

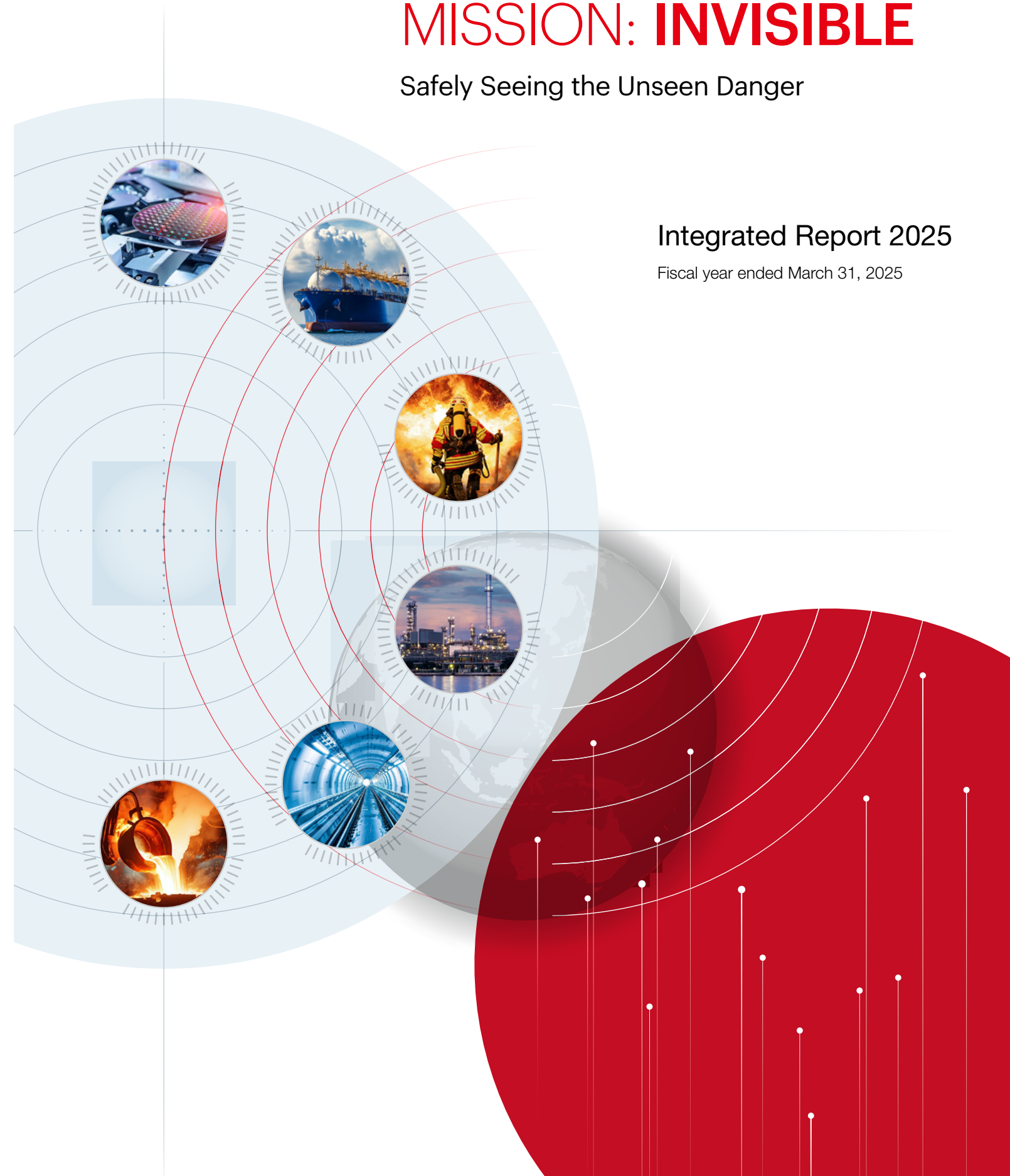


MISSION: **INVISIBLE**

Safely Seeing the Unseen Danger

Integrated Report 2025

Fiscal year ended March 31, 2025



RIKEN KEIKI Co., Ltd.
2-7-6 Azusawa, Itabashi-Ku,
Tokyo 174-8744, Japan



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Editorial Policy

RIKEN KEIKI is promoting management in full awareness of the Sustainable Development Goals (SDGs). This reflects our awareness that concern and consideration for the environment, society, and governance grows more important each year as we maintain strong relations with our diverse stakeholders, and that we cannot increase our corporate value without them. We publish this integrated report to create a starting point for dialogue with our stakeholders by communicating our values to them.

Reporting Period

Reporting centers on activities during the fiscal year ended March 31, 2025 (April 1, 2024 to March 31, 2025). Some of the described activities occurred before this period or during or after April 2025.

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, industry market conditions, and capital investment trends. Therefore, actual results may differ from the statements in this report.

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 provides adequate compensation for their work efforts to assist in providing comfort and stability to their personal lives.

Code of Conduct and Guidelines for Action



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

We, all executives and employees of the RIKEN KEIKI Group, conduct ourselves in accordance with the Code of Conduct and the Guidelines for Action with the aim of ensuring compliance and creating an organization that is open, “bright, energetic, and cheerful.”

The Code of Conduct clearly states the RIKEN KEIKI Group’s “responsibility to our customers, stockholders, vendors, employees, and society” as the basic policy for each and every one of our actions. These Guidelines for Action list the intent of the Code of Conduct as a set of specific standards of actions (required actions and prohibited actions). Our daily actions must be exactly in line with the Guidelines for Action.

The Code of Conduct and the Guidelines for Action are the common values and ethics that enable us to act honestly and appropriately on a daily basis and are the cornerstone of our actions.



Thoughts Behind the RIKEN KEIKI Logo

To mark our 70th founding anniversary on March 15, 2009, we adopted a new logo based on our initials, “RK” and inspired by our determination to continue responding swiftly to industrial disaster prevention needs going forward.



Message from the President

Looking Back on the Fiscal Year Ended March 31, 2025

In the fiscal year ended March 31, 2025, the global economy remained uncertain amid the slowdown in the Chinese economy, tighter restrictions on semiconductor exports by the United States, and heightened geopolitical risks due to instability in Ukraine and the Middle East. Going forward, we will continue to monitor economic policies in each country and the international developments, while responding to changes in the business environment. The business environment was also affected by the slowdown in the Chinese economy, and sales in the Chinese market remained sluggish. At the same time, in the North American market, sales increased, mainly for portable products. Additionally, maintenance needs for equipment introduced during the stay-at-home demand period have gradually arrived, primarily in the domestic semiconductor industry.

Under these circumstances, consolidated net sales achieved our initial target, but operating profit fell short of the target level. This was mainly due to parallel human

capital investments, including improvements to employee treatment, and capital investments, such as Production Center renovations and preparations for the launch of new core systems. These investments are forward-looking strategic initiatives that will contribute to improved profitability in the medium to long term. We plan to maximize the results of investments up to now, and work to enhance our competitiveness in the global market.

Progress of the Medium-Term Management Plan (FY2023-FY2025) and Priority Measures Going Forward

In the second year of our medium-term management plan, we worked to strengthen our business foundations in the key markets of North America and Asia, with the aim of evolving as a global company. At RKI Instruments, Inc. in North America, we strengthened our organizational structure, and began the hiring of local personnel who will play a central role in business going forward, while proactively

promoting the sales of portable and fixed-type products. Additionally, with regard to product development in new areas, which is one of our priority measures, we are promoting the development of multi-point tape-type gas detection system, which are mainstream in the semiconductor industry overseas. In the fiscal year ended March 31, 2025, we conducted field tests in North America and Taiwan using products developed in response to customer requests, and received positive evaluations that led to orders. Going forward, we plan to enhance our competitiveness and expand sales, including products in markets where our competitors in Europe and the United States have a large market share. Furthermore, as part of our efforts to realize a decarbonized society, we plan to focus on developing products for new energy sources such as e-methane, methanol, ammonia, and hydrogen. We are currently in the experimental and verification phase. In collaboration with customers, we conduct on-site verifications while developing and providing gas detection alarm devices and calorimeter devices that accommodate different forms of energy use in various industries, including the Asian shipping industry. We will continue to deliver our unique value in the field of decarbonization.

Given our current situation, we believe we are within reach of the net sales target of ¥50.0 billion or more in the final year of the medium-term management plan. At the same time, to achieve the operating income target of ¥12.0 billion or more, as we expect fixed costs to increase in line with ongoing growth investments, it will be necessary to cover these increases through sales growth. Accordingly, we made an upward revision to our net sales target for the final year of the medium-term management plan, to ¥52.0 billion or more. Going forward, we will strengthen our Company-wide management foundation by fully implementing a new core system, thereby optimizing the allocation of management resources and facilitating rapid and more accurate management decisions. We will also expand our sales base by simultaneously developing and strengthening our distributor networks in overseas markets, and developing global human resources. By promoting these initiatives as a unified Group, we will accelerate our global expansion and further enhance our corporate value.

Group Governance Supporting Our Evolution as a Global Company

To evolve into a global company, it is essential to promote the localization of overseas subsidiaries. Currently, we are promoting the recruitment and training of local human

resources to lead our business. Regarding subsidiaries in North America, Taiwan, and Singapore, where business scale is expanding, we will strengthen the organizational structure of each company and aim for comprehensive improvements, including business management enhancements. That being said, in promoting localization, our head office will also be involved to enhance management control across the entire Group. One of our most important considerations is compliance with overseas laws and regulations. Each country has its own laws and regulations, and we must also comply with various product standards and certification systems. Furthermore, even after obtaining certification, it is essential to respond promptly to any changes in laws and regulations in order to maintain compliance and ensure business continuity. In addition to sales support, we will establish a system providing support from the head office in collaboration with local experts in areas such as legal affairs and accounting, which are essential for organizational management. Each and every employee at our head office recognizes the importance of their role in supporting our global expansion, and we will work to establish a governance system across the entire Group.

To Our Stakeholders

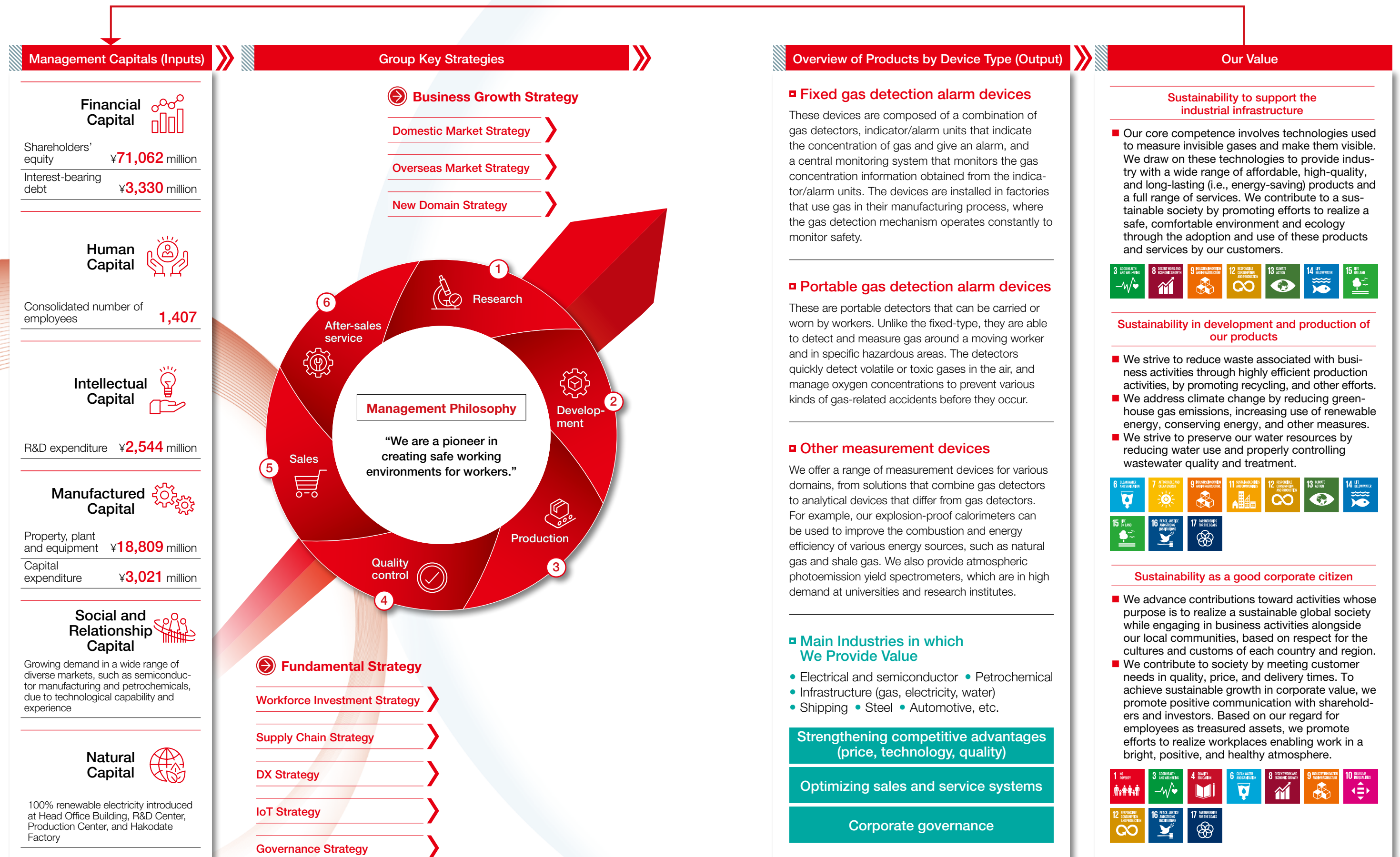
In accordance with our management philosophy, the Group will work as one to “create safe working environments for workers.” We believe that sincerely adhering to our management philosophy is a social responsibility that we must fulfill to achieve sustainable growth. The pursuit of our management philosophy means striving to prevent gas accidents and contributing to the realization of a sustainable society. Furthermore, addressing the diverse needs of our customers and resolving social issues will strengthen our technological capabilities and earn trust in our products, creating a virtuous cycle that will lead to the sustainable enhancement of our corporate value. We will proactively communicate these ideas and specific initiatives through IR activities and dialogues with our stakeholders, and strive to ensure that they are widely recognized. We sincerely ask for the continued understanding and support of all our stakeholders.

