



MEMBERSHIP

May 29, 2026

Company name	Toshiba Tec Corporation
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### **Notice Regarding Publication of Presentation Materials for FY2026 Management Policy**

Toshiba Tec Corporation hereby announces that the presentation materials for the “FY2026 Management Policy”, scheduled to be held on Friday, May 29 at 5:30 p.m. for institutional investors, securities analysts, and members of the press, have been made publicly available.

Attached Document: Presentation on FY2026 Management Policy

# TOSHIBA

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.

## Presentation on FY2026 Management Policy

May 29, 2026  
Hironobu Nishikori  
President and Chief Executive Officer  
Toshiba Tec Corporation

Toshiba Tec Group Philosophy  
**Creating with You**

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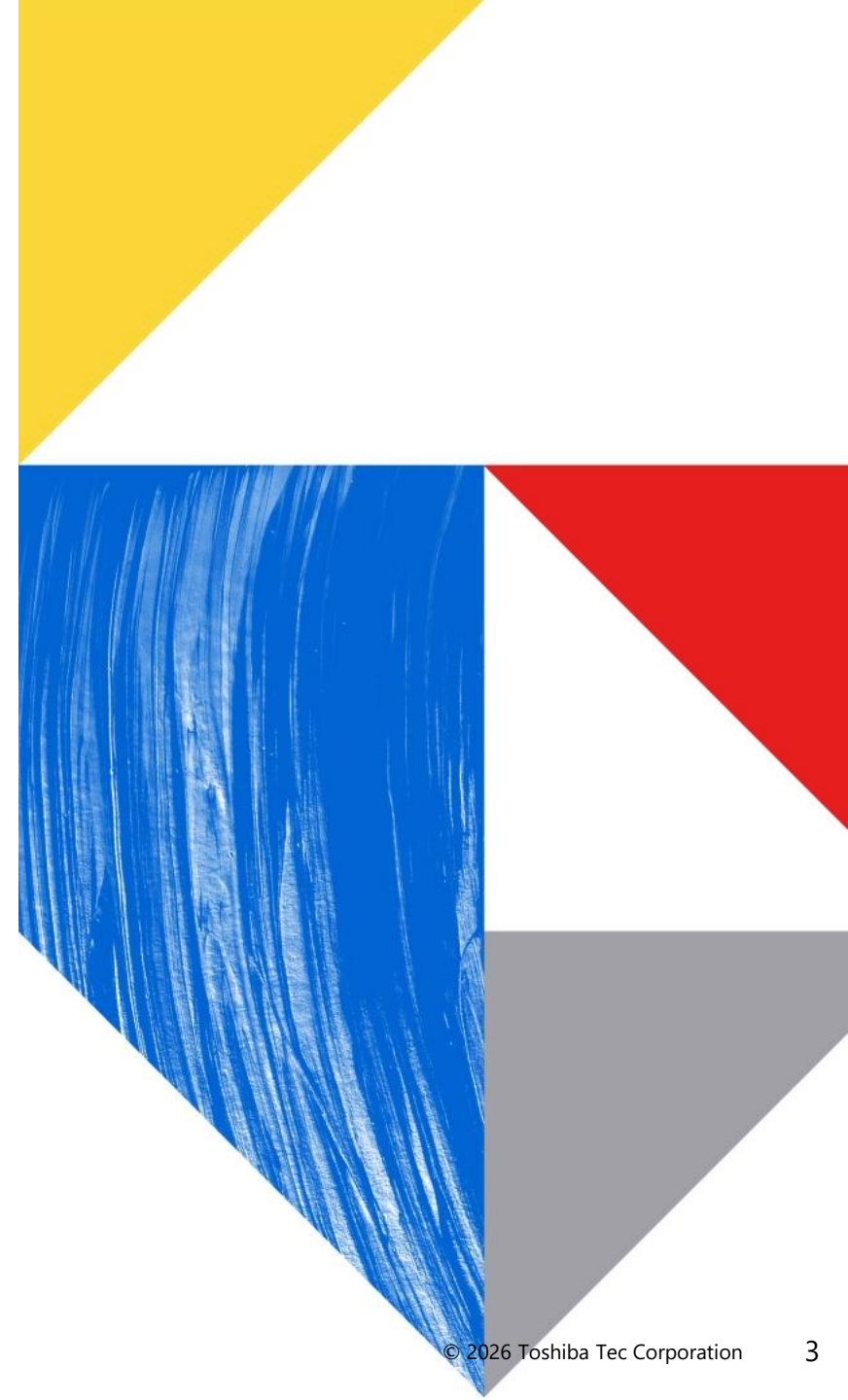
**04 Market Trends and Business Strategy**

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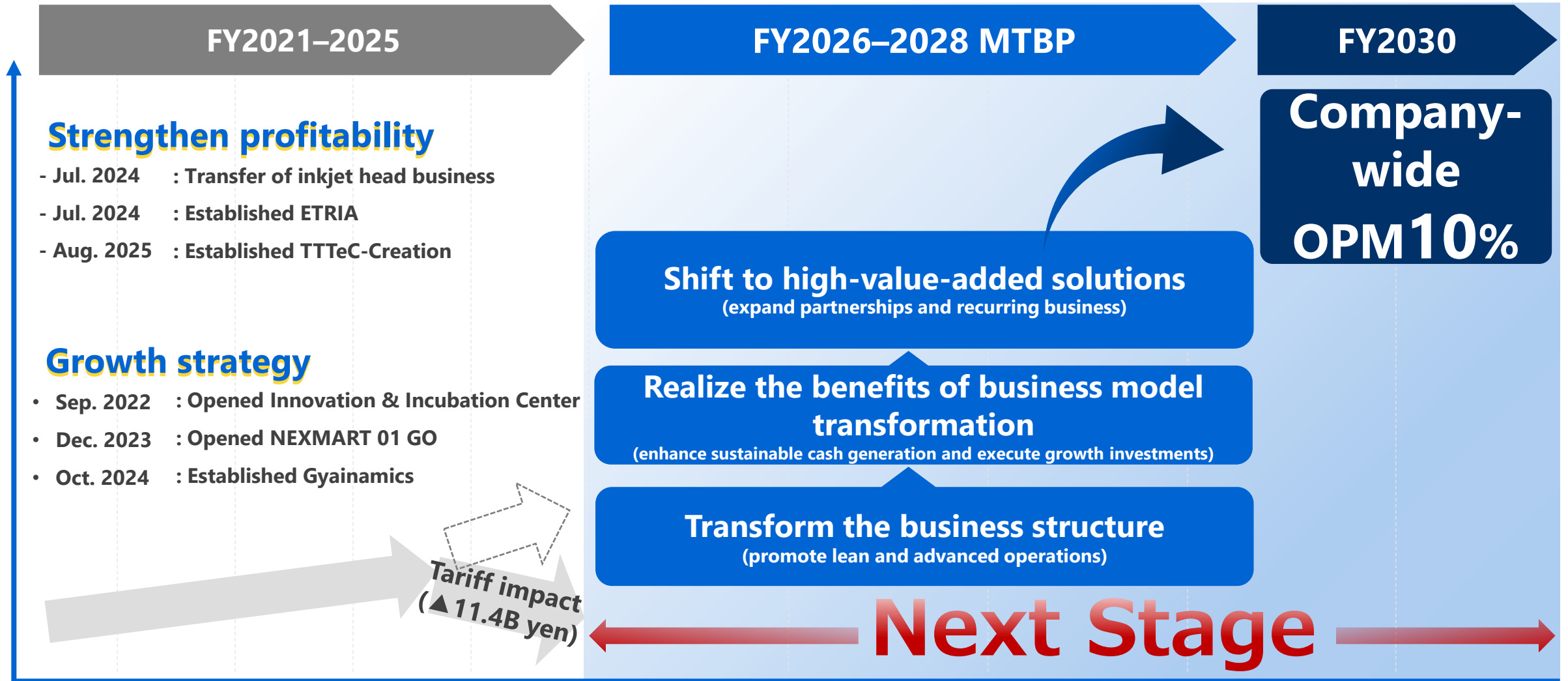
**Next  
Stage**

# 01

## Introduction



# Positioning of the FY2026–2028 Mid-Term Business Plan (MTBP)



Business environment	FY2021	FY2022	FY2023	FY2024	FY2025
		COVID-19			U.S. tariffs
		Component shortages	High interest rates in Europe and the U.S.		

**FY2026    FY2027    FY2028    FY2029    FY2030**

# Next Stage

**We have entered the Next Stage (a growth phase with high profitability)**  
Strengthening SW, data, and services to shift toward delivering value  
that supports supply chain as a core social infrastructure

## From a HW/ maintenance model to a solutions partner

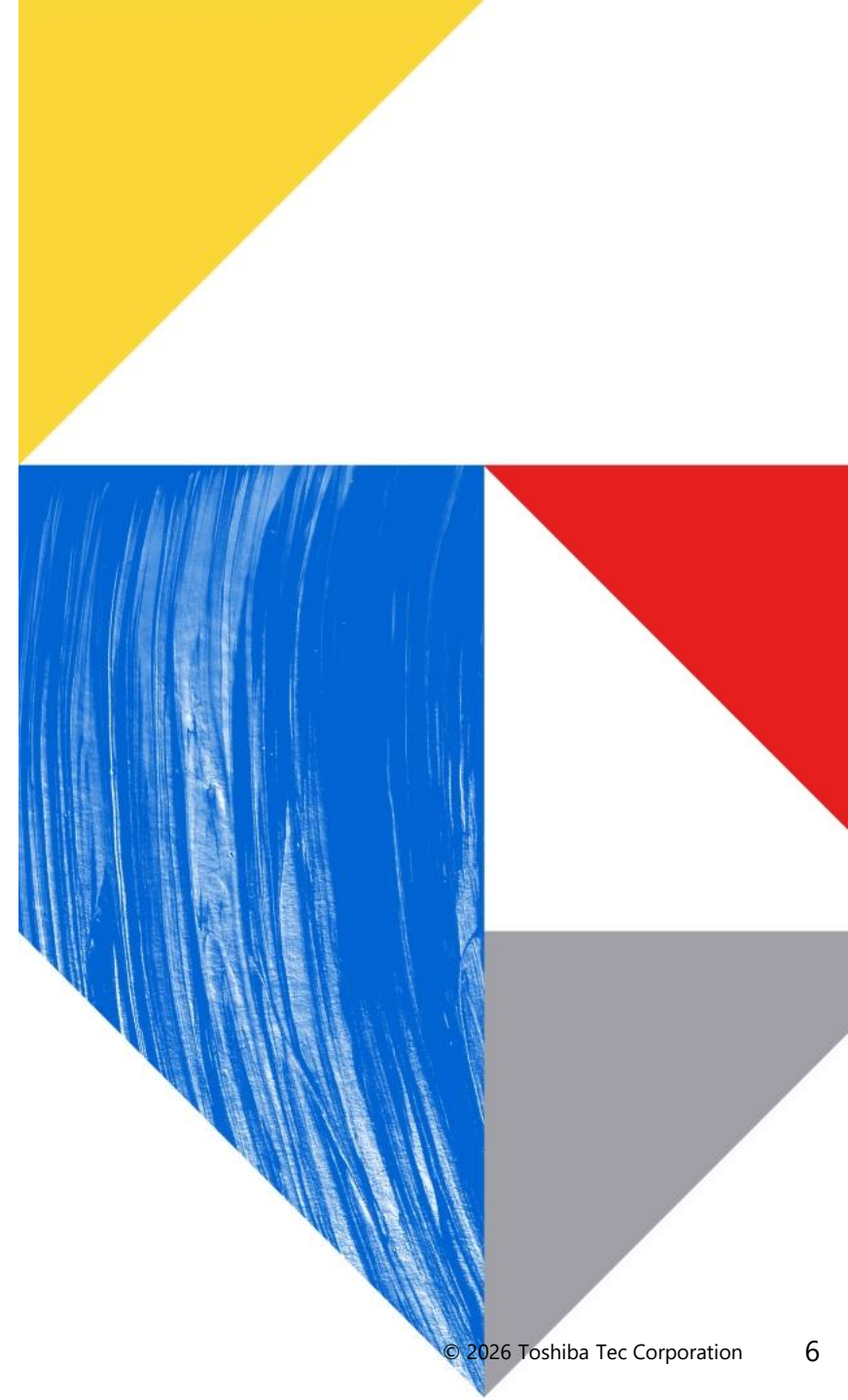
- From a company that sells POS systems and MFPs to a company that **supports customers' management**
- Utilize POS systems and MFPs as entry points and **shift competitive focus away from hardware**



