

## Notice Concerning Merger of U.S.A. Subsidiaries

NPR-RIKEN CORPORATION (Headquarters: Chiyoda-ku, Tokyo; Representative Director and CEO: Yasunori Maekawa; "the Company") announces that the Company has resolved to merge its consolidated subsidiaries in the U.S.A., NPR of America, Inc. (President: Mark Davis; "NOA") and Riken of America, Inc. (President: Makoto Sugai; "RAMI"). The merger will be an absorption type transaction (hereinafter "the Merger") with NOA being the surviving company post the merger.

### 1. Purpose of the Merger

In our First Mid-Term Management Plan, the Company aims to create synergies through business integration, exploring and implementing various measures to achieve sales expansion and cost reduction. As a key part of these efforts, we have decided to proceed with this merger to integrate the sales force and improve operational efficiency in the American market. This should enable us to accelerate synergies at an early stage and deliver enhanced services and value to our customers.

### 2. Outline of the Merger

#### (1) Method of the Merger

RAMI's legal existence will be terminated through an absorption-type merger with NOA as the surviving company.

#### (2) New Name of the Surviving Company

NPR-RIKEN North America, Inc.

#### (3) Merger Date (Effective Date)

April 1, 2026 (plan)

### 3. Overview of the Companies Involved in the Merger

#### (1) Surviving Company

(As of October 31, 2025)

Name	NPR of America, Inc.
Location	680 Wilson Parkway, Bardstown, Kentucky 40004, U.S.A.
Capital	40 USD
Date of Establishment	January 1st, 2011
Shareholders	Nippon Piston Ring Co., Ltd.
Business Outline	Manufacture of piston rings and sales of our Group's and other manufacturers' products

(2) Merging Company

(As of October 31, 2025)

Name	Riken of America, Inc.
Location	Suite 550, 4709 Golf Road, Skokie, Illinois 60076, U.S.A.
Capital	250,000 USD
Date of Establishment	February 1st, 1974
Shareholders	Riken Corporation of America (Wholly owned by Riken Corporation)
Business Outline	Sales of our Group's and other manufacturers' products

4. Overview of the Surviving Company after the Merger

Name	NPR-RIKEN North America, Inc.
Location	680 Wilson Parkway, Bardstown, Kentucky 40004, U.S.A.
Shareholders	NPR-RIKEN Corporation North America (Formerly Riken Corporation of America) (plan)
Business Outline	Manufacture of piston rings and sales of our Group's and other manufacturers' products

5. Future Outlook

The impact of the Merger on the consolidated results of the Company will be immaterial.

End.

【Inquiries】

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