Briefing Materials on the Financial Results for Q2 FY2026

November 18, 2026

Ryoyo Ryosan Holdings, Inc. (TSE Prime: 167A)

https://en.rr-hds.co.jp

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Agenda

1. Key Points of Today's Presentation
2. End of the Agreement with Renesas and Business Results for the Current Fiscal Year
3. Initiatives for FY2027 and Beyond
4. Returns to Shareholders
5. Appendix

1. Key Points of Today’s Presentation

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Key Points of Today's Presentation

1. Both the Device Business and the Solution Business grew significantly in H1. Although the end of the business with Renesas will have an impact in H2, the Group forecasts growth in both revenue and earnings for the fiscal year.

2. Looking ahead to the next fiscal year, the Group expects its ongoing measures to offset the impact of the termination of the Renesas distribution agreement to begin delivering results.

3. In view of changes in the business environment and progress of operations after management integration, the Group plans to announce a new three-year plan when the current year-end financial results are presented.

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2. End of the Agreement with Renesas and Business Results for the Current Fiscal Year

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End of Distribution Agreement with Renesas

The distribution agreement with Renesas will end on March 31, 2027.

April 2, 2026
Announcement of request to end the distribution agreement

August 7, 2026
Announcement of decision to end the distribution agreement at the end of the current fiscal year

March 31, 2027
End of distribution agreement

(Renesas business continued as before)

(Business transferred progressively in line with customers' wishes)

Until the decision to end the agreement
Measures are taken to ensure customers of continued, stable business operation.

- Continuous consultation with Renesas and customers
- Implementation of necessary measures, including application for provisional disposition
- Amicable resolution through consultation and legal procedures

Until the end of the agreement
Measures are taken to ensure orderly transfer of business and minimize business risk.

- Consultation on transfer of business in response to customers' wishes
- Responsible business operation, mindful of the need for stable supply
- Appropriate management of business risks regarding inventories, etc.

Throughout the process, minimizing inconvenience to customers will be the top priority. Even after the agreement ends, the Group will continue to provide value according to customer needs, with priority placed on customer contact.

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FY2026 Business Results

In H2, the Group anticipates impact from the end of the business with Renesas and downsizing of some businesses. However, these will be offset by businesses related to memory and AI, enabling the Group to secure YoY growth in revenues and earnings for the full fiscal year.

◆ H1 business results

Net sales	Operating profit
¥203.9 billion	¥8.67 billion
Previous H1 business results	
¥172.2 billion	¥3.87 billion

Capture of demand for memory and expansion of AI business contributed to a favorable trend

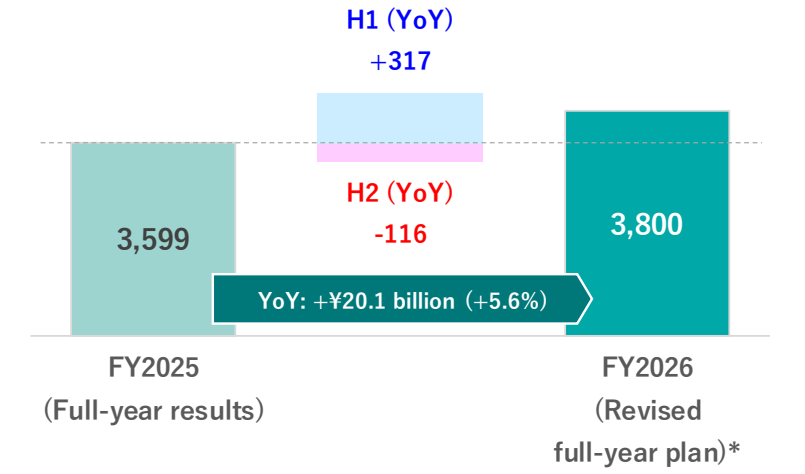
◆ H2 plan

Net sales	Operating profit
¥176.1 billion	¥5.33 billion
Previous H2 business results	
¥187.7 billion	¥6.25 billion

