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FY2025 (Year Ended March 2026) Financial Results Briefing

**Advancing to the Next Stage
with Unified Strengths and Experience**

June 5, 2026



1 FY2025 Full-Year Results

2 FY2026 Full-Year Earnings Forecast

3 Progress on the First Midterm Management Plan and Latest Topics

[Reference] NPR-RIKEN Group Overview

Executive Summary

FY2025 Full-year results

- **Lower sales, higher profit: net sales ¥163.1 bn, operating profit ¥12.8 bn**
 - Sales declined due to the impact of the dissolution of a joint venture, lower customer production volumes, and other factors, but profit rose due to the effects of consolidation synergies, rationalization including optimization of the production structure, pricing optimization, and other factors
- **Shareholder returns: annual dividend ¥210 (YoY +¥80, dividend payout ratio 40%)**

FY2026 Full-year earnings forecast

- **Lower sales, lower profit: net sales ¥162.0 bn, operating profit ¥10.0 bn**
 - Despite an earnings contribution from the acquisition of U.S.-based Hastings Holding Corp., we expect lower demand and higher costs driven by rising geopolitical risk
- **Shareholder returns: annual dividend ¥210 (unchanged YoY, dividend payout ratio 63%)**

Midterm Management Plan Progress

- In the second year of the Midterm Management Plan (FY2025), the **ordinary profit ratio reached 10.6% and ROE 9.2%**, achieving the final-year targets ahead of schedule
- **For business portfolio reform, we are accelerating overseas growth and advancing domestic structural reform** while developing the next-generation next core business
 - Acquired U.S.-based Hastings Holding Corp., ended some production in the domestic casting component business, and strengthened the thermal engineering business for semiconductors and electronics

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FY2025 Full-Year Results

FY2025 Full-Year Results: P&L Comparison

- Net sales declined due to the impact of the dissolution of a joint venture, lower customer production volumes, and other factors
- Ordinary profit grew on foreign exchange gains; net profit grew further on the recording of gain on return of assets from retirement benefits trust

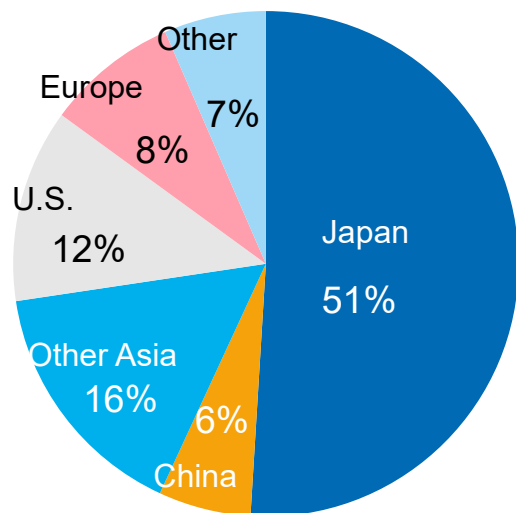
(Unit: ¥bn)	FY2024 Results	FY2025 Results	YoY	
			Change	Change %
Net sales	170.3	163.1	-7.2	-4%
Operating profit	11.8	12.8	+1.0	+9%
Ordinary profit	14.7	17.3	+2.7	+18%
Ordinary profit ratio	8.6%	10.6%	+2.0pt	
Net profit*	8.8	14.0	+5.3	+60%
ROE	6.1%	9.2%	+3.1pt	
Exchange rate				
USD	¥151	¥149	-¥2	
EUR	¥164	¥169	+¥5	

* Profit attributable to owners of parent

FY2025 Full-Year Results: Net Sales by Region

- Japan market: Decreased due to the effects of the dissolution of a joint venture and other factors
- Asian markets: Sales declined due to the impact of a sluggish automotive market in ASEAN, although China was flat
- Other markets: Weak sales in the aftermarket business amid rising geopolitical risk

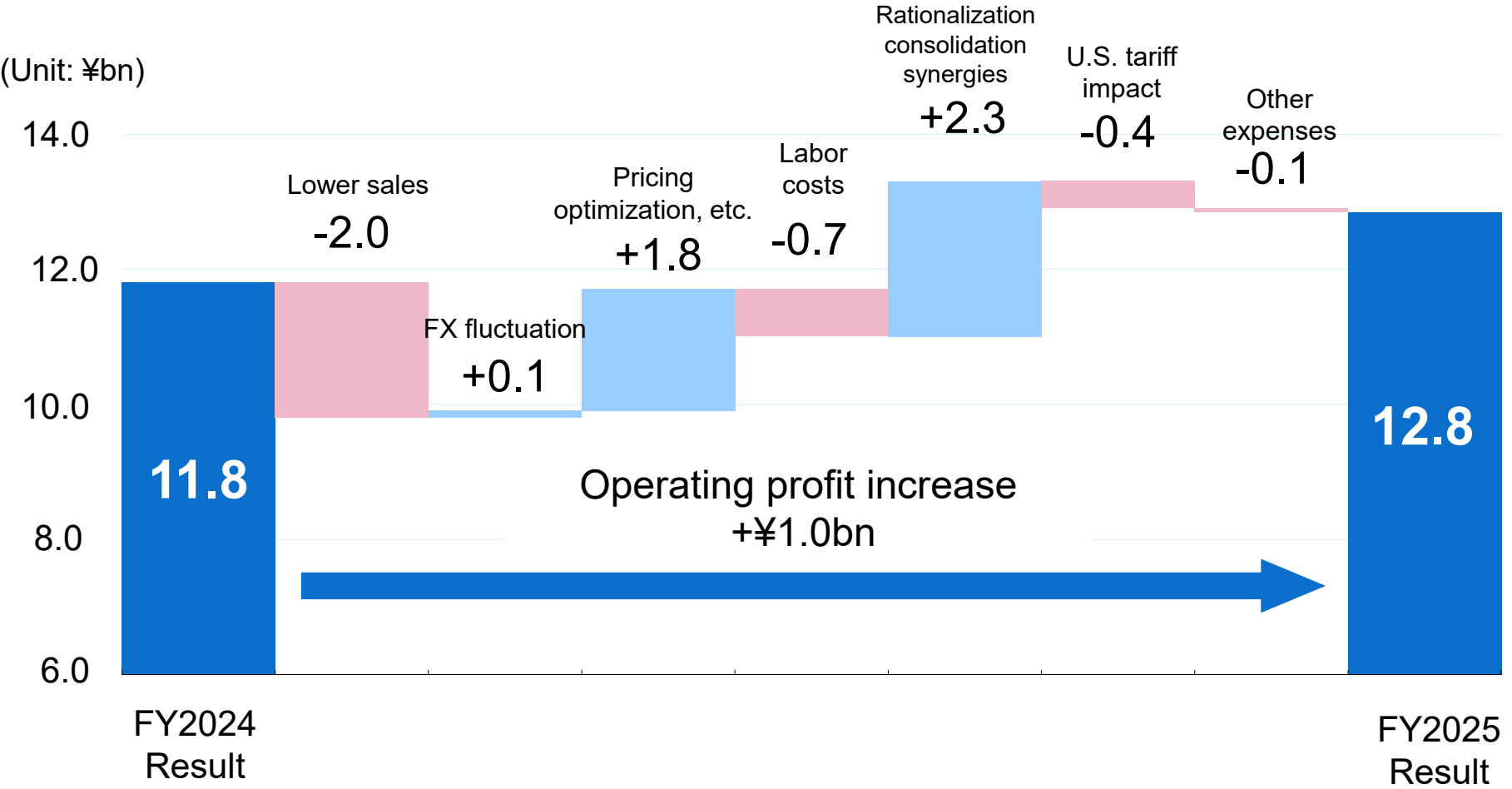
FY2025
Sales mix by region



(Unit: ¥bn)	FY2024 Results	FY2025 Results	YoY	
			Change	Change %
Japan	85.4	83.1	-2.2	-3%
China	9.7	9.7	-0.0	-0%
Other Asia	28.3	25.7	-2.6	-9%
U.S.	20.2	20.2	-0.0	-0%
Europe	14.2	13.8	-0.4	-3%
Other	12.5	10.6	-1.9	-15%
Total	170.3	163.1	-7.2	-4%

FY2025 Full-Year Results: Operating Profit Variance Analysis

- Profit rose YoY, due to the effects of consolidation synergies, rationalization including production optimization, pricing optimization, and other factors, which absorbed lower sales and cost increases such as higher labor costs and the impact of U.S. tariffs



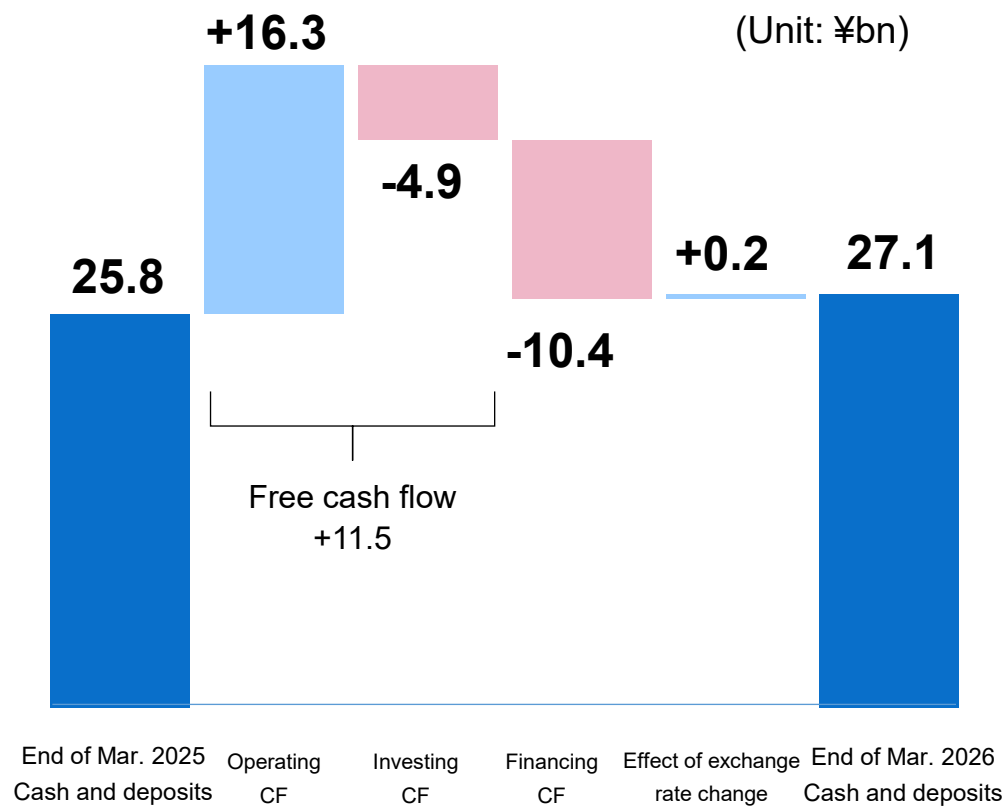
FY2025 Full-Year Results: Balance Sheet

- Cash and deposits: Increased from previous fiscal year-end, but was used to fund the acquisition of U.S.-based Hastings Holding Corp., etc.
- Net assets: Increased due to the accumulation of net profit resulting from strong earnings
- Equity ratio: Increased from the previous fiscal year-end

