



Shareholders' Report Vol. 54 71st Fiscal Year
(April 1, 2020 to March 31, 2021)

Rinnai

We are starting a new era of strategic growth to help resolve social challenges.



It is my pleasure to provide an overview of our business and financial results for the fiscal year under review (April 1, 2020–March 31, 2021) and describe our strategy for the future.

The fiscal year under review was the final year of the Rinnai Group's medium-term business plan, G-shift 2020. Under the plan (with the slogans "heat and lifestyles" and "health and lifestyles"), we sought to create unique products and services by incorporating new technologies into our core technologies, in addition to supplying existing products and services. We also celebrated our 100th anniversary in September 2020. As a company that creates healthy and comfortable lifestyles, we are working to achieve sustainable growth for the next 100 years.

During the year, we made relentless Groupwide efforts to cut basic costs despite the impact of COVID-19 on our business activities. We also embraced solid stay-at-home demand associated with the pandemic and posted year-on-year increases in sales of high-value-added gas stoves and water heaters.

As a result, consolidated net sales for the year amounted to ¥344,364 million, up 1.1% from the previous year. Operating income rose 18.2%, to ¥40,690 million, and ordinary income climbed 18.8%, to ¥42,400 million. Net income attributable to owners of the parent company jumped 27.9%, to ¥27,581 million. The Company declared a year-end dividend of ¥70.00 per share, bringing total annual dividends to ¥125.00 per share, up ¥27.00 from the previous year.

To mark the 100th anniversary of its founding and take the first step toward new growth for the next generation, the Group launched its five-year medium-term business plan, New ERA 2025, in April 2021. Under the plan, we will continue making changes aimed at fulfilling our Brand Promise, "Creating a healthier way of living." In the following pages, we provide an outline of New ERA 2025.

Hiroyasu Naito
President

Previous medium-term business plan G-shift 2020

Achieved initial operating income target of ¥34 billion

The fiscal year ended March 31, 2021 was the final year of our previous medium-term business plan, G-shift 2020. We initially expected a contraction in our business performance due to the impact of COVID-19. Since then, however, we benefited from rising stay-at-home demand in Japan and overseas, as well as increased domestic sales of growth items and high-value-added products and better-than-expected recovery in overseas countries, including the robust U.S. market. As a result, although net sales fell short of our initial target, we achieved our target for operating income with a record-high figure.

A major benefit from the three-year period under G-shift 2020 was the steady progress we made in creating new business pillars for the Rinnai Group in the future. In the domestic market, for example, we launched several popular products, including *Kanta-kun* gas clothes dryers and our Micro Bubble Bath Unit. Overseas, meanwhile, our water heaters continued to perform well in the strategic U.S. and Chinese markets, and we also started initiatives to expand into untapped regions and countries.

Launched of new five-year plan

New ERA 2025: Medium-term business plan for the new era

Over the past 15 years—a period covering five medium-term business plans—the Group not only delivered revenue growth but also reinforced its earnings foundation. Specifically, we posted a 1.6-fold increase in net sales, a 3.9-fold jump in operating income, a 7-point improvement in the operating margin, and a 16-point rise in the overseas sales ratio. In the meantime, we launched a series of products that meet the needs of the times, from kitchen appliances (including kerosene stoves, which we have made since our foundation) to room heaters and water heaters. In particular, we created strategic products that meet the stringent environmental needs of the global market. These include our *Eco-Jozu* series of high-efficiency gas water heaters and *ECO ONE*, the world's first residential-use hybrid water heater and heating system, which incorporates a heat pump. In order to achieve growth over the next 100 years, however, we must create new business pillars on a par with water heaters under the themes of “heat and lifestyles” and “health and lifestyles.”

In response to these challenges, we launched our new medium-term business plan, New ERA 2025, in April 2021. (Because 2021 is the 101st year since our founding, we regard it as the beginning of a new era, hence the name of the plan.) The plan covers the five-year period from April 1, 2021 to March 31, 2026. We decided on a five-year plan in order to pursue growth strategies from a longer-term perspective without being influenced by rapidly changing external conditions.

Numerical Targets in Previous Medium-Term Business Plan (Billions of yen)

Consolidated		Fiscal 2019	Fiscal 2020	Fiscal 2021	
		Actual	Actual	Initial plan	Actual
Net Sales		348.0	340.4	372.0	344.3
Composition	Domestic	172.5	173.5	178.5	175.9
	Overseas	175.5	166.9	193.5	168.4
	(Overseas ratio)	50.4%	49.0%	52.0%	48.9%
Operating Income		30.8	34.4	34.0	40.6
Operating Margin		8.9%	10.1%	9.1%	11.8%

New ERA 2025

New Expansion, Revolution and Advancement

We have positioned the year 2021
(101 years since our foundation)
as the start of a **New ERA**.

We will achieve Advancement in addressing social challenges
through Expansion of business scale and
Revolution of corporate structure.

