



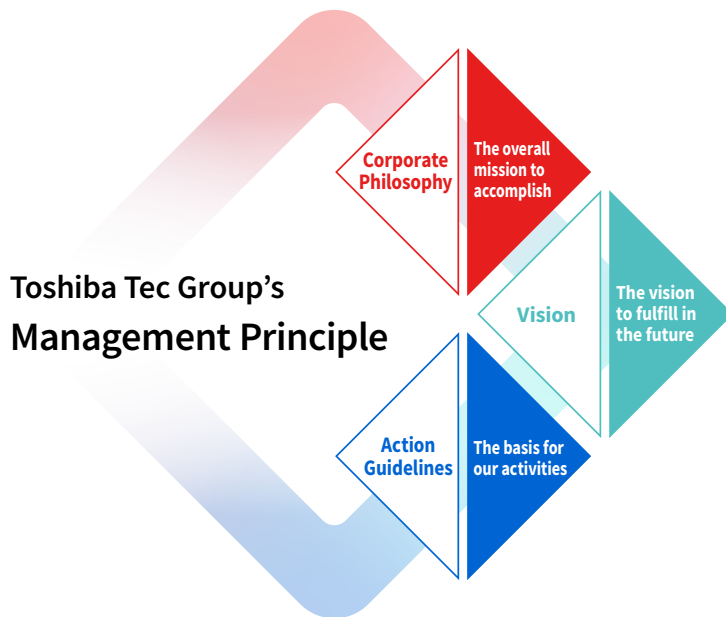
TOSHIBA

Toshiba Tec Group Integrated Report 2025

Toshiba Tec Group Philosophy

Creating with You

Toshiba Tec Group's Management Principle



Corporate Philosophy

Creating with You

-Keeping our customers in mind all the time and everywhere-

Vision

Impress the world

Delight our everyday life

Discover your inspiration

Action Guidelines

1. With our customers and partners, we will provide new values in a timely manner.
2. With other group employees, we will develop a professional team which seeks new challenges.
3. With communities, we will help to realize a society where people can enjoy active lives.
4. With everyone, we will strive for a future that looks after the environment.
5. With our shareholders' expectations in mind, we will carry out sound and transparent management.

Glance at Toshiba Tec in Numbers



2025 is
**Toshiba Tec's
75th anniversary**



Net sales
577.0 billion yen
(Fiscal year ended March 31, 2025)



Overseas net sales ratio
67%
(Fiscal year ended March 31, 2025)



Number of Employees (consolidated)
15,509
(Fiscal year ended March 31, 2025)



World's No. 1 share in the POS business

2.82 million units^{*1}



MFPs in operation all over the world

Approx. 1.40 million units^{*2}



Consolidated subsidiaries

62 companies

(Fiscal year ended March 31, 2025)



R&D cost

23.3 billion yen

(Fiscal year ended March 31, 2025)



Number of maintenance staff

Approx. 5,000

Japan Approx. 2,000
Overseas Approx. 3,000

(Fiscal year ended March 31, 2025)



Number of members in Smart
Receipt® electronic receipt service

Exceeded 2.50 million members

(As of April 6, 2025)

*1 (Source) Global EPOS and Self-Checkout 2024, RBR Data Services

Install base TOSHIBA and Toshiba Tec POS terminals and self-checkout systems

*2 Toshiba Tec's survey as of March 31, 2025

Editorial Policy in Issuing the Integrated Report

Gathering the information on Toshiba Tec Group's corporate activities, we have created this report collectively and multilaterally with a focus on financial and non-financial information, which is of importance for our stakeholders.

We are committed to disclosing information and communicating with all stakeholders to help them gain a better understanding of our efforts to achieve the sustainable growth of our group. Financial and ESG information that cannot be included in this report is available on our website.

■ Reporting Organization

In principle, Toshiba Tec Corporation and its consolidated subsidiaries

■ Reporting Period

This report not only focuses on the activities in fiscal 2024 (from April 2024 to March 2025) but also includes some activities continuing from the past as well as more recent ones.

■ Reference Guidelines

- Global Reporting Initiative (GRI)
- Ministry of the Environment “Environmental Report Guidelines” (FY2018 Edition)
- Ministry of the Environment “Environmental Accounting Guidelines” (FY2005 Edition)
- ISO 26000 (Guidance on Social Responsibility)

Contents

Management Principle/Glance at Toshiba Tec in Numbers	01
Editorial Policy/Contents	02
History	03
Message from the CEO	05

Strategies

Growth Model of Toshiba Tec Group	07
Value Creation Model of Toshiba Tec Group	09
Performance Trend	10
Status of Progress of Measures	11

Business Results

Financial Highlights (Consolidated)	12
Non-Financial Highlights (Consolidated)	13
Segment Overview	14

Businesses

Introduction of Businesses	16
R&D Activities	20

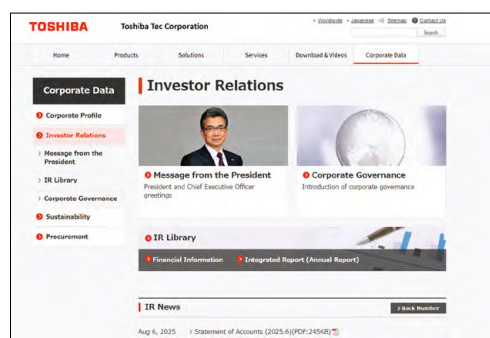
Sustainability

Message from Chief Sustainability Officer	22
Materiality of Toshiba Tec	23
Environment	25
Social	37
Governance	49

Data Section

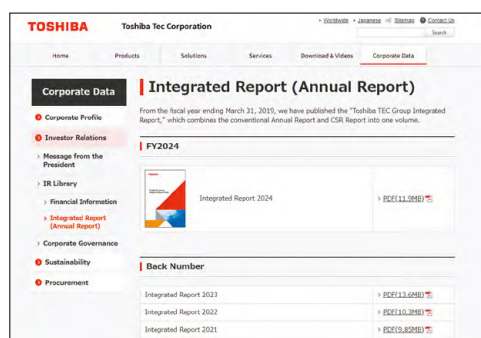
Key Financial Data (Consolidated)	56
Consolidated Balance Sheet	57
Consolidated Statement of Income	59
Consolidated Statement of Cash Flows	60
Stock Information	61
Corporate Data	62

Web Site



Investor Relations

<https://www.toshibatec.com/company/ir/>



Integrated Report

https://www.toshibatec.com/company/ir/material/integrated_report.html

History

Since its establishment, Toshiba Tec has accurately recognized the needs changing with the times and created new value ahead of the times.

We keep moving forward together with stakeholders in a flexible and meaningful way based on our accumulated achievements and know-how.

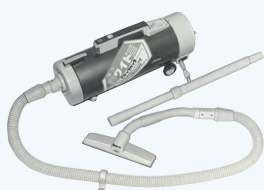
**From
1950**

**Building a foundation based on the principle of
“autonomy and independence”
Full-scale overseas expansion in the late 1960s**

Having become independent from Toshiba, we started to open up new fields one after another under the principle of “autonomy and independence.” We established three pillars of our business, which are office equipment, lighting fixtures, and home appliances. Accordingly, we built our foundation that leads to the following significant development. In the late 1960s, in search of global markets, we expanded into markets in North America, Europe, and Southeast Asia.



1955
FO-1013
desk light type 7



1963
VC-37HD
magic vacuum cleaner



1957
Mechanical cash register
in the early days



1964
Tostec BC-401 compact electric
adding machine

**From
1970**

**Dawn of the age of POS system
Becoming the world leader in the field
of printer business**

We were among the first to develop electronic cash registers in the office equipment industry and took the lead over competitors while the industry was shifting to digitization.

In the 1980s, we advanced into new fields such as printers and POS systems and became one of the world's top groups in the printer OEM business in only three years.

We successfully developed the world's first wireless POS system in the POS business.



1971
Maconick BRC-30B
electronic cash register



1973
The world's first microcomputer
chip-incorporated BRC-32CF-GS
electronic accounting machine



1979
M-800 POS
system with barcode scanner



1986
Vocofax PN-3000

1950

- 1950** Established Tokyo Electric Appliances Co., Ltd.
- 1952** Renamed as Tokyo Electric Co., Ltd.

1960

- 1962** Opened the Mishima Plant.
- 1969** Established Tec America, Inc., the first overseas subsidiary.

1970

- 1972** Established TEC Electronics Business Machine Co., Ltd. (Renamed as TEC Electronics Corporation in 1977.)

1980

- 1985** Acquired a Singaporean company, SEMICON INDUSTRIES PRIVATE LTD. and started overseas production. (Current Toshiba Tec Singapore Pte Ltd.)

Lighting Business

Released desk light type 7

Our lighting fixtures used and appreciated in Olympic facilities

Took over the production of facility lighting fixtures from Toshiba Electric Appliances

Released Super Ballast electronic ballast

Home Appliances Business

Released Blue Star shaver and cleaner

Launched magic vacuum cleaner

Developed a toaster oven

Started sales of small motors

Broke into the space business with small precision motors for satellites

Retail Solutions Business

Entered the cash register business

Released Tostec compact electric adding machine

Launched Maconick electronic cash register

First in the world
Released microcomputer chip-incorporated BRC-32CF-GS electronic accounting machine

Launched a POS system with barcode scanner

First in the industry
Released a vertical-type stationary scanner

First in the world
Developed a wireless POS system

Workplace Solutions Business

Developed a postal savings office accounting machine for the Ministry of Posts and Telecommunications

Entered the printer OEM business on a full-scale basis

Held the world's top market share in the dot printer business

From
1990Establishing a stable foundation
through changes in business structure

We pushed forward changes in business structure to generate stable profits in the Heisei depression (from 1991 to 2002). By working on establishing an organizational and operating structure that can flexibly respond to the market environment of the new times, we successfully brought operating results back into the black. In the 2000s, we exerted ourselves to establish a strong business structure while undergoing structural transformation into a profitable group under the slogan of change and creation.



1993
B-470 Series
barcode printer



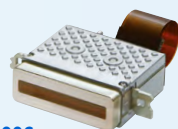
1999
FANTASIA22 digital
full-color MFP



2006
WILLPOS-Self SS-1000
self-checkout system



2006
OrderExpress wireless
ordering system



2006
CF1 inkjet print head

From
2010Aiming to become a solution partner
who solves the issues of customer sites
starting with retail stores and offices

While accelerating overseas business expansion, we built a global system that covers approx. 100 countries and regions. With our long-cultivated core technologies, we aim to become a solution partner that solves issues faced by customers worldwide by utilizing products and services that are one step ahead of the times.



2013
IS-910T vertical-type object
recognition scanner



2014
Smart Receipt® electronic
receipt service



2017
Hybrid MFP Loops
LP50 Series
paper reusing system



2021
UF-3000
RFID handheld reader



2019
Pipit (Beep) Cart
shopping cart
self-checkout
system

2023
The NEXMART 01 GO next generation
smart store opened in Japan



1990

- 1990** Started activities of Toshiba Tec Philanthropy Fund.
- 1994** Merged with TEC Electronics Corporation and renamed as TEC Corporation.
- 1999** Took over copier business from Toshiba Corporation and renamed as Toshiba Tec Corporation.

Transferred the lighting
business to Toshiba
Lighting & Technology

Won the top share
in the vacuum
cleaner market

2000

- 2001** Started the production of photocopiers in our new plant in Shenzhen, China (Toshiba Tec Information Systems (Shenzhen) Co., Ltd.).
- 2004** Set out a new corporate philosophy "Our Five Commitments."
- 2005** Integrated Tokyo area offices into the Osaki Office (Shinagawa-ward).
- 2006** Formed the Inkjet Head Business Group.

Transferred the home
appliances business to
Toshiba Home Appliances
Manufacturing

2010

- 2012** Acquired the retail store solution (RSS) business from International Business Machines Corporation (IBM).
- 2018** Loops Series won Excellence Award at the 1st EcoPro Awards and Eco Mark Award 2018 Excellence Award.
- 2018** Established TD Payment Corporation.

Launched Smart
Receipt® electronic
receipt service

Rolled out the Pipit
(Beep) Cart shopping
cart self-checkout
system

2020

- 2021** Revised the Toshiba Tec Group Corporate Philosophy and established the Group's Vision and Action Guidelines.
- 2022** Further promoted the development of ELERA®, a global platform.
- 2023** Revised the Toshiba Tec Group Human Rights Policy.
- 2024** Established a joint venture ETRIA Co., Ltd. with Ricoh Company, Ltd. Established Gyainamics Inc.

Opened the NEXMART
01 GO next generation
smart store

Started the Smart
Receipt® retail media
promotion program

Entered the barcode
printer business

First in the world
Conducted demonstration experiment of
EXPRESS POS as a means of settlement
Released self-checkout system

Won the top share in the
Chinese MFP market

Launched Loops
paper reusing system

Released a hybrid MFP
paper reusing system

First in the industry
Launched the A3 color
MFP with RFID
writer capability

*Smart Receipt® is a registered trademark of Toshiba Tec Corporation. *ELERA is a trademark of TGCS.

Message from the CEO

Aiming to become a global top solutions partner

President and Chief Executive Officer
Toshiba Tec Corporation

Hironobu Nishikori

Towards sustainable growth in an era of change

There is continued uncertainty in the global economy, and the domestic economy is being impacted by high energy prices and logistical disruptions.

Meanwhile, AI and other cutting-edge technologies are causing major changes in industries and workstyles, and companies are being urged to take stronger measures to reduce carbon emissions and adopt sustainability management.

In this era of change, the Toshiba Tec Group is implementing various measures aimed at sustainable growth under the basic policy of its Mid-Term Business Plan (FY2024 to FY2026), which is to become a global top solutions partner by generating new value through co-creation with the aim of contributing to the resolution of social issues.

Expansion of touchpoints through new businesses

ELERA®, a global platform our company is undertaking as a new business initiative, is expanding its scale as a business foundation for future growth. In Japan, touchpoints have expanded with the increase in the number of subscribers and stores. Overseas, ELERA sales more than doubled year on year, advancing its expansion as a global commerce platform. It is possible to promote DX in the retail industry through the integration of the vast volume of data and services aggregated on ELERA.

We will strive to contribute to resolving social issues by fully leveraging our global touchpoints—our strength—and aim to become a global top solution partner.

Toshiba Tec's touchpoints (top global share*)

Eight of Japan's top 10 retailers are our customers
Seven of the top 10 U.S. retailers are our customers
Four of Europe's top 10 retailers are our customers

MFPs in operation all over the world
Approx. 1.40 million units

*Source: Global EPOS and Self-Checkout 2024, RBR Data Services. Install base TOSHIBA and Toshiba Tec POS terminals and self-checkout systems

New value creation through the establishment of a new company

In October 2024, a new company called Gyainamics was launched to support the promotion of DX in the retail industry. Leveraging our long-established POS data analysis technology and advanced AI technology and human resources allows us to convert the vast volume of real data buried in POS registers into a more valuable form. This will enable us to create new trends that will support the sustainable growth of retail companies and the development of society overall by providing powerful support for resolving the labor shortage and other chronic issues facing the whole retail industry, and developing products and services that customers genuinely want.

Moreover, the realization of these initiatives is supported by a global software development structure, with development collaboration progressing through development standardization between Japan and the United States. With the establishment of Gyainamics and the bolstering of our software development capability, we will promote the creation of new value leveraging data and digital technology.

Strengthen stable revenue base and improve competitiveness

ETRIA Co., Ltd., a joint venture formed by Toshiba Tec Corporation and Ricoh Company, Ltd. to develop and manufacture MFPs, plans to integrate the development and manufacturing functions of the printer business of Oki Electric Industry Co., Ltd. in October 2025. This will enable us to further augment our development capability, boost profitability, and enhance competitiveness.

In addition, in July 2024, we transferred our inkjet head business to RISO Technologies Corporation. The reorganization of our business portfolio promotes the strengthening of our stable revenue base.

Enhancing human resource to accelerate change; employees' voices change the company

We recognize that the power of each of our employees is the most important factor in Toshiba Tec Group's growth as a company, including our ability to cope with change and expand into new businesses. Based on the idea that "People are Our Assets," we remain committed to our investment in people and our focus on reforming the culture. While continuing to promote diversity that allows women, young people, seniors, and others to play active roles, by focusing on developing global and DX human resources with advanced DX skills and mindsets who can utilize generative AI to boost internal operational efficiency and contribute to customer co-creation, we are striving to cultivate human resources who can drive forward business transformation and corporate reform, and ultimately contribute to our goal of becoming a global top solutions partner.

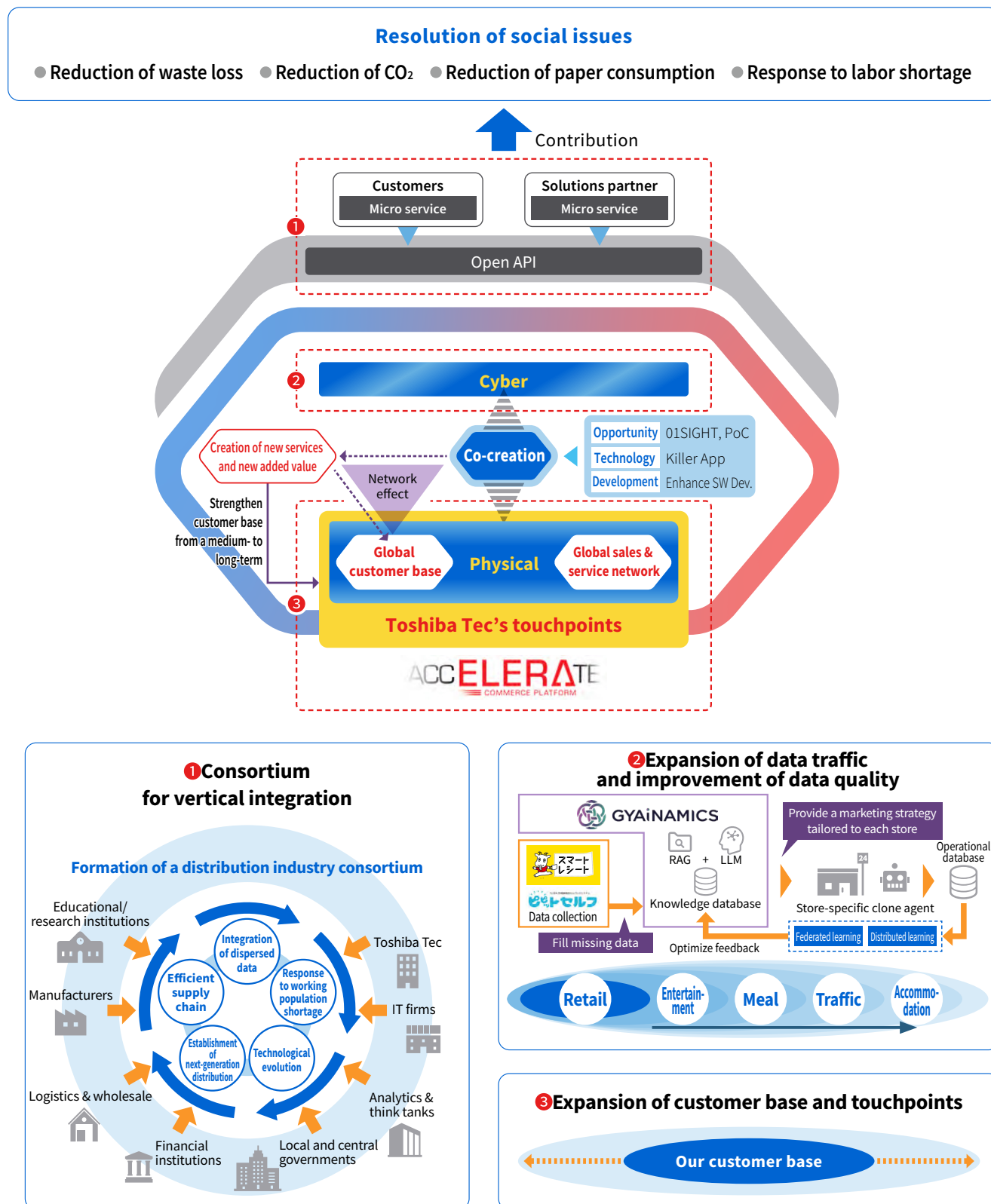
Toward further collaboration and co-creation

Our goal of sustainability management is, through our business activities, to improve the environment and society now and going forward. And it is not just Toshiba Tec Group that will expand the possibilities for solutions, but collaboration with all kinds of companies around the world. We will form a consortium for vertical integration consisting of a range of different industries, and while satisfying the expectations of our customers and partners to an unprecedented degree, we will strive to create new value through co-creation, aiming to become a global top solutions partner that contributes to the resolution of social issues.

Growth Model of Toshiba Tec Group

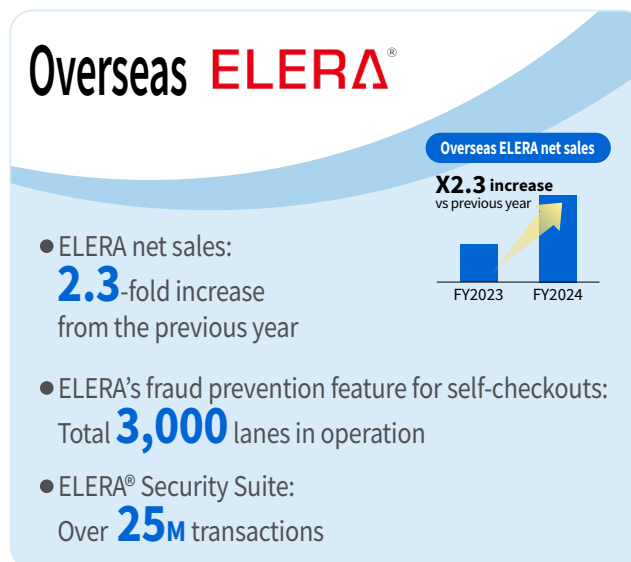
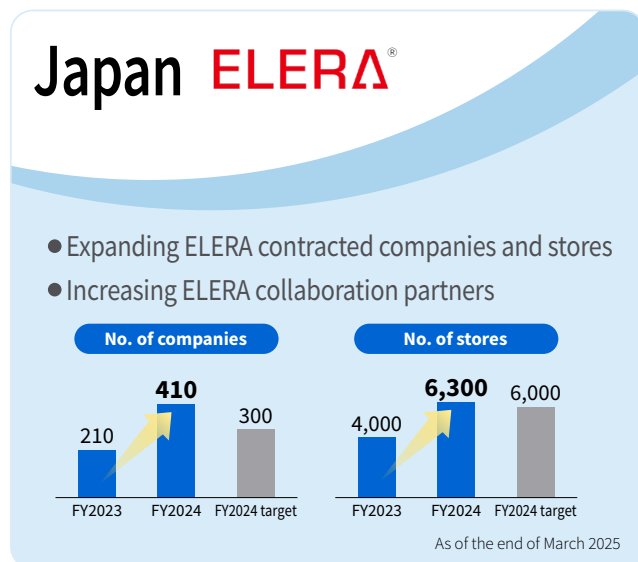
New value creation through co-creation with partners

Based on new value creation through co-creation with partners, we will further expand global touchpoints as our strength and contribute to the resolution of social issues by serving as a global top solutions partner.



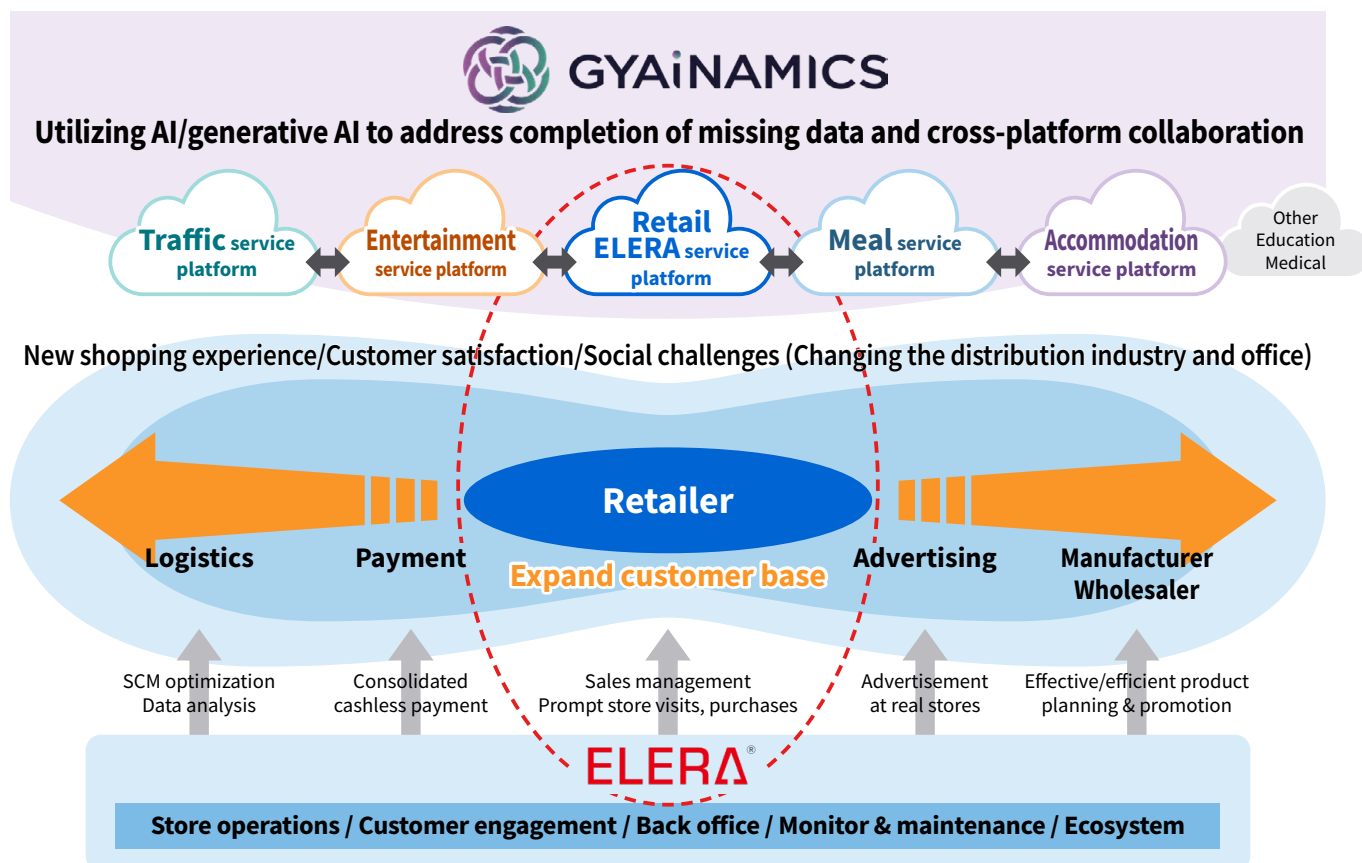
Progress on new businesses

ELERA®, a global platform we have been working on as a new business measure, is developing into a common commerce platform around the world. The driving force behind this is expanding touchpoints based on increasing numbers of contracted companies and stores in Japan, as well as the growth of overseas net sales.

