



SUSTAINABILITY DATA BOOK

Table of Contents

Sustainability Management

Basic Policy and Materiality	3
Restar's Materiality	4

Environment

Our Approach to the Environment	
Environmental Policy	5
Environmental Management System	6
Climate Change Initiatives	
Policy and Risks & Opportunities	7
Examples	8
Other Environmental Initiatives	9

Social

Human Resources	
Work Environment and Human Resource Development	10
Respect for Diversity	11
Occupational Health and Safety	12
Human Rights	
Policy and Initiatives	13
Social Contribution Activities	14

Governance

Corporate governance	
Policy and Structure	16
Composition of the Board of Directors	17
Skills of Directors	18
Committees	19
Compliance	
Code of Conduct	20
Enforcing the Code of Conduct	21

Quantitative Data on Sustainability	22
--	----

Basic Sustainability Policy

Setting the mission under its management philosophy as: “We help society evolve by leveraging information and technology to create and deliver new value and services,” Restar Corporation (the Company) aims to be “**the Electronics Value Platformer**” that accommodates all manner of stakeholder needs. Our basic sustainability policy is to contribute to the sustainable development of society by engaging in businesses that solve various social issues through information and technology.

While generating synergies among our various businesses, we will contribute to the creation of a more prosperous and sustainable global environment by addressing regional development initiatives and helping to solve global environmental issues such as energy and food problems. To realize these goals, our employees will base its activities on the “Code of Conduct” and work together with our business partners in resolving issues to further enhance the relationship of trust with our stakeholders and strive for the development of a sustainable society.

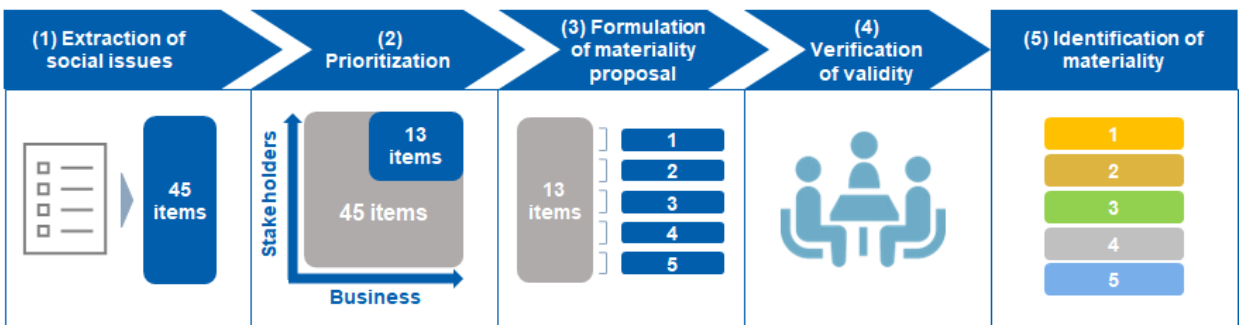
Promotion Structure

As shown on the right, we have established a Sustainability Committee in collaboration with the Board of Directors and the Board of Corporate Officers. The committee monitors the overall progress on sustainability, including the progress of materiality initiatives related to each business, human capital policy planning by the Human Resources Committee, and the setting and monitoring of GHG emissions targets by the Environmental Promotion Committee, and identifies issues as well as shares information and formulates policies on a regular basis.

















Materiality and Identification Process

The Company identified priority issues to be addressed (materiality) with the participation of its employees and external experts. First, based on the evaluation items of international guidelines and ESG investment indexes, we identified social issues that have attracted widespread attention. Furthermore, through interviews with each business unit and surveys of other companies, we created a long list of 45 items, adding issues specific to our industry. Then we evaluated the items in terms of “importance to our stakeholders” and “importance to our business,” narrowing the list down to 13 items. The 13 items were then organized into five themes to formulate a materiality proposal. After ongoing discussions with external experts, the proposal was approved by the Board of Directors before being officially confirmed as the Company’s materiality (see page 3 for Restar’s Materiality). Going forward, we will set KPIs and medium- to long-term targets, and accelerate efforts to achieve them.



Sustainability Management - Restar's Materiality

Materiality	Relevant Social Issues	Main Measures	KPIs (Action Metrics)
Creating an environmentally friendly society     	Energy management	Promotion of renewable energy	<ul style="list-style-type: none"> Sales in renewable energy Repowering technology and improvement of opportunity losses
	Sustainable use of resources	Promotion of waste reduction and resource conservation through business activities	<ul style="list-style-type: none"> Reduction of food loss Reduction of waste
	Reduction of environmental impact through products and services	Provision of eco-friendly products and services	Expanding sales of eco-friendly products, power-saving semiconductors, event sensors, etc.
Promoting the success of diverse human resources  	Prohibition of discrimination and harassment	Implementation of discrimination and harassment training	Training participation rate: 100% (all employees are eligible)
	Effective utilization of human capital	Creating an environment in which employees can thrive and play active roles	Employee awareness survey response rate: 90% or higher
	Promotion of diversity	Promotion of diversity initiatives (diversification of human resources and effective utilization of human capital)	Ratio of females in management positions: 10% in FY2030
Protecting the lives of all people  	Contribution to local communities and culture	Promotion of regional revitalization based on IT and transparency to local governments (introduction of council system)	Number of deployments in local governments
	Contribution to stable food supplies	Stable supply of safe and secure food	Vegetable factory sales
Realizing a better society through innovation  	Realization of smart cities	Promotion of the development of advanced technologies and products that contribute to the realization of smart cities	Expansion of sales of businesses related to smart cities, municipalities, and commercial facilities (including IoT solutions and terminal businesses)
	Creation of industrial infrastructure through technological innovation		
	Promotion of data security	Contribution to the realization of a safe and secure digital society by protecting information assets through security solutions	Cashless payments, access control, biometric authentication, and other security terminal markets: supply of such products (including data storage algorithms)
Building a sustainable supply chain   	Enhancement of supply chain management	Improvement of productivity in procurement	Annual procurement transaction amount per person: up 20% in FY2025 (versus FY2022)
	Risk management of major accidents	<ul style="list-style-type: none"> Promotion of business related to disaster prevention (BCP) Provision of solutions related to the establishment of disaster management offices Provision of disaster response drones 	Disaster prevention (BCP)-related business sales and target number of projects to be awarded <ul style="list-style-type: none"> Disaster management offices Disaster response drones

Our Approach to the Environment - Environmental Policy

Basic Approach to the Environment

As environmental problems such as climate change, depletion of natural resources, and loss of biodiversity become more serious, the need to take steps toward realizing a sustainable society has become an urgent global issue. In particular, the importance of decarbonizing corporate business activities and reducing environmental impacts throughout the supply chain is increasing, and governments and international organizations are tightening regulations and requiring companies to take action. The electronics industry has issues to address, such as the reduction of environmental impact, the use of renewable energy, and the promotion of the circular economy, all of which give consideration to the entire product lifecycle. As a company positioned at the core of the supply chain as an “**Electronics Value Platformer**,” Restar recognizes that addressing these global issues is an important task.

Based on this understanding, we set our basic philosophy as: “Recognizing that the conservation and improvement of the global environment is the most important issue common to all humankind in realizing a truly sustainable society, we will, as one of our management priorities, make effective use of limited resources in all aspects of our corporate activities and continuously improve our environmental performance, thereby contributing to the development of society and the preservation and improvement of the global environment.” Based on this philosophy, we have formulated the Action Guidelines as an approach to specific initiatives.

