



Presentation on FY24 Management Policy

FY24~26 Mid-Term Business Plan (MTBP)

May 23, 2024

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Contents

01 Review of FY20 – FY23

- Strengthening the profitability of existing businesses
- Global Growth Strategies and Initiatives

02 FY24 Mid-Term Business Plan (MTBP)

- Target
- Growth Strategies for the Future
 - 1) Strengthening the profitability of core businesses
 - 2) Expansion of new business areas
 - 3) Management Transformation, Human Resource Enhancement, Sustainability

Contents

01 Review of FY20 – FY23


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- Global Growth Strategies and Initiatives

02 FY24 Mid-Term Business Plan (MTBP)

- Target
- Growth Strategies for the Future
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 - 2) Expansion of new business areas
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Priority issues and results of actions since my assignment as President

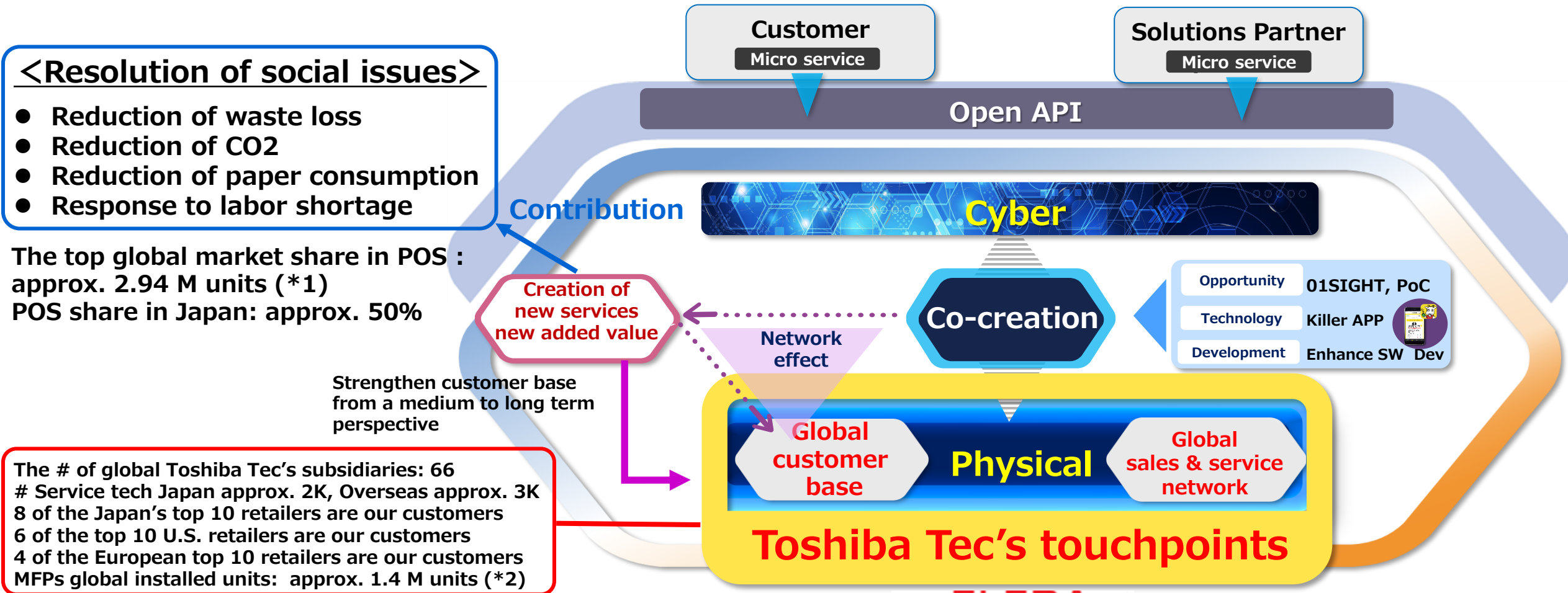
Addressing the challenges of **strengthening the earnings structure** and **improving Workplace Solutions Business profitability**

Recognition of issues	Result	Action									
Basic Profitability	<p>Consolidated sales/operating profit</p> <table><tr><th>(Billion yen)</th><th>FY20</th><th>FY23</th></tr><tr><td>Net Sales</td><td>405.7</td><td>548.1</td></tr><tr><td>Operating Profit</td><td>8.3</td><td>15.9</td></tr></table>	(Billion yen)	FY20	FY23	Net Sales	405.7	548.1	Operating Profit	8.3	15.9	<p>• FY19~FY23</p> <p>Structural reforms: 1,900H/C</p> <p>(Expenses: 10.6 B yen, annual effect vs. FY19: 14.5 B yen)</p>
(Billion yen)	FY20	FY23									
Net Sales	405.7	548.1									
Operating Profit	8.3	15.9									
Workplace Solutions Business Restructuring	<ul style="list-style-type: none">• Improvement of operating profit FY20▲5.5 B yen → FY23 13.6 B yen• JV Establishment with Ricoh (July FY24)• Transfer of IJ business to RISO (July FY24)	 <p>The diagram illustrates the formation of ETRIA, a joint venture between Ricoh and Toshiba. At the top, a large oval labeled 'ETRIA' contains the text 'The objective of establishing a Joint Venture' followed by two bullet points: 'Contribute to both parent company's business growth' and 'Energize Japanese "Manufacturing"'. Below this, two smaller ovals represent the parent companies. On the left, the 'RICOH' oval states 'Toward a digital services company that supports our customer's "Work"'. On the right, the 'TOSHIBA' oval states 'Aiming to become a global top solutions partner'. Two green arrows point from these parent company ovals towards the central ETRIA oval, with the text 'Development & Manufacturing' positioned between them. The background of the diagram shows two hands shaking, symbolizing partnership.</p>									

Toshiba Tec's growth model

~ New value creation through co-creation with partners ~

To become **a global top solutions partner** by generating new value through co-creation with the aim of contributing to the **resolution of social issues**



*1 (Source) RBR Global EPOS and Self-Checkout 2023 install base TOSHIBA and Toshiba TEC POS and SCO

*2 Based on our own research

Growth Strategies for the Future

Continue to strongly promote **global management** and **new business launch** for growth

Recognition of Issues

Global Management

New Business Start-up

Growth Strategies

- Replacement of management in the overseas retail business



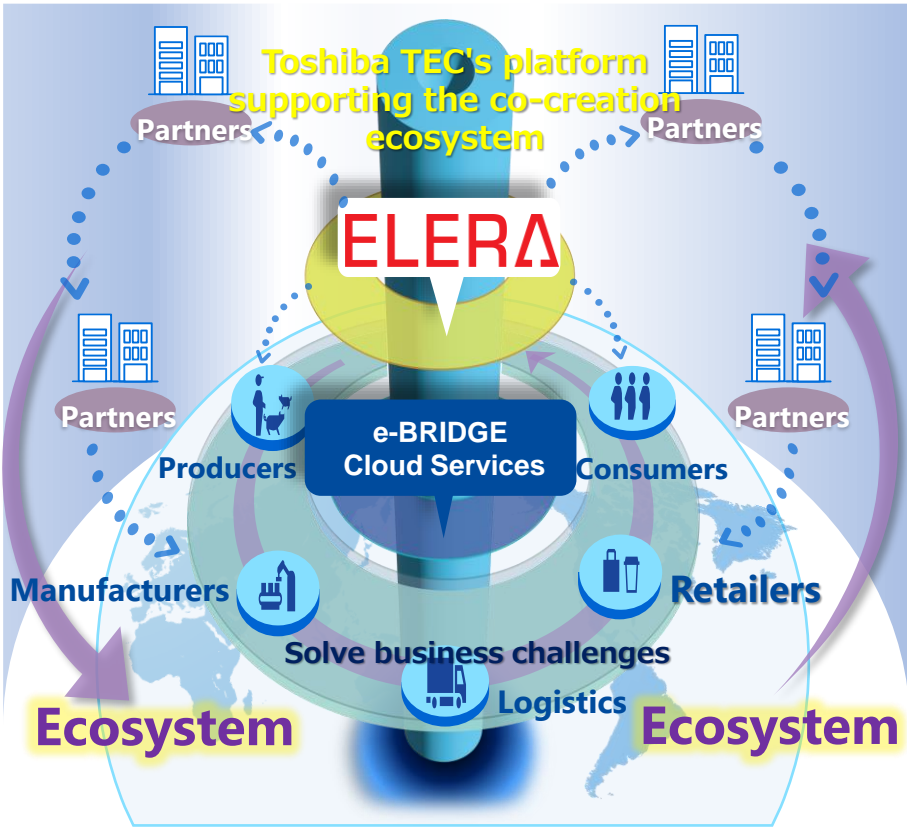
TGCS President & CEO
Rance Poehler ('20/11~)



TGCS EU MD
Andrew McDaniel ('22/1~)

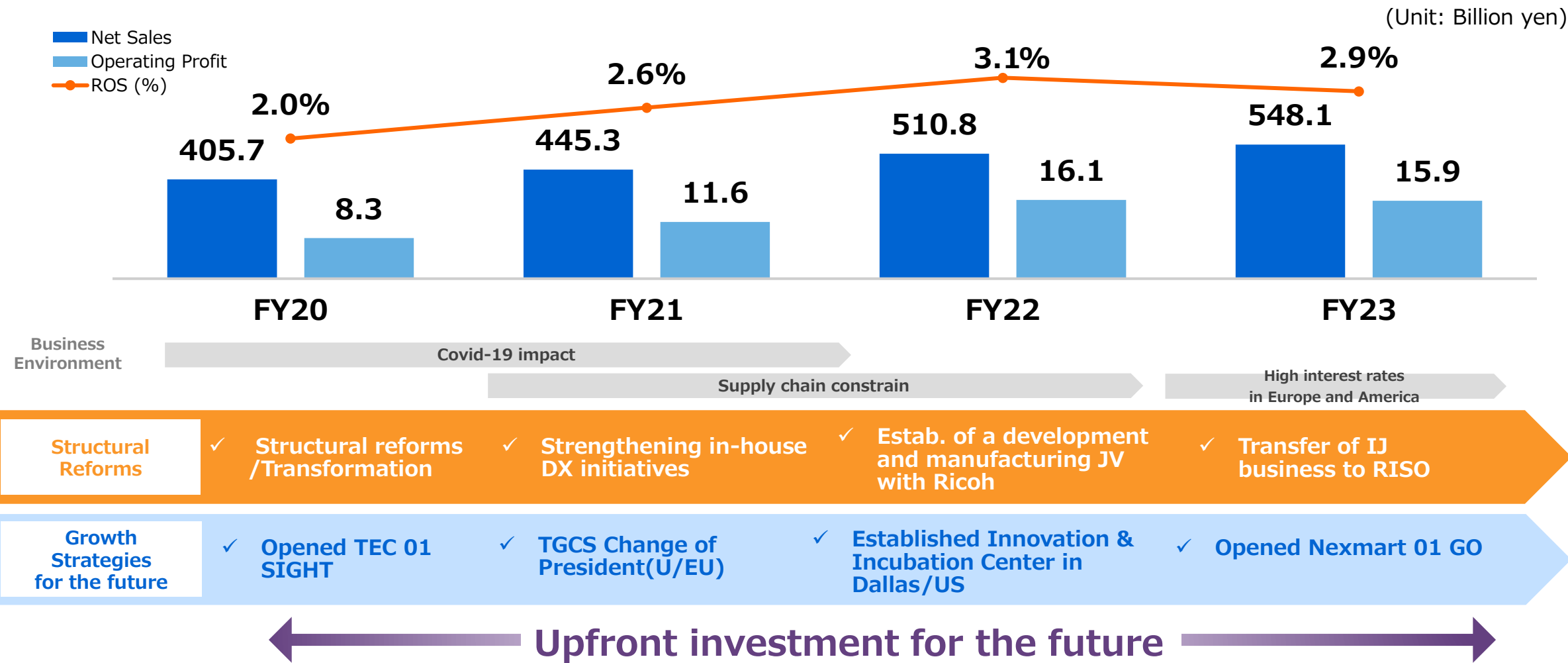
- Established Innovation & Incubation Center in Dallas, U.S.
- Strengthening Japan-U.S. cooperation

