



# Smart Workplace

Executive Officer, Co-COO  
and General Manager, Smart Workplace Business Group

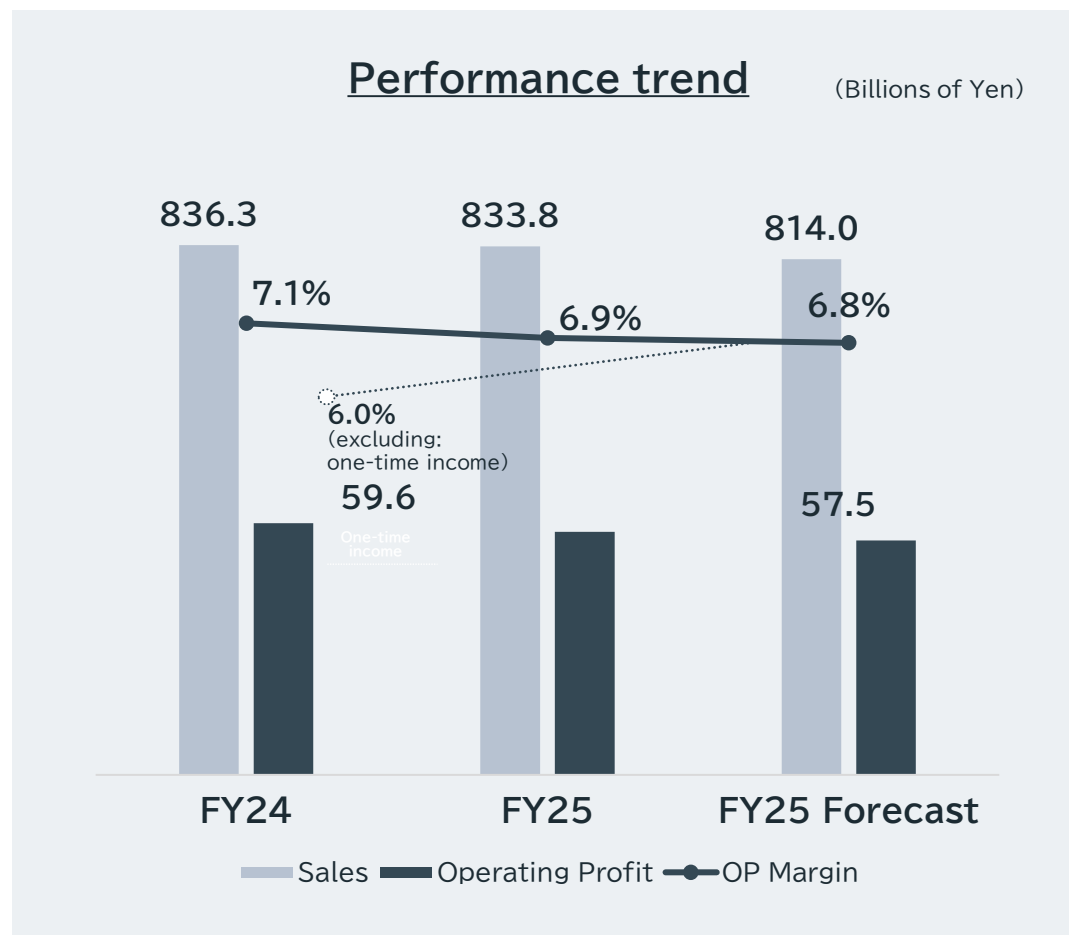
**Shigeru Kobayashi**



# FY2025 Review

Sales captured Windows 11 replacement demand, while smartphone sales declined, resulting in flat year-on-year sales.

Operating profit increased, excluding one-time factors in the previous year.



### Main factors of change

- + PC sales increased significantly by capturing rush demand associated with the shift to Windows 11 and increasing prices of memory and SSD
- + Office solutions business grew, driven by continued expansion of our IT services business in Europe.
- + Print services for convenience stores in Japan remained steady
- Smartphones sales decreased significantly due to competitors' aggressive sales activities

## New businesses is steadily progressing alongside a shift away from product-only sales

### Workplace Solutions

- Expanded IT services business and entered the ERP business domain through M&A
- The print service for convenience stores remained steady

