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## Consolidated Financial Results for the Year Ended March 31, 2026 [Japanese GAAP]



May 11, 2026

Company name: Toshiba Tec Corporation

Stock exchange listing: Tokyo

Code number: 6588

URL: <https://www.toshibatec.co.jp/>

Representative: Hironobu Nishikori

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President and CEO

General Manager of Corporate Communications Division

Scheduled date of Annual General Meeting of Shareholders: June 29, 2026

Scheduled date of commencing dividend payments: June 8, 2026

Scheduled date of filing annual securities report: June 24, 2026

Availability of supplementary briefing material on annual financial results: Yes

Schedule of annual financial results briefing session: Yes

(Amounts of less than one million yen are rounded down)

### 1. Consolidated Financial Results for the Fiscal Year Ended March 31, 2026 (April 1, 2025 to March 31, 2026)

#### (1) Consolidated Operating Results (% indicates changes from the previous corresponding period.)

|                   | Net sales   |       | Operating profit |        | Ordinary profit |        | Profit attributable to owners of parent |   |
|-------------------|-------------|-------|------------------|--------|-----------------|--------|---|---|
|                   | Million yen | %     | Million yen      | %      | Million yen     | %      | Million yen                             | % |
| Fiscal year ended |             |       |                  |        |                 |        |   |   |
| March 31, 2026    | 569,265     | (1.3) | 14,336           | (29.2) | 10,608          | (42.2) | (2,285)                                 | — |
| March 31, 2025    | 577,023     | 5.3   | 20,251           | 27.7   | 18,344          | 66.7   | 29,937                                  | — |

(Note) Comprehensive income: Fiscal year ended March 31, 2026: ¥ 5,038 million [ (77.5) %]  
Fiscal year ended March 31, 2025: ¥ 22,428 million [ 340.5 %]

|                   | Basic earnings per share | Diluted earnings per share | Rate of return on equity | Ordinary profit to total assets | Operating profit to net sales ratio |
|-------------------|--------------------------|----------------------------|--------------------------|---------------------------------|-------------------------------------|
|                   | Yen                      | Yen                        | %                        | %                               | %                                   |
| Fiscal year ended |                          |                            |                          |                                 |                                     |
| March 31, 2026    | (43.13)                  | —                          | (2.3)                    | 3.0                             | 2.5                                 |
| March 31, 2025    | 565.44                   | 565.39                     | 30.5                     | 5.4                             | 3.5                                 |

(Reference) Equity in earnings (losses) of affiliated companies: Fiscal year ended March 31, 2026: ¥ 710 million  
Fiscal year ended March 31, 2025: ¥ 1,621 million

(Note) Diluted earnings per share for the fiscal year ended March 31, 2026 is not presented even though the Company has issued potential shares, because basic earnings per share was net loss.

#### (2) Consolidated Financial Position

|                | Total assets | Net assets  | Capital adequacy ratio | Net assets per share |
|----------------|--------------|-------------|------------------------|----------------------|
|                | Million yen  | Million yen | %                      | Yen                  |
| As of          |              |             |                        |                      |
| March 31, 2026 | 361,435      | 101,375     | 26.0                   | 1,775.30             |
| March 31, 2025 | 346,371      | 115,685     | 31.2                   | 2,041.02             |

(Reference) Equity: As of March 31, 2026: ¥ 94,069 million  
As of March 31, 2025: ¥ 108,076 million

#### (3) Consolidated Cash Flows

|                   | Cash flows from operating activities | Cash flows from investing activities | Cash flows from financing activities | Cash and cash equivalents at the end of period |
|-------------------|--------------------------------------|--------------------------------------|--------------------------------------|--|
|                   | Million yen                          | Million yen                          | Million yen                          | Million yen                                    |
| Fiscal year ended |                                      |                                      |                                      |  |
| March 31, 2026    | 4,296                                | (11,366)                             | (3,097)                              | 39,500   |
| March 31, 2025    | 24,886                               | (9,987)                              | (5,739)                              | 47,933   |

## 2. Dividends

|  | Annual dividends |                 |                 |          |       | Total dividends | Payout ratio (consolidated) | Dividends to net assets (consolidated) |
|--|------------------|-----------------|-----------------|----------|-------|-----------------|-----------------------------|--|
|  | 1st quarter-end  | 2nd quarter-end | 3rd quarter-end | Year-end | Total |                 |                             |  |
| Fiscal year ended                            | Yen              | Yen             | Yen             | Yen      | Yen   | Million yen     | %                           | %                                      |
| March 31, 2025                               | -                | 20.00           | -               | 25.00    | 45.00 | 2,382           | 8.0                         | 2.4                                    |
| March 31, 2026                               | -                | 0.00            | -               | 20.00    | 20.00 | 1,059           | -                           | 1.0                                    |
| Fiscal year ending March 31, 2027 (Forecast) | -                | 20.00           | -               | 20.00    | 40.00 |                 | 30.3                        |  |

## 3. Consolidated Financial Forecast for the Fiscal Year Ending March 31, 2027 (April 1, 2026 to March 31, 2027)

(% indicates changes from the previous corresponding period.)

|           | Net sales   |     | Operating profit |      | Ordinary profit |      | Profit attributable to owners of parent |   | Basic earnings per share |
|-----------|-------------|-----|------------------|------|-----------------|------|---|---|--------------------------|
|           | Million yen | %   | Million yen      | %    | Million yen     | %    | Million yen                             | % | Yen                      |
| Full year | 590,000     | 3.6 | 20,000           | 39.5 | 16,000          | 50.8 | 7,000                                   | — | 132.10                   |

(Note) For details of consolidated financial forecast for the fiscal year ending March 31, 2027, please refer to “1. Summary of consolidated business results, etc. (4) Future outlook” on page 6 of this report.

### \*Notes:

(1) Changes in significant subsidiaries during the period under review (changes in specified subsidiaries resulting in changes in scope of consolidation): No

New — (Company name: )  
 Exclusion: — (Company name: )

(2) Changes in accounting policies, changes in accounting estimates and retrospective restatement

1) Changes in accounting policies due to the revision of accounting standards: No

2) Changes in accounting policies other than 1) above: No

3) Changes in accounting estimates: No

4) Retrospective restatement: No

(3) Total number of issued shares (common shares)

1) Total number of issued shares at the end of the period (including treasury shares):

March 31, 2026: 57,629,140 shares

March 31, 2025: 57,629,140 shares

2) Total number of treasury shares at the end of the period:

March 31, 2026: 4,641,392 shares

March 31, 2025: 4,677,354 shares

3) Average number of shares during the period:

Fiscal year ended March 31, 2026: 52,977,320 shares

Fiscal year ended March 31, 2025: 52,945,424 shares

(Reference) Summary of Non-consolidated Financial Results

1. Non-consolidated Financial Results for the Fiscal Year Ended March 31, 2026 (April 1, 2025 to March 31, 2026)

(1) Non-consolidated Operating Results (% indicates changes from the previous corresponding period.)

| Fiscal year ended | Net sales   |       | Operating profit |       | Ordinary profit |        | Net income  |      |
|-------------------|-------------|-------|------------------|-------|-----------------|--------|-------------|------|
|                   | Million yen | %     | Million yen      | %     | Million yen     | %      | Million yen | %    |
| March 31, 2026    | 268,861     | 1.8   | 5,010            | 109.5 | 9,017           | (14.4) | (12,053)    | —    |
| March 31, 2025    | 264,200     | (1.7) | 2,391            | 86.5  | 10,540          | (67.0) | 13,641      | 52.3 |

| Fiscal year ended | Basic earnings per share | Diluted earnings per share |
|-------------------|--------------------------|----------------------------|
|                   | Yen                      | Yen                        |
| March 31, 2026    | (227.51)                 | —                          |
| March 31, 2025    | 257.64                   | 257.62                     |

(Note) Diluted earnings per share for the fiscal year ended March 31, 2026 is not presented even though the Company has issued potential shares, because basic earnings per share was net loss.