The RIKEN KEIKI Group aims to enhance its corporate value by pursuing “the creation of safe working environments for workers,” while providing new value that meets various customer needs and resolves social issues.

President
Tetsuya Matsumoto



Our Value Creation Process





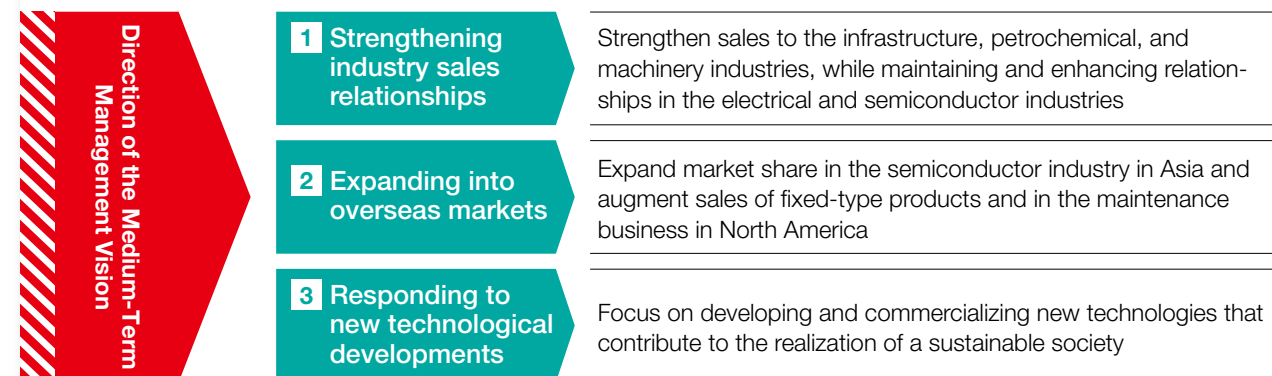
Medium-Term Management Plan (FY2023-FY2025)

Medium-Term Management Vision

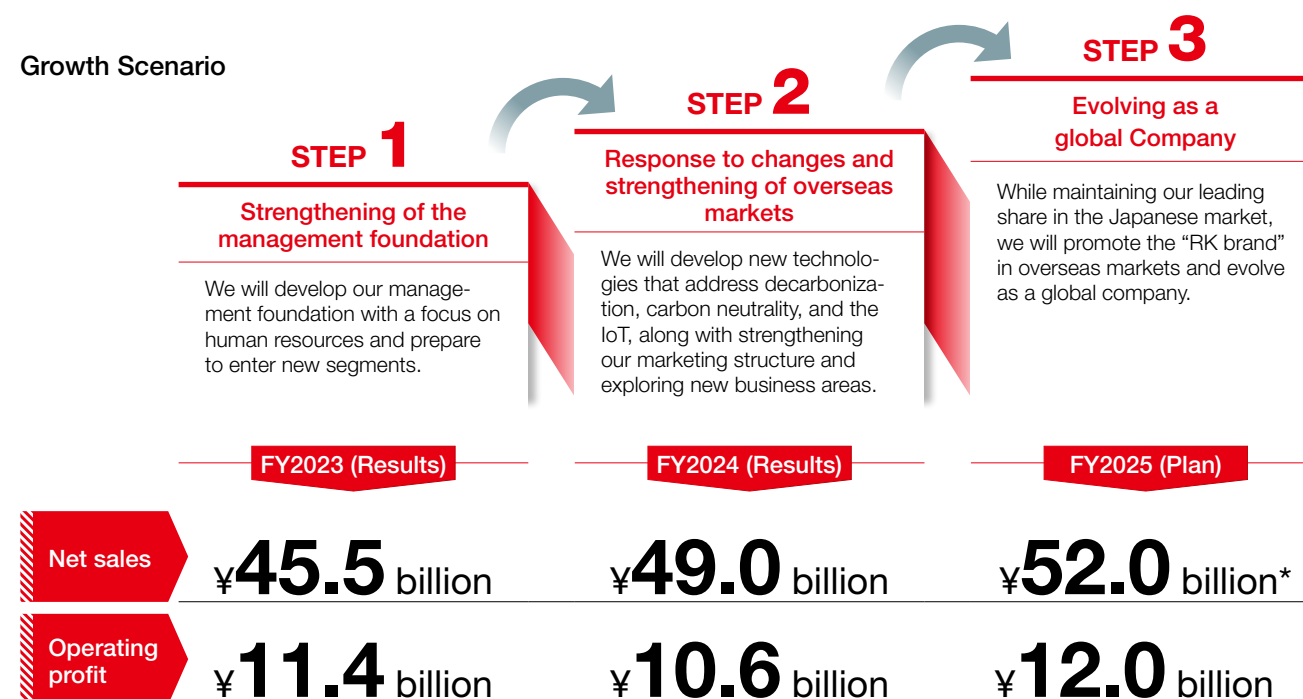
Our medium-term management vision has three pillars: strengthening industry sales relationships, expanding into overseas markets, and responding to new technological developments. In the domestic market, we will consolidate our business foundation by maintaining the sales level in the semiconductor industry, which has been our main strength, while reinforcing our sales for the infrastructure, petrochemical, and machinery industries, where we expect

market stability and growth. Overseas, we will strive to expand our market share in the semiconductor industry in Asia and boost sales in North America and Europe. Additionally, in order to respond to demands of the times such as decarbonization and carbon neutrality, we will lead in technological development and commercialization, including basic development, and secure the safety of our customers.

In response to sustainable social and customer needs such as for the 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.”



Growth Scenario



* In light of performance in FY2024, the target for net sales was revised upward.

RIKEN KEIKI's Strengths

1
OUR STRENGTH

Approximately 70% market share in Japanese semiconductor industry

We have pioneered the development of gas sensors that detect low gas concentrations, and delivered instrumentation panels incorporating sampling equipment and touch panels to major semiconductor factories. Because these panels enable to centrally manage data from multiple gas detection alarm devices, we provide high-value-added products that differentiates ourselves from other companies.

2
OUR STRENGTH

Gas sensing technologies developed in-house

We have continued to develop our sensing technology to meet customer needs. For example, we have developed the “potentiostatic electrolysis method sensor,” which is widely used in semiconductor factories, and the “catalytic combustion method sensor,” which is used in a wide range of work sites, and developed the “Opt-Sonic measuring principle,” which combines and advances the “optical sensor” with the “sonic sensor.” Furthermore, to minimize false detection when non-target gases are being dispersed in the atmosphere, interference gas removal filters are placed in front of the sensor to achieve highly accurate detection. The filters are also one of our key sensing technologies.

3
OUR STRENGTH

Stable maintenance business that is less affected by the economy

Gas detection alarm devices need regular maintenance, as their detection sensitivity tends to decline when used over long periods of time. This maintenance includes calibration work to verify accurate gas concentration measurement and adjustment if any deviation from the initial settings is found, replacement of gas sensors, and regular replacement of consumable parts such as pumps, flow sensors, and interference gas removal filters. Product maintenance is necessary from the perspective of safety management as well. For these reasons, the maintenance business is expected to generate stable revenues.

Strategic Progress and Future Developments

In the fiscal year ended March 31, 2025, under the theme of responding to changes and strengthening our presence in overseas markets, we worked to establish a framework for exploring new areas and expanding sales channels, while enhancing business management across the entire Group, including subsidiaries. In terms of exploring new areas and expanding sales channels, having been registered as a vendor by a major player in the petroleum and petrochemical plant industry in the fiscal year ended March 31, 2024, provided us with the opportunity to collaborate with EPC manufacturers and promote developments for oil and chemical plant construction projects in the global market. Furthermore, field tests on the multi-point tape-type gas detection system, which is mainstream in the overseas semiconductor industry, resulted in high praise from customers, and we are currently planning to supply it to major semiconductor manufacturers. Regarding efforts to enhance the structure of overseas subsidiaries, we began hiring local personnel who will play key roles in future business operations at our North American subsidiary, RKI Instruments, Inc., to strengthen the company's organizational structure and sales promotion measures.

In the fiscal year ending March 31, 2026, the final year of the medium-term management plan, under the theme “evolving as a global company,” we will continue to develop new markets such as carbon neutrality and decarbonization,

while also focusing on the development of global human resources and strengthening the structure of overseas subsidiaries. In developing new markets, we will seize expanding business opportunities in the North American petroleum and petrochemical markets, focus efforts on the development and production of fixed-type products, and promote measures aimed at comprehensive business development, including maintenance services. To realize a decarbonized society, we will focus efforts on providing gas detection alarm devices and calorimeter devices tailored to the distinct energy usage patterns of each industry. We are currently in the experimental and demonstration phase, and will continue working with customers to conduct on-site verifications with the aim of providing value unique to our Company.

In these ways, we are proactively taking on challenges in areas where our participation has been limited up to now, as we pursue opportunities for further growth. In overseas markets, we will maintain an awareness of our position as a challenger, while increasing quality and providing comprehensive and detailed after-sales services with the aim of earning customer trust. If these initiatives produce solid results, we think they will greatly accelerate the growth of the overseas business as a whole. Accordingly, we will continue to promote strategic developments going forward.

DIALOGUE

Overseas Market Strategy and North American Market Outlook

Expansion into overseas markets is essential for sustainable corporate growth, and North America in particular is an important market that will drive that growth going forward. Against this strategic backdrop, the General Manager of our Global Sales Department and the president of our North American subsidiary, RKI Instruments, Inc., exchanged views on overseas market strategy and the outlook for the North American market. This dialogue highlights the frontline perspectives and approaches supporting the Company's global expansion.



RIKEN KEIKI Co., Ltd.
Executive Officer, Senior General Manager of
Sales Division, and General Manager of Global
Sales Department

Mutsuhiko Yamada

As General Manager of the Global Sales Department, I am responsible for formulating policies for the entire overseas business, allocating the appropriate personnel, and formulating and supporting the implementation of strategies for each country and region. I aim to increase the profitability of our overseas businesses, including subsidiaries, and promote strategies tailored to market characteristics and competitive landscapes. I will strive to enhance our presence and achieve sustainable growth in the North American market, which leads the global market in advanced technologies and innovation.

RKI Instruments, Inc.
President

Toru Murai

At RKI Instruments, Inc. (RKI), we are enhancing the development of our business structure, strengthening our sales strategy, and developing new fields in the North American market, one of the key markets in our overseas strategy. We optimize policies formulated at our head office by tailoring them to North American market characteristics, and we are making efforts to increase recognition and trust with the aim of enhancing competitiveness. We will continue working to strengthen our foundations to evolve as a global company.



Challenges in the North American Market, Key to the Success of Overseas Strategies

“We are proactively pursuing new growth opportunities by expanding our business domain beyond existing product sales to areas in which we have not previously been involved.”

Yamada Our medium-term management plan is centered on measures that will establish a foundation for our evolution as a global company. Increasing our presence in overseas markets is a crucial factor in determining whether we can achieve sustainable growth. As General Manager of the Global Sales Department, I am responsible for formulating policies and strategies for all overseas operations, and I also focus efforts on developing global human resources and strengthening the structure of overseas subsidiaries. As each region has its own unique strengths and specialized areas, we formulate optimal action plans for each country and region, while also taking into account competitor trends, and working strategically to achieve revenue targets. In the North American market, Mr. Murai was appointed president of RKI, which became a wholly owned subsidiary in 2022, and is promoting organizational improvements and growth strategies.

Murai Based on overseas strategy policies provided by the head office, we formulate strategies tailored to the characteristics of the North American market that are incorporated into concrete action plans. Currently, RKI is focusing on three key initiatives: Strengthening sales of portable products, establishing a revenue base for fixed-type products, and expanding into new areas.

Yamada In overseas business up to now, subsidiaries and distributors in each country and region have focused on the sale of products that are easy to sell in their areas of expertise, which is known as a product-oriented sales approach. With a focus on evolving as a global company, we revised this sales approach and changed our policy to pursue market development more strategically. In North America, where the market is particularly large, we are proactively pursuing new growth opportunities by expanding our business domain beyond existing product sales to areas in which we have not previously been involved. In fact, we have been strategically expanding into the semiconductor market over the past few years and are beginning to see solid results. We are also developing and selling products specifically for the North American market, and have established a structure whereby products are designed in North America based

on local needs, then manufactured in Japan. Additionally, we consider maintenance to be an important area from the perspective of creating new business opportunities.

Murai In the North American market for which I am responsible, I see significant growth potential for fixed-type products. We already have a full lineup of semiconductor-related products, so to start, we are proactively promoting market expansion. In addition, as a resource-rich country, the United States is a huge market for the petroleum and petrochemical industries, offering promising business opportunities for fixed-type products. We plan to continue developing products for this field, and once complete, we will solidify our foothold and expand our business to include maintenance. In 2024, RKI established a dedicated department specializing in fixed-type products, and we are preparing to open a new office in Texas to focus on full-scale entry into the petroleum and petrochemical markets. If successful, these initiatives will accelerate the growth of our North American business and the overseas business as a whole, and to this end, we will continue to strategically implement them going forward.

Human Resource and Organizational Structure Initiatives Supporting the Overseas Business

“I believe the alignment of everyone's vectors, including distributors, is important for the smooth promotion of overseas strategies.”

Yamada To ensure the success of overseas strategies, in addition to increasing the accuracy of strategies and expanding product lineups, it is essential we develop a deep understanding of local cultures and business practices, while retaining human resources and creating an organizational structure capable of promoting strategies effectively. In terms of efforts promoted by RKI, we will create a comprehensive support structure to enhance every aspect of the company, from Japanese employees and local hires, to workplace environments. Furthermore, developing global human resources is one of our priority measures. As part of our head office efforts, we have introduced e-learning programs for Japanese employees posted overseas. The e-learning facilitates a wide range of learning objectives, from improving language skills, to promoting an understanding of different cultures, and cultivating the mindset needed to achieve results in the global market.

Medium-Term Management Plan (FY2023-FY2025)



Murai While language skills are of course important for Japanese employees, I believe there are other qualities that are even more important. To achieve results in a global environment, it is essential to understand different values and cultural backgrounds, and adapt flexibly to local business styles. For example, workplaces in the United States, including RKI, are characterized by a high level of motivation, where each employee has a clear sense of purpose, makes their own decisions, and acts quickly. In contrast, Japanese employees tend to carefully consider the overall balance before taking action. When faced with challenges, they excel at pausing to thoroughly examine and verify root causes, then implement the PDCA cycle while making steady improvements. Combining the mutually complementary strengths of those characteristics will enable us to provide higher quality problem-solving solutions, which I believe will become a major driving force propelling the Company to the next phase.

