



MEMBERSHIP

December 18, 2025

Company name	Toshiba Tec Corporation
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Notice Regarding Publication of Materials for FY2025 Business Strategy Briefing

Toshiba Tec Corporation hereby announces that the presentation materials for the “FY2025 Business Strategy Briefing”, scheduled to be held on Thursday, December 18 at 4:30 p.m. for institutional investors, securities analysts, and members of the press, have been made publicly available.

Attached Document: FY2025 Business Strategy Briefing



Note : This document has been translated from the Japanese original for reference purposes only. In the event of any discrepancy between this translated document and the Japanese original, the original shall prevail.

FY2025 Business Strategy Briefing

December 18, 2025

Hironobu Nishikori
President and CEO
Toshiba Tec Corporation

Toshiba Tec Group Philosophy
Creating with You

Agenda

01 Progress of Business Transformation

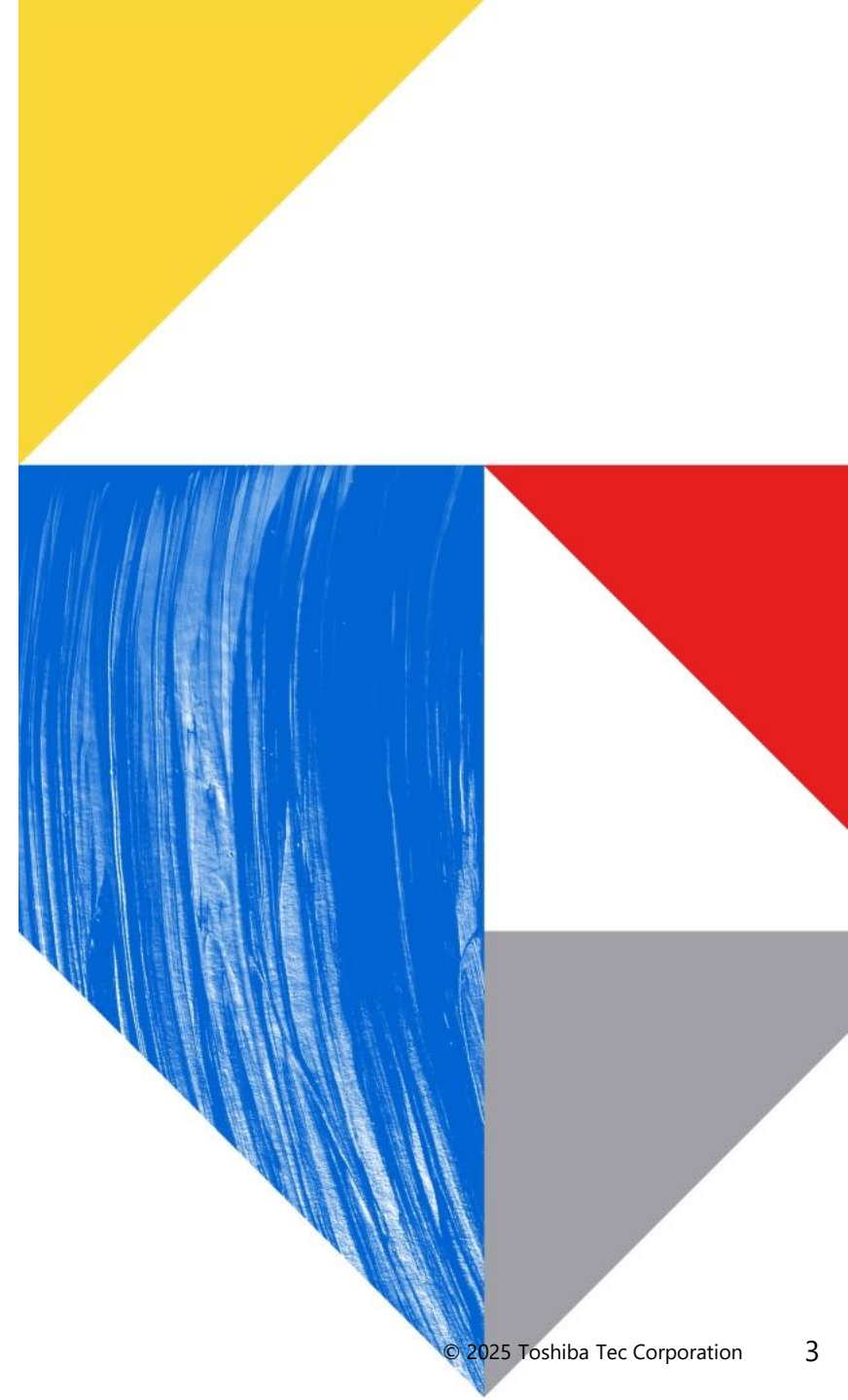
02 Market Trends and Business Strategies

Next Stage

03 Future Vision

01

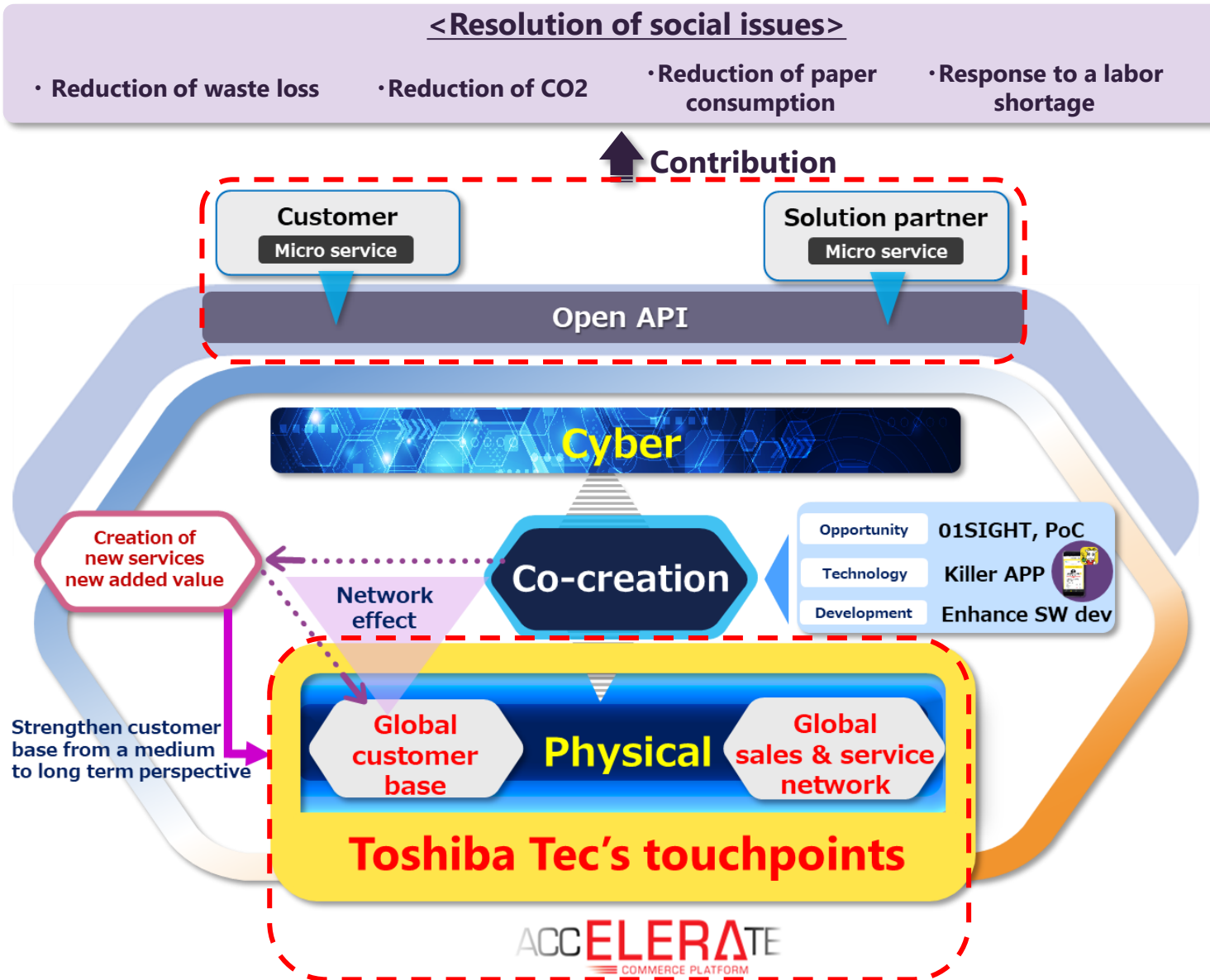
Progress of Business Transformation



Toshiba Tec's Growth Model

~New value creation through co-creation with partners~

HW/ Maintenance →
Solution Company



Touchpoints

8 of the Japan's top 10 retailers are our customers

7 of the top 10 U.S. retailers are our customers

4 of the European top 10 retailers are our customers

MFPs global installed units:
approx. **1.4M**

POS System Share ^(*)

No.1 in both the WW and Japan

WW **17%**

Japan **52%**



Toshiba Tec's strengths

of Group Employees ^(*)

WW consolidated

of which maintenance staff

15,275

approx. **5,000**

(Japan: approx. 2,000.
Overseas: approx. 3,000)

of WW Subs ^(*) **61** companies

(*)1: (Source) "Global EPOS and Self-Checkout 2025", Datos Insights

(*)2: As of the end of September 2025

Strengthening Fundamental Profitability (Structural Reform & Transformation)

Strengthening profitability through business portfolio transformation

Basic profitability

of employees
(as of the end of March 2020)

20,014

2020

COVID-19

**Transformed our
business portfolio**

(Shift to an asset-light business model)

Sales per employee increased : **about 1.5 times** (*)

of employees
(as of end of September 2025)

15,275

2025

U.S. Tariffs

- Company-wide structural reform ▲1,900 employees (FY2020 – FY2025/1H)
 - Among them, overseas retail business European structural reforms ▲145 employees (FY2024)
- Strengthening the business structure of workplace business (FY2024)
 - Established ETRIA CO., LTD, and transferred Inkjet Head Business