(2) Non-consolidated Financial Position

| As of          | Total assets | Net assets  | Capital adequacy ratio | Net assets per share |
|----------------|--------------|-------------|------------------------|----------------------|
|                | Million yen  | Million yen | %                      | Yen                  |
| March 31, 2026 | 212,671      | 69,054      | 32.5                   | 1,303.17             |
| March 31, 2025 | 202,318      | 82,170      | 40.6                   | 1,551.51             |

(Reference) Equity: As of March 31, 2026: ¥ 69,052 million  
As of March 31, 2025: ¥ 82,155 million

\*Financial results reports are exempt from the audit conducted by certified public accountants or an audit corporation

\*Proper use of earnings forecast, and other special matters

Financial forecast is based on information currently available to the Company and certain assumptions deemed reasonable and is not intended to be the Company's guarantee that the forecast will be achieved. Actual results may significantly vary due to a variety of factors. For the assumptions used as the basis for the earnings forecasts and precautions regarding the use of the earnings forecasts, please refer to "1. Summary of consolidated business results, etc. (4) Future outlook" on page 6 of this report.

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## 1. Summary of consolidated business results, etc.

### (1) Summary of consolidated business results etc. for the period

#### **Consolidated business results for the fiscal year ended March 31, 2026**

The world economy for the fiscal year ended March 31, 2026, remained in a difficult situation, as the outlook for the economy continued to be uncertain due to the heightened uncertainty in market conditions across various countries, particularly in the U.S., stemming from the U.S. tariff measures and other factors, as well as the impact of continued price rises and geopolitical risks.

Amid such conditions, Toshiba Tec Corporation (the “Company”) and its subsidiaries (collectively, the “Group”) have been pursuing the Basic Policy, “To become a global top solutions partner by generating new value through co-creation with the aim of contributing to the resolution of social issues.” Under the basic policy, the Group has striven to strengthen the profitability of core businesses, expand the growth business areas, transform management, enhance human resources, and promote sustainability, etc. toward sustainable growth. In this way, the Group has strived to contribute to the resolution of social issues with the aim of becoming a global top solutions partner.

In the fiscal year ended March 31, 2026, net sales were ¥569,265 million (down 1% year on year), although they declined significantly up to the second quarter. This was mainly due to, from the third quarter onward, a significant year-on-year increase in sales of POS systems for the domestic market, and some improvement in deteriorating market conditions in various countries and easing impacts of delays in customer investment timing both caused by the U.S. tariff measures, leading to sales of POS systems and multifunction peripherals (MFPs) for overseas markets recovering to the level of the same period of the previous fiscal year.

On the profit front, both operating profit and ordinary profit from the third quarter onward exceeded the corresponding figures of the same period of the previous fiscal year. This was mainly due to a year-on-year increase in profits from POS systems for the domestic market, and an improvement in profits from POS systems and MFPs for overseas markets to levels exceeding the corresponding figures of the same period of the previous fiscal year, which was supported by factors including improvements in customer investment appetite, a largely successful recovery from the adverse effects of U.S. tariff measures, and enhanced effectiveness of measures such as revising product prices and optimizing production sites. In particular, operating profit and ordinary profit for the fourth quarter improved significantly year on year, mainly due to the successful implementation of various measures undertaken to date. However, this improvement was not sufficient to fully offset the deterioration in profits up to the second quarter resulting from U.S. tariff measures, and as a result, full-year operating profit was amounted to ¥14,336 million (down 29% year on year), and ordinary profit was amounted to ¥10,608 million (down 42% year on year). Loss attributable to owners of the parent was ¥2,285 million (profit attributable to owners of parent of ¥29,937 million in the same period of the previous fiscal year), mainly due to the recording of extraordinary losses, including a provision of allowance for economic compensation in connection with ETRIA CO., LTD.'s decision to reduce the business scale of Toshiba Tec Information Systems (Shenzhen), which was formerly a subsidiary of the Company and is currently a subsidiary of ETRIA CO., LTD., as well as a loss on valuation of investment securities.

Regarding the year-end dividend for the fiscal year ended March 31, 2026, as a result of comprehensive consideration of the above business results, the business environment and other factors, the Company has decided to pay a dividend of ¥20 per share, which is decreased by ¥5 compared to the year-end dividend for the previous fiscal year. We would like to seek shareholders' understanding.

Results of reportable segments for the fiscal year ended March 31, 2026 were as follows.

#### **Retail Solutions Business Group**

The Retail Solutions Business Group handles POS systems for domestic and overseas markets, MFPs for the domestic market, auto ID systems for the domestic market, and related products. Amid a severe business environment in which intensifying competition with peers continues, the business group has worked on expanding the high-value-added solutions business through the global retail platform "ELERA", generative AI utilization services and strategic partnerships, boosting recurring revenue business and the multi-vendor maintenance services covering not only our equipment but also IT equipment of other companies.

Sales of POS systems for the domestic market increased due to efforts to expand sales mainly of self-checkout systems, smart receipts, and payment terminals, as well as revisions of product prices and

maintenance service prices.

Full-year sales of POS systems for overseas markets declined due to a large decrease in hardware sales through the second quarter, mainly in the Americas, and the impact of foreign exchange rates. However, sales from the third quarter onward recovered to the level of the same period of the previous fiscal year, reflecting some improvement in deteriorating market conditions in various countries and delays in the timing of investment by customers resulting from the U.S. tariff measures.

Sales of MFPs for the domestic market declined due to customers refraining from purchasing and other factors.

Sales of auto ID systems for the domestic market remained at the same level as the previous fiscal year, due to working on measurements such as revisions of product prices, although overall label printer unit sales declined.

As a result, net sales of the Retail Solutions Business Group were ¥347,641 million (up 0.3% year on year). Full-year operating profit of the business group was ¥7,630 million (down 4% year on year) due to the impact of deterioration of profitability through the second quarter associated with U.S. tariff measures, although profitability of this business from the third quarter onward improved compared with the same period of the previous year, supported by improved profitability of POS systems for the domestic market due to a better model mix, improved profitability of MFPs for the domestic market following revisions to maintenance service prices, and improved profitability of POS systems for the overseas market.

## **Workplace Solutions Business Group**

The Workplace Solutions Business Group handles MFPs for overseas markets, auto ID systems for overseas markets, and related products. Amid a severe business environment in which the declining printing volume due to work style reforms and office DX promotion and intensifying competition with peers continue, the business group focused on strengthening the profitability of MFPs, its core business and worked on developing the office solutions business and the auto ID solutions business, which are growth areas.

Sales of MFPs for overseas markets declined due to a decrease in sales mainly in the Americas as a result of the U.S. tariff measures, the reaction following the temporary increase in sales resulting from the recovery of product supply in the previous fiscal year and other factors, despite the increasing effect of product price revisions from the third quarter onward.

