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RIKEN TECHNOS CORPORATION

New Three-year Medium-term Business Plan Briefing

May 20, 2025



SECTION

01

Previous Three-year Medium-term Business Plan

02

New Three-year Medium-term Business Plan

- (1) Overview/Management indicators
- (2) Plans by Segment
- (3) Financial strategies/Sustainability

Overview of previous three-year medium-term business plan



➤ Established four strategies aimed at the sustainable growth of the RIKEN TECHNOS GROUP founded on the development of existing business models

RIKEN TECHNOS' strengths and business model

- The capacity to meet the needs of leading global customers
- Strong technical capabilities
 - Formulation design technology
 - Kneading technology
 - Film manufacturing and processing technology

RIKEN TECHNOS' (medium- to long-term) business environment

Plastic reduction movement
Growing environmental awareness
Digitalization trend
Progress with EVs
Shrinking domestic market
Growth in Asia

Mission (reason for existence)

We are a challenger that harnesses the power of science to improve the quality of life and create a safe, affluent society. We continuously provide new value and satisfaction to people, companies and society through our original and superior formulations and manufacturing technologies of multiple resins.

Long-term vision

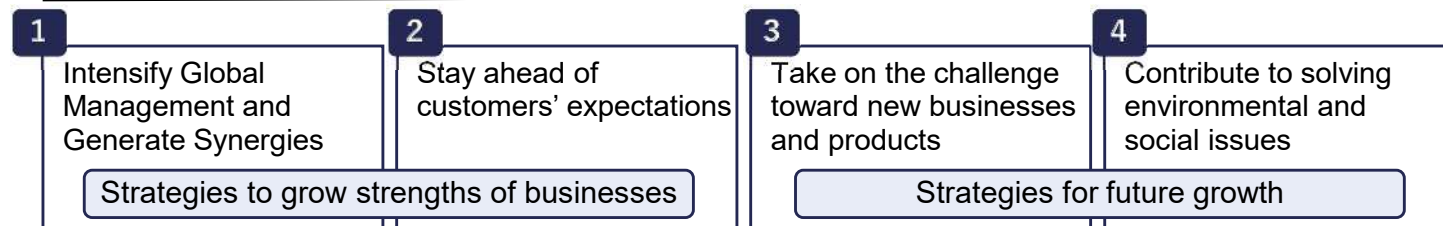
Aiming to become the leading provider of comfort for all living spaces

Medium-term Business Plan

Management Policy

Challenge Now
for Change New 2024

Four basic strategies of the Medium-term Business Plan



Strategies and measures to support the above strategies

Capital investments/manufacturing	DX investment	Human resources investments	Intellectual property (R&D) investments	Governance
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Summary of results of previous three-year medium-term business plan (numerical performance)



Consolidated financial results

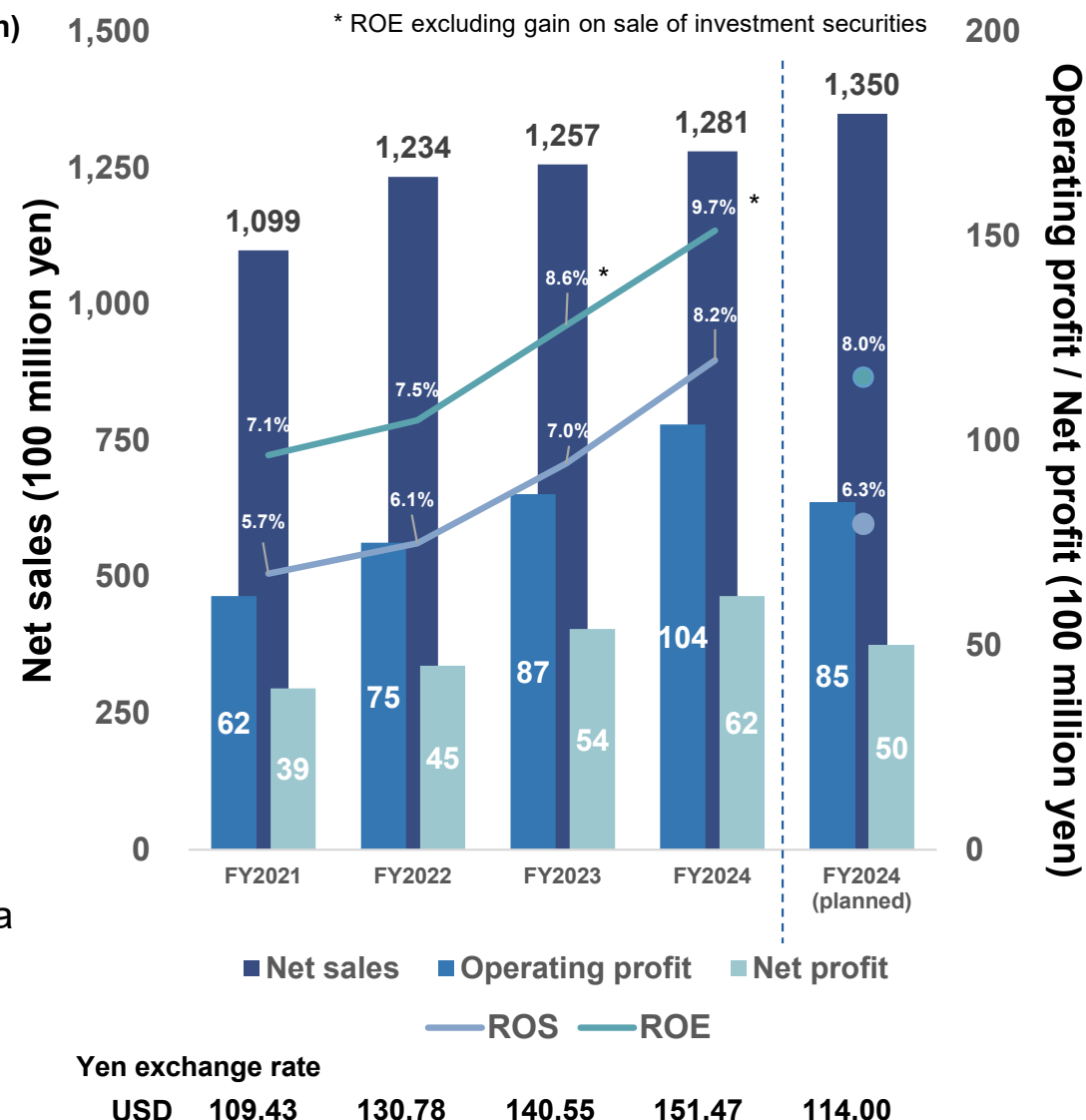
(Unit : 100 million Yen)

Consolidated	Actual results for year ended March 2022	Actual results for year ended March 2025	Plan for year ended March 2025
Net sales	1,099	1,281	1,350
Operating profit	62	104	85
Ordinary profit	68	105	85
Net profit	39	62 (73)	50
ROS	5.7%	8.2%	6.3%
ROE	7.1%	9.7% (11.4%)	8.0%

Actual results for FY2024

Exchange rate of USD1 = 151.47 yen; domestic naphtha at 75,625 yen/kiloliter

* Figures in brackets are net profit and ROE including gain on sale of investment securities



Outcomes of the four strategies

(1) Intensify global management and generate synergies

Progress was made in global cross-functional management

- Individual divisions conducted cross-functional management through global conferences and other means.
- Global production and supply structures were established.
 - ✓ Standardized productivity improvement globally through global meetings for manufacturing departments.
 - ✓ Quality control levels were raised throughout the group by conducting a Global Quality Control Consortium.
 - ✓ Completed enhancement of facilities at manufacturing subsidiaries in Thailand, Vietnam, and the United States
 - ✓ Built global procurement structure
 - ✓ Production status and results were centrally managed on a global basis through the use of BI tools



Expanded PVC compound production facilities at RIKEN VIETNAM CO., LTD.



Expanded PVC compound production facilities at RIKEN ELASTOMERS CORPORATION

(2) Stay ahead of customers' expectations

Identifying future needs by predicting potential customer needs and analyzing markets will be challenges for the new medium-term business plan

- Built mechanism for sharing sales information such as SFA* and CRM.
- Implemented proposal-based sales to customers considering market needs
- Improved operational efficiency through the absorption-type merger of consolidated subsidiaries.
- Enhanced formulation technologies by combining compound development with film development.
- Raised formulation design efficiency by using MI.
- Uncovered potential customer needs through technical exchanges with major customers.



Production status and results were centrally managed not only in Japan, but on a global basis

*Sales Force Automation (sales management systems)

Outcomes of the four strategies

(3) Take on the challenge toward new businesses and products

Progress in open innovation; new businesses and new product development will be challenges for the new medium-term business plan

- Established Start-up Office for New Business Development (first year of medium-term plan).
 - ✓ Explored new business themes and identified candidates for new businesses in the next medium-term business plan.
- Promoted industry-academia, industry-industry, and industry-academia-government collaboration.
 - ✓ Collaborated in the fields of compounds and films and the themes of circular economy and improvement of the global environment (cumulative total of 13 cases during the period of the medium-term business plan)
- New product development (Natural RIKEBIO®, tin-free ACS, recycled MB, TPV as a replacement for vulcanized rubber, ICE-μ® heat shielding film for vehicles, and others).
- Launched the Diversity, Equity, and Inclusion Promotion Project (FY2024).



Developed environmentally friendly tin-free ACS



Launched Natural RIKEBIO®

(4) Contribute to solving environmental and social issues

Progress in the building of sustainability implementation structures; continuation of various initiatives, such as reduction of CO₂ emissions

- Established Sustainability Committee (April 2022).
- Disclosed information based on the TCFD recommendations (since FY2022).
- Launched Women's Empowerment Promotion Project (FY2023).
- Identified human rights risks and embarked on human rights due diligence (FY2024).
- Decided to introduce solar power at the manufacturing subsidiary in Thailand (scheduled operation in Q3 of 2025).



Decided to carry out investment for the environment (introduction of solar power) at RIKEN (THAILAND) CO., LTD.

Summary of results of previous three-year medium-term business plan (investment)



Capital and IT System Investment

Three-year Medium-term Business Plan
Initial Investment Plan : 19.5 billion yen

(Unit: 100 million yen)	Major projects	Total amount			Overseas ratio	Depreciation
			Domestic	Overseas		
FY2022	Expansion of facilities in ASEAN countries Reinforcement of facilities in Japan Domestic and overseas investment in streamlining	47	33	14	30%	36
FY2023	Expansion of facilities in ASEAN and the U.S. Expansion and reinforcement of facilities in Japan Domestic and overseas carbon neutral initiatives Domestic and overseas investment in streamlining Domestic and overseas IT systems investments	64	32	32	50%	38
FY2024	Expansion of facilities in ASEAN and the U.S. Expansion and reinforcement of facilities in Japan Domestic and overseas carbon neutral initiatives Domestic and overseas investment in streamlining Domestic and overseas IT systems investments	82	47	35	42%	41
Total		193	112	81	42%	115

SECTION

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Business Plan

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**New Three-year Medium-term
Business Plan**

- (1) Overview/Management indicators**
- (2) Plans by Segment
- (3) Financial strategies/Sustainability

New three-year medium-term business plan



One Vision,
New Stage
2027



- Revised the long-term vision in conjunction with the formulation of the new medium-term business plan

Aiming to become the leading provider of comfort for all living spaces

Ideal image for ten years' time

to customers

Realize **monozukuri** and **value creation** with new ideas and approaches

Expansion globally and into new fields as well as taking on the challenge of creating the future of monozukuri as a manufacturer

to society

Contribute to a **sustainable society**, flexibly adapting to changes in society and the environment

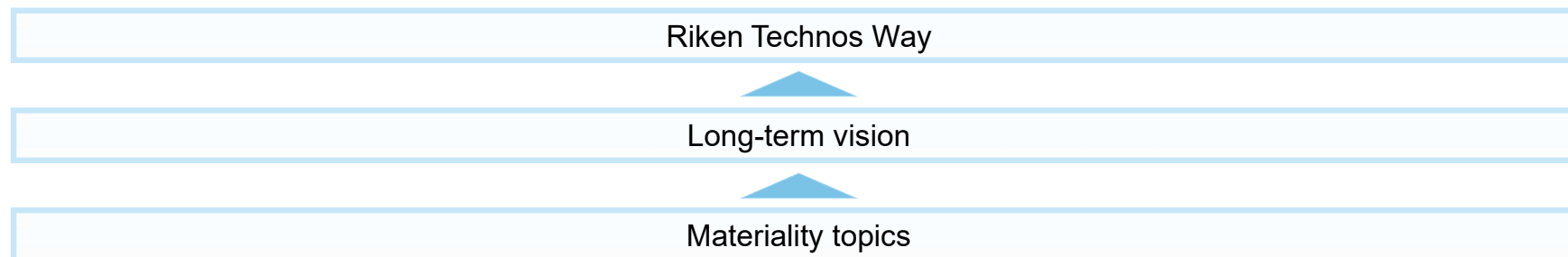
Fulfil social responsibility as a company and contribute to a sustainable society

