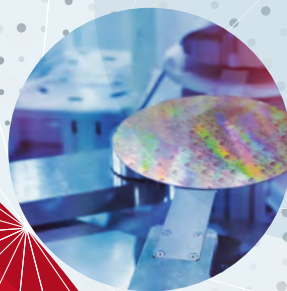


Integrated Report 2024

Fiscal year ended March 31, 2024

MISSION: **INVISIBLE**

Safely Seeing the Unseen Danger



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MISSION: INVISIBLE

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 have published 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, 2024 (April 1, 2023 to March 31, 2024). Some of the described activities occurred before this period or during or after April 2024.

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 challenge 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

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

The RIKEN KEIKI Group strives to enhance its corporate value and contribute to society's development by pursuing its objective of "creating safe working environments for workers" and providing the world with the new value it creates.

Tetsuya Matsumoto
President



Looking Back on the Fiscal Year Ended March 31, 2024

In the fiscal year ended March 31, 2024, instability persisted in our external environment, which was characterized by soaring prices of materials and resources and growing geopolitical risks, including prolonged turmoil in Russia and Ukraine and strife in the Middle East. Regarding the environment surrounding the Company, capital investment in the semiconductor industry has been restrained owing to inventory adjustments caused by a slowdown in demand for memory semiconductors. In addition, sales to lithium-ion battery factories in the Asian market were sluggish. Under these circumstances, consolidated net sales were up slightly year on year, although they fell short of our initial forecast. Meanwhile, our overseas sales ratio reached a historic high of 43.6%.

As for overseas markets, we position Asia and North America as important markets. We actively sent human resources from our head office to expand our market share, and worked to improve and enhance the systems of our overseas subsidiaries. In the Asian market, we experienced a difficult year overall, but R K INSTRUMENTS (S) PTE LTD, our consolidated subsidiary in Singapore, newly expanded sales activities to Indonesia, Vietnam, the Philippines,

Thailand, and other countries. The subsidiary was to function as a hub for the Southeast Asian market. Performance in North America remained strong, due to favorable market conditions. We will continue to promote sales of fixed-type products to semiconductor and petrochemical plants and develop our maintenance systems.

Progress of the Medium-Term Management Plan (FY2023-FY2025)

In the initial year of our medium-term management plan (FY2023–FY2025), we worked to build our foundations as a company capable of sustainable growth under a policy to "strengthening of the management foundation." Concentrating on the organizational structure, which is our framework, and the supporting pillars of human resource strategy, such as recruitment and human resource development, we pursued our ideal forms and made improvements to realize them.

In terms of organizational structure, we expanded the Quality Control Center that is responsible for the management of domestic and international standards and certifications, reorganized the technology development department, and increased the number of employees sent to our overseas subsidiaries. With an eye to the human resources that



will drive the Company's sustainable growth, we have been recruiting with an awareness of diversity, targeting women, non-Japanese, and mid-career professionals. To support the success of diverse individuals, we have revised our training programs. We will continue to confirm and improve the Company's infrastructure, and develop and strengthen our systems to keep pace with our growth.

In preparation for future growth, we promoted the development of new business areas and expansion of sales channels. We are focusing on industries related to decarbonization as new areas. We recognize them as an essential business that will lead to solving the pressing global issue of climate change, as well as helping us enhance corporate value. As new technologies for large-scale thermal power generation and marine engines, mixed combustion technology, in which ammonia is mixed with conventional fossil fuels, and technology that uses ammonia as a stand-alone fuel are in the phase of demonstration testing and social implementation. While ammonia does not emit CO₂ when burned and can thus facilitate the reduction of greenhouse gas emissions, it is highly toxic. Therefore, it requires gas detection and alarm equipment for leaks. Furthermore, methanation, which is attracting attention in the use of hydrogen, is also underway for social implementation. Methanation facilities require composition and calorific monitors in addition to gas detection and alarm equipment. We believe they represent significant growth potential for the Company.

Strengthening the management base requires a long-term, ongoing commitment. The reorganization and allocation of personnel to priority departments we undertook in the initial year of the medium-term management plan merely established a framework. We will repeat the process of verification and improvement until the established framework functions well and is repeatable. It is important to become a company that can sustain long-term growth even beyond the conclusion of the medium-term management plan. In an ever-changing world, we cannot expect to achieve sustainable growth over the long term if we stand alone with original customs and systems. If we find any questions or points that need to be reviewed regarding the existing organizational structure or human resource development policies, we must make improvements and introduce new systems and mechanisms that are in line with the changing times. We do not consider the strengthening of our

management base to be the end, but rather a starting point for the Company to the next stage. Based on these considerations, we will steadily promote our policy for the second year of the plan, "response to changes and strengthening of overseas markets."

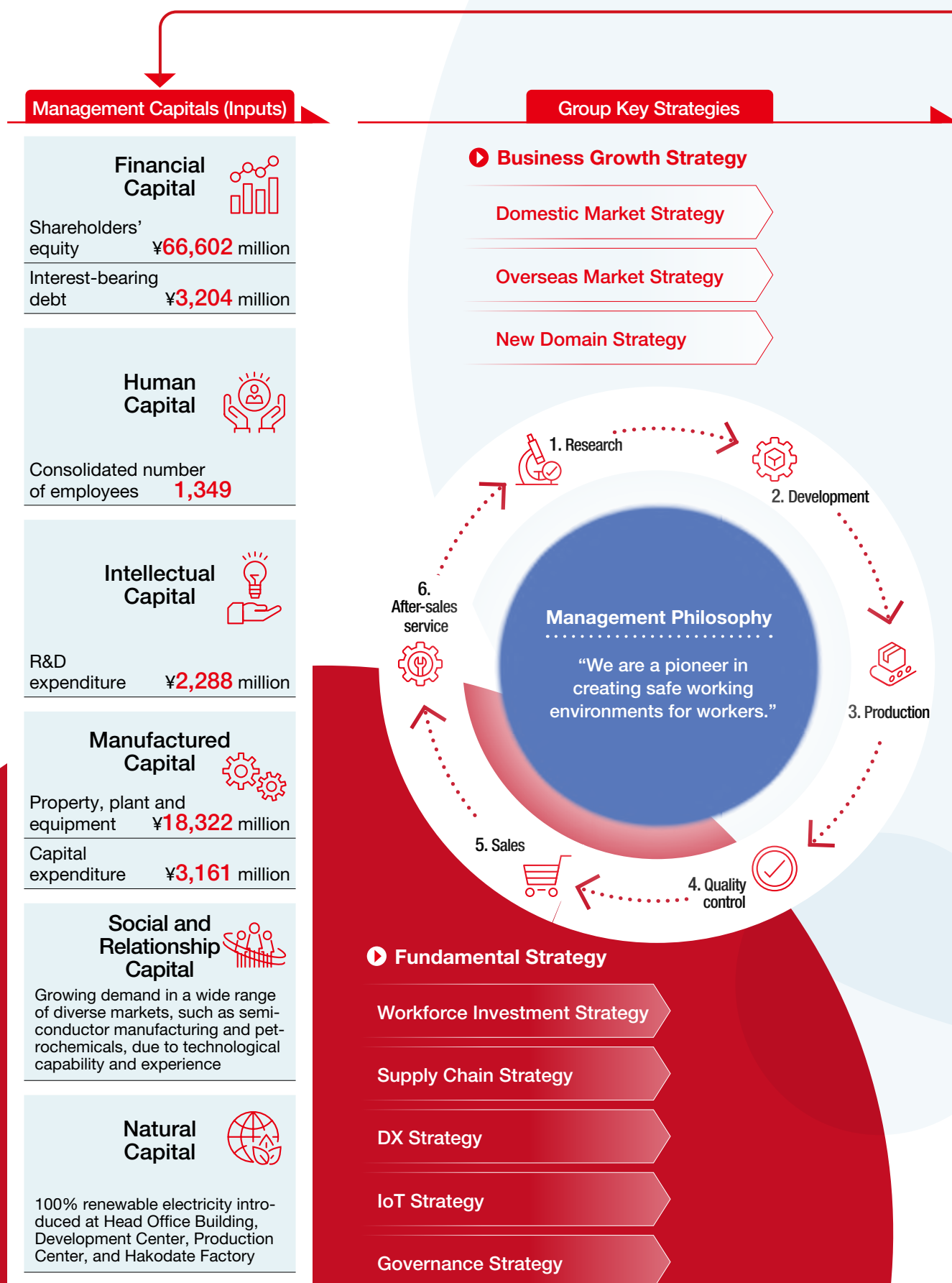
Initiatives for Making Future Leaps Forward

Our policy for the second year of our medium-term management plan is "response to changes and strengthening of overseas markets." Under this policy, we will work to develop new markets through the power of people and technology. About strengthening overseas markets, we intend to promote strategies and measures from a medium- to long-term perspective. Firstly, we will focus on introducing a new multi-point tape-type gas detector, which is a main gas detector in the overseas semiconductor industry. As there is a growing demand for the new tape-type product, we are making progress with development that reflects customer needs. By introducing this new product, we plan to strengthen and expand our presence in overseas markets.

In developing overseas markets, it is important not only to further strengthen our technological development capabilities, but also to develop the ability to introduce products that satisfy customer needs in a timely manner. To address these two points, it is vital that we further enhance the skills of our human resources. We are investing in human resource development by strengthening existing training measures such as position-based education and English-language education. We are also introducing e-learning to cultivate an environment for learning diverse skills. We aim to train "self-directed individuals who carve out their own careers with curiosity and initiative." For this purpose, we will create an environment and system in which each employee is aware of their own role, confidently tackles the problems and issues at hand, and is able to take on new challenges.

We will continue to leverage our strength in carrying out development, production, and product maintenance in an integrated manner. We contribute to the realization of "creating safe working environments for workers" and social development. We kindly ask our stakeholders for your continued understanding and support.

Our Value Creation Process





Overview of Products by Device Type (Output)

Fixed gas detection alarm devices

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

Portable gas detection alarm devices

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

Other measurement devices

We offer a range of measurement devices for various domains, from solutions that combine gas detectors to analytical devices that differ from gas detectors. For example, our explosion-proof calorimeters can be used to improve the combustion and energy efficiency of various energy sources, such as natural gas and shale gas. We also provide atmospheric photoemission yield spectrometers, which are in high demand at universities and research institutes.

Main Industries in which We Provide Value

- Semiconductor manufacturing and electronics
- Petrochemical
- Infrastructure (gas, electricity, water)
- Shipping
- Steelmaking
- Automotive, etc.

Strengthening competitive advantages
(price, technology, quality)

Optimizing sales and service systems

Corporate governance

Our Value

Sustainability to support infrastructure

- Our core competence involves technologies used to measure invisible gases and make them visible. We draw on these technologies to provide industry with a wide range of affordable, high-quality, and long-lasting (i.e., energy-saving) products and a full range of services. We contribute to a sustainable society by promoting efforts to realize a safe, comfortable environment and ecology through the adoption and use of these products and services by our customers.