Goals of the new plan

Help “improve quality of life” and “solve global environmental problems”

The “ERA” part of the plan is an acronym for “expansion, revolution, and advancement.” In other words, through “Expansion of business scale” and “Revolution of corporate structure,” we will achieve “Advancement in addressing social challenges.” On the occasion of its 100th anniversary, Rinnai declared “Creating a healthier way of living” as its Brand Promise (pledge to customers and society). Under New ERA 2025, we will strive to improve quality of life and help resolve global environmental problems—two social challenges that Rinnai should embrace—in order to realize the Group’s vision and fulfill its Brand Promise.

With respect to improving quality of life, we recognize that Rinnai products, which are daily life necessities, will play an important role in enhancing convenience and comfort in response

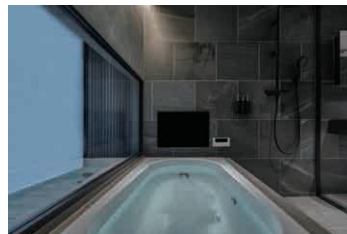
to social changes, such as the aging of society and increasing number of dual-income families. The aforementioned *Kanta-kun* line of gas clothes dryers addresses demand to shorten time spent on household chores. It is also popular among elder care facilities and pet shops where large volumes need to be dried in a short time. Moreover, it is gaining popularity as a product that improves the quality of life in multiple ways, such as being suitable for indoor drying to prevent hay fever. In addition, our Micro Bubble Bath Unit, launched in April 2020 under the theme of “health and lifestyles,” has earned high levels of customer satisfaction and generated strong sales. Meanwhile, Rinnai’s high-efficiency tankless water heaters are doing well in the United States. These products epitomize the key words “improving the quality of life” because they eliminate the stress of running out of hot water. They also generate less CO₂ emissions than conventional tank-based water heaters.



Hybrid water heater and heating system *ECO ONE*



Gas clothes dryers *Kanta-kun*



Micro Bubble Bath Unit



Tankless water heaters
(United States)

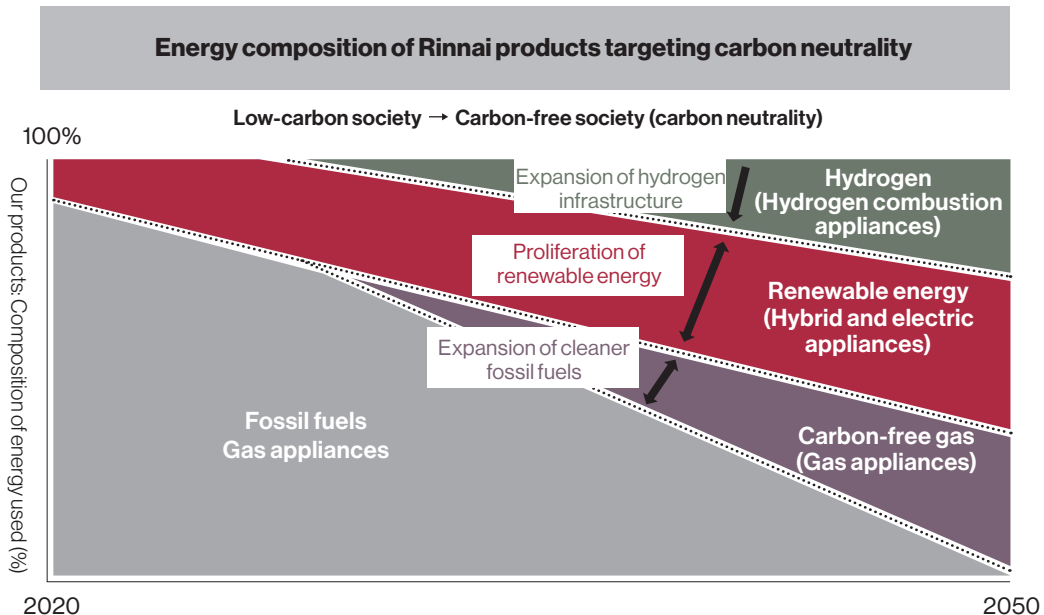
Helping reduce global warming

Playing a social role in the quest for carbon neutrality

The Rinnai Group will continue playing a social role in addressing global environmental problems, which is an important social issue, while closely monitoring worldwide efforts to achieve carbon neutrality. As major countries around the world take action to combat global warming, the Japanese government has also declared its quest for carbon neutrality, aiming to achieve zero greenhouse gas emissions by 2050. In this context, there is an accelerating global trend toward three types of energy: CO₂-recycled or hydrogen mixed gas, electricity generated from renewable sources, and hydrogen. In Japan, meanwhile, major gas companies are working on methanation* technology. The Rinnai Group is also engaged in hydrogen combustion research, including joint research with university institutions, as well as collaboration between our technology centers and overseas Group companies.