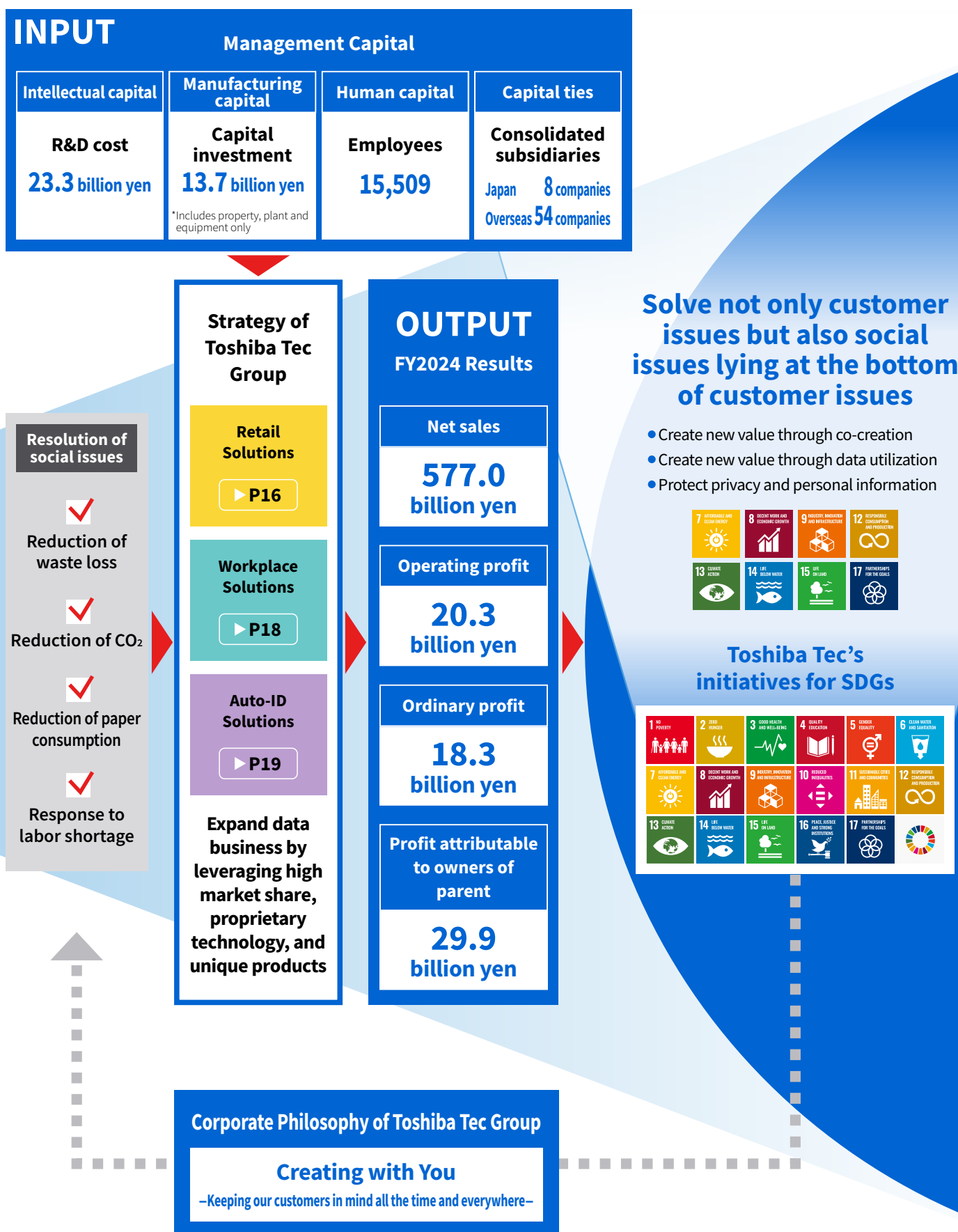


Business domains expansion

We are expanding our business domains by achieving both co-creation with external partners (consortium) and a seamless internal structure (vertical integration) with emphasis on cyber-physical convergence.



Value Creation Model of Toshiba Tec Group



Performance Trend

Retail Solutions Business

Domestic operations showed steady progress amidst continued investment. Overseas operations implemented structural reforms in Europe for turning profitable. The overall Retail Solutions Business is showing a steady recovery trend.

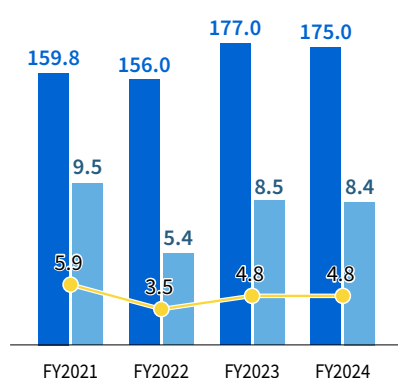
Domestic Retail

- Steady progress amidst continued investment
- Profit increase, excluding a negative exchange rate impact of 0.6 billion yen compared to the previous year

FY2024 vs previous year

Net sales **-2.0 billion yen**
Operating profit **-0.1 billion yen**

■ Net sales (Billions of yen) ■ Operating profit (Billions of yen)
—●— ROS (%)



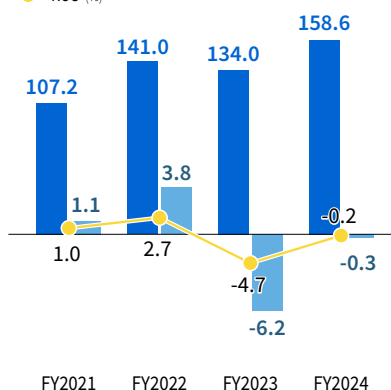
Overseas Retail

- Recovery in performance in the Americas, structural reforms in Europe
- 1.2 billion yen in operating profit for the second half

FY2024 vs previous year

Net sales **+24.6 billion yen**
Operating profit **+6.0 billion yen**

■ Net sales (Billions of yen) ■ Operating profit (Billions of yen)
—●— ROS (%)



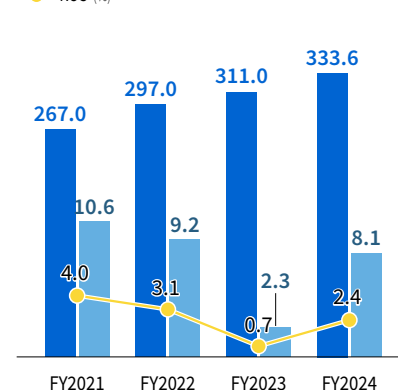
Retail Solutions Business

- Gradual recovery in performance
- Continued investment ahead

FY2024 vs previous year

Net sales **+24.6 billion yen**
Operating profit **+5.8 billion yen**

■ Net sales (Billions of yen) ■ Operating profit (Billions of yen)
—●— ROS (%)



Workplace Solutions Business

The Workplace Solutions Business has achieved significant improvement since FY2020 and secured stable profitability from FY2023 onwards.

Workplace Solutions Business

- Through structural reforms and portfolio strengthening,

significant improvement and stable profitability since FY2020

FY2024 vs previous year

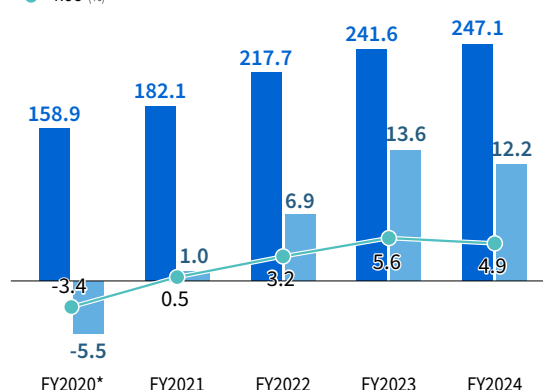
Net sales **+5.5 billion yen**
Operating profit **-1.5 billion yen**

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

*FY2020 results

The MFP-related business for domestic markets, which had been included in the Retail Solutions Business until FY2020, was transferred to the Workplace Solutions Business in FY2021. FY2020 results in the graph have been adjusted to be in line with the reporting segments of the FY2024 result.

■ Net sales (Billions of yen) ■ Operating profit (Billions of yen)
—●— ROS (%)



Status of Progress of Measures

Retail Solutions Business

ELERA has steadily grown its customer base in Japan, with increases of approx. 200 companies and 2,300 stores since the previous fiscal year, resulting in more touchpoints.

Mass retailers



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

Restaurants



Pangaea Delivery



食べログオーダー

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



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

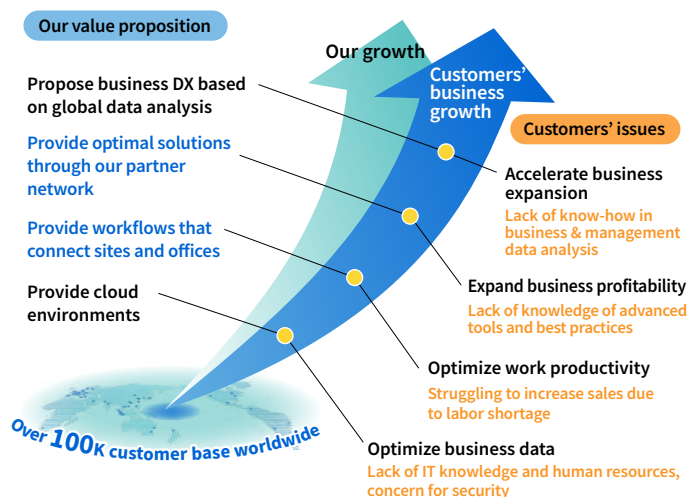
Others (Cloud POS, etc.)

Operating in approx. **400** stores

Workplace Solutions Business

We support the business growth of our SMB customers globally by expanding our unique solutions and services based on a global customer base of more than 100,000 customers.

Strong sales of label printers with the new A-BRID platform are driving the growth of solutions in Europe.



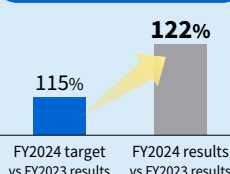
Expansion of Workplace Solutions

- Achievement of sales targets for Workplace Solutions
- Strong sales of Auto-ID label printing applications in Europe

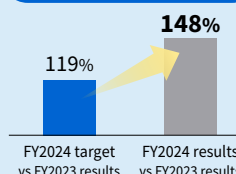
e-BRIDGE SKY Suite™ *

A-BRID

Growth rate of office solutions sales



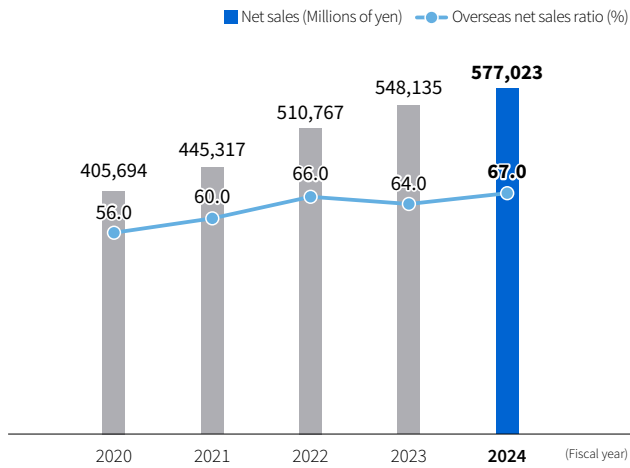
Growth rate of Auto-ID solutions sales



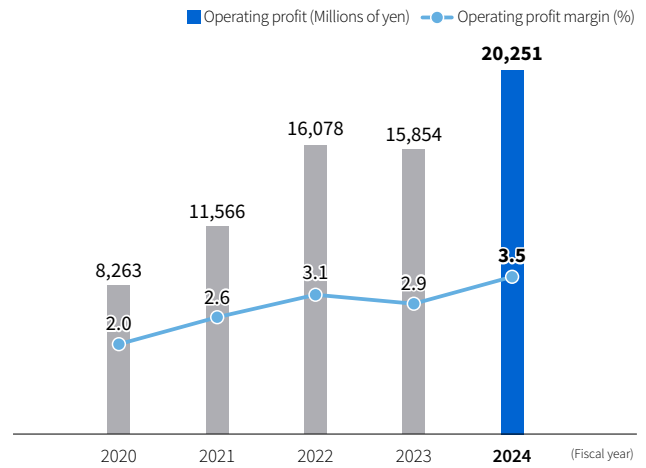
*Service under the name "e-BRIDGE SKY Suite™" is not available in the European region.

Financial Highlights (Consolidated)

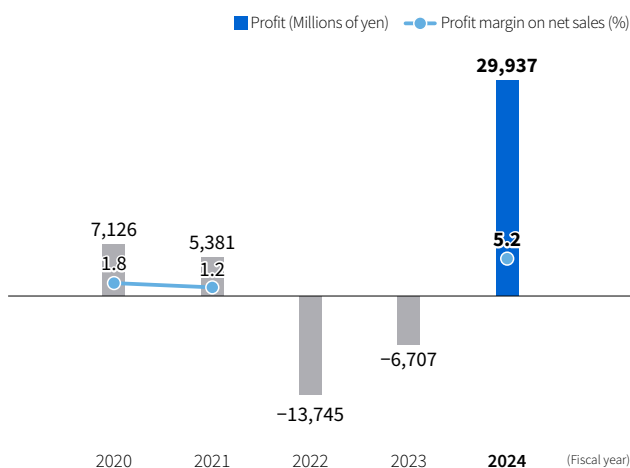
Net sales and overseas net sales ratio



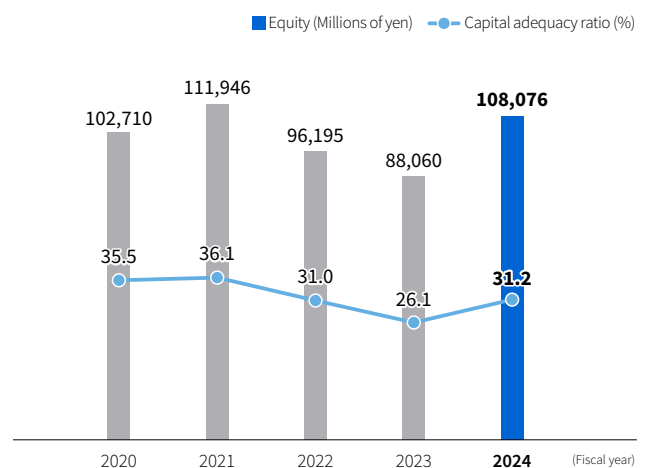
Operating profit and operating profit margin



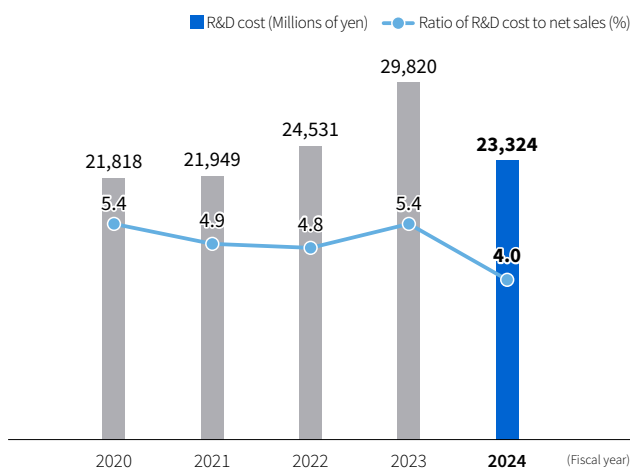
Profit and profit margin on net sales



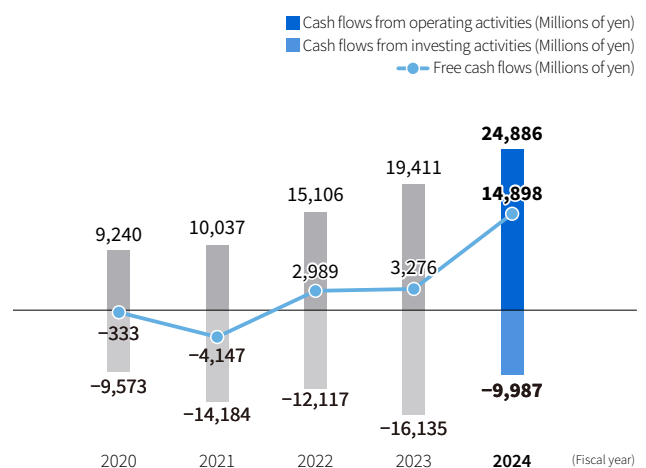
Equity and capital adequacy ratio



R&D cost and ratio of R&D cost to net sales

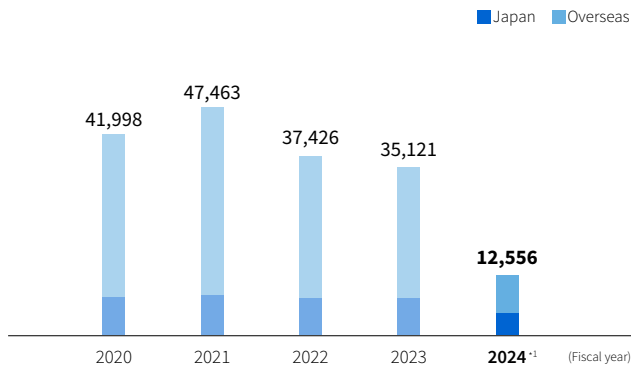


Cash Flows



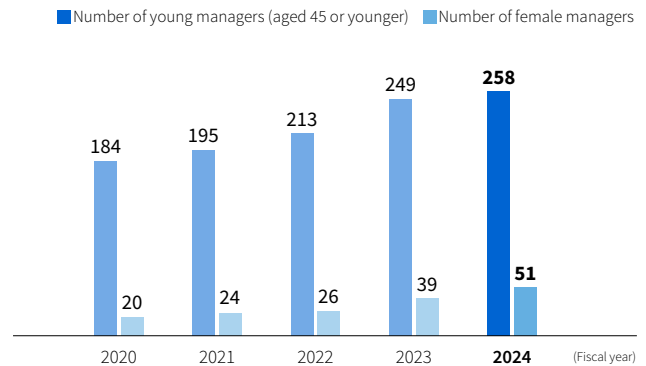
Non-Financial Highlights (Consolidated)

CO₂ emissions at manufacturing sites (t)



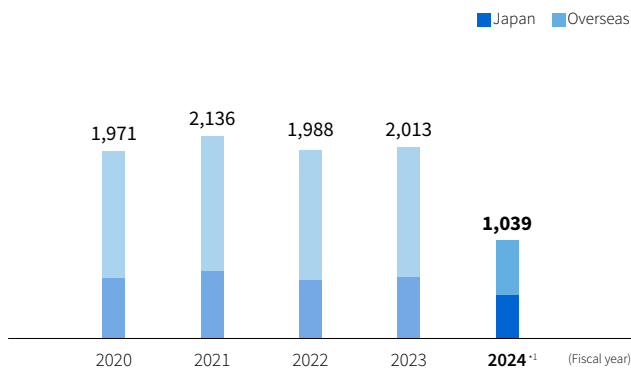
We continue to reduce CO₂ emissions through the systematic implementation of measures such as switching to LED lighting and upgrading to energy-saving equipment mainly at overseas sites by effectively using subsidy systems.

Trend in number of young managers (aged 45 or younger) (Persons)



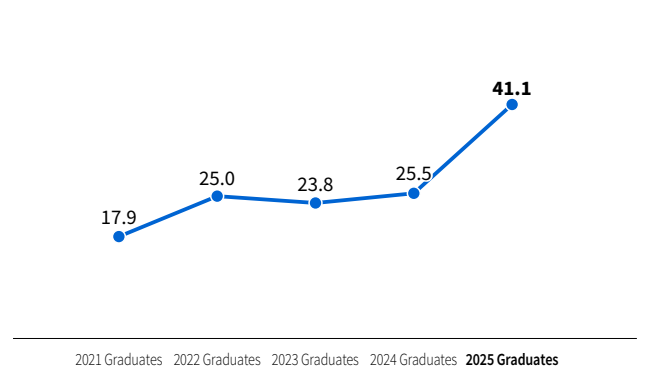
We work on raising the level of young employees and promoting women's participation and advancement for the purpose of establishing a strong organization that transcends the differences among ages, genders, and values. We have continued to promote young employees to managers since 2020 to advance new value creation through the synergy of their individual strengths, skills and ideas.

Total amount of generated wastes (t)



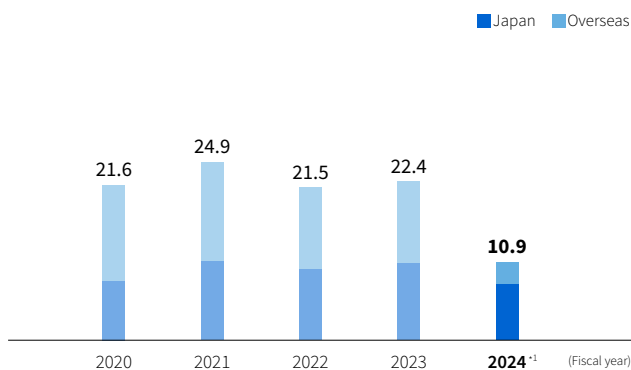
To efficiently use resources, we work on the reduction of the total amount of generated wastes. We also visit recycling bases in Japan, directly assess the processing status, and are striving to improve communication with them to increase recycling rates. We will continue working on the efficient use of resources in the future.

Ratio of new female graduates employed (%)



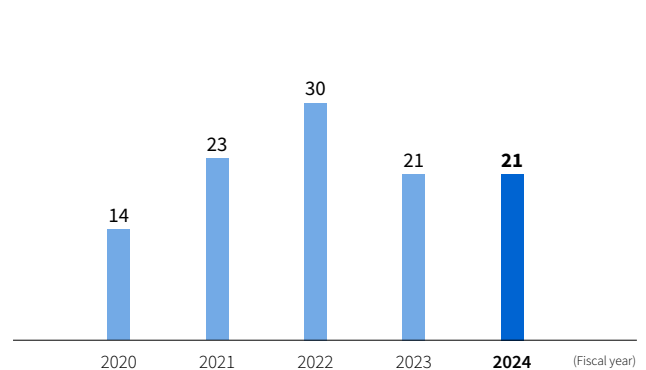
The ratio of new female graduates employed in 2025 greatly exceeded the target of 3.0% and grew to 41.1%. To stably secure the ratio of females in hiring of new graduates in 2026 and beyond, we will continue our activities such as showcasing at the company briefing sessions a variety of in-house systems for promoting the advancement of female employees.

Amount of released chemical substances (t)



We strive to reduce the amount of released chemical substances, which are classified as "reduction substances" into the atmosphere and water that directly affect the environment. We will continue to reduce the amount of released chemical substances by introducing manufacturing equipment with low released chemical substances and reviewing the processes.

Number of whistleblowing cases^{*2} (Cases)



Toshiba Tec is striving to disseminate information regarding the whistleblowing system by continuously offering education on the topic using e-learning courses targeting all employees and displaying information regarding the contact site on the notice boards in the offices.

^{*1} Reflecting the impact of business integration of MFP development and manufacturing with Ricoh Company, Ltd., and transfer of inkjet head business to RISO KAGAKU CORPORATION

^{*2} The figures are the total number of cases received by the internal secretariat, law firm, Corporate Human Resources & Administration Group at Toshiba Tec, and contact site at Toshiba Corporation.

Segment Overview

Retail Solutions Business

The Retail Solutions Business Group handles POS systems for domestic and overseas markets, Auto-ID systems for the domestic market, and related products. Amid a severe business environment where intensifying competition with peers continues, we have worked on various initiatives that include expanding its solution business with the global retail platform, ELERA, and strategic partnerships, strengthening recurring businesses, and enhancing maintenance services (BPO) covering not only our equipment but also IT equipment of other companies, as well as expanding our customer base for the expansion of new business areas.

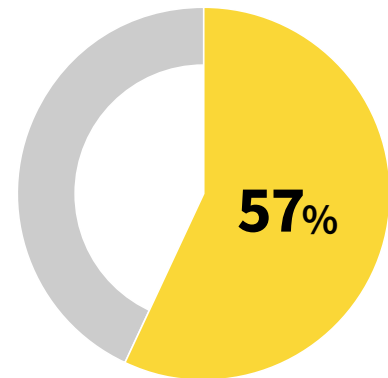
Sales of POS systems for the domestic market were generally the same level as the previous fiscal year as a result of our efforts focused on expanding sales of self-checkout systems, payment terminals, Smart Receipt®, etc., as well as through such measures as the revision of product prices and maintenance service prices, despite a continued harsh business environment due to the impact of soaring raw material prices and price increases.

Sales of POS systems for overseas markets increased due to an increase in sales mainly in the Americas and the impact of foreign exchange rates.

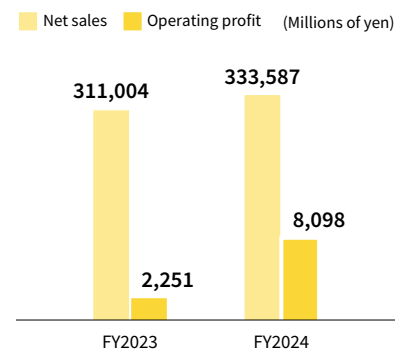
Sales of Auto-ID systems for the domestic market decreased due to a decline in sales of high-end model, despite strong sales of portable printers and other products mainly to specific customers.

As a result, net sales of the Retail Solutions Business Group were 333,587 million yen (up 7% year on year). Operating profit of the business group was 8,098 million yen (up 260% year on year), reflecting the fact that the profit of POS systems for the domestic market remained at a similar level to the previous fiscal year despite being affected by the negative impact of foreign exchange rates, and the profit and loss of POS systems for overseas markets improved mainly in the Americas.

Net sales breakdown



Net sales and operating profit



Main business

Development, manufacture, sale, and maintenance services of POS systems for domestic and overseas markets, Auto-ID systems for the domestic market, and related products



Workplace Solutions Business

The Workplace Solutions Business Group handles multifunction peripherals (MFPs) for domestic and overseas markets, Auto-ID systems for overseas markets, inkjet heads for domestic and overseas markets, and related products. Amid a severe business environment where the printing volume has been reduced due to work style reforms and the digitalization efforts at offices, and intensifying competition with peers continues, we have focused on strengthening the profitability of core businesses and worked on developing the MFPs solutions business, the Auto-ID solutions business, and customer support business.

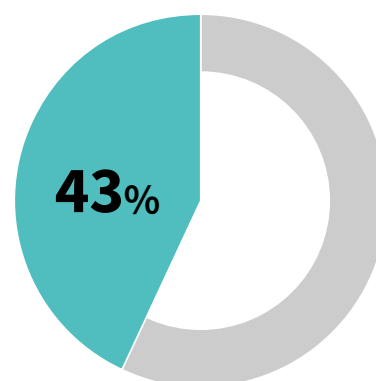
The Company transferred the Group's business of the development and manufacturing of MFPs and Auto-ID systems to ETRIA Co., Ltd., effective from July 1, 2024. The Company also transferred all of the Group's inkjet head business to RISO Technologies Corporation, effective from July 1, 2024. With respect to MFPs and Auto-ID systems, their sales divisions were not included in the transfer to ETRIA Co., Ltd., and there has been no change in the sales structure of the Group. Therefore, there was only minor impact on sales in the fiscal year ended March 31, 2025. On the other hand, for the inkjet heads, as all the business including sales divisions was transferred to RISO Technologies Corporation, sales related to inkjet heads have not been included in the Group's sales since July 1, 2024. Sales of MFPs rose due to strong sales in the Americas, Asia, and other regions and the impact of foreign exchange rates.

Sales of Auto-ID systems for overseas markets increased as a result of increased sales in all regions and the impact of foreign exchange rates. Sales of inkjet heads decreased due to the fact that all of the business was transferred to RISO Technologies Corporation on July 1, 2024, as mentioned above. As a result, net sales of the Workplace Solutions Business Group were 247,099 million yen (up 2% year on year). Operating profit of the business group was 12,152 million yen (down 1.1% year on year) due mainly to a deterioration in profit and loss of MFPs caused by a decrease in the scale of sales from October 2024 onwards, despite the improvement effects of structural reforms and transformation implemented so far.

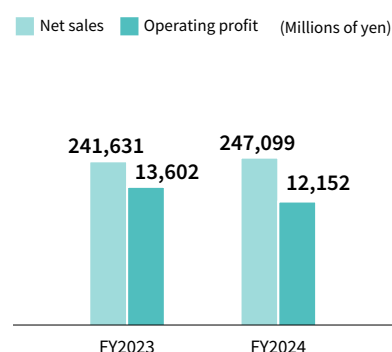
(Note) An Auto-ID system is a system that uses hardware and software devices to recognize and manage data content by automatically scanning barcode and ID tag data.



Net sales breakdown



Net sales and operating profit



Main business

Development, manufacture, sale, and maintenance services of MFPs for domestic and overseas markets, Auto-ID solutions for overseas markets, and related products

Introduction of Businesses

SOLUTION 1 **Retail Solutions**

We assist in the development of an ideal store that makes customers and retailers smile

In recent years, the retail industry faces various challenges due to consumers' diversifying lifestyles and different purchasing and payment methods, as well as the changes in society's awareness of the environment.

