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RIKEN TECHNOS



RIKEN TECHNOS CORPORATION

Financial and Management Results Briefing

for Second Quarter (First Half) of Fiscal Year Ending March 2027

November 20, 2026

Financial Results Briefing for First Half of FY2026

SECTION

01 Overview of Financial Results

02 Segment Overview

03 Medium- and Long-Term Initiatives

Summary of Consolidated Financial Results for the First Half of the Year Ending March 2027

(Unit: million yen)

	Actual results for the first half of the year ended March 2026	Actual results for the first half of the year ended March 2027	Year on Year (YoY) change	YoY percentage change	Forecasts for the first half of the year ending March 2027
Net sales	65,567	72,509	6,942	10.6%	72,500 (71,000)
Gross profit	12,612	16,272	3,660	29.0%	-
Operating profit	5,533	8,688	3,155	57.0%	7,900 (5,700)
Ordinary profit	5,486	8,663	3,177	57.9%	7,900 (5,700)
Profit attributable to owners of parent	3,461	6,233	2,772	80.1%	6,100 (3,400)
Basic earnings per share (yen)	68.63	133.01	64.38	93.8%	136.07 (71.44)
ROS(%)	8.4	12.0	3.6	-	10.9 (8.0)
EBITDA	7,520	11,015	3,495	46.5%	10,350 (8,150)
Naphtha price (yen/KL)	64,750	108,350	43,600	-	-
Average exchange rate (yen/USD)	149.00	158.31	9.31	-	158.00 (158.00)

※Revised Forecast as of July 31

(Initial forecast)

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

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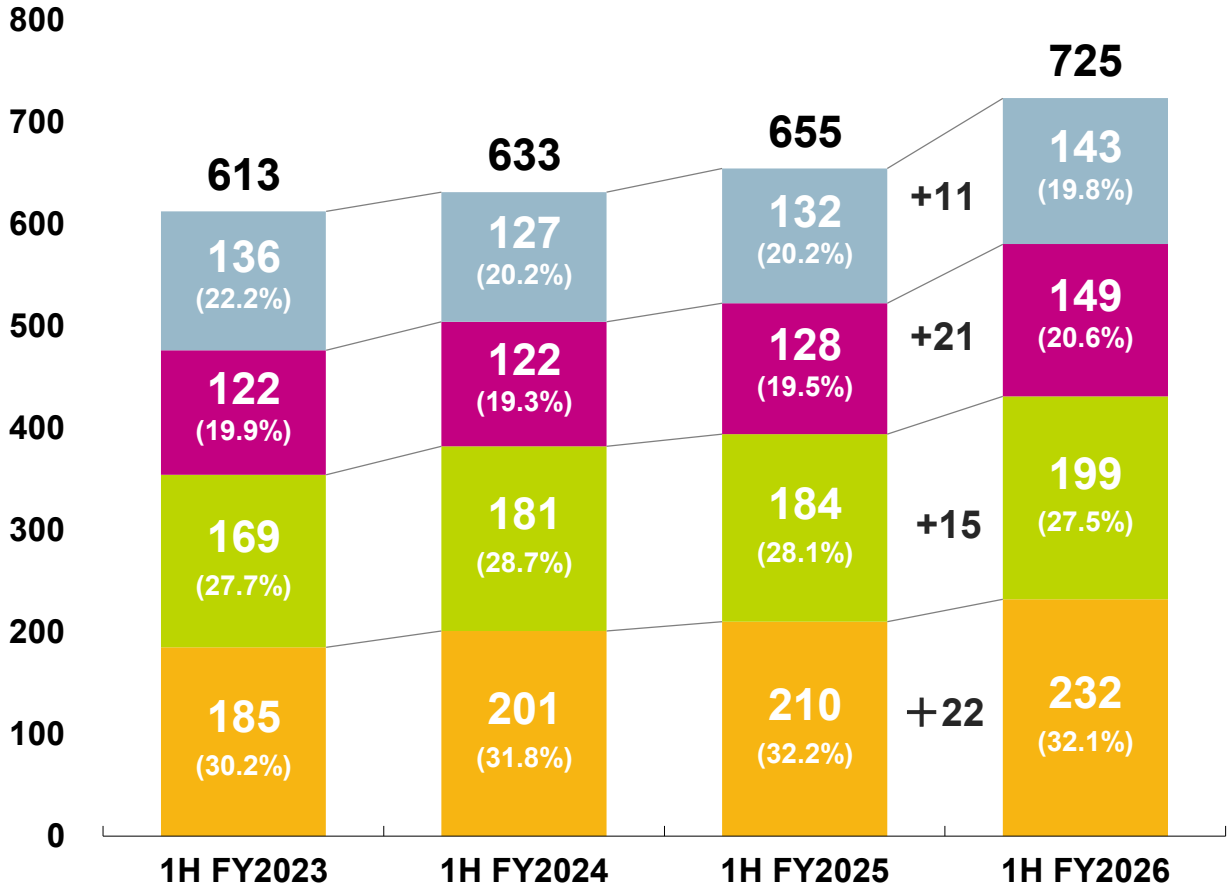
Net Sales by Segment

Net sales for the first half of the year ending March 2027 **72.5 billion yen**

Increase of 6.9 billion yen from the same term of previous year (10.6% increase)

(Unit: 100 million yen)



BUILDING & CONSTRUCTION
- **Building & Construction**
  Housing, buildings, construction materials, civil engineering, etc.

ELECTRONICS
- **Electronics**
  Energy, telecommunications, IT equipment marlets, etc.

DAILY LIFE & HEALTHCARE
- **Daily Life & Healthcare**
  Medical, materials for daily life, food packaging markets,etc.

TRANSPORTATION
- **Transportation**
  Automobile, railroad, ship market, etc.

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

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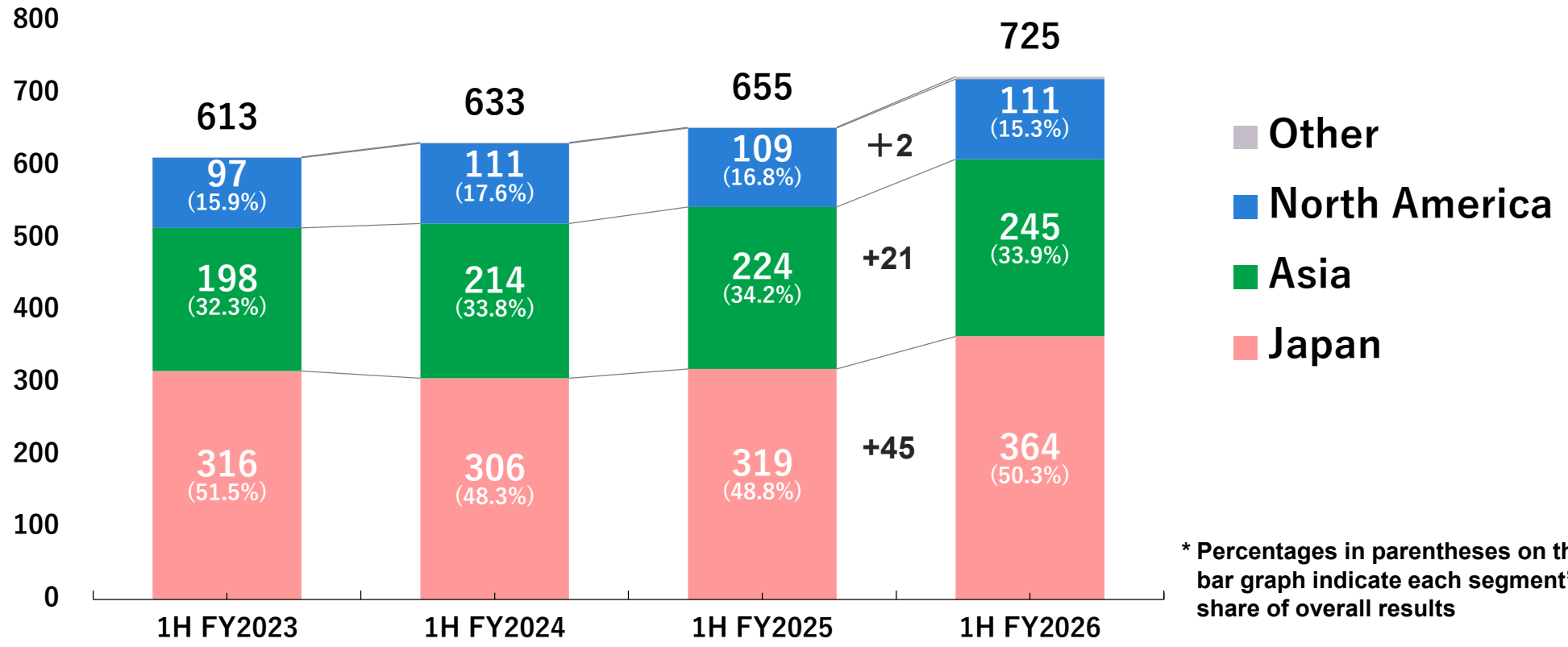
Net Sales by Region

Net sales for the first half of the year ending March 2027 **72.5 billion yen**

Increase of 6.9 billion yen from the same term of previous year (10.6% increase)

(Unit：100 million yen)



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

	1H FY2023	1H FY2024	1H FY2025	1H FY2026
Overseas sales ratio	48.5%	51.7%	51.2%	49.4%

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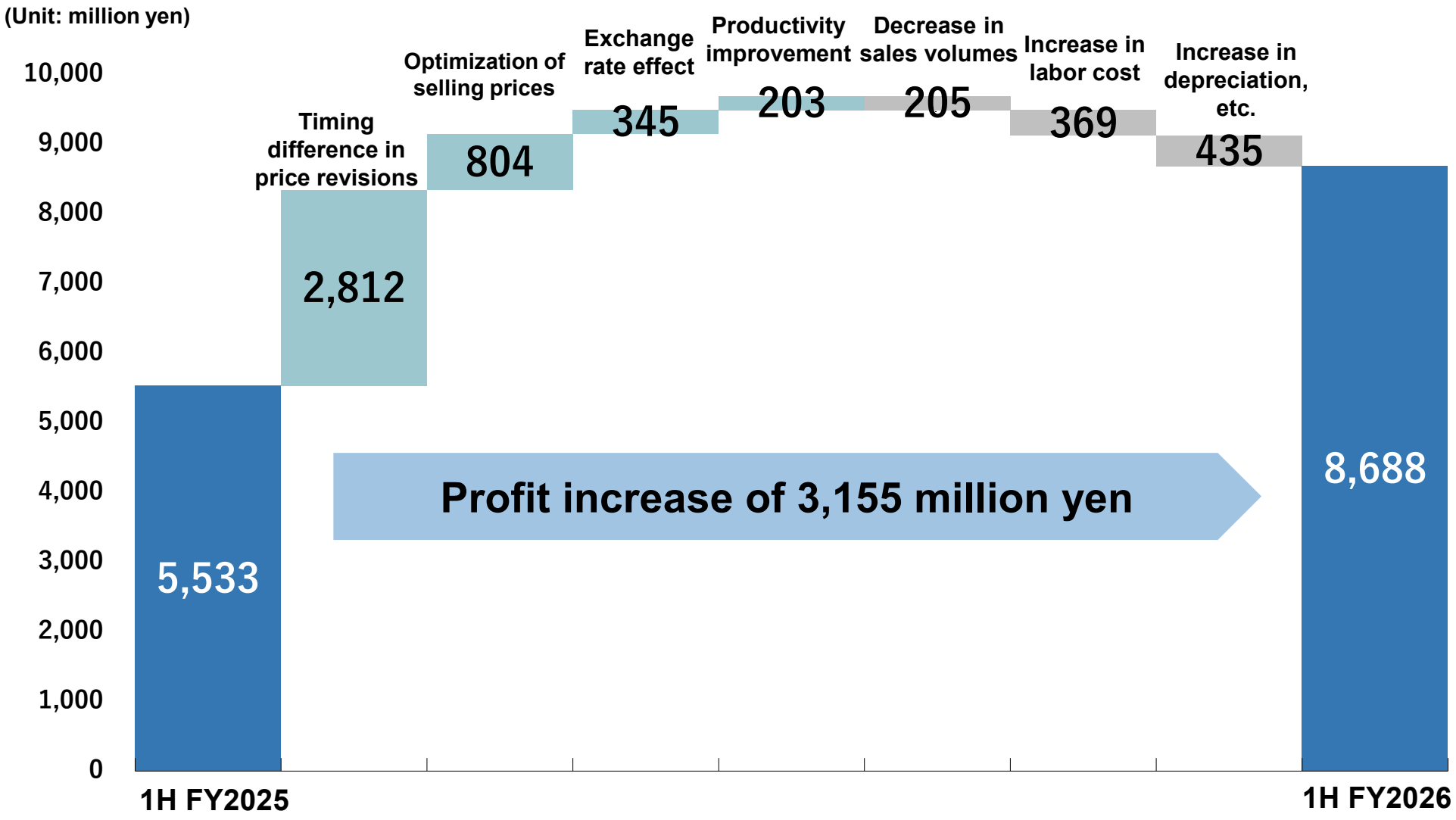
Analysis of Factors Underlying YoY Change in Operating Profit