Action Guidelines

- 1) We will comply with environment-related laws, regulations, ordinances, and requirements that we have decided to accept in connection with our business activities.
- 2) We will accurately grasp the environmental aspects of our business activities, products and services, and will sell high-value-added products and provide related services that lead to environmental conservation, while promoting the reduction of environmental impact and prevention of environmental pollution.
- 3) We will establish an environmental management system as an important management tool, and strive to continuously maintain and improve it by setting environmental targets, working to achieve them, and conducting periodic reviews.
- 4) We will set environmental targets from the following perspectives and strive to achieve them.
 - Environmentally friendly activities for transactions and products handled / Promotion of resource and energy conservation / Green procurement promotion activities / Activities for proper waste disposal / Prevention of adverse effects on people and the ecosystem / Handling and thorough management of chemicals in consideration of safety and the environment
- 5) We will make this environmental policy known to our employees and all those who work for the organization, and disclose it widely to society.

■ Code of Conduct and Environmental Initiatives

In our Code of Conduct, we set our basic approach: “As a member of society, we will actively address environmental issues through our business and CSR activities.” While generating synergies among our various businesses, we aim to contribute to the creation of a more prosperous and sustainable global environment by addressing regional development initiatives and helping to solve global environmental issues such as energy and food problems. To achieve these goals, every employee will comply with the Code of Conduct and work to resolve issues in cooperation with diverse stakeholders, including our business partners and local communities. For more information on our Code of Conduct and environmental and sustainability activities, please see the Company’s website: (<https://www.restargp.com/sustainability/>)

Our Approach to the Environment - Environmental Management System

■ Structure for Promoting Environmental Activities

To put into practice our approach to environmental matters set forth in our Management Philosophy and Code of Conduct as well as in our Basic Sustainability Policy and Environmental Policy, we have established an Environmental Management System (the “EMS”) that complies with the ISO14001 standard. As of March 2025, we have obtained the Group ISO14001 certification^{*2} for 37 sites^{*1} of eight companies, including the Company and some domestic group companies. Under the direct control of our top management, the Environmental Management Promotion Committee, whose members are environmental promotion staff from each company and department, meets quarterly in principle to share the status of EMS activities and best practices across the organization and disseminates information on sustainability. In addition, internal audits (once a year) and management reviews (once a year and as needed) are conducted to confirm compliance with environment-related laws and regulations and the effectiveness of EMS as a whole. In the unlikely event of an external inquiry or emergency concerning the environment, we have a system in place that enables prompt decision-making and response through the Committee. Up to the current fiscal year, there have been no emergencies, violations of laws and regulations, fines, penalties, etc., that have had a significant impact on the environment.

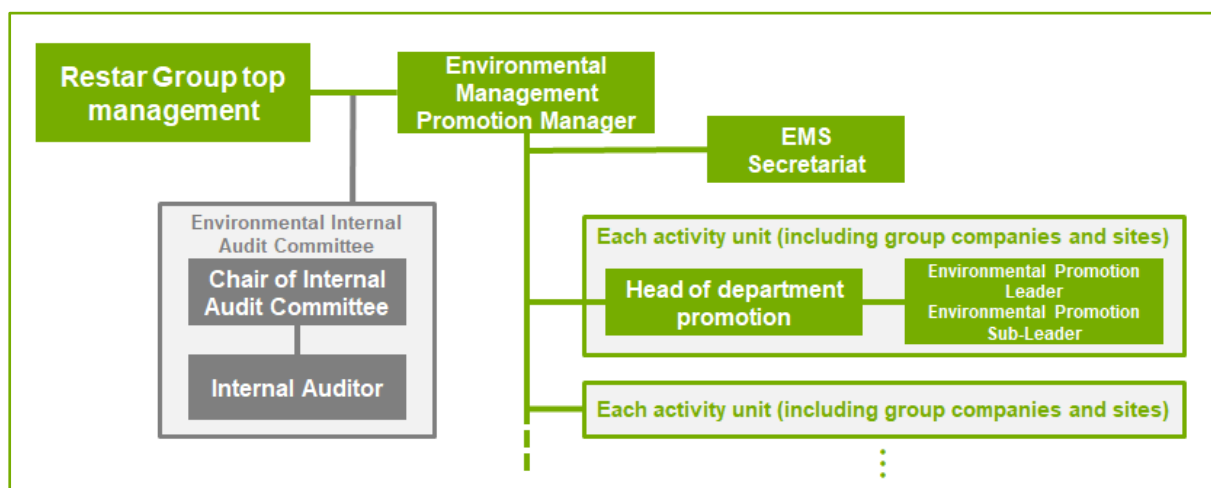
■ The Restar Group’s ISO14001 Certification Status

Certification standard	ISO14001:2015
Certification body	SGS Japan Inc.
Certificate number	JP09/070622 (JAB), JP07/070088 (UKAS)
Initial registration date	January 10, 2007
Validity period	April 1, 2024 - March 26, 2027
Group certification Group companies ^{*2}	Restar Embedded Solutions Corporation, Restar Device Corporation, PALTEK Corporation, Restar Solution Support Corporation, Kyoshin Communications Shikoku Co., Ltd., Vitec Vegetable Factory Co., Ltd.

(*1) Of the 41 sites of eight companies covered by the Group certification, 37 sites (90%) have been certified.

(*2) Group companies included in the scope of certification of the Company (Restar Corporation), excluding group companies that have obtained certification on their own.

■ Restar’s Environmental Management System Promotion Organization



Climate Change Initiatives - Policy and Risks & Opportunities

Approach to Addressing Climate Change

We regard the issue of climate change as one of the most important issues for sustainability management and are actively working to realize a sustainable society. Based on the recommendations of the Task Force on Climate-related Financial Disclosures (TCFD), an international framework, we have comprehensively identified the direct impacts of climate change on our business as well as indirect risks and opportunities through our customers and supply chain. We then qualitatively analyzed and assessed the degree of such impacts. In addition, we are also working to build a sustainable management system by strengthening initiatives based on our Environmental Policy, including the promotion of decarbonization and energy conservation activities. Going forward, we will develop specific action plans and activities to address the identified risks and opportunities, aiming to realize a sustainable society by further reducing and improving environmental impact.

■ Key risks related to climate change

Risk classification		Key measures against risks	Estimated business and financial impact	
			1.5°C and 2°C scenarios ^{*1}	4°C scenario ^{*1}
Transition risks	Policies and regulations	Promoting initiatives to reduce CO2 emissions related to Scope 1 and 2	Large	Medium
	Markets	Improving procurement capacity for low-carbon products	Large	Medium
	Technology	Promoting development and strengthening sales of new technologies and eco-friendly products and services	Medium	Small
	Reputation	Reduce procurement costs by improving operational efficiency in digital transformation (DX) promotion, etc.	Large	Medium
Physical risks	Acute	Strengthening supply chain management and improving responsiveness	Medium	Small
	Chronic	Improving power generation efficiency	Medium	Small

■ Main Opportunities related to Climate Change

Classification of Opportunities	Main opportunities	Estimated business and financial impact	
		1.5°C and 2°C scenarios ^{*1}	4°C scenario ^{*1}
Reputation	Growing market capitalization by being evaluated as an excellent company	Large	Medium
Resource efficiency	Expanding market opportunities associated with the increasing adoption of electrification, such as advanced driver-assistance systems (ADAS) and autonomous driving, etc.	Medium	Medium
Energy sources	Increasing opportunities to expand sales through assistance measures for renewable energy, etc.	Medium	Medium
Products and services	Expanding sales by providing energy-efficient (energy-saving, etc.) products and services, etc.	Medium	Medium
Resilience	Expanding sales of products and services through local infrastructure (e.g., smart cities) and disaster preparedness	Medium	Medium

(*1) The “1.5°C and 2°C scenarios” recommended by the TCFD are scenarios in which temperature increase is limited to within 1.5°C or 2°C above pre-industrial levels through greenhouse gas reductions based on the Paris Agreement. The “4°C scenario” represents a scenario in which climate change risks become more serious than they are now because no measures to counter global warming beyond the current situation are taken.

