INTEGRATED REPORT 2026



RIKEN KEIKI

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Key Disclosure Information

Integrated Report

We report our story of sustainable value creation by integrating financial and non-financial information.

Medium-Term Management Plan

We report our medium- to long-term management strategies, business model, and numerical targets.

Financial Results Briefing Materials

We provide an easy-to-understand overview of quarterly business performance and the progress of our growth strategies using charts and graphs.

Financial Results

We promptly disclose key financial figures, including quarterly operating results and financial position.

Annual Securities Report

We provide an overview of the Company, including its business activities, facilities, operating results, and financial statements, in accordance with Article 24, Paragraph 1 of the Financial Instruments and Exchange Act.

Corporate Governance Report

We report on our initiatives and systems in response to each principle of the Corporate Governance Code.

Company Website

We provide a wide range of information about the Company, including product information, career opportunities, and sustainability.

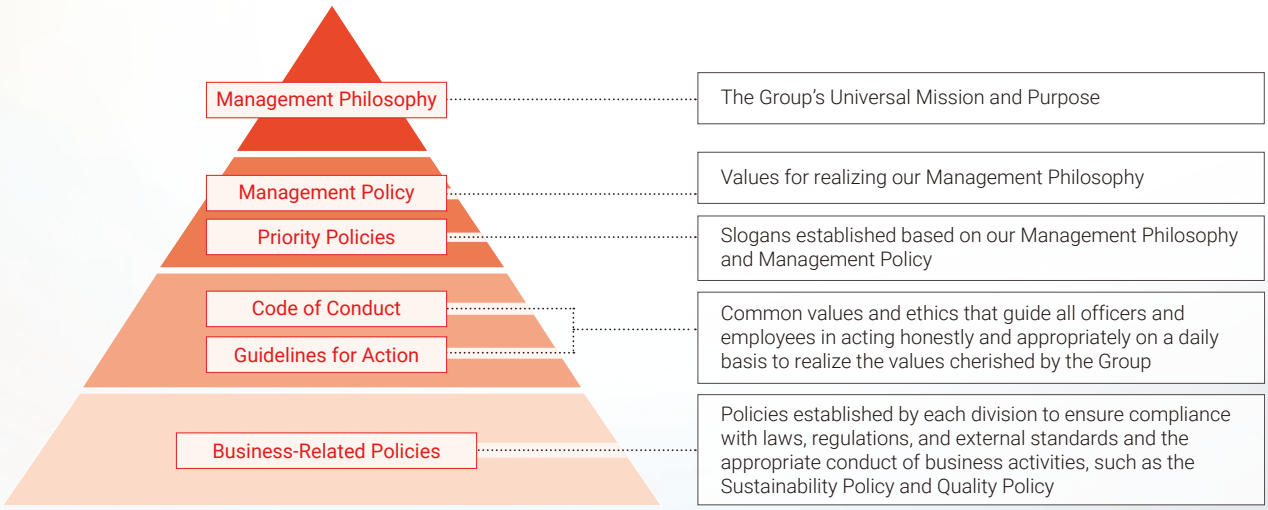
Management Philosophy

We are a pioneer in creating safe working environments for workers.

Management Policy

RIKEN KEIKI endeavors for its operations to be in full Legal Compliance, to strive for Preservation of the Environment, and to maintain our role of high Social Responsibility as a good corporate citizen.

1. Manage our Research and Development in an efficient manner, to create useful and needed products which will be suitably profitable, to assure excellent and sustainable company growth.
2. Contribute to society by producing high-quality products and enhanced services to assist our customers in creating safe working environments.
3. Reward stockholders by operating in a profitable manner to continually increase our corporate value.
4. Develop mutually beneficial bilateral cooperative relations with vendors by providing stable business transactions.
5. Create a rewarding working environment, to provide challenges and satisfaction for all employees, and also provide adequate compensation for their work efforts to assist in providing comfort and stability to their personal lives.



Please refer to the Company website for details of the Code of Conduct and Guidelines for Action
https://www.rikenkeiki.co.jp/english/company/vision

Editorial Policy

We promote management with a strong awareness of the Sustainable Development Goals (SDGs). As the importance of ESG continues to grow each year amid our strong relationships with all stakeholders, we believe that we cannot enhance corporate value without maintaining such awareness. We publish this integrated report to communicate these values to our stakeholders and provide an opportunity for dialogue with them.

Reporting Period

This report primarily covers activities during the fiscal year ended March 31, 2026 (April 1, 2025 to March 31, 2026). It also includes information on events and activities from before this period, activities from April 2026 onward, and future outlooks.

Note Regarding Forward-Looking Statements

This report contains statements regarding the future of the Company that are based on information available at the time of publication. There are a range of external factors that can impact the Company's operating results, such as the global economy, foreign exchange rate fluctuations, market conditions in the industry, and capital investment trends. Therefore, actual results may differ from the statements in this report.

Our Value Creation Journey

RIKEN KEIKI was established in 1939, with its roots in RIKEN (The Institute of Physical and Chemical Research), a national research institute. Driven by its Management Philosophy of "Creating Safe Working Environments for Workers," the Company strives to provide reliable safety as a leading Japanese developer and manufacturer of industrial gas detection alarm devices. Starting with the optical interferometric gas indicator developed to prevent accidents on oil tankers, the Company's technology has since evolved to serve cutting-edge fields, including the semiconductor industry and environmental conservation.

Birth of the RIKEN Gas Indicator | **Independence from RIKEN** | **Period of Sensor and Product Range Expansion**

1917 Establishment of RIKEN
1935
1939
1940
1950
1960
1970
1980
1990

Energy

For Coal Mines and Oil Tankers



Dr. Jiro Tsuji, Chief Researcher at RIKEN and later the second President of the Company, invented the optical interferometric gas indicator (Optical Gas Indicator) to prevent explosions on tankers.

Establishment of RIKEN KEIKI

Prior to Establishment
1935 Optical Gas Indicator
1937 Gas Indicator Type 4



1952 Gas Indicator Type 18



1959 Optical Interferometric Automatic Gas Alarm Type 750



1962 Catalytic Combustion Method Gas Detector GP-201

1991 Smart-type Gas Detection System BL-8000
*Expanding into the semiconductor industry as well

Infrastructure Construction

1967 Oxygen Monitor OX-1



1969 Oxygen Deficiency and Explosive Gas Alarm GX-1



1982 Personal Gas Alarms 82 Series



Semiconductors

1986 Security Disaster Prevention System BL-2300

1991 Toxic Gas Detector Head GD-K7D



1992 Highly Sensitive Toxic Gas Monitor FP-250



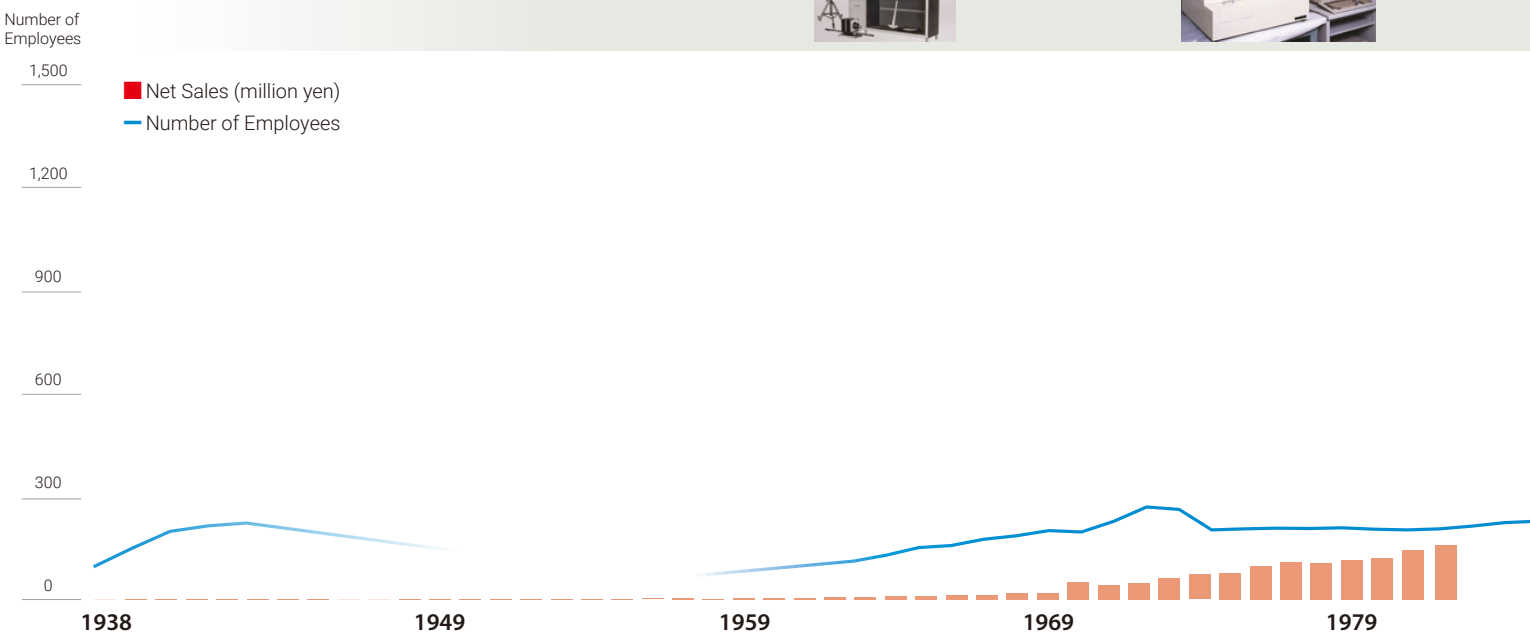
Research Institutes and Universities

1958 Photo-elasticity Apparatus Type PA-150
*Increase in inquiries from universities



1986 Photoemission Yield Spectroscopy in Air AC-1





Note: The industries and products presented on this page are representative examples introduced to showcase the evolution of our technology and our history. They do not represent an exhaustive list of our business areas or major customers, nor are they intended to limit the scope of our business or customer base. Furthermore, many of our products are widely deployed across multiple industries.

Please refer to the Company website for details of product information
https://product.rikenkeiki.co.jp/english/

Refining Quality and Expanding After-Sales Service

Advancing to the Next Generation

2000 2005 2010 2015 2020 2025 2026

For Oil and Gas

2001
Portable
4 Gas Monitor
GX-2001



2008
Four Gas
Personal Monitor
GX-2009



2008
Smart Transmitter
Gas Detector
GD-70D



2010
Smart
Transmitter
Gas Detector
SD-1



2013
Explosion-proof
Calorimeter
OHC-800



2014
Optical
Interferometric
Gas Monitor
FI-8000



2017
Gas Detector
Head
GD-A80



2017
Portable Oxygen
Monitor
OX-08



2019
Portable
Gas Monitor
GX-3R/GX-3R Pro



Portable Gas
Monitor
GW-3
*Expanding into the
energy industry
as well



2020
Optical Interferometric
Gas Monitor
FI-900



Gas Detector with
Signal Converter
SD-3 Series



2019
Portable
Gas Monitor
04 Series



Hazardous Gas
Detector for
Manhole
Pit Work
GX-2100



2022
Portable
4 Gas
Detector
GX-Force



2023
Portable Multi
Gas Detector
GX-9000



2024
Portable Gas
Leak Checker
SP-230
*Expanding
into the
semiconductor
industry as well



2025
Portable
6-Component
Gas Detector
GX-6100



2024
Portable Multi
Toxic Gas
Detector
SC-9000



2001
Highly Sensitive Toxic
Gas Monitor
FP-300



2012
Transportable
Gas Detector
TP-70D



2015
Indoor Oxygen
Monitor
OX-600



2017
Suction Type
Gas Detector Head
SD-D58



2020
Multi Gas Detector
GD-84D



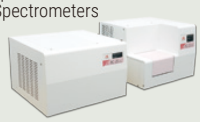
2025
Gas Detector
Head
GD-81D

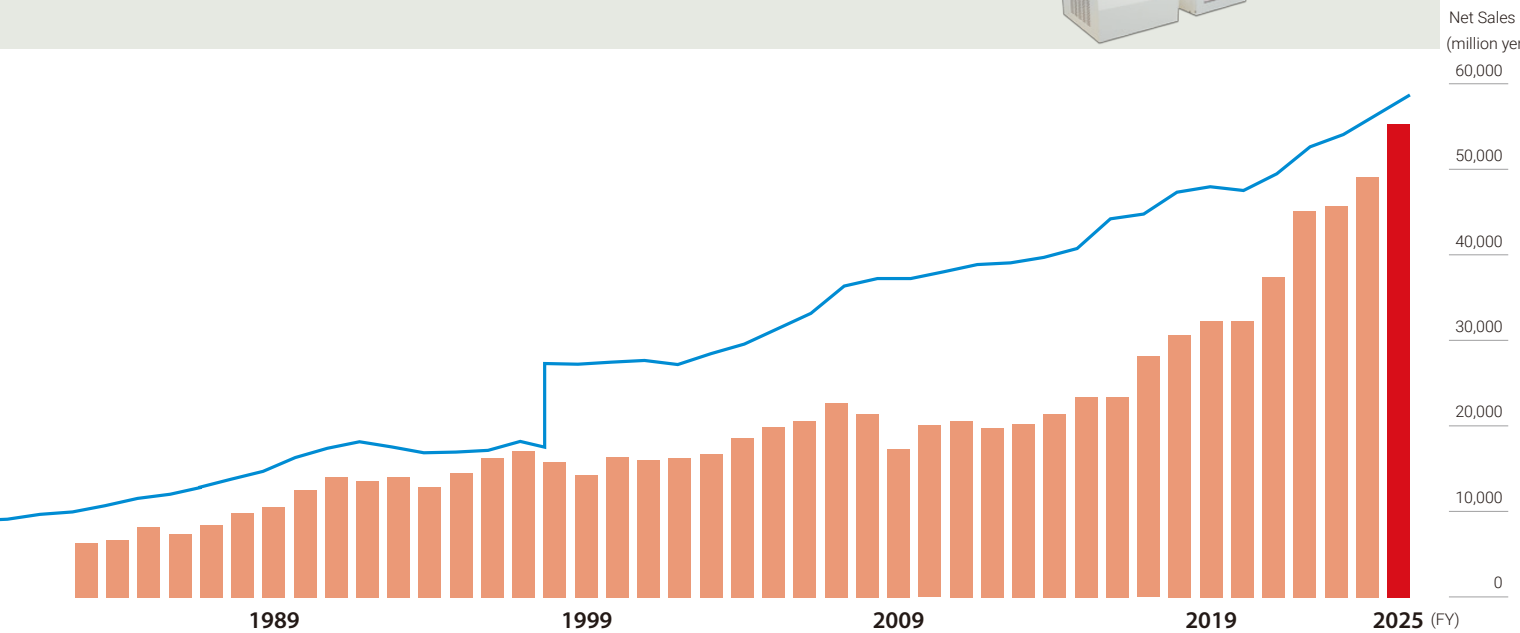


Multi-Point Toxic
Gas Detection
System
FPM-80A



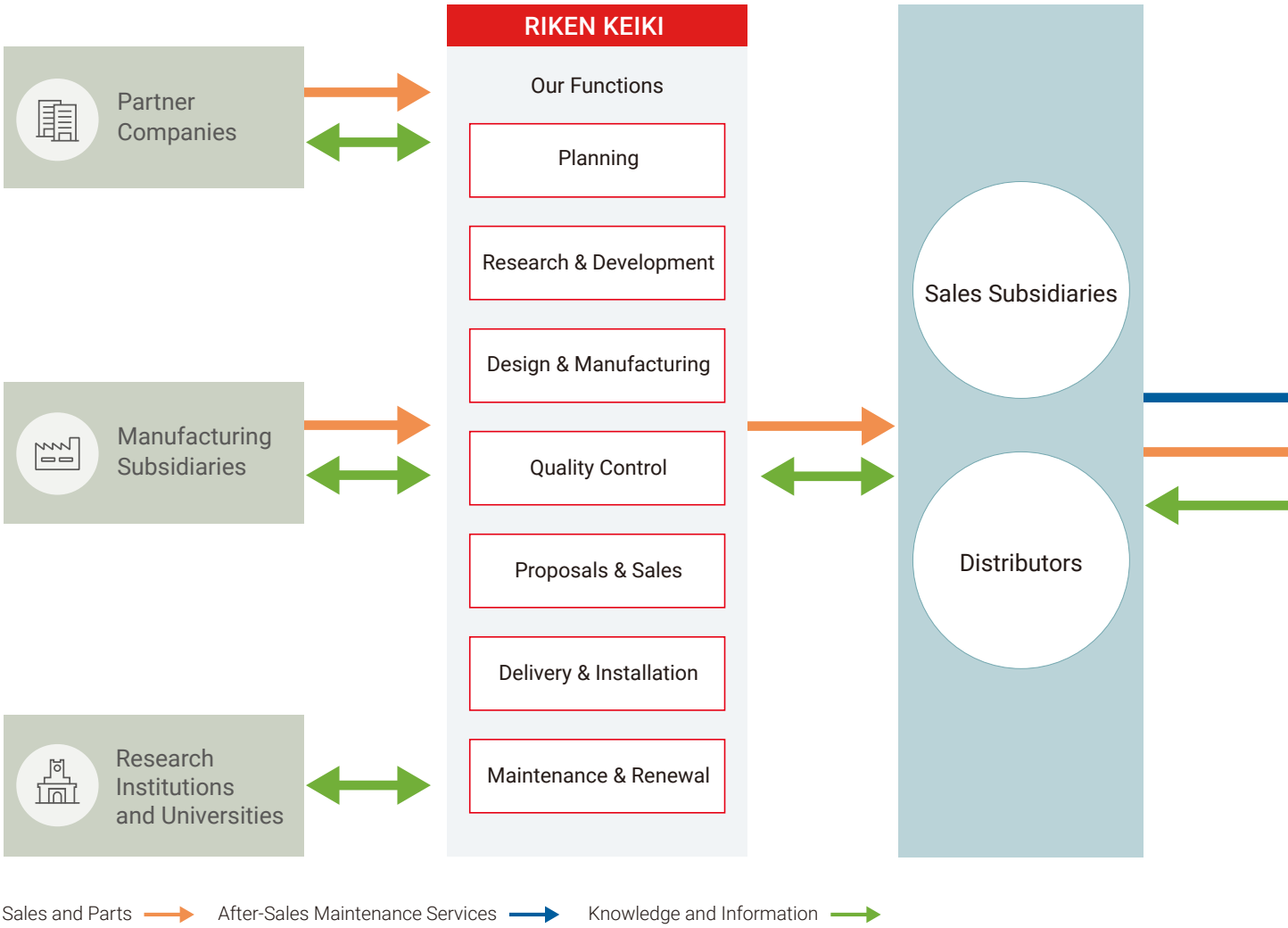
2021
Atmospheric Photoemission
Yield Spectrometers
AC-2S





Business Model

We support the safety and security of society by providing industrial gas detection alarm devices.



Comprehensive Maintenance Services

Maintenance Sales Ratio (FY2025)

42.1%

We provide consistent support from product delivery and installation through regular maintenance, building strong relationships of trust with our customers. This comprehensive maintenance system supports stable profit.

Strong Relationships with Stakeholders

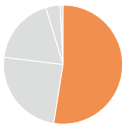
Established in **1939**

We work closely with partner companies by sharing knowledge and supporting distributors. We also receive many inquiries from universities and research institutions and build strong partnerships through joint development and other initiatives.

Building on the strong relationships of trust we have established with stakeholders since our founding in 1939, we have established a competitive advantage through our product capabilities that address a wide range of on-site challenges. Together with a stable earnings base supported by our comprehensive after-sales service system and proactive global expansion, these strengths enable us to achieve sustainable growth in corporate value.

Region

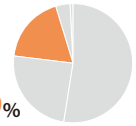
Domestic
Sales Ratio 52.7%
Three-Year Growth Rate* 3.6%



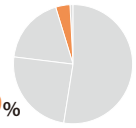
Asia
Sales Ratio 24.3%
Three-Year Growth Rate* 5.5%



North America
Sales Ratio 18.3%
Three-Year Growth Rate* 20.9%



Europe
Sales Ratio 3.9%
Three-Year Growth Rate* 17.9%



Other Regions
Sales Ratio 0.7%
Three-Year Growth Rate* 0.8%

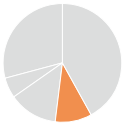
Industry

Electrical and Semiconductor
Sales Ratio 42.2%
Three-Year Growth Rate* 3.8%



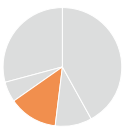


Petrochemical
Sales Ratio 9.9%
Three-Year Growth Rate* 4.7%





Gas
Sales Ratio 13.2%
Three-Year Growth Rate* 24.5%



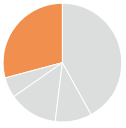


Shipping
Sales Ratio 5.7%
Three-Year Growth Rate* 2.8%





Others
Sales Ratio 29.0%
Three-Year Growth Rate* 7.2%





*The three-year growth rate represents the compound annual growth rate (CAGR) calculated based on results for the past three years.

Overseas Sales Mix

Overseas Sales Ratio (FY2025) **47.3%**

We are expanding our global operations based on strong relationships with overseas subsidiaries and distributors. By offering solutions tailored to regional needs, we have significantly expanded overseas sales.

Number of Products

More than 100 products

We offer a diverse portfolio of more than 100 products to meet our customers' diverse safety needs. We will continue to respond flexibly to the needs of new energy applications.

Our Value Creation Process

Management Capitals (Inputs) → **Business Activities**

Financial Capital

Shareholders' equity
¥77,191 million
Interest-bearing debt
¥3,868 million

Human Capital

Consolidated number of employees
1,465

Intellectual Capital

R&D expenditure
¥2,733 million

Manufactured Capital

Property, plant and equipment
¥19,447 million
Capital expenditure
¥3,652 million

Social and Relationship Capital

Growing demand in a wide range of diverse markets, such as semiconductor manufacturing and petrochemicals, due to technological capability and experience

Natural Capital

100% renewable electricity introduced at Head Office Building, R&D Center, Production Center, and Hakodate Factory

Key Strategic Themes of the New Medium-Term Management Plan

(FY2026-FY2028)

I Foundational Strategy

1. Strengthening and promoting cross-departmental collaboration

II Business Growth Strategy

1. Enhancing value proposition by building a value chain that includes customers
2. Proactively expanding into overseas markets
3. Expanding into new domains through R&D and transferring skills via standardization

III Foundational Business Strategy

1. Strengthening management talent development
2. Expanding and enhancing production capacity and supply chain management
3. Implementing, adopting, and effectively utilizing ERP

IV Others

1. Investing in growth and allocating resources
2. Enhancing ESG management initiatives



Overview of Products by Device Type (Output)

Fixed Gas Detection Alarm Devices



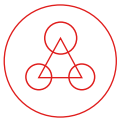
These devices are composed of a combination of gas detectors, indicator/alarm units that indicate the concentration of gas and give an alarm, and a central monitoring system that monitors the gas concentration information obtained from the indicator/alarm units. The devices are installed in factories that use gas in their manufacturing process, where the gas detection mechanism operates constantly to monitor safety.