Sales of auto ID systems for overseas markets declined as a result of a decrease in sales mainly in the Americas caused by the reaction to large-scale property orders received in the previous fiscal year.

As a result, net sales of the Workplace Solutions Business Group were ¥227,758 million (down 4% year on year). Full-year operating profit for the business group was ¥6,706 million (down 46% year on year) due to a decrease in profit, mainly in the Americas. Although the effects of the measures such as product price revisions and optimization of production sites increased from the third quarter onward, and operating profit increased compared with the same period of the previous year, these were not able to fully compensate for the decrease in profit through the second quarter associated with the U.S. tariff measures. Another factor behind the significant decline in operating income compared with the previous fiscal year was a temporary increase in the operating rate at plants due to the impact of a temporary increase in the production volume of MFPs in the previous fiscal year. This is due to the transfer of the Group's business of the development and manufacturing of MFPs and auto ID systems to ETRIA CO., LTD. in July 2024.

(Note) An auto ID system is a system that uses hardware and software devices to recognize and manage data content by automatically scanning barcode and RFID tag data.

### (2) Financial condition

#### **Status of Assets, Liabilities and Net Assets**

Assets at the end of the fiscal year ended March 31, 2026 increased by ¥15,064 million from the end of the previous fiscal year to ¥361,435 million. This was mainly because notes and accounts receivable - trade, and contract assets, merchandise and finished goods, raw materials and supplies and "Other" in current assets increased by ¥16,458 million, ¥9,506 million, ¥2,954 million and ¥6,499 million, respectively, and retirement benefit asset and "Other" in investments and other assets increased by ¥8,414 million and ¥3,181 million, respectively, although cash and deposits in current assets decreased by ¥8,432 million and investment securities and deferred tax assets in investments and other assets decreased by ¥23,994 million, ¥3,169 million, respectively.

Liabilities increased by ¥29,374 million from the end of the previous fiscal year to ¥260,060 million. This was mainly because notes and accounts payable - trade and allowance for economic compensation in current liabilities increased by ¥23,335 million and ¥4,385 million, respectively, although income taxes payable in current liabilities decreased by ¥2,978 million.

Net assets decreased by ¥14,309 million from the end of the previous fiscal year to ¥101,375 million. This was primarily due to a decrease in retained earnings owing to the payment of dividends of ¥1,323 million, the recording of loss attributable to owners of parent of ¥2,285 million, the change in scope of equity method of ¥18,044 million, although foreign currency translation adjustment and remeasurements of defined benefit plans increased by ¥1,861 million and ¥5,653 million, respectively.

### (3) Overview of cash flows

#### **Status of cash flows**

An overview of cash flows during the fiscal year ended March 31, 2026 is as follows.

Net cash provided by operating activities was ¥4,296 million (compared with an inflow of ¥24,886 million in the same period of the previous fiscal year). That is the result of profit before income taxes of ¥2,625 million, depreciation and amortization of ¥18,797 million, provision of allowance for economic compensation of ¥4,385 million and increase in trade payables of ¥20,879 million, whereas increase in trade receivables of

¥11,657 million, increase in inventories of ¥10,978 million, "Other, net" of ¥12,065 million, income taxes paid of ¥9,426 million, etc.

Net cash used in investing activities was ¥11,366 million (compared with an outflow of ¥9,987 million in the previous fiscal year). That is the result of proceeds from sale of property, plant and equipment of ¥1,501 million and proceeds from divestments of ¥1,378 million, whereas purchase of property, plant and equipment of ¥9,618 million and purchase of intangible assets of ¥4,326 million, etc.

As a result of the above, free cash flow amounted to an outflow of ¥7,069 million (compared with an inflow of ¥14,898 million in the previous fiscal year).

Net cash used in financing activities was ¥3,097 million (compared with an outflow of ¥5,739 million in the previous fiscal year). That is the result of proceeds from long-term borrowings of ¥13,028 million, whereas repayments of long-term borrowings of ¥10,062 million, dividends paid of ¥1,324 million, and repayments of finance lease liabilities of ¥4,664 million.

As a result of the above, the balance of Group funding in the fiscal year ended March 31, 2026 (cash and cash equivalents in the consolidated statement of cash flows) declined by ¥8,432 million from the end of the previous fiscal year to ¥39,500 million.

### Source of Group capital and capital liquidity

Needed funding is secured internally by the Group from retained earnings, and basic liquidity is secured through autonomous funding generated by reduction of assets and increased rates of asset efficiency; funds are procured from financial institutions and other sources as needed.

### Outlook for cash flows in the next fiscal year

In operating and investing activities, the Company will work to generate free cash flow mainly by increasing earnings and improving the efficiency of its cash conversion cycle (CCC) and of its investments.

### Trends in cash flow indicators

| Fiscal year ended                            | March 2022 | March 2023 | March 2024 | March 2025 | March 2026 |
|--|------------|------------|------------|------------|------------|
| Capital adequacy ratio                       | 36.1%      | 31.0%      | 26.1%      | 31.2%      | 26.0%      |
| Capital adequacy ratio based on market value | 87.6%      | 69.7%      | 47.7%      | 40.9%      | 39.0%      |
| Debt redemption years                        | 2.5 years  | 1.8 years  | 2.0 years  | 1.6 years  | 10.5 years |
| Interest Coverage Ratio                      | 20.0       | 29.0       | 16.2       | 19.1       | 2.4        |

(Notes) Capital adequacy ratio: Equity / Total assets

Capital adequacy ratio based on market value: Market capitalization / Total assets

Market capitalization = Stock market price × (Total number of issued shares - Number of treasury shares)

Debt redemption years: Interest-bearing debt / Cash flows from operating activities

Interest Coverage Ratio: Cash flows from operating activities / Interest expense

\*In all cases, calculations are based on consolidated-basis financial values.

\*Interest-bearing debt refers to all of those obligations recorded in the consolidated balance sheets that are subject to interest payments.

Interest payments are stated as "interest paid" in the consolidated statement of cash flows.

#### (4) Future outlook

The global economy is expected to remain in a challenging situation due to the backdrop of increasing geopolitical tensions resulting in economic uncertainty, as well as numerous unpredictable factors, including price trends and policy trends in various countries.

Amid such conditions, the Group will advance the transformation into a solutions company to the Next Stage under the Basic Policy, “To become a global top solutions partner by generating new value through co-creation with the aim of contributing to the resolution of social issues.”

As part of this initiative, we will continue to work on improving our management structure with the aim of lowering the break-even point through the optimization of our cost structure and enhancing our ability to respond to rapid environmental changes. At the same time, we will continue to steadily implement various measures as a group to achieve sustainable growth.

The Group will work on building an ecosystem through co-creation with partners by leveraging its physical assets, namely its global customer base and sales and maintenance networks, to propose highly value-added solutions with the aim of contributing to the resolution of social issues, as well as enhancing corporate value.

Major policies for each reportable segment in the fiscal year ending March 31, 2027 are as follows.

#### **Retail Solutions Business Group**

In the retail distribution industry, which constitutes the customer base for our core POS systems business, there is an increasing need for solutions that simultaneously address diverse social challenges, including responding to the diversification of consumer purchasing behavior, implementing DX to improve productivity, adopting labor-saving and automation measures to address labor shortages, as well as sales promotion utilizing in-store media, reduction of disposal losses and lost sales opportunities, and reduction of environmental impact.

