TOSHIBA

Sustainability Report

2024

2024 Sustainability Report

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Sustainable Management

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For the irreplaceable global environment in which we live

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For respect of human rights, to nurture people and technology, and to give back to society

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Messages

CEO Message

Message from the Executive in charge of Sustainability

Message from the Executive in charge of Environment

CEO Message

Committed to People, Committed to the Future.

Companies have a responsibility to contribute to better lives, and to the sustainability of the world and its people. They do this by considering complex, serious social issues from long-term perspectives, and finding solutions to them through their business activities. Doing this also increases corporate value. Today, many people routinely exchange information via mobile devices, and industry accumulates vast amounts of information from countless IoT devices and sensors. We live in a time when we all have to utilize the power of data—and whether or not a company can take advantage of the opportunities offered by the development of the digital economy will determine its competitiveness.

"Committed to People, Committed to the Future." is the long standing Basic Commitment of Toshiba Group. It is a statement that expresses our enduring credo of contributing to the development of society by solving social issues through business, and simultaneously helping to realize safer, more secure individual livelihoods, and social and environmental stability. Since our founding, in 1875, with the venture spirit that has inspired Toshiba for many generations, we have combined our powers of invention and expertise to tackle social issues, and today we are taking on problems such as natural disasters resulting from climate change, inequalities such as information disparities and the digital divide, and resource depletion. The ability to work with our stakeholders to "turn on the promise of a new day" is our reason for existence.

Our goal is to achieve carbon neutrality and a circular economy. More specifically, Toshiba will build infrastructure that everyone can enjoy and a connected data society. In this process, we will continually create value by maximizing the power of data, and draw on the product expertise, technologies, and customer relationships we have cultivated over the years to support social infrastructure, including the energy, water treatment, transportation and devices businesses.

In order to secure sustainable improvement of corporate value, we will continue to prioritize life, safety and compliance over all other management issues, and to act with a strong awareness that we will never allow actions that undermine the healthy relationship of trust with our stakeholders. As a signatory to the United Nations Global Compact, we are striving to strengthen our environmental, social and governance (ESG) performance, and collaborating with our stakeholders to build ethical and transparent management foundations and to create rich value. We will contribute to the achievement of the SDGs* through our corporate activities, with a focus on 10 goals where we are working to maximize positive impacts and minimize negative impacts.

The 10 goals that Toshiba Group focuses on

Taro SHIMADA

Representative Director
Corporate Officer, President and Chief Executive Officer
Toshiba Corporation

* SDGs: Sustainable Development Goals. Goals to be achieved by 2030, adopted by the United Nations in 2015.

Message from the Executive in Charge of Sustainability

Advancing sustainability management for a sustainable future.

Masaki Haruyama
Corporate Officer
Corporate Senior Vice President

We face a world of intensifying climate change, population growth, resource shortages and other issues that increasingly threaten the future of humanity. They can only be overcome if government, society and individuals all make greater efforts than ever before. This is also true for companies.

Toshiba Group is leveraging technological capabilities, knowledge, and partnerships cultivated in almost 150 years of doing business to realize a sustainable society. Our goals are carbon neutrality and a circular economy. We will achieve them, and protect safer, more secure individual livelihoods, by “building infrastructures that everyone can enjoy,” and by “building a connected data society” that realizes social and environmental stability. Maximizing the power of date allows us to provide new value and contribute solutions to the issues of the day.

In working toward a sustainable society, it is essential that we think and co-create with all of our stakeholders. Toshiba Group’s customers are government and companies—and also all the people who use infrastructure. Starting from society’s needs, we communicate with our customers and other stakeholders and provide products and services that deliver great value.

I also believe that, to continue as a company seeking to realize a sustainable society, it is essential to have trustworthy and transparent management foundations. Toshiba Group has identified 10 material issues from among the ESG issues that society and corporate management must overcome, and we are strengthening our responses to them through Group-wide initiatives.

Toshiba Group will continue to contribute to the resolution of global issues and to making the world a better place, all while envisioning the smiles of each and every customer living here.

“Committed to People, Committed to the Future.”

* “Committed to People, Committed to the Future.” is the Basic Commitment of Toshiba Group.

Message from the Executive in Charge of Environment

We will proactively advance environmental management with the aim of creating enriched value and ensuring harmony with the earth.

Shinya FUJITSUKA
Corporate Officer,
Corporate Vice President
Toshiba Corporation

Extreme weather events such as torrential rains and floods in countries around the world, as well as increasingly hot summers each year, threaten our lives. These phenomena are thought to be attributed to global warming, and we are called upon to do more to address global environmental issues, including climate change.

Under the long standing Basic Commitment of Toshiba Group, "Committed to People, Committed to the Future," we believe that our mission is to promote environmental management that sincerely addresses various issues such as achieving carbon neutrality, transitioning to a circular economy, and addressing water risks and biodiversity conservation, with the goal of achieving a sustainable society and corporate management that will enable us to pass down this beautiful planet to the children of the next generation in 10 to 20 years.

Toshiba Group formulated its long-term vision, Environmental Future Vision 2050, in FY2020. Under this vision, we are promoting efforts in three areas—namely, Response to climate change, Response to the circular economy, and Consideration of ecosystems—through activities that include not only Toshiba Group employees but also the Group's stakeholders, aiming to create enriched value and ensure harmony with the earth. We would greatly appreciate your continued cooperation and support.

Response to climate change

Toshiba Group aims to achieve carbon neutrality at its production sites and offices by FY2030 and in the entire value chain by FY2050. In addition to actively undertaking initiatives to reduce GHG emissions within Toshiba Group by investing in energy-saving equipment and introducing renewable energy facilities, we will enhance the sustainability of our businesses and society by providing products, technologies, and services that contribute to reducing GHG emissions, considering the social trend toward carbon neutrality of society at large to be a major business opportunity.

Response to the circular economy

To sustain the economy while protecting the global environment with limited resources, we aim to achieve a circular economy. To this end, while promoting the effective use of resources in both business activities as well as products and services, we work to decouple resource consumption and environmental impacts from economic activities. In active collaboration with industrial associations, the government, and other companies, we will pursue a circular economy business model.

Consideration of ecosystems

Biodiversity loss is considered one of the fastest growing risks over the next 10 years and is a global issue of the same importance as climate change. To stop the loss of natural capital that we are blessed with such as water, soil, and air, countries around the world are launching strategies that support the realization of a "Nature Positive" world, where biodiversity loss is halted and nature is put on a path to recovery. Toshiba Group also will contribute to realizing a society in which people live in harmony with nature and continue to enjoy the blessings of ecosystems by promoting efforts to address water risks, such as floods and droughts, which are becoming more serious around the world, and conservation of biodiversity.

Sustainability Management of Toshiba Group

This page contains information about Toshiba's sustainability management.

Messages

Sustainability Management

Material issues and KPIs

Stakeholders

Activities to Promote the SDGs

Participation in Sustainability Initiatives Organizations

History of Sustainability Activities

Sustainability Management

Toshiba Group has long positioned “Committed to People, Committed to the Future.” as the main text of our Basic Commitment, the expression of our unwavering determination to contribute to society’s development through our business activities. Grounded in this commitment, as a member of a society that faces issues that include energy shortages, resource depletion, and climate change, we have taken initiatives to help solve issues by considering the impact of our corporate activities on society over the long-term, rather than simply pursuing short-term profits. To further advance the initiatives and strengthen our activities to contribute to social sustainability, the Board of Directors resolved the Toshiba Group Sustainability Policy. Toshiba Group promotes sustainability management to enhance its corporate value.

- Toshiba Group Sustainability Policy
- Monitoring
- Sustainability Management Structure
- Increasing Employee Awareness of Sustainability

Toshiba Group Sustainability Policy

Toshiba Group Sustainability Policy

The Basic Commitment of Toshiba Group is “Committed to People, Committed to the Future.”. This commitment is the foundation of Our Purpose: an unwavering drive to make and do things that lead to a better world. Toshiba Group aims to solve issues facing our society and to contribute to its development through our business.
Toshiba Group considers the long-term impact of its corporate activities on society and takes action to address the material issues we identify. In accordance with the Standards of Conduct for Toshiba Group, we place the highest priority on life, safety, and compliance (observance of laws, regulations, social norms, and ethics), and drive sustainability management in cooperation with our stakeholders in order to enhance our corporate value. We comply with international standards and seek opinions from the experts thus enabling us to make responsible decisions regarding our commitment to society.

1. Toshiba Group contributes to the sustainable development of society by developing and producing products and services which enrich lives. It does so by bringing together its history of creativity, technological strength and advanced quality that it has long cultivated.
2. Toshiba Group proactively works to reduce environmental impacts throughout its entire value chain with the goal of positively addressing various global environmental issues.
3. Toshiba Group supports internationally recognized principles on human rights, and respects the human rights of every stakeholder who contributes to its activities, including customers, shareholders and employees.
4. Toshiba Group works with suppliers to promote sustainable procurement activities which take into account such matters as human rights and the environment.
5. Toshiba Group’s sustainability management approach incorporates a long-term perspective to protect and maintain its sustainable growth.
6. Toshiba Group reports on its sustainability objectives, activities and results to promote a constructive dialogue and trusted relationships with stakeholders.

October 21, 2021

Committed to People,
Committed to the Future.

In order to develop sustainably as a company, Toshiba Group strives to strengthen E (environment), S (social), and G (governance) and implement sustainability management as steps to build ethical and transparent management foundations. At the same time, we will make efforts to create and provide rich value in collaboration with our various stakeholders, such as our customers, shareholders and investors, suppliers, employees, and local communities. We conduct all corporate activities fairly and honestly, guided by the Standards of Conduct for Toshiba Group.

Sustainability Management Structure

In 2003 Toshiba established an in-house organization to promote CSR, and has put in place a promotion system that covers the Group. As companies are urged to make more effort to help solve global issues represented in the Sustainable Development Goals (SDGs) and help create a sustainable society, we established the Sustainability Management Division in April 2021. Incorporating a sustainability perspective into management, we promote ESG and SDGs activities through all of our corporate activities.

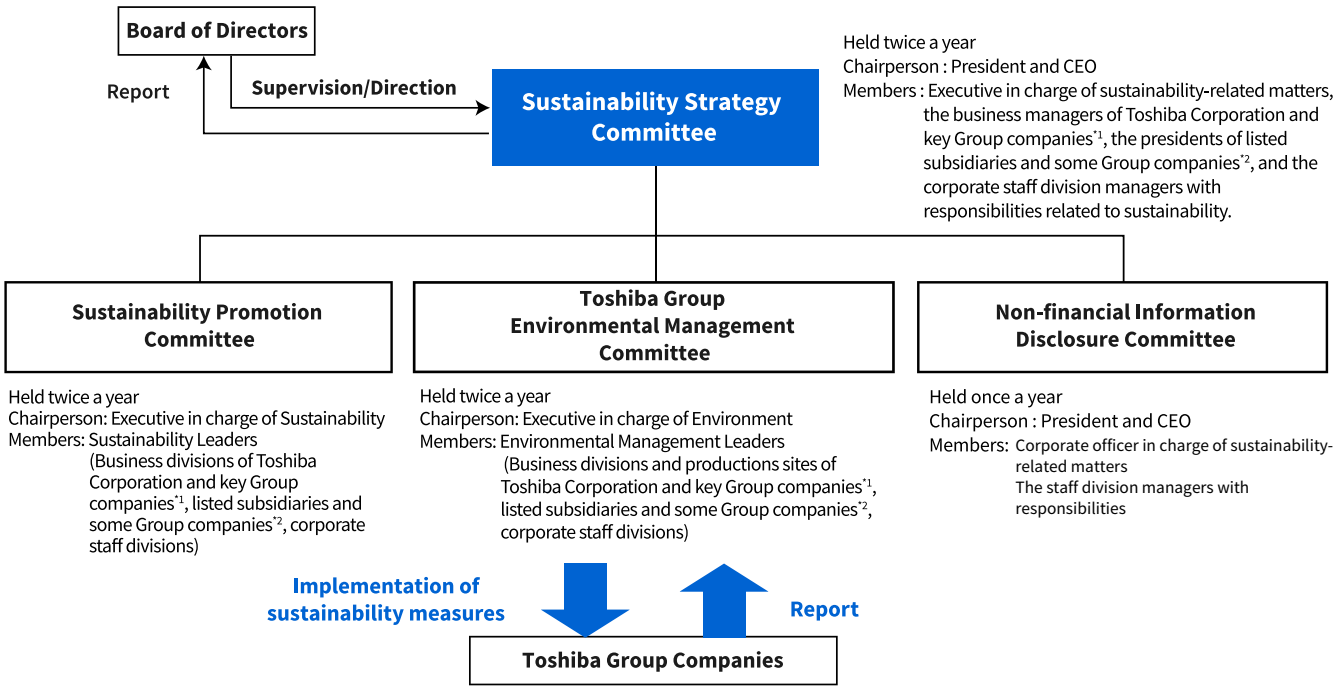
To take this initiative a step further and strengthen integrated management with the management policy and strategy, the functions of the Sustainability Management Division were transferred to the Strategic Planning Division in April 2024. We convene the Sustainability Strategy Committee twice a year to discuss and decide on policies and strategies related to the sustainability of Toshiba Group and to set the direction of key issues. The Committee is chaired by the President and CEO, and its members include the executives in charge of sustainability-related matters, the business managers of Toshiba Corporation and key Group companies[*1], the presidents of listed subsidiaries and some Group companies[*2], and the corporate staff division managers with responsibilities related to sustainability. Positioned under the Sustainability Strategy Committee is the Sustainability Promotion Committee. This committee considers specific measures and prepares action plans for the matters decided by the Sustainability Strategy Committee. Additionally, the Toshiba Group Environmental Management Committee (renamed from the Corporate Environmental Management Committee in April 2024) deliberates and decides on important environmental measures and policies, such as Toshiba Group's Basic Policy for the Environment. The Non-financial Information Disclosure Committee approves the disclosure of ESG information included in our Integrated Report and Sustainability Report.The Sustainability Promotion Committee is chaired by the executive in charge of sustainability, while the Toshiba Group Environmental Management Committee is chaired by the executive in charge of the environment. Both Committees meet twice a year in principle.

The executive in charge of sustainability and environment regularly report the status of measures being taken and receive supervision and advice at the Board of Directors meetings.

*1 Key Group companies: Toshiba Energy Systems & Solutions Corporation, Toshiba Infrastructure Systems & Solutions Corporation, Toshiba Electronic Devices & Storage Corporation, and Toshiba Digital Solutions Corporation

*2 Listed subsidiaries and some Group companies: Toshiba Tec Corporation, Toshiba Elevator and Building Systems Corporation, Toshiba Lighting & Technology Corporation, Toshiba Plant Systems & Services Corporation, and NuFlare Technology, Inc.

Sustainability Management Structure



The main details of the initiatives undertaken at each committee meeting in FY2023 are as follows:

Sustainability Strategy Committee
FY2022 summary, FY2023 key themes, KPIs linked to material issues, human rights due diligence, supplier human rights risk survey, environmental management, ESG evaluation agency evaluation results, response to the UK and Australian Modern Slavery Acts, Toshiba Group DEIB policy

Sustainability Promotion Committee
FY2022 summary, FY2023 plan and key themes, KPIs linked to material issues, ESG evaluation agency evaluation results, human rights due diligence, sustainability surveys from customers, key environmental measures

Corporate Environmental Management Committee（former name）
FY2022 activity results and FY2023 activity plans, formulation of the Eighth Environmental Action Plan promotion items and KPIs, reports related to environmental risk compliance

Non-financial Information Disclosure Committee
Confirmation and approval of information presented in the sustainability website and Integrated Report

Details of the Sustainability Strategy Committee meetings are reported to the Board of Directors to receive supervision and advice.

Monitoring

The Sustainability Promotion Committee monitors the progress of sustainability-related measures such as KPIs based on material issues.
See below for material issues and KPIs.

> Material Issues and KPIs

Increasing Employee Awareness of Sustainability

In order to raise sustainability awareness of employees in Toshiba Group, the President and CEO reaffirms the philosophy of Basic Commitment of the Toshiba Group at every opportunity, such as the start of each half-year term, at company ceremonies, and at start-of-year addresses. The importance of implementing sustainability management is also communicated. We also conduct sustainability management-related training for newly hired employees and newly appointed managers as well as annual e-learning for all employees in line with the Standards of Conduct for Toshiba Group in areas such as the environment, information security, respect for human rights, engineering ethics, compliance with antitrust laws and prohibition of bribery.

Toshiba Group’s Sustainability Month

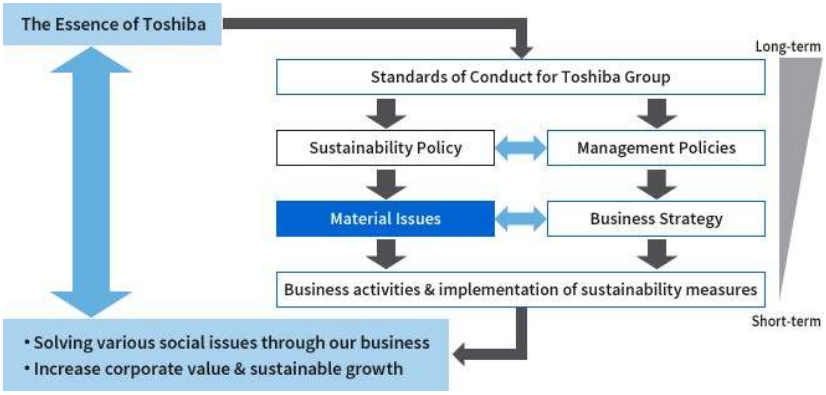
Since FY2006, Toshiba Group has designated December as Sustainability Month (renamed from CSR Month in FY2020). During this month, we hold seminars on topics such as human rights, and concentrate on social contribution activities at each of the Group companies and business sites.
In FY2023, the President and CEO stated, “For Toshiba Group, which is contributing to the realization of carbon neutrality and a circular economy through digitalization, the realization of a sustainable society is the most important management strategy. Each and every person working at Toshiba Group should think about what we can do with regard to ‘Committed to people, Committed to the Future.' Speak freely, and take concrete action, which will lead to technological diversity and provide a path to solving global issues.”

During this period, we broadcast a lecture by Director Hashimoto on the corporate activities and individual actions that should be taken to achieve the ideal form of sustainability management.
We also utilized our internal website to distribute the content aimed at deepening knowledge of ESG and the Toshiba Group’s sustainability management as well as seminars on human rights, and also to share examples of social contribution activities and health and safety activities that were commended for their excellence.
Additionally, in FY2023, an annually-held Toshiba Group Volunteer Days event took place at the beginning of December, which is around the International Volunteer Day on December 5, to provide volunteering opportunities for all Toshiba Group employees.
Moving forward, we will continue to work to raise each employee’s awareness of sustainability.

> Social Contribution Activities (Toshiba Group Volunteer Days)

Material Issues and KPIs

Guided by the Essence of Toshiba, Toshiba Group works on material issues that could impact business activities from a medium and long-term perspective in accordance with the Sustainability Policy and promotes sustainability management that contributes to the development of society.
We have tackled the material issues identified in 2013 by regularly confirming their status. However, response to climate change is now required on a global scale, and social issues are changing according to various perspectives as seen in the SDGs adopted by the United Nations. Toshiba Group also reviewed its businesses. Accordingly, we re-identified new material issues in FY2021.
We position the material issues under the Essence of Toshiba and the Sustainability Policy, and will work on initiatives Group-wide.



Toshiba Group's Material Issues

We believe that in order for people and businesses to survive, it is vital that the earth, in which we live, is safe, stable, and a place that humans can thrive. Guided by the Essence of Toshiba, our business activities contribute to finding solutions to a range of social issues and supporting the sustainable growth of society, in consideration of not only the present global environment but also the planet in the future. We recognize the importance of maintaining a management foundations with integrity and transparency to support our business activities, and, to that end, have set out the following as material issues to be addressed by Toshiba Group so as to increase our corporate value. By addressing these material issues, we will push forward with the strengthening of ESG in order to achieve our vision for 2030. In the area of E (environment), we are working to achieve carbon neutrality and a circular economy while promoting activities that give consideration to ecosystems, such as responding to water risks and conserving biodiversity. In the area of S (social), we are working to realize a culture of respect for human rights as a prerequisite for nurturing people and technologies that create abundant value and give back to society. In the area of G (governance), we are working to strengthen governance and improve cyber resilience in order to achieve honest management.

	Vision for 2030	Material Issues
For the irreplaceable global environment in which we live	Promote corporate activities with full consideration for the global environment throughout our value chain, from design, procurement, manufacturing, logistics and sales, through to disposal.	• Respond to climate change • Respond to the circular economy • Consider ecosystems
For respect of human rights, to nurture people and technology, and to give back to society	Encourage every Group employee to feel pride and fulfillment in their work, and to harness creativity and technology in collaborating with business partners to realize rich value.	• Secure, retain and train human resources • Ensure employee health and safety • Promote respect for human rights • Promote sustainable procurement • Strengthen R&D to stimulate innovation
For further strengthening thorough governance	Practice transparent corporate governance and optimal internal controls; and execute management with integrity, trusted by stakeholders.	• Strengthen governance • Strengthen cyber resilience

KPIs

The Sustainability Strategy Committee decides on KPIs in line with material issues and we work on them.For FY2024, we revised some of the KPIs and introduced qualitative targets.
The Sustainability Promotion Committee monitors efforts related to these items to strengthen future initiatives.

> Sustainability Management

For the irreplaceable global environment in which we live

> Environment: For the irreplaceable global environment in which we live

Respond to Climate Change

KPIs	FY2022	FY2023		FY2024
	Achievements	Targets	Achievements	Targets
Total GHG emissions from business and production sites*1	0.77 million t-CO_2	0.98 million t-CO_2	0.56 million t-CO_2	–
Reduction rate of GHG emissions (Scopes 1+2) (compared to FY2019)	–	–	–	32% reduction
Reduction rate of GHG emissions (Scope 3) (compared to FY2019)	–	–	–	59% reduction
Reduction rate of GHG emissions from products and services associated with power supply (compared to FY2019)*2	70.4% reduction	13.6% reduction	62.5% reduction	–
Avoided GHG emissions through the use of products and services associated with renewable energy supply (cumulative total from FY2021)*3	50.33 million t-CO_2	43.00 million t-CO_2	60.74 million t-CO_2	–
Avoided GHG emissions through the use of products and services associated with energy consumption (cumulative total from FY2021)*4	37.79 million t-CO_2	57.00 million t-CO_2	49.47 million t-CO_2	–
Avoided GHG emissions through the use of products and services associated with energy consumption (cumulative total from FY2019)	–	–	–	108 million t-CO_2

*1 CO_2 emissions from electricity are calculated using emission coefficients provided by power companies.

*2 The reduction rate of GHG emissions from products and services associated with power supply (such as thermal power generation; compared to FY2019). The calculation method is as follows:
GHG emissions from power generation for FY2021 onward due to newly installed or upgraded facilities are calculated to derive the reduction rate versus FY2019 emissions. The arithmetic mean for the results during the period of the Seventh Environmental Action Plan is used.

*3 Contribution to GHG emissions reduction by products and services associated with power supply (such as water, geothermal, and solar power generation). The calculation method is as follows:
Obtain the difference between average GHG emissions per unit of all thermal power generation (coal, gas, and oil) and GHG emissions per unit of renewable energy generation and multiply it by output, operation rate, facility utilization rate, expected service life, etc. Aggregate the cumulative total volume of contribution to GHG emissions reduction due to power generation in FY2021 onward attributable to newly installed or upgraded facilities.

*4 Contribution to GHG emissions reduction by products and services associated with power consumption (such as social infrastructure products). The calculation method is as follows:
Obtain the difference (for one year) between the total GHG emissions of assumed substitute products and the total GHG emissions of shipped products and multiply it by the expected service life.

See below for details of achievements and initiatives.

> Response to Climate Change

Respond to the Circular Economy

KPIs	FY2022	FY2023		FY2024
	Achievements	Targets	Achievements	Targets
Volume of waste from business and production sites*1	0.30 million t	0.25 million t	0.23 million t	–
Reduction of total waste volume from business and production sites (per unit improvement)*2	–	–	–	2% reduction compared to FY2022
Amount of plastic resources recycled in products and services (cumulative total from FY2021)*3	1,552 t	1,800 t	2,353 t	–
Amount of resources saved in products and services (cumulative total from FY2021)*4	200,000 t	400,000 t	290,000 t	–

*1 Obtained by deducting the volume of objects with value from the total volume of waste generated (excluding sites engaged in waste treatment and power generation).

*2 Basic-unit goals: Activities are assessed using indicators such as nominal output, the number of products manufactured, the number of persons, and the total floor area.

*3 Cumulative total volume of recycled plastics and bioplastics used over the three-year period.

*4 Cumulative total volume of eight resources conserved due to lighter product weights and longer product service lives over the three-year period. The calculation method is as follows:
[Total volume of input materials for assumed substitute products – Total volume of input materials for shipped products]

See below for details of achievements and initiatives.

> Response to the Circular Economy

Consider Ecosystems

KPIs	FY2022	FY2023		FY2024
	Achievements	Targets	Achievements	Targets
Reduction of the total amount of chemical substances emitted from business and production sites (per unit improvement)*1	Compared to FY2021 9% improvement	Compared to FY2022 1% improvement	Compared to FY2022 1.1% improvement	–
Reduction of the amount of water received at business and production sites (per unit improvement)*1	Compared to FY2021 Deterioration by 4%	Compared to FY2022 1% improvement	Compared to FY2022 Deterioration by 16%	Compared to FY2022 2% improvement
Expanded contributions to the “7 GBF Targets” of focus in biodiversity conservation activities*2	–	–	–	Set by location

*1 Basic-unit goals: Activities are assessed using indicators such as nominal output, the number of products manufactured, the number of persons, and the total floor area.

*2 GBF (Global Biodiversity Framework) refers to the “Kunming-Montreal Global Biodiversity Framework” formulated in the 15th Conference of the Parties to the Convention on Biological Diversity (COP15) held in December 2022.
This is a set of global goals for biodiversity conservation that consists of a 2050 vision, a 2030 mission, 2050 goals, and 2030 targets (consisting of 23 activity targets and other elements).
The seven targets are seven targets among the “2030 targets” for achieving “Nature Positive”–specifically, “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,” and “Target 12: Securing green and water-friendly spaces”–and Toshiba Group aims to contribute to achieving these at its approximately 60 sites in Japan and overseas.

See below for details of achievements and initiatives.

> Consideration of Ecosystems

For respect of human rights, to nurture people and technology, and to give back to society

> Social: For respect of human rights, to nurture people and technology, and to give back to society

Secure, Retain and Train Human Resources

KPIs	FY2022	FY2023		FY2024
	Achievements	Targets	Achievements	Targets
Percentage of female employees in executive and in managerial positions (Percentage of female exempt employees)*1	5.8%	6.5%	6.2%	7.2%
	Set a target of 8% for FY2025			
Engagement score in the employee engagement survey*2	57 points	57 points	57 points	58 points
Number of AI experts*3	2,100	2,200	2,300	–
Percentage of employees using AI*4	–	–	–	30%

*1 At Toshiba, Toshiba Energy Systems & Solutions Corporation, Toshiba Infrastructure Systems & Solutions Corporation, Toshiba Electronic Devices & Storage Corporation, and Toshiba Digital Solutions Corporation

*2 All Group companies participating in the survey are included. (Reference: In FY2022, 87 Toshiba Group companies in Japan and overseas participated. And in FY2023, 95 Toshiba Group companies in Japan and overseas participated.)

*3 At Toshiba, Toshiba Energy Systems & Solutions Corporation, Toshiba Infrastructure Systems & Solutions Corporation, Toshiba Electronic Devices & Storage Corporation, Toshiba Digital Solutions Corporation, Toshiba Tec Corporation, Toshiba Elevator and Building Systems Corporation, and Toshiba Lighting & Technology Corporation

*4 Employees throughout the entire Toshiba Group in Japan who use PCs in their daily work

See below for details of achievements and initiatives.

> Fair Evaluation and Talent Development

> Promotion of DEIB (Diversity, Equity, Inclusion, Belonging)

Ensure Employee Health and Safety

KPIs	FY2022	FY2023		FY2024
	Achievements	Targets	Achievements	Targets
Fatality due to work-related accidents	1 (overseas)	Zero (no accidents)	3 (1 overseas)	Zero (no accidents)
Severity rate of work-related accidents*1	0.005	0.010*2 or less	0.103	0.010*2 or less
Ratio of employees with metabolic syndrome*1	34.6%	Same as the previous fiscal year or less	34.6%	Same as the previous fiscal year or less
	28.6% or less*3 by the end of FY2025; The targets for each year up to FY2025 should be at the same value as the previous fiscal year or less.			

*1 At Toshiba and Toshiba Group in Japan

*2 The target value is the average value (value published by Ministry of Health, Labour and Welfare) for the electrical appliance industry (companies of 1,000 employees or more) for 2020

*3 The 2019 national average (value published by Ministry of Health, Labour and Welfare) was decided as the target value at the OHS Management Conference held in the first half of FY2020

See below for details of achievements and initiatives.

> Ensure Employee Health and Safety

Respect for Human Rights

KPIs	FY2022	FY2023		FY2024
	Achievements	Targets	Achievements	Targets
Rate of human rights-related seminars and workshops for sustainability leaders held	100%*1	100%*1+*2	100%*1+*2	–
Participation rate in human rights education programs (e-learning) under the Standards of Conduct for Toshiba Group	99%	100%	99.6%	100%
Human rights due diligence initiatives (a) Implementation rate of human rights impact assessments in our own company's businesses	100%*1	–	–	–
Human rights due diligence initiatives (b) Implementation rate of the survey on the actual conditions and the measures for correction, prevention, and mitigation	–	100%*2	N/A*3	–
Human rights due diligence initiatives Percentage of companies monitoring the actual status using the Risk Assessment Program (RAP) for Group companies*4	–	–	–	100%

*1 At Toshiba, Toshiba Energy Systems & Solutions Corporation, Toshiba Infrastructure Systems & Solutions Corporation, Toshiba Electronic Devices & Storage Corporation, Toshiba Digital Solutions Corporation, Toshiba Elevator and Building Systems Corporation, Toshiba Lighting & Technology Corporation, and Toshiba Plant Systems & Services Corporation

*2 Group companies identified as high risk in human rights impact assessments

*3 The implementation rate is difficult to quantify, so it is N/A (for the actual initiatives, see the "Respect for Human Rights" page).

*4 Companies covered by RAP (80% of Toshiba Group companies)

See below for details of achievements and initiatives.

> Respect for Human Rights

Promote Sustainable Procurement

KPIs	FY2022	FY2023		FY2024
	Achievements	Targets	Achievements	Targets
Obtaining consent for the Toshiba Group Procurement Policy from new suppliers	100%	100%	100%	100%
Number of companies where we conducted our Sustainable Procurement Survey*1	12,622	13,000	13,014	13,000
Implementation rate of sustainable procurement training on Group procurement employees*2	41%	100%	100%	100%

*1 Sustainability Procurement Survey: a survey to evaluate suppliers' CSR initiatives. Conducted 100% at key suppliers

*2 Excluding Toshiba Tec Corporation

See below for details of achievements and initiatives.

> Promote Sustainable Procurement

> Fair Trading (Risk Management and Compliance)

> Procurement

Strengthen R&D to Stimulate Innovation

See below for details of achievements and initiatives.

> Strengthen R&D to Stimulate Innovation

> Technologies

For further strengthening thorough governance

> Governance:For further strengthening thorough governance

Strengthen Governance

KPIs	FY2022	FY2023		FY2024
	Achievements	Targets	Achievements	Targets
Percentage of outside directors on Toshiba's Nomination Committee, Audit Committee, and Compensation Committee*	100%	100%	100%	–
Establishment and strengthening of governance systems under the new management structure	–	–	–	(Qualitative)
Compliance score in the employee engagement survey	(67 points)	(67 points)	–	68 points

* Toshiba. Until December 2023 (The committees were abolished due to a change in the system.)

Strengthen Cyber Resilience

KPIs	FY2022	FY2023		FY2024
	Achievements	Targets	Achievements	Targets
Self-assessment of cyber security management maturity*	3.4	Higher than previous fiscal year (upon reaching 4, remain at 4 or higher)	3.58	Higher than previous fiscal year (upon reaching 4, remain at 4 or higher)

* At key Group companies, Toshiba Elevator and Building Systems Corporation, Toshiba Lighting & Technology Corporation, Toshiba Plant Systems & Services Corporation, and Toshiba Development & Engineering Corporation

See below for details of achievements and initiatives.

> Cyber Security Report
> Cyber Security

Process of Material Issues Identification

Before re-identifying material issues, Toshiba Group extracted and organized issues with reference to the SDGs, which are universal social issues, the Global Risks Report published by the World Economic Forum (WEF), and guidelines including the SASB Standards. We narrowed them down to those of priority, evaluating them by their closeness to the businesses specified in the Mid-term Business Plan that starts from FY2022 and their importance in terms of strengthening the foundations to drive businesses. External experts then reviewed the draft of the selected issues. In August 2021, the Sustainability Strategy Committee chaired by the President and CEO confirmed the selection. The re-identified material issues were also reported to the Executive session of the Board in September 2021. The Executive Session of the Board was established to revitalize the exchange of information among outside directors and to further improve their understanding of the Company's business, etc., and is comprised solely of outside directors. In principle, meetings are regularly convened once a quarter, and held on an extraordinary basis if requested by an outside director.

Process of Material Issues Identification

> Sustainability Management

Stakeholders

Toshiba Group's corporate activities involve relationships with diverse stakeholders.
The relationships and dialogue with respective stakeholders can be summarized as follows:

Customers

With its wide range of products—from electronic devices to social infrastructure systems—Toshiba Group has a diverse range of customers, including individual and corporate customers as well as government and public bodies. Feedback from our customers is the origin of all our ideas. All Toshiba Group employees operate from a customer perspective so as to increase customer satisfaction.

Key responsibilities

- Supplying products in a stable manner
- Providing reliable, safe products and services that offer great value
- Creating environmentally conscious products and services
- Promoting universal design
- Providing appropriate product information
- Offering excellent customer relations and support
- Managing customer information appropriately

Major means of identifying stakeholders' views and requests

- Routine sales activities
- Call center (via phone, email, etc.)
- Exhibitions

We receive opinions and requests for products and services in our daily operations, which are shared among related departments, and use them to improve product quality and repair services.

> Improvement of Customer Satisfaction

Shareholders

As a result of the conclusion of the tender offer for the Company's common shares by TBJH Inc. (the "Offeror") commenced as from August 8, 2023 and the series of transactions that are planned thereafter, including a share consolidation at the Company, the Company became a wholly owned subsidiary of the Offeror as of December 22, 2023.

Suppliers

Toshiba has a cumulative total of 13,000 recurring suppliers worldwide (as of March 31, 2024). We ask suppliers to cooperate with the Toshiba Group Procurement Policy and strengthen partnership with them to help solve social issues through business activities.

Key responsibilities

- Selecting suppliers fairly and engaging in fair trading practices
- Respecting human rights in the supply chain
- Promoting environmental management in the supply chain

Major means of identifying stakeholders' views and requests

- Daily procurement activities
- Various monitoring (monitoring at site, sustainability surveys, etc.)
- Clean Partner Line

Dialogue with Suppliers [Point of contact: Procurement Division]

Requesting Suppliers to Promote CSR Management

Toshiba Group promotes sustainable procurement activities with the aim of improving both corporate value and the value of its customers, while also striving to build sound partnerships with suppliers through fair trading in compliance with procurement-related laws and regulations. We request all our suppliers, who play an important role in the Toshiba Group companies' production and services, to consent to and put into practice the Toshiba Group Procurement Policy. We perform monitoring of various kinds, strive to understand any issues present and to help implement corrective measures accordingly, work together with our suppliers to fulfil our corporate social responsibilities, and build relationships based on mutual understanding and trust.

Employee

Toshiba Group has 253 consolidated subsidiaries with approx. 110,000 employees, including approx. 70,000 in Japan and approx. 40,000 overseas (as of March 31, 2023).
Toshiba Group states “We turn on the promise of a new day” in The Essence of Toshiba. To achieve this, we are creating and promoting an open corporate culture, and have established fair evaluation systems while seeking to fully develop and deploy talents in order for our sincere and richly diverse human resources with a passion for change to work together and generate new value based on a vision of the future of the company.
Toshiba group promotes DEIB (Diversity, Equity, Inclusion, Belonging) based on the belief that a corporate culture in which people channel the differences (diversity) of each and every employee into strengths and feel fulfilled and grow through various challenges while demonstrating their abilities will lead to innovation that will lead to Basic Commitment of the Toshiba Group, "Committed to People, Committed to the Future.".

Key responsibilities

- Conducting fair assessment and treatment
- Respecting human rights
- Promoting DEIB (Diversity, Equity, Inclusion, Belonging)
- Optimizing human resources and promoting their growth
- Supporting diverse working styles
- Maintaining and enhancing skills and capabilities
- Ensuring occupational health and safety

Major means of identifying stakeholders’ views and requests

- Employee morale survey (TEAM Survey)
- Dialogue, information exchange meetings
- 360-Degree survey for top executives
- Competency evaluation of the head of the organization (Multifaceted Evaluation)
- Workplace meetings
- Providing information through an in-house website
- Whistleblower system (Toshiba Hotline and Audit Committee Hotline)
- In-house communication magazine
- Labor-management negotiation

Dialogue with Employees [Point of contact: Human Resources and Administration Division, Legal & Compliance Division, and Corporate Communications Division]

Messages from Top Executives

Top executives deliver messages to Group employees on the importance of promoting sustainability, improving customer satisfaction, raising quality, ensuring legal compliance, and other key concerns.

Employee Morale Survey (TEAM survey) and Disclosure of Results

Toshiba Group has conducted the employee morale survey (TEAM survey) every year since FY2003, as a way to gain feedback from employees. Through this survey, we periodically monitor the level of understanding among our employees towards the company’s various measures, and how firmly rooted they are. We strive to improve the issues that emerge and leverage them to enhance the corporate culture. The survey assesses employees’ understanding of company measures and whether their working conditions allow them to demonstrate their abilities. There are also questions regarding how the President and CEO and top management are perceived, the status of compliance and other measures, which are subsequently verified.

> Fair Evaluation and Talent Development

360-degree Survey and Multifaceted Evaluation

We conduct the 360-Degree Survey to look at managers and senior management every other year. And we also conduct the Multifaceted Evaluation to look at heads of each organization every year. We examine them from multifaceted perspectives with regard to their day-to-day work performance and activities, with perspectives including those of themselves, as well as of their junior colleagues, peers, and supervisors. The major aims of these initiatives are to encourage the growth of the participants by objectively identifying their strengths and weaknesses on a regular basis, and to enhance their leadership, which will lead to creating a more sound organization and organizational operation.

> Fair Evaluation and Talent Development

Workplace Meetings

We hold workplace meetings to discuss various themes, so that managers and the employees they manage can talk and think together at a workplace level, and share feelings and opinions, in order to build a work environment where everyone feels free to discuss any matter. Such themes include verification of compliance awareness and improvement of operational processes. Increasing understanding of differences in individual philosophies among employees helps create a better workplace environment for the future.

> Risk Management and Compliance

Local Communities

Toshiba Group has major business sites in over 30 countries worldwide. We conduct our corporate activities while respecting different cultures, histories and customs in local communities and communicating with them.

Key responsibilities

- Respecting different customs and cultures
- Engaging in social contribution activities in local communities
- Preventing accidents and disasters at business sites
- Supporting neighboring communities in case of a disaster

Major means of identifying stakeholders' views and requests

- Dialogue, information exchange meetings
- Factory tours
- Employees' participation in community activities
- Local volunteering activities

Dialogue with Local Communities [Point of contact: Companies and business sites of Toshiba Group]

Environmental Communication

In addition to disseminating information about Toshiba Group's environmental initiatives in a timely manner, primarily through our Environment Website, we are also, in collaboration with local residents, administrative office, educational institutions, businesses, NPOs, and NGOs, promoting communication activities across our global worksites that reflect the age of a new normal.

Social Contribution Activities

Toshiba Group actively engages in a range of social contribution activities in addition to business activities toward the realization of a sustainable society. We are also working to contribute through exchange initiatives with local communities in the form of welfare and cleaning activities, etc.

> Social Contribution Activities

Coexistence with Local Communities

Toshiba Group not only seeks to resolve issues faced by local communities through business, but engages in various activities that are rooted in the area as a member of the local community.

> Contribution to Local Communities (Social Contribution Activities)

Governments and Public Bodies

Toshiba Group operates worldwide. We comply with laws and regulations of each country, including antimonopoly and anti-bribery laws, and will help resolve social issues faced by different regions and countries as a member of the local community.

Key responsibilities

- Complying with laws and regulations, and paying taxes
- Supporting government policies toward solving social issues

Major means of identifying stakeholders' views and requests

- Dialogue and proposals via economic associations and industry associations

Dialogue with Governments [Point of contact: Companies and business sites of Toshiba Group, and Government & External Relations Office]

Participation in Industry Associations

Toshiba actively participates in the activities of Keidanren (Japan Business Federation), Japan Electrical Manufacturers' Association, the Japan Electronics and Information Technology Industries Association, and other industry organizations to help address various issues such as the realization of a sustainable society and protection of the global environment.

> Participation in External Organizations

NPOs/NGOs

We will hold dialogue with NPOs and NGOs active in areas such as the environment, human rights, and social contributions, and build partnerships leveraging mutual strengths of all parties.

Key responsibilities

- Providing collaboration and support to solve diverse global issues
- Collaborating with and helping local communities solve their social problems
- Collaborating on our priority areas of social contribution activities

Major means of identifying stakeholders' views and requests

- Dialogue through collaboration
- Exchange of views through stakeholder dialogue

Dialogue with NPOs and NGOs [Point of contact: Sustainability Management Group Strategic Planning Division, Environment Management Office]

Support for and Collaboration with NPOs and NGOs

We hold dialogue with NPOs and NGOs active in areas such as the environment, human rights, and social contributions, and are building partnerships leveraging mutual strengths of all parties. We determine which NPOs and NGOs to support and collaborate with based on criteria such as the degree of contribution to solving social problems, relationships with Toshiba Group's priority business sectors, creativity, pioneer spirit, and relations with local communities.

> Participation in External Organizations
> Respect for Human Rights
> Social Contribution Activities

Global Environment

Guided by the "Essence of Toshiba", we will strive to create enriched value and ensure harmony with the earth. Through environmental management that aims to achieve a decarbonized society, a resource circulating society, and a society in harmony with nature, we will contribute to the realization of a sustainable society.

Key responsibilities

- Response to climate change
- Response to the circular economy
- Consideration of ecosystems (chemical substances, water, conservation of biodiversity)

Major means of identifying stakeholders' views and requests

- Reduction of environmental impacts of Toshiba Group's business activities
- Development and provision of products and services conducive to reducing environmental impacts of society as a whole

Based on Toshiba Group's Environmental Future Vision 2050, we work simultaneously to reduce the environmental impacts of our business activities and to deliver value through products and services.

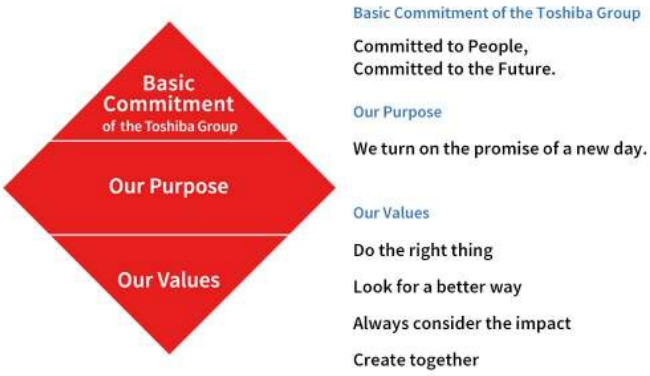
> Toshiba Group's Environmental Future Vision 2050

Activities to Promote the SDGs

Toshiba Group and the SDGs

Toshiba Group and the SDGs The main plank of the “Toshiba Group Basic Commitment” is “Committed to people, Committed to the Future.”. This expresses Toshiba Group’s unwavering determination to contribute to the development of society through its business, and is consistent with the direction of the SDGs, which aim to realize a sustainable society. Acting in good faith in our daily activities, and with a passion to make the world a better place, looking to the future beyond the next generation, and to create that future with our stakeholders—inspired by these ideas, Toshiba Group has and will continue to bring together the creativity and technological capabilities it has cultivated to confront social issues that are becoming more complicated and serious.

The Essence of Toshiba



Sustainable Development Goals

Contributions to Achieving the SDGs through Corporate Activities

In order for Toshiba Group to promote the understanding of SDGs and related initiatives, Toshiba, key Group companies, and some Group companies* exchanged opinions to clarify the relationships between our business and the SDGs in 2018. In the discussion, we reviewed the impact our value chain has on society, identified goals for making contributions through the businesses of Toshiba Group, and announced that these initiatives will be accelerated. In 2021, we re-identified new material issues to be addressed by Toshiba Group based on the SDGs and the social issues outlined in the Global Risks Report published by the WEF. Toshiba Group will actively engage in helping solve social issues through its corporate activities.

* Toshiba Elevator and Building Systems Corporation, Toshiba Carrier Corporation (as of FY2018), and Toshiba Lighting & Technology Corporation.

> Material issues

Toshiba Group is "Committed to People, Committed to the Future." and contributes to fulfillment of the SDGs through all its corporate activities.

- CO_2 Capture System
  (Toshiba Energy Systems & Solutions Corporation)
- Hydrogen Energy System
  (Toshiba Energy Systems & Solutions Corporation)
- Renewable Energy
  (Toshiba Energy Systems & Solutions Corporation)
- Heavy Ion Therapy
  (Toshiba Energy Systems & Solutions Corporation)
- MicroRNA Detection Technology
- Phased Array Weather Radar
  (Toshiba Infrastructure Systems & Solutions Corporation)
- Railway Transportation Systems
  (Toshiba Infrastructure Systems & Solutions Corporation)
- Disaster Management Solutions
  (Toshiba Infrastructure Systems & Solutions Corporation)
- Robotics, Logistics System Solutions
  (Toshiba Infrastructure Systems & Solutions Corporation)
- Water Supply and Sewerage
  (Toshiba Infrastructure Systems & Solutions Corporation)
- MOSFETs
  (Toshiba Electronic Devices & Storage Corporation)
- High Capacity HDD for Data Center
  (Toshiba Electronic Devices & Storage Corporation)
- LED Light
  (Toshiba Lighting & Technology Corporation)
- Elevator System
  (Toshiba Elevator and Building Systems Corporation)
- SCiB™
- Manufacturing IoT Solutions
  (Toshiba Digital Solutions Corporation)
- Electronic Receipt Service

Examples of Practices

Based on its Basic Commitment, Toshiba Group tackles various social issues using technologies that it has cultivated over many years

Sharing Service for Electric Products in Unelectrified Areas

On the earth, there are "unelectrified areas" where power grids are not, and people who live there aren't able to use enough light or electricity for working, cooking, or studying, etc. Toshiba Group has focused on sharing services for electric products charged by renewable energy and has been conducting needs assessments and demonstrations of these services in Pacific Island countries since 2019. The Company has now confirmed the needs and receptivity to the sharing service by residents in the Malampa Province of the Republic of Vanuatu, and launched a trial LED lantern sharing service in the region in 2023 because of the prospect of securing economic viability through the sharing service, with cooperation of the Malampa Provincial Government, the Vanuatu Investment Promotion Agency, and the International Organization Pacific Islands Centre, etc. In the future, we're going to bring not only "light" be provided with the LED lanterns, but electric products that "improve productivity" such as electric farm equipment and sewing machines. By accelerating the commercialization of electric product sharing services and promoting the electrification of communities while taking the environment into consideration, Toshiba Group will continue to provide economical and clean energy to all people and contribute to an improvement in the quality of life (QOL).

> Toshiba to Start LED Lantern Sharing Service Trial in Republic of Vanuatu (Toshiba Energy Systems & Solutions)

Participation in External Sustainability Initiatives Organizations

Toshiba Group promotes participation and collaboration with industry associations, government bodies, international organizations, NGOs/NPOs and other external sustainability organizations and initiatives.

Toshiba Group is a member/supporter of the following sustainability organizations and initiatives

- UN global Compact
- Business for Social Responsibility (BSR)
- Responsible Business Alliance (RBA)
- Japan Platform for Migrant Workers towards Responsible and Inclusive Society (JP-MIRAI)
- Japan Center for Engagement and Remedy on Business and Human Rights (JaCER)
- Council for Better Corporate Citizenship (CBCC)
- Science and Technology in Society Forum (STS Forum)
- Science Based Targets (SBT) Initiative
- Task Force on Climate-related Financial Disclosures (TCFD)
- CDP
- GX League
- Carbon Offset City Gas Buyers Alliance
- Japan Climate Initiative (JCI)
- The 30by30 Alliance for Biodiversity
- Keidanren Initiative for Biodiversity Conservation
- Circular Partners
- Japan Partnership for Circular Economy

Participation in UN Global Compact

In January 2004 Toshiba joined the United Nations Global Compact, pledging to adhere to universal principles covering human rights, labor and the environment. The Global Compact is a voluntary corporate citizenship initiative proposed by then UN Secretary-General Kofi Annan in 1999 at the World Economic Forum (annual meeting in Davos). The Global Compact envisages that in the course of business, companies' fulfillment of their corporate social responsibilities through compliance with internationally recognized principles concerning human rights, labor, the environment and anti-corruption will lead to the world's sustainable development.

As a signatory of the United Nations Global Compact, in 2007, Toshiba participated as an advisory in the project utilizing GRI guidelines for "Communication on Progress (COP)," a report of the progress on the implementation of Global Compact principles.

Toshiba declares its compliance with such citizenship initiative in the President's message sent outside the company and also clarifies the implementation progress of the ten principles of the UN Global Compact by submitting a COP advanced level report once per year.

Then President Tadashi Okamura signed the Global Compact in January 2004.

This Certificate of Joining the UN Global Compact
is given to
Toshiba Corporation
committing to respect the ten principles of the
United Nations Global Compact, to take action in support of UN Goals
and to submit annually a Communication on Progress

Certificate

- United Nations Global Compact
- United Nations Global Compact "Communication on Progress (COP)"
- Participation in United Nations Global Compact Initiative, and Revision of Standards of Conduct for Toshiba Group ("Revision of Standards of Conduct for Toshiba Group" in Japanese only)

10 Principles of the UN Global Compact

Human Rights

1. Businesses should support and respect the protection of internationally proclaimed human rights; and
2. make sure that they are not complicit in human rights abuses.

Labor Standards

3. Businesses should uphold the freedom of association and the effective recognition of the right to collective bargaining;
4. the elimination of all forms of forced and compulsory labor;
5. the effective abolition of child labor; and
6. the elimination of discrimination in respect of employment and occupation.

Environment

7. Businesses should support a precautionary approach to environmental challenges;
8. undertake initiatives to promote greater environmental responsibility; and
9. encourage the development and diffusion of environmentally friendly technologies

Anti-Corruption

10. Businesses should work against all forms of corruption, including extortion and bribery.

- The Ten Principles (UN Global Compact)

Participation in BSR

Business for Social Responsibility (BSR) is a global nonprofit organization for promoting activities of sustainability which was established in the U.S. in 1992. BSR has over 250 members comprising global organizations and companies, and Toshiba joined in 2003. Since joining, we have participated in human rights working groups and seminars held by BSR to deepen our understanding of human rights, which we then apply to Toshiba Group initiatives.

> BSR

Participation in RBA Membership

Founded in 2004 as the Electronic Industry Citizenship Coalition (EICC), the Responsible Business Alliance (RBA) is the world's largest industry coalition promoting responsible business conduct in global supply chains. It has 225 member companies (as of December 2022) from the electronics, retail, automotive, toy, and other industries. Toshiba, which joined the RBA in June 2011, is actively promoting initiatives that align with global standards within the Group and its supply chain.

> RBA

Participation in JP-MIRAI

The Japan Platform for Migrant Workers towards Responsible and Inclusive Society (JP-MIRAI) is an organization aiming to achieve inclusive economic growth and a sustainable society by responsibly welcoming foreign workers and improving their working and living conditions while protecting their rights in Japan. Since joining in 2023, Toshiba has used the platform to understand issues related to foreign workers and to promote initiatives to respect workers' human rights.

> JP-MIRAI

Membership in the Japan Center for Engagement and Remedy on Business and Human Rights (JaCER)

The Japan Center for Engagement and Remedy on Business and Human Rights (JaCER) is an organization that provides a "dialogue and remedy platform" in accordance with the United Nations Guiding Principles on Business and Human Rights, and aims to support and promote reporting on member companies as well as member companies' handling of complaints from a professional perspective. The Center endeavors to promote dialogue and remedies by ensuring the legitimacy of the complaints handling mechanism and improving the effectiveness and efficiency thereof. Toshiba Group became a full member of JaCER in October 2022, and uses this platform to respond appropriately to human rights-related reports and consultations.

> JaCER

Participation in CBCC

Council for Better Corporate Citizenship (CBCC) is an association, established in 1989 by Keidanren (Federation of Economic Organizations), which facilitates the acceptance of Japanese companies by regional communities overseas as good corporate citizens, and more recently, promotes CSR activities and assists companies in their practice. Toshiba joined CBCC from its establishment, and currently takes part in activities as a member of the planning committee.

> CBCC

Participation in the STS Forum

The Science and Technology in Society (STS) Forum is a platform which aims to ensure appropriate development of science and technology, gathering scientists, policymakers, business leaders, journalists, and others in one place to discuss and exchange opinions about issues related to science and technology as well as society from the perspective that these are issues shared by humanity. Toshiba has participated in the STS Forum since 2004 as a board member and council member and actively involved in setting directions of the forum's activities. In addition to attending annual general conferences, we also participate in science and technology dialogues held in countries around the world. At the annual general conference held in October 2023 (the 20th STS Forum), an executive officer of the Company participated as a speaker at a session with the theme of “Science and Technology for Business” and introduced Toshiba Group’s initiatives for achieving carbon neutrality and a circular economy. During the session, the executive officer emphasized the importance of promoting cross-sector dialogue with society and customers at the stage of social implementation of new technologies, and discussed the role of science and technology, citing examples such as superconducting motors and Q-STAR.

> STS Forum

Acquisition of Science Based Targets (SBT) "Net-Zero Target" Certification

ToshibaGroup’s “net zero targets” have been certified[*1] by the Science Based Targets (SBT) initiative in March 2024. This certification indicates Toshiba Group's targets and initiatives for achieving carbon neutrality throughout its value chain, as set forth in Toshiba Group’s Environmental Future Vision 2050, are recognized as SBT in line with the goals of the Paris Agreement[*2].Also, the targets for reduction by FY2030, interim milestones toward achieving net zero, has been raised to meet the new "1.5°C pathways," up from the "well-below 2°C pathways" of the SBTi Certification that Toshiba Group obtained in FY2020.

*1 The SBT initiative certifies medium- to long-term greenhouse gas reduction targets set by companies as science-based targets to help achieve the goal of limiting global warming to 1.5°C by keeping the increase in global average temperatures to well below 2°C above pre-industrial levels.

*2 An international framework for reducing greenhouse gas emissions adopted at the Conference of the Parties (COP21) to the United Nations Framework Convention on Climate Change.

> Science Based Targets Initiative

> Towards the Realization of a Decarbonized Society
(Information Disclosure Based on the TCFD Recommendations)

Endorsing the Recommendations of The Task Force on Climate-related Financial Disclosures (TCFD)

TCFD is a private-sector task force established in 2015 by the Financial Stability Board in order to enhance climate-related information disclosure of companies.
Toshiba Group endorsed its support for the TCFD recommendations released in 2017, and is working to disclose information on our climate change initiatives. Toshiba Group also participates in the TCFD Consortium, which aims to encourage endorsing institutions in Japan to work together to enhance ESG information disclosure.

> TCFD

> Towards the Realization of a Decarbonized Society (Information Disclosure Based on the TCFD Recommendations)a Decarbonized Society (TCFD-based disclosure)

Participation in CDP

CDP is an international non-profit organization that calls on businesses and regional governments to promote environmental initiatives. Toshiba Group received an “A-” rating for both climate change response and water security in surveys conducted by CDP in FY2023. In addition, in the Supplier Engagement Rating, which is an assessment of engagement with suppliers on climate change, Toshiba Group was recognized as a “Supplier Engagement Leader,” the highest acclaim, for the second consecutive year.

> CDP

> Toshiba Recognized by CDP as Supplier Engagement Leader in Efforts to Counter Climate Change throughout Value Chain

Participation in GX League

GX* League was established as a framework for business groups with ambitious targets towards carbon reduction to voluntarily trade emissions to achieve their goals while investing in emissions reduction. The league has been in full-scale operation since FY2023 (secretariat: Ministry of Economy, Trade and Industry, among others).Through this framework, we aim to create an environment in which Japanese companies that take on the challenge of becoming carbon neutral can lead the transformation of the entire economic and social system and the creation of new markets, and demonstrate their competitiveness in international business. Toshiba Group will participate in demonstrations and discussions of the League’s collaborative efforts by industry, government, and academia, and contribute to the achievement of carbon neutrality by 2050 and the realization of a sustainable, growth-oriented society.

* Abbreviation of green transformation

> GX League

> Participation in Ministry of Economy, Trade and Industry’s “GX League” (In Japanese only)

Participation in the Carbon Offset City Gas Buyers Alliance

The Carbon Offset City Gas Buyers Alliance was established with the aim of achieving the widespread use and increased value of carbon offset city gas, with Tokyo Gas Co., Ltd. procuring and supplying carbon offset city gas and the companies purchasing it working together. Toshiba has been participating in this alliance since its establishment in March 2021.
The companies participating in this alliance are working to raise awareness of carbon offset city gas, improve its reputation among investment institutions, and establish its position in various domestic systems, with the aim of contributing to the realization of a carbon neutral society by 2050.

> Carbon Neutral LNG Buyers Alliance (In Japanese only)

Participation in Japan Climate Initiative (JCI)

In July 2018, Japanese companies, local governments, and NGOs which are actively implementing climate actions established Japan Climate Initiative (JCI). It is a network committed to strengthening communication and exchange of opinions among all actors. More than 810 organizations, as of July 2024 in Japan became the members of JCI today. Toshiba Group became a member of JCI in FY2020, supporting the network's declaration of "Joining the front line of the global push for decarbonization from Japan."

> Japan Climate Initiative (JCI)

Participation in the 30by30 Alliance for Biodiversity

This alliance is a coalition of front-runners and supporters in Japan (secretariat: Ministry of the Environment) established to promote various measures to achieve the 30by30 target of protecting over 30% of the land and sea areas by 2030, which is one of the goals of the Kunming-Montreal Global Biodiversity Framework. As a member of the 30by30 Alliance for Biodiversity, Toshiba Group is contributing to the expansion of the OECM* promoted by the Ministry of the Environment through biodiversity conservation activities in green space in domestic sites and areas surrounding those sites.

* Other Effective Area-based Conservation Measures:
Areas mainly outside the protected areas that contribute to biodiversity conservation. They are areas conserved by initiatives of the private sector and other areas whose management with a primary purpose other than conservation eventually contributes to protecting the natural environment. In Japan, a program to certify such areas as Japan`s OECM has been started since FY2023.

> Contribution to the 30by30 Target

> Ministry of the Environment 30by30 (PDF) (832KB)

Keidanren Initiative for Biodiversity Conservation

This initiative is participated in by 333 companies and organizations (as of March 2024) who are committed to activities stipulated in the “Keidanren Declaration for Biodiversity and Guideline” (revised version) or who support its overall purpose. It is intended to disseminate the diverse activities of the Japanese business community worldwide and further deepen and expand those activities. As a member company, Toshiba Corporation will continue to contribute to achieving the goal of the initiative.

> Keidanren Initiative for Biodiversity Conservation

> Keidanren Declaration for Biodiversity and Guideline (revised version)

Participation in Circular Partners

Circular Partners is a partnership established to promote collaboration among industry, government, and academia to achieve the circular economy based on the Strategy for a Growth-Oriented, Resource-Autonomous Circular Economy formulated by the Ministry of Economy, Trade, and Industry in March 2023. As a member company, Toshiba participates in discussions on topics such as the vision and roadmap for the circular economy, information distribution platforms, and regional circulation models.

> Circular Partners (In Japanese only)

Participation in the Japan Partnership for Circular Economy

The Japan Partnership for Circular Economy (J4CE) is a partnership established by the Ministry of Environment; the Ministry of Economy, Trade, and Industry; and Keidanren to promote understanding and action on the circular economy. As the trend toward the circular economy accelerates worldwide, we are working to deepen the understandings of a wide range of stakeholders, including domestic companies, and to strengthen public-private partnerships.
Toshiba is participating in these activities.

> Japan Partnership for Circular Economy

Environment

For the irreplaceable global environment in which we live

Climate change, the depletion of energy and resources, conservation of water resources and biodiversity, the issue of marine plastics, and various other environmental issues have intensified to the point where they threaten the safety and security of lives in future generations.
To help tackle these issues through its corporate activities, Toshiba Group has formulated Environmental Future Vision 2050 as a long-term vision from a global perspective. As part of our efforts to help realize the ideal situation in 2050, we have set "respond to climate change," "respond to the circular economy," and "consider ecosystems" as the items of material issue in the environmental field along with specific KPIs pertaining to these initiatives.
We promote corporate activities with full consideration for the present and future global environment throughout the entire value chain, from design, procurement, manufacture, distribution, sales and disposal.

Material issues in Environment

Response to Climate Change ～Towards the Realization of a Decarbonized Society～

Response to the Circular Economy ～Towards the Realization of a Resource Circulating Society～

Consideration of Ecosystems ～Towards the Realization of a Society in Harmony with Nature～

Topics

Policy and Vision

The Eighth Environmental Action Plan (2024-2026)

Environmental Data

Conservation of Biodiversity

Other activities

- Environmental Management
- Ensuring of Environmental Risk Management and Compliance
- Environmental Information of Key Group Companies
- Environmental education programs for children (Japanese only)

Related Link

- Toshiba Group Green Procurement Guidelines
- Toshiba GX consulting service (Japanese only)
- Effective Action on Global Warming Prevention by Japanese Electrical and Electronics Industries (Liaison Group of Japanese Electrical and Electronics Industries for Global Warming Prevention)

Environmental Management

Policy and Vision

Environmental Management Structure

The Seventh Environmental Action Plan (2021-2023)

The Eighth Environmental Action Plan (2024-2026)

Environmental Consideration in Product Development

Environmental Data

Policy and Vision

"Committed to People, Committed to the Future." is the long standing Basic Commitment of the Toshiba Group, a statement that expresses our enduring credo to contribute to the development of society through our business. Since our founding, Our Purpose has been to combine the power of invention with our expertise and desire for a better world, to tackle increasingly complex and serious social issues, and to turn on the promise of a new day. In line with this philosophy, we have established Toshiba Group's Basic Policy for the Environment in order to contribute to the realization of a sustainable society, and the entire Group will work as one to implement this policy. In addition, to contribute to the realization of a sustainable society and to strive for sustainable development as a company, we have formulated the Environmental Future Vision 2050 as a new long-term vision from a global perspective, and we are promoting activities to realize a decarbonized society, a resource circulating society, and a society in harmony with nature.

Toshiba Group's Basic Policy for the Environment

Toshiba Group holds environmental initiatives to be one of our top priority tasks in corporate management, guided by The Essence of Toshiba. We will strive to create enriched value and ensure harmony with the earth to be committed to people and committed to 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 will contribute to the realization of a sustainable society and turn on the promise of a new day.

Promoting environmental management harmonized with business operations

- Toshiba 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 Group continuously improves its environmental management through audits and activity reviews.
- Toshiba Group complies with all laws and regulations, industry guidelines it has endorsed, and its own standards on the environment.
- Toshiba Group further raises employees' environmental awareness, and the company as a whole makes efforts for environmental protection.
- Toshiba 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 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 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 Group implements measures to decrease environmental impacts, such as those for responding to climate change, effective resource use, and chemical management.
- Toshiba 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 Group actively communicates with stakeholders, such as local communities and society, and promotes environmental activities in collaboration with them.

> The Essence of Toshiba

> Toshiba Group Standards of Conduct 8. Environment

Environmental Future Vision 2050

In recent years, climate change, the depletion of energy and resources, and various other environmental issues have intensified, to the point where they threaten the safe, secure lives of future generations. With regard to climate change in particular, given the impacts of floods, droughts, and enormous typhoons in many parts of the world, the 2015 adoption of the Paris Agreement[*1] has accelerated the movement toward carbon neutrality in each country. In the face of these circumstances, companies must recognize the importance of climate change from a long-term perspective and proactively respond in order to achieve carbon neutrality.

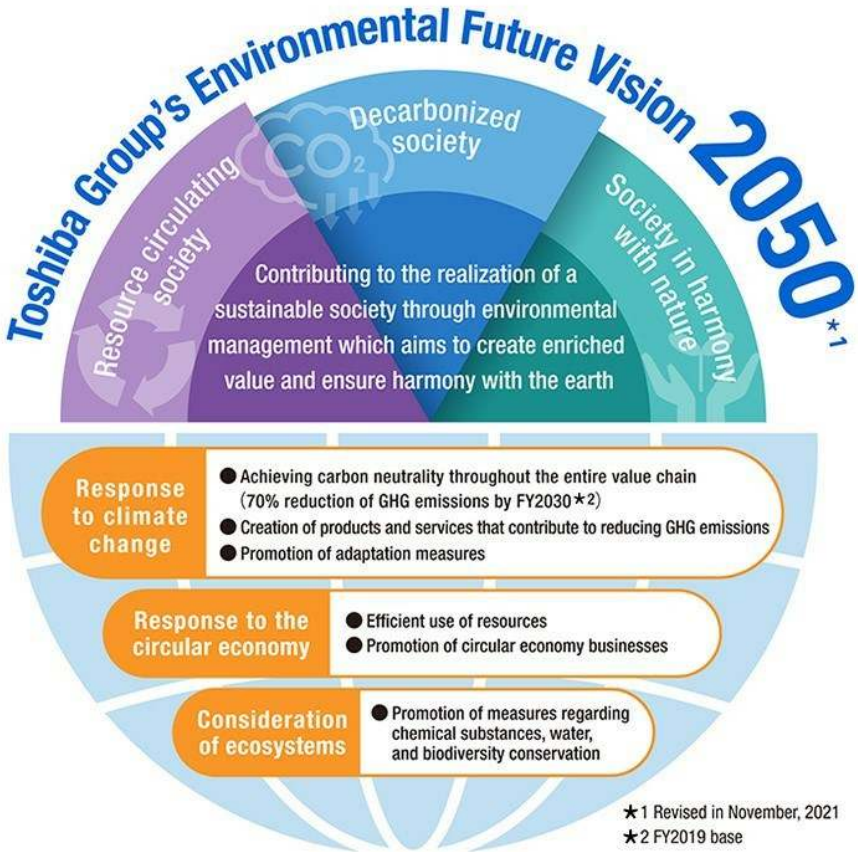
In addition, over the last several years, countries worldwide have been trying to address issues such as the transition to a circular economy, marine plastics, water resources, and biodiversity conservation; and society's interest in such issues are on the rise. Meanwhile, the dissemination of the SDGs, the expansion of ESG investment, and other movements involving corporate management aimed at sustainability overall are gaining momentum.

Amid these changing circumstances, we consider it important to continue providing enriched value to customers while responding to global trends from a long-term perspective in order to contribute to the realization of a sustainable society and to aim to grow sustainably as a company. As such, Toshiba Group formulated the Environmental Future Vision 2050 as a new long-term vision in November 2020 to address carbon neutrality, the circular economy, and other issues from a global perspective. With the goal of "contributing to the realization of a sustainable society through environmental management which aims to create enriched value and to ensure harmony with the earth," the Environmental Future Vision 2050 aims to realize a sustainable society—in other words, a decarbonized society, a resource circulating society, and a society in harmony with nature. Under the same concept of backcasting,[*2] which has been incorporated at the formulation of the previous Vision from 2007, we will promote the implementation of initiatives in three areas: "response to climate change", "response to the circular economy" and "consideration of ecosystems" so as to realize the ideal situation in 2050. In November 2021, we revised the vision "response to climate change" to further accelerate initiatives toward achieving carbon neutrality throughout the entire value chain[*3].

*1 The Paris Agreement is an international framework adopted at the 21st session of the Conference of the Parties (COP21) that seeks to reduce the volume of greenhouse gas (GHG) emissions. It aims to restrain the increase in the global average temperatures to less than 2°C from the pre-industrial level and to pursue efforts to limit the temperature increase even further to 1.5°C. To this end, the Agreement's target is to lower the volume of GHG emissions to substantially zero by the latter half of this century.

*2 Backcasting is a method that defines a desired goal and works back through the series of actions necessary for its achievement.

*3 Vision "Response to climate change" formulated in November 2020: "Contribution through the entire value chain to achieve net zero GHG emissions in society (50% reduction across the Group's value chain by FY2030)"
Vision "Response to climate change" revised in November 2021: "Achievement of carbon neutrality throughout the entire value chain (70% reduction of GHG emissions by FY2030)"

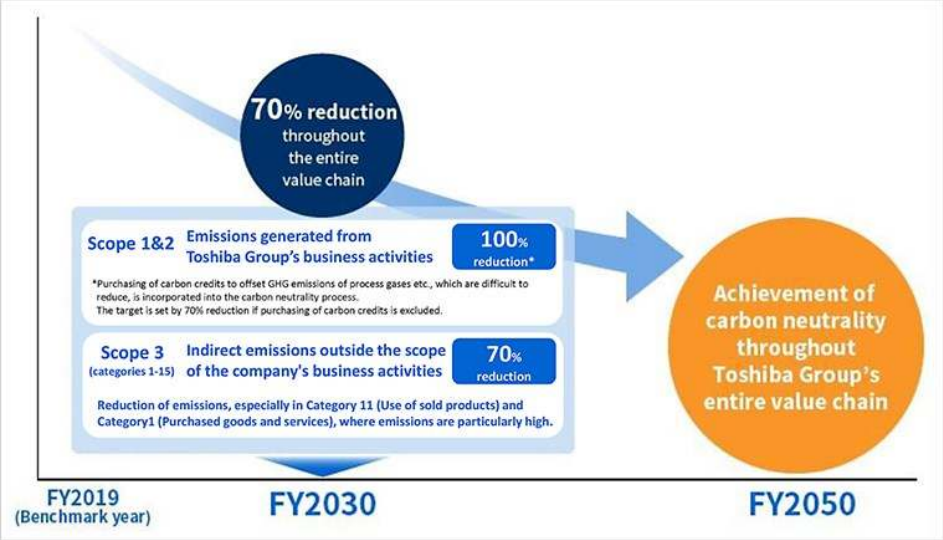


Under **"response to climate change"**, we aim to achieve carbon neutrality throughout Toshiba Group's entire value chain by FY2050 to contribute to the goal of the Paris Agreement. As a milestone, we aim to reduce GHG emissions by 70% by FY2030 compared to the FY2019 level. Specific initiatives include investing in energy-saving equipment and introducing equipment for renewable energy and procuring power derived from renewable energy in carrying out Toshiba Group's business activities; suspending the receipt of new orders for coal-fired thermal power plant construction work; and leveraging our technological capabilities to create products and services that contribute to GHG reductions in society. Such products and services include energy technologies: renewable energy, energy aggregation* for power supply and demand adjustment, CO_2 separation and capture technology, social infrastructure products and building-related products with high energy-saving properties. We will promote business that involves measures to adapt to climate change, which are aimed at ensuring stable energy supply and strengthening resilience, reducing GHG emissions derived from products and service purchased in cooperation with our suppliers, and conducting engagement activities with various stakeholders.
Under **"response to the circular economy"**, we will promote the efficient use of resources in both business activities and products and services. At the same time, we will actively collaborate with relevant parties, such as industry organizations, government agencies, and other companies, in order to adapt our business models to the circular economy. Specifically, we will work to reduce the volume of waste from business activities and to recycle used products and parts, as well as aim to build circular economy business models based on solutions that employ digital technologies, which is our focus business.
Under **"consideration of ecosystems"**, we will contribute to the creation of a society where humans live in harmony with nature and continue to enjoy the blessings of ecosystems by promoting compliance with policies and regulations on chemical substance management in countries around the world, proper management of water resources, and activities to conserve biodiversity on and off the premises of Toshiba sites.

* A mechanism for consolidating various energy resources, such as renewable energy and Electric Vehicle (EV), and controlling output according to power supply and demand conditions.

Response to Climate Change: Breakdown of Greenhouse Gas Reduction Target

In order to achieve the Environmental Future Vision 2050, we set out the following breakdown of GHG emissions reduction target and are promoting related initiatives.



> Towards the Realization of a Decarbonized Society (Information Disclosure Based on the TCFD Recommendations)
> Greenhouse Gas Emissions across the Value Chain

Environmental Management Structure

Group-wide Structure

Toshiba Group has been developing a structure to ensure appropriate decision-making and initiatives on sustainability issues.
Important policies, strategies and measures related to sustainability are discussed at Sustainability Strategy Committee, chaired by the President and CEO, and held twice a year. Among items on the meeting agenda, critical issues that are deeply related to management are reported from the Executive in Charge of Sustainability and Executive in Charge of Environment to the Board of Directors meetings, and then reflected in our Group's management strategy.
The following are recent examples of major environmental reports at the Board of Directors meetings.

- FY2022: Toshiba Group's carbon-neutral promotion scheme and the setting of renewed SBTs (Science Based Targets) as well as the setting of non-financial KPIs associated with Toshiba Group's material issues, including response to climate change, were reported.
- FY2023: Toshiba Group's measures to achieve its GHG reduction targets (such as the linkage with Performance Evaluation System, promotion of Internal Carbon Pricing system, and specific proposals to expand procurement of renewable energy) were reported.

> Sustainability Management Structure

More detailed measures and target management related to environment are shared and discussed at Toshiba Group Environmental Management Committee meetings (chaired by the Executive in Charge of Environment), which is established under Sustainability Strategy Committee. Toshiba Group Environmental Management Committee meeting is held twice a year and comprises business division managers, managers of key production sites, environmental promotion managers of key Group companies and corporate staff division managers as members. What is shared and discussed here is disseminated by key Group companies to Group companies and sites under them.
Under Toshiba Group Environmental Management Committee, there are three subcommittees: Planning Meeting, which promotes planning-related activities such as policies, management and information disclosure, Product Meeting, which promotes the development of environmentally conscious products and technologies, and Business Process Meeting, which promotes efforts to reduce the environmental impacts at production sites. With these subcommittees, detailed plans are developed, issues are identified, solutions are explored, and information is shared to strengthen initiatives across the Group. Under the sub-committees, specialized working groups set themes and engage in activities that cover a wide variety of fields.

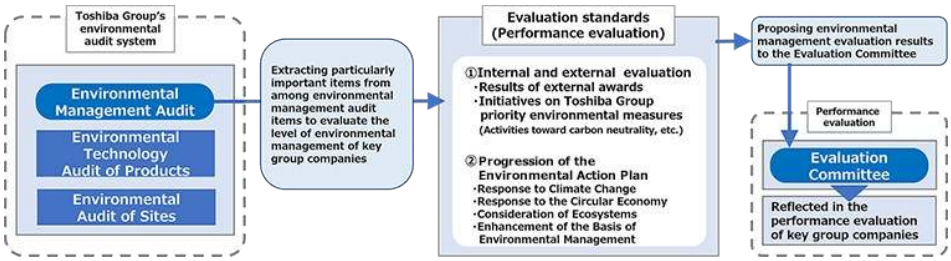
Toshiba Group Environmental Management Structure

Toshiba Group also has introduced evaluation of non-financial aspects to its executive compensation system. In the individual evaluation for performance-linked compensation of Toshiba's Corporate Officers as well as some senior executives at Group companies, special contributions for environmental management, including response to climate change, are taken into account. The evaluation items include the status of progress toward GHG reduction and other environment-related targets, development and provision of products and services that contribute to the environment, initiatives for achieving carbon neutrality, and improvement of external evaluations concerning the environment.
Using the same evaluation items as for officers, we also evaluate the environmental management of our key Group companies. Their results are reflected in each company's performance evaluation as well as each company's employee bonuses.

Audit and Evaluation System

Toshiba Group evaluates activities for environmental management from both "process" and "performance" perspectives. The evaluation for "process" is conducted under the "Toshiba Group Environmental Audit System" framework, based on management status and the system for encouraging each organization's Environment Division, Technology Management Division, and Site Management Division to carry out environmental activities. To evaluate "performance," Toshiba Group conducts "Environmental Management Level Assessment" of business divisions and key Group companies at the end of the fiscal year to check the results of each activity and incorporate the results in the performance evaluation.

Audit and Evaluation System (Overview)



(1) Toshiba Group Environmental Audit System

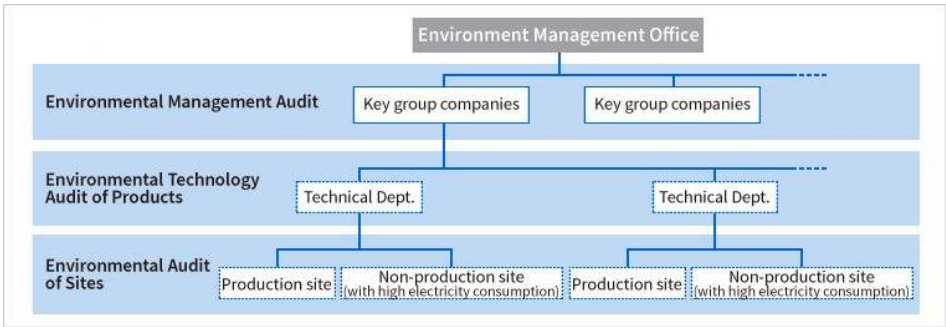
Toshiba Group conducts the following three types of internal audits with the aim of evaluating the status of the environmental management structure, compliance, facility management, and other relevant areas within Toshiba Group, and holds discussions to identify and solve problems.

1. Environmental Management Audit
   Key Group companies are audited to confirm the status of policies and systems, environmental risk management and compliance, and activity results of the Environmental Action Plan.
2. Environmental Technology Audit of Products
   Technology departments in business divisions are audited to check compliance with relevant legal requirements and the ECP* standards set for each product (group) to secure environmental quality and the progress of ECP creation activities, which have the goal of creating products that contribute to reducing environmental impacts.
3. Environmental Audit of Sites
   Production sites and non-production sites with high electricity usage are audited to check their environmental management status, control status of each environmental issue type (water discharge, air pollution, noise, waste, chemicals, energy consumption, etc.) at representative facilities, and to check the compliance system to see whether they are obeying applicable laws and regulations, agreements, and rules, among others.

Furthermore, at sites with relatively low environmental impacts that fall outside the scope of [3] Environmental Audit of Sites, self-audits are conducted in each Group company using the same standard.

* Environmentally Conscious Products

Toshiba Group Environmental Audit System



(2) Environmental Management Level Assessment (Linked with the Performance Evaluation System)

Toshiba Group conducts Environmental Management Level Assessment on business divisions and key Group companies. We select the progress of the Environmental Action Plan, initiatives for the achievement of carbon neutrality, evaluation and awards from inside and outside the company for environmental activities as performance evaluation criteria and evaluate their levels from various perspectives. We also submit the evaluation results to the Performance Evaluation Committee and reflect the Environmental Management Level Assessment results in the performance evaluation results of each evaluated company.

ISO 14001 certification

In promoting environmental management, we place importance on worksite environmental efforts as well, and currently, 51 sites of Toshiba Group have become ISO 14001 certified.
In many business domains, we are striving to obtain integrated certification that covers their headquarters, sales offices, production sites, and their group companies to develop comprehensive environmental management systems.

Number of ISO 14001-certified Sites

Business domains	Number of certified sites
Toshiba Corporation	1
Toshiba Energy Systems & Solutions Corporation Group	7 (including integrated certification)
Toshiba Plant Systems & Services Corporation Group	1
Toshiba Infrastructure Systems & Solutions Corporation Group	13 (including integrated certification)
Toshiba Elevator and Building Systems Corporation Group	4 (including integrated certification)
Toshiba Lighting & Technology Corporation Group	3 (including integrated certification)
Toshiba Tec Corporation Group	10
Toshiba Electronic Devices & Storage Corporation Group	4 (including integrated certification)
Toshiba Digital Solutions Corporation Group	3 (including integrated certification)
Battery Division	3
Other	2
Total	**51**

* As of August 1, 2024

Environmental Education

In order to raise the level of our environmental activities, we provide environmental education to all employees. Our environmental education scheme consists of (1) management and general education, (2) specialized education, and (3) ISO 14001 education*. We implement curricula appropriate for different posts, occupational roles, and specializations.

* Conducted for each certified organization.

Environmental Education System

Management education	General education	Specialized education	ISO 14001 education
e-learning (for all Toshiba Group members)		Education for new executives and managers	Education for employees
	Education for new employees	Education for certification of site environmental auditors	Education for managers
	Education for new executives and managers	Education for certification of product environmental technology auditors	Education for special employees
		Education on environmental Consideration in Product Development	Training courses for internal auditors
		Education on product environmental laws and regulations	

The Seventh Environmental Action Plan (2021-2023)

We at Toshiba Group have formulated and promoted the Environmental Action Plan based on Toshiba Group's Environmental Future Vision 2050. The results of activities under the '7th Environmental Action Plan' up to FY2023 are as follows. From FY2024, we will promote the Eighth Environmental Action Plan, which formulated as an activity plan by FY2026.

> The Eighth Environmental Action Plan (2024-2026)

Toshiba Group's Seventh Environmental Action Plan

Response to climate change (Priority item)

Activity content		Target	Result			Evaluation
			FY2021*1	FY2022*1	FY2023*1	
Business activities						
Reduction of total GHG emissions*2		0.98 million t-CO_2	1.03 million t-CO_2	0.77 million t-CO_2	0.56 million t-CO_2	Achieved
Rate of improvement of total energy-derived CO_2 emissions per unit*3		1% improvement compared to the previous fiscal year	Compared to FY2020 4% improvement	Compared to FY2021 13% improvement	Compared to FY2022 3% improvement	Achieved
Products & services						
Products and services associated with power supply	Reduction of GHG emissions during power supply (Base year: FY2019)*4	13.6% reduction	69.3% reduction	70.4% reduction	62.5% reduction	Achieved
	Avoided GHG emissions through introduction of renewable energy (cumulative total)*5	43 million t-CO_2	8.38 million t-CO_2	50.33 million t-CO_2	60.74 million t-CO_2	Achieved
Products and services associated with power consumption	Avoided GHG emissions during product use (cumulative total)*6	57 million t-CO_2	25.64 million t-CO_2	37.79 million t-CO_2	49.47 million t-CO_2	Achieved

Business activities/Products & services					
Contribution to GHG reduction through digital technology	Promotion of the use of digital technologies to realize remote operation, automation, and intelligence	Provided internal guidelines for analyzing environmental contributions with digital technology. Two items were evaluated based on the guidelines.	Five cases of GHG reduction contribution through digital technology are published on our web site.	Provided and promoted continuously the supply chain platform Meister SRM™ Portal and Smart Receipts.	Achieved
Promotion of business that adapt to impacts of climate change	Development of measures aimed at stable energy supply, strengthened resilience, etc.	Provided a VPP platform and a storm drainage system.	Continued to promote businesses that adapt to the impacts of climate change, such as rainwater countermeasure solutions.	Provided systems that accurately detect and predict hail, hailstones, snow, and rain, and has contributed to disaster prevention and natural disaster reduction in social infrastructure and other areas by using the advanced data analysis technology developed through its work on weather radar systems.	Achieved

Response to the circular economy (Priority item)

Activity content	Target	Result			Evaluation
		FY2021*1	FY2022*1	FY2023*1	
Business activities					
Reduction of waste volume*7	25,000t	30,000t	30,000t	23,000t	Achieved
Rate of improvement of the total volume of waste generated per unit*3	1% improvement compared to the previous fiscal year	Compared to FY2020 4% improvement	Compared to FY2021 Deterioration by 1%	Compared to FY2022 4% improvement	Achieved
Products & services					
Increased amount of resources saved (cumulative total)*8	400,000t	110,000t	200,000t	290,000t	Not achieved
Increased amount of plastic resources recycled (cumulative total)*9	1,800t	808t	1,552t	2,353t	Achieved
Promotion of circular economy businesses	Creation of business models that improve both resource efficiency and corporate value	A waste plastic selection system was put in operation.	Mapped cases corresponding to each phase of resource circulation and carbon recycling in order to grasp the current situation toward the realization of a circular economy business model.	Launched a demonstration experiment to assess the conditions of EV batteries and predict their lifespans using Toshiba's unique degradation diagnosis technology, and contributed to extending the lifespans of EVs.	Achieved

Consideration of ecosystems

Activity content	Target	Result			Evaluation
		FY2021*1	FY2022*1	FY2023*1	
Conservation of Biodiversity					
Activities at global sites based on the themes set out in reference to the new international goals*10	Promoting employee participatory activities in and outside Toshiba sites by combining the "five activity themes" and "three boosting tools"	Combining the five activity themes and three boosting tools, Toshiba promoted various community based conservation activities at approximately 60 global sites.	Toshiba promoted various activities in collaboration with local communities at approximately 60 global sites, including conservation of green space at Toshiba sites, building of ecosystem networks by creating biotopes, conservation of rare species, and clean-up activities intended to respond to marine plastics issues.	We carried out activities at around 60 sites around the world in collaboration with local stakeholders, taking into consideration the characteristics and issues of each area, combining five activity themes and three boosting (expanding & deepening) tools.	Achieved
Business activities					
Rate of improvement of the amount of water received per unit*3	1% improvement compared to the previous fiscal year	Compared to FY2020 9% improvement	Compared to FY2021 Deterioration by 4%	Compared to FY2022 Deterioration by 16%	Not achieved
Rate of improvement of the total amount of chemicals discharged per unit*3	1% improvement compared to the previous fiscal year	Compared to FY2020 13% improvement	Compared to FY2021 9% improvement	Compared to FY2022 1.1% improvement	Achieved
Products & services					
Reduction of specified chemical substances contained in products	Responding to policies and regulations regarding specified chemical substance management by countries around the world	Responding to policies and regulations regarding specified chemical substance management by countries around the world	Delivered our opinions on the PFAS Regulations in Europe and the state of Maine in the U.S as well as amendments to the RoHS Directive in various countries in cooperation with industrial associations	In cooperation with industrial associations, submitted comments on the US TSCA PIP (3:1) and the proposed amendment to the EU RoHS Directive.	Achieved

Enhancement of the basis of environmental management

Activity content	Target	Result			Evaluation
		FY2021*1	FY2022*1	FY2023*1	
Environmental communication					
External communication	Communicating Toshiba Group's environmental initiatives on its environment activity website	Disseminated awards received by Toshiba Group companies and the revision of the Green Procurement Guidelines to external parties on the environment activity website.	Disclosed the results of environmental activities in FY2021 on the environmental activity website. Upon disclosing the information, strengthened its TCFD-related information disclosure and enhanced its green procurement pages toward strengthening collaboration with suppliers.	Disclosed the results of environmental activities in FY2022 on the environmental activity website. In addition to strengthening TCFD and other carbon neutrality-related information disclosure, disclosed a circular-economy-related business model concept within the Group.	Achieved
Networking with stakeholders	Promotion of communication activities in the age of the "new normal" based on collaboration with local residents, NPOs, NGOs, and administrative offices and among employees	●Held Toshiba Group Environmental Seminar with the participation of a lecturer from outside the company ●Implemented activities, such as events and education, in various areas of Japan, Europe, the Americas, Asia, and China, taking in COVID-19 prevention	Implemented activities, such as events and education, in various parts of Japan, Europe, the Americas, China, and the rest of Asia while taking COVID-19 prevention measures.	Implemented activities such as events and education in various parts of Japan, Europe, the Americas, China, and the rest of Asia.	Achieved
Environmental risk management & compliance					
Strengthening of the internal compliance management system and thorough implementation of internal education	Building and strengthening of the internal compliance management system through the Toshiba Group Environmental Audit System and Performance Evaluation System; provision of environmental education according to different posts, occupational roles, and specializations	Provided education on product environment laws and regulations to Toshiba Group's persons in charge of environment and others involved in operations.	Provided education on product-related environmental laws and regulations to Toshiba Group's employees in charge of the environment and others involved in operations.	Provided new environment manager and staff education, site auditor education, product environmental technology auditor qualification education, and product environmental specialist education to newly appointed environment division employees, their managers, and staff members within Toshiba Group.	Achieved

* Basic-unit goals for energy-derived CO_2 emissions, waste, water, and chemical substances: activities are assessed using indicators such as nominal output, the number of products manufactured, the number of persons and total floor area.

