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It may be difficult for you to enforce your rights and any claim you may have arising under the U.S. federal securities laws, since the issuer is located in Japan and some or all of its officers and directors reside outside of the United States. You may not be able to sue a Japanese company or its officers or directors in a Japanese court for violations of the U.S. securities laws. It may be difficult to compel a Japanese company and its affiliates to subject themselves to a U.S. court's judgment. You should be aware that the issuer may purchase securities otherwise than under the joint share transfer, such as in the open market or through privately negotiated purchases.

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(Securities identification code: 6209)

June 6, 2025

To our shareholders:

**Yasunori Maekawa**  
Representative Director, Chairman and  
CEO  
**NPR-RIKEN CORPORATION**  
8-1 Sanbancho, Chiyoda-ku, Tokyo

## Notice of the 2nd Ordinary General Meeting of Shareholders

We are pleased to announce the 2nd Ordinary General Meeting of Shareholders of NPR-RIKEN CORPORATION (the "Company"), which will be held as described below.

When convening this general meeting of shareholders, the Company takes measures for providing information that constitutes the content of reference documents for the general meeting of shareholders, etc. (items for which measures for providing information in electronic format are to be taken) in electronic format, and posts this information as "Notice of the 2nd Ordinary General Meeting of Shareholders" on each of the websites shown below. Please access one of those websites to review the information.

- The Company's website:

<https://www.npr-riken.co.jp/ir/stock/> (in Japanese)

- Ordinary General Meeting of Shareholders Materials website:

<https://d.sokai.jp/6209/teiji/> (in Japanese)

- TSE website (Listed Company Search):

<https://www2.jpx.co.jp/tseHpFront/JJK010010Action.do?Show=Show> (in Japanese)

(Access the TSE website by using the Internet address shown above, enter "NPR-RIKEN" in "Issue name (company name)" or the Company's securities code "6209" in "Code," and click "Search." Then, click "Basic information" and select "Documents for public inspection/PR information." Under "Filed information available for public inspection," click "Click here for access" under "[Notice of General Shareholders Meeting /Informational Materials for a General Shareholders Meeting].")

**If you are not attending the meeting in person, you may exercise your voting rights in writing (via postal mail) or via the Internet, etc.**

**Please review the Reference Documents for the General Meeting of Shareholders, and exercise your voting rights in writing (via postal mail) or by the method of exercising voting rights on page 4 no later than 5:30 p.m., Monday, June 23, 2025 (Japan Standard Time).**

#### **Meeting Details**

- 1. Date and time:** Tuesday, June 24, 2025 at 10:00 a.m. (Japan Standard Time)  
(Reception starts at 9:00 a.m.)
- 2. Venue:** 1st Basement Floor Iwasaki Koyata Memorial Hall  
The International House of Japan  
5-11-16 Roppongi, Minato-ku, Tokyo
- 3. Purposes of the Meeting:**  
**Items to be reported:**
  1. Business Report and Consolidated Financial Statements for the 2nd Term (from April 1, 2024 to March 31, 2025), as well as the results of the audit of the Consolidated Financial Statements by the Accounting Auditor and the Audit and Supervisory Committee
  2. Non-Consolidated Financial Statements for the 2nd Term (from April 1, 2024 to March 31, 2025)

#### **Items to be resolved:**

- Proposal 1:** Appropriation of surplus
- Proposal 2:** Election of nine (9) Directors (excluding Directors who are Audit and Supervisory Committee Members)
- Proposal 3:** Election of four (4) Directors who are Audit and Supervisory Committee Members

#### **4. Exercising Voting Rights**

If there is no indication of approval or disapproval of a proposal on the voting form, it will be treated as intention of approval.

If you exercise your voting rights multiple times via the Internet, etc., your last vote shall be deemed effective.

If you exercise your voting rights through multiple methods such as in writing (by postal mail) and via the Internet, etc., the vote via the Internet, etc. shall be deemed effective.

#### **5. Other information regarding this notice**

In accordance with the provisions of laws and regulations and Article 16 of the Company's Articles of Incorporation, the following items are excluded from paper-based documents delivered to shareholders who have made a request for delivery of such documents. Such excluded items are posted on the Company's website, the TSE website and the Ordinary General Meeting of Shareholders Materials website as "Items Subject to Measures for Electronic Provision When Convening the 2nd Ordinary General Meeting of Shareholders."

- (1) Matters Related to Company Stock Acquisition Rights, etc. from Business Report
- (2) System to Ensure the Appropriateness of Operations from Business Report
- (3) Consolidated Statement of Changes in Equity from Consolidated Financial Statements
- (4) Notes to the Consolidated Financial Statements
- (5) Statement of Changes in Equity from Non-Consolidated Financial Statements
- (6) Notes to Non-Consolidated Financial Statements

Accordingly, Business Report, Consolidated Financial Statements and Non-Consolidated Financial Statements included in the paper-based documents are part of the documents audited by the financial auditor in preparation of the financial audit report and by Audit and Supervisory Committee Member in preparation of the audit report.

If revisions to the items subject to measures for electronic provision arise, the Company will notify the revisions and the details of the items before and after the revisions on the above websites using measures for providing information in electronic format.

1. When attending the meeting, please submit the voting form enclosed with this notice at the reception desk.
2. Shareholders who require assistance or interpretation (including sign language interpretation) may enter the venue with only one (1) assistant or interpreter. If you wish to have an assistant or interpreter accompany you, please inquire at the reception desk on the day of the meeting. Note that, unless the person accompanying you is a shareholder with voting rights, they are only allowed to speak and act as your assistant or interpreter.
3. We request your understanding about the fact that we will not give out souvenirs on this occasion in light of fairness, etc., between shareholders who visit the venue and those who have difficulty visiting the venue.
4. Starting from the next general meeting of shareholders, as a general rule, the Company may only provide information necessary for accessing the websites. (Excluding shareholders who request paper-based documents to be delivered.) Thank you for your understanding.
5. If there are any major changes in the operation of the general meeting of shareholders due to future situations, the Company will notify such changes on the Company's website (<https://www.npr-riken.co.jp/ir/stock/>) (in Japanese).

## Guide to Exercising Voting Rights

You may exercise your voting rights by using one of the three methods shown below.

If you are attending the meeting in person
Please submit the voting form at the reception desk. <b>Date and time:</b> Tuesday, June 24, 2025 at 10:00 a.m. (Japan Standard Time) <b>Venue:</b> 5-11-16, Roppongi, Minato-ku, Tokyo The International House of Japan 1st Basement Floor Iwasaki Koyata Memorial Hall (Please refer to the “Venue of the General Meeting of Shareholders” at the end of document.)

If you are exercising your voting rights in writing (via postal mail)
Please indicate your approval or disapproval of the proposals on the voting form enclosed with this notice, and send it via postal mail without postage stamp. If there is no indication of approval or disapproval of a proposal on the voting form, it will be treated as intention of approval. Exercise Due Date: To be received no later than 5:30 p.m. on Monday, June 23, 2025 (Japan Standard Time)

If you are exercising your voting rights via the Internet
Please access the voting website ( <a href="https://www.web54.net">https://www.web54.net</a> ) (in Japanese) from a computer or smartphone, enter the “voting code” and “password” provided on the voting form sent out with this notice, and follow the instructions on the screen to indicate your approval or disapproval of the proposals. Exercise Due Date: No later than 5:30 p.m. on Monday, June 23, 2025 (Japan Standard Time)

- (a) Please note that shareholders using the voting website will be required to change your password on the said website to prevent unauthorized access by someone other than the shareholder (“impersonation”) and manipulation of voting details.
- (b) The Company will notify shareholders a new “voting code” and “password” each time a general meeting of shareholders is convened.
- (c) Costs incurred in accessing the voting website (Internet connection fees, telephone fees, etc.) will be the responsibility of the shareholder. Similarly, fees required for the usage of mobile phones such as packet communication fees or other fees related to the usage of mobile phones will also be the responsibility of the shareholder.

