

# FY2024 (Apr 2024 – Mar 2025) Consolidated Financial Results and Progress of the Medium-Term Management Plan

May 30, 2025

Rester Corporation

<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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# Today's Agenda

1

## **FY2024 Consolidated Financial Highlights**

Susumu Nishima, Senior Corporate Executive Officer

2

## **Overview and Progress of the Medium-Term Management Plan**

Takuto Sakakibara, Manager of Business Administration & Planning

3

## **Devices BU / Engineering BU**

Masahiro Shibata, Senior Corporate Executive Officer

4

## **System BU**

Hiroaki Konno, Representative Executive Director

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## **IT & Sler BU**

Kensaku Morishita, Director, PCI Holdings,INC.

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## **Question and answer**

# **1** FY2024 Consolidated Financial Highlights

Susumu Nishima, Senior Corporate Executive Officer

# 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%

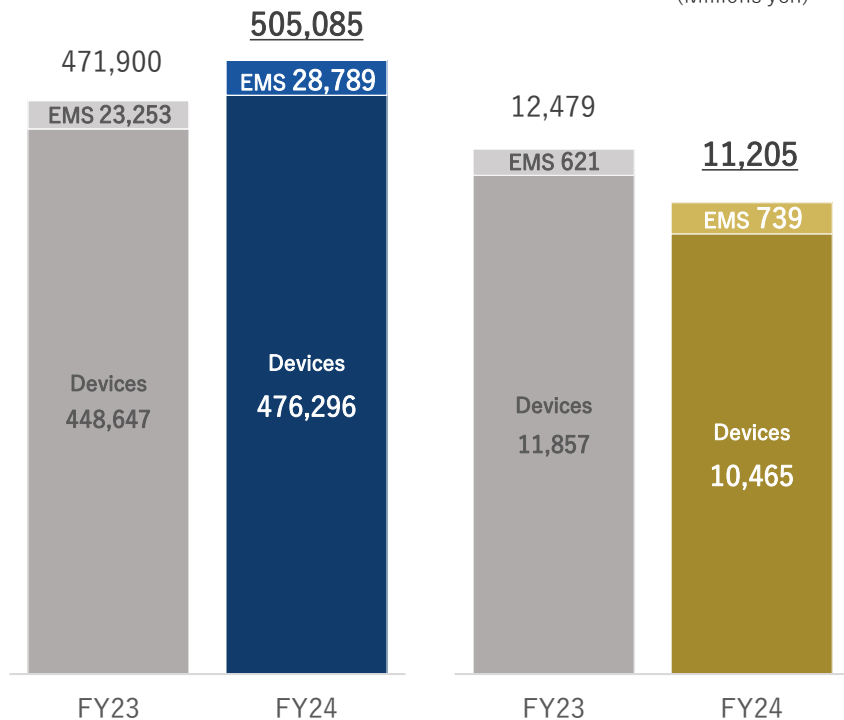
# Devices Business Unit / System Business Unit

## Devices Business Unit

Net sales

Segment Profit

(Millions yen)

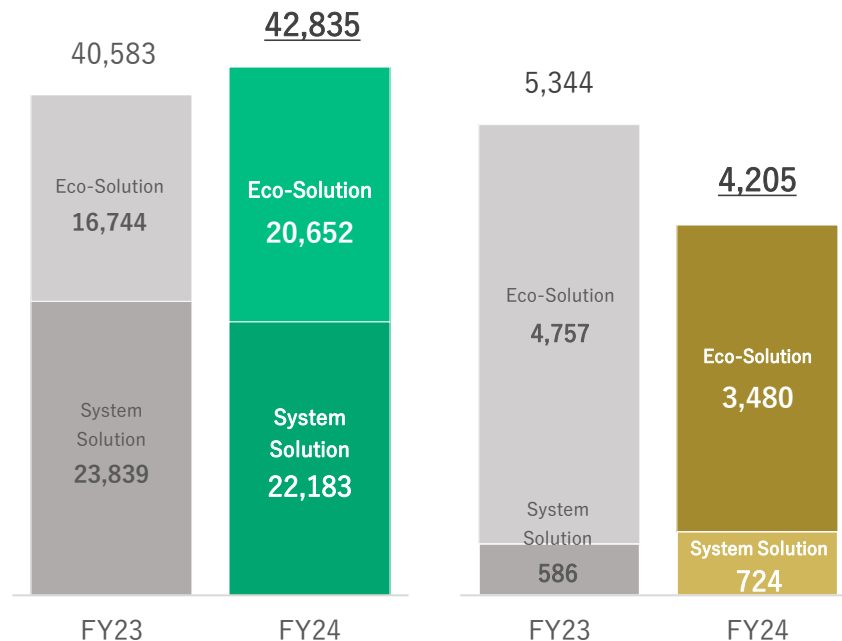


## System Business Unit

Net sales

Segment Profit

(Millions yen)



- The PCI Group became a consolidated subsidiary of the Restar Group on September 27, 2024. The PCI Group formed the basis of the new BU, the IT&Sler Business Unit. The establishment of the four business units is regarded as 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

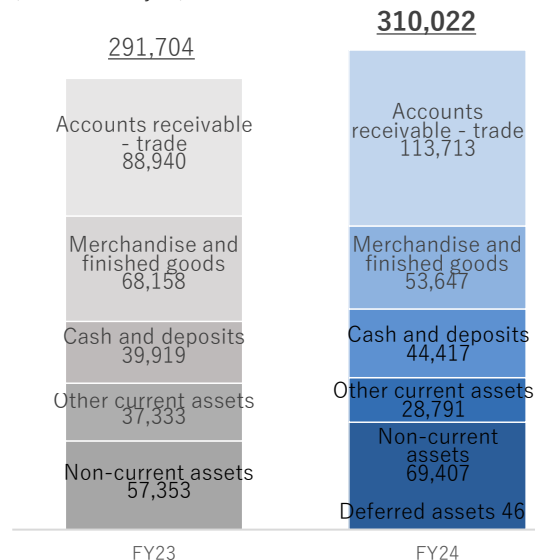
### IT&Sler

Since September 27, 2024, when the PCI Group became a consolidated subsidiary, we have taken 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.

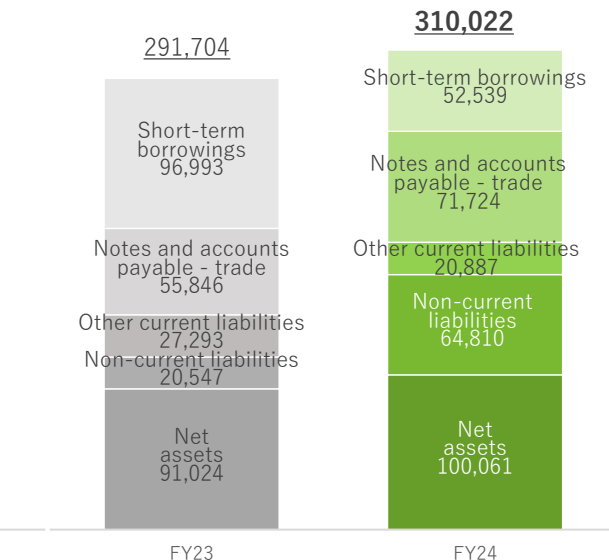
# Consolidated Balance Sheet

## 〈Assets〉

(Unit: million yen)

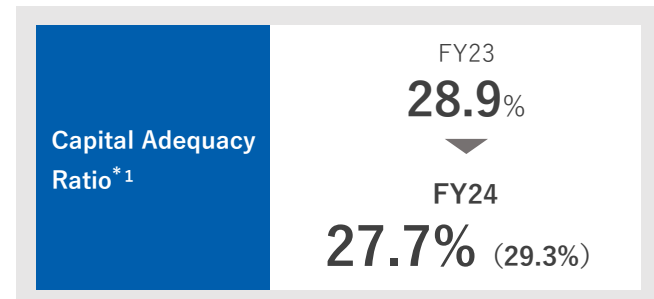


## 〈Liabilities and Net Assets〉

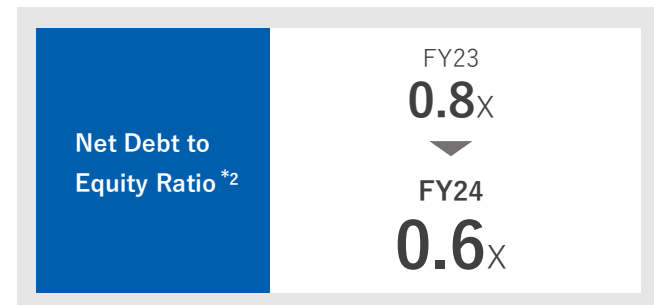


Assets	Factors
Current Assets	Accounts receivable - trade 24,773, Cash and deposits 4,497, Merchandise and finished goods (14,510), Other current assets (6,642)
Non-current Assets	Deferred tax assets 5,846, Allowance for doubtful accounts (7,090)

Liabilities and Net Assets	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)