### Mobile Communication

- The LEO satellite communication user terminal, which supports 5G NTN with a compact and lightweight design, was highly evaluated at CEATEC AWARD 2025 and won the Minister of Internal Affairs and Communications Award
- Poketomo launched in December 2025 pioneering the AI communication robot market

### Computing Solutions

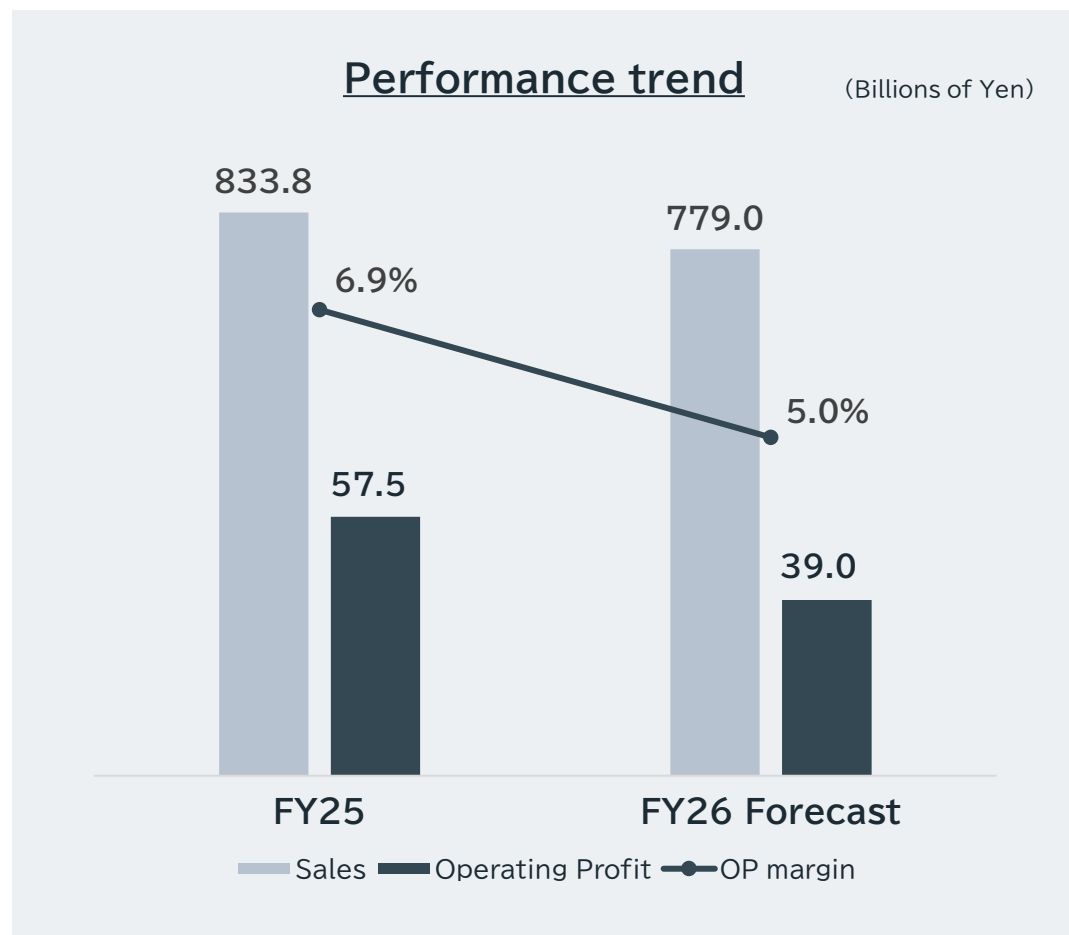
- Expanded PC sales by capturing the Windows 11 replacement demand and maintained the top share※ for B2B market
- Established the “West Japan LCM Center” and strengthened its service support structure to drive the expansion of LCM

※ Unit share: B2B notebook PCs (excluding convertibles 11” or smaller) in Japan Source: IDC



# FY2026 Business Plan

**Accelerate the transformation of business structure through Smart Business,**  
while managing profit pressure from the normalization following  
Windows 11 replacement demand and rising memory / SSD prices



### Main factors of change

- Significant decline in PC business due to rebound decline from special demand (B2B market in Japan : down more than 30% from previous year)  
(will maintain market leader position in unit share ※1)
- Minimize impact from increasing memory and SSD prices through counter measures such as increasing selling prices
- + Ongoing growth in office solutions business
- + Expand sales of information display business by obtaining orders centered by dvLED ※2 in Europe and America