## Guide to Exercising Voting Rights via the Internet

### Scanning a QR code for “Smart Voting”

You can log into the voting website without entering your “voting code” and “password.”

1. Please scan the QR code printed on the lower right corner of the voting form.  
Note: “QR Code” is a registered trademark of DENSO WAVE INCORPORATED.
2. Once logged in, please follow the instructions on the screen to indicate your approval or disapproval of the proposals.

You can exercise your voting rights only once by “Smart Voting.”

If you wish to change your vote after exercising your voting rights, please access the website for personal computer, log in by entering your “voting code” and “password” printed on the voting form, and exercise your voting rights again.

Note: Please scan the QR code again to be redirected to the website for personal computer.

### Entering your voting code and password

Voting website: <https://www.web54.net> (in Japanese)

1. Please access the voting website.  
Click “Proceed to the next step”
2. Enter your “voting code” printed on the voting form.  
Enter your “Voting Code”  
Click “Log In”
3. Enter your “password” printed on the voting form.  
Enter your “Password”  
Please set up a new password which you will use.  
Click “Register”
4. Once logged in, please follow the instructions on the screen to indicate your approval or disapproval of the proposals.

Note: The operation screens displayed are for illustration purposes.

If you have any questions about how to navigate your personal computer or smartphone to exercise your voting rights via the Internet, please contact the number listed below.  
Sumitomo Mitsui Trust Bank, Limited. Stock Transfer Agency Web Support Hotline  
Phone: 0120-652-031 (Toll Free)  
(Hours: 9:00 a.m. to 9:00 p.m.)

Institutional investors may use the electronic voting platform for institutional investors operated by ICJ, Inc.

## Reference Documents for the General Meeting of Shareholders

### Proposals and Notes

#### Proposal 1: Appropriation of surplus

Recognizing that dividends of surplus are an important management issue, the Company will continue to pay stable dividends in order to meet the expectations of our shareholders, while considering the balance between investment needed for sustainable growth and enhancement of corporate value and financial soundness.

Notably, the Company's target for the dividend payout ratio is 40% or more (consolidated basis) for the duration of the First Midterm Management Plan (FY2024–FY2026).

According to the aforementioned plan and policy of paying dividends to shareholders, the Company proposes as a term-end dividend to pay 85 yen per share.

The Company has already paid an interim dividend of 45 yen per share. Accordingly, the proposed annual dividend for the fiscal year under review amounts to 130 yen per share.

#### 1. Matters related to year-end dividends

##### (1) Type of dividend property

Cash

##### (2) Allotment of dividend property to shareholders and their aggregate amount

85 yen per common share of the Company

Total amount of dividends: 2,283,855,225 yen

##### (3) Effective date of distribution of dividends of surplus

June 25, 2025

#### 2. Other appropriation of surplus

There are no applicable items.

**Proposal 2:** Election of nine (9) Directors (excluding Directors who are Audit and Supervisory Committee Members)

The terms of office of all eight (8) Directors (excluding Directors who are Audit and Supervisory Committee Members; hereinafter the same shall apply in this proposal) will expire at the conclusion of this Meeting.


In that regard, the Company proposes the election of nine (9) Directors, increasing the number of Directors by one to further enhance the management system.

Selection of candidates for Director has undergone deliberations by our voluntary Nomination and Remuneration Committee, of which a majority of members are independent Outside Directors.


In addition, in relation to this proposal, the Audit and Supervisory Committee of the Company has determined that all of the candidates for Director are suitable for these roles.

The candidates for Director are as follows:

Can- didate No.	Name	Present position and responsibilities in the Company	Attendance at Board of Directors Meetings	Term of office (as of the conclusion of this Meeting)
1	Reelection Yasunori Maekawa	Representative Director, Chairman and CEO	16/16 (100%)	1 year 9 months
2	Reelection Teruo Takahashi	Representative Director, President and COO	16/16 (100%)	1 year 9 months
3	Reelection Motonori Wakabayashi	Director and Executive Vice President	13/13 (100%)	1 year
4	Reelection Hidehiro Sakaba	Director, Managing Executive Officer, CIO, and CISO	16/16 (100%)	1 year 9 months
5	Reelection Masaaki Fujita	Director and Managing Executive Officer	16/16 (100%)	1 year 9 months
6	Reelection Zhongliang Yang	Director and Managing Executive Officer	13/13 (100%)	1 year
7	New election Hiroyuki Kobayashi	Managing Executive Officer and Senior General Manager of Development Head Office	—	—
8	Reelection Independent Outside Eiji Hirano	Outside Director	14/16 (87.5%)	1 year 9 months
9	Reelection Independent Outside Masako Kurosawa	Outside Director	16/16 (100%)	1 year 9 months

No.	Name (Date of birth)	Career summary, position and responsibilities, and significant concurrent positions outside the Company	Number of the Company's shares owned
1	 <p>Yasunori Maekawa (February 27, 1958) [Reelection]</p>	<p>March 1986    Joined Riken Corporation February    General Manager of Nagoya Sales 2004    Division of Riken Corporation June 2010    Director, Chairman of Overseas Committee of Riken Corporation May 2013    Director of Riken Corporation June 2015    Managing Director of Riken Corporation May 2016    Director, Managing Executive Officer of Riken Corporation April 2019    Director, Senior Managing Executive Officer of Riken Corporation June 2019    Representative Director, Senior Managing Executive Officer of Riken Corporation April 2020    Representative Director, President (COO) of Riken Corporation April 2022    Representative Director, President (CEO &amp; COO) of Riken Corporation (present position) October 2023    Representative Director, Chairman and CEO of the Company April 2025    Representative Director, Chairman and CEO of the Company (present position)</p> <p><b>Reasons for nomination as candidate for Director</b> After presiding over overseas sales, domestic sales, and overseas business for many years, Yasunori Maekawa has played a leading role in management, contributing to the Riken Group's sustainable growth and the enhancement of corporate value over the medium to long term. In addition, he has served as the Representative Director of the Company since its establishment in October 2023. With his extensive knowledge and experience as well as a proven track record in overall management, we consider him to be qualified to make decisions on important matters and supervise the business execution of the Company, and have nominated him again for the post of Director.</p> <p><b>Attendance at the Board of Directors Meetings during the fiscal year</b> 16/16 (100%)</p>	66,700



