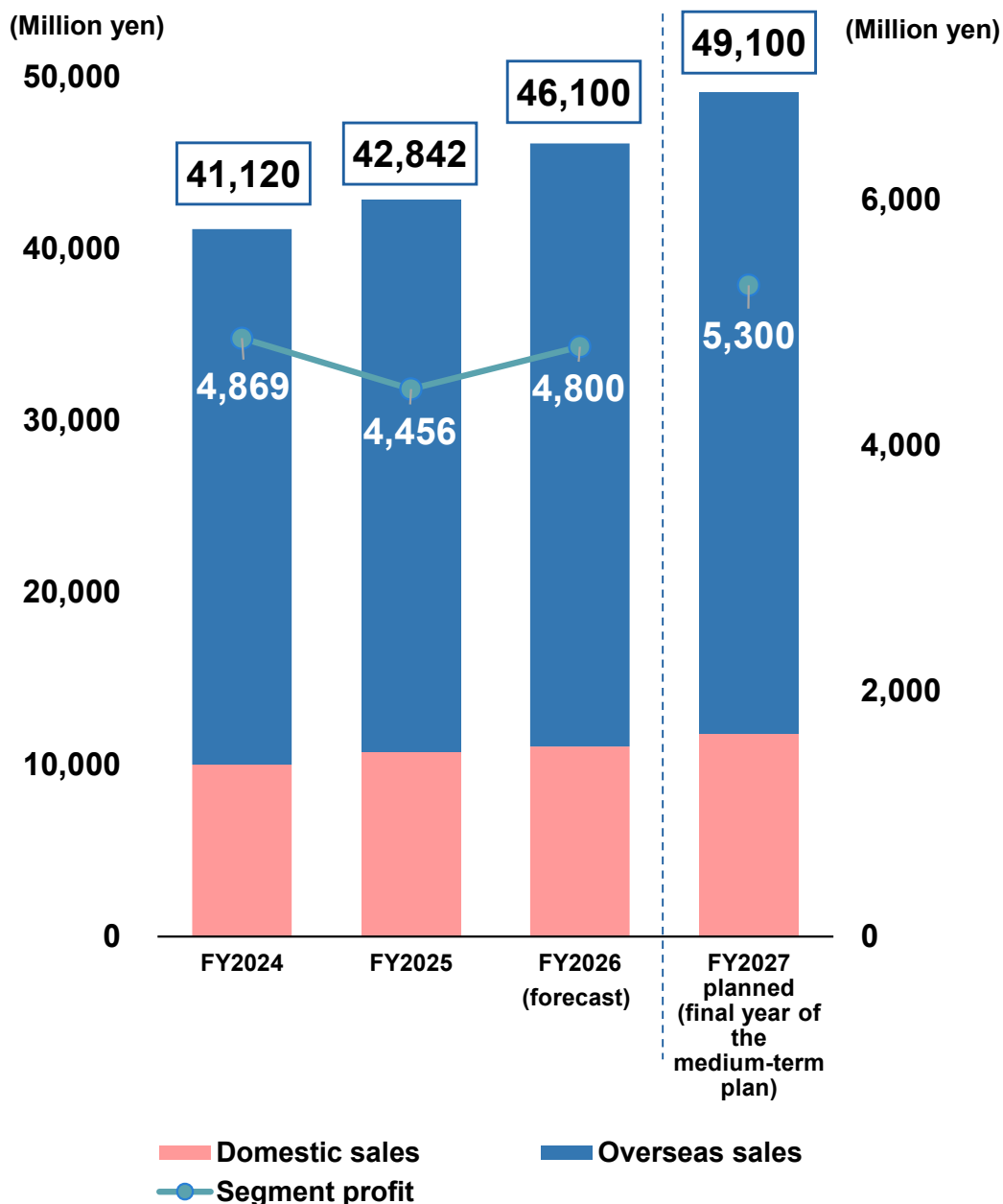
Segment Overview

03

Medium- and Long-Term Initiative

Transportation





Results for year ended March 2026 **1,722 million yen revenue increase (+4.2%)**
413 million yen profit decrease (-8.5%)

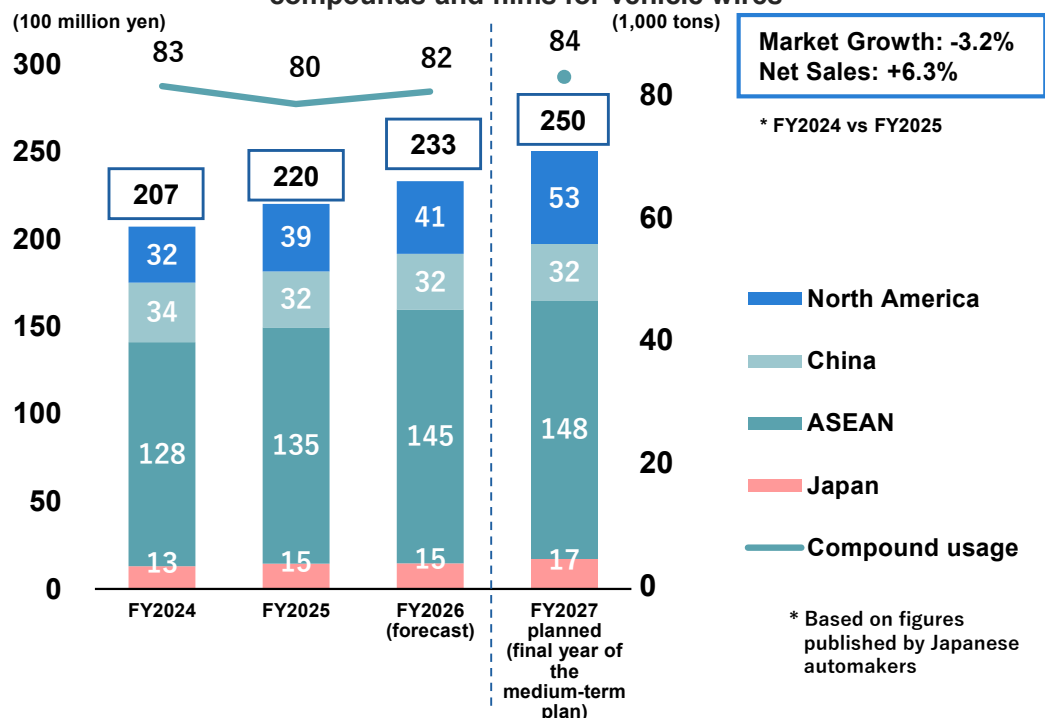
- In Japan, revenue increased due to expanded sales of elastomer compounds.
- Overseas revenue increased due to expanded sales of PVC and elastomer compounds in ASEAN.
- Segment profit decreased due to higher costs resulting from capital investment in Japan and overseas, despite an increase in sales in Japan and overseas.

Forecasts for the year ending March 2027 **3,258 million yen revenue increase (+7.6%)**
344 million yen profit increase (+7.7%)

- In Japan, revenue is expected to increase due to expanded sales of elastomer compounds.
- Overseas revenue is expected to increase due to expanded sales of PVC and elastomer compounds in ASEAN.
- Segment profit is expected to increase due to sales growth in Japan and overseas.

Focus Area ① Vehicle Wires

Compound usage by Japanese wire harness manufacturers and our sales of compounds and films for vehicle wires



Results for year ended March 2026

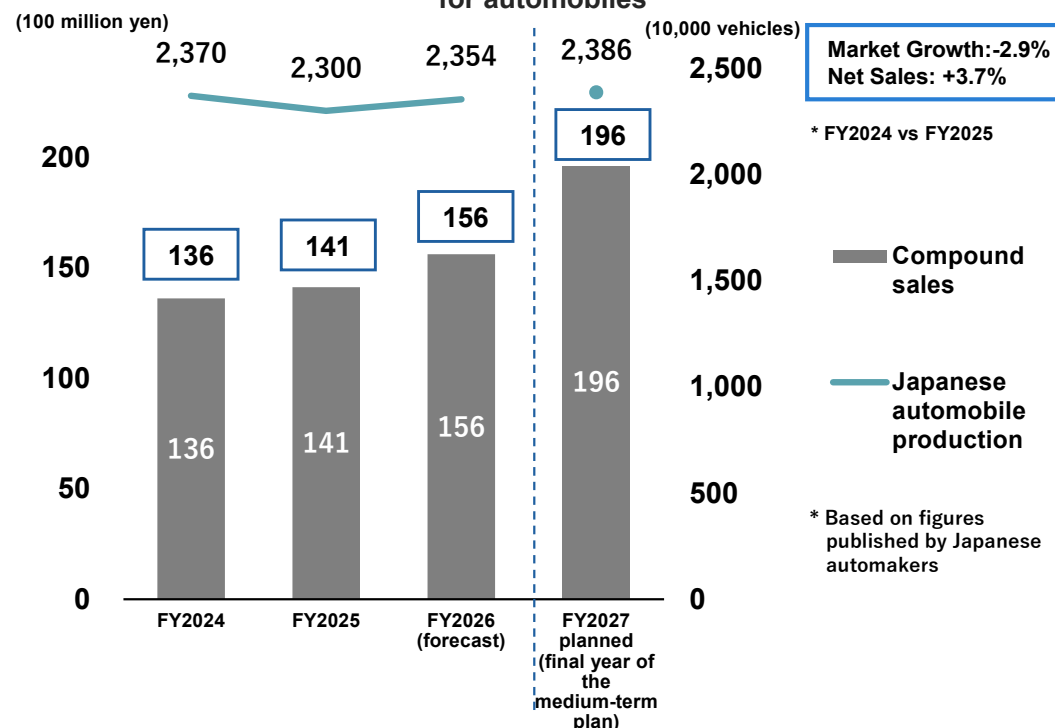
- Launched market-dominant compounds for thin-walled wires.
- Expanded sales of compounds for thin-walled wires to non-Japanese customers in North America.
- Progress was made in new evaluations of highly heat-resistant vehicle wires.

Measures for year ending March 2027

- Drive a global shift towards market-dominant compounds for thin-walled wires, rolling them out in regions with intensifying competition.
- Obtain customer approval for seal parts for Japanese and non-Japanese customers and expand sales.

Focus Area ② Molded Parts for Automobiles

Japanese automobile production and sales of compounds for molded parts for automobiles



Results for year ended March 2026

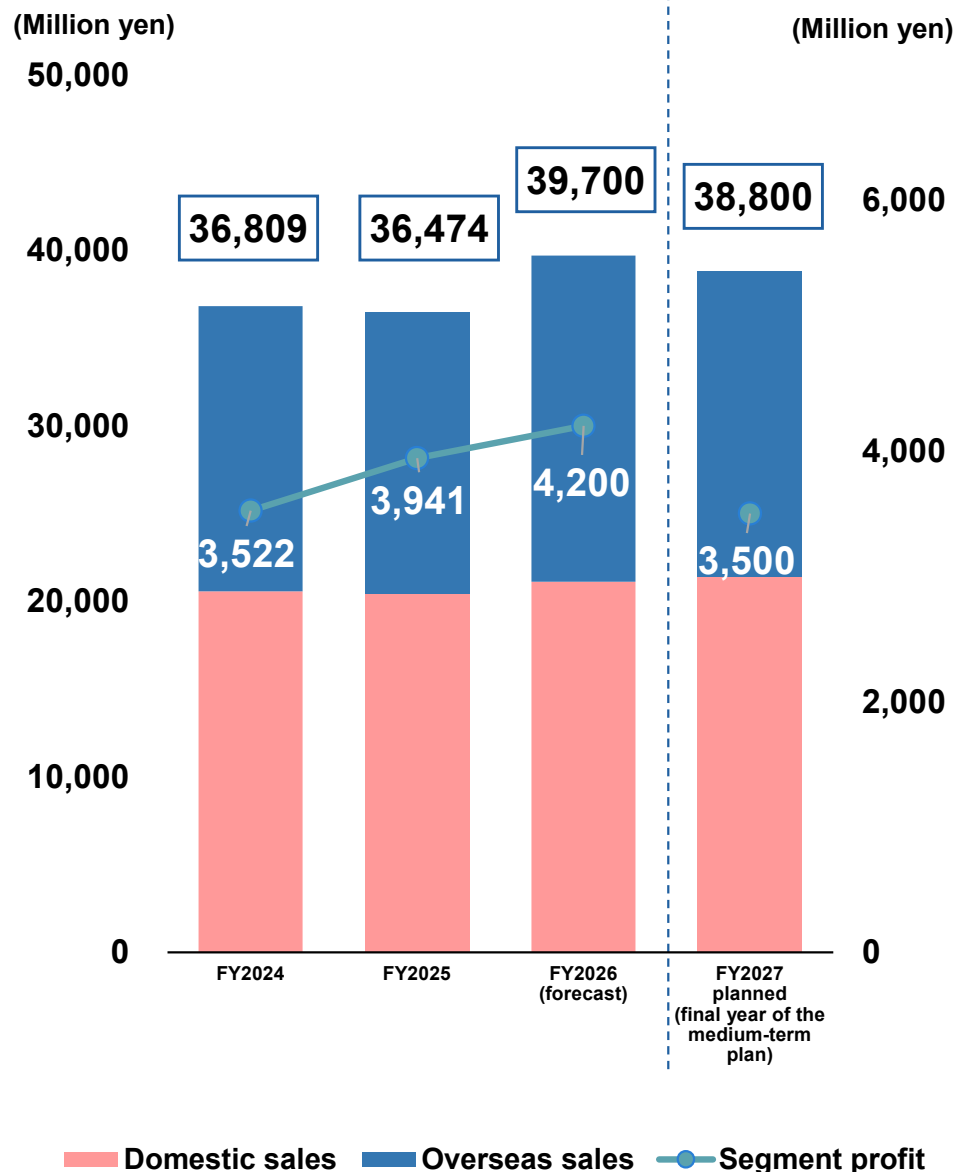
- Globally expanded sales of sealing parts newly adopted by customers in Japan. (ASEAN, India and North America)
- Launched functional parts such as rubber substitute parts.