- Domestic retail business established TTeC-Creation inc. (FY2025)

(*): (FY2024 sales/ personnel at the end of FY2024) vs (FY2019 sales/ personnel at the end of FY2019)

Growth Investments for Business Expansion (1)

While strengthening profitability, also actively carried out **investments aimed at business expansion**

Strengthening **"Defense"**

"Offensive" Management

Physical + Cyber

HW-based

HW/ Maintenance → Solution Company

2020

2025

- **"TEC 01 SIGHT SHOWROOM"**
(FY2020)

- **"NEXMART 01 GO"** (FY2023)

- Global Commerce Platform **"ELERA®"** (FY2021)
- Innovation & Incubation Center, Dallas, USA (FY2022)
- Established Gyainamics Inc. (FY2024)

Lab & Showroom

"TEC 01 SIGHT SHOWROOM"

Next-generation Smart Store

"NEXMART 01 GO"



Growth Strategy

Growth Investments for Business Expansion (2)

While strengthening profitability, also actively carried out **investments aimed at business expansion**

Growth Strategy

Strengthening "Defense"

"Offensive" Management

Physical + Cyber

HW/ Maintenance → Solution Company

2020

2025

- "TEC 01 SIGHT SHOWROOM" (FY2020)
- Global Commerce Platform "ELERA®" (FY2021)
- Innovation & Incubation Center, Dallas, USA (FY2022)
- Established Gyainamics Inc. (FY2024)

ELERA® Platform Evolution

- ✓ Established **Innovation & Incubation Center** in Dallas, USA as a strategic base
- ✓ Strengthening **global cooperation**



GYAINAMICS Establishment

- ✓ Utilizing **AI/ generative AI** to address **completion of missing data and cross-platform collaboration.**



(*) "ELERA®" is a registered trademark of Toshiba Global Commerce Solutions, Inc.

Business Domains Expansion

Expanding business domains through vertical data integration utilizing generative AI



02 Next Stage

Market Trends and Business Strategies

Toshiba Tec × Kaga Electronics CO., LTD Agreed on Product Development and Manufacturing Collaboration for the Retail Industry



- Build a collaborative framework covering product planning/ manufacturing/ parts procurement/ setup (QCDF enhancement)
- Combine Toshiba Tec's planning and development capabilities with Kaga Electronics' manufacturing technology and procurement network
- Promote stable supply and improve store efficiency and convenience for retailers through Smart Store collaboration

Leverage the strengths of both companies to enhance customer satisfaction and market competitiveness
Expand overseas in the future



Initiatives to Achieve High-Quality AI Transformation



- Instantly visualize ROI of promotional initiatives
- Evolve POS terminals from purely transactional devices into “intelligence engines” that continuously learn in real time

The end of spending on promotions with unclear effectiveness
The initiative represents a new chapter



Domestic Retail Business: Market Environment

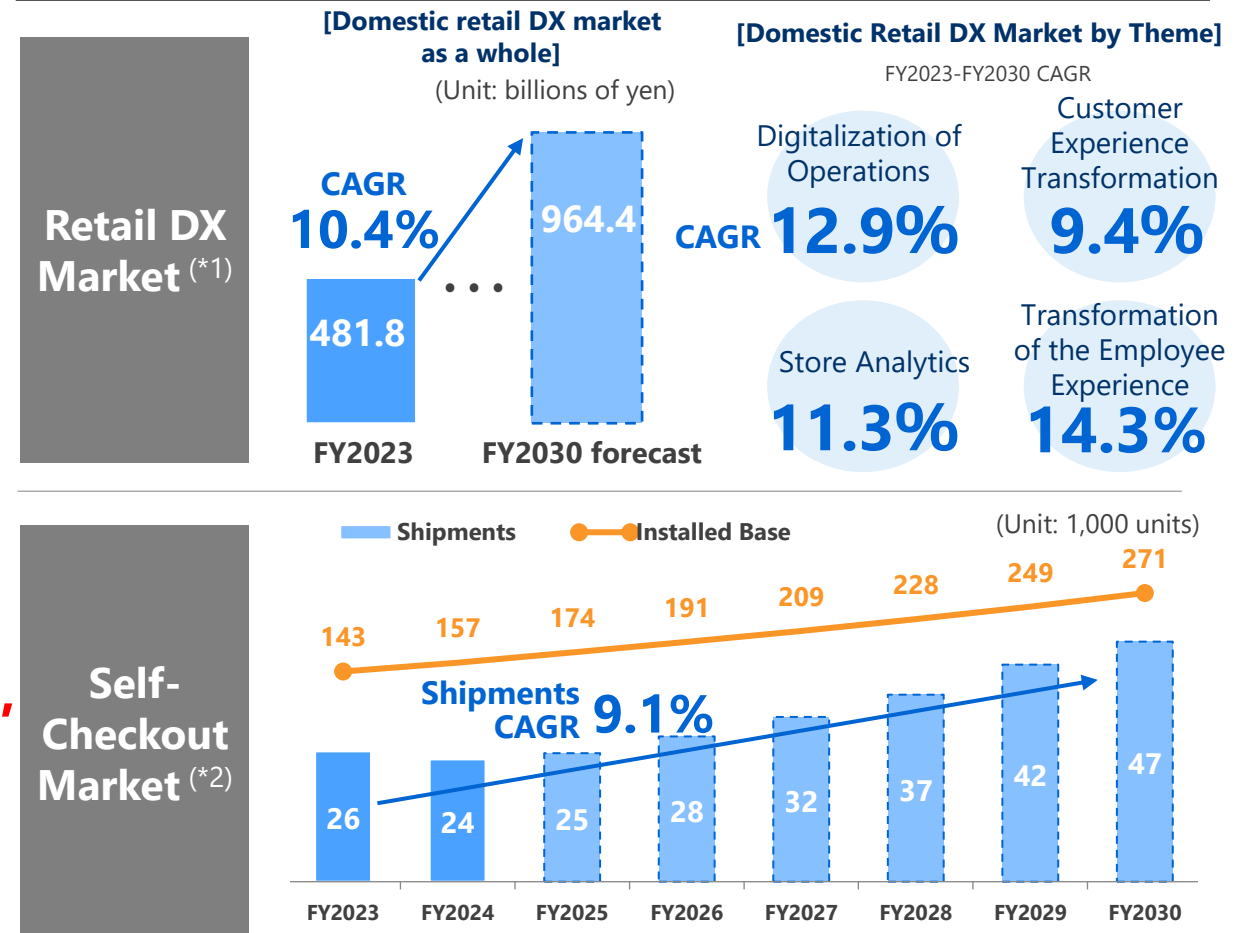
To address social issues, we promote **labor saving and automation solutions, the implementation of DX technologies and the utilization of data**

Market Dynamics

- Labor shortage and rising labor costs
- Implementation of DX technologies in the physical and digital area
- Data utilization
(Expansion of use cases, data sharing through collaboration between companies)

Enhancing CX through Smart Stores, strengthening digital touchpoints with consumers, and delivering data utilization solutions
-> Solving social issues
(waste loss, labor shortage, environmental problems)

Market Size Results and Forecasts (Domestic Retail DX Market/ Self-Checkout Market)



(*1) : (Source) "2025デジタルトランスフォーメーション市場の将来展望(小売り/外食DX)" ("2025 Future Outlook for the Digital Transformation Market(Retail/Food Service DX)"),

Fuji Chimera Research Institute, Inc

(*2) : (Source) "Global EPOS & Self-Checkout 2025", Datos Insights

Collaboration with the Kaga Electronics Group

Combining the strengths of both companies to further promote automation, efficiency, and labor-saving across retail stores

Strengths of
both companies

東芝テック株式会社

- POS system share No.1, extensive customer base
- Nationwide network of maintenance bases (approx. 2,000 maintenance staff in Japan)
- Lineup of store equipment centered on POS systems



- Global production system covering the world's five major regions
- Advanced information and parts procurement capabilities through a network of 8,900 companies worldwide
- Comprehensive support system for product design and development, high-variety & low-volume manufacturing, and flexible handling from semi-finished to finished products

Cooperation
Contents

1st Step

Joint procurement/ utilization of HW owned by Kaga Electronics

- Expand lineup of store equipment to meet diverse needs



Expansion to Smart Store domain

2nd Step

HW supply through co-creation by both company

- Combine both companies' technologies and expertise to co-create HW that contributes to store optimization



3rd Step

Global expansion of the collaboration model

- Deploy domestically established collaboration models and HW solutions to overseas markets



Global expansion

Expansion of Collaboration Areas

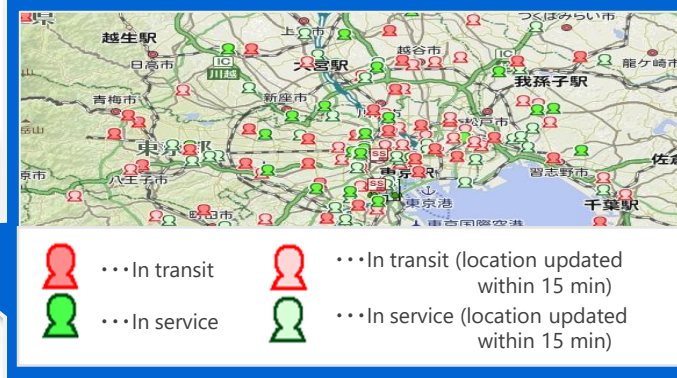
Domestic Retail Business: Further Strengthening the Foundation of Trust (Enhancing Maintenance and Service)

“Maintenance and service” are the foundation of customer trust and Toshiba Tec’s core strength
Enhance and diversify these capabilities to deliver greater value

Support Center



- Expert of retail industry x IT
- Design and provide optimal responses for each customer
- Role as a control tower function for large-scale customer deployments.