No.	Name (Date of birth)	Career summary, position and responsibilities, and significant concurrent positions outside the Company	Number of the Company's shares owned
2	 <p>Teruo Takahashi (February 10, 1959) [Reelection]</p>	<p>April 1981      Joined Nippon Piston Ring Co., Ltd. April 2005      General Manager, Product Engineering Department II of Nippon Piston Ring Co., Ltd. June 2006      Executive Officer and General Manager, Product Engineering Department II, Development Head Office of Nippon Piston Ring Co., Ltd. June 2009      Director and General Manager, Product Engineering Department II of Nippon Piston Ring Co., Ltd. June 2016      Managing Director of Nippon Piston Ring Co., Ltd. June 2020      Representative Director, President of Nippon Piston Ring Co., Ltd. (present position) October 2023   Representative Director, President and COO of the Company April 2025      Representative Director, President and COO of the Company (present position)</p> <p><b>Reasons for nomination as candidate for Director</b> After presiding over the research and development department for many years, Teruo Takahashi has played a leading role in management, contributing to the Nippon Piston Ring Group's sustainable growth and the enhancement of corporate value over the medium to long term. In addition, he has served as the Representative Director of the Company since its establishment in October 2023. With his extensive knowledge and experience as well as a proven track record in overall management, we consider him to be qualified to make decisions on important matters and supervise the business execution of the Company, and have nominated him again for the post of Director.</p> <p><b>Attendance at the Board of Directors Meetings during the fiscal year</b> 16/16 (100%)</p>	26,006

No.	Name (Date of birth)	Career summary, position and responsibilities, and significant concurrent positions outside the Company	Number of the Company's shares owned
3	 <p>Motonori Wakabayashi (August 13, 1964) [Reelection]</p>	<p>April 1987      Joined The Industrial Bank of Japan, Limited</p> <p>April 2015      Executive Officer, General Manager of Industry Research Division of Mizuho Bank, Ltd.</p> <p>April 2016      Managing Executive Officer, Head of Research &amp; Consulting Unit, Officer in Charge of Sales Branches of Mizuho Bank, Ltd. Managing Executive Officer of Mizuho Financial Group, Inc.</p> <p>April 2018      Managing Executive Officer, Head of Research &amp; Consulting Unit of Mizuho Financial Group, Inc.</p> <p>June 2019      Member of the Board of Directors, Managing Executive Officer, Head of Research &amp; Consulting Unit, Head of Risk Management Group of Mizuho Financial Group, Inc. President &amp; CEO of Mizuho Research Institute Ltd.</p> <p>April 2020      Member of the Board of Directors, Senior Managing Executive Officer, Head of Risk Management Group of Mizuho Financial Group, Inc. (Member of the Board of Directors, Senior Executive Officer from July 2021) Deputy President &amp; Executive Officer of Mizuho Bank, Ltd.</p> <p>November 2021      Member of the Board of Directors, Senior Executive Officer, Head of Risk Management Group, Head of Compliance Group of Mizuho Financial Group, Inc.</p> <p>April 2022      Deputy President of Mizuho Bank, Ltd.</p> <p>April 2023      Member of the Board of Directors, Senior Executive Officer, Group CRO of Mizuho Financial Group, Inc.</p> <p>May 2024      Advisor of the Company</p> <p>June 2024      Managing Director of the Company</p> <p>April 2025      Director, Executive Vice President of the Company (present position)</p> <p><b>Reasons for nomination as candidate for Director</b> Motonori Wakabayashi has held executive posts at Mizuho Financial Group, Inc., and possesses in-depth expertise, particularly in the fields of risk management and compliance. In addition, he has served as Director of the Company since June 2024. With his extensive knowledge and experience as well as a proven track record in overall management, we consider him to be qualified to make decisions on important matters and supervise the business execution of the Company, and have nominated him again for the post of Director.</p>	1,600


No.	Name (Date of birth)	Career summary, position and responsibilities, and significant concurrent positions outside the Company	Number of the Company's shares owned
		<b>Attendance at the Board of Directors Meetings during the fiscal year</b> 13/13 (100%)	

No.	Name (Date of birth)	Career summary, position and responsibilities, and significant concurrent positions outside the Company	Number of the Company's shares owned
4	 <p>Hidehiro Sakaba (November 22, 1962) [Reelection]</p>	<p>April 1985      Joined Riken Corporation</p> <p>June 2011      General Manager of Corporate Planning Division of Riken Corporation</p> <p>May 2016      Executive Officer, General Manager of Corporate Planning Division of Riken Corporation</p> <p>June 2020      Executive Officer of Riken Corporation, President of Riken Mexico, S.A. DE C.V.</p> <p>April 2022      Managing Executive Officer of Riken Corporation, President of Riken Mexico, S.A. DE C.V.</p> <p>May 2022      Managing Executive Officer, General Manager of Corporate Management Head Office of Riken Corporation</p> <p>June 2022      Director, Managing Executive Officer of Riken Corporation</p> <p>June 2023      Director, Managing Executive Officer, CIO, CISO of Riken Corporation (present position)</p> <p>October 2023    Director of the Company</p> <p>April 2025      Director, Managing Executive Officer, CIO, CISO of the Company (present position)</p> <p><b>Reasons for nomination as candidate for Director</b> With his in-depth expertise in corporate planning, accounting and finance, and corporate management divisions, Hidehiro Sakaba has contributed to the Riken Group's sustainable growth and the enhancement of corporate value over the medium to long term. In addition, he has served as Director of the Company since its establishment in October 2023. With his extensive knowledge and experience as well as a proven track record in overall management, we consider him to be qualified to make decisions on important matters and supervise the business execution of the Company, and have nominated him again for the post of Director.</p> <p><b>Attendance at the Board of Directors Meetings during the fiscal year</b> 16/16 (100%)</p>	26,100

No.	Name (Date of birth)	Career summary, position and responsibilities, and significant concurrent positions outside the Company	Number of the Company's shares owned
5	 <p>Masaaki Fujita (May 30, 1961) [Reelection]</p>	<p>April 1984      Joined Nippon Piston Ring Co., Ltd.  April 2005      General Manager, Corporate Planning  Department of Nippon Piston Ring Co.,  Ltd.  June 2006      President of NPR of America, Inc.  July 2012      Operating Officer of Nippon Piston  Ring Co., Ltd., President of NPR of  America, Inc.  June 2013      Director, General Manager of Corporate  Planning Division of Nippon Piston  Ring Co., Ltd.  June 2021      Director, Managing Executive Officer  of Nippon Piston Ring Co., Ltd.  (present position)  October 2023   Director of the Company  April 2025      Director, Managing Executive Officer  of the Company  (present position)</p> <p><b>Reasons for nomination as candidate for Director</b>  With his in-depth expertise in overseas business as well  as corporate planning and corporate administration  departments, Masaaki Fujita has contributed to the  Nippon Piston Ring Group's sustainable growth and the  enhancement of corporate value over the medium to long  term. In addition, he has served as Director of the  Company since its establishment in October 2023. With  his extensive knowledge and experience as well as a  proven track record in overall management, we consider  him to be qualified to make decisions on important  matters and supervise the business execution of the  Company, and have nominated him again for the post of  Director.</p> <p><b>Attendance at the Board of Directors Meetings  during the fiscal year</b>  16/16 (100%)</p>	19,802