(Unit: ¥bn)	End of Mar. 2025	End of Mar. 2026	Change vs. Previous Fiscal Year-End
Total assets	219.0	229.0	+9.9
Cash and deposits	28.0	29.1	+1.1
Trade receivables	37.6	36.9	-0.7
Other current assets	39.8	43.1	+3.3
Tangible and intangible fixed assets	58.9	57.3	-1.6
Investments and other assets	54.7	62.5	+7.8
Liabilities	64.4	59.3	-5.1
Trade payables	15.9	14.7	-1.2
Interest-bearing debt	19.3	14.1	-5.3
Other liabilities	29.1	30.5	+1.4
Net assets	154.7	169.7	+15.0
Shareholders' equity	145.2	160.3	+15.1
Equity ratio	66.3%	70.0%	+3.7pt

FY2025 Full-Year Results: Cash Flow Statement

- Operating cash flow was a cash inflow of ¥16.3 bn, mainly due to the recording of net profit
- Free cash flow was used for shareholder returns and debt repayment
- Going forward, we will also actively invest in creating new businesses, including through M&A and R&D



<Main breakdown of cash flow statement>

- Operating CF:	+16.3
Profit before income taxes	+18.7
Depreciation / Amortization of goodwill	+9.0
Change in inventories	-1.9
Income taxes paid	-3.7
Gain on return of assets from retirement benefits trust	-3.0
- Investing CF:	-4.9
Capital expenditure	-8.5
Sale of cross-shareholdings	+4.0
Free cash flow:	+11.5
- Financing CF:	-10.4
Dividends paid	-3.9
Debt repayment	-5.6
- Change in cash and deposits:	+1.3

Note: Cash and deposits in the cash flow statement exclude time deposits with maturities over 3 months

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FY2026 Full-Year Earnings Forecast

FY2026 Full-Year Earnings Forecast: P&L Comparison

- We forecast lower sales and profit YoY, factoring in lower demand and higher costs due to geopolitical risk, among other factors. The contribution to consolidated results from the acquisition of U.S.-based Hastings Holding Corp. is expected to be reflected partway through the fiscal year
- We assume exchange rates of ¥150/USD and ¥180/EUR, although the yen has recently been trending weaker

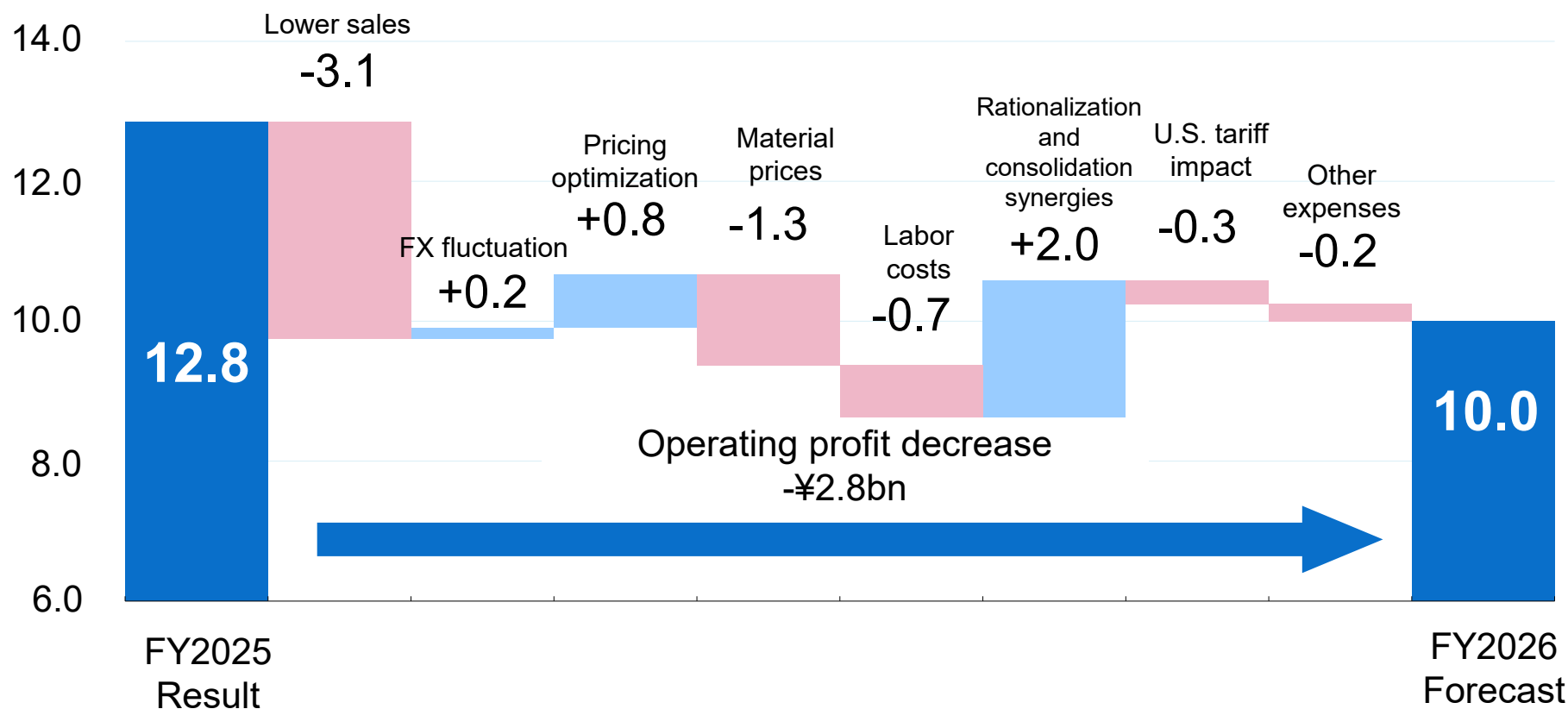
(Unit: ¥bn)		FY2025 Results	FY2026 Forecast	YoY	
				Change	Change %
Net sales		163.1	162.0	-1.1	-1%
Operating profit		12.8	10.0	-2.8	-22%
Ordinary profit		17.3	13.5	-3.8	-22%
Ordinary profit ratio		10.6%	8.3%	-2.3pt	
Net profit*		14.0	9.0	-5.0	-36%
Exchange rate	USD	¥149	¥150	+¥1	
	EUR	¥169	¥180	+¥11	

* Profit attributable to owners of parent

FY2026 Full-Year Earnings Forecast: Operating Profit Variance Analysis

- We forecast a decrease in profit YoY. In addition to lower sales due to rising geopolitical risk, we have factored in surging material prices, including the impact of conditions in the Middle East, and cost increases such as higher labor costs and the impact of U.S. tariffs

(Unit: ¥bn)



Shareholder Returns: Dividend Results and Forecast



- FY2025 results: Maintained a dividend payout ratio of 40%, even including one-time profit; substantially increased the annual dividend to ¥210
- FY2026 forecast: In a challenging environment, the annual dividend is unchanged from the previous year at ¥210 (dividend payout ratio of 63%)
- Over the 3-year cumulative period (FY2024–FY2026), we aim for a total return ratio of 70% or more

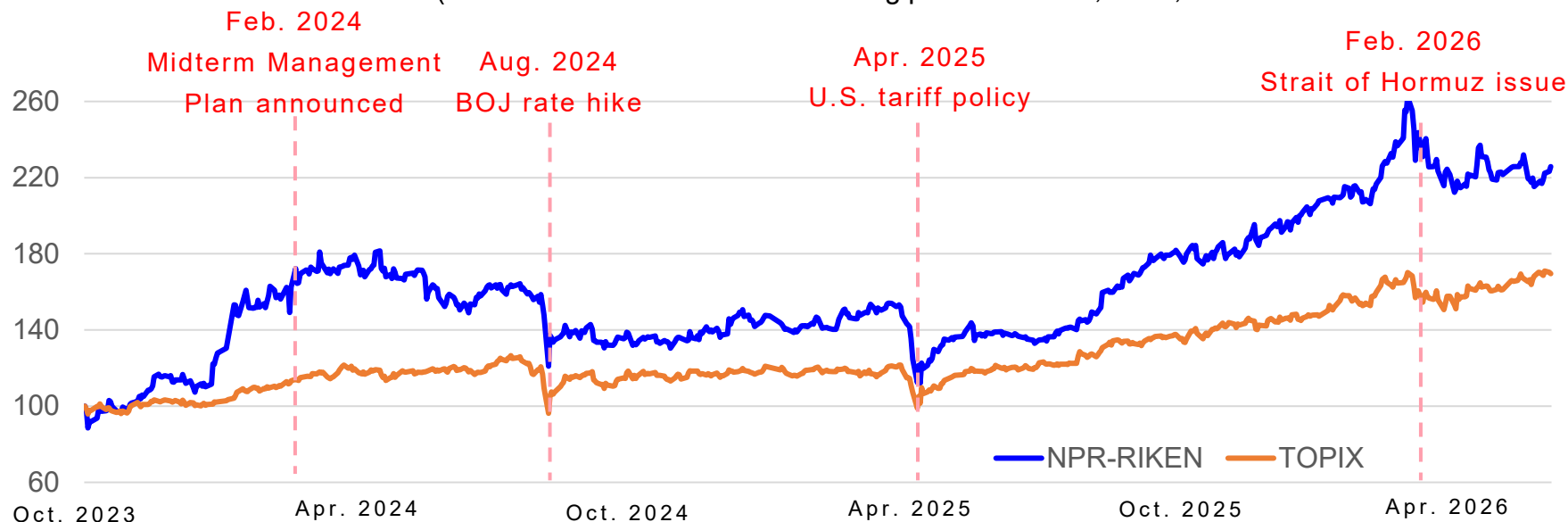
(Unit: ¥bn)	FY2024 Results	FY2025 Results	YoY Change	FY2026 Forecast
Annual dividend	¥130	¥210	+¥80	¥210
Interim dividend	¥45	¥50	+¥5	¥80
Year-end dividend	¥85	¥160	+¥75	¥130
Total dividends	3.5	5.6	+2.2	5.6
Treasury share acquisition	4.0	-		TBD
Net profit (*)	8.8	14.0	+5.3	9.0
Dividend payout ratio	40%	40%	+0%	63%
Total return ratio	86%	40%	-46%	TBD