On the other hand, we assume that fossil fuels will continue to coexist in our society for the foreseeable future. For this reason, we offer a range of products that reduce CO₂ and PM_{2.5} emissions in line with the energy situations in each country and region. These include our *Eco Jozu* high-efficiency water heaters, our *ECO ONE* hybrid water heater with heating system (sold in Japan), tankless gas water heaters (United States and Australia), gas water heaters and boilers (China), and solar hot water panels (Brazil). We will continue working to popularize these energy-saving products in the future. Over the period of our new medium-term business plan, we are targeting a 50% increase in sales of "products that help improve quality of life" and "products that benefit the global environment" compared with the fiscal year ended March 31, 2021.

* Methanation: A technology for synthesizing methane, the main component of natural gas, from hydrogen and CO₂. Since CO₂ is used as a raw material during methane synthesis, it is a promising technology for carbon (CO₂) recycling.



We will continue exploring the potential of various energy-efficient devices in our quest to achieve carbon neutrality by 2050.



Rinnai's Business Strategies

Expanding business scale

Expand sales in strategic world regions and in the “health and lifestyles” field

To help resolve social issues, we aim to expand the scale of our operations—both geographically and business-wise— during the period of our new medium-term business plan. The Rinnai Group operates in 18 countries and regions, including Japan, and provides products that meet the energy needs and growth stages of more than 80 countries around the world (as of March 31, 2021). We are working to increase sales in growth markets, such as the United States and China, which are strategic markets for the Group. At the same time, we have started investigating emerging markets in Latin America and Africa, as well as India, with a view to entering those markets.

In terms of business scale, we will expand our focus from the previous “heat and lifestyles” field to also cover the “health and lifestyles.” Moreover, we will develop and offer products and services that help improve quality of life and resolve global environmental problems by broadening our conceptual approach

from technology-oriented to user-oriented, and by expanding our capabilities to include a hybrid of wide-ranging energy sources, such as electricity, natural energy, and hydrogen, in addition to our traditional gas-oriented focus.

To our stakeholders

Rinnai brand: Going global on the strength of our product quality

During the period of our new medium-term business plan, we will also make focused investments in intangible assets, including human resources, core technologies, information technologies, and branding, in order to revolutionize our corporate structure. To achieve future growth of the Group, we believe it is important to strengthen both the physical and non-physical aspects of our operations. This means creating environments for new workstyles, stepping up R&D on “heat and lifestyles” and “health and lifestyles,” building information infrastructure for enhanced global collaboration, and proliferating our global brand image both internally and externally. To strengthen our earnings power,

Three Key Strategies and Numerical Targets (Fiscal 2026, Consolidated)

Expansion of business scale Expand regional domains Expand business domains	Consolidate Net Sales: ¥450 billion (Japan: ¥200 billion yen; overseas: ¥250 billion yen)
Revolution of corporate structure Become more consumer-oriented Make focused investments in intangible assets Enhance profitability	Operating Income: ¥50 billion Return on invested capital (ROIC): 19.0% Total return ratio (five-year average): 40.0%
Advancement in addressing social challenges Improve quality of life Help resolve global environmental problems	Sales of products that improve quality of life and benefit the global environment (compared with fiscal 2021, ended March 2021): 50% up Contribution to CO2 emission reduction: 7 million tons

meanwhile, we will promote a capital policy that balances future-oriented growth investments with stakeholder return by adding return on invested capital (ROIC)*¹ and total return ratio*² to our list of key performance indicators.

*1. Return on invested capital (ROIC) = Operating income (after deemed tax) ÷ Invested capital (accounts receivable + inventory – accounts payable + fixed assets (tangible/intangible))

*2. Total return ratio = (Total dividends + share buybacks) ÷ Net income

In the course of expanding the scale of the Group's business under the themes of "heat and lifestyles" and "health and lifestyles," it is possible that completely new service companies may be created under the Group umbrella. However, the Rinnai Group's fundamental concept, "Quality is our destiny," which is built on our manufacturing foundation, will remain unchanged. Based on technologies developed in Japan, we will leverage the originality and ideas of Group companies in each region and country and promote mutual collaboration to expand the power of the Rinnai brand in the global marketplace. We look forward to the ongoing understanding and support of our shareholders.



Corporate Vision

Brand Promise

Creating a healthier way of living

**Social Challenges
Rinnai should embrace**

**Improve quality of life
Help resolve global environmental problems**

Corporate Vision

We will utilize various kinds of energy resources and our own core technologies to address social challenges in our business field "heat and lifestyles" "health and lifestyles" and achieve a sustainable, steady, long-term growth.