- New business expansion:
FY23 Net sales: 41.0 B yen
- Nexmart 01 GO opened
- Expansion of partner strategy



Review of FY20 - FY23

Basic profitability improved due to various measures taken over the past 4 years
In FY23, despite **the impact of overseas market conditions**, secured earnings on par with FY22
Continue to invest in new DX businesses for the future



Review of Business Performance (Retail Solutions Business)

Domestic Retail performance improved, while overseas Retail significantly declined
In overall Retail business, continue to invest in new businesses ahead of time

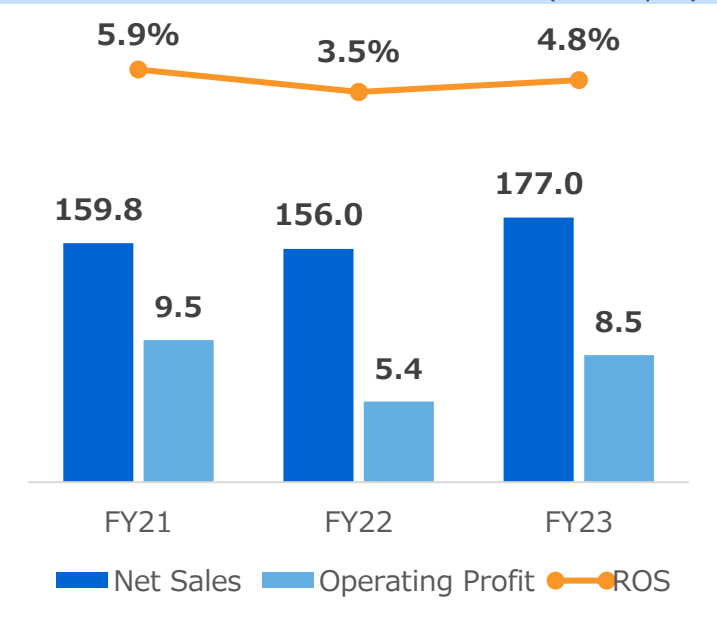
Domestic Retail

◆ Steady growth

FY23

- Net Sales vs Prev. Y +21.0 B yen
- OP vs Prev. Y +3.1 B yen
- ROS vs Prev. Y +1.3 Pts

(Billion yen)



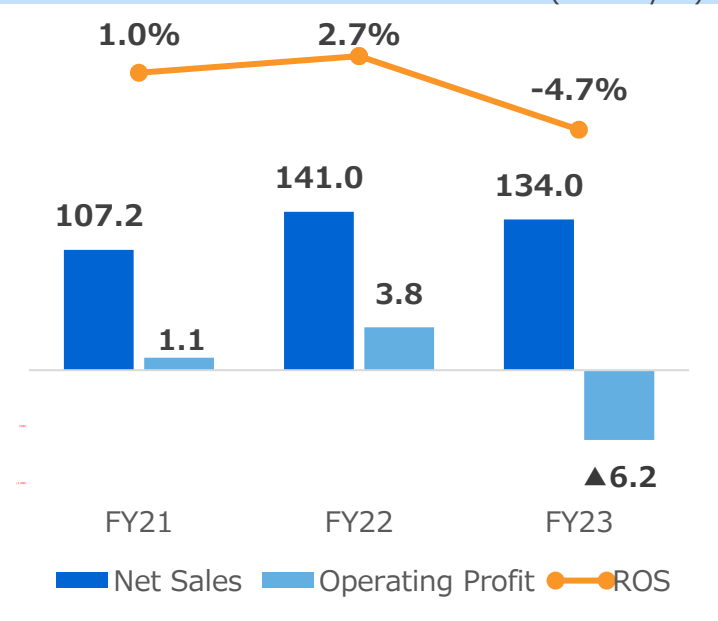
Overseas Retail

◆ Profitability improvement efforts underway

FY23

- Net Sales vs Prev. Y ▲7.0 B yen
- OP vs Prev. Y ▲10.0 B yen
- ROS vs Prev. Y ▲7.4 Pts

(Billion yen)



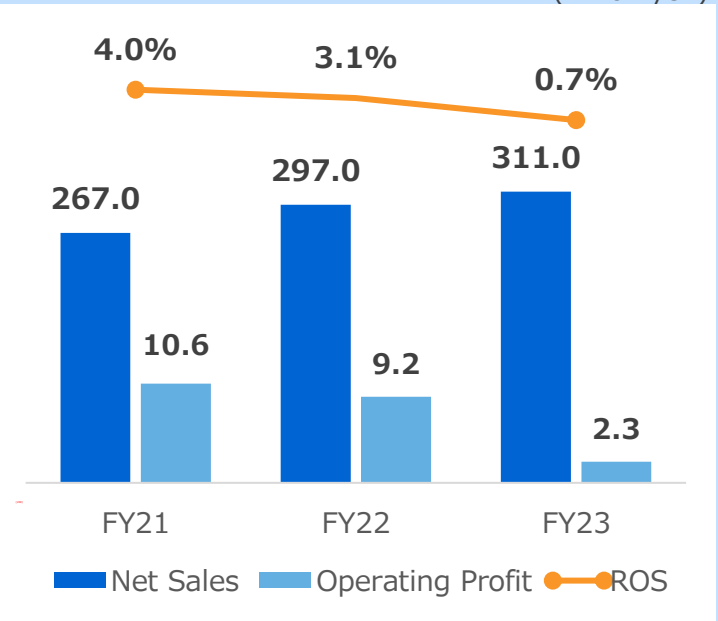
Retail Business

◆ Investing ahead and profitability improvement efforts underway

FY23

- Net Sales vs Prev. Y +14.1 B yen
- OP vs Prev. Y ▲6.9 B yen
- ROS vs Prev. Y ▲2.4 Pts

(Billion yen)

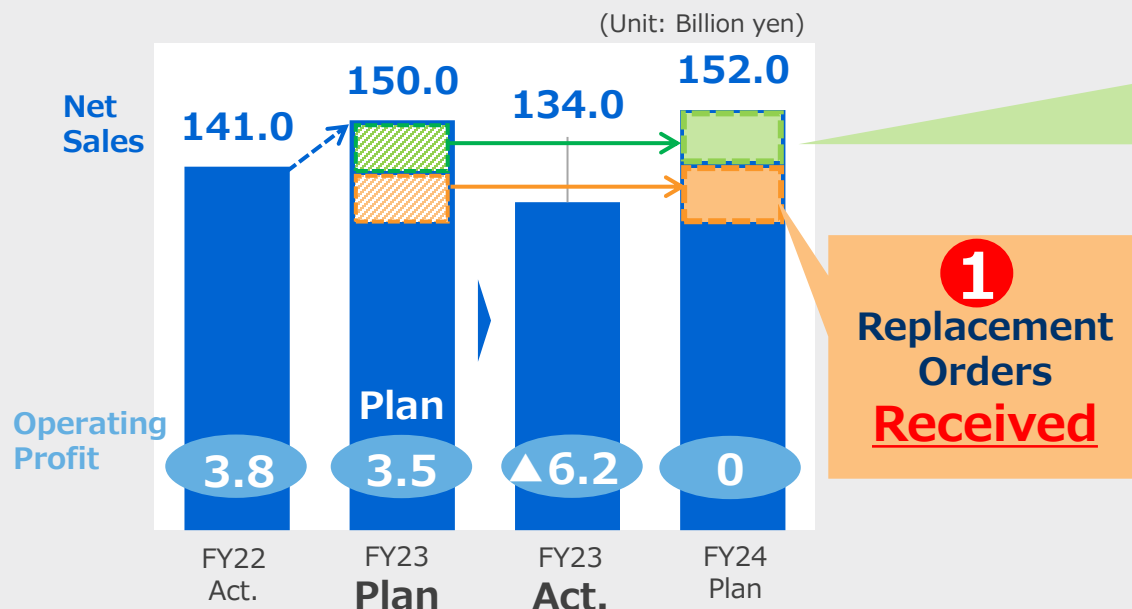


FY23 Result and FY24 Profitability Improvement Plan (Overseas Retail)

Affected by **market conditions**, the delay in **improving earnings** is an issue
In FY24, we will recover by ensuring delivery of projects and expanding ELERA®

◆ FY23 Results and FY24 Plan ...①

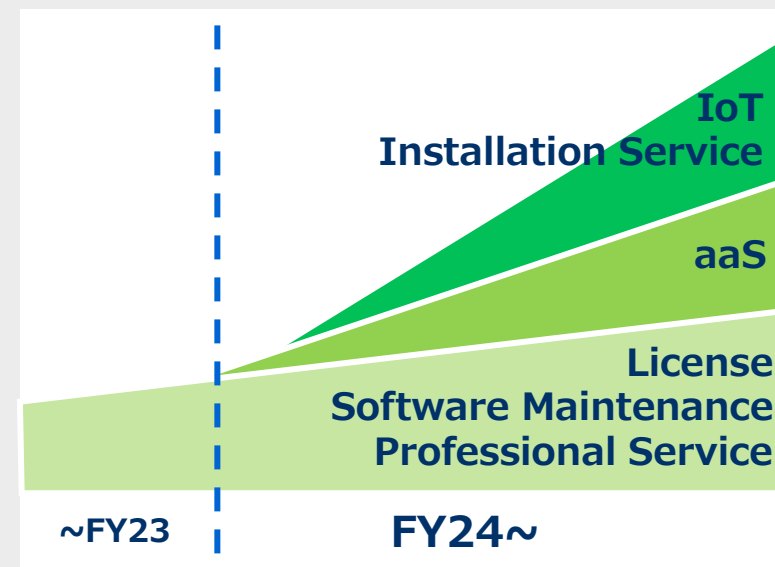
- FY23 : Restraint on customer investment delayed U.S. replacement projects
(US\$70M for the three major companies)
- FY24 : Already received U.S. replacement orders pushed out from FY23 and Large orders in Australia



◆ ELERA® Plan *1 ...②

- Completed full-stack ELERA® functions in 1Q24
- Sales expansion for Grocery, Further acceleration of sales with the addition of IoT, IS *2, aaS, etc.
- Expansion outside of U.S (Latin America, Europe, Asia)

② New Investment Projects
Strong pipeline (high gross margin)



*1 ELERA® is a TGCS trademark
*2 IS : Installation Service

Review of Business Performance (Workplace Solutions Business)

Significant increase in profit for the third consecutive year, resulting in a strong contribution to company-wide operating profit in FY23