No.	Name (Date of birth)	Career summary, position and responsibilities, and significant concurrent positions outside the Company	Number of the Company's shares owned
6	 Zhongliang Yang (July 20, 1962) [Reelection]	<p>             April 1995    Joined Nippon Piston Ring Co., Ltd.              April 2007    Plant Manager of NPR Auto Parts Manufacturing (Yizheng) Co., Ltd.              May 2011    Chairman and President of NPR Auto Parts Manufacturing (Yizheng) Co., Ltd.              December 2012    Chairman and President of NPR Powdered Metals Manufacturing (Yizheng) Co., Ltd.              July 2013    Operating Officer of Nippon Piston Ring Co., Ltd., Chairman and President of NPR ASIMCO Powdered Metals Manufacturing (Yizheng) Co., Ltd.              June 2016    Director of Nippon Piston Ring Co., Ltd.              June 2020    Director of Nippon Piston Ring Co., Ltd., Chairman and President of NPR ASIMCO Powdered Metals Manufacturing (Yizheng) Co., Ltd.              June 2021    Director, Managing Executive Officer of Nippon Piston Ring Co., Ltd., (present position)              Chairman and President of NPR ASIMCO Powdered Metals Manufacturing (Yizheng) Co., Ltd.              June 2024    Director of the Company              April 2025    Director, Managing Executive Officer of the Company (present position)           </p> <p> <b>Reasons for nomination as candidate for Director</b>              With his in-depth expertise in production engineering and manufacturing departments, Zhongliang Yang has contributed to the Nippon Piston Ring Group's sustainable growth and the enhancement of corporate value over the medium to long term. In addition, he has served as Director of the Company since June 2024. With his extensive knowledge and experience as well as a proven track record in overall management, we consider him to be qualified to make decisions on important matters and supervise the business execution of the Company, and have nominated him again for the post of Director.           </p> <p> <b>Attendance at the Board of Directors Meetings during the fiscal year</b>              13/13 (100%)           </p>	15,561

No.	Name (Date of birth)	Career summary, position and responsibilities, and significant concurrent positions outside the Company	Number of the Company's shares owned
7	 Hiroyuki Kobayashi (June 24, 1961) [New election]	<p>April 1985      Joined Riken Corporation</p> <p>January 2011    General Manager of Ring Products Technological Development Division of Riken Corporation</p> <p>April 2013      General Manager of Engineering Plastic Products Division of Riken Corporation</p> <p>May 2016       General Manager of Ring Products Technology Division of Riken Corporation</p> <p>April 2017      Executive Officer, General Manager of Ring Products Technology Division of Riken Corporation</p> <p>April 2020      Executive Officer, General Manager of Ring Products Technological Development Division, Piston Ring Business Head Office of Riken Corporation</p> <p>April 2023      Managing Executive Officer, CTO, General Manager of Technology Management Head Office of Riken Corporation</p> <p>April 2024      Managing Executive Officer, CTO, General Manager of Development Head Office of Riken Corporation (present position) Senior General Manager of Development Head Office of the Company</p> <p>April 2025      Managing Executive Officer, Senior General Manager of Development Head Office of the Company (present position)</p> <p><b>Reasons for nomination as candidate for Director</b>            With his in-depth expertise in production engineering and development departments, Hiroyuki Kobayashi has contributed to the Nippon Piston Ring Group's sustainable growth and the enhancement of corporate value over the medium to long term. In addition, he has served as Senior General Manager of the Development Head Office of the Company since April 2024. With his extensive knowledge and experience as well as a proven track record in overall management, we consider him to be qualified to make decisions on important matters and supervise the business execution of the Company, and have nominated him for the post of Director.</p>	24,100

No.	Name (Date of birth)	Career summary, position and responsibilities, and significant concurrent positions outside the Company	Number of the Company's shares owned
8	 <p>Eiji Hirano (September 15, 1950) [Reelection] [Independent Outside]</p>	<p>April 1973      Joined Bank of Japan May 1999      Director-General of International Department of Bank of Japan June 2002      Executive Director of Bank of Japan June 2006      Director, Vice President of Toyota Financial Services Corporation May 2015      Director, Representative Statutory Executive Officer of MetLife, Inc. June 2015      Outside Director of Riken Corporation June 2016      Outside Director of NTT DATA Corporation (currently NTT DATA Group Corporation) September 2017      Director, Vice Chairman of MetLife, Inc. (present position) October 2017      Chairperson of the Board of Governors of Government Pension Investment Fund June 2022      Outside Director of Ichiyoshi Securities Co., Ltd. (present position) October 2023      Outside Director of the Company (present position)</p> <p><b>Reasons for nomination as candidate for Outside Director and outline of expected role</b> With his in-depth expertise regarding financial institutions and corporate management in general through his tenure at executive posts in the Bank of Japan, as well as global and extensive experience and broad insight, Eiji Hirano has actively voiced opinions regarding overall management of the Riken Group from an objective standpoint and fulfilled the role of supervising management. In addition, he has served as Outside Director of the Company since its establishment in October 2023. As he is expected to play an important role in providing advice and recommendations to ensure the adequacy and appropriateness of decisions made by the Board of Directors from an independent standpoint, we have nominated him again for the post of Outside Director. If he is reelected, the Company would like him to continue to be a member of the voluntary Nomination and Remuneration Committee of the Company, and be involved in selection of candidates for officer of the Company and decisions on compensation for officers from an objective and neutral standpoint. He will have served as Outside Director for one (1) year and nine (9) months at the conclusion of this General Meeting of Shareholders.</p> <p><b>Attendance at the Board of Directors Meetings during the fiscal year</b> 14/16 (87.5%)</p>	0



No.	Name (Date of birth)	Career summary, position and responsibilities, and significant concurrent positions outside the Company	Number of the Company's shares owned
9	 <p>Masako Kurosawa (July 23, 1962) [Reelection] [Independent Outside]</p>	<p>November 1991 Research Fellow, Institute for Research on Higher Education, University of Pennsylvania, Philadelphia, USA</p> <p>September 1994 Visiting Assistant Professor, Economics Department, Barnard College, New York, USA</p> <p>April 1995 Associate Professor, Josai University, Economics Department</p> <p>April 1998 Visiting Associate Professor, The Open University of Japan</p> <p>April 2000 Associate Professor, Meiji Gakuin University, Economics Department</p> <p>April 2003 Associate Professor, National Graduate Institute for Policy Studies</p> <p>April 2004 Professor, National Graduate Institute for Policy Studies (present position) Board Member, Tokyo Foundation for Employment Services (present position)</p> <p>April 2005 Faculty Fellow, Research Institute of Economy, Trade and Industry</p> <p>April 2012 Member of the Managing Council, Japan Organization for Employment of the Elderly, Persons with Disabilities and Job Seekers</p> <p>September 2015 Visiting Fellow, Columbia Business School, Centre on Japanese Economy and Business, New York, USA</p> <p>February 2020 Chair of the Committee Investigation the Integration of the National Trades Skill Test, Skill Assessment Office, Human Resources Development Division, Ministry of Health, Labour and Welfare (present position)</p> <p>April 2021 Executive Vice President, National Graduate Institute for Policy Studies (present position)</p> <p>April 2022 Standing Member of Productivity Committee, Japan Productivity Center</p> <p>April 2023 Temporary Member of Labour Policy Council, Employment Security Bureau, Ministry of Health, Labour and Welfare (present position)</p> <p>June 2023 Outside Director of Nippon Piston Ring Co., Ltd.</p> <p>October 2023 Outside Director of the Company (present position)</p> <p><b>Reasons for nomination as candidate for Outside Director and outline of expected role</b></p> <p>With her involvement in management of a research institution as Vice President of the National Graduate Institute for Policy Studies and having held various posts as a government delegate, Masako Kurosawa has actively voiced opinions regarding overall management of the Riken Group from an objective standpoint and</p>	0

No.	Name (Date of birth)	Career summary, position and responsibilities, and significant concurrent positions outside the Company	Number of the Company's shares owned
		<p>fulfilled the role of supervising management. In addition, she has served as Outside Director of the Company since its establishment in October 2023. As she is expected to play an important role in providing advice and recommendations to ensure the adequacy and appropriateness of decisions made by the Board of Directors from an independent standpoint, we have nominated her again for the post of Outside Director. If she is reelected, the Company would like her to continue to be a member of the voluntary Nomination and Remuneration Committee of the Company, and be involved in selection of candidates for officer of the Company and decisions on compensation for officers from an objective and neutral standpoint. She will have served as Outside Director for one (1) year and nine (9) months at the conclusion of this General Meeting of Shareholders.</p> <p><b>Attendance at the Board of Directors Meetings during the fiscal year</b> 16/16 (100%)</p>	

