

TOSHIBA

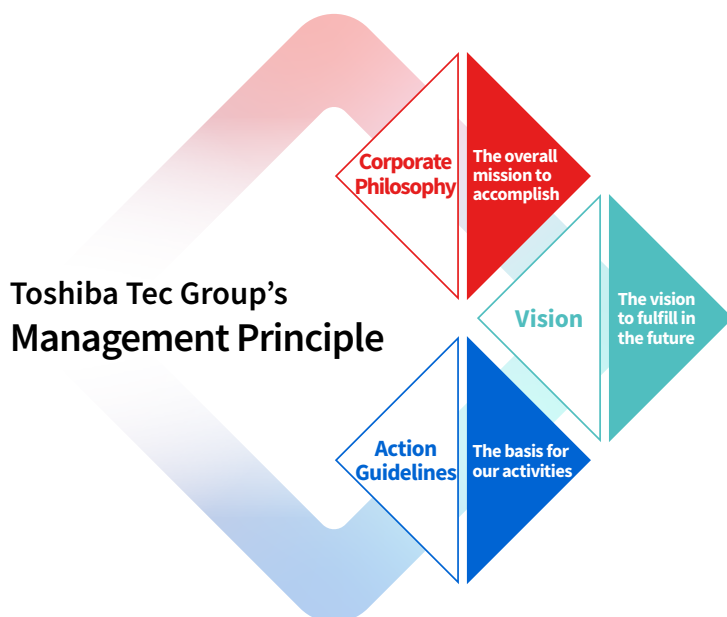


Toshiba Tec Group Integrated Report 2026

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



2026 is
**Toshiba Tec's
76th anniversary**



Net sales
569.3 billion yen
(Fiscal year ended March 31, 2026)



Overseas net sales ratio
64%
(Fiscal year ended March 31, 2026)



Number of employees (consolidated)
15,078
(Fiscal year ended March 31, 2026)



World's No. 1 share in the POS business

2.75 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, 2026)



R&D cost

21.8 billion yen

(Fiscal year ended March 31, 2026)



Number of maintenance staff

Approx. 5,000

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

(Fiscal year ended March 31, 2026)



Number of members in Smart Receipt[®] electronic receipt service

**Exceeded
3.00 million members**

(As of March 24, 2026)

*1 (Source) Global EPOS and Self-Checkout 2025, Datos Insights
2024 Install base TOSHIBA and Toshiba Tec EPOS and self-checkout systems

*2 Toshiba Tec's survey

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 2025 (from April 2025 to March 2026) 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)

Web Site



Investor Relations

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

Contents

Management Principle/Glance at Toshiba Tec in Numbers	01
Editorial Policy/Contents	02
History	03
Message from the Chairman and CEO	05
Message from the President and COO	07

Strategies

Management Policy	09
Value Creation Model of Toshiba Tec Group	10

Business Results

Financial Highlights (Consolidated)	11
Non-Financial Highlights (Consolidated)	12
Segment Overview	13

Businesses

Introduction of Businesses	15
R&D Activities	19

Sustainability

Message from Chief Sustainability Officer	21
Sustainability Management of Toshiba Tec Group	22
Environment	24
Social	37
Governance	50

Data Section

Key Financial Data (Consolidated)	59
Consolidated Balance Sheet	60
Consolidated Statement of Income	62
Consolidated Statement of Cash Flows	63
Stock Information	64
Corporate Data	65



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.

Initial Period

Building a foundation for business

Having become independent from Toshiba, we established three pillars of our business, which are office equipment, lighting fixtures, and home appliances, under the principle of “autonomy and independence.” In the late 1960s, we expanded into overseas markets.



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

Growth and Expansion Period

Market expansion Expanding business domains

We made cash registers progress significantly in shifting from mechanical to electronic cash registers and then to POS systems, taking the great lead in the distribution industry. We became one of the world's top groups in the printer OEM business in only three years. We established a stable business foundation while responding to changes in the times.



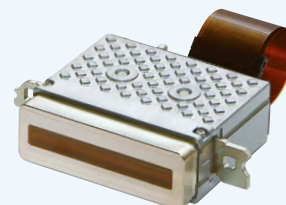
1979
M-800 POS system with barcode scanner



1999
FANTASIA22 digital full-color MFP



2006
WILLPOS-Self SS-1000
self-checkout system



2006
CF1 inkjet print head

1950 Established Tokyo Electric Appliances Co., Ltd.

1962 Opened the Mishima Plant.

1969 Established the first overseas subsidiary.

1972 Established TEC Electronics Business Machine Co., Ltd.

1985 Acquired a Singaporean company and started overseas production.

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.

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

Period of Change

Expanding overseas business and strengthening competitiveness

While accelerating overseas business expansion, we built a global system. We exerted ourselves to establish a strong business structure while undergoing structural transformation into a profitable group under the slogan of change and creation.



2013
IS-910T
vertical-type object recognition scanner



2014
Smart Receipt®
electronic receipt service*1



2017
Hybrid MFP
Loops LP50 Series
paper reusing system



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

New Growth Period

Aiming to become a global top solutions partner

We aim to be a global top solutions partner that co-creates with customers and partners, by developing solutions that contribute to solving labor shortages at stores and offices and creating new added value through data utilization.



2021
UF-3000
RFID reader that contributes to store operational efficiency

POWERED BY
ELERA®

2022
ELERA® global retail platform*2 launched



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

- 2004** Set out a new corporate philosophy "Our Five Commitments."
- 2005** Integrated Tokyo area offices into the Osaki Office (Shinagawa).
- 2006** Formed the Inkjet Head Business Group.
- 2012** Acquired the retail solution store business from IBM.
- 2018** Loops Series won the Eco Mark Award Excellence Award.

- 2021** Revised the Corporate Philosophy and established Vision and Action Guidelines.
- 2022** Further promoted the development of ELERA®, a global platform.
- 2024** Established a joint venture ETRIA Co., Ltd. with Ricoh Company, Ltd. Established Gyainamics Inc.
- 2025** Entered the generative AI utilization support service.

Transferred the lighting business to Toshiba Lighting & Technology

Won the top share in the vacuum cleaner market

Transferred the home appliances business to Toshiba Home Appliances Manufacturing

Entered the barcode printer business

First in the world

Conducted demonstration experiment of EXPRESS POS as a means of settlement
Released self-checkout system

Launched Smart Receipt® electronic receipt service

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

Opened the NEXMART 01 GO next generation smart store

Started the Smart Receipt® retail media promotion program

Started full-scale development of the food loss reduction solutions

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

Started standard installation of the MFP link application that links MFPs to the cloud-based storage service

*1 Smart Receipt® is a registered trademark of Toshiba Tec Corporation. *2 ELERA® is a trademark of TGCS.

Message from the Chairman and CEO



The intentions behind our corporate philosophy

The environment in all areas of modern society is changing rapidly, and its effects are spreading to the global scale, while issues are becoming increasingly complex. Toshiba Tec Group's customers face issues such as serious labor shortages, waste loss problems, increased CO₂ emissions, and the siloing of data generated by our increasingly data-driven society. There are limits to solving these issues for any single company; society as a whole must address them. That is why we believe it is important to **bring together our knowledge and technologies with our customers and partners to create new solutions, based on our corporate philosophy of "Creating with You."**

Direction of business transformation and corporate reform

Recognizing these issues, the Group will **evolve from a "business that offers products" to a "business that supports our customers' business operations," starting from global touchpoints** in retail solutions and workplace solutions. Through services that have evolved into a sustainable, high value-added model premised on the use of AI, we will solve social issues and our customers' business issues, while continuously providing value. We aim to become a "global top solutions partner," playing a central role in innovation that will transform not only hardware but also global distribution and offices.

Creating new value through co-creation

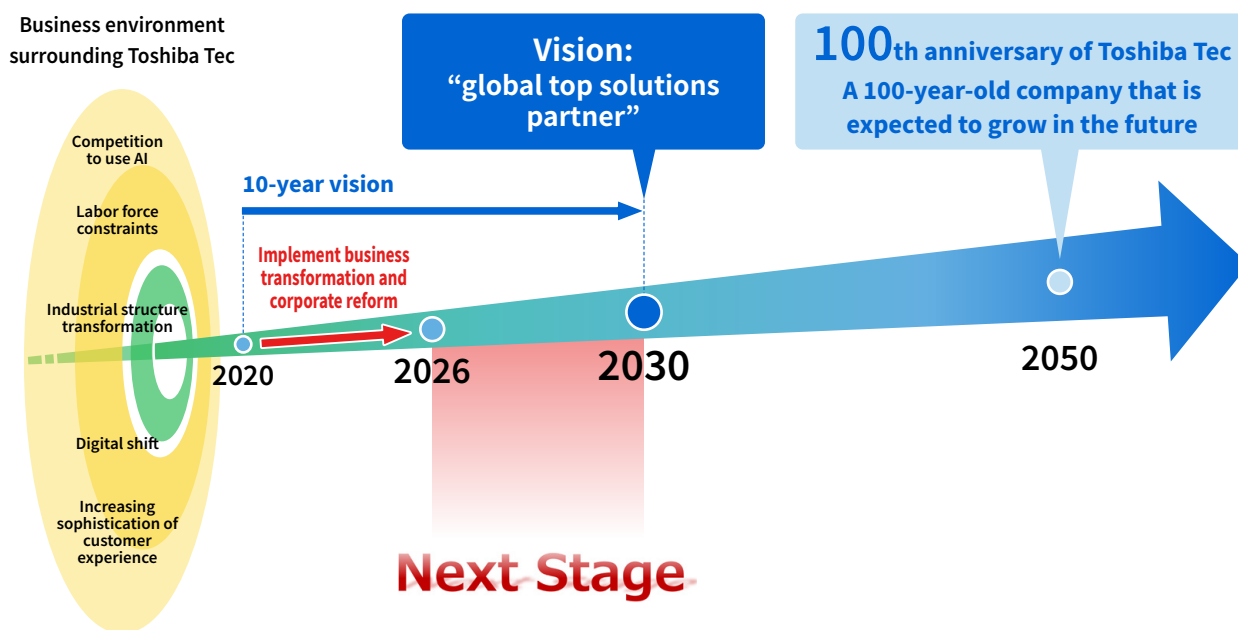
We are working to strengthen the value we provide and our revenue base by transforming the value chain through co-creation with partners. We will increase our competitiveness by expanding collaborations with partners in each domain, from product planning and development to procurement and manufacturing, and sales and service, and by multiplying the strengths of each. **While expanding this circle of co-creation, we aim to create new value and realize sustainable growth.**

Transitioning to the Next Stage and a new structure (improving management speed)

Toshiba Tec is heading to the “Next Stage,” which is a new growth phase. To steadily advance to this Next Stage, we further clarified the roles of governance and business execution and progressed to a Chairman & CEO and President & COO system to improve the decision-making of management and the effectiveness of business execution. As Chairman and CEO, I will further improve the transparency and soundness of management by formulating medium- to long-term strategies and strengthening supervision, and the President and COO will promote field-based decision making and quick actions to build an organizational foundation that can respond to changes. Since becoming President, Mr. Ohnishi has led business operations in the domestic retail business in close contact with the frontlines. While deeply understanding the direction of the reforms that we have promoted thus far, he can understand the business from a front-line perspective and move the organization forward. Under this structure, **we will promote reforms with a greater sense of speed while leveraging the foundation we have built thus far and further solidify the transformation of our business structure.** I am confident that Toshiba Tec will move on to a higher growth trajectory under the next leadership.

Business environment surrounding Toshiba Tec and future plans

To a company that can contribute to society



Changing the Distribution Industry and Offices, Changing Japan

Message from the President and COO



Upon assumption of office

Up to now, I have worked in business operations while being deeply involved in our customers' work on site. In that time, I have strongly felt the importance of "interpersonal relationships." About 10 years ago, as a member of the Tokyo Branch Office, I worked on organizational culture reform. No matter how great a company's technology or sales capabilities may be, no added value can be created without cooperation among the organizations that have them. If organizations properly perform their respective roles, the power of frontlines will be maximized, leading to the creation of new value. The initiatives taken at that time were not limited to the branch office, but extended to the entire company, and have served as the foundation that supports our transformation to now.

Toshiba Tec is now on the verge of a new phase of growth. **To achieve the transition to the growth phase, what is essential is the organization and ability to complete it.** I will create the next stage of growth by integrating strategy and execution by leveraging a field-based perspective and experience in organizational reform.

Toshiba Tec Group's strengths and transformation of its business model

The Group has touchpoints in both the Retail Business, which boasts the top market share, and the Workplace Solutions Business, which covers more than 100 countries and regions, as well as a global sales and service network.

In addition, the Group has gained knowledge and adaptability over many years at our customers' sites.

By combining the data generated daily at these physical sites with digital technologies such as AI and cloud computing, we will realize more sophisticated and labor-saving operations, as well as an improved customer experience.

Toshiba Tec Group's touchpoints*1

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*2 **Approx. 1.40 million units**

*1 "Top 50 Global Retailers 2025," National Retail Federation / Annual securities reports of each company (EDINET)

*2 Toshiba Tec's survey

In addition, **through co-creation with customers and partners, we will create new solutions that cannot be realized by a single company, build an ecosystem that transcends industry boundaries, and realize continuous value provision.** By leveraging the knowledge and asset strength that we have built up over many years, we will provide solutions that support management and operational reforms while closely following our customers' business issues.

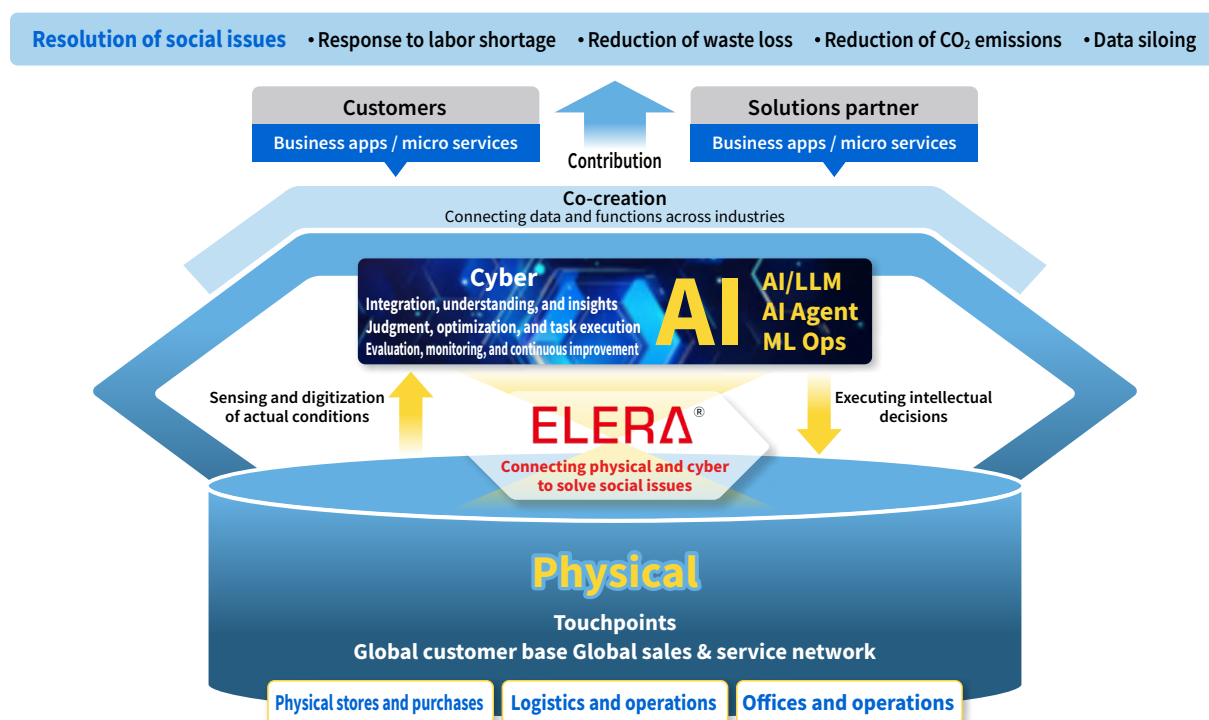
Executing the Next Stage

The environment surrounding our customers and Toshiba Tec is changing at an unprecedented speed, and social issues are becoming increasingly complex. Furthermore, we have entered an era in which digital transformation is already a prerequisite, and whether we can leverage AI to produce concrete results will determine our competitiveness. Toshiba Tec Group is making progress toward the "Next Stage," in which it will strive to provide higher value-added solutions, while driving a shift in its business structure to realize its vision of being a "global top solutions partner." We aim to evolve into a company that can expand the scope of our solution services while building on our hardware strengths and work together on a global scale to provide value. **The key to achieving this is speed when moving from vision to execution. Under the new management structure, we will further increase the speed of decision-making and execution, while strengthening the driving force of the entire company by directly linking strategic and investment decisions with business execution.**

In addition, through the optimal allocation of investments and resources, we will make focused investments in growth areas and evolve into an organization that can quickly respond to changes in the environment, thereby steadily translating reforms into results. By spearheading this execution and steadily advancing the shift of our business structure, we will achieve sustainable growth together with all of our stakeholders, with the goal of becoming a company of choice around the world as a "global top solutions partner."

Toshiba Tec's growth model: Create new value through co-creation

Next Stage



Management Policy (Basic Policy of the FY2026 Mid-Term Business Plan)

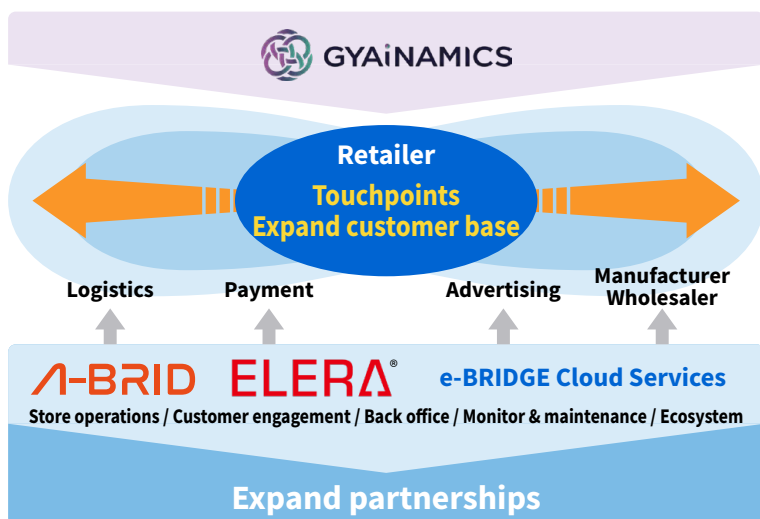
Toward the **Next Stage**

Expanding partnerships and recurring business

We will expand partnerships to broaden the scope of solutions that can continuously deliver value and expand the customer base. As a result, we aim to increase the proportion of recurring revenue that continuously builds up to improve profitability.

