

Restar Corporation

FY24 (Apr 2024 – Mar 2025) Consolidated Financial Results

May 14, 2025

<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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1 FY24 Consolidated Financial Highlights

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(Unit: million)

Net sales

¥561,001

(+ 9.5% YoY)

- **Consolidation** through M&A and establishment of joint ventures(↑)
- Growth in **consumer** sales in the devices business, especially for **high-performance cameras** and **mobile devices**(↑)
- Improved performance in **the EMS business** due to **the effect of incorporation in new smartphone models**(↑)
- Net sales reached **a record high following last fiscal year**(↑)

Operating profit

¥14,174

((11.0%) YoY)

▶ Operating profit ratio 2.5%

- Increase in profit due to **higher sales** (↑)
- **Decrease in gross profit margin** in the devices business due to **deterioration in gross profit** from **the sharp appreciation of the yen** from August to September and **deterioration in the sales mix** due to **delayed recovery in the industrial equipment market** (↓)
- **Intensifying competition in the market** for electricity **supply and demand adjustment** in the Eco Solutions business (↓)

Profit Attributable to Owners of Parent

¥7,473

(+ 6.7% YoY)

▶ Net Income Ratio 1.3%

- **Record-high profits** due to **tax benefits related to the liquidation**, despite the recording of a loss on liquidation of a subsidiary following the dissolution of a consolidated subsidiary in September 2024 (↑)

ROE

FY22
8.9%



FY23
8.5%



FY24
8.8%

OPM

FY22
3.0%



FY23
3.1%



FY24
2.5%

ROIC

FY24
4.6%

FY24 Consolidated results



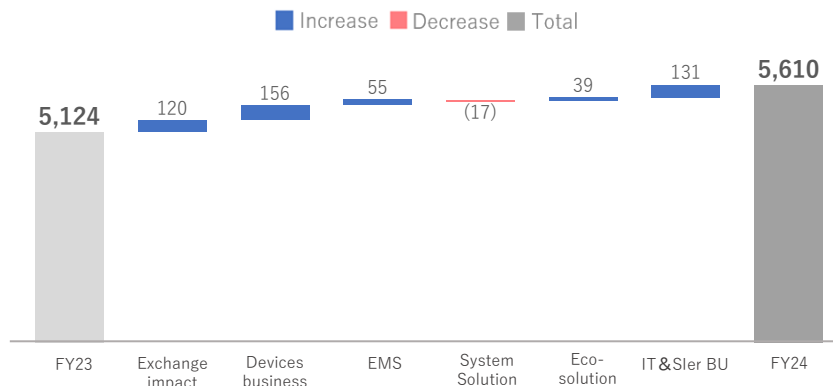
(Unit: million yen)

	Full year FY23 (Ended March 2024)		Full year FY24 (Ended March 2025)		YoY	
	Amount	% of Net Sales	Amount	% of Net Sales	Increase/ Decrease	Change
Net Sales	512,484	—	561,001	—	48,517	9.5%
Gross Profit	45,271	8.8%	47,700	8.5%	2,428	5.4%
SG&A	29,340	5.7%	33,526	6.0%	4,185	14.3%
Operating Profit	15,931	3.1%	14,174	2.5%	(1,756)	(11.0%)
Ordinary Profit	9,690	1.9%	9,559	1.7%	(130)	(1.3%)
Profit Attributable to Owners of Parent	7,004	1.4%	7,473	1.3%	468	6.7%

Key factors for increase/decrease (FY23→FY24)

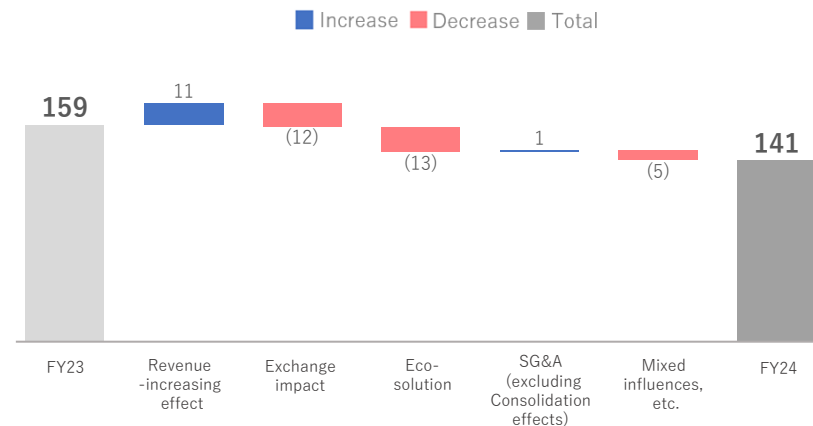
Net Sales

(Unit: million yen)