Workplace Solutions Business

◆ Significant recovery from the deterioration caused by Covid-19

FY23 Result

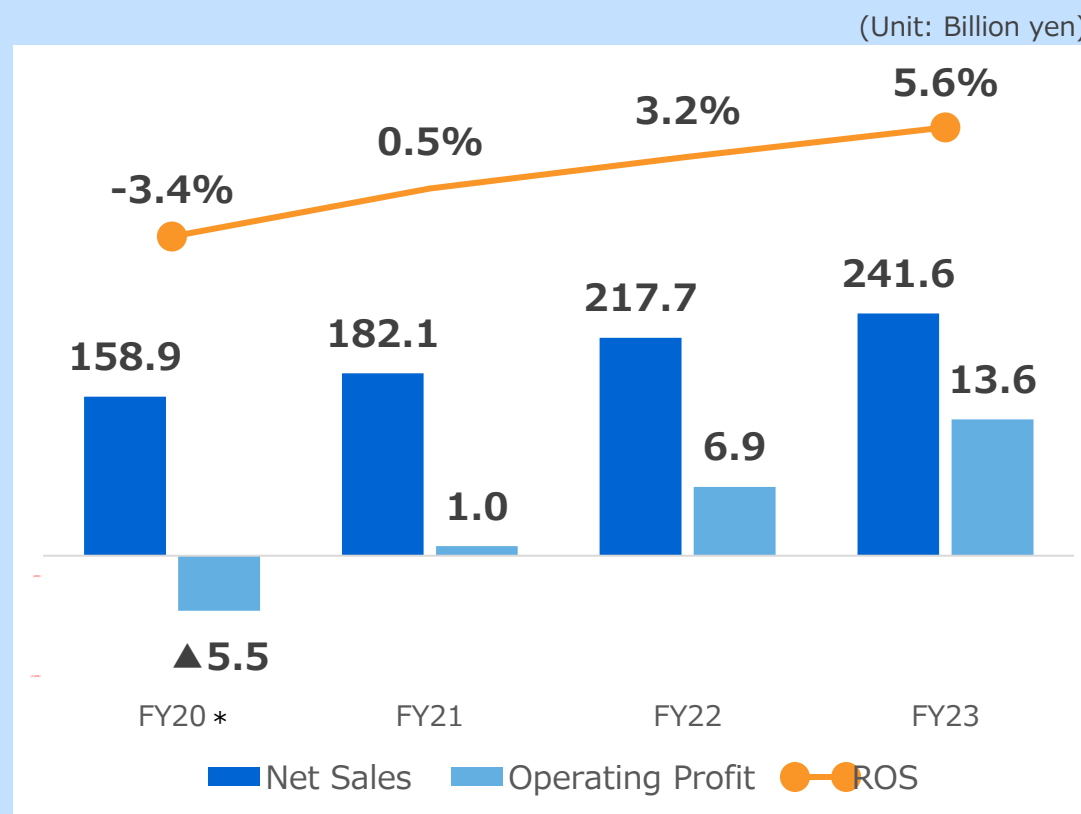
- Net Sales vs Prev. Y +24.0 B yen
- OP vs Prev. Y +6.7 B yen
- ROS vs Prev. Y +2.4 Pts

◆ In FY20, business performance deteriorated due to the Covid-19 pandemic

◆ Significant improvement for three consecutive years from FY20 due to continuous cost structure improvement

* FY20 results

MFP domestic business was included in Retail Solutions business until FY20, which was transferred to the Workplace Solutions Business from FY21. FY20 results have been adjusted to be in line with the current business segment.



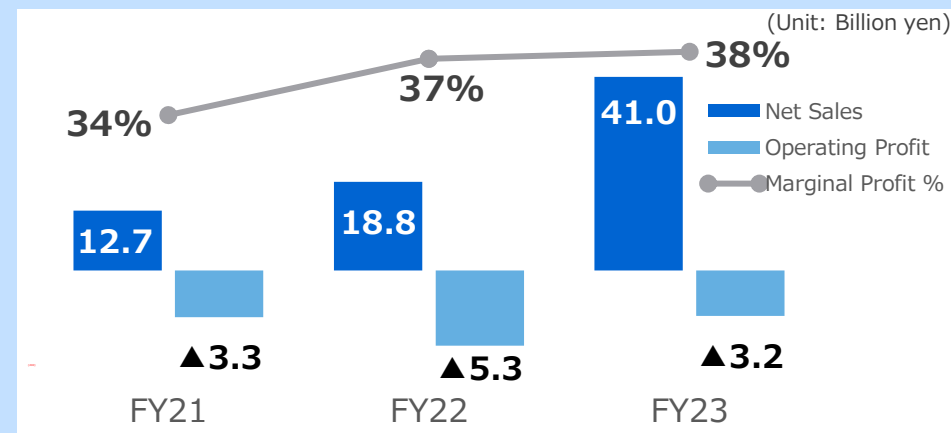
Review of Business Performance (New Business)

In the new business, improve profitability by
adding services + software to HW/maintenance

Expansion of new businesses

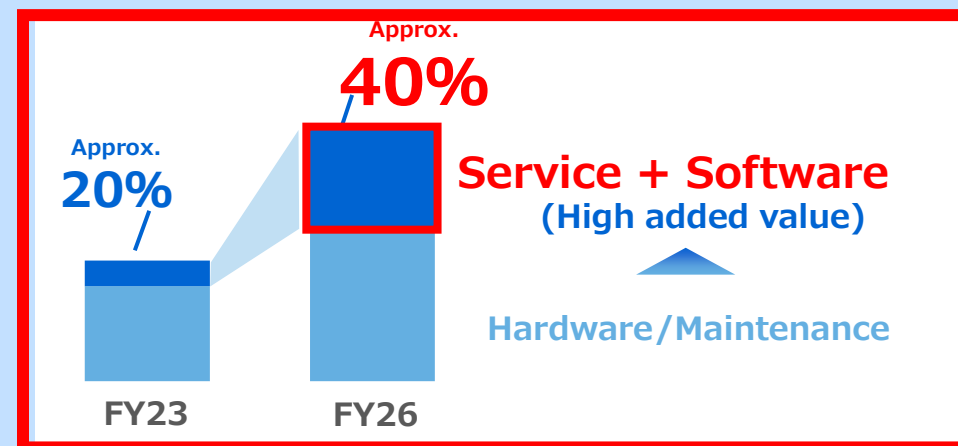
◆ Consolidated net sales of new business

- FY23 Net Sales vs Plan + 8.2 B yen **(125%)**
vs Prev. Y + 22.2 B yen **(218%)**
- FY21~23 CAGR 80%



◆ Challenges and Future Initiatives

- The scale of sales of new businesses is expanding, we are now **in the investment-leading phase**
- FY23 is deployment period of hardware (Self-checkout, Cart POS, etc.), which is basis for DX.
- Up to FY26, we aim to **add highly profitable services + software to the foundation** (FY24 Operating income of 1.3 billion yen)



Status of Growth Business Initiatives of Domestic Retail

Expanding opportunities for co-creation to establish an ecosystem
Opened a physical store for demonstration experiments and conducted high-quality PoC

Expansion of opportunities for co-creation

◆ TEC 01 SIGHT (FY20)



◆ NEXMART 01 GO (FY23)



On-going Solutions

- AI Crime Prevention System
- Remote Age Verification
- Face recognition payment
- IoT Cooler
- Signage
- Display visualization

◆ Improving the quality of PoC (# of PoC: 12 in FY23)

FY2023 Demonstration Experiment Status

1 **Next-Gen Cart POS with Weighing Instrument**
Next-Gen cart POS equipped with a weighing device to strengthen security

2 **Next-Gen Cart POS (Connected Charging)**
Evaluation of efficiency improvement of charging operation on cart POS adopting the connected charging method

3 **Package Recognition Self-checkout**
Operational evaluation at physical stores for the commercialization of Personal self-checkout systems using Toshiba image recognition technology



4 **Dynamic Pricing (Fres Fish)**
Loss optimization in fresh fish, and inventory management taking advantage of important features in dynamic pricing

5 **Fragrance Marketing Utilization**
Linking digitized scent samples with POS data. Analyzing changes in consumer behavior through fragrance

6 **Fraud Detection**
PoC in progress as a preventive measure for fraudulent activities at self-checkouts

7 **Face Recognition Payment Service**
Verify the usefulness felt by business owners and customers for services using biometric authentication

8 **Real-time sales information cloud**
Real-time web-based view of which products are sold and how many are sold at companies where Coupon Deli is installed.

9 **Marketing Automation**
Issue coupons to non-purchasers in specific departments/areas to promote purchases, and verify whether sales can be improved + verification of the feasibility of an automated system

10 **TTG Shelf**
Verification of an unmanned payment store system that takes advantage of the space-saving nature that can be deployed from a single product shelf

11 **Sophistication of Logistics utilizing EPCIS GS1 standard**
Measuring the efficiency of incoming stock inspections by logistics operators, & measuring the effects of eliminating inspections, and considering the use of EPCIS data

Status of Growth Business Initiatives of Domestic Retail

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◆ NEXMART 01 GO (FY23)



On-going Solutions

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- Remote Age Verification
- Face recognition payment
- IoT Cooler
- Signage
- Display visualization

◆ Improving the quality of PoC (# of PoC: 12 in FY23)

- After verification at multiple customer sites, the optimal product is released
- Demonstration experiment of retail media to promote the use of smartphone-type cash register apps

PoC 1
Efficiency Improvement
Evaluation of Charging operation

PoC 2
Verification of the usefulness of weight fluctuation detection

New Cart POS with weight check (Cart Type)

2024 Released in April

Link charging

Built-in weighing instrument



Real Sales Promotion



At Store

At cashier counter

When not operating

Improving the shopping experience

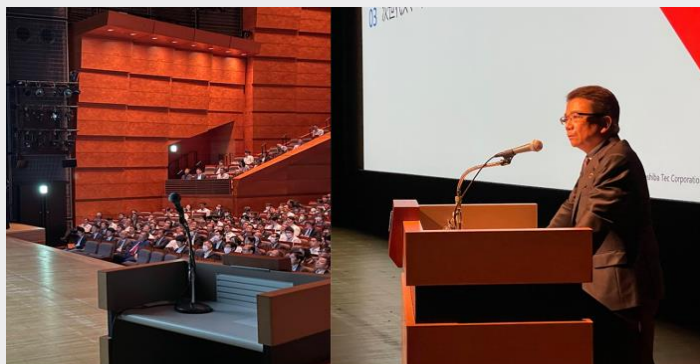
Earn retail media revenue and profit

Status of Growth Business Initiatives of Domestic Retail

Further expansion of partner strategies and promotion of introduction of generative AI services

Expand partner strategy

◆ Retail AI Open Seminar



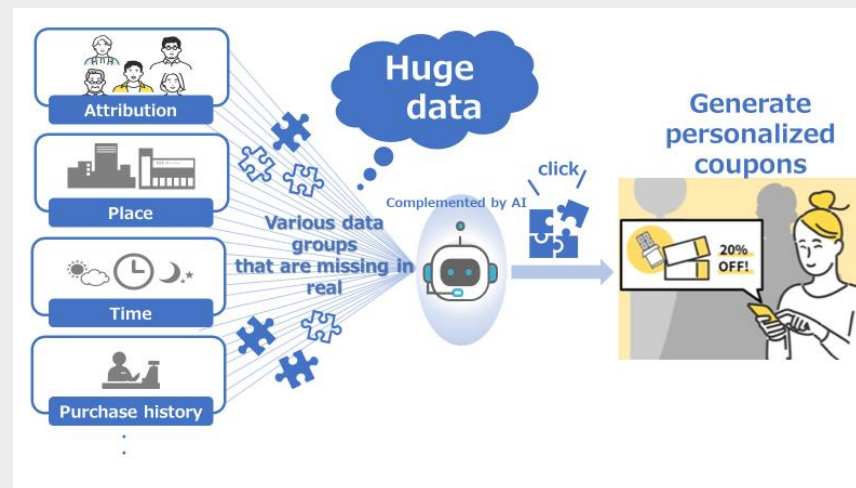
◆ Participation in a symposium on retail DX



