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RIKEN TECHNOS

RIKEN TECHNOS CORPORATION

Financial and Management

Results Briefing

for Second Quarter (First Half) of

Fiscal Year Ending March 2026

November 13, 2025



Financial Results Briefing for First Half of FY2025

SECTION

01

02

03

**Overview of Financial
Results**

Segment Overview

Medium- and Long-
Term Initiatives

Summary of Consolidated Financial Results for the First Half of the Year Ending March 2026

(Unit: million yen)

	Actual results for the first half of the year ended March 2025	Actual results for the first half of the year ended March 2026	Year on Year (YoY) change	YoY percentage change	Forecasts for the first half of the year ending March 2026
Net sales	63,391	65,567	2,176	3.4%	64,500
Gross profit	11,712	12,612	900	7.7%	-
Operating profit	4,776	5,533	757	15.8%	4,700
Ordinary profit	4,708	5,486	778	16.5%	4,600
Profit attributable to owners of parent	2,614	3,461	847	32.4%	2,600
Basic earnings per share (yen)	47.92	68.63	20.71	43.2%	50.8
ROS (%)	7.5	8.4	0.9	-	7.3
EBITDA	6,726	7,520	794	11.8%	-
Naphtha price (yen/KL)	77,950	64,750	-13,200	-	70,000
Average exchange rate (yen/USD)	152.33	149.00	-3.33	-	140.00

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

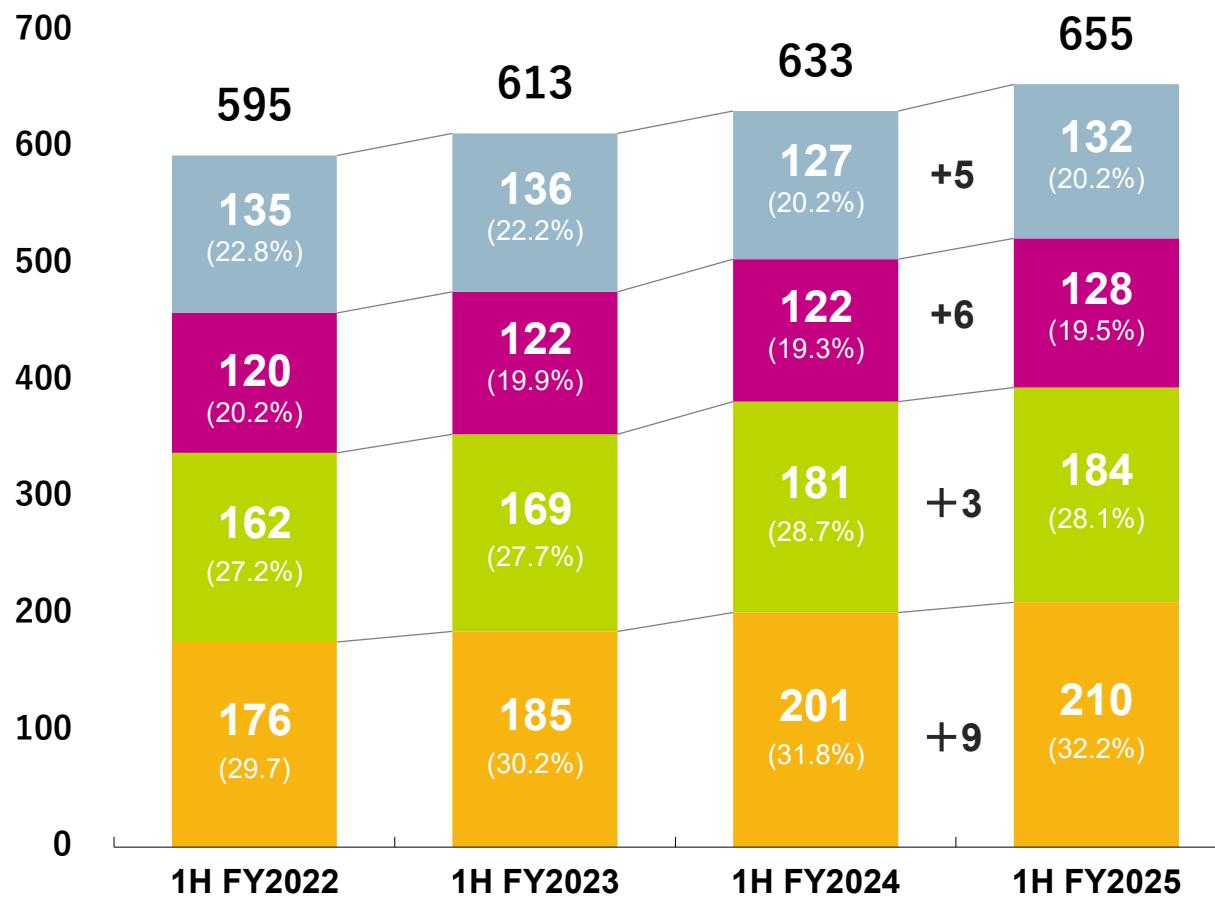
Net Sales by Segment

Net sales for the first half of the year ending March 2026

65.5 billion yen

Increase of **2.1** billion yen from the same term of previous year (**3.4%** increase)

(Unit: 100 million yen)



■ Building & Construction
Housing, buildings, construction materials, civil engineering, etc.



■ Electronics
Energy, telecommunications, IT equipment markets, etc.



■ Daily Life & Healthcare
Medical, materials for daily life, food packaging markets, etc.



■ Transportation
Automobile, railroad, ship market, etc.

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

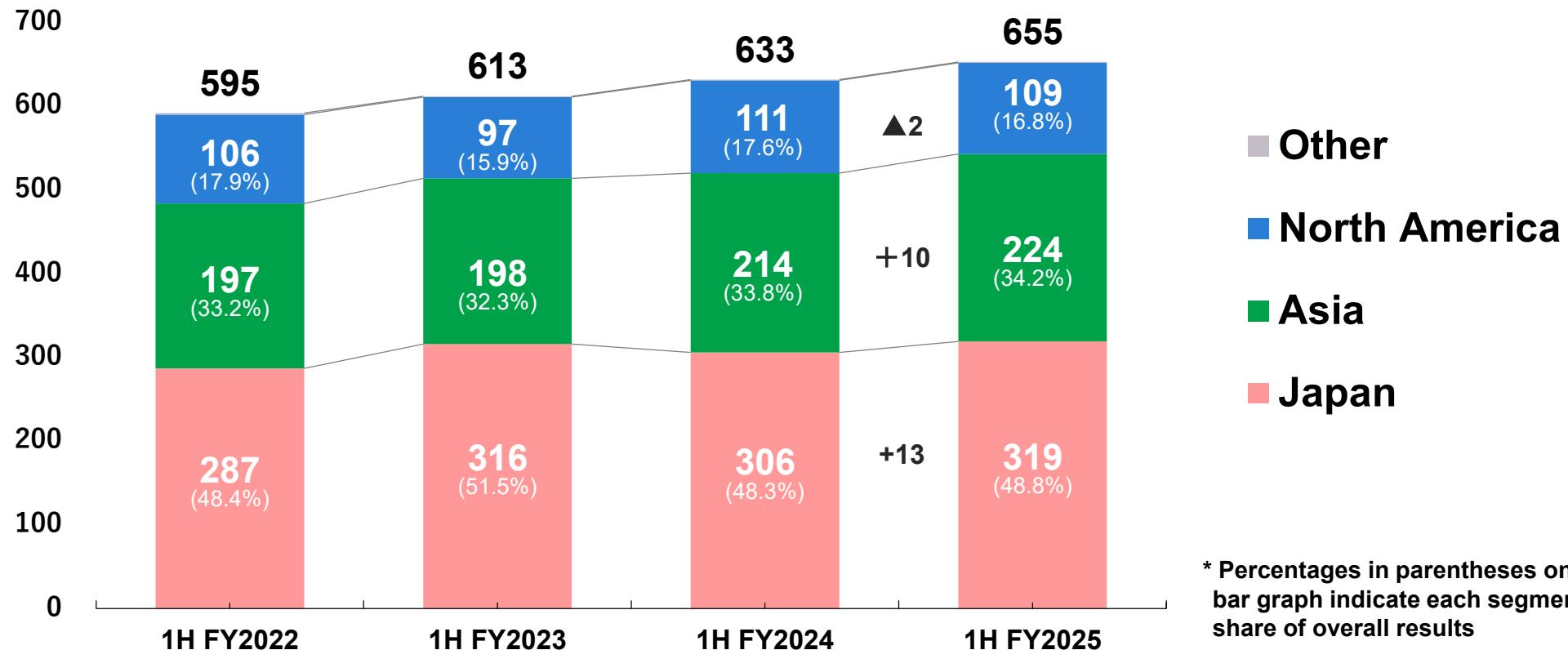
Net Sales by Region

Net sales for the first half of the year ending March 2026

65.5 billion yen

Increase of **2.1** billion yen from the same term of previous year (**3.4%** increase)

(Unit : 100 million yen)