Operating Profit

(Unit: million yen)



TOPICS

【Net sales】

- Devices business: Consolidated subsidiaries through M&A and establishment of joint ventures, and improved performance of EMS business (↑)
- PCI Holdings Limited, the core of the IT & Sler business unit, becomes a consolidated subsidiary (↑)
- System Solution Business: Decrease in sales due to partial business transfer (↓)

【Operating income】

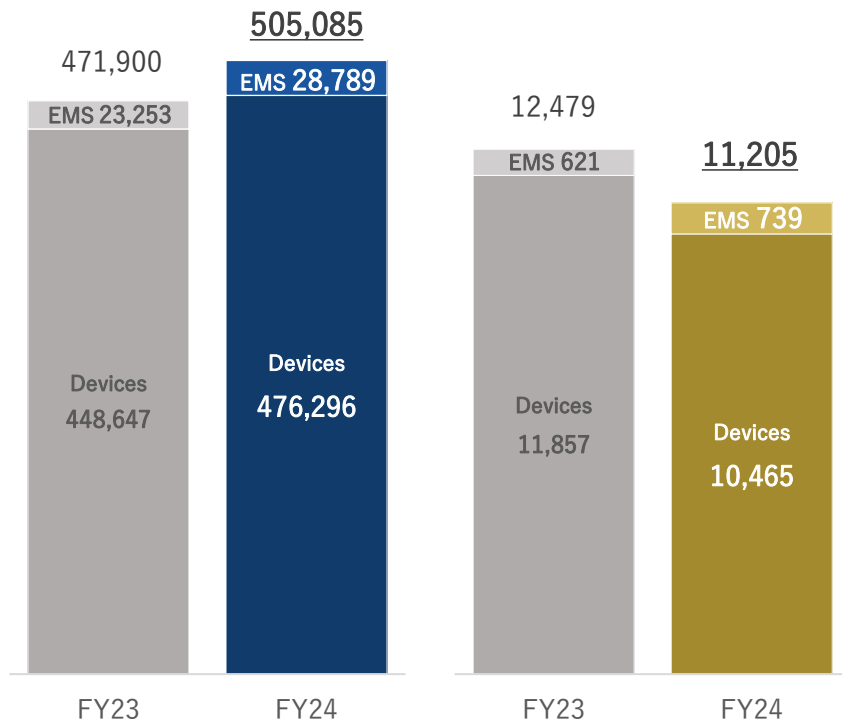
- Increased revenues in the Devices business and IT & Sler BU due to consolidation through M&As and the establishment of joint ventures (↑)
- Devices business: Deterioration in sales mix due to the sharp appreciation of the yen from August to September (↓)
- Eco-solutions business: Increased competition in the supply and demand adjustment market (↓)
- Deterioration in sales mix due to slow recovery in the industrial equipment market, etc. (↓)

*Average exchange rate for FY23 ▶ 144 yen,
Average exchange rate for FY24 ▶ 152 yen

(Unit: million yen)

Net Sales

Segment Profit



EMS

Sales increased due to the effects of our products being installed in new smartphone models and continued strong sales of applications for tablets and other consumer products.

Devices

While the recovery of the industrial equipment market has been slow, sales increased. This was due to the addition of consolidated subsidiaries (Restar WPG Corporation in July 2023, Restar Embedded Solutions Corporation in January 2024, Restar Dexerials Hong Kong Limited in July 2024, Restar Dexerials Korea Corporation in January 2025, and Restar Dexerials Taiwan Corporation in February 2025) and sales growth of consumer products such as high-performance cameras and mobile devices.