Impact expected to grow as the Renesas business is progressively transferred

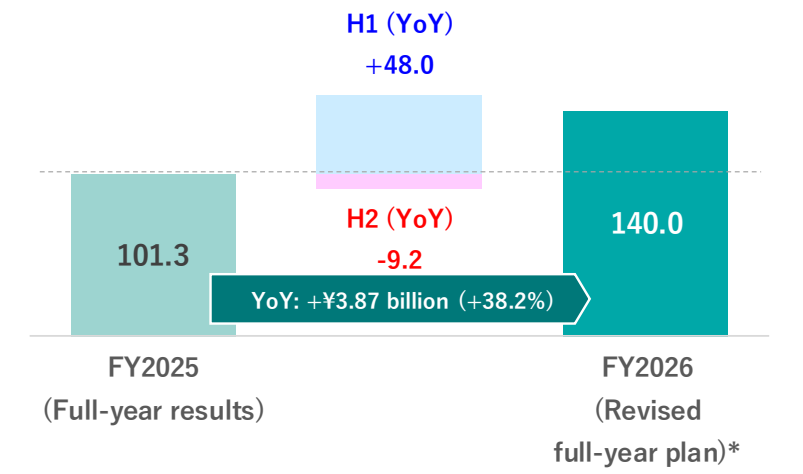
Net sales

(Unit: 100 million yen)



Operating profit

(Unit: 100 million yen)



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*FY2026 original full-year plan
Net sales: ¥370.0 billion/Operating profit: ¥12.0 billion

3. Initiatives for FY2027 and Beyond

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Looking Back on Management Integration

Phased progress from management integration to merger of operating companies, realizing the benefits of integration

Before management integration (to 2024)
Individual companies managed their own businesses,

The companies were unable to leverage their full strengths. On their own, expansion of growth opportunities was limited.

Management integration (2024 onward)

The companies could now leverage each other's strengths and management resources as a Group.

Remaining issue
The companies remained separate, limiting their ability to collaborate and share information.

Merger of operating companies (2026 onward)

The two companies have been fully integrated into a single operating company, enabling Group-wide synergies.

Current Assessment

With the remaining issue of limitations now resolved, Ryoyo Ryosan is accelerating specific actions in terms of operations and management infrastructure.

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Current-term Measures in Preparation for FY2027 : Operations

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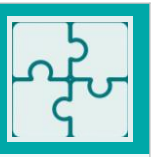
Operating synergies will be realized from the merger of operating companies.

Acceleration of operating synergies



Initiatives in FY2026

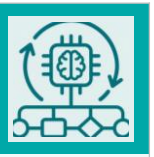
Proposals driven by customer needs will continue and conclusion of agreements on projects will accelerate.

- The Group will advance proposal of solutions from Ryoyo Electro through Ryosan's sales contact points.
- The Group will expand its list of customers for proposal-driven sales to over 100 companies.
- Agreements will be concluded on major projects focused on the embedded field, acquiring sales on a scale of ¥10 billion.

2027

Through application of success stories to other fields, the Group will capture more projects and higher-value agreements.

Strengthening of AI business



Initiatives in FY2026

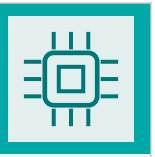
Using synergies to understand customers' needs for use of AI, the Group will expand its proposal and support domains.

- The Group will expand its support domain from generative AI to edge AI and physical AI.
- The Group will expand its range of products and services to serve customer needs.
- The Group will integrate the two companies' knowledge through combinations such as AI and robotics, launching unique services in the physical AI domain.

2027

With continuing market expansion anticipated, the Group will aim for an industry-leading position.

Strengthening of memory business (DRAM)



Initiatives in FY2026

Leveraging synergies, the Group will strengthen support to provide stable supply in consideration of customer issues.

- The Group will grasp customer needs and supply risks from an early stage.
- The Group will expand the range of options in proposals in view of supply status and customer requirements.

2027

The Group will advance projects with a view to FY2028 and beyond.

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Current-term Measures in Preparation for FY2027 : Management Infrastructure

The Group is accelerating measures it has been considering and implementing, in view of changes in the business environment.

Consolidation of locations



Initiatives in FY2026

Phased revision of the Group's location network will be implemented in view of changes in the business environment.

- Concentration of functions at headquarters and reorganization of some locations will be implemented.
- In view of the end of the business with Renesas, the Group will consider further integration and elimination of locations in Japan and overseas.

2027

The Group will build the organization it will need to advance its strategy.