Yamada As Mr. Murai mentioned earlier, our overseas subsidiaries have many employees who are strongly committed to achieving their goals. To leverage this strength more effectively, smooth communication by Japanese employees is essential to ensure the thorough implementation of head office policies. Unlike in Japan, where we are the market leader, we are in the position of challenger in overseas markets. Even if we are unable to achieve results in a particular field, we must be prepared on a daily basis to facilitate a smooth transition to other fields. Furthermore, regardless of the country or region to which Japanese employees are dispatched, they will make efforts to convey head office policies and guidance, and promote understanding among local employees. Japanese employees are expected to thoroughly execute these fundamental tasks, and most importantly, promote overseas strategies while sharing objectives with local employees.

Murai At the beginning of each year, RKI confirms the progress of all employee action plans, which are aligned with overall head office policies. We also hold regular progress briefings with Mr. Yamada attended by the head of sales. In this way, we strive to eliminate discrepancies between Company policies and strategies implemented overseas by maintaining close communication with local employees. I believe the alignment of everyone's vectors, including distributors, is important for the smooth promotion of overseas strategies.

Taking on the Challenge of Evolving as a Global Company

“We will strive to achieve our goals with a comprehensive structure in place as we evolve into a global company.”

“We will build a solid foundation for future growth in order to meet the expectations of our stakeholders.”

Yamada In overseas markets, we are focusing on three areas, semiconductors, clean energy, and petroleum and petrochemicals. For the semiconductor industry, we offer multi-point tape-type gas detection system. In the clean energy field, we offer the “OHC-800,” and we are also developing and expanding products that support ammonia, methanol, and hydrogen as fuels for shipbuilding companies in South Korea and China. In the petroleum and petrochemical fields, we work with engineering, procurement, and construction (EPC) companies to supply products for plant projects in the Middle East and Southeast Asia. Additionally, we are conducting field tests using a multi-point tape-type gas detection system as a centralized monitoring system, with sales scheduled to commence in late 2025 or early 2026. As we have received orders for this product in North America, we are conducting verification work in advance. Going forward, we plan to expand sales in China, Taiwan, Singapore, and South Korea, based on customer assessments of verification results. In the next medium-term management plan, we will promote this product strategically to make a substantial contribution to net sales. In the North American market, we see significant growth potential for fixed-type products, and to this end, we are strengthening our production structure to expand our product lineups. In addition, in terms of demand specific to North America, we are seeing increased sales of products used on shale gas extraction sites.

Murai In the North American market, sales of portable products have been growing steadily over the past few years. This is mainly due to expanded product lineups facilitated through collaborations with the head office, making sales activities significantly easier. Regarding a multi-point tape-type gas detection system for the semiconductor industry, in 2024, we conducted field tests with the cooperation of a university in New York that has a cutting-edge semiconductor research facility. The positive results have encouraged customers to purchase our products. Furthermore, the semiconductor industry in North America has different market needs than Japan. In Japan, it is common to install individual gas detection alarm devices in various locations, whereas in North America, there is demand for systems that use large devices to centrally manage multiple locations via long-distance wiring. Developing products to meet these market needs will be an important challenge for future growth. Despite fluctuations in the new plant construction trend in the semiconductor industry, once a product has been introduced, ongoing business such as maintenance and sensor replacements will arise. I think this will become an extremely large market in the long term. At shale gas extraction sites, drilling occurs at irregular intervals, and may not take place in the same location for long periods of time, making products that are easy to install and quickly remove essential. Even in these conditions, there is a need to continuously monitor for gas leaks, and there is strong demand for fixed-type products that can be installed wirelessly.

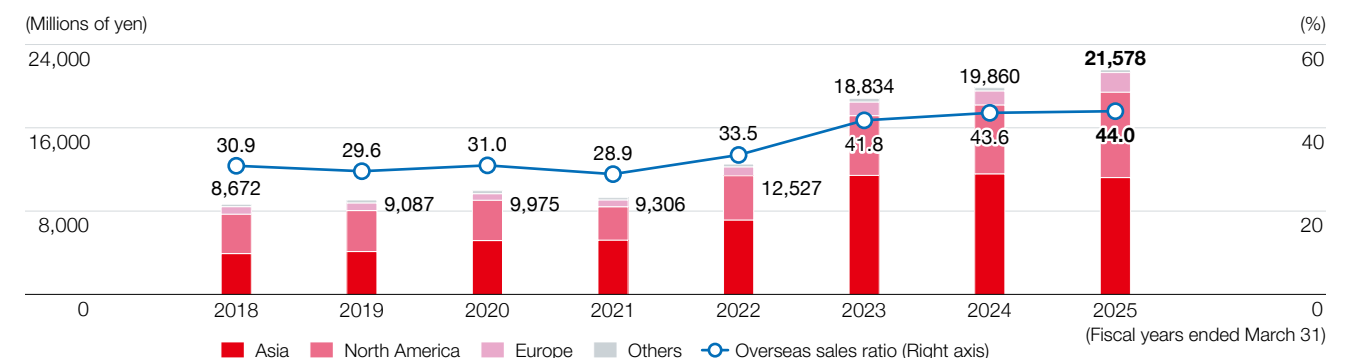
Yamada In the fiscal year ending March 31, 2026, the final year of our medium-term management plan, we will continue to take on the challenge of achieving our overseas sales targets. North America and Asia are the two wings propelling growth in our overseas business. To steadily increase the Company's presence in global markets, we will expand from semiconductors to petroleum and

petrochemicals in North America, and proactively develop business in new areas, including clean energy for shipbuilding and shipping in Asia. We will strive to achieve our goals with a comprehensive structure in place as we evolve into a global company.



Murai In North America, we will manage risks associated with the economic downturn caused by tariff issues while proactively expanding into new areas as we make preparatory efforts that will lead to medium- to long-term performance enhancement. For RKI, the current medium-term management plan marks an important turning point, as we embark on a new start as a subsidiary directly managed by the manufacturer. While continuing to sell mainstay portable products, we will strive to diversify our business structure and expand into new business areas. We will build a solid foundation for future growth in order to meet the expectations of our stakeholders.

Overseas Sales by Region





Sustainability Management

The RIKEN KEIKI Group is committed to promoting sustainability management, as we believe that our business itself plays a vital role in sustainable development. We strive to enhance measurement technologies that visualize invisible gases and contribute to the advancement of a sustainable society through our business activities.

Basic Sustainability Policy

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.

Although we do not have a dedicated department, multiple working groups are addressing sustainability issues and making efforts to resolve each one. We established a system under which regular and repeated discussions are held to assess and manage risks and opportunities, set indicators and targets, implement measures, and identify and assess risks, the results of which are reported to the Board of Directors. Going forward, to contribute to enhanced corporate value and the realization of a sustainable society, we plan to focus on the establishment of an organization to engage in sustainability, while further expanding and strengthening this system.

Promoting Sustainability Management

We recognize that our business itself is at the core of sustainable management, and we strive to enhance advanced measurement technologies that visualize invisible gases. Through the provision of products and services, we help to create a safe, secure, and eco-friendly environment. In order to develop our business sustainably, which is at the heart of our sustainability management, it is important for us to hone our ability to provide all services related to gas detection alarm devices in a consistent manner. To achieve this, we must establish a personnel

policy that ensures the recruitment and development of diverse human resources across a wide range of job categories, from sales to research, development, and quality management. Additionally, we need to establish mechanisms, such as systems that fairly evaluate and compensate people who take on new challenges. We will continue to promote sustainable management based on our management philosophy in order to contribute to the development of a sustainable society through our business.

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 measures aimed at their resolution.

In response to climate change, we are working to achieve carbon neutrality and comply with Task Force on Climate-Related Financial Disclosures (TCFD) recommendations, in an effort to reduce greenhouse gas emissions. We are switching the electricity consumed at our head office and factories to 100% renewable energy*, and working to reduce environmental impacts throughout the entire product life cycle. In product development, we strive to incorporate environmentally conscious design, and standardize and reduce the number of parts, while also considering recycling and reuse when disposing of products. With regard to human capital initiatives, we are proactively recruiting personnel with diverse work experiences and specialized

skills, with the aim of creating a human resources base that emphasizes diversity. Furthermore, we are promoting the development of autonomous human resources by introducing training and education systems tailored to the roles and capabilities of each employee. We place particular emphasis on improving managerial skills and developing human resources who can play active roles on the global stage. We believe efforts to strengthen human capital will further solidify our integrated systems, 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 consisting of 100% of power from renewable energy sources (including feed-in tariff electricity) and non-fossil certificates with tracking.

Targets and priority measures

Category	Main issues	Targets	Current-term initiatives
Environment  ➡ Please refer to pp. 16-17.	- Carbon neutrality - TCFD	- Reduce greenhouse gas emissions by 90% (from fiscal 2019 levels) by 2030 - Become carbon neutral by 2050	Greenhouse gas emissions: 1,093 t-CO₂ (total for Scope 1 and 2)
Society  ➡ Please refer to pp. 18-21.	- Strengthen human capital management - Rebuild the value chain	- Percentage of women among new graduate hires: 25.0% or more - Percentage of women in core human resources by 2030: 5.0% or more - Utilize diverse human resources	- Percentage of women among new graduate hires: 25.0% - Percentage of female managers: 3.7% - Percentage of mid-career hires in management positions: 30.6% - Formulate CSR guidelines
Governance  ➡ Please refer to pp. 26-29.	Strengthen governance of overseas subsidiaries	- Accelerate management decisions - Achieve efficient and transparent management	Create manuals and provide training to local accounting staff to support overseas subsidiary accounting procedures

Creating a Work Environment that Fosters Well-being and Co-creation

As web conferencing continues to expand in the wake of the COVID-19 pandemic, we are working to create a comfortable working environment that accommodates changes in employee work styles. One of these initiatives involved renovating the research floor at our R&D Center. Rather than being constrained by a fixed layout, we created a space that can be used flexibly in accordance with the way employees work. In addition to installing several concentration booths and meeting spaces to facilitate web conferencing, we created communication spaces to foster communities that transcend organizational boundaries. In providing spaces for employees to concentrate on work as well as refresh themselves, we have created a well-balanced and comfortable work environment. We are also working to foster well-being through office spaces that take employee physical and mental health into consideration by incorporating designs that evoke a sense of nature. We will continue to promote efforts to create a comfortable working environment going forward.





Stakeholder Engagement

We fulfill our social responsibility by accurately identifying societal changes, challenges, and customer needs, and by meeting the quality, price, and delivery requirements that our customers demand. To ensure understanding and receive proper evaluation from our diverse stakeholders, we actively engage with them.

Basic Policy and Key Initiatives

Based on our Management Policy, Code of Conduct, and Guidelines for Action, we have established fundamental principles regarding stakeholder engagement. Our key stakeholders include our customers, shareholders and investors, business partners, employees, and broader society.

As part of our efforts to improve employee engagement, we conduct employee surveys to identify areas for improvement. The feedback and suggestions gathered from them are shared with each division, and instructions are given to analyze the identified issues and develop corresponding strategies. The effectiveness of the initiatives implemented

by each division are evaluated by the corporate administration division in the following year.

In terms of employee engagement, we prioritize reducing the turnover rate as one of our metrics, and we endeavor to improve the work environment, wage system, and personnel evaluation. Additionally, in recent years, we have observed a trend toward former employees expressing a desire to rejoin the Company. This offers the opportunity to reduce employment mismatches, and as such, we plan to continue our recruitment activities and infrastructure development to welcome diverse talent.



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



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

Aiming to Enhance Corporate Value by Strengthening Stakeholder Engagement

We will enhance our IR activities through engagement with our shareholders and investors. We have fielded many opinions and requests from investors, asking for more comprehensive disclosure and more frequent IR communications. We are considering measures, including organizational improvements, to address these challenges. As part of our IR activities, we host group interviews to engage with as many investors as possible. For our overseas investors,

we disclose financial materials in English to facilitate better understanding of our company. We plan to further enhance our English 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 strive for value creation in common with our stakeholders and work to enhance corporate value.

Enhancing Corporate Value through Stakeholder Engagement

Department in charge	Stakeholder	Methods of Engagement	Issues	Initiatives
Sales	Customers	- Daily sales activities - Various exhibitions - Information dissemination via web ads and YouTube	- Shrinking domestic market - Low visibility overseas - Compliance with overseas standards	We strive to understand our customers' needs through our business activities to provide high-quality products and services and help create a safe environment. In addition, we have established a standards compliance department in order to adapt to overseas market standards, and have begun exploring ways to create new value, such as through the OHC-800 and new services related to methanation.
Corporate strategy	Shareholders and investors	- Distribution of video explanations of financial results (once a year) - Publication of medium-term management plan - General meeting of shareholders - IR meetings with investors and analysts (more than 150 companies per year)	- Appropriate stock price formation - Appeal to foreign investors - Obtaining appropriate evaluation and support from capital markets	We strive to disclose fair and accurate information in a timely manner to our shareholders and investors. In addition, we are working to create opportunities for constructive dialogue, such as by improving the English content of our IR site and disclosure materials, and distributing financial results explanation videos, in order to improve our corporate value over the medium to long term.
Procurement	Business partners	- Supplier briefings (management policies, etc.) - Information exchange meetings	- Creation of fair business relationships - Sustainable procurement practices - Response to climate change: reducing CO₂ emissions	We work with our business partners to develop new technologies and improve existing ones. We are committed to maintaining and enhancing relationships that are fair, equitable, and sincere by complying with laws and social ethics. We conduct awareness surveys and corrective/support activities on CSR-related themes, including response to climate change.
Human resources	Employees	- Support for qualifications - Hierarchy training - Employee engagement survey - Reinforcement of the education system	- Improvement of working environment/promotion of occupational safety - Support for career development - Evaluation/personnel system development - Promotion of health and productivity management	We place a high value on becoming a company where every employee feels a sense of purpose and responsibility in their work and is able to continue growing. To cultivate such a culture, we are working to improve our workplace environment and systems, such as supporting English learning and reskilling.
General affairs	Society	- Sponsorship and support for the International Physics Olympiad - Participation in TABLE FOR TWO - Employment assistance for people with disabilities - Concluded comprehensive cooperation agreement with Itabashi Ward (Tokyo)	Enhancement of community and academic support	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.



