

Restar Corporation

FY25 (Apr 2025 – Mar 2026) Financial Results Briefing Materials

May 15, 2026

<Cautionary Statement Regarding Forward-Looking Statements>

Our current plans, forecasts, and strategies presented in this presentation are forward-looking statements about our future performance and are based on our judgment derived from the information currently available to us. They are based on our judgment derived from the information currently available to us. Actual results may differ from these projections due to changes in various external and internal factors. Important factors that may affect actual results include, but are not limited to, global and Japanese economic trends, sharp fluctuations in foreign exchange rates, war, terrorist activities, disasters and epidemics, etc. Please refrain from using this material and data without permission.

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Agenda

- 1 FY25 Consolidated Business Highlights P 4
- 2 FY26 Consolidated Financial Forecast and Dividend Outlook P13
- 3 Toward the Final Year of Medium-term Management Plan P19
- 4 Company Profile P30

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- 1 FY25 Consolidated Business Highlights P 4**
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Net sales
630,905 million yen
 (FY24 **561,001** million yen)

Record High

12.5%YoY UP

TOPICS

- Record high for the fifth consecutive periods or Updated to a record high for 5 consecutive periods
- Increased revenue due to **consolidation of subsidiaries** through M&A and the joint ventures established in the previous fiscal year (↑)
- Growth in commercial products, **especially for high-function cameras, PC-related equipment and data centers for generative AI** (↑)

Operating profit
16,739 million yen
 (FY24 **14,174** million yen)

Record High

18.1%YoY UP

Operating profit ratio 2.7%

TOPICS

- Record-high profits
- Increased profits resulting from **the consolidation of subsidiaries** through M&A and joint venture establishment (↑)
- Increased profits due to **growth in the devices business** (↑)
- **Intensifying competition** in the new power **supply demand adjustment market** in the eco-solution business (↓)

Profit attributable to owners of parent

7,691 million yen
 (FY24 **7,473** million yen)

Record High

2.9%YoY UP

Net income ratio 1.2%

TOPICS

- Record-high profits
- Increase in profit due to higher operating profit (↑)
- Reducing the cost of raising funds (↑)
- **Decline in the reversal of deferred tax assets associated** with the liquidation of a consolidated subsidiary in the same period last year (↓)

ROE

FY23
8.5%



FY24
8.8%



FY25
8.6%

OPM

FY23
3.1%



FY24
2.5%



FY25
2.7%

ROIC

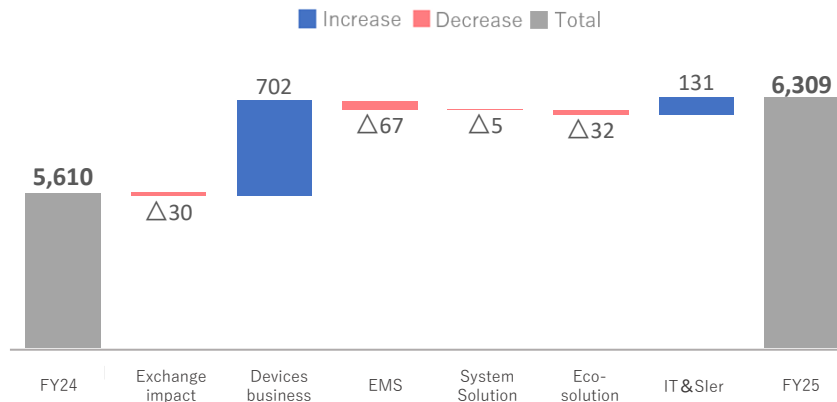
FY25
5.1%

	Full year FY24 (Ended March 2025)		Full year FY25 (Ended March 2026)		YoY	
	Amount	% of Net Sales	Amount	% of Net Sales	Increase/ Decrease	Change
(Unit: million yen)						
Net Sales	561,001	—	630,905	—	69,903	12.5%
Gross Profit	47,700	8.5%	53,613	8.5%	5,913	12.4%
SG & A	33,526	6.0%	36,873	5.8%	3,347	10.0%
Operating Profit	14,174	2.5%	16,739	2.7%	2,565	18.1%
Ordinary Profit	9,559	1.7%	13,762	2.2%	4,202	44.0%
Profit Attributable to Owners of Parent	7,473	1.3%	7,691	1.2%	218	2.9%

Key Factors for Increase/Decrease

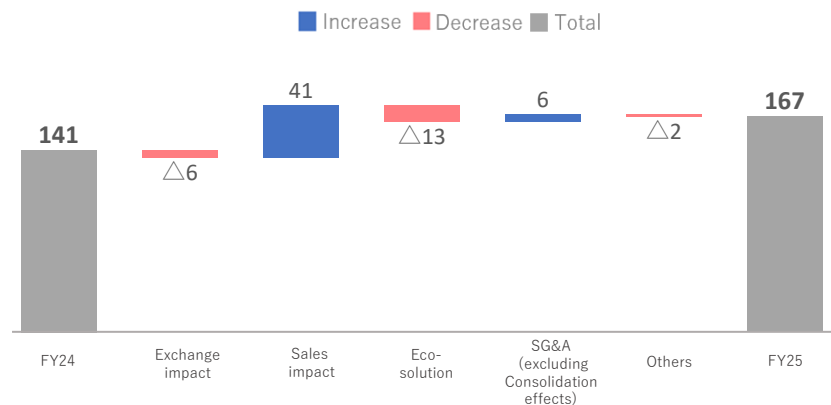
Net Sales

(Unit: 100million yen)



Operating Profit

(Unit: 100million yen)



TOPICS (Net Sales)

- Devices business : Consolidation as a subsidiary through joint venture establishment and growth in products primarily for high-performance cameras, PC-related equipment and data centers for generative AI (↑)
- EMS business : Decrease in revenue due to the absence of the positive impact from our products being installed in new smartphone models in the same period of the previous year (↓)
- IT&Sler BU : Increase in revenue due to consolidation effects (↑)

TOPICS(Operating Profit)

- Devices/IT&Sler business : Increase in revenue due to the consolidation of subsidiaries resulting from M&A and the establishment of joint ventures (↑)
- Devices business : Sales of products—primarily for data centers serving generative AI and other applications—have been strong in the second half of this fiscal year(↑)
- Eco-solution business : Intensifying competition in the supply-demand balancing market within the new electricity sector (↓)