Overseas sales ratio

51.6%

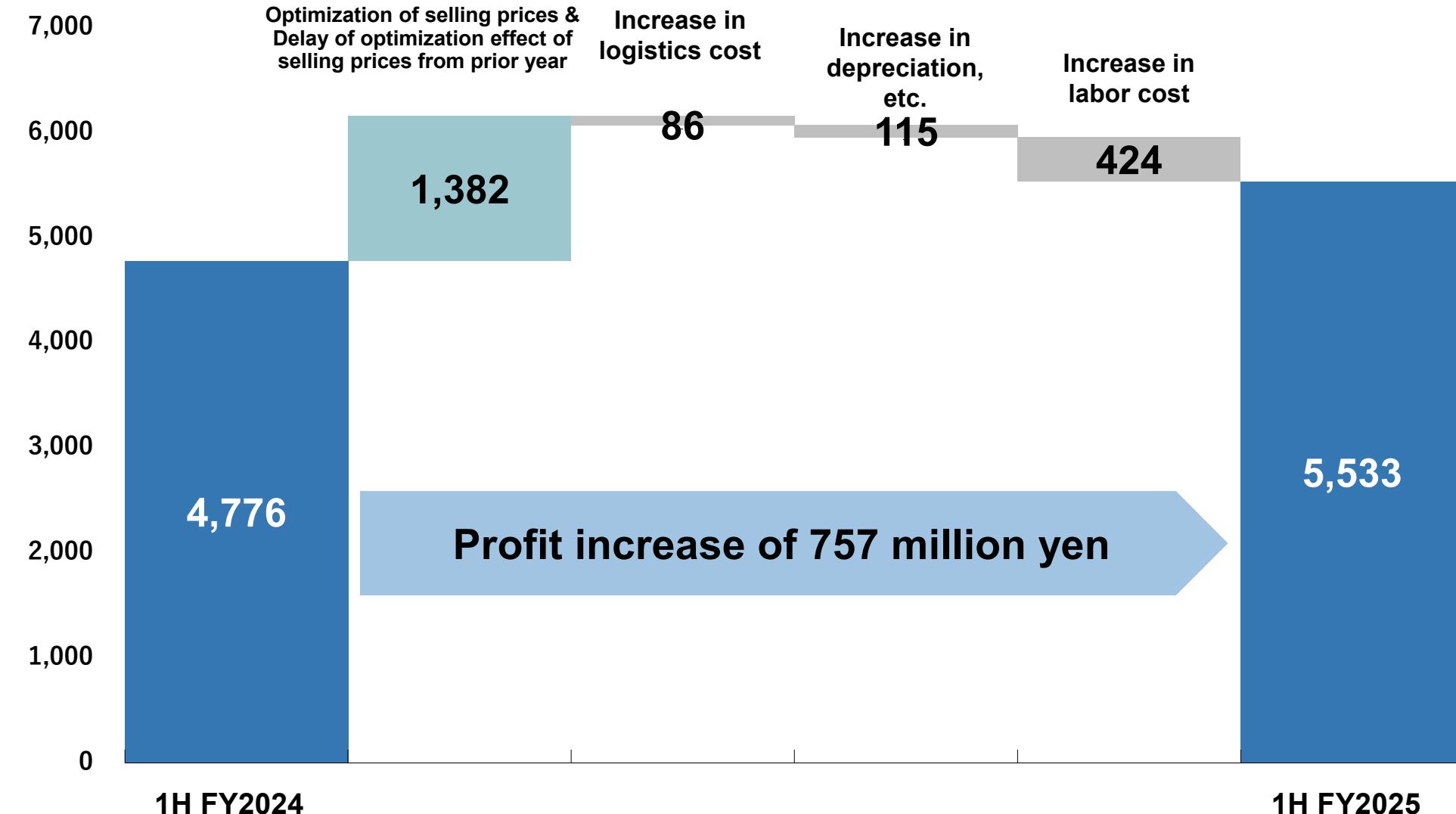
48.5%

51.7%

51.2%

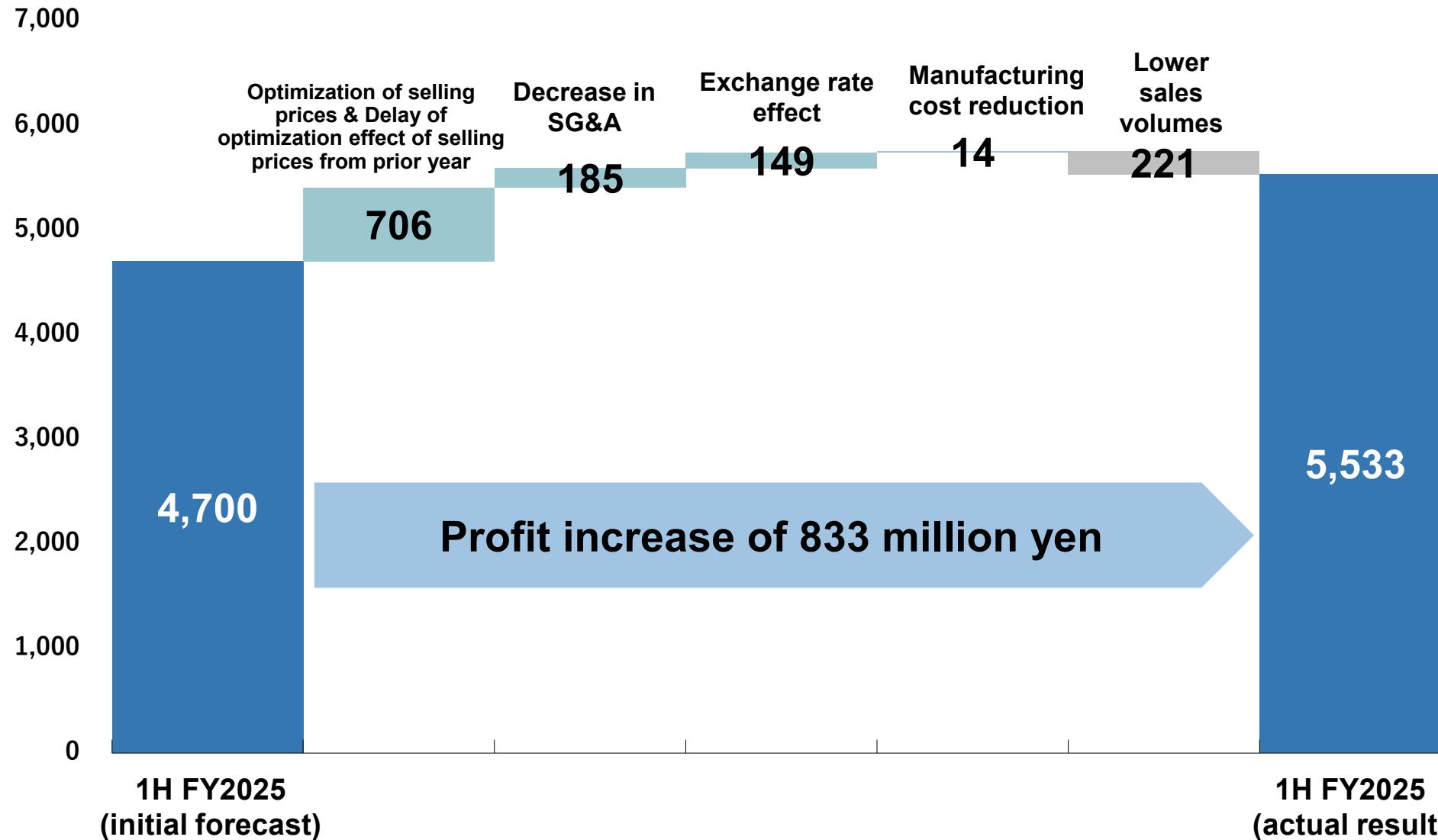
Analysis of Factors Underlying YoY Change in Operating Profit

(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	September 30, 2025	Increase/ Decrease			March 31, 2025	September 30, 2025	Increase/ Decrease
Current assets	74,322	74,116	-206	Liabilities		40,689	41,207	518
Cash and deposits	24,472	25,701	1,229	Current liabilities		34,958	33,499	-1,459
Trade receivables	26,869	26,911	42	Non-current liabilities		5,731	7,707	1,976
Inventories	21,852	20,175	-1,677	Net assets		75,780	73,573	-2,207
Other	1,128	1,327	199	Share capital		8,514	8,514	-
Non-current assets	42,146	40,663	-1,483	Capital surplus		6,597	6,597	-
Property, plant, and equipment	30,583	28,659	-1,924	Retained earnings		42,595	42,478	-117
Intangible assets	2,646	2,378	-268	Valuation difference on available-for-sale securities		3,615	4,226	611
Investment securities	6,194	6,998	804	Non-controlling interests		10,911	9,862	-1,049
Investments and other assets	2,722	2,627	-95	Other		3,548	1,896	-1,652
Total assets	116,469	114,780	-1,689	Total liabilities and net assets		116,469	114,780	-1,689

- Property, plant, and equipment decreased due to the sale of idle land.
- Book value of investment securities decreased due to the sale of cross-shareholdings.
- Interest-bearing debt was 11,502 million yen.

Consolidated Statement of Cash Flows

(Unit: million yen)

	First half of the year ended March 2025	First half of the year ended March 2026	Increase/Decrease
a. Cash flows from operating activities	5,952	7,071	1,119
b. Cash flows from investing activities	-2,220	-306	1,914
Purchase of property, plant, and equipment	-2,038	-2,497	-459
Proceeds from sale of property, plant, and equipment	3	1,894	1,891
Purchase of intangible assets	-172	-55	117
Proceeds from sale of investment securities	107	298	191
Other	-120	53	173
c. Free cash flow (a + b)	3,732	6,765	3,033
d. Cash flows from financing activities	-3,952	-4,748	-796
Purchase of treasury shares	-1,738	-2,417	-679
Dividends paid	-1,112	-1,400	-288
Other	-1,102	-931	171
e. Effect of exchange rate change on cash and cash equivalents	697	-634	-1,331
Net increase/decrease in cash and cash equivalents (c + d + e)	477	1,382	905
Cash and cash equivalents at end of period	22,328	25,829	3,501

Consolidated Earnings Forecast for the Year Ending March 2026

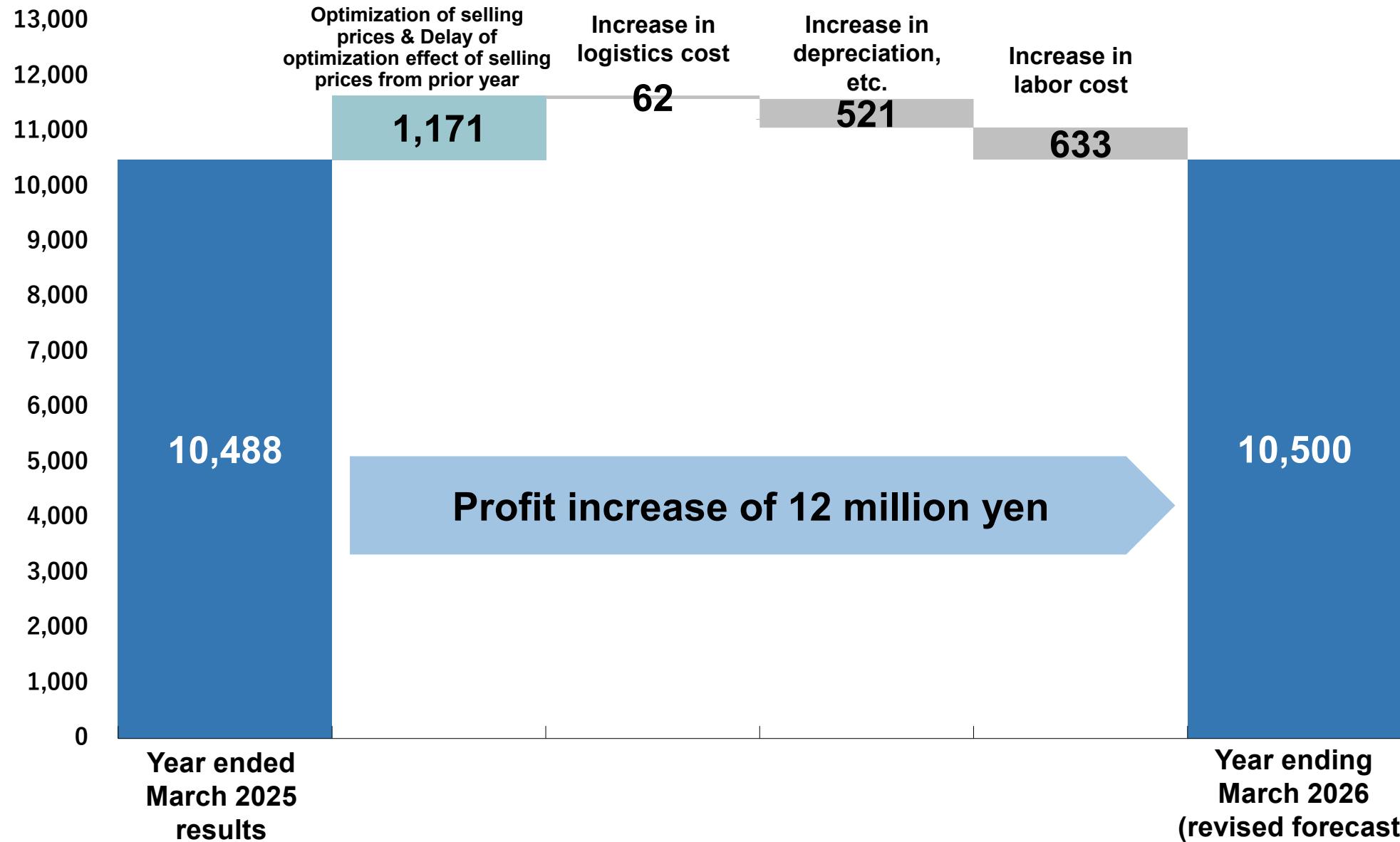
(Unit: million yen)

	Actual results for year ended March 2025	Initial earnings forecasts for year ending March 2026	Revised earnings forecast for year ending March 2026	Compared to initial forecast		Compared to previous year	
				Difference	Growth rate	Difference	Growth rate
Net sales	128,141	134,000	134,000	0	0.0%	5,859	4.6%
Operating profit	10,488	10,500	10,500	0	0.0%	12	0.1%
Ordinary profit	10,587	10,300	10,300	0	0.0%	-287	-2.7%
Profit attributable to owners of parent	7,370	5,800	6,500	700	12.1%	-870	-11.8%
Basic earnings per share (yen)	137.67	113.33	131.99	18.66	0.16	-6	-4.1%
ROS(%)	8.2	7.8	7.8	0.0	-	-0	-
ROE(%)	11.4	8.7	10.3	1.6	-	-1	-
ROIC(%)	11.0	11.0	11.0	0.0	-	0.0	-
EBITDA	14,576	14,000	14,800	800	5.7%	224	1.5%
Naphtha price (yen/KL)	75,625	70,000	64,000	-6,000	-	-11,625	-
Average exchange rate (yen/USD)	151.47	140.00	149.00	9.00	-	-2.47	-

- Net sales for the full year are expected to remain at the initial forecast due to a decrease in the sales price, which is linked to naphtha prices, despite the first-half results exceeding the initial forecasts.
- Net profit is expected to be higher than the initial forecasts at the beginning of the fiscal year due to the sale of cross-shareholdings.

Analysis of Factors Underlying Change in Operating Profit for Year Ending March 2026 (Forecast)

(Unit: million yen)