* Profit attributable to owners of parent

Trends in Share Price, Market Cap, and Dividends



■ NPR-RIKEN vs. TOPIX (indexed to 100 based on the closing price on Oct. 2, 2023, the business consolidation date)



	Oct. 2, 2023	Mar. 29, 2024	Mar. 31, 2025	Mar. 31, 2026	Jun. 2, 2026
NPR-RIKEN share price	¥1,740	¥3,120	¥2,493	¥3,720	¥3,930
Market cap	¥49.0 bn	¥87.8 bn	¥70.4 bn	¥105.1 bn	¥111.0 bn
Dividend per share	-	¥70 *	¥130	¥210	¥210
Dividend yield	-	2.2% *	5.2%	5.6%	5.4%
PBR (times)	-	0.63	0.46	0.62	0.66

* Year-end dividend only, as this was the first year of the business consolidation

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Progress on the First Midterm Management Plan and Latest Topics

Overview of the First Midterm Management Plan



Midterm Management Policy

1. Generate synergies through consolidation
2. Reform business portfolio
3. Strengthen sustainability management and develop a foundation for growth

Midterm Quantitative Targets

Through the creation of synergies, business portfolio reform, and optimization of the balance sheet, we aim to achieve a return on equity (ROE) that exceeds the cost of shareholders' equity (7–8%)

–2023

Net sales ¥168.6 bn
Ordinary profit ratio 8.1%
ROE 6.2%

* Reflects 12-month results for both RIKEN and NPR
(excluding gain on bargain purchase)

2024–2026

Midterm Management Plan Period

Net sales **¥180.0** bn
Ordinary profit ratio **9%** or more
ROE **8%** or more

–2030

2030 Vision

Net sales **¥200.0** bn
Ordinary profit ratio **12%** or more
ROE **10%** or more

Capital Strategy Shareholder Returns

Operating CF **¥60.0** bn
+
Asset sales **¥3.0** bn
(cross-shareholdings, etc.)

- **Shareholder returns ¥20.0 bn**
→ Dividend payout ratio 40%+; 3-year average total return ratio 70%+
- **Strategic investment ¥43.0 bn**
→ Growth investment ¥40.0 bn (capital investment, M&A)
→ R&D expenses: +¥3.0 bn from the previous level

Reach a PBR of 1x by improving ROE, strengthening shareholder returns, and promoting sustainability management

Business Environment (Changes in the Environment)

The auto industry is in a once-in-a-century period of major transformation

- Industry restructuring, carbon neutrality, SDGs, etc. -

- **Even as the pace of "rapid BEV adoption" eases, the business environment remains challenging**
- **A more uncertain business environment than before (U.S. tariff policy, geopolitical risk, etc.)**

Existing businesses

- Re-evaluation of internal combustion engine vehicles
- New demand from data centers and other sources

Next core business

- Higher semiconductor demand from broader AI adoption and other factors
- Expanding market for electronic devices and components

- Developing engine components that benefit the global environment
- Existing businesses can also expand
- Strengthen profitability of existing businesses

- Higher demand for thermal engineering (for semiconductor equipment) and EMC (Electro-Magnetic Compatibility), etc.
- Product development based on market needs
- Promote M&A and alliances

Achieve sustainable growth and higher corporate value

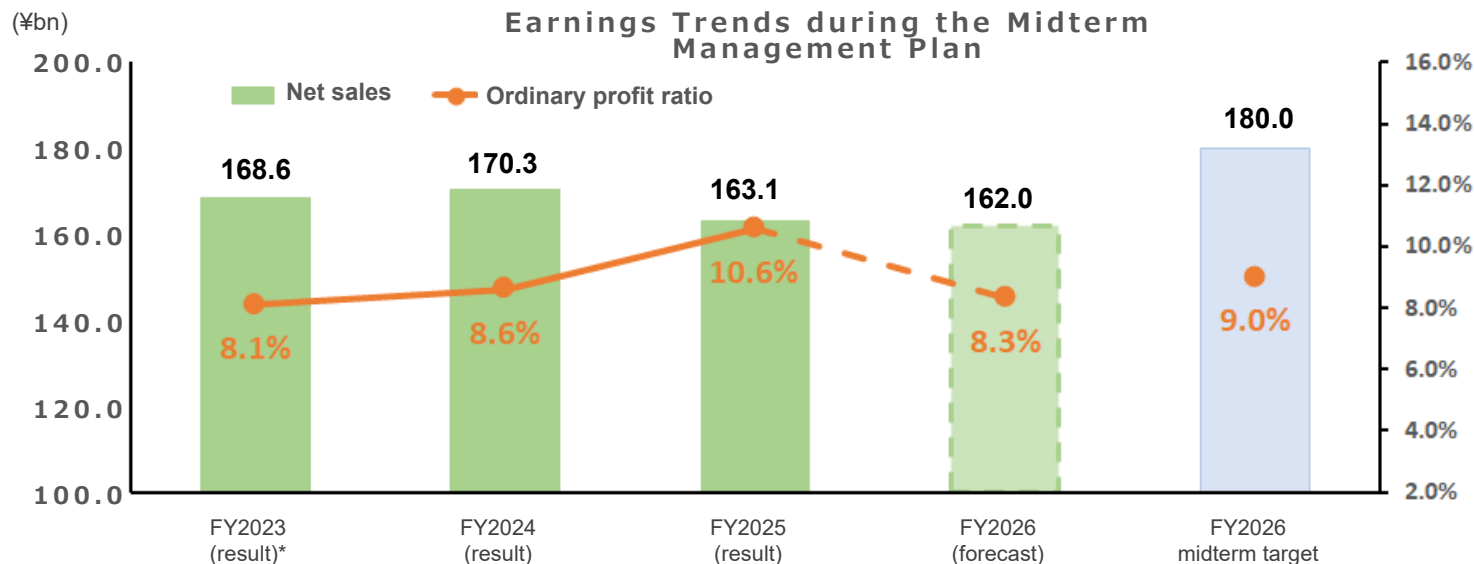
Midterm Management Plan Quantitative Targets (Progress)

■ FY2025 results:

- Through consolidation synergies, rationalization, and pricing optimization, **achieved the final-year ordinary profit ratio target of 9%+**
- Ordinary profit of ¥17.3 bn was a **record high** (vs. simple sum of RIKEN + NPR)

■ FY2026 forecast:

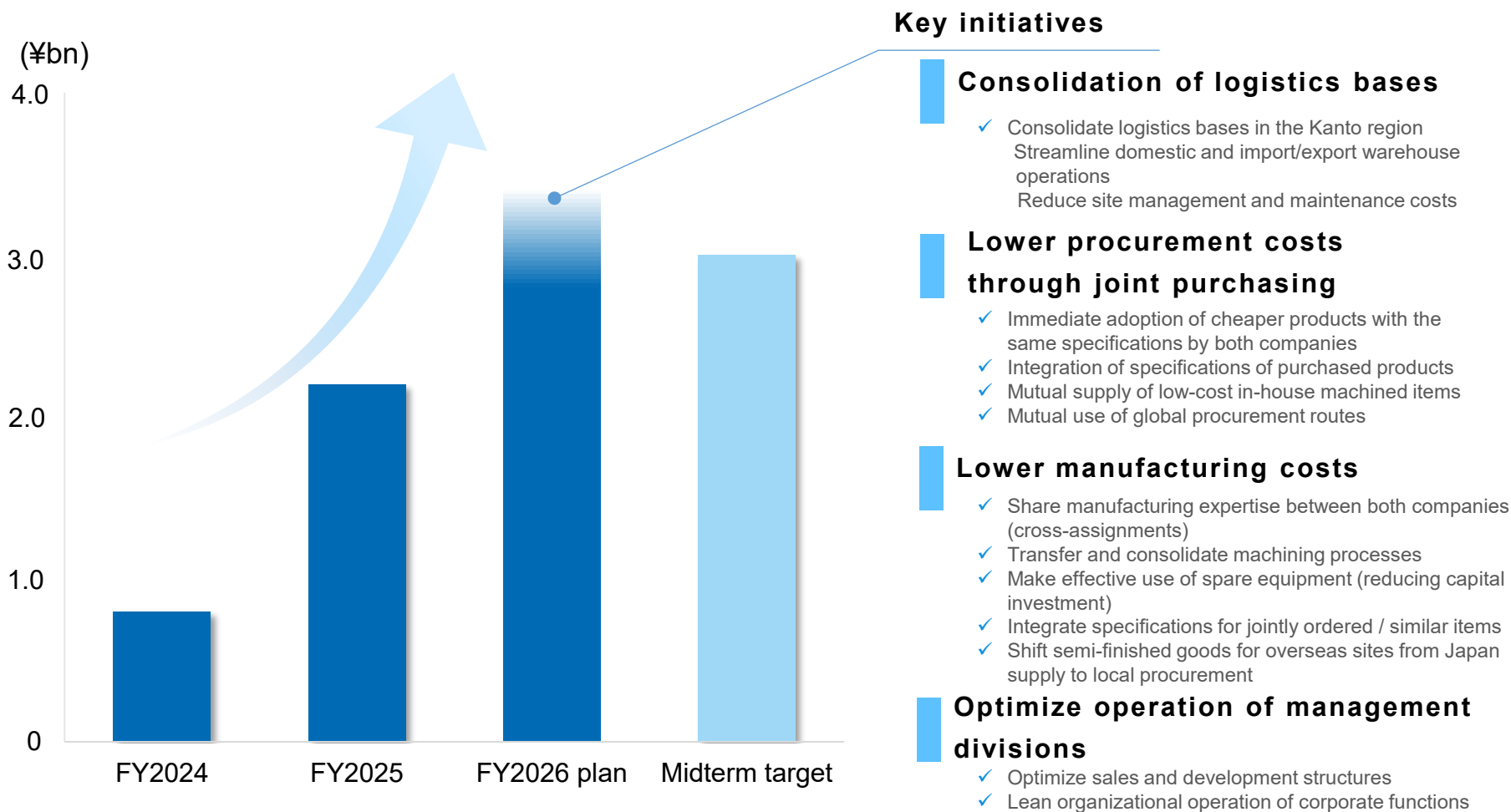
- The business environment has changed significantly since the plan was formulated, due partly to U.S. tariff policy and rising Middle East tensions
- Consolidation synergies are on track to meet the target (target: ¥3.0 bn over 3 years)