*1 For FY2021, the target and evaluation results include Toshiba Carrier Corporation. For FY2022 and FY2023, Toshiba Carrier Corporation will not be included.

*2 CO_2 from electricity is calculated using emission coefficients provided by power companies.

*3 Each result is the rate of improvement compared to the previous year.

*4 The reduction rate of GHG emissions from products and services associated with power supply, such as thermal power generation (compared to FY2019). The calculation method is as follows:
GHG emissions from power generation for FY2021 onward due to newly installed or upgraded facilities are calculated into a reduction rate from emissions in FY2019. The arithmetic mean for the results during the period of the Seventh Environmental Action Plan is used.

*5 Contribution to GHG reduction by products and services associated with power supply such as water, geothermal, and solar power generation. The calculation method is as follows:
Obtain the difference between average GHG emissions per unit of all thermal power generation (coal, gas, oil) and GHG emissions per unit of renewable energy generation and multiply it by output, operation rate, facility utilization rate, expected product life, etc. Aggregate the cumulative total volume of contribution to GHG reduction due to power generation in FY2021 onward attributable to newly installed or upgraded facilities.

*6 Contribution to GHG reduction by products and services associated with power consumption, such as social infrastructure products. The calculation method is as follows:
Obtain the difference between total GHG emissions of assumed substitute products and total GHG emissions of shipped products and multiply it by the expected product life. Aggregate the cumulative total volume of the three years.

*7 Obtained by deducting the volume of objects with value from the total volume of waste generated (excluding sites engaged in waste treatment and power generation).

*8 Cumulative total volume of resources conserved due to lighter product weights and longer product lives over the three years. The calculation method is as follows:
[Total volume of input materials for assumed substitute products – Total volume of input materials for shipped products]

*9 Cumulative total volume of recycled plastics and bioplastics used over the three years.

*10 The "Kunming-Montreal Global Biodiversity Framework" formulated in the 15th Conference of the Parties to the Convention on Biological Diversity (COP 15) held in December 2022. Toshiba Group has set its activity themes in reference to the draft version (2020) of the Framework. Kunming-Montreal Global Biodiversity Framework
https://www.cbd.int/article/cop15-final-text-kunming-montreal-gbf-221222 (Convention on Biological Diversity)

The Eighth Environmental Action Plan (2024-2026)

Toshiba Group have formulated the Environmental Action Plan to achieve our long-term environmental vision. In this plan, we specify detailed areas of activity as well as set and manage targets. Based on Toshiba Group's Environmental Future Vision 2050, we have formulated the Eighth Environmental Action Plan with an activity period covering FY2024 to FY2026. The Eighth Environmental Action Plan sets out eight targets for three key activity areas—"Response to climate change," "Response to the circular economy," and "Consideration of ecosystems"—which are Toshiba Group's material issues. We will further develop and refine our activities in line with these targets to achieve our long-term vision and to help resolve various social issues in order to realize a sustainable society.

Toshiba Group's Eighth Environmental Action Plan

Response to climate change

Items to promote	FY2024	FY2025	FY2026
Business activities			
(1) Reduction rate of total GHG emissions (Scope1 + Scope2)*1 <compared to FY2019>	-32%	-44%	-55%
General			
(2) Reduction rate of total GHG emissions (Scope3) <compared to FY2019>	-59%	-61%	-63%
Products & services			
(3) Avoided GHG emissions through the use of products and services associated with energy consumption*2 <cumulative total from FY2019>	108 million t-CO_2	119 million t-CO_2	130 million t-CO_2

> Response to Climate Change
> Greenhouse Gas Emissions across the Value Chain

Response to the circular economy

Items to promote	FY2024	FY2025	FY2026
Products & services			
(4) Amount of resources saved in products and services*3	100,000 t	110,000 t	120,000 t
Business activities			
(5) Rate of improvement in the total volume of waste generated per unit*4 <compared to the FY2022 basic unit>	-2%	-3%	-4%

> Response to the Circular Economy

Consideration of ecosystems

Items to promote	FY2024	FY2025	FY2026
Business activities			
(6) Rate of improvement in the amount of water received per unit*4 <compared to the FY2022 basic unit>	-2%	-3%	-4%
(7) Rate of improvement in the reduction of the total amount of chemicals discharged per unit*4 <compared to the FY2022 basic unit>	-2%	-3%	-4%
Site activities			
(8) Promotion of activities for biodiversity conservation that contribute to the GBF targets*5	Activities that contribute to the seven GBF targets (formulated for each site)		

> Consideration of Ecosystems

*1 CO_2 emissions from electricity and city gas are calculated using emission coefficients published by the Greenhouse Gas Emissions Calculation, Reporting, and Publication System of Ministry of the Environment, Japan or emission coefficients provided by power and gas companies.

*2 Contribution to GHG reduction by products and services associated with power consumption, such as social infrastructure products. The calculation method is as follows:
Obtain the difference between total GHG emissions of assumed substitute products and total GHG emissions during use of shipped products for a single year and multiply it by the expected product life.

*3 Reduction of volume of input resources due to downsizing and lighter weights of products. The calculation method is as follows:
[Total volume of input materials for assumed substitute products - Total volume of input materials for shipped products]

*4 For the basic-unit targets, we use the nominal output, the number of products manufactured, the number of people, the total floor area, etc. for assessing activities.

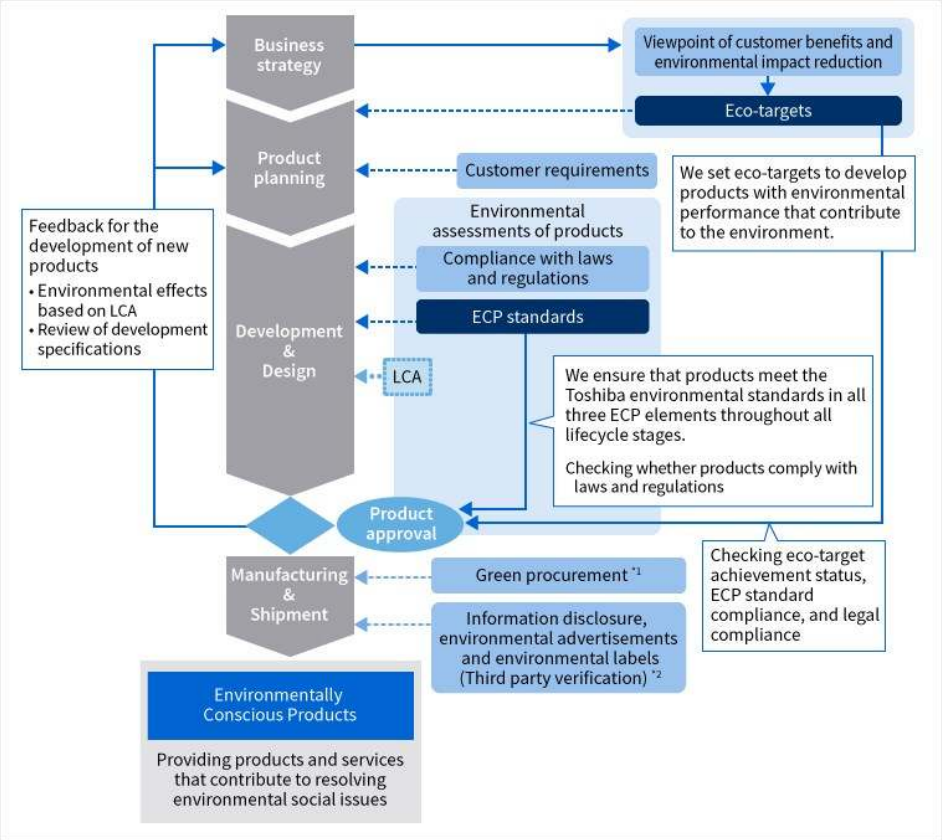
*5 GBF (Global Biodiversity Framework) refers to the "Kunming-Montreal Global Biodiversity Framework" formulated at the 15th Conference of the Parties to the Convention on Biological Diversity (COP15) held in December 2022. This is a set of global goals for biodiversity conservation consisting of elements such as the 2050 Vision, 2030 Mission, 2050 Goals, and 2030 Targets (23 activity targets). The seven targets refer to the following targets in the 2030 targets for achieving nature-positive: "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," and "Target 12: Securing green and water-friendly spaces"; Toshiba Group aims to contribute to achieving these targets at our approximately 60 sites in and outside Japan.

Environmental Consideration in Product Development

Toshiba Group aims to contribute to resolving climate change and other environmental issues by continuing to improve the environmental performance of all products and services that we develop.
Specifically, we aim to reduce the environmental impacts of our products and services through a process that incorporates environmental considerations from the business strategy stage by focusing on the three elements of ECP* (Toshiba Environmental Standards): mitigation of climate change, efficient use of resources, and management of chemicals.
During the product planning stage, we identify the level of environmental performance that will lead to resolving issues facing society and customers, set eco-targets to achieve that required level of performance, and then incorporate such targets into product specifications.
During the development and design stages, we confirm that our products and services comply with all relevant laws and regulations. Meanwhile, we define and manage ECP Standards as mandatory environmental performance criteria to be achieved in each stage of the lifecycle of products and services in order to ensure their quality with respect to the environment. We also strive to quantitatively understand the environmental impacts of our products by assessing their environmental performance.
During the manufacturing and shipping stages, we prioritize procurement of materials that have low environmental impacts. We actively disclose information and promote environmental awareness, and we work to obtain environmental labels for our products through third-party certification.

* Environmentally Conscious Products (ECP)

Process of considering the environment in products



*1 Toshiba Group Green Procurement Guidelines

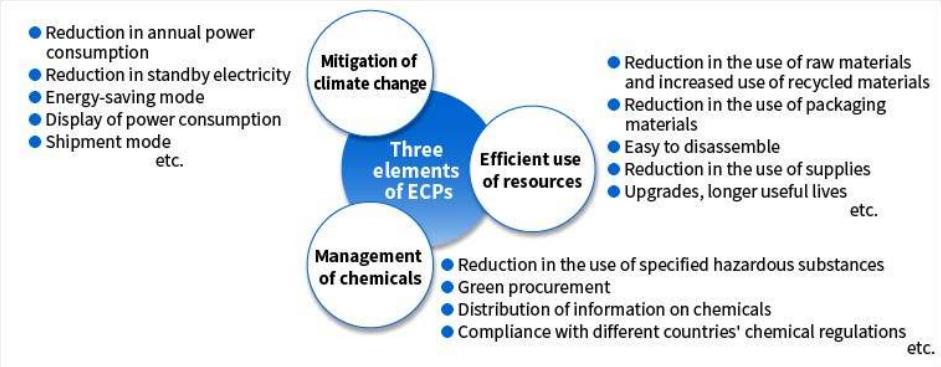
*2 Introduction of examples of environmental label acquisition
・Copying machines, etc.(Toshiba Tec Corporation): ENERGY STAR, China environmental labeling, Eco Mark, etc.
・Elevator: EcoLeaf Environmental Label, CFP(Carbon Footprints of Products) Label

Toshiba Environmental Standards

- Assessment Based on the Three Elements of ECPs -

Environmentally Conscious Products (ECPs) are designed to minimize environmental impacts throughout all stages of their lifecycles, including during procurement of materials, manufacture, distribution, use, disposal, and recycling.
ECPs have three elements: mitigation of climate change, efficient use of resources, and management of chemicals. Toshiba Group sets its own environmental standards (ECP Standards) for each product model to assess overall environmental performance, which includes all three of these elements. Environmental assessments are performed during development of every product to check not only whether the product complies with laws and regulations but also to check whether the product meets the ECP Standards.

Three Elements of ECPs

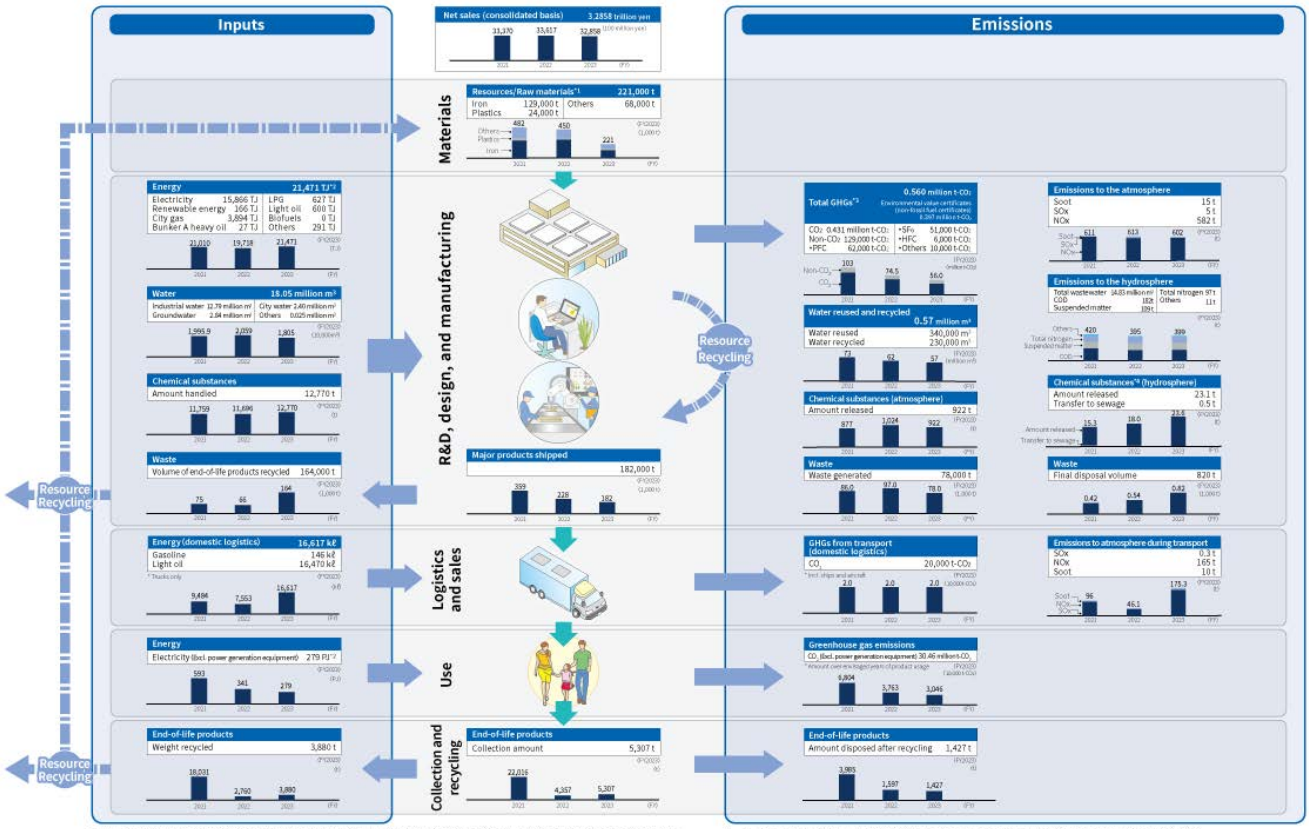


Environmental Data

Various data on Toshiba Group's environmental activities are available here.

Overview of Environmental Impacts

Toshiba Group quantifies its environmental impacts at each stage of the life cycle of its products and services — from materials procurement, manufacturing, distribution, customer use, to collection and recycling.



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> Overview of Environmental Impacts (PDF) (956KB)

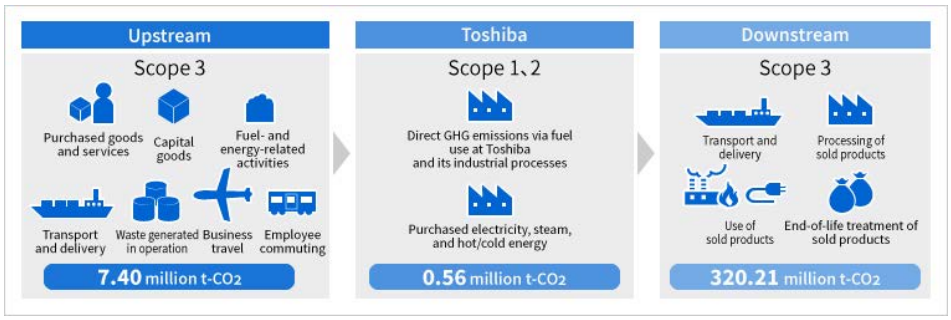
Response to Climate Change

Greenhouse Gas Emissions Across the Value Chain

As climate change becomes an increasingly serious issue, companies must monitor and manage not only their own GHG emissions but also emissions generated across their entire value chain. Based on the GHG Protocol*1, which provides international standards for calculating GHG emissions, and the Ministry of the Environment's Basic Guidelines for Calculating GHG Emissions throughout the Supply Chain, Toshiba Group monitors and calculates indirect GHG emissions generated outside the scope of its own business activities (Scope 3) in addition to its own emissions (Scope 1 and 2). Toshiba Group will continue working effectively throughout product lifecycles by quantitatively analyzing emissions accordingly.
Category 11 (GHG emissions through the use of sold products) accounts for a high percentage of emissions across the value chain. We will therefore continue to promote the development of energy technologies to realize decarbonization and to improve the energy efficiency of products. We are also cooperating with suppliers to reduce Category 1 (GHG emissions through the use of purchased products and services). Going forward, we will consider calculating GHG emissions using data obtained from our main suppliers.
GHG emissions through the use of sold products account for a high percentage of emissions across the value chain. We will therefore continue to promote the development of energy technologies to realize decarbonization and to improve the energy efficiency of products.

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

FY2023



Category		Categories covered by calculations	FY2019 calculation results (10,000 t-CO_2) *2	FY2023 calculation results (10,000 t-CO_2)
Upstream emissions	1	Purchased goods and services	623	644*3
	2	Capital goods	31	60
	3	Fuel- and energy-related activities not included in Scope 1 or 2	15	13
	4	Transportation and distribution (upstream)	18	17
	5	Waste generated in operations	1	1
	6	Business travel	2	1
	7	Employee commuting	4	4
	8	Leased assets (upstream)	0.3	0
Toshiba Group		Direct emissions (Scope 1)	32	21
		Indirect emissions associated with energy use (Scope 2)	77	34
Downstream emissions	9	Transportation and distribution (downstream)	25	22
	10	Processing of sold products	—	—
	11	Use of sold products*4	58,408	31,842
	12	End-of-life treatment of sold products	1	1
	13	Leased assets (downstream)	—	—
	14	Franchises	—	—
	15	Investments	150	157
Total			59,387	32,817

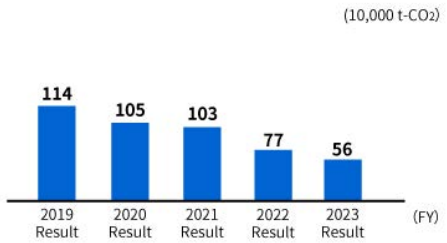
*2 Some figures were reviewed when SBT certification was renewed (March 2024).

*3 Some suppliers have applied primary data in their calculations for FY2023 results. The figure when calculated using the conventional calculation method is 584 (10,000 t-CO_2).

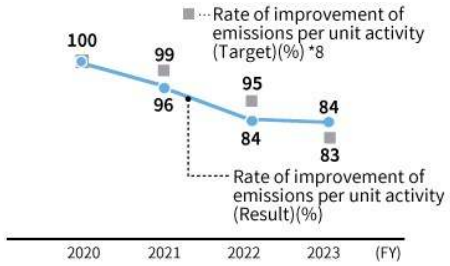
*4 Emissions include products and services that directly consume energy when used, as well as products and services related to energy supply, such as thermal power generation.

Activities at Our Sites

Total GHG emissions*5



Rate of improvement*6 of total energy-derived CO_2 emissions per unit activity*7



*5 CO_2 emission coefficients for electricity are calculated using emission coefficients provided by power companies.

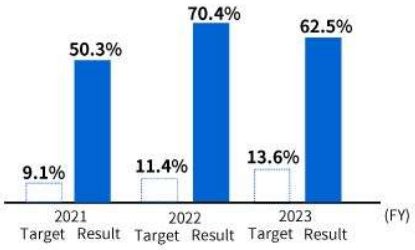
*6 The rate of improvement per unit activity of output with FY2020 as 100%.

*7 Basic-unit uses values such as production output, the number of products manufactured, the number of people, the total floor area, etc., that are related to energy-derived CO_2 emissions associated with manufacturing.

*8 The target value is set at 1% improvement over the results of the previous year.

Activities in Products and Services

Reduction of GHG emissions during power supply*9 (compared to FY2019)



Avoided GHG emissions through introduction of renewable energy*10 (cumulative total)

Avoided GHG emissions during product use*11 (cumulative total)

*9 The reduction rate of GHG emissions from products and services associated with power supply, such as thermal power generation.

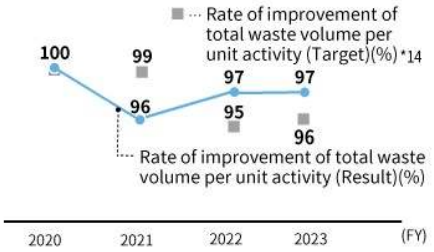
*10 Cumulative total volume of avoided GHG emissions by products and services associated with power supply such as water, geothermal, and solar power generation over the three years.

*11 Cumulative total volume of avoided GHG emissions by products and services associated with power consumption, such as social infrastructure products over the three years.

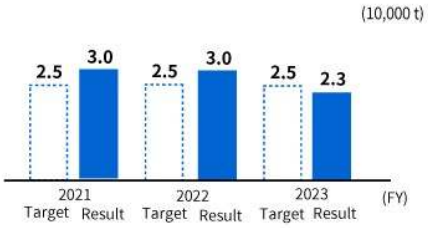
Response to the Circular Economy

Activities at Our Sites

Rate of improvement*12 of the total volume of waste generated per unit activity*13



Waste volume*15



*12 The rate of improvement per unit activity of output with FY2020 as 100%.

*13 Basic-unit uses values such as production output, the number of products manufactured, the number of people, the total floor area, etc., that are related to the total volume of waste generated associated with manufacturing.

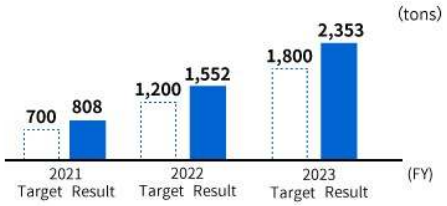
*14 The target value is set at 1% improvement over the results of the previous year.

*15 Obtained by deducting the volume of objects with value from the total volume of waste generated (excluding sites engaged in waste treatment and power generation).

Activities in Products and Services

Amount of resources saved*16 (cumulative total)

Amount of plastic resources recycled*17 (cumulative total)



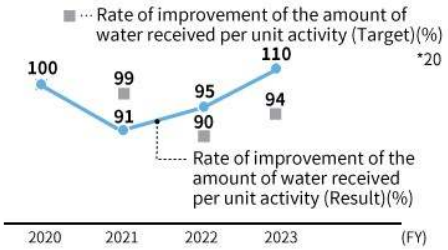
*16 Cumulative total volume of resources conserved due to lighter product weights and longer product lives over the three years.

*17 Cumulative total volume of recycled plastics and bioplastics used over the three years.

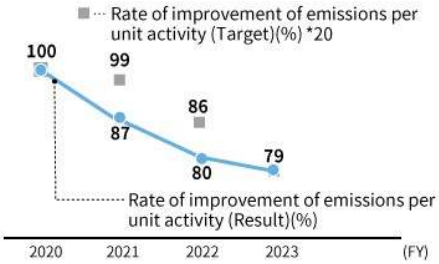
Consideration of Ecosystems

Activities at Our Sites

Rate of improvement*18 of the amount of water received per unit activity*19



Rate of improvement*18 of the total amount of chemicals discharged per unit activity*21



*18 The rate of improvement per unit activity of output with FY2020 as 100%.

*19 Basic-unit uses values such as production output, the number of products manufactured, the number of people, the total floor area, etc., that are related to the amount of water received associated with manufacturing.

*20 The target value is set at 1% improvement over the results of the previous year.

*21 Basic-unit uses values such as production output, the number of products manufactured, the number of people, the total floor area, etc., that are related to the total amount of chemicals discharged associated with manufacturing.

Environmental Accounting

Environmental Costs (FY2023) Unit: million yen

Category	Description	FY2023	
		Investments	Costs
Business area costs	Reduction in environmental impacts	4,300	5,934
Upstream/downstream costs	Green procurement, recycling, etc.	25	167
Administration costs	Environmental education, EMS maintenance, tree planting on factory grounds, etc.	22	2,040
R&D costs	Development of environmentally conscious products, etc.	127	6,260
Public relations costs	Support for local environmental activities, donations, etc.	0	11
Environmental damage restoration costs	Restoration of polluted soil, etc.	0	140
Total		4,473	14,552

Environmental Benefits [*22] (FY2023)

Category	Description	Reductions in environmental impacts		Benefits measured as a monetary value (million yen)	Calculation method
(A) Actual benefits	Costs that can be measured directly as a monetary value, such as electricity and water charges	Energy	-579,000 (GJ)	-2,003	Reductions in electricity charges and waste processing costs compared to the previous year, plus sales of valuables.
		Waste	6,878 (t)	3,003	
		Water	219,640 (m³)	535	
		Total monetary benefits		1,536	
(B) Assumed benefits	Reductions in environmental impacts measured as a monetary value	Reductions in the amount of chemicals discharged	1,211 (t)	20,951	To obtain monetary values, we assessed the impact of different substances by using the equivalent amount of cadmium for each substance, which we calculated based on environmental standards and on threshold limit values for chemical substances specified by the American Conference of Governmental Industrial Hygienists (ACGIH-TLV), and then multiplying such amounts by the damage compensation for cadmium contamination. In order to compare different environmental impacts by the same standard, reductions in environmental impacts on the atmosphere, hydrosphere, and soil compared to the previous year are shown alongside monetary amounts that represent the values of such reductions.
Total monetary benefits				**24,022**	

*22 Reductions in environmental impacts for actual and assumed benefits indicate differences between FY2023 and FY2022.Negative benefits indicate that the increase in environmental impacts exceeded reductions due to increases in production and other factors.

Third-party Verification

Scope of the Verification

- GHG Emissions Caused by Business Processes:
  GHG emissions generated by Toshiba and its Group companies in Japan and overseas (Scopes 1 and 2[*23])
  We selected and verified two sites (Tokai Works of Nuclear Fuel Industries, Ltd. and Semiconductor System Engineering Center Office, Toshiba Electronic Devices and Storage Corporation).
- GHG Emissions Caused by Use of Products Sold:
  GHG emissions caused by use of products sold by Toshiba and its Group companies in Japan and overseas (Scope 3 Category 11[*24])

*23 Scopes 1 and 2: GHG emissions generated by Toshiba through use of fuels and electricity as well as in the manufacturing process (Scope 1: direct emissions; Scope 2: indirect emissions)
*24 Scope 3 Category 11: GHG emissions caused by use of products and services produced and sold during the year covered by the report (including GHG emissions products and services associated with power supply such as power plants since FY2020)

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> Independent Verification Report by Japan Audit and Certification Organization for Environment and Quality (PDF) (152KB)

Result

Based on research conducted in accordance with Toshiba Group's policies and standards as well as with ISO14064-3[*25], it was concluded that there are no significant items that have not been disclosed or covered by the report.

*25 ISO14064-3: Specification with guidance for the verification and validation of greenhouse gas statements

Methods of Calculation

- CO_2 emissions caused by use of fuels: Calculated by the method set by Toshiba Group based on the Ministry of the Environment's Manual for Calculating and Reporting GHG Emissions (Version 4.9)
- CO_2 emissions coefficient for electricity purchasing: Provided by each power company
- Greenhouse gases other than CO_2: Calculated by the method set by Toshiba Group using the Global Warming Potential (GWP) in the Fourth Assessment Report of the Intergovernmental Panel on Climate Change (IPCC)
- CO_2 emissions caused by use of products sold: Calculated by aggregating the emissions estimated to be generated during use of products in the future for the year the products were sold

Response to Climate Change

Towards the Realization of a Decarbonized Society (Information Disclosure Based on the TCFD Recommendtions)

Response to Climate Change at Our Sites

Response to Climate Change in Products and Services

Towards the Realization of a Decarbonized Society (Information Disclosure Based on the TCFD Recommendations)

Toshiba Group has identified "Response to climate change" as one of its materiality issues and has positioned achieving carbon neutrality as a key management issue. As part of our Environmental Future Vision 2050, we are working to achieve carbon neutrality throughout our value chain by FY2050 by promoting initiatives at our business and production sites as well as initiatives for our products and services.

To reduce Scope 1 and 2 emissions, we focus on reducing the energy used in production processes, promoting the introduction of energy-efficient processes and equipment, expanding the utilization of renewable energy, and so on.

For Scope 3, we focus on reducing emissions in categories 1[*1] and 11[*2], which have particularly high emissions, and we work to encourage suppliers to act by conducting surveys and evaluating their initiatives as well as to develop products and technologies that contribute to achieving carbon neutrality.

In addition to "mitigation measures" to reduce greenhouse gas emissions, as "adaptation measures" to prepare for the impacts of climate change, we are also promoting the development of related products and services, such as business continuity plan (BCP) measures for production and business sites as well as disaster prevention solutions.

*1 GHG emissions from purchased goods and services

*2 GHG emissions from the use of products and services sold

> Response to Climate Change at Our Sites
> Response to Climate Change in Products and Services

> Material Issues and KPIs
> Environmental Future Vision 2050
> Greenhouse Gas Emissions Across the Value Chain
> Toshiba Group Green Procurement Guidelines

■ Information Disclosure Based on the TCFD Recommendations

We have endorsed the recommendations of the Task Force on Climate-related Financial Disclosures (TCFD), which was established by the Financial Stability Board, regarding the disclosure of climate change information. We are also a member of the TCFD Consortium, which was established to promote actions by organizations in Japan in support of the TCFD recommendations. In accordance with the TCFD recommendations, Toshiba Group will continue to disclose information on the risks and opportunities climate change poses for our business, and will promote initiatives to reduce such risks and maximize such opportunities.

Governance

Toshiba Group has established an environmental management structure and is promoting group-wide initiatives to respond to climate change. Items of the Environmental Action Plan and priority measures related to climate change are formulated and progress is checked at Toshiba Group Environmental Management Committee, and the content is reported to Sustainability Strategy Committee and the Board of Directors.

> Environmental Management Structure

Strategy

As global warming continues and temperatures rise, we are likely to experience more natural disasters including typhoons and floods, which seriously affect people's daily lives and society. Other concerns include sea level rise and droughts due to low precipitation. To respond to these impacts, the world is accelerating the movement toward achieving carbon neutrality by lowering GHG emissions to net zero.
Toshiba Group has been driving responses to climate change, aiming to achieve carbon neutrality throughout its value chain. In addition to reducing GHG emissions within the Group, we are actively implementing measures in each stage of the value chain, including creating more products and services that contribute to reducing GHG emissions in society and cooperating with suppliers to reduce upstream emissions.
To realize highly resilient corporate management as society changes in various ways due to the impact of climate change, it is important to respond appropriately by grasping the risks and opportunities related to climate change facing Toshiba Group.
Under Sustainability Strategy Committee chaired by the President and CEO, we conduct scenario analysis for each business domain to grasp and consider countermeasures for climate change-related risks and opportunities.

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 Net Zero Emissions by 2050 (NZE) scenario created by the International Energy Agency (IEA), assuming a world where the temperature increases by 1.5°C compared to the level before the industrial revolution. 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 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 RCP 8.5 scenario described in the Fifth Assessment Report of the Intergovernmental Panel on Climate Change (IPCC), assuming a world where the temperature increases by more than 4°C compared to the level before the industrial revolution. Although this scenario does not predict an impact due to regulations and technology as the 1.5°C scenario does, the impact of physical damage such as greater risk of natural disasters like typhoons and floods caused by unusual weather may increase.

Analysis method

●Scope:
To confirm the wider impact on all our main businesses, we expanded the targets of scenario analysis to the following seven business domains in FY2023. Since each domain has various businesses and the content and degree of impact of risks and opportunities vary according to the business, we conduct a detailed analysis for each business division to identify risks and opportunities that are 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).

- Energy Systems & Solutions Business
- Infrastructure Systems & Solutions Business
- Building Solutions Business
- Retail & Printing Solutions Business
- Electronic Devices & Storage Solutions Business
- Digital Solutions Business
- Other（Battery Business）

●Time frames :
Three time frames are set (short, mid, and long-terms). We assumed the present to 3 years as the short-term in light of the period of the mid-term business plan, up to FY2030 as the mid-term in light of the setting periods of Toshiba Group's management policy and our GHG emissions reduction targets (mid-term), and up to FY2050 as the long-term in light of Toshiba Group's Environmental Future Vision 2050 and our GHG emissions reduction targets (long-term).
●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 most recent scenario analysis, we used a common format in the business domains listed in the above scope. First, each business division identifies transition and physical risks and opportunities that climate change would pose to their respective business in line with the two scenarios, "1.5°C" and "4°C," based on the risk and opportunity categories presented in the TCFD recommendations, in light of the relevant business circumstances. Then, each business division assesses the importance of each risk and opportunity in accordance with the company-wide assessment standards. We set (1) three levels of impact (assessed by impact on sales or expense amounts) and (2) three levels of likelihood (assessed by probability and frequency) as the assessment standards. By multiplying the two assessment results, we categorize the final importance into one of three levels: low, medium, and high. Note that in this report we have mainly disclosed risks and opportunities with medium and high importance based on the assessment results.
In addition, these analysis results were reviewed by related corporate staff divisions (Strategic Planning Division, IR Division, Sustainability Division, Environment Division) to reflect the viewpoint of each area of expertise. Moreover, of the risks and opportunities that have been identified and assessed, those with particularly high importance or those that are unique to each business are calculated for the amount of financial impact and countermeasure costs by setting parameters, and we will give priority to formulating countermeasures for such items.

Analysis results

The main results of the latest scenario analysis conducted in FY2023 are as follows.

●Risks and Opportunities Common to Toshiba Group

Category		Main Risks	Importance	Main Countermeasures
Transition Risks	**Policy and Legal**	• Increase in response costs due to the wider introduction of carbon taxes and the emissions trading systems and to the rise in the certificate price, price passed through to raw materials • Increase in requests for the introduction of renewable energy due to GHG emissions reduction targets and policies of countries • Increase in response costs due to stricter energy saving related laws and regulations and information disclosure related laws and regulations	Medium	• Introduction of the Internal Carbon Pricing system for suppressing increase in future energy costs and certificate and credit related costs • Expanding the introduction of renewable energy • Promotion of the development of environmentally conscious products with high energy saving performance <Response to Climate Change in Products and Services>
	Technology	• Missing out on sales opportunities due to delayed development in response to growing demand for products and services that contribute to carbon neutrality	Medium	• Investment in the research and development of renewable energy related technologies and products and services with high energy saving performance <Strengthen R&D to stimulate innovation>
	Market	• Missing out on sales opportunities due to delayed response to changes in the preference of the market and customers, such as growing demand to respond to climate change • Increase in prices of procured items due to accelerated decarbonization initiatives at suppliers	Medium	• Appropriate and quick response to requests from markets and customers <Our philosophy and strategy> • Formulation of a procurement plan for business continuity including securing multiple suppliers <Risk Management Using the Business Continuity Plan (BCP) >
	Reputation	• Increase in business continuity risk as a result of lost trust from stakeholders due to delayed response to climate change	Small	• Promotion of initiatives and strengthening of information disclosure in light of requirements from outside the company <Evaluation by External Parties>
Physical Risks		• Suspended operations and increased response costs due to the impacts of natural disasters such as typhoons and floods (listed below) - Damage to production equipment - Impact on component procurement due to damage to suppliers - Impact on logistics and sales capabilities - Impact on employees	Medium	• Strengthening of business continuity plan (BCP) • Securing multiple suppliers <Risk Management Using the Business Continuity Plan (BCP)>

Category	Main Opportunities	Importance	Main Countermeasures
Opportunities	• Increase in demand for technologies, products, and services that contribute to carbon neutrality	Large	• Provision of products and services that contribute to carbon neutrality -Provision of green transformation (GX) consulting service <Toshiba's GX Service (Japanese only)> -Development and provision of renewable energy related technologies, VPP, hydrogen solutions, CO_2 separation and capture technology <Initiatives for Carbon Neutral (Toshiba Energy Systems & Solutions Corporation)>

* "Transition Risks" and "Opportunities" in common risks/opportunities are mainly identified assuming the 1.5°C scenario. "Physical Risks" are identified assuming the 4°C scenario.

* "Importance" of common risks/opportunities is based on the assessment of "impact" and "likelihood" as described in the "Analysis steps" above, and is determined comprehensively considering other factors such as the status of our response to the risks/opportunities.

●Toshiba Group's Risks and Opportunities by Business

	Main risks	Main opportunities	Related products, services, and initiatives (Links)
Energy Systems & Solutions Business	• Increase in response costs and missing out on sales opportunities due to regulations on the sale of equipment that uses sulfur hexafluoride (SF_6) such as gas insulated switchgears, for which regulations are increasingly restrictive • Missing out on sales opportunities for products due to delayed development of new technologies related to renewable energy • Missing out on sales opportunities due to the shortage or difficulty in procuring renewable energy-related components • Increase in product development and production costs due to changes of the materials of energy related products for low carbonization or decarbonization • Costs for design changes to wind power generation facilities in the case of winds exceeding expectations due to extreme weather	• Increase in demand for renewable energy-related technologies • Increase in demand for virtual power plants (VPP) • Increase in demand for hydrogen solutions • Increase in demand for SF_6 gas-free equipment • Spread and expansion of CCUS (Carbon dioxide Capture, Utilization and Storage) • Spread and expansion of Direct Current Power Transmission grids	Renewable Energy & VPP Hydrogen Energy Toshiba and Meidensha to develop GIS jointly using natural origin gases (News Release) Efforts for CO_2 emission reduction-CO_2 capture technology Development Project of Integrated Demonstration Facility and Supply Chain for Sustainable CCUS Adopted by Ministry of the Environment (News Release) The Renaissance of Direct Current Power Transmission: Why Now and What Makes it Special?
Infrastructure Systems & Solutions Business	• Increase in development costs as a result of introducing low carbon technologies or next-generation technologies to social infrastructure products, industrial equipment, etc. • Increase in response costs and missing out on sales opportunities due to regulations on the sale of equipment that uses sulfur hexafluoride (SF_6) such as cubicle gas insulated switchgears (C-GIS) for which regulations are increasingly restrictive • Increase in procurement costs due to price hikes in steel, copper, aluminum, magnets, etc. • Increase in product development and production costs as a result of changing the materials for low carbonization and decarbonization in social infrastructure facilities, etc.	• Increase in demand for railway systems using batteries that contribute to reducing environmental impacts • Increase in demand for automotive products (motors, etc.) due to increased sales of electric vehicles • Increase in demand for products with low CO_2 emissions and systems linked to such products • Increase in demand for disaster management solutions	Railway Systems Automotive Motors Automotive Motors (U.S. manufacturing site) Disaster Management Solutions Stormwater Drainage Solutions Renewable Energy Power Generation Systems (Japanese only) Phased Array Weather Radar Robotics, Logistics System Solutions
Building Solutions Business	[Lighting Business] • Missing out on sales opportunities for next-generation solutions to achieve carbon neutrality due to delayed development • Increase in procurement costs due to price hikes in main materials, including steel sheets, aluminum, copper, glass, resin, etc. [Elevator & Escalator Business] • Missing out on sales opportunities due to delayed development of energy-saving technologies for elevators and escalators • Increase in product costs due to increased procurement costs as a result of improved energy-saving functions of elevators and escalators	[Lighting Business] • Increase in demand for high efficiency LED lighting due to increased upgrading to equipment with high energy-saving performance • Increase in demand for automotive high efficiency LED products due to a greater number of vehicles with high environmental performance (hybrid vehicles, electric vehicles, etc.) [Elevator & Escalator Business] • Increase in demand for elevators and escalators with high energy-saving performance • Increase in demand for renewal to the latest control systems due to the acceleration of energy-saving initiatives for existing buildings • Increase in demand for disaster-resistant elevators, such as those that resist flood damage	[Lighting Business] General Lighting LED lighting with camera ViewLED (Japanese only) Industrial Lighting An eco-friendly light source Environmental Initiatives (Environmentally Conscious Products (ECPs)) (Japanese only) [Elevator & Escalator Business] Toshiba Machine-Room-Less Elevators SPACEL Energy-saving Type Toshiba Machine-Room-Less Elevators SPACEL SDGs Initiatives Toshiba Escalators Standard/Space-saving Type TG Series (Japanese only) Toshiba Escalators Standard/Space-saving Type TG Series SDGs Initiatives (Japanese only)
Retail & Printing Solutions Business	• Missing out on sales opportunities for retail & printing related products* and solutions due to failing to meet the standards required by the market and customers • Missing out on sales opportunities for retail & printing related products and solutions due to delayed development of energy-saving technologies • Missing out on sales opportunities due to a lack of emphasis on energy-saving and renewable energy effects of solutions to customers • Increase in costs due to price pass-through to procured items and distribution costs as a result of accelerated response to climate change by suppliers and distribution partners * POS products, Auto ID products and MFP products	• Increase in demand for POS products with high energy-saving performance, auto ID products, MFP products, linerless label printers, MPS/MDS (optimization of customer printing costs) solutions, etc. • Increase in demand for data services, including retail media (advertisement distribution service) due to the spread of smart receipts and also data sales due to increased collection of ID-POS data • Increase in demand for products and services that contribute to limiting food disposal loss and the resulting reduction in energy consumption	The following links are all in Japanese. Data Use Services Distribution Headquarters/Store System POS Registers/Store Equipment Label Printers/Automatic Recognition System MFPs/Office Equipment
Electronic Devices & Storage Solutions Business	• Increase in costs as a result of installing detoxifying equipment or changing to alternative gases due to tightened regulations on wafer-etching process gas • Increase in amount of capital investment for reducing greenhouse gas emissions • Increase in response costs due to an expanded information disclosure obligation regarding climate change response • Missing out on sales opportunities due to being unable to develop products that contribute to carbon neutrality including power semiconductors at an appropriate time • Increase in raw material costs due to increased demand for products and technologies that contribute to carbon neutrality (electric vehicles, etc.)	• Increase in demand for energy efficiency products, including power semiconductors and high-efficiency semiconductors • Increase in demand for semiconductor products that are adapted to demand for energy-saving products • Increase in demand for products related to electric vehicles due to the expansion of their market • Increased in demand for low power-consumption helium-filled HDDs	Power Semiconductors Toshiba to Expand Power Semiconductor Production Capacity with 300-millimeter Wafer Fabrication Facility (News Release) Automotive Devices Storage Products Epitaxial Reactors with High Growth Rate Parts Materials (Silicon nitride bearing ball, Silicon nitride ceramic substrate)
Digital Solutions Business	• Missing out on sales opportunities due to delayed development of innovative digital technologies and ICT solutions that contribute to carbon neutrality • Missing out on sales opportunities due to a lack of human resources who support the advancement of digital technologies that contribute to the achievement of carbon neutrality; increase in costs for securing and developing human resources	• Increase in demand for ICT solutions (manufacturing IoT solution "Meister Factory series," manufacturing IoT cloud service "Meister Manufact®," etc.) that contribute to reducing greenhouse gas through improved productivity and streamlining of operations • Increase in demand for co-creation and collaboration with partners who are developing decarbonization businesses (strategic procurement solution "Meister SRM®," etc.) • Increase in demand for maintenance, operation, and recurring businesses for reducing environmental impacts • Increase in demand for co-creation and data utilization businesses (human resource management solution "Generalist®," etc.) that involve customers and the industry	Factory IoT Platform Manufacturing IoT Cloud Service Strategic Procurement Solution "Meister SRM®" (Japanese only) Toshiba Succeeds in CO_2 Data Calculation and Data Linkage in Demonstration Test Phase 2 of "CO_2 Data Linkage on the Virtual Supply Chain" Hosted by "Green x Digital Consortium (Secretariat: JEITA)" – Demonstrating Data Linkage/Exchange Using Meister SRM Portal and Asset Administration Shell Technology – (News Release) (Japanese only) Human Resource Management Solution "Generalist®" (Japanese only)
Other (Battery Business)	• Increase in costs for automotive batteries due to tightening of automobile fuel consumption regulations • Price hikes in raw materials due to export controls in rare metal-producing countries • Increase in costs and price pass-through to procured products due to compliance with EU battery regulations • Increase in R&D expenses for the development of materials and establishment of manufacturing technologies with less greenhouse gas emissions to reduce carbon footprint • Increase in procurement costs that are associated with changes in materials due to advanced energy-saving technologies for batteries • Missing out on overseas sales opportunities due to delayed investment decisions in response to increasing demand for automotive batteries, etc.	• Increase in demand for automotive batteries as a result of the shift to hybrid and electric vehicles • Increase in demand for stationary and industrial batteries with high energy-saving performance for railways, vessels, industrial equipment, etc. • Increase in demand for storage battery systems due to accelerated introduction of renewable energy • Increase in demand for products that meet adaptation needs, such as emergency storage battery systems	SCiB™ Toshiba's SCiB™ rechargeable battery used in various fields SCiB™ Topics Sustainability of SCiB™ Expansion of the Facilities of Yokohama Battery Operations for Increasing Production of Lithium-ion Batteries (PDF) (583KB)

> Toshiba Group's Risks and Opportunities by Business (PDF) (583KB)

* For the details of the scenario analysis results for the Retail & Printing Solutions business, please refer to "Toshiba Tec Group Integrated Report 2024."
Toshiba Tec Group Integrated Report 2024 (Toshiba Tec Corporation)

As a result of the scenario analysis for each business assuming the 1.5°C and the 4°C scenario, we identified different risk factors depending on the characteristics of each business. For example, technology and market risks of renewable energy-related products in the Energy Systems & Solutions business, policy and legal risks concerning GHG emissions in manufacturing processes in the Electronic Devices & Storage Solutions business, and risks related to human resources in the Digital Solutions business. As for opportunities, we also identified various business opportunities for each business, including renewable energy-related technologies, railway systems, disaster management solutions, high efficiency LED lighting, elevators with high energy-saving performance, POS systems and multifunction peripherals (MFPs), power semiconductors, ICT solutions that contribute to reducing GHG emissions, and automotive batteries.

Countermeasures

Some of the countermeasures for risks and opportunities that were identified and assessed in the above scenario analysis are incorporated into the mid-term business plan of each business domain, and measures are promoted. Risks and opportunities of high importance will continue to be reflected in mid-term business plans, and their progress will be managed regularly.
Toshiba Group has declared that it regards the social trend toward carbon neutrality as an opportunity and will contribute to achieving carbon neutrality by building infrastructure and a data society through business activities. To increase this policy's effectiveness, we first launched a Group-wide project in FY2022 to formulate a GHG emissions reduction roadmap that incorporates specific measures toward achieving carbon neutrality at our own business and production sites, and we are now promoting implementation. In addition, to contribute to carbon neutrality for society as a whole, we have established a structure to promote our business quickly and effectively by making organizational changes to strengthen our energy aggregation business in FY2022.
Going forward, we will continue to link scenario analysis results to Toshiba Group's business strategy and engage in resilient business management while appropriately responding to risks and opportunities.

> Our philosophy and strategy

> Response to Climate Change at Our Sites

> Response to Climate Change in Products and Services

> Initiatives for Carbon Neutral (Toshiba Energy Systems & Solutions Corporation)

Risk Management

Toshiba Group's risk management concerning climate change is incorporated into the company-wide risk management process. For business risks that have significant impact on management including climate-related risks, we clarify management decision criteria, permissible risk limits, and corporate policy on business withdrawal in making management decisions to achieve Toshiba Group's sustainable growth and increase corporate value. In addition, for each risk case, the Business Risk Review Committee conducts risk assessment, identifies the maximum risk, and establishes items for monitoring.
Matters of particular importance are discussed at the Management Meeting. The Business Risk Review Committee meeting is held several times monthly as matters arise. We have added climate-related risks (policy and legal risks, technology risks, market risks, reputation risks, and physical risks) based on the TCFD recommendations to the business risk criteria and will work to strengthen the assessment processes concerning climate change going forward.
With regard to risk management specialized for climate change, we identify risks and assess their importance as part of the scenario analysis for the main business domains, which are conducted under the Sustainability Strategy Committee. For the risks identified and assessed here, the Executive in charge of Sustainability and the Executive in charge of Environment bring them up to the Board of Directors meetings to be reflected in the Group's management strategy.

> Structure of Risk Management and Compliance

Metrics and Targets

SCIENCE BASED TARGETS
DRIVING AMBITIOUS CORPORATE CLIMATE ACTION

Under Environmental Future Vision 2050, we aim to achieve carbon neutrality throughout Toshiba Group's entire value chain by FY2050. As a milestone, we aim to reduce GHG emissions by 70% by FY2030 compared to the FY2019 level.
Toshiba Group's GHG reduction targets have been approved by the Science Based Targets[*1] initiative (SBTi) as 'net zero targets' that are consistent with the goals of the Paris Agreement[*2].

(For all items below, the base year is FY2019.)

Long-term target

- **Reduce GHG emissions throughout the value chain to net zero[*3] by FY2050.**

Near-term targets

- **Reduce Scope 1[*4] and Scope 2[*5] GHG emissions by 70% by FY2030.**
- **Reduce Scope 3[*6] GHG emissions by 70% by FY2030.**

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

*2 An international framework adopted at the twenty-first session of the Conference of the Parties (COP21) that seeks to reduce GHG emissions.

*3 90% reduction in gross emissions by 2050 at a rate consistent with a 1.5°C level reduction pathway, with the remaining carbon emissions removed from the atmosphere and permanently stored.

*4 Volume of direct emissions through fuel use and industrial process at Toshiba Group

*5 Volume of indirect emissions through use of electricity, heat, etc., purchased by Toshiba Group

*6 Volume of indirect emissions generated by Toshiba Group's value chain (raw materials procurement, distribution/logistics, sales, disposal, etc.) outside Scope 1 and 2

In addition, in order to monitor the progress made toward the above targets each year, we have set and are managing targets through to FY2026 in Toshiba Group's Environmental Action Plan. As of FY2023, reduction is progressing smoothly in all of Scope 1, 2, and 3 toward achievement of the targets. We will continue to promote GHG reduction measures at each stage of the value chain.

> Greenhouse Gas Emissions Across the Value Chain
> The Eighth Environmental Action Plan (2024-2026)

For the results of Scope 1, 2, and Category 11 of Scope 3 (Emissions from the use of products and services sold), we undergo a third-party verification to ensure data reliability.

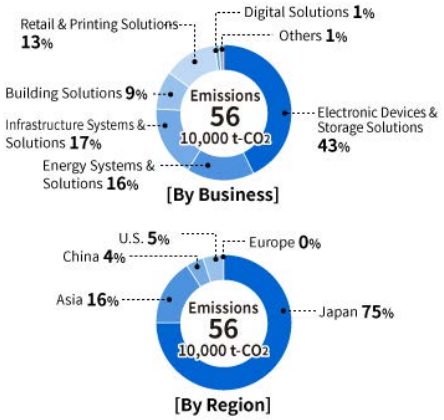
> Third-party Verification

Response to Climate Change at Our Sites

Toshiba Group has set long-term greenhouse gas emissions reduction targets and is working to achieve them in line with our Environmental Future Vision 2050. To achieve our goals, we are working at our business and production sites in Japan and abroad to improve energy consumption efficiency by replacing inefficient equipment with energy-saving equipment and promoting energy-saving measures. We are also promoting the use of renewable energy, including on-site and off-site PPAs, as an alternative to fossil-fuel-derived energy.

> Click here for the results of "Reduction of total GHG emissions"

Breakdown of total GHG emissions (FY2023)

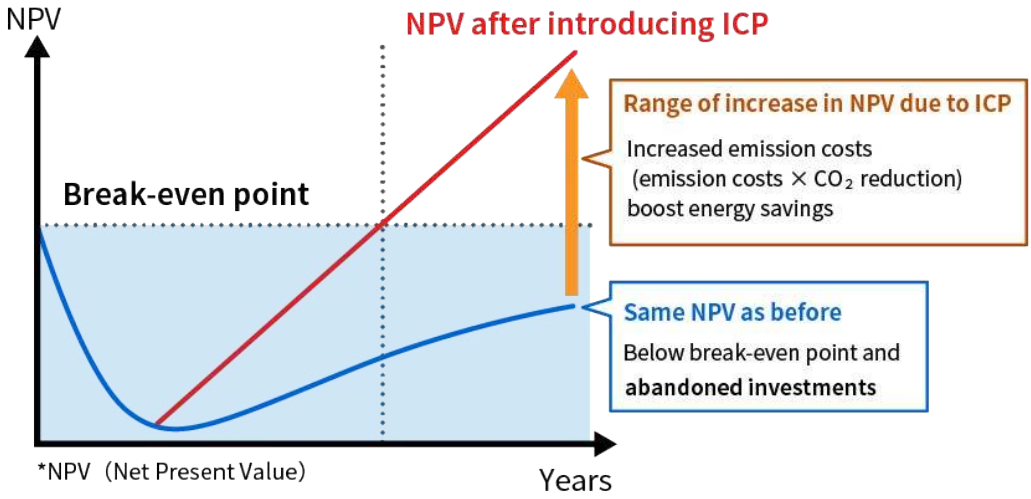


Due to the nature of the business, Electronic Devices & Storage Solutions has a high level of greenhouse gas emissions. Thus, we are working to reduce greenhouse gas emissions through measures such as improving productivity, promoting energy-saving measures, and introducing renewable energy. In addition, we are actively installing systems to capture and/or remove PFCs (perfluorocarbons) used in semiconductor manufacturing, and we are reducing emissions of PFCs, which have a high global warming potential.

Introduction of the Internal Carbon Pricing

In December 2022, Toshiba Group introduced the Internal Carbon Pricing (ICP) system to reduce GHG emissions (Scope 1 and 2) from our business activities. We convert the impact of the investments aiming at reducing GHG emissions on future business into economic value, then by using this information in investment decision making, we will foster internal awareness and promote behavioral change toward carbon neutrality. The ICP will be established on a country-by-country basis based on the future outlook for greenhouse gas emission costs published annually by the International Energy Agency (IEA), and will be reviewed periodically to enhance its operation.

- Carbon price within Toshiba Group（ICP）: <Japan> 13,827 yen/t-CO_2（FY2023）*ICP is country-specific
- Scope : The investment aiming at reducing GHG emissions
- Application method : The amount of GHG emission reductions added as a "deemed benefit" by applying the ICP to the subject capital investment is used as the basis for investment decisions.



Expanding the introduction of renewable energy

Renewable energy accounts for 58% of the total electricity consumption of the Toshiba Group. Based on Toshiba Group's long-term GHG emissions reduction targets, we will promote measures such as expanding the introduction of renewable energy at our sites worldwide to significantly reduce emissions and contribute to the realization of a decarbonized society.
In FY2023, 100% of consumed electricity was from renewable sources at three sites, and we will continue to actively utilize renewable energy.

Case

Introducing the on-site PPA model to a semiconductor manufacturing site in Japan

Environment | Climate Change | Activities at sites

Japan Semiconductor Corporation Oita Operations

Japan Semiconductor Corporation's Oita Operations introduced the on-site PPA[*1] model in April 2024. Toshiba Energy Systems & Solutions Corporation supplied the in-house solar power generation unit installed at the site. This is the largest solar power generation system installed on the premises of Toshiba Electronic Devices & Storage Corporation Group, and it is expected to generate approximately 5.83 million kWh of electricity per year, all of which will be consumed at the site. The GHG emissions reduction effect of this installation is expected to be 2,793 tons per year in FY2024. Toshiba Device & Storage Group is committed to achieving 100% renewable energy usage[*2] at all of its semiconductor manufacturing sites in Japan by FY2030.

*1 PPA: Power Purchase Agreement. A type of contract in which electricity consumers purchase 100% renewable energy directly from power providers. The on-site PPA model involves installing power generation units on the premises, roofs, etc. of electricity consumers.

*2 The Group is expected to achieve an effective 100% renewable energy usage rate by using environmental value certificates for electricity from renewable energy sources such as hydropower, geothermal power, solar power, and other sources that have zero CO_2 emissions.

> https://toshiba.semicon-storage.com/jp/company/news/news-topics/2023/02/corporate-20230210-1.html (Toshiba Electronic Devices & Storage Corporation) (Japanese only)

Aerial photograph of Japan Semiconductor Corporation Oita Operations

Case

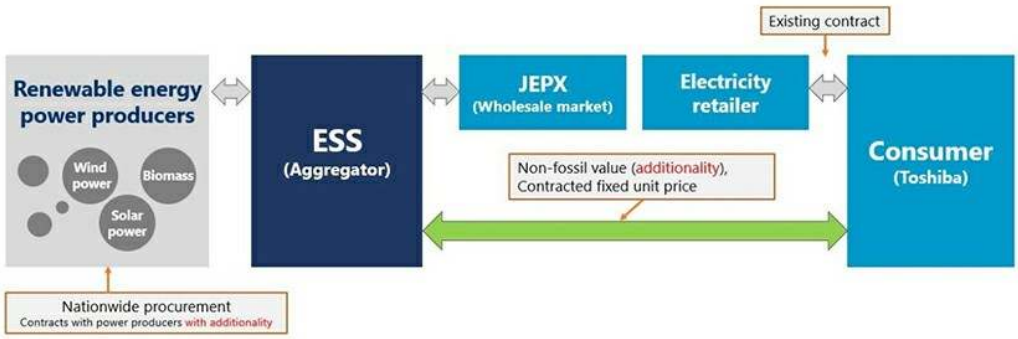
Toshiba Group's Kawasaki Head Office achieves 100% supply of renewable energy

Environment | Climate Change | Activities at sites

Toshiba Corporation

Toshiba Group has introduced a Virtual Power Purchase Agreement (VPPA) for the use of electricity at Smart Community Center, Kawasaki City, Toshiba Group Kawasaki headquarters, and together with the purchases of FIT non-fossil certificated, the Center will be virtually 100% powered by renewable energy sources from April 2023.
VPPA is a method whereby electricity consumers can virtually procure only the environmental value of renewable energy generated at power plants located outside the premises of the electricity consumer, and in this scheme, Toshiba Energy Systems & Solutions Corporation acts as an aggregator that adjusts the balance between supply and demand for electricity.
The VPPA is expected to cover the generation of approximately 630,000 kWh of renewable energy per year, with CO_2 reduction effect of 244 tons per year, which is equivalent to about 9.0% of the total electricity consumption of the entire Kawasaki Smart Community Center estimated in FY2023. At the Smart Community Centre, we have achieved 100% renewable energy by combining VPPA and FIT non-fossil certificates and allocating the remaining amount to FIT non-fossil certificates.

> Toshiba Group's Kawasaki Head Office Virtual Power Purchase Agreement will Achieve 100% Virtual Supply of Renewable Energy



Case

Energy-saving activities by optimizing steam supply in the site

Environment | Climate Change | Activities at sites | Ecosystems

Japan Semiconductor Corporation Oita Operations

Japan Semiconductor Corporation Oita Operations, which manufactures automotive analog semiconductors, etc., is a type 1 designated energy management factory that uses 80,241 kiloliters of energy per year in crude oil equivalent. Since slightly more than 90% of such energy is electricity, we have been carrying out energy-saving initiatives mainly to reduce the amount of electricity used. Recently, however, we have conducted energy-saving activities with a focus on city gas, of which we use 5,689 kiloliters per year in crude oil equivalent.
Specifically, we reviewed the steam supply system between buildings in the site to minimize heat radiation loss, maximized operational efficiency using water tube boilers along with newly installed compact once-through boilers after more precisely predicting the required steam within the Operations, and adjusted the steam supply pressure.
As a result of these initiatives, we successfully reduced our city gas consumption by 520 kiloliters per year (9.1% compared to the previous year) in crude oil equivalent. These initiatives received Energy Conservation Center Chairman's Award in the Energy Saving Category at the awards ceremony for the 2022 Energy Conservation Grand Prize for excellent energy conservation equipment.

- Energy Conservation Grand Prize (Energy Conservation Center) (Japanese only)
- "FY2022 Energy Conservation Grand Prize" Energy Conservation Center Chairman's Award (Toshiba Electronic Devices & Storage Corporation) (Japanese only)

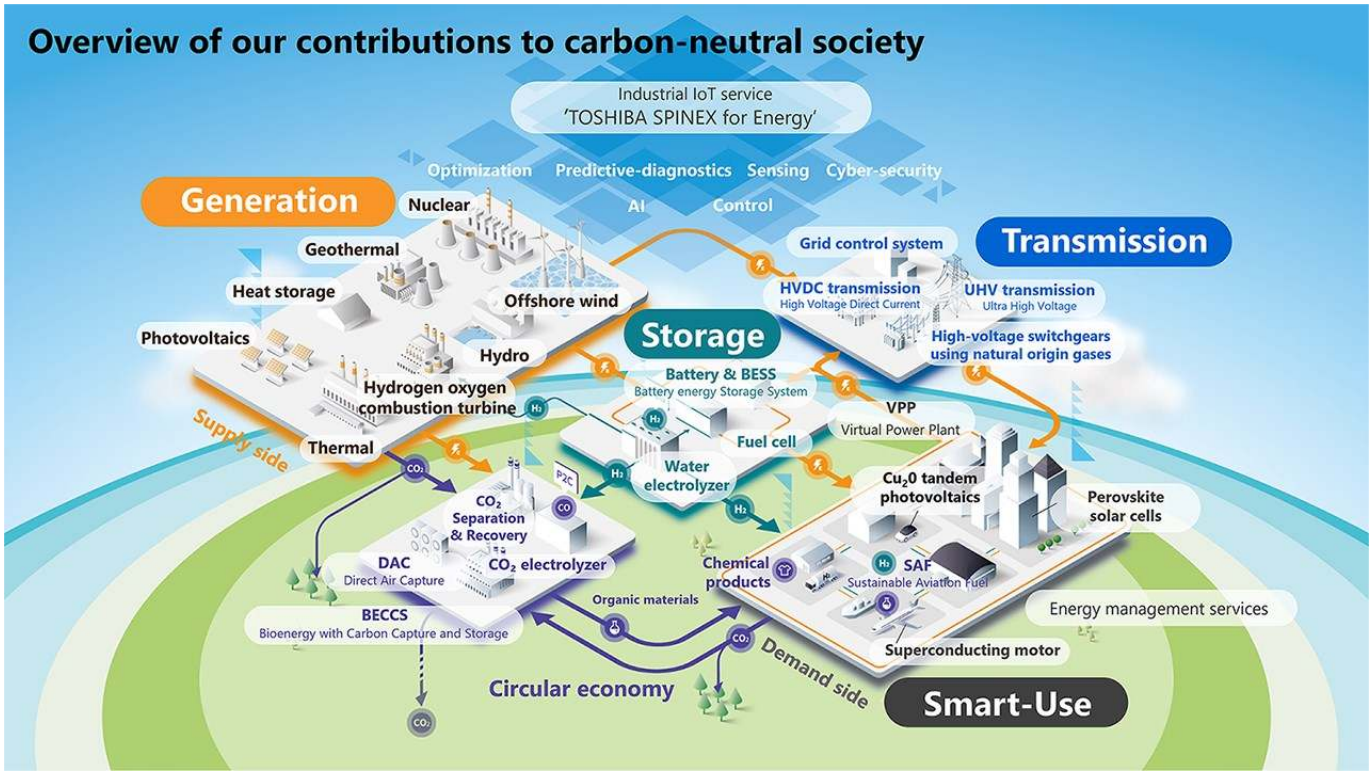
Awards ceremony for the 2022 Energy Conservation Grand Prize

Response to Climate Change in Products and Services

Toshiba Group is responding to the global environmental issue of climate change by providing products and services to society and customers. In addition to "mitigation measures" to reduce greenhouse gas emissions and to slow the progression of climate change, we believe it is important to promote "adaptation measures" to minimize the adverse effects of climate change that are already occurring.
As a "mitigation measure," Toshiba Group offers comprehensive energy solutions for power supply, such as energy decarbonization and control to ensure efficient use of energy. For products and services that consume energy, we offer energy-efficient products as well as the components that make such products possible. In addition, our digital solutions help to reduce the greenhouse gas emissions of society and of our customers. Through these initiatives, we aim to achieve carbon neutrality throughout our value chain.
As an "adaptation measure," we develop products and services that help to prevent and to mitigate weather-related disasters caused by climate change. We will contribute to create safe, secure cities by having local governments and private companies, which support social infrastructure, utilize our services.

Products and Services Associated with Power Supply

Toshiba Group helps reduce CO_2 emissions by developing renewable energy technologies and improving the efficiency of power infrastructure, including power generation as well as power transmission and distribution facilities.
By making the most of our comprehensive strength and technological capabilities to offer products and services for generating energy, transferring energy, storing energy, and using energy smartly in an integrated manner, we will contribute to achieving carbon neutral as a company that designs the form of future energy.



Generating Power

We have delivered a lot of renewable energy (water, wind, geothermal, solar, biomass power generation, etc.) that will not emit CO_2 in the stage of generating power, and drive the development of various technologies (for smaller size, lighter weight, higher efficiency, etc.) for further promotion of such energy. In thermal power generation, which emits CO_2, we also contribute to reducing CO_2 emissions with a technology to separate and capture CO_2 from exhaust gas.

Transferring and Storing Power

Wind and solar power generation requires technologies to stably supply power because the amount of power generated is greatly affected by the weather and time of day. Specifically, we can suppress power fluctuations by appropriately controlling the charge and discharge function of storage batteries, hydrogen (power to chemicals: P2C), etc. with the virtual power plant (VPP) technology. We are also working to reduce greenhouse gas emissions by replacing the high-GWP insulating gas used in gas switching equipment installed in power plants and substations with natural gas.

Storing and Using Power Smartly

When more power has been generated than needed, much power can be stored in the form of hydrogen by converting electric power to hydrogen. In addition, the converted hydrogen can be used for power generation again or can be used as fuel for vehicles and vessels.

> Click here for the results of "Reduction of GHG emissions during power supply"

Case

Film-type Perovskite Solar Cell

Environment | Climate Change | Activities in Products | R&D

Toshiba Corporation Corporate Research & Development Center
Toshiba Energy Systems & Solutions Corporation

By developing a new film forming method for a film-based perovskite solar cell that uses a material in the crystal structure called perovskite, Toshiba Corporation Corporate Research & Development Center and Toshiba Energy Systems & Solutions Corporation have achieved the world's highest[*1] power conversion efficiency of 16.6%.
Because this solar cell has the characteristics of lightweight, thin, bendable fragile, and break-proof, which are not found in conventional solar cells, it can be installed on roofs with a low load resistance (of a factory, gymnasium, vinyl house, etc.), on which conventional solar cells are difficult to install, as well as on building exterior walls, windows, and so on.
If this solar cell with power conversion efficiency of 16.6% is installed on even some of the building rooftops and walls in Tokyo's 23 wards, power generation equivalent to two nuclear power plant units (equivalent to two-thirds of the annual household power consumption in Tokyo's 23 wards) can be expected[*2]. Part of this achievement was obtained from the results of a project commissioned by the New Energy and Industrial Technology Development Organization (NEDO).
Going forward, Toshiba Corporation Corporate Research & Development Center and Toshiba Energy Systems & Solutions Corporation will achieve a conversion efficiency of 20% or more and a larger cell area for early commercialization.

*1 In a film-based perovskite solar cell module with a light receiving section, which is composed of a plastic circuit board, size of 400 cm^2 or more; survey by Toshiba Corporation (As of September, 2022)

*2 Survey by Toshiba Corporation; estimated based on the total rooftop area in the 23 wards of 164.9 km^2
(https://www.jstage.jst.go.jp/article/aija/69/581/69_KJ00004229303/_pdf)

> Toshiba's Polymer Film-Based Perovskite Large-Area Photovoltaic Module Reaches Record Power Conversion Efficiency of 15.1%

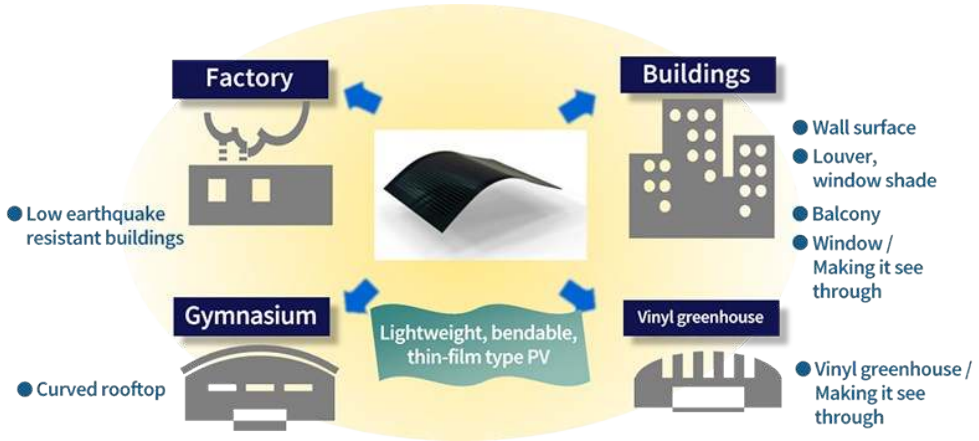


Image of the implementation of a thin-film-type perovskite solar cell

Case

High efficiency Cu_2O tandem solar cell system that contributes to carbon neutrality

Environment | Climate Change | Activities in Products

Toshiba Corporation Corporate Research & Development Center
Toshiba Energy Systems & Solutions Corporation

A transparent PV cell using cuprous oxide (Cu_2O) is tandem with silicon (Si) solar cell, which are currently widely used, that achieves the world's top level of power generation efficiency, so the solar cell is expected to be mounted on electric mobility including electric vehicles and to be applied to independent power systems and distributed power supplies.
With this transparent Cu_2O solar cell (small cell) alone, the power generation efficiency was improved by 1.0 points from 9.5% announced September 2022[*1], achieving the world's highest[*2] power generation efficiency of 10.5%[*3]. In addition, the power generation efficiency of the entire Cu_2O solar cell layered on a high efficiency Si solar cell with a power generation efficiency of 25.6% can be estimated to reach 30%, confirming that it has the potential to exceed the efficiency of the world's current most efficient Si solar cell at 27.1%[*4].
Toshiba Corporation Corporate Research & Development Center and Toshiba Energy Systems & Solutions Corporation estimated that if this Cu_2O/Si tandem solar cell was mounted on an electric vehicle (EV), its cruising range would be approximately 39 km per day without charging[*5]. Going forward, the two companies will aim to achieve an EV that can be driven for long hours without charging and contribute to the electrification of transportation (or achievement of a carbon neutral society) by mounting the cell onto trains or other mobility.
Part of this achievement was obtained from the results of a project commissioned by the New Energy and Industrial Technology Development Organization (NEDO).

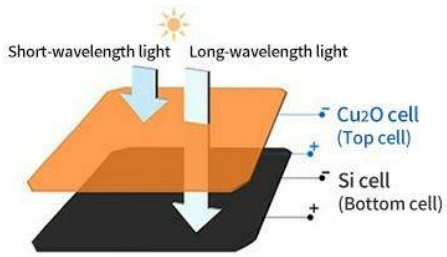
*1 A new record was set for the highest power generation efficiency in the world for a transparent Cu_2O solar cell for the achievement of a high-efficiency, low-cost, high reliability tandem solar cell.

*2 Survey by Toshiba Corporation, as of December 2023.

*3 TOSHIBA REVIEW, Vol. 79, No. 2, March 2024, page 9, "High-efficiency Tandem Solar Cells Made by Stacking Si Cells with Cu_2O Cells, with Power Generation Efficiency Exceeding 10%" (PDF) (2.14MB) (Japanese only)
Shibasaki, et al., The 71st JSAP Spring Meeting 2024, "Improving the Power Generation Efficiency of Cu_2O Top Cells to Achieve Highly Efficient, Reliable Cu_2O/Si Tandem Solar Cells"

*4 World's highest efficiency for Si solar cells as of July 2024. NREL "Best Research-Cell Efficiency Chart" https://www.nrel.gov/pv/cell-efficiency.html

*5 An estimation with reference to "PV-Powered Vehicle Strategy Committee Interim Report" of the New Energy and Industrial Technology Development Organization (NEDO). (https://www.nedo.go.jp/news/press/AA5_101114.html (Japanese only))



Schematic diagram of a Cu_2O/Si tandem solar cell

Image of the solar cell mounted on an EV

Case

CO_2 separation and capture technology to support the realization of a carbon neutral society

Environment | Climate Change | Activities in Products

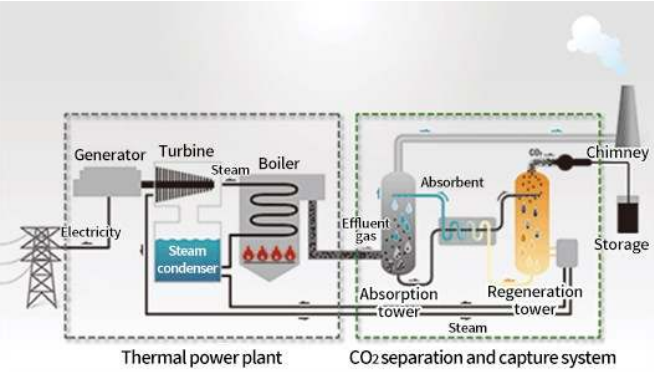
Toshiba Energy Systems & Solutions Corporation

CO_2 separation and capture technology is technology that separates, captures, stores, and utilizes CO_2 emitted from factories, thermal power plants, and elsewhere before it is released into the atmosphere (CCUS: Carbon Capture, Utilization and Storage). By introducing such technology, it is possible to reduce CO_2 emissions.
Toshiba Energy Systems & Solutions Corporation has started the demonstrated operation of a facility that separates and captures CO_2 at the Mikawa Power Plant (Omuta, Fukuoka) of Sigma Power Ariake Corporation in October 2020.

The Mikawa Power Plant generates biomass power that uses coconut shells as its main source of fuel and the world's first large scale BECCS (biomass power generation with CCS) facility, which separates and captures CO_2 emitted from the biomass power plant. Toshiba Energy Systems & Solutions Corporation has been conducting demonstrative operation of the plant to go beyond carbon neutral into the realm of carbon negative.

> Initiatives for CO_2 Emissions Reduction (Toshiba Energy Systems & Solutions Corporation)

> Toshiba Starts Operation of Large-Scale Carbon Capture Facility (Toshiba Energy Systems & Solutions Corporation)



CO_2 separation and capture technology

Large-scale BECCS facility

Case

Gas Insulated Switchgear (GIS) using an environmentally sound natural origin gas AEROXIA™

Environment | Climate Change | Activities in Products

Toshiba Energy Systems & Solutions Corporation

Generally, a gas insulated switchgear (GIS) installed in power plants and substations uses SF_6 gas, which has high insulation performance as the insulation medium. However, this gas has 25,200 times higher global warming potential (GWP)[*1] than CO_2 gas and so environmental regulations for SF_6 gas used for power generation are taking shape mainly in Europe and North America.
Given this situation, the sale of new products that use high GWP gases, such as SF_6 gas, will be prohibited under certain conditions. Even for a GIS that uses SF_6 gas, regulations will be phased in from 2028 depending on the rated voltage[*2], so demand for GIS using natural origin gas is expected to increase even more.
In anticipation of these circumstances, for over 15 years Toshiba Energy Systems & Solutions Corporation has been conducting research and development of a switchgear using a natural origin gas that is very safe and does not impact global warming when leaked. The Company delivered Japan's first[*3] GIS[*4] for power companies using a natural origin gas. Going forward, Toshiba Energy Systems & Solutions Corporation will continue to actively engage in the development of a higher voltage, higher capacity GIS using an environmentally sound natural origin gas.

*1 A figure that represents the capacity of non-carbon dioxide greenhouse gases to contribute to global warming using carbon dioxide as the reference. (GWP:Global Warming Potential) , the figures are from the IPCC Assessment Report 6 (2023).

*2 Regulation (EU) No 517/2014 on fluorinated greenhouse gases

*3 Survey by Toshiba Corporation (as of July 12, 2022)

*4 72 kV GIS for TEPCO Power Grid

> Toshiba to Win Order for Japan's First Environmentally Sound GIS for a TSO Using Natural Origin Gases (Toshiba Energy Systems & Solutions Corporation)

> AEROXIA™ Brandbook (PDF) (8.53MB) (Toshiba Energy Systems & Solutions Corporation)

Gas insulated switchgear (GIS) for 72 kV/84 kV using a natural origin gas

Case

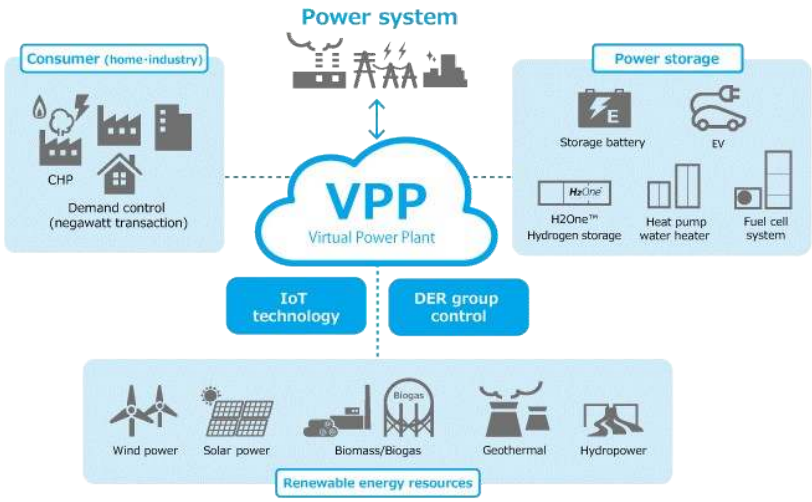
Virtual Power Plant (VPP)

Environment | Climate Change | Activities in Products

Toshiba Energy Systems & Solutions Corporation

Wind and solar power generation require technologies for stable power supply because both powers fluctuate greatly depending on the weather or time of day. Toshiba Energy Systems & Solutions Corporation has developed a technology that enables wind and solar power generation to be treated as a single virtual power plant (VPP) by controlling them along with rechargeable batteries and balancing power demand and supply. This technology will promote the installation of wind and solar power generation.
Renewable energy has increased in Japan under the feed-in tariff (FIT) scheme. However, in anticipation of renewable energy becoming the main power, it has shifted to feed-in premium (FIP, a scheme in which a certain premium is paid to power generation operators when they sell power at the market price). Under the FIP, it is imposed for renewable energy operators to match the power supply with the demand based on precise power generation forecast. Therefore, operators need to improve the prediction accuracy of power generated by their own equipment.
Toshiba Energy Systems & Solutions Corporation has launched a renewable energy aggregation service as a support service for renewable energy power generation operators. Toshiba Energy Systems & Solutions Corporation is operating to match the power supply with the demand as well as to trading power. While helping to spread renewable energy for the achievement of a carbon neutral society, Toshiba Energy Systems & Solutions Corporation will contribute to achieving stable and efficient power systems.

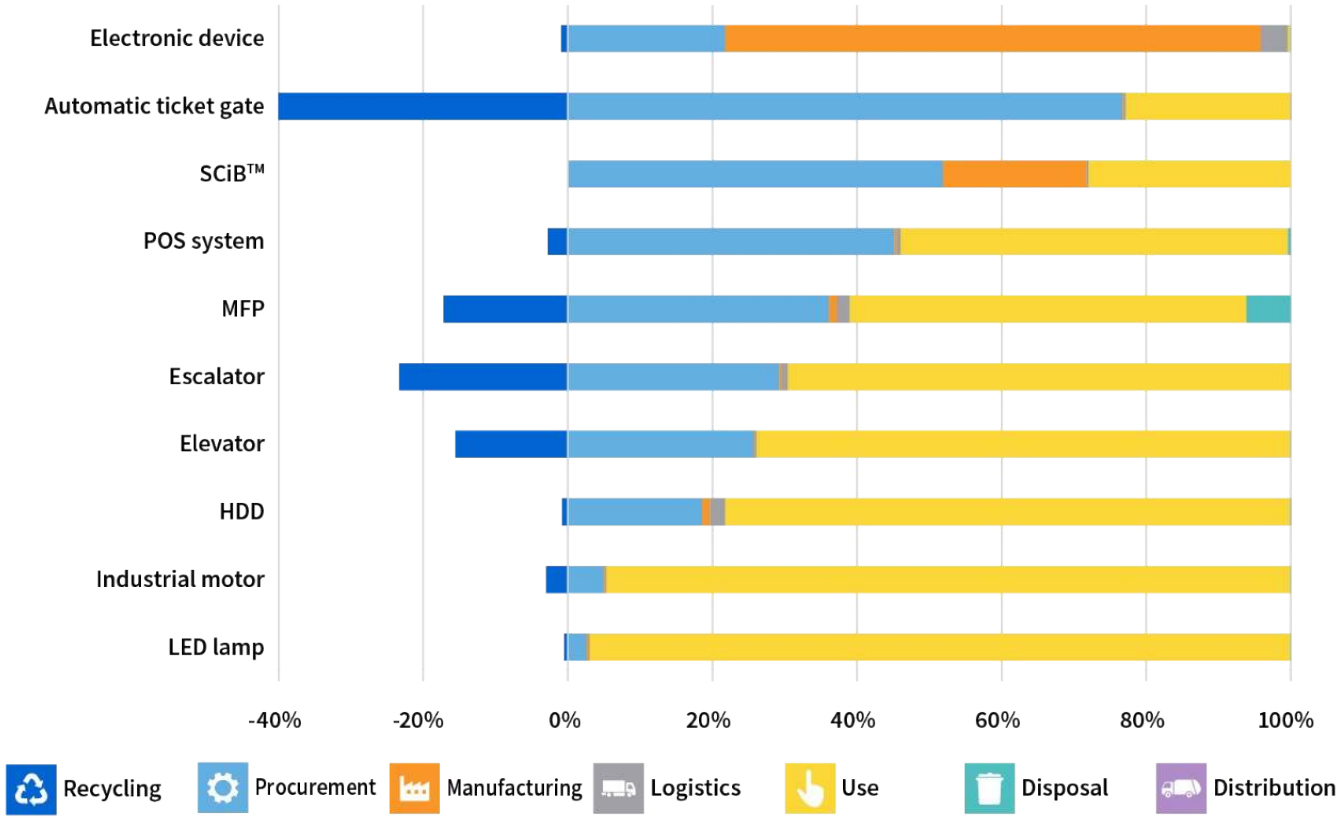
- Virtual Power Plant (VPP) (Toshiba Energy Systems & Solutions Corporation)
- Launch of Renewable Energy Aggregation Service Support Service for Renewable Energy Generation, Balancing and Transaction Operation Businesses (Toshiba Energy Systems & Solutions Corporation)
- Long-term Contract Signed for Renewable Energy Aggregation Services for Bundled Small-Scale Distributed Solar Power Plants (Toshiba Energy Systems & Solutions Corporation)
- Toshiba Group's Kawasaki Head Office Virtual Power Purchase Agreement will Achieve 100% Virtual Supply of Renewable Energy (Toshiba Energy Systems & Solutions Corporation)



Products and Services Associated with Power Consumption

For our own products, Toshiba Group is working to understand and reduce the burden of greenhouse gas emissions in each phase of the product lifecycle. To help reduce the environmental impacts on society and on the customers who use Toshiba Group products and services, it is important to reduce greenhouse gas emissions during the use phase of the product lifecycle. These efforts will also lead to a reduction in category 11 (GHG emissions during product use), which is the largest category of Scope 3 emissions for Toshiba Group.

Percentages of CO_2 emissions from the lifecycle stages of Toshiba Group's products



For products and services such as social infrastructure products and office equipment that consume significant power, we are working to improve energy consumption efficiency. In addition, power semiconductors are key devices for improving the energy-saving performance of electrical appliances, and they contribute to improving the energy-saving performance both of our own products and those of our customers.

We believe that digital solutions will play an important role in reducing society's greenhouse gas emissions. For example, we provide asset IoT cloud services for factories and plants, helping customers improve energy efficiency in product manufacturing by increasing productivity and more. In addition, by digitizing receipts, we indirectly contribute to reducing society's greenhouse gas emissions by reducing the use of paper receipts.

Case

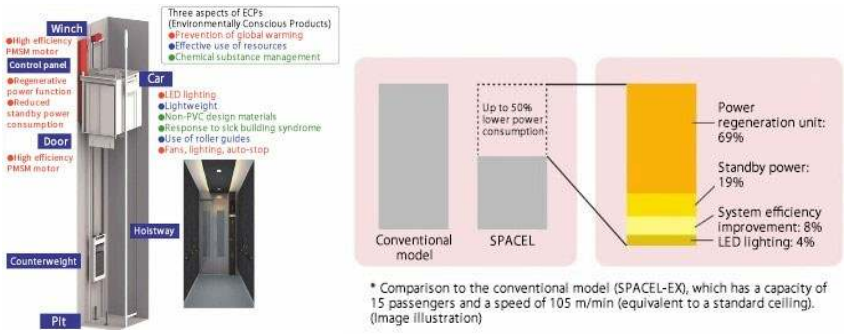
SPACEL, a machine-room-less elevator that helps achieve carbon neutrality

Environment | Climate Change | Activities in Products

Toshiba Elevator and Building Systems Corporation

Toshiba Elevator and Building Systems Corporation is working to reduce environmental impacts and to balance safety, security, and comfort to contribute to achieving the SDGs through its business activities. Recently, the company began selling Toshiba's SPACEL machine-room-less elevator.
This product's features include a new control system and the use of regenerative power as well as full utilization of LED lighting and improved elevator system efficiency, which together have enabled us to reduce power consumption by up to 50% compared to conventional products. In addition, as the first in the industry to adopt a "roller guide" for a standard elevator, resources are conserved by eliminating the need to lubricate the guide rail. This product received the Good Design Award 2022 under the comprehensive design recommendation system organized by the Japan Institute of Design Promotion.

> https://www.toshiba-elevator.co.jp/elv/new/elevator/spacel/ (Toshiba Elevator and Building Systems Corporation) (Japanese only)



Case

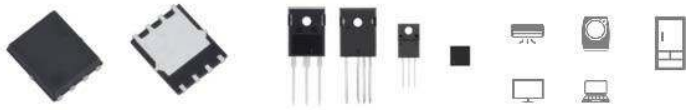
Key Devices that Contribute to Energy Savings – Power Semiconductors

Environment | Climate Change | Activities in Products

Toshiba Electronic Devices & Storage Corporation

Power semiconductors are used everywhere involving the conversion of electricity, but some power is lost as heat during conversion. The causes are broadly divided into conduction loss and switching loss, which are in a trade-off relationship. Toshiba's high-performance power semiconductors have succeeded in lowering this dichotomy of loss in a well-balanced manner through a variety of innovations. In recent years, high-performance semiconductors with low losses, such as SiC (silicon carbide) and GaN (gallium nitride), which could not be achieved with silicon, have been put to practical use, however, as they are expensive, they are used only in applications with large benefits such as railways and wireless base stations. Silicon power semiconductors are likely to continue to be used in many products. U-MOS X series and DTMOS VI series are state-of-the-art silicon power semiconductors that enable high efficiency in many electric devices in households, and contributes to the energy savings of equipment using those devices.