< Remote Resolution Rate^(*) >

- Remote resolution rate: **34.7%** (other company 22.3%)
- Phone resolution rate: **41.1%** (other company 35.0%)
- Total: **75.8%** (other company 57.3%)

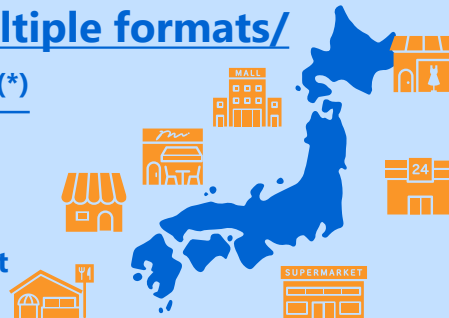
< Average repair time >

- **Average 35 minutes** (other company 30~60 min)

**Supporting 40,000 companies in multiple formats/
Approx. 850,000 stores nationwide^(*)**

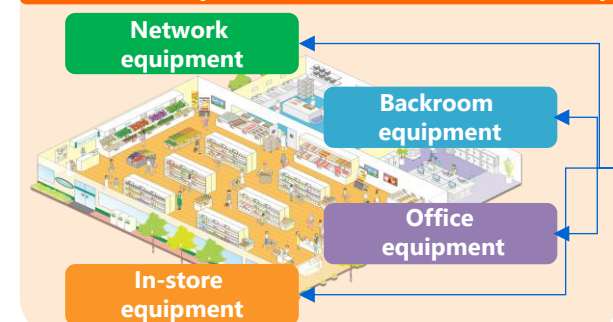
【Further Enhancement Points】

- Enhancement through **generative AI** utilization
- Diversification through expansion of **multi-vendor** support

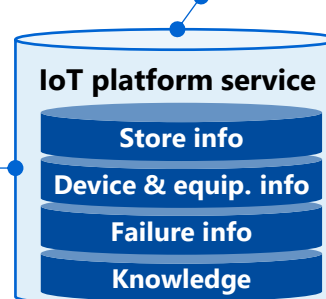


Promoting Total Support for IoT Devices in Retail Industry

Customers (head office/ branch/ store)



Vendor/ Factory



(*) According to Toshiba Tec Solution Services Corporation Research

Collaboration with NTT DOCOMO BUSINESS, Inc.

Strengthening retailers' cyber defenses delivering new security-integrated network services

Both company's
Strengths

TEC

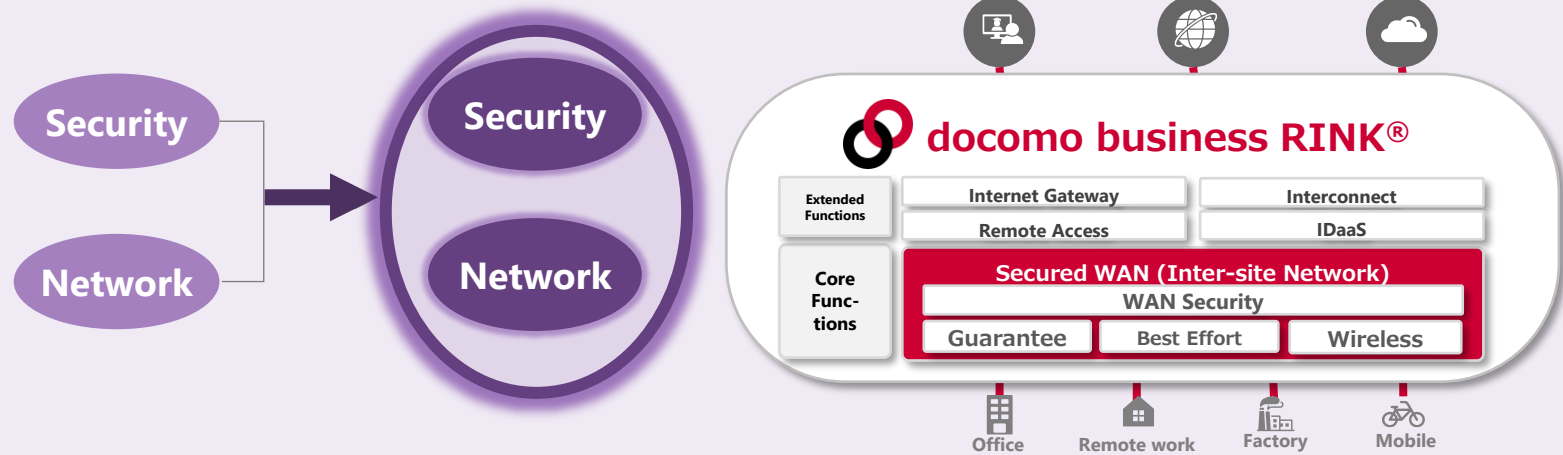
- POS system share **No.1**, extensive customer base
- **Strong direct sales and maintenance network** covering across Japan



つながる。驚きを。幸せを。
docomo Business

- **Next-generation ICT platform** that integrates AI, IoT, cloud, and security
- CX/ EX optimization using AI

- NaaS-based service **integrating security/ network**
- Secure connections between distributed sites and cloud,
comprehensive resolution of security issues



Addressing increasing cybersecurity risks



● **Ransomware/ targeted attacks**



● **VPN/ remote access intrusions**



● **Complexity of authentication and access management**



● **Insider fraud/ data exfiltration**



● **Weakness in operation and monitoring systems**

Collaboration with RetailAI, Inc.

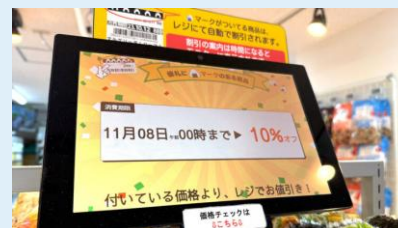
Accelerate the development of next-generation Smart Store solutions

Initiatives for developing next-generation solutions in Smart Store "TRIAL GO"

At "TRIAL GO"
a new urban retail format operated by TRIAL Group
Achieved a rich product assortment within a limited sales floor and
enabled **operations with
30 labor hours per month**

- Innovative store operation model
- Operational optimization
- Standardization of the next-generation of low-cost operating models

Enables store operation
by single-person



Domestic Retail Business: Accelerating Value Chain Transformation through Toshiba Tec x Partners Collaboration

Transform the value chain to strengthen our value and revenue base

Value Chain Transformation

- Strengthen product planning and development to **quickly respond to potential and emerging needs**
- Strengthen procurement and manufacturing to **provide competitive products and solutions**
- Strengthen sales and maintenance base to **support customers in solving problems and provide stable operations over the long term.**

Product planning and development

Procurement

Manufacturing

Sales

Maintenance

Customer needs responsiveness

Product competitiveness (QCDF)

Customer problem solving capability

Enhancement and diversification

Key points for Strengthening Competitiveness

Partner Collaboration Expansion



Our Initiatives

Retail Ai



加賀電子株式会社



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docomo Business

ELERA®



GYAiNAMICS



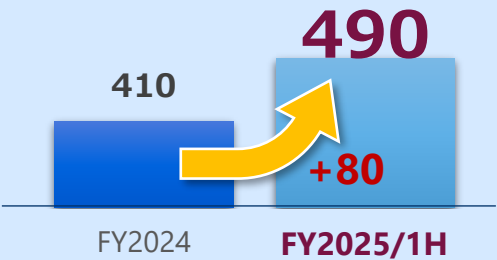
Domestic Retail Business: Growth Strategy

Promote the expansion of business areas through **data utilization** and **partner collaboration**
Expanding the cloud and subscriptional business and aiming for a **50% of recurring sales in FY2030**

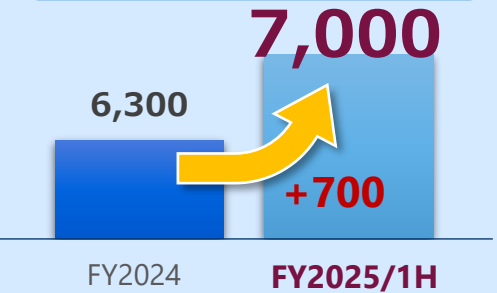
Domestic ELERA®

- Expanding in both # of ELERA® contracted companies and stores
- ELERA® collaboration partners are increasing

of companies(*)



of stores(*)



Recurring Sales Ratio Actuals and Plan

Recurring sales ratio

FY2024
Actual 25%

FY2030
Target 50%

FY2023 FY2024 FY2025 FY2026 FY2027 FY2030

■ Cloud Sales Performance

■ Cloud Sales Targets

(*): As of the end of September 2025

Overseas Retail Business: Market Environment

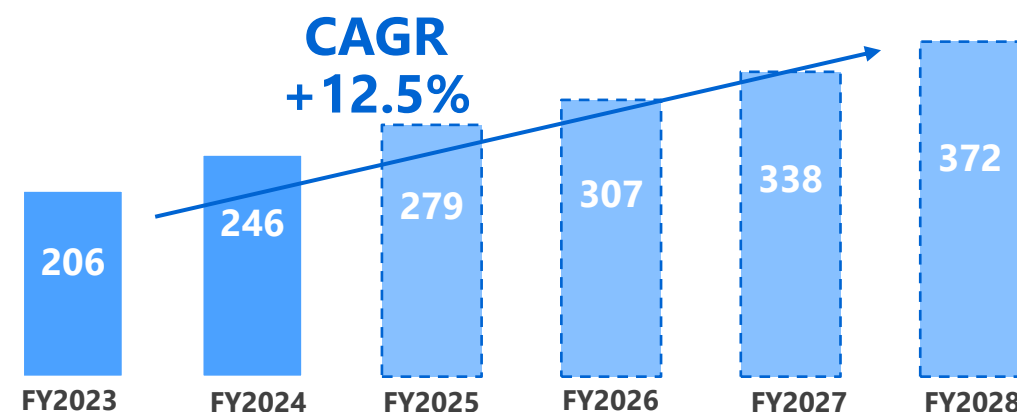
Overseas retailers ahead in DX adoption through technology initiative compared to Japan

Market Dynamics

- Overseas retailers prioritize technology-driven solutions with a focus on immediate results
 - Eager to leverage data and AI utilization, but face challenges such as high implementation costs and talent shortages
 - Achieve efficiency and boost sales through seamless integration of mobile, e-commerce, and physical stores
- > A new Commerce Platform is needed