Measures for year ending March 2027

- Obtain approval from new Japanese customers for seal parts and roll them out globally.
- Globally roll out molding materials with a strong market track record.
- Drove a shift to alternative materials, including rubber substitutes, and globally rolled out functional materials.

Daily Life & Healthcare





Results for year ended March 2026

335 million yen revenue decrease (-0.9%)
419 million yen profit increase (+11.9%)

- Despite strong sales of PVC compounds for consumer goods, domestic revenue decreased due to lower sales of household wrap products and films.
- Overseas revenue decreased due to a decline in sales of PVC compounds for consumer goods in American market, despite the growth of sales of medical PVC compounds in Thailand and Vietnam.
- Segment profit increased due to higher sales of PVC medical compounds in ASEAN.

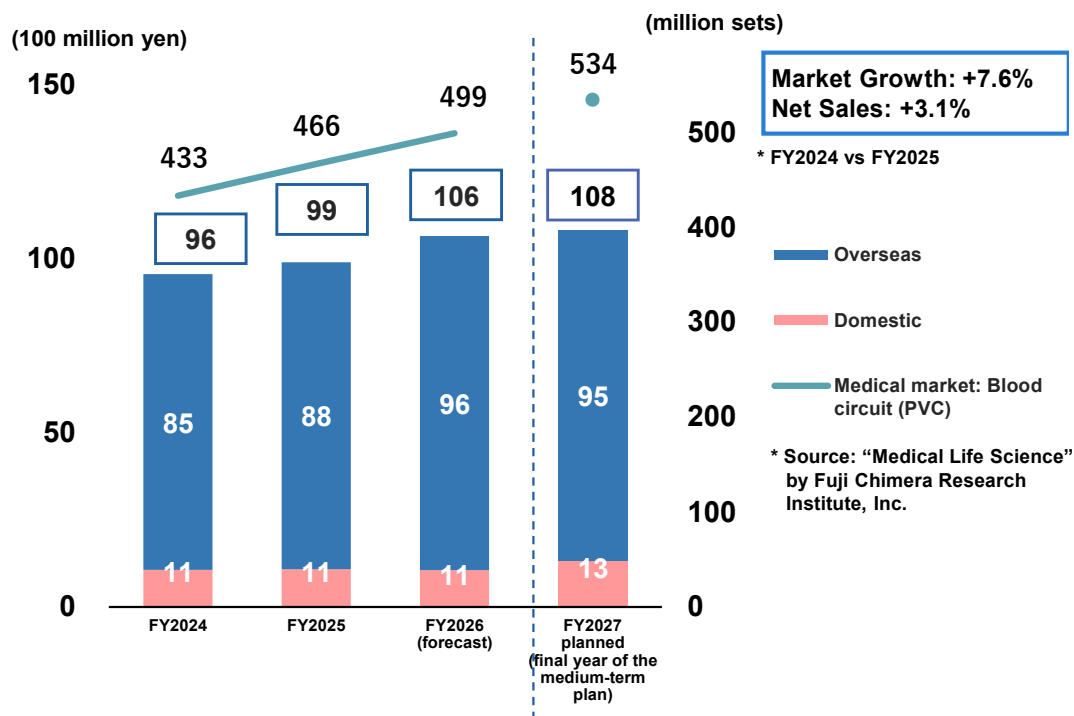
Forecasts for the year ending March 2027

3,226 million yen revenue decrease (+8.8%)
259 million yen profit increase (+6.5%)

- Domestic revenue is expected to increase due to expanded sales of Food Packaging.
- Overseas revenue is expected to increase due to higher sales of medical PVC compounds in ASEAN.
- Segment profit is expected to increase due to higher sales in Japan and overseas.

Focus Area ① Medical Market (blood circuit and single-use)

Dialysis circuit sales volumes and our sales of medical compounds



Results for year ended March 2026

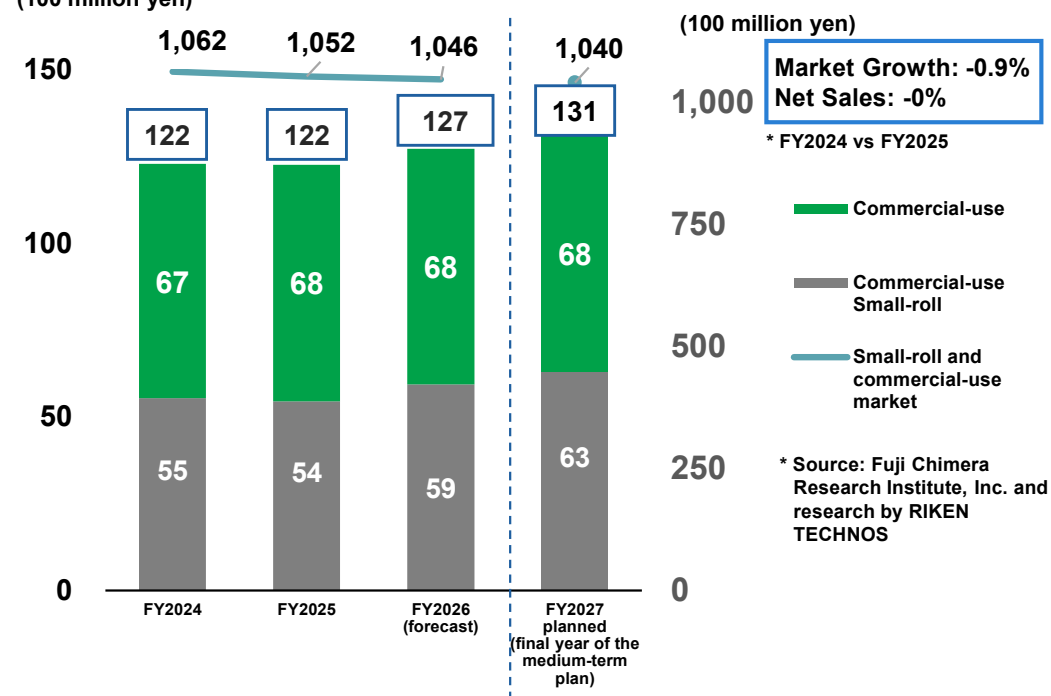
- Revenue increased due to expanded sales of blood dialysis circuits for customers in ASEAN (Thailand and Vietnam).

Measures for year ending March 2027

- In Japan, obtain customer approval through development focused on the functionality of medical elastomer compounds.
- Overseas, review of sales regions and expansion in focus markets.

Focus Area ② Food Packaging (small-roll and commercial-use wraps)

Domestic small-roll and commercial-use wrap market and our domestic sales of commercial-use wraps



Results for year ended March 2026

- In Japan, sales volumes decreased due to declining consumer sentiment caused by rising food prices.

Measures for year ending March 2027

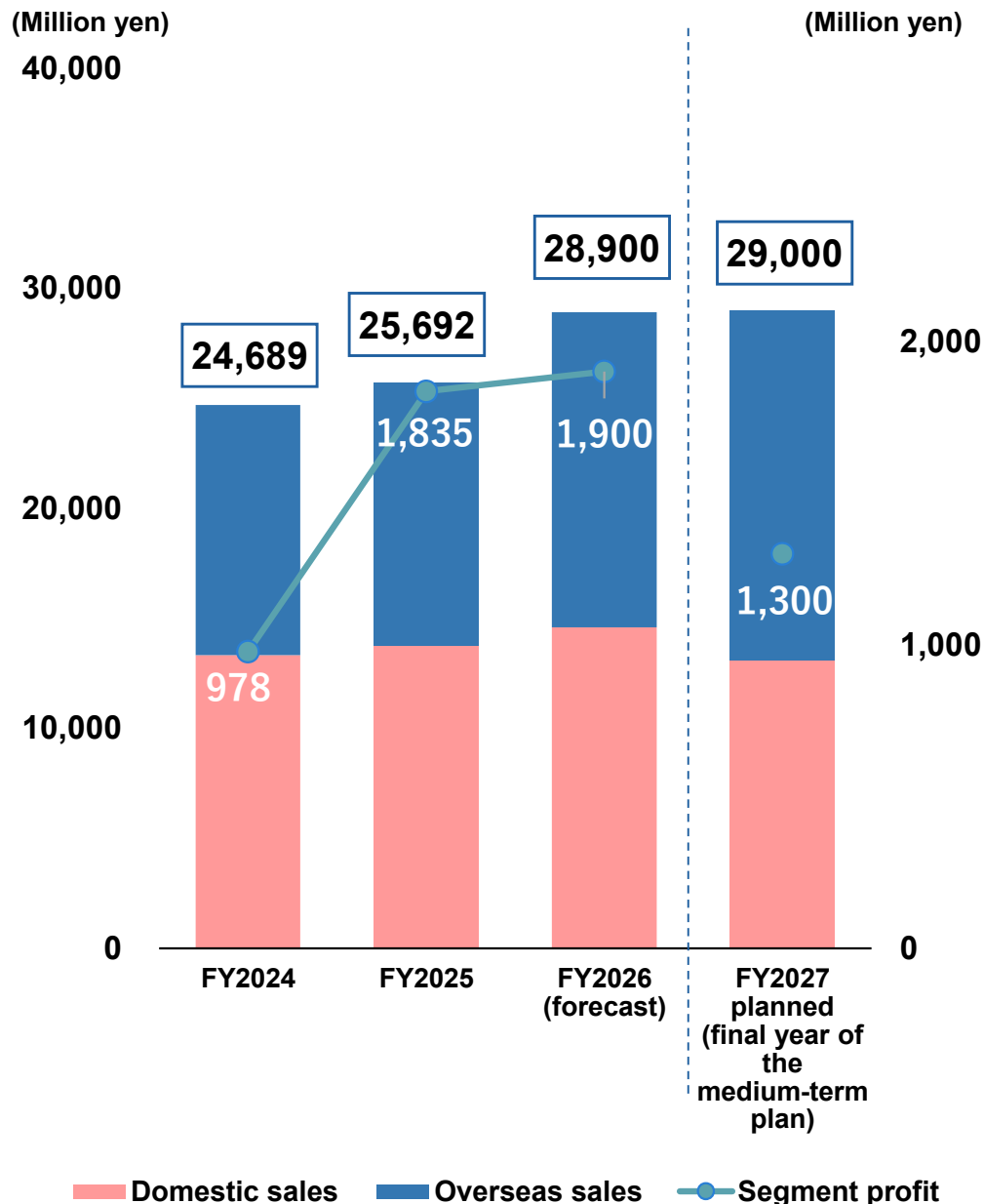
- Expansion of small-roll wrap sales through increased consumer awareness of the features of PVC wrap (stretches well and sticks well), differentiate from competitors.
- Launch new product for the out-pack market. Emphasize features that contribute to packaging machine optimization and expand share in the commercial-use wrap market.

Electronics



ELECTRONICS





Results for year ended March 2026

1,003 million yen revenue increase (+4.1%)
857 million yen profit increase (+87.7%)

- In Japan, despite sluggish demand for electric wires, revenue increased due to progress in passing on surging costs for raw materials in prices.
- Overseas revenue increased due to expanded sales of PVC compounds to the electric power and industrial wire markets of Thailand and the U.S.
- Segment profit increased due to changes in portfolio composition and price optimization for compounds and films in Japan and overseas.