(Notes)

1. There is no special interest between each of the candidates and the Company.
2. Eiji Hirano and Masako Kurosawa are candidates for Outside Directors. In addition, both satisfy the requirements under “Standards for Judgment of Independence of Outside Directors” provided by the Company.
3. The Company has submitted notification to Tokyo Stock Exchange, Inc. that Eiji Hirano and Masako Kurosawa have been designated as independent officers as provided for by the aforementioned exchange, and if they are reelected as Outside Directors, the Company plans to continue to register them as independent officers.
4. In accordance with Article 427(1) of the Companies Act, the Company has entered into agreements with Eiji Hirano and Masako Kurosawa regarding liability for damages under Article 423(1) of the Companies Act to the Company, limiting their liability to the extent stipulated in legislation. The Company intends to continue these agreements if they are reelected.
5. The Company has concluded a liability insurance contract for officers, etc. (D&O Insurance Contract) under Article 430-3(1) of the Companies Act with an insurance company, with all the Directors including Directors who are Audit and Supervisory Committee Members as the insured. Under the insurance contract, damages or legal costs, etc. that may be incurred by the insured due to claims for damages being filed arising due to acts (including omissions) committed by the insured based on the status of company officer, etc. will be covered. However, there are certain exclusion reasons, such as damages arising from an act upon recognition of the illegality of the act not being covered. Insurance premiums for the insurance contract are covered by the Company, based on approval by the Board of Directors and the consent of the Outside Directors.  
If election of candidates for Director is approved, they will be included in the insured under the insurance contract. The Company plans to renew the insurance contract with the same terms at the next renewal in February 2026.
6. Masako Kurosawa’s name on her family register is Masako Hayashi.

**Proposal 3:** Election of four (4) Directors who are Audit and Supervisory Committee Members

The terms of office of all five (5) currently serving Directors who are Audit and Supervisory Committee Members will expire at the conclusion of this General Meeting of Shareholders.


As such, the Company requests the election of four (4) Directors who are Audit and Supervisory Committee Members again.

Selection of candidates for Director who is an Audit and Supervisory Committee Member has undergone deliberations by our voluntary Nomination and Remuneration Committee, of which a majority of members are independent Outside Directors.


Moreover, the Audit and Supervisory Committee has given its consent to this proposal.

The candidates for Director who is an Audit and Supervisory Committee Member are as follows:

Can- didate No.	Name	Present position in the Company	Attendance at Board of Directors Meetings and Audit and Supervisory Committee Meetings	Term of office (as of the conclusion of this Meeting)
1	Reelection Independent Outside Osamu Honda	Outside Director, Audit and Supervisory Committee Member	Board of Directors Meetings: 16/16 (100%) Audit and Supervisory Committee Meetings: 12/12 (100%)	1 year 9 months
2	Reelection Hiroto Koeba	Director, Full-Time Audit and Supervisory Committee Member	Board of Directors Meetings: 16/16 (100%) Audit and Supervisory Committee Meetings: 12/12 (100%)	1 year 9 months
3	Reelection Independent Outside Tatsuya Sakuma	Outside Director, Audit and Supervisory Committee Member	Board of Directors Meetings: 16/16 (100%) Audit and Supervisory Committee Meetings: 12/12 (100%)	1 year 9 months
4	New election Independent Outside Takahiro Ono	—	—	—

No.	Name (Date of birth)	Career summary, position and responsibilities, and significant concurrent positions outside the Company	Number of the Company's shares owned
1	 <p>Osamu Honda (March 4, 1958) [Reelection] [Independent Outside]</p>	<p>April 1981      Joined The Industrial Bank of Japan, Limited</p> <p>April 2009      Executive Officer, General Manager, Corporate Planning Group HR Division of Mizuho Securities Co., Ltd.</p> <p>June 2011      Vice President and Director of Japan Securities Agents, Ltd.</p> <p>June 2012      Director of Japan Information Processing Service Co., Ltd.</p> <p>June 2015      Director, Senior Managing Executive Officer of Securities Japan, Inc.</p> <p>June 2017      Representative Director and Senior Managing Director of Nitchitsu Co., Ltd.</p> <p>June 2019      Representative Director and Vice President of Nitchitsu Co., Ltd.</p> <p>June 2021      Outside Auditor of Kurimoto Ltd. (scheduled to resign in June 2025) Outside Director who is an Audit and Supervisory Committee Member of Riken Corporation</p> <p>October 2023   Auditor of Riken Corporation (present position) Outside Director who is an Audit and Supervisory Committee Member of the Company (present position)</p> <p><b>Reasons for nomination as candidate for Outside Director who is Audit and Supervisory Committee Member and outline of expected role</b></p> <p>With his in-depth expertise regarding financial institutions and corporate management in general, as well as extensive experience, broad insight, and management experience at other companies, Osamu Honda has audited the Directors' execution of business from a fair, objective standpoint and contributed to ensuring the soundness of our management. In addition, he has served as Director who is an Audit and Supervisory Committee Member of the Company since its establishment in October 2023.</p> <p>For these reasons, we expect him to supervise management and sufficiently audit the execution of duties, and have nominated him again for the post of Outside Director who is an Audit and Supervisory Committee Member.</p> <p>He will have served as Outside Director who is an Audit and Supervisory Committee Member for one (1) year and nine (9) months at the conclusion of this General Meeting of Shareholders.</p> <p><b>Attendance at Audit and Supervisory Committee Meetings during the fiscal year</b></p> <p>12/12 (100%)</p>	0

No.	Name (Date of birth)	Career summary, position and responsibilities, and significant concurrent positions outside the Company	Number of the Company's shares owned
		<b>Attendance at the Board of Directors Meetings during the fiscal year</b> 16/16 (100%)	

No.	Name (Date of birth)	Career summary, position and responsibilities, and significant concurrent positions outside the Company	Number of the Company's shares owned
2	 <p>Hiroto Koeba (April 4, 1965) [Reelection]</p>	<p>April 1988      Joined Nippon Piston Ring Co., Ltd.</p> <p>April 2012      General Manager of Accounting and Finance Department of Nippon Piston Ring Co., Ltd.</p> <p>July 2016      Executive Officer, General Manager of Accounting and Finance Department of Nippon Piston Ring Co., Ltd.</p> <p>July 2018      Executive Officer, Assistant to Officer Responsible for Accounting and Finance Department of Nippon Piston Ring Co., Ltd.</p> <p>June 2020      Audit &amp; Supervisory Board Member of Nippon Piston Ring Co., Ltd.</p> <p>June 2021      Director, Audit and Supervisory Committee Member of Nippon Piston Ring Co., Ltd.</p> <p>October 2023      Audit &amp; Supervisory Board Member of Nippon Piston Ring Co., Ltd. (present position) Director who is an Audit and Supervisory Committee Member of the Company (present position)</p> <p><b>Reasons for nomination as candidate for Director who is Audit and Supervisory Committee Member</b> With his in-depth expertise in accounting and finance departments, Hiroto Koeba has audited the Directors' execution of duties from a fair, objective standpoint and contributed to ensuring the soundness of the management of the Group. In addition, he has served as Director who is an Audit and Supervisory Committee Member of the Company since its establishment in October 2023.</p> <p>With his advanced, expert knowledge and experience in auditing and overall management, we consider him to be qualified to audit the Company, and have nominated him again for the post of Director who is an Audit and Supervisory Committee Member.</p> <p><b>Attendance at Audit and Supervisory Committee Meetings during the fiscal year</b> 12/12 (100%)</p> <p><b>Attendance at the Board of Directors Meetings during the fiscal year</b> 16/16 (100%)</p>	1,919