Portable Gas Detection Alarm Devices



These are portable detectors that can be carried or worn by workers. Unlike the fixed-type, they are able to detect and measure gas around a moving worker and in specific hazardous areas. The detectors quickly detect volatile or toxic gases in the air, and manage oxygen concentrations to prevent various kinds of gas-related accidents before they occur.

Other Measurement Devices



We offer measurement devices for a wide range of applications. These include explosion-proof calorimeter that, when used in combination with gas detection alarm devices, help improve the combustion efficiency of liquefied natural gas, shale gas, and other fuels. We also provide analytical devices, such as atmospheric photoemission yield spectrometers, for use by universities and research institutes.

Main Industries We Serve



- Electrical and semiconductor
- Petrochemical
- Infrastructure (gas, electricity, water)
- Shipping • Steel • Automotive, etc.

Strengthening competitive advantages (price, technology, quality)

Optimizing sales and service systems

Corporate governance

Value Created

Value Created for the Company

Sustainable and stable profit growth and a solid financial foundation

Technologies and products continuously refined from the frontline perspective

Active participation of self-directed employees and promotion of diversity

Trust-based relationships with stakeholders in Japan and overseas

A systematically expanding production system, including our suppliers

Value Provided to Society

Building a safe and secure industrial infrastructure through gas detection technology

Providing high-quality, long-lasting products and comprehensive services

Maintaining safety through maintenance and after-sales services

Reducing waste and water consumption through efficient production and recycling

Reducing greenhouse gas emissions through the use of renewable energy



To Our Stakeholders

Building on 87 years of history, fulfilling our social responsibility to protect lives, and laying a firm foundation for sustainable growth

1. Our Founding Principles and Social Mission

Founded in 1939, RIKEN KEIKI has been a pioneer in industrial gas detection alarm devices for 87 years, helping keep people safe and secure at the many worksites that underpin society's development. Our origins lie in gas explosions in coal mines and in the resolve to prevent accidents before they happen and save human lives. Since then, the main energy source has shifted from coal to oil, and today industrial structures are changing as the transition to new energy sources continues. Through it all, our founding commitment to prevention has never changed. Our mission, which began with preventing coal mine accidents, has broadened over time to preventing accidents in every industry. I believe we must never lose sight of these origins, and we must keep supporting society's safety by drawing on the gas detection technologies we have built over the years.

I recently attended a gathering of our retired employees' association and had the chance to talk with those who came before us. Hearing firsthand about the hardships of the Company's early years and learning how proud they are of what it has become strengthened my sense of responsibility as its President. As the representative of a company with a long history built by our predecessors, I have renewed my commitment to continue managing it with integrity.

Our industrial gas detection alarm devices play a vital role in keeping our customers' worksites safe every day. That is why, whatever changes occur in the business environment,

we must do everything we can to ensure that safety at those sites is never interrupted and to keep supporting them as part of society's infrastructure. I believe that continuing to meet these expectations with integrity is the mission we must fulfill.

2. Review of the Previous Medium-Term Management Plan and Remaining Issues

Over the three years of our previous Medium-Term Management Plan (FY2023-FY2025), we achieved our initial targets for both net sales and operating profit. Net sales came in at ¥55.2 billion against the target of ¥50.0 billion or more set when the plan was formulated, and operating profit reached ¥12.4 billion against a target of ¥12.0 billion or more. Behind these results was our progress in building a foundation for global expansion, which raised our overseas sales ratio from 41.8% in FY2022 to 47.3% over the three years. Tailwinds from rising semiconductor-related demand and a boost from the weak yen contributed to these results, but we see them above all as the outcome of steadily implementing the measures needed to achieve the plan's original targets.

Qualitative achievements include progress in obtaining certifications under overseas standards, registration on the approved vendor list of a major overseas national oil company, and the development of the FPM-80A, a multi-point tape-type gas detection system of the kind that is mainstream in overseas semiconductor markets. Although these initiatives have had only a limited impact on our business results so far, we believe they will give momentum to our efforts to develop overseas markets.

At the same time, cost increases driven by ongoing wage hikes in Japan and soaring costs for parts, materials, and other expenses reached levels that would have been unimaginable during the long years of deflation. We see "appropriately controlling rising costs and reliably turning sales growth into profit regardless of the external environment" as a key management issue under our new management plan.

3. Expanding and Strengthening the Value Chain

The key theme we will communicate across the Company under the new Medium-Term Management Plan (FY2026-FY2028) is "expanding and strengthening the value chain." As our business grows, we believe it is important not simply to pursue quantitative growth in sales or organizational size, but to further increase the value we deliver to customers by tightening and strengthening the links in the entire process, from development through manufacturing and delivery to maintenance.

This requires more than improving our own internal processes. We must pursue optimization across the entire value chain, including the partner companies that support our manufacturing and our distributors. Rather than prioritizing our own efficiency and cost reductions, it is essential that we work with our partner companies to raise productivity and increase the value of the value chain as a whole.

Specifically, we are taking the initiative to design products that are easier to produce on the factory floor, provide distributors with sales promotion tools, and support the development of maintenance personnel. Through these efforts, we aim to help our partner companies work more efficiently and, ultimately, to improve the quality of the products and services we deliver to customers.

We regard the proactive development and expansion of overseas markets as a particularly important ongoing theme. We have turned our major joint ventures into wholly owned subsidiaries and assigned management personnel dispatched from headquarters to local operations, establishing a solid management foundation for our overseas business. These efforts have borne fruit, and overseas sales are growing steadily. Going forward, we will aim for an overseas sales ratio of 50% and continue to expand our presence in overseas markets, including by expanding sales of new products.

4. Financial and Capital Strategy and Ensuring Business Continuity

Turning to the capital efficiency expected by capital markets, our price-to-book ratio (PBR) currently stands at around 2.0. In the past, the market valued us poorly and our PBR fell below 1.0; we believe this improvement is partly because the market now sees us not only as a precision instruments manufacturer but also as a semiconductor-related company. We estimate our cost of capital at around 7%, and our current return on capital exceeds that level. Our return on equity (ROE), one of our management indicators, has also remained consistently in double digits.

In deploying our cash on hand, we give top priority among growth investments to development investment, the source of our competitiveness. In addition to strengthening our offerings for the semiconductor industry, we will step up

efforts to sow the seeds of a foundation for sustainable growth, including in new energy fields for a decarbonized society and in new technology development through partnerships with external organizations.

That said, the semiconductor industry has its own distinctive cycles, and overinvesting in a boom's momentum could upset our earnings balance when demand falls. We will therefore carefully assess market trends and manage risk appropriately while making investment decisions quickly enough not to miss opportunities. The same applies to our M&A strategy. Rather than simply seeking to grow larger, we focus on judging whether a deal is likely to generate synergies. We also believe it is important to proceed step by step, starting with a business alliance to gauge mutual trust and potential synergies.

The stable financial base we have built up also gives us the staying power to keep our business running in an emergency. As a safety equipment manufacturer, we will continue to build a stable supply system so that we can keep supporting our customers' worksites. At the same time, we maintain a certain amount of financial headroom to protect the jobs and livelihoods of our employees and of the partner companies that support our supply chain.

As for shareholder returns, while prioritizing a balance with growth investments, we decided to raise the dividend again for FY2025. Under the new Medium-Term Management Plan, we have set a payout ratio of more than 30% as a guideline. We also buy back our own shares flexibly as we work to further improve capital efficiency and provide appropriate returns to shareholders.

5. Contributing to Sustainability and Strengthening Governance

Our core business of supplying gas detection alarm devices is, in itself, a way to ensure safety and meet environmental regulations, and it is therefore closely tied to the essence of ESG management. The shift in energy structure accompanying the transition to a decarbonized society is an opportunity for us to create new markets. In fields such as ammonia, hydrogen, and methanol, which are attracting attention as next-generation energy sources, we have been involved from the demonstration testing stage, helping to standardize safety criteria and supporting their practical implementation in society. We are also strengthening our ability to deliver unique value that combines environmental performance with industrial safety. Examples include our involvement in developing marine engines that run on next-generation fuels, and the explosion-proof calorimeter OHC-800, which continuously monitors combustion efficiency to maintain consistent quality even when multiple gases are blended. In addition, we are pursuing our own forward-looking technology development, such as gas visualization technology developed in partnership with a startup.

In terms of governance, what I value most is creating an environment in which employees can approach their work with integrity. Our products sell because customers need them. Providing an environment where employees can devote themselves wholeheartedly to our core business, without being driven by short-term numbers, is the prerequisite for maintaining the trust we have built over many years.

Our Outside Directors, who have diverse backgrounds in corporate management, law, finance, and other fields, engage in meaningful exchanges of views on our management approach from multiple perspectives. I feel this is leading to sounder business judgment and higher-quality decision-making.

6. Deepening Our Core Technologies and Passing on Expertise through DX

On the technology side, the trust society places in us rests fundamentally on our core technology: our sensor development capabilities. Our greatest strength is selectivity, the ability to accurately detect only the target gas and prevent false alarms at real-world manufacturing sites where many different gases may be present together. This is an asset we have built up over many years.

As our development and research divisions have grown younger in recent years, turning experienced engineers' tacit knowledge into explicit knowledge and reliably passing it on to the next generation has become an important issue. We are expanding our use of digital technology, including AI that searches past drawings in our design departments, more efficient retrieval of papers and experimental data, and the analysis of maintenance data.

Digital investment in our other divisions also aims to improve operational efficiency over the long term. We are trialing and deploying data analysis tools and other solutions, led by frontline operations, while integrating our company-wide digital transformation (DX) and IoT strategies.

7. Promoting Human Capital Management and Transforming Our Corporate Culture

I believe our employees' strength is that they are reliable and conscientious. This strength shows in everything we do, from product development and sales to maintenance. On the other hand, there have been times when we hesitated to invest in the future or co-create with outside partners. The key to our future growth is not to rest on our current position, but to evolve further into an organization of people who think and act for themselves, with a broad outlook and an awareness that society relies on RIKEN KEIKI as the partner for solving any gas-related challenge.

To make our organization more outward-looking, we have communicated this message repeatedly to embed it across the Company, and we have enhanced our training programs accordingly. In particular, we send general manager-level employees who are candidates for next-generation leadership and executive officer positions to selective external training programs. By engaging them in in-depth discussions with talented professionals from other companies, we aim to broaden their perspectives so they can lead the way in energizing our organization.

In recruitment, we are strengthening our employer branding and focusing on attracting female engineers and global talent. We are also stepping up mid-career hiring to bring fresh ideas and outside knowledge into the organization, and these hires have become an important part of our workforce.

Above all, we place great importance on retaining and developing the people we hire. We run a stress check program that adds our own elements to the standard format and provide attentive mental health support in cooperation with occupational physicians and public health nurses. As a result, our turnover rate within three years of hiring has remained low. Going forward, we will continue working to create the conditions for higher employee engagement.

8. A Message to Our Stakeholders on Sustainable Growth

Our business is relatively unaffected by short-term trends. While building on this characteristic, we will not settle for the status quo and are determined to take the next steps toward growth on our own initiative.

By fostering a culture in which employees take on challenges on their own initiative and by building a robust value chain with our partner companies, we will achieve sustainable enhancement of our corporate value.

We ask all our stakeholders to view our growth process from a medium- to long-term perspective, and we look forward to your continued support.



Review of the Previous Medium-Term Management Plan

Under the previous Medium-Term Management Plan (FY2023-FY2025), the Group worked together to advance initiatives under the themes of Strengthening of the Management Foundation in the first year, Response to Changes and Strengthening of Overseas Markets in the second year, and Evolving as a Global Company in the final year, FY2025 . As a result, the Group achieved the targets for the final year, with net sales of ¥55.2 billion and operating profit of ¥12.4 billion.

Key Achievements of the Previous Medium-Term Management Vision and Business Growth Strategy

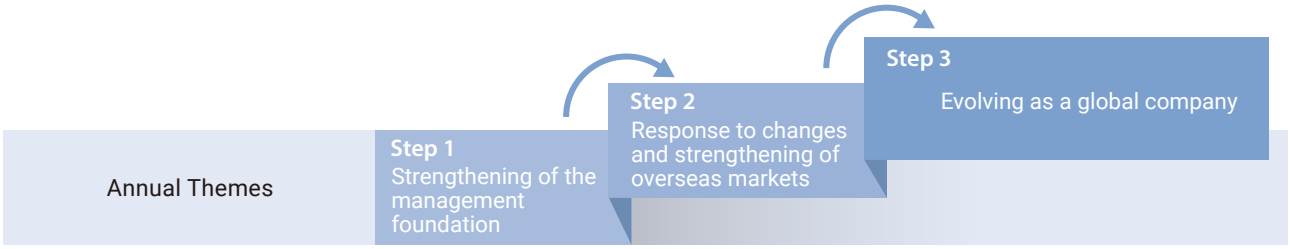
Vision

In response to sustainable social and customer needs such as IoT and decarbonization, the RIKEN KEIKI Group will develop new technologies and expand overseas markets to aim for a global company that achieves sustainable growth by utilizing the power of people and technology.

Business Growth Strategy		Key Achievements
Domestic Market Strategy	Strengthening sales and product development to expand our domestic market share	• Secured orders from semiconductor industry customers and achieved the sales target • Strengthened sales efforts in the infrastructure market • Strengthened relationships with major trading companies
Overseas Market Strategy	Promoting and strengthening the global expansion of the RIKEN KEIKI brand	• Development of a multi-point tape-type detection system • Registration as a vendor with a major overseas company • Establishment of a specialized organization to strengthen support for certification requirements • Establishment of a manufacturing facility in China • Development of maintenance personnel for overseas operations
New Domain Strategy (Sustainability Strategy)	Creating new markets through the development of new technologies to address industry changes	• Expanding sales of gas monitoring systems in next-generation fuel markets and proposing collaborative initiatives • Initiating joint development of gas visualization solutions

Status of Quantitative Targets

Net sales have generally increased steadily as planned, reaching ¥55.2 billion in FY2025 and exceeding our target. Although the operating profit margin has been trending downward due to factors including rising raw material costs, the increase in net sales and the partial impact of price increases implemented since the second half of FY2025 contributed to operating profit of ¥12.4 billion, enabling us to achieve our target. ROE is one of our key indicators for shareholders, and we achieved our target ROE of 10% or higher, based on a stable level of net profit. Dividend payments have been trending upward, reflecting steady progress in enhancing shareholder returns.



FY	2023 (Actual)	2024 (Actual)	2025 (Target)	2025 (Actual)
Net Sales	¥45.5 billion	¥49.0 billion	¥52.0 billion	¥55.2 billion
Operating Profit	¥11.4 billion	¥10.6 billion	¥12.0 billion	¥12.4 billion
ROE	12.3%	10.7%	–	12.2%
Dividend Payout Ratio	22.2%	26.1%	–	25.3%
Annual Dividends per Share	¥40	¥45	–	¥55

Topics

A New Product for Capturing Demand in Overseas Semiconductor Markets and Expanding into Global Markets

Multi-Point Toxic Gas Detection System FPM-80A



In semiconductor plants in Japan, the conventional approach is to install individual gas detectors at various locations, while large-scale plants overseas primarily use multi-point detection systems that enable centralized monitoring of multiple locations.

Drawing on the technologies and expertise we have cultivated over many years, we developed the FPM-80A multi-point detection system for overseas markets and aim to expand into global markets.

Specifications	
Target Gases	A wide range of specialty gases and toxic gases used in semiconductor manufacturing
Detection Principle	Chemical tape method
Number of Simultaneous Detection Points	Up to 80 points
Maximum Sampling Distance	120 m
Response Time	Within 60 seconds (at a sampling distance of 120 m)
Detection Tape Replacement Interval	Standard: 180 days (industry-first, easy-to-replace cassette system)
Additional Features	Remote access (centralized monitoring and remote operation); various redundancy features

Background to Development

To gain market share in overseas semiconductor markets, which are larger than the domestic market, we launched development of FPM-80A. While semiconductor plants in Japan typically install individual gas detectors to monitor each location, large-scale semiconductor plants in overseas markets, such as North America, predominantly use multi-point detection systems, which accounts for 80% of installations. This system uses large-scale equipment to centrally monitor multiple locations through long-distance wiring. FPM-80A is positioned as a key product for addressing these distinct market needs, which differ from those in Japan, and expanding our presence in overseas markets in earnest.

Three Core Technologies Driving Innovation

1 High-Speed Sampling and Detection Across Multiple Points and Long Distances

The system simultaneously monitors up to 80 points with a single unit. Its powerful built-in pump reliably detects even trace amounts of toxic gases and issues warnings within just 60 seconds, even when sampling from a remote point up to 120 m away. This enables real-time centralized monitoring of an entire large-scale plant.

2 Revolutionizing Maintenance with the Industry-First Cassette-Type Detection Tape

FPM-80A is the first fixed-type multi-point gas detector using detection tape in the industry to adopt a cassette-type design. This design makes tape replacement, which traditionally required considerable effort from operators, significantly easier while helping prevent errors. The detection tape also offers a standard service life of 180 days, substantially reducing the routine maintenance burden on on-site personnel.

3 Advanced Smart Safety Management through Remote Access

Equipped with the latest network technology, the system enables centralized monitoring and control of events through remote access. It facilitates rapid situational awareness when abnormalities occur and supports efficient operations management based on data analysis, contributing to stable plant operations.

Business Environment

The Group recognizes that the business environment surrounding the Group and the gas detection alarm device industry will remain uncertain due to fluctuations in foreign exchange rates, geopolitical risks such as the situations in the Middle East and Ukraine, and trade frictions arising from U.S. trade policies.

Macroeconomic Trends Affecting the Gas Detection Alarm Devices Industry

In formulating the new Medium-Term Management Plan (FY2026–FY2028), we are carefully examining macroenvironmental opportunities and challenges based on a PEST analysis to meet societal needs through our businesses and strengths. By pursuing transformation that enables us to respond flexibly to change, we aim to further strengthen our competitive advantage.

	Key Trends and Topics	Opportunities	Challenges
P Political	● Generation of new demand due to stricter environmental regulations ▶ From conventional safety assurance to long-term environmental monitoring ● Stricter regulations on occupational safety and health in various countries ● Promotion of protectionism by the United States ● Impact of Middle East conflicts on resource prices and supply	● Sales opportunities for high-value-added products to meet new demand ● Increase in stable demand unaffected by economic fluctuations	● Potential slowdown in demand due to regulatory revisions following changes in government, etc. ● Increased price competitiveness of competitors and complexity of cost structures for global manufacturers
E Economic	● Growth of the semiconductor market ● Market expansion due to rapid industrialization and urbanization in the Asia-Pacific region ● Vulnerability of supply chains for critical parts and resources, and soaring prices of resources and materials due to geopolitical risks ● Impact of exchange rate and interest rate fluctuations on the business environment	● Further increase in supply to semiconductor industry, our major customers ● Growth opportunities due to infrastructure investment and industrialization in China, India, Southeast Asia, etc. ● Revenue opportunities in overseas operations driven by a weak yen	● Fluctuations in production costs and lead-times due to dependence on specific regions ● Restraint of investment by petrochemical companies due to price uncertainty
S Social	● Rising awareness of corporate social responsibility and safety culture ● Integration of smart city infrastructure due to urbanization ● Changes in market needs and shortage of specialized IT personnel ▶ Sophistication of market needs and intensifying competition for specialized talent due to progress in IoT and AI	● Increased investment incentives for safety technology in various companies ● Generation of new opportunities through the construction of residential and public networks	● Need to address emerging demand for software, data analytics, and other technologies, and to improve compensation and working conditions for specialized personnel
T Technological	● Opportunities to create value-added services such as predictive maintenance and data analysis using IoT and AI ● Cybersecurity risks due to technological innovation ● Acceleration of technological innovation by competitors ▶ Development of platform strategies integrating hardware and software (data analysis, etc.)	● Generation of new business opportunities utilizing AI and wireless communication in addition to conventional gas detection functions	● Improved competitiveness of competitors and the possibility of a decline in our market share ● Growing burden on manufacturers in terms of security management and accountability

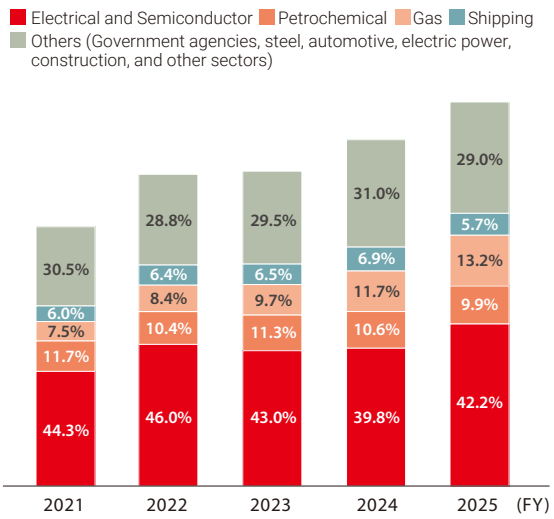
Recognition of Market Trends in Our Customer Industries

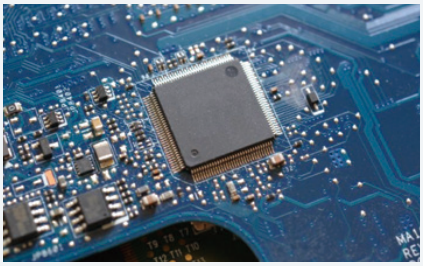
Taking into account recent trends in the markets served by our major customers, we expect the semiconductor and shipping industries to be key target markets for our sales efforts.

In the semiconductor industry, our major customer sector, investment in advanced technologies remains robust, driven by growing demand for generative AI and data centers.

