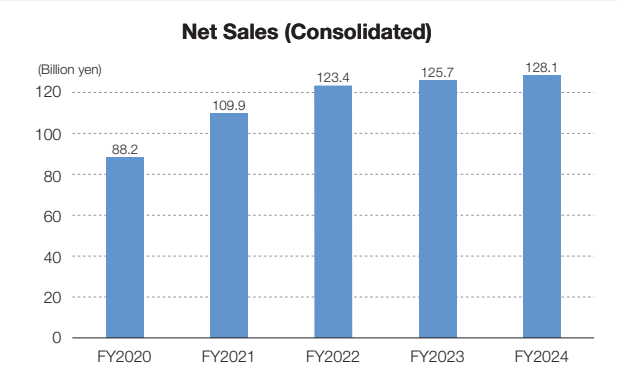


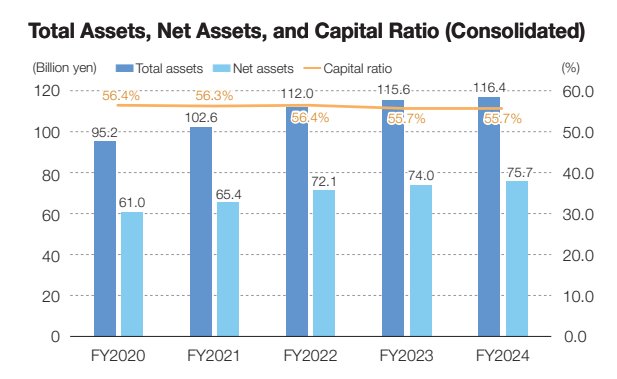
Overview of Value Creation

Financial and Non-financial Highlights

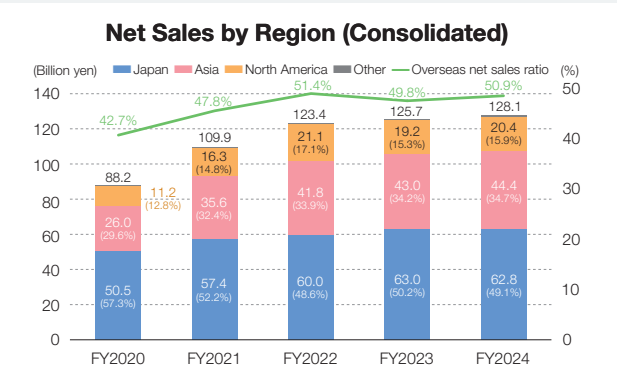
Economic Value



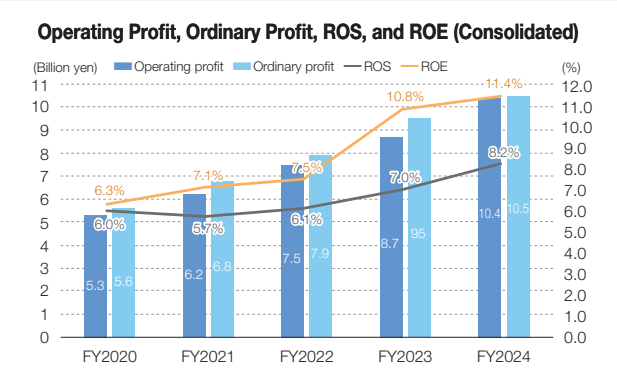
In the priority ASEAN region, we have worked to expand business with Japanese and non-Japanese companies, capture market share, and increase the number of fields in which we hold the leading share. Consolidated net sales set a record high for four years in a row due to promotion of greater sales, optimization of product prices, effects of exchange rates, and other factors.



Continuing from FY2023, we again sold cross-shareholdings in FY2024, but total assets increased due to enhancement of facilities (increase in non-current assets). Meanwhile, the capital ratio remained at the same level as the previous fiscal year.