Forming optimal partnerships

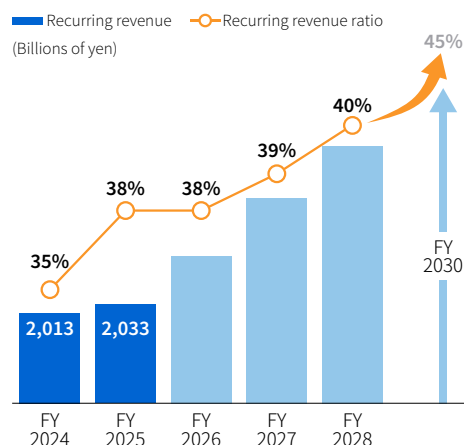
“Create new value through co-creation” moves to the implementation stage



Recurring business

Improve company-wide profitability by increasing highly profitable recurring revenue ratio

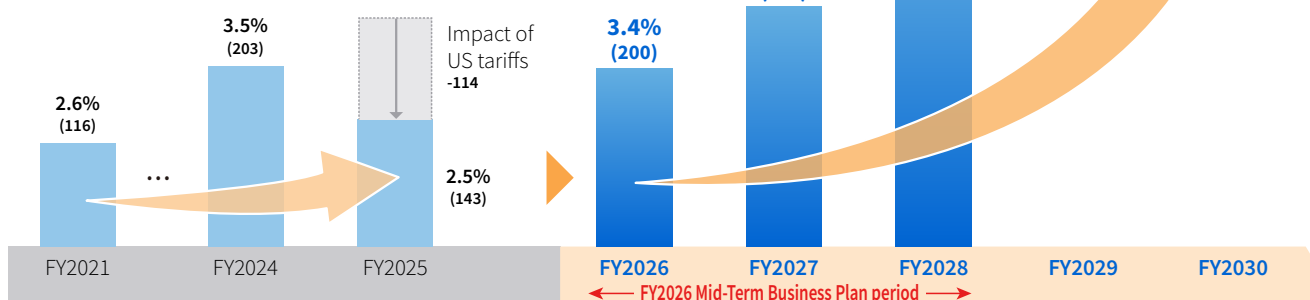
Trends in recurring revenue and ratio



Mid-term growth targets

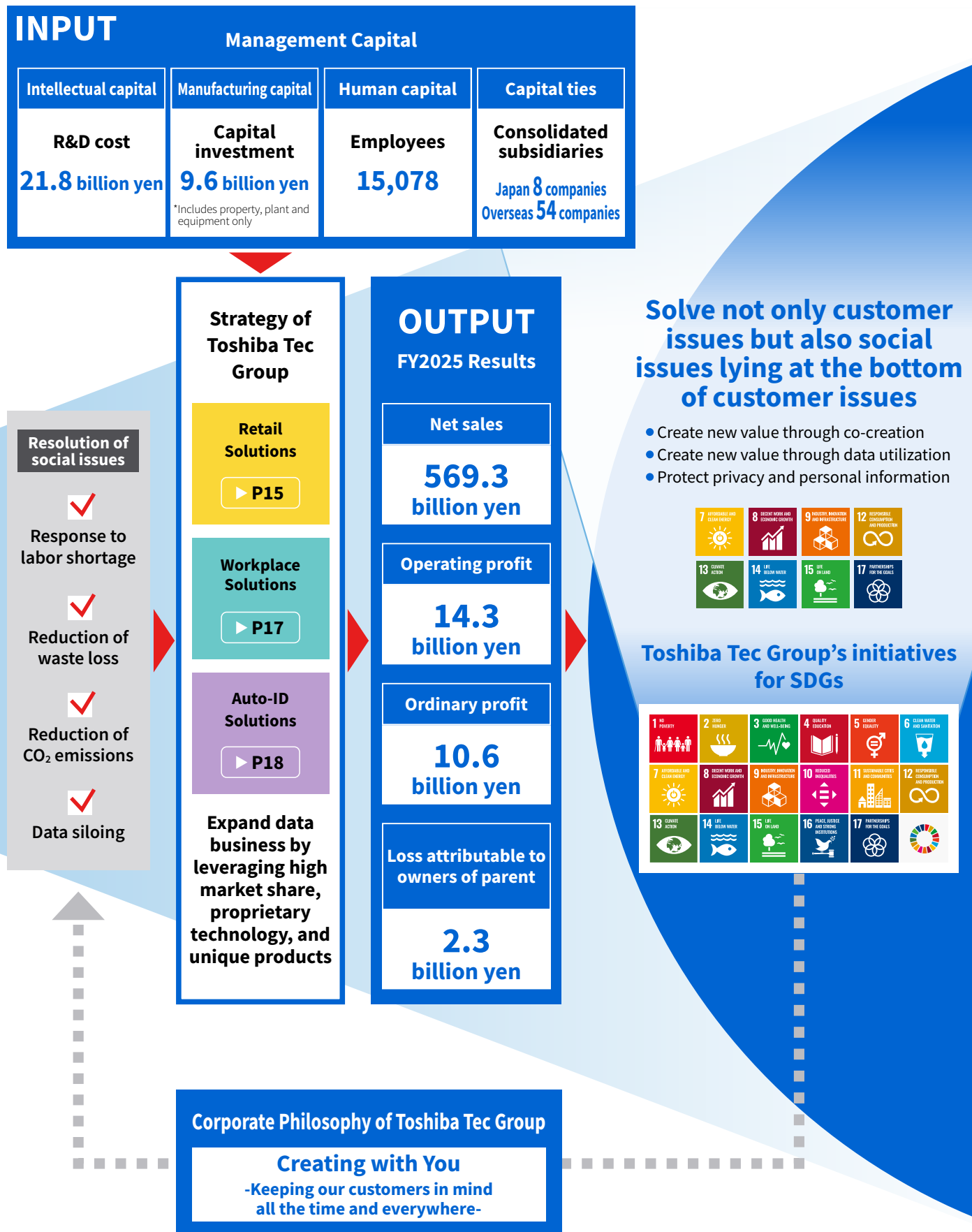
During the FY2026 Mid-Term Business Plan period, we aim to build a foundation for establishing a highly profitable and growing model by concurrently driving improvement in basic profitability and transforming business. By shifting to high value-added solutions businesses, we aim to achieve an ROS of 10% in 2030.

ROS
(Operating profit)
(Billions of yen)



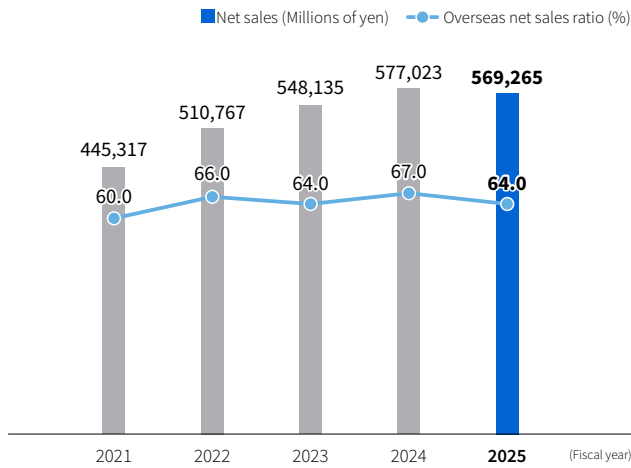
Next Stage

Value Creation Model of Toshiba Tec Group

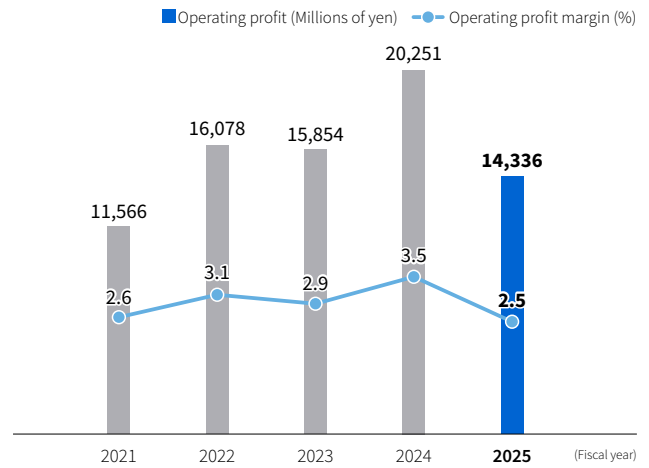


Financial Highlights (Consolidated)

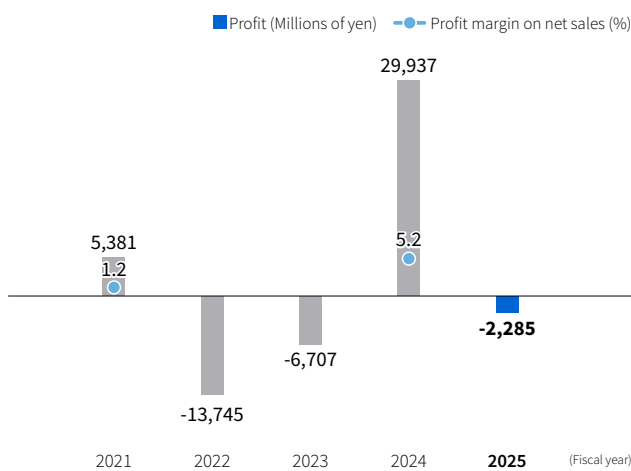
Net sales and overseas net sales ratio



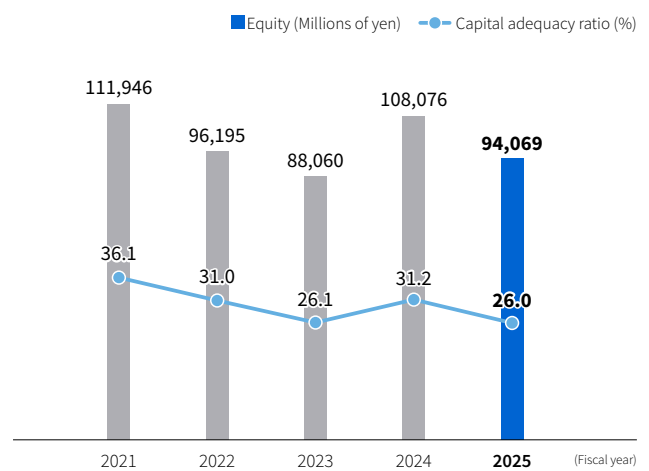
Operating profit and operating profit margin



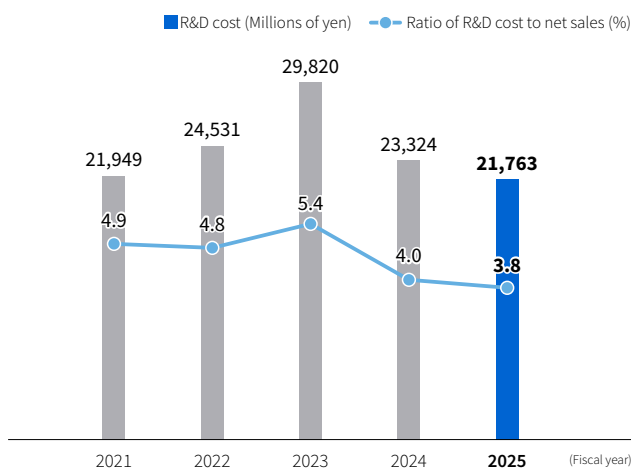
Profit and profit margin on net sales



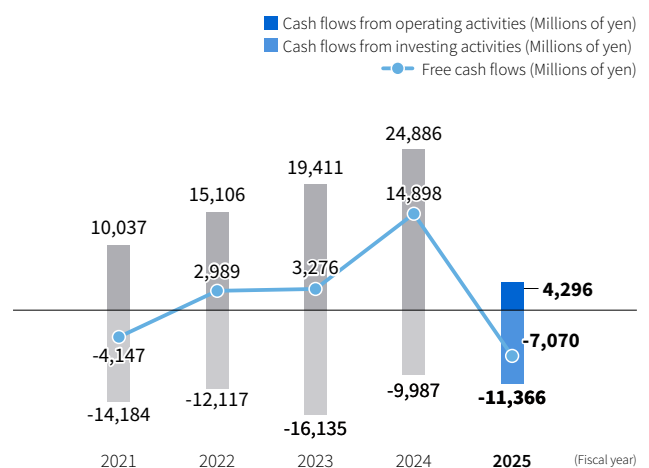
Equity and capital adequacy ratio



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



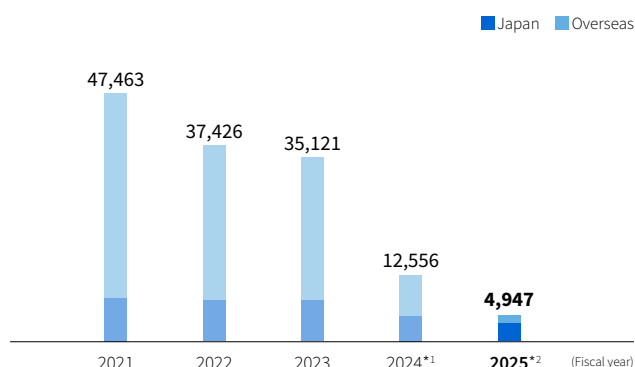
Cash Flows



Non-Financial Highlights (Consolidated)

CO₂ emissions at manufacturing sites

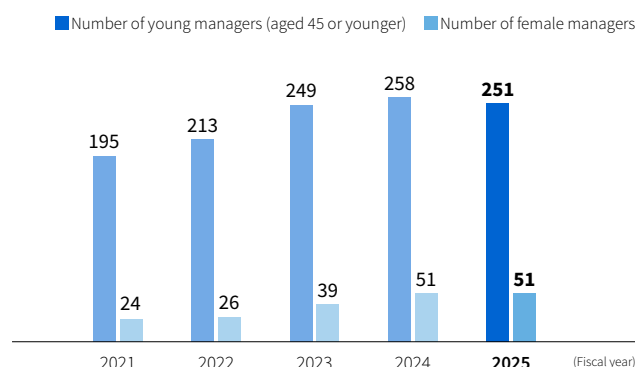
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We continue to reduce CO₂ emissions through the systematic implementation of measures such as switching to LED lighting and upgrading to energy-saving equipment mainly at overseas sites by effectively using subsidy systems.

Number of young managers (aged 45 or younger) and number of female managers

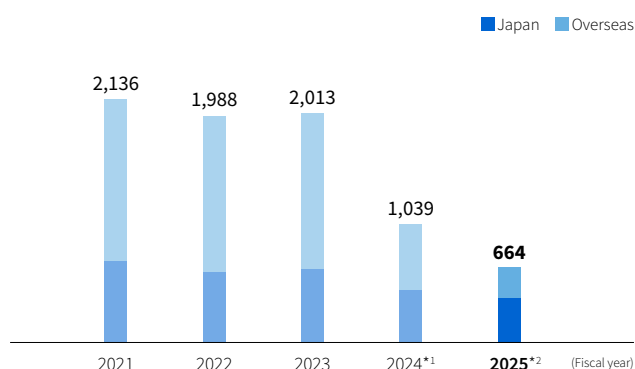
(Persons)



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

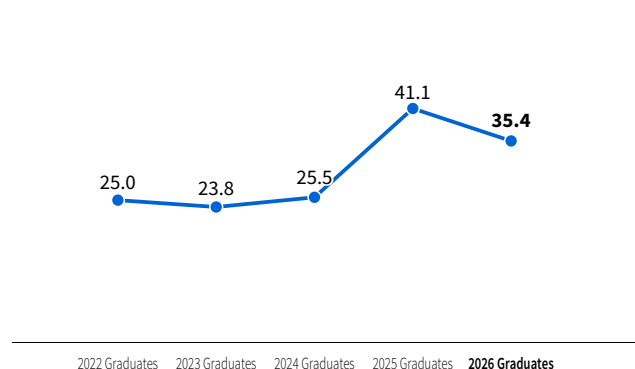
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To efficiently use resources, we work on the reduction of the total amount of generated wastes. We also visit recycling bases in Japan, directly assess the processing status, and are striving to improve communication with them to increase recycling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

Ratio of new female graduates employed

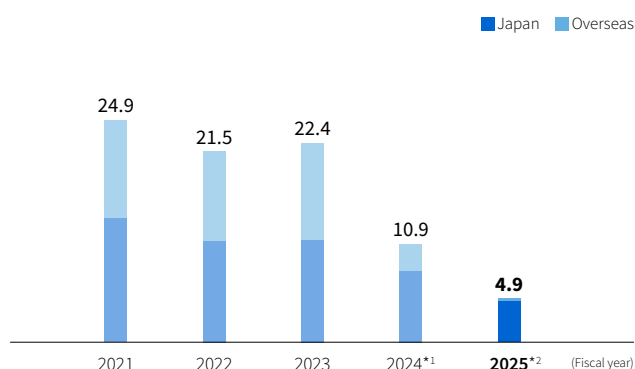
(%)



The ratio of new female graduates employed in 2026 was 35.4%, continuing to meet the target of 30%. In order to secure stable female human resources in the future, we will continue activities to showcase various systems related to the advancement of female employees and the status of obtaining the second grade of "Eruboshi" certification at the company briefing sessions, etc.

Amount of released chemical substances

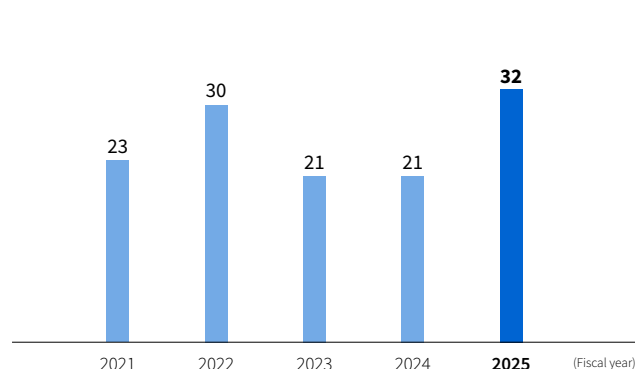
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We strive to reduce the amount of released chemical substances, which are classified as "reduction substances" into the atmosphere and water that directly affect the environment. We will continue to reduce the amount of released chemical substances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

Number of whistleblowing cases*³

(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 Reflecting the impact of the discontinuation of toner production, in addition to business restructuring from the previous fiscal year

*3 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, multifunction peripherals (MFPs) for the domestic market, 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 high value-added solution business with the global retail platform ELERA, generative AI utilization services, and strategic partnerships, strengthening recurring businesses, and enhancing multivendor maintenance services covering not only our equipment but also IT equipment of other companies.

Sales of POS systems for the domestic market increased as a result of our efforts focused on expanding sales of self-checkout systems, Smart Receipt®, payment terminals, etc., as well as through such measures as the revision of product prices and maintenance service prices.

Sales of POS systems for overseas markets improved to the level of the same period of the previous fiscal year from the third quarter onward, as there was some improvement in the impact of deteriorating market conditions in various countries and delays in the timing of investment by customers resulting from the U.S. tariff measures from the third quarter onward. However, sales for the full year decreased due to a significant decrease in hardware sales up to the second quarter, mainly in the Americas, and the impact of foreign exchange rates.

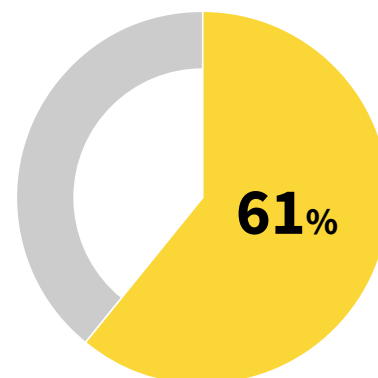
Sales of MFPs for the domestic market decreased due to customers refraining from purchasing and other factors.

Sales of Auto-ID systems for the domestic market remained at the same level as the previous fiscal year due to working on measures such as the revision of product prices, despite a decrease in the number of units of label printers sold overall.

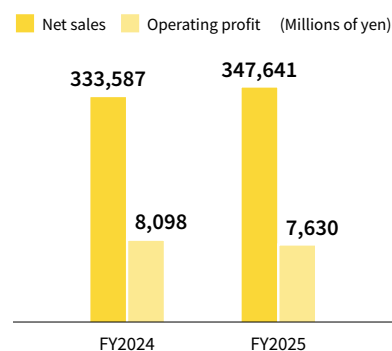
As a result, net sales of the Retail Solutions Business Group were 347,641 million yen (up 0.3% year on year). Operating profit of the business group for the full year was 7,630 million yen (down 4% year on year) due to the impact of deterioration of profitability through the second quarter associated with the U.S. tariff measures, although operating profit from the third quarter onward increased compared with the same period of the previous fiscal year, supported by increased profit from POS systems for the domestic market mainly due to a better model mix and improved profitability of MFPs for the domestic market mainly following the revision of maintenance service prices, as well as improved profitability of POS systems for overseas markets from the third quarter onward.



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 MFPs for overseas markets, Auto-ID systems for 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 MFPs, our core business, and worked on expanding the office solutions and Auto-ID businesses, which are growth areas.

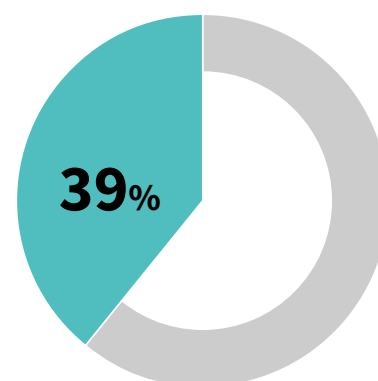
Sales of MFPs for overseas markets declined as a result of a decrease in sales mainly in the Americas due to the impact of the U.S. tariff measures, the reaction following the temporary increase in sales resulting from the recovery of product supply in the previous fiscal year, and other factors, despite the increasing effect of the product price revision from the third quarter onward.