Market Size Results and Forecasts (Overseas Retail DX Market^(*))

(Unit: billions of USD)



**Centered on the ELERA[®] platform,
provide end-to-end HW, SW, and Services**



(*): (Source) "IDC's Worldwide Retail IT Spending Guide 2025/April(V1 2025)Forecast", IDC

Overseas Retail Business: Growth Strategy (ELERA[®] Expansion Status)

ELERA[®] deployment by retailers continues to grow and expand

ELERA[®] Deployment Growth

- Deployed by 13 of the world top retailers/ in more than 30 countries
- Among the top 10 U.S. retailers, 7 are our customers, and 4 have implemented ELERA[®]
- Annual transactions worth 8 billion
- Expecting to implement more than 15,000 stores/ 123,000 lanes in total by FY2029
- Partner network is growing "Toshiba Commerce Marketplace"
 - Offers over 990 APIs and 69 microservices

The Potential of ELERA[®]

- 85% of retail customers recognize Toshiba as a "Strategic Partner"

- Highly rated by IDC as a "Super Platform"



- Through partnership with Deloitte, a strategic consulting firm, the number of ELERA[®] proposal cases is increasing



Overseas Retail Business: Growth Strategy (Evolution of ELERA®)

Next-generation commerce platform with superior functionality, flexibility, and scalability

ELERA® Key Differentiators



- **Real-time decision making with AI**

Support automation and instant decision making through edge AI

- **Cloud and on-premise support**

Adaptable to diverse store environments, enabling advanced analytics

- **High scalability and interoperability**

Flexible integration with third-party apps and support for low-code development

Examples of Benefits from ELERA® Implementation

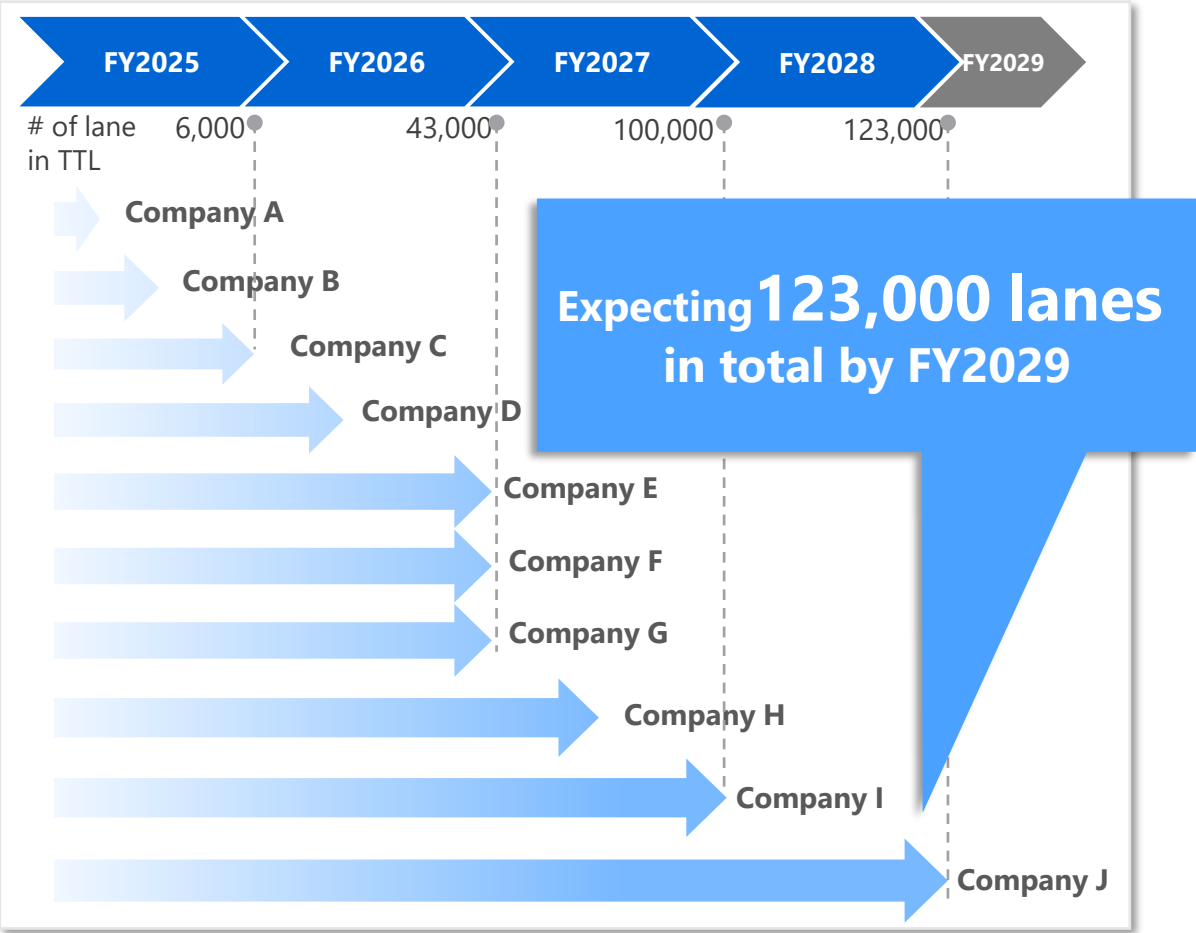


<p><u>Operational efficiency</u></p> <p>▲ 40%</p> <p>• Improved employee operational efficiency</p>	<p><u>Payment processing capabilities</u></p> <p>+48%</p> <p>• Faster payment processing at checkout</p>	<p><u>Improved customer satisfaction</u></p> <p>~16%</p> <p>• Reduced checkout waiting time, attracting more customers</p> <p>• 16% improvement in parking congestion</p>
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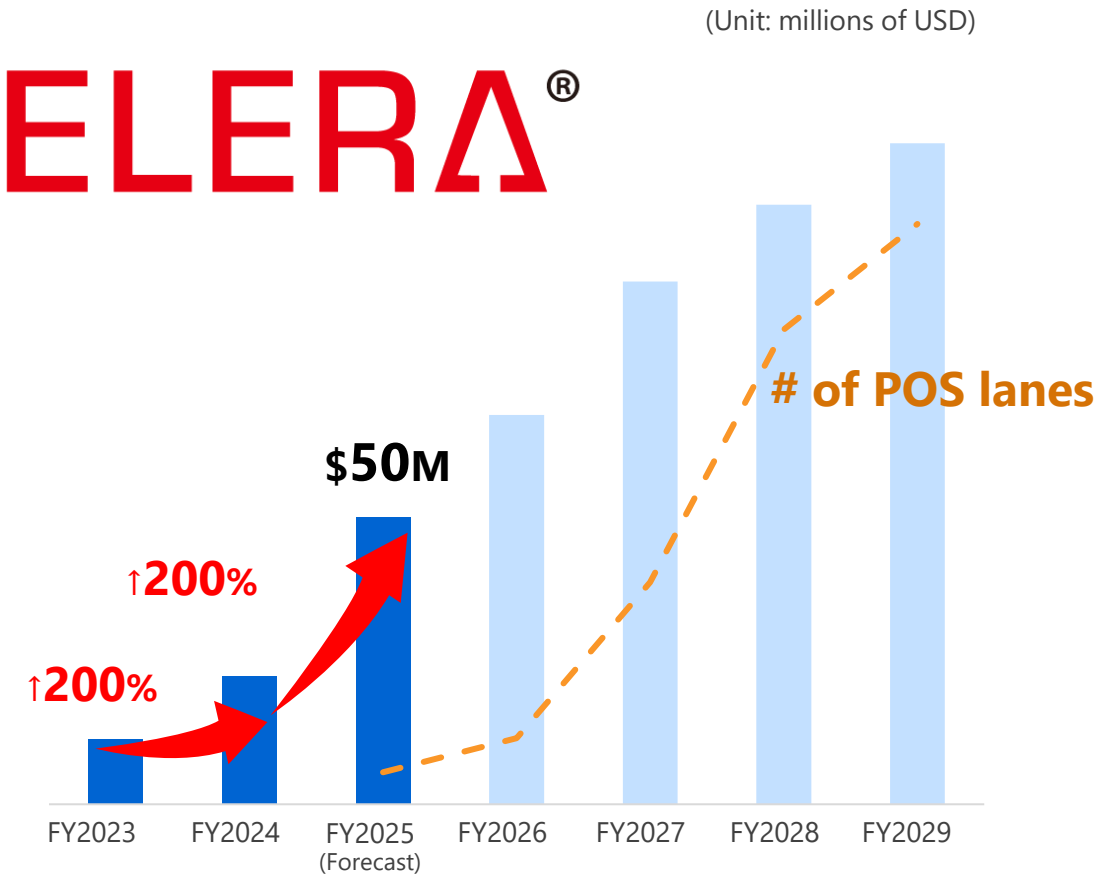
Overseas Retail Business: Growth Strategy (ELERA[®] Expansion)