Reassignment of personnel



Initiatives in FY2026

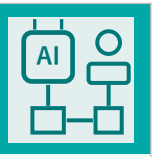
Personnel will be reassigned to offset the end of the business with Renesas.

- The Group will expand its Solution Business organization through measures such as reinforcement and reassignment of personnel in the AI space.
- Administrative functions will be streamlined and existing personnel will be deployed more effectively to minimize new hires.
- A program to support second careers will be introduced.

2027

The Group will reinforce personnel for its fields of greatest focus.

Improvement of productivity



Initiatives in FY2026

Reform and streamlining of sales operations will be advanced to expand points of contact with customers.

- Sales bases of each company will be merged and contact points for reaching new customers will be expanded.
- The Group will advance automation and streamlining of operations in anticipation of use of AI and digital technologies.

2027

The Group will further expand points of contact with customers.

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Directions for FY2027 and Beyond

The Group will accelerate specific measures in both operations and management infrastructure while moving to secure further growth opportunities.

Operations

Honing capabilities unique to Ryoyo Ryosan

- Sales synergies
- AI business
- Memory business

Management infrastructure

Thorough expansion of customer contact points

- Consolidation of locations
- Reassignment of personnel
- Improvement of productivity

Alliances

- **Detailed consultations with new-partner candidates**
- **Securing functions to support the Group's uniqueness and competitiveness**

Realization and acceleration of measures

FY2027

Overcoming the impact of the termination of the Renesas distribution agreement

Aiming to maximize profits relative to the FY2026 level

FY2028 and beyond

Securing further growth opportunities

(Reflected in a new medium-to-long-term plan)

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Revising the Current Plan: New Three-Year Plan to Be Announced with Full-Year Results

In view of the changing business environment and progress of operations after the management integration, the Group will re-examine its assumptions when it drafted the existing plan, to formulate a new three-year plan

The basic policy, of expanding points of contact with customers to ensure sustainable growth, is unchanged.

Existing five-year plan
(From FY2024 to FY2028)



Announced in May 2024

Net sales	**¥500 billion**
Operating profit	**¥30 billion**

Produced based on the business environment at the time of management integration

Change in assumptions from the time when the original plan was drafted



Progress of operations after management integration

+



Change in business environment

Redesign of growth strategy and management infrastructure to secure sustainable growth

(Reassessment of current plan and shift to new three-year plan)

New three-year plan
(From FY2027 to FY2029)

Management targets will be reset based on the revised growth strategy and management foundation



Management targets

To be announced at the presentation of the year-end financial statements

Using the change in business environment as a turning point toward new growth, the Group will move to improve its sustainable corporate value.

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4. Returns to Shareholders

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Returns to Shareholders

The annual dividend for FY2026 is planned at 140 yen per share, unchanged from the initial forecast.

FY2026 Dividend Forecast

Dividend per share

¥140

Interim (Actual) : **¥70**

Year-end (Forecast) : **¥70**

(Reference)

Expected dividend payout ratio: 59.1%

Expected dividend yield: 4.5%

* Based on the closing price on November 11, 2026

Trends in dividend payments and forecasts

FY2024	FY2025	FY2026
		(Forecast)
¥140	**¥140**	**¥140**
Dividend payout ratio 59.7%	Dividend payout ratio 75.4%	
DOE 4.3%	DOE 4.2%	

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Appendix

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FY2026 Business Results (H1 Results and Full-year Forecast)

The memory business and AI-related business grew significantly in H1. In addition, the Group revised its forecast of full-year consolidated business results in light of factors such as the recent business environment and future trends.

(Unit: 100 million yen)	FY2025			FY2026				YoY		Vs. initial full-year plan
	H1 (Results)	H2 (Results)	Full-year (Results)	H1 (Results)	H2 (Plan)	Full-year (Revised plan)	Full-year (Initial plan)	H1 (Results)	Full-year (Revised plan)	
Net sales	1,722	1,877	3,599	2,039	1,761	3,800	3,700	+316	+201	+100
Device Business	1,345	1,453	2,798	1,591	1,259	2,850	2,800	+246	+52	+50
Solution Business	377	424	801	448	502	950	900	+70	+149	+50
Operating profit	38.7	62.5	101.3	86.7	53.3	140.0	120.0	+48.0	+38.7	+20.0
(%)	2.2%	3.3%	2.8%	4.3%	3.0%	3.7%	3.2%			
Ordinary profit	32.5	56.8	89.3	81.7	48.3	130.0	110.0	+49.2	+40.7	+20.0
(%)	1.9%	3.0%	2.5%	4.0%	2.7%	3.4%	3.0%			
Profit	37.2	37.2	74.4	63.7	31.3	95.0	75.0	+26.6	+20.6	+20.0
(%)	2.2%	2.0%	2.1%	3.1%	1.8%	2.5%	2.0%			