Sales of Auto-ID systems for overseas markets declined mainly as a result of a decrease in sales in the Americas caused by the reaction to large-scale project orders received in the previous fiscal year.

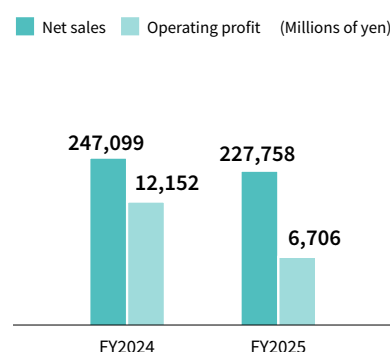
As a result, net sales of the Workplace Solutions Business Group were 227,758 million yen (down 4% year on year). Operating profit of the business group for the full year was 6,706 million yen (down 46% year on year) due to a decrease in profit mainly in the Americas. Although operating profit from the third quarter onward increased compared with the same period of the previous fiscal year as the effect of the measures such as the product price revision and optimization of manufacturing sites increased from the third quarter onward, this was not able to fully compensate for the deterioration of profitability through the second quarter associated with the U.S. tariff measures. Another factor behind the significant decline in operating profit compared with the previous fiscal year was a temporary increase in the operating rate at plants due to the impact of a temporary increase in the production volume of MFPs in the previous fiscal year. This was caused by the transfer of the Group's business of the development and manufacturing of MFPs and Auto-ID systems to ETRIA Co., Ltd. in July 2024.

(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 overseas markets, Auto-ID solutions for overseas markets, and related products



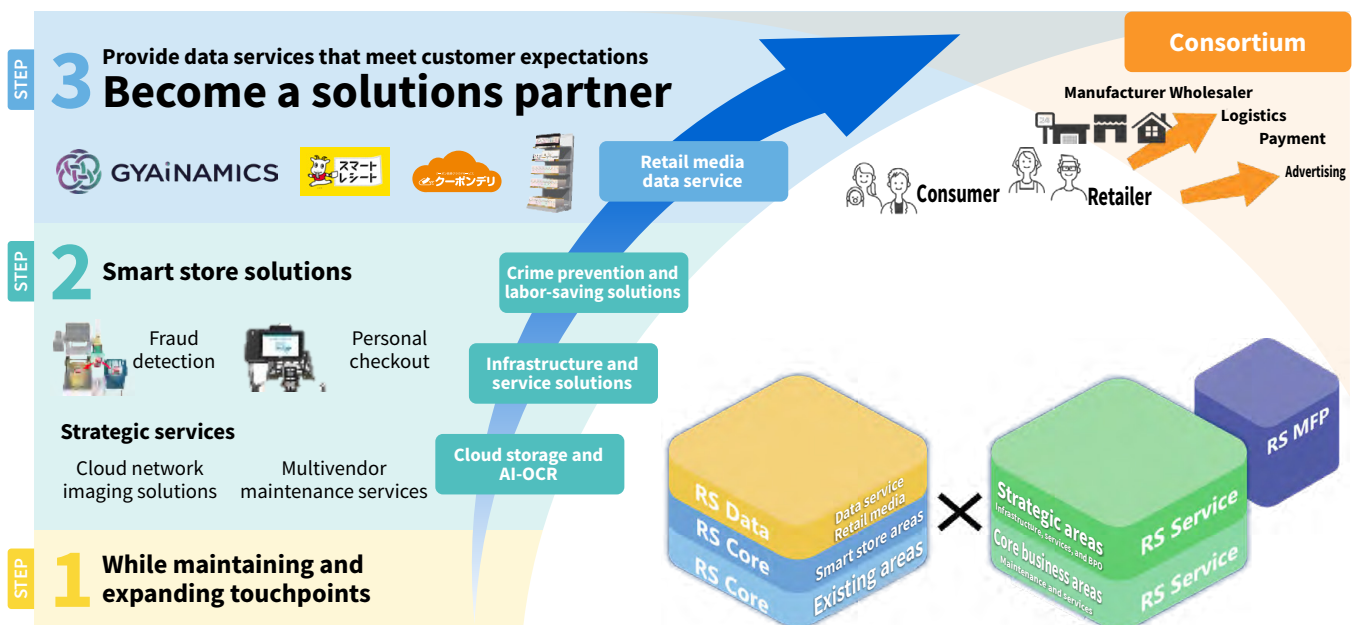
Introduction of Businesses

SOLUTION **1** Retail Solutions

We solve new shopping experiences, customer satisfaction, and social challenges and change the distribution industry

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 contribute to solving social issues by utilizing a wealth of touchpoints with its customers, providing proposals from a front-line perspective, enriching sales and service structures, and providing new value through co-creation with partners.



Establishing a competitive advantage in the retail DX market by utilizing touchpoints, which have a 50% share of the POS system market

Toshiba Tec is promoting a shift to a sustainable, high value-added model based on the premise of AI utilization, by taking advantage of its 50% share of touchpoints.

POS systems are not simple transaction devices. We will transform them into intelligence engines through ELERA as a distribution platform and shift from the conventional hardware/maintenance-oriented model to a solution partner.

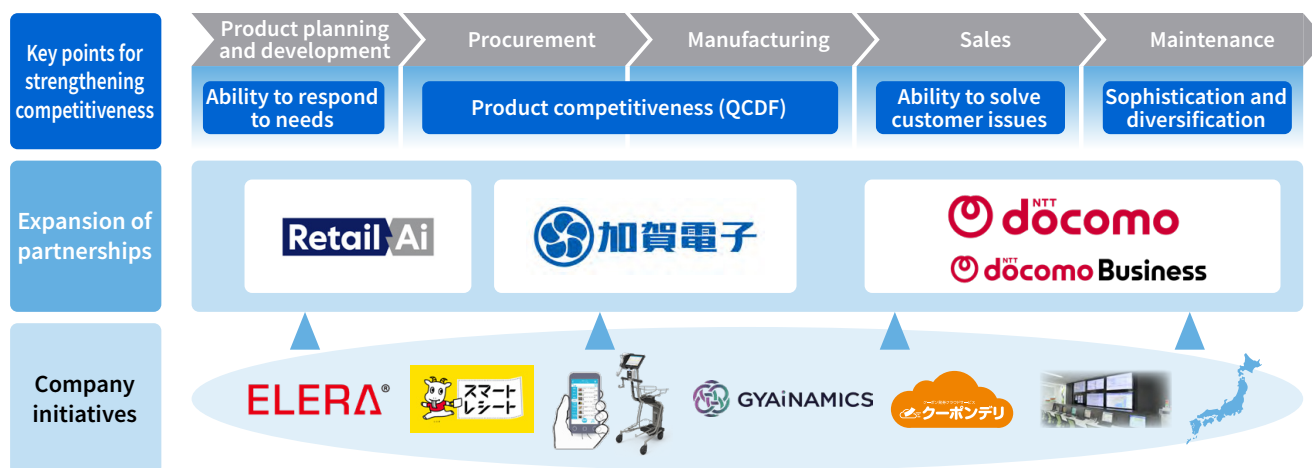
Transforming POS systems from transaction devices into an “intelligence engines” that continuously learn in real time



Creating new value through co-creation with partners

Based on the corporate philosophy of “Creating with You,” Toshiba Tec aims to think through customers’ issues together and deliver solutions.

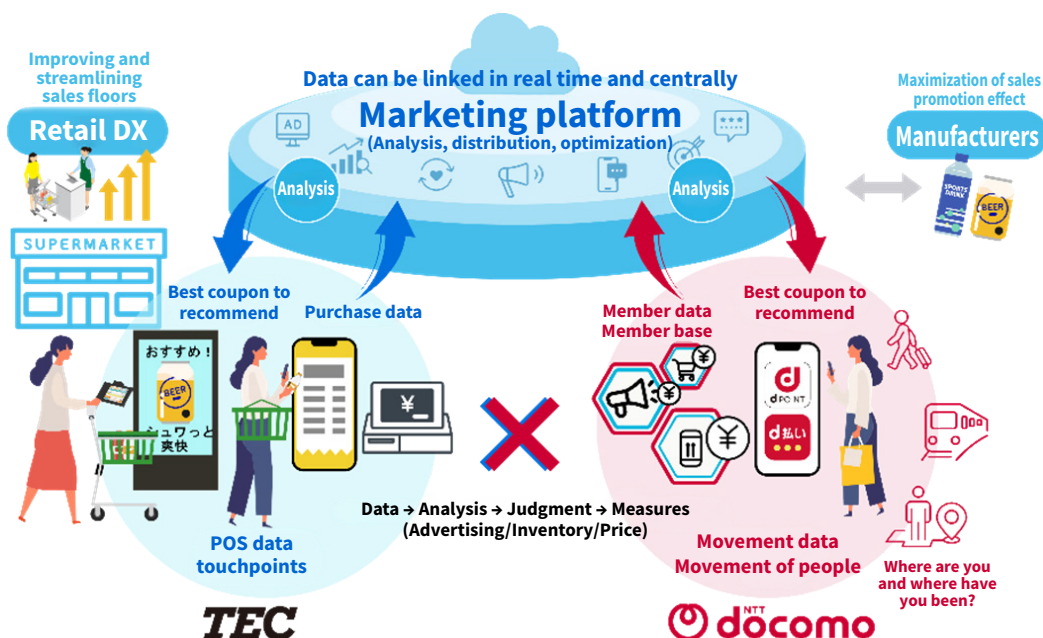
In addition, we will improve the speed of providing solutions and our product lineup by collaborating with partners.



Support for sophistication of marketing and store operations through data utilization and collaboration between DOCOMO and Toshiba Tec

Through collaboration between Toshiba Tec, which has the largest share of POS systems, and DOCOMO, which has the largest share of mobile devices, we will combine nationwide purchase data with a d POINT club membership base of more than 100 million members, and support the sophistication of marketing and store operations.

By doing so, we will plan and provide new services with data scales that other companies in the industry cannot match.



Accelerating data-driven retail DX by leveraging the strengths of both companies

We will mainly advance our consideration of the three new services on the right.

1 Building a marketing platform that enables real-time, unified collaboration and utilization of data on consumer purchase behavior

2 Effective use of retail media by cross-referencing d POINT club membership data and purchase data

3 DX promotion in the retail industry with a focus on reducing the burden of store operations and improving the shopping experience

SOLUTION

2

Workplace Solutions

We propose high-quality products and services through joint creation with customers and other companies

For Toshiba Tec's MFPs, we aim for products and services that are appreciated by customers through a wide range of global co-creation, including co-creation with other companies in development and production, co-creation between service staff and customers, and co-creation with people with disabilities.

Co-creation as a business

ETRIA Co., Ltd.



Toshiba Tec Corporation

By specializing in solution development through a collaboration with ETRIA Co., Ltd., we aim to solve customer problems and enhance services.

Co-creation with accessibility users

e-BRIDGE Plus for Voice Guidance, an application developed with employees with visual impairments that can be operated with voice guidance and simple operations without the use of vision



Ministry of Internal Affairs and Communications
Selected for Information Accessibility Good Practices 2024

Ministry of Internal Affairs and Communications
Listed in Information Accessibility Support Navigation (Act-navi)

2022 Received Good Design Award

Participated in 2025 Vision Support Equipment Exhibition and Consultation Meeting in Numazu

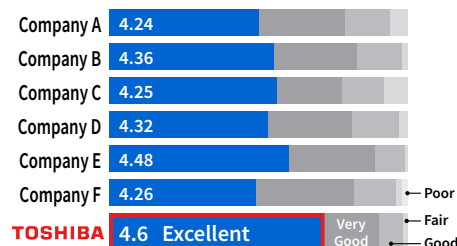
Co-creation with customers

Received "Customer Service of the Year" in the Printing Solutions Category in France
for the second consecutive year

Please see escda.fr for details based on the Study Ipsos bva-Viséo CI- survey.



Top evaluation in a customer survey
for 2 consecutive years in the US!



The Cannata Report: 40th Annual Dealer Survey (Dec.2025): A3 MFP Manufacturer Ratings

Further improving operational efficiency through solution collaborations

Toshiba Tec's MFPs are equipped with a wide variety of functions as standard, but solution functions to solve customers' issues can be installed as external links such as cloud computing or added as functions to the main unit. We will continue to provide solutions that meet the needs of our global customers.

Release of the "e-STUDIO" Series Plus model

The "OCR Option," "e-BRIDGE Plus for Zone OCR," and "e-BRIDGE Plus for Collastorage," a multifunctional device-linked application that enables automatic uploading of scanned paper documents to the cloud-based storage service "Collastorage," were incorporated as standard features.

You can also use the multi-crop function, which enables you to scan multiple documents placed on the glass top at one time and save them as individual data.



SOLUTION 3 Auto-ID Solutions

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

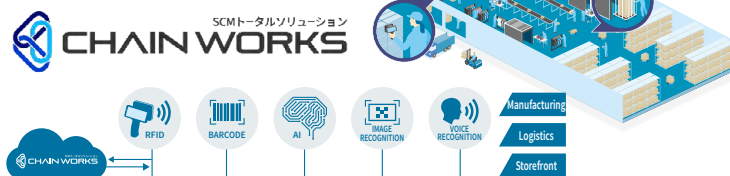
For a product to reach a user, it takes many companies, including manufacturers, wholesalers, logistics operators, and retail stores. The key to increasing profitability by minimizing risks arising from a mismatch between supply and demand, such as stock-outs and excess inventories, is information exchange 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.



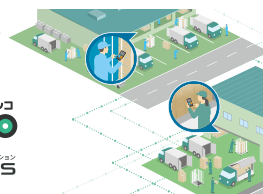
About CHAIN WORKS, an SCM total solution

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



A-BRID

Reducing on-site printing workloads and costs Automatic issuing by standalone printers without PCs

By operating a system on an A-BRID-equipped printer* instead of conventionally issuing it from a PC, printing workload and installation costs can be reduced. AutoPrint retrieves print data saved in a folder and issues it automatically.

*Printers equipped with A-BRIDs: BX410T/430T/610T/820T



StockViewing



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.



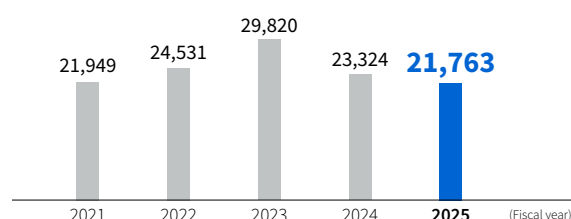
R&D Activities

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.

The total R&D costs for the fiscal year ended March 31, 2026 are 21,763 million yen, and the R&D activities of each reporting segment are as follows.

Total R&D costs:

(Millions of yen)



Retail Solutions Business

R&D cost **17,850** million yen

In the Retail Solutions Business, under the management policy of aiming to become a global top solutions partner in the distribution industry, we are strengthening cooperation in Japan and overseas, driving research and development of the global retail platform ELERA, and developing, deploying, and expanding ELERA-related merchandise. In addition, we will contribute to resolving customer and social issues by proactively adopting AI technologies, strengthening merchandise in existing domains, and researching and developing new products and solutions in the smart store domain. R&D cost amounted to 17,850 million yen, with the main achievements as follows.

● Fraud detection system for full self-checkout

In June 2025, we released a fraud detection system for full self-checkout counters at large retail chains. Real-time detection of omissions in merchandise scanning is achieved through AI analysis based on images of customers' cash-register operations captured by the camera above full self-checkout and point-of-sale (POS) data. When a failure to scan a product is detected, an alert is given to consumers through audio or on-screen displays. Transaction images are stored for two weeks together with related information and can be checked, as necessary. The conventional fraud detection systems using the weight check method have the issue of wait time until the weight is confirmed. This system enables efficient and low-loss store operations by reducing fraudulent acts while realizing highly productive self-checkout operations that do not keep consumers waiting.

both front and top paper output, as well as 80 mm wide paper, for flexible operation to match the installation environment. We received the 2025 Good Design Award in recognition of our efforts to achieve visibility and operability through its round, cube-shaped design, as well as the consideration of maintenance.

● TBL-400, a commercial-grade tablet for stores

In February 2026, we launched the TBL-400, a commercial-grade tablet targeted at stores in the restaurant and retail industries. We improved the ease of battery removal by store staff and increased the operational efficiency of the tablet. The body is designed to be lighter, thinner, and more compact than conventional devices. In addition, drop resistant covers have been made detachable so that purchasers can choose them according to the mood and operations of the store.

● Available cash register guidance system and payment omission detection system

As a smart solution for retail stores that utilize image recognition AI, in September 2025 we launched an available cash register guidance system and payment omission detection system. This system uses image recognition AI to analyze the status of the POS system and camera images, ascertain the availability of self-checkout cash registers, and automatically guide waiting consumers to open registers. It also detects payment omissions and notifies self-checkout attendants. This system reduces the workload of attendants and contributes to maintaining a certain level of service and crime prevention without increasing the number of personnel.

● Stock Viewing V2.0, an equipment spare parts management solution

In October 2025, we launched Stock Viewing V2.0, a spare parts management solution for facilities that supports the stable operation of production lines and spare parts management in the manufacturing industry using RFID technology. The number of spare parts in stock, storage location, expiration date, and other data are centrally managed, and the RFID labels attached to spare parts are read at the same time when receiving, shipping, or taking inventory, thereby supporting stable operation at the manufacturing site and efficient facility maintenance operations.

● TR-QT3 receipt printer

In August 2025, we launched the TR-QT3, an integrated receipt printer that flexibly responds to the multimodal POS environment. It combines the industry's fastest performance with a high level of print quality and supports stable operations at stores with built-in jam detection sensors and missing print notification functions. The compact, lightweight body supports

● Enterprise Mobile Solutions

The TCx® M11 tablet solution was announced in May 2025, and the TCx® M7 mobile solution was announced at NRF 2026. Both solutions use Android OS and are certified for Google Mobile Services (GMS). The TCx® M11 provides all-in-one functions, such as payment, inventory control, and customer insight acquisition. As a high-performance handheld solution for SoftPOS*, the TCx® M7 enables tap payment and high-speed

*SoftPOS is software that accepts payments using general-purpose terminals such as smartphones, without using dedicated payment terminals.

scanning via NFC, allowing transactions anywhere. This will help streamline checkout and improve the quality of service. These solutions address the need for agility, efficiency, and flexibility by improving operational flows in the retail and food-service sectors.

● Retail Transformation Services

At NRF 2026, we announced Toshiba Retail Transformation Services (RTS), which offers a comprehensive service structure to accelerate the adoption of the ELERA platform in the retail industry through professional consulting, hands-on

implementation support, and systemized solution validation. Through boot camps and coaching for developers led by solution architects of ELERA, we strengthen our technical and operational capabilities so that customers can design and develop systems in-house and operate them stably after deployment. In addition, by providing a cloud-based environment and managed services to support deployment, monitoring, and maintenance, as well as loss prevention consulting to reduce fraud and losses, we can reduce the risk of deployment and shorten the time until value is created.

Workplace Solutions Business

R&D cost **3,913** 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 3,913 million yen, with the main achievements as follows.

● Cloud-based document workflow automation solution

We launched Elevate Sky Workflow, a cloud service that automates document-based business processes, in the United States in June 2025. This service has functions to automatically extract metadata and redact personal data, and enables connections with cloud storage and iPaaS (Integration Platform as a Service). In April 2026, we added a workflow automatic creation function that utilizes AI technology and transformed the service into a solution that can easily build workflows, such as approval processing.

● Released a new series of barcode printers equipped with the A-BRID platform

We launched the BX430 Series label printer equipped with the A-BRID platform* in July 2025 and the BX610 Series label printer in November 2025 as label printers that can be used in diverse business environments, such as the manufacturing, logistics, and distribution sectors. The BX430 Series was developed to meet the frontline needs of customers who require ultra-small labels with a minimum length of 3 mm. The BX610 Series is a new 6-inch-width label printer equipped with the A-BRID platform. We will continue to expand our lineup of barcode printers equipped with the A-BRID platform.