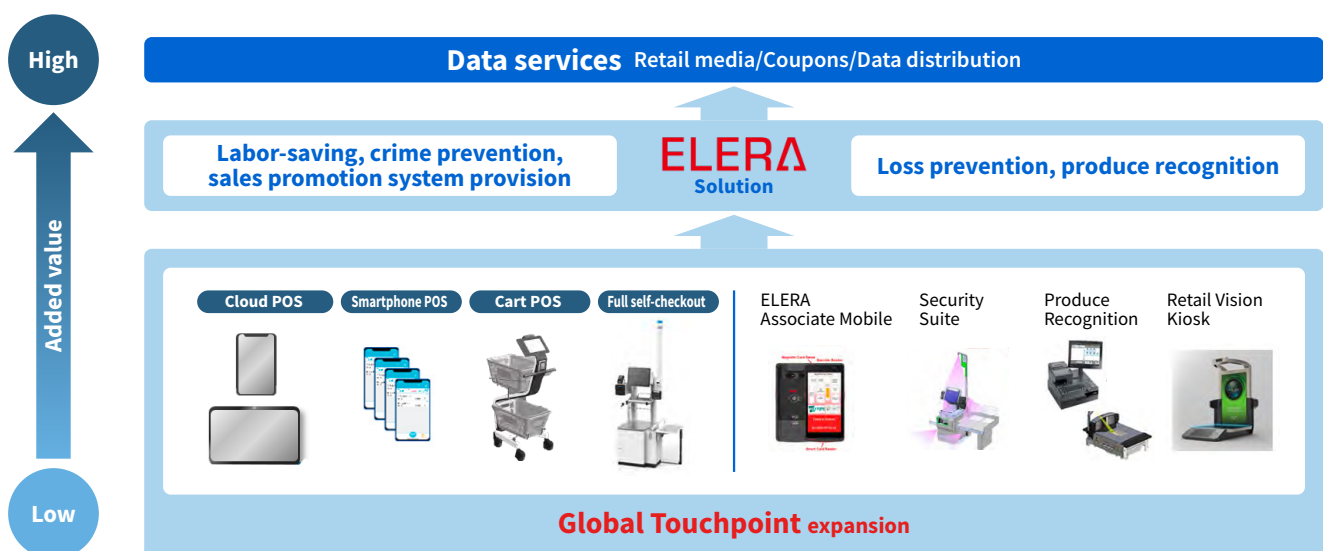
Toshiba Tec will assist in the development of ideal stores through proposals based on voice of customer, by enhancing sales and service structures and by providing new value through co-creation with our partners, so that both customers and retailers can enjoy their stores more as a pleasure experience.

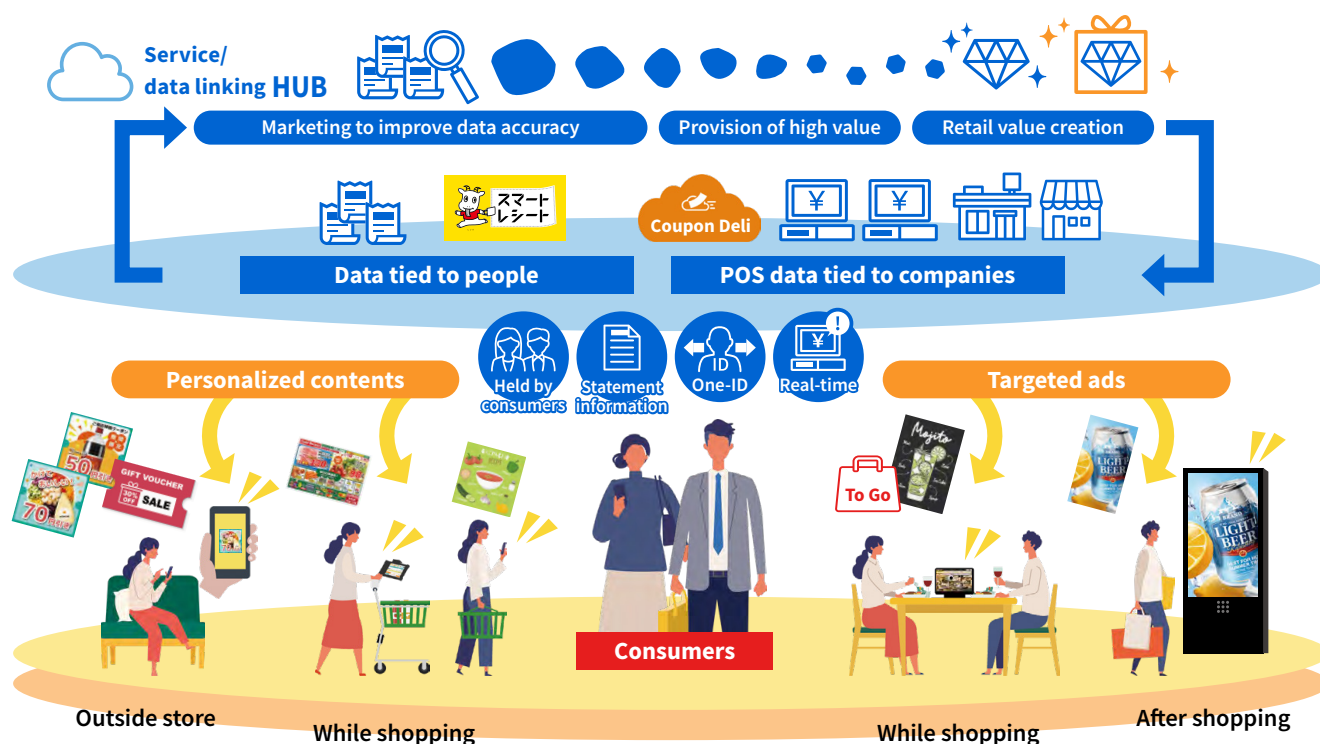


Creation of new added value through the use of data and co-creation

Toshiba Tec aims to be the global top solutions partner in the retail industry. Under this management policy, we are pressing forward with the development of ELERA, a subscription-based global retail platform, through co-creation with strategic partners based on global collaboration for development, centering around Japan and the United States, and we aim to make it a business foundation for our future growth.

ELERA, developed by Toshiba Tec, is the foundation for a wide variety of services, and massive volumes of purchasing data are gathered on the platform. Linking high-value-added data with these services will enable us to offer various customized solutions to the challenges faced by each store, as well as promote the digital transformation (DX) of the retail industry.





Creation of new value through effective use of data, based on Smart Receipt® and Coupon Deli

10th
Anniversary

Smart Receipt® has reached its 10th anniversary since the launch in 2014.

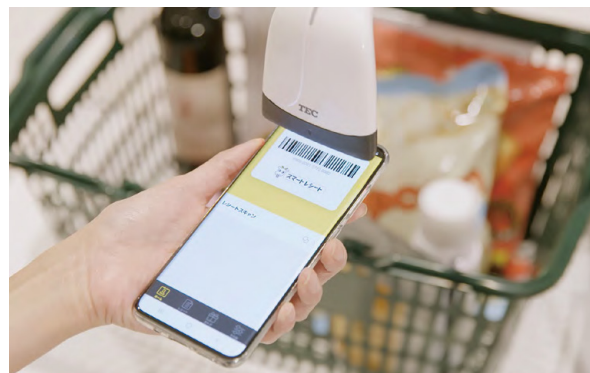
Through Toshiba Tec's customer base, service network, and co-creation with partners, we aim to create new value as a data service.

In retail media, we provide targeted ads and personalized contents by making use of consumers' data. We analyze personal preference data of consumers from their purchase history and provide ads that offer the transparency of outcome evaluation as well as optimal ads to consumers through co-creation with advertisers and brands. Collected data will be anonymized and aggregated, and we will use these data as high-quality data sets in an effort to solve social issues with various partners.

In the marketing research service, we focus on collection of research data and development of analysis methods of such data, and thereby cooperate with retail stores to help consumers to improve their shopping.

In Retail Solutions, we create new revenue sources and sales opportunities for retail stores by proposing ads and sales promotion campaigns developed with advertisers and brands based on consumers' purchase history.

Through Smart Receipt® and Coupon Deli, Toshiba Tec maintains extensive direct contact points with retail stores and consumers. We make maximum use of these contact points in each solution to make daily life of everyone smarter, including sellers, buyers, and producers.



—ENVISIONED FORM OF THE SMART RECEIPT® BUSINESS AS A DATA SERVICE—

Make daily life of everyone smarter, including **sellers**, **buyers**, and **producers**!



Store managers Retailers

Realize management that can see customers more clearly! Provide services that support their purchasing experience!



Consumers

Have good shopping experience for themselves! Enjoy a safe, secure, and convenient social infrastructure!



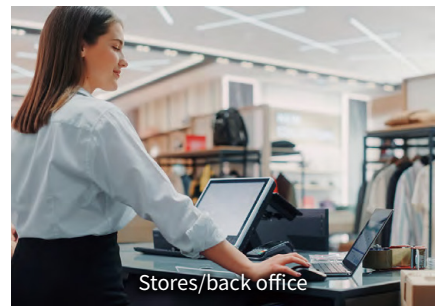
Producers Manufacturers

More direct marketing is made possible! Determine optimal solutions and alternatives with a high degree of certainty in real time!

SOLUTION 2 Workplace Solutions

Supporting work style reforms in offices and various workplaces

Toshiba Tec's MFPs help bring improvements to a variety of industries and operations, not just offices, based on customers' needs. Through connections to cloud and mobile services, data can be accessed at anytime from anywhere to improve operational efficiency.



Improving operational efficiency throughout the entire process from site operations to office operations

Today, maximum operational efficiency can be achieved by offering solutions to customers' challenges for the entire operations, not only office operations but also manufacturing, store, and backyard operations.

By integrating RFID, one of the technologies our Retail Solutions Business owns, with A3 MFPs in the Workplace Solutions Business, we will solve customers' challenges in the whole operating process to improve their system for business, production, and warehouse management.

First A3 MFP in the industry*
e-STUDIO4525AC RFID

Industry's first MFP that enables color printing and writing data to RFID simultaneously

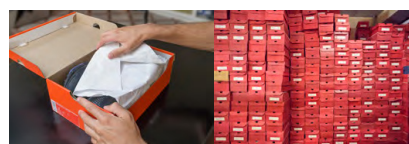
RFID handheld reader



*Toshiba Tec's survey

(Application example) Product management

Color printing with tag data makes it easier to find the items through either data or a visual check.



From manufacturing site to store and backyard



SOLUTION 3 Auto-ID Solutions

Helping to build SCM systems in various areas with Auto-ID technology

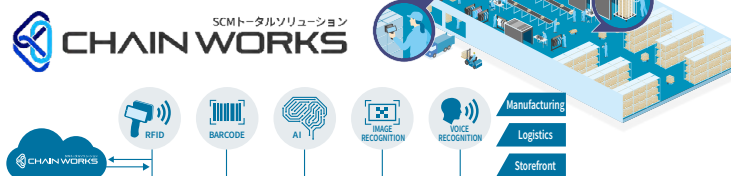
For a product to reach a user, it takes many companies, including manufacturers, wholesalers, logistics operators, and retail stores. The key to increasing profitability by minimizing risks arising from a mismatch between supply and demand, such as stock-outs and excess inventories, is information exchange beyond the boundaries of those companies. Using Auto-ID technology such as barcodes, RFID, and images, Toshiba Tec provides strong support for setting up a Supply Chain Management (SCM) system in a wide range of areas.



About CHAIN WORKS, an SCM total solution

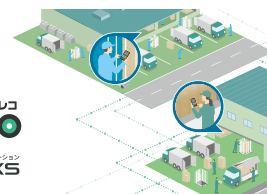
This cloud-based service platform flexibly responds to various challenges, such as labor-saving, productivity improvement, and traceability, surrounding supply chains and offers optimum solutions to all manufacturing, logistics, and store scenes.

Cloud-based RFID service for operational efficiency



Cloud-based efficient logistics operation service

for easy delivery management with a single smartphone



Promoting efficiency and labor-saving on site while enhancing functionality and scalability

The label printer comes in an all-new design, including a 4.3-inch color display and a round-shaped unit. With the new A-BRID platform, combined with additional printing capabilities like PDF file direct printing and standalone printing, the label printer can now offer greater functionality and scalability in many ways and help users increase their efficiency and speed on site.



Global service

Significant improvements in on-site operations with an automated labeling system solution

While freight volume is increasing in response to the increased frequency of delivering small packages, businesses are required to improve operational efficiency due to labor shortages.

Under such circumstances, this solution automates on-site affixing tasks after label printing, greatly improving customers' business processes.

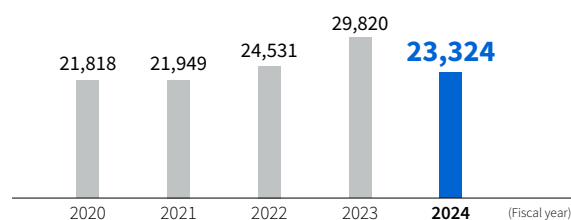


R&D Activities

Our basic philosophy is to provide timely products and services with reliable quality and functions as well as high user-friendliness, creating value with our customers in mind through our superior proprietary technology and in collaboration with the world's best partners. Under this philosophy, the research and development/design divisions of the group companies are closely cooperating with each other to aggressively work on advanced technology development, element technology development, and product development.

Total R&D costs:

(Millions of yen)



Retail Solutions Business

R&D cost **17,777** million yen

In the Retail Solutions Business, under the management policy of aiming to become a global top solution partner in the distribution industry, we engage in joint research and development of the ELERA subscription-based global retail platform through co-creation with strategic partners in Japan and overseas. Ongoing efforts are also made to roll out and expand ELERA-related products. In addition, we carry out research and development of POS systems, ordering systems, and image scanners, etc. R&D cost amounted to 17,777 million yen, with the main achievements as follows.

● XP-9800 compact server

We launched XP-9800, a compact server optimized for store server systems, in October 2024. Offering both vertical and horizontal placement options, this machine incorporates a high-performance CPU to provide comfortable operability and support customers' wide-ranging applications. Yet it inherits the same level of footprint and quiet performance from its predecessor. With an uninterruptible power supply (UPS) unit included, the server can maintain stable power supply even in sudden power incidents like a momentary interruption of primary power and a power outage.

● MP-N1A flexible terminal

Launched in September 2024, MP-N1A is a flexible terminal with a built-in printer and features a compact body and scalability. With a mobile hotspot function, the terminal can serve as an access point, enabling store operators to flexibly use it according to their store layout and sales style. Supporting a range of versatile interfaces, it can work with various peripheral devices and broaden the scope of tenant operation.

● A new model of Pipit Self (Cart Type), a shopping cart with a self-checkout system

This new model of Pipit Self (Cart Type), released in April 2024, is a shopping cart equipped with a self-checkout system. It additionally offers the capability to let the user know about omitted scans. The tablet display shows non-scanned items and cancelled items that have not been returned, offering customers a worry-free shopping experience. Furthermore, multiple carts can be docked with a dedicated charging station for simultaneous charging, which helps enhance store operation efficiency.

● SJ-9500 multifunction business computer

In November 2024, we launched the SJ-9500 multifunction business computer designed for use in versatile industries and operations. The control unit, the display, and the printer are integrated together to achieve a space-saving design. With higher performance and operability enabled by a built-in SSD and expanded memory capacity, this computer helps improve operational efficiency.

● PrimeStore Accel, a POS system for mass retailers

PrimeStore Accel, launched in January 2025, is a POS system for mass retailers with a renewed screen design and enhanced operability. By allowing cashiers to complete checkout operations only by touching the screen, the system frees up more space in the checkout area for use for other purposes. With a simple design and excellent viewability, the system is easy to operate for anyone.

● OtegaruOrder, a mobile ordering system for restaurants

In January 2025, we released OtegaruOrder, a mobile ordering system for restaurants. It sends orders placed by consumers through their own smartphones to the kitchen and POS system of the restaurant. The system can even combine these orders with orders accepted via handheld terminals and update the data on the POS system in the kitchen, according to the operational needs of each restaurant. This system can also work with a range of external services when connected with Order Linkage, the ELERA order aggregation service running on the ELERA global retail platform.

● Toshiba Commerce Marketplace

We developed Toshiba Commerce Marketplace, which connects retailers with industry-leading technology partners, and launched it in December 2024. By offering a marketplace where retailers can connect with various solution partners and systems, it gives retailers access to innovative solutions and helps them improve customer shopping experience and enhance profitability.

● MxP™ Vision Kiosk

Unveiled at NRF2025 in January 2025, MxP™ Vision Kiosk is an AI and computer vision-based solution that can automatically identify items at checkout to make shopping experience faster, more efficient, and seamless. It is particularly designed for quick service environments, convenience stores, and small grocery stores and thus optimized for checkout for a small number of items. With a small footprint, the system seamlessly fits in any retail environment and enhances customer satisfaction and operational efficiency.

Workplace Solutions Business

R&D cost **5,546** million yen

In the Workplace Solutions Business, we conduct research and development of digital MFPs, Auto-ID systems, cloud-related technologies (e.g., workflow solutions), RFID-related technologies, and platform-related technologies, etc. R&D cost amounted to 5,546 million yen, with the main achievements as follows.

We transferred the Group's business of the development and manufacturing of MFPs and Auto-ID systems to ETRIA Co., Ltd., effective from July 1, 2024. And the Company transferred all of the Group's inkjet head business to RISO Technologies Corporation, effective from July 1, 2024. As a result of these transfers, our research and development activities no longer cover digital MFP-related electrophotographic technologies, optical design, document feeder devices, print controllers, and image-forming technologies, as well as inkjet heads technologies, etc.

● Enhanced functionality of cloud printing service

The e-BRIDGE Global Print cloud printing service allows users to print their documents from anywhere by using MFPs connected to the Internet. Logging onto the service has become easier. Users can just scan a two-dimensional bar code shown on the MFP with their mobile devices instead of entering their personal identification numbers (PINs). For enhanced convenience, the newly added function allows users to reprint on the MFP without the need to submit a print job again from the client.

● Release of BX410 with a new A-BRID platform to support accelerated growth of the Auto-ID business

The BX410 series of printers with A-BRID, which combine a real-time OS and an embedded OS to embody a new system structure, were released in November 2024. This product is designed to contribute to higher operational efficiency and support digital transformation in sectors like manufacturing, logistics, and distribution. Users can print PDF files without using a printer driver or issue labels through standalone printing. Furthermore, BX410 offers an expanded range of functions, such as writing on RFID tags, and supports a cloud-based device management service based on the resources available on MFPs. We will continue to broaden the lineup of barcode printers with A-BRID.



Message from Chief Sustainability Officer



To become a company that works with society and customers to create a society that will continue into the next generation

Creating with You

—Keeping our customers in mind all the time and everywhere—

Mariko Kajihara

Corporate Chief Sustainability Officer

Toward sustainability management closely linked to business activities

In the interest of addressing sustainability management, Toshiba Tec has established Materiality (key issues) underpinned by its Sustainability Policy and strives to achieve its goals through a promotional structure. In fiscal 2024, we restructured our organization to further advance sustainability activities within business divisions. This will promote understanding within business divisions, leading to steady progress with specific initiatives on site. These initiatives will enable us to respond to societal needs more than ever and aim to boost our corporate value.

An example of the important sustainability issues we are addressing is the reduction of greenhouse gas (GHG) emissions in our business activities. We have achieved our reduction targets for emissions in our business activities (Scope 1 and 2), and are also endeavoring to mitigate indirect emissions (Scope 3) from the use of products we sell. Additionally, in recent years, initiatives toward a circular economy have expanded because of increased use of recycled plastic in MFP products.

In addition, one of the social issues on which we are focused is the reduction of paper consumption. In fiscal 2024, the 10th anniversary of the Smart Receipt® electronic receipt service, approximately 75 million electronic receipts were issued. This represents the elimination of approximately 75 million paper receipts. Moreover, reduced paper receipt issuance costs at participating stores and heightened shopping convenience have led to a steady increase in the number of members and participating stores, spreading the “Smart Receipt® circle = paper resource reduction circle” nationwide.

Strengthening human capital initiatives toward human resources we are aiming for

We are focusing on human resource enhancement and culture reform as measures to cultivate the human resources we are aiming for toward becoming a global top solution partner. With regard to human resource enhancement, we are augmenting English language skills and cross-cultural understanding—in addition to continuing to promote diversity—to cultivate human resources who can head up our global strategy. Looking at culture reform, we are implementing measures to foster a culture of honest dialogue, one of our goals, by continuing to conduct annual employee surveys (TEAM Surveys) and holding companywide Offsite Meetings* where employees can speak openly. In addition to management actively participating, incorporating Offsite Meetings into all organizations, levels, and groups helps foster a corporate culture where everyone can work with enthusiasm, creating a comfortable work environment.

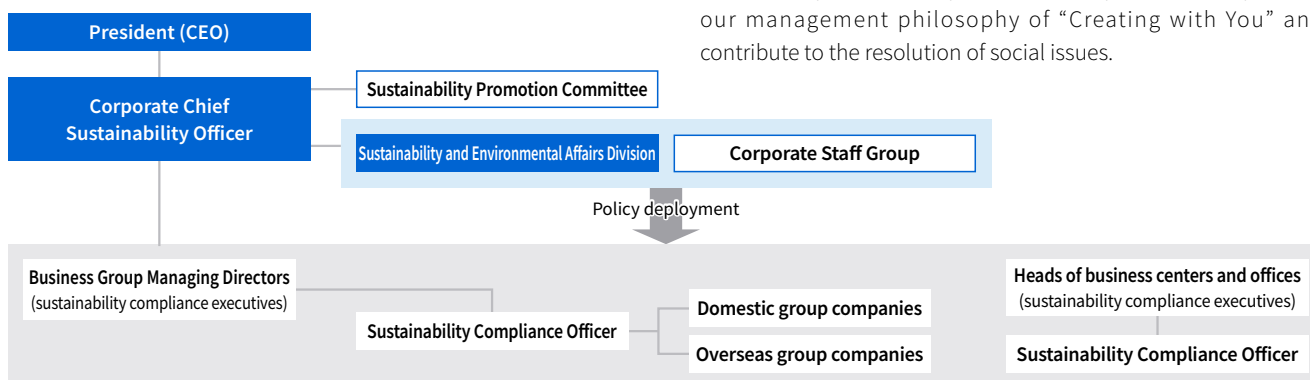
*Offsite Meeting is a registered trademark of Scholar Consult Co., Ltd.

Further contribution to resolving social issues

In addition to addressing climate change and the circular economy through our products, we are promoting the use of new technologies including generative AI as well as solution creation with our partner companies through co-creation platforms. We have already generated several examples of co-creation. By linking our POS system with apps provided by our partners, for instance, we can improve operational efficiency, opening up unprecedented new possibilities for growth and development.

Going forward, we will align the value we can provide with social issues and challenges faced by customers more than we have in the past, and cooperate with our partners to implement our management philosophy of “Creating with You” and contribute to the resolution of social issues.

Sustainability promotion structure



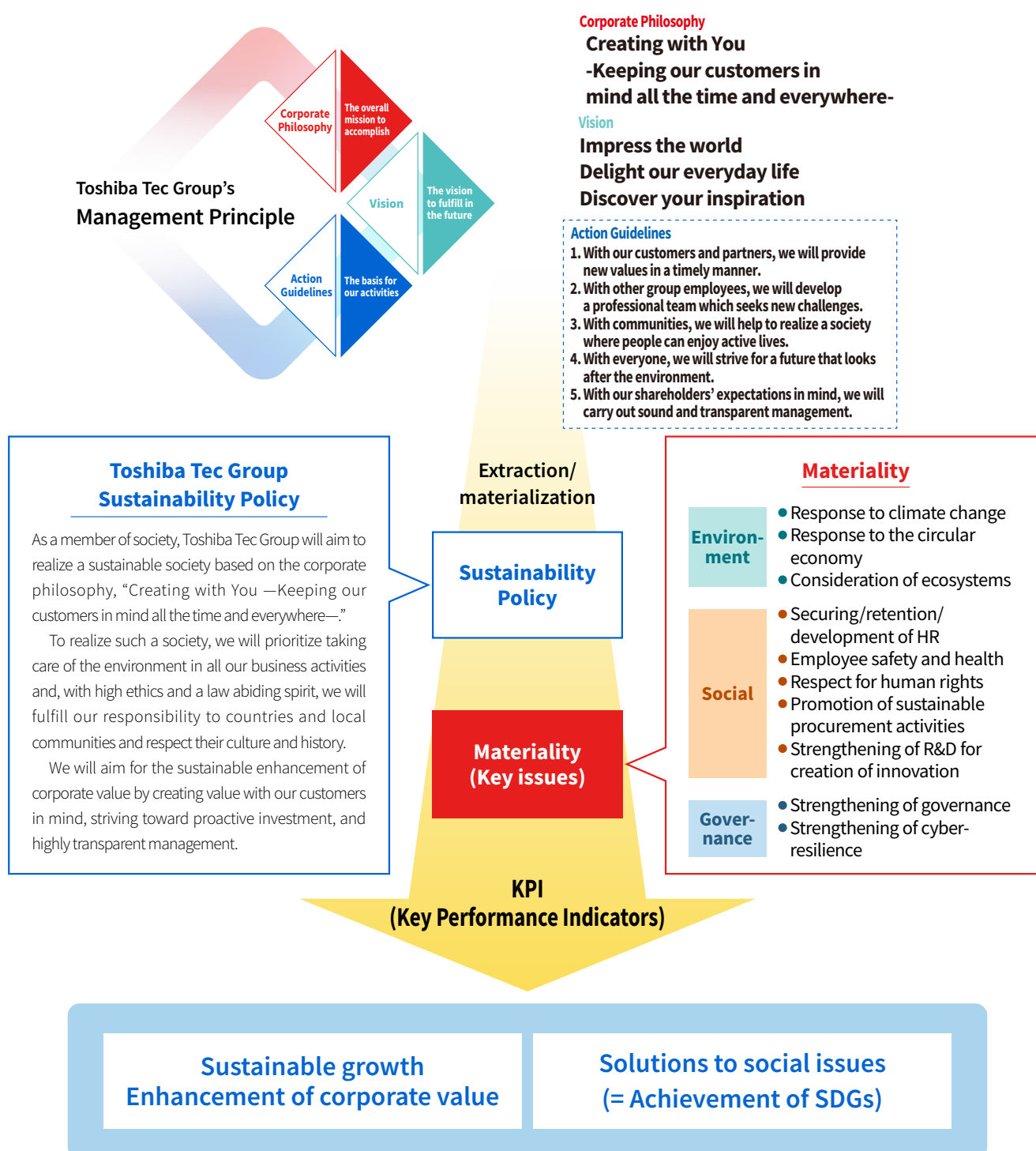
Materiality of Toshiba Tec

Review Process

Toshiba Tec Group will contribute to solutions to social issues by achieving KPIs (numerical targets) which are set for the Materiality (key issues) identified in our Management Principle.


















Based on our Management Principle, which consists of our Corporate Philosophy, Vision, and Action Guidelines, we have developed the Sustainability Policy and the Materiality (key issues) extracted and materialized from Action Guidelines.

Toshiba Tec Group will realize further sustainable growth and enhancement of corporate value by addressing the Materiality. We will also contribute to the achievement of the SDGs by addressing solutions to social issues.



FY2024 Results and FY2025-FY2027 Targets

To achieve sustainable growth over the medium- to long-term, we will strive to contribute to achieving the SDGs by reviewing each KPI in the Mid-Term Business Plan (FY2025-FY2027) and optimizing target figures.