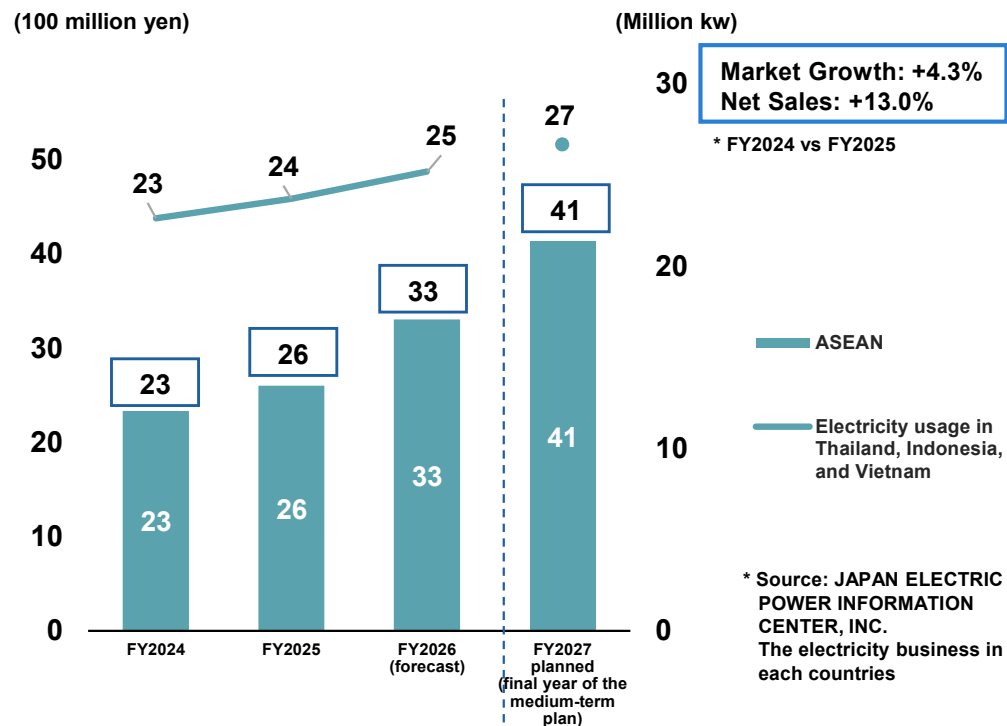
Forecasts for the year ending March 2027

3,208 million yen revenue increase (+12.4%)
65 million yen profit increase (+3.5%)

- In Japan, revenue is expected to increase due to expanded sales to the electric power, industrial wire, telecommunications, mobility, robotics and FA markets.
- Overseas revenue is expected to increase due to expanded sales of PVC compound for electric power and industrial wire markets in ASEAN.
- Segment profit is expected to remain flat despite expanded compound sales both domestically and overseas, due to increased costs in the U.S.

Focus Area ① Electric Power and Industrial Wires (ASEAN)

ASEAN electricity usage and our sales of compounds



Results for year ended March 2026

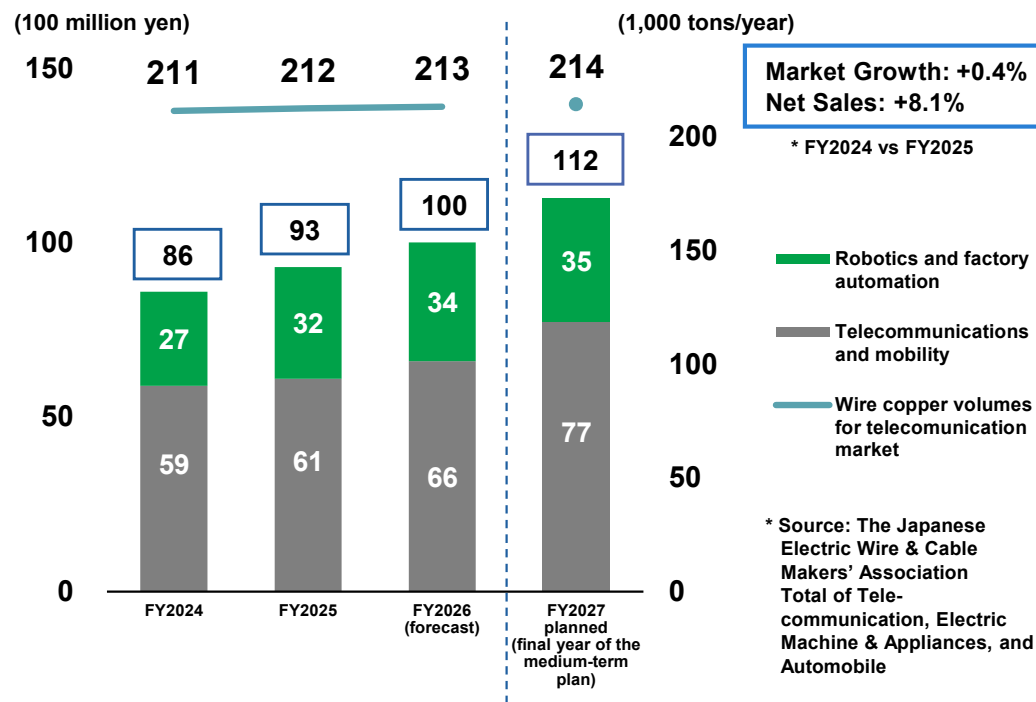
- Revenue increased due to sales expansion of compounds to non-Japanese customers in the electric power and industrial wires market in Thailand, despite lower sales due to restrictions on investments in electric power in Indonesia.

Measures for year ending March 2027

- Increase revenue by expanding sales to non-Japanese customers in Thailand, and expanding sales to the electric power and industrial wires market in Indonesia.

Focus Area ② Telecommunications/Mobility/Robotics/FA

Domestic telecommunications market wire copper volumes and our sales of compounds



Results for year ended March 2026

- Domestic revenue increased due to selling price optimization and expanded sales of compounds for speciality cables for data centers.
- Overseas revenue increased due to expanded sales of robotics and FA cable materials in China.

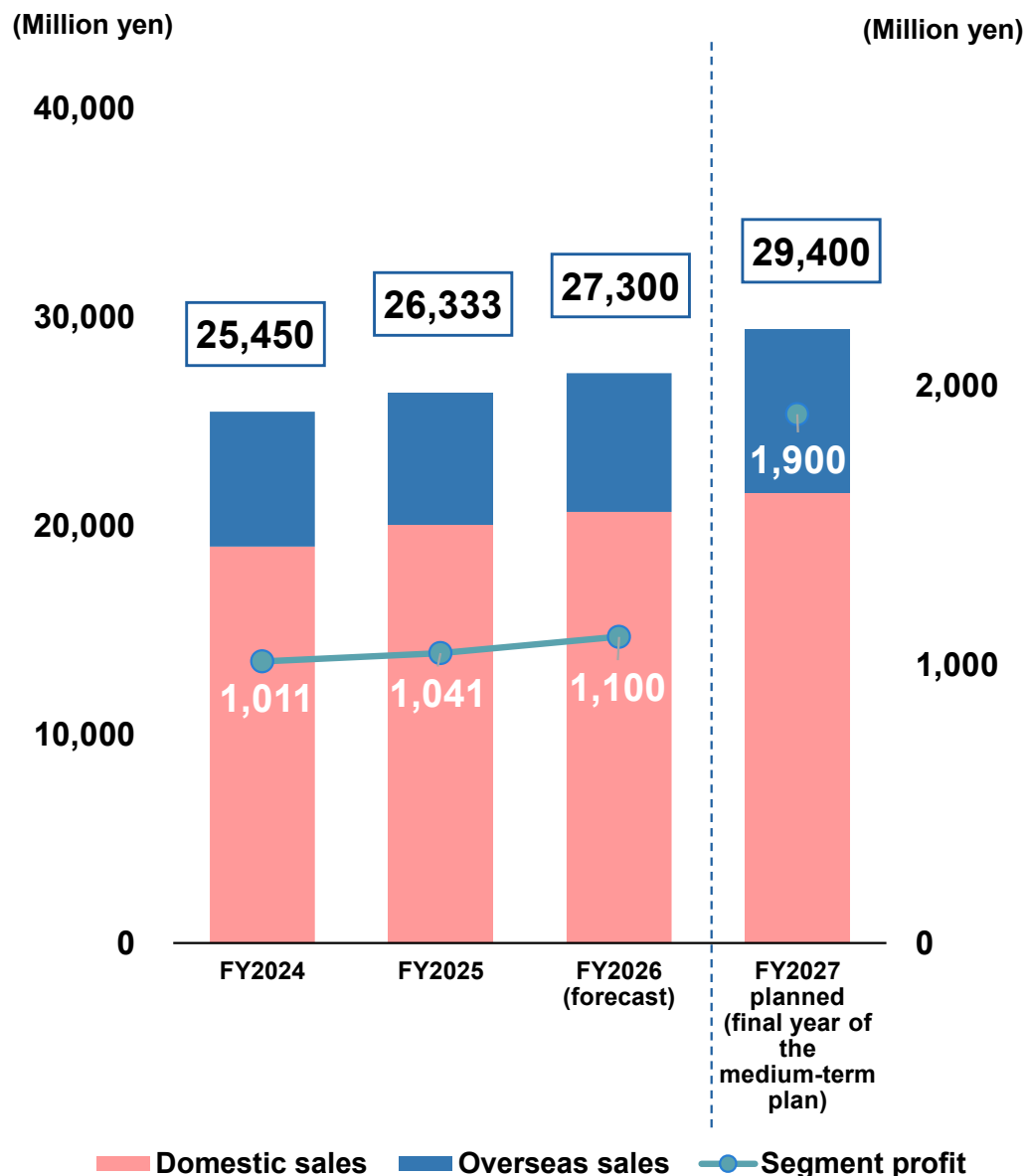
Measures for year ending March 2027

- Further expand domestic sales to robotics, FA and data centers.
- Overseas, further expand sales in China and expand sales in telecommunications and mobility market in ASEAN.

Building & Construction



Building & Construction



Results for year ended March 2026

883 million yen revenue increase (+3.5%)
30 million yen profit increase (+2.9%)

- Domestic revenue increased due to higher sales of PVC compounds for housing.
- Overseas revenue decreased due to a decline in sales of PVC compound for building materials in Thailand.
- Segment profit remained flat despite expanded compound sales in Japan, due to increased costs in the U.S.

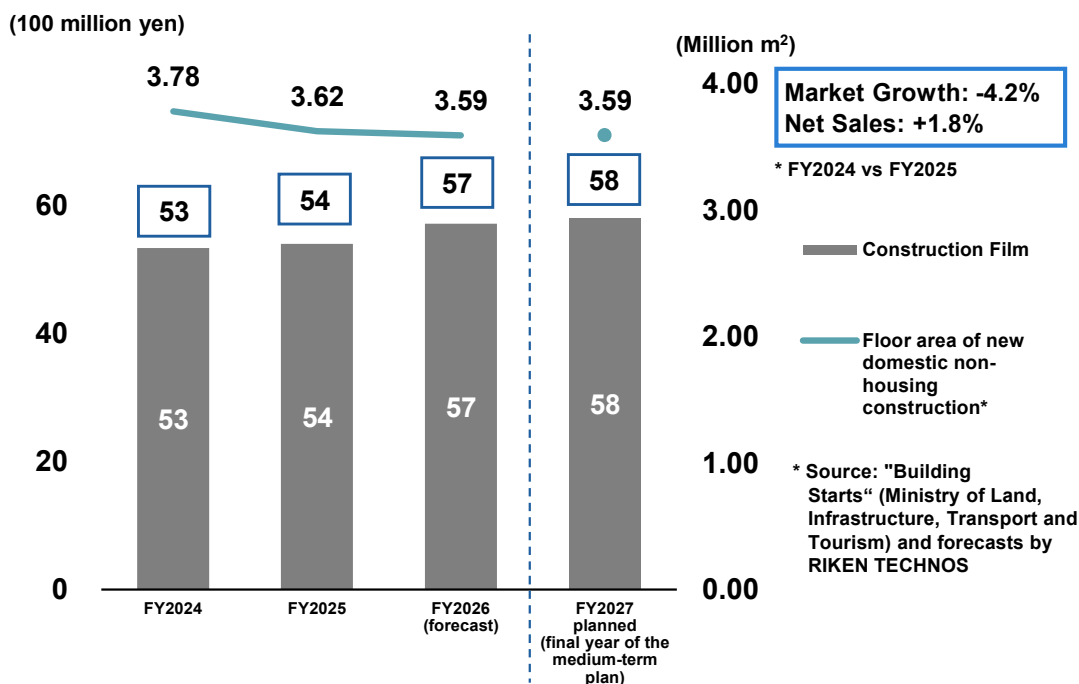
Forecasts for the year ending March 2027

967 million yen revenue increase (+3.7%)
59 million yen profit increase (+5.7%)

- Domestic revenue is expected to increase due to expanded sales of PVC and elastomer compounds for housing.
- Overseas revenue is expected to increase due to expanded sales of PVC compounds for building materials in ASEAN.
- Segment profit is expected to increase due to higher PVC compound sales in Japan and overseas.