Sustainability in development and production of our products

- We strive to reduce waste associated with business activities through highly efficient production activities, by promoting recycling, and other efforts.
- We address climate change by reducing greenhouse gas emissions, increasing use of renewable energy, conserving energy, and other measures.
- We strive to preserve our water resources by reducing water use and properly controlling wastewater quality and treatment.



Sustainability as a good corporate citizen

- We advance contributions toward activities whose purpose is to realize a sustainable global society while engaging in business activities alongside our local communities, based on respect for the cultures and customs of each country and region.
- We contribute to society by meeting customer needs in quality, price, and delivery times. To achieve sustainable growth in corporate value, we promote positive communication with shareholders and investors. Based on our regard for employees as treasured assets, we promote efforts to realize workplaces enabling work in a bright, positive, and healthy atmosphere.



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 enhancing our technological development with new innovations. 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.”

Direction of the Medium-Term Management Vision

1 Strengthening industry sales relationships

Strengthen sales to the infrastructure, petrochemical, and machinery industries, while maintaining and enhancing relationships in the semiconductor and electrical industries

2 Expanding into overseas markets

Expand market share in the semiconductor industry in Asia and augment sales of fixed-type products and in the maintenance business in North America

3 Enhancing new technological development

Focus on developing and commercializing new technologies that contribute to the realization of a sustainable society

Understanding Our Current Situation

RIKEN KEIKI's circumstances	The external environment
<ul style="list-style-type: none"> ▶ Overseas sales reaching a record high (for the fiscal year ended March 31, 2024) ▶ Maintenance sales growing steadily ▶ Productivity improving due to strict cost controls ▶ Continuation of stable dividends to shareholders ▶ Reinforcement of human capital management ▶ Structure of overseas subsidiaries improving ▶ Enhancing the system for overseas products, from planning to standards approval ▶ Strengthening sales and product development to increase domestic market share ▶ Improving the production system to meet increasing demand 	<ul style="list-style-type: none"> ▶ Advances in smart factories and use of AI and data ▶ Production volume of lithium-ion batteries forecast to increase globally by 2030 ▶ Increase in semiconductor production in the US and Europe ▶ Initiatives to address social issues such as climate change and carbon neutrality ▶ Ongoing increases in geopolitical risk and continued instability ▶ Rising prices of raw materials ▶ Decline in the number of domestic manufacturing locations for the fourth consecutive year since 2017.



RIKEN KEIKI's Strengths

Our Strength 1

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 and alarm equipment, we provide high-value-added products that differentiates ourselves from other companies.

Our Strength 2

Gas sensing technologies developed in-house

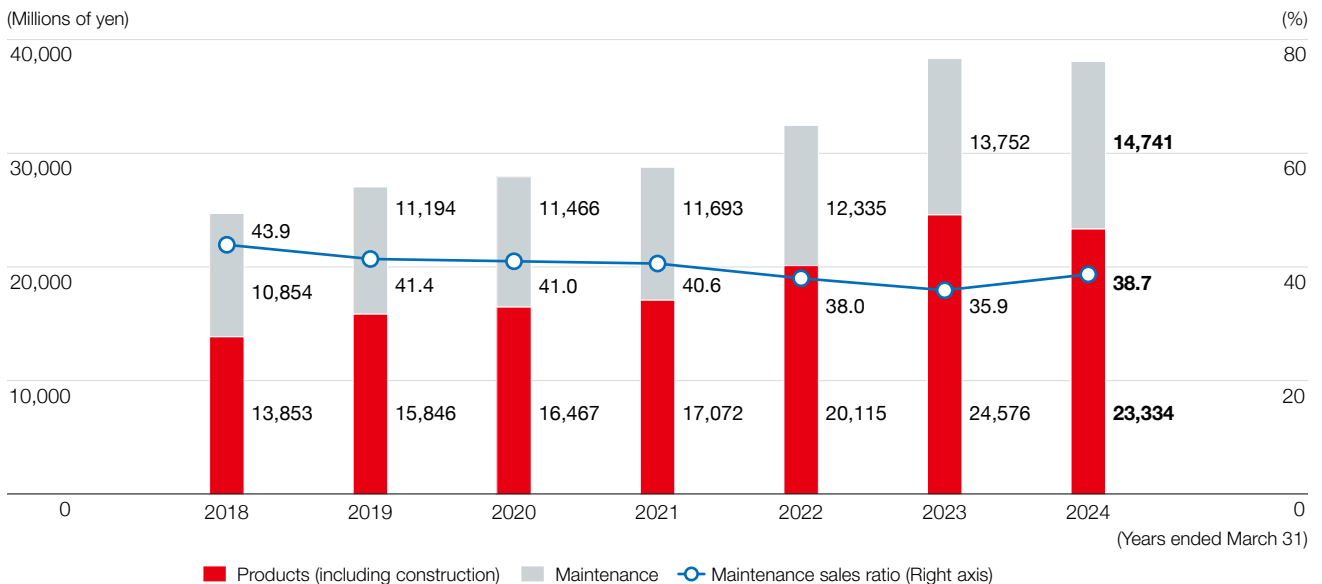
We have continued to develop our sensing technology to meet customer needs. For example, we have developed the “potentiostatic electrolysis method sensor,” which is widely used in semiconductor factories, and the “catalytic combustion method sensor,” which is used in a wide range of work sites, and developed the “Opt-Sonic” sensing 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 removal filters are placed in front of the sensor to achieve highly accurate detection. The filters are also one of our key sensing technologies.

Our Strength 3

Stable maintenance business that is less affected by the economy

Gas detection and alarm equipment 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 adjust 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.

Sales of Products and Maintenance

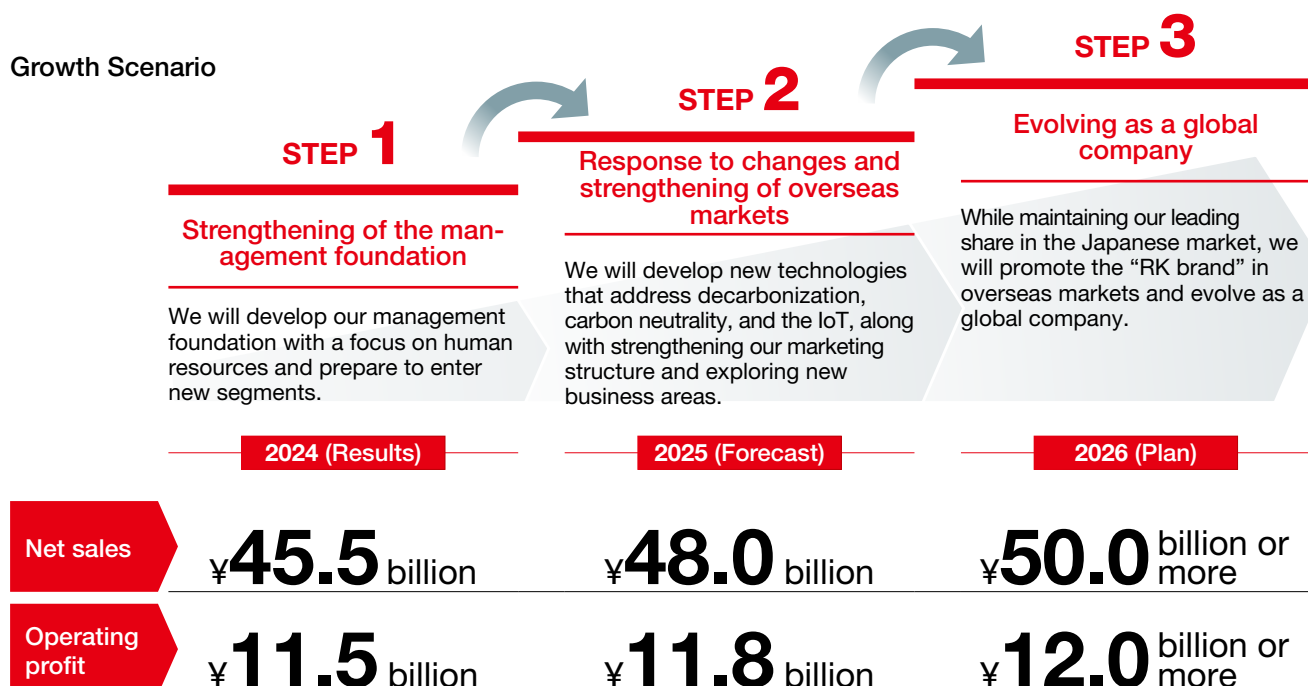


Growth Scenario and Main KPIs

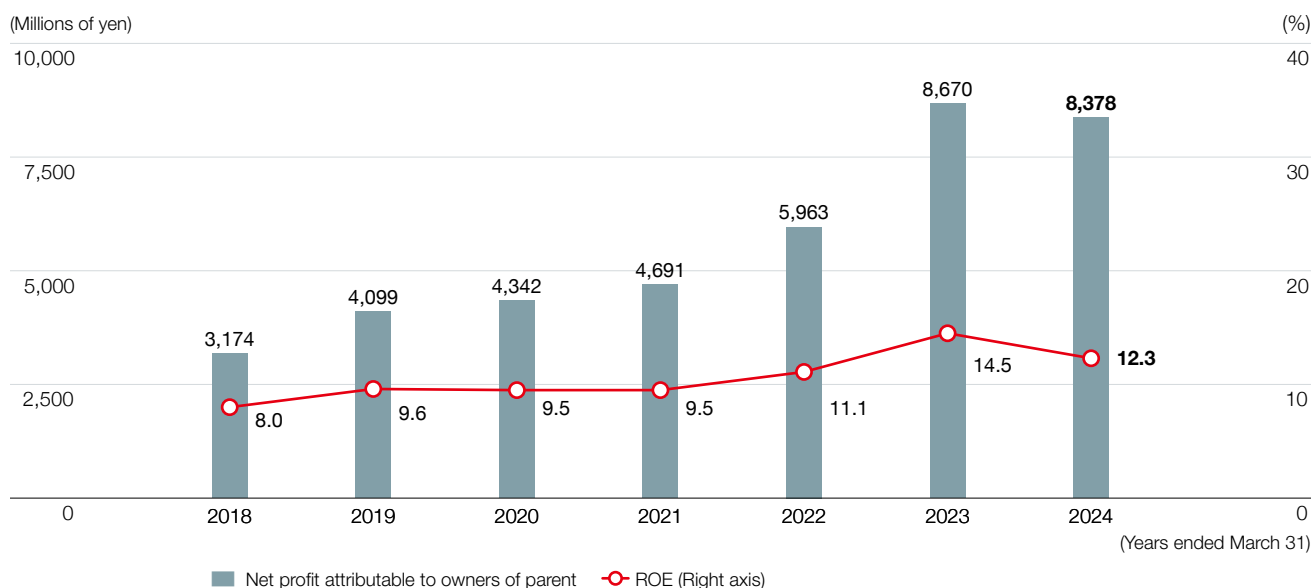
Based on high technological capabilities, we are pursuing a growth strategy based on three key elements: expanding market share in the domestic market, strengthening our presence in international markets, and exploring new areas. In the domestic market, we are working to enhance our production system to meet increasing demand and improve competitiveness through increased productivity. For international markets, we are preparing for the establishment

of subsidiary organizational structures and the expansion of maintenance operations. In terms of exploring new areas, we are strengthening our marketing capabilities and focusing on product development based on market demands such as decarbonization and carbon neutrality. Additionally, we aim to become a global leader in gas detection and alarm equipment by simultaneously implementing five strategies to strengthen our management foundation.