ESG	Materiality	Category (KPI)	FY2024 End Results	FY2025 End Target	FY2026 End Target	FY2027 End Target	Relevant SDGs
Environment  ▶ P25	Response to climate change	Total GHG emissions in business activities (thousand t-CO ₂)	14.9	7.7*2	6.2*2	4.5*2	
		Total GHG emissions from the use of products sold (compared with FY2019 results)	-28.2%	-14.0%	-16.8%	-19.6%	
	Response to the circular economy	Total waste emission intensity in business activities	15% improvement in 5-year average intensity	1% improvement in 5-year average intensity	1% improvement in 5-year average intensity	1% improvement in 5-year average intensity	
		Percentage of recycled plastic used in products and services	12%	12% or more	12% or more	12% or more	
	Consideration of ecosystems	Total chemical substances emission intensity in business activities	12% improvement in 5-year average intensity	1% improvement in 5-year average intensity	1% improvement in 5-year average intensity	1% improvement in 5-year average intensity	 
		Received water volume intensity in business activities	18% improvement in 5-year average intensity	1% improvement in 5-year average intensity	1% improvement in 5-year average intensity	1% improvement in 5-year average intensity	
Social  ▶ P37	Securing/retention/development of HR	Ratio of female managers	6.2%	7.0%	8.0%	8.5%	 
		Ratio of new female graduates employed*1	41.1%	30%	33%	35%	
		Rate of male employees taking childcare leave	29.5%	Higher than the previous fiscal year	Higher than the previous fiscal year	Higher than the previous fiscal year	
		Rate of attendance of training programs by position	99.8%	100%	100%	100%	
		Engagement survey	Engagement score: 57	1 point or more improved from the previous fiscal year	1 point or more improved from the previous fiscal year	1 point or more improved from the previous fiscal year	
	Employee safety and health	No fatal accidents	0% (No accidents)	0% (No accidents)	0% (No accidents)	0% (No accidents)	
		Number of employees with metabolic syndrome	34.1%	Fewer than the previous fiscal year	Fewer than the previous fiscal year	Fewer than the previous fiscal year	
	Respect for human rights	Communication of top management message about human rights	Once (Dec.)	Once (Dec.)	Once (Dec.)	Once (Dec.)	 
		Harassment education	Once-yearly e-learning program (Taken by 100%) Harassment survey	Once-yearly e-learning program (Taken by 100%) Harassment survey	Once-yearly e-learning program (Taken by 100%) Harassment survey	Once-yearly e-learning program (Taken by 100%) Harassment survey	
		Appropriate responses to human rights risks	100% of whistleblowing cases dealt with	100% of whistleblowing cases dealt with	100% of whistleblowing cases dealt with	100% of whistleblowing cases dealt with	
		Human rights due diligence initiatives	Establish human rights due diligence framework and guidelines Conduct internal human rights self-assessment	Rate of internal human rights self-assessments conducted: 100% Corrective/improvement actions taken: 100%	Re-implement evaluation of impact on human rights Rate of internal human rights self-assessments conducted: 100% Corrective/improvement actions taken: 100%	Rate of internal human rights self-assessments conducted: 100% Corrective/improvement actions taken: 100%	
	Promotion of sustainable procurement activities	Rate of receipt of procurement policy endorsements (= Rate of signing of Basic Transaction Agreements)	100%	100%	100%	100%	 
		Number of suppliers completing supplier sustainability survey	180 companies	180 companies	180 companies	180 companies	
		Number of education sessions about sustainable procurement	Internal education sessions held: Once each	Internal education sessions held: Once each	Internal education sessions held: Once each	Internal education sessions held: Once each	
	Strengthening of R&D for creation of innovation	Number of AI personnel (Number of employees who have passed JDLA Deep Learning for General exam - cumulative)	139	150	160	170	
Governance  ▶ P49	Strengthening of governance	Rate of attendance of Standards of Conduct education (e-Learning)	100%	100%	100%	100%	
		Positive evaluation in Board of Directors Effectiveness Evaluation Survey	4.0 points	Higher than the previous fiscal year	Higher than the previous fiscal year	Higher than the previous fiscal year	 
		Ongoing implementation of voluntary monitoring program of internal control systems targeting all Group companies	Once	Once	Once	Once	
	Strengthening of cyber-resilience	Self-evaluation of degree of cyber security maturity	3.74	Higher than the previous fiscal year	Higher than the previous fiscal year	Higher than the previous fiscal year	

*1 Recorded based on fiscal year of activities (FY2024 result: new recruits joining in April 2025)

*2 The Group's total emissions reflecting the impact of business integration with Ricoh Company, Ltd., and transfer of inkjet head business to RISO KAGAKU CORPORATION

Environment

With everyone,
we will strive for a future that looks after the environment.

We put concern for the environment as a priority in all our business activities
so as to protect people's safety and health as well as the world's natural resources.



Environment

Toshiba Tec's Environmental Policy

Toshiba Tec Group formulated the Basic Policy for the Environment based on the corporate philosophy,
“Creating with You —Keeping our customers in mind all the time and everywhere—.”

► Toshiba Tec Group's Basic Policy for the Environment

Toshiba Tec Group holds environmental initiatives to be one of its top priority tasks in corporate management, guided by the Corporate Philosophy of the Toshiba Tec Group. We will strive to create enriched value and ensure harmony with the world for people around the globe now and in the future. Through our environmental management that aims to achieve a decarbonized society, a resource-circulating society, and a society in harmony with nature, we, as a solution partner which solves problems at customer sites including retail stores and offices, will contribute to the realization of a sustainable society and the achievement of the SDGs, such as response to climate change, sustainable consumption and production, and turn on the promise of a new day.

Promoting environmental management harmonized with business operations

- Toshiba Tec Group assesses the impacts of its business activities and products and services on the environment (including biodiversity), sets environmental impact reduction targets, and implements environmental activities.
- Toshiba Tec Group continuously improves its environmental management through audits and activity reviews.
- Toshiba Tec Group complies with all laws and regulations, industry guidelines it has endorsed, and its own standards on the environment.
- Toshiba Tec Group further raises employees' environmental awareness, and the company as a whole makes efforts for environmental protection.
- Toshiba Tec Group operates globally and promotes environmental activities throughout the Group accordingly.

Reducing environmental impacts through business activities and offering environmentally conscious products and services

- Toshiba Tec Group recognizes that natural resources are finite, and it implements vigorous environmental measures to promote their effective, practical use in terms of both business activities as well as products and services.
- Toshiba Tec Group develops and provides environmentally conscious products and services that contribute to reducing environmental impacts throughout their life cycle.
- In all phases of activities, including the design, procurement, manufacturing, logistics, sales, and disposal phases, Toshiba Tec Group implements measures to decrease environmental impacts, such as those for response to climate change, efficient use of resources, and management of chemical substances.
- Toshiba Tec Group considers what value and meaning it can provide to society and strives to develop environmental technologies for the future in order to contribute to realizing a sustainable society.

Working together with stakeholders

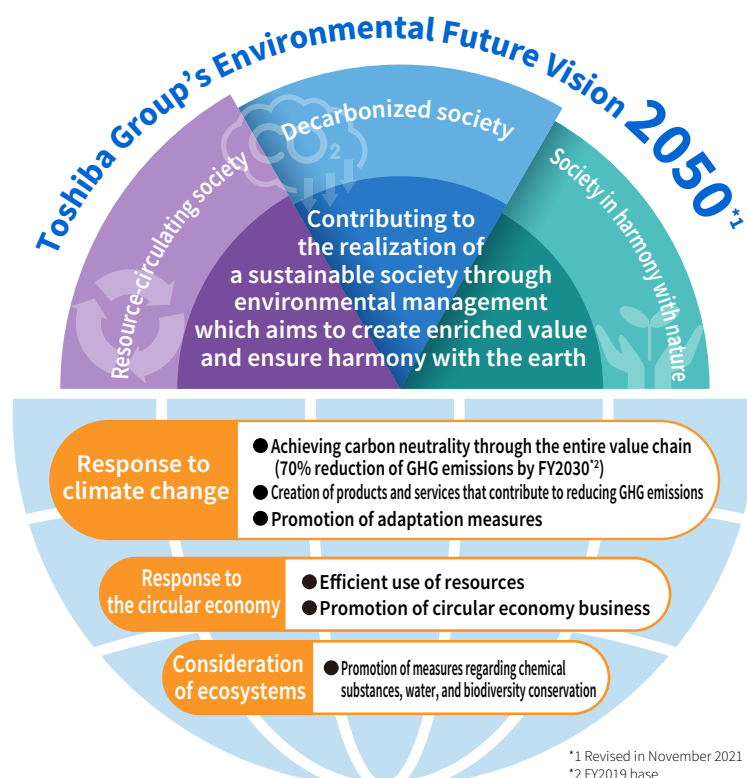
- Toshiba Tec Group actively communicates with stakeholders, such as local communities and society, and promotes environmental activities in collaboration with them.

Revised in April 2021

► Toshiba Group's Environmental Future Vision 2050

The Toshiba Group has set Environmental Future Vision 2050 with the goal of “contributing to the realization of a sustainable society through environmental management which aims to create enriched value and ensure harmony with the earth.” As a member of the Toshiba Group, Toshiba Tec also aims to realize a sustainable society under Environmental Future Vision 2050—in other words, a decarbonized society, a resource-circulating society, and a society in harmony with nature.

To realize our vision in 2050, we will promote the implementation of initiatives in three areas, namely, “response to climate change,” “response to the circular economy,” and “consideration of ecosystems,” as important pillars of environmental management; strive to integrate business activities with environmental activities; and contribute to the realization of a sustainable society and the achievement of the SDGs, such as climate change mitigation and sustainable consumption and production.



► Environmental Management Promotion Structure

At Toshiba Tec Group, the Corporate Environmental Officer reports climate change and other important environmental issues, especially key agendas concerning corporate management risks and opportunities, to the President at Management Committee meetings to ensure that they are reflected in the Group's management strategies.

Climate change and other environmental policies, strategies, and measures are discussed at the Corporate Environmental Conference presided over by the President (Environmental Management Officer) before deliberation and resolution by the Management Committee. The conference takes place semiannually, with the participation of each business division's Environmental Management Officer, the Environmental Promotion Officer, Corporate Staff Group-related Manager, and the Sustainability and Environmental Affairs Division.



► The 8th Environmental Action Plan

Based on Toshiba Group's Environmental Future Vision 2050, Toshiba Tec Group has formulated the 8th Environmental Action Plan, which consists of "response to climate change," "response to the circular economy," "consideration of ecosystems," and "business-specific KPIs" and covers the period from FY2024 to FY2026. We have set targets for each fiscal year and are promoting relevant activities. In FY2024, we have achieved the target for every indicator.

Activity area		Activity content		Indicator	FY2024 target*5	FY2025 target*5	FY2026 target*5	FY2024 result*5
Response to climate change	Business activities	Reduction of the total amount of GHG emissions (Scope 1 + 2)		The total amount of GHG emissions (thousand t-CO ₂)*1	15.3	7.7	6.2	14.9
	Overall	Reduction of the total amount of GHG emissions (Scope 3)		The total amount of GHG emissions (thousand t-CO ₂)	293	284	275	237
	Products & services	Contribution to GHG reduction in the entire society	Contribution to GHG reduction by providing energy-saving products	GHG reduction amount during product use (thousand t-CO ₂)*2	604	576	589	759
Response to the circular economy	Products & services	Increasing the amount of resources saved		The amount of resources saved (thousand t)*3	21.3	20.8	20.7	25.5
	Business activities	Reduction of the amount of generated waste (improvement in intensity)		Total waste emission intensity (t/million yen)	1% improvement in 5-year average intensity			15% improvement in 5-year average intensity
Consideration of ecosystems	Business activities	Efficient use of water resources (improvement in intensity)		Received water volume intensity (m3/million yen)	1% improvement in 5-year average intensity			18% improvement in 5-year average intensity
	Business activities	Reduction of the amount of released chemical substances (improvement in intensity)		Total chemical substances emission intensity (kg/million yen)	1% improvement in 5-year average intensity			12% improvement in 5-year average intensity
	Sites activities	Promotion of biodiversity conservation activities that contribute to the Kunming-Montreal Global Biodiversity Framework (GBF) targets		Activities to meet Toshiba Gr. 7 targets selected from the Kunming-Montreal Global Biodiversity Framework (GBF)	Deepening and expanding biodiversity conservation activities at all sites by setting activities in line with Toshiba Gr. 7 targets			Implemented at all manufacturing sites
Business-specific KPIs		Increasing the amount of plastic resources recycled		The amount of plastic resources recycled (t)*4	493	475	482	658

*1 For the calculation of CO₂ emissions from electricity, emission factors provided by each electric power company are used

*2 Obtained by deducting total GHG emissions of shipped products during product lifetime from total GHG emissions of assumed substitute products during product lifetime

*3 Obtained by deducting the total material input of shipped products from the total material input of assumed substitute products

*4 The amount of recycled plastics and bioplastics used (including packaging materials)

*5 Reflecting the impact of business integration of MFP development and manufacturing with Ricoh Company, Ltd., and transfer of inkjet head business to RISO KAGAKU CORPORATION

► Environmental Audit

■ Toshiba Group's comprehensive environmental audit system

Since FY1993, we have been conducting environmental audits in accordance with the comprehensive environmental audit system established by Toshiba to improve environmental management. This audit system consists of corporate-wide environmental management audits, environmental audits of manufacturing and non-manufacturing sites, and environmental technology audits of products of business groups. We have continued to develop new audit personnel and implement training to enhance the compliance system.



Emergency response drills



On-site audit



Audit results reporting meeting

Information Disclosure Based on the TCFD Recommendations

The impact of climate change is intensifying every year, and society's interest in this issue is on the rise, triggering demands that companies step up their actions. The Task Force on Climate-related Financial Disclosures (TCFD), which was established by the Financial Stability Board, published its final report in 2017 that urged companies to disclose information on their climate-related risks and opportunities. Toshiba Tec Group aims to proactively disclose information on climate change in the four areas (Governance, Strategy, Risk Management, and Metrics and Targets) specified by the TCFD.

Toshiba Group has endorsed the TCFD recommendations and is a member of the TCFD Consortium, which aims to promote actions by organizations in Japan in support of the TCFD recommendations.

► Governance

At Toshiba Tec Group, for important sustainability issues including climate change, especially key challenges concerning risks and opportunities that affect corporate management of Toshiba Tec Group, policies and action plans to address them are discussed and resolved by the Management Committee meetings and then reported to the Board of Directors. The Board of Directors has the responsibility and authority to supervise risks and opportunities related to overall sustainability. After receiving reports on matters discussed and resolved by the Management Committee meetings, the Board of Directors discusses and supervises the Group's policies and action plans to address sustainability risks and opportunities. In addition, policies and action plans discussed by the Board of Directors are reflected in the Group's management strategy, and its progress is managed by the Management Committee and reported to the Board of Directors on a regular basis.

Detailed policies and action plans to address environment-related issues including climate change are discussed at the Management Committee meetings or the Corporate Environmental Conference headed by the President. The conference takes place semiannually, with the participation of each business division's Environmental Management Officer, the Environmental Promotion Officer, the Corporate Staff Group-related Manager, and the Sustainability and Environmental Affairs Division.

► Strategy

■ Setting scenarios

In scenario analysis, we set up the following two scenarios:

● 1.5°C scenario:

For mainly transition risks and opportunities, we use the NZE2050 scenarios created by the International Energy Agency (IEA), assuming a world where the temperature increases by 1.5°C. This scenario predicts increase in costs due to carbon tax, energy-saving related regulations, the introduction of renewable energy, etc., as well as increase in business opportunities due to the growing demand for energy technologies to realize decarbonization and energy-saving products and services.

● 4°C scenario:

For mainly physical risks and opportunities, we use the RCP8.5 scenario by the Intergovernmental Panel on Climate Change (IPCC), assuming a world where the temperature increases by 4°C. Although this scenario does not predict a greater impact of regulations and technology than the 1.5°C scenario, the impact of physical damage such as greater risk of natural disasters like typhoons and flooding caused by unusual weather may increase.

■ Analysis method

● Scope:

We perform scenario analysis for both our Retail Solutions Business Groups and Workplace Solutions Business Groups in order to identify the risks and opportunities specific to each business. Not stopping at the initiatives of our own company, the analysis covers the entire value chain including the upstream (suppliers) and downstream (customers, users).

● Time frames:

Three time frames are set (short-, medium-, and long-terms). Short-term covers 0 to 3 years later, medium-term covers 4 to 10 years later (up to FY2030), and long-term covers 11 to 30 years later (up to FY2050).

● Analysis steps:

We conduct scenario analysis in line with the steps, "Risk importance assessment," "Definition of scenario groups," "Business impact assessment," and "Definition of countermeasures" based on the TCFD recommendations. In the latest scenario analysis, we will conduct analysis in the business areas listed in the "Scope" above, evaluate the level of importance, and proceed to consider countermeasures for those of high importance and priority.

■ Analysis results

The main results of the latest scenario analysis of our risks and opportunities are as follows.

● Risks common to Retail and Workplace

Type	Risks or opportunities	Time frames	Response
Risks	Policy and legal	Short-to medium-term	<ul style="list-style-type: none"> Planned introduction of renewable energy at our sites. Planned introduction and renewal of energy-saving equipment at our sites. Investigating trends in policies and laws (carbon taxes, emissions trading schemes, etc.) in each country and reviewing investment plans for renewable energy and energy conservation to reduce energy cost increases in the company.
			<ul style="list-style-type: none"> Consideration of the criteria for introducing renewable energy at the time of selecting suppliers and partner collaboration.
		Medium-term	<ul style="list-style-type: none"> Survey of trends in energy-saving technologies in products, development of elemental technologies, and human resource development. Trend survey and adoption study of key units and components with high energy-saving performance. Establishment of product recycling/reuse systems. Establishment of systems for collecting empty toner cartridges. Improvement of efficiency of product-related process and cost reduction measures. Research on product-related policy and legal trends in target countries and review of plans for products.
			<ul style="list-style-type: none"> Consideration of adequate disclosure content, budgetary measures, and appropriate disclosure.
	Technology	Medium-term	<ul style="list-style-type: none"> Survey of trends in energy-saving technologies in products, development of elemental technologies, and human resource development. Trend survey and adoption study of key units and components with high energy-saving performance. Review of product development and sales plans suitable for energy-saving technology trends.
			<ul style="list-style-type: none"> Study and proposal of energy-saving by solutions. Feasibility study of renewable energy by solutions.
		Short-to medium-term	<ul style="list-style-type: none"> Establishment of service technologies not requiring service engineer's visits (further permeation of remote service tools, self-maintenance by customers themselves through a shift to CRU).
	Market	Medium-term	<ul style="list-style-type: none"> Survey of market trends and customer requirements for energy-saving in products. Review of product development plans and sales plans suitable for market trends and customer requests. Consideration of effective energy conservation advocacy.
			<ul style="list-style-type: none"> Procurement/logistics suppliers survey and request for cooperation to reduce increased energy costs. Finding new suppliers for multiple procurement/logistics transactions.
	Reputation	Medium-term	<ul style="list-style-type: none"> Planned implementation of climate change measures in light of external requirements. Consideration of adequate disclosure content, budgetary measures, and appropriate disclosure.
Physical risks	Acute	Long-term	<ul style="list-style-type: none"> Formulation of BCP measures in regions and at each site where there is assumed to be a risk of large-scale extreme weather events. Confirmation of BCP measures in assessments at the time of construction of new sites.
			<ul style="list-style-type: none"> Survey of location/BCP measures of suppliers and logistics providers, as well as consideration of cooperation requests. Arrangements for the availability of multiple suppliers and logistics providers.
	Chronic	Long-term	<ul style="list-style-type: none"> Prediction of heavy rainfall and precipitation at the locations of our sites and formulation of countermeasures. Prediction of temperature rise at the locations of our sites and formulation of countermeasures. Prediction of sea level rise at the locations of our sites and formulation of countermeasures.

● Opportunities in the Retail Solutions Business

Type	Risks or opportunities	Time frames	Response
Opportunities	<ul style="list-style-type: none"> ● Increased demand for energy-saving products in the Retail Solutions Business. <ul style="list-style-type: none"> — Increase in revenues from expanded sales of energy-saving POS products to new markets. 	Medium-term	<ul style="list-style-type: none"> ● Survey of trends in energy-saving technologies in POS products, development of elemental technologies, and human resource development. ● Trend survey and adoption study of key units and components with high energy-saving performance. ● Consideration of sales strategy for energy-saving POS products.
	<ul style="list-style-type: none"> ● Increase in demand for services in the Retail Solutions Business that contribute to customers' activities to reduce environmental burden. <ul style="list-style-type: none"> — Increase in retail media (ad serving service) revenue due to expansion of Smart Receipt®. — Increase in data service revenues such as data sales revenues due to more data collected via ID-POS in line with the expansion of Smart Receipt®. 		<ul style="list-style-type: none"> ● Consideration of a sales strategy for securing more Smart Receipt® orders. ● Data service platform enhancements.
	<ul style="list-style-type: none"> ● Higher demand for products and services that contribute to preventing an increase in food waste due to shortened food consumption periods. <ul style="list-style-type: none"> — Increase in profit of POS panel data business to restaurants. — Contribution to the prevention of waste loss and increased revenue thereof through restaurant visit forecasting and menu trend analysis. — Increased revenue through contribution to the prevention of increased food waste loss at mass retailers. 		<ul style="list-style-type: none"> ● Development of products and services and consideration of partner collaboration for expansion of business. ● Data service platform enhancements.

Opportunities in the Workplace Solutions Business

Type	Risks or opportunities	Time frames	Response
Opportunities	<ul style="list-style-type: none"> ● Increased demand for energy-saving products in the Workplace Solutions Business <ul style="list-style-type: none"> — Increase in profit due to sales expansion of liner-less label (mount-less label) printers, etc. — Increase in profit due to expanded sales of re-furnished (used) MFP products. 	Short-to medium-term	<ul style="list-style-type: none"> ● Survey of trends in energy-saving technologies, development of elemental technologies, and human resource development in MFP/Auto-ID products. ● Trend survey and adoption study of key units and components with high energy-saving performance. ● Consideration of sales strategy of energy-saving MFP/Auto-ID products. ● Consideration of product design for MFP/Auto-ID products that are easy to reuse, and the construction of reusable sites/lines.
	<ul style="list-style-type: none"> ● Increase in demand for services in the Workplace Solutions Business that contribute to customers' activities to reduce environmental burden. <ul style="list-style-type: none"> — Increase in revenue due to expanded sales of MPS/MDS (customer printing system optimization) solutions. 	Medium-term	<ul style="list-style-type: none"> ● Consideration of the development and effects of new eco solutions/services..

■ Response measures

The measures to address the risks and opportunities identified and evaluated in the above scenario analysis will be incorporated as part of future medium-term business plans in each business area, and progress will be managed on a regular basis.

Response to climate change has also been set as a priority item in our Toshiba Group's Environmental Future Vision 2050. In addition, since most of the GHG emissions in the entire value chain of Toshiba Tec Group are generated during the use of our

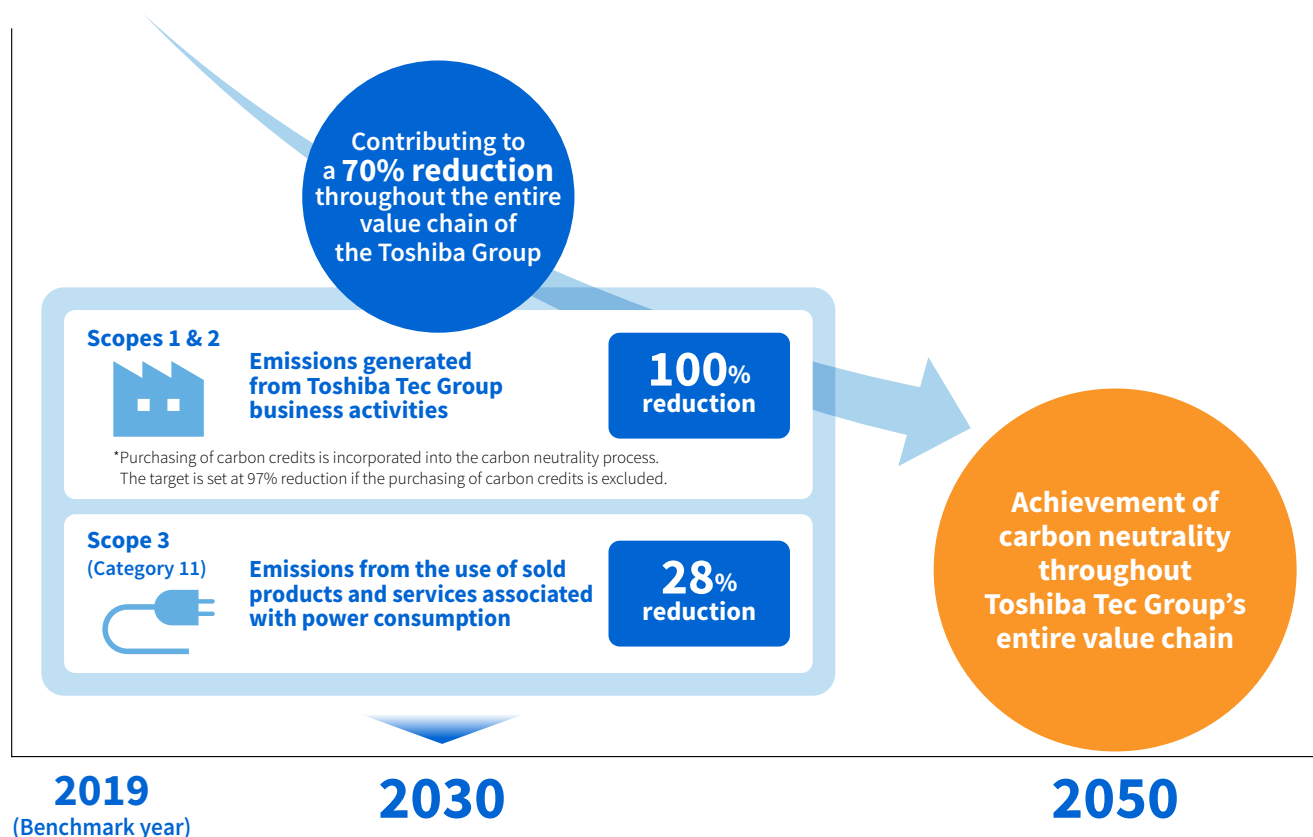
products and services, we will take appropriate measures such as improving the energy-saving performance of our products and services and expanding businesses that are compatible with a decarbonized society. We will continue to incorporate the results of scenario analysis into Toshiba Tec Group's business strategies to ensure sustainable corporate management while appropriately responding to the risks and opportunities of climate change.

► Risk Management

Toshiba Tec Group's risk management related to climate change is integrated into the company-wide risk management process. For each matter that could majorly impact the Group's management, including climate change-related risk, the Business Risk Review Committee conducts risk assessment, and then those considered to be of particularly high concern from the perspective of business risk are discussed at Management Committee meetings. Moreover, all risks and opportunities evaluated and identified as relating to climate change are shared through the Corporate Environmental Conference and managed under the above-mentioned promotion system.

► Metrics and Targets

Toshiba Tec Group is aiming to achieve carbon neutrality by FY2050 throughout the value chain. Also, as milestones, we have set the below targets and are striving to achieve them by FY2030.



- Reduce the total of Scope 1*¹ and Scope 2*² (GHG emissions generated from Toshiba Tec Group business activities) **by 100% by FY2030.**

*Purchasing of carbon credits is incorporated into the carbon neutrality process. The target is set at 97% reduction if the purchasing of carbon credits is excluded.

- Reduce GHG emissions from the use of sold products and services associated with power consumption*³ sold in Scope 3*⁴ **by 28% by FY2030.**

*1 Direct GHG emissions via the use of fuel at Toshiba Tec Group

*2 Indirect GHG emissions via the use of power and heat purchased by Toshiba Tec Group

*3 Retail and printing products, etc.

*4 Indirect GHG emissions other than Scopes 1 & 2 that arise from Toshiba Tec Group's value chain (raw material procurement, logistics, sale, disposal, etc.)

► Acquisition of SBT Certification

Toshiba Group's net zero targets*⁵ have been certified by the Science Based Targets initiative (SBTi). The Group's FY2030 reduction targets, interim milestones toward achieving net zero, have also been raised to meet the new "1.5°C pathways," up from the "well-below 2°C pathways" of the SBTi Certification that the Group obtained in FY2020.



*5 Science-based targets are scientifically grounded GHG reduction targets set by companies on a medium- to long-term basis in order to restrain the global average temperature increase to well below 2°C above pre-industrial levels and to pursue efforts to limit the temperature increase even further to 1.5°C. Science-based targets are validated by SBTi.