Focus Area ① Construction Film

Floor area of new domestic non-housing/store construction starts and our net sales of construction films



Results for year ended March 2026

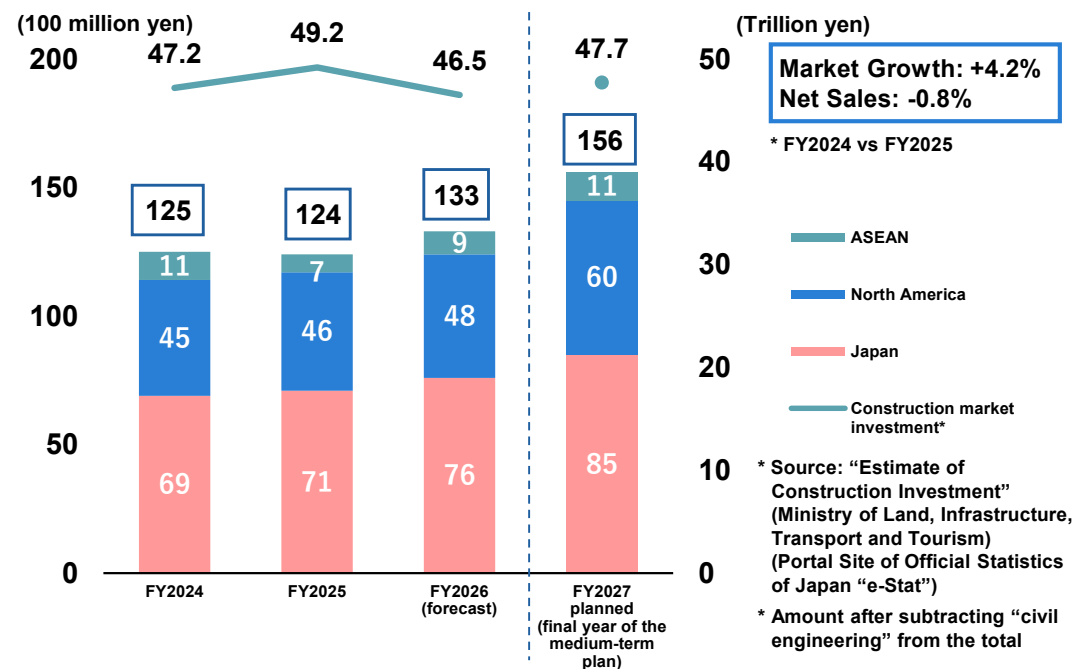
- Construction film revenue increased due to higher domestic and international sales of customer products using our materials.

Measures for year ending March 2027

- Expand sales of newly adopted wall-covering film products through design revisions for major customers.
- Expand sales of construction films to overseas customers.

Focus Area ② Housing and Building Materials

Domestic construction market investment and our sales of compounds for housing and building materials



Results for year ended March 2026

- Domestic revenue increased due to higher sales of resin sash materials.
- Overseas revenue decreased due to lower sales of PVC compounds in Thailand.

Measures for year ending March 2027

- In Japan, expand sales of PVC and elastomer compounds for housing.
- Overseas, expand sales of PVC compounds product for building materials in ASEAN.

SECTION

01

Overview of Financial
Results

02

Segment Overview

03

**Medium- and Long-
Term Initiative**

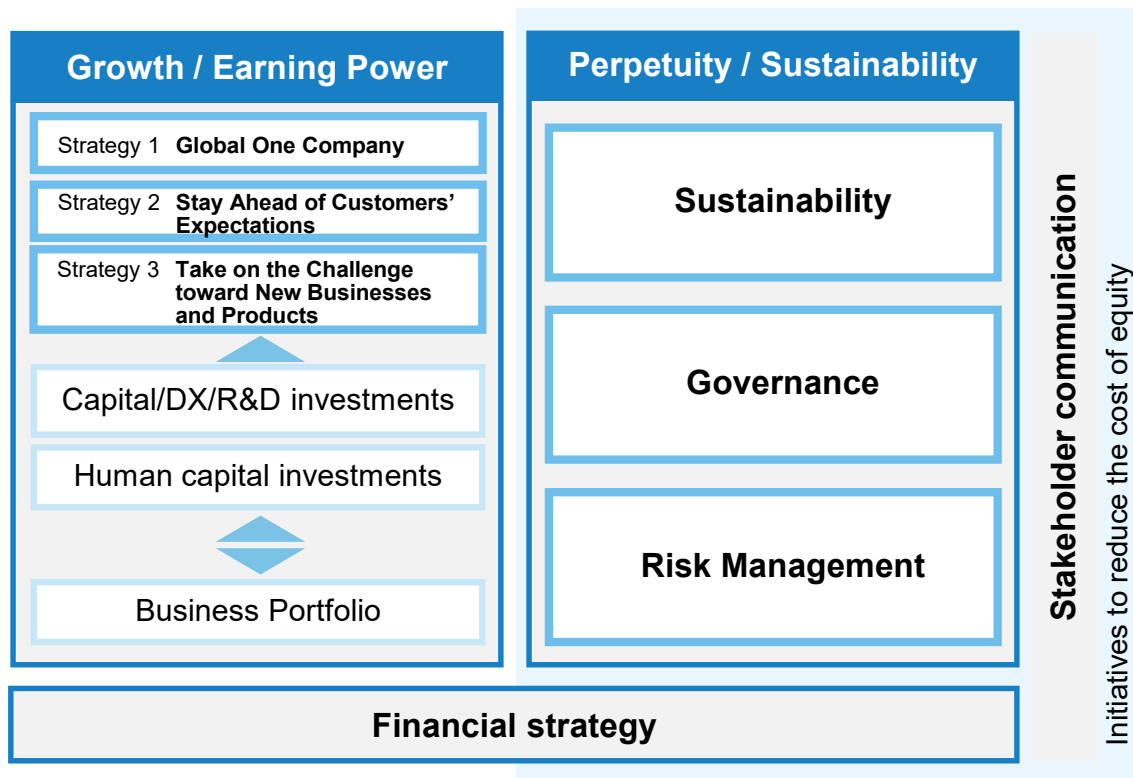
Three-year medium-term business plan



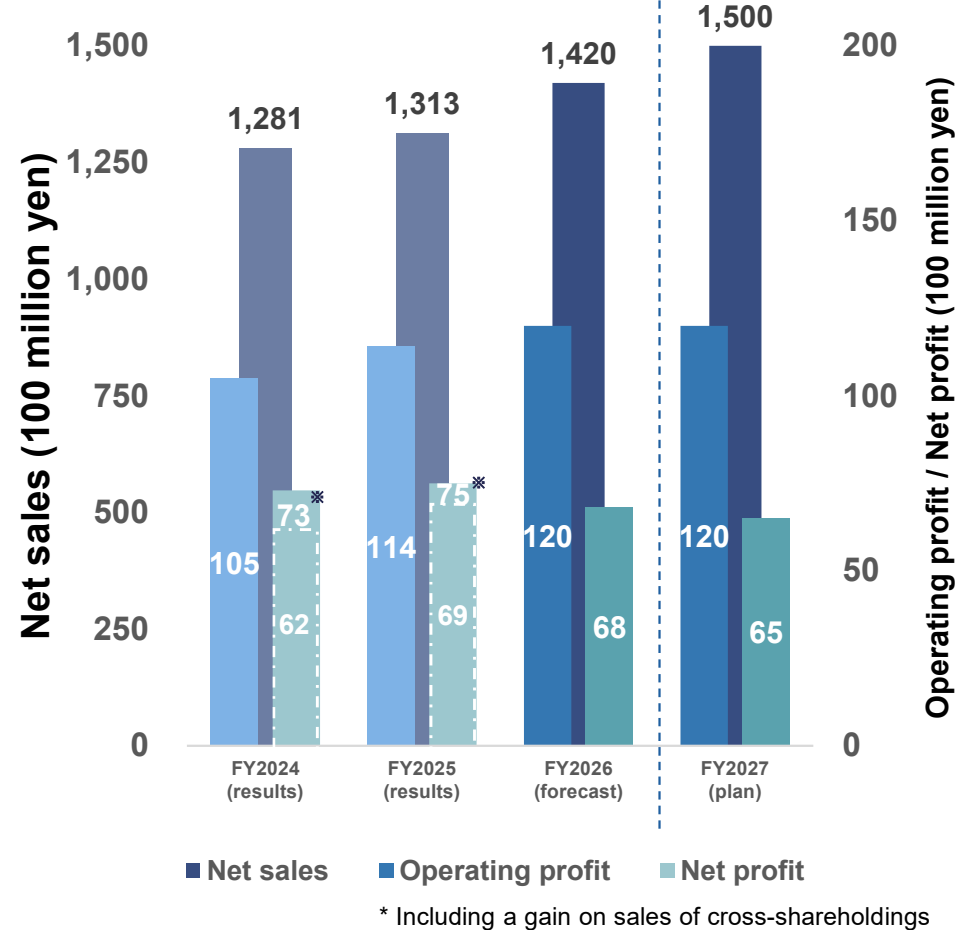
Management Policy



New Medium-term Business Plan: One Vision, New Stage 2027



Consolidated financial results



Three-year medium-term business plan
Underlying premises
Naphtha price: 70,000 yen
Foreign exchange: 140yen/USD

Plan for FY2027
ROS : 8.0%
ROE : 10.0%
ROIC : 11.0%
EBITDA : 17 billion yen

Strategies for Earning Power in the new three-year medium-term business (Results for year ended March 2026)



Strategy ① Global One Company

- Further progress in global cross-functional management
- Progress in moving from management at the company level to management at the function level (globally unified management)

- **Build optimized production structures on a global basis**
 - ➔ Strengthened production facilities for the food packaging business and decided on expansion of Mie Factory
- **Strengthened global cross-functional structure by Monozukuri Headquarters**
- **Focused on acquiring non-Japanese customers in ASEAN**
- **Promoted globalization of raw material procurement**

Strategy ② Stay Ahead of Customers' Expectations

Stay ahead of customers' expectations and seek to transform into an organization with the human resources that is initiated by RIKEN TECHNOS

- **Deepened integrated management of development, production, quality control, and procurement by establishing Monozukuri Headquarters.**
 - ➔ Strengthening the involvement of the procurement department in product development.
- **Centralized management of customer and project information to enhance information sharing.**
- **Expanded collaborative development with suppliers and customers.**

Strategy ③ Take on the Challenge toward New Businesses and Products

Launching a new product
= Becoming a pioneer in a market

- **Improve sales ratios for new products (Target for fiscal year ending March 2028: 23%)
Fiscal year ended March 2026: 15% (up 5% from March 2025)**
- **Screening and selection of development themes by the Monozukuri Review Committee**
- **Identification of market needs and issues using IP landscape analysis at the Intellectual Property Strategy Committee.**
- **Advancing concrete steps toward commercialization of industry-academia and industry-industry collaboration themes.**

Financial strategies: Reforms toward a value-creating balance sheet



- BS reforms aimed at producing an efficient balance sheet that does not have assets that do not contribute to value creation or shareholders' equity above what is necessary

Results for year ended March 2026

Cash and deposits Raised funds used for future growth, strategic investment, shareholder returns, etc.
(Currently, they are being used to ensure liquidity on hand to deal with uncertainty)
Up ¥2.1 billion (up 8.5% from Mar. 2025)

Trade receivable Reduced by optimization of trade receivable collection period
Down ¥0.6 billion (down 2.2% from Mar. 2025)

Inventories Optimized inventory levels
Down ¥1.6 billion (down 7.3% from Mar. 2025)

Investment in land, construction, machinery, intangible assets, etc.

Sale of idle land at Gunma Factory and Depreciation progressed, resulting in a decrease.
Down ¥0.3 billion (down 0.9% from Mar. 2025)

Investment projects are underway at key domestic factories (Total amount approximately 14 billion yen)

Investment securities

Number of stocks held as cross-shareholdings decreased due to the sale of cross-shareholdings, but increased in value due to higher prices of stocks held.