Financial Results Briefing for First Half of FY2025

SECTION

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02

03

Overview of Financial
Results

Segment Overview

Medium- and Long-
Term Initiatives

Transportation

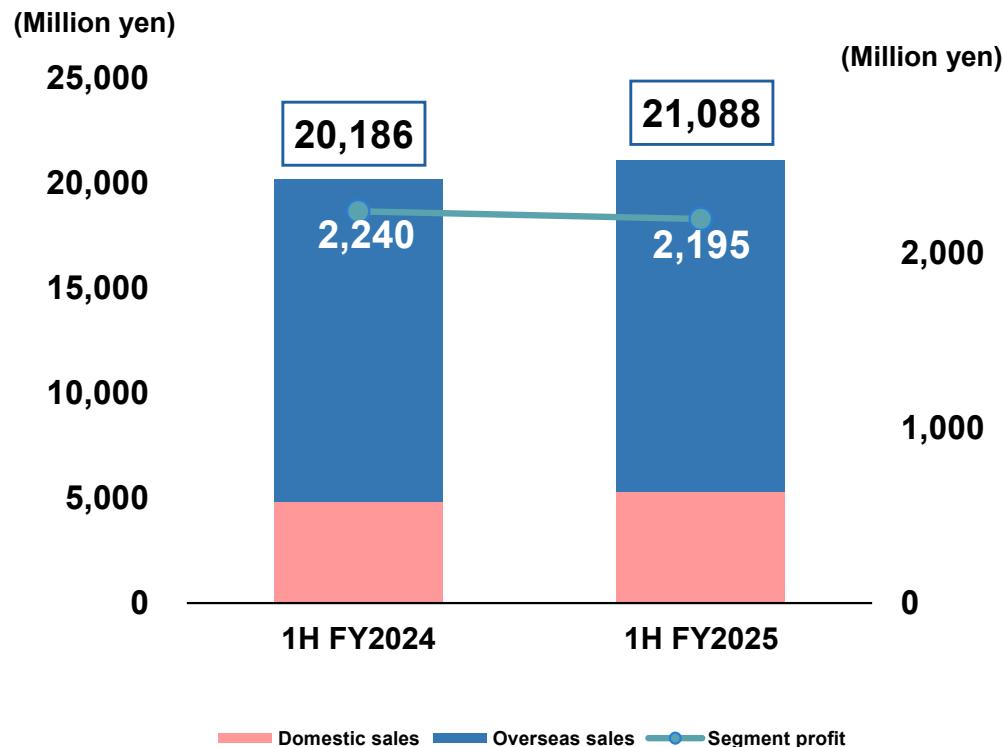


Transportation



Results for the first half of year ending March 2026

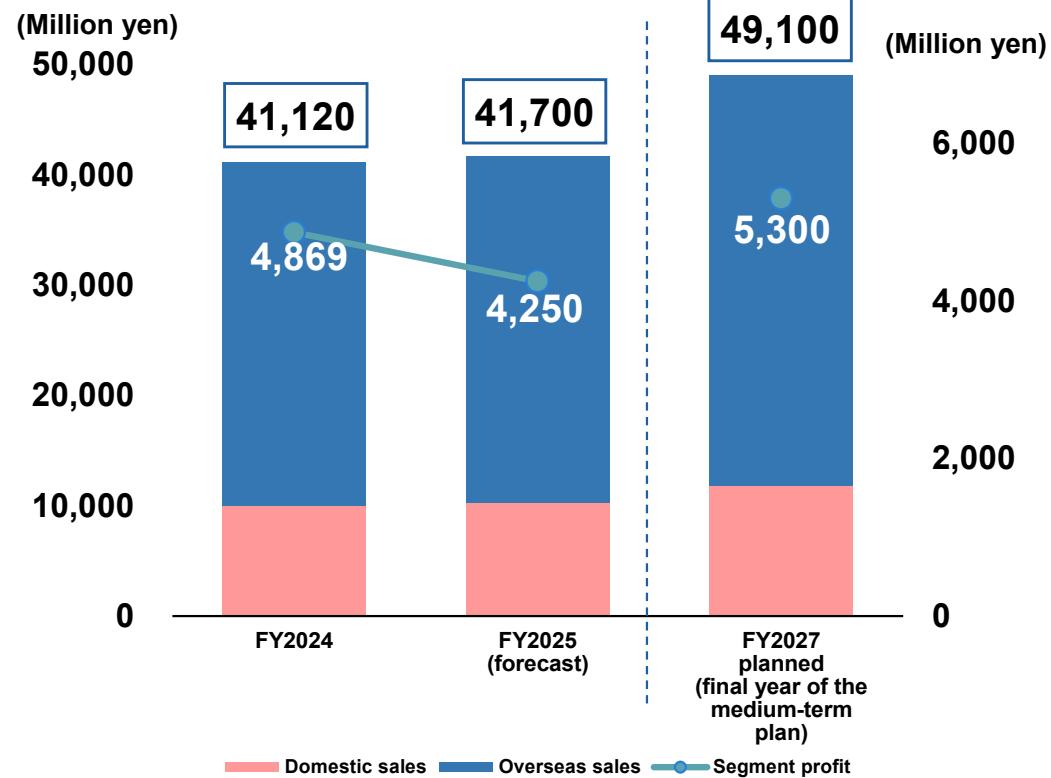
902 million yen revenue increase (+4.5%)
45 million yen profit decrease (-2.0%)



- In Japan, revenue increased due to higher sales of elastomer compounds.
- Overseas revenue increased due to higher sales of PVC compounds in Vietnam and Thailand.
- Segment profit remained flat year on year due to higher costs related to capital investment in Japan and overseas despite higher sales in Japan and overseas.

Forecasts for the year ending March 2026

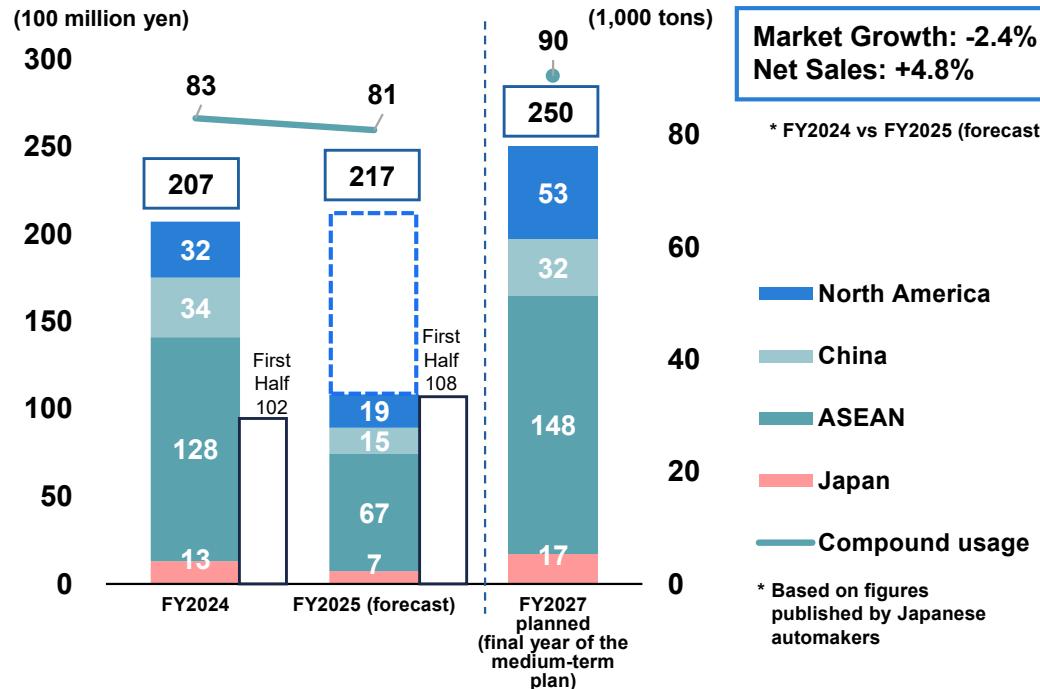
580 million yen revenue increase (+1.4%)
619 million yen profit decrease (-12.7%)



- In Japan, revenue is expected to increase due to higher sales of elastomer compounds.
- Overseas revenue is expected to increase due to higher sales of PVC compounds in Vietnam and elastomer compounds in Thailand.
- Segment profit is expected to decrease due to timing differences in sales price adjustments caused by fluctuation on naphtha prices, as well as higher costs related to capital investment in Japan and overseas, despite higher sales in Japan and overseas.

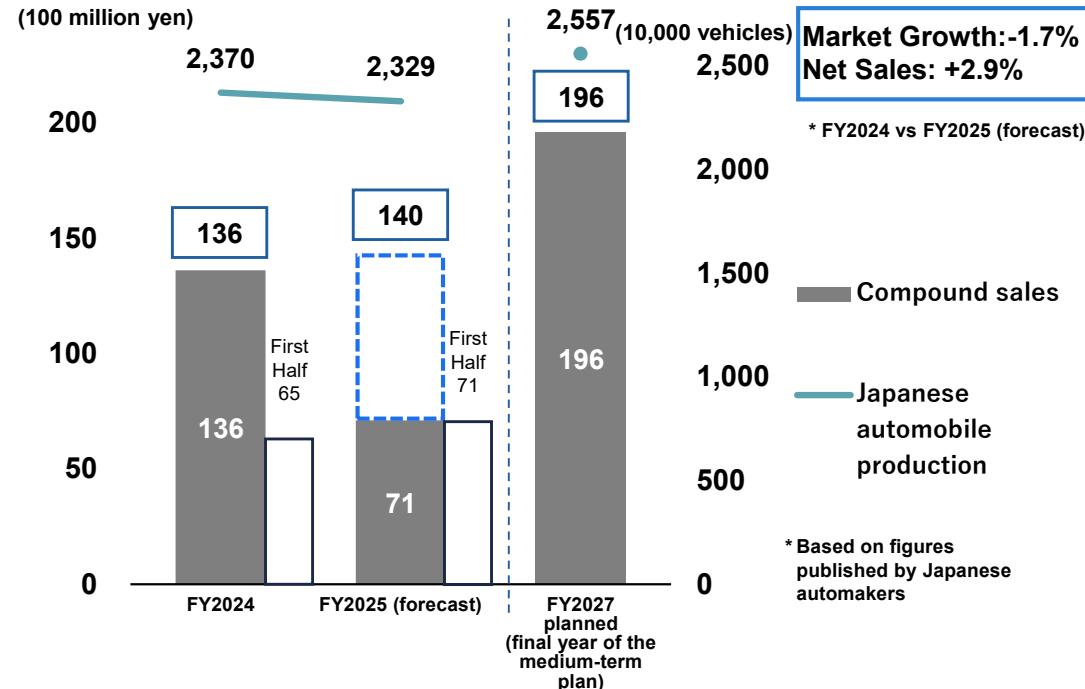
Focus Area ① Vehicle Wires

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



Focus Area ② Molded Parts for Automobiles

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



Results for the first half of the year ending March 2026

- Commenced sales of market-dominant compounds for thin-walled wires.
- Expanded sales to non-Japanese customers.
- Started customer assessment of new materials intended for high-voltage cables.

Measures for the second half of the year ending March 2026

- Launch market-dominant compounds for thin-walled wires in regions with intensified competition and drive a global shift.
- Expand sales to non-Japanese customers.
- Obtain customer recognition for high-voltage cables.

Results for the first half of the year ending March 2026

- Global roll-out (ASEAN / North America) of sealing parts newly adopted by customers in Japan.
- New launch of functional parts, such as rubber substitute parts, exterior INJ parts, etc.

Measures for the second half of the year ending March 2026

- Obtain new customer recognition for and global roll-out of Japanese seal parts.
- Globally roll out market-proven molding materials with a strong track record.
- Promote and expand various functional parts and rubber substitutes overseas.

Daily Life & Healthcare

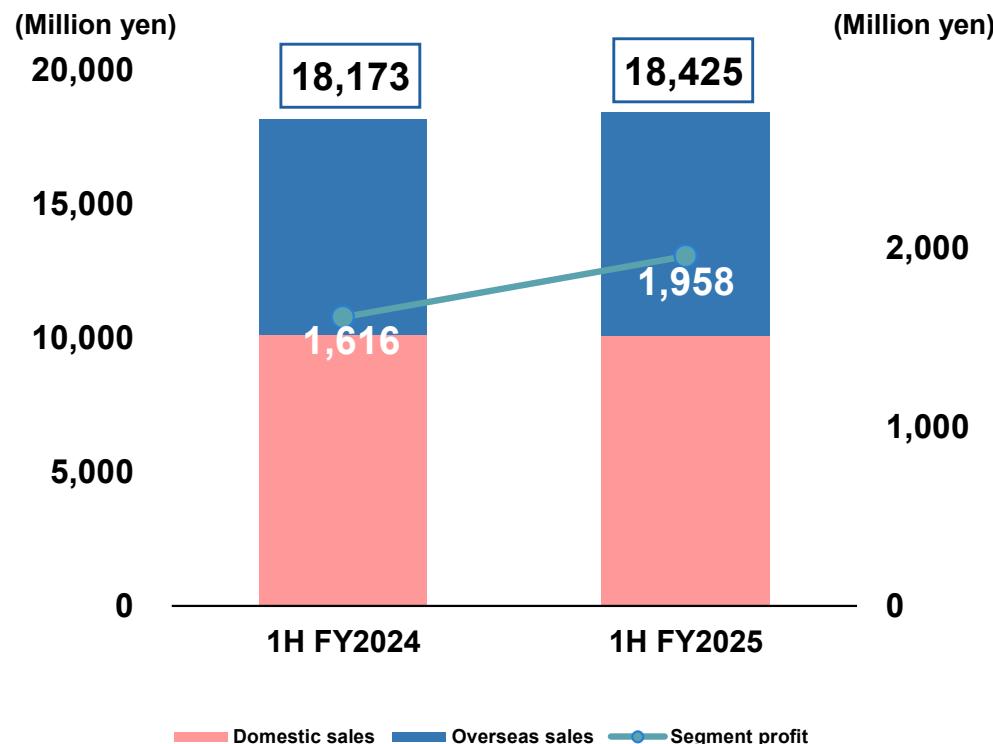


Daily Life & Healthcare



Results for the
first half of year
ending March
2026

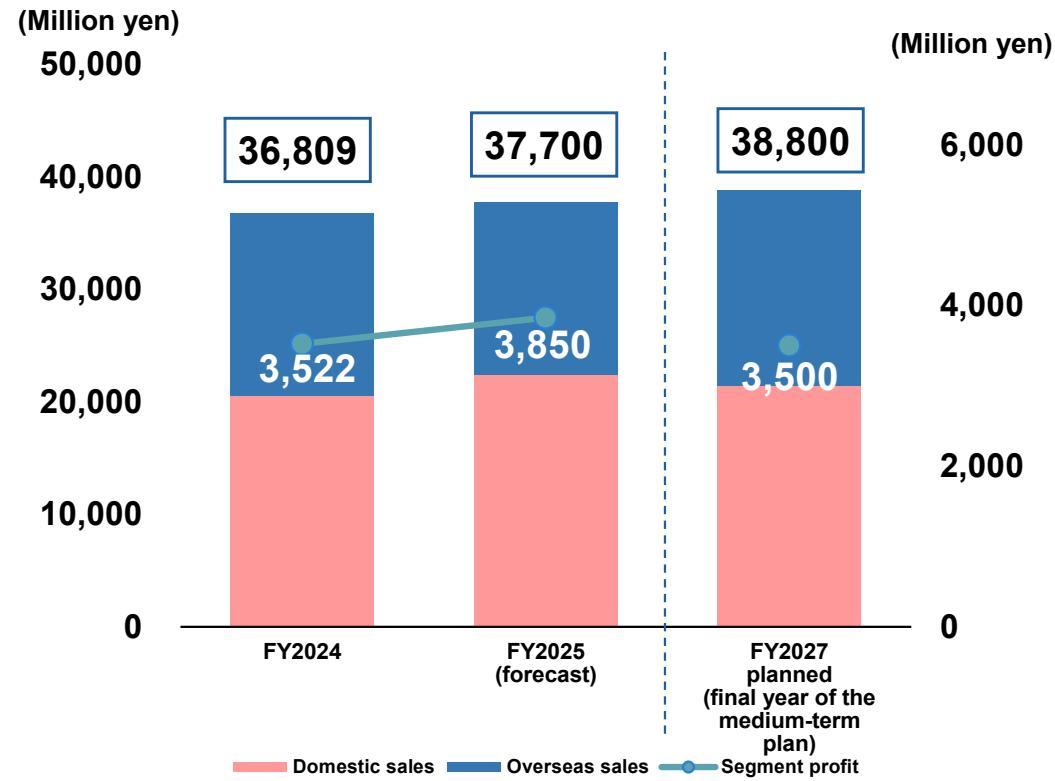
252 million yen revenue increase (+1.4%)
342 million yen profit decrease (+21.1%)



- Despite steady sales of PVC compounds and elastomer compounds for consumer goods, domestic revenue decreased due to lower sales of household wrap products.
- Overseas revenue increased due to higher sales of PVC compounds for the medical market mainly in ASEAN.
- Segment profit increased due to higher sales of compounds in Japan and overseas.