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H1 Results: Increase/Decrease in Net Sales and Operating Profit

■ Device Business

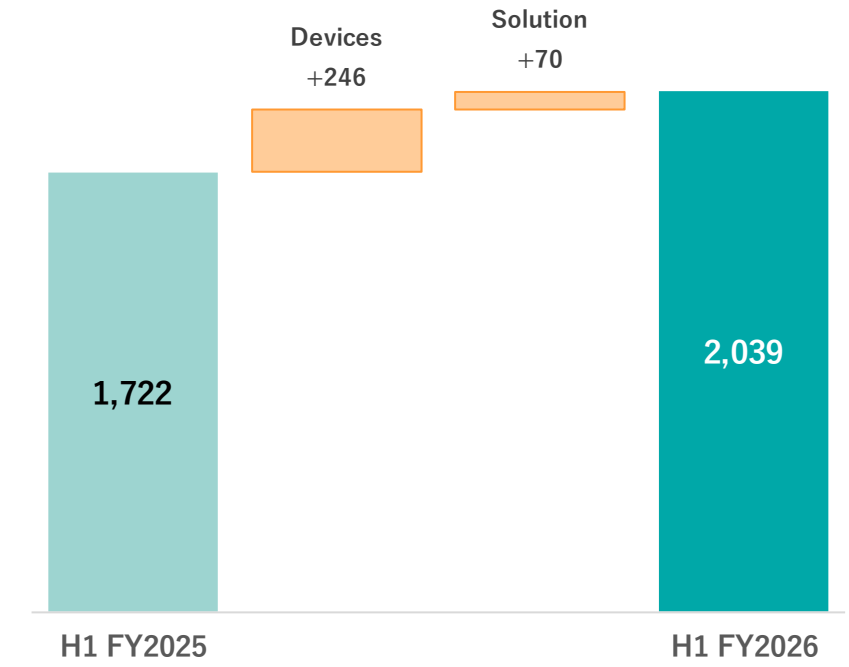
Solid growth was seen in a broad range of fields, with focus on memory demand. Both sales and earnings rose dramatically.

■ Solution Business

Although performance varied by product type, expansion focused on AI-related solutions persisted.

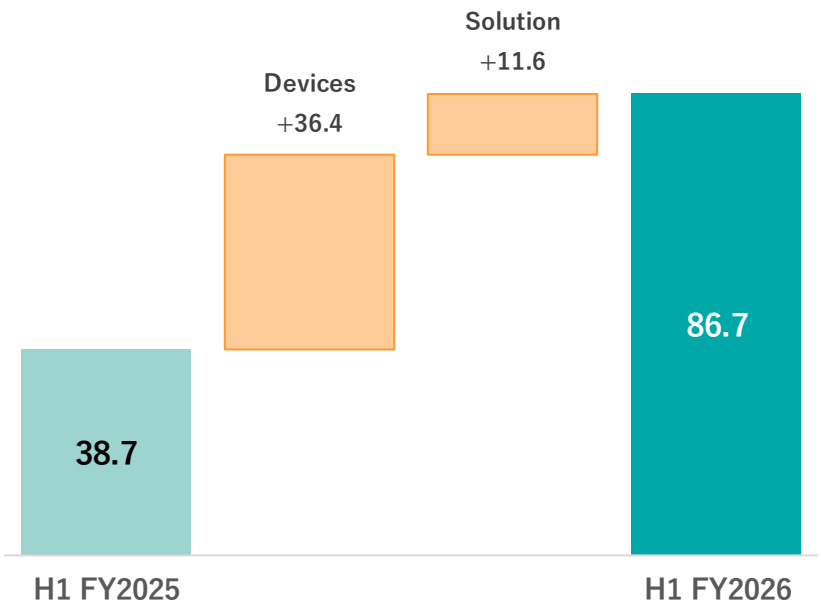
Net sales

(Unit: 100 million yen)



Operating profit

(Unit: 100 million yen)



Note: In tandem with organizational changes from the merger of two operating companies on April 1, 2026, the composition of both segments was partially changed.
(The results indicated for FY2025 reflect the current segment makeup.)

