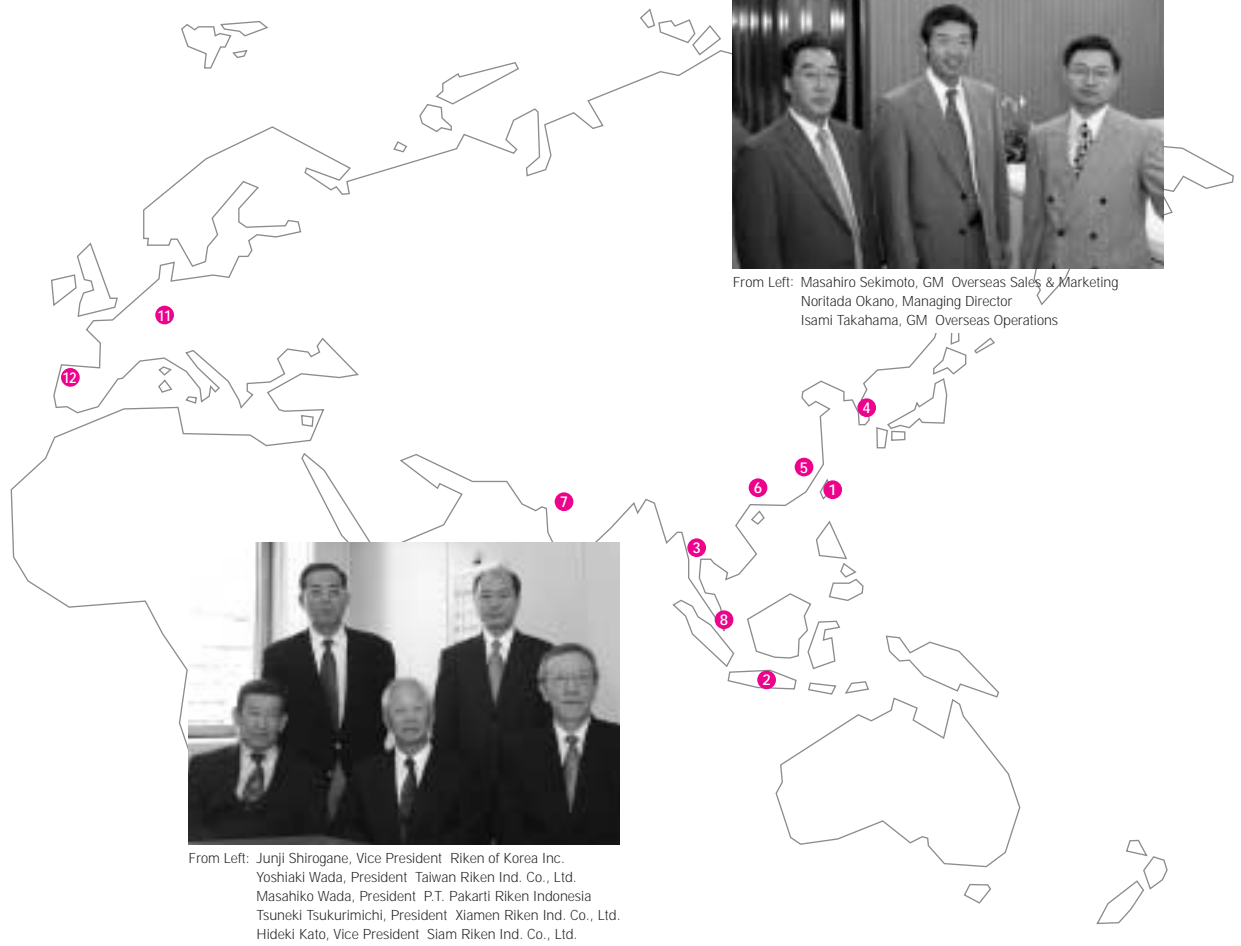


OVERSEAS ACTIVITIES



From Left: Masahiro Sekimoto, GM Overseas Sales & Marketing
Noritada Okano, Managing Director
Isami Takahama, GM Overseas Operations