- Contributes to reducing loss of switching power supplies: 80V N-Channel MOSFET with improved trade-off between on-resistance and charge characteristics (Toshiba Electronic Devices & Storage Corporation)
- Contributes to Higher Efficiency of switched-mode power supply: Aggressive reduction of MOSFET switching loss (Toshiba Electronic Devices & Storage Corporation)



Case

Reducing paper usage with Smart Receipt®

Environment | Climate Change | Activities in Products | Circular Economy

Toshiba Tec Corporation

Smart Receipt® is a service that provides digital itemized receipts for purchased goods in stead of a paper receipts at the time of payments managed and provided by an electronic receipt center. Users can view and manage their purchase histories at any time on their smartphones, thereby increasing convenience of shopping users and reducing costs and environmental impacts of issuing paper receipts at member stores. It is currently in operation at more than 17,000 stores in Japan, and is expanding its collaboration with local governments, companies, and other organizations.
The total number of the electronic receipts issued via Smart Receipt® exceeds 168 million. If you multiply the number of sheets by the average length of a paper receipt (16 cm), the total length of such reduced paper receipts is approximately 26,880 km.
We will continue to expand the Smart Receipt Network nationwide with the aims of contributing to the global environment, strengthening regional partnerships, and revitalizing regions and solving social issues.

* Aggregation period: October 31, 2014 through June 30, 2024

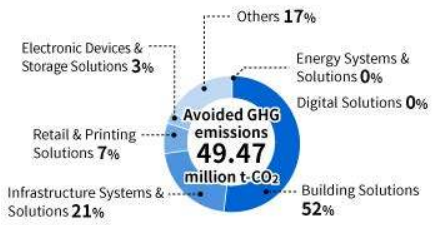
> Smart Receipt® (Toshiba Tec Corporation) (Japanese only)

Volume of Contribution to Greenhouse Gas Emissions Reduction

Toshiba Group calculates the volume of greenhouse gas emissions reduction contribution as an indicator of our contributions to realizing carbon neutrality in society through the provision of products and services, and this figure is a target in our Environmental Action Plan. Specifically, we focus on our contribution to society and our customers, comparing greenhouse gas emissions during the use phase before and after introducing our products and services, and the difference is the volume of contribution to greenhouse gas emissions reduction.
The World Business Council for Sustainable Development (WBCSD) has issued guidance on the volume of greenhouse gas emissions reduction contribution; meanwhile, international standardization is being considered in the electrical and electronics sector, with Toshiba Group participating in such discussions. We will continue to disclose the volume of greenhouse gas emissions reduction contribution while ensuring consistency with national and international rules.

> Click here for the results of "Avoided GHG emissions during product use"

Breakdown of avoided in GHG emissions during product use by business segment (FY2023 (cumulative total))



* Calculated by adding up the annual GHG reduction per product (CO_2 equivalent), the quantity delivered to customers, and the product lifecycle.

Adaptation Measures to Avoid the Effect of Climate Change

Toshiba Group is also focusing on promoting "adaptation measures" to prepare for the impacts of climate change, and we are developing products and services that contribute to disaster prevention and mitigation.
As global warming worsens, flood damage caused by heavy rains is increasing worldwide, so Toshiba Group provides highly accurate weather forecast data (e.g., on rainfall) using our advanced weather radar technology and weather data analysis technology. In addition, when torrential rains occur, Toshiba Group contributes to reducing flooding risks with our AI-based rainwater drainage system.

Case

Multi parameter phased array weather radar

Environment | Climate Change | Activities in Products

Toshiba Infrastructure Systems & Solutions Corporation

In recent years, immense damage due to local heavy rain (so-called "guerrilla rainstorms") and tornadoes caused by climate change have become serious social problems. In Japan, the Climate Change Adaptation Act was enacted in June 2018 in response to these circumstances. The Act requires the central and local governments and companies to actively facilitate adaptation measures in preparation for climate change risks.
Toshiba Infrastructure Systems & Solutions Corporation participated in the "Reinforcement of Resilient Disaster Prevention and Natural Disaster Reduction Function" project of the SIP[*1] as a research group member, and developed the world's first[*2] practical "multi-parameter phased array weather radar (MP-PAWR)".
The MP-PAWR features the latest phased array antenna instead of a conventional reflecting mirror. By simply rotating the antenna one turn, it can capture 3D data of rain clouds in the area up to an altitude of around 15 km in 30~60 sec up to an 80 km radius. In addition, as a result of mounting the high-precision precipitation observation function, the MP-PAWR can now observe signs and precipitation of guerrilla rainstorms faster and at higher precision than conventional weather radars. Since it can observe a rapidly developing cumulonimbus cloud and predict local heavy rain and tornado hazard 20 to 30 minutes beforehand at high precision, the MP-PAWR is expected to be a means for disaster prevention and natural disaster reduction.
Since it can observe a rapidly developing cumulonimbus cloud and predict local heavy rains as well as tornado and lightning hazards 20 to 30 minutes beforehand at high precision, the MP-PAWR is expected to be a means for disaster prevention and natural disaster reduction. The MP-PAWR is currently being operated and utilizing in research and development at three locations, including the NICT[*3] Advanced ICT Research Institute.

*1 SIP
The cross-ministerial strategic innovation promotion program. A project established by the Cabinet Office and the Council for Science, Technology and Innovation to achieve innovation in the science technology area in 2014.

*2 The world's first practical MP-PAWR
As a phased array radar specially designed for weather observation that features a dual polarization function to transmit and receive horizontally polarized waves and vertically polarized waves at the same time as well as a real-time processing function for digital beam forming (DBF) that can observe more than ten directions at the same time.

*3 National Institute of Information and Communications Technology; NICT

> Phased Array Weather Radar (Toshiba Infrastructure Systems & Solutions Corporation)

Radar antenna system

MP-PAWR radome installed in Saitama University

Case

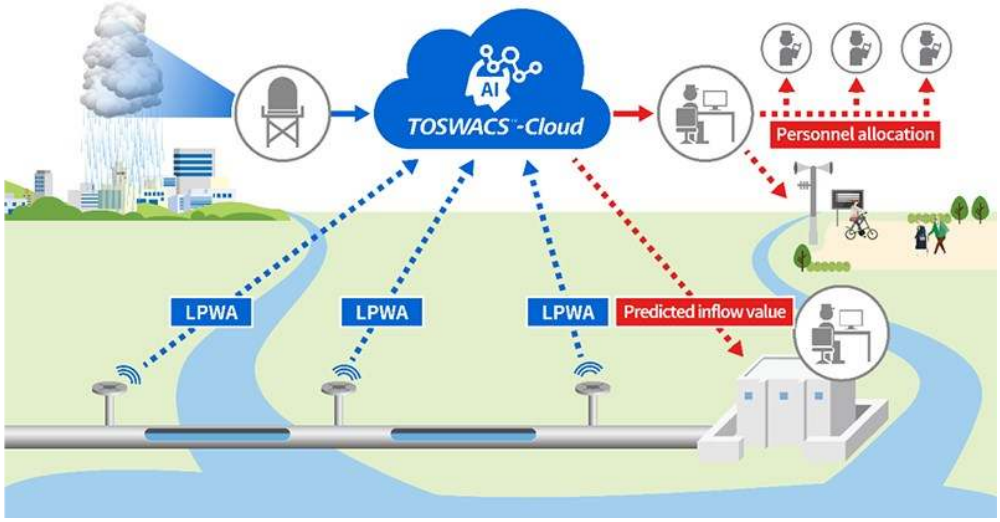
Solutions that Contribute to Reducing Risks of Rain Water such as Floods

Environment | Climate Change | Activities in Products | Ecosystems

Toshiba Infrastructure Systems & Solutions Corporation

In recent years, due to localized heavy rain and localized torrential downpour as a result of the impact of global warming and heat island phenomenon, the likelihood of flood damage is increasing.
Toshiba Infrastructure Systems & Solutions Corporation has developed (1) a real-time flood hazard map provision system that predicts locations of possible flooding and water levels in real time by using AI based on water level data collected from water gauges with a built-in wireless communication function and battery installed in sewers as well as weather data and ground rainfall gauge data measured and distributed by public institutions and (2) a control technology that reduces flood risk by predicting the amount of rainwater inflow into pump stations and dynamically changing the water levels to start and stop rainwater pumps based on that, reduces the maintenance costs of rainwater pumps, and mitigates the load on the operators.
By utilizing these system and control technologies, Toshiba Infrastructure Systems & Solutions Corporation will adapt to climate change and contribute to creating towns where people can continue to live with security.

> Storm Drainage System (Toshiba Infrastructure Systems & Solutions Corporation)



Case

Predicting heavy rain using meteorological data services

Environment | Climate Change | Activities in Products

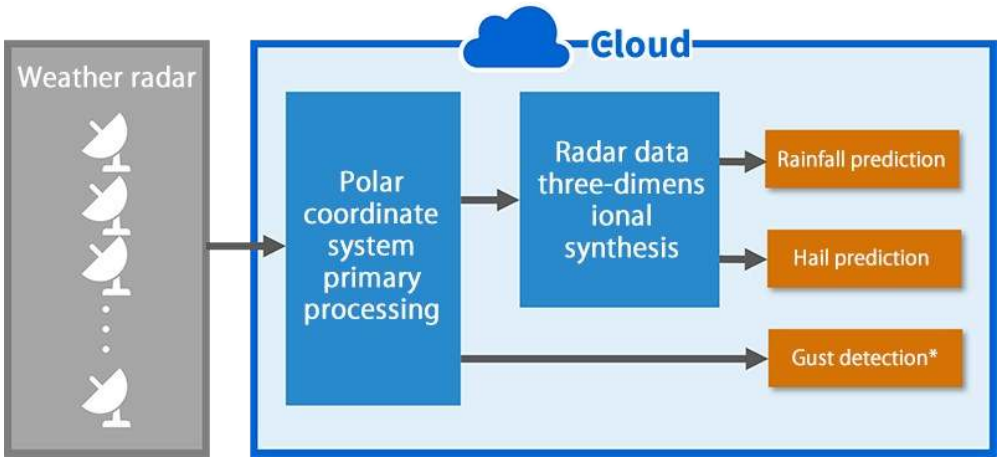
Toshiba Digital Solutions Corporation

Observation data sensed by weather radar is analyzed in real time using Toshiba's unique method for predicting weather conditions with high accuracy.
Its advanced data analysis technology, which has been cultivated over our many years in the meteorological radar system business, accurately identifies "what is happening" in the "sky" and predicts "what will happen" next. We provide new value that contributes to disaster prevention and mitigation in all aspects of society, including social infrastructure and private companies.

The 2024 Ministry of Environment Priority Measures* (December 2023) notes that "with the issue of climate change at an irreversible crossroads, abnormal weather that has become the norm as well as frequent and intense disasters are becoming a major risk to human life and economic activities worldwide." This service is expected to contribute to the social issues of disaster prevention and mitigation.

* https://www.env.go.jp/content/000184006.pdf (PDF) (1.22MB) (December 2023 Ministry of the Environment) (Japanese only)

> Weather Data Service (Toshiba Digital Solutions Corporation)



* Gusty winds detection service will be released in the future.

Response to the Circular Economy

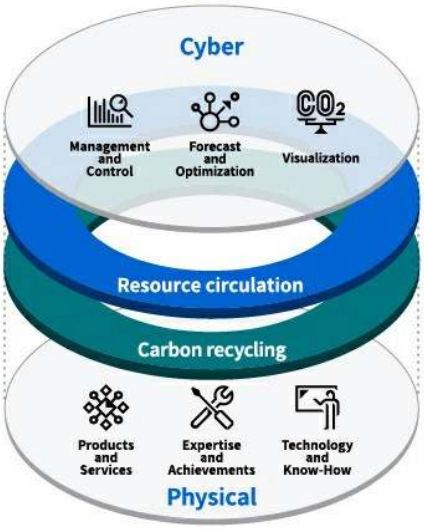
Towards the Realization of a Resource Circulating Society

Response to the Circular Economy at Our Sites

Response to the Circular Economy in Products and Services

Towards the Realization of a Resource Circulating Society

Toshiba Group has identified "Response to the circular economy" as one of its material issues and will connect the cycle of resource circulation and carbon recycling by working to transform itself into a cyber-physical system technology company, which is the Group's goal, aiming to realize a resource circulating society as set out in Environmental Future Vision 2050.



> Response to the Circular Economy at Our Sites

> Response to the Circular Economy in Products and Services

> Material Issues and KPIs

> Environmental Future Vision 2050

Governance

Toshiba Group has established an environmental management structure and is promoting group-wide initiatives to respond to the circular economy. Items of the Environmental Action Plan and priority measures related to resource circulation are formulated and progress is checked at Toshiba Group Environmental Management Committee, and the content is reported to Sustainability Strategy Committee and the Board of Directors.

> Environmental Management Structure

Strategy

We will promote activities aimed at improving resource productivity (i.e., decoupling resource consumption and environmental impacts from economic activities) throughout our business activities and product lifecycles.
Specifically, we will reduce environmental impacts and costs simultaneously by curbing the resources used in production processes and eliminating waste at the manufacturing stage in Japan and overseas. We will also increase the amount of resources saved through measures such as downsizing products, and increase the use of recycled plastics, including for packaging materials.In addition, we participate in Circular Partners partnership, which was established to promote collaboration between industry, government, and academia based on the Strategy for a Growth-Oriented, Resource-Autonomous Circular Economy formulated by the Ministry of Economy, Trade, and Industry of Japan in March 2023. We are actively collaborating with relevant parties, including industrial associations, the government and other companies, and are promoting activities within the company aimed at building a circular economy business model, viewing the development of new markets and market expansion for circular economy-related businesses as an opportunity.

> Response to the Circular Economy at Our Sites

> Response to the Circular Economy in Products and Services

> Circular Partners (Link to an external site) (Japanese only)

Risk Management

In the linear economic system, which is based on mass production, mass consumption, and mass disposal, a decrease in the rate of potential economic growth has become apparent due to the risk of resource depletion, the limitations of waste treatment, and increased environmental impacts caused by marine plastic debris and so on.
Toshiba Group views the increased management costs associated with stricter regulations on resource use and disposal as well as the increased cost of procuring raw materials due to resource constraints as risks. We deal with risks that could have significant impacts on management by clarifying management decision criteria, permissible risk limits, and corporate policy on business withdrawal in making management decisions for business execution to achieve Toshiba Group's sustainable growth and increase corporate value. In addition, for each risk case, the Business Risk Review Committee conducts risk assessment, identifies the maximum risk, and establishes for monitoring. Matters of particularly high importance are deliberated at management meetings. The Business Risk Review Committee meeting is held several times monthly as matters aris

> Structure of Risk Management and Compliance

Metrics and Targets

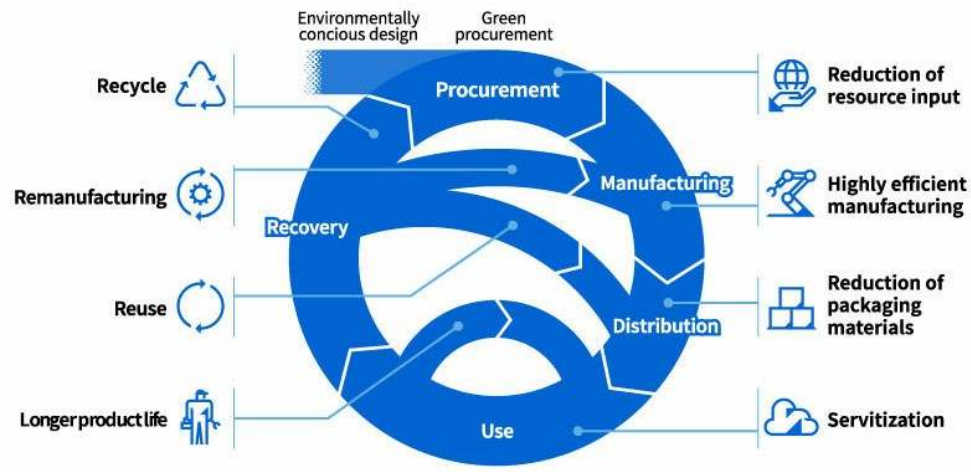
As part of our Environmental Action Plan, we have established common metrics for each business, set annual targets, and track our progress. We also set individual targets or monitor environmental performance data to address resource circulation issues specific to each business.

> The Seventh Environmental Action Plan (2021-2023)
> The Eighth Environmental Action Plan (2024-2026)

Toshiba Group's efforts to promote the circulation of resources and carbon

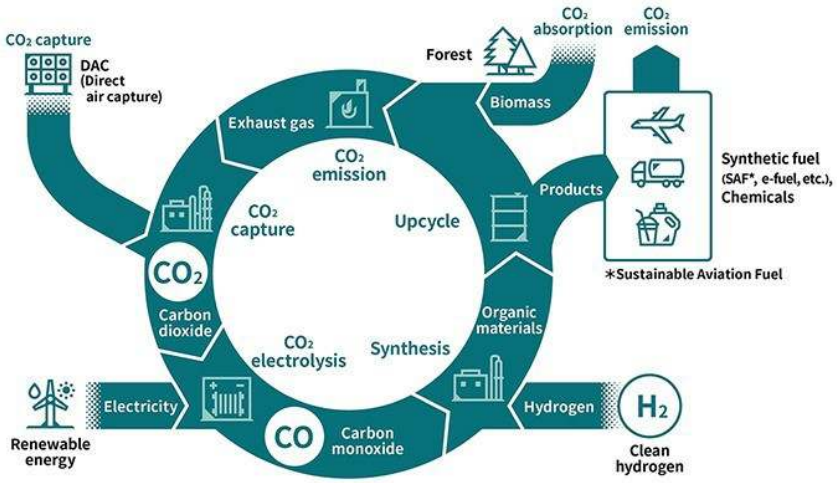
<Circulation of resources>

We develop initiatives to maximize resource value in every phase of product and service design, procurement, manufacturing, distribution, use, and collection. With the goal of effectively using resources throughout the lifecycle, we carry out environmentally conscious design that enables resource usage reduction, selection of materials with low environmental impacts, longer product lives, and recyclability maximization. During the manufacturing phase, we work to reduce environmental impacts by establishing highly efficient production processes. During the use phase, we work to expand circular business by establishing a product service system that utilizes digital technology and implementing it in society.



<Circulation of carbon (carbon recycling)>

To achieve a circular economy and carbon neutrality simultaneously, we are also working on practical use of "carbon recycling (using CO_2 as a resource)" in which CO_2, a greenhouse gas, is recycled for new use cases, such as synthetic fuel and chemical raw materials.



Response to the Circular Economy at Our Sites

Toshiba Group promotes the simultaneous reduction of environmental impacts and costs by increasing the efficiency of its production processes. To optimize quality (Q), cost (C), quantity, and delivery or due dates (D) in all aspects of production management—including production planning, production control, work management, equipment management, and materials management—we aim to reduce environmental impacts as a ripple effect by conducting activities from the perspective of the four elements of management, namely people, goods, money, and information.
To achieve generation control, which is the top priority of the Basic Act on Establishing a Sound Material-Cycle Society, as a KPI for the environmental aspects, we have set a total waste volume per unit production*1 for high-efficiency manufacturing and are working to minimize input materials.

*1 The sum of the volume of waste and the volume of objects with value

> Click here for the results of "Rate of improvement of the total volume of waste generated per unit activity"

Promotion of Generation Control

In production processes, we aim to reduce waste generation by optimizing the use of materials through measures such as reducing the amounts of resources used and minimizing work losses.
Even in non-production processes, we work to reduce the amount of waste generated by promoting the 3R's (reuse, reduce, and recycle) for packaging materials and logistics pallets.

Promotion of Reuse

We are expanding our efforts to collect, clean and reuse the waste generated by our manufacturing processes. In addition to reducing the volume of waste generated, this also contributes to employee safety by helping to reduce the total volume of hazardous waste discharged.

In addition, the total volume of hazardous waste*2 is 4,200 tons in FY2023, the recycling rate*3 is 94%, and the volume discharged and moved*4 is 2,170 kg.

*2 The total volume of hazardous waste indicates the quantity of specially controlled industrial waste specified by the Waste Management and Public Cleansing Act of Japan (the "Waste Management Act").

*3 The volume recycled refers to the quantity reused or recycled of the specially controlled industrial waste specified by the Waste Management Act.

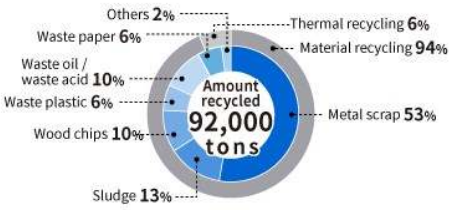
*4 The figure is determined based on the volume discharged and moved of the substances that are managed by Toshiba Corporation among all the substances defined in the U.S. Comprehensive Environmental Response, Compensation, and Liability Act (CERCA).

Promotion of Recycling and Heat Recovery

We are working to recycle waste that contains rare metals generated in production processes by sorting such waste internally and extracting the rare metals in cooperation with companies in the recycling industry.
Even in non-production processes, we aim to recycle by thoroughly sorting waste.

In FY2022, Toshiba Group recycled 92,000 tons of resources, and 96% of the total volume of waste generated was reused effectively as various resources. The recycled resources consisted mainly of scrap metal, waste paper, and wood chips, and 94% of them were used effectively for material recycling (recycled into materials for products), and the remaining 6% for thermal recycling (heat recovery). In the future, Toshiba Group will continue to increase the total volume of resources recycled and at the same time will strive to raise the quality of recycling chiefly by increasing the percentage of resources recycled into materials.

Breakdown of the volume recycled (FY2023)



Case

Obtaining valuables by sorting waste cells*1 and waste plastics

Environment | Circular Economy | Activities at sites

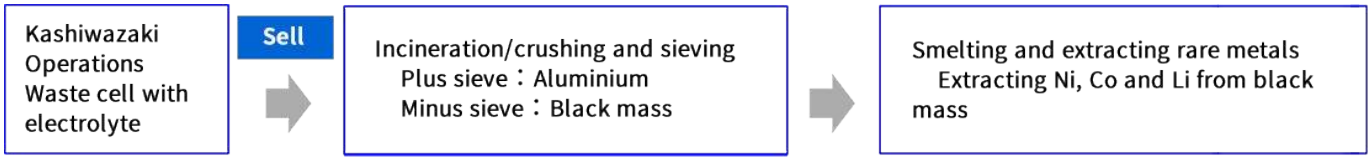
Toshiba Corporation Kashiwazaki Operations

Kashiwazaki Operations is working to recycle waste. Previously, defective cells containing electrolytes that were generated in the manufacturing process were disposed of. Such defective cells containing electrolytes include aluminum and black mass.*2 Since black mass contains rare metals, we separated the aluminum and black mass and then extracted the black mass to obtain valuables.
In addition, by thoroughly sorting the various types of plastic waste (e.g., stretch film, bubble wrap, and electrode trays) discarded during the manufacturing process, we are able to obtain valuables and to reduce the amount of waste.
As a result, we were able to sell 12% of the waste cells and 3% of the waste plastics as valuable resources and to recycle approximately 15% of the total waste generated in FY2023.

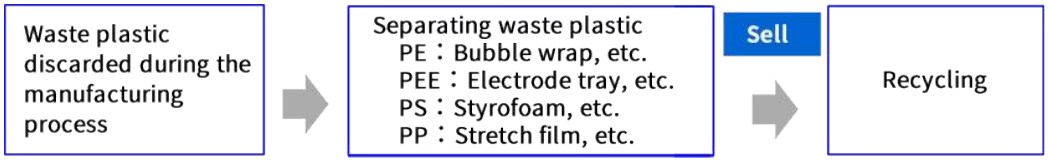
*1 Secondary batteries to be disposed of at Kashiwazaki Operations

*2 A concentrated powder containing positive electrode active materials (e.g., cobalt and nickel) and negative electrode materials

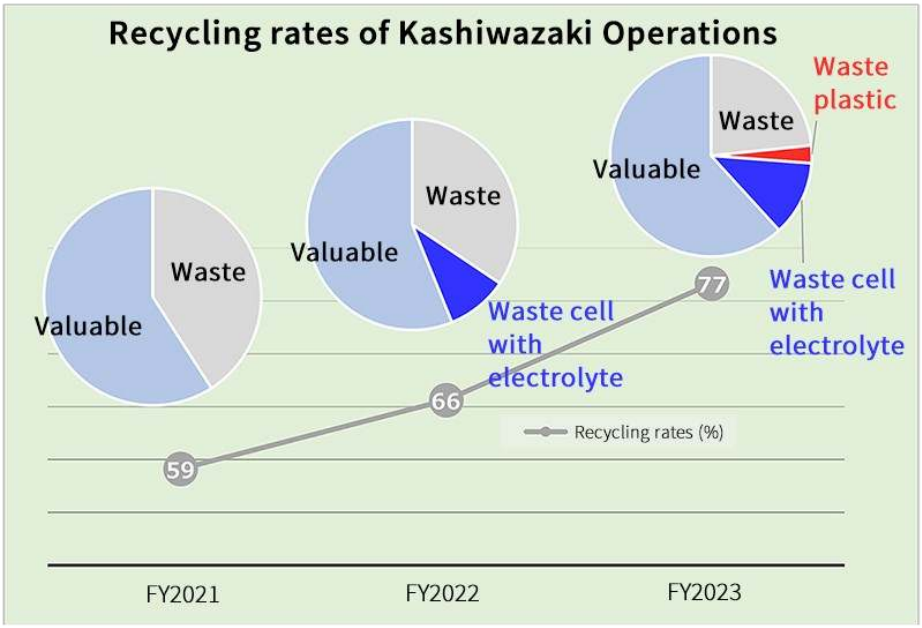
Waste cell with electrolyte



Waste plastic



Trends in recycling rates



Case

Operation of a plastics sorting system and recycling

Environment | Circular Economy | Activities at sites

Toshiba Environmental Solutions Corporation

The importance of promoting plastic resource circulation has been increasing due to the need to respond to the issues of marine plastic debris and climate change. In April 2022, the Plastic Resource Circulation Act came into effect, which promotes resource circulation throughout the lifecycles of products that use plastics. Then, in May 2024, the Act Concerning Sophistication of Recycling Business, etc. to Promote Resource Circulation was promulgated, which promotes the sophistication of recycling businesses and the development of the resource circulation industry.
Aiming to create a "true resource circulation society that does not overconsume resources and has a social system that enables useful things to be utilized repeatedly," we began operating a plastic sorting system in 2019 (Fig. 1), whereby we increased the recycling rate of waste home appliances to 87%. This system automatically sorts materials and then performs advanced sorting to a quality equivalent to transparent or single chromatic materials that are not subject to regulations (Fig. 2), making it possible to recycle mixed plastics that were previously disposed of. We will continue to contribute to promoting resource circulation.

> Management of Chemical Substances (Toshiba Tec Corporation)

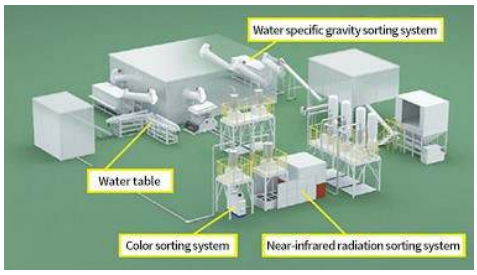


Fig. 1 Plastic sorting system

Fig. 2 Examples of plastic waste derived from used electrical and electronic equipment or E-waste
(Source: Summary of the Criteria for distinguishing plastic wastes subject to control under the Japanese Basel Act from other wastes (PDF) (817KB) , Ministry of the Environment)

Promotion of Appropriate Disposal

We have been working to achieve zero emissions by requiring intermediate treatment companies to track the volume of waste that they send to landfills, thereby tracking waste through to the final stage of disposal. By requiring regular on-site inspections and reporting of treatment results, we have been able to achieve zero emissions and ensure appropriate, rigorous waste treatment by our waste treatment contractors.

Response to the Circular Economy in Products and Services

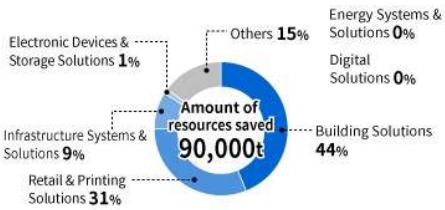
Effective use of resources throughout the lifecycle is a key aspect of Toshiba Group's environmentally conscious initiatives for our products and services. We develop products and services that maximize the value of resources through environmentally conscious design that considers effective use of resources.

Initiatives for Efficient Use of Resources

From the design stage, we work to reduce resource inputs by making products smaller and lighter, and by reducing the amount of rare resources used. In our Environmental Action Plan, we set targets for the amount of resources saved by reducing the amount of resources used in our products, and we are working to expand these targets.

> Click here for the results of "Increased amounts of resources saved."

Amount of resources saved by business segment (FY2023 (cumulative total))



* Calculated by comparison to the previous product models adjusting for the expected number of years of use.

We are also working to improve resource efficiency by developing products that can be used safely for long periods and by extending the expected service lives of products through maintenance services, thereby enabling the resources invested in products to be used for a longer time.

Case

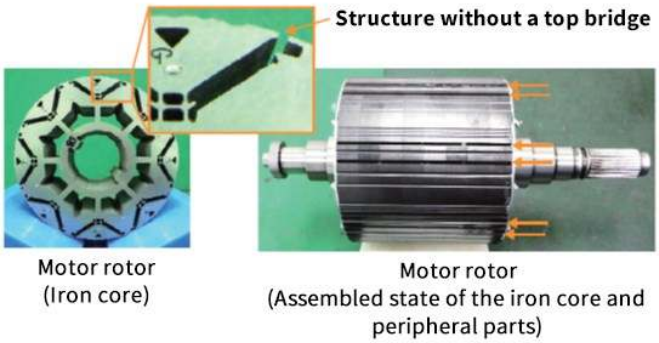
Electric motor for EVs that uses approximately 30% fewer rare-earth magnets

Environment | Circular Economy | Activities in Products | R&D

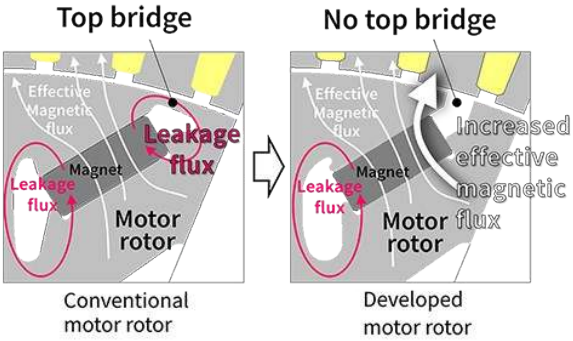
Toshiba Infrastructure Systems & Solutions Corporation

To achieve compactness, lightness, and high torque, motors for electric vehicles* make extensive use of magnets (neodymium magnets) that contain rare earths, which are expensive and can only be mined in limited areas. Toshiba Infrastructure Systems & Solutions Corporation has developed a rotor structure that reduces the amount of magnets used by approximately 30% (compared to our previous products), thus contributing to reducing motor costs.
The motor's rotor is designed to efficiently transfer the magnetic flux from the magnet installed inside to the stator, but the thin-walled part (top bridge) on the rotor surface which was designed to increase mechanical strength was one cause of magnetic flux leakage.
Our recently developed rotor structure eliminates the top bridge while maintaining the rotor's mechanical strength. This reduces the amount of magnets used by reducing the leakage flux and increasing the effective magnetic flux that contributes to torque generation in the motor.
We have established mass production technology for this rotor, and we delivered a prototype to an automobile manufacturer in 2023. Going forward, we will contribute to the spread of electric vehicles by providing motor products that offer improved environmental performance at low cost.

* A general term for vehicles that use electrical energy stored in batteries as a power source, such as electric cars and hybrid cars.



New motor rotor without a top bridge



Increased effective magnetic flux due to the structure without a top bridge

Case

Preventive and predictive maintenance of electrical components for railroad vehicles to help extend product service lives

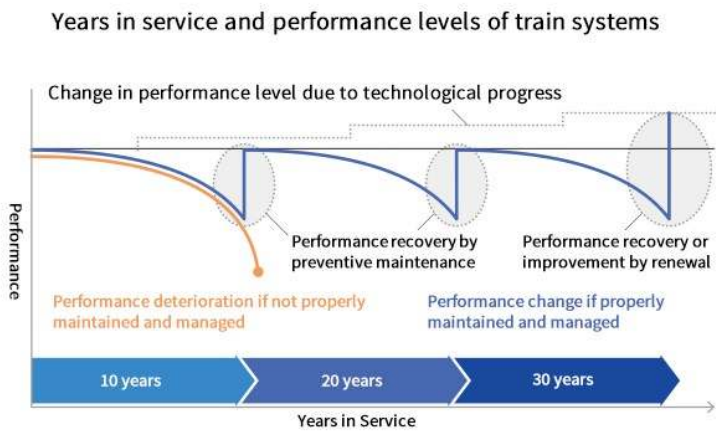
Environment | Circular Economy | Activities in Products

Toshiba Infrastructure Systems & Solutions Corporation / Toshiba Infrastructure Technology Service Co., Ltd.

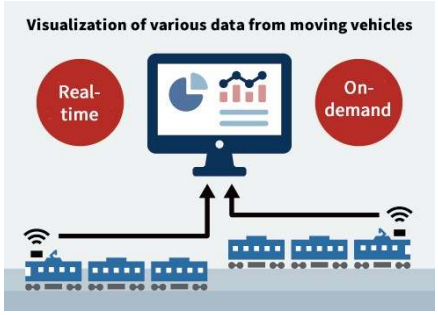
As global resource and energy consumption as well as waste generation increase, the world is moving toward a circular economy that uses resources sustainably, with a growing emphasis on minimizing waste and extending product service lives.
Preventive maintenance of electrical components for railroad vehicles plays an important role in extending the lifespans of such vehicles. Since railroad vehicles are used for 20 to 30 years or longer, it is necessary to prevent the deterioration and failure of their electrical and electronic components. Toshiba Infrastructure Systems & Solutions Corporation and Toshiba Infrastructure Technology Service Co., Ltd. use predictive detection and prediction technology to handle the aging of parts. And Toshiba Infrastructure Systems & Solutions Corporation and Toshiba Infrastructure Technology Service Co., Ltd. propose preventive maintenance through repair and replacement of parts to railroad operators in Japan and abroad in order to extend equipment service lives. We also improve performance by adding features that employ the latest technology and by updating equipment.
Moreover, we offer solutions that leverage vehicle data to visualize moving vehicle data and to reduce maintenance labor. By utilizing advanced technologies such as generative AI, we aim to reduce maintenance labor through failure prediction and deterioration diagnosis, and contribute to solving management issues such as the shrinking labor force and how to reduce costs.

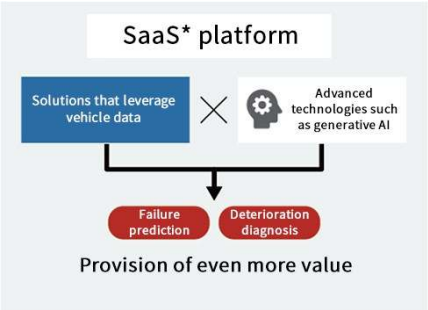
> https://www.toshiba-tre.co.jp/product/transport/index.html (Toshiba Infrastructure Technology Service Co., Ltd.) (Japanese only)

> https://www.global.toshiba/jp/products-solutions/railway/remote-monitoring-service.html (Toshiba Infrastructure Systems & Solutions Corporation) (Japanese only)



This chart shows the correlation between years in service and performance level of train systems in cases with/without proper maintenance.
The actual situation may differ depending on the maintenance management conditions or the method of preventive maintenance/renewal.





* Software as a Service

Case

SCiB™ lithium-ion secondary batteries that help to create a circular economy

Environment | Circular Economy | Activities in Products | Climate Change

Toshiba Corporation Battery Division

SCiB™ rechargeable lithium-ion battery uses lithium titanium oxide (LTO) in its anode to achieve excellent characteristics, including safety, long life, low-temperature performance, rapid charging, high input/output power and wide usable SOC range.*
SCiB™ has been widely used for vehicles including automobiles, buses, and railroad cars, industrial equipment such as elevators, and infrastructure equipment such as large-scale electricity storage facilities involved in the provision of renewable energy.
The SCiB™ cell product lineup includes the high-power-type "2.9 Ah cell and 10 Ah cell"; the high-capacity-type "20 Ah cell, 23 Ah cell, and 26 Ah cell"; and the combination type "20 Ah-HP cell." We expect these products to find use in even more areas, making the most of their respective product characteristics.
While continuing to expand SCiB™ in the automobile field, Toshiba Corporation Battery Division will help to achieve a carbon neutral society and to create a circular economy by supporting the resilient infrastructure service platform by helping save energy using regenerative electric power and renewable energy as well as by supplying power to peripheral systems.

* SOC: State of charge

> SCiB™ Rechargeable battery

Initiatives for Plastic Resource Circulation

In response to the global issue of plastic resource circulation, we are expanding the use of recycled plastics in our own products and packaging materials as well as developing plastic recycling facilities and other businesses that help to promote plastic recycling in society.

> Click here for the results of "Amount of resources saved"

In a circular economy, in addition to reducing environmental impacts, it is important to maximize the value of resources and to decouple (separate) them. Through business model innovation, we will promote the expansion of circular businesses that achieve decoupling while promoting the development of products and services that contribute to circular businesses.

Case

Use of recycled plastic materials in MFPs

Environment | Circular Economy | Activities in Products

Toshiba Tec Corporation

Toshiba Tec Corporation works to create environmentally conscious products at every stage of the product lifecycle, including material procurement, manufacturing, distribution, use, disposal, and recycling.
Specifically, we are working to reduce the use of virgin plastics derived from fossil fuels by using post-consumer recycled plastics for the exterior covers etc. of MFPs and by utilizing recycled plastics for 8.5 to 18.2%* of all plastics used in our internally developed products.
We have also obtained environmental labels such as the German Blue Angel, the U.S. EPEAT, and the Japanese Eco Mark, in order to meet environmental needs, which have been rising in recent years.
Toshiba Tec Corporation will continue to accelerate the use of recycled plastics across our wide range of products, thus contributing to the realization of carbon neutrality and a circular economy.

* As of June 2024

Case

Chemical recycling equipment (Styrene monomer reduction system) that helps solve the problem of waste plastics

Environment | Circular Economy | Activities in Products

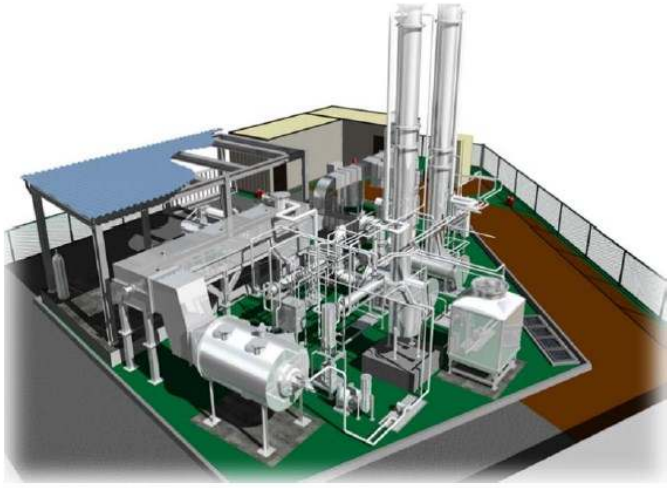
Toshiba Plant Systems & Services Corporation

In addition to landfilling and incineration, processing of waste plastics is shifting to resource-circulation-type recycling, such as "material recycling" and "chemical recycling." Although such recycling is performed using various technologies, it has been pointed out that it is difficult to recycle waste plastics as a resource due to factors such as quality degradation caused by dirt and impurities as well as the low economic efficiency of the recycling business.
To solve these problems, Toshiba Plant Systems & Services Corporation has worked to develop a system that can reduce polystyrene waste to styrene monomer, the raw material used for original plastic products, and we have successfully demonstrated the feasibility of associated chemical recycling equipment. In addition to the system's high reduction rate, it has the following features, which are made possible by our unique technology, and thus contributes to the realization of a recycling-oriented society.
From the perspective of a plant equipment construction company,Toshiba Plant Systems & Services Corporation will work to solve various issues in order to reduce environmental impacts and to realize sustainable societies both in Japan and overseas.

<Features of the styrene monomer reduction system>

- The produced styrene monomer meets the JIS and ASTM quality standards.
- Styrene monomer production uses less energy and has fewer CO_2 emissions than production from crude oil.
- No external fuel is required. (Only by-product fuel oil is required to heat the pyrolysis process.)

> https://www.toshiba-tpsc.co.jp/pdf/topics/202003/wasteplastic.pdf (PDF) (0Bytes) (Toshiba Plant Systems & Services Corporation) (Japanese only)



Consideration of Ecosystems

Towards the Realization of a Society in Harmony with Nature

Conservation of Biodiversity

Response to Water Risk

Proper Management of Chemical Substances at Our Sites

Proper Management of Chemical Substances in Products and Services

Towards the Realization of a Society in Harmony with Nature

Toshiba Group's business activities are deeply interrelated with the existence of natural capital, as we have sites located in areas with high water risks and sites which use and emit large volumes of water and chemical substances during production. Therefore, we have identified "Consideration of ecosystems" as one of our material issues and conduct activities that contribute to realizing a "nature positive world,"[*1] helping create a society in which people live in harmony with nature and continue to enjoy the blessings of the ecosystems under Environmental Future Vision 2050.

*1 To halt and reverse biodiversity loss to put nature back on the path to recovery.

> Conservation of Biodiversity

> Response to Water Risk

> Proper Management of Chemical Substances at Our Sites

> Proper Management of Chemical Substances in Products and Services

> Material Issues and KPIs

> Environmental Future Vision 2050

Governance

Toshiba Group has established an environmental management structure and is promoting group-wide initiatives for "Consideration of ecosystems." Items of the Environmental Action Plan and priority measures for conservation of biodiversity and proper management of water resources and chemical substances are formulated and progress is checked at Toshiba Group Environmental Management Committee, and the content is reported to Sustainability Strategy Committee and Board of Directors.

> Environmental Management Structure

Strategy

Toshiba Group aims to help conserve ecosystems around the world by providing its products, technologies, and solutions. In addition, the Group will continuously promote conservation of biodiversity and proper management of water resources and chemical substances that we have promoted in the Environmental Action Plan for the long term as company-wide common activities.
Furthermore, to evaluate both the "impact of nature on our business activities" and "impact of our business activities on nature" from the perspective of "double materiality," we are assessing the dependencies and impacts of our business activities on nature based on the LEAP approach[*2], identifying nature-related risks and opportunities that may arise in the future, and considering countermeasures, by referring to the final recommendations issued by the Task Force on Nature-related Financial Disclosures (TNFD) in September 2023.

*2 A comprehensive approach to assessing nature-related issues such as points of contact with nature, dependencies on nature, impacts, risks, and opportunities consisting of four steps of Locate, Evaluate, Assess, and Prepare that are recommended by the TNFD.

(1) Assessing the dependencies and impacts on nature capital

<Step 1: Scoping>

Among business domains indicated in the business strategy of our mid-term business plan, we included approximately 60 production sites (directly operated) in and outside Japan in the following business domains. This assessment excludes the Digital Solutions Domain, which does not have production sites.

<Target>

- Energy Systems & Solutions Business
- Infrastructure Systems & Solutions Business
- Building Solutions Business
- Electronic Devices & Storage Solutions Business
- Retail & Printing Solutions Business
- Other (Battery Business, etc.)

<Step 2: Assessing / creating heat maps>

To clarify the dependencies and impacts of businesses at each production site, we conducted scoring using ENCORE[*3], a tool recommended for use in the TNFD framework to analyze whether and to what extent business activities affect ecosystems, and created heat maps shown in Tables 1 and 2.
In the assessment, we classified businesses owned by production sites into categories based on the International Standard Industrial Classification (ISIC) and assessed their dependencies and impacts on nature on three levels (high, medium, and low). For some results, we made a relative evaluation within Toshiba Group based on the actual activities of each business and made corrections.

*3 A tool for assessing exposure to nature-related risks and understand dependencies and impacts on nature. Assessment is conducted using the latest database updated in July 2024. ENCORE. (UN Environment Programme (UNEP))

Heat map related to "dependencies" (Table 1)

Business domain	Business operated	Direct physical input				Production process					Reduction of direct impact					Protection from disruption							Cultural aspect			
		Animal-based energy	Fibers and other materials	Genetic substances	Water supply	Maintaining habitats for juvenile fish, etc.	Pollinating service	Maintaining soil fertility	Maintaining a healthy water flow (drought control, etc.)	Water quality	Solid waste remediation	Dilution by atmosphere and ecosystems	Air filtration	Attenuation of noise pollution	Attenuation of pollution other than noise	Soil erosion and sediment movement regulation	Global climate regulation	Local climate regulation	Biological control	Natural disaster mitigation (flood)	Natural disaster mitigation (storms)	Rainfall pattern regulation	Recreation-related services	Visual amenity services	Education, scientific, and research services	Spiritual, artistic, and symbolic services
Energy Systems & Solutions	Manufacturing (electronics)																									
	Manufacturing (machinery, parts, etc.)																									
	Infrastructure construction																					High				
Infrastructure Systems & Solutions	Manufacturing (electronics)																									
	Manufacturing (machinery, parts, etc.)																									
	Recycling										High															
Building Solutions	Manufacturing (electronics)																									
	Manufacturing (machinery, parts, etc.)																									
Electronic Devices & Storage Solutions	Manufacturing (electronics)																									
	Manufacturing (semiconductors)				High						High															
	Manufacturing (machinery, parts, etc.)																									
Retail & Printing Solutions	Manufacturing (electronics)																									
	Manufacturing (machinery, parts, etc.)																									
Other (Battery Business, etc.)	Manufacturing (electronics)											High														
	Manufacturing (machinery, parts, etc.)											High														

High | Medium | Low

Heat map related to "impacts" (Table 2)

Business domain	Business operated	Change in land, water and sea use			Use of resources			Climate change	Pollution				Other	
		Area of land use	Area of freshwater use	Area of seabed use	Use of water resources	Other abiotic resource extraction	Other biotic resource extraction (fish, timber, etc.)	Emissions of GHG	Emissions of non-GHG air pollutants	Emissions of toxic pollutants to soil and water	Emissions of nutrient pollutants to soil and water	Generation and release of solid waste	Disturbances (noise, light, etc.)	Introduction of invasive species
Energy Systems & Solutions	Manufacturing (electronics)									High				
	Manufacturing (machinery, parts, etc.)													
	Infrastructure construction									High			High	
Infrastructure Systems & Solutions	Manufacturing (electronics)								High	High				
	Manufacturing (machinery, parts, etc.)									High			High	
	Recycling												High	
Building Solutions	Manufacturing (electronics)									High				
	Manufacturing (machinery, parts, etc.)													
Electronic Devices & Storage Solutions	Manufacturing (electronics)									High				
	Manufacturing (semiconductors)				High			High		High		High		
	Manufacturing (machinery, parts, etc.)													
Retail & Printing Solutions	Manufacturing (electronics)									High				
	Manufacturing (machinery, parts, etc.)													
Other (Battery Business, etc.)	Manufacturing (electronics)									High				
	Manufacturing (machinery, parts, etc.)									High				

High | Medium | Low

Based on the results, we recognized again that our production sites are "dependent" on "provisioning services" such as water supply and "regulating and maintenance services" such as solid waste remediation, dilution by atmosphere and ecosystems, and rainfall pattern regulation, and that there are potential "impacts" on the state of nature, such as use of water resources at factories, emissions of greenhouse gas (GHG) and non-GHG air pollutants, emissions of toxic pollutants to soil and water, generation and release of waste, and noise disturbances.

(2) Extracting priority sites

Then, for items with a high degree of "dependencies" or "impacts" identified in the assessment in (1), we assessed the locations of activities (sites' addresses) using relevant tools and indicators, and extracted priority sites based on the business scale and relevant environmental data. For the assessment, we evaluated the common indicators (IBAT[*4], Biodiversity Risk Filter[*5]), which indicate the state of nature and biodiversity of the activity locations, and individual indicators of each item (Aqueduct[*6], Biodiversity Risk Filter, Water Risk Filter[*7]), respectively, and used maximum values in both evaluations.
The following are the items and number of sites within Toshiba Group that should receive priority consideration with regard to "dependencies" and "impacts" on nature, as extracted through the assessment. Based on these results, we will work to organize future risks and opportunities according to the LEAP approach, and strive to discover new insights and set new indicators and targets in the future.

<Dependencies on Nature>

Items	Number of sites that should receive priority consideration (priority sites)	Countries where the priority sites are located
Water supply	2 sites	Japan
Solid waste remediation[*8]	3 sites	Japan, Thailand
Dilution by atmosphere and ecosystems[*9]	1 site	Japan
Rainfall pattern regulation[*10]	1 site	Japan

<Impacts on Nature>

Items	Number of sites that should receive priority consideration (priority sites)	Countries where the priority sites are located
Use of water resources	4 sites	Japan, Thailand
Emissions of non-GHG air pollutants	3 sites	Japan, U.S., China
Emissions of toxic pollutants to soil and water	13 sites	Japan, U.S., China, India, Vietnam
Generation and release of solid waste	2 sites	Japan

The above results indicate sites that were extracted as those that should receive priority consideration for possible future risks, and do not represent locations where risks currently occur. Toshiba Group is thoroughly implementing activities for risk reduction at its sites around the world, including Japan, such as setting and managing voluntary control standards to prevent pollution.

*4 A tool that provides specific information on biodiversity and critical habitats for each region. Integrated Biodiversity Assessment Tool (IBAT) (Link to an external site).
*5 A tool to identify and assess biodiversity risks for each region. WWF Biodiversity Risk Filter (Link to an external site).
*6 A tool to identify and assess global basin water risks. World Resources Institute (Link to an external site).
*7 A tool to identify and assess operational water risks in addition to global basin water risks. WWF Water Risk Filter (Link to an external site).
*8 The natural process of environmental pollution remediation by degrading, reducing, or detoxifying pollutants by microorganisms, plants, algae, etc.
*9 The process of diluting gas, liquid and solid waste generated by business activities with water (fresh water and salt water) and atmosphere.
*10 The effect of vegetation, especially forests, on maintaining rainfall patterns through evapotranspiration on a subcontinental scale.

Risk Management

For business risks that have significant impact on management—including risks related to ecosystems such as water and biodiversity—we clarify management decision criteria, permissible risk limits, and corporate policy on business withdrawal in making management decisions to achieve Toshiba Group's sustainable growth and increase corporate value. In addition, for each risk case, the Business Risk Review Committee conducts risk assessment, identifies the maximum risk, and establishes items for monitoring. Matters of particular importance are discussed at the Management Meeting. The Business Risk Review Committee meeting is held several times monthly as matters arise.
In addition, as Toshiba Group's production sites use water resources in their operations, we consider that addressing water risks such as water shortages is also an important issue for us. Therefore, from the perspective of the business continuity plan (BCP), we are working to strengthen management by conducting assessments and analyses of all production sites in and outside Japan (approximately 60 sites) and reflecting the results in risk reduction plans for those sites.

> Structure of Risk Management and Compliance
> Response to Water Risk

Metrics and Targets

We will consider setting targets based on the LEAP approach in the future.
Currently, we set targets for conservation of biodiversity, water resources, and chemical substances and manage the progress in the Toshiba Group Environmental Action Plan.

> The Seventh Environmental Action Plan (2021-2023)
> The Eighth Environmental Action Plan (2024-2026)

Conservation of Biodiversity

Toshiba Group promotes biodiversity conservation activities as an important measure for the activity area of "consideration of ecosystems," alongside water resource and chemical substance management. We promote activities based on Toshiba Group Biodiversity Guidelines established for Toshiba Group companies, and we aim to contribute to the realization of the 2050 Vision of a world of living in harmony with nature, and the 2030 mission of realizing a nature positive world[*1], which must be fulfilled to achieve this Vision, set forth in the Kunming-Montreal Global Biodiversity Framework[*2].

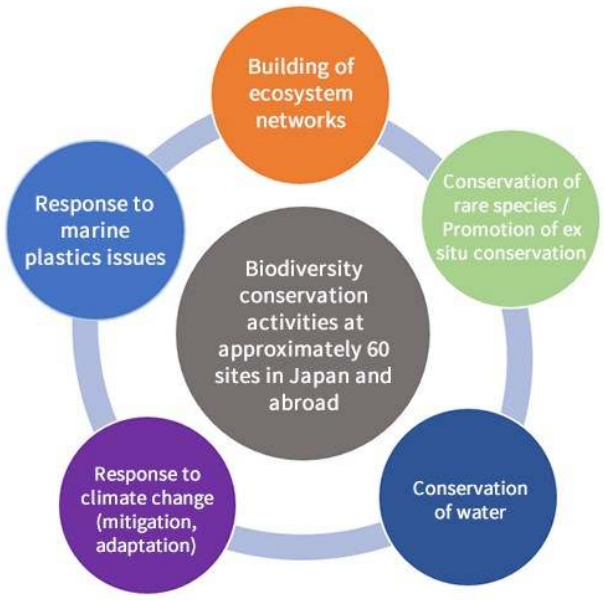
*1 To halt and reverse biodiversity loss to put nature back on the path to recovery.

*2 Global goal for biodiversity conservation formulated at the 15th Conference of the Parties to the Convention on Biological Diversity (COP15) held in December 2022. It consists of 2050 Vision, 2030 Mission, and 2030 Global Targets (23 activity targets to achieve the 2030 Mission).

Activity results for FY2023: Employee-participatory activities in collaboration with local communities

In FY2023, we promoted biodiversity conservation activities at approximately 60 sites around the world under the themes: "Building of ecosystem networks," "Conservation of rare species, promotion of ex situ conservation," "Response to marine plastics issues," "Response to climate change (mitigation, adaptation)," and "Conservation of water." Together with local stakeholders, we carried out initiatives in response to each region's characteristics and issues, inside the premises and in the neighborhood. In addition, we incorporated the viewpoints of "Collaboration," "Publicity," and "Education" into our activities to further expand and deepen them. These activities are mainly planned and carried out by employees themselves, and the activities lead to conservation of local ecosystems and improvement of environmental awareness at the respective sites.

Based on the five themes, activities were promoted at approximately 60 sites in Japan and abroad



At Fuchu Complex, employees including those certified as nature observation instructors have been conducting monitoring surveys of the site's biotope and green spaces since 2013. We have confirmed the presence of various plants and animals, and this has become a place where we can reaffirm the connection between the Complex and its surrounding ecosystems.

> Fuchu Complex Living Creatures Picture Book (Toshiba Infrastructure Systems & Solutions Corporation) (Japanese Only)

Case

Restoration activities for the "Banaue Rice Terraces" World Heritage Site (Philippines) to help preserve its multifaceted function

Environment | Ecosystems | Activities at sites | Stakeholders

Toshiba Information Equipment (Philippines), Inc.

Since 2012, our employees, local communities, the government, etc. have been working together to restore abandoned rice terraces in the Banaue Rice Terraces in the Philippines, which were declared a UNESCO World Heritage Site in 1995. To date, the total number of activity participants exceeds 2,000. In addition to carrying out activities such as land and terraced rice fields maintenance and restoration work, rice planting, and tree planting, we also provide environmental education to local students, including information on the importance of terraced rice fields and ecosystem considerations. In FY2023, approximately 280 people, including our employees, students, and local and government officials participated in activities such as weeding, maintenance, and restoration work on terraced rice fields covering an area of approximately 350 m^2 as well as rice planting and tree planting. Environmental education was provided to raise awareness, including education on proper waste separation and management of water, energy, chemicals, and hazardous waste. We will continue to work with local communities and governments to restore the Banaue Rice Terraces, which serve a number of functions, including "water retention," "flood control," and "ecosystem conservation."

Rice planting

Terraced rice field maintenance

Environmental education for students

Group photo before planting saplings

Case

Beach cleanup activities to raise employees' environmental awareness

Environment | Ecosystems | Activities at sites | Stakeholders | Social Contribution Activities

Toshiba Transmission & Distribution Systems Asia Sdn. Bhd.

As part of our efforts to conserve biodiversity, 89 employees and their families participated in a beach cleanup at Morib Beach in Banting, Selangor, Malaysia during December 2023. Prior to this cleanup activity, from September to November 2023, we collected recyclables such as electronic parts, clothing, and plastic and paper waste from employees' homes and brought them to the site in order to recycle them and raise environmental awareness. On the day of the beach cleanup, we collected about 120 kg of various types of waste, including plastic and packaging waste. We will continue to raise the environmental awareness of our employees and their families, and we will carry out biodiversity conservation activities aimed at improving the coastal landscape as well as the health of marine life and coastal ecosystems.

Group photo of participants

Cleanup activity

Recycling activity poster

Recycled goods

Case

Participation in "How Far Do Dragonflies Fly Forum" to contribute to create ecosystem networks with the local community

Environment | Ecosystems | Activities at sites | Stakeholders

Toshiba Energy Systems & Solutions Corporation Keihin Product Operations

Keihin Production Operations participates in "How Far Do Dragonflies Fly Forum," a collaborative effort among the local government, companies, citizens, and experts to promote biodiversity conservation activities. Several species of dragonflies, including the Shiokara dragonfly, visit the Operations site, and dragonfly naiads, killifish, and topmouth gudgeons have been found in the pond on the premises, which provides a habitat for creatures in the coastal industrial zone.
The centerpiece of this activity is a biotope which is a water area made from rainwater, and various measures have been implemented to attract different kinds of creatures, such as the creation of habitats for small animals. There, you can see flying insects, frogs, and the Japanese grass lizard. This biotope is among the places where the Forum conducts surveys on the species of dragonflies and their areas of activity, and every summer, we conduct dragonfly capture surveys with Forum members. The biotope is located on the outer edge of Keihin Product Operations, and we install a walking deck and benches there, and it serves as a place for employees and local residents to relax.
We will continue to work with the local community by green space sharing and participating in the Forum activities, and contribute to create an ecosystem network in the Keihin coastal area.

> https://tomboforum.com/ (Link to an external site) (Japanese only)

Dragonfly capture

Dragonfly survey

Place for relaxation

Case

"Kaga Toshiba Forest" maintenance activities that help create ecosystem networks and respond to climate change

Environment | Ecosystems | Activities at sites | Stakeholders

Kaga Toshiba Electronics Corporation

Since FY2013, we have leased a portion (3.33 ha) of city-owned land in Tatsunokuchi Hillside Park in Nomi City and have been conducting forest maintenance and preservation activities on the land under the name "Kaga Toshiba Forest," led by employees and their families, with the support and guidance of the "Nomi Satoyama Fan Club" and the local government. These activities are conducted twice a year, in spring and fall, with the aim of making each employee reaffirm the importance of sustainable satoyama management and promoting interaction with the local community. This activity has entered its twelfth year in FY2024, and we are carrying out activities and events such as removing fallen trees along the walking trail, cutting underbrush around the log yard and signboards, cleaning ditches, and providing woodwork and log cutting experiences. Through these activities, we have contributed to the creation of an ecosystem network, such as by confirming the arrival of Luehdorfia japonica (an endangered species listed on the Red List). In FY2023, we received the Ishikawa Forest Maintenance Activities CO_2 Absorption Certificate from Ishikawa Prefecture. We will continue to work in partnership with the local community to help create an ecosystem network and respond to climate change.

> https://www.toshiba-kaga.co.jp/sustainability/environment/environmental-communication.html#forest-forest-maintenance-activities (Kaga Toshiba Electronics Corporation) (Japanese only)

Maintenance work around the trail

Woodworking experience

Log cutting experience

Cutting of underbrush

Group photo of the participants

Activity plan for FY2024: Contributing to the Kunming-Montreal Biodiversity Framework

For the Eighth Environmental Action Plan, which began in April 2024, Toshiba Group selected 7 targets from among the 23 activity targets of the Kunming-Montreal Biodiversity Framework. The targets were selected based on the activities that Toshiba Group is already promoting on an ongoing basis and activities that should be newly addressed in line with the global trends, and the Group is now promoting activities based on these targets as shown in the figure below. We aim to expand and deepen our activities by incorporating the viewpoints of 'Collaboration,' 'Publicity,' and 'Education' following the Seventh Environmental Action Plan, as well as repeating a flexible PDCA cycle at each site, which involves setting an activity target and evaluation indicators, implementing and monitoring actions, and repeated reviewing of target achievement.

The seven targets that the Toshiba Group aims to contribute to	
Target 3	**30by30 target** Registration in the World Database on OECMs, implementation of activities recognized as contributing to the 30by30 target in each country (for Japan, certification as one of *Nationally Certified Sustainably Managed Natural Sites*), etc.
Target 4	**Conservation of species and genetic biodiversity** Conservation of important biological species, including endangered species, ex situ conservation, etc.
Target 6	**Invasive alien species control** Elimination and management of invasive alien species in conservation areas (e.g., green spaces) inside and outside the premises
Target 7	**Pollution prevention/reduction** Cleaning up of the areas around the offices, beaches, and rivers; reducing the use of one-way plastics in cafeterias and stores within the site, etc.
Target 8	**Climate change measures** CO_2 absorption, wind and flood control by afforestation, flood prevention by installing rain gardens, heat island control through green curtains and rooftop greening, etc.
Target 11	**Utilization of nature's regulating functions** Water recharge projects through afforestation, participation in local water recharge projects through maintenance of rice paddies
Target 12	**Securing green and blue spaces** Establishment of green spaces that contribute to the creation of ecosystem networks, establishment of green and blue spaces that contribute to people`s spiritual fulfillment as well as physical and mental health, etc.

×

Boosting Tool

Tool 1 Collaboration

Expanding and deepening activities through collaboration with various stakeholders, such as public administrations, NPOs/NGOs, local citizens, company employees, etc.

Tool 2 Education

Holding education classes at nearby schools or introducing Toshiba Group's biodiversity activities at seminars carried out by local governments or at education classes for employees, etc.

Tool 3 Publicity

Introducing activities to the public through company websites or reports, applying for outside awards or recognitions, signing up for awareness programs and campaigns carried out by public administrations or organizations, etc.

* The activities described are examples of initiatives by the Toshiba Group

< Topics > Contribution to the "30by30 target"

The Kunming-Montreal Global Biodiversity Framework includes a target that aims to effectively conserve at least 30% of land and sea areas as sound ecosystems by 2030, commonly known as the "30by30 target" (Target 3). Since Toshiba Group has sites around the world and recognizes the sustainable use of land to be an important issue, we participate in the "30by30 Alliance for Biodiversity" established by the Ministry of the Environment as a first step toward directly contributing to the achievement of the "30by30 target." Against this backdrop, Toshiba Lighting & Technology Corporation's Imabari Complex in Ehime Prefecture is working with the local community to preserve Odagahama Beach, and in October 2023, the beach was certified as one of Nationally Certified Sustainably Managed Natural Sites*, then registered in the World Database on OECMs in August 2024 as an internationally important area for biodiversity conservation. Going forward, we will aim to contribute to expanding the number of such sites through nature conservation activities inside the premises and in the neighborhood in Japan, as well as collect information and consider how we can contribute to the target through our sites abroad.

> Odagahama Beach, where Toshiba Lighting & Technology Corporation's Imabari Operations is conducting conservation activities in cooperation with the local community, has been registered in the World Database on OECMs (Other Effective area-based Conservation Measures)

* Areas certified by the government as a place where biodiversity is conserved through private-sector initiatives. Certified areas, excluding those that overlap with protected areas, are registered in the World Database on OECMs (Other Effective area-based Conservation Measures; locations other than protected areas that contribute to biodiversity conservation).

> Ministry of the Environment 30by30 (PDF) (832KB)

> Participation in External Sustainability Initiatives organizations

Case

Community-based biodiversity conservation activities at beaches and rivers

Environment | Ecosystems | Activities at sites | Stakeholders

Toshiba Lighting & Technology Corporation Imabari Complex

Together with the residents' association, local residents, the nature conservation division of Ehime Prefecture, the Biodiversity Center of Ehime Prefecture, the environmental policy division and the parks greenery division of Imabari City, NPOs, and plant and animal experts, we conduct land maintenance activities at Imabari City's Odagahama Beach four times a year. Linaria japonica (Japanese toadflax), an endangered species that is listed on the prefecture's Red List, grows along the coast, and every spring and fall, neighboring elementary school students are invited to visit the area to observe the plants and animals as part of their classroom studies. In addition to observing the ecology of plants and animals, local observation sessions include explanations of the marine plastics issue, beach debris research, and cleanup activities. These activities have expanded to include the Ministry of Environment, neighboring companies, and high school students, and in 2023, we held environmental study sessions for Odagahama residents and visiting classes at neighboring elementary schools. As a result of these activities, Odagahama Beach was certified as one of Nationally Certified Sustainably Managed Natural Sites by the Ministry of the Environment in October 2023, then registered in the World Database on OECMs in August 2024 as an internationally important area for biodiversity conservation. Alongside activities at Odagahama Beach, observation sessions are held for neighboring elementary school students at the city's Karakohama Beach, where Scutellaria strigillosa, an endangered species listed on the prefecture's Red List, etc. grow, as well as at the mouth of the Shinabe River in Onishi town, where hirohamatsuna, an endangered species listed on the Ministry of Environment's Red List, etc. grow. We will continue to carry out biodiversity conservation activities that are rooted in the local community.

- Odagahama Beach, where Toshiba Lighting & Technology Corporation's Imabari Operations is conducting conservation activities in cooperation with the local community, has been registered in the World Database on OECMs (Other Effective area-based Conservation Measures)
- Consideration of ecosystems (Toshiba Lighting & Technology Corporation) (Japanese only)

OECM registration logo mark

Environmental Class ①

Environmental Class ②

Maintenance Activity

Linaria japonica (Japanese toadflax)

Toshiba Group Biodiversity Guidelines

In 2009, Toshiba Group established Toshiba Group Biodiversity Guidelines as internal guidelines to promote activities aimed at conserving biodiversity, and we have been carrying out activities based on these guidelines. In response to recent global trends and the Group's various activities, we revised these guidelines in June 2024.

Basic Policy states that the Group will promote conservation and sustainable use of biodiversity, recognizing that healthy and stable natural capital is an important foundation for business, and that we will contribute to realizing a "nature positive" world by reducing negative impacts on nature and creating positive ones, based on an understanding of the relationships between all of our corporate activities and biodiversity.

Specific Actions state that we will: identify and disclose the impacts and dependencies of our business activities on nature, as well as the risks and opportunities associated with these impacts and dependencies; reduce our environmental impacts by reducing greenhouse gas emissions and chemical emissions as well as using resources efficiently; contribute to the restoration and regeneration of nature through community-based biodiversity conservation activities; strive to create products, services, and technologies that contribute to the realization of a "nature positive" world; and promote cooperation with various stakeholders, including local governments, NPOs/NGOs, local communities, industry organizations, and our employees. We will continue to raise awareness of these guidelines.

Response to Water Risk

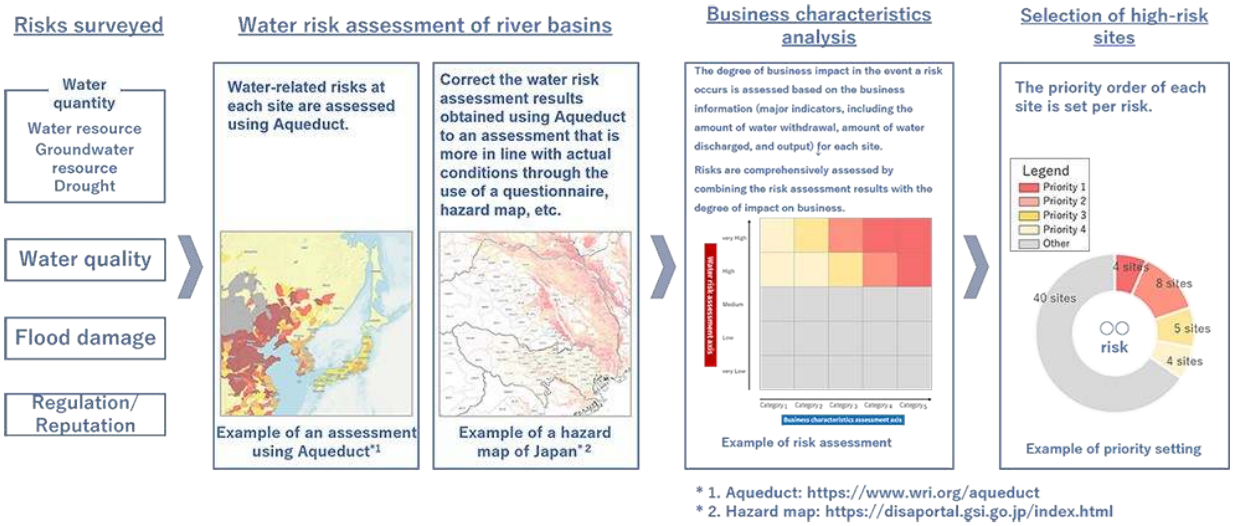
Lack of purified water due to insufficient infrastructure management as well as drought and flood damage due to climate change are becoming serious social problems. Toshiba Group, encompassing many businesses, has businesses with large impacts on water resources among natural capital.* In addition, since our sites are located in various regions around the world, response to "water risks" is an important issue in our environmental management. Therefore, we assess and analyze "water risks" that affect corporate activities and are working to strengthen water risk management.
Toshiba Group also promotes strict implementation of wastewater standards at all production sites to reduce the amount of water received and to prevent water pollution, and contributes to resolving water issues in each region by providing products and services that help reduce water risks.

* Using a tool (ENCORE) to assess companies' impacts on nature and the extent of their dependencies on nature, the impacts on land, freshwater and ocean use change; resource use; climate change; pollution, etc. are assessed for each business area.

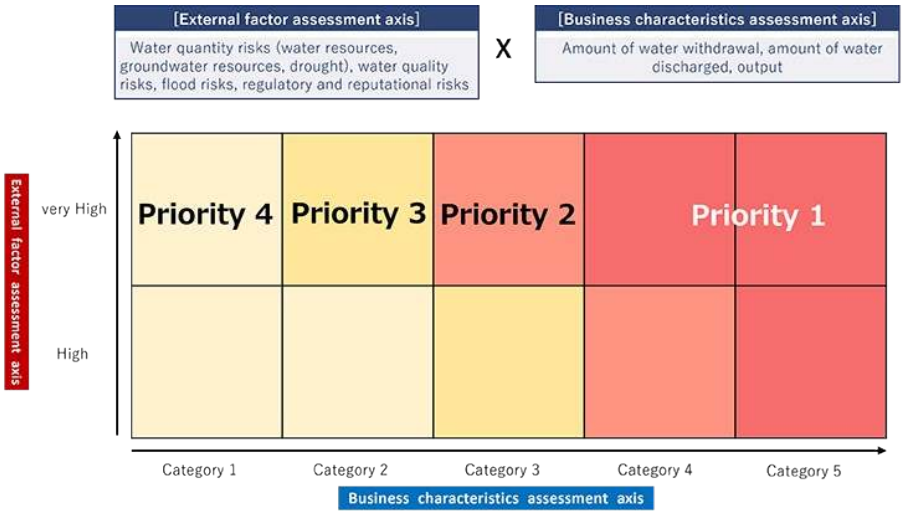
Water Risk Assessment

Regarding all Toshiba Group production sites in Japan and abroad (approximately 60 sites), we assess water risks by categorizing them into "water quantity (water resource, groundwater resource, and drought) risks," "water quality risks," "flood risks," and "regulatory and reputational risks."
In this assessment, we first conducted the primary assessment using "Aqueduct", a water risk assessment tool run by the World Resources Institute (WRI), along with implementation of a questionnaire survey of the target sites and analysis of hazard maps to supplement the assessment results, in order to obtain and develop data for each site. Through this process, we assessed the water risks of river basins (external factor assessment) on a five-point scale (very High/High/Medium/Low/very Low).
Next, from the sites with a high risk level identified as "very High" or "High" in the external factor assessment results, we chose high priority sites (Priority 1 to 4) taking into consideration the business impact level (Category 1 to 5) based on major indicators, including the amount of water withdrawal, amount of water discharged, and production output, then finally extracted sites with high water risks.

Water Risk Assessment Process

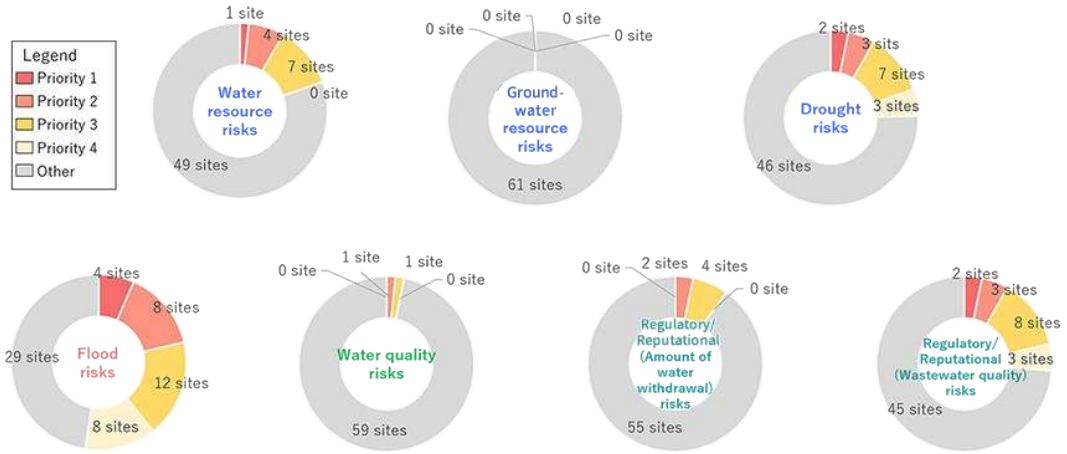


Classification of high-risk Sites



Assessment Results

The following shows the assessment results by water risk.



Of the target sites, the six sites listed in the table below were extracted as Priority 1. These sites are already working to reduce risks by reducing water withdrawal, introducing appropriate wastewater treatment process, and taking BCP measures, etc.

> Risk Management Using the Business Continuity Plan (BCP)

Sites Extracted under Priority 1

	Country	Content assessed as high risk
Site A	Japan	Water resource risks, Drought risks
Site B	Japan	Regulatory and reputational risks related to wastewater quality, Flood risks
Site C	Japan	Flood risks
Site D	Japan	Flood risks
Site E	Japan	Flood risks
Site F	The Philippines	Drought risks, Regulatory and reputational risks related to wastewater quality

Case

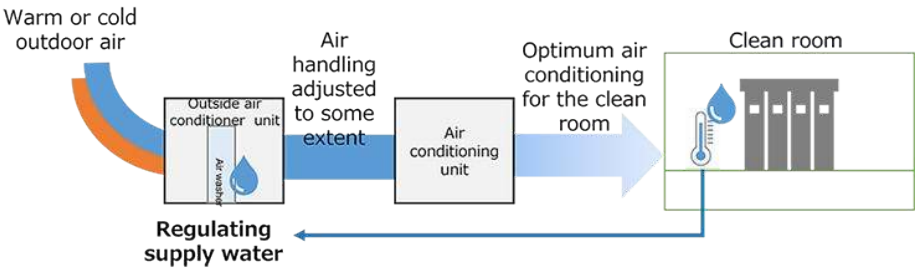
Reducing purity of water for outside air conditioners and air washers for humidification for clean room

Environment | Ecosystems | Activities at sites

Kaga Toshiba Electronics Corporation

Kaga Toshiba Electronics focuses on manufacturing power semiconductors, which control current and voltage in particular, among the transistor and diode elements known as discrete semiconductors. A lot of water is used in the manufacturing process.
To maintain suitable temperature and humidity for semiconductor manufacturing inside a clean room, the operation of an air conditioners is essential. Before taking outside air into the air conditioner, the outside air is processed in the outside air conditioner and fed into the air conditioner, thereby reducing the load on the air conditioner and saving energy. Pure water constantly flowing through the air washer* in the outdoor air conditioner to humidify the outdoor air and send it to the air conditioner. The amount of pure water is linked to the humidity in the clean room and optimized, resulting in reducing the amount of water received. (Annual reduction amount: 2,383 m^3/year)

* Air washer: A device that removes air contaminants with water and at the same time humidifying the air.



Case

Reducing the Volume of Water Used through the Effective Use of Rainwater

Environment | Ecosystems | Activities at sites

Toshiba JSW Power Systems Pvt., Ltd.

Toshiba JSW Power Systems Pvt. Ltd. (Toshiba JSW) has been reducing the volume of water used by utilizing rainwater and reusing treated water.
The company stores rainwater in a pond and uses the water for various uses, such as sprinkling water for plants in the premises, cooling water for manufacturing processes, and water for flushing toilets.
The rainwater storage pond is cleaned regularly so that the quality of water is maintained. The rainwater falling on the factory building roofs is not wasted either; the rainwater is once stored in the rainwater tank equipped with a monitor to grasp the water level. The monitor allows us to transfer the rainwater to the pond before it overflows from the tank. Through the use of rainwater, Toshiba JSW reduced the amount of water we received by 13,000m³ (actual results for FY23).

Cleaning the pond

Pond for storing rainwater

Rainwater tank

Reduction of the Amount of Water Received in Business Activities

With respect to water withdrawal, we have set a voluntary target in our Environmental Action Plan regarding the total amount of water received per unit activity. Each of our production site has incorporated a policy on reducing the amount of water received into its annual plan, and has developed and promoted specific measures.
The total amount of water received in FY2023 was 18.0 million m^3, while the amount of water received per unit activity was 116% of the total for the previous year, so we were unable to achieve our target; however, we continue to implement wide-ranging efforts, such as the use of recycled wastewater from sites and the introduction of systems for using rainwater.

> Click here for the results of "Rate of improvement of the amount of water received per unit activity"

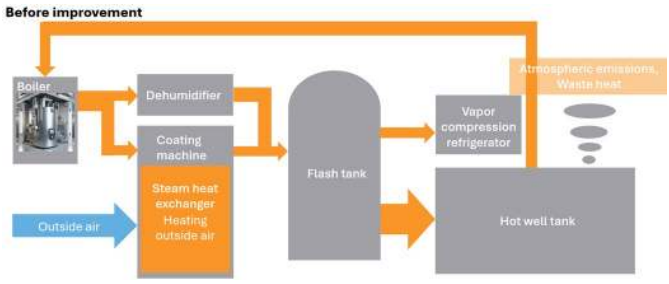
Case

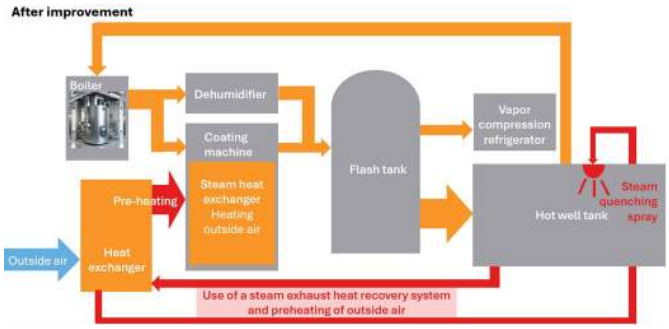
Reducing power costs by using steam exhaust heat

Environment | Ecosystems | Activities at sites | Climate Change

Toshiba Corporations Kashiwazaki Operations

Kashiwazaki Operations uses steam generated by a boiler as a heat source. The used steam is returned to water and, after passing through a tank, fed to and circulated within the boiler, but until recently, some of the steam was released into the atmosphere.
With the introduction of a steam exhaust heat recovery system, we reduce the amount of steam supplied by recovering the steam that has been released into the atmosphere and using it to preheat the outside air.
By reducing the amount of steam supplied, we achieved a 6.7% reduction in city gas consumption, a 6.7% reduction in greenhouse gas emissions, and a 4.3% reduction in water intake compared to FY2022 (FY2023 results).





Thorough enforcement of wastewater standards in business activities

Regarding wastewater, we develop and promote various measures to comply with legal requirements, stricter local municipal agreements, and internal regulations.

Case

Environmentally conscious water recycling plant

Environment | Ecosystems | Activities at sites

Nishinihon Kaden Recycle Corporation

The water recycling plant of the Nishinihon Kaden Recycle Corporation prioritises environmentally friendly initiatives.
In the process of disassembling and crushing home appliances (air conditioners, refrigerators, TVs, washing machines) and recycling the metals and plastics, we use a large amount of water for washing and density separation, especially for the finely crushed plastics. During the cleaning process, fine fragments and dirt get mixed into the wastewater, so we use chemicals such as flocculants to form lumps, which are then removed by sedimentation in a tank. This treated water is then used again for cleaning. In addition, because high-purity water is needed for density separation, we carry out advanced treatment using activated carbon and ion exchange resin to produce recycled water. This water is then used again in the same process. According to data from the past three years, the amount of recycled water has reached around 80% compared to the amount without this measure, and this has resulted in the saving of around 35,000 to 40,000 tons of water received per year.
Nishinihon Kaden Recycle Corporation will continue to fulfil our role as a company that contributes to the creation of a sustainable, resource-recycling society.

> https://www.nkrc.co.jp/environment/ (Nishinihon Kaden Recycle Corporation) (Japanese Only)
We collect and purify process wastewater within the plant and reuse it.

flocculation and sedimentation equipment

Activated carbon & ion exchange resin treatment equipment

Contribution of Products and Services

Toshiba Group aims to provide water-treatment-related products and services that address issues in the urban areas of emerging countries, such as increasing water shortages and water pollution, thereby contributing to the establishment of sustainable water circulation systems and the creation of environmentally advanced communities.

> Water & Environmental Solutions (Toshiba Infrastructure Systems & Solutions Corporation)

Case

ZLD system that contributes to prevent the pollution of water

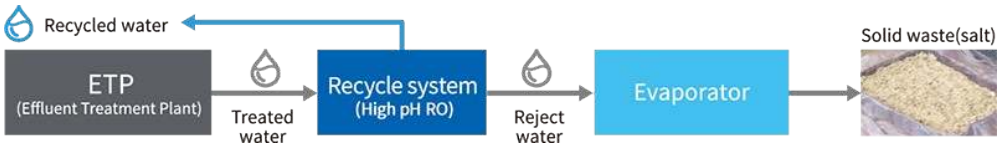
Environment | Ecosystems | Activities in Products

Toshiba Infrastructure Systems & Solutions Corporation

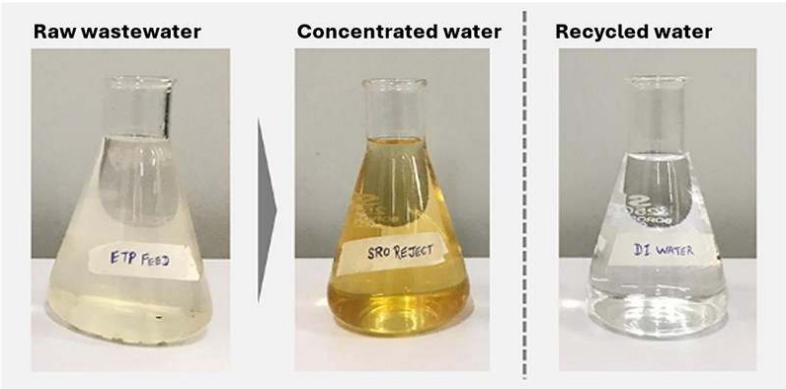
In developing countries where rapid population growth in urban areas and economic development are progressing, pollution of water is becoming more serious year by year. Thus, laws and regulations to achieve a sound water cycle are being strengthened along with the growing need for improvement of wastewater quality and conservation of the water environment of the discharge destination.
Toshiba Infrastructure Systems & Solutions Corporation provides a Zero Liquid Discharge (ZLD) system that aims to reduce the risk of water pollution in rivers and promote the effective use of water resources through the recycling and reuse of wastewater.
The ZLD system consists of two functions: one to concentrate and separate impurities in wastewater and recover reclaimed water, and the other to evaporate the concentrated impurities to obtain dried solid waste, thereby reducing the amount of wastewater discharged outside the system to zero.
By applying the ZLD system, we contribute to preventing water pollution in public water areas, thereby helping to solve the problems of water shortages and water pollution.
By improving the recovery rate from 80% to 95% through initiatives to prevent membrane clogging in the water recovery equipment, we reduce the energy consumption required for evaporation to about one quarter, and greenhouse gas emissions by half *.

* Trial calculation results based on actual results of introduction at an automobile plant in India.

> Response to the circular economy (Toshiba Infrastructure Systems & Solutions Corporation) (Japanese only)
> Zero Liquid Discharge (ZLD) System to Maximize Wastewater Reuse and Eliminate Liquid Waste (PDF) (443KB) (TOSHIBA REVIEW) (Japanese only)
> Product Introduction Page (Toshiba Infrastructure Systems & Solutions Corporation)



Outline of the ZLD system process flow

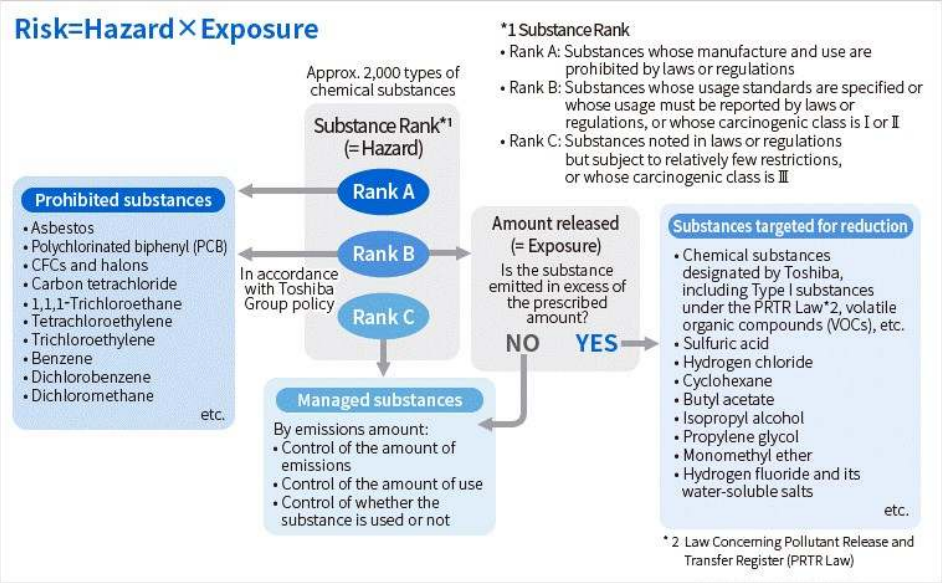


Example of a car factory (drainage sample)

Proper Management of Chemical Substances at Our Sites

Toshiba Group classifies approximately 2,000 chemical substances based on standards such as environmental laws and regulations into three substance ranks (hazard levels A, B, and C). Chemicals are classified as subject to prohibition, reduction, or control by determining their respective risks by evaluating the substance's hazard level and the impact of exposure to the relevant substance.

Substance ranking and management classifications



Prohibited substances

We manage chemicals by ranking them according to the degree of restrictions on their use. Use of Rank A substances is prohibited or strictly limited under the Act on the Regulation of Manufacture and Evaluation of Chemical Substances (the Chemical Substance Control Law), the Industrial Safety and Health Act, and the Poisonous and Deleterious Substances Control Act, among others. Use of some Rank B substances is prohibited based on risks and regulatory trends.

Substances targeted for reduction

We have reduced the use of substances that we have specified, including volatile organic compounds (VOCs) and substances designated as Class 1 chemical substances under the PRTR Law, by replacing them with alternative substances; by reducing the amount of raw materials used by improving productivity and processes; and by strengthening management to reduce VOC evaporation. As a result, the quantity of chemical substance emissions per unit activity was 99% of the FY2022 level, meeting our target. Toshiba Group plans to use alternative substances and increase the efficiency of material use by improving processes as an upstream process countermeasure and to expand use of equipment for removing and capturing emitted substances as a downstream process countermeasure.