**Transforming retail and offices, transforming Japan**

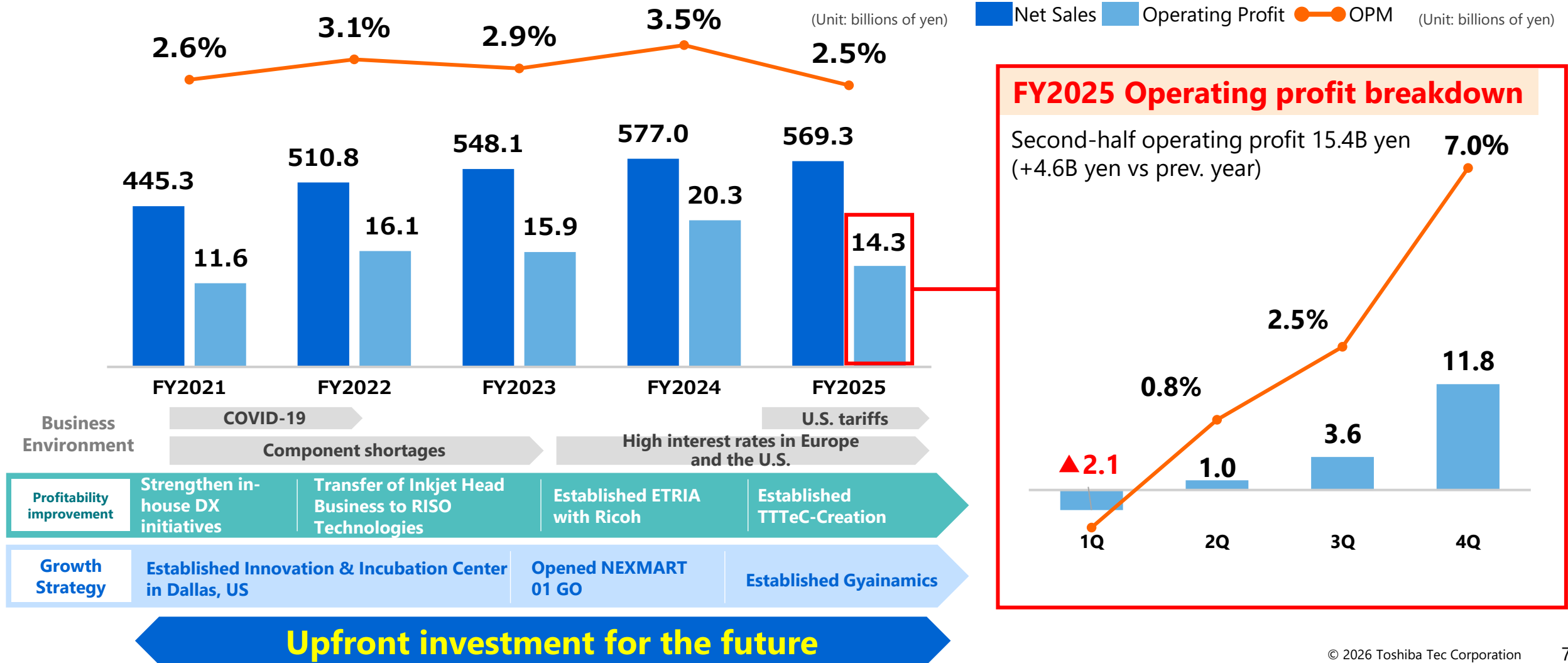
# 02

## FY2021-2025 Review



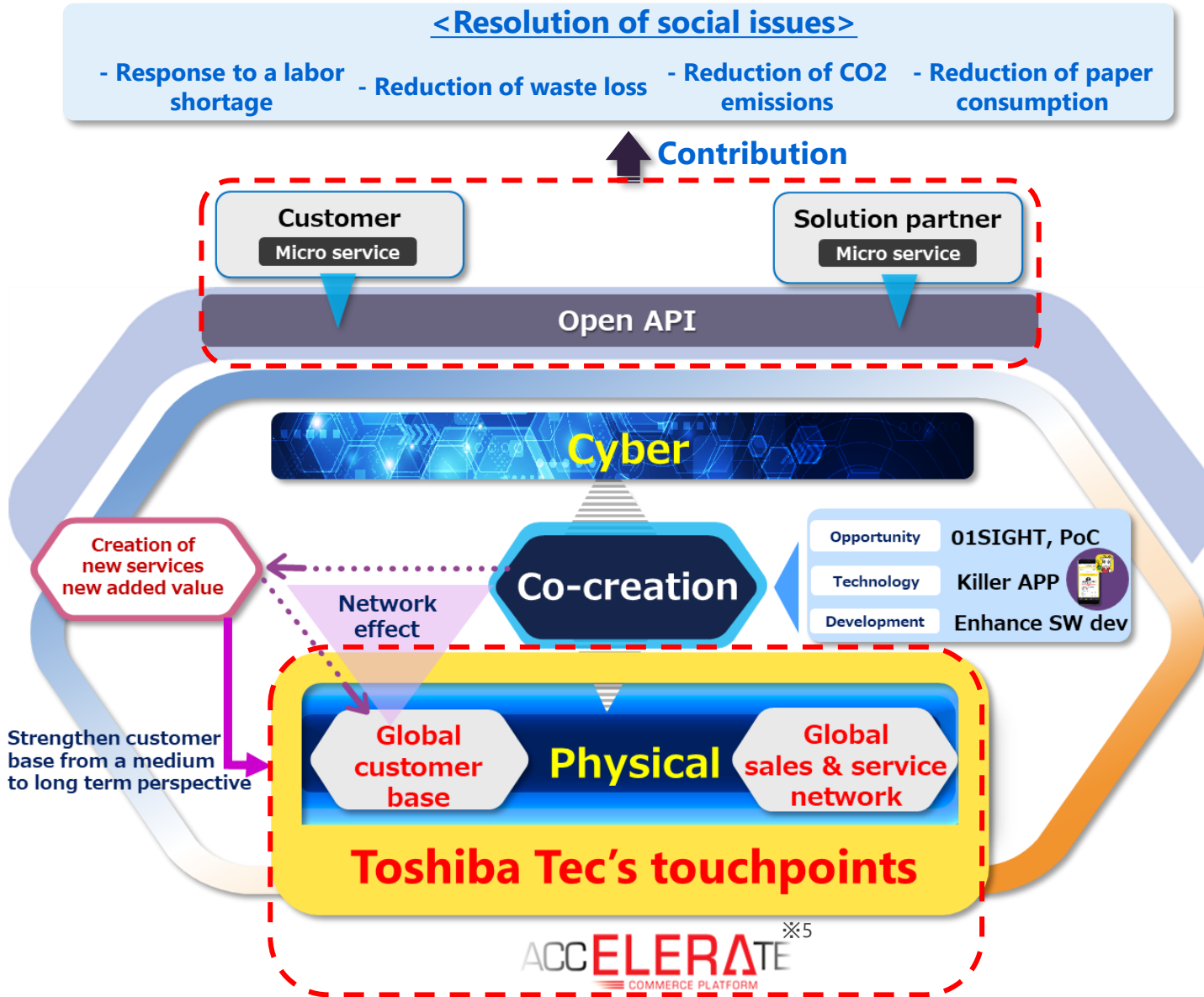
# FY2021–2025 Business Performance Trends

Since FY2021, continued efforts to strengthen core profitability and invest for growth  
 FY2025 operating profit 14.3B yen, including U.S. tariff impact (▲11.4B yen)



# Toshiba Tec's Growth Model "New Value Creation through Co-Creation with Partners"

HW/ Maintenance →  
Solution Company



## Touchpoints<sup>※1</sup>

- 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<sup>※2</sup> approx. **1.4M**

POS system share<sup>※3</sup>  
**No.1** in both the WW and Japan

WW

**17%** (2.75M units)

Installed Base (as of 2024)

Japan

**52%** (610K units)

## Toshiba Tec's strength # of Group Employees<sup>※4</sup>

WW consolidated

**15,078**

Of which maintenance staff

approx. **5,000**

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

# of WW Subs<sup>※4</sup>

**62 companies**

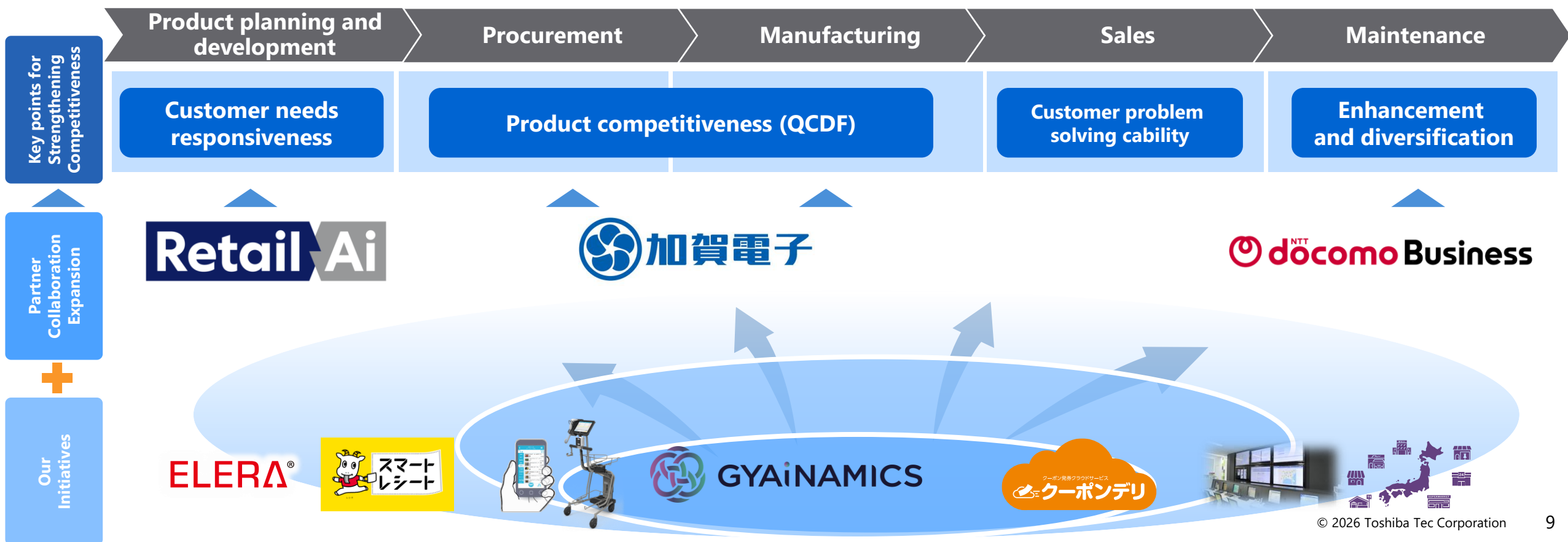
※1 "Top 50 Global Retailers 2025", National Retail Federation / Companies' security reports (EDINET) ※2 According to our research  
 ※3 "Global EPOS and Self-Checkout 2025", Datas Insights ※4 As of Mar. 31, 2026 ※5 "ELERA" is a registered trademark of Toshiba Global Commerce Solutions, Inc.

# New Value Creation through Co-Creation with Partners

## Transform the value chain through partners co-creation to strengthen our value and revenue base

### Value chain transformation

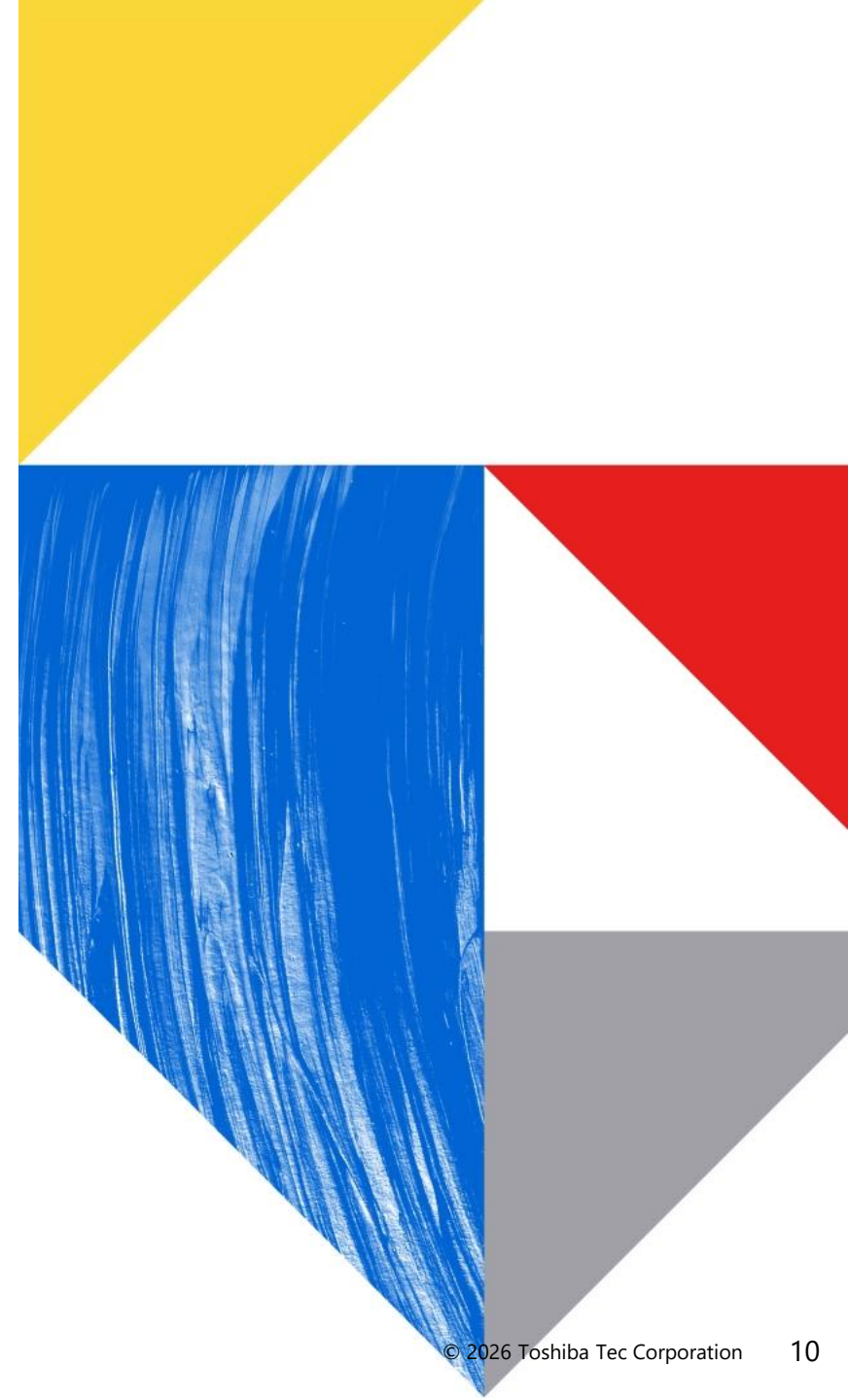
- Strengthen product planning and development to quickly respond to potential and emerging needs
- Strengthen procurement and manufacturing to provide competitive products and solutions
- Strengthen sales and maintenance base to support customers in solving problems and provide stable operations over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



# 03

## FY2026-2028 Management Policy

# Next Stage



# Changes in the Business Environment Surrounding Our Company

Due to changes in the business environment, **business model transformation is essential**

## Structural Changes in the Macro Environment

- Advances in AI enable the replacement and enhancement of tasks traditionally reliant on human labor

## Increasingly Sophisticated Customer Needs

- DX is now a baseline, and creating value through AI has become a competitive requirement

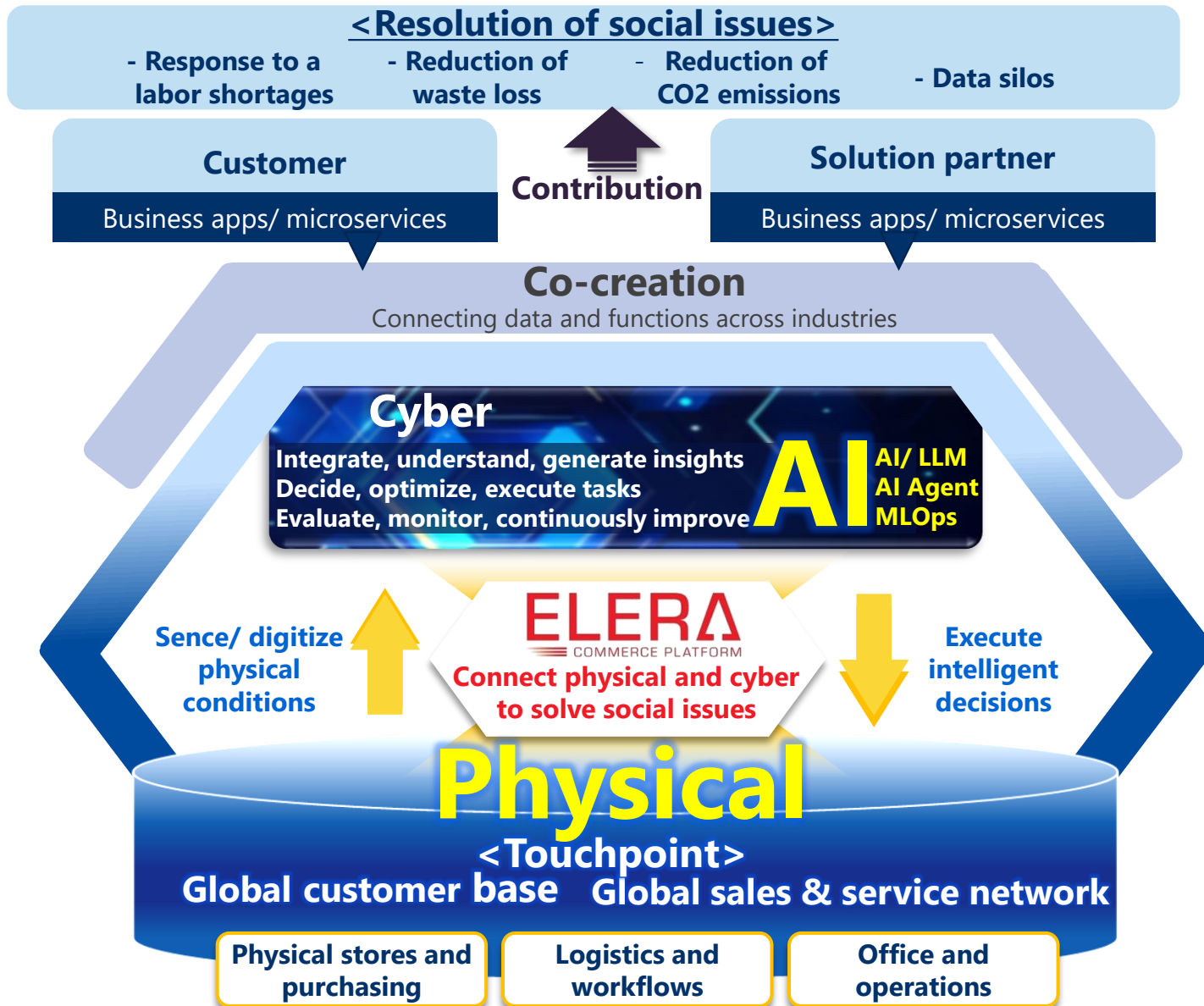
## Changes in Competition and Business Models