Up ¥2.1 billion (up 33.8% from Mar. 2025)

*Cross-shareholdings: sold 4 names (As of Mar. 30, 2025: 23 names held)

*Percentage of investment securities to net assets: 10.5%

Net assets Executed share buybacks (¥4.5 billion over entire fiscal year)

FY2024
Total assets ¥116.4 billion

(Unit: 100 million yen)

Cash and deposits 245 (21.0%)	Other liabilities 79 (6.7%)	Net assets 758 (65.1%)
Trade receivable, etc. 269 (23.1%)	Accounts payable, etc. 211 (18.1%)	
Inventories 219 (18.8%)	Borrowings 117 (10.1%)	
Investment in land, construction, machinery, intangible assets, etc. 332 (28.5%)		
Investment securities 62 (5.3%)		
Other 39 (3.3%)		

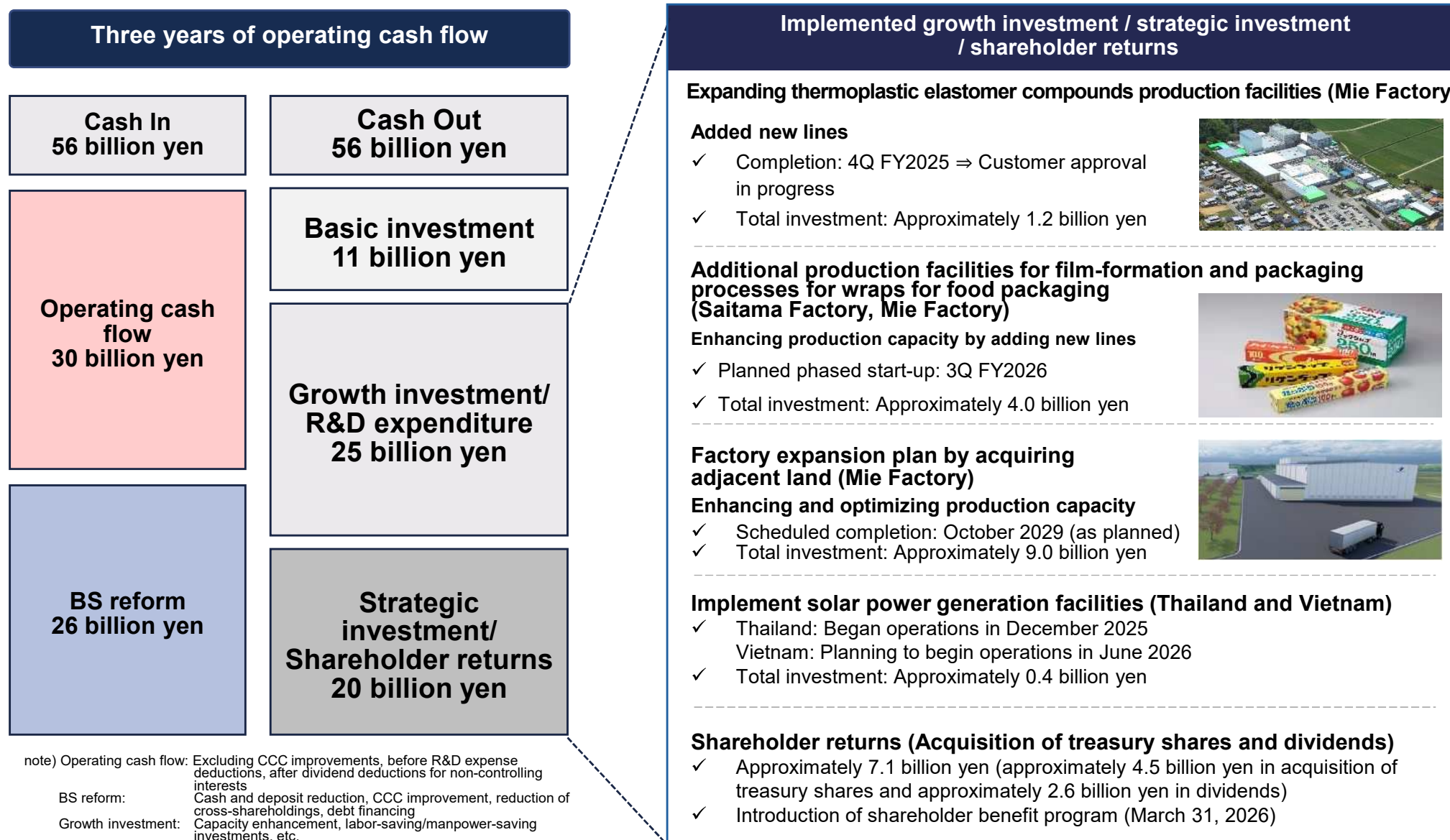
FY2025
Total assets ¥119.1 billion

(Unit: 100 million yen)

Cash and deposits 265 (22.3%)	Other liabilities 108 (9.0%)	Net assets 784 (65.9%)
Trade receivable, etc. 263 (22.1%)	Accounts payable, etc. 185 (15.5%)	
Inventories 203 (17.1%)	Borrowings 114 (9.6%)	
Investment in land, construction, machinery, intangible assets, etc. 329 (27.6%)		
Investment securities 83 (7.0%)		
Other 47 (3.9%)		

B/S reform

➤ Use funds generated from the three years of operating cash flow and balance sheet reforms in growth/strategic investments



note) Operating cash flow: Excluding CCC improvements, before R&D expense deductions, after dividend deductions for non-controlling interests
 BS reform: Cash and deposit reduction, CCC improvement, reduction of cross-shareholdings, debt financing
 Growth investment: Capacity enhancement, labor-saving/manpower-saving investments, etc.
 Strategic investment: M&A, new businesses, climate change responses, etc.

Open innovation initiatives

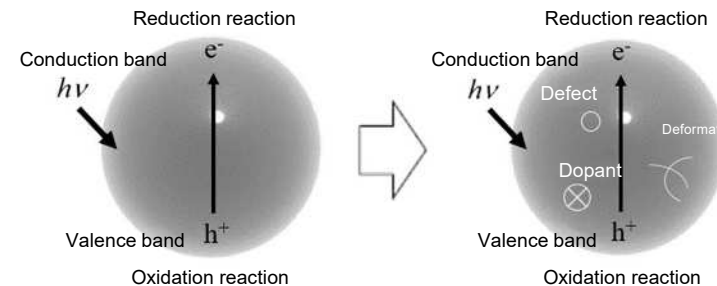
➤ Joint development with Shimane University of technologies for recovering rare-earth metals (Nd & Dy) from Nd magnets

- Use of acid generated by PVC wet mechanochemical reaction (successfully utilized PVC as an acid generating agent)
- Presented at the Ceramic Society of Japan's Annual Meeting in March 2026



➤ Development of photocatalytic technology through joint research with National Institute of Technology, Niihama College

- Decomposition of persistent organic substances under sunlight by amplifying oxidation-reduction reactions of iron oxide
- Confirmed to have potential for complete decomposition (mineralization) of PFAS



➤ Open Innovation Promotion Project of Tokyo Metropolitan Government (Designated site: R&D Center)

- Matching with two start-up companies



Thermalytica, Inc.

Consideration of application of TIISA ultrafine particle insulation to resin material



U-MAP Co., Ltd.

Development of highly thermally conductive materials

New product development and research initiatives

Compound

➤ ADAS (Advanced Driver Assistance Systems) cable materials

- Developed and launched low-temperature flexibility, abrasion-resistant PVC sheath materials.
- Developing low-dielectric materials to meet increasingly advanced communication performance requirements.



➤ Stress-relieving materials

- Newly adopted as stretch components in innerwear as a urethane alternative (materials that fit the body due to stress-relaxation properties)
- Expanding applications to apparel and lifestyle materials



Film

➤ Highly weather-resistant film

- Developed a PFAS-free film that combines stain resistance with transparency suitable for outdoor use.



Human capital investment



➤ To achieve the medium-term business plan, in the aspect of human resources, initiatives in securing and developing human resources will also be pursued

Medium-term 1 2 3 business plan strategies	1 Global One Company	2 Stay Ahead of Customers' Expectations	3 Take on the Challenge toward New Businesses and Products
Human resources required to execute strategies	Human resources who can perform overseas or undertake management with a global perspective	Human resources with analytical skills and strategic perspectives that stay ahead of customers' expectations	Human resources with diverse viewpoints who give birth to new businesses and products

Methods for securing/developing human resources	Securing of human resources (hiring)	Human resources development	Optimal allocation of human resources
	Fostering a corporate culture and creating mechanisms that enable diverse human resources to play an active role / Spreading the corporate philosophy		

Initiatives for securing and developing human resources

Securing of human resources (hiring)	
Achievements	<ul style="list-style-type: none"> Recruiters promoted candidates' understanding of the Company / strengthened relationships with one-day job experience participants Strengthened hiring targeted at overseas-minded human resources and foreign students
Upcoming measures	<ul style="list-style-type: none"> Review various programs to strengthen hiring of specialists
Human resources development and placement	
Achievements	<ul style="list-style-type: none"> Reviewed OJT curriculum for new employees (cross-training between manufacturing and quality control, and accounting knowledge training) Established Human Capital Development Department in FY2026 (established the organizational structure to implement human capital investment measures)
Upcoming measures	<ul style="list-style-type: none"> Develop human resources that can become future managerial candidates (have managers and chief classes discuss the Company's future vision and direction) Provide greater opportunities for placement in overseas positions through introduction of "job-posting challenge" program Introduce global management human resource development program for national staff at overseas local entities
Creating mechanism (engagement improvement initiatives)	
Achievements	<ul style="list-style-type: none"> Introduced employee stock benefit plan (J-ESOP) (Trust size: ¥2 million) Raised grant rate for Employee Investment Association (grant rate 100%, up to 5,000 yen) Reviewed compensatory benefits for managerial positions (evaluation and compensation systems) Created structure for formulating and implementing a Basic Policy on Health Management with aim of achieving recognition under the KENKO Investment for Health program Posted advertisements ("Mona Lisa" series advertisements) in closest stations to Head Office, factories, and laboratories
Upcoming measures	<ul style="list-style-type: none"> Strengthen management human resource strengths, contributing to succession plans for management human resources

Sustainability

Achievements

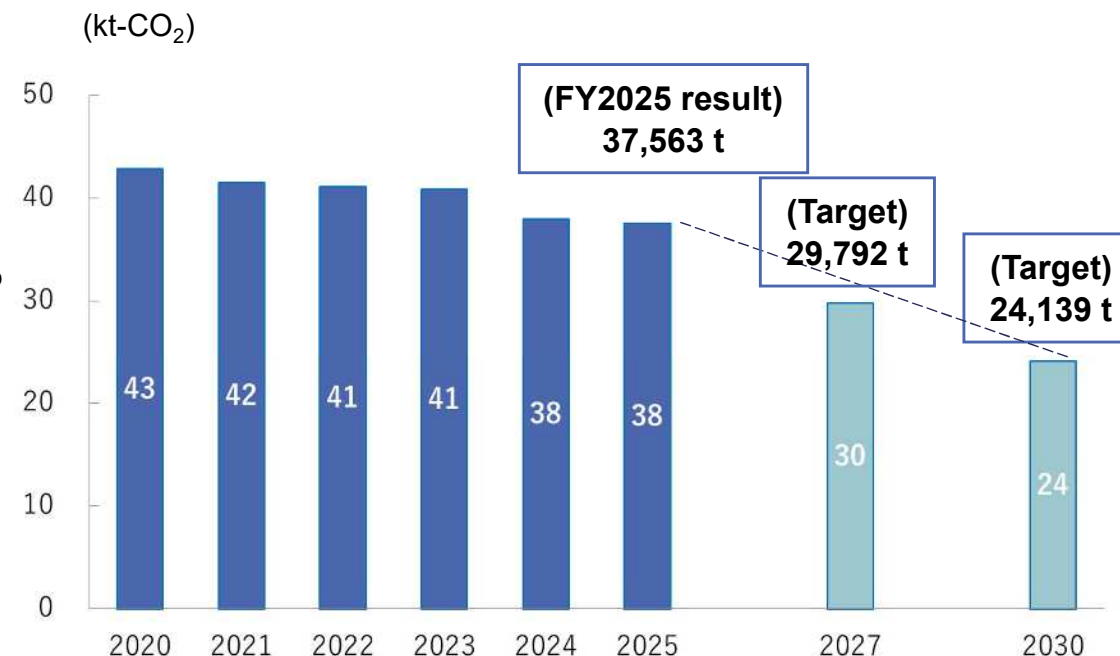
- Responding to climate change
 - Considered and implemented CO₂ emission reduction measures
 - Commenced operations at solar power generation facilities at the manufacturing subsidiary in Thailand (December 2025)
 - ⇒ Share of total electricity consumption: approx. 16% (Annual reduction of CO₂ emissions by approx. 1,300 tons)
 - Planning to commence operations at solar power generation facilities at the manufacturing subsidiary in Vietnam (June 2026)
 - ⇒ Share of total electricity consumption: approx. 12% (Estimated annual CO₂ emissions reduction of approx. 425 tons)



