

TOSHIBA

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FY2024 Consolidated Business Results

Toshiba Tec Corporation
May 12, 2025

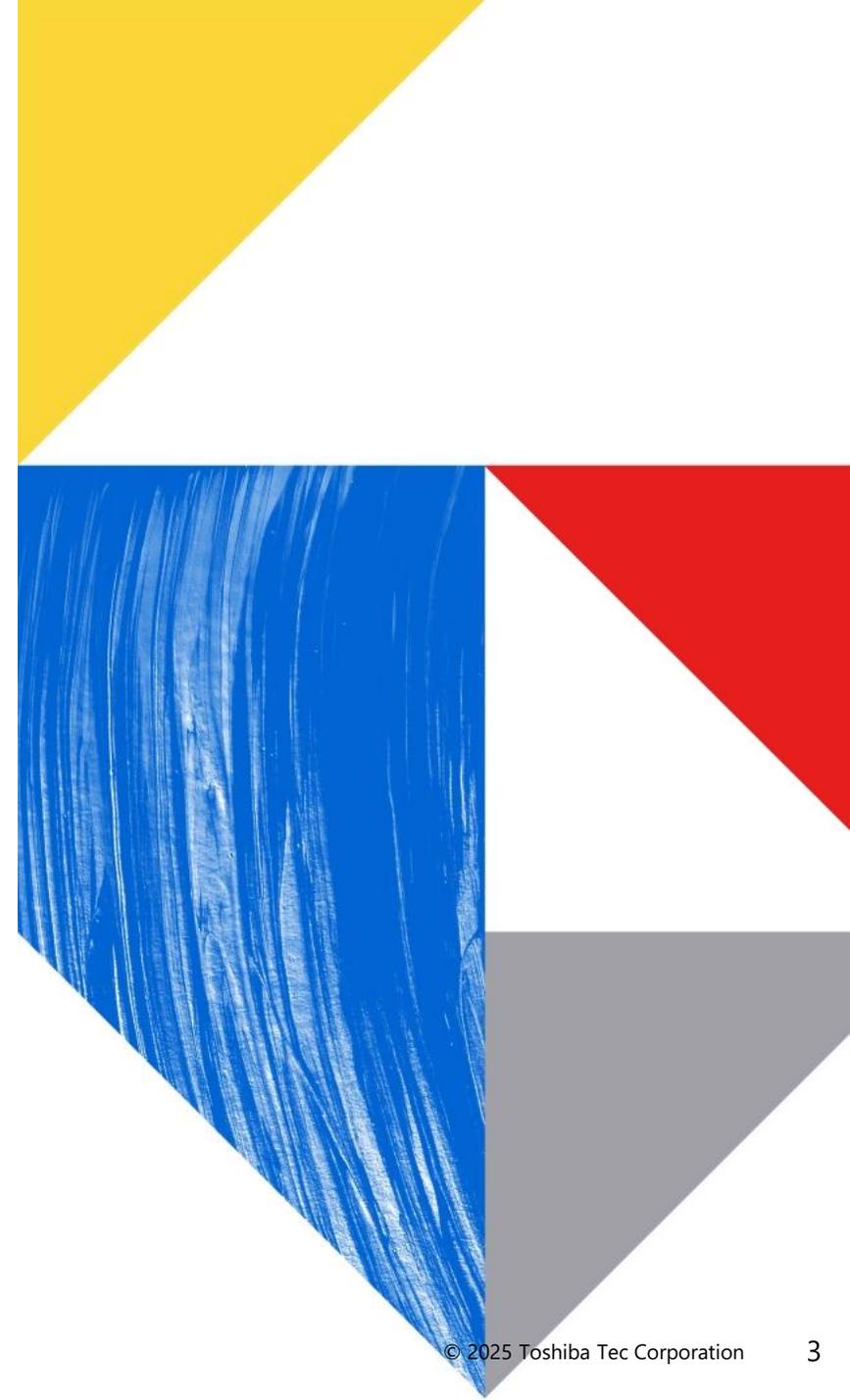
Toshiba Tec Group Philosophy
Creating with You

Agenda

- 01 **Performance Trend and Progress of Measures**
- 02 **FY2024 Consolidated Business Results**

01

Performance Trend and Progress of Measures



FY2024 Business Results (Consolidated)

(Billions of yen)

	FY2024 Actual	FY2024 Prev. Forecast (Feb 6)	FY2023 Actual	Difference	
				vs Prev. Forecast	vs FY2023
Net Sales	577.0	572.0	548.1	+5.0	+28.9
Operating Profit (Rate of sales)	20.3 (3.5%)	18.0 (3.1%)	15.9 (2.9%)	+2.3	+4.4
Ordinary Profit (Rate of sales)	18.3 (3.2%)	15.0 (2.6%)	11.0 (2.0%)	+3.3	+7.3
Profit/loss Attributable to Owners of Parent (Rate of sales)	29.9 (5.2%)	24.0 (4.2%)	△6.7 (-%)	+5.9	+36.6
Dividends	45Yen	45Yen	45Yen	-	-
Foreign Currency Exchange Rate (Yen)					
US\$	152.73	151.61	143.81	+1.12	+8.92
EUR	163.77	163.30	156.27	+0.47	+7.50

Key Messages

Operating profit for FY2024 was **20.3 billion yen**

Achieved the plan of 18.0 billion yen (+2.3 billion yen), increased from the previous year's 15.9 billion yen (+4.4 billion yen)

Net sales, operating profit, ordinary profit, and net profit for the period all exceeded those of the previous year, with sales and net profit reaching record highs

In FY2024, both the retail and workplace businesses achieved their operating profit plans

The retail business saw increased operating profits in both domestic and overseas business, overseas business turned profitable in the second half, a significant improvement from the previous year.

The workplace business recovered in the fourth quarter from the decline caused by supply-demand balance adjustments, and exceeded the plan

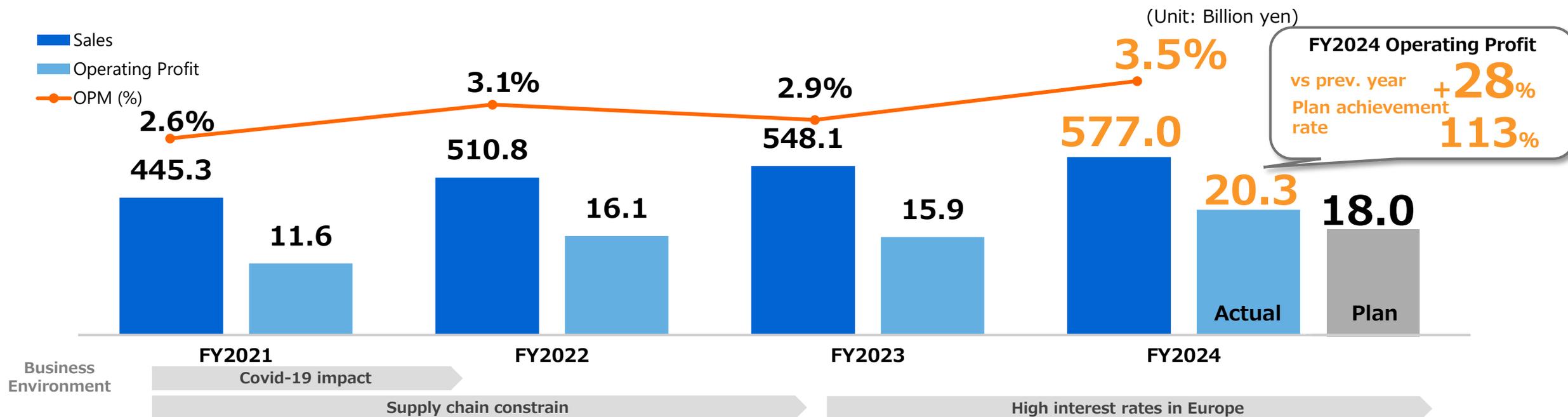
Capital adequacy ratio was 31.2%, and dividends were 45 yen as planned

Due to an increase in operating profit and extraordinary income from the business transfer, capital adequacy ratio increased by approximately 5 points from the previous year

Performance Trend of FY2021 – FY2024

Continued measures to improve basic profitability since FY2021. FY2024 saw increased revenue and profit compared to the previous year.

Continue to invest in new DX businesses for the future growth.



FY2024 Operating Profit
 vs prev. year **+28%**
 Plan achievement rate **113%**

Profitability improvement

- ✓ Strengthening in-house DX initiatives
- ✓ Transfer of Inkjet Head Business to RISO Technologies
- ✓ Established ETRIA with Ricoh

Growth Strategies

- ✓ Established Innovation & Incubation Center in Dallas/ US
- ✓ Opened NEXMART 01 GO
- ✓ Established Gyainamics

← **Upfront investment for the future** →

Overview of Toshiba Tec Business

Main businesses/ products

Retail Solutions



Workplace Solutions

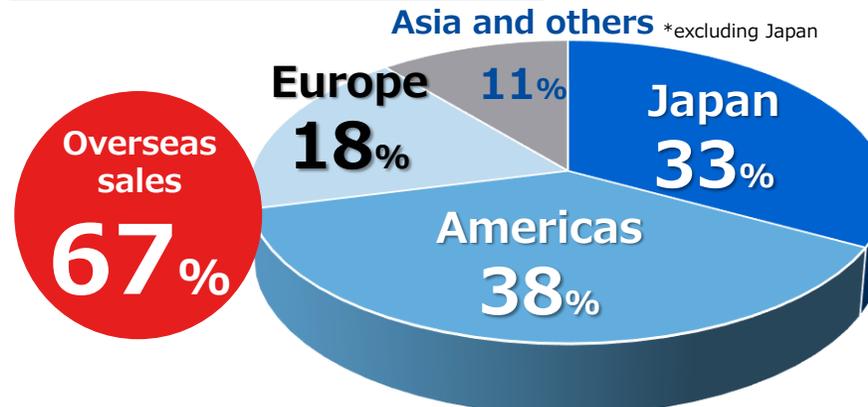


Net sales by segment^(*1)



(*1): FY2024 actual

Net sales by regions^(*1)



<Strong touchpoint>^(*2)

- Worldwide subsidiaries **62** companies
- # of service tech **Approx. 5,000**

POS system market share^(*3)

- The top global market share in POS: **approx. 2.82M units**
- POS share in Japan: **approx. 50%**

MFPs global installed units:
approx. 1.4M units

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

(*3): (Source) Global EPOS and Self-Checkout 2024, RBR Data Services
Install base TOSHIBA and Toshiba TEC POS and SCO

Performance Trend (①Retail Solutions Business)

Domestic operations showed **steady progress** amidst continued investment

Overseas operations **implemented structural reforms in Europe** aimed at turning profitable