- Value is shifting from “HW” to “solutions”

Addressing structural changes and evolving to a sustainable, high-value model with AI as a foundation is essential

# Toshiba Tec's Growth Model

## ~New value creation through co-creation with partners~



### Touchpoints<sup>※1</sup>

- 8 of the Japan's top 10 retailers are our customers
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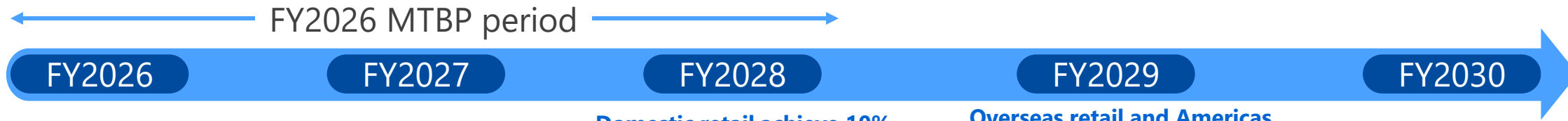
**approx. 5,000**

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

# of WW Subs<sup>※4</sup>

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During the FY2026 MTBP period, **we will drive both core profitability improvement and business transformation**, and establish the foundation for a high-profit, growth model



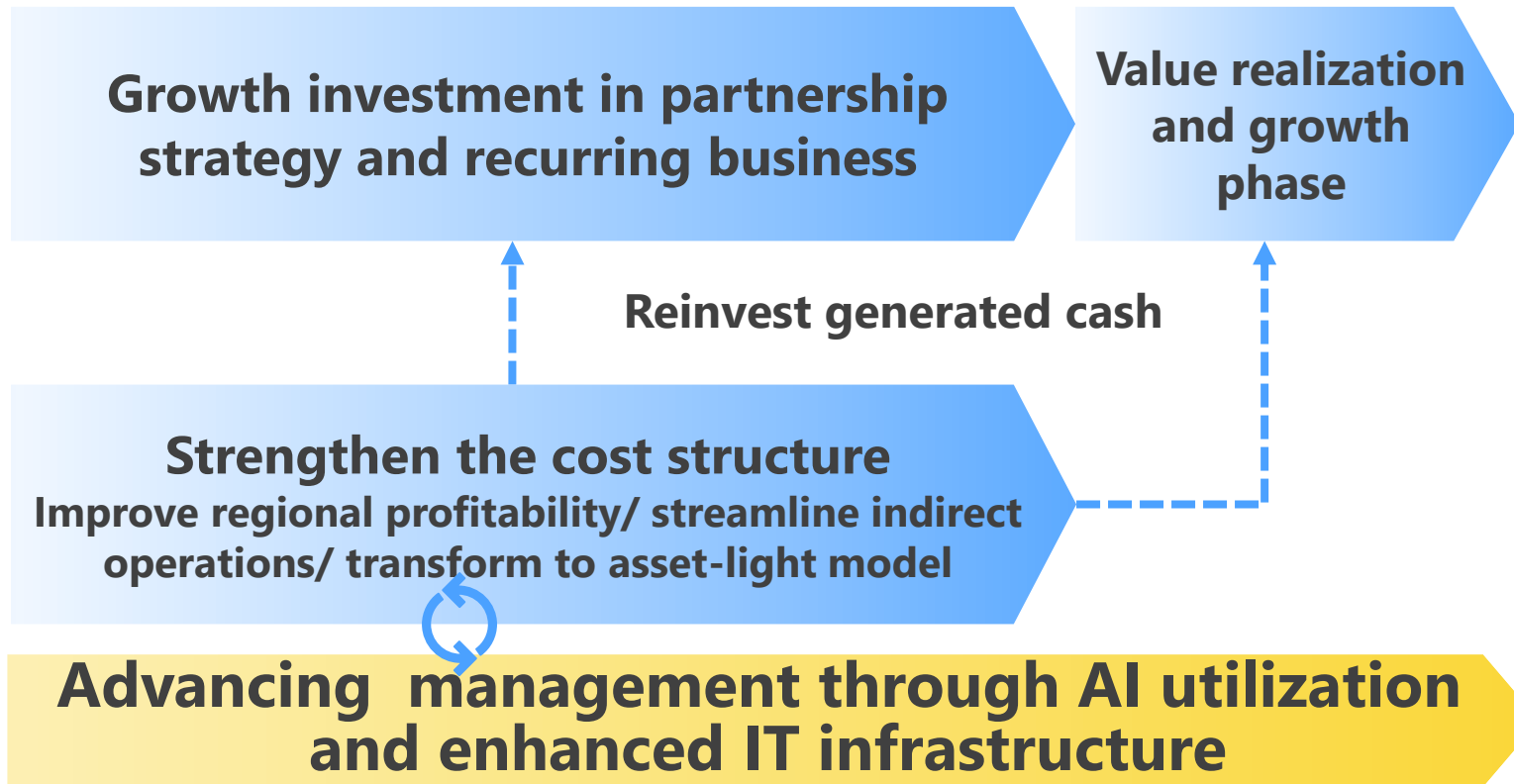
Domestic retail achieve 10% operating profit margin

Overseas retail and Americas achieve 10% operating profit margin

**Business transformation**

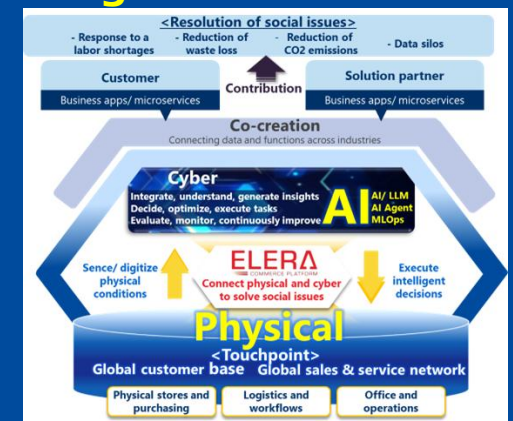


**Core profitability improvement**



**Achieving a company-wide operating profit margin of 10% in FY2030**

**Establish a high-profit, growth model**



# FY2026 MTBP Basic Policy

## Advancing partnership development and recurring business expansion as key drivers for the Next Stage

### Optimal partnership development

"Creating new value through co-creation" moves into the execution stage



Retail Touchpoints  
Expand the customer base

Logistics Payment Advertising Manufacturer and vendors

A-BRID ELERA® e-BRIDGE Cloud Services

- Store operations - Customer engagement - Back office - Monitor/ support - Ecosystem

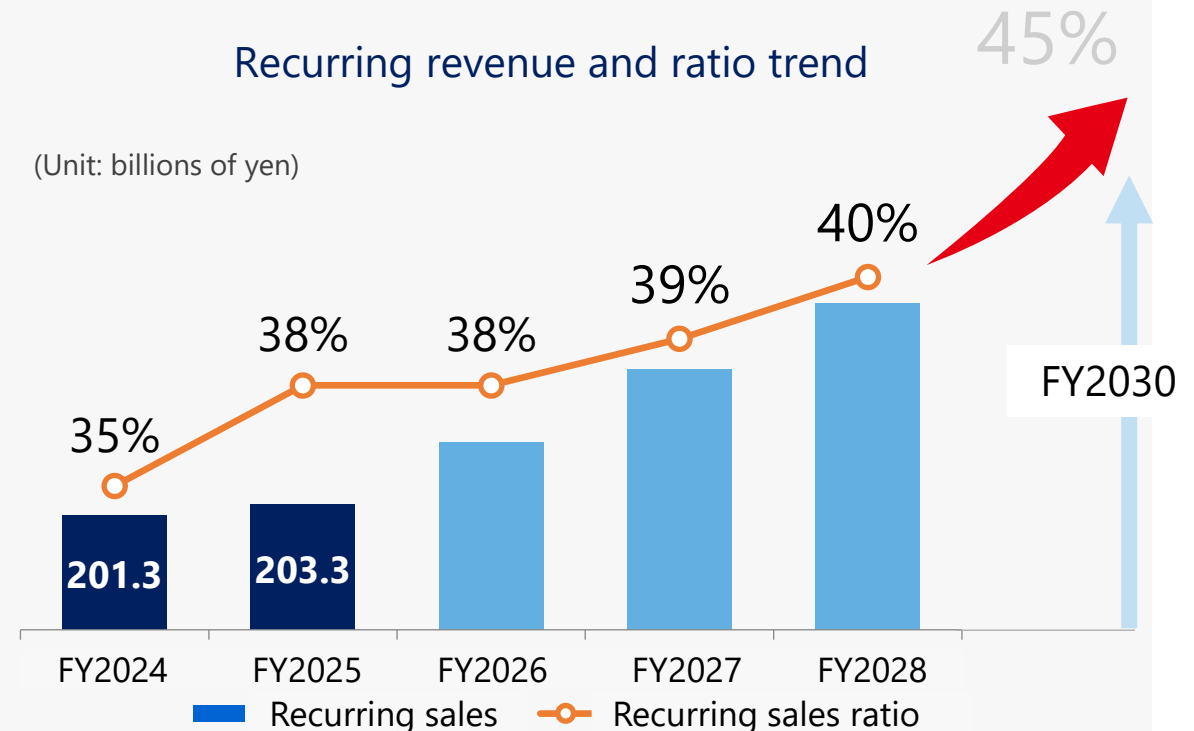
### Expand partnerships

### Recurring business

Improving company-wide profitability by increasing the share of high-margin recurring business

Recurring revenue and ratio trend

(Unit: billions of yen)



## To drive Next Stage transform to a CEO and COO structure to accelerate management

**Representative Director,  
Chairman and Chief Executive Officer**



**Hironobu Nishikori**

- **Leading medium- to long-term corporate strategy and business transformation**
- **Driving partnerships and external strategy**

**Representative Director,  
President and Chief Operating Officer**



**Yasuki Ohnishi**

- **Execution of corporate strategy and overall management of company-wide operations**
- **Accountable for company-wide performance and KPI management**

# FY2026 MTBP Financial Target

Enhancing fundamental profitability and advancing business transformation, and achieving **operating profit margin of 6.6% and ROIC of 16% in FY2028**

	FY2026 Plan (USD 150yen, EUR 175yen)	FY2027 Plan (USD 150yen, EUR 175yen)	FY2028 Plan (USD 150yen, EUR 175yen)
<b>Net Sales</b>	<b>590.0B yen</b>	<b>590.0B yen</b>	<b>580.0B yen</b>
<b>Operating Profit</b>	<b>20.0B yen</b>	<b>27.0B yen</b>	<b>38.0B yen</b>
<b>Operating Profit Margin</b>	<b>3.4%</b>	<b>4.6%</b>	<b>6.6%</b>
<b>Profit Attributable to Owners of Parent</b>	<b>7.0B yen</b>	<b>13.0B yen</b>	<b>21.0B yen</b>
<b>Cash Flows from Operating Activities</b>	<b>21.0B yen</b>	<b>31.0B yen</b>	<b>39.0B yen</b>
<b>Free Cash Flows</b>	<b>6.0B yen</b>	<b>13.0B yen</b>	<b>19.0B yen</b>
<b>Return on Invested Capital (ROIC ※)</b>	<b>9%</b>	<b>12%</b>	<b>16%</b>

※ ROIC= Operating profit after tax (operating profit / loss \* (1 - tax rate)) / invested capital (average interest - bearing debt + net assets)

# FY2026 MTBP Financial Target by Segment

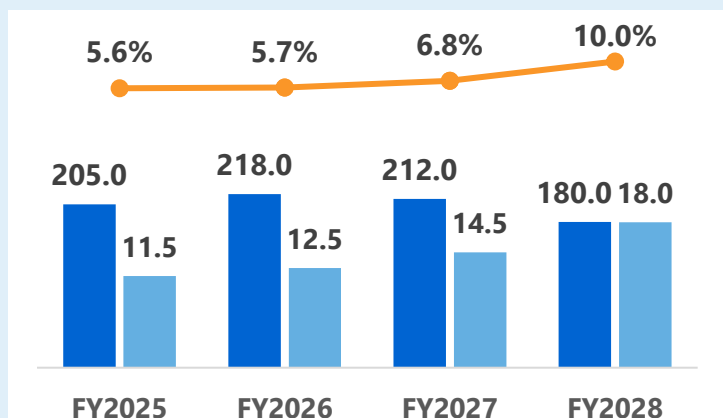
Achieving steady improvements in profitability across each segment  
**Targeting a 10% operating margin in domestic retail business in FY2028**

## Domestic Retail Business

Operating Profit/ Operating Profit Margin

**FY2026 12.5B yen/ 5.7%**  
**FY2027 14.5B yen/ 6.8%**  
**FY2028 18.0B yen/ 10.0%**

(Unit: billions of yen)

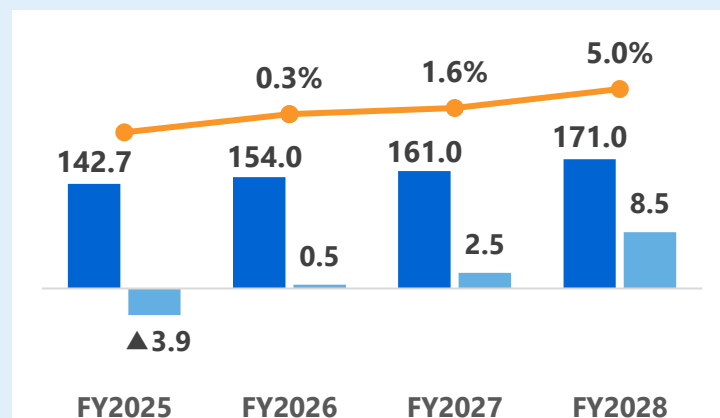


## Overseas Retail Business

Operating Profit/ Operating Profit Margin

**FY2026 0.5B yen/ 0.3%**  
**FY2027 2.5B yen/ 1.6%**  
**FY2028 8.5B yen/ 5.0%**

(Unit: billions of yen)