* FY2023 results reflect 12-month results for both RIKEN and NPR

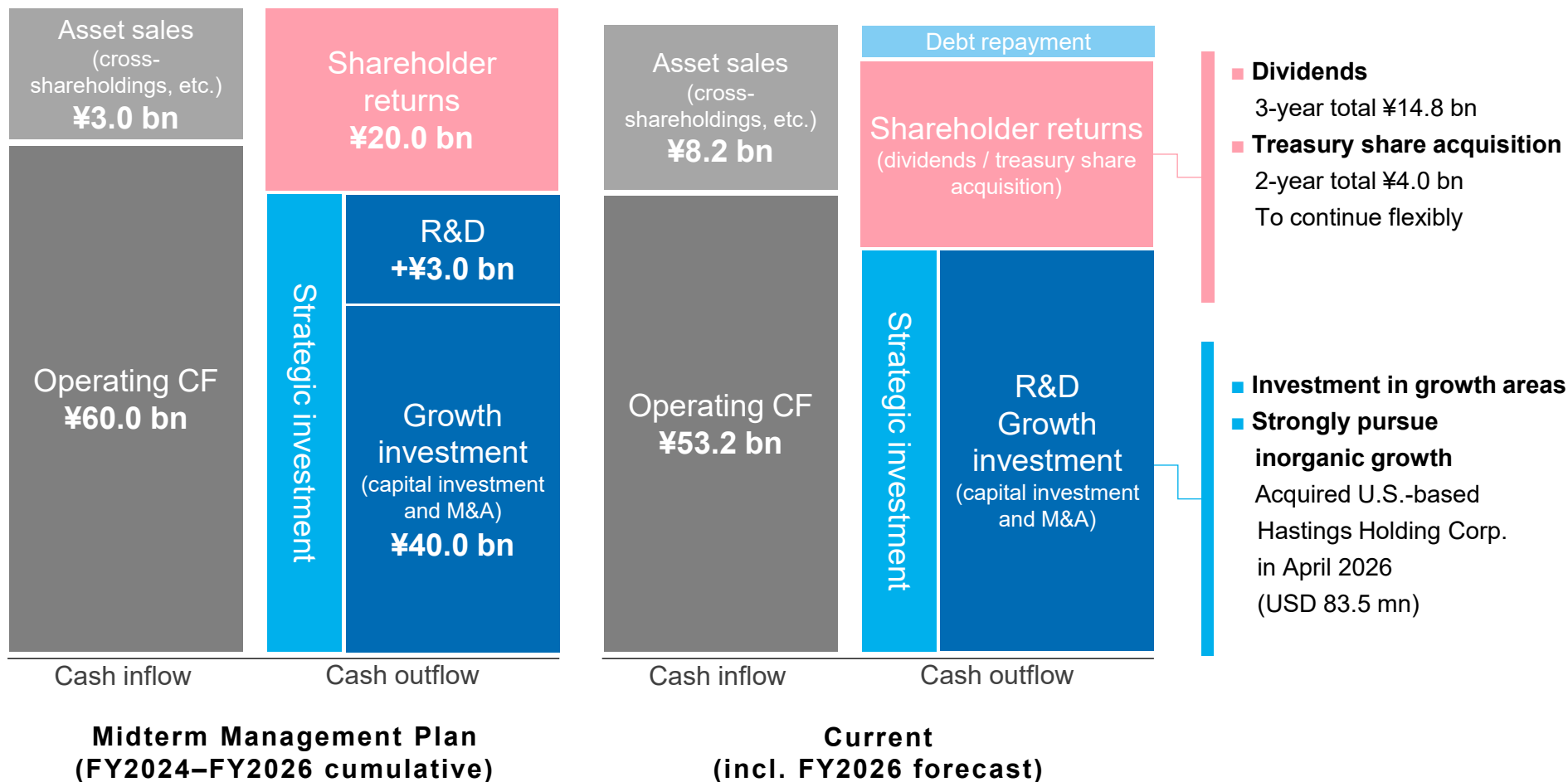
Generating Consolidation Synergies

- Cost synergies in FY2026 are estimated at approx. ¥3.0–3.5 bn * Cumulative total from FY2024
- The midterm target is expected to be achieved, and the April 2026 reorganization will further increase synergies beyond the target
- New product development projects will contribute to the top line after a 3–5 year development period



Capital Strategy: Cash Allocation

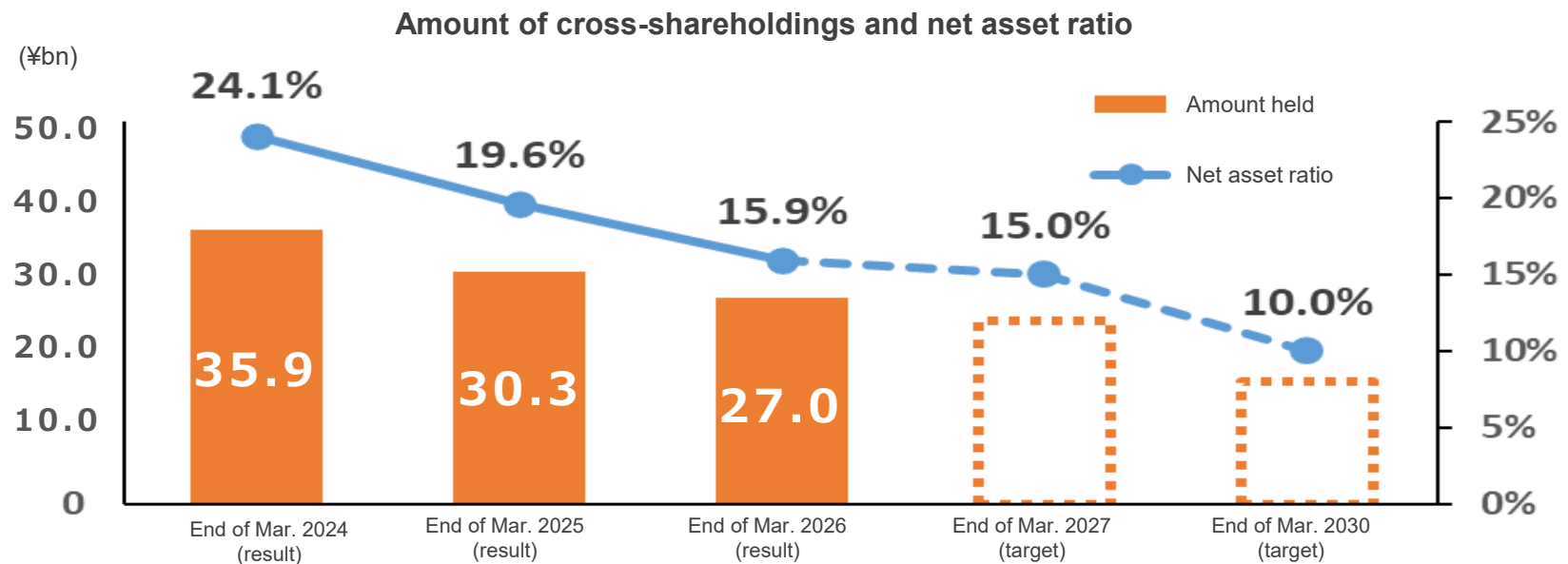
- Operating CF is lower than projected in the Midterm Management Plan, but cash inflow is maintained at a similar level through the sale of cross-shareholdings
- As strategic investment, continue to pursue investment in growth areas and M&A



Capital Strategy: Policy on Reducing Cross-Shareholdings



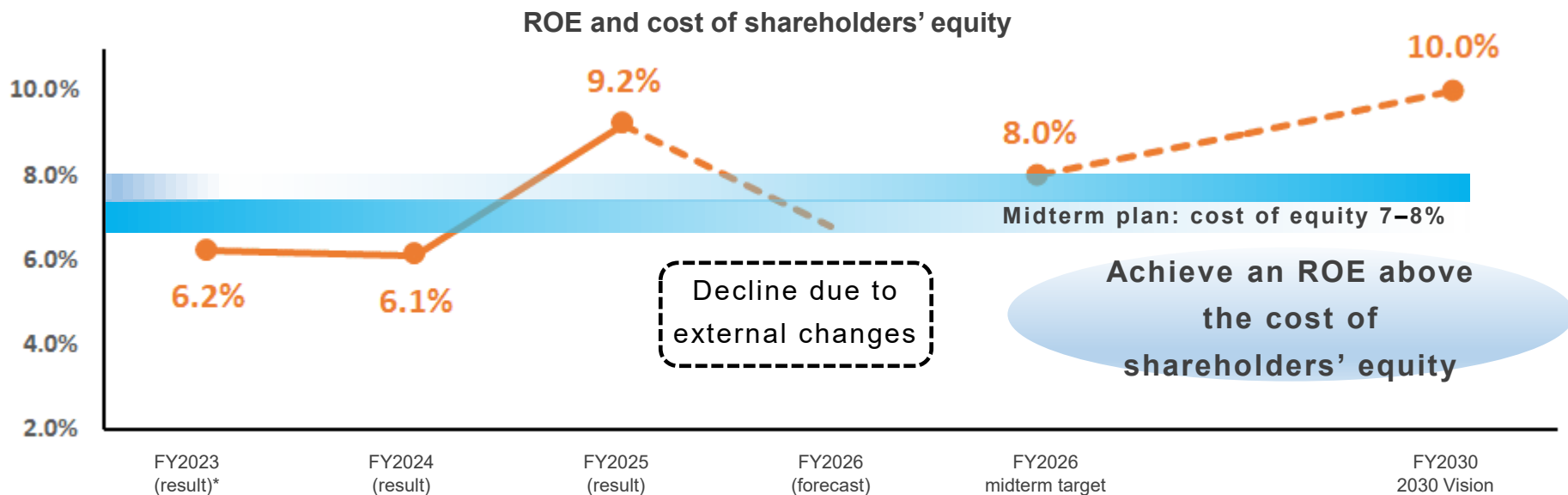
- **FY2025 result:** The net asset ratio declined to 15.9% (-3.7pt vs. previous fiscal year-end)
- **Future reduction policy:** Reduce the net asset ratio to 10% or less by the end of March 2030
As an interim milestone, reduce the net asset ratio to 15% or less at the end of the Midterm Management Plan (end of March 2027)



* Includes deemed holdings of retirement benefit trust assets

Progress on Management Conscious of Cost of Capital and Stock Price (1)

- In FY2025 results, return on equity (ROE) exceeded the cost of shareholders' equity
- To sustain an ROE above the cost of equity, we continue business portfolio reform, synergy creation, and balance sheet optimization



* FY2023: Reflects 12 months of results for both RIKEN and NPR, excluding gain on bargain purchase

Progress on Management Conscious of Cost of Capital and Stock Price (2)

Profit growth / business portfolio reform Improve investors' expected growth rate

- **Strategic investment** (capital investment, R&D, M&A, human capital)
- **Achieve the quantitative targets set in the Midterm Management Plan**
 - Generate **consolidation synergies**
 - **Group reorganization** (advancing business strategy, strengthening governance)
 - Expand business in both quality and scale through **M&A**
 - **Business portfolio reform**