Exchange rate

FY24 : 152.57yen/\$

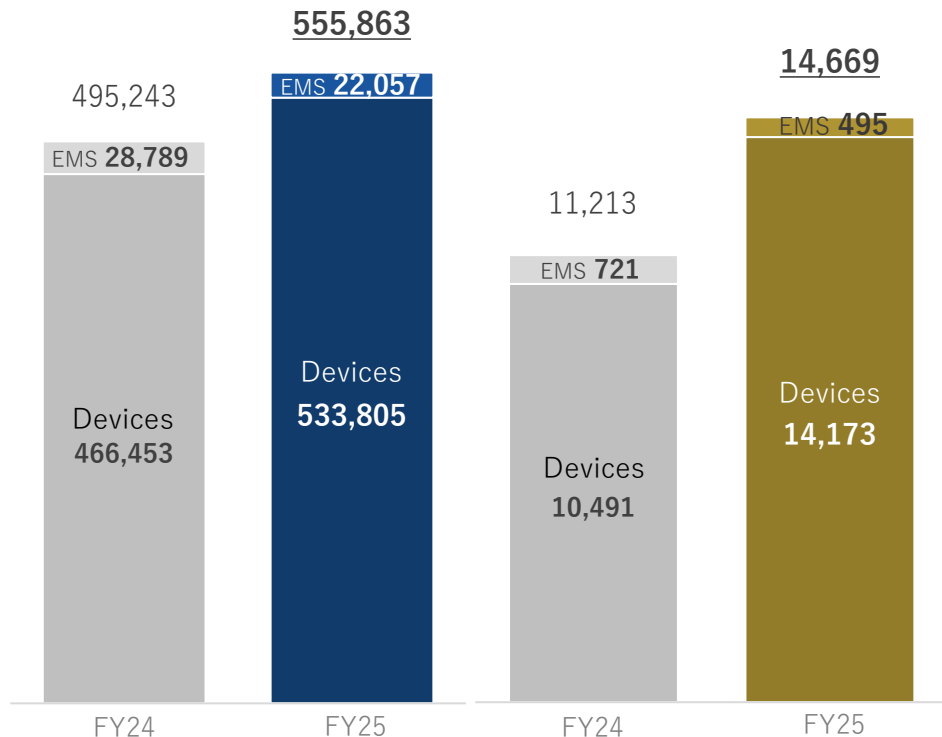
FY25 : 150.77yen/\$

Devices Business Unit

(Unit: million yen)

Net Sales

Segment Profit



EMS

Sales fell due mainly to the loss of the effects of our products being installed in new smartphone models in the same period of the previous year

Devices

- In addition to strong performance in products primarily targeting data centers—such as those for generative AI—the consolidation of subsidiaries subsidiaries (Restar Dexerials Hong Kong Limited in July 2024, Restar Dexerials Korea Corporation in January 2025, and Restar Dexerials Taiwan Corporation in February 2025) contributed to sales
- In addition to the launch of new businesses in the high-performance camera, PC-related equipment, and automotive sectors, the industrial equipment sector also saw a recovery

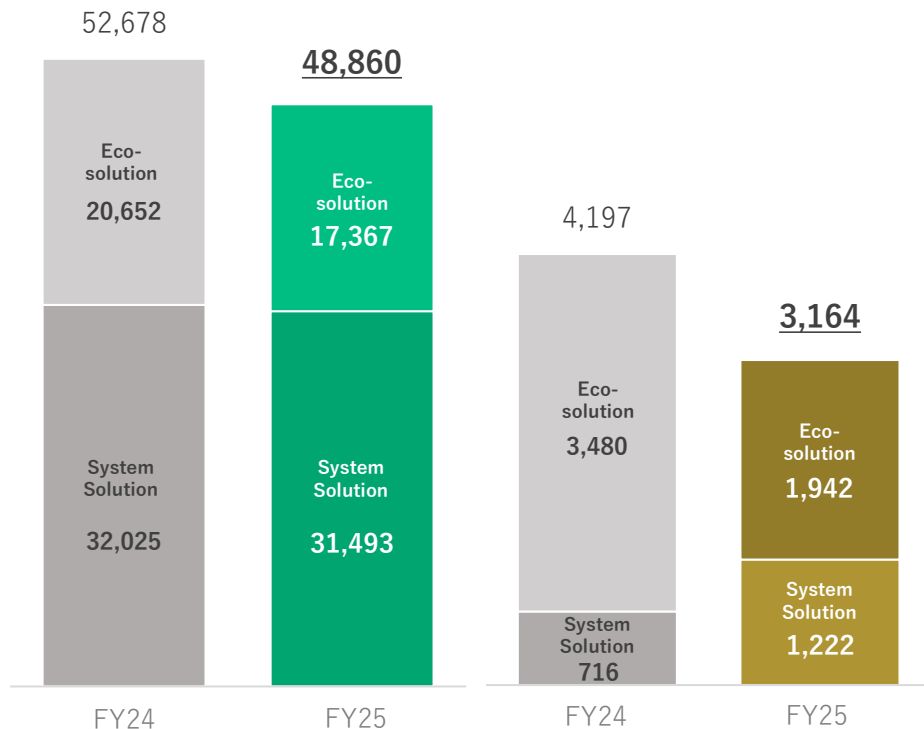
Segment Profit

In addition to increased revenue in the devices business, profits rose due to an improved sales mix

(Unit: million yen)

Net Sales

Segment Profit



Eco-solution

Higher sales in the start of operations at new solar power plants contributed positively to revenue, but declining revenue in the electricity retail business within the new power sector and intensifying competition in the supply-demand adjustment market led to a net decline in revenue

System Solution

Remained strong on the back of increased demand from a recovery in live events, the acquisition of large studio relocation projects, and successful bidding in new projects in the public sector. However, sales declined mainly due to weak sales of payment terminals and other system equipment

Segment Profit

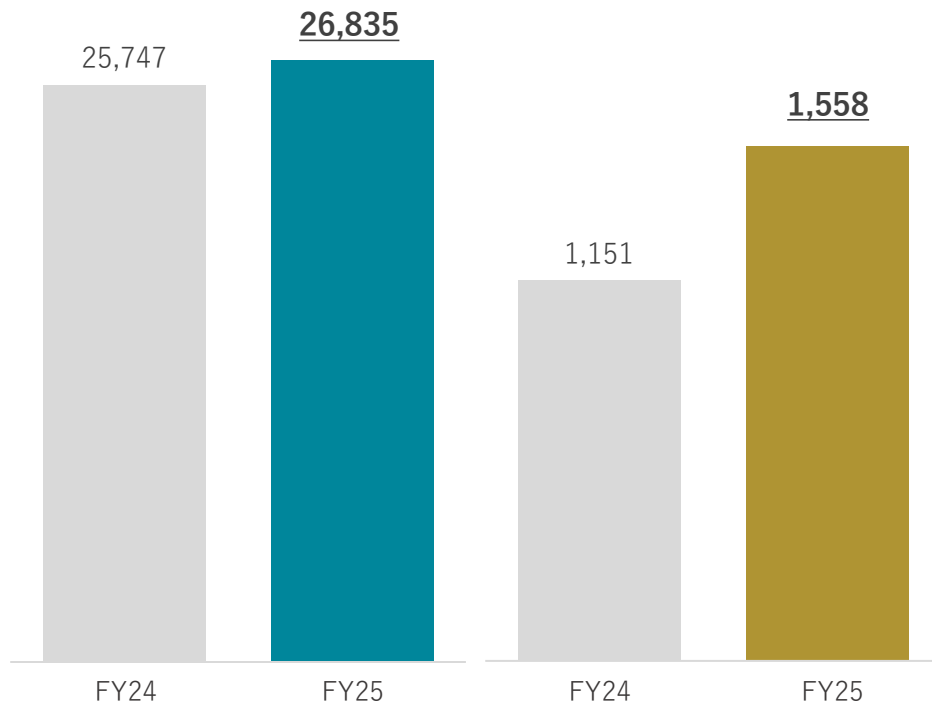
Declined primarily due to lower revenue in the eco-solution business

(Unit: million yen)

Net Sales (Reference value)

* The figures in the graph are excerpted from the “Financial Results Presentation for the Fiscal Year Ended March 2026” disclosed today by PCI Holdings, INC. (Tokyo Stock Exchange Standard Market: 3918), a consolidated subsidiary.