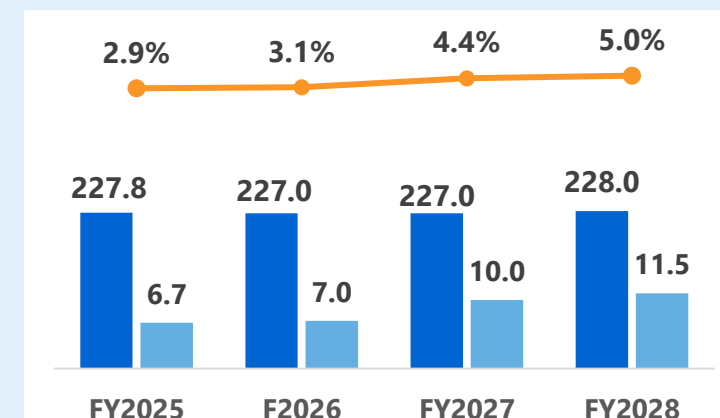


## Workplace Business

Operating Profit/ Operating Profit Margin

**FY2026 7.0B yen/ 3.1%**  
**FY2027 10.0B yen/ 4.4%**  
**FY2028 11.5B yen/ 5.0%**

(Unit: billions of yen)



# Cash and Capital Allocation

Ensuring cash flows from operating activities through profitability improvement, while **promoting asset-light operations** and **executing growth investments**, and maintaining financial stability

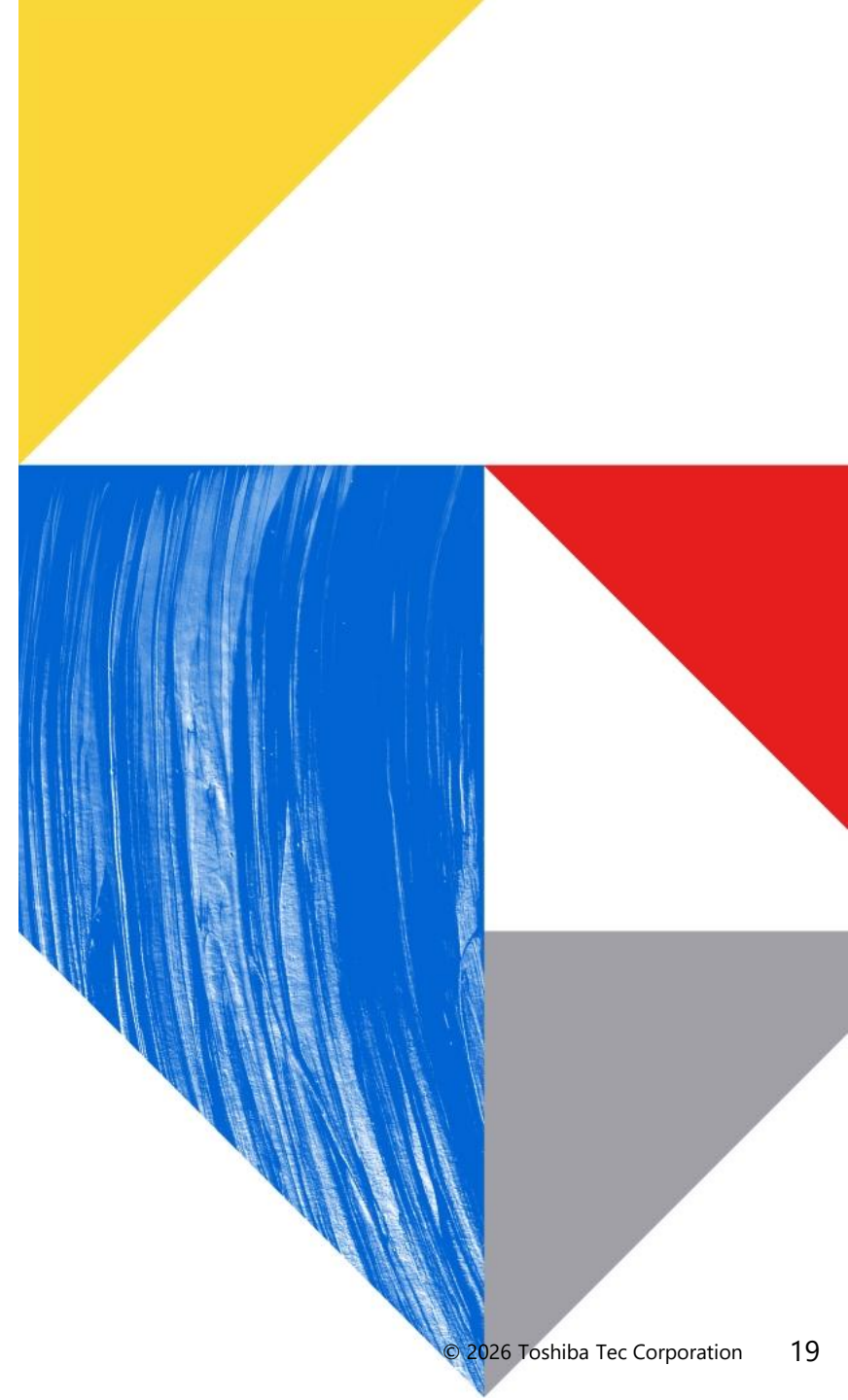
		FY2023–2025 Actual		FY2026–2028 Plan
Resource Allocation	Investments	4.4B yen/ 3-year-cumulative	2.8x	12.0B yen/ 3-year-cumulative
	Capex <sup>※1</sup>	46.0B yen/ 3-year-cumulative	1.1x (1.2x) <sup>※2</sup>	51.0B yen/ 3-year-cumulative
	R&D	74.9B yen/ 3-year-cumulative	0.9x (1.0x) <sup>※2</sup>	67.0B yen/ 3-year-cumulative
Financial Targets	Equity Ratio	FY2025 26%		Over 30% in FY2027
	Total Asset Turnover	FY2025 1.6		Maintain around 1.6
	ROIC	FY2025 7%		FY2028 16%
Shareholder Returns	<ul style="list-style-type: none"> <li>➤ Target a consolidated payout ratio of around 30% and aim for continuous increases</li> <li>➤ Appropriately execute share repurchases</li> </ul>			

※1 Excluding lease assets

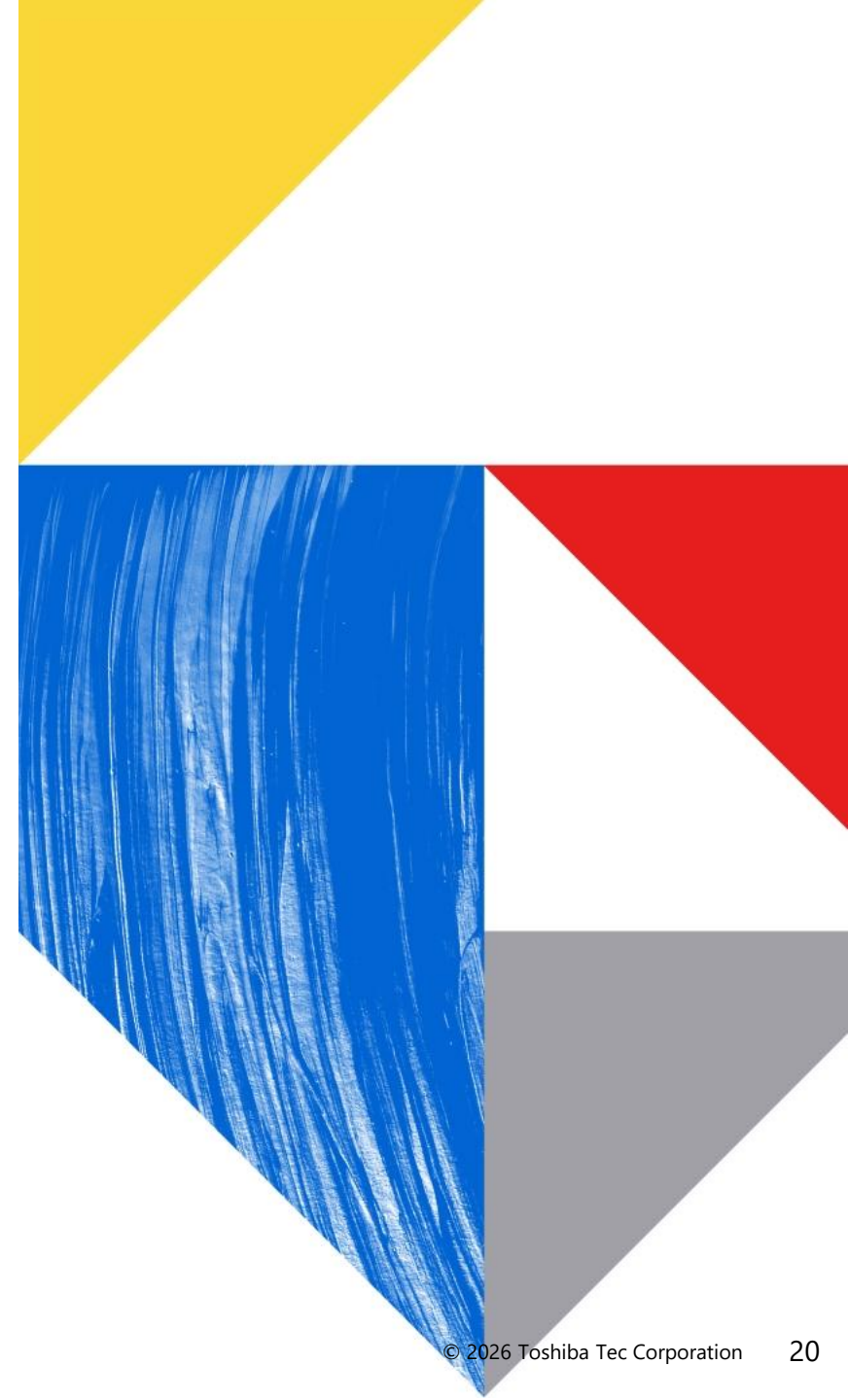
※2 Excluding the impact of business restructuring, including ETRIA, for FY2023-2025

# 04

## Market Trends and Business Strategy



# Domestic Retail Business

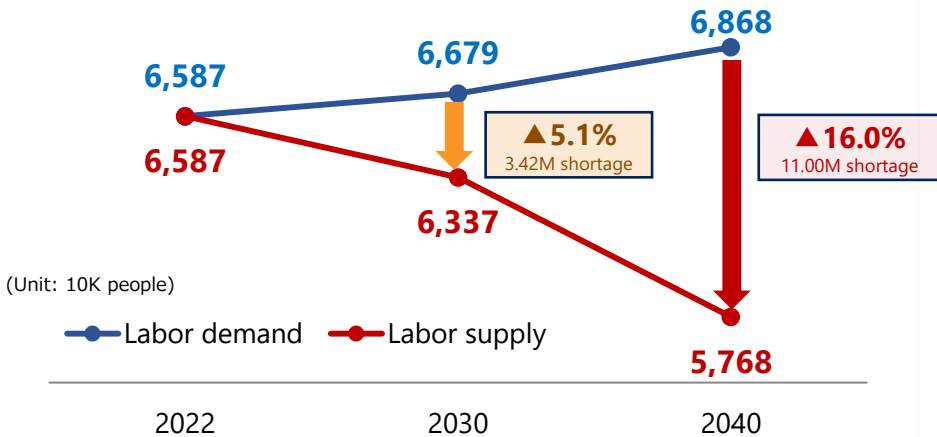


# (Domestic Retail Business) Market Trends and Strategic Direction

Leverage a **50% POS system share touchpoint** and establish a competitive advantage in the retail DX market

## Market Trends

Labor shortage reaching **11M** by 2040<sup>※1</sup>



※1 Recruit Works Institute, “未来予測2040 労働供給制約社会がやって来る” (“Future Forecast 2040: A Society Constrained by Labor Supply”) (March 2023)  
Created based on Figure 2 “労働需給シミュレーション” (“Labor Supply-Demand Simulation”) in the above report (modified)

## Outlook for the domestic retail/food service DX market<sup>※2</sup>

FY2030 market size: **964.4B yen**

CY2023-2030 CAGR: **10.4%**

## Strategic Direction

### Transform retailers' management



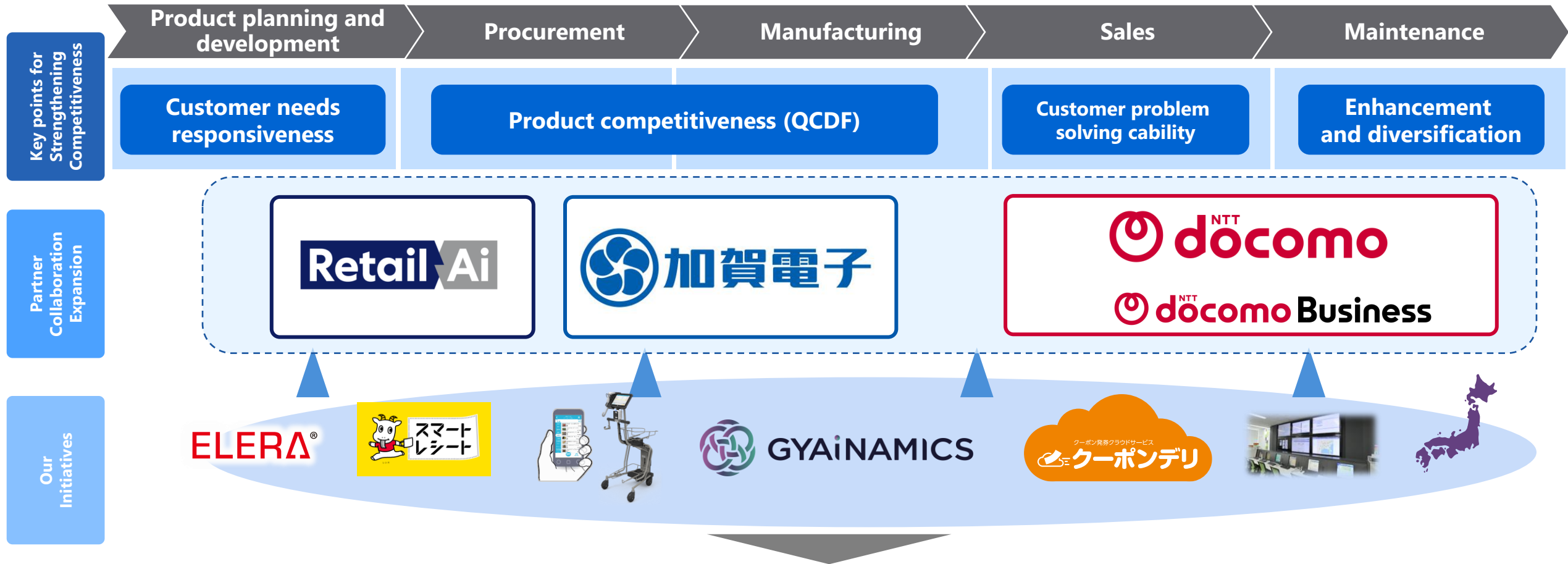
POS system is evolving from a transactional device into an **“intelligence engine”** that continuously learns in real time



※2 Fuji Chimera Research Institute, Inc, “2025 デジタルトランスフォーメーション市場の将来展望 市場編” (“2025 Future Overlook for the Digital Transformation Market Market edition”) (Announced Apr. 24, 2025; Press Release No. 25043)

# (Domestic Retail Business) Value Chain Transformation through Toshiba Tec x Partners Collaboration

Strengthen partner collaboration to transform the value chain,  
**expanding value delivered and improving profitability**



**End-to-end coverage from product planning through maintenance to strengthen the value chain and deliver competitive products and services**

# (Domestic Retail Business) Collaboration with Kaga Electronics Group

## Launch collaboration leveraging both companies' assets

In parallel, promote co-creation of smart store solutions and value chain development