No.	Name (Date of birth)	Career summary, position and responsibilities, and significant concurrent positions outside the Company	Number of the Company's shares owned
3	 <p>Tatsuya Sakuma (October 2, 1956) [Reelection] [Independent Outside]</p>	<p>April 1983 Appointed as public prosecutor Worked as a public prosecutor at Tokyo, Naha and Niigata District Public Prosecutors Offices, Criminal Affairs Bureau of the Ministry of Justice, First Secretary at the Japanese Embassy in the U.S., as well as in other positions</p> <p>September 1999 Special Assistant to the Director of the General Affairs Division of the Ministry of Justice</p> <p>January 2003 Director of the Public Security Division of the Criminal Affairs Bureau of the Ministry of Justice</p> <p>June 2004 Director-General of the Criminal Affairs Bureau of the Ministry of Justice</p> <p>December 2005 Deputy Director of Special Investigation Department of the Tokyo District Public Prosecutors Office</p> <p>January 2007 Director of General Affairs Department of the Tokyo District Public Prosecutors Office</p> <p>July 2008 Director of Special Investigation Department of the Tokyo District Public Prosecutors Office</p> <p>July 2010 Held posts of Chief Public Prosecutor of Otsu, Maebashi and Chiba District Public Prosecutors Offices, Director of United Nations Asia and Far East Institute for Prevention of Crime and the Treatment of Offenders, and President of the Research and Training Institute of the Minister of Justice</p> <p>January 2019 Resigned from office</p> <p>March 2019 Outside Director of bitFlyer, Inc.</p> <p>June 2019 Outside Director of AEON Financial Service Co., Ltd. (present position)</p> <p>November 2019 Registered as Attorney-at-Law (Dai-ichi Tokyo Bar Association), established Aoyama TS Law Office (present position)</p> <p>March 2022 Outside Director of PowerX, Inc. (present position)</p> <p>June 2023 Outside Director who is an Audit and Supervisory Committee Member of Riken Corporation</p> <p>October 2023 Outside Director who is an Audit and Supervisory Committee Member of the Company (present position)</p> <p><b>Reasons for nomination as candidate for Outside Director who is Audit and Supervisory Committee Member and outline of expected role</b> Although he has never been involved in managing a company other than as an outside officer, Tatsuya</p>	0

		<p>Sakuma has extensive experience in legal circles and broad insight, as well as experience as an outside director of other companies. In addition, he has served as Director who is an Audit and Supervisory Committee Member of the Company since its establishment in October 2023.</p> <p>For these reasons, we expect him to supervise management and sufficiently audit the execution of duties, and have nominated him again for the post of Outside Director who is an Audit and Supervisory Committee Member.</p> <p>In addition, if he is reelected, the Company would like him to continue to be a member of the voluntary Nomination and Remuneration Committee of the Company, and be involved in selection of candidates for officer of the Company and decisions on compensation for officers, etc., from an objective and neutral standpoint. He will have served as Outside Director who is an Audit and Supervisory Committee Member for one (1) year and nine (9) months at the conclusion of this General Meeting of Shareholders.</p>	
		<p><b>Attendance at Audit and Supervisory Committee Meetings during the fiscal year</b> 12/12 (100%)</p>	
		<p><b>Attendance at the Board of Directors Meetings during the fiscal year</b> 16/16 (100%)</p>	



No.	Name (Date of birth)	Career summary, position and responsibilities, and significant concurrent positions outside the Company	Number of the Company's shares owned
4	 <p>Takahiro Ono (March 3, 1968) [New election] [Independent Outside]</p>	<p>April 1990      Joined Asahi Mutual Life Insurance Company</p> <p>April 2018      General Manager of Corporate Planning Division of Asahi Mutual Life Insurance Company</p> <p>April 2020      Executive Officer in charge of the Accounting, Finance, and Real Estate departments of Asahi Mutual Life Insurance Company</p> <p>April 2021      Executive Officer in charge of the Accounting, Fixed Income Investment, and Finance departments of Asahi Mutual Life Insurance Company</p> <p>July 2023      Director, Executive Officer in charge of the Accounting, Fixed Income Investment, and Finance departments of Asahi Mutual Life Insurance Company</p> <p>April 2024      Director, Managing Executive Officer in charge of the Corporate Planning, Research and Public Relations, and Overseas Business departments of Asahi Mutual Life Insurance Company</p> <p>April 2025      Director, Managing Executive Officer in charge of the Corporate Planning and Overseas Business departments of Asahi Mutual Life Insurance Company (present position)</p> <p><b>Reasons for nomination as candidate for Outside Director who is Audit and Supervisory Committee Member and outline of expected role</b></p> <p>Takahiro Ono has broad insight and extensive experience in management in general in the life insurance industry, with particularly in-depth expertise in corporate planning.</p> <p>For these reasons, we expect him to supervise management and sufficiently audit the execution of duties, and have nominated him for the post of Outside Director who is an Audit and Supervisory Committee Member.</p>	0

(Notes)

- There is no special interest between each of the candidates and the Company.
- Osamu Honda, Tatsuya Sakuma, and Takahiro Ono are candidates for Outside Director who is an Audit and Supervisory Committee Member. In addition, all satisfy the requirements under “Standards for Judgment of Independence of Outside Directors” provided by the Company.
  - Osamu Honda was a business executor at Mizuho Bank, Ltd. until March 2002 and Mizuho Securities Co., Ltd. until June 2011. The Company and the two (2) companies conduct transactions; however, the transaction amount is less than 1% of the respective consolidated sales of the Company and the two (2) companies, and the actual borrowing balance from Mizuho Bank, Ltd. does not exceed 2% of the Company's consolidated total assets. Moreover, although Mizuho Bank, Ltd. is a shareholder in the Company, its shares are less than 10% of the total. The Company determines that both of the above matters satisfy the requirements for “Standards for Judgment of Independence of Outside Directors,” and will have no impact on independence as an Outside Director who is an Audit and Supervisory Committee Member.

- (2) Takahiro Ono is a director and managing executive officer of Asahi Mutual Life Insurance Company. Although Asahi Mutual Life Insurance Company is a shareholder of the Company, its shares are less than 10% of the total, and the Company determines that the above matter satisfies the requirements for “Standards for Judgment of Independence of Outside Directors,” and will have no impact on independence as an Outside Director who is an Audit and Supervisory Committee Member.
3. The Company has submitted notification to Tokyo Stock Exchange, Inc. that Osamu Honda and Tatsuya Sakuma have been designated as independent officers as provided for by the aforementioned exchange, and if they are reelected as Outside Directors, the Company plans to continue to register them as independent officers. If Takahiro Ono is elected, he will be newly registered as an independent officer.
  4. In accordance with Article 427(1) of the Companies Act, the Company has entered into agreements with Osamu Honda and Tatsuya Sakuma regarding liability for damages under Article 423(1) of the Companies Act to the Company, limiting their liability to the extent stipulated in legislation. The Company intends to continue these agreements if they are reelected. The Company also plans to enter this agreement with Takahiro Ono if he is elected.
  5. The Company has concluded a liability insurance contract for officers, etc. (D&O Insurance Contract) under Article 430-3(1) of the Companies Act with an insurance company, with all the Directors including Directors who are Audit and Supervisory Committee Members as the insured. Under the insurance contract, damages or legal costs, etc. that may be incurred by the insured due to claims for damages being filed arising due to acts (including omissions) committed by the insured based on the status of company officer, etc. will be covered. However, there are certain exclusion reasons, such as damages arising from an act upon recognition of the illegality of the act not being covered. Insurance premiums for the insurance contract are covered by the Company, based on approval by the Board of Directors and the consent of the Outside Directors.