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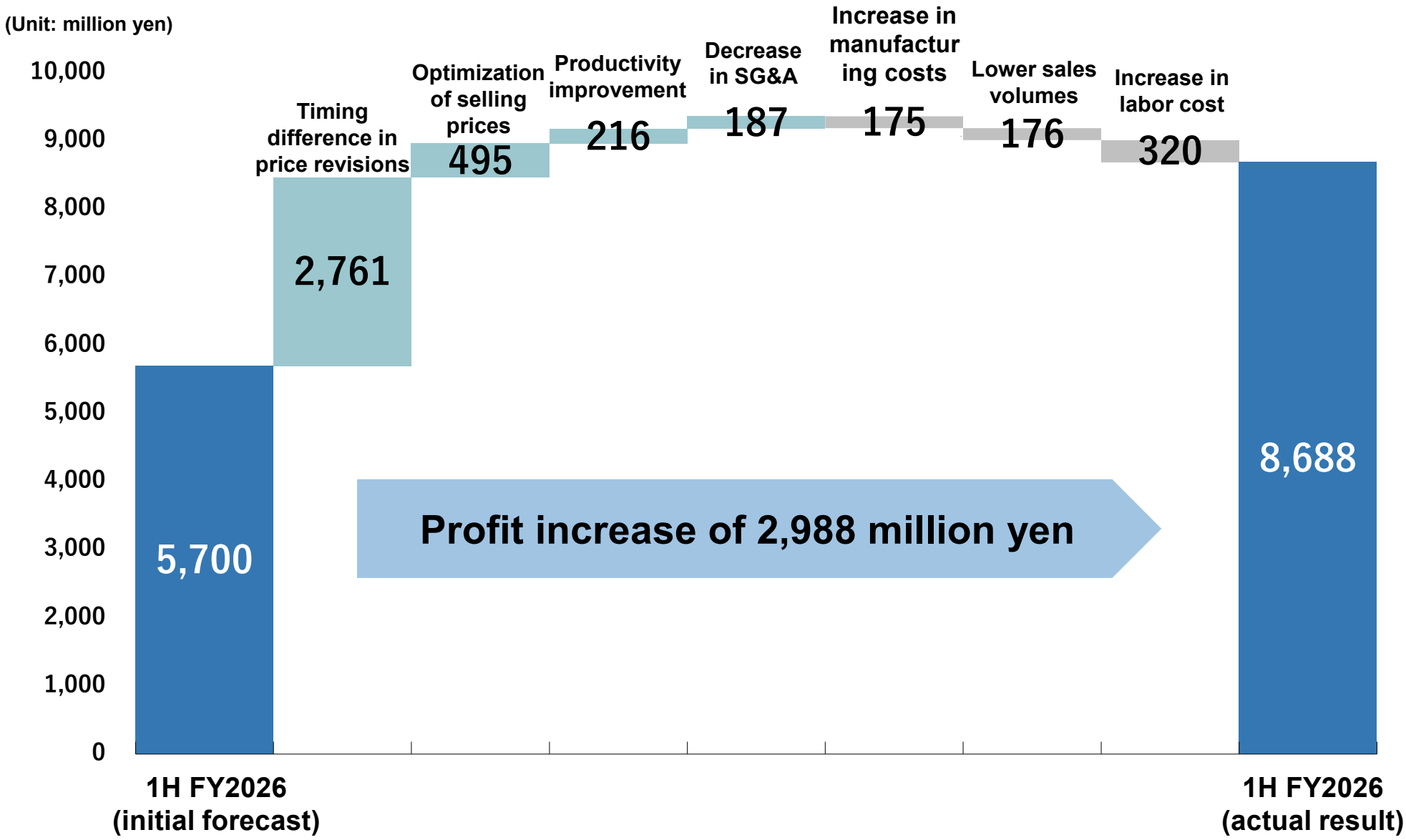
Analysis of Factors Underlying Change in Operating Profit From Forecast



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Consolidated Balance Sheet

(Unit: million yen)

	March 31, 2026	September 30, 2026	Increase/ Decrease		March 31, 2026	September 30, 2026	Increase/ Decrease
Current assets	74,257	79,730	5,473	Liabilities	40,661	47,325	6,664
Cash and deposits	26,552	24,439	-2,113	Current liabilities	32,485	39,105	6,620
Trade receivables	26,274	29,633	3,359	Non-current liabilities	8,176	8,220	44
Inventories	20,339	24,138	3,799	Net assets	78,442	76,416	-2,026
Other	1,091	1,519	428	Share capital	8,514	8,514	0
Non-current assets	44,846	44,010	-836	Capital surplus	6,597	6,597	0
Property, plant, and equipment	30,509	31,326	817	Retained earnings	45,587	50,179	4,592
Intangible assets	2,420	2,269	-151	Valuation difference on available-for-sale securities	5,173	4,156	-1,017
Investment securities	8,346	6,817	-1,529	Non-controlling interests	10,817	11,096	279
Investments and other assets	3,570	3,597	27	Other	1,754	-4,126	-5,880
Total assets	119,103	123,741	4,638	Total liabilities and net assets	119,103	123,741	4,638

- Book value of investment securities decreased due to the sale of cross-shareholdings.
- Interest-bearing debt was 12,226 million yen.

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Consolidated Statement of Cash Flows

(Unit: million yen)

	First half of the year ended March 2026	First half of the year ended March 2027	Increase/Decrease
a. Cash flows from operating activities	7,071	7,582	511
b. Cash flows from investing activities	-306	-1,320	-1,014
Purchase of property, plant, and equipment	-2,497	-2,769	-272
Proceeds from sale of property, plant, and equipment	1,894	18	-1,876
Purchase of intangible assets	-55	-30	25
Proceeds from sale of investment securities	298	1,482	1,184
Other	53	-20	-73
c. Free cash flow (a + b)	6,765	6,262	-503
d. Cash flows from financing activities	-4,748	-8,596	-3,848
Purchase of treasury shares	-2,417	-6,454	-4,037
Dividends paid	-1,400	-1,638	-238
Other	-931	-504	427
e. Effect of exchange rate change on cash and cash equivalents	-634	220	854
Net increase/decrease in cash and cash equivalents (c + d + e)	1,382	-2,113	-3,495
Cash and cash equivalents at end of period	25,829	24,414	-1,415

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Consolidated Earnings Forecast for the Year Ending March 2027

(Unit: million yen)

	Actual results for year ended March 2026	Initial earnings forecasts for year ending March 2027	Revised earnings forecast for year ending March 2027	Compared to initial forecast		Compared to previous year	
				Difference	Growth rate	Difference	Growth rate
Net sales	131,377	142,000	145,500	3,500	2.5%	14,123	10.7%
Operating profit	11,408	12,000	15,500	3,500	29.2%	4,092	35.9%
Ordinary profit	11,786	12,000	15,400	3,400	28.3%	3,614	30.7%
Profit attributable to owners of parent	7,569	6,800	10,000	3,200	47.1%	2,431	32.1%
Basic earnings per share (yen)	153.72	142.89	221.04	78.15	54.7%	67.32	43.8%
ROS(%)	8.7	8.5	10.7	2.2	-	2.0	-
ROE(%)	11.4	9.8	15.4	5.6	-	4.0	-
ROIC(%)	11.7	11.8	16.2	4.4	-	4.5	-
EBITDA	15,676	16,900	20,400	3,500	20.7%	4,724	30.1%
Average exchange rate (yen/USD)	150.42	158.00	158.00	0.00	-	7.58	-

- Net sales and each profit metric estimated to reach **record highs** for the sixth consecutive fiscal year.

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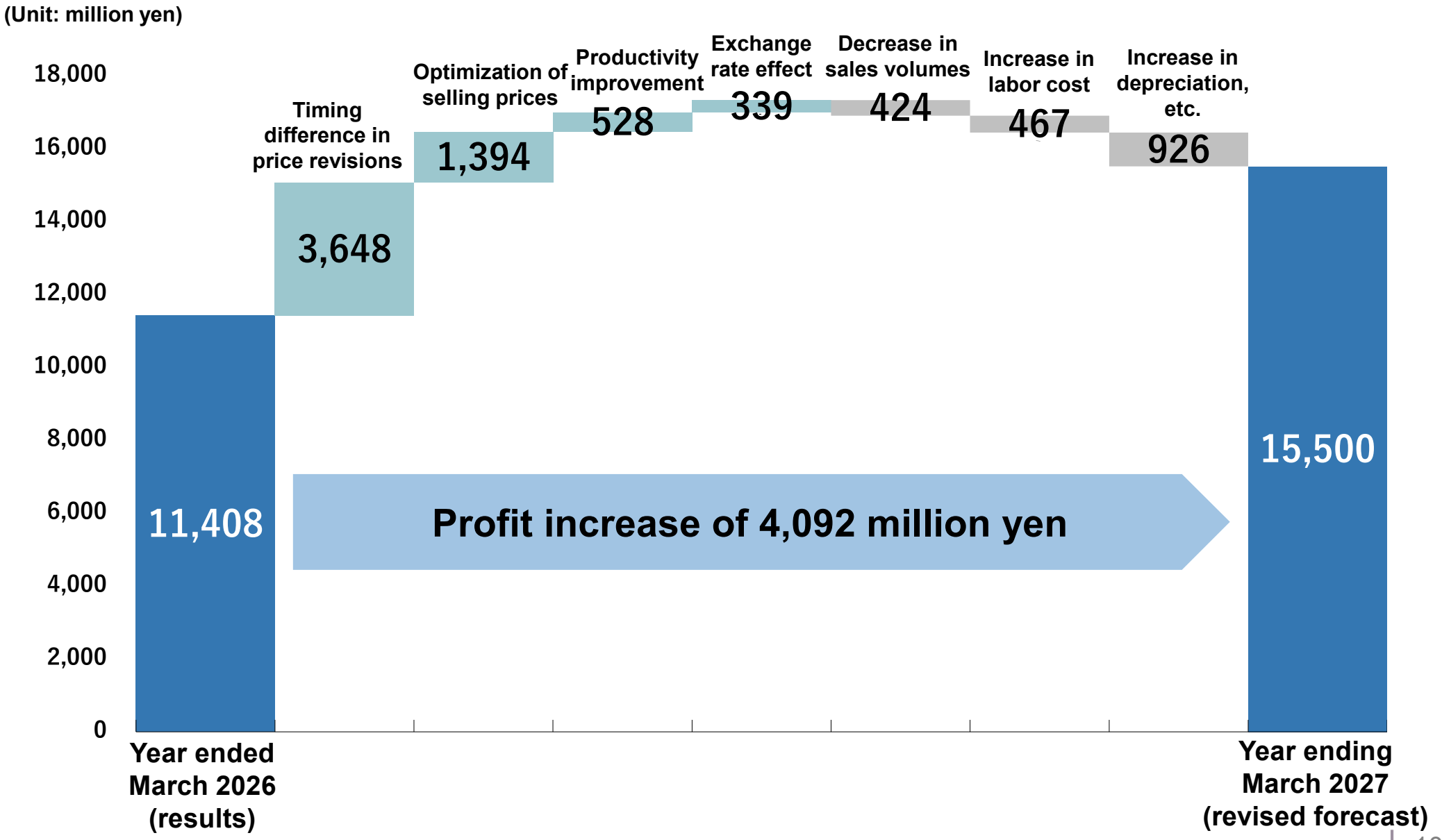
Analysis of Factors Underlying Change in Operating Profit for Year Ending March 2027 (Forecast)



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Financial Results Briefing for First Half of FY2026

SECTION

01 Overview of Financial Results

02 **Segment Overview**

03 Medium- and Long-Term Initiatives

Transportation

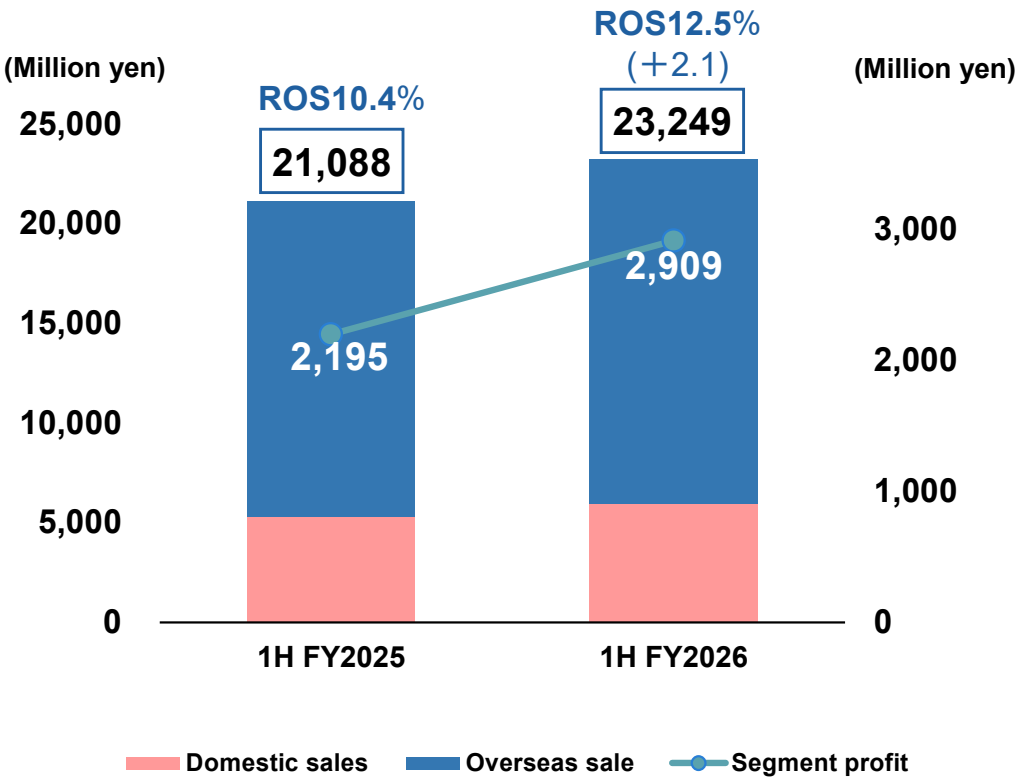


Transportation

TRANSPORTATION

Results for the first half of year ending March 2027

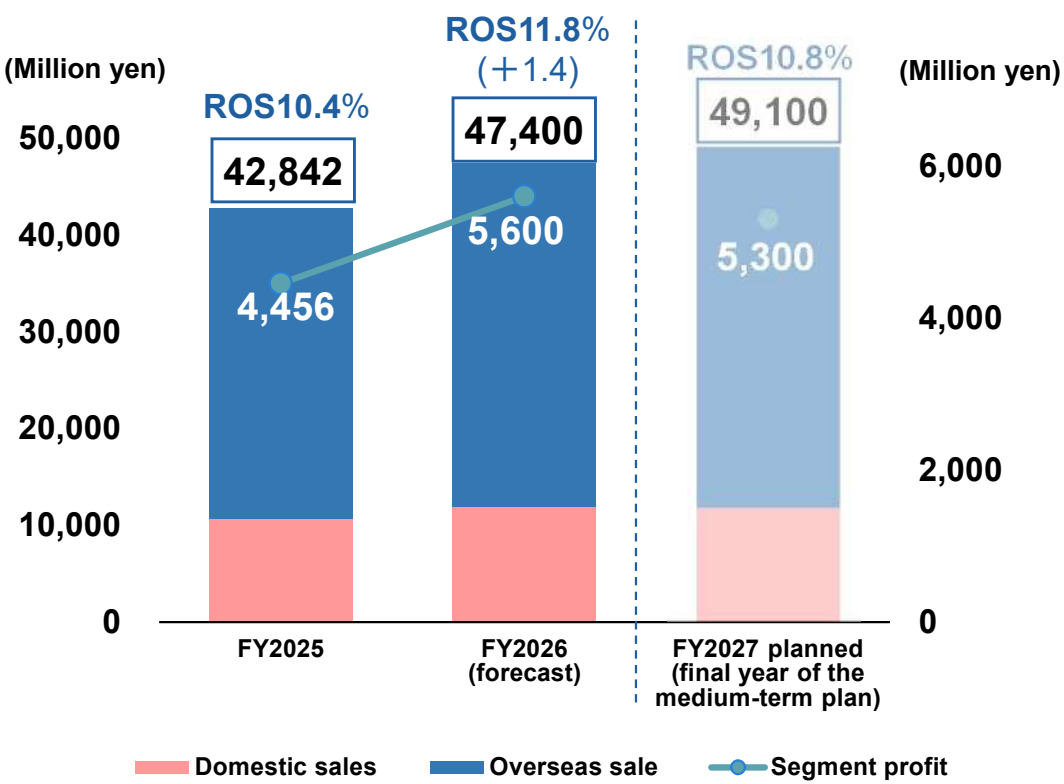
2,161 million yen revenue increase (+10.2%)
714 million yen profit increase (+32.5%)