Amid this business environment, domestic Retail Solutions Business expects continued solid demand for POS systems, driven in part by the full-scale implementation of large-scale orders. On the other hand, overseas Retail Solutions Business remains in an uncertain demand environment driven by risks of cost increases from soaring semiconductor and oil prices and price revisions, despite some improvement in customer investment appetite that had been cautious due to the impact of U.S. tariff measures and other factors in fiscal 2025. Given the uncertainty in the global economy, we will continue to closely monitor customer investment trends.

We will strengthen the provision of comprehensive solutions covering store operations, sales promotion, and data utilization through the deployment of solution services utilizing the global retail platform "ELERA". Through these efforts, we will deepen ongoing relationships with customers while also improving profitability.

#### **Workplace Solutions Business Group**

The office printing market, which is our core business, is expected to continue its gradual decline globally, driven by the ongoing shift toward paperless operations. On the other hand, against the backdrop of the establishment of remote work and hybrid work arrangements, new needs have emerged for the digitalization of entire business processes in offices and on-site locations, improved operational efficiency, and enhanced security.

Amid this business environment, Workplace Solutions Business will conduct business operations while carefully assessing demand trends given the uncertain demand environment driven by risks of cost increases from soaring semiconductor and oil prices and price revisions, although the effects of price revisions implemented as U.S. tariff countermeasures are becoming apparent.

We will strengthen product competitiveness and optimize development and supply systems, while accelerating the structural transformation to a solutions business, through collaboration with ETRIA CO., LTD., a joint venture with Ricoh Company, Ltd. and Oki Electric Industry Co., Ltd. Through these efforts, we will improve profitability and strengthen our business base.

The consolidated financial forecast for the fiscal year ending March 31, 2027 is as follows.

< The consolidated financial forecast for the fiscal year ending March 31, 2027 >

|                |   |       |             |
|----------------|---|-------|-------------|
| [Consolidated] | Net sales                               | 590.0 | billion yen |
|                | Operating profit                        | 20.0  | billion yen |
|                | Ordinary profit                         | 16.0  | billion yen |
|                | Profit attributable to owners of parent | 7.0   | billion yen |

The above performance forecasts assume average exchange rates of ¥150 to the dollar and ¥175 to the euro for the fiscal year ending March 31, 2027.

\*Financial forecast is based on information currently available to the Company and certain assumptions deemed reasonable and is not intended to be the Company's guarantee that the forecast will be achieved. Actual results may significantly vary due to a variety of factors.

## 2. Basic approach to selection of accounting standards

To ensure creative growth, the Group has set a basic policy for rigorous financial discipline and will work to centralize operational administration and information disclosure based on unified global rules as well as strengthen financial governance. To speed up these activities, and to further facilitate cross-border comparisons of financial information in capital markets, the Group is considering the voluntarily adoption of the International Financial Reporting Standards (IFRS) and its timing.

### 3. Consolidated Financial Statements and Notes

#### (1) Consolidated Balance Sheet

(Million yen)

|  | As of March 31, 2025 | As of March 31, 2026 |
|--|----------------------|----------------------|
| <b>Assets</b>  |                      |                      |
| Current assets   |                      |                      |
| Cash and deposits  | 47,945               | 39,513               |
| Notes and accounts receivable - trade, and contract assets | 81,411               | 97,869               |
| Merchandise and finished goods                             | 44,518               | 54,024               |
| Work in process  | 1,278                | 2,706                |
| Raw materials and supplies                                 | 7,917                | 10,871               |
| Other  | 27,764               | 34,263               |
| Allowance for doubtful accounts                            | (1,260)              | (1,057)              |
| Total current assets                                       | 209,574              | 238,192              |
| Non-current assets   |                      |                      |
| Property, plant and equipment                              |                      |                      |
| Buildings and structures                                   | 22,627               | 23,144               |
| Accumulated depreciation                                   | (17,118)             | (18,041)             |
| Buildings and structures, net                              | 5,509                | 5,103                |
| Machinery, equipment and vehicles                          | 46,355               | 50,057               |
| Accumulated depreciation                                   | (31,293)             | (34,641)             |
| Machinery, equipment and vehicles, net                     | 15,061               | 15,416               |
| Tools, furniture and fixtures                              | 23,178               | 24,212               |
| Accumulated depreciation                                   | (19,907)             | (20,576)             |
| Tools, furniture and fixtures, net                         | 3,270                | 3,635                |
| Land   | 1,254                | 1,256                |
| Leased assets  | 47,413               | 52,365               |
| Accumulated depreciation                                   | (28,933)             | (33,178)             |
| Leased assets, net   | 18,479               | 19,187               |
| Construction in progress                                   | 981                  | 1,047                |
| Total property, plant and equipment                        | 44,557               | 45,647               |
| Intangible assets  |                      |                      |
| Goodwill   | 180                  | 921                  |
| Customer relationship assets                               | 71                   | —                    |
| Other  | 10,914               | 11,168               |
| Total intangible assets                                    | 11,166               | 12,090               |
| Investments and other assets                               |                      |                      |
| Investment securities                                      | 37,148               | 13,154               |
| Retirement benefit asset                                   | 15,419               | 23,833               |
| Deferred tax assets  | 11,924               | 8,755                |
| Other  | 16,653               | 19,834               |
| Allowance for doubtful accounts                            | (73)                 | (72)                 |
| Total investments and other assets                         | 81,073               | 65,505               |
| Total non-current assets                                   | 136,797              | 123,243              |
| Total assets   | 346,371              | 361,435              |

(Million yen)

|   | As of March 31, 2025 | As of March 31, 2026 |
|---|----------------------|----------------------|
| <b>Liabilities</b>                                    |                      |                      |
| Current liabilities                                   |                      |                      |
| Notes and accounts payable - trade                    | 64,367               | 87,702               |
| Short-term borrowings                                 | 3,359                | 3,817                |
| Current portion of long-term borrowings               | 4,953                | 7,016                |
| Lease liabilities                                     | 6,682                | 6,883                |
| Accounts payable - other                              | 24,398               | 24,861               |
| Income taxes payable                                  | 6,879                | 3,901                |
| Unearned revenue                                      | 23,218               | 23,464               |
| Provision for loss compensation                       | —                    | 1,524                |
| Allowance for economic compensation                   | —                    | 4,385                |
| Other   | 35,793               | 35,389               |
| <b>Total current liabilities</b>                      | <b>169,652</b>       | <b>198,946</b>       |
| Non-current liabilities                               |                      |                      |
| Long-term borrowings                                  | 11,321               | 12,949               |
| Lease liabilities                                     | 14,310               | 14,607               |
| Retirement benefit liability                          | 24,439               | 21,555               |
| Other   | 10,962               | 12,000               |
| <b>Total non-current liabilities</b>                  | <b>61,034</b>        | <b>61,113</b>        |
| <b>Total liabilities</b>                              | <b>230,686</b>       | <b>260,060</b>       |
| <b>Net assets</b>                                     |                      |                      |
| Shareholders' equity                                  |                      |                      |
| Share capital   | 39,970               | 39,970               |
| Capital surplus                                       | 1,110                | 1,110                |
| Retained earnings                                     | 58,525               | 36,872               |
| Treasury shares                                       | (13,319)             | (13,216)             |
| <b>Total shareholders' equity</b>                     | <b>86,287</b>        | <b>64,736</b>        |
| Accumulated other comprehensive income                |                      |                      |
| Valuation difference on available-for-sale securities | 1,260                | 1,397                |
| Deferred gains or losses on hedges                    | (27)                 | 4                    |
| Foreign currency translation adjustment               | 17,562               | 19,423               |
| Minimum pension liability adjustments                 | (213)                | (351)                |
| Remeasurements of defined benefit plans               | 3,206                | 8,859                |
| <b>Total accumulated other comprehensive income</b>   | <b>21,788</b>        | <b>29,333</b>        |
| Share acquisition rights                              | 14                   | 2                    |
| Non-controlling interests                             | 7,593                | 7,303                |
| <b>Total net assets</b>                               | <b>115,685</b>       | <b>101,375</b>       |
| <b>Total liabilities and net assets</b>               | <b>346,371</b>       | <b>361,435</b>       |