Climate Change Initiatives - Examples

Initiatives toward a Decarbonized Society

Renewable Energy - Domestic/Overseas

We are engaged in the renewable energy business, centering on mega solar power generation, to address the “environmental and energy issues” that are becoming increasingly important as a social challenge on a global scale, with the aim of realizing a decarbonized, sustainable decentralized society*¹ that is resistant to disasters. We currently own 79 solar power plants in Japan and 94 solar power plants in Taiwan (as of December 2024), and plan to further expand the installation of solar power plants in the future. In 2023, the Company also began offering PPA (Power Purchase Agreement) services. We are committed to contributing to building a decarbonized society through the promotion of renewable energy to solve social issues in the global environment. For details on our business, please see the Company’s website. (<https://www.vitec.co.jp/VET/>)



Photo 1: Ehime Yoshiumi Port No. 1 Solar Power Plant

(*1) Decentralized society refers to a small-scale supply system (distributed power source) that is mainly based on renewable energy.

Carbon Free x Non-Fossil Certificates

V-Power CO., LTD., a group company which operates the integrated energy management business through power consulting, has implemented a carbon-free initiative using non-fossil fuel certificates*² for games held at OPEN HOUSE ARENA OTA (a general sports stadium in Ota City, Gunma Prefecture), home of the Gunma Crane Thunders, a basketball team in the first division of the Japanese professional basketball B-League. As in this case, the Restar Group, including V-Power, will work together with its partner companies and local governments to accelerate decarbonization efforts, as well as to promote social development. For details on our business, please see V-Power’s website. (<http://www.v-power.co.jp/index.html>)

(*2) Non-fossil certificate is a certificate that represents the environmental value of electricity generated from non-fossil power sources.



Photo 2: Carbon-free initiative at OPEN HOUSE ARENA OTA (a general sports stadium in Ota City)

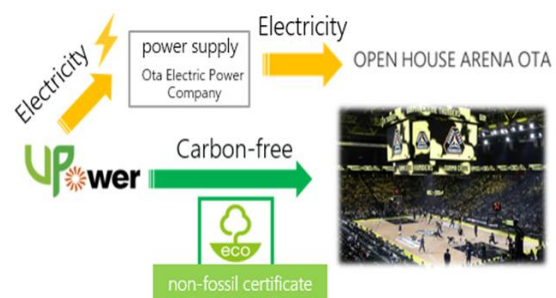


Photo 3: Illustrated image of carbon-free initiative by V-Power

Other Environmental Initiatives

■ Approach to Water Resource Conservation

In recent years, the rise in global water stress has become an issue. In this business environment, we are seriously aware of the importance of the issue, and we also aim to conserve water resources for the realization of a sustainable society. Currently, we are promoting the establishment of a management system to consider implementing more effective water resource conservation measures by visualizing company-wide use of water resources, and identifying and analyzing business sites with high water risk.

There have been no cases of noncompliance with any laws, regulations, or standards related to water quality or quantity and no penalties or such like.



■ Approach to Proper Disposal and Resource Recycling



With adherence to proper waste disposal in accordance with environmental laws and regulations being our basic stance, we also promote initiatives for the sustainable use of resources. In addition to promoting proper separation of waste in the office, the Company is using the environmental management system to manage targets in relation to its business activities, such as preventing and reducing waste loss by properly implementing sales and inventory management, and increasing paperless operations and operational efficiency through the promotion of computerization. We will continue our efforts to further reduce emissions and realize a recycling-oriented society through the 3Rs (Reuse, Reduce, Recycle).

■ Approach to Pollution Prevention

Recognizing that further reducing the environmental impact of our business activities is an important issue, we promote activities that take pollution prevention into consideration. In particular, with regard to chemical substances contained in products, we comply with the RoHS Directive (European regulation that stands for Restriction of Hazardous Substances Directive) and REACH (European regulation on governing chemical substances: Registration, Evaluation, Authorization and Restriction of Chemicals) as well as other environmental laws and regulations in each country, and promote procurement activities in accordance with green procurement standards in cooperation with our business partners. In this way, we strive to reduce environmental impact throughout the supply chain. We will continue to strengthen our efforts to further mitigate environmental risks and build a management system that can flexibly respond to new laws, regulations, and industry standards.



Human Resources - Work Environment and Human Resource Development

Approach to Improvement of Working Environment

Our basic policy is to maintain a safe and healthy workplace environment in compliance with labor-related laws and company regulations. We strive to prevent industrial accidents and ensure equal employment opportunities by providing fair opportunities for recruitment, employment, education and training, and promotion. We will also promote the creation of an open workplace that allows free and vigorous dialogue, achieve a work-life balance by supporting diverse work styles, and put in place an environment in which every employee can maximize his or her abilities. Through these efforts, we will realize sustainable corporate growth.

■ Establishment of Childcare Leave System

Maternity leave before and after childbirth and childcare leave system are available to support employees giving birth and raising children with peace of mind. This childcare leave system is also actively utilized by men, and the Company as a whole is promoting work style reforms. Before returning to work after childcare leave, employees are interviewed about their wishes, such as “How do you want to work in the future?” and “What kind of work do you want to do?,” and are given opportunities to consult about their work-related concerns and future career plans. Furthermore, we support the promotion of work-life balance for each employee by putting in place an environment where employees can return to work with peace of mind even after utilizing the childcare leave system, such as a system of shortened working hours for childcare (shortened up to two hours per day until the end of the third year of elementary school).



■ Establishment of Systems to Promote Flexible Work Styles

We positioned transformation of work styles as “one of our priority human capital investment measures,” and have introduced a super-flex system that has eliminated core working hours. This system enables flexible work styles that suit the lifestyles of individual employees, which is typical of Restar, as well as expands the scope of discretion of each employee to further improve work efficiency and productivity. In addition, we have put in place a system whereby employees can accumulate paid leave that has expired as “accumulated paid leave” to be used when they need time off for personal injury or illness, childcare, or nursing care of family members, etc. We support our employees so that they can engage in their work with peace of mind even in times of emergency, and we are constantly changing our work styles to keep up with the times.



Development of Human Resources

■ Human Resource Development Policy

Based on our belief that “human resources are the source of value creation,” we promote diversity, equity, and inclusion (DEI) to create a workplace where diverse and talented human resources can take on active roles. We are continuously investing in human capital by promoting work style reforms, improving engagement, revising evaluation and compensation systems, enhancing human resource development measures, and revitalizing the organization.