Expecting to achieve a total of **123,000 lanes** in operation by FY2029

ELERA[®] Installation lanes expansion

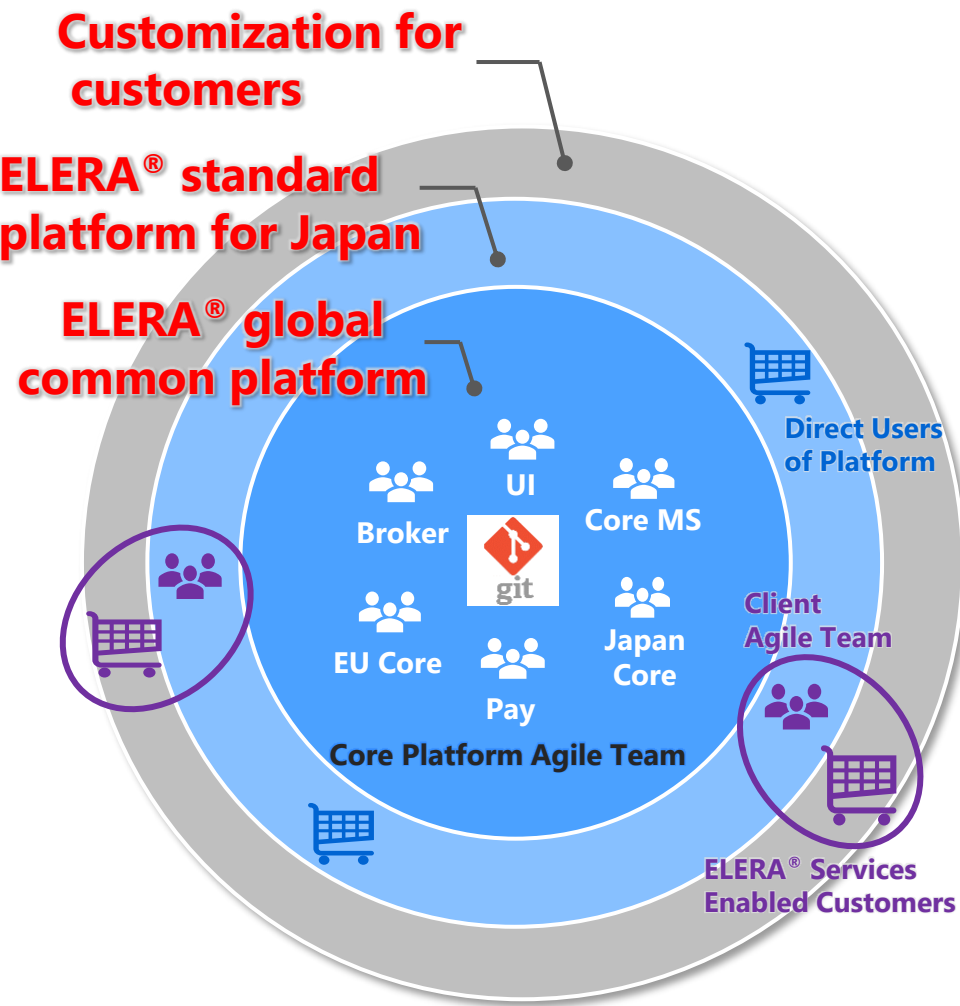


ELERA[®] Sales expansion plan



Framework for ELERA® Platform Development in Japan and Overseas

Building a global platform through **Japan-U.S. collaboration**
based on core platform



SW development personnel allocation (worldwide)



Toshiba Tec Gr. domestic software personnel: approx. 500
Toshiba Tec Gr. overseas software personnel: approx. 400
Toshiba software personnel: approx. 500^(*)

● Toshiba Tec group
● Toshiba group

(*) Including outsourcing to Toshiba group and affiliated companies

New Initiative for “Real-Time Analysis of Retail Data”

POS terminal is evolving from a purely transactional device into an **“intelligence engine” that continuously learns in real time**

GPU Accelerators × Engineering Capabilities of Gyainamics × Applied AI Knowledge



Real-Time Recommendation Engine Powered by Transformer

Verify the cost-effectiveness of promotional measures in real time



Retailers
ROI of promotional initiatives

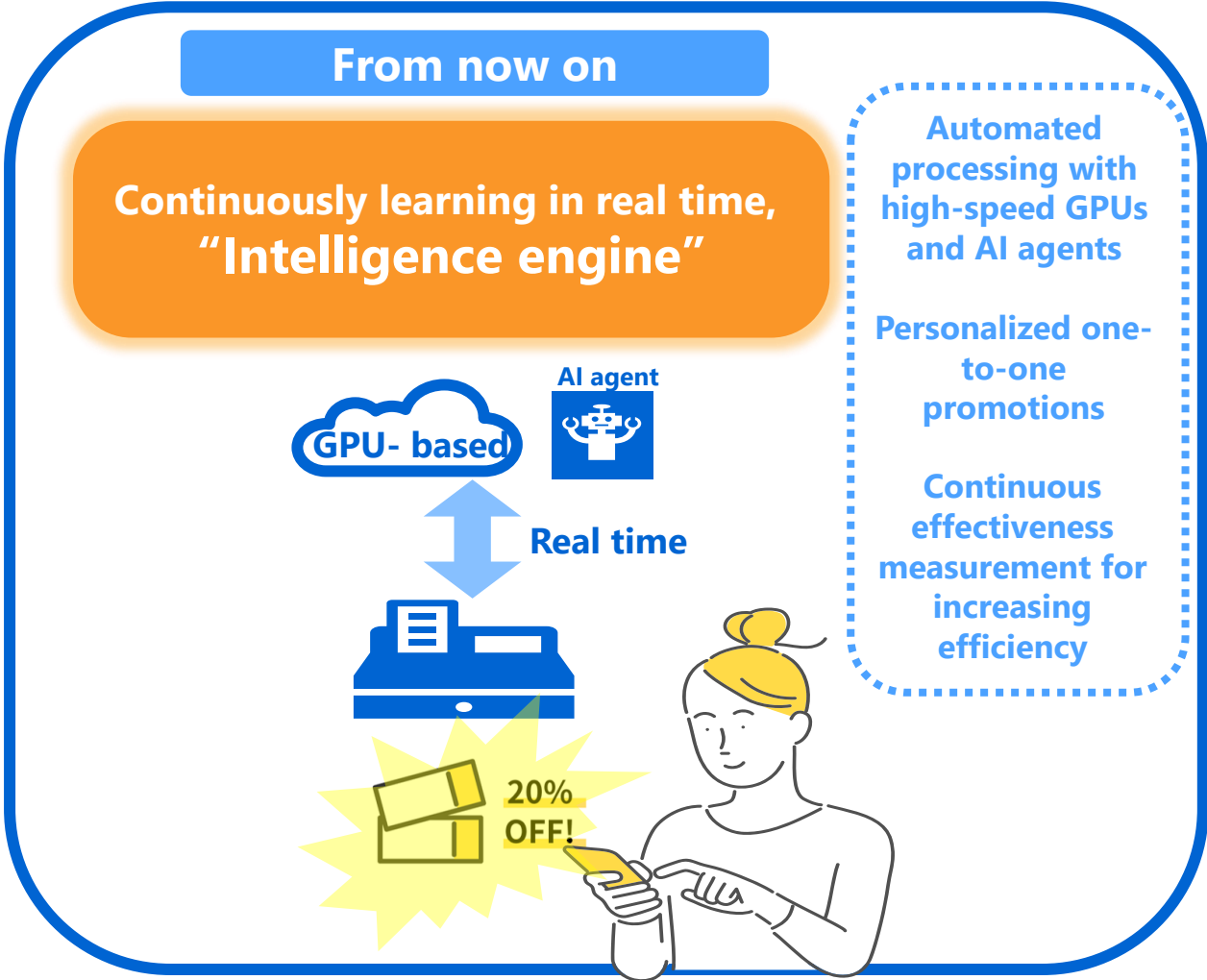
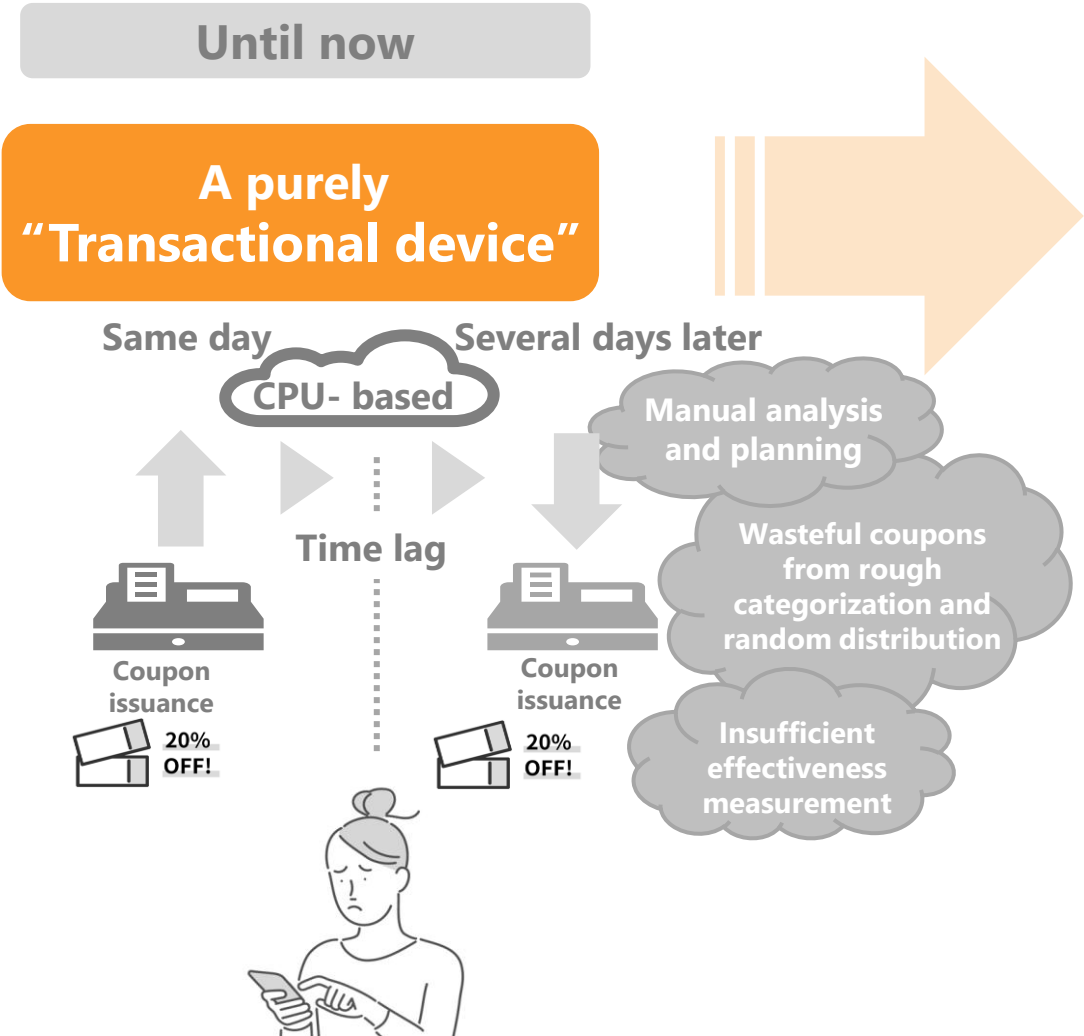
Consumer Goods Manufacturers
Able to recognize the effectiveness of promotional spending