(2) Consolidated Statement of Income and Comprehensive Income  
Consolidated Statement of Income

(Million yen)

|   | For the fiscal year<br>ended March 31, 2025 | For the fiscal year<br>ended March 31, 2026 |
|---|---|---|
| Net sales   | 577,023                                     | 569,265                                     |
| Cost of sales   | 349,193                                     | 351,860                                     |
| Gross profit  | 227,829                                     | 217,405                                     |
| Selling, general and administrative expenses                  | 207,578                                     | 203,069                                     |
| Operating profit  | 20,251                                      | 14,336                                      |
| Non-operating income  |   |   |
| Interest income   | 616   | 406   |
| Dividend income   | 86  | 98  |
| Share of profit of entities accounted for using equity method | 1,621                                       | 710   |
| Foreign exchange gains  | —   | 166   |
| Gain on valuation of derivatives                              | 1,211                                       | —   |
| Gain on sale of non-current assets                            | 153   | 82  |
| Other   | 588   | 510   |
| Total non-operating income                                    | 4,278                                       | 1,975                                       |
| Non-operating expenses  |   |   |
| Interest expenses   | 1,393                                       | 1,700                                       |
| Loss on valuation of derivatives                              | —   | 738   |
| Foreign exchange losses                                       | 2,700                                       | —   |
| Loss on sale and retirement of non-current assets             | 339   | 677   |
| Commission expenses   | 33  | —   |
| Provision for loss compensation                               | —   | 1,524                                       |
| Other   | 1,717                                       | 1,062                                       |
| Total non-operating expenses                                  | 6,184                                       | 5,703                                       |
| Ordinary profit   | 18,344                                      | 10,608                                      |
| Extraordinary income  |   |   |
| Gain on change in equity                                      | 21,151                                      | —   |
| Gain on sale of investment securities                         | 639   | 589   |
| Gain on sale of businesses                                    | 5,654                                       | —   |
| Total extraordinary income                                    | 27,445                                      | 589   |
| Extraordinary losses  |   |   |
| Impairment losses   | 43  | 6   |
| Loss on sale of investment securities                         | 15  | 34  |
| Loss on valuation of investment securities                    | 698   | 3,429                                       |
| Restructuring cost  | 2,458                                       | 716   |
| Provision of allowance for economic compensation              | —   | 4,385                                       |
| Total extraordinary losses                                    | 3,216                                       | 8,572                                       |
| Profit before income taxes                                    | 42,574                                      | 2,625                                       |
| Income taxes – current  | 9,632                                       | 4,386                                       |
| Income taxes - deferred                                       | 2,437                                       | 1,323                                       |
| Total income taxes  | 12,070                                      | 5,710                                       |
| Profit (loss)   | 30,503                                      | (3,085)                                     |
| Profit (loss) attributable to non-controlling interests       | 565   | (799)                                       |
| Profit (loss) attributable to owners of parent                | 29,937                                      | (2,285)                                     |

Consolidated Statement of Comprehensive Income

(Million yen)

|  | For the fiscal year<br>ended March 31, 2025 | For the fiscal year<br>ended March 31, 2026 |
|--|---|---|
| Profit (loss)  | 30,503                                      | (3,085)                                     |
| Other comprehensive income   |   |   |
| Valuation difference on available-for-sale securities                                | 247   | 136   |
| Deferred gains or losses on hedges   | (74)  | 32  |
| Foreign currency translation adjustment  | (6,748)                                     | 2,933                                       |
| Minimum pension liability adjustment   | 107   | (138)                                       |
| Remeasurements of defined benefit plans, net of tax                                  | (1,951)                                     | 5,504                                       |
| Share of other comprehensive income of entities<br>accounted for using equity method | 343   | (343)                                       |
| Total other comprehensive income   | (8,075)                                     | 8,124                                       |
| Comprehensive income   | 22,428                                      | 5,038                                       |
| Comprehensive income attributable to   |   |   |
| Owners of parent   | 22,349                                      | 5,259                                       |
| Non-controlling interests  | 78  | (220)                                       |

## (3) Consolidated Statement of Changes in Net Assets

For the fiscal year ended March 31, 2025

(Million yen)

|  | Shareholders' equity |                 |                   |                 |                            |
|--|----------------------|-----------------|-------------------|-----------------|----------------------------|
|  | Share capital        | Capital surplus | Retained earnings | Treasury shares | Total shareholders' equity |
| Balance at beginning of period   | 39,970               | 950             | 31,145            | (13,382)        | 58,683                     |
| Changes during period  |                      |                 |                   |                 |                            |
| Dividends of surplus   |                      |                 | (2,382)           |                 | (2,382)                    |
| Profit attributable to owners of parent  |                      |                 | 29,937            |                 | 29,937                     |
| Change in ownership interest of parent due to transactions with non-controlling interests            |                      | 145             |                   |                 | 145                        |
| Purchase of treasury shares  |                      |                 |                   | (7)             | (7)                        |
| Disposal of treasury shares  |                      | 14              |                   | 70              | 85                         |
| Increase (decrease) in Retained earnings resulting from exclusion of subsidiaries from consolidation |                      |                 | (175)             |                 | (175)                      |
| Net changes in items other than shareholders' equity   |                      |                 |                   |                 |                            |
| Total changes during period  | —                    | 160             | 27,380            | 63              | 27,603                     |
| Balance at end of period   | 39,970               | 1,110           | 58,525            | (13,319)        | 86,287                     |

|  | Accumulated other comprehensive income                |                                    |   |                                      |   |  | Share acquisition rights | Non-controlling interests | Total net assets |
|--|---|------------------------------------|---|--------------------------------------|---|--|--------------------------|---------------------------|------------------|
|  | Valuation difference on available-for-sale securities | Deferred gains or losses on hedges | Foreign currency translation adjustment | Minimum pension liability adjustment | Remeasurements of defined benefit plans | Total accumulated other comprehensive income |                          |                           |                  |
| Balance at beginning of period   | 1,013   | 46                                 | 23,330                                  | (320)                                | 5,307                                   | 29,376                                       | 19                       | 8,156                     | 96,236           |
| Changes during period  |   |                                    |   |                                      |   |  |                          |                           |                  |
| Dividends of surplus   |   |                                    |   |                                      |   |  |                          |                           | (2,382)          |
| Profit attributable to owners of parent  |   |                                    |   |                                      |   |  |                          |                           | 29,937           |
| Change in ownership interest of parent due to transactions with non-controlling interests            |   |                                    |   |                                      |   |  |                          |                           | 145              |
| Purchase of treasury shares  |   |                                    |   |                                      |   |  |                          |                           | (7)              |
| Disposal of treasury shares  |   |                                    |   |                                      |   |  |                          |                           | 85               |
| Increase (decrease) in Retained earnings resulting from exclusion of subsidiaries from consolidation |   |                                    |   |                                      |   |  |                          |                           | (175)            |
| Net changes in items other than shareholders' equity   | 247   | (74)                               | (5,768)                                 | 107                                  | (2,100)                                 | (7,588)                                      | (4)                      | (562)                     | (8,155)          |
| Total changes during period  | 247   | (74)                               | (5,768)                                 | 107                                  | (2,100)                                 | (7,588)                                      | (4)                      | (562)                     | 19,448           |
| Balance at end of period   | 1,260   | (27)                               | 17,562                                  | (213)                                | 3,206                                   | 21,788                                       | 14                       | 7,593                     | 115,685          |