to employees

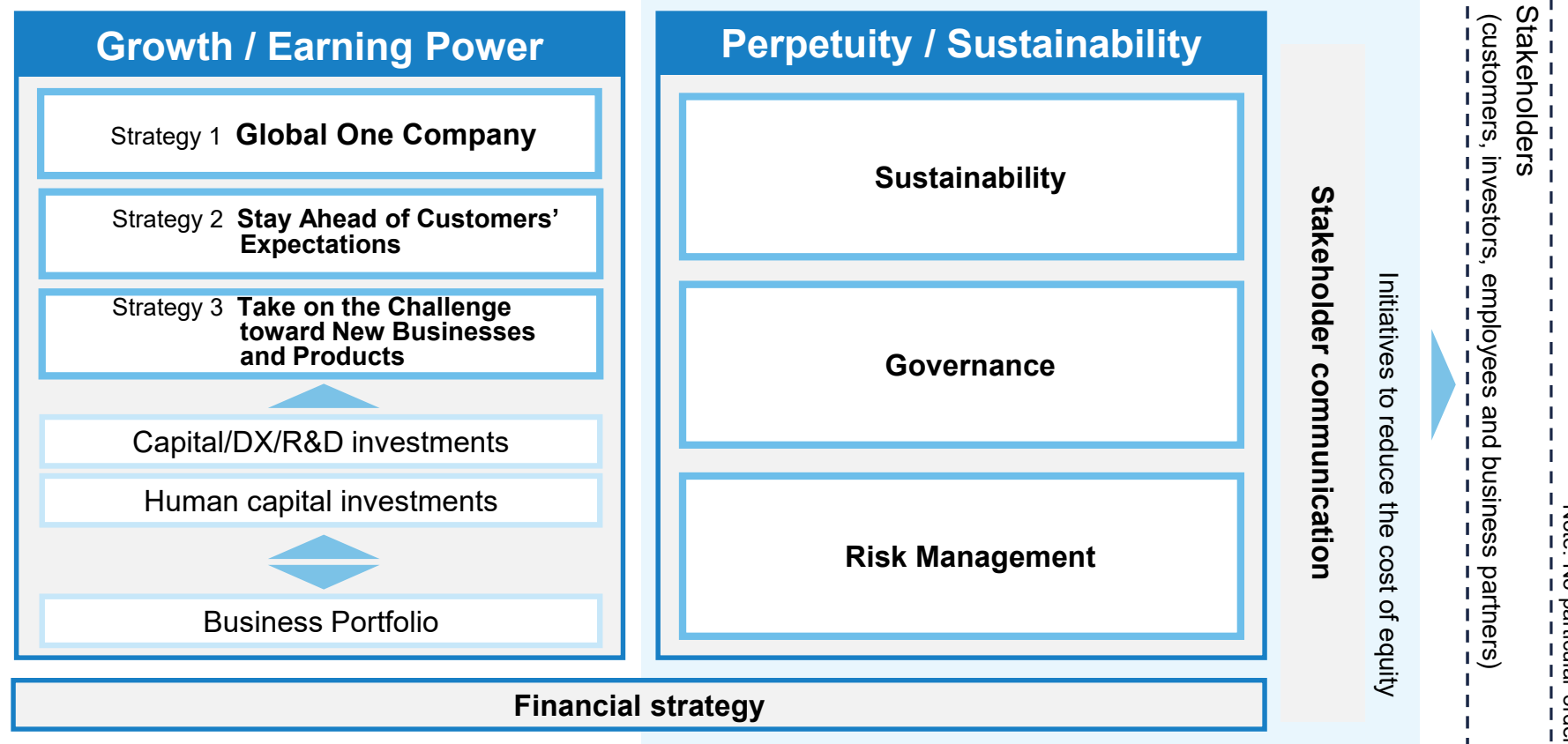
Ensure employees each have **job satisfaction** and **pride**, and **grow together**

Practice "the growth of people is corporate growth itself" founded on the promotion of DE&I and work-style reforms

Overview of new three-year medium-term business plan



New Medium-term Business Plan: One Vision, New Stage 2027



Management indicators of new three-year medium-term business plan

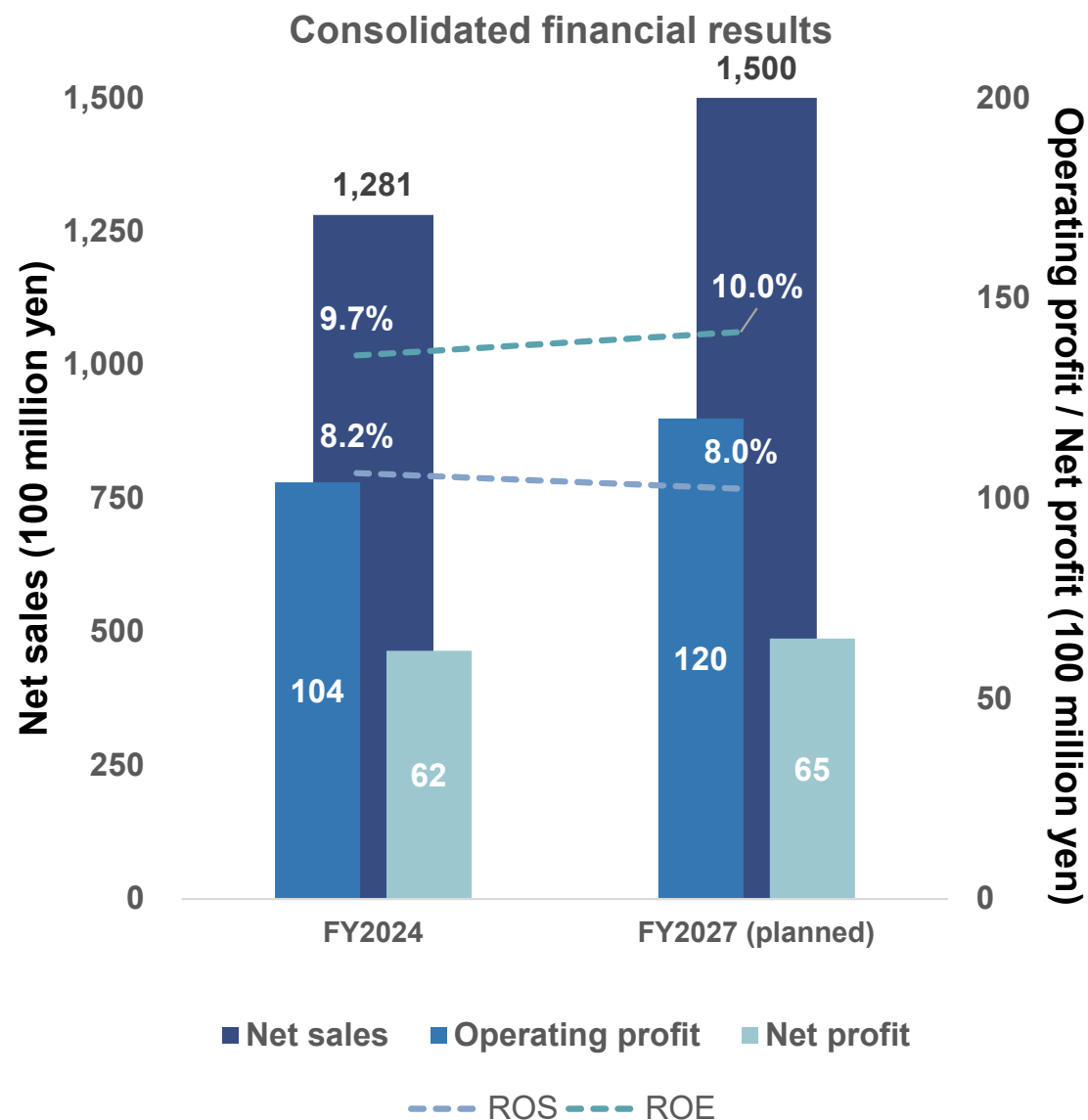


(Unit: 100 million yen)

Consolidated	Actual results for year ended March 2025	Plan for year ending March 2028
Net sales	1,281	1,500
Operating profit	104	120
Ordinary profit	105	120
Net profit	62 (73)	65
ROS	8.2%	8.0%
ROE	9.7% (11.4%)	10.0%
ROIC	11.0%	11.0%
EBITDA	145	170

Exchange rate of USD1 = 140 yen;
domestic naphtha at 70,000 yen/KL

* Figures in brackets are net profit and ROE including gain on sale of investment securities



Strategies for Earning Power in the new three-year medium-term business plan



Strategy(1) Global One Company

- Further progress in global cross-functional management
- Progress in moving from management at the company level to management at the function level (globally unified management)

➤ Rebuild global production structure

- Reinforce global cross-functional management
- Establish a standard approach to “monozukuri” throughout the Group
- Build optimized production structures on a global basis

➤ Develop and secure global human resources

- Achieve mutual revitalization through personnel exchanges and other measures at domestic and overseas sites
- Develop national staff into management human resources

➤ Unify global systems and networks

- Reinforce security structures globally
- Build next-generation core systems

➤ Optimize global portfolio

- Continue policy of emphasizing ASEAN
- Carry out growth investment in Japan
- Focus on profits in North America and China
- Build sales structures in Asia including ASEAN countries where the Group does not have bases
- Focus on expanding sales not only to Japanese companies, but also to non-Japanese companies

Strategies for Earning Power in the new three-year medium-term business plan



Strategy (2) Stay Ahead of Customers' Expectations

Stay ahead of customers' expectations and seek to transform into an organization with the human resources that is initiated by RIKEN TECHNOS

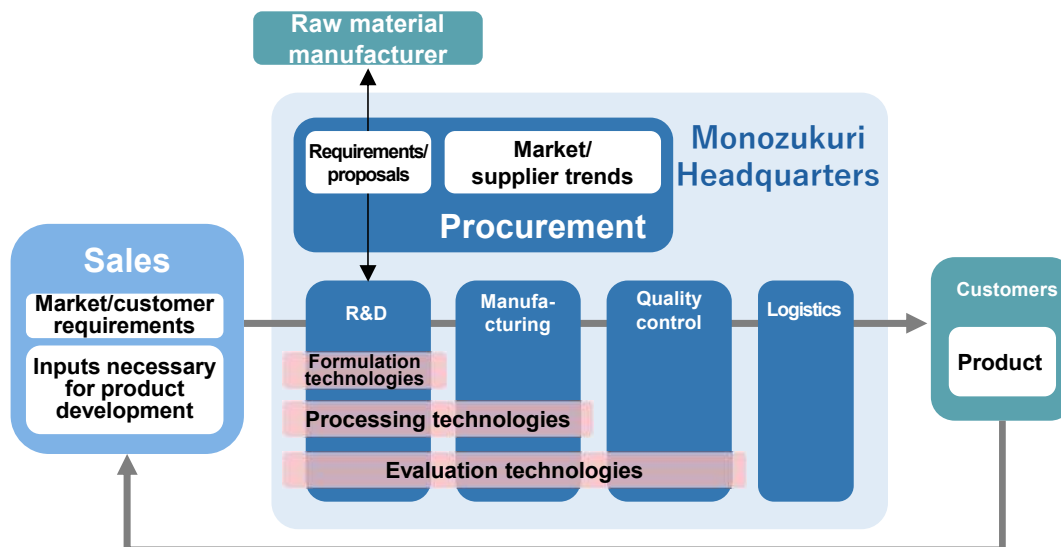
➤ Improve speed of product development

- Transform into a speedy decision-making organization
- Increase the efficiency of product development operations by using SFA/CRM as well as DX and AI

➤ Establish Monozukuri Headquarters

- Integrate management of technology, manufacturing, quality control, and procurement divisions

<Conceptual flow until the completion of a product>



➤ Information utilization

- Improve prediction accuracy
 - Improve cost competitiveness
- Propose based on understanding of customers and markets
 - improve competitiveness through differentiation

➤ Develop human resources / Optimally assign human resources

- Create sales teams with abundant creative capabilities and strong proposal skills
- Invigorate personnel exchanges among R&D, manufacturing, quality control, and procurement departments and between compound and film product departments

Strategies for Earning Power in the new three-year medium-term business plan



Strategy (3) Take on the Challenge toward New Businesses and Products

Launching a new product
= Becoming a pioneer in a market

- New products: Improve ratio of new product sales (medium-term business plan's final fiscal year target: 23%)

■ New product development themes

- Various functional TPV products aimed at being vulcanized rubber substitutes
- Wrap products for food packaging adapted to changes in food distribution
- Functional film products with functions such as thermal insulation

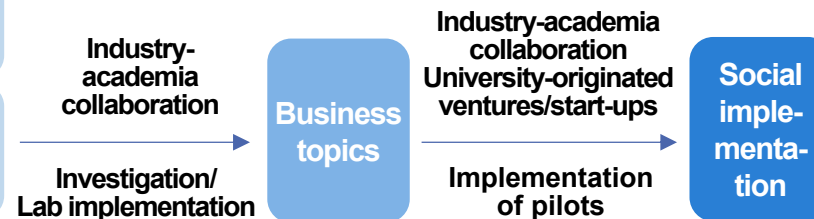
- New businesses: Select themes for consideration of commercialization from themes already explored (including investment and such in ventures/start-ups originating from universities)

■ New business themes

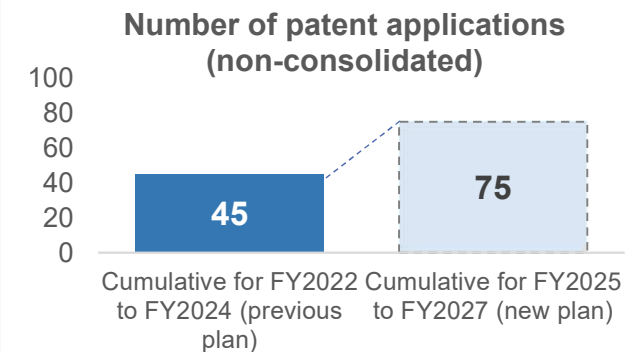
Resource-circulation
(issues relating to effective use of waste PVC, etc.)

Environment, agriculture, forestry, and fisheries
(topics relating to environmental cleanup, etc.)

Electromagnetism
(topics relating to gas barriers, etc.)



