



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

FY2025 First Six Months (Interim Period) Consolidated Business Results

Toshiba Tec Corporation
Nov 10, 2025

Toshiba Tec Group Philosophy
Creating with You

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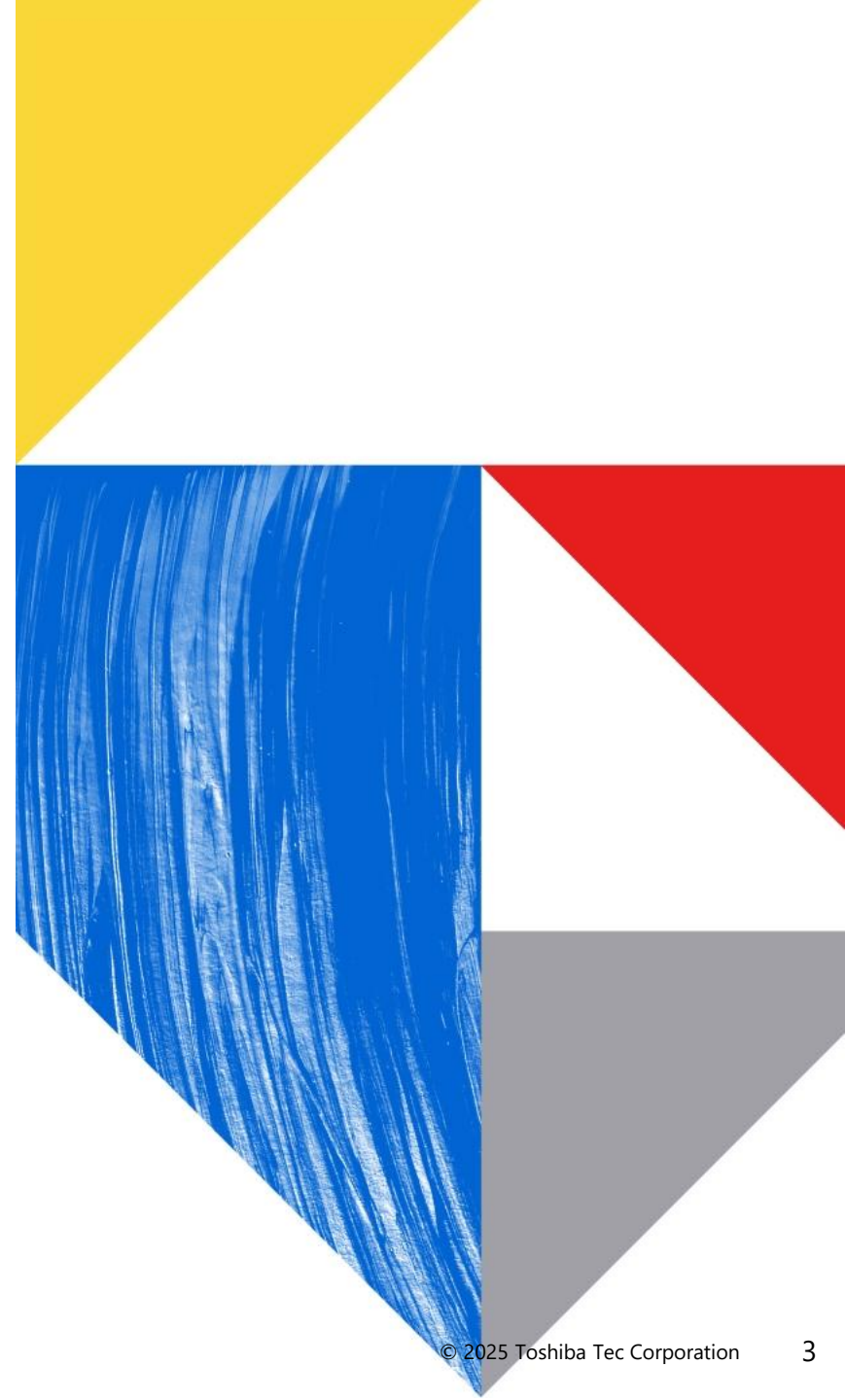
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01

Key Messages



Key Messages

**In the first half of FY2025, operating profit declined due to the impact of US tariffs, resulting in a loss of 1.1 billion yen
Operating profit turned positive in the second quarter, reaching 1.0 billion yen, an improvement of 3.1 billion yen from the first quarter**

- The impact of tariffs in the first half was 7.9 billion yen
- Operating profit improved from the first to the second quarter
The domestic retail business : +0.8B yen, the overseas retail business : +1.3B yen, the workplace business : +1.1B yen

In the second half of FY2025, each business segment is expected to improve, with operating profit forecasted to reach 13.1 billion yen

The full-year operating profit forecast remains unchanged from the previous forecast

- The impact of US tariffs is expected to shrink from 7.9 billion yen in the first half to 3.1 billion yen in the second half of FY2025, due to the effects of price revisions, optimization of production sites and a recovery in demand
- From the second half, the domestic retail business will begin introduction to convenience stores, deferred demand in the overseas retail business is expected to partially recover, and the workplace business will start to reflect the effects of price revisions

Year-end dividends forecast : 20 yen

Expecting a recovery in the second half performance, the previously undetermined second-half dividends are expected to be 20 yen

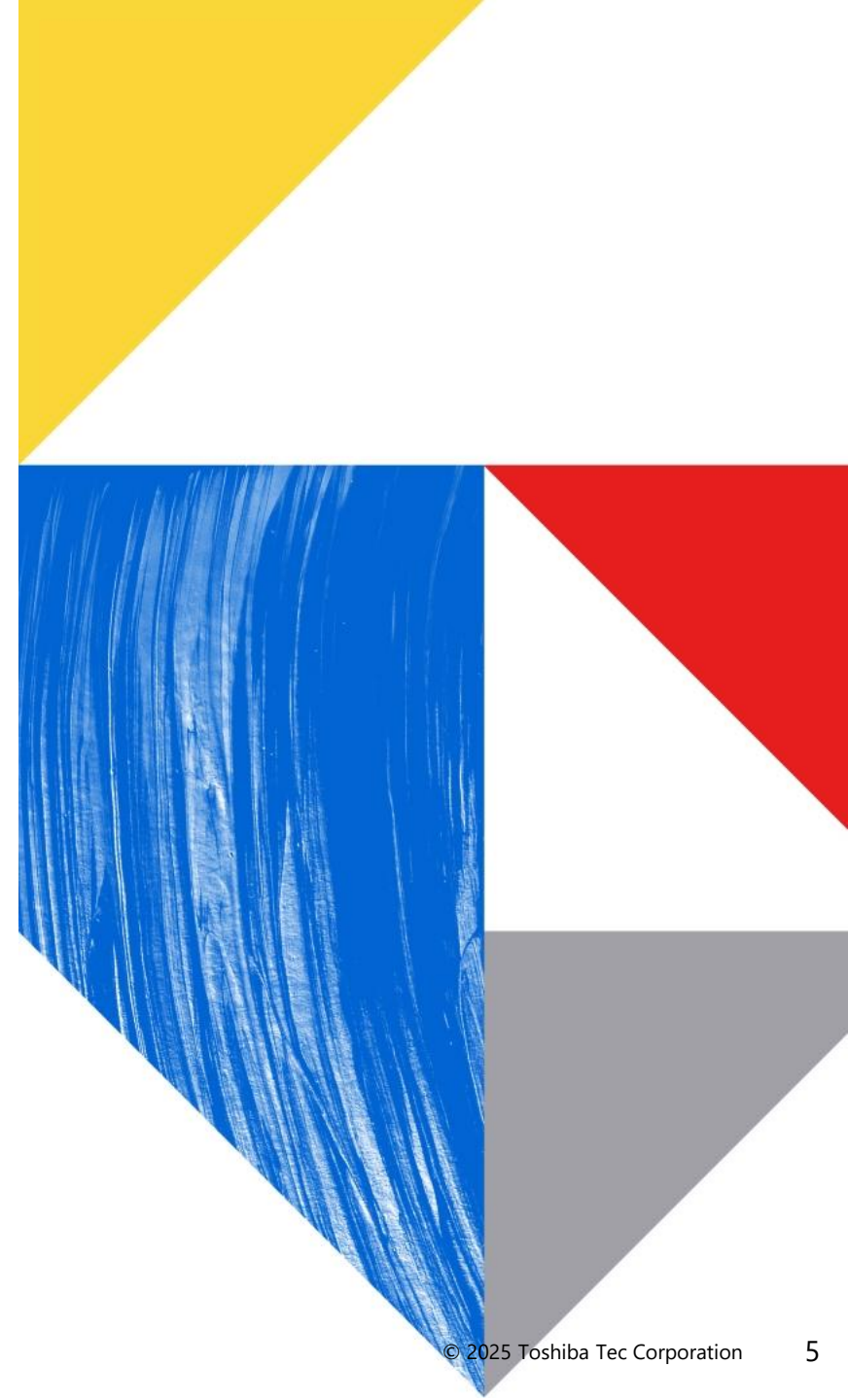
The retail platform “ELERA” is steadily expanding at present, with further growth targeted over the medium to long term

Overseas ELERA sales are expected to double year-on-year in FY2025, and domestic ELERA is also expected to grow steadily leveraging touchpoints to aim for a platform business :

8 of the Japan's top 10 retailers, 7 of the top 10 US retailers, and 4 of the European top 10 retailers are our customers

02

FY2025 First Six Months (Interim Period) Consolidated Business Results



FY2025/1H Business Results (Consolidated)

