

Restar Corporation

FY25 1Q (Apr 2025 – Jun 2025) Consolidated Financial Results

Aug 8, 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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Agenda

- 1** FY25 1Q Consolidated Financial Highlights **P4**
- 2** FY25 Consolidated Financial Forecast and Dividend Outlook **P14**

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Management Philosophy of Restar Group

Mission

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

Vision

We aim to be “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.

Restar Group Business Overview



Company Profile



Company Name

Restar Corporation

Head Office Location

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

Representative Director

Chairman, CEO
Kunihiro Konno

President, COO
Shinichi Hayashi

Capital

4,383 million JPY

Consolidated number of employees

4,483
(As of the end of March 2025)

Establishment

October 1st, 2009

Listing

Prime Market of the Tokyo Stock Exchange

Securities code

3156

Business Introduction



*BU: business unit

(Unit: million)

Net sales

¥133,529

((1.4%) YoY)

- **Consolidation** through M&A and establishment of joint ventures(↑)
- Growth in **consumer sales**, mainly **high-performance cameras** and **mobile devices** in the device business, but **decline in automotive and industrial equipment sales**(↓↓)

Operating profit

¥1,641

((64.5%) YoY)

▶ Operating profit ratio 1.2%

- **Deterioration of gross profit due to exchange rate fluctuations and decline in gross profit margin due to changes in sales mix** in the devices business (↓)
- **Intensifying competition in the market** for electricity **supply and demand adjustment** in the eco-solution business (↓)

Profit Attributable to Owners of Parent

¥348

((88.4%) YoY)

▶ Net Income Ratio 0.3%

- Decrease in Profit Attributable to Owners of Parent due to decrease in operating profit (↓)

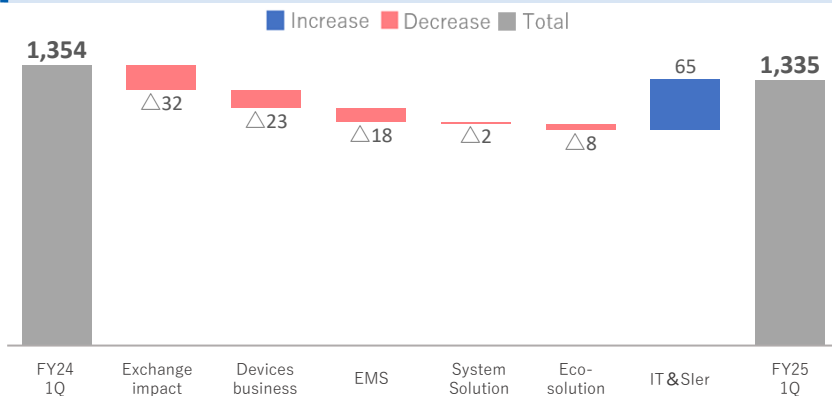
FY25 1Q Consolidated results

	FY24 1Q		FY25 1Q		YoY	
	Amount	% of Net Sales	Amount	% of Net Sales	Increase/ Decrease	Change
(Unit: million yen)						
Net Sales	135,425	—	133,529	—	(1,896)	(1.4%)
Gross Profit	12,264	9.1%	10,646	8.0%	(1,618)	(13.2%)
SG&A	7,640	5.6%	9,004	6.7%	1,363	17.9%
Operating Profit	4,624	3.4%	1,641	1.2%	(2,982)	(64.5%)
Ordinary Profit	3,530	2.6%	490	0.4%	(3,039)	(86.1%)
Profit Attributable to Owners of Parent	3,013	2.2%	348	0.3%	(2,664)	(88.4%)