Overall Retail Solutions Business is **showing a steady recovery trend**

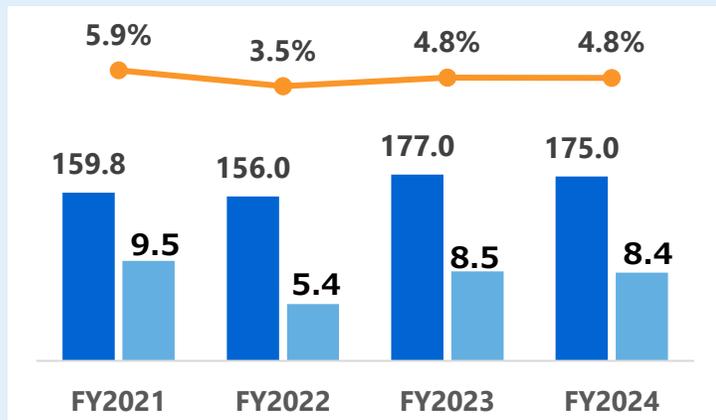
Domestic Retail

- Steady progress amidst continued invest
- Profit increase excluding negative exchange rate impact of 0.6B yen compared to the previous year

FY2024 vs prev. year

- Net Sales $\triangle 2.0$ B yen
- OP $\triangle 0.1$ B yen

(Unit : billion yen)



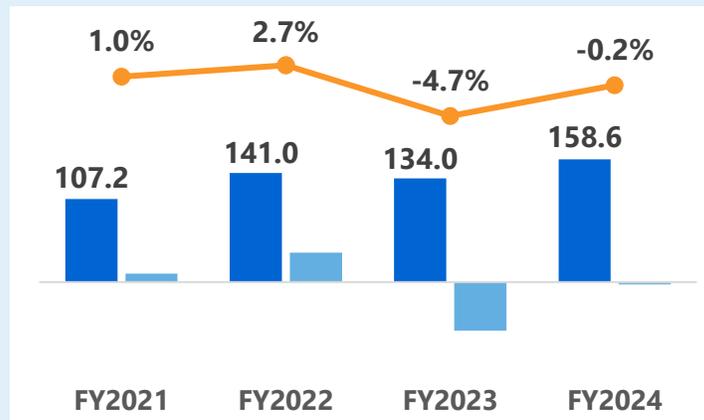
Overseas Retail

- Recovery in performance in the Americas, structural reforms in Europe
- Operating profit for the second half was 1.2B yen

FY2024 vs prev. year

- Net Sales $+24.6$ B yen
- OP $+6.0$ B yen

(Unit: billion yen)



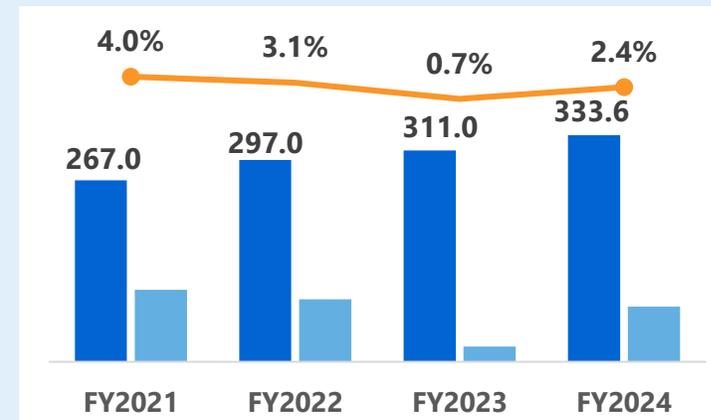
Retail Solutions Business

- Performance is gradually recovering
- Continued investment ahead

FY2024 vs prev. year

- Net Sales $+22.6$ B yen
- OP $+5.8$ B yen

(Unit: billion yen)



Performance Trend (②Workplace Solutions Business)

Achieved **significant improvement** since FY2020, and secures **stable profitability** from FY2023 onwards

Workplace Solutions Business

- Through structural reforms and portfolio strengthening, **significant improvement and stable profitability since FY2020**

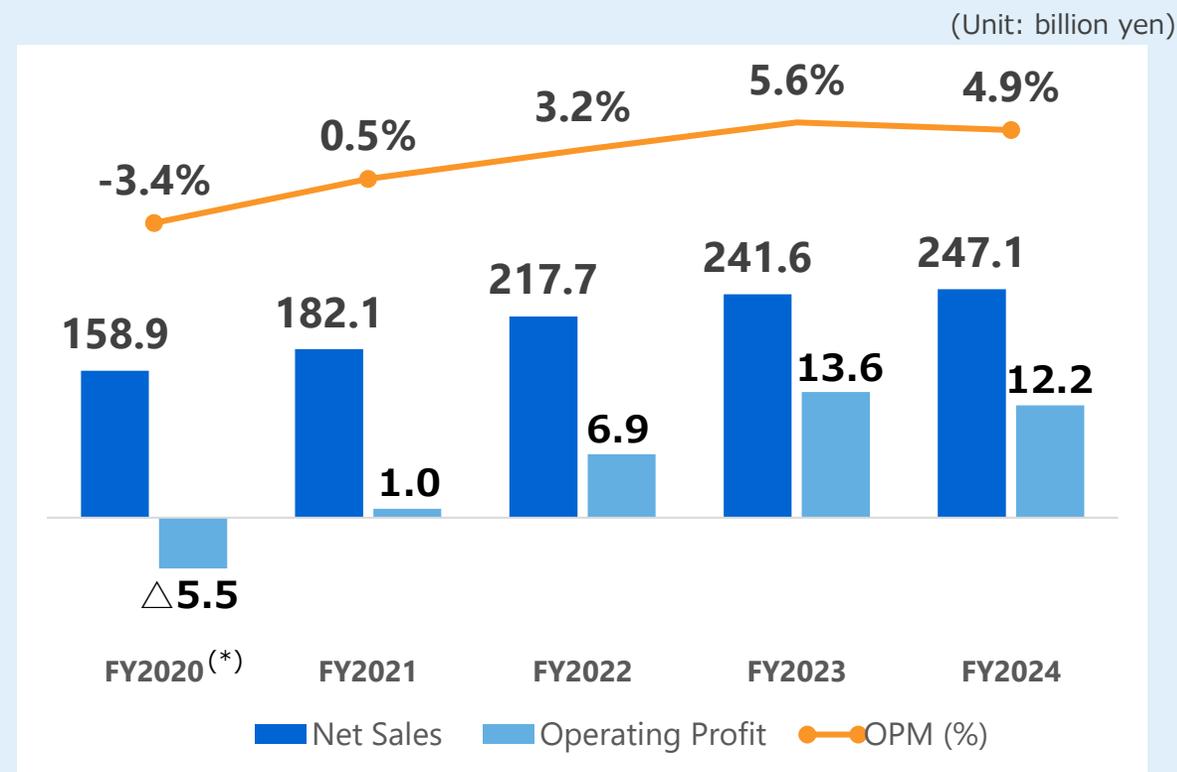
FY2024 vs prev. year

- Net Sales +5.5 B yen
- OP \triangle 1.5 B yen

Additionally, 1.6 billion yen in equity method gains from ETRIA in non-operating income

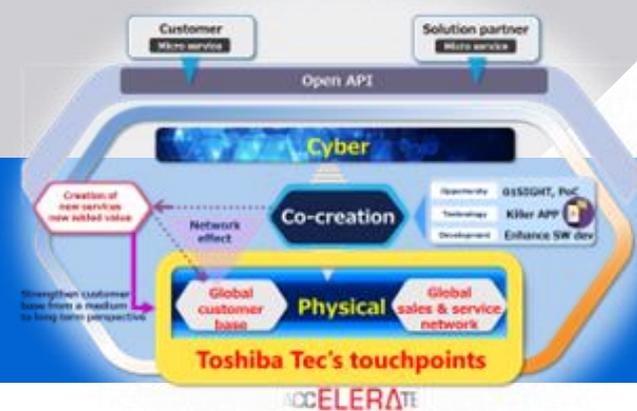
(*) FY2020 results

MFP domestic business was included in Retail Solutions business until FY2020, which was transferred to the Workplace Solutions business from FY2021. FY2020 results have been adjusted to be in line with the reporting segments of the FY2024 business result



Progress of Measures (① ELERA-domestic)

ELERA domestic sales has expanded by approx. 200 companies and 2,300 stores since last year
Steady expansion of ELERA expands data touchpoints



Domestic ELERA®

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



Mass retailer



Approx. **20** companies
Approx **200** stores

Restaurant



Approx. **300** companies
Approx **1,700** stores



Approx. **90** companies in total
Approx. **4,000** stores in total

Others (Cloud POS, etc.)

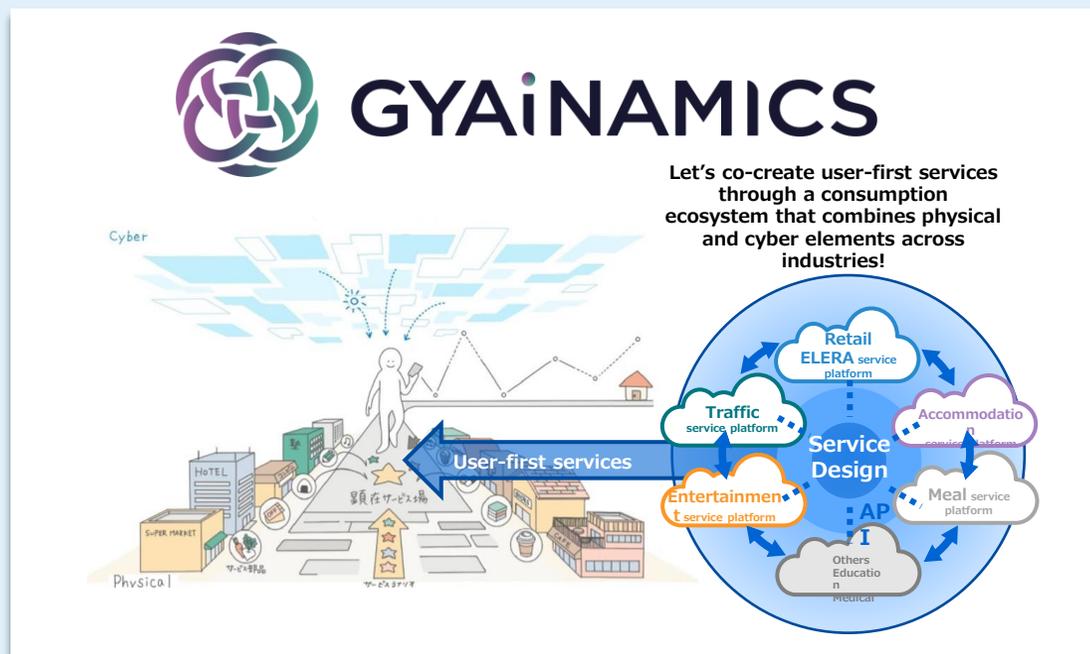
Operate in approx.
400 stores

Progress of Measures (② Data Solutions)

Promote new value creation utilizing data and digital technology
by **establishing Gyainamics and strengthening the software development system**

Establishment of the new company "Gyainamics" (Oct 2024)