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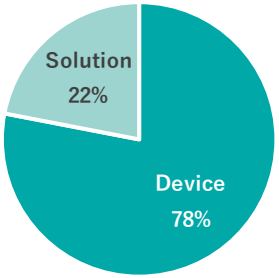
H1 Results: Overview of Results by Business

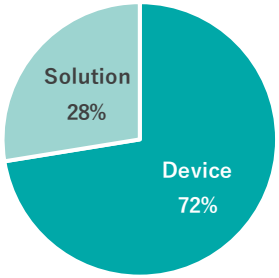
(Unit: 100 million yen)		H1 FY2025 (Results)	H1 FY2026 (Results)	YoY Increase/ decrease	YoY % Increase/ decrease
Device Business	Net sales	1,345	1,591	+246	+18.3%
	Operating profit	26.4	62.8	+36.4	+137.7%
	(%)	2.0%	3.9%		
Solution Business	Net sales	377	448	+70	+18.7%
	Operating profit	12.3	23.9	+11.6	+94.0%
	(%)	3.3%	5.3%		

H1 FY2026

Share of net sales



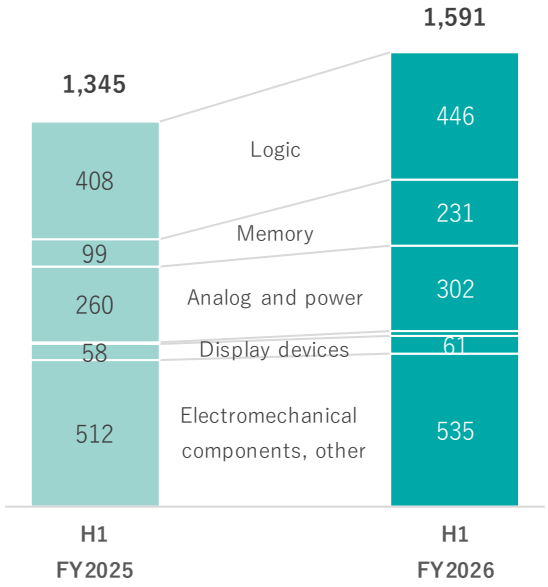
Share of operating profit



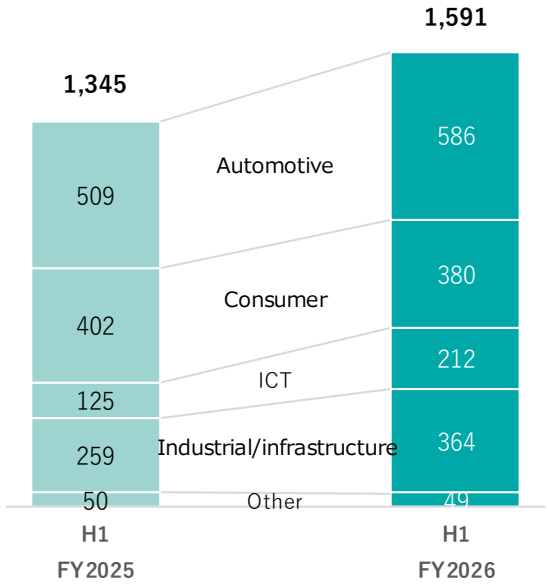
Device Business

(Unit: 100 million yen)

By product



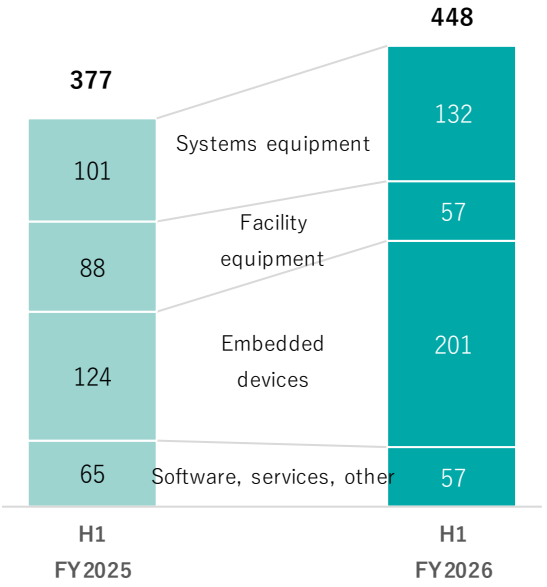
By application



Solution Business

(Unit: 100 million yen)

By product



Note: In tandem with organizational changes from the merger of two operating companies on April 1, 2026, the composition of both segments was partially changed.
(The results indicated for FY2025 reflect the current segment makeup.)