> Click here for the results of "Rate of improvement of the total amount of chemicals discharged per unit activity"

For managed substances, we select materials and chemical substances that we determine have significant impacts on the environment, health, or safety while taking into account major regulations in Japan and abroad.

Substances targeted for reduction and managed substances are managed by registering them in the Environmental Management Information System, an internal system that enables all Group companies to input information on the amount handled. We promptly take corrective measures when the amount exceeds our internal compliance standard.

Case

Reduction of chemical emissions by introducing a coating treatment device

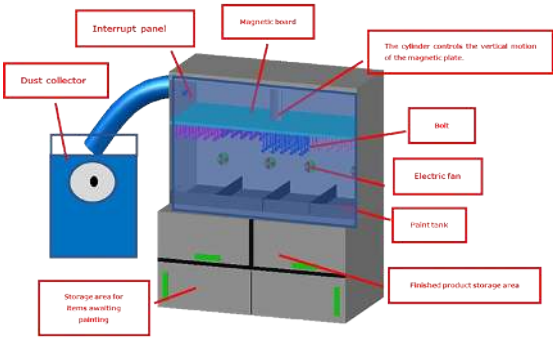
Environment | Ecosystems | Activities at sites | Health & Safety

Toshiba Elevator (SHENYANG) Co., Ltd.

Toshiba Elevator (SHENYANG) Co., Ltd. manufactures motors for standard elevators. Previously, the bolts that attach the brake to the motor body were coated with rust-proof paint using a brush and then allowed to dry naturally. However, this method had a number of problems, including the fact that the organic solvents contained in the paint and brush cleaning put a strain on the health of workers and the environment, the process was inefficient, much paint was wasted, the drying time was long, and the finished quality was not good.
Thus, the company designed and built an automatic coating treatment device using scrap iron plates and magnets for the dust collector that had been sitting idle. Inside a sealed coating room, a magnetic board that attracts bolts by magnetic force is raised and lowered, and after the bolts are dipped directly into the paint, they are forcibly dried by an electric fan. The air in the paint room is passed through a dust collector with activated carbon filtration to absorb the organic solvents before release into the atmosphere.
This device ensures workers' health and reduces the risk of environmental pollution. In addition, the amount of paint used was reduced by approximately 33% compared to before making the improvements, and the time required to complete the work was reduced by approximately 84%. Furthermore, quality improvements were achieved, such as elimination of uneven coating.

Before improvement

After improvement



Case

Reducing the amount of chemical substances used and their emissions by introducing a multi-spot flow system

Environment | Ecosystems | Activities at sites

P.T. TEC Indonesia

As part of our measures to reduce environmental impacts, we appropriately manage chemical substances and continue to make efforts to reduce their use and emissions in manufacturing processes. In the regular circuit board manufacturing process, isopropyl alcohol (IPA) is used in the pre-treatment for soldering to clean the entire circuit board surface. However, in an attempt to reduce environmental impacts, since some circuit boards can be cleaned with partial coating, we have adopted a soldering system called "multi-spot flow" that reduces the amount of IPA used and its emissions when performing partial coating.
This system has already been installed at our manufacturing sites in China and other countries and we have achieved some results. In FY2019, P.T. TEC Indonesia introduced this system and reduced the amount of IPA used in the circuit board manufacturing process by 25%. Partially implementing this system also reduces the energy used to melt solder, thus contributing to global warming countermeasures.

> Management of Chemical Substances (Toshiba Tec Corporation)

Prohibited substances

In order to prevent contamination with chemical substances and reduce contamination risks, Toshiba Group independently established the Structural Design Guidelines to prevent leaks of chemicals at its eight types of environment-related facilities (including wastewater treatment plants), and its overseas sites are also promoting continuous improvements in this area. In FY2023, Toshiba Group achieved a compliance rate of 95.7%.
In its overseas operations, at the time of establishing a new business or relocating a business, Toshiba Group also assesses contamination risks by investigating land use and contamination histories. Assessments are made in accordance with laws and regulations in each country, and Toshiba Group's own rigorous standards are applied in countries without relevant legislation.
As an effort to prevent contamination, Toshiba Group also conducts environmental assessments when investing in equipment and modifying or relocating equipment in order to confirm and examine whether laws and regulations as well as the "Structural Design Guidelines" are being complied with in advance.

Proper Management of Chemical Substances in Products and Services

Initiatives for Management of Chemical Substances Contained in Toshiba Group Products

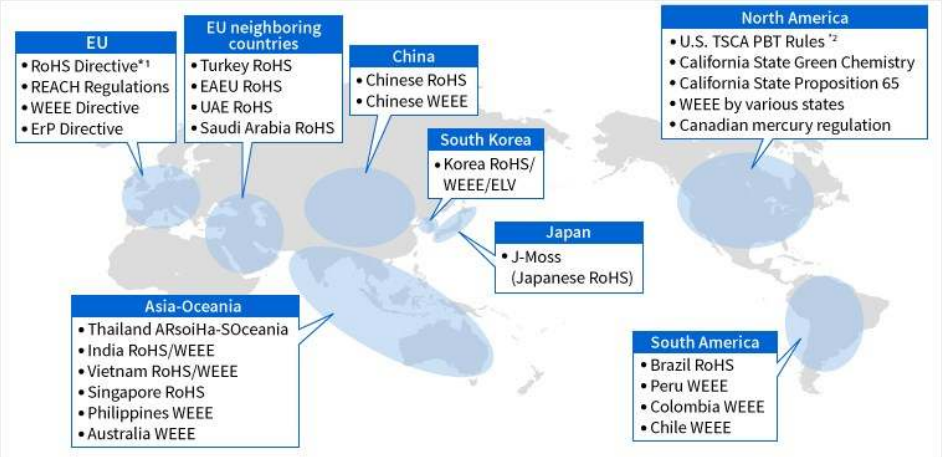
Toshiba Group provides a wide range of products, from electronic devices to building- and facility-related equipment, industrial systems, and energy and social infrastructure products. Various chemicals are used to manufacture these products. Toshiba Group considers "minimizing the risks involved in the use of chemicals," the precautionary principles proposed and adopted at the WSSD[*1] and other conferences, as an important challenge to address if it were to properly manage these chemicals. We have been promoting initiatives to specify the chemicals to be managed, to eliminate the use of specified chemicals (including the use of substitute substances), and to reduce the amount of chemicals contained in our products. In addition, we share information on such specified chemicals in each process of our production activities in order to minimize the risks of these chemicals to human health and the global environment. Also, to respond to the globalization of business, Toshiba Group takes global measures to manage chemicals contained in products. We gather and assess the latest trends in policies and regulations on chemical management of countries around the world and reflect them in Toshiba Group's management of chemicals. Furthermore, Toshiba Group promotes the Green Procurement initiative, which specifies prohibited substances, which are prohibited from use in procured items such as product materials and parts, and managed substances, which are monitored for use in procured items, to be reduced and substituted to mitigate their environmental impact. Our aim is to procure products, parts, and materials with less environmental impact in cooperation with our business partners and suppliers.
Rank A (prohibited) substances are those prohibited or restricted from use in products (including packaging) by laws and regulations in Japan and abroad, and include substances on the Declarable Substance List of IEC 62474: Material Declaration for Products of and for the Electrotechnical Industry prepared by the International Electrotechnical Commission (IEC). For substances in the IEC 62474 Declarable Substance List that are stated on the Candidate List of Substances of Very High Concern (SVHC) of EU's REACH Regulation, we manage them as Rank B (managed) substances.

Toshiba Group Environment-related Substance List

Category	Definition
Rank A (Prohibited Substances)	Substances whose presence is prohibited in procurement items (including packaging) in Toshiba Group. Substances whose use in products (including packaging) is prohibited or restricted by domestic or foreign laws and regulations.
Rank B (Managed Substances)	Substances whose environmental impact should be reduced, based on actual usage, via reduction of use and substitution, or recovery and detoxification in a closed system.

* Due to sector-specific conditions and other circumstances, details of the management of chemicals (substances managed, management levels, threshold values, etc.) may differ among Toshiba Group companies.

Examples of regulations on chemicals contained in products in different countries



*1 RoHS: The Restriction of the use of certain Hazardous Substances in electrical and electronic equipment

*2 U.S. TSCA PBT Rules: The regulations on the five persistent, bioaccumulative, and toxic (PBT) chemicals and PBT-containing products and articles in accordance with the TSCA (U.S. Toxic Substances Control Act) Section 6(h).

Promoting Substitution of the Phthalates

As part of our priority measures for managing chemicals contained in products, Toshiba Group promotes substitution of the four phthalates* restricted by the EU RoHS Directive
Phthalates were widely used as a plasticizer for PVC and other plastics, but they are regulated in EU due to concerns about their reproductive toxicity and regulations are now spreading worldwide. Although progress has been made in the use of alternatives for cords and internal wire cable coatings as well as for various types of packing for electrical and electronic equipment, phthalates are still commonly used and there is a risk of contamination. Therefore, checks must be carried out to ensure that products do not include phthalates, and any phthalates found must be replaced.
Toshiba Group is steadily promoting the management of chemical substances contained in products by positioning four phthalate esters as a prohibited substance in the Toshiba Group Green Procurement Guidelines and by establishing internal technical standards for material testing methods, including a simplified method developed by the Company for testing phthalate esters contained in polymer materials.

* Bis (2-ethylhexyl) phthalate, butyl benzyl phthalate, di-n butyl phthalate, and di-isobutyl phthalate. These substances are used mainly as plasticizers for plastics (cable coatings, etc.), and there are some concerns about their effects on the human body.

> Toshiba Group Green Procurement Guidelines

Case

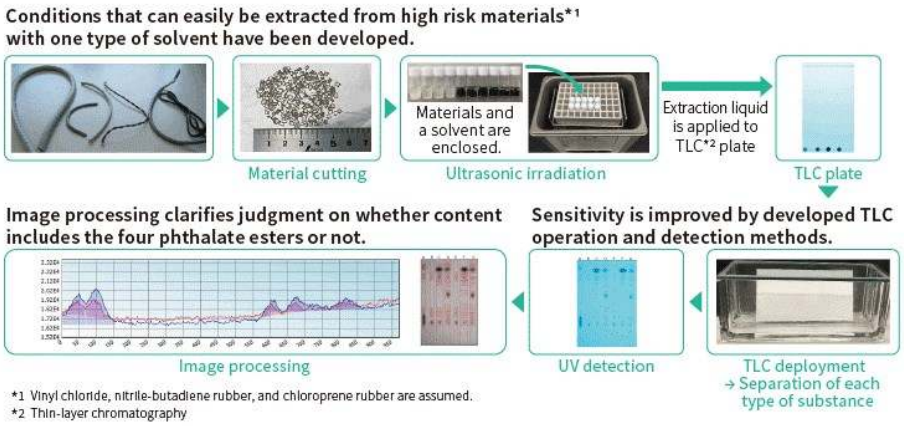
Development of a simplified screening method for phthalates

Environment | Ecosystems | R&D

Toshiba Corporation
Corporate Research & Development Center

Focusing on the four phthalates in products added by the RoHS Directive in EU in July 2019, we have developed the thin-layer chromatography (TLC) method as one of the screening methods for acceptance tests on procured items and quality control of production processes, and we have been applying that method within Toshiba Group.
Since the specifications required for the screening of the phthalates vary depending on the user, it is important to choose the method according to the purpose. Among some screening methods with distinctive characteristics, the TLC method has the advantages of low cost and simplicity. In response to the needs of the electric and electronic industry inside and outside of Japan to reduce the management cost of the phthalates, we promoted the international standardization of the TLC method as a screening method option. The method was standardized as a phthalate screening method for IEC62321 Series* in May 2023.

* The test method series for chemical substances contained in products in the International Electrotechnical Commission (IEC)



Ensuring of Environmental Risk Management and Compliance

Response to environmental risk compliance

We, Toshiba Group, pursue the highest standard of compliance management in environmental management operations that relate to our business activities, products, and services.

Corporate staff divisions draft and formulate Group-wide policies and regulations related to environmental compliance management. In accordance with such policies and regulations, each Group company sets its compliance management items to be observed by its business divisions and sites, and executes its business.
In addition, corporate staff divisions conduct in-house environmental audits to meticulously check whether environmental policies are in place and how relevant laws and regulations are managed at key Group companies, business divisions, and sites on a regular basis. This helps us identify potential environmental risks and implement measures to prevent environmental incidents and violations of laws.
If a major environmental risk is identified, the Risk Compliance Committee, chaired by the executive officer in charge of the Legal Division, discusses preventive measures to be taken. If any environmental risk should materialize, all the concerned parties, including environmental promotion managers and related persons of relevant Group companies and sites, will work together under the direction of the executive in charge of environment to take preventive measures, check relevant business and production sites as well as consider recurrence prevention measures.

To manage environmental risks and ensure compliance, we make the most of opportunities such as Company-wide environmental education, environmental auditor certification training, and the Corporate Environmental Management Committee meeting to share the latest trends in laws and regulations, incidents occurred within the Group, and audit results for each Group company, business division, and site. This has contributed to raising the awareness of compliance.

> Risk Management and Compliance

Implementation of Environmental Assessments

At the time of establishing a new business; relocating, selling, or withdrawing from a business; investing in equipment; or using a new raw material or chemical, Toshiba Group ascertains whether there are any significant environmental impacts from the perspective of climate change and ecosystems and conducts a preliminary assessment (environmental assessment) with regard to legal and regulatory compliance items in order to avoid or reduce serious environmental impacts.

Compliance Management in Products and Services

We, Toshiba Group, are pursuing the highest standard of compliance with environmental regulations and requirements that relate to our products and services. To this end, we implement control over the entire process, from development and design through to shipment, and ask our customers for their cooperation. For chemical substances in particular, we gather and assess the latest trends in policies and regulations around the world and incorporate the information into Toshiba Group's chemical substance management.

Compliance Management in Business Activities

Toshiba Group manages chemical substances by ranking. At the same time, the Group works on soil and groundwater purification, and manages products using polychlorinated biphenyl (PCB) and ozone-depleting substances, in accordance with relevant laws and regulations. In particular, we have independently set discharge/emission limits of chemical substances that are stricter than legal requirements in order to manage discharges/emissions into the water/air. Each site observes these limits.

Soil and Groundwater Purification

Toshiba Group studies the situation of soil and groundwater contamination at production sites and implements purification measures. We also implement safety measures for environmental equipment in order to prevent contamination and to reduce the risks posed by chemical substances. We conducted a simultaneous study of all sites and found contamination at 10 sites. At the contaminated sites, purification of contamination by volatile organic compounds (VOCs) is underway, and we are monitoring the contamination level. VOCs in groundwater are collected and removed primarily by the water pumping method.
In FY2023, we collected 100.9 kg of VOCs, an increase of 1.2% from the previous year, which can be attributed to the resumption of the permeable purification wall purification system (activated carbon) at Toshiba Corporation Komukai Complex, which had been temporarily suspended due to the construction of a new building, and the resumption of purification by pumping at Kitashiba Electric Co., Ltd., which had been suspended due to the Great East Japan Earthquake.

Purification of soil and groundwater contaminated with volatile organic compounds

Production sites	Location	Progress in purification	Purification method*1	Amount collected*2(kg)
Former site of Asia Electronics Inc.'s Yokohama Operation Center	Yokohama, Kanagawa Prefecture	Being monitored*3	A, D, F	—
Toshiba Corporation Komukai Complex	Kawasaki, Kanagawa Prefecture	Purification in progress	A, F, G	18.8
Toshiba Electronic Devices & Storage Corporation Himeji Operations-Semiconductor	Taishi Town, Ibo County, Hyogo Prefecture	Being monitored (North district)	C, E, F	—
		Purification in progress (South district)	A, E	61.5
Japan Semiconductor Corporation Oita Operations	Oita, Oita Prefecture	Purification in progress, being monitored	F	—
Kawamata Seiki Corporation	Kawamata Town, Date County, Fukushima Prefecture	Purification in progress	A	Less than 0.01
Former site of Toshiba Shomei Precision Corporation's Kawasaki Works	Kawasaki, Kanagawa Prefecture	Being monitored	A, B, E	—
Former site of Toshiba Lighting & Technology Corporation's Iwase Works	Sakuragawa, Ibaraki Prefecture	Purification in progress	A	0.03
Lighting Device & Fixture Corporation Ibaraki Plant	Joso, Ibaraki Prefecture	Purification in progress	A, B	0.4
Former site of former Toshiba Components Co., Ltd. Kimitsu Operation Center	Kimitsu, Chiba Prefecture	Purification in progress	A, E	20.1
Kitashiba Electric Co., Ltd.	Matsukawa-machi Fukushima City, Fukushima Prefecture	Purification in progress*4	A	0.07

*1 (A) groundwater pumping, (B) soil gas suction, (C) oxidation decomposition, (D) interception containment, (E) removal by excavating soil, and (F) bio-activation, (G) Permeable purification wall purification system (activated carbon)(from 2023)

*2 Amount collected from April 2023 to March 2024

*3 Monitoring of the contamination level after engineering work to remove contamination or the purification procedure is complete.

*4 Pumping was temporarily suspended due to the effects of the Great East Japan Earthquake, but resumed in FY2023.

Storage and Management of PCB

Since 1972, when the manufacture of products using polychlorinated biphenyl (PCB) was discontinued in Japan, Toshiba Group has kept PCB and PCB-containing products under strict surveillance, controlled them, and reported their storage to the relevant authorities in accordance with the Waste Management and Public Cleansing Act and the Act on Special Measures concerning Promotion of Proper Treatment of PCB Wastes in Japan. In addition to meeting the prescribed storage standards, the Group makes doubly sure through the installation of dikes and double containers and other measures that they are stored appropriately.

Disposal policies

	PCB waste (Pollution-confirmed materials for storage)	PCB devices in use
Low density	Proceed with disposal at government-certified facilities.	**Transformers:** Analyze oil during maintenance. Formulate plans to upgrade or dispose of devices containing PCB. **Condensers:** Formulate plans to gradually upgrade fully sealed devices while taking care not to impair business activities. Formulate plans to dispose of devices containing PCB.

Identifying environmental liabilities

Enforcement of the Act on Special Measures concerning Promotion of Proper Treatment of PCB Wastes, obliges PCB waste storage business operators to dispose of PCB wastes properly by March 2027. As of March 31, 2023 and 2024, Toshiba Group recorded environmental liabilities of approximately 13.4 billion yen and 8 billion yen respectively as PCB detoxification outsourcing expenses. These expenses were incurred in relation to the disposal of products containing PCB that were stored and managed in business and productions sites nationwide and their facilities. We will continue to grasp and disclose such information properly.

Management of Ozone-depleting Substances

Toshiba Group possesses specified chlorofluorocarbons (CFCs), which deplete the ozone layer, as coolant for air conditioners installed in sites; we appropriately dispose of such CFCs in compliance with the law. In FY2023, we reduced the amount of specified CFCs to 142 tons. Our CFC leaks stipulated in the Fluorocarbons Emissions Control Act were 966 t-CO_2 in FY2023. We will continue to further enhance our management of chemicals through routine and periodic inspections as well as environmental audits.

Violations of Laws and Regulations

The Seventh Environmental Action Plan states that ensuring of environmental risk management and compliance is a priority task for enhancement of the basis of environmental management, and promotes specific measures to prevent risks in products and services as well as manufacturing. We will also strengthen our compliance management under the Eighth Environmental Action Plan.
There were no violations of laws and regulations or accidents in FY2023.

See below for past cases:

> Past Cases

Social

For respect of human rights, to nurture people and technology, and to give back to society

Toshiba Group has incorporated its determination to leverage its business activities towards the development of society into its Basic Commitment, “Committed to People, Committed to the Future.”

Toshiba Group is committed to respecting the human rights of all its stakeholders who are involved in and support our business activities, and encourages every Group employee to feel pride and fulfillment in their work, and to harness creativity and technology in collaborating with business partners to realize rich value. In particular, we have set “Secure, retain and train human resources”, “Ensure employee health and safety”, “Promote respect for human rights”, “Promote sustainable procurement”, and “Strengthen R&D to stimulate innovation” as material issues along with specific KPIs for these, and are engaged in efforts to achieve them.

Material Issues in Social

Promote respect for human rights

Secure, retain and train human resources

Promotion of DEIB (Diversity, Equity, Inclusion, Belonging)

Ensure employee health and safety

Promote sustainable procurement

Strengthen R&D to stimulate innovation

Other Initiatives

- Employment and Labor Relations
- Work-Style Reform and Work-Life Balance
- Intellectual Property Initiatives
- Improvement of Customer Satisfaction
- Quality Control for Safety and Reliability
- Product Safety and Product Security
- Social Contribution Activities
- Coexistence with Society

Toshiba Group's Material Issues

Respect for Human Rights

Guided by the Basic Commitment of the Toshiba Group, we declare that we value all stakeholders, such as our employees, customers, and shareholders. We support the Universal Declaration of Human Rights as well as other universal principles related to human rights and labor, and respect human rights through our sound business activities.

KPIs and Achievements

Rate of human rights-related seminars and workshops for sustainability leaders held

FY2022 Achievement	100%[*1]
FY2023 Target	100%[*1+*2]
FY2023 Achievement	100%[*1+*2]

Participation rate in human rights education programs (e-learning) under the Standards of Conduct for Toshiba Group

FY2022 Achievement	99 %
FY2023 Target	100 %
FY2023 Achievement	99.6 %
FY2024 Target	100 %

Human rights due diligence initiatives

(a) Implementation rate of human rights impact assessments in our own company's businesses

FY2022 Achievement	100 %[*1]

(b) Implementation rate of the survey on the actual conditions and the measures for correction, prevention, and mitigation

FY2023 Target	100 %[*2]
FY2023 Achievement	N/A[*3]

Implementation rate of the monitoring on actual status using the Risk Assessment Program (RAP) for group companies[*4]

FY2024 Target	100 %

*1 At Toshiba, Toshiba Energy Systems & Solutions Corporation, Toshiba Infrastructure Systems & Solutions Corporation, Toshiba Electronic Devices & Storage Corporation, Toshiba Digital Solutions Corporation, Toshiba Elevator and Building Systems Corporation, Toshiba Lighting & Technology Corporation, and Toshiba Plant Systems & Services Corporation

*2 Group companies identified as high risk in human rights impact assessments

*3 As it is difficult to quantify the implementation rate, it is listed as N/A (see main text for actual efforts).

*4 RAP target companies (80% of Toshiba Group)

FY2023 Key Achievements

- **We strengthened monitoring of measures based on the results of human rights impact assessments conducted through the Human Rights Risk Assessment Program (Human Rights RAP) for Group companies.**
- **We held online human rights lectures for all directors, officers, and employees in Japan and overseas, and we worked to deepen understanding of human rights issues throughout Toshiba Group.**
- **Our response to the Modern Slavery Act in the UK and Australia was changed from a response by each company to a joint statement indicating Toshiba Group's stance.**

- Policy on Respect for Human Rights
- Human Rights Due Diligence
- Whistleblowing, Consultation, and Remedies
- Structure for Respecting Human Rights
- Training and Enrichment on Respect for Human Rights
- Activities with Stakeholders

Policy on Respect for Human Rights

Toshiba Group stipulates respect for human rights as Article 1 in the Standards of Conduct for Toshiba Group, and has declared that it conducts corporate activities with consideration of human rights. In light of recent changes in global society's awareness of human rights, we established the Toshiba Group Human Rights Policy in March 2022. We understand that our corporate activities have impacts on human rights, and that we fulfill our responsibilities by respecting the human rights of all stakeholders involved in Toshiba Group's corporate activities.

> Toshiba Group Human Rights Policy (PDF) (347KB)

In formulating the policy, as a signatory to the UN Global Compact, we referred to international norms and guidelines. In addition, based on the results of human rights impact assessments and the opinions of third-party organizations specializing in human rights, we have identified and are working on the following human rights issues as focus areas: 1. discrimination, 2. harassment, 3. health and safety, 4. forced labor, 5. child labor, 6. personal information/data and privacy, 7. corruption, 8. freedom of association and collective bargaining rights, 9. human rights issues related to technology and AI, and 10. human rights issues related to the environment and climate change.
This policy supplements the Standards of Conduct for Toshiba Group and the Toshiba Group Sustainability Policy, and applies to all persons working for Toshiba Group, including directors, officers, and employees. We also communicate the policy to business partners, suppliers, and related parties and request them to act in accordance with this policy.

The executive in charge of Sustainability is responsible for implementation of this policy.

International norms and guidelines related to human rights that we refer to in conducting our business activities:

- UN Universal Declaration of Human Rights
- OECD Guidelines for Multinational Enterprises
- OECD Due Diligence Guidance for Responsible Business Conduct
- UN Guiding Principles on Business and Human Rights
- UN Guiding Principles Reporting Framework
- ILO Declaration on Fundamental Principles and Rights at Work
- ILO Tripartite Declaration of Principles concerning Multinational Enterprises and Social Policy
- Convention on the Rights of the Child
- UN Global Compact
- ISO 26000 (Guidance on social responsibilities)
- GRI Standards
- Responsible Business Alliance Code of Conduct (RBA)

Structure for Respecting Human Rights

Toshiba Group is committed to respect for human rights as one of its material issues. Under the supervision of the executive in charge of sustainability, the staff members responsible for sustainability in the Strategic Planning Division formulate and implement human rights-related measures necessary for Toshiba Group. In addition, we hold regular weekly human rights meetings in which staff members responsible for human rights from the Human Resources & Administration Division, the Procurement Division, and the Legal & Compliance Division discuss initiatives and issues at Group companies, and they share information on global trends and other related topics. We plan to work with the Environment Division to understand and respond to the relationship between human rights and the environment.

The Human Resources & Administration Division is responsible for specific initiatives and human rights training related to the human rights and labor of Toshiba Group employees, including temporary and contract employees.

> Work-Style Reform and Work-Life Balance
> Training and Enrichment on Respect for Human Rights
> Promotion of DEIB (Diversity, Equity, Inclusion, Belonging)
> Ensure Employee Health and Safety

Regarding human rights initiatives in the supply chain, the Procurement Division requests that suppliers consider human rights based on the Toshiba Group Procurement Policy, and we jointly promote initiatives to fulfill our corporate social responsibility.

> Promote Sustainable Procurement

Human rights issues and risks are addressed by the Legal Division together with the Sustainability Management Group in Strategic Planning Division.

> Inspection of Implementation Status of Risk Management and Compliance Measures

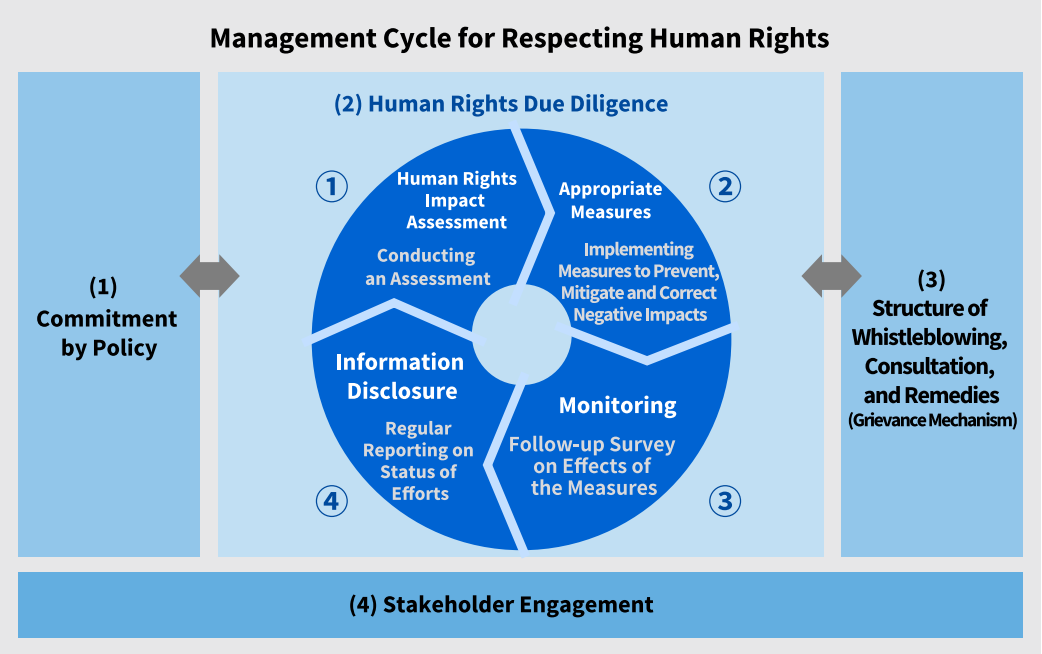
Toshiba Group's human rights initiatives in the supply chain are discussed by the Sustainability Strategy Committee, which is chaired by the Representative Director, Corporate Officer, President and CEO, as part of the Company's efforts to promote sustainability, and the Committee makes necessary decisions. The Committee reports its deliberations and decisions to the Board of Directors, which oversees its activities.

> Sustainability Management Structure

Human Rights Due Diligence

Human Rights Impact Assessment

Toshiba Group conducts human rights due diligence in accordance with the UNGPs. As part of such efforts, in cooperation with Business for Social Responsibility (BSR), a U.S.-based sustainability advocacy organization, we conduct human rights impact assessments for each of our businesses.



Response to Human Rights Issues

For the issues identified in the human rights impact assessment, we are taking measures to prevent and mitigate negative impacts and to make corrections based on international human rights norms and guidelines. Through our efforts to address these issues, we will deeply instill the importance of respecting human rights throughout Toshiba Group and fulfill our social responsibility as a company that values human rights.

Toshiba Group's Human Rights Issues

Objects	Employees / Suppliers	Customers / Local communities
Human Rights Issues	Working environment	Impact on communities and indigenous peoples
	Social protection	Impact on product end users
	Discrimination, Harassment, Equal opportunity	Impact on product safety and the environment
	Freedom of association	Privacy protection
	Child labor	Impact of cybersecurity
	Forced laber, Modern slavery	Impact of AI use
	Foreign worker	
	Occupational safety and health	

Improvement of the Working Environment and Compliance with Standards

The Human Resources & Administration Division conducts labor management that considers the human rights of employees and has a system in place to ensure compliance with labor standards. The Risk Compliance Committee, which is chaired by the corporate officer in charge of Human Resources & Administration, holds the Human Resources and Administration Subcommittee every six months to confirm issues, risks, and the status of any violations of laws and regulations as well as improvement measures for themes such as “human rights and harassment,” “personal misconduct,” “health and safety and occupational accidents,” “long working hours,” “management of temporary employment,” “labor disputes,” and “the Worker Dispatching Act and the Employment Security Act.” The subcommittee also discusses various activities and achievements in the field of human rights education. We will continue to improve the working environment for our employees and promote decent work for them.

> Work-Style Reform and Work-Life Balance

> Promotion of DEIB (Diversity, Equity, Inclusion, Belonging)

> Training and Enrichment on Respect for Human Rights

Addressing Modern Slavery, Including Child Labor and Forced Labor

In accordance with the Standards of Conduct for Toshiba Group, Toshiba Group prohibits child labor and forced labor. In addition, the Toshiba Group Human Rights Policy lists child labor and forced labor as important issues, and we are working to ban them, including through supply chain measures.
In response to the Modern Slavery Act in the UK and Australia, Toshiba Group has issued a “Toshiba Group Slavery and Human Trafficking Statement.”*

> Toshiba Group Slavery and Human Trafficking Statement (PDF) (354KB)

> Past statements

* This statement excludes Toshiba Tec Corporation, the Company’s subsidiary listed on the Tokyo Stock Exchange, and its subsidiaries. Toshiba Tec Group plans to issue its own statement separately.

Foreign Workers

Toshiba Group recognizes that since foreign workers, migrant workers, interns, and trainees are likely to be at risk of labor exploitation and forced labor, this issue must be addressed as a priority.

Our Group companies in Japan accepted technical trainees from Vietnam, and we conducted in-person interviews with them in 2022. In its assessment, BSR confirmed that Group companies comply with all relevant national laws and regulations and have made improvements to address the issues pointed out in FY2022. The host company holds regular discussions with the trainees, and in FY2023, they took steps to improve trainees’ living conditions, such as providing single rooms in the dormitory for some trainees.
Regarding the recruitment fee that many trainees bear, we will review its breakdown in our Group companies in Japan and overseas, and consider specific measures based on expert opinions and international norms.

Occupational Health and Safety

Toshiba Group is committed to creating a safe and comfortable work environment and to supporting the maintenance and improvement of its employees’ physical and mental health.

> Ensure Employee Health and Safety

Impact on Local Residents

Toshiba Group recognizes the importance of respecting the rights of local residents and indigenous peoples living near our business sites in order to continue our business and coexist with local communities, and we have implemented various measures to ensure such respect. We conduct environmental impact assessments before starting new projects to minimize the environmental impact of our operations. We also comply with the environmental laws and regulations of each country and region to take all possible measures to preserve the local environment and to consider the potential impact of our business activities on the human rights of residents. A remedy mechanism (grievance mechanism) has been introduced for reporting and consultation on human rights issues from local residents and indigenous people.

Other Initiatives Related to the Issue

> Employment and Labor Relations

> Quality Control for Safety and Reliability

> Product Safety and Product Security

> Cyber Security, Privacy

> Toshiba AI Governance Statement

Monitoring

Toshiba Group annually reviews and monitors the status of human rights initiatives at Group companies in Japan and overseas utilizing the Human Rights RAP (Risk Assessment Program), and strives to prevent issues before they arise, correct inappropriate initiatives, and prevent issues from recurring. In FY2023, we conducted a survey of 144 companies (80% of our consolidated subsidiaries in Japan and overseas). As a result of the survey, which included 16 questions on issues such as child labor, forced labor, working hours, wages, health and safety management, and harassment, it was determined that additional surveys were needed for 67 companies, but we ultimately confirmed that there were no problems at any of the companies. Human Rights RAP initiatives are reported to and deliberated by the Human Resources and Administration Subcommittee of the Risk Compliance Committee. In addition, the content of subcommittee meetings is reported to the Risk Compliance Committee along with other issues related to the Human Resources & Administration Division. We will continue to use the Human Rights RAP to monitor human rights initiatives and strengthen measures to prevent issues from arising.

> Work-Style Reform and Work-Life Balance

> Inspection of Implementation Status of Risk Management and Compliance Measures

Due diligence on suppliers is conducted by the Procurement Division. The human rights risks and countermeasures identified in the process are shared with Sustainability Management Group Strategic Planning Division, Human Resources & Administration Division and Legal & Compliance Division to ensure that respect for human rights is addressed throughout the value chain.

> Practicing Sustainable Procurement Activities (Supplier due diligence)

Toshiba Group will continue to deepen its understanding of the impact of its business activities on human rights and will implement initiatives to prevent and mitigate negative impacts through stakeholder engagement and other means.

Training and Enrichment on Respect for Human Rights

Toshiba Group views human rights education as an important measure for solving problems, and we conduct human rights training to further raise awareness of respect for human rights.

"Respect for Human Rights" e-learning

We conduct an annual e-learning program on Article 1 “Respect for Human Rights" of the Standards of Conduct for Toshiba Group, the Toshiba Group Human Rights Policy, and the Toshiba Group Procurement Policy for executives and employees (including temporary and contract employees) of Toshiba Group companies in Japan and overseas. In FY2022, it covered the content of each policy, child and forced labor issues, global trends related to business and human rights and the responsibilities that companies are expected to fulfill, as well as the prohibition of harassment and the promotion of diversity and inclusion. The participation rate for FY2023 was 99.6% across Toshiba Group companies in Japan and overseas. For employees who are unable to take the e-learning course, we distributed a booklet based on the e-learning material and strive to promote understanding of respect for human rights throughout all Group companies.

Online Seminar on Business and Human Rights

In December every year Toshiba holds a Human Rights Week Memorial Lecture during Human Rights Week, which includes Human Rights Day (December 10th) as an event during Toshiba Group Sustainability Month.* In FY2023, under the theme “Business and Human Rights - Towards Responsible and Sustainable Business Activities,” we hosted a lecture by Ms. Akiko Sato, Business and Human Rights Liaison Officer at the United Nations Development Programme (UNDP), to promote understanding of the actions required of companies. In addition, we have uploaded a video of this lecture with English subtitles to our corporate website for viewing by directors, executives, and employees of Group companies in Japan and overseas. In the post-event questionnaire, over 85% of participants said that the event had deepened their understanding of human rights. While there were comments like “I thought I should adopt human rights as my own cause” and “I came to understand how the environment affects human rights,” there were also comments such as “There were many unfamiliar terms, so it was difficult to understand,” and we will use these as a reference when considering future training.

Online Seminar on Business and Human rights

* Toshiba Group has designated December as Sustainability Month to implement various initiatives, including events where all executives and employees can think about sustainability.

Training Aimed at Creating Workplaces that Respect Human Rights

In addition to the aforementioned Group-wide e-learning education, Toshiba Group companies in Japan include various human rights issues as topics to be covered in training programs, including “training for general personnel and exempt employees,” “training for new recruits,” and “training for promoted employees.” With the goal of creating a workplace that respects human rights and is free from discrimination, we also include training on how to respond to harassment in our executive officer training. Such training programs were held at Toshiba Group in Japan 170 times in FY2023 (up 20% year on year), with around 32,000 participants (up 75% year on year).

Training for "Harassment Consultation Center" Staff

Toshiba Group prohibits harassment, including sexual harassment, power harassment, and other forms of bullying and harassment in the workplace, in our employment regulations and collective agreements, and stipulates that perpetrators of such harassment will be subject to disciplinary action.

We also provide consulting services at each workplace and group company, and regular training on discrimination and harassment for consulting service staff every year. In FY2021, we focused on power harassment, and held online training sessions in which we shared common elements and examples of cases consulted on, and talked about emotional self-control, which consulting service staff need to inform themselves about through case studies. In FY2022 and FY2023, the theme of the training was LGBT+, and we held online training sessions on recent trends regarding LGBT+ and points to consider when offering consultation services, supported by case studies.

Training for "Harassment Consultation Center" Staff

Raising Awareness of Human Rights Risk Management Through Case Studies

Toshiba publishes case studies from outside the Company regarding violation of human rights on our company intranet, in order to improve employee awareness. We summarize and introduce the key points of risk management and related laws in a nutshell.

> Structure of Risk Management and Compliance

Whistleblowing, Consultation, and Remedies

Toshiba Group has established contact points to receive internal reports and consultations regarding human rights for employees and business partners. At all points of contact, we respond quickly and appropriately while giving due consideration to privacy, maintaining confidentiality, and prohibiting any adverse treatment (e.g., retaliation) against the consulting party.

For human rights complaints and consultations from all of our stakeholders, including members of local communities, customers, and secondary and subsequent business partners with whom we have no direct business relationship, we use the "Engagement and Remedy Platform" operated by the Japan Center for Engagement and Remedy on Business and Human Rights (JaCER). JaCER is an organization that aims to provide the non-judicial platform for redress of grievances and to act in a professional capacity to support and promote redress of grievances and remedies by member companies based on the United Nations Guiding Principles on Business and Human Rights. Toshiba Group became a full member of JaCER in October 2022 and responds to complaints and grievance reports in an appropriate manner by utilizing the platform to ensure fairness and transparency in the process.

For Employees

- Toshiba Hotline
- Toshiba Group Overseas Hotline
- Harassment Consultation Center

For Suppliers

- Clean Partner Line

For Stakeholders

- Engagement and Remedy Platform by JaCER*
  JaCER Report Form English / Japanese

* Group employees are supposed to use the Toshiba Hotline, Toshiba Group Overseas Hotline or Harassment Consultation Center, not this platform.

Details of the Toshiba Group's reporting system, including the contact points listed above, and the number of reports received

> Risk Management and Compliance (Whistleblowing, Consultation, and Remedies)

Activities with Stakeholders

We will continue to strengthen Toshiba Group's human rights initiatives through dialogue and by actively participating in the human rights activities of international organizations, NGOs, and human rights advocacy groups.

- GCNJ (Global Compact Network Japan)
- BSR (Business for Social Responsibility)
- RBA (Responsible Business Alliance)
- JEITA (Japan Electronics and Information Technology Industries Association)
- JP-MIRAI (Japan Platform for Migrant Workers towards Responsible and Inclusive Society)
- JaCER (Japan Center for Engagement and Remedy on Business and Human Rights)

> Participation in External Sustainability Initiatives Organizations

Toshiba Group's Material Issues

Fair Evaluation and Talent Development

Toshiba Group states "We turn on the promise of a new day" in The Essence of Toshiba. To achieve this, we are creating and promoting an open corporate culture, and have established fair evaluation systems while seeking to fully develop and deploy talents in order for our sincere, richly diverse and autonomous human resources with a passion for change to work together and to generate new value based on a vision of the future of the company.

KPIs to Be Addressed and Achievements

Engagement score in the employee engagement survey*1

FY2022 Achievement	57 pt
FY2023 Target	57 pt*2
FY2023 Achievement	57 pt
FY2024 Target	58 pt

Number of AI experts*2

FY2022 Achievement	2,100
FY2023 Target	2,200
FY2023 Achievement	2,300

Percentage of employees using AI*3

FY2024 Target	30 %

*1 All Group companies participating in the survey are included.(Reference: In FY2022, 87 Toshiba Group companies in Japan and overseas participated. And in FY2023, 95 Toshiba Group companies in Japan and overseas participated.)

*2 At Toshiba, Toshiba Energy Systems & Solutions Corporation, Toshiba Infrastructure Systems & Solutions Corporation, Toshiba Electronic Devices & Storage Corporation, Toshiba Digital Solutions Corporation, Toshiba Tec Corporation, Toshiba Elevator and Building Systems Corporation, Toshiba Lighting & Technology Corporation

*3 Employees throughout the entire Toshiba Group in Japan who use PCs in their daily work.

FY2023 Key Achievements

- **Exceeded our FY2023 AI experts development target of 2,200 people.**
- **Introduced a course on digital transformation in the level-specific training, and strengthened efforts to inspire and develop employees to "turn on the promise of a new day."**
- **The WEoT* Mirai Workshop (Program for Developing Next-Generation Female Leaders) for female employees was held, accelerating the movement toward advancing women's careers and increasing the ratio of female exempt employees.**
  *** WEoT:Woman Empowerment of Toshiba**

- Policy on Fair Evaluation and Talent Development
- Employee Engagement Survey
- Training System for Talent Development
- Establishment of Consulting Service

Policy on Fair Evaluation and Talent Development

To “turn on the promise of a new day,” the Toshiba Group Human Resources Policy provides total support for people with a sincere passion for transformation who envision the company’s future and cooperate with one another to create new value.

Toshiba Group Human Resources Policy

[Appraisal]

People who take on new challenges will be highly evaluated and rewarded for their actions and performance.

[Talent (management, assignment, and training)]

People who lead growth and innovation and take on new challenges will be assigned and trained.

[Organization]

A highly creative and productive organization will be created where each person can play an active role.

In accordance with the Toshiba Group Human Resources Policy, we implement the following initiatives.

Appraisal

People who take on new challenges will be highly evaluated and rewarded for their actions and performance.

Since FY2020, Toshiba Group introduced a new human resource system that clarifies the roles that employees should play in the organization, and appropriately evaluates and compensates for competency and achievements of employees who have a venturing spirit and who, as the first penguins, continue to innovate toward a new future, regardless of age and length of service.
We have changed our qualification system from one based on employees’ ability to perform their duties to a role-based grading system that clarifies employees’ roles in the organization and determines the grade based on those roles.
Evaluations are determined by performance evaluation (reflected in wages and bonuses), which evaluates individual performance and contribution through goal management on an organizational basis, and competency evaluation, which evaluates the behavior expected of each role-based grade in the spirit of The Essence of Toshiba.
The competency evaluation of the head of the organization is determined by referring to the evaluation by junior colleagues (Multifaceted Evaluation). Then, the overall evaluation is determined by performance evaluation and competency evaluation and used for reviewing promotion or demotion in the role-based grade.
Bonuses are performance-linked, and the amount paid is determined by (i) the portion calculated for each role-based grade, (ii) the portion reflecting company performance, and (iii) the additional portion for individuals based on the results of the performance evaluation. The portion reflecting company performance described in (ii) is reflected in the amount of bonuses paid, with the aim of fostering a sense of responsibility for company performance among employees (up to approximately 30% reflected for general personnel and up to approximately 50% for exempt employees). As for the performance evaluation described in (iii), the supervisor provides appropriate feedback to the employee, not only on performance evaluation but also on competency evaluation, having discussions for future growth.

Talent

People who lead growth and innovation and take on new challenges will be assigned and trained.

Toshiba Group considers the development of successors and executive candidates to be important management tasks. Accordingly, we implement the Succession Plan to systematically select and develop successors for all management positions, from business managers to chief foremen. The Succession Plan includes a diversity quota for all positions, and at least one of the candidates should be from the following categories to be registered: female employees, employees under age 35, or non-Japanese employees. Our aim for this quota is to create an organization rich in diversity.
As part of the Succession Plan, candidates for key positions in the whole Group, such as business managers and corporate staff division managers, are selected as the Next 150. Together with the Future 300, which selects high potential employees under age 35, and WEoT30 (Woman Empowerment of Toshiba), which selects female employees who can be candidates for managerial positions with the aim of increasing the size of our human resource pool and empowering our female employees, they are intensively trained and nurtured in the Next & Future Executive Talent Development Program for early development. In each program, Corporate executive offices themselves actively participate in a variety of training measures, including dialogue with the CEO and mentoring with senior management. We also offer candidate-specific programs, such as implementing strategic rotations in different departments, and sending employees to internal and external business schools.
In addition, we have introduced a human resource system under which personnel with outstanding expert skills in the areas of focus for the Group are designated as Jokyu Experts (Distinguished Expert), who are then appointed as Chief Fellows, Senior-Fellows, or Fellows according to their level of expertise. We aim to enhance Jokyu Experts' (Distinguished Experts) expertise through the assignment and training that are optimal for them. At the same time, we will systematically develop and appoint Jokyu Experts, as a means to strengthen our competitive edge in business.

Organization

A highly creative and productive organization will be created where each person can play an active role.

Toshiba Group has prepared guidelines for establishing organizations to optimize decision-making processes and to encourage open-minded communication between supervisors and junior colleagues. Organizations are established and managed based on these guidelines which specify the maximum number of organizational levels and the number of subordinate organizations, as well as the appropriate number of their constituent members.

Training System for Talent Development

Cultivating Global-Minded Talents

Toshiba Group focuses on training to develop well-rounded global-minded talents who have deep cross-cultural understanding and the ability to perform their jobs through direct communication with stakeholders around the world as part of its efforts to ensure that diverse human resources can play an active role and grow. We provide Liberal Arts Training*1 to develop well-rounded individuals who can embrace diversity and have the ability to think things through in each level of responsibility.
In addition, we aim to develop global-minded personnel through international joint program such as the Overseas Management Course, which helps to promote understanding of different cultures and nurture bridge-builders*2 both inside and outside Japan.
Toshiba has a long history of region-specific education, with programs held in Europe and Asia launched more than 20 years ago. To enhance our education programs, the Toshiba China Academy and Toshiba University in the United States provide training courses in China and the Americas, respectively.

*1 Liberal Arts: Develop intellectual capabilities and techniques to deepen understanding in various subjects

*2 A bridge-builder: Our term for talented personnel who can foster smooth communication between our Japanese companies and overseas subsidiaries

Global Talents Development Program

Cultivating AI Experts

Toshiba Group aims to achieve carbon neutrality and a circular economy through digitalization, and is working to increase the number of AI engineers necessary to promote digital transformation (DX). The number of AI engineers has increased from 750 in FY2019 to 2,300, exceeding our FY2023 target of 2,200, and we are further strengthening and training AI experts. For example, we launched an AI engineer training program in collaboration with the Graduate School of Information Science and Technology at the University of Tokyo in the first half of FY2019. We are training approximately 400 highly-skilled AI experts by holding training sessions for approximately 50 people each, twice a year. We have also set up programs based on employees' knowledge and requirement levels, such as basic courses to provide AI knowledge, practical courses to perform hands-on training using AI tools, and courses specializing in deep learning, as part of our efforts to enhance in-house education. The Toshiba Group's AI experts are active in various business fields, contributing to improving the environmental performance of products and services as well. Please refer to "Toshiba AI Technology Catalog" for the results of research and development to date.

A panel discussion at the final project presentation of the Toshiba AI engineer training program
(Learners participated online)

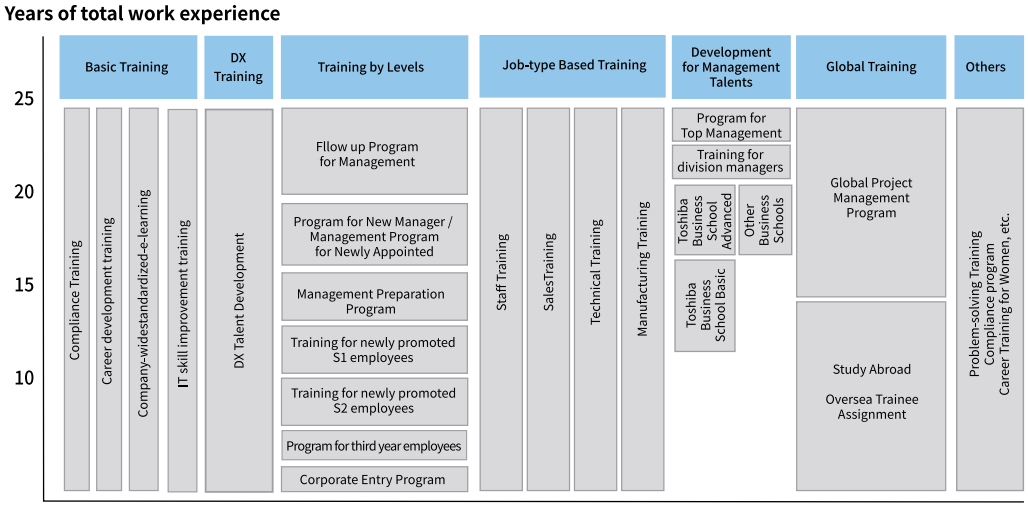
Training Programs

Toshiba Group has various training systems to help form a common ground of understanding among employees and programs based on requirements at each career level.

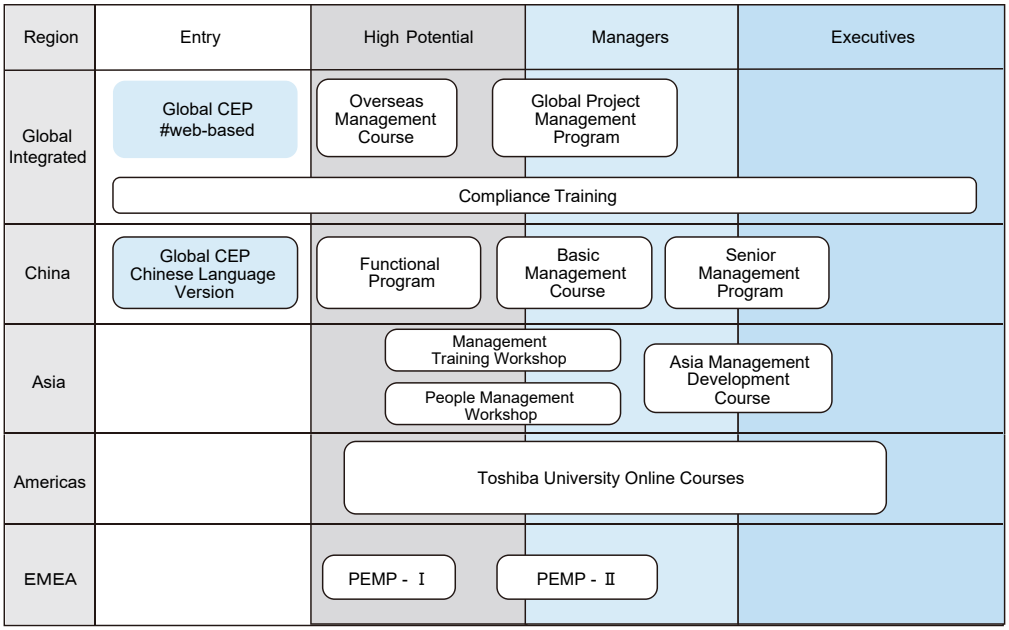
Main training programs (for Toshiba Group's regular employees)

Training category	Outline
Basic training and development	A program that is designed to help employees learn about the actions and values that form the shared basis for all members of the Toshiba Group, such as compliance* education and Liberal Arts Training. * For non-regular employees as well
Global training and development	A program that seeks to develop global-minded people who can perform their duties not only in their countries or regions, but also at a global level, by accepting cross-cultural differences and directly communicating with Toshiba Group companies or stakeholders around the world.
Training and development based on levels of responsibility	A program that seeks to improve basic knowledge, skills, and management capabilities required for employees assigned to a new position (leader, manager, etc.). This program also includes training to continuously improve the management capabilities required of managers, as well as education aimed at acquiring knowledge and skills required for global business early.
Job-type based training and development	Aims to equip employees, based on their career stages, with knowledge and skills required for different job functions.
Training and development for management talents	Training program for a select group of individuals who are candidates to take up managerial/leadership positions in Toshiba Group. The training is held for senior management as well.

Talent Development Program Roadmap (Toshiba Group in Japan)



Talent Development Program Roadmap (Toshiba Group overseas)



Participation in education / training (Toshiba Group)

	FY2020*1	FY2021*1	FY2022*2	FY2023*2
Number of employees who participated in company-wide standardized educational programs/training for the year	68,046 (cumulative)	82,321 (cumulative)	126,513 (cumulative)	128,476 (cumulative)
Total cost of company-wide standardized educational programs/training	2,700 million yen	3,900 million yen	3,014 million yen (2,914 million yen for Japan / 100 million yen for overseas)	3,100 million yen (3,000 million yen for Japan / 100 million yen for overseas)
Total time of company-wide standardized educational programs/training	527,357 hours	637,988 hours	980,476 hours	995,686 hours
Training time per employee (average)	7.4 hours	9.1 hours	9.2 hours	9.5 hours

*1 At Toshiba Group companies in Japan (except that the “total cost of company-wide standardized educational programs / training” includes Toshiba Group companies overseas)

*2 At Toshiba Group companies in Japan and overseas

We have shifted from the formerly predominant face-to-face training to online training. As a result, most of the training sessions have been available online since the second half of FY2020. However, in consideration of the effectiveness of the training sessions, from FY2022, some will be held in a hybrid format combining both online and face-to-face sessions.

Using Full-fledged Career Development Systems

Toshiba supports the career development of each employee in an effort to maximize his/her current and future job performance.
The Performance Management System was previously implemented on an individual basis, giving each employee an opportunity to review and discuss job objectives and job performance with their supervisors. To enhance the creativity and productivity of the entire organization, however, this is now implemented on an organizational basis. In addition, the Career Design System provides each employee with an annual opportunity to discuss and share their views with supervisors on long-term career development plans as well as on mid-term goals for skill acquisition, improvement, and the way to utilize such skills. In FY2023, we confirmed that 85% of all employees received regular reviews.

Implementation of reviews aimed at career development in FY2023 (Toshiba)

Reviews implemented for	85% of all employees
By attribute	Male 86%, Female 80%
	Exempt employees 83%, General employees: 86%

We introduced the 360-Degree Survey in FY2015 to look at managers and senior management from various perspectives with regard to their day-to-day work performance and activities, with perspectives including those of themselves, as well as of their junior colleagues, peers, and supervisors. The survey is implemented every other year, and the most recent one was implemented in FY2023 with 86 employees, including senior management. In addition, in line with the introduction of the new human resource system in FY2020, we have changed the former 360-Degree Survey for managers to a Multifaceted Evaluation and established a system to conduct it annually starting in FY2021. The major aims of these initiatives are to encourage the growth of the participants by objectively identifying their strengths and weaknesses on a regular basis, and to enhance their leadership, which will lead to creating a more sound organization and organizational operation. Managers are expected to embrace the survey results and use the results to improve themselves and workplace communication, as steps to create a better corporate culture.

From FY2020, as part of the overall review of the human resource system, we introduced various programs to support employees' autonomous and proactive career development. By creating an environment where each employee aims to enhance their potential and achieve continuous growth without having to passively endure constraints and changes in their environment, we will revitalize the organization and increase corporate value.

Programs to support employees' autonomous and proactive career development (Toshiba and key Group companies[*1])

System name	Outline	Achievement (Number of participants and implementation rate)				
				FY2021	FY2022	FY2023
Career development training for each age group	Training for each age group to support employees' autonomous career development	Number of participants (Implementation rate[*2])	Training for age 35	315（93%）	306 (93%)	331 (96%)
			Training for age 45	551（96%）	440 (96%)	444 (97%)
			Training for age 50	816（97%）	843 (96%)	789 (94%)
			Training for age 55	965（96%）	1,150 (95%)	1,078 (95%)
Interview with career advisors	A program that supports the career development of individual employees through interviews with internal career advisors, leading to organizational revitalization	Number of interviewees		1,753	1,926	1,835

*1 Toshiba Energy Systems & Solutions Corporation, Toshiba Infrastructure Systems & Solutions Corporation, Toshiba Electronic Devices & Storage Corporation, and Toshiba Digital Solutions Corporation

*2 Percentage of eligible participants for the training who actually participated

Programs to support employees' autonomous and proactive career development (Toshiba and key Group companies*)

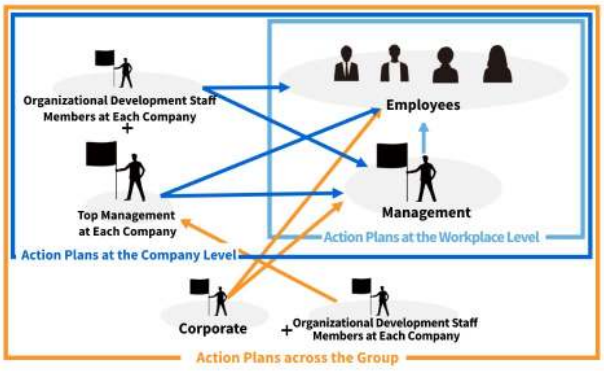
System name	Outline		Achievement			
			FY2020	FY2021	FY2022	FY2023
Career Challenge System	System that enables employees with strong motivation and interest to apply for jobs posted internally by each division and screened for transfer	Number of employees transferred	91	127	116	97
Second job	Program that allows employees to take a second job that meets certain conditions on a request-basis * Full-scale introduction from FY2023 following a trial since FY2020	Number of employees who started a second job	58	123	205	307
External transfer	Program that revitalizes the organization through personnel exchanges with companies and organizations outside the Group, leading to new value creation	Number of newly dispatched employees	2	6	3	2
Next Career Support Program	Program that supports employees aged 50 or older who wish to pursue new careers outside the company, such as changing jobs, starting a business, or taking on challenges in new fields by using their skills	Number of applicants	25	41	60	55

* Toshiba Energy Systems & Solutions Corporation, Toshiba Infrastructure Systems & Solutions Corporation, Toshiba Electronic Devices & Storage Corporation, and Toshiba Digital Solutions Corporation

Employee Engagement Survey

Toshiba Group has conducted the employee engagement survey (TEAM Survey) every year since FY2003, as a way to gain feedback from employees. Through this survey, we periodically monitor the level of understanding among our employees towards the Company's various measures, and how firmly rooted they are. We strive to improve the issues that emerge and leverage them to enhance the corporate culture.
In FY2023, we conducted an anonymous survey targeting around 72,000 employees in 95 Toshiba Group companies in Japan and overseas, and received responses from approximately 92% of the employees. The survey assesses engagement, including employees' level of understanding of company measures, whether their working conditions allow them to demonstrate their abilities, and their degree of satisfaction in working for the Group. Since FY2015, the survey also features questions regarding how the President and CEO and top management are perceived, the status of compliance and other measures. Looking at the results for FY2023, "ethics" (compliance awareness) and "degree of satisfaction" were among the items that were highly rated. The "Engagement score," a key indicator, was ranked as 57 points (at all 95 companies that participated in the survey).

Based on these survey results, in order for management and employees to come together, our top management is taking the lead in declaring a commitment to build a workplace environment where everyone can voice their opinions frankly. By transmitting information from the Company, transmitting messages from top management, and disclosing information more actively, we are making an endeavor to build an open corporate culture.
In addition, in FY2023 we prepared and implemented an action plan for each workplace to create an environment that prioritizes change and improvement to the corporate culture. We also held seminars for managers to foster a sense of ownership. In addition, we created action plans at the corporate level and held seminars by business area to share issues specific to various business characteristics as well as to discuss actions to address such characteristics.
Furthermore, as a Group-wide action, we considered action plans involving top management, and we directly disclosed the results to all employees. In this way, each workplace, the company, and the Group as a whole aim to improve organizational capabilities by acting as a driving force.



Establishment of Consulting Service

Toshiba has established the Toshiba Hotline (operating 24/7) for providing information and consulting on action that may be problematic relative to laws, regulations, social norms, corporate ethics, the Standards of Conduct for Toshiba Group, or internal regulations. The aim of the hotline is to prevent risks related to breaches of compliance such as legal violations and fraudulent transactions, and to promote the resolution of problems. Under this system, all employees working in Toshiba Group in Japan, including non-regular employees, can anonymously consult the hotline personnel on concerns they may have on such matters as workplace culture and interpersonal relations, personnel conditions, or harassment, by phone or e-mail.
In FY2023, 108 cases concerning harassment and other issues in the workplace were reported to the Toshiba Hotline, and, excluding anonymous consultations, in each case we undertook measures that included conducting hearings with the person who made the report and related parties after obtaining the consent of the reporter.

> Risk Management and Compliance
(Whistleblower System for Employees : Toshiba Hotline)

Employment and Labor Relations

Toshiba Group respects human rights of its employees, and actively promotes the creation of an environment in which each of its employees thrive in their respective levels of operation. It is our belief that the building of stable and sound labor relations is vital to achieving sustainable growth of our business.

- Policy on Labor-Management Relations
- Promoting Labor-Management Dialogue
- Relationship with Toshiba Union

Policy on Labor-Management Relations

Toshiba supports the principles of the Universal Declaration of Human Rights, the United Nations Global Compact, the OECD Guidelines for Multinational Enterprises, the ILO Declaration on Fundamental Principles and Rights at Work, and the Responsible Business Alliance. Toshiba respects the freedom of association of its employees and ensures that they maintain their fundamental labor rights including the right to collective bargaining.
Cognizant of the fact that formation of a labor union is permitted in Japan, Toshiba Union was established consisting of employees belonging to the Company. In the Labor Agreement concluded with Toshiba Union, it stipulates that Toshiba Union has the three rights of labor (the right to association, the right to collective bargaining, and the right to act collectively). Overseas Toshiba Group companies hold discussions with their respective labor unions and employee representatives based on the laws and regulations of each country. Toshiba Union was comprised of 13,804 members as of March 31, 2024, accounting for 96.4% of employees[*1]. The Toshiba Union belongs to the Toshiba Group Unions[*2], which has a membership accounting for 80.0% of Toshiba Group employees. By cooperating with unions in the development of our company business and in the maintenance and improvement of labor conditions for union workers, Toshiba aims to ensure stable and orderly labor relations under the fundamental principles of Labor-Management Equality, Mutual Trust and Mutual Understanding, and Prior Consultation.

Employees are paid at or above the minimum wage stipulated by laws, and any increases in minimum wages are reflected in the wages the employees receive. Toshiba is also taking action in response to equal pay for equal work based on the laws related to equal pay for equal work that came into effect in 2020 and from the perspective of balanced treatment and equal treatment.

*1 This percentage refers to the ratio of Union members to regular employees, excluding supervisors, pursuant to the Labor Standards Act. Of the employees stated above, employees (HR, Accounting, Security work, etc.) who are stipulated as non-Union members in the Labor Agreement are not included in the ratio calculation. Including Toshiba Corporation, Toshiba Energy Systems & Solutions Corporation, Toshiba Infrastructure Systems & Solutions Corporation, Toshiba Electronic Devices & Storage Corporation, and Toshiba Digital Solutions Corporation.

*2 The Toshiba Group Unions is headed by the Japanese Electrical Electronic & Information Union (JEEIU). It is formed mainly by labor unions organized within Toshiba Group in Japan in agreement with the association's principles, objectives and bylaws.

Relationship with Toshiba Union

Toshiba enjoys stable labor relations with Toshiba Union, which employees may join. Under the fundamental principles of Labor-Management Equality, Mutual Trust and Mutual Understanding, and Prior Consultation, we hold labor talks with it for practical and amicable solutions.

At the Toshiba Group Labor-Management Congress held every six months in Japan, which is attended by executive management including the President and CEO, Corporate Senior Executive Vice President, and Corporate Officers, Toshiba discusses Toshiba Group's business policies with representatives of the Association of Toshiba Group Unions, with which the labor unions of Toshiba and Toshiba Group companies in Japan are affiliated.

Furthermore, at the request of labor unions, we hold spring labor-management negotiations between February and March every year, at which a range of matters, including wages, retirement benefits, and the Labor Agreement, are negotiated. We also discuss and confirm with the unions the ways in which our employees work. In conducting spring labor-management negotiations, corporate officers hold a Management Meeting every year to make decisions and factor in budgets.

Promoting Labor-Management Dialogue

Toshiba and Toshiba Union hold dialogues based on a spirit of mutual trust, mutual understanding and prior consultation in line with our basic philosophy of labor-management equality with the aim of improving labor-management relations and business operations. The management status is explained on a regular basis through a labor-management council held once every six months and labor-management meetings with top representatives from both parties. In addition, discussions between labor and management are held on a daily basis at the Toshiba Group company level and business site level.
Our sites abroad and Group companies also provide regular opportunities for management and labor to discuss the Group's management status. In Europe, for example, Toshiba Group has established the Toshiba European Works Forum (TEWFOR) to promote dialogue about the Group's European operations and to build healthy labor-management relations. TEWFOR holds a regular meeting once a year.

We share with Toshiba Union matters such as major reorganizations reforms or large-scale transfers of union members, and designate the matters including changes in working conditions and other labor-related issues as the matters to be discussed in advance with the union. On each occasion, we have a discussion with sufficient timelines for adequate discussions between labor and management.
In addition to dialogue with labor unions, we provide opportunities for direct dialogue between management and labor, such as occasional site visits by senior management and dialogue at various training sessions for selected employees.

Implementation status of business structure reforms

Before implementing any reforms to our business structure, we first explain the reforms to the labor unions and discuss specific measures, such as reshuffles of employees within or outside of the Toshiba Group or the use of our early retirement incentive programs (providing extra retirement allowance or a career transition support program if employees themselves wish to retire early) when it is deemed necessary for business. We never unilaterally notify employees of their dismissals on the grounds of any structural reform.
Toshiba's Revitalization Plan, the Group's Medium-term Business Plan announced on May 16, 2024, includes measures to streamline personnel, but we have explained these to the labor union in advance and are discussing the details.

Regarding work styles, we held discussions between labor and management about transitioning to a hybrid work style, which enables individual employees to choose whether to come in to the office or work remotely, thereby improving employees' flexibility in selecting where to work. We have also been discussing work styles that aim to make it easier for employees to work while maintaining their health, as well as improve their productivity, including the remote work style, by which all work (depending on the work content) can be carried out remotely without requiring employees to come in to the office, and a work style informed by the timeframe from the end of work on the previous day to the start of work the following day (work interval).
And in addition to the Toshiba Group Labor-Management Congress, we also ensured multiple opportunities to explain the Toshiba Group's management status to the Association of Toshiba Group Unions to help enhance our employee's understanding of the management status. In FY2024, we will continue to hold labor-management discussions in an appropriate manner when necessary in accordance with the Labor Agreement. We have not been subjected to any industrial action such as strikes or lockouts from labor unions belonging to the Association of Toshiba Group Unions, including the Toshiba Union.

Toshiba Group's Material Issues

Promotion of DEIB（Diversity, Equity, Inclusion, Belonging）

Toshiba group promotes DEIB based on the belief that a corporate culture in which people channel the differences (diversity) of each and every employee into strengths and feel fulfilled and grow through various challenges while demonstrating their abilities will lead to innovation that will lead to Basic Commitment of the Toshiba Group, "Committed to People, Committed to the Future.".
In accordance with the International Labor Organization (ILO) Convention No. 111, "Discrimination (Employment and Occupation) Convention, " Toshiba Group prohibits discrimination and exclusion in employment for any reason, including race, color, sex, religion, political opinion, national extraction, or social origin.We also ensure equal opportunities for each and every employee.

KPIs to Be Addressed and Achievements

Percentage of female employees in executive and in managerial positions
(Percentage of female exempt employees)[*1]

FY2022 Achievement	5.8%
FY2023 Target	6.5 %
FY2023 Achievement	6.2%
FY2024 Target	7.2%

* Set a target of 8% for FY2025

FY2023 Key Achievements

- **As part of the project to advance women's careers (corporate measures), we implemented the first phase of the WEoT30 (Women Empowerment of Toshiba) Program from October 2022, and implemented cross-mentoring with senior management, dialogue with female executives, and workshops, etc. The first phase was completed in March 2024 with the graduation of 27 students. The second phase started in April 2024. In addition, 131 female employees and their superiors have attended the Next-generation Female Leader Development Program (WEoT Mirai Workshop).**
- **We held seminars and e-learning to promote the understanding of males taking childcare leave.It was an opportunity to learn about the benefits of taking childcare leave, the importance of participating in housework and childcare, how to manage an organization with subordinates in the childcare stage, and other topics.**
- **Childcare leave utilization rate among male employees[*2]**
  FY2023 Achievement: 59.8%[*3]
  * Set a target of 70% in FY2025
- **For the first time, Toshiba sponsored "Tokyo Rainbow Pride 2024" organized by Tokyo Rainbow Pride, a specified non-profit organization.**
- **Establishment of in-house community for DEIB and Ally**
- **The percentage of employees with disabilities at Toshiba (including a special subsidiary company) was 2.6% (FY2023 achievement). In order to help employees with disabilities thrive, we provided seminar to promote understanding of employment of people with disabilities and on-demand teaching materials towards spreading understanding and supporting establishment. We also strengthened information sharing and cooperation among parties in charge.**

*1 For full-time employees at Toshiba, Toshiba Energy Systems & Solutions Corporation, Toshiba Infrastructure Systems & Solutions Corporation, Toshiba Electronic Devices & Storage Corporation, and Toshiba Digital Solutions Corporation

*2 At Toshiba and key Group companies (Toshiba Energy Systems & Solutions Corporation, Toshiba Infrastructure Systems & Solutions Corporation, Toshiba Electronic Devices & Storage Corporation, and Toshiba Digital Solutions Corporation)

*3 Sum of the 40.2% childcare leave utilization rate and the 19.6% paternity leave utilization rate among male employees (excluding those taking childcare leave)

- Toshiba Group Policy on Diversity, Equity, Inclusion and Belonging
- Approach to DEIB
- Closing the Gender Gap
- Active Participation of People with Disabilities
- Active Utilization of Elderly People
- Structure of Promoting DEIB
- Intercultural Cohesion
- LGBT+ and Ally
- Support for employees in balancing their nursing care duties with their work
- DEIB-related Consulting Service and Hotline

Toshiba Group Policy on Diversity, Equity, Inclusion and Belonging

Toshiba Group's policy on diversity, equity, inclusion and belonging (DEIB) provides definitions and objectives for the benefit and understanding of all stakeholders. Toshiba Group companies promote specific initiatives to realize this policy in the counties and regions where operate, while respecting the laws, culture and customs of those countries and regions.

Toshiba Group Policy on Diversity, Equity, Inclusion and Belonging

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Purpose of DEIB Promotion

Toshiba Group aims to achieve personal growth for its employees and the growth and development of the Group, so as to realize its corporate philosophy, "Committed to People, Committed to the Future."
To this end, it is important to channel the differences (diversity) of each and every employee into strengths, link them for the value creation (innovation) and cultivate a corporate culture in which employees feel fulfilled and grow through various challenges while demonstrating their abilities.
This is done in a sustainable manner through promotion of DEIB.

Defining Diversity, Equity, Inclusion, Belonging

Toshiba Group's definition of the elements of DEIB is as below.

Diversity

The individuality and differences found in people and groups. They are the source of new ideas and the driving force behind Toshiba Group 's growth. We respect the diversity of our people, including their race, nationality, age, gender, sexual orientation and gender identity, religion, creed, culture, disability, values, skills, experience and lifestyle. We do not and will not tolerate discrimination on the basis of individual characteristics.

Equity

The fair provision of opportunities that allow all employees to take on challenges and flourish. Each of us has our own characteristics and situations, and it is important to provide appropriate support. Toshiba Group develops structures and environments and provides opportunities, so that all of our employees are able to maximize their abilities and contribute to the organization.

Inclusion

The determination to make the most of individuality and differences within an organization. Each individual is respected as a person, and able to feel that they are contributing to day-to-day business activities. Unconscious bias impacts on individuality and difference. Aware of this, we actively listen to opinions that differ from our own. People can be themselves, share diverse opinions and grow together only in a work environment and corporate culture where people show mutual respect, and where psychological safety is guaranteed.
Toshiba Group is committed to co-creating value while respecting the diversity and wide-ranging opinions of the people who make up society, with the aim of realizing a better world.

Belonging

The situation where each individual feels that, "As a member of the organization, I am in a place where I can make the most of myself." This perception occurs naturally, unforced, in a corporate culture and work environment where all employees are respected as individuals and given fair opportunities to meet challenges and grow. It is achieved through the promotion of Diversity, Equity, and Inclusion. Toshiba Group is committed to a corporate culture and work environment where a diverse range of employees embrace the desire and intention to contribute to "Committed to People, Committed to the Future."

Toshiba Group aims to be an attractive and valuable workplace and corporate Group where all kinds of people can continue to take on challenges and realize their ambitions and intention to contribute to "Committed to People, Committed to the Future."

Focus areas

Toshiba Group has identified four focus areas that it promotes within the laws, regulations, culture and customs of countries and regions where it operates. We also recognize that each country, region, and business must deal with unique challenges, and we promote initiatives specific to them, outside of our focus areas.

1) Multi-Cultural Inclusion
We shape environments where people of different backgrounds (race, ethnicity, nationality, culture, etc.) can accept each other's differences and use them to the organization's advantage, without fear of discrimination because of those differences.

2) Gender Equality
We create operational structures where all people, regardless of gender, can constantly play an active role.

3) LGBT+ & Allyship
We promote environments where LGBT+ people can work safely, free from discrimination, cultivate allies who understand and support LGBT+ people, and aim to create an organization free from discrimination and prejudice.
(*) LGBT+ is the abbreviation of lesbian, gay, bisexual, transgender, and plus (people with non-binary sexual orientations and gender identities other than LGBT).

4) Persons with Disabilities
We realize environments where employees with disabilities can utilize their individuality (characteristics) and abilities, and constantly perform at their best.

Positioning and Scope

This policy complements the Standards of Conduct for Toshiba Group, the Toshiba Group Sustainability Policy, and the Toshiba Group Human Rights Policy, and its scope extends to everyone who works for Toshiba Group, including directors, officers and employees.

Information disclosure

Toshiba Group reports on matters related to DEIB through regular disclosures in various media, including websites, Sustainability Report and Integrated Report.

Policy revision

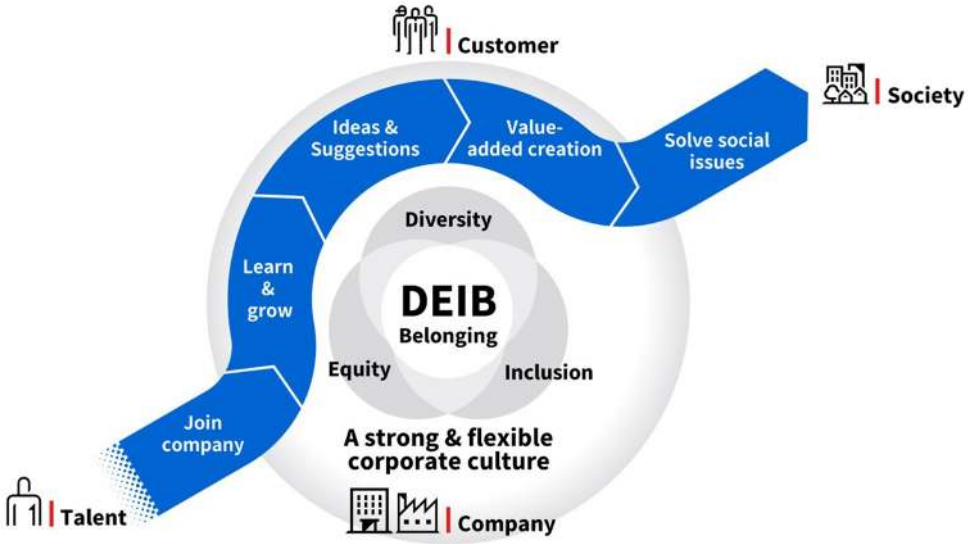
Toshiba Group regularly reviews and improves this policy.

Established March 25, 2024
This policy was established based on Toshiba Group Sustainability Policy resolved by the Board of Directors and was approved by the President and CEO through the corporate management decision.

> Toshiba Group Policy on Diversity, Equity, Inclusion and Belonging (PDF) (147KB)

> Respect for Human Rights

Toshiba Group aims to achieve personal growth for its employees and the growth and development of the Group, so as to realize its corporate philosophy, “Committed to People, Committed to the Future.”
To this end, it is important to channel the differences (diversity) of each and every employee into strengths, link them for the value creation (innovation) and cultivate a corporate culture in which employees feel fulfilled and grow through various challenges while demonstrating their abilities.
This is done in a sustainable manner through promotion of DEIB.



Defining Diversity, Equity, Inclusion, Belonging

Toshiba Group’s definition of the elements of DEIB is as below.

Diversity

The individuality and differences found in people and groups. They are the source of new ideas and the driving force behind Toshiba Group ‘s growth. We respect the diversity of our people, including their race, nationality, age, gender, sexual orientation and gender identity, religion, creed, culture, disability, values, skills, experience and lifestyle. We do not and will not tolerate discrimination on the basis of individual characteristics.

Equity

The fair provision of opportunities that allow all employees to take on challenges and flourish. Each of us has our own characteristics and situations, and it is important to provide appropriate support. Toshiba Group develops structures and environments and provides opportunities, so that all of our employees are able to maximize their abilities and contribute to the organization.

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The determination to make the most of individuality and differences within an organization. Each individual is respected as a person, and able to feel that they are contributing to day-to-day business activities. Unconscious bias impacts on individuality and difference. Aware of this, we actively listen to opinions that differ from our own. People can be themselves, share diverse opinions and grow together only in a work environment and corporate culture where people show mutual respect, and where psychological safety is guaranteed.
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Toshiba Group aims to be an attractive and valuable workplace and corporate Group where all kinds of people can continue to take on challenges and realize their ambitions and intention to contribute to "Committed to People, Committed to the Future.”

Structure of Promoting DEIB

In 2004, we at Toshiba established our Kirameki Life & Career Promotion Office, an organization under the President and CEO's direct control, to promote gender equality. After that, we expanded the scope of our activities to include non-Japanese and people with disabilities. As diversity became the very core of our human resources policy, the office was reorganized as a structure under the umbrella of the Human Resources and Administration Division in FY2013, to advance diversity measures as part of a general human resource policy. The office was once again reorganized into the Human Resources and Administration Division, Human Resources Management Dept. 1, Organization & Talent Development and Diversity Group in April 2020. The new office promotes policies and measures to expand the role of women in the workforce in Japan, proactively appoint women to managerial positions, support the active role of persons with disabilities, foster global-based human resources and establish an environment conducive to this in conjunction with key Group companies.

Approach to DEIB

Toshiba Group strives to create an organizational culture where diverse individuality and employee values are accepted and respected and where each employee can fully demonstrate their capabilities and strengths. Our efforts include education programs on diversity and human rights for all employees. Furthermore, we conduct awareness surveys targeted at Toshiba Group employees in Japan, and monitor the level of diversity awareness throughout the workplace. Where improvements are called for, we take actions as necessary, including additional surveys, training, and interviews, and strive for better work environments.

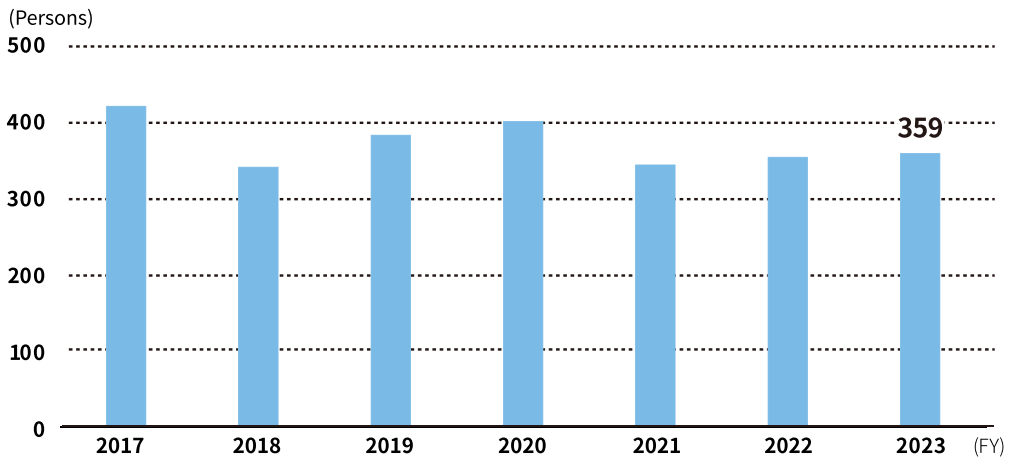
Disseminating Information about DEIB

Toshiba Group has set up an intranet web page about DEIB for employees in Japan, which features useful information on support for employees in balancing their child-raising and nursing care duties with their work and supporting the active participation of employees with disabilities. We are also strengthening information dissemination activities using our internal social networking tools to help employees better understand the activities to promote DEIB.

Intercultural Cohesion

Toshiba Group actively recruits non-Japanese employees as part of its policy to promote DEIB as well as to secure talent in fields where hiring is difficult in Japan (as of the end of FY2023, the percentage of non-Japanese employees at Toshiba and its key Group companies was 1.5%).
In FY2006, in addition to employing non-Japanese students who have studied in Japan as exchange students, we started our Global Recruitment Program in an effort to directly recruit graduates of universities overseas. By FY2023, more than 400 global recruits have joined Toshiba and they play active roles in various fields such as sales, R&D and design.

Trends in the number of non-Japanese employees
(Toshiba and key Group companies*)



* Sum of the figures for Toshiba Corporation, Toshiba Energy Systems & Solutions Corporation, Toshiba Infrastructure Systems & Solutions Corporation, Toshiba Electronic Devices & Storage Corporation, and Toshiba Digital Solutions Corporation

Global Recruit Joint Follow-up Training

We held a joint follow-up training session for our global recruits to help them develop and to better utilize them over the medium to long term as well as to motivate them to plan their future careers. During the training, they shared their work- and life-related concerns and issues, listened to career talks by senior global recruits, and shared their insights with each other in group discussions. Also, we conducted career advisory interviews for non-Japanese employees with the aim of supporting their career development.

Japanese Language Training and e-Learning

We offer Japanese language training to non-Japanese employees who wish to participate. In addition, we have prepared Japanese and English versions of the company-wide e-learning program (the Essence of Toshiba and Standards of Conduct for Toshiba Group Company-wide Compliance Education) for all Toshiba Group employees.

Overseas Management Course

This program is aimed at middle management and key employees at our overseas subsidiaries and is designed to develop “good bridge builders” who can communicate smoothly with Japanese employees as well as feel proud and loyal to working for Toshiba Group by deepening their understanding of Toshiba Group and Japanese culture. The program began in 2006, and more than 460 people have participated to date.

> Fair Evaluation and Talent Development

Designated Prayer Rooms

Since FY2013, we have designated prayer rooms and prayer spaces at the headquarters and some of our offices, to provide a work environment where Toshiba Group employees from diverse cultural backgrounds can work comfortably.

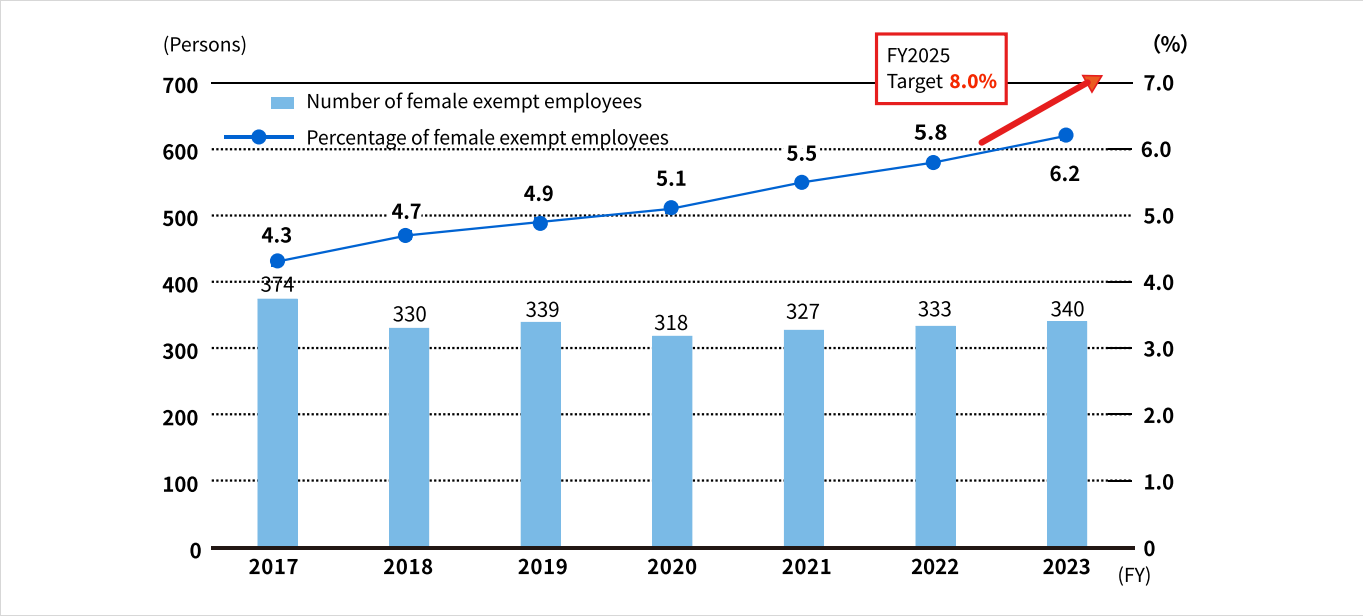
> Careers

Closing the Gender Gap

Promoting the Career Development of Female Employees

Toshiba is promoting measures to accelerate the success of female employees. The Act to Advance Women's Success in Their Working Life was enacted in FY2016. The Act defines the obligations of national and local governments and private business owners to advance women's careers to realize a society that enables women to fully develop their creativity and abilities. Based on the Act, Toshiba developed an action plan. In the second-term action plan formulated in April 2021, Toshiba and key Group companies* set a target percentage of female exempt employees at 8% to be achieved by the end of FY2025 through systematic human resource development and mid-career employment. To achieve these targets, we are implementing measures, including training female manager candidates, offering awareness raising seminars for supervisors and workers, and providing support for employees who are on childcare leave or those returning after childcare leave.