Forecasts for
the year ending
March 2027

891 million yen revenue increase (+2.4%)
328 million yen profit decrease (+9.3%)



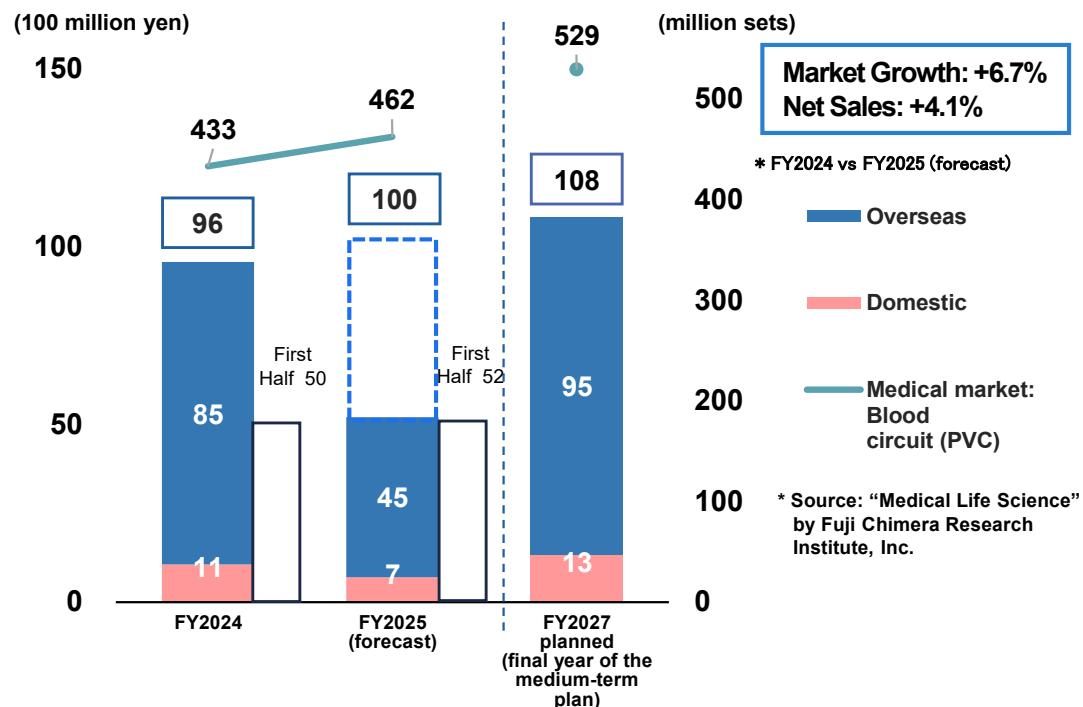
- Domestic sales are expected to increase due to steady sales of PVC compounds and elastomer compounds for consumer goods, despite lower sales of household wrap products.
- Overseas sales are expected to increase due to steady sales of medical PVC compounds in ASEAN.
- Segment profit is expected to increase due to higher sales of compounds in Japan and overseas.

Daily Life & Healthcare



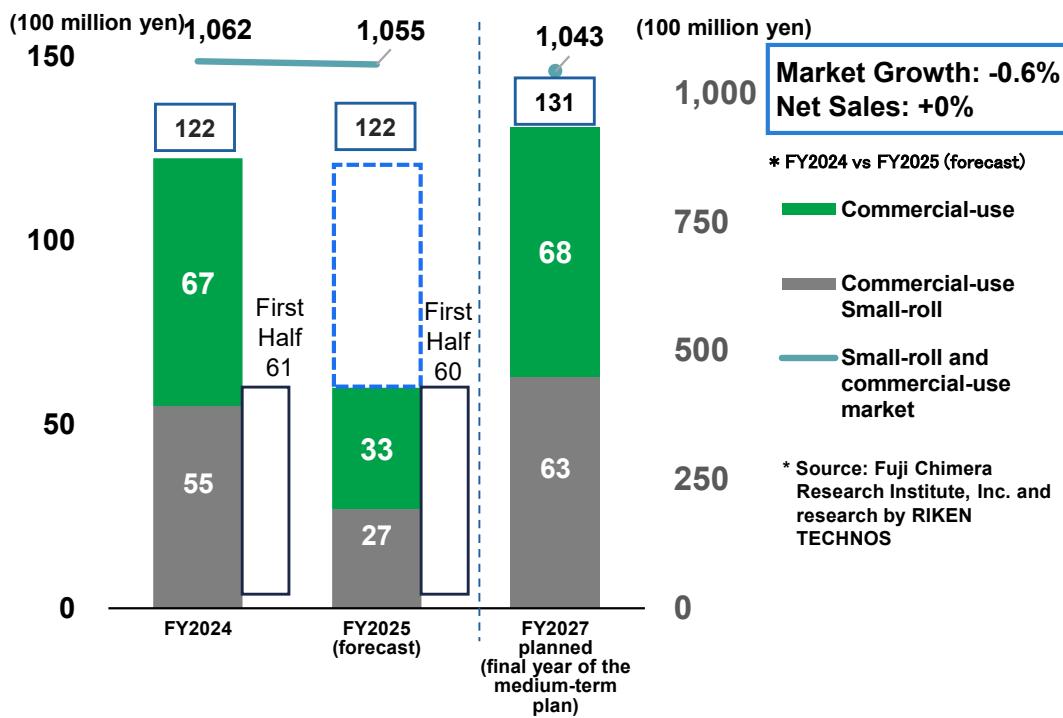
Focus Area ① Medical Market (blood circuit and single-use)

Dialysis circuit sales volumes and our sales of medical compounds



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 the first half of the year ending March 2026

- Domestic revenue increased due to higher sales of medical elastomer compounds.
- Overseas sales increased for blood dialysis circuits for Japanese customers in ASEAN.

Measures for the second half of the year ending March 2026

- In Japan, promote obtaining customer recognition related to medical elastomer compounds.
- As for overseas, expanding sales to non-Japanese customers in the ASEAN who are shifting from imported products to local manufacturing.

Results for the first half of the year ending March 2026

- Domestic sales volume decreased as consumer sentiment declined due to higher prices for food.

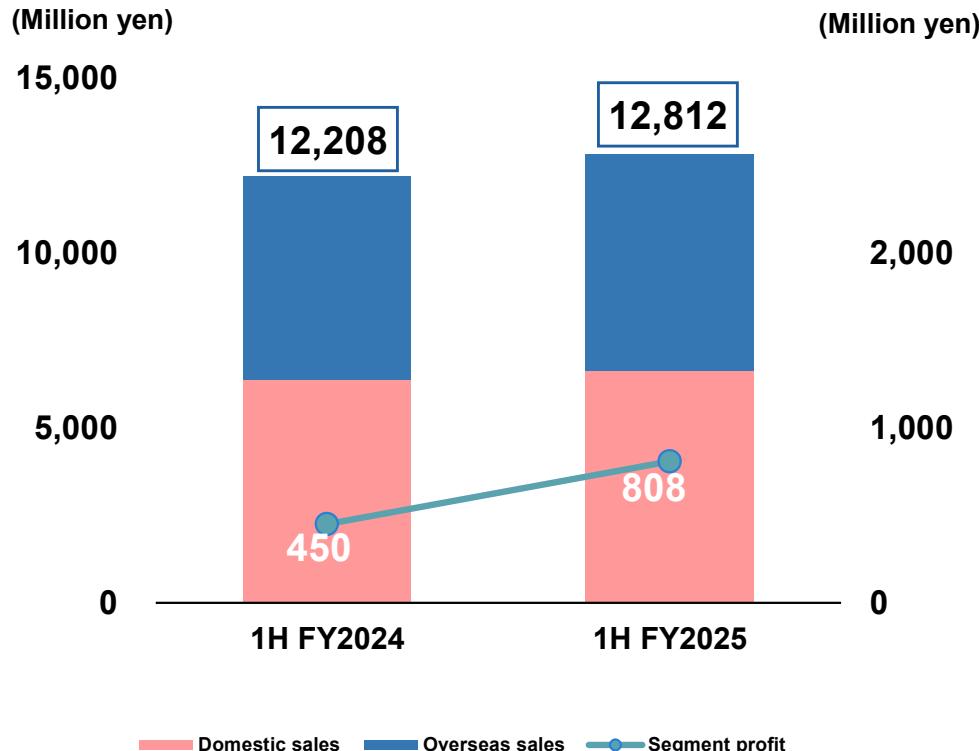
Measures for the second half of the year ending March 2026

- Increase the sales of small-roll wrap products by emphasizing the PVC wrap feature: "stretches well and sticks well."
- Start the sales of a new commercial wrap product in the out-pack market.



Results for the
first half of year
ending March
2026

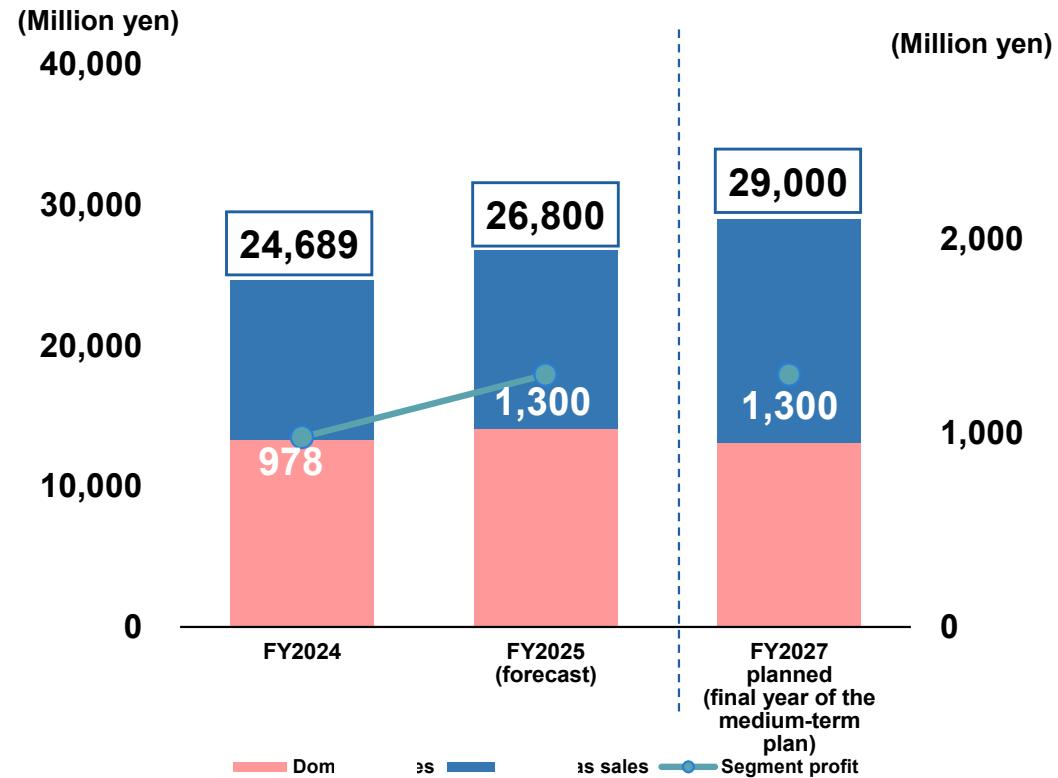
604 million yen revenue increase (+4.9%)
358 million yen profit decrease (+79.5%)



- In Japan, despite sluggish demand for electric wires, revenue increased due to progress in reflecting costs for higher raw materials in prices
- Overseas revenue increased as sales of PVC compounds expanded in the Thai and Chinese markets.
- Segment profit increased due to selling prices optimization of compounds and films in Japan.

Forecasts for the
year ending
March 2026

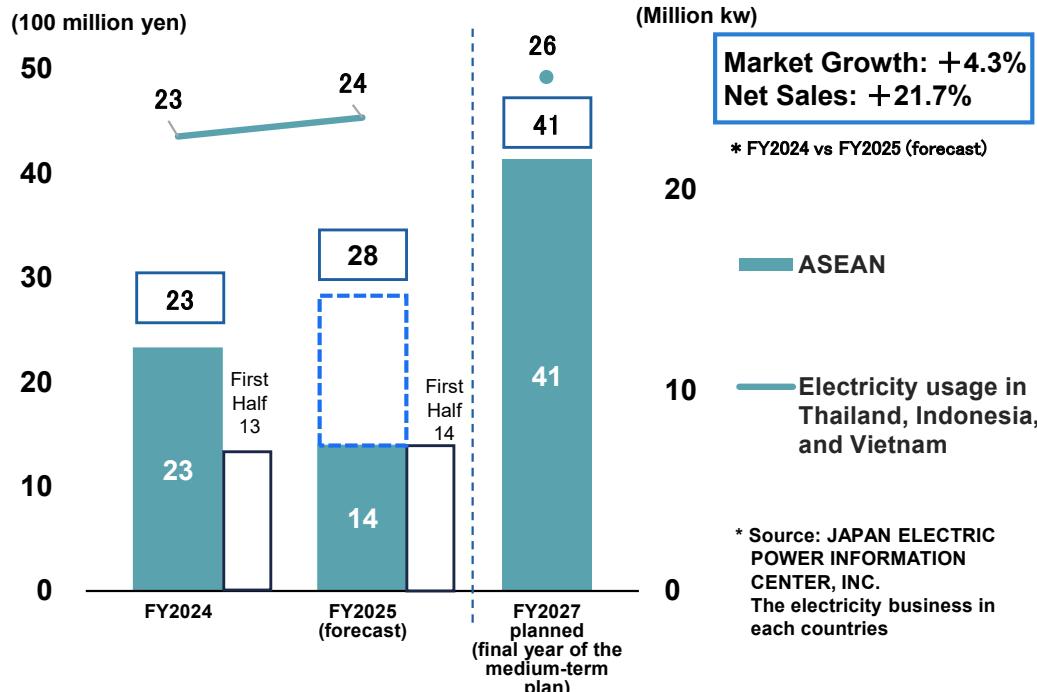
2,111 million yen revenue increase (+8.5%)
322 million yen profit decrease (+32.9%)



- Domestic revenue is expected to increase due to progress in reflecting costs for higher raw materials in prices, despite lower sales of functional films.
- Overseas revenue is expected to increase due to higher sales of PVC compounds in the Thai and Chinese markets.
- Segment profit is expected to increase due to selling prices optimization of compounds and films in Japan.