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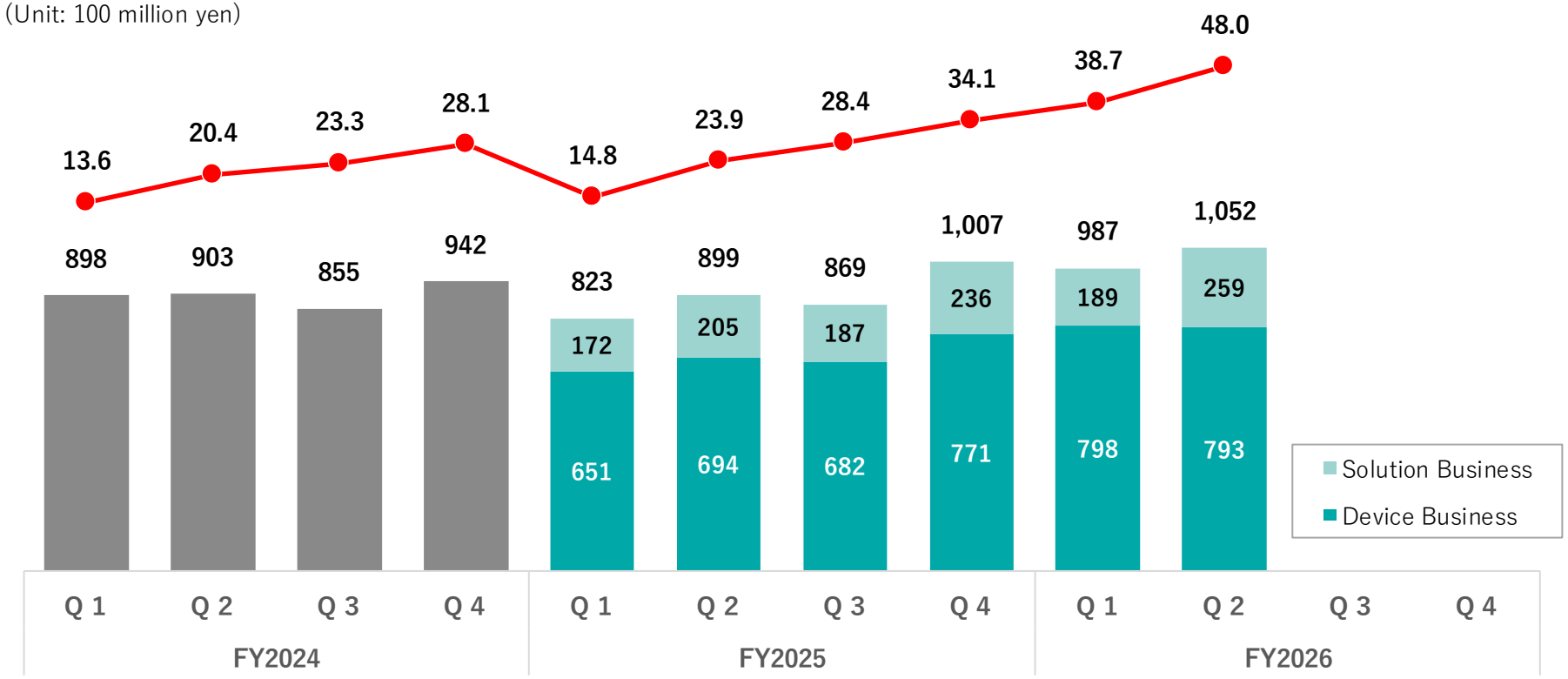
Quarterly Trends of Net Sales and Operating Profit

Quarterly net sales and operating profit reached their highest levels since the management integration.