■ Initiatives for Human Resource Development

We promote the development of human resources over the medium to long term based on the required competencies defined for each position, from new employees to executives. We also implement activities to improve the workplace through conducting engagement surveys for all group companies, including those outside Japan, as well as provide basic training on compliance, harassment, information security, etc., to raise the awareness of each and every employee and create a fair, safe, and sustainable work environment.



Initiatives to Promote Diversity

■ Promoting Women's Empowerment

Restar's goal is to create an environment in which a diverse range of human resources can take on active roles, leading to the sustainable growth of the company. As part of this effort, we are actively working to promote the advancement of women. In terms of the percentage of female managers, from the perspective of ensuring diversity within the company, we are actively promoting the appointment of female managers, aiming for 10% by FY2030. We provide opportunities for women to grow as leaders by strengthening the development of candidates for managerial positions, expanding training programs, and supporting career development. In addition, to support flexible work styles in response to changes in life stages, we are focusing on creating a comfortable work environment by extending the shortened working hour system and expanding the eligible age for child nursing care leave. We respect work-life balance and aim to be an organization in which all employees can maximize their abilities.



■ Employment of Persons with Disabilities



By promoting the development of an environment in which people with disabilities can work with peace of mind, we not only provide employment opportunities but also support diverse human resources to maximize their potential by proposing opportunities to take on an active role according to each person's abilities. We are also committed to contributing to society through sports by employing and supporting top athletes in various sports and athletes with disabilities. Restar will continue, as a company, to provide opportunities for diverse human resources to take on active roles.

■ Mid-career Hires and Appointment of Foreign National Employees

The Restar Group promotes and develops attractive human resources regardless of nationality and works to create an environment in which employees can take on active roles, including appointment to managerial positions. By further accelerating DEI (Diversity, Equity & Inclusion) and strengthening the recruitment of human resources with diverse perspectives, we aim to build an "organization that continues to grow." As for mid-career hires, as a result of attracting a wide range of excellent human resources, the majority are already working in managerial positions. We will continue to promote the hiring of employees with diverse values. This will create flexible ideas and new business opportunities to achieve sustainable corporate growth. We appoint employees regardless of nationality, placing importance on their abilities and experience, and are working to create an environment in which foreign nationals can take on active roles, including being appointed to managerial positions.



■ Employee Training

We provide mandatory training for employees to acquire the knowledge required for each position and role, such as by rank and position. We also value each employee's desire to learn and provide various educational opportunities (e-learning, group training, etc.) that allow each employee to freely choose from. In addition, we are implementing a selective business transformation project aimed at fostering the next generation of leaders. The project aims at fostering a "corporate culture that continues to take on challenges" through having the next generation of leaders from each group company identify problems in existing businesses and propose improvement measures or new businesses to management.



Photo: Business transformation project in action

Occupational Health and Safety

■ Basic Approach to Occupational Safety and Health

Restar's Health and Safety Committee, an organization that promotes occupational health and safety, sets out its basic policy as follows: "Respect the right of all employees to work in a safe and healthy workplace and to reject unsafe working conditions, while giving priority to ensuring employees' physical and mental health as well as workplace health and safety, and striving to create a comfortable work environment to maximize the performance of all employees."

■ Specific Initiatives

We have established a system in which the Health and Safety Committee is an organization that promotes health and safety across the organization, monitors the workplace environment on a daily basis and examines continuous improvements. We work to reduce potential health and safety risks by sharing issues and best practices discovered in the workplace, as well as to ensure that employees have the correct knowledge about health and safety and are able to take action accordingly. In the event of an industrial accident, we will take appropriate measures for victims and ensure the continuity of operations through the following process.

- 1) Placing the first priority on rescuing the victims, we will also prevent secondary disasters and ensure that the incident is promptly reported to the relevant departments.
- 2) We will comply with legal requirements, including notification to the Labor Standards Inspection Office, and provide medical treatment support to disaster victims in accordance with our rules and regulations.
- 3) Under the direction of the Chief Safety and Health Manager, we investigate the cause of the incident, formulate and implement measures to prevent recurrence, and report and share information internally at Health and Safety Committee meetings, etc., as necessary.

Promotion of Health Management

■ Basic Approach to Health Management

One of our human resources strategies is to "practice health management that enables maximum performance, with the Company's growth and employees' happiness in mind." In addition to improving the work environment, we aim to realize an environment in which employees can work in good mental and physical health by expanding various health checkup systems, promoting mental health support and flexible work styles, and improving work-life balance.

■ Specific Initiatives

The Company pays for the cost of medical checkups for employees, up to and including retests, and also pays for and subsidizes medical checkups for spouses. In this way, we take measures that value the health not only of employees but also of their family members. For smokers, we support employees who are trying to quit or reduce smoking by holding seminars and subsidizing the cost of visits to smoking cessation clinics as part of the "Smoking Cessation and Reduction Project." In addition, we maintain and promote the health of our employees through various measures such as conducting periodic stress checks and in-house influenza mass vaccinations and promoting in-house club activities based on our sports promotion regulations.

Type of checkup	Eligible persons	Contents	Cost borne by
Medical checkup at the time of employment	Employees	Checkup items per medical institution	Company
Periodic medical checkup	Employees under the age of 35	Basic medical checkup (Checkup A)	Company ^{*1,2}
	Employees aged 36 or above and below 40	Lifestyle-related diseases checkup (Checkup B)	Company ^{*1}
	Employees aged 35 and 40 or above	Full medical checkup (Checkup C)	Company ^{*1,3}
Temporary medical checkup	Employees, etc., deemed to need health management by the health manager	Necessary items	Company ^{*1}
Medical checkup for spouse	Spouses of full-time directors, full-time corporate auditors, corporate officers, and employees ^{*4}	Medical checkups B, C, D and women's lifestyle-related disease medical checkup (Checkup E)	Company ^{*5}

(*1) The cost of reexamination (including a detailed examination) is also borne by the Company. However, expenses for subsequent and continuing hospital visits or hospitalization are excluded.

(*2) Breast and uterine cancer screening options are also paid for by the Company.

(*3) Individuals bear the cost of optional checks.

(*4) Spouses who are dependents of the Company's health insurance are eligible.

(*5) When the checkup is conducted at an institution covered by our health insurance association, the Company pays the full amount. In other cases, the Company bears the maximum amount which is the cost of checkups conducted at the institution of our health insurance association.

Basic Approach to Human Rights

As its policy on human rights in the “RESTAR Group Code of Conduct,” the Company clearly sets forth that: “We will respect the human rights, individuality, personality and diversity of all stakeholders, and will not engage in or tolerate any form of discrimination or harassment. In addition, we will not engage in human rights violations such as child labor or forced labor, and with our business partners, we will continue our efforts to prevent human rights violations.” By thoroughly adhering to such policy as a social responsibility to be fulfilled by all officers and employees of the Group, we aim to realize a sustainable society and corporate management in which everyone feels comfortable and secure.