- Domestic revenue increased due to progress in passing on higher raw material costs through sales prices, despite lower sales of compounds due to a decrease in exports to China.
- Overseas revenue increased due to higher sales of compounds at ASEAN operations.
- Segment profit increased primarily due to higher sales of compounds overseas.

Forecasts for the year ending March 2027

4,558 million yen revenue increase (+10.6%)
1,144 million yen profit increase (+25.6%)



- Domestic revenue increased due to progress in passing on higher raw material costs to sales prices, despite lower sales of compounds due to a decrease in exports to China.
- Overseas revenue is expected to increase due to higher sales of compounds at ASEAN operations.
- Segment profit is expected to increase primarily due to higher sales of compounds overseas.

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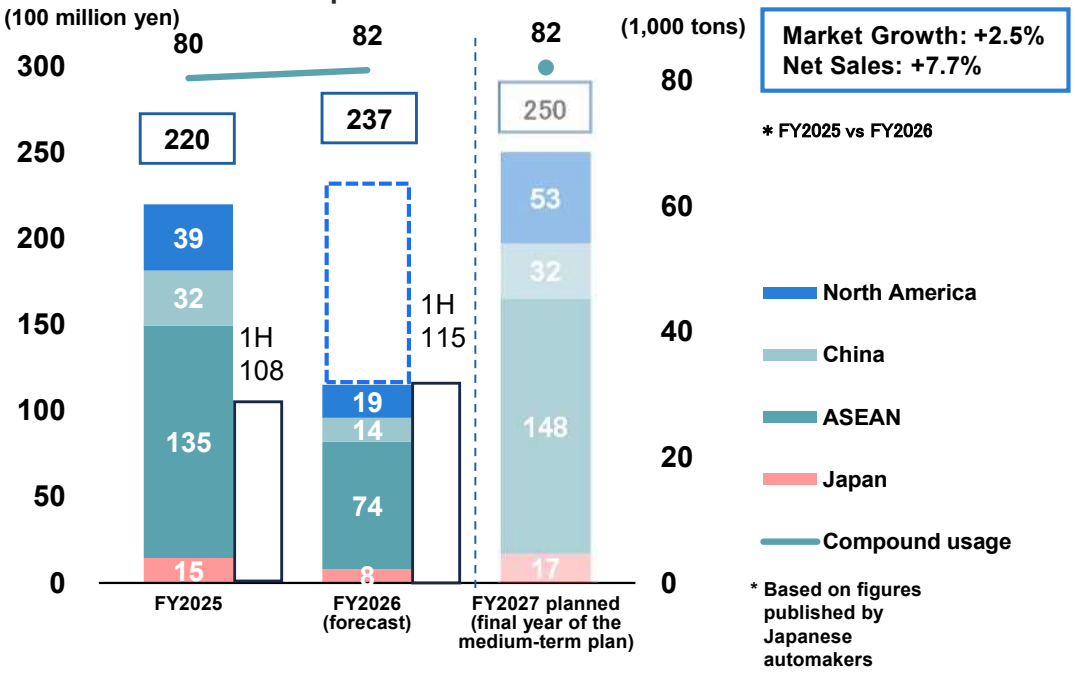
Transportation

TRANSPORTATION

Focus Area ① Vehicle Wires

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



Results for the first half of the year ending March 2027

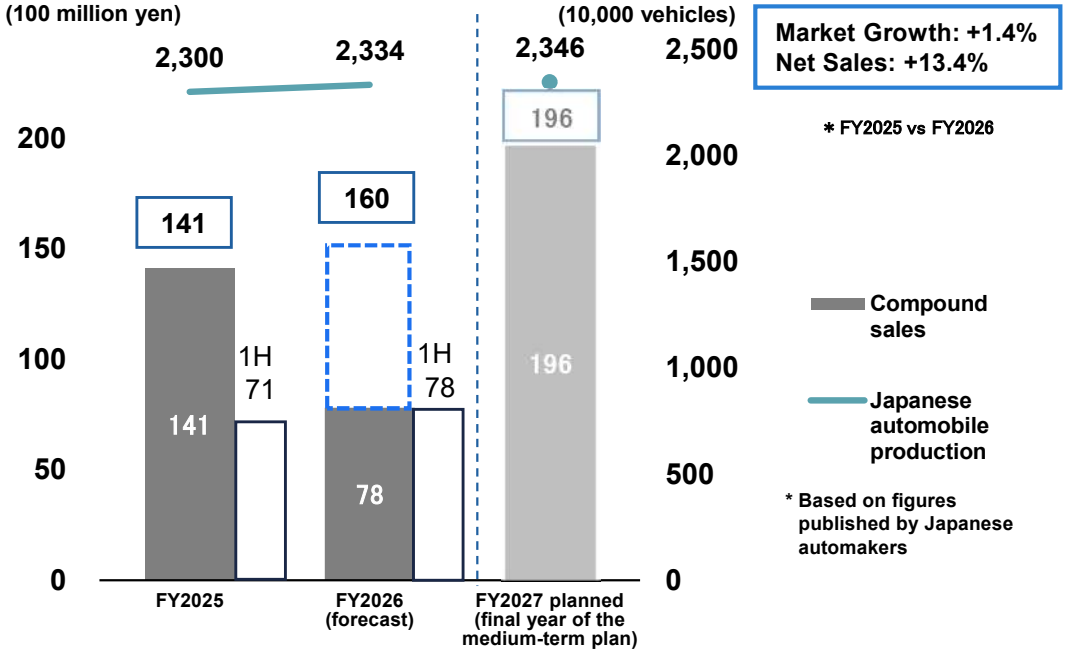
- Launched market-dominant compounds for thin-walled wires.
- Drove a shift toward cost-competitive compounds in response to price competition in Mexico and China.

Measures for the second half of the year ending March 2027

- Launch market-dominant compounds for thin-walled wires.
- Drive shift toward cost-competitive compounds in Mexico and China.
- Develop compounds for high-voltage and new busbar applications, obtain customer approval.

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 2027

- Obtained approval from Japanese customers in ASEAN for compounds used in seal materials, while evaluations of new projects progressed in Japan.
- Began sales of compounds for functional parts such as rubber-substitute parts.

Measures for the second half of the year ending March 2027

- Obtain approval from new customers for seal parts and roll them out globally.
- Obtain approval from new customers for compounds with a strong track record in the automotive moldings market.
- Drive a shift to alternative materials, including rubber substitutes, and roll out functional compounds globally.

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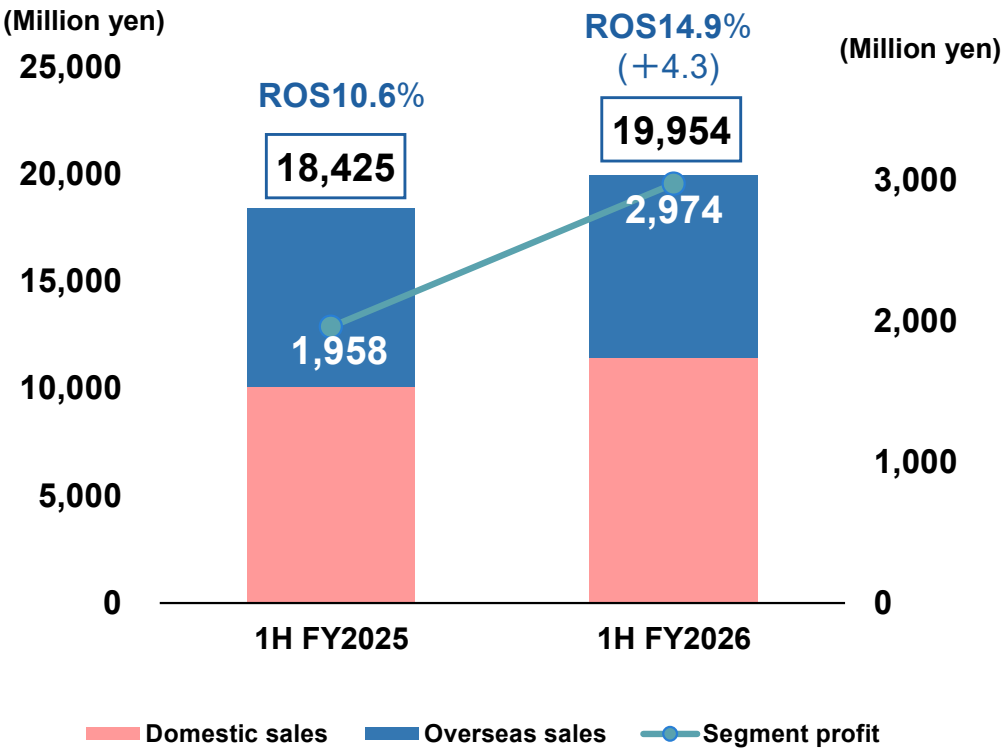
Daily Life & Healthcare



Daily Life & Healthcare

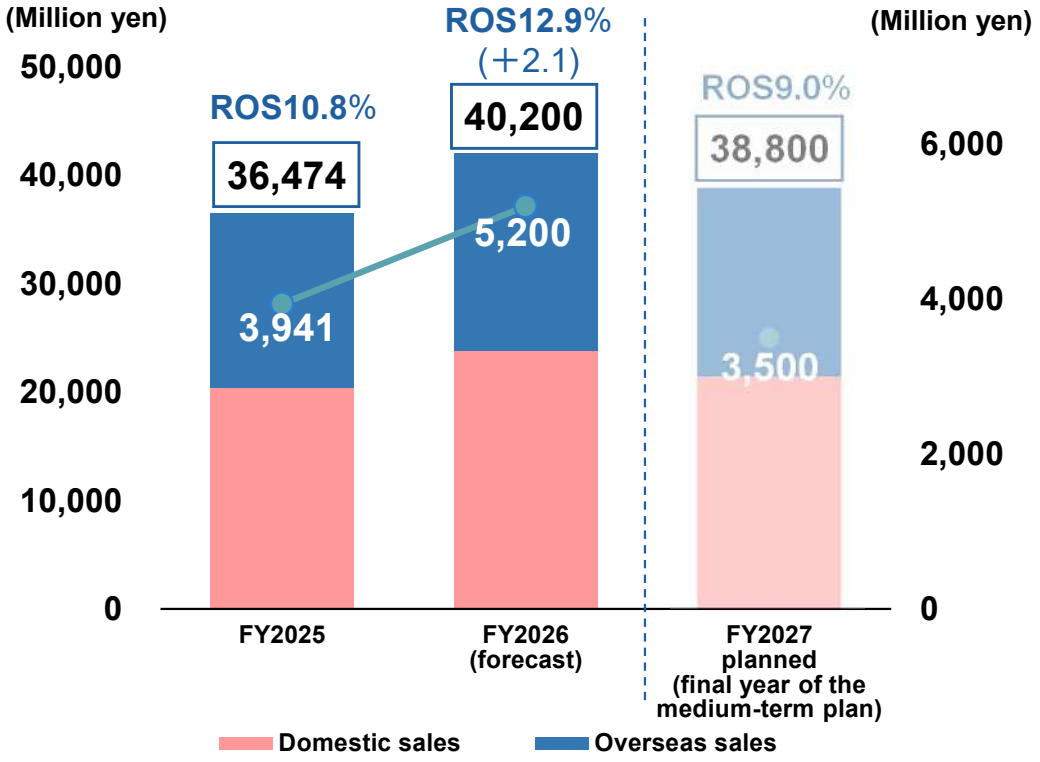
DAILY LIFE & HEALTHCARE

Results for the first half of year ending March 2027	**1,529** million yen revenue increase (+8.3%) **1,016** million yen profit increase (+51.9%)



- Domestic revenue increased due to higher sales of wraps for food packaging and progress in passing on higher raw material costs to sales prices.
- Overseas revenue increased due to progress in passing on higher raw material costs to sales prices.
- Segment profit increased mainly due to higher sales of wraps for food packaging and the optimization of selling prices of compounds in Japan and overseas.

Forecasts for the year ending March 2027	**3,726** million yen revenue increase (+10.2%) **1,259** million yen profit increase (+31.9%)



- Domestic revenue is expected to increase due to progress in passing on higher raw material costs to sales prices.
- Overseas revenue is expected to increase due to progress in passing on higher raw material costs to sales prices.
- Segment profit is expected to increase due to the optimization of selling prices.