*A-BRID is a new platform that utilizes Toshiba Tec's MFP technology. Because it enables connections to scanners and various other devices, it provides excellent scalability.



Message from Chief Sustainability Officer

Next Stage


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 integrated with business activities

Toshiba Tec has established Materiality underpinned by its Sustainability Policy and promotes sustainability management integrated with business activities. Under the sustainability promotion structure restructured in fiscal 2024, we continue to collaborate with each business division to further advance sustainability activities within business divisions. As society expects companies to play even greater roles, we will aim to improve corporate value by steadily advancing initiatives on the frontlines of our businesses through this system and responding more conscientiously to the demands of society.

On the environmental front, sales of MFPs were favorable in fiscal 2025, and we were able to significantly exceed our target amounts for reduction of greenhouse gas (GHG) emissions, resources saved, and plastic resources recycled. The reduction of environmental impacts through products and services is an important theme that the Group has worked on for many years, and we will continue to steadily move forward with initiatives to address climate change and resource recycling.

In addition, as a company with a global customer base and sales and service network, our strength is our ability to deeply immerse ourselves in the frontline work of our customers and provide value that leads to the resolution of issues. By creating services and added value that solve customers' issues, such as through the diversification of checkout and payment, the reduction of food loss, and energy-saving equipment, we also help solve social issues, such as dealing with labor shortages and reducing food loss. In fiscal 2025, we added Harmonia Loss Free, a price-optimizing solution based on AI, to the Retail Solutions Business. In addition to data-based pricing, this solution promotes the optimization of production volume, which contributes to a fundamental reduction in food loss and improvement of production efficiency, and has been highly evaluated by the market.

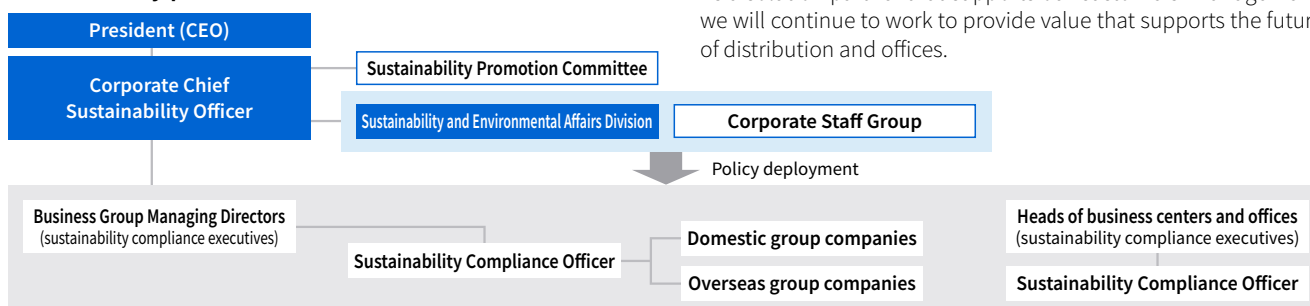
Human resources strategy for the Next Stage

Aiming to be a "global top solutions partner," Toshiba Tec has positioned fiscal 2026 to fiscal 2030 as the "Next Stage" and will further promote business structure transformation to expand its Solutions Business. To achieve this, we are intensifying our efforts to strengthen our talent and reform our culture. Strengthening our talent means strengthening human resources for software and data services through recruitment and development. In addition, to make the most of our diverse human resources, we continued measures to foster awareness, such as lectures and round-table discussions, through the Fortuna Project, launched in 2022 to promote women's participation and advancement. We also promoted initiatives such as mentoring support system for female managers and managerial candidates. As a result, we obtained the second-grade Eruboshi certification as a company promoting women's participation and advancement in fiscal 2025. In terms of cultural reform, we have continued to conduct engagement surveys and off-site meetings to create a culture of frank and honest dialogue and are working to improve engagement and build an organizational culture. We believe that creating an environment in which each employee can take on challenges and demonstrate their abilities with peace of mind will lead to the creation of new products, services, and solutions. We will continue to steadily advance the Next Stage by combining the growth of Toshiba Tec and its employees.

Working with customers to create new value

Toshiba Tec is accelerating the creation of new value through co-creation with its customers and partners. In fiscal 2025, we began providing support services for the use of generative AI for companies, based on knowledge we gained through in-house initiatives for the use of generative AI, human resources development, and business innovation. Drawing on this knowledge, we provide side-by-side support from the visualization of our customers' business issues to demonstration experiments and the establishment of operational systems, which helps with responding to labor shortages at customers' worksites, improving operational efficiency, and improving service quality. As a solution partner that supports our customers' management, we will continue to work to provide value that supports the future of distribution and offices.

Sustainability promotion structure

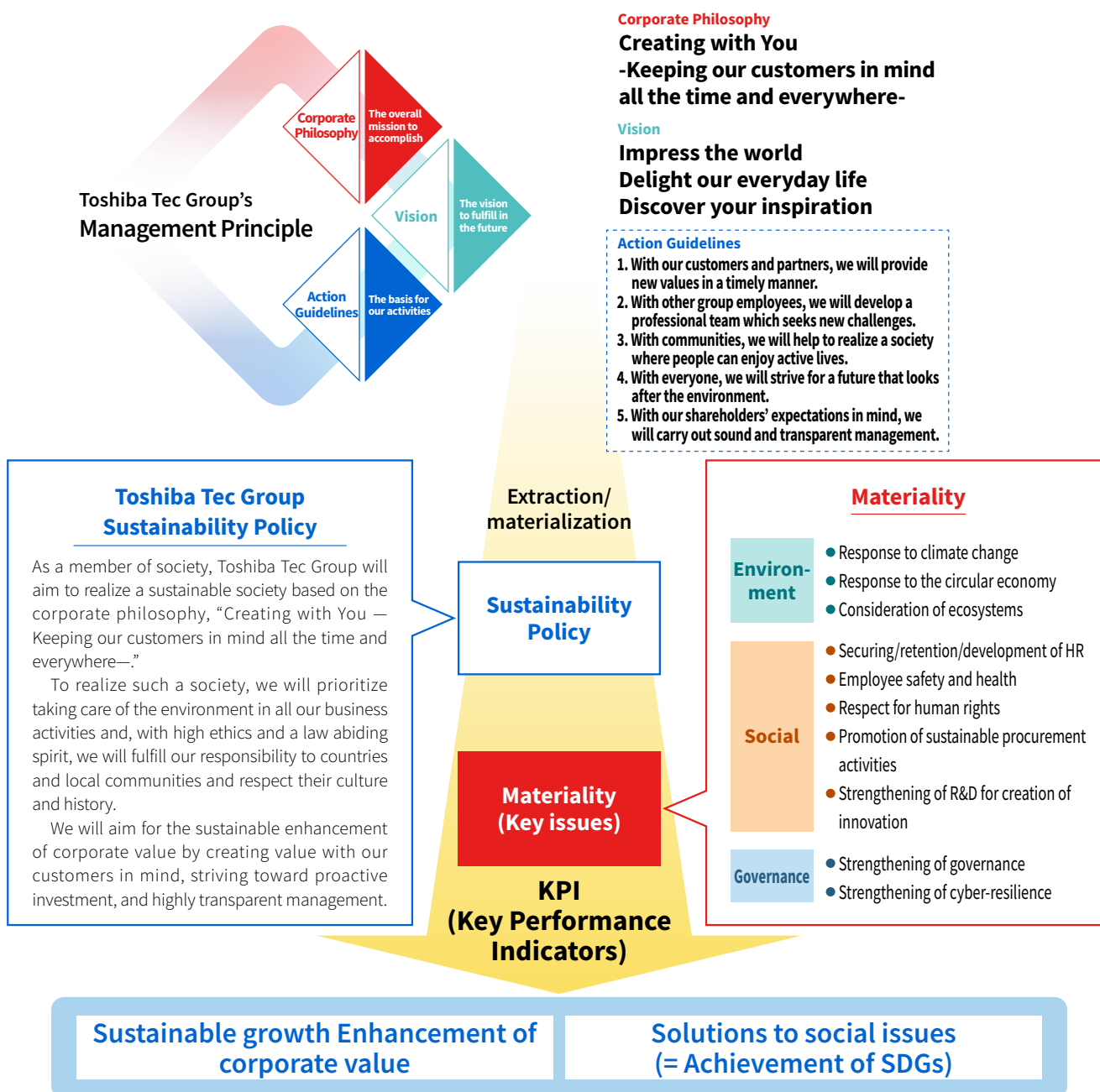


Sustainability Management of Toshiba Tec Group

Sustainability Policy and Materiality (Key issues)

Based on our Management Principle, which consists of our Corporate Philosophy, Vision, and Action Guidelines, Toshiba Tec Group 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 initiatives to achieve the KPIs (numerical targets) set for the Materiality (key issues). We will also contribute to the achievement of the SDGs by addressing solutions to social issues.

- **Sustainability Policy:** Toshiba Tec Group formulates its Sustainability Policy with the aim of realizing a sustainable society and improving corporate value, based on its Management Principle, and determines the Sustainability Policy after deliberation at a corporate management meeting.
- **Materiality (key issues):** Key issues are extracted from Action Guidelines, which are the specific guidelines of the Management Principle, formulated by categorizing them into the Environment, Social and Governance (ESG) categories, and determined through deliberations at a corporate management meeting.
- **KPI:** Numerical targets are set for Materiality (key issues) and are regularly reviewed and determined at a corporate management meeting. The status of initiatives related to these items is monitored, and the status of achievement is reported at a corporate management meeting, leading to the strengthening of future initiatives.



KPI (Key Performance Indicators)

To achieve sustainable growth over the medium- to long-term, we will contribute to the achievement of the SDGs by reviewing KPIs in the Mid-Term Business Plan (FY2026-FY2028) based on the results of fiscal 2025, and then optimizing target figures.

ESG	Materiality	Category (KPI)	FY2025 Results	FY2026 Target	FY2027 Target	FY2028 Target	Relevant SDGs
Environment  ▶ P24	Response to climate change	Total GHG emissions in business activities (thousand t-CO ₂)	7.3	6.0 ^{*2}	4.5 ^{*2}	3.0 ^{*2}	 
		Total GHG emissions from the use of products sold (compared with FY2019 results)	-39.0%	-16.9%	-19.6%	-22.4%	
	Response to the circular economy	Total waste emission intensity in business activities	2% 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	13%	13% or more	13% or more	13% or more	
	Consideration of ecosystems	Total chemical substances emission intensity in business activities	14% 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	19% 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	6.7%	8.0%	8.5%	8.5%	   
		Ratio of new female graduates employed ^{*1}	35.4%	33%	35%	35%	
		Rate of male employees taking childcare leave	56.9%	40% or more	40% or more	40% or more	
		Rate of attendance of training programs by position	100%	100%	100%	100%	
		Engagement survey	Engagement score: 55	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	33.4%	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 ^{*3}	180	180	180	180	
		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)	153	160	165	170	
Governance  ▶ P50	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 (4.0 or more)	Higher than the previous fiscal year	Higher than the previous fiscal year	
		Ongoing implementation of Toshiba Tec Self-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	3.83	Higher than the previous fiscal year (3.83 or more)	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

^{*3} Survey on CSR initiatives for suppliers. The number of companies is a cumulative total, and all major suppliers are subject to the survey.

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.



Environmental Management

► Policy and Vision

■ Toshiba Tec Group's Basic Policy for the Environment

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 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

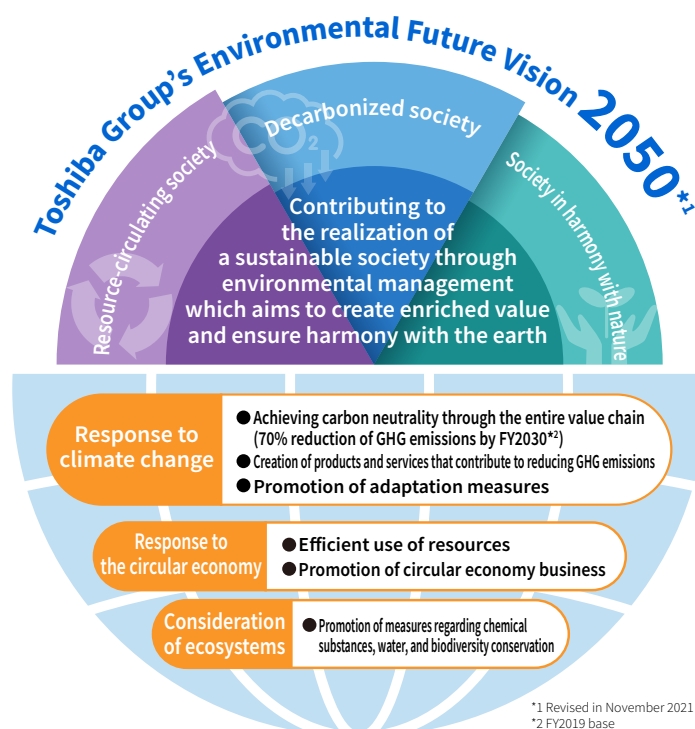
- Toshiba Tec Group actively communicates with stakeholders, such as local communities and society, and promotes environmental activities in collaboration with them.

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 Group 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.



► 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 FY2025, we achieved the target for every indicator.

Activity area		Activity content		Indicator	FY2025 target ^{*5}	FY2026 target ^{*5}	FY2025 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}	7.7	6.0	7.3
	Overall	Reduction of the total amount of GHG emissions (Scope 3)		The total amount of GHG emissions (thousand t-CO ₂)	284	275	199
	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}	576	589	658
Response to the circular economy	Products & services	Increasing the amount of resources saved		The amount of resources saved (thousand t) ^{*3}	20.8	20.7	22.1
	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		2% improvement in 5-year average intensity
Consideration of ecosystems	Business activities	Efficient use of water resources (improvement in intensity)		Received water volume intensity (m ³ /million yen)	1% improvement in 5-year average intensity		19% 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		14% 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}	475	482	663

^{*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)

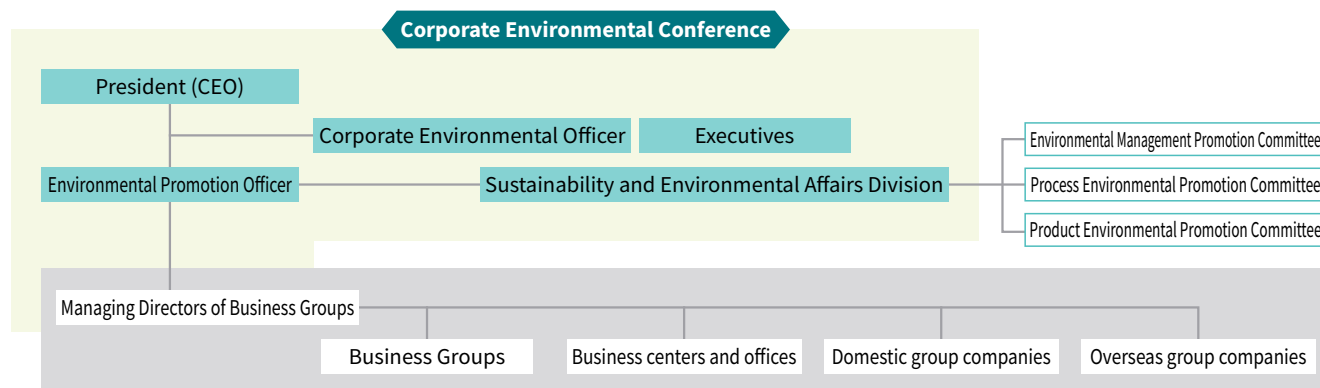
^{*5} Reflecting the impact of business integration of MFP development and manufacturing with Ricoh Company, Ltd., and transfer of inkjet head business to RISO KAGAKU CORPORATION

► Environmental Management Promotion Structure

■ Environmental management structure

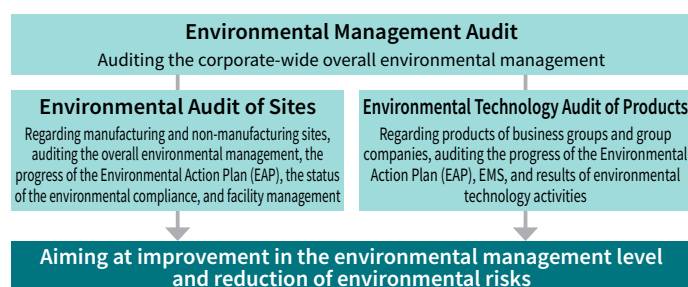
At Toshiba Tec Group, the Corporate Environmental Officer reports climate change and other important environmental issues, especially key agendas concerning corporate management risks and opportunities, to the President at Management Committee meetings to ensure that they are reflected in the Group's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



■ Environmental audit

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

■ 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.

■ Environmental management systems (ISO14001)

We have acquired ISO14001 certification at our sites in Japan and abroad and are working to raise the level of environmental risk reduction and site management at our business sites.

Toshiba Tec Group is promoting the acquisition of ISO14001 certification at its head office and production and sales sites in Japan and overseas.

List of ISO14001 certified business sites

Japan	Head Office, Osaki Office, Shizuoka Business Center (Mishima, Ohito), Tec Precision Corporation (included in Shizuoka Business Center (Mishima)), Toshiba Tec Solution Services Corporation, Tec Information Systems Corporation, T.T. Business Service Corporation (included in Head Office, Osaki Office)
Overseas	Toshiba Tec Canada (included in Toshiba Canada), Toshiba Tec U.K., Toshiba Tec Nordic, Toshiba Tec Singapore Pte Ltd., P.T. Tec Indonesia

► Recognitions from External Parties

■ Selected as a constituent stock of the Somo Sustainability Index

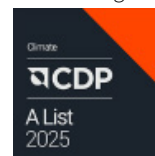
Toshiba Tec was selected as a constituent of the Somo Sustainability Index, which is independently developed by Somo Asset Management Co., Ltd., in recognition of our ESG-related initiatives. The index will be referenced in the company's Somo Sustainable Asset Management.



■ Named to the CDP 2025 Climate Change “A List” for the second consecutive year

The Toshiba Group has been recognized as a Climate Change “A List” company for 2025 by CDP, a globally influential non-profit organization that drives environmental disclosure. This marks the second consecutive year that the Group has received the highest score in the Climate Change category.

CDP operates a global disclosure system that encourages companies, cities, states and regions to manage their environmental impacts. The system is widely acknowledged as the global standard for environmental reporting.



► Environmental Data

■ 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 2025, total capital investments were 50 million yen, and total expenses were 590 million yen. Total environmental benefits were 2.56 billion yen.

Target sites: Toshiba Tec Head Office, Shizuoka Business Center, 1 domestic and 2 overseas manufacturing group companies
Target period: April 1, 2025 to March 31, 2026
(Note) Some figures are estimates.

Environmental conservation costs

(Unit: Millions of yen)

Category	Description	Investments		Costs		Changes in costs from FY2024	
		Consolidated	Non-consolidated	Consolidated	Non-consolidated	Consolidated	Non-consolidated
(1) Business area costs	Reduction of environmental impacts (i) to (iii)	48.0	38.3	147.1	133.3	-31.0	-34.8
(i) Pollution prevention costs	Prevention of air, water, and soil pollution, etc.	8.7	8.7	17.6	12.8	1.5	1.0
(ii) Global environmental conservation costs	Global warming prevention, ozone layer protection, etc.	39.3	29.6	90.6	82.4	-34.8	-38.3
(iii) Resource recycling costs	Recycling of waste, etc.	0.0	0.0	38.9	38.1	2.3	2.5
(2) Upstream/downstream costs	Green procurement, collection/recycling of end-of-use products, etc.	0.0	0.0	97.1	97.1	-34.3	-34.3
(3) Administration costs	Establishment of EMS, environmental education, tree planting/clean-up activities, etc.	0.0	0.0	242.0	240.9	11.4	11.5
(4) R&D costs	Technical development for environmentally conscious products, etc.	0.0	0.0	107.5	107.5	-31.4	-31.4
(5) Social costs	Donations and support to groups/organizations, etc.	0.0	0.0	0.3	0.0	0.0	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		48.0	38.3	594.1	578.9	-85.3	-89.0

Environmental conservation benefits

(Unit: Millions of yen)

Category	Description	Amounts	Calculation method
A Actual benefits	Reduced charges for electricity and water, etc.	392	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	53	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	2,115	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		2,560	

A Breakdown of actual benefits

Item	Reduction of environmental impact*	Benefits measured in monetary values (millions of yen)
Energy	154,600GJ	379
Waste	566.3t	7
Water	-14,600 m ³	5
Total amount		392

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	0.4t	53

C Breakdown of customer benefits

Item		Reduction of environmental impact*	Benefits measured in monetary value (millions of yen)
Benefits from reduction of environmental impact during product use	Electricity	52,700,000 kWh	1,634
	Paper rolls	816t	481
Total amount			2,115

*The reduction of environmental impact indicates the differences between FY2024 and FY2025. Negative figures show an increase in environmental impact beyond the benefits from reduction due to increased production, etc.