To capitalize on these business opportunities, we will work to ensure a stable supply by enhancing product performance and strengthening our production capabilities. In addition, in overseas semiconductor markets, we will strengthen sales of FPM-80A, a multi-point toxic gas detection system, and work to expand our market share.

Sales by Industry (Non-consolidated)



Customer Industries		Overall Assessment
Semiconductor		A promising market with the highest growth potential in both the short and long term. Government support and demand for AI and data centers provide strong tailwinds. Although EV growth is temporarily slowing, the overall trend remains upward; capital investment demand, especially in Asia, presents a major opportunity. As the most promising market, it requires our continued focus.
Shipping		A solid market where medium-term demand is expected to recover steadily, driven by three overlapping factors: increasing cargo volumes, vessel replacement cycles, and government policies aimed at strengthening the sector. Although growth is not expected to be explosive, it is attractive as a stable revenue base given the steady level of demand.
Steel		While some overseas markets are growing, the domestic market continues to shrink. Amid the shift toward new energy sources, the market will require continued monitoring in both domestic and overseas markets. It is also considered necessary to strengthen expansion into growing emerging countries.
Crude Oil and Natural Gas		The market is expected to maintain a certain scale through 2030, but after that the risk of supply instability due to production decline and excess demand will increase. It is necessary to closely monitor trends such as future supply shortages, market stagnation, and the movement towards decarbonization. Furthermore, the crude oil market is particularly susceptible to the impact of geopolitical risks.

Strategic Direction of the New Medium-Term Management Plan

The Group has earned a high level of trust through its founding philosophy of “Creating Safe Working Environments for Workers,” which has been part of our DNA since our establishment, and through the strength of its frontline operations cultivated by each employee.

Building on these strengths, the Group is embarking on its new Medium-Term Management Plan (FY2026–FY2028), looking ahead to the next three years. To achieve sustainable growth, the Group will pursue reforms across the entire supply chain and steadily fulfill its role as a company that supports the safety of industry and society.

Positioning and Vision of New Medium-Term Management Plan

The new Medium-Term Management Plan is positioned as a critical three-year period for rebuilding our foundation and accelerating growth as a milestone toward realizing our Long-Term Management Vision and transforming into a global company. By the final year of the plan, FY2028, we aim to achieve consolidated net sales of ¥70.0 billion and operating profit of ¥14.0 billion or more.

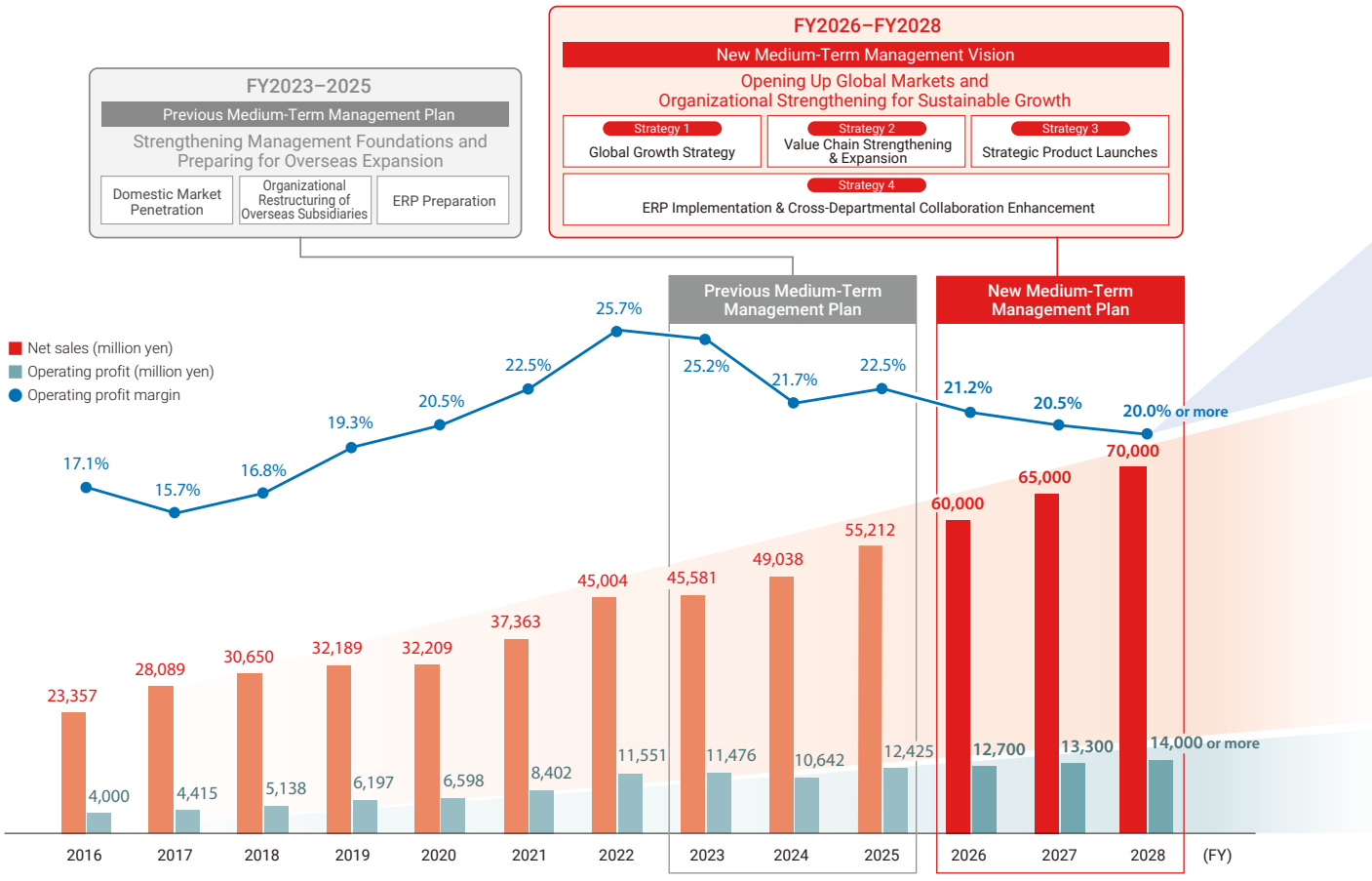
During the plan period, we anticipate a temporary decline in profit margins due to factors including rising raw material costs, upfront investments in the development of cutting-edge technologies, and the launch of strategic products and increases in fixed costs associated with expanding our overseas sales channels.

Looking ahead, we will seek to restore and further expand profitability through our after-sales maintenance services in overseas markets, thereby ensuring sustainable growth in corporate value and the realization of our vision.

Long-Term Management Vision

A Leading Company Creating the Future of Safety: Driven by People and Technology

Evolution of Identity: From a Detector Manufacturer to a Partner Delivering Safety to the World



Business Strategy

Under this plan, we have established four strategic themes for achieving sustainable growth: Foundational Strategy, Business Growth Strategy, Foundational Business Strategy, and Others. We will pursue business expansion, including the development of overseas markets and entry into new energy fields, while rebuilding our management foundation through initiatives such as human resource development and increased production capacity, with the aim of further enhancing corporate value.

Topics and Major Initiatives by Strategic Theme

Note: Topics marked with an asterisk (*) are described in detail on the following pages.

		Topics	Major Initiatives
Theme I Foundational Strategy	1	Strengthening and promoting cross-departmental collaboration*	● Accelerating information sharing centered on ERP ● Optimizing the product portfolio ● Delivering products in a timely manner by shortening development lead times
Theme II Business Growth Strategy	1	Enhancing value proposition by building a value chain that includes customers*	● Proactively proposing solutions by combining products with maintenance services ● Developing infrastructure to strengthen maintenance service capabilities
	2	Proactively expanding into overseas markets*	● Strengthening overseas sales by focusing on the semiconductor sector in East Asia and North America ● Developing personnel for secondment from Headquarters to overseas subsidiaries ● Acquiring and maintaining certifications in priority countries
	3	Expanding into new domains through R&D and transferring skills via standardization*	● Identifying common patterns in successful development cases through sales-technical collaboration ● Training project leaders and leveraging AI for development process visibility and knowledge transfer
Theme III Foundational Business Strategy	1	Strengthening management talent development	● Developing management talent with a company-wide optimization perspective ● Introducing a company-wide talent development platform to systematize specialized skills and general skills
	2	Expanding and enhancing production capacity and supply chain management*	● Strengthening support for suppliers to improve productivity ● Systematically expanding production lines and securing necessary resources ● Strengthening cost analysis and optimizing price structures
	3	Implementing, adopting, and effectively utilizing ERP*	● Establishing an environment for steady ERP implementation and utilization ● Promoting data-driven management by implementing ERP
Theme IV Others	1	Investing in growth and allocating resources	● Establishing a system for managing plan progress and strengthening strategic planning functions ● Formulating strategies with a focus on capital efficiency
	2	Enhancing ESG management initiatives	● Strengthening group governance ● Promoting sustainability initiatives

Business Strategy in Focus

Ⅰ - 1 Strengthening and promoting cross-departmental collaboration

The Company will strengthen cross-departmental collaboration as a foundation for value chain expansion and sustainable growth. We will explain three key points for achieving Seamless Company-Wide Collaboration.

Sharing and Leveraging Cost Information

- Enhancing an environment in which Sales, Production, and R&D can access the same cost and profit data
- Setting appropriate prices and making proposals based on accurate profitability management

Timely Product Development

- Achieving rapid, rework-free development by embedding a market-driven mindset through front-loading and Quality Function Deployment (QFD) at an early stage

Strategically Allocating Resources to Core Products

- Improving production efficiency and promoting migration to next-generation models by revising parts prices (raising prices) and consolidating low-margin legacy models and specific product items

Ⅱ - 1 Enhancing value proposition by building a value chain that includes customers

The Company will expand and strengthen the entire value chain to establish an integrated, customer-centric service system and achieve sustainable growth.

Building a System to Continuously Deliver the Value of Safety to Our Customers over the Long Term as a Trusted Safety Partner

Agile maintenance and operational support tailored to frontline needs, from solution planning and development based on each customer's specific challenges

Integrated Service System Focused on the Customer

R&D → Design & Manufacturing → Quality Control (QC) → Sales & Proposals → Delivery & Installation → Maintenance

Expanding Service Offerings

Shifting from hardware sales only to high-value-added services through IoT and DX— providing customers with data and predictive maintenance services using maintenance information

Strengthening Consultative Sales Capabilities

Enhancing our consultative sales approach by promoting integrated solutions that combine product benefits with comprehensive maintenance packages

Enhancing Maintenance Capabilities

Strengthening training for field engineers and establishing a dedicated, agile team for the rapidly growing shipping sector to provide higher expertise and customer value

Ⅱ - 2 Proactively expanding into overseas markets

In addition to deepening our presence in the domestic market, we will focus resources on priority sectors and aim to increase the ratio of overseas sales.

Targeting a 50% overseas sales ratio to drive further corporate growth



Strategy 1

Setting and Deepening Strategic Priority Markets

Concentrating sales resources on the growing semiconductor market, driven by the expansion of data centers and AI.
Capturing market share with new products (e.g., FPM-80A) in highly competitive segments and increasing our brand presence.

Strategy 2

Strengthening Overseas Foundations by Deploying Talent to Overseas Subsidiaries

We will dispatch supervisors (SVs) from headquarters to strengthen our overseas service operations.
SVs will go beyond technical guidance to foster local autonomy and build sustainable management frameworks.

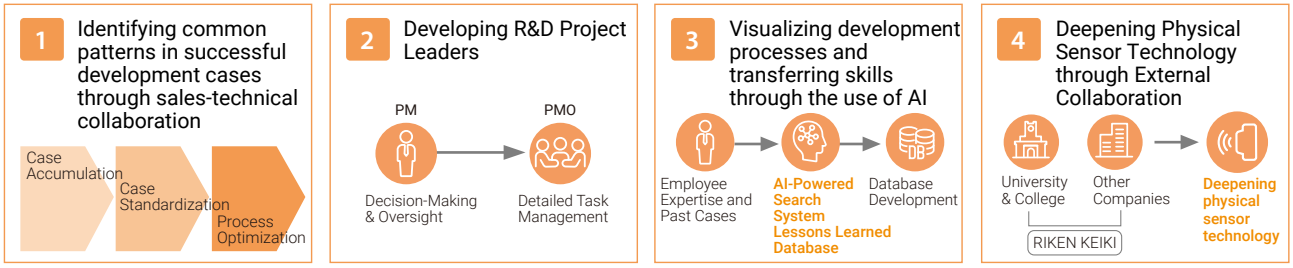
Strategy 3

Acquiring and Maintaining Product Certifications in Priority Regions

Ensuring compliance with and maintenance of key product certifications in various countries and regions. Additionally, preventing the loss of sales opportunities in the global market through smooth and effective handling.

Ⅱ - 3 Expanding into new domains through R&D and transferring skills via standardization

In the area of technological development, we will promote the transfer of in-house development expertise and accelerate development through the following four initiatives. To accelerate market-in product development, we will identify common patterns in successful cases and develop project leaders. We will also leverage AI to codify the knowledge and expertise of experienced employees and establish a system for reliably passing it on to the next generation of engineers. In addition, for physical sensor technologies such as infrared and laser technologies, we will actively pursue collaboration with universities and other companies.



Ⅲ - 2 Expanding and enhancing production capacity and supply chain management

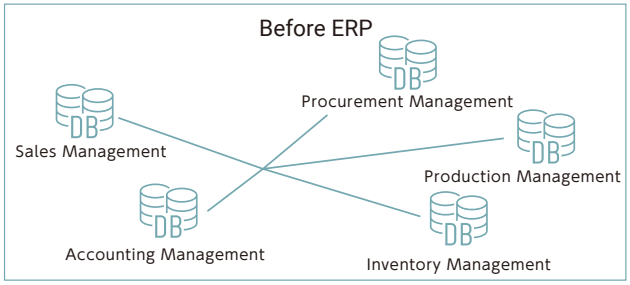
The Company will build a robust organizational foundation to achieve our ¥70.0 billion sales target through the following three core initiatives:

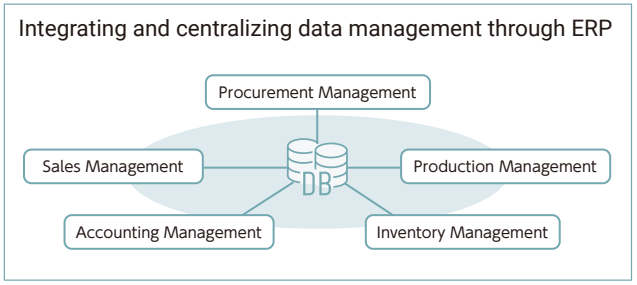
Strengthening Supplier Support	・Supporting on-site guidance, equipment installation for production base expansion and new facilities ・Conducting interviews and providing improvement support by the production engineering department ・Strengthening continuous improvement and knowledge sharing across the supplier network
Expanding Production Lines & Securing Resources	・Optimizing product mix to maximize overall production capacity ・Multi-skilling via skill maps and ensure stable equipment operation
Enhancing Cost Analysis & Pricing Optimization	・Managing cost variance and conducting analysis via ERP to drive actionable insights ・Deploying dedicated cost management and analysis specialists

Establishing a sustainable and stable mass-production system to support sales growth and strengthening cost analysis capabilities

Ⅲ - 3 Implementing, Adopting, and Effectively Utilizing ERP

The Company will prioritize the setup of an environment that ensures steady ERP implementation, adoption, and utilization, and further improve quality and productivity through data management.





Establishing an environment for ERP implementation and utilization

End-to-end visualization from order receipt to revenue recognition through ERP to enhance quality and productivity

Financial Strategy

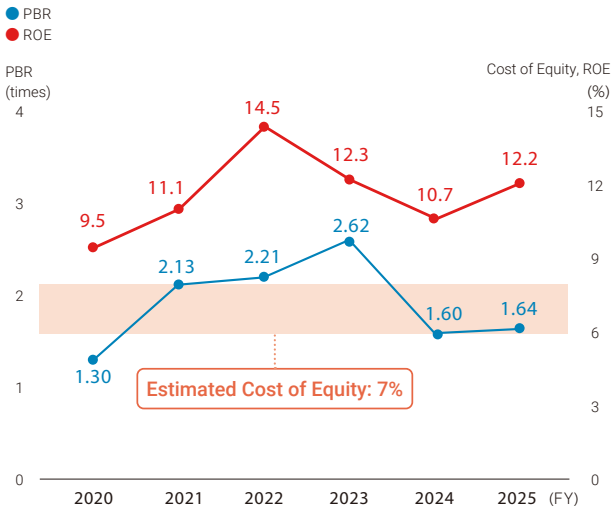
Basic Financial Strategy

The Group aims to achieve sustainable enhancement of corporate value through management that is conscious of the cost of capital. In recent years, capital efficiency has improved significantly, driven by growing demand in growth markets, particularly the semiconductor sector.

Going forward, while taking into account the development of a structure to support further business growth and risks such as foreign exchange fluctuations, we have set ROE of 10% or higher as a management target, which is stably above our estimated cost of equity of approximately 7%.

To achieve this target, we will pursue key initiatives under three basic themes: Improving Profitability, Growth Investment, and Reducing the Cost of Capital, including domestic and overseas market strategies, new domain strategies, and human resources strategies. In addition, we will appropriately allocate cash generated from operating activities between growth investments and shareholder returns, while maintaining stable dividends as our basic policy and flexibly utilizing share buybacks. Going forward, we will strive to achieve sustainable growth and enhance corporate value while maintaining both a sound financial foundation and capital efficiency.

Trends in PBR and ROE



1 Improving Profitability

- Strengthening Product Development to Expand Market Share
- Global Expansion of RIKEN KEIKI Brands
- Developing New Technologies to Address Customer Needs and Market Changes

2 Growth Investment

- Strengthening Production Capacity in Anticipation of Increased Demand
- Capital Investment to Develop and Enhance Our Facilities
- DX Investment to Improve Operational Efficiency
- Strategic M&A Investments
- Investment in Human Capital

3 Reducing the Cost of Capital

- Reducing Information Gaps with Investors through IR Meetings and Enhanced Information Disclosure
- Providing Shareholder Returns through Stable Long-Term Dividends

Group Key Strategies for Business Growth

Domestic Market Strategy	Overseas Market Strategy	New Domain Strategy	Human Resources Strategy	Supply Chain Strategy	DX Strategy	IoT Strategy	Governance Strategy

Operating Results

With regard to the Group's operating environment in the fiscal year under review, the domestic economy remained on a gradual recovery trend, supported by improvements in employment and income conditions. However, the economic outlook remained uncertain due to U.S. trade policies, continued high interest rates, fluctuations in foreign exchange rates, and geopolitical risks in regions including the Middle East and Ukraine. In the semiconductor industry, a major customer industry for the Group, investment in advanced fields remained robust, driven by growing demand for generative AI and data centers. In overseas markets, demand for gas detection alarm devices remained firm, particularly in North America.

Against this backdrop, the Group worked to strengthen its integrated value delivery system and competitiveness across development, production, sales, and maintenance, while accurately responding to customers' quality and delivery requirements and obtaining the necessary certifications. Furthermore, to expand its market share in overseas markets, the Group advanced the development of multi-point tape-type gas detection alarm devices, which is widely used in the overseas semiconductor industry, while also working to strengthen the systems of its overseas subsidiaries.

As a result of these measures, net sales for the fiscal year under review were ¥55,212 million (up 12.6% year on year), operating profit was ¥12,425 million (up 16.8% year on year), ordinary profit was ¥13,443 million (up 24.1% year on year), and net profit attributable to owners of the parent was ¥9,957 million (up 24.3% year on year).

Financial Position

At the end of the fiscal year under review, assets totaled ¥101,050 million, an increase of ¥8,287 million (8.9%) from the end of the previous fiscal year. Current assets increased by ¥4,448 million to ¥64,996 million, mainly due to increases of ¥5,573 million in securities and ¥1,026 million in merchandise and finished goods, despite decreases in raw materials and supplies and cash and deposits. Non-current assets increased by ¥3,838 million to ¥36,054 million, mainly due to increases of ¥1,805 million in investment securities and ¥1,267 million in software in progress.

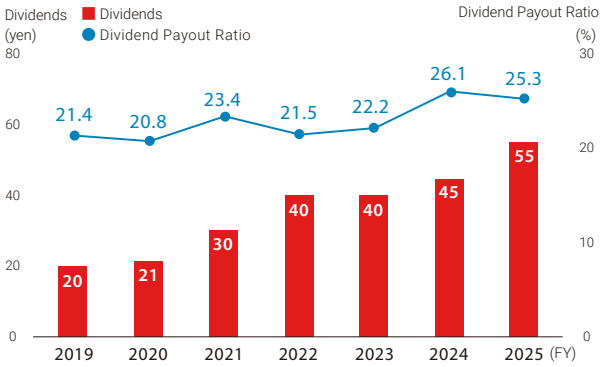
At the end of the fiscal year under review, liabilities totaled ¥15,666 million, an increase of ¥407 million (2.7%) from the end of the previous fiscal year. Current liabilities decreased by ¥848 million to ¥10,923 million, mainly due to decreases of ¥673 million in income taxes payable and ¥520 million in accounts payable, among other factors. Non-current liabilities increased by ¥1,256 million to ¥4,743 million, mainly due to increases of ¥765 million in deferred tax liabilities and ¥512 million in lease liabilities.

At the end of the fiscal year under review, net assets totaled ¥85,383 million, an increase of ¥7,879 million (10.2%) from the end of the previous fiscal year. This was mainly due to a ¥7,656 million increase in retained earnings resulting from the recording of ¥9,957 million in net profit attributable to owners of the parent and dividends of surplus of ¥2,297 million, among other factors, despite share buybacks amounting to ¥1,548 million.

Shareholder Returns

The Company positions the return of profits to shareholders as one of its most important management policies. Its basic policy is to provide continuous and stable dividends by comprehensively taking into consideration the dividend payout ratio, the ratio of dividends to shareholders' equity (DOE), financial conditions, and other factors. Based on this policy, the ordinary dividend for the fiscal year under review was ¥55 per share, including an interim dividend of ¥25 per share. As a result, the consolidated dividend payout ratio was 25.3%, and the DOE was 3.1%.