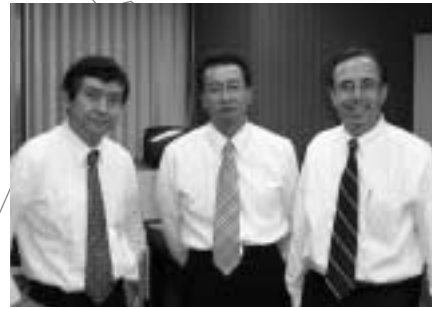
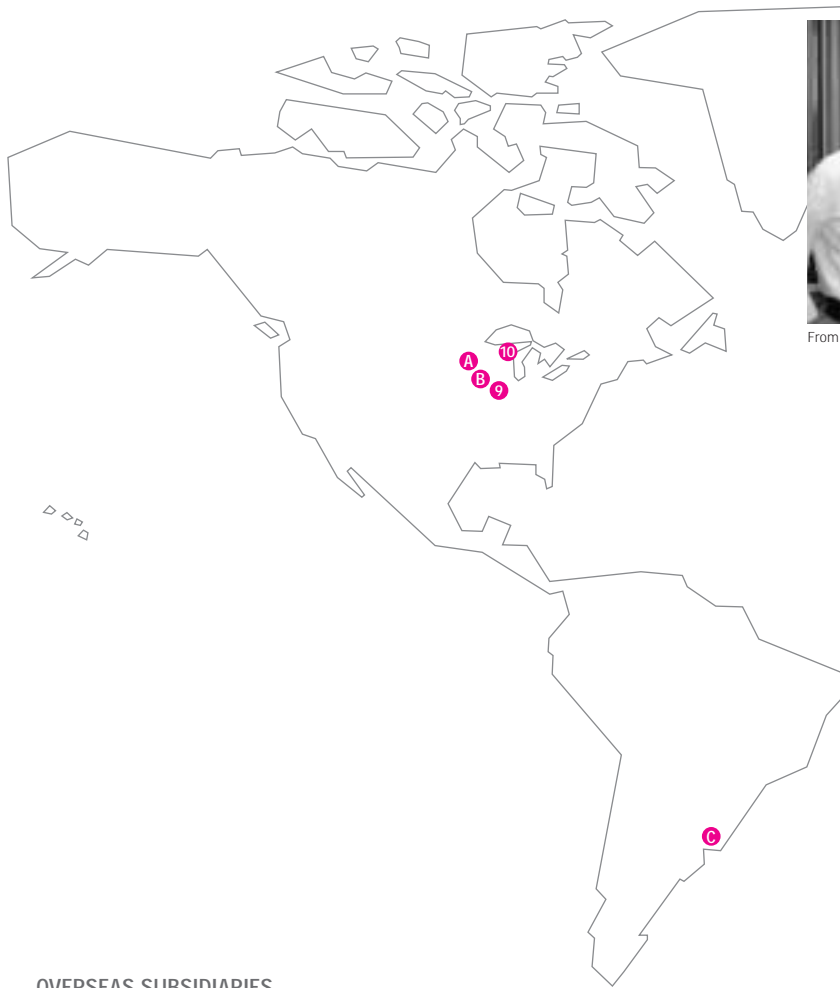
From Left: Junji Shirogane, Vice President Riken of Korea Inc.
Yoshiaki Wada, President Taiwan Riken Ind. Co., Ltd.
Masahiko Wada, President P.T. Pakarti Riken Indonesia
Tsuneki Tsukurimichi, President Xiamen Riken Ind. Co., Ltd.
Hideki Kato, Vice President Siam Riken Ind. Co., Ltd.

The beginning of Riken's full-scale expansion overseas can be traced back to the establishment of Taiwan Riken Ind. Co., Ltd. in 1968. Starting with the production and manufacture of piston rings through joint ventures with local business conglomerates, we have built production bases in countries including Korea and Thailand through ventures that use local capital. In line with expansion in Asia, we established wholly owned sales subsidiaries in the United States and Germany in the 1970s to address to the heightened interest in our products in Europe and North America, and began supplying automakers in various countries. Furthermore, we founded Allied Ring Corporation in the 1980s as a joint-venture company in response to local procurement by Japanese automakers, and to supply steel piston ring blanks for the joint venture partner who is a main supplier to the "Big Three" automakers. In order to enhance the cooperation of production and marketing framework in the Indian market, we increased our stake in Shriram Pistons &

Rings Limited last December, as part of our global business strategy. As a result, Shriram became an affiliate of the Group. In addition, we established Riken Automobile Parts (Wuhan) Co., Ltd. as the second production plant in China in January 2004. Volume production is set to begin in 2005.

Riken is also involved in fields beyond piston rings. In Indonesia, we manufacture high-grade cast-iron products through the joint venture company P. T. Pakarti Riken Indonesia, and engage in technological transfer of such products as knuckles in local companies in North America.

Riken currently has twelve subsidiaries and affiliates, excluding holding companies, and has established partnerships with three companies in capital and technological tie-ups. In addition to piston rings, Riken also provides a variety of products and technologies for automobile parts and piping equipment through its global network.