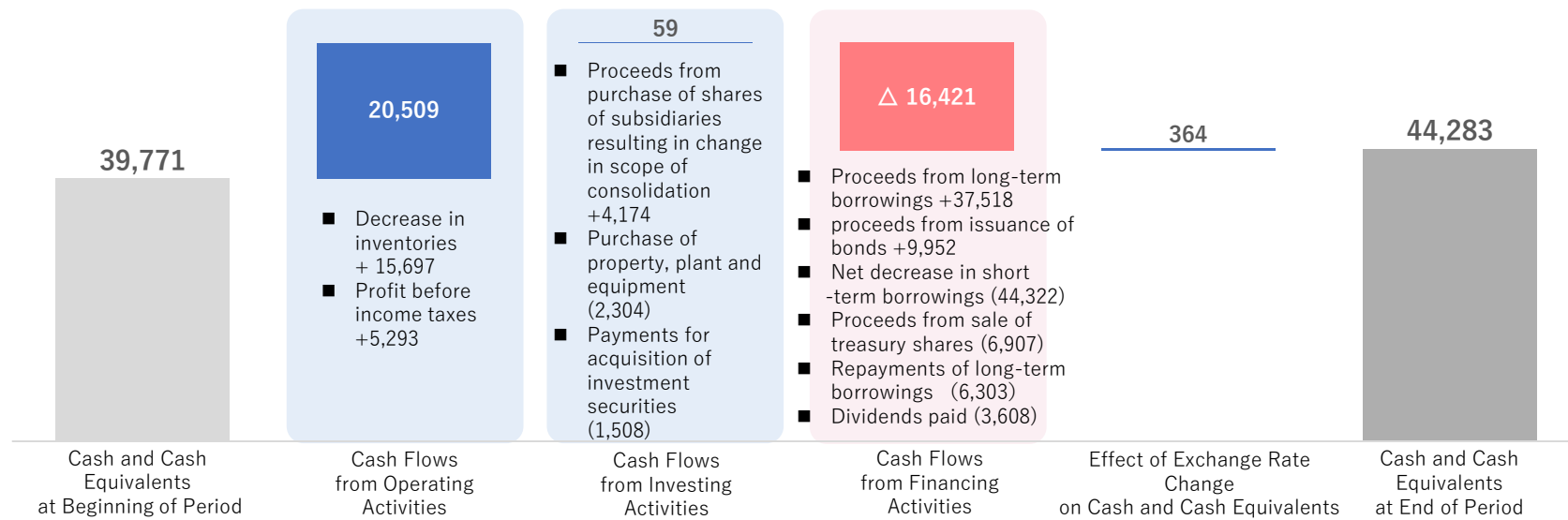
<sup>\*1</sup>Figures in brackets ( ) are rating figures taking into account hybrid loans (subordinated loans) (Calculated taking into account 50% equity on the rating for the ¥10 billion of hybrid loans (subordinated loans) raised in August 2024)



<sup>\*2</sup> 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





	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	
		Amount	Amount	Increase/ Decrease	Progress rate
(Unit: million yen)					
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.

# Shareholder Return Policy and Dividends Forecast

## Shareholder Return Policy

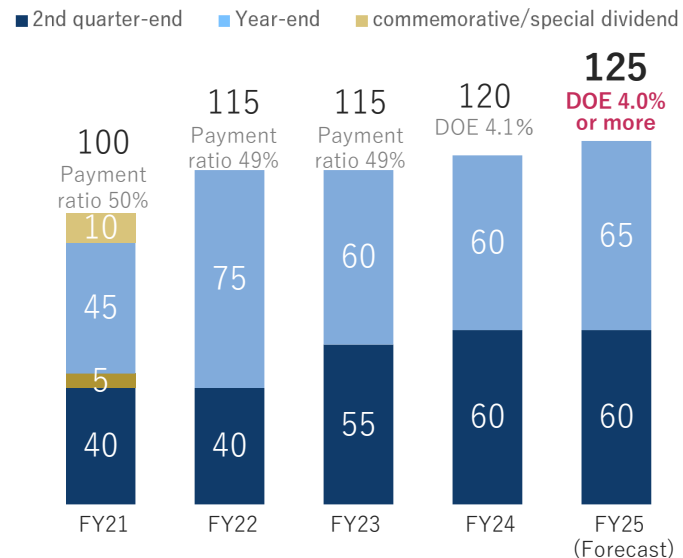
■ Basic policy for the period of the Medium-term management plan ending March 31, 2027

- 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

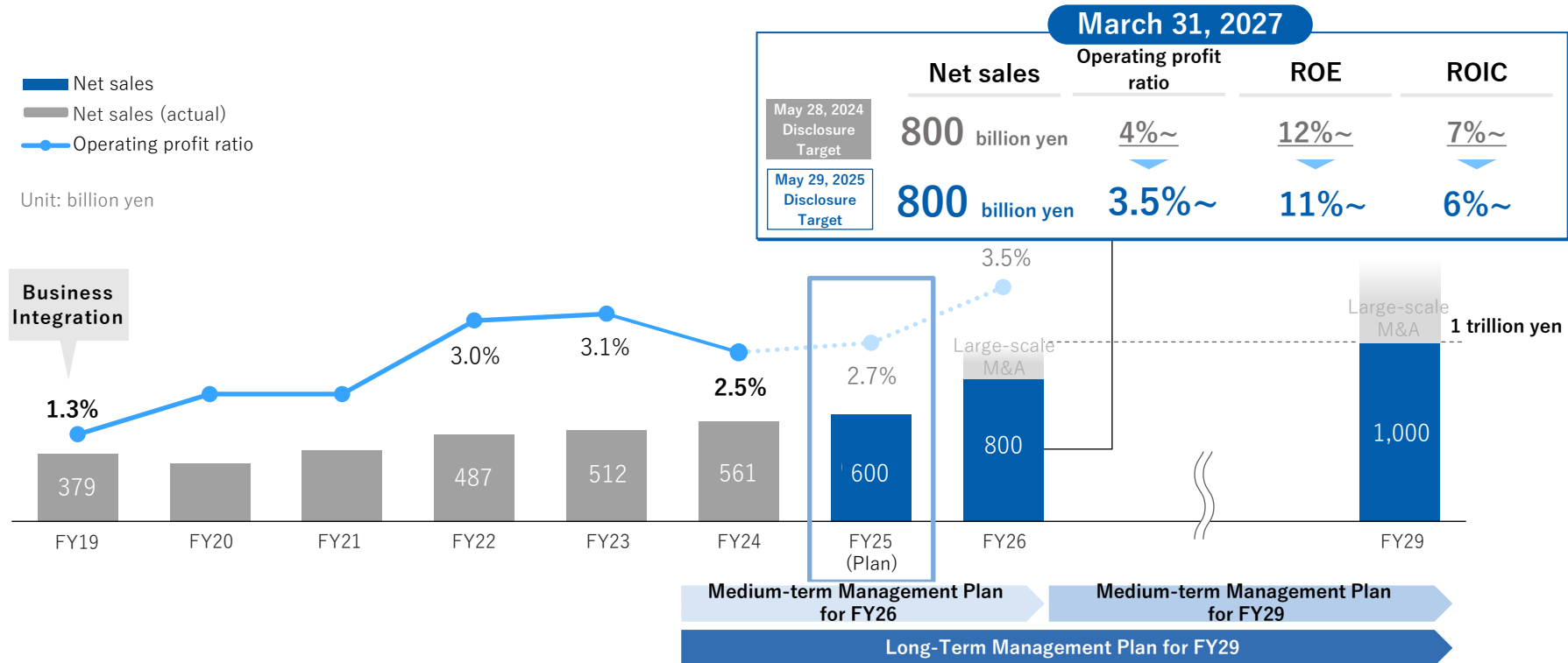
## 2

# Overview and Progress of the Medium-Term Management Plan

Takuto Sakakibara,  
Manager of Business Administration & Planning

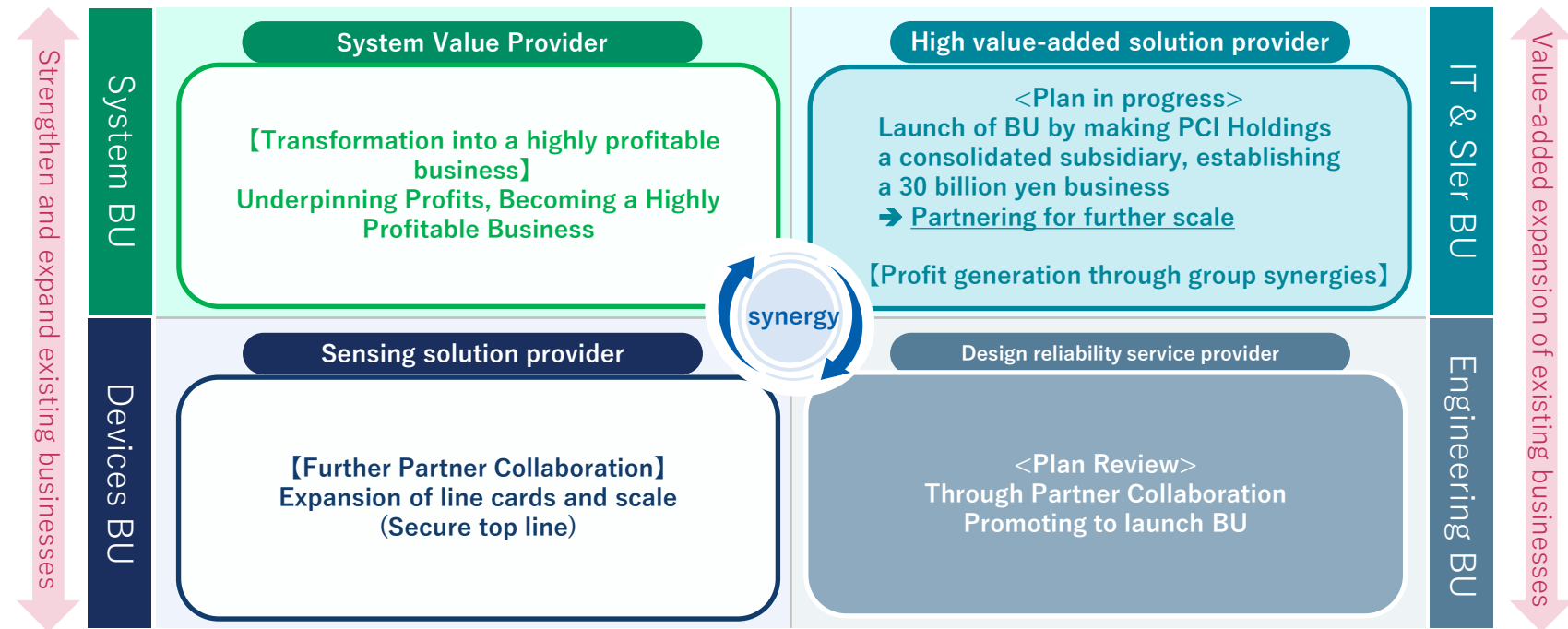
# Medium-term Management Plan Goals on FY26(Ending March 2027)

- In the Medium-term Management Plan through March 2027, expand business by adding new businesses in addition to organic growth of existing businesses while maintaining financial discipline
  - Successful launch of IT & Sler BU, but further partner collaboration is needed to achieve the scale originally planned
  - Reviewing the timing of the launch of the Engineering BU
- ➔ Revised profitability KPIs by reviewing new BU plan for revenue structure transformation