Segment Profit (Reference value)



IT&Sler

By leveraging the PCI Group’s technical expertise and utilizing our Group’s customer base to pursue business opportunities, we have secured projects in new sectors within the manufacturing industry, such as precision equipment and industrial machinery manufacturers. Furthermore, we have implemented organizational restructuring within the PCI Group to strengthen our Group’s engineering capabilities in collaboration with the Device Business Unit

Net Sales

(Figures based on our consolidated financial statements)

26,181 million yen

Segment Profit

(Figures based on our consolidated financial statements)

1,245 million yen

Consolidated Balance Sheet

FY24

FY25

(Unit: million yen)

310,022

349,551

Primary Factors for Increase/Decrease

(Unit: million yen)

Accounts receivable - trade 113,713	Short-term borrowings 52,539
Merchandise and finished goods 53,647	Notes and accounts payable - trade 71,724
Cash and deposits 44,417	Other current liabilities 20,887
Other current assets 28,791	Non-current liabilities 64,810
Non-current assets 69,407	Net assets 100,061
Deferred assets 46	

Assets

Total liabilities and net assets

Accounts receivable - trade 144,255	Short-term borrowings 68,515
Merchandise and finished goods 64,071	Notes and accounts payable - trade 90,329
Cash and deposits 44,930	Other current liabilities 22,202
Other current assets 27,280	Non-current liabilities 59,001
Non-current assets 68,984	Net assets 109,504
Deferred assets 30	

Assets

Total liabilities and net assets

Assets	
Current Assets	Accounts receivable - trade 30,542, Merchandise and finished goods 10,424,
Non-current Assets	—

Liabilities and Net Assets	
Current Liabilities	Notes and accounts payable -trade 18,604 Short-term borrowings 15,976
Non-current Liabilities	Long-term borrowings (5,458)
Net Assets	Retained earnings 4,317 Foreign currency translation adjustment 2,580 Non-controlling interests 2,192

Capital Adequacy Ratio^{*1}

FY24
27.7% (29.3%) ▶ **26.6%** (28.1%) FY25

Net Debt to Equity Ratio^{*2}

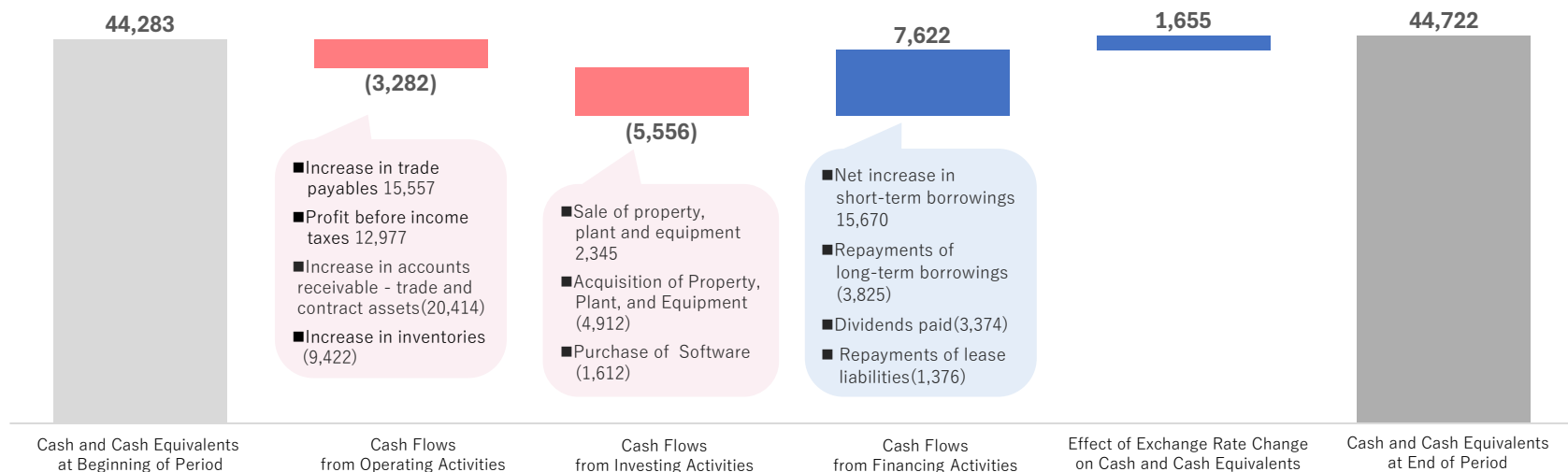
FY24
0.6x ▶ **0.7x** FY25

*1Figures in brackets () are rating figures taking into account hybrid loans (subordinated loans)

(Calculated taking into account 50% equity on the rating for the ¥10 billion of hybrid loans (subordinated loans) raised in August 2024)

*2 Net Debt to Equity Ratio= (interest-bearing debt excluding lease obligations - cash and deposits) / equity ➔ **Maintaining a stable level below 1.2 times**

(unit: million yen)	FY24	FY25	Increase/ Decrease
Cash and Cash Equivalents at Beginning of Period	39,771	44,283	4,512
■ Cash Flows from Operating Activities	20,196	(3,282)	(23,479)
■ Cash Flows from Investing Activities	61	(5,556)	(5,618)
■ Cash Flows from Financing Activities	(16,110)	7,622	23,733
■ Effect of Exchange Rate Change on Cash and Cash Equivalents	364	1,655	1,290
Cash and Cash Equivalents at End of Period	44,283	44,722	438



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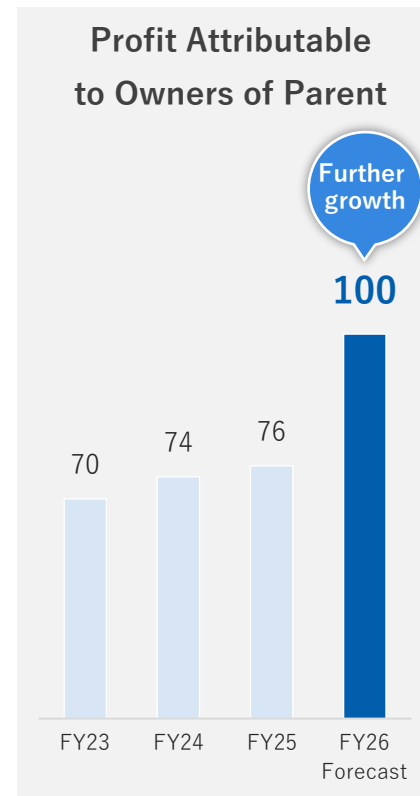
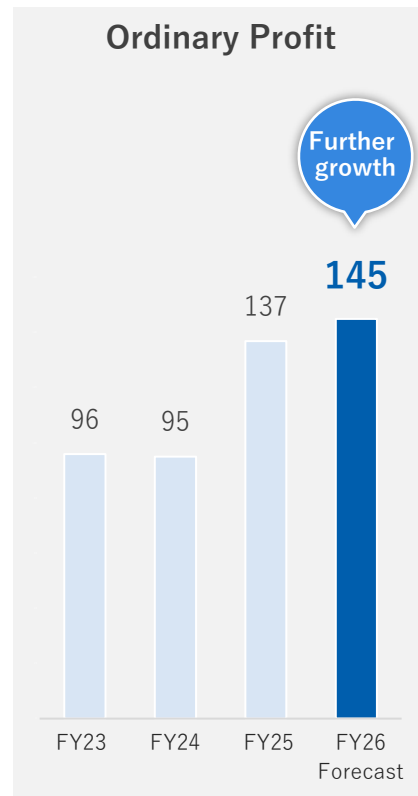
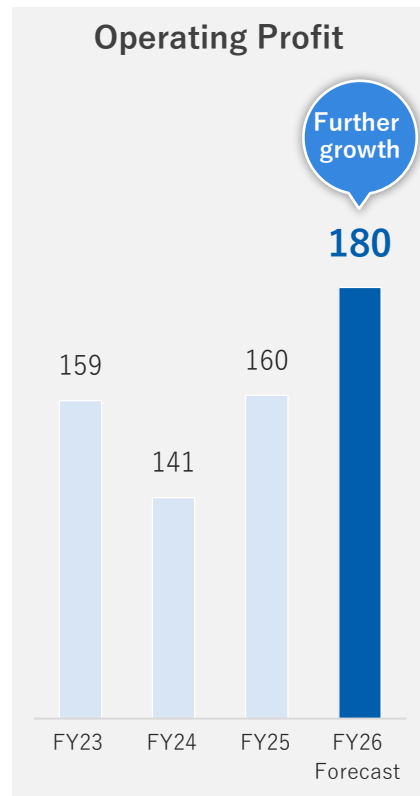
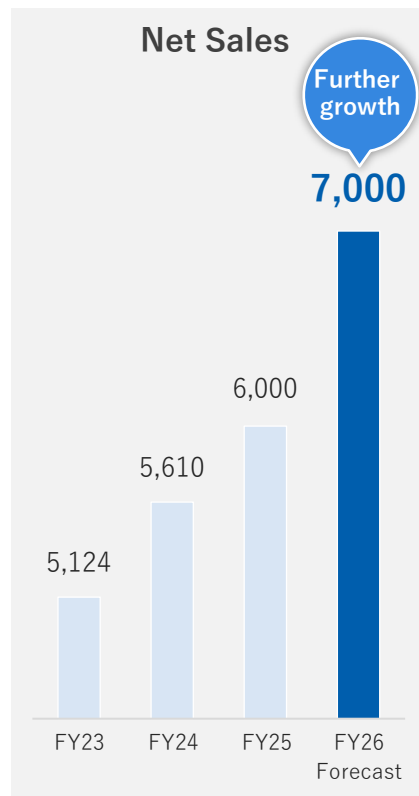
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(Unit: million yen)