Environment

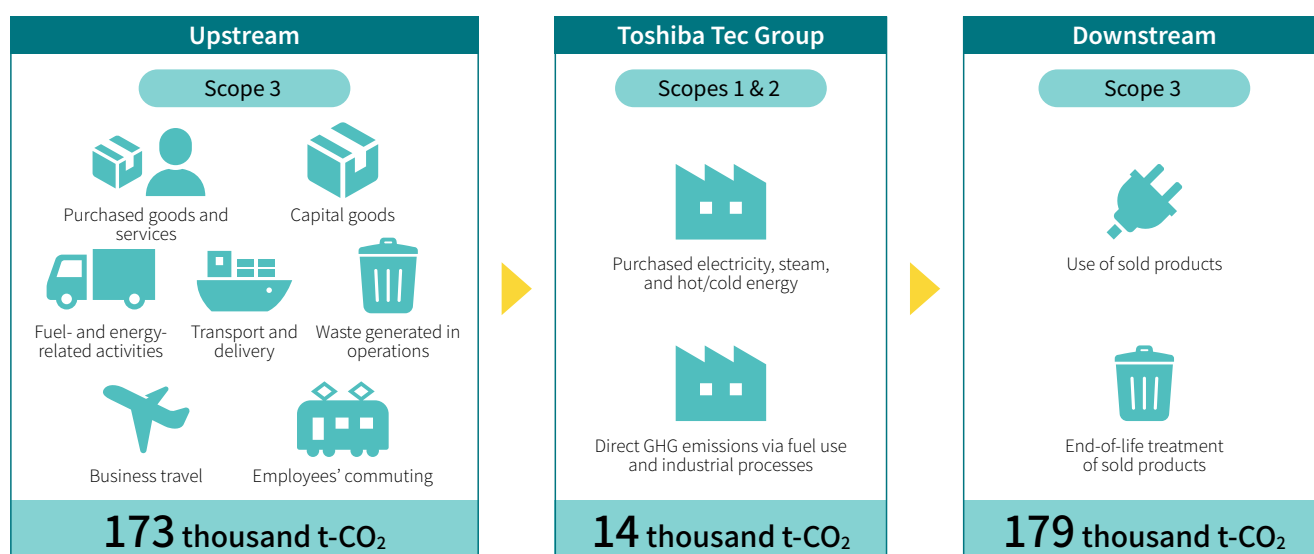
GHG emissions in the supply chain

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	FY2024 calculation results (thousand t-CO ₂)	FY2025 calculation results (thousand t-CO ₂)	Percent change in emissions	Remarks
Upstream	1 Purchased goods and services	116.8	105.0	90%	
	2 Capital goods	70.3	59.8	85%	
	3 Fuel- and energy-related activities not included in Scopes 1 & 2	2.6	2.3	90%	
	4 Transport and delivery (upstream)	2.5	2.4	94%	
	5 Waste generated in operations	0.2	0.2	86%	
	6 Business travel	2.8	2.5	92%	
	7 Employees' commuting	1.0	1.0	103%	
	8 Leased assets (upstream)	—	—	—	This category does not apply to Toshiba Tec Group's business.
Toshiba Tec Group	Direct emissions (Scope 1)	2.6	1.3	48%	
	Indirect emissions from energy use (Scope 2)	14.6	13.1	90%	The figures include contribution based on green certificates.
Downstream	9 Transport and delivery (downstream)	—	—	—	This category does not apply to Toshiba Tec Group's business.
	10 Processing of sold products	—	—	—	This category does not apply to Toshiba Tec Group's business.
	11 Use of sold products	170.3	174.6	103%	
	12 End-of-life treatment of sold products	4.2	4.1	98%	
	13 Leased assets (downstream)	—	—	—	This category does not apply to Toshiba Tec Group's business.
	14 Franchising	—	—	—	This category does not apply to Toshiba Tec Group's business.
	15 Investment	—	—	—	This category does not apply to Toshiba Tec Group's business.
Total		387.9	366.3	94%	

Response to Climate Change

► Toward a Decarbonized Society (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 identify risks and opportunities that climate change may have on the Company's business and disclose relevant information in the four areas (Governance, Strategy, Risk Management, and Metrics and Targets) specified by the TCFD. The Group will promote initiatives for further improvement regarding the identified risks and opportunities.

Toshiba Group has endorsed the TCFD recommendations and furthermore is a member of the GX Future Consortium in Japan.

► 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).

● Financial impact

The financial impact of risks and opportunities on Toshiba Tec's business was evaluated on a five-level scale (100 million yen or less, up to 2 billion yen, up to 5 billion yen, up to 10 billion yen, and 10 billion yen or more).

● Time frames

Three time frames are set (short-, medium-, and long-terms). Short-term covers 0 to 3 years later, medium-term covers up to FY2030, and long-term covers 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 Toshiba Tec Group

Type			Risks or opportunities	Financial impact	Time frames	Response
Risks	Transition risks	Policy and legal	●Increase in company energy costs due to the introduction of the carbon tax and the emissions trading system.	Up to 2 billion yen	Short-to medium-term	●Planned introduction of renewable energy at our sites. ●Planned introduction and renewal of energy-saving equipment at our sites.
			●Increase in costs due to the introduction of renewable energy at our sites and introduction/changeover of energy-saving equipment.	Up to 2 billion yen	Short-to medium-term	●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.
			●Additional conditions for introducing renewable energy at the time of selecting suppliers and partner collaboration.	100 million yen or less	Medium-term	●Consideration of the criteria for introducing renewable energy at the time of selecting suppliers and partner collaboration.
			●Increase in product-related costs associated with achieving the efficiency standards of the European Ecodesign Directive (ErP Directive) and other countries' stricter energy-saving performance regulations.	Up to 2 billion yen	Medium-term	●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.
			●Increase in product-related costs due to compliance with stricter environmental regulations in various countries, including the adoption of EU taxonomy.	100 million yen or less	Medium-term	●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.
			●Increase in costs to comply with tighter disclosure requirements such as the EU Corporate Sustainability Reporting Directive (CSRD).	100 million yen or less	Short-to medium-term	●Consideration of adequate disclosure content, budgetary measures, and appropriate disclosure.
	Physical risks	Technology	●Lost sales opportunities due to the slow development of energy-saving technologies in response to a rapidly growing demand for decarbonization-related products and services.	100 million yen or less	Medium-term	●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.
			●Loss of sales opportunities due to lack of energy-saving and renewable energy benefits to customers from solutions to the rapidly growing demand for decarbonization-related products and services.	100 million yen or less	Medium-term	●Study and proposal of energy-saving by solutions. ●Feasibility study of renewable energy by solutions.
			●Decrease in revenue due to delayed response to advances in maintenance technologies for products that do not require service engineer's visits.	Up to 2 billion yen	Short-to medium-term	●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	●Loss of sales opportunities while standards for products and solutions required by the market and customers are not met.	Up to 2 billion yen	Medium-term	●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.
			●Increase in costs due to price shift to procurement goods and logistics costs as a result of accelerated decarbonization efforts by procurement/logistics suppliers.	100 million yen or less	Medium-term	●Procurement/logistics suppliers survey and request for cooperation to reduce increased energy costs. ●Finding new suppliers for multiple procurement/logistics transactions.
		Reputation	●Increased business risk due to loss of market and customer confidence as a result of delays in addressing climate change.	100 million yen or less	Medium-term	●Planned implementation of climate change measures in light of external requirements.
	●Increased business risk due to lower evaluation as a result of lack of disclosure of information on climate change response.		100 million yen or less	Medium-term	●Consideration of adequate disclosure content, budgetary measures, and appropriate disclosure.	

● Opportunities in the Retail Solutions Business

Type	Risks or opportunities	Financial impact	Time frames	Response
Opportunities	- Increased demand for energy-saving products in the Retail Solutions Business. —Increase in revenues from expanded sales of energy-saving POS products to new markets.	100 million yen or less	Medium-term	- 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.
	- Increase in demand for services in the Retail Solutions Business that contribute to customers' activities to reduce environmental burden. —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®.	Up to 2 billion yen	Medium-term	- Consideration of a sales strategy for securing more Smart Receipt® orders. - Data service platform enhancements.
	- Higher demand for products and services that contribute to preventing an increase in food waste due to shortened food consumption periods. —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.	100 million yen or less	Medium-term	- 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	Financial impact	Time frames	Response
Opportunities	- Increased demand for energy-saving products in the Workplace Solutions Business —Increase in profit due to sales expansion of liner-less label (mount-less label) printers, etc. —Increase in profit due to expanded sales of refurbished (used) MFP products.	100 million yen or less	Short- to medium-term	- 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.
	- Increase in demand for services in the Workplace Solutions Business that contribute to customers' activities to reduce environmental burden. —Increase in revenue due to expanded sales of MPS/MDS (customer printing system optimization) solutions.	Up to 2 billion yen	Medium-term	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.

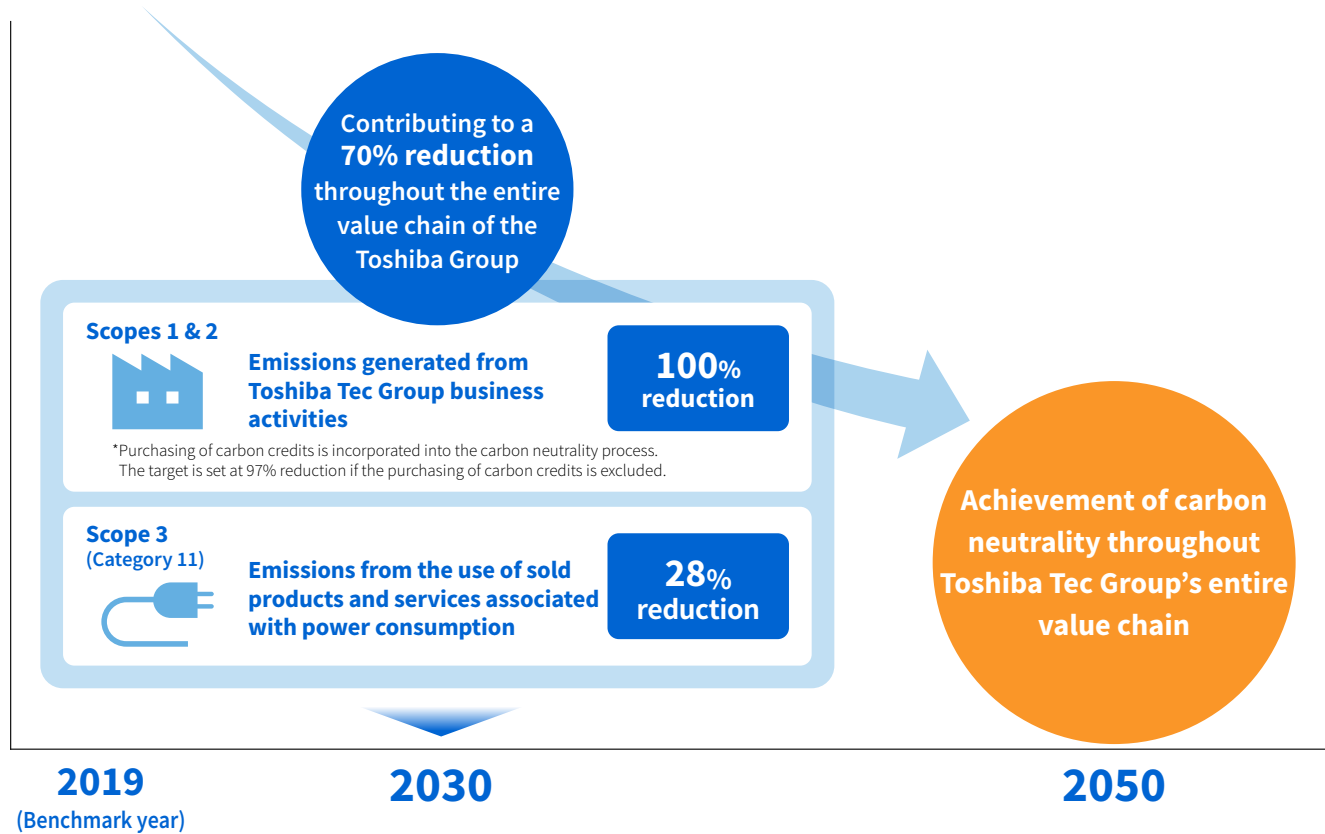
Response to climate change has also been set as a priority item in our Toshiba Tec Group's Environmental Future Vision 2050. In addition, since most of the GHG emissions in the entire value chain of Toshiba Tec Group are generated during the use of our products and services, we will take appropriate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

► 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, were also raised to meet the "1.5°C pathways" in FY2023, 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.

► Initiatives to Respond 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.



■ Market introduction of products with reduced power consumption

From the previous model SS-950U, **Standby power consumption has been reduced by approx. 25%** (when using a 15-inch screen)



SS-U1
Countertop POS Terminal

■ Reducing paper consumption with Smart Receipt®

Smart Receipt®, a service launched in 2014 in the Japanese market, digitizes receipts, enabling consumers to check their purchase history anytime from their smartphones. The number of members exceeded 3 million on March 24, 2026.

A total of 300 million electronic receipts has been issued to date. Converted at the average length of one paper receipt (16 cm), the total length is equivalent to about 48,000 km, which is equivalent to about 1.2 laps of the Earth (around the equator). In addition to improving the convenience of the shopping experience, the use of this service is expanding as an initiative that can lead to a reduction in paper consumption and serve as a measure against climate change.



Response to the Circular Economy

► Minimizing the Total Amount of Generated Wastes

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 also make efforts to promote communication with them to increase recycling rates. We incorporate the total amount of generated wastes into the Materiality KPIs and the Environmental Action Plan, set intensity targets, and promote ongoing efforts every year.

► Examples of Initiatives

■ Initiatives to recycle plastic resources

Toshiba Tec strives to create environmentally conscious products at all stages of product life cycle, including material procurement, manufacturing, distribution, use, disposal, and recycling.

Specifically, post-consumer recycled materials are used in the outer covers of MFPs. We aim to reduce virgin materials derived from fossil fuels by using recycled materials for 8.5% to 18.6%* of all plastics used in in-house development products.

In addition, we have acquired environmental labels such as Blue Angel in Germany, EPEAT in the United States, and Eco Mark in Japan, and are working to respond to the growing environmental needs of recent years.

*As of March 2026

► 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 nationwide 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.

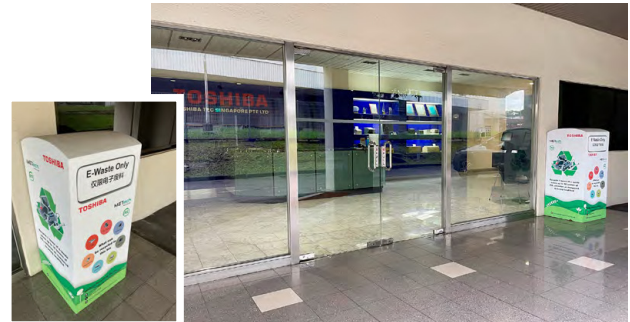
■ Compliance with the EU WEEE Directive

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.

■ 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.



► Replacement of Polystyrene Foam Cushioning Materials with Paper Materials

To reduce the environmental impact of packaging materials, Toshiba Tec has adopted pulp molds as cushioning materials for some products and is working to reduce the use of foam plastic.



Consideration of Ecosystems

► 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



Nurturing rare species of Mishima-saiko (*Bupleurum stenophyllum*) and maintaining its growing habitat

Toshiba Tec Singapore Pte Ltd.



Coastal cleaning activities



Butterfly and bird-watching event

P.T. Tec Indonesia



Joint tree-planting with a neighboring school



Coastal cleaning activities



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 FY2025, we conducted various activities mainly focused on “Nature.”

Theme: Nature



Exhibition of nurtured rare plants
 P.T. Tec Indonesia



Event management support at nearby botanical gardens
 Toshiba Global Commerce Solutions, Inc.



Cleaning activities in nearby parks
 Toshiba Tec Shizuoka Business Center



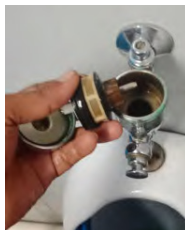
► Effective Use of Water Resources

In addition to incorporating the effective use of water resources in its Environmental Action Plan and working to reduce the volume of water received, Toshiba Tec helps solve water issues in each region through cleaning activities, etc.

■ Initiatives for effective use of water resources



Efficient use of rainwater
P.T. Tec Indonesia



Leakage inspection of internal facilities
P.T. Tec Indonesia



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



► Appropriate Management of Chemical Substances

In its Environmental Action Plan, Toshiba Tec has set an improvement rate target for the total chemical substances emission intensity and is working to reduce emissions of chemical substances through process improvements in the manufacturing process. In addition, we ensure strict management, for example, by collecting information on chemical substances in products from suppliers and taking appropriate measures to comply with laws and regulations related to the management of chemical substances. Furthermore, to prevent water pollution, we are ensuring compliance with wastewater standards and strengthening management at all production sites.

■ 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

■ Initiatives for the European RoHS Directive

Under the European RoHS Directive, the EU member states restrict the use of certain hazardous substances (lead, mercury, cadmium, etc.) in electrical and electronic equipment. Toshiba Tec Group has established a system to ensure the absence of prohibited substances. Regarding parts and raw materials, in addition to the written responses from suppliers, we have voluntarily established standards and conduct inspections using analyzers at production sites in Japan and overseas.

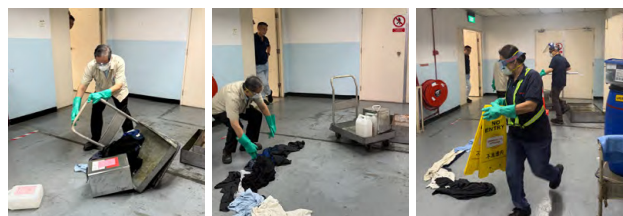
■ Initiatives for the EU REACH Regulation

The REACH Regulation (entered in force in June 2007) is a European regulation that requires the registration and notification of chemical substances contained in chemicals and molded products according to the amount manufactured and imported. Toshiba Tec uses a chemical substance information management system to efficiently collect data on purchased products, and based on the obtained information, we ensure the registration, notification, and information disclosure of our products.

■ Examples of initiatives

Pollution prevention drills

To prevent environmental contamination, Toshiba Tec conducts pollution prevention drills every year, assuming the occurrence of chemical leaks and other accidents and is developing a system that enables quick initial responses and appropriate measures.



Regular management of SDS

To prevent environmental contamination caused by chemical substances, Toshiba Tec regularly confirms the Safety Data Sheet (SDS) of the chemical substances we use and strictly implements appropriate management based on the latest hazard information and laws and regulations.



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.