■ Whistleblower System

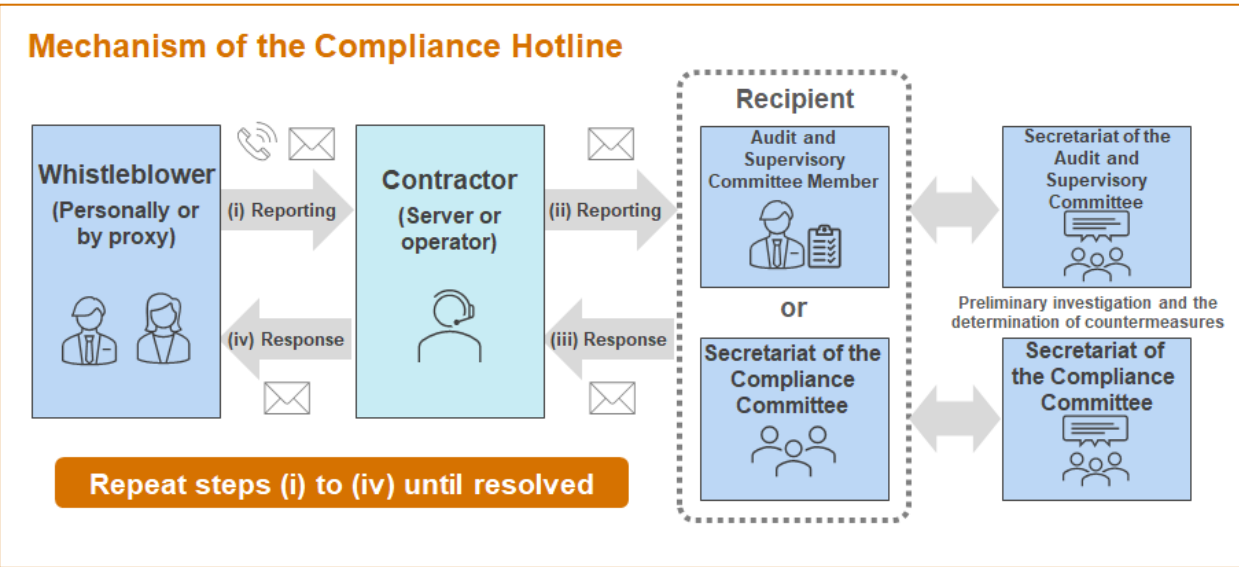
The Company has established the Compliance Hotline which is available to officers and employees of the RESTAR Group based on the whistleblower system. The Compliance Hotline is operated by a contractor to ensure the anonymity of whistleblowers and the confidentiality of their reports, and relevant internal organizations examine reports from the contractor to conduct investigations and determine countermeasures. In addition, separately from the whistleblower system, we have established an external consultation desk for harassment for the RESTAR Group’s officers and employees in Japan.

■ Regulations on Operation of the Group Whistleblower System

The Company had established the Regulations on Operation of the Group Whistleblower System which are applicable to the RESTAR Group’s officers and employees in October 2019, which were most recently revised in April 2024. In accordance with the Whistleblower Protection Act in Japan, the Regulations prohibit any disadvantageous treatment of whistleblowers or persons cooperating in investigations resulting from whistleblowing, such as personnel transfers or dismissals, limit the scope of information sharing, and ensure the protection of personal information.

■ Cases Covered by the Whistleblower System

The Regulations on Operation of the Group Whistleblower System provide that the whistleblower system accepts reports of organizational or individual violations of the Code of Conduct, company regulations, and/or laws and regulations. Human rights violations, including harassment, are also covered, and any reports on such cases are appropriately taken care of within the responsible department



Social Contribution Activities

Approach to Social Contribution Activities

Based on its philosophy of “We help society evolve by leveraging information and technology to create and deliver new value and services,” the Company is actively working to address social issues related to the environment and energy, including by promoting the environmental business. In particular, it places an emphasis on environmental initiatives through solar power generation and vegetable factories in its Eco-Solution Business, support for technological development in the agriculture, forestry and fisheries industries, and support for sports promotion. We will continue our activities and contribute to the realization of a sustainable society in more diverse domains.

Specific Initiatives

Revitalizing Local Economies through Vegetable Factories



At its vegetable factories, the Company is promoting new ways of producing vegetables using electronics technology to address social issues such as the aging of farmers, labor shortages and the stable supply of food. Since the establishment in 2015, it has been innovating and solving issues in the agricultural sector. It currently operates five plants and one research facility across the country, one of the largest in terms of the scale of supply in Japan, led by leaf lettuce. It also contributes to stably securing food and promoting sustainable agriculture from the perspective of the SDGs (Sustainable Development Goals), and is expected to grow further given the need to cultivate more diverse varieties at vegetable factories and to respond to a food crisis. It is actively addressing the challenges faced by Japanese agriculture, such as the declining birthrate and aging population, shrinking farmer population, and declining food self-sufficiency, and promoting community-based business operations. We will continue to collaborate extensively with businesses, research institutions and municipal governments in Japan and overseas to continue technological innovation, and at the same time, will continue to create and develop new markets at all times.

Support for the Konno & RESTAR Foundation

The Company donates to the “Grant for Research on Innovative and Advanced Technologies in Agriculture, Forestry and Fisheries Industries,” a project of the Konno & RESTAR Foundation. (For more information about the Foundation, please refer to its website: <https://kr-fd.or.jp/>)

Kunihiro Konno (Representative Director Chairman and President of the Company) and the Company, the founders, established the Foundation with the aim to contribute to resolving social issues from more diverse perspectives. Through its establishment, we aim to contribute to the development of technologies in the agriculture, forestry and fisheries industries. Through our annual donations, we support the development of technologies in the agriculture, forestry and fisheries industries, and broadly support the evolution of technologies to resolve issues related to safe and secure “food” faced by countries and regions in Japan and abroad, such as natural disasters, labor shortages due to aging populations, and depopulation in rural areas. We will continue to focus on those efforts aimed at sustainable development of global society.



Social Contribution Activities

Promoting Sports



Photo: (Left) Suzuki Ayata player (Right) Ruike Naomi player

The Company values the importance of every employee leading a healthy and fulfilling life and is also actively involved in the promotion of sports. Two employees who belong to the Company (pictured left) have been delivering successful results in wrestling, and two employees are passionate about competing in para and deaf sports through daily training and participation in competitions in wheelchair rugby and deaf athletics. We will continue to not only support the improvement of our employees' athletic performance, but also further strengthen our sports promotion activities and contribute to the spread and development of sports with the aim of revitalizing local communities and the company as a whole through sports.