Upcoming measures

- Initiated boiler fuel conversion project at the Saitama Plant (completion scheduled for Q2 FY2027).
- Develop environmentally friendly products
- Introduce more solar power generation facilities
- Address the TNFD (nature, biodiversity impact assessment)

➤ CO₂ emissions (Scope 1 + 2) trend (non-consolidated)



➤ CO₂ emissions: Metrics and targets

	Target year	Emissions (t-CO ₂)
Non-consolidated	2030	24,139 (reduce 46.2% vs. FY2019)
Group	2050	0 (carbon neutral)

Governance

Achievements

- Added one female outside Director (since June 2025)
- Introduced medium- to long-term performance-linked compensation to Director compensation system (Medium-term plan / materiality / coordination with workforce diversity)
- Implemented measures to strengthen collaboration with consolidated subsidiaries (Briefings on medium-term business plan / information sharing meetings / monthly meetings / internal control reinforcement, etc.)
- Selected candidates for Outside Directors who are not Audit & Supervisory Committee Members
(Scheduled to be proposed through a resolution at the Annual Meeting of Shareholders in June 2026)

Upcoming measures

- Strengthen Group's system for responding to changes in the external environment
(Reinforce Head Office-side system of monitoring and following up on management status of consolidated subsidiaries, enhance control within consolidated subsidiaries, and develop executives and management personnel in consolidated subsidiaries)
- Enhance human resources responsible for Group management
(Recruiting, developing, etc. with a view to filling future leadership roles for national staff)

Risk Management

Achievements

- Made progress with business continuity management (BCM) initiatives
(raw material and equipment risk studies and response measures)
- Conducted human rights due diligence for suppliers

Upcoming measures

- Advance Business Continuity Management (BCM)
(Reinforce global raw material procurement/product supply system)

Stakeholder communication

Achievements

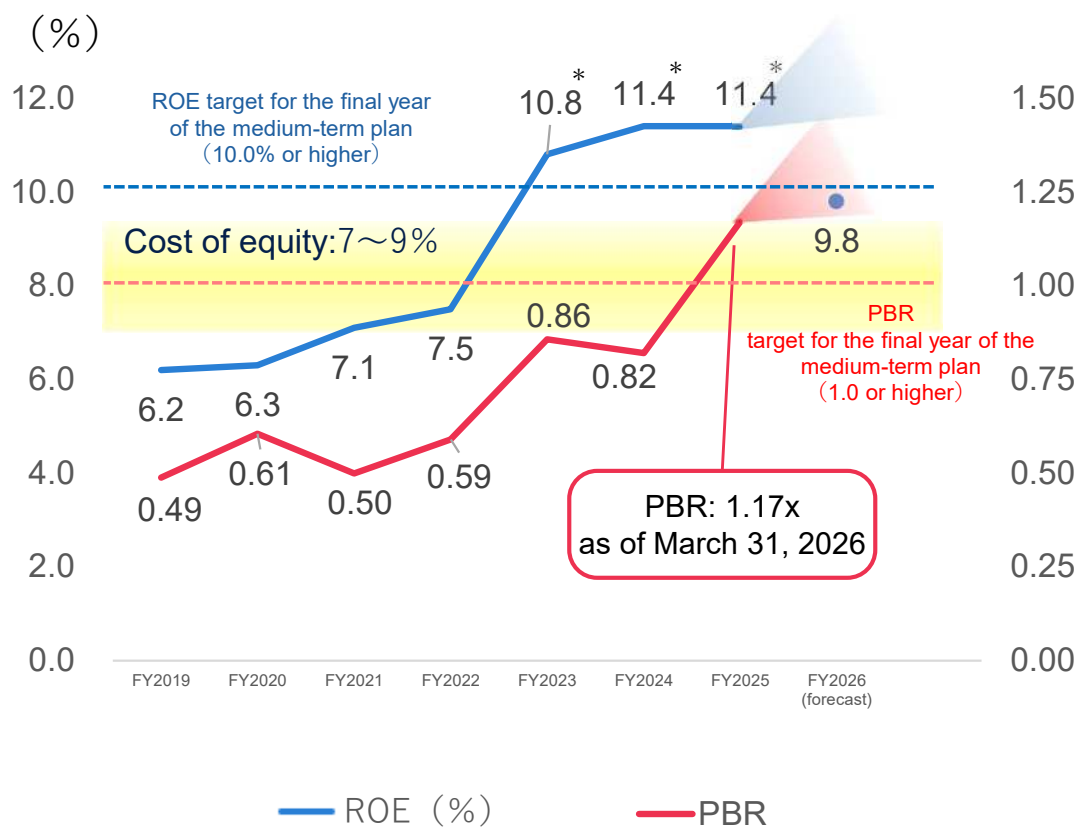
- Expanded IR and SR interviews (held with 174 companies (169 companies in the previous year))
- Published sponsored research
- Disclosed Annual Securities Report prior to General Meeting of Shareholders (two days in advance)
- Simultaneously disclosed English versions of Consolidated Financial Results, Annual Securities Report, and Timely Disclosure

Upcoming measures

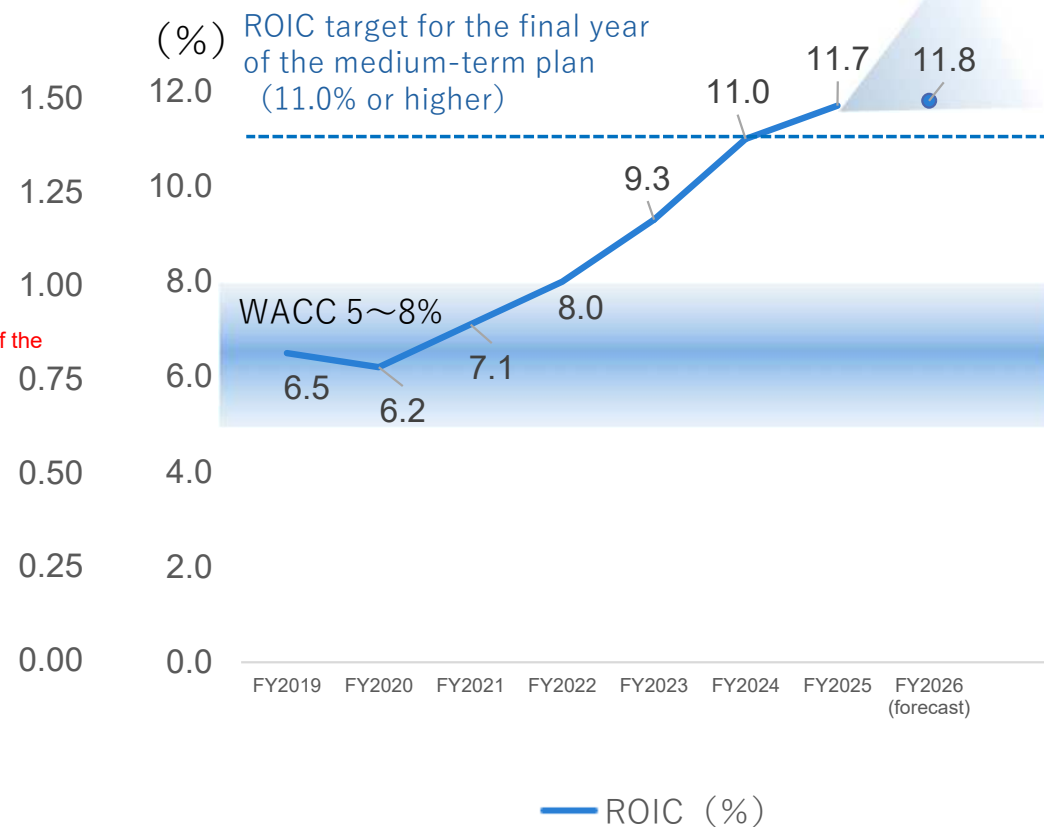
- Disclose Annual Securities Report 9 days prior to General Meeting of Shareholders (Planned for June 10)
- Stronger contribution to, dialog with, and collaboration with local communities

- Going forward, continue to pursue growth investments and initiatives to improve capital efficiency, aiming to further improve ROE/PBR.

ROE and PBR trend



ROIC and WACC trend

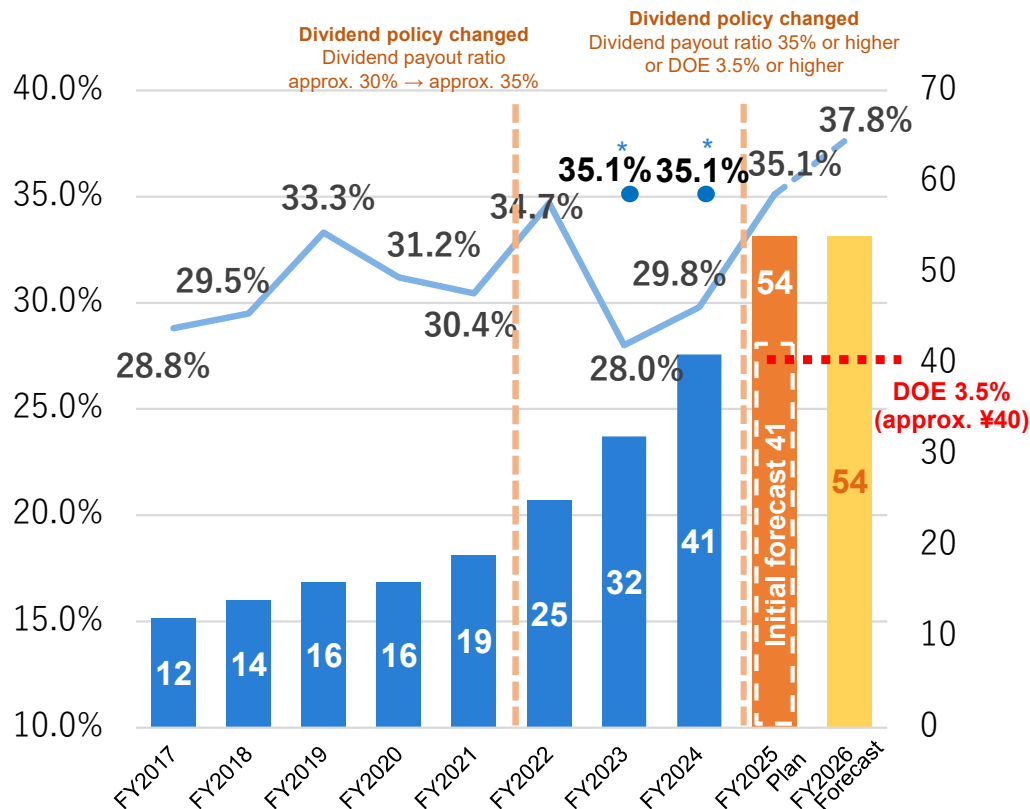


Capital policy and shareholder returns



- The dividend policy was changed in the fiscal year ended March 2026. In addition to the previous consolidated dividend payout ratio, a lower limit for dividend on equity (DOE) has also been introduced.
<New Dividend Policy> Consolidated dividend payout ratio of 35% or above or DOE of 3.5% or above, whichever is higher, is applied as a standard

Dividend payout ratio and dividend trend



Projected dividend for FY2025

- **Dividend to increase by 13 yen to 54 yen** from 41 yen in the previous fiscal year (Revised upward by 13 yen from initial forecast)
- **Dividend payout ratio: 35.1%**

Total amount of dividend (plan)
¥2.6 billion

FY2025's acquisition and cancellation of treasury shares

- **Acquired 3.72 million treasury shares**
 * All acquired treasury shares are planned to be canceled
- **June 30, 2025 2.00 million treasury shares were canceled**

Total amount of acquisition
¥4.5 billion

Total return ratio trends

FY2023	FY2024	FY2025 (plan)
129.1%	81.1%	95.3%

* The consolidated dividend payout ratio if calculated from per-share profit for the period minus the impact of gains on sale of investment securities (assuming all proceeds from the sale were used for the acquisition of treasury shares).