### Step 1 (Specific collaboration launch)

#### Leverage both companies' assets

- Provide maintenance business for Kaga Electronics group's customers
- Expand smart store solutions by leveraging Kaga Electronics group's procurement network
- Utilize our manufacturing facilities (planned for FY2026)



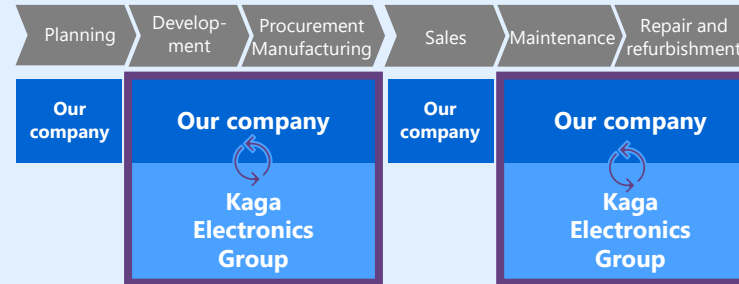
Creation of the Smart store domain

### Step 2

#### Provision of jointly developed HQ by both companies

- Smart store domain

Joint development of the value chain cycle (utilize both company's location)



### Step 3

#### Global expansion of the collaborative model

- Expand domestic collaborative asset into overseas markets
- Mutual utilization of overseas manufacturing facilities



Strengthening global supply chain resilience

Strengthening the value chain through the utilization of global procurement and manufacturing bases

# (Domestic Retail Business) Further Strengthening the Foundation of Trust (Enhancing Maintenance and Services)

**Enhance and diversify value delivery** in “maintenance and services”, the foundation of customer trust, through generative AI and expanded multi-vendor support

## Strength of the group maintenance business

### 1 24/ 365 support capability

# of call received  
Approx. **1.50M** /year  
(approx. 4K/ day)

# of setups  
Approx. **110K**/ year  
(approx. 300/ day)

### 2 One of the largest retail maintenance network in Japan

# of employees  
Approx. **2,000**

# of service locations  
Approx. **120**

### 3 A team of IT professionals with deep understanding of retail operations

AWS related  
Approx. **170** people

PMP certification  
Approx. **80** people

Information security related  
Approx. **850** people

Other (IT and AI related)  
Approx. **1,100** people

## Our maintenance business initiatives

### Enhancement of maintenance

Use of Generative AI in the maintenance business

 **docomo Business**

**Target maintenance business**  
(Maximization of customer value)

Conventional maintenance business

**Diversification of maintenance**  
Signage, parking systems, etc.

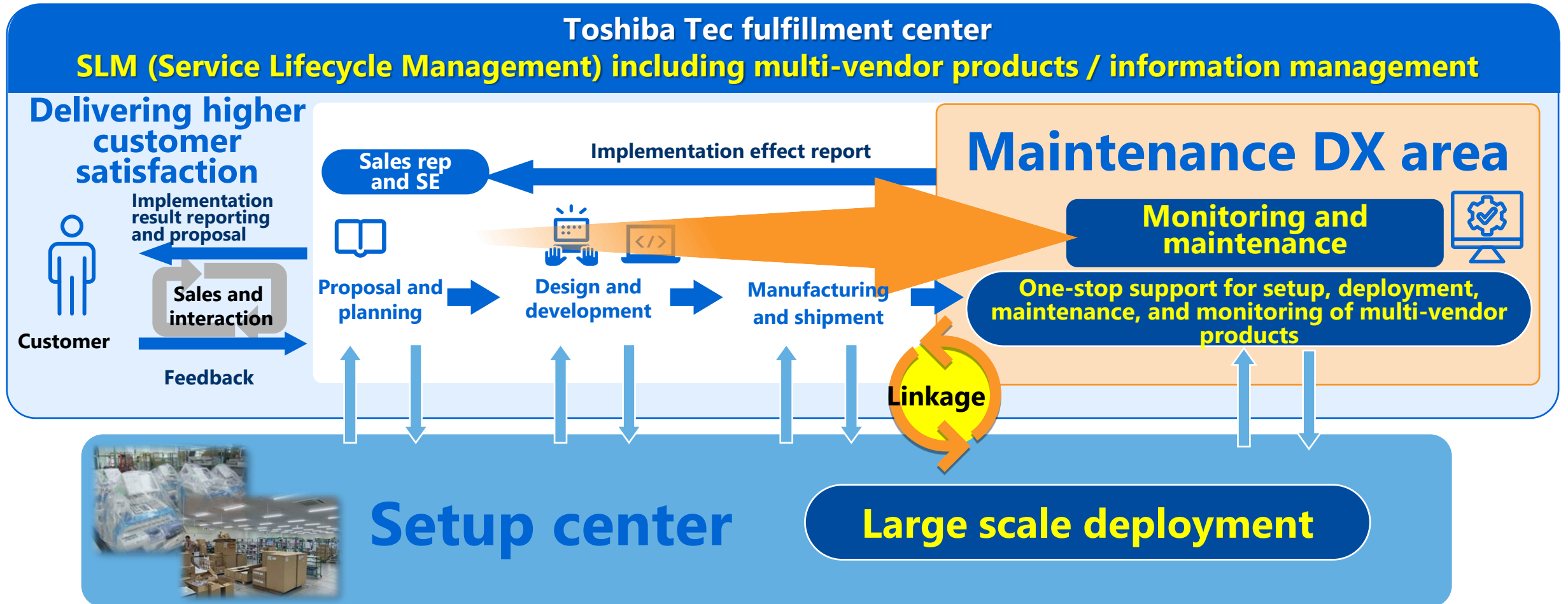
 **加賀電子**

Value delivered

Maintenance business scope

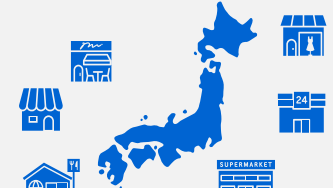
# (Domestic Retail Business) Value Delivered by the Group's Maintenance Services

**Providing end-to-end services** from proposal and design through manufacturing and shipment to monitoring and maintenance, **achieving high-quality and speed**



# (Domestic Retail Business) Advancement of the Maintenance Business through Generative AI

Through collaboration with NTT DOCOMO BUSINESS, leverage generative AI and achieve maintenance advancement beyond our independent capabilities

Our Maintenance Business	<b>Actual</b>	Industry-leading resolution capability ※ Remote and phone resolution rate <b>75.1 %</b> (peer avg. 57.3%)	<b>Base</b>	Extensive customer base <b>40K companies</b> <b>850K locations</b>	



## Vision for Collaboration

- 1 Real-time response support**  
Real-time transcription + knowledge prompts to deliver consistent service nationwide
- 2 Automated call summarization**  
Generative AI instantly summarizes calls freeing staff from "note-taking tasks"
- 3 Quality support and labor optimization**  
Establish a knowledge base to eliminate reliance on individual expertise and achieve workforce optimization
- 4 Advanced VoC analytics**  
Automatically extract customer feedback and instantly generate "insights"
- 5 Automated customer response**  
24/365 self-service via voice & chatbots

# Elevating maintenance services through generative AI

# Toshiba Tec x NTT DOCOMO

## Exploring Collaboration to Advance Retail DX using Purchase Data

**TOSHIBA** 東芝テック株式会社

検索

Toshiba Tec Global  
サイトマップ | お問い合わせ

トップ 業種・業態別 商品情報 お客様サポート 企業情報

トップ > ニュース > プレスリリース >

ドコモと東芝テック、購買行動データを活用したメーカーと小売業の支援を目的とした協業の検討を開始～ドコモが保有するデータと購買データをリアルタイムに連携・活用することで、マーケティングおよび店舗運営の高度化を支援～

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株式会社NTTドコモ  
東芝テック株式会社  
2026年05月28日

プレスリリース 商品・ソリューション DX データ・AI 共創

株式会社NTTドコモ（以下、ドコモ）と東芝テック株式会社（以下、東芝テック）は、2026年5月28日（木）に、購買行動データを活用したメーカーと小売業の支援を目的とした協業の検討（以下、本検討）を開始しました。

ドコモが保有する1億を超える<sup>①</sup>dポイントクラブ会員基盤や「docomo Sense<sup>®</sup>」<sup>②</sup>などをはじめとするマーケティングアセットと、東芝テックの国内5割以上のシェア<sup>③</sup>を有するPOSシステム<sup>④</sup>を通じた購買データ<sup>⑤</sup>および店舗オペレーションに関する知見を掛け合わせ、消費者の購買行動に関するデータを起点としたメーカーと小売業のマーケティングおよび店舗運営の高度化の支援を目的とした協業について検討を進めます。なお、2026年度中の協業開始をめざして検討を進めてまいります。

## Toshiba Tec Corporation + docomo

- Collaboration between Toshiba Tec, the No. 1 provider of POS systems, and DOCOMO, the No. 1 mobile carrier
- Leverage nationwide purchase data and a d POINT membership base of over 100 million to enhance marketing and store operations
- Develop and deliver new services powered by data at a scale unmatched by competitors

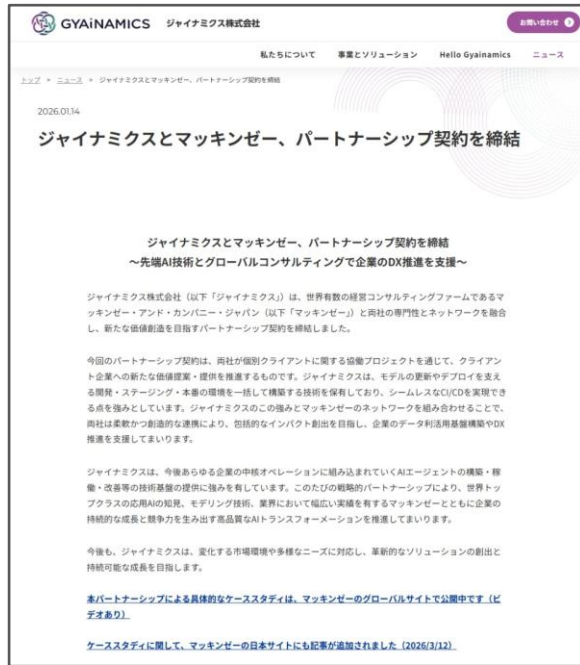
**Leveraging the strengths of both companies to accelerate data-driven retail DX**

# (Domestic Retail Business) Initiatives to Achieve High-Quality AI Transformation

Promote the advancement of AI and data utilization, starting from retail, enabling expansion across industries

Support clients' DX initiatives with advanced AI technologies and global consulting

Launch a PoC for optimized in-app coupon delivery using the "promotion optimization AI module"



- AI-driven personalized coupon delivery
- Quantitative and continuous monitoring of promotional effectiveness
- Achieving both advancement and efficiency in promotional operations through automation

End of the Era of Ineffective Promotion Spending  
Beginning of a New Chapter

# (Domestic Retail Business) AI Initiatives by Toshiba Tec and Gyainamics

Leveraging Toshiba Tec's **physical (POS system) data as a foundation** and designing and implementing with the AI technologies of **Gyainamics and Toshiba to expand into new domains**

## Toshiba Tec's touchpoints



Retail

**Touchpoints**

**Expand the customer base**

Logistics

Payment

Advertising

Manufacturer and vendors

**A-BRID**

**ELERA**

e-BRIDGE Cloud Services

- Store operations - Customer engagement - Back office  
- Monitor/ support - Ecosystem

**Expand partnerships**

## Toshiba Tec Group's approach

**Physical (POS system) data**

Expand into manufacturing, logistics, and other sectors cross the retail value chain

**GYAiNAMICS + Toshiba's AI research**

Expansion into finance, energy, and a wide range of industries

**Leverage cutting-edge, cross-industry agentic AI to rapidly enable a wide range of services**

# (Domestic Retail Business) Accelerating the Shift to a Recurring Revenue Model

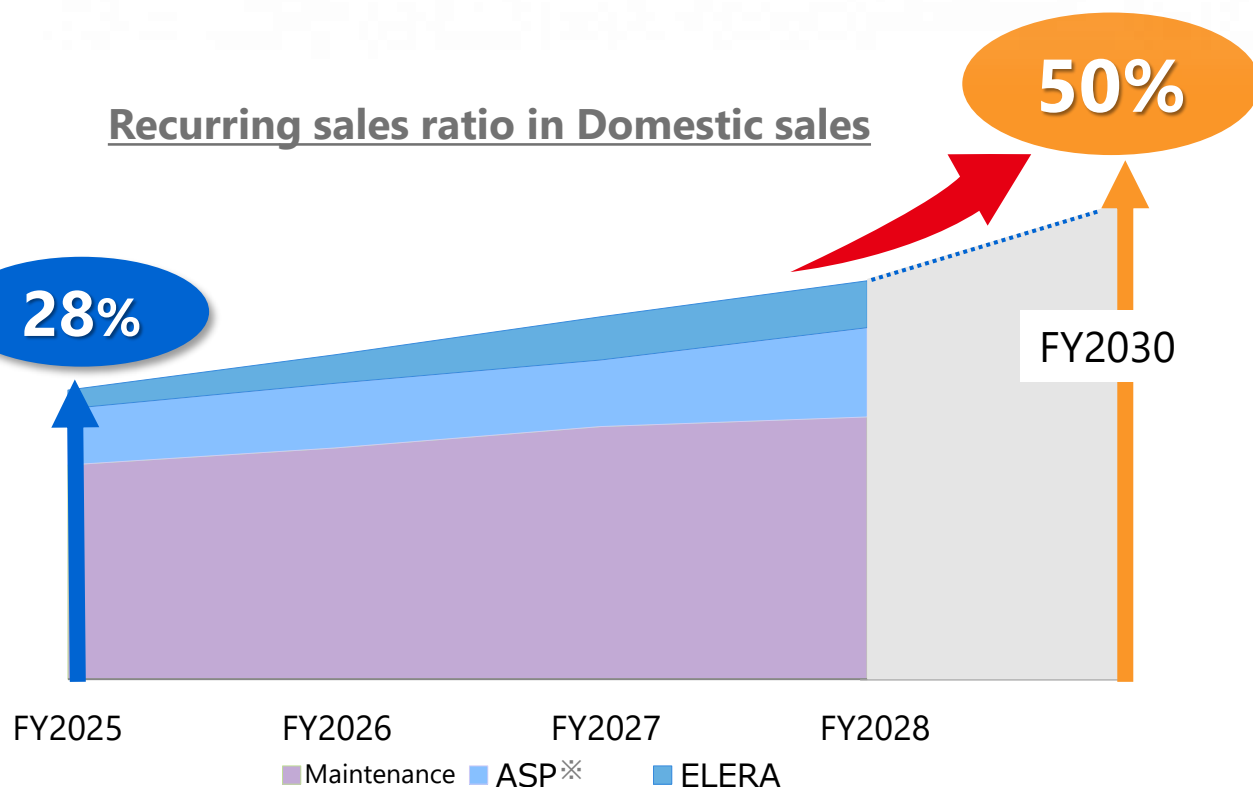
In 2030, **aim to achieve a 50% recurring sales ratio**

ELERA will serve a new growth driver for Toshiba Tec, driving the growth of recurring business