For the fiscal year ended March 31, 2026

(Million yen)

|  | Shareholders' equity |                 |                   |                 |                            |
|--|----------------------|-----------------|-------------------|-----------------|----------------------------|
|  | Share capital        | Capital surplus | Retained earnings | Treasury shares | Total shareholders' equity |
| Balance at beginning of period                       | 39,970               | 1,110           | 58,525            | (13,319)        | 86,287                     |
| Changes during period                                |                      |                 |                   |                 |                            |
| Dividends of surplus                                 |                      |                 | (1,323)           |                 | (1,323)                    |
| Loss attributable to owners of parent                |                      |                 | (2,285)           |                 | (2,285)                    |
| Purchase of treasury shares                          |                      |                 |                   | (5)             | (5)                        |
| Disposal of treasury shares                          |                      | (0)             |                   | 107             | 107                        |
| Change in scope of equity method                     |                      |                 | (18,044)          |                 | (18,044)                   |
| Net changes in items other than shareholders' equity |                      |                 |                   |                 |                            |
| Total changes during period                          | —                    | (0)             | (21,653)          | 102             | (21,551)                   |
| Balance at end of period                             | 39,970               | 1,110           | 36,872            | (13,216)        | 64,736                     |

|  | Accumulated other comprehensive income                |                                    |   |                                      |   |  | Share acquisition rights | Non-controlling interests | Total net assets |
|--|---|------------------------------------|---|--------------------------------------|---|--|--------------------------|---------------------------|------------------|
|  | Valuation difference on available-for-sale securities | Deferred gains or losses on hedges | Foreign currency translation adjustment | Minimum pension liability adjustment | Remeasurements of defined benefit plans | Total accumulated other comprehensive income |                          |                           |                  |
| Balance at beginning of period                       | 1,260   | (27)                               | 17,562                                  | (213)                                | 3,206                                   | 21,788                                       | 14                       | 7,593                     | 115,685          |
| Changes during period                                |   |                                    |   |                                      |   |  |                          |                           |                  |
| Dividends of surplus                                 |   |                                    |   |                                      |   |  |                          |                           | (1,323)          |
| Loss attributable to owners of parent                |   |                                    |   |                                      |   |  |                          |                           | (2,285)          |
| Purchase of treasury shares                          |   |                                    |   |                                      |   |  |                          |                           | (5)              |
| Disposal of treasury shares                          |   |                                    |   |                                      |   |  |                          |                           | 107              |
| Change in scope of equity method                     |   |                                    |   |                                      |   |  |                          |                           | (18,044)         |
| Net changes in items other than shareholders' equity | 136   | 32                                 | 1,861                                   | (138)                                | 5,653                                   | 7,544  | (12)                     | (290)                     | 7,242            |
| Total changes during period                          | 136   | 32                                 | 1,861                                   | (138)                                | 5,653                                   | 7,544  | (12)                     | (290)                     | (14,309)         |
| Balance at end of period                             | 1,397   | 4                                  | 19,423                                  | (351)                                | 8,859                                   | 29,333                                       | 2                        | 7,303                     | 101,375          |

## (4) Consolidated Statement of Cash Flows

(Million yen)

|   | For the fiscal year<br>ended March 31, 2025 | For the fiscal year<br>ended March 31, 2026 |
|---|---|---|
| <b>Cash flows from operating activities</b>   |   |   |
| Profit before income taxes  | 42,574                                      | 2,625                                       |
| Depreciation and amortization   | 17,489                                      | 18,797                                      |
| Impairment loss of noncurrent assets  | 43  | 6   |
| Increase (decrease) in allowance for doubtful accounts  | (516)                                       | (298)                                       |
| Interest and dividend income  | (703)                                       | (505)                                       |
| Interest expenses   | 1,393                                       | 1,700                                       |
| Share of loss (profit) of entities accounted for using equity method                              | (1,621)                                     | (710)                                       |
| Loss (gain) on sale and retirement of non-current assets  | 185   | 595   |
| Provision for loss compensation   | —   | 1,524                                       |
| Loss (gain) on sale of investment securities  | (624)                                       | (554)                                       |
| Loss (gain) on valuation of investment securities   | 698   | 3,429                                       |
| Loss (gain) on change in equity   | (21,151)                                    | —   |
| Loss (gain) on sale of businesses   | (5,654)                                     | —   |
| Restructuring cost  | 2,458                                       | 716   |
| Provision of allowance for economic compensation  | —   | 4,385                                       |
| Decrease (increase) in trade receivables  | 4,339                                       | (11,657)                                    |
| Decrease (increase) in inventories  | (4,361)                                     | (10,978)                                    |
| Increase (decrease) in trade payables   | 10,185                                      | 20,879                                      |
| Increase (decrease) in retirement benefit liability   | (3,021)                                     | (3,298)                                     |
| Other, net  | (7,678)                                     | (12,065)                                    |
| Subtotal  | 34,035                                      | 14,591                                      |
| Interest and dividends received   | 712   | 2,224                                       |
| Interest paid   | (1,303)                                     | (1,768)                                     |
| Income taxes paid   | (8,090)                                     | (9,426)                                     |
| Income taxes refund   | 145   | 125   |
| Payment for extra retirement payments   | (612)                                       | (1,450)                                     |
| Net cash provided by (used in) operating activities   | 24,886                                      | 4,296                                       |
| <b>Cash flows from investing activities</b>   |   |   |
| Purchase of property, plant and equipment   | (13,704)                                    | (9,618)                                     |
| Proceeds from sale of property, plant and equipment   | 250   | 1,501                                       |
| Purchase of investment securities   | (964)                                       | (457)                                       |
| Proceeds from sale of investment securities   | 916   | 888   |
| Purchase of intangible assets   | (3,241)                                     | (4,326)                                     |
| Payments into time deposits   | (0)   | (0)   |
| Proceeds from sale of businesses  | 6,750                                       | —   |
| Proceeds from divestments   | —   | 1,378                                       |
| Net decrease (increase) in short-term loans receivable  | 3   | 2   |
| Proceeds from collection of long-term loans receivable  | 0   | 0   |
| Purchase of shares of subsidiaries resulting in change in scope of consolidation                  | —   | (667)                                       |
| Other, net  | 2   | (67)  |
| Net cash provided by (used in) investing activities   | (9,987)                                     | (11,366)                                    |
| <b>Cash flows from financing activities</b>   |   |   |
| Proceeds from long-term borrowings  | 8,683                                       | 13,028                                      |
| Repayments of long-term borrowings  | (7,223)                                     | (10,062)                                    |
| Purchase of treasury shares   | (7)   | (5)   |
| Dividends paid  | (2,381)                                     | (1,324)                                     |
| Dividends paid to non-controlling interests   | (187)                                       | (69)  |
| Purchase of shares of subsidiaries not resulting in change in scope of consolidation              | (757)                                       | —   |
| Repayments of finance lease liabilities   | (3,865)                                     | (4,664)                                     |
| Net cash provided by (used in) financing activities   | (5,739)                                     | (3,097)                                     |
| Effect of exchange rate change on cash and cash equivalents                                       | 41  | 1,733                                       |
| Net increase (decrease) in cash and cash equivalents  | 9,200                                       | (8,432)                                     |
| Cash and cash equivalents at beginning of period  | 48,581                                      | 47,933                                      |
| Decrease in cash and cash equivalents resulting from exclusion of subsidiaries from consolidation | (9,848)                                     | —   |
| Cash and cash equivalents at end of period  | 47,933                                      | 39,500                                      |