Balance sheet optimization

- **Reduce cross-shareholdings** and non-business assets
- Lower debt costs and optimize on-hand liquid assets
- Introduce **ROIC-based management** (pursuing capital efficiency)

Reinforcing shareholder returns

- FY2024: dividend payout ratio 40% (¥130) + ¥4.0 bn treasury stock acquisition
- **FY2025: dividend payout ratio 40% (¥210)**
- **FY2026: annual dividend will maintain at ¥210** (dividend payout ratio 63%)

Improving ROE / PER

ROE > Cost
of shareholders'
equity

**Achieving target
ROE of 8%**

Improving corporate value

**Raising stock price
(PBR 1x or more)**

Promotion of sustainability management

- Initiatives to achieve various KPIs (environment, society, governance, human capital investment)
- **Review of board composition** (diversity, independence, expertise)

Improvement of IR / SR

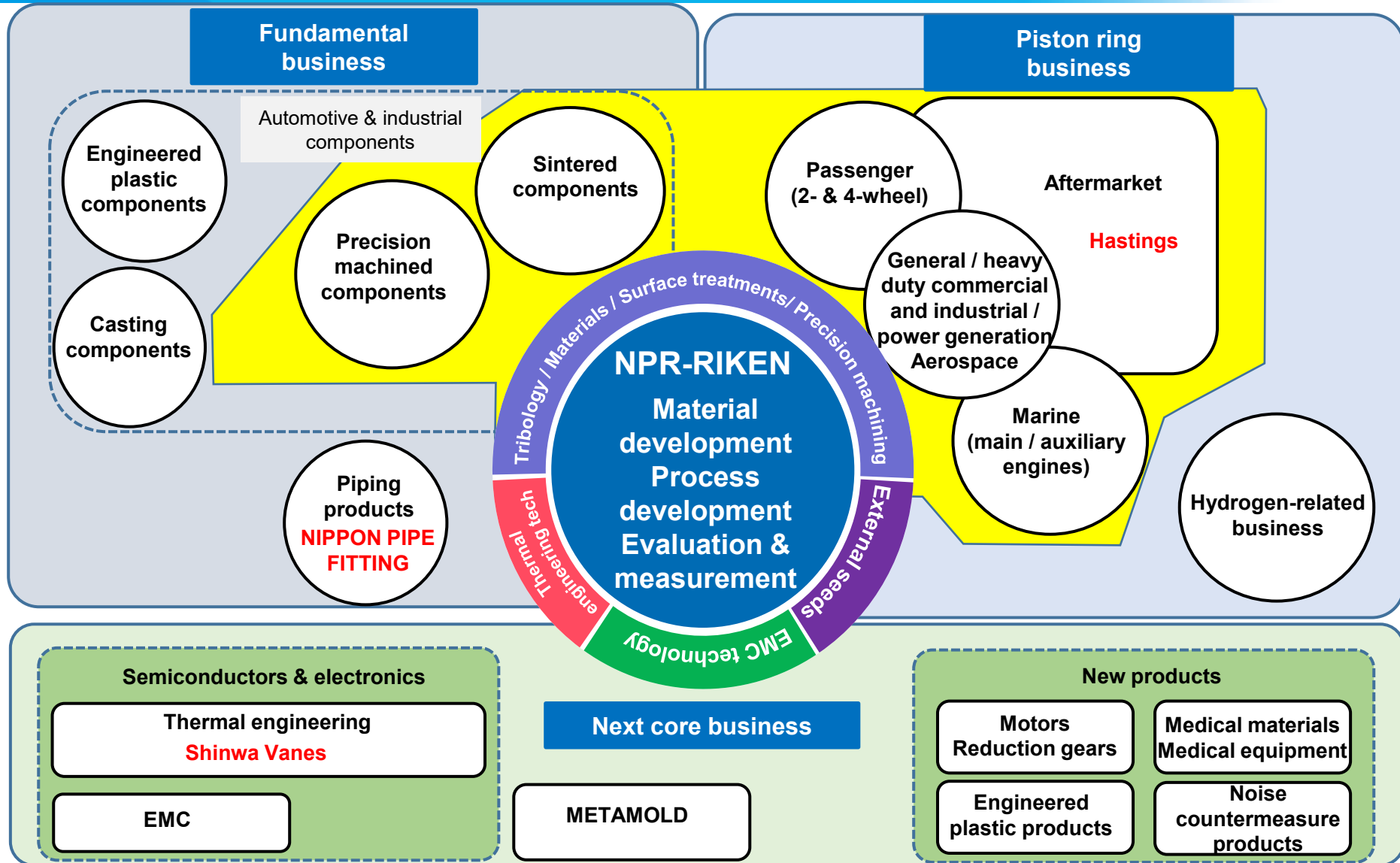
- **Strengthen dialogue with shareholders and investors**
- **More opportunities for outside directors to participate**

Greater stock-price awareness

- Expand executive share-based compensation, introduce share-ownership incentive plans for employees, internal education (ROIC tree, etc.)

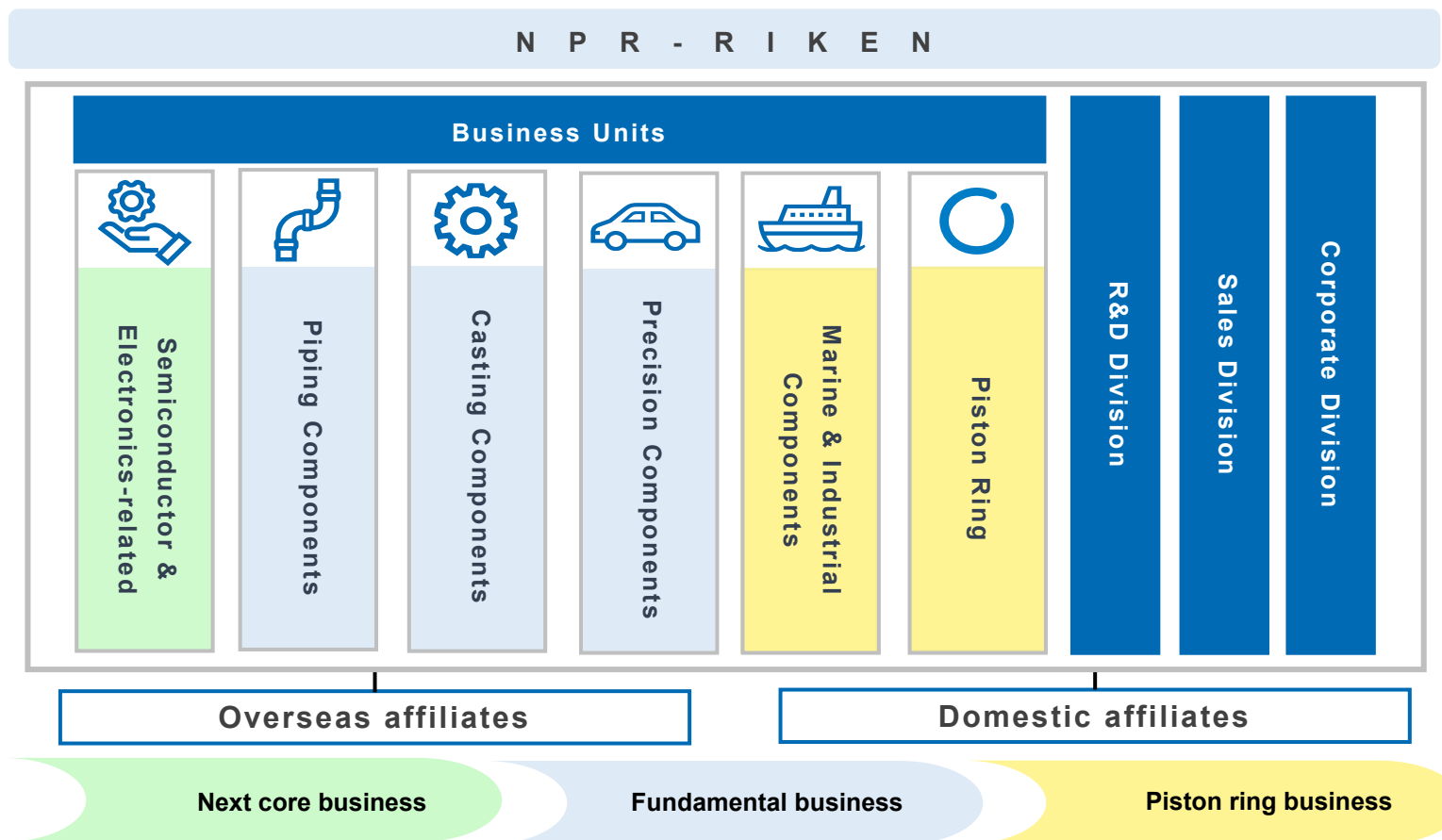
Our Group's Business Domains

Common domain of former RIKEN and former NPR



Group Reorganization (Effective April 1, 2026)

- Introduce a divisional structure → Remove the former RIKEN / former NPR framework and **reorganize by business**
Agile management emphasizing speed in strategy and decision-making
 Introduce **ROIC management** focused on capital efficiency
- Consolidate strategy and oversight functions at NPR-RIKEN → **Stronger, more efficient group-wide governance**



Direction of Business Portfolio Management

Maintain and strengthen the automotive & industrial machinery business

Actively allocate management resources to growth businesses

Business expansion via new product / new business development

Inorganic growth through M&A

- Sustainable growth
- Increased corporate value
- Greater resilience to BEV adoption

	Piston ring business	Fundamental business	Next core business
Basic strategy	● Consolidation synergies ● Secure survivor benefits	● Consolidation synergies ● Secure survivor benefits	● Aggressive expansion
Allocate management resources to growth areas	● Marine ● Commercial ● Aftermarket ● Data centers ● Alternative fuels	● New engineered plastic products	● Semiconductors ● Electronics
Inorganic growth through M&A	● Hastings (aftermarket)	● NIPPON PIPE FITTING (piping)	● Shinwa Vanes (thermal engineering)
Portfolio reform Advance ROIC management	● Withdraw from production at Taiwan Riken ● Globally optimized production (cast iron)	● Globally optimized production (valve seat inserts) ● Ended production of machined-camshaft and part of domestic casting-components	● Market-driven new product development