- Intellectual property strategy: Deepen IP landscaping
 - maintain and strengthen competitiveness through patent applications and acquisition of rights



SECTION

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02

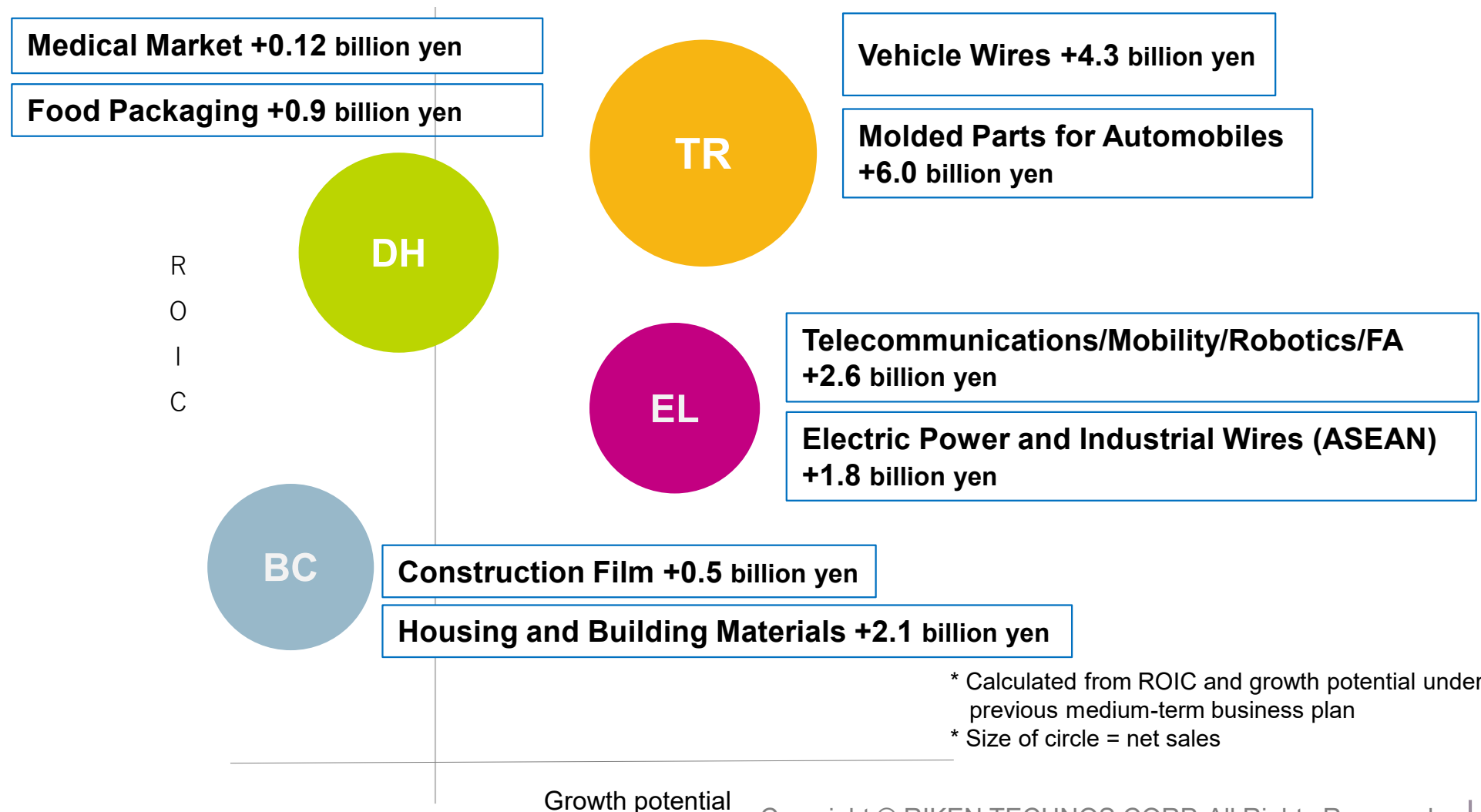
New Three-year Medium-term Business Plan

- (1) Overview/Management indicators
- (2) Plans by Segment**
- (3) Financial Strategies/Sustainability

Business portfolio



- Aim for growth mainly in focus areas in each segment
- Optimize portfolio and achieve growth and expansion by continuing to pursue optimal marketing targets



Transportation



Strategy

■ Vehicle Wires

- Fully capture sales to Japanese automobiles and gain new items—such as thermal insulation wires—for non-Japanese automobiles.

■ Molded Parts for Automobiles

- Obtain new sealing parts and deploy globally.
- Promoting material conversion in response to changing performance requirements driven by the spread of EVs, and expanding sales for functional components.

Focus Area

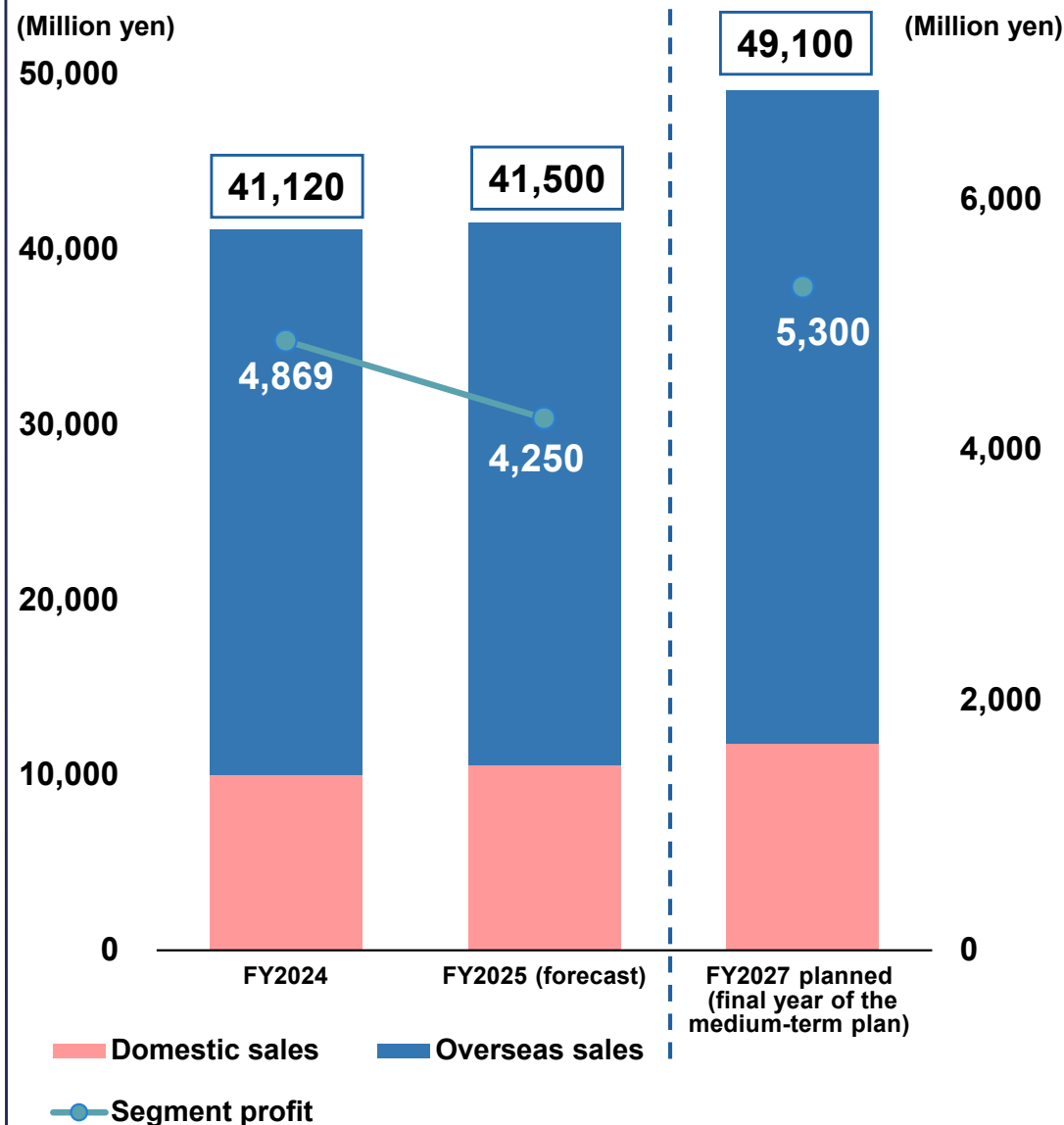
Vehicle Wires



Molded Parts for Automobiles

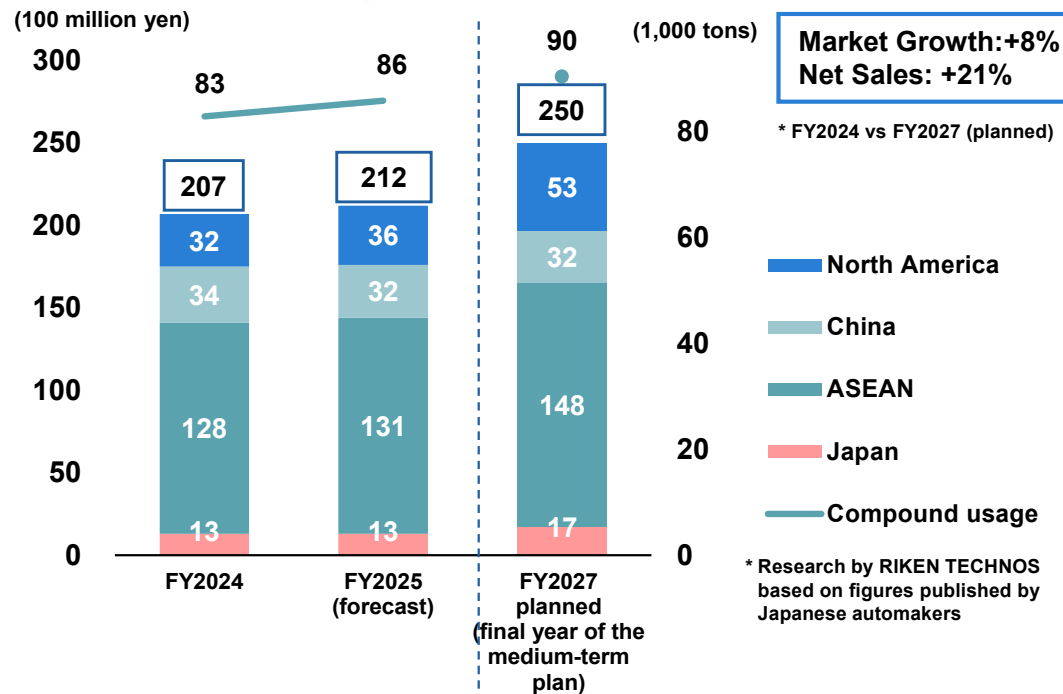


Net sales and segment profit



Focus Area ① Vehicle Wires

Compound usage by Japanese wire harness manufacturers and our sales of compounds and films for vehicle wires

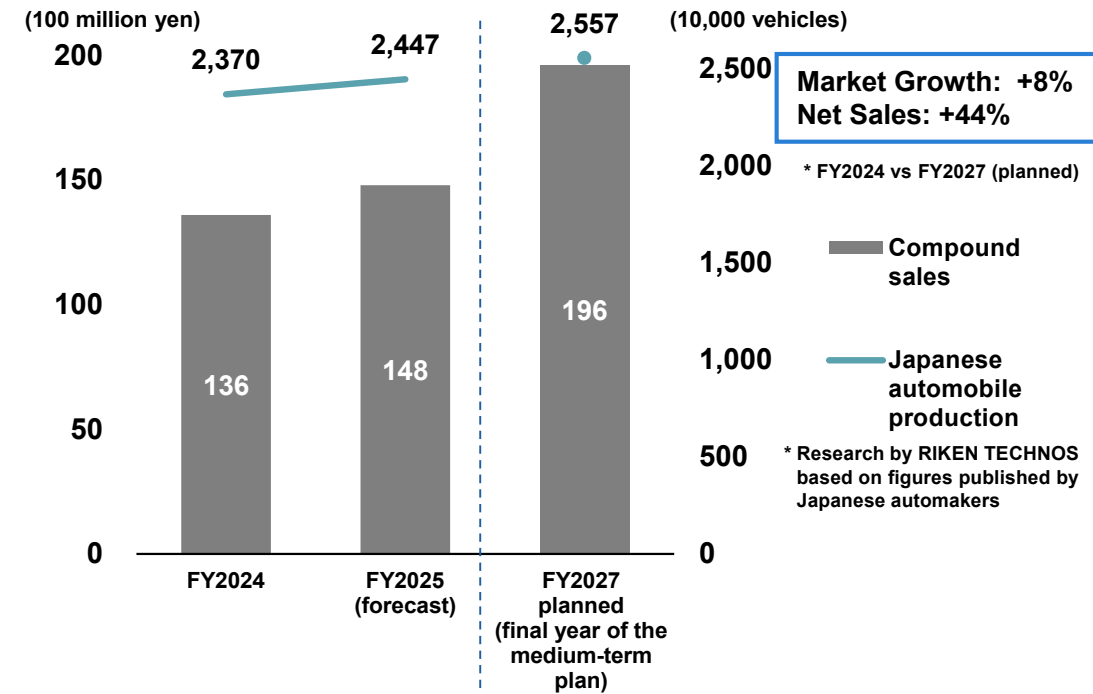


Specific strategies

- Fully capture sales to Japanese automobiles
- Promote capturing of sales to non-Japanese automobiles
- Gain new items, such as thermal insulation wires

Focus Area ② Molded Parts for Automobiles

Japanese automobile production and sales of compounds for molded parts for automobiles



Specific strategies

- Obtain new sealing parts and deploy globally
- Expand sales of functional parts
- Promote rubber substitutes and material conversion

Daily Life & Healthcare



Strategy

■ Medical and Consumer Goods

- Increase sales to Japanese medical customers and expand sales to non-Japanese markets.
- Increase adoption of TPE for medical and daily goods through material conversion from rubber.

■ Food Packaging

- Strengthen product planning capabilities and expand sales targeting small-roll wrap markets.
- Expand sales of commercial wrap products in the out-pack market.