From Left: Hideo Masukawa, President Euro-Riken GmbH
Hitoshi Murayama, Executive Vice President Allied Ring Corporation
Don McNulty, President Riken of America, Inc.

OVERSEAS SUBSIDIARIES

① TAIWAN RIKEN IND. CO., LTD.

41, Chen-Tai Road Sec. 3, Wu-Ku Hsiang,
Taipei Hsien, Taiwan
TEL: (886) 2-2291-4551
FAX: (886) 2-2291-5136

② P.T. PAKARTI RIKEN INDONESIA

Jl. Sukodono, Gedangan, Sidoarjo 61254
Indonesia
TEL: (62) 31-891-2555
FAX: (62) 31-891-0088

③ SIAM RIKEN INDUSTRIAL CO., LTD.

700 / 361 Moo 6, Don Hua Roh,
Amatanakorn Industrial Estate,
Amphur muangchonburi, Chonburi 20000
Thailand
TEL: (66) 2-740-0410
FAX: (66) 2-312-8505

④ RIKEN OF KOREA INC.

#261 Shintanjin-dong, Daeduk-ku,
Daejeon, Korea
TEL: (82) 42-934-1500
FAX: (82) 42-931-2366

⑤ XIAMEN RIKEN IND. CO., LTD.

No.12 Xibin Road Xinglin District,
Xiamen, 361022, China
TEL: (86) 592-621-3087
FAX: (86) 592-621-3134

⑥ RIKEN AUTOMOBILE PARTS (WUHAN) CO., LTD.

38MD, 2nd Industrial Zone, Wuhan
Economic - Technological Development
Zone, Wuhan 430056 China

⑦ SHRIRAM PISTONS & RINGS LIMITED

23 Kasturba Gandhi Marg, New Delhi,
110001 India
TEL: (91) 11-3315941
FAX: (91) 11-3311203

⑧ RIKEN OF ASIA PTE. LTD.

10 Collyer Quay, #19-08 Ocean Building,
04315 Singapore

⑨ RIKEN OF AMERICA, INC.

4709 Golf Road, Suite 807, Skokie, Illinois
60076, U.S.A.
TEL: (1) 847-673-1400
FAX: (1) 847-673-1457

⑩ ALLIED RING CORPORATION

916 West State Street, St. Johns, Michigan
48879, U.S.A.
TEL: (1) 989-224-2384
FAX: (1) 989-224-3280

⑪ EURO-RIKEN GMBH

Schiess Strasse, 58, 40549 Dusseldorf,
Germany
TEL: (49) 211-5135450
FAX: (49) 211-51354529

⑫ RIKEN ESPAÑA, S.A.

Poligono Industrial de Constanti,
(Tarragona), Spain
TEL: (34) 977-52-0506
FAX: (34) 977-52-2306

TECHNOLOGICAL TIE-UPS

Ⓐ GREDE FOUNDRIES, INC.