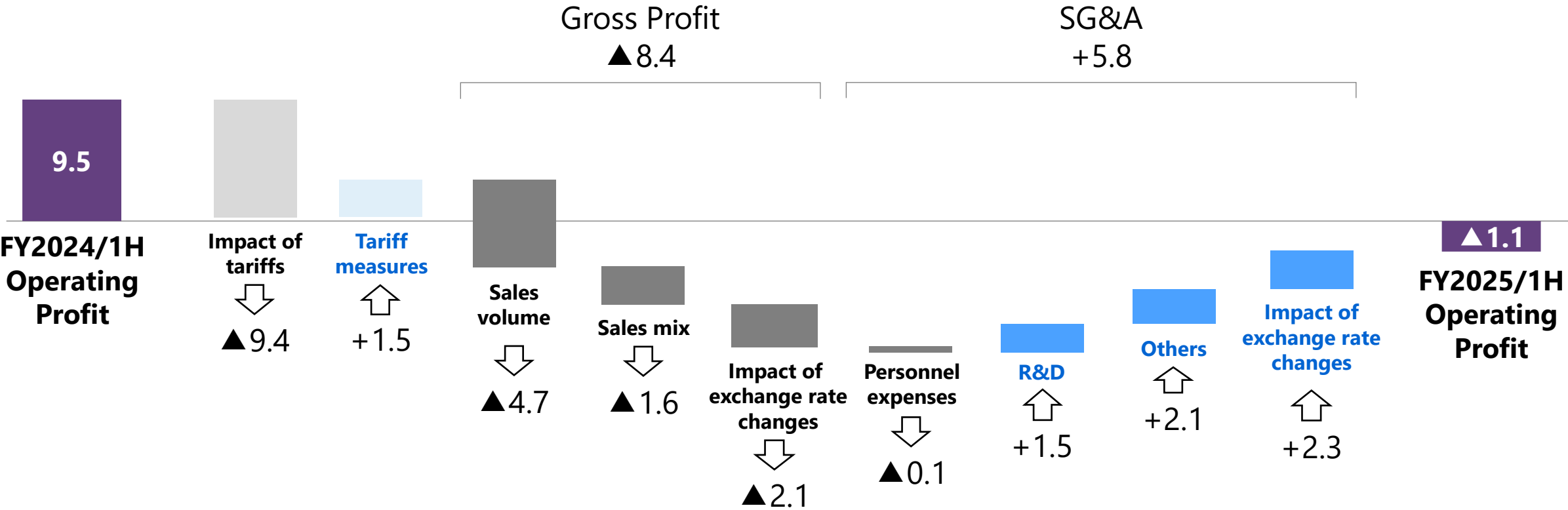
(Billions of yen)

	FY2025/1H Actual	FY2024/1H Actual	Difference vs FY2024/1H
Net Sales	257.7	289.2	△31.5
Operating Profit/Loss (Rate of sales)	△1.1 (-%)	9.5 (3.3%)	△10.5
Ordinary Profit/Loss (Rate of sales)	△3.4 (-%)	8.5 (2.9%)	△11.9
Profit/Loss Attributable to Owners of Parent (Rate of sales)	△9.9 (-%)	26.6 (9.2%)	△36.5
Dividends	0Yen	20Yen	△20Yen
Foreign Currency US\$	146.17	153.94	△7.77
Exchange Rate (Yen) EUR	166.63	166.50	+0.13

Operating Profit Analysis of FY2025/1H

(Billions of yen)

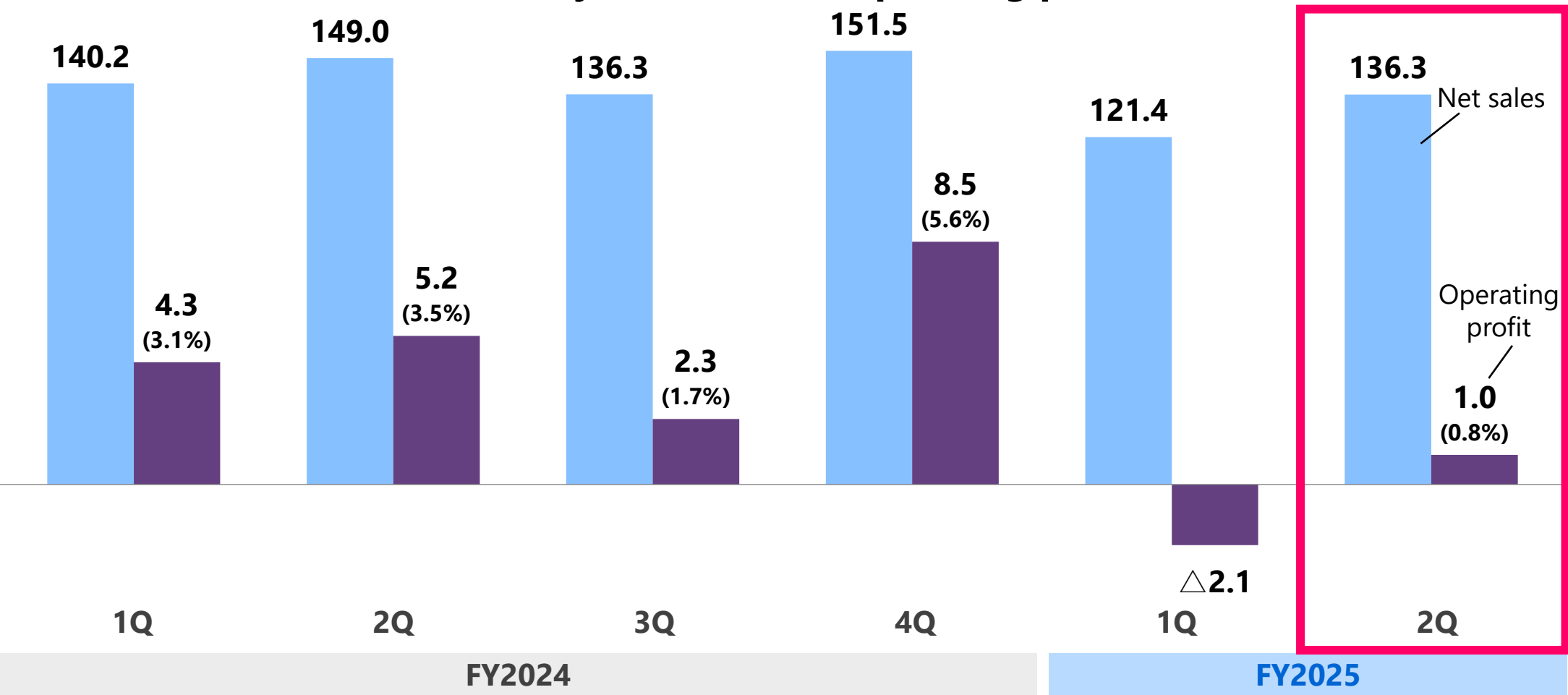
The chart of profit transition



FY2025/1H Business Results (Quarterly)

(Billions of yen)

Quarterly net sales and operating profit

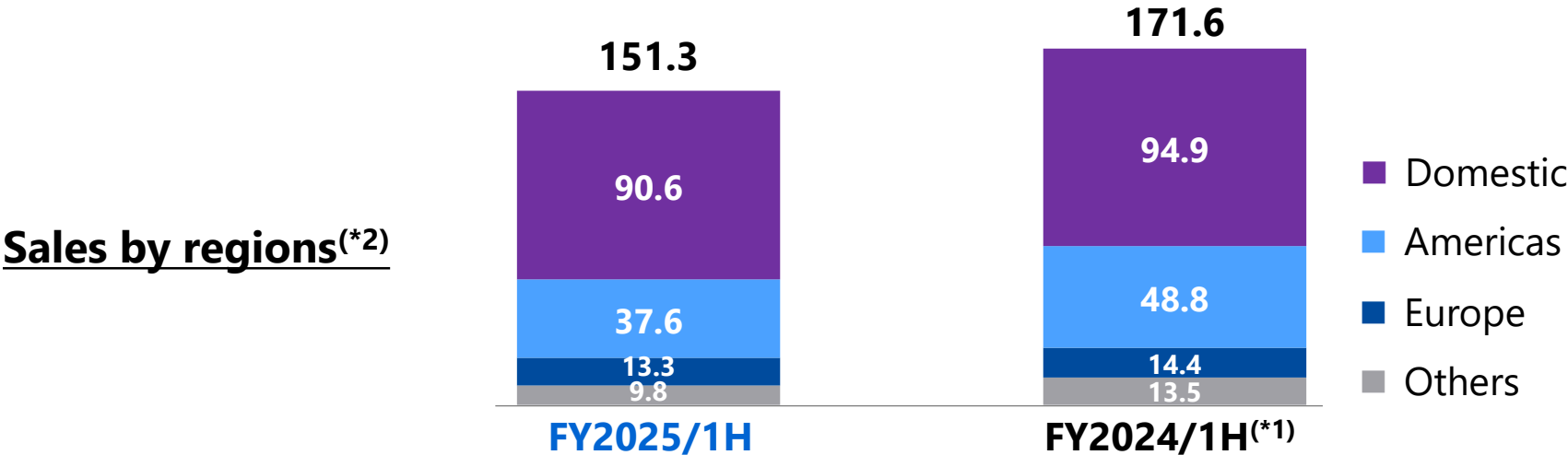


FY2025/1H Business Results by Segment

(Billions of yen)

Retail Solutions Business Group

	FY2025/1H Actual	FY2024/1H ^(*1) Actual	Difference vs FY2024/1H
Net Sales	151.3	171.6	△20.3
Operating Profit/Loss 【Domestic / Overseas】 (Rate of sales)	△2.3 【3.6 / △5.9】 (-%)	1.8 【3.2 / △1.4】 (1.1%)	△4.1



(^{*1}) The business related to MFP for the domestic market, which was included in the Workplace Solutions Business Group until FY2024, has been transferred to the Retail Solutions Business Group from FY2025. Therefore, the actual results for FY2024 are shown as the amount after segment reclassification.