Growth Scenario



Net Profit Attributable to Owners of Parent and ROE





Strategic Progress and Future Developments

We are committed to addressing global challenges such as climate change and carbon neutrality, and contributing to the sustainable development of society. In addition, we are working on the medium-term management plan with the key theme of improving corporate value without being affected by the global semiconductor shortage or increased export and investment regulations in the global market.

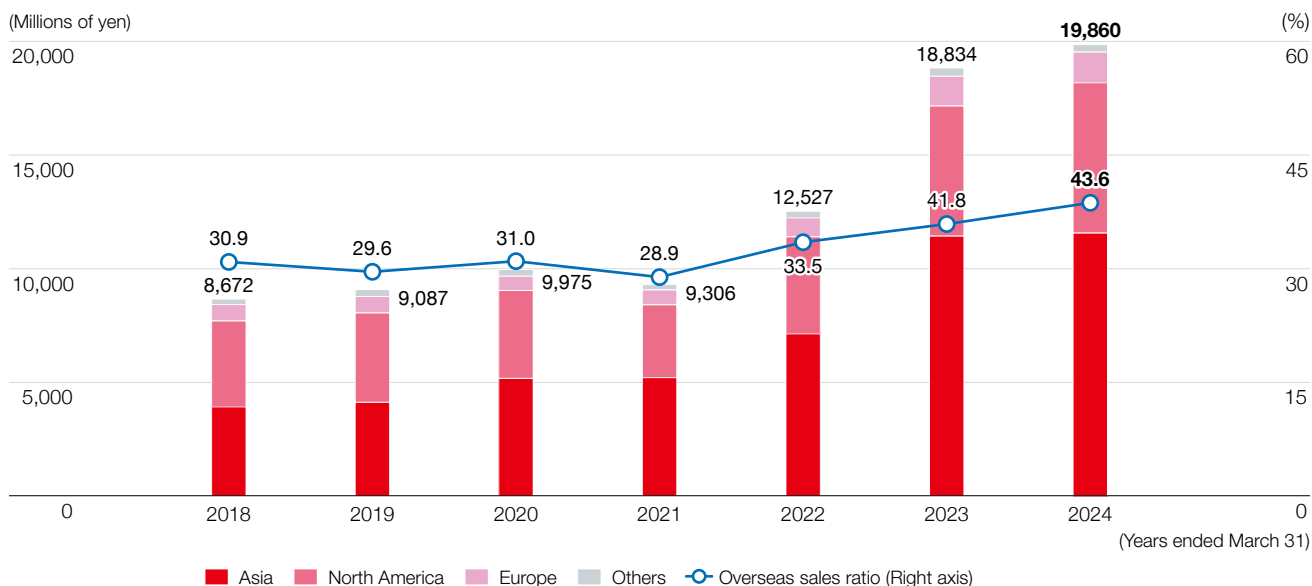
In the first year of the medium-term management plan, we focused on strengthening our foundation to achieve sustainable growth in the global market. We addressed various aspects, from our organizational structure to our policies on recruitment and personnel development, which are a pillar of our human resources strategy. In terms of organizational structure, we redefined the desired relationship with overseas subsidiaries and distributors, and improved the effectiveness of our strategy by enhancing the way meetings are conducted and the participation of attendees. We also improved the content of meetings with overseas distributors, ensuring that managers in sales and maintenance roles are the main participants and fostering substantive discussions on the superiority of our products and sales strategies. Furthermore, we have transitioned to a governance structure that enhances the ability to execute strategies by appointing directors of overseas subsidiaries from the head office and sharing strategies throughout the entire group. We will continue to strengthen our management base through evaluation and improvement.

During the second year of the medium-term management plan, the fiscal year ending March 31, 2025, our theme

is "response to changes and strengthening of overseas markets." Under the theme, we plan to strengthen the governance function of the entire Group including overseas subsidiaries, and to establish a framework for exploring new areas and expanding sales channels.

In terms of exploring new areas and expanding our sales channels, we have been registered as a vendor by a major player in the oil and chemical plant industry. This effort has created an environment for promoting the sale of our products and services for oil and chemical plant construction projects in the global market. Additionally, in North America we have shifted our strategy towards expanding sales of fixed-type products, which has led to investments in facilities to support business expansion. On the product front, we have been making efforts to raise awareness of the advantages of our products, such as conducting trials of a prototype of Multi-point Tape Type Gas Detection System FPM-80 with customers in various regions, including North America. As we prepare to strengthen our presence in overseas markets, we will steadily pursue the theme of the third year of our medium-term management plan, "evolving as a global company." Therefore, we will actively collect feedback from a wide range of customers, monitor market trends, and promote the appeal of our products and services. We will also expand our sales reinforcement measures not only in the semiconductor industry but also in sectors with high growth potential for us, such as social infrastructure, the oil and chemical industry, and the machinery industry, including the lithium-ion battery market.

Overseas Sales by Region



Sustainability Management



By working to strengthen our human capital, we aim to both increase corporate value and realize a sustainable society.

Shuji Tajima

Executive Officer, Executive General Manager,
Corporate Administration Division

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 sustainability

department, the Company has multiple working groups that are actively addressing sustainability issues. These groups regularly discuss and report on various aspects, including the assessment and management of sustainability-related risks and opportunities, setting indicators and targets, implementing initiatives, and identifying and evaluating risks associated with sustainability issues. Our goal is to contribute to the improvement of corporate value and the development of a sustainable society. We plan to establish and strengthen our sustainability organization, including the launch of a dedicated team, in order to enhance our sustainability framework and continue our initiatives to address sustainability issues.

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 and alarm equipment in a consistent manner. To achieve this, we must establish a personnel policy that ensures the

recruitment and development of diverse talent 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 corporate philosophy in order to contribute to the development of a sustainable society through our business.



Reinforcing Human Capital







In promoting sustainable management, we have identified “strengthening human capital” as one of our key priorities, and accordingly we are focusing on talent recruitment and development. In terms of recruitment, we are taking various approaches toward hiring to acquire talent with diverse job experiences and skills, including non-Japanese personnel, women, and individuals with diverse careers. In terms of talent development, we are rebuilding growth opportunities and environments tailored to each level and purpose. For example, we have reviewed the entire development system and are implementing training and education programs and skill enhancement support measures based on employees' roles and competencies. Additionally, with an eye to expanding into overseas markets, we have introduced a program to incentivize employees to earn qualifications to encourage language learning and other certifications. As a new initiative, we introduced e-learning for managerial positions in fiscal 2023. In a rapidly changing era, diversity is also required in management roles and perspectives. By participating in programs that identify trends related to people, resources, funds, and information, we aim to

understand where to begin solving business challenges and contribute to the skill development of our managerial staff.

Promoting efforts to develop human capital also enhance the Company's integrated systems. Our sales department collaborates with the development department to understand customers' needs and carry out product development. When products are sold, the maintenance department works on-site to obtaining various product information, which is then shared with the quality management and development departments, thereby establishing a business process. To enhance our business, all departments involved in this business process need to function at a high level. We believe that prioritizing human capital development is a crucial way to achieve sustainable growth for the Company.

In these ways, we will continue to strengthen our human capital as we strive to realize our goal for the second year of the medium-term management plan, “response to changes and strengthening of overseas markets.” By doing so, we will work both to enhance corporate value and realize a sustainable society.

Targets and priority measures

Category	Main issues	Targets	Current-term initiatives
Environment   Please refer to pp. 14-15.	<ul style="list-style-type: none"> Carbon neutrality TCFD 	<ul style="list-style-type: none"> Reduce greenhouse gas emissions by 90% (from fiscal 2019 levels) by 2030 Become carbon neutral by 2050 	<ul style="list-style-type: none"> Greenhouse gas emissions: 1,132t-CO₂ (total for Scope 1 and 2)
Society   Please refer to pp. 16-17.	<ul style="list-style-type: none"> Strengthen human capital management 	<ul style="list-style-type: none"> 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 	<ul style="list-style-type: none"> Percentage of women among new graduate hires: 41.4% Percentage of female employees: 16.7%, percentage of female managers: 3.3% Percentage of mid-career hires in management positions: 27.5%
Governance   Please refer to pp. 20-23.	<ul style="list-style-type: none"> Strengthen governance structure of overseas subsidiaries 	<ul style="list-style-type: none"> Accelerate management decisions Achieve efficient and transparent management 	<ul style="list-style-type: none"> Nomination and Remuneration Committee established as a voluntary advisory body to the Board of Directors on June 28, 2023

Stakeholder Engagement

We fulfill our social responsibility by accurately ascertaining the changes, challenges, and needs of society and our customers, 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