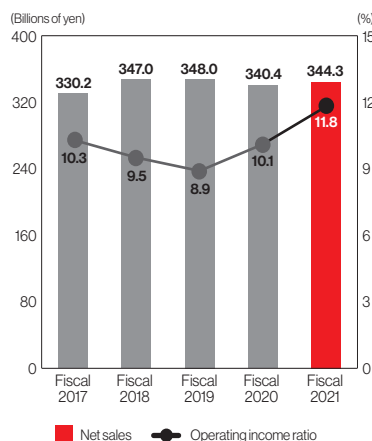
Consolidated Business Results for Fiscal 2021

(Year ended March 31, 2021)

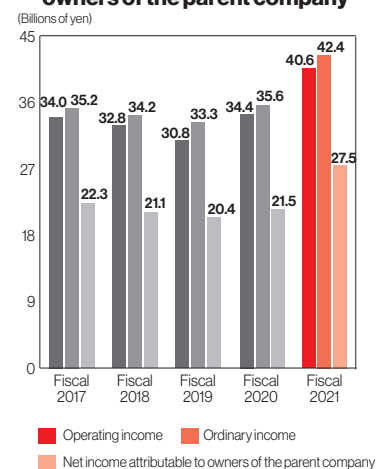
Performance Highlights

- **Net sales up for the first time in two years** thanks to solid stay-at-home demand and higher sales of growth products, despite the impact of COVID-19
- Cost reduction efforts and increased sales of high-value-added products resulted in **record-high operating income**
- Annual dividends of ¥125.00 per share (including ¥10.00 commemorative dividend), representing the **19th consecutive period of year-on-year dividend increases**

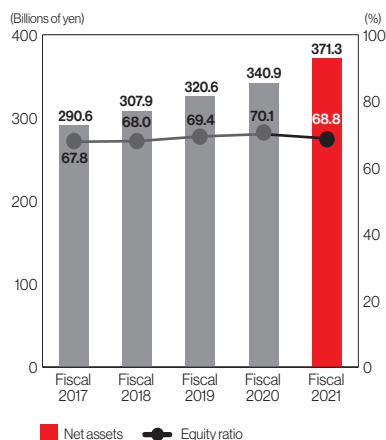
Net sales, operating income ratio



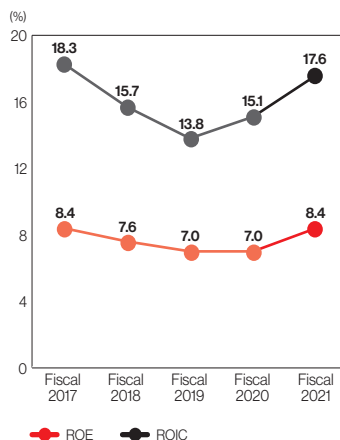
Operating income, ordinary income, net income attributable to owners of the parent company



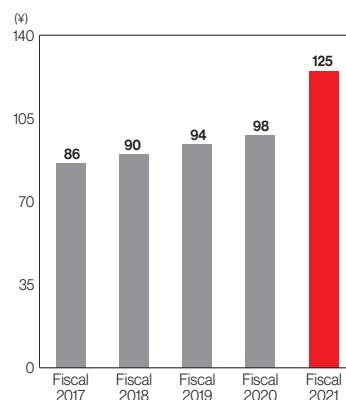
Net assets, equity ratio



ROE, ROIC



Dividends per share (annual)

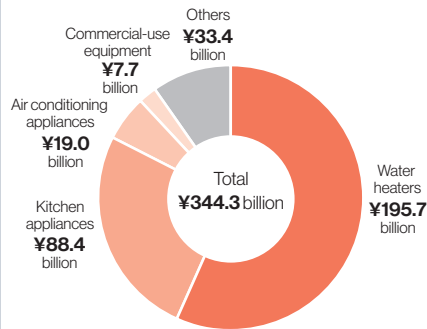


* Return on invested capital (ROIC) = Operating income (after deemed tax) ÷ Invested capital (accounts receivable + inventory – accounts payable + fixed assets (tangible/intangible))

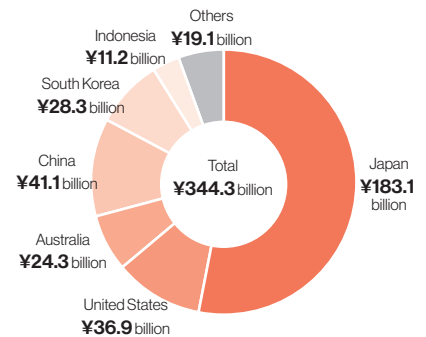
Highlights by Product Segment

- Water heaters: **Decline in sales** due to lower sales of water heaters in China despite healthy sales in United States and Australia
- Kitchen appliances: **Increase in sales** thanks to higher sales of stoves bolstered by strong stay-at-home demand
- Others: **Increase in sales** thanks to growing demand for gas clothes dryers in Japan