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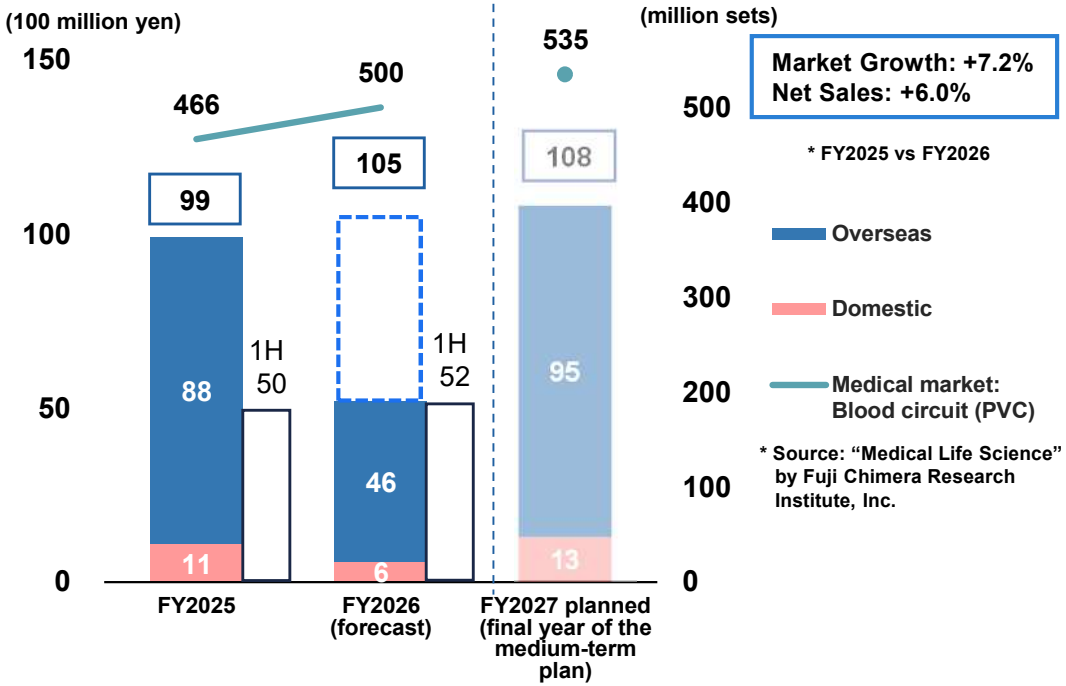
Daily Life & Healthcare

DAILY LIFE & HEALTHCARE

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

Dialysis circuit sales volumes and our sales of medical compounds



Results for the first half of the year ending March 2027

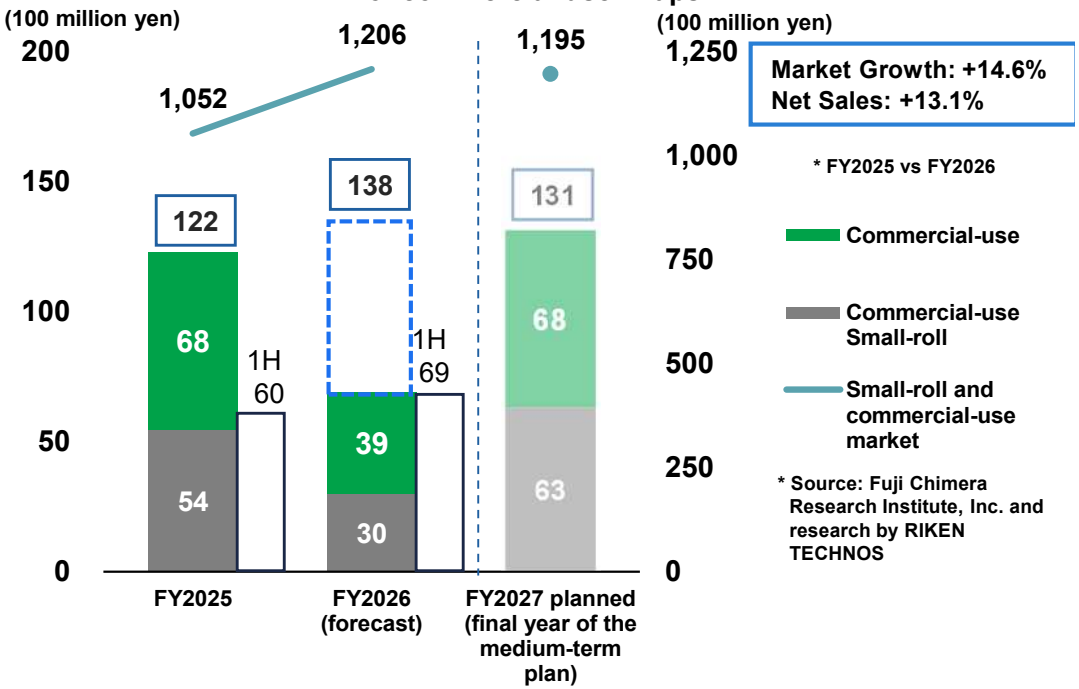
- Domestic revenue increased due to progress in passing on higher raw material costs to sales prices.
- Overseas revenue increased due to progress in passing on higher raw material costs to sales prices.

Measures for the second half of the year ending March 2027

- In Japan, obtain customer approval related to functional elastomer compounds.
- Overseas, expand sales to Japanese customers in ASEAN and conduct activities to obtain approval from customers in new 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 the first half of the year ending March 2027

- Revenue increased due to growth in sales volume due to consumer stockpiling needs caused by the situation in the Middle East.
- Revenue increased due to progress in passing on higher raw material costs to sales prices.

Measures for the second half of the year ending March 2027

- Expand sales through enhancing brand value by promoting the features of PVC food wrap and its advantages in safety, reliability, and quality
- Develop a new product of commercial-use wrap, enter the out-pack market, and expand sales.

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Electronics

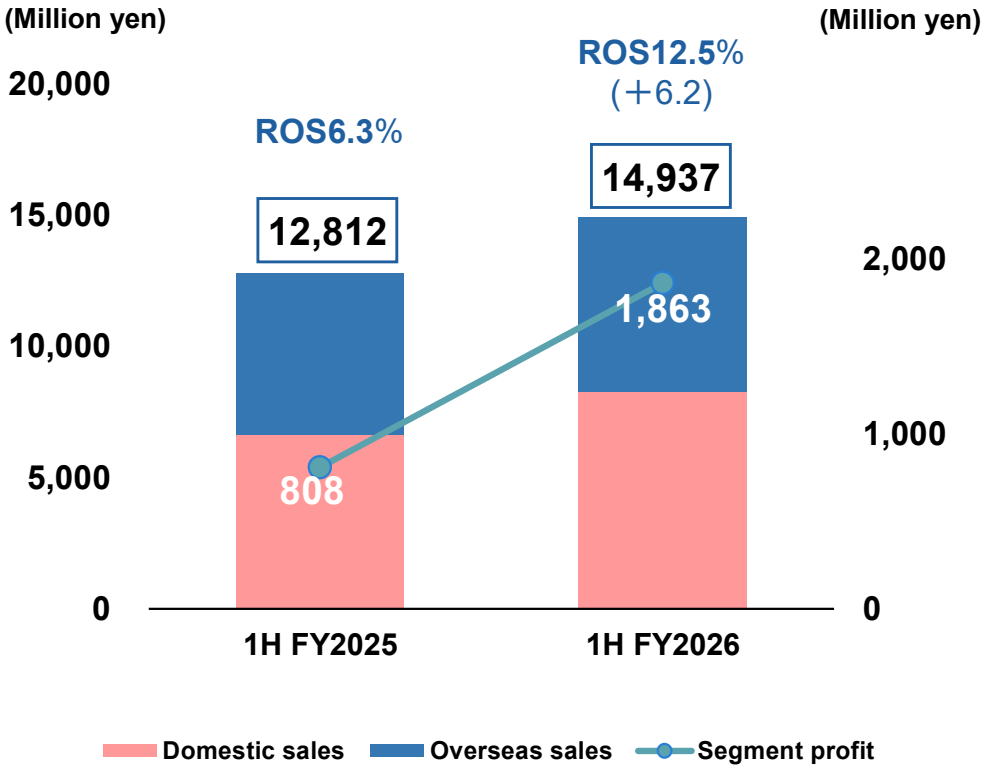


Electronics

ELECTRONICS

Results for the first half of year ending March 2027

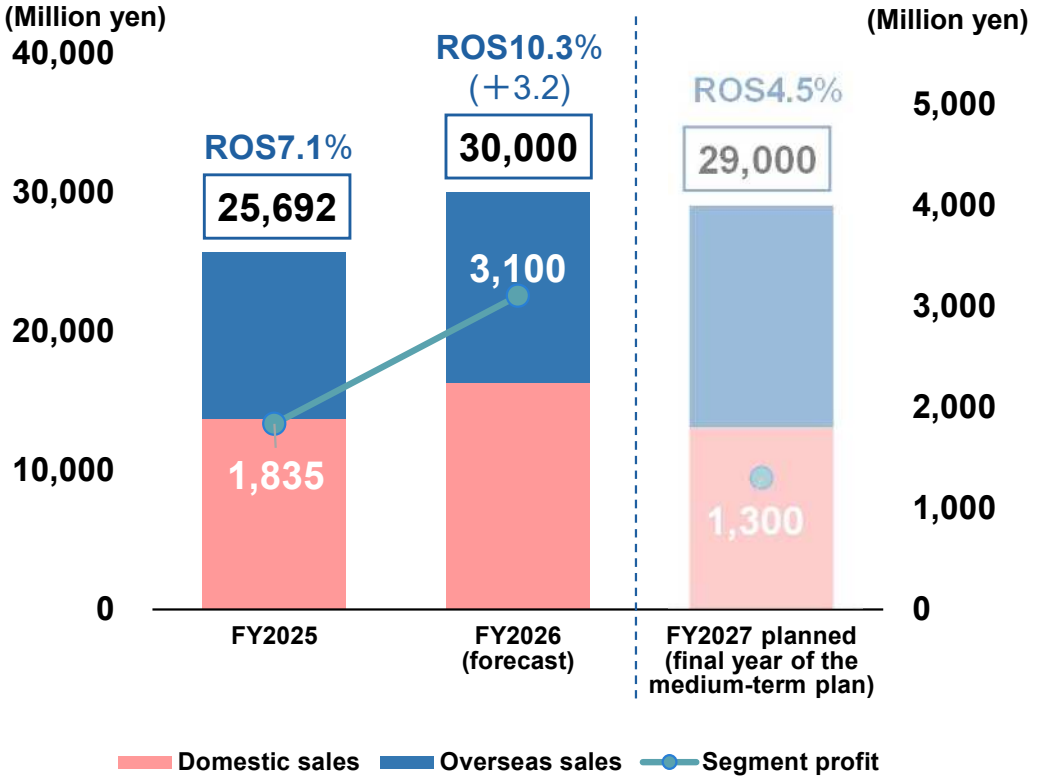
2,125 million yen revenue increase (+16.6%)
1,055 million yen profit increase (+130.5%)



- Domestic revenue increased due to higher sales of compounds for the electric wire market and progress in passing on higher raw material costs to sales prices.
- Overseas revenue increased due to higher sales of PVC compounds in Thailand and China.
- Segment profit increased due to higher sales of compounds in Japan and overseas.

Forecasts for the year ending March 2027

4,308 million yen revenue increase (+16.7%)
1,265 million yen profit increase (+68.9%)



- Domestic revenue is expected to increase due to higher sales of compounds to the robotics, FA, and semiconductor markets.
- Overseas revenue is expected to increase due to higher sales of PVC compounds in Thailand and China.
- Segment profit is expected to increase due to higher sales of compounds in Japan and overseas.

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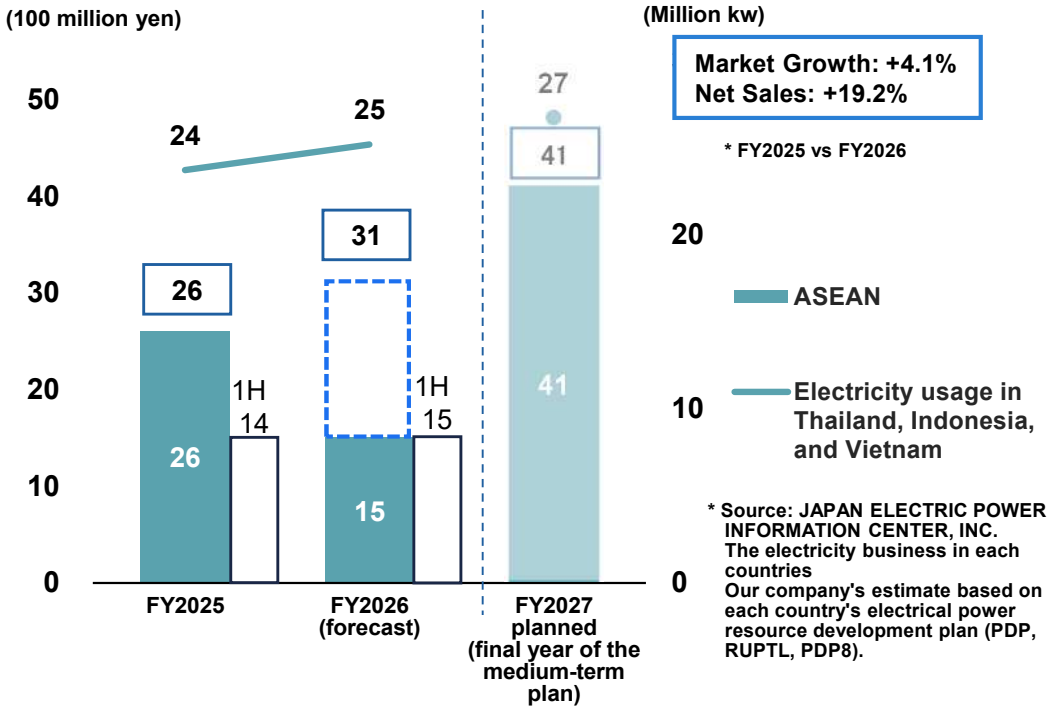
Electronics