RIKEN KEIKI
Contact Person



Environmental Conservation and Climate Change Initiatives



The Company considers global environmental conservation to be an essential element in the sustainable development of humankind. Accordingly, we position the response to environmental conservation and climate change as an important management issue, and are developing corporate activities to contribute to solving environmental issues that have a significant impact on our daily lives.

Contribution to Environmental Conservation

The Company promotes 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 procure materials with low environmental impact based on accurate information on chemical substances contained in raw materials and parts, as well as on compliance with laws and regulations related

to the management of chemical substances contained in products. Other environmental conservation efforts include our switch in April 2021 to 100% renewable electricity for power used at our head office building. Also in 2021, we switched to 100% renewable energy-sourced electricity at our R&D Center and Production Center in July, followed by our Hakodate Factory in November. By promoting activities such as these that lead to the reduction of 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 SDG goals, we have designated “7. Affordable and Clean Energy” and “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 (Goal 7) by reducing sensor power consumption by 30% compared to conventional models. In addition, its miniaturization, longer service life, and lead-free designs have facilitated reductions in waste (Goal 12). 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 structured around the thematic areas of governance, strategy, risk management, and metrics and targets with the goal of

disclosing the impact of climate change on a company's finances. The Company will work to enhance its information disclosure based on the four thematic areas of the TCFD recommendations even further and to strengthen resilience.

1. Governance

Evaluation and management of risk and opportunities related to climate change, setting of KPIs, and implementation of measures are discussed by the department that promotes the Sustainable Development Goals (SDGs). The results of this discussion are reported appropriately to the Board of Directors, as the decision making organization of management.

2. Strategy

To evaluate the impact of climate change on the Company and its responses to this impact, the Company defines two global scenarios representing 1.5°C and 4°C rises in temperature, then conducts a qualitative evaluation of the impacts on the Company and the importance of the potential climate-related risks and opportunities. Climate change-related risks and opportunities affecting the Company's business are described on the next page.

3. Risk Management

Regarding climate change risks, the division that promotes the SDGs conducts risk identification and assessment, and reports the results to the Board of Directors.

4. Metrics and Targets

The Company sets the following metrics and targets to manage climate-related risks and opportunities, and aims to realize carbon neutrality. The Company's performance in terms of greenhouse gas (GHG) emissions (Scope 1 and 2) is shown in the diagram at the bottom of the page.

Climate Change-Related Risks and Opportunities

Category		Business Impact	
Transition	Policy and Regulations	Introduction of a Carbon Tax	Risk •The introduction of a carbon tax would increase operating costs by taxing the cost of fuel procurement, raising electricity prices, and shifting prices to raw materials.
		Regulations on Greenhouse Gas Emissions	Risk •Regulations on greenhouse gas emissions would increase the cost of compliance by requiring the installation of energy-saving equipment, the conversion to renewable energy, etc.
	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 spread of electric vehicles (EVs) and renewable energy will increase demand for semiconductors and expand demand for products for the semiconductor industry. •Demand for lithium-ion batteries will increase as these batteries replace fossil fuels in general and their use in EVs and other applications will boost demand for products used in the manufacture of products for the lithium-ion battery market.
		Rollout of Next-Generation Technologies	Opportunity •The development of smart cities through the spread of next-generation infrastructure utilizing AI and IoT will increase the demand for semiconductors and enlarge the demand for products for the semiconductor industry.
Physical	Reputation	Changes in Reputation with Investors	Opportunity •Investors will value companies that proactively transition away from the use of carbon.
	Emergency 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 fiscal 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-CO₂)

(FY)	2022	2023	2024
Scope 1	755	781	788
Scope 2	410	351	305
Total of Scope 1 and Scope 2	1,164	1,132	1,093

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



We believe that securing and nurturing diverse human resources is a source for the creation of new value and contributes to the long-term enhancement of corporate value. Through the innovation generated by diverse talent, we will strive to improve corporate value and help realize a sustainable society.

■ Promoting Human Capital Management

We position respect for diversity and human capital-related social issues as important management priorities, and we are promoting a human resources strategy that focuses on diversity. We are promoting the hiring of talented individuals who possess diverse values, experience, and skills, regardless of gender or nationality. Additionally, as we aim to cultivate “self-directed individuals who carve out their own careers with curiosity and initiative,” we provide growth opportunities tailored to specific positions and objectives. In terms of improving the workplace environment, we have introduced systems that allow employees involved in childcare and caregiving to achieve a balance between work and life. These systems include telecommuting, part-time work, and the ability to take annual leave on an hourly basis. In addition, the Company encourages male employees to take paternity leave, and 50.0% of male employees who submitted birth notifications during the year took paternity leave. Moving forward, we will continue working to create a workplace environment and organizational culture that is comfortable for employees and promotes the active participation of diverse talent.

The current medium-term management plan focuses on the key themes of strengthening our presence in

international markets, and evolving as a global company. We have positioned Asia and North America as important markets, and are strengthening operations by dispatching human resources from our head office to consolidated subsidiaries responsible for each region. RIKEN KEIKI ASIA PACIFIC PTE. LTD. (formerly R K INSTRUMENTS (S) PTE LTD), based in Singapore, is expanding into new markets such as Indonesia, Vietnam, the Philippines, and Thailand, and will serve as a hub for the Southeast Asian market. RKI Instruments, Inc. in North America is promoting a strategy to increase the sales ratio of high-value-added fixed-type products, in addition to existing portable products. To sustainably promote overseas strategies, we are also working to develop global human resources. We introduced a program to incentivize employees to earn qualifications to encourage language learning and other certifications. We also introduced e-learning programs for employees dispatched to overseas subsidiaries to instill cross-cultural understanding and the mindset necessary to achieve results in global markets. As overseas markets hold significant growth potential for the Company, we will continue to focus on creating an environment where diverse employees can maximize their abilities and strengthening our organizational structure.

Trends of Diversity-Related Metrics

(People)

(FY)	2020	2021	2022	2023	2024
Female employees	150	154	164	175	193
Non-Japanese employees	5	8	9	9	14
Mid-career hires	11	39	41	22	53

* 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.



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

■ Ensuring Diversity in Core Human Resources to Enhance Corporate Value

The Company believes that the creation of new value by a diverse range of human resources becomes our strength and a source of sustainable improvement in corporate value. For this reason, we are committed to ensuring diversity among the human resources that forms the core of our operations.

With regard to the percentage of women among new graduate hires, we are engaged in activities targeting 25% or higher, and in fiscal 2024, we achieved that goal. At the end of fiscal 2024, the ratio of female employees was 17.5%, and the ratio of female managers was 3.7%.

In the recruitment and placement of women, we have worked to expand the range of job positions from technical roles to sales positions. Moving forward, the Company aims to strengthen the development of female employees to play a role as core personnel and have women occupy

at least 5% of management positions by 2030. The ratio of non-Japanese employees at the end of the period was 1.3%. In line with the progress of the overseas market strategy, the Company will step up its efforts to recruit non-Japanese employees and promote their appointment as core personnel. In recruiting mid-career personnel, the Company has been hiring specialists who can contribute immediately. Efforts have been made to promote the appointment of mid-career personnel as core human resources in various departments and overseas subsidiaries. As of the end of the period, mid-career recruits accounted for 30.6% of all managerial positions.

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

■ Accommodating Diverse Work Styles in the Engineering Division

We are working to create a workplace environment where everyone can work comfortably to alleviate the shortage of field engineers. At present, 18 female engineers are working at service stations across Japan, and to create a more comfortable working environment, we conducted discussions with female employees working on-site regarding the adoption of lighter tools and protective equipment. We also provide training for managers and section chiefs to promote understanding of the operation of female employee-only areas and consideration for pregnant employees. Additionally, to make it easier for engineers

who work in the field and on teams to take childcare leave regardless of gender, the Engineering Division has launched a system whereby it centrally manages the childcare leave schedules of engineers nationwide. This has enabled the adjustment of personnel numbers on a monthly basis between service stations across the country. As a result, this created a system that efficiently covers vacancies in departments due to employees taking leave for reasons other than childcare, including poor health. We will continue promoting these measures as we strive to create a workplace environment where all employees can work with peace of mind.

■ Promoting Health and Productivity Management

Based on our “Health and Productivity Management Statement,” we are committed to creating an environment where all employees can work vigorously and enthusiastically, both physically and mentally. To achieve this, we encourage employees to take paid leave and childcare leave, as well as reduce overtime work hours. We also conduct awareness campaigns related to smoking cessation. Additionally, to maintain and promote employee health, we established a mechanism that provides financial assistance for comprehensive health check-ups and secondary examinations, facilitates influenza vaccinations, and enables all employees to consult with occupational health nurses via email or chat.

Furthermore, as part of our efforts to raise employee awareness regarding health, we hold walking events using a health app, promote the use of stairs as an easy way to engage in a healthy habit, and support voluntary club activities outside of working hours. As a result of these efforts, we have been recognized under the Certified Health and Productivity Outstanding Organizations Recognition Program for the fifth straight year since 2021. We have also been certified as a Sports Yell Company by the Japan Sports Agency, as well as a Tokyo Sports Promotion Company by the Tokyo Metropolitan Government.



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



Quality Initiatives



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

▣ Planning and Development

We have established a Planning and Development Committee, which deliberates on and makes decisions 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 Sales Division and Development Division. Final prototypes completed by a project group are subject to quality assessment testing (validity confirmation) by quality assurance sections to confirm they meet the specified design requirements.

▣ Mass Production and Inspection

After evaluating the initial production 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 standard documents 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 maintain our products at

each service station. Given the need among these personnel for high technical skills and decision-making capabilities, so they are certified as “field engineers” after undergoing a skills assessment.

CSR Procurement Guidelines Formulation

Amid growing societal interest in corporate sustainability activities, we conducted a risk analysis of social issues related to CSR procurement within the Group and among our stakeholders. Having shared social issues among suppliers, and identifying issues with our own support system for reducing risks, we launched a CSR procurement guidelines formulation working group to formulate guidelines. We share these guidelines with suppliers to promote a shared understanding of critical items



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

and strengthen cooperation.

Going forward, we plan to evolve our relationships with suppliers into partnerships that mutually leverage respective strengths, and build solid cooperative relationships. We will fulfill our social responsibilities throughout the entire supply chain by enhancing the effectiveness of our CSR procurement guidelines and promoting sustainable procurement activities.



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

Helping to Create a Better Society

Sponsorship of the All-Japan Physics Contest “Physics Challenge”

The Committee of Japan Physics Olympiad (JPhO), a public interest incorporated association, promotes an interest in physics among young people. It fosters the development of scientific and technological human resources by organizing the “Physics Challenge” nationwide physics contest, and sending a Japanese delegation to the International Physics Olympiad. We endorse its objectives and activities, as the detection principles of the RIKEN Gas Indicator, which led to the establishment of the Company, also utilizes the laws of physics (optics) and is deeply connected to physics. Accordingly, as part of our efforts to support students who are interested in physics, we have been sponsoring the Physics Challenge since fiscal 2020, and will maintain this support going forward.

The Physics Challenge is a nationwide physics contest for junior and senior high school students, under the age of 20, who have not yet entered universities or other institutions of higher learning. This contest serves as a national competition to select participants for the International Physics Olympiad (IPhO). In addition to the contest, where participants compete for rankings, a “Physics Live” event is held by sponsoring companies to introduce how physics is used in society. At the fiscal 2024 event, we showcased the work functions of our atmospheric photoemission yield spectrometers “AC Series”, which are classified as other measurement devices, leading to deeper interactions with participating students.



Comprehensive Cooperation Agreement Concluded with Itabashi Ward

On January 30, 2025, we concluded the Comprehensive Cooperation Agreement Between Itabashi Ward (Tokyo) and RIKEN KEIKI for Regional Economic Development. This agreement aims to leverage the strengths and expertise of both entities in five areas: Industrial promotion, industry-academia-government collaboration, development of human resources to lead the future, and environmental beautification activities. The career education supplementary textbook “Oshigoto Notebook for Itabashi and Nerima Wards*,” used in elementary schools in Itabashi Ward, already introduces various scenarios in which our gas detection alarm devices are used, as well as the product manufacturing process. Going forward, we will continue contributing to local community revitalization in cooperation with Itabashi Ward, based on our belief that a healthy local community is essential for sustainable business activities.

*Oshigoto Notebook: A supplementary textbook created to teach students about local jobs as part of career education promoted by the Ministry of Education, Culture, Sports, Science and Technology.





Early and Mid-Career Employees Roundtable Discussion

Early and Mid-Career Employees Taking on the Challenge of Creating Safe Working Environments for Workers

We aim to achieve sustainable growth through sustainability management, which balances the enhancement of corporate value with the resolution of social issues. With the practice of our management philosophy as the foundation, the awareness and actions of each and every employee working on-site are essential. Going forward, we will continue to contribute to the resolution of social issues while making efforts to further enhance corporate value.



Product Engineering Department II
■ Koki Ito (Joined in 2020)

Executive Officer, Executive General Manager, Corporate Administration Division
■ Shuji Tajima

Global Sales Department
■ Yuka Masuda (Joined in 2013)

Sales Engineering Department
■ Kyosuke Matsugi (Joined in 2023)

Quality Control Center
■ Shoji Ozawa (Joined in 2016)

Executive Officer, Executive General Manager, Corporate Administration Division

Shuji Tajima (Facilitator)

In 1987, Mr. Tajima joined RIKEN KEIKI Co., Ltd., and was assigned to the Product Engineering Department, where he worked for 32 years. In 2019, he was appointed Executive Officer and transferred to the Production Division. In 2021, he was appointed Executive Officer and Executive General Manager of the Corporate Administration Division, his current position. Since 2023, he has served as President of subsidiary RIKEN KEIKI NARA MFG. Co., Ltd.



Overcoming Issues to Achieve Personal Growth

Tajima Thank you all for taking time out of your busy schedules to join us today. Our topic is the promotion of sustainability management, and through your candid opinions and perspectives, I hope to share new ideas and insights with our management team. First, please tell us about your work experience up to now, and what has given you a sense of achievement or growth.