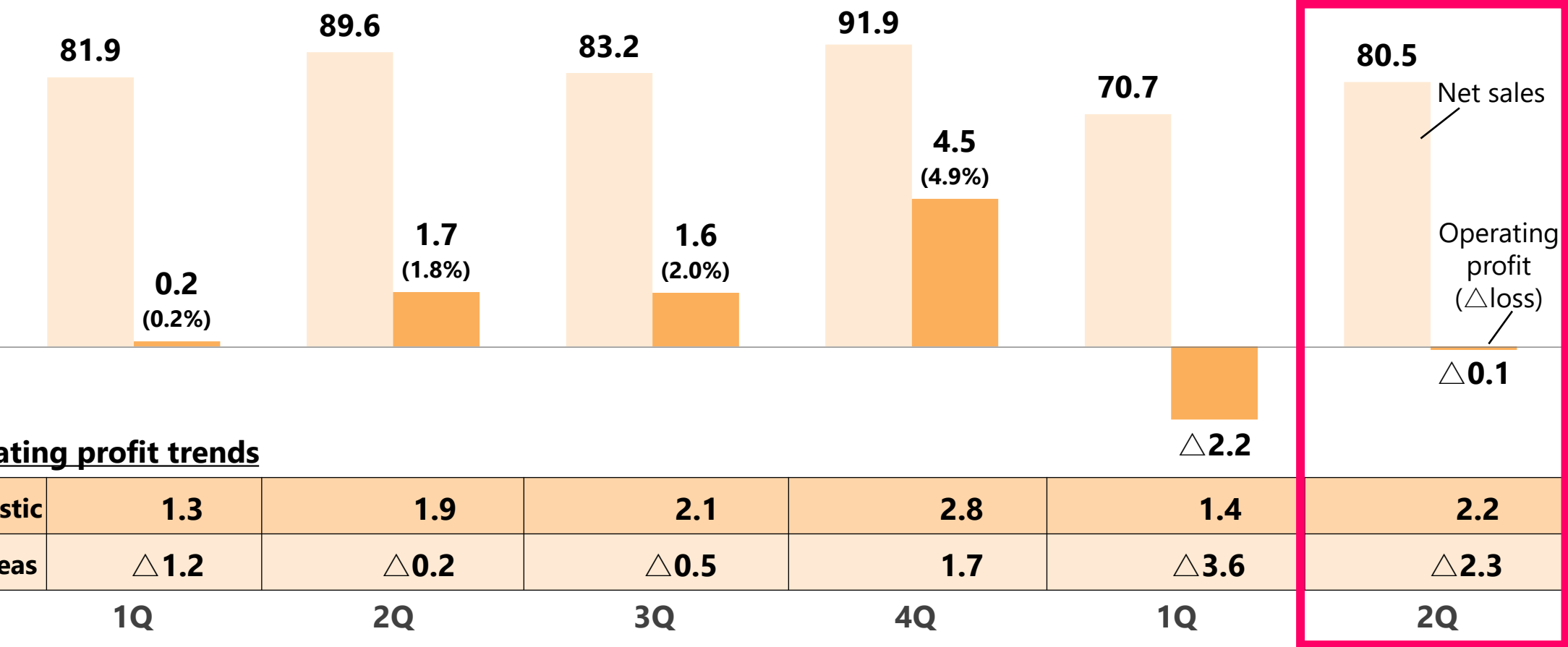
(^{*2}) Calculated based on the location of the sales base

FY2025/1H Business Results by Segment (Quarterly)

(Billions of yen)

Retail Solutions Business Group

Quarterly net sales and operating profit



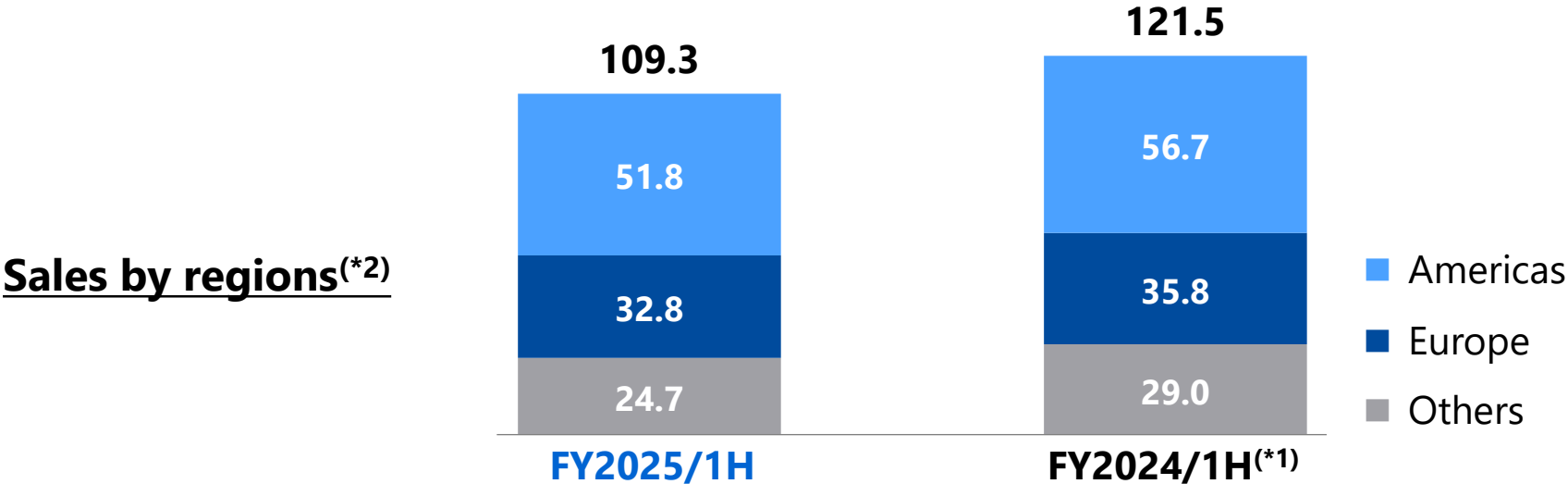
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FY2025/1H Business Results by Segment

(Billions of yen)

Workplace Solutions Business Group

	FY2025/1H Actual	FY2024/1H ^(*1) Actual	Difference vs FY2024/1H
Net Sales	109.3	121.5	△ 12.1
Operating Profit (Rate of sales)	1.3 (1.2%)	7.7 (6.3%)	△ 6.4



(^{*1}) The business related to MFP for the domestic market, which was included in the Workplace Solutions Business Group until FY2024, has been transferred to the Retail Solutions Business Group from FY2025. Therefore, the actual results for FY2024 are shown as the amount after segment reclassification.

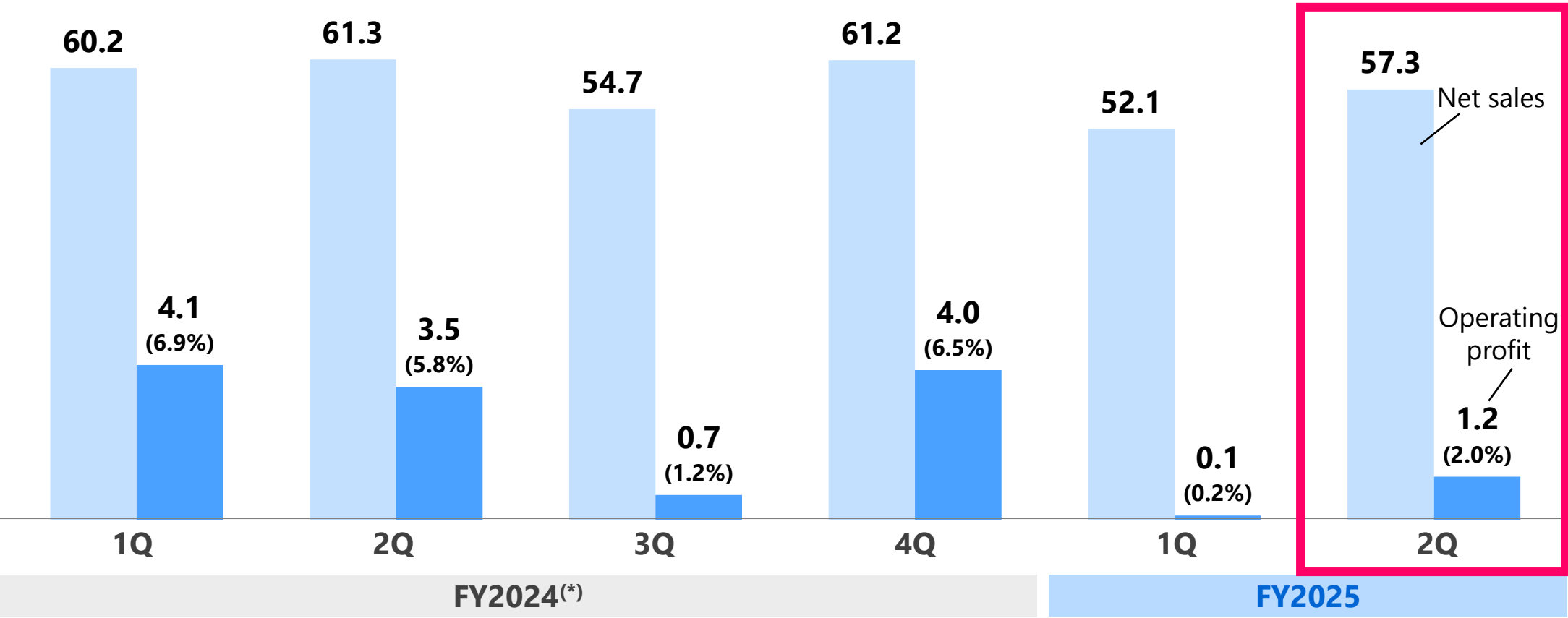
(^{*2}) Calculated based on the location of the sales base

FY2025/1H Business Results by Segment (Quarterly)

(Billions of yen)

