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July 30, 2025

Company: NPR-RIKEN CORPORATION
Representative: Director, Chairman & CEO
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Notice Concerning Absorption-type Merger Between Consolidated Subsidiaries

NPR-RIKEN CORPORATION (the “Company”) hereby announces that it has resolved at a meeting of the Board of Directors held today to merge its consolidated subsidiaries, Nippon Piston Ring Co., Ltd. (hereinafter, “NPR”) and NPR Fukushima Works Co., Ltd. (“NPR Fukushima”), with NPR as the surviving company (the “Merger”).

Since this Merger is between consolidated subsidiaries of the Company, some disclosure items and details have been omitted.

1. Purpose of the Merger

In the Company group, NPR manufactures and sells piston rings, valve seat inserts, camshafts, and other internal combustion engine parts, while NPR Tochigi Plant manufactures assembly-type sintered camshafts, piston rings for marine engines, and metal injection molding parts. In addition, NPR Fukushima manufactures valve seat inserts, cylinder liners and cast iron products which are internal combustion engine parts.

In our First Medium-Term Management Plan, the Company aims to create synergies through business integration, exploring and implementing various measures for both sales expansion and cost reduction. In April 2026, The Company plans to shift to an operating holding company with a business division structure for strategic business units. As part of these efforts, in order to consolidate and improve the efficiency of management resources within the Company group and to secure synergies at an early stage, we have decided to implement the Merger.

2. Outline of the Merger

(1) Schedule of the Merger

Date of resolution by the Board of Directors	July 30, 2025
Date of conclusion of the merger agreement	July 30, 2025
Merger date (effective date)	October 1, 2025 (plan)

(2) Method of the Merger

NPR Fukushima will be dissolved through an absorption-type merger with NPR as the surviving company.

(3) Details of allotment pertaining to the Merger

There will be no allotment of shares or other monetary assets, etc., in connection with the Merger.

(4) Treatment of stock acquisition rights and bonds with stock acquisition rights of the dissolving company

Not applicable

3. Overview of the Companies Involved in the Merger (As of July 30, 2025)

	Surviving Company	Dissolving Company
(1) Name	Nippon Piston Ring Co., Ltd.	NPR Fukushima Works Co., Ltd.
(2) Location	5-12-10, Honmachi-Higashi, Chuo-ku, Saitama City, Saitama	1 Iizaka aza Maenakai, Kawamata-machi, Date-gun, Fukushima
(3) Title and Name of Representative	Teruo Takahashi President and Representative Director	Hiroyuki Sano President and Representative Director
(4) Business Outline	Manufacture and sale of automobile related parts, marine engine parts and other products	Production and sales of internal combustion engine parts
(5) Capital	9,839 million yen	1,612 million yen
(6) Date of (7) Establishment	December 20, 1934	May 11, 1987
(8) Number of Shares Outstanding	7,808,957 shares	27,500 shares
(9) Fiscal Year-End	March 31	March 31
(10) Major Shareholders and Shareholding Ratio	NPR-RIKEN CORPORATION 100%	Nippon Piston Ring Co., Ltd. 100%

4. Status after the Merger

There will be no change in the name, location, title and name of the representative, business outline, capital and fiscal year-end of the surviving company as a result of the Merger.

5. Future Outlook

As this Merger is between consolidated subsidiaries of the Company, the impact of the Merger on the consolidated results of the Company will be immaterial.