Ito In my first year at the company, I was involved in the pilot production of the “GD-84D” fixed gas detection alarm device for semiconductor factories. This model is a unique product that consolidates four gas detection alarm

devices into one, and was in a transitional phase of production. Because it was necessary to install several of the latest “F sensors,” test conditions were extremely complex, and a series of unanticipated problems arose. The first thing I did was to talk to all project members on-site and gather information. With all members cooperating, we were able to establish test methods while resolving issues, and successfully completed initial research. Through this experience, I learned the importance of three key principles: Not taking on challenges alone, having thorough discussions with everyone involved, and working together as a team. I apply these lessons to ongoing projects in which I am currently involved, while collaborating with project members as we move forward.

Masuda About five years ago, the Global Sales Department reviewed wholesale prices for subsidiaries from the perspective of ensuring fairness in international transactions, which revealed the need to reset prices using a different method. Despite having no accounting experience, I was assigned to this project, and started by learning the basic structure of the tax system. However, the entire process, from price calculation to actual implementation, is complex and difficult to understand, and there were many times when I felt a bit anxious. I was unsure whether my judgment was correct, so I communicated closely with my supervisor and colleagues, approaching one task at a time as I moved forward with my work. Consulting with someone helps organize my thoughts and clarify what needs to be done next. I believe that it was thanks to everyone's objective opinions and advice that I was able to successfully overcome this challenge.

Matsugi I work in the Sales Engineering Department, and receive numerous inquiries from sales representatives regarding products specifications and problems. When I first joined the Company, there was so much to learn, and I remember it being quite a challenge. When it comes to dealing with problems, I feel a heavy responsibility and a lot of pressure because it affects the Company's reputation. Nevertheless, I have been able to overcome these challenges thanks to the words of gratitude from colleagues after work is complete, which are a great source of encouragement. Regardless of position or age, receiving words of appreciation, such as “thank you” and “appreciate your help,” gives me a sense of accomplishment in my work, and motivates me to approach my next task with a positive attitude. Words of encouragement give me the strength to face and overcome difficulties.

Ozawa Shortly after joining the Company, I was involved in an effort to resolve a malfunction that took longer than initially expected. In the initial investigation, we visited on-site multiple times with field engineers, sales representatives, and experts, but we were unable to identify an exact cause. We subsequently took measures without having identified the cause, which led to additional issues, and the problem worsened, making for a truly difficult situation. It was a long and challenging period, and as I had just joined the Company and did not fully grasp the situation, many colleagues kindly provided advice. I also had the opportunity to learn about sensor principles such as signal generators and electrical conductivity, as well as instrumentation panels, which was a valuable experience that contributed to my personal growth. Although this project was quite long for my first time, senior colleagues encouraged me by saying, “There are no problems that cannot be solved,” and I believed that if I gave up, no one would be able to find a solution. This became the driving force that enabled me to see this project through to the end.



Realizing the Creation of Safe Working Environments for Workers

Tajima Hearing your stories, I felt that the process of overcoming difficulties experienced thus far has provided many lessons that will lead to future growth. What impressed me most was how you took on challenges while embodying our management philosophy of “creating safe working environments for workers.” Here I would like to ask again, what is your view of this management philosophy, and how do you keep it at the top of your mind in your daily work?

Early and Mid-Career Employees Roundtable Discussion

Ito When conducting gas inspections during initial research, I often find myself naturally thinking about the Company's management philosophy. The Production Engineering Section to which I belong acts as a bridge between development and production sites, providing feedback to development members regarding issues and requests from production sites, and ensuring that the intentions of development are correctly communicated to production sites to facilitate understanding. Although there are numerous adjustments to be made and dialogues that take place, the accumulation of these efforts leads to the maintenance and improvement of quality. The delivery of high-quality products to customers ultimately contributes to "creating a safe working environment for everyone," and I believe that approaching work with sincerity and steadily achieving results will lead to the embodiment of our management philosophy.

Masuda In terms of conducting business with our management philosophy in mind, we strive to consider matters from the customer's perspective. In the Global Sales Department, opportunities to visit customers directly are limited, and in most cases, we conduct business through local subsidiaries and distributors. As a result, inquiries and orders are handled through distributors, and responses may sometimes become formulaic. However, it is important to keep in mind that on the other side of these exchanges are the actual customers who will be using our products. Even if a request is difficult, rather than responding formulaically, we prepare alternative proposals so that our partner subsidiaries and distributors can provide responses tailored to the customer. There are also countries and overseas regions where legal systems are not as well developed as in Japan. Even these areas use gas detection alarm devices, and we believe it is important to provide careful support tailored to each work site to ensure products are used safely and to prevent accidents before they occur.

Matsugi I think building strong relationships of trust with customers will lead to the embodiment of our management philosophy. The same applies to colleagues at work I interact with on a daily basis; I am always mindful of the presence of customers, and careful with my words and actions. In addition, during verification testing, if gas detection alarm devices fail to activate, the response is extremely critical, as serious liability issues can occur. This is why, when negotiating with customers, we make every effort to clearly communicate the current situation and countermeasures by anticipating all possible scenarios and avoiding vague conclusions such as "probably," "maybe not," or "don't know."



Furthermore, since we handle all processes in an integrated manner, from development and sales to maintenance, process-related knowledge is gathered across departments, and expertise and experiences are shared. I think that when each and every employee acts with our management philosophy in mind, information exchange within the company is naturally invigorated, which in turn facilitates our ability to provide customers with peace of mind and trust.

Ozawa We believe that the work of the Quality Control Center, which is to continuously provide quality products, will lead to "the creation of a safe working environment for everyone." Many of the malfunction reports received at the center stem from concerns customers have while using our products. Accordingly, when investigating causes and providing guidance on countermeasures, we strive to provide courteous and accurate service so that customers can continue to use our products with peace of mind. Specifically, when requesting that suppliers investigate and address defects or nonconformities, we communicate in writing, but sometimes the intent is not fully conveyed in writing alone. In these cases, we also communicate verbally with suppliers to ensure that the background and nuances of the written request are accurately conveyed. Through our work in quality control, we hope to contribute to the creation of safe and reliable products.

Balancing the Resolution of Social Issues and the Enhancement of Corporate Value

Tajima How does everyone view the Company's sustainability activities at present? Also, do you sense any opportunities in your daily work that will lead to achieving both sales and profit growth and the creation of new value? Or are there are any issues that need to be addressed going forward?

Ito The Production Engineering Section to which I belong is an organization that supports company initiatives from production sites, so I think the promotion of improved operational efficiency and generation of profits are important. For example, the "FPM-80A" multi-point tape-type gas detection system, for which production is expected to expand going forward, is currently manufactured by

outsourcing parts to multiple partner companies, resulting in high transportation costs. By shifting to an integrated production system, we can achieve both improved profitability and the creation of new value. In addition, I think it is important to proactively automate simple tasks in the manufacturing process so that workers on-site can focus on tasks that enable them to leverage their expertise and creativity. I believe solid operational improvements will lead to overall Company growth and the resolution of social issues, and I will continue to engage in daily work activities from a front-line perspective.

Masuda The Global Sales Department, comprising employees of various nationalities, is becoming increasingly diverse. Despite differences in language, culture, and religion, we strive for mutual respect in our communications, which enables us to work together smoothly as a multinational team. Furthermore, it is precisely because of this diverse work environment that we maintain an even higher level of compliance awareness in our daily work, and strive to prevent violations before they occur. We are engaged in ongoing efforts to ensure that all employees understand and are aware of basic compliance concepts and the behaviors that constitute compliance violations. For example, once a year, we conduct roundtable read-throughs using a compliance education booklet, in which full-time, contract, temporary, and all other employees share and reinforce their understanding of the importance of compliance.

Matsugi In terms of growing sales and profits while creating new value, our in-house sensor development capabilities are a major strength, and I think that advances in sensor modularization will create new business opportunities going forward. At the same time, the Company handles a wide range of products, of which dozens are just types of gas detection alarm devices, and with the addition of sensors, the number of products rises to several hundred varieties. There are not many companies, in Japan or globally, that handle such a wide range of products. While this is a strength in terms of flexibility in responding to customer requests, I think we must streamline and optimize our products to improve production efficiency. I think that establishing an efficient system focused on these factors will lead to the resolution of social issues and enhance corporate value.

Ozawa When a friend praised the Company's employment of people with disabilities as "quite advanced," I once again realized how our efforts are viewed by society. Compared

to when I joined the Company, the childcare leave system has become much easier to use, and recently the number of foreign national employees in the Development Department has increased, and I feel that opportunities for diverse human resources to play active roles are steadily expanding. I believe that accepting a diverse workforce and creating an environment where they can maximize their abilities is necessary both in terms of social contributions, as well as to ensure business continuity. That being said, diversity also creates challenges in terms of communication due to language and cultural differences. In particular, I think the increased burden on employees who are facilitating these communications is an issue. I think the establishment of a system that reduces this burden across the organization is an important task going forward, and that addressing these issues will lead to a truly comfortable work environment, and enhance corporate value.



Tajima Today's roundtable discussion provided many lessons and insights, including the attitudes of participants who have overcome difficulties and turned them into growth, as well as the challenges of accepting diversity. It also provided us with an opportunity to reaffirm our belief that achieving a sustainable society and enhancing corporate value are not mutually exclusive, but can be achieved simultaneously. From the perspective of sustainability, while it is difficult to determine priorities, I feel that taking the time to stop and consider various perspectives is an essential process for our growth. I hope to incorporate today's discussion into our future initiatives and move forward together as a sustainable company. Thank you very much to everyone who participated.



Corporate Governance



The Company has formulated a management policy that emphasizes building good relationships with shareholders, investors, and other stakeholders. We will strengthen our 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.

Corporate Governance System

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 transparency of management by conducting rapid decision making and business execution through delegation of authority. We aim 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 eight 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.

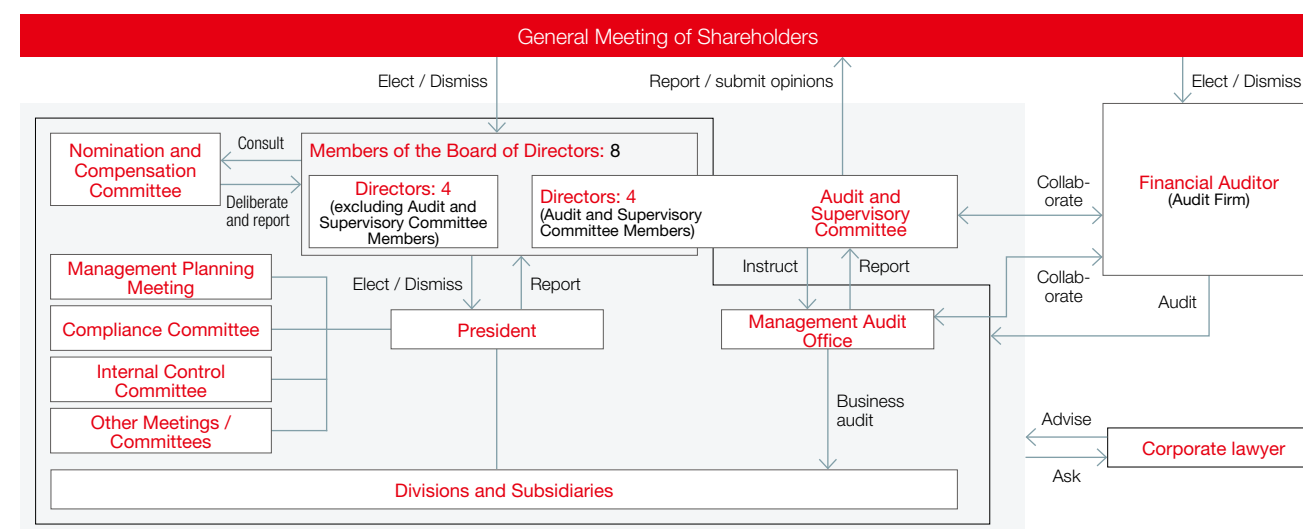
The Management Planning Meeting is chaired by the president, and is composed of executive officers, general managers of divisions and departments, designated by the directors and the president. The meeting is intended to accelerate decision making and business execution of operations in general, primarily 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, 2025)



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 will supervise 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 will supervise 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 possesses extensive experience working at financial institutions over many years and wide-ranging knowledge related to finance and accounting. As an outside director who is also a member of the Audit and Supervisory Committee, the Company has determined that he is capable of fulfilling his role appropriately, including supervising the execution of duties by Company directors from an objective standpoint, and offering advice on general management matters. Accordingly, Mr. Takemoto has been appointed outside director (Audit and Supervisory Committee member) after election at the Annual General Meeting of Shareholders held on June 26, 2025.

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 2024, 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.

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 10 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. He/She also shares information and exchanges opinions with the directors who are also members of the Audit and Supervisory Committee. He/She makes 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	Technolo- gy/R&D	Production	Corporate Governance	Finance/ Accounting	IT/Digital	Human Resource Strategy/ Sustain- ability
Hisayoshi Kobayashi	Inside	●	●			●				●
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 Remuneration 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 remuneration 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 medium-term management plan prioritizes increasing operating profit, and consolidated operating profit is one of the plan's targets.

Reasons for Director Remuneration Determinations

To determine the amount of compensation for directors excluding Audit and Supervisory Committee members, the president, who is reappointed by the Board of Directors, prepares a draft, taking into overall account factors such as position, responsibility, economic conditions, past Company performance, 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 ¥11,600 million for the fiscal year ended March 31, 2024, and the actual amount of ¥11,476

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 (Thousands of yen)	Total compensation by type (Thousands of yen)			Number of officers eligible
		Fixed compensation	Performance-linked compensation	Restricted stock compensation	
Directors (excluding Audit and Supervisory Committee Member)	176,047	87,055	67,401	21,591	4
Audit and Supervisory Committee Member (excluding outside directors)	22,440	22,440	—	—	1
Outside directors (Audit and Supervisory Committee Member)	15,084	15,084	—	—	3

Risk Management and Major Risks

As a risk management system, when an unexpected situation occurs that could significantly impact the Company and its Group companies, the Company establishes the Business Continuity Planning (BCP) Task Force, which is headed by the president, in accordance with the BCP Rules and the Emergency Response Standards. Under this system, the Company swiftly conducts the necessary initial response to minimize damage and impacts.

The Company envisages the following major risks that could have an impact on the operating results of the Company and the Group, and promotes initiatives to avoid and minimize them.