## Recurring revenue

In 2030, targeting a **50%** recurring sales ratio

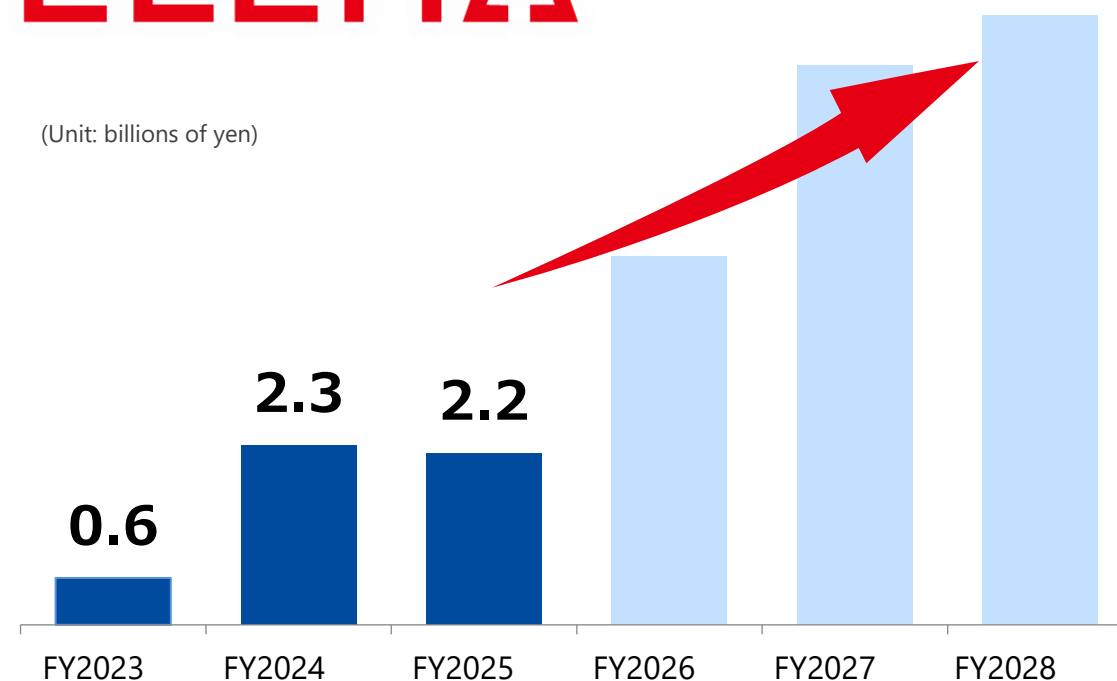
Recurring sales ratio in Domestic sales



## ELERA revenue

# ELERA<sup>®</sup>

(Unit: billions of yen)

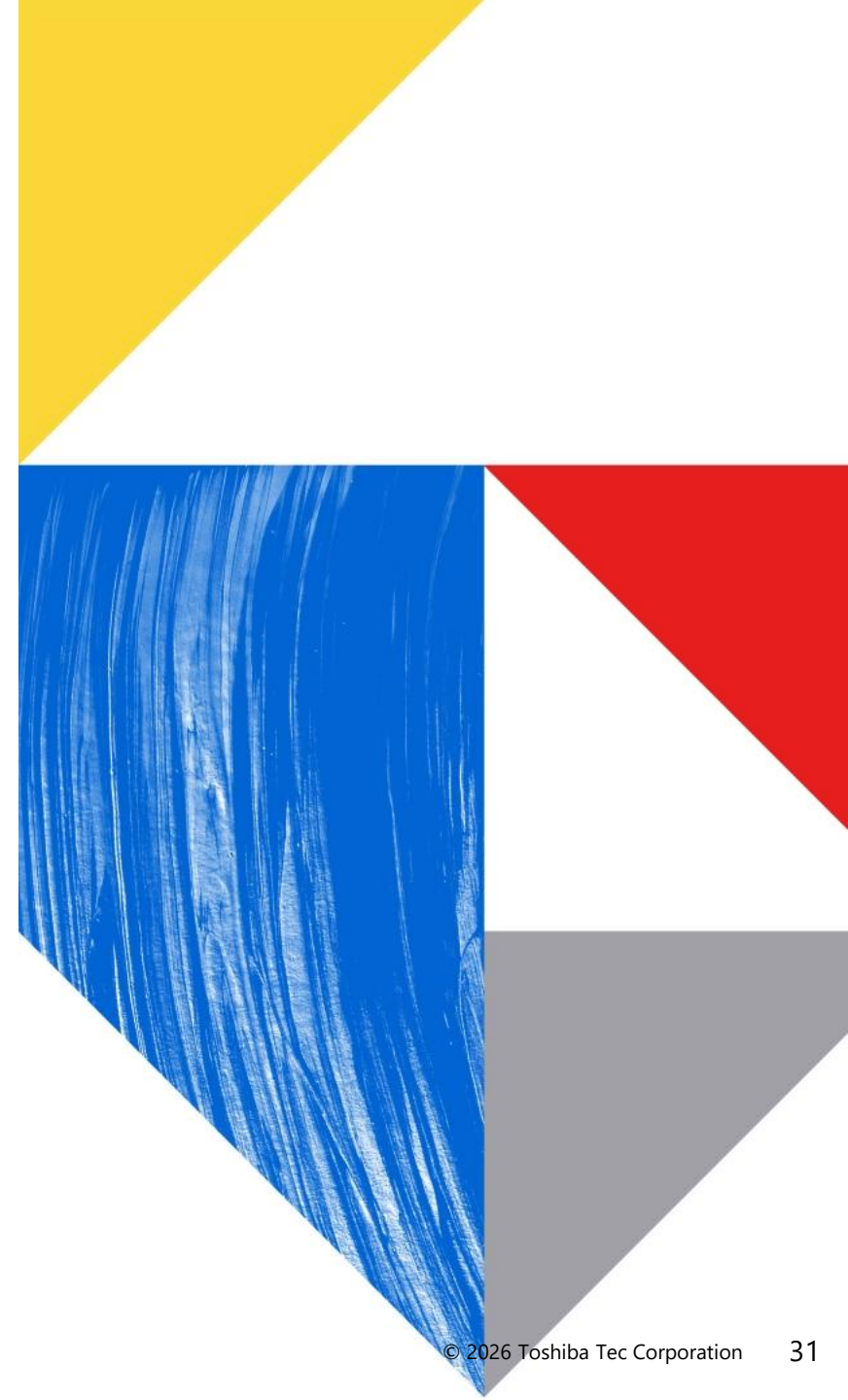


# Overseas Retail Business

## **Rance M. Poehler**

Vice President of Toshiba Tec Corporation

President of Toshiba Global Commerce Solutions, Inc

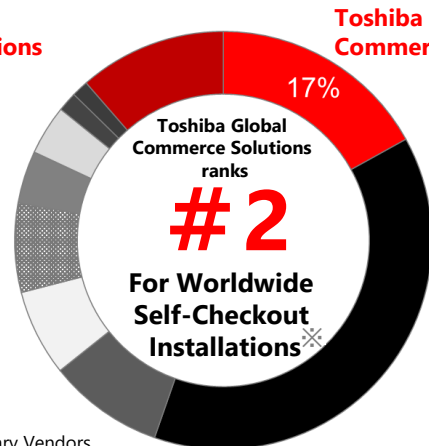


# (Overseas Retail Business) 50 years of Retail Partnerships

## Accelerating the next growth with ELERA, built on 50 years of trust and customer base



**Kroger, Costco, Walmart, Walgreens, CVS, Best Buy, Dollar General, Ross, Albertsons**



■ ■ ■ ■ Other Primary Vendors  
 □ Minor vendors combined

**CUSTOMERS:  
 80% OF TOP  
 10 US &  
 EUROPEAN  
 RETAILERS**

**4 of TOP 7  
 RETAILERS  
 INVESTED IN  
 ELERA**

**85% OF US  
 RETAILERS  
 VIEW  
 Toshiba Global  
 Commerce  
 Solutions AS  
 "STRATEGIC  
 PARTNER"  
 (NPS)**

\* According to the Global EPOS and Self-Checkout 2023, RBR London

# (Overseas Retail Business) ELERA Strategy Aligned with Key Retailers' Needs

## Address key retail challenges by **expanding ELERA solutions through strategic investment**

### Key issues to address

### Key investment areas

### Solutions and ecosystem

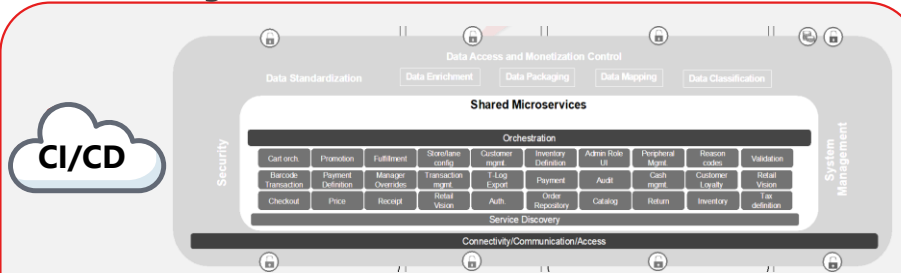
Reduce & eliminate friction

Enable digital journeys

Control shrink/ loss

Optimize labor

Shopper personalization



**Retail Micro Services**

**ELERA**  
COMMERCE PLATFORM

**HyperEdgeAI Platform**

**Agentic AI**



**ASC/  
Field Techs**

**ELERA Market Place**

Enterprise to Store		Transact		Payments		Marketing		Upsell		Technology		Other
AI/ML	Data/Analytics	Smart Carts	3-Step	ESN	Pharma	ESN	ESN	ESN	ESN	ESN	ESN	ESN
Back Office	Plan/CD	HR	Int'l	Int'l	Int'l	Int'l	Int'l	Int'l	Int'l	Int'l	Int'l	Int'l



**ELERA Associate Mobile**



**TCx 820/620 + I/O**



**ELERA Security Suite**

**ELERA**  
COMMERCE PLATFORM



**MxP SCO**

**Produce Recognition**



**ELERA MxP Vision Kiosk**

# (Overseas Retail Business) Total Solutions

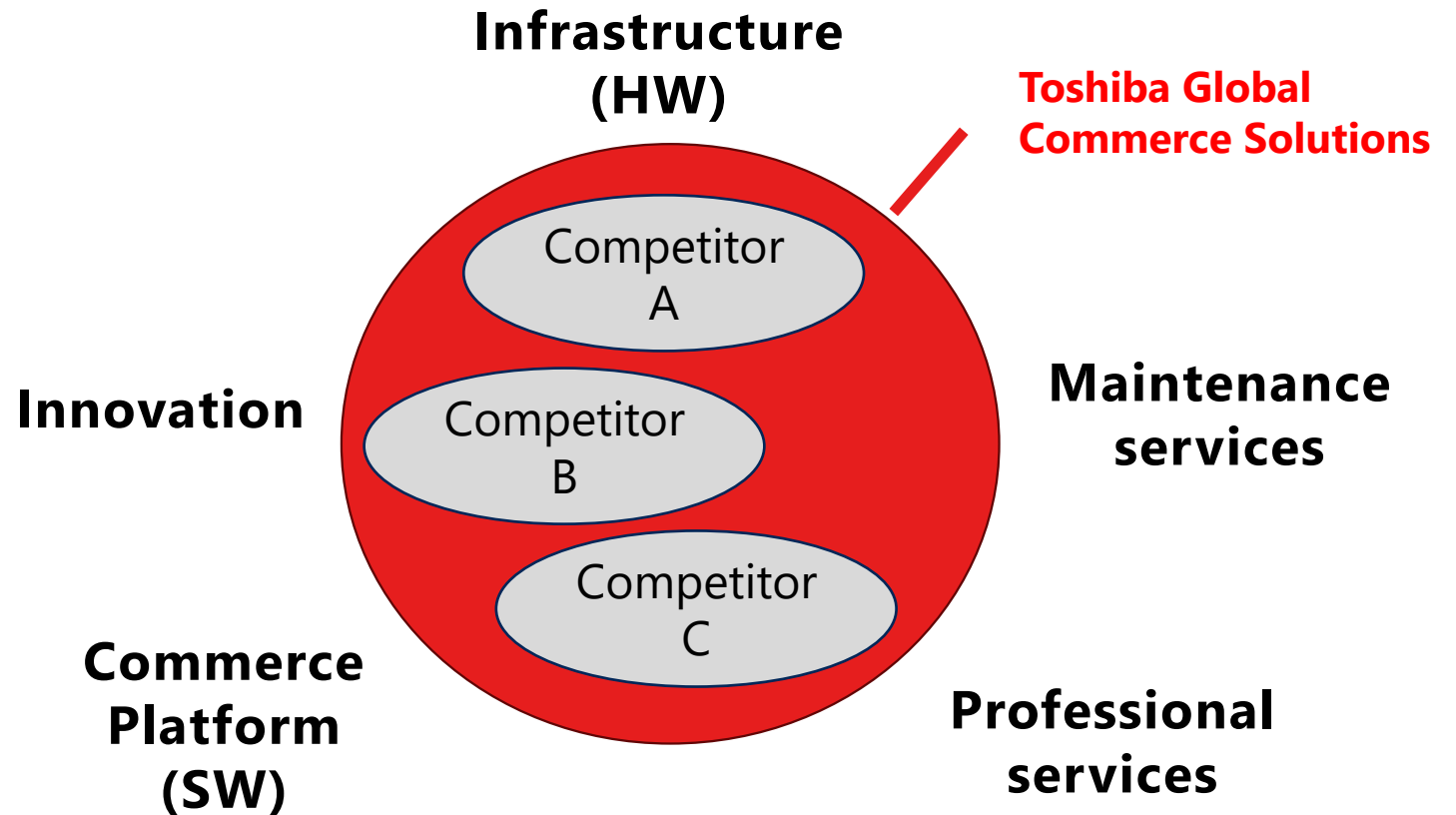
**Differentiation through total solutions** combining  
**HW, SW, and services centered on ELERA**

## Toshiba Global Commerce Solutions vs Competition

### Solutions and ecosystem



### Total Solution



# (Overseas Retail Business) Leading Global Retailers Adopting ELERA

## Expanding **AI x Edge-powered ELERA** globally and achieve global-scale deployments and external recognition

### 14 TOP RETAILERS

Powers **4** of the world's Top 10 grocery retailers - including the largest U.S. grocer, the **#1** global warehouse club, a **Top-2** U.S. pharmacy, and a **top 10** retailer.

### 15,000 STORES/ 135,000 LANES

**7** net-new clients, added in the last **3** years, collectively expanding the ELERA footprint in thousands of stores.



### 30+ COUNTRIES

- Validated by category leaders **on 5 continents**
- Including **21%** Grocery Share, **15%** Pharmacy Share.

### 8 BILLION ANNUAL TRANSACTIONS

Powering seamless, real-time commerce across ELERA-connected retailers worldwide.

**ELERA is Toshiba Tec Group's next-generation Commerce Platform** helping retailers accelerate their digital transformation; optimized for performance & availability.