Net sales by product

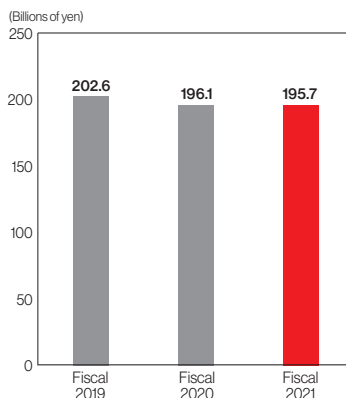


Net sales by region

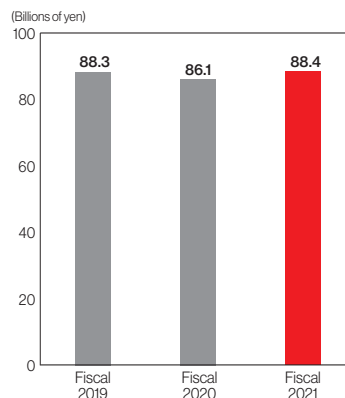


Product segment	Principal products
Water heaters	Tankless water heater with basic functions, bath-filling systems, heating systems, and hybrid water heater with heating systems
Kitchen appliances	Tabletop cookers, built-in hobs (stovetops), ovens, dishwashers, range hoods and rice cookers
Air conditioning appliances	Fan heaters, fanned flue heaters and infrared heaters
Commercial-use equipment	Commercial-use ceramics griller, ranges and rice cookers
Others	Clothes dryers, infrared burners and components

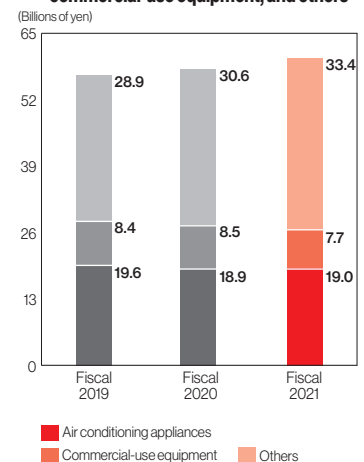
Sales of water heaters



Sales of kitchen appliances



Sales of air conditioning appliances, commercial-use equipment, and others





Consolidated Business Results for Fiscal 2021

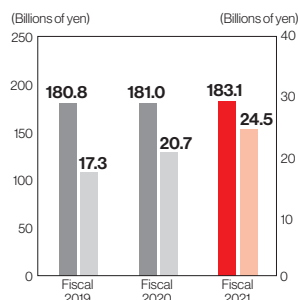
(Year ended March 31, 2021)

Financial Data

Highlights by Regional Segment

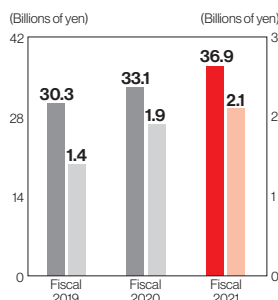
Net sales Operating income

Japan



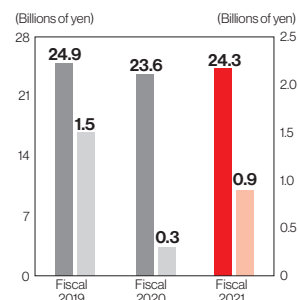
Increases in sales and income thanks to higher sales of gas clothes dryers and dishwasher, growth in sales of high-value-added stoves owing to stay-at-home demand, and solid replacement demand for water heaters due to cold snap

United States



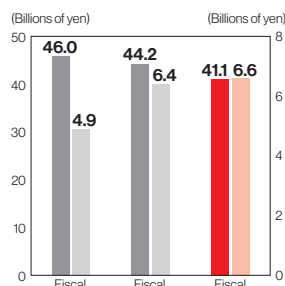
A steady housing market buoyed by people relocating to suburban areas to avoid COVID-19, as well as increased sales of tankless water heaters, led to **higher sales and income**

Australia



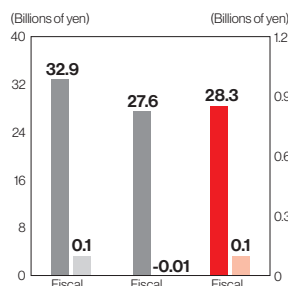
Increases in sales and income thanks to healthy sales of both tankless and storage-type water heaters, as well as growth in sales of room heaters stemming from an increase in people working at home due to COVID-19

China



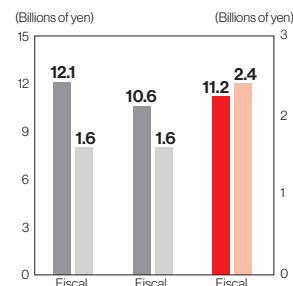
Sales down due to significant drop in sales at the beginning of the period caused by COVID-19, but recovery in sales of water heaters, mainly through Internet sales, following the lifting of restrictions on economic activities led to **higher income**

South Korea



Increases in sales of both gas and electric stoves thanks to government support measures to address the COVID-19 pandemic, as well as growth in sales of high-efficiency boilers in response to stricter environmental regulations, led to an **increase in sales and a return to profitability**

Indonesia



Growth in sales and income thanks to healthy sales of tabletop stoves driven by stay-at-home demand, as well as higher sales of high-priced built-in hobs (stovetops) and range hoods

**Consolidated Balance Sheets** (Millions of yen)

Current Term (As of March 31, 2021)