Promoting the introduction of generative AI services

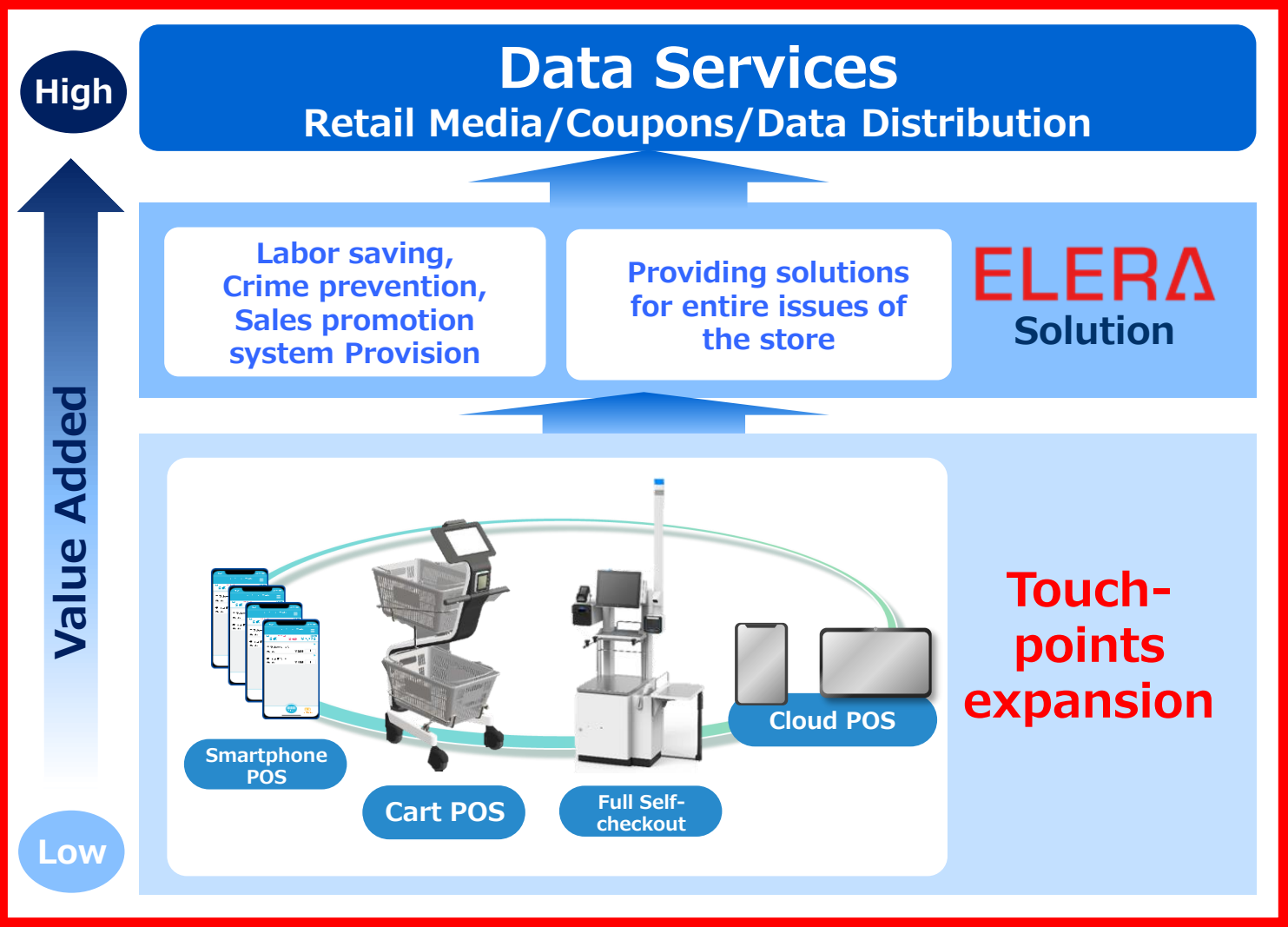
◆ Announcement of development of retail promotion optimization solution using generative AI (March 2024)

- Optimal promotion for an individual consumer
- Measuring the effectiveness of sales and profits in retail stores
- Create the most economically effective combination of promotions from a huge number of patterns



Status of Growth Business Initiatives of Domestic Retail

In growth areas, **the foundation for business expansion is being strengthened**



Touchpoint, ELERA® Operational Results*

Expansion of ELERA®



184 company contracts in Japan
Approx. **4,000 stores**
(2.3 times compared to FY20)

Smart Receipt ®



of members **exceeded 1.91 million**
505 companies and 16,000 stores installed

Introduction of Next-Gen. system

Planned to replace **100,000 units** with major retailers

* As of the end of April 2024

Status of Growth Business Initiatives of Overseas Retail

Strengthening the business foundation and expanding ELERA® for future growth



Strengthening the foundation for overseas business growth

- Global Net Promoter Score increased **+11 year-over-year, +19 since 2022 to all-time high** (Customer Insights Survey, 2024)
- **68%** of North American retail customers say that Toshiba is a **"strategic partner"** (Customer Insights Survey, 2024)
- FY23: **Acquired 120 new customers in North America**

Expansion of ELERA®

- ELERA® introduced to **3 of the Top 10 retailers in the U.S.**
- Projects are currently underway for the first large-scale deployment **in Europe and Latin America**

(ELERA® Case Studies Overseas)

- Leading U.S. grocery store: More than 100 stores offering solutions such as loss prevention and produce recognition, with a 10x return on investment
- Global Retail Industry: Deploying an omnichannel returns system in hundreds of stores



External evaluation of the company's solutions that support growth strategies

Both the retail business and the workplace business are
highly regarded globally for their solutions

Retail Business

External Recognition and Awards for ELERA®

◆ In the IDC MarketScape, **Top-ranked rating for 2 years**

• **Earn a Leader Rating**

(Worldwide Point-of-Sale Software Vendors in Grocery and Food Store Retail, 2022)

• **Earn a Major Player Rating**

(Worldwide Retail Commerce Platform Software Provider, 2023)



◆ At the Retail Tech Breakthrough Awards, **Won awards for 2 years**

• In Retail Tech Breakthrough Awards 2023

Overall Retail Tech Company of the Year

In-Store Experience Innovation of the Year

• In Retail Tech Breakthrough Awards 2024

AI Innovation of the Year



Workplace Business

Awards related to MFP/BCS/RFID



Toshiba's Global Print Wins Stevie® Award 2023



Toshiba's Global Print Earns Keypoint Intelligence's Gold Rating



Toshiba's Global Print

2022 Gold Merit Award for Technology within the Cloud Services category



Toshiba's First-of-its-Kind Printer Earns Gold Stevie® Award 2024

25th Auto-ID System Award Special Award : MFP-RFID



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FY24 MTBP Financial Target

Aim at a 6.0% ROS and a 15.0% ROIC in FY26
by executing business transformation and corporate transformation

	FY24 Plan (USD 145yen、EUR 155yen)	FY25 Plan (USD 135yen、EUR 145yen)	FY26 Plan (USD 135yen、EUR 145yen)
Net Sales	550.0 B yen	540.0 B yen	550.0 B yen
Operating Profit	18.0 B yen	25.0 B yen	33.0 B yen
ROS(%)	3.3%	4.6%	6.0%
Current Net Profit	20.0 B yen ^{*1}	12.0 B yen	17.0 B yen
Cash flows from Operating activities	23.0 B yen	26.0 B yen	35.0 B yen
Return on invested capitals (ROIC ^{*2})	9%	12%	15%

*1 Including extraordinary income 19.5 billion yen

*2 ROIC = Operating profit after tax (operating profit/loss × (1-tax rate)) ÷ Invested capital (average interest-bearing debt + net assets)

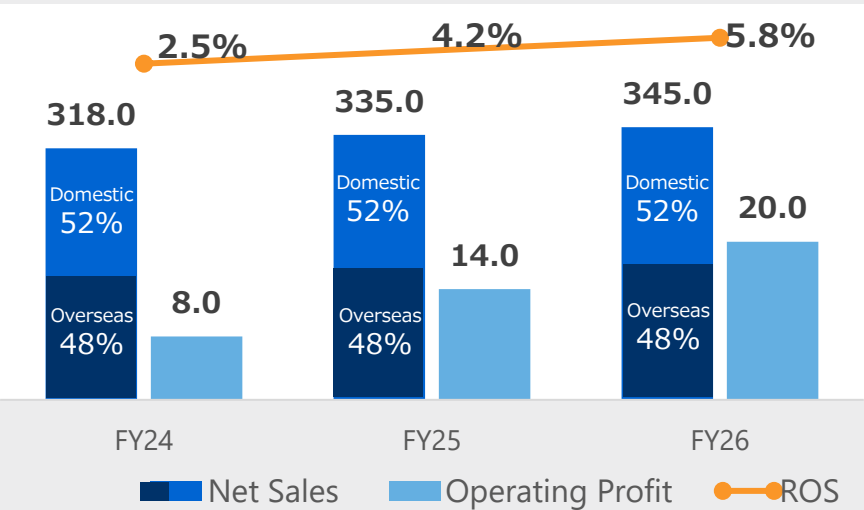
FY24 MTBP Financial Target by Segment

Strengthening profitability through business transformation, aiming for a **6% ROS** in both segments in FY26. Continued investment in new DX businesses

Retail Solutions Business

Operating Profit/ROS % (Domestic, Overseas)

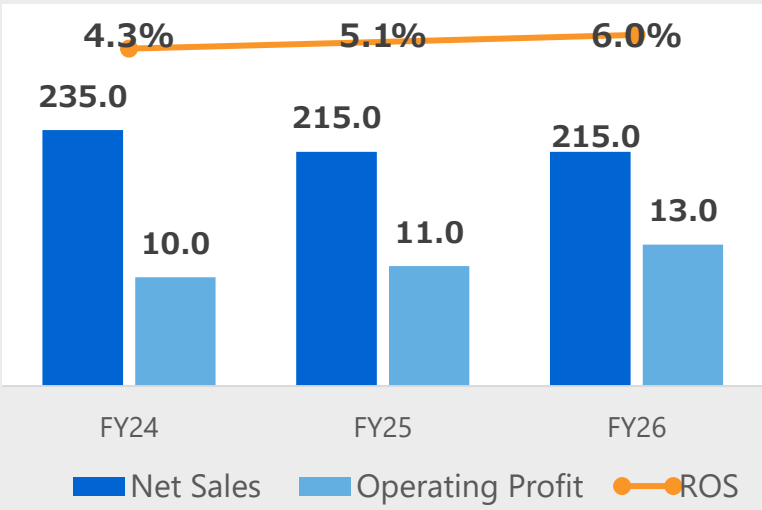
FY24	8.0 B yen	2.5%	(4.8%、0.0%)
FY25	14.0 B yen	4.2%	(5.7%、2.5%)
FY26	20.0 B yen	5.8%	(6.7%、4.8%)



Workplace Solutions Business *

Operating Profit/ROS %

FY24	10.0 B yen	4.3%
FY25	11.0 B yen	5.1%
FY26	13.0 B yen	6.0%



* Includes inkjet business until June FY24

Cash allocation and distribution of investment

Invest in growth areas while securing an operating cash flow through improved profitability. Maintain a stable financial structure

Growth investment represents **74%** of the total investments

(Target areas)
Generative AI, Cloud,
Data services, etc.