# (Overseas Retail Business)

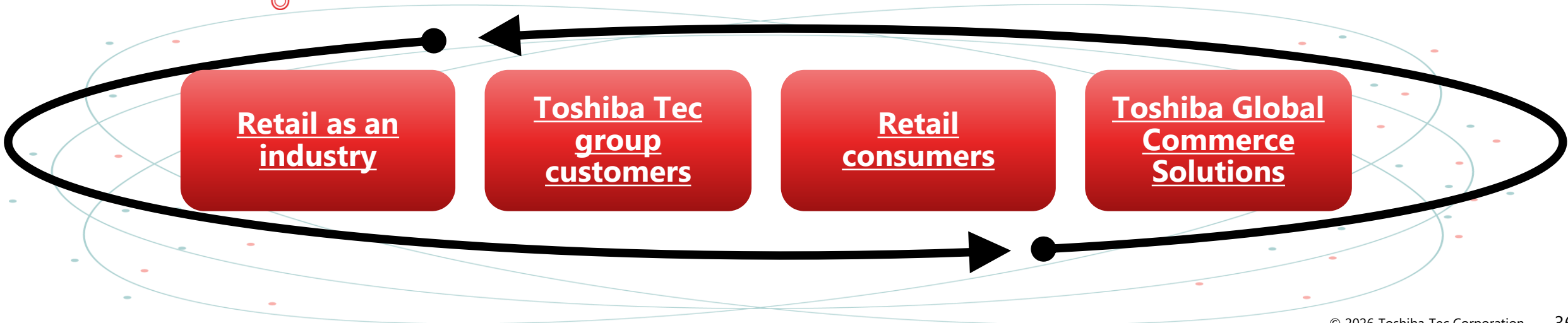
## Expansion of Marketplace-Based Partner Collaboration

**Integrating advanced technologies** through partner collaboration to maximize customer value **as a total solution**

Enterprise to Store				Transact				Payments					Marketing			Upsell		Technology			Other
HQ / back office	Supply chain/ plan	Data / analytics	HR	Smart carts	X-Segment	Fuel	Fulfill/delivery	Processing / fintech	Cash mgmt	Tax	Health care/ living	Pin Pads	CPGs / digital media	Coupon / offers	Receipt marketing	Gift cards	Lottery	Cloud / tech	AI / CV	Store HW	Others



- Commerce
- Filtered spend
- Marketing
- Operation
- Payment
- Innovation
- Partner HW
- POS SW



# (Overseas Retail Business) Evolution into a Retail Platform Provider

## Advancing ELERA through customer base x AI x Marketplace

### Sales growth

+100% YoY growth

Over \$100M TCV achieved

### Market expansion

Presence in 30 countries

### Operational excellence

135,000 contracted lanes

20,000 contracted IoT devices

8,000 live IoT devices

SaaS revenue growth -100% YOY

### Platform scale

8 billion transactions



### 14 TOP RETAILERS

Powers **4** of the world and America's top 10 grocery (Including the **#1** global warehouse club, a **Top-2** U.S. pharmacy and the world's top 10 retailers)

### Share expansion



### 30-40 INDUSTRY PARTNERS (and growing)

Customer-driven  
Value creation



Retail innovation/  
ELERA 2.0 (agentic AI)



ELERA Marketplace

Evolution of  
ELERA  
core  
platform



Over 4.5 million lines of code, 69 microservices, 991 API endpoints : growing everyday



Long-term roadmap ensuring retailers' confidence and continuity

VOC Driven Roadmap & PI Planning; 4 major releases per year that include dozens of new features, enhancements and improvements; maintenance updates as needed

# (Overseas Retail Business) A Bridge Connecting Retail

## Accelerating value creation with retailers through AI to maximize returns on investment

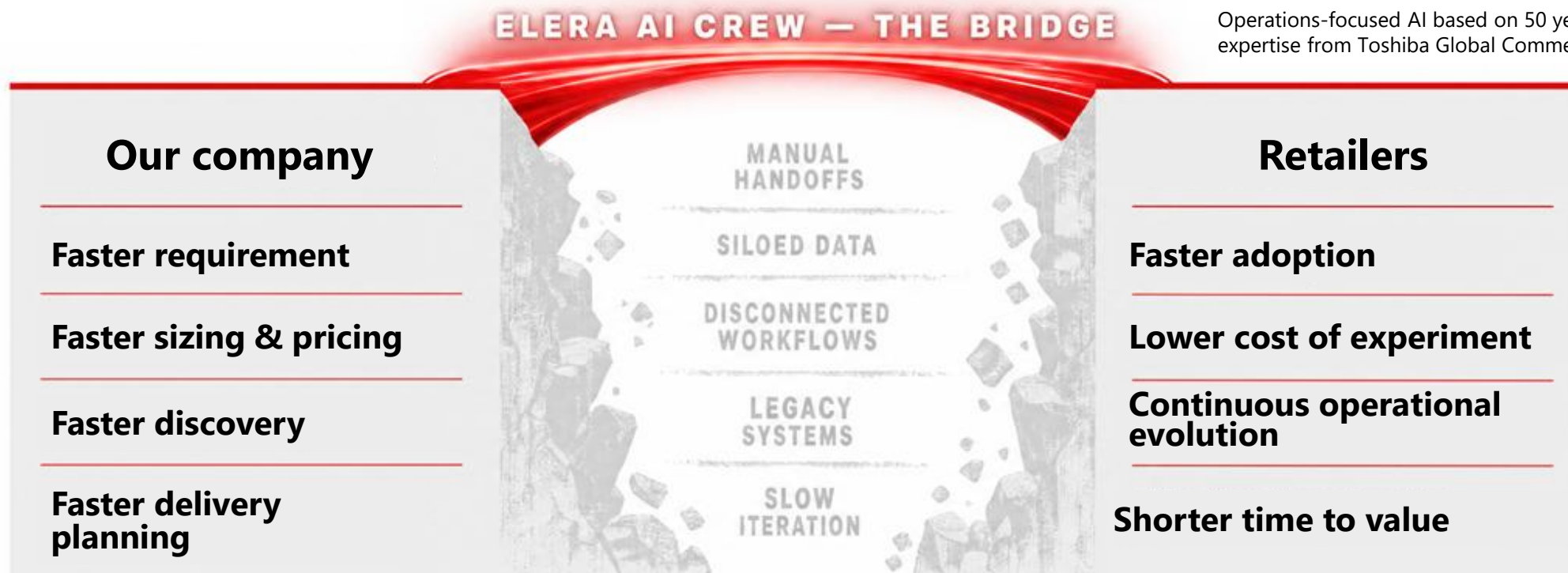
### Toshiba Global Commerce Solutions

Accelerating value creation for  
both through AI utilization

### ELERA Agentic

The leading platform for  
retail execution AI

Operations-focused AI based on 50 years of retail  
expertise from Toshiba Global Commerce Solutions

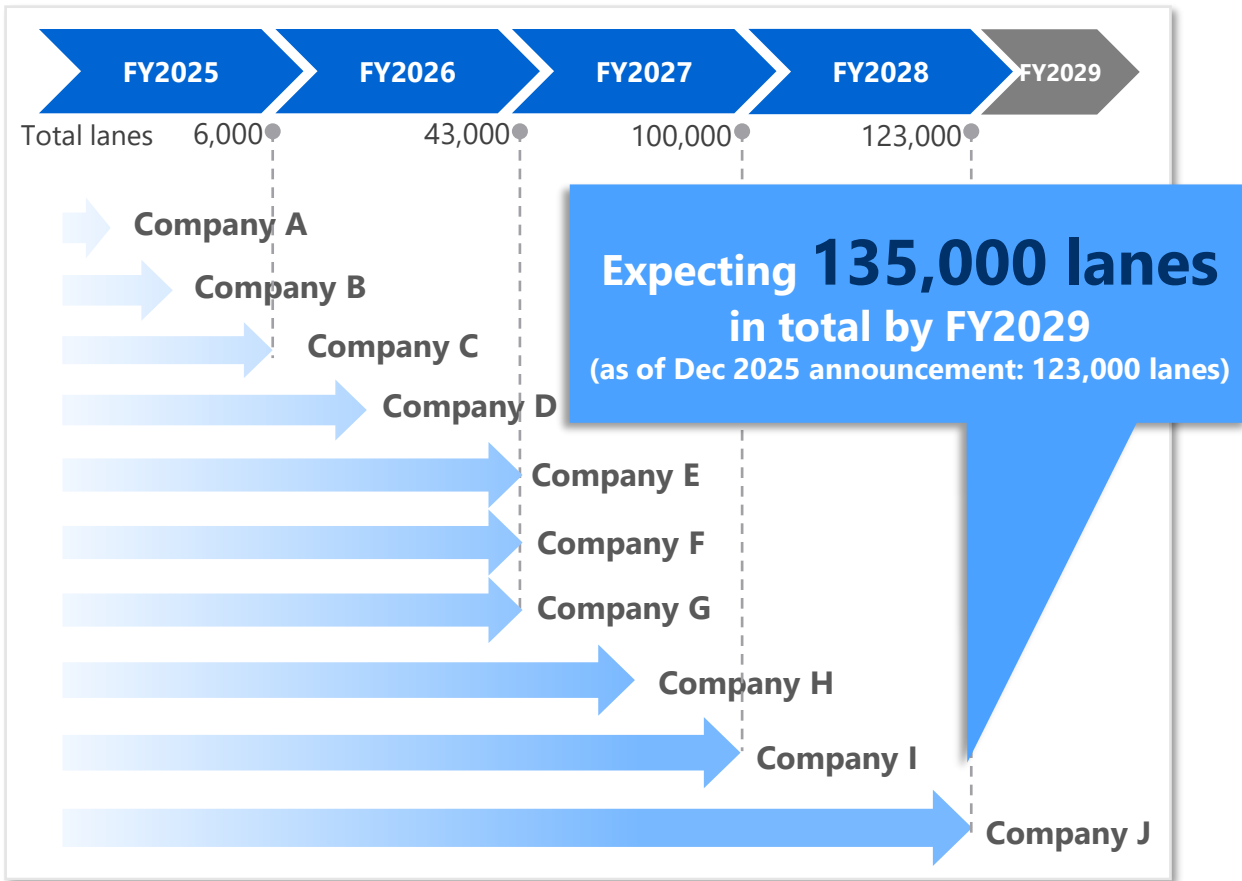


AI that changes the economics (profitability and cost structure) – on both side

# (Overseas Retail Business) Accelerating the Expansion of ELERA

**Expanding lanes** to shift Overseas Retail Business onto a high-growth trajectory

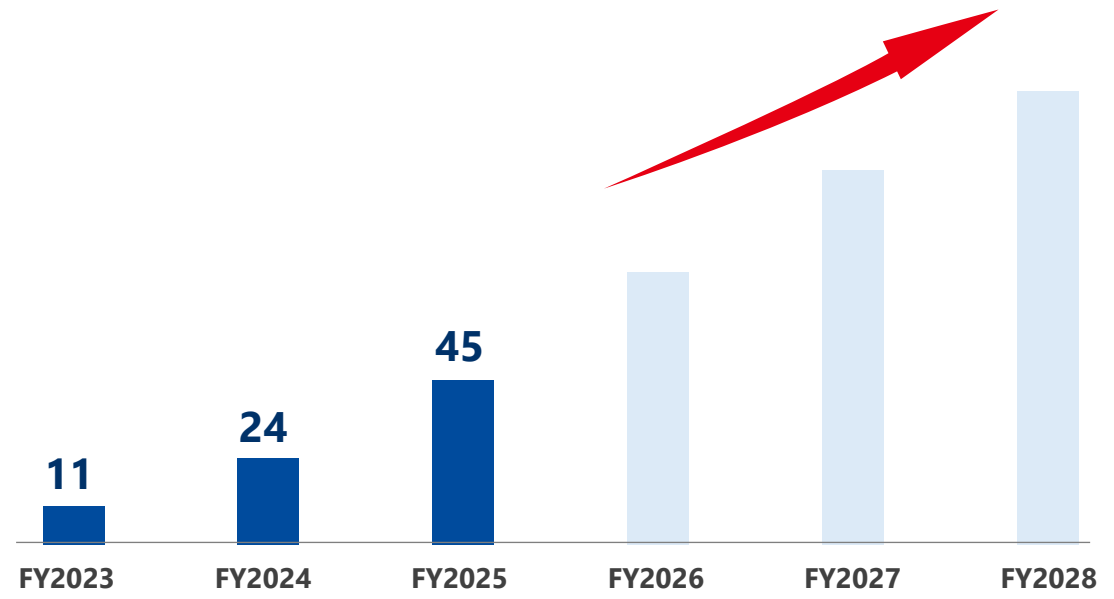
## Expansion of ELERA deployment lanes



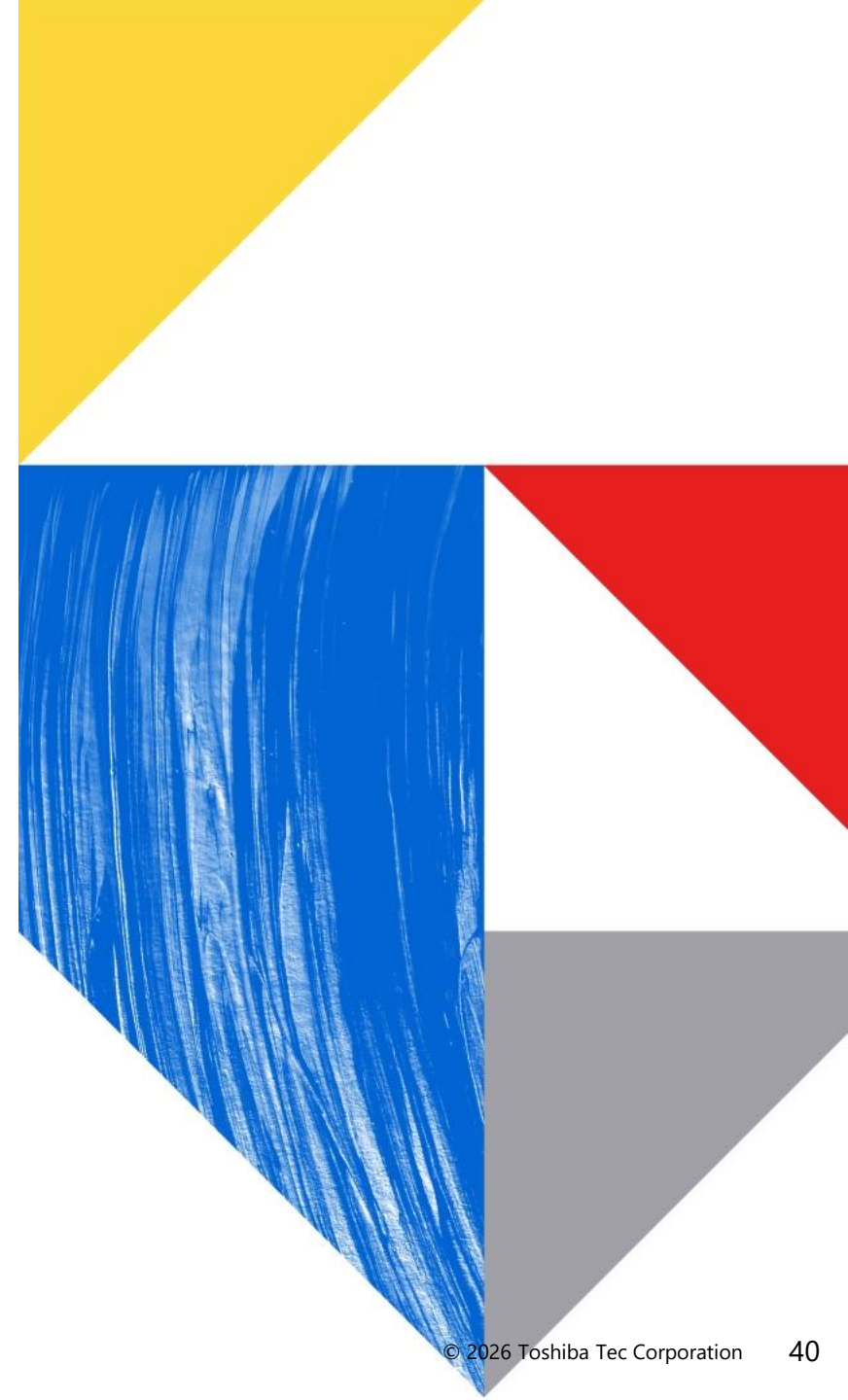
## ELERA revenue growth plan



Sales  
(Unit : MUSD)