If election of candidates for Director who is an Audit and Supervisory Committee Member is approved, they will be included in the insured under the insurance contract.

The Company plans to renew the insurance contract with the same terms at the next renewal in February 2026.

## **(Reference) Standards for Judgment of Independence of Outside Directors**

The Company will elect persons who are judged not to fall under any of the following items as independent Outside Director, in order to ensure objectiveness and transparency of management.

1. Business executors of the Group (executive directors, executive officers, and other equivalent persons and employees; the same shall apply hereinafter), or persons who used to be business executors of the Group in the past ten (10) years
2. The Company's current major shareholders (shareholders who hold 10% or greater on a voting rights basis in their own name or in the name of others at the end of the most recent fiscal year of the Company) or their business executors
3. Major business partners of the Group that fall under any of the following items or business executors thereof
  - (i) Business partners to whom the Group provides products, etc., who have paid the Company 2% or greater of the Company's annual consolidated sales in the most recent fiscal year.
  - (ii) Business partners who provide products, etc. to the Group and have received payment of 2% or greater of the annual consolidated sales of those parties in the most recent fiscal year.
  - (iii) Financial institutions from which the Group borrows funds and from which the borrowing balance exceeds 2% of the Company's consolidated total assets at the end of the most recent three (3) fiscal years of the Company.
4. Persons who belong to an audit firm that is an accounting auditor of the Company or its consolidated subsidiaries
5. Parties (if it is an organization such as a corporation or association, etc., persons who belong to the relevant organization) who provide professional services such as consultants, lawyers, certified accountants, etc. who receive a large amount of money or other property\* from the Group in addition to officer compensation
6. Parties who have received a large amount of donations from the Group (meaning the case of the annual amount exceeding 10 million yen in the most recent fiscal year) (if a party is a group such as a corporation or association, etc., a business executor of the relevant group)
7. Business executors of companies that have appointed a business executor of the Group as their officer
8. Those who used to fall under any of the above 2 to 7 in the past five (5) years
9. Spouses or relatives within the second degree of kinship of parties that fall under any of the above 1 to 7
10. Persons who have been in office as outside officers of the Company for ten (10) years or longer in total
11. Any other persons who have a risk of conflict of interest with general shareholders and have circumstances under which they are reasonably judged to be unable to perform duties as independent outside directors.

\* "Large amount of money or other property" is defined as follows. If the party who provides professional services is an individual: those that exceed 10 million yen per year on average in the most recent three (3) fiscal years

If the party who provides professional services is a group: those that exceed 2% of consolidated sales or annual total income of the relevant group on average in the most recent three (3) fiscal years

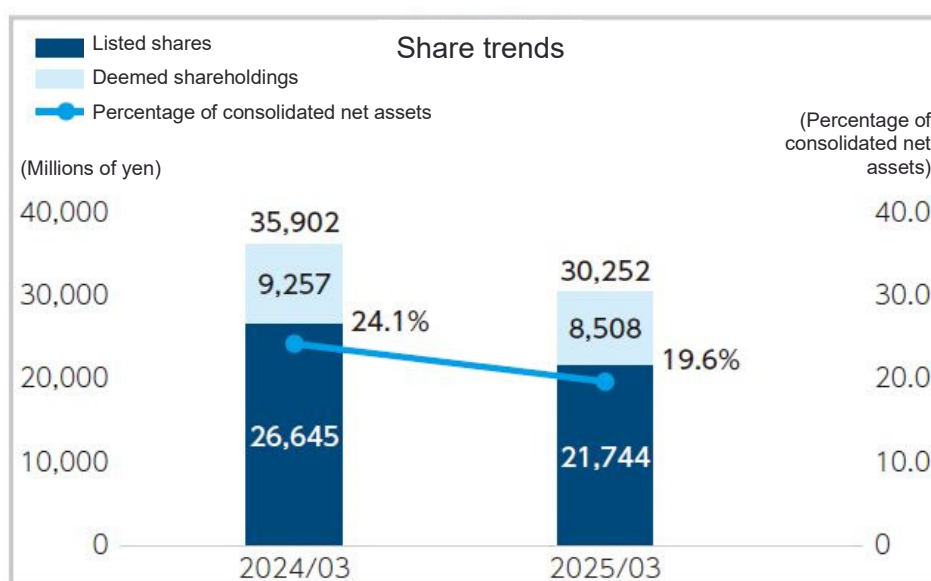
(Reference) Policy on Reduction of Cross-Shareholdings

The Company believes that cooperative relationships with various companies is essential for continuing its sustainable growth, and, from the perspective of improving medium- to long-term corporate value, the Company holds shares from other companies based on comprehensive consideration of factors such as importance in business strategy, strengthening relationships with transaction partners, etc. Additionally, we annually assess shares quantitatively to see if benefits from holding them justify our capital cost on a stock-by-stock basis, and work to reduce any shares deemed to have no necessity for holding as a result of that assessment by selling those shares.

For FY2024, the Company has reduced cross-shareholdings (2 securities) to 36 securities as of March 31, 2025, and the percentage of consolidated net assets became 19.6% (including deemed shareholdings). In regards to future targets, the Company will review and reduce shares acquired in the past while investing into growth fields for the future with the goal of reducing the total amount at which shares held as cross-shareholdings are recorded on the balance sheet to 10% or less of consolidated net assets by March 31, 2030. Additionally, we aim to reduce this amount to 15% or less of consolidated net assets by the end of the First Midterm Management Plan on March 31, 2027.

(Changes in shareholding)

	March 31, 2024	March 31, 2025
Number of securities (securities)	38	36
Total amount of balance sheet amount (millions of yen)	35,902	30,252
Percentage of consolidated net assets (%)	24.1	19.6



Regarding the exercise of voting rights as a shareholder, in cases where performance has been sluggish for a long period or when incidents of misconduct occur, we carefully examine the content of the proposal, confirm the situation with the other party, and determine whether or not it contributes to the enhancement of shareholder value before appropriately exercising our voting rights.

## **(Reference) List of Officers After the Conclusion of this Meeting**

If Proposal 2 “Election of nine (9) Directors (excluding Directors who are Audit and Supervisory Committee Members)” and Proposal 3 “Election of four (4) Directors who are Audit and Supervisory Committee Members” are approved and adopted in their original forms, officers of the Company after the conclusion of this Meeting will be as follows.