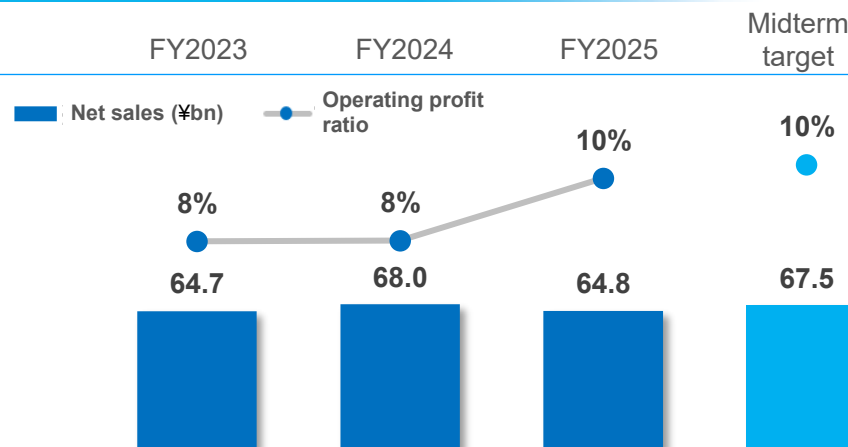
Business Strategy: Strategy by Segment

Strengthen profitability



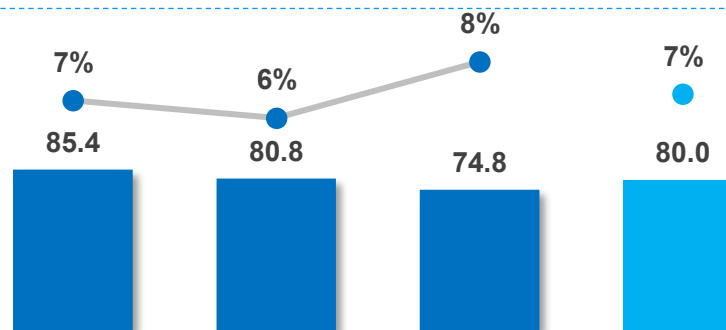
Piston ring business

- World's No.1 supplier
- Sales expansion for non-passenger car engines that will remain*
*Heavy duty commercial and industrial, aftermarket, marine
- Synergy effects ⇒ improved profitability



Fundamental business

- Offsetting the engine production decrease by expanding share in specialty areas
- Improving profitability through rationalization and product portfolio review

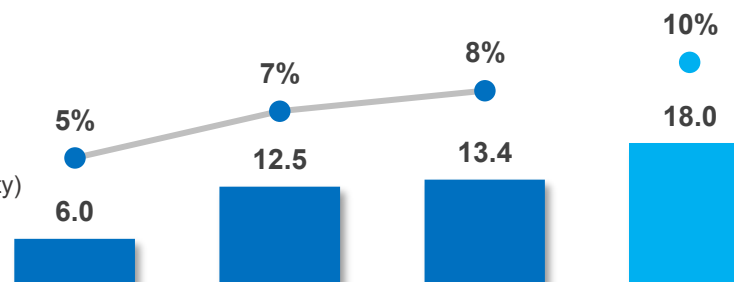


Increase sales to become core business



Next core business

- Swift business expansion by reinforcing resources
- Business expansion in growth areas (semiconductors, electrification, and carbon neutrality)
- Business expansion through M&As



Business Strategy (1)



Piston ring business

Basic policy

- Reliable solution provider
- Synergy creation and substantial productivity improvement
- Broader product line-up and fast development speed
- Innovative product technology to achieve carbon neutrality (hydrogen and alternative fuels, etc.)



Business strategy

Propose optimal solutions for "engines that will remain," based on customers' future strategies

- Development for dedicated hybrid engines (DHE)
- Development to handle each country's emissions rules as well as higher output
- Development to improve thermal-efficiency for China's large, high-output commercial engines

Adapt to carbon-neutral fuels (hydrogen, biofuel, etc.)

Actively approach potential overseas domains

- Made Hastings, the leading player in the North/Central America aftermarket, a subsidiary

Expand sales of product lines using both companies' strengths

- Expand sales to generator makers for data centers

Generate consolidation synergies and fundamentally improve productivity

- Consider consolidating domestic casting bases while shifting production to overseas bases
- Optimal allocation of marine piston-ring production bases

TOPIC: Slide 29

Acquisition of Hastings Holding Corp.

- **Capturing survivor benefits** in piston rings + strengthening the **aftermarket business**
 - **Acquired 100% of Hastings Holding Corp. (HHC) shares (April 13, 2026)**

- **HHC: Delaware, U.S. A pure holding company** for Hastings Manufacturing Company (HMC) and Piston Rings Komarov s.r.o. (PRK)
- **HMC: Michigan, U.S. A piston-ring maker** founded in 1915
- **PRK: Czech Republic. A casting maker** founded in 1460; **producing piston** rings since 1932

- Beyond its OEM business for heavy duty commercial and industrial uses, the HHC group, through the **Hastings brand**, is the **market leader with dominating brand power in the aftermarket piston-ring market, especially in North and Central America**
 - Adding the Hastings brand secures the **NPR-RIKEN group's top position**

- **HHC FY2024 consolidated results:**
 - Net sales USD 59,265 thousand/year,**
 - Operating profit USD 8,801 thousand/year**
 - **Improve profitability in the existing ICE domain;**
 - secure survivor benefits and win a higher share**



Business Strategy (2)



Fundamental business

Basic policy

Precision machined parts

Become the world's top supplier



Piping products

Improve presence in the construction field



Business strategy

Adapt to carbon-neutral fuels (hydrogen, biofuel, etc.)

- Develop high-performance valve-seat materials for commercial use, meeting new E.U. regulations

Multi-product sales expansion leveraging both companies' sales channels

- Strengthen marketing in India

Structural reform of sales and production systems

- Machined camshafts: transferred shares in RIKEN Brother Precision Industry and dissolved the J.V.
- Sintered components: closed the Michigan (U.S.) plant and shifted production to other bases
- Unified the Southeast Asian market sales structure via a merger of Thai subsidiaries
- Casting component business: ended domestic production of some products

TOPIC: Slide 31

Develop new products that contribute to labor saving at construction sites

- Develop labor-saving construction products addressing worker shortages and shorter working hours

Enter markets in new fields

- Conduct exploration and development for adoption of piping products across all fields

Business Portfolio Review (Casting Components Business)

■ **Business portfolio reform: decide whether to continue each business after comprehensively assessing its prospects and profitability**

- Decline in domestic auto production
- Future demand decline as cast iron is replaced by aluminum
- Lower efficiency and higher repair costs due to aging equipment
- Rising material costs and further increases in repair costs



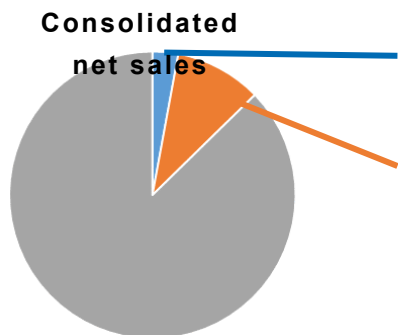
■ **Terminate domestic production** of casting components **products other than camshafts** (September 2027)

* Sales of discontinued products are about 23% of casting components sales and about 3% of NPR-RIKEN consolidated net sales

■ **Employees** will **retain employment** through reassignment within the Group

■ Domestic production of **cast camshaft materials** and the casting business at **PARIN** (Indonesia) will **continue**

■ **Domestic cast camshaft materials are expected to increase in volume** vs. current levels, including taking in OEM in-house production



Casting business: production terminated



- Japan: steering knuckles, housings, other undercarriage parts, hydraulic parts, etc.

Casting business: production continued



- Japan: cast camshaft materials
- Overseas: unchanged

Business Strategy (3)



Next core business

Basic policy

Business strategy

Semiconductor & electronics-related

Thermal engineering

- Develop and prepare a full lineup of heater units for semiconductor manufacturing equipment
- Develop industrial heaters that meet carbon-neutral demand

EMC

- Sales expansion and improvement of added value for anechoic chambers and reinforcement of related businesses

Strengthen the heater-unit business for semiconductor manufacturing equipment

- Higher semiconductor demand from AI adoption and data-center investment
- Respond to rising demand for single-wafer (one-at-a-time / high-precision) processing equipment

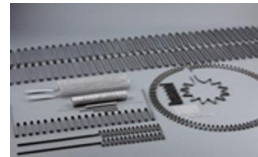
Capture demand from the shift to electrification (combustion → electric heating)

- Development anticipating large future demand

Expand anechoic-chamber sales to automakers and electronics makers

amid CASE / IoT growth

- Timely proposals that anticipate needs, such as compliance with the latest EMC standards



METAMOLD®

- Substantial improvement of important requirements
- Concentrate resources on specialty fields and build a sales force that dives deep into customers' needs
- Preparation for sales expansion in overseas markets

Enter the medical field with high-quality, high-precision titanium materials

Strengthen responses to customer needs across many fields

- Raise brand awareness through digital marketing
- Develop low-expansion (Kovar) materials; enable machining-free processing of hard-to-cut materials

Mutually complement technology and customer needs with engineered plastic products

* METAMOLD is a registered trademark of NPR-RIKEN for metal injection molding products

Business Expansion into the Semiconductor Manufacturing Equipment Industry



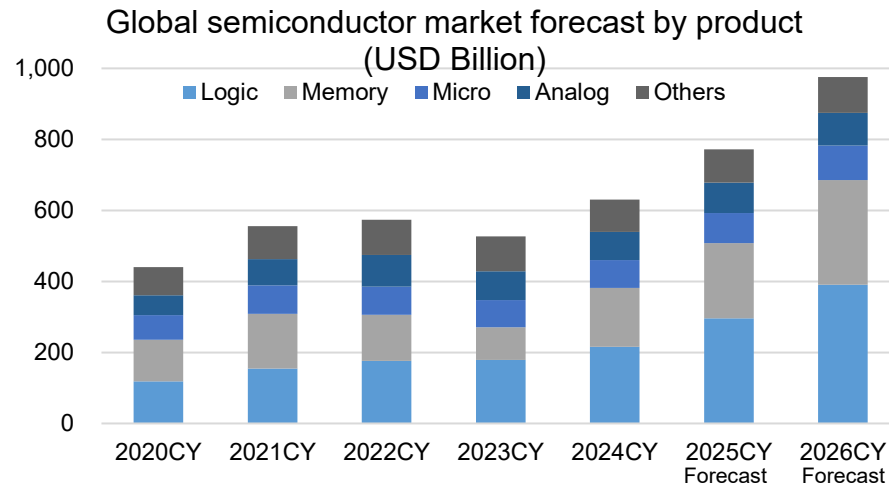
Semiconductor market environment

- Generative-AI adoption and data-center investment are lifting semiconductor demand, and the semiconductor manufacturing equipment market continues to grow
- Balancing increasing scaling and functionality of semiconductors with better yield and efficiency in manufacturing processes
- Temperature control and heat treatment within semiconductor manufacturing equipment are becoming more important



Shinwa Vanes (our wholly owned subsidiary)

- A fabless maker with strengths in heaters for semiconductor manufacturing equipment (heat treatment, cleaning, film deposition processes, etc.)
- Optimal-solution design for customer needs, a diverse made-to-order lineup, and a procurement network specialized in heater-related parts
- Over 25 years of development experience and trust built with major semiconductor manufacturing equipment makers