Key factors for increase/decrease

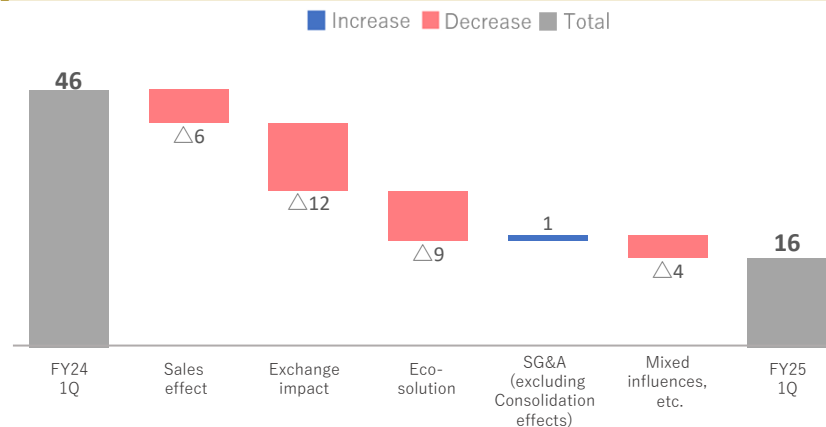
Net Sales

(Unit: million yen)



Operating Profit

(Unit: million yen)



TOPICS

【Net sales】

- Devices business: Increased revenue from consolidation of subsidiaries through M&A and establishment of joint ventures (↑)
- Devices business: Impact of discontinuing production of certain models in the automotive sector and weak actual demand in the industrial equipment sector (↓↓)
- EMS business: Sales fell due to the loss of the effects of our products being installed in new smartphone models in the same period of the previous year (↓)
- Increased revenue due to the combined effect of the IT&Sler BU (↑)

【Operating Profit】

- Increased revenues in the IT&Sler BU due to consolidation through M&A and the establishment of joint ventures (↑)
- Deterioration of gross profit due to the impact of exchange rate fluctuations on the device business and a decline in gross profit margin due to changes in the sales mix(↓)
- Eco-solution business: Intensifying competition in the supply and demand adjustment market in the new electricity sector (↓)

【Exchange rate】

FY24 1Q:155.8yen/\$

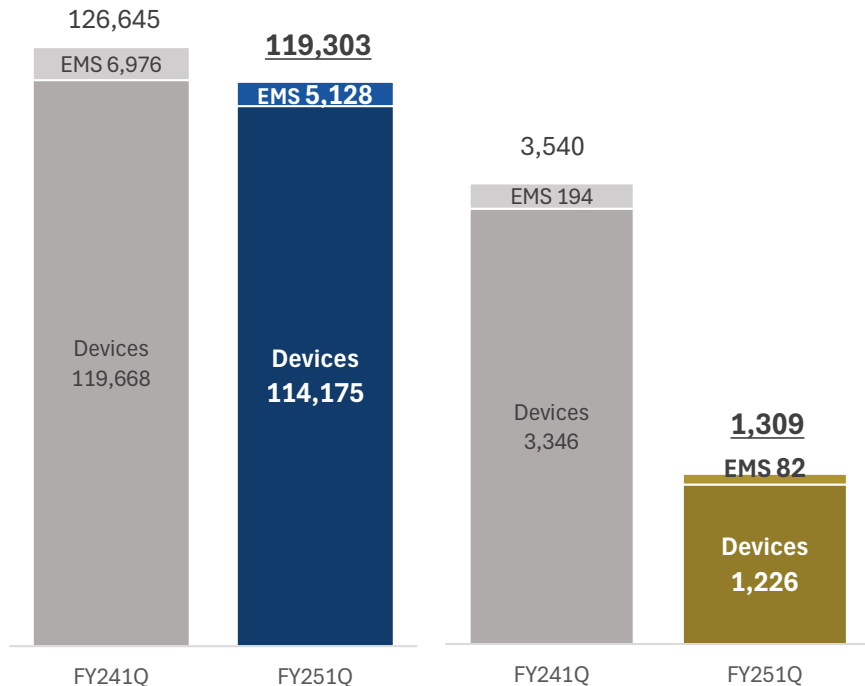
FY25 1Q:144.5yen/\$

Devices Business Unit

(Unit: million yen)

Net Sales

Segment Profit



EMS

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

Devices

Contributions to sales from the consolidation of subsidiaries (Restar Dexerials Hong Kong Limited in July 2024, Restar Dexerials Korea Corporation in January 2025, and Restar Dexerials Taiwan Corporation in February 2025) and consumer sales centered on high-performance cameras and mobile devices grew. However, revenue decreased due to the impact of discontinuing production of certain models in the automotive sector and weak actual demand in the industrial equipment sector.