Position in the Company	Name	Responsibilities and significant concurrent positions outside the Company
Representative Director, Chairman	Yasunori Maekawa	Chairman and Chief Executive Officer (CEO) Representative Director, President of Riken Corporation
Representative Director, President	Teruo Takahashi	President and Chief Operating Officer (COO) Representative Director and President of Nippon Piston Ring Co., Ltd.
Director	Motonori Wakabayashi	Executive Vice President
Director	Hidehiro Sakaba	Managing Executive Officer, Chief Information Officer (CIO), and Chief Information Security Officer (CISO) Director, Managing Executive Officer of Riken Corporation
Director	Masaaki Fujita	Managing Executive Officer Director, Managing Executive Officer of Nippon Piston Ring Co., Ltd.
Director	Zhongliang Yang	Managing Executive Officer Director, Managing Executive Officer of Nippon Piston Ring Co., Ltd.
Director	Hiroyuki Kobayashi	Managing Executive Officer, Senior General Manager of Development Head Office, Managing Executive Officer of Riken Corporation
Outside Director	Eiji Hirano	Director, Vice Chairman of MetLife, Inc. Outside Director of Ichiyoshi Securities Co., Ltd.
Outside Director	Masako Kurosawa	Director, Vice President, and Professor at National Graduate Institute for Policy Studies
Outside Director (Full-Time Audit and Supervisory Committee Member)	Osamu Honda	Auditor of Riken Corporation
Director (Full-Time Audit and Supervisory Committee Member)	Hiroto Koeba	Auditor of Nippon Piston Ring Co., Ltd.
Outside Director (Audit and Supervisory Committee Member)	Tatsuya Sakuma	Outside Director of AEON Financial Service Co., Ltd. Outside Director of PowerX, Inc. Attorney at Aoyama TS Law Office
Outside Director (Audit and Supervisory Committee Member)	Takahiro Ono	Director, Managing Executive Officer of Asahi Mutual Life Insurance Company

Note: This table does not indicate the complete knowledge and experience of each Director; it only indicates up to four of the main skills each is expected to demonstrate in terms of management strategy for executing the Midterm Management Plan.

Main areas in which Directors are expected to have experience							
Skills for realizing growth strategies				Skills for strengthening corporate governance			
Corporate management	Global management	Engineering / Manufacturing R&D	Sales / Marketing	Risk management / Legal affairs / Governance	Financial / Finance	Human Resource Development / Diversity	Sustainability
●	●		●				●
●	●	●					●
●	●			●	●		
●	●				●		●
	●			●	●	●	
	●	●		●			●
	●	●					●
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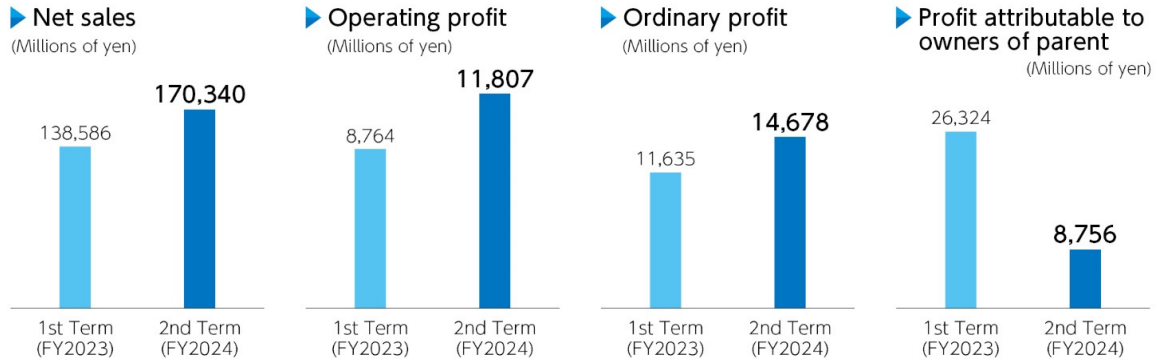
# Reasons for selection of each skill matrix item

The Company has selected the following items as “skills for realizing growth strategies” and “skills for strengthening corporate governance” necessary to implement the first Midterm Management Plan.

Skill item		Reason for selection
Skills for realizing growth strategies	Corporate management	To accurately assess risks and opportunities in the context of our business, formulate management strategies to sustainably enhance our corporate value, and lead the way in creating new value amid substantial changes in the circumstances surrounding us, we need Directors with extensive experience and a proven track record in management.
	Global management	To deploy global business strategies, we need Directors with management experience overseas and familiarity with foreign customs and cultures, and who effectively utilize the six forms of capital (financial, manufacturing, intellectual, human, social, and natural) and have the capacity to maximize outcomes.
	Engineering / Manufacturing / R&D	To continue developing technology leading to the creation of new value and the creation of new businesses while utilizing the Company’s core technologies cultivated to date, we need Directors with a proven track record of promoting innovation and solid knowledge and experience in research and development and product development.
	Sales / Marketing	To achieve the sales targets in our Medium-to Long-Term Management Plan, we need Directors with the capacity to draft and execute marketing strategies and the in-depth knowledge and outstanding negotiating skills to provide genuine solutions to various problems.
Skills for strengthening corporate governance	Risk management / Legal affairs / Governance	To comply with domestic and international laws, regulations, and rules pertaining to management and business operations, and use proper risk management activities to drive management cycles, we need Directors who are familiar with laws, regulations, and the like and have expert knowledge and extensive experience.
	Financial / Finance	We need Directors with solid knowledge and experience for building a strong financial base and executing management conscious of our share price and capital costs—for example, resource control, cash allocation, shareholder returns, share price improvement, and other capital and financial strategies set out in our Midterm Management Plan—and business knowledge and experience in the capital market.
	Human Resource Development / Diversity	We need Directors to dynamically manage our human resources portfolio in response to changes in the circumstances surrounding the Company and our management strategies, and the knowledge and experience to implement human capital management, for example, diversity, equity, and inclusion (DEI), reskilling, employee engagement, and health and productivity management.
	Sustainability	To provide value to the environment, society, and the economy while improving our corporate value, we need Directors with the knowledge and experience to strengthen initiatives for carbon neutrality, promote DEI, contribute to local communities, improve our corporate governance, improve employee engagement, implement human resource development strategies, and create reliably safe workplaces as outlined in our Midterm Management Plan.



## [Reference] Trends in profit or loss



\* The Company's 1st Term (from October 2, 2023 to March 31, 2024) financial results are calculated using the 12-month results from April 1, 2023 to March 31, 2024 for Riken Corporation, the acquirer in business combination accounting, and 6-month results from October 1, 2023 to March 31, 2024 for Nippon Piston Ring Co., Ltd., the acquired in business combination accounting.

## Overview by segment and region

**Automotive & Machinery Parts Business**  
Piston rings, valve seats, etc.

Segment net sales  
127,710 million yen

Segment profit  
9,050 million yen



**Piping and Construction Materials Business**  
Pipe fittings, etc.

Segment net sales  
18,676 million yen

Segment profit  
1,197 million yen



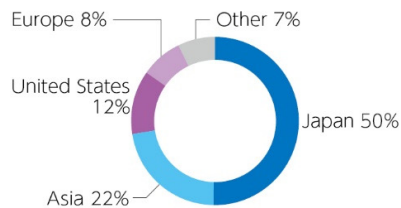
**Other**  
EMC Business, Thermal Engineering Business, and sale of products, etc.

Segment net sales  
23,952 million yen

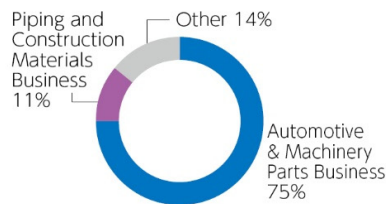
Segment profit  
2,056 million yen



### Net Sales Ratio by Region



### Net Sales Ratio by Segment



### Operating Profit Ratio by Segment