Focus Area ① Electric Power and Industrial Wires (ASEAN)

ASEAN electricity usage and our sales of compounds



Results for the first half of the year ending March 2027

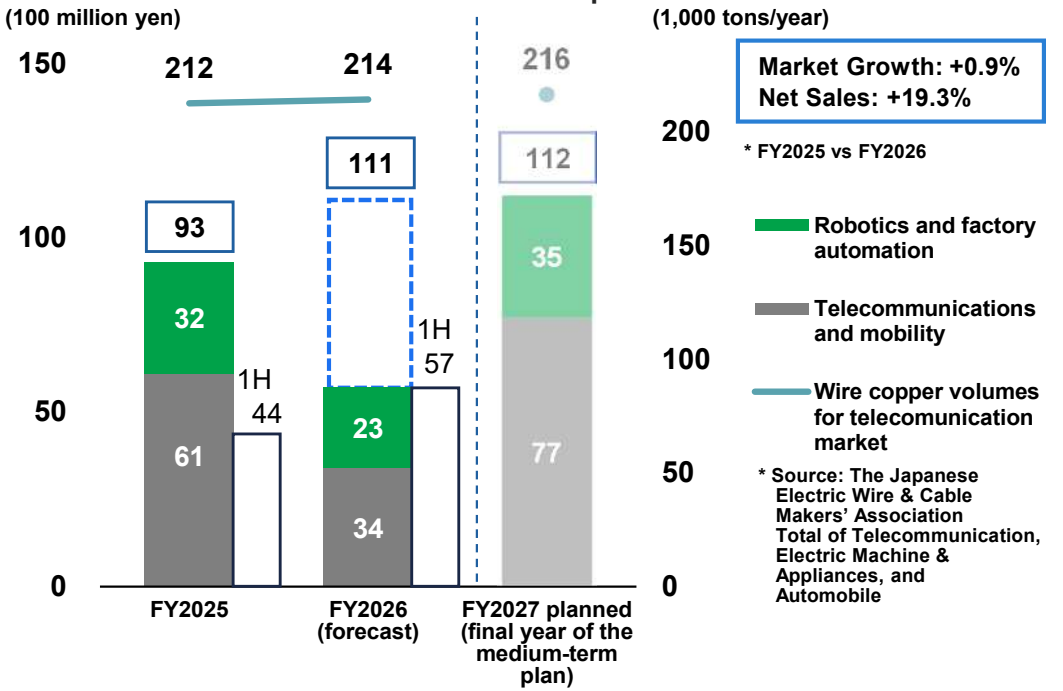
- Revenue increased despite lower sales in Indonesia, driven by expanded sales of compounds for electric power to non-Japanese customers in Thailand.

Measures for the second half of the year ending March 2027

- Expand sales of compound for electric power and industrial wires to the ASEAN market.

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 2027

- Domestic revenue increased due to higher sales of compounds for data centers and in the robotics, FA, and semiconductor markets.
- Overseas revenue increased due to expanded sales of compounds for the robotics, FA, and equipment wires markets in China and Vietnam.

Measures for the second half of the year ending March 2027

- In Japan, expand sales of compounds for data centers and in the robotics, FA, and semiconductor markets.
- Overseas, expand sales of compounds to the robotics, FA, and equipment wires market in China and ASEAN.

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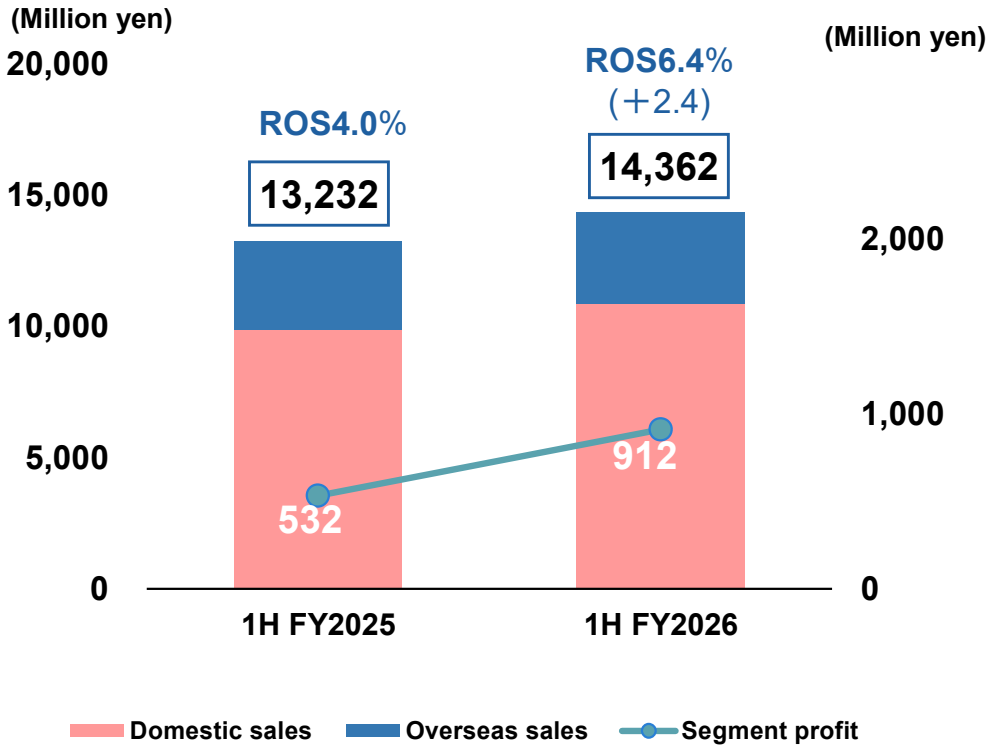
Building & Construction



Building & Construction

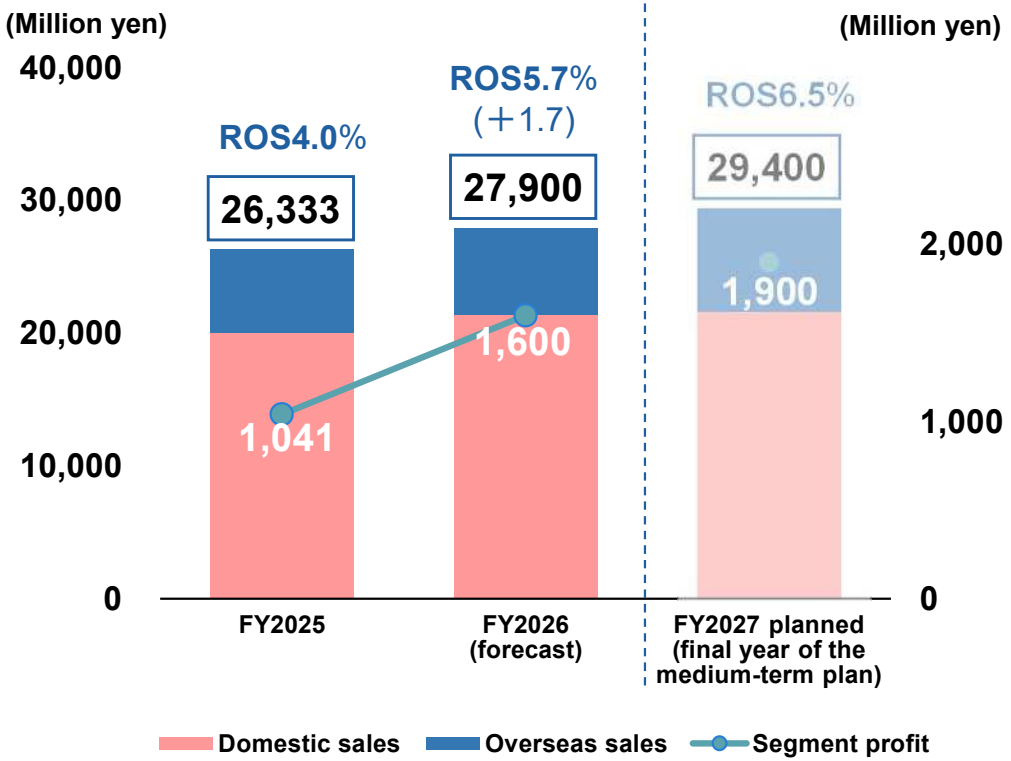
BUILDING & CONSTRUCTION

Results for the first half of year ending March 2027	1,130 million yen revenue increase (+8.5%) 380 million yen profit increase (+71.4%)



- Domestic revenue increased due to higher sales of compounds and progress in passing on higher raw material costs to sales prices.
- Overseas revenue increased due to progress in passing on higher raw material costs to sales prices.
- Segment profit increased due to higher sales of compounds in Japan and the optimization of selling prices.

Forecasts for the year ending March 2027	1,567 million yen revenue increase (+5.9%) 559 million yen profit increase (+53.7%)



- Domestic revenue is expected to increase due to progress in passing on higher raw material costs to sales prices.
- Overseas revenue is expected to increase due to progress in passing on higher raw material costs to sales prices.
- Segment profit is expected to increase due to the optimization of selling prices.

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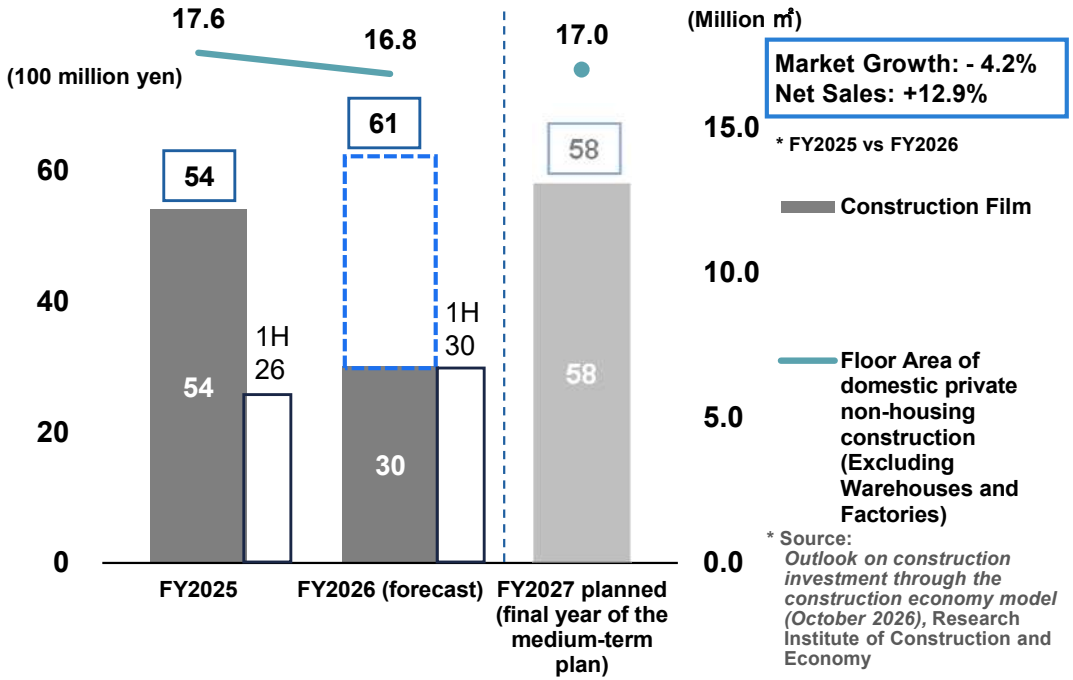
Building & Construction

BUILDING & CONSTRUCTION

Focus Area ① Construction Film

Floor Area of domestic private non-housing construction (Excluding Warehouses and Factories) and sales of our construction film



* Source: *Outlook on construction investment through the construction economy model (October 2026)*, Research Institute of Construction and Economy

Results for the first half of the year ending March 2027

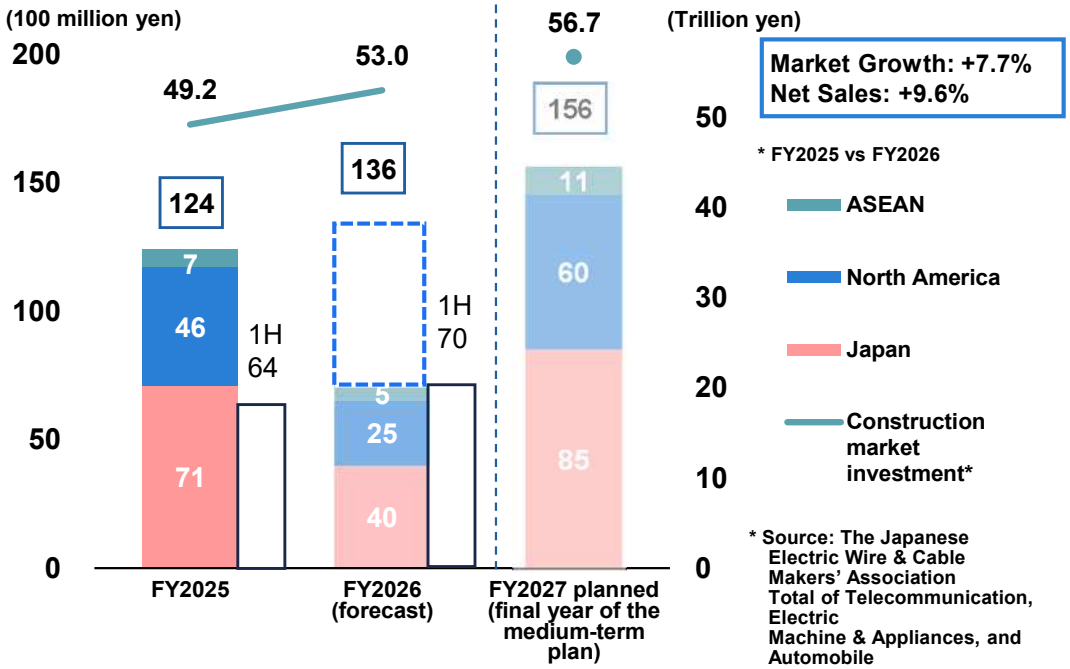
- Sales increased through demand for design revisions of wall-covering films.
- Revenue increased due to progress in passing on higher raw material costs to sales prices.