- Supporting the promotion of **DX in the retail industry**
- Utilizing **generative AI to aim for data collaboration across industries**



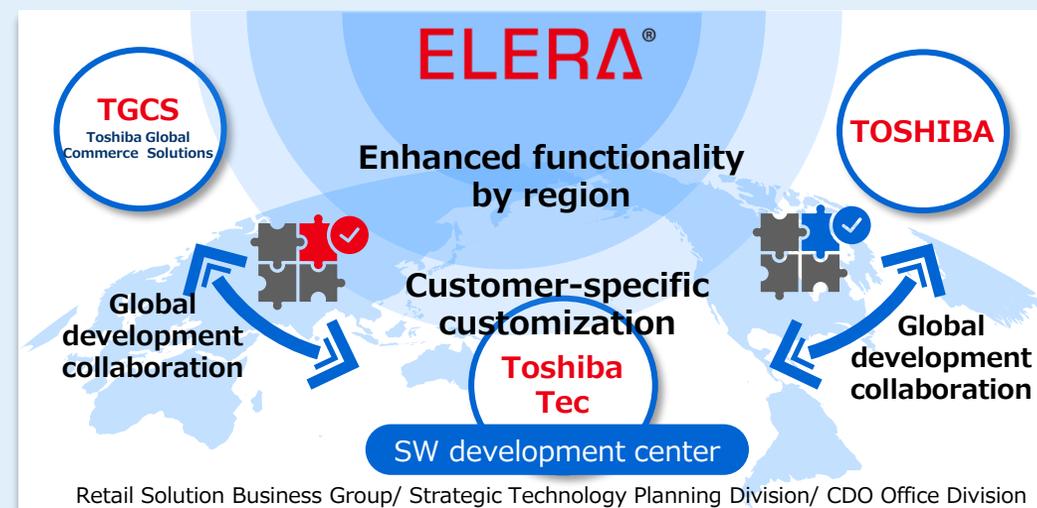
Strengthening of the software development system

1. Establishment of a new software development center (Apr 2025)

Strengthening SW development capabilities across business divisions
Standardizing development and operation process

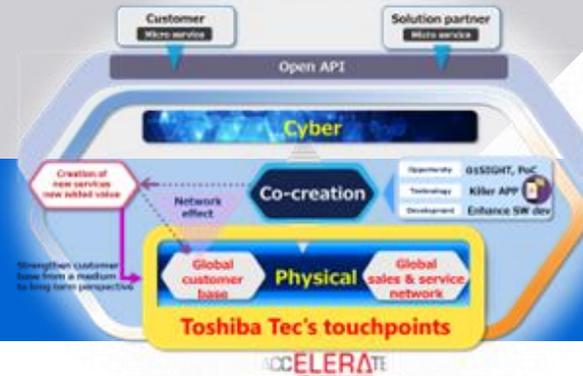
2. Enhancing global software development collaboration

TGCS SW development collaboration (USA, Mexico, Europe, etc.)
Standardizing development between Japan and the USA



Progress of Measures (③ ELERA-overseas)

Sales growth more than double that of the previous year
Aim for further expansion into Europe and Asia as a global commerce platform



Overseas ELERA®

Overseas ELERA sales



- ELERA sales revenue: **2.3** times compared to the prev. year
- Operating ELERA's fraud prevention feature for self-checkouts in a total of **3,000** lanes
- ELERA® Security Suite surpasses **25M** transactions

External evaluation of ELERA® Commerce Platform

Being recognized as "Commerce Experience Management Platform of the Year" in the RetailTech Breakthrough Awards

Orders of ELERA Platform

- Mass retailer in the US: Deployed ELERA® Loss Prevention in over 200 stores
- Major retailer in Central America: Deployed ELERA® comprehensive solutions across multiple countries
- Mass retailer in Norway and Belgium: Deployed ELERA® Security Suite
- Sports & entertainment companies: Adopted ELERA® POS for self-service ordering



Progress of Measures (④ Overseas Retail)

Business Growth

● Strengthening business foundation

·Customer base:

6 of the top10 U.S. retailers are our customers

5 of the top 10 Latin America retailers are our customers

4 of the European top 10 retailers are our customers

·Customer satisfaction:

84% of North American retailers rate us as

a “**Strategic Partner**” (**12%** increase from the prev. year)

·**Sales record in FY2024** (**18%** increase from the prev. year)

● Growth strategy

·As a total solutions provider, provide comprehensive solutions including HW, SW and services.

·Differentiation through aggressive investment in advanced technologies (for example, AI and Cloud)

·Expand solutions business into Europe and Asia

● Expansion of strategic partnership:

·IoT partnership with **Qualcomm** regarding next-generation edge-computing

·Collaboration with over **20** companies in the Toshiba Commerce Marketplace

European Structural Reforms

Overview of implementation:

- **Outsourcing some operations**
- **Consolidating back-office functions**
- **Reducing approx. 120 workforces**

Cost and effect:

- **Cost: (FY2024) 2.1B yen**
- **Effect: (FY2026~) approx. 1.5B yen/year in fixed cost reduction effect (*)**

(*) The reduction amount has been estimated in comparison with the relevant fixed cost based on the forecast announced on Feb. 6, 2025. This is the target reduction amount due to structural reforms' project and does not include increases in unit labor cost during the structural reforms' project period.

These contemplated measures will be implemented in compliance with local labor laws, rules, and regulations, including decisions made after consultation with local employee representatives.

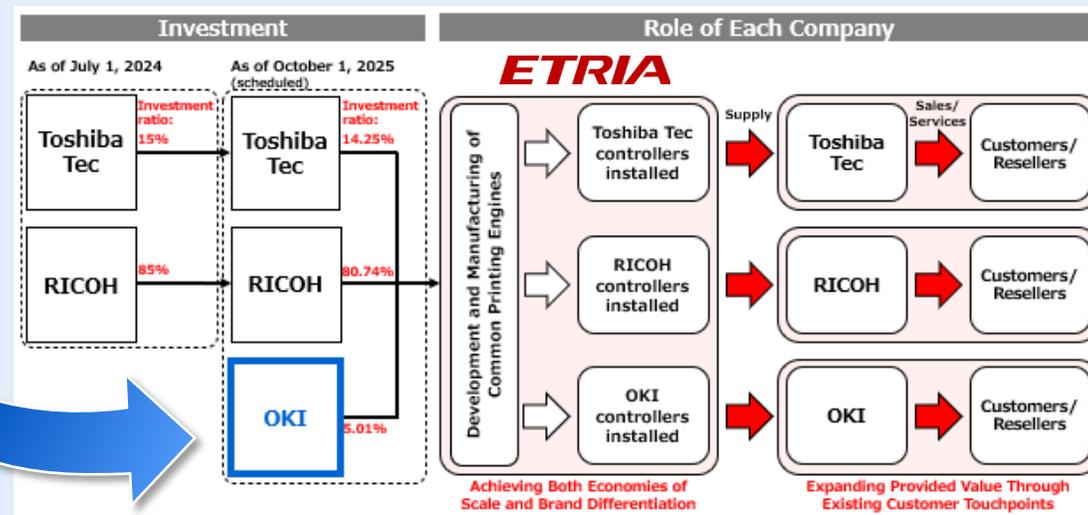
Progress of Measures (⑤ Workplace Solutions Business)

Promoting to strengthen a stable revenue base through asset-light strategies by executing **business transfer and structural reforms,**

Strengthen the portfolio

● Established “ETRIA” with Ricoh (Jul 2024)

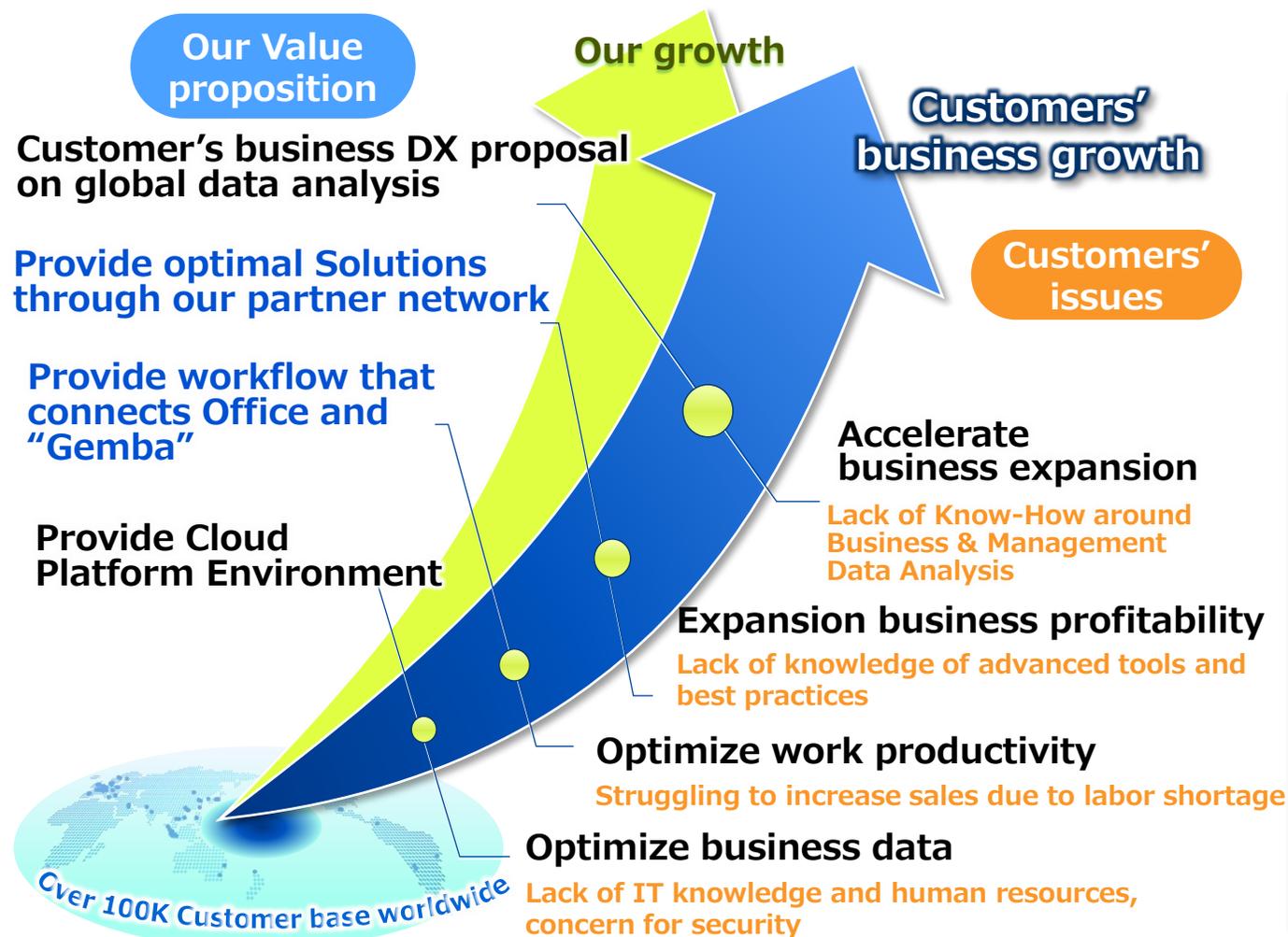
- Achieving industry-leading production capacity and scale, improvement of product and cost competitiveness
- OKI is scheduled to join in October 2025



● Transferred Inkjet Head Business to RISO Technologies (Jul 2024)

Progress of Measures (⑤ Workplace Solutions Business)

Support the business growth of our SMB customers globally by expanding our unique solutions and services



Expansion of Workplace Solutions

- Office solutions contributed to overall solutions sales growth and achievement of targets
- Auto-ID label printing application sales are strong in Europe

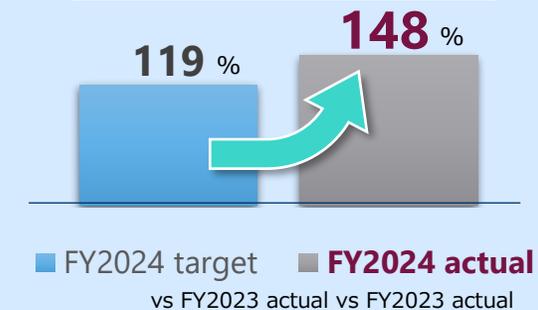
e-BRIDGE SKY Suite™ (*)

A-BRID

Growth rate of office solutions sales



Growth rate of Auto-ID related solutions sales



(*) Service under the name "e-BRIDGE SKY Suite™" is not available in the European region.