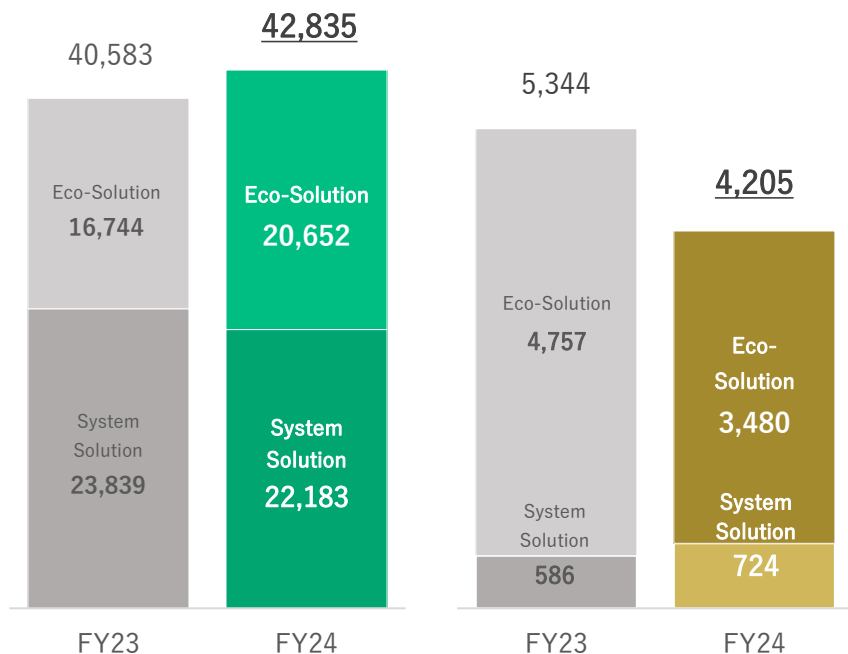
Segment Profit

Although some increase was realized thanks to higher net sales, segment profit declined mainly due to lower gross profit in the device business caused by the sharp appreciation of the yen over the period from August to September and lower gross profit margin brought by poorer sales mix due to the slow recovery of the industrial equipment market.

(Unit: million yen)

Net Sales

Segment Profit



Eco-solution

Sales increased owing to an expansion of power sales destinations in the power producer and supplier business, an expansion of solar power generation in Japan and overseas, and an increase in the number of new contracts in the power purchase agreement (PPA) business.

System Solution

While business for corporate customers continued to grow backed by office relocation needs and other factors, sales of system equipment for broadcasting and payment terminals remained slow. Additionally, the overall decline in revenue was influenced by the transfer of the image sensing business area to the devices business as part of efforts to strengthen the sensor-related business.

Segment Profit

Segment profit declined due to intensified competition in the market for electricity supply and demand adjustment in the eco-solution business, despite some profit increase in the system solution business.

- On September 27, 2024, the PCI Group became a consolidated subsidiary of Restar Group, which is the foundation of the new BU “IT & Sler Business Unit” of the four Business Unit structure, a pillar of the medium-term management plan.
- Further deepening and expanding the market by strengthening technical resources and accelerating the development of upstream processes such as planning and proposals, based on the PCI Group's strengths in software development, solution development and maintenance and other information service businesses.

Net Sales

¥13,079_{million}

Segment Profit

¥468_{million}

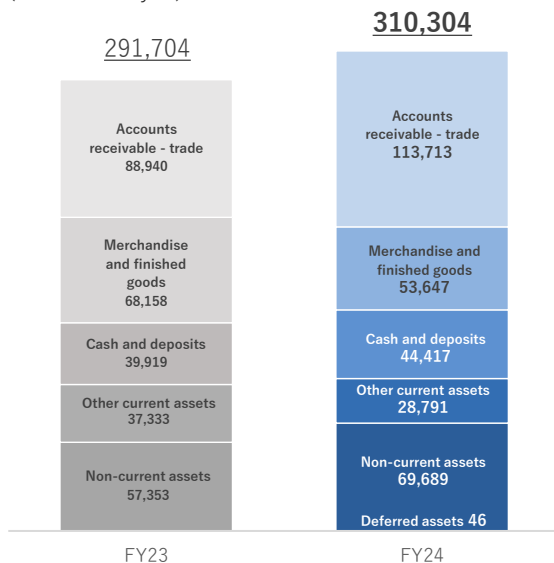
IT&SIer

Since September 27, 2024, when the PCI Group became a consolidated subsidiary, we have conducted an inventory of technologies for the purpose of commercializing services, selected services and products that can be utilized within both groups, and promoted sales activities for new projects and areas by utilizing the technical capabilities of the PCI Group and their respective customer bases. We are promoting sales activities for new projects and areas by leveraging our respective customer bases.

