



May 29, 2025

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(Code: 3156, Tokyo Stock Exchange Prime Market)
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Notice Concerning Revision of Medium-term Management Plan

The Company hereby announces that, at the meeting of the Board of Directors held today, we have decided to revise Medium-term Management Plan's management targets for the fiscal year ending March 2027, which were announced on May 28, 2024. We will inform you as follows.

Details

1. Details of the revision

Medium-Term Management Plan Targets for Fiscal Year Ending March 2027 (Underlined: Changes)

	Initial plan	Revised plan
Net sales	8,000 million yen	8,000 million yen
Operating profit margin	<u>4% ~</u>	<u>3.5% ~</u>
ROE	<u>12% ~</u>	<u>11% ~</u>
ROIC	<u>7% ~</u>	<u>6% ~</u>

2. Background to the revision

In May 2024, we formulated a Medium-term Management Plan for the fiscal year ending March 2027. Our basic policies was "Growth of existing businesses," "Expansion business areas," and "Pursuit of business synergies," and we have been working to reform our earnings structure by establishing a four-business unit (BU) structure that includes two new business domains. By making PCI group a consolidated subsidiary in September 2024, we were able to launch IT&SIer BU, the third Business Unit. However, we believe that further partner collaboration is necessary to expand the scale of our business. In addition, the fourth Business Unit, Engineering BU, has reviewed the start-up period in planning partnerships. In order to reform our earnings structure, we have decided to revise our initial targets for profitability, considering the progress of each IT&SIer BU and the importance of establishing an Engineering BU.

On the other hand, net sales have remained unchanged as originally planned. In the Devices BU, despite a slow turnaround for industrial equipment, sales for consumer devices were higher than initially planned, sales for automotive applications were firm, and we continued to work to expand cross-selling and establish joint ventures with partners. In the System BU, we will focus on more profitable businesses without changing our sales forecasts, such as improving the quality of orders received in Eco-solution business and investing in storage battery systems for grid systems.

In order to promote the growth of the existing BU and reform the earnings structure, we will promote efforts to expand the size of IT&SIer BU and establish an Engineering BU.