Toshiba Tec's strengths in numbers and its touchpoints

Number of employees ^(*1)

WW consolidated **15,509**

Of which service tech

approx. 5,000

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

POS systems share ^(*2)

The top market share in POS for both

WW & Japan **No.1**

WW **18%** Japan **52%**



of worldwide subsidiaries ^(*1)

62  companies

Touchpoints

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

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

4 of the European top 10 retailers
are our customers

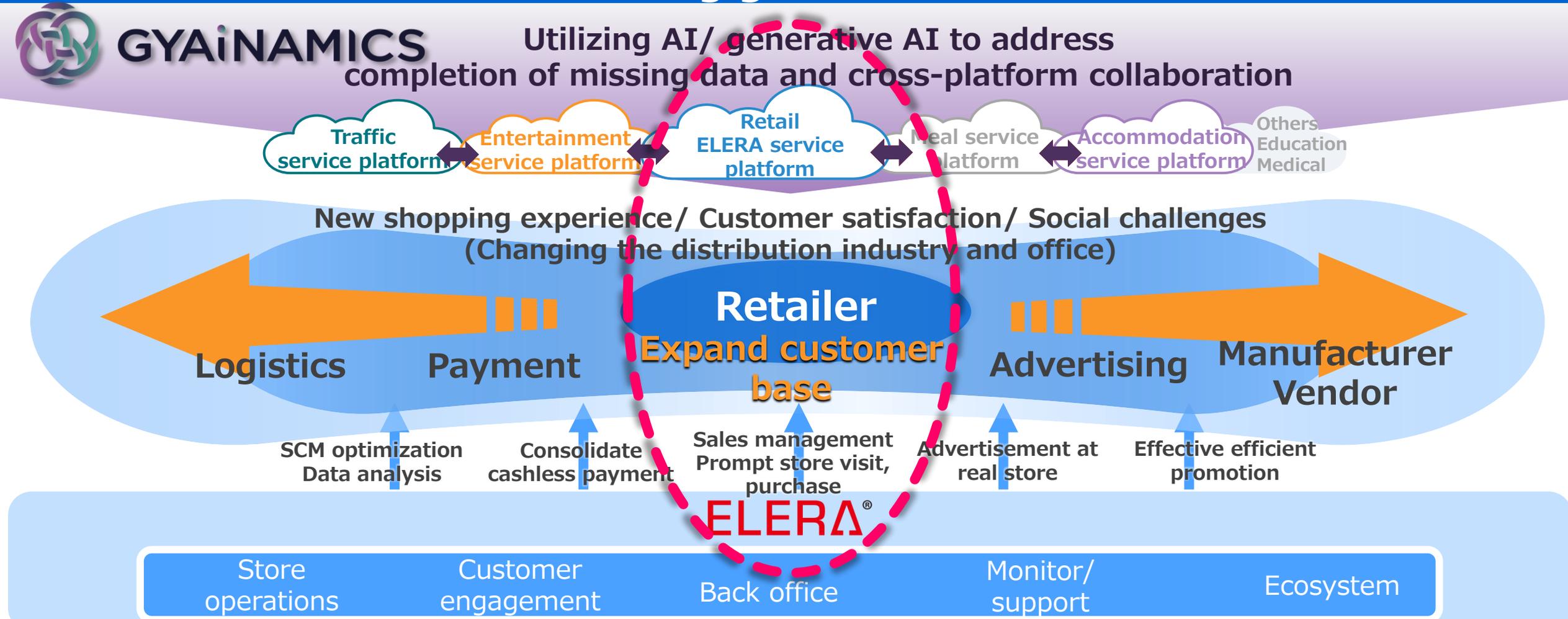
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Business domains expansion

Expanding business domains through vertical data integration utilizing generative AI



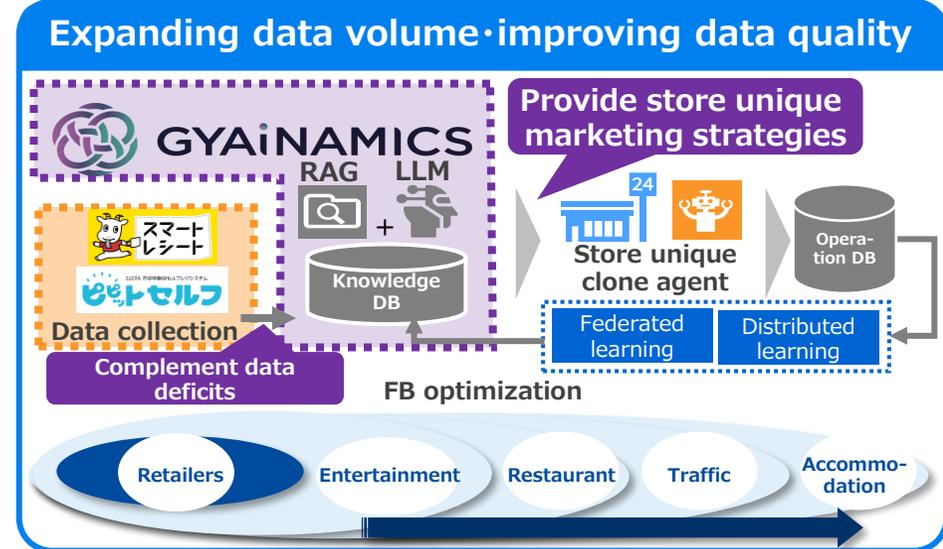
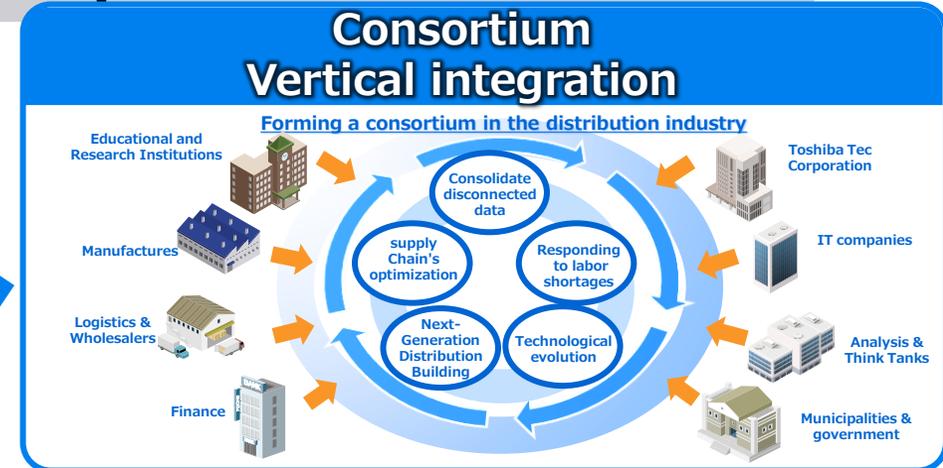
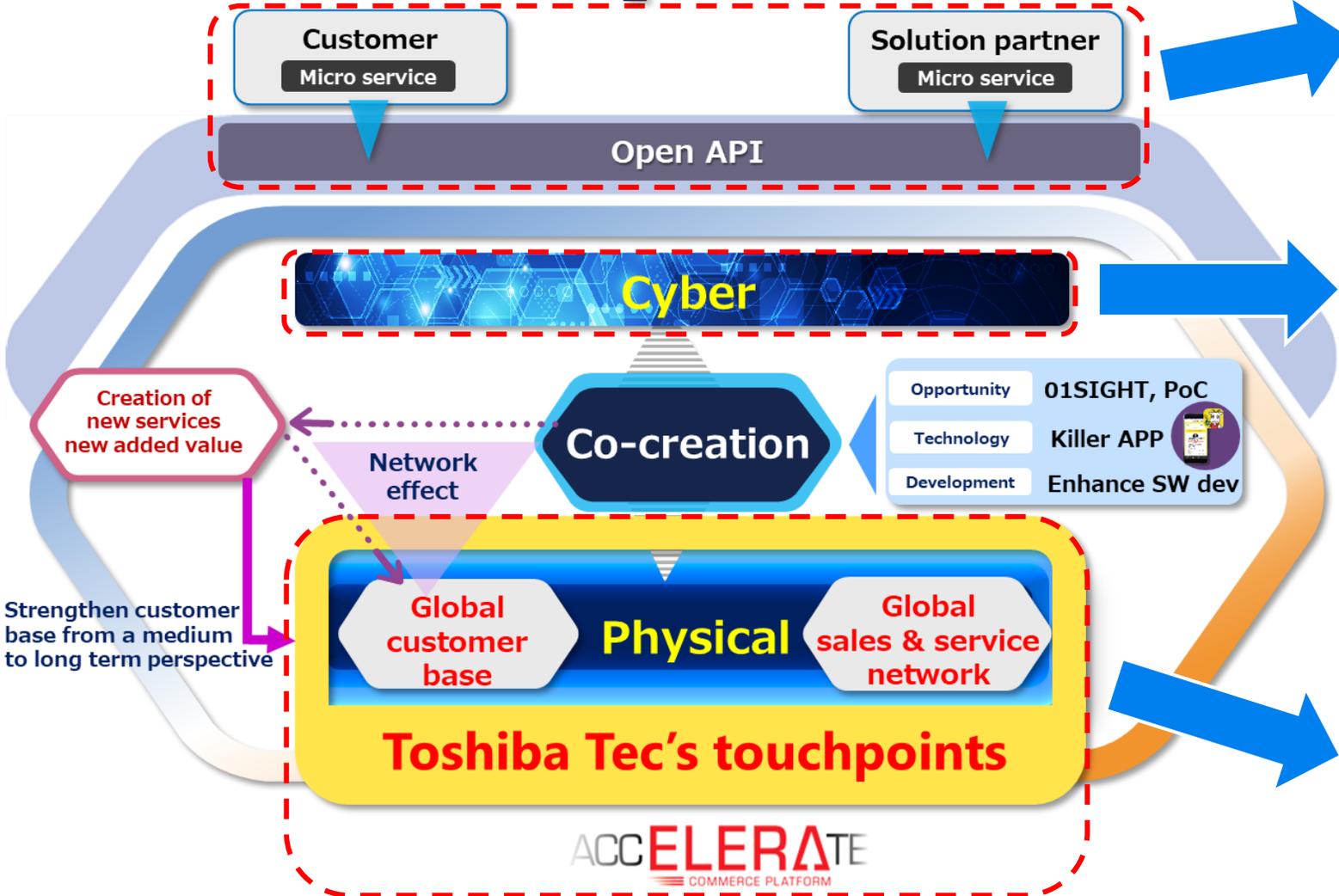
Toshiba Tec's growth model