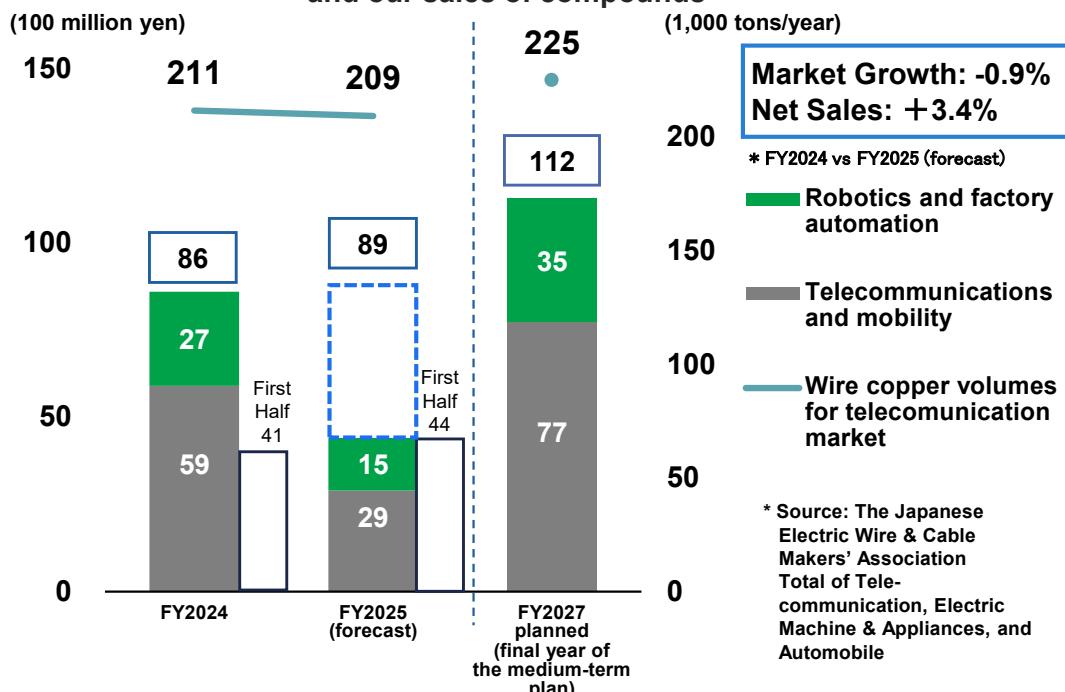
Focus Area ① Electric Power and Industrial Wires (ASEAN)

ASEAN electricity usage and our sales of compounds



Focus Area ② Telecommunications/Mobility/Robotics/FA

Domestic telecommunications market wire copper volumes and our sales of compounds



Results for the first half of the year ending March 2026

- Revenue increased due to sales expansion of compounds 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 the second half of the year ending March 2026

- Expand sales of compounds for non-Japanese electric wire manufactures in the electric power and industrial wires market in Thailand, and enter into the electric power and industrial wires market in Vietnam.

Results for the first half of the year ending March 2026

- Domestic revenue decreased due to lower sales of functional compounds, despite compound sales expansion in the automotive cable market and the EV charging cable market.
- Overseas revenue increased due to the sales expansion in the sensor cable market in China.

Measures for the second half of the year ending March 2026

- Further expand domestic sales of automotive cables, optical cables, etc. in the telecommunications and mobility market.
- As for overseas, expand sales in the Chinese market, and expand sales to customers entering the ASEAN

Building & Construction

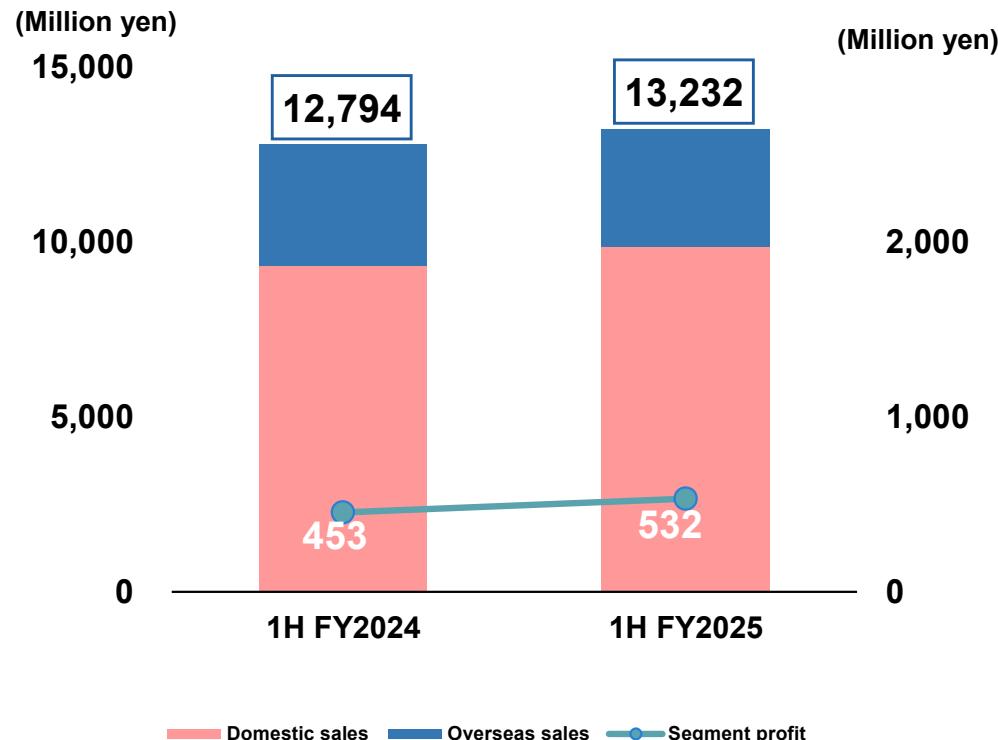


Building & Construction



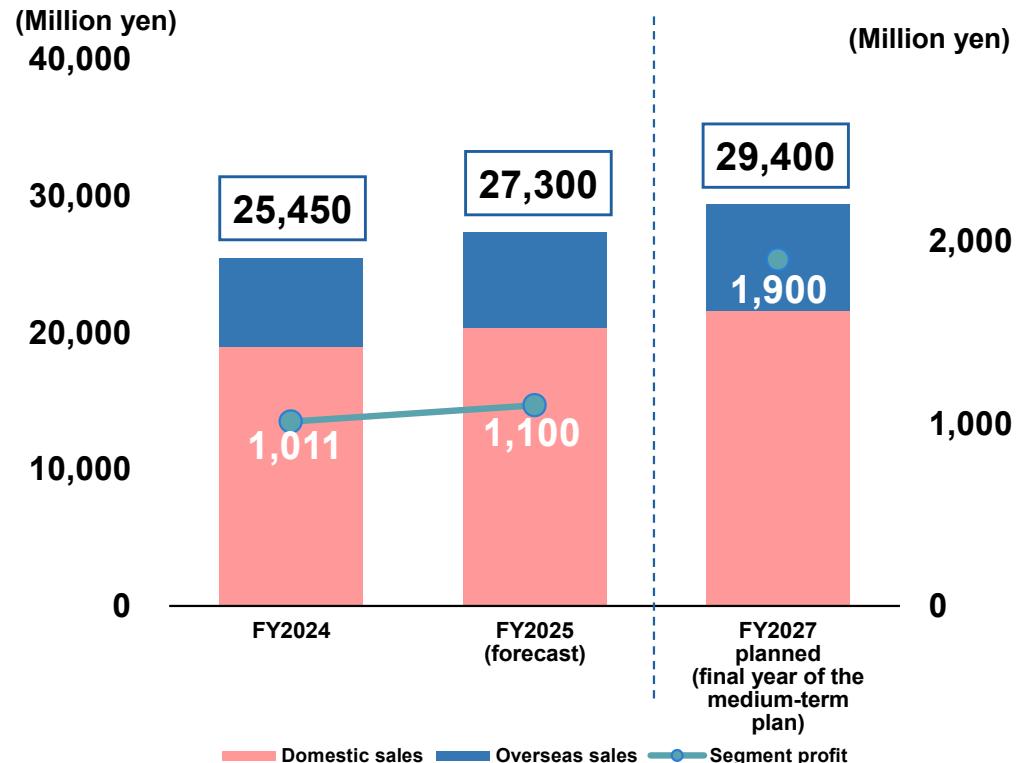
Results for the
first half of year
ending March
2026

438 million yen revenue increase (+3.4%)
79 million yen profit decrease (+17.4%)



Forecasts for the
year ending
March 2026

1,850 million yen revenue increase (+7.2%)
89 million yen profit decrease (+8.8%)

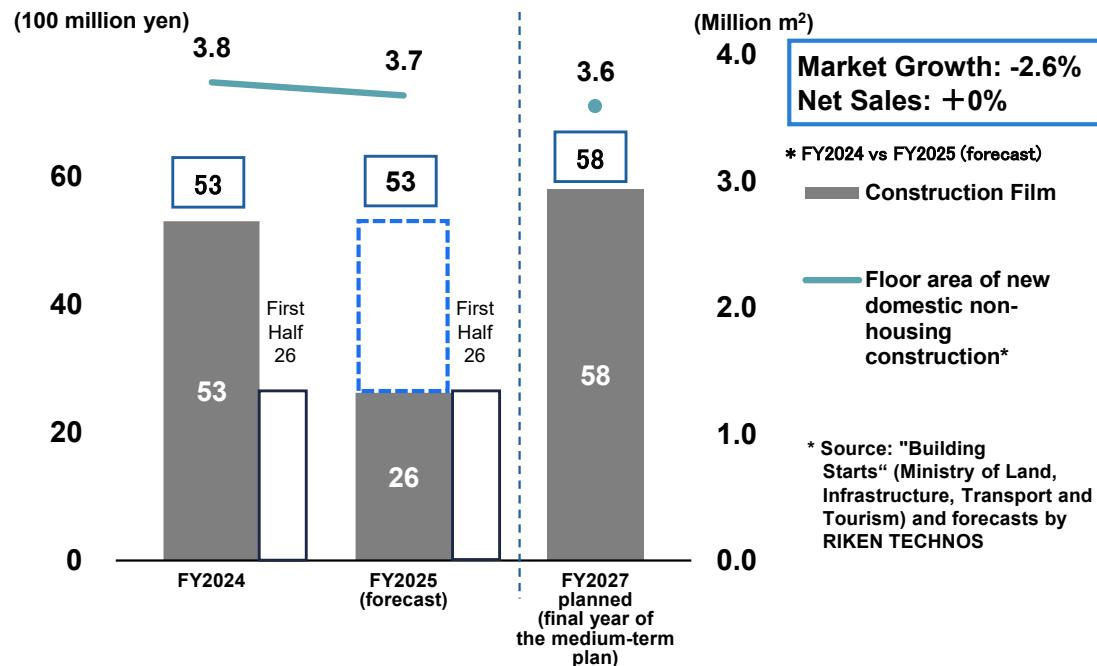


- Domestic revenue increased due to price optimization of compounds and films, and higher sales of PVC compounds.
- Overseas revenue decreased due to lower sales of PVC compounds in Thailand.
- Segment profits increased due to optimization of prices for compounds and films in Japan.

- Domestic revenue is expected to increase due to optimization of prices for compounds and films.
- Overseas revenue is expected to increase due to higher sales in North America.
- Segment profit is expected to increase due to higher sales in Japan and overseas.

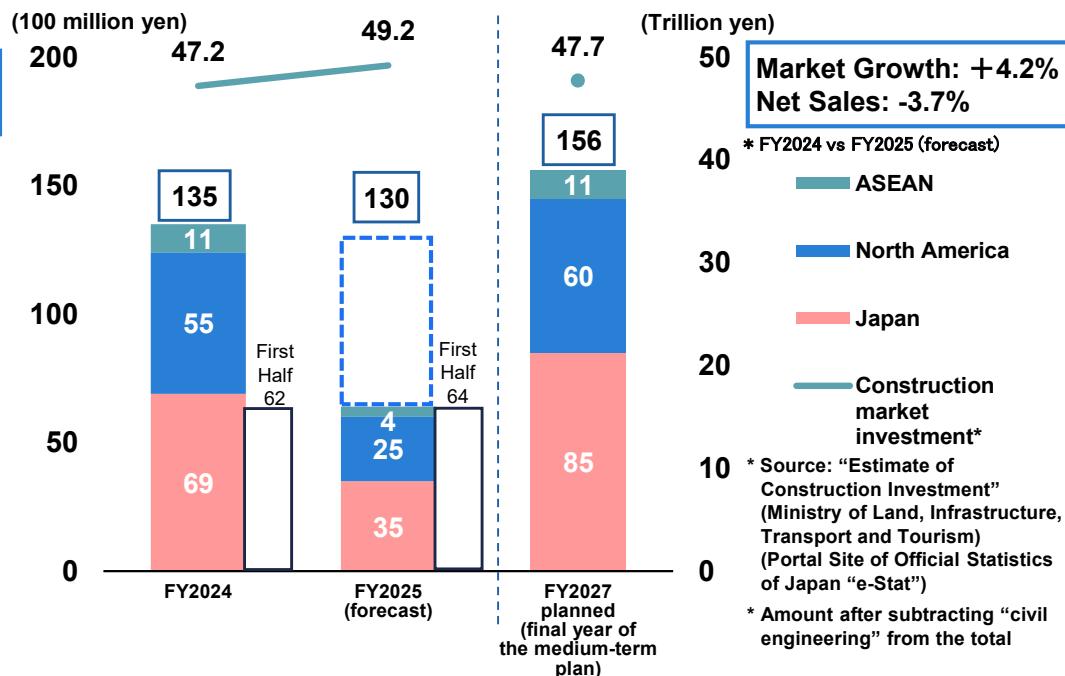
Focus Area ① Construction Film

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



Focus Area ② Housing and Building Materials

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



Results for the first half of the year ending March 2026

- As for printing substrate films, maintained the same level as the previous year due to progress in transitioning to our products resulting in customer appreciation.
- Proposal activities continued for high-end wall covering films for the next season's catalog revision.