Focus Area

Medical Market

(blood circuit and single-use)

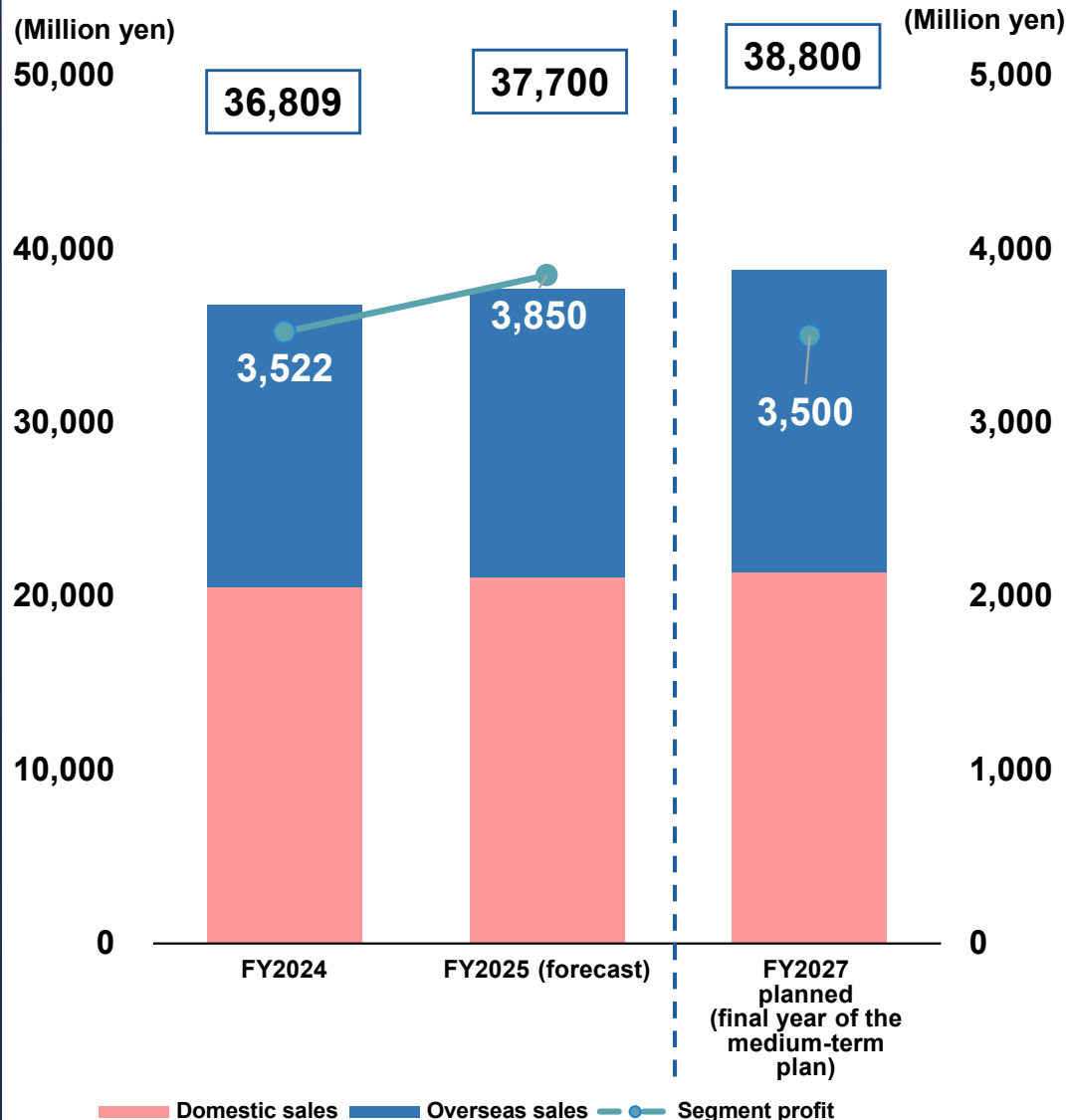


Food Packaging

(small-roll and commercial-use)

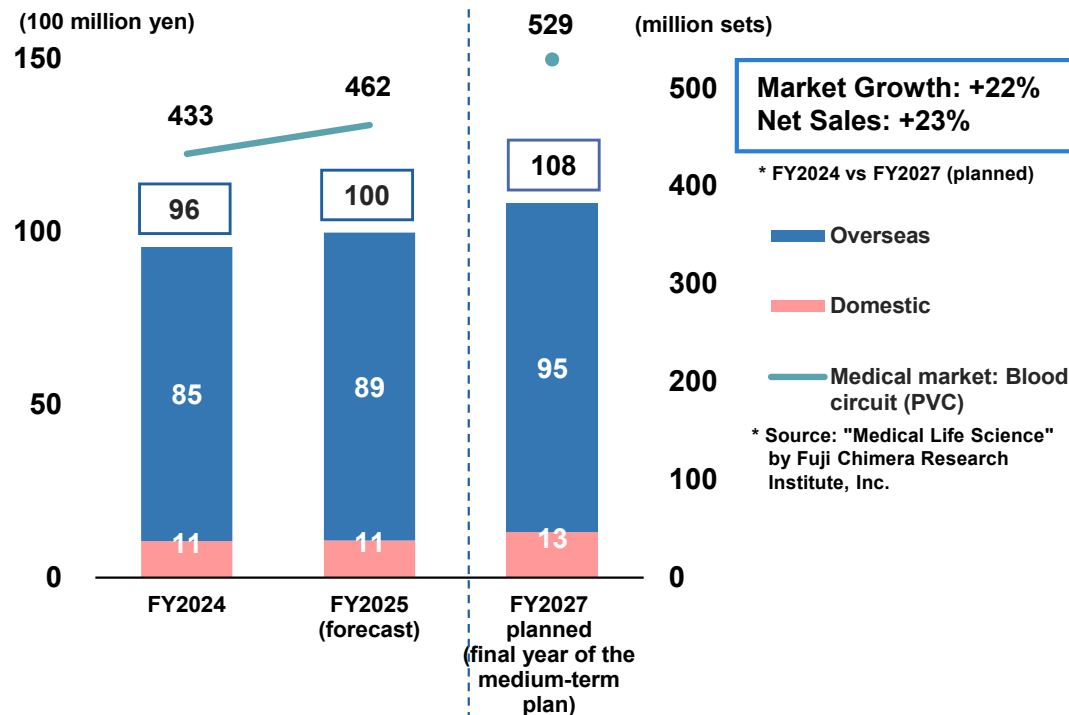


Net sales and segment profit



Focus Area ① Medical Market (blood circuit and single-use)

Dialysis circuit sales volumes and our sales of medical PVC compounds

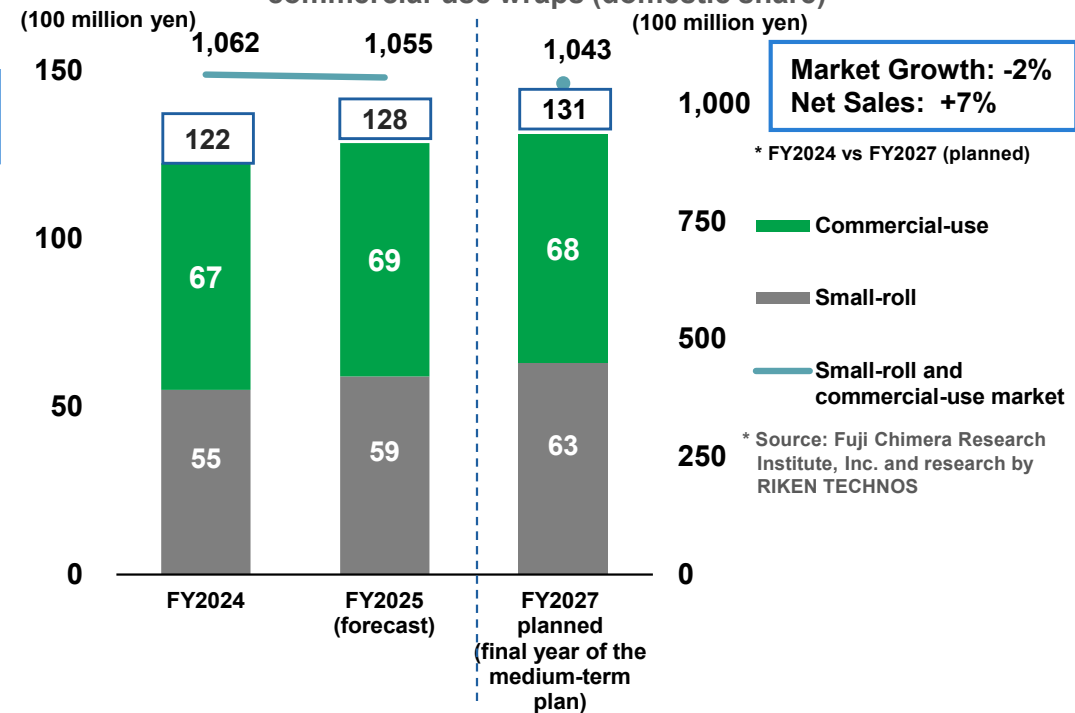


Specific strategies

- Expand share of medical parts for Japanese customers and expand sales of blood circuit parts to non-Japanese customers
- Expand adoption by switching the rubber materials of single-use products (syringe gaskets, transfusion plugs, and vacuum blood collection tubes) to alternative materials

Focus Area ② Food Packaging (small-roll and commercial-use wraps)

Domestic small-roll and commercial-use wrap market and our sales of commercial-use wraps (domestic share)



Specific strategies

- Highlight the characteristics of PVC resin in small-roll wraps to increase market share for household wrap products
- Regarding commercial wrap products, maintain market share in the in-store pack market and expand sales in the out-pack market

Electronics



ELECTRONICS



Strategy

- **Electrical power and industrial wire markets**
 - Expand sales to the construction electricity market in ASEAN
- **Telecommunications, mobility, robotics, and FA markets**
 - Expand sales of functional materials globally
 - Differentiation in terms of enformance to expand sales in the EV/automotive equipment and wire markets
- **Functional film markets**
 - Expand sales of films that utilize thermal insulation properties and other functions

Focus Area

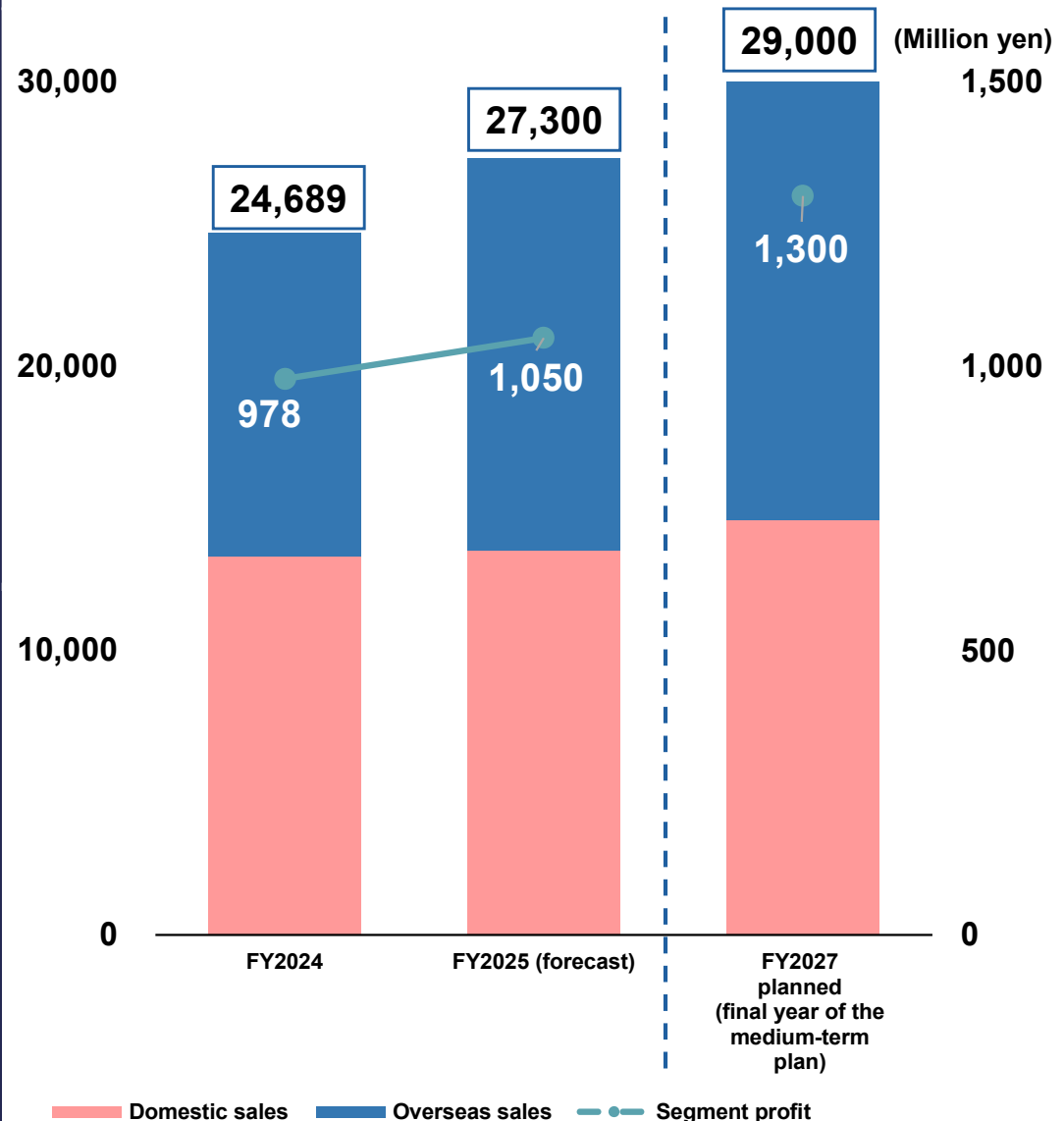
Electric Power and Industrial Wires (ASEAN)



Telecommunications/Mobility/Robotics/FA

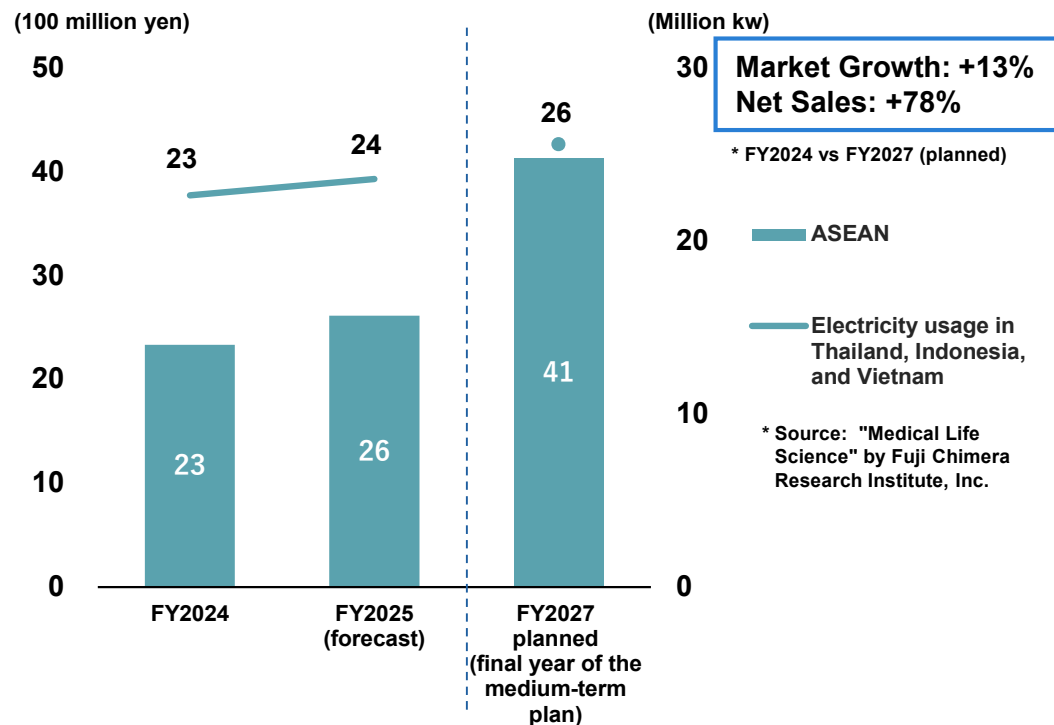


Net sales and segment profit



Focus Area ① Electric Power and Industrial Wires (ASEAN)