Workplace Solutions Business Group

Quarterly net sales and operating profit

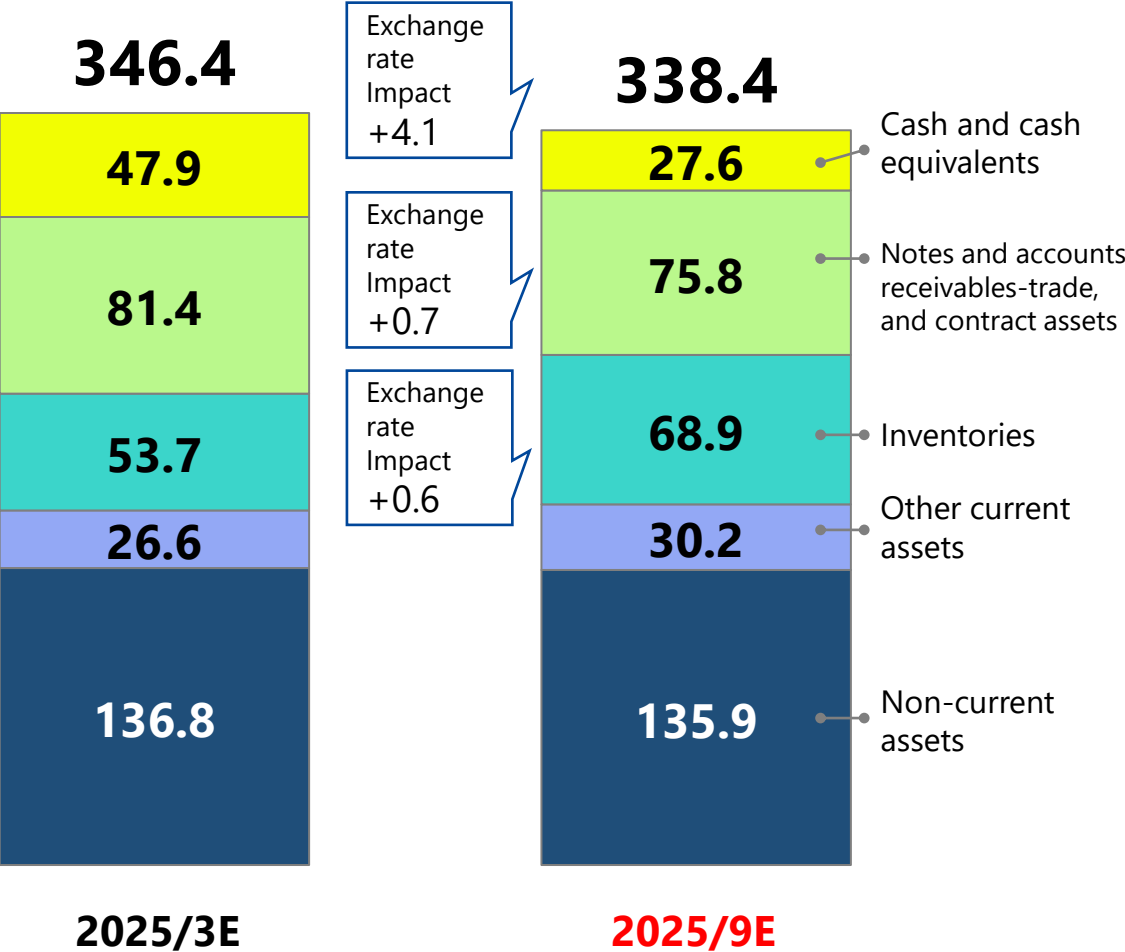


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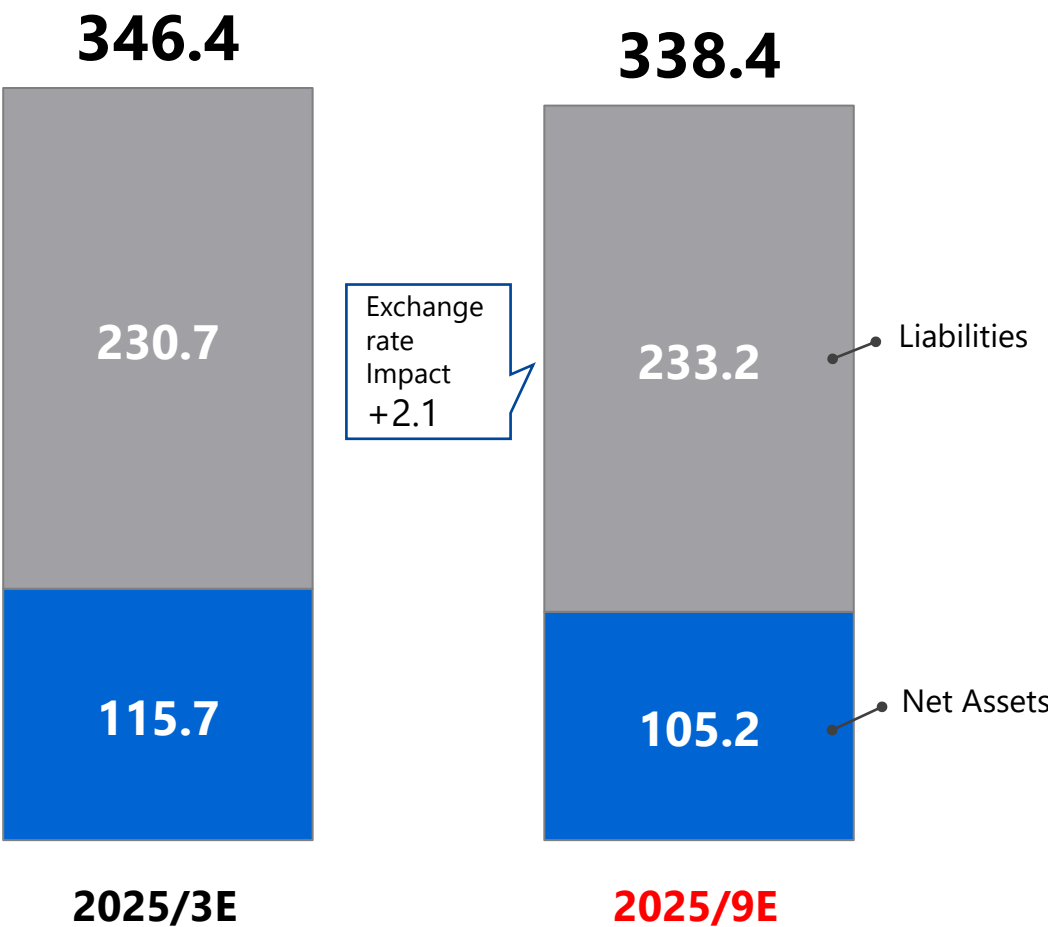
Balance Sheet

(Billions of yen)