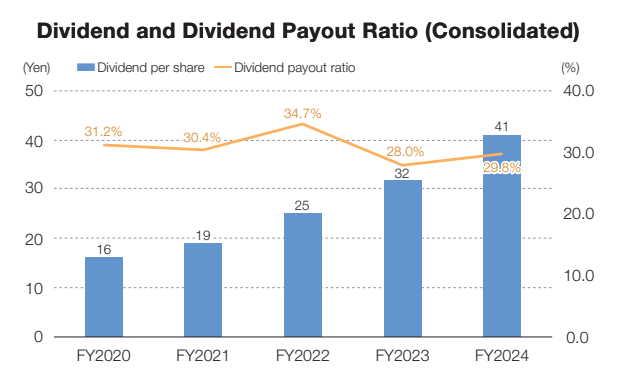


In FY2024, overseas net sales exceeded domestic net sales as our overseas sales volume and sales increased.



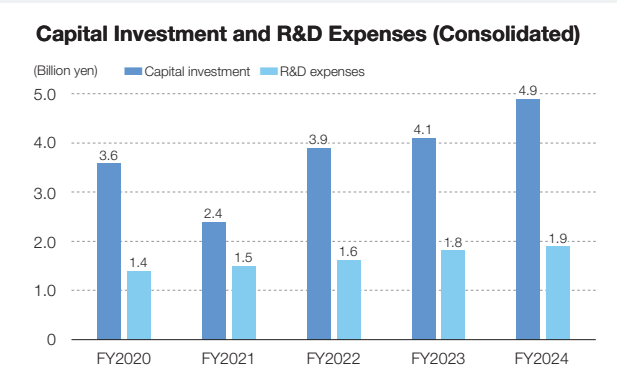
Each profit metric set a record high for four years in a row. Return on sales (ROS) for FY2024 also set a record high.

Note: Return on equity (ROE) for FY2023 and FY2024 include gain on sale of cross-shareholdings.



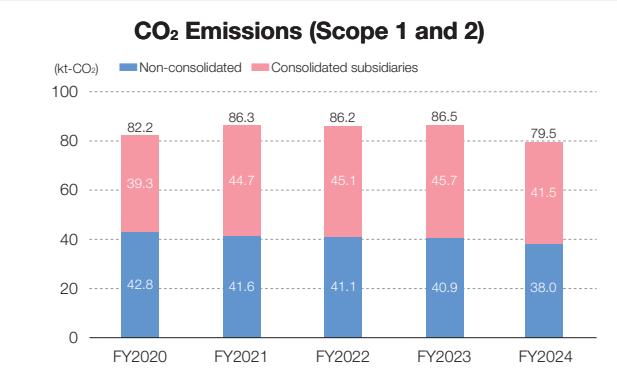
In FY2022, we changed our dividend policy, increasing the consolidated dividend payout ratio to around 35% as a target. We continued to increase our dividend in FY2024 to a dividend of 41 yen per share, up 9 yen from the previous fiscal year.

Note: In FY2023 and FY2024, we used gain on sale of cross-shareholdings to purchase treasury shares. When the gain is excluded from calculations, the dividend payout ratio meets the dividend policy (around 35%).

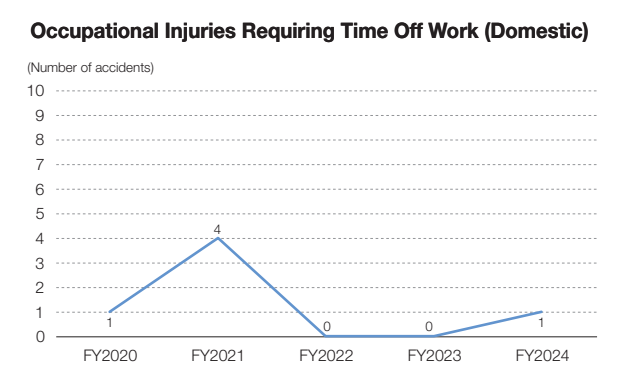


We are seeking to reinforce the capacity of our production facilities, streamline operations, and improve product quality across the RIKEN TECHNOS GROUP. Due to the introduction of new production lines and such, in FY2024, capital investment and research and development (R&D) expenses both increased from the previous fiscal year.