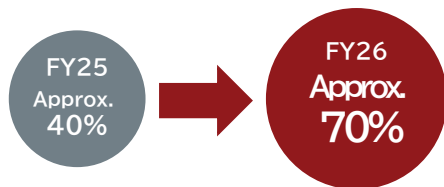
※1: B2B notebook PCs (excluding convertibles 11" or smaller) in Japan Source: IDC ※2: direct view LED

**Maintain profitability** by shifting to high value-added products and strengthening LCM※ despite the challenging market environment, including rising prices of memory/SSD and the continuing weakness of the yen

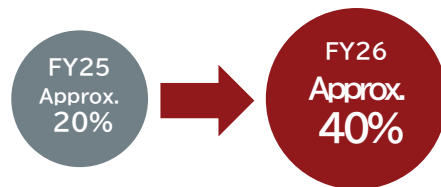
### Shift to high value-added products centered on Edge AI

- For smartphones, focus on AI-enhanced **high and mid models**. Newly launch **wearable devices**
- For PCs, advance the shift to higher-end models such as **AI PCs**

#### Composition of high/mid smartphones



#### Composition of AI PCs



### Strengthen proposals of PC + corporate smartphone LCM to major customers

- Add **corporate smartphones** to PC service offerings and expand sales to **major customers as a package**
- **Strengthen cross-selling of corporate smartphones** with enhanced security functions

#### LCM Operational Services



#### ※ LCM: Lifecycle Management

An outsourcing service that handles and centrally manages the entire process of a company's IT assets (PCs and smartphones), from procurement, initial setup (kitting), operation and maintenance, to disposal and data erasure

Office  
Solutions

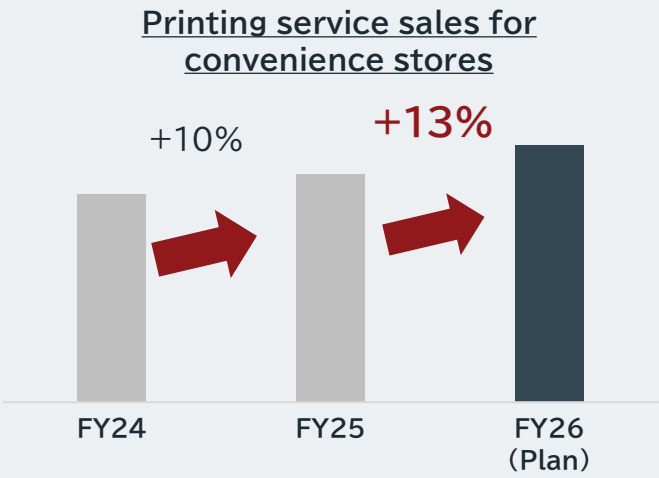
Maintain a stable business scale for MFP business, the core of the Business Group’s earnings.  
Aim to increase sales through service revenue by promoting printing services, MPS, and more

Stable expansion of the printing service for convenience stores

- In addition to maintaining the No.1 MFP share※ for convenience stores, focus also on government kiosk terminals

Expand sales by promoting MPS (Managed Print Service)

- Unified device management and a broad lineup including A4 machines

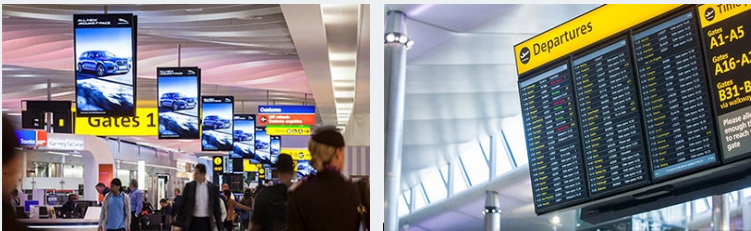


Information  
Displays

Increase large-deal wins, including airports, by strengthening consulting sales

Win large deals by strengthening consulting sales

- Through consulting sales cultivated with dvLED sales, aiming for sales growth of approx. 10% vs. fiscal 2025 by approaching customers’ latent issues