	FY25 full-year	FY26 full-year	YoY	
	Amount	Amount	Increase/ Decrease	Progress rate
Net Sales	630,905	700,000	69,095	11.0%
Operating Profit	16,739	18,000	1,260	7.5%
Ordinary Profit	13,762	14,500	737	5.4%
Profit Attributable to Owners of Parent	7,691	10,000	2,308	30.0%

Record highs were set for net sales, operating profit, ordinary profit, and profit attributable

(Unit: 100 million yen)



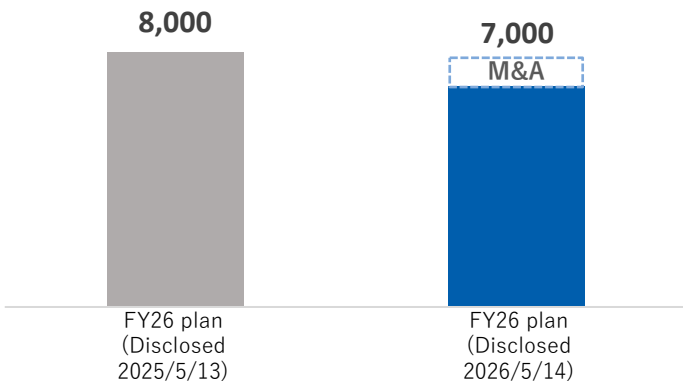
Progress of Business Performance by Business Unit

		FY25 full-year	FY26 forecast	YoY	
		Amount	Amount	Increase/ Decrease	Progress rate
(Unit: million yen)					
Net Sales	Devices Business Unit	555,863	611,000	55,136	9.9%
	Devices	533,805	591,000	57,194	10.7%
	EMS	22,057	20,000	(2,058)	(9.3%)
	System Business Unit	48,860	60,000	11,139	22.8%
	System Solution	31,493	40,400	8,907	28.3%
	Eco-solution	17,367	19,600	2,232	12.9%
	IT&Sler Business Unit	26,181	29,000	2,819	10.8%
	Consolidated	630,905	700,000	69,095	11.0%
Segment Profit	Devices Business Unit	14,669	14,350	(319)	(2.2%)
	Devices	14,173	14,000	(174)	(1.2%)
	EMS	495	350	(145)	(29.3%)
	System Business Unit	3,164	3,800	635	20.1%
	System Solution	1,222	1,300	78	6.3%
	Eco-solution	1,942	2,500	558	28.7%
	IT&Sler Business Unit	1,245	1,600	354	28.4%
	Corporate and Adjustment	(2,340)	(1,750)	590	—
Consolidated		16,739	18,000	1,260	7.5%

Review of Medium-term Management Plan

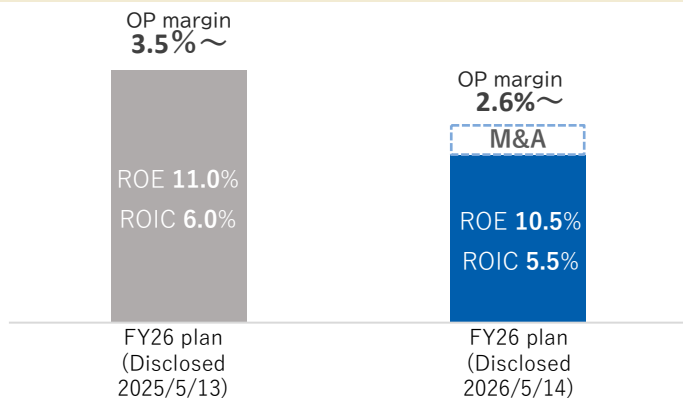
Net Sales

(Unit: 100million yen)



Segment Profit

(Consolidated figures include company-wide costs) (Unit: 100million yen)



FY25 Review

Devices BU

- Impact on sales due to the delayed recovery of industrial machinery
 - // Deterioration in product mix affecting profitability
 - Revision of the Timing of Partnerships in Global Business
 - Revision of the EMS Business Growth Strategy
- While the smartphone-related segment remains strong, the automotive and consumer segments are stagnating

System BU

- Slowing growth in system equipment such as payment terminals
- Changes in the power industry environment, etc.

Others

- IT & Sler BU ▶ In addition to strengthening PCI Holdings' solution capabilities for both internal and external stakeholders, we will enhance our capabilities and expand our scale by selecting additional partners
- Engineering BU ▶ We are currently promoting initiatives to establish a new business portfolio, including setting up a core organizational structure within the highly compatible Device Business Unit to serve as a headquarters

Shareholder Return Policy and Dividends Forecast

Shareholder Return Policy

■ Basic policy for the period of the medium-term management plan ending March 31, 2027

- Consideration of balance between stable and enhanced shareholder returns, **proactive investment in growth areas**, and financial soundness
- ***DOE 4% or higher**
- **Stable and continuous dividend increase**
- Flexible share buybacks for excess capital

*DOE (Dividend on Equity) : = Dividend ÷ Equity = Dividend yield × PBR
Since the dividend is based on equity, it is less sensitive to fluctuations in earnings than the dividend payout ratio, and therefore, is more stable.
We are committed to shareholder return, viewing DOE as an important indicator so that our shareholders can hold our shares for a long time with a sense of security.