Shareholder Return Initiatives and Dividend Payout Ratio



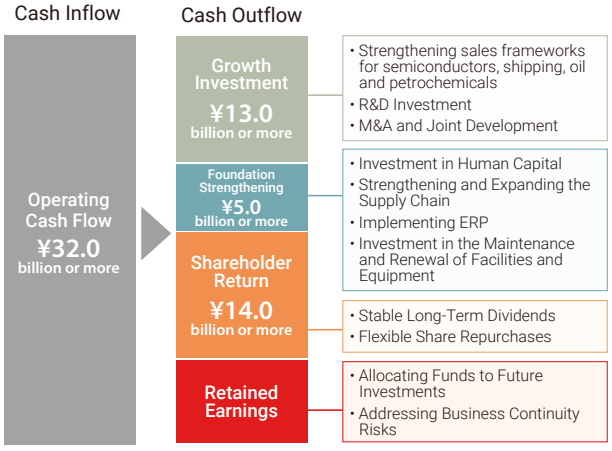
Note: On April 1, 2024, the Company conducted a two-for-one stock split of its common shares. For information prior to the stock split, dividends per share for each fiscal year have been adjusted assuming that the stock split had been conducted at the beginning of the relevant fiscal year.

Cash Allocation under the New Medium-Term Management Plan

We will implement cash allocation with a focus on capital efficiency to achieve sustainable enhancement of corporate value. Over the three-year period of the new Medium-Term Management Plan, we expect to generate approximately ¥32.0 billion in cash flow from operating activities through our business operations, and currently have no plans to raise external funds. We will prioritize allocating the funds generated to growth investments, strengthening our business foundation, and shareholder returns.

We plan to invest at least ¥13.0 billion in growth investments, including strengthening our global sales structure in priority markets such as semiconductors, shipping, and oil and petrochemicals, actively pursuing R&D investments to develop new technologies, and promoting joint development initiatives. In addition, we plan to invest at least ¥5.0 billion in strengthening our business foundation to support future growth, including investments in human capital, strengthening and expanding our supply chain, implementing ERP, and maintaining and renewing facilities and equipment.

For shareholder returns, we expect to allocate at least ¥14.0 billion over the period of the new Medium-Term Management Plan. We will raise our target dividend payout ratio from its previous level to more than 30% and continue stable dividends with a target DOE of 3%. We will also consider flexible share buybacks of up to approximately ¥5.0 billion and aim for a total payout ratio of around 40%.



Sustainability Management

The Group is committed to advancing sustainability management to contribute to the development of a sustainable society through its business activities, based on the belief that the business itself lies at the core of sustainability management.

Basic Policy and Key Initiatives

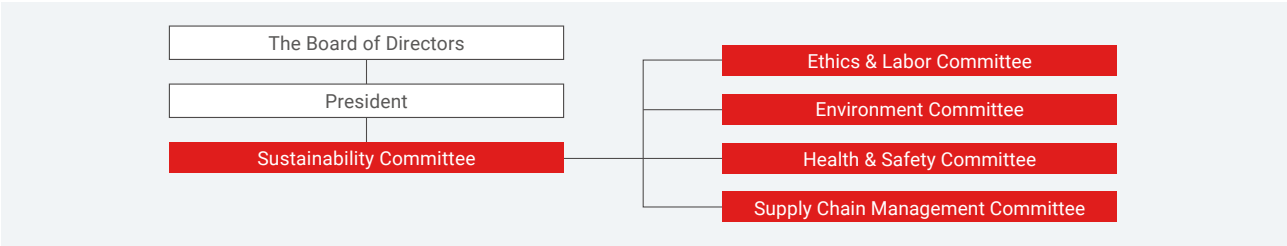
We share our management philosophy as a common set of values throughout the entire Group and conduct our business activities with the goal of realizing it. A perpetual theme is "Creating Safe Working Environments for Workers," and as a company that contributes to the development of society, we provide high-value products and services in a wide range of industries. Our Sustainability Policy sets the following three directions for our sustainability activities, "sustainability to support the industrial infrastructure," "sustainability in development and production of our products," and "sustainability as a good corporate citizen." We strive to contribute to the sustainable development of society.

Sustainability Committee

To achieve both a sustainable society and enhanced medium- to long-term corporate value, the Company has established the Sustainability Committee. Operating across the entire organization, the Committee is responsible for formulating basic ESG policies for the Group, driving initiatives, and strengthening supervisory functions. It also plays a key role in enhancing the transparency and reliability of information disclosures to stakeholders. To ensure effectiveness, four specialized committees—Ethics & Labor, Environment, Health & Safety, and Supply Chain Management—have been established under the Committee.

Each specialized committee formulates annual plans and manages progress on key indicators in its respective area, reporting regularly on its status to the Sustainability Committee. In principle, the Sustainability Committee meets four times a year (quarterly) to review group-wide progress, identify issues, and optimize resource allocation based on reports from each specialized committee. By establishing a governance framework that incorporates the PDCA cycle, we will continuously enhance the effectiveness of our sustainability management.

Sustainability Governance Structure



Main Roles of Each Committee

Committee	Main Roles
Ethics & Labor	• Formulate zero-tolerance* policies prohibiting bribery, corruption, extortion, and embezzlement, and establish monitoring, recordkeeping, and implementation procedures to ensure compliance with these policies • Formulate policies on labor practices and human rights, including working conditions, working hours, wages, non-discrimination, and the elimination of child labor and forced labor, and establish monitoring, recordkeeping, and implementation procedures
Environment	• Obtain, maintain, and keep up to date all required environmental permits, approvals, and registrations, and comply with their operational and reporting requirements
Health & Safety	• Identify, evaluate, mitigate, and manage workers' potential exposure to health and safety hazards (such as chemical substances, electrical and other energy sources, fire, vehicles, and falling object hazards) • Establish a safe, healthy, and supportive working environment that takes into consideration employee safety, health, and gender
Supply Chain Management	• Establish policy statements on ethics and labor, the environment, occupational health and safety, and supply chain management for external stakeholders • Establish monitoring, recordkeeping, and implementation procedures to ensure policy compliance

* A stance or policy of not tolerating any violations or misconduct, without exception or compromise, regardless of the reason or scale

Sustainability Priority Measures

In promoting sustainability management, we have positioned environmental issues, including climate change, and social issues, such as respect for diversity and human capital, as important management issues, and are working to address these issues across the entire Group. We have also established a governance system to evaluate and manage sustainability issues and promote initiatives to address them.

In response to climate change, we are addressing carbon neutrality and the recommendations of the Task Force on Climate-related Financial Disclosures (TCFD), while working to reduce greenhouse gas emissions. We have switched the electricity consumed at our head office and factories to 100% renewable electricity*, and continue to reduce environmental impacts throughout the entire product life cycle.

In product development, we incorporate environmentally conscious design, reduce the number of parts, and standardize parts, while also considering recycling and reuse when products are disposed of.

With regard to human capital initiatives, we are proactively recruiting personnel with diverse work experiences and specialized skills, with the aim of building a diverse talent base. Furthermore, we are promoting the development of self-motivated and autonomous talent by introducing training and education systems tailored to the roles and capabilities of each employee. We place particular emphasis on enhancing the skills of managers and developing human resources who can play active roles on the global stage. We believe efforts to strengthen human capital will further solidify integrated business structure, which is one of our strengths. Through these efforts, we will strengthen organizational capabilities throughout the Company with the aim of sustainably enhancing corporate value.

We also consider the strengthening of overseas subsidiary governance to be a critical issue. Accordingly, we will support the development of business processes enabling overseas subsidiaries to function independently in their local markets. We will also strengthen coordination with the head office to accelerate decision-making across the entire Group and achieve efficient and transparent management.

* Based on a combination of electricity from 100% renewable energy sources (including FIT electricity) and tracked non-fossil certificates.

Targets and Priority Measures

Category	Main Issues	Targets	Initiatives During the Year
Environment	Carbon Neutrality TCFD	• Reduce greenhouse gas emissions by 90% by 2030 • Become carbon neutral by 2050	• Greenhouse gas emissions: 1,100 t-CO_2 (total for Scope 1 and 2)
Society	Strengthen Human Capital Management Restructure the Supply Chain	• Percentage of women among new graduate hires: 25.0% or more • Percentage of women in core positions by 2030: 5.0% or more • Leverage diverse talent	• Percentage of women among new graduate hires: 28.9% • Percentage of female managers: 4.3% • Percentage of managers hired mid-career: 29.3% • Formulate CSR procurement guidelines
Governance	Strengthen Governance of Overseas Subsidiaries	• Accelerate management decision-making • Achieve efficient and transparent management	• Strengthen fund management at overseas subsidiaries • Establish a group management structure

Please refer to the Company website for details regarding sustainability initiatives
https://www.rikenkeiki.co.jp/english/sustainability

Stakeholder Engagement

The Group fulfills its social responsibility by accurately identifying changes and challenges in society and customer needs, and by meeting the quality, price, and delivery requirements expected by its customers. The Group actively engages with its diverse stakeholders to promote their understanding of its business and earn appropriate recognition.

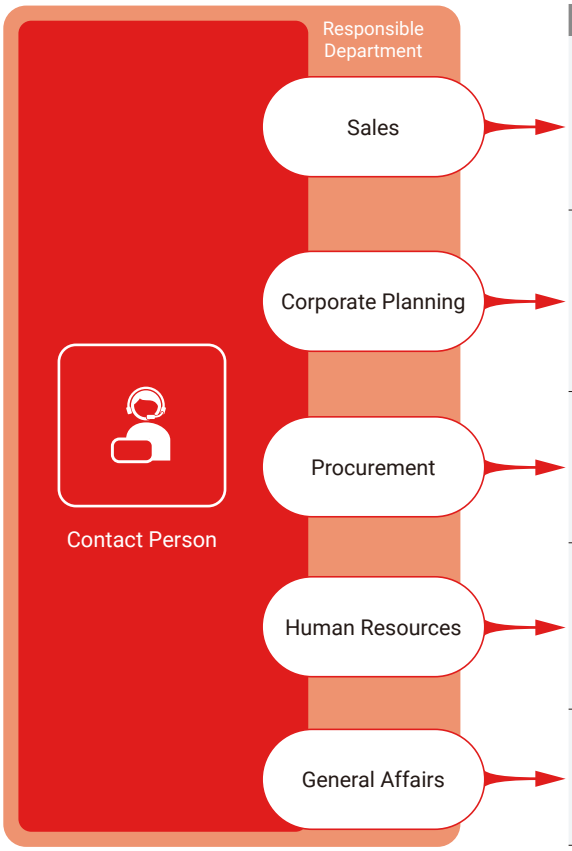
Basic Policy and Key Initiatives

Based on our Management Policy, Code of Conduct, and Guidelines for Action, we have established a basic policy on stakeholder engagement and identifies customers, shareholders and investors, business partners, employees, and society as its key stakeholders.

As part of our efforts to enhance employee engagement, we conduct employee surveys to identify issues. We provide feedback on the opinions and requests collected through these surveys to each division and instruct them to analyze the issues and develop measures to address them. The effectiveness of measures implemented by each division is reviewed by the administrative departments in the following year.

As one of the indicators of employee engagement, we aim to reduce employee turnover and are working to improve the work environment, compensation systems, and personnel evaluation systems. In recent years, we have also seen a trend of former employees wishing to return to the Company. As rehiring former employees can help reduce mismatches in employment, we intend to continue developing recruitment activities and systems that enable us to welcome diverse talent.

Enhancing Corporate Value through Stakeholder Engagement



Stakeholder	Methods of Engagement
Customers	●Daily sales activities ●Various exhibitions ●Information dissemination through online advertising, etc.
Shareholders and Investors	●Distribution of financial results presentation videos (once a year) ●Publication of medium-term management plan ●General meeting of shareholders ●IR meetings with investors and analysts (more than 150 times per year)
Business Partners	●Supplier briefings (management policies, etc.) ●Information exchange meetings
Employees	●Support for obtaining qualifications ●Training by job level ●Employee engagement survey ●Enhancement of the training system
Society	●Sponsor, support, and participate in CSR activities ●Employment assistance for people with disabilities

Aiming to Enhance Corporate Value by Strengthening Stakeholder Engagement

We will enhance our IR activities through engagement with our shareholders and investors. We have received many opinions and requests from investors for more comprehensive disclosure and more frequent dissemination of IR information, and are considering measures, including strengthening our systems, as an issue to be addressed going forward. Starting in the current fiscal year, we initiated the quarterly disclosure of financial presentation materials in both Japanese and English. To facilitate a better understanding of our company among domestic and overseas shareholders and investors, we plan to further enhance our disclosure going forward.

We will incorporate the opinions and requests obtained through stakeholder engagement into our corporate activities and promote more effective initiatives. We will continue to pursue value creation together with our stakeholders and link these efforts to enhanced corporate value.

Issues	Initiatives
●Strengthen the maintenance structure ●Low visibility overseas ●Compliance with overseas standards	We strive to understand our customers' needs through our sales activities and other initiatives in order to provide high-quality products and services and contribute to creating a safe environment. In addition, to comply with standards in overseas markets, we have established a department dedicated to standards compliance and are expanding our sales activities into areas related to methanation and new value creation, including the explosion-proof calorimeter OHC-800.
●Appropriate stock price formation ●Enhancing our appeal to overseas investors ●Earning appropriate recognition and support from the capital markets	We strive to disclose fair and accurate information to our shareholders and investors in a timely manner. In addition, to enhance corporate value over the medium to long term, we are working to create opportunities for constructive dialogue by enhancing the English content of our IR website and disclosure materials and distributing financial results presentation videos.
●Building fair business relationships ●Sustainable procurement practices	We work with our business partners to develop new technologies and improve existing ones. We are committed to maintaining and enhancing fair, equitable, and sincere relationships by complying with laws and social ethics. We conduct awareness surveys and corrective and support activities on CSR-related themes, including climate change.
●Improvement of working environment and promotion of occupational safety ●Support for career development ●Development of personnel systems ●Promotion of health and productivity management	We place a high value on being a company where every employee finds a sense of purpose in their work, takes responsibility, and can continue to grow. To foster such a culture, we are working to improve our workplace environment and systems, including enhancing training by job level and providing support for reskilling.
●Enhancement of community and academic support ●Response to climate change: Reduction of greenhouse gas emissions (t-CO_2)	We continue to respect the cultures and customs of each country and region, and work towards solving their respective issues. We strive to build trust-based relationships while helping the people in our local communities understand our business and initiatives.

Please refer to the Company website for details regarding stakeholder engagement
https://www.rikenkeiki.co.jp/english/sustainability/social

Please refer to the Company website for details regarding IR information
https://www.rikenkeiki.co.jp/english/ir/

Environmental Conservation and Climate Change Initiatives

The Group considers global environmental conservation to be an essential element of sustainable development for humankind. Accordingly, the Group positions environmental conservation and climate change as important management issues and conducts its business activities to contribute to addressing environmental issues that have a significant impact on our daily lives.

Contribution to Environmental Conservation

We promote environmentally friendly business activities under an environmental management system that complies with ISO 14001. We promote resource and energy conservation and green procurement from the research stage, and work to build a production system that minimizes the generation of waste and pollutants in the manufacturing process. For green procurement, we have established green procurement guidelines. We accurately identify information on chemical substances contained in raw materials and parts and verify compliance with laws and regulations related to the management of chemical substances in products before procuring materials with low environmental impact.

In April 2021, we switched the electricity used at our headquarters building to 100% renewable electricity. In July of the same year, we switched the electricity used at our R&D Center and Production Center to 100% renewable electricity, followed by our Hakodate Factory in November. In addition, at our Kansai Sales Office, completed in 2023, we have introduced renewable electricity as well as electric vehicles for some of our vehicles. Through these group-wide initiatives to reduce carbon dioxide emissions, we will contribute to the realization of a decarbonized society.

Environmentally Friendly Product Development

We are committed to developing products aligned with the SDGs to realize a sustainable society. Among the 17 SDGs, we have designated Goal 7: Affordable and Clean Energy and Goal 12: Responsible Consumption and Production as priority issues in product development, and assess and report on progress every six months. For example, portable multi gas detector GX-9000 series contributes to improving energy efficiency by reducing sensor power consumption by 30% compared to conventional models. In addition, its miniaturization, longer service life, and lead-free designs have also helped reduce waste. Going forward, we will continue to promote environmentally friendly product development and contribute to the realization of a sustainable society.

Climate Change Initiatives

The Task Force on Climate-related Financial Disclosures (TCFD) recommends disclosing information in line with four disclosure areas—Governance, Strategy, Risk Management, and Metrics and Targets—with the aim of providing information on the financial impacts of climate change. The Company will continue to enhance its disclosures based on the four areas recommended by the TCFD and work to strengthen resilience.

1 Governance

The department responsible for promoting the SDGs discusses the evaluation and management of climate-related risks and opportunities, the setting of KPIs, and the implementation of measures. A system is in place to report the results of these discussions to the Board of Directors, which is the Company's decision-making body.

2 Strategy

To evaluate the impact of climate change on the Company and potential responses, the Company defines two scenarios based on global warming of 1.5°C and 4°C and qualitatively assesses the significance of climate-related risks and opportunities. For climate-related risks and opportunities that may affect the Company's business, please refer to the charts on the next page.

3 Risk Management

Regarding climate-related risks, the department responsible for promoting the SDGs identifies and assesses risks and reports the results to the Board of Directors.

4 Metrics and Targets

The Company sets metrics and targets to manage climate-related risks and opportunities and aims to achieve carbon neutrality. For the Company's actual greenhouse gas (GHG) emissions (Scope 1 and 2), please refer to the charts at the bottom of the next page.

Climate Change-Related Risks and Opportunities (As of March 31, 2026)

Category			Business Impact	
Transition	Policy and Regulations	Introduction of a Carbon Tax	Risk	The introduction of a carbon tax would increase operating costs through taxes on fuel procurement costs, higher electricity prices, and the pass-through of costs to raw material prices.
		Regulations on Greenhouse Gas Emissions	Risk	Regulations on greenhouse gas emissions would increase costs for measures such as installing energy-saving equipment and switching to renewable energy.
	Market	Changes in the Energy Mix	Risk	Expanding the share of renewable energy in the power supply mix would (on average) raise the price of electricity and increase operating costs.
			Opportunity	An increase in the share of renewable energy in the power supply mix would make it easier to procure renewable energy.
		Changes in Raw Material Prices	Risk	Electrification will increase demand for copper and platinum, which will boost procurement costs due to volatility in the supply-demand balance.
	Technology	Spread of Renewable Energy and Energy-Saving Technologies	Opportunity	The adoption of electric vehicles (EVs) and renewable energy will increase demand for semiconductors, thereby expanding demand for products for the semiconductor industry. As lithium-ion batteries become more widely used as an alternative to fossil fuels, demand for lithium-ion batteries will increase through their use in EVs and other applications, expanding demand for products used in lithium-ion battery manufacturing.
		Rollout of Next-Generation Technologies	Opportunity	The development of smart cities through the adoption of next-generation infrastructure utilizing AI and IoT will increase demand for semiconductors and expand demand for products for the semiconductor industry.
	Reputation	Changes in Reputation with Investors	Opportunity	Proactively transitioning toward decarbonization will enhance the Company's reputation among investors.
Physical	Acute Physical	Intensification of Extreme Weather	Risk	As typhoons and other extreme weather events become more severe, the risk of damage to production bases and disruption of logistics networks will increase.
	Chronic Physical	Rising Sea Levels	Risk	Rises in sea levels could require the relocation of coastal sites.

Metrics and Targets Used for Management of Climate-Related Risks and Opportunities

Metric	Target Year	Target Details
GHG Emissions (Scope 1 and 2)	2030	90% reduction in GHG emissions (compared with FY2019)
	2050	Carbon neutrality

Reporting boundary: RIKEN KEIKI non-consolidated

Greenhouse gas emissions (t-CO_2)

FY	2023	2024	2025
Scope1	781	788	772
Scope2	351	305	328
Total Scope 1 and Scope 2	1,132	1,093	1,100

Reporting boundary: RIKEN KEIKI non-consolidated

Please refer to the Company website for details regarding environmental initiatives
https://www.rikenkeiki.co.jp/english/sustainability/environment

Human Capital Management

The Group believes that securing and developing diverse talent is a source of new value creation and will lead to enhanced corporate value over the medium to long term. Through innovation driven by diverse talent, the Group will contribute to enhancing corporate value and realizing a sustainable society.

Promotion of Human Capital Management

We position respect for diversity and human capital-related social issues as important management priorities. We are promoting a human resources strategy that emphasizes diversity, including the recruitment of talented individuals with diverse values, experience, and skills, regardless of gender or nationality. In addition, we aim to cultivate "self-directed talent who carve out their own careers through curiosity and initiative" by providing growth opportunities tailored to employees' roles and objectives.

To improve the workplace environment, we have introduced systems that enable employees involved in childcare and caregiving to achieve a balance between work and personal life, including telecommuting, reduced working hours, and the ability to take annual leave on an hourly basis. We also encourage male employees to take childcare leave, with 81.0% of male employees who submitted birth notifications during the year taking childcare leave. Going forward, we will continue to foster a workplace environment and organizational culture where employees can work comfortably and build an organization where diverse talent can thrive.

Under the previous Medium-Term Management Plan, we positioned Asia and North America as important markets and strengthened our operations by dispatching employees from the head office to consolidated subsidiaries responsible for each region. Under the new Medium-Term Management Plan, we have also identified proactive development of overseas markets as a key initiative, and in addition to continuing to dispatch employees, we are focusing on developing employees seconded to overseas subsidiaries as a key measure.

RIKEN KEIKI ASIA PACIFIC Pte. Ltd., based in Singapore, is expanding into new markets such as Indonesia, Vietnam, the Philippines, and Thailand to serve as a hub for the Southeast Asian market. In North America, RKI INSTRUMENTS, Inc. is pursuing a strategy to increase the sales ratio of high-value-added fixed-type products in addition to its existing portable products. To continuously advance these overseas strategies, we are also working to develop global talent.

We have introduced a qualification incentive program to encourage employees to improve their language skills and obtain qualifications. We have also introduced e-learning programs for employees seconded to overseas subsidiaries, covering topics such as cross-cultural understanding and the mindset needed to achieve results in global markets. As overseas markets offer significant growth potential for the Company, we will continue to create an environment where diverse talent can maximize their abilities and strengthen our organizational structure.



Diversity

The Company believes that new value created by diverse talent is a source of strength and sustainable enhancement of corporate value. Accordingly, we are focusing on ensuring diversity among the talent who play key roles in our operations.