# Our four core business domains

- To transform information into tangible value, evolving into a platformer that resolves all challenges for our customers and suppliers



Development of information platform through DX promotion

ERP

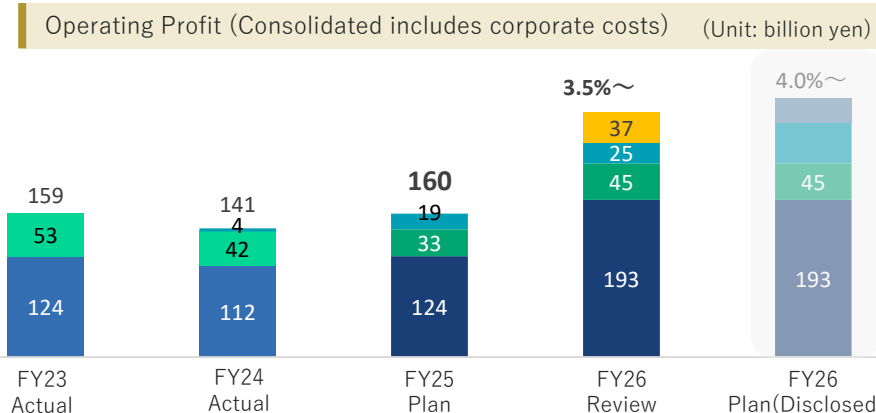
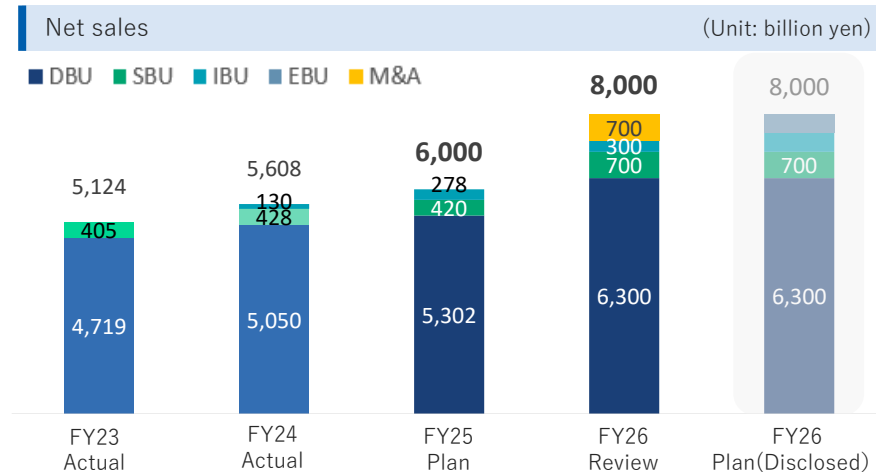
Data Integration

Big Data Analysis

SFA

Generative AI

# Review of Medium-term Management Plan



## Points

### Devices BU

- Promote key initiatives in industrial equipment, automotive, and global
  - Expand cross-selling and develop commercial distribution through partner collaboration
- ➔ Expand scale and improve profitability as a fundamental business

### System BU

- Scale expansion in the system solutions business
  - Expansion of profitability in the eco-solutions business
- ➔ Promoting partnership collaboration for scale expansion

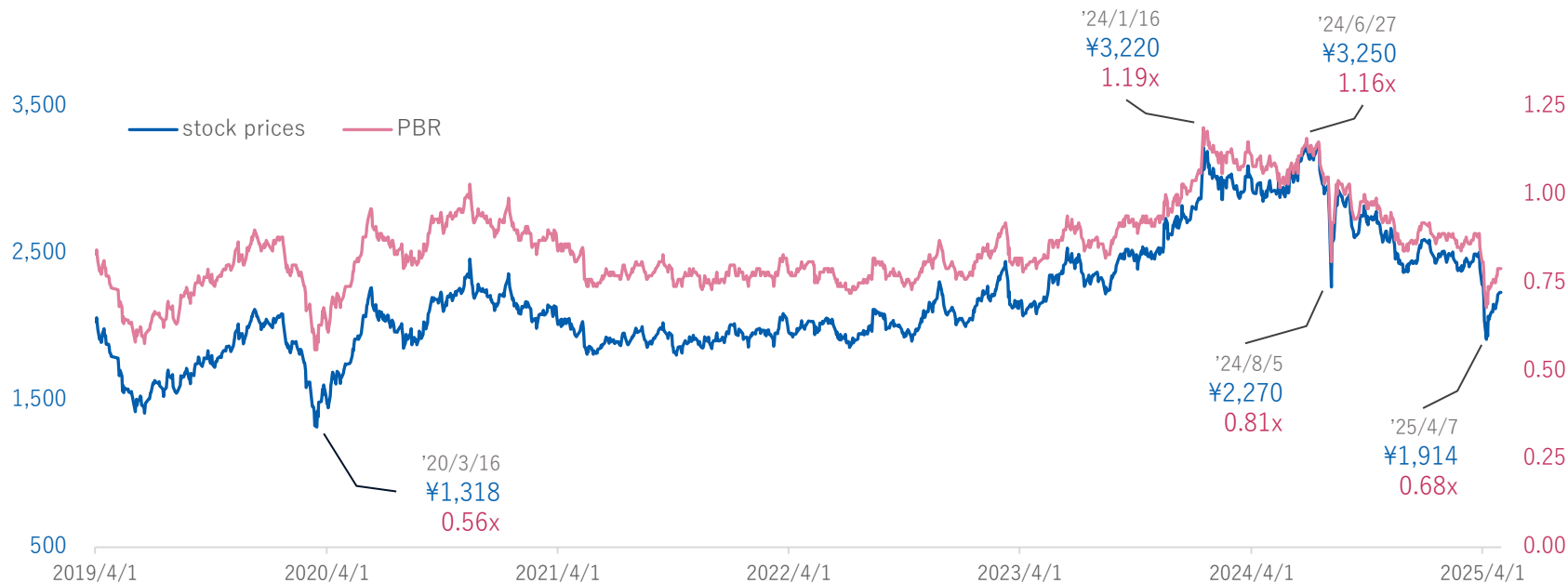
### IT & Sler BU

- New BU launched as planned, but further scale up needed
  - Creation of synergies within the group (System BU collaboration)
- ➔ Maximize profitability and create added value through group collaboration

### M&A

- Research of potential partners and M&A execution

# Actions toward achieving management conscious of cost of capital and stock prices 【status quo analysis 1】

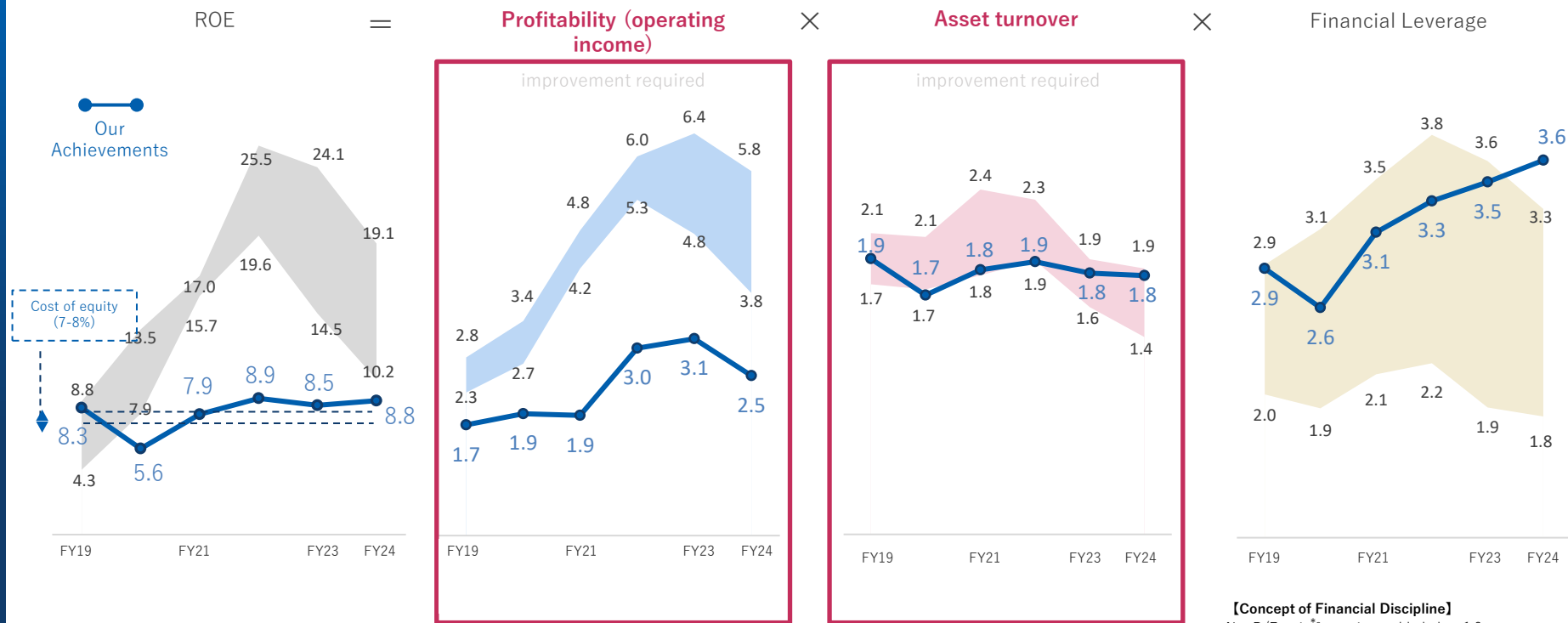


PBR ratios generally hovering between 0.5x and 1x, although some exceed 1x



# Actions toward achieving management conscious of cost of capital and stock prices 【status quo analysis 2】

- DuPont analysis of ROE with \*competitor comparison (colored areas are maximum to minimum values of the three companies) shows that profitability must be improved, and asset turnover must also be improved from current levels



【Concept of Financial Discipline】

Net D/E ratio\*2 remains stable below 1.2x

\*2Net D/E ratio = (Interest-bearing debt excluding lease obligations - Cash and deposits) / Shareholders' equity