Consolidated Balance Sheet

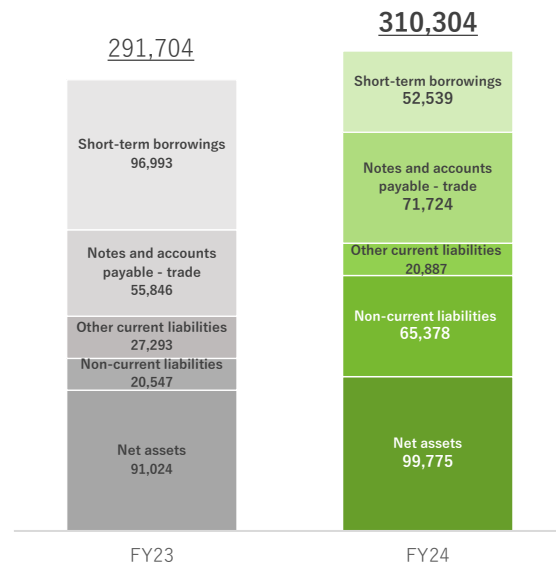
<Assets>

(Unit: million yen)



Assets	Factors
Current Assets	Accounts receivable - trade 24,773, Cash and deposits 4,497, Merchandise and finished goods (14,510), Other current assets (6,642)
Non-current Assets	Deferred tax assets 5,846, Allowance for doubtful accounts (7,090)

<Liabilities and Net Assets>



Liabilities and Net Assets	Factors
Current Liabilities	Notes and accounts payable - trade 15,878, Short-term borrowings (44,454)
Non-current Liabilities	Long-term borrowings 32,991, Bonds payable 10,000
Net Assets	Non-controlling interests 7,417, Retained earnings 6,459, Treasury shares 5,388, Foreign currency translation adjustment 4,027, Capital surplus (3,370)

Capital Adequacy Ratio *1

FY23
28.9%

▼

FY24
27.7% (30.2%)

*1 Figures 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)