Trends in the number / percentage of female exempt employees
(Toshiba and key Group companies* (excluding Toshiba Tec Corporation), section manager level or higher)



* Sum of the figures for Toshiba Corporation, Toshiba Energy Systems & Solutions Corporation, Toshiba Infrastructure Systems & Solutions Corporation, Toshiba Electronic Devices & Storage Corporation, and Toshiba Digital Solutions Corporation

Percentage breakdown of female exempt employees
(Toshiba and key Group companies*(excluding Toshiba Tec Corporation))

	FY2017	FY2018	FY2019	FY2020	FY2021	FY2022	FY2023
Percentage of female exempt employees	4.3%	4.7%	4.9%	5.1%	5.5%	5.8%	6.2%
Section manager class	5.1%	5.6%	5.7%	5.5%	5.9%	6.3%	6.8%
Division manager class	3.2%	3.4%	3.6%	4.0%	4.1%	4.0%	4.4%

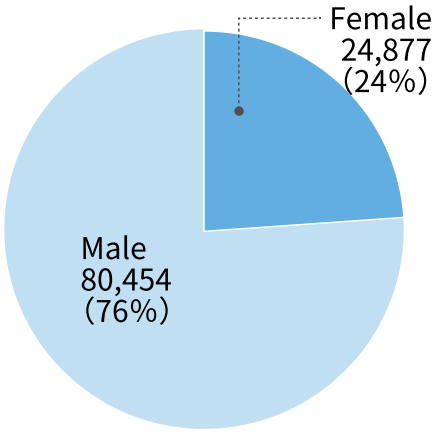
* Sum of the figures for Toshiba Corporation, Toshiba Energy Systems & Solutions Corporation, Toshiba Infrastructure Systems & Solutions Corporation, Toshiba Electronic Devices & Storage Corporation, and Toshiba Digital Solutions Corporation

Toshiba had one female director (10% of all directors) and one corporate officer (3.1% of all corporate officers) as of the end of FY2023.

Number and Percentage of female recruits (Toshiba and key Group companies(excluding Toshiba Tec Corporation))

The number of new female graduates to join Toshiba and key Group companies in April 2024 was 45 for business administrative positions and 40 for R&D/engineer positions.
And the ratio of new female graduates to join Toshiba and key Group companies in April 2024 was 48% for business administrative positions (target 50%) and 12% for R&D/engineer positions (target 25%).
As of the end of FY2023, the percentage of female employees was 28% for business administrative positions and 10% for R&D/engineer positions.

Number of Toshiba Group employees in Japan and overseas by gender (as of end of March 2024)



Key training systems and measures for promoting the career development of female employees (for Toshiba Group's full-time employees in Japan)

System/Measure	Overview
The project to advance women's careers (WEoT*)	In FY2021, as measures to promote DEIB, we established a new project system to create human resource pools of female employees who can be candidates for executives, to introduce a training program for them, and to implement support programs for employees taking childcare leave as well as measures to encourage male employees to take childcare leave. Based on our vision: Create a company where every one of employees from diverse backgrounds can thrive, and aim for improved job satisfaction, we are promoting DEIB from the viewpoint of advancing women's careers.
Development program of female employees who can be candidates for executives (WEoT30)	With the aim of developing female executive candidates, increasing the size of our human resource pool, and empowering our female employees, we are implementing programs over a period of two years such as training rotations, dialogue with role models, leadership training, and networking.
Next-generation female leader development program (WEoT Mirai Workshop)	We hold seminars for female employees just under managerial positions for the following purposes: • To demonstrate self-leadership, have self-understanding, and foster self-confidence • To provide opportunities to broaden one's viewpoints and gain new insights by encountering different values and corporate culture through exchanges with other female employees of the same generation. Since superiors of female employees can play an important role in their growth and development, such superiors also participate in part of the program, which leads to mutual understanding. At the start of the program, executives send messages to the participants and their superiors.
Participation in cross-industrial exchange training for female employees	We send female prospective leadership candidates to cross-industrial exchange training to encourage them to widen their perspective, engage in networking, and improve their communication skills (since FY2014, and attended by young female employees from eight different cross-industry companies, including Toshiba).
Awareness promotion training	From FY2022, we added DEIB training sessions and unconscious bias training sessions through on-demand videos to all level-based trainings irrespective of persons being promoted to exempt employees.
Seminar to support employees returning after childcare leave	We have been holding seminars to support a smooth return to work for those who plan to return from childcare leave (including some who have returned). This is an opportunity to deepen understanding of work-life balance support systems, simulations of work-life balance after returning to work, and the impact of unconscious bias. These are open not only to female employees but also to male employees whose spouses are about to give birth, and HR personnel who are supporting employees' return to work at the workplace.

* WEoT : Woman Empowerment of Toshiba

WEoT30 Presentation on completion of the first phase

WEoT30 Executive lecture at the second phase workshop

Seminar at WEoT Mirai Workshop

The cross-industrial exchange training for female employees

International Women's Day Initiatives

Global

・Distribution of virtual backgrounds and profile picture frames with mimosa flowers for online meetings

As a joint global initiative for Toshiba Group, we created and internally distributed a virtual background and profile picture frames featuring the mimosa flower, the symbol of International Women's Day, for online meetings.

Japan

・Healthcare Seminar

Focusing on gender differences in health and health issues specific to women, we held a seminar entitled "Health and Careers for Working Women - Information that Both Men and Women Should Know" to provide women who work for Toshiba Group with an opportunity to reflect on their minds and bodies as well as to share knowledge on how to work healthily with motivation in addition to promoting the realization of workplaces where health can be secured through mutual support among supervisors, subordinates, and colleagues. We invited Dr. Miho Takao, a specialist in obstetrics and gynecology, to give a lecture on the differences in health between men and women, women's unique health issues, and careers.

・Toshiba Women's Empowerment Forum

We held the Toshiba Women's Empowerment Forum to encourage employees of Toshiba Group to think about the gender gap, to share diverse experiences of women playing active roles in Toshiba Group, and to provide each employee with a new opportunity to reflect on their own work style and future career.

The opening included a video message from the CEO and an introduction of Toshiba Group's initiatives to close the gender gap.

In Part 1, Corporate Officer and Corporate Vice President Ayumi Wada took the stage to speak to Toshiba Group employees on the theme of "To Live Life on Your Own Terms: How to Approach Your Career" regarding her career so far.

In Part 2, three female leaders from Toshiba Group participated in a panel discussion with the General Manager of the Human Resources & Administration about career turning points, experiences in difficult situations, and how to approach work.

Message from CEO Shimada (excerpt)

Today, March 8, is International Women's Day, as proclaimed by the United Nations in 1975.

"Are you able to approach your daily work in a way that is true to you and makes the most of your strengths?" "Do you feel that your work is meaningful and that you are growing through doing it?" As today is International Women's Day, I deliberately asked these questions of women who work in Toshiba Group.

Approximately 80% of Toshiba Group employees are men, but we want to ensure that everyone who works at Toshiba Group does not feel a gender gap in their daily work. We want to create an organizational culture in which everyone, regardless of gender, can continue to play active roles in their own ways.

At today's forum, we hope you listen to the stories of experienced women who are active in Toshiba Group and rediscover whether you are doing what you really want to do.

We hope to realize an organization in which everyone can play active roles in their own ways.

Committed to People, Committed to the Future.

Asia Region

We created and posted messages and collages of women's photos related to International Women's Day on our internal social network, hosted a luncheon for female employees and top management, and held other events.

EMEA Region

We held an International Women's Day Coffee session, delivered International Women's Day messages, shared articles and information on our internal social network, and created a collage of photos of female employees and posted them on our internal social network.

Americas Region

In addition to delivering the leadership message, we implemented the following initiatives.

- As part of the Spotlight Series, we created and shared internally and externally videos featuring women who are making a difference at Toshiba in Japan and in North America through their leadership and technical expertise.
- We held an employee fundraiser to support Girls Who Code, a non-profit organization that trains future female engineers to play active roles in the fields of science, technology, engineering, and math (STEM).
- Ten female employees participated in the Greater Houston Partnership's "Rise to the Top" event in Houston as Toshiba's Women Ambassadors, sharing their unique and inspiring stories of how they found opportunities, overcame challenges, and achieved success.

Promotion of males taking childcare leave and measures towards this

In addition to improving employees' motivation to work, reforming work-styles, and fostering varied values, Toshiba encourages male employees to take childcare leave and is taking a wide range of measures towards this, aiming to foster a culture in which both male and female employees can balance their child-raising with their work. The second-term action plan formulated in April 2021 based on the Act to Advance Women's Success in Their Working Life sets a target for Toshiba and key Group companies* to achieve 15% of male employees taking childcare leave by the end of FY2025. In FY2023, we conducted seminars and e-learning to promote male employees to take childcare leave with the aim of promoting better understanding among employees.

Excerpts from the measures to promote the understanding of males taking childcare leave (for Toshiba Group's full-time employees in Japan)

System/Measure	Overview
Dissemination of the Company policy messages	We clearly set out the Company's overall policy to encourage employees to take childcare leave, using our intranet and internal social networking tools to disseminate such messages.
Seminars to promote the understanding of males taking childcare leave	We held a talk event in February 2024 with two of our male employees who took childcare leave. We aim to promote better understanding of this issue by sharing information about how to spend one's time on childcare leave as well as balancing work and childcare after returning to work.
Support programs for balancing child-raising with work	We made partial revisions to the Mutual Understanding Program, introduced in 2008, which is to be taken prior to commencing childcare leave. From April 2022, this program is carried out under the Support Program for Balancing Child-raising with Work. We hold a three-way interview among an employee, his or her supervisor, and HR personnel in charge of personnel and labor matters to have an individual opportunity of a thorough briefing and to check the employee's intention to take childcare leave.
Implementation of e-learning to promote understanding	We take the issues concerning acquisition of childcare leave by male employees as a challenge we need to address as an entire organization. The e-learning program gives participants the opportunity to learn key points related to such issues. In addition to learning the necessary information for taking childcare leave, we also look at case studies to encourage participants to imagine and understand respective positions of employees, their colleagues, and their supervisors. Beginning in FY2023, we added content for supervisors, providing an opportunity to learn about managing an organization with subordinates while in the childcare stage.

LGBT+ and Ally

In the Standards of Conduct for Toshiba Group, the code of conduct for executives and employees of Toshiba Group, it clearly states that human rights shall not be violated, prohibiting discriminatory speech or behavior based on sexual orientation.
In addition, we aim to create a workplace in which employees with diverse values can work comfortably by being considerate of names used in the company and the gender noted on the insurance card.
In addition, in May 2020, we formulated the Toshiba Group Basic Policy on Prohibition and Elimination of LGBT+ Discrimination and made it available to all employees to eliminate discrimination against sexual minorities.

Toshiba Group Basic Policy on Prohibition and Elimination of LGBT+ Discrimination

Toshiba Group sets "Respect for Human Rights" as a core concept within the Standards of Conduct for executives and employees. It clarifies that it will not engage in behavior violating human rights, such as discriminatory language or action related to race, religion, gender, nationality, disability, age or sexual orientation, as well as violence, sexual harassment, and power harassment (bullying and harassment in the workplace). Toshiba Group takes responsibility for protecting LGBT+ (Lesbian, Gay, Bisexual, Transgender and other sexualities) and other minority groups according to the following policy.

We do not discriminate against minorities.

Gender identity and sexual orientation are unrelated to the ability of a person that the Group values, and there should be no discrimination or harassment simply for being a minority.

We respect individual autonomy.

Information related to gender identity and sexual orientation, its disclosure or non-disclosure, and their expression are controlled by the preferences of the person, and must not be unjustly interfered with.

We remove barriers to work and operations.

Barriers to work and operations for minorities such as LGBT+ must be removed to a reasonable extent through consensus building by appropriate process.

To initiate a new future for Toshiba Group, it is essential to draw out the individuality and diverse abilities of people with a sincere passion for transformation who envision the Company's future and cooperate with one another to create new things. We formulated the aforementioned basic policy for this reason and it will be implemented for all Toshiba Group employees.

Creative commons Based on the Basic Principles and Guidelines on LGBT+ Inclusion at University of Tsukuba.

Handling of Same-sex Partnerships, etc.

With the aim of realizing a workplace where each and every employee, with diverse values and backgrounds, can work with motivation, we have established rules on same-sex partnerships and other matters in our employment regulations and other rules. Even if a marriage has not been registered with the government, we will treat a same-sex partner recognized by the Company at the employee's request as a spouse and the partner's family as the spouse's family. In addition, a person who is in a de facto marriage relationship recognized by the Company as requested by said individual will also be treated as a spouse.

Implementation of training sessions to promote the understanding of LGBT+ issues

In readiness for the establishment of a system for same-sex partnerships and the enactment of the LGBT Understanding Promotion Act, we conducted online training for approximately 202 employees who volunteered, serving in roles at the Harassment Consultation Center, as HR personnel, or as occupational health workers at Toshiba Group companies. We invited a lecturer from NPO Nijiiro Diversity, a certified NPO, who provided explanations, starting from the basics, on potential workplace harassment scenarios. This was followed by a question-and-answer session and an exchange of opinions with participants in efforts to further promote understanding.

Pride Month Initiatives

Since 2024, June has been designated as "Toshiba Group Pride Month," which is an educational campaign period that aims to help all Toshiba Group employees acquire and improve their basic knowledge about sexual minorities. The following initiatives were implemented in FY2024.

・Message from the CEO

On the occasion of Pride Month, CEO Shimada sent out a message to employees.

Message from CEO Shimada (excerpt)

June is Pride Month around the world. During this time, activities and events will take place in various locations to raise awareness of LGBT+ rights. This year, for the first time, Toshiba Group will also hold educational activities and events under the name of Toshiba Group Pride Month.

I think this is very important. We all have our own biases. "Even when we see the same things, we see them differently." It is impossible for us to see exactly the same thing. I think the most important point is to understand that this bias exists.

In March this year, Toshiba Group established the Toshiba Group Policy on Diversity, Equity, Inclusion and Belonging (DEIB), which was created to make Toshiba a sustainable organization so that everyone who works at Toshiba can be positive and work hard toward our basic commitment: "Committed to People, Committed to the Future." There are four priority areas in the policy, one of which is "LGBT+ and Allies." An ally is someone who understands and supports you. By increasing the number of allies, I hope to create an organization free of discrimination and prejudice, and an environment where people can work comfortably and with peace of mind.

You may think there are LGBT+ people around you, or you may not. You may think that there are different situations. However, LGBT+ people are there, even when you think they are not. I believe that being able to speak your mind boldly without hurting others and being able to accept others' opinions are ways of respecting each individual, and this attitude is important not only for LGBT+ people but for everyone in living their lives.

There is not anything special. Let us reflect on the values we hold dear and take this opportunity to reflect again. I will keep reflecting myself, too.

"Do the Right Thing."

CEO message video

・Distribution of virtual backgrounds for online meetings, profile picture frames, and ally stickers featuring rainbows

We created and internally distributed virtual backgrounds for online meetings, profile picture frames, and ally stickers with LGBT+ symbols.

Virtual background for online meetings

Profile picture frame

Ally sticker

・Holding a discussion session with LGBT+ people entitled “The World as Seen by LGBT+ People: Considering the Issues Faced by LGBT+ People Working in Toshiba Group”

LGBT+ employees from the company took the stage for a panel discussion with Human Resources staff members about the world as seen by LGBT+ people, their experiences, and Toshiba Group initiatives.

Discussion session with LGBT+ people

・Holding a collaborative seminar with students from Keio University

We conducted a survey with Keio University students to find out how diversity promotion initiatives in companies affect society and students. We held two survey report meetings, one for employees (online) and one for human resources and administration staff members (hybrid format, on-site and online).

At the venue of the collaborative seminar with Keio University students

・Community within the Company

In December 2020, we launched the Chameleons Club, a voluntary community within the Company that aims to promote diversity and inclusion, and it has been conducting “LGBT+ and Allies” activities as one of its channels. In 2024, we launched a new community for LGBT+ people and allies. The new community uses our internal social network to facilitate communication and information sharing among community members as well as to disseminate information about internal and external seminars and events.

・Participation in external events

For the first time, Toshiba became a sponsor of “Tokyo Rainbow Pride 2024,” an event organized by Tokyo Rainbow Pride, a specified non-profit organization. We created a company logo decorated with rainbows and put it on our official website. In addition, Company volunteers gathered to participate in the event held at Yoyogi Park on April 20 and 21.
In FY2023, we participated in external events "Ally Project" pertaining to LGBT+ issues three times, and presented our internal efforts for these issues online. We also exchanged opinions with other companies participating in those events, expanding the circle of LGBT+ Allies among companies.

Tokyo Rainbow Pride 2024 participants

Active Participation of People with Disabilities

Toshiba Group is actively working to employ people with disabilities and support their active participation. As of June 1, 2024, the percentage of employees with disabilities has become 2.63% at Toshiba (including a special subsidiary company). Each year, we hold a seminar to promote understanding of employment of people with disabilities in efforts to deepen understanding of disabilities. Since FY2021, we have been implementing training for the counselors (HR personnel) to persons with disabilities concerning their work and life so that they can become more aware of their roles and have opportunities to share information and build networks. Starting from FY2022, we expanded this training to include Toshiba Group employees (general personnel, exempt employees, and healthcare workers), and conducted it as a “seminar to deepen understanding of employees with disabilities.” Since FY2023, we have been distributing “On-Demand Teaching Materials on Employment of People with Disabilities” so that supervisors and colleagues who work with people with disabilities have an always-available reference for learning how to support them according to the characteristics of their disabilities.

Trends in employment of employees with disabilities (Toshiba incl. a special subsidiary company in Japan)

		June 2017	June 2018	June 2019	June 2020	June 2021	June 2022	June 2023	June 2024
Toshiba incl. a special subsidiary company in Japan	**Number of people**	637.5	594.5	573.0	574.5	578.5	570.0	587.5	582.5
	Percentage of employment	2.33%	2.37%	2.31%	2.41%	2.51%	2.52%	2.60%	2.60%

Seminar to promote understanding of employment of people with disabilities	Held every year for the purpose of further deepening understanding of employees with disabilities, and increasing the number of workplaces that accept them. In FY2023, after learning the basics of employment-related laws, the types and characteristics of disabilities, and relevant considerations through on-demand courses, we held a live course covering the key points of recent legal revisions, including “improving the quality” of employment, and conducted practical exercises to extract tasks from the work.
On-demand teaching materials related to employing people with disabilities	In response to the Toshiba Group Policy on DEIB’s emphasis on “active participation by members with disabilities” and recent legal revisions, we have been distributing on-demand teaching materials since FY2023. The aim is to improve the quality of employment by providing appropriate support from supervisors and colleagues who work with people with disabilities, and enabling employees to learn about laws and systems related to employing people with disabilities, the characteristics of different types of disabilities and support methods, and other topics at any time they like.

A Special Subsidiary Company Toshiba With Corporation

Toshiba With Corporation was established in February 2005 as a special subsidiary company, which, in accordance with Toshiba's basic policy, aims to employ people with disabilities in order to support the independence of people with disabilities, particularly those with intellectual disabilities. It was named With in the hope of creating an environment where people with and without disabilities can live and work together. Currently, 52 employees, most of whom have intellectual disabilities, are working at five business sites of Toshiba Group. Core work revolves around cleaning, collecting and delivering in-house mail, a health keeper (in-house therapist), and the conversion of documents to PDF files inside Toshiba Group, and through these tasks, employees learn the significance of working and rules and manners as a member of society. In addition, in order to promote the independence of people with intellectual disabilities, we believe that support for daily life and health is also important, and we are creating a system that is integrated with families and local support organizations. In FY2013, Toshiba With Corporation was awarded the Toshiba Corporate Citizenship Award in the Social Contribution by Business category for its contributions to society through business.Toshiba With Corporation will continue to support independence through the development and utilization of human resources, so that each and every employee can be more active by raising awareness and understanding of disabilities, as well as fostering a sense of self-reliance among employees.

Clean-up activity

Collecting and delivering in-house mail

A health keeper (in-house therapist) in action

> Toshiba With Corporation (Japanese)

Support for employees in balancing their nursing care duties with their work

In addition to supporting diverse values by improving employee job satisfaction and reviewing employee work styles, we are working to foster a culture that enables employees to balance their nursing care duties with their work. In FY2023, we conducted an internal questionnaire survey of participants in our level-specific training program to identify issues within the Company (1,424 respondents). To promote understanding within the company, we also provide e-learning on balancing nursing care duties and work in which employees can learn the key points for preparing for nursing care, what to do when faced with such a situation, how to provide guidance to subordinates who are balancing nursing care duties and work, and how to manage the organization (total number of participants: 1,045).

Active Utilization of Elderly People

In 2001, amidst the backdrop of the declining birthrate and aging of society, Toshiba established a system to extend the employment of older employees until they reach age 65, to give them a place to play an active role. Under this system, wage levels are determined according to skills and abilities and employees are fully deployed as seasoned professionals and expected to hand down skills and expertise after mandatory retirement at 60. According to the revised Act on Stabilization of Employment of Elderly Persons enforced in April 2013, we have decided to extend employment opportunities to all full-time employees reaching age 60 in April 2013 or thereafter if they so desire.
Toshiba will continue to promote the activities of elderly employees in accordance with the needs of their working styles and their individual skills and abilities.

DEIB-related Consulting Service and Hotline

Toshiba Group receives reports and consultations concerning DEIB by email, postal mail and FAX through points of contact for employees (including temporary employees) and business partners.
The Toshiba Hotline, The Toshiba Group Overseas Hotline and the Corporate Auditor Hotline, which are whistleblower systems and consulting services for employees other than DEIB, are listed in the Whistleblowing, Consultation, and Remedies under Risk Management and Compliance.
And the Harassment Consultation Center are listed in the Whistleblowing, Consultation, and Remedies under Respect for Human Rights.

> Risk Management and Compliance (Whistleblowing, Consultation, and Remedies)

> Respect for Human Rights (Whistleblowing, Consultation, and Remedies)

Toshiba Group's Material Issues

Work-Style Reform and Work-Life Balance

Toshiba Group has been promoting work-style reform since April 2019 to resolve social issues and contribute to the further development of society. By encouraging flexible work styles that are in line with the aims of the "decent work" advocated by the International Labor Organization (ILO), business reform and health and productivity management, we aim to reduce long working hours and deliver work with high added value so that each and every employee can work safely, happily and in health.

- Policy on Work-Style Reform and Work-Life Balance
- Reform initiatives towards new work-styles
- Supporting Employees in Balancing Work with Childcare/Nursing Care
- Benefits
- Reduction of Working Hours and Consideration of Scheduled Working Hours
- Efforts to Prevent Recurrence of Labor Issues
- Raising Awareness
- Consulting Service to Encourage Employees to Take Parental Leave

Policy on Work-Style Reform and Work-Life Balance

Toshiba Group stipulates Workplace in Article 16 of the Standards of Conduct for Toshiba Group, and strives to develop a working environment where officers and employees may perform their duties creatively and efficiently, as well as provide support to realize employees' work/life balance through various ways of working so that they can maximize their capabilities to the fullest extent. We also comply with rules regarding working hours specific to each country.

> Standards of Conduct for Toshiba Group 16. Workplace

Reduction of Working Hours and Consideration of Scheduled Working Hours

We have set goals customized to factors particular to the business sector for hours of overtime work and are aiming to gradually reduce overtime work to rectify the long working hour situation and enable work with high added value. Toshiba is striving to transition to a style of work that does not depend on overtime work, so that more diverse personnel can be deployed and work-style reform is promoted.

Key systems and measures concerning working hours for full-time employees (Toshiba)

System/Measure	Overview
Flexible work system	Flextime system, discretionary labor system, and work-at-home system * Partially applied to non-regular employees as well
Long leave system	Employees can take a maximum of 20-day accumulated leave for personally selected objectives, such as self-development, social contribution activities, nursing, and also for treatment of non-occupational injuries and diseases, and other conditions including infertility.
Introduction of PC shutdown system	Introduction of a system that automatically shuts down PCs at a specified time * Applies to non-regular employees as well
Annual paid vacation	We have been facilitating the planned use of annual paid vacation. In FY2023, the percentage of annual paid vacation taken was 75.6%. * Starting from FY2020, the reporting scope of the percentage of annual paid vacation has been changed to include employees of key Group companies (excluding Toshiba Tec Corporation).
Making working hours visible	• Introduced a system to visually monitor working hours on PC (FY2009) • Operates Work Record Notification and Work Record Display (since FY2010) • The attendance system was upgraded to visualize overtime across months as well as manage it on a monthly basis (since June 2021). * Applies to non-regular employees as well
Other measures related to work-style reforms	• **Implementation of Group-wide measures** Measures that are feasible regardless of business characteristics are implemented Group-wide. Examples: Making more efficient use of traveling time (using remote meetings and satellite offices), setting a target time for employees to leave their office, formulating rules for sending e-mails, reviewing meeting arrangements (making a meeting shorter, sending materials in advance, selecting participants in a more targeted way), etc.

In Toshiba, in FY2023, the average total annual actual working hours per employee was 1,966 hours, and the average annual overtime working hours per employee was 299 hours.

Activity Example : Use of a System that Makes Working Hours Visible

In order to effectively monitor the working conditions of our employees, Toshiba launched a system that allows employees to visually monitor working hours on their computers (FY2009). We also started operating the systems Work Record Notification and Work Record Display to ensure a setting where employees and their supervisors are made aware of their work hours (since FY2010).
The Work Record Notification System automatically sends an e-mail to each employee and their supervisor on the work record of the employee. The Work Record Display System sends records and alerts to each employee and their supervisors to draw their attention to overtime work hours in line with the Work Style Reform Bill that came into effect in April 2019.

Reform initiatives towards new work-styles

With regard to remote work, which was rapidly adopted since the onset of the COVID-19 pandemic, we have applied working from home to all employees who can do so and promoted online meetings from the perspective of preventing the spread of COVID-19. In order to make working from home a common practice and improve its productivity, we distribute videos on how to communicate properly and even better when working remotely, and provide online IT skills training. In the post-COVID-19 era, we will aim to achieve an improved work-life balance by creating a worthwhile time away from work for our employees, such as the time for improving their health, the time spent with their family, the time to participate in child-raising and nursing care, and the time for themselves to study again. To do so, we will opt for a hybrid work system in which employees can combine working at the office with remote work, allowing them to work from home or use satellite offices during a business trip. In this way, employees will be able to effectively use the time that would have otherwise been used for commuting or traveling.

System/Measure	Overview
Hybrid work system	Presuming that we secure productivity at each workplace, we aim for a work-style that allows greater flexibility in terms of a place each employee works. Specifically, presuming that we ensure achievement of performance targets, we are aiming for a situation in which each employee can choose whether to work at the office or remotely according to their work and childcare schedule on a specific day, in collaboration with other members of their workplace.
Remote work system (trial)*	Depending on the work, we will apply this system if it is possible to complete all work remotely without coming to the office for the purpose of preventing employees from resigning because of the need to accompany a spouse who has been transferred or to provide nursing care, increasing flexibility in terms of personnel placement, and leveraging and hiring diverse people, among others. In this way, we will increase flexibility in employees' choice of where to live.

* Currently under trial at Toshiba and its key Group companies (Toshiba Energy Systems & Solutions Corporation, Toshiba Infrastructure Systems & Solutions Corporation, Toshiba Electronic Devices & Storage Corporation, Toshiba Digital Solutions Corporation).

Efforts to Prevent Recurrence of Labor Issues

Although Toshiba Group had implemented measures to ensure the health and safety of employees, a labor issue arose in FY2019. We have taken this seriously and implemented the following measures to prevent recurrence.
Specifically, top management regularly sent out messages on health and safety. At the same time, we took measures to prevent overwork and to encourage communication within the workplace. We are also working to improve employees' self-care and implemented initiatives to maintain and promote their physical and mental health.
In accordance with the Toshiba Group Occupational Health and Safety (OHS) Management Policy and the Toshiba Group OHS Management Declaration, preventing the recurrence of labor issues continues to be the top management priority. We remain fully committed to creating an environment where Toshiba Group employees, including non-regular employees, can work with peace of mind.

Supporting Employees in Balancing Work with Childcare/Nursing Care

Since the 1990s, Toshiba Group has been supporting employees to balance their work and personal life. Starting in 2005, in accordance with the Law for Measures to Support the Development of the Next Generation, we have implemented various measures and systems, which surpass the legal standards, and continue to make them more adaptable and flexible.
In FY2014, we revised our Hourly-Unit Annual Leave System. Now employees can take leave on a quarterly hour basis instead of hourly when they take a leave over an hour.
In accordance with the Act on Childcare Leave, etc., revised in April and October 2022, we started in April 2022 confirming with employees their intention to take childcare leave with the aim of encouraging them to take the leave, and began improving our environment by setting up a consultation center. In October 2022, we reviewed the number of times employees could take childcare leave separately, and also created the childcare leave system at the time of birth.

Major supporting systems for full-time employees' work and childcare/nursing care (Toshiba)

Childbirth/ Child-rearing			
System		**Toshiba system**	**As required by law**
Childcare leave	**Period**	Until the end of the month in which the child turns three years old	Up to one year old except when certain requirements are met
	Number of times	Depending on the child's age, up to five times separately	Up to twice separately
The childcare leave system at the time of birth	**Period**	Up to four weeks within eight weeks of childbirth	Same as left
	Number of times	Up to twice separately	Same as left
Life support leave*		Five days of paid leave (100%) may be taken continuously or dividedly within six weeks before and eight weeks after the spouse's expected date of giving birth.	–
Short-time shift	**Target**	Employees who are raising children in elementary school	Employees who are raising children under three years old
	Others	1) No limits to the number of times one can apply 2) Possible to combine with the flextime system 3) Can be set in 15-minute units	–
Hourly leave system		Leave is available in one-hour units. If more than one hour is taken at a time, however, employees may take leave in 15-minute units for those over an hour.	–

Family care		
System	**Toshiba system**	**As required by law**
Family care leave	Up to 365 days in total per person requiring nursing care	Up to 93 days in total per person requiring nursing care
Short-time shift	Possible to use per person requiring nursing care, separately from the period for family care leave, until it is no longer necessary to provide nursing care for the person concerned. (including up to one year for short-day shifts)	–
Hourly leave system	Leave is available in one-hour units. If more than one hour is taken at a time, however, employees may take leave in 15-minute units for those over an hour.	–

Returning to work		
System		**Toshiba system**
Subsidies for expenses	**Allowance for raising the next generation**	To be provided to each eligible child * Even if the applicant's spouse who works at another company is the head of household, the child is still eligible for the allowance.
	Selective welfare system Teatime	For child-rearing and nursing care points will be worth 1.2 to 1.5 times the value of normal points.
Program to support employees in balancing work with childcare/nursing care		The program offers the opportunity for employees to discuss future career plans and any necessary arrangements with their supervisor and HR personnel before taking a leave of absence or after resuming work, thus helping to reduce concerns of the employees who take such leave.
Reemployment system (return to work system)		Established a system to reemploy employees who had to resign for the following reasons: 1) Resignation in order to accompany a spouse who has been transferred (within five years) 2) Resignation in order to provide nursing care for those requiring nursing (within five years) 3) Resignation for childbirth, childcare, and raising children (within five years)

* Available for childbirth by an employee's spouse, marriage, and bereavement. (In FY2022, we added the reasons of attending school events for children and receiving fertility treatment.)

Employee participation of diverse working style options (Toshiba and key Group companies[*1])

(Persons)

System	FY2017	FY2018	FY2019	FY2020	FY2021	FY2022	FY2023[*2]
Childcare leave	Male: 20 Female: 363	Male: 10 Female: 277	Male: 34 Female: 316	Male: 72 Female: 299	Male: 94 Female: 289	Male:152 Female:274	Male:144 Female:96
Life support leave (Paternity leave)	Male: 382	Male: 194	Male: 203	Male: 210	Male: 150	Male:156	Male:126
Family care leave	Male: 5 Female: 2	Male: 6 Female: 5	Male: 9 Female: 4	Male: 9 Female: 2	Male: 5 Female: 5	Male:10 Female:5	Male:6 Female:4
Short-time shift	Male: 11 Female: 462	Male: 5 Female: 329	Male: 5 Female: 411	Male: 11 Female: 416	Male: 15 Female: 384	Male:15 Female:364	Male:15 Female:336

*1 Sum of the figures for Toshiba Corporation, Toshiba Energy Systems & Solutions Corporation, Toshiba Infrastructure Systems & Solutions Corporation, Toshiba Electronic Devices & Storage Corporation, and Toshiba Digital Solutions Corporation

*2 From FY2023, only new applicants using childcare and family care leave are counted (excludes those who continue to use leave from the previous year).

Raising Awareness

In order to spread the concept of work-style reform and put it into practice, we raise awareness through various means such as training programs and distributing brochures.

Key awareness-raising measures concerning work-style reform and diverse work styles

System/Measure	Target	Overview
Time management training	**Full-time employees of Toshiba Group in Japan**	Learning diverse work styles (work-life balance), how to work efficiently, and time management of junior colleagues, as part of training programs based on levels.
Nursing care seminars	**Employees of Toshiba Group in Japan**	Nursing care seminars (held at 41 business sites in FY2023)
Cancer treatment seminars	**Employees of Toshiba Group in Japan**	Cancer treatment seminars (held at 46 business sites in FY2023)

Informational materials concerning work-life balance support system

Title	Contents
Easy! How-To Guide for our nursing care support system (from FY2010 onward)	A handbook that provides information on the various plans supporting family / nursing care so as to help balance work and family care (posted on the intranet)
Easy! How-to Guide for our child care support system (from FY2008 onward)	An easy-to-understand brochure on systems designed to support working mothers and fathers from pregnancy through to their return to work, including necessary procedures (distributed to eligible employees)

Providing information on the intranet website

Our intranet website for employees of Toshiba Group in Japan introduces external websites that are helpful for coping with needs that arise from life events or finding out about them beforehand, such as nursing care, balancing work life with treatment of illnesses, to ensure employees' access to the information they need.

Name	Details
Consultation on mental and physical wellbeing	Free telephone consultation for people with questions or concerns about nursing care
Introduction of external websites	• Ministry of Health, Labour and Welfare website: Nursing care facilities information for daily life • Toshiba Health Insurance Association website: System of nursing care insurance

Activity Example : Nursing Care Seminars and Cancer Treatment Seminars

Due to changes in family makeup and increase of two-income households, more employees are expected to need to take care of elderly family members while working full time. In FY2012, Toshiba conducted a fact-finding survey on nursing care, which revealed a strong need for information on nursing care among employees. In response, we held nursing care seminars per business site from FY2015 for Toshiba Group employees in Japan, with a cumulative total of 241 seminars conducted in the nine years up to FY2023. In FY2020, we also started a cancer treatment seminar to support employees balancing between cancer treatment and work, which was later shifted to a live-streaming format, and held the seminar six times in total (46 business sites participated) in FY2023.

Nursing care seminar at Toshiba Smart Community Center

Benefits

Toshiba Corporate Pension Plan: For full-time employees at Toshiba Group in Japan, we provide the Toshiba Corporate Pension Plan (defined benefit plan) and the defined contribution pension in addition to the old-age pension from Japan's welfare pension insurance scheme to support their lives after retirement. Currently, around 59,000 employees from 74 business sites have subscribed to the Toshiba Corporate Pension Plan (defined benefit plan) and around 60,000 employees from 67 business sites to the defined contribution pension.

Health Insurance Association: Toshiba Group in Japan operates the Toshiba Health Insurance Association to which 143 business owners and approximately 169,000 people (including retirees and dependents) have subscribed. The Association strives to prevent illness and enhance the health and physical strength of the Group employees as well as supports medical expenses and provides benefits in the event of illness, injury, childbirth, etc. for Group employees and their families.

Teatime, a Selective Welfare System: Toshiba offers a selective welfare system called Teatime under which full-time employees can make choices according to their needs and receive support from a wide range of welfare benefits. This system has been introduced at 32 companies of Toshiba Group in Japan (approximately 45,805 employees). In addition to reimbursement for spending on self-development programs and health support, the system also covers support for childcare and nursing care, including costs for day-care centers, child-rearing, education, and nursing care, among others. Our wide-ranging support caters to the various needs of employees.

Other Welfare Programs: Toshiba Group in Japan has a program for medical, accident and life insurance for its employees that takes advantage of the Group's scale to provide a range of insurance policies at low premiums, as a means for life with reassurance for Group employees. We also provide programs in Japan to support the financial independence of Group employees such as an accumulation scheme for purchasing homes and funding life after retirement.

Consulting Service to Encourage Employees to Take Parental Leave

In line with the 2022 revisions to the Act on Childcare Leave, Caregiver Leave, and Other Measures for the Welfare of Workers Caring for Children or Other Family Members (“the Act on Childcare Leave, etc.”), key Group companies have established, in April 2022, consultation services related to taking parental leave, and have appointed counselors to staff the services.
The Toshiba Hotline, The Toshiba Group Overseas Hotline and the Corporate Auditor Hotline, which are whistleblower systems and consulting services for employees other than those listed above, are listed in the Whistleblowing, Consultation, and Remedies under Risk Management and Compliance.
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> Risk Management and Compliance (Whistleblowing, Consultation, and Remedies)

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Toshiba Group's Material Issues

Ensure Employee Health and Safety

It is essential for each and every employee to maintain and strengthen both his and her mental and physical health in order to shine and flourish professionally. This is only possible in a safe and comfortable work environment. We place the top priority to human life, safety and legal compliance, and support the occupational health and safety (OHS) of employees.

KPIs to Be Addressed and Achievements

Fatality due to work-related accidents

FY2022 Achievement	1 (overseas)
FY2023 Target	Zero (no accidents)
FY2023 Achievement	3 (1 overseas)
FY2024 Target	Zero (no accidents)

Severity rate of work-related accidents*1

FY2022 Achievement	0.005
FY2023 Target	0.010*2 or less
FY2023 Achievement	0.103
FY2024 Target	0.010*2 or less

Ratio of employees with metabolic syndrome*1

FY2022 Achievement	34.6%
FY2023 Target	28.6% or less*3 by the end of FY2025; The targets for each year up to FY2025 should be at the same value as the previous fiscal year or less.
FY2023 Achievement	34.6%
FY2024 Target	28.6% or less*3 by the end of FY2025; The targets for each year up to FY2025 should be at the same value as the previous fiscal year or less.

*1 At Toshiba Group companies in Japan

*2 The target value is the average value (value published by Ministry of Health, Labour and Welfare) for the electrical appliance industry (companies of 1,000 employees or more) for 2020

*3 The 2019 national average (value published by Ministry of Health, Labour and Welfare) was decided as the target value at the OHS Management Conference held in the first half of FY2020

FY2023 Key Achievements

- **As a result of our health-related efforts, we were selected by Nippon Kenko Kaigi* as the 2024 Certified Health and Productivity Management Organization Recognition Program; namely, Toshiba and seven organizations from within Toshiba Group companies in Japan under the large enterprise category, as well as four under the small- and medium-sized enterprise category. Further, Toshiba Lighting & Technology Corporation and Toshiba Industrial Products and Systems Corporation were also selected in the White 500 as one of the top 500 companies under the large enterprise category. And Toshiba Precision Corporation wes also selected in the White 500 as one of the top 500 companies under the small- and medium-sized enterprise category.**

* An entity comprising private organizations such as economic groups with the support of the Ministry of Economy, Trade and Industry

- Occupational Health and Safety Management Policy and Occupational Health and Safety Management Declaration
- OHS Management System
- Occupational Accidents
- Occupational Safety and Health of Contractors
- Radiation Control and Safety Management for Workers at Nuclear Power Plants
- Promotion of OHS
- Raising Awareness and Education on OHS
- Measures to Maintain and Enhance Health
- OHS Management in the Supply Chain

Occupational Health and Safety Management Policy and Occupational Health and Safety Management Declaration

Occupational Health and Safety (OHS) Management Policy

The Toshiba Group OHS Management Policy was established in 2004 in response to the declaration of commitment to OHS by the top management with a goal of all employees sharing the commitment. The content was revised together with revision of The Essence of Toshiba in 2018 and the new content specifies our consideration of the people working in diverse conditions related to our business, including independent contractors as described in item 4 of the Toshiba Group OHS Management Policy, based on the requirements of ISO 45001, a new standard for OHS management systems.

The Toshiba Group OHS Management Policy

At the Toshiba Group, we implement sustainability management, including Occupational Health and Safety, in accordance with the Basic Commitment of the Toshiba Group. While according full respect to the culture and customs of the societies in which we operate, we conduct business activities that contribute to realization of a sustainable society.
To realize this, in our all business conduct, we place the highest priority on human life, safety and compliance, and we make concerted efforts throughout our operations to create safe and healthful workplace environments.

1. We position health and safety as one of the most important priorities for management, and strive to prevent occupational injury and disease in the workplace by continual improvements in occupational health and safety management.
2. We comply with legally mandated requirements and also with other requirements to which Toshiba Group companies voluntarily subscribes that relate to our occupational health and safety hazards.
3. We set objectives and targets and act decisively to achieve the following:
   (1) Eradication of occupational accidents and disease in the workplace, elimination of hazards, and the mitigation of risks that may cause such accidents and disease
   (2) Maintenance and promotion of physical and mental health in order to enable all employees to bring their individual capabilities into full play
4. We commit to ensure appropriate consultation and participation, on occupational health and safety initiatives of workers and their representatives in various positions, who are involved in the Toshiba Group's business.
5. We contribute to society's enhancement of health and safety management standards through various communication on occupational health and safety matters.

TOSHIBA

The Toshiba Group
Occupational Health and Safety Management Policy

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March 1, 2022

Taro Shimada
President and Chief Executive Officer
Toshiba Corporation

Occupational Health and Safety (OHS) Management Declaration

For Toshiba Group to resolve social issues and contribute to the further development of society, it is necessary to promote work style reform that includes enhancing the work environment and reforming operations, and to link this so that employees feel their work is rewarding. In order to steadily promote work style reform, it is essential that each employee is safe and healthy as well as works in a lively manner and leads a fulfilling life, and it is important to take steps aimed at boosting health and safety to increase employees' vitality.

Toshiba Group has codified its OHS management activities into the OHS management to penetrate them throughout the organization from top management to all employees. We declared the launching of this policy at the Toshiba Group CSR Conference in December 2018.
We designated the executive in charge of Human Resource and Administration Division as the Chief Health & Safety Officer (CHSO) and formulated the Toshiba Group OHS Management Declaration to specify the roles in the field of OHS management to be fulfilled by executives, managers, OHS staffs and employees. The CHSO is in charge of making the Declaration well known within the Group.
In addition, to spread awareness of OHS management, we had been convening an OHS Management Conference chaired by the CHSO since FY2019 on a semi-annual basis. From the second half of FY2023, to increase the frequency of meetings and to make it possible for executives in charge of businesses to attend, the Conference has been held at weekly executive meetings* to facilitate timely discussions.

* A meeting in which the President and CEO and other executive officers share information, exchange ideas, and make decisions for the entire company.

The Toshiba Group Occupational Health and Safety Management Declaration

To keep fulfilling our commitment to raising the quality of life for people around the world and thus ensuring progress in harmony with our planet, we the Toshiba Group position the health and safety of our employees, Group's greatest assets, as the most important management task, and accordingly promote “Occupational Health and Safety (OHS) Management”.
To this end, in accordance with The Toshiba Group OHS Management Policy, we will develop a system enabling Toshiba Group personnel at every level to fulfill their respective responsibilities as indicated below, define key performance indicators concerning health and safety to be monitored periodically, and aim at continuous improvement through construction and operation of OHS management systems.

1. Executives (leaders of organizations) shall take the initiative in implementing OHS management and set a good example.

- Recognize that the OHS indicators are the most important management indicators and communicate the importance of their improvement.
- Invest the resources (human, physical, financial) commensurate with the health and safety issues and risks of each company.

2. Managerial personnel shall fully consider health and safety of their subordinates.

- Pay attention to health and safety of subordinates in daily labor management and deal with the issues appropriately in a timely manner.
- Secure opportunities and time appropriately to ensure health and safety of subordinates in accordance with internal rules.
- Strive to create vibrant workplaces with good communication.

3. Staff engaged in OHS shall endeavor to cultivate health and safety culture of the site.

- Emphasize active safety (accident prevention) and primary prevention of disease through daily analysis of OHS issues at each site.
- Enhance expertise and provide appropriate support, advice, and guidance to production lines and departments.
- Strive to develop human resources involved in OHS, including supporters in other groups, in order to ensure continuous OHS management.

4. Employees shall strive to ensure their own and co-workers' health and safety, taking the initiative and through cooperation.

Employees are requested to do the following:

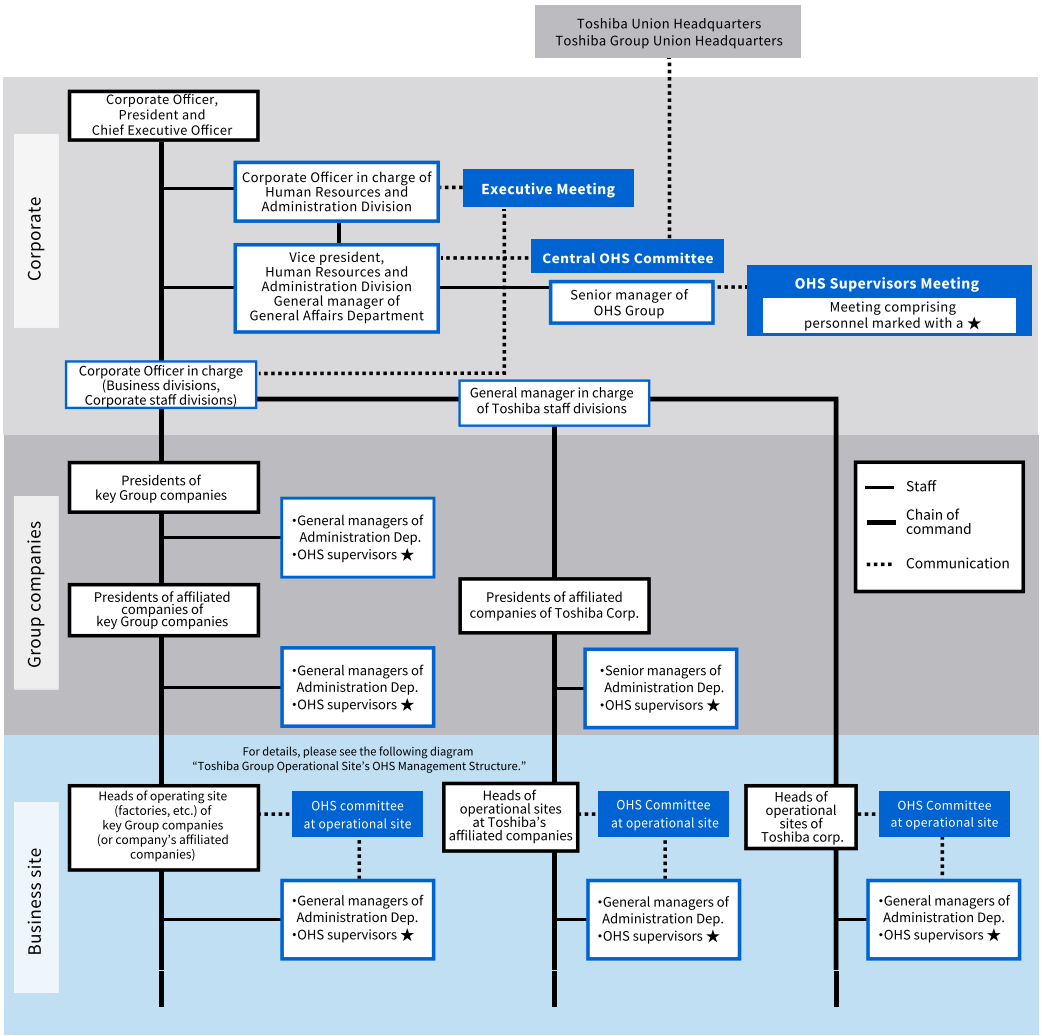
- Strive to ensure your own safety and promote health by utilizing the various systems and opportunities available, provided by related social resources.
- Recognize that health and safety of you and your family is a valuable asset of the Toshiba Group and accord priority to health and safety in your daily life and behavior.
- In the case of any matter difficult for you to resolve on your own, consult your superiors, co-workers, and/or OHS staff, or seek advice from external consulting services etc.
- Be attentive to co-workers and environment around you and strive to create workplaces where health and safety are ensured, through mutual support.

Promotion of OHS

Line Management

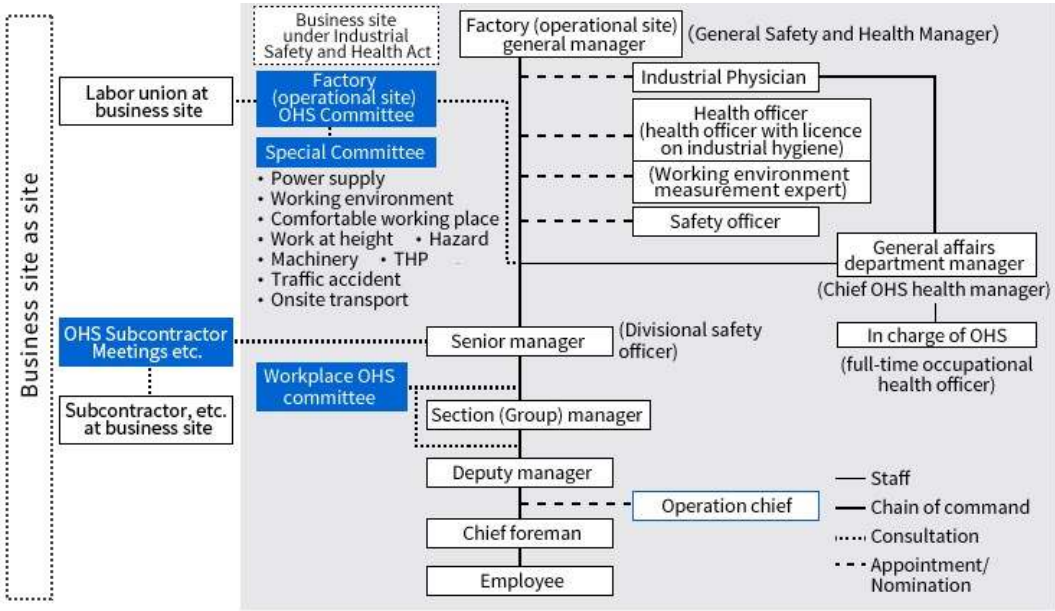
Specific OHS activities of Toshiba Group are carried out at each of the business sites (or individual Group companies) based on measures to achieve the OHS objective transmitted from the corporate department, which is the supervisory division of the Group, key business divisions, and Group companies, under a line management system based on job classifications that covers all personnel from top management through to employees.

Toshiba Group OHS Promotion System in Japan



Statutory activities at each business site (or Group company) in Japan include the appointment of dedicated OHS staff and the establishment of an OHS Committee. Many sites and Group companies go beyond this to set up other autonomous OHS activities, such as specialist or workplace committees tailored to the work process and their risk factors.

OHS management structure of Toshiba Group business sites in Japan



Participation, Discussion and Communication at Different Levels

Toshiba Group in Japan provides the following opportunities for communication.

Participation, discussion and communication related to OHS management

Level	Target	Opportunity	Communication function
Corporate and corporate staff division	By 1H FY2023 President and CEO and executives of Toshiba and presidents of key Group companies From 2H FY2023 President and CEO and corporate staff of Toshiba / corporate officers in charge of businesses and presidents of listed subsidiaries of Toshiba	OHS Management Conference (biannual) ⇒ Executive Meeting (Twice a year or more)	Deliberation and discussion of Toshiba Group OHS management measures
	Toshiba Union Headquarters (general employee representative)	Central OHS Committee OHS Debriefing	Discussion and information sharing on Toshiba Group OHS measures
	OHS supervisors (Officers in charge of OHS) at Group companies	Toshiba Group OHS Supervisor Meeting (annual)	
Group company	Employee representative	Each company's OHS Committee, etc. (depending on company)	Implementation at individual companies as needed
Business site	Labor union management at business sites (employee representative)	OHS Committee Meetings (statutory) (monthly)	Deliberation and discussion of OHS measures at business sites
	Subcontractors, etc.	OHS Liaison Committee Meetings, etc. (depending on business site)	Discussion and information sharing on OHS-related matters at business sites
Construction site (as principal contractor)	Related contractors	OHS Consultative Meetings (statutory) (monthly) * Consultative organization in which the specified principal employer and all related constructors participate	Discussion of matters related to disaster prevention in production processes

At Toshiba, we ensure opportunities for communication with top management regarding safety and health management at executive meetings. These meetings are attended by the President and CEO; the corporate officers in charge of corporate staff, including the CHSO; and the corporate officers in charge of business. At the meetings, the attendees confirm the general situation and progress of measures related to safety and health in Toshiba Group, and discuss and decide on promotion objectives and measures for the next fiscal year. In addition, the CHSO is subject to the oversight of the Board of Directors with respect to the implementation of health and safety risk management, and the CHSO reports to the Audit Committee on the status of business operations to ensure the effectiveness of internal controls.
In addition, together with Toshiba Union Headquarters, we co-host the non-statutory meetings of the OHS Debriefing in the first half and the Central OHS Committee in the second half. We are striving to ensure that Toshiba Group health and safety measures take into consideration the perspectives of employees through close communication with the Toshiba Union Headquarters. At the Central OHS Committee in January 2024, we shared with the objectives for promoting OHS of Toshiba Group for FY2024 as well as the need for further improvement of our OHS management systems (OHSMS).
As a means to laterally share information among Toshiba Group in Japan, we hold the Toshiba Group OHS Supervisor Meeting once a year that is attended by OHS Supervisors from Group companies and business sites. They report on matters such as the incidence of occupational accidents and objectives that are to be promoted Group-wide, as well as efforts for high priority issues and the activities undertaken at each site.
We also hold the statutory OHS Committee, etc. at business sites once a month as an opportunity for employees to participate, discuss and communicate with each other on health and safety issues. The meetings are used to deliberate and decide on various measures related to the OHS management system such as the basic OHS policy at the business site, annual objectives and OHS promotion plans. In view of their importance, meetings of the OHS Committee, etc. have been held regularly. Further, we are striving to ensure appropriate communication with entities involved in the Group's business by securing opportunities for OHS Subcontractor Meetings and OHS Consultative Meetings that include resident subcontractors at business sites and related subcontractors at construction sites managed by a Toshiba Group company as the primary contractor.
Toshiba Group overseas has established an appropriate system in accordance with the laws and OHSMS requirements of the country where the company is located.

For Reference: Toshiba's Heritage of OHS Activities

The history of Toshiba's OHS activities goes back to the days of Toshiba's predecessor, Tokyo Electric.

In 1914, Toshibumi Gamo, then chief of general affairs, witnessed a tragic electrocution accident, and thereafter dedicated his life to safety-related activities. He became a central figure in Japan's safety movement, setting up the Association for Prioritization of Safety (Anzen Daiichi Kyokai) with Kakichi Uchida and others in 1917. The green cross that is used on safety flags in Japan is said to originally be designed by Gamo, and have been used as a symbol in the National Safety Week.
Toshiba Group has inherited this DNA and placed the top priority to employees' OHS.

Toshibumi Gamo

OHS Management System

Toshiba Group defines fatal accidents or accidents for which more than one person requires leave from work at the same time as serious accidents and strives to eliminate them. Although Toshiba Group companies are engaged in a wide variety of industries, there are industries where the risk of a severe accident is relatively high, as judged from past cases. We, therefore, identified target industries to introduce the international OHSMS standard based on third-party assessment and have been incorporating OHSAS 18001 and acquiring external certification for manufacturing companies in those industries since FY2007. In FY2020, we transitioned to ISO 45001[*1], and, almost all manufacturing companies and 35 non-manufacturing companies (accounting for 76% of all personnel from Group companies in Japan) in Toshiba Group in Japan and 29 companies except Toshiba Tec Group (FY2023 results, accounting for 83% of all personnel from surveyed companies in overseas) in Toshiba Group overseas have acquired the certification. We visualize OHS management system by continuously evaluating and managing OHS risk through risk assessment based on OHSMS and ensuring legal compliance[*2].
In addition, Group companies that fall outside the scope of ISO 45001 certificate acquisition also operate under an OHSMS in accordance with guidelines set by the industry or a simple PDCA cycle based on their respective OHS Management Policy and promotion plan. The corporate staff division is working to raise the level and make improvements to our OHSMS by regularly assessing the processes of our activities.

*1 An international standard for OHSMS established by the International Organization for Standardization (ISO) in 2018

*2 Refers to the following major regulations which fall under the scope of ISO 45001 compliance:
- Industrial Safety and Health Act
- Ordinance on Industrial Safety and Health and other related regulations
  Prevention of organic solvent poisoning / Prevention of health impairment due to specified chemical substances / Prevention of health impairment due to ionizing radiation / Prevention of anoxia / Prevention of lead poisoning / Prevention of health impairment due to asbestos / Health standards in the office / Safety of boilers and pressure vessels / Crane safety / Gondola safety, etc.
- Other related laws and regulations
  Pneumoconiosis Act / Working Environment Measurement Act / Health Promotion Act / Act for Maintenance of Sanitation in Buildings / Poisonous and Deleterious Substances Control Act / High Pressure Gas Safety Act / Fire Service Act / Road Traffic Act, etc.

In general, the OHSMS operated by Toshiba Group companies in Japan covers employers (company) and employees (including dispatched workers and temporary workers) in accordance with the Industrial Safety and Health Act. However, subcontractors (people engaged in business related to the Group's operations such as resident subcontractors and other subcontractors) are asked to cooperate with and participate in various OHS activities. We identify and assess the risks each subcontractor may face and inform them of these risks via an initial educational program for entry to the site. We also share the measures we take through OHS Subcontractor Meetings, provide the opportunity for communication and coordination, and jointly implement emergency training.

COPY

Toshiba Corporation and Consolidated Subsidiaries in Japan

CERTIFICATE

Certificate No.: WC05J0004

ISO 45001:2018 · JIS Q 45001:2018

ISO 45001 Certificate of Registration

Evaluation and Control of Risks Associated with Safety and Health

Identification and Risk Assessment of Hazards Related to Safety and Health

Toshiba Group in Japan conducts two types of risk assessment (general OHS and chemical substance) based on guidelines concerning investigation into dangerous and harmful operations stipulated by the Japanese government. This helps us to identify hazards[*1], evaluate risk and formulate control measures[*2] in the course of operating our OHSMS. With this risk assessment, Toshiba Group employees strive to identify the hazards that may be encountered by them as well as subcontractors and visitors.
To ensure the effectiveness of our risk assessment, we provide training to OHS staff and risk assessors to enhance their capabilities. We also verify the validity of risk assessment findings through an annual review by members of the division which has the risk and auditing by the OHSMS Internal Audit department.
In addition, for anything designated as an emergency situation in the risk assessment, we have established response procedures and if required, regularly conduct response training that also include subcontractors in order to ensure smooth evacuation in the event of an emergency.
At Toshiba Group overseas, especially companies that have obtained OHSMS certification, we carry out risk assessment in accordance with the requirements of the standard and implement measures against extracted risks.
In the event of an occupational accident, Toshiba Group identifies the hazards and causes and assesses the risk prior to the accident and following the implementation of assumed measures to ensure that corrective measures are taken.

*1 In addition to risk assessment as a means of identifying hazards, we conduct risk prediction activities prior to work, make close call reports and have top management, industrial physicians and health officers implement workplace inspections to complement this.

*2 Toshiba selects the control measures to reduce the risks according to the following hierarchy:
(1) elimination, (2) substitution, (3) engineering controls, (4) signage/warnings and/or administrative controls, (5) personal protective equipment.

Disaster Prevention Measures

We reflected our fundamental approach to mitigating the risk of natural disasters in Japan such as a large-scale earthquake or storm and flood damage in a Basic Guideline for Disaster Prevention Countermeasures and Business Continuity Plan (BCP) for the Group. The basic guideline prioritizes the life and personal safety of employees, and is based on the policy of protecting our social credibility, property and equipment, and fulfilling our corporate social responsibility to customers, shareholders and other stakeholders.
The guideline stipulates the role of Toshiba's corporate staff divisions, Toshiba Group companies and business sites in drafting and implementing policies and measures regarding disaster prevention and formulating a BCP so that each company and organization can prepare for disasters in accordance with their role.
In addition, we established Toshiba Group Disaster Countermeasures Headquarters, headed by the President and CEO of Toshiba, to coordinate with disaster response headquarters at Toshiba Group companies and business sites. This framework enables the coordination, direction and support of relief and recovery efforts.
To prepare for future disasters, we are also taking steps including creating regulations, introducing educational programs and conducting drills for employees, and stockpiling items and equipment required in a disaster.

Examples of Activities

Development of a Disaster Prevention System

- Maintenance of a Company-wide disaster prevention system (establishment of regulations and guidelines, etc.)
- Development of a fire defense plan and fire and disaster prevention management regulations as well as the creation of a promotion framework at each company and business site

Implementation of Educational Programs and Drills

- Provision of educational programs on fire and disaster prevention for employees and issuance of a guidebook to raise awareness on disaster prevention
- Implementation of training (evacuation drills, safety confirmation, operational training of disaster response headquarters)

Deployment of Supplies as Disaster Countermeasure

- Securing supplies to prepare for a disaster at each site
- Development of emergency communication infrastructure within Disaster Countermeasure Headquarters and between disaster headquarters at each company and business site
  (Deployment of satellite mobile phones and mobile phones exclusively for emergencies)

Further Response to Crisis-Related Risk

Toshiba Group seeks to prevent and avoid damage to parties and facilities related to our operations in countries and regions in addition to Japan as well as to prevent and avoid damage these parties and facilities may cause to third parties. In the event of such a damage, we have established and operate a basic policy for safe operations overseas with the aim of minimizing the damage.
When implementing a new project, we confirm risks in advance as required through such means as risk assessments covering local laws and regulations, the surrounding environment, infrastructure, facilities, and substances used.

Prioritizing Life, Safety and Compliance in All Business Activities

Toshiba Group has set items related to health and safety (Toshiba Labor Agreement and work regulations in Japan), and when faced with life-threatening risk, employees are required to take the basic action of first reporting to their supervisor (or the administration division) and then following the instructions given. However, employees are permitted to prioritize evacuation in order to protect themselves when it is difficult to make a report in a timely manner. Employees will not be treated unfairly in such a case.

Budgeting for OHS Management System

In order to continuously implement the above activities, items in the table below are budgeted appropriately.

	Corporate Departments	Group companies and business sites
Maintaining ISO 45001 certification	Assessment costs, etc. paid to certification bodies for integrated certification led by the corporate department	Assessment costs and internal auditor training expenses, etc. paid to certification bodies in the event that the company or business site receives certification
Evaluation and Control of Risks Associated with Safety and Health	Maintenance costs, etc. for disaster database and various workflows (“WFs”) for registration of risk assessment, etc.	Expenses for implementation of control measures to reduce risk (equipment upgrades, purchase of substitutes, maintenance of protective equipment, etc.), usage fees for various WFs
Disaster Prevention Measures and Further Response to Crisis-Related Risk		Expenses for obtaining qualifications to establish disaster prevention systems, securing disaster stockpiles, and developing emergency communication infrastructures

Raising Awareness and Education on OHS

Message from Top Management to All Employees for National OHS Weeks

Every year at Toshiba Group, during National Safety Week in July and National Occupational Health Week in October, the top management of Toshiba sends a message to all employees to share their firm resolve to ensure OHS. The President and CEO and CHSO both convey messages from FY2020.
In addition to messages to the entire Group, top management at each Group company and business site, including those overseas, sends messages to all their employees and develops their own OHS initiatives.

Toshiba Group OHS Conference

First held in 1975, the Toshiba Group OHS Conference has been held every year to share information for the purpose of raising the level of OHS activities and generating greater awareness about OHS management. The main participants are top management, labor union representatives, and people in charge of OHS activities in Toshiba Group in Japan. Companies and business sites as well as to small-group activity programs and improvement proposals by individuals that set an example for others are commended for their excellent OHS-related activities through the granting of the President and CEO's Award for Excellence. This was integrated with the CSR Conference in FY2008 (although the Conference is being held independently again from FY2023), and the CEO commends the efforts in OHS management made by overseas Group companies in addition to those in Japan.
We established regulations for OHS awards consisting of awards for OHS promotion and OHS improvement as well as OHS slogans with the aim of enhancing the Group's safety management and the three occupational health management* activities along with raising awareness of employees' participation in OHS activities.
One group won the FY2023 OHS Promotion Award, and two groups won the FY2023 OHS Improvement Award. From FY2023, we have changed the application guidelines for the OHS slogans so that they are better suited to the Group's priority OHS promotion objectives, and we have also improved the timing for making posters based on the selected slogans. The winning slogans will be used in OHS posters on digital signage for this fiscal year at Toshiba Group business sites in Japan.

* This refers to the following three types of occupational health management: (1) Operational management, which defines procedures for preventing environmental pollution, and reducing exposure to harmful substances as well as workload, and their suitable implementation; (2) Operational environment management, for identifying and evaluating factors that may cause harm in the workplace through statutory working environment measurement and risk assessment of chemical substances to ensure the best conditions possible; and (3) health management to confirm the health condition of each employee through medical examination, detect abnormalities early on, prevent exacerbation, and take medical and work management-related steps to recover a healthy condition.

Examples of OHS Award Winners for FY2023, and OHS slogans for 2024

◆FY2023 OHS Promotion Award

- **Creation of vibrant workplaces where the whole company works together**

◆FY2023 OHS Improvement Award

- **Safety improvement by reducing risks associated with transformer assembly**
- **Reducing risks in heavy lift work**

◆FY2024 Safety/Health-related Posters

Education and Training for OHS

Toshiba Group in Japan conducts various types of OHS-related educational programs as a corporation and for each level of the organization at business sites. Toshiba conducts regular Company-wide OHS training programs for entry-level and mid-level employees engaged in OHS as well as for industrial physicians and occupational healthcare staff to enhance their skills as OHS staff. We also strive to boost health literacy through e-learning on health-related matters for all Toshiba Group employees in Japan.
In addition to the education required by the Industrial Safety and Health Act, we provide unique courses and training tailored to the conditions and issues of each business site as well as programs for employees engaged in OHSMS in an effort to enhance the capabilities of personnel engaged in OHS.

Toshiba Group overseas ensures the competence required for OHSMS in accordance with the actual situation in each country.

Attendance of educational courses at Toshiba (programs organized by the Human Resources and Administration Division) (FY2023)

Educational program	Target	Period	Number of attendees
Training for OHS staff (employees in charge of OHS activities)	Employees in charge of OHS activities at Toshiba Group in Japan	April 2023	212
Education for new employees in charge of OHS activities	Employees who have been in charge of OHS activities at Toshiba Group in Japan in the past year	Changed to an on-demand system and conducted within one month after having been in charge of the activities	Conducted at the proper time using an on-demand system and tracked by the division that implemented it
Introductory education for new industrial healthcare professionals	Industrial physicians and public health nurses who joined Toshiba Group in Japan	At time of joining the company and after three months	11
Conference for industrial physicians (including training)	Industrial physicians at Toshiba Group companies and business sites in Japan	August 2023 March 2024	57 55
Education for industrial nursing professionals	Public health nurses at Toshiba Group companies and business sites in Japan	March 2023	75
Courses on achieving a lively work style (includes health-related education)	Employees of Toshiba Group in Japan	August 2023	Number of attendees: 62,484 (Attendance rate of 98.4%)

Key education and training programs at business sites

Category	Type of education	Target	Instructor
Statutory education on legal affairs	OHS education per work operation for a new worker or a worker whose operations have been changed	New recruits and employees whose work duties have changed	OHS staff at business sites or staff at the workplace accepting the new employee
	Training when appointed safety officer	Employees newly appointed as safety officers	Qualified in-house personnel or outside instructor
	OHS education on foreman duties	Employees promoted to foremen, etc.	
	Special educations for safety and health concerning operations, courses for various licenses, skills training, etc.	The workers engaging in restricted work or their operational chiefs	
	Education in order to enhance individual abilities for safety officer, etc.	Employees with at least five years experience since obtaining qualification, etc.	
Non-statutory education and training	Health education by age	Employees who have reached the age of 30, 40 and 50	OHS staff at business sites
	OHS-related education at time of promotion (mental health, etc.)	Employees promoted to managerial positions	
	Education for OHSMS risk assessors	Employees conducting workplace risk assessments	
	OHSMS internal auditor training	Employees appointed as internal auditors at each business site	Outside instructor
	Education for employees engaged in specified work	Workers engaged in operations involving the risk subject to business site management	Applicable workplaces
	Workplace emergency response training	Workplace-specific emergencies	
	Simulation of large-scale earthquake at business sites	Employees, resident subcontractors, etc.	Administration departments at business sites

Budgeting for Raising Awareness and Education on OHS

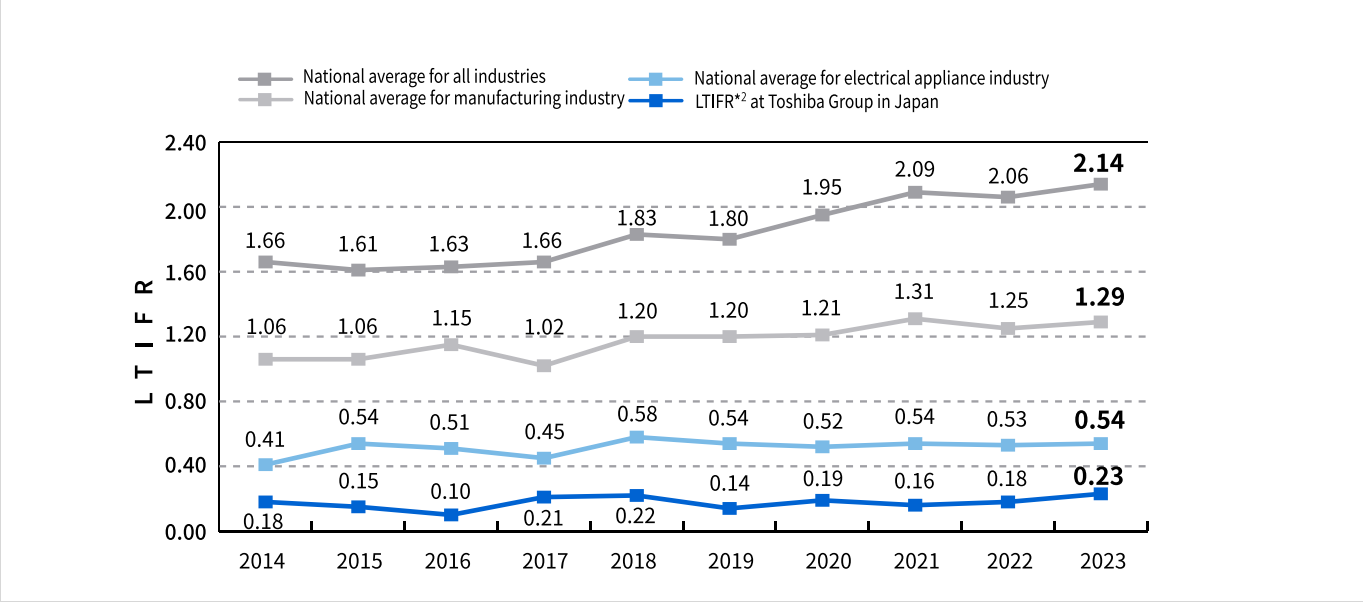
In order to continuously implement the above activities, items in the table below are budgeted appropriately.

	Corporate Departments	Group companies and business sites
Top Message	Message translation expenses, delivery expenses, etc.	Delivery expenses, etc.
Toshiba Group OHS Conference	Venue expenses, commendation-related expenses, external lecturer expenses, poster production expenses, etc.	Internal screening expenses, internal commendation-related expenses, poster-purchasing expenses, etc.
Education and Training for OHS	Venue expenses, content creation expenses, lecturer expenses, etc.	(In the case of external educational participation) educational participation expenses, etc. Venue expenses, content creation expenses, equipment expenses required for training, etc.

Occupational Accidents

The frequency of occupational accidents (frequency of lost workdays) of Toshiba Group in Japan in FY2023 increased by about 1.3 times compared to the previous fiscal year. This is much lower than the national average for the manufacturing industry. The number of occupational accidents in FY2023 was 103 in total, increased by about 1.1 times compared to the previous fiscal year, 2 cases of fatal accidents, 33 cases resulting in lost workdays and 68 cases without lost workdays. The number of fatal accidents involving Toshiba Group employees in Japan over the past three years was one in FY2021 and two in FY2023, with two fatal accidents overseas in FY2022 and FY2023. The number of accidents resulting in lost workdays or more severe impacts, excluding death, in Toshiba Group overseas, excluding Toshiba Tec Group, was 49 in FY2023.
The most common types of accidents were falling, reaction to movement or forced movement, caught in/between, cuts/abrasions, falls from height, and getting hit. In particular, fall accidents account for approximately 37% of all accidents. Of these, the accidents caused by normal activity of daily life (ex. falling while walking or falling downstairs), make up the majority of total accidents. In light of the number of accidents occurring from normal activities, we incorporated content aimed at preventing falls in addition to conventional health management information in our Company-wide e-learning program for FY2020, drawing attention to the need for vigilance among all Group employees. In addition, if a serious accident, such as a fatality, is to occur, we work to share information throughout the Group on exactly what happened, the cause and our response to ensure that the same kind of accident does not happen again under similar conditions using similar equipment. As for occupational accident prevention activities, Toshiba's corporate staff division has set objectives for promoting OHS of Toshiba Group. Based on these objectives, each Group company and business site in Japan formulates promotion goals and plans while considering their unique challenges, and undertakes actions aimed at preventing occupational accidents.

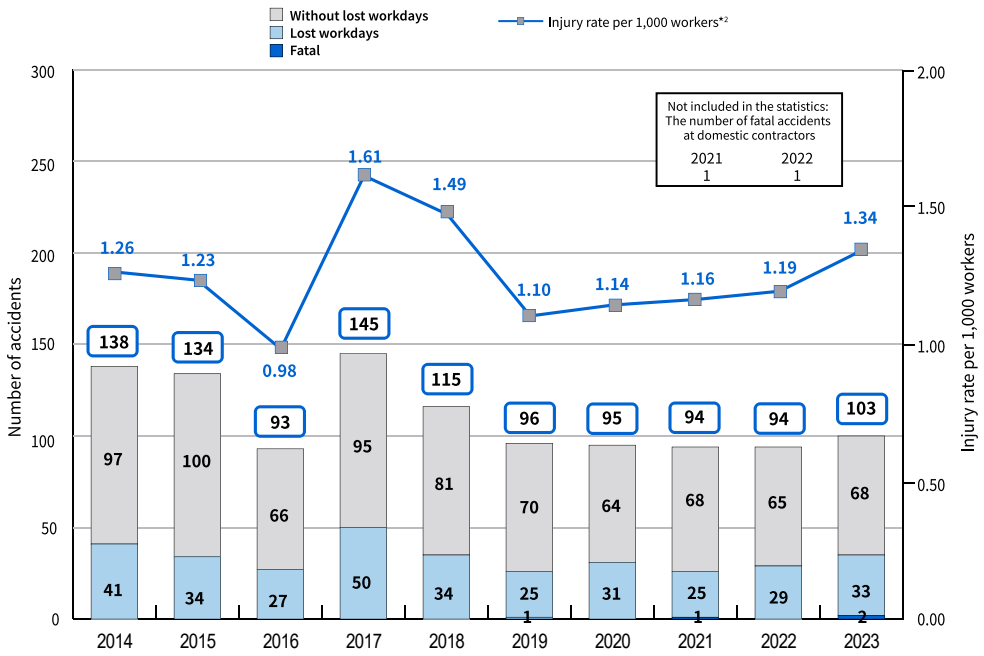
Lost-time injury frequency rate at Toshiba Group in Japan*1



*1 Includes accidents involving part-time workers, fixed-term workers and dispatched workers.

*2 LTIFR: Lost Time Injury Frequency Rate, the number of lost time injuries occurring in a workplace per 1 million man-hours worked.

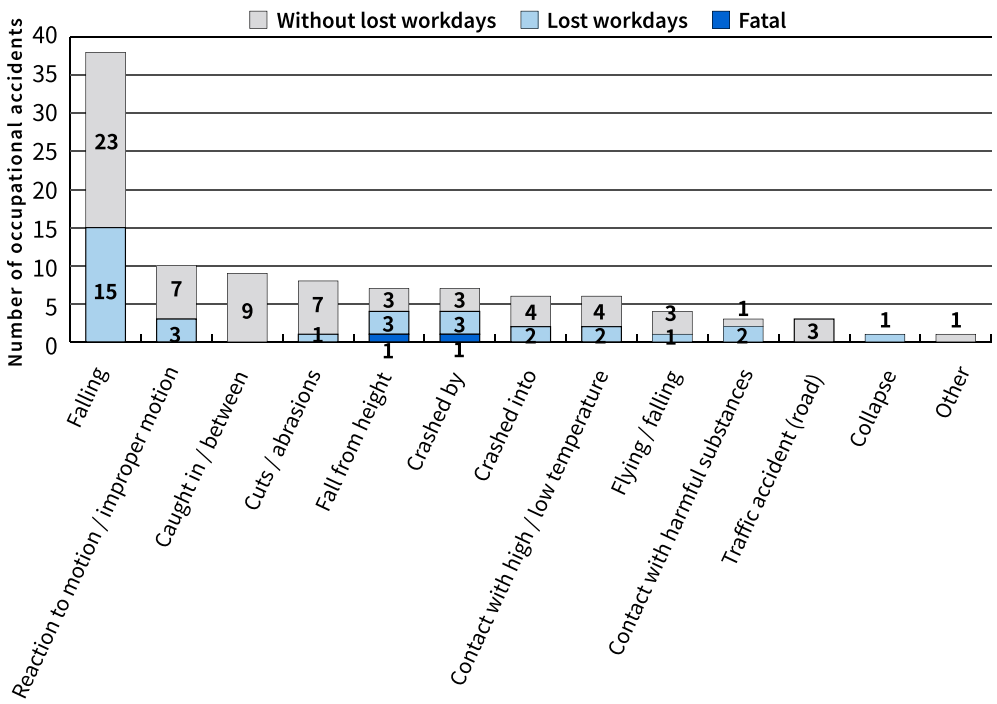
Incidence of work-related accidents (Toshiba Group in Japan)*1



*1 Includes accidents involving part-time workers, fixed-term workers and dispatched workers.

*2 Injury rate per 1,000 workers (all accidents): The number of lost-time injuries occurring in a workplace per 1,000 workers.

Accidents by type of accident in FY2023 (Toshiba Group in Japan)



* Includes accidents involving part-time workers, fixed-term workers and dispatched workers.

Toshiba Group considers the fact that fatal accidents have continued to occur over the past few years to be very serious, and we have placed top priority on the reduction of hazardous risks that may lead to serious injuries and diseases. In addition, we conduct risk assessment with the aim of striving for zero serious accidents on an ongoing basis. Based on the results of this risk assessment, we have reviewed work methods to identify and eliminate or reduce risks and to ensure appropriate management. We have proceeded to systematically improve facilities, thoroughly educate and train employees on safety principles, conduct hazard simulation training, and strengthen safety patrols outside the workplace.

Measures to Maintain and Enhance Health

Toshiba Group in Japan has set the prevention of lifestyle diseases, enhancement of mental health and prevention of overwork as the basis to achieve them as the top priority measures within the Toshiba Group's Standards for Health Management. We strive to raise employees' awareness of the importance of health and take various measures to maintain their physical and mental health from both a high-risk approach*1 and population approach*2.
Toshiba Group overseas is working to maintain and improve the health of its employees in accordance with the actual situation of each country.

*1 High-risk approach: A method of health management that focuses on people at high risk of disease

*2 Population approach: A method of health management that focuses on the whole group rather than a specific group to lower the exposure to risk

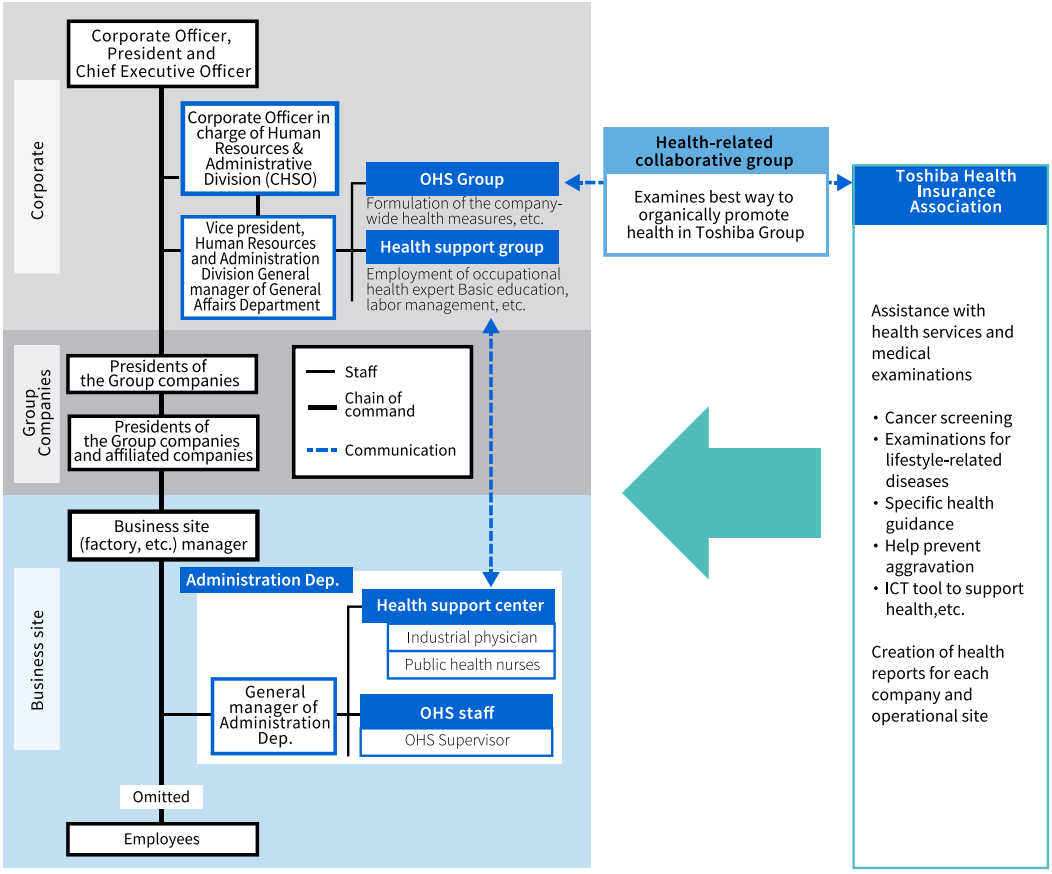
Toshiba Group's key health management measures

	Mental health measures	Lifestyle-related disease measures	Other
High-risk approach	• Return-to-work program support • Strengthen ties between workplace, personnel and industrial healthcare professionals • Anti-suicide measures	• Brain and cardiovascular disease countermeasures (work classification determined based on levels of regular medical checkup data)	• Prevent diabetes, hypertension, and chronic kidney disease from becoming severe • Strengthen health management of employees on overseas assignments
Population approach	• Workplace care education • Self-care education • Stress checks	• Set targets and provide support for lifestyle improvement • Health education for each age group • Providing an ICT tool to support health	
Measures to comply with regulations and prevent overwork			

System for Health Management

Toshiba Group in Japan has held the OHS Management Conference (which has been succeeded by the executive meeting from the second half of FY2023) on a regular basis since FY2019 to share the Group's health-related issues and regular monitoring indicators, or key performance indicators (KPIs), and each business division and the top management of each key Group company in attendance are then requested to incorporate those into measures to improve the safety and health management of their employees though the governance line.
In addition, we launched the Collabo-Health Meeting and started convening meetings in FY2019 together with the Toshiba Health Insurance Association, to study how to promote health measures throughout the Toshiba Group in Japan organically. In FY2021, we entered into a memorandum of understanding with each Group company to promote collaborative health measures to maintain and improve health, and we established a system for the effective use of employee health information held by both parties. This meeting aims to accelerate OHS management and enhance health at the various life stages of employees in addition to realizing the Company's objectives of enhancing corporate value and ensuring a bright and vibrant life for our employees. It is also designed to help achieve the social missions and goals of the Toshiba Health Insurance Association such as optimizing medical expenses.

Toshiba Group's health management system in Japan (including the role of the Toshiba Health Insurance Association)



Renewal of the Health Management System

In FY2023, Toshiba Group in Japan adopted SaaS[*1] for its health management system, and we have also created a system that enables health management procedures[*2] to be performed by a workflow at all of our locations in Japan, ensuring that health management operations can be implemented according to the same standard using the same methods.
In this process, the medical history items that we had specified ourselves in the former system are replaced with items that are widely used in specific health examinations, etc., and the evaluation of KPIs has been improved so that it is easier than before to compare against national figures. In addition, we have changed the calculation method and target figures for some KPI process indicators and added new items (described in the next section).
Furthermore, with the aforementioned conclusion of the memorandum of understanding with each Group company to promote collaborative health measures to maintain and improve health, the new system has been linked to the results of cancer-/lifestyle-related disease examinations conducted by the Toshiba Health Insurance Association, making it possible to provide more effective "follow-ups on health examination results" and "recommendations for consultation with medical institutions for high-risk individuals."

*1 SaaS: Software as a Service

*2 Review of employment classification decisions, confirmation of health management interviews, circulation of occupational medicine action opinion letters, release of results of group stress check analyses, health management for employees dispatched overseas, health checkup prior to overseas dispatch and upon return to Japan, etc.

Toshiba Group Key Performance Indicators (KPIs)

KPIs for health management were set forth as shown below at the OHS Management Conference for FY2020. Using the results of Toshiba Group in Japan in FY2019 as the starting point, we will aim to further improve items which have already attained nationwide target figures. For items for which we have yet to achieve the targets, we will strive to improve them to the national level that we have set as our targets. Our varied approach will center on improving the process indicator, lifestyle habits.

Health-related KPIs Monitor the ratio of each item to the whole			Result of Toshiba Group in Japan		Target figure[*1](Nationwide)	Achieved/Not achieved
			FY2019	FY2023		
Outcome indicators	High risk of cerebral heart disease	High blood pressure requiring more than normal consideration	3.1%	3.3%	7.2%	Achieved
		High blood sugar requiring more than normal consideration	2.1%	2.4%	2.5%	Achieved
	Metabolic syndrome patients	All ages	15.1%	18.6%	14.5%	Not achieved
		Over 40	17.5%	21.3%	13.0%	Not achieved
	Metabolic syndrome preliminary group	All ages	16.5%	16.0%	14.1%	Not achieved
		Over 40	17.8%	16.9%	12.3%	Not achieved
Process indicators	Smoking: Percentage of smokers		26.2%	23.5%	21.5%	Not achieved
	Exercise: No. of steps below national average (equivalent) (6,000 steps or less/day) ★		◇	63.2%	50%[*2] ★	Not achieved
	Exercise: Percentage of those who do not exercise regularly ☆		-	76.4%	71.3% ☆	Not achieved
	Meals: Percentage of those who do not eat breakfast		28.7%	33.0%	15.2%	Not achieved
	Meals: Percentage of those who have a late-night snack★ (within two hours before going to sleep)		56.2%◆	48.2%	37.2%★	Not achieved
	Sleep: Percentage of those who are sleep-deprived★		◇	30.4%	25.9%	Not achieved
	Drinking: Percentage of those who binge drink★		◇	12.1%	14.5%	Achieved

＜Legend＞★: The calculation definition and target values were changed in FY2023; ☆: Newly established in FY2023; ◆: Data aggregated by converting legacy system data to the new standards; ◇: Not shown because of the difficulty of comparison due to the change in definition

*1 National values are calculated from the FY2018 National Health and Nutrition Survey or data from the Ministry of Health, Labour and Welfare for 20-69 year olds.

*2 Toshiba Group makes efforts to reduce the number of employees who walk less than 6,000 steps per day, which is close to the national average (male: 7,636 steps, female: 6,657 steps <data from National Health and Nutrition Survey for 20-64 year olds>) (excluding wheelchair users or those otherwise unable to walk), to less than 50% (assumed to be the national average).

