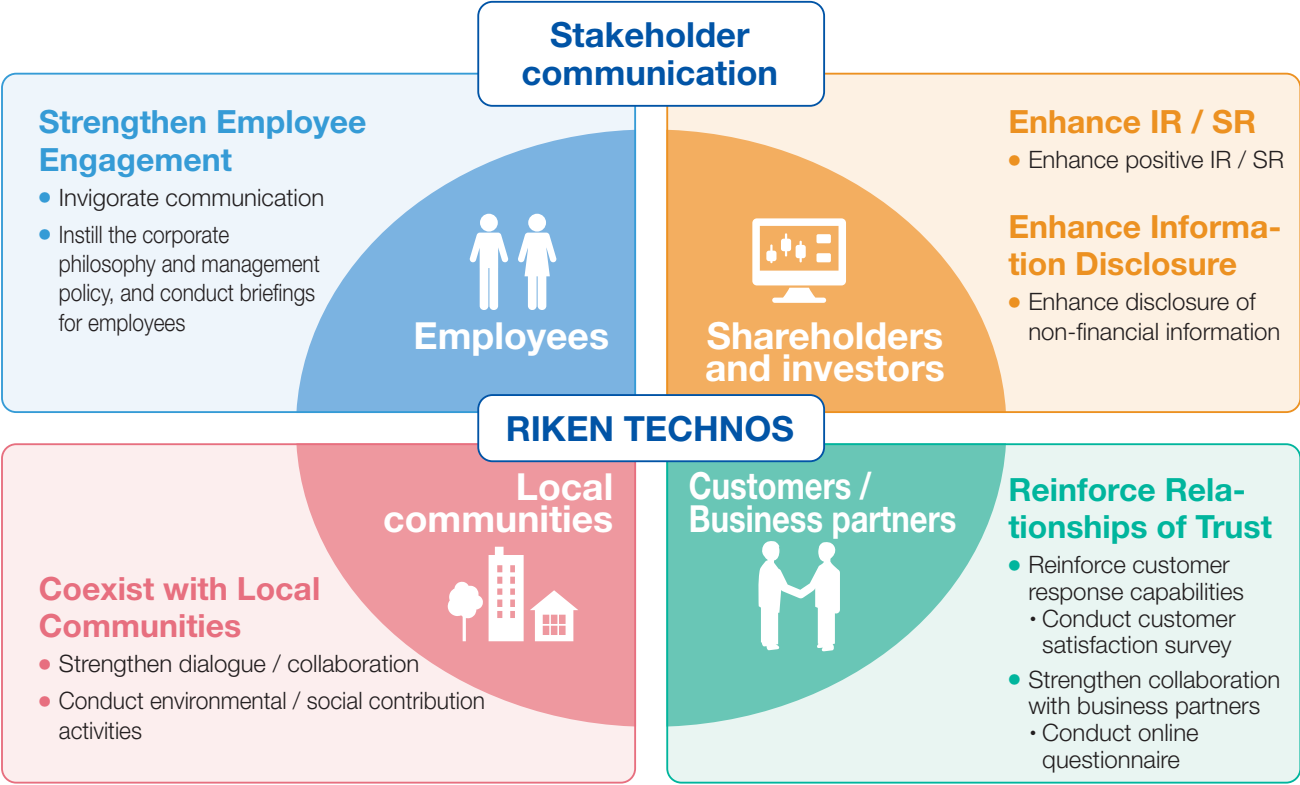


Stakeholders

Stakeholder Communication

RIKEN TECHNOS actively creates opportunities for dialogue with stakeholders to accurately understand their requirements and expectations and implement these in business activities. In our corporate management, we strive to build and strengthen relationships of trust with not just shareholders and investors but also diverse stakeholders that include employees, customers, business partners, and local communities.



Relationship with Employees (→pp. 57–61)

Improvement of Employee Engagement

We work to foster and create mechanisms for a corporate culture that enables diverse human resources to play active roles. We strive to improve employee engagement by increasing our employees' awareness about participation in management and invigorating internal communications, such as holding briefings for employees and encouraging them to join the employee stockholding association.