Net Debt to Equity Ratio *2

FY23
0.8x

▼

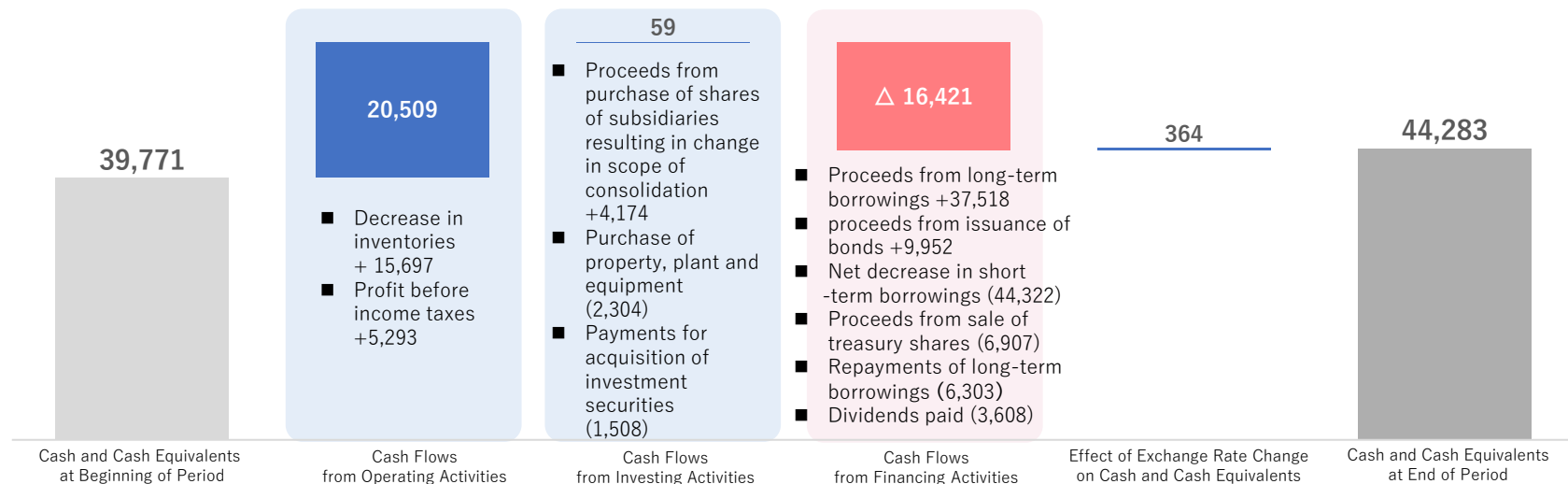
FY24
0.6x

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

Cash Flow

(unit: million yen)

	FY23	FY24	Increase/ Decrease
Cash and Cash Equivalents at Beginning of Period	31,984	39,771	7,786
■ Cash Flows from Operating Activities	15,668	20,509	4,840
■ Cash Flows from Investing Activities	(6,613)	59	6,673
■ Cash Flows from Financing Activities	(3,005)	(16,421)	(13,415)
■ Effect of Exchange Rate Change on Cash and Cash Equivalents	1,437	364	(1,073)
Cash and Cash Equivalents at End of Period	39,771	44,283	4,512



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	FY24 full-year	FY25 full-year	Progress rate
	Amount	Amount	
(Unit: million yen)			
Net Sales	561,001	600,000	7.0%
Operating Profit	14,174	16,000	12.9%
Ordinary Profit	9,559	12,500	30.8%
Profit Attributable to Owners of Parent	7,473	7,500	0.4%

*At this time, we recognize that the direct impact of the tariff measures imposed by the U.S. on various countries on our business performance is negligible. If we anticipate any significant impact that should be disclosed in the future, we will announce it promptly.

Progress of Business Performance by Business Unit

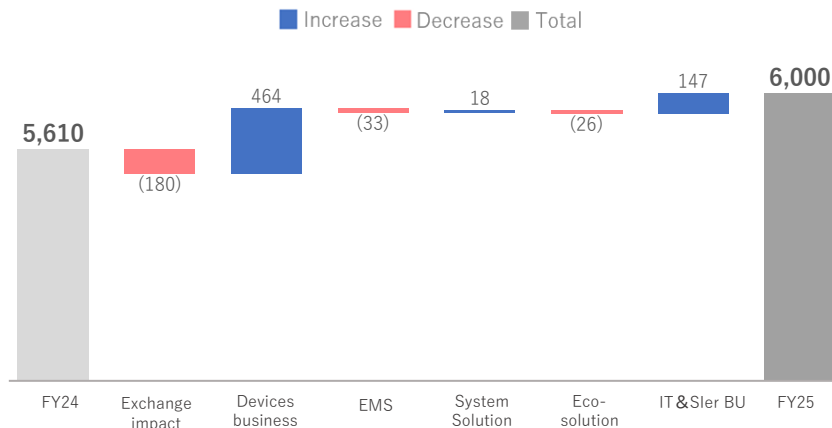
		FY24 full-year	FY25 forecast	YoY	
(Unit: million yen)		Amount	Amount	Increase/ Decrease	Progress rate
Net Sales	Devices Business Unit	505,085	530,200	25,114	5.0%
	Devices	476,296	504,700	28,403	6.0%
	EMS	28,789	25,500	(3,289)	(11.4%)
	System Business Unit	42,835	42,000	(835)	(2.0%)
	System Solution	22,183	24,000	1,816	8.2%
	Eco-solution	20,652	18,000	(2,652)	(12.8%)
	IT&Sler Business Unit	13,079	27,800	14,720	112.5%
	Consolidated	561,001	600,000	38,998	7.0%
Operating Profit	Devices Business Unit	11,205	12,450	1,244	11.1%
	Devices	10,465	12,000	1,534	14.7%
	EMS	739	450	(289)	(39.2%)
	System Business Unit	4,205	3,350	(855)	(20.3%)
	System Solution	724	650	(74)	(10.3%)
	Eco-solution	3,480	2,700	(780)	(22.4%)
	IT&Sler Business Unit	468	1,950	1,481	316.4%
	Corporate and Adjustment	(1,704)	(1,750)	(45)	2.7%
Consolidated		14,174	16,000	1,825	12.9%

* IT & Sler BU YoY comparison: Both sales and segment profit from Oct 2024 to Mar 2025 vs.