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

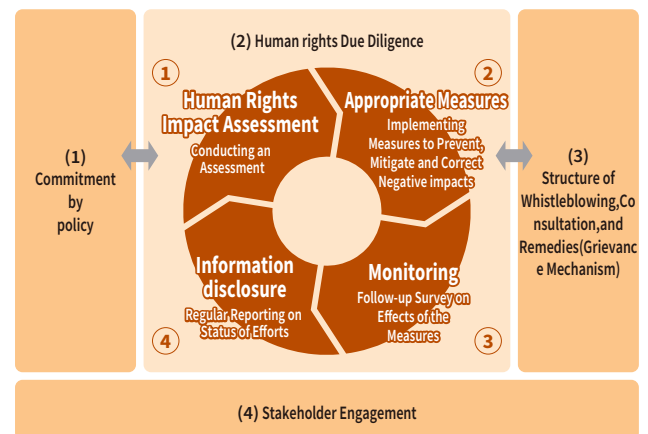
Toshiba Tec Group has positioned respect for human rights as one of the most important principles in the Toshiba Tec Group Standards of Conduct and declares that it will conduct corporate activities with due consideration for human rights. To further clarify this stance, Toshiba Tec Group revised the Toshiba Tec Group Human Rights Policy in March 2023 and disseminated it to all employees, including those of its domestic and overseas subsidiaries. This policy has been formulated based on international standards such as the United Nations Guiding Principles on Business and Human Rights (UNGP), the OECD Guidelines for Multinational Enterprises, and the ILO Declaration on Fundamental Principles and Rights at Work. In addition to all officers and employees of the Group, we also request our business partners including suppliers to support and implement the policy. With the expansion of global business operations, human rights issues have become an increasingly important theme in corporate management. Recognizing that corporate activities may have an impact on human rights, we will fulfill our responsibility to respect human rights throughout the entire value chain.

[Toshiba Tec Group Human Rights Policy](#)

► Conducting Human Rights Due Diligence

The company has introduced a human rights due diligence framework based on the UNGP and continues to advance its efforts through the following cycle.

Human Rights Respect Management Cycle



► Governance and Promotion Structure

At Toshiba Tec, human rights initiatives are positioned as an important theme of sustainability management and implemented under the sustainability promotion structure. Important matters concerning human rights are reported to the Board of Directors and are reflected in policies and measures. In addition, related divisions, such as Corporate Human Resources & Administration, Corporate Legal Service, and Procurement, cooperate to promote company-wide human rights initiatives.

► Identification and Assessment of Human Rights Impacts

As part of the Toshiba Group's human rights due diligence initiatives, Toshiba Tec identifies and assesses actual and potential adverse human rights impacts. Potential impacts related to each stakeholder in the value chain, including employees, suppliers, and local communities, are identified and prioritized according to their significance. For identified impacts, we implement measures to prevent, mitigate, and remediate adverse impacts. We will continue to conduct human rights impact identification and assessment on a regular basis.

► Monitoring of Human Rights

Toshiba Tec regularly monitors the status of management of human rights issues at its domestic and overseas group companies by utilizing the Toshiba Group's Human Rights Risk Assessment Program (RAP) for human rights administered by the Toshiba Group to address identified potential human rights impacts.

In fiscal 2025, we conducted a survey covering Toshiba Tec's business divisions and 19 domestic and overseas subsidiaries, including the items listed below, and confirmed that no human rights issues were identified in any of the organizations or companies surveyed. The results of the survey were also reported to the Board of Directors.

- **Prevention of child labor and forced labor**
- **Working hours and wage management**
- **Health and safety management**
- **Prevention of Discrimination and Harassment**
- **Working environment and employee welfare**

In addition, to identify human rights issues and mitigate risks in the supply chain, we participate in the Toshiba Group's procurement due diligence and conduct human rights surveys of its suppliers. In fiscal 2025, we conducted survey covering 180 major suppliers, and we are reviewing the responses and carrying out follow-up actions as necessary.

Based on the findings, we will implement corrective actions where improvement is required and promote continuous improvement throughout the Group and across the supply chain.

► Remedy and Corrective Actions

Toshiba Tec has established a reporting and consultation channel to identify and appropriately address human rights concerns and issues at an early stage. The channel accepts reports from both internal and external stakeholders, and investigations and corrective actions are undertaken as necessary. We also strive to prevent the recurrence of identified issues.

In addition, we ensure the protection of whistleblowers by safeguarding anonymity and prohibiting retaliatory actions, thereby maintaining a reporting mechanism that can be used with confidence.

► Education and Awareness

With the aim of establishing a discrimination-free workplace that provides job satisfaction, we promote awareness of respect for human rights through the following activities.

- **Position-based education on human rights for new employees, newly appointed managers, and so on**
- **Regular training through e-learning programs**
- **Focused training for managers**

In addition, during of Human Rights Week established by the Ministry of Justice, the President delivers a message to reinforce the importance of respecting human rights among all employees.

► Information Disclosure and Future Actions

Information on human rights initiatives is disclosed on an ongoing basis through the Integrated Report, website, and other channels. Going forward, we will continue to enhance our disclosures and further strengthen our initiatives in response to international and societal expectations.

Topics

P.T. Tec Indonesia Achieves Gold Status in the RBA VAP

P.T. Tec Indonesia, an overseas manufacturing site of the Toshiba Tec Group, achieved Gold Status in the Responsible Business Alliance (RBA) Validated Assessment Program (VAP) in January 2026. This achievement reflects the company's high level of conformance and continuous improvement efforts in such areas as labor and human rights, health and safety, the environment, and ethics. The Toshiba Tec Group regards this achievement as an important milestone in its sustainability management and human rights initiatives. We will continue to promote respect for human rights throughout the supply chain.

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 established “human resources we are aiming for” as 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.

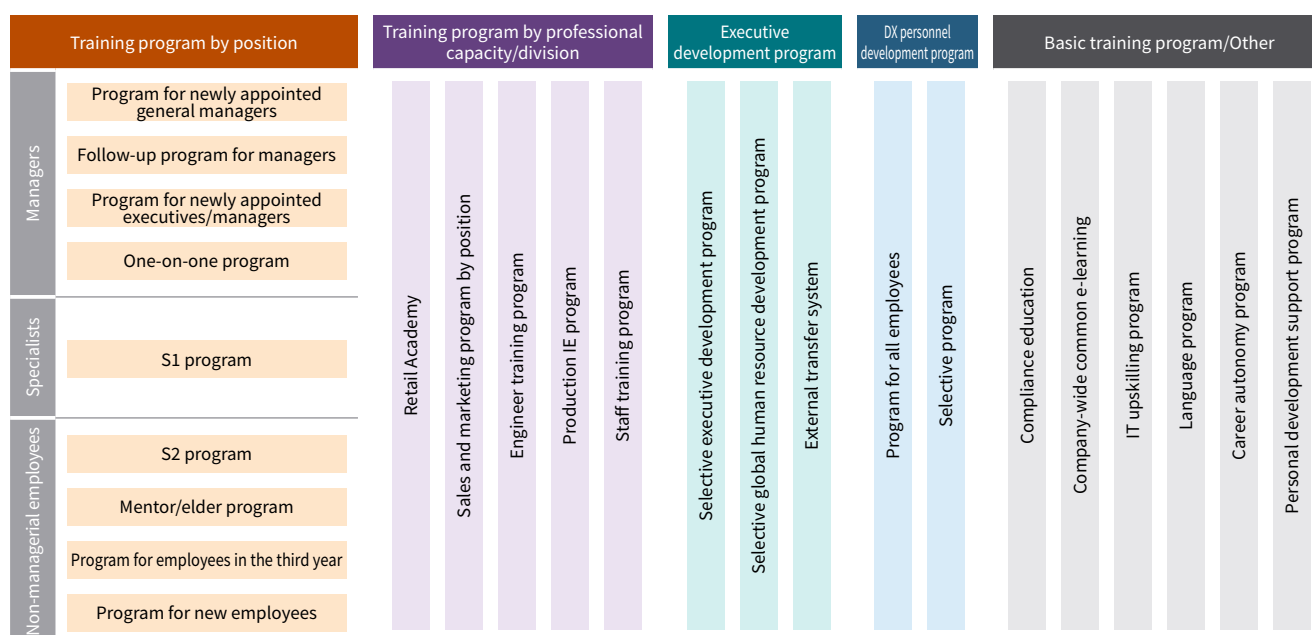
■ Career development support program

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 according to the stages of growth within the company. 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.



■ 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.



► 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 global leadership development 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 knowledge and skills necessary for success	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 2025 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-five employees were transferred under the system by fiscal 2025. 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

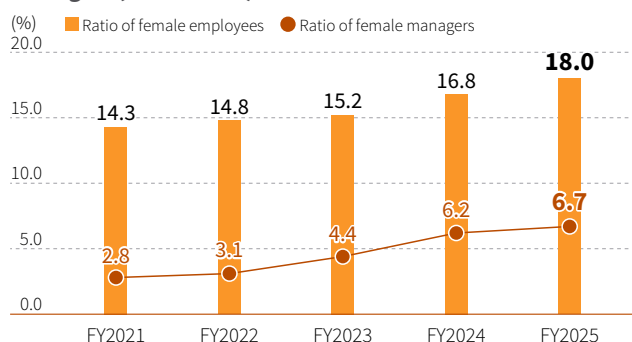
We believe that the utilization of diverse human resources, regardless of gender, age and nationality, leads to increased innovation and vitality, which allows us to more readily adapt to unexpected issues or changes in the market, thereby increasing our global competitiveness. Considering diversity management as an essential part of our management strategy, we are working to foster an organizational culture in which diverse human resources can thrive and to promote workstyle reforms.

► Initiatives for Women's Participation and Advancement

Toshiba Tec Corporation (hereinafter "Toshiba Tec") was awarded the second-grade Eruboshi certification by the Minister of Health, Labour and Welfare on November 12, 2025. Toshiba Tec was recognized as a company with excellent implementation of initiatives under the certification program based on the Act on Promotion of Women's Participation and Advancement in the Workplace.



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.

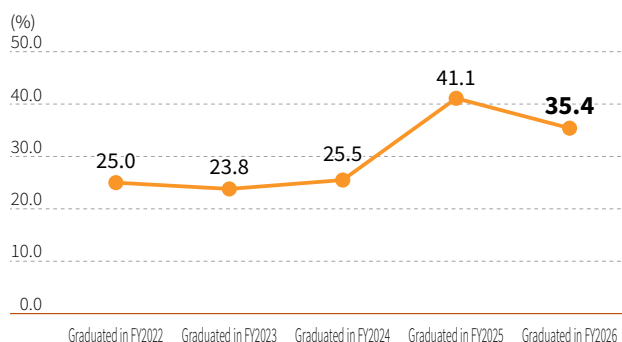
Various events were held for all employees to understand diversity in their daily lives, including an introduction of our diversity promotion status, a seminar on support systems for balancing work and family, a roundtable discussion with male employees who have taken paternity leave, a meetup for young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



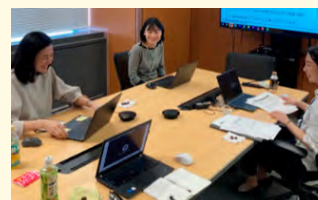
Event to promote women's participation and advancement

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

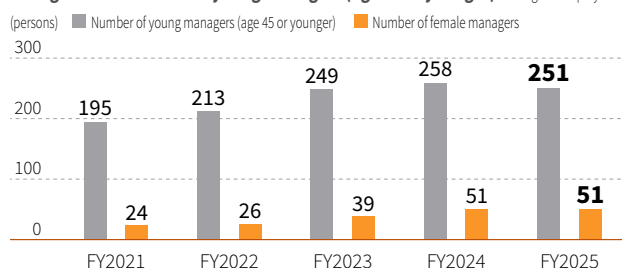
Various locations were connected online, and participants exchanged a variety of information about work styles.



► 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 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

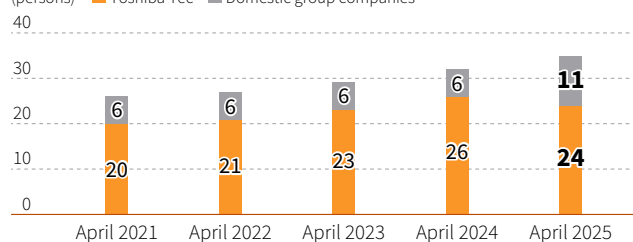


► Promoting Recruitment, Participation and Advancement of Non-Japanese Employees

To secure highly qualified human resources for software-related positions, Toshiba Tec conducted recruitment activities in India in collaboration with local subsidiaries and hired three students. In addition, we have strengthened the recruitment of foreign nationals who have studied in Japan and global career-track category, actively recruiting students with high global aspirations.

Number of non-Japanese employees

(persons) ■ Toshiba Tec ■ Domestic group companies

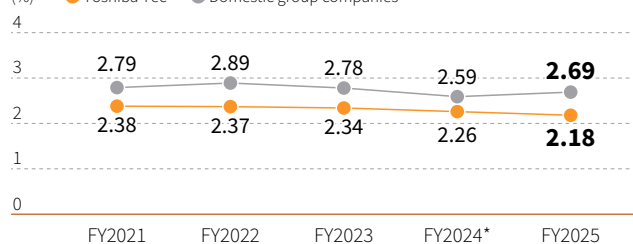


► Promoting Employment of People with Disabilities

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

Employment ratio of people with disabilities

(%) ■ Toshiba Tec ■ Domestic group companies



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

► 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, employees learned at the “reskilling school,” a learning place established in collaboration with the “Mishima Personnel Department”^{*1} in the Mishima area of Shizuoka Prefecture to develop “Multi-way Player”^{*2} 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.

^{*1} An initiative launched in August 2025 as an expanded version of the “Regional Personnel Department,” a demonstration program conducted by the Kanto Bureau of Economy, Trade and Industry (METI-Kanto) until March 2025.

^{*2} Personnel who are purposefully undertaking reskilling and gaining insights through side jobs and using those new skills and insights in their main jobs

► 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 Work-style Innovation (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. The Company also recommends taking annual paid holidays.
System for monitoring working conditions	● 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

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 50% in fiscal 2025. 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.

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

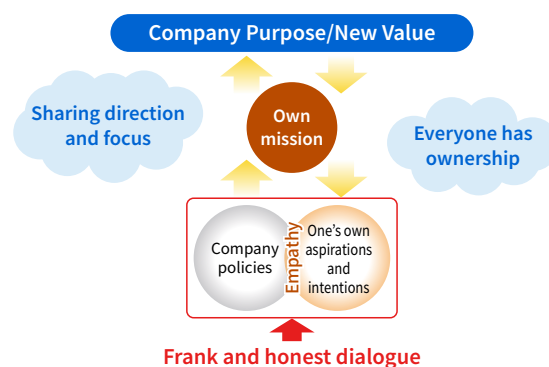
We conduct an employee awareness survey (the TEAM Survey) to solicit the opinions of employees. With the purpose of improving employee engagement, we understand their perceptions and measure the performance of the organization to identify problems and the gap in recognition, to bring improvements in 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 employees 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.



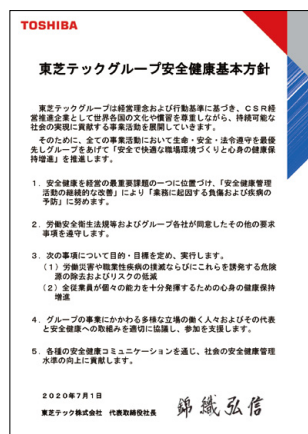
Labor-management business briefing

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.



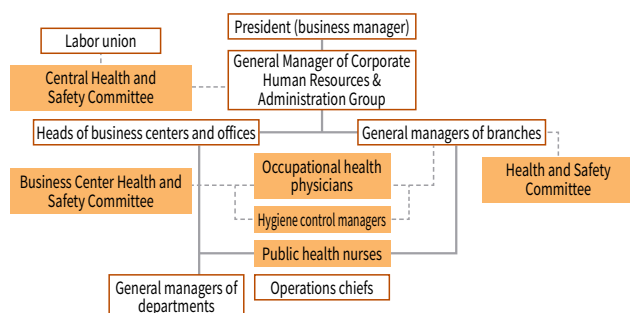
▶ Safety Control and Healthcare System

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.

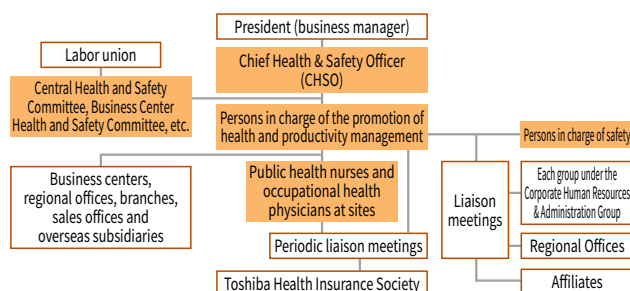
Each business center or office has not only fulfilled the statutory requirements such as appointment of dedicated staff members and holding of meetings of its Health and Safety Committee, but also invited observers to participate in health-and-safety liaison meetings between the head office and regional offices and branches (Regional Office Liaison Meetings and the Health and Safety Committee hosted by the head office), 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 October 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



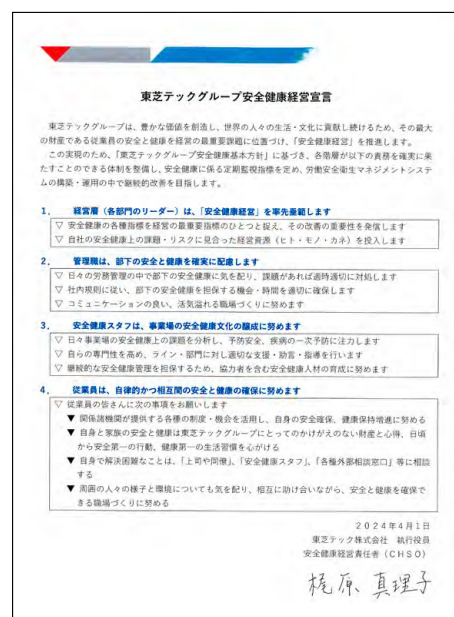
▶ Health and Safety Management Declaration

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

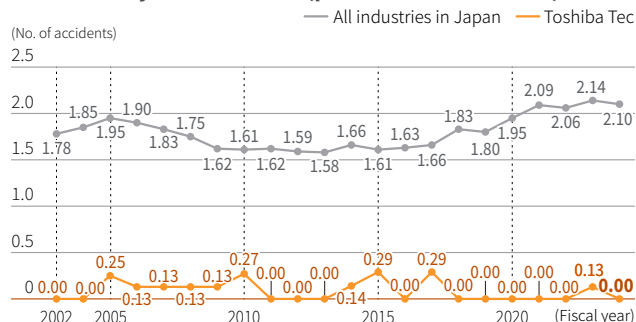
Toshiba Tec's Shizuoka Business Center and four of our overseas group companies have obtained ISO 45001 certification. These management systems are operated to improve health and safety issues related to each workplace and operation, create safe and comfortable workplace environments, and maintain and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

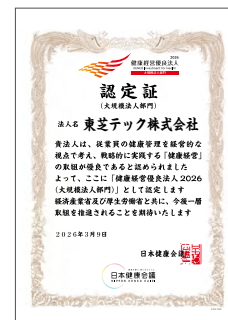
We attach particular importance to the following six topics.

- (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 2026 Certified KENKO Investment for Health Outstanding Organization (Large Enterprise Category)

Toshiba Tec Corporation was selected by the Nippon Kenko Kaigi under the "2026 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

Implementation of stress checks

Since fiscal 2016, Toshiba Tec and its domestic group companies have conducted stress checks with the aim of preventing mental health issues by helping employees become aware of their stress levels and facilitating improvements in the workplace environment that may cause stress. The results of the stress checks are provided individually to employees. Upon request, employees may consult with an occupational physician, and work-related measures are implemented as necessary.

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 61%, Workplace Solutions Business for 33%, and Original Design Manufacturing Business for 6% (FY2025 results).

► Procurement Policy

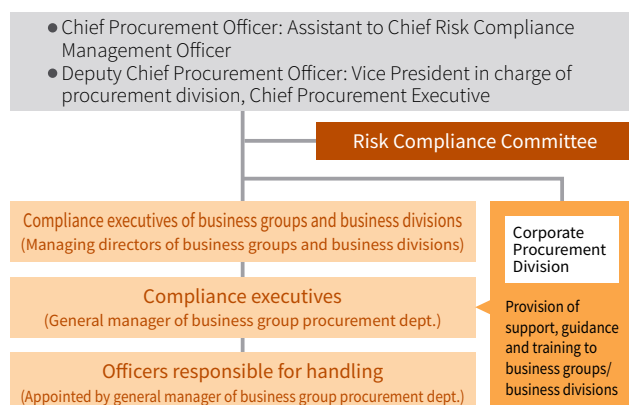
As a member of Toshiba Group, we strive to build sound partnerships with suppliers through procurement activities based on the Toshiba Tec Group Procurement Policy.