FY21 – 23 Results

FY24 – 26 Plan

Resource inputs

Investment

7.9 B yen/3 year total

2.30 times

18.5 B yen/3 year total

CAPEX

54.4 B yen/3 year total

0.84 times

45.5 B yen/3 year total

R&D

77.0 B yen/3 year total

0.94 times

72.1 B yen/3 year total

Financial targets

Capital adequacy ratio

30% or more

Maintain at least 30% or more

Total asset turnover

1.5~1.7

Maintain 1.6 level

ROIC

8.3% in FY23

15.0% in FY26

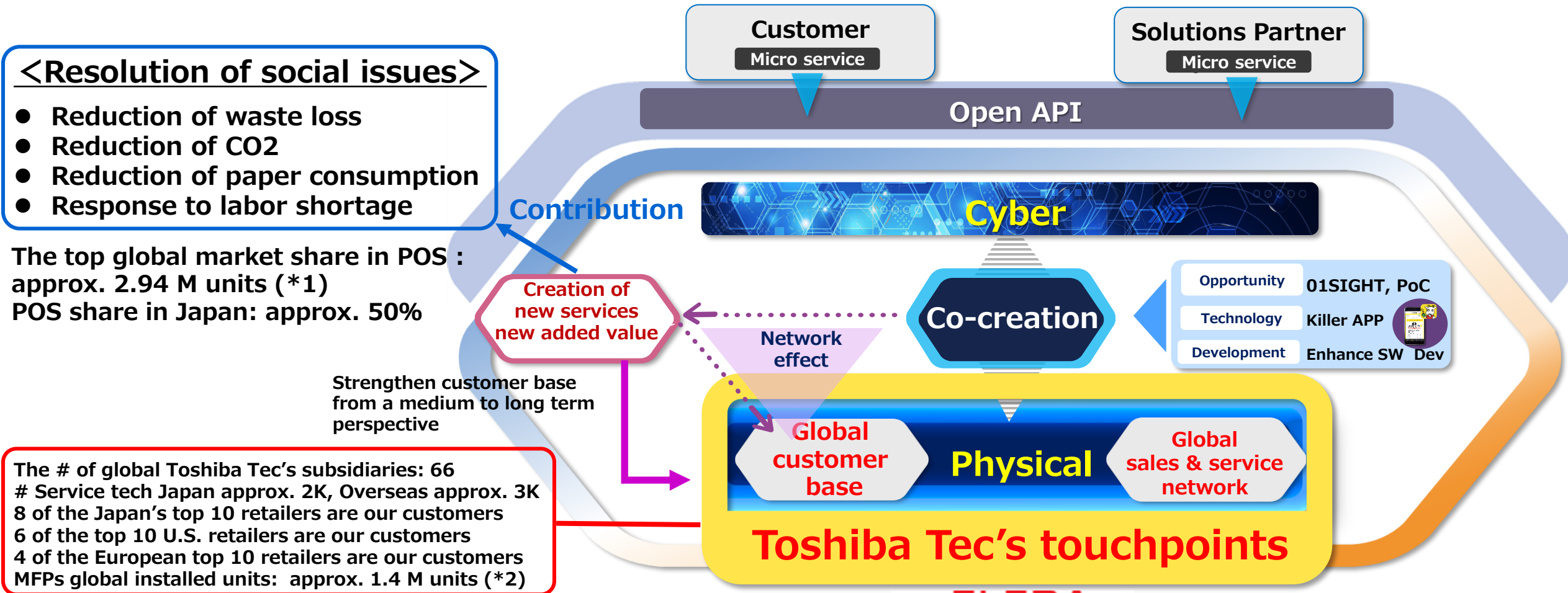
Return to shareholders

Aim for a continued increase while targeting around 30% of consolidated dividend ratio
Investigate an adequate implementation of purchasing treasury stock

Toshiba Tec's growth model

~ New value creation through co-creation with partners ~

To become **a global top solutions partner** by generating new value through co-creation with the aim of contributing to the **resolution of social issues**



*1 (Source) RBR Global EPOS and Self-Checkout 2023 install base TOSHIBA and Toshiba TEC POS and SCO

*2 Based on our own research

Corporate Strategy

1 Strengthening the profitability of core businesses

2 Expansion of new business areas

3 Management Transformation, Human Resource Enhancement, Sustainability

Prioritize allocation of management resources



-Touchpoints-

- No.1 share of the global POS market ^(*1)
- Number of consolidated subsidiaries: 66
- Number of consolidated employees: 19,093
- Number of Service tech: total approx. 5,000
- Number of SW technicians: FY23 total approx. 1,400 → FY26 1,800

To become a global top solutions partner

*1(Source) RBR Global EPOS and Self-Checkout 2023
Installed base share of POS terminal and Self-Checkout by "TOSHIBA" + "Toshiba Tec"

1 Strengthening the profitability of core businesses (Retail Solutions Business)

1 Strengthening the profitability of core businesses

2 Expansion of new business areas

3 Management Transformation, Human Resource Enhancement, Sustainability

- **Standardization of HW development and manufacturing, full-scale expansion of ELERA® business**
- **Utilization of the global maintenance network: BPO·Wall to Wall Maintenance Biz Expansion**

No.1 share of
the global POS market
2.94 M units

No.1 share of
Domestic POS market
Approx. 50%

Retail Touchpoints

8 of the Japan's
top 10 retailers are
our customers

6 of the top 10 U.S.
retailers are
our customers

4 of the European
top 10 retailers are
our customers

Global

- ◆ **Standardization of HW development and manufacturing**
- ◆ **Establishment of a global SW development system and full-scale expansion of ELERA® business**
- ◆ **Maximizing the use of the global maintenance network**

Service tech:

Approx. **2,000** in Japan, **3,000** overseas

Improvement of
recurring ratio

FY23 26%



FY26 30%

Domestic

◆ Further enhancement of Sales & Marketing

- Respond to individual issues. Introduction of digital marketing

Overseas

◆ Structural reforms

- Review of unprofitable businesses
→ **Achieve profitability in all regions** by the end of FY25

1 Strengthening the profitability of core businesses (Workplace Solutions Business)

- 1 Strengthening the profitability of core businesses
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**FY24 MTBP
OP/ROS**

**FY24
10 B yen/4.3%**

**FY25
11 B yen/5.1%**

**FY26
13 B yen/6.0%**

+1.7 Pts Improvement

Establish Development/Manufacturing JV

- Strengthening cost competitiveness and hedging geopolitical risks through **Industry-Leading Production Volume**
- Developing competitive and attractive devices and strengthening ability to comply with standards (safety and environmental standards) with **Industry-Leading Development Capabilities**
- **Creating New Values** through synergies between the two companies



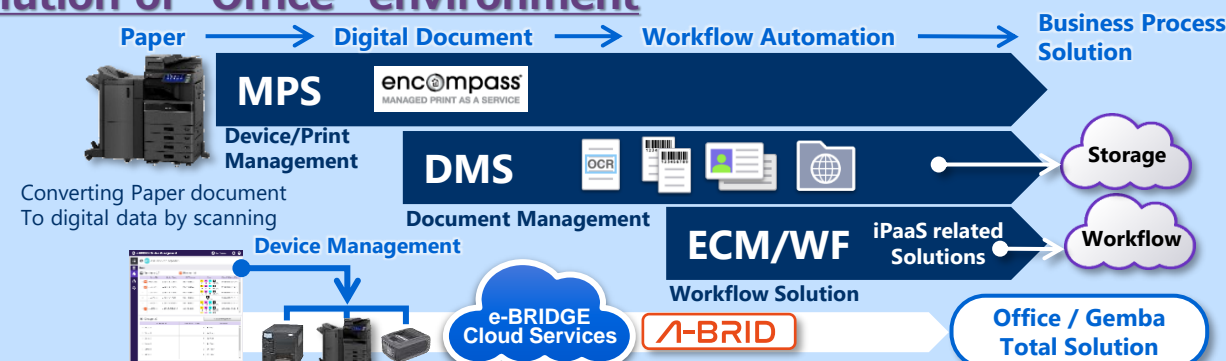
MPS : Managed Print Services
DMS : Document Management System

ECM/WF : Enterprise Contents Management//Workflow
iPaaS : Integration Platform as a Service

Accelerate Business of Growth Areas

- Growth areas FY23→FY26 Rev 9.2 B→15.4 B yen
- By capturing the DX trends in the Office and Gemba, lead and support the evolution of our customers' businesses

Evolution of "Office" environment



Evolution of "Gemba" environment



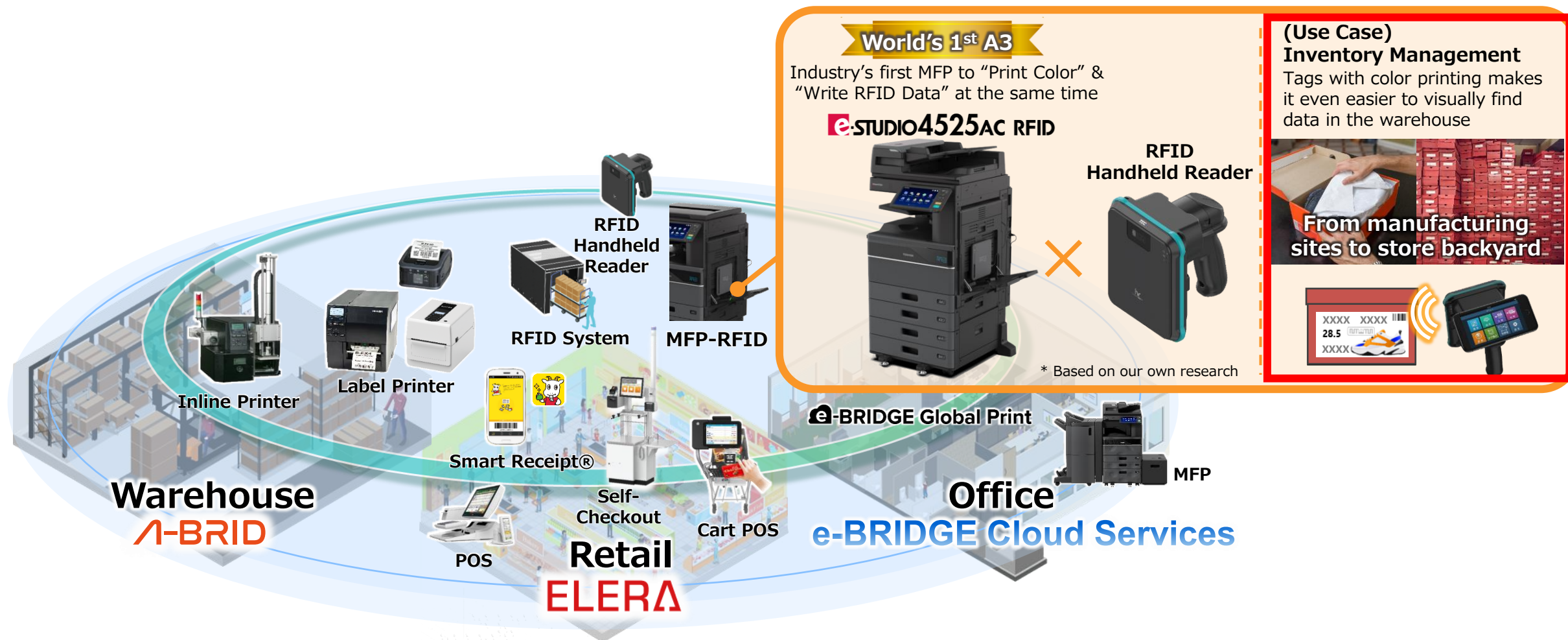
A-BRID : Controller utilizing MFP technology allows expansion of various functions
Gemba : On-site Workplaces other than office, such as logistics centers, factories, stores, etc.