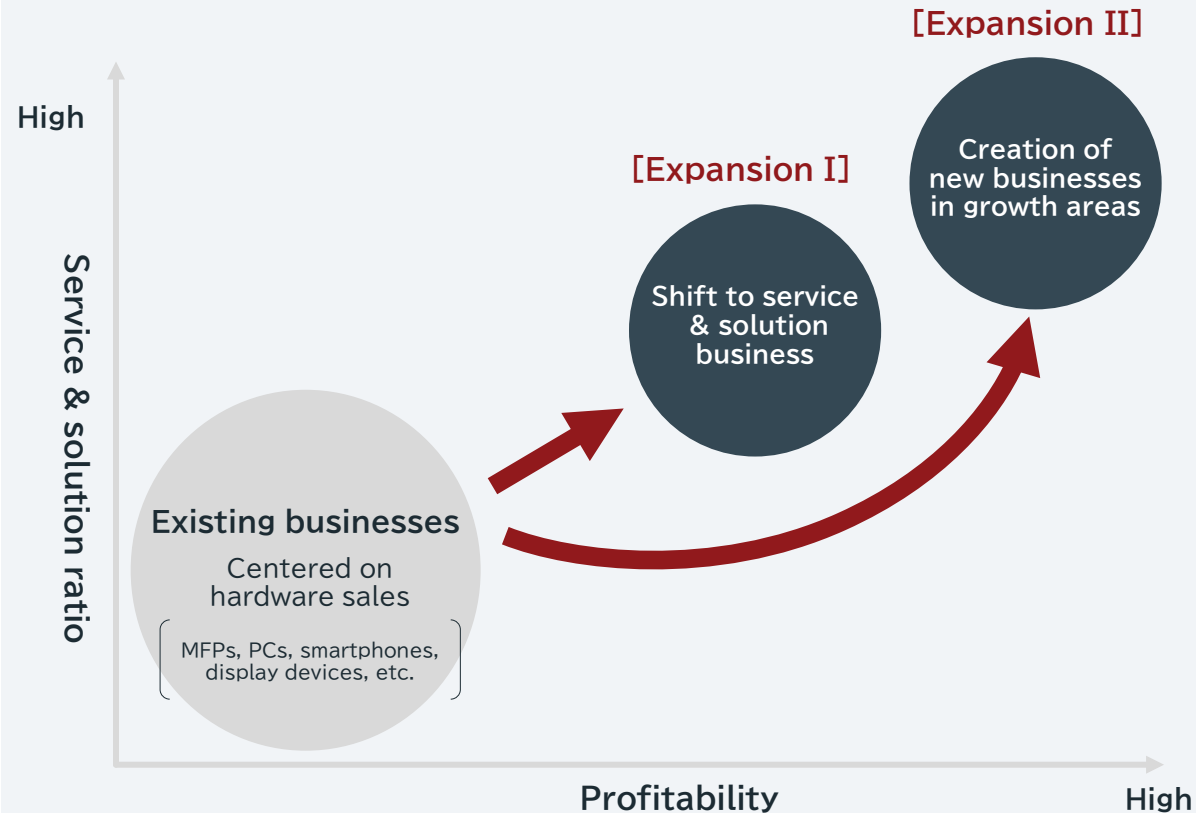




# Progress on Major Initiatives

Aim to transform into a high-profit, high-growth business structure by  
**expanding existing businesses into service / solution businesses,**  
 and **creating new businesses in growth areas**

## Expansion into Smart Business



## Key Initiatives in FY2026

### [Expansion I]

- ① **Managed IT services / ERP solutions**  
Deploy to existing customer base

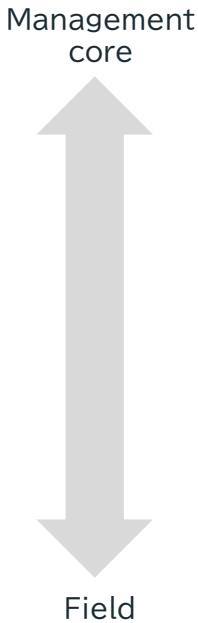
### [Expansion II]

- ② **Satellite communications business**  
Aim to commercialize within fiscal 2027
- ③ **AI consulting business**  
Enhance Edge AI and AI solutions
- ② **Robotics business**  
Strengthen proposals for manufacturing and expand consulting services

Starting from the customer touchpoints gained with competitive hardware,  
provide advanced IT services that support management,  
strengthening customer relationships and improving profitability