Promoting Environmental Management Harmonized with Business Operations

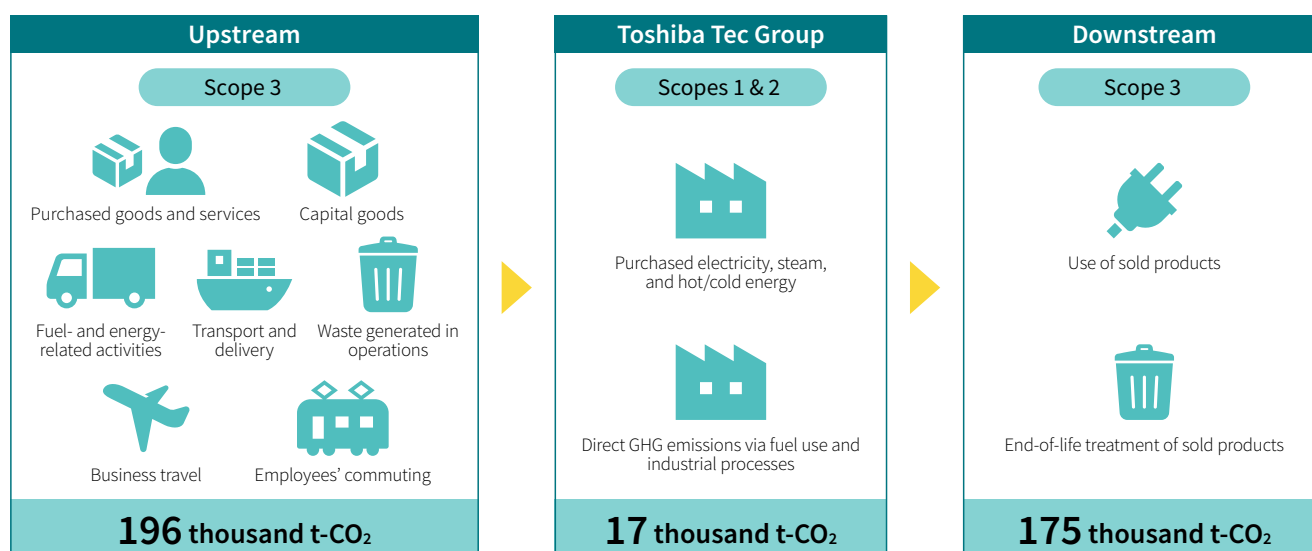
► GHG Emissions in the Supply Chain

As climate change becomes an increasingly serious issue, companies must manage not only their own greenhouse gas (GHG)*¹ emissions but also emissions generated across their entire value chain. Based on the GHG Protocol*², which provides international standards for calculating GHG emissions, and the Ministry of the Environment's Basic Guidelines for Calculating GHG Emissions throughout the Value Chain, Toshiba Tec Group calculates indirect GHG emissions generated outside the scope of its own business activities (Scope 3) in addition to its own emissions (Scopes 1 & 2) in accordance with Toshiba Group's Policy. Toshiba Tec Group will continue working effectively throughout product lifecycles by quantitatively analyzing emissions per category as described above.

Target sites:
Toshiba Tec Head Office, Shizuoka Business Center,
1 domestic and
2 overseas manufacturing group companies

*1 CO₂, CH₄, N₂O, HFCs, PFCs, SF₆, NF₃

*2 The Greenhouse Gas Protocol (GHG Protocol): Guidelines for calculating and reporting GHG emissions formulated by companies, NGOs, and government organizations around the world under the leadership of the World Resources Institute (WRI) and the World Business Council for Sustainable Development (WBCSD)



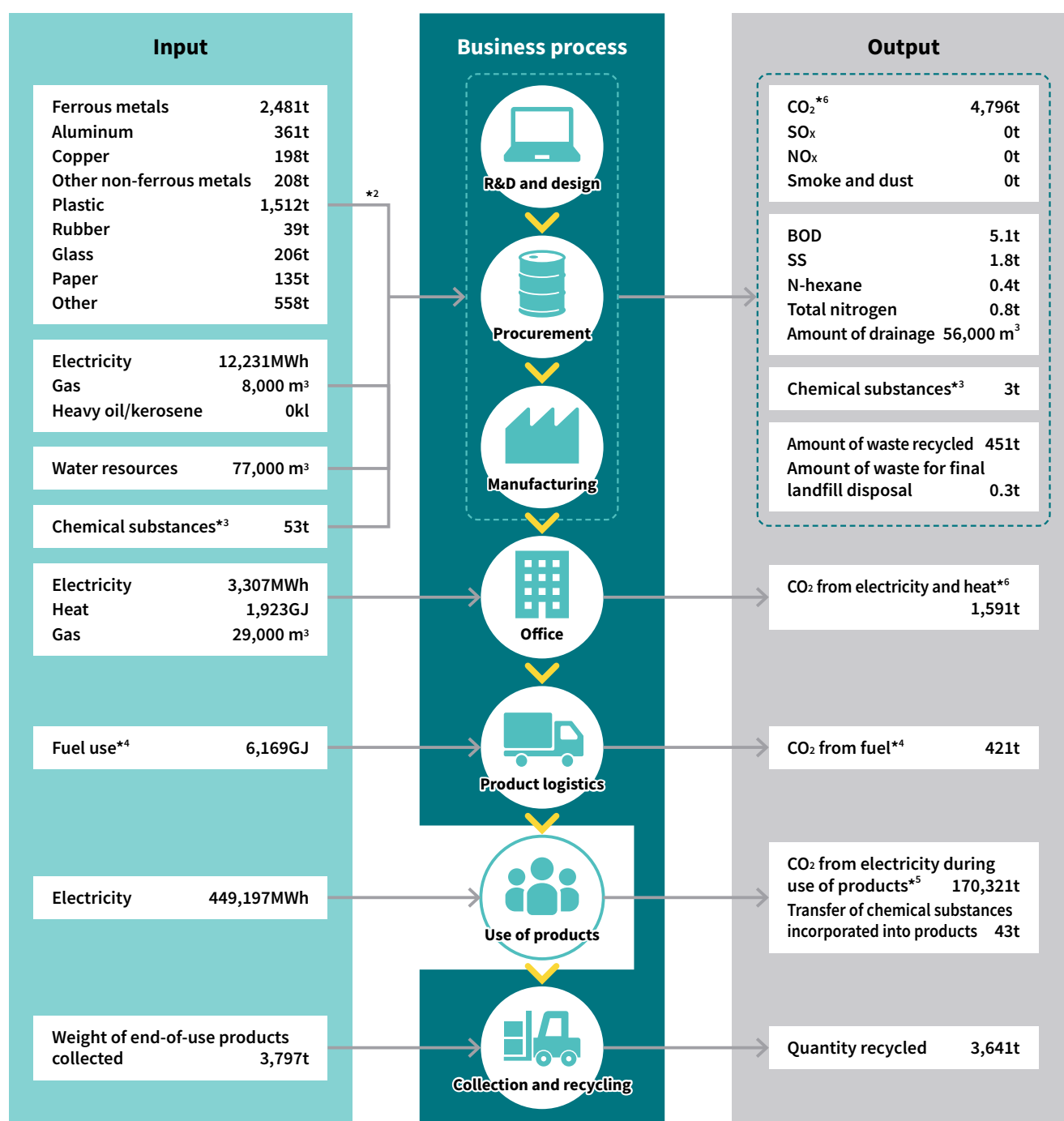
Classification	Category	FY2023 calculation results (thousand t-CO ₂)	FY2024 calculation results (thousand t-CO ₂)	Percent change in emissions	Remarks
Upstream	1 Purchased goods and services	123.3	116.8	95%	
	2 Capital goods	62.9	70.3	112%	
	3 Fuel- and energy-related activities not included in Scopes 1 & 2	6.0	2.6	43%	
	4 Transport and delivery (upstream)	2.6	2.5	97%	
	5 Waste generated in operations	0.2	0.2	96%	
	6 Business travel	4.0	2.8	70%	
	7 Employees' commuting	1.0	1.0	97%	
	8 Leased assets (upstream)	—	—	—	This category does not apply to Toshiba Tec Group's business.
Toshiba Tec Group	9 Direct emissions (Scope 1)	3.7	2.6	72%	
	10 Indirect emissions from energy use (Scope 2)	34.1	14.6	43%	The figures include contribution based on green certificates.
Downstream	11 Transport and delivery (downstream)	—	—	—	This category does not apply to Toshiba Tec Group's business.
	12 Processing of sold products	—	—	—	This category does not apply to Toshiba Tec Group's business.
	13 Use of sold products	163.3	170.3	104%	
	14 End-of-life treatment of sold products	4.2	4.2	100%	
	15 Leased assets (downstream)	—	—	—	This category does not apply to Toshiba Tec Group's business.
	16 Franchising	—	—	—	This category does not apply to Toshiba Tec Group's business.
	17 Investment	—	—	—	This category does not apply to Toshiba Tec Group's business.
Total		405.3	387.9	95%	

▶ Environmental Impact throughout the Life Cycle in FY2024

We reduce the environmental impact in our manufacturing processes and develop environmentally conscious products to understand, analyze, and reduce the impact at each stage of the product life cycle.

We procure raw materials and components from suppliers, and manufacture and ship our products. We transport finished products to distributors or warehouses via outsourced forwarding agents. Then, we collect end-of-use products from customers, wherever possible, for reuse and recycling. At the manufacturing stage, CO₂ emissions from total energy consumption at plants and offices were 4,796 t-CO₂ and 1,591 t-CO₂ respectively. The release of chemical substances into the atmosphere and water was 3 tons. The amount of waste recycled was 451 tons and the amount of waste landfilled was 0.3 tons. CO₂ emissions from major products shipped in FY2024 throughout their product life are estimated to be 170,321 t-CO₂.

■ Environmental impact in FY2024*¹



*1 Target sites: Toshiba Tec Osaki Office and Shizuoka Business Center

*2 Inputs of materials and parts: Calculated based on material procurement data using the Toshiba Group's proprietary method

*3 Target chemical substances: 551 types specified by Toshiba

*4 Product logistics: CO₂ emissions from outsourced transportation

*5 CO₂ during use of products: CO₂ emissions from major products shipped in FY2024 throughout their product life

*6 CO₂ emission factor used for calculation is 0.531 t-CO₂/thousand kWh

Environment

► Biodiversity Conservation Activities

Recognizing sound and stable natural capital as a fundamental element of our business management, we promote the conservation of biodiversity, which is essential to natural capital. Under the 8th Environmental Action Plan, we pursue seven targets selected from the Kunming-Montreal Global Biodiversity Framework (GBF) at each site. Our contribution to the achievement of “Nature Positive” will continue through the mitigation of negative impacts and the creation of positive impacts on nature in our value chain.

Target 3 : 30 by 30
 Target 4 : Species and gene conservation
 Target 6 : Invasive species control
 Target 7 : Pollution prevention/reduction
 Target 8 : Climate change measures
 Target 11 : Utilization of nature's regulatory functions
 Target 12 : Securing green and water-friendly spaces

Toshiba Tec Shizuoka Business Center



Nurturing rare species of black Japanese rice fish and creating its habitat



Growing rare species of Mishimasaiko (Bupleurum Root)

Toshiba Tec Singapore Pte Ltd.



Coastal cleaning activities



Tree-planting activities with local companies



Exhibition on environmental conservation activities in workplaces and environmental awareness campaigns

P.T. Tec Indonesia



Coastal cleaning activities



Joint planting of rare tree species with a neighboring junior high school

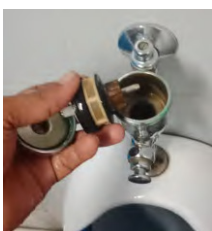


Exhibition on environmental conservation activities in workplaces and environmental awareness campaigns

► Global Environmental Action

We have defined “Energy,” “Resources,” “Chemical Substances,” “Water,” and “Nature” as five themes of our global environment action and are continuously working in these areas. In FY2024, we conducted various activities mainly focused on “Water.”

Theme: Water

Efficient use of rainwater
P.T. Tec IndonesiaLeakage inspection of internal facilities
P.T. Tec Indonesia

Other themes

Clean-up and greenery-conservation activities in neighborhood communities
Toshiba Global Commerce Solutions, Inc., Toshiba Tec Singapore Pte Ltd., P.T. Tec Indonesia, and Toshiba Tec Shizuoka Business Center

► Topics

Topics

Response to climate change

Switching to LED lighting

Every year, we are switching to LED lighting at all manufacturing sites in a planned manner, thereby promoting energy saving. We also strive to reduce the number of lights while maintaining adequate illumination by optimizing the placement of LED lights.



Introduction of solar panels

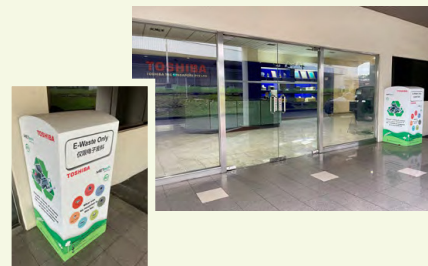
In order to realize power supply through solar power generation, multiple sites have introduced solar power panels on a small scale.



Reduction of waste and efficient use of resources

A system in which end-of-use electric appliances can be collected at any time has been established in cooperation with authorized processors.

We also ask suppliers to cooperate in setting up collection boxes to promote circular economy.



► Green Procurement

As our environmental effort at the stage of raw materials procurement, we are committed to green procurement with an aim to procure materials with a lower environmental impact.

■ Suppliers' activities for environmental conservation

We prioritize suppliers who perform proactive activities for environmental conservation. We have prepared the Guidelines for Green Procurement in Japanese, English, and Chinese to check the status of implementation of suppliers.

■ Data utilization

We request our suppliers to provide data on chemical substances contained in the material to be supplied, and use the information management system for chemical substances contained in products to aggregate the data. We utilize the collected data to develop environmentally conscious products.

■ Control of environment-related substances in items for procurement

We request our suppliers to comply with environment-related laws, regulations, and control standards, such as RoHS and REACH that are originally established in Europe but now, widely implemented in the rest of the world. We also request them to provide parts and raw materials with a lower environmental impact.

Control of environment-related substances

1. Familiarize all related divisions and suppliers with control of environment-related substances
2. Fulfill the requirements for control of environment-related substances
3. Complete the survey on the status of use of environment-related substances
4. Obtain information necessary to complete the above survey
5. Perform sample tests or obtain sample test results from suppliers if necessary
6. Investigate suppliers' control systems
7. Stay updated on which chemical substances will be prohibited

► Collection and Recycling

We are committed to collecting and recycling end-of-use products on a global basis.

■ Japan

We collect end-of-use products at our sales sites and perform process checks on recycling contractors to increase the collection and recycling rates.

■ Overseas

In Asia, Europe, Australia, and North America, we implement the end-of-use MFP and toner cartridge collection and recycling program in collaboration with other companies.

■ Compliance with the EU WEEE Directive

Under the EU WEEE Directive, the EU member states place obligations on producers, such as the recycling of electrical and electronic equipment. Toshiba Tec Group ensures compliance with the relevant requirements in each country by taking actions such as registering as a producer and joining a recycling scheme through the local subsidiary.

Environmental Accounting

We adopt environmental accounting to quantitatively understand the environmental conservation costs and benefits, and utilize the quantitative data as guidelines for our business activities. For environmental conservation costs on a consolidated basis in fiscal 2024, total capital investments were 130 million yen and total expenses were 680 million yen. Total environmental benefits were 2.87 billion yen.

Target sites: Toshiba Tec Head Office, Shizuoka Business Center, 1 domestic and 2 overseas manufacturing group companies
Target period: April 1, 2024 to March 31, 2025

Note: Some figures are estimates.

Environmental conservation costs

(Unit: Millions of yen)

Category	Description	Investments		Costs		Changes in costs from FY2023	
		Consolidated	Non-consolidated	Consolidated	Non-consolidated	Consolidated	Non-consolidated
(1) Business area costs	Reduction of environmental impacts (i) to (iii)	133.3	123.2	178.1	168.1	-14.0	58.7
(i) Pollution prevention costs	Prevention of air, water, and soil pollution, etc.	7.2	7.2	16.1	11.8	-19.0	0.6
(ii) Global environmental conservation costs	Global warming prevention, ozone layer protection, etc.	116.8	106.7	125.4	120.6	15.9	48.2
(iii) Resource recycling costs	Recycling of waste, etc.	9.3	9.3	36.6	35.6	-10.9	9.8
(2) Upstream/downstream costs	Green procurement, collection/recycling of end-of-use products, etc.	0.0	0.0	131.4	131.4	51.3	51.3
(3) Administration costs	Establishment of EMS, environmental education, tree planting/clean-up activities, etc.	0.0	0.0	230.6	229.4	-8.2	12.4
(4) R&D costs	Technical development for environmentally conscious products, etc.	0.0	0.0	138.9	138.9	-37.5	-37.5
(5) Social costs	Donations and support to groups/organizations, etc.	0.0	0.0	0.3	0.0	-1.1	0.0
(6) Environmental damage restoration costs	Recovery of soil pollution, etc.	0.0	0.0	0.1	0.1	0.0	0.0
Total		133.3	123.2	679.4	667.9	-9.5	84.9

Environmental conservation benefits

(Unit: Millions of yen)

Category	Description	Amounts	Calculation method
A Actual benefits	Reduced charges for electricity and water, etc.	375	The amount of money, such as electricity charges and waste disposal costs, that was saved compared with the previous fiscal year plus earnings from the sale of objects with value.
B Assumed benefits	Reduced environmental impacts on water and atmosphere in monetary value	94	The amount of money was calculated by multiplying the cadmium equivalent value of each substance obtained from environmental standards and the American Conference of Governmental Industrial Hygienists Threshold Limit Value (ACGIH-TLV) by damage compensation for cadmium pollution. This calculation method provides a means of showing reductions in environmental impacts on the atmosphere, hydrosphere, and soil and makes it possible to compare the environmental impacts of different substances using the same standard by converting the impacts into monetary values.
C Customer benefits	Benefits of impacts reduced during product use in monetary value	2,405	Environmental impact reduction benefits during product use are evaluated in physical quantity units and monetary units. Energy-saving benefits are calculated by using the following equation: Benefits (yen) = Σ [(electricity consumption per year of the former model - electricity consumption per year of the new model) \times number of units sold per year \times benchmark unit price of electricity charge]
Total amount		2,874	

A Breakdown of actual benefits

Item	Reduction of environmental impact*	Benefits measured in monetary values (millions of yen)
Energy	174,100GJ	368
Waste	583.0t	2
Water	-56,000 m ³	5
Total amount		375

B Breakdown of assumed benefits

Item	Reduction of environmental impact*	Benefits measured in monetary values (millions of yen)
Benefits from reduction of chemical substances emissions	1.9t	94

C Breakdown of customer benefits

Item		Reduction of environmental impact*	Benefits measured in monetary values (millions of yen)
Benefits from reduction of environmental impact during product use	Electricity	60,520,000 kWh	1,876
	Paper rolls	897t	529
Total amount			2,405

*The reduction of environmental impact indicates the differences between FY2023 and FY2024. Negative figures show an increase in environmental impact beyond the benefits from reduction due to increased production, etc.

Environmental communication

► Recognitions from external parties

■ Our linerless dual-sided label printer earns Gold Stevie® Award 2024

The DL1024 linerless dual-sided label printer, a product offered by our subsidiary Toshiba America Business Solutions, Inc., received the Gold Stevie® Award 2024 in the American Business Awards® category. This product thermally prints on both sides of a linerless label, or a label without using a backing material. This eliminates the need to separately print a statement slip as such information can be printed on the back of the label, and even the plastic pouch for the slip is unnecessary. The award was given in recognition of the product's ability to enable organizations to function and operate more sustainably.



■ Toshiba Tec receives "A" rank in Somo's environmental survey

We were rated "A" in the Buna-no-Mori Environmental Questionnaire, an environmental survey independently conducted by Somo Asset Management Co., Ltd. This is the highest level in the ranking system from A to D. The asset management company references the survey results when selecting investees.

► Environmental education

We annually provide e-learning training on general knowledge and trends in the environment as well as the overall environmental management of Toshiba Tec Group for all employees.

At our manufacturing sites, employees are also trained on the handling of chemical substances and other topics related to local environmental conservation.



Social

We work on human capital-oriented management and CSR efforts implemented through supply chains. We put customer satisfaction and solving social issues first when developing and providing products and solution proposals.



Social

Respect for Human Rights

We comply with universal principles regarding human rights and labor practices worldwide, and respect human rights through sound business activities.

► Policy on Respect for Human Rights

Toshiba Tec Group has designated “Respect for Human Rights” as Article 1 in the Toshiba Tec Group Standards of Conduct and declares that it will conduct its corporate activities with due consideration for human rights. In March 2023, Toshiba Tec Group revised the Toshiba Tec Group Human Rights Policy and disseminated it to all employees, including those of its domestic and overseas subsidiaries, to further clarify its stance and commitment to human rights by specifying policies related to the scope of application, governance structure, remedies and corrections, education, and information disclosure. With the globalization of business, various human rights issues have become more prominent social problems than ever before. Amid this, companies that are expanding their business globally are increasingly required to disclose information on their human rights initiatives, and are being asked to address human rights issues related to their corporate activities. We understand that corporate activities may have an impact on human rights and the need to comply with international standards on business and human rights. We will fulfill our responsibilities as a company by respecting the human rights of all stakeholders involved in Toshiba Tec Group’s corporate activities and by conducting human rights due diligence.

 [Toshiba Tec Group Human Rights Policy](#) 

► Monitoring of Human Rights

Toshiba Tec monitors human rights initiatives implemented by its domestic and overseas group companies and the actual status using the Risk Assessment Program (RAP) for human rights administered by the Toshiba Group. In fiscal 2024, we surveyed our 19 domestic and overseas subsidiaries on 37 questions concerning child labor, forced labor, working hours, wages, safety control and healthcare, responses to harassment, and other issues. As a member of the Toshiba Group, Toshiba Tec will continue to conduct monitoring and promote this initiative as a measure to proactively prevent human rights issues.

► Education and Enlightenment on Respect for Human Rights

With the aim of establishing a discrimination-free organization that provides job satisfaction, we encourage our employees to foster awareness of human rights. We provide position-based education on human rights for new employees, newly appointed managers, and so on. During a period of Human Rights Week established by the Ministry of Justice, a Human Rights Week message is communicated from the President to all employees to keep informing them of the importance of human rights. We continuously offer internal education about human rights risks, harassment elimination, and forbiddance of discrimination in business activities.

Topics Elimination of Harassment



Our Group Standards of Conduct, “Respect for Human Rights,” stipulates that we shall avoid any violation of human rights based on race, religion, sex, national origin, physical disability, age or sexual orientation, and avoid physical abuse, sexual harassment, power harassment (i.e., bullying or harassment by superiors in the office) or violation of the human rights of others. As such, we are continuing our efforts to foster awareness within the company to create a comfortable workplace where all executives and employees respect each other. Based on our strong stance that we will never tolerate any act of harassment, we are thoroughly implementing ongoing countermeasures, such as e-learning, company-wide questionnaires, and training programs by position, mainly during “Workplace Harassment Elimination Month.” We aim to create a workplace environment with “excitement” and a sense of job satisfaction, where all employees feel respected as a human being, acknowledged, and welcomed.

Human Resource Development

We have fair personnel systems in place to help diverse employees play active roles by fully demonstrating their abilities, as well as make efforts to develop and deploy human resources.

► Human Resource Utilization and Development

We have incorporated “respecting the individuality of each employee, striving to promote each one’s abilities, and implementing a fair and appropriate system of evaluation and rewards” in our Management Principle, and aim to continue systematically securing and developing competent and competitive human resources to form a strong professional team that will continue to tirelessly seek new challenges for the growth and development of Toshiba Tec.

■ Human resources Toshiba Tec is aiming for

To realize our goal of being a global top solutions partner, Toshiba Tec has revised our HR vision from “an image of the kind of people we seek” to “human resources we are aiming for,” establishing a vision of what all Toshiba Tec employees, including the management team, should want to be. To draw closer to that vision, under the theme of “People are Our Assets,” we are promoting measures to support the growth of our employees.

By introducing various career support measures, we will strengthen the development of career-autonomous human resources who can think independently about their own careers.

■ Career development support program

As part of our Human Resource Utilization and Development system, we have adopted the Career Design Program (CDP) since 2011 to create an individual development plan based on the CDP, and annually conduct interviews and reviews in order to ensure that employees continue to grow as professionals.

We also provide an opportunity for employees to develop their own careers, such as our Internal Job Posting System, in which employees themselves can apply for vacant posts announced by divisions. We also introduced a one-on-one interview system in fiscal 2021, where employees and their supervisors regularly meet one on one to foster mutual understanding, and thereby build a relationship of trust. The system is designed to help employees develop their career together with supervisors by making it easy for employees to share their own desired career from time to time. From fiscal 2024, we have increased our training programs to allow employees to address the career issues of their respective age groups, offering opportunities for employees of different age groups to play active roles at the relevant milestones.



Strengthening of Human Resources

Human Resources Toshiba Tec Group is Aiming for

People who, with their own intentions, aspirations, and enthusiasm, and from a sense of ownership as a concerned party, will question existing common wisdoms and assumptions anew through frank and honest dialogue, take action without fear of failure, and, learning lessons from such questioning and actions, realize the company's and their own growth.

■ Training program/education system

We provide an education system to establish a shared base for our employees and training programs that can respond to individual needs and career characteristics.

Training program by position		Training program by professional capacity/division				Executive development program		DX personnel development program		Basic training program/ Other					
Managers	Program for newly appointed general managers	Retail Academy	Sales and marketing program by position	Engineer training program	Production IE program	Staff training program	Selective executive development program	Selective global human resource development program	External transfer system	Program for all employees	Selective program	Compliance education	Company-wide common e-learning	IT upskilling program	Language program
	Follow-up program for managers														
	Program for newly appointed executives/managers														
	One-on-one program														
Specialists	S1 program	Retail Academy	Sales and marketing program by position	Engineer training program	Production IE program	Staff training program	Selective executive development program	Selective global human resource development program	External transfer system	Program for all employees	Selective program	Compliance education	Company-wide common e-learning	IT upskilling program	Language program
Non-managerial employees	S2 program														
	Mentor/elder program														
	Program for employees in the third year														
	Program for new employees														
	Program for new employees														

► Executive Development Programs

To realize our vision for human resources we are aiming for, we have clearly defined our major positions and conduct programs to develop the kind of people who will be able to fill those positions. The aim of these programs is to raise the quantity and quality of human resources and create a highly mobile organization by visualizing the respective experience, abilities, and qualities of each person and deploying and developing them strategically.



► Global HR Development

To realize our goal of being a global top solutions partner, we must ensure a competitive advantage in the global market. To this end, we conduct a variety of training programs that provide the foundations to increase the number of people who will be able to lead our efforts toward that goal. In addition to language programs, we deploy a range of measures, including practical programs, seminars to assist all employees to form a global mindset, and dispatching employees to overseas subsidiaries of the Group for training.

Global human resource development programs

Program	Overview	Intake per year
Global Mindset Seminar	Overcome mental barriers to global business and using English and understand the real picture of global business	All employees
Global Management Program (Basic Course)	Acquire the basic standards of global management, with a focus on knowledge and techniques	2
Global Management Program (Advanced Course)	Acquire techniques for solving one's own issues in global management standards	2
Short-term Overseas Training	Develop the leadership and management skills required of senior managers	2
Overseas Subsidiary Manager Program	Develop good "bridge-builders" who are able to communicate smoothly with Japan, targeting managers and manager candidates at overseas subsidiaries	5-10
Language Programs	Various programs, e.g. to strengthen speaking skills and improve TOEIC scores	200

► Expansion of Online Learning Services

In 2023, we introduced "LinkedIn Learning," an online learning service to develop human resources who will acquire an attitude of autonomous learning and think independently about their own careers.

Over 90% of those who registered in fiscal 2023 are using the service to not only acquire the knowledge that they need for their work, but also to voluntarily obtain information that they are personally interested in, spreading a culture of reskilling throughout the company.



► Development of Human Resources Who Will Create New Value

We introduced an external transfer system in fiscal 2019 as a measure to promote action for the creation of new businesses, with the aim of nurturing human resources and next-generation leaders capable of triggering innovation and organizational change. Twenty-one employees were transferred under the system by fiscal 2023. This is a training program to develop human resources who will create new value by experiencing the overwhelming speed of start-up businesses and acquiring the perspective of looking at the whole organization from a bird's-eye view, through a six-month transfer to work on-site at startup companies.