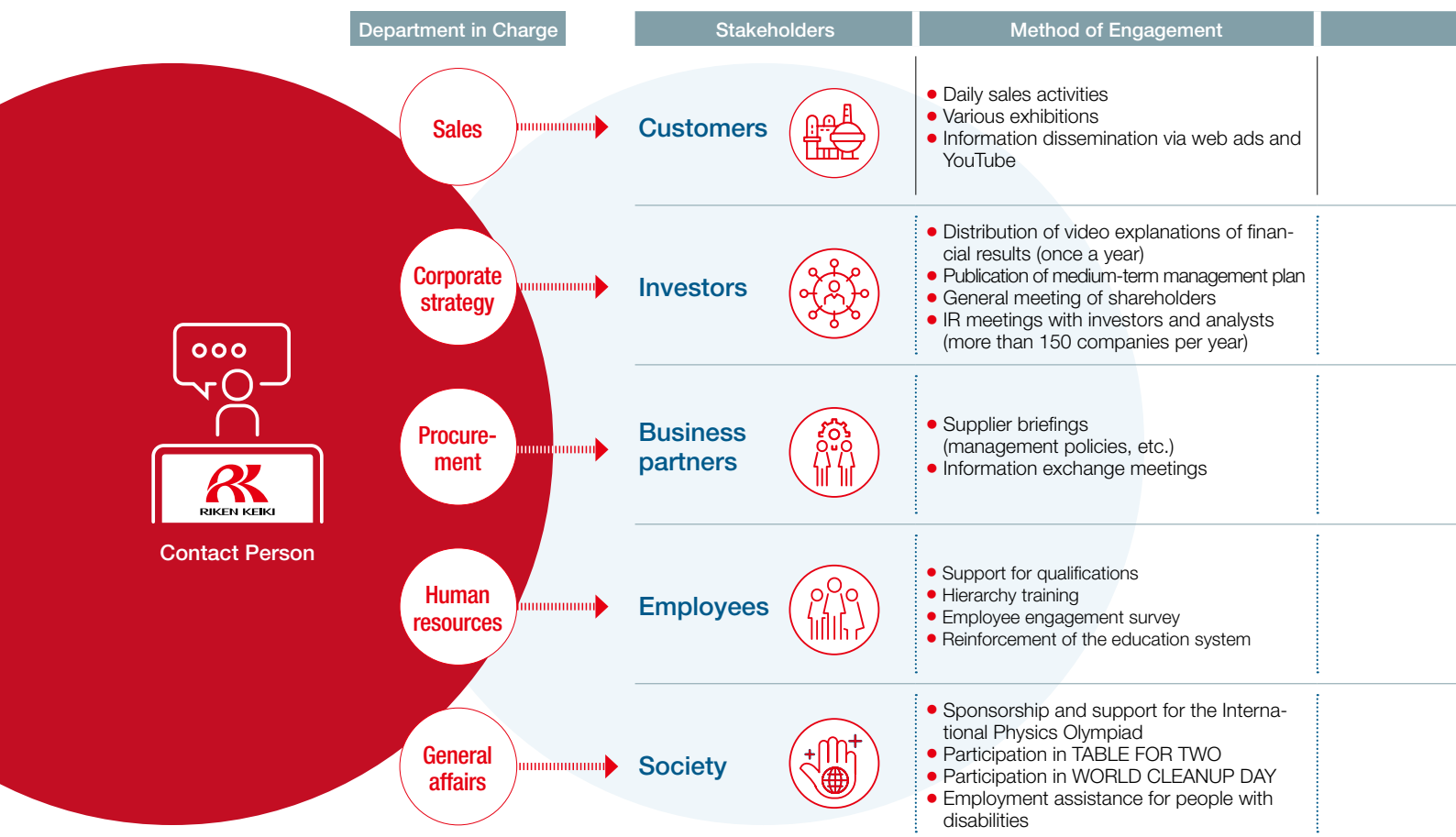
Based on our Management Policy, Code of Conduct, and Guidelines for Action, we have established fundamental principles regarding stakeholder engagement. Our key stakeholders include our customers, shareholders and investors, business partners, employees, and broader society.

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.

Enhancing Corporate Value through Stakeholder Engagement





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



Please refer to the Company website for information on 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 a new IR initiative this fiscal year, we introduced online IR meetings with domestic investors, allowing for interactive chat-based Q&A sessions. For our overseas investors, we have begun

disclosing 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.

Issues	Initiatives
<ul style="list-style-type: none"> • Shrinking domestic market • Low visibility overseas • Compliance with overseas standards 	<p>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.</p>
<ul style="list-style-type: none"> • Appropriate stock price formation • Appeal to foreign investors • Obtaining appropriate evaluation and support from capital markets 	<p>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.</p>
<ul style="list-style-type: none"> • Creation of fair business relationships • Sustainable procurement practices • Response to climate change: reducing CO₂ emissions 	<p>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.</p>
<ul style="list-style-type: none"> • Improvement of working environment/promotion of occupational safety • Support for career development • Evaluation/personnel system development • Promotion of health management 	<p>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.</p>
<ul style="list-style-type: none"> • Enhancement of community and academic support 	<p>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.</p>

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 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 is engaged in two types of environmental conservation activities that are highly relevant to its business operations. The first type is corporate activities with low environmental impact, having acquired ISO 14001 certification. 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. The other type is contributions to the environment

through product development. We have developed and earned plaudits for our environmental pollutant detection and measurement equipment suited to VOC regulations and formaldehyde countermeasures.

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 Development 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.

* 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.

Information Disclosure based on the TCFD Framework

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.

Initiatives in the Four Thematic Areas of the TCFD Recommendations

■ Governance

Evaluation and management of risk and opportunities related to climate change, setting of KPIs, and implementation of measures is 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.

■ 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 below.



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.
	Reputation	Changes in Reputation with Investors	Opportunity •Investors will value companies that proactively transition away from the use of carbon.
Physical	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.

■ 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.

■ 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 is as follows (Scope 1 and 2).

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)	2021	2022	2023
Scope 1	716	755	781
Scope 2	1,419	410	351
Total of Scope 1 and Scope 2	2,134	1,164	1,132

Reporting boundary: RIKEN KEIKI non-consolidated



Please see the Company website for details (Japanese only).
<https://www.rikenkeiki.co.jp/sustainability/TCFD.pdf>



We believe that securing and nurturing diverse talent 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 committed to hiring talented individuals who possess diverse values, experience, and skills, regardless of gender or nationality. Additionally, we aim to cultivate “self-directed individuals who carve out their own careers with curiosity and initiative.” We provide growth opportunities tailored to specific objectives, such as hierarchical training programs and “e-learning” to help employees learn various skills.

From the perspective 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 61.8% of male employees who submitted birth notifications during the year took paternity leave (a 35-point increase from the previous fiscal year). 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.

Under our current medium-term management plan, we have identified strengthening our presence in overseas markets as a crucial initiative. We consider Asia and North America as key markets, and we have established a system of sending personnel from headquarters to consolidated subsidiaries responsible for each region. R K INSTRUMENTS (S) PTE LTD in Singapore is actively cultivating business in Indonesia, Vietnam, the Philippines, and Thailand. This is because it aims to serve as a hub for the Southeast Asian market. Meanwhile, RKI Instruments, Inc. in North America is promoting a strategy to increase the sales ratio of high-value-added fixed-type products, revising its sales strategy, which has focused on portable products to date. As overseas markets hold significant growth potential for the Company, we will continue to focus on creating an environment where employees with diverse talent can maximize their abilities and strengthening our organizational structure.

Trends of Diversity-Related Metrics

(People)

(Fiscal year)	2019	2020	2021	2022	2023
Female employees	148	150	154	164	175
Non-Japanese employees	5	5	8	9	9
Mid-career hires	1	11	39	41	22

* Number of permanent employees hired is for RIKEN KEIKI on a nonconsolidated basis.



Please refer to the Company website for information about 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 talented individuals becomes our strength and a source of sustainable improvement in corporate value. For this reason, we are committed to ensuring diversity among the workforce that forms the core of our operations.

The Company has set a target of achieving a female recruitment ratio of over 25% and has been actively conducting recruitment activities towards that goal. In the fiscal year under review, the percentage of new female graduates hired reached 41.4%. As of the end of the year, the ratio of female employees was 16.7%, and our ratio of female managers was 3.3%. 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 0.9%. 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 27.5% of all managerial positions.

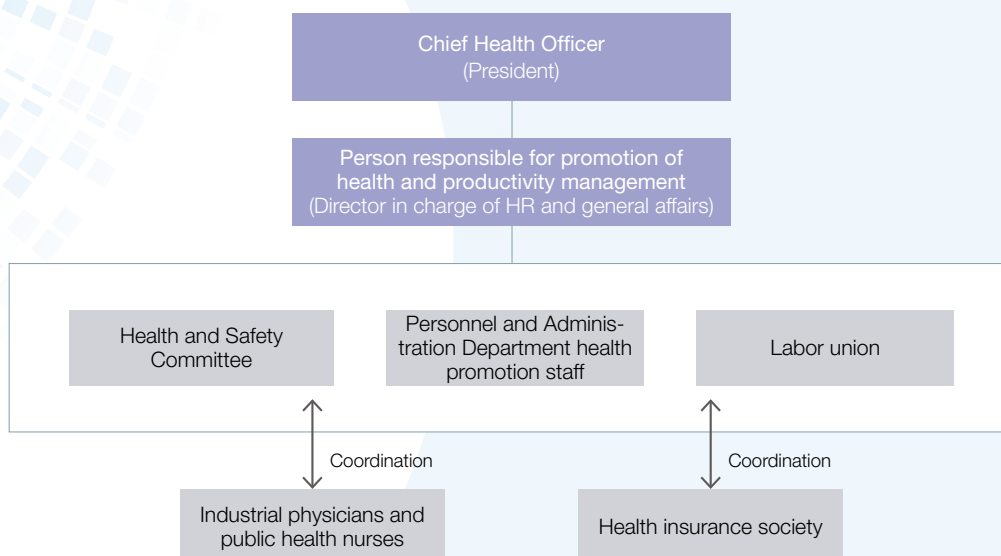
To enhance our corporate value and continue delivering new value to the world, we will focus on promoting human capital management and strengthening our organizational structure.

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. Furthermore, to maintain and improve employee health, we provide financial assistance for comprehensive health check-ups and secondary examinations, offer influenza vaccinations to all employees, and organize walking events

to encourage physical activity. In addition, starting this fiscal year, we have contracted with an occupational health nurse to establish a system where employees can consult on health-related matters, including through email and chat. This allows us to provide support even for issues that could not be addressed during monthly occupational physician consultations and to assist individual employees. Notably, the Company was recognized under the 2024 Certified Health and Productivity Outstanding Organizations Recognition Program.

Health and Productivity Management Structure



Please refer to the Company website for information on health management.
<https://www.rikenkeiki.co.jp/english/sustainability/social/health>



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

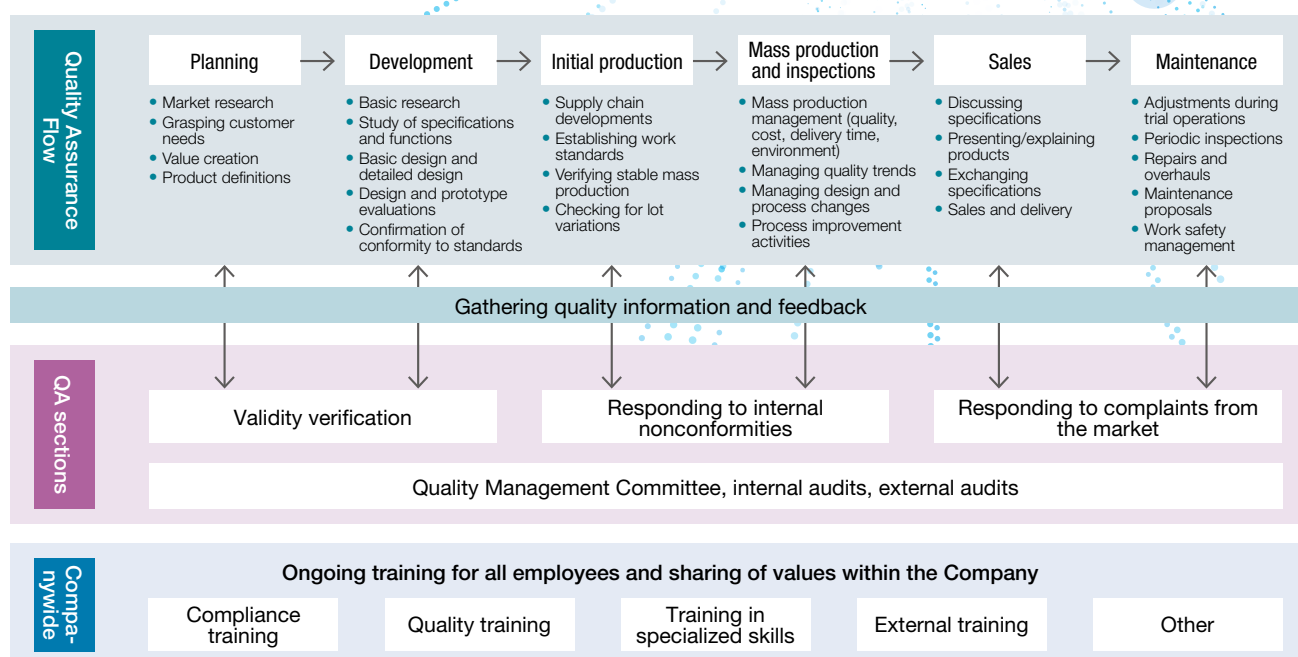
After evaluating the initial production of new products for which validity has been confirmed, we proceed to the mass production stage. The mass production process involves procuring necessary components from our supply chain and meeting work standard documents that specify in detail matters such as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