~New value creation through co-creation with partners~

<Resolution of social issues>

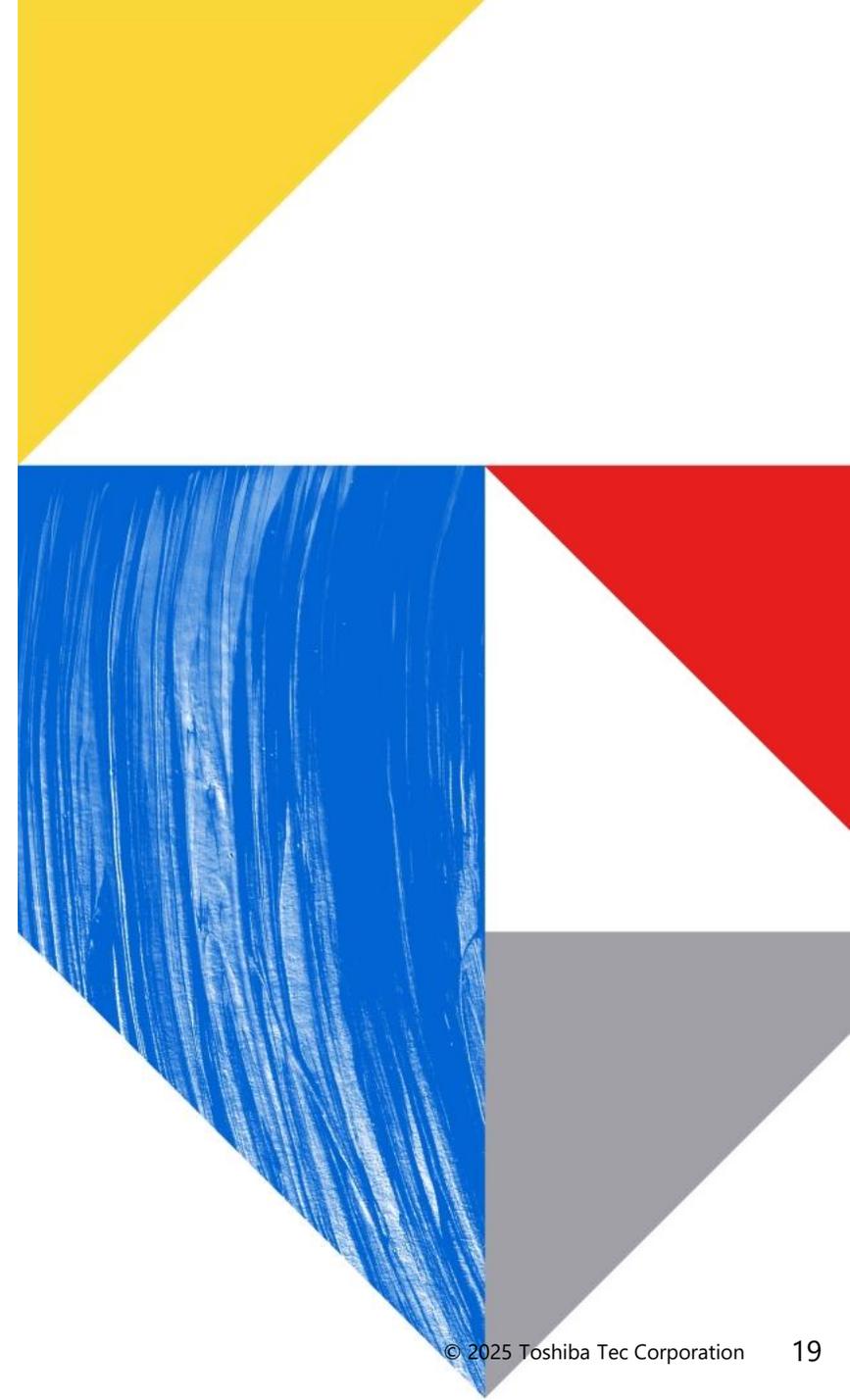
- Reduction of waste loss
- Reduction of CO2
- Reduction of paper consumption
- Response to a labor shortage

Contribution



02

FY2024 Consolidated Business Results



FY2024 Business Results (Consolidated)

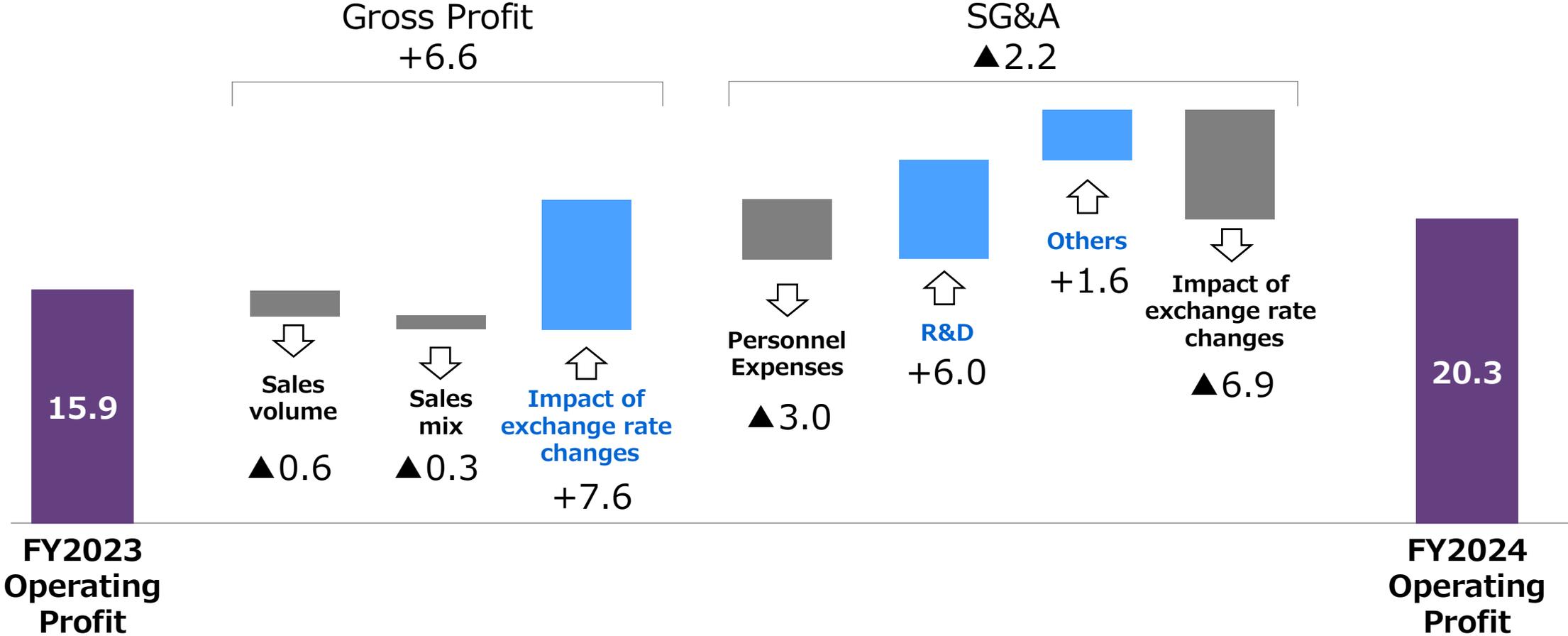
(Billions of yen)

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Dividends	45Yen	45Yen	45Yen	-	-
Foreign Currency Exchange Rate (Yen)	152.73	151.61	143.81	+1.12	+8.92
	163.77	163.30	156.27	+0.47	+7.50

Operating Profit Analysis of FY2024

(Billions of yen)

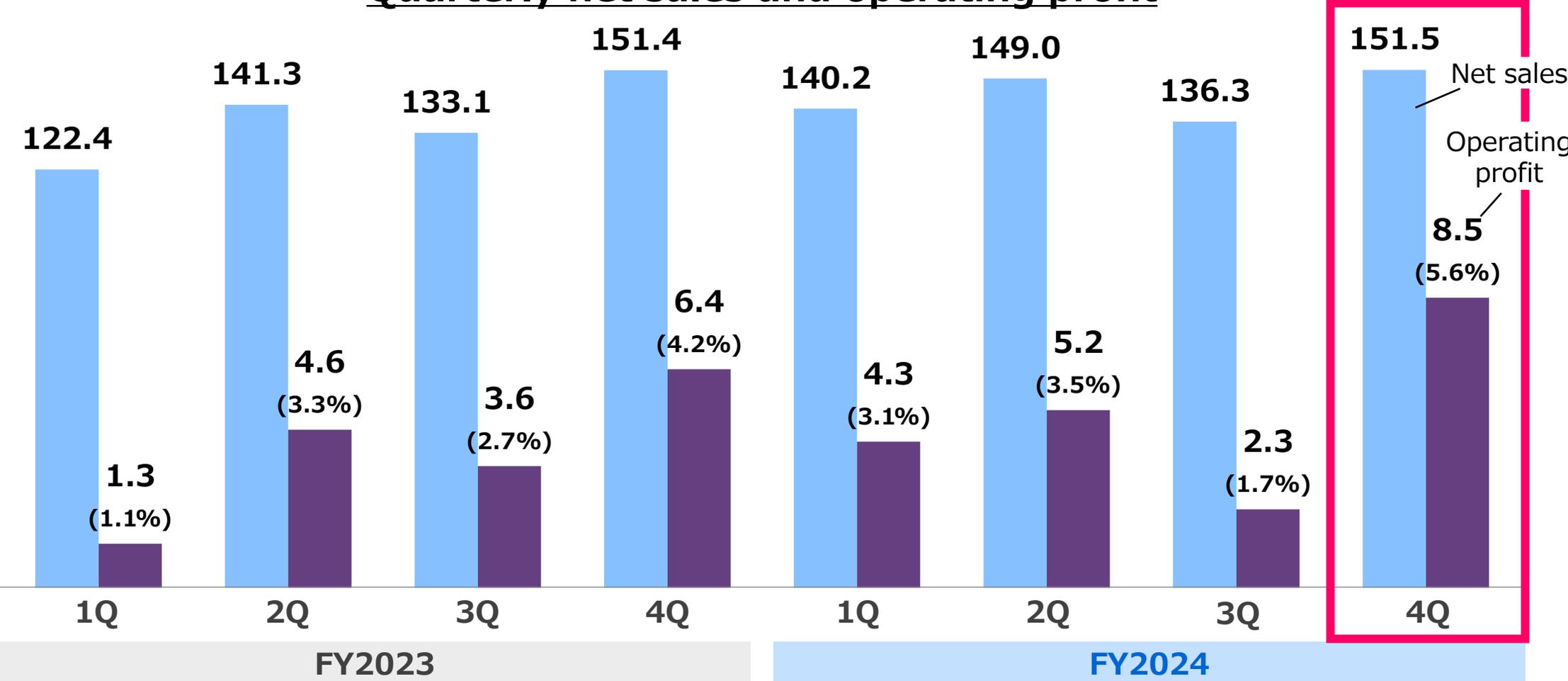
The chart of profit transition



FY2024 Business Results (Quarterly)