We have set a target of 25% or more for the percentage of women among new graduate hires and have been working to achieve this target. In FY 2025, the percentage was 28.9%, exceeding the target. At the end of FY 2025, women accounted for 18.6% of our workforce, while women accounted for 4.3% of management positions.

We are expanding opportunities for women across a broader range of roles, from technical positions to sales. Going forward, we will strengthen the development of female employees so that they can play key roles, with the aim of having women account for at least 5% of management positions by 2030. At the end of FY 2025, non-Japanese employees accounted for 1.2% of our workforce. In line with the progress of our overseas market strategy, we will strengthen the recruitment of non-Japanese employees and promote their advancement into key roles. For mid-career recruitment, we hire specialized talent who can contribute from the outset. We are promoting these employees into key roles in various departments and overseas subsidiaries. At the end of FY 2025, mid-career hires accounted for 29.3% of management positions.

Going forward, we will continue to promote human capital management to deliver new value to the world and enhance corporate value.

Trends in Diversity-Related Metrics

(People)

FY	2021	2022	2023	2024	2025
Female employees	154	164	175	193	213
Non-Japanese employees	8	9	9	14	14
Mid-career hires	39	41	22	53	47

Note: The number of female employees and non-Japanese employees is as of March 31 each fiscal year. The number of mid-career hires is the total number of people hired during the fiscal year.

Accommodating Diverse Work Styles in the Engineering Division

We are working to create a workplace environment where everyone can work comfortably in order to address the shortage of field engineers. Currently, 27 female engineers are working at service stations across Japan. To make the workplace more comfortable, we have conducted interviews with female employees working in the field and adopted lighter tools and protective equipment. We also provide training for managers and section chiefs to promote understanding of the operation of areas designated for female employees and considerations for pregnant employees. In addition, to make it easier for field engineers who work in teams to take childcare leave regardless of gender, the Engineering Division has established a system to centrally manage the planned childcare leave schedules of engineers nationwide.

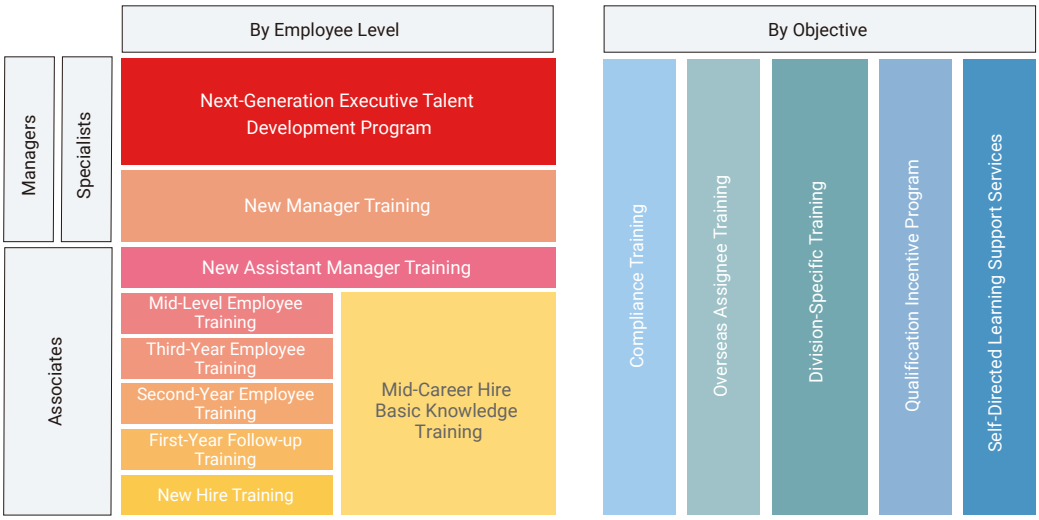
This enables us to adjust staffing levels among service stations nationwide on a monthly basis, creating a system that allows us to smoothly cover work at departments with staffing shortages arising not only from childcare leave but also from illness and other circumstances. We will continue to promote these measures as we work to create a workplace environment where all employees can work with peace of mind.

Please refer to the Company website for details regarding human resources
https://www.rikenkeiki.co.jp/english/sustainability/social/humanresource

Human Capital Management

Training Systems Supporting Talent Development

To support the steady development of its employees, the Company has established training programs tailored to different levels and objectives. In addition to on-the-job training, we provide external learning opportunities tailored to individual goals and departments. Alongside conventional training by employee level, such as programs for new hires and mid-level employees, we also offer selective training programs that enable next-generation leaders to learn and develop through interaction and friendly competition with diverse talent from outside the Company. Through these learning opportunities, we aim to develop talent with a company-wide perspective who can contribute to maintaining safety in society.



Health and Productivity Management

Based on our Health and Productivity Management Statement, we are committed to creating an environment where all employees can work in good physical and mental health. To this end, we encourage employees to take paid leave and childcare leave and to reduce overtime hours, while also conducting awareness activities to promote smoking cessation.

In addition, to maintain and promote employee health, we provide financial assistance for comprehensive health check-ups and follow-up examinations, subsidize influenza vaccinations, and have established a system that enables employees to consult with occupational health nurses via email, chat, and other means. Furthermore, as part of our efforts to raise health awareness among employees, we hold walking events using a health app, encourage the use of stairs as an easy-to-adopt healthy habit, and support voluntary club activities outside working hours.

In recognition of these initiatives undertaken jointly by employees and the Company, we have been recognized as a Certified Health and Productivity Management Outstanding Organization for six consecutive years since 2021. We have also been recognized as a Sports Yell Company by the Japan Sports Agency and as a Tokyo Sports Promotion Company by the Tokyo Metropolitan Government.

The participation rate in regular health check-ups remained at 100%, continuing from the previous fiscal year, while the smoking rate and the proportion of employees with regular exercise habits also showed slight improvement.

At the same time, there is room for improvement in the participation rate for specified health guidance. In accordance with our health and productivity management framework, we will work with the health insurance association, occupational physicians, occupational health nurses, and other specialists to support the health and well-being of our employees.

Indicators Related to Results of Health Investment Measures

FY	2024	2025
Percentage Undergoing Periodic Health Checkups	100.0%	100.0%
Percentage Undergoing Detailed Exams	55.0%	49.6%

Indicators Related to Changes in Employee Awareness and Behavior

FY	2024	2025
Percentage Receiving Specific Health Guidance	29.8%	29.6%
Percentage of Smokers	24.8%	23.2%
Percentage Having Exercise Habits	28.5%	28.9%

Please refer to the Company website for details regarding health and productivity management
https://www.rikenkeiki.co.jp/english/sustainability/social/health

DX

The Group is promoting digital transformation (DX) by positioning digital technologies not merely as tools for improving operational efficiency, but as a critical management foundation for executing the business strategies set forth in the new Medium-Term Management Plan. Amid rapid changes in the business environment, the Group recognizes that leveraging data and digital technologies is essential to enhancing the speed and accuracy of management and achieving sustainable growth in corporate value.

Standardizing Operations and Enhancing Management through DX

Centered on the renewal of company-wide core systems, the Company is standardizing and visualizing its business processes. By integrating data that was previously dispersed across individual divisions and establishing systems that enable a cross-functional view of information such as cost and sales management, the Company is creating an environment in which the information needed for management decisions can be accessed quickly and accurately. This is enabling the Company not only to improve operational efficiency, but also to enhance management visibility and the sophistication of decision-making.

The Company's DX initiatives and promotion framework have been recognized through its certification under the DX Certification System established by the Japanese government. The Company understands that this certification reflects third-party recognition of its systematic approach to DX, which is aligned with its management strategy and encompasses governance, human resource development, and risk management.

Digital Transformation Certification

DX That Supports Trust and Security

Establishing a robust information security foundation is essential to promoting DX. The Company has implemented comprehensive security measures to protect its valuable information assets from increasingly diverse threats, including ransomware and information leaks.

The Company has deployed the latest endpoint detection and response (EDR) solutions on PCs, servers, and other devices to monitor suspicious activity 24/7, 365 days a year. In addition to strengthening network defenses, multi-factor authentication, and measures to prevent accidental email transmissions, the Company is reinforcing company-wide security controls covering its overseas subsidiaries and supply chain.

Promoting the Use of AI — Introduction of an AI-Powered Drawing Search Tool

In the Instrument Design Department, which is responsible for designing products to meet customer requirements, improving design accuracy and quality and reducing quotation preparation time were key challenges. To improve operational efficiency through the use of AI tools, the Company introduced an AI-powered similar drawing search tool.

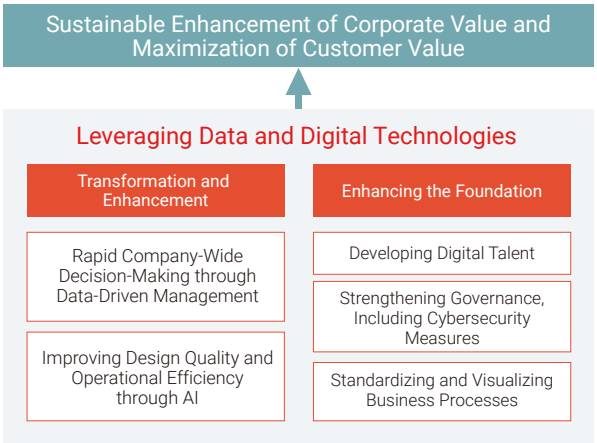
The tool has centralized the search process, reducing the time required to search for similar drawings, quotations, manufacturing documents, and other materials. It has also reduced rework by helping prevent the omission of past points of caution and information on defects from the design process, resulting in improved design quality. In addition, the tool's search accuracy continues to improve through AI learning.

Features of the AI-Powered Similar Drawing Search Tool	● Keyword searches can be conducted using OCR data from registered drawings and documents, as well as individually assigned tags. ● Similar drawings can be searched based on drawing shapes. ● AI automatically links related documents to drawings.

Promotion Framework and Governance — Building a Foundation for Sustainable DX

In promoting DX, the Company is also focusing on developing human resources capable of leveraging digital technologies and strengthening governance, including cybersecurity measures. By balancing stable system operations with risk management, the Company is building a foundation that enables it to continuously advance DX rather than treating it as a one-time initiative.

Going forward, the Company will continue to leverage data and digital technologies to enhance its business processes and business models, with the aim of maximizing customer value and creating new growth opportunities.



R&D

Research and Development Policy

The Group's enduring theme is "Creating Safe Working Environments for Workers." Based on technologies in fields such as electrical engineering, physics, and chemistry, the Group promotes research and development of sensors. The Group is developing advanced gas sensors and products for the safety and environmental fields, as well as for new markets and fields, while pursuing the development of new technologies that meet user needs.

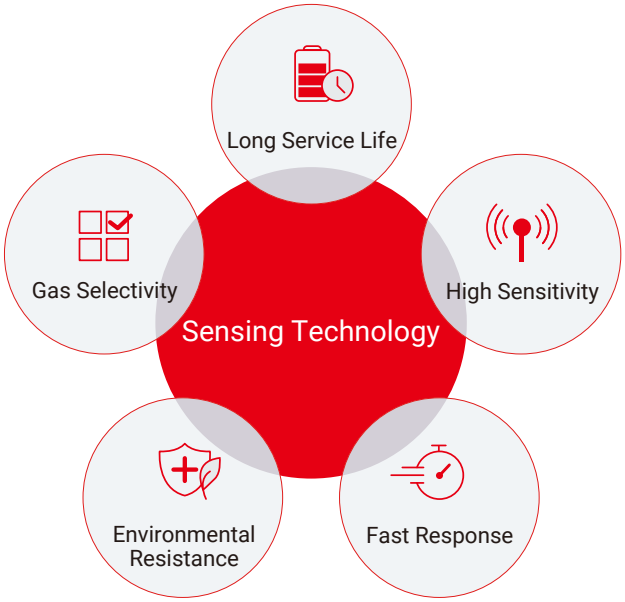
To support these efforts, the Group is working to establish a company-wide human resource development framework. In parallel, the Product Engineering Department is promoting the release of strategic products, while the Research and Development Department is strengthening its sensor development capabilities. Through these initiatives, the Group aims to continuously provide high-value-added products.

RIKEN KEIKI's Core Technology

RIKEN KEIKI's core technology is sensor technology for highly accurate gas detection. Since its founding, the Company has pursued research and development in gas detection and has developed sensors based on a variety of detection principles, including potentiostatic electrolysis, infrared, catalytic combustion, and optical interferometry.

These sensors detect a wide range of gases, including combustible gases, toxic gases, and oxygen, by converting phenomena such as gas combustion, chemical reactions, and changes in thermal conductivity into electrical signals. The Company's strength lies in its ability to select the optimal detection principle according to the application, installation environment, and target gas, contributing to safety across a wide range of settings, including industrial plants, manufacturing sites, and infrastructure facilities.

The sensor technologies cultivated over many years form an important technological foundation supporting the reliability of the Company's products.



RIKEN KEIKI's Intellectual Property Activities

The Company is strategically pursuing patent acquisition in Japan and overseas for core technologies related to gas sensors and gas detection systems, which are sources of its competitive strength. In addition to gas sensor detection technologies, potentiostatic electrolysis, infrared, catalytic combustion, and optical interferometry, the Company is building a well-balanced intellectual property portfolio for each business area based on its intellectual property foundation, which encompasses explosion-proof design, gas detection algorithms, and control technologies. The Company is also pursuing intellectual property rights in growth markets such as semiconductors and new energy, thereby strengthening its technological competitive advantage.

The Company's intellectual property department has been involved from the early stages of research and development and promotes strategic intellectual property activities for each development theme. Through close collaboration between researchers and intellectual property personnel, the Company creates inventions, strategically secures rights to core technologies, and makes decisions on patent applications based on business potential and marketability. In this way, the Company is creating competitive intellectual property rather than simply accumulating inventions.

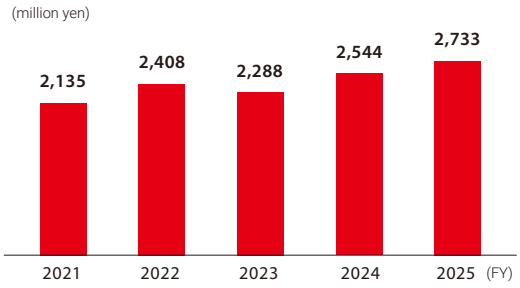
Positioning of the Intellectual Property Foundation

Components	Key Details	Intellectual Property Role
Gas Detection Technology	Potentiostatic Electrolysis, Catalytic Combustion, and Optical Interferometry	Core Patents Covering Sensor Principles and Structures
Detector Design Technology	Explosion-Proof Design, Safety Design, and Compliance with Standards	Patents Supporting Product Differentiation Through Design Expertise
Algorithms and Control	Signal Processing, Compensation, and Anomaly Detection	Related Patents for Software and Control Technologies

R&D Portfolio

The Group's products can be classified into fixed type, portable type, and other measurement devices, with a product lineup of more than 100 products. The Group's products are supplied to a wide range of industries, including the semiconductor industry. In addition to building a product portfolio that addresses the diverse needs of different industries, the Group optimizes its focus products in response to changes in the market environment. Expanding its products across industries also creates opportunities to increase revenue.

R&D Expenditures



Examples of Main Products and Target Industries

	Semiconductor	Crude Oil and Natural Gas	Shipping	Research Institutes and Universities
Fixed type	 GD-81D  FPM-80A	 GD-D58  GD-A80	 SD-1  SD-3	Please refer to the Company website for details of our products https://product.rikenkeiki.co.jp/english/
Portable type	 SP-230  SC-9000	 GX-6100	 GX-3R  GX-3RPro  GX-9000	
Other measurement devices		 OHC-800		 AC-2S

Topics

Development of an Ammonia Gas Visualization System (Gas Camera)

The Company is developing an ammonia gas visualization system to support the safe use of ammonia, which is expected to serve as a next-generation energy source. Currently, the Company is working with Soilook Co., Ltd. to commercialize gas visualization technology that combines infrared technology and AI.

Ammonia is attracting attention as a promising energy source for achieving a decarbonized society because it does not emit CO_2 when burned. On the other hand, strengthening safety management is an important challenge because ammonia can affect human health and equipment in the event of a leak. The system currently under development visualizes ammonia gas, which was previously invisible to the naked eye, enabling the real-time identification of leak locations and gas dispersion. This supports equipment inspections and maintenance as well as rapid responses in the event of abnormalities, contributing to improved safety and reduced accident risks.

Building on the gas detection technologies it has cultivated over many years, the Company is working to create new safety solutions in the next-generation energy field. Going forward, the Company will further advance demonstration testing and technological development, with the aim of launching the system in the market in 2028 and contributing to the realization of a sustainable society.



Outdoor Testing of the Prototype Unit Using a Substitute Gas

Production System

To meet its customers' diverse safety needs, the Group is working to establish a sustainable production system across the entire supply chain and ensure a stable supply of high-quality products. Building on continuous improvement activities at production sites and strong partnerships, the Group is working to enhance both quality and supply stability.

Supply Chain Management

The Company regards its suppliers as equal partners and has established a procurement system aimed at achieving 100% defect-free products throughout the supply chain. Specific initiatives include sharing case studies of nonconformities, providing on-site guidance during factory audits, and conducting joint inspections to eliminate discrepancies in understanding.

As a result of these efforts, the total number of nonconformities decreased by 10% year on year in FY2025, with a particularly significant 45% reduction in nonconformities related to instrumentation panels.

The Company also promotes continuous quality improvement and maintains motivation through an awards program recognizing outstanding suppliers and mutual learning through the Kenyukai*. Rather than focusing solely on management and oversight, the Company is strengthening collaborative relationships based on two-way dialogue and a spirit of mutual support, thereby contributing to sustainability management.

* The Kenyukai is an association comprising major partner companies, established to build stronger partnerships through regular information sharing and social gatherings.

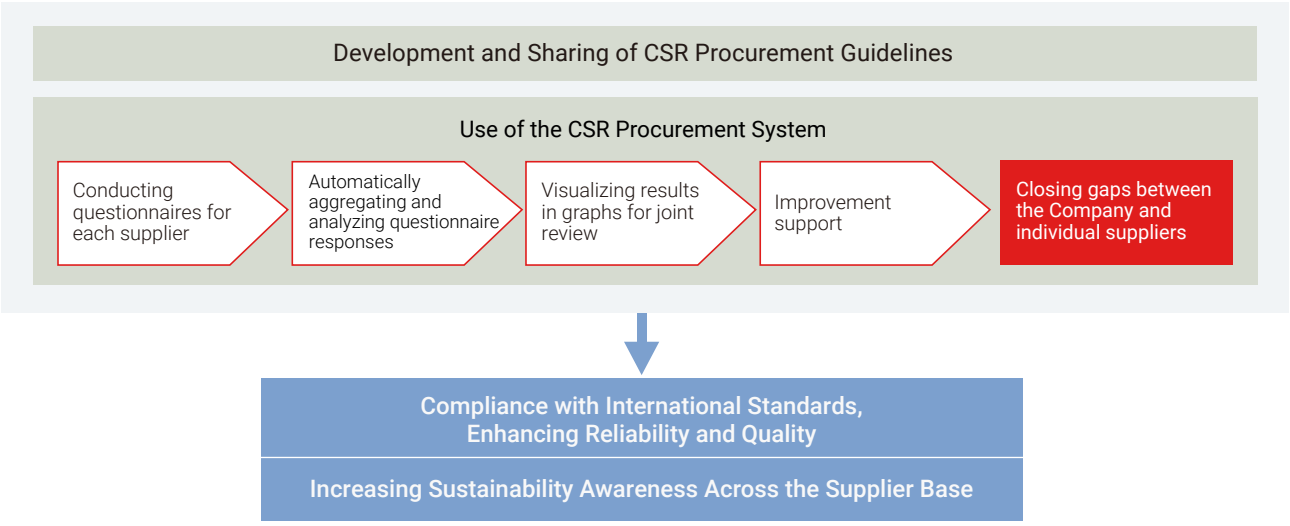
Production System

To ensure a stable supply of products, the Company is working to establish a sustainable production system in close collaboration with its suppliers. As part of these efforts, the Company has begun introducing a CSR procurement system. The system will automate the PDCA cycle, which has been a challenge under the previous approach. By providing each supplier with feedback based on parameterized questionnaire results and offering support for improvement, the Company will strengthen the production foundation across the entire supply chain.

In addition, the Company is accelerating changes in awareness both inside and outside the Company through initiatives such as the establishment of the Sustainability Committee and revisions to its guidelines in accordance with the international Responsible Business Alliance (RBA)* standards. Going forward, the Company will further clarify its procurement policy and strengthen efforts to close gaps with individual suppliers, with the aim of establishing a more robust production system that is resilient to unforeseen risks.

* The Responsible Business Alliance (RBA) is an international industry organization established to promote responsible business practices in global supply chains. It has established a Code of Conduct to promote improvements in human rights and labor practices, occupational health and safety, the environment, and ethics throughout supply chains.

Initiatives to Strengthen CSR Procurement



Please refer to the Company website for details of CSR procurement
https://www.rikenkeiki.co.jp/english/sustainability/social/supply

Quality Control

The Group strives to secure the necessary management resources and to establish quality management systems to ensure reliable quality into every process from planning and development through to manufacturing, sales, and maintenance. The Group contributes to society through the timely provision of products of the highest quality standards that meet customer needs.

Planning and Development

We have established a Planning and Development Committee, which deliberates on and selects concerning development themes and pursues development efforts based on various inputs, including customer needs. As an operational structure for product development, the Company deploys a project-based structure involving personnel in charge from the relevant divisions.

Final prototypes completed by project teams are subject to quality assessment testing (validation) by quality assurance sections to confirm they meet the specified design requirements.