Please see the Company website for details.
<https://www.rikenkei.co.jp/english/sustainability/social/quality>



Helping to Create a Better Society

Supporting the employment of people with disabilities

We offer employment support for people with disabilities through workplace internships and facility tours. In October 2023, we held a facility tour for students from Saitama Nishi Branch of the Omiya Kita Special Needs School and their parents. The tour included demonstrations by our employees who had graduated from the same school, showcasing work processes, and answering questions from parents about the work environment. Moving forward, we will continue our efforts in supporting employment for individuals with disabilities and creating inclusive workplaces where they can work with peace of mind.



Student tour

Supporting Table For Two

We have participated in the Table For Two (TFT) program since September 2019. TFT is a social contribution initiative that originated in Japan with the goal of addressing food inequities between developing countries suffering from hunger and malnutrition and developed countries suffering from obesity and lifestyle-related illnesses. Each time an employee enjoys a special healthy menu item served weekly in the employee cafeteria, a donation of enough to pay for one school meal for a child in a developing country is made to TFT. Moreover, a portion of the sales at special TFT beverage vending machines is donated to support school meals in developing countries.



Supporting Domestic Disaster Response Activities by the Japanese Red Cross Society

One of the projects of the Japanese Red Cross Society is to provide disaster aid inside Japan. The society maintains a structure to rapidly deliver the relief needed in response to major disasters, including dispatching emergency medical teams, setting up temporary clinics, distributing relief supplies, supplying blood products, and

providing mental health care resources.

We support these programs because we believe they play important roles in fulfilling our mission—to protect workers' lives and mental health in line with our slogan of "Safely Seeing the Unseen Danger."





Basic Approach and Structure for Corporate Governance

Basic Approach

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 a supervisory committee to increase the soundness and transparency of management by conducting rapid decision making and business execution through delegation of authority. Directors who are Audit and Supervisory Committee members are granted voting rights at the Board of Directors meetings to strengthen the function of the Board of Directors and the audit and supervisory functions with the aim of building 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.

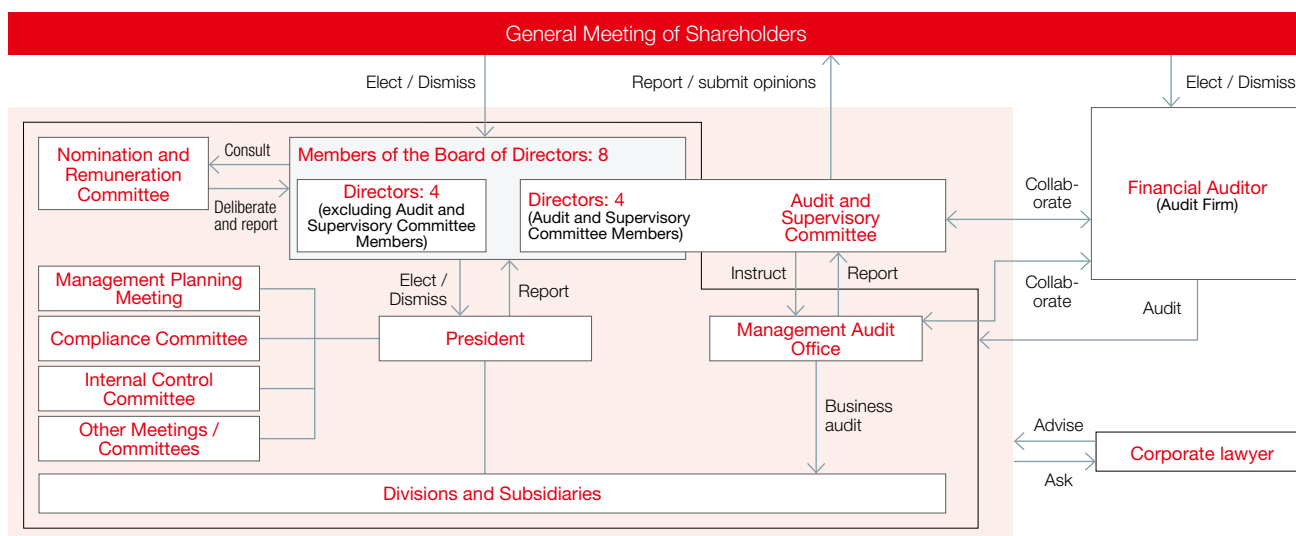
The Management Planning Committee is chaired by the president and is composed of directors, executive officers designated by the president, and general managers of divisions and departments. The committee is intended to accelerate decision making and business execution of operations in general, primarily management, research and

development, production, sales, quality control, and information management.

The Audit and Supervisory Committee is chaired by a standing Audit and Supervisory Committee member, and has four members in total. The Audit and Supervisory Committee members attend important meetings, including those of the Board of Directors and the Management Planning Committee; 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 Audit and Supervisory 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 Remuneration 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



Please see the Company website for details.
<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 provides useful opinions and suggestions to our management team, ensuring the effectiveness of our audits, and working to ensure the soundness and appropriateness of our management decision-making and improve transparency.
Takehito Miyaguchi	Having worked for a financial institution for many years, Mr. Miyaguchi has extensive knowledge of finance and accounting, as well as management experience featuring diversity as the head of an overseas office. As an outside director who is also a member of the Audit and Supervisory Committee, he provides useful opinions and suggestions to the management team, 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 provides useful opinions and suggestions to the management team, ensuring the effectiveness of our audits, and working to ensure the soundness and appropriateness of our management decision-making and improve transparency.

Analysis of Effectiveness and Assessment of the Board of Directors

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

Based on the summary of results of the discussions at the Board of Directors meeting held in June 2023, we judge

that the size and composition of the Board of Directors and the operation of the Board of Directors 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 of Directors. 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 member of the Audit and Supervisory Committee, 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 Audit and Supervisory Committee met 10 times during the fiscal year under review.

The full-time Audit and Supervisory Committee member attends important meetings, inspects and examines important approval documents, and strives to understand

the status of the Company through internal engagement. 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 Audit and Supervisory Committee, enhancing the soundness and transparency of management decision-making.

Policy on Executive Compensation

Matters Relating to the Policy for Determining the Details of Remuneration for Individual Directors

The compensation of directors who are not 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 reappointed 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 Remuneration Committee is then consulted on a compensation proposal that combines fixed compensation 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 compensation to performance-linked compensation 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 compensation 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.

Matters Concerning Resolutions of the General Meeting of Shareholders on Director Remuneration

At an Annual General Meeting of Shareholders on June 26, 2015, a resolution was passed to cap annual compensation for directors who are not Audit and Supervisory Committee members at ¥250 million.* At an Annual General Meeting of Shareholders on June 25, 2020, a resolution was passed to grant remuneration as restricted stock, within the annual amount of ¥60 million, to directors who are not Audit and Supervisory Committee members. This remuneration, which

is separate from the annual compensation described above, is designed to provide an incentive to sustainably increase the Company's corporate value and to promote the sharing of value with shareholders. Meanwhile, at an Annual General Meeting of Shareholders on June 26, 2015, a resolution was passed to cap annual compensation for directors who are Audit and Supervisory Committee members at ¥50 million.

* Employee salaries are not included.

Reasons the Board of Directors Has Determined That Compensation for Individual Directors for the Fiscal Year under Review Is in Line with the Policy for Determining Directors Compensation

To determine the amount of compensation for directors who are not 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 performance, and level of contribution to that performance. The Nomination and Remuneration 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 ¥8,550 million for the fiscal year ended March 31, 2023, and the actual amount

of ¥11,551 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)	187,734	91,500	74,643	21,591	5
Audit and Supervisory Committee Member (excluding outside directors)	21,990	21,990	-	-	1
Outside directors (Audit and Supervisory Committee Member)	14,490	14,490	-	-	3

* The information above includes one director (excluding directors who are Audit and Supervisory Committee members) who resigned at the conclusion of the Annual General Meeting of Shareholders on June 28, 2023.



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. We included COVID-19 as a risk factor and had countermeasures in place from April 2020 through the previous fiscal year. We cancelled our preventive response system and discontinued our infection prevention measures on May 2023 in response to the Japanese government's reclassification of COVID-19 as a Category 5 infectious disease.

Legal Regulations

The Group carries out installation duty and maintenance and inspection of gas detection and alarm equipment 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.

Fluctuation in Capital Investment Trends

Demand for the Group's gas detection and alarm equipment is impacted by trends in private sector capital investment, mainly in the electronics, 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.

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 10 members in total, including 4 directors, 4 other secretariate members, and 2 corporate lawyers as outside members. The Company 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



Chairman

Hisayoshi Kobayashi

Born August 7, 1947

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)



President

Tetsuya Matsumoto

Born October 13, 1964

Career Summary

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



Executive Managing Director

Shinya Kobu

Executive General Manager of Sales Division
Born September 29, 1960

Career Summary

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



Director

Shoji Kizaki

Executive General Manager of Production Division and General Manager of Manufacturing Department II
Born October 23, 1962

Career Summary

1986	Joined the Company
2018	Executive Officer, Senior General Manager of Development Division, and General Manager of Custom Engineering Department
2019	Director and Executive General Manager of Development Division
2024	Director, Executive General Manager of Production Division, and General Manager of Manufacturing Department II (current position)



Director, Audit and Supervisory Committee Member

Nobuo Nakano

Born June 15, 1953

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)



Director, Audit and Supervisory Committee Member

Michimasa Taga

Born March 28, 1953

Career Summary

1978	Joined Misawa Homes Co., Ltd.
2003	Director and Executive Officer, Misawa Homes Co., Ltd. Executive Officer and General Manager of Residential Business Strategy Department, Misawa Homes Holdings Co., Ltd.
2005	Director, MISAWA HOMES HOLDINGS, 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)



Director, Audit and Supervisory Committee Member

Takehito Miyaguchi

Born April 9, 1956

Career Summary

1980	Joined Industrial Bank of Japan, Limited (currently Mizuho Bank, Ltd.)
2012	Senior General Manager, Mizuho Corporate Bank, Ltd. (currently Mizuho Bank, Ltd.) Chairman, Mizuho Corporate Bank (China), Ltd.
2015	Advisor, Mizuho Research Institute Ltd.
2020	Outside Director, Mizuho Leasing Company, Limited
2021	Director, Audit and Supervisory Committee Member (current position)



Director, Audit and Supervisory Committee Member

Yasuko Uematsu

Born May 7, 1977

Career Summary

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

Directors' Skill Matrix

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

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.