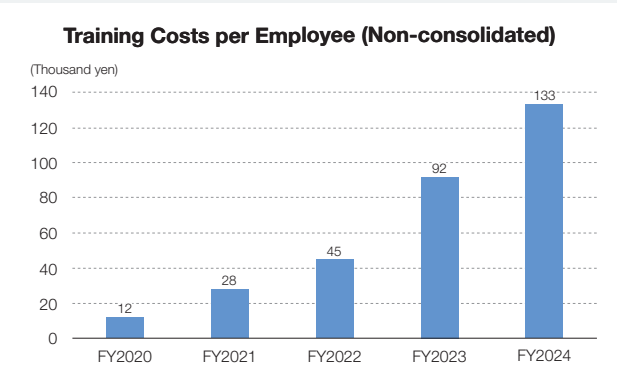
Social Value



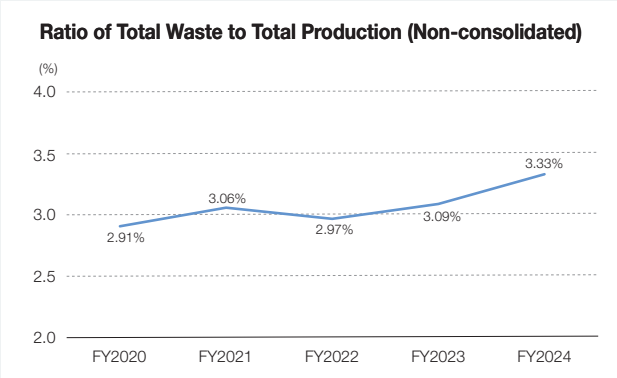
RIKEN TECHNOS's non-consolidated CO<sub>2</sub> emissions target for FY2030 is 24,139 tons (46.2% decrease from FY2019). We will work on reducing CO<sub>2</sub> emissions, seeking to achieve carbon neutrality for the entire RIKEN TECHNOS GROUP by 2050.



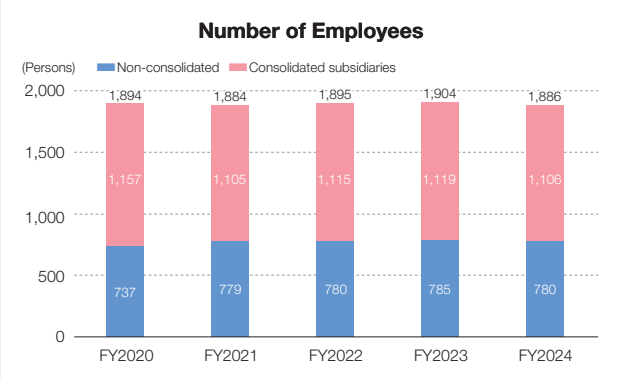
In FY2024, there was one case of occupational injury requiring time off work that occurred in Japan (including consolidated subsidiaries). We will work on preventive measures, aiming for zero occupational injuries requiring time off work.



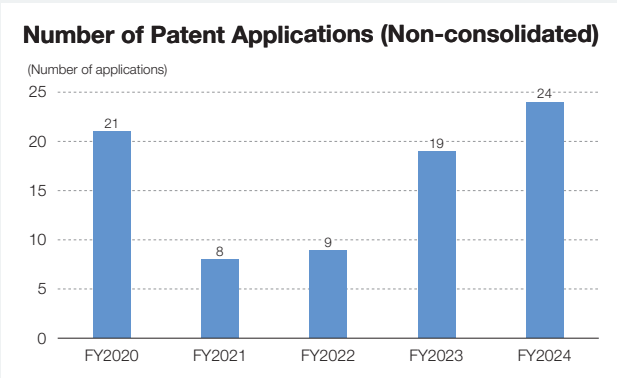
We focus on developing human resources suited to a "challenger" and strive to hire and develop the human resources we need to carry out our management strategies.



RIKEN TECHNOS's non-consolidated ratio of total waste to total production for FY2024 increased by 0.24% from the previous fiscal year, affected by the reduction in product yield.



We have been able to secure human resources stably through our recruitment efforts such as referral and alumni hiring, in addition to new graduate hiring and mid-career hiring.



RIKEN TECHNOS's non-consolidated number of patent applications for FY2024 was 24, up 5 from the previous fiscal year. By submitting patent applications strategically, we will further strengthen the RIKEN TECHNOS GROUP's competitiveness.