This program includes regular support from external mentors during the transfer period, which gives the transferees the opportunity to delve deeper into what they have learned and discovered through dialogue and encourages their growth. After the program is concluded, the transferees share their experiences and learnings back at Toshiba Tec, which provides impetus for change within the Company.



Scenes from the External Transfer Forum

Promotion of Diversity Management

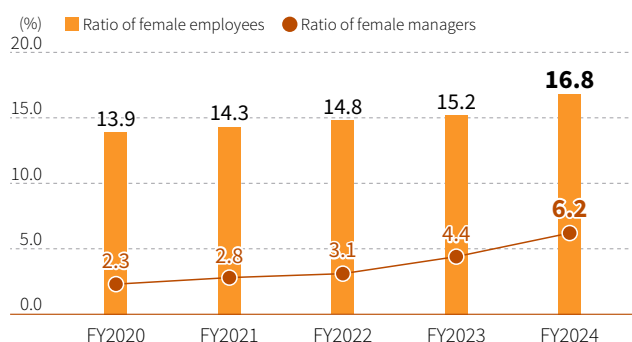
We believe that the utilization of diverse human resources, regardless of gender, age and nationality, leads to increased innovation and vitality, which allows us to more readily adapt to unexpected issues or changes in the market, thereby increasing our global competitiveness. Based on commitments made by our executives, we aim to achieve our Human Resources Strategic Vision by considering diversity management as an essential part of our management strategy. The Strategic Vision states that human resources and organizational strength contributing to the creation of customer value are to be enhanced and every one of us shall respect one another as professionals in order to create a strong and trusting relationship between all business areas. Accordingly, we are committed to increasing creativity and productivity through work-style reform, helping create diverse, autonomous human resources who can bring about growth and change, and fostering an organizational culture in which employees will feel motivated to aim for the next level.



► Initiatives for Women's Participation and Advancement

With an eye toward increasing the number of female employees who can achieve their desired career goals and work with enthusiasm, we are promoting initiatives to achieve the goals that have been set out in the action plan based on the Act on Promotion of Women's Participation and Advancement in the Workplace, by fiscal 2025.

Changes in the ratio of female employees and female managers (Toshiba Tec)



Starting in fiscal 2022, as part of our diversity promotion efforts, we have launched the Fortuna Project to promote women's participation and advancement in the workplace, and we are working to raise awareness within the company.

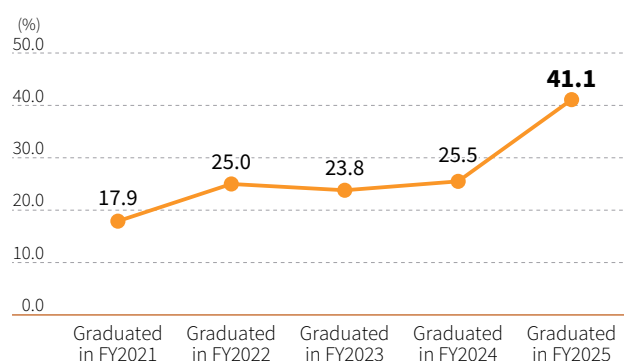
Various events were held for all employees to understand diversity in their daily lives, including an introduction of our diversity promotion status, a seminar on support systems for balancing work and family, a roundtable discussion with male employees who have taken paternity leave, a meetup for young female employees to interact with the Outside Directors, and a roundtable discussion with female managers.



■ Recruitment activities to hire female employees

Since fiscal 2017, we have been holding a company briefing session for female students and an exchange with female employees with the aim of helping new female graduates develop a clear image of working at Toshiba Tec and increasing the ratio of new female graduates employed. The company briefing session features a variety of initiatives to promote women, systems to support work and life balance, and showcases the successful examples of female employees. In the exchange with female employees, we introduce the career paths they have taken to date. In addition, we will continue to provide information on our website, such as the ratio of female employees and female managers, as well as internal systems that can be utilized in accordance with life events, in order to make it easier for people to imagine how they would like to work at Toshiba Tec.

Changes in the proportion of female new-graduate recruits



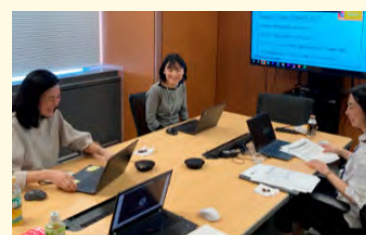
Event to promote women's participation and advancement

A lecture by an invited external guest speaker, a meetup for female employees to make connections, and other sessions were held.



Roundtable discussion with female managers

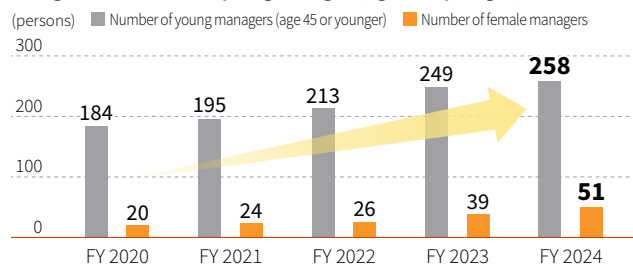
Various locations were connected online, and participants exchanged a variety of information about work styles.



► Promotion of Selected Young Employees

In addition to promoting women's participation and advancement, we work on raising the level of young employees for the purpose of establishing a strong organization that transcends the differences among ages, genders, and values. We have selected approximately 100 young employees during three years from 2020, and are promoting new value creation through the synergy of their individual strengths, skills and ideas.

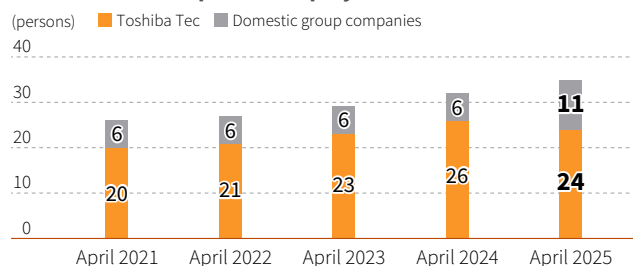
Changes in the number of young managers (age 45 or younger) *Regular employees



► Promoting Recruitment, Participation and Advancement of Non-Japanese Employees

Toshiba Tec Group actively recruits non-Japanese employees. In addition to recruiting foreign nationals who have studied in Japan, we have established a new global career-track category to actively recruit students with high global aspirations.

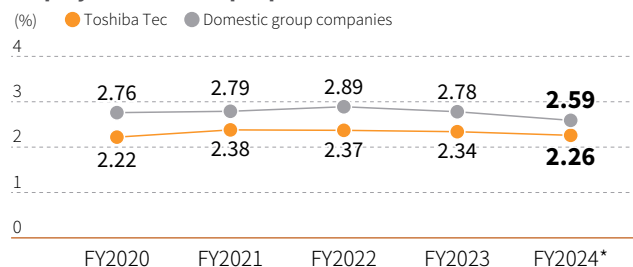
Number of non-Japanese employees



► Promoting Employment of People with Disabilities

We are actively hiring people with disabilities and improving workplace environments to bring their capabilities into full play.

Employment ratio of people with disabilities



*The FY2024 figures reflect the impact of business integration with Ricoh Company, Ltd. and transfer of inkjet head business to RISO KAGAKU CORPORATION.

► Initiatives for Work-style Innovation

■ Streamlining and arranging considerate working hours

We are working on correcting long working hours, in order to allow the participation and advancement of diverse human resources, and to promote WSI. Each employee promotes activities to increase productivity by changing their working styles and methods.

Key systems and measures concerning working hours

System/measure	Overview
Flexible work system	Flex work
Long leave system	Employees can take a maximum of 20 days off as accumulated leave for clear and meaningful objectives, such as self-development, social contribution activities, treatment of non-occupational injuries/diseases (including infertility), childrearing, nursing care, etc.
Family Week initiatives and no overtime day	In order to accelerate WSI and create time for employees to spend with their families, employees are encouraged to leave work at a specific time on at least two days during Japan's Family Week in November. In principle, no work is allowed on holidays. For employees posted away from their families, the Company supports travel expenses and recommends taking annual paid holidays for visits home.
System for monitoring working conditions	<ul style="list-style-type: none"> ● A system is in place to help employees monitor working conditions on their own and managers monitor their subordinates' working conditions to prevent work hours from exceeding the standard upper limit set by the Company. ● Use of a system that shuts down the personal computer at a specified time (PC shutdown system) fosters awareness to carry out tasks within a limited amount of time.
Improving the work environment	Work from home
Bonus system	This system was introduced to reward time-conscious employees who produce remarkable results by carrying out tasks efficiently.

We are improving and expanding a variety of support systems and enhancing their flexibility in order to help all employees work with enthusiasm and fulfillment to carry out their responsibilities at work while living healthy and prosperous lives that enable them to have time for childrearing, nursing care and other personal matters.

■ Creating an environment in which employees can continue to work with peace of mind

Since July 2015, we have implemented the Mutual Understanding Program for Childbirth and Child Care to help employees prepare for life events such as childbirth and child rearing at ease and continue to work for a long time after these events. This program is intended to develop an easy-to-work environment where supervisors and female employees have periodic interviews to deepen mutual understanding during the period before and after maternity/child care leave. In addition to a 100% rate of eligible female employees taking childcare leave, the number of male employees taking childcare leave has been on the increase since the program was introduced, marking a rate of around 30% in fiscal 2024. We will increase that rate with a variety of measures in the future.

■ Fostering a corporate culture that provides job satisfaction

In order to instill a culture throughout the company where diverse individuals can think outside the box and take on challenges together to pursue an ideal vision, we are implementing measures to foster a corporate culture that provides job satisfaction.

In fiscal 2020, we introduced a program called "Self-Biz" as one of the systems to enhance independence of employees and another called "T-POT (Peer Bonus)," in which employees express gratitude to each other.

In fiscal 2021, the company-wide one-on-one interview system was introduced and has been implemented as a communication tool to support growth of employees and maximize performance of the organization.

Our attempts also included a "10-percent Thinking Time" as a scheme to allow employees to spend 10% of their working hours on what they want to work on, apart from their regular duties, with the aim of promoting independent initiatives of employees.

■ Promoting active participation of senior employees

With the aim of developing a system to help senior employees work with enthusiasm regardless of their age, in fiscal 2017, we have introduced a Senior Expert System that clarifies the expertise and roles expected of them for commensurate pay, as well as a new training program (Career 30 Program) that helps raise their awareness.

In addition, 14 employees learned at the “reskilling school,” a learning place established in collaboration with the “Regional Personnel Department” (a demonstration program conducted by the Kanto Bureau of Economy, Trade, and Industry (METI-Kanto) until March 2025) in the Mishima area of Shizuoka Prefecture to

develop “Multi-way Player”^{*} human resources who can be matched with companies in the region. Several of the employees have already been matched with companies in the region and have started solving issues. While increasing opportunities for senior personnel to play active roles, we will strive to develop Multi-way Player human resources.

We will encourage senior employees to participate more actively in the workplace by improving the system and training programs and by aligning their own awareness with that of their workplace colleagues, thus deepening mutual understanding.

^{*}Personnel who are purposefully undertaking reskilling and gaining insights through side jobs and using those new skills and insights in their main jobs

Expansion of Initiatives for Greater Engagement

With a view to forging an organizational culture of “frank and honest dialogue,” we are introducing opportunities for the management team to share the Company’s directions and focus with the employees, as well as mechanisms to listen to employees’ voices and various opportunities for dialogue. Through such opportunities for dialogue, employees incorporate the Company’s mission into their own, personal missions with a sense of ownership and thereby contribute to accelerating and expanding the creation of new value.

► Employee Awareness Survey

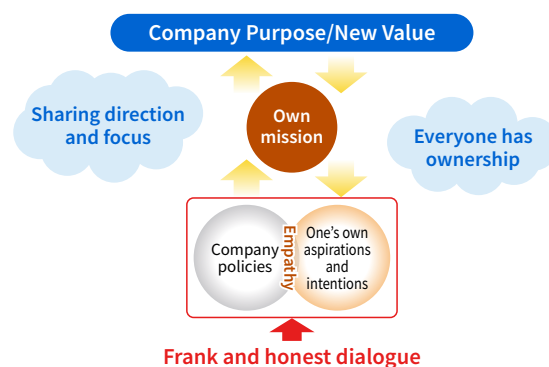
We conduct an employee awareness survey (the TEAM Survey) to solicit the opinions of employees. With the purpose of improving employee engagement, we understand their perceptions and measure the performance of the organization to identify problems and the gap in recognition, to bring improvements in management style and corporate culture. The company president and other members of the management team read all employees’ comments in the survey results in order to deeply assess and understand the true issues behind employee concerns, then formulate and execute the optimal action plan.

► Distribution of Information to Employees (Target Directions)

To communicate the correct information accurately to employees, the management team members themselves distribute information on the formulation process, target directions, and status of progress of the Mid-Term Business Plan, action plans based on the employee awareness survey, and other plans. Using photographs and videos to present the background to issues, these communication efforts strive to foster a sense of ownership of those issues and an awareness of change in both the management team and employees.

► HIRAKUBA

We are conducting activities for addressing business challenges in which each employee thinks independently and proactively, questions previous assumptions anew, and engages in honest discussions based on the target direction. Believing in the importance of vertical and horizontal collaboration, meetings are frequently held by executives and individual business groups in Japan and overseas to engage in serious talks for team building in a relaxed atmosphere. We aim for a corporate culture that allows them to engage in frank discussions on substantive matters, develop understanding about challenges on the ground together, and take action to achieve their visions.



Labor Relations

We have year-round opportunities to encourage close labor-management dialogue for facilitating corporate business activities and smooth labor relations. Specifically, meetings between the management team and leaders of the labor union are held twice a year to explain the Company’s policy and exchange information. In addition, a wide range of information, including business results, future business plans, system changes, and employees’ work styles, is shared on a daily basis in a timely manner to exchange opinions, thereby aligning vectors of the Company’s direction between labor and management.



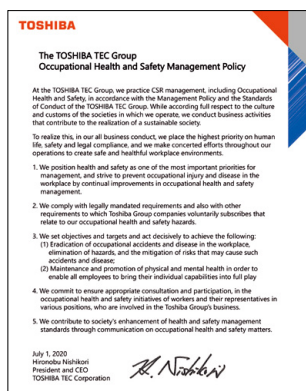
Labor-management business briefing

Health and Safety

By placing safety control and healthcare as a top priority issue for management, we are striving to create a safe and comfortable work environment with a focus on the safety and health of employees.

► Basic Policy on Health and Safety

The Toshiba Tec Group formulated the Toshiba Tec Group Basic Policy on Health and Safety in 2004, with the intention that the top management declares their commitment to health and safety and all employees share the same commitment.



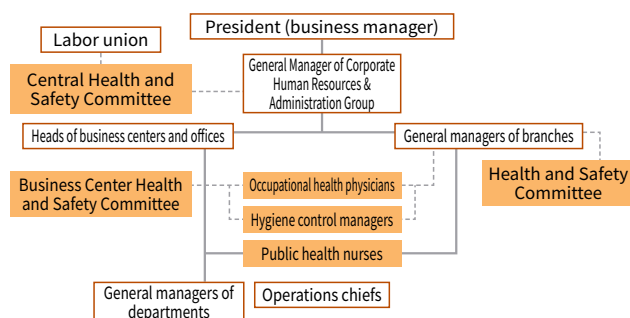
► Safety Control and Healthcare System

The safety control and healthcare system and the health and productivity management system of Toshiba Tec are set out as described in the chart below.

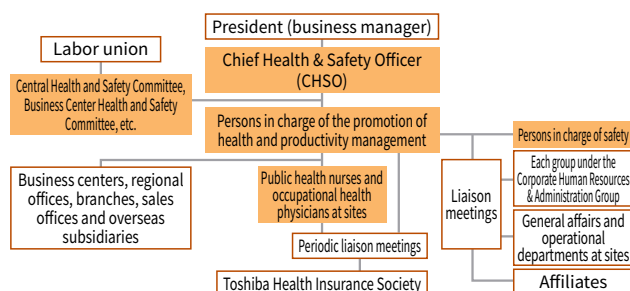
Each business center or office has not only fulfilled the statutory requirements such as appointment of dedicated staff members and holding of meetings of its Health and Safety Committee, but also set up health-and-safety liaison meetings between the head office and regional offices and branches (Operational Department Managers Liaison Meetings and the Head Office Health and Safety Committee), to proactively strengthen the collaboration within the company-wide safety control and healthcare system.

In addition, Central Health and Safety Committee meetings are held twice a year (in September and March) to discuss and exchange opinions with the labor union, aimed at raising the level of safety control and healthcare from employees' perspective.

Safety control and healthcare system



Health and productivity management system



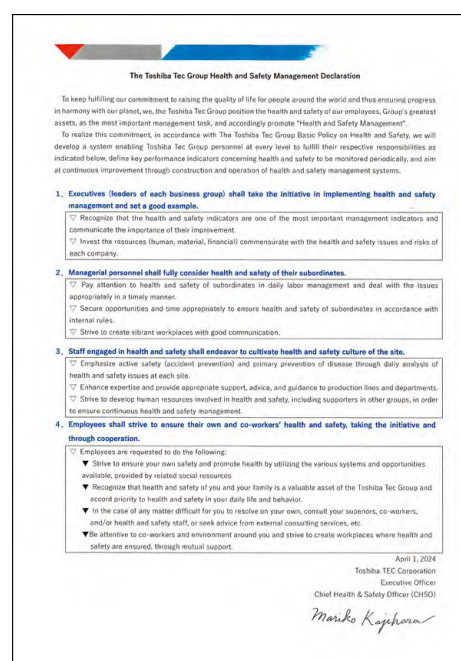
► Health and Safety Management Declaration

In order for the Toshiba Tec Group to resolve social issues and contribute to the further development of society, we must push ahead with work-style reform, enhancing our working environment and streamlining operations, among others, for better satisfaction of employees and improved productivity.

To accomplish work-style reform, individual employees need to be able to demonstrate their full capabilities, more than anything. To do so, they also need to be able to work in a safe and healthy manner and live a satisfied life. For this reason, we must have a health and safety activity that helps energize employees.

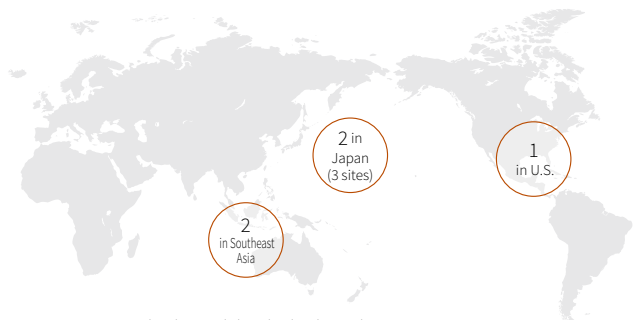


In order to improve existing safety control and healthcare activities and clearly state that the Group will promote the management that places top priority on the safety control and healthcare of employees, the Toshiba Tec Group appointed an officer in charge of the Corporate Human Resources & Administration Group as Chief Health & Safety Officer (CHSO) in October 2021, formulated the Health and Safety Management Declaration, which has clarified roles to be played in health and safety management by the management team, managers, persons in charge of health and safety, and employees, and published it under the name of CHSO.



Promoting Occupational Health & Safety Management System

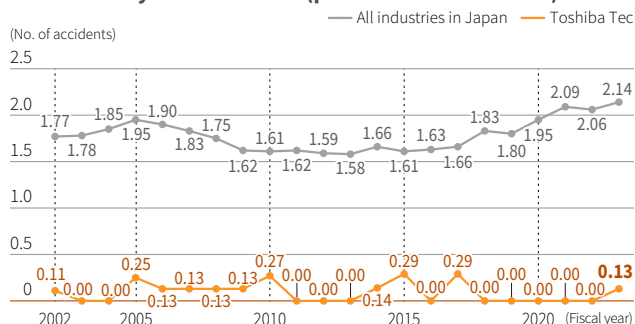
Toshiba Tec's Shizuoka Business Center and three of our overseas manufacturing group companies have obtained ISO 45001 certification. These management systems are operated to improve health and safety issues related to each workplace and operation, create safe and comfortable workplace environments, and maintain and promote the health of employees.



Preventing Industrial Accidents

Toshiba Tec has a lower lost workday incidence rate than the average of all industries in Japan. We strive to prevent industrial accidents by systematically mitigating risks through risk assessment to identify risks that may cause accidents, reviewing operation processes, renovating equipment, and providing training to employees, among other initiatives.

Lost workday incidence rate (per million work-hours)



Developing Awareness of Health and Safety

As a measure to raise safety awareness of employees, Chief Health & Safety Officer (CHSO) delivers messages by taking the opportunity of Nationwide Safety Week (July 1 to 7), Occupational Health Week (October 1 to 7) and Year-End/New-Year Zero Accident Campaign (December 15 to January 15), every year.

Ensuring Health Management

We implement various approaches to help all employees raise awareness of health and maintain physical and mental wellbeing. We have introduced a system which unifies information on the results of medical checkups and post-checkup care as the basis for healthcare of employees, and utilize them for various purposes, including health guidance and education.

To prevent disorders due to labor overload stemming from working extremely long hours, we require all employees who worked over a certain number of hours per month to have interviews with a physician for guidance, thus maintaining and promoting their health.

We attach particular importance to the following six topics.

- (1) Promotion of health practices (improvement of health literacy)
- (2) Invigoration of individuals and workplace (mental health measures)
- (3) Prevention of disorders due to smoking
- (4) Prevention of infectious diseases
- (5) Prevention of lifestyle-related diseases (brain and heart disease)
- (6) Enhancement of safety control and healthcare

Selected under the 2025 Certified KENKO Investment for Health Outstanding Organization (Large Enterprise Category)

Toshiba Tec Corporation was selected by the Nippon Kenko Kaigi under the "2025 Certified KENKO Investment for Health Outstanding Organizations Recognition Program" due to its initiatives for healthcare.

*Nippon Kenko Kaigi: A meeting body organized by economic associations and other private-sector organizations with the support of the Ministry of Economy, Trade and Industry



Topics

Training program by age

We have provided a training program by age since fiscal 2015 to encourage each and every employee to acknowledge changes in their physical condition according to age and learn how to cope with them. This program aims to prevent poor health condition by helping them promote physical and mental health practices autonomously. In fiscal 2024, we provided this training online to all eligible employees at the head office, Shizuoka Business Center, and regional offices/branches/sales offices.

<Details>

- Scope: Regular employees
- Method: Provided by age groups of 30, 40 and 50 year-olds
- Time: 60-minute online lecture

Mental health education program

With a focus on disease prevention and health promotion, we provide a mental health program annually for all employees of Toshiba Tec and its domestic group companies. It is intended to encourage each and every employee to acquire the correct knowledge of mental health issues and how to cope with mental and physical disorders, as well as to put these mechanisms into practice.

Prevention of lifestyle-related diseases (brain and heart disease)

We implemented training and support measures to improve health promotion and healthcare for employees posted away from home. This program aims to prevent them from developing brain or heart disease which may lead to extended leave or sudden death, because they tend to receive less support from their families, and therefore are more susceptible to such medical conditions which may cause major work loss.

(Implementation of Healthcare Education Program when Posted Away from Home, distribution of Healthcare Guidebook)

Promotion of Sustainable Procurement Activities

Through sustainable procurement activities that include compliance with laws, regulations, and social norms and consideration of human rights, labor, health and safety, and the environment, Toshiba Tec Group collaborates with its suppliers to promote activities designed to enhance corporate value and value for our customers.

In terms of the composition ratio of Toshiba Tec Group's procurement by business sector, Retail Solutions Business (including Overseas Retail Solutions Business) accounts for 55%, Workplace Solutions Business for 35%, and Original Design Manufacturing Business for 10% (FY2024 results).

► Procurement Policy

As a member of Toshiba Group, we strive to build sound partnerships with suppliers through procurement activities based on the Toshiba Tec Group Procurement Policy.

We request suppliers to comply with laws, regulations, and social norms and to take into account human rights, labor, health and safety, and the environment through the procurement policy. Similarly when selecting new suppliers, we give priority to transactions with suppliers that comply with laws, regulations, and social norms and that are committed to and act in consideration for human rights, labor, health and safety, and the environment.

The procurement policy was established in August 2007 for the purpose of helping suppliers, who play a key role in production and service provision for Toshiba Tec's group companies, understand the policy much better, and encouraging them to cooperate for the promotion of sustainable procurement activities. Since then, we have been requesting suppliers to put the policy in practice while amending it according to social situations. In October 2014, we expressly stated that suppliers shall conduct activities in accordance with the United Nations Global Compact (UNGC) and the Responsible Business Alliance (RBA)* Code of Conduct, both of which Toshiba has pledged to follow, and thoroughly informed our domestic and overseas suppliers of the activities.

*The name changed from EICC to RBA in 2017.

Material procurement compliance management system



► Compliance in Procurement

We have established a system to ensure compliance concerning procurement, which is connected with the procurement department under the system of Toshiba, and enhance procurement compliance. Information related to compliance concerning procurement is thoroughly shared with Toshiba Tec and its group companies through this system. Moreover, measures are thoroughly explained by persons in charge of procurement planning at the Procurement Planning Office of the Corporate Strategic Production & Procurement Group, through group company procurement department managers. In addition, we conduct the monitoring of subcontracted transactions of all procurement departments including those of group companies on a monthly basis to ensure compliance with the Subcontract Act.

Since fiscal 2007, we have been annually providing e-learning on the Subcontract Act for employees (including company presidents and officers) of our domestic group companies. In fiscal 2024, a total of 6,296 employees, including five domestic group companies, participated in the e-learning program on the Subcontract Act. We also actively participate in training sessions (web-based seminars) on the Subcontract Act organized by supervisory or other authorities. Furthermore, with the aim of promoting and strengthening the SDGs and ESG from a procurement perspective, we are participating in the Toshiba Group's procurement due diligence of suppliers in the supply chain, and in fiscal 2024, we surveyed 180 major suppliers. In addition, coinciding with the revision of the Toshiba Tec Group Human Rights Policy in March 2023 and from the perspective of further strengthening sustainability management, in a similar vein to the procurement due diligence survey, we have sent documentation on the revised policy to 180 major suppliers, to thoroughly spread awareness of our initiatives. We have also started activities to sign a memorandum of understanding on human rights with major suppliers, aiming to thoroughly implement global compliance as a company, seek further enhancement of corporate value in supply chain management, and make the suppliers more aware of Toshiba Tec's code of conduct.

► Participation in Business Partnership Commitment Portal

The Business Partnership Commitment Portal is sponsored by the Cabinet Office and the Small and Medium Enterprise Agency. This portal is intended for a representative of a company to declare and register a commitment to creating a new partnership through collaboration and harmonious relationship with business partners in its supply chain and also with business operators who intend to create new value. In December 2021, Toshiba Tec completed, on this portal site, the declaration and registration of its commitment to (1) building a harmonious relationship with the entire supply chain and engaging in a new type of collaboration beyond boundaries of corporate size, group, etc.; and (2) compliance with desirable trade practices between parent business operators and subcontractors. We are committed to putting the declaration into practice, and continue aiming to further enhance our corporate value.

 [Business Partnership Commitment Portal](#) 

► Addressing Conflict Minerals Issue

Section 1502 on conflict minerals of the U.S. Dodd-Frank Wall Street Reform and Consumer Protection Act (the "Dodd-Frank Act") was enacted in January 2013. Companies listed on U.S. stock exchanges are required to report on the use of conflict minerals mined in the Democratic Republic of the Congo and its adjoining countries. Toshiba Group is not a listed company. However, as part of the supply chains of listed companies, it is investigating and reporting to its customers.

Prior to the enactment of the Act, Toshiba Group organized an internal system to address the conflict minerals issue, and established the Toshiba Group's Conflict Mineral Policy, uploading it on its website in October 2011. In response to the expanding risks associated with minerals sourcing in recent years, which involve not only the DRC and surrounding countries but also other conflict areas and high-risk areas, human rights violation in general including child labor, and corruption, we reviewed the Toshiba Group's Conflict Mineral Policy in September 2020 and commenced activities in conformance to the Responsible Minerals Sourcing Policy.