RIKEN KEIKI's journey

Era of foundation

1939 to 1964

A founding era supported by the coal industry

- Gas indicators were introduced for coal mining, starting the Company's business.
- The Japanese government's policy of increasing coal production before and during World War II was strengthened even further after the war. Even in the adverse conditions that followed Japan's defeat, RIKEN KEIKI was able to keep its business on a relatively steady track
- Although it was forced to manufacture at a loss due to government price controls amid the ongoing postwar turmoil, the Company continued production in an effort to ensure the safety of the work sites that supported Japan's recovery.




The "Type 12" gas indicator helped to improve safety in coal mining

Era of growth

1965 to 1989

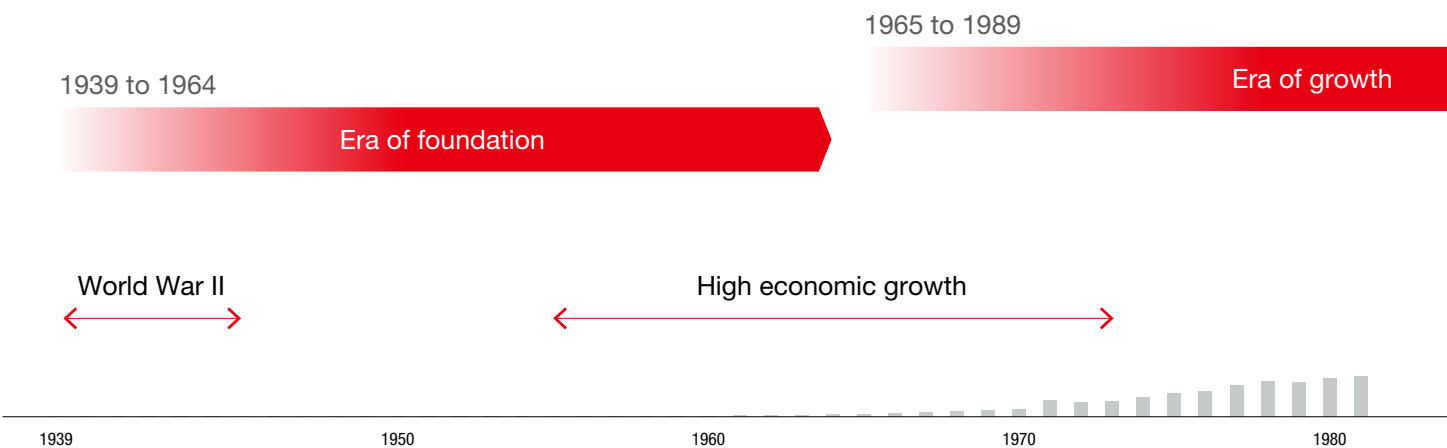
Entering diverse industries in the wake of the energy revolution

- As the nation switched to new energy sources such as petroleum and LP gas, the Company expanded its lineup of gas indicators as they were sold through wider channels to a diverse range of industries, including petrochemicals, automobiles, electronics, gas, electricity, machinery, ship-building, and construction.
- The widening range of industries introducing the Company's products formed the foundation of its profitable management, which continues today.



"GP-105" catalytic combustion-type fixed automatic gas alarm

Net Sales





Bubble economy and post-bubble collapse,
to the “lost 20 years”

Globalization and the restructuring of
domestic manufacturing

Era of stability

1990 to 2014

**Establishing a Presence in the
Semiconductor Industry**

- As a dedicated manufacturer of industrial gas detection and alarm equipment, the Company continues to provide industry with various products for industrial disaster prevention and safety.
- In the field of electronics, including the fast-growing semiconductor industry, the Company's products were adopted and it shipped various types of gas detection and alarm equipment for use on semiconductor production lines, where a large number of toxic gases are used.

The potentiostatic electrolysis method sensor “ES-23 series” contributed to commercialization of gas detectors for semiconductor plants.



Era of transformation

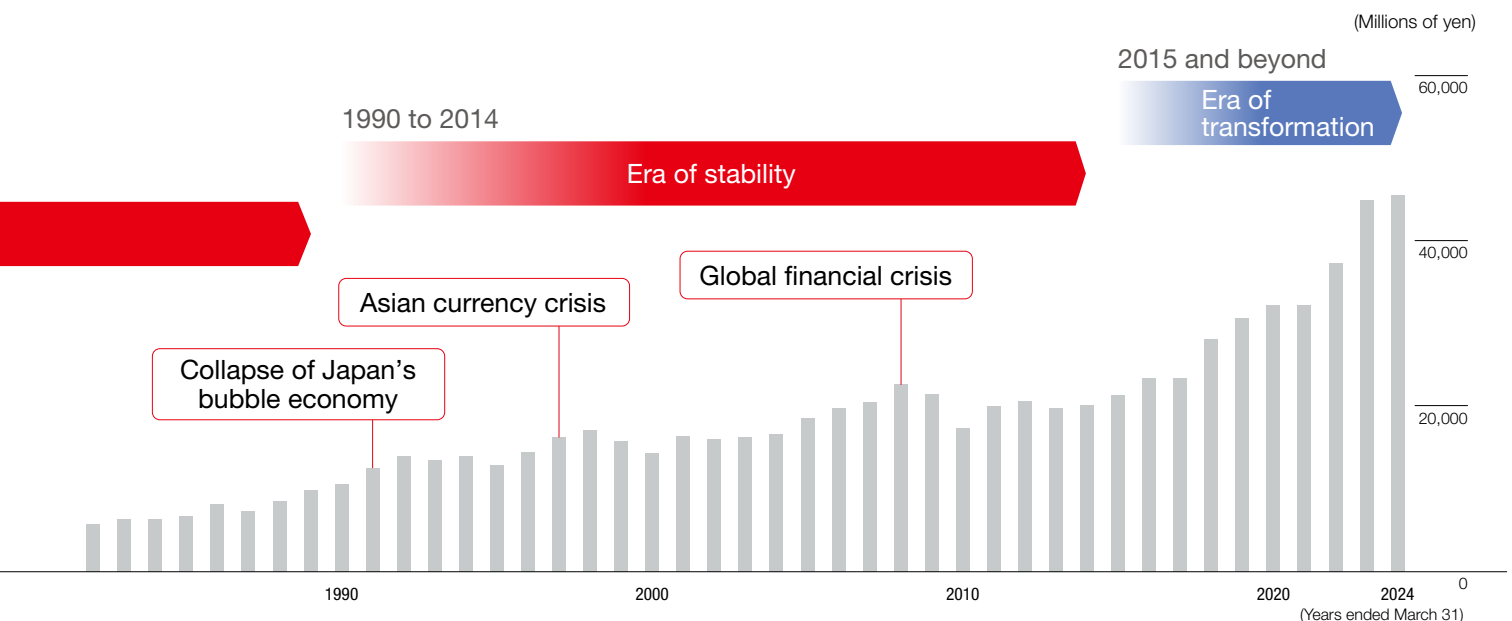
2015 and into the future

**Making the Leap from a Domestic Leader to a
Global Company in Industrial Disaster
Prevention and Safety**

- We built the Development Center (operational in 2015) and the Production Center (operational in 2020) as new bases for business expansion.
- As a frontrunner in the development of gas detection and alarm equipment, we aim to continue changing, advancing, and growing stronger, including through entry into overseas markets, guided by our slogan, “Safely Seeing the Unseen Danger.”



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



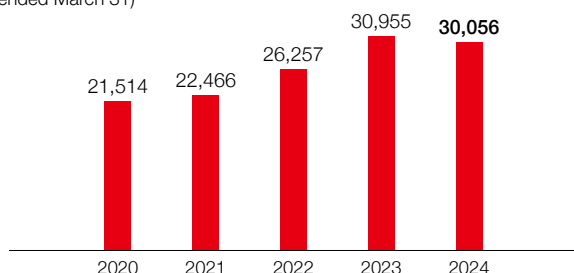
Review of Operations by Device Type

Fixed gas detection alarm devices

Net sales: **¥30,056 million**

Share of net sales: **65.9 %**

(Years ended March 31)



Business Report for Fiscal Year Ended March 31, 2024

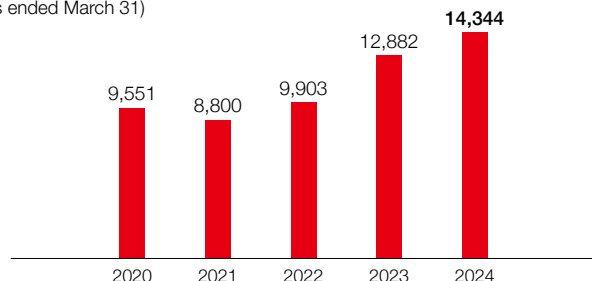
Sales of fixed gas detection alarm devices fell 2.9% year on year, to ¥30,056 million. Sales were soft due to a temporary adjustment phase in capital investment by manufacturers of semiconductors and their production equipment manufacturers, which are our major customers, as well as a delay in the market recovery of semiconductor memory prices. In addition, amid a dip in capital investment in lithium-ion battery manufacturing facilities in China, sales of Furnace Safety Monitor “SD-2500” and other products to lithium-ion battery production equipment manufacturers in Japan and its production plants in China were flat.

Portable gas detection alarm devices

Net sales: **¥14,344 million**

Share of net sales: **31.5 %**

(Years ended March 31)



Business Report for Fiscal Year Ended March 31, 2024

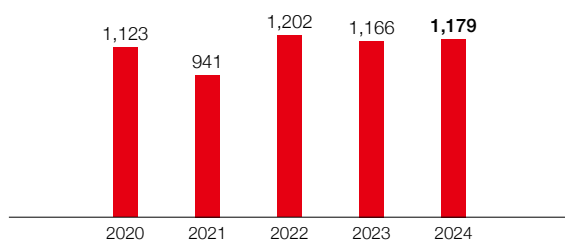
Sales of portable gas detection alarm devices expanded 11.3% year on year, to ¥14,344 million. Sales of Portable Gas Monitor “GX-3R Series,” our mainstay product, were robust, particularly in the North American market. “GX-9000” and Portable 4 Gas Detector “GX-Force,” which is a successor model to “GX-2012,” also contributed to sales.