Key factors for increase/decrease (FY24→FY25)

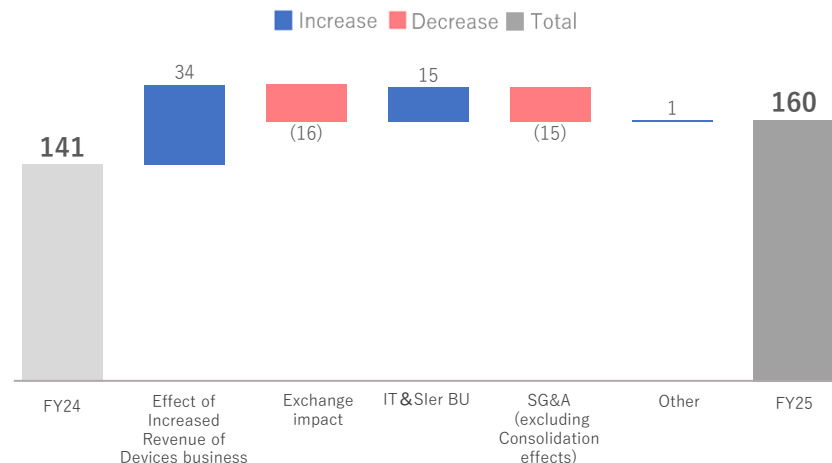
Net Sales

(Unit: million yen)



Operating Profit

(Unit: million yen)



TOPICS

【Sales】

- Devices business: Increase due to consolidation effect (joint venture with Dexerials) and growth in automotive and industrial equipment markets (↑)
- Full year effect of consolidation as IT & Sler BU (PCI Holdings, Inc.) (↑)
- Decrease in sales of EMS business and Eco Solution business due to favorable conditions in the previous fiscal year (↓)

【Operating Income】

- Effects of consolidation through M&A and establishment of joint ventures in Device Business and IT & Sler BU (↑)
- Increase due to improved sales mix by market recovery in devices business (↑)
- Decrease due to expected exchange rate of 140 yen for the current fiscal year, compared with actual exchange rate of 152 yen for the previous fiscal year (↓)

*Average exchange rate for FY24 ▶ 152 yen, assumed exchange rate for FY25 ▶ 140 yen

Shareholder Return Policy and Dividends Forecast

Shareholder Return Policy

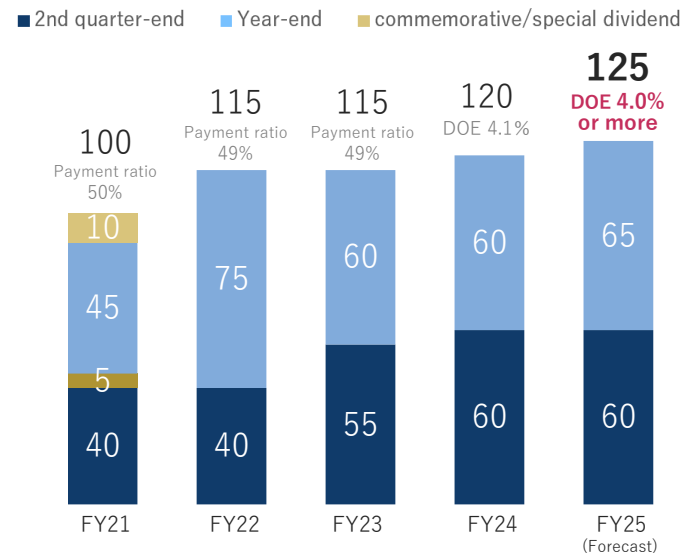
■ Basic policy for the period of the medium-term management plan ending March 31, 2027

- 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.

Dividends per share

(Unit: yen)



FY24 Dividends

2nd quarter-end	Year-end	Total
¥60	¥60	¥120

FY25 Dividends Forecast

2nd quarter-end	Year-end	Total
¥60	¥65	¥125

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 “The 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.

“Solving issues around the world regarding electronics”