Legal Regulations

The Group carries out installation duty and maintenance and inspection of gas detection alarm devices that it handles in accordance with laws and regulations such as the High Pressure Gas Safety Act and the Industrial Safety and Health Act. The Company strives to gather the latest information from inside and outside the industry, based on the possibility of risks related to these legal regulations emerging.

Product Defects

In cases where there are defects in the products handled by the Group, or where a malfunction occurs due to a calibration error and so forth during product installation, it is possible that the user could suffer property or personal damage. In managing product quality, the Company rigorously adheres to product manufacture based on international standards and maintenance and inspection operations based on internal standards in an effort to prevent incidents before they occur.

Research and Development

The Group's product development is not guaranteed to contribute to management results, but it works to provide users with products of the highest quality. To this end, the Group is engaged in new product development using cutting-edge technology, from research and development of gas sensors, as its most important management priority, based on a wide range of technical capabilities including electronics, physics, and chemistry.

Compliance System

The Company has established the Compliance Committee as an organization to manage overall compliance, strives to have officers and employees comply with laws and regulations, and has set up a system to report on the operational status of the committee to the Board of Directors. The Compliance Committee is headed by the president and has 14 members in total, including 4 directors, 8 other secretariate members, and 2 corporate lawyers as outside members. The Company

Fluctuation in Capital Investment Trends

Demand for the Group's gas detection alarm devices is impacted by trends in private sector capital investment, mainly in the semiconductor, petrochemical, and shipping industries, and in public sector capital investment, including electricity and gas.

The Group responds to fluctuations in capital investment arising from changes in the economic environment by striving to collect information from industry players such as customers.

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

In its production activities, the Group uses certain special materials and supplies, and so forth, that are available only from a limited range of suppliers. The Group envisages that such materials may experience tight demand and supply, distribution delays, and price fluctuations, and therefore strives to examine alternative materials and promote purchases of such materials from multiple suppliers.

Risk Related to Information Security

The Group's operations are subject to the risk of temporary interruptions that may affect business results due to information system malfunctions or failures, information leaks, or other factors. With regard to information security, we have taken measures to monitor and prevent unauthorized access from outside the Company, as well as measures to prevent information leaks and train employees, and we are reviewing the reinforcement of these measures.

has also formulated the Code of Conduct and Guidelines for Action, which clarify values, ethics, and correct actions for Group companies, as well as the Compliance Hotline, which receives reports and consultations from Group employees, both inside and outside the Company. The Company receives appropriate advice from corporate lawyers, certified public accountants, and so forth regarding legal and social issues, and strives to comply with laws and regulations.



Board of Directors

(As of July 1, 2025)

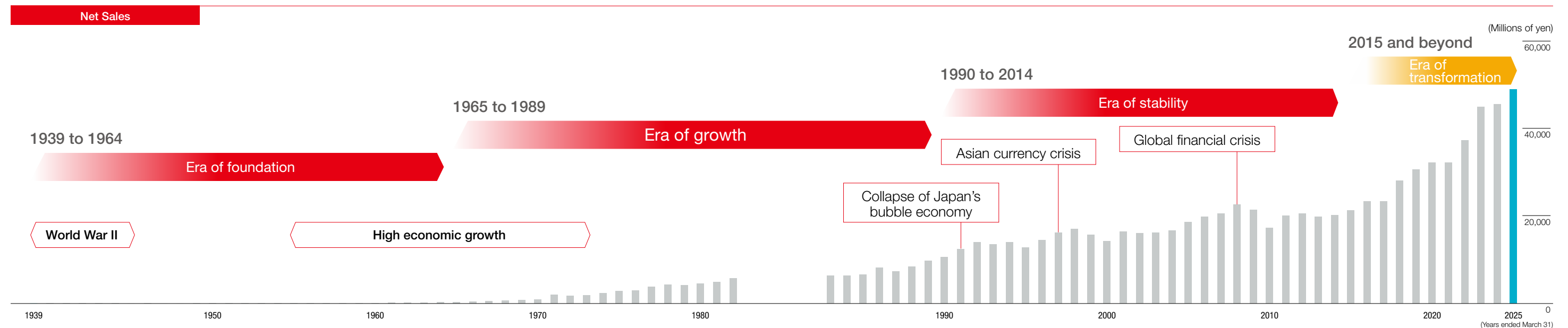
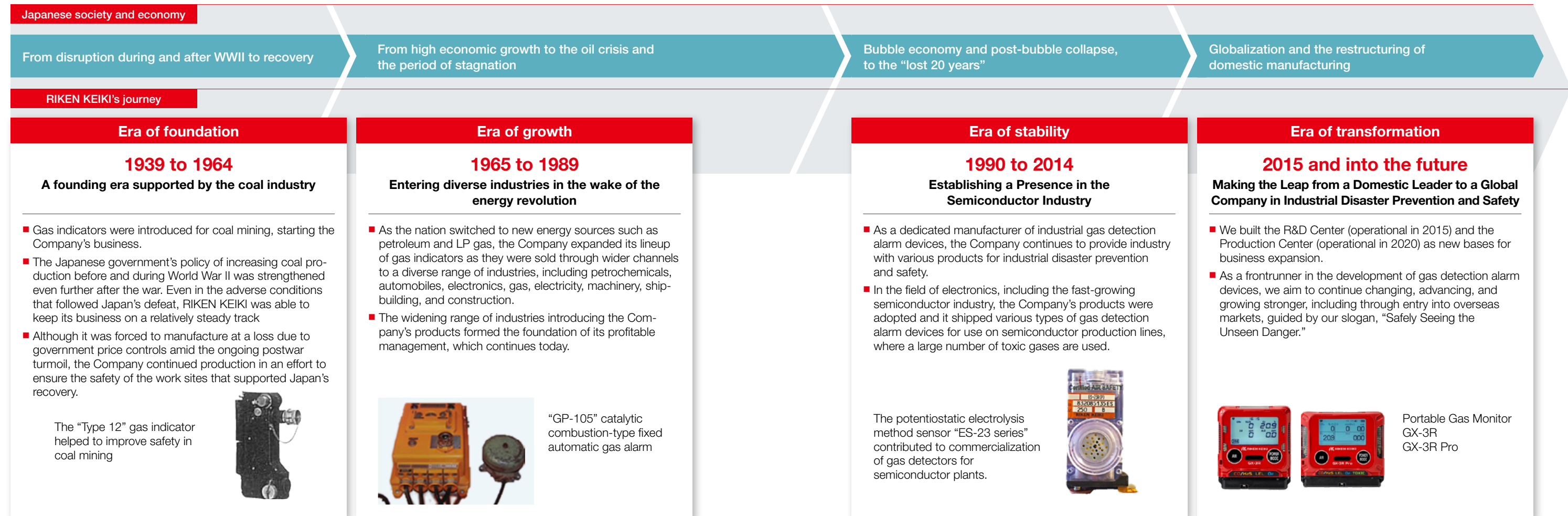
							
Chairman		President		Executive Managing Director Executive General Manager of Sales Division		Director Executive General Manager of Production Division	
Hisayoshi Kobayashi		Tetsuya Matsumoto		Shinya Kobu		Shoji Kizaki	
August 7, 1947		October 13, 1964		September 29, 1960		October 23, 1962	
Career Summary							
1974 Joined the Company 2003 Director, General Manager of Manufacturing Department, Production Division, and Factory Manager of Okegawa Factory 2007 Director and Executive General Manager of Production Division 2009 Executive Managing Director, Senior Executive Officer, Executive General Manager of Corporate Administration Division, and General Manager of Accounting Department 2011 Executive Director, Executive General Manager of Corporate Administration Division, and General Manager of Accounting Department 2013 President 2021 Chairman 2022 Chairman (current position)		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 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 2022 Executive Managing Director and Executive General Manager of Production Division 2023 President (current position)		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)		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)	
Attendance at Board of Directors meetings		10/10 times (100%)		10/10 times (100%)		10/10 times (100%)	
Number of shares owned		220,886 shares		27,152 shares		37,674 shares	
Tenure as director		22 years		8 years		6 years	

							
Director, Audit and Supervisory Committee Member		Director, Audit and Supervisory Committee Member		Director, Audit and Supervisory Committee Member		Director, Audit and Supervisory Committee Member	
Nobuo Nakano		Michimasa Taga		Yasuko Uematsu		Shuichi Takemoto	
June 15, 1953		March 28, 1953		May 7, 1977		January 5, 1960	
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 Executive General Manager of Quality Control Center 2015 Director, Audit and Supervisory Committee Member (current position)		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, INC. 2012 Resort Solutions 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)		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)		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)	
Attendance at Board of Directors meetings		10/10 times (100%)		10/10 times (100%)		–	
Attendance at Audit and Supervisory Committee meetings		10/10 times (100%)		10/10 times (100%)		–	
Number of shares owned		76,900 shares		600 shares		–	
Tenure as director		14 years		4 years		Newly elected	



Our Value Creation Journey

RIKEN KEIKI Co., Ltd. was established in 1939 as a center for developing gas indicators within the then Institute of Physical and Chemical Research. From its foundation until today, the Company has continued to provide high-performance, high-quality products to protect human life and property from the invisible dangers of gases.





Review of Operations by Device Type

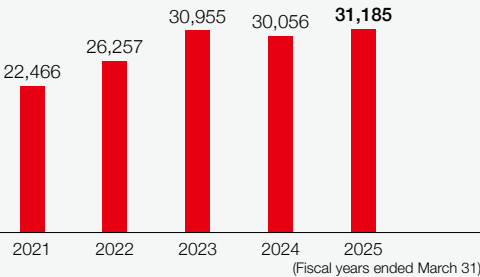
Business Report for Fiscal Year Ended March 31, 2025

Introduction to Main Products

Fixed gas detection alarm devices

Net sales: **¥31,185** million

Share of net sales: **63.6** %



Sales increased on firm orders for domestic renewal and other projects, despite the impact of inventory adjustments at semiconductor factories in Japan and East Asia, constituting our main customers, and economic slowdown in China. Sales to the gas and shipping industries remained solid, and after-sales maintenance services were also strong, resulting in net sales of ¥31,185 million, up 3.8% year on year.

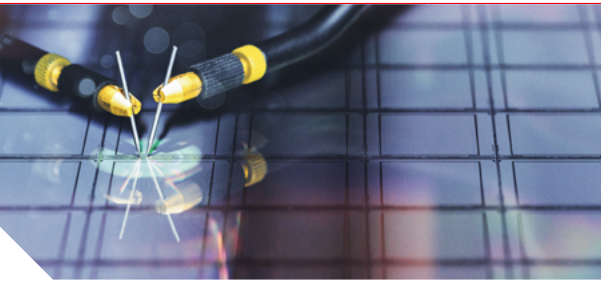
Smart Transmitter Gas Detector GD-70D

As the semiconductor industry expanded, in 2008 we launched this product, which has been highly rated as a standard product for use in semiconductor production lines and many units have been delivered. The detector has a detection module that corresponds to multiple sensor principles to realize improved convenience and miniaturization.



Features

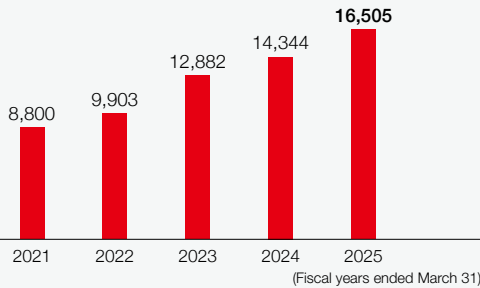
- 20% reduction in power consumption compared to conventional models
- Utilizes reusable parts
- Designed in accordance with various international standards



Portable gas detection alarm devices

Net sales: **¥16,505** million

Share of net sales: **33.7** %



Sales of our mainstay product, Portable Gas Monitor “GX-3R Series,” expanded in a wide range of fields within and outside Japan, mainly factories, shipping, and gas industries. After-sales maintenance services were also firm, increasing 15.1% year on year to ¥16,505 million.

Portable Gas Monitor GX-3R

This is the world’s smallest and lightest class portable gas monitor, featuring water and dust resistant construction that also makes it suitable for outdoor operation. The “GX-3R Pro” of this series, which can detect five gases, is the first Bluetooth-equipped gas monitor by a Japanese manufacturer, enabling connection with a smartphone using a dedicated app.



Features

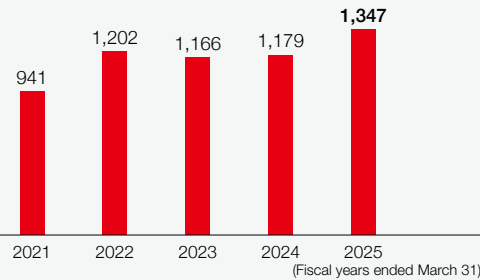
- World’s smallest and lightest class portable gas monitor
- Intrinsic safety
- Equipped with new “R sensor” facilitating excellent long-term stability



Other measurement devices

Net sales: **¥1,347** million

Share of net sales: **2.7** %



Although sales of Optical Interferometric Gas Monitor “FI-900” to the plant engineering industry were strong, sales to the machinery industry continued to be weaker than in fiscal 2023. At the same time, sales of Explosion-proof Calorimeter “OHC-800” were favorable, resulting in a 14.3% year-on-year increase in sales to ¥1,347 million.

Explosion-proof Calorimeter OHC-800

This explosion-proof calorimeter delivers highly precise, continuous measurements and high-speed responsiveness in a single unit. It is being introduced in a wide range of industries that require calorimetry, including oil refining, steel, and shipbuilding, as well as at research institutes and universities, food manufacturers, gas companies, turbine manufacturers, and glass manufacturers.