Measures for the second half of the year ending March 2026

- Expand sales for printing substrates.
- As for high-end wall covering film, obtained customer recognition for the functional products proposed.

Results for the first half of the year ending March 2026

- Domestic revenue increased due to sales expansion of resin stash materials driven by Home Energy Saving 2025 Campaign.
- Overseas revenue decreased due to lower sales of PVC compounds in ASEAN.

Measures for the second half of the year ending March 2026

- Expand domestic sales of PVC compounds in the housing fields.
- Expand overseas sales in the profile extrusion product market in housing and non-housing fields.

Financial Results Briefing for First Half of FY2025

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01

02

03

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Results

Segment Overview

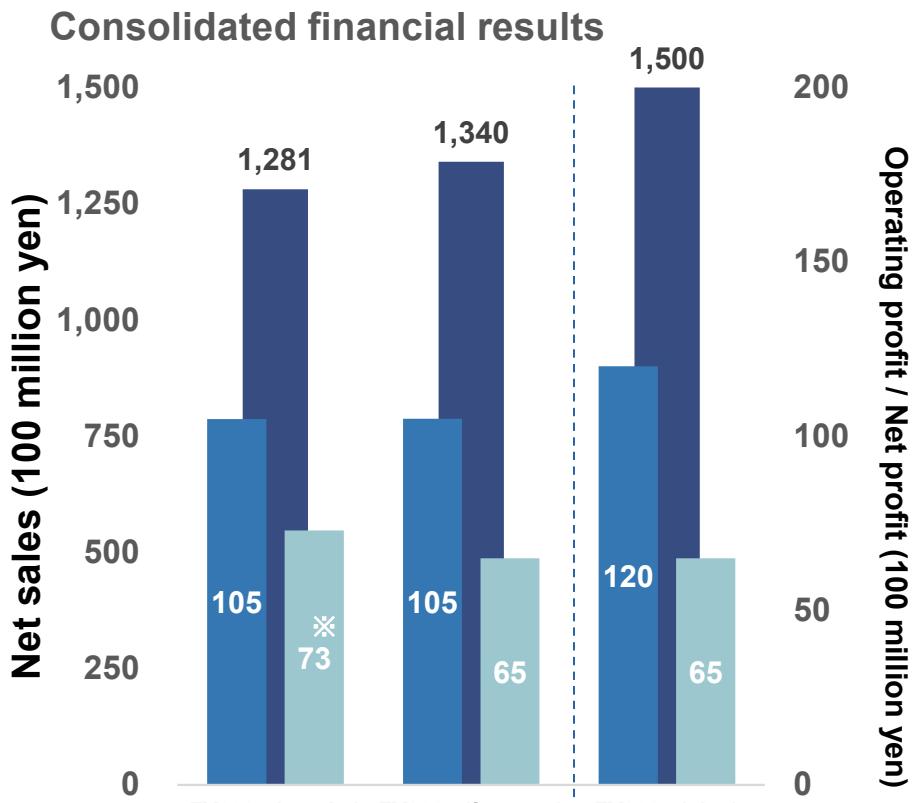
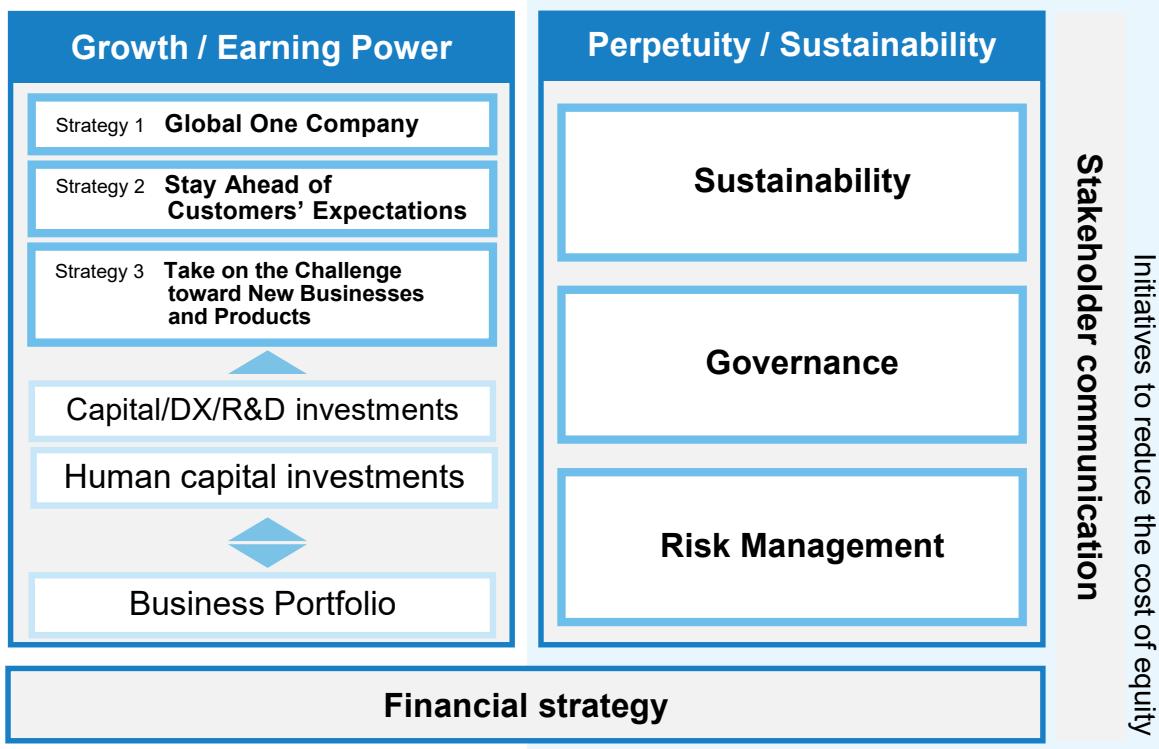
Medium- and Long-
Term Initiatives

Three-year medium-term business plan

Management Policy

One Vision, New Stage 2027

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



*Including a gain of 1.1 billion yen on sale of cross-shareholdings

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

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
- Globalization of raw material procurement
- Started implementation of a global network-based security system

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 Monozukuri Headquarters
 - ➡ Strengthening the involvement of the procurement department in product development.
- Strengthened product evaluation method
- 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

- Explored development themes at Monozukuri Review Committee
- Developed new usages and applications by leveraging IP landscaping by departments in the areas of intellectual property
- Conduct academic-industrial partnership projects
- Sales ratio of new products: 13% (as of Sep. 30, 2025)

Financial strategies: Reforms toward a value-creating balance sheet

- BS reform is underway toward an efficient balance sheet that does not have assets that do not contribute to value creation or shareholders' equity above what is necessary. The impact will surface in the second half onward.

Results for the first half of the year ending March 2026

Trade receivable	Reduced by optimization of trade receivable collection period Up ¥0.1 billion (up 0.5% from Mar. 2025)					
Inventories	Optimized inventory levels Down ¥1.6 billion (down 7.7% 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 ¥2.2 billion (down 6.6% 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 ¥0.8 billion (up 12.9% from Mar. 2025) *Cross-shareholdings: sold 3 names (As of Sep. 30, 2025: 24 names held) *Percentage of investment securities to net assets: 9.5%					
Borrowings	Leveraged long-term borrowings for growth investments * Long-term borrowings: Up ¥1.4 billion (up 7.7% from Mar. 2025)					
Net assets	Executed share buybacks (2.4 billion yen for the first half of the year ending March 2026) Down ¥2.2 billion (down 2.9% from Mar. 2025)					
						
FY2024						
Total assets (Unit: 100 million yen)						
1,164						
Cash and deposits 245 (21.0%)	Other liabilities 79 (6.7%)	Accounts payable, etc. 211 (18.1%)	Borrowings 117 (10.0%)			
Trade receivable, etc. 268 (23.0%)		Investment in land, construction, machinery, intangible assets, etc. 332 (28.5%)	Investment securities 62 (5.3%)			
Inventories 219 (18.8%)		Investment securities 39 (3.4%)	Other 39 (3.4%)			
Net assets						
758 (65.1%)						
FY2025 (First half)						
Total assets (Unit: 100 million yen)						
1,147						
Cash and deposits 257 (22.4%)	Other liabilities 99 (8.9%)	Accounts payable, etc. 199 (17.0%)	Borrowings 114 (9.9%)			
Trade receivable, etc. 269 (23.4%)		Investment in land, construction, machinery, intangible assets, etc. 310 (27.0%)	Investment securities 70 (6.1%)			
Inventories 202 (17.6%)		Investment securities 40 (3.5%)	Other 40 (3.5%)			
Net assets						
736 (64.1%)						

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

Three years of operating cash flow

Cash In 56 billion yen	Cash Out 56 billion yen
Operating cash flow 30 billion yen	Basic investment 11 billion yen
BS reform 26 billion yen	Growth investment/ R&D expenditure 25 billion yen
	Strategic investment/ Shareholder returns 20 billion yen

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.

Implemented growth investment / strategic investment / shareholder returns

Expanding thermoplastic elastomer compounds production facilities (Mie Factory)

Added new lines

- ✓ Scheduled to start operations in the 3rd quarter of FY2025
- ✓ Total investment: Approximately 1.2 billion yen



Additional production facilities for film-formation and packaging processes for wraps for food packaging (Saitama Factory, Mie Factory)

Enhancing production capacity by adding new lines

- ✓ Start phased operations in FY2026
- ✓ Total investment: Approximately 4.0 billion yen



Factory expansion plan by acquiring adjacent land (Mie Factory)

Enhancing and optimizing production capacity

- ✓ Scheduled completion: October 2029 (as planned)
- ✓ Total investment: Approximately 9.0 billion yen



Implement solar power generation facilities (Thailand and Vietnam)

- ✓ Scheduled completion: October FY 2025 (Thailand)
2nd quarter of FY2026 (Vietnam)
- ✓ Total investment: Approximately 0.4 billion yen

Shareholder returns (Acquisition of treasury shares and dividends)

- ✓ Approximately 6.8 billion yen (scheduled to be conducted in FY2025)

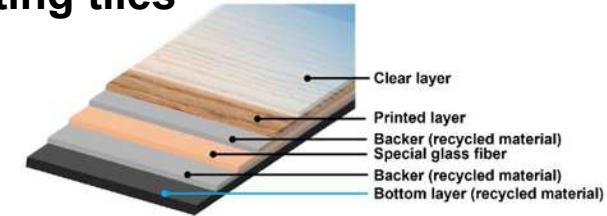
New product development and research initiatives

- **Low relative density and high fire resistant compounds**
 - Halogen and Antimony-free design
 - Weight reduction for electrical equipment application and applicability improvement for installation work
- **Focus on developing newly developed applications through material conversions**
 - Convert vulcanized rubber to TPV* (contribute to weight reduction and process reduction)
 - Substitute other thermoplastic resin by utilizing TPV's compression feature

*TPV: thermoplastic vulcanizate elastomer
- **Freshness-preserving film for fresh produce FRESH BALANCE**
 - Maintain freshness of fresh produce through a breathable thin film
 - Contribute to reducing food loss during production and transportation
- **Biomass decoration film**
 - Reduce environmental load and CO₂ emissions by using plant-derived raw materials
 - Enable various designs and presentations while maintaining the same durability as existing films

Open innovation initiatives

- **Joint research with Kogakuin University on residential heating tiles**



- **Selected as Open Innovation Promotion Project of Tokyo Metropolitan Government (Designated site: R&D Center)**

- **Select themes for consideration of commercialization** (including investment and such in ventures/start-ups originating from universities)



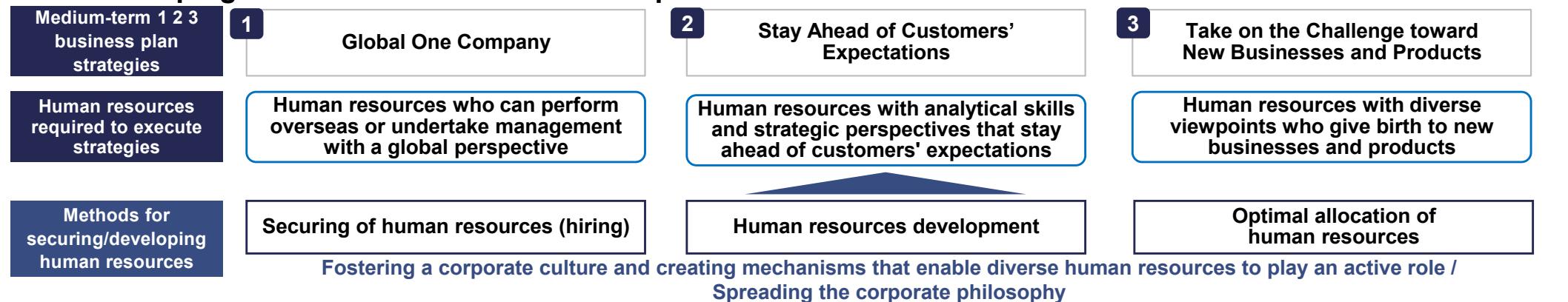
Sales ratio generated by new products

(RIKEN TECHNOS and its overseas consolidated subsidiaries that are production companies)