Previous Term (As of March 31, 2020)

	Current Term	Previous Term
ASSETS		
Current assets	332,153	294,713
Fixed assets	165,138	155,773
Property, plant and equipment	86,672	84,633
Intangible fixed assets	3,232	3,480
Investments and advances	75,234	67,659
Total assets	497,291	450,486
LIABILITIES		
Current liabilities	99,538	86,607
Long-term liabilities	26,434	22,919
Total liabilities	125,973	109,527
NET ASSETS		
Shareholders' equity:	329,219	307,153
Common stock	6,459	6,459
Capital surplus	8,648	8,756
Earned surplus	315,992	293,807
Treasury stock	(1,881)	(1,870)
Accumulated other comprehensive income	13,110	8,461
Non-controlling interests	28,989	25,343
Total net assets	371,318	340,959
Total liabilities and net assets	497,291	450,486

Consolidated Statements of Income (Millions of yen)

Current Term (From April 1, 2020, to March 31, 2021)

Previous Term (From April 1, 2019, to March 31, 2020)

	Current Term	Previous Term
Net sales	344,364	340,460
Cost of sales	229,032	227,885
Gross profit	115,331	112,575
Selling, general and administrative expenses	74,641	78,153
Operating income	40,690	34,422
Other income	2,179	2,328
Other expenses	469	1,070
Ordinary income	42,400	35,679
Extraordinary income	1,445	—
Extraordinary loss	—	844
Income before income taxes	43,846	34,834
Income taxes	11,602	9,144
Net income	32,243	25,690
Net income attributable to non-controlling interests	4,662	4,128
Net income attributable to owners of the parent company	27,581	21,561

Consolidated Statements of Cash Flows (Millions of yen)

Current Term (From April 1, 2020, to March 31, 2021)

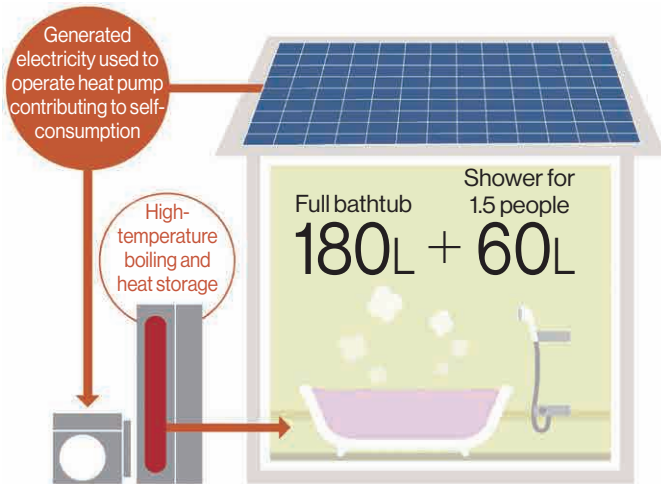
Previous Term (From April 1, 2019, to March 31, 2020)

	Current Term	Previous Term
Cash flows provided by operating activities	49,491	37,694
Cash flows used in investing activities	(15,820)	(7,124)
Cash flows used in financing activities	(7,269)	(6,436)
Cash and cash equivalents at end of term	166,524	140,138

Self-consuming solar power model added to *ECO ONE* series of hybrid water and heating systems

Launched
April 5, 2021

ECO ONE



* Does not work with the solar power generation system on its own.

ECO ONE is ideal for self-consumption of electricity generated from solar power

The heat pump operates during daytime solar power generation hours to store heat (for energy storage).

Effective use of solar power generation and rigorous pursuit of energy saving

CO₂ emissions when using hot water

65% reduction

Annual water heater running costs

70% reduction

Primary energy consumption of entire house

45% reduction

Solar power generation background

Declining benefit of
selling electricity

- Feed-in tariff (FIT) purchase unit price declining year by year (¥42/kWh in 2012 ⇒ ¥19/kWh in 2021)
- After the 10-year FIT purchase period expires, the purchase price will decline further (depending on retail electricity provider)

Rising electricity
prices

- The renewable energy levy is increasing year by year

Consuming surplus electricity during the daytime is more profitable than selling it

Large Rinnai brand billboards on display at Narita International Airport



Since January 2021, we have displayed large billboards showcasing the Rinnai brand image at four locations in Terminal 1 of Narita International Airport. Terminal 1 is mainly used for arrivals and departures of member airlines in the Star Alliance, the world's largest airline alliance. The new billboards cover the entire arrival corridor of Terminal 1 and will serve as a very useful advertisement to convey Rinnai's brand image to people from all over the world passing through that terminal. We will continue working on measures to increase recognition of Rinnai as a global brand.