Shareholder Benefit Program



➤ To encourage a wide range of investors to hold Company shares over the medium and long term, a new shareholder benefit program was introduced on March 31, 2026 for shareholders with 200 (2 share units) or more shares

① **Prepaid Cards (QUO Cards)**

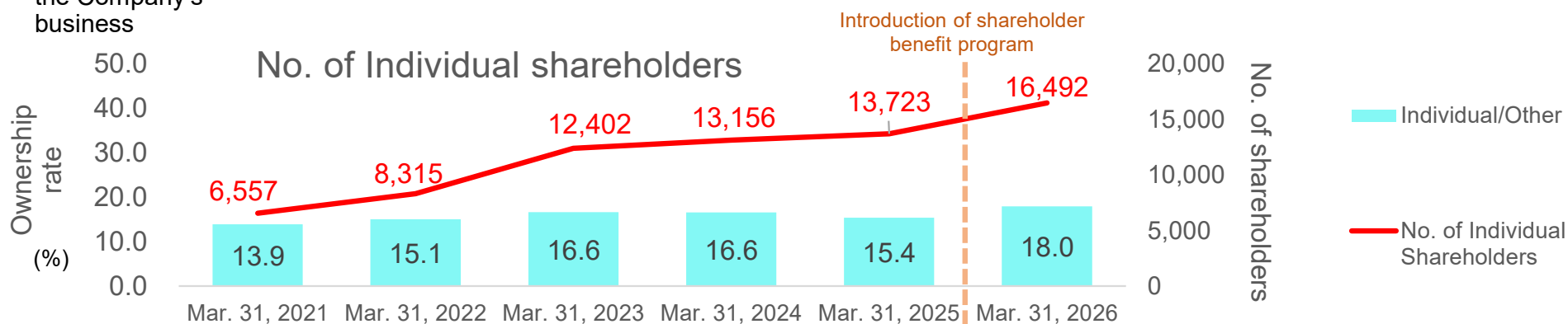
Presented based on number of shares owned/continuous holding period

Continuous shareholding period	Record date (last day of March and last day of September each year)			Total annual benefit		
	Less than 1 year	More than 1 year and less than 3 years	3 years or more	Less than 1 year	More than 1 year and less than 3 years	3 years or more
Number of shares owned						
200 to 499 shares	1,000 yen	1,500 yen	2,000 yen	2,000 yen	3,000 yen	4,000 yen
500 to 999 shares	2,500 yen	3,000 yen	4,000 yen	5,000 yen	6,000 yen	8,000 yen
More than 1,000 shares	5,000 yen	6,000 yen	7,000 yen	10,000 yen	12,000 yen	14,000 yen

② **RIKEN products (small-roll wraps for household use)**

Promote understanding of the Company's business

Number of shares owned	Record date	Benefit
200 shares or more	March 31 of each year	Our products (two rolls of small-roll wrap for household use)



Disclaimer

Plans, projections, strategies, and other statements that are not historical facts presented in this document constitute forward-looking statements based on information available at the time of preparation and involve various risks and uncertainties. Actual results may differ significantly from these projections due to changes in the business environment and other factors. Furthermore, information presented in this document concerning companies other than the Company or its group companies is based on publicly available information. The Company does not guarantee the accuracy of such information.

For inquiries, please contact:

webmaster@rikentechnos.co.jp

Corporate Planning Department / Accounting Department





Company Name	RIKEN TECHNOS CORPORATION
Date of Establishment	March 30, 1951
Capital Stock	8,514 million yen
Representative	Kazuaki Tokiwa Representative Director, President & CEO
Number of Employees	1,877 consolidated employees and 780 non-consolidated employees (As of March 31, 2026)
Head Office	Waterras Tower, 2-101, Kanda-Awajicho, Chiyoda-ku, Tokyo 101-8336 JAPAN



The spirit of venture, which has been passed down since our founding days, represents the very strength of RIKEN TECHNOS CORPORATION and its “RIKEN TECHNOS-ness.” The RIKEN TECHNOS Way, our corporate philosophy, was formulated based on this “RIKEN TECHNOS-ness.” The word “challenger” used in our mission statement is meant to convey two meanings – a manufacturer that produces high-quality products and an organization that takes on challenges to create new value and satisfaction for people, companies, and society. To make further advances into the future, we will continue taking on new challenges.

Mission “Mission and Purpose”

We are a challenger that harnesses the power of science to improve the quality of life and create a safe, affluent society. We continuously provide new value and satisfaction to people, companies and society through our original and superior formulations and manufacturing technologies of multiple resins.



Core Value “Fundamental Values”

We establish a bond of trust and work for the mutual benefit all.
We create new value.
We continually push ourselves to achieve more.
We enjoy our work and love what we do.
We work together to find solutions and produce the best results for everyone

Basic Action “Specific Action Guidelines”

Lead without fear. Take charge and enjoy your work. Build a team by trusting and helping one other. Listen attentively and speak sincerely. Come with smile and leave with smile. Stay ahead of customers' expectations. Seek new things and ways. Be a real professional through self-improvement. Set goals and achieve on time.

Aiming to become the leading provider of comfort for all living spaces

Ideal image for ten years' time

To customers

Realize **monozukuri** and **value creation** with new ideas and approaches

Expansion globally and into new fields as well as taking on the challenge of creating the future of monozukuri as a manufacturer

To society

Contribute to a **sustainable society**, flexibly adapting to changes in society and the environment

Fulfil social responsibility as a company and contribute to a sustainable society

To employees

Ensure employees each have **job satisfaction** and **pride**, and **grow together**

Practice "the growth of people is corporate growth itself" founded on the promotion of DE&I and work-style reforms

With a focus on our three main product lines (compounds, films, and food packaging), based on comprehensive technologies related to synthetic resin processing, we supply products to various industries according to their applications, and engage in business in Japan and around the world.

Main product line

Description

Transportation

Daily Life & Healthcare

Electronics

Building & Construction

Compounds

Compounds are composite materials with new properties created by mixing several different additives with a base resin. They are used primarily for extrusion molding and injection molding. We develop, manufacture, and sell polyvinyl chloride resins as well as thermoplastic elastomers and highly functional fire-resistant and electroconductive compounds

Compounds for wire harness coating



Compounds for window frames



Compounds for syringe gasket



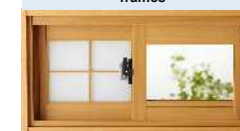
Compounds for tubes



Compounds for power cable coating



Compounds for PVC window frames



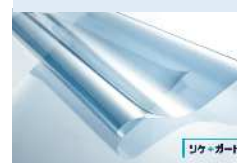
Films

We manufacture high-quality films using manufacturing methods adapted to the characteristics of the compounded resin. We also develop and manufacture and sell film products that contribute to design freedom and functionality by layering multiple films and applying coatings to surfaces

Films for automobile windows



Antibacterial and antivirus films



Semiconductor films



High-end wall covering films



Food Packaging

As a pioneer that developed Japan's first polyvinyl chloride resin wrap, RIKEN TECHNOS pursues high-quality and functional wraps for food packaging for household and commercial applications, and develops and manufactures, and sells wraps suitable for foods, automated packaging machines, and so on.




Wraps for food packaging



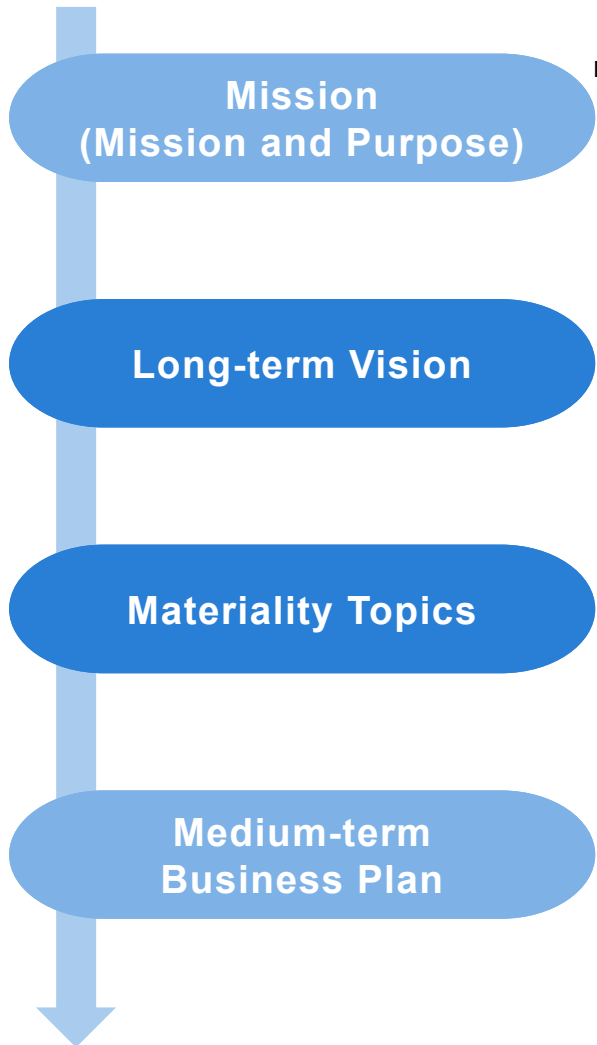
RIKEN WRAP BOTANICAL



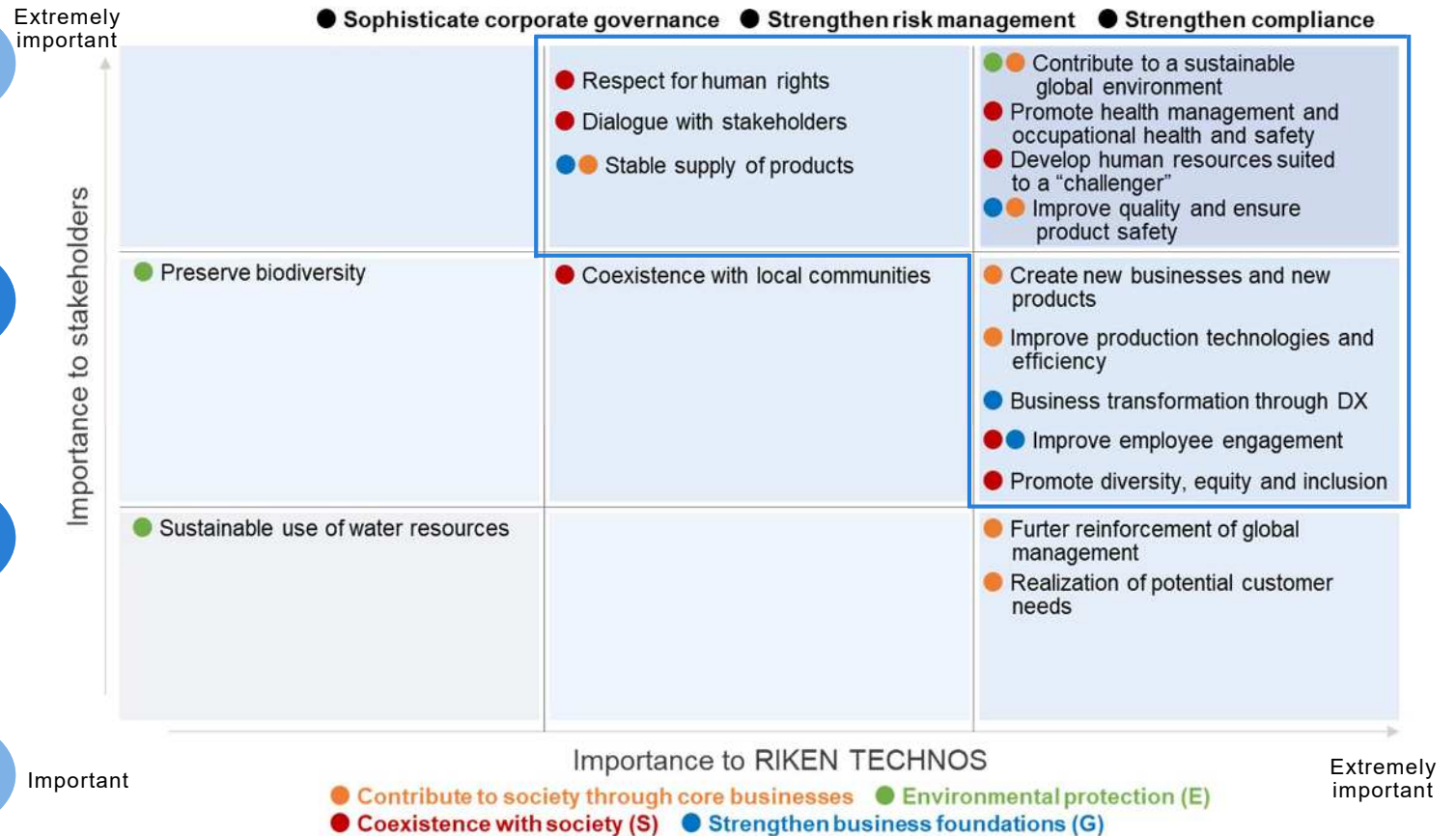
- We pursue energy conservation, resource conservation, recycling, and other initiatives in our traditional PVC and elastomer businesses as well.
- Boosting sales of these products will help protect the environment.