\*1Competitors : Top 3 companies with larger market capitalization than the Company

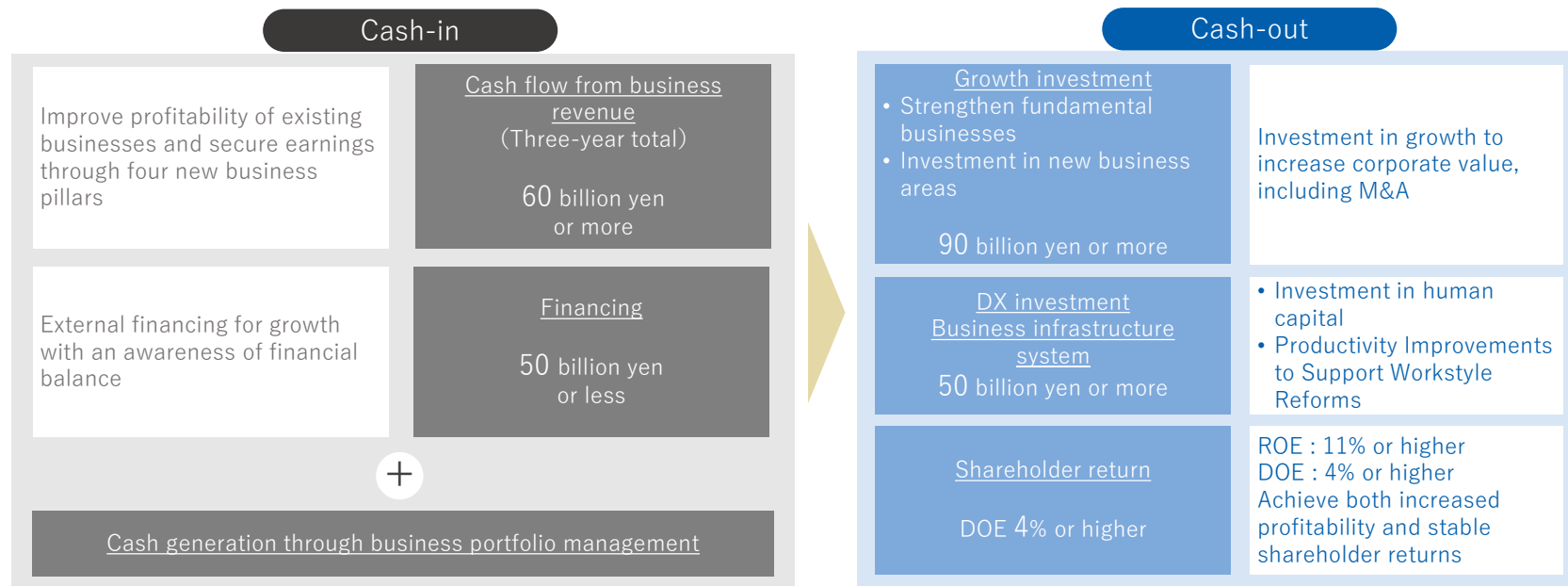
# Actions toward achieving management conscious of cost of capital and stock prices 【Target】

- Targeting ROE of 11% or higher in the fiscal year ending March 31, 2027, by improving profitability and capital efficiency



# Cash allocation (through March 31, 2027)

- Generate cash flow through sustainable growth, and new investment to the businesses expansion including M&A strategies, while maintaining financial balance as well as attractive shareholder returns



## Financial discipline and financing

- Maintain appropriate level of net debt to equity ratio (= stable at less than 1.2x)
- Borrowing through hybrid loans (subordinated loans) and funding from regional banks participating in the Kyushu-Okinawa Regional Banks Collaboration Agreement
- Issuance of the company's first unsecured straight bonds

## **3** Devices BU / Engineering BU

Masahiro Shibata, Senior Corporate Executive Officer

- Expand business and improve profitability by implementing measures for customer strategies and focus areas

## 1. Strengthen account planning by customer and supplier

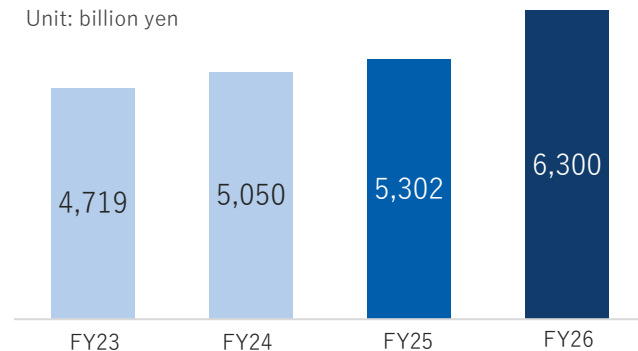
- Strengthen and expand the business base by strengthening the supply chain with our strong assets such as customer base, commercial products, and sales network
- Creating added value and expanding business areas through strategic partnerships

## 2. Execution of measures in focus areas

- Industrial equipment area
  - Focus on the machine vision area (inspection process•quality control and other value added)
  - Improve profitability by strengthening FAEs for strategic products (sensor•FPGA•tool for ARM•EPS•MMS etc.)
- Automotive equipment area
  - Cross-selling of strategic commercial products in driving safety support, with the sensor area at the core
  - Obtaining orders at the design stage and upstream processes by taking advantage of our extensive line card and FAEs
- Global expansion
  - Sales expansion in the USA, Europe, Vietnam and India

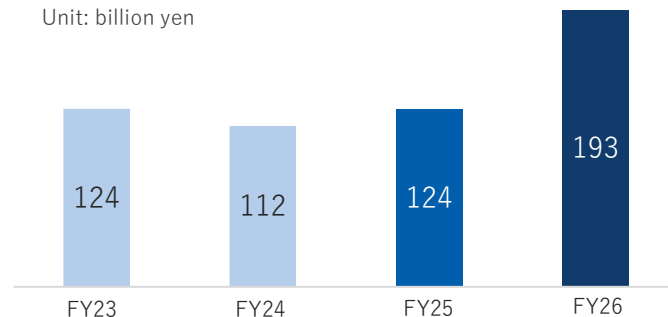
### Net sales

Unit: billion yen



### Operating Profit

Unit: billion yen



- Expand sales by strengthening collaboration with partners through establishment of joint ventures and business alliances, etc.

01

### Formed partnership with Dexerials Corporation

#### A) Forming Strategic Partnerships

- Expand line card of chemical products and strengthen marketing

#### B) Started sales operation as a consolidated subsidiary of the Company

- Restar Dexerials Hong Kong Limited (July 1, 2024)
- Restar Dexerials Korea Corporation (January 2, 2025)
- Restar Dexerials Taiwan Corporation (February 3, 2025)

#### C) Strengthening Cooperation

- Sales expansion in Asia
- Expansion of automotive related business based in North America (Detroit)

**Dexerials Co-Creation**

FY25 Plan (Sales)

Over **¥30** billion

02

### Strengthening Cooperation with WPG Group

#### A) Utilization of customer base

- Overseas sales expansion of our products and domestic sales of WPG products in Japan
- Business expansion through cross-selling

#### B) Cooperation with other BUs

#### C) Business Creation by Strengthening Marketing

**WPG Co-creation**  
Expansion of the range  
of products handled and  
Increase in scale through  
partner collaboration

03

### Sales expansion through business alliance with Shinko Shoji Co., Ltd.

#### A) Co-creation collaboration utilizing business and capital alliances

- Expand markets and provide added value by leveraging the customer bases of both companies
- Expand sales in the industrial machinery market, a key area of focus

#### B) Cultivate existing businesses through cross-selling

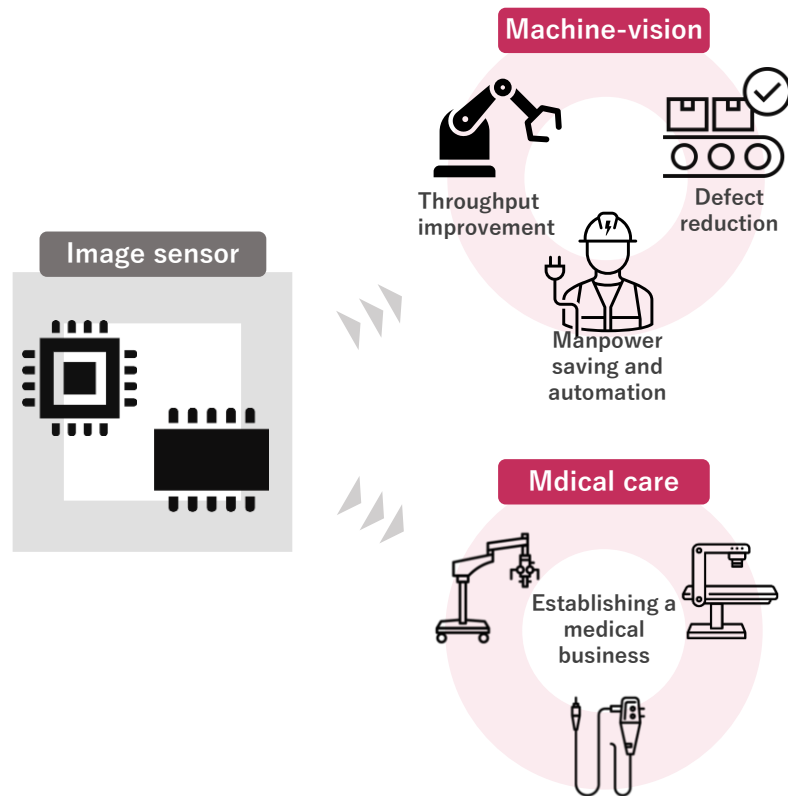
- Expand cross-selling by leveraging the customer bases of both companies



Improvement of competitiveness as a semiconductor trading company

**By cross-selling**  
**From FY25**  
**contribution to**  
**business**  
**performance**

- Expansion of image sensors into machine vision business and medical business



### Sales expansion of image sensors



#### Measurement

Expand TSS to existing clients and increase design acquisition rate



#### Manufacturing Equipment, Inspection Equipment, Medical Equipment Camera

Expand sales to semiconductor manufacturing equipment and inspection equipment manufacturers with large potential TAM and medical device cameras



