

**Toshiba Tec and KAGA ELECTRONICS Reach a Basic Agreement to Collaborate
on Product Development and Manufacturing for the Retail Industry**

Toshiba Tec Corporation (Head Office: Shinagawa-ku, Tokyo; President and CEO: Hironobu Nishikori; hereinafter “Toshiba Tec”) and KAGA ELECTRONICS CO., LTD. (Head Office: Chiyoda-ku, Tokyo; Representative Director, President & COO: Ryoichi Kado; hereinafter “Kaga Electronics”) have signed a Memorandum of Understanding (hereinafter “MOU”) to collaborate on product development and manufacturing for the retail industry. Under the MOU, Toshiba Tec and Kaga Electronics intend to establish a comprehensive collaboration framework spanning product planning, manufacturing, component procurement, and installation, with the aim of delivering high-quality products to the retail industry.

In the rapidly changing social environment, Toshiba Tec is working to further enhance quality and strengthen supply stability across the entire process from product development to manufacturing. Meanwhile, in the retail industry, realizing “smart stores” that balance enhanced customer convenience with operational efficiency has become an urgent challenge, and strengthening competitiveness is a critical theme.

Through this collaboration, by combining Toshiba Tec’s strengths in product planning, development, and maintenance with Kaga Electronics’ advanced manufacturing technologies and global procurement network, Toshiba Tec and Kaga Electronics intend to establish a framework to stably supply highly reliable hardware to the retail industry.

Building on these initiatives, Toshiba Tec and Kaga Electronics intend to enhance product quality and expand the lineup of solutions that support retail store operations, thereby strengthening the framework to respond effectively to industry needs. Furthermore, both companies will contribute to the establishment of a sustainable product lifecycle in the retail domain and to the creation of value across the entire industry.

As part of the collaboration, Toshiba Tec and Kaga Electronics will conduct joint examinations in the following areas and advance the establishment of a collaboration framework.

- Product development: Kaga Electronics’ verification of prototyping and mass production for products planned and developed by Toshiba Tec
- Component procurement: Joint examination of procurement strategies aimed at cost reductions and supply stability
- Manufacturing: Quality controls and improvement proposals in pursuit of building a production system by Kaga Electronics
- Installation: Joint examination of the framework for final assembly and product shipping
- The collaboration policy for hardware manufacturing in the smart store area

In the initial phase of collaboration initiatives, the focus will be on products for the domestic market, with the expansion into overseas markets envisioned in the medium to long term.

Under the MOU, Toshiba Tec and Kaga Electronics plan to progressively conclude individual contracts to put their collaboration into practice. Through the efforts, they intend to establish a framework that provides greater added value across the entire process from product development to manufacturing, with the goal of enhancing customer satisfaction and strengthening market competitiveness in the retail industry.

About Toshiba Tec

Toshiba Tec Group engages in POS systems, multifunction peripherals (MFPs), barcode printers, RFID solutions, and related services, offering development, manufacturing, sales, maintenance services, and comprehensive total solutions. Leveraging more than 60 global sites and an extensive sales and service network, the Group assists in the development of an ideal store that makes customers and retailers smile, supporting work style reforms in offices and various workplaces, and helping to build supply chain management systems in various areas with Auto-ID technology. By delivering services that meet customer expectations and creating new value through co-creation with partners, the Group aims to become a *global top solutions partner* and remains committed to addressing social issues.

About Kaga Electronics

Kaga Electronics Group, an independent comprehensive electronics trading company, develops a broad range of businesses, including the sale of electronic components and semiconductors, provision of Electronics Manufacturing Services (EMS)—i.e., contract-based product development and manufacturing services—and the sale of finished products such as PCs and PC peripherals, etc. In particular, in the EMS business, the company leverages its procurement capabilities as an electronic components and semiconductors trading company, together with its global production systems, operating its own factories at 21 bases across 10 countries including Japan, to support the manufacturing activities of a number of industries.

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