1 Strengthening the profitability of core businesses (Workplace Solutions Business)

- 1 Strengthening the profitability of core businesses
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Accelerating the fusion of MFP technology developed in the office field and RFID technology developed in the retail field

Our products handle everything from writing to reading RFID data

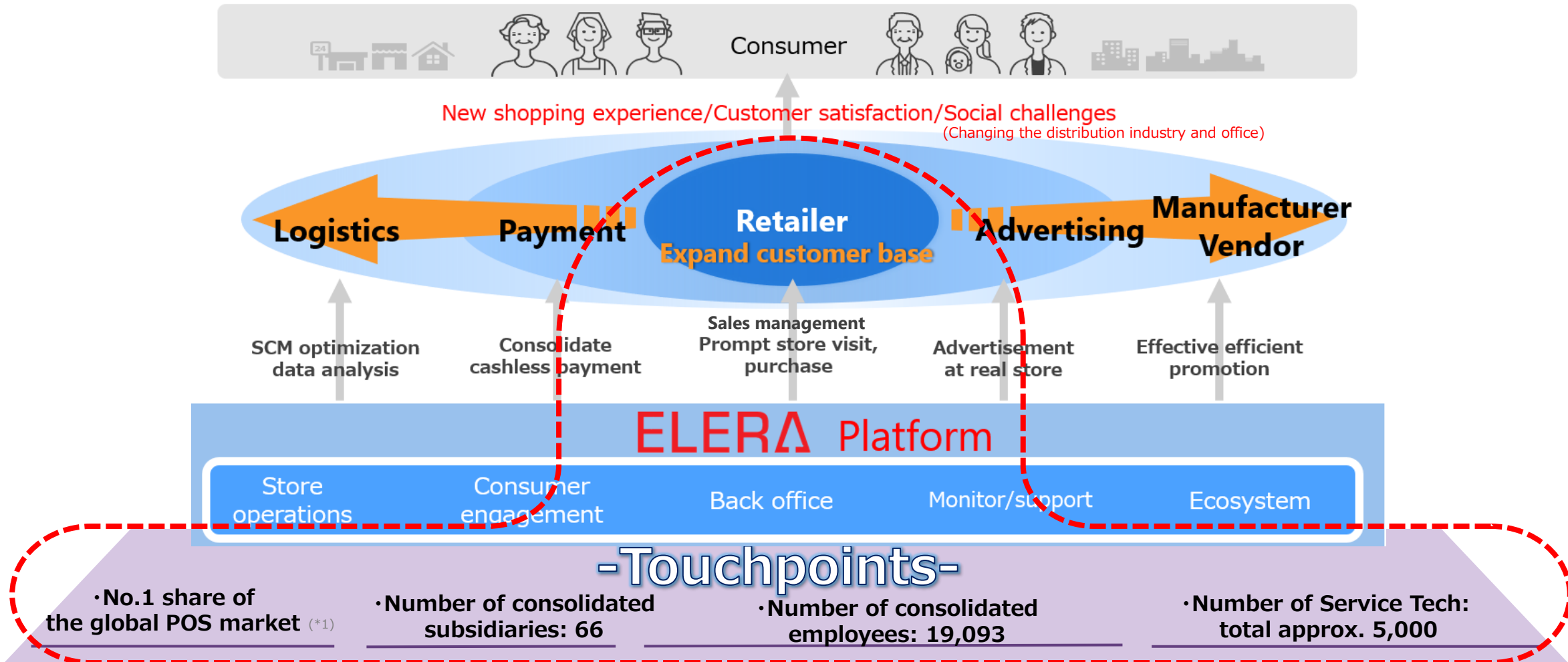


2 Expansion of new business

- 1 Strengthening the profitability of core businesses
- 2 Expansion of new business areas
- 3 Management Transformation, Human Resource Enhancement, Sustainability

Expanding business domains based on touchpoints, which are our strengths toward vertical data integration

ELERA Evolution



*1(Source) RBR Global EPOS and Self-Checkout 2023
Installed base share of POS terminal and Self-Checkout by "TOSHIBA" + "Toshiba Tec"

2 Expansion of new business by utilizing AI/Generative AI

① Strengthening the profitability of core businesses

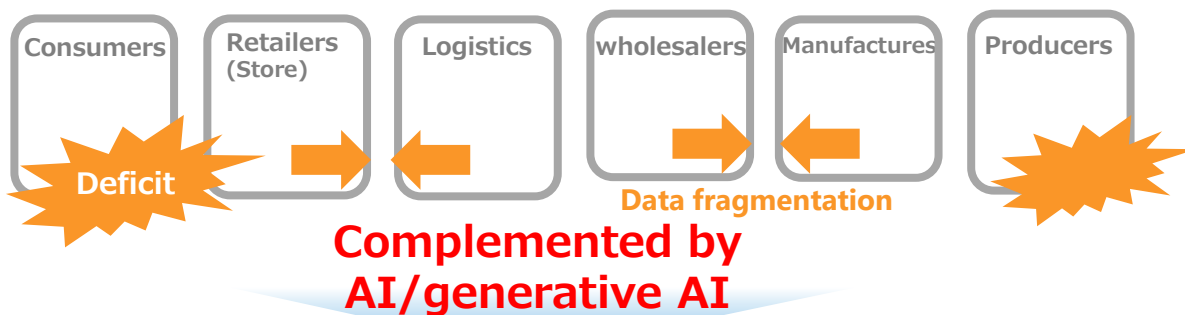
② Expansion of new business areas

③ Management Transformation, Human Resource Enhancement, Sustainability

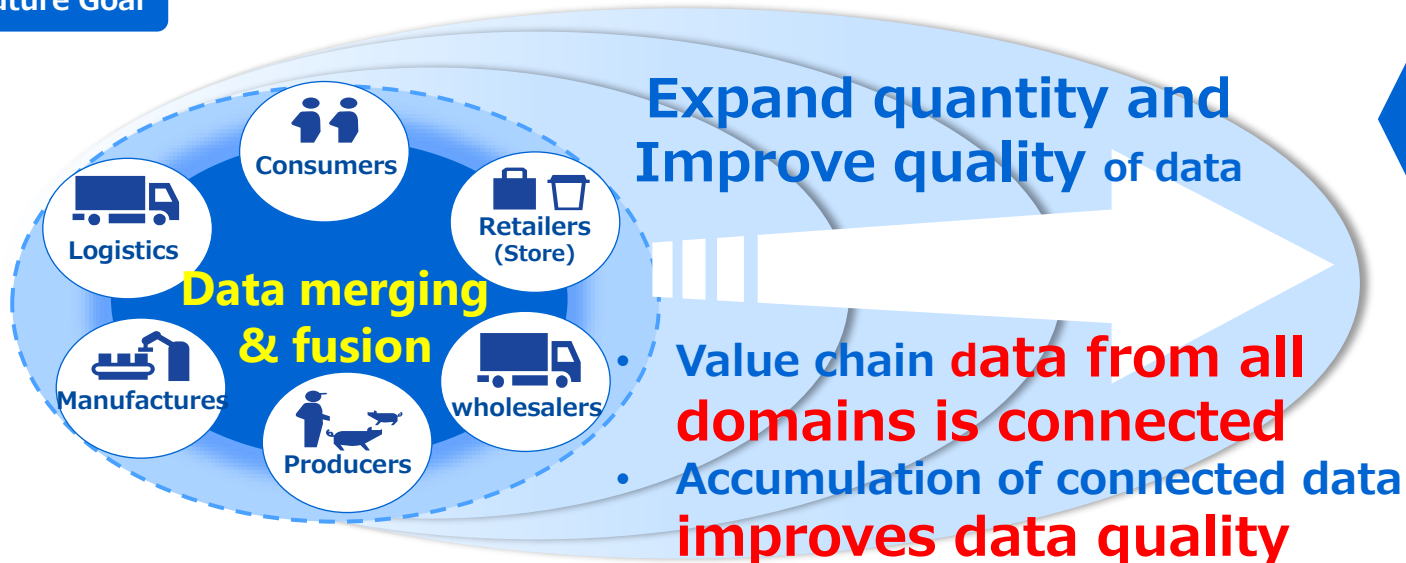
We aim for a world where data is connected in all areas of the value chain

Current

There are many **data deficits** and **fragmentations**, making it difficult to advance DX across the value chain



Future Goal



Strengthening the organization for DX support through AI and data science

Providing DX solutions that lead to solving customer, **new company to be established in October 2024** (plan) to develop AI and platform as a set.



As the first solution offerings
Specializing in maximizing sales/profits
"Promotion Optimization AI Container powered by generative AI"



Store manager is busy and doesn't have enough time to do customer analysis. We welcome such sophisticated solutions.