#### MM (Mass Market) Customer Strategy

- ① Push up low market share customers, acquire designs, expand line cards
- ② Establishment of an efficient sales promotion system (optimization of group resources)



#### Expand sales to overseas markets

Expanding sales to global markets based on our track record in Japan

- Achieve demand creation with FPGA and further expand sales by leveraging the Group's customer base

## Demand Creation with FPGA

Expand market share by strengthening proposals and customer relationships

### Focused Applications



Semiconductor  
Manufacturing  
Equipment



Rail/Transportation

Strengthen multiple proposals in high value-added markets

### Focused Applications



Aviation



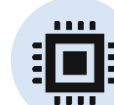
Space related



Defense

New market/application development

### Focused Applications



Semiconductor related

- ASIC emulation
- SOM Module
- SoC
- board business

Further demand creation by leveraging the Group's customer base

Creating demand for the manufacturing industry

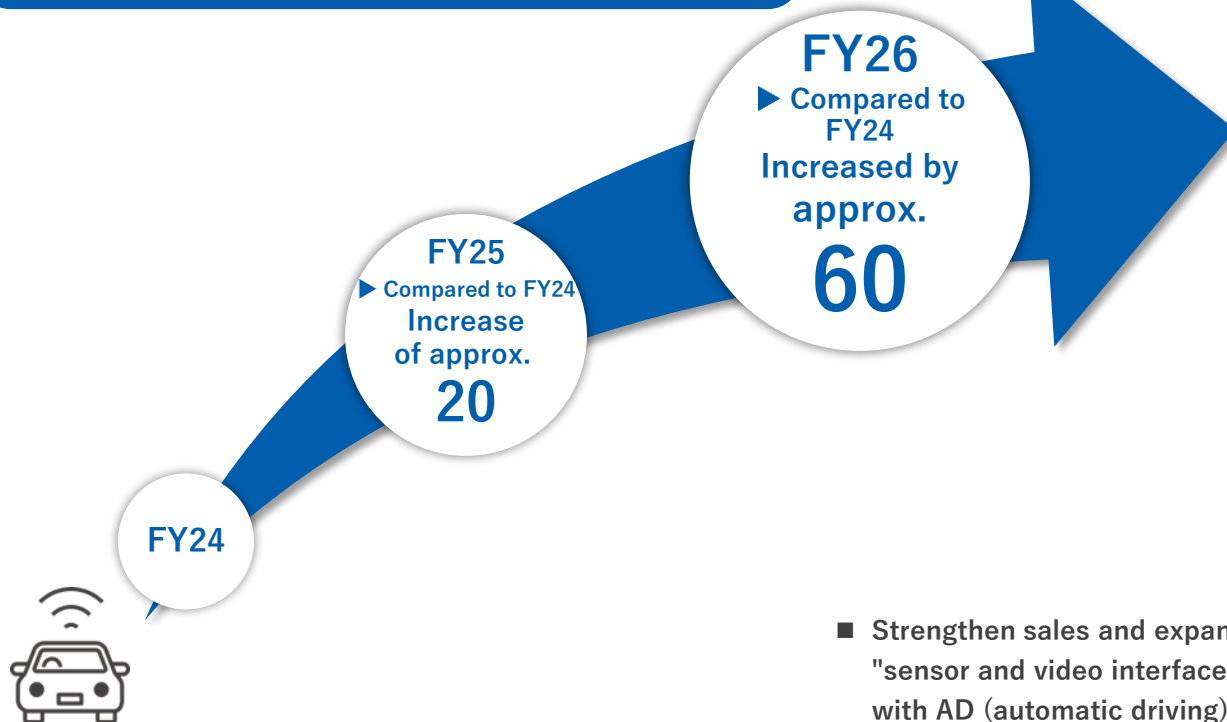
FY25 Plan (Sales)  
Over **¥15** billion



## Automotive ▶ Expansion of the Automotive business platform through expansion of the sensor business

- Expand the Automotive business base by developing solutions through cross-selling by leveraging competitive line cards

### Growth of Sensor Business for Automotive Applications



- Strengthen sales and expand market share by cross-selling "sensor and video interface" centered on automotive sensors with AD (automatic driving) in mind

- Expand sales by strengthening collaboration with partners through establishment of joint ventures and business alliances, etc.

## Priority measures for Europe and the U.S. through partner collaboration

### ① Expand sales of image sensor business

- Cultivate as a core business in the European market and expand market share

### ② Expand sales in the automotive semiconductor business

- Focusing on sensor products to support safe driving

### ③ Full-scale launch of chemical products business for automotive applications

- Full-scale Launch of Chemical Products Business for automotive through Collaboration with Dexerials

Existing Partners  
Furtherwith  
Strengthening  
Cooperation

## Entry into the Indian market

### India market development based on partner collaboration

- ① Partnership to reduce country risk and expand into growth markets
- ② Covering a wide range of market segments in all regions of India, with a focus on industrial machinery
- ③ Customer-oriented sales system:  
Sales and FAEs work in unison to ensure customer-focused mobility
- ④ Cross-selling of products handled by the Company and those handled by partners to further expand line cards

From FY25  
Realization  
of  
measures

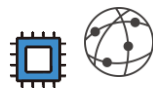
# Global ▶ Promoting cooperation with FPT Semiconductor

- A MOU was signed with FPT Semiconductor (“FPT”) at the Japan-Vietnam summit meeting held on 28 April 2025, with the aim of promoting further cooperation in semiconductor-related fields, including semiconductor sales and joint research and design development
- Work with Engineering BU to be established in the future

## Devices BU

01

### Sales of semiconductor chips



- ✓ Sales promotion and market development of semiconductor chips designed and manufactured by FPT, utilizing the respective networks and resources of the Company and FPT
- Sales target: **10 million units** (FY25-FY27)

## Engineering BU

02

### Joint research, design and development of semiconductors



- ✓ Launch of joint research and design development projects related to semiconductor products
- ✓ Aiming to develop competitive products by complementing each other's technological capabilities

03

### Semiconductor Testing, OSAT\* Business



- ✓ Establish a coordinated system to provide semiconductor testing and OSAT, and work on quality assurance and stable supply to customers.

\*OSAT Post-processing services

04

### Promote offshore development



- ✓ Utilize FPT's offshore development system centered on Vietnam
- ✓ Provide engineering services such as design, verification, and development to customers

## Working with Devices BU

Expanding sales by taking advantage of our customer base

## Toward the Establishment of Engineering BU

1. Collaboration with PRIVATECH Inc., a subsidiary of PCI Holdings, INC., which provides electronic circuit and control software development and semiconductor testing-related services, to strengthen joint research and design development of semiconductors
2. Reinforcement of semiconductor testing, including reliability testing, in cooperation with our Semiconductor Reliability Evaluation Center (Kumamoto site) and FPT

## Industrial Equipment Market

FY24 → FY25 (Sales)

Increase of approx. **20%**

### 1. Image sensor

- Expansion into machine vision and medical business
- Sales expansion to global markets

### 2. FPGA

- Demand Creation in the Manufacturing Industry
- Expand sales by leveraging the Group's customer base

### 3. Shinko Shoji Co., Ltd.

- Expand co-creation collaborations utilizing capital and business alliances
- Business expansion in the mass market

## Automotive Market

FY24 → FY25 (Sales)

Increase of approx. **10%**

### 1. Expansion of Automotive business platform

- Solution development through cross-selling
- Expand sales of displays in addition to sensor business
- Sales expansion to global markets

### 2. Competitive line card utilization

- Expand sales of sensor business
- Expanding sales of automotive displays by overseas manufacturers

### 3. Shinko Shoji Co., Ltd.

- Expand cross-selling by leveraging the customer bases of both companies

## Global Market

FY24 → FY25 (Sales)

Increase of approx. **25%**

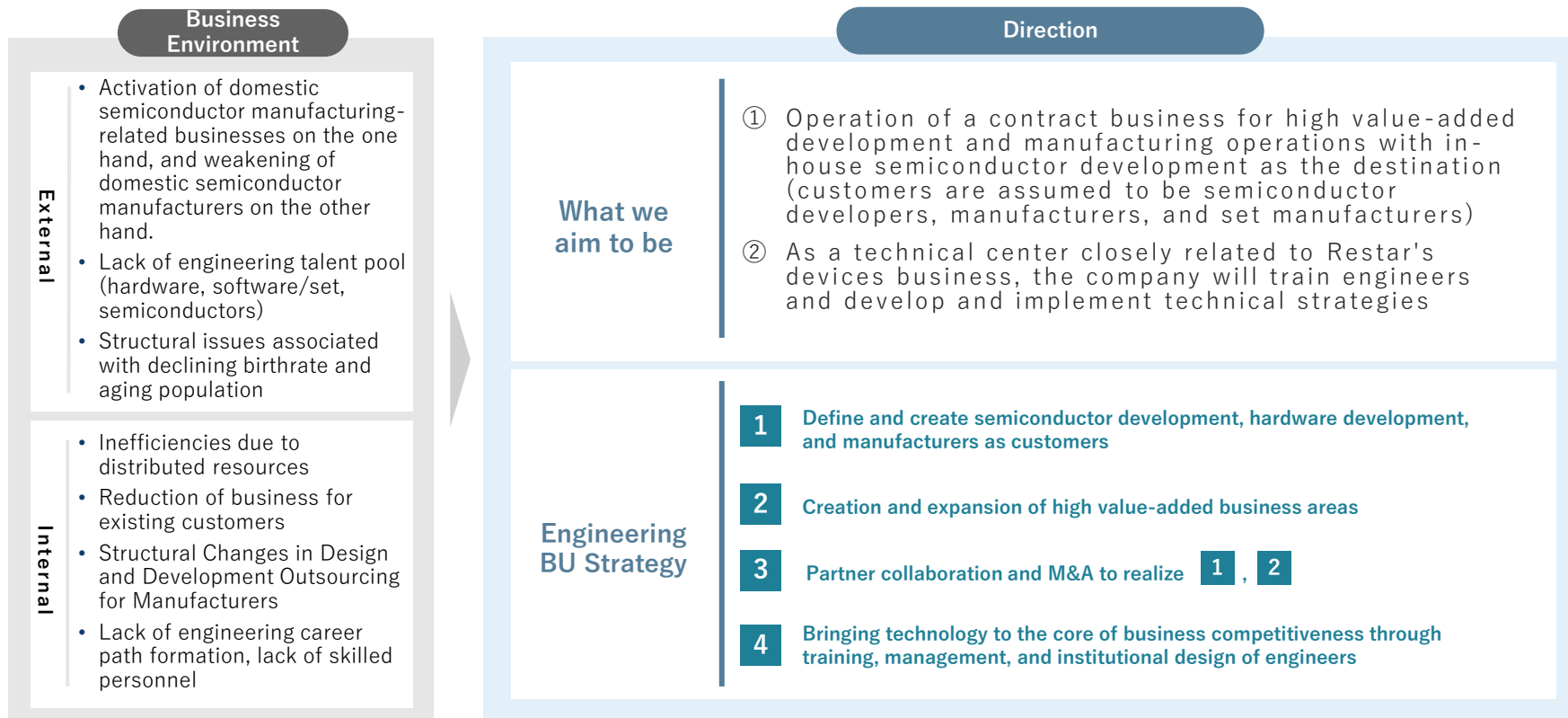
### 1. Market expansion by strengthening collaboration with partners