We are investigating the impacts of physical and mental health on attendance by conducting a quarterly survey of employees who have been absent from work for an extended period of time due to physical or mental illness, and those who are working under restrictions, from the perspective of understanding absenteeism and presenteeism.

Employees who have been absent from work for an extended period due to physical or mental illness, and those who are working under restrictions as of the end of FY2023

Percentage of employees who have been absent from work for an extended period*3 due to mental illness	Percentage of employees who are working under restrictions*4 due to mental illness	Percentage of employees who have been absent from work for an extended period due to physical illness	Percentage of employees who are working under restrictions due to physical illness
0.69 %	0.66 %	0.28 %	1.02 %

* 3 Those who have not worked for more than one month due to mental or physical (non-mental) problems.

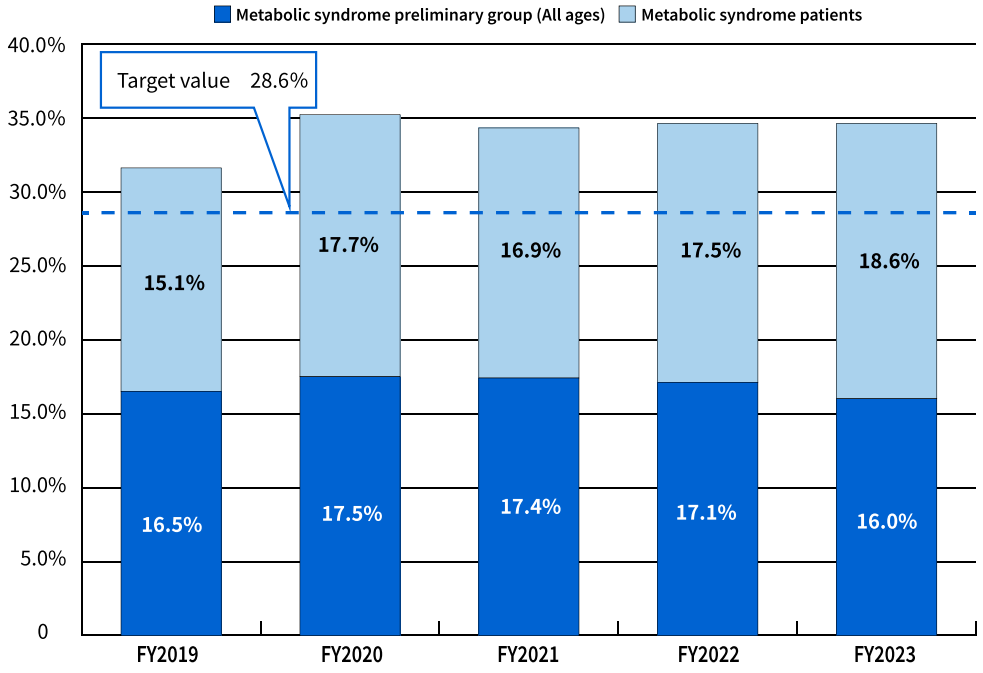
* 4 Those working under restrictions based on the opinion of an industrial physician due to mental or physical (non-mental) health problems.

The results of the surveys on the above KPIs and the percentages of employees with health problems are listed for each Group company and shared with the Group companies as a reference material for internal benchmarking in order to help them with their own initiatives.

Method for Prevention of Brain, Heart and Lifestyle-Related Diseases

As a high-risk approach to preventing lifestyle-related diseases, Toshiba Group in Japan has steadily provided priority support to employees at high risk of developing brain and heart diseases, through such means as work management and health guidance, according to work classification determined based on levels of regular medical checkup data, a shared standard across all Group companies since FY2011. We also run a program to prevent diabetes, chronic kidney disease and hypertension from becoming severe in collaboration with the Toshiba Health Insurance Association. The effects of these initiatives have started to emerge with a decrease in the percentage of deaths caused by brain and heart disease while still at work and a decrease in people at high risk of high blood pressure and high blood sugar. (Refer to the previous section)
As a population approach, we have set target values for improving lifestyle habits and have been undertaking measures such as anti-smoking measures, improvements to the canteen menu and providing opportunity to exercise, since FY2013. We introduced a health-related education program for each age group in FY2014 and have been supporting employees to maintain their health according to their stage of life. As a result, lifestyle indices, including levels of smoking and drinking, are improving; however, there are many items that need to be addressed, and further improvement measures are needed to achieve the KPIs and target values. In particular, the percentage of patients and those having a high risk of contracting metabolic syndrome (visceral fat syndrome) is on the rise nationwide; this is a shared issue throughout Toshiba Group and has been set as a materiality KPI. In addition to improving patients and those at high risk, we implement various measures (described in the following sections) to prevent others from developing metabolic syndrome by improving health self-care skills. In addition, while providing specified health guidance for those aged 40 and over who are legally covered by the Toshiba Health Insurance Association, from FY2024, we have started to provide health guidance similar to the specified health guidance to younger people in their 30s and below as well.

Trends in materiality KPIs (ratio of people with metabolic syndrome and those at risk of metabolic syndrome, all ages)



Introduction of an ICT tool to support the health of all employees and to improve lifestyles

To solve health problems, the Toshiba Health Insurance Association began to introduce an ICT tool to support health for the general insured population (employees) in April 2024.
This ICT tool supports employees' self-care by displaying their health age according to the results of health checkup, distributing health articles, organizing various health events (e.g., walks and health quizzes), and awarding incentive points.
We will promote wider use of this ICT tool within the Group and actively use it as a means of developing various health measures.

Examples of initiatives to improve eating habits

At the Headquarters and the Smart Community Center in Kawasaki, the cafeteria displays the amount of calories contained in food on digital signage and automatic cash registers, and industrial healthcare professionals issue health-related newsletters.

In addition, at Keihin Product Operations, we distribute pocket health cards to employees who tend to eat food from convenience stores during business trips to encourage them to choose more well-balanced meals.

Calories are displayed at the Smart Community Center in Kawasaki

A pocket health card from Keihin Product Operations

Trial of a Group-wide walking event in Japan

Domestic Group companies have been actively developing individual walking measures centered on large companies and business sites, but there have been issues with smaller companies and business sites that have been unable to implement similar measures due to planning and management difficulties.
In response to this situation, from FY2022, Toshiba Corporation and the Toshiba Health Insurance Association have been holding Group walking events in the spring and autumn.
When we started, the number of participants was small, but this number has gradually increased, and by spring 2024, when we used ICT tools, more than 10,000 employees participated in this event.

Number of participants

2022 Spring	2022 Autumn	2023 Spring	2023 Autumn	2024 Spring
604	4,955	2,256	7,889	11,392

Promoting exercise habits

In FY2022, the corporate department offered a program to improve the exercise habits of employees who suffer from a lack of exercise or health issues in collaboration with Meiji Yasuda Life Foundation of Health and Welfare at six main business sites as joint trial research on activities aimed at making exercise a habit. The main structure of the program is shown in the table below.

①Understand the current amount of activity	Participants wear an activity tracker for 2 weeks and live normally to ascertain the degree of activity and sedentary status
②Online results briefing session	Explain the results online and provide motivation for goal setting
③Set improvement targets	Describe specific measures to ensure an amount of activity and eliminate being excessively sedentary
④Offer improvement programs	Each participant implements the measures to achieve their own goals. In order to support making exercise a habit, conduct an online exercise program (slow aerobics, muscle training and stretching, slow training, and mini lectures, etc.) lasting 20 minutes each time, 3 times a week during lunchbreaks for about six weeks. Archived videos to follow.
⑤Reassess activity level	Participants wear an activity tracker for 2 weeks to check for changes in activity levels and sedentary levels

The number of steps taken and the amount of activity completed by the employees who remained in the program for its entirety generally increased, and there was a trend toward participants spending less time sitting. However, we also identified issues to be resolved in the future, including motivating participants, the sense of burden on related staff, the timing of exercise programs, and the development of an environment for watching archived videos.

At Toshiba Fuchu Complex, we devised a special stretching routine to help prevent locomotive syndrome and accidents that involve falling over and built it into workplace exercises. We are working on promoting health together with the community and in cooperation with Fuchu City in Tokyo. Since FY2020, the Headquarters business site created an original exercise called Mina-tore, which is named by combining Mina (meaning everyone in Japanese), Minato-ku, where the Headquarters is located, and “tore” (meaning training in Japanese), and has released a video for employees.

In addition, Toshiba Lighting & Technology Corporation has achieved significant improvements to the exercise habits of its employees through its walking project in which participants can virtually visit various bases across Japan using the cumulative number of steps recorded on a smartphone app. The company received the Ministry of Health, Labour and Welfare’s “Let's extend healthy life expectancy!” award, and was certified as a Sports Yell Company by the Japan Sports Agency.

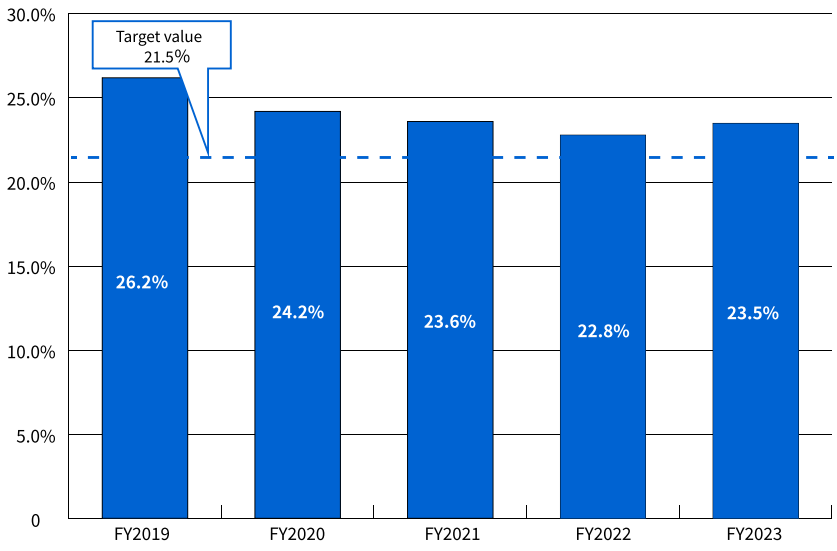
Original workplace exercise routine devised at Toshiba Fuchu Complex

Virtual walk across Japan at Toshiba Lighting & Technology Corporation

Anti-smoking measures

Toshiba Group companies in Japan have concluded a complete ban on smoking* (refraining from smoking while at work) within the scope of the company management's authority, such as during work hours (including during business trips and remote work) and on work premises, from the perspective of considering the health of employees. As a result of these measures, the smoking rate among employees has been gradually declining (Refer to the graph below). Toshiba Group will take further actions for smoking cessation, including supporting smokers to quit smoking.

Percentage of smokers



※Process to complete ban on smoking

- In FY2019, it was decided at the OHS Management Conference that smoking was not allowed during work hours and that indoor smoking areas would be abolished as a general rule at Toshiba Group in Japan. This message was also conveyed by top management during National Occupational Health Week and in our in-house communication magazine. Toshiba Group is undertaking anti-smoking campaigns at business sites.
- No Smoking was enforced during work hours from January 2020, and smoking areas were moved outdoors by March of the same year.
- And based on the decision at the OHS Management Conference in FY2020, all smoking areas left for use during break-times were removed by the end of FY2021.
- All smoking areas were removed in the end of FY2021.

From the in-house communication magazine Toshiba Life
Vol. 454 p26-27

Examples of tools used to spread awareness on no smoking

Mental Health Care

Toshiba Group in Japan was one of the first Japanese companies to address the issue of employees' mental health and has developed an advanced, comprehensive system in four areas of care to support our employees' work and daily life. Going forward, we will encourage each individual to consciously maintain their physical and mental well-being, keeping in mind work styles that are now the new normal.

1. Self-Care

Mental health awareness-raising and educational activities

Through an in-house communication magazine Toshiba Life and a PR magazine Kenpo Information published by the Toshiba Health Insurance Association, we promote awareness and education about mental health. In FY2022, Toshiba Life featured three articles on mental health self care. We also provide e-learning on self-care for Group companies in Japan every year to support employees to self-develop a healthy mind. In FY2023, 62,484 people from Group companies in Japan received the course, marking a 98.4% participation rate. We also distribute materials to employees at manufacturing sites who are unable to take e-learning courses and strive to ensure that all employees of Toshiba Group complete the program.

Toshiba Life serial article

Stress checks to build awareness and help with coping

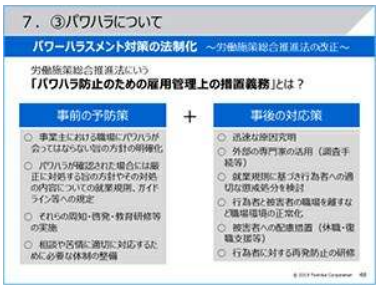
Toshiba Group carries out stress checks with the main aim of getting each employee to recognize and deal with their stress. We have created a unique system linked to our medical checkup system and made it mandatory for employees to undergo stress checks at business sites with fewer than 50 workers , which is not legally mandated, in FY2018. By doing so, we are promoting stress checks throughout the Group. As a result of timely follow-up, Group-wide participation rate is higher than the national average (90.5% for FY2023).
All employees whose stress check score exceeds set criteria are asked if they would like to receive consultation, and those interested receive advice on how to better deal with stress.

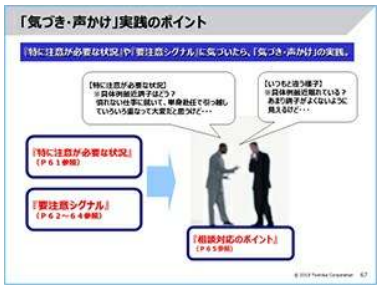
2. Workplace Care

Managers are informed through educational programs, messages from top management and other means about the importance of paying attention to their workers and talking to them in order to detect any unusual signs that imply poor mental health. Further, in order to raise health and safety awareness at each workplace and in each team, we have been promoting communication by holding workplace meetings (including one-on-one meetings, as work-from-home is becoming the norm).

Mental health education for management

Since 1977, Toshiba began training managers as listeners, and has implemented mental health education for managerial ranks in response to the trend of the times.
At present, management at each business site can take workplace care seminars at the time of promotion as well as courses on mental health-related topics at the in-house training center. The management seminars deal with the Company's obligation to ensure safety, which is of utmost importance and key points to prevent the abuse of power (including power harassment) in line with a revision to the law in FY2019, as well as the importance of self-care for the busy managers themselves.





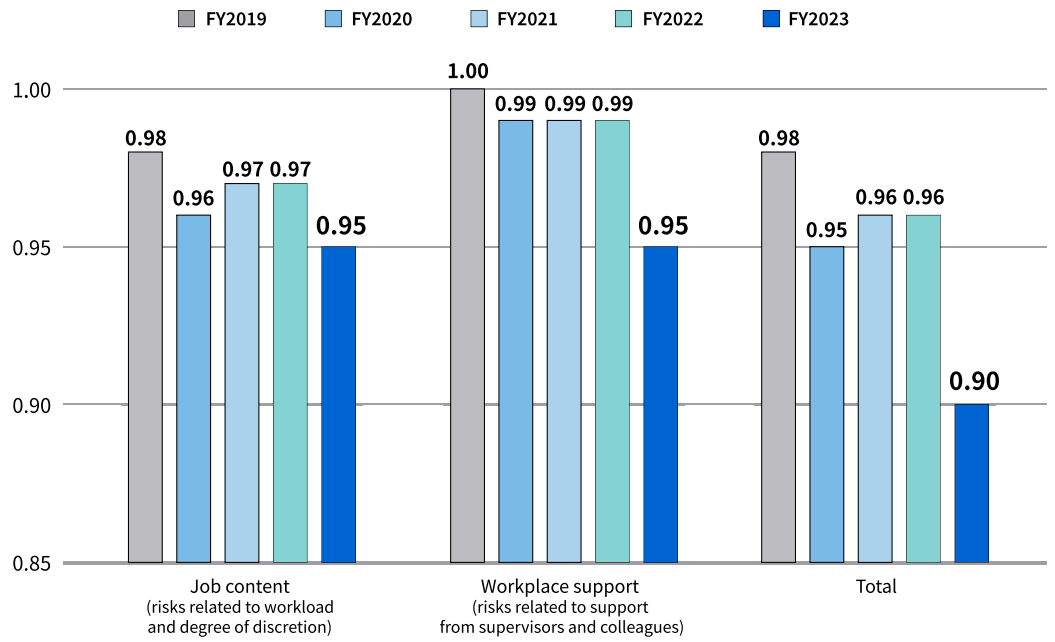
Examples of materials for the management seminar

Feedback of workplace stress check charts to managers (stress check)

Stress checks are conducted in organizations with more than 10 employees within a Group company. We provide feedback on these stress checks to managers (and other workers in positions of authority) in the form of a workplace stress check chart that shows the relative stress levels of employees in the organization*. These charts serve as sources of ideas for managers on how to make improvements in the workplace. Each manager then implements the improvement measures with the support of industrial healthcare professionals and the administration division if required. Eight years have passed since the system started and a number of excellent improvement practices have been accumulated. By sharing such measures at each Group company, we aim to enhance the level of stress management throughout the entire Toshiba Group in Japan.

* Cumulative results for the workplace stress check charts for the Toshiba Group show that we are better than the national average for workload control and supervisor/colleague support.

Workplace Health Risk Score



3. Care by Industrial Healthcare Professionals at Business Sites

Industrial healthcare professionals (including industrial physicians, public healthcare nurses and professional psychologists) offer support for the independent self-care (primary prevention) of employees through various interviews (providing measures to follow-up medical examinations, discussions with employees working excessive overtime, etc.) and by providing opportunities for consultation. As a coordinator, they work to promote early detection and treatment of employees suffering mental health issues (secondary prevention) and smooth return to work and recurrence prevention for those who have taken leave (tertiary prevention) in cooperation with the workplace, the administration division, households and medical institutions, as required.

Return-to-Work Support Program

Toshiba Group was one of the first companies in Japan to start a return-to-work support program in FY2003 with the aim of ensuring appropriate tertiary prevention for persons who have taken leave for mental illness reasons. The program is to ensure that employees make a smooth return to work after taking leave and do not suffer a relapse. In FY2022, we revised the program to support the criteria for returning to work to take remote work into account. Industrial healthcare professionals coordinate with the employee's doctor, workplace members and family to devise appropriate working hours, place and job style.

[For reference] Enhancing the skills, etc. of industrial physicians and occupational healthcare staff

We provide regular education (upon joining the Company, after three months, specialized programs, etc.) and hold regular meetings (conferences for industrial physicians <twice a year>, etc.) with the aim of improving the skills of industrial physicians and occupational healthcare staff, which includes handling consultation. The Group continuously seeks to brush up knowledge and share safety and health measures throughout Toshiba Group.

[For reference] Handling of health-related information

Considering the fact that health-related information is sensitive personal information, each Group company and business site has established the Health Information Handling Regulations . Industrial healthcare professionals and other related personnel in each Group company are committed to handling of health-related information of employees appropriately that they learn in the course of their work.

4. Use of Other Resources to Provide Employee Care

Industrial healthcare professionals at each business site play a central role in building a network with local external medical institutions and return-to-work facilities to make sure employees in need of treatment receive the appropriate medical care. Those sites that are small in scale and do not have resident industrial healthcare professionals liaise with the local occupational health support center to supplement the care otherwise provided by industrial healthcare professionals.
Company-wide, we disseminate information regarding the different consulting services established to meet the circumstances and environment of the person needing advice through various media such as self-care e-learning material, corporate and in-house health insurance association newsletters and our website.

Establishment of Outside Consultation Services

Toshiba Group was one of the first companies in Japan to introduce an outside Employee Assistance Program (EAP) in 2000. The program has now been taken over by a mental and physical health consultation service that is offered 24 hours a day and is run jointly by the Toshiba Health Insurance Association and Toshiba.
The service covers such areas as mental and physical health problems, childcare and nursing care provided by telephone, email, chatbots or in-person counseling, including online interviews, while ensuring privacy. The service is available to employees as well as their families, and quite a few inquiries have been made.

Health Management for Employees Working Excessive Overtime

While the first principle of Toshiba Group in Japan is to transition to a working style in which employees are not expected to do overtime (work style reform), the Group has also been working to prevent health problems caused by overtime work since before the revision to the Industrial Safety and Health Act in 2006. For example, employees who work 80 hours or more overtime per month and other employees who work 45 hours or more overtime per month and are recommended by a doctor to have an interview as well as those who request such an interview themselves are required to receive health guidance from industrial physicians (interview guidance for employees working excessive overtime).
This standard sufficiently meets the requirements of the revised Industrial Safety and Health Regulations enforced in April 2019.

Health Management of Employees Stationed Overseas

Toshiba Group in Japan has a specialized division to support the health management of employees who work overseas. In addition to medical checkups prior to the posting and upon return in accordance with the law, we have made it compulsory to have a checkup once a year while away, including for the employee's family. We are taking steps to ensure employees stationed overseas receive the same level of health management support as our employees in Japan based on the results of each individual's medical checkups. The services include providing employees and their family members with optimal support in line with each country's medical care system such as consultation and information on local medical institutions and arranging emergency transport.
We are taking a flexible approach to medical checks for employees who work overseas amid the COVID-19 pandemic with the understanding that checkups will be administered as soon as the situation improves in consideration of difficulty traveling between countries, conditions of local medical services and the risk of infection.

Infectious Disease Countermeasures

Toshiba Group compiles the latest information gathered from various sources that include the Ministry of Foreign Affairs, companies specializing in safety crisis management overseas and international medical care, international risk-related media and in the field concerning outbreaks of infectious diseases (tuberculosis, malaria, HIV/AIDS, etc.) in foreign countries and their spread, and distributes it to those stationed in relevant countries in order to alert them on such risks. Toshiba Group in Japan also gives guidance to employees assigned to work overseas and their accompanying families, on medical, safety, infectious disease measures and other information on life overseas. Once overseas assignment is confirmed, a briefing is held again, including prior medical checkups and shots of vaccination. New recruits in Japan are provided with booklets containing information about HIV/AIDS. Along with other awareness-raising programs covering topics such as the prevention of HIV infection, the Group calls for the prohibition of unfair discrimination due to insufficient knowledge about the disease. In addition, business sites cooperate with the government for rubella antibody tests for target age groups by providing the venue of medical examination.

Efforts to Support Work-Life Balance

Toshiba Corporation has published information on the Work-Life Balance Support System and the Consulting Service, which support diverse work styles from a health and systems perspective, as well as contact information, on the Corporate Information Portal (CPI), which can be accessed from the Company's website. We also regularly promote these systems and healthy attitudes through means such as various seminars, top management messages, and e-learning.

<Example: Cancer treatment and support for balancing work and treatment>
Each year, Toshiba Corporation holds a Work-Life Balance Support Seminar on cancer, including an introduction to the insurance system. In addition, the Cancer Prevention and Work-Life Balance Support page published on the CPI website introduces various systems that can be used if one suffers from cancer, as well as knowledge about cancer prevention, and the Introduction to Consulting Services page provides information on how to use the mental and physical health consultation service, which has a dedicated consultation service for employees and their families to support them in balancing cancer treatment and work.

Budgeting for Measures to Maintain and Enhance Health

In order to continuously implement the above activities, items in the table below are budgeted appropriately.

	Corporate Departments	Group companies and business sites	Toshiba Health Insurance Association
Method for Prevention of Brain, Heart and Lifestyle-Related Diseases	Common health management system maintenance costs, etc.	Medical examination expenses, examination venue expenses, common health management system usage fees, etc., expenses for various educational and health events, etc.	Examination expenses for cancer/lifestyle-related diseases, Health ICT tool usage fees and awarded points usage fees, subsidies for outsourcing expenses for external consultation, etc.
Mental Health Care	Awareness-raising and education media creation expenses, etc., outsourcing expenses for external consultation, etc.	Various educational expenses and health event expenses, etc.	
Employees Stationed Overseas・Infectious Disease Countermeasures	-	Expenses for medical examinations and vaccinations, etc. for expatriates	-

Evaluation by External Parties

As a result of our health-related efforts, we were selected by Nippon Kenko Kaigi* as the 2024 Certified Health and Productivity Management Organization Recognition Program; namely, Toshiba, its four key Group companies, and Toshiba Lighting & technology Corporation, and Toshiba Plant Systems & Services Cprporation, and Toshiba Industrial Products Systems Corporation, and Toshiba IT & Control Systems Corporation, and Nishishiba Electric Co., Ltd., and Toshiba Device Corporation (Large enterprise category) as well as Toshiba Precision Corporation, and Toshiba Hokuto Electronics Corporation,and Toshiba Insurance Service Corporation, and Toshiba Health Insurance Association (Small- and medium-sized enterprise category). Further, Toshiba Lighting & Technology, and Toshiba Industrial Products Systems Corporation were also selected in the White 500, and Toshiba Precision Corporation was also selected in the Bright 500 as the top 500 companies.

* Private organizations supported by the Ministry of Economy, Trade and Industry, a government organization

2024 健康経営優良法人 Health and productivity ホワイト500

2024 健康経営優良法人 Health and productivity ブライト500

Occupational Safety and Health of Contractors

Toshiba Group is implementing the following initiatives as specific measures to “ensure appropriate consultation and participation, on occupational health and safety initiatives of workers and their representatives in various positions, who are involved in the Toshiba Group’s business,” as stated in the Toshiba Group OHS Management Policy.

<Within business sites>
The administrative division of a business site forms an OHS Subcontractor Meeting with representatives of contractors who work in the site. While sharing the site’s Occupational Health and Safety (OHS) Management Policy and goals, the division also monitors each contractor’s safety performance; sets up rest areas at the site; clarifies hazardous work at the site and informs contractors of the details thereof; provides support for improvements in emergency response techniques; and conducts evacuation drills together with the contractors.

<Field work>
In particular, for work sites where Toshiba Group companies are the primary contractors, the field division of the business site that oversees the site shall share information on occupational safety and health activities with contractors and partner companies that carry out work. Such information shall include monitoring of safety performance, health and safety education equivalent to that provided to employees, workplace patrols, and evacuation drills that assume the occurrence of accidents. In addition, the field division shall promote cooperation between the site, field division, business division, Group companies, etc. In this way, we are working to foster a safety culture as the primary contractors.

Despite these efforts, two fatal accidents involving contractors’ employees occurred during the three-year period from FY2021 to FY2023 (FY2021: electric shock at a site; FY2022: fall at a site), making further improvement of contractor safety management standards an urgent issue.

OHS Management in the Supply Chain

Toshiba Group promotes its procurement activities in accordance with the United Nations Global Compact (UNGC) and the Responsible Business Alliance (RBA) Code of Conduct. We also ask our suppliers to respect basic human rights and to realize safe and clean workplace environments in their business activities. We explain and request all our suppliers to comply with the Toshiba Group Procurement Policy which includes consideration for human rights, labor, OHS in their operations.

> Toshiba Group Procurement Policy

> Promote Sustainable Procurement

Radiation Control and Safety Management for Workers at Nuclear Power Plants

1. Efforts to reduce the exposure of radiation workers

Toshiba Group is working to reduce individual exposure by thoroughly implementing measures to reduce exposure for radiation workers belonging to the Group and partner companies who work at nuclear power plants, etc. In particular, as the decommissioning work at Fukushima Daiichi Nuclear Power Plant is being carried out in a harsh radiation environment, we are working to reduce exposure by examining designs and procedures that take into account exposure reduction as well as conducting mock training. We also work to ensure safe, efficient on-site management, including the development of our own management tools and radiation measuring devices that are tailored to on-site conditions.

2. Safety management and health management efforts for radiation workers

Using the Toshiba Radiation Control & Engineering Support System (TRACES), which centrally manages individual radiation exposure data from nuclear power plants across the country, Toshiba Group has been monitoring and managing radiation exposure data for more than 100,000 radiation workers in Toshiba Group since the 1960s. We effectively use this system to manage doses in accordance with our internal standards, which are stricter than the legal limits, including standards for workers at partner companies.

With regard to safety management, we have prepared various education and training programs, and we are working to raise the safety awareness of employees of both the Group and partner companies as well as to eliminate accidents, with a special emphasis on hands-on practical training.

As for health management, we carry out necessary health checkup at every work site, including those of the Group and partner companies, and industrial physicians provide advice on mental and physical health.

Toshiba Group's Material Issues

Promote Sustainable Procurement

Toshiba Group promotes, together with its suppliers, activities to improve corporate value as well as the value of its customers through sustainable procurement initiatives such as those that are in full compliance with laws, regulations, and social norms, and that consider human rights, occupational health and safety, and the environment.
We request suppliers to agree with the Toshiba Group Procurement Policy and to put it into action at their companies including supply chains, and also evaluate their CSR and sustainability initiatives. We will also provide our procurement employees with training on sustainable procurement, and educate them about important CSR and sustainability issues in the supply chain, such as human rights, labor, health and safety, and the environment.

What are sustainable procurement activities?

Sustainable procurement activities refer to procurement that is sustainable over the future, aiming to fulfill social responsibilities, such as following laws and regulations, social norms, protecting human rights, occupational health and safety, and the environment, including those of suppliers. In 2017, the ISO 20400 "Sustainable procurement - Guidance" was published, setting standards for various social responsibilities in procurement activities, including those for the environment and human rights.

KPIs and Achievements

Percentage of new suppliers consenting to Toshiba Group Procurement Policy (%)

FY2022 Achievement	100 %
FY2023 Target	100 %
FY2023 Achievement	100 %
FY2024 Target	100 %

Number of companies where we conducted our Sustainable Procurement Survey* (cumulative numbers)

FY2022 Achievement	12,622
FY2023 Target	13,000
FY2023 Achievement	13,014
FY2024 Target	13,000

* Sustainability Procurement Survey: a survey to evaluate suppliers' CSR initiatives. Conducted 100% at key suppliers.

Participation rate of Group procurement employees in sustainable procurement training (%)*

FY2022 Achievement	41 %
FY2023 Target	100 %
FY2023 Achievement	100 %
FY2024 Target	100 %

* Excluding Toshiba Tec Corporation

FY2023 Key Achievements

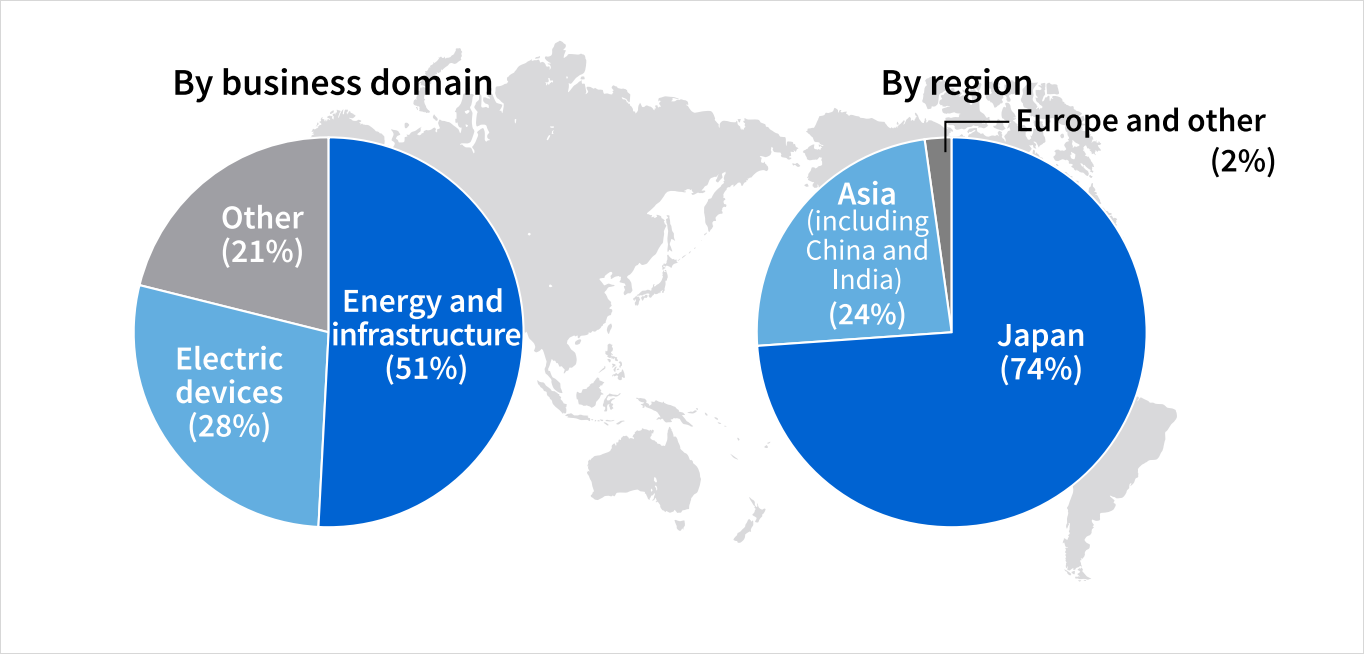
- **Revised the Toshiba Group Green Procurement Guidelines**
- **Achieved highest rating in CDP supplier engagement**

- Toshiba Group's Supply Chain
- Structure to Promote Sustainable Procurement
- Practicing Sustainable Procurement Activities (Supplier due diligence)
- Green Procurement / Green Purchase
- Toshiba Group Procurement Policy
- Cooperation with Industry Organizations
- Ensuring Responsible Minerals Sourcing
- Responses to Supply Chain Risks

Toshiba Group's Supply Chain

Toshiba Group procures a variety of raw materials and resources from suppliers all around the world.
In terms of the composition ratio of our procurement by business sector (monetary value) for FY2023, energy and infrastructure accounts for 51%, electric devices account for 28%, and others account for 21%. By region, Japan accounts for 74%, Asia (including China and India) accounts for 24%, and Europe and others account for 2%.
In our efforts to promote sustainable procurement activities throughout our supply chain, Toshiba Group takes a risk-based approach that rates the importance of major suppliers with whom we have recurring business with, taking into account factors particular to the business sector and region.

Procurement component ratio by business segment and region (Japan/overseas) (FY2023, monetary value base)



Toshiba Group appropriately implements local procurement of materials, components and equipment, etc. based on the attributes of the items produced and the environment in which they are produced. Centered on production bases in each country, and also taking advantage of the International Procurement Offices (IPO), we make efforts to promote optimal procurement, including local procurement, while also aiming to co-exist with local communities.

Toshiba Group Procurement Policy

Toshiba Group promotes sustainable procurement activities with the aim of improving both corporate value and the value of its customers, while also striving to build sound partnerships with suppliers.
We request all our suppliers, who play an important role in the Toshiba Group companies' production and services, to consent to and put into practice the Toshiba Group Procurement Policy.

The Toshiba Group Procurement Policy was established in accordance with the United Nations Global Compact (UNGC), in which the Group participates, and the RBA (Responsible Business Alliance)* Code of Conduct, which it observes. The Group clearly states, as conditions for selecting business partners, that they must agree with and execute "compliance with laws and regulations, and social norms," and "consideration for human rights, the occupational safety and health of workers, and the environment." The Group also requests suppliers to engage in the "appropriate management of working hours (compliance with laws and regulations, and consideration of international standards, to prevent excessive working hours and to provide reasonable holidays)" and the "payment of appropriate wages (payment at a level above the minimum wage under applicable laws and regulations; wages sufficient to cover the necessities of life (a living wage))." In addition, the Toshiba Group Procurement Policy is translated into English, Chinese and Thai to complement the Japanese version, and whenever the contents of the said policy are revised in keeping with social trends, we inform all our suppliers both inside and outside Japan.
* EICC changed its name to RBA in October 2017.

In addition to this Procurement Policy, we have set the Toshiba Group Green Procurement Guidelines in order to address environmental issues and the Toshiba Group Responsible Minerals Sourcing Policy in order to address responsible minerals sourcing. With regards to respect for human rights, in March 2022, we established a new Toshiba Group Human Rights Policy (PDF) (347KB) . In response to the establishment of this policy, we revised the Toshiba Group Procurement Policy with the aim of clarifying the criteria for selecting suppliers with reference to ESG and to update requests to suppliers.

We also have the Standards of Conduct for Toshiba Group for our Group officers and employees. Our corporate policy is to fulfill our CSR through fair trade and compliance with laws, regulations and social norms, as well as to build relationships of mutual understanding and trust together with our suppliers.

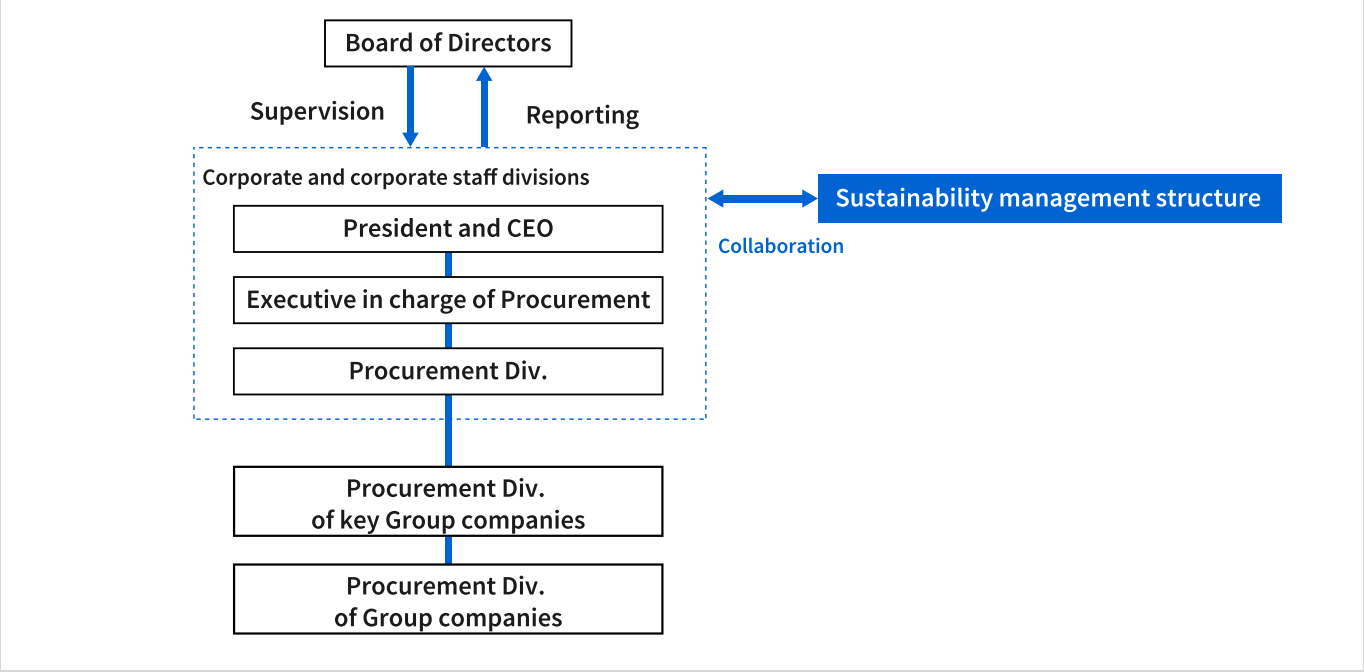
The history of the revision of the Toshiba Group Procurement Policy

- Respect for Human rights
- Toshiba Group Human Rights Policy
- Toshiba Group Procurement Policy
- Toshiba Group Green Procurement Guidelines
- Toshiba Group Responsible Minerals Sourcing Policy
- Standards of Conduct for Toshiba Group 3. Procurement

Structure to Promote Sustainable Procurement

In April 2020, Toshiba Group established an independent team specializing in sustainable procurement activities within the Procurement Division at Toshiba's Headquarters. To promote sustainable procurement activities in areas such as human rights, occupational health and safety, and the environment, the specialized team collaborates, through the Sustainability Strategy Committee, with related divisions such as sustainability management, the environment, and each business division. In FY2021, we identified the promotion of sustainable procurement activities as a material issue for Toshiba Group, and set KPIs related to these activities at the Sustainability Strategy Committee.
We secure a budget each year to implement related initiatives, and cooperate with the sustainability management structure in promoting our sustainable procurement activities, and, via our structure for promoting sustainable procurement activities, we develop measures and provide education to Toshiba Group companies.
The Executive in charge of Procurement reports to the Board of Directors as appropriate, and receives supervision and advice accordingly.

Toshiba Group sustainable procurement promotion structure



> Sustainability Management

Training Employees

Training on the Standards of Conduct for Toshiba Group, the Toshiba Group Procurement Policy, and sustainable procurement is included in our training programs for employees at all organizational levels, including the training program for new employees and for transferees. As part of these level-based programs in FY2023, we provided sustainable procurement education to approximately 40 procurement staff members of Toshiba Group. In addition, all Toshiba Group procurement staff members participated in e-learning on human rights for Toshiba Group employees.

Cooperation with Industry Organizations

In order to fulfill CSR in the areas of compliance with laws and social norms, human rights, occupational safety and health, the environment, and ethical standards throughout the supply chain, Toshiba takes measures in accordance with the spirit of the RBA Code of Conduct.

We request key suppliers to carry out CSR self-assessments each year to check compliance with the RBA Code of Conduct and to check how they implement initiatives regarding compliance with laws, regulations and social norms, human rights, occupational health and safety, environmental conservation, and ethics. Based on the assessment results, we provide guidance to individual suppliers in accordance with their risk levels, and request that they make improvements.

> RBA Membership

Toshiba participates in CDP, an international non-profit organization that is highly influential in the environmental field, and BSR (Business for Social Responsibility), an international non-profit organization for promoting activities of sustainability, and is promoting sustainable procurement activities after receiving assessments regarding the environment and human rights. As a member of JEITA(Japan Electronics and Information Technology Industries Association) Responsible Minerals Trade Working Group, a member of JEITA CSR Committee, and a regular member of JaCER(Japan Center for Engagement and Remedy on Business and Human Rights), we also engage in collaborative activities with these organizations.

> Participation in CDP

> Participation in BSR

> JEITA Responsible Minerals Trade Working Group (Japanese)

> JEITA CSR Committee (Japanese)

Practicing Sustainable Procurement Activities (Supplier due diligence)

Thorough Implementation of the Procurement Policy

In FY2022, we requested some 12,000 primary suppliers (cumulative numbers*) to abide by the policy revised in March 2022. We distributed the Toshiba Group Procurement Policy to new suppliers and briefed them on its content, requesting their consent, including to encourage secondary suppliers to also adhere to the policy. In FY2023, we selected approximately 2,700 new suppliers in accordance with the selection criteria established by each Toshiba Group company.
Toshiba Group monitors the status of management at suppliers that have ongoing businesses at the time of quality audits at manufacturing sites and requests improvements and provides support as necessary. For new procurement transactions, we check the supplier's conformity with Toshiba Group's procurement and selection policies, its manufacturing sites and management structure, and whether it complies with laws and regulations on environment, human rights, labor, and occupational health and safety.
Toshiba Group holds briefings to explain to suppliers its policies on the environment, human rights, labor, and occupational health and safety as well as supplier surveys to monitor their performance in accordance with the Toshiba Group Procurement Policy, including self-assessment, at each business site (monitoring at site). In FY2023, we conducted surveys on human rights / labor for 58 suppliers, health and safety surveys for 134 suppliers, and environmental surveys for 101 suppliers (the figures are cumulative numbers of Toshiba Group's suppliers).

* Toshiba Group conducts surveys for each contract. When multiple contracts are concluded with the same supplier, each contract is counted as one supplier, and therefore the numbers of suppliers are cumulative. Additionally, the numbers of suppliers are approximate due to there being commercially sensitive information.

Number of suppliers participating in briefings and those covered by monitoring at site (FY2023, Toshiba Group, cumulative)

Topic	Participation in briefings	Surveys*	On-site audit*
Human rights/Labor	348	572	58
Health and safety	1,304	719	134
Environment	904	3,606	101

* The surveys include self-inspections using the RBA Self-Assessment Questionnaire (SAQ), third-party audits, and surveys/audits using our own standards.

Sustainable Procurement Survey

Since FY2021, for the purpose of strengthening our efforts to tackle ESG issues across the entire supply chain, we have been conducting sustainable procurement surveys of suppliers' approaches to human rights, occupational health and safety, environment, ethics and BCP by using a risk-based approach.

In terms of the environment, we conducted checks on a total of 13,014 suppliers in FY2023 through our Evaluation of Environmental Management. In the Evaluation of Environmental Management, we share the details of Toshiba Group's environmental management as described in the Toshiba Group Green Procurement Guidelines and the Environmental Future Vision 2050. We also conduct a survey and assessment of suppliers' efforts with regard to the key measures of the vision—namely, "response to climate change," "response to the circular economy," and "consideration of ecosystems"—and we prioritize highly rated suppliers. If any issues are identified with suppliers' efforts, we provide guidance for improvements. In the FY2023 survey, we confirmed that 99.95% of our suppliers met our standards. In FY2023, we also carried out the Greenhouse Gas (GHG) Emissions Survey, and we conducted verification studies to strengthen our partnerships with suppliers and to improve Toshiba Group's "Scope 3 Category 1" calculation accuracy.

With regard to human rights and occupational health and safety, we narrowed down the targets of the survey to countries and regions listed in external reference sources such as the conflict-affected and high-risk areas list issued by Japan and the European Union and the regional information concerning risk to human rights referenced in the United Nations Environment Programme Finance Initiative (UNEP FI)'s Human Rights Guidance Tool. We conducted risk assessments on approximately 8,000 suppliers on the issues of human rights, labor, the environment, and laws and regulations. For the approximately 2,500 suppliers whose responses confirmed the presence of risks, we created and distributed documents outlining the preferable corrective action based on international standards for each question, and undertook corrections and training. We also conducted direct interviews with some suppliers to ascertain the facts, and are providing guidance on how they might remedy the situation.

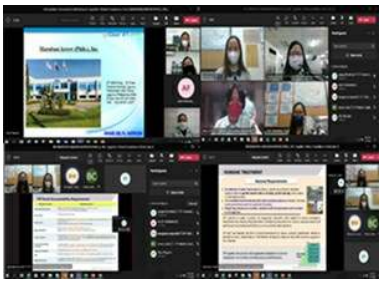
These surveys confirmed the employment situation of foreign workers at suppliers' facilities (particularly technical trainees in Japan) and whether the location of the supplier's facilities is in a high-risk country or region (lacking social protection, etc.), and asked questions about discrimination, equal opportunities, freedom of association and collective bargaining rights, child labor and youth workers, forced labor, and occupational health and safety to understand human rights and occupational health and safety risks.

Encouragement and Training for Suppliers

Toshiba Group strives to establish partnerships with our suppliers founded on mutual trust. We are working to improve these partnerships by supporting our suppliers and organizing awareness-raising activities. We do this so that our suppliers can provide a reliable supply of high-quality, appropriately priced goods that give consideration to human rights, occupational health and safety, and the environment. For each supplier whose responses to the Sustainable Procurement Survey confirmed the presence of risks, we created and distributed documents outlining the preferable corrective action based on international standards for each question, and undertook corrections and training. We also conducted direct interviews with some suppliers to ascertain the facts, and are providing guidance on how they might remedy the situation.

Activity Example: Initiatives at Toshiba Information Equipment (Philippines), Inc.

Toshiba Information Equipment (Philippines), Inc. (TIP) is resolute to its commitment of fostering a strong and responsible business relationship with its suppliers and service providers. Driven by its corporate value of upholding integrity through compliance, TIP has conducted a refresher training on Social Accountability Management System anchored on the Responsible Business Alliance (RBA) Code of Conduct requirements to all in-house service providers. This training was designed in the hope of expanding TIP's scope of influence in communicating the essence of compliance while strengthening the knowledge and awareness of its external business partners on social and environmental responsibility. Virtual compliance check was also conducted in FY2023 to 27 pre-selected providers to support them establish and gauge their level of compliance in TIP's Social Accountability requirements related to Human Rights, Labor, Health & Safety, Environment and Ethics. Prior the audit, refresher training on Social Accountability Management System/RBA Code of Conduct requirements was provided to the suppliers. With continuous education and awareness programs, together with a strong collaboration and communication, TIP hopes to intensify sustainability management promotions and compliance within its supply chain.



Virtual compliance check

Activity Example: Initiatives in Battery Business

With an eye to not only achieving Toshiba's Environmental Future Vision 2050 but also responding to EU Battery Regulation, Toshiba's Battery Division is, together with its suppliers, proactively working to promote initiatives aimed at achieving a reduction in CO_2 emissions.

Specifically, through briefings and other means, we will inform our suppliers of EU Battery Regulation, calculation methods of CO2 emissions, and our initiatives aimed at achieving a reduction in emissions, in accordance with Toshiba's Environmental Future Vision 2050, and are endeavoring to understand and reduce the latest emissions figures. Going forward, in order to further reduce CO2 emissions, we will continue to collaborate with our suppliers to promote activities aimed at achieving carbon neutrality.

Handling of Suppliers in Breach of the Procurement Policy

If a supplier violates the standard for procurement transactions, we request the supplier to implement remedial measures and provide guidance and support as necessary. If the remedial measure is deemed to be unsatisfactory, we suspend transactions with the supplier. Based on the results of the human rights / labor, health and safety, and environment surveys conducted as part of monitoring at site in FY2023, we provided guidance and support to 16 suppliers on human rights / labor issues, 209 suppliers on health and safety issues, and 56 suppliers on environment issues. (the figures are cumulative numbers of Toshiba Group's suppliers).

Number of suppliers subject to guidance & support or suspension of transactions upon monitoring at site (FY2023, Toshiba Group, cumulative)

Topic	Guidance and support	Suspension of transactions
Human rights/Labor	16	0
Health and safety	209	0
Environment	56	0

Examples of supplier guidance & support (FY2023)

Human rights/Labor	• Guidance on improving appropriate employment conditions and labor management • Supporting smelters to obtain conflict-free certification*
Health and safety	• Conducting risk assessment debriefing and safety patrols

* Conflict-free certification: A system that has a third-party organization certify that an operator does not use conflict minerals (conflict free).

Whistleblower System for Suppliers

Toshiba Group has established a whistleblower system for suppliers called Clean Partner Line, which allows suppliers to report any violations or suspected violations of laws, regulations, Toshiba Group's Standards of Conduct and Procurement Policy, transaction contracts, corporate ethics, etc., that Toshiba Group parties have observed in relation to procurement and other transactions. Personal information on whistleblowers, without the whistleblower's consent, is not disclosed to anyone other than the Clean Partner Line staff. Also, what is reported by whistleblowers is handled based on strict procedures, with care taken not to treat whistleblowers and their companies unfavorably for whistleblowing. We notify our suppliers of this system and request that they make use of it. 3 reports were made in FY2023, and for these 3 cases, we conducted an investigation cooperating with related divisions. We issue a directive to make improvements or a warning for any inappropriate or suspicious activity discovered in business transactions.

We also participated in FY2021 in a review meeting of the JEITA CSR Committee for discussion of the establishment of the Japan Center for Engagement and Remedy on Business and Human Rights (JaCER) to respond to human rights violations, among others, in the supply chain. In FY2022, we have joined the Engagement and Remedy Platform operated by JaCER as a regular member and started to receive complaints and grievance reports on business and human rights issues.

Ensuring Responsible Minerals Sourcing

Since Section 1502 on conflict minerals of the U.S. Dodd-Frank Wall Street Reform and Consumer Protection Act (the Dodd-Frank Act) enacted in January 2013, companies listed in American Exchange 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 a part of the supply chain of listed companies, investigates and reports to our customers.

Prior to the enactment of the Act, Toshiba Group organized an internal system to address conflict minerals issues, and established the Toshiba Group Conflict Mineral Policy and publicized it on its website in October 2011.
In recent years, however, there has been heightened risk associated with minerals sourcing, affecting not only the Democratic Republic of Congo and adjoining countries but also other conflict-affected and high-risk areas, and extending to child labor and other general human rights violations, as well as corruption and other sources of risk. In September 2020, therefore, we revised our Conflict Mineral Policy and formulated the Toshiba Group Responsible Minerals Sourcing Policy.

Toshiba Group Responsible Minerals Sourcing Policy

Toshiba Group has put in place this policy and the provisions below in order to avoid complicity in any conflict in any high-risk area, and in order to prohibit the use of tin, tantalum, tungsten, gold and cobalt whose production is the result of human rights violations, including forced labor and child labor, environmental pollution, corruption, or other abuses.

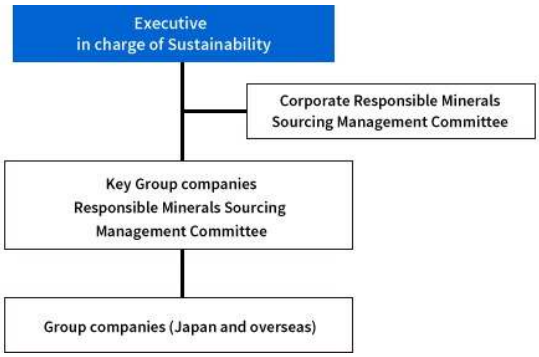
- We undertake appropriate supply chain management, in accordance with the provisions of the OECD Due Diligence Guidance for Responsible Supply Chains of Minerals from Conflict-Affected and High-Risk Areas.
- We require suppliers to procure minerals from smelters that are compliant with the Responsible Minerals Assurance Process (RMAP) established by the Responsible Materials Initiative (RMI).
- We do not refrain from using minerals produced in conflict-affected and high-risk areas, provided that such minerals are sourced in regions that are not involved in conflict, human rights violations, environmental pollution, corruption, or other abuses.
- We ask our suppliers to adopt and observe the Toshiba Group Procurement Policy and Responsible Minerals Sourcing Policy, request that they provide us with information on smelters in their supply chain, and engage in dialogue and cooperation with them in order to contribute to reducing and eliminating risk in conflict-affected and high-risk areas.
- When a potential risk in the supply chain is identified, we require our supplier to take corrective action, and depending on the outcome we may suspend the transaction or take other measures.

Toshiba Group continuously gathers information on minerals sourcing and works with suppliers to conduct business operations in line with this policy.

Toshiba Group’s Promotion Structure for Responsible Minerals Sourcing

Headed by the executive in charge of sustainability, the Corporate Responsible Minerals Sourcing Management Committee, consisting of related corporate divisions, promotes activities in accordance with the Toshiba Group Responsible Minerals Sourcing Policy. Each Group company appoints a person in charge, vice-person in charge, and office in charge of responsible minerals sourcing management, who attend liaison meetings organized by the Corporate Management Committee and make use of information on the in-house website to develop comprehensive initiatives.

Toshiba Group's Promotion Structure for the Responsible Minerals Sourcing



Toshiba Group Responsible Minerals Sourcing Survey

We conduct surveys of Toshiba Group suppliers to monitor their use of tin, tantalum, tungsten, gold (3TG), and cobalt and the smelters they deal with using templates, such as the Conflict Minerals Reporting Template (CMRT), provided by the RMI.
We surveyed around 717 suppliers (cumulative number) that might use 3TG and 295 suppliers (cumulative number) that might use cobalt in FY2023.

Education for Suppliers

We participate in organizing briefing sessions of JEITA Responsible Minerals Trade Working Group as a member of the group in order to help deepen the understanding of responsible mineral procurement. In FY2023, an online briefing session was held for which we took part in preparing explanatory materials on the recent trends in minerals surveys and the questionnaire in the latest version of the survey.

> JEITA Responsible Minerals Trade Working Group (Japanese)

Cooperation and Communication with External Organizations

In order to promote the practice and awareness of responsible minerals sourcing, we affiliate actively with industry organizations and public-private partnership projects, as well as engaging in communication with NGOs.

Key examples of external cooperation and dialogues regarding conflict minerals issues

Related organizations and projects	Toshiba Group Activities
RBA(Responsible Business Alliance)	Joined in June 2011.
RMI(Responsible Minerals Initiative)	Participate in meetings and workshops as a member.
JEITA	Responsible Minerals Trade Working Group Joined in November 2011 and promote the cooperation with industry organizations.
	Joined the Conflict-Free Sourcing Working Group within the Responsible Minerals Trade Working Group and has worked to promote and raise awareness of conflict-free minerals procurement in cooperation with the automobile and electrical industries of Japan.
	Joined the Education and PR Team of this working group, identified and addressed issues regarding surveys, and held a briefing on surveys.
	Joined the Smelter Support Team of this working group and issued a document continually to smelters in Japan and overseas which have not got Conflict-Free Certification demanding to comply with the certification program.

> JEITA Responsible Minerals Trade Working Group (Japanese)

Green Procurement / Green Purchase

Green Procurement

Toshiba Group promotes green procurement as a part of our environmental considerations across the entire supply chain.

We distribute Toshiba Group Green Procurement Guidelines to suppliers, which present Toshiba Group's basic concept concerning green procurement and the specific content of our requests to suppliers. Based on these guidelines, we endeavor to preferentially procure products, parts, materials, and services that have a low environmental impact from suppliers who actively promote environmental management.

Toshiba Group Green Procurement Guidelines are revised as necessary in response to global trends or changes in Toshiba Group's environmental policy. In March 2022, we updated the guidelines to reflect our long-term environmental vision, Environmental Future Vision 2050, and the content has since been enhanced with a focus on our response to climate change.

> Toshiba Group Green Procurement Guidelines
> Environmental Future Vision 2050
> Environmental Data (Greenhouse Gas Emissions Across the Value Chain)

Green Purchase: Stationery and Other Office Supplies

With regard to procurement of office equipment, stationery and other office supplies, Group companies strive to select procurement items that have lower environmental impacts. For example, environmentally conscious products such as Eco Mark certified products are registered as environmentally recommended products for procurement by Toshiba Group. We are implementing green procurement for personal computers, copiers, copier paper, etc.

Responses to Supply Chain Risks

Response to COVID-19 in the Supply Chain

In response to COVID-19, we have taken necessary countermeasures in collaboration with suppliers to ensure supply in order to minimize the impact on business. Specifically, we assess risks in corporate activities and logistics in regions where the infection is spreading to instigate measures to minimize the impact on our business.

Response to Geopolitical Risk

Toshiba Group always take into account geopolitical risk and seeks to conduct procurement activities in an optimal manner. With regard to the situation in Ukraine, we are ascertaining the risks of the procurement from Russia, and are working to minimize the impact on our business by ensuring alternative suppliers.

Toshiba Group's Material Issues

Strengthen R&D to Stimulate Innovation

Since its founding, Toshiba Group has been working to solve social issues through its business activities. Toshiba will strengthen R&D aimed at stimulating innovation that will achieve carbon neutrality and realize a circular economy while maximizing its potential to the full by leveraging its strengths in technology and diverse development capabilities and combining the power of data with our core business areas of energy, infrastructure and devices.

FY2023 Key Achievements

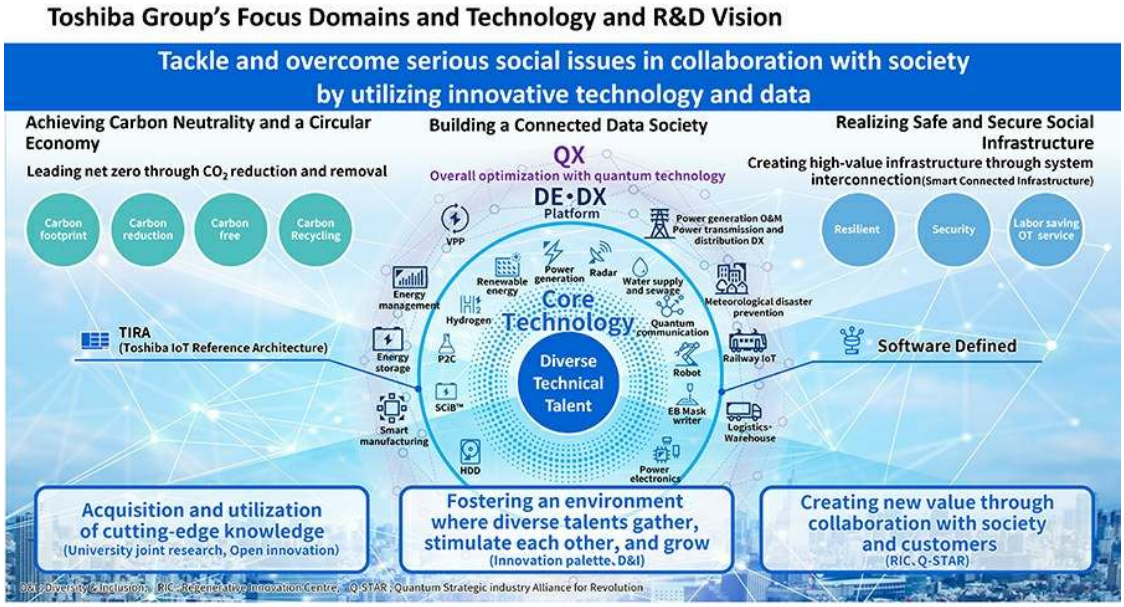
- **Completed demonstration operation of a highly durable, environmentally friendly CO_2 solvent at a commercial CO_2 capture plant in Saga City**
  ～Start of sales of CO_2 capture plants using the new solvent～
- **Bekaert and Toshiba sign a partnership agreement on MEA technology for PEM electrolyzers to accelerate the advance towards green hydrogen production at scale**
- **Successfully calculated and linked CO_2 data in Phase 2 of the "CO_2 Data Linkage in a Virtual Supply Chain" demonstration experiment organized by the Green x Digital Consortium (Secretariat: JEITA)**
- **Toshiba Launches Open Testbed for Demonstrating Advances in Energy Conservation and Security at Innovation Palette**

> Evaluation by External Parties

- R&D Strategy
- R&D Expenses
- Toshiba Group R&D Structure
- Examples of R&D that contribute to solving social issues

R&D Strategy

Under its Basic Commitment, “Committed to People, Committed to the Future,” Toshiba Group will—supported by our proven technology—create products, solutions, and services to achieve carbon neutrality and a circular economy as well as safe and secure social infrastructure. We will create and develop strong core physical technologies while making the most of the technological diversity that is Toshiba Group’s strength, and work to appropriately motivate and develop the technical talent that is the source of our technological capabilities. In addition, based on the concept of “software-defined,” we will continue to create value for our customers by driving digitization (e.g., DE (Digital Evolution), DX (Digital Transformation), and QX (Quantum Transformation)) and building a connected data society through new products, solutions, and services.



See website below for more details.

> Technologies (Policy)

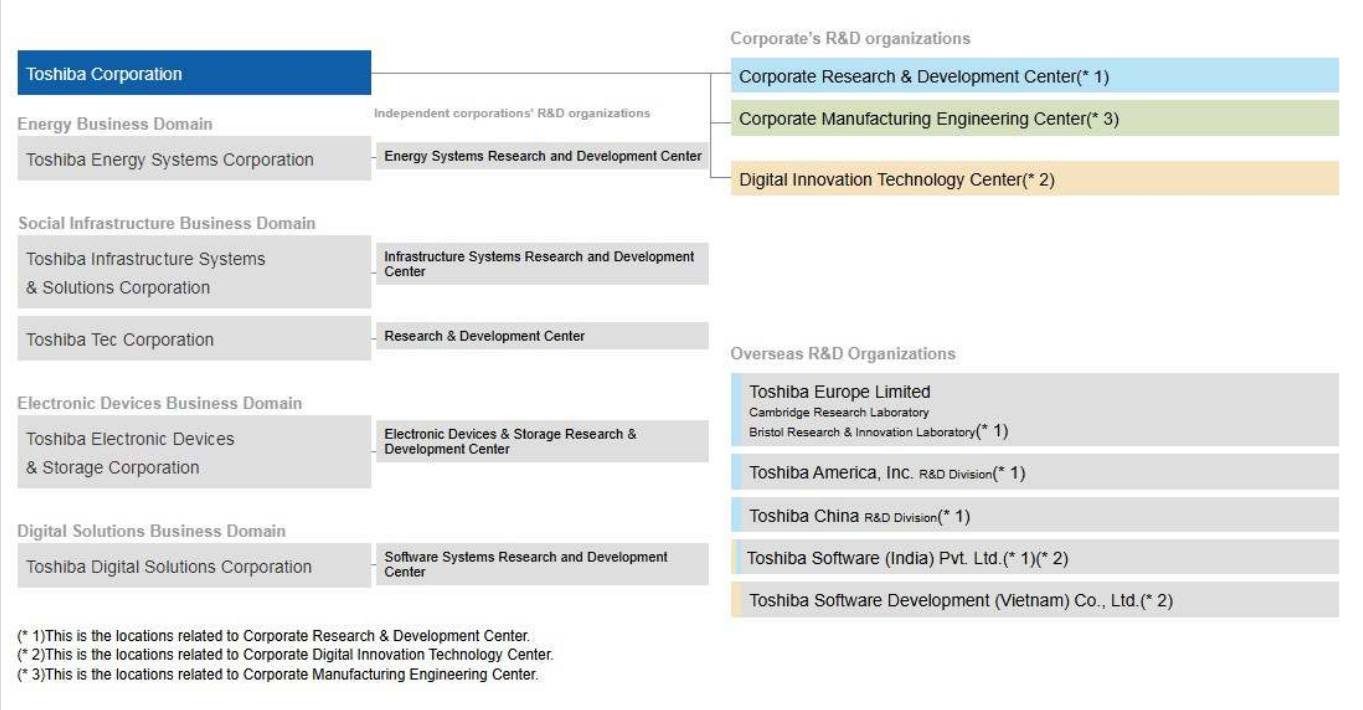
Toshiba Group R&D Structure

Toshiba Group's R&D structure comprises Toshiba's R&D divisions along with the R&D divisions and design and technology-related divisions at its key Group companies, with R&D carried out through efficient delegation of functions between these respective divisions. Toshiba's R&D division is working to deepen the Company's underlying technologies from a medium- to long-term perspective, and is engaged in research targeting new business domains as well as innovative and cutting-edge R&D.
The R&D divisions and design and technology-related divisions at our key Group companies support the underlying technologies of their respective business domains, develop new products and differentiated technologies in line with business plans, and engage in efforts to commercialize and mass-produce products that can meet the demands of customers. Through this intra-division close-cooperation, we are able to deliver new products to the market.

In order to accelerate the realization of carbon neutrality and a circular economy (hereinafter referred to as "CN/CE") through digitization, which is one of our Group Management Policies, we have opened a new technology location, the "Regenerative Innovation Centre," in Dusseldorf, Germany.

As a core technology location in Europe that emphasizes the development of CN/CE-related technologies and their implementation in society, this new technology location will promote the development of cutting-edge technologies, social verification of Toshiba Group technologies, standardization activities, and more together with its partners. Through these initiatives, we aim to participate in the European community, deepen our relationships with our partners, and contribute to the realization of CN/CE in the European region and the global community by working to solve social issues related to CN/CE from a multifaceted perspective that considers aspects such as science, engineering, economics, and society. We are planning activities in the following technical fields: the "Device Field" for batteries and semiconductors; the "Energy Field" for renewable energy, hydrogen, and energy management; the "Carbon Negative Field" for collection, transport, storage, and utilization related to CO_2 removal; and the "Digital Platform Field for utilization of energy and CO_2 data.

Corporate's R&D organizations



See website below for more details.

- Technologies (Organization)
- Technologies (Locations)
- Toshiba Establishes "Regenerative Innovation Centre" in Germany (September 21, 2023)

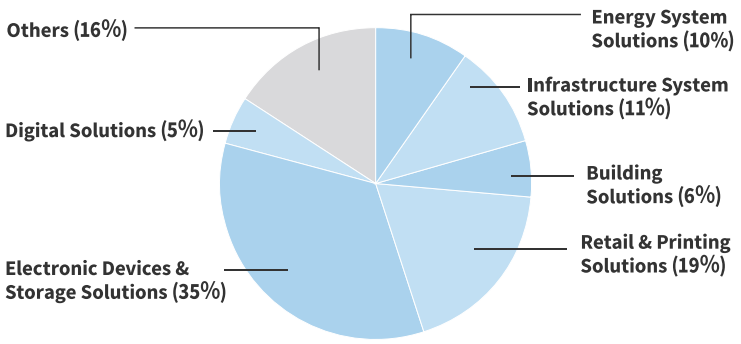
R&D Expenses

Toshiba has defined strengthening R&D to stimulate innovation as one of its material issues.
The ratio of R&D expenses to sales in Toshiba Group stands at approximately 5%.

Ratio of R&D expenses to sales

FY2018	FY2019	FY2020	FY2021	FY2022	FY2023
4.5%	4.7%	4.9%	4.6%	4.7%	4.9%

Breakdown of R&D expenses (FY2023)



Examples of R&D that contribute to solving social issues

Completed demonstration operation of a highly durable, environmentally friendly CO_2 solvent at a commercial CO_2 capture plant in Saga City ～Start of sales of CO_2 capture plants using the new solvent～

Corresponding social issue: Response to climate change

Toshiba Energy Systems & Solutions Corporation has completed the development of a high-performance CO_2 solvent for use in CO_2 capture plants. This development was conducted jointly with Saga City from March 2023 until March 2024. Since positive test results were obtained from this demonstration operation, the Company will commercialize the new TS-X™ solvent and promote sales of CO_2 capture plants.
Toshiba Energy Systems & Solutions Corporation has operated the commercial CO_2 capture plant[*1] that it delivered to the Saga City incineration plant in 2016 for a total of over 8,000 hours using the new solvent. As the system operates for extended periods, there is a need to reduce the maintenance and operating costs of the CO_2 capture plant by improving solvent performance.
During the demonstration test, the Company compared the degradation rate of the solvent and the amount of amine emitted into the atmosphere, and confirmed that the degradation rate of the new solvent was reduced to one-third that of the conventional solvent, and that the amount of amine emissions were reduced to about one-tenth.
The Company has also conducted performance tests of the new solvent at its pilot plant and confirmed that the solvent can reduce the energy required for recovery, especially in areas where the CO_2 concentration in the exhaust gas is low (e.g., natural gas-fired power generation), compared to the current solvent.
With the goal of achieving carbon neutrality, Toshiba Energy Systems & Solutions Corporation will support the social implementation of CCUS[*2] through the development of CO_2 capture technology.

Photo of the CO_2 capture plant at Saga City's incineration plant

(Photo courtesy of Saga City, March 2021)

*1 Delivered as a demonstration test system for the carbon dioxide capture plant for Saga City's biomass energy utilization project. (Japanese)

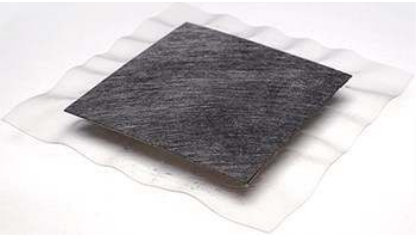
*2 CCUS (Carbon dioxide Capture, Utilization, and Storage): Technology to capture and recover, utilize, and store CO_2 emitted from thermal power plants, factories, etc.

Bekaert and Toshiba sign a partnership agreement on MEA technology for PEM electrolyzers to accelerate the advance towards green hydrogen production at scale

Corresponding social issue: Response to climate change

Bekaert and Toshiba Energy Systems and Solutions Corporation ("Toshiba"), have entered into a global partnership which includes a strategic cooperation agreement, and a manufacturing technology license for Membrane Electrode Assemblies (MEA), a key component for Proton Exchange Membrane (PEM) electrolyzers, that will help to accelerate the advance towards green hydrogen production.
PEM electrolyzers use electricity to split water into its component elements of oxygen and hydrogen. When the electricity is from a renewable energy source, the hydrogen is produced without any greenhouse gas emissions. The catalyst in PEM anode electrodes uses iridium, one of the scarcest traded metals. Consequently, solutions that reduce iridium content present a significant break-through towards the scale adoption of these technologies.
Under the agreement, Bekaert's leading expertise in Porous Transport Layers (PTL), a key component in the MEA of water electrolyzers, will be coupled with Toshiba's innovative iridium-saving technology for MEA, which will enable a 90% reduction in iridium usage in the production of PEM electrolyzers. This reduction in iridium will enable a more stable supply of MEA and support the scale expansion of green hydrogen production.

Image of the Toshiba MEA



Successfully calculated and linked CO_2 data in Phase 2 of the "CO_2 Data Linkage in a Virtual Supply Chain" demonstration experiment organized by the Green x Digital Consortium (Secretariat: JEITA)

Corresponding social issue: Response to climate change

Toshiba Corporation and Toshiba Digital Solutions Corporation participated in Phase 2 of the "CO_2 Data Linkage in a Virtual Supply Chain" demonstration experiment hosted by the Green x Digital Consortium, which is under the secretariat of the Japan Electronics and Information Technology Industries Association (JEITA), and succeeded in calculating and linking CO_2 data.

In this demonstration experiment, CO_2 data[*1] was calculated, sent, received, and visualized in a virtual supply chain based on the CO_2 data calculation method formulated by the Consortium's Visualization Working Group as well as the "CO_2 Visualization Framework" and the "Technical Specifications for Data Linkage."[*2] These technologies will be improved in cooperation with the WBCSD Partnership for Carbon Transparency (PACT),[*3] an international initiative, while ensuring international interoperability.

In the future, Toshiba Corporation and Toshiba Digital Solutions Corporation will use the knowledge obtained in this demonstration experiment as the basis for developing solutions that support the manufacturing industry, which is working to respond to climate change and environmental issues, and aim to provide a supply chain network environment that enables user companies to efficiently make use of CO_2 data distribution and a utilization service that demonstrates the benefits to companies that provide data.

*1 CO_2 data:
Greenhouse gas emissions (GHG emissions) converted to carbon dioxide (kg-CO_2 eq) in the manner defined by the Intergovernmental Panel on Climate Change (IPCC).

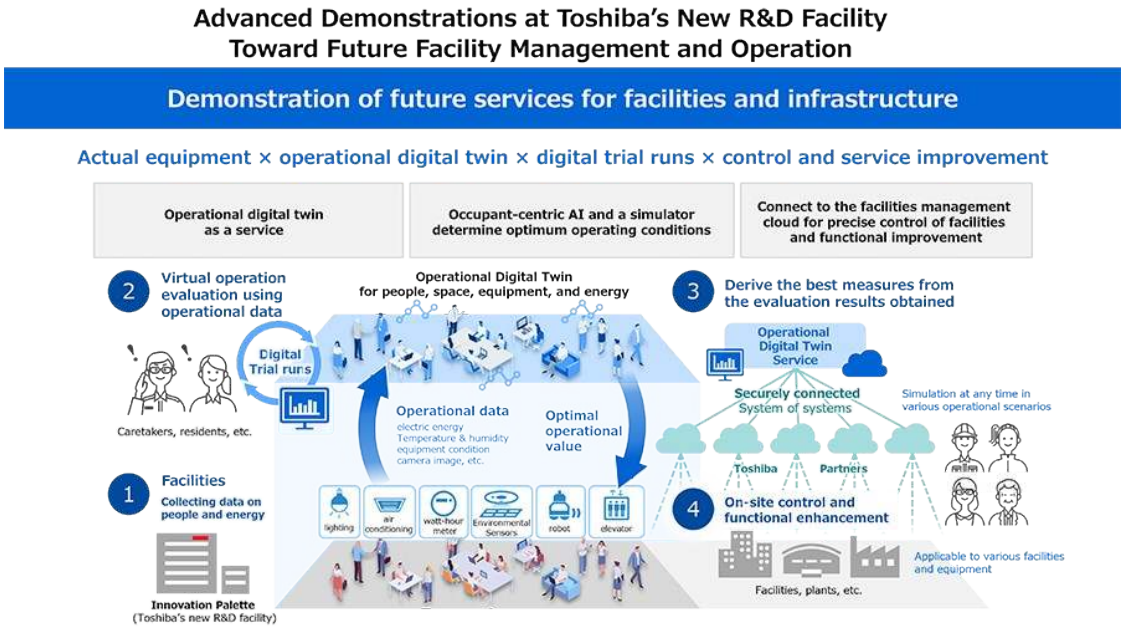
*2 https://www.gxdc.jp/pdf/CO2_VisualizationFrameworkEdition_1.0.pdf (Japanese) (PDF) (4.11MB)

*3 https://www.carbon-transparency.com/

Toshiba Launches Open Testbed for Demonstrating Advances in Energy Conservation and Security at Innovation Palette

Corresponding social issue: Response to climate change, Cyber Resilience

To achieve carbon neutrality and realize safe security services, Toshiba launched an energy-saving demonstration and a security demonstration in the office area of our new R&D facility named Innovation Palette, which opened in January 2024. The energy-saving demonstration involves estimating the flow of people as well as controlling lighting and air conditioning to optimize energy use and ensure comfort, while the security demonstration involves linking video analysis AI, robots, and building equipment. In the energy-saving demonstration, we will use the operational digital twin[*1] to simultaneously achieve comfort and reduce energy use by optimizing lighting and air conditioning. In addition to Toshiba Corporation's own equipment, the demonstration can flexibly verify services using equipment from other companies. In addition, the security demonstration has achieved both security automation as well as safety and security by simultaneously monitoring a large number of video feeds using video analysis AI and patrolling a wide area by integrating security robots into building facilities. This new R&D facility will be used not only as a place for researchers to work but as a place for co-creation with customers and partners, thereby contributing to achieving carbon neutrality and addressing social issues.



*1 the operational digital twin
Technology that uses sensor technology and AI to reproduce real-world events virtually in real time and simulate the past, present, and future. The operational digital twin can reflect the results of simulations based on live data acquired from actual equipment on site in a timely manner for on-site operation and control.

Intellectual Property Initiatives

Toshiba Group believes that proper management and utilization of intellectual properties is essential to enhance corporate value.
Toshiba Group aims to strategically utilize intellectual property to realize DE, DX, and QX, increase opportunities to find solutions to social issues, and maximize our corporate value.

FY2023 Achievements

- **Selected as Clarivate Top 100 Global Innovators™ for the 13th consecutive year**
- **Created a website to convey the appeal of Toshiba Group's intellectual property**
- **Held Toshiba Group Patent Conference 2023; Awards presentation by 7 particularly outstanding inventions, accompanied by online special lectures and webinars**

> Evaluation by External Parties in FY2023

- Intellectual Property Policy and Strategy
- Participation in External Organizations and Initiatives
- Specific initiatives related to intellectual property
- Evaluation by External Parties

Intellectual Property Policy and Strategy

Intellectual Property Rights Policy

Toshiba Group's basic policy on intellectual property rights is to comply with laws and regulations associated with intellectual property rights, to protect the results of intellectual activities with intellectual property rights, make extensive use of those results, and to respect the legitimate intellectual property rights of third parties. This policy is stipulated in the Standards of Conduct for Toshiba Group.
We will be engaged in activities designed to strengthen the intellectual property abilities and strategic concept planning that support our strong lineup of technologies and products, and will increase the number of opportunities available for us to proactively leverage our intellectual properties to resolve social issues, helping maximize our corporate value.

Intellectual Property Policy

1. Toshiba Group Corporate Policy

Toshiba Group Companies shall:

1. comply with all applicable laws and regulations associated with patent law, copyright law and other intellectual property rights (Note) laws; and

2. protect the results of intellectual activities with intellectual property rights, make extensive use of those rights, and respect the legitimate intellectual property rights of third parties.

2. SOC for Toshiba Group Directors and Employees

Directors and Employees shall:

1. proactively acquire and utilize intellectual property rights in order to strengthen business competitiveness;

2. understand and observe company rules providing that intellectual property rights in any invention, utility model, design for or actual work, such as mask work (i.e., the layout of an integrated circuit chip), computer program or digital content, that is determined to have been made by anyone during the period of his or her services for or employment by a Toshiba Group Company, and the ability to apply for such rights, belong to the Toshiba Group Company;

3. adequately maintain intellectual property rights and take appropriate measures against infringement of these rights by a third party; and

4. respect and take due care of the legitimate intellectual property rights of third parties.

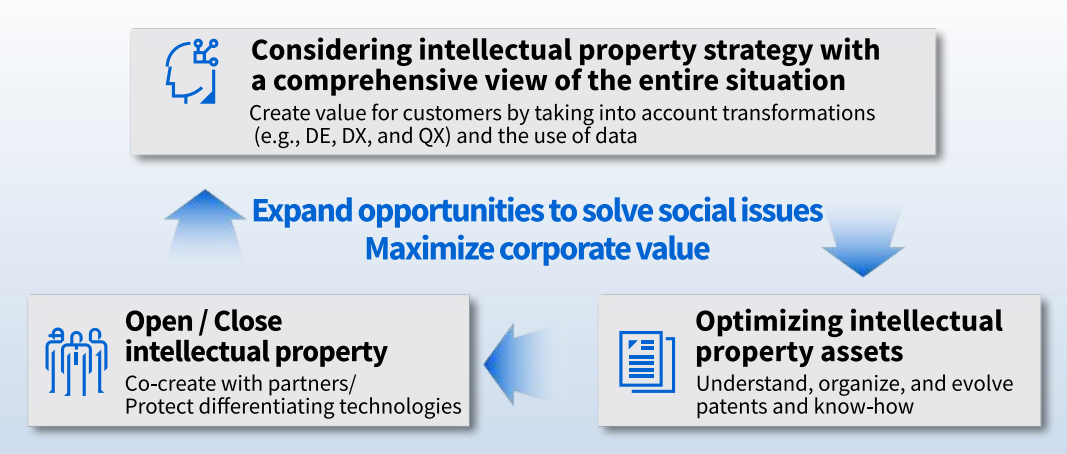
Note:
Herein, "intellectual property rights" means patent rights, utility model rights, design patent rights, trademarks, copyrights, mask work rights, trade secrets, and any other such rights.

> Standards of Conduct for Toshiba Group 12. Intellectual Property Rights

Intellectual Property Strategy

Toshiba Group promotes “considering intellectual property strategy with a comprehensive view of the entire situation,” “optimizing intellectual property assets,” and “open/close intellectual property” as a co-creation cycle that creates new value.
“Considering intellectual property strategy with a comprehensive view of the entire situation” is the most important step. From the upstream stage of designing a business, we take a comprehensive view of the situation from various perspectives, including a variety of external environmental changes, the patents of the Company, intellectual assets such as know-how, and management and business strategies, and we consider how to use intellectual property and how to link it to the value provided to customers. We do so by taking into account transformations (e.g., DE, DX, and QX) and the use of data.
“Optimizing intellectual property assets” is also an important step. It involves implementing the intellectual property strategy that the Company has devised, and in doing so, we must accurately grasp how our intellectual assets, which are our core value, are composed, including not only intellectual property rights but also technology, know-how, human resources, skills, and brands. We must also acquire more intellectual property if we consider to be lack, and manage (keep secret) confidential information such as know-how to prevent leakage. This helps us to improve and raise the quality of our intellectual property portfolio.
“Open/close intellectual property” is an important cycle. By protecting know-how and other differentiating technologies, we ensure the sustainability of our business superiority. On the other hand, by collaborating with companies and customers (partners) that can utilize optimized intellectual property, we expand opportunities to solve social issues that Toshiba Group cannot solve alone, leading to maximization of corporate value.

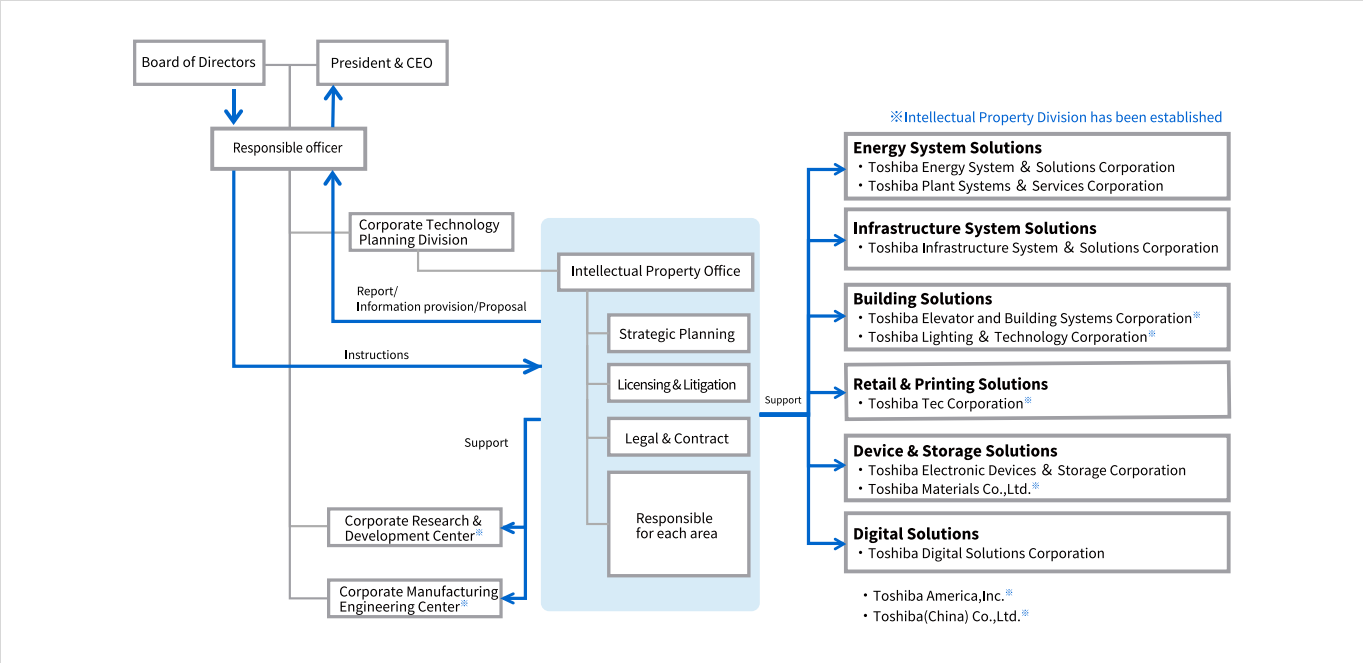
Toshiba Group’s intellectual property strategy



> Toshiba Group’s Intellectual Property Strategy (Japanese)

Organizational Structure

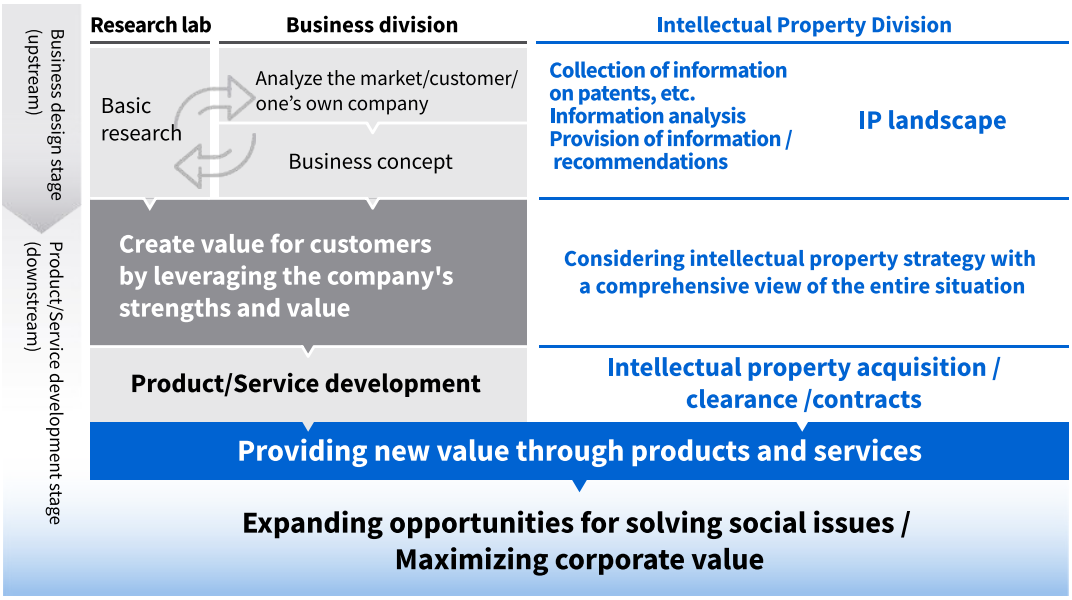
The Strategic Planning Group, the Legal & Contract Group, and the Licensing & Litigation Group of the Intellectual Property Office are responsible for formulating intellectual property strategies that take a comprehensive view of management and business strategies, changes in the external environment, and intellectual assets as well as for formulating intellectual property policies that cover Toshiba Group by quickly gathering information on changes in laws and other matters in addition to providing information and making recommendations based on analyses of patent information and other data. They also address intellectual property compliance issues, including those related to the Copyright Act and the Unfair Competition Prevention Act, as well as intellectual property education, securing of business advantages, and contracts and dispute resolution that anticipate risks.
Meanwhile, the Intellectual Property Division, which is dedicated to research laboratories and business units, formulates intellectual property strategies in each development and business domain and works to build and utilize an optimal intellectual property portfolio. We have intellectual property specialists located in both the United States and China to help promote our intellectual property strategy globally.
With regard to management resource allocation, including investment in intellectual property, and the execution of strategies relating to our business portfolio, each of our executive officers report to the Board of Directors on the status of their respective initiatives, whereupon they receive supervision and advice.