Mass Production and Inspection

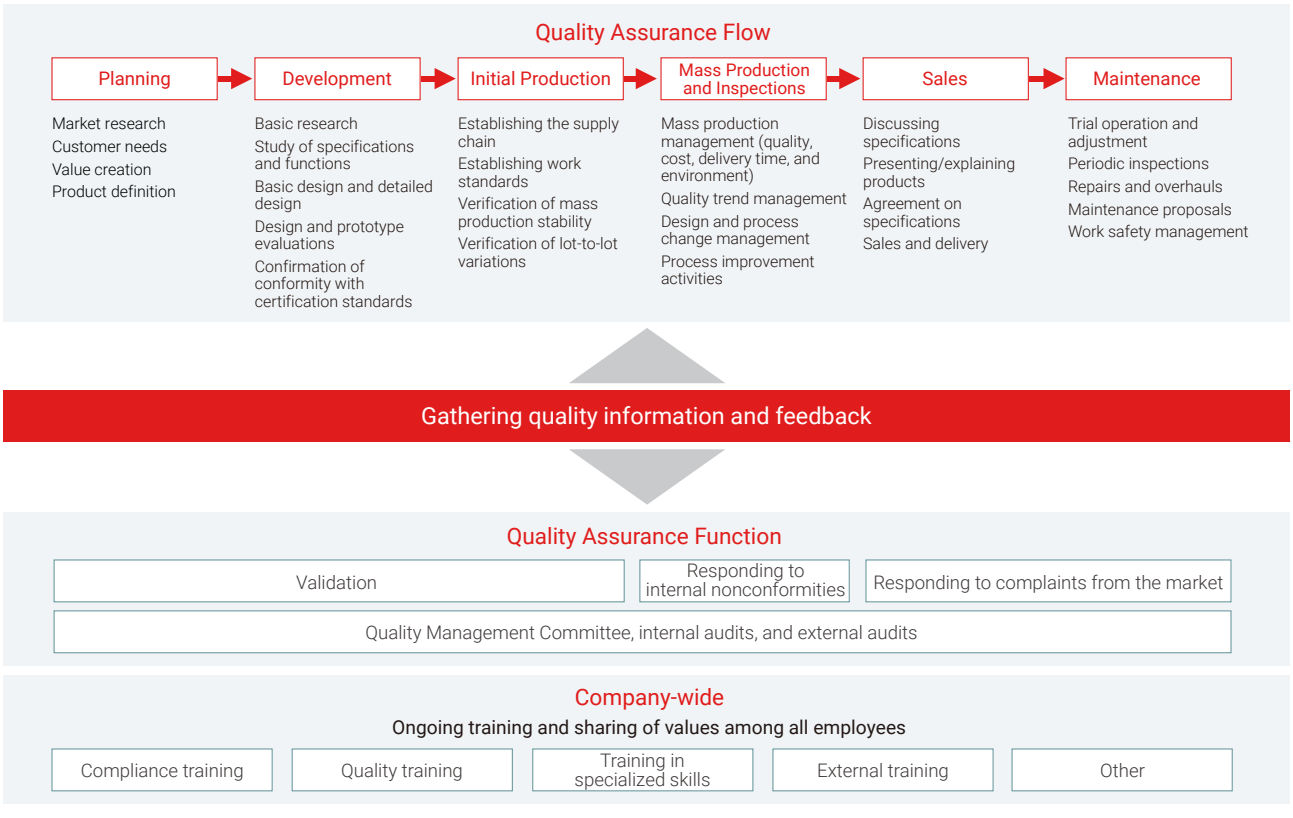
After evaluating the initial production stage of new products for which validity has been confirmed, we proceed to the mass production stage. The mass production process involves procuring necessary components from our supply chain and meeting work standards that specify in detail matters such as assembly and inspection methods.

Products that have passed shipping inspection are stored for specific periods of time in our product warehouses, in accordance with the specified storage conditions based on the required quality standard, then shipped in response to customer orders.

Sales and Maintenance

Sales staff with deep knowledge of our products propose solutions addressing various aspects related to products and system software development suited to individual users. We assign field engineers to product maintenance and servicing at each service station. Given the need among these personnel for high technical skills and decision-making capabilities, they are certified as Field Engineers after undergoing a competency assessment.

Quality Assurance System



Please refer to the Company website for details regarding quality initiatives
https://www.rikenkeiki.co.jp/english/sustainability/social/quality

Sales

Basic Sales Policy

The Sales Division is building a robust sales foundation through talent development, business process improvements, and the enhancement of sales tools. As the function responsible for sales within the value chain, we also strive to add new value to our sales activities and enhance customer satisfaction.

Through these initiatives, we aim to achieve continuous growth and improvement across our sales organization and further develop the RIKEN KEIKI brand into one that is recognized and trusted both in Japan and overseas.

Sales Strengths

1

A Stable Sales Foundation Built on High Market Share and Brand Trust

- Since our founding: 87 years
- The domestic market share in the semiconductor industry: Approximately 70%

2

A Global Sales Network Leveraging Our Domestic and Overseas Presence

- Domestic sales offices: 17
- Overseas consolidated subsidiaries: 7 in 5 countries and regions
  (Taiwan, China, the United States, Singapore, and Germany)

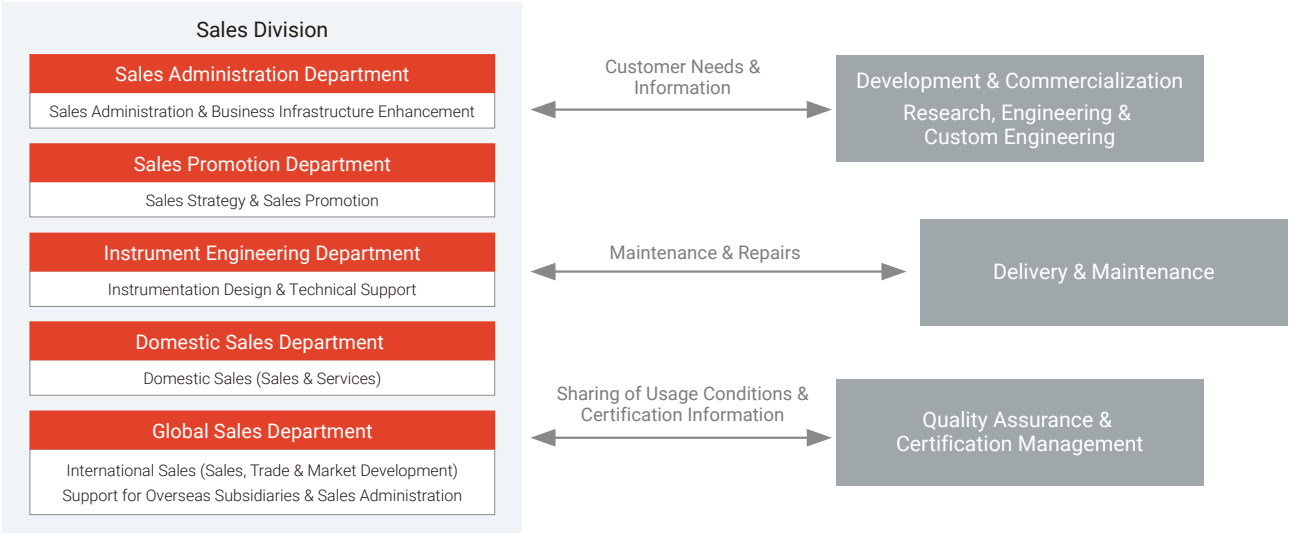
3

A Comprehensive Service System Providing Ongoing Support After Product Installation

- Service station locations: 34
- Maintenance sales ratio: 42.1%

Sales Structure

The Sales Division works closely with various departments, including Research, Engineering, Quality Management, and Field Engineering, starting with customer needs. By leveraging the expertise of each department, we provide consistent value throughout the entire process, from product development and proposals to implementation and after-sales service.



Market Environment

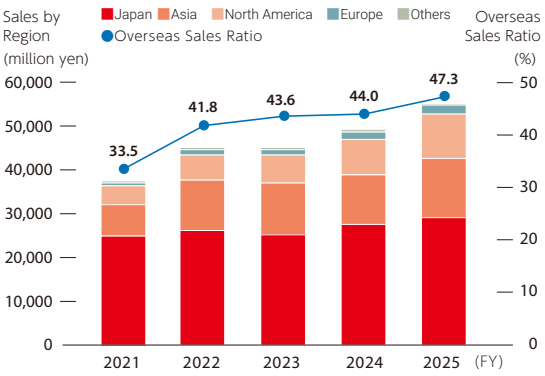
Opportunities

As demand continues to expand, particularly in the semiconductor market, new market opportunities are emerging amid growing demand from data centers driven by advances in digital transformation (DX) and generative AI, as well as the accelerating shift toward decarbonization.

Risks

In addition to uncertainties in the external environment, including geopolitical risks and foreign exchange fluctuations, the business environment is becoming increasingly sophisticated and complex due to the growing burden of complying with standards and certifications and intensifying competition.

Sales by Region



Sales Strategy

Domestic Market

(Maintaining a Stable Revenue Base and Creating New Growth Areas)

While maintaining a stable revenue base in the safety and disaster prevention fields centered on existing products, we will strengthen the development and rollout of high-value-added products and solutions in growth areas such as semiconductors and energy to expand revenue.

In addition, to create new growth areas in domestic businesses, including infrastructure-related businesses, we will promote the selection of appropriate products and strengthen our sales structure.

Overseas

(Expanding Market Share)

By leveraging our global locations and sales network, we will expand sales, particularly in the semiconductor, petrochemical, and plant markets, by developing products and strengthening our sales organization to meet the regulations and needs of each region. Through these initiatives, we aim to increase our market share in overseas markets.

New Business Areas

(Pursuing New Market Opportunities)

We will capture new demand arising from increasingly stringent environmental regulations and promote the sales of high-value-added products designed for long-term environmental monitoring. In addition, by leveraging AI and wireless communications, we will provide value-added solutions such as predictive maintenance and data analytics through IoT and AI, thereby creating new business opportunities.

Employee Voice

Capturing Market Changes to Create New Business Opportunities



Sales Promotion Department Representative

Based on the key policies of the Sales Division, we identify priority markets and analyze their potential impact on our business by assessing market size and growth potential, market conditions and industry trends, regulatory developments, and the business strategies and investment trends of major players. In addition to information from industry associations and publicly available sources, we utilize customer and project information accumulated through our sales activities. These insights inform the selection of priority markets, sales strategies, and development themes.

In the industrial gas detection alarm devices market, customer requirements are becoming increasingly sophisticated against the backdrop of decarbonization and enhanced safety management.

In addition to revisions to laws, regulations, and international standards, the expansion of new energy applications such as hydrogen and ammonia is changing the types of gases that need to be detected and the required performance specifications. As a result, customer needs are expanding beyond gas detection itself to solution proposals that encompass improved maintainability, remote monitoring, and data utilization.

In particular, the implementation of decarbonization and carbon-neutral technologies presents an important business opportunity for us. As technologies such as hydrogen and ammonia, as well as carbon capture, utilization, and storage (CCUS), move toward implementation, the importance of gas sensing technologies is growing further.

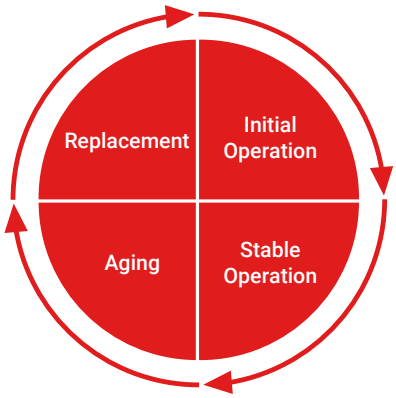
Against this backdrop, we continuously monitor markets and customer needs through our domestic sales offices and overseas subsidiaries, leveraging our technological development capabilities to provide proposal-based sales. We also differentiate ourselves through our ability to build strong customer relationships, propose application-specific solutions, and provide comprehensive support, including after-sales services.

Going forward, one of our challenges will be to align the timing of product development and commercialization with the speed of market changes and evolving customer requirements. By accelerating development while maintaining our strengths in quality and safety, we aim to capture opportunities to expand into new markets.

After-Sales Maintenance Services

Basic Policy for After-Sales Maintenance

At factories and plants, regular inspection and maintenance of gas detection alarm devices are essential for ensuring safety. We have established an integrated support system covering the entire process from product delivery through inspection and replacement, thereby building a stable sales base. At the same time, through ongoing dialogue with customers, we continuously identify their on-site needs and challenges and apply these insights to improve our products and services and develop new proposals.



Social Value Created by Our Maintenance Business

Long-Term Maintenance of Product Performance

The sensitivity of sensors in gas detection alarm devices may deteriorate over time due to prolonged use and operating conditions. Through regular inspections and sensitivity calibration, as well as the replacement of consumable components such as sensors and filters, we maintain the performance and functionality of our equipment in good condition over the long term, supporting the stable operation of our customers' facilities.

Gas Leaks Involving Special High-Pressure Gases*

For gas detection alarm devices, the Illustrative Standards Related to the General High-Pressure Gas Safety Regulations require the calibration of displayed values to be performed at least once every six months. Through our maintenance services, we help ensure reliable detection in the event of a gas leak, contributing to the prevention of gas-related accidents and safe operations at customer sites.

* Mainly used in semiconductor manufacturing and other applications requiring stringent safety management

Reducing Environmental Impact

Through regular inspections and the timely replacement of worn components such as sensors and filters, we maintain the performance and functionality of our equipment in good condition over the long term. By extending product life and reducing the need for premature disposal of entire products, we help conserve resources and reduce waste.

Maintenance Activities at Customer Sites

1	Consultation	Our field engineers, backed by proven technical expertise and extensive experience, provide appropriate proposals tailored to a wide range of customer needs.
2	Design	Drawing on the technical expertise cultivated through the design and manufacture of gas detection alarm devices, we design solutions for delivering value-added products by combining information gathered at customer sites with new technologies.
3	Fabrication	We fabricate products incorporating safety-oriented design, taking into consideration quality, cost, delivery time, and ease of maintenance after installation.
4	Installation	We carry out installation work taking into account the characteristics of the gases to be detected and the installation environment.
5	Handover	We verify actual operation to ensure that the design, fabrication, and installation are free of issues, while confirming customer satisfaction.





Customer Voices

The large number of service personnel allows for flexible scheduling of regular inspections, which has been extremely helpful to us.

Semiconductor-Related Plants

We are impressed not only by the high quality of inspections, but also by the speed of collaboration across locations, including the sharing of information and best practices.

Chemical Plant

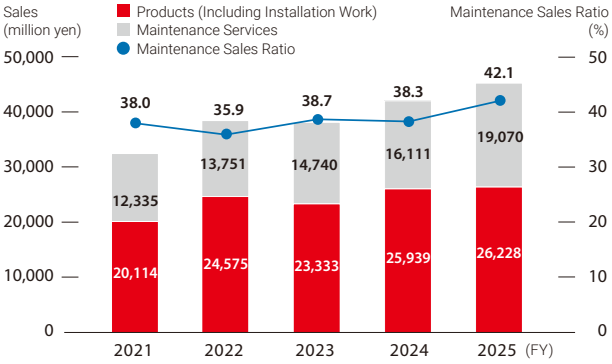
Maintenance Business Strategy and Growth Outlook

Against the backdrop of increased capital investment in the semiconductor and other industries in recent years, the cumulative number of fixed gas detection alarm devices delivered has been growing. We position our post-delivery maintenance business as a key pillar of our recurring sales base and are building a stable business foundation through safety inspections at customer facilities.

In Japan, our sales and engineering divisions work together to provide a maintenance system that combines customers' routine inspections with regular inspections conducted by our certified field engineers. Overseas, we are also extending the high-quality maintenance services developed in Japan, and the maintenance business currently accounts for approximately 40% of our sales.

Under our new Medium-Term Management Plan, we aim to achieve sustainable business growth by expanding regular maintenance services and enhancing service quality in Japan and overseas, leveraging our track record of equipment deliveries in both markets.

Maintenance Sales (Non-Consolidated)



Initiatives to Enhance Maintenance Skills

We continuously work to enhance the technical skills of its field engineers in order to provide customers with reliable maintenance services. We share the skills and expertise developed through daily operations across the organization and, since FY2022, have held a Skills Competition to enhance safety awareness and response capabilities. The competition includes practical tests based on actual maintenance operations, with participants evaluated not only on work procedures, safety checks, and equipment inspection and adjustment, but also on their ability to explain procedures and communicate with customers.

In addition, through team-based competitions in which participants work together to solve challenges, we are enhancing not only technical skills but also collaboration and problem-solving capabilities. These initiatives promote the sharing of technical expertise and know-how among our service stations and encourage employees to pursue skills certifications. Going forward, we will continue to invest in talent development to further enhance maintenance quality and provide stable, reliable services.





Topics

SmartREAS for Centralized Management of Maintenance Information

We have developed our proprietary Smart Riken Engineering Assistance System (SmartREAS), which enables centralized management of maintenance information by digitizing data recorded on tablets, including equipment performance trends and maintenance histories.

Roles and Functions SmartREAS provides a system for centralized digital management of inspection and maintenance information using tablets as its foundation. It supports the visualization of maintenance histories and trends, the immediate retrieval of application and reporting data, and the transition to lifecycle-based maintenance proposals and predictive maintenance.

Benefits By digitizing and standardizing inspection records, SmartREAS reduces work time and enhances information security. It also improves the accuracy of predictive maintenance through the effective use of accumulated data, supports training for field engineers, and contributes to enhanced service quality and safety throughout the product lifecycle, from delivery through replacement.



Corporate Governance

The Group has formulated a management policy that emphasizes building good relationships with shareholders, investors, and other stakeholders. The Group will strengthen its competitive capabilities with the aim of increasing corporate value, while striving to accelerate management decision making and establish an efficient and highly transparent management system.

Approach to Corporate Governance

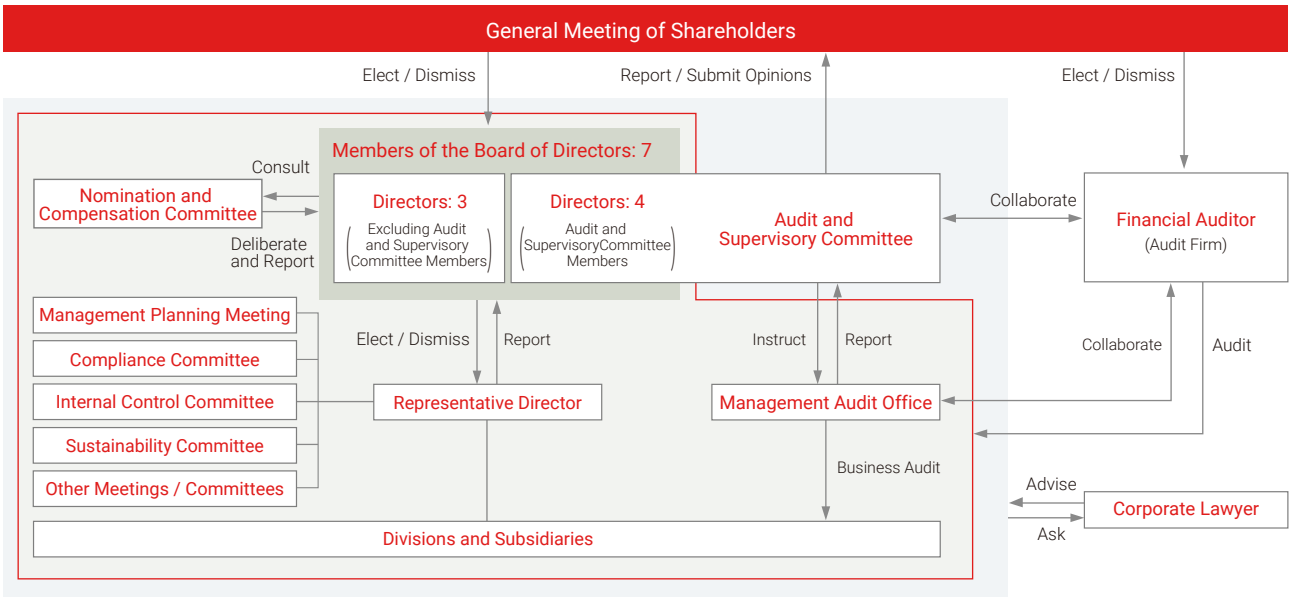
The Company uses the functions of the Outside Directors to strengthen the supervisory function of the Board of Directors and the corporate governance structure. In addition, it has adopted the structure of a company with an Audit and Supervisory Committee to increase the soundness and efficiency of management by conducting rapid decision making and business execution through delegation of authority. The Company aims to strengthen the function of the Board of Directors and the audit and supervisory functions to build a more highly effective corporate governance system.

The Company's Board of Directors is chaired by the President, and is composed of a total of seven Directors. Board of Directors meetings are held regularly to conduct swift and appropriate decision making. Furthermore, the Company has introduced an executive officer system with a view to increasing the efficiency of the management organization and clarifying responsibility. The Management Planning Meeting is chaired by the President, and is composed of executive officers, general managers of divisions and departments, designated by the Directors and the President. The meeting is intended to accelerate decision making and business execution of operations in general, primarily management, research and development, production, sales, quality control, and information management.

The Audit and Supervisory Committee is chaired by a full-time Audit and Supervisory Committee member, and has four members in total. The committee members attend important meetings, including those of the Board of Directors and the Management Planning Meeting; conduct rigorous audits, including viewing important documents; and constantly monitor the Directors' decision-making process and business execution status. In addition, to enhance the audit system, the Committee receives an explanation of the audit plan for the accounting audit from the financial auditor and a report on the status and result of audit implementation, and the committee and the financial auditor also exchange information appropriately.

To enhance the fairness, transparency, and objectivity of procedures related to the appointment and compensation of Directors and to further strengthen corporate governance, we have established a Nomination and Compensation Committee as a voluntary advisory body to the Board of Directors. This committee is composed of five members and chaired by an Independent Outside Director. To ensure independence, the majority of the committee members are Independent Outside Directors.

Corporate Governance System Structure (As of July 1, 2026)



Please refer to the Company website for details regarding corporate governance
https://www.rikenkeiki.co.jp/english/sustainability/governance

Reasons for the Appointment of Outside Directors

The Company's three Outside Directors also serve as Audit and Supervisory Committee members. In appointing Outside Directors, the Company selects candidates who meet the requirements of the Companies Act and who are outstanding in terms of character and insight.

Michimasa Taga	Mr. Taga has been a corporate executive for many years and has a wealth of experience and broad-based knowledge. As an Outside Director who is also a member of the Audit and Supervisory Committee, he supervises the execution of duties by Company Directors from an objective standpoint, ensuring the effectiveness of our audits, and working to ensure the soundness and appropriateness of our management decision-making and improve transparency.
Yasuko Uematsu	Although Ms. Uematsu has not been involved in corporate management to date, as an attorney she has experience and expertise in corporate legal matters. As an Outside Director who is also a member of the Audit and Supervisory Committee, she supervises the execution of duties by Company Directors from an objective standpoint, ensuring the effectiveness of our audits, and working to ensure the soundness and appropriateness of our management decision-making and improve transparency.
Shuichi Takemoto	Mr. Takemoto has extensive experience working at financial institutions over many years, as well as broad-ranging knowledge of finance and accounting. As an Outside Director who is also a member of the Audit and Supervisory Committee, he supervises the execution of duties by Company Directors from an objective standpoint, ensuring the effectiveness of our audits, and working to ensure the soundness and appropriateness of our management decision-making and improve transparency.