ASEAN electricity usage and our sales of compounds

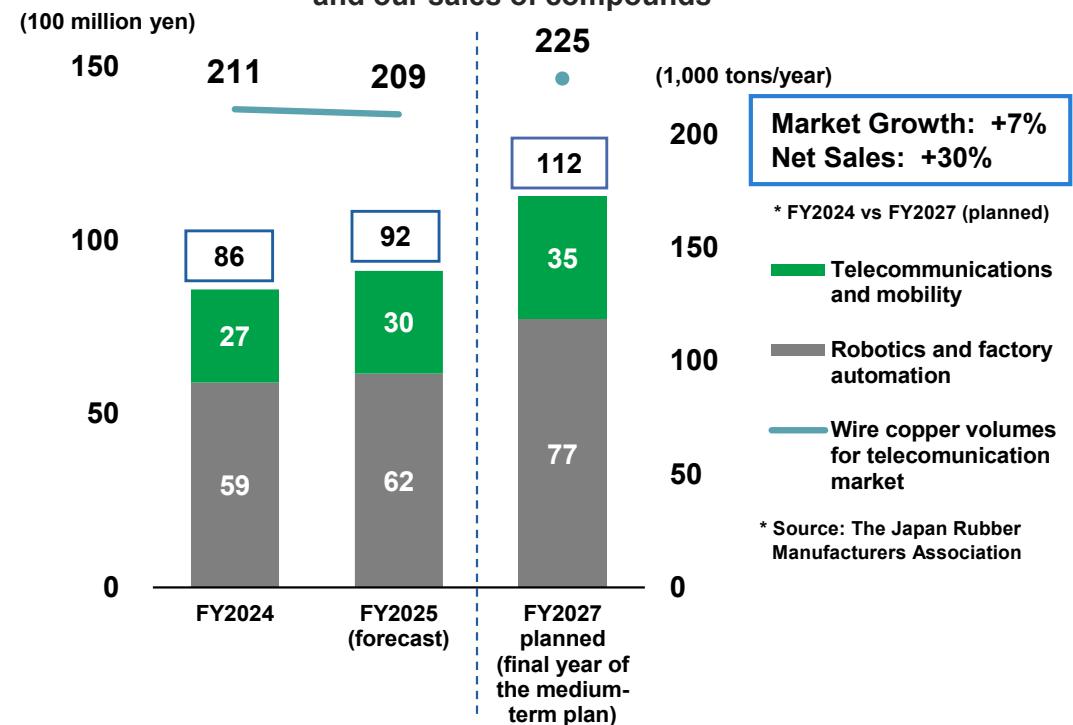


Specific strategies

- Respond to electrical wiring standards in ASEAN countries and expand sales of construction electricity and electrical cable materials
- Expand entry into major global wire manufacturers
- Expand new sales of specialty wires with high fire resistance and high heat resistance

Focus Area ② Telecommunications/Mobility/Robotics/FA

Domestic telecommunications market wire copper volumes and our sales of compounds



Specific strategies

- Expand sales of mobile/fixed robot & factory automation cable materials
- Expand sales in information and telecommunication fields, such as EVs, automotive equipment wires, and data centers

Building & Construction



Strategy

■ Construction Film

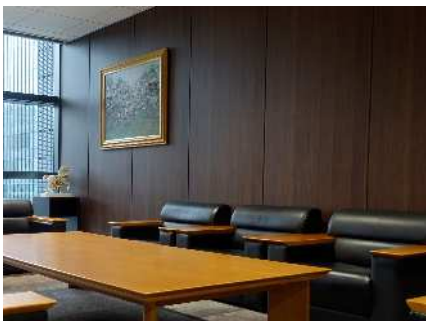
- Expand sales of film products with a view of market needs for function and design

■ Housing and Building Materials

- Expand sales of construction materials using technical response capabilities that meet customer needs for weight reduction/applicability improvement/workload reduction
- Expand sales of functional materials for housing and non-housing uses seeking thermal/sound insulation and fire resistance

Focus Area

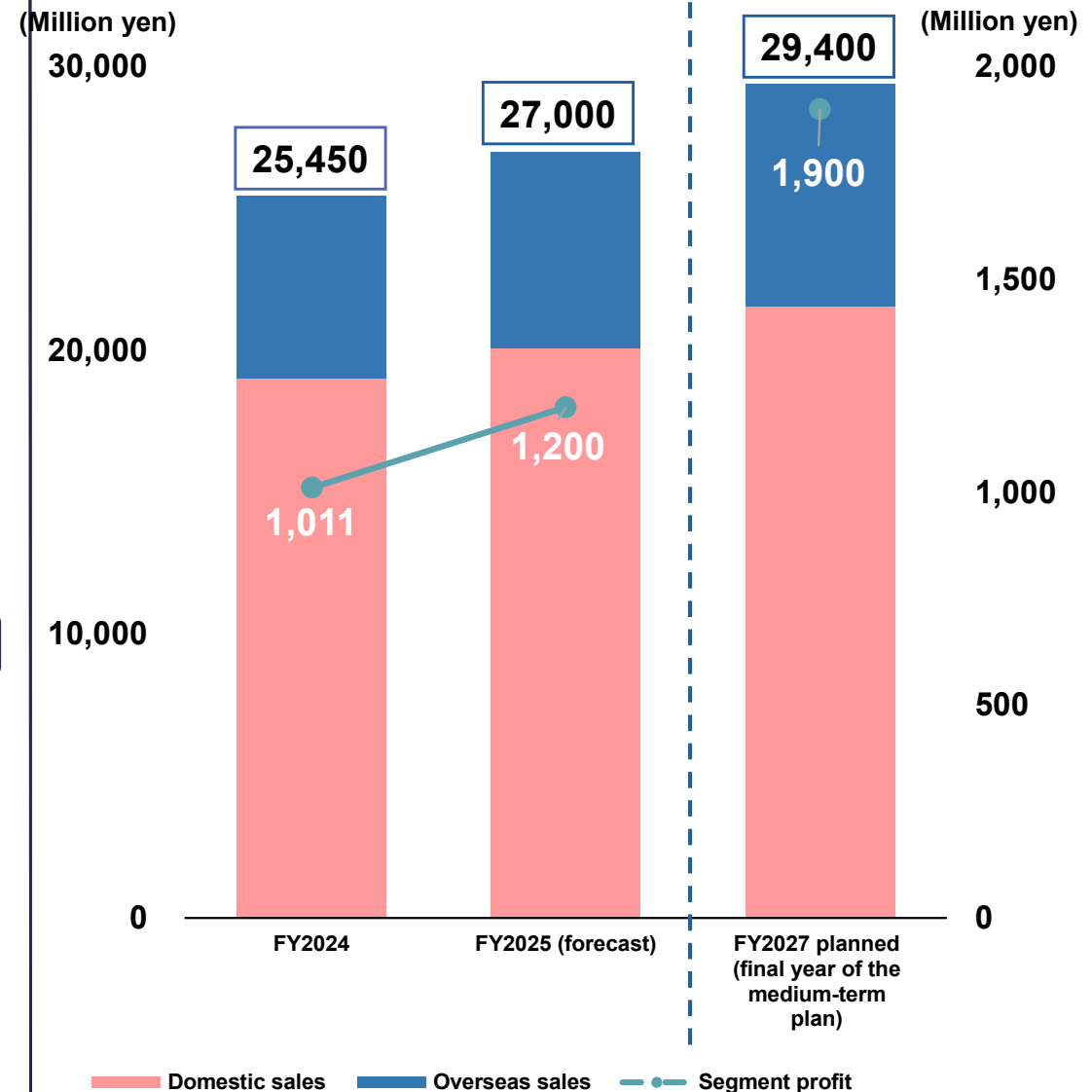
Construction Film



Housing and Building Materials

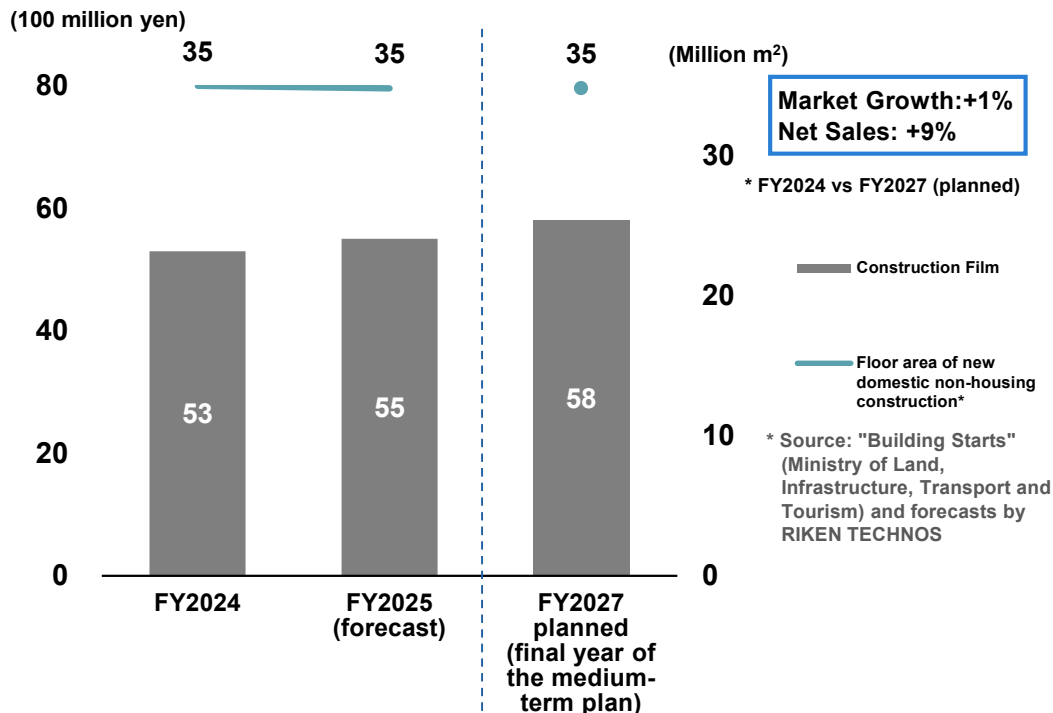


Net sales and segment profit



Focus Area ① Construction Film

Floor area of new domestic non-housing construction and our sales of construction films



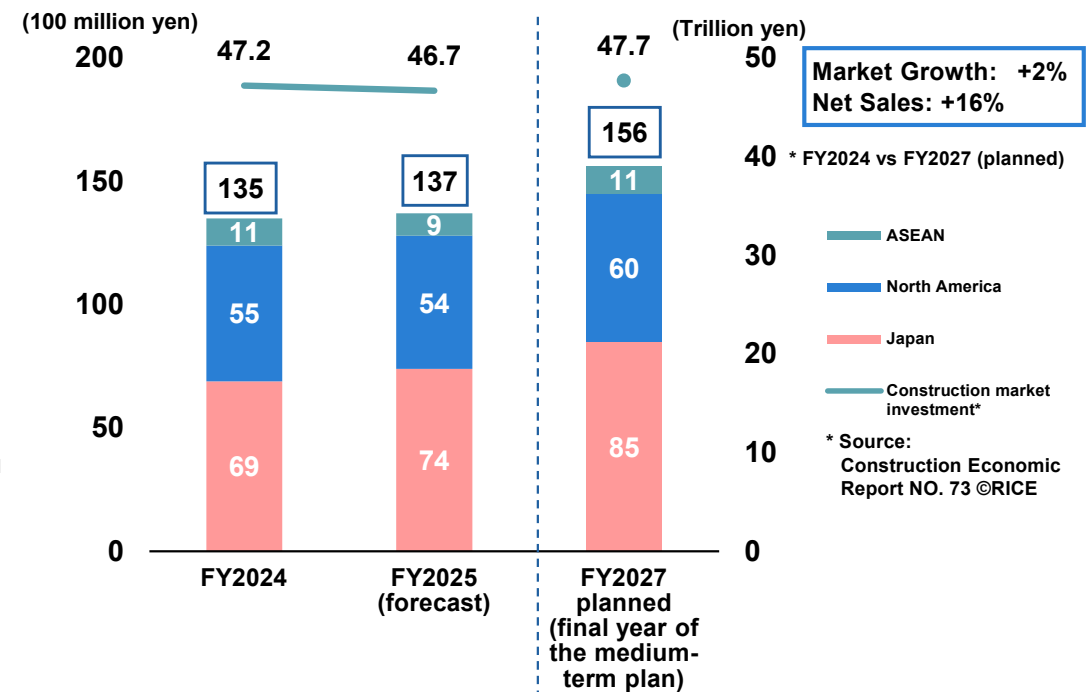
* Changed the product mix in our focus areas compared to the previous mid-term plan

Specific strategies

- Undertake product development and increase sales for building exteriors with a view of the wall covering market's needs for function and design
- Expand sales of printing substrate films that are excellent for printing

Focus Area ② Housing and Building Materials

Domestic construction market investment and our sales of compounds for housing and building materials



* Changed the product mix in our focus areas compared to the previous mid-term plan

Specific strategies

- Expand sales of construction materials that contribute toward customers' productivity improvement
- Expand sales by differentiating products and services using technical response capabilities that meet customer needs

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02

New Three-year Medium-term Business Plan

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- Use funds generated from the three years of operating cash flow and balance sheet reforms in growth/strategic investments

Three years of operating cash flow

Cash In 56 billion yen	Cash Out 56 billion yen
Operating cash flow 30 billion yen	Basic investment 11 billion yen
	Growth investment/ R&D expenditure 25 billion yen
BS reform 26 billion yen	Strategic investment/ Shareholder returns 20 billion yen

note) Operating cash flow : Excluding CCC improvements, before R&D expense deductions, after dividend deductions for non-controlling interests

BS reform : Cash and deposit reduction, CCC improvement, reduction of cross-shareholdings, debt financing

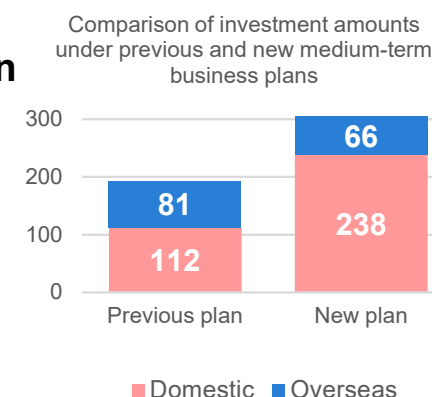
Growth investment : Capacity enhancement, labor-saving/manpower-saving investments, etc.