FY25 Dividends Forecast

2nd quarter-end

¥65

Year-end

¥70

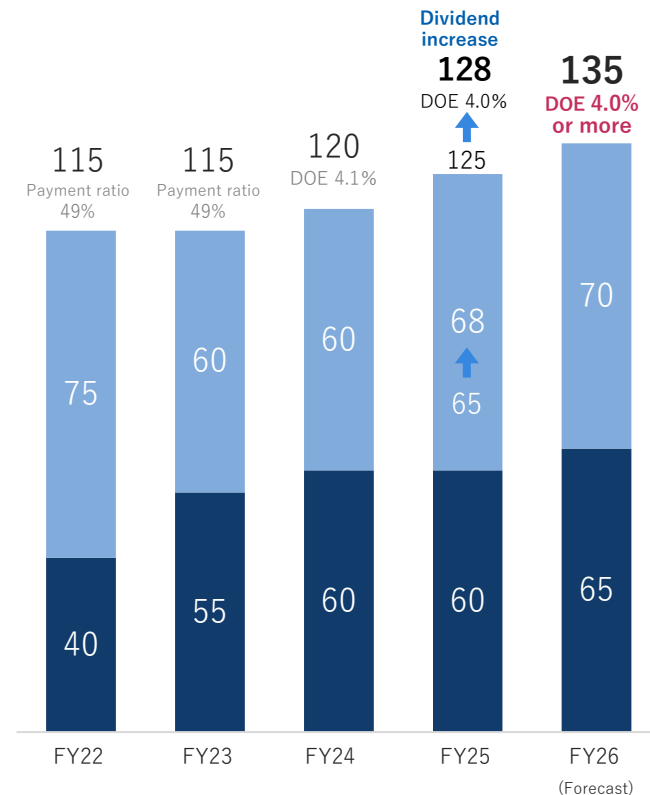
Total

¥135

Dividends per Share

(Unit: yen)

■ 2nd quarter-end ■ Year-end ■ commemorative/special dividend



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The business environment is changing at an unprecedented pace

Macroeconomics and Markets



Inflation

Rising interest rates

Foreign Exchange Volatility

Impact of U.S. Tariffs

Rising Costs of Raw Materials and Energy

Geopolitical risks



Economic Security

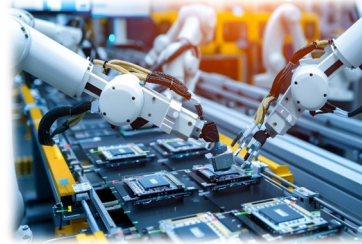
Iran War

The invasion of Ukraine continues

U.S.-China Decoupling

China Plus 1

Growth sectors



AI

Robotics

Mobility

Data Center

Security

Energy

Changes in the Industry Structure



Cross-border M&A

Consolidation of Agencies

Entry by companies from other industries

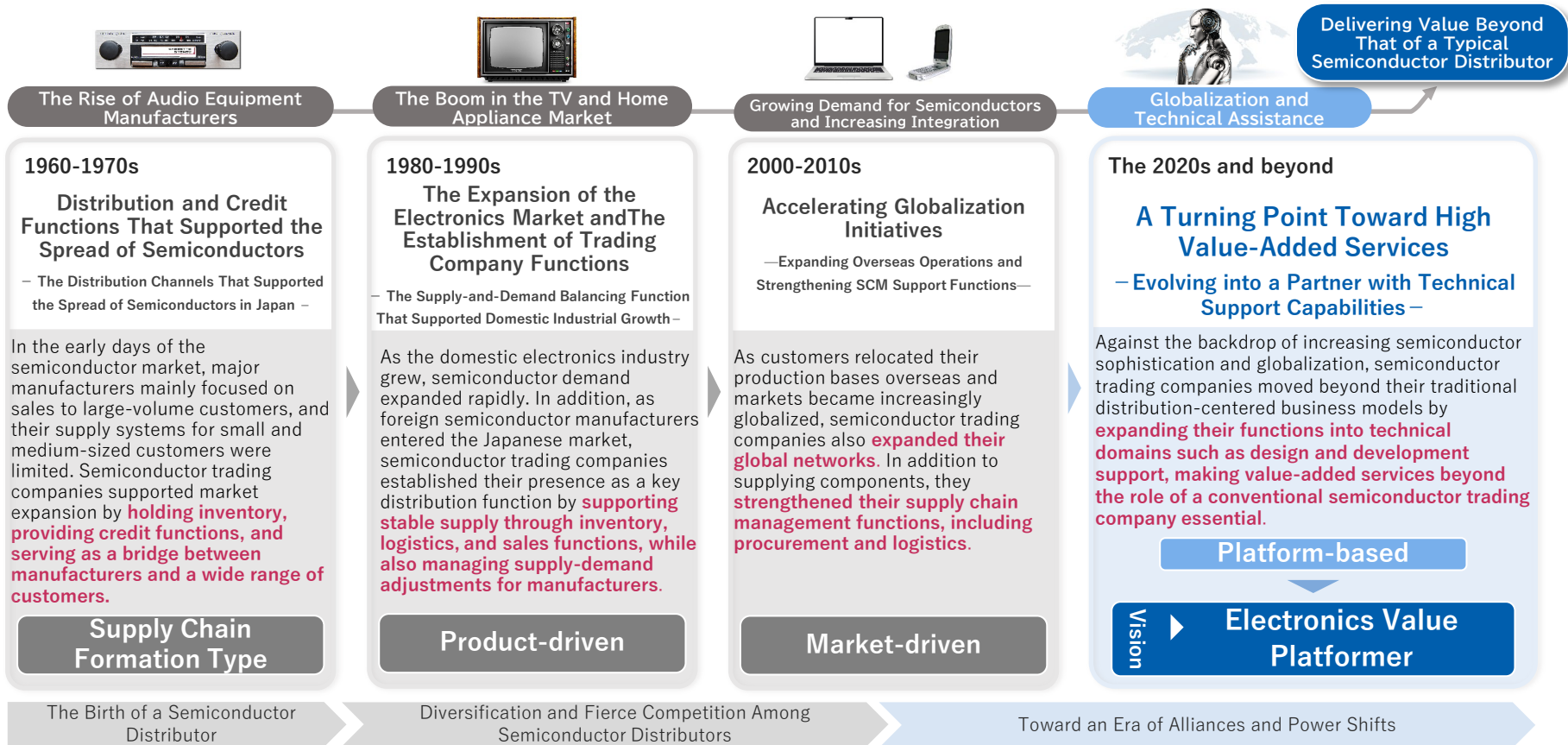
Direct Sales by Manufacturers

Changes in the Nature of Trading Companies

The Evolution of Semiconductor Distributors to Date and Future Developments



Transforming into a company that creates customer value by expanding into technical fields beyond those of traditional semiconductor trading companies (such as IT and system integrators, and engineering) and by providing global solutions



Initiatives to Address Key Management Challenges

1 Improving the Company's Financial Health

Human Capital Activation Plan

Selection and Development of Young Employees
Promotion of Female Employees to Management Positions

Professional Governance

Establishing Cross-Functional Roles (From HR and Accounting Functions)

2 Work-Style Reform

Promoting the Practical Application of Generative AI^{*1}

Implementation of AI Meeting Minutes
Improving Efficiency Through the Use of Generative AI in Business Operations

Initiatives for Agile Management

Streamlining meetings, shortening approval processes, etc.