Analysis of Effectiveness and Assessment of the Board of Directors

The Board of Directors conducts an annual survey of each Director, including those who are Audit and Supervisory Committee members, to analyze and evaluate the effectiveness of the Board of Directors as a whole. Questions are based on the size and composition of the Board of Directors, its operational status, decision-making processes, and other factors.

Based on the summary of results of the discussions at the Board of Directors meeting held in June 2025, we judge that the size and composition of the Board and its operation during the year were generally effective. On the other hand, with regard to the decision-making process of the Board of Directors, some respondents voiced opinions about the handling of discussions at the Board of Directors, and these were confirmed by the Board. Based on this evaluation, we will continue our efforts to ensure and improve the functions and effectiveness of the Board of Directors.

The Company's Board of Directors is composed of four Directors who are not Audit and Supervisory Committee members (three Directors following the conclusion of the 120th Ordinary General Meeting of Shareholders held on June 25, 2026) and four Directors who are Audit and Supervisory Committee members (three of whom are outside Directors). In FY2025, the Board of Directors met 12 times.

Status of the Audit and Supervisory Committee

The Company's Audit and Supervisory Committee is composed of four members. One is a full-time committee member, and three are also Outside Directors of the Company.

The Audit and Supervisory Committee's secretariat is located in the Management Audit Office, which assists the committee in the performance of its duties. The Committee met 11 times during the fiscal year under review.

The full-time Audit and Supervisory Committee member strives to ascertain the status of business execution by attending important meetings and reviewing and investigating important approval documents. They also share information and exchanges opinions with the Directors who are also members of the Audit and Supervisory Committee. They make recommendations to Directors and executive officers on matters discovered during routine audits, as appropriate, such as business improvement.

The Directors who are members of the Audit and Supervisory Committee provide opinions based on their diverse business experience and high-level expertise to the Committee, enhancing the soundness and transparency of management decision-making.

Directors' Skill Matrix

Name	Inside/ Outside	Skills and fields of expertise where each Director is especially expected to have								
		Corporate Management	International Business Knowledge	Sales/ Marketing	Technology/ R&D	Production	Corporate Governance	Finance/ Accounting	IT/Digital	Human Resource Strategy/ Sustainability
Tetsuya Matsumoto	Inside	●				●	●	●	●	●
Shinya Kobu	Inside		●	●						●
Shoji Kizaki	Inside				●	●			●	●
Nobuo Nakano	Inside			●	●		●			
Michimasa Taga	Outside	●		●		●	●			●
Yasuko Uematsu	Outside						●			●
Shuichi Takemoto	Outside	●					●	●	●	●

Policy on Executive Compensation

Policy for Determining the Details of Compensation for Individual Directors

The compensation of Directors excluding members of the Audit and Supervisory Committee of the Company is determined in accordance with the Executive Compensation Regulations within the total amount of compensation approved at the General Meeting of Shareholders and comprises fixed compensation, performance-linked compensation, and restricted stock compensation.

The amount of fixed compensation is predetermined in the Executive Compensation Regulations, taking into account factors such as position, responsibility, economic conditions, and past performance. A draft of the amount of performance-linked compensation is prepared by the president, who is appointed by the Board of Directors, taking into consideration the amount of consolidated operating profit*, which is used as a benchmark. Within the limits resolved at the General Meeting of Shareholders, this draft takes into consideration each Director's position, responsibilities, and contribution to the Company's business results and overall contribution to the Company's performance. The Nomination and Compensation Committee is then consulted on a compensation proposal that combines fixed and performance-linked compensation, and the final compensation amount is determined based on the committee's report. A restricted stock compensation plan has been introduced to provide incentives to sustainably increase the Company's corporate value and to further promote value sharing with shareholders. Restricted stock is allocated to each Director based on the Director's position in the Company by having the monetary compensation claims paid to each Director contributed in kind.

The Company has no policy regarding the ratio of fixed to performance-linked and restricted stock compensation. However, after considering the impact of the position, responsibility, and group management, the higher a Director's position and responsibility, the greater is the percentage of performance-linked and restricted stock compensation as a proportion of total compensation. The Compensation of each Director who is a member of the Audit and Supervisory Committee of the Company is fixed compensation only to ensure their independence from business execution. These amounts are determined by unanimous consent of the Audit and Supervisory Committee members through consultation with that committee, taking into consideration whether the Director works full-time or part-time and the status of the work assignment, and is within the maximum amount resolved at the General Meeting of Shareholders.

* The reason for using consolidated operating profit as a metric for performance-linked compensation is that the previous Medium-Term Management Plan prioritized increasing operating profit, and consolidated operating profit was one of the plan's targets.

Reasons for Director Compensation Determinations

To determine the amount of compensation for Directors excluding Audit and Supervisory Committee members, the President, who is delegated by the Board of Directors, prepares a draft within the limits resolved at the General Meeting of Shareholders, taking into overall account factors such as each Director's position, responsibilities, the Company's business results, and level of contribution to that performance. The Nomination and Compensation Committee is consulted on the proposed total of fixed and performance-linked compensation, and the final compensation amount is determined based on its report. The calculation of performance-linked compensation employed the consolidated operating profit target of ¥11,800 million for FY2024, and the actual amount of ¥10,642 million. Restricted stock compensation is allocated to each Director based on the Director's position in the Company by having monetary compensation claims paid to each Director contributed in kind.

Decisions on compensation amounts for Directors who are Audit and Supervisory Committee members are determined by unanimous consent of the Audit and Supervisory Committee members through consultation with that committee, taking into consideration whether the Director works full-time or part-time and the status of the work assignment, and is within the maximum amount resolved at the General Meeting of Shareholders.

Officer Classifications	Total compensation (thousand yen)	Total compensation by type (thousand yen)			Number of officers eligible
		Fixed compensation	Performance-linked compensation	Restricted stock compensation	
Directors (excluding Audit and Supervisory Committee Member)	176,030	87,360	67,080	21,590	4
Audit and Supervisory Committee Member (excluding Outside Directors)	22,560	22,560	—	—	1
Outside Directors (Audit and Supervisory Committee Member)	15,192	15,192	—	—	4

Note: The figures above include one Outside Director (Audit and Supervisory Committee member) who retired upon the conclusion of the 119th Ordinary General Meeting of Shareholders held on June 25, 2025.

Policy on Cross-Shareholdings

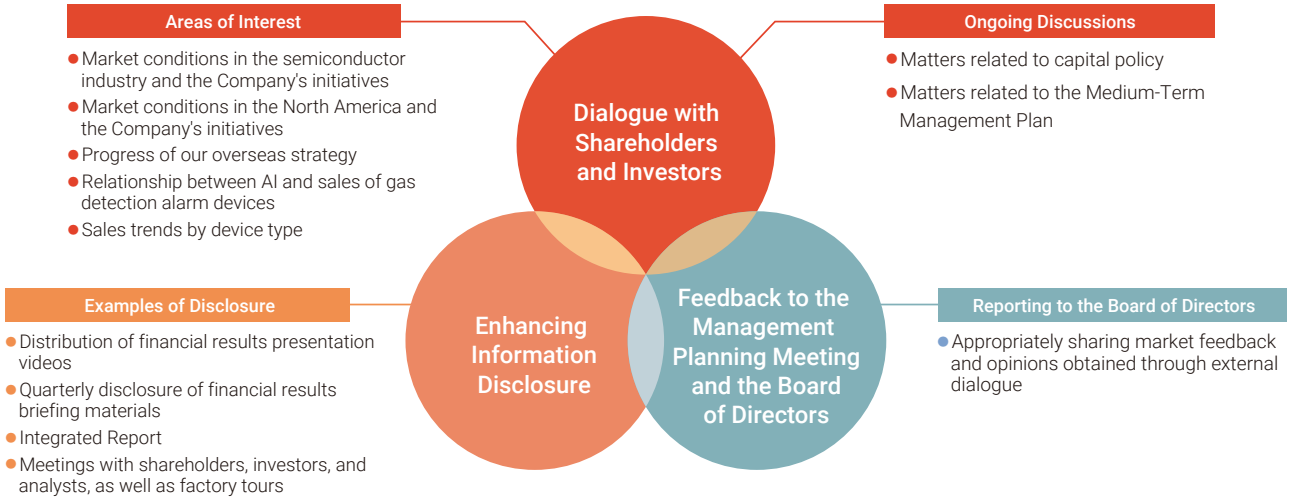
With respect to shares held for purposes other than pure investment, our policy is to hold them only when they meet the following conditions. If a holding is determined not to meet these conditions, we will consider selling it.

1. Rationality of the purpose of holding, such as business alliances and maintaining or strengthening business relationships
2. Profitability and financial soundness of the relevant company, including its dividend yield

At the Board of Directors meeting held in May 2026, we examined each individual stock and confirmed that there was sufficient rationale for continuing to hold the shares. In exercising voting rights, we review each company's financial performance, dividend payout ratio, ROE, and other factors, carefully assess each proposal, and exercise our voting rights accordingly.

Dialogue with Shareholders and Investors

We strive to disclose fair and accurate information to shareholders and investors in a timely manner and place great importance on constructive dialogue. We promptly share the valuable feedback we receive with management and use it to enhance corporate value over the medium to long term.



Trends in the Number of Meetings

The Company promotes engagement with domestic and overseas shareholders and investors to sustainably enhance corporate value. The number of meetings has been increasing year by year, and in FY2025, we held more than 200 meetings with shareholders and investors. Going forward, we will continue to strive for transparent information disclosure and sincere dialogue.

	Domestic Investors	Overseas Investors	Total
FY 2023	126 times	55 times	181 times
FY 2024	126 times	64 times	190 times
FY 2025	147 times	54 times	201 times

Note: The figures represent the total number of meetings regardless of format, including one-on-one, group, and telephone meetings.

Inclusion in a Stock Index

In recognition of the Company's sustainable growth potential and capital efficiency, the Company was selected as a constituent of the JPX-Nikkei Mid and Small Cap Index for FY 2025 (August 29, 2025 to August 28, 2026).

The JPX-Nikkei Mid and Small Cap Index is comprised of companies with middle and small market capitalization that are selected based on the same concept as JPX-Nikkei Index 400 and appealing to shareholders and aim at sustainably increasing corporate value. The index is jointly calculated and published by JPX Market Innovation & Research and Nikkei.

JPX-NIKKEI Mid Small

Director Training Initiatives

To enable Outside Directors to appropriately monitor management and further deepen their understanding of the Company's business, we conducted site visits to the R&D and Production Center (Kasukabe City, Saitama Prefecture) and our subsidiary, RIKEN KEIKI NARA MFG. Co., Ltd. (Sakurai City, Nara Prefecture).

Through the tours of the manufacturing sites, the Outside Directors highly praised the capabilities of employees on the front lines in creatively responding to diverse customer needs. They also noted that seeing firsthand the potential for expanding production capacity provided valuable input for considering future management strategies.

We also held meetings between the Outside Directors and Executive General Managers to exchange views on business challenges and future initiatives.

Risk Management and Major Risks

As part of its risk management system, the Company has established a BCP Task Force headed by the President in accordance with the BCP Rules and Emergency Response Standards in the event of an unforeseen situation that could have a significant impact on the Company or its Group companies. The system is designed to enable the Company to take necessary initial measures swiftly and minimize damage and other impacts.

The Company identifies the following as major risks that could affect the business performance of the Company and the Group and promotes initiatives to avoid or mitigate these risks.

Laws and Regulations

The Group ensures that the installation, maintenance, and inspection of gas detection alarm devices it handles comply with applicable laws and regulations, including the High Pressure Gas Safety Act and the Industrial Safety and Health Act. In light of the possibility that risks related to these legal and regulatory requirements may materialize, the Group strives to gather the latest information from within and outside the industry.

Product Defects

If products handled by the Group have defects or malfunctions due to errors in adjustment during installation or other causes, users may suffer property damage or personal injury. To manage product quality, the Group rigorously ensures that products are manufactured in accordance with international standards and that maintenance and inspection are conducted in accordance with internal standards, thereby working to prevent accidents before they occur.

Research and Development

There is no guarantee that the Group's product development activities will contribute to business performance. Nevertheless, to provide users with products of the highest quality, the Group regards research and development of gas sensors and the development of new products utilizing cutting-edge technologies as its most important management priority, drawing on a broad range of technical capabilities in fields such as electrical engineering, physics, and chemistry.

Fluctuation in Capital Investment Trends

Demand for the Group's gas detection alarm devices is affected by trends in private-sector capital investment, mainly in the semiconductor, petrochemical, and shipping industries, as well as public-sector capital investment, including investment in electricity and gas infrastructure. The Group responds to fluctuations in capital investment resulting from changes in the economic environment by gathering information from customers and other industry stakeholders.

Overseas Business Development

In countries and regions where the Group conducts business, envisaged risks include deterioration in political and economic situations, restrictions on import and export and on foreign investment, unforeseen changes to laws and regulations, deterioration in public safety, economic sanctions between countries, outbreaks of terrorism, war, or infectious disease, and other social unrest caused by other factors. The Group focuses on the political and economic situation and on changes in regulations in each country and region, and strives to establish systems that will enable it to respond swiftly to the situation.

Procurement of Materials and Supplies

In its production activities, the Group uses certain special materials and supplies that are available from only a limited number of suppliers. In anticipation of supply shortages, distribution delays, and price fluctuations affecting materials for which suppliers are limited, the Group works to identify alternative materials and promote procurement from multiple suppliers.

Risk Related to Information Security

The Group's operations are subject to the risk of temporary interruptions that may affect business performance due to information system malfunctions or failures, information leaks, and other factors. With regard to information security, in addition to protecting our digital infrastructure through measures such as 24/7 advanced monitoring systems (EDR/SOC) and the adoption of highly secure cloud-based core systems, we provide employee training and regularly review and strengthen our measures.

Compliance System

The Company has established the Compliance Committee as the organization responsible for overseeing compliance across the Group. The Company works to ensure that its officers and employees comply with laws and regulations and has established a system for reporting the Committee's activities to the Board of Directors. The Compliance Committee is chaired by the President and consists of 14 members: four Directors, eight members serving as the secretariat, and two legal counsels serving as outside members.

The Company has also established the Code of Conduct and Guidelines for Action to clarify the values, ethical standards, and expected conduct of Group companies. In addition, it has established Compliance Hotlines both inside and outside the Company to receive reports and consultations from Group employees. For legal and accounting matters, the Company seeks advice as appropriate from legal counsel, certified public accountants, and other professionals and works to ensure compliance with laws and regulations.

Board of Directors (As of July 1, 2026)



President
Tetsuya Matsumoto

Attendance at Board of Directors Meetings: 12/12 (100%)
Number of Shares Owned (hundreds): 1,394
Tenure as Director: 17 years

Career Summary
1987 Joined the Company
2009 Director, Senior General Manager of Corporate Administration Division, General Manager of Administration Department, and General Manager of Corporate Strategy Office
2017 Executive Managing Director, Executive General Manager of Corporate Administration Division, General Manager of Administration Department, and General Manager of Corporate Strategy Office
2018 Executive Managing Director
President of RIKEN KEIKI NARA MFG. Co., Ltd.
2021 Executive Managing Director, Executive General Manager of Production Division, and General Manager of Production Management Department of the Company
2022 Executive Managing Director and Executive General Manager of Production Division
2023 President (current position)



Executive Managing Director
Executive General Manager of Sales Division
Shinya Kobu

Attendance at Board of Directors Meetings: 12/12 (100%)
Number of Shares Owned (hundreds): 287
Tenure as Director: 9 years

Career Summary
1984 Joined the Company
2017 Director and Executive General Manager of Sales Division
2018 Director, Executive General Manager of Sales Division, and General Manager of Global Sales Department
2021 Executive Managing Director and Executive General Manager of Sales Division (current position)



Director
Executive General Manager of Production Division
Shoji Kizaki

Attendance at Board of Directors Meetings: 12/12 (100%)
Number of Shares Owned (hundreds): 389
Tenure as Director: 7 years

Career Summary
1986 Joined the Company
2018 Executive Officer, Senior General Manager of Development Division, and General Manager of Custom Engineering Department
2019 Director and Executive General Manager of Development Division
2024 Director, Executive General Manager of Production Division, and General Manager of Manufacturing Department II
Chair of RIKEN KEIKI (CHANGZHOU) ELECTRONIC TECHNOLOGY CO., LTD. (current position)
2025 Director and Executive General Manager of Production Division (current position)



Director, Audit and Supervisory Committee Member
Nobuo Nakano

Attendance at Board of Directors Meetings: 12/12 (100%)
Attendance at Audit and Supervisory Committee Meetings: 11/11 (100%)
Number of Shares Owned (hundreds): 772
Tenure as Director: 15 years

Career Summary
1977 Joined the Company
2011 Director and General Manager of Research and Development Department, Development Division
2012 Director and Manager of MRD Office, Sales Division
2014 Director and General Manager of Quality Control Center
2015 Director, Audit and Supervisory Committee Member (current position)



Director, Audit and Supervisory Committee Member (Outside)
Michimasa Taga

Attendance at Board of Directors Meetings: 12/12 (100%)
Attendance at Audit and Supervisory Committee Meetings: 11/11 (100%)
Number of Shares Owned (hundreds): 40
Tenure as Director: 7 years

Career Summary
1978 Joined Misawa Homes Co., Ltd.
2003 Director and Executive Officer, Misawa Homes Co., Ltd.
Executive Officer and General Manager of Residential Business Strategy Department, Misawa Homes Holdings Co., Ltd.
2005 Director, Misawa Homes Holdings Co., Ltd.
2012 Resort Solution Co., Ltd. (Currently Resol Holdings Co.,Ltd.) Representative Director, President, and Executive Officer
2019 Director, Audit and Supervisory Committee Member of the Company (current position)



Director, Audit and Supervisory Committee Member (Outside)
Yasuko Uematsu

Attendance at Board of Directors Meetings: 12/12 (100%)
Attendance at Audit and Supervisory Committee Meetings: 11/11 (100%)
Number of Shares Owned (hundreds): 8
Tenure as Director: 5 years

Career Summary
2004 Registered with Dai-Ichi Tokyo Bar Association Joined City Law Offices
2014 Partner, City Law Offices
2021 Director, Audit and Supervisory Committee Member (current position)
2024 Joined LEX Law Office (Currently TXL Partners) (current position)



Director, Audit and Supervisory Committee Member (Outside)
Shuichi Takemoto*

Attendance at Board of Directors Meetings: 10/10 (100%)
Attendance at Audit and Supervisory Committee Meetings: 7/7 (100%)
Number of Shares Owned (hundreds): –
Tenure as Director: 1 year

Career Summary
1982 Joined The Fuji Bank, Limited (currently Mizuho Bank, Ltd.)
2011 Managing Executive Officer of Mizuho Trust & Banking Co., Ltd.
2013 Managing Executive Officer of Mizuho Trust & Banking Co., Ltd. and Senior Managing Executive Officer of Mizuho Financial Group, Inc.
2014 Director and Vice President of Mizuho Private Wealth Management Co., Ltd.
2017 Administrative Officer of Mizuho Trust & Banking Co., Ltd.
Outside Audit & Supervisory Board Member (full-time) of Nissan Chemical Industries, Ltd. (currently Nissan Chemical Corporation)
2025 Director, Audit and Supervisory Committee Member (current position)

* As Mr. Shuichi Takemoto was elected at the 119th Ordinary General Meeting of Shareholders held on June 26, 2025, the number of Board of Directors meetings and Audit and Supervisory Committee meetings held differs from that of other directors. After assuming office, the number of Board of Directors meetings held was 10, and the number of Audit and Supervisory Committee meetings held was 7.



Michimasa Taga　Yasuko Uematsu　Shuichi Takemoto

Governance That Drives Sustainable Enhancement of Corporate Value

Outside Directors Discuss Where RIKEN KEIKI Stands Today and Where It Is Headed

1. Diverse Expertise and the Role of Outside Directors

Taga My first impression of RIKEN KEIKI was of an honest, solid manufacturer. I have great respect for its straightforward approach of precisely targeting markets and developing them steadily, backed by its own advanced technologies. For many years, I led business development and turnaround operations in other industries, including homebuilding and resorts. I started on the technical side, but my career also included budget management, sales, and product planning, bridging engineering and business. That experience has taught me that the fundamentals of management are observing frontline operations closely to find the issues and solving them through alliances with other companies. I strongly identify with the Company's social mission of protecting people from invisible gases. I see my role as bringing insights from other industries, a multifaceted perspective, and a venture-minded approach that draws in outside resources to the management of a company with this straightforward culture.

Uematsu I agree with Mr. Taga about the Company's "solidity." As an attorney, I have spent many years working mainly on corporate legal affairs, risk management, and building governance systems. What has struck me most as a legal expert since joining the Company's Board is how well the management team, starting with President Matsumoto, listens and how open it is to other views. I regard this as a very significant asset for the Company's governance.

People often debate whether outside directors should act as the brake or the accelerator. The Company's management team is very prudent, and internal checks and balances already provide an effective brake. I therefore see my role as creating an environment where management can press the accelerator with confidence by drawing on my experience in dealing with past problems and managing risk to provide objective scrutiny of potential risks and problems. That way, the Company can avoid short-term thinking and keep moving steadily over the medium to long term.

Takemoto As someone who joined the Board only recently, I was also very impressed by the solid "defensive" foundation you both mentioned. My experience at financial institutions, and later as an audit & supervisory board member at a chemical manufacturer, has taught me to fulfill the defensive responsibility of rigorous risk management while also thinking about how to make the most of business opportunities. From what I have seen of the Company's meetings so far, it strikes a very good balance between defense and offense. Because it has a solid, functioning governance structure, I want to make proactive recommendations to support sustainable growth by asking, "Is the Company taking the risks it ought to take?" and "Is it missing any growth opportunities?"

2. Deliberation Processes That Enhance the Board's Effectiveness

Taga The Company's Board of Directors is a very open forum. Minutes and materials from the regular Management Planning Meetings are shared with us outside directors in a timely manner, so we can understand the background of each matter early on. In addition, detailed preliminary briefings are always held before Board meetings, allowing us to put our questions and opinions frankly to the President and the rest of the management team.