Other measurement devices

Net sales: **¥1,179 million**

Share of net sales: **2.6 %**

(Years ended March 31)

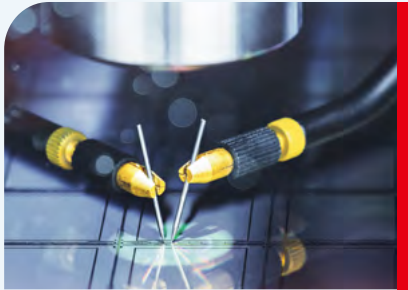


Business Report for Fiscal Year Ended March 31, 2024

Sales of other measurement devices edged up 1.1% year on year, to ¥1,179 million. Sales of Optical Interferometric Gas Monitor “FI-8000” rose slightly, particularly to the pharmaceutical and medical industries, and sales of Explosion-proof Calorimeter “OHC-800” were favorable, notably to the gas industry. On the other hand, sales of Optical Interferometric Gas Monitor “FI-900” to the machinery industry remained weak, as in the previous fiscal year.



Introduction to Main Products



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.



Smart Transmitter Gas Detector GD-70D



Furnace Safety Monitor SD-2500

The device has seen growth in sales for application in lithium-ion battery production plants and so forth. Its flame-proof enclosure enables direct insertion into the furnace for accurate measurement of gas concentrations inside the exhaust duct. The monitor can be operated simply by assigning it a control key.



Furnace Safety Monitor SD-2500



Smart Transmitter Gas Detector SD-1

This device operates to detect flammable gas in diverse fields, including shipbuilding, petrochemicals, and semiconductor and lithium-ion battery production. It can be used to meet needs for various measurement environments and ranges.

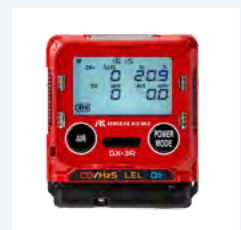


Smart Transmitter Gas Detector SD-1



Portable Gas Monitor GX-3R

This is the world's smallest and lightest class portable gas monitor, able to measure four gases. With dust and water-proof construction, it is also suitable for outdoor operation. The GX-3R Pro of this series is the first Bluetooth-equipped gas monitor by a Japanese manufacturer, enabling connection with a smartphone using a dedicated app.



Portable Gas Monitor GX-3R

Financial Analysis

Operating Results

In the fiscal year ended March 31, 2024, the Group's operating environment was characterized by a certain degree of resolution in parts shortages and tight logistics. However, the economic outlook remains uncertain due to sharp fluctuations in exchange rates and rising prices associated with soaring raw material and energy costs. Also, the Group's main customers in the semiconductor industry are experiencing a phase of inventory adjustments and continuing to limit capital investment. In this operating environment, the Group has engaged in maintaining and improving quality, cost, and delivery in order to meet customer demand for deliveries appropriately. Also, it has been striving to strengthen its competitiveness by reorganizing our domestic

sales department, which aims to develop sales that are more closely linked to customers, and our R&D department, which aims to strengthen our technological capabilities. To expand its market share overseas, the Group proceeded with improving the quality of the system of overseas subsidiaries through measures including aggressively dispatching the Company's human resources to overseas subsidiaries.

As a result of these measures, net sales during the fiscal year under review were ¥45,581 million (up 1.3% year on year), operating profit was ¥11,476 million (down 0.7%), ordinary profit was ¥12,272 million (up 2.7%), and net profit attributable to owners of parent was ¥8,378 million (down 3.4%).

Financial Position

As of March 31, 2024 (the fiscal year-end), assets totaled ¥88,591 million, an increase of ¥8,844 million year on year. This was mainly due to increases of ¥3,127 million in raw materials and supplies, ¥3,037 million in cash and deposits, ¥1,135 million in merchandise and finished goods, ¥922 in work in process, ¥1,762 in investment securities, ¥689 million in land, and ¥543 million in buildings and structures.

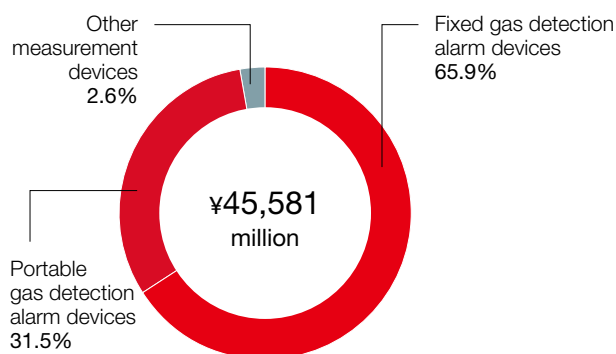
Liabilities at fiscal year-end totaled ¥16,137 million, a decrease of ¥225 million compared with the end of the

previous fiscal year. This was mainly due to a ¥902 million decrease in the "other" category within current liabilities and a ¥483 million decline in notes and accounts payable-trade.

Net assets totaled ¥72,453 million at fiscal year-end, up ¥9,070 million year on year. Behind the rise, net profit attributable to owners of parent was ¥8,378 million, dividends of surplus were ¥1,862 million, and retained earnings expanded by ¥6,515 million.

Percentage of Net Sales

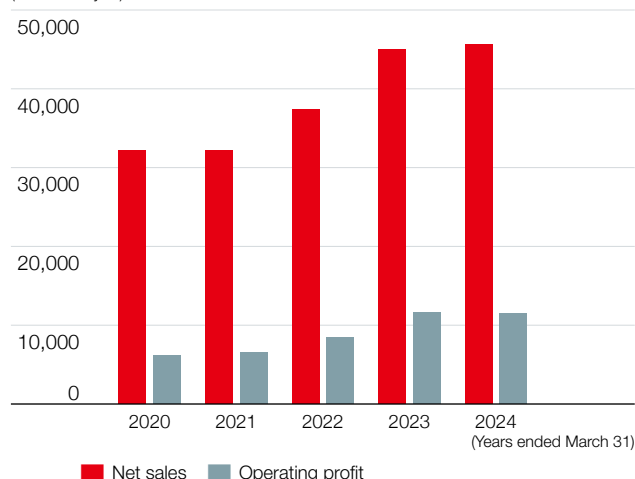
(Year ended March 31, 2024)



Please see the Company website for details.
<https://www.rikenkei.co.jp/english/ir>

Net Sales/Operating Profit

(Millions of yen)





■ 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 ¥2,218 million, a decrease of ¥2,354 million from the previous year. This was because profit before income taxes was ¥12,298 million and depreciation was ¥1,783 million. Meanwhile, inventories increased to ¥5,120 million, and income tax paid was ¥3,595 million.

Net cash used in investing activities came to ¥2,463 million, ¥1,815 million more than in the previous fiscal year. Among major sources of cash, proceeds from redemption of securities and withdrawal of time deposits provided ¥1,362 million and ¥1,075 million, respectively. Major uses of cash were the purchase of property, plant and equipment, of ¥2,153 million, payments into time deposits of ¥1,934 million, and purchase of securities of ¥1,327 million.

Net cash used in financing activities totaled ¥2,464 million, ¥1,791 million less than in the previous fiscal year. Notably, dividends paid used ¥1,860 million.

As a result, cash and cash equivalents at the end of the fiscal year were ¥17,167 million.

■ Shareholder Returns and Forecast for the Next Fiscal Year and Beyond

We consider the return of profits to shareholders a topmost management responsibility. 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), financial conditions, and other factors. In line with this policy, we awarded dividends per share of ¥40 for the year,* including a ¥20 interim dividend. As a result, the dividend payout ratio was 22.2%, and DOE was 2.7%. Meanwhile, the Company conducted a 2-for-1 split on common stock, effective April 1, 2024, lowering the amount per investment unit. By doing so, we hope to increase the liquidity of our stock and expand the base of

investors that shares our growth strategy and measures to strengthen our management foundation.

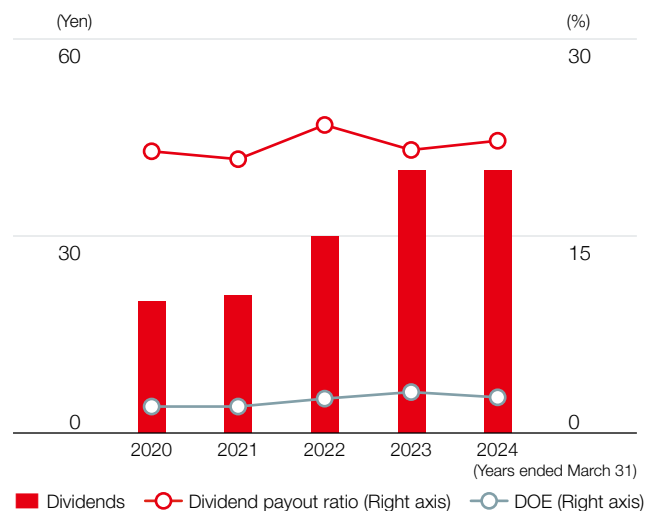
Looking ahead, we expect conditions to remain unpredictable due to soaring prices of materials and resources and inventory adjustments caused by slowing global demand for memory semiconductors. Despite the challenges of this business environment, the Group will continue to pursue the key strategies set forth in its medium-term management plan.

* The Company conducted a 2-for-1 stock split for its common stock, effective April 1, 2024, and the dividends are shown after adjusting for this stock split.

Operating Profit Margin/ROE



Dividends/Dividend Payout Ratio/DOE



Eleven-Year Summary of Financial and Non-Financial Data

RIKEN KEIKI Co., Ltd. and its consolidated subsidiaries
(Fiscal years ended March 31, 2014 to 2024)

	2014	2015	2016	2017
Fiscal year				
Net sales	¥ 20,180	¥ 21,335	¥ 23,417	¥ 23,357
Operating profit	3,248	3,367	3,615	4,000
Net profit attributable to owners of parent	2,314	2,693	2,574	4,127
Depreciation and amortization	757	735	897	789
Capital expenditure	3,307	2,083	706	2,815
Cash flows from operating activities	3,066	2,410	3,460	4,137
Cash flows from investing activities	(3,134)	(1,196)	(3,960)	(1,564)
Cash flows from financing activities	(652)	(688)	(774)	(782)

Fiscal year-end				
Net assets	¥ 29,552	¥ 32,775	¥ 34,354	¥ 39,148
Total assets	37,249	40,688	42,713	48,018
Interest-bearing debt	2,974	2,956	2,809	2,713
Fiscal year-end balance of cash and cash equivalents	9,174	10,092	8,797	10,383

Management indicators, etc.