Strategic investment : M&A, new businesses, climate change responses, etc.

Investment in facilities, systems, etc.

Total investment in facilities, systems, etc.: 30.4 billion yen

- Investments in labor saving, DX, and carbon neutrality
- Investments for rebuilding of domestic plants and in core systems

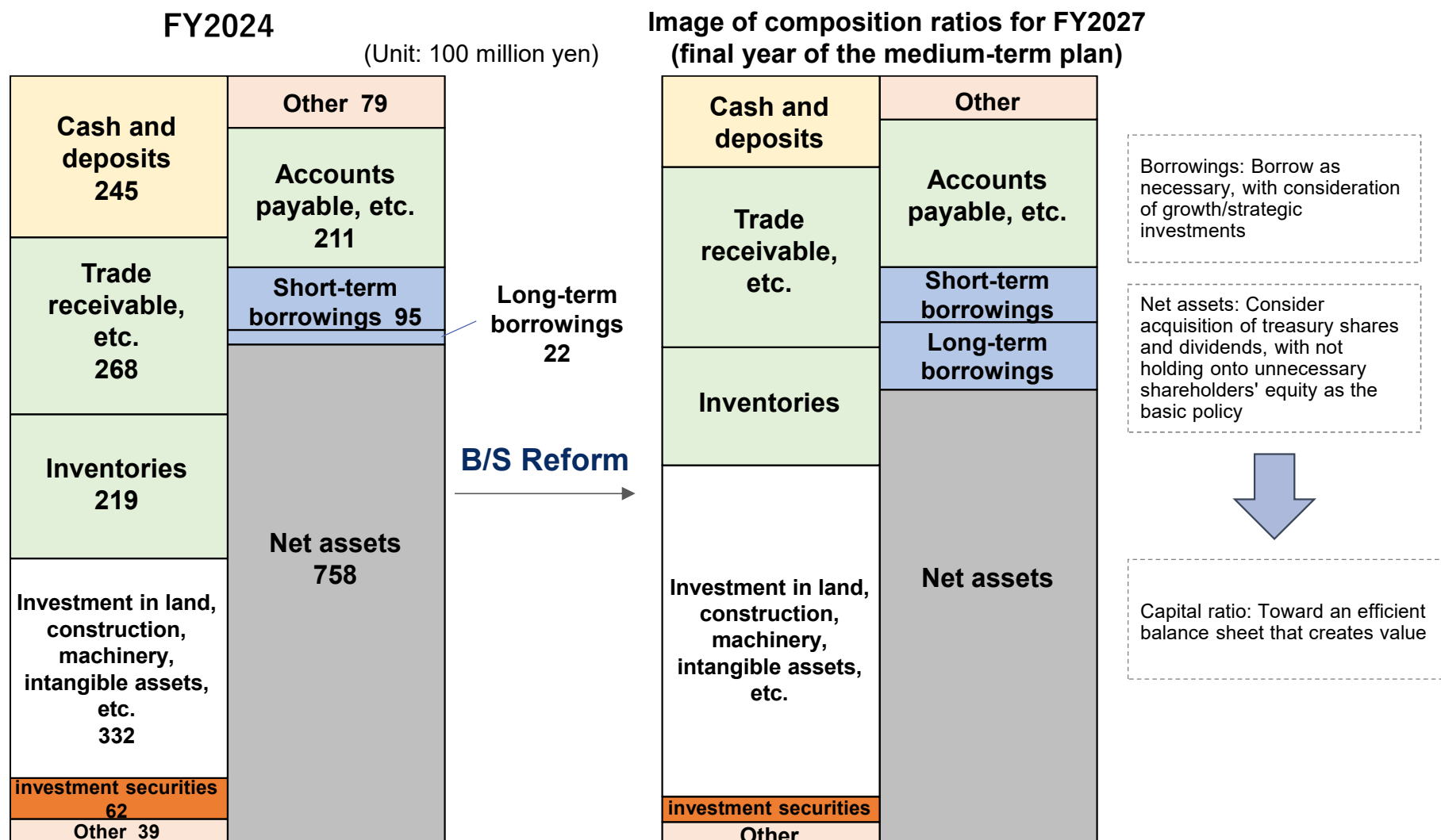


IT/DX investments

- Manufacturing process reforms through DX
- Building of global unified database and realization of data-driven management
- Building of next-generation core systems and unification of core systems of overseas manufacturing subsidiaries

Financial strategies: Reforms toward a value-creating balance sheet

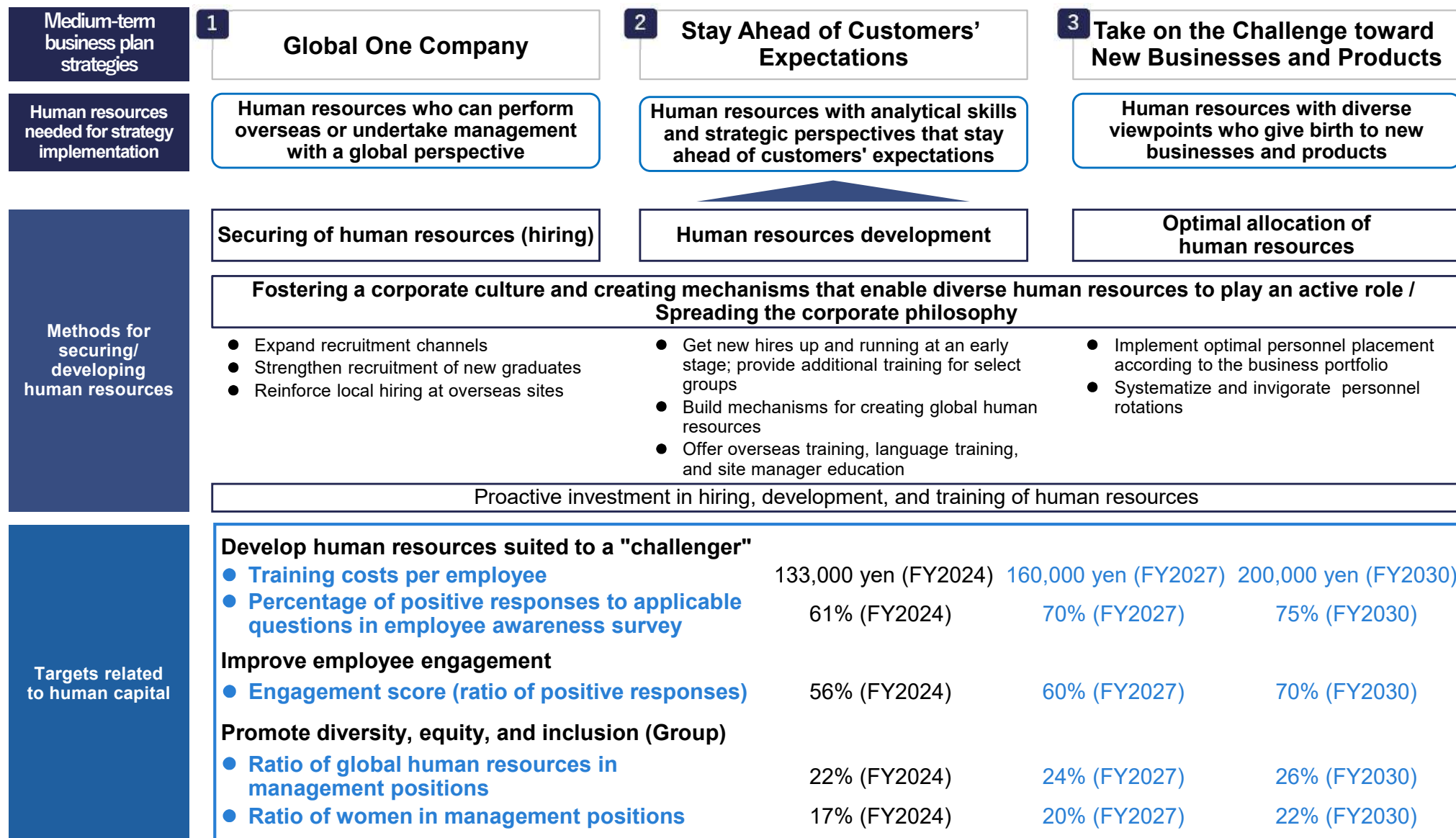
- Reform toward an efficient balance sheet that does not have assets that do not contribute to value creation or shareholders' equity above what is necessary



Human capital investment



- To achieve the medium-term business plan, in the aspect of human resources, initiatives in securing and developing human resources will also be pursued



Sustainability

Contribute to the environment through core business, and enhance recognition of the environmental performance of our products

- **Develop environmentally friendly products that are demanded by the market**

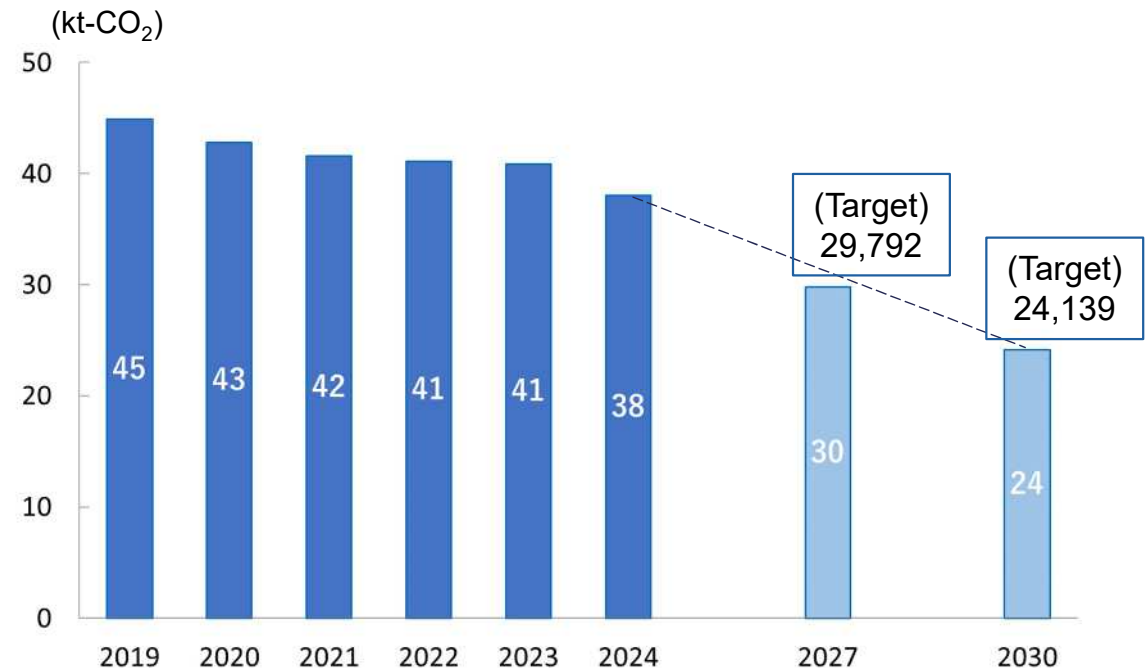
Strengthen initiatives in non-financial fields

- **Address regulatory frameworks and disclosure initiatives such as TNFD**
- **Develop employees' awareness about sustainability**

Responding to climate change

- **Initiatives toward carbon neutrality**
 - Inspect and modify manufacturing facilities to maintain or improve energy efficiency
 - Upgrade existing facilities to energy-saving facilities (boilers, transformers, etc.)
 - Introduce more solar power generation facilities
 - Carry out plans for boiler energy conversion (from heavy oil to natural gas)

➤ CO₂ emissions (Scope1 + 2) trend (non-consolidated)



➤ CO₂ emissions: Metrics and targets

	FY	Emissions (t-CO ₂)
Non-consolidated	2030	24,139 (46.2% decrease compared to FY2019)
Group	2050	0 (Carbon neutral)

Governance

Sophisticate group management

- Effective group management and maximization of synergies
- Enhance human resources responsible for Group management

Strengthen sustainability governance

- Reinforce decision-making and supervision that support sustainability management

Risk management

Sophisticate business continuity management

- Further reinforce the Group's ability to respond to uncertainty

Strengthen supply chain management

- Improve transparency throughout the supply chain

Stakeholder communication

Shareholders and investors

Enhance IR

- Enhance positive IR

Enhance information disclosure

- Enhance disclosure of non-financial information

Customers/ Business partners

Reinforce relationships of trust

- Reinforce customer response capabilities
- Strengthen collaboration with business partners

Local communities

Coexistence with local communities

- Strengthen dialogue/collaboration
- Conduct environmental/social contribution activities