- Europe: Expanding automotive business using image sensors
- U.S.A.: Launch of automotive business using chemical products
- India: Entering the industrial equipment market with image sensors

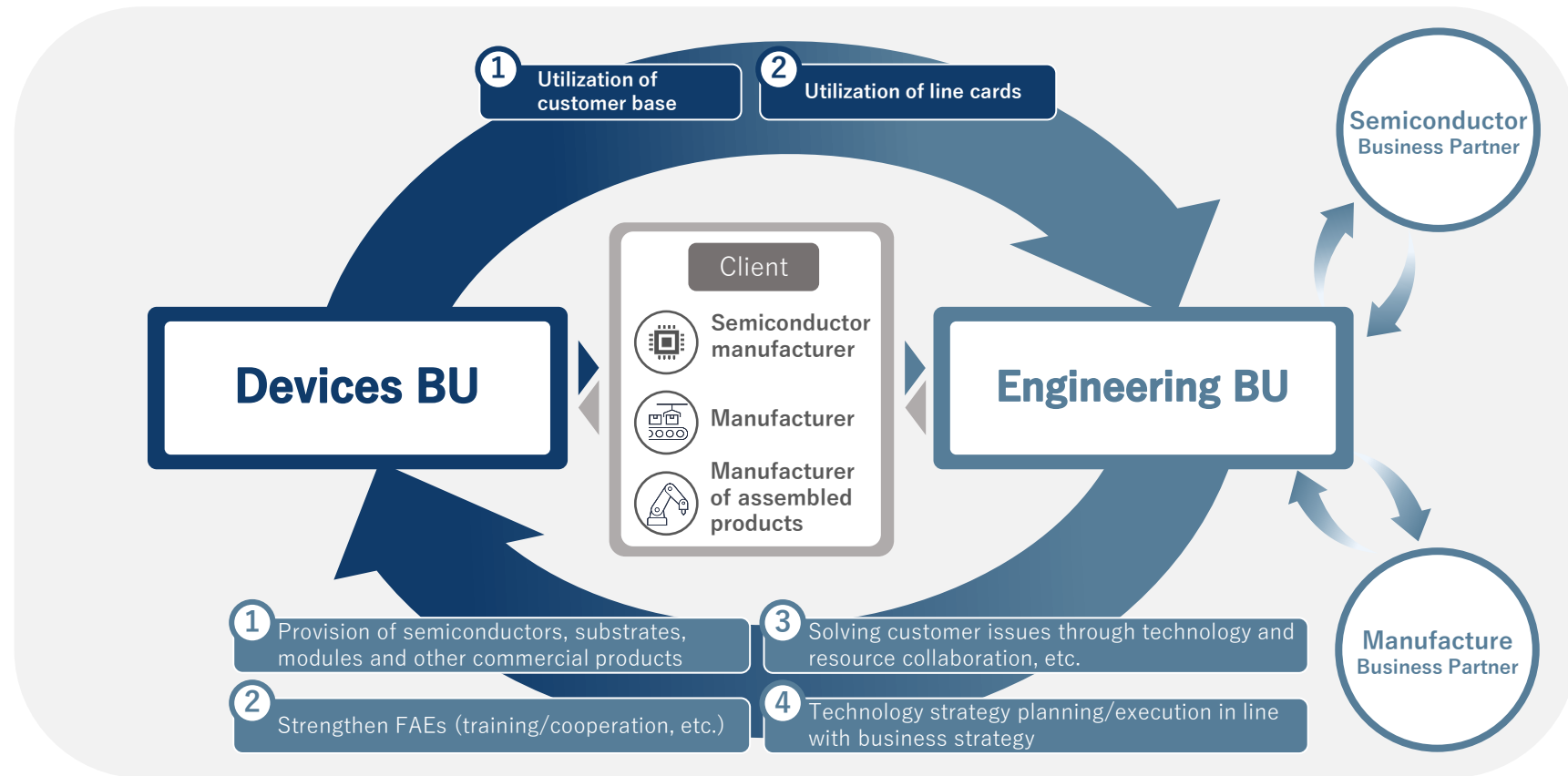
### 2. FPT Cooperation

- Expand sales of FPT products
- Further strengthen cooperative relationships through joint research, design and development, etc.
- Cooperation in Reliability Testing
- Collaboration to establish Engineering BU

- Providing technology to semiconductor developers and manufacturers and hardware developers and manufacturers as a business.
- Develop engineers and aim for permanent business growth together with Devices BU



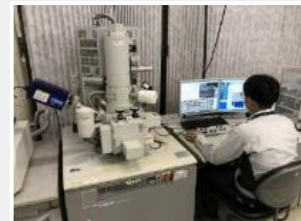
- To be a global engineering group that continuously contributes to customers through high value-added contract business and supports the Devices BU



- Providing <Contracted Reliability Testing Services> at 4 locations in Japan

Business	Main Products
<b>Contract Reliability Testing Services</b>	Reliability test service, Burn-in board design/manufacture, and Electronic Component Analysis/Analysis Services
<b>Process Outsourcing Services</b>	Mass production burn-in contracting service, design and manufacture of various jigs and fixtures

Reliability Testing



Tests are carried out after equipment is selected in accordance with <test conditions> + <test sample>

1

Various reliability tests



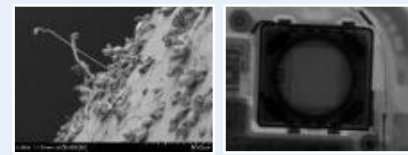
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ESD/LU Testing



5

Analysis and Observation



2

Strength test



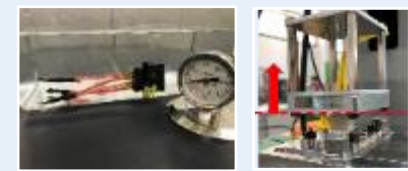
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Jig fabrication for testing

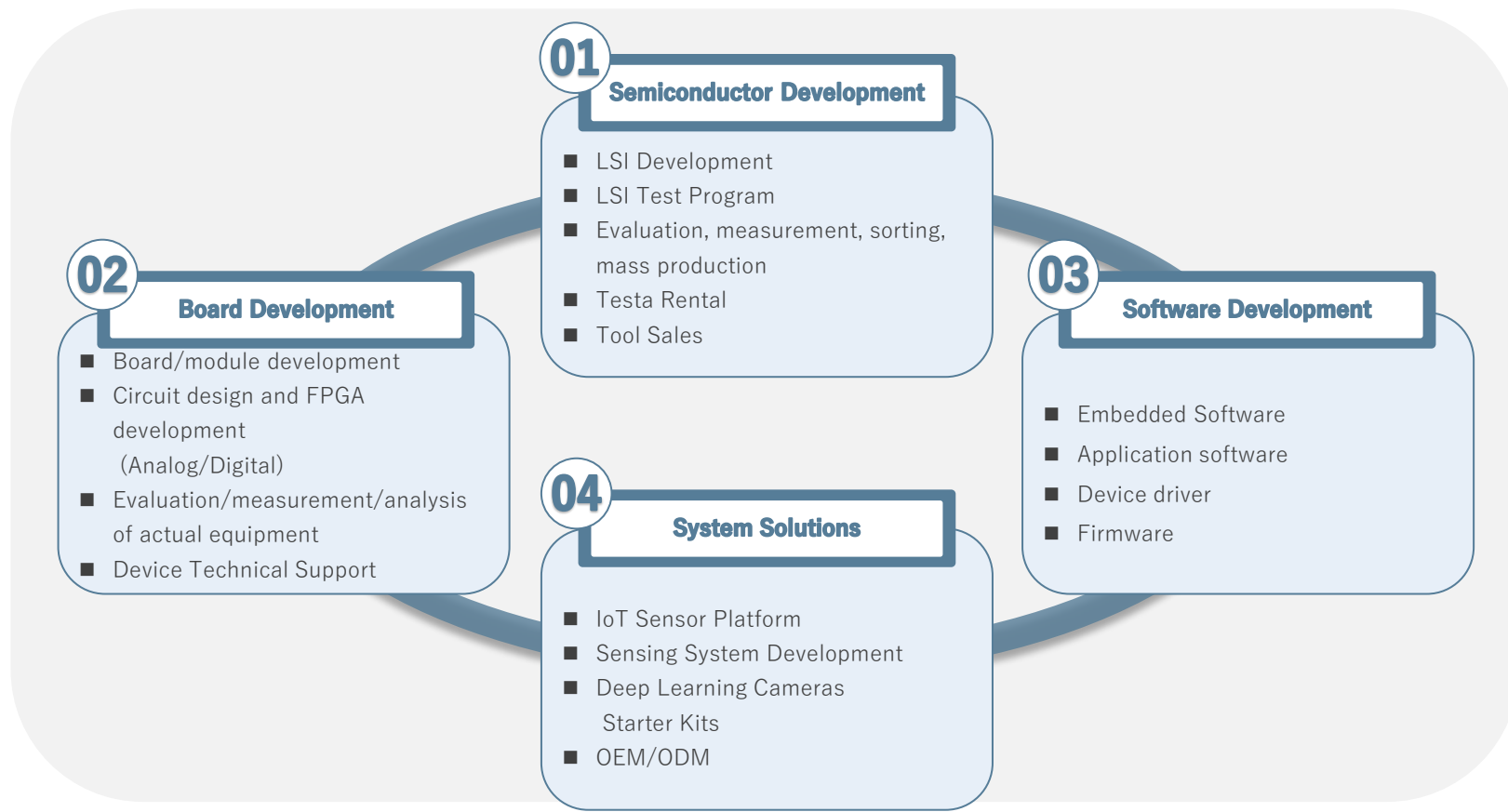


6

Custom testing



- Design services covering design - prototyping - evaluation/testing - mass production
- Wide range of support from firmware and drivers to applications