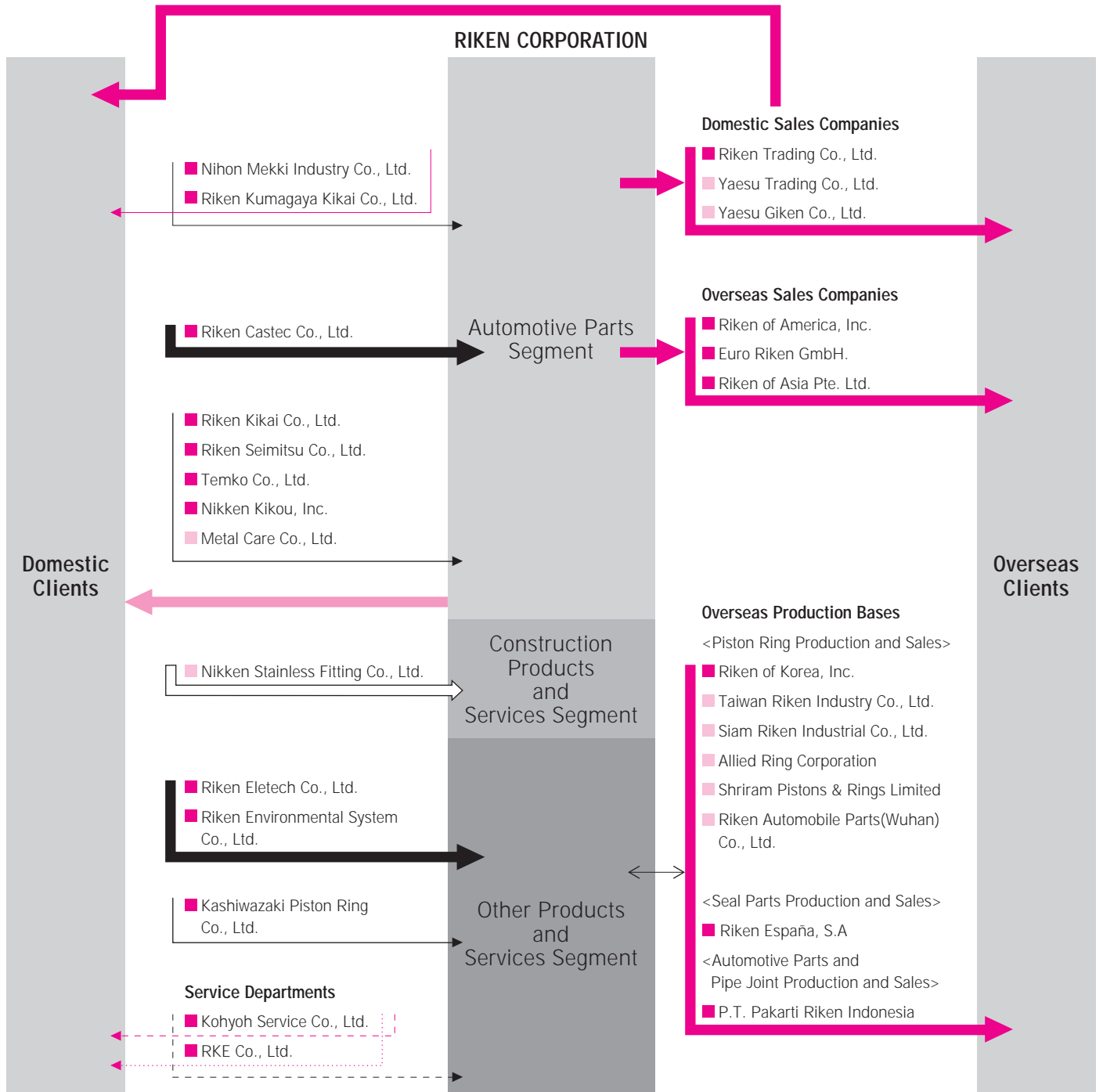
9898 West Bluemound Rd. Milwaukee, Wisconsin
53226-0499 U.S.A.

Ⓑ INTERMET CORPORATION

5445 Corporate Drive, Suite 200 Troy, Michigan
48098-2683 U.S.A.

Ⓒ DANA ALBARUS S.A. INDÚSTRIA E COMÉRCIO

Rua Ricardo Bruno Albarus, 201
Distrito Industrial PO Box 104
Gravatai-Rs 94000-970 Brazil



- Products
- Products · Service
- Outsourcing · Order Handling
- Service
- Construction · Service
- Products
- Parts
- Outsourcing · Order Handling
- Service
- ↔ Parts and Materials Integrated Supply
- Consolidated subsidiaries
- Non-Consolidated subsidiaries

HEAD OFFICE

13-5, Kudankita 1-chome, Chiyoda-ku, Tokyo 102-8202, Japan
TEL: (03) 3230-3911
FAX: (03) 3230-3919
<http://www.riken.co.jp/>

DOMESTIC SALES OFFICES

SAPPORO SALES OFFICE

5-39, Chuo-2joh 1-chome, Shiroishi-ku, Sapporo, Hokkaido 003-0012, Japan
TEL: (011) 832-6690
FAX: (011) 832-6681

SENDAI SALES OFFICE

4-18, Tsutsujigaoka 3-chome, Miyagino-ku, Sendai, Miyagi 983-0852, Japan
TEL: (022) 256-5101
FAX: (022) 256-5103

KANAGAWA SALES OFFICE

3-9, Naka-machi 3-chome, Atsugi, Kanagawa 243-0018, Japan
TEL: (0462) 25-7111
FAX: (0462) 25-7118

HAMAMATSU SALES OFFICE

319-28, Kaji-cho, Hamamatsu, Shizuoka 430-0933, Japan
TEL: (053) 457-1155
FAX: (053) 454-1453

NAGOYA SALES OFFICE

17-13, Nishiki 1-chome, Naka-ku, Nagoya, Aichi 460-0003, Japan
TEL: (052) 201-8681
FAX: (052) 201-5057