Continued sponsorship of the Japanese Badminton National Team



In 2018, Rinnai concluded an agreement with the Nippon Badminton Association to become a Silver Sponsor of the Badminton Japan National Team. Recently, we extended that agreement by four years from April 1, 2021 to March 31, 2025. Badminton is very popular not only in Japan but also overseas, especially in Asia (including China, Malaysia, Indonesia, and Singapore), and many of the world's top rankers are on the Japanese badminton team. Rinnai will continue supporting athletes who are passionate about competing in their sport.

Received "Minister for the Environment Award" at Environmental Human Resource Development Corporate Awards 2020



The Rinnai Group Environmental Awards
(one of our initiatives highly regarded in the award)

Rinnai Corporation received the "Minister for the Environment Award" (Large Company Category), the highest award in the Environmental Human Resource Development Corporate Awards 2020*. It was the third time we have been honored by the Environmental Human Resource Development Corporate Awards, having received "Excellence Awards" in 2019 and 2018. The 2020 award recognizes Rinnai's efforts in multiple areas, including its firm positioning of environmental issues in its corporate strategy and its success in increasing sales of environmentally friendly products, reducing CO₂ emissions, and reducing waste and costs. The award also reflects our support for and enhancement of environmentally friendly initiatives by expanding the scope of our supply chain to include business partners and logistics providers.

* The Environmental Human Resource Development Awards are sponsored by the Ministry of the Environment and EcoLeaD, a consortium for environmental human resource development. The awards honor companies that develop and promote human resources to spearhead environmentally friendly corporate activities and provide support for such activities.



Corporate Data

Directory (As of March 31, 2021)

Incorporated	September 1, 1920
Established	September 2, 1950
Paid-in capital	¥6,459,746,974
Head office	2-26, Fukuzumi-cho, Nakagawa-ku, Nagoya 454-0802 TEL: +81-52-361-8211
Number of employees	10,386 (Consolidated) 3,722 (Nonconsolidated)

Domestic Network (As of March 31, 2021)

Factories and related centers Technology Development Center, Production Technology Center, Integrated Logistics Center, East Japan Logistics Center, Parts Center, Oguchi Factory, Seto Factory, Akatsuki Factory

Branches Tohoku, Kanto, Chubu, Kansai, Kyushu

Domestic sales offices Hokkaido, Kita-Tohoku, Sendai, Niigata, Tokyo, Kita-Kanto, Higashi-Kanto, Minami-Kanto, Tokai, Shizuoka, Hokuriku, Nagano, Osaka, Keiji, Hyogo, Chugoku, Shikoku, Fukuoka

Domestic satellite offices (90 offices)

Other domestic offices 11 Training Centers, Customer Center

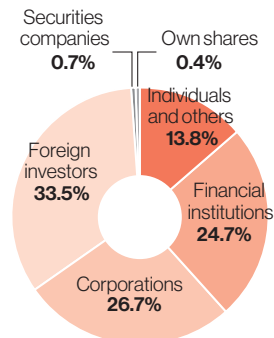
Corporate Officers (As of June 29, 2021)

Chairman	Kenji Hayashi	Managing Executive Officers	Kinji Mori	Executive Officers	Kazuhiko Matsumoto
President and Executive Officer	Hiroyasu Naito		Hideyuki Shiraki		Masanori Shimizu
Director and Executive Vice President	Tsunenori Narita	Senior Executive Officers	Chuji Nakashima		Kenichi Ebata
Directors (outside)	Nobuyuki Matsui Takashi Kamio		Kazuto Inoue		Katsunori Tanioka
Standing Audit & Supervisory Board Members	Haruhiko Ishikawa Katsuhiko Shinji		Hirohisa Ooi		Hiroyuki Hoyano
Audit & Supervisory Board Members (outside)	Masaaki Matsuoka Ippei Watanabe		Takuya Ogawa		Atsuo Kashima
			Yoshihiko Takasu		Kenji Endo
					Hayao Nishizawa

Share Composition (As of March 31, 2021)

Number of shares	
Authorized:	200,000,000
Outstanding:	51,616,463 (Including treasury stock)
Number of shareholders:	3,595

Composition of shareholders



Rinnai Group (As of March 31, 2021)

14 Domestic Subsidiaries

Manufacture and Sale of Products

- Yanagisawa Manufacturing Co., Ltd.
- Rinnai Technica Co., Ltd.
- Gastar Co., Ltd.

Sale of Products

- Rinnai Net Co., Ltd.

Manufacture and Sale of Components

- RB Controls Co., Ltd.
- Rinnai Precision Co., Ltd.
- RT Engineering Co., Ltd.
- Japan Ceramics Co., Ltd.
- Noto Tech Co., Ltd.
- Techno Parts Co., Ltd.

Other Business

- Rinnai Enterprises
- Other three companies

34 Overseas Subsidiaries and Affiliates

Holding Company/Sale of Products

- Rinnai Holdings (Pacific) Pte Ltd.