Assets

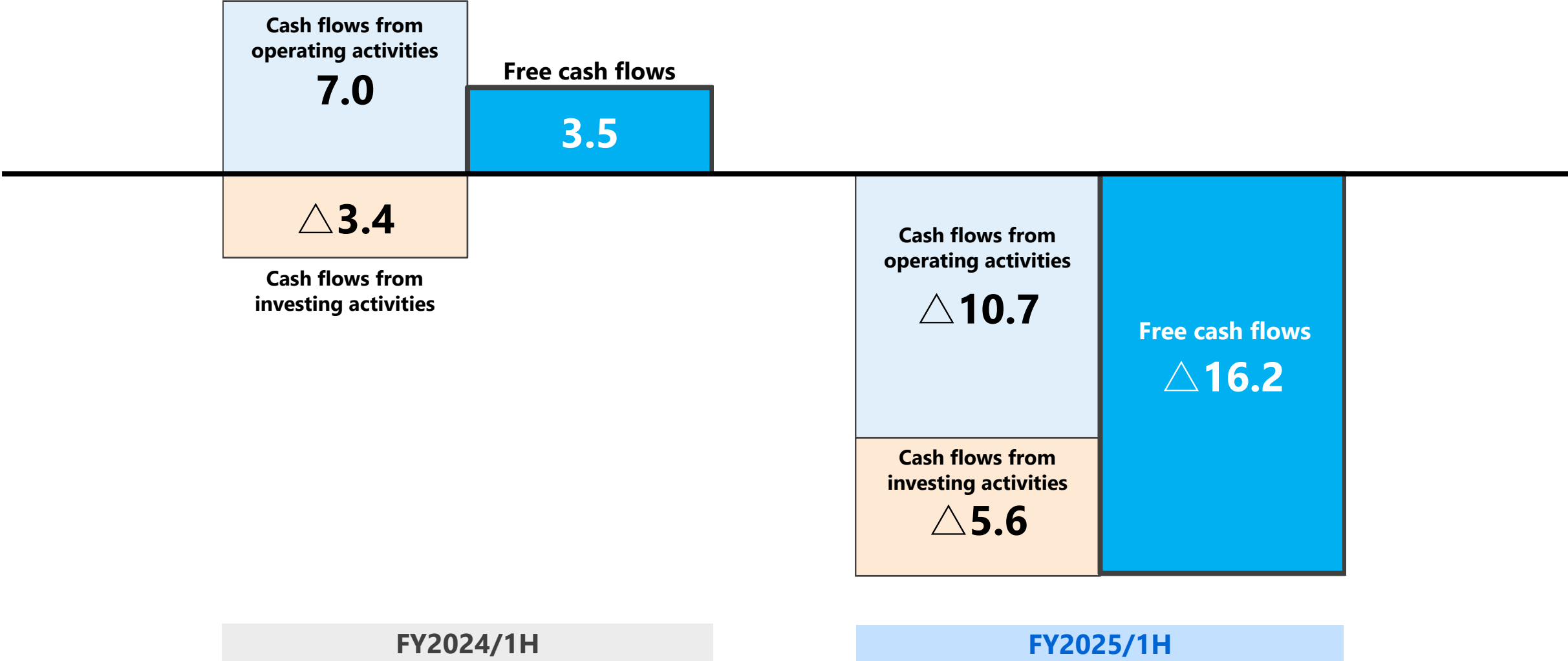


Liabilities and Net Assets



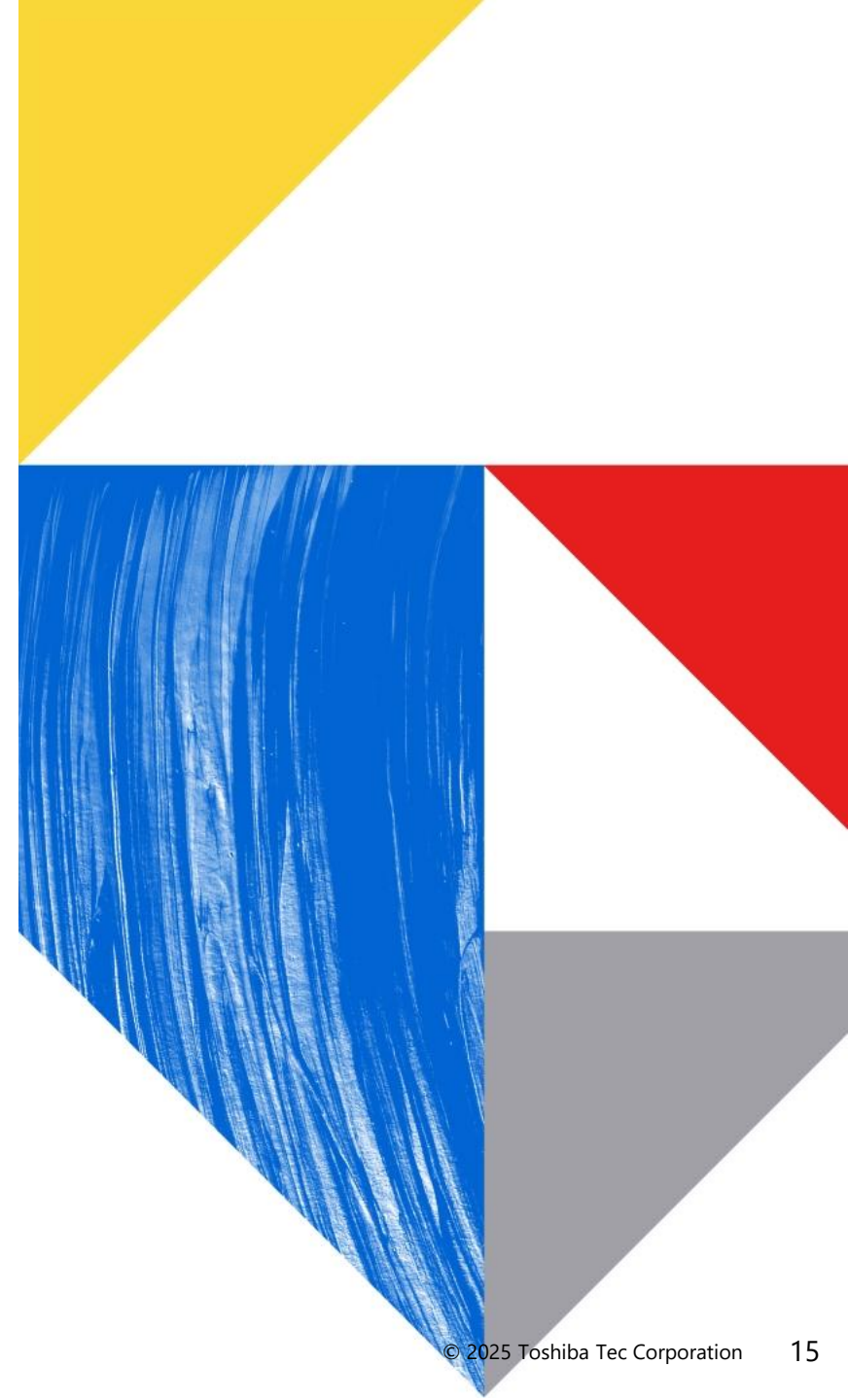
FY2025/1H Cash Flows

(Billions of yen)



03

FY2025 Forecast



FY2025 Forecast (Consolidated)

(Billions of yen)

	FY2025 Forecast	FY2025 Prev. Forecast (Aug 6)	FY2024 Actual	Difference	
				vs Prev. Forecast	vs FY2024
Net Sales	550.0	550.0	577.0	-	△27.0
Operating Profit (Rate of sales)	12.0 (2.2%)	12.0 (2.2%)	20.3 (3.5%)	-	△8.3
Ordinary Profit (Rate of sales)	8.0 (1.5%)	8.0 (1.5%)	18.3 (3.2%)	-	△10.3
Profit Attributable to Owners of Parent (Rate of sales)	0.0 (0.0%)	0.0 (0.0%)	29.9 (5.2%)	-	△29.9
Dividends	20Yen	TBD	45Yen	TBD→20Yen	△25Yen
Foreign Currency US\$	145.92^(*)	145.06	152.73	+0.86	△6.81
Exchange Rate (Yen) EUR	166.62^(*)	164.80	163.77	+1.82	+2.85

(*) Foreign currency exchange rates of FY2025/2H forecast are US\$=145.00 yen, EUR=165.00 yen.

FY2025 Forecast (Half-yearly)

(Billions of yen)

	FY2024		FY2025	
	1H	2H	1H	2H (Forecast)
Net Sales	289.2	287.9	257.7	292.3
Operating Profit/Loss (Rate of sales)	9.5 (3.3%)	10.8 (3.7%)	△ 1.1 (-%)	13.1 (4.5%)
Ordinary Profit/Loss (Rate of sales)	8.5 (2.9%)	9.8 (3.4%)	△ 3.4 (-%)	11.4 (3.9%)
Profit/Loss Attributable to Owners of Parent (Rate of sales)	26.6 (9.2%)	3.3 (1.2%)	△ 9.9 (-%)	9.9 (3.4%)
Impact of US tariffs			△ 7.9	△ 3.1

FY2025 Forecast : Impact of US tariffs

Impact of US tariffs

Previous (1Q Financial Results Announcement)

(Billions of yen)	1Q	2Q	1H	2H	FY25 Annual
Direct impact of tariffs	△ 2.0	△ 2.5	△ 4.5	△ 6.5	△ 11.0
Indirect impact of tariffs	△ 3.2	△ 0.7	△ 3.9	△ 3.1	△ 7.0
Subtotal	△ 5.2	△ 3.2	△ 8.4	△ 9.6	△ 18.0
Tariff measures	0.5	0.9	1.4	5.6	7.0
Impact of tariffs (after measures)	△ 4.7	△ 2.3	△ 7.0	△ 4.0	△ 11.0



Current (1H Financial Results Announcement)

(Billions of yen)	1Q	2Q	1H	2H	FY25 Annual
Direct impact of tariffs	△ 2.0	△ 1.8	△ 3.8	△ 5.7	△ 9.5
Indirect impact of tariffs	△ 3.2	△ 2.4	△ 5.6	△ 1.4	△ 7.0
Subtotal	△ 5.2	△ 4.2	△ 9.4	△ 7.1	△ 16.5
Tariff measures	0.5	1.0	1.5	4.0	5.5
Impact of tariffs (after measures)	△ 4.7	△ 3.2	△ 7.9	△ 3.1	△ 11.0

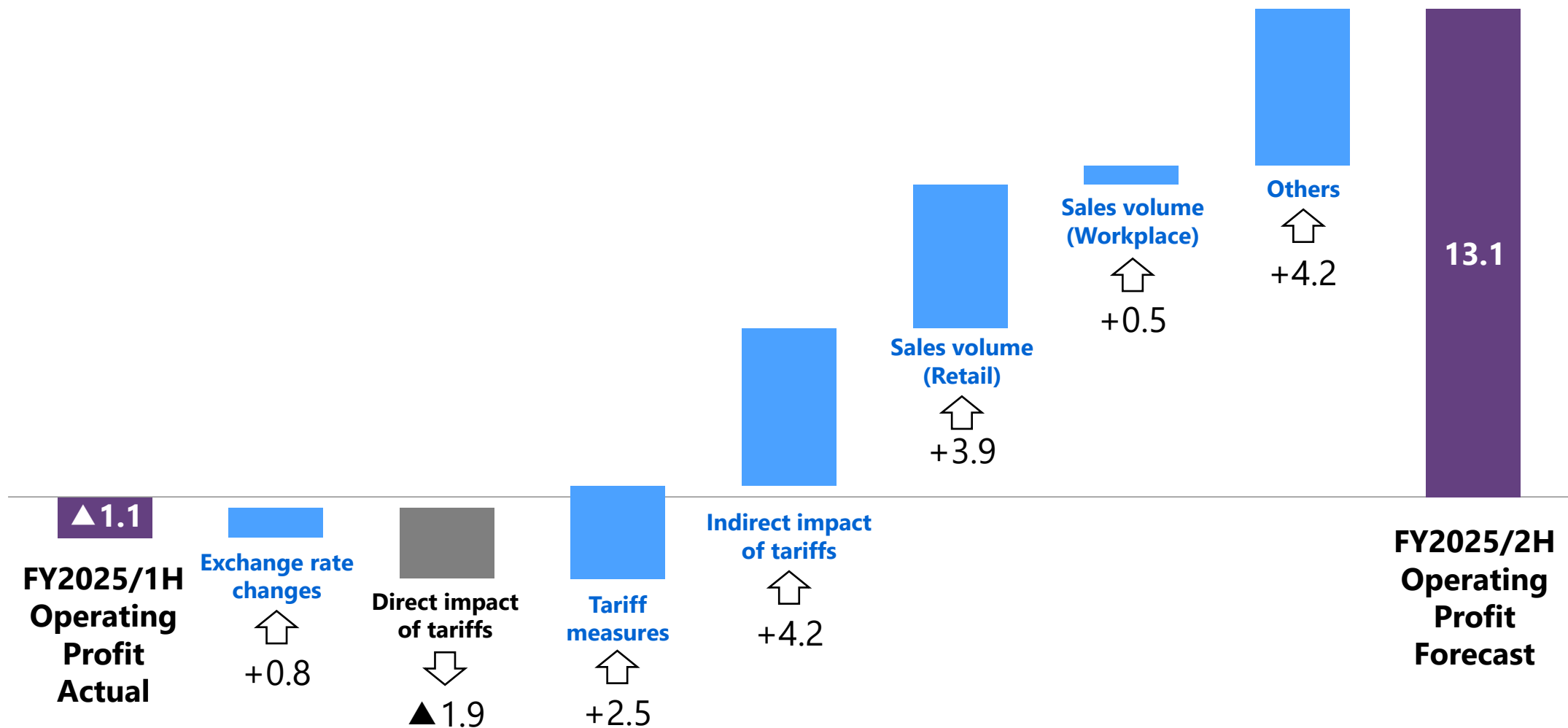
Difference (vs Previous)

(Billions of yen)	1Q	2Q	1H	2H	FY25 Annual
Direct impact of tariffs	0.0	0.7	0.7	0.8	1.5
Indirect impact of tariffs	0.0	△ 1.7	△ 1.7	1.7	0.0
Subtotal	0.0	△ 1.0	△ 1.0	2.5	1.5
Tariff measures	0.0	0.1	0.1	△ 1.6	△ 1.5
Impact of tariffs (after measures)	0.0	△ 0.9	△ 0.9	0.9	0.0

Operating Profit Analysis of FY2025 (1H vs 2H)

(Billions of yen)

The chart of profit transition



FY2025 Forecast by Segment

Retail Solutions Business Group

(Billions of yen)

	FY2025 Forecast	FY2025 Prev. Forecast (Aug 6)	FY2024 ^(*) Actual	Difference	
				vs Prev. Forecast	vs FY2024
Net Sales 【Domestic / Overseas】	344.0 【202.0 / 142.0】	344.0 【202.0 / 142.0】	346.7 【188.1 / 158.6】	-	△2.7
Operating Profit 【Domestic / Overseas】 (Rate of sales)	6.0 【10.0 / △4.0】 (1.7%)	6.0 【10.0 / △4.0】 (1.7%)	7.9 【8.2 / △0.3】 (2.3%)	-	△1.9