OSAKA SALES OFFICE

2-7, Koraihashi 4-chome, Chuo-ku, Osaka, Osaka 541-0043, Japan
TEL: (06) 4706-6720
FAX: (06) 4706-6702

HIROSHIMA SALES OFFICE

9-28, Hikarimachi 1-chome, Higashi-ku, Hiroshima 732-0052, Japan
TEL: (082) 506-2455
FAX: (082) 506-2457

FUKUOKA SALES OFFICE

11-2, Higashihie 3-chome, Hakata-ku, Fukuoka 812-0007, Japan
TEL: (092) 474-2175
FAX: (092) 474-2435

OVERSEAS OFFICE

JAKARTA REPRESENTATIVE OFFICE

Jl Kebon sirih No.96, Jakarta, 10110 Indonesia
TEL: (62) 21-386-0750
FAX: (62) 21-386-0751

PLANTS

KASHIWAZAKI PLANT

1-37, Hokuto-cho, Kashiwazaki, Niigata 945-8555, Japan
TEL: (0257) 23-3113
FAX: (0257) 24-3309

TSURUGI PLANT

949-1, Shimosakai, Tsurugi, Kashiwazaki, Niigata 945-0105, Japan
TEL: (0257) 22-5959
FAX: (0257) 22-0210

KUMAGAYA PLANT

14-1, Suehiro 4-chome, Kumagaya, Saitama 360-8522, Japan
TEL: (048) 521-3511
FAX: (048) 524-8110

REESTABLISHED

December 1, 1949

COMMON SHARES ISSUED

106,484,667

CAPITAL

¥8.5 billion

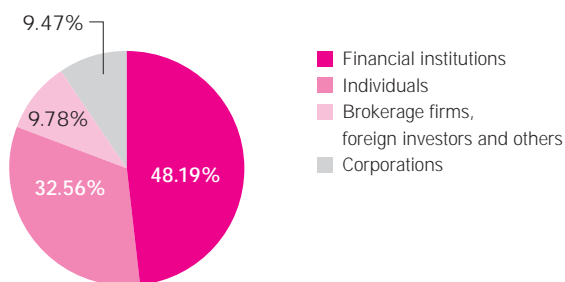
NUMBER OF SHAREHOLDERS

15,319

EMPLOYEES (Non-Consolidated)

1,466

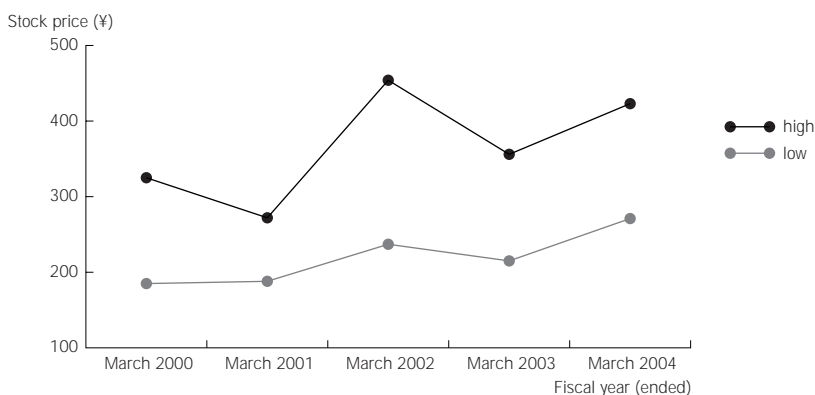
DISTRIBUTION OF SHAREHOLDERS



DIVIDEND POLICY

Our fundamental policy toward dividends, over time, is to pay a steady dividend upon building a solid foundation for our operations.

ANNUAL STOCK PRICE SUMMARY



TRANSFER AGENT AND REGISTRAR

The Chuo Mitsui Trust and Banking Company, Limited is the company's principal transfer and registry agent.

3-33-1 Shiba, Minato-ku, Tokyo 105-8574, Japan

BOARD OF DIRECTORS

As of June 29, 2004

PRESIDENT

Toshinaga Koizumi

SENIOR MANAGING DIRECTOR

Fumio Kiyota

MANAGING DIRECTORS

Koichi Yamazaki

Noritada Okano

DIRECTORS

Michio Furuta

Haruhito Watanabe

Kensei Matsuki

Tatsuo Fujita

Kenichiro Takagi

Nobuhisa Iida

Nobuyuki Okubo

Junichi Sagawa

Toshio Mizobuchi

Tatsuro Takaki

CORPORATE AUDITORS

Nobuhiro Toriduka

Shu Tamaru

Tetsuo Kodama

Shinichiro Tojo

Keisuke Kamata