- (5) Notes to the consolidated financial statements

**Notes on going concern assumption**

Not applicable

**Segment information**

**1. Outline of reportable segments**

- (1) Determination of reportable segments

The Company's reportable segments are the business units for which the Company is able to obtain respective financial information separately for the Board of Directors to conduct periodic investigations to determine distribution of management resources and evaluate the Group's business results.

In order to take a leading role in the business environment and enable the Company to provide all customers with solutions that are one step ahead, the Group has decided to add two new reporting segments, the "Retail Solutions Business Group" and the "Workplace Solutions Business Group," through a separated classification of business management structure by product and service.

- (2) Type of products and services belonging to each reportable segment

The Retail Solutions Business Group develops, manufactures, sells, and maintains POS systems for domestic and overseas markets, MFPs for domestic market, auto ID systems for domestic market, and related products.

The Workplace Solutions Business Group develops, sells, and maintains MFPs for overseas markets, auto ID systems for overseas markets, and related products.

- (3) Matters relating to changes in reportable segments, etc.

From the fiscal year ended March 31, 2026, the Company has transferred the MFPs business for domestic markets formerly included in the Workplace Solutions Business Group to the Retail Solutions Business Group.

Furthermore, segment information for the fiscal year ended March 31, 2025 has been prepared in accordance with reclassified reporting segments for the fiscal year ended March 31, 2026.

**2. Method of calculation of the amounts of net sales, profit or loss, assets and others by reportable segment**

The accounting treatment methods used for reportable business segments are generally the same as the accounting treatment methods used in the compilation of the consolidated financial statements. Intersegment sales and transfers are based on actual market prices.

### 3. Amounts of net sales, profit or loss, assets and others by reportable segment

#### I Fiscal year ended March 31, 2025

(Million yen)

|  | Reportable segments |                        |         | Adjustment<br>(Note) 1 | Consolidated<br>amount<br>(Note) 2 |
|--|---------------------|------------------------|---------|------------------------|------------------------------------|
|  | Retail Solutions    | Workplace<br>Solutions | Total   |                        |                                    |
| Net sales  |                     |                        |         |                        |                                    |
| Sales to external customers  | 346,669             | 230,353                | 577,023 | —                      | 577,023                            |
| Intersegment sales and transfers                                   | 63                  | 6,998                  | 7,062   | (7,062)                | —                                  |
| Total  | 346,733             | 237,352                | 584,085 | (7,062)                | 577,023                            |
| Segment profit   | 7,938               | 12,312                 | 20,251  | —                      | 20,251                             |
| Segment assets   | 145,398             | 169,734                | 315,132 | 31,238                 | 346,371                            |
| Other items  |                     |                        |         |                        |                                    |
| Depreciation and amortization                                      | 4,510               | 12,837                 | 17,347  | —                      | 17,347                             |
| Amortization of goodwill   | —                   | 141                    | 141     | —                      | 141                                |
| Investments in entities accounted<br>for using equity method       | —                   | 26,363                 | 26,363  | —                      | 26,363                             |
| Increase in property, plant and<br>equipment and intangible assets | 7,815               | 16,664                 | 24,479  | —                      | 24,479                             |

(Notes) 1. Adjustments totaling ¥31,238 million in segment assets chiefly comprise surplus operating funds (cash) and long-term investment funding (investment securities, etc.) at companies submitting reports.

2. Segment profit corresponds with operating profit in the consolidated statement of income.

#### II Fiscal year ended March 31, 2026

(Million yen)

|  | Reportable segments |                        |         | Adjustment<br>(Note) 1 | Consolidated<br>amount<br>(Note) 2 |
|--|---------------------|------------------------|---------|------------------------|------------------------------------|
|  | Retail Solutions    | Workplace<br>Solutions | Total   |                        |                                    |
| Net sales  |                     |                        |         |                        |                                    |
| Sales to external customers  | 347,570             | 221,694                | 569,265 | —                      | 569,265                            |
| Intersegment sales and transfers                                   | 70                  | 6,063                  | 6,134   | (6,134)                | —                                  |
| Total  | 347,641             | 227,758                | 575,400 | (6,134)                | 569,265                            |
| Segment profit   | 7,630               | 6,706                  | 14,336  | —                      | 14,336                             |
| Segment assets   | 182,389             | 155,069                | 337,458 | 23,977                 | 361,435                            |
| Other items  |                     |                        |         |                        |                                    |
| Depreciation and amortization                                      | 5,395               | 13,239                 | 18,634  | —                      | 18,634                             |
| Amortization of goodwill   | —                   | 163                    | 163     | —                      | 163                                |
| Investments in entities accounted<br>for using equity method       | —                   | —                      | —       | —                      | —                                  |
| Increase in property, plant and<br>equipment and intangible assets | 6,561               | 14,255                 | 20,817  | —                      | 20,817                             |

(Notes) 1. Adjustments totaling ¥23,977 million in segment assets chiefly comprise surplus operating funds (cash) and long-term investment funding (investment securities, etc.) at companies submitting reports.

2. Segment profit corresponds with operating profit in the consolidated statement of income.

## Per share information

| For the fiscal year ended March 31, 2025 |              | For the fiscal year ended March 31, 2026 |              |
|--|--------------|--|--------------|
| Net assets per share                     | 2,041.02 yen | Net assets per share                     | 1,775.30 yen |
| Basic earnings per share                 | 565.44 yen   | Basic earnings per share (loss)          | (43.13) yen  |
| Diluted earnings per share               | 565.39 yen   | Diluted earnings per share               | — yen        |

(Note) 1. Diluted earnings per share for the fiscal year ended March 31, 2026 is not presented even though the Company has issued potential shares, because basic earnings per share was net loss.