3 Realizing Synergy

Data-Driven Management

Sales Activities Utilizing RMS^{*2}

Creation of new businesses across the group

Driving cross-functional projects in growth areas such as Manufacturing DX and data center products, and reaping the rewards

4 Cultural Reform

MVV Implementation

Bringing the vision of an Electronics Value Platformer to life and embedding it in the workplace

Enhancing Communication

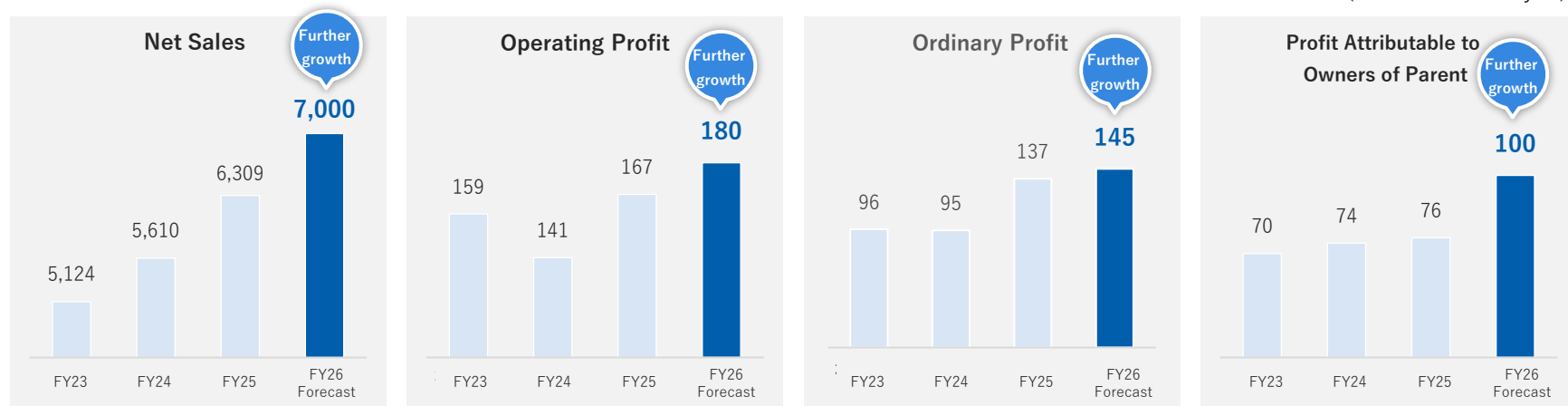
Enhancing Inter-organizational Communication Through a Group-Wide Management Reform Project

^{*1} Click here for the press release regarding this matter > <https://pdf.irpocket.com/C3156/w4ok/vorE/IPak.pdf>

^{*2} RMS(Restar Matching Service): Our free business matching platform. Click here to get started > [RMS | Restar Matching Service](#)

Implementation of Key Initiatives Aimed at Further Growth

(Unit: 100 million yen)



FY26 Priority Initiatives

Accelerating Data-Driven Management

- ✓ Building an information platform capable of aggregating and analyzing various types of data
- ✓ Enhancing BI tools

Enhanced Engineering Capabilities

- ✓ Expansion of the Device Business Segment<Creating Customer Value Through Design, Inspection, and Turnkey Solutions>

DX Support from IT &Sler

- ✓ Promoting DX support across the entire supply chain by leveraging the Restar Group's customer base

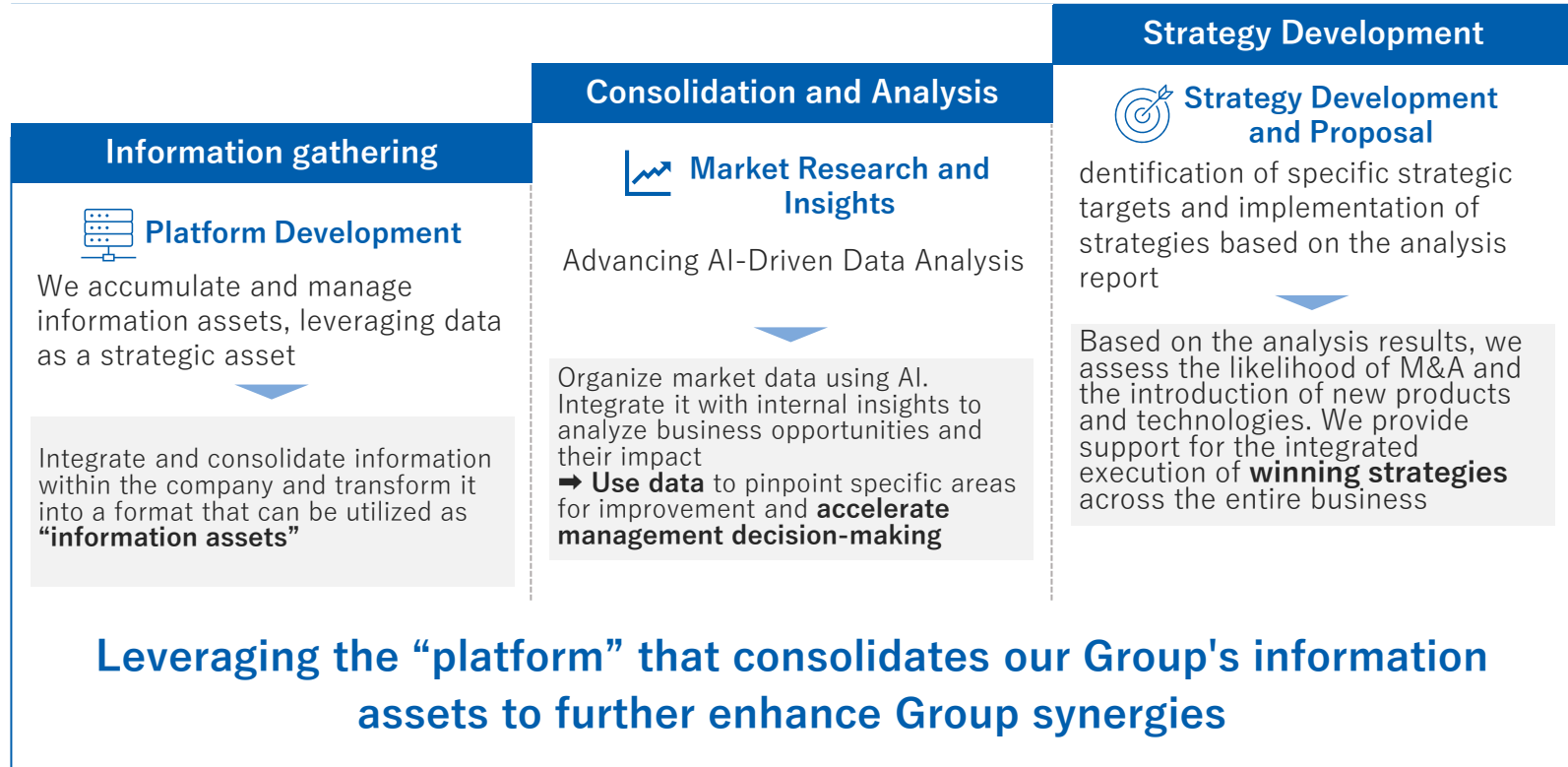
Expansion of the Global Infrastructure

- ✓ We will strengthen our workforce in preparation for the introduction of a global headquarters system and aim to increase the proportion of overseas sales

Business Portfolio Reform

- ✓ We aim to continuously enhance corporate value through ongoing reviews of our business portfolio

Implementing data-driven management through the collection, visualization, and analysis of various internal and external data



Enhanced Engineering Capabilities

Strengthening engineering capabilities (customer value creation) through internal reorganization, the establishment of specialized units, and collaboration with other companies