Measures for the second half of the year ending March 2027

- Expand sales of construction films for housing and commercial facilities.
- Expand sales of newly adopted wall-covering films through design revisions.

Focus Area ② Housing and Building Materials

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



* Source: The Japanese Electric Wire & Cable Makers' Association
Total of Telecommunication, Electric Machine & Appliances, and Automobile

Results for the first half of the year ending March 2027

- Domestic revenue increased due to progress in passing on higher raw material costs through sales prices.
- Overseas revenue remained flat despite progress in passing on higher raw material costs through sales prices due to lower sales in North America.

Measures for the second half of the year ending March 2027

- In Japan, expand sales of elastomer compounds for housing, reduce redundancy, and optimize selling prices.
- Overseas, expand sales of PVC compounds to local Thai customers.

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Financial Results Briefing for First Half of FY2026

SECTION

01 Overview of Financial Results

02 Segment Overview

03 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

Growth / Earning Power

- Strategy 1 **Global One Company**
- Strategy 2 **Stay Ahead of Customers' Expectations**
- Strategy 3 **Take on the Challenge toward New Businesses and Products**

Capital/DX/R&D investments

Human capital investments

Business Portfolio

Perpetuity / Sustainability

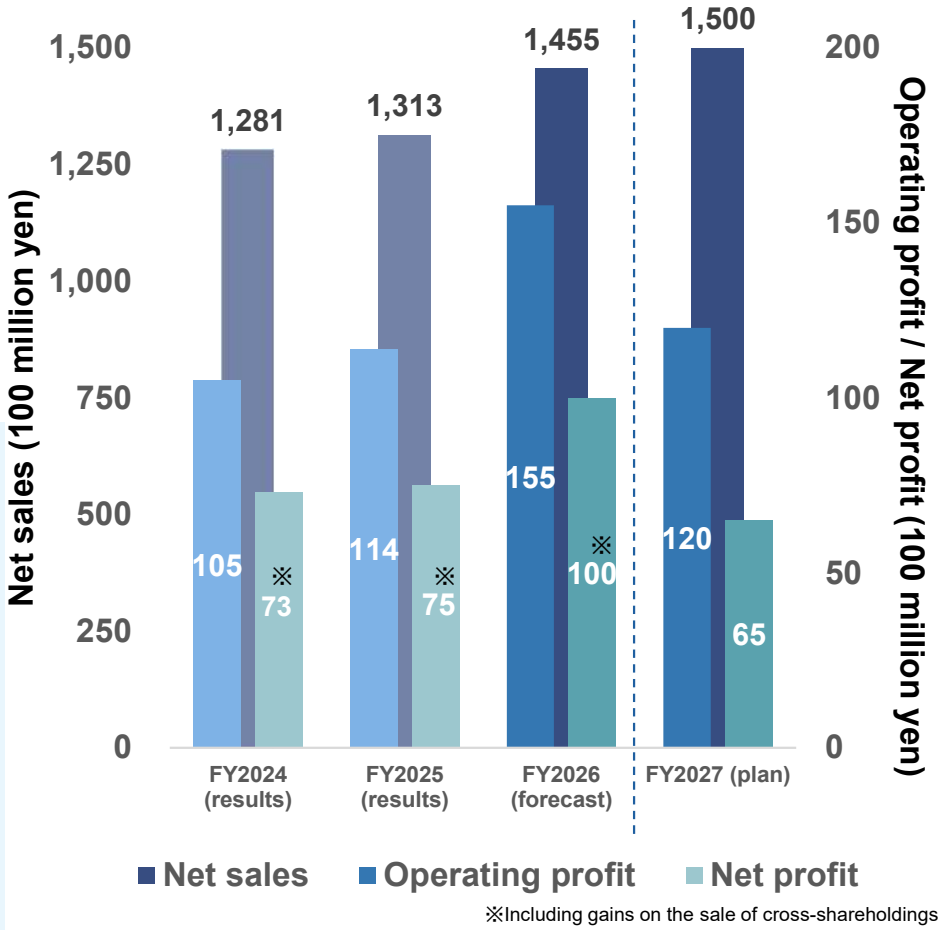
- **Sustainability**
- **Governance**
- **Risk Management**

Financial strategy

Stakeholder communication

Initiatives to reduce the cost of equity

Consolidated financial results



※Including gains on the 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

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Strategies for Earning Power in the new three-year medium-term business (Results for the First Half of FY2026)

Strategy ① Global One Company

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

- Build optimized production structures on a global basis
  - —Expansion of production facilities for the food packaging business
    - Installed small-roll wrap packaging machine and begin operations
    - Planned to install equipment used in the film formation process
  - —Reorganized domestic production facility
    - Acquired land adjacent to Mie Factory (site area expansion of 1.5 times), launched land development work
    - Decided to shut down Gunma Factory (Transferred products to Saitama Factory)
  - —Decided to strengthen production facilities at consolidated subsidiary in Vietnam



RIKEN VIETNAM CO., LTD.

- Strengthen global quality / production governance
  －Build global factory audit system
- Expanded sales to non-Japanese customers in ASEAN

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

- Contributing to stable customer operations through rapid response to supply challenge
  - Leveraged integrated technology, production, quality, and procurement system, promptly carried out the evaluation, adoption, and mass production of alternative raw materials
- Select new raw materials and deepen joint development with raw material manufacturers(=offensive procurement)
- Explored joint development themes through technical exchanges with customers.
- Strengthened initiatives to prevent quality issues by using generative AI for data analysis.

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Strategies for Earning Power in the new three-year medium-term business (Results for the First Half of FY2026)

Strategy ③ Take on the Challenge toward New Businesses and Products

Launching a new product
= Becoming a pioneer in a market

- **Improving sales ratio generated by new products**

FY2025 (Actual)	FY2026 (Interim)	FY2027 (Target)
15%	17%	23%

- **Facilitating the development process by sharing information through the Monozukuri Review Committee and the New Product Committee**
- **In depth proposals from the Intellectual Property Department to the R&D department based on the Company's proprietary technology**
- **Advancing concrete steps toward commercialization of industry–academia and industry–industry collaboration themes**
  - ➡ **Moving dechlorination and oil conversion technologies into demonstration phase**

➢ New product development initiatives

Compounds

➢ Fire resistant material for data centers

Develop electric compound material primarily for use in data centers

- Flexibility to install electric wires in narrow spaces
- Fire resistant even at thin-walled wires.



➢ Vehicle rubber hose alternative elastomer material

- Substitutes elastomer in the peripheral components of temperature control systems such as refrigerant and heating
- Aim to achieve lightweight, flexible, simplified structures by examining the optimization of hose structures starting with materials

Films

➢Exterior decoration films

- Achieve outstanding design with strengths in highly weather resistant PVC
- Simultaneously reduce processing and improve environmental friendliness as a painting alternative



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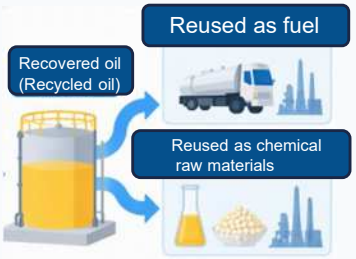
Investment in Research and Development

➢ Investment in Research and Development / Intellectual Property -Open innovation initiatives-

Assist Inc. and K.cip Co., Ltd collaboration:

Waste plastic oil conversion project demonstration plant

- Demonstration of dechlorination and oil conversion technologies to turn chlorine-containing waste plastics into raw materials
- Specify conditions for commercialization through verification on a pilot scale



Collaboration with National Institute of Technology, Niihama College:

Aquatic environment purification / PFAS countermeasures

- Demonstration of refractory (persistent) organic substance and PFAS decomposition technology employing iron oxide photocatalysts
- Verify decomposition and catalyst recovery in real aquatic environments, and launch information gathering on water treatment modularization

RIKEN and Sermas., Ltd collaboration:

Microbial composite material

- Develop functional materials that incorporate beneficial microbes into biodegradable plastics
- Launch demonstration test for the controlled release of microbes to improve ocean, lakes, and soil environments

Waseda University and MIDAC Holdings collaboration:

Applications for charcoal derived from leachate

- Recycling of calcium carbonate derived from leachate as a resin filler
- Consideration of development as a highly functional material leveraging gas adsorption performance



Turn collaborative research results into new patent applications, use consideration, and concrete steps

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Financial strategies: Reforms toward a value-creating balance sheet

➢ **BS reform toward an efficient structure without assets that do not contribute to value creation or excess shareholders' equity**

Results for the first half of the year ending March 2027

Cash and deposits

Decrease due to strategic investments and shareholder returns, etc.

Down ¥2.1 billion (down 7.9% from Mar. 2026)

Trade receivable

Increased due to higher sales

Up ¥3.3 billion (up 12.5% from Mar. 2026)

Inventories

Increased due to inventory increase based on the business environment and rising raw materials costs

Up ¥3.8 billion (up 18.7% from Mar. 2026)

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

Increased due to investment in food packaging business, etc., despite increase in depreciation

＋700 million yen (+2.1% compared to FY2025)

Investment securities

Decrease due to sale of cross-shareholdings

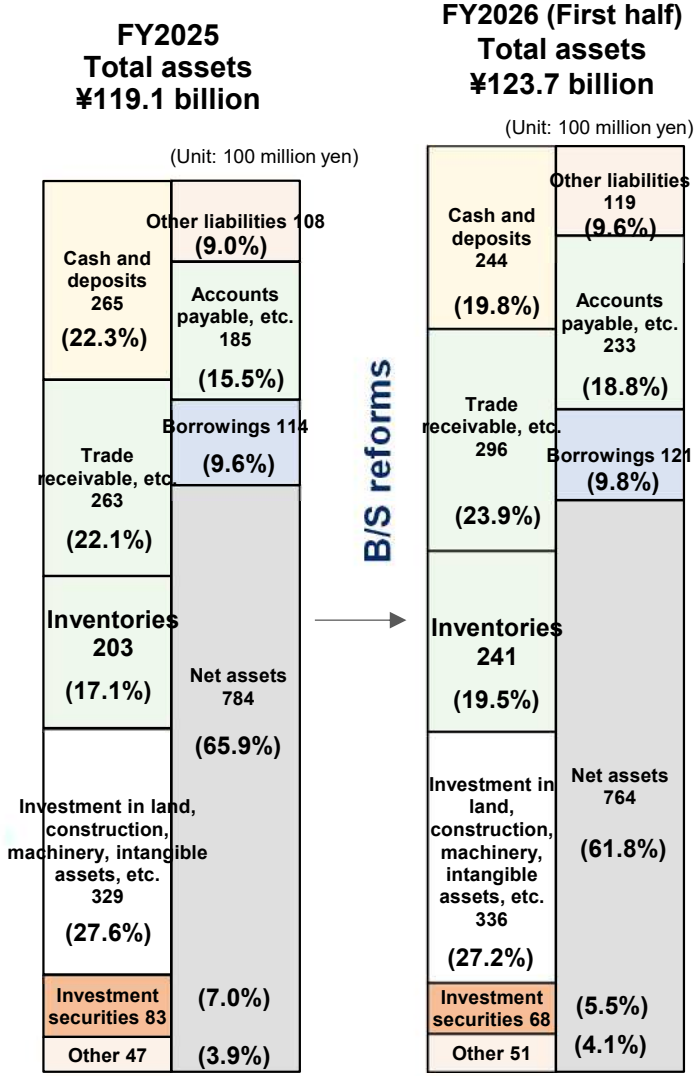
－1.5 billion yen / six companies

Note: Percentage of investment securities to net assets: 10.6% → 8.9%

Net assets

Decrease due to execution of share buybacks (6.4 billion yen in the first half)

–2 billion yen (–2.5% compared to FY2025)



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Investment / Financial strategy

➢ **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	Cash Out
56 billion yen	56 billion yen
Operating cash flow 30 billion yen	Basic investment 11 billion yen
	Growth investment/ R&D expenditure 25 billion yen
BS reform 26 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

Strengthening production facilities at consolidated subsidiary in Vietnam (RIKEN VIETNAM CO., LTD.)

Expanding annual production capacity to approximately 1.3 times



- ✓ Planning to begin operations in summer of 2028
- ✓ Total investment: Approximately 1.0 billion yen

Additional production facilities for wraps for food packaging

(Saitama Factory, Mie Factory)

Installing small-roll wrap processing equipment and beginning operations



- ✓ Plan to install equipment used in the film formation process
- ✓ Total investment: Approximately 4.0 billion yen

Factory expansion plan by acquiring adjacent land (Mie Factory)

Start development of land for planned factory construction



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

Shareholder returns (Results for the First Half of FY2026)

- ✓ Approximately 8.0 billion yen (approximately 6.4 billion yen in acquisition of treasury shares and approximately 1.6 billion yen in dividends)

Complete

- ・Expanding thermoplastic elastomer compounds production facilities (Mie Factory)
- ・Implementing solar power generation facilities at overseas consolidated subsidiaries (Thailand and Vietnam) , etc

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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 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
- Steadily built our talent pool through targeting global-minded human resources, close communication between recruiters and students/schools/instructors, and promoting understanding of the Company through one-day job experience participation

Upcoming measures
- ➢ Expand hiring activities to maintain and expand domestic factory production activities, considering the capital investment plan (Securing Skilled Manufacturing Personnel)

Human resources development and placement

Achievements
- Conducted Initiatives for career development, subordinate training, and strengthening assessment capabilities (Increased weighting of employee development in performance evaluations)

Upcoming measures
- ➢ Develop human resources into managerial candidates (introduce cross-discipline workshop style training, discussions from the viewpoint of the manager/chief levels)
- ➢ Introduce global management human resource development program for national staff at overseas local entities

Creating mechanism (engagement improvement initiatives)

Achievements
- Implemented job analyses based on the management's responsibilities for outcomes and roles (reflected evaluations in compensation systems)

Upcoming measures
- ➢ Review of the evaluation and compensation systems for general employees

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Sustainability initiatives

Sustainability

Achievements

➢ **Responding to climate change**

・Commenced operations at solar power generation facilities at the manufacturing subsidiary in Vietnam (June 2026)

⇒ Share of total electricity consumption: approx. 12%
Estimated annual CO_2 emissions reduction of approx. 430 tons

Note: Preliminary calculation of annual impact based on actual operations data from June to September 2026



Upcoming measures

➢ Initiated boiler fuel conversion project at the Saitama Plant (Scheduled completion: Q2 FY2027)

➢ Develop and sales expansion of environmental contribution products

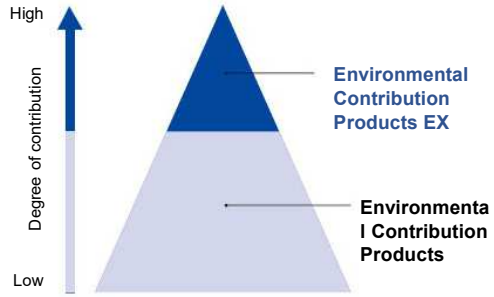
➢ Introduce more solar power generation facilities

➢ Address the TNFD (Commenced assessment of impacts on the natural environment and biodiversity)

➢ **Clarify definition of Environmental Contribution Products**

・Clearer definitions to promote environmental value and drive sales growth

・Products that demonstrate particularly outstanding environmental contribution performance are certified as “Environmental Contribution Products EX
(EX stands for Excellent).”