## 4 System BU

Hiroaki Konno, Representative Executive Director

- Business expansion leveraging GX and DX, as well as group synergies and partner collaboration

## Expand added value by leveraging group synergies

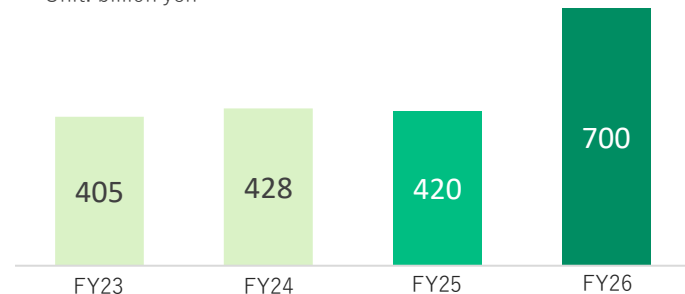
- Expand and strengthen business by leveraging the Group's customer base
- Establish a cross-functional maintenance and support system for the Group's various service systems
- Strengthen external sales of maintenance business and expand the scope of services
- Further development of the model of local energy production for local consumption

## 2. Implementation of measures in focused areas

- Corporate Business
  - Expand office-related business
  - Expand business for the retail industry
  - Building a stock-type business and providing related value-added services such as system operation and content
- Businesses for the public (municipalities, education, medical care, defense)
  - Development and provision of DX models that contribute to labor savings
  - Promote regional GX by developing and providing renewable energy systems
  - Deepening and developing local businesses through collaboration with partners

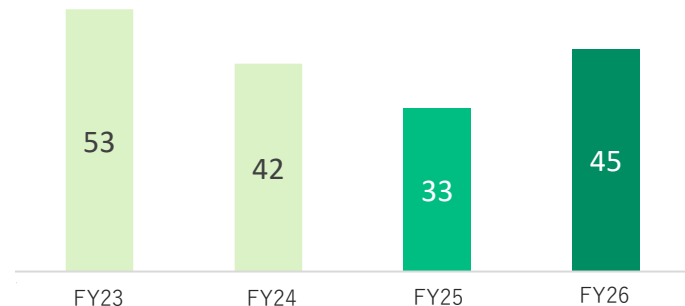
### Net sales

Unit: billion yen



### Operating Profit

Unit: billion yen



- Launch of stock-type business against the backdrop of DX promotion in the retail industry
- Building a stock-type business and providing related value-added services such as system operation and content

## Track record

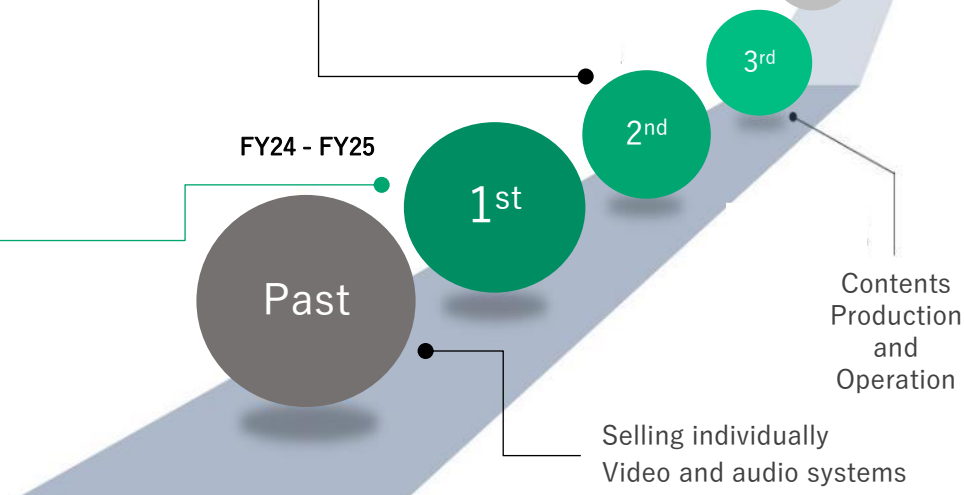
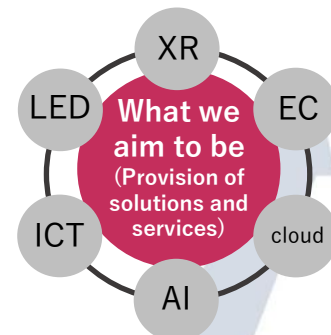
- ① **Increased corporate office relocation activity**
  - Maintained strong sales in the relocation business
  - Promote efficient relocation services, etc.
  - Supporting client growth and development
- ② **Launch of stock-type business**
  - Introduction of "staff signage" to commercial facilities
- ③ **Strengthen collaboration with strategic partners**

## Future Initiatives

- ① **Consideration of providing services to video distribution service providers**
- ② **New measures and expansion of the scale of rental business at events**
- ③ **Provide new services for digital advertising network business using AV systems** → Explained in the next section

### ■ Service Operation

- Virtual production
- Facility management and operational support
- Rental Service
- Event Support



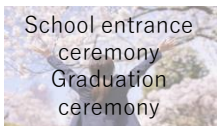
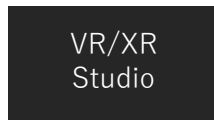
## Rental Business

### Combination of "rental" and "maintenance and operation" functions

Enhanced service management (delivery, operation, and rental) of events and Further Expansion of Business Domain

### Rental

Business Long-term and spot rentals of equipment  
Customers Video production companies and event companies  
Market conditions **Favorable event rental services**



Business Operational support for equipment and systems  
Customers Corporate, Education, Resident Maintenance  
Market conditions **Favorable event distribution and operational support**

## Maintenance and Operation

## Building a stock-type business

### Entered advertising and signage digital signage operation business

To build a stock-type business in new business participation

### Convert advertisements and billboards to digital signage

## 1st STEP Expansion of existing vision business

### Increased media value through conversion from paper to digital

- Increase in the amount of information From still images to moving images
- Improved visual appeal
- Flexible ad serving Immediate changes according to the situation
- Cost reduction Reduction in printing and installation man-hours

### Consideration of entering into the business of operating advertising and signage digital signage

## 2nd STEP Challenge to stock-type business Symbolic billboards in the city to be converted to signage

### Restar

- Expansion of existing vision business
- Earn recurring revenue
- Providing value beyond the transaction of goods



### Customer

- Dynamic advertising in prime locations
- Supplier: Advertising of LED products
- Customers: Effective Advertising

- Expand on-site PPA business against a backdrop of promoting decarbonized energy
- Investment in storage batteries to strengthen competitiveness in the supply-demand adjustment market

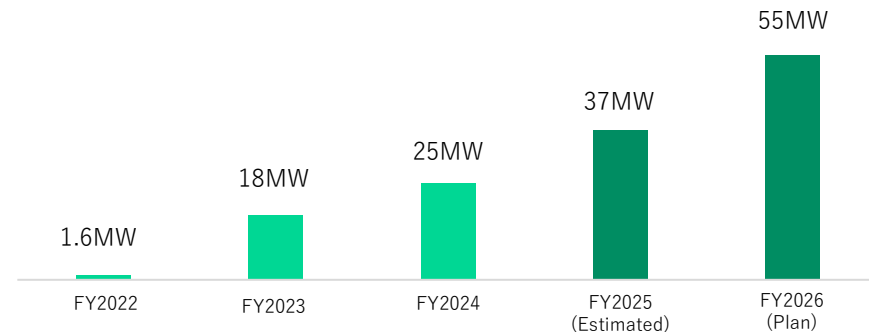
## Track record

- ① **Develop and accelerate PPA:** Support decarbonization of customers by leveraging group synergies  
 ➔ Reduce environmental impact and costs by promoting renewable energy
- ② **Increasing sales in electricity retailing:** Procurement risk measures and flexible use of electricity markets

## Future Initiatives

- ① **Promote repowering at existing solar power plants**
- ② **Investing in grid storage plants:** strengthening competitiveness in the market for regulating supply and demand
- ③ **Expand off-site PPA business**
- ④ **Establishment of a new PPA model:** Local production for local consumption of food and energy using a farm-based solar power plant
- ⑤ **Entering the aggregator business**