The end of spending on promotions with unclear effectiveness
The initiative represents a new chapter

Building a New Analytical Platform for Real-Time Decision Making

Contributing to the optimization of **approx. 15 trillion yen in annual distribution and promotional costs**, and customer satisfaction enhancement



Workplace Business: Market Environment

There are signs of industry reorganization in MFP market, and demand for workplace DX is increasing

Industry and Market Trends

- Sign of industry reorganization
- Strengthening and stabilizing the supply chain
(U.S. tariff countermeasures, stable procurement measures)
- Growing demand for workplace DX among small and medium-sized enterprises



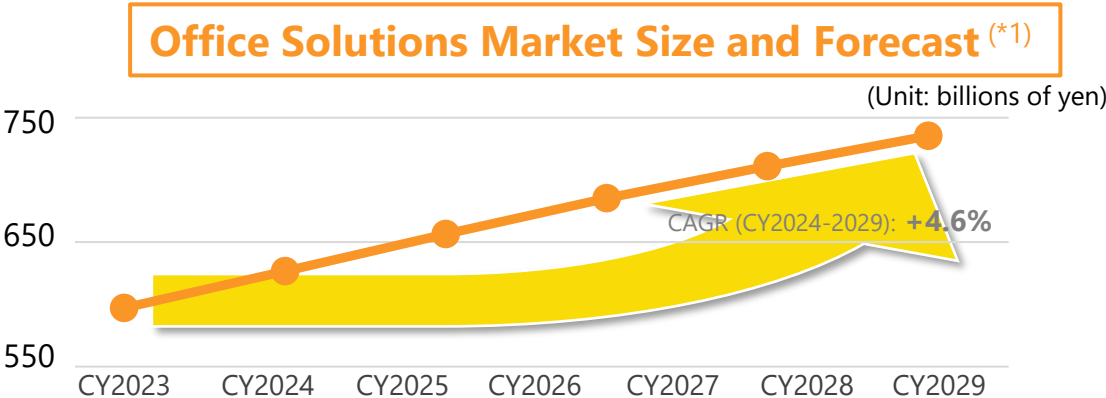
Industry Trends
Industry reorganization

Enhancing HW competitiveness through ETRIA's **industry-leading production scale and development capabilities**

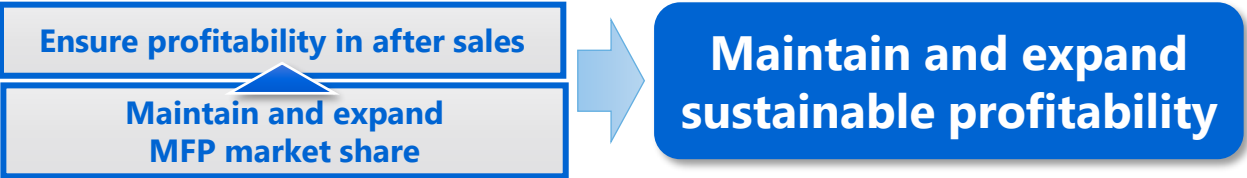
Market Dynamics
Workplace DX

Allocate priority resources to solutions, accelerate the development of new solutions and expand the solution portfolio

Growing Office Solutions Market



Overall printing market size: 8 trillion yen+ (*2)			
Printer	A4	A3	Production
Still a huge printing market			

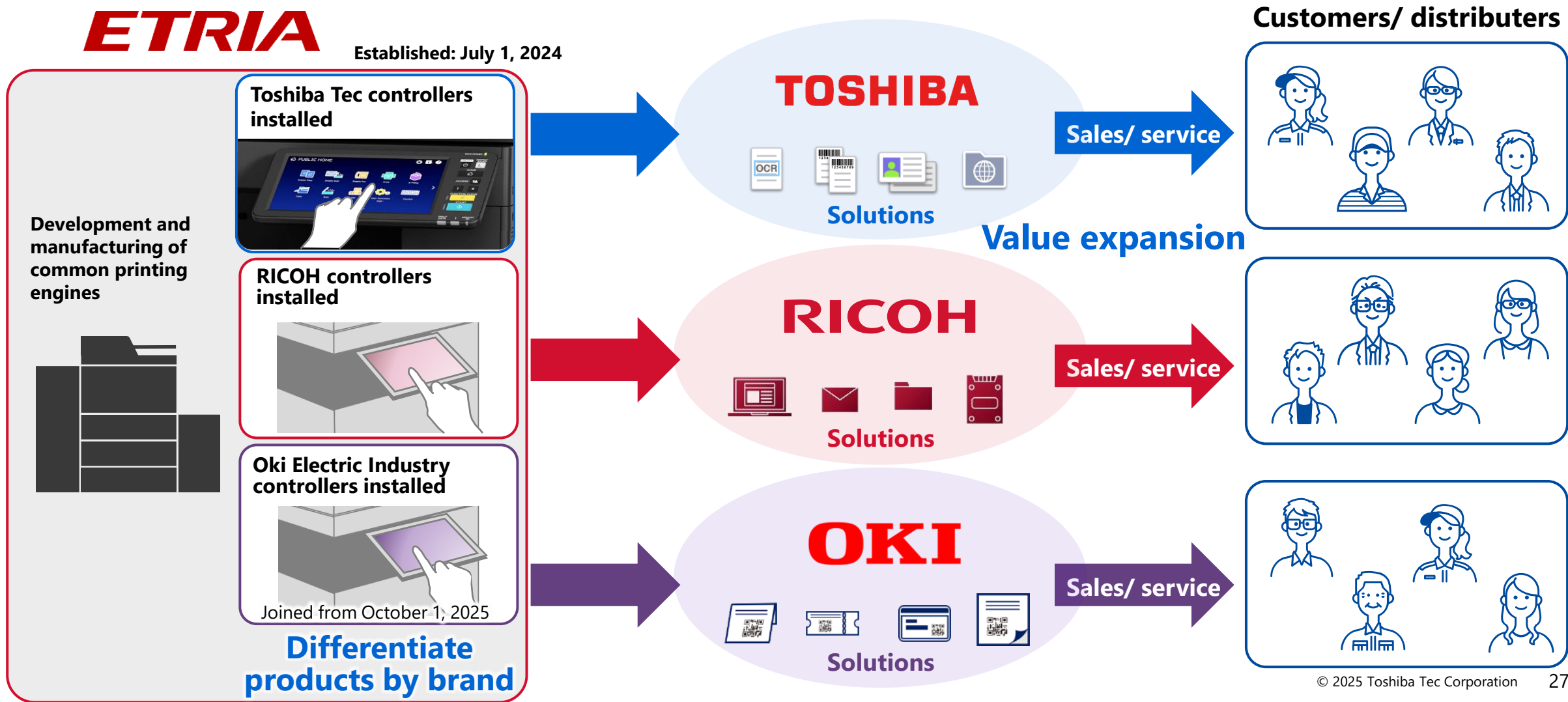


(*1) : (Source) “市場予想2025（北米・西欧）” (“Market Forecast 2025 (North America and Western Europe)”, Keypoint Intelligence)

(*2) According to our survey

Workplace Business: Strengthening the Business Structure (Continuously Strengthening MFP Competitiveness)

Industry-pioneering restructuring to improve MFP competitiveness



Workplace Business: Survey in the U.S. by Dealers

**Top rating as A3 MFP manufacturer for two consecutive years in 2025!
Plus, achieved top rating in A4, too!**

A3 MFP Manufacturer Rating^(*1)



Main evaluation comments^(*2)

- "TOSHIBA is a true partner who puts the interests of customers first more than any other manufacturer."
- "Great product and the best partner for business growth"
- "Maintains business growth and profitability with excellent top-down support"

(*1): (Source) "The Cannata Report : 40th Annual Dealer Survey: A3 MFP Manufacturer Ratings (Nov 2025)
- 2024 Ratings of Primary A3 Suppliers", The Cannata Report

(*2): (Source) "The Cannata Report : 39th Annual Dealer Survey: A3 MFP Manufacturer Ratings (Nov 2024)
- Dealer Rate Primary A3 Manufacturer", The Cannata Report, Excerpt


Workplace Business: Growth Strategy (Solutions)

Business expansion through strengthening office solutions Supporting SMB (*1) customers with operational efficiency and cloud utilization

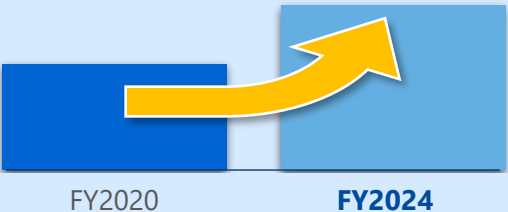
Expansion of Workplace Solutions

- Sales of workplace solutions have expanded
 - Increasing sales pipeline for AI-powered solutions for automating business workflows.
- Expanding our solution portfolio
 - Acquisition of a solution company
 - Reinforcing the recurring revenue model

Office solutions sales result



CAGR 10%




FY2020


FY2024

"Elevate Sky" is a registered trademark of Toshiba America Business Solutions, Inc.
"Elevate Sky Print Management" is a name used only in the Americas and not in Europe.