Examples of Environmental Contribution Products EX

・PVC compounds for resin sashes

– Features excellent thermal insulation compared to aluminum sashes, lowers heat loss in winter and heat inflow in summer



・Thermoplastic elastomer compounds, an alternative to vulcanized rubber

– Eliminates vulcanization processing from the molding process, thereby reducing the amount of electricity used in the manufacturing process

– Contributes toward making vehicles lighter and improving fuel efficiency

・Heat insulation film for vehicle windows ICE-μ®

– Applying heat-insulating film to automotive windows improves air-conditioning efficiency, contributing to energy savings and improved fuel efficiency.



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Sustainability initiatives / Stakeholder communication

Governance

Achievements

- Appointment of Outside Director who is not Audit & Supervisory Committee Members
- Made progress with measures to strengthen collaboration with consolidated subsidiaries
  (Shared Group management information / raised effectiveness of internal controls)
- Made progress with reinforcement of quality governance structures initiatives
  (Understood quality and manufacturing information / enhancement of escalation rules)
- Strengthened information security
  (Launched operation of a 24/7 monitoring system)

Upcoming measures

- Comply with Corporate Governance Code revisions
  (such as further strengthening the function of the Board of Directors)
- Enhancement and increased effectiveness of Group-wide governance for quality and manufacturing
  (System for managing and overseeing quality and manufacturing globally)
- Strengthen global network and security
  (such as developing global shared network infrastructure)

Risk Management

Achievements

- Made progress with business continuity management (BCM)
  (Implement various business continuity risk response measures)
- Announced Declaration of Partnership Building

Upcoming measures

- Strengthen integrated BCM structure globally

Stakeholder communication

Achievements

- IR and SR interviews with 116 companies
  (up 21 from the same term of previous year)
- Exhibited at Nikkei/TSE IR Fair



- Disclosed Annual Securities Report on June 10, nine days prior to General Meeting of Shareholders

Upcoming measures

- Distribute IR video targeting individual investors
- Stronger contribution to, dialog with, and collaboration with local communities

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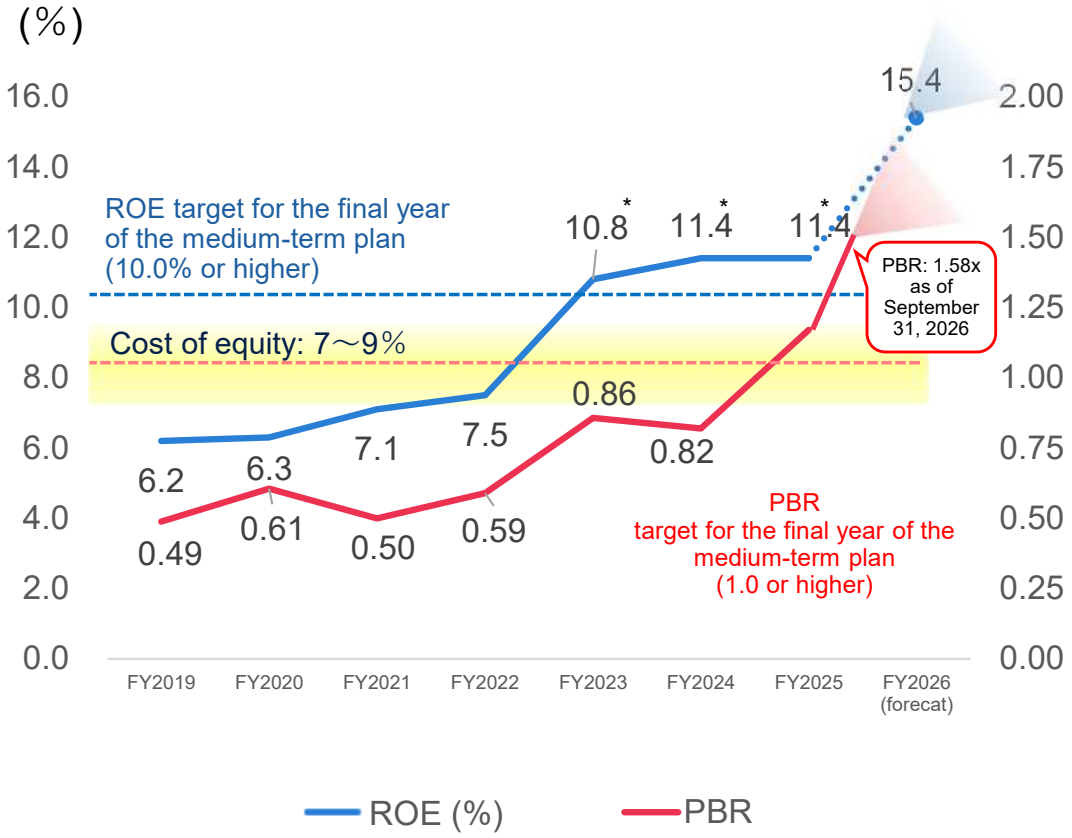
Sustainable growth and corporate value enhancement

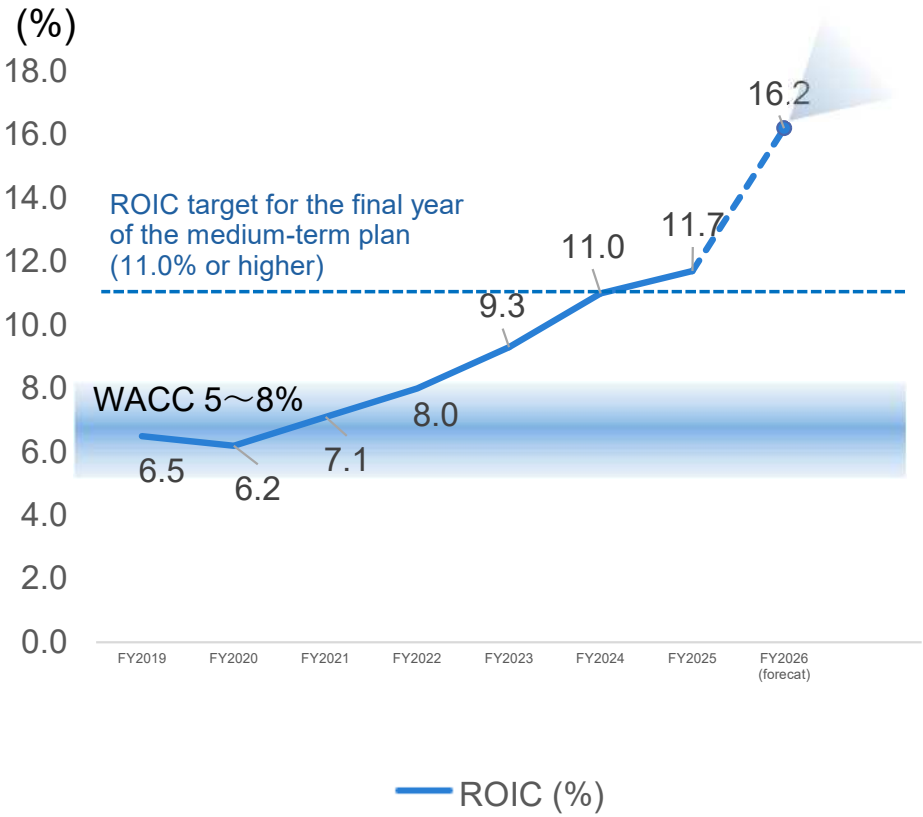
➢ **Going forward, continue to pursue growth investments and initiatives to improve capital efficiency, aiming to further improve ROE/PBR.**

ROE and PBR trend



*ROE including gain on sale of investment securities

ROIC and WACC trend



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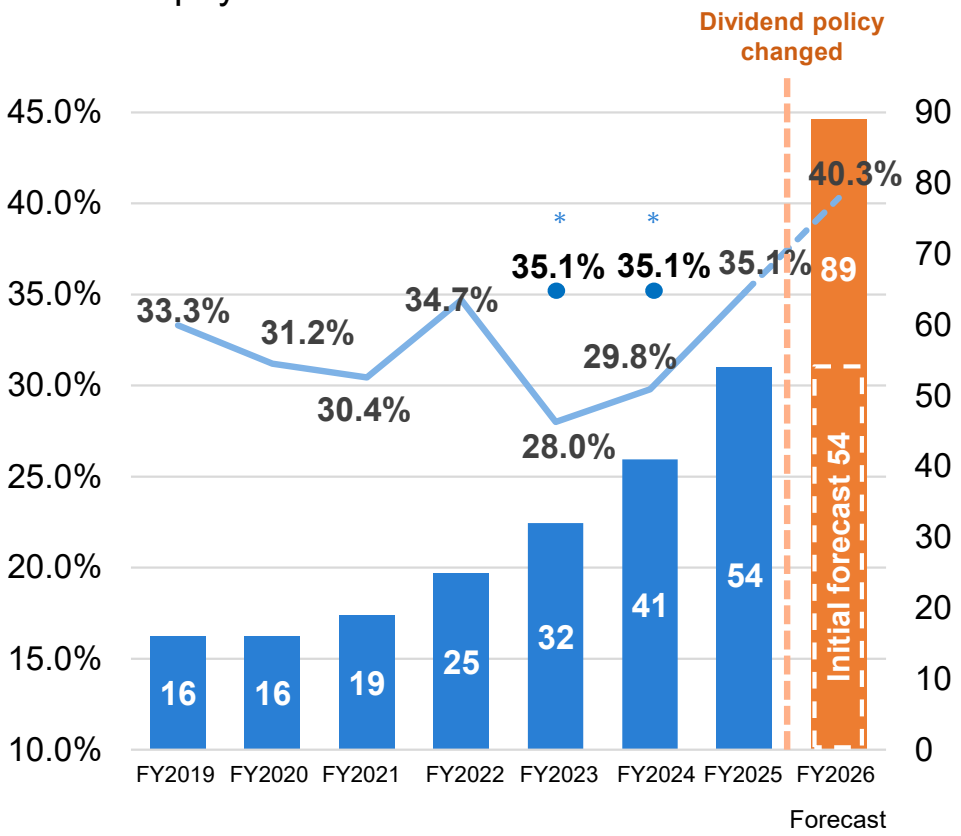
Capital policy and shareholder returns

➢ **New dividend policy: Use a consolidated dividend payout ratio of at least 40% or DOE of at least 3.5%, whichever yields the higher dividend.**

(Beginning with the fiscal year ending March 2027, the minimum consolidated dividend payout ratio was raised from 35% to 40%.)

Dividend payout ratio and dividend trend



Projected dividend for FY2026

- From 54 yen in the previous fiscal year (Initial forecast: 54 yen, July 31 revised forecast: 85 yen)

  ⇒**Revised upward to 89 yen (Increase of 35 yen from the previous year)**
- **Dividend payout ratio: 40.3%**

Total amount of dividend (forecast) ¥4.1 billion

FY2026's acquisition and cancellation of treasury shares

- **July 31: Decision to acquire 4.0 million treasury shares (upper limit), 8.8 billion yen (upper limit)**

  (Acquisition period: August 3 to December 30, 2026)

  Note: Acquired total as of November 6: 3.41 million shares, 8.2 billion yen

  * All acquired treasury shares are planned to be canceled

Total amount of acquisition (forecast) ¥8.8 billion

Total return ratio trends

FY2024	FY2025	**FY2026 (forecast)**
81.1%	95.3%	**128.3%**

* 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).

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For inquiries, please contact:

webmaster@rikentechnos.co.jp

Corporate Planning Department / Accounting Department

RIKEN TECHNOS

Corporate profile

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	1,904 consolidated employees and 796 non-consolidated employees (As of September 30, 2026)
Head Office	Waterras Tower, 2-101, Kanda-Awajicho, Chiyoda-ku, Tokyo 101-8336 JAPAN



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Management philosophy: RIKEN TECHNOS WAY

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.