In June 2013, we started a survey of overseas manufacturing subsidiaries and suppliers to the Shizuoka Business Center, which

may be using 3TG*, regarding the use of conflict minerals and smeltery information using the Conflict Minerals Reporting Template (CMRT). We conducted the survey in fiscal 2023 as well, and identified 430 vendors who are part of the smelters recognized by the Responsible Minerals Initiative (RMI). We confirmed that 238 of them are Responsible Minerals Assurance Process (RMAP)-conformant smelters. We continued the survey in fiscal 2024.

*3TG stands for the initial letters of four conflict minerals: tin, tantalum, tungsten and gold.

[Toshiba Group Responsible Minerals Sourcing Policy](#)

Enhancement of Customer Satisfaction

We perform our business activities while giving top priority to providing products and services that please customers with safe and reliable quality. To achieve this, each and every employee always thinks and behaves from a customer point of view.

► Voice of the Customer

Toshiba Tec's action guidelines are to find the nature of problems that customers really want to solve by taking the voice of the customer (VoC) seriously, and to provide in a timely manner high quality, performance products and services which are definitely convenient, by developing ideas through value creation with our customers in mind and using our own proprietary technology in cooperation with the world's leading partners. Based on these guidelines, we work on activities to satisfy customers, in other words, to improve the quality of our products and services. In addition, as a global top solutions partner that offers consistent services from product planning to development, manufacturing, distribution and maintenance, we aim to be a company that is always there for our customers. We give feedback on VoC that we receive via communication with our staff in charge of sales and maintenance to the ones in charge of product planning and development to provide quality products with high functionality. Moreover, we create new services and products through demonstration experiments conducted in cooperation with customers.

Topics Maintenance service

Maintenance services are considered to be a bridge to help customers feel comfortable using Toshiba Tec products. Toshiba Tec Solution Services Corporation, which is in charge of maintenance services in Japan, has 120 local business sites in place nationwide to provide after-sales services such as failure recovery. With the aim of enhancing customer satisfaction, we monitor the networks and systems of our customers under contract 24 hours a day, 365 days a year, via six system support centers nationwide, back up our customers by providing operational support in a smooth and precise manner, and utilize customer opinions and requests to improve services and operations, in collaboration with local engineers.



Customer support (maintenance)



System support center

► Activities as a Global Company

We uphold a global quality assurance system. We also share and utilize information on market quality through a worldwide service network in cooperation with manufacturing sites and sales subsidiaries. We develop products on a global scale by giving top priority to compliance with laws, regulations and standards in each country.

Topics Mishima EMC Center

Mishima EMC Center (anechoic chamber) at Shizuoka Business Center has received ISO 17025*, the International Standard for Laboratories. We comply with standards in each country and provide products in a timely manner based on reliable EMC measurements through the product life cycle.

*ISO 17025: International Standard for Laboratory Quality Management, Equipment and Technologies. Once a site has been certified, its high measurement reliability is confirmed and measurement data is available as official data worldwide.



Appearance



10-meter anechoic chamber

► Commitment to Safety and Security

We train specialists in product safety, reliability and risk assessment, and work on technical research to ensure quality that customers feel comfortable with, based on the Basic Policy on Product Safety. In order to ensure that our customers feel comfortable using our products and services, we implement risk assessments to predict the likelihood of and prevent potential failures and accidents, and provide products and services that have passed through evaluation and verification processes. Furthermore, we endeavor to ensure a higher operational level of safety by understanding customers' operating environments and usage conditions using customer information provided by the maintenance service division.



Safety review

[Basic Policy on Product Safety \(in Japanese\)](#)

Social Contribution Activities

Toshiba Tec Group stipulates “community relations” in its Standards of Conduct. We conduct a variety of community-rooted activities, pivoting on next generation development, social welfare, and environmental protection with the aim of creating a better society based on a profound understanding of the history, culture and customs of each country or region in which we operate as a member of the global community.

► Standards of Conduct

■ 19. Community Relations

1. Toshiba Tec Group Corporate Policy

Toshiba Tec Group Companies shall:

- (1) contribute to and cooperate with all local communities in which Toshiba Tec Group operates in order to perform their duties as a member of these communities and engage and collaborate with a wide range of stakeholders such as NPOs/NGOs, administrative organizations, and international bodies;
- (2) support directors and employees in undertaking voluntary activities and give full consideration to each individual’s desire to exercise his or her civil rights;
- (3) make appropriate donations in each country and region where Toshiba Tec Group operates, after considering the contribution to each community, and reasons for and public nature of making donations; and
- (4) try to improve the brand image in all aspects of their relationships with communities.

► Toshiba Tec Philanthropy Fund

In 1992, with the aim of contributing to society as a good corporate citizen, we established the Toshiba Tec Philanthropy Fund, which is made up of contributions from employee salaries and bonuses. We annually use this fund to promote local welfare activities, support children who will lead the next generation, and promote environmental conservation. In the event of a large-scale disaster, we make donations for recovery efforts.

In fiscal 2024, as part of our ongoing commitment to support for efforts against wide-area disasters, local contributions, and next-generation development, we donated through corporate matching to (1) the Japanese Red Cross Society’s fundraising, and

donated (2) fixtures and equipment, picture books and educational toys, etc. to public facilities, kindergartens, nursery schools, after-school children’s clubs, child-rearing support centers, and other facilities in the areas where our head office, Shizuoka Business Center, and Tohoku, Kanshinetsu, and Chubu branches are located. We also donated to (3) public-service corporations. Toshiba Tec Group donated wheelchairs and walkers to Suzu City, Ishikawa Prefecture, which aims to rebuild and restore the city from the 2024 Noto Peninsula Earthquake, to support their efforts.



Presentation of donations at the Osaki Regional Center in Shinagawa-ward, Tokyo



Presentation of donations at the Yagiya Elementary School in Sendai City



Wheelchairs and walkers donated to Suzu City Hall, Ishikawa Prefecture

► Toshiba Group’s Volunteer Days

Building on the aims of the International Volunteer Day set by the United Nations on December 5, Toshiba Group has designated December as its annual Sustainability Month. From fiscal 2014, we annually carry out Toshiba Group’s Volunteer Days activities, with the aim of encouraging all Toshiba Group employees to participate in social contribution activities together globally and each and every employee to unite in contributing to the creation of a better society.

Participants engage in social contribution activities, including clean-up, collection, donation, fundraising, welfare activities, and disaster relief, at each business site. This also gives them an opportunity to turn their attention more to society and increase awareness about social contributions.

Topics

Toshiba Tec Kendo Club Coaches Child Kendo Fencers in Shinagawa-ward

Since its establishment in 2010, the Toshiba Tec Kendo Club has been focusing on social contribution activities through kendo (swordsmanship), besides aiming to win the All Japan Corporate Team Kendo Tournament and other various competitions.

The Shinagawa Kendo School, which our kendo club engages in as a contribution to the local community, began when our club received an invitation from Ebara B Regional Sports Club in Shinagawa-ward. In fiscal 2024, our club held the third activity event.

The number of children who participated in the event in the first year was only 34, but 56 children participated in the fiscal 2024 event, which enjoyed popularity with seats for the event having been filled to capacity in a few days. This school is aimed at letting elementary and junior high school students "have an interest in kendo." Members of the Toshiba Tec Kendo Club not only coach in basic kendo skills but also contrived to encourage children to enjoy experiencing kendo by adding pop a balloon, which includes an entertainment element as recreation. Many elementary school students who recently began taking kendo lessons participated in the event, and they enjoyed working on a practice session that was different from usual lessons. We received many favorable impressions such as "I have learned the importance of kendo basics. I want to do it again," and "Popping the balloon was fun." The event gained appreciative recognition.

The Toshiba Tec Kendo Club will continue to actively work on activities such as interactions with people in the community and support for the physical and mental development of the next generation through kendo.



Observation Tour for Employees' Children

As part of our efforts to improve employee satisfaction and engagement, we used the summer vacation period, when children would be better able to participate, to conduct an observation tour of the head office area for the children of employees. A total of 40 parents and children gathered at the "01sight" showroom, where they had a conversation with the President and enjoyed experiences operating Toshiba Tec products. New employees at the Tokyo branch office who joined Toshiba Tec in fiscal 2024 performed operational tasks, such as hosting the tour, explaining the operation of devices, and serving as attendants in the showroom, to provide an opportunity for parents, children, and employees to enjoy lively interactions.



Support for SDGs Learning

At the request of junior high schools (in Kokubunji City, Tokyo and Nara City, Nara Prefecture) that continue learning about the SDGs through cooperation with local governments and international bodies, we introduced our SDGs activities and had a discussion with junior high school students. The junior high school students showed a keen interest in the Smart Receipt® electronic receipt service, which is common in everyday life, and expressed a constructive opinion saying that, "What can we do to reduce the amount of paper used?" In addition, we received their amazement and impressions about our initiatives for allowing employees to work in a cheerful way as well as our labor and effort for making products. This gave an encouragement and a great incentive to the employees.



Welfare

Voluntary read-to-children activities

At Shizuoka Business Center, we started donating picture books using the Toshiba Tec Philanthropy Fund in fiscal 2010. Donations have continued since to coincide with the Company's founding anniversary day every year in partnership with Mishima City and Izunokuni City, presenting kindergartens and nursery schools in the two cities with picture books. In fiscal 2023, we donated picture books to about 60 facilities in both cities, including kindergartens/nursery schools and after-school children's clubs, bringing the number of such books donated so far to about 6,000. In fiscal 2011, we also began voluntary read-to-children activities after looking for something we can do for local communities and seeking to have children enjoy something with a smile. In fiscal 2024, our employees conducted a total of nine read-to-children activities, bringing the number of such activities conducted since the beginning to 77. Preschool children and principals were delighted in these events and requested us to visit them again. This gave a great encouragement to the employees who served as story readers.



Reading stories aloud at a kindergarten

Food Drive

We organize a Food Drive, a program for donating redundant food brought from home, at the head office, Shizuoka Business Center and each business site, donating collected food to neighboring food banks.



Food collected from the food drive

Donations to NPOs and welfare-related organizations

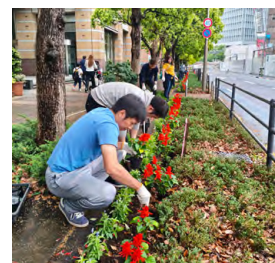
We collect clothing, calendars, diaries, old stamps, etc. from employees, and actively donate them to NPOs and welfare-related organizations.



Secondhand clothing donation to NPOs

Regional volunteer activities

Twice a year, in the vicinity of Osaki Station in Shinagawa-ward, Tokyo, where the head office is located, we conduct a volunteer activity that involves planting flowers in the sidewalk flowerbeds, together with local residents and people from local companies and schools. Toshiba Tec employees' families also participate in this activity, having fun as they help to create beautiful scenery in the local area.



Volunteer flower-planting activity

Blood donation activities

We engage in blood donation activities every year at the head office, regional offices/branches/sales offices, business centers, and overseas subsidiaries, helping those requiring blood transfusion through blood centers in the countries concerned.

Governance

We will be thorough with internal control while improving the efficiency and transparency of management, and give top priority to “human life, safety and compliance” in practicing CSR management.



Governance

Corporate Governance

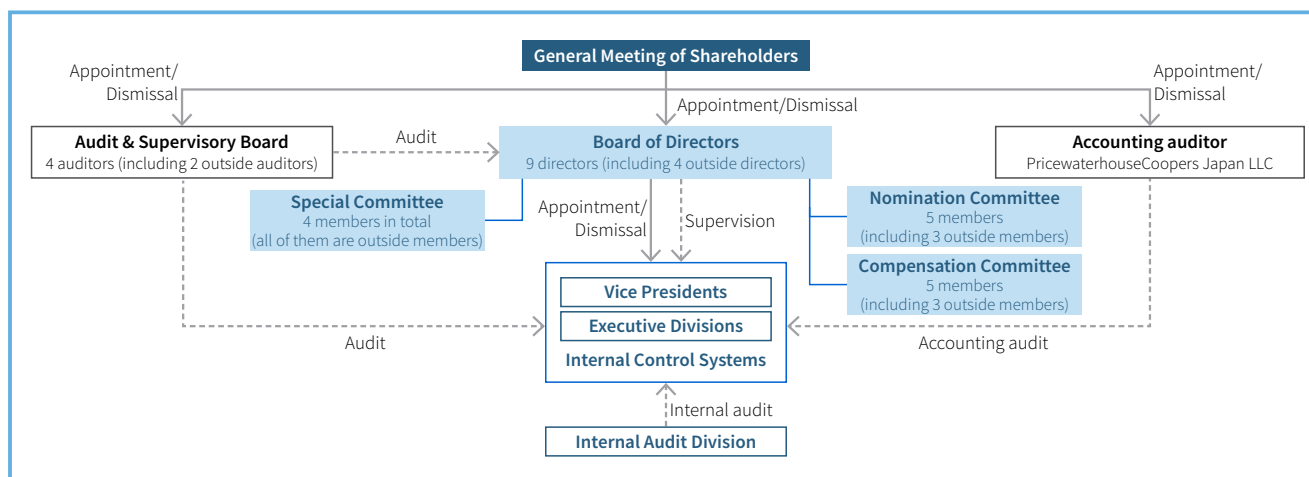
We recognize corporate governance as an essential management policy that enables us to meet the expectations of stakeholders and continuously improve corporate value. We are committed to taking measures to improve the efficiency and transparency of management, as well as to reinforce the functions of the Board of Directors and the Audit & Supervisory Board and its members.

► Corporate Governance System

We have introduced the executive officer system (embodied by vice presidents) as a company with Audit & Supervisory Board Members to separate “functions related to supervision and decision-making” from “functions related to task enforcement.” We are also making efforts to improve the promptness and mobility of decision-making by optimizing the number of directors. In addition, we have assigned four independent outside directors and two outside auditors to ensure the transparency of management, as well as set the term of the directors to one year so as to clarify the management responsibility and promptly respond to changes in the management environment. Moreover, the Board of Directors of the Company has established the Special Committee consisting of four outside directors as its advisory body to deliberate and discuss important transactions and acts in which interests of controlling shareholders and minority

shareholders are in conflict. The Board has also established the Nomination Committee and the Compensation Committee consisting of five directors (of which, three are outside directors) and chaired by an outside director, as advisory bodies to strengthen the independence and objectivity of functions of the Board of Directors and the accountability thereof in relation to the nomination of candidates for director and auditor, appointment and dismissal of representative directors, etc., and compensation for directors and vice presidents. With regard to management supervision, directors supervise business execution, Audit & Supervisory Board Members conduct audits, the accounting auditor conducts accounting audits, and the Internal Audit Division conducts internal audits. We also strive to enhance the internal control systems in terms of the effectiveness and efficiency of business operation, reliability of financial reporting, compliance with the laws and regulations of business activities, and safeguarding of assets.

■ Corporate governance system



Compliance

Toshiba Tec Group works on compliance activities while thoroughly observing laws and regulations, internal rules, and social customs on a global basis.

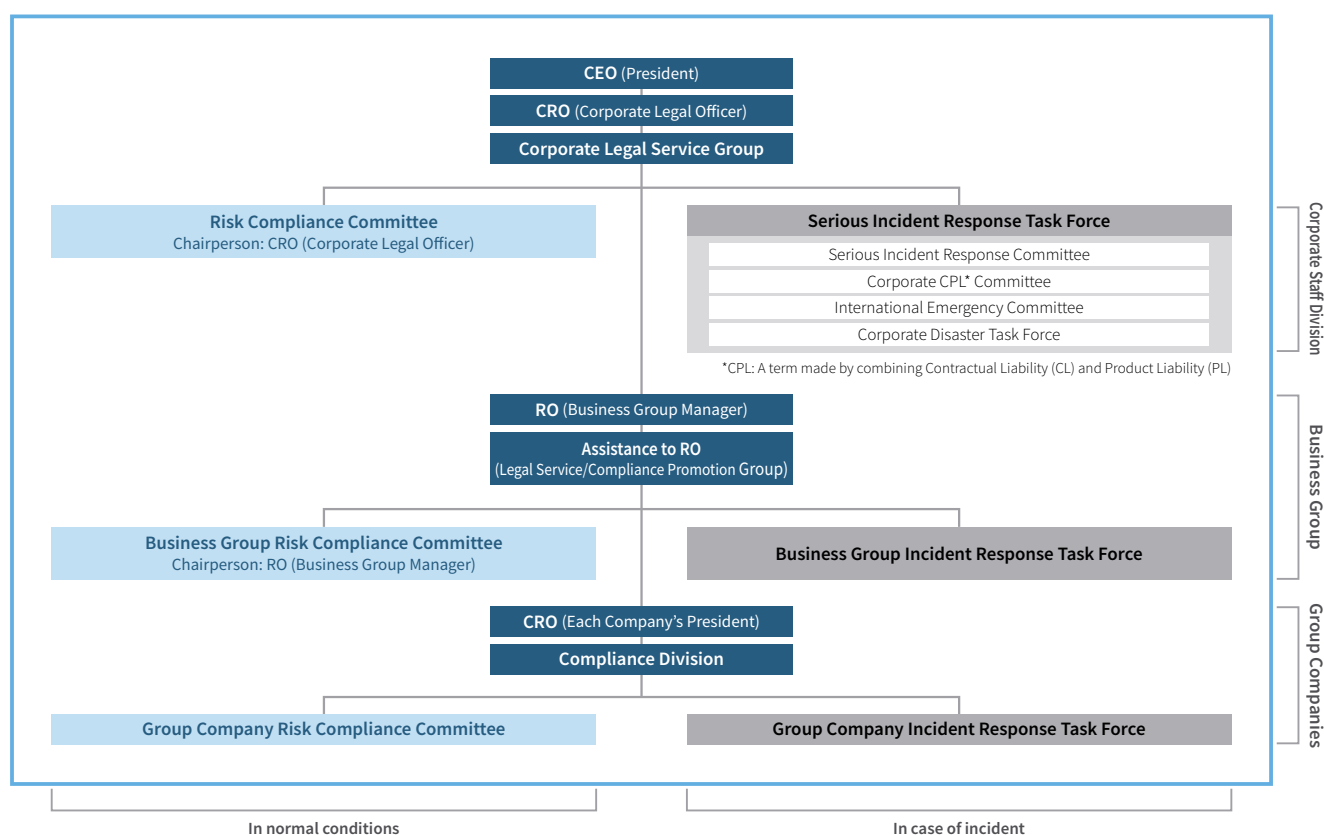
► Risk Compliance Promotion System

We appoint each company president and CEO as a CRO* in order to propagate and thoroughly implement the Toshiba Tec Group Standards of Conduct as well as advance the risk compliance measures. The top management leads the initiative to devise and promote various measures in response to emergency situations.

We organize the Risk Compliance Committee under the leadership of the CRO to maintain the risk compliance system of the entire Toshiba Tec Group, and devise and promote the advancement of risk compliance.

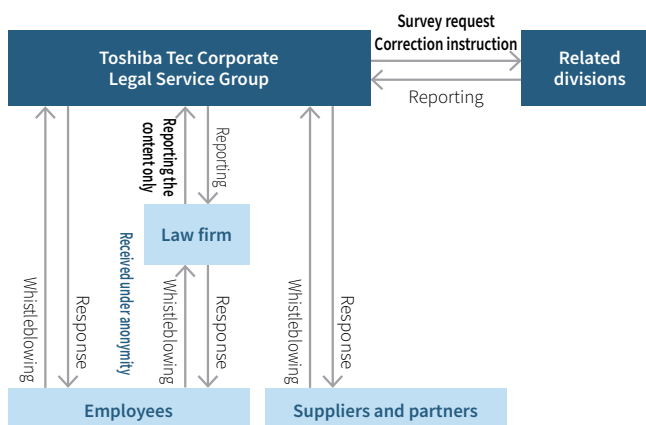
*CRO: Chief Risk Compliance Management Officer

■ Risk compliance system



■ Internal reporting system

We have established an internal reporting system as a way of consulting/reporting on illegal, dishonest and unethical behavior, as well as breach of internal rules which enable executives and employees to provide information to the CRO or outside attorneys. We give maximum consideration to ensuring the anonymity of whistleblowers, thoroughly managing information and protecting them from suffering any detrimental consequences, such as dismissal, as a result of their whistleblowing. Any report received (at the Legal Service Group) will be immediately brought to the CRO, who will be kept updated and hear the result. In addition, the Toshiba Tec Partner Hotline has been introduced and operated so that business partners can provide information through the website.



► Fostering Compliance-conscious Culture

To foster high ethics and law-abiding awareness in each employee, we fully disseminate our Group Standards of Conduct and provide compliance education on a variety of themes and workplace meetings on CSR.

■ Dissemination of Toshiba Tec Group Standards of Conduct

We prepared Toshiba Tec Group Standards of Conduct in 13 languages and distributed brochures to every employee of Toshiba Tec and its domestic and overseas group companies. We also provide e-learning-based education to ensure thorough dissemination of information.

■ Compliance education

We provide every executive and employee with e-learning while also holding educational seminars intended for specific employees, such as legal education for business groups and education for employees to be stationed abroad.

Topics

e-learning programs for every executive and employee

- Standards of Conduct
- Subcontract Act
- Anti-monopoly Act
- Anti-Bribery
- Timely Disclosure
- Accounting Compliance
- Harassment
- Mental Health
- Work-style Innovation (WSI)
- Customer Satisfaction
- Environment
- Information Security and Personal Data Protection
- Electrical Safety Law
- Export Control
- Engineering Ethics
- Product Security, etc.

► Acquisition of DX Certified Business Certification

On February 1, 2025, Toshiba Tec was certified as a DX Certified Business under the Digital Transformation (DX) Certification Program established by the Ministry of Economy, Trade and Industry.

■ Overview of DX Certification Program

The DX Certification Program is a system based on the Act on Facilitation of Information Processing. Under the system, the national government certifies companies that meet the basic requirements of the Digital Governance Code, which summarizes the responses required of managers when formulating and announcing their management vision, taking into account social changes brought about by digital technology.

■ Toshiba Tec's initiatives for DX

We are developing a new business with the goal of developing AI and a platform coupled together as a set to drive forward the provision of DX solutions to resolve issues experienced by customers. By leveraging global touchpoints that we have built up in the traditional business, we are accelerating the diversification of contact points with consumers and innovation in business processes by digital technology, building an advanced business foundation for the modernization of business operations and creation of new value.

We will promote corporate reforms through the use of digital technology and make progress toward becoming a global top solutions partner under the corporate philosophy of "Creating with You."



► AI Governance

Guided by its corporate philosophy of "Creating with You—Keeping our customers in mind all the time and everywhere," Toshiba Tec Group will proactively use AI to transform both the retail experience and the workplace experience, with the aim of solving not only customers' problems but also addressing the social issues underlying those problems.

To achieve this, we established the Toshiba Tec Group AI Governance Statement to promote the use of AI with a keen awareness of our responsibilities to society. We will endeavor to impress the world, give delight in people's everyday lives, and provide unseen inspiring products and services by creating consistently new values as a global top solutions partner.

The Toshiba Tec Group AI Governance Statement was established on September 5, 2024 to stipulate our AI principles from the following seven points of view.

1. Respect for human dignity
2. Ensuring safety and security
3. Commitment to compliance
4. Developing AI and cultivating talent
5. Realizing a sustainable society
6. Emphasis on fairness
7. Emphasis on transparency and accountability

Toshiba Tec Group will continually review and improve this statement.



Toshiba Tec Group AI Governance Statement



► Security Export Control

Export control is aimed at preventing the proliferation of weapons of mass destruction and other sensitive items at countries and regions of security concern or terrorist organizations. Export transactions of goods and technology that have potential weapons of mass-destruction (WMD)/conventional weapons applications are restricted under laws and regulations. Our basic policies of export control are as follows: We shall comply with all applicable export control laws and regulations in each country and region of operation (the Foreign Exchange and Foreign Trade Control Law in Japan), and with those of the United States if we are engaged in transactions involving U.S. origin cargos and technologies. We shall refrain from any transactions that may undermine the maintenance of global peace and security. In recent years, the global situation regarding export control has been unstable. Pursuant to these basic policies, we have established the Export Control Program and built an export control system. Accordingly, we make cargo/technology relevance judgments and strict transaction screenings for determining the need for export permission, conduct periodic export control audits, and provide education and support to our group companies.

► Intellectual Property

The Toshiba Tec Group Standards of Conduct specifies “Compliance with all applicable laws and regulations associated with intellectual property rights,” “Protection and extensive use of the results of intellectual activities under the intellectual property rights,” and “Respect for the legitimate intellectual property rights of third parties,” as the Toshiba Tec Group’s policy for intellectual property rights. We also work to strengthen the protection of ideas from the early stages of the value chain including research

and development to help provide the value to customers. As part of such an approach and as Toshiba Tec’s group-wide cross-activity and initiative aimed at motivating employees to pursue greater invention and creation, we hold an event called Invention Challenge starting in 2014 to collect ideas from every employee of our domestic and overseas group companies. In fiscal 2024, we solicited “ideas that he or she want to put into shape by 2030 to resolve social issues,” and over 1,600 ideas were contributed. We recognized excellent ideas with awards and filed relevant applications. In this way, Toshiba Tec Group has been working on both the development of its intellectual properties and the creation of opportunities to generate new business models.

► Internal Control System

Toshiba Tec has developed an internal control policy that each organization and subsidiary implements according to their actual conditions, with the aim of enhancing internal control and governance across the Group. Under the Toshiba Tec Self-Monitoring Program we initiated in fiscal 2018, each business group and subsidiary independently evaluates the building and operating of internal control systems by themselves and makes improvements as necessary. This program is designed to check their internal control in terms of risk management, compliance, fairness of finance and accounting treatment, and business efficiency, and promote continuous improvements. Related internal divisions cooperate in increasing law-abiding awareness and providing compliance education by sharing and pooling examples of compliance-related incidents across the divisions. Through these initiatives, we have been increasing the effectiveness of our internal control and promoting the enhancement of our governance system to contribute to sustainable creation of corporate value.

Shareholder/Investor Relations

We will enhance the information disclosure system for proactive disclosure in order to contribute to the benefits of the shareholders and investors.

■ General meeting of shareholders

We consider the general meeting of shareholders as an important occasion to directly communicate with shareholders and, in principle, we hold our general meetings of shareholders on days other than when many other companies hold their meetings. In principle, we send meeting notices to our shareholders at least three weeks prior to the meeting date and are also trying to provide them electronically as soon as possible on the websites of Tokyo Stock Exchange (TSE) and the Company. Furthermore, we have introduced the Internet polling system and the TSE Electronic Voting Platform so that the shareholders can exercise their voting rights properly and smoothly. For foreign institutional investors, we post the English version of the simplified meeting notice (without attachments) on the websites of TSE and the Company and an Electronic Voting Platform for their proper and smooth voting.

■ Investor relations library website

We post information, such as financial settlement information, timely disclosure data, financial statements, semiannual reports, business reports and stock information, on our Investor Relations website. We provide our information to allow investors to exhaustively obtain the information in chronological order.

Investor Relations



■ Business report

We create business reports after announcing the second-quarter and annual financial statements, and post them on our website. In the business reports, many diagrams and photos are provided along with text information including those on new products, services, and business forecasts, to help shareholders understand the latest updates on Toshiba Tec.



■ Investor relations for institutional investors

We hold financial results briefing sessions four times a year after announcing financial results (Q1, Q2, Q3 and full-year results). Our Chief Financial Officer (CFO) provides an overview of financial statements to institutional investors and analysts. In addition, we hold a briefing session on management policies, which is attended by the CEO, CFO, and officers in charge of business groups.