FY2027 target: 23%

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



Initiatives for securing and developing human resources

Securing of human resources (hiring)

Achievements

- Initiatives for company-wide hiring activities with participation by all employees
 - Strengthened relationships with one-day job experience participants
 - Strengthened human relations with universities and labs (the alma maters of Directors and employees, universities with academic-industrial partnerships)

Upcoming measures

- Strengthen hiring targeted at overseas-minded human resources and foreign students
- Review various programs to strengthen hiring of specialists

Human resources development

Achievements

- Reviewed OJT curriculum for new employees (cross-training between manufacturing and quality control, and accounting knowledge training)

Upcoming measures

- Globalize national staff at overseas local entities / formulate development initiatives for management human resources

Creating mechanism (engagement improvement initiatives)

Achievements

- Introduced employee stock benefit plan, raised grant rate for Employee Investment Association (grant rate 100%, up to 5,000 yen)

Upcoming measures

- Review compensatory benefits for managerial positions, introduce 'job-posting challenge' program that promotes independent career building

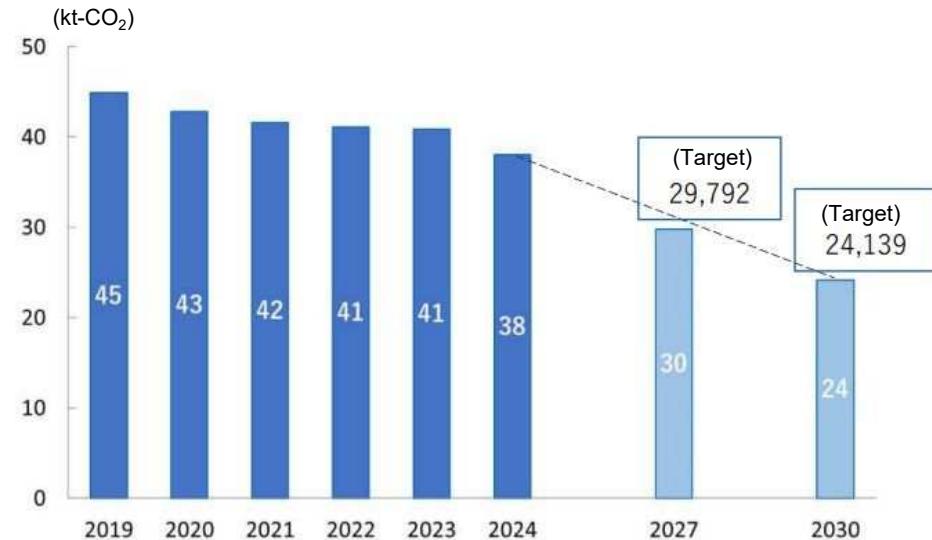
Sustainability

Achievements

- Responding to climate change
Considered and implemented CO₂ emission reduction measures
 - Completed solar power generation facilities at the manufacturing subsidiary in Thailand
 - Decided to introduce solar power generation facilities at the manufacturing subsidiary in Vietnam

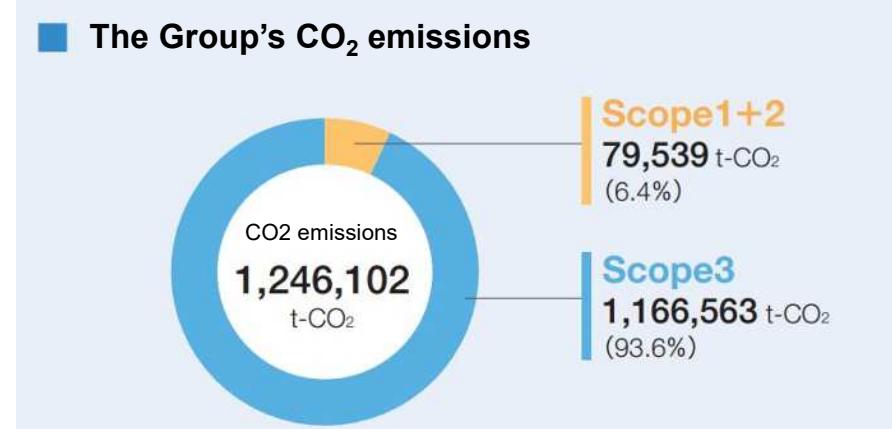


➤ CO₂ emissions (Scope1+2) trend (non-consolidated)



Upcoming measures

- Develop environmentally friendly products that are demanded by the market
- Introduce more solar power generation facilities
- Carry out plans for boiler energy conversion
- Address the TNFD (nature, biodiversity impact assessment)



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.)

Upcoming measures

- Implement measures for effective group management
(Improving human resource development in the subsidiaries' business management, enhancing the headquarters' structure for monitoring and follow-up on the state of management)
- Enhance human resources responsible for Group management
(Recruiting, developing, etc. with a view to filling future leadership roles for national staff)

Risk Management

Achievements

- Business Continuity Plan (BCP) strengthened (research on raw materials / facilities risks, etc.)
- Human rights due diligence of suppliers in progress

Upcoming measures

- Advance Business Continuity Management (BCM)
- Build and strengthen partnership with suppliers

Stakeholder communication

Achievements

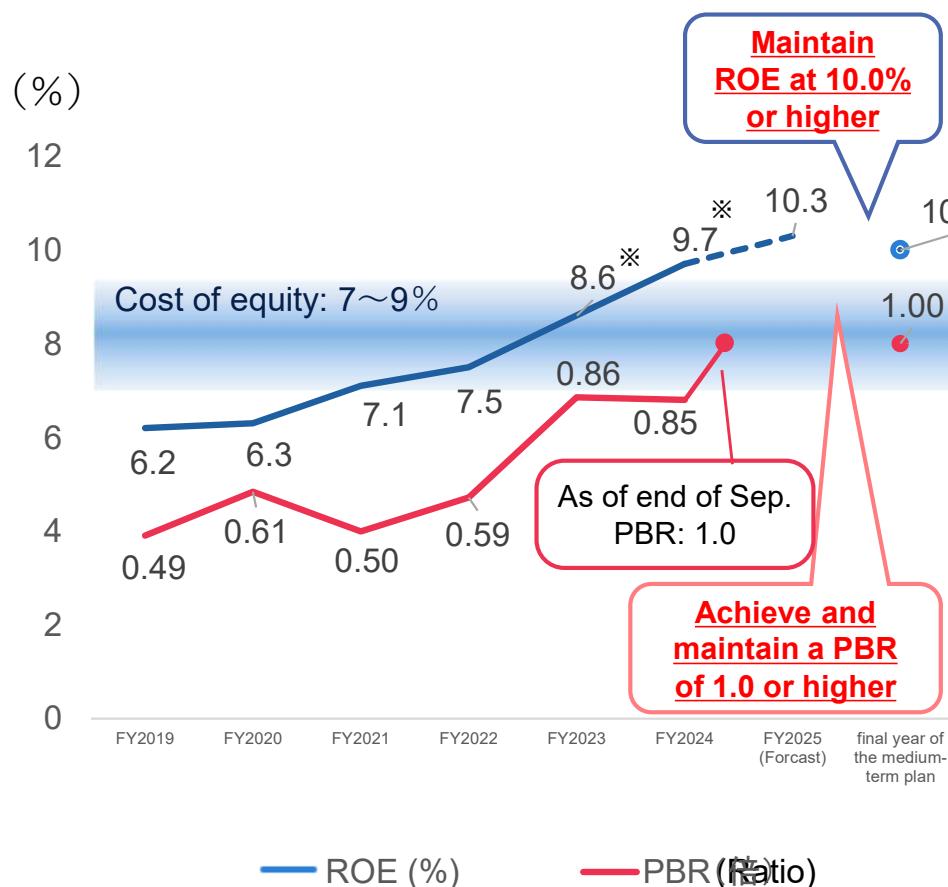
- Expanded IR and SR interviews
(Held with 93 companies during the first half (86 in the same period of the previous year))
- Disclosed Annual Securities Report prior to General Meeting of Shareholders (two days in advance)
- Simultaneously disclosed English versions of Consolidated Financial Results, Annual Securities Report, and Timely Disclosure

Upcoming measures

- Earlier disclosure of Annual Securities Report prior to General Meeting of Shareholders (nine days in advance)
- Stronger contribution to, dialog with, and collaboration with local communities

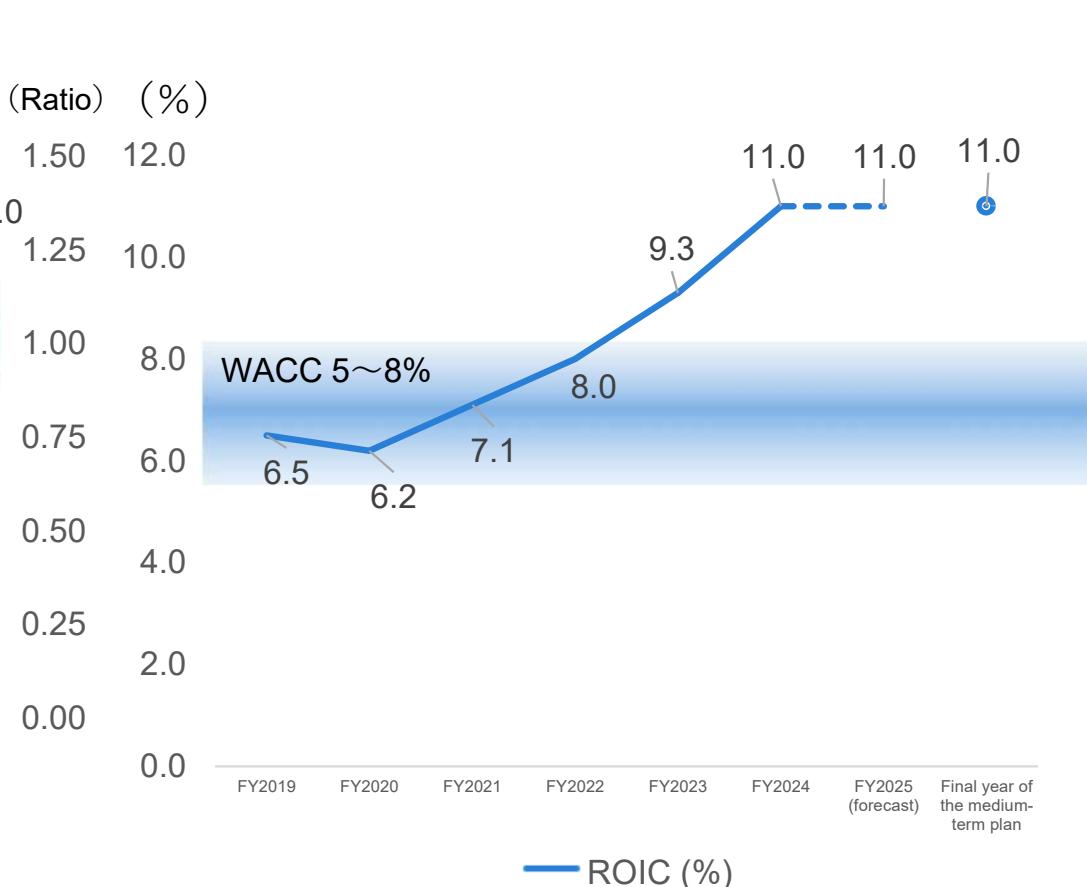
➤ In this three-year medium-term business plan, continue to maintain ROE at 10.0% or higher and seek to achieve PBR of 1.0 or higher at the earliest opportunity

ROE and PBR trend



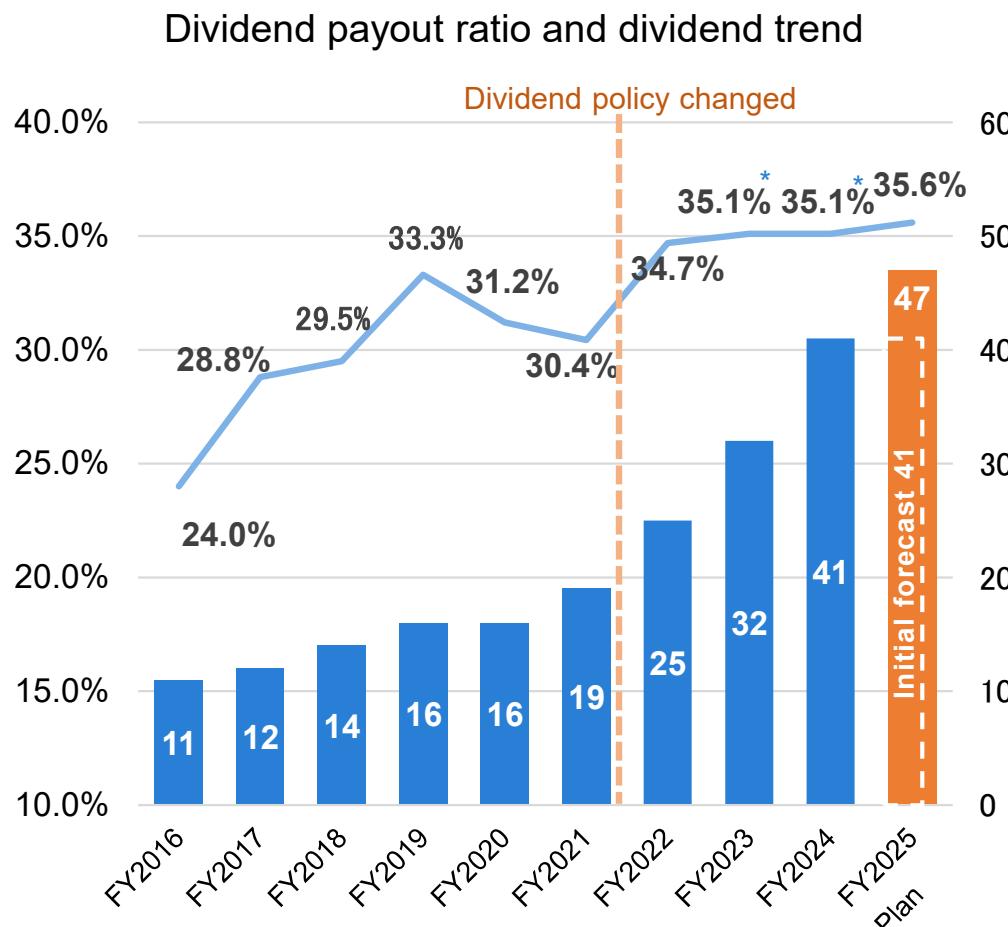
*ROE excluding gain on sale of investment securities