Corporate Governance - Policy and Structure

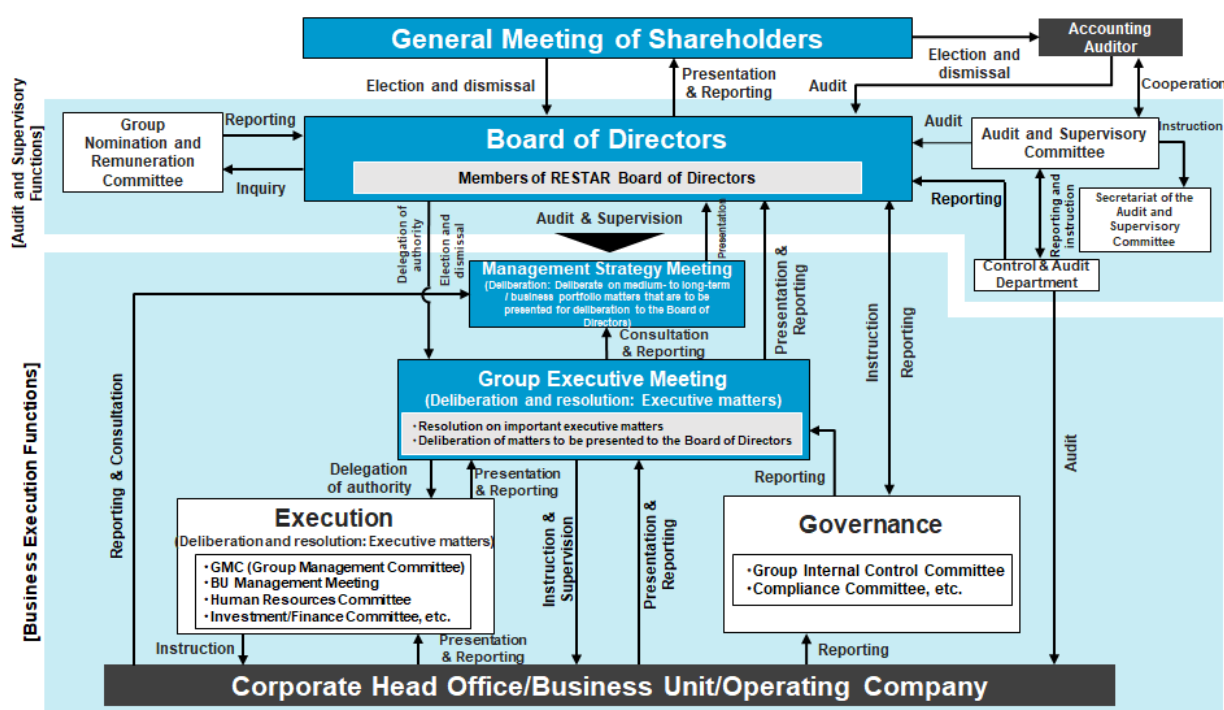
Basic Approach to Corporate Governance

The Company considers it a top priority to sustainably enhance corporate value while ensuring the transparency, fairness, and soundness of management, taking into account the position of shareholders and other stakeholders. Its basic policy is to build a strong relationship of trust with our stakeholders by implementing measures to strengthen corporate governance based on the “RESTAR Group Code of Conduct” and the IR Basic Policy.

Corporate Governance Structure

In April 2024, the Company transitioned from a pure holding company to an operating holding company by merging its major subsidiaries through an absorption-type merger with the aim of strengthening group synergies and optimizing the allocation of management resources. In addition to the “Management Strategy Meeting” for flexible discussion of short-, medium-, and long-term management strategies and execution, the “Group Executive Meeting” to strengthen the supervisory function of the Board of Directors and expedite decision-making by substantially delegating authority to Corporate Officers, the “BU Management Meeting” to deliberate and make resolutions regarding execution, etc., and multiple management committees have been established to deepen and expedite business operations. The Board of Directors consists of 10 Directors, including Audit and Supervisory Committee Members. They include two female Directors and four Independent Outside Directors, promoting decision-making that takes advantage of diverse perspectives. In addition to strengthening corporate governance by appointing Outside Directors with high expertise in legal, accounting and management, we have a majority of the Group Nomination and Remuneration Committee to be accounted for by Independent Outside Directors to ensure transparency in the nomination and dismissal process. This new management structure will enable us to achieve long-term management with an eye to the future.

■ Diagram for Corporate Governance Structure



Corporate Governance - Composition of the Board of Directors

Composition of the Board of Directors

■ List of Directors

The Board of Directors of the Company consists of five Directors (excluding Directors who are Audit and Supervisory Committee Members; one of which is an Outside Director) and five Directors who are Audit and Supervisory Committee Members (three of which are Outside Directors). The Board of Directors meets regularly once a month and on an ad-hoc basis as needed to deliberate and make decisions on important matters in accordance with concrete agenda and reporting criteria.

Name	Position and Responsibility in the Company	Date of Birth	Tenure	Attendance at Board of Directors meetings
Kunihiro Konno	Representative Director, Chairman and President	July 15, 1940	5 years and 9 months	100%
Tomoharu Asaka	Representative Director, Vice President	January 28, 1952	2 years and 7 months	100%
Hiroaki Konno	Representative Executive Director	January 9, 1973	1 year and 7 months	100%
Kiyoshi Togawa	Director	May 21, 1948	5 years and 9 months	100%
Jin-hyuk Yun	Director	October 6, 1953	7 months	100%
Toshiyuki Suzuki (Chairperson)	Director (Full-time Audit and Supervisory Committee Member)	October 23, 1962	1 year and 7 months	100%
Takenori Konno	Director (Full-time Audit and Supervisory Committee Member)	May 22, 1970	7 months	100%
Seno Tezuka	Director (Audit and Supervisory Committee Member)	December 21, 1948	5 years and 9 months	100%
Reiko Date	Director (Audit and Supervisory Committee Member)	December 21, 1951	4 years and 7 months	100%
Sachiko Kasano	Director (Audit and Supervisory Committee Member)	April 14, 1977	1 year and 7 months	100%

Assessment of the Effectiveness of the Board of Directors

Since fiscal year 2022, we have conducted annual self-assessments in the form of a questionnaire for Directors and Directors who are Audit and Supervisory Committee Members. The questionnaire is designed to provide a comprehensive understanding of each Director's level of awareness, issues for improvement and the direction of future initiatives, and is composed of questions covering "roles and functions," "membership," "performance," "strategies," "structure and processes," and "nomination and remuneration" for the Board of Directors and the Audit and Supervisory Committee. In fiscal year 2023, we conducted the questionnaire in October, shared the results of the analysis with the Audit and Supervisory Committee and the Board of Directors, which deliberated on the direction of future initiatives. The results found that, for fiscal year 2023, the effectiveness of the Board of Directors at the Company was generally secured, although there were some items for consideration for improvement. The themes for further discussion included "the roles and functions of the Board of Directors and the Audit and Supervisory Committee, improvement of operational efficiency, and strengthening of initiatives for nomination and remuneration." We will continue to discuss on those initiatives as part of the operation of the Board of Directors and the Audit and Supervisory Committee, and monitor on an ongoing basis to work on them.

Corporate Governance - Skills of Directors

Skills Matrix of Directors

The basic policy for the Board of Directors of the Company is to have a well-balanced composition in terms of diverse knowledge, experience, capabilities and global perspectives that contribute to management, regardless of age, gender, nationality and other factors, to appropriately monitor business execution and make decisions and to realize sustainable enhancement of corporate value. Based on the basic policy, we maintain a composition and size of the Board of Directors that allow it to be highly effective in light of the Company's size and the nature of its business. In addition to identifying eight skills (knowledge, experience and capabilities, etc.) of Directors that are considered particularly important for appropriate business execution monitoring and decision-making, we have prepared a skills matrix as shown in the table below to confirm that the Board of Directors as a whole has those important skills and to clearly identify expertise and experience expected of Directors by the Company. The Company judges that the Board of Directors as a whole possesses important skills. Please refer to the latest Annual Securities Report and Notice of Convocation of the General Meeting of Shareholders on the Company's website for the rationale for the appointment of each Director, expected skills and roles, and brief personal history. (<https://www.restargp.com/ir/library/>)