Domestic Retail Solutions

Introduction to convenience stores will begin in the second half of FY2025

Overseas Retail Solutions

Demand postponed due to the US tariffs is expected to recover in the second half of FY2025, and the increase in ELERA sales will contribute to an improved sales mix

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FY2025 Forecast by Segment (Half-yearly)

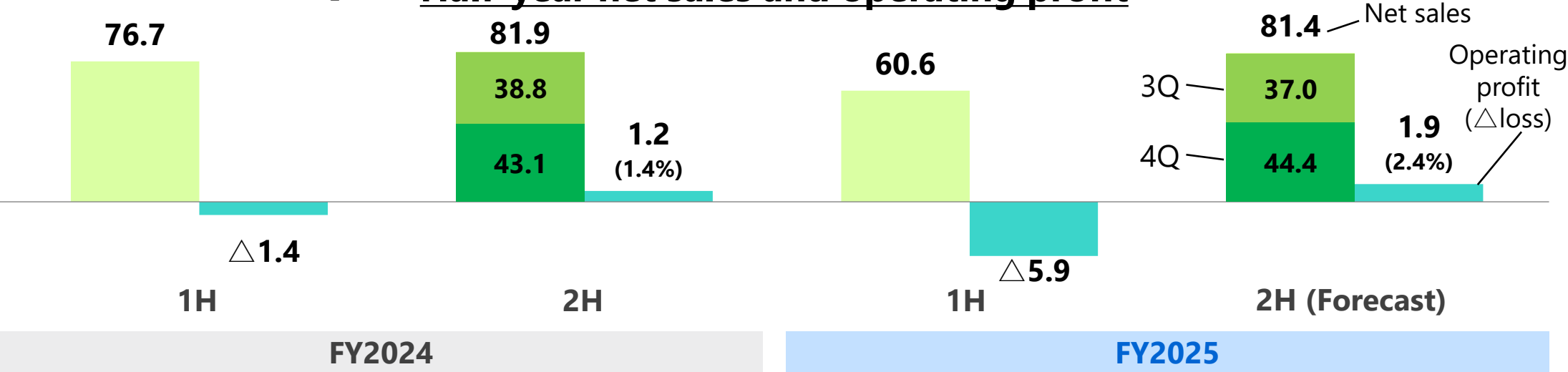
Retail Solutions Business Group

(Billions of yen)

	FY2024 ^(*)		FY2025	
	1H	2H	1H	2H (Forecast)
Net Sales	171.6	175.2	151.3	192.8
【Domestic / Overseas】	【94.9 / 76.7】	【93.3 / 81.9】	【90.6 / 60.6】	【111.4 / 81.4】
Operating Profit/Loss	1.8	6.1	△2.3	8.3
【Domestic / Overseas】	【3.2 / △1.4】	【4.9 / 1.2】	【3.6 / △5.9】	【6.4 / 1.9】
(Rate of sales)	(1.1%)	(3.5%)	(-%)	(4.3%)

【Overseas Retail Business】

Half-year net sales and operating profit



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FY2025 Forecast by Segment

(Billions of yen)

Workplace Solutions Business Group

	FY2025 Forecast	FY2025 Prev. Forecast (Aug 6)	FY2024 ^(*) Actual	Difference	
				vs Prev. Forecast	vs FY2024
Net Sales	215.0	215.0	237.4	-	△ 22.4
Operating Profit (Rate of sales)	6.0 (2.8%)	6.0 (2.8%)	12.3 (5.2%)	-	△ 6.3

Workplace Solutions

As countermeasures implemented against increased tariff-related costs, such as price revisions and optimization of production sites will begin to take effect in the second half

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FY2025 Forecast by Segment (Half-yearly)

Workplace Solutions Business Group

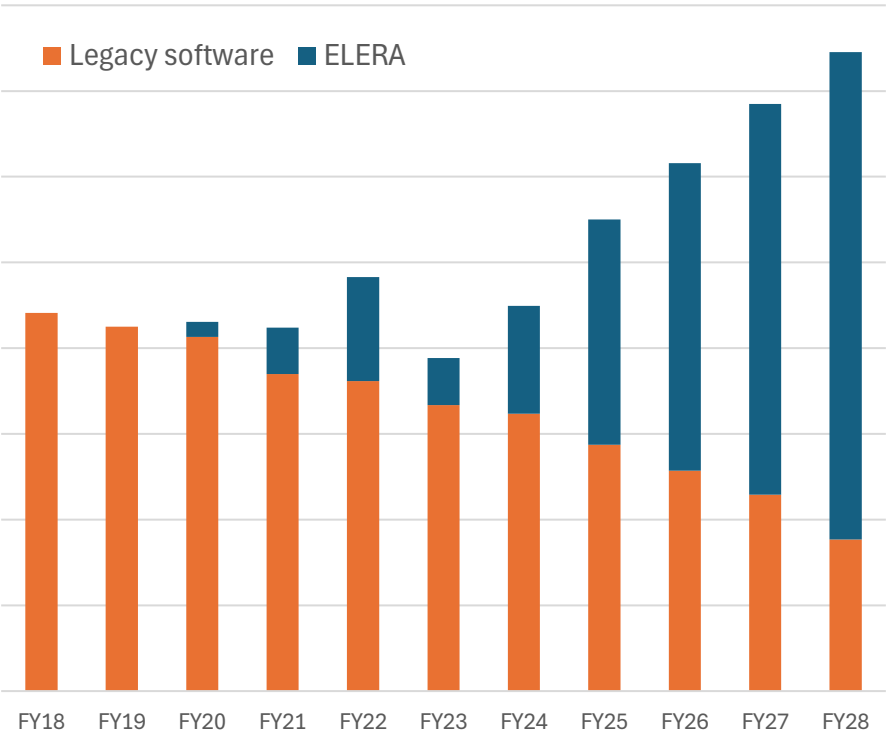
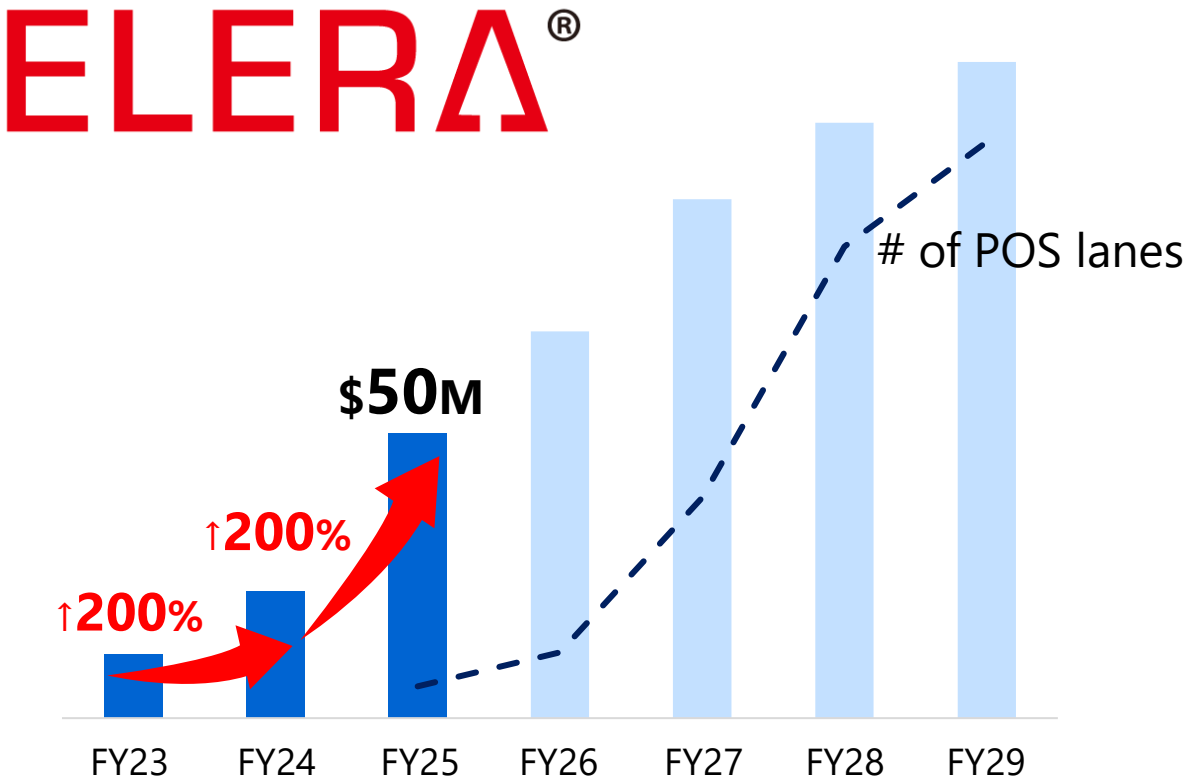
(Billions of yen)

	FY2024 ^(*)		FY2025	
	1H	2H	1H	2H (Forecast)
Net Sales	121.5	115.9	109.3	105.7
Operating Profit (Rate of sales)	7.7 (6.3%)	4.6 (4.0%)	1.3 (1.2%)	4.7 (4.5%)

(*) The business related to MFP for the domestic market, which was included in the Workplace Solutions Business Group until FY2024, has been transferred to the Retail Solutions Business Group from FY2025. Therefore, the actual results for FY2024 are shown as the amount after segment reclassification.

Status of Growth Business Initiatives (Overseas Retail Business) : Outlook for ELERA

In FY2025, ELERA sales are expected to more than double from the previous year, reaching approx. \$50M (approx. 7B yen)

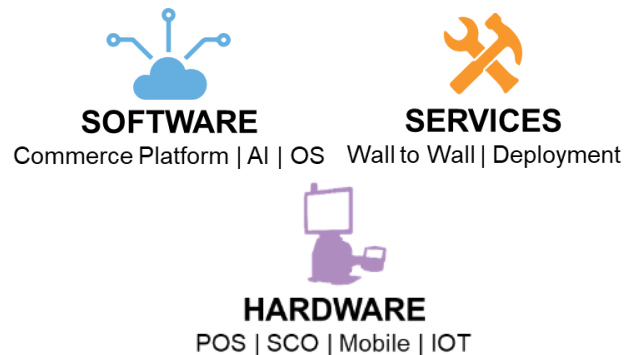


(*) ELERA® is a registered trademark of Toshiba Global Commerce Solutions.