Segment Profit

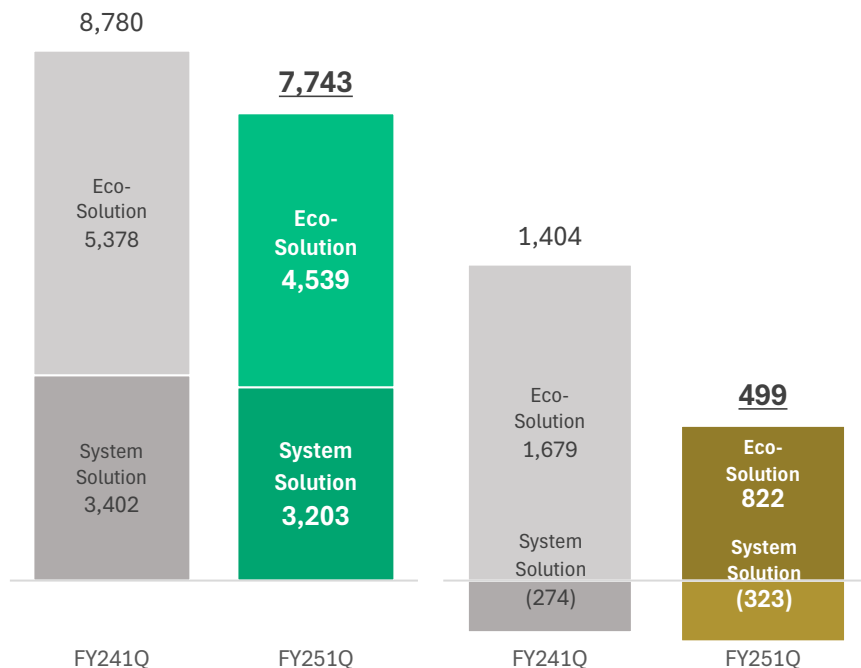
Deterioration in gross profit caused by the impact of exchange rate fluctuations and the decline in gross profit margin caused by the change in the sales mix in the devices business.

System Business Unit

(Unit: million yen)

Net Sales

Segment Profit



Eco-solution

Although there was an increase in revenue due to the start of operations at new solar power plants and enhanced maintenance such as repowering, revenue decreased due to intensifying competition in the supply and demand adjustment market in the new power sector.

System Solution

Although the defense-related field remained strong due to the acquisition of new bids, sales of system equipment such as overseas-made payment terminals remained sluggish, resulting in a slight decrease in revenue.

Segment Profit

Declined mainly due to intensified competition in the market for electricity supply and demand adjustment in the eco-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&SIer 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

¥6,481million

Segment Profit

¥209million

IT&SIer

Utilizing the technical capabilities of the PCI Group and promoting proposals aimed at acquiring projects that leverage our group's customer base, we have also acquired projects in new areas of manufacturing, such as precision equipment manufacturers and industrial equipment manufacturers.

Consolidated Balance Sheet

〈Assets〉

(Unit: million yen)

FY24	FY251Q
310,022	<u>305,799</u>
Accounts receivable - trade 113,713	Accounts receivable - trade 106,487
Merchandise and finished goods 53,647	Merchandise and finished goods 55,609
Cash and deposits 44,417	Cash and deposits 44,461
Other current assets 28,791	Other current assets 28,551
Non-current assets 69,407	Non-current assets 70,648
Deferred assets 46	Deferred assets 42

(Unit: million yen)

Assets	Factors
Current Assets	Other current assets 3,090, Merchandise and finished goods 1,962, Accounts receivable - trade (7,225), Electronically recorded monetary claims - operating (4,285)
Non-current Assets	Other tangible fixed assets 1,516

〈Liabilities and Net Assets〉

FY24	FY251Q
310,022	<u>305,799</u>
Short-term borrowings 52,539	Short-term borrowings 47,227
Notes and accounts payable - trade 71,724	Notes and accounts payable - trade 74,710
Other current liabilities 20,887	Other current liabilities 20,756
Non-current liabilities 64,810	Non-current liabilities 64,637
Net assets 100,061	Net assets 98,468