Features

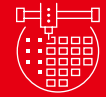
- Our proprietary “Opt-Sonic measuring principle”
*Calculation method (Patent No. 5184983)
*A coined word combining “optical” and “sonic”
- Highly resistant to non-combustible gases, enabling high-precision measurement
- Hydrogen explosion-proof structure





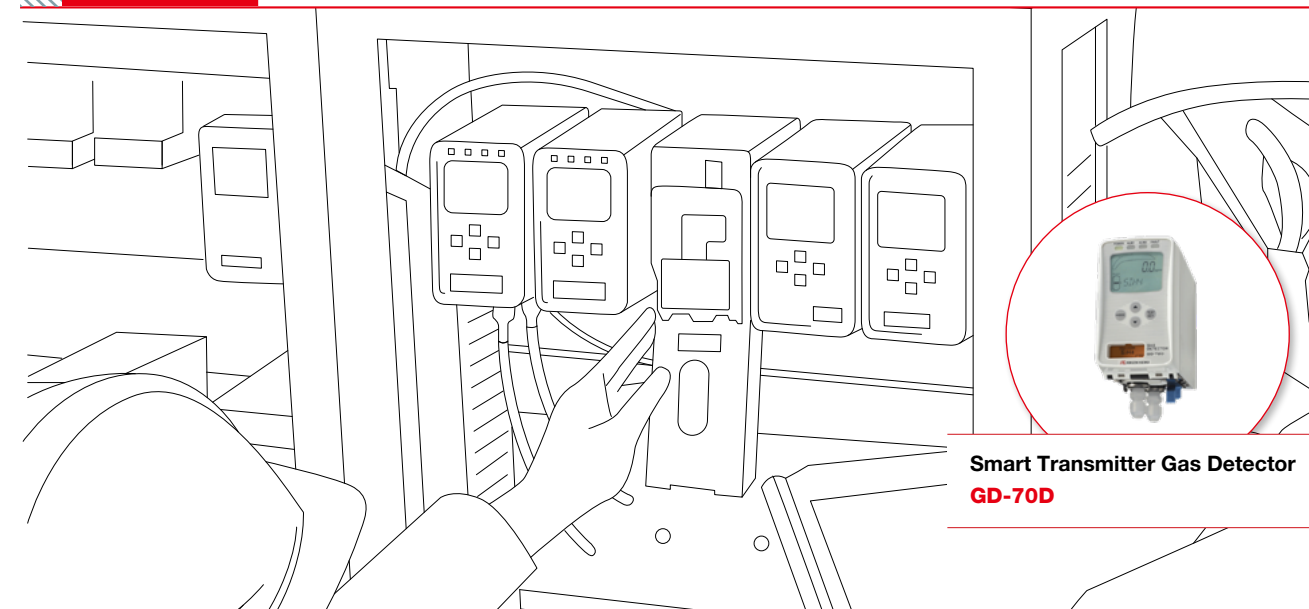
Products by Type of Worksite

RIKEN KEIKI Products Play Active Roles in a Variety of Workplaces



Semiconductor Manufacturing (Pre-processing)

Semiconductor factories use highly toxic gases. Even trace amounts of these gases cannot be allowed to leak. Thousands of gas detectors equipped with sensors that can detect even minute gas leaks are installed to protect workers.

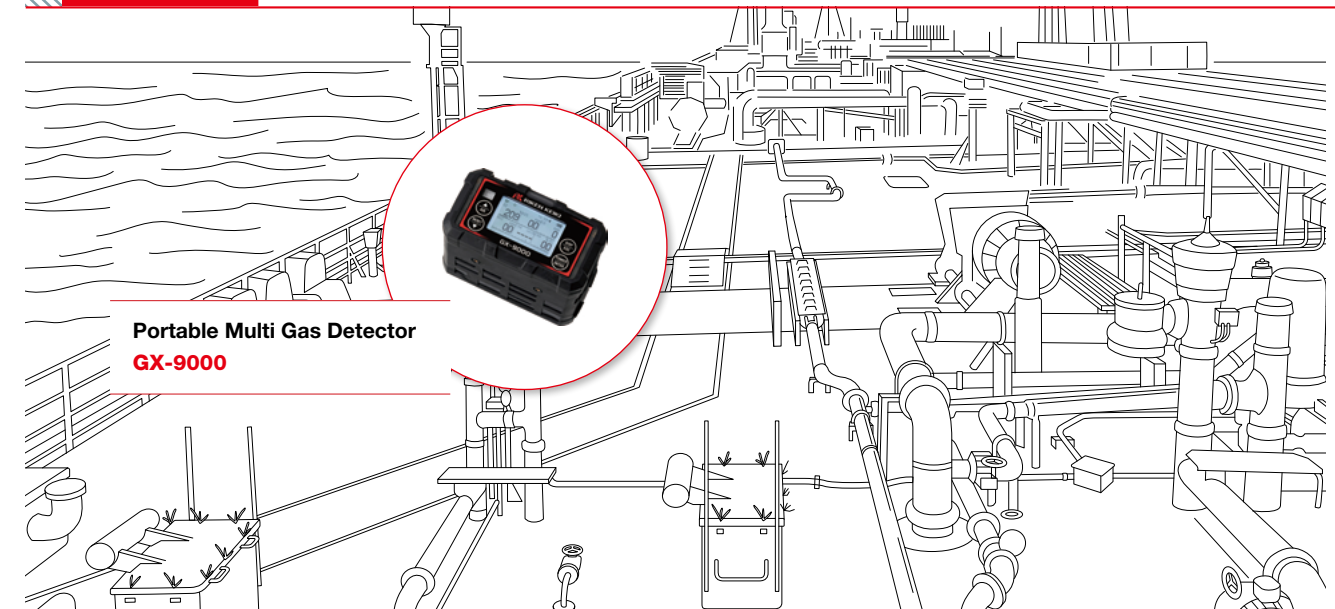


Smart Transmitter Gas Detector
GD-70D



Shipping

Ships transporting large volumes of crude oil, LNG, and LPG are at risk of flammable gas leaks from their cargo tanks. Our products monitor and provide early detection, preventing explosions and marine pollution caused by leaks.

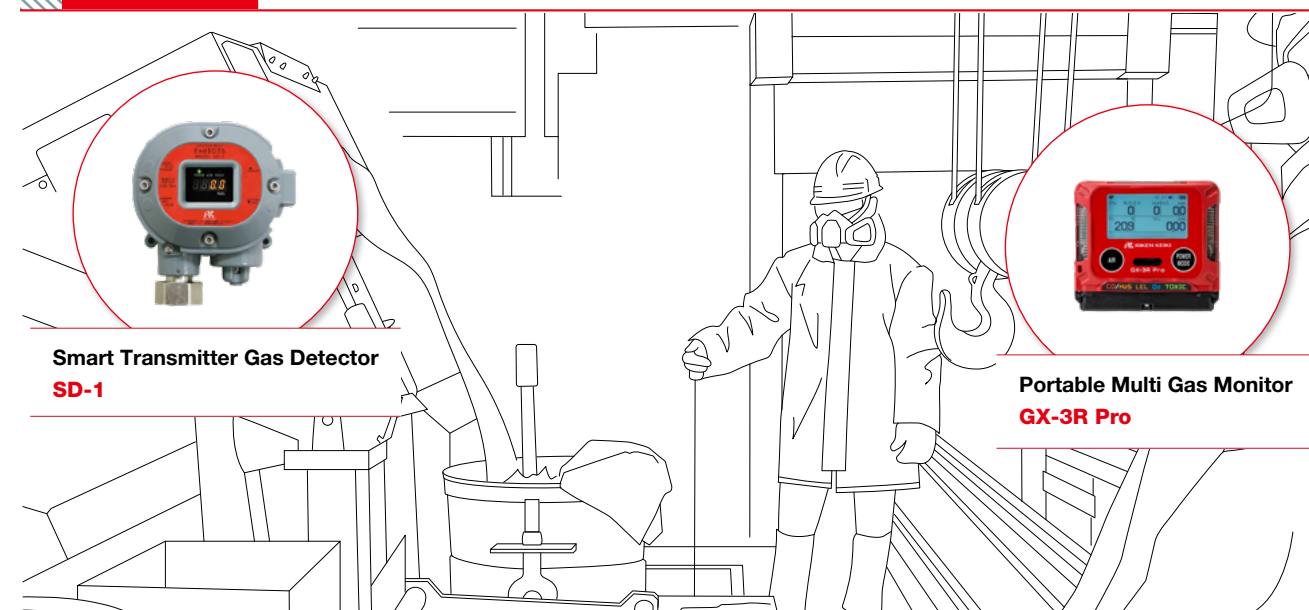


Portable Multi Gas Detector
GX-9000



Steelmaking

By-product gases generated during each steelmaking process contain large amounts of hydrogen and carbon monoxide, and steel mills reuse these gases as fuel for power generation. Our products protect workers from the risk of explosions and poisoning.



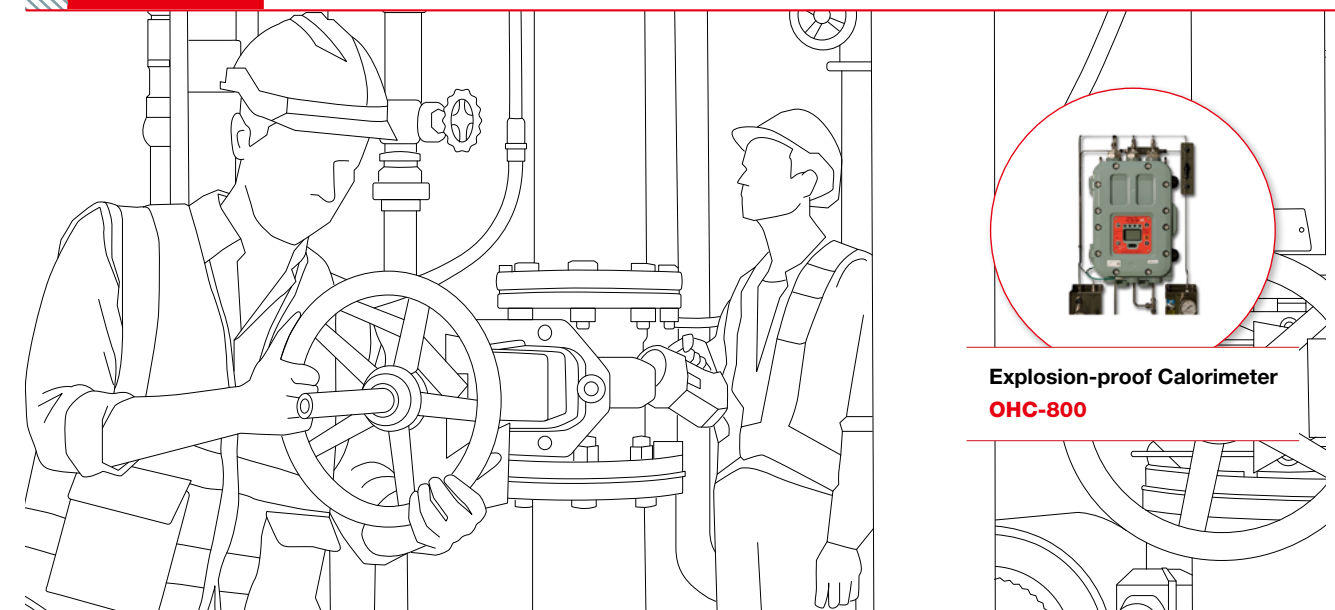
Smart Transmitter Gas Detector
SD-1

Portable Multi Gas Monitor
GX-3R Pro



City Gas

City gas is flammable, and there is a risk of accidents caused by gas leaks. Gas detectors and calorimeters are used throughout the gas delivery process, from the point where LNG is received as raw material, to the gas consumer.



Explosion-proof Calorimeter
OHC-800



Financial Analysis

Operating Results

With regard to the Group's operating environment in the fiscal year ended March 31, 2025, the economic outlook remained uncertain due to ongoing geopolitical risks. These include policy developments in the United States, tighter export controls on semiconductors due to US-China tensions, and conflicts in Ukraine and the Middle East, all of which require close monitoring. In addition, the impact of inventory adjustments in the semiconductor industry, our primary customer base, continues to linger, with recovery varying by sector and region. At the same time, in line with the sudden surge in semiconductor demand for generative AI, investment in advanced semiconductors has been invigorated, leading to expectations for growth in the medium to long term. Given these conditions, we worked to maintain and improve quality, cost, and deliveries to accurately respond to customer delivery requests and acquire the

certifications required for our products. We also made efforts to strengthen competitiveness through the development of multi-point tape-type gas detection system, which are mainstream in overseas semiconductor industries, the reorganization of our sales department, and the establishment of a certification management department. Furthermore, to expand our share in overseas markets, we made efforts to strengthen overseas subsidiaries by proactively dispatching Japanese human resources to overseas subsidiaries. As a result of these measures, net sales for the fiscal year under review were ¥49,038 million (up 7.6% year on year), operating profit was ¥10,642 million (down 7.3% year on year), ordinary profit was ¥10,830 million (down 11.7% year on year), and net profit attributable to owners of parent was ¥8,007 million (down 4.4% year on year).

Financial Position

At the end of fiscal 2025, assets totaled ¥92,763 million, an increase of ¥4,171 million year on year. This was mainly due to an increase of ¥1,678 million in cash and deposits, an increase of ¥1,051 million in notes and accounts receivable - trade, and contract assets, a ¥1,127 million increase in software in progress, and a ¥639 million increase in land, despite a ¥676 million decrease in investment securities. Liabilities at the end of the fiscal year under review were ¥15,259 million, a decrease of ¥878 million year on year. This was mainly due to a decrease of ¥2,035 million in notes and accounts payable - trade, and a ¥308 million decrease in deferred tax liabilities, despite

an ¥854 million increase in accounts payable included in other, an increase of ¥389 million in income taxes payable and an increase of ¥307 million in accrued consumption taxes included in other in current liabilities. At the end of the fiscal year under review, net assets totaled ¥77,504 million, an increase of ¥5,050 million year on year. This was mainly due to a ¥6,141 million increase in retained earnings as a result of recording ¥8,007 million in net profit attributable to owners of parent, and dividends of surplus of ¥2,080 million, while factors causing net assets to decrease included share buybacks amounting to ¥1,701 million.

(Fiscal years ended March 31)	2021	2022	2023	2024	2025
Net Sales (Millions of yen)	32,209	37,363	45,004	45,581	49,038
Operating Profit (Millions of yen)	6,598	8,402	11,551	11,476	10,642
Operating Profit Margin (%)	20.5	22.5	25.7	25.2	21.7
ROE (%)	9.5	11.1	14.5	12.3	10.7
Dividends (Yen)*	21.00	30.00	40.00	40.00	45.00
Dividend Payout Ratio (%)	20.8	23.4	21.5	22.2	26.1
DOE (%)	2.0	2.6	3.1	2.7	2.8

* The Company conducted a 2-for-1 split of common stock effective April 1, 2024. Stated dividend amounts are based on retroactive adjustments calculated in line with stock split adjustment standards.