Uematsu These thorough preliminary briefings are a major strength of the Company's governance. Because the agenda items are explained for at least as long as the Board meeting itself, we can prepare properly before the discussion. Even when we raise probing points or concerns from our respective fields of expertise during preliminary briefings, the management team listens sincerely and understands the intent behind what we say. This steady accumulation of discussion, combined with an open willingness to turn good proposals into actual operational improvements even if it takes time, forms the basis for governance that is substantive rather than a mere formality.

Taga The whole Company is committed to treating our recommendations as more than just opinions and to steadily turning them into operational improvements, even if that takes time. I feel this is why our discussions are so well grounded.

Takemoto Another reason why the process of deepening discussion in the preliminary briefings and carrying it through to the Board meeting works so well is the strength of the Company's small Board. Because the Board is compact, each director can look beyond their own division's interests, and everyone can discuss matters in terms of what is best for the Company as a whole. On the other hand, because the culture is so harmonious and people tend to face the same way, we need to be careful that too much consensus does not bury sharp opinions or dissenting views. With governance providing such solid protection, I believe our role, as the Company moves into a more growth-oriented phase, is to deliberately encourage healthy discussion in the Board that draws on diverse perspectives.

3. Manufacturing Strengths Seen on Site Visits

Taga I visited the production floors at the R&D Center and Production Center (Kasukabe, Saitama Prefecture), where development and production are directly linked and work in close coordination, and at the subsidiary RIKEN KEIKI NARA MFG. Co., Ltd. (Sakurai, Nara Prefecture). There I saw the flexibility to go beyond mass production and meet individual customer needs through ingenuity on the shop floor, which is the very essence of the Company's manufacturing strength. Young engineers and managers were identifying problems and making improvements on their own initiative by, for example, incorporating customized inspection equipment and monitoring systems to meet customer requirements. What impressed me most was how clearly the young managers spoke about their manufacturing, with confidence and pride. I feel the Company's founding commitment to protecting lives and safety is what enables employees on site to approach their work with such integrity.



Takemoto Seeing for myself how well operations on the ground are managed was a valuable learning experience for me as well. Regarding the production capacity issue raised in our discussions, I confirmed with my own eyes that there is ample space on the premises for future expansion. Having an accurate picture of how much the Company can expand using its own resources has clarified its strategic options. In future discussions on increasing production capacity, I believe I can recommend the optimal strategy by looking at it from multiple angles, such as whether to expand through the Company's own capital investment or to use external resources, including M&A.



Uematsu I also visited the R&D Center and Production Center (Kasukabe, Saitama Prefecture) and the subsidiary RIKEN KEIKI NARA MFG. Co., Ltd. (Sakurai, Nara Prefecture), and saw firsthand the actual state of the Company's production capacity, which has been raised as an issue at Board meetings. Like Mr. Takemoto, I confirmed that the facilities and space have spare capacity to support future business expansion, and I sensed the strength of the Company's foundation for medium- to long-term growth. I was also deeply impressed by how conscientiously everyone on site approaches their work. Even in their everyday greetings and courteous manners, I could see that an honest, sincere corporate culture has taken root. It reminded me that the Company's high-quality products depend on the effort and sense of responsibility of every employee on the front lines.

4. Human Resources Strategy and Governance to Support Overseas Expansion

Takemoto A key theme in moving management forward while leveraging these frontline strengths is strategic expansion in overseas markets. The question is how to strengthen the Company's approach to major markets, including semiconductor industry clusters in East Asia and North America. As the foundation for that expansion, the Company also needs to strengthen governance as overseas subsidiaries are consolidated into the Group, and to push ahead with localization.

Taga The key to turning that overseas strategy into reality is strengthening the Engineering Division, which handles after-sales maintenance, one of the Company's strengths. Stable earnings come from a business model that builds long-term relationships of trust through meticulous maintenance after products are sold, generating ongoing profit. Rather than simply exporting products, the Company must develop people who can provide advanced support locally and build service structures in each market.

Takemoto As global expansion moves to the next stage, the challenge will be to encourage local staff to run their organizations autonomously while ensuring that head-office-led governance remains effective. In the future, the Company will also need a vision for diversity that includes appointing foreign nationals to senior management.

Uematsu At the root of the issues you have both raised is, ultimately, securing and developing talent. With Japan's declining birthrate and an increasingly mobile workforce, measures to reliably pass on the advanced technologies and know-how the Company has accumulated to the next generation are indispensable. From that perspective, promoting diversity is another important issue. I am paying particularly close attention to progress in empowering women and promoting them to management positions. I hear that the number of female field engineers has grown considerably in recent years. Creating an environment where every employee can make full use of their abilities and continue working comfortably drives retention. I will continue to monitor whether these human resources measures are working effectively.

Taga Alongside building that internal foundation, opening up new markets will also require global talent with cross-cultural understanding. I also think that, in parallel with training specialists to deepen their expertise, the Company should move quickly to develop generalists who can take a company-wide view of what is best for the organization as a whole.

5. Embracing Digital Technology and Technological Innovation

Taga Leveraging AI, which is spreading rapidly, will be important, especially in the Engineering Division, where labor shortages are becoming severe. To deliver high-quality after-sales maintenance without excessively increasing headcount, I think it would be effective to build an in-house AI knowledge base that accumulates a vast store of past maintenance know-how and lessons from past failures, so engineers in the field can access solutions instantly. As the global value chain expands, the Company will also need an even more advanced company-wide quality management system that covers everything from sales to delivery, including the quality of its business operations. The Company has made systematic upfront investments in information systems and other areas and steadily built a strong foundation. I believe it is now time to put those results to work.

Uematsu AI is an effective tool for improving operational efficiency, and it has already become indispensable in legal practice. With labor in short supply, the Company should use AI for routine tasks it can take over, but there are also risks to keep in mind. If young employees come to depend on AI before they have mastered the basics of manufacturing, the fundamentals of the technology, and the thought process of identifying problems for themselves, the essence of technical knowledge transfer could be lost. Finding the optimal balance between "learning through hands-on experience built up steadily on site" and "gaining efficiency through AI" will be a key challenge for human resource development going forward. That is why I want to keep monitoring the effectiveness of efforts to strengthen the development of next-generation management personnel, including training programs that use external services, as set out in the current Medium-Term Management Plan. I hope, thereby, to contribute by supporting the Company as it pursues sound growth.



Takemoto "Balancing the use of AI with on-site skills transfer" and "developing next-generation management personnel" are fundamental to a manufacturer's long-term sustainability. It was precisely because of its solid foundation of people and technology that the Company could steadily improve its business performance under the previous Medium-Term Management Plan, and I have high regard for the management team's skill in building that business foundation. Going forward, however, the Company's medium- to long-term plans will require discontinuous innovation that goes beyond extending existing technologies and markets. I hope to see the Company take on the challenge of developing entirely new detection technologies with an eye to 10 or 20 years ahead, backed by bold investment in research and development. To broaden those future possibilities, the process of formulating the Medium-Term Management Plan is important in itself. When drawing up a long-term vision, it would be a very worthwhile initiative to have a team of young employees, who will shape the Company's future, sketch out their picture of that future and then reflect it in the plan. This would help energize the organization and develop the next generation of management talent. At the same time, from a defensive standpoint, we must keep a close eye on the balance between the numerical targets set each year under the plan and the realities of day-to-day operations. With all this in mind, I will fulfill my responsibilities as an outside director by stimulating active debate in the Board on how to advance product development that can hold its own against intensifying competition in overseas markets.

Taga Reflecting the voices of the younger generation in the plan is a wonderful approach. The current management team operates with great integrity, and its steady management is very reassuring. While maintaining this solid structure as a base, I hope the Company will take on the challenge of developing products that can compete in global markets. At the same time, I hope it will pursue ambitious projects that inspire the younger generation to dream big and feel excited about the future, such as working with leading external research institutions to develop next-generation sensors that protect living environments in space. We will continue to support the Company as "outside eyes" and contribute to its progress, helping it bring in the stimulus of diversity and new approaches.

11-Year Summary of Financial and Non-Financial Data

RIKEN KEIKI Co., Ltd. and its consolidated subsidiaries (Fiscal years ended March 31, 2016 to 2026)

	2016	2017	2018	2019
Operating Results				
Net sales	¥ 23,417	¥ 23,357	¥ 28,089	¥ 30,650
Operating profit	3,615	4,000	4,415	5,103
Net profit attributable to owners of parent	2,574	4,127	3,174	4,099
Depreciation and amortization	897	789	1,115	1,309
Capital expenditure	706	2,815	2,001	1,057
Cash flows from operating activities	3,565	4,033	3,232	4,115
Cash flows from investing activities	(3,960)	(1,564)	(495)	(1,045)
Cash flows from financing activities	(774)	(782)	(855)	(1,012)
Financial Conditions				
Net assets	¥ 34,354	¥ 39,148	¥ 42,527	¥ 46,212
Total assets	42,713	48,018	52,910	56,851
Interest-bearing debt	2,809	2,713	2,715	2,697
Fiscal year-end balance of cash and cash equivalents	8,797	10,383	12,239	14,346
Management Indicators, etc.				
Dividend per share[1] (yen)	11.00	12.00	15.00	18.00
Earnings per share (EPS)[1] (yen)	55.48	88.93	68.30	88.13
Book value per share (BPS)[1] (yen)	740.24	822.70	891.13	948.59
Consolidated dividend payout ratio (%)	19.8	13.5	22.0	20.4
D/E ratio (times)	0.08	0.06	0.07	0.06
Return on assets (ROA) (%)	9.1	9.1	9.1	10.0
Return on equity (ROE) (%)	7.7	11.4	8.0	9.6
Equity ratio (%)	80.4	79.5	78.3	77.6
Non-Financial Data[2]				
GHG emissions[3] (t-CO_2)	—	—	—	—
Water use (m^3)	17,599	45,383	31,370	46,129
Electricity use (kWh)	7,895,587	7,768,112	7,620,959	7,448,401
Rate of use of annual paid leave (%)	53.6	56.7	59.4	61.0
Rate of use of childcare leave (women) (%)	100.0	100.0	100.0	100.0
Rate of use of childcare leave (men) (%)	—	0.0	4.2	0.0
Occupational accidents (lost time injuries) (people)	0	0	1	1
Occupational accidents(injuries without lost time) (people)	6	4	2	4
Average number of years of service (years)	14.2	14.6	14.6	14.8
Average age (years)	38.9	39.1	39.1	39.3
Attrition rate within three years of joining the Company (%)	0.0	0.0	13.6	3.0
Number of regular employees (people)	1,015	1,102	1,116	1,180
Proportion of regular employees (%)	80.9	79.2	77.1	74.1

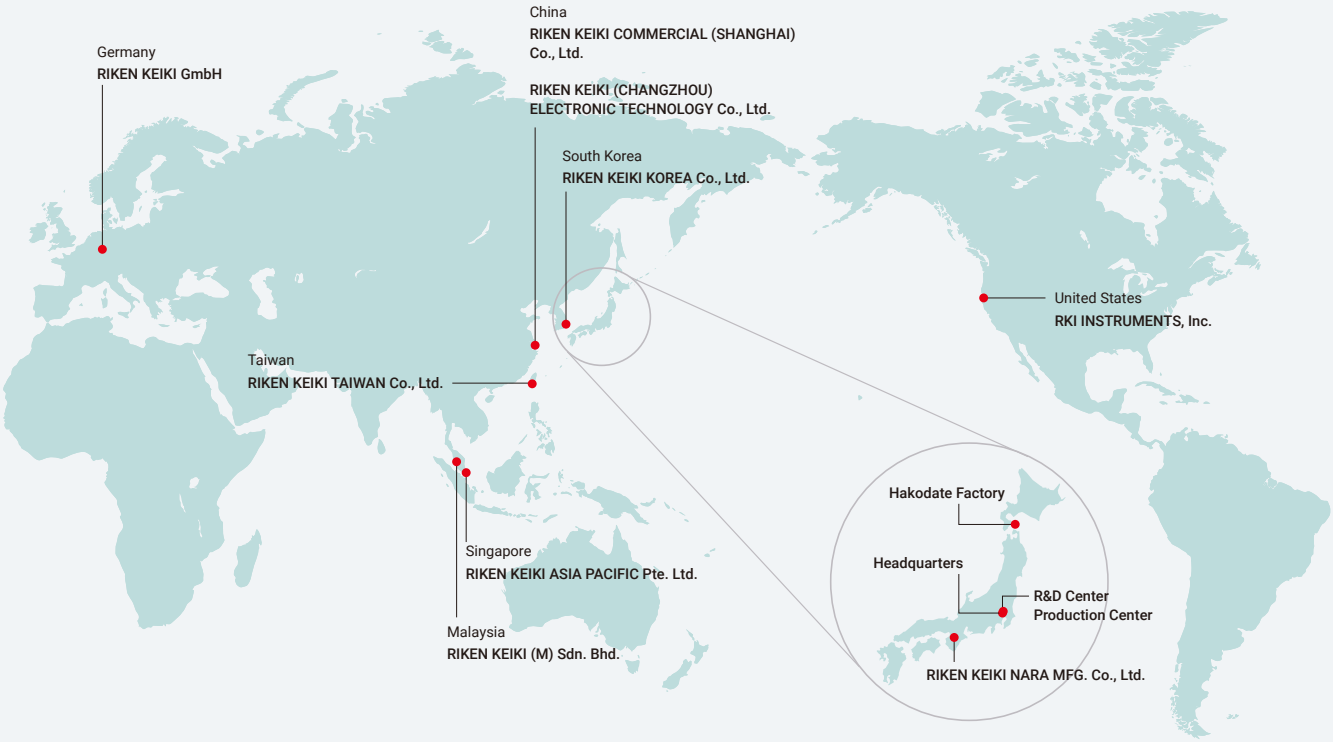
Notes:
1. Figures shown for dividends per share, EPS, and BPS are after adjusting for the stock split.
2. Non-consolidated data for RIKEN KEIKI except for number and proportion of regular employees.
3. GHG emissions are the total of Scope 1 and 2.

(million yen)

2020	2021	2022	2023	2024	2025	2026
¥ 32,189	¥ 32,209	¥ 37,363	¥ 45,004	¥ 45,581	¥ 49,038	¥ 55,212
6,197	6,598	8,402	11,551	11,476	10,642	12,425
4,342	4,691	5,963	8,670	8,378	8,007	9,957
1,339	1,529	1,855	1,917	1,971	2,061	2,053
4,182	4,298	678	1,385	3,161	3,021	3,652
5,180	4,089	9,252	5,189	2,613	6,295	11,126
(3,327)	(2,756)	(2,565)	(648)	(2,463)	(650)	(1,811)
(1,193)	(2,472)	(2,953)	(4,255)	(2,464)	(4,168)	(4,591)
¥ 49,635	¥ 52,615	¥ 56,858	¥ 63,383	¥ 72,453	¥ 77,504	¥ 85,383
60,219	64,326	71,606	79,746	88,591	92,763	101,050
2,784	3,803	3,556	3,109	3,204	3,330	3,868
15,016	13,932	17,989	18,913	17,167	19,033	24,407
20.00	21.00	30.00	40.00	40.00	45.00	55.00
93.37	100.85	128.13	186.21	179.91	172.10	217.32
1,019.97	1,096.80	1,206.37	1,361.13	1,555.65	1,687.03	1,878.29
21.4	20.8	23.4	21.5	22.2	26.1	25.3
0.06	0.07	0.06	0.05	0.04	0.04	0.05
11.0	11.1	13.0	15.8	14.6	11.9	13.9
9.5	9.5	11.1	14.5	12.3	10.7	12.2
78.8	79.3	78.4	79.5	81.8	83.5	84.5
4,635	4,892	2,134	1,164	1,132	1,093	1,100
57,762	59,407	47,912	34,310	37,436	34,528	30,442
7,405,470	8,644,810	8,489,067	8,494,808	8,316,879	8,234,950	8,689,021
71.1	66.7	69.8	74.9	82.4	81.9	83.6
100.0	100.0	100.0	100.0	100.0	100.0	100.0
2.9	11.5	33.3	26.9	58.8	50.0	81.0
0	0	0	1	0	0	0
3	2	4	3	6	6	3
15.3	15.9	15.8	15.7	16.0	15.7	15.4
39.7	40.3	40.4	40.3	40.7	40.6	40.4
11.8	20.0	7.4	0.0	20.0	10.0	10.3
1,196	1,185	1,234	1,313	1,349	1,407	1,465
74.0	73.2	72.4	72.0	71.6	71.4	71.1

Domestic and Overseas Network (As of March 31, 2026)

The Group has sales, manufacturing, and maintenance facilities throughout Japan.
Overseas, we have subsidiaries in North America, Asia, and Europe, while our distributors provide services in other regions, enabling us to serve customers around the world.
In Japan and across the globe, the RIKEN KEIKI network continues to expand toward the future.



Germany
RIKEN KEIKI GmbH
Mergenthalerallee 15-21 65760,
Eschborn, Germany
https://www.rikenkeikigmbh.com

Singapore
RIKEN KEIKI ASIA PACIFIC Pte. Ltd.
102F PASIR PANJANG ROAD
#03-11, CITILINK WAREHOUSE COMPLEX
SINGAPORE 118530
https://www.rikenkeiki-apac.com

Taiwan
RIKEN KEIKI TAIWAN Co., Ltd.
No. 87, YANGMING ROAD,
SHANHUA DISTRICT,
TAINAN CITY, TAIWAN
https://www.rikenkeiki.com.tw/index.php

South Korea
RIKEN KEIKI KOREA Co., Ltd.
23, HWAJEONSANDAN 2-RO
134, GANGSEO-GU, BUSAN,
46741 KOREA
http://www.rikenkeiki.co.kr/

United States
RKI INSTRUMENTS, Inc.
33248 CENTRAL AVENUE, UNION CITY,
CA94587-2010 U.S.A.
https://www.rkiinstruments.com

China
RIKEN KEIKI COMMERCIAL (SHANGHAI) Co., Ltd.
Room 1803,18th Floor, Building 1,
No.118 Feihong Road, Hongkou District,
Shanghai China
http://www.rkkc.net

RIKEN KEIKI (CHANGZHOU) ELECTRONIC TECHNOLOGY Co., Ltd.
F4, Building 20, Changzhou Wujin
Chuangzhi Cloud Valley Industrial Park,
No.186 Hongxi Road, Niutang Town,
Wujin District, Changzhou City, Jiangsu
Province, P.R. of China

Malaysia
RIKEN KEIKI (M) Sdn. Bhd.
P-1-17, Icon City, Jalan SS8/39,
Sungai Way, 47300 Petaling Jaya,
Selangor, Malaysia
https://www.rikenkeiki.com.my

RIKEN KEIKI Co., Ltd.



Headquarters
2-7-6 Azusawa, Itabashi-ku,
Tokyo 174-8744



R&D Center
Production Center
2-3 Minamisakaecho, Kasukabe-shi,
Saitama 344-0057



Hakodate Factory
938-1 Oyasucho, Hakodate-shi,
Hokkaido 041-0251

RIKEN KEIKI NARA MFG. Co., Ltd.



49-1 Abe, Sakurai-shi,
Nara 633-0054
https://www.rikenkeikinara.co.jp/en/

Please refer to the Company website for details regarding our offices
https://www.rikenkeiki.co.jp/english/company/office_list

Company Overview (As of March 31, 2026)

Company Name	RIKEN KEIKI Co., Ltd.
Securities Code	7734
Headquarters	2-7-6 Azusawa, Itabashi-ku, Tokyo 174-8744, Japan
Representative	Tetsuya Matsumoto, President
Established	March 15, 1939
Capital	¥2,565.5 million
Number of Employees	1,465 (consolidated), 1,147 (non-consolidated)
Fiscal Year-End	March 31
Stock Exchange Listing	Tokyo Stock Exchange Prime Market
Main Business Activities	Research, development, manufacture, sales, and after-sales maintenance of industrial gas detection alarm devices and analytical equipment
Main Sales Items	Flammable gas detector alarms, oxygen deficiency prevention gas detector alarms, toxic gas detector alarms, compound gas detector alarms, various measurement equipment for environmental measurements, and other equipment

Stock Information

Total number of authorized shares	188,000,000
Total number of issued shares	47,322,000
Number of shareholders	3,063

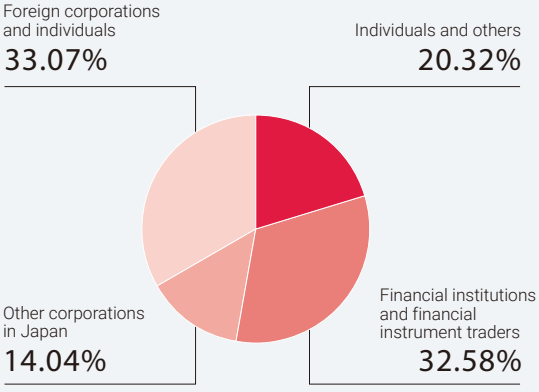


Status of Major Shareholders

Shareholder name	Number of shares held	Shareholding percentage (%)
The Master Trust Bank of Japan, Ltd. (Trust account)	4,236,100	9.32
STATE STREET BANK AND TRUST COMPANY 505001	4,192,218	9.22
Custody Bank of Japan, Ltd. (Trust account)	2,556,300	5.62
BANK LOMBARD ODIER AND CO LTD GENEVA	2,413,422	5.31
The Dai-ichi Life Insurance Company, Limited	2,400,000	5.28
RIKEN KEIKI Partners Shareholding Association	1,983,462	4.36
Mizuho Bank, Ltd.	1,800,402	3.96
NAGANO KEIKI CO., LTD.	1,422,000	3.13
Sumitomo Mitsui Banking Corporation	1,327,600	2.92
BNYM AS AGT/CLTS 10 PERCENT	1,306,939	2.88

Note: The shareholding ratio is calculated after deducting 1,866,216 shares of treasury stock held by the Company.

Status of Share Distribution by Owner



Information Disclosure

We share information through our corporate website and YouTube channel to help all stakeholders gain a clear understanding of our philosophy and activities. For detailed information about our company, investor relations, and sustainability initiatives, please visit the sites listed below.





Please refer to the Company website for details regarding corporate information
https://www.rikenkeiki.co.jp/english/company



RIKEN KEIKI Co., Ltd.

2-7-6 Azusawa, Itabashi-ku, Tokyo 174-8744, Japan