

## Notice Concerning Absorption-type Merger Between Thai 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 Thailand, SIAM NPR Co., Ltd. (President: Yoshihiro Ohashi; "SNPR") and RIKEN SALES AND TRADING (THAILAND) CO., LTD. (President: Yuichiro Oda; "RSTT"). SNPR will be the surviving company in this merger (hereinafter "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 for both sales expansion and cost reduction. As a key part of these efforts, in order to integrate sales force and improve operational efficiency in the Southeast Asian market, we have decided to proceed with this merger. This will enable us to accelerate synergies at an earlier stage and deliver enhanced services to our customers.

### 2. Outline of the Merger

#### (1) Method of the Merger

RSTT will be dissolved through an absorption-type merger with SNPR as the surviving company.

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

NPR-RIKEN (Thailand) Co., Ltd.

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

February 2, 2026 (plan)

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

#### (1) Surviving Company

(As of September 30, 2025)

|                       |   |
|-----------------------|---|
| Name                  | SIAM NPR Co., Ltd.  |
| Location              | 88 Moo 2, Srangsoak, Banmoh, Saraburi 18130, Thailand         |
| Capital               | 95 million baht   |
| Date of Establishment | July 29, 1997   |
| Shareholders          | Nippon Piston Ring Co., Ltd., NPR Iwate Co., Ltd.             |
| Business Outline      | Manufacture and sale of valve seat inserts and other products |

(2) Dissolving Company

(As of September 30, 2025)

|                       |   |
|-----------------------|---|
| Name                  | RIKEN SALES AND TRADING (THAILAND) CO., LTD.  |
| Location              | 2/51 Bangna Complex Office Tower, 11th Floor, Soi Bangna-Trad 25, Bangna Nua, Bangna, Bangkok 10260, Thailand |
| Capital               | 10 million baht   |
| Date of Establishment | October 13, 2015  |
| Shareholders          | RIKEN CORPORATION and others  |
| Business Outline      | Sales of our group's products to the ASEAN region and other areas   |

4. Overview of the Surviving Company after the Merger

|                  |  |
|------------------|--|
| Name             | NPR-RIKEN (Thailand) Co., Ltd.   |
| Location         | 88 Moo 2, Srangsoak, Banmoh, Saraburi 18130, Thailand  |
| Shareholders     | Nippon Piston Ring Co., Ltd., RIKEN CORPORATION (plan)   |
| Business Outline | Manufacture and sale of valve seat inserts and other products<br>Sales of our group's products to the ASEAN region and other areas |

5. Future Outlook

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

End.

**【Inquiries】**

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