Name		Expertise and experience expected of Directors by the Company							
		Group Management Strategy M&A	Global Management	Business Management	Finance / Accounting	Organization Human Resources	ESG Sustainability	Corporate Governance	Legal Risk Management
Directors (excluding Audit and Supervisory Committee Members)	Kunihiro Konno	●	●			●	●		
	Tomoharu Asaka	●			●	●	●		●
	Hiroaki Konno	●		●			●		
	Kiyoshi Togawa			●		●	●	●	
	Jin-hyuk Yun		●				●	●	
Directors (Audit and Supervisory Committee Members)	Toshiyuki Suzuki				●		●	●	
	Takenori Konno						●	●	●
	Seno Tezuka				●		●	●	●
	Reiko Date					●	●	●	
	Sachiko Kasano						●	●	●

Corporate Governance - Committees

Committees Established, Chairpersons and Attendance

■ Audit and Supervisory Committee

It is chaired by an Internal Director (Audit and Supervisory Committee Members), consists of five Directors (including three Outside Directors) and meets once a month, in principle, and on an ad-hoc basis as needed. In addition, with the aim of strengthening the supervisory function of the Board of Directors, its members attend meetings of the Board of Directors and other important meetings of the Group. Furthermore, we hold regular meetings of the Group Audit and Supervisory Committee Member Liaison Committee to establish a system to enhance the effectiveness of audits of the entire Group.

Constituting members	Attendance *Aggregation period: June 2024 - March 2025
Toshiyuki Suzuki (Chair)	100%
Takenori Konno	100%
Seno Tezuka	100%
Reiko Date	100%
Sachiko Kasano	90%

■ Group Nomination and Remuneration Committee

A voluntary Group Nomination and Remuneration Committee has been established with a majority of its members being Independent Outside Directors and the chair also an Independent Outside Director. It is intended to strengthen the supervisory function of the Board of Directors and enhance corporate governance by ensuring transparency and objectivity of the nomination and dismissal of the Group's Directors and Corporate Officers, and the evaluation and decision-making processes for their remuneration.

Constituting members	Attendance *Aggregation period: June 2024 - March 2025
Reiko Date (Chair)	100%
Kiyoshi Togawa	100%
Sachiko Kasano	100%
Kunihiro Konno	100%

■ Sustainability Committee

It formulates and monitors the progress of sustainability-related measures, and shares information on issues related to sustainability. The Committee whose members include Representative Directors as well as heads of corporate functions and respective businesses who make up the Board of Directors of the Company is under the supervision of the Board of Directors and its equivalent deliberative and resolution bodies.

Constituting members	Position and Responsibility in the Company	Attendance *Aggregation period: January 2024 - March 2025
Hiroaki Konno (Owner)	Representative Executive Director	100%
Naoteru Takashima (Chair)	Corporate Officer, Chief of Administration Headquarters, Corporate HO	100%
Masahiro Shibata	Senior Corporate Executive Officer, in charge of Devices BU, Chief of Overseas Sales Headquarters and Chief of No. 3 Sales Headquarters	100%
Susumu Nishima	Senior Corporate Executive Officer, in charge of Corporate HO	100%
Mitsuya Matsuura	Corporate Officer, in charge of administration of System BU and Chief of Business Planning Headquarters	100%
Tadashi Masaoka	Corporate Officer, in charge of administration of Devices BU	100%
Takuto Sakakibara	Chief of Corporate Planning Headquarters	- *Due to the addition of members during the period

■ Compliance Committee

The Compliance Committee is responsible for promoting compliance within the RESTAR Group, and is a body that receives consultation requests and reports regarding violations of laws and regulations as well as company regulations, including the RESTAR Group Code of Conduct. It meets quarterly and implements training and other measures in accordance with a pre-approved activity plan.

Constituting members	Position and Responsibility in the Company	Attendance *Aggregation period: April 2024 - March 2025
Naoteru Takashima (Chair)	Corporate Officer, Chief of Administration Headquarters, Corporate HO	100%
Tomoharu Asaka	Representative Director, Vice President	100%
Susumu Nishima	Senior Corporate Executive Officer, in charge of Corporate HO	75% *Absent due to unavoidable circumstances to attend other important meetings
Atsuki Ishida	Corporate Officer, Chief of Finance & Accounting Headquarters, Corporate HO	100%
Takuto Sakakibara	Chief of Corporate Planning Headquarters	100%

Code of Conduct

The electronics industry, of which the Company is a part, is in a severe business environment of intensifying competition, and diversifying and increasingly sophisticated customer needs amid rapid technological innovations. We believe that it is essential to maintain public trust to continue to grow sustainably in such environment. The RESTAR Group Code of Conduct (the “Code”) sets forth the standards that determine the behavior of the RESTAR Group’s officers and employees to conduct business activities based on business ethics and regulatory compliance with the aim to achieve the goals established on the basis of the management philosophy. The Code consists of seven items constituting our basic approach and 15 matters to be observed, and has been established as special rules for the entire RESTAR Group.

In February 2023, we revised the Code to incorporate compliance awareness into the behaviors of every officer and employee of the RESTAR Group and to further enhance our corporate value. Please see the Company’s website for details. (<https://www.restargp.com/company/kihan/>)

With respect to political donations, the Code clearly stipulates in Matters to Be Observed, “5. Prohibition of Bribery,” that “we do not make political contributions to elected officials, candidates or parties against the laws and regulations, or company regulations.” Based on this, our company regulations also make it mandatory to check with Legal & Compliance Department of the Company in advance for any political donations to lawmakers or donations to or sponsorship of civil servants, regardless of their amounts. As of March 2025, the Company has not made any political contributions. There have been neither cases of corrupt practices detected, nor associated fines or penalties paid.

■ Group Anti-Bribery Regulations

The Group Anti-Bribery Regulations was established in February 2021 to ensure that all officers and employees of the RESTAR Group comply with the laws and regulations regarding the prevention of corrupt practices in respective countries, and to establish necessary matters, standards and norms to be observed by them. The Group Anti-Bribery Regulations also cover commercial bribes to civil servants, their families and private companies in and outside of Japan. The Group Anti-Bribery Regulations provide that RESTAR Group’s officers and employees must not give or accept bribes from those persons, and also contain provisions on facilitation payments and donations, entertainment or gifts to civil servants and others. Separately from the Group Anti-Bribery Regulations, the Company has also established a Global Policy on Anti-Bribery (“Global Policy”). The Global Policy supplements “5. Prohibition of Bribery” in the Code by listing acts that could be perceived as bribes or improper payments, whether in Japan or overseas, and by requiring compliance with the Code and the Global Policy from third parties in the case of transactions through third parties. The Compliance Committee has produced the Global Policy in seven languages that are used in the RESTAR Group companies (Japanese, English, Korean, Simplified Chinese, Traditional Chinese, Thai, and Vietnamese) to enable all officers and employees of the RESTAR Group to understand, and posts it on respective companies’ intranet.

■ Whistleblower System

The Company has a whistleblower system available for the RESTAR Group’s officers and employees under the Regulations on Operation of the Group Whistleblower System. A report is made through dedicated contact points (a website and a dedicated phone number that is available within Japan), and a whistleblower can choose either the Secretariat of Compliance Committee or the Secretariat of Audit and Supervisory Committee as a report recipient. It is stipulated that reports to be accepted be about organizational or individual violations of the Code, company regulations and/or laws and regulations, such as bribery, and the anonymity of whistleblowers and confidentiality of the contents of reports are ensured.