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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

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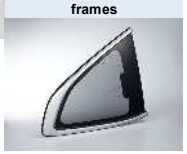
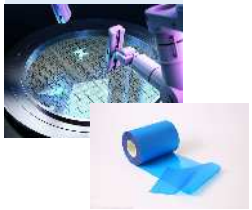
Business segments

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 	Grafting Film 	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  Wraps for commercial-use 			

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Materiality topics

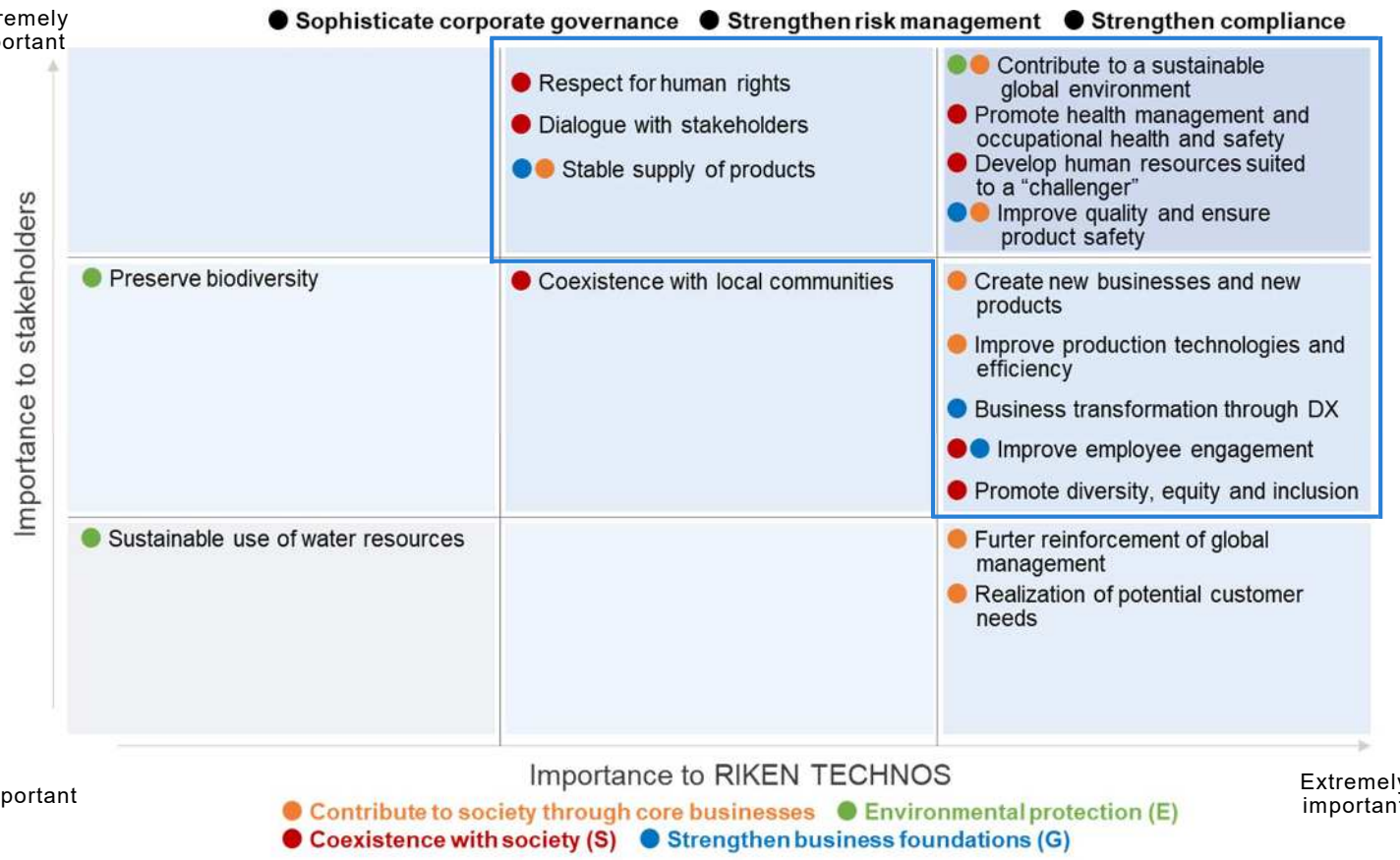
Mission (Mission and Purpose)

Long-term Vision

Materiality Topics

Medium-term Business Plan

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



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Materiality topics' targets and metrics (KPIs)

Material topic	Evaluation criteria (KPIs)	Result	Medium- to long-term targets	
		FY2025	FY2027	FY2030
Contribute to a sustainable global environment	・Achieving CO_2 emissions reduction targets for 2030 (non-consolidated)	37,563t	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)	3.4%	3.2% or less	3.0% or less
Promote health management and occupational health and safety	・Occupational injuries requiring time off work (domestic)	6	0	0
	・Achieve recognition under KENKO Investment for Health program	・Health and Productivity Management Policy Declaration ・Development of an Internal Promotion Structure	Achieve recognition	Maintain recognition
Develop human resources suited to a "challenger"	・Training costs per employee (non-consolidated)	141,000 yen	160,000 yen	200,000 yen
	・Percentage of positive responses to applicable questions in employee awareness survey (non-consolidated)	64%	70%	75%
Improve quality and ensure product safety	・Serious quality incidents requiring recalls (non-consolidated)	0	0	0
	・Serious violations of legal and regulatory compliance regarding use of chemical substances (non-consolidated)	0	0	0
Create new businesses and new products	・Number of patent applications (non-consolidated)	22	75 (cumulative) (FY2025–2027)	210 (cumulative) (FY2022–2030)
	・Ratio of new product sales (non-consolidated and overseas manufacturing subsidiaries)	15%	23%	25%
Improve production technologies and efficiency	・Production capacity (non-consolidated)	+9% (vs FY2021)	+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	11 employees	15 employees	20 employees
	・Participation in DX training (non-consolidated)	100%	100%	100%
Improve employee engagement	・Engagement score (ratio of positive responses) (non-consolidated)	60%	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	21%	24%	26%
	・Ratio of women in management positions (Group)	19%	20%	22%
Respect for human rights	・Penetration of respect for human rights (non-consolidated)	Conducting an Internal Survey (Positive responses: 47.6%)	Improvement (vs FY2025)	Improvement (vs FY2027)
	・Implementation of human rights due diligence for suppliers and 100% improvement rate (non-consolidated)	100%	100%	100%
Dialogue with stakeholders	・Meetings with investors and existing shareholders (non-consolidated)	174	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%	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 development of response Policies	Understanding of core product supply risks and determination/implementation of policies	Strengthening of risk controls for core products

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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.


RIKEN TECHNOS (JIANGSU) CORPORATION


SHANGHAI RIKEN TECHNOS CORPORATION


RIKEN TECHNOS INDIA PVT. LTD.


RIKEN (THAILAND) CO., LTD.


RIKEN ELASTOMERS (THAILAND) CO., LTD.


RIKEN VIETNAM CO., LTD.


PT. RIKEN INDONESIA


RIMTEC CORPORATION


RIKEN U.S.A. CORPORATION


RIKEN AMERICAS CORPORATION


RIKEN ELASTOMERS CORPORATION

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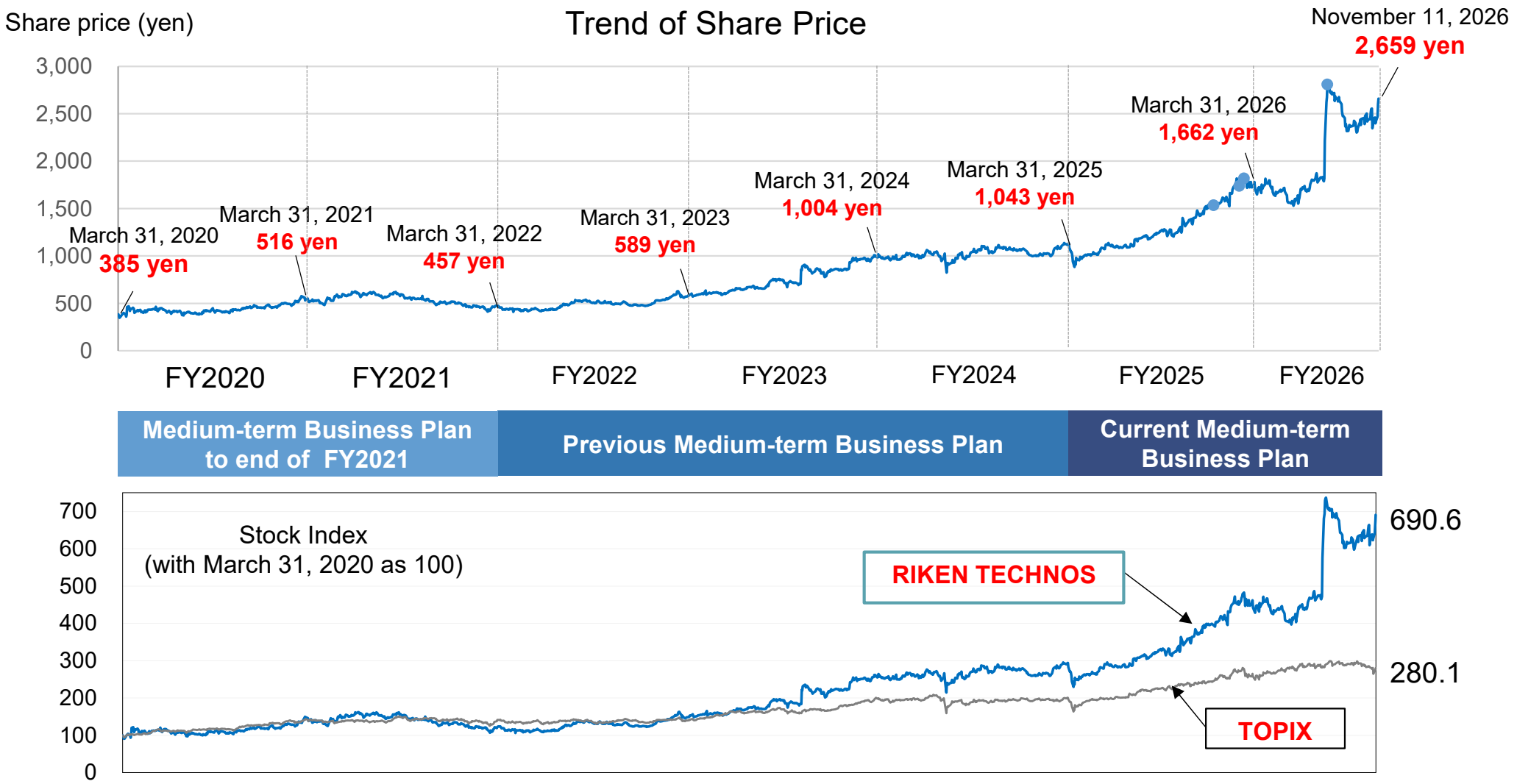
Share Price Trend

➢ **Continue upward trend through management conscious of share prices, aim for further growth going forward**



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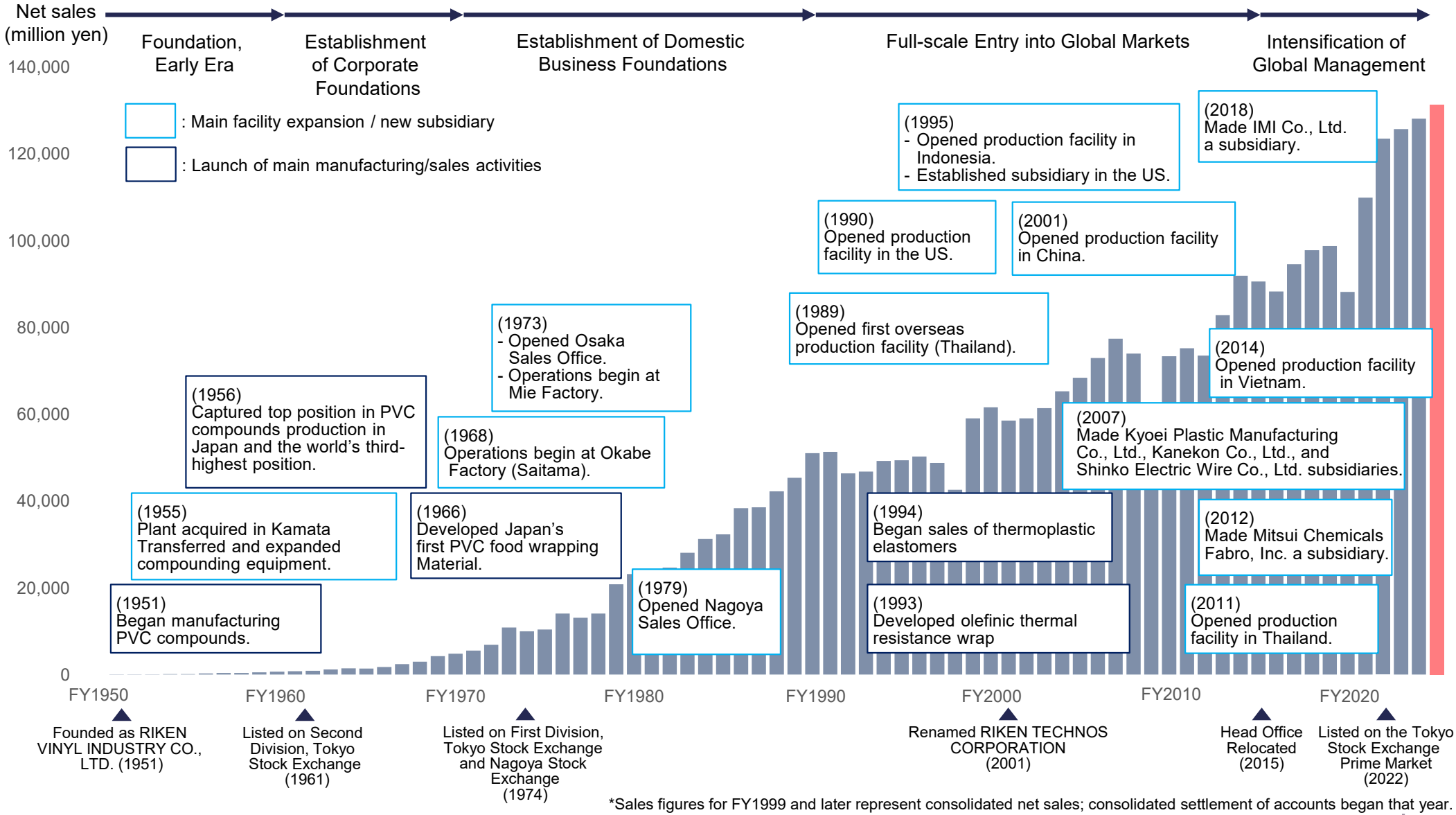
Value creation history

➢ 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.

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