Relationship with Local Communities (→p. 64)

Coexist with Local Communities

In the regions where the RIKEN TECHNOS GROUP engages in business, the Group works to contribute to the development of local communities, including the creation of employment opportunities, social contribution activities, environmental protection initiatives, and the paying of taxes.

Relationship with Customers and Business Partners (→pp. 49–50)

Reinforce Relationships of Trust

We strengthen our ability to respond to customers by conducting customer satisfaction surveys annually, sharing the opinions of our customers with the relevant departments, and reflecting them in our sales activities. "Assessment response rate regarding customer satisfaction survey results" has been set as one of the key performance indicators (KPIs) for our materiality topics, and we seek to reinforce relationships of trust in the series of processes from product proposal to provision.

In addition, we administer an online questionnaire on the environment, society, and governance (ESG) and the Sustainable Development Goals (SDGs) to our raw material suppliers and other business partners. Based on the results, we will jointly undertake improvement activities. We respond to changes in markets and the business environment and aim for reliable, safe, and stable product supply by building partnerships based on mutual trust with our business partners and deepening our collaboration with them.

Dialogue with Shareholders and Investors

RIKEN TECHNOS takes a variety of initiatives, including Financial and Management Results Briefings and individual interviews for institutional investors so that dialogue can be established with shareholders and investors.

Policy Concerning Dialogue with Shareholders (Summary)

- Executive officer in charge of corporate planning supervises all matters related to shareholder dialogue.
- The Company's basic approach to dialogue with shareholders is to make senior management, including the president and related executive officers, and directors, including outside directors, attend dialogue with shareholders and engage in direct dialogue with shareholders, to the extent reasonable. In addition, the Company will establish a structure to enable it to accurately address the wishes of shareholders and the main matters of interest in interviews, through the appointment of a primary independent outside director.
- The opinions of shareholders obtained through dialogue will be reported to the Board of Directors, the Management Committee, and such as appropriate, and information will be shared and utilized by related departments.

Dialogue in FY2024 (Results)

General Meeting of Shareholders	Disclosure of the Annual Securities Report before the general meeting of shareholders	
	Early posting of notices of ordinary general meeting of shareholders	
	Early disclosure before posting of notices of ordinary general meeting of shareholders	
Individual Investors	Issuance of shareholder newsletter	Twice
	Information dissemination on website	As appropriate
Institutional Investors	Financial and Management Results Briefings held live online and at a venue	Twice
	Publication of the Integrated Report Disclosure of sustainability information in business reports, Corporate Governance Report, and Annual Securities Report Simultaneous disclosure in English of the following materials: Consolidated Financial Results; Timely Disclosure; Financial and Management Results Briefings; and Business Plan Briefing Enhancement of three-year medium-term business plan disclosure	
	Individual IR meetings (including conference calls)	42 times

Status of Feedback of Dialogue in FY2024

Opinions obtained through dialogue with shareholders and investors are reported as appropriate at the Management Committee and the Board of Directors meetings, and such information is shared among the relevant departments and incorporated appropriately and effectively into corporate activities. We will continue to actively engage in dialogue with shareholders and investors to enhance our corporate value further.

Main Inputs	Status of Response / Policy
Disclosure of profitability-related indicators	Disclosed cost of equity, WACC, ROIC, and such at Financial and Management Results Briefings
Improvement in disclosure regarding capital policies and financial strategies	Disclosed total return ratio for dividends Disclosed CCC direction and growth investment amount in new medium-term business plan
Enhancement of disclosure regarding sustainability	Using a diagram, disclosed monitoring of sustainability initiatives by Board of Directors Revised materiality topics and KPIs
Enhancement of disclosure regarding Board of Directors composition, etc.	Improved disclosure to show involvement of outsiders directors in succession planning Disclosed skill matrix definitions, etc.
Improvement in disclosure regarding cross-shareholdings	In the notices of ordinary general meeting of shareholders, disclosed the state of cross-shareholdings at the end of the most recently fiscal year