**Collaborate with the BU's Sales and Marketing Department to create added value
Realizing the Value Chain of Device-Centric "Electronics Value Platformer"**

DX Support from IT & Sler

We are currently promoting DX support across the entire supply chain by leveraging the Restar Group's customer base within the IT & Sler BU

Data Analytics Platform ► Collect vast amounts of production floor logs and visualize them in real time

SI ERP Implementation Support ► Solving a wide range of system challenges during ERP implementation

Development of Business Subsystems ► Built quickly using no-code tools

Fixed Asset Management ► Centralized management of fixed assets, from acquisition to transfer and disposal



Design and Development

Embedded Device Software Development ► Custom embedded product development based on customer needs

Embedded PC Development ► Providing embedded PCs for specific applications in medical devices and other fields

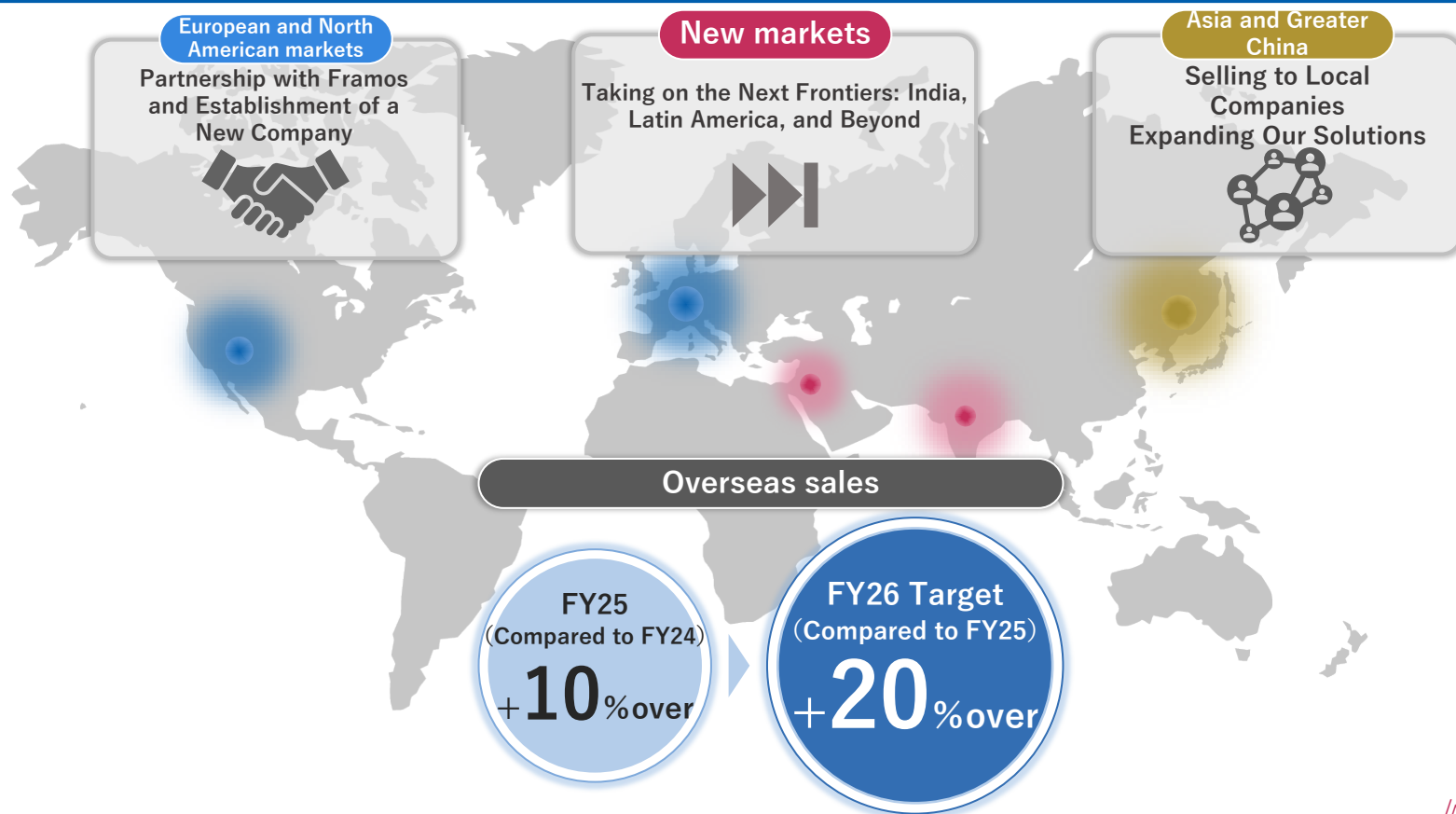
Procurement

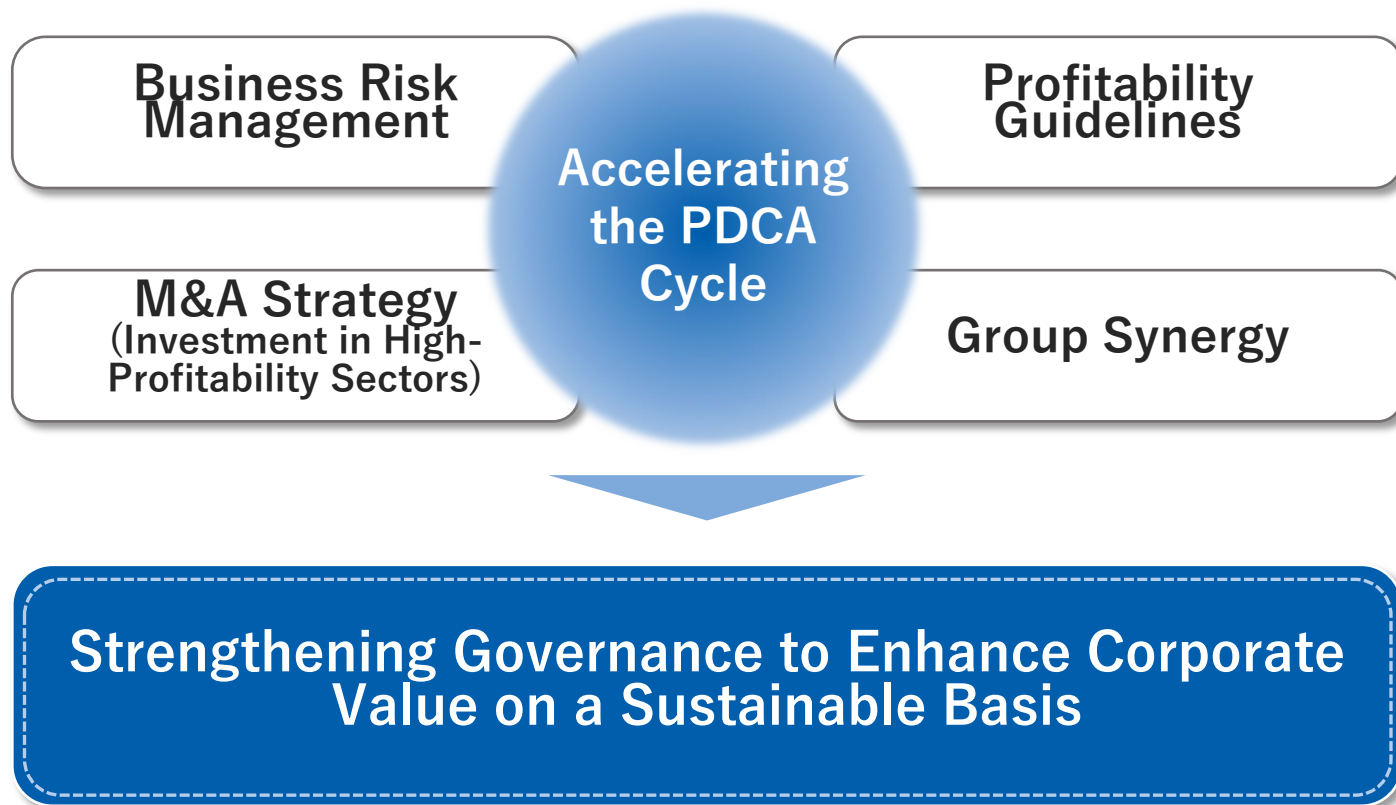
Providing SCM Solutions ► Comprehensive supply chain management. Optimize demand forecasting, supply, and inventory