Status of Growth Business Initiatives (Overseas Retail Business) : Competitive Advantages of ELERA

In addition to the strength of offering total solutions that include hardware and maintenance services, ELERA is also recognized in the retail industry and collaborates with top-tier strategic consulting firms

- We offer “Total Retail Solutions” that integrate hardware such as POS, SCO, mobile, and IoT devices with AI-powered software and services
- 85% of retail customers recognize Toshiba as a strategic partner, and IDC has highly rated ELERA as a “Super Platform”
- The number of cases where ELERA is proposed in partnership with Deloitte, a top-tier strategic consulting firm, is increasing



“Total Retail Solutions”

85%
of retail customers
recognize Toshiba as a
strategic partner



“Super Platform”



**Collaboration
with Deloitte**

Status of Growth Business Initiatives (Overseas Retail Business) : Growth Opportunities for ELERA

The number of retailers adopting ELERA continues to grow steadily

Adopted by 13 of the world's top retailers

Introduced by several of the world's top 10 retailers

- The largest food retailer in US
- The world's No.1 membership-based warehouse retailer
- The No.2 pharmacy chains in US

Potential of over 15,000 stores

Over the past 3 years, 7 new corporate customers have been acquired, and with the expanding customer base, there is potential for expansion to several thousand stores in the future



Introduced in over 30 countries

Category-leading companies across 5 continents, regional market leaders, and globally successful enterprises have validated and introduced ELERA. In the global market, ELERA has captured a 21% share in the food retail sector and a 15% share in the pharmacy sector

8 billion annual transactions

Enabling seamless and real-time transactions across currently ELERA-connected retailers worldwide

Status of Growth Business Initiatives (Domestic Retail Business)

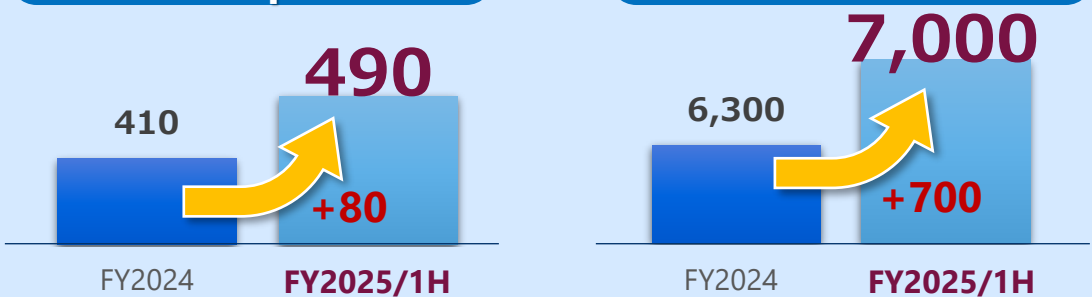
ELERA domestic sales has expanded by approx. 80 companies and 700 stores since last year
Steady expansion of ELERA expands data touchpoints

Domestic ELERA®

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

of companies

of stores



Mass Retailer +30 stores



Approx. 20 companies

Approx. 230 stores

Restaurant +70 companies, +500 stores

ぐるなび FineOrder

OrderLinkage
オーダーリンクージ

Pangaea Delivery

食べログ オーダー

Approx. 370 companies

Approx. 2,200 stores



+10 companies, +150 stores

Approx. 100 companies in total

Approx. 4,150 stores in total

Cloud POS, etc. +10 stores

Operate in approx.

410 stores

API Integration Partners +25 companies

Approx. 120 companies
under contract

Status of Growth Business Initiatives (Domestic Retail Business) : Expansion of recurring business

Expand the cloud subscription business by leveraging touchpoints
Aiming for a 50% recurring sales ratio in FY2030

ハルモニア株式会社からの事業譲受に関するお知らせ
～AIによる価格最適化技術を継承し、小売業向けソリューションを強化～

2025年10月1日
東芝テック株式会社

東芝テック株式会社（貴、以下「ハルモニア」）を決定しました。

小売業の現場では、商
場場面も多く、業務負
担価格最適化ソリュー
ションで、小売業界にお
今回の事業譲受により
の戦略に組み合わせる
務効率改善を目指しま

ハルモニアの概要

会社名
設立
代表者
事業内容（2025年9月
ホームページURL



Sales ratio

Non-Recurring
Business

Recurring
Business

- Data business
- Maintenance service
- Software (recurring)

25%

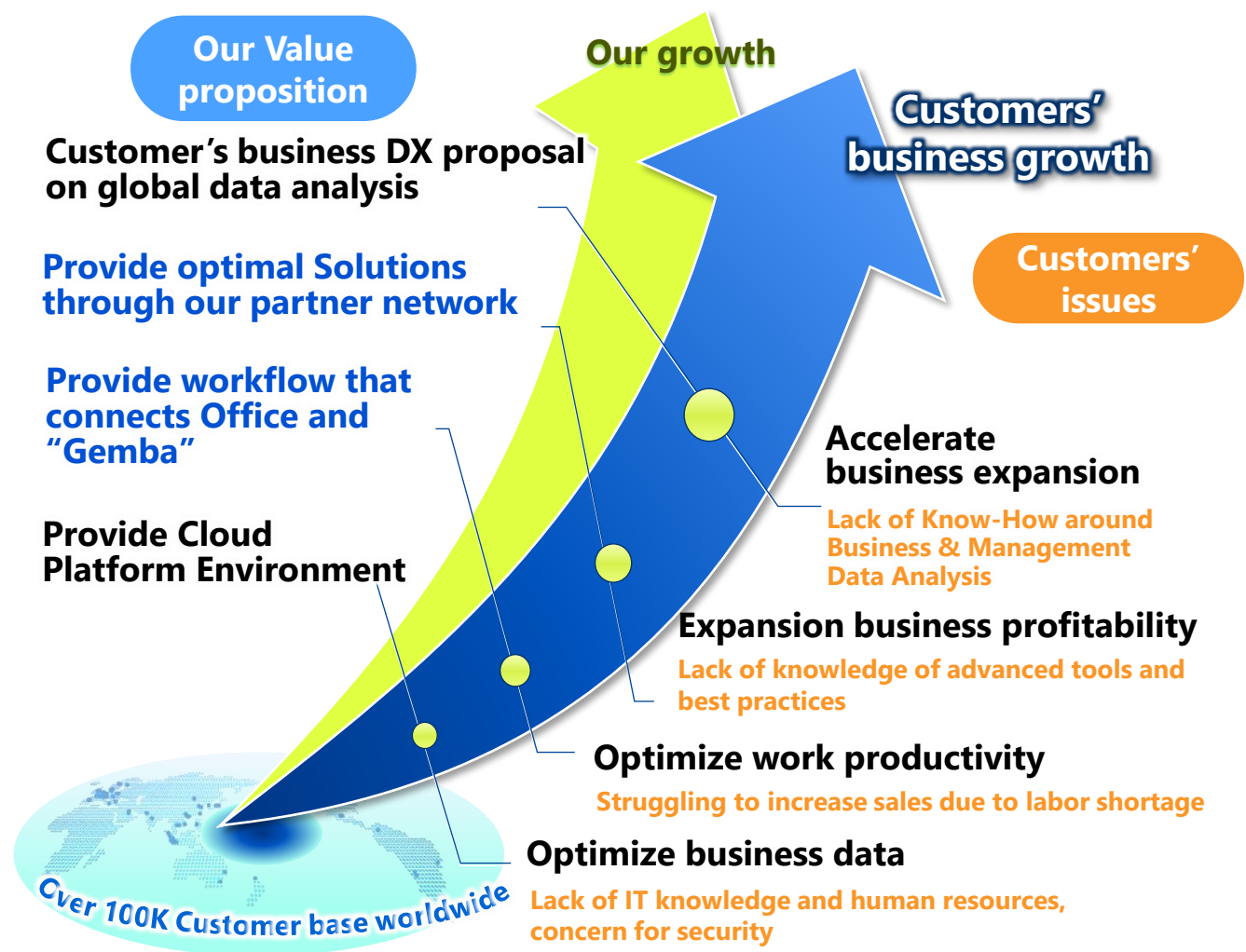
FY24

Recurring ratio
50%

FY30

Status of Growth Business Initiatives (Workplace Business)

Sales of office solutions and Auto-ID solutions have expanded



Expansion of Workplace Solutions

- Sales of office solutions and Auto-ID solutions have expanded
- Increasing business negotiations for elevate sky WORKFLOW, an AI-powered solution for automating business workflows
- Strengthening cloud- and AI-based printing, documents, and workflow solutions through the acquisition of an MPS solution vendor

Office solutions /Auto-ID solutions sales volume

Period	Sales Volume
FY2024/1H	Base
FY2025/1H	+20%

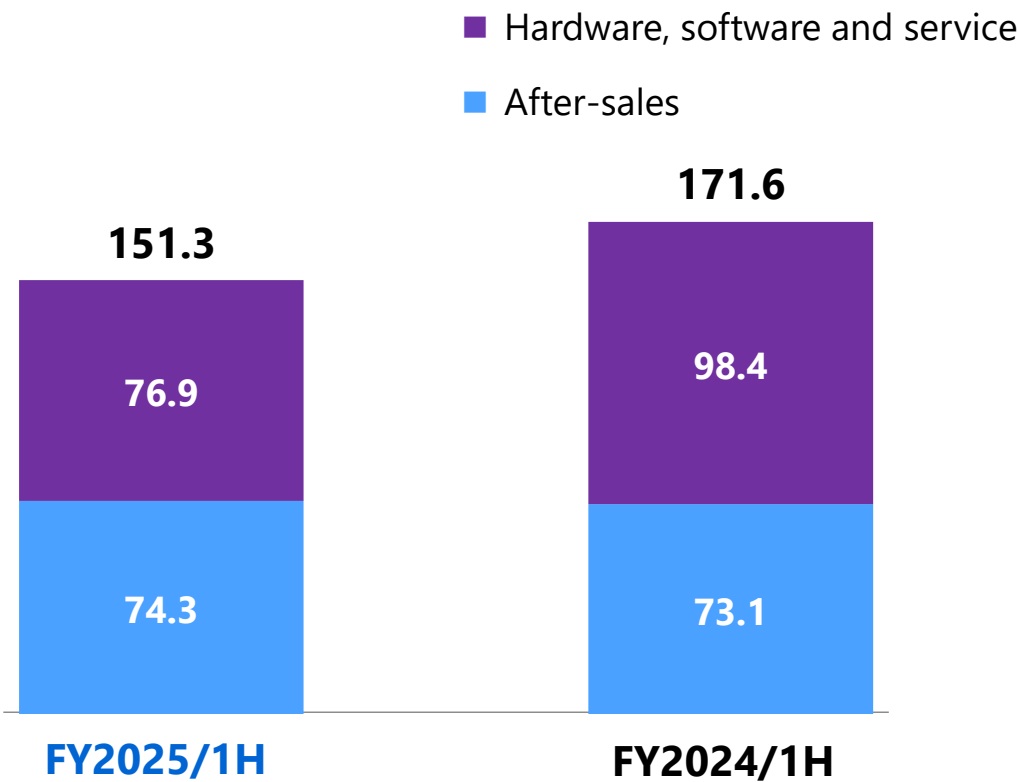
"Elevate Sky" is a registered trademark of Toshiba America Business Solutions, Inc.
"Elevate Sky Print Management" is a name used only in the Americas and not in Europe.