Specific initiatives related to intellectual property

Considering intellectual property strategy with a comprehensive view of the entire situation

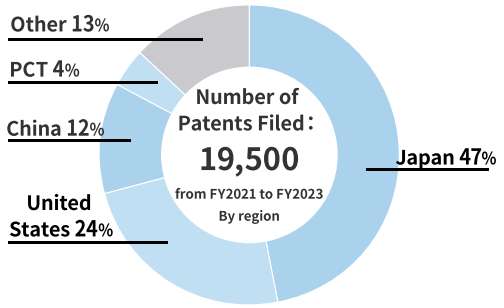
The Intellectual Property Division aims to work with research laboratories and business divisions to continue to create value for customers in a way that leverages the Company's strengths by entering the upstream business.
Specifically, at the upstream business design stage, the Intellectual Property Division collects and analyzes public information (e.g., patents), identifies areas where the Toshiba Group can leverage its strengths, provides information on companies and customers (partners) that can jointly create new value together with us, proposes alliances, and makes recommendations on business schemes and risk countermeasures.
In addition, the Intellectual Property Division, as mentioned above, takes into account transformations (e.g., DE, DX, and QX) and the use of data, and takes a comprehensive view of the situation from all perspectives, including changes in the external environment, intellectual assets as our core value, and management and business strategies. The Division then comes up with a plan for how to utilize intellectual property and link it to the value provided to customers.
At the product/service commercialization stage, the Division acquires the intellectual property necessary to secure business advantages for Toshiba Group and its partners, conducts clearance to mitigate risks, and handles contracts to ensure sustainable cooperative relationships with partners based on the intellectual property strategy the Division has designed.
Through these activities and the delivery of products and services, the Division aims to create new value for customers as well as to expand opportunities to solve social issues and maximize corporate value.

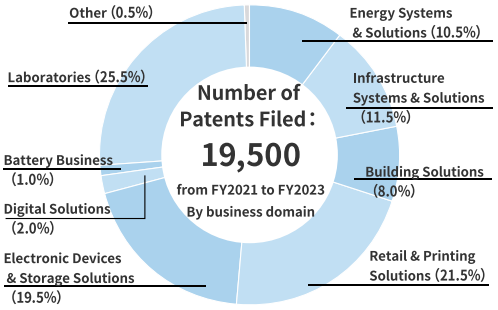


Optimizing Intellectual Property Assets

Based on the intellectual property strategy we have developed, we select patent items to implement according to each business's focus areas and build the optimal intellectual property portfolio. We file approximately 6,500 patent applications per year, and, in line with our global business development, more than half of these applications are filed with foreign countries.
The status of patents owned over the past three years is as follows.

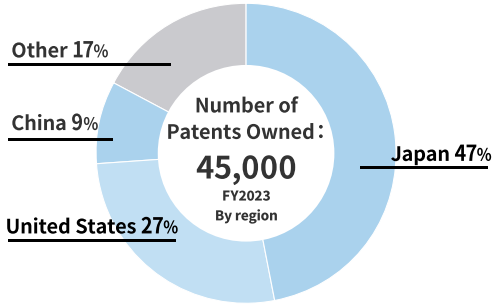
Number and Breakdown of Patents Filed (from April 2021 to March 2024)

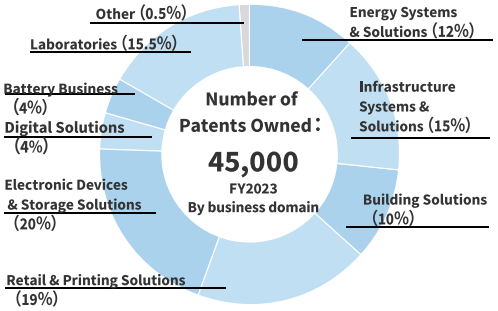




On May 30, 2023, the Japan Patent Office published the results of an analysis of patent information based on the Green Transformation Technologies Inventory (GXTI). In terms of the number of patent families (years of priority claim: 2010-2021), the Company ranks in the top eight (7,665 patent families). We have also applied for many patents related to Green Transformation (GX).
We have about 45,000 patents. Each year, we evaluate all of our registered patents owned, and create an optimal portfolio based on such evaluation results for each business domain.The status of patents owned as of March 2024 is as follows.

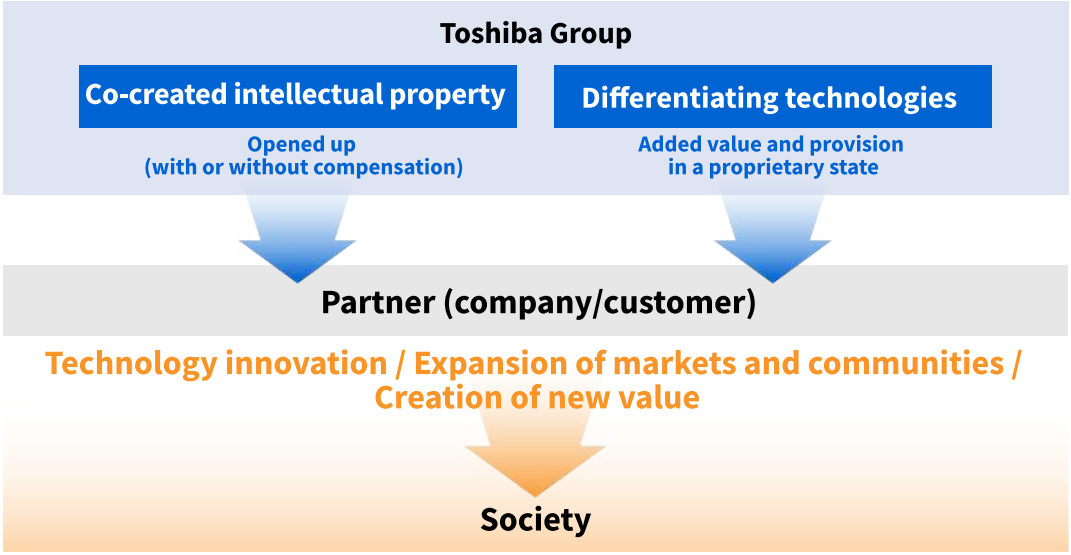
Number and Breakdown of Patents Owned (as of March 2024)





Open/Close Intellectual Property

To ensure the superiority of our business, Toshiba Group's core differentiating technologies are kept confidential ("Close") within the company and provided to customers as added value through our products and services.
By opening up intellectual property ("Open") that contributes to co-creation to companies and customers (partners) that can work together with us on social issues that Toshiba Group cannot solve alone, we are promoting technological innovation and the expansion of markets and communities, creating new value, expanding opportunities to solve social issues, and maximizing corporate value.



> Toshiba Group's Intellectual Property Strategy(Japanese)

Education on Intellectual Property

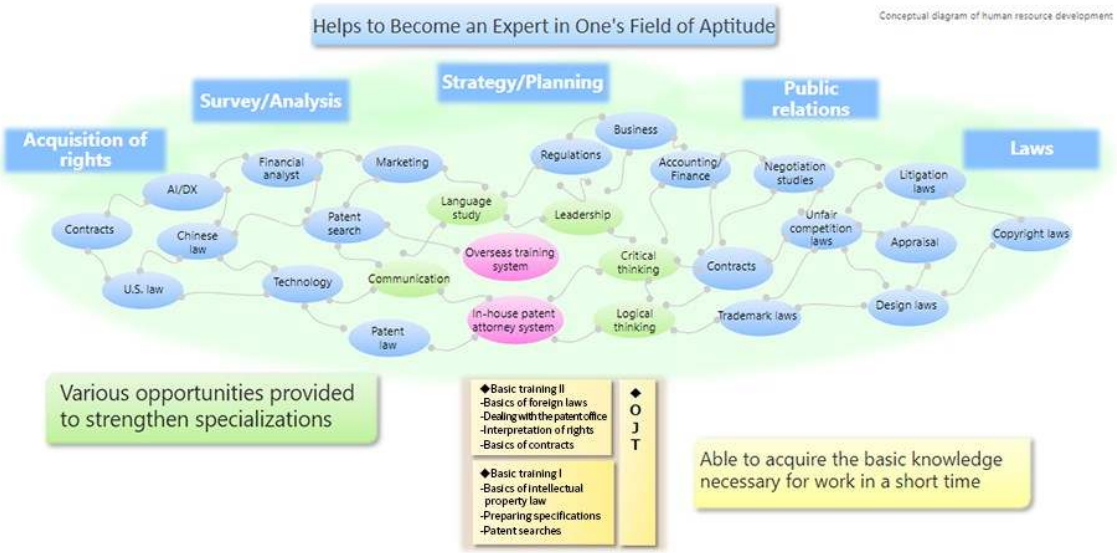
For all employees

As part of the education on the Standards of Conduct for Toshiba Group, Toshiba Group provides its employees in Japan with e-learning type training each year for the purpose of refreshing their awareness of the Standards of Conduct regarding intellectual property rights and, primarily, for alerting them to copyright issues. The participation rate in FY2023 was 99.6%.
Newly hired employees are provided with general training on intellectual property rights as part of the Corporate Entry Program（CEP：Corporate Entry Program), which is followed by level-specific education/training programs in line with each business division.
Our subsidiaries in China, South Korea, Hong Kong, and Taiwan provide copyright education on topics such as the proper use of software, while our U.S. subsidiaries provide education programs appropriate for the country, such as intellectual property education, using an LMS (Learning Management System). In this way, we provide education at our overseas subsidiaries that is appropriate for the region.

For intellectual property employees

Intellectual property employees are provided with a basic training program and are trained to work effectively within two years through means such as acquiring knowledge of intellectual property rights in Japan and overseas, writing patent specifications, and practicing and participating in on-the-job training on intermediate processing.

Diagram of human resource development.



> Human resource development(Japanese)

Support for Acquiring Patent Attorney Qualifications / In-house Patent Attorney Committee

Toshiba Group has established a system to support the acquisition of patent attorney qualifications and provides support for acquiring such qualifications through measures such as subsidizing part of the course fees of external educational institutions, covering the cost of taking the patent attorney examination, providing study time immediately before the examination, and providing support from in-house patent attorneys.
Toshiba Group has 24 in-house patent attorneys (as of March 2024) who are active in a wide range of fields, utilizing their broad and highly specialized knowledge. In addition, an in-house Patent Attorney Committee has been established to provide a forum for activities that span Toshiba Group, such as providing lectures on the aforementioned basic education and reviewing Group policies in response to legal revisions.

Toshiba Group Patent Conference

The Toshiba Group Patent Conference aims to raise awareness and educate employees about intellectual property. Activities include awarding outstanding inventions as well as streaming internal webinars.
In awarding outstanding inventions, we apply a rigorous selection process and recognize patents that have made a significant technical contribution to our business activities as well as patents that could become springboard technologies for future business creation, leading to further innovation.
In 2023, we awarded five Business Contribution Prizes to commemorate inventions that had made significant contributions to the Company's business, and two Future Value Creation Prizes in commemoration of inventions which we expect will contribute to business or provide value to society in future.

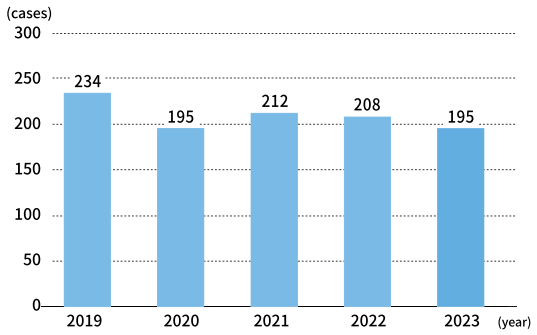
Representatives of the award winners

In addition, our internal webinars are designed to help employees apply intellectual property in their work, with easy-to-understand, practical content covering a wide range of topics, from the latest topics to basic knowledge. The instructors are Toshiba Group intellectual property staff members, including in-house patent attorneys. Beginning in FY2020, the lectures were moved online, and a total of 28 webinars have been streamed. In FY2023, we counted over 1,700 video views during the one-month webinar period.

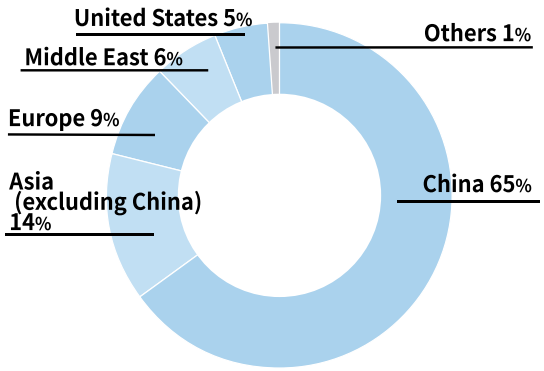
Protection of Toshiba Brand

The Toshiba brand symbolizes the value of Toshiba Group as a corporation, and the value of the products or services that we offer. In order to ensure the protection of the Toshiba brand, we manage trademark rights and remove counterfeit products.
Failure to take action against counterfeits of Toshiba products would pose not only the risk of damage to Toshiba's brand value and public confidence, but also the risk of purchasing counterfeit products that do not meet the quality expectations of customers who mistake them for genuine products, as well as an increased risk of an accident occurring. For this reason, we strive to eradicate counterfeit products, collaborating with domestic and overseas anti-counterfeit organizations, and are actively appealing to local bodies such as government agencies for more stringent control.

Trends in Incidents of Counterfeit Products up to FY2023



Breakdown of Incidents of Counterfeit Products by Country and Region in FY2023



Creating a Website to Introduce the Appeal of Toshiba's Intellectual Property

We hope to promote co-creation by making Toshiba Group's intellectual property activities widely known. We want job seekers to know about the appeal of Toshiba's Intellectual Property Division and to desire to work here. Based on such thoughts, we created a website (which opened to the public on April 26, 2024).

> Toshiba Intellectual Property Website(Japanese)

Participation in External Organizations and Initiatives

Participation in WIPO GREEN

In order to contribute to global environmental conservation through the utilization of patents and other intellectual properties, Toshiba has registered environmental technology-related patent rights with WIPO GREEN, a platform operated by the World Intellectual Property Organization (WIPO) to promote global transfer of environmental technology. Toshiba will continue working through this initiative to roll out environment-related technologies and intellectual properties worldwide, thus helping to resolve climate change and other environment-related social issues and contributing to the fulfillment of the SDGs.

> WIPO GREEN

Kawasaki Saiwai Children's Invention Club

With the aim of respecting the free and open imaginations of youth, nurturing their dreams and passion for science and technology, and developing creative human resources. The club is supported by Toshiba Group employees (including former employees) who serve as instructors.
At the club, children experience and come to understand the scientific principles and mechanisms that form the basis of Toshiba Group's technology and products, and they carry out activities to nurture the seeds of inventions that can prove useful in their daily lives.

Evaluation by External Parties

Selected for Clarivate Top 100 Global Innovators™ 2024

Clarivate, a global information services company, has selected Toshiba for 13 years running as one of the Clarivate Top 100 Global Innovators™, a list of the best 100 innovative companies and institutions around the world, based on Clarivate's patent data analyses.

> Evaluation by External Parties（Product and Technology Related）

Improvement of Customer Satisfaction

Feedback from our customers is the origin of all our ideas. In order to increase customer satisfaction (CS), all Toshiba Group employees operate from a customer perspective. This applies not just to those who work in direct contact with customers, such as those in sales and after-sales services, but in all divisions, from development, design, manufacturing, product quality, corporate staff, and so on.

FY2023 Key Achievements

- **During Customer Satisfaction Improvement Month (November), we provided Toshiba Group employees with e-learning training on the importance of improving customer satisfaction as well as lectures from external speakers.**

- Toshiba Group Customer Satisfaction Policy
- Sharing and Utilization of Voice of Customers
- Improvement of Customer Satisfaction (CS) Mind of Employees
- Universal Design
- Customer Satisfaction (CS) Promotion Structure
- Improvement of Support to Customers
- Policy on Customer Information Protection

Toshiba Group Customer Satisfaction Policy

The Customer Satisfaction Policy of Toshiba Group is to make the voice of customers the starting point for all ideas and provide products, systems and services that deliver customer satisfaction.

Toshiba Group Customer Satisfaction Policy

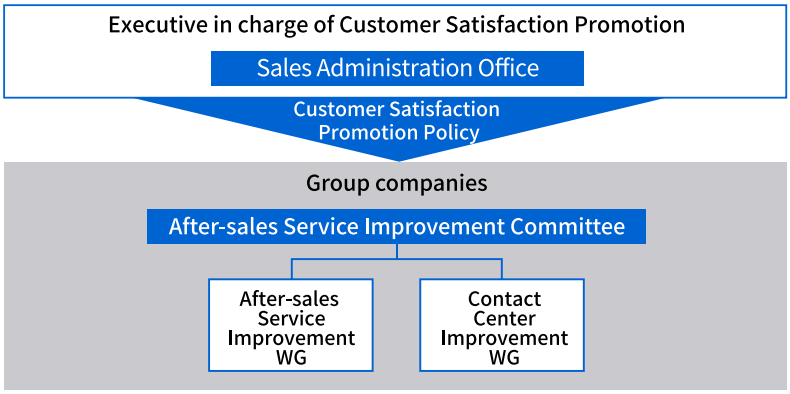
We make the voice of customers the starting point for all ideas and provide products, systems and services that deliver customer satisfaction.

1. We provide products, systems and services that are safe and reliable.
2. We respond to requests and inquiries from customers sincerely, promptly and appropriately.
3. We value the voice of customers and endeavor to develop and improve products, systems and services to deliver customer satisfaction.
4. We provide appropriate information to customers.
5. We protect personal information provided by customers.

Customer Satisfaction (CS) Promotion Structure

For cross-functional activities in accordance with the Toshiba Group Customer Satisfaction Policy, working groups (WGs) by subject and the After-sales Service Improvement Committee have been set up.

CS Promotion Structure



Initiatives for After-sales Services

To enable each after-sales services division in the Toshiba Group to share their CS improvement issues and good cases as well as to carry out service improvements across the Group, we have established an After-sales Service Improvement Working Group. This working group's activities include surveying service sites to identify issues and providing training for service engineers.

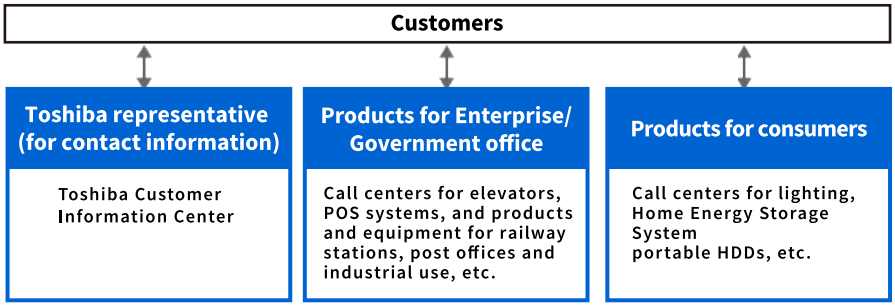
Initiatives to Improve the Quality of Call Center Customer Support

The Call Center Improvement Working Group aims to improve response quality at Toshiba Group call centers in Japan. This working group conducts surveys to identify issues with call centers and quality checks based on the Toshiba Group Contact Center Guidelines, and works to improve various issues.

Sharing and Utilization of Voice of Customers

Toshiba Group have set up call centers for different product groups and services. We share complaints, opinions, and requests regarding our products and services received through our daily sales, repair, and service activities, as well as by telephone and the Internet, with relevant departments, and we use this information to improve product quality and repair services.
Toshiba Group in Japan respond to customer inquiries concerning the products and services offered by Group companies, both in Japan and overseas, through the Toshiba Customer Information Center. It provides cross-divisional services to our customers, by guiding them to our specialized call centers, and forwarding calls to the division in charge, etc.

Toshiba Group Call Center Structure in Japan



Activity Example: Connecting Directly with Customers to Provide Security and Peace of Mind

Toshiba Elevator and Building Systems Corporation has established Service Information Centers in Tokyo and Osaka. These Centers serve as command centers for maintenance services by collecting and sharing information on approximately 110,000 elevators and buildings facilities nationwide, 24 hours a day, 7 days a week. The system we have established enables the Centers to provide full backup even in the event of a failure or disaster, in cooperation and collaboration with the Company's branches nationwide. As part of its CS activities, Toshiba Elevator and Building Systems Corporation has set up a booth where customers can experience the Service Information Centers and learn about their initiatives in areas such as operations, monitoring, and disaster response. In FY2023, about 1,800 people visited the Centers.

Toshiba Elevator and Escalator Corporation East Japan Service Information Center

Toshiba Elevator and Escalator Corporation West Japan Service Information Center

Activity Example: Providing Various Services around the Clock throughout the Year

Toshiba Automation Systems Service Co., Ltd. provides maintenance services for social infrastructure system equipment, such as banknote processing equipment, ID issuing equipment, railway station equipment, and logistics and postal equipment, and supports customers in around 20 countries, including Japan, with a 24/7 support service network. The call center has many service experts and features a layout that gives consideration to operators' work environment. There are enrolled and striving to improve the quality of daily operations by leveraging their experience to improve customer satisfaction.

Toshiba Automation System Service Co., Ltd. Call Center, Technology administration department

Activity Example: Aiming to be the Contact Center of Choice through Visualization

In January 2022, Toshiba IT-Services Corporation relocated its contact center functions from Fuchu City in Tokyo to Shinkoyasu in Yokohama City, Kanagawa Prefecture. In order to provide support that meets the needs of our customers in their business environment, we created a single point of contact for general inquiries and a point of contact for issues and offer support for a wide variety of products, including business systems, storage, networks, and servers. To facilitate smooth service, we brought together engineers involved in after-sales support at the Shinkoyasu office and made it a base for technical support. Furthermore, during tours, we provide demonstrations utilizing tools to introduce aspects from telephone service to dispatching maintenance personnel and providing on-site technical support as a visualization of our services. We aim to be the contact center of choice by sharing value with our customers.

Toshiba IT-Services Corporation Shinkoyasu office

Improvement of Support to Customers

Toshiba Group is working to develop human resources and improve customer support by providing the various types of training for employees involved in daily inspection, repair, and service activities, and holding a CS Competition, which compares their technical abilities and customer support capabilities.

Activity Example: Human Resource Development Activities of Toshiba Elevator

To provide customers with more reliable and higher quality services, Toshiba Elevator and Building Systems Corporation has installed a large number of elevators and escalators at its Field Training Center in the Fuchu Complex. The Company is focusing on providing training to specialized engineers to familiarize them with the equipment through its own unique training programs, including training on maintenance work, learning how to use measuring instruments, safety training, and passing on know-how that has been accumulated through many years of experience. In FY2023, approximately 4,500 people have been working to improve their skills by taking courses in specialized technical training and management training.

Field Training Center

Training

Activity Example: Strengthening Customer Support Capabilities through the CS Competition

Toshiba IT Services Corporation holds a CS Competition in which employees compete to demonstrate their task competence, manners, and skills in various service activities. This competition is derived from the “Maintenance Technology Contest,” which was held starting in 1987 and later revived in 2007 with the aim of “bringing back the good culture of the past and realizing a cheerful, energetic company” as well as “realizing a company that customers and their families can be proud of.” It has become a place both to demonstrate advanced technical skills and to take the next step forward for young engineers.
In the milestone year of FY2023 (the 30th event), 32 people competed in 4 categories,* and 590 people from customers and Toshiba Group companies attended. By sharing the competence of the competitors, we are working to improve Employee Satisfaction (ES) and thus Customer Satisfaction (CS).

* “Business negotiations,” “system operation,” “telephone answering,” and “maintenance techniques.”

The “telephone answering” competitions

The “maintenance techniques” competitions

Improvement of Customer Satisfaction (CS) Mind of Employees

Customer Satisfaction Improvement Month

In FY2015, Toshiba Group created Customer Satisfaction Improvement Month. Thereafter, we implement measures to promote and raise employees' awareness about the importance of CS during November every year.

E-learning to Improve Customer Satisfaction

We provide e-learning for Toshiba Group employees to improve customer satisfaction. In FY2023, we held e-learning sessions for 72,280 Toshiba Group employees in Japan, representing that 99% of all employees attended the sessions and learned about the importance of enhancing CS.

Customer Satisfaction Lectures

We hold lectures for Toshiba Group employees introducing the activities of companies and people working actively to enhance customer satisfaction and external experts with knowledge.
In FY2023, we had a lecture by Professor Jouji Ono (Aoyama Gakuin University) on the topic of "What is the CS that B2B companies now need to achieve?" The lecture was broadcast online and made available as an archive during Customer Satisfaction Improvement Month, helping to deepen understanding of the importance of CS.

Training of Employees on Supporting Customers

Toshiba Group offers various training programs for its employees to help them understand the importance of customer satisfaction and acquire the skills necessary to provide good customer support services.
In FY2023, we distributed two training videos in June on "The basics of business communication" and "The basics of writing business e-mails" to improve skills.

Policy on Customer Information Protection

Toshiba was quick to recognize the importance of protection of personal data, and in 2000 established the Toshiba Personal Data Protection Program based on its Privacy Policy. The Company strives for continual improvement in its management system.
Toshiba clearly states the purpose while using customers' personal data and, in principle, obtains such information directly based on the consent of customers. The majority of the information is basic personal data essential for contacting customers or providing services, such as name, address, telephone number, and email address. Toshiba appropriately handles personal data in accordance with internal regulations and rigorously controls personal data using a framework integrated with the data security management structure. When outsourcing operations that involve the handling of personal information, we select and manage contractors in accordance with our internal standards.
The principal purposes of use of personal data held by Toshiba are published on the following website.

> Intended Use of Personal Data

Please refer to the Cyber Security Report for details on personal information protection.

> Strengthen Cyber Resilience (Information Security Management)

Universal Design

In the society in which we live, there are people of different ages, gender, races, and religions, and persons with disabilities.
Toshiba Group is promoting universal design (UD) in order to contribute to the realization of a society where everyone can live at ease and in comfort, regardless of these differences.

> Respect for Human Rights

Toshiba Group will further deepen each employee's understanding of the concept of universal design, and will create UD products and services that incorporate user feedback and ideas. We will also promote UD in the workplace.
For details on our initiatives, refer to the Universal Design section on the Toshiba website.

Toshiba's UNIVERSAL DESIGN

Activity Example: ALWAYS® V On-site Survey System for Care Needs Assessment Wins the Gold Award in the Healthcare and Welfare Design Category of the IAUD International Design Award 2023

The care needs assessment support system ALWAYS® V offered by Toshiba Digital Solutions Corporation has won the Gold Award in the Healthcare and Welfare Design Category of the IAUD International Design Award 2023, hosted by the International Association for Universal Design.
This product is a system that enables a single tablet PC to perform a series of tasks that surveyors have conventionally done on paper during site visits conducted by municipalities that have received an application for a care needs assessment. After interviewing care insurance assessors and the families of those eligible for assessment, we tested and verified the design repeatedly, and the user interface was designed to be both intuitive and flexible, making digital input easy just like writing on paper while making it simple to search for and reference information. In addition to supporting fair and accurate surveys that are not affected by the experience level or information literacy of the assessors, it is also possible to share survey know-how and have third parties check the data by leaving handwritten notes during the survey as survey records.
We will continue to work toward the realization of a society in which the dignity of each and every person in need of care is respected so that they can continue to live with peace of mind.

Internal Education

In FY2023 as part of our internal universal design education, we implemented “Instant Senior*,” a simulated senior experience program for designers who joined the Company in FY2023. Experiencing body movements and physical states similar to those experienced by seniors was an opportunity for people to become aware of various physical and psychological aspects of senior life. They realized that the everyday items they casually use have been carefully designed for user-friendliness. They also noticed that as their sensory functions declined, they became less sensitive to other people’s presence, and they grew quieter. We will provide the viewpoints required for design, and connect these to our future activities.

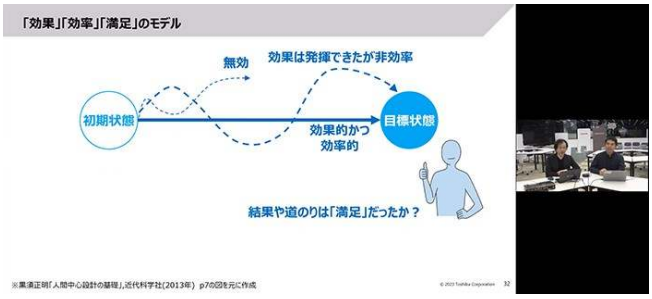
* A training program that enables participants to wear 9 types of equipment, including weights and supporters, to have them temporarily experience conditions similar to those experienced by seniors. This is a registered trademark of the Japan Well Aging Association.

Communication with Outside Organizations

To spread and promote the use of universal design, Toshiba Group provides information on its own initiatives and the results of its activities and also actively collaborates with outside companies and organizations.

Activity Example: Provided Free Online Seminars on Ergonomics

Toshiba is committed to the practice of universal design with the aim of contributing to the realization of a society in which everyone can live with greater comfort and ease. This includes holding the “Ergonomics – Learn from a Designer Series,” a free online seminar on ergonomics, which is the basis of universal design, since FY2021. In FY2023, we held three such seminars.
In the seminars, we explained the basics of usability and human error, which are also important concepts in universal design. Around 100 participants attended each session, and we received positive feedback in the form of comments such as “This is a way of thinking that is necessary for manufacturing,” and “I want to recommend it to my friends.” Going forward, we will continue to disseminate information on universal design in this way.



Quality Control for Safety and Reliability

Toshiba Group aims to contribute to society by providing safe, reliable and high-quality products and services that satisfy our customers. In this endeavor, we adhere to the Basic Commitment of the Toshiba Group, which is based on respect for people, observe relevant laws and regulations, and focus on our customers first and foremost. We are striving company-wide to verify and improve safety and reliability throughout the product lifecycle and are focusing on the development of human resources who can contribute to these activities. Moving forward, as we strengthen production and procurement in China and other Asian countries, we will enhance our development of personnel by expanding our training programs related to quality awareness on a global scale.

FY2023 Key Achievements

- **As a measure against COVID-19, continued to increase the number of product quality training courses held online.**
- **Conducted 58 programs in Japan, attended by a total of 990 people. Conducted 9 programs in China with internally-trained local staff as lecturers, attended by a total of 61 people.**

- Policy on Quality Control
- Initiatives Aimed at Enhancing Quality Capabilities
- Structure of Promoting Quality Control
- Disclosure of Information on Quality

Policy on Quality Control

Based on Toshiba Group Quality Control Policy, our biggest mission is to provide our customers with safe and reliable products, services and systems, and we are working to improve the quality from our customers' point of view. By increasing our sensitivity to potential risks and dealing with them swiftly, we strive to eliminate product accidents and improve customer satisfaction.

Toshiba Group's Basic Policy on Quality Assurance:

Total commitment to people and to the future is the cornerstone of Toshiba's corporate philosophy. While strictly obeying all laws and statutes that affect company operations, we will strive to contribute to society by putting our customers first and providing safe, high-quality products and services with advanced features that will ensure customer satisfaction.

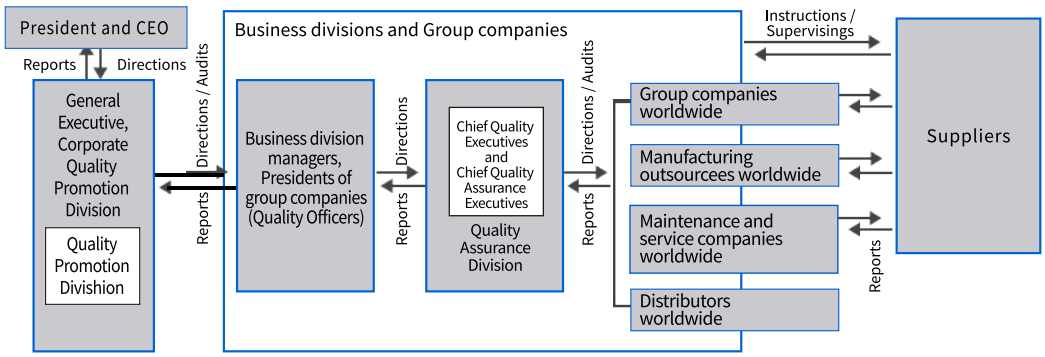
Standards of Conduct for Quality Assurance:

1. We engage in quality assurance from the customers' point of view.
2. We observe relevant laws and contracts and respect the rights of customers and third parties.
3. We maintain quality systems aimed at achieving 100% quality.
4. We ensure that all of our departments and all of our employees act on this Quality Control Policy.
5. We aim for essential improvement by investigating the root causes of process failures and aim for prevention through risk analysis.
6. We collect, analyze and appropriately disclose information with the aim of preventing quality incidents.

Structure of Promoting Quality Control

The executive in charge of the Corporate Quality Promotion Division and the Quality Promotion Division manage the quality assurance activities of Toshiba Group as a whole, while presidents of Group companies are in charge of individual products and operations. To enhance the quality level throughout product life cycles, from planning, development, and production to final disposal and recycling, Chief Quality Executives of Group companies provide guidance and conduct audits for factories, suppliers, maintenance and service companies, as well as for manufacturing outsourcees worldwide.

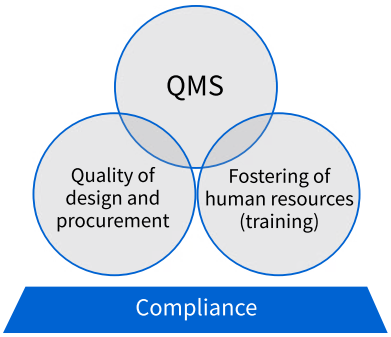
Structure of Promoting Quality Control of Toshiba Group



Initiatives Aimed at Enhancing Quality Capabilities

Toshiba Group is working to strengthen our capabilities to ensure quality centered on the four main pillars of the quality enhancement initiatives listed below. We focus on improving the Quality Management System (QMS) based on ISO 9001 to raise the quality of design and procurement, which are the root cause of defects, as well as to enhance the training of personnel who can support the development of the QMS. We regard compliance as the foundation for all these activities.

Four Pillars to Enhance Quality Capabilities



Improving the QMS

Toshiba Group obtains certifications including ISO 9001, which is the basis of quality management systems; IATF 16949, a more advanced system and for in-vehicle equipment. Rather than merely assessing whether products meet the requirements of these standards, we also endeavor to improve their effectiveness. Therefore, we evaluate the products' maturity annually, based on the seven principles of QMS and other guidelines. By comparing the results with those of previous assessments, we identify issues, and devise and implement appropriate measures.

Status of QMS (ISO 9001 and Others) Certified at Manufacturing Sites as of October 1, 2023

	Targeted sites	Certified sites	Percentage of certified sites
Toshiba Group in Japan (including Toshiba)	59	58	98%
Toshiba Group overseas	38	34	89%
Toshiba Group TOTAL	97	92	95%

Training Personnel in Charge of Quality Assurance

We established the Toshiba Quality Training System to foster personnel who can contribute to quality improvement at all concerned divisions. We develop and promote education programs to improve awareness on quality management depending upon the requirements of each division, as well as to improve skills on reliability techniques and quality control methods.
In order to foster personnel that are capable of taking charge of quality assurance, we develop and implement quality training programs, including methods of analyzing the causes of product accidents and preventing them, for employees in all divisions related to product life cycles. In FY2023, a total of 1,051 employees participated in the training programs from Japan and overseas countries. We also provided compliance training and e-learning on the Electrical Appliance and Material Safety Law for 73,522 related employees in Japan in FY2023 and the participation rate was 99.99%.

Activity Example : Enhancement of Local-Based Training

Toshiba Group is focusing on the training of quality control in overseas companies. To provide education suited to local customs and environments, we train local instructors at our company sites in different countries.
In China, the Toshiba China Academy, a training institute of Toshiba China Co., Ltd., plays a central role in improving the skills of personnel. Since FY2015, local instructors have been in charge of all existing lecture courses. In addition to periodic lectures, we provide education and management that meet the needs of company sites, thereby improving the skills of quality assurance personnel and the level of education system. We aim to develop local education systems in other countries and regions based on the same policy.

Training on quality awareness in China

Improving the Quality of Design

In order to enhance our capabilities to ensure product quality at the design stage, Toshiba Group is promoting FMEA (Failure Mode and Effects Analysis) mainly for design work as part of our Design for Quality (DFQ) initiatives. We are working to provide practical education to broaden the base of FMEA activities as part of our efforts to prevent defects from upstream and prioritize product safety and compliance.

Securing Cooperation from Suppliers to Ensure Quality

In recent years, alongside increasingly complex procurement routes and globalization, the issue of product failure and accidents has come to the fore due to “silent changes” in which the specifications of a product are changed without informing the ordering manufacturer. At the same time, suppliers are the indispensable business partners of a manufacturer and ensuring the quality of procurement items is becoming increasingly important in the business operations of Toshiba Group. In order to ensure the quality of procurement items, we distribute “Toshiba Quality Assurance Guidelines for Suppliers” and “Toshiba Software Quality Assurance Guidelines for Suppliers” summarizing Toshiba Group's quality assurance policy and supplier expectations. By mutually implementing these guidelines, we are working to maintain and improve the quality of procured products. Toshiba Group's divisions that handle procurement, quality assurance, and engineering operations cooperate depending on the types and importance of the procurement items and perform audits of suppliers at appropriate intervals in order to ensure quality of these items.

> Promotion of Sustainable Procurement

Toshiba Quality Assurance Guidelines for Suppliers

Toshiba Software Quality Assurance Guidelines for Suppliers

Disclosure of Information on Quality

In the event that incidents related to quality occur, information is disclosed on the Toshiba website in order to notify customers of such incidents as quickly as possible.

> Important announcement for customers (Japanese)

The Ministry of Economy, Trade and Industry (METI) has been announcing serious product accidents since the revised “Consumer Product Safety Act” came into force on May 14, 2007. On our website, Toshiba Group actively discloses all serious product accidents announced by METI, even those in which METI has not made our company name public, because it has not yet been determined whether the accidents were caused by the use of our products.

> Accident report based on the Consumer Product Safety Act (Japanese)

Product Safety and Product Security

Based on Toshiba Group Basic Policy on Product Safety and Standards of Conduct for Toshiba Group, we ensure product safety and product security, and positively disclose full information of safety to customers. We will boost our efforts to swiftly retrieve products after a recall has been announced in order to ensure the safety of our customers in the market. Furthermore, we will redouble our activities related to product safety and product security across all companies to eliminate serious accidents caused by our negligence.

FY2023 Key Achievements

- **The number of incident reports under "Consumer Product Safety Act": 2* (cases in which the causes unknown)**
- **Enhanced Product security initiatives in the supply chain**

* Figures may change going forward due to additional information, progress with incident investigation, etc.

- Basic Policy on Product Safety and Product Security
- Preventing Occurrence and Recurrence of Serious Product Accidents
- Initiatives for Enhancing Product Security
- Structure of Response to the Occurrence of Product Accidents
- Disclosure of Product Safety and Quality Information

Basic Policy on Product Safety and Product Security

In keeping with the Standards of Conduct for Toshiba Group on Product Safety and Product Security, Toshiba Group endeavors to comply with relevant laws and regulations, to ensure product safety and product security, and also to proactively disclose reliable safety information to our customers. Furthermore, we continually research safety-related standards and technical standards (UL Standards[*1], CE Marking[*2], etc.) required by the countries and regions where we distribute products, and display the safety compliance of our products in accordance with the relevant standards and specifications.
Compliance with relevant laws and regulations is managed by our technology-related divisions and quality assurance divisions, and product safety traceability is managed by specifying items on a per-product basis.

Standards of Conduct for Toshiba Group on Product Safety and Product Security

1. We observe both Japanese and overseas laws and regulations related to product safety and product security.
2. We collect, and proactively disclose, a wide range of information about product accidents.
3. We immediately report any product accident to the authorities concerned in accordance with relevant laws and regulations.
4. We promptly inform customers when a need arises to recall and repair products.
5. We appropriately raise caution and display warnings when deemed necessary in order to help people use its products in a safe manner.
6. If an accident should occur, we carry out a thorough analysis of the causes and take necessary measures to prevent it from recurring. We also strive to prevent accidents by predicting risk at the design stage.
7. We strive to eliminate vulnerabilities from products prior to shipment.
8. We collect a wide range of information on product vulnerabilities in order to reduce risk.
9. We widely provide product security measures in cooperation with the relevant organizations.

*1 UL Standards: Limited Liability Company that develops standards for materials, products, and equipment and provides product testing and certification.

*2 CE Marking: A certification mark that indicates conformity with the safety standards of the European Union (EU). The CE marking is required for products sold within the European Economic Area (EEA).

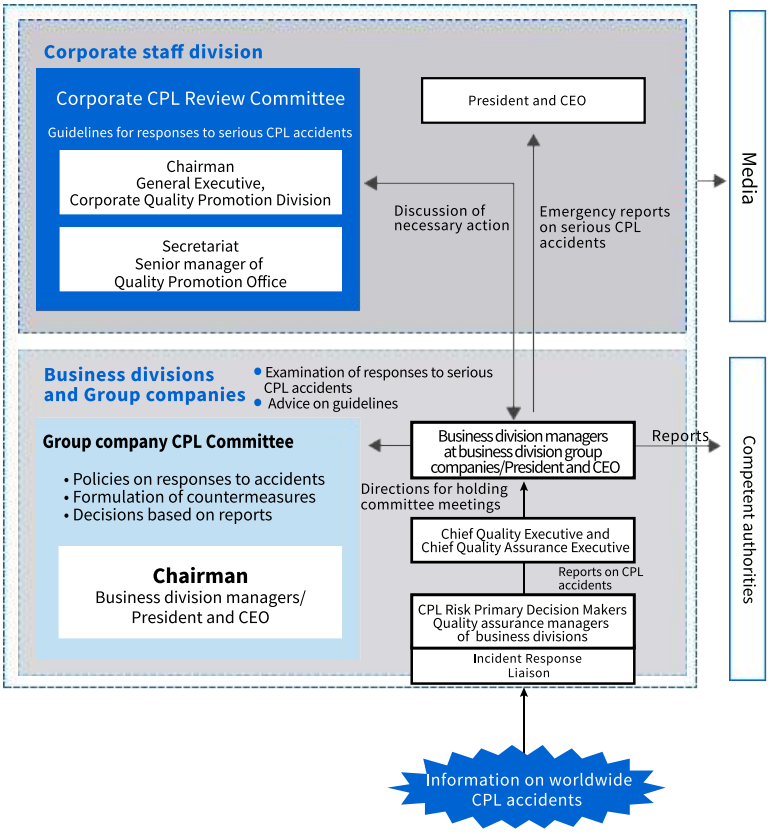
Structure of Response to the Occurrence of Product Accidents

If an employee discovers information on accidents involving Toshiba products in the market, he/she promptly alerts the accident response staff in the relevant companies. Then the necessary measures are discussed and enacted by the CPL Committee[*1] of relevant companies, chaired by a senior executive, or if necessary, the Corporate CPL Committee. In the event of a serious accident attributable to a product that is likely to recur, we inform customers of the danger and request that they cease using such products, promptly report to the competent authorities, and establish countermeasures as soon as possible. Furthermore, we are developing an information system to enable swift communication with quality assurance divisions and top management regarding information on product accidents obtained by repair and service staff as well as on how such incidents are being handled by Toshiba.
In FY2023, Toshiba disclosed 2 cases in which the causes unknown in the list of serious product accidents on our Japanese website[*2].

*1 CPL Committee: CPL is an abbreviation combining CL (contractual liability) and PL (product liability). The CPL Committee of Group companies is chaired by its president, and promptly determines measures to deal with product accidents and quality issues.

*2 Accident report based on a Consumer Products Safety Act (Japanese)

Toshiba Group's Structure to Respond to Occurrence of Product Accidents



Preventing Occurrence and Recurrence of Serious Product Accidents

Toshiba Group is working to ensure product safety with 94% of manufacturing sites with a product development process conducting design reviews related to product safety (as of December 2021).
In addition, in 2011 we created the "Guidebook for Preventing Reoccurrence of Accidents (e-book)," which is a compilation of accident cases that have occurred in Toshiba Group. The information can be accessed by personnel in charge of quality and safety-related issues in the company via the intranet. A serious accident not only signals an alarm for the quality and safety of products, but also can provide precious insight into product development and assessment. We will promote the system of sharing information within the Group and strive to prevent reoccurrence of product accidents.

Guidebook for Preventing Reoccurrence of Accidents (Japanese)

To Ensure Compliance with Laws, Regulations, Rules, etc. on Product Safety

The Chief Quality Executive plays a central role in ensuring thorough compliance with product safety-related laws, regulations and rules throughout the Group and also conducts periodic monitoring and audits. We provided e-learning to all related personnel in Japan (73,528 in FY2023 with participation rate of 99.99%) concerning the Electrical Appliances and Material Safety Law in Japan since the law has an important bearing on the Group's products. By increasing understanding of the law we aim to prevent more accidents.
Toshiba Group is involved in standardization work of the International Electrotechnical Commission (IEC) through activities at Japan Electrical Manufacturers' Association (JEMA), Japan Electronics and Information Technology Industries Association (JEITA) and Association of Radio Industries and Businesses (ARIB). These activities allow Toshiba to keep abreast of the latest information and adhere to the standards specified by these organizations.

Sharing Information on and Response to Serious Product Accidents

Toshiba Group convenes a meeting for persons in charge of the Electrical Appliances and Material Safety Law who gather from Toshiba Group companies to prevent occurrence and recurrence of serious accidents through breaches of the law. The meeting serves as the basis for sharing product information from respective companies.
Information on serious accidents caused by procured items is also shared at meetings that aim to promote the quality of such items. The information is logged in a database as a means to enhance the quality of procured items. Product security liaison meetings are used to share examples of accidents and the latest information on product security obtained from such related organizations as Japan Computer Emergency Response Team Coordination Center (JPCERT/CC). We are working to prevent accidents caused by product vulnerabilities.

Disclosure to Ensure Safe Use of Products

Although products are equipped with various safety features, they may not be sufficient to ensure complete safety if products are in use for very long periods of time or the operating environment or conditions are extreme.
To ensure safe use of products, Toshiba Group describes correct handling of products in users' manuals and, if necessary, through alerts placed in newspapers and on the website, or by means of leaflets, educational materials, etc.
Further, in case of Toshiba brand products which businesses are transferred outside Toshiba Group such as home appliances and visual products, we also endeavor to promote information disclosure by sharing product accident information with the companies which businesses have been transferred.

Disclosure and Sharing of Information to Toshiba Product Users

Notices to ensure safe use of home appliances
Alerts concerning product safety and security, etc.

> Important announcement for customers (Japanese)

Inspection and labeling system for long-term use products

> Inspection and labeling system for long-term use products (Japanese)

How to use elevator and escalator safely and comfortably

> Commitment to safety, security, comfort, and health (Toshiba Elevator and Building Systems Corporation) (Japanese)

Disclosure of Product Safety and Quality Information

In the event of a serious defect or accident resulting from a Toshiba product or service, we promptly report the details to the competent authorities in accordance with prevailing laws and regulations. Also, in order to notify customers of such accidents as quickly as possible, depending upon the severity of damage or frequency of occurrence, we disclose product accident information directly to our customers via newspapers, websites, etc. Through our corporate website, we disclose information on accidents involving our products as posted on the website of the Consumer Affairs Agency. We also proactively disclose information concerning serious accidents, even when it is unclear whether such accidents are attributable to Toshiba products or not.
Further, in case of Toshiba brand products which businesses are transferred outside Toshiba Group such as home appliances, we also endeavor to promote information disclosure by sharing product accident information with the companies which businesses have been transferred.

> Important announcement for customers (Japanese)

This page contains the following four announcements: “Important announcement regarding product safety,” “Important announcement regarding quality defects,” “Important announcement for customers,” and “Other announcements.”

In FY2023, there was one product safety recall announcement in the domestic market. We do not believe there will be any problems if you continue to use the product as is, but if you have any problems with radio interference or are concerned about the effects, please contact us and we will respond. The number of affected units is 84,496 across 11 models.

> Notice and request to users of LED high ceiling lights (Regarding deficiencies in the Electrical Appliances and Material Safety Act) (Toshiba Lighting & Technology Corporation (published on the website on April 1, 2024) Link required

Initiatives for Enhancing Product Security

To ensure security for products, systems, and services, Toshiba Group works, in collaboration with its quality assurance divisions and procurement divisions, to ensure security for product development processes and other companies' products used in its products under its product security management system.
We have devised plans to enhance its product security preparedness according to risk-based priorities, defining four focus areas for product security: maintenance and management of the PSIRT* framework, handling of vulnerability information, response to product security incidents, and secure development management. We are making a Toshiba Group-wide effort to prepare product security checklists that summarize the security requirements to be checked at each product development stage as well as guidelines and standard recommended tools corresponding to each of the checklists.
To ensure that our suppliers understand Toshiba Group's approach to product security, we also distribute guidelines and hold cyber security seminars to help them provide secure products, systems, and services.
We have also established new guidelines to objectively determine the security risks of Toshiba Group's wide-ranging and diverse products, and are working on initiatives for enhancing product security through risk-based approaches in the supply chain that includes in-house product development and suppliers.
In terms of human resource development, for better understanding of product security and implementation thereof, we provide all Toshiba Group officers and employees with annual e-learning sessions on product security. We have also defined human resource types and responsibility levels in accordance with the work type and implemented specialist training based thereon. Furthermore, we have established and operate an in-house certification program for security personnel. Through these activities, we are developing human resources with product security expertise across all positions and divisions in order that these employees can improve security quality during product development, and identify and respond to vulnerabilities and incidents in a timely and appropriate manner during their daily work activities.
We also ask our suppliers to understand Toshiba Group's approach to product security and cooperate with us in providing secure products, systems, and services by preparing guidelines.
Please refer to "Cyber Security Report" linked on the "Toshiba Cyber Security website" for details on our product security efforts.

> Toshiba PSIRT

Social Contribution Activities

To realize a sustainable society, Toshiba Group actively promotes social contribution activities as well as business activities, thereby contributing to solving various societal issues. We will continue to provide more information and to make opportunities to Toshiba Group employees, so that many of them can get involved in activities voluntarily that contribute to society, while also contributing to their regions and achieving self-growth.

FY2023 Achievements

- **Number of social contribution programs 972 programs**

- Basic Policy on Social Contribution Activities
- Social Contribution Activities: Total Expenditure and its Constituent Parts
- Toshiba Group Volunteer Days
- Protection of the Natural Environment
- International Exchanges with Friendship, and Promotion of Sports and Culture
- Structure of Social Contribution Activities
- Social Contribution Award: Toshiba ASHITA Award
- Science Technology Education
- Contribution to Local Communities
- Disaster Relief

Basic Policy on Social Contribution Activities

Toshiba Group has set the Basic Policy on Social Contribution Activities which embodies Toshiba Group's Basic Commitment "Committed to People, Committed to the Future."
The five key areas of activities stated in the Toshiba Group Basic Policy on Social Contribution Activities are all related to social issues that Toshiba Group regards as important. Toshiba Group will contribute to solving societal issues, attainment of the SDGs and creating a sustainable society through business activities as well as social contribution activities by using knowledge and resources acquired through business.
In these endeavors, we keep track of the results and impact on business through regular dialogues with stakeholders including NPOs and NGOs, and reevaluate and decide on our course of action accordingly.

Toshiba Group Basic Policy on Social Contribution Activities

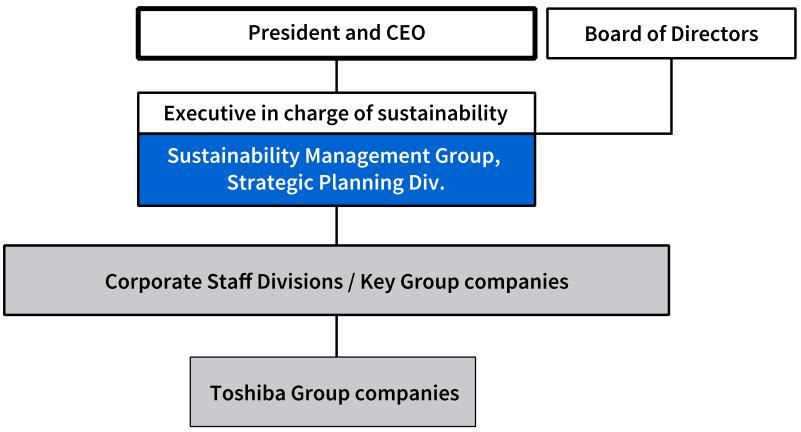
1. In accordance with the Basic Commitment of the Toshiba Group and Standards of Conduct for Toshiba Group, we make vigorous efforts to contribute to society.
2. In contribution to society, we focus on the following fields: protection of the natural environment, science and technology education, promotion of sports and culture, social welfare, and international exchange and friendship.
3. We support employees' voluntary activities.

Positioning of Social Contribution Activities in Toshiba Group

Structure of Social Contribution Activities

In the Toshiba Group, sustainability management staff members carry out social contribution activities in cooperation with corporate staff divisions, key Group companies, etc. based on the Basic Policy on Social Contribution Activities.
With regard to donations to disaster relief and to NPOs and NGOs, we assess the legality and appropriateness of such donations before doing so, based on our in-house regulations.

Structure of Toshiba Group's Social Contribution Activities

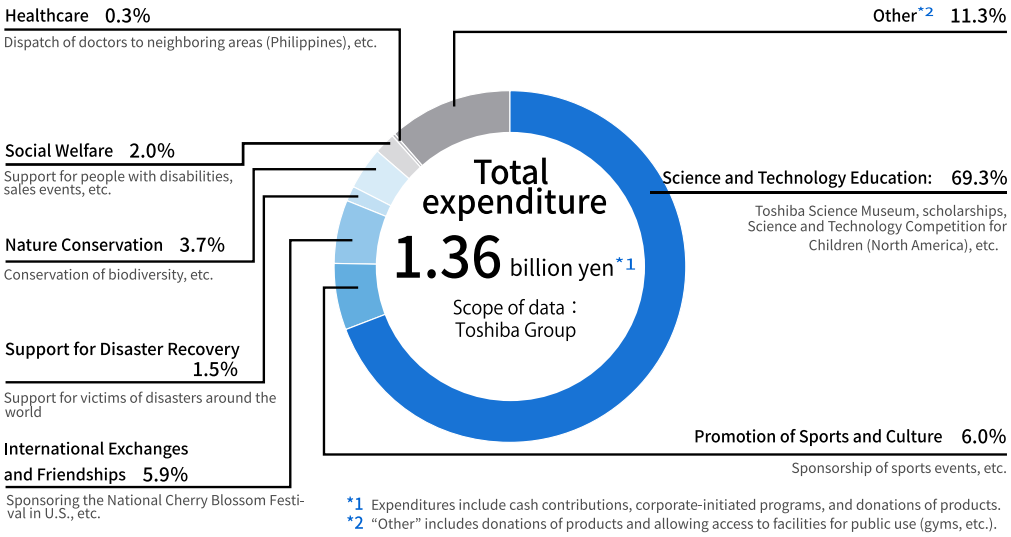


Social Contribution Activities by Employees and Support for their Activities

The total number of Toshiba Group employees that participated in the social contribution activities during FY2023 was 127,901.
We have a system in place to support employees in their social contribution activities so that more employees can be part of the society through their contribution activities and help solve social issues. Employees are able to take long-term leave by accumulating annual leave for the purpose of participating in volunteer activities.

Social Contribution Activities: Total Expenditure and its Constituent Parts

Total expenditure and its constituent parts (FY2023)



*1 Expenditures include cash contributions, corporate-initiated programs, and donations of products.
*2 "Other" includes donations of products and allowing access to facilities for public use (gyms, etc.).

Social Contribution Award: Toshiba ASHITA Award

In order to invigorate our social contribution activities, Toshiba Group has been evaluating and giving awards to domestic and overseas activities. Every year we evaluate the previous fiscal year's activities from 9 perspectives—goals, the extent of employee involvement, originality, continuity, social impact, collaboration with external organizations, and so on—and the President and CEO's awards those activities that have achieved excellent results.
In FY2023, the following four programs out of the 968 programs that were carried out in FY2022 were awarded.

FY2023 Toshiba ASHITA Award-winning programs

- "Social Contribution Activities by Running (TIP Fun Run)" (Toshiba Information Equipment (Philippines), Inc.)
- "Program to Support Schools Attended by Economically Disadvantaged Children" (Toshiba International Corporation)
- "Cleanup for Customers and Communities to Protect Social Infrastructure Together" (Tohoku Branch, Toshiba Infrastructure Systems & Solutions Corporation)
- "Activities for Holding Programming Workshops for Elementary School Students" (Hirotaka Kitahara, Toshiba Digital Solutions Corporation)

Toshiba Group Volunteer Days

Toshiba Group promotes volunteer activities at each company, and since FY2014, Toshiba Group companies have held the Toshiba Group Volunteer Days around December 5, the International Volunteer Day set by the United Nations, as a Group-wide initiative.
In FY2023, approximately 69,000 employees participated in 193 activities globally. They carried out unique social contribution activities in each region, such as cleanup activities, food drives, and special menus at the company cafeteria to support reconstruction in disaster areas. Many employees also took part in voluntary social contribution activities during this period, such as donating blood and making donations.

Held food drives at all sites
(Toshiba Industrial Products and Systems Corporation)

Since 2010, we have held fund-raising activities every year (twice a year, in July and December) and donated to the Ashinaga Foundation.
(Toshiba IT & Control Systems Corporation)

Science Technology Education

Science and Technology Competition for Children in the U.S. and Canada

Since 1992, Toshiba Group has worked with the National Science Teachers Association to host the ExploraVision Awards (EVA), a science and technology competition for k-1 to k-12 students in the United States and Canada.
EVA is a science and technology competition aiming to encourage dreams in which children, who will lead the next generation, imagine new technology that will exist more than ten years from now, based on current science and technology. The program celebrated its 31th anniversary in 2023, commemorating its long history as a Japanese company's science education support program in North America. The number of participants totals approximately 430,000 to date. In 2023, we received applications from more than 2,000 groups around the United States and Canada, and held the awards event in June. We received comments from the prizewinners such as, "After working on the EVA project, I find science even more enjoyable. I now think I can use science to help my family and friends."

【2023 Prizewinners】

- GRADES K1-3 (Kindergarten to 3rd year elementary school students)
  MasterPack (Lightweight, affordable bulletproof backpack)
  St. Joseph's School – Seattle, Washington
- GRADES K4-6 (4th to 6th year elementary school students)
  PetConnect (Pet thought translator)
  Open Window School – Bellevue, Washington
- GRADES K7-9 (1st to 3rd year junior high school students)
  Fungi fabrics (Mushroom mycelium fabrics)
  W. I. Dick Middle School – Milton, Ontario (Canada)
- GRADES K10-12 (1st to 3rd year high school students)
  Martian Mycrops (Farm management platform for the surface of Mars)
  The Bronx High School of Science – The Bronx, New York

31st EVA Prizewinners

The children show their prizewinning ideas

> ExploraVision

Environmental Education Program for Children

Since 2017, we have held science education programs for elementary school children in collaboration with the Association of Corporation and Education at elementary schools in areas around Tokyo and areas where we have manufacturing sites, in addition to event venues throughout Japan.

> Environmental Education Program for Children (Japanese)

Cyber Security Teaching Materials for Elementary School Students

As part of awareness-raising activities related to the threat of cyber risks that lurk in our everyday lives and the importance of cyber security to prevent such risks, we collaborated with Bunkyosha Co., Ltd. to produce “The Poop Workbook Cyber Security supported by TOSHIBA,” a workbook that teaches students about cyber security in a fun way.

- Released "The Poop Workbook Cyber Security supported by TOSHIBA" produced in collaboration with Bunkyosha (Japanese)
- The Poop Workbook Cyber Security (scheduled to be available until January 14, 2025) (Japanese)

Scholarships

Toshiba Group awards scholarships to students and laboratories in different countries to help support development of a new generation. Furthermore Toshiba factories are receptive to local requests for tours, and some even accept internships of a few weeks.
In Vietnam, we have given a total of around 3 million yen every year since 2005 in subsidies to around 30 students at the Hanoi and Ho Chi Minh City campus of Vietnam National University.

Since 2023, we have also given approximately 1.5 million yen each year in subsidies to around 15 students at Hanoi University of Science and Technology. Some graduates of the universities have entered Toshiba Software Development (Vietnam) Co., Ltd. and continue to work there.

Internship

Cyber-Physical Systems x Design Division, Toshiba:

We offer an internship to students several times a year as an opportunity to acquire experience that will help them seek their potential or think about their future career. In the summer of 2023, we hosted a hands-on type internship program at the office, where participants were able to gain hands-on experience of actual work while interacting with employees and students who participated from other universities. Those experiences included carrying out a project as a team, communicating with clients, and coordinating with marketing and planning teams.

Photo from Toshiba Design Summer Internship 2023

Protection of the Natural Environment

Conservation of Biodiversity

Toshiba Group has set 5 activity themes for the conservation of biodiversity*, and promotes activities with employees participation in and outside the sites.

* (1) Building of ecosystem networks, (2) Conservation of rare species, promotion of ex situ conservation, (3) Response to marine plastics issues, (4) Response to climate change (mitigation, adaptation), and (5) Conservation of water.

> Conservation of Biodiversity

Contribution to Local Communities

Toshiba Group expands its business around the world, and contributes to the development of local communities through a variety of business activities, primarily in the regions where the business hubs are located. Our contributions include job creation, tax payment, and the promotion of optimal procurement, including local procurement. We also participate in activities, such as welfare and cleaning, to contribute to communities through interactions with the surrounding communities.

> Standards of Conduct for Toshiba Group 19. Community Relations

Contributing to Health Care in Areas around the Toshiba Factory in the Philippines

Since 2006, Toshiba Information Equipment (Philippines), Inc. has been dispatching a team of doctors, dentists, nurses, and many volunteer employees to impoverished areas nearby to provide medical and dental examination services as well as medical supplies to the residents free of charge. In 2020, these activities could not be performed due to the COVID-19 pandemic. However, in 2021, instead of the medical and dental care activities, we provided COVID-19 prevention kits to frontliners of the local barangays as part of our efforts to bolster supplies. In 2022, the dispatch of doctors and dentists resumed, and in 2023, an 86 people medical team, including nurses and many volunteer employees, provided medical examinations and tooth extractions to 517 local residents.

Medical treatment is provided free of charge.
(February 2024, Toshiba Information Equipment (Philippines), Inc.)

Contributing to Local Communities through In-House Sales Events

Toshiba Group has been running in-house sales events during lunchtimes since 2004 with the aim of supporting the economic independence and participation in society of persons with disabilities.
As in previous years, in FY2023, we also held the sale of products made at a neighboring community activity support center through an advance-order system at Komukai Complex. We also sold specialty products of different regions as part of our efforts to help disaster-affected areas to recover.

The tissue case for sale

Improving the Environment of Surrounding Communities

Toshiba Group companies strive to improve the environment around their business sites. In FY2023, the Group companies' employees in and outside Japan cleaned areas around their business sites approximately 264 times. In addition, we are building a positive relationship with local communities through interactions with neighboring communities and also through cooperation with local governments, including engaging in improvement works on green space areas and participating in local events.

International Exchanges with Friendship, and Promotion of Sports and Culture

Program to Develop Next-Generation Leaders of Asia

Since FY2014, the Toshiba International Foundation (TIFO), along with Asia Japan Alumni (ASJA) International, has held Toshiba Youth Club Asia (TYCA), a program to develop next-generation human resources targeting high school students of Japan and ASEAN countries.
Due to the COVID-19 pandemic, special online programs were held from FY2020 to FY2022, but in FY2023, face-to-face programs were reinstated for the first time in four years. From March 23 to 30, 2024, TYCA Vol. 8 was held. We also updated the program content, and the event provided an opportunity for young people to develop their conceptual and practical skills to realize a sustainable future for the planet, with lectures on the latest SDG trends by the United Nations Development Programme (UNDP) Resident Representative in Japan, and a workshop by Professor Taikan Oki of the University of Tokyo, an international authority on the topic of the global water cycle. On the final day, in the presence of guests of honor, including representatives from ASEAN embassies, the teams presented their results and proposed joint projects for 2030 to address Asia-centric social issues, including some key themes of the SDGs, namely quality education, building resilient infrastructure to support society, and fundamentally solving the problem of poverty.

> TYCA Special Website (Toshiba Youth Club Asia)

Promoting Sports

Toshiba promotes sports not only to help children to grow up healthy but also to inspire and encourage everyone through the impressive performances of top athletes. Amateur sports teams of Toshiba employees play an active role in making a difference in society.

> Toshiba baseball team: Brave Areus (Japanese)

Disaster Relief

As a company that conducts business worldwide, Toshiba Group wishes to contribute to restoring areas affected by natural disasters. To that end, we review what is most appropriate in consideration of local characteristics and damage situations, and donate money, provide our company products, and collaborate with NGOs. In addition, employees also engage in fund raising and volunteer activities.
In FY2023, we donated and made other contributions to help those affected by the Noto Peninsula earthquake that struck Japan in 2024.

Coexistence with Society

In order to realize a sustainable society, Toshiba Group will work to solve social issues through business, and aims to be a corporate group that is trusted by society in countries and regions throughout the world by engaging in various activities that are rooted in the area as a member of the local community, while according full respect to the culture and customs of the societies in which we operate.

- Policy on Coexistence with Society
- Check and Evaluation of Local Impacts of Business Activities
- Consideration for Employees' Exercise of Civil Rights
- Structure of Coexistence with Society
- Approach to the Nuclear Business
- Contribution to Local Communities through Job Creation, Procurement and Tax Payment

Policy on Coexistence with Society

Article 19 of the Standards of Conduct for Toshiba Group stipulates community relations and states that Toshiba Group shall contribute to and cooperate with all local communities in which Toshiba Group operates in order to perform its duties as a member of these communities and engage and collaborate with a wide range of stakeholders such as nonprofit organization, nongovernmental organization, administrative organization and international body. It also states that Toshiba Group shall support Directors and Employees in undertaking voluntary activities and give full consideration to each individual's desire to exercise his or her civil rights.

> Standards of Conduct for Toshiba Group 19. Community Relations

Structure of Coexistence with Society

The administration division of Toshiba Corporation is responsible for handling relations with society, including communication with stakeholders. On the other hand, the administration division at each site or group company is responsible for handling relations with local communities, including constant communication with communities surrounding each site or group company.

Check and Evaluation of Local Impacts of Business Activities

When starting new businesses in various countries and regions throughout the world, Toshiba Group ensures that each company and business site complies with laws and regulations, strives to maintain dialogue with governments and local communities, and endeavors to minimize the impact on the local communities where its bases are located. Once operations are underway, the companies disclose information about their business activities and environmental activities and thus engage in fruitful communication with governments and local communities.

For manufacturing sites, environmental audits of sites evaluate extent to which operations have an impact on the local environment. Furthermore, efforts are being made to acquire ISO 14001 certification throughout Toshiba Group.

> Environmental Management Structure

Approach to the Nuclear Business

Policy for Nuclear Safety Improvement

As a company involved in the nuclear industry, we recognize the importance of continuous improvements for nuclear safety. So, we are fostering a nuclear safety culture, as well as voluntarily and continuously working to improve nuclear safety, in light of lessons learned from the Fukushima Daiichi Nuclear Power Plant accident.

> Policy for Nuclear Safety Improvement (Toshiba Energy Systems & Solutions Corporation)

Nuclear Disaster and Nuclear Emergency Preparedness

A nuclear disaster is an accident at a nuclear facility that results in the release of radioactive materials, causing direct or indirect effects as well as damage to nearby residents and the environment around the facility.
The main difference between nuclear disasters and other natural disasters and fires is that nuclear facilities involve nuclear fuel and radioactive materials, so measures must be taken to deal with the effects of their release when an accident occurs.
Another difference from other types of disasters is that it is important to use the correct measuring equipment because the radiation from radioactive materials cannot be detected by the human senses.
For this reason, local governments and companies with nuclear facilities measure the amount of radiation in the air using monitoring posts equipped with radiation measuring devices, and in the event that the amount of radiation increases due to an accident or other incident, emergency measures are taken based on the actual measurements made by the monitoring posts and other devices.

Regarding nuclear emergency preparedness, the Act on Special Measures Concerning Nuclear Emergency Preparedness requires prompt notification in the event of a disaster, implementation of emergency measures to minimize exposure, maintenance of necessary disaster preparedness equipment and materials, and execution of regular disaster preparedness drills. In light of this, Toshiba Energy Systems & Solutions Corporation has prepared a nuclear emergency response plan to determine how to respond to nuclear disasters, and the company has also prepared emergency communication equipment (e.g., radios and fax machines), radiation measuring devices, and protective gear for radiation hazards (e.g., protective clothing and masks). We conduct disaster preparedness drills according to a pre-planned schedule, but disaster preparedness staff members are not informed of the details in advance, and once the drill is over, we discuss the points that must be improved and utilize them to plan future drills.

Initiatives at Fukushima Daiichi Nuclear Power Station

The government and Tokyo Electric Power Company Holdings, Inc. (TEPCO) have developed a mid-and-long-term roadmap towards the decommissioning of TEPCO's Fukushima Daiichi Nuclear Power Station in 30 to 40 years. This roadmap has set the target for the areas of contaminated water, removal of fuel from spend fuel pools, retrieval of fuel debris, and management of radioactive waste.

Toshiba Energy Systems & Solutions Corporation has been making continuous efforts to develop the technologies to solve the challenges for achieving these targets and providing support toward decommissioning.

> Efforts toward restoration of Fukushima site (Toshiba Energy Systems & Solutions Corporation)

Consideration for Employees' Exercise of Civil Rights

Toshiba set up a new leave system called Saiban-in (Lay Judge) System Leave in April 2008 to coincide with the commencement of the Lay Judge System in May 2009 in Japan.

This leave facilitates the employees to participate as citizen jurors in criminal court procedures. Based on the law for implementation of the Saiban-in system in criminal court procedures, the salary per day for the employee selected to participate in such system amounts to the basic salary per day. Also, based on the above law, the number of leave days provided under this system equals to the maximum number of participation days under the Lay Judge System.

Contribution to Local Communities through Job Creation, Procurement and Tax Payment

Toshiba Group expands its business around the world. The jobs created contribute to local communities, especially the production facilities that employ a considerable number of local people.

Toshiba Group appropriately implements local procurement of materials, components and equipment, etc. based on the attributes of the items produced and the environment in which they are produced. Centered on production bases in each country, and also using the International Procurement Office (IPO), we make efforts to promote optimal procurement, including local procurement.

By paying taxes in accordance with national laws and regulations, the Group companies and their employees make an economic contribution to the regions where they operate under its Basic Policy on Tax.

Governance

For further strengthening thorough governance

Toshiba Group practices transparent corporate governance and optimal internal controls; and executes management with integrity, trusted by stakeholders. As a sustainable company operating under the Basic Commitment of “Committed to People, Committed to the Future,” we aim to leverage our business activities towards the development of our society and the realization of a sustainable society.
We have set “strengthening governance” and “strengthen cyber resilience” as our material issues along with specific KPIs, which we are working to achieve through our initiatives.

Material Issues in Governance

Strengthen Governance

Strengthen Cyber Resilience

Other Initiatives

> Risk Management and Compliance

Toshiba Group's Material Issues

Strengthen Governance

The basic policy and purpose of Toshiba's corporate governance are to realize sustainable growth and enhance enterprise value of the Group over the medium- to long term, and to contribute to the interests of all stakeholders, including its shareholder, investors, employees, customers, business partners, creditors, and local communities. Under this policy, the Company strengthens corporate governance.

KPIs and Achievements

Percentage of outside directors on Toshiba's Nomination Committee, Audit Committee, and Compensation Committee*

FY2022 Achievement	100 %
FY2022 Target	100 %
FY2023 Achievement	100 %*

* Toshiba.Until December 2023 (The committees were abolished due to a change in the system.)

Establishing and strengthening the governance structure under the new management structure

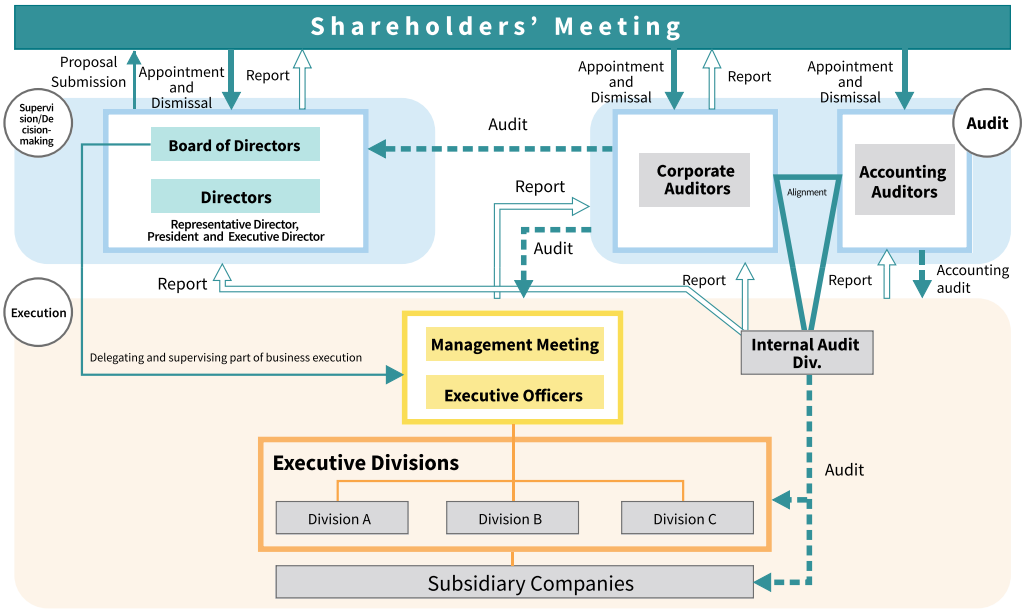
FY2024 Target	(Qualitative)

Compliance score in the employee engagement survey

FY2024 Target	68

Corporate Governance System

The Company transitioned from a company with three statutory committees, including the nominating committee, to a company with a board of directors that has statutory auditors in December 2023. The Company's corporate governance structure is shown as follows:



For information on the Board of Directors, refer to Directors and Executives.

Risk Management and Compliance

Toshiba Group conducts business activities, giving the highest priority to life, safety, and compliance with laws and regulations, and social and ethical norms. In order to respond appropriately to the globalization and diversification of business, and to changes in laws and regulations in every country of the world, Toshiba Group has established systems to address various risks.

FY2023 Key Achievements

- **To ensure compliance and continuously improve corporate culture, we held the Senior Management Compliance Seminar (once in the second half) for Corporate Officers of Toshiba and senior management of Toshiba Group in Japan with an outside director as lecturer. Participants totaled approximately 220 people. We also continued to conduct general compliance training in fraud risk and accounting compliance, among others.**
- **We implemented activities to establish and augment the global whistleblower system, which became fully operational in FY2021, by designating each Regional Representative Subsidiary as contact points for receiving whistleblower reports.**
- **In response to COVID-19, we took infection prevention measures such as setting a target attendance rate and promoting teleworking. For workplaces where work-from-home is not feasible, we encouraged flexible work arrangements while making efforts to reduce infection risks.**

- Policy on Risk Management and Compliance
- Points of Contact for Whistleblowing, Consultation and Remedy
- Risk Management and Compliance Training
- Compliance with the Antimonopoly Act and Anti-corruption
- Breaking Relationships with Antisocial Groups
- Product Safety Information and Advertising
- Risk Management Using the Business Continuity Plan (BCP)
- Appropriate Management of R&D Conducted with Public Research Funds
- Structure of Risk Management and Compliance
- Major Risks Identified and Their Countermeasures
- Inspection of Implementation Status of Risk Management and Compliance Measures
- Fair Trading
- Export Control
- Tax Affairs
- Transparency of Relationships with Medical Institutions and Other Organizations

Policy on Risk Management and Compliance

Toshiba Group has set up three lines of internal control system, with the business divisions as the front line, the administrative divisions as the second, and the audit divisions as the third. This system effectively manages risks by assigning to each line a clearly defined role and requiring each line to adequately perform their duties through check and balances. Through this, Toshiba realizes effective risk management for coping with various risks in the changing business environment.
Toshiba was once designated as "securities on alert" due to the inappropriate accounting issues in 2015, but thereafter worked to improve its internal management system* and was reinstated to the first sections of Tokyo and Nagoya Stock exchanges in January 2021. While Toshiba became delisted from the stock exchanges on December 20, 2023, Toshiba will continue to maintain and reinforce our internal management system. Toshiba Group defines and works toward for thorough deployment of "Standards of Conduct for Toshiba Group (SOC)" as a concrete code of conduct and guidelines for fair, sincere and transparent business activities and for being an enterprise that contributes to realization of a sustainable society. Each Toshiba Group Company adopts their own SOC for instillation within themselves.
Toshiba Group's top management continuingly issues messages to communicate their commitment towards compliance and to foster a culture where compliance is top prioritized across the entire Group.

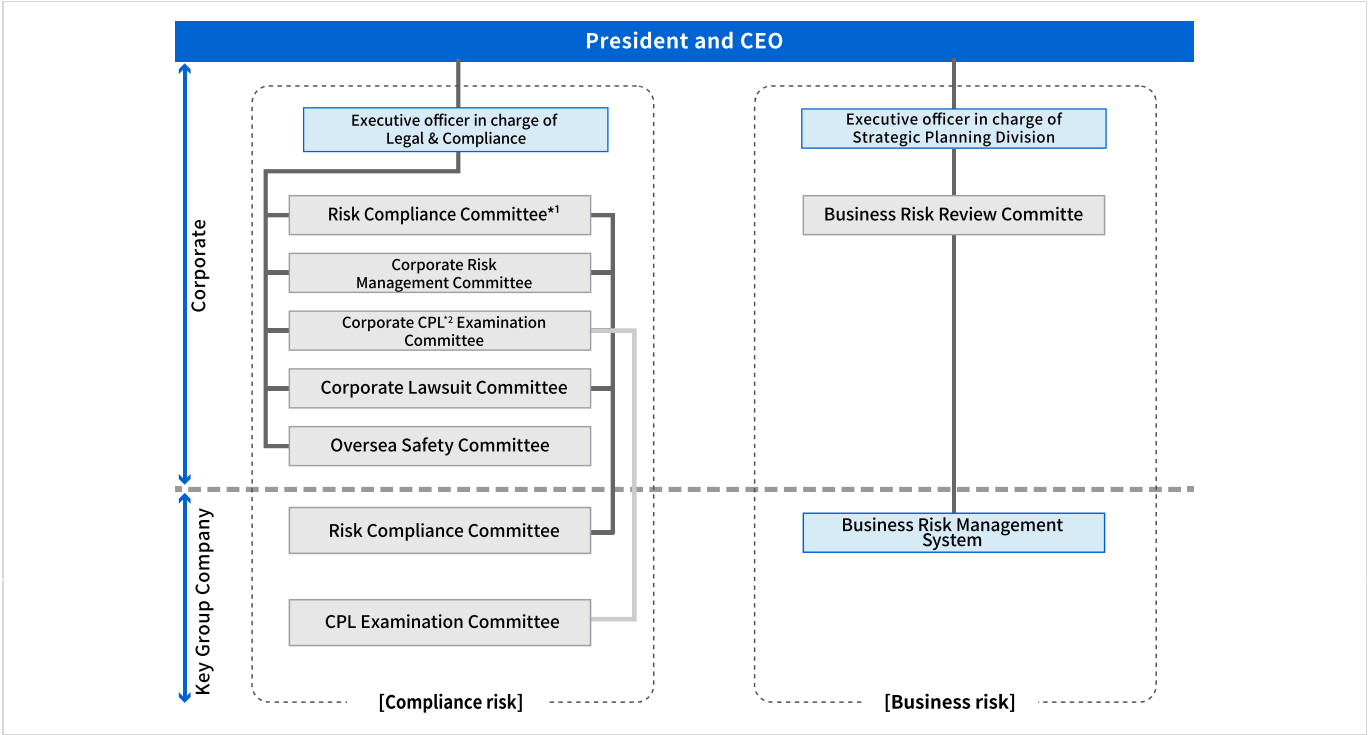
* For information on Toshiba's efforts to improve its internal management system, please refer to the Report on Improvements of Internal Management System dated October 20, 2017 (Japanese) (PDF) (508KB) and the Progress Report on Improvements of Internal Management System dated July 25, 2018 (Japanese) (PDF) (496KB) .

Structure of Risk Management and Compliance

Toshiba has risk management systems for compliance risks, as well as for business risks (uncertain factors in strategic decision-making and execution of business activities, that may prevent the achievement of business purpose and project objectives.)
To address compliance risks, we appoint a Chief Risk & Compliance Officer (CRO) who will oversee risk management and compliance for the entire Group. The executive officer in charge of Legal & Compliance Division serves as the CRO. Under the CRO, the Legal & Compliance Division responds to misconduct reports, works for global compliance and aims at strengthening Toshiba's internal management system, promoting efficient risk management and compliance activities.
The CRO chairs the Risk Compliance Committee, which is attended by relevant executive officers, including the President & CEO. The Committee deliberates matters related to accounting compliance in response to the inappropriate accounting in 2015, and analyzes misconduct reports and incidents, both internal and external. At the Committee held in beginning of each fiscal year, the Committee evaluates impacts of risks and the status of risk control in accordance with the risk table that covers compliance risks based on the SOC, and then determines priority measures of that fiscal year. The Risk Compliance Committee is a second-line organization, but the Corporate Auditors and the head of the Internal Audit Division also attend at the Committee for sharing information and opinion with the the third line. The matters discussed at the Committee are reported to the Board of Directors.
In response to the inappropriate accounting in 2015, Toshiba has worked to strengthen accounting compliance by establishing a special accounting compliance system. In order to further strengthen the overall compliance system, from FY2021, Toshiba evolved a system into one that encompasses accounting compliance and other compliance issues and began promoting centralized management.
Toshiba operates a risk management system (RMS) incorporating a PDCA cycle* led by administrative divisions at the second line, for centralizing the status of compliance risk management at Toshiba Group Companies.
In the RMS, we implement a Risk Assessment Program (RAP) to assess risks of Toshiba Group companies. Risks identified through the assessment are mitigated through the instructions of the administrative divisions and are grasped and further mitigated by self-disciplined actions by the relevant business Divisions at the first line.
Furthermore, since FY2020, we have systematically organized fraud risk scenarios related to financial reporting and accounting, and conducted inspections at Group companies to understand the status of their fraud risk, while strengthening guidance to improve such status.
In the event of a serious compliance-related incident, there is a system in place by which such incident is reported immediately to President and CEO ,Corporate Senior Executive Vice President(SEV), CRO, Corporate Auditors among others, through the reporting system.
Under these systems, the relevant in-house committees, etc. promptly evaluate and implement countermeasures.
As for business risks, Toshiba makes management decisions for business execution by setting a clear management decision criteria aiming at Toshiba Group's sustainable growth and corporate value increase, permissible risk limits and corporate policy on business withdrawal. For each management decision case, the Business Risk Review Committee conducts risk checks, identifies the maximum risk, and establishes items for monitoring.
In the future, we aim to build a system (ERM: Enterprise Risk Management) that integrates and centrally manages business risks and compliance risks.

* Plan: Identification and assessment of risks; Do: creation and operation of rules; Check: review and fact-finding surveys; Action: formulation and implementation of improvement plans

Risk Management and Compliance Committee



*1 The Risk Compliance Committee manages matters related to the Standards of Conduct for Toshiba Group and matters related to risk management and compliance.

*2 CPL is an abbreviation combining CL (contractual liability) and PL (product liability).

Points of Contact for Whistleblowing, Consultation and Remedy

Toshiba Group creates an open work environment by stimulating day-to-day communication in each workplace thereby preventing risks, and on the other hand, enhances its misconduct reporting (whistleblowing) system
For reporting and consultation, we have established the Toshiba Hotline, the Toshiba Group Overseas Hotline, and the Corporate Auditor Hotline for our employees as well as the Clean Partner Line for business partners. In addition, we use the Engagement and Remedy Platform of the Japan Center for Engagement and Remedy on Business and Human Rights (JaCER) for receiving grievances/reports and consultation on human rights issues from all stakeholders.
The reporting system provides prompt, appropriate responses at all points of contact while giving due consideration to privacy. Specifically, each Group company has stipulated in its regulations a confidentiality obligation and a prohibition on unfavorable treatment of whistleblowers; has prepared manuals for persons in charge of misconduct reporting responses to ensure the same; and has continued to make improvements through periodic audits. We also provide training on the structure of the reporting system and make employees aware of its existence through e-learning and websites for employees. Toshiba Group in Japan maintains and operates a response system that complies with the amended Whistleblower Protection Act.

Toshiba Hotline and Toshiba Group Overseas Hotline

We have established the Toshiba Hotline for domestic employees and the Toshiba Group Overseas Hotline for overseas employees. We accept consultations by phone and e-mail regarding workplace culture, interpersonal relations, personnel treatment, harassment, and other matters.
E-mail support is available 24/7 and we accept reports in English for employees of Toshiba Group companies in Japan who have difficulty reporting in Japanese. We have moved the point of contact for receiving whistleblower reports to an external organization, further strengthening anonymity and making it easier and more reassuring to make a report. We have also established a point of contact at an external attorney's office, primarily in order to receive information that may concern violations of law.
Each Toshiba Group company has its own whistleblower system. In addition, employees of the Toshiba Group in Japan can use the aforementioned Toshiba Hotline. Besides the whistleblower system at each company, we introduced the Toshiba Group Overseas Hotline for Toshiba Group companies overseas, by designating each Regional Representative Subsidiary as the secretariat for the corresponding region so as to cover laws and regulations and languages for different countries and regions.

Corporate Auditor Hotline

We have established a Corporate Auditor Hotline that enables employees to make reports directly to corporate auditors on matters involving top management without fear of retaliation. In addition, corporate auditors have access rights to the Toshiba Hotline, and they provide appropriate guidance and oversight.