Employees

Improve employee engagement

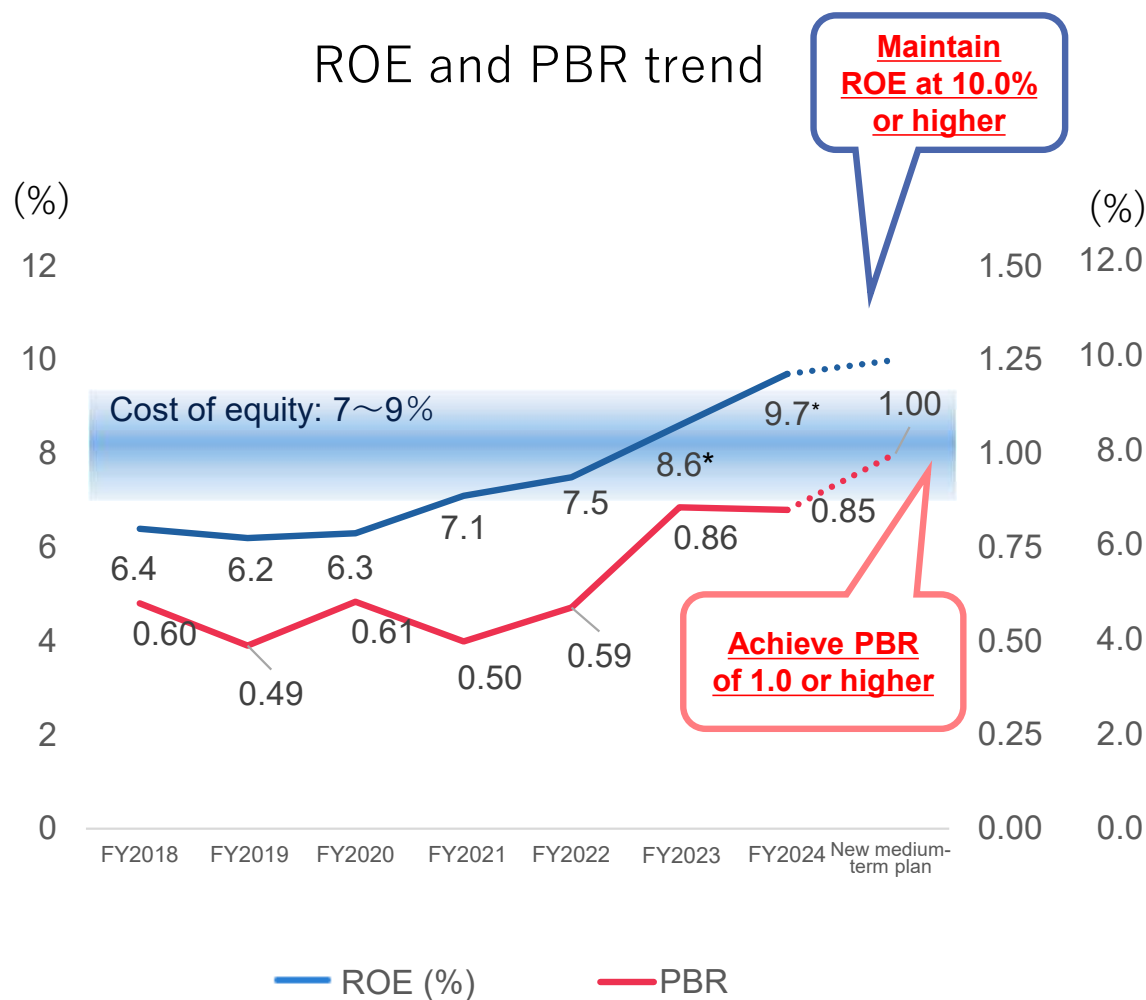
- Invigorate communication

Sustainable growth and corporate value enhancement



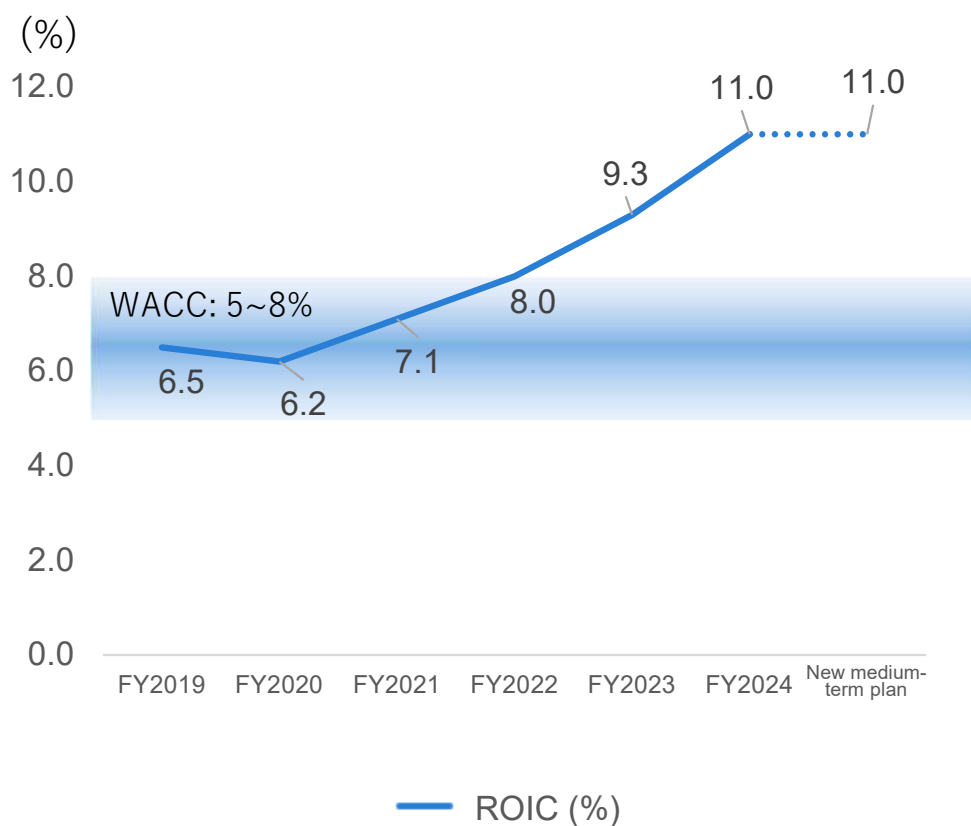
- In the new three-year medium-term business plan, continue to maintain ROE at 10.0% or higher and seek to achieve PBR of 1.0 or higher at the earliest opportunity

ROE and PBR trend



*ROE excluding gain on sale of investment securities

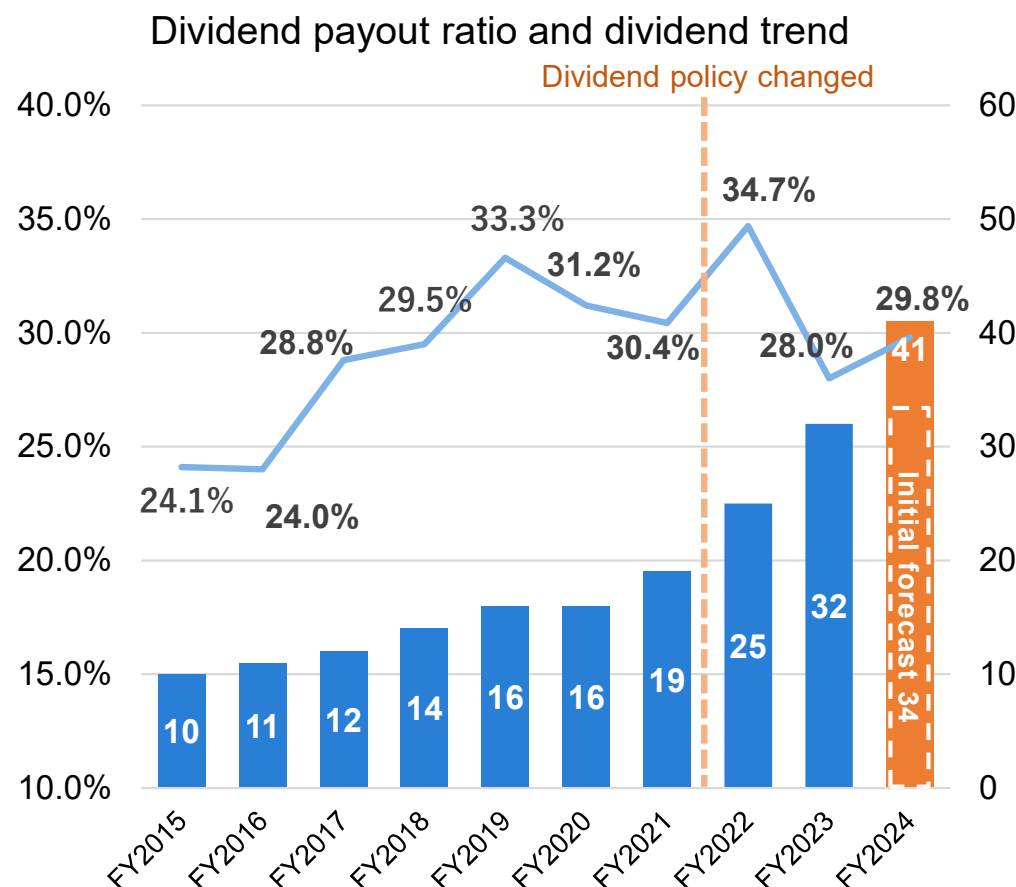
ROIC and WACC trend



Capital policy and shareholder returns



- Pay stable dividends while taking into consideration the balance between financial standing and business
- Our dividend policy is to aim for a consolidated dividend payout ratio of around 35% and a dividend increase is also planned for the fiscal year ended March 2025



Projected dividend for FY2024

- **Dividend to increase by nine yen to 41 yen** from 32 yen in the previous fiscal year
(Revised upward by seven yen from initial forecast)

- **Consolidated dividend payout ratio: 29.8%***

* The consolidated dividend payout ratio would be 35.1% if calculated from per-share profit for the period minus the impact of gains on sale of investment securities (all proceeds from the sale were used for the acquisition of treasury shares).

- **Total return ratio: 81.1%**

FY2024's acquisition and cancellation of treasury shares

- **Resolved to acquire 4.5 million treasury shares (8.1% of total issued shares, excluding treasury shares)**

*All acquired shares are planned to be canceled

⇒ **Acquired 3.75 million shares as of May (of which 2.5 million have been canceled by the end of March 2025)**

Disclaimer

Plans, projections, strategies, and other statements that are not historical facts presented in this document constitute forward-looking statements based on information available at the time of preparation and involve various risks and uncertainties. Actual results may differ significantly from these projections due to changes in the business environment and other factors. Furthermore, information presented in this document concerning companies other than the Company or its group companies is based on publicly available information. The Company does not guarantee the accuracy of such information.

For inquiries, please contact:

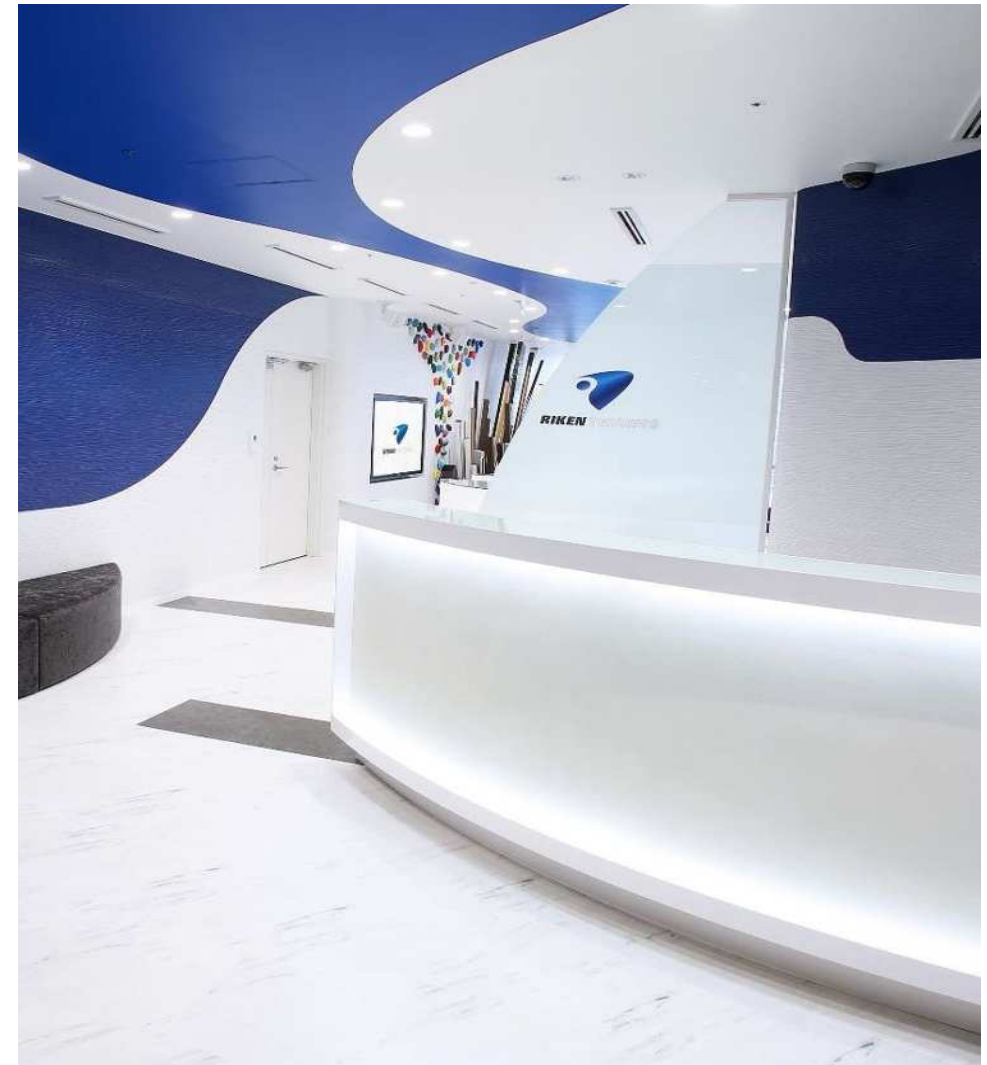
webmaster@rikentechnos.co.jp

Corporate Planning Department / Accounting Department





Company Name	RIKEN TECHNOS CORPORATION
Date of Establishment	March 30, 1951
Capital Stock	8,514 million yen
Representative	Kazuaki Tokiwa Representative Director, President & CEO
Number of Employees	1,886 consolidated employees and 780 non-consolidated employees (As of March 31, 2025)
Head Office	Waterras Tower, 2-101, Kanda-Awajicho, Chiyoda-ku, Tokyo 101-8336 JAPAN



Management philosophy: RIKEN TECHNOS WAY



The spirit of venture, which has been passed down since our founding days, represents the very strength of RIKEN TECHNOS CORPORATION and its “RIKEN TECHNOS-ness.” The RIKEN TECHNOS Way, our corporate philosophy, was formulated based on this “RIKEN TECHNOS-ness.” The word “challenger” used in our mission statement is meant to convey two meanings – a manufacturer that produces high-quality products and an organization that takes on challenges to create new value and satisfaction for people, companies, and society. To make further advances into the future, we will continue taking on new challenges.

Mission “Mission and Purpose”

We are a challenger that harnesses the power of science to improve the quality of life and create a safe, affluent society. We continuously provide new value and satisfaction to people, companies and society through our original and superior formulations and manufacturing technologies of multiple resins.