Direction of IT services business strengthening

Grasp everything from the field to the management core  
and support companies' decision-making



| Services offered                                                                                | Description                                                                                                                                                 |
|-------------------------------------------------------------------------------------------------|-------------------------------------------------------------------------------------------------------------------------------------------------------------|
| ERP integrated solution                                                                         | Integrate data related to <b>decision-making (the core)</b> such as production, logistics, and sales to support the identification and resolution of issues |
| Managed IT services / network services                                                          | Strengthen customer relationships and generate recurring revenue by being entrusted with maintaining/operating <b>companies' networks and security</b>      |
| Hardware<br> | Leverage strong hardware such as MFPs, displays, PCs, and smartphones to <b>gain customer (on-site) touchpoints</b>                                         |

Utilization of M&A



**<Step 3>**  
Mar. 2026, made  
Synapse Innovation (Japan) a subsidiary



**<Step 2>**  
Dec. 2024, made Apsia (France) a subsidiary  
Mar. 2026, made Securecom (NZ) a subsidiary



**<Step 1>**  
Continuously acquire IT/MFP dealers to  
expand MIF (customer touchpoints)

Leveraging the strength of having entered the field of many companies through hardware close to customers, propose the optimal AI environment through hands-on consulting

From a hyperscaler-centered era to an **era of diversification**

◆Cloud  
(hyperscalers)



◆Regional AI



◆On-premise AI



◆Edge AI



Solution proposals using On-premise AI

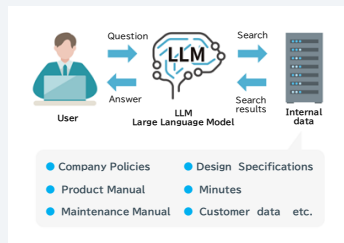
eAssistant Minutes  
イーアサシスタント ミニッツ



- Proposals to improve sales-negotiation efficiency※
- Call center DX※

※ Under development

Generative AI deployment  
support service



Proposals to utilize various Edge AI devices



AI noise canceling



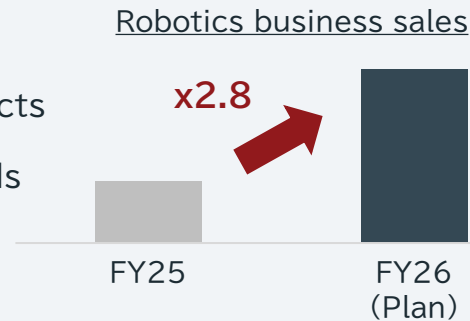
AI communication assist



**Expand initiatives on strategic deals** for AMRs (Autonomous Mobile Robots) and also work on **advancing simulated quantum annealing control technology** toward coexistence with humanoid robots

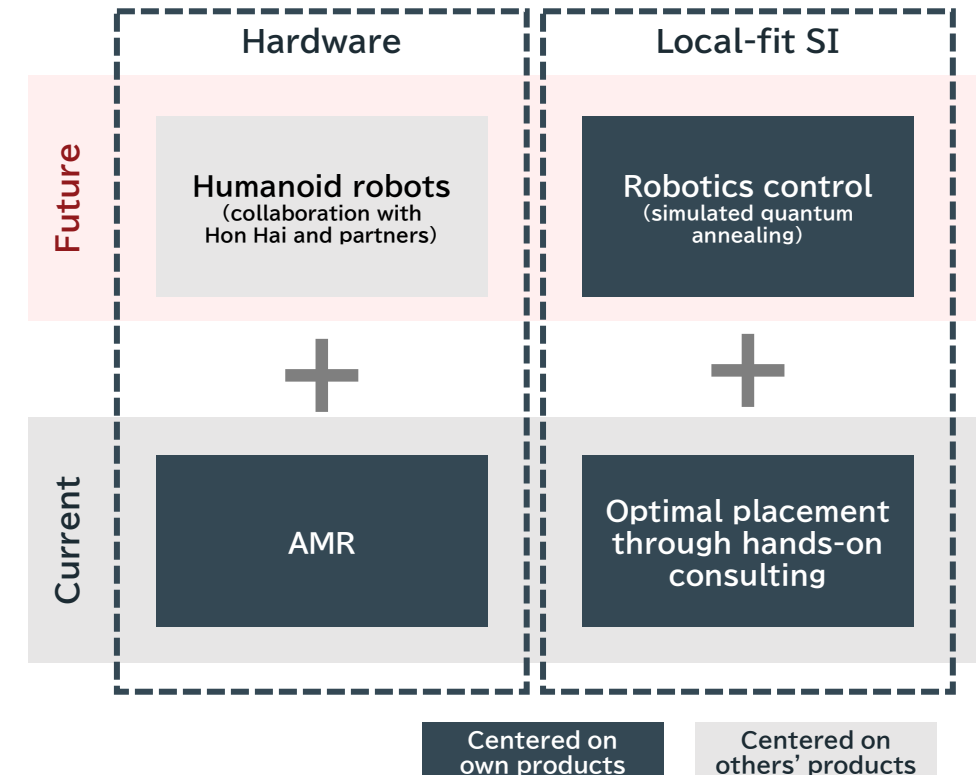
## [Current] Expand initiatives on strategic AMR deals