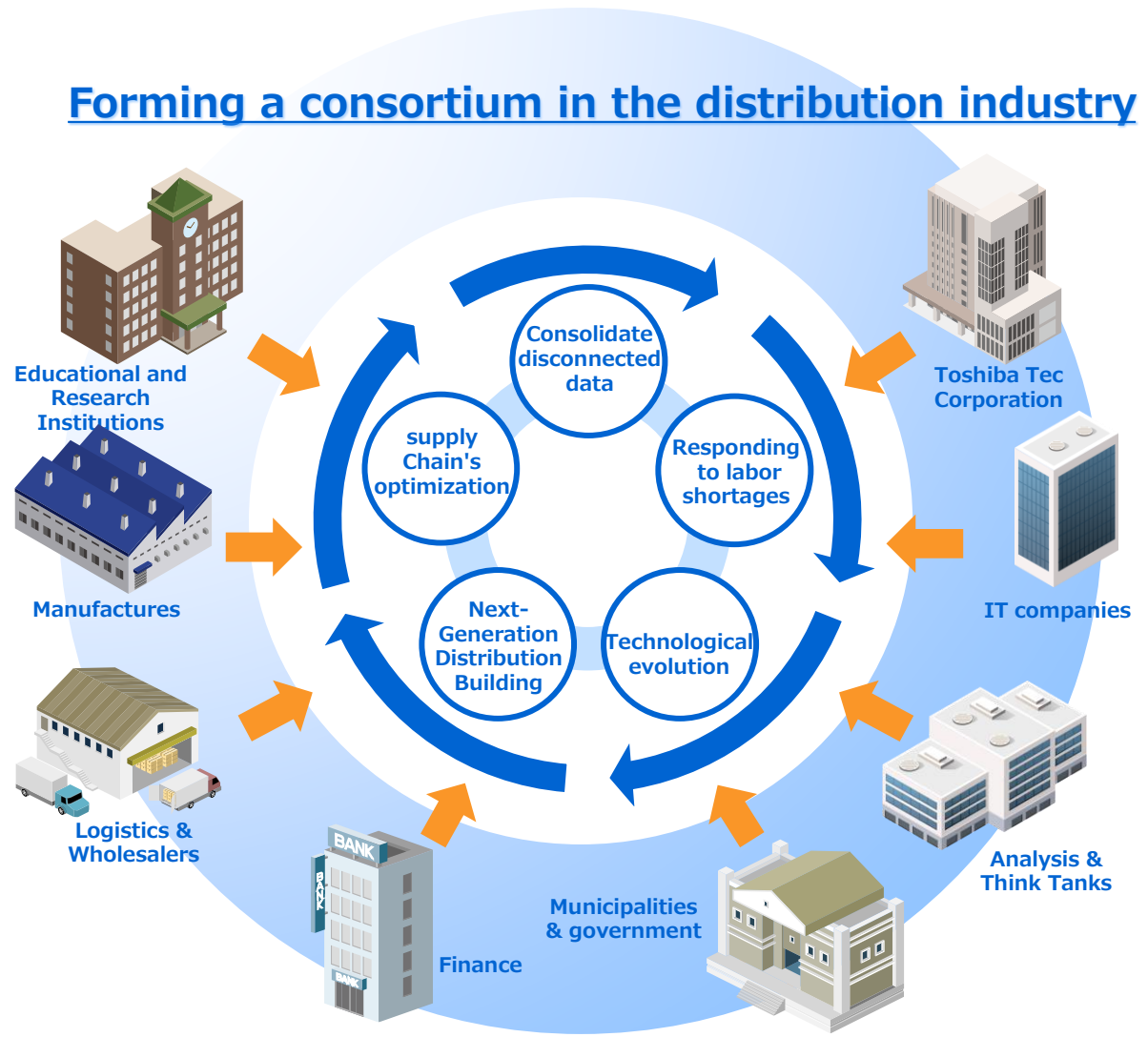
VOC at exhibitions/press releases

2 Expansion of new business

Forming a consortium in the distribution industry

- 1 Strengthening the profitability of core businesses
- 2 Expansion of new business areas
- 3 Management Transformation, Human Resource Enhancement, Sustainability

Enabling a digital **ecosystem** through **vertical integration** of data



Industry-wide efforts to realize a distribution ecosystem are accelerating

2 Expansion of new business

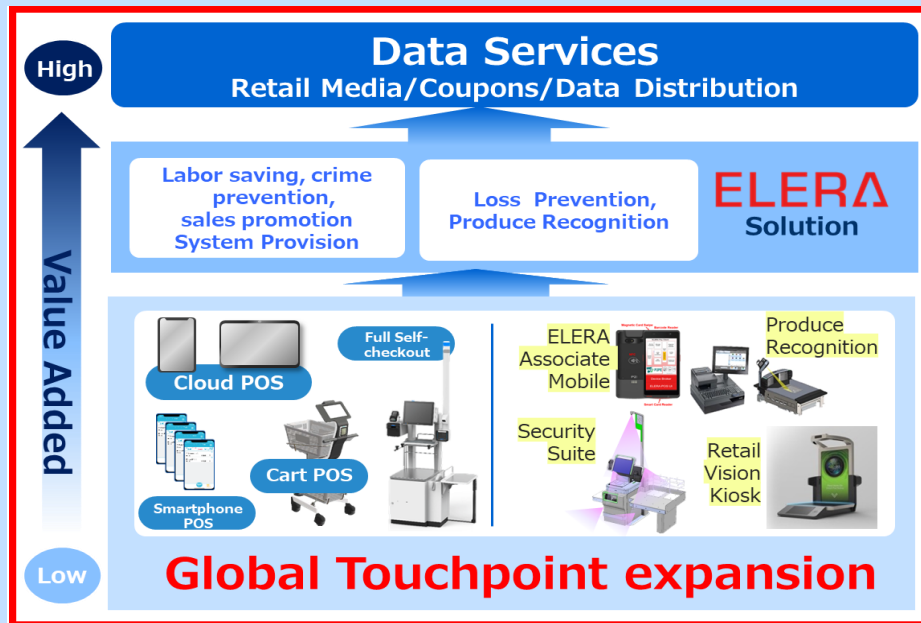
In the new business, improve profitability by **adding services + software** to HW/maintenance

Expansion of new businesses

◆ Consolidated net sales of new business

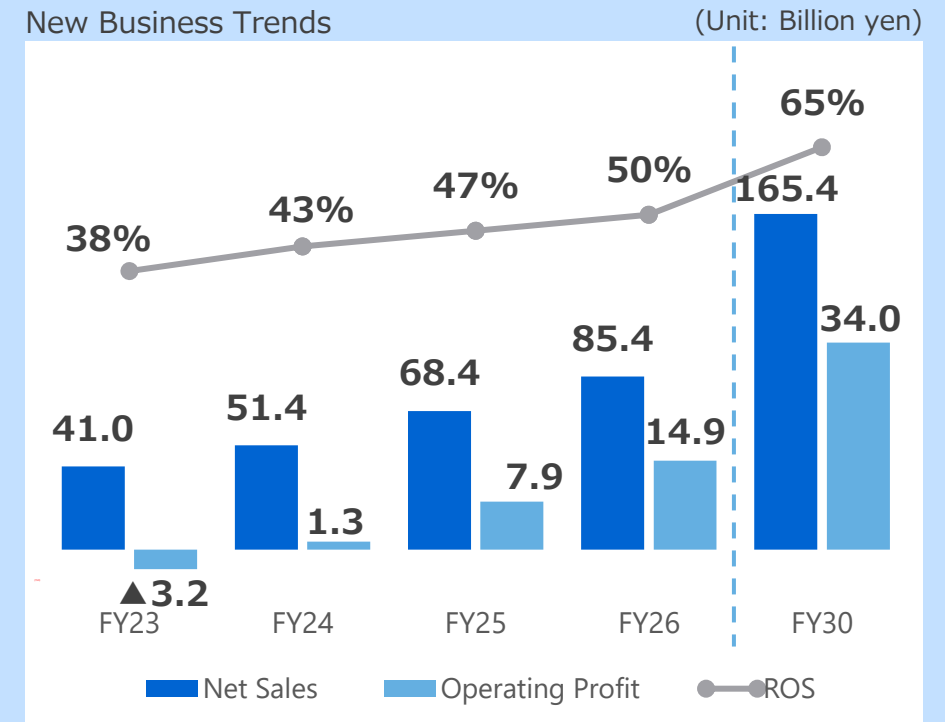
FY26 Net Sales: 85.4 B yen (**vs FY23 208%**)

- FY23 is deployment period of hardware (Self-checkout, Cart POS, etc.), which is basis for DX.
- Up to FY30, we aim to **add highly profitable services + software to the foundation.**



Of the new sales
FY23 20%

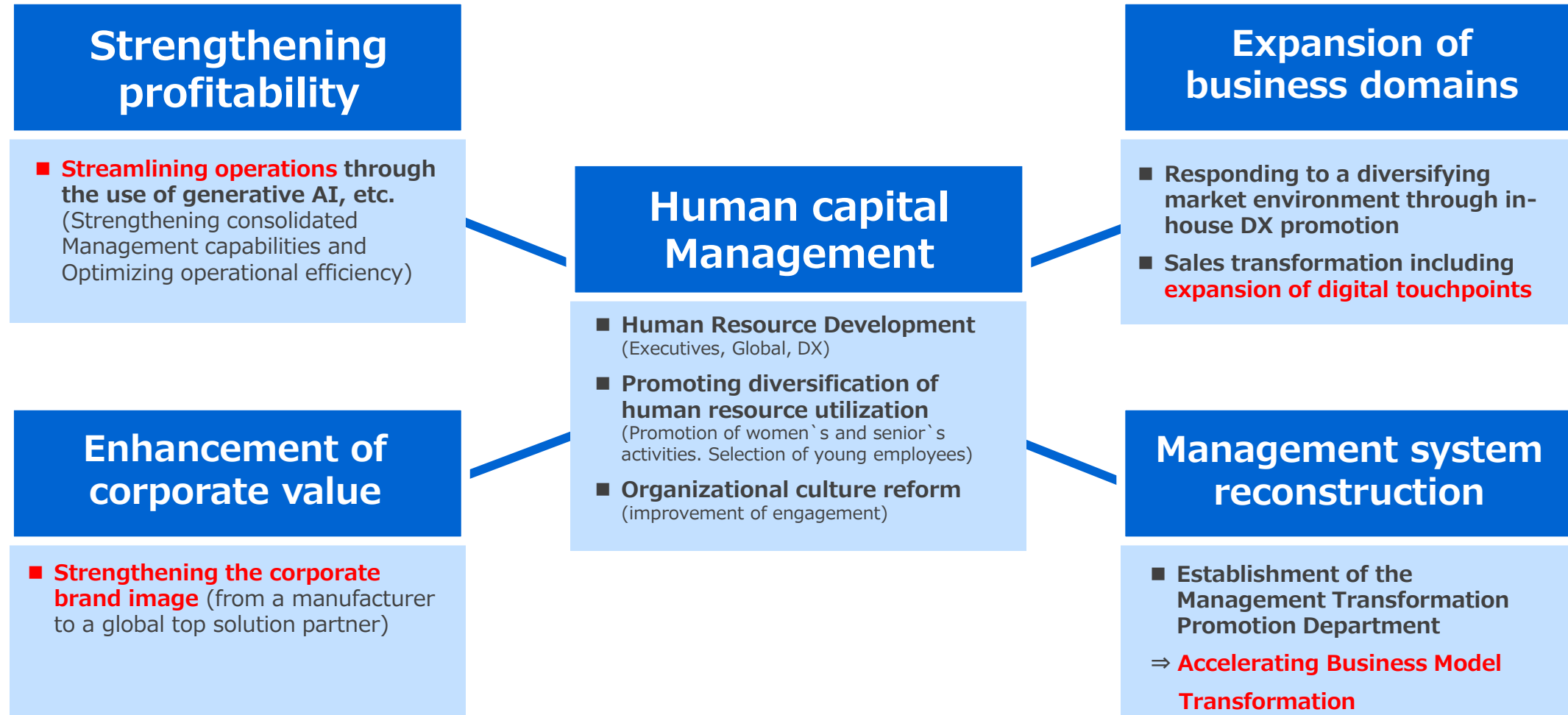
FY26 40%



3 Management Transformation

- 1 Strengthening the profitability of core businesses
- 2 Expansion of new business areas
- 3 Management Transformation, Human Resource Enhancement, Sustainability

Transforming into a "Global Top Solutions Partner"
Accelerate **business transformation** and **corporate transformation**



3 Strengthening human resources

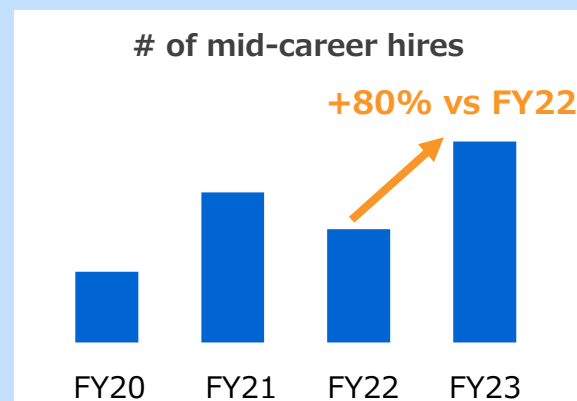
“People are Our Assets”