Core Value “Fundamental Values”

We establish a bond of trust and work for the mutual benefit all.
We create new value.
We continually push ourselves to achieve more.
We enjoy our work and love what we do.
We work together to find solutions and produce the best results for everyone








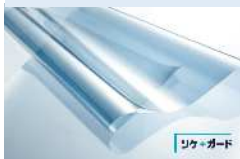
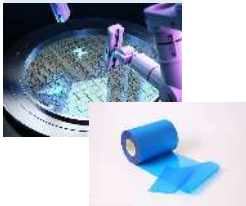



Basic Action “Specific Action Guidelines”

Lead without fear. Take charge and enjoy your work. Build a team by trusting and helping one other. Listen attentively and speak sincerely. Come with smile and leave with smile. Stay ahead of customers' expectations. Seek new things and ways. Be a real professional through self-improvement. Set goals and achieve on time.

Business segments






With a focus on our three main product lines (compounds, films, and food packaging), based on comprehensive technologies related to synthetic resin processing, we supply products to various industries according to their applications, and engage in business in Japan and around the world.

		Segments			
Main product line	Description	Transportation	Daily Life & Healthcare	Electronics	Building & Construction
Compounds	Compounds are composite materials with new properties created by mixing several different additives with a base resin. They are used primarily for extrusion molding and injection molding. We develop, manufacture, and sell polyvinyl chloride resins as well as thermoplastic elastomers and highly functional fire-resistant and electroconductive compounds	 	 		
Films	We manufacture high-quality films using manufacturing methods adapted to the characteristics of the compounded resin. We also develop and manufacture and sell film products that contribute to design freedom and functionality by layering multiple films and applying coatings to surfaces				
Food Packaging	As a pioneer that developed Japan's first polyvinyl chloride resin wrap, RIKEN TECHNOS pursues high-quality and functional wraps for food packaging for household and commercial applications, and develops and manufactures, and sells wraps suitable for foods, automated packaging machines, and so on.	 			

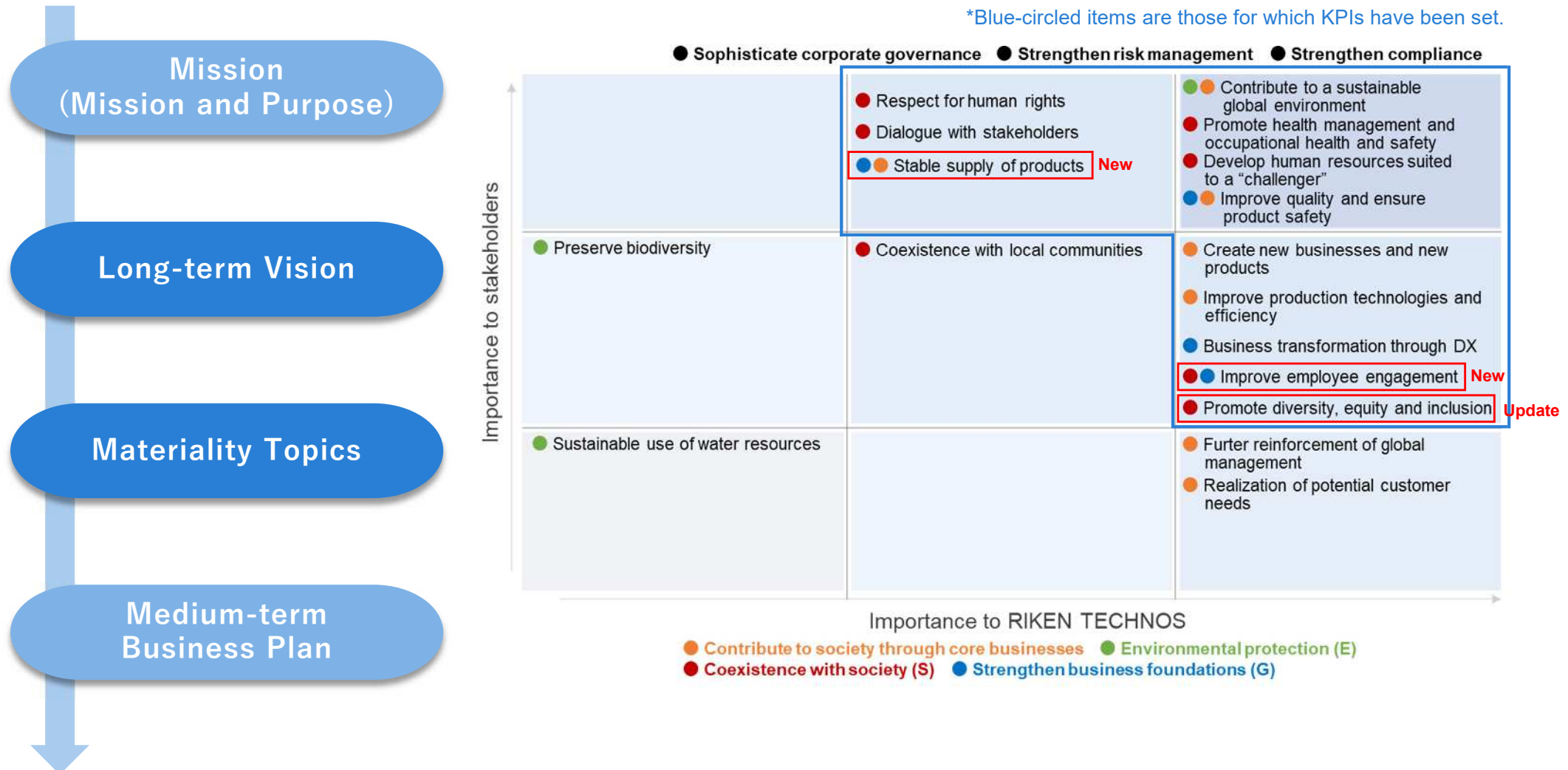
Contributing to the environment through business



- We pursue energy conservation, resource conservation, recycling, and other initiatives in our traditional PVC and elastomer businesses as well.
- Boosting sales of these products will help protect the environment.

Products	Properties	Our products
PVC compounds	<p>About 60% of PVC comes from the natural material of salt.</p> <ul style="list-style-type: none">• PVC can provide a range of functions according to the application, including durability, workability, fire resistance, and weather resistance.• At 21.3 MJ/kg, PVC resource energy consumption is less than half that of other resins that consist mainly of hydrocarbons from petroleum (polyethylene and polypropylene), which consume 45.6–46.5 MJ/kg, giving it a low environmental impact. <p><small>* Source: Based on Vinyl Environmental Council website</small></p>	<p>PVC resin interior window sashes (Recyclable as a forming material)</p> 
Elastomer compounds	<p>With rubberlike characteristics, elastomers can help reduce CO₂ emissions and conserve energy.</p> <ul style="list-style-type: none">• Thermoplastic elastomers are recyclable and can be molded more quickly than conventional rubber, making it possible to reduce CO₂ emissions.• They are also lightweight materials, so they can help conserve energy by reducing vehicle weights and fuel consumption.	<p>Various TPV compounds of RIKEN TECHNOS</p> 
Thermal barrier films	<p>These are functional films with improved thermal barrier performance by adding heat absorption and heat ray reflection functions.</p> <ul style="list-style-type: none">• Owing to its superior uniformity and transparency, the film ensures a clear field of vision and contributes to a more comfortable in-vehicle environment when applied to window glass. Furthermore, its excellent heat-shielding properties enhance the efficiency of the vehicle's air conditioning system, thereby promoting energy conservation.	<p>Automotive window film ICE-μ[®]</p> 

- Some of the materiality topics were also revised in conjunction with the formulation of the long-term vision and medium-term business plan



Materiality topics' targets and metrics (KPIs)

Material topic	Evaluation criteria (KPIs)	Medium- to long-term targets	
		FY2027	FY2030
Contribute to a sustainable global environment	• Achieving CO ₂ emissions reduction targets for 2030 (non-consolidated)	29,792 tons	24,139 tons (46.2% decrease compared to FY2019)
	• Carbon neutral by 2050 (Group)	-	-
	• Ratio of total waste to total production (non-consolidated)	3.2% or less	3.0% or less
Promote health management and occupational health and safety	• Occupational injuries requiring time off work (domestic)	0	0
	• Achieve recognition under KENKO Investment for Health program	Achieve recognition	Maintain recognition
Develop human resources suited to a "challenger"	• Training costs per employee (non-consolidated)	160,000 yen	200,000 yen
	• Percentage of positive responses to applicable questions in employee awareness survey (non-consolidated)	70%	75%
Improve quality and ensure product safety	• Serious quality incidents requiring recalls (non-consolidated)	0	0
	• Serious violations of legal and regulatory compliance regarding use of chemical substances (non-consolidated)	0	0
Create new businesses and new products	• Number of patent applications (non-consolidated)	75 (cumulative) (FY2025–2027)	210 (cumulative) (FY2022–2030)
	• Ratio of new product sales (non-consolidated and overseas manufacturing subsidiaries)	23%	25%
Improve production technologies and efficiency	• Production capacity (non-consolidated)	+11% (vs FY2021)	+15% (vs FY2021)
Transform business through DX	• Development of MI human resources* (non-consolidated) * Human resources that can provide guidance on MI	15 employees	20 employees
	• Participation in DX training (non-consolidated)	100%	100%
Improve employee engagement	• Engagement score (ratio of positive responses) (non-consolidated)	60%	70%
Promote diversity, equity, and inclusion (DE&I)	• Ratio of global human resources* in management positions (Group) * Human resources with at least one year of experience working outside country of birth	24%	26%
	• Ratio of women in management positions (Group)	20%	22%
Respect for human rights	• Penetration of respect for human rights (non-consolidated)	Improvement (vs FY2025)	Improvement (vs FY2027)
	• Implementation of human rights due diligence for suppliers and 100% improvement rate (non-consolidated)	100%	100%
Dialogue with stakeholders	• Meetings with investors and existing shareholders (non-consolidated)	190	220
	• Assessment response rate* regarding customer satisfaction survey results (non-consolidated) * Ratio of customers for which improvements have been completed, out of the customers for which response is assessed to be necessary	100%	100%
Stable supply of products	• Understanding of core product supply risks and determination/implementation of policies (non-consolidated)	Understanding of core product supply risks and determination/implementation of policies	Strengthening of risk controls for core products

Global network

- Production Companies
- Sales Companies

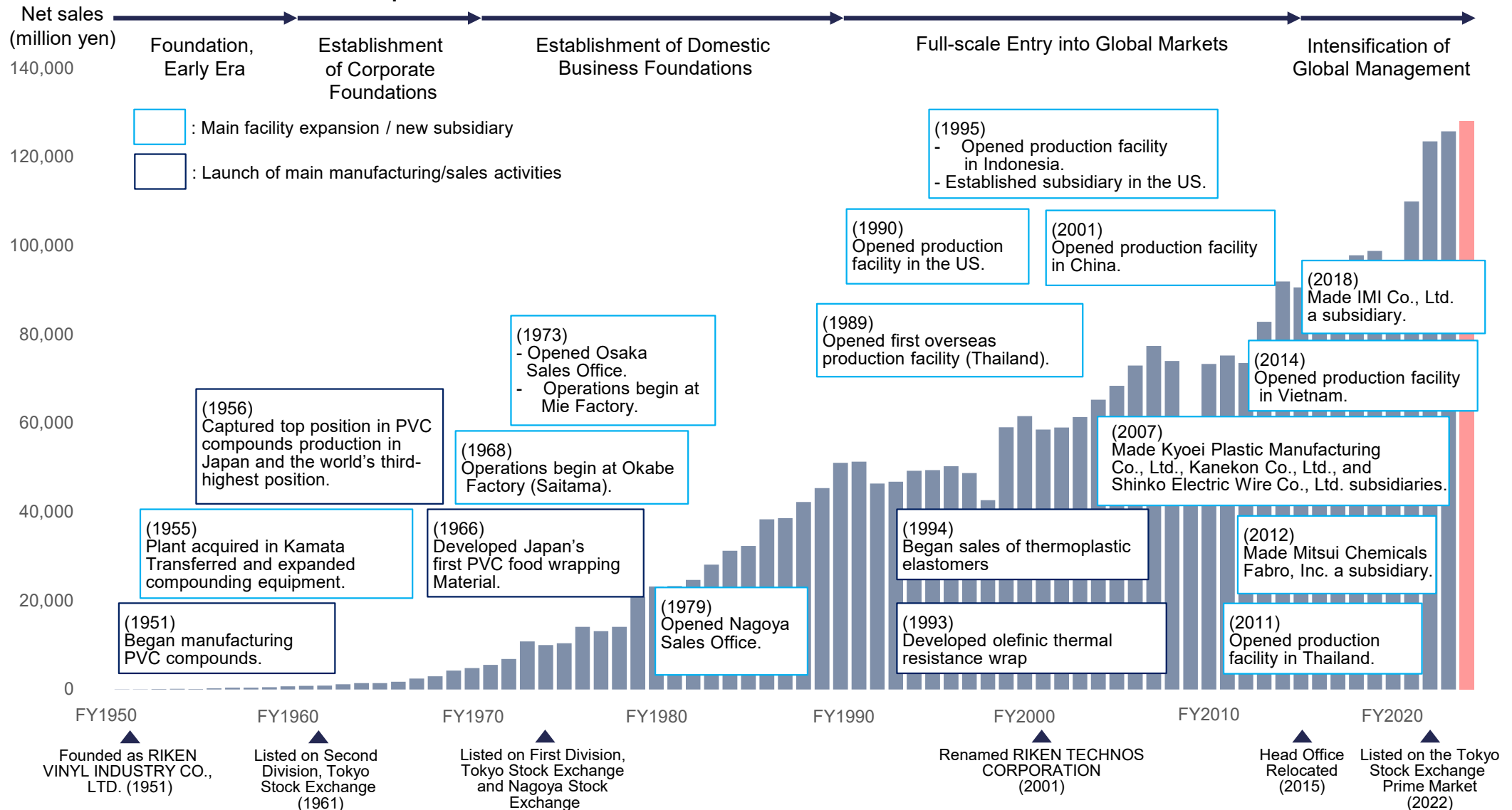
- **RIKEN TECHNOS CORPORATION**
- **Domestic subsidiaries**
 - RIKEN CABLE TECHNOLOGY CO., LTD.
 - RIKEN CHEMICAL PRODUCTS CO., LTD.
 - KYOEI PLASTIC MFG CO., LTD.
 - IMI Co., LTD.



Value creation history



- Since our founding in 1951, we have continued to broaden our range of products while expanding our network across Japan and around the world.



*Sales figures for FY1999 and later represent consolidated net sales; consolidated settlement of accounts began that year.