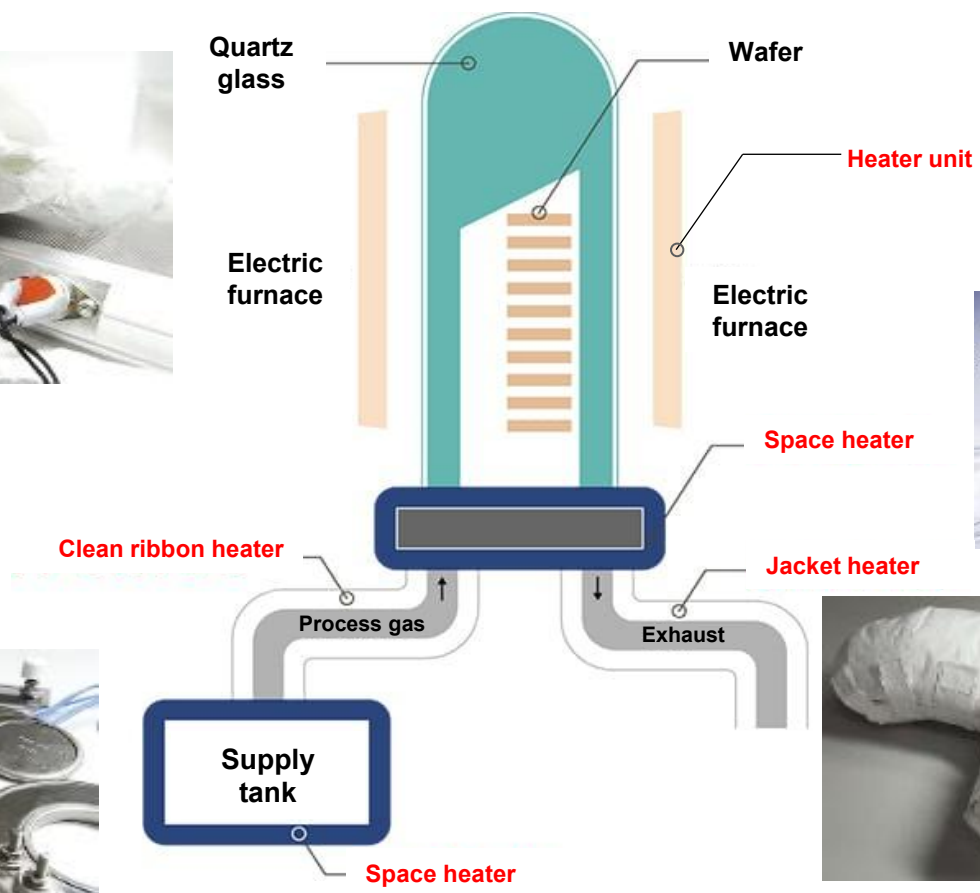


Source: Japan Electronics and Information Technology Industries Association 2025 Autumn Semiconductor Market Forecast

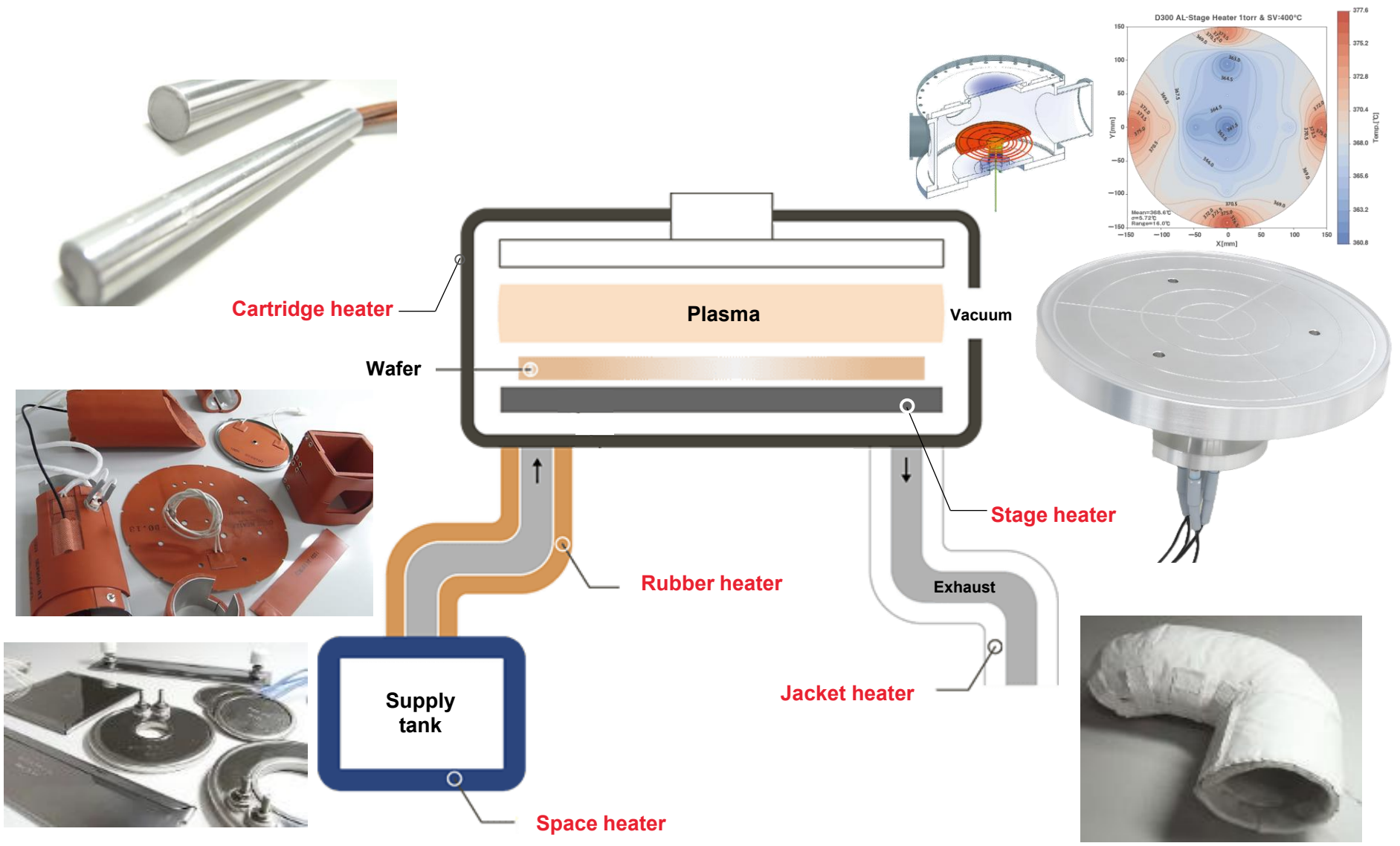
Product Example for Semiconductor Manufacturing Equipment (Batch-type Film-Deposition Equipment)



A specialist maker of electric heaters
Shinwa Vanes Co., Ltd.



Product Example for Semiconductor Manufacturing Equipment (Single-Wafer Film-Deposition Equipment)



New Product (Electromagnetic Noise Countermeasure Core)

■ Development and supply of EMI (electromagnetic interference) countermeasure materials (cores)

■ Features of our products

- ◇ Compact design aimed at weight reduction and space saving
- ◇ Use of nanocrystalline material with high noise suppression (kHz–MHz band)
- ◇ Split type that can be retrofitted to installed wire harnesses, plus holder assemblies integrated with harness holders; we also meet shape and design requests



■ Market entry via application to audio and industrial equipment

- Audio equipment: **Kanjitsu Denki Co., Ltd.: from Jan. 2026**

World's first product combining
nanocrystalline material and a split type

- Industrial equipment: **Company A: from Mar. 2026**



Future business development

Current (2026-)

Build the business foundation

- Develop sales channels
- Build production base
- Process reform

Expand applications /
acquire new customers
Expand product areas

Medium term (2030)

Expand the business

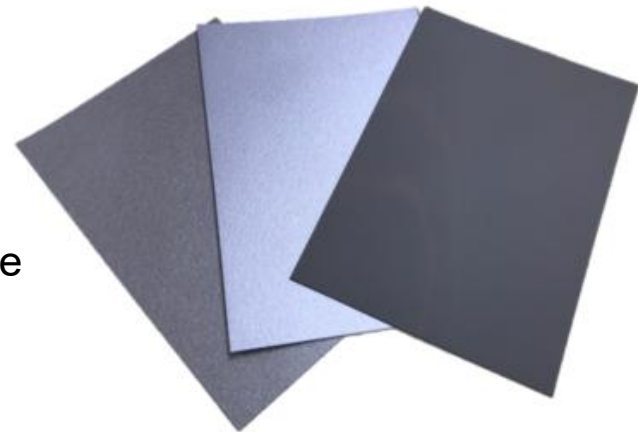
- Acquire automotive projects
- Strengthen cost competitiveness

New Product (Electromagnetic Noise Countermeasure Sheet)

- Develop and supply EMI (electromagnetic interference) countermeasure materials (sheets)

- Features of our products

- ◇ Very high heat resistance ⇒ suitable for automotive use
- ◇ High noise suppression in the GHz band
⇒ supports high frequency communications; thin profile



- Market entry via application to automotive, medical, and measurement equipment

- Automotive: Company B: in-vehicle multimedia (1): from Jul. 2024

Company B: in-vehicle multimedia (2): from Jul. 2025

- Medical: Company C: for analytical instruments: from Nov. 2024

- Measurement equipment: Company D: for measurement instruments: from Jul. 2023

Future business development

Current (2026–)

Build the business foundation

- Develop sales channels
- Build production base
- Process reform

Expand models / acquire new customers
Expand product areas
Strengthen cost competitiveness

Medium term (2030)

Expand the business

- Acquire large projects
- Acquire / expand automotive projects

New Product (Engineered Plastic Gears)

■ Replacement of metal with engineered plastic for weight reduction

Developing engineered plastic gears that contribute to lighter weight and quieter operation in the mobility field

Developing engineered plastic strain wave reduction gears to enter the robotics field

■ Features of our products

- ◇ Excellent sliding properties and very high durability (PEEK resin)
- ◇ Excellent quietness

* We possess injection-molding technology for super engineering plastics ⇒ quality assurance systems in place (ISO, IATF)



Engineered plastic strain wave gear reducer

■ Market entry via application to drive units for electric-assist bicycles

- Bicycle: Company E: PEEK resin gear for drive units (1): from Feb 2024
- Company E: PEEK resin gear for drive units (2): from Jun 2024

Company F: PEEK resin gear for drive units: from May 2026



Future business development

Current (2026–)

Medium term (2030)

Market entry

- Gain a track record in the bicycle market
- Expand to other models and companies

Expand sales to other markets

- Automobiles, motorcycles
- Robots, industrial equipment
- Food, semiconductor-related

Enter the unit-product market

- Small electric actuators
- Strain wave reduction gear units

Using hydrogen engine development as a foothold, contributing to local energy production and consumption, and realizing a carbon neutral society

- With Tokyo City University and The Nisshin Oillio Group, conducted a study toward a demonstration test of a hydrogen engine conversion bus*¹ (FY2025 NEDO*² hydrogen production and utilization potential study)
- Opened a hydrogen station in Kashiwazaki city in March 2026, contributing to local hydrogen use
- Developed a small truck through our own hydrogen engine conversion and development project; from May 2026, began a demonstration test using the truck for our own product delivery within Kashiwazaki city



Image of the hydrogen-engine conversion bus used for factory tours at The Nisshin Oillio Yokohama Isogo Plant



The hydrogen station and the hydrogen-engine conversion truck used in the demonstration test

*1 Converting an existing diesel engine into a hydrogen engine that runs on hydrogen energy.