ROIC and WACC trend



Capital policy and shareholder returns

- Pay stable dividends while taking into consideration the balance between financial standing and business
- Our dividend policy is to aim for a consolidated dividend payout ratio of around 35% and a dividend increase is also planned for the fiscal year ended March 2026



Projected dividend for FY2025

- Dividend to increase by six yen to 47 yen from 41 yen in the previous fiscal year (Revised upward by six yen from initial forecast)
- dividend payout ratio: 35.6%

Total amount of dividend (forecast)
¥2.3 billion

FY2025's acquisition and cancellation of treasury shares

- July 31 Resolved to acquire 1.5 million treasury shares
- October 31 Resolved to acquire 1.5 million treasury shares

Total amount of acquisition (forecast)
¥4.5 billion

*All acquired shares are planned to be canceled

- May 30 1.5 million treasury shares were canceled

Total return ratio trends

FY2023	FY2024	FY2025 (forecast)
129.1%	81.1%	105.7%

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

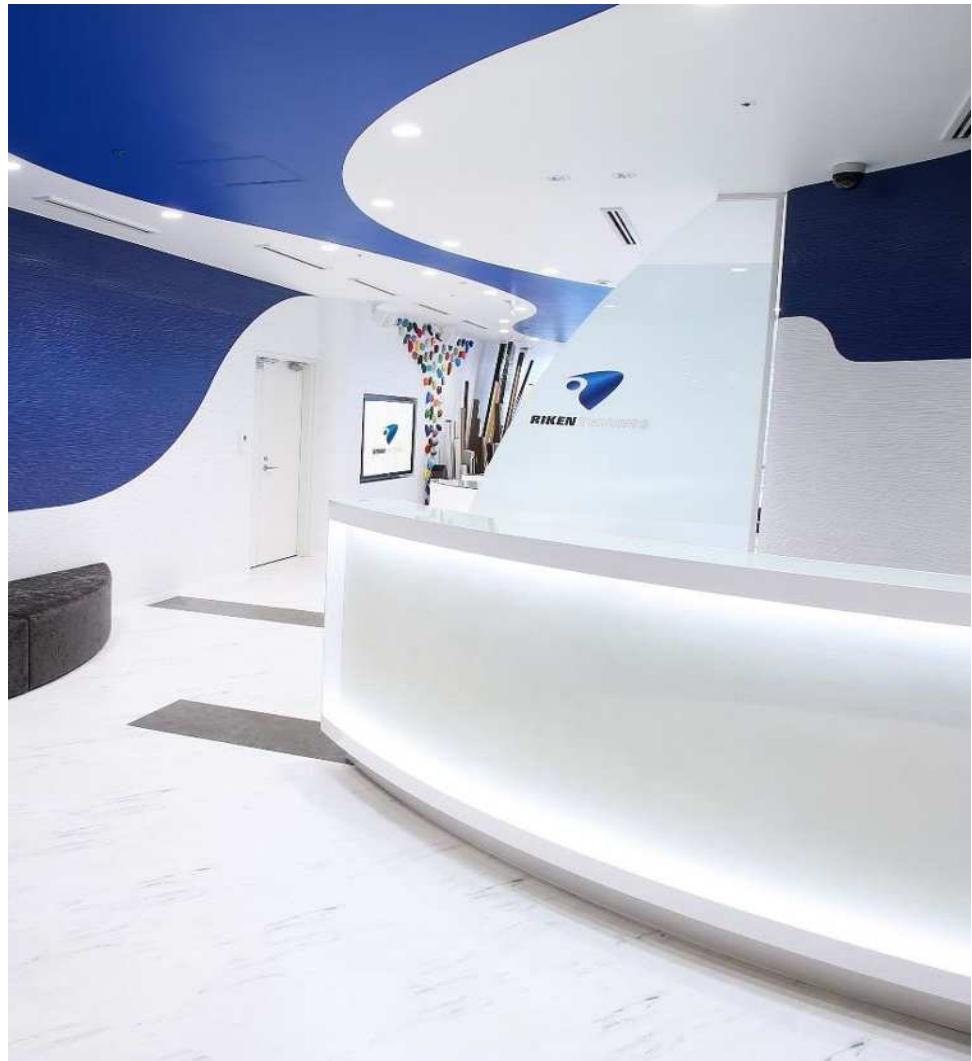
Date of Establishment March 30, 1951

Capital Stock 8,514 million yen

Representative Kazuaki Tokiwa
Representative Director, President & CEO

Number of Employees 1,908 consolidated employees and
793 non-consolidated employees
(As of September 30, 2025)

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

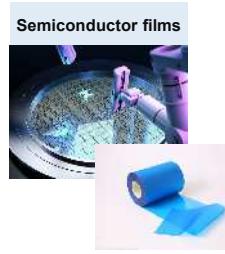
To employees

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

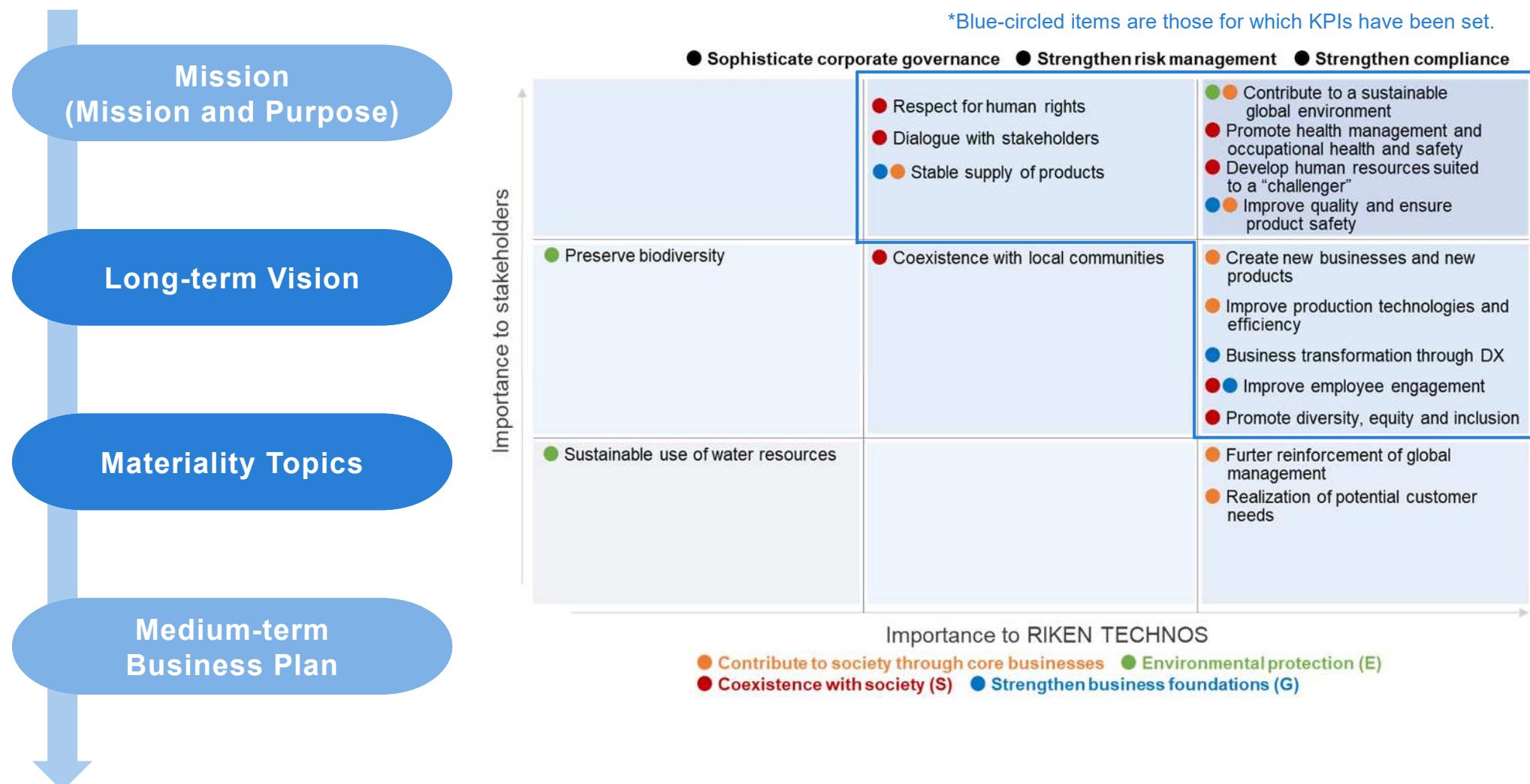
With a focus on our three main product lines (compounds, films, and food packaging), based on comprehensive technologies related to synthetic resin processing, we supply products to various industries according to their applications, and engage in business in Japan and around the world.

Main product line	Description
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
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
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.

Segments			
Transportation	Daily Life & Healthcare	Electronics	Building & Construction
 	 		
			
			

- 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
PVC compounds	<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. <p>* Source: Based on Vinyl Environmental Council website</p>	PVC resin interior window sashes (Recyclable as a forming material) 
Elastomer compounds	<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.	Various TPV compounds of RIKEN TECHNOS 
Thermal barrier films	<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.	Automotive window film ICE- μ [®] 

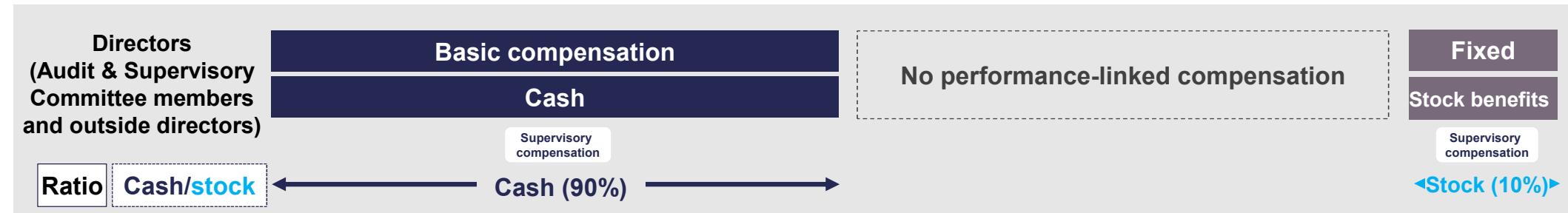
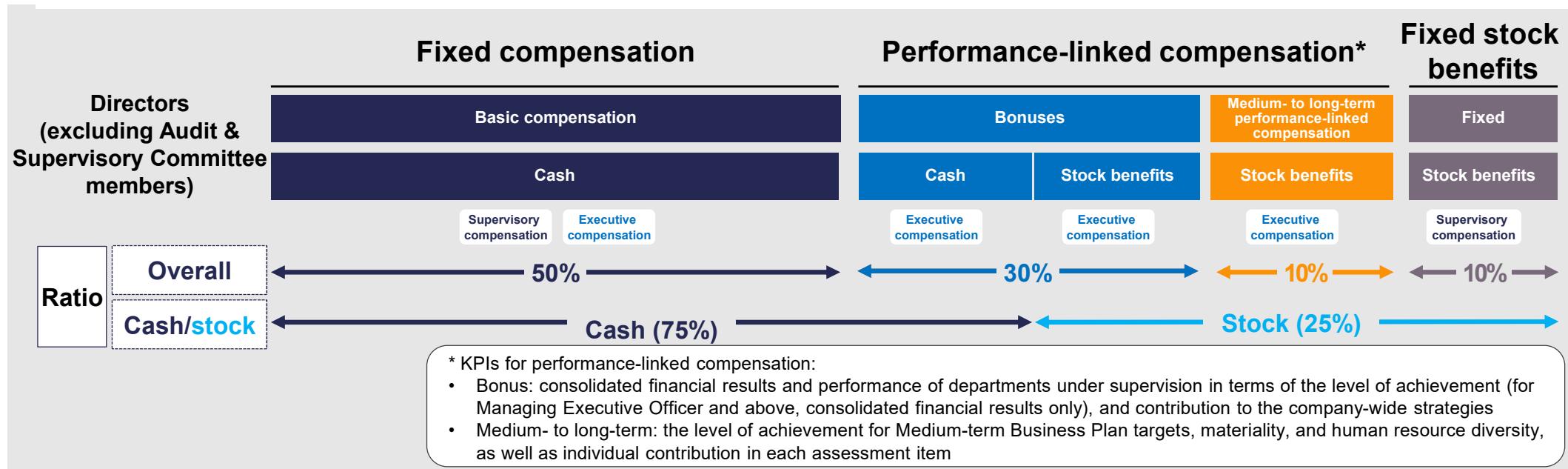


Materiality topics' targets and metrics (KPIs)

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



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.