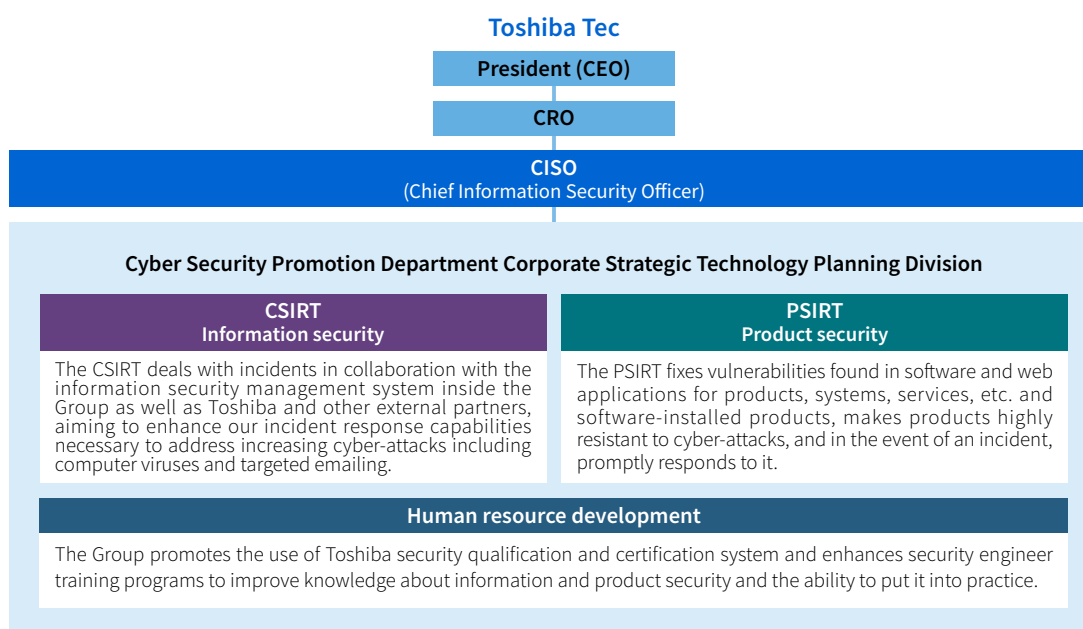
Topics

Enhancing Cybersecurity Measures

Cyber-attacks targeting customer information and vital technical information owned by companies are increasing. Accordingly, the appropriate and timely decision on investments in IT and security, as well as prompt response in the event of a major security incident that affects corporate management, is essential as a corporate strategy. We, at Toshiba Tec and Toshiba Tec Group, are reinforcing and promoting security governance through the building of a group-wide security system and the development of security personnel.

► Cybersecurity System

Toshiba Tec responds to security incidents under its internal CSIRT/PSIRT cooperation system and has built a system for information sharing centered on the CISO. We promote prompt and consistent security measures against cybersecurity risk concerning information systems, products, and services and work on the enhancement of cybersecurity governance under the CISO's command.



CRO: Chief Risk Officer

CISO: Chief Information Security Officer

CSIRT: Computer Security Incident Response Team

PSIRT: Product Security Incident Response Team

► Information Security Enhancement Activities

■ Protection of corporate information

We recognize all information including sales and technical data handled while carrying out our tasks as important property, and have established a basic policy to prevent and protect against inappropriate disclosure, leakage or improper use of such information.

We define this policy in the Information Security section of the Toshiba Tec Standards of Conduct so that all executives and employees are fully informed.

■ Establishment of security management system

We have established Toshiba Tec Group's security rules and CSIRT system to prepare for information security, and constantly revise them in response to changes in the social environment.

■ Acquisition of security certifications

The Shizuoka Business Center (Mishima and Ohito), our main product development sites, obtained the ISO/IEC 27001:2005 certification in fiscal 2007 and 2012, and updated to the ISO/IEC 27001:2022 certification in fiscal 2024. In fiscal 2022, the e-BRIDGE SKY Suite system was also certified in accordance with ISO/IEC 27017:2015, the security management standard for cloud services.

■ Cyber-attack response

In terms of technical measures, we are strengthening measures to protect the public server, in order to prevent cyber-attacks and other forms of unauthorized access from the outside, which are becoming more and more sophisticated year by year, as well as to avoid information leakage. We have also established a system to enable a quick response in the event of a virus infecting an internal computer.

■ Voluntary audit and security education

Each division continuously makes improvements by voluntarily auditing the status of compliance with the internal rules.

We constantly provide education to executives, employees, and staff dispatched from subcontractors, in order to prevent accidents in handling information and widely disseminate the security measures.

▶ Product Security Enhancement Activities

■ Offering of products and services that take security into account

Toshiba Tec Group prioritizes customers' safety and security and strives to offer products and services that take security into account. We implement security measures against cyber-attacks throughout the product lifecycle of planning, development, operations, maintenance, and disposal. By analyzing threats to information assets and evaluating their risks, we implement measures that take cost-effectiveness into account. We evaluate risks throughout supply chains, implement measures in cooperation with our suppliers and partners, and constantly make improvements to ensure safety.

■ Response to vulnerabilities relating to products and services

To ensure product and service security, Toshiba Tec Group collects a wide range of information about vulnerabilities and promptly addresses the vulnerabilities that are found. We thoroughly evaluate security before shipments to ensure no critical vulnerabilities. We are registered as a product developer in Japan Computer Emergency Response Team Coordination Center (JPCERT/CC), which is Japan's organization in charge of coordinating efforts for vulnerability handling. Toshiba Tec addresses vulnerabilities internationally in cooperation with the U.S. CERT/CC and other coordination organizations in various countries. Moreover, to promptly respond to vulnerability information, which is transmitted daily from Open Source Software (OSS) and other sources, we have introduced Toshiba PSIRT Assistance System to seek the enhancement of our system.

■ Response to security incidents for products or services

In the event of a product or service security incident by a cyber-attack, we promptly establish a response system and report the incident internally and externally, striving to disclose information, identify its cause, and prevent recurrence of similar incidents. Specifically, we deal with security incidents using Toshiba Tec PSIRT system. Toshiba Tec also periodically holds product security risk response training together with its domestic and overseas group companies, seeking improvements so that security incidents can be promptly reported and addressed.

■ Provision of information about product and service security

Concerning information about our response to vulnerabilities or security incidents, we provide such information to customers in cooperation with government agencies, etc. as necessary. We disclose information about vulnerabilities and how to deal with them to the public in Japan and abroad in a timely manner through channels such as our website and Japan Vulnerability Notes (JVN), the national vulnerability database. In cases in which the disclosure of such information can affect specific customers, we will provide such information individually through our sales window, etc.

■ Security personnel development activities

Toshiba Tec focuses on developing security personnel to improve its information security and product security. The Group provides all employees with education on proper information management and product security using e-learning. We recommend that our engineers acquire security-related certifications, providing training programs to enable them to acquire an up-to-date knowledge of security. In addition, we use Toshiba Group's security qualification and certification system to systematically improve our employees' security skills. Through these initiatives, we develop human resources who possess expertise and the ability to put it into practice to strengthen our product security.

■ Cooperation with Toshiba Cyber-Security Center (CSEC) and Toshiba Group

Toshiba Tec, as a member of the Toshiba Group, cooperates closely with Toshiba Cyber-Security Center (CSEC) under Toshiba Group's cybersecurity management system. Through this cooperation, in addition to promoting the building of a cybersecurity system, Toshiba Tec seeks to develop and enhance its management system concerning information security and product security, working on prompt and proper response to vulnerability information and security incidents.



Senior Management (as of June 23, 2025)

Directors and Audit & Supervisory Board Members

President and Chief Executive Officer	Hironobu Nishikori	Member, Nomination Committee Member, Compensation Committee	
Executive Vice President and Director	Yasuki Ohnishi	Member, Nomination Committee Member, Compensation Committee	Managing Director of Retail Solutions Business Group
Senior Vice President and Director	Masashi Yuzawa		Assistant to the President, In Charge of New Business, In Charge of Global Management Innovation, Chairman of Toshiba Global Commerce Solutions, Inc.
Senior Vice President and Director	Naofumi Tani		Chief Finance Officer (CFO), In Charge of Internal Control Promotion, General Manager of Corporate Finance & Accounting Group
Director	Takamasa Mihara		
Outside Director	Michio Kuwahara	Chairperson, Special Committee Chairperson, Nomination Committee	
Outside Director	Miho Aoki	Member, Special Committee Chairperson, Compensation Committee	
Outside Director	Yoshihiro Umeha	Member, Special Committee Member, Nomination Committee Member, Compensation Committee	
Outside Director	Mitsuhiro Nagahama	Member, Special Committee Member, Nomination Committee Member, Compensation Committee	
Audit & Supervisory Board Member	Ichiro Sakamoto	[Full-time]	
Audit & Supervisory Board Member	Shunsuke Shimano	[Full-time]	
Outside Audit & Supervisory Board Member	Kanako Osawa		
Outside Audit & Supervisory Board Member	Kunio Kawa		

Executive Officers (not concurrently serving as Directors)

Senior Vice President	Shiro Shimokawa	Managing Director of Workplace Solutions Business Group
Vice President	Yutaka Chiyo	Deputy Managing Director of Retail Solutions Business Group
Vice President	Kazuki Taira	In Charge of Intellectual Property, Chief Technology Executive, General Manager of Corporate Strategic Technology Planning Group
Vice President	Rance M. Poehler	In Charge of Overseas Retail Business, In Charge of Retail Business Transformation, President of Toshiba Global Commerce Solutions, Inc.
Vice President	Mariko Kajihara	In Charge of Human Resources & Administration, Corporate Chief Sustainability Officer
Vice President	Toshimitsu Suzuki	Software Chief Technology Executive, General Manager of Software Development Center, Deputy Managing Director of Retail Solutions Business Group, Technology Executive of Retail Solutions Business Group, Technology Executive of Workplace Solutions Business Group
Vice President	Takashi Ishikawa	Chief Digital Officer, Deputy Managing Director of Retail Solutions Business Group, General Manager of Product Planning & Creation Center, Retail Solutions Business Group
Vice President	Shintaro Yuge	General Manager of Strategic Planning Division
Vice President	Satoshi Matsumoto	General Manager of Original Design Manufacturing Business Group, General Manager of Global Management Innovation Division, President of Toshiba Global Commerce Solutions Holdings Corporation
Vice President	Yuichi Ikeda	Deputy Managing Director of Retail Solutions Business Group, General Manager of Sales Strategy Center, Retail Solutions Business Group

(Reference) Principal areas of expertise and experience of Directors and Audit & Supervisory Board Members (skills matrix)

	Name	Gender	Position	Principal areas of expertise and experience					The status of committee membership (★: Chairperson)		
				Corporate management	Risk/ Compliance	Accounting/ Audit	Global experience	IT technology/ DX	Special Committee	Nomination Committee	Compensation Committee
Directors	Hironobu Nishikori	Male	President and Chief Executive Officer	●	●		●	●		●	●
	Yasuki Ohnishi	Male	Executive Vice President and Director	●	●			●		●	●
	Masashi Yuzawa	Male	Senior Vice President and Director	●			●	●			
	Naofumi Tani	Male	Senior Vice President and Director	●		●	●				
	Takamasa Mihara	Male	Director	●	●		●				
	Michio Kuwahara	Male	Outside Director	●		●	●		★	★	
	Miho Aoki	Female	Outside Director	●		●	●		●		★
	Yoshihiro Umeha	Male	Outside Director	●		●	●		●	●	●
	Mitsuhiro Nagahama	Male	Outside Director	●		●	●		●	●	●
Audit & Supervisory Board Members	Ichiro Sakamoto	Male	Audit & Supervisory Board Member		●	●	●				
	Shunsuke Shimano	Male	Audit & Supervisory Board Member	●		●	●				
	Kanako Osawa	Female	Outside Audit & Supervisory Board Member		●	●	●				
	Kunio Kawa	Male	Outside Audit & Supervisory Board Member	●	●	●					

Note: The above matrix does not reflect all the knowledge and experiences of each Director.

Financial Information

Contents

Key Financial Data (Consolidated)	56
Consolidated Balance Sheet	57
Consolidated Statement of Income	59
Consolidated Statement of Cash Flows	60

Key Financial Data (Consolidated)

	Fiscal year ended March 31, 2021	Fiscal year ended March 31, 2022	Fiscal year ended March 31, 2023	Fiscal year ended March 31, 2024	Fiscal year ended March 31, 2025
Operating result (Millions of yen)					
Net sales	405,694	445,317	510,767	548,135	577,023
Ordinary profit	7,193	10,197	13,149	11,004	18,344
Profit (loss) attributable to owners of parent	7,126	5,381	(13,745)	(6,707)	29,937
Cash flows (Millions of yen)					
Cash flows from operating activities	9,240	10,037	15,106	19,411	24,886
Cash flows from investing activities	(9,573)	(14,184)	(12,117)	(16,135)	(9,987)
Cash flows from financing activities	(4,309)	(5,496)	(8,103)	(3,624)	(5,739)
Financial position (Millions of yen)					
Total assets	289,313	310,256	310,692	337,509	346,371
Net assets	109,862	117,662	102,206	96,236	115,685
Cash and cash equivalents	51,753	46,709	43,815	48,581	47,933
Per share data (Yen)					
Basic earnings (loss) per share	129.55	97.68	(248.37)	(123.92)	565.44
Net assets per share	1,867.01	2,023.35	1,738.02	1,663.74	2,041.02
Financial data					
Capital adequacy ratio (%)	35.5	36.1	31.0	26.1	31.2
Return on equity (%)	7.5	5.0	(13.2)	(7.3)	30.5
Price earnings ratio (times)	31.3	50.3	—	—	4.7

Note: Price earnings ratios for the fiscal years ended March 31, 2023 and 2024 are not shown because loss attributable to owners of parent was recorded for the fiscal years.

Financial Information

For details of the consolidated financial statements, please refer to the Financial Information on the Company's website.

<https://www.toshibatec.com/company/ir/material/settlement.html>

Consolidated Balance Sheet

(Millions of yen)

	As of March 31, 2024	As of March 31, 2025
Assets		
Current assets		
Cash and deposits	48,592	47,945
Notes and accounts receivable - trade, and contract assets	86,520	81,411
Merchandise and finished goods	43,206	44,518
Work in process	2,749	1,278
Raw materials and supplies	12,734	7,917
Other	31,227	27,764
Allowance for doubtful accounts	(1,458)	(1,260)
Total current assets	223,572	209,574
Non-current assets		
Property, plant and equipment		
Buildings and structures	27,730	22,627
Accumulated depreciation	(21,327)	(17,118)
Buildings and structures, net	6,403	5,509
Machinery, equipment and vehicles	68,150	46,355
Accumulated depreciation	(52,695)	(31,293)
Machinery, equipment and vehicles, net	15,454	15,061
Tools, furniture and fixtures	39,838	23,178
Accumulated depreciation	(35,279)	(19,907)
Tools, furniture and fixtures, net	4,559	3,270
Land	1,280	1,254
Leased assets	49,622	47,413
Accumulated depreciation	(31,218)	(28,933)
Leased assets, net	18,404	18,479
Construction in progress	2,137	981
Total property, plant and equipment	48,239	44,557
Intangible assets		
Goodwill	357	180
Customer relationship assets	142	71
Other	11,070	10,914
Total intangible assets	11,569	11,166
Investments and other assets		
Investment securities	10,586	37,148
Retirement benefit asset	16,841	15,419
Deferred tax assets	12,055	11,924
Other	15,051	16,653
Allowance for doubtful accounts	(408)	(73)
Total investments and other assets	54,126	81,073
Total non-current assets	113,936	136,797
Total assets	337,509	346,371

(Millions of yen)

	As of March 31, 2024	As of March 31, 2025
Liabilities		
Current liabilities		
Notes and accounts payable - trade	65,845	64,367
Short-term borrowings	2,871	3,359
Current portion of long-term borrowings	3,696	4,953
Lease liabilities	6,434	6,682
Accounts payable - other	28,937	24,398
Income taxes payable	5,245	6,879
Unearned revenue	21,742	23,218
Other	41,032	35,793
Total current liabilities	175,807	169,652
Non-current liabilities		
Long-term borrowings	11,533	11,321
Lease liabilities	14,833	14,310
Retirement benefit liability	28,037	24,439
Other	11,061	10,962
Total non-current liabilities	65,465	61,034
Total liabilities	241,272	230,686
Net Assets		
Shareholders' equity		
Share capital	39,970	39,970
Capital surplus	950	1,110
Retained earnings	31,145	58,525
Treasury shares	(13,382)	(13,319)
Total shareholders' equity	58,683	86,287
Accumulated other comprehensive income		
Valuation difference on available-for-sale securities	1,013	1,260
Deferred gains or losses on hedges	46	(27)
Foreign currency translation adjustment	23,330	17,562
Minimum pension liability adjustments	(320)	(213)
Remeasurements of defined benefit plans	5,307	3,206
Total accumulated other comprehensive income	29,376	21,788
Share acquisition rights	19	14
Non-controlling interests	8,156	7,593
Total net assets	96,236	115,685
Total liabilities and net assets	337,509	346,371

Financial Information

Consolidated Statement of Income

(Millions of yen)

	For the fiscal year ended March 31, 2024	For the fiscal year ended March 31, 2025
Net sales	548,135	577,023
Cost of sales	326,930	349,193
Gross profit	221,204	227,829
Selling, general and administrative expenses	205,350	207,578
Operating profit	15,854	20,251
Non-operating income		
Interest income	570	616
Dividend income	79	86
Share of profit of entities accounted for using equity method	—	1,621
Gain on valuation of derivatives	—	1,211
Gain on sale of non-current assets	35	153
Other	423	588
Total non-operating income	1,109	4,278
Non-operating expenses		
Interest expenses	1,180	1,393
Loss on valuation of derivatives	1,069	—
Foreign exchange losses	1,478	2,700
Loss on sale and retirement of non-current assets	251	339
Commission expenses	50	33
Other	1,927	1,717
Total non-operating expenses	5,959	6,184
Ordinary profit	11,004	18,344
Extraordinary income		
Gain on change in equity	—	21,151
Gain on sale of investment securities	292	639
Gain on sale of businesses	—	5,654
Total extraordinary income	292	27,445
Extraordinary losses		
Impairment loss of non-current assets	37	43
Loss on sale of investment securities	9	15
Loss on valuation of investment securities	697	698
Restructuring cost	695	2,458
Total extraordinary losses	1,440	3,216
Profit before income taxes	9,857	42,574
Income taxes - current	7,584	9,632
Income taxes - deferred	7,133	2,437
Total income taxes	14,718	12,070
Profit (loss)	(4,861)	30,503
Profit attributable to non-controlling interests	1,845	565
Profit (loss) attributable to owners of parent	(6,707)	29,937

Consolidated Statement of Cash Flows

(Millions of yen)

	For the fiscal year ended March 31, 2024	For the fiscal year ended March 31, 2025
Cash flows from operating activities		
Profit before income taxes	9,857	42,574
Depreciation and amortization	17,382	17,489
Impairment loss of non-current assets	37	43
Increase (decrease) in allowance for doubtful accounts	129	(516)
Interest and dividend income	(650)	(703)
Interest expenses	1,180	1,393
Share of loss (profit) of entities accounted for using equity method	—	(1,621)
Loss (gain) on sale of investment securities	(282)	(624)
Loss (gain) on valuation of investment securities	697	698
Loss (gain) on sale and retirement of non-current assets	215	185
Loss (gain) on change in equity	—	(21,151)
Restructuring cost	695	2,458
Loss (gain) on sale of businesses	—	(5,654)
Decrease (increase) in trade receivables	(2,333)	4,339
Decrease (increase) in inventories	2,059	(4,361)
Increase (decrease) in trade payables	1,893	10,185
Increase (decrease) in retirement benefit liability	(2,158)	(3,021)
Other, net	2,868	(7,678)
Subtotal	31,591	34,035
Interest and dividends received	652	712
Interest paid	(1,201)	(1,303)
Income taxes paid	(8,145)	(8,090)
Income taxes refund	346	145
Payment for extra retirement payments	(432)	(612)
Payments for loss on litigation	(3,400)	—
Net cash provided by (used in) operating activities	19,411	24,886
Cash flows from investing activities		
Purchase of property, plant and equipment	(12,412)	(13,704)
Proceeds from sale of property, plant and equipment	428	250
Purchase of investment securities	(1,261)	(964)
Proceeds from sale of investment securities	540	916
Purchase of intangible assets	(3,454)	(3,241)
Payments into time deposits	(0)	(0)
Proceeds from sale of businesses	—	6,750
Net decrease (increase) in short-term loans receivable	(2)	3
Long-term loan advances	(0)	—
Proceeds from collection of long-term loans receivable	1	0
Other, net	27	2
Net cash provided by (used in) investing activities	(16,135)	(9,987)
Cash flows from financing activities		
Proceeds from long-term borrowings	16,272	8,683
Repayments of long-term borrowings	(4,027)	(7,223)
Purchase of treasury shares	(8,745)	(7)
Dividends paid	(2,163)	(2,381)
Dividends paid to non-controlling interests	(390)	(187)
Purchase of shares of subsidiaries not resulting in change in scope of consolidation	—	(757)
Repayments of finance lease liabilities	(4,570)	(3,865)
Net cash provided by (used in) financing activities	(3,624)	(5,739)
Effect of exchange rate change on cash and cash equivalents	5,114	41
Net increase (decrease) in cash and cash equivalents	4,766	9,200
Cash and cash equivalents at beginning of period	43,815	48,581
Decrease in cash and cash equivalents resulting from exclusion of subsidiaries from consolidation	—	(9,848)
Cash and cash equivalents at end of period	48,581	47,933

Stock Information

Stock Overview (as of March 31, 2025)

1) Total number of shares authorized to be issued: 200,000,000 shares

2) Total number of outstanding shares: 52,951,786 shares (excluding 4,677,354 shares of treasury stock)

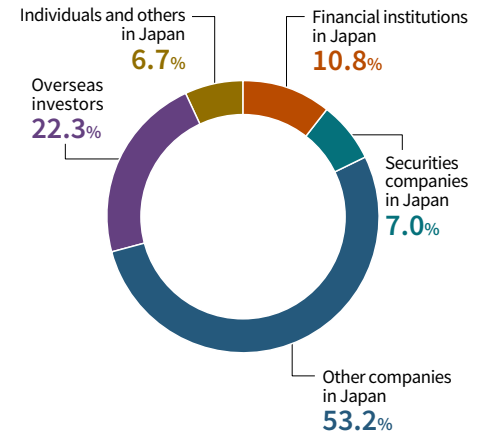
3) Number of shareholders: 8,823

4) Major shareholders

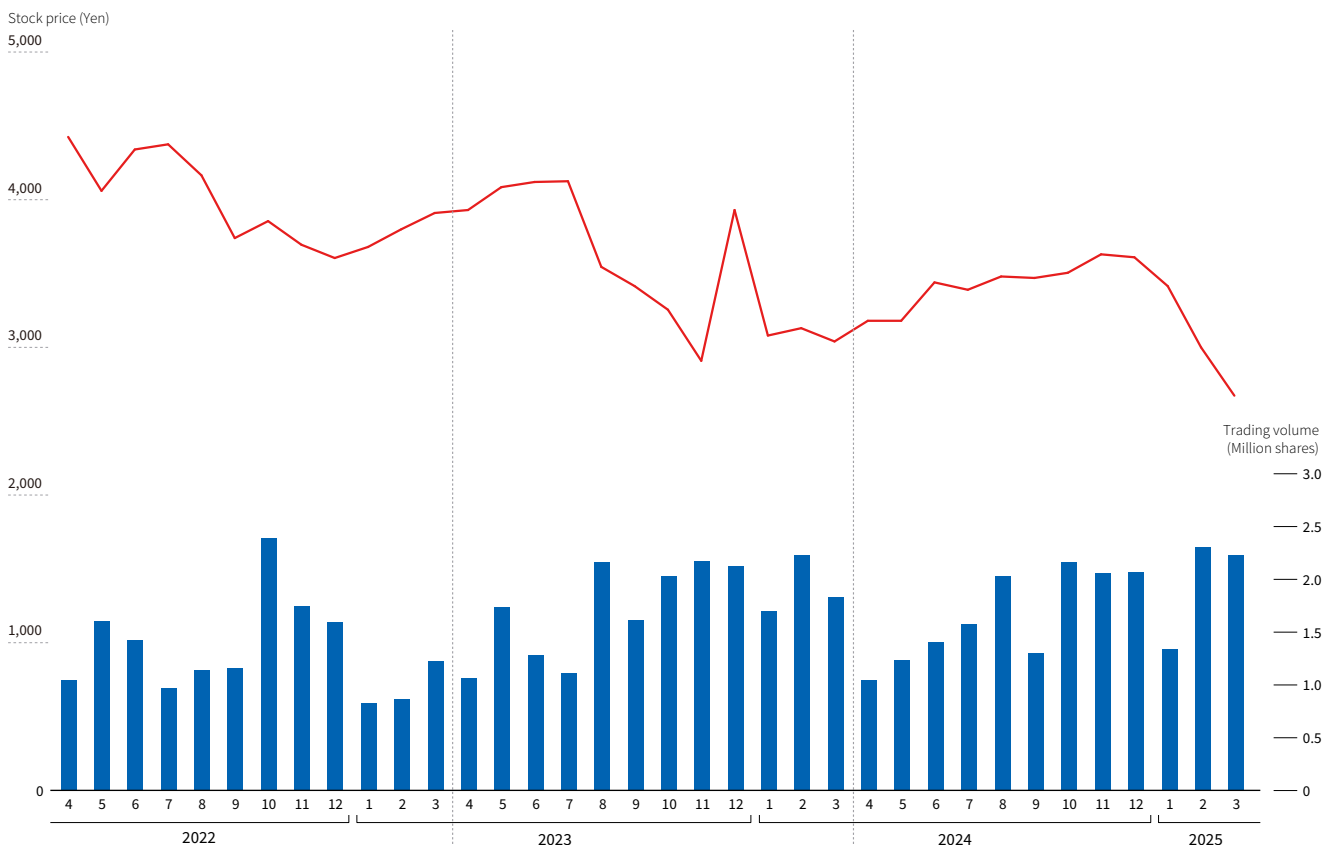
Shareholder	Number of shares held (Thousand shares)	Shareholding ratio (%)
Toshiba Corporation	26,605	50.2
The Master Trust Bank of Japan, Ltd. (Trust account)	3,892	7.4
Morgan Stanley MUFG Securities Co., Ltd.	2,845	5.4
Custody Bank of Japan, Ltd. (Trust account)	1,212	2.3
Digital Garage, Inc.	1,009	1.9
BNY GCM CLIENT ACCOUNT JPRD AC ISG (FE-AC)	1,001	1.9
State Street Bank and Trust Company 510312	970	1.8
Toshiba Tec Employees Shareholding Association	757	1.4
State Street Bank and Trust Company 510311	755	1.4
BNYM AS AGT/CLTS NON TREATY JASDEC	582	1.1

Note: Treasury stock is excluded from the total number of outstanding shares in the calculation of shareholding ratio.

Breakdown by Shareholder



Stock Price and Trading Volume Trends



Corporate Data

Corporate Overview (as of March 31, 2025)

Company name	Toshiba Tec Corporation
Head office	Gate City Ohsaki West Tower, 1-11-1, Osaki, Shinagawa-ku, Tokyo 141-8562, Japan
Established	February 21, 1950
Share capital	39,970 million yen
Employees	Consolidated: 15,509
Toshiba Tec Group	Consolidated: 62 companies



Subsidiaries and Affiliates (as of March 31, 2025)

Japan

- Toshiba Tec Solution Services Corporation
- Tec Information Systems Corporation
- Toshiba Global Commerce Solutions Holdings Corporation

Overseas

- Toshiba America Business Solutions, Inc.
- Toshiba Global Commerce Solutions, Inc.
- Toshiba Tec Germany Imaging Systems GmbH
- Toshiba Tec Singapore Pte Ltd.
- Toshiba Tec France Imaging Systems S.A.
- P.T. Tec Indonesia
- Toshiba Tec Business Solutions (Shenzhen) Co., Ltd.
- Toshiba Global Commerce Solutions Mexico, S. de R.L. de C.V.
- Toshiba Global Commerce Solutions (Netherlands) B.V.
- Toshiba (Australia) Pty., Ltd.
- Toshiba Tec U.K. Imaging Systems Limited
- Toshiba Global Commerce Solutions (Italy) S.r.l.
- Toshiba Global Commerce Solutions (Spain) S.L.
- Toshiba Tec Canada Business Solutions Inc.
- Toshiba Tec Malaysia Sdn. Bhd.

Our consolidated subsidiaries consist of the 18 listed above and 44 other companies.

- This report has not been audited by an audit corporation.
- Forward-looking statements included in this report are based on information that Toshiba Tec has obtained at present and certain assumptions that we deem reasonable, and we do not guarantee that any of such statements will be realized. Actual performance may differ materially from any forward-looking statements due to various factors.
- In case any corrections or revisions are made to this report, the revised version of this Integrated Report will be published on our website.

Toshiba Tec Corporation

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Issued in 2025