Appendix

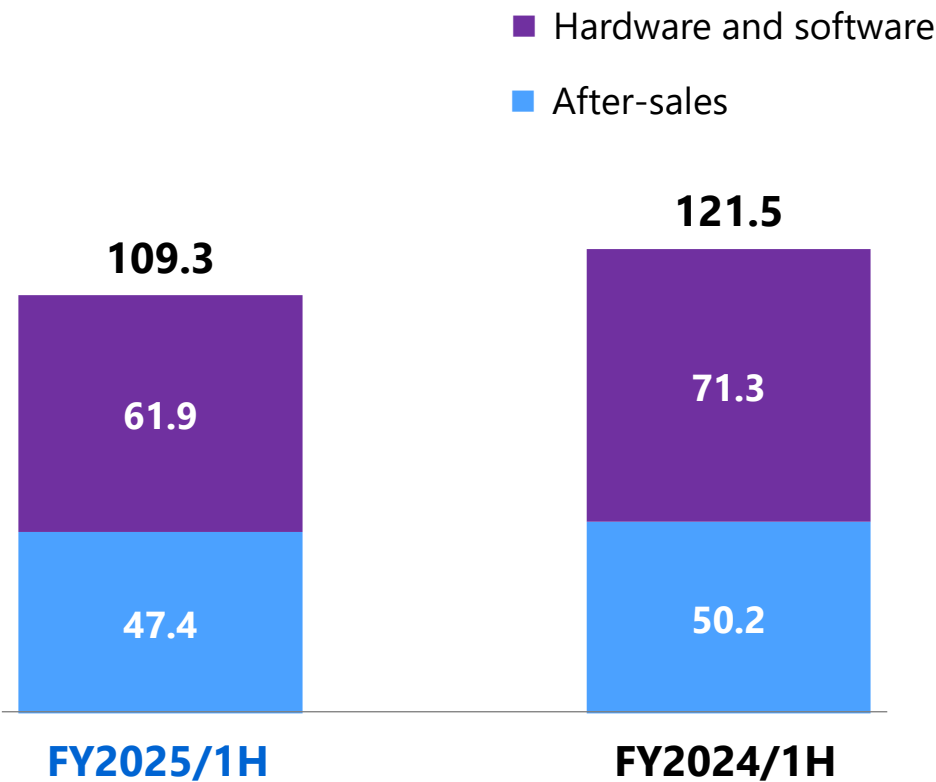
FY2025/1H Business Results (Sales by Category)

(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.

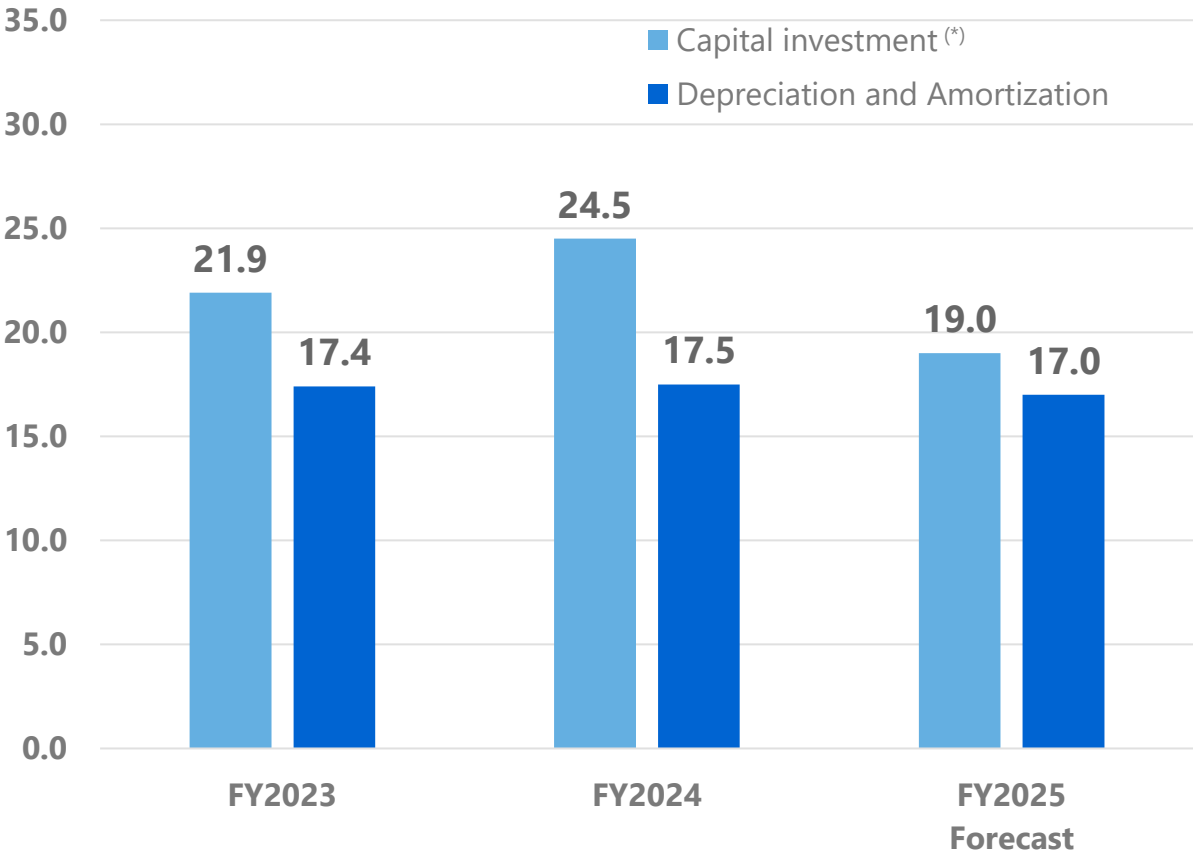
FY2025 Forecast : Impact of Currency Exchange Rate

	Premise Rate	Effect of depreciation by 1 yen	
	FY2025/2H	Net Sales (Annual)	Operating Profit (Annual)
US\$	145 yen	+1.8 billion yen	△0.19 billion yen
EUR	165 yen	+0.3 billion yen	+0.12 billion yen

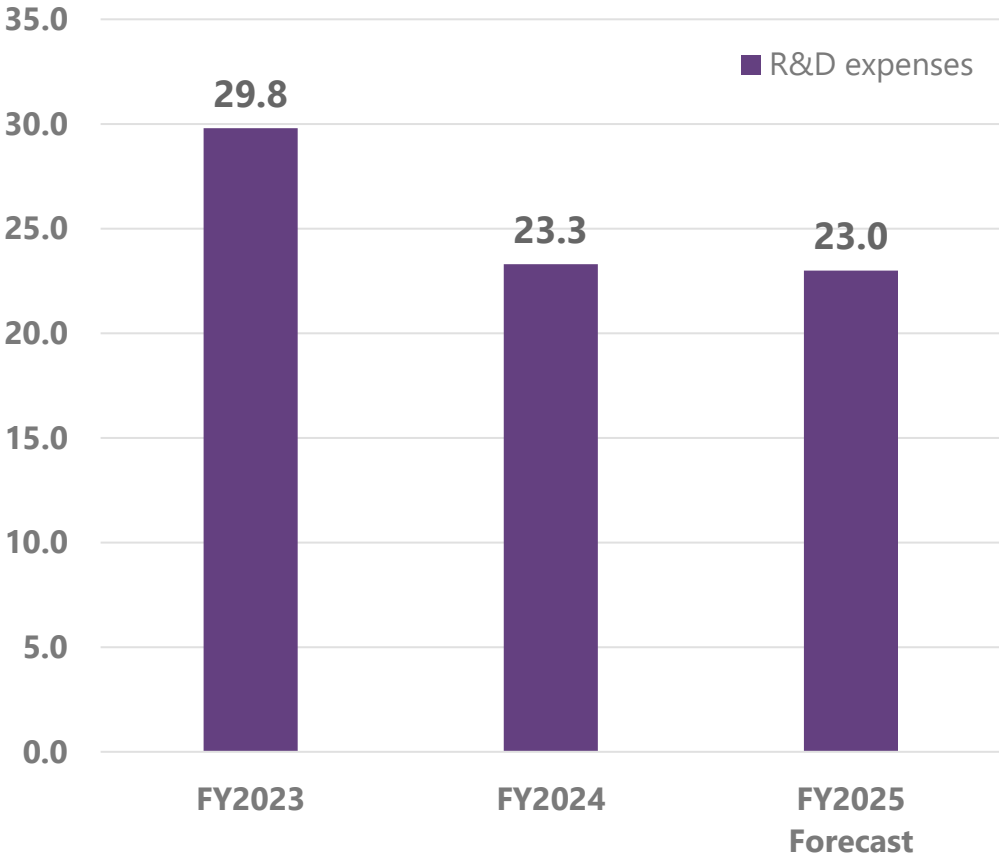
FY2025 Forecast: Capital investment^(*), Depreciation and Amortization, R&D expenses

(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