Acquisition of a cloud MPS(*2) solution company

- Acquired a cloud MPS solution company (October 2025)

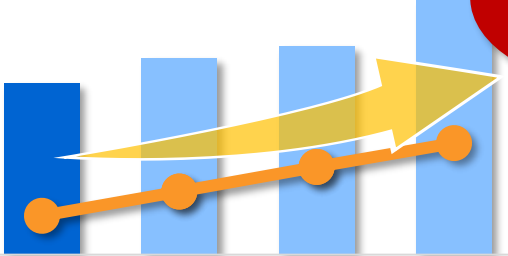

- Provide cloud print services that enable unified management of multi-vendor and multi-device environments


- Offering solutions for SMB customers to support operational efficiency and cloud utilization

Office solutions sales plan

Expanding sales beyond market growth driven by acquisition effects

Sales CAGR 11%



FY2024

FY2025 (Forecast)

FY2026

FY2027

Market CAGR 5%

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Retail/ Workplace Business: Growth Strategy (RFID Business)

Utilizing RFID technology for MFPs and BCS^(*1) to support various workplace management tasks

Strengths of our RFID business

★ Researched RFID technology since 2002.

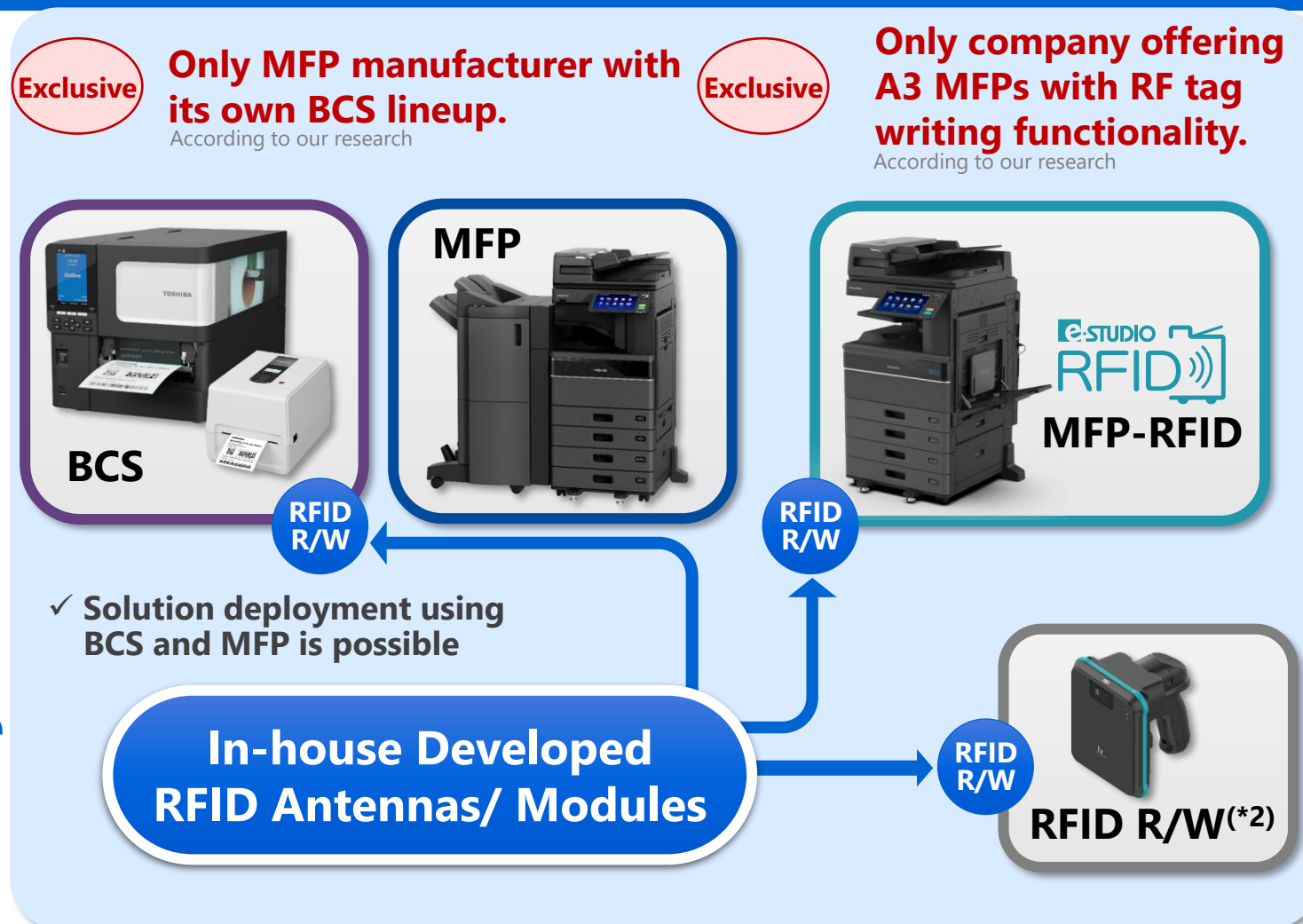
★ Obtained a total of 5,400 patents (Ranked No.1 in the industry)

RF tag writing technologies, Toshiba Tec and Toshiba including, according to our research

★ Achieved the development of optimized products using in-house developed RFID antennas and modules.

(*1) BCS : Barcode Solution

(*2) RFID R/W : RFID Reader/Writer



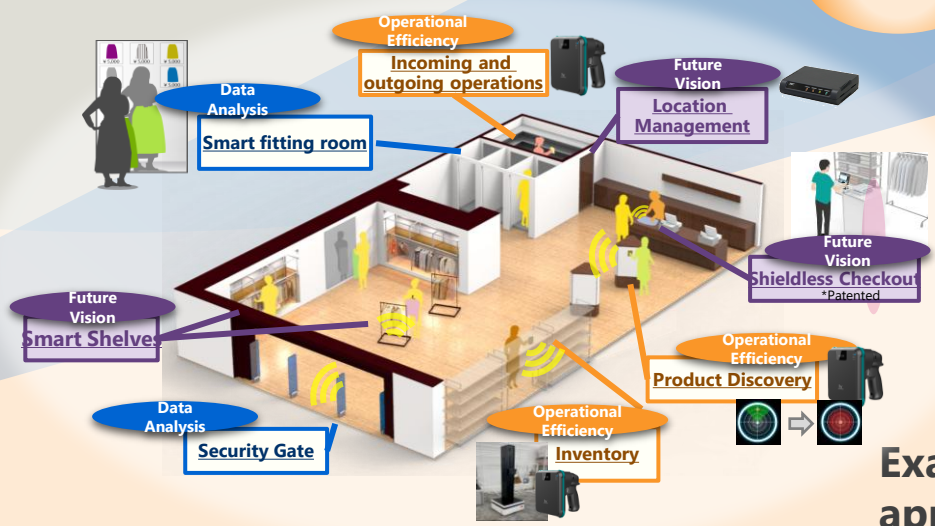
Retail/ Workplace Business: Growth Strategy (RFID Business)