# Workplace Business



# (Workplace Business) Market Trends and Strategic Direction

**Securing stable profits** in the core business (MFP) and **executing a growth strategy** centered on office solutions

## Market trends

Stable demand for printing equipment and services



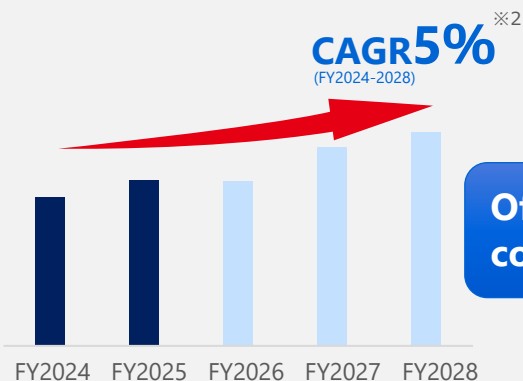
Office DX needs continue to expand

The overall printing market remains large at approx. 8T yen <sup>※1</sup>

Printer	A4 MFP	A3 MFP	Production

※1 According to our research

## Office solutions market

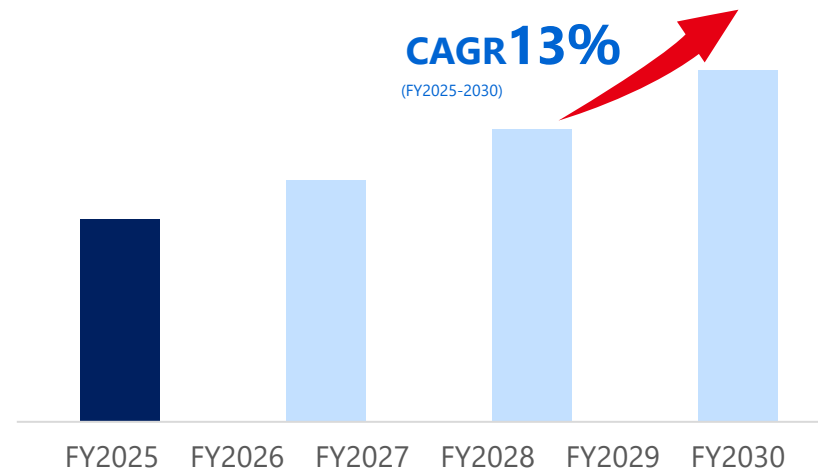


※2 Keypoint Intelligence, “市場予測2025 (北米・西欧)” (“Market Forecast 2025 (North America and Western Europe)”)

## Strategic direction

- Balancing asset-light operations achieved through consolidation of HW development and production at ETRIA with product competitiveness
- Securing stable profits through MFP After-sales
- Focusing management resources on office solutions in growth markets

## (Workplace) Solutions revenue target



**Solutions revenue CAGR 13%**  
(FY2025-2030)

**Solution revenue ratio FY2030 10%**  
(FY2025 5%)

Realizing full-scale integration benefits through  
the launch of new engine-equipped integrated models

Product launch  
roadmap

2025

2026

2027

2028

Company-based  
model



Successor model for current  
A4 color machines



A3 Color Entry (**first integrated model**) ※ China market only

Development and manufacturing of **integrated models**  
combining technologies from brand owners

Mid- to high-speed color  
and monochrome models (**integrated model**)

Development and manufacturing of  
**new engine-equipped integrated**  
models

Integration benefits to be realized  
from 2<sup>nd</sup> half of FY2027

Expansion to follow in FY2028

Competitive advantage driven by integrated models and  
integration of HW development and manufacturing

- ① Expansion of an optimal product lineup by application and scale
- ② Improvement in environmental performance and energy efficiency
- ③ Strengthening supply chain resilience

# (Workplace Business) Focus on the Growth Market of "Office Solutions"

**Expanding the solution portfolio** to execute the growth strategy and delivering high value-added solutions **based on workplace customer touchpoints**

Expansion of office solutions portfolio and strengthening of proprietary IP

## Business Partner

Optimization of business operation

WF  
Workflow



Kōdō Business Suite



ECM  
Enterprise Content Management



DMS  
Document Managed Services

elevate sky<sup>®</sup>

TRANSLATE



MPS  
Managed Print Services

e-BRIDGE Global Print



elevate sky<sup>®</sup>

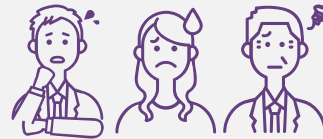
encompass<sup>®</sup>  
MANAGED PRINT AS A SERVICE



Customizable UI management for Toshiba MFPs

## SMB Customers

Increasing demand for solutions due to lack of required skills and resources



Numerous deployments

U.S. West Coast restaurant chain (+100 locations)

Highly evaluated for simplified accounting workflow automation

Solutions deployed



Customer-oriented solutions highly recognized globally

Two consecutive wins of the "Customer Service of the Year Award" in France



Top-rated A3 MFP manufacturer in the U.S. based on customer survey for two consecutive years<sup>※2</sup>

Co. A	4.24			
Co. B	4.36			
Co. C	4.25			
Co. D	4.32			
Co. E	4.48			
Co. F	4.26			Poor

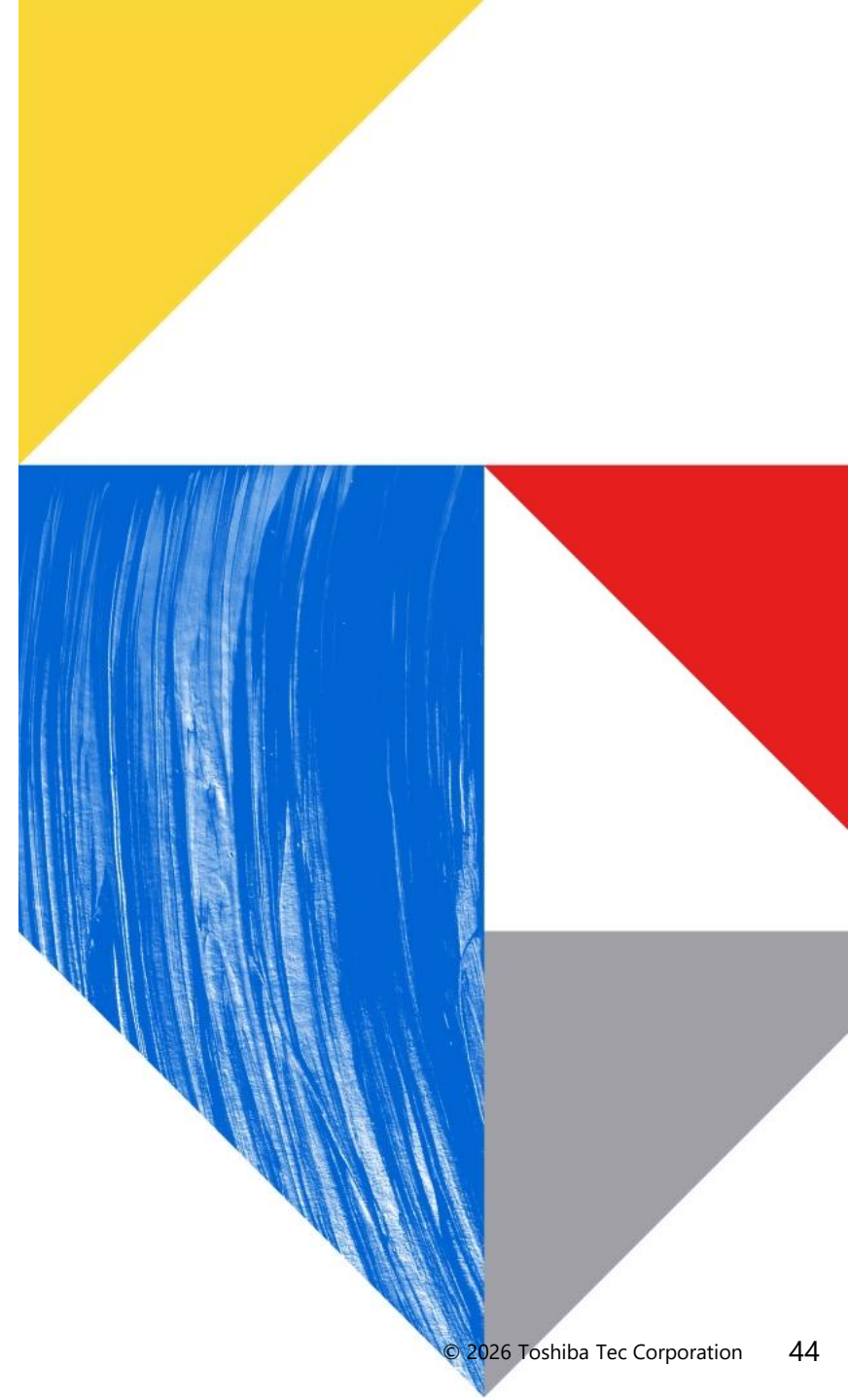
**TOSHIBA 4.6 Excellent** Very Good Good Fair

※1 Based on Study Ipsos bva – Viséo CI – See [esca.fr](http://esca.fr) for details

※2 The Cannata Report, "40th Annual Dealer Survey (Dec.2025) : A3 MFP Manufacturer Ratings

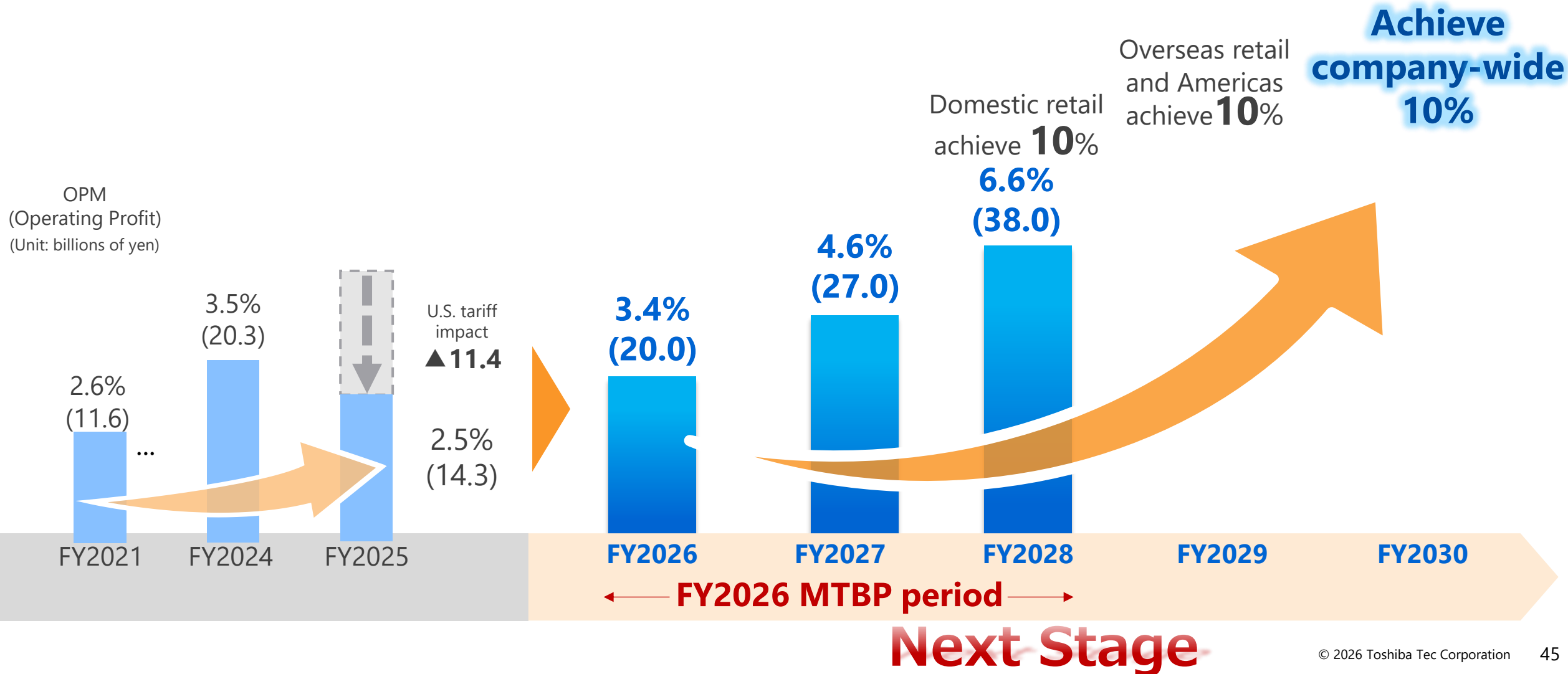
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## Future Vision



# Mid-Term Growth Targets

Targeting a **10% operating profit margin** through strengthening core profitability and shifting to a high value-added solutions business

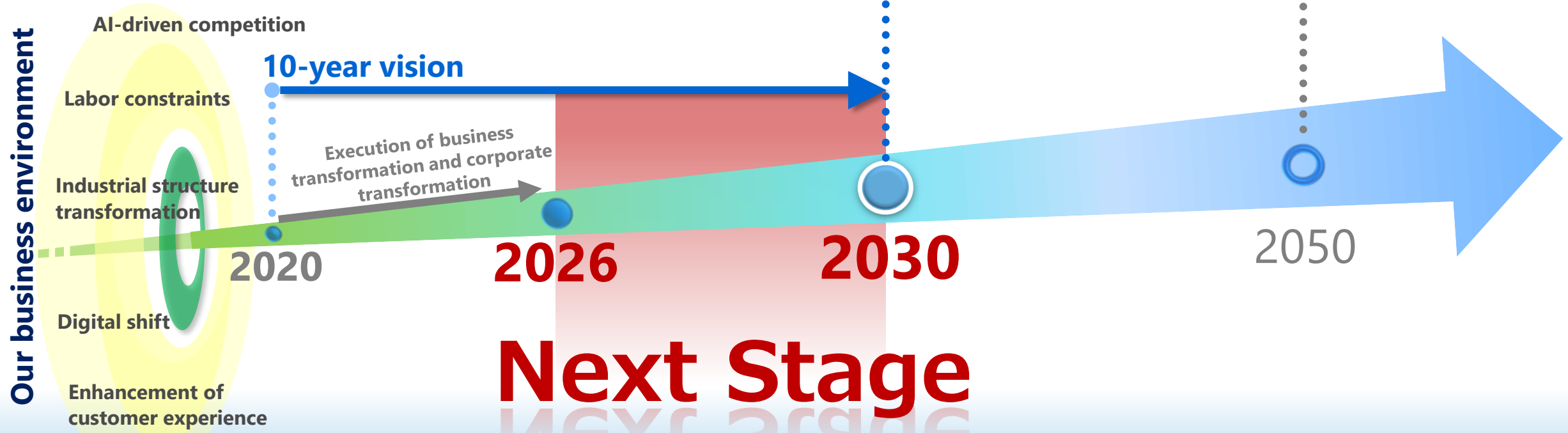


# Our Business Environment and Future Vision

***Aiming to be a company that contribute to society***

***Future Goal***  
***"Global Top Solutions Partner"***

**100<sup>th</sup> Anniversary of Toshiba Tec**  
Achieve growth worthy of a company with a 100 years history



**Next Stage**

**Transforming retail and offices,  
transforming Japan**

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