■ Related Party Transactions

The Company stipulates that any related party transactions with an officer of the Company require a resolution of the Board of Directors, and that transactions with major shareholders, etc., also be deliberated by the Board of Directors. In addition, we have strengthened our management of conflicts of interest risks through appropriate procedures and judgment criteria, such as requiring all officers to submit a “Related Party Transaction Confirmation Form” at the end of each fiscal year and designating Independent Outside Directors who are not likely to have conflicts of interest with general shareholders. There were no related party transactions or conflicts of interest that need to be disclosed in fiscal year 2023.

Getting Compliance Fully Embraced Internally

■ Training on the Code

Training on the Code is conducted every other year, in principle, via e-learning, with all officers and employees of the RESTAR Group taking the course in odd-numbered years, and all officers and employees who newly joined the RESTAR Group in even-numbered years. At the end of the training, there are a comprehension test and a pledge to comply with the Code, and a passing score of 100 points is required to complete the training. In addition, it is mandatory for officers and employees who newly joined the Company to take the course upon joining and pledge to comply with the Code promptly after joining.

■ Distribution of Compliance Manuals for Global Employees

The Company has prepared a Compliance Manual (the “Manual”) and a collection of compliance case studies (the “Case Studies”) as supplementary materials to aid the understanding of the Code. The Manual contains the main text of the Code and key points for each item, as well as information on the whistleblower contact points. The Case Studies, on the other hand, introduce cases related to the items in the Code and provide correct knowledge and information on how to respond in an easy-to-understand manner. As with the Global Policy, both are to be made available in seven languages used in the RESTAR Group companies, with the Manual and the Case Studies to be posted on the intranet of each RESTAR Group company.

■ Conducting Compliance Awareness Survey

Each year, we conduct a compliance awareness survey (“awareness survey”) for officers and employees of each RESTAR Group company. It consists of two parts of 66 questions and free-text responses, and was conducted this year from late August to September 2024. The response rate was as high as 96.5%, with a reasonable number of free-text responses provided. For bases with poor results in the awareness survey, we provide individual feedback and proactively share issues.

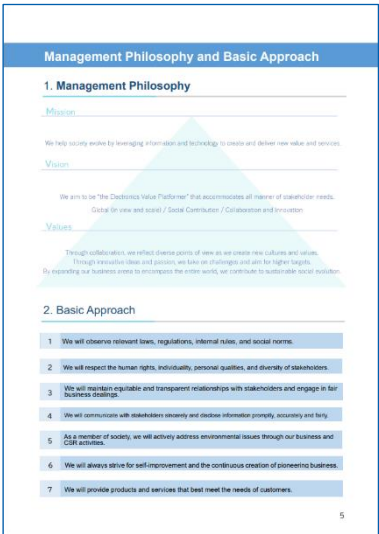
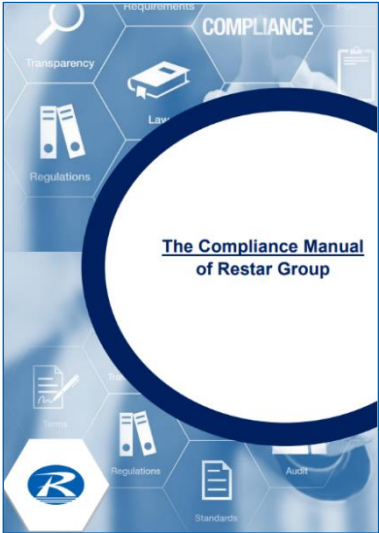


Image: Excerpt from the Compliance Manual

Quantitative Data on Sustainability

E : Environment

■ GHG emissions (Scope 1+2)*1

[Unit: t-CO2eq]

Emission category		FY2020 (base year)	FY2021	FY2022	FY2023
Scope1 Direct greenhouse gas emissions from the Group (in Japan and overseas)	In Japan	152.86	347.40	279.35	261.41
	Overseas	586.30	484.60	366.13	375.09
	Scope 1 total	739.16	832.00	645.48	636.50
Scope2 Indirect greenhouse gas emissions from the use of electricity, etc., supplied by other companies	In Japan	23,367.09	18,481.04	17,413.46	16,384.78
	Overseas	13,696.00	13,611.20	12,705.50	13,075.40
	Scope 2 total	37,063.09	32,092.24	30,118.96	29,460.19
Scope 1+2 total*2		37,802.24	32,924.24	30,764.44	30,096.68

■ Other Quantitative Data on Environment

	Unit	FY2021	FY2022	FY2023	FY2024
Percentage of offices certified with environmental management systems*3	[%]	71	71	78	75
Total amount of fines and penalties during the fiscal year	[Yen]	0	0	0	0
Water quality/water quantity-related violations during the fiscal year	[Number of cases]	0	0	0	0

S : Society (Social Contribution and Human Resources)

	Unit	FY2021	FY2022	FY2023
Total amount of donations/community investments in certified nonprofit organizations*4	[Yen]	15,000,000	15,000,000	15,000,000
Frequency rate for lost workday injuries for the past three years*5	[%]	0	0	0
Resignation rate*5	[%]	4.65	7.24	7.35
Number of employees by gender*5	[Persons]	Male: 406 Female: 91	Male: 449 Female: 109	Male: 473 Female: 195
Employment rate of persons with disabilities*5	[%]	2.42	2.16	2.10
Percentage of employees taking childcare leave*5	[%]	Female: 100 Male: 0 Overall: 36.84	Female: 100 Male: 12.5 Overall: 41.67	Female: 100 Male: 42.9 Overall: 60.87

G : Governance (Ratio of Outside Directors and Compliance-related)

	Unit	FY2021	FY2022	FY2023
Percentage of Outside Directors	[%]	35.7	44.4	45.4
Number of cases of corrupt practices detected	[Number of cases]	0	0	0
Number of the Code violations	[Number of cases]	1	1	1
Number of employees punished or dismissed for involvement in corrupt practices	[Persons]	0	0	0
Past political contributions and lobbying expenses*6	[Yen]	0	0	0

Quantitative Data on Sustainability

(*1) Actual results as of March 2025 (as of the release of the Sustainability Data Book).

(*2) Domestic and overseas consolidated subsidiaries (excluding dormant companies, etc.) are included in the calculation.

(*3) The Company and its domestic consolidated subsidiaries (excluding dormant companies, etc.) are included in the calculation.

(*4) It represents the amount of donations made to the Konno & RESTAR Foundation which was established by Kunihiro Konno, Representative Director, Chairman and President of the Company, and the Company.

(*5) It includes in the calculation three companies of Restar Holdings Corporation and its domestic group subsidiaries, Restar Electronics Corporation and Vitec Enesta Co., Ltd., in each fiscal year. Restar Holdings Corporation changed its name to Restar Corporation and shifted to a new management structure on April 1, 2024, as a result of a business integration with three domestic group subsidiaries including the above two companies.

(*6) The Company's Code of Conduct stipulates, in "5. Prohibition of Bribery," that "we do not make political contributions to elected officials, candidates or parties against the laws and regulations, or company regulations," and its company regulations also stipulate that any donations to or sponsorship of civil servants, including political donations to lawmakers, regardless of their amounts, require prior confirmation with Legal & Compliance Department. As of March 2025, the date of release of the Sustainability Data Book, we have not made any political contributions.

Solving Electronics Challenges Around the World.



Restar Corporation

Restar building, 2-10-9, Konan, Minato-ku, Tokyo 108-0075 JAPAN

Published in March 2025