(Billions of yen)

Quarterly net sales and operating profit



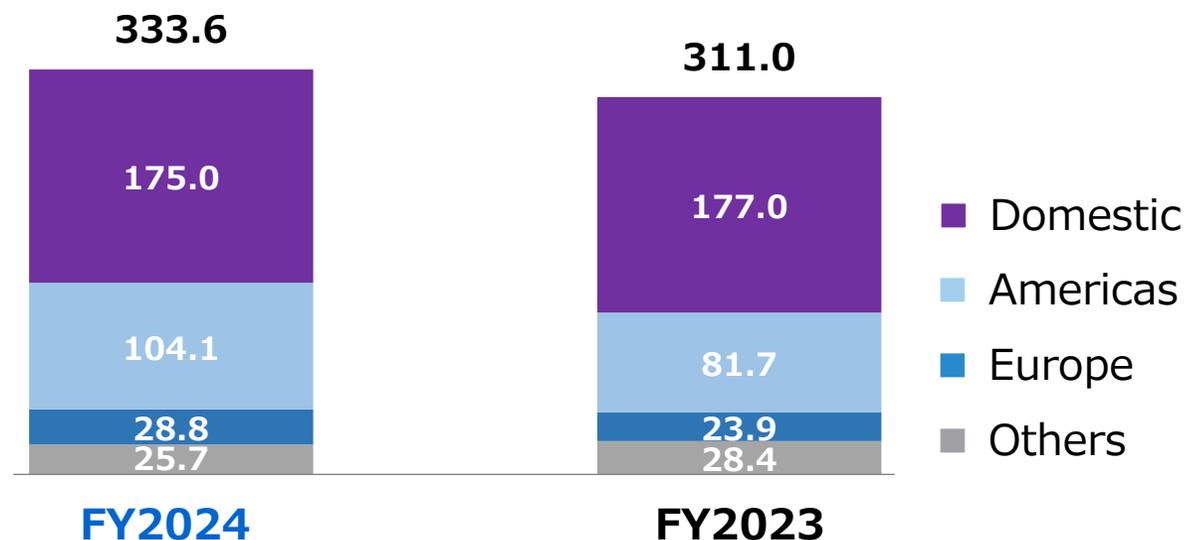
FY2024 Business Results by Segment

(Billions of yen)

Retail Solutions Business Group

	FY2024	FY2024	FY2023	Difference	
	Actual	Prev. Forecast (Feb 6)	Actual	vs Prev. Forecast	vs FY2023
Net Sales	333.6	329.0	311.0	+4.6	+22.6
Operating Profit 【Domestic / Overseas】 (Rate of sales)	8.1 【8.4 / △0.3】 (2.4%)	8.0 【8.0 / 0.0】 (2.4%)	2.3 【8.5 / △6.2】 (0.7%)	+0.1	+5.8

Sales by regions*



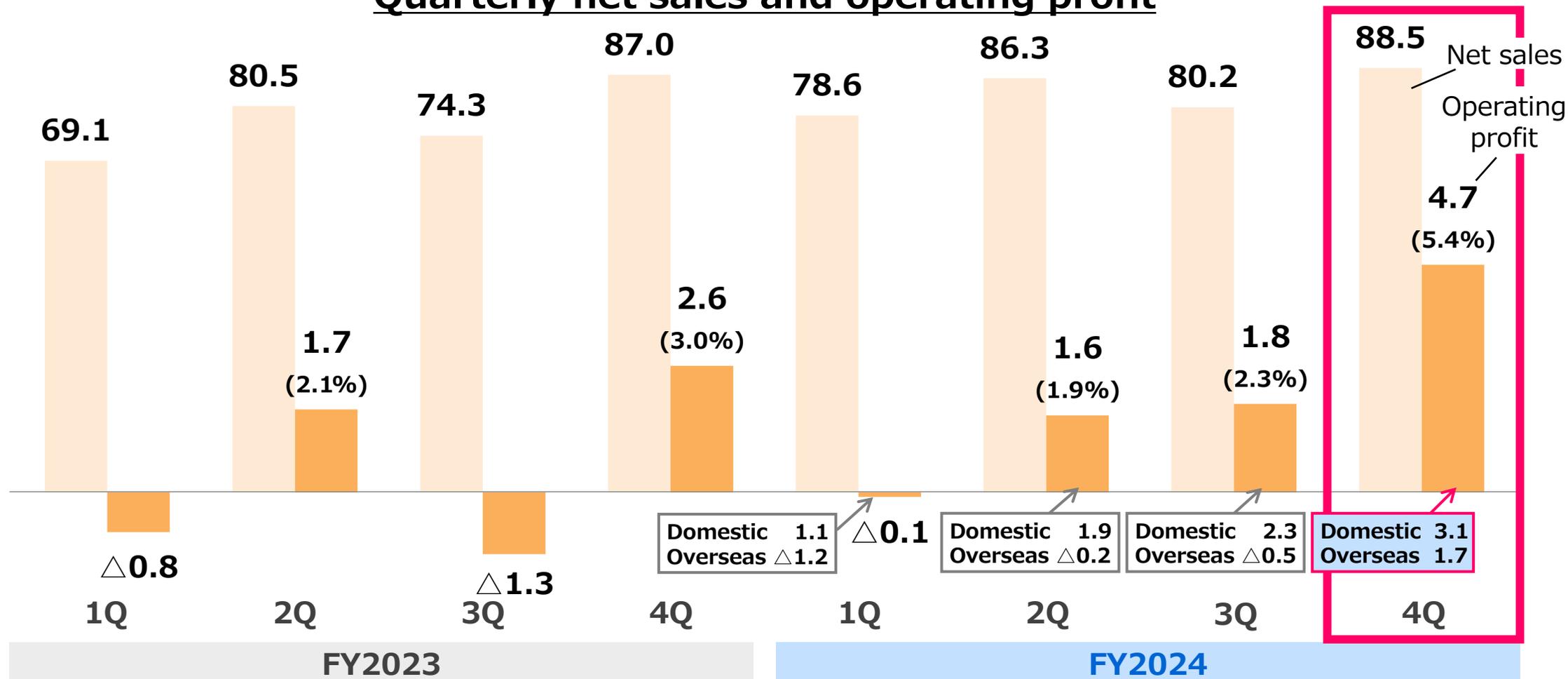
*Calculated based on the location of the sales base

FY2024 Business Results by Segment (Quarterly)

(Billions of yen)

Retail Solutions Business Group

Quarterly net sales and operating profit



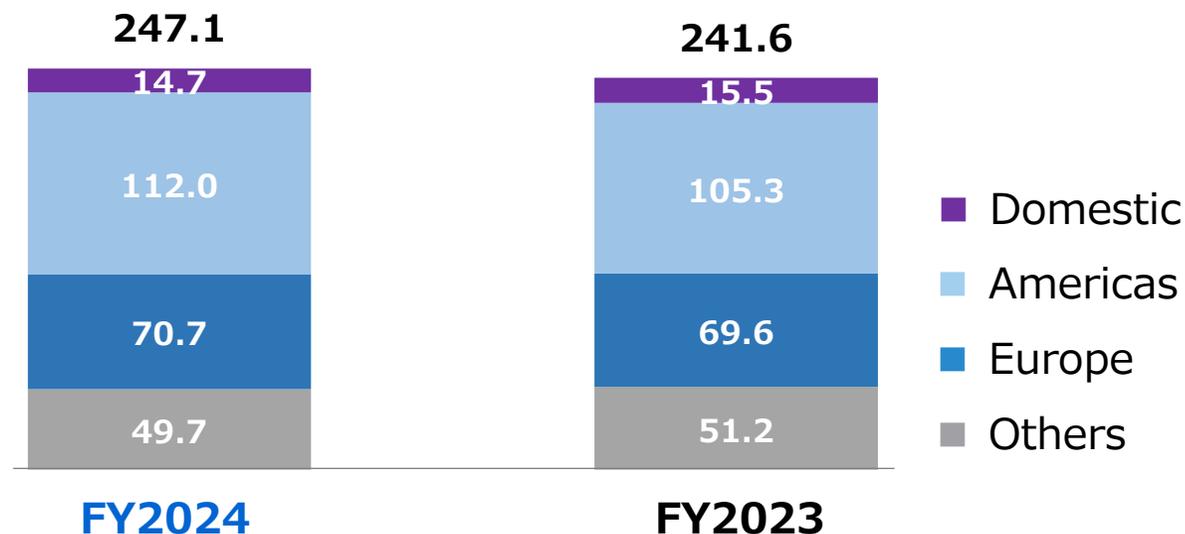
FY2024 Business Results by Segment

(Billions of yen)

Workplace Solutions Business Group

	FY2024	FY2024	FY2023	Difference	
	Actual	Prev. Forecast (Feb 6)	Actual	vs Prev. Forecast	vs FY2023
Net Sales	247.1	240.0	241.6	+7.1	+5.5
Operating Profit (Rate of sales)	12.2 (4.9%)	10.0 (4.2%)	13.6 (5.6%)	+2.2	△ 1.5