Products	Properties	Our products
<p>PVC compounds</p>	<p>About 60% of PVC comes from the natural material of salt.</p> <ul style="list-style-type: none"> • PVC can provide a range of functions according to the application, including durability, workability, fire resistance, and weather resistance. • At 21.3 MJ/kg, PVC resource energy consumption is less than half that of other resins that consist mainly of hydrocarbons from petroleum (polyethylene and polypropylene), which consume 45.6–46.5 MJ/kg, giving it a low environmental impact. <small>* Source: Based on Vinyl Environmental Council website</small> 	<p>PVC resin interior window sashes (Recyclable as a forming material)</p> 
<p>Elastomer compounds</p>	<p>With rubberlike characteristics, elastomers can help reduce CO₂ emissions and conserve energy.</p> <ul style="list-style-type: none"> • Thermoplastic elastomers are recyclable and can be molded more quickly than conventional rubber, making it possible to reduce CO₂ emissions. • They are also lightweight materials, so they can help conserve energy by reducing vehicle weights and fuel consumption. 	<p>Various TPV compounds of RIKEN TECHNOS</p> 
<p>Thermal barrier films</p>	<p>These are functional films with improved thermal barrier performance by adding heat absorption and heat ray reflection functions.</p> <ul style="list-style-type: none"> • Owing to its superior uniformity and transparency, the film ensures a clear field of vision and contributes to a more comfortable in-vehicle environment when applied to window glass. Furthermore, its excellent heat-shielding properties enhance the efficiency of the vehicle's air conditioning system, thereby promoting energy conservation. 	<p>Automotive window film ICE-μ[®]</p> 

Materiality topics



*Blue-circled items are those for which KPIs have been set.



Materiality topics' targets and metrics (KPIs)

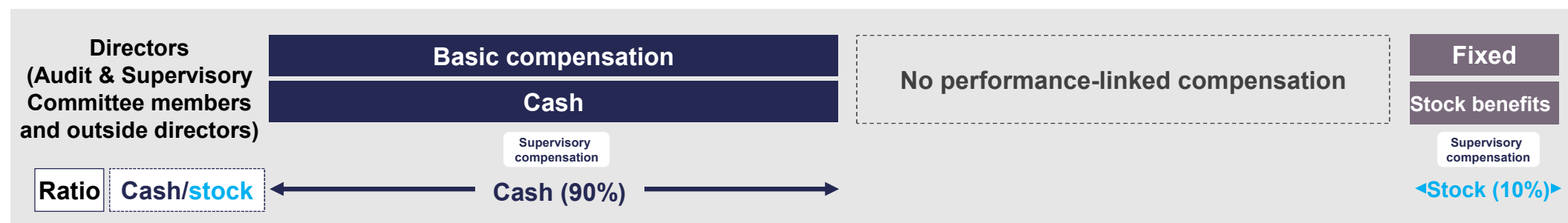
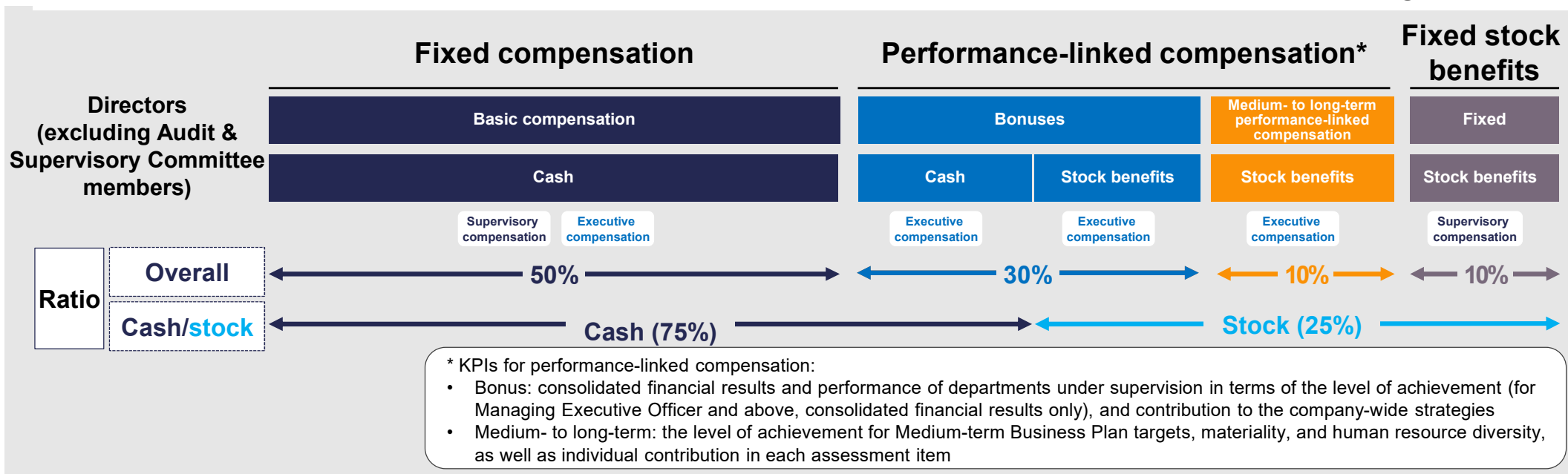


Material topic	Evaluation criteria (KPIs)	Medium- to long-term targets	
		FY2027	FY2030
Contribute to a sustainable global environment	• Achieving CO ₂ emissions reduction targets for 2030 (non-consolidated)	29,792 tons	24,139 tons (46.2% decrease compared to FY2019)
	• Carbon neutral by 2050 (Group)	-	-
	• Ratio of total waste to total production (non-consolidated)	3.2% or less	3.0% or less
Promote health management and occupational health and safety	• Occupational injuries requiring time off work (domestic)	0	0
	• Achieve recognition under KENKO Investment for Health program	Achieve recognition	Maintain recognition
Develop human resources suited to a "challenger"	• Training costs per employee (non-consolidated)	160,000 yen	200,000 yen
	• Percentage of positive responses to applicable questions in employee awareness survey (non-consolidated)	70%	75%
Improve quality and ensure product safety	• Serious quality incidents requiring recalls (non-consolidated)	0	0
	• Serious violations of legal and regulatory compliance regarding use of chemical substances (non-consolidated)	0	0
Create new businesses and new products	• Number of patent applications (non-consolidated)	75 (cumulative) (FY2025-2027)	210 (cumulative) (FY2022-2030)
	• Ratio of new product sales (non-consolidated and overseas manufacturing subsidiaries)	23%	25%
Improve production technologies and efficiency	• Production capacity (non-consolidated)	+11% (vs FY2021)	+15% (vs FY2021)
Transform business through DX	• Development of MI human resources* (non-consolidated) * Human resources that can provide guidance on MI	15 employees	20 employees
	• Participation in DX training (non-consolidated)	100%	100%
Improve employee engagement	• Engagement score (ratio of positive responses) (non-consolidated)	60%	70%
Promote diversity, equity, and inclusion (DE&I)	• Ratio of global human resources* in management positions (Group) * Human resources with at least one year of experience working outside country of birth	24%	26%
	• Ratio of women in management positions (Group)	20%	22%
Respect for human rights	• Penetration of respect for human rights (non-consolidated)	Improvement (vs FY2025)	Improvement (vs FY2027)
	• Implementation of human rights due diligence for suppliers and 100% improvement rate (non-consolidated)	100%	100%
Dialogue with stakeholders	• Meetings with investors and existing shareholders (non-consolidated)	190	220
	• Assessment response rate* regarding customer satisfaction survey results (non-consolidated) * Ratio of customers for which improvements have been completed, out of the customers for which response is assessed to be necessary	100%	100%
Stable supply of products	• Understanding of core product supply risks and determination/implementation of policies (non-consolidated)	Understanding of core product supply risks and determination/implementation of policies	Strengthening of risk controls for core products

Director Compensation System



- Organization design splits execution and supervision. Directors in charge of execution (excluding Audit & Supervisory Committee members) are granted executive compensation as an executive officer and supervisory compensation as a Director.
- Performance-linked compensation allows value to be shared with shareholders and serves as an incentive for enhancing corporate value.
- Malus and clawback provision has been established for certain cases, such as severe accounting fraud.



Global network



- Production Companies
- Sales Companies

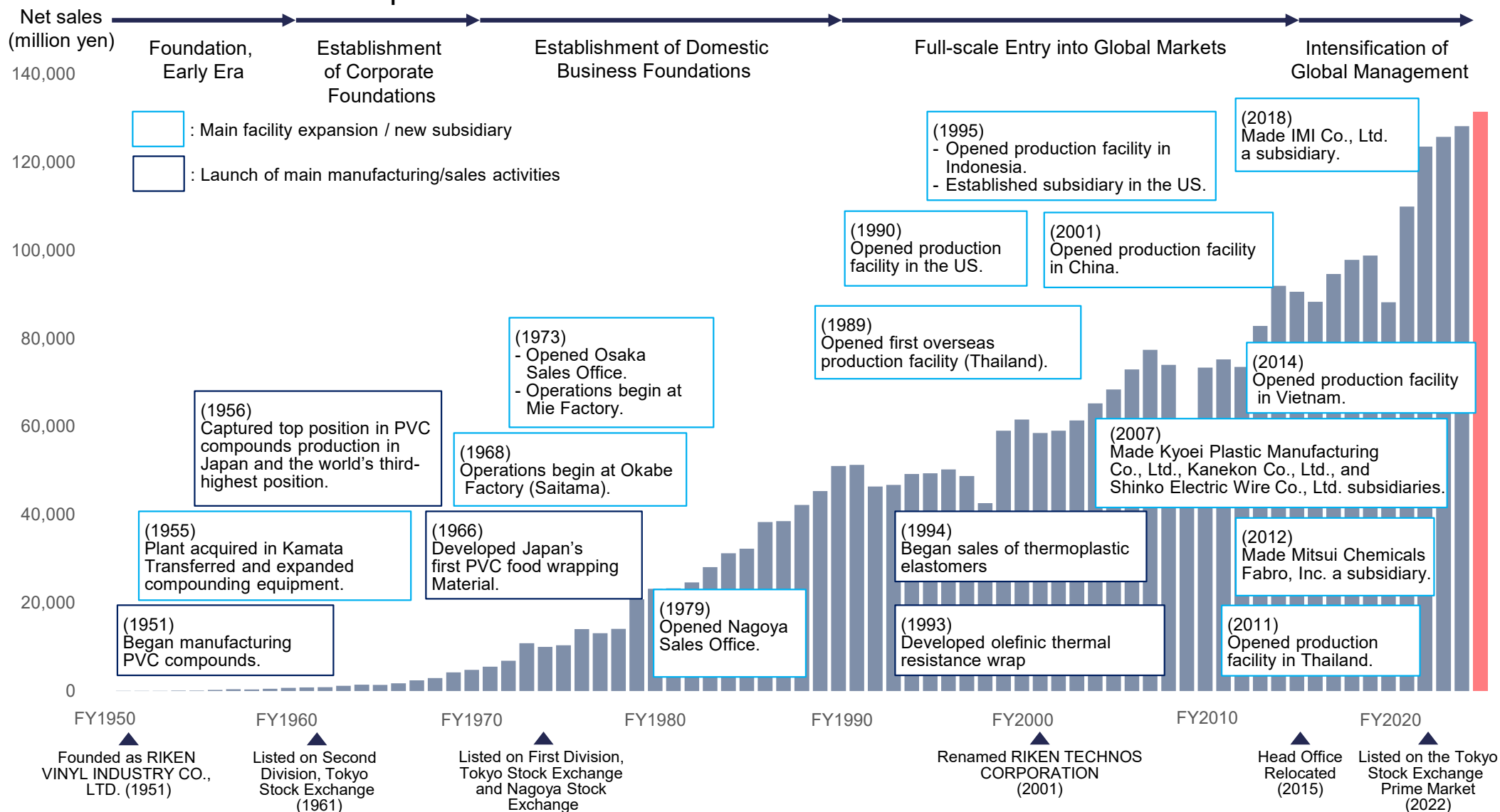
- **RIKEN TECHNOS CORPORATION**
- **Domestic subsidiaries**
 - RIKEN CABLE TECHNOLOGY CO., LTD.
 - RIKEN CHEMICAL PRODUCTS CO., LTD.
 - KYOEI PLASTIC MFG CO., LTD.
 - IMI Co., LTD.



Value creation history



➤ Since our founding in 1951, we have continued to broaden our range of products while expanding our network across Japan and around the world.



*Sales figures for FY1999 and later represent consolidated net sales; consolidated settlement of accounts began that year.