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Note: In tandem with organizational changes from the merger of two operating companies on April 1, 2026, the composition of both segments was partially changed.
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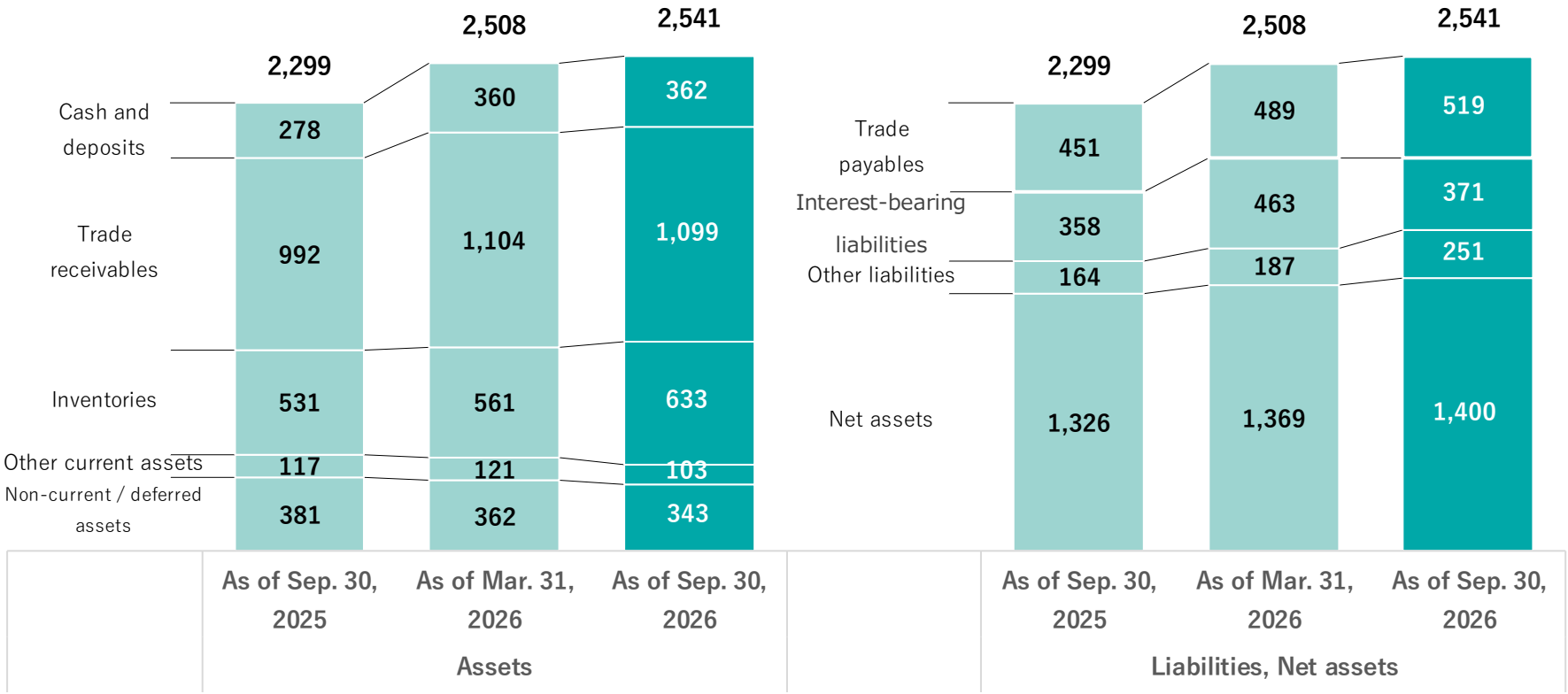
Balance Sheet

- Goodwill on non-current assets was ¥2.67 billion. Customer-related assets were ¥8.31 billion.
  Note: The amortization period for goodwill is 10 years while the depreciation period for customer-related assets is 15 years. (both standards apply from 2024) ⇒ Approx. annual amortization: ¥1.0 billion

- Equity ratio was 55.1%. Net assets per share amounted to ¥3,486.43. (As of September 30, 2026)

(Unit: 100 million yen)



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The business results and forward-looking statements in this document are based on certain assumptions considered reasonable by the Company at the time of publication. Please be aware that actual results may differ from these forecasts due to the economic environment and various other factors.

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