Sales by regions*



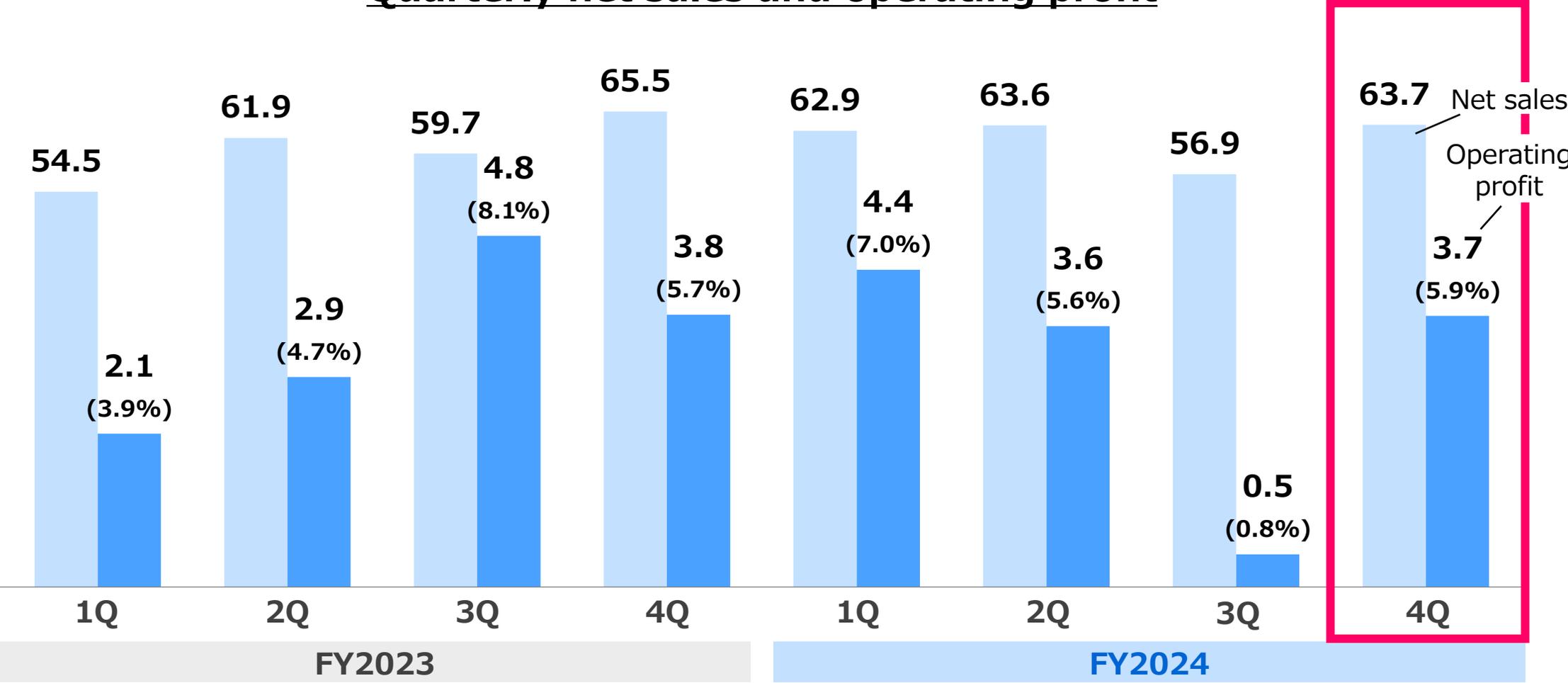
*Calculated based on the location of the sales base

FY2024 Business Results by Segment (Quarterly)

(Billions of yen)

Workplace Solutions Business Group

Quarterly net sales and operating profit

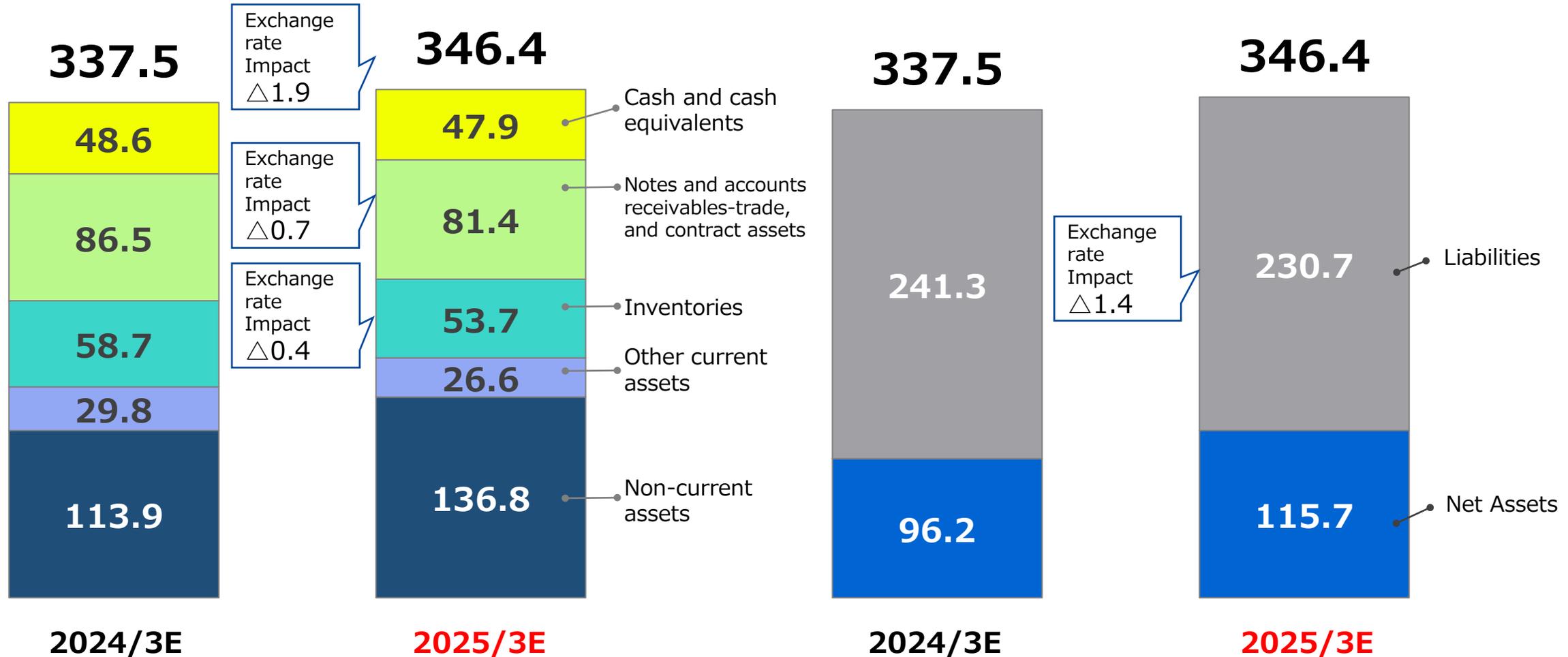


Balance Sheet

(Billions of yen)

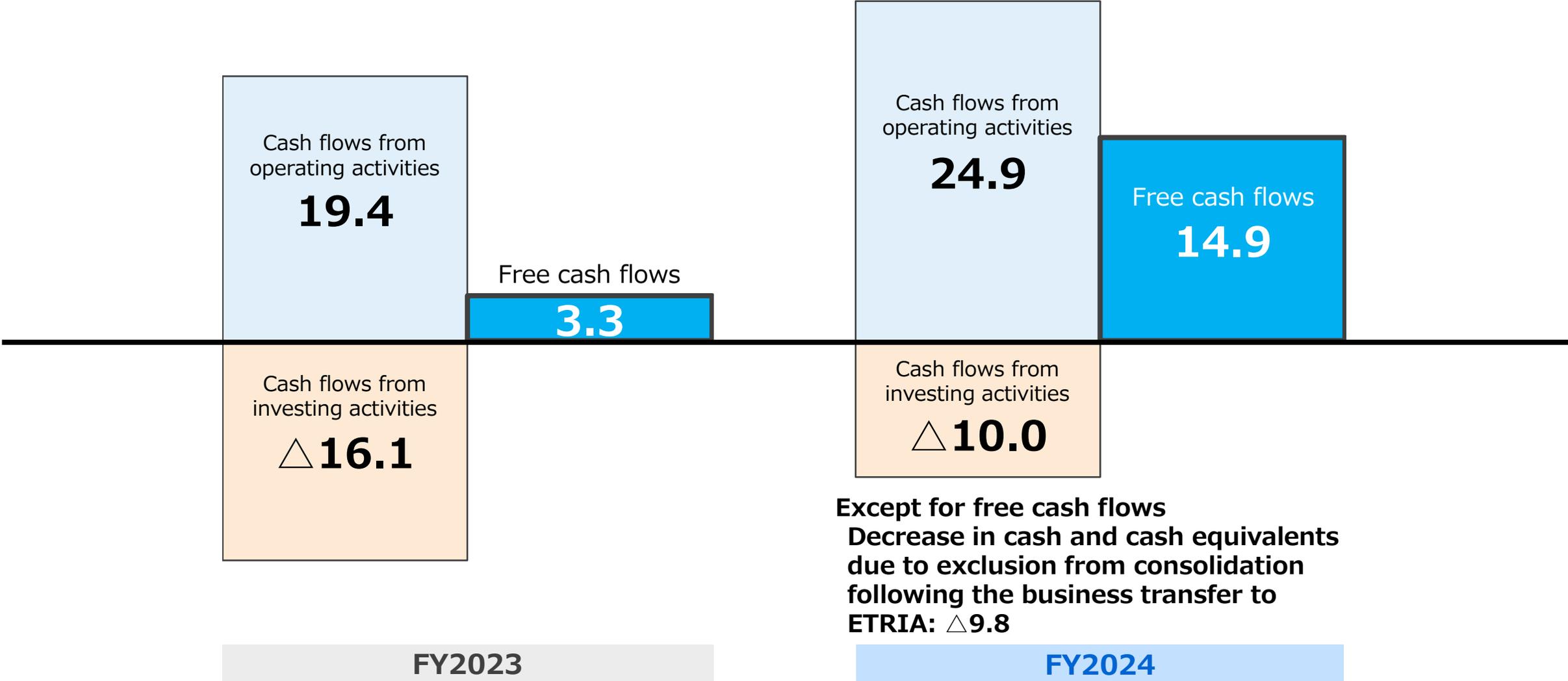
Assets

Liabilities and Net Assets



FY2024 Cash Flows

(Billions of yen)



Regarding FY2025 Forecast

Cost increase due to additional tariffs

Annual impact amount: Operating profit of \triangle 12 billion yen

(*) Assumptions for additional tariffs:

China: +145%, Reciprocal tariffs except China: +10%

Countermeasures against additional tariffs

- **Passing on the cost increase due to additional tariffs to the selling price**
- **Reconsideration of the supply chain structure**