Liabilities and Net Assets	Factors
Current Liabilities	Notes and accounts payable - trade 2,985, Short-term borrowings (5,311), Provision for bonuses (873)
Non-current Liabilities	-
Net Assets	Valuation difference on available-for-sale securities 142, Retained earnings (1,338), Foreign currency translation adjustment (225)

Capital Adequacy Ratio^{*1}

FY24

27.7% (29.3%)

FY25 1Q

27.6% (29.2%)

^{*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}

FY24

0.6X

FY25 1Q

0.6X
(Slight improvement)

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

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FY25 Forecasts and progress

	FY24 full-year	FY25 full-year forecast	FY25 1Q	Progress rate
(Unit: million yen)	Amount	Amount	Amount	
Net Sales	561,001	600,000	133,529	22.2%
Operating Profit	14,174	16,000	1,641	10.2%
Ordinary Profit	9,559	12,500	490	3.9%
Profit Attributable to Owners of Paren	7,473	7,500	348	4.6%

*1 There are no changes to the full-year earnings forecast announced on May 14, 2025.

*2 At this point, we believe that the direct impact of the US tariffs on our business performance will be minimal.

We will promptly disclose any significant impact that may arise in the future.

Progress of Business Performance by Business Unit

(Unit: million yen)

		FY25 full-year forecast	FY25 1Q	
		Amount	Amount	Progress rate
Net Sales	Devices Business Unit	530,200	119,303	22.5%
	Devices	504,700	114,175	22.6%
	EMS	25,500	5,128	20.1%
	System Business Unit	42,000	7,743	18.4%
	System Solution	24,000	3,203	13.3%
	Eco-solution	18,000	4,539	25.2%
	IT&Sler Business Unit	27,800	6,481	23.3%
	Consolidated	600,000	133,529	22.2%
Segment Profit	Devices Business Unit	12,450	1,309	10.5%
	Devices	12,000	1,226	10.2%
	EMS	450	82	18.3%
	System Business Unit	3,350	499	14.8%
	System Solution	650	(323)	—
	Eco-solution	2,700	822	30.4%
	IT&Sler Business Unit	1,950	209	10.7%
	Corporate and Adjustment	△1,750	(375)	—
Consolidated		16,000	1,641	10.2%

Shareholder Return Policy and Dividends Forecast

Shareholder Return Policy

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

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

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

FY25 Dividends Forecast

2nd quarter-end

¥60

Year-end

¥65

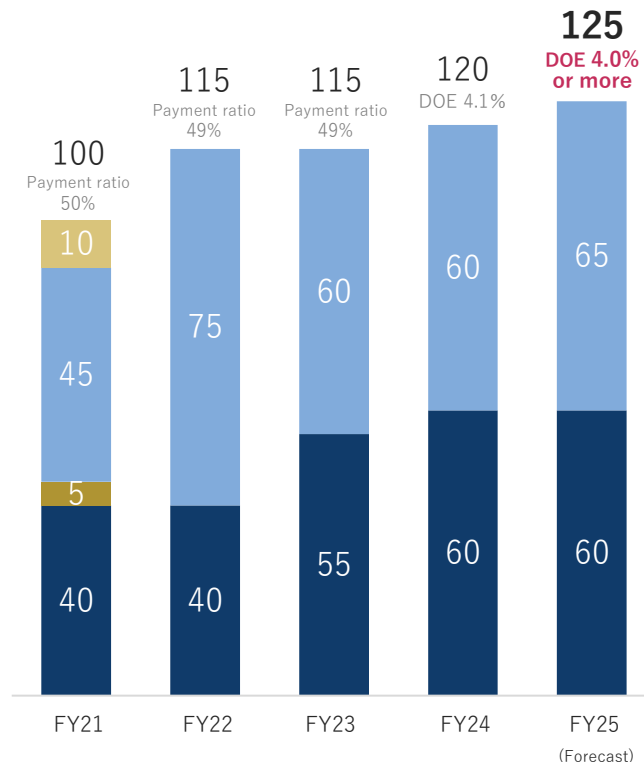
Total

¥125

Dividends per share

(Unit: yen)

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





“Solving issues around the world regarding electronics”