Expand business domains through group synergy leveraging RFID

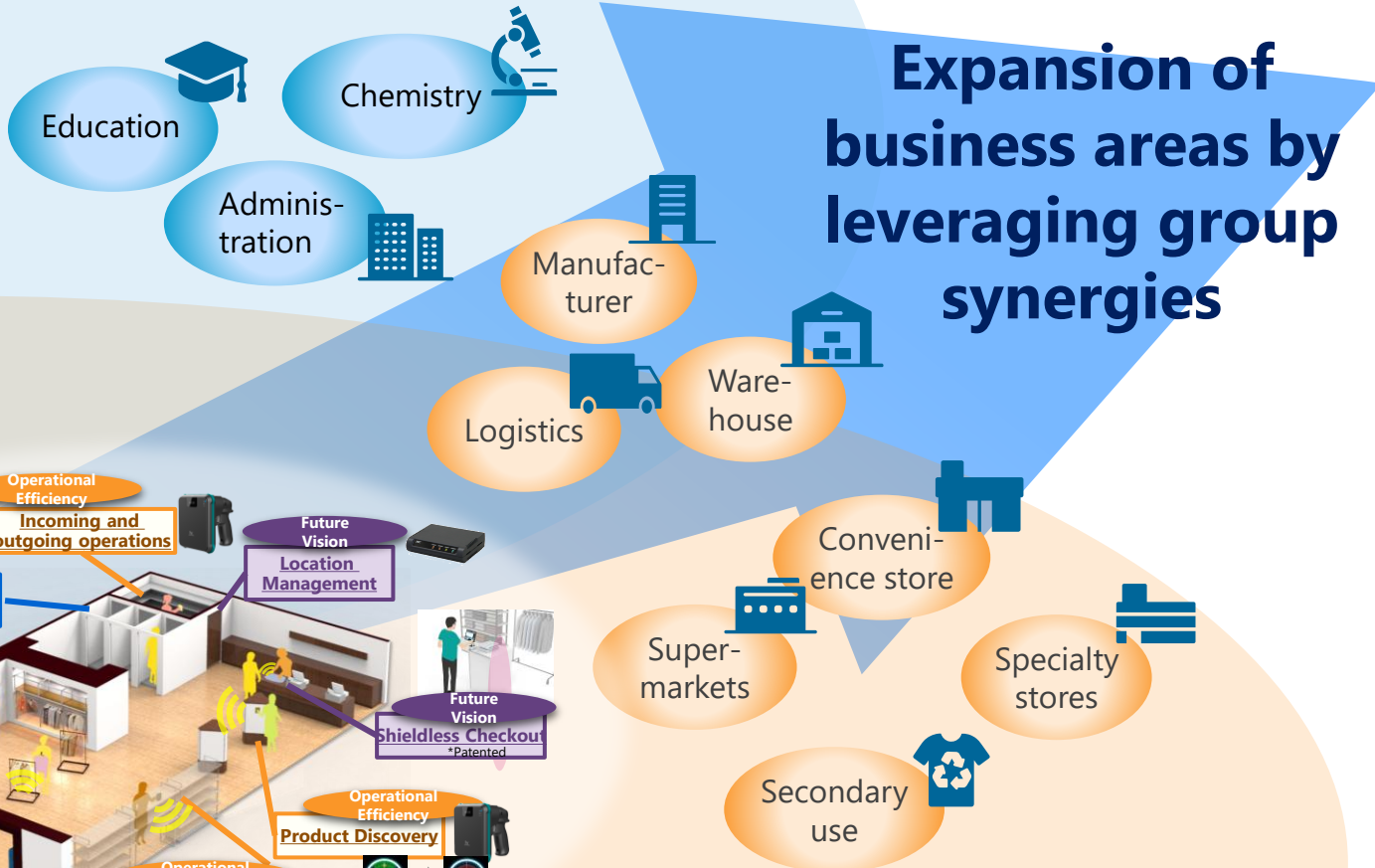
Workplace Business



Example use case in medical institutions



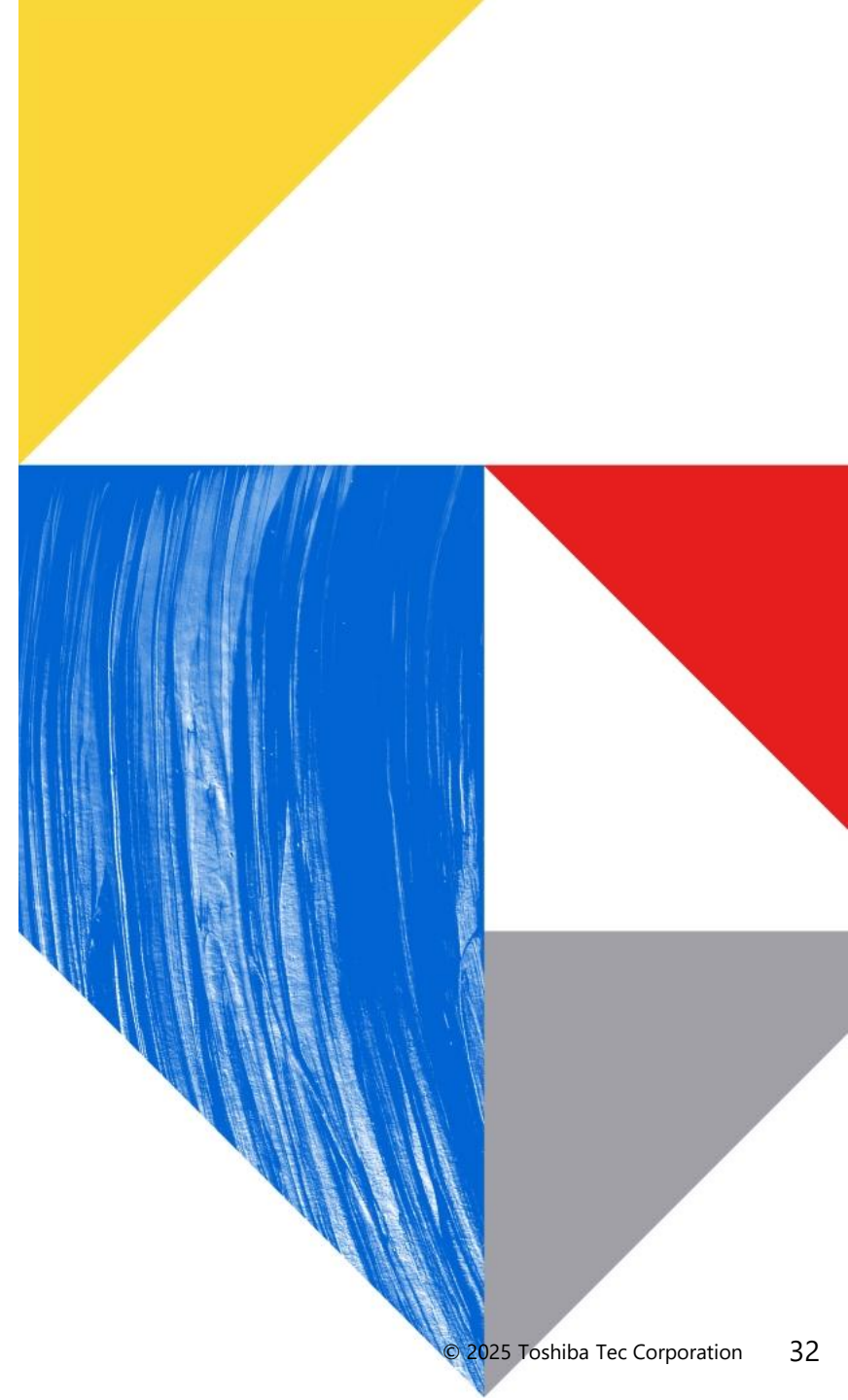
Example use case in apparel stores



Domestic Retail Business

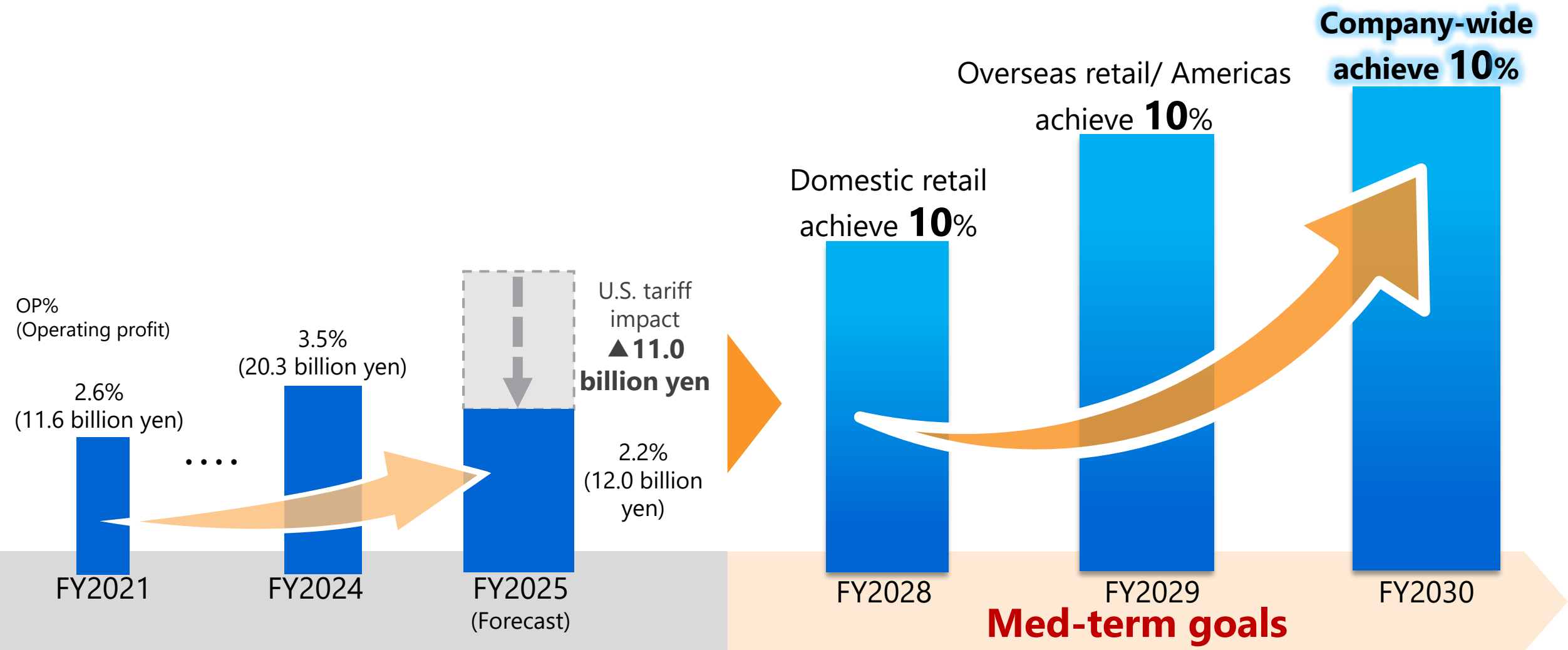
03

Future Vision



Mid-term Growth Targets

Target to achieve 10% company-wide operating profit margin



Our Business Environment and Future Vision

Aiming to be a company that contributes to society.

Our business environment

- Big data, Spread of AI
- Increased demand for information security
- Labor shortage, Increased demand for manpower saving
- Increased importance of SDGs response

- Progress of DX in the retail industry
- Diversification of payment methods
- Increased supply chain complexity

- Changing ways of working
- Paperless
- Increasing demand for document solutions

Future Goal 「Global Top Solutions Partner」

Aiming to become a Leader of
Worldwide Retail Innovation
and contribute to solve social issues

100th Anniversary of Toshiba Tec
Achieve growth worthy of a company with a 100 years history

Create new value in growth areas, not limited to retail market, and solve social challenges in 2050

10-year vision

2023

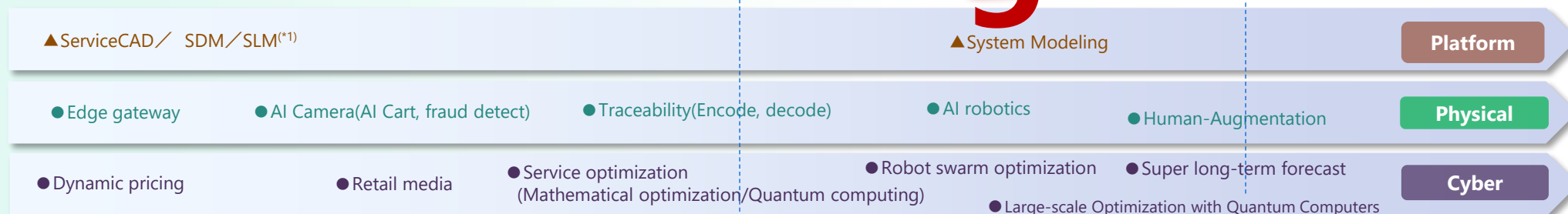
Execution of business transformation/
corporate transformation

2025

2030

2050

Next Stage



(*) CAD : Computer Aided Design、SDM : Service Data Management、SLM : Service Life Cycle Management

Forward-looking statements concerning Toshiba Tec's future performance contained in this presentation represent certain reasonable assumptions based on economic, financial and competitive data and information currently available. However, actual results will be affected by the business and competitive environment and may differ materially from forecasts.



Toshiba Tec Group Philosophy

Creating with You