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 continuously enhance procurement compliance. In particular, in January 2026, the Act Against Delay in Payment of Subcontract Proceeds, Etc. to Subcontractors (the "Subcontract Act") was revised and came into effect under its new name, the Act on Preventing Delay in Payment to Small and Medium-Sized Entrusted Business Operators in Relation to Manufacturing Consignment (the "SME Transactions Act"). In light of recent economic conditions, the practical requirements relating to obligations and prohibited acts under the SME Transactions Act have been significantly strengthened and made more stringent compared with those under the former Subcontract Act.

Following the enforcement of the SME Transactions Act, a group in charge of procurement planning at the Procurement Planning Office of the Corporate Strategic Production & Procurement Group has taken the lead in thoroughly sharing new operational requirements among related internal departments and group companies through a system for ensuring compliance concerning procurement by conducting study sessions and providing information as needed. In addition, we continue to conduct monitoring of transactions subject to the SME Transactions Act across all procurement departments including those of group companies on a monthly basis to ensure compliance with the SME Transactions 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. From fiscal 2025, the educational content was updated to cover the SME Transactions Act, and a total of 6,154 employees, including those from five domestic group companies, participated in the e-learning program on the SME Transactions Act. Our staff mainly from the procurement department also actively participate in training sessions (in-person and web-based seminars) on the SME Transactions Act organized by supervisory authorities, industry associations, and other organizations.

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 2025, we surveyed 180 major suppliers. We are reviewing the responses and carrying out follow-up actions as necessary.

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.

► Establishment of Partner Hotline

The Toshiba Tec Group has established the “Clean Partner Line (supplier reporting system).” This system serves as a reporting channel through which suppliers can report any actual or suspected violations relating to procurement and other business transactions involving Toshiba Tec Group personnel, including violations of laws and regulations, the Toshiba Tec Group’s Standards of Conduct or Procurement Policy, contractual agreements, or business ethics.

Personal data of whistleblowers will not be disclosed without their consent except to the secretariat of the “Clean Partner Line.” In addition, the content of the report is strictly handled, and we take care not to treat whistleblowers and the companies they work for unfavorably due to their whistleblowing. We disseminate this system to related suppliers and request them to utilize it.

When inappropriate transaction practices or other suspicious conduct are identified, we provide guidance for corrective action and issue cautionary notices as appropriate.

 [Toshiba Tec Partner Hotline Site \(in Japanese\)](#)



► 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 Democratic Republic of the Congo (DRC) and surrounding countries but also other conflict areas and high-risk areas, human rights violations 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^{*1}, regarding the use of conflict minerals and smeltery information using the Conflict Minerals Reporting Template (CMRT). We conducted the survey in fiscal 2024 as well, and identified 332 vendors who are part of the smelters recognized by the Responsible Minerals Initiative (RMI). We confirmed that 144 of them are RMAP^{*2}-conformant smelters. We continued the survey in fiscal 2025.

^{*1} 3TG stands for the initial letters of four conflict minerals: tin, tantalum, tungsten and gold.

^{*2} RMAP: Responsible Minerals Assurance Process

 [Toshiba Group Responsible Minerals Sourcing Policy](#)



Enhancement of Customer Satisfaction

Toshiba Tec promotes its business activities with the highest priority on providing safe and highly reliable products and services, based on the voice of the customer and through the customer-oriented thinking and actions of each employee.

► Voice of the Customer

Toshiba Tec places great importance on sincerely listening to the voice of the customer (VoC) and accurately identifying the underlying issues behind customer feedback. Toshiba Tec's action guidelines are to find the nature of problems that customers really want to solve by taking the 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. Under these guidelines, we regard customer satisfaction as synonymous with quality and, based on this concept, promote initiatives.

Toshiba Tec has established an integrated service structure covering the entire process from product planning and development to manufacturing, sales, and maintenance, and aims to become a solutions partner that stays close to customers worldwide. The VoC obtained through sales and maintenance activities is reliably fed back into product planning and development and reflected in improvements in functionality and reliability.

Furthermore, we are working to create new products and services through demonstration experiments conducted in collaboration 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. In addition, systems and networks of customers with contracts are monitored 24 hours a day, 365 days a year at six system support centers nationwide, and operational support is provided in collaboration with local engineers.

Furthermore, customer opinions and requests obtained through maintenance services are reflected in service improvements and operational reforms, and we continuously work to enhance customer satisfaction.



Customer support (maintenance)



System support center

► Activities as a Global Company

We have established a global quality assurance system. We also collect, share, and utilize information on market quality through a worldwide service network in cooperation with manufacturing sites and sales subsidiaries.

We regard compliance with laws, regulations, and standards in each country as the top priority and develop products compliant with them on a global scale.

► Commitment to Safety and Security

Based on its Basic Policy on Product Safety, Toshiba Tec is working to strengthen its framework for ensuring product safety and reliability. Specifically, we promote the development of specialized personnel in risk assessment and product safety, as well as technical research aimed at achieving a level of quality that customers can use with confidence. In addition, throughout the entire product lifecycle, we conduct thorough risk assessments to identify and evaluate potential causes of failures and accidents in advance and provide products and services that have passed through evaluation and verification processes.

Furthermore, by utilizing customer information obtained through the maintenance service division and accurately understanding actual usage environments and operating conditions, we strive to further enhance product safety during the usage stage.



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.

► 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 2025, 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 Kansai, Chugoku-Shikoku and Kyushu branches are located. We also donated to (3) public-service corporations.



Message of Appreciation from Students of Fukuoka City Toko Junior High School

Topics Third collaboration with Kindergarten

As part of the corporate collaboration project for Shogakukan’s “Kindergarten,” an intellectual and educational lifestyle learning magazine for young children, we provided supplements that reproduced self-checkout counters and electronic receipt services using models.

In recent years, the shopping experience has changed significantly with the widespread adoption of self-checkout systems and cashless payments. At the same time, however, the flow of money and the actual operations of retail stores have become less visible to consumers. Through this project, we presented in an easy-to-understand visual manner the benefits of electronic receipts, including reduced paper consumption and improved store operational efficiency through the reduction of work related to waste disposal. The supplement also incorporates elements designed to raise awareness of the importance of the proper use of equipment. In particular, the supplement reproduces the operation of the Smart Receipt® application and demonstrates how screen displays change in response to the receipt of electronic data. This helps explain in an easy-to-understand manner the relationship between digitalization and the reduction of environmental impact.

Through this initiative, we aim to promote the understanding that the choices made by each individual can contribute to reducing environmental impact.



First Collaborative Supplement	May Issue of Kindergarten, released in April 2021 (Self-Checkout Register)
Second Collaborative Supplement	May Issue of Kindergarten, released in March 2023 (Cart-Type Self-Checkout Register)
Third Collaborative Supplement	January Issue of Kindergarten, released in December 2025 (Latest Self-Checkout Register and Smart Receipt)

► For Local Communities

Since its establishment in 2010, the Toshiba Tec Kendo Club has also actively engaged in social contribution activities through kendo (swordsmanship), along with aiming to win the All Japan Corporate Team Kendo Tournament and other various competitions.

The Shinagawa Kendo School, which our kendo club conducts 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 2025, the activity was held for the fourth time. The number of participants, which was 34 in the first year, exceeded the capacity of 50 within just a few days of applications opening this fiscal year, making it a popular annual event. 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 provide basic instruction but also devised ways to help children enjoy becoming familiar with kendo by incorporating the “suriashi relay race,” a relay using kendo-style sliding footwork, which includes an entertainment element. 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 their usual lessons. We received many positive comments from the participants, such as “I want to become stronger by building on what I learned” and “It was fun because I could take part in it like a game.” The event gained appreciative recognition.

The Toshiba Tec Kendo Club will continue to actively work on interactions with the local community and support for the physical and mental development of the next generation through kendo, while striving for top placements in competitions.



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.



Corporate Governance

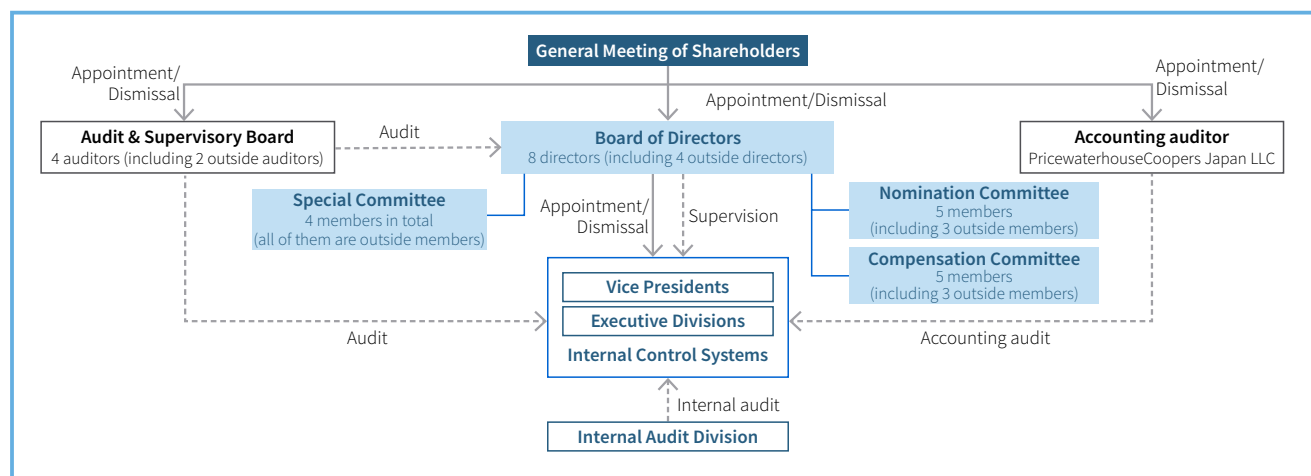
We recognize corporate governance as an essential management policy that enables us to meet the expectations of stakeholders and continuously improve corporate value. We are committed to taking measures to improve the efficiency and transparency of management, as well as to reinforce the functions of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

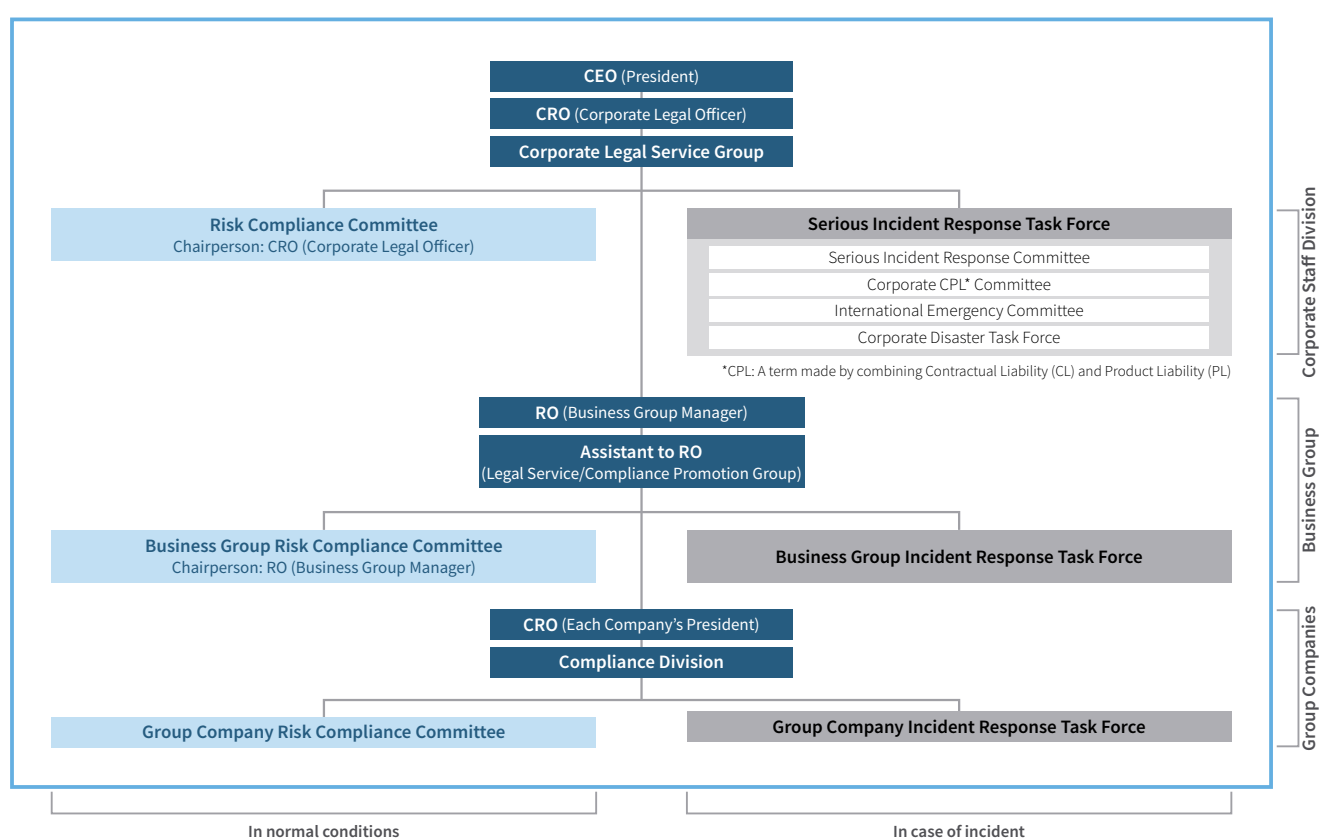
► Risk Compliance Promotion System

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.

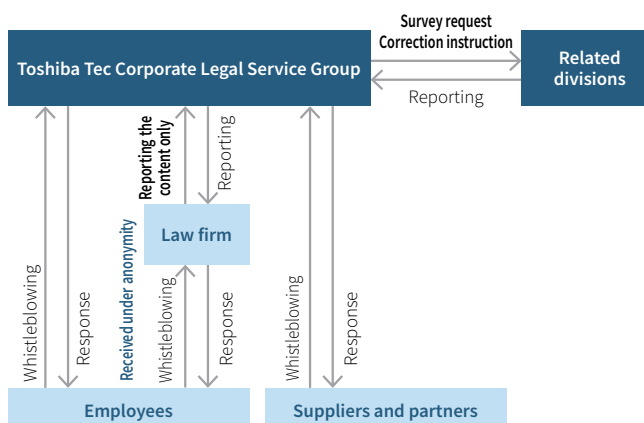
*CRO: Chief Risk Compliance Management Officer

■ 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
- SME Transactions Act (Revised 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.



Risk Management

In addition to ensuring thorough compliance, Toshiba Tec is also working to strengthen its ability to respond to various business risks.

► Risk Prevention and Control

■ Security export control

Export control is aimed at preventing goods and technology that have potential weapons of mass-destruction (WMD) or conventional-weapons applications from reaching countries or regions of security concern or terrorist organizations, and such transfers are regulated under the laws and regulations of each country. Our basic policies of export control are as follows: We shall refrain from any transactions that may undermine the maintenance of global peace and security. We shall comply with all applicable export control laws and regulations in each country and region of operation (including Japan's Foreign Exchange and Foreign Trade Act, the export control laws and regulations of the United States applicable to transactions involving U.S.-origin cargos and technologies, and other international regulations). Pursuant to these basic policies, we have established the Export Control Program and continue to strengthen our global export control system through thorough classification and transaction reviews, proper management of export licenses, implementation of education and audits, and guidance and support for our group companies.

■ Internal control system

Based on the Group's management policies, Toshiba Tec is working on the internal control policy aimed at strengthening governance as a management platform foundation that supports sustainable growth and improvement of medium- to long-term corporate value.

We initiated the Toshiba Tec Self-Monitoring Program in fiscal 2018 and established a system that enables each business group and subsidiary to independently check and evaluate the building and operating of internal control systems. Under this program, we foster frontline-driven awareness of internal controls and promote the establishment of effective internal controls through management practices tailored to the actual conditions of each organization, from the perspectives of risk management, compliance, reliability of financial reporting, and operational effectiveness and efficiency.

In addition, based on the root causes identified in past misconduct cases—such as an excessive focus on achieving business results, the erosion of supervisory functions, and insufficient information sharing and escalation—we are promoting organizational culture reform with a strong commitment from senior management, in addition to system enhancements. Furthermore, by sharing and disseminating the outlines, root causes, and backgrounds of misconduct cases across the Group, we work to prevent recurrence and similar risks, as well as to enhance risk sensitivity.

Through continuous compliance education for all employees, we also encourage sound judgment and behavior based on high ethical standards and promote a culture of “not committing or allowing misconduct,” along with an escalation culture in which employees speak up immediately when they sense something is wrong.

Going forward, through these initiatives, we will continue to enhance internal controls and improve the effectiveness of governance, strengthen our management foundation to flexibly respond to environmental changes, and contribute to the creation of sustainable corporate value.

► Business Continuity Plan (BCP)

We have established a framework that enables us to continue our business operations while minimizing damage to our business assets even in the event of emergencies such as natural disasters or widespread infectious disease outbreaks.

■ Risk management Using the Business Continuity Plan (BCP)

If preparations for large-scale natural disasters such as earthquakes or wind and flood damage are insufficient, business continuity may be seriously hindered, leading to prolonged shutdowns of operations, significant losses, and major impacts on stakeholders. The Toshiba Tec Group is working to establish a framework that ensures the safety of employees and their families, protects our sites, and enables us to continue or promptly resume the provision of products and services even in the event of a disaster. Since 2009, we have been formulating our Business Continuity Plan (BCP) and have developed plans assuming large earthquakes and infectious disease pandemics. We also work to maintain and improve effectiveness through periodic reviews and tabletop exercises. In response to COVID-19, we implemented measures prioritizing the protection of human life, based on the dual pillars of “business continuity and fulfillment of social responsibility” and “ensuring the safety of employees and society,” including restrictions on commuting to work and adjustments to annual holidays.

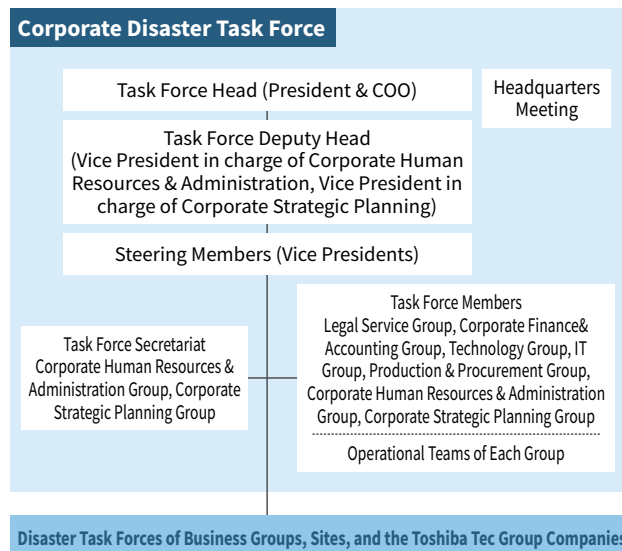
■ Strengthening BCP procurement management capabilities

The Toshiba Tec Group, drawing on lessons learned from past disasters such as the Great East Japan Earthquake, is promoting the establishment of a resilient procurement framework. In line with our procurement policies, we request the cooperation of our suppliers in continuing supply during disasters. In 2012, we established the BCP Procurement Guidelines and, in the same year, developed a framework for managing information on upstream companies in our supply chain. This enables us to promptly identify global impacts and take swift action when disasters occur.

■ Maintenance of infrastructure for retail industry

The Toshiba Tec Group not only provides products and services but also serves as an important part of the infrastructure supporting the domestic retail industry. Even if some sites are damaged by large-scale disasters, we have established a framework that ensures service continuity by receiving service calls at alternative sites. We have also built a reporting system that enables us to quickly identify and respond to customers' situations during disasters. As a company that supports social infrastructure, we aim to balance customer value with social responsibility and will continue strengthening our business continuity capabilities.