Dividend per share (yen) ^{*1}	9.00	10.00	11.00	12.00
Earnings per share (EPS) (yen) ^{*1}	49.86	58.03	55.48	88.93
Book value per share (BPS) (yen) ^{*1}	636.69	706.21	740.24	822.70
Consolidated dividend payout ratio (%)	18.0	17.2	19.8	13.5
D/E ratio (times)	0.10	0.09	0.08	0.06
Return on assets (ROA) (%)	10.1	9.7	9.1	9.1
Return on equity (ROE) (%)	8.1	8.6	7.7	11.4
Equity ratio (%)	79.3	79.4	79.6	79.5

Non-Financial Data ^{*2}

CO ₂ emissions ^{*3} (t-CO ₂)	—	—	—	—
Water use (m ³)	64,519	33,729	17,599	45,383
Electricity use (kWh)	5,478,774	6,298,052	7,895,587	7,768,112
Rate of use of annual paid leave (%)	49.1	61.3	53.6	56.7
Rate of use of childcare leave (women) (%)	100.0	100.0	100.0	100.0
Rate of use of childcare leave (men) (%)	—	—	—	0.0
Occupational accidents (lost time injuries) (people)	0	0	0	0
Occupational accidents (injuries without lost time) (people)	1	2	6	4
Average number of years of service (years)	13.5	13.8	14.2	14.6
Average age (years)	37.3	38.4	38.9	39.1
Attrition rate within three years of joining the Company (%)	0.0	13.6	0.0	0.0
Number of regular employees (people)	973	989	1,015	1,102
Proportion of regular employees (%)	82.2	82.2	80.9	79.2

^{*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.



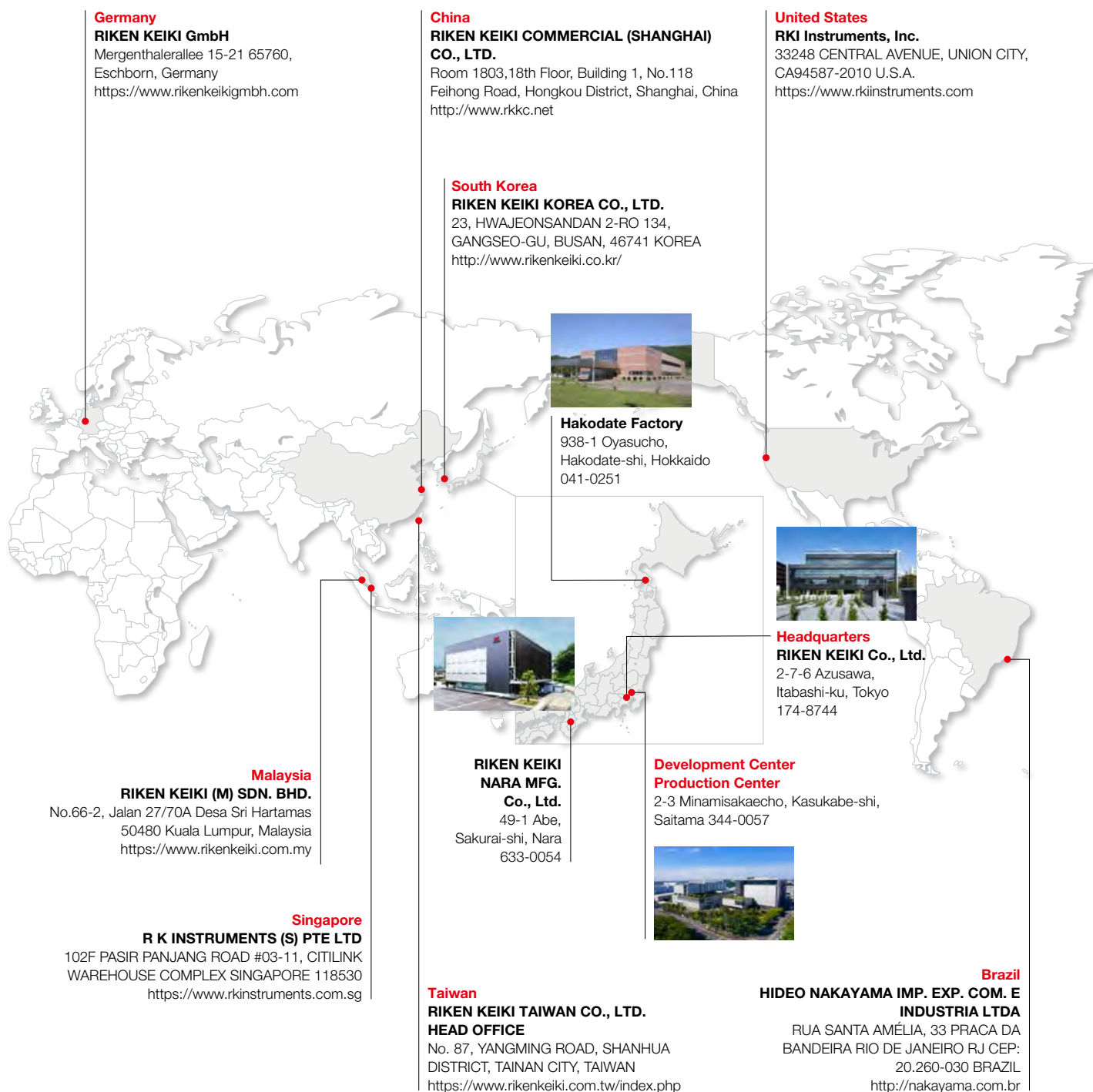
(Millions of yen)

2018	2019	2020	2021	2022	2023	2024
¥ 28,089	¥ 30,650	¥ 32,189	¥ 32,209	¥ 37,363	¥ 45,004	¥ 45,581
4,415	5,103	6,197	6,598	8,402	11,551	11,476
3,174	4,099	4,342	4,691	5,963	8,670	8,378
1,115	1,309	1,339	1,529	1,855	1,917	1,971
2,001	1,057	4,182	4,298	678	1,385	3,161
3,373	4,220	5,232	4,085	9,034	4,572	2,218
(495)	(1,045)	(3,327)	(2,756)	(2,565)	(648)	(2,463)
(855)	(1,012)	(1,193)	(2,472)	(2,953)	(4,255)	(2,464)
¥ 42,527	¥ 46,212	¥ 49,635	¥ 52,615	¥ 56,858	¥ 63,383	¥ 72,453
52,910	56,851	60,219	64,326	71,606	79,746	88,591
2,715	2,697	2,784	3,803	3,556	3,109	3,204
12,239	14,346	15,016	13,932	17,989	18,913	17,167
15.00	18.00	20.00	21.00	30.00	40.00	40.00
68.30	88.13	93.37	100.85	128.13	186.21	179.91
891.13	948.59	1,019.97	1,096.80	1,206.37	1,361.13	1,555.65
22.0	20.4	21.4	20.8	23.4	21.5	22.2
0.07	0.06	0.06	0.07	0.06	0.05	0.04
9.1	10.0	11.0	11.1	13.0	15.8	14.6
8.0	9.6	9.5	9.5	11.1	14.5	12.3
78.3	77.6	78.8	79.3	78.4	79.5	81.8
—	—	4,635	4,892	2,134	1,164	1,132
31,370	46,129	57,762	59,407	47,912	34,310	37,436
7,620,959	7,448,401	7,405,470	8,644,810	8,489,067	8,494,808	8,316,879
59.4	61.0	71.1	66.6	69.7	74.9	82.4
100.0	100.0	100.0	100.0	100.0	100.0	100.0
4.2	0.0	2.9	11.5	33.3	26.9	61.8
1	1	0	0	0	1	0
2	4	3	1	4	1	4
14.6	14.8	15.3	15.9	15.8	15.7	16.0
39.1	39.3	39.7	40.3	40.4	40.3	40.7
13.6	3.0	11.8	20.0	7.4	0.0	20.0
1,116	1,180	1,196	1,185	1,234	1,313	1,349
77.1	74.1	74.0	73.2	72.3	71.9	71.6

Domestic and Overseas Network

(As of March 31, 2024)

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.



For information about offices, please see our website.
https://www.rikenkeiki.co.jp/english/company/office_list



Company Overview

(As of March 31, 2024)

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	1,349 (consolidated) 1,051 (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 and alarm equipment 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	2,570

* Reflecting the stock split (April 1, 2024, 1 share→2 shares).

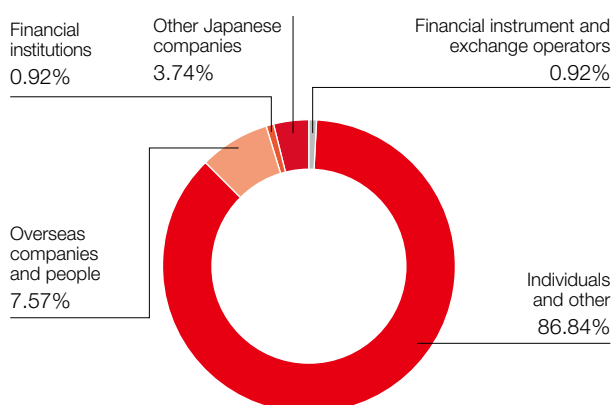


Status of Major Shareholders

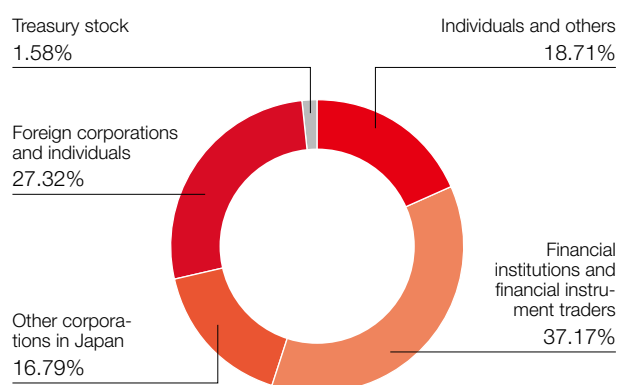
Shareholder name	Number of shares held	Shareholding percentage (%)
The Master Trust Bank of Japan, Ltd. (Trust account)	2,530,300	10.87
Custody Bank of Japan, Ltd. (Trust account)	1,563,900	6.72
BANK LOMBARD ODIER AND CO LTD GENEVA	1,206,711	5.18
The Dai-ichi Life Insurance Company, Limited	1,200,000	5.15
SSBTC CLIENT OMNIBUS ACCOUNT	1,076,259	4.62
RIKEN KEIKI Partners Shareholding Association	1,040,131	4.47
Mizuho Bank, Ltd.	950,001	4.08
Sumitomo Mitsui Banking Corporation	837,100	3.59
NAGANO KEIKI CO., LTD.	711,000	3.05
RIKEN KEIKI Employee Shareholding Association	676,469	2.90

* The shareholding ratio is calculated after deducting 373,738 shares of treasury stock held by the Company.

Shareholder Composition Ratio



Status of Share Distribution by Owner



For corporate information, please see our website.
<https://www.rikenkeiki.co.jp/english/company>



RIKEN KEIKI

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