*2 New Energy and Industrial Technology Development Organization (NEDO)

Progress on Sustainability Management Targets



	Item	Benchmarks	At midterm management plan FY2026 target	Results at end of Mar 2026
Environment	GHG emissions (GHG: greenhouse gas)	Compared with FY2013 results	Down 39% (consolidated) (2030: Down 51%)	Down 46.4%
Society	Female manager ratio	FY2022 results 1.7% (domestic) 5.8% (consolidated)	3% or more (domestic) 7% or more (consolidated)	2.5% (domestic) 8.0% (consolidated)
	Acquisition rate of paternity leave	FY2022 result 15.3% (domestic)	50% or more (domestic)	59.3% (domestic)
Governance	Ratio of those practicing code of conduct		80% or more (consolidated)	92.0% (consolidated)
Human capital investment	Investment in human resource development for employees	Compared with FY2022 results	+30% (domestic)	+7.2% (domestic)
	Ratio of positive responses in employee engagement survey	Compared with FY2024	+10% (domestic)	Employee engagement +6.0% Work engagement +4.5% (domestic)

Employee engagement: attitude and behavior toward the organization (a sense of unity with the organization, etc.)
Work engagement: attitude and behavior toward work (voluntary behavior, positive emotions, etc.)

Topics on Sustainability Management

Environment

NPR-RIKEN PRECISION: Installed carport-type solar power generation

Installed carport-type solar power generation in parking lots on the Tochigi Plant site (total capacity 1,477 kW)
Reduces CO₂ emissions by about 646 tonnes per year



RIKEN MEXICO: Achieved zero greenhouse gas emissions from electricity use

Covers 100% of electricity use with renewable energy

Governance

Upgraded the Compliance Committee, Environmental Management Committee, and Risk Management / BCM Committee from subcommittees to committees

Advance the group's important issues by area to further strengthen sustainability management

Held a meeting on material risks with outside directors in August 2025

Improve the Board of Directors' management and oversight functions

Human capital investment

Introduced the "NPR-RIKEN Academy" program from June 2026

Promote employees' skill advancement, autonomous career development, and engagement
Enhance the human resource base for growth

Society

Donating books and supplies to elementary and junior high schools (since 1999), removing invasive plants along riverbeds, disaster-area support (goods, donations, volunteering), etc.

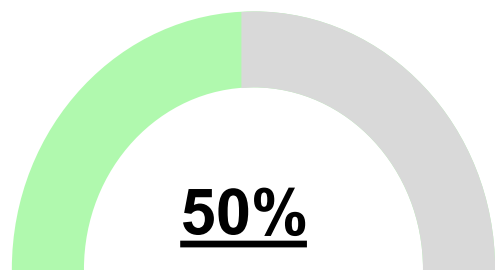
Review of Board of Directors Composition (Strengthening Governance)



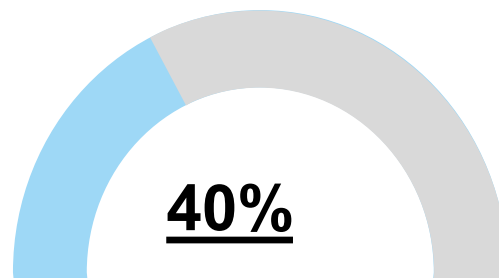
Initiatives to make the Board of Directors a monitoring board

- Reduce the number of directors (13 → **10**)
- Increase the ratio of outside directors (38% → **50%**)
- Reduce the ratio of executive directors (54% → **40%**)
- Increase the ratio of female directors (8% → **20%**)

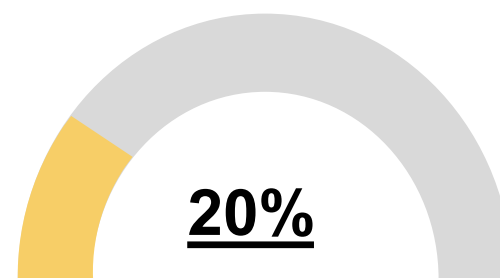
Note: Comparison of number and ratios at the close of the Ordinary General Meeting of Shareholders in June 2025 and the planned number and ratios at the close of the Ordinary General Meeting of Shareholders in June 2026



Outside director ratio
(5 of 10)



Executive director ratio
(4 of 10)



Female director ratio
(2 of 10)

Higher Engagement / Workstyle Reform (Head Office Relocation)

April 2026: Transitioned from a dual-head office structure to a single head-office structure

Concentrate corporate and overseas functions at head office

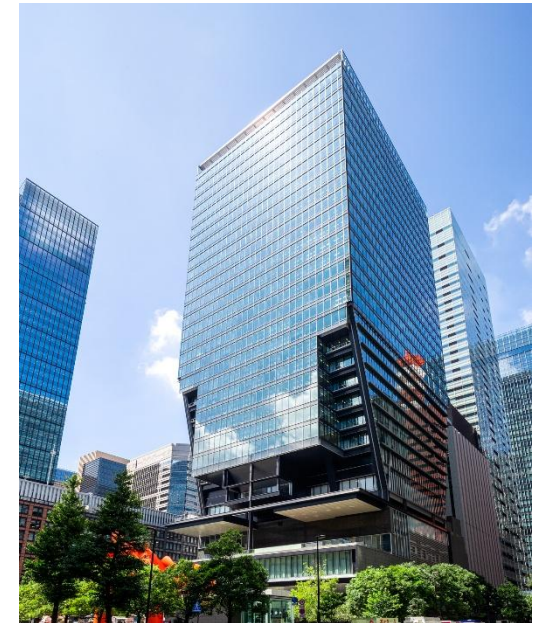
FY2027: Relocate to a new office in Otemachi, Chiyoda-ku, Tokyo, fully consolidating Head Office functions

Accelerate cross-organizational collaboration and new challenges

Introduce the ABW (*) concept to create a flexible office that accelerates individual concentration and team co-creation

- **Improve employee engagement** through active communication
- Improve **productivity and quality of work**
- Strengthen recruiting competitiveness by consolidating into an office with excellent transport access and **secure diverse talent**

* ABW (Activity Based Working): a workstyle where employees freely choose where and when to work based on their work activity



New location: Tokyo Sankei Building

1-7-2 Otemachi, Chiyoda-ku, Tokyo
Floors 22 & 23

Awards Received

Awards received from customers (FY2025)

Leading Examples

Toyota Motor Corporation	Outstanding Quality Control Award Five Consecutive Year Outstanding Quality Control Award
Kubota Corporation	2025 Best Supplier
Osaka Gas Marketing Co., Ltd.	Quality Award, 1st place in the fittings category
General Motors Company	Supplier Quality Excellence Award (three consecutive years)
Mazda Powertrain Manufacturing (Thailand) Co., Ltd.	Quality Excellence Supplier Award (three consecutive years)
Dongfeng Light Engine Co., Ltd. (China)	Excellent Supplier Award



Thank you for your time and attention

[Note on forward-looking statements]

The outlook and strategies in this material are based on information reasonably available to us at present, and include the risk that actual results may vary due to future changes in the business environment or the occurrence of unforeseen circumstances.

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[Reference] NPR-RIKEN Group Overview

[Reference] Company Profile



Trade Name	NPR-RIKEN CORPORATION
Head Office Address	8-1 Sanbancho, Chiyoda-ku, Tokyo
Representatives	Representative Director, Chairman & CEO: Yasunori Maekawa Representative Director, President & COO: Motonori Wakabayashi
Established	October 2, 2023 (RIKEN: founded 1927; Nippon Piston Ring: established 1934)
Capital	¥5,212 million
Number of Employees	Consolidated: 6,511 (as of March 31, 2026)
Business	Automobile and industrial machinery parts business, piping and construction materials business, thermal engineering business, and other businesses
Fiscal Year End	March 31
Securities Code	6209 (TSE Prime Market)



NPR-RIKEN
Group

**Domestic
consolidated
subsidiaries**

16

**Overseas
consolidated
subsidiaries**

21

**Companies accounted for
using the equity method: 6**
(As of June 1, 2026)

**Number of
employees**
(As of March 31, 2026)

Consolidated: 6,511

**Domestic
3,536**

**Overseas
2,975**

**Consolidated
sales ratio**
(FY2025 results)

**Domestic
51%**

**Overseas
49%**

[Reference] Company Profile: Group Businesses



Piston ring business

- For passenger cars
- For heavy duty commercial and industrial use
- For aftermarket
- For marine use



Fundamental business

Precision machined parts

For automotive and industrial machinery

- Sintered products
- Engineered plastic products
- Casting components
- Precision machined components



Piping products

For construction and industry

- Iron / resin pipe fittings
- For water piping
- For gas piping
- For fire protection and other piping



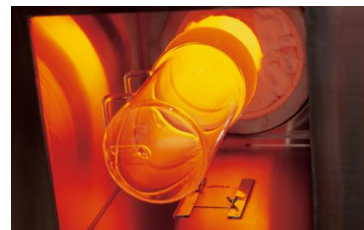
Next core business

Semiconductor & electronics-related

Thermal engineering business

Metal heating element "PYROMAX®"

Ceramic heating element "PYROMAX SUPER®"

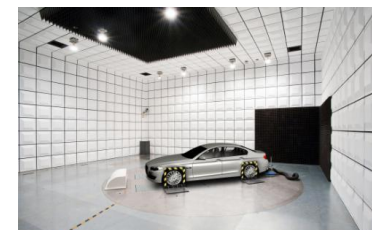


EMC business

Anechoic chambers, shielded rooms

Radio wave absorbers

Various measurement instruments



Metal injection molded components

METAMOLD®



New products / new business

- Electric unit products
- Highly functional engineered plastic products
- Noise countermeasure products
- Medical equipment