Manufacturing

AI-powered MES Support ► Hazard Alerts and Anomaly Detection via Image Analysis

Preparations for the Introduction of a Global Headquarters System



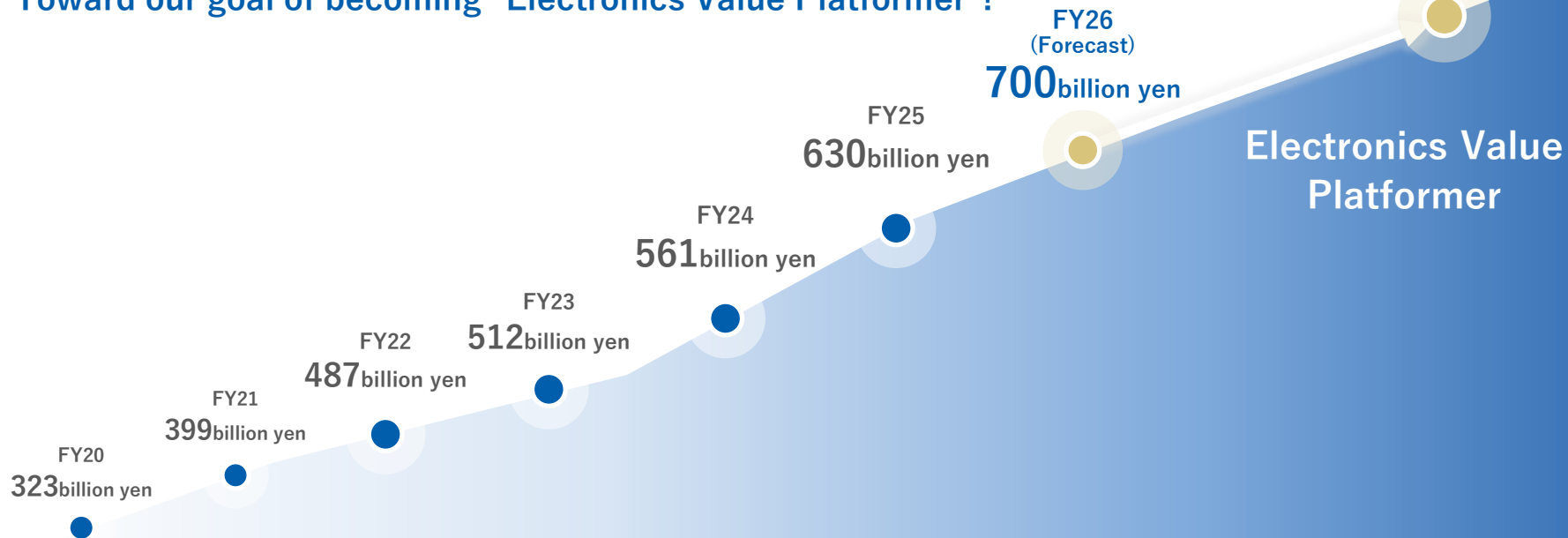


Striving for New Heights



Management expertise backed by a proven track record
Toward our goal of becoming “Electronics Value Platformer”!

Toward **1** trillion
yen in sales



Electronics Value
Platformer

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Management Philosophy of Restar Group

Mission

We help society evolve by leveraging information and technology to create and deliver new value and services.

Vision

We aim to be “Electronics Value Platformer” that accommodates all manner of stakeholder needs.

Global (in view and scale) / Social Contribution / Collaboration and Innovation

Values

Through collaboration, we reflect diverse points of view as we create new cultures and values.

Through innovative ideas and passion, we take on challenges and aim for higher targets.

By expanding our business arena to encompass the entire world, we contribute to sustainable social evolution.

Restar Group Business Overview



Company Profile



Company Name

Restar Corporation

Head Office Location

Restar building, 2-10-9, Konan, Minato-ku, Tokyo, JAPAN

Establishment

October 1st, 2009

Representative Director

Chairman, CEO
Kunihiro Konno

Capital

4,383 million JPY

Listing

Prime Market of the
Tokyo Stock Exchange

Consolidated number
of employees

4,455
(As of the end of September 2025)

Securities
code

3156

Business Introduction

Devices BU*

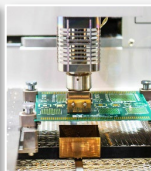
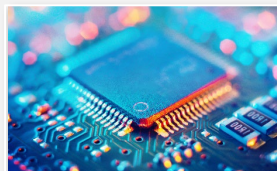
Devices Business

Device sales,
Engineering, Reliability testing
Design services, Solution provision

Procurement,
Trading service

EMS Business

Procurement,
Trading
services
(EMS)

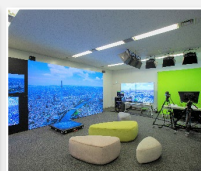


System BU

System Solution Business

Sales, Design,
Construction,
Maintenance of
electronic equipment

Development,
Manufacturing,
Import, Sales of
payment devices
and NFC devices



Eco-solution Business

Renewable
energy
generation

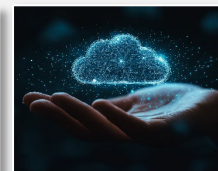
Electricity
supply
Purchase,
Sale
brokerage
consultancy

Completely
enclosed
vegetable
factories



IT&Sler BU

Software development,
Industrial PC
Design/Manufacturing
Semiconductor design



*BU : business unit

Human capital

- ① Awarded the “KENKO Investment for Health Outstanding Organizations 2026 (in the Large Enterprise Category)” Certif



- ① Percentage of Female Managers in Efforts to Promote Women's Participation in the Workforce

FY30 Target 10%

- ① Fostering an Organizational Culture Through Town Hall Meetings

Dialogue with Stakeholders

- ① Number of meetings with institutional investors

Compared to FY24 (actual results)
10%UP

Compared to FY25 (target)
15%UP

- ① Of the items listed in ①, the number of meetings with overseas institutional investors

Compared to FY24 (actual results)
25%UP

Compared to FY25 (target)
20%UP

▶ We will continue to actively create opportunities for conversation to foster engagement

Athlete Support


Supporting athletes as they take on new challenges and aim for greater heights, and joining them in pursuing new dreams



*1 Click here for the press release regarding this matter > <https://pdf.irpocket.com/C3156/rJAn/AyU5/nXDV.pdf>

*2 Click here for the press release regarding this matter > <https://xml.irpocket.com/C3156/MSP.pdf>

*3 Click here for the press release regarding this matter > <https://xml.irpocket.com/C3156/FNA.pdf>



“Solving issues around the world regarding electronics”