Status of Cash Flows

The Group's principal uses of cash are for working capital, capital investment, income tax payments, repayment of borrowings, and dividend payments, which are primarily funded by operating cash flows or borrowings from financial institutions. Our financial policy is to maintain a balance between best financial ratios and capital efficiency to further strengthen our financial position. Net cash provided by operating activities totaled ¥6,295 million, an increase of ¥3,681 million from the previous year. This was because profit before income taxes was ¥11,348 million and depreciation was ¥1,859 million, while the decrease in trade payables amounted to ¥2,945 million, income tax paid was ¥3,241 million, and the increase in trade receivables amounted to ¥961 million. Net cash used in investing activities came to ¥650

million, ¥1,813 million less than in the previous fiscal year. Among major uses of cash, the purchase of securities amounted to ¥1,392 million, purchase of intangible assets amounted to ¥1,014 million, the purchase of property, plant and equipment was ¥832 million, while proceeds from withdrawal of time deposits were ¥2,025 million, proceeds from redemption of securities were ¥1,815 million, and proceeds from sale of investment securities were ¥702 million. Net cash used in financing activities totaled ¥4,168 million, ¥1,704 million more than in the previous fiscal year. Notably, dividends paid used ¥1,860 million and ¥1,702 million for purchases of treasury shares. As a result, cash and cash equivalents at the end of the fiscal year were ¥19,033 million.

Policies Related to Shareholder Returns

The Group positions the return of profits to shareholders as one of our most important management policies. Our 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), and financial conditions, among other factors. Based on this policy, we increased the ordinary dividend per share for the fiscal year under review by ¥5, for a year-end dividend of ¥25. Combined with the interim dividend of ¥20, the full-year dividend will be ¥45, achieving a dividend payout

ratio of 26.1% and a DOE of 2.8%. Going forward, we will strive to achieve sustainable profit growth and enhance shareholder value while maintaining a balance between growth investments that include research and development, capital investment, and human resource development. Furthermore, in March 2025, we acquired 641,400 shares of our own common stock (totaling approximately ¥1.7 billion) for the purpose of further improving capital efficiency and maximizing long-term corporate value.

Return on Capital and Policies Going Forward

In recent years, return on capital has improved significantly due to increased demand for semiconductors driven by advances in communication technologies and AI, as well as increased production resulting from the expansion of overseas operations. ROE (return on equity) has remained at 10–14% for the past three years, exceeding the cost of shareholders' equity (5–6%). Additionally, the price-to-book ratio (PBR) has remained stable in line with ROE improvement. Going forward, we will continue striving to ensure returns on capital that exceed the cost of shareholders' equity, as we aim to maintain ROE at 10% or higher.

At the same time, we expect the business environment to remain uncertain due to factors such as soaring energy and raw material prices, and exchange rate fluctuations. We also need to address issues such as strengthening our organizational structure to respond to rapid business expansion, rising personnel expenses, and exchange rate risks. While responding flexibly to changes in the external environment, the Group will continue to steadily advance key Group strategies set forth in the medium-term management plan.



Eleven-Year Summary of Financial and Non-Financial Data

RIKEN KEIKI Co., Ltd. and its consolidated subsidiaries
(Fiscal years ended March 31, 2015 to 2025)

	2015	2016	2017	2018	2019	2020	2021	2022	2023	2024	(Millions of yen) 2025
Fiscal year											
Net sales	¥ 21,335	¥ 23,417	¥ 23,357	¥ 28,089	¥ 30,650	¥ 32,189	¥ 32,209	¥ 37,363	¥ 45,004	¥ 45,581	¥ 49,038
Operating profit	3,367	3,615	4,000	4,415	5,103	6,197	6,598	8,402	11,551	11,476	10,642
Net profit attributable to owners of parent	2,693	2,574	4,127	3,174	4,099	4,342	4,691	5,963	8,670	8,378	8,007
Depreciation and amortization	735	897	789	1,115	1,309	1,339	1,529	1,855	1,917	1,971	2,061
Capital expenditure	2,083	706	2,815	2,001	1,057	4,182	4,298	678	1,385	3,161	3,021
Cash flows from operating activities	2,410	3,565	4,033	3,232	4,115	5,180	4,089	9,252	5,189	2,613	6,295
Cash flows from investing activities	(1,196)	(3,960)	(1,564)	(495)	(1,045)	(3,327)	(2,756)	(2,565)	(648)	(2,463)	(650)
Cash flows from financing activities	(688)	(774)	(782)	(855)	(1,012)	(1,193)	(2,472)	(2,953)	(4,255)	(2,464)	(4,168)
Fiscal year-end											
Net assets	¥ 32,775	¥ 34,354	¥ 39,148	¥ 42,527	¥ 46,212	¥ 49,635	¥ 52,615	¥ 56,858	¥ 63,383	¥ 72,453	¥ 77,504
Total assets	40,688	42,713	48,018	52,910	56,851	60,219	64,326	71,606	79,746	88,591	92,763
Interest-bearing debt	2,956	2,809	2,713	2,715	2,697	2,784	3,803	3,556	3,109	3,204	3,330
Fiscal year-end balance of cash and cash equivalents	10,092	8,797	10,383	12,239	14,346	15,016	13,932	17,989	18,913	17,167	19,033
Management indicators, etc.											
Dividend per share (yen) *1	10.00	11.00	12.00	15.00	18.00	20.00	21.00	30.00	40.00	40.00	45.00
Earnings per share (EPS) (yen) *1	58.03	55.48	88.93	68.30	88.13	93.37	100.85	128.13	186.21	179.91	172.10
Book value per share (BPS) (yen) *1	706.21	740.24	822.70	891.13	948.59	1,019.97	1,096.80	1,206.37	1,361.13	1,555.65	1,687.03
Consolidated dividend payout ratio (%)	17.2	19.8	13.5	22.0	20.4	21.4	20.8	23.4	21.5	22.2	26.1
D/E ratio (times)	0.09	0.08	0.06	0.07	0.06	0.06	0.07	0.06	0.05	0.04	0.04
Return on assets (ROA) (%)	9.7	9.1	9.1	9.1	10.0	11.0	11.1	13.0	15.8	14.6	11.9
Return on equity (ROE) (%)	8.6	7.7	11.4	8.0	9.6	9.5	9.5	11.1	14.5	12.3	10.7
Equity ratio (%)	80.6	80.4	79.5	78.3	77.6	78.8	79.3	78.4	79.5	81.8	83.5
Non-Financial Data*2											
CO ₂ emissions*3 (t-CO ₂)	—	—	—	—	—	4,635	4,892	2,134	1,164	1,132	1,093
Water use (m³)	33,729	17,599	45,383	31,370	46,129	57,762	59,407	47,912	34,310	37,436	34,528
Electricity use (kWh)	6,298,052	7,895,587	7,768,112	7,620,959	7,448,401	7,405,470	8,644,810	8,489,067	8,494,808	8,316,879	8,234,950
Rate of use of annual paid leave (%)	61.3	53.6	56.7	59.4	61.0	71.1	66.7	69.8	74.9	82.4	81.9
Rate of use of childcare leave (women) (%)	100.0	100.0	100.0	100.0	100.0	100.0	100.0	100.0	100.0	100.0	100.0
Rate of use of childcare leave (men) (%)	—	—	0.0	4.2	0.0	2.9	11.5	33.3	26.9	58.8	50.0
Occupational accidents (lost time injuries) (people)	0	0	0	1	1	0	0	0	1	0	0
Occupational accidents (injuries without lost time) (people)	2	6	4	2	4	3	2	4	3	6	6
Average number of years of service (years)	13.8	14.2	14.6	14.6	14.8	15.3	15.9	15.8	15.7	16.0	15.7
Average age (years)	38.4	38.9	39.1	39.1	39.3	39.7	40.3	40.4	40.3	40.7	40.6
Attrition rate within three years of joining the Company (%)	13.6	0.0	0.0	13.6	3.0	11.8	20.0	7.4	0.0	20.0	10.0
Number of regular employees (people)	989	1,015	1,102	1,116	1,180	1,196	1,185	1,234	1,313	1,349	1,407
Proportion of regular employees (%)	82.2	80.9	79.2	77.1	74.1	74.0	73.2	72.4	72.0	71.6	71.4

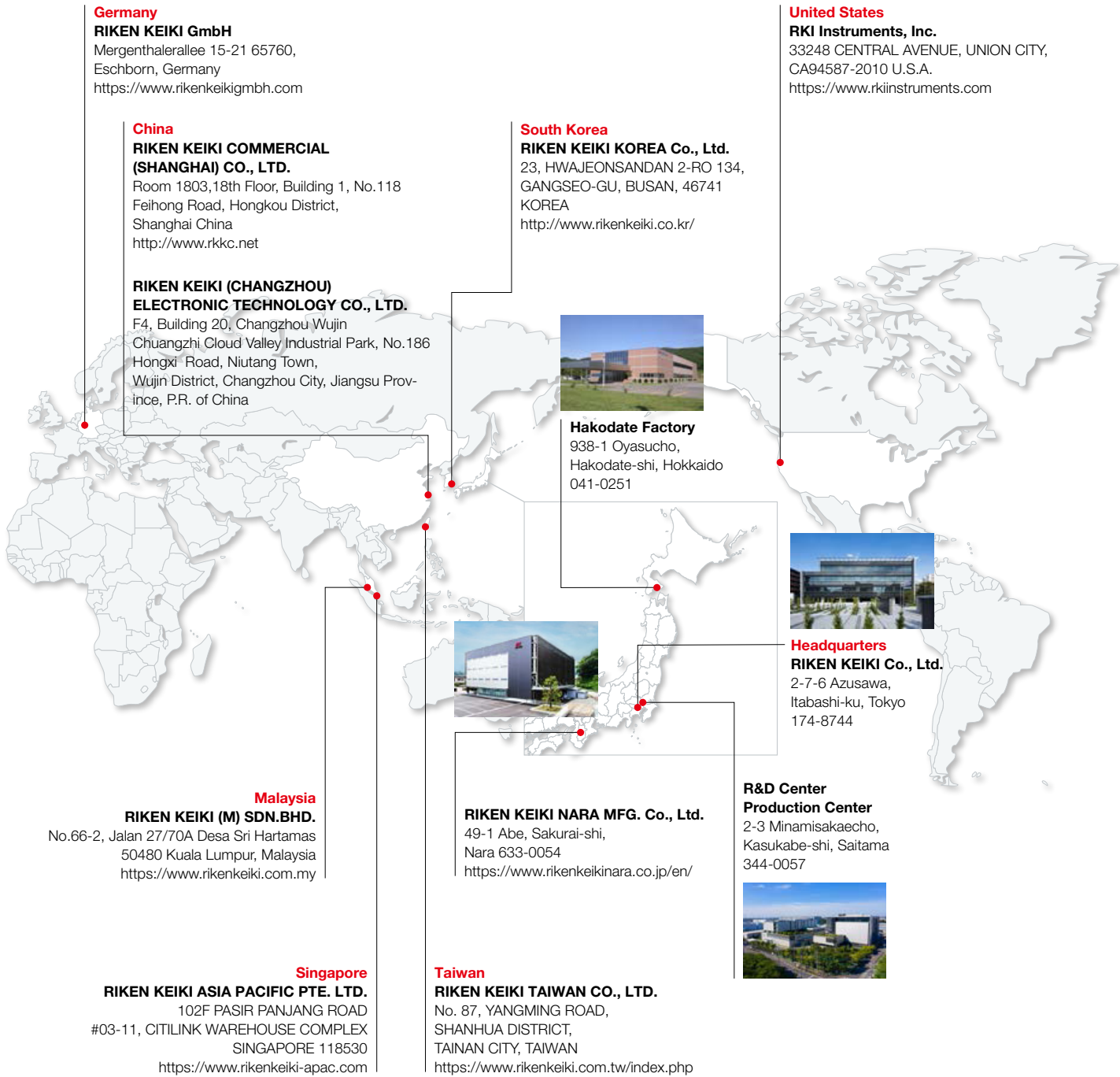
*1 Figures shown for dividends per share, EPS, and BPS are after adjusting for the stock split.
*2 Non-consolidated data for RIKEN KEIKI except for number and proportion of regular employees
*3 CO₂ emissions are the total of Scope 1 and 2.



Domestic and Overseas Network

(As of March 31, 2025)

The RIKEN KEIKI Group has 60 business locations in Japan conducting sales, manufacturing, and maintenance. Overseas, the Group has approximately 30 affiliated companies and sales stores, mainly in North America, South America, Europe, and Asia. Together, the domestic and overseas locations form the network of the RIKEN KEIKI Group, which will continue to expand into the future.



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, 2025)

Company name	RIKEN KEIKI Co., Ltd.
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	1,407 (consolidated) 1,100 (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	2,839

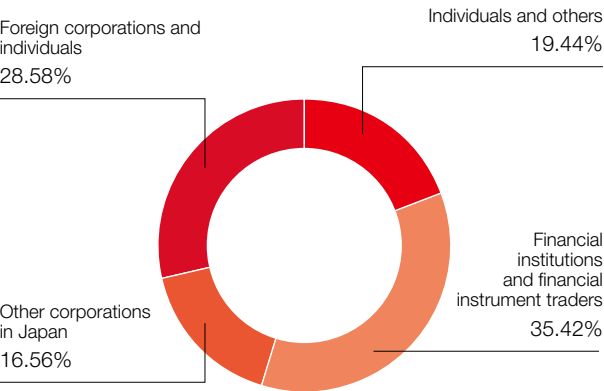


Status of Major Shareholders

Shareholder name	Number of shares held	Shareholding percentage (%)
The Master Trust Bank of Japan, Ltd. (Trust account)	5,347,600	11.64
STATE STREET BANK AND TRUST COMPANY 505001	3,673,206	8.00
Custody Bank of Japan, Ltd. (Trust account)	3,008,500	6.55
BANK LOMBARD ODIER AND CO LTD GENEVA	2,413,422	5.25
The Dai-ichi Life Insurance Company, Limited	2,400,000	5.22
RIKEN KEIKI Partners Shareholding Association	2,057,162	4.48
Mizuho Bank, Ltd.	1,800,402	3.92
NAGANO KEIKI CO., LTD.	1,422,000	3.10
Sumitomo Mitsui Banking Corporation	1,327,600	2.89
RIKEN KEIKI Employee Shareholding Association	1,292,277	2.81

* The shareholding ratio is calculated after deducting 1,383,458 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.



▶ / RIKEN KEIKI Company Information

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