Manufacture and Sale of Products

- Rinnai America Corporation
- Rinnai Australia Pty., Ltd.
- Shanghai Rinnai Co., Ltd.
- Rinnai Korea Corporation
- P.T. Rinnai Indonesia
- Rinnai New Zealand Ltd.
- Rinnai Taiwan Corporation
- Rinnai (Thailand) Co., Ltd.
- Rinnai Viet Nam Co., Ltd.
- Rinnai Brasil Heating Technology Ltd.
- Rinnai Manufacturing Malaysia Sdn. Bhd.

Sale of Products

- Rinnai Italia S.r.l.
- Rinnai Hong Kong Ltd.
- Rinnai Canada Holdings Ltd.

- Shanghai Rinnai Thermo Energy Engineering Co., Ltd.
- Guangzhou Rinnai Gas and Electric Appliance Co., Ltd.
- Rinnai Plus Corp.
- Rinnai (Malaysia) Sdn. Bhd.
- Rinnai UK Ltd.
- Rinnai Trading B.V.
- Central Heating New Zealand Ltd.
- Hainan Rinnai Minsheng Kitchen Appliances Sales Co., Ltd.

Manufacture and Sale of Components

- RB Korea Ltd.
- Shanghai RB Controls Co., Ltd.
- RS Korea Ltd.
- Mikuni RK Corporation

Other Business

- Gas Appliance Services Pty., Ltd.
- Other six companies

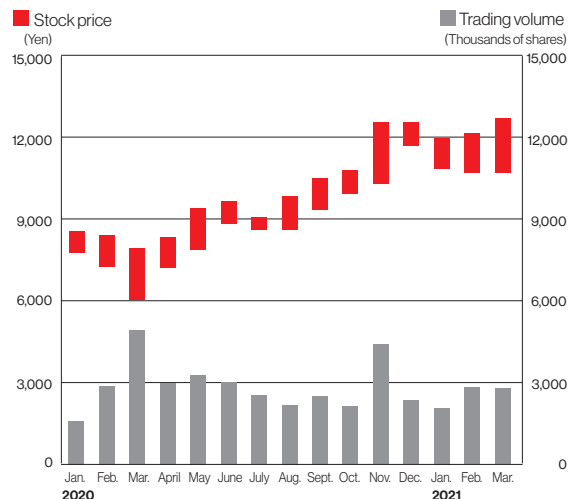
- Consolidated subsidiary ● Nonconsolidated subsidiary
- Affiliated company (equity method applied) ■ Affiliated company (equity method not applied)

Note: As of April 1, 2021, Japan Ceramics Co., Ltd. was merged with Rinnai Precision Co. Ltd. as the surviving company.

Major Shareholders (As of March 31, 2021)

Name	Shares held (Thousands)
Naito Co., Ltd.	6,215
The Master Trust Bank of Japan, Ltd. (Trust Account)	4,077
Yoshikane Shoji Co., Ltd.	3,002
Kenji Hayashi	2,454
Custody Bank of Japan, Ltd. (Trust Account)	2,378
MISAKI ENGAGEMENT MASTER FUND	1,237
STATE STREET BANK WEST CLIENT—TREATY 505234	856
Tokyo Gas Company, Limited	784
Custody Bank of Japan, Ltd. (Trust Account 9)	731
Nippon Life Insurance Company	720

Stock Price Range





Financial year

From April 1 to March 31

Annual meeting of shareholders

Every June

Dates of record

Annual meeting of shareholders,

year-end dividend: March 31

Interim dividend: September 30

Minimum trading unit

100 shares

Public notice

Public notices by the Company will be announced online.

<https://www.rinnai.co.jp/>

However, if due to accident or some other unavoidable reason that prevents the Company from completing an online announcement should arise, a public notice will be made by posting in the *Nihon Keizai Shimbun*.

Transfer agent

Sumitomo Mitsui Trust Bank, Limited

4-1, Marunouchi 1-chome, Chiyoda-ku, Tokyo 100-0005

Special account administrator

Sumitomo Mitsui Trust Bank, Limited

4-1, Marunouchi 1-chome, Chiyoda-ku, Tokyo 100-0005

Mailing and contact

Sumitomo Mitsui Trust Bank, Limited

Stock Transfer Agency Department

8-4, Izumi 2-chome, Suginami-ku, Tokyo 168-0063

(Telephone)

Freedial 0120-782-031(9:00 am-17:00 pm on weekdays)

Transfer administration offices:

Sumitomo Mitsui Trust Bank, Limited

Head office, and branches throughout Japan

Stock Listings:

Tokyo Stock Exchange, First Section

Nagoya Stock Exchange, First Section

Inquiries Pertaining to Share-Related Procedures

1. Non-Payment of Dividends

Please contact the transfer agent (Sumitomo Mitsui Trust Bank, Limited; contact details above).

2. Change of address, purchases (or increases in purchases) of fractional shares, designation of dividend payment method, etc.

(1) Shareholders with account at a securities company

Please contact the securities company handling your account.

(2) Shareholders with a special account opened due to absence of account at a securities company

Please contact Sumitomo Mitsui Trust Bank, Limited