## PPA Business Plan



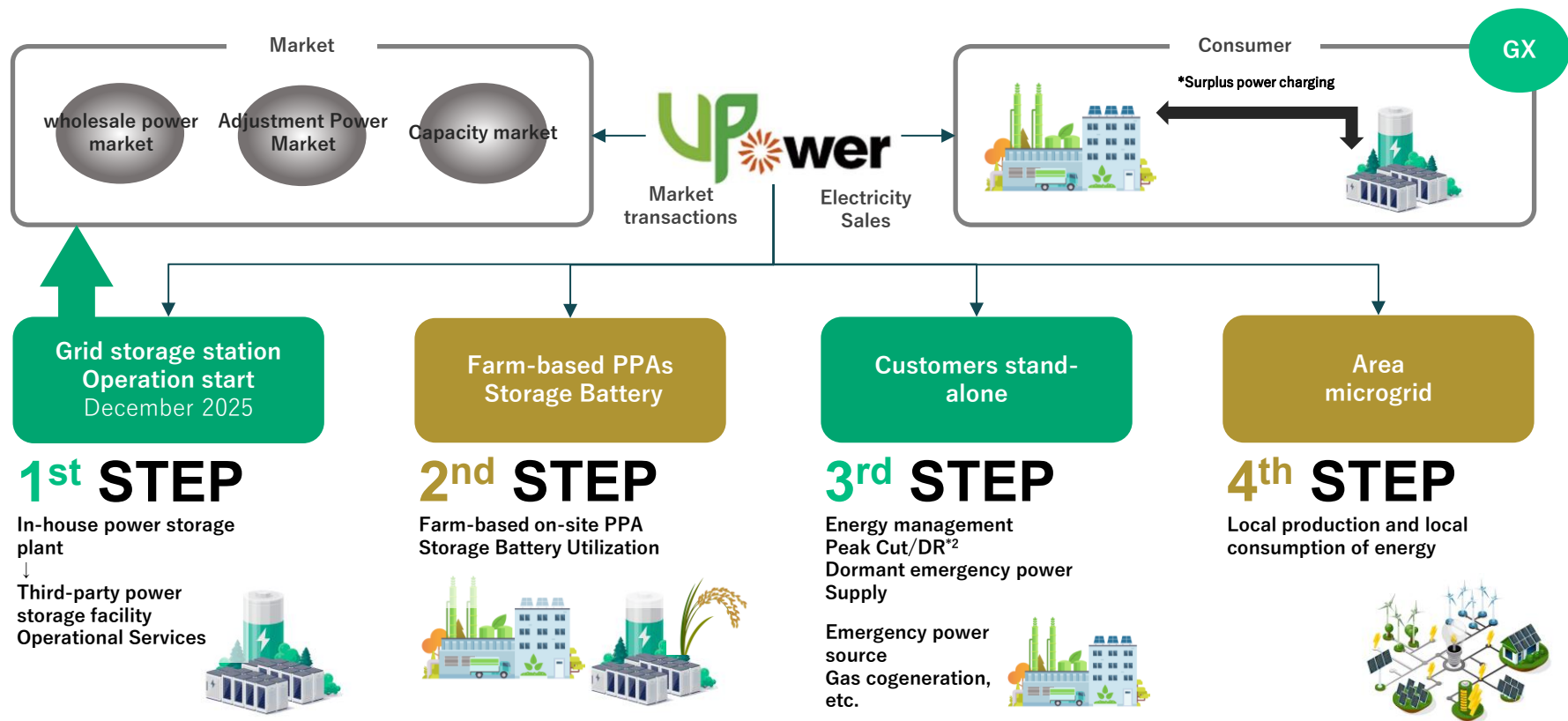
## Business model using storage batteries



### Business plan (confirm timing and scale)

1st	Installation of an energy storage station for the grid
2nd	PPA + storage battery
3rd	Demand Energy Management
4th	Regional microgrid

- Aggregator license certification starting with the start of operation of energy storage plants for the grid
- VPP\*<sup>1</sup> Began development of the system



\*<sup>1</sup> VPP: Virtual Power Plant

\*<sup>2</sup> DR: Demand Response

## **5** IT&Sler BU

Kensaku Morishita, Director, PCI Holdings,INC.,

- Launch and strengthen "IT&S Ier BU" with the PCI Group at its core
- Promoting a new business style by effectively utilizing abundant engineering resources of over 1,000 people

## Business Environment

- |                 |   |
|-----------------|---|
| <b>External</b> | <ul style="list-style-type: none"> <li>• Generated AI has led to significant changes in the business model of the IT industry</li> <li>• Growing DX demand</li> <li>• Soaring prices and labor costs due to international and financial conditions</li> <li>• Declining domestic labor force</li> </ul>   |
| <b>Internal</b> | <ul style="list-style-type: none"> <li>• Thorough use of AI</li> <li>• Strengthening of the management base through the Leicester Group in the PCI Group</li> <li>• Establish a sales and delivery structure for high value-added solutions</li> <li>• Expand and diversify business through acquisitions and capital and business alliances</li> </ul> |

## Direction

### What we aim to be

Particularly strong in the manufacturing industry, including automobiles, electrical machinery, and precision machinery

**Value-added solution provider**

### IT&S Ier BU strategy

#### 1 Strengthening sales force

- Establishment of a high-touch sales system to approach the management and planning departments of more than 7,000 Device BU / System BU customers

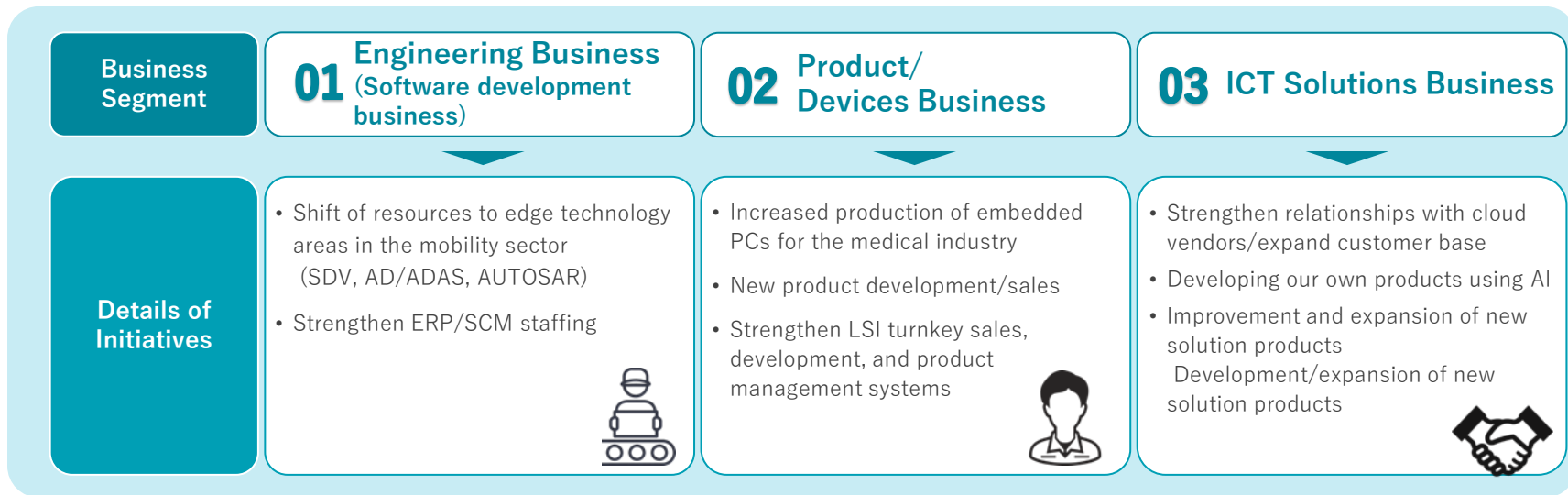
#### 2 Strengthening Technical Capabilities

- To evolve into a comprehensive technical consulting company, aiming at developing delivery system that can support clients from planning to implementation
- Establishment a system for developing cutting-edge solutions, including the use of AI technology

#### 3 Strengthening Operational Capabilities

- Improving productivity by creating an environment in which all employees can actively use interactive generative AI in a safe and secure manner, etc., and establishing a system that enables fast execution of plans, strategies and practices





Shift to more profitable fields and customers to further strengthen earning power as a highly profitable business

Further expand business by creating synergies with existing BUs

- Deepen and accelerate achievement of the goals of the Medium-term Management Plan through collaboration with our company, which has a strong management base and excellent customer base

### ① Expansion of manufacturing business through market deepening/expansion

- Deeply explore markets where both companies have strengths, such as "automotive," "industrial machinery," and "ICT "
- Capture mutually complementary markets (overseas, consumer, construction equipment, security, etc.)
- Expand business by approaching our blue-chip client base, etc.

### ③ Expansion into Sler upstream processes by strengthening planning and proposal capabilities

By realizing ① and ②,

- Improvement of both companies' ability to propose hardware/software solutions
- Accelerate the development of upstream processes such as planning and proposals by the Company through increased direct business opportunities with customers.

### ② Expansion of quality and quantity of technical resources

Through the use of our Group's engineers

- Expand the scale of our existing business and technology areas (system construction, AI, image processing, telecommunications, etc.)

### ④ Reinforcement of management base and economies of scale

- Business expansion backed by our strong financial base  
➔ Reinforcement of working capital and expansion of growth investments
- Reduction and compression of costs based on economies of scale

- Currently working on proposals to our client base as the core of the IT&Sler BU

- Leveraging the PCI Group's technological capabilities as a source of added value for customers
- Utilize the following as hook merchandise
  - Our Engineering Services
  - AI (image-based, generative)
  - Security (diagnosis, investigation, consulting, etc.)

**顧客基盤の活用**

- レスターの顧客基盤7000社に対して
- 顧客の課題を引き出す・設定する能力が必須
- 売り先(会う人)の変化が必須

乗り越えなければいけない壁

Restar 製品群ポートフォリオ		市場	キーパーソン(売り先)										バリエーション	規模	ビジネス	利益率
			経営	企画	経理	人事	IT	生産	品質	開発	購買					
デバイス BU	エレクトロニクス部材 センサー・マイコン・リレー、 コネクタ、スイッチ、電源、 電子部品、ケミカル材	製造業	-	-	-	-	-	○	○	◎		品揃え デリバリー				
エンジニアリング BU	半導体設計・開発 解析・各種IP/ソフト ターンキーサービス 信頼性試験受託	車載 産業機器 民生・OA他	-	○	-	-	-	○	◎	○		技術力 ターンキー				
システム BU	電子機器、再エネ、設置・ 施工・保守	地方自治体 放送・通信 産学・文教・ 医療、他	○	○	○	○	◎	-	-	-		オーダーメイド カスタム 組み合わせ				
IT&Sler BU	AI、セキュリティ、IoT、クラ ウド、SaaS、研修、コンサル ティング、エンジニア派遣	全業種	◎	◎	◎	◎	○	○	○	○		技術力 ソリューション コンサルティング				

\*Japanese only

- The following orders for new projects/areas have been received through synergies (some are under negotiation)

General consumer-electronics manufacturer

Indirect material purchasing management projects using cloud-based procurement and purchasing systems

Fishery cooperative association

System consulting proposal for DXing of mission-critical systems and security enhancement

Industrial equipment manufacturer

PC development for video security system

Precision equipment manufacturer

Embedded computer development for ATMs / Linux consulting proposal



Solving electronics challenges around the world.