Toshiba Tec Group Disaster Task Force Structure



► Strategic Intellectual Property Activities Aligned with Business Strategy

The Toshiba Tec Group has established its basic policies on “compliance with all applicable laws and regulations associated with intellectual property rights,” “protection and use of the results of intellectual activities,” and “respect for the legitimate rights of third parties” in the Toshiba Tec Group Standards of Conduct.

As part of its efforts to become a solution partner, the Group has identified priority areas aligned with its business strategies and is proactively enhancing a solution-driven patent portfolio in those areas. In addition, we are enhancing the protection of ideas from the upstream stages of the value chain, including research and development. We are also promoting the discovery of ideas that address social issues and fostering an inventive and creative mindset among employees through the Invention Challenge, an event that gathers ideas from across our domestic and overseas group companies. Through these initiatives, we are reinforcing our intellectual property capabilities in response to changes in the competitive environment and expanding opportunities to create new value that supports business growth.



▶ Addressing Emerging Risks and Advancing Value Creation

■ 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."

▶ 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.



▶ 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.

- Respect for human dignity
- Ensuring safety and security
- Commitment to compliance
- Developing AI and cultivating talent
- Realizing a sustainable society
- Emphasis on fairness
- Emphasis on transparency and accountability

Toshiba Tec Group will continually review and improve this statement.

In addition, in order to ensure the effectiveness of the policies set forth in this statement, we are establishing an AI governance framework. Specifically, we are promoting the systematic management of AI-related risks and the development of operational structures, visualizing risks through AI risk assessments, and working to reduce those risks while continually improving our operational framework. Furthermore, taking into account regulatory trends such as the EU AI Act and international standards including ISO/IEC, we are promoting the use of AI that ensures not only legal compliance but also ethical integrity and reliability. As a global top solutions partner, we are committed to delivering sustainable value that earns the trust of our stakeholders.



Toshiba Tec Group AI Governance Statement



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. At the same time, major cybersecurity risks and the status of corresponding countermeasures are regularly reported to management and the Board of Directors for oversight.



► 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. We regularly conduct risk assessments for cybersecurity risks related to our information systems as well as our products and services, identifying and prioritizing critical risks based on their potential impact on our business and the probability of their occurrence.

■ 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

Technical measures have been implemented to prevent unauthorized access and information leakage caused by increasingly sophisticated cyberattacks. This includes multilayered security controls such as network monitoring, endpoint protection, and access control. In addition, we have strengthened defenses for externally exposed servers and established an internal framework that enables early detection of suspicious behavior and rapid response.

When a cybersecurity incident occurs, we classify the incident according to its degree of impact and promptly escalate serious incidents to senior management. Working with relevant divisions and external experts, we then contain the incident, analyze its cause, restore affected systems, and implement measures to prevent recurrence.

The company continuously evaluates and improves its incident response processes and is enhancing its security measures with a focus on reducing detection and response times.

■ 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.

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.



■ 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, which is attended by the CEO, CFO, and officers in charge of business groups.

Senior Management (as of June 29, 2026)

Directors and Audit & Supervisory Board Members

	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	Chairman and Chief Executive Officer	●	●		●	●		●	●
	Yasuki Ohnishi	Male	President and Chief Operating Officer	●	●			●		●	●
	Naofumi Tani	Male	Senior Vice President and Director	●		●	●				
	Takamasa Mihara	Male	Director	●	●		●				
	Mitsuhiro Nagahama	Male	Outside Director	●		●	●		★	★	
	Yoshihiro Umeha	Male	Outside Director	●		●	●		●		★
	Kanako Osawa	Female	Outside Director		●	●	●		●	●	●
	Kenichi Yamana	Male	Outside Director	●		●	●		●	●	●
Audit & Supervisory Board Members	Ichiro Sakamoto	Male	Audit & Supervisory Board Member		●	●	●				
	Shunsuke Shimano	Male	Audit & Supervisory Board Member	●		●	●				
	Kunio Kawa	Male	Outside Audit & Supervisory Board Member	●	●	●					
	Yoriko Izawa	Female	Outside Audit & Supervisory Board Member			●					

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

Executive Officers (not concurrently serving as Directors)

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

*Resignation effective as of August 7, 2026

Financial Information

Contents

Key Financial Data (Consolidated).....	59
Consolidated Balance Sheet	60
Consolidated Statement of Income	62
Consolidated Statement of Cash Flows	63

Key Financial Data (Consolidated)

	Fiscal year ended March 31, 2022	Fiscal year ended March 31, 2023	Fiscal year ended March 31, 2024	Fiscal year ended March 31, 2025	Fiscal year ended March 31, 2026
Operating result (Millions of yen)					
Net sales	445,317	510,767	548,135	577,023	569,265
Ordinary profit	10,197	13,149	11,004	18,344	10,608
Profit (loss) attributable to owners of parent	5,381	(13,745)	(6,707)	29,937	(2,285)
Cash flows (Millions of yen)					
Cash flows from operating activities	10,037	15,106	19,411	24,886	4,296
Cash flows from investing activities	(14,184)	(12,117)	(16,135)	(9,987)	(11,366)
Cash flows from financing activities	(5,496)	(8,103)	(3,624)	(5,739)	(3,097)
Financial position (Millions of yen)					
Total assets	310,256	310,692	337,509	346,371	361,435
Net assets	117,662	102,206	96,236	115,685	101,375
Cash and cash equivalents	46,709	43,815	48,581	47,933	39,500
Per share data (Yen)					
Basic earnings (loss) per share	97.68	(248.37)	(123.92)	565.44	(43.13)
Net assets per share	2,023.35	1,738.02	1,663.74	2,041.02	1,775.30
Financial data					
Capital adequacy ratio (%)	36.1	31.0	26.1	31.2	26.0
Return on equity (%)	5.0	(13.2)	(7.3)	30.5	(2.3)
Price earnings ratio (times)	50.3	—	—	4.7	—

Note: Price earnings ratios for the fiscal years ended March 31, 2023, 2024, and 2026 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, 2025	As of March 31, 2026
Assets		
Current assets		
Cash and deposits	47,945	39,513
Notes and accounts receivable - trade, and contract assets	81,411	97,869
Merchandise and finished goods	44,518	54,024
Work in process	1,278	2,706
Raw materials and supplies	7,917	10,871
Other	27,764	34,263
Allowance for doubtful accounts	(1,260)	(1,057)
Total current assets	209,574	238,192
Non-current assets		
Property, plant and equipment		
Buildings and structures	22,627	23,144
Accumulated depreciation	(17,118)	(18,041)
Buildings and structures, net	5,509	5,103
Machinery, equipment and vehicles	46,355	50,057
Accumulated depreciation	(31,293)	(34,641)
Machinery, equipment and vehicles, net	15,061	15,416
Tools, furniture and fixtures	23,178	24,212
Accumulated depreciation	(19,907)	(20,576)
Tools, furniture and fixtures, net	3,270	3,635
Land	1,254	1,256
Leased assets	47,413	52,365
Accumulated depreciation	(28,933)	(33,178)
Leased assets, net	18,479	19,187
Construction in progress	981	1,047
Total property, plant and equipment	44,557	45,647
Intangible assets		
Goodwill	180	921
Customer relationship assets	71	—
Other	10,914	11,168
Total intangible assets	11,166	12,090
Investments and other assets		
Investment securities	37,148	13,154
Retirement benefit asset	15,419	23,833
Deferred tax assets	11,924	8,755
Other	16,653	19,834
Allowance for doubtful accounts	(73)	(72)
Total investments and other assets	81,073	65,505
Total non-current assets	136,797	123,243
Total assets	346,371	361,435

(Millions of yen)

	As of March 31, 2025	As of March 31, 2026
Liabilities		
Current liabilities		
Notes and accounts payable - trade	64,367	87,702
Short-term borrowings	3,359	3,817
Current portion of long-term borrowings	4,953	7,016
Lease liabilities	6,682	6,883
Accounts payable - other	24,398	24,861
Income taxes payable	6,879	3,901
Unearned revenue	23,218	23,464
Provision for loss compensation	—	1,524
Allowance for economic compensation	—	4,385
Other	35,793	35,389
Total current liabilities	169,652	198,946
Non-current liabilities		
Long-term borrowings	11,321	12,949
Lease liabilities	14,310	14,607
Retirement benefit liability	24,439	21,555
Other	10,962	12,000
Total non-current liabilities	61,034	61,113
Total liabilities	230,686	260,060
Net Assets		
Shareholders' equity		
Share capital	39,970	39,970
Capital surplus	1,110	1,110
Retained earnings	58,525	36,872
Treasury shares	(13,319)	(13,216)
Total shareholders' equity	86,287	64,736
Accumulated other comprehensive income		
Valuation difference on available-for-sale securities	1,260	1,397
Deferred gains or losses on hedges	(27)	4
Foreign currency translation adjustment	17,562	19,423
Minimum pension liability adjustments	(213)	(351)
Remeasurements of defined benefit plans	3,206	8,859
Total accumulated other comprehensive income	21,788	29,333
Share acquisition rights	14	2
Non-controlling interests	7,593	7,303
Total net assets	115,685	101,375
Total liabilities and net assets	346,371	361,435

Financial Information

Consolidated Statement of Income

(Millions of yen)

	For the fiscal year ended March 31, 2025	For the fiscal year ended March 31, 2026
Net sales	577,023	569,265
Cost of sales	349,193	351,860
Gross profit	227,829	217,405
Selling, general and administrative expenses	207,578	203,069
Operating profit	20,251	14,336
Non-operating income		
Interest income	616	406
Dividend income	86	98
Share of profit of entities accounted for using equity method	1,621	710
Foreign exchange gains	—	166
Gain on valuation of derivatives	1,211	—
Gain on sale of non-current assets	153	82
Other	588	510
Total non-operating income	4,278	1,975
Non-operating expenses		
Interest expenses	1,393	1,700
Loss on valuation of derivatives	—	738
Foreign exchange losses	2,700	—
Loss on sale and retirement of non-current assets	339	677
Commission expenses	33	—
Provision for loss compensation	—	1,524
Other	1,717	1,062
Total non-operating expenses	6,184	5,703
Ordinary profit	18,344	10,608
Extraordinary income		
Gain on change in equity	21,151	—
Gain on sale of investment securities	639	589
Gain on sale of businesses	5,654	—
Total extraordinary income	27,445	589
Extraordinary losses		
Impairment loss of non-current assets	43	6
Loss on sale of investment securities	15	34
Loss on valuation of investment securities	698	3,429
Restructuring cost	2,458	716
Provision of allowance for economic compensation	—	4,385
Total extraordinary losses	3,216	8,572
Profit before income taxes	42,574	2,625
Income taxes - current	9,632	4,386
Income taxes - deferred	2,437	1,323
Total income taxes	12,070	5,710
Profit (loss)	30,503	(3,085)
Profit (loss) attributable to non-controlling interests	565	(799)
Profit (loss) attributable to owners of parent	29,937	(2,285)

Consolidated Statement of Cash Flows

(Millions of yen)

	For the fiscal year ended March 31, 2025	For the fiscal year ended March 31, 2026
Cash flows from operating activities		
Profit before income taxes	42,574	2,625
Depreciation and amortization	17,489	18,797
Impairment loss of non-current assets	43	6
Increase (decrease) in allowance for doubtful accounts	(516)	(298)
Interest and dividend income	(703)	(505)
Interest expenses	1,393	1,700
Share of loss (profit) of entities accounted for using equity method	(1,621)	(710)
Loss (gain) on sale and retirement of non-current assets	185	595
Provision for loss compensation	—	1,524
Loss (gain) on sale of investment securities	(624)	(554)
Loss (gain) on valuation of investment securities	698	3,429
Loss (gain) on change in equity	(21,151)	—
Loss (gain) on sale of businesses	(5,654)	—
Restructuring cost	2,458	716
Provision of allowance for economic compensation	—	4,385
Decrease (increase) in trade receivables	4,339	(11,657)
Decrease (increase) in inventories	(4,361)	(10,978)
Increase (decrease) in trade payables	10,185	20,879
Increase (decrease) in retirement benefit liability	(3,021)	(3,298)
Other, net	(7,678)	(12,065)
Subtotal	34,035	14,591
Interest and dividends received	712	2,224
Interest paid	(1,303)	(1,768)
Income taxes paid	(8,090)	(9,426)
Income taxes refund	145	125
Payment for extra retirement payments	(612)	(1,450)
Net cash provided by (used in) operating activities	24,886	4,296
Cash flows from investing activities		
Purchase of property, plant and equipment	(13,704)	(9,618)
Proceeds from sale of property, plant and equipment	250	1,501
Purchase of investment securities	(964)	(457)
Proceeds from sale of investment securities	916	888
Purchase of intangible assets	(3,241)	(4,326)
Payments into time deposits	(0)	(0)
Proceeds from sale of businesses	6,750	—
Proceeds from divestments	—	1,378
Net decrease (increase) in short-term loans receivable	3	2
Proceeds from collection of long-term loans receivable	0	0
Purchase of shares of subsidiaries resulting in change in scope of consolidation	—	(667)
Other, net	2	(67)
Net cash provided by (used in) investing activities	(9,987)	(11,366)
Cash flows from financing activities		
Proceeds from long-term borrowings	8,683	13,028
Repayments of long-term borrowings	(7,223)	(10,062)
Purchase of treasury shares	(7)	(5)
Dividends paid	(2,381)	(1,324)
Dividends paid to non-controlling interests	(187)	(69)
Purchase of shares of subsidiaries not resulting in change in scope of consolidation	(757)	—
Repayments of finance lease liabilities	(3,865)	(4,664)
Net cash provided by (used in) financing activities	(5,739)	(3,097)
Effect of exchange rate change on cash and cash equivalents	41	1,733
Net increase (decrease) in cash and cash equivalents	9,200	(8,432)
Cash and cash equivalents at beginning of period	48,581	47,933
Decrease in cash and cash equivalents resulting from exclusion of subsidiaries from consolidation	(9,848)	—
Cash and cash equivalents at end of period	47,933	39,500

Stock Information

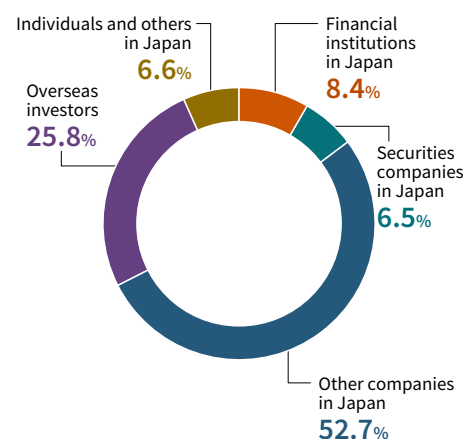
Stock Overview (as of March 31, 2026)

- 1) Total number of shares authorized to be issued: 200,000,000 shares
- 2) Total number of outstanding shares: 52,987,748 shares (excluding 4,641,392 shares of treasury stock)
- 3) Number of shareholders: 9,368
- 4) Major shareholders

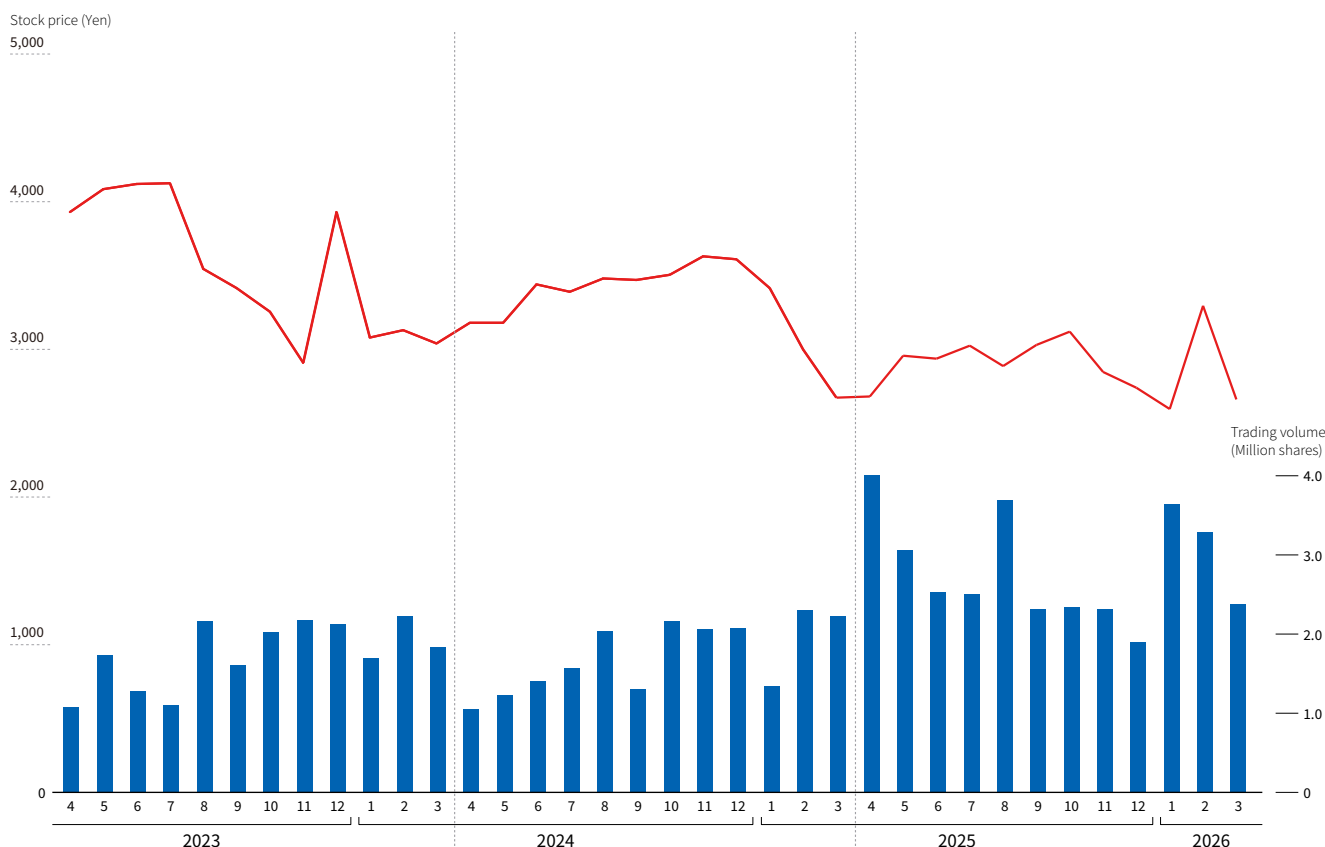
Shareholder	Number of shares held (Thousand shares)	Shareholding ratio (%)
Toshiba Corporation	26,605	50.21
The Master Trust Bank of Japan, Ltd. (Trust account)	3,198	6.04
Morgan Stanley MUFG Securities Co., Ltd.	2,939	5.55
State Street Bank and Trust Company 510312 (Standing proxy: Settlement & Clearing Services Department, Mizuho Bank, Ltd.)	1,411	2.66
State Street Bank and Trust Company 510311 (Standing proxy: Settlement & Clearing Services Department, Mizuho Bank, Ltd.)	1,075	2.03
Digital Garage, Inc.	1,009	1.91
Custody Bank of Japan, Ltd. (Trust account)	866	1.63
Goldman Sachs International (Standing proxy: Goldman Sachs Japan Co., Ltd.)	765	1.44
Toshiba Tec Employees Shareholding Association	760	1.43
UBS AG LONDON A/C IPB SEGREGATED CLIENT ACCOUNT (Standing proxy: Citibank, N.A., Tokyo Branch)	674	1.27

(Notes) 1. In addition to the above, there are 4,641 thousand shares of treasury stock.
2. Shares of less than one thousand are rounded down.

Breakdown by Shareholder



Stock Price and Trading Volume Trends



Corporate Data

Corporate Overview (as of March 31, 2026)

Company name	Toshiba Tec Corporation
Head office	Gate City Ohsaki West Tower, 1-11-1, Ohsaki, Shinagawa-ku, Tokyo 141-8562, Japan
Established	February 21, 1950
Share capital	39,970 million yen
Employees	Consolidated: 15,078
Toshiba Tec Group	Consolidated: 62 companies



Subsidiaries and Affiliates (as of March 31, 2026)

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 2026