Regarding FY2025 forecast

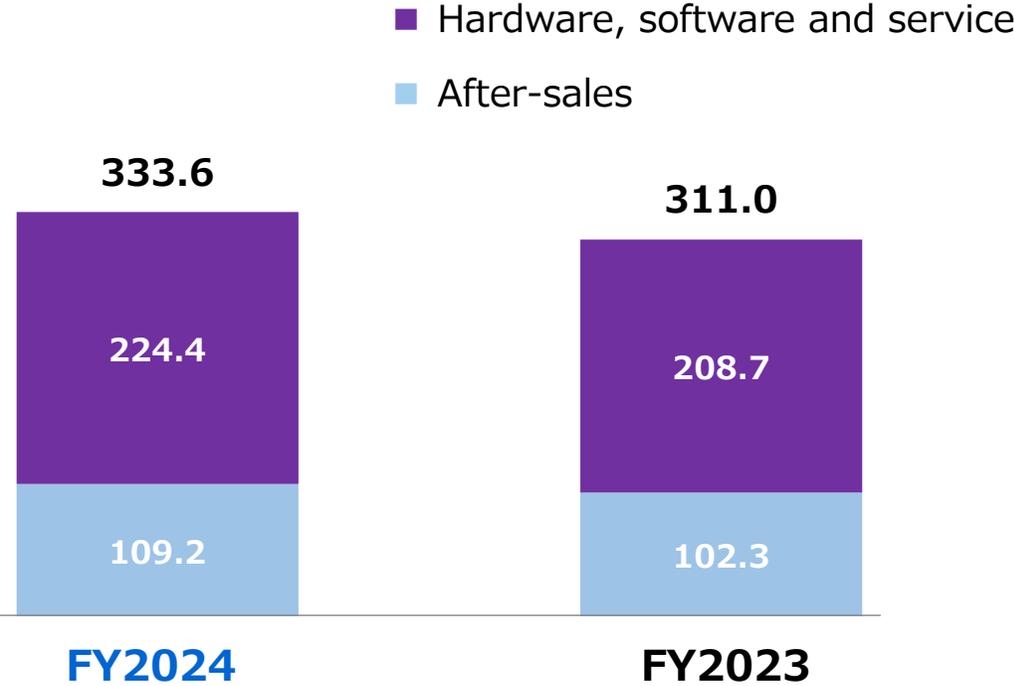
Operating profit for FY2025 is expected to improve by approximately 20% compared to FY2024 before the impact of tariffs. However, in addition to the effects of measures to deal with the increased costs caused by the additional tariffs mentioned above, the impact of reduced revenue due to market uncertainty, mainly in the US, can not be expected at this time. Therefore, FY2025 forecast is undetermined at the time of the announcement of the financial results on May 12.

Appendix

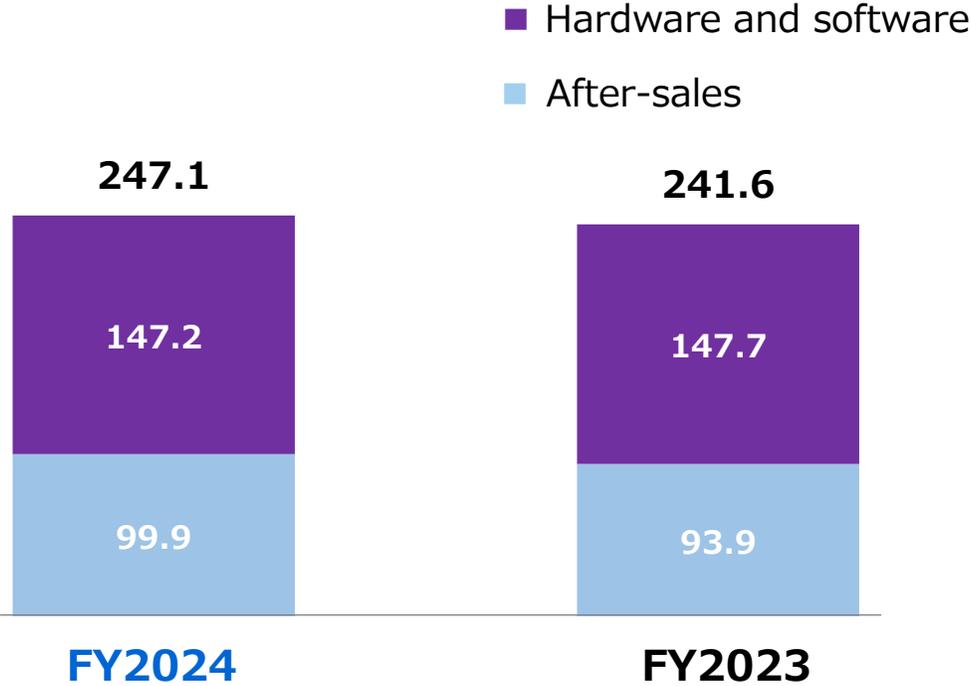
FY2024 Business Results (Sales by Category)

(Billions of yen)

Retail Solutions Business Group



Workplace Solutions Business Group



(*) Sales of Inkjet head business, which are included in the above hardware and software sales, have been excluded from consolidation since July 2024 due to the business transfer.

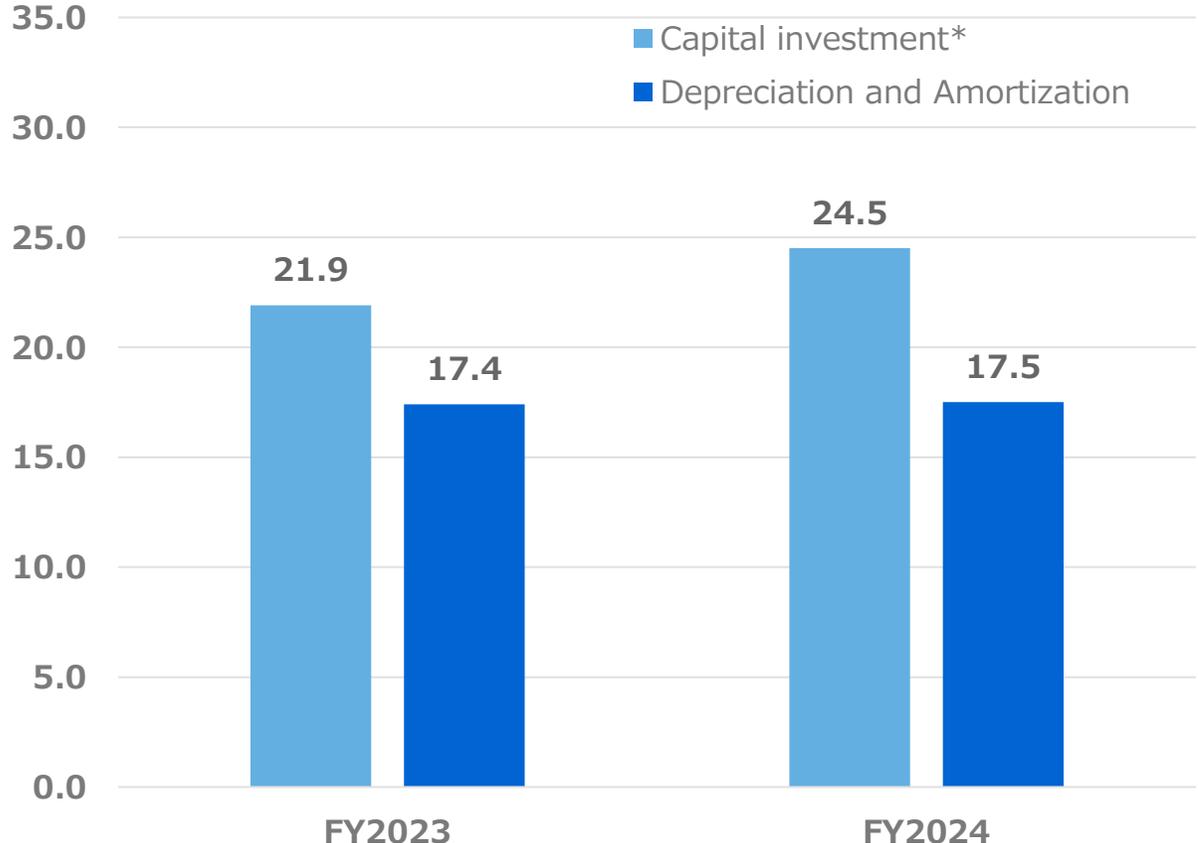
Impact of Currency Exchange Rate

	Premise Rate	Effect of depreciation by 1 yen	
	FY2025	Net Sales (Annual)	Operating Profit (Annual)
US\$	145 yen	+ 1.8 billion yen	△0.14 billion yen
EUR	155 yen	+0.3 billion yen	+0.15 billion yen

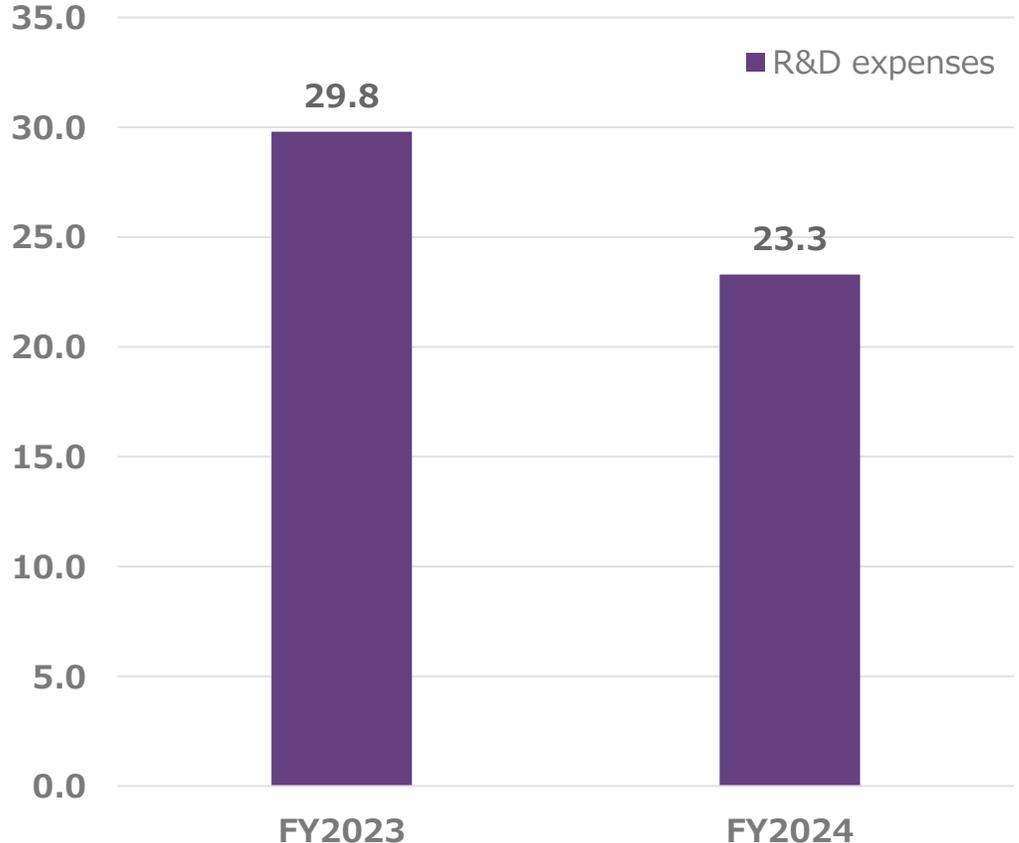
Capital investment*, Depreciation and Amortization, R&D expenses

(Billions of yen)

Capital investment*, Depreciation and Amortization



R&D expenses



*The increase amount of tangible assets and intangible assets

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