- ✓ **Board lineup** including other companies' products
- ✓ **Strengthen consulting** with proprietary methods

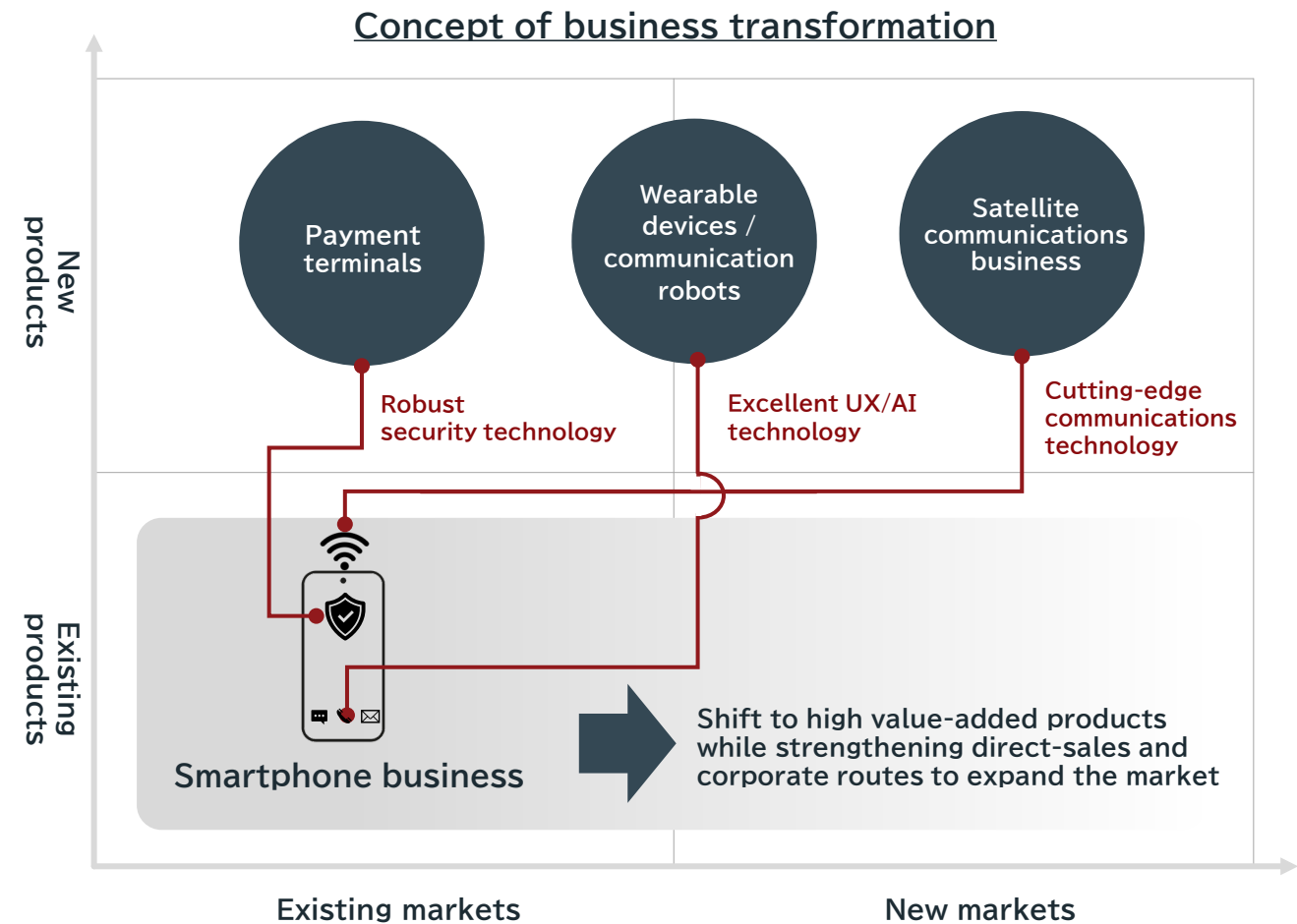


## [Future] Initiatives toward coexistence with humanoid robots

- ✓ Actively consider **collaboration with partner** companies such as Hon Hai
- ✓ **Advance simulated quantum annealing control technology** for sites where complex control are expected
- ✓ In addition to hardware and solutions, raise our presence as **a system integrator (SIer)**



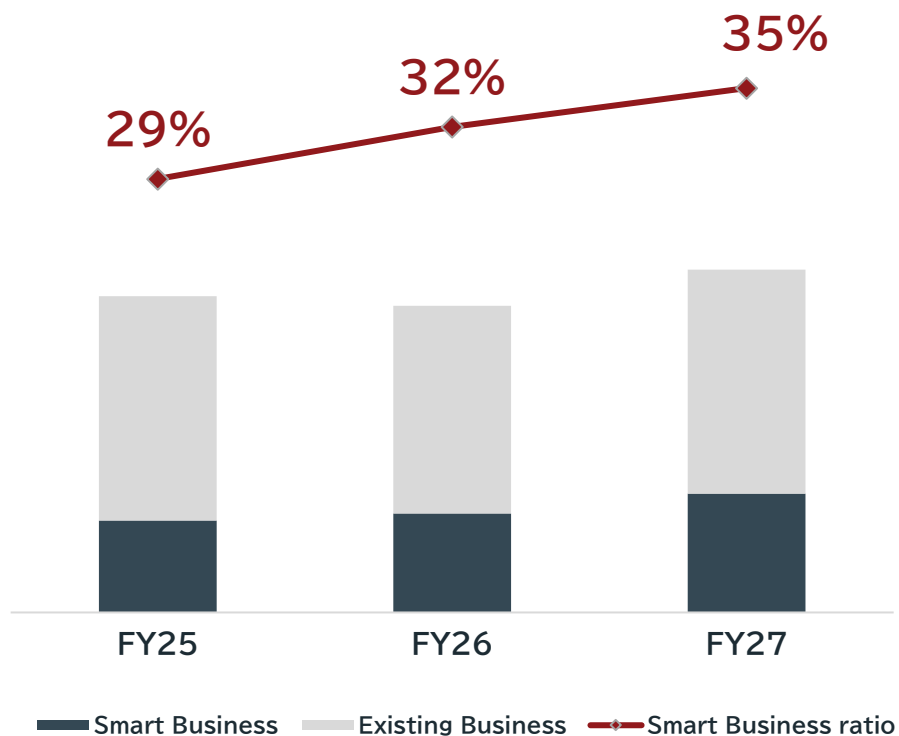
Apply cultivated technologies and challenge into new businesses while continuously strengthening the foundational smartphone business



| Status in new business domains         |                                                                                                                         |
|----------------------------------------|-------------------------------------------------------------------------------------------------------------------------|
| Satellite communications business      | Briefing on future development is planned for soon                                                                      |
| Wearable devices/ Communication robots | A new wearable device will be announced soon<br>Launched Poketomo in Taiwan                                             |
| Payment terminals                      | First model launched in December 2024 has grown steadily in sales and the successor model is planned within fiscal 2026 |

Although fiscal 2026 will see decreases in sales and operating profit due to the normalization following Windows 11 replacement demand and rising prices of memory and SSD, **expansion into Smart Business will accelerate while strengthening the earnings base of existing businesses**

Accelerate expansion into Smart Business



**Existing Business (core businesses)**

Drive growth through strengthening the earnings base and shifting to value-added products including AI

- ✓ MFPs
- ✓ Information displays
- ✓ Smartphones
- ✓ PC

**Smart Business (priority new businesses)**

Accelerate expansion into Smart Business with products and services in growth areas

- ✓ Managed IT / ERP
- ✓ Satellite communications
- ✓ AI consulting
- ✓ Robotics

# SHARP

In step with your future.