- 1 Strengthening the profitability of core businesses
- 2 Expansion of new business areas
- 3 Management Transformation, Human Resource Enhancement, Sustainability

Execution of **human resources strategies** towards achieving our goal
“Global Top Solutions Partner”

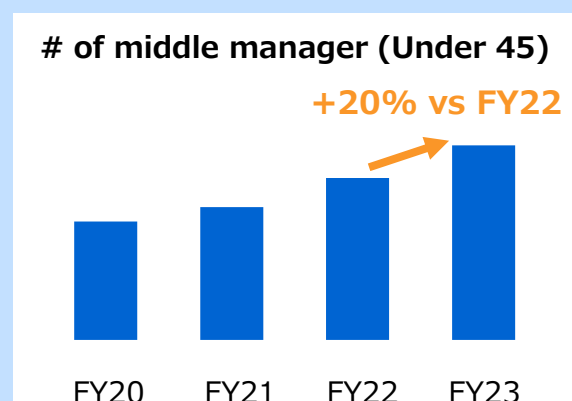
Enhanced Recruitment

- ◆ Individuals with advanced digital skills and software skills



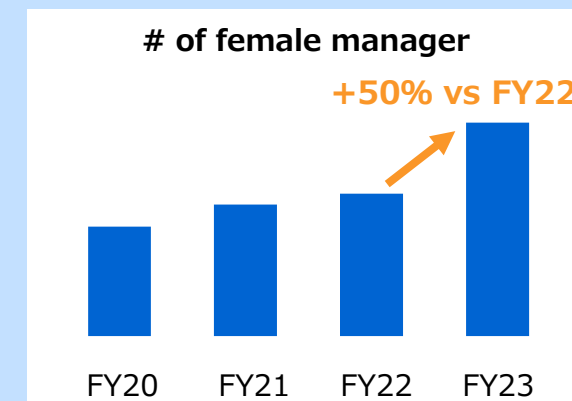
Talent Development

- ◆ Development of senior management
- ◆ Selecting young talent / Job rotation



Develop and promote diverse human resources

- ◆ Promotion of women’s activities
- ◆ Promotion of senior employees’ activities



Corporate culture change

Work Style Reform

1 on 1 meeting

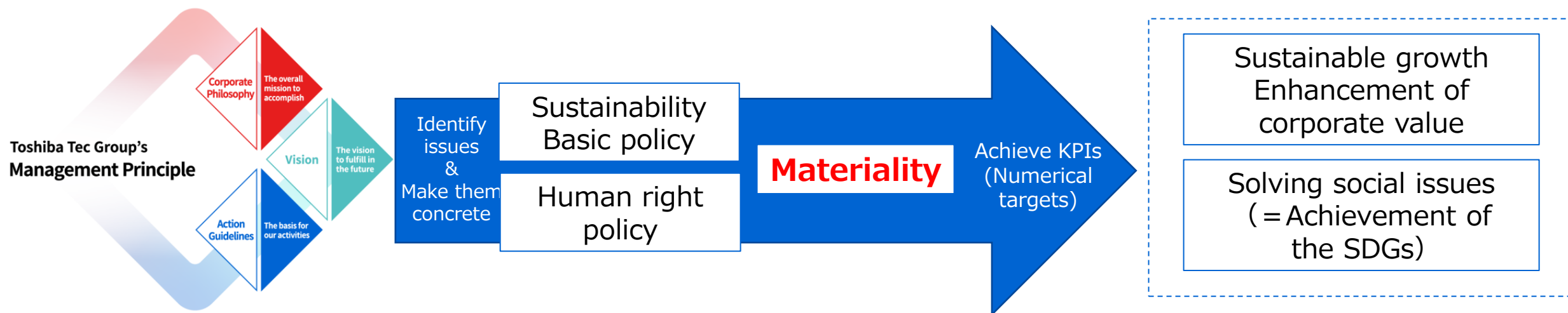
Employee Engagement Survey

Off-site Meeting*

3 Sustainability management

- 1 Strengthening the profitability of core businesses
- 2 Expansion of new business areas
- 3 Management Transformation, Human Resource Enhancement, Sustainability

Toshiba Tec Group will contribute to solving social issues by striving to achieve numerical targets on KPIs of “Materiality” identified from its management principle



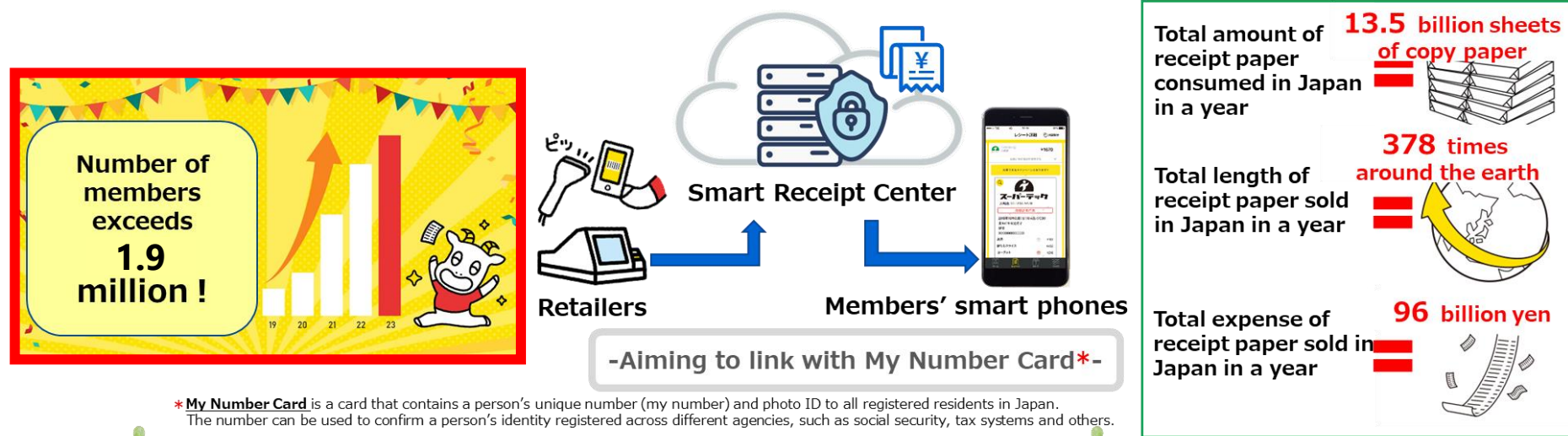
Materiality		
Environment	Society	Governance
<ul style="list-style-type: none">• Respond to climate change• Respond to circular economy• Respond to ecosystem conservation	<ul style="list-style-type: none">• Secure employment and its education• Secure employee's health and safety• Respect human rights• Promote sustainable procurement activity• Reinforce R&D to generate innovation	<ul style="list-style-type: none">• Strengthen corporate governance• Increase cyber resilience

3 Sustainability management

- 1 Strengthening the profitability of core businesses
- 2 Expansion of new business areas
- 3 Management Transformation, Human Resource Enhancement, Sustainability

Promoting sustainability in business activities

In fiscal 2023, reduced approximately **56 million paper receipts!**
Smart receipt ® also make a significant contribution to sustainability



Contributing to the transformation of new distribution and the future of the office

Resolve social issues with partners Change distribution industry and Office



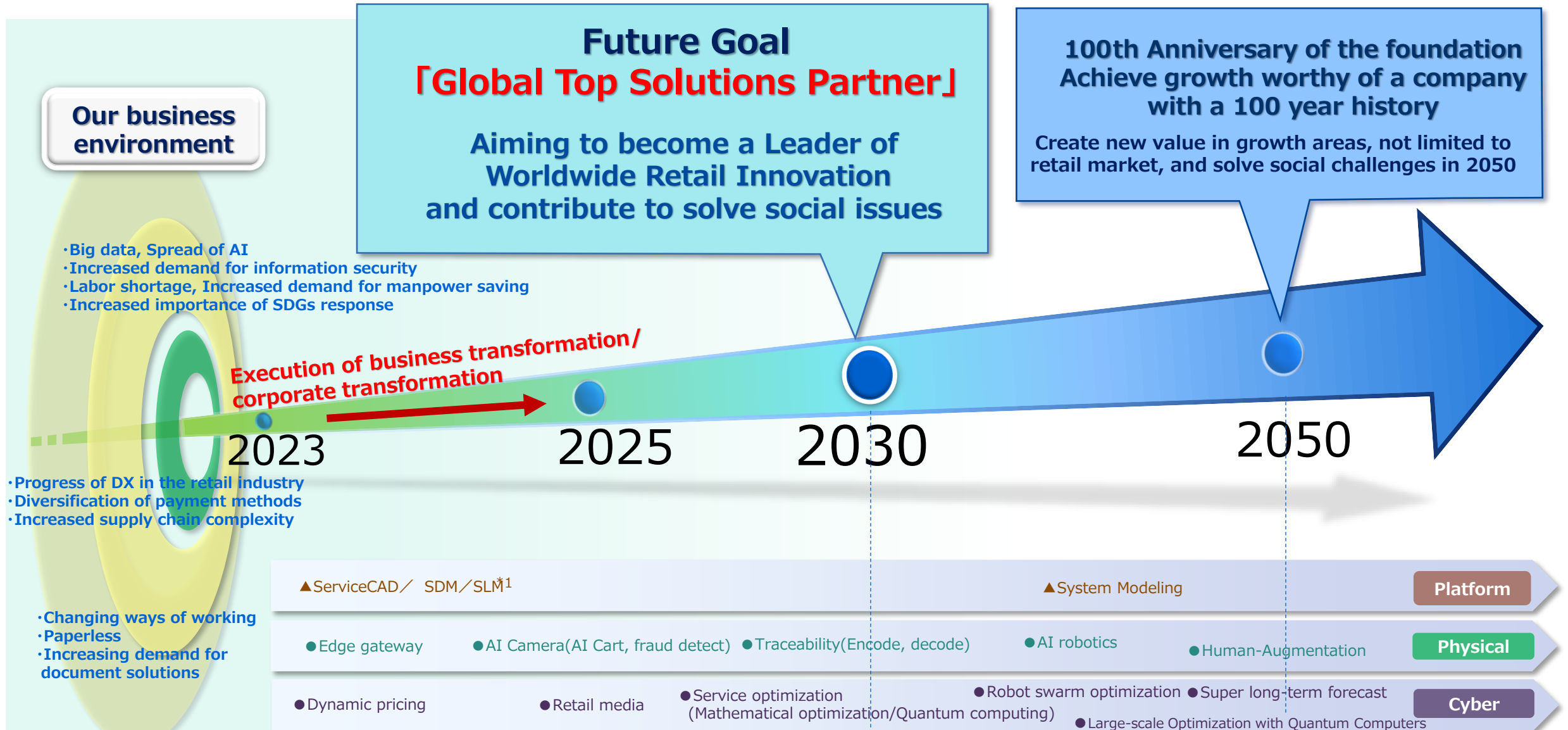
MFPs global installed units: approx. 1.4 M units

Global POS Market share: No.1



Our business environment and future vision

“Toshiba Tec aims to be a company that contributes to society”



*1 CAD : Computer Aided Design, SDM : Service Data Management, SLM : Service Life Cycle Management