2. The bases for calculation of basic earnings per share (loss) and diluted earnings per share are as follows.

|  | For the fiscal year ended March 31, 2025 | For the fiscal year ended March 31, 2026 |
|--|--|--|
| Basic earnings per share (loss)  |  |  |
| Profit (loss) attributable to owners of parent (million yen)   | 29,937                                   | (2,285)                                  |
| Amount not attributable to common stockholders (million yen)   | —  | —  |
| Profit (loss) attributable to owners of parent related to common stock (million yen)   | 29,937                                   | (2,285)                                  |
| Weighted average number of common shares outstanding during the period (thousands of shares)                                 | 52,945                                   | 52,977                                   |
| Diluted earnings per share   |  |  |
| Adjustments to profit attributable to owners of parent (million yen)   | —  | —  |
| Increase in the number of common shares  | 4  | —  |
| (Share acquisition rights (thousands of shares))   | (4)                                      | (—)                                      |
| Overview of dilutive stock not included in calculations of dilutive earnings per share due to the absence of dilutive effect | —  | —  |

## Significant subsequent events

Not applicable

#### 4. Supplementary information

##### (1) Changes in information about financial results

[Consolidated]

(Million yen)

| Description                                    | For the fiscal year ended<br>March 31, 2025 | For the fiscal year ended<br>March 31, 2026 | For the fiscal year ending<br>March 31, 2027<br>(Forecast) |
|--|---|---|--|
| Net sales                                      | 577,023                                     | 569,265                                     | 590,000  |
| Year-on-year change                            | 105%  | 99%   | 104%   |
| Operating profit                               | 20,251                                      | 14,336                                      | 20,000   |
| Year-on-year change                            | 128%  | 71%   | 140%   |
| Ordinary profit                                | 18,344                                      | 10,608                                      | 16,000   |
| Year-on-year change                            | 167%  | 58%   | 151%   |
| Profit (loss) attributable to owners of parent | 29,937                                      | (2,285)                                     | 7,000  |
| Year-on-year change                            | —   | —   | —  |
| Basic earnings per share (loss) (yen)          | 565.44                                      | (43.13)                                     | 132.10   |
| Number of consolidated subsidiaries            | 62  | 62  | undecided  |

|   |        |        |        |
|---|--------|--------|--------|
| Average exchange rate<br>(Yen to the US dollar) | 152.73 | 150.22 | 150.00 |
| Average exchange rate<br>(Yen to the euro)      | 163.77 | 173.77 | 175.00 |

[Non-consolidated]

(Million yen)

| Description                           | For the fiscal year ended<br>March 31, 2025 | For the fiscal year ended<br>March 31, 2026 |
|---------------------------------------|---|---|
| Net sales                             | 264,200                                     | 268,861                                     |
| Year-on-year change                   | 98%   | 102%  |
| Operating profit                      | 2,391                                       | 5,010                                       |
| Year-on-year change                   | 187%  | 210%  |
| Ordinary profit                       | 10,540                                      | 9,017                                       |
| Year-on-year change                   | 33%   | 86%   |
| Profit (loss)                         | 13,641                                      | (12,053)                                    |
| Year-on-year change                   | 152%  | —   |
| Annual dividend per share (yen)       | 45.00                                       | 20.00                                       |
| Basic earnings per share (loss) (yen) | 257.64                                      | (227.51)                                    |

## (2) Changes in reportable segment information

## [Consolidated net sales]

(Million yen)

| Description                        | For the fiscal year ended<br>March 31, 2025 | For the fiscal year ended<br>March 31, 2026 | For the fiscal year ending<br>March 31, 2027<br>(Forecast) |
|------------------------------------|---|---|--|
| Retail Solutions Business Group    | 346,733                                     | 347,641                                     | 372,000  |
| Year-on-year change                | —   | 100%  | 107%   |
| Workplace Solutions Business Group | 237,352                                     | 227,758                                     | 227,000  |
| Year-on-year change                | —   | 96%   | 100%   |
| Subtotal                           | 584,085                                     | 575,400                                     | 599,000  |
| Elimination                        | (7,062)                                     | (6,134)                                     | (9,000)  |
| Total                              | 577,023                                     | 569,265                                     | 590,000  |
| Year-on-year change                | 105%  | 99%   | 104%   |

(Note) 1. Net sales for each business are included in “Intersegment sales and transfers.”

2. The results for the fiscal year ended March 31, 2025 are presented based on the new segment categories for the fiscal year ended March 31, 2026, onward.

## [Consolidated operating profit]

(Million yen)

| Description                        | For the fiscal year ended<br>March 31, 2025 | For the fiscal year ended<br>March 31, 2026 | For the fiscal year ending<br>March 31, 2027<br>(Forecast) |
|------------------------------------|---|---|--|
| Retail Solutions Business Group    | 7,938                                       | 7,630                                       | 13,000   |
| Operating profit margin            | 2.3%  | 2.2%  | 3.5%   |
| Workplace Solutions Business Group | 12,312                                      | 6,706                                       | 7,000  |
| Operating profit margin            | 5.2%  | 2.9%  | 3.1%   |
| Total                              | 20,251                                      | 14,336                                      | 20,000   |
| Operating profit margin            | 3.5%  | 2.5%  | 3.4%   |

(Note) The results for the fiscal year ended March 31, 2025 are presented based on the new segment categories for the fiscal year ended March 31, 2026, onward.

## (3) Changes in net sales by destination market

[Changes in net sales by destination market / Consolidated] (Million yen)

| Description                          | For the fiscal year ended<br>March 31, 2025 | For the fiscal year ended<br>March 31, 2026 |
|--------------------------------------|---|---|
| Japan                                | 189,354                                     | 205,075                                     |
| Percentage of consolidated net sales | 33%   | 36%   |
| Americas                             | 219,802                                     | 200,463                                     |
| Percentage of consolidated net sales | 38%   | 35%   |
| Europe                               | 105,878                                     | 105,260                                     |
| Percentage of consolidated net sales | 18%   | 19%   |
| Other                                | 61,987                                      | 58,466                                      |
| Percentage of consolidated net sales | 11%   | 10%   |
| Total                                | 577,023                                     | 569,265                                     |
| Percentage of consolidated net sales | 100%  | 100%  |

## (4) Changes in proportion of overseas production by value

[Changes in proportion of overseas production by value / Consolidated]

| Description    | For the fiscal year ended<br>March 31, 2025 | For the fiscal year ended<br>March 31, 2026 |
|----------------|---|---|
| Overseas ratio | 59%   | 29%   |

(Note) The major reason for the sharp decrease in the overseas production ratio compared to the same period of the previous fiscal year was that on July 1, 2024, the Company transferred the Group's businesses related to the development and manufacturing of MFPs and auto ID systems to ETRIA CO., LTD., and all of the Group's the inkjet head businesses to RISO Technologies Corporation.

## (5) Changes in resource inputs

[Increase in property, plant and equipment and intangible assets / Consolidated] (Million yen)

| Description         | For the fiscal year ended<br>March 31, 2025 | For the fiscal year ended<br>March 31, 2026 | For the fiscal year ending<br>March 31, 2027<br>(Forecast) |
|---------------------|---|---|--|
| Consolidated        | 24,479                                      | 20,817                                      | 23,000   |
| Year-on-year change | 112%  | 85%   | 110%   |

[Research and development expenses / Consolidated] (Million yen)

| Description         | For the fiscal year ended<br>March 31, 2025 | For the fiscal year ended<br>March 31, 2026 | For the fiscal year ending<br>March 31, 2027<br>(Forecast) |
|---------------------|---|---|--|
| Consolidated        | 23,324                                      | 21,763                                      | 23,000   |
| Net sales ratio     | 4.0%  | 3.8%  | 3.9%   |
| Year-on-year change | 78%   | 93%   | 106%   |

[Number of employees at the end of the fiscal year / Consolidated]

| Description         | For the fiscal year ended<br>March 31, 2025 | For the fiscal year ended<br>March 31, 2026 | For the fiscal year ending<br>March 31, 2027<br>(Forecast) |
|---------------------|---|---|--|
| Consolidated        | 15,509                                      | 15,078                                      | 14,900   |
| Year-on-year change | (3,584)                                     | (431)                                       | (178)  |