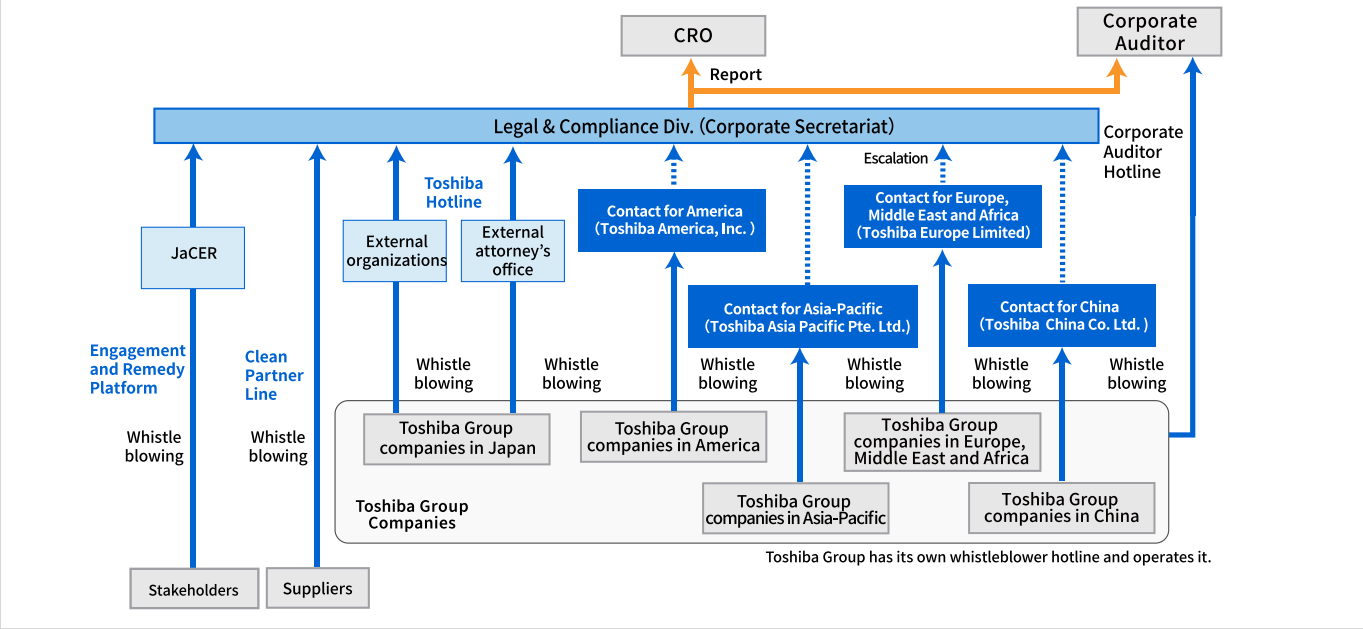
Clean Partner Line (Point of contact for external organizations)

To prevent compliance violations by suppliers, we established a supplier whistleblower system called the Clean Partner Line in April 2006 in order to receive whistleblower reports from suppliers.

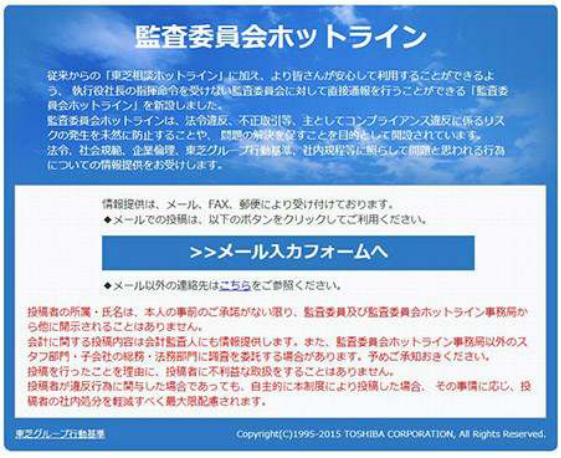
Engagement and Remedy Platform (Point of contact for external organizations)

For whistleblower reporting and consultation on human rights issues involving any of our stakeholders, including local communities, customers, and secondary and subsequent suppliers with whom we have no direct business relationship, we utilize the Engagement and Remedy Platform of the external specialist organization JaCER.

Toshiba's Whistleblower System



Toshiba Hotline
Internal company website screen



Toshiba Hotline
Internal company website screen

Operational Status of the Whistleblower System in FY2023

The numbers of reports received and consultations undertaken by the Toshiba Hotline, the Auditor Hotline and the Overseas Hotline in FY2023 are as follows. We notified employees about the existence of the system and its assurance of strict anonymity through e-learning. We also reported on whistleblower cases to the whole Company on a number of occasions.

Number of reports received by the Toshiba Hotline (previously the Risk Hotline)

(within parentheses: anonymous reports)

	FY2018	FY2019	FY2020	FY2021	FY2022	FY2023
Reports received by internal secretariat	206reports (142reports)	109reports (51reports)	120reports (57reports)	141reports (57reports)	127reports (49reports)	131reports (55reports)
Reports received by attorney's office	3reports (1reports)	1reports (1reports)	9reports (6reports)	7reports (3reports)	6reports (3reports)	6reports (5reports)
Total	209reports (143reports)	110reports (52reports)	129reports (63reports)	148reports (60reports)	133reports (52reports)	137reports (60reports)

* Including duplicate reports received by the internal secretariat

Number of reports received by the Audit Committee Hotline

(within parentheses: anonymous reports)

	FY2018	FY2019	FY2020	FY2021	FY2022	FY2023
Total	29reports (19reports)	42reports (37reports)	31reports (21reports)	34reports (23reports)	32reports (17reports)	25reports (17reports)

Number of reports received by the Toshiba Group Overseas Hotline (Began operations in FY2021)

	FY2021	FY2022	FY2023
Total	41reports	65reports	55reports

Number of reports received by the Engagement and Remedy Platform (JaCER) (Join in FY2023)

	FY2023
Total	1reports (Domestic)

FY2023 whistleblower reporting results and breakdown

Category	Domestic	Overseas	Total
Harassment	49 reports	6 reports	55 reports
Systems and labor	57 reports	24 reports	81 reports
Information security	4 reports	2 reports	6 reports
Sales and procurement-related	2 reports	3 reports	5 reports
Technology, products, services	2 reports	0 reports	2 reports
Accounting fraud	5 reports	2 reports	7 reports
Personal misconduct or improper behavior	5 reports	9 reports	14 reports
Criticism of and Criticism of and	6 reports	8 reports	14 reports
Other*	33 reports	1 reports	34 reports
Subtotal	163 reports	55 reports	218 reports

* Other items include consultations on manners, ethics, and work content.

Response Status

Of the whistleblower reports received, Toshiba strived to investigate all facts on cases of possible legal violations or fraud to identify the cause, and handled cases for which the facts were confirmed rigorously and imposed appropriate disciplinary sanctions on the offenders and implementing such measures to prevent recurrence. When a reported case was not a legal violation but there were or likely to be inappropriate situations, we provided instructions for improvement or issued alerts in cooperation with the relevant division. In cases involving consultations and questions about duties of the informants themselves, we gave advice on how to deal with the situation. For reports other than anonymous reports, we explained the status of our responses to the whistleblowers, in principle.All of these responses were carried out in accordance with the principles of maintaining confidentiality and of prohibiting any disadvantageous treatment.

In addition, out of the whistleblower reports, cases that everyone should bear in mind are taught as part of employee training after generalizing the cases. The number of reports received is released regularly on the company's internal website.

Major Risks Identified and Their Countermeasures

Major business risks and compliance and other risks identified by and countermeasures taken by Toshiba Group are as follows.

Compliance and Other Risks

Toshiba Corporation has identified about 20 categories and 60 items for risks, including compliance-related risks. At the beginning of each fiscal year, we evaluate the likelihood of each item occurring and the impact it may have, and then we create a heat map for each risk to determine the priority of response. For FY2023, quality, CPL, health and safety, the environment, and bribery were identified as high priority areas.
Toshiba operates a Risk Management System (RMS) that incorporates a PDCA cycle led by administrative divisions as a second line of the internal control system to centrally track and promote improvements in compliance and risk management initiatives at each Toshiba Group company. Under the RMS, each Toshiba Group company implements a risk assessment program (RAP). Through the RAP, questionnaires are distributed to all relevant sites for each selected compliance risk theme every fiscal year, and self-inspections and audits are conducted. If problems are identified as a result of such self-inspections and audits, the administrative division provides guidance for improvement, and the business divisions themselves, which are on the front lines, carry out autonomous improvements and corrections.
Among the measures to address compliance and other risks in FY2023, we focused on the following as company-wide priority measures: promoting and strengthening quality compliance; reducing safety and health risks as well as occupational accidents; strengthening compliance with anti-bribery laws at overseas subsidiaries; ensuring proper use of software; and preventing fraud by thorough management of petty cash and cash equivalents. The results of the activities implemented for all of these priority measures are reported to the Risk Compliance Committee.

Response to Fraud

Toshiba Group maintains a policy of "zero tolerance" against fraud.
As a preventative action against fraud, every year we systematically organize scenarios of fraud risks in each particular business, including fraud risks in financial reporting and accounting. Then we conduct inspections on each Group company to ascertain the actual situation and strengthen guidance for improvement. In FY2023, we conducted inspections of fraud risks related to cash management, purchasing, and fixed asset management.
If fraud is uncovered, we conduct investigation for precisely finding the facts and identifying the root causes, seriously consider the facts, implement thorough recurrence prevention, and disclose information in a proper, timely manner as necessary.
Employees involved in fraud will be subject to rigorous treatment, including disciplinary actions.

Business Risks

Following the December 2023 delisting, Toshiba announced Toshiba's Revitalization Plan: Toshiba's Restart: Becoming the Company Society Needs in May 2024. We view the delisting as an opportunity to fundamentally resolve Toshiba's structural issues and to return to "what Toshiba ought to be." We aim to be a company that can contribute to society through GX and DX, responding to changes in the world and social issues faced by many companies with the power of technology and the basic commitment of "Committed to People, Committed to the Future." To do so, we will invest sufficient resources in people, business, and technology development; raise the entire Company's profitability; and achieve profit growth by realizing the full potential of each of our businesses.

Toshiba Group's businesses require highly advanced technology for their operation and are exposed to fierce global competition. As a result, we are constantly affected by changes in the business environment, such as investment trends in and outside Japan, increases in material and personnel costs, fiercer competition with other companies, and exchange rate fluctuations. Although the gradual economic recovery is expected to continue, there are concerns about the future of the Chinese economy, rising prices, the situation in the Middle East, fluctuations in financial and capital markets, and the impact of the Noto Peninsula earthquake on the domestic economy. As uncertainty continues to grow, we will continue to monitor developments closely and work as a Group to minimize risk.

Toshiba Corporation and Toshiba Group consider the impacts of climate change to be significant important risks, and we are analyzing the impacts on our business in accordance with the recommendations of the Task Force on Climate-related Financial Disclosures (TCFD). We are working to strengthen our systems and activities to address these issues, anticipating an increase in natural disasters due to global warming as a physical risk, an increase in costs due to regulatory compliance as a risk associated with the 1.5°C scenario transition, a loss of sales opportunities due to delays in technological responses, and a decline in reputation due to delays in responding to climate change.

Meanwhile, with the aim of contributing to the realization of carbon neutrality, which is one of our business strategies, we view the expansion of demand for decarbonized energy technologies as well as energy-saving products and services as an opportunity, and we are promoting the creation of energy technologies such as those for renewable energy, energy aggregation, and CO2 capture technologies as well as highly energy-efficient social infrastructure products and building-related products.

Risk Management and Compliance Training

At Toshiba Group, top management consistently delivers messages on compliance so as to clarify the company's position, while the entire Toshiba Group works to raise compliance awareness and improve corporate culture.

In FY2023, we held a Senior Manager Compliance Seminar for Corporate Officers of Toshiba and senior management of Toshiba Group in Japan once with an outside legal counsel as lecturer. The seminar was participated in by around 220 employees each time, including online participants.
In addition, we provide accounting compliance education through e-learning to deepen employees' understanding about the internal control and J-SOX (Internal Control Reporting System). In FY2023, all employees (approximately 74,000) of 84 consolidated subsidiary Group companies in Japan and all employees (approximately 26,500) of 87 overseas Group companies participated in the seminar. Going forward, we will continue to implement these training and education programs.

Making the Standards of Conduct for Toshiba Group Available to All Employees of Toshiba Group

Toshiba Group has created the Standards of Conduct for Toshiba Group (SOC)in 24 languages and made them available on the internal website. Various compliance education programs that incorporate the SOC have been included in the level-based training upon promotion, occupation-based training and senior management seminars. We are also continuing our e-learning programs (FY2023 attendance rate: 99.4% in Toshiba Group in Japan and 100% in overseas Group companies) for executives and all employees (including contract employees and temporary employees).

Fostering a Compliance-oriented Culture through Workplace Meetings

Each workplace holds meetings focusing on CSR to raise the awareness of each and every employee with regard to compliance matters so as to make compliance an integral part of the corporate culture.
These meetings aim to prevent compliance violations by encouraging managers and employees to discuss various problems that are likely to arise in the workplace and to share their thoughts with each other in order to create a work environment where they can easily seek advice on all kinds of problems.

Inspection of Implementation Status of Risk Management and Compliance Measures

Toshiba operates a risk management system (RMS) incorporating a PDCA cycle led by administrative divisions at the second line of the internal control system. (Please refer to the section above, "Major Risks Identified and Their Countermeasures.")

In addition, at the third line of defense, the Internal Audit Division conducts compliance-related audits of Group companies.
Toshiba conducts an employee questionnaire survey each year and questionnaires with e-learning participants about the Standards of Conduct for Toshiba Grou p to check the degree of penetration of the standards and the level of compliance awareness among employees. This helps it to develop measures for further improvement.

Compliance with the Antimonopoly Act and Anti-corruption

Policy on Anti-corruption

In accordance with the Standards of Conduct for Toshiba Group and various internal regulations, Toshiba Group's policy prohibits illegal or improper payments against sound business practices and each country's laws and regulations.

Competition Law and Government Transactions (quote from Standards of Conduct for Toshiba Group)

1. Toshiba Group Corporate Policy

Toshiba Group Companies shall:

1. comply with all applicable laws and regulations enacted for the purpose of maintaining free and fair competition (hereinafter called "Competition Laws") in all business activities, including in all transactions with any government;

2. prepare and properly implement Competition Laws compliance programs and company rules on marketing activities that set out corporate policies and procedures for assuring compliance with applicable Competition Laws and related regulations; and

3. observe all applicable laws, regulations and lawful business practices in all government transactions, and not engage in activities such as bid obstruction (Note 1) .

2. SOC for Toshiba Group Directors and Employees

Directors and Employees shall:

1. observe the Competition Laws compliance programs as well as company rules on marketing activities and promote free and fair business activities;

2. avoid, whether express or implied, agreements or understandings with competitors relating to pricing (including quotations and bids), the volume of production and sales, allocation of markets, customers or territories, or restrictions on production capacities or technology. The prohibition of such agreements is not limited to those actually recorded in writing by way of memoranda or minutes, but also extends to oral agreements;

3. if the customer is a government agency, observe the company rules on marketing activities toward government agencies and not engage in activities such as bid obstruction or competitor coordination on orders (Note 2), and not provide false information, such as false estimates of contract prices, to any governmental agency or its officials (hereinafter including past officials);

4. not organize or participate in meetings, make pledges or arrangements, or exchange information or engage in any other activities which may result in suspicion of engaging in the activities set forth in paragraph 2 and 3 above;

5. not require distributors or dealers to agree to or maintain resale prices for any Toshiba Group Company product;

6. not allow third parties (including sales representatives) to engage in activities prohibited under paragraphs (2) to (5) above; and

7. when hiring former government officials, strictly examine the candidate in accordance with all applicable laws and regulations and the internal regulations of the governmental agency in which he or she worked, and, if such candidate is hired, not allow him or her to engage in marketing activities aimed at such governmental agency, except to the extent permitted by law.

Note1:
Herein, "bid obstruction" means, when dealing with a government agency, inquiring about the agency's intentions regarding which prospective bidder will be contracted or the possible bid price, or acting in order for the agency to realize its such intentions.

Note2:
Herein, "competitor coordination on orders" means exchanging information or coordinating with competitors regarding which prospective bidder will be contracted, bid prices and other information.

Bribery (quote from Standards of Conduct for Toshiba Group)

1. Toshiba Group Corporate Policy

Toshiba Group Companies shall:

1. observe all applicable laws and regulations, and lawful business practices, prohibit illegal or improper payments against lawful business practices; and

2. not provide any illegitimate benefits or favors to any politicians or political organizations.

2. SOC for Toshiba Group Directors and Employees

Directors and Employees shall:

1. neither make nor offer, either directly or indirectly, any payment or anything of value, whether in the form of compensation, business entertainment, gift, contribution, gratuity, or other form, that is illegal or prohibited by any applicable law or regulation, in any dealings with any government agencies, their officials, or members of any political party (including holders of a political office or candidates for such office) (except for cases that do not violate applicable laws or regulations and are considered socially acceptable), and shall not engage in sales transactions, loan transactions and the like (including guarantee transactions) that are not at arm's length;

2. not pay monies or offer benefits to any politicians (including former members of any legislative body, or current or former secretaries of any such politicians) or any company a politician may be involved with, regardless of the form such monies or benefits take (for example "commissions" or "consulting fees"), in connection with marketing toward governmental agencies;

3. refrain from offering cash or other benefits to representatives of foreign governments as a means to gain unlawful benefits or profits when conducting international business transactions;

4. not allow third parties including intermediaries, such as distributors or agents, to engage in any activities described in paragraphs 1 to 3 above;

5. ensure that reasonable compensation and all necessary terms and conditions are specified in advance when working with intermediaries, such as distributors or agents, and observe all measures required by all applicable laws and regulations of each country or region for such compensation;

6. not make contributions to political parties or committees, unless permitted to do so by applicable laws, regulations, and company rules; and

7. respect the established practices of any customer, government entity or other party, as well as all applicable laws and regulations, regarding the provision of or the restrictions or controls over the acceptance of business entertainment, gifts or other business courtesies by its employees or officials.

In keeping with this approach, the Toshiba Group is a signatory to the United Nations Global Compact and works globally to comply with antitrust and competition law and prevent corruption.
Furthermore, we request suppliers to agree to and practice the Toshiba Group Procurement Policy.

Antimonopoly and Anti-corruption Efforts

In response to global regulatory trends, Toshiba engages in rigorous efforts, led by the Chief Risk Compliance Management Officer (CRO), to ensure compliance with antitrust laws and to prevent bribery and other forms of corruption based on the structure of risk management and compliance promotion. For both, it has established compliance programs reflecting laws and regulations in Japan and overseas as well as associated sets of guidelines. Those guidelines clearly define prohibited acts such as cartels, bribery and facilitation payments. In addition, the compliance programs and guidelines stipulate an internal system, along with advanced vetting procedures ahead of meeting with government officials and a due diligence policy to understand the risks of bribery with related parties. Furthermore, we conduct robust education programs, self-audits, etc., in accordance with the provisions of the compliance programs.
Toshiba also conducts compliance training on themes including compliance with the Antimonopoly Act and prevention of bribery as part of measures to promote compliance awareness anchored in the Standards of Conduct for Toshiba Group. Going forward, we will strive to enhance the content of such education programs and increase the number of target companies.
In addition, through the annual risk assessment program targeting each Toshiba Group company (excluding listed subsidiary groups and dormant companies, etc.), in FY2023, Toshiba made efforts to identify operating status and took measures to raise awareness. In response to the issues brought to light through this process and the matters pointed out in the internal audits, etc., we are revising regulations and implementing thorough training as part of our on-going efforts to strengthen compliance with anti-trust laws and prevent bribery.
To prevent violations and early detect situations leading to violations, Toshiba established the whistleblower system for employees and the Clean Partner Line for suppliers and business partners as a system to report violations or suspected violations, and encourages the use of said system.
Furthermore, Regional Representative Subsidiaries in major global regions support Toshiba Group companies overseas, serving as a foundation for risk management in such regions. This has been done in order to appropriately control risks associated with relevant anti-trust laws, bribery, and the like, which has been rising mainly in emerging countries, and to ensure thorough compliance in global business.

> Standards of Conduct for Toshiba Group 7.Bribery

Status of breaches to laws related to anti-corruption (FY2023)

Item	Number of cases in FY2023	Loss resulting from legal violations (yen)
Exposure through price cartel	0	0
Exposure through bribery	0	0

Political Contributions

The Standards of Conduct for Toshiba Group stipulates that Toshiba Group shall not provide inappropriate benefits or favors to any politician or political organization.
Also, as part of its social contributions, Toshiba offers political contributions, when necessary, in order to contribute to the realization of policy-oriented politics, to support the healthy development of parliamentary democracy and to improve the transparency of political contributions.In the case of offering political contribution, the approval of the president or relevant executive officer is obtained in accordance with internal rules, and compliance with the Political Funds Control Law in case of Japan is strictly ensured.
Toshiba and key Group companies made no political contributions in FY2023.

> Standards of Conduct for Toshiba Group 7. Bribery

Donations and Provision of Funds

While the Standards of Conduct for Toshiba Group forbid inappropriate expenses, they stipulate that appropriate donations to organizations may be made. We therefore donate to various organizations, taking into consideration factors such as the contribution made by the donee organization to society, its cause and community aspects, as specified by the Standards of Conduct for Toshiba Group.

> Standards of Conduct for Toshiba Group 19. Community Relations
> Social Contribution Activities

Fair Trading

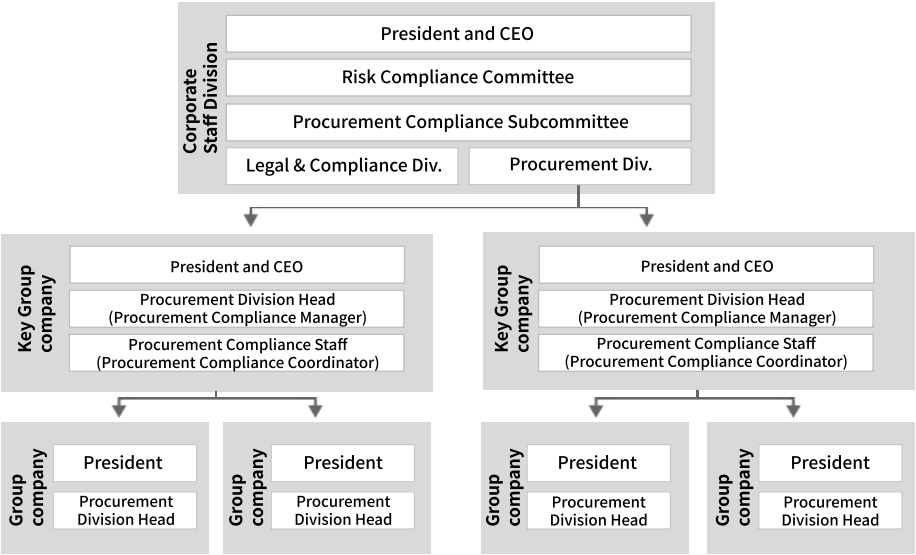
Fair Trading Policy and Its Promoting Structure

Toshiba Group strives to build sound partnerships with suppliers through fair trading in compliance with procurement-related laws and regulations.

- Promotion of Sustainable Procurement
- Toshiba Group Procurement Policy
- Standards of Conduct for Toshiba Group 3. Procurement

Toshiba Group is promoting thorough observance of procurement compliance both in its own procurement activities, and in those of its suppliers.
There is a procurement compliance promotion structure established within the Group, which acts in order to carry out each procurement transaction in compliance with the relevant Japanese and international laws and regulations. Information related to compliance concerning procurement is thoroughly informed to Group companies through this system.
Moreover, measures are thoroughly informed by means of Procurement Compliance Liaison Meetings, organized by the Procurement Division Manager and the Procurement Compliance Managers and Coordinators.

Toshiba Group procurement compliance promotion structure



In FY2023, in line with a basic policy of strengthening compliance in the procurement process, Toshiba took action to ensure adherence to regulations on legal compliance by checking the operation of each Group company's procurement processes through investigations of the procurement process and patrols to inspect procurement transactions. In FY2024, we will continue to strengthen the operation of our procurement processes.

Clean Partner Line, Whistleblower System for Suppliers and Business Partners

Toshiba Group has established a whistleblower system for suppliers and business partners called Clean Partner Line, as a point of contact for our suppliers to tell us about issues or concerns regarding persons associated with the Toshiba Group. Personal information on whistleblowers, without the whistleblower's consent, is not disclosed to anyone other than the Clean Partner Line staff. Also, what is reported by whistleblowers is handled based on strict procedures, with care taken not to treat whistleblowers and their companies unfavorably for whistleblowing. We notify our business partners of this system and request that they make use of it.

Checks of Fair Trading Practices (Thorough Compliance with the Act against Delay in Payment of Subcontract Proceeds, Etc. to Subcontractors)

In Japan, we monitor the subcontracted transactions of Toshiba Group in Japan undertaking such transactions. Regarding items requiring improvement, guidance is provided to make improvements to ensure thorough compliance.

Training to Ensure Fair Trading Practices

At Toshiba Group, various training programs on compliance in procurement are provided to ensure fair trading practices. For example, since FY2007, we have conducted e-learning for employees of Group companies in Japan on relevant acts, such as the Act against Delay in Payment of Subcontract Proceeds, Etc. to Subcontractors.
In FY2023, a total of 56,584 Toshiba Group employees in Japan between January and February 2024 participated in the e-learning program on the Subcontract Act.
We also provide compliance education for Procurement staff of Toshiba Group companies in Japan at various phases of their careers.

Breaking Relationships with Antisocial Groups

In 1997, the Board of Directors resolved to end relations with antisocial forces such as sokaiya (groups of racketeers). Since then, the Group has strictly dealt with approaches from third parties to obstruct our lawful and appropriate corporate activities. With regard to this stance, the rejection of the involvement of antisocial groups in our business activities has been explicitly stated in the SOC. By providing e-learning lessons about the SOC to all employees, we continuously ensure that employees understand the importance of excluding antisocial groups from the business they do. In addition, in order to further ensure that all relations with antisocial forces are cut off, all Toshiba Group companies have taken various measures, such as developing and implementing Basic Public Relations Management Rules and appointing public relations management officers for each department. When conducting transactions with a new customer, the public relations management officers of that department confirm that the customer has no relations with antisocial groups. We also periodically conduct surveys on customers that we already have business relations with.
Transaction contracts normally include a clause regarding the exclusion of organized crime syndicates, which enables a contract to be cancelled without notice when the business partner is identified as an antisocial group. Toshiba Group also works with the police, corporate attorneys, and third-party organizations such as the National Center for the Elimination of Boryokudan to establish systems that enable us to respond to approaches from antisocial forces in an appropriate and timely manner.

Export Control

Export Control Policy

As indicated in Standards of Conduct for Toshiba Group, Toshiba Group's basic export policy is to refrain from any transaction that could potentially undermine international peace and security. We comply with all applicable export control laws and regulations of the countries and regions where we operate, for example Foreign Exchange and Foreign Trade Law in the case of Japan and US export control laws and regulations with respect to transactions involving items of US origin.
In accordance with the policy, Toshiba Group has established the Export Control Compliance Program (ECCP). Based on the program, we classify the goods and technology and screen transactions. In addition to periodic export control audits and education for all executives and employees, key Group companies and corporate staff divisions provide instructions and support to the Group companies they supervise.

Toshiba Export Control Compliance Program (Toshiba ECCP)

Chapter 1 Statement of Corporate Policy

Chapter 2 Definition of Terms

Chapter 3 Export Control Organizations

Chapter 4 Control Procedures

Chapter 5 Education

Chapter 6 Compliance Reviews

Chapter 7 Notification of Violation and Corporate Sanctions

Chapter 8 Group Companies

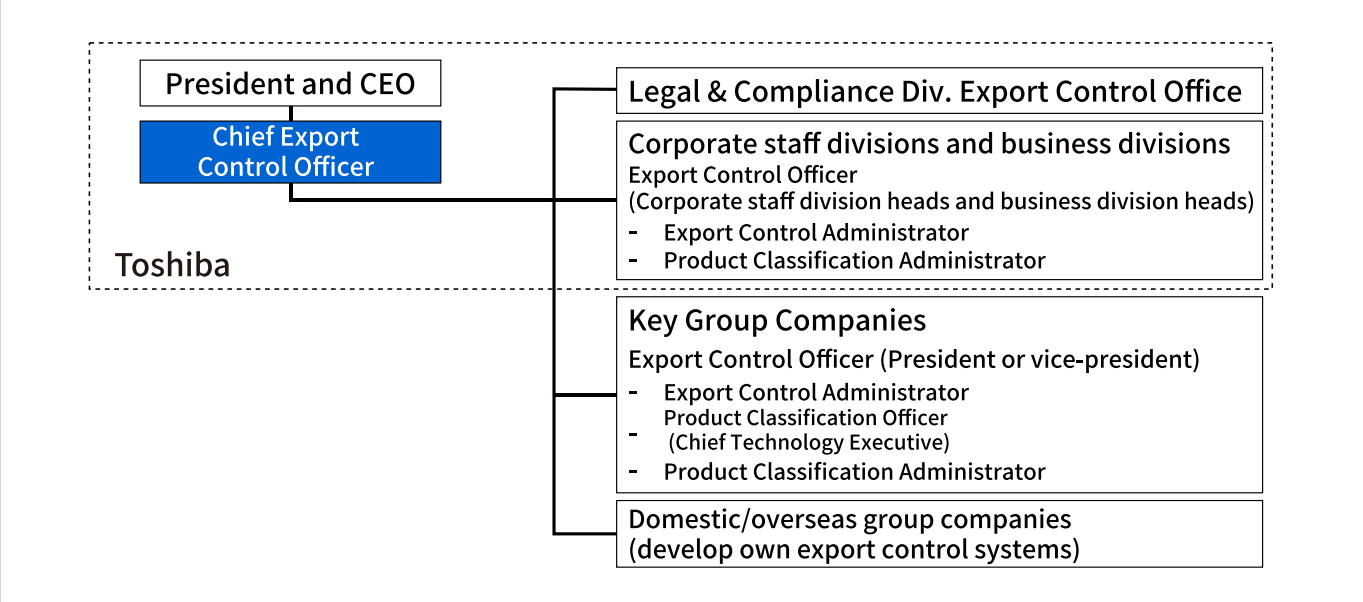
> Standards of Conduct for Toshiba Group 9. Export Control

※ ECCP: Export Control Compliance Program

Export Control System

Toshiba's export control system is organized under the Chief Export Control Officer who has ultimate responsibility for the corporation's export control. The Chief Export Control Officer must be a representative executive officer or an executive equivalent thereto. Under the Chief Export Control Officer, the Legal & Compliance Division Export Control Office is responsible for overseeing the export control implemented pursuant to the Toshiba Export Control Compliance Program (ECCP). Based on the Toshiba ECCP, Toshiba Group companies and corporate staff divisions have their own export control organizations led by the Export Control Officers. The Export Control Officers must be heads of the corporate staff divisions in the case of corporate staff divisions, or presidents of Group companies in the case of Group companies.

Toshiba Group's export control organization



Product Classification and Transaction Review

The technical department classifies the goods or technology and determines whether export license is required. Then, transaction screening is carried out accordingly, such as confirmation of the end-use, end-user, and final destination. Classification and transaction screening are checked and approved by multiple persons in charge. When trading with concerned countries and regions, the Export Control Office conducts stringent assessments and approvals.

Inspection and Audit of Export Control

Toshiba's corporate staff divisions and Toshiba Group companies perform internal self-checks. In addition, the Export Control Office or the supervising department conducts regular audits to check if export control is appropriately performed. Audits are conducted once every one to three years at target companies, and in FY2023, audits were performed for three internal divisions in Japan and five Group companies. Overseas, audits are done in the order of Europe and the United States, Asia and China, and in FY2023, eight Group companies in Asia received audits. Where problems are identified by the audit, we demand that improvement plans be submitted, and check the progress of the plans.

Export Control Trainings

Training courses on export controls (regular and specialized courses) are offered by the Export Control Office for corporate staff divisions and Group companies to educate employees on the importance of export control and to raise awareness and knowledge of the Toshiba Export Control Compliance Program (ECCP) and related internal regulations.
Furthermore, the Export Control Office provides compulsory export control education for all employees of Group companies in Japan through an e-learning system every year.
Export controls at Group companies including those located overseas are modeled after that of Toshiba, which is implemented under the Toshiba Export Control Compliance Program (ECCP). Export control audits are conducted periodically to evaluate their performances.
The Export Control Office holds meetings with corporate staff divisions and key Group companies to communicate on matters such as the international situation, regulatory trends, and specific requirements, and additionally to provide a forum for exchange of information and opinions. Key Group companies provide guidance and support on export control to other Group companies under their control.
Meanwhile, to enhance support for Toshiba Group overseas, we issue a quarterly export control bulletin for local staff working in export control, where we share information on export control-related legal revisions, sanctions, cases of legal violation, and other news.

Product Safety Information and Advertising

Policy on Product Safety Information and Advertising

Toshiba Group provides accurate product information and executes appropriate advertising in a lawful manner and in accordance with the Standards of Conduct for Toshiba Group. Quality assurance divisions of Group companies and affiliated companies monitor the safety-related standards of the countries and regions where products are marketed and technical standards such as the UL Standards*1 and CE Marking*2 to ensure that their product labeling is in compliance with the relevant standards.

> Standards of Conduct for Toshiba Group 2. Customer Satisfaction

> Standards of Conduct for Toshiba Group 15. Advertising

*1 UL Standards: Safety standards established by UL LLC (Underwriters Laboratories Inc.,) that develops standards for materials, products, and equipment and provides product testing and certification.

*2 CE Marking: A certification mark that indicates conformity with the safety standards of the European Union (EU). CE marking is required for products sold within the European Economic Area (EEA).

Compliance with Regulations and In-House Standards Regarding Products

In FY2023, with regard to violations of product safety regulations or in-house standards in the lifecycles of our products and services, there was a violation of the Electrical Appliance and Material Safety Law in LED high ceiling light products (Toshiba Lighting & Technology Corporation). There were also no violations of regulations or in-house standards relating to information and labeling of products and services.
Please refer to Product Safety and Product Security for information on our efforts to ensure strict compliance with laws and regulations related to product safety.

Compliance with Regulations on Advertising and Labeling

As a result of strict compliance with the Antimonopoly Act, the Act on Securing Quality, Efficacy and Safety of Products Including Pharmaceuticals and Medical Devices, and the Act Against Unjustifiable Premiums and Misleading Representations by Toshiba Group in Japan, there were no legal violations related to advertising in FY2023.

Tax Affairs

Basic Policy on Tax

Based on the Basic Policy on Tax, Toshiba Group complies with legal ordinances, notices, and regulations in various countries and makes efforts to properly file tax returns and pay taxes.

Basic Policy on Tax

Toshiba Group follows the following policy to properly file tax returns and pay taxes:

1. Compliance with laws and regulations
   Toshiba and Toshiba Group companies shall carry out their tax operations in compliance with all applicable laws and regulations of the countries where their business is conducted, with the following the spirit of the laws as well as with reference to guidelines published by international organizations such as OECD.
   In addition, Toshiba and Toshiba Group companies shall conduct their business with appropriate tax structures, linked with business purposes and shall not carry out any transactions for the purpose of tax avoidance.
2. Optimizing tax costs
   Toshiba and Toshiba Group companies shall, in compliance with tax laws and regulations, strive to utilize the legally justified measures such as consolidated tax filing regimes and other tax incentives and optimize their tax costs for Toshiba Group as a whole.
3. Relationship with tax authorities
   Toshiba and Toshiba Group companies shall aim to maintain good relationships with tax authorities and work with them in a sincere manner.

Code of Conduct for Tax Operations

Toshiba Group shall act based on the following three codes, in order to achieve the aims of the basic policy.

Code of Conduct for Tax Operations

1. Improvement of Governance
   Toshiba and Toshiba Group companies shall aim to improve governance by organizing the structure by which tax risks related to business activities can be identified.
2. Improvement of Corporate Social Responsibility (CSR)
   In carrying out tax operations, Toshiba and Toshiba Group companies shall consider their CSR as well as ensure their compliance with relevant tax laws and regulations.
   In particular, Toshiba and Toshiba Group companies shall consider their responsibilities towards governments, local communities, shareholders, employees, and other stakeholders.
3. Minimization of tax risks
   Toshiba and Toshiba Group companies shall minimize their tax risks through advance assessments of transactions and appropriate tax return filings. Toshiba Group companies shall examine various aspects of tax risks including reputation risk.

Efforts on Tax Operations

Toshiba Group shall carry out the following tax operations, based on the basic policy.

Training for Employees and Use of External Specialists

Tax operations of Toshiba Group companies shall be carried out by their employees who are well-versed in their respective local taxation. Toshiba Group shall provide opportunities to their employees who are involved in tax operations depending on their positions and experience levels. In principle, Toshiba Group shall regularly be reviewed by external specialists to confirm that their tax operations are appropriately carried out in accordance with laws and regulations, and make the final tax-related decisions.

Efforts on International Tax Systems

Toshiba Group shall have a responsibility to carry out cross border transactions with foreign related parties at the arm's length price, and document the transaction details based on the relevant laws and regulations in the tax jurisdiction.
When carrying out cross-border transactions, Toshiba Group shall confirm whether a tax treaty exists between the relevant countries, and if so, utilize the benefits with full knowledge of the details.

Risk Management Using the Business Continuity Plan (BCP)

Failure to respond appropriately to large-scale disasters such as earthquakes, typhoons, and floods could result in the long-term closure of operations, triggering significant financial losses, ultimately affecting our stakeholders. Toshiba Group implements measures to ensure the safety of employees and their families, support recovery of devastated areas, and maintain business sites and factories. In addition, we are promoting measures from the perspective of business continuity to enable continued supply or early recovery of products and services in the event we suffer damages or losses.
The Business Continuity Plan (BCP), which we have been formulating and developing Group-wide since 2007, is one such measure. Focusing on our key businesses that have large social and economic impacts, we have established a BCP that assumes potential large-scale earthquakes and new strains of influenza, and continually updates our Plan in order to maintain and improve its effectiveness.
Amidst the spread of COVID-19 infections, we implemented Group-wide countermeasures from two perspectives: "business continuity and fulfillment of social responsibilities" and "securing the safety of employees and society." To prepare for the worst-case scenario and to protect lives, we proceeded to implement countermeasures, such as stringent restrictions on staff member access to workplaces and drastic alterations to working hours.
Toshiba Group will continue to reinforce its BCP, giving utmost priority to the safety of all employees, so that operations can continue even in the event of a large-scale disaster, such as earthquake, storm, flood or other major disasters, occurring in combination with a pandemic.

BCP Procurement Management

In response to the Great East Japan Earthquake and the floods in Thailand, both of which occurred in 2011, Toshiba Group has been working to establish a disaster-resistant procurement system. Based on Toshiba Group's Procurement Policy, we request our suppliers to cooperate in continuing to provide supplies in the event of an unanticipated disaster.
In 2012, we established the BCP Procurement Guidelines to provide crisis management standards. Also, to minimize the risk of supply chain disruptions and reduce the amount of time required to resolve supply chain disruptions, we have built a system to manage corporate information on suppliers upstream in the supply chain. In the event of an unanticipated disaster, we use this system to quickly investigate its effects on our suppliers worldwide for prompt action.

Response to supply chain risks

In response to COVID-19, we have taken necessary countermeasures in collaboration with suppliers to ensure supply in order to minimize the impact on business. Specifically, we have taken measures to minimize the impact on business by ascertaining the levels of risk present in business activities and logistics in areas in which infections are spreading.

Also, in response to the situation in Ukraine, we are working to minimize the impact on business by ascertaining the risk of procurement from Russia and securing alternative procurement sources accordingly.

Transparency of Relationships with Medical Institutions and Other Organizations

Toshiba aims to establish transparent relationships with medical institutions and other organizations, to ensure high ethical standards, and to contribute to the development of life sciences. Based on the principles set forth in the "Transparency Guidelines for the Medical Device Industry and Its Relationships with Medical Institutions and Other Organizations" published by the Japan Federation of Medical Devices Associations (JFMDA), we formulated the Guidelines for Transparency in Relationships with Medical Institutions and Other Organizations and began implementing them in FY2021.

Appropriate Management of R&D Conducted with Public Research Funds

Toshiba Group conducts R&D using public research funds allocated by government ministries and agencies, and by incorporated administrative agencies under the jurisdiction of government ministries and agencies. In order to ensure proper operation and management of such activities, we have established regulations and system for executing said activities along with a point of contact for consultations, whistleblowing, etc.
In addition, we provide those involved in these R&D activities with regular training on compliance and on engineering ethics and research ethics to prevent Specific Research Misconduct, among other wrongdoings.

Toshiba Group's Material Issues

Strengthen Cyber Resilience

Toshiba Group is engaged in businesses centered on energy, social infrastructure, electronic devices, and digital solutions, helping support people's lives. We consider it our responsibility to leverage the knowledge and experience we have acquired through manufacturing since our founding, not just in the physical world but also in the online connected society that extends into all areas, in order to strengthen cyber security, protect society, and deliver peace of mind.

KPIs and Achievements

Self-assessment of cyber security management maturity*

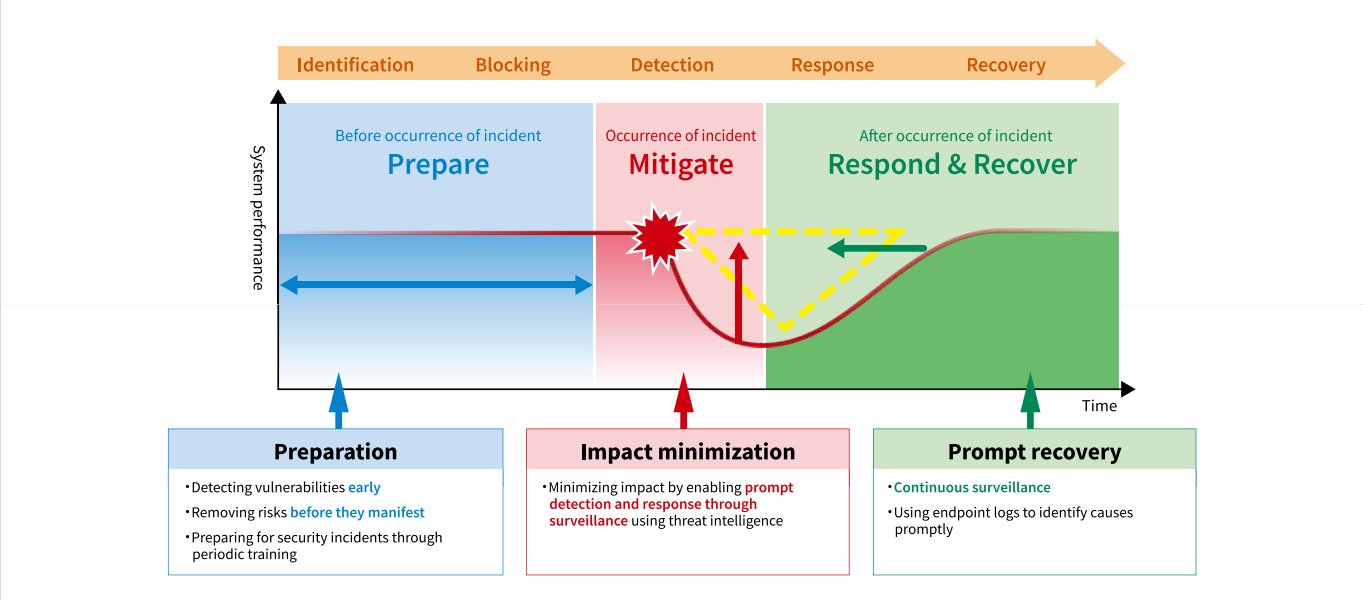
FY2022 Achievement	3.4
FY2023 Target	Higher than previous fiscal year (upon reaching 4, remain at 4 or higher)
FY2023 Achievement	3.58
FY2024 Target	Higher than previous fiscal year (upon reaching 4, remain at 4 or higher)

* At key Group companies, Toshiba Elevator and Building Systems Corporation, Toshiba Lighting & Technology Corporation, Toshiba Plant Systems & Services Corporation, and Toshiba Development & Engineering Corporation

Toshiba Group's cybersecurity visions

Toshiba Group has adopted a concept of "cyber resilience," which encompasses information, product, control, and data security. The word "resilience" means the ability to bounce back or recover quickly. The term "cyber resilience" means the ability to minimize negative impact and recover quickly in preparation for security incidents such as cyberattacks. To realize cyber resilience, we have defined a set of parameters that contribute to the minimization of the security incident impact on IT systems: 1) P, or preparation for security incidents, 2) M, or mitigation of loss due to security incidents, and 3) R, or the time required to respond to and recover from security incidents. It is required to enhance P and M and reduce D.

Cyber Resilience and Incident Response Process Flow



Information Security Management

Policy on Information Security

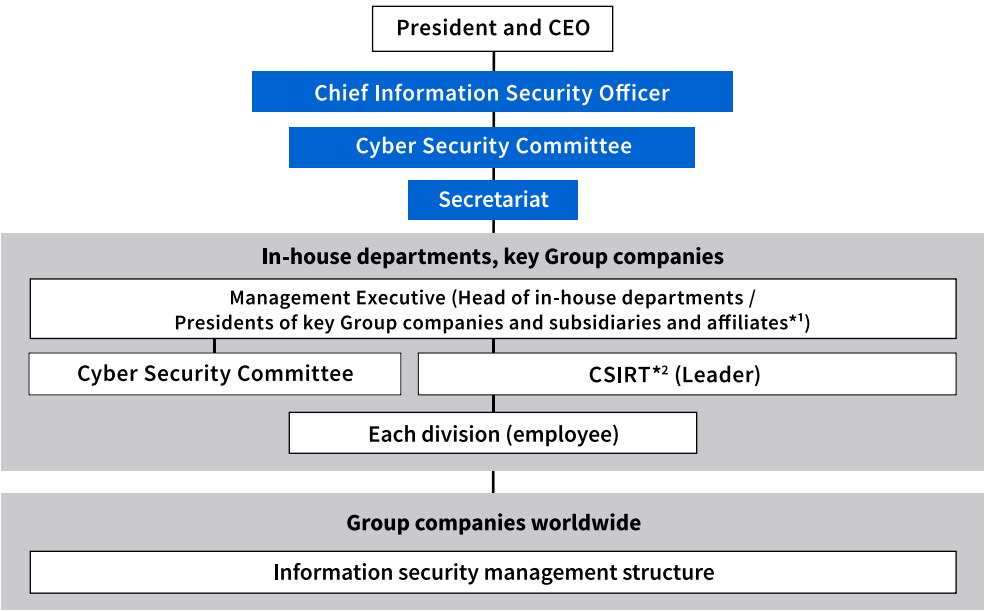
Toshiba Group regards all information, such as personal data, customer information, management information, technical and production information handled during the course of business activities, as its important assets and adopts a policy to manage all corporate information as confidential information and to ensure that the information is not inappropriately disclosed, leaked or used. In view of this, Toshiba has a fundamental policy "to manage and protect such information assets properly, with top priority on compliance." The policy is stipulated in the chapter "Corporate Information and Company Assets" of the Standards of Conduct for Toshiba Group, and managerial and employee awareness on the same is encouraged.
In response to regulatory changes and changes in the social environment, Toshiba Group revises the related rules on an ongoing basis so as to rigorously manage its information security.
When providing personal information and confidential information to outsourcing contractors, we request them to maintain confidentiality and comply with relevant laws and regulations in the same manner as Toshiba does, and to implement thorough training for employees handling the information.
We include in the contract terms the possibility of terminating contract and seeking damages in case of violations of confidentiality obligations or personal information protection obligations as stipulated in the contract.

> Standards of Conduct for Toshiba Group 17. Information Security
> Privacy Policy

Structure of Information Security Management

Addressing information security as a management priority, Toshiba Group appointed the Chief Information Security Officer (CISO) and each corporate staff division and Toshiba Group company has established, under the supervision of the CISO, an information security management structure.
The Cyber Security Committee deliberates matters that are necessary to ensure information security throughout Toshiba Group. The CISO formulates and enacts measures in order to make sure that internal rules related to information security are enforced in a problem-free, effective, and definitive manner.
At each division inside Toshiba, key Group companies, and subsidiaries and affiliates[*1], the head of the organization serves as Information Security Management Executive, bearing responsibility for information security at their respective organization. The Executives provide guidance and assistance to Group companies in Japan and overseas under their control to ensure that they implement information security at a level equivalent to that of Toshiba.

Toshiba Group Information Security Management Structure



※1 Key Group companies and Toshiba Elevator and Building Systems Corporation, Toshiba Lighting & Technology Corporation, and Toshiba Plant Systems & Services Corporation

※2 CSIRT: Computer Security Incident Response Team

Information Security Measures

Toshiba Group implements information security measures from four perspectives (see the table below). The Corporate Technology Planning Division incorporates these measures into regulations and guidelines and makes them fully known to all Toshiba Group companies through notices and briefings.

Implementation of Information Security Measures from Four Perspectives

Category	Description
(1) Organizational measures: Establish an organizational structure and rules	• Periodic reviews of information security-related regulations • Development and maintenance of structure • Implementation of audits, etc.
(2) Personal and legal measures: Ensure adherence to rules	• Regulation of information protection duties and disciplinary measures for breach of duties in rules of employment • Provision of periodic employee education and training • Contractor information security evaluation and conclusion of confidentiality agreements, etc.
(3) Physical measures: Support implementation of rules in terms of physical security	• Carry-in/carry-out control of information devices • Facility access control, room / facility entry control • Locking of highly important information, etc.
(4) Technical measures: Support implementation of rules in terms of technology	• Virus protection and hard disk encryption of information devices, and introduction of EDR tools* • Checking the vulnerabilities of servers accessible to the public enhancing their protection • Monitoring and controlling unauthorized access from the outside and information leakage, etc.

* EDR: Endpoint Detection and Response

To protect against cyber-attacks, which are becoming more sophisticated with every passing year, we introduced a function to block suspicious e-mails, enhanced our anti-virus measures for information equipment such as IoT devices, and trained all employees in handling targeted attack e-mails. We also utilize external threat intelligence to understand terminal vulnerabilities and prevent attacks before they occur. In addition, we enhanced the monitoring for our network and in-house systems to quickly cope with a virus invasion into the company systems.
In addition, with the expansion of remote work due to the COVID-19 pandemic, the number of areas targeted by cyber-attacks is increasing. We are working to strengthen internal and external countermeasures, including by collecting and analyzing information on servers and network devices available on the internet, introducing mechanisms to understand vulnerabilities and configuration errors, and using attack simulation tools to assess the risk of security products introduced by the Company.

Under our information security management structure, we annually verify that all internal systems, such as systems that manage customer data, are being operated in accordance with the rules, including setting of access privileges and implementation of vulnerability countermeasures.

Education, Inspection, and Audit of Information Security Management

Toshiba Group covers a diverse portfolio of businesses. To ensure Group-wide information security, it is vital for each Group company to rotate the PDCA (Plan-Do-Check-Act) cycle independently. Accordingly, Toshiba Group carries out an annual self-audit of its compliance with internal rules to identify issues and plan improvements. The Corporate Technology Planning Division evaluates the results of the audits and related improvements carried out by each Toshiba division, key Group companies, and subsidiaries and affiliates[*1], and provides support and guidance where necessary.

In FY2023, the following key points were identified: (1) ID/Password management, (2) classification of information and systems by importance, (3) network operation and management, and (4) manufacturing system security. Overall, security was well maintained and well managed. We will continue to review our basic approach. In addition, with regard to key point (4), to promote the development of smart factories[*2], we visited several factories to conduct on-site checks of the status of security countermeasures implemented in their manufacturing systems and to identify any problems.
Toshiba Group companies in Japan have obtained the Information Security Management System (ISMS) certification[*3] and PrivacyMark certification[*4] according to their business areas and have undergone external audits from ISMS certification bodies and Japan Institute for Promotion of Digital Economy and Community (JIPDEC). Fifteen Toshiba Group companies in Japan have obtained ISMS certification. The departments covered by the certification and the certification bodies are listed in Table A.
Moreover, Toshiba Group conducts yearly training for all officers, as well as permanent and temporary employees, in order to enforce strict compliance with in-house regulations. There are also programs about information security such as basic training, and introductory training for new graduate employees.

※1 Key Group companies and Toshiba Elevator and Building Systems Corporation, Toshiba Lighting & Technology Corporation, and Toshiba Plant Systems & Services Corporation

※2 Business process innovation that introduces technologies such as IoT and AI. Sensors are attached to equipment throughout the factory, and data is collected and analyzed in real time to optimize production processes.

※3 A third-party certification system for the information security management system compliant with ISO/IEC 27000 series

※4 A certification mark granted through third party assessment to businesses that have a system to ensure appropriate handling of personal information in compliance with Japan Industrial Standards (JIS) Q 15001: Personal Information Protection Management System–Requirements

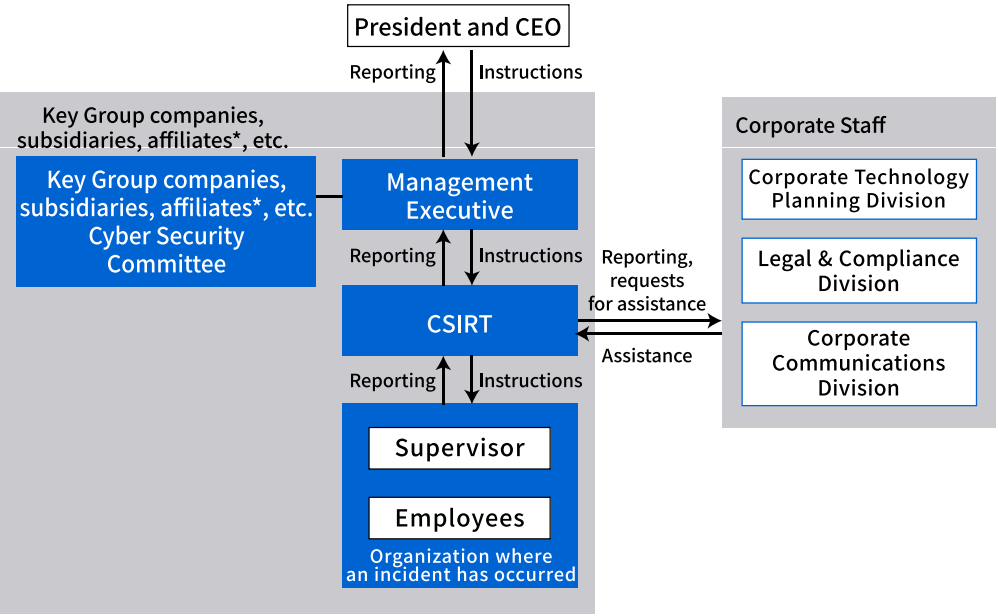
Table A Toshiba Group companies in Japan that have obtained ISMS certification

No.	Certification Registration No.	Company Name	Certification Body
1	JQA-IM0111	Toshiba IT-Services Corporation	Management Systems Sector, Japan Quality Assurance Organization (JQA)
2	IC09J0282	Toshiba Infrastructure Systems & Solutions Corporation (Komukai Complex, Security & Automation Systems Division)	Japan Audit and Certification Organization for Environment and Quality (JACO)
3	JQA-IM0130	Toshiba Information Systems (Japan) Corporation	Management Systems Sector, Japan Quality Assurance Organization (JQA)
4	JQA-IM1860	Toshiba Digital Engineering Corporation	Management Systems Sector, Japan Quality Assurance Organization (JQA)
5	JQA-IM0308	Toshiba Digital Solutions Corporation	Management Systems Sector, Japan Quality Assurance Organization (JQA)
6	IC15J0407	Toshiba Digital Marketing Initiative Corporation	Japan Audit and Certification Organization for Environment and Quality (JACO)
7	JQA-IM0513	Toshiba Tec Corporation (Shizuoka Business Center (Mishima))	Management Systems Sector, Japan Quality Assurance Organization (JQA)
8	JQA-IM1163	Toshiba Tec Corporation (Shizuoka Business Center (Ohito))	Management Systems Sector, Japan Quality Assurance Organization (JQA)
9	JVAC-IM0006	Toshiba Tec Solution Services Corporation	Japan Value-Added Certification Co., Ltd. (J-VAC)
10	JQA-IM0653	Toshiba Development & Engineering Corporation	Management Systems Sector, Japan Quality Assurance Organization (JQA)
11	IC21J0538	Toshiba Business Expert Corporation	Japan Audit and Certification Organization for Environment and Quality (JACO)
12	JQA-IM1692	Toshiba Lifestyle Products & Services Corporation	Management Systems Sector, Japan Quality Assurance Organization (JQA)
13	IC11J0335	TEC Information Systems Corporation	Japan Audit and Certification Organization for Environment and Quality (JACO)
14	JQA-IM0418	Enterprise Business System Solutions Corporation (EBSS)	Management Systems Sector, Japan Quality Assurance Organization (JQA)
15	IS 681336	SBS Toshiba Logistics Corporation	BSI Group Japan K.K.

Response to Incidents Such as Leakage of Confidential Information

In the event an information security incident such as the leakage of confidential information, Toshiba responds promptly in accordance with the Information Security Incident Reporting Structure.
When an employee becomes aware of an incident or potential incident involving the leakage of corporate information, the employee immediately reports to the CSIRT. In response, the CSIRT Leader devises necessary measures, such as an investigation into the cause and review of actions to prevent recurrence. In the event of a serious leakage or potential leakage of confidential information that may constitute a violation of laws and ordinances, Toshiba implements measures such as disclosure following discussion among the related corporate staff divisions in accordance with the applicable laws and ordinances.

Information Security Incident Reporting Structure



* Key Group companies and Toshiba Elevator and Building Systems Corporation, Toshiba Lighting & Technology Corporation, and Toshiba Plant Systems & Services Corporation

> Suggestions and Inquiries about Toshiba's Cyber Security

Status of Incidents Such as Leakage of Confidential Information

In FY2023, there were no leaks of important information held by Toshiba Group.
There were also no personal data-related complaints or appeals filed by regulatory authorities or other external parties. We will continue to take every precaution to prevent incidents related to information security.
For details on information security management, please refer to our Cyber Security Report.

Strengthening privacy governance

Toshiba Group has formulated the "Toshiba Group Privacy Statement" as a declaration of its management stance on the use of privacy information across its data service businesses, towards promoting the trust of society and the realization of a trusted data society.
As digital transformation (DX) becomes a global trend, we are strengthening privacy governance, at that same time as we seek to make full use of the power of data to create valuable products and services.
Toshiba Group positions respect for privacy as part of respect for human rights.

> Standards of Conduct for Toshiba Group 1. Human rights

> Respect for Human Rights

Sharing Security Policies with Suppliers and Business Partners

When selecting suppliers and business partners, we evaluate their ability to manage data appropriately. If contracts involve data sharing, we require specific information security management measures and conduct compliance audits as necessary.

We also hold regular cyber security seminars for our suppliers and business partners. We communicate the matters described in the Toshiba Group Cyber Security Policy and Guidelines and demand stronger security response capabilities. In addition, we have established a contact point for security-related consultations, and both Toshiba and our suppliers and business partners are working to improve their security levels.

These security and privacy policies are published externally as the Standards of Conduct for Toshiba Group and the Privacy Policy, and any changes are immediately posted on our website. When Toshiba Group rules and policies change, we provide explanations and notices within the Toshiba Group and update each company's rules and policies accordingly.

AI Governance

Toshiba Group formulated the Toshiba AI Governance Statement to promote the development, provision and use of trustworthy AI. The statement is based on Toshiba Group's management philosophy and summarizes the philosophy regarding AI from seven perspectives, which include “Respect for human dignity,” “Developing AI and cultivating talent,” and “Emphasis on fairness.” For example, “Emphasis on fairness” states “Respecting human rights, Toshiba will work to research, develop, provide and operate AI with consideration given to fairness to avoid unjustified discrimination.”
Toshiba Group is accelerating digital transformation (DX) and is promoting the resolution of various social issues by applying AI to infrastructure systems important to society. Based on the ideas in this statement, we will expand the range of human resources who can develop, provide, and operate AI, strengthen the creation of mechanisms to maintain the quality of AI systems, and proceed with the construction of Toshiba Group's AI governance.

See below for details of cyber resilience and information security initiatives.

> Cyber Security

> Cyber Security Report

> Toshiba Group privacy Statement

> Toshiba AI Governance Statement

Related Information

Case studies

ESG Data Collection

Evaluation by External Parties

Toshiba Group Policy

Comparisons with Various Guidelines

Sustainability Report Archives

Sustainability Reporting Policy

ESG Data Collection

Environment Social Governance

Environment

Response to climate change

Items			FY2021 Achievements	FY2022 Achievements	FY2023 Achievements	Scope	Posted pages
Business activities							
	Scope1,2 GHG emissions (Toshiba Group)	Total GHG emissions (10,000 t-CO_2)[*1]	103	77	56	Toshiba Group	• The Seventh Environmental Action Plan (2021-2023)
		Environmental value certificates (non-fossil fuel certificates) (10,000 t-CO_2)	12	21.5	38	Toshiba Group	• Environmental Data
		Energy-derived CO_2 emissions per unit activity (compared to previous year) (%) [*2]	Compared to FY2020 4% improvement	Compared to FY2021 13% improvement	Compared to FY2022 3% improvement	Toshiba Group	• The Seventh Environmental Action Plan (2021-2023)
Products & services							
	Products and services associated with power supply	Reduction of GHG emissions during power supply (Base year: FY2019) (%)[*3]	69.3	70.4	62.5	Toshiba Group	• The Seventh Environmental Action Plan (2021-2023)
		Avoided GHG emissions through introduction of renewable energy (cumulative total from FY2021) (10,000 t-CO_2)[*4]	838	5,033	6,074	Toshiba Group	• The Seventh Environmental Action Plan (2021-2023)
	Products and services associated with power consumption	Avoided GHG emissions during product use (cumulative total from FY2021) (10,000 t-CO_2)[*5]	2,564	3,779	4,947	Toshiba Group	• The Seventh Environmental Action Plan (2021-2023)

Business activities/Products & services								
	Scope3 GHG emissions (downstream/upstream) (10,000 t-CO_2)	Purchased goods and services (Category1)		1,316	1,269	644[*6]	Toshiba Group	• Environmental Data
		Capital goods (Category2)		49	53	60	Toshiba Group	
		Fuel- and energy-related activities not included in Scope 1 or 2 (Category3)		6	13	13	Toshiba Group	
		Transportation and distribution (upstream) (Category4)		2	3	317	Toshiba Group	
		Waste generated in operations (Category5)		1	1	1	Toshiba Group	
		Business travel (Category6)		0.5	1	1	Toshiba Group	
		Employee commuting (Category7)		4	4	4	Toshiba Group	
		Leased assets (upstream) (Category8)		0.2	-	-	Toshiba Group	
		Transportation and distribution (downstream) (Category9)		19	23	22	Toshiba Group	
		Processing of sold products (Category10)		-	-	-	Toshiba Group	
		Use of sold products (Category11) [*7]	Products and services associated with power supply [*8]	16,580	9,644	31,842	Toshiba Group	
			Products and services associated with power consumption [*9]	6,804	3,379		Toshiba Group	
		End-of-life treatment of sold products (Category12)		0.9	1	1	Toshiba Group	
		Leased assets (downstream) (Category13)		-	-	-	Toshiba Group	
		Franchises (Category14)		-	-	-	Toshiba Group	
		Investments (Category15)		-	-	157	Toshiba Group	

Response to the circular economy

Items	FY2021 Achievements	FY2022 Achievements	FY2023 Achievements	Scope	Posted pages
Business activities					
Total volume of waste generated (10,000 t)	8.6	9.4	7.8	Toshiba Group	• Environmental Data
Total waste volume per unit production (compared to previous year) (%)	Compared to FY2020 4% improvement	Compared to FY2021 Deterioration by 1%	Compared to FY2022 4% improvement	Toshiba Group	• The Seventh Environmental Action Plan (2021-2023)
Waste volumes (10,000 t) *10	3.0	3.0	2.3	Toshiba Group	• The Seventh Environmental Action Plan (2021-2023)
Volume of end-of-life products recycled (1,000 t)	75	66	164	Toshiba Group	• Environmental Data
Final disposal volume (1,000 t)	0.42	0.54	0.82	Toshiba Group	• Environmental Data
Products & services					
Amount of recycled plastics used (cumulative total from FY2021) (t) *11	808	1,552	2,353	Toshiba Group	• The Seventh Environmental Action Plan (2021-2023)
Amount of resources saved (cumulative total from FY2021) (10,000 t) *12	11	20	29	Toshiba Group	• The Seventh Environmental Action Plan (2021-2023)
Input materials (1,000 t)	482	450	221	Toshiba Group	• Environmental Data
Major products shipped (1,000 t)	359	228	182	Toshiba Group	• Environmental Data
Weight of end-of-life products recycled (t)	18,031	2,760	3,880	Toshiba Group	• Environmental Data
Collection amount of end-of-life products (t)	22,016	4,357	5,307	Toshiba Group	• Environmental Data
Amount of end-of-life products disposed after recycling (t)	3,985	1,597	1,427	Toshiba Group	• Environmental Data

Consideration of ecosystems

Items				FY2021 Achievements	FY2022 Achievements	FY2023 Achievements	Scope	Posted pages
Chemical substance management								
	Business activities	Emissions of substances targeted for reduction (t)		877	1,041	922	Toshiba Group	• Environmental Data
		Total amount of chemicals discharged per unit production (compared to previous year) (%)		Compared to FY2020 13% improvement	Compared to FY2021 9% improvement	Compared to FY2022 1.1% improvement	Toshiba Group	• The Seventh Environmental Action Plan (2021-2023)
		Amount of chemical substances handled (t)		11,759	11,696	12,770	Toshiba Group	• Environmental Data
		Emissions to the atmosphere		Please look at "Overview of Environmental Impacts"	Please look at "Overview of Environmental Impacts"	Please look at "Overview of Environmental Impacts"	Toshiba Group	• Environmental Data
		Emissions to the hydrosphere		Please look at "Overview of Environmental Impacts"	Please look at "Overview of Environmental Impacts"	Please look at "Overview of Environmental Impacts"	Toshiba Group	• Environmental Data
	Soil and Groundwater Purification	Amount of VOCs collected from groundwater (kg)		223.9	99.6	100.9	Toshiba Group	• Environmental Data
	Preventing Contamination and Reducing Contamination Risks	Rate of compliance with the Structural Design Guidelines (%)	Toshiba Group in Japan	97.5	98.1	95.7	Toshiba Group	• Proper Management of Chemical Substances at Our Sites
			Toshiba Group overseas	99.4	98.4			
Water resource management								
	Business activities	Amount of water received (million m³)		20	18	18	Toshiba Group	• Response to Water Risk
		Amount of water received per unit production (compared to previous yearl) (%)		Compared to FY2020 9% improvement	Compared to FY2021 Deterioration by 4%	Compared to FY2022 Deterioration by 16%	Toshiba Group	• The Seventh Environmental Action Plan (2021-2023)
		Amount of water received by type		Please look at "Overview of Environmental Impacts"	Please look at "Overview of Environmental Impacts"	Please look at "Overview of Environmental Impacts"	Toshiba Group	• Environmental Data
		Water reused (10,000 m³)		36	35	34	Toshiba Group	• Environmental Data
		Water recycled (10,000 m³)		37	27	23	Toshiba Group	• Environmental Data

Conservation of Biodiversity	Number of sites that carried out biodiversity activities	Approx. 60	Approx. 60	Approx. 60	Toshiba Group	• The Seventh Environmental Action Plan (2021-2023)

Enhancement of the Basis of Environmental Management

Items		FY2021 Achievements	FY2022 Achievements	FY2023 Achievements	Scope	Posted pages
Ensuring of Environmental Risk Management and Compliance	Number of legal violations	1	1	0	Toshiba Group	• Ensuring of Environmental Risk Compliance
	Amount of specified CFCs possessed (t)	12.8	13.6	142	Toshiba Group	• Ensuring of Environmental Risk Compliance
	CFC leaks (t-CO_2)	1,586	1,468	966	Toshiba Group	• Ensuring of Environmental Risk Compliance
Storage and Management of PCB	PCB detoxification outsourcing expenses (billion yen)	14.8	13.5	8.0	Toshiba Group	• Ensuring of Environmental Risk Compliance
Environmental Management Structure	Number of ISO 14001-certified sites [*13]	54	56	51	Toshiba Group	• Environmental Management Structure (ISO14001)

Environmental accounting								
	Business area costs	Reduction in environmental impacts	Investments (million yen)	2,303	1,972	4,300	Toshiba Group	
			Costs (million yen)	5,473	7,347	5,934	Toshiba Group	
	Upstream / downstream costs	Green procurement, recycling, etc.	Investments (million yen)	392	117	25	Toshiba Group	
			Costs (million yen)	418	278	167	Toshiba Group	
	Administration costs	Environmental education, EMS maintenance, tree planting on factory grounds, etc.	Investments (million yen)	16	19	22	Toshiba Group	
			Costs (million yen)	2,294	2,196	2,040	Toshiba Group	

Environmental costs	R&D costs	Development of environmentally conscious products, etc.	Investments (million yen)	240	151	127	Toshiba Group	
			Costs (million yen)	19,421	10,728	6,260	Toshiba Group	
	Public relations costs	Support for local environmental activities, donations, etc.	Investments (million yen)	0	0	0	Toshiba Group	
			Costs (million yen)	11	11	11	Toshiba Group	
	Environmental damage restoration costs	Restoration of polluted soil, etc.	Investments (million yen)	0	0	0	Toshiba Group	
			Costs (million yen)	160	355	140	Toshiba Group	
	Total investments (million yen)			2,951	2,259	4,473	Toshiba Group	
	Total costs (million yen)			27,777	20,914	14,552	Toshiba Group	
Environmental benefits	Actual Benefits *14	Energy	Reductions in environmental impacts (GJ)	-2,009,800	24,700	-579,000	Toshiba Group	• Environmental Data
			Benefits measured as a monetary value (million yen)	-3,310	-9,837	-2,003	Toshiba Group	
		Waste	Reductions in environmental impacts (t)	-6,930	-10,129	6,878	Toshiba Group	
			Benefits measured as a monetary value (million yen)	-848	-2,990	3,003	Toshiba Group	
		Water	Reductions in environmental impacts (m^3)	-666,851	197,533	219,640	Toshiba Group	
			Benefits measured as a monetary value (million yen)	27	-1,225	535	Toshiba Group	
	Total monetary benefits (million yen)			-4,132	-14,052	1,536	Toshiba Group	
	Assumed benefits *14		Reductions in the amount of chemicals discharged (t)	-73	-509	1,211	Toshiba Group	
			Benefits measured as a monetary value (million yen)	-2,895	21,368	20,951	Toshiba Group	
	Total monetary benefits (million yen)			-7,027	7,316	24,022	Toshiba Group	

*1 CO_2 from electricity is calculated using emission coefficients provided by power companies.

*2 For the basic-unit goals for the greenhouse gas, values related to the amount of energy used in manufacturing (nominal production volume, number of units produced, number of people, total floor area, etc.) are used. For the basic-unit goals for waste, water, and chemical substances, nominal production volume units based on physical volume are used as indicators that can be used to evaluate activities.

*3 The reduction rate of GHG emissions from products and services associated with power supply, such as thermal power generation (compared to FY2019). The calculation method is as follows:
GHG emissions from power generation for FY2021 onward due to newly installed or upgraded facilities are calculated into a reduction rate from emissions in FY2019. The arithmetic mean for the results during the period of the Seventh Environmental Action Plan is used.

*4 Contribution to GHG reduction by products and services associated with power supply such as hydroelectric, geothermal, and photovoltaic power generation. The calculation method is as follows:
Obtain the difference between average GHG emissions per unit of all thermal power generation (coal, gas, oil) and GHG emissions per unit of renewable energy generation and multiply it by output, operation rate, facility utilization rate, expected service life, etc. Aggregate the cumulative total volume of contribution to GHG reduction due to power generation in FY2021 onward attributable to newly installed or upgraded facilities.

*5 Contribution to GHG reduction by products and services associated with power consumption, such as social infrastructure products. The calculation method is as follows:
Obtain the difference between total GHG emissions of assumed substitute products and total GHG emissions of shipped products and multiply it by the expected service life. Aggregate the cumulative total volume of the three years.

*6 FY2023 result is calculated using primary data from some suppliers. If calculated using the conventional method, the figure would be 5.84 million t-CO_2.

*7 Emissions include products and services that directly consume energy during use, as well as products and services related to energy supply, such as thermal power generation.

*8 For example, power plants

*9 Social infrastructure products, building-related products (lighting equipment, elevators and escalators), retail and printing equipment, power devices, etc.

*10 Obtained by deducting the volume of objects with value from the total volume of waste generated (excluding sites engaged in waste treatment and power generation).

*11 Cumulative total volume of recycled plastics and bioplastics used

*12 Cumulative total volume of resources conserved due to lighter product weights and longer product service lives over the three years. The calculation method is as follows:
[Total volume of input materials for assumed substitute products - Total volume of input materials for shipped products]

*13 As of September 1, 2024

*14 Reductions in environmental impacts for actual and assumed benefits indicate differences between current and previous year.
Negative benefits indicate that the increase in environmental impacts exceeded reductions due to increases in production and other factors.

Social

Items		FY2021 Achievements	FY2022 Achievements	FY2023 Achievements	Scope	Posted pages
Total number of shareholders		228,187 (as of March, 2022)	228,229 (as of March, 2023)	-	Toshiba	• Corporate Information • Stakeholders
Number of shares issued (shares)		433 million	433 million	-	Toshiba	• Corporate Information • Stakeholders
Total number of suppliers (cumulative)		Approx. 11,000	Approx. 10,000	Approx. 13,000	Toshiba Group	• Stakeholders
Number of consolidated subsidiaries		282	253	240	Toshiba	• Stakeholders
Number of employment by gender (%)		116,224	106,648	105,331	Toshiba Group	• Corporate Information • Stakeholders
	Male	86,748 (75%)	80,974 (76%)	80,454 (76%)		• Promotion of DEIB (Diversity, Equity, Inclusion, Belonging)
	Female	29,476 (25%)	25,674 (24%)	24,877 (24%)		
Number of Toshiba employees (non-consolidated)		3,673	3,712	5,818	Toshiba	—
	Male (Number) (Ratio)	2,901 (79%)	2,940 (79%)	4,499 (77%)		
	Female (Number) (Ratio)	772 (21%)	772 (21%)	1,319 (23%)		
Number of Toshiba Group employees in Japan (excluding Toshiba)		66,788	62,775	60,397	Toshiba Group in Japan (excluding Toshiba)	—
	Male (Number) (Ratio)	57,414 (86%)	54,070 (86%)	52,115 (86%)		
	Female (Number) (Ratio)	9,374 (14%)	8,705 (14%)	8,282 (14%)		
Number of overseas Toshiba Group employees		45,763	40,161	39,116	Toshiba Group overseas	—
	Male (Number) (Ratio)	26,433 (58%)	23,964 (60%)	23,840 (61%)		
	Female (Number) (Ratio)	19,300 (42%)	16,197 (40%)	15,276 (39%)		

Number of exempt employees (out of all employees)(Including managerial positions and officials equivalent to exempt employees)		14,804	17,285	16,812	Toshiba Group	—
	Toshiba (non-consolidated)	1,284	1,241	1,803	Toshiba	
	Toshiba Group in Japan (excluding Toshiba)	13,520	12,690	11,805	Toshiba Group in Japan (excluding Toshiba)	
	Toshiba Group overseas	-	3,354	3,204	Toshiba Group overseas	
Number of fixed-term-contract employees (Non-regular employees) * The actual figures for fiscal year 2021 are "Number of part-time and casual employees among total employees (excluding those with a total contract period of less than one year)"		760*	8,798	9,342	Toshiba Group	—
	Toshiba (non-consolidated)	61*	327	594	Toshiba	
	Toshiba Group in Japan (excluding Toshiba)	699*	6,747	7,249	Toshiba Group in Japan (excluding Toshiba)	
	Toshiba Group overseas	-	1,724	1,499	Toshiba Group overseas	
Number of employment by region		116,224	106,648	105,331	Toshiba Group	—
	Japan	70,461	66,487	66,215		
	China	9,043	7,230	7,071		
	Asia & Oceania	27,557	23,709	22,815		
	North America	5,451	5,588	5,602		
	Central & South America	628	657	706		
	Europe & Africa	3,084	2,977	2,922		
Number of employment by business domain		116,224	106,648	105,331	Toshiba Group	—
	Energy Systems & Solutions	14,410	14,229	13,163		
	Infrastructure Systems & Solutions	19,876	18,971	17,681		
	Building Solutions	22,423	16,018	15,927		
	Retail & Printing Solutions	18,799	18,875	19,061		
	Storage & Electronic Devices Solutions	22,421	20,753	19,413		
	Digital Solutions	8,239	7,733	7,488		
	Others	10,056	10,069	12,598		
An average age of employees (years)		46.7	47.1	47.4	Toshiba Group in Japan	—
	Toshiba (non-consolidated)	45.6	46.1	47.0	Toshiba	
	Toshiba Group in Japan (excluding Toshiba)	46.8	47.1	47.5	Toshiba Group in Japan (excluding Toshiba)	

An average length of service (years)		20.5	20.8	20.8	Toshiba Group in Japan	—
		19.2	19.8	21.1	Toshiba	
	Male	-	20.1	21.8		
	Female	-	18.4	18.9		
		20.5	20.9	20.8	Toshiba Group in Japan (excluding Toshiba)	
	Male	20.8 (including Toshiba)	21.2	21.1		
	Female	18.3 (including Toshiba)	18.8	18.8		
Turnover rate (Persons who retired for personal reasons only)		1.6	1.8	2.0	Toshiba and key Group companies	—
The average annual salary (yen)		9,311,347	9,311,347	8,493,659	Toshiba	—
	Average for male	9,344,765	9,836,885	8,926,306		
	Average for female	7,359,615	7,536,642	7,020,934		
	Average for female / Average for male (%)	78.8%	76.6%	78.7%		
Starting monthly salary in Japan (yen) () : Percentage of minimum wage	Master graduate	251,000 (155%)	257,000 (156%)	275,000 (160%)	Toshiba	—
	Collage graduate	227,000 (140%)	232,000 (141%)	250,000 (145%)		
	Higher professional school graduate	196,000 (121%)	201,000 (122%)	210,000 (122%)		
	High school graduate	173,000 (107%)	178,000 (108%)	187,000 (109%)		
Status of Toshiba Union	Number of members	14,636	14,294	13,804	Toshiba and key Group companies	• Employment and Labor Relations
	Percentage of Toshiba Union members (%)	96.2	96.4	96.4		
Number of employees posted overseas		424	434	365	Toshiba, key Group companies, and some other Group companies *1	—
		94	94	111	Toshiba	
		330	340	254	Key Group companies, and some other Group companies *1	

Employment status of new graduates in Toshiba Group in Japan ():Planned figures		1,220 (1,260)	1,200 (1,420)	1,350 (1,660)	Toshiba Group in Japan	–
	Business administrative staff / Sales staff	190 (210)	220 (230)	250 (270)		
	R&D / engineers	910 (950)	850 (1,040)	970 (1,200)		
	Technical operators	120 (100)	130 (150)	130 (190)		
Employment status of new graduates in Toshiba and key Group companies ():Planned figures		390 (390)	410 (430)	500 (610)	Toshiba and key Group companies	–
	Business administrative staff / Sales staff	70 (70)	100 (80)	110 (110)		
	R&D / engineers	300 (300)	290 (330)	360 (460)		
	Technical operators	20 (20)	20 (20)	30 (40)		
Number of female recruits (new graduates)	Business administrative staff / Sales staff	27	32	45	Toshiba and key Group companies	• Promotion of DEIB (Diversity, Equity, Inclusion, Belonging)
	R&D / engineers	41	45	40		
Percentage of female recruits (new graduates) ( ): Target ratio (%)	Business administrative staff / Sales staff	38 (50)	40 (50)	48 (50)	Toshiba and key Group companies	• Promotion of DEIB (Diversity, Equity, Inclusion, Belonging)
	R&D / engineers	14 (25)	14 (25)	12 (25)		
Number of employees in mid-career employment	Toshiba and key Group companies	100	138	180	Toshiba Group in Japan	–
	Consolidated companies in Japan	310	560	710		
Number of female employees in executive and in managerial positions		327	333	340	Toshiba and key Group companies	• Promotion of DEIB (Diversity, Equity, Inclusion, Belonging)
Percentage of female employees in executive and in managerial positions (%)		5.5	5.8	6.2	Toshiba and key Group companies	• Promotion of DEIB (Diversity, Equity, Inclusion, Belonging)
Number of employees with disabilities		570	587.5	582.5	Toshiba (including a special subsidiary company)	• Promotion of DEIB (Diversity, Equity, Inclusion, Belonging)
Percentage of employees with disabilities (%)		2.52	2.60	2.60	Toshiba (including a special subsidiary company)	• Promotion of DEIB (Diversity, Equity, Inclusion, Belonging)

Number and percentage of non-Japanese employees	Number of non-Japanese employees	344	354	359	Toshiba and key Group companies	• Promotion of DEIB (Diversity, Equity, Inclusion, Belonging)
	Percentage of non-Japanese employees	1.5	1.5	1.5		
The average total number of annual actual working hours per employee		1,999	2,003	1,966	Toshiba	• Work-Style Reform and Work-Life Balance
The average annual overtime working hours per employee		310	301	299	Toshiba	• Work-Style Reform and Work-Life Balance
Percentage of annual paid vacation taken by Toshiba employees (%)		73.7	76.7	75.6	Toshiba and key Group companies (excluding Toshiba TEC Corporation)	• Work-Style Reform and Work-Life Balance
Number of childcare leave	Male	94 (utilization rate 15%)	152 (utilization rate 35.9%)	144[*2] (utilization rate 40.2%)	Toshiba and key Group companies	• Promotion of DEIB (Diversity, Equity, Inclusion, Belonging) • Work-Style Reform and Work-Life Balance
	Female	289	274	96[*2]		
Number of paternity leave	Male	150 (utilization rate 34%)	156 (utilization rate 23.9%)	126 (utilization rate 19.6%)	Toshiba and key Group companies	• Promotion of DEIB (Diversity, Equity, Inclusion, Belonging) • Work-Style Reform and Work-Life Balance
Number of family care leave	Male	5	10	6[*2]	Toshiba and key Group companies	• Work-Style Reform and Work-Life Balance
	Female	5	5	4[*2]		
Number of nursing care seminars held from FY2015 to FY2023 (cumulative)		229 (From FY2015 to FY2021)	235 (From FY2015 to FY2022)	241 (From FY2015 to FY2023)	Toshiba Group in Japan	• Work-Style Reform and Work-Life Balance
Short-time shift	Male	15	15	15	Toshiba and key Group companies	• Work-Style Reform and Work-Life Balance
	Female	384	364	336		
Status of Toshiba Corporate Pension Plan	Number of companies	84	83	74	Toshiba Group in Japan	• Work-Style Reform and Work-Life Balance
	Number of participants	Approx. 62,000	Approx. 60,000	Approx. 59,000		

Status of health insurance association	Number of business owners	165	160	143	Toshiba Group in Japan	• Work-Style Reform and Work-Life Balance
	Number of persons subscribed (including retirees and dependents)	Approx. 188,900	Approx. 178,500	Approx. 169,000		
Status of a selective welfare system	Number of companies	22	25	32	Toshiba Group in Japan	• Work-Style Reform and Work-Life Balance
	Target employees	Approx. 40,000	Approx. 42,530	Approx. 45,805		
Acquisition status of ISO45001 certification	Number of companies that acquired the certification in Japan	42	36	35	Toshiba Group in Japan	• Ensure employee health and safety
	Of all personnel from companies acquired in Japan (%)	72.8	79.5	76		
	Number of companies that acquired the certification in foreign countries	26	27	29	Toshiba Group overseas (excluding Toshiba Tec Group)	
	Of all personnel from surveyed companies acquired abroad (%)	81.4	84.7	83		
Number of OHS Management Meetings held		2	2	2 or more[*2]	Toshiba	• Ensure employee health and safety
Number of Central OHS Committee Meetings held		1	1	1	Toshiba	
Number of Toshiba Group OHS Supervisor Meetings held		1	1	1	Toshiba Group in Japan	
Fatality due to work-related accidents		1	1	3	Toshiba Group	• Ensure employee health and safety
Occurrence of Occupational Accidents in Japan	Total	94	94	103	Toshiba Group in Japan	• Ensure employee health and safety
	Without lost workdays	68	65	68		
	Lost workday	25	29	33		
	Fatal	1	0	2		
The number of accidents resulting in lost workdays or more severe impacts, excluding death in overseas		55	44	49	Toshiba Group overseas (excluding Toshiba Tec Group)	• Ensure employee health and safety
Severity rate of work-related accidents		0.05	0.005	0.103	Toshiba Group in Japan	• Ensure employee health and safety

LTIFR *Lost Time Injury Frequency Rate, the number of lost time injuries occurring in a workplace per 1 million man-hours worked		0.16	0.18	0.23	Toshiba Group in Japan	• Ensure employee health and safety
Frequency rate of all accidents *The number of accidents occurring in a workplace per 1 million man-hours worked		0.57	0.60	-	Toshiba Group in Japan	• Ensure employee health and safety
Injury rate per 1,000 workers (all accidents) *The number of lost-time injuries occurring in a workplace per 1,000 workers		1.16	1.19	1.34	Toshiba Group in Japan	• Ensure employee health and safety
High risk of cerebral heart disease	High blood pressure requiring more than normal consideration (%)	3.0	3.2	3.3	Toshiba Group in Japan	• Ensure employee health and safety
	High blood sugar requiring more than normal consideration (%)	2.3	2.3	2.4		
Metabolic syndrome patients (%)		34.3	34.6	34.6	Toshiba Group in Japan	• Ensure employee health and safety
	Patients	16.9	17.5	18.6		
	Preliminary group	17.4	17.1	16.0		
Number of participants in education on OHS		59,757	62,730	62,484	Toshiba Group in Japan	• Ensure employee health and safety
Number of AI experts		1,800	2,100	2,300	At Toshiba and key Group companies, Toshiba Tec Corporation, Toshiba Elevator and Building Systems Corporation, Toshiba Lighting & Technology Corporation	• Fair Evaluation and Talent Development
Number of employees who participated in company-wide standardized educational program/training for the year		82,321 (Toshiba Group in Japan)	126,513	128,476	Toshiba Group	• Fair Evaluation and Talent Development

Total cost of company-wide standardized educational program/training (million yen)	Toshiba Group	-	3,014	3,100	Toshiba Group	• Fair Evaluation and Talent Development
	Toshiba Group in Japan	3,900	2,914	3,000	Toshiba Group in Japan	
	Toshiba Group overseas	-	100	100	Toshiba Group overseas	
Total time of company-wide standardized educational programs/training (hours)	637,988 (Toshiba Group in Japan)		980,476	995,686	Toshiba Group	• Fair Evaluation and Talent Development
Training time per employee (average) (hours)	9.1 (Toshiba Group in Japan)		9.2	9.5	Toshiba Group	• Fair Evaluation and Talent Development
Engagement score in the employee engagement survey *4 (pt)	63		55	57	Toshiba, Toshiba Energy Systems & Solutions Corporation, Toshiba Infrastructure Systems & Solutions Corporation, Toshiba Electronic Devices & Storage Corporation, and Toshiba Digital Solutions Corporation.	• Fair Evaluation and Talent Development
Number of training programs for harassment held	1		1	1	Toshiba and key Group companies	• Promotion of DEIB (Diversity, Equity, Inclusion, Belonging) • Respect for Human Rights • Sustainability Management
Implementation status of reviews aimed at career development (%)	90		91	85	Toshiba	• Fair Evaluation and Talent Development
Job transfers involving use of open recruitment in Toshiba Group	127		116	97	Toshiba and key Group companies	• Fair Evaluation and Talent Development
Employee Engagement Survey	Number of companies that conducted the survey	79	87	95	Toshiba Group	• Fair Evaluation and Talent Development
	Received responses (%)	Approx. 92	Approx. 93	Approx. 92		

Rate of human rights-related seminars for sustainability leaders held	Implementation rate (%)	-	100	100	Toshiba, key Group companies, Toshiba Elevator and Building Systems Corporation, Toshiba Lighting & Technology Corporation, and Toshiba Plant Systems & Services Corporation	• Respect for Human Rights
Participation rate in human rights education programs (e-learning) under the Standards of Conduct for Toshiba		99	99	99	Toshiba Group	• Respect for Human Rights
Implementation rate of human rights impact assessments in our own company's businesses	Implementation rate (%)	-	100	-	Toshiba, key Group companies, Toshiba Elevator and Building Systems Corporation, Toshiba Lighting & Technology Corporation, and Toshiba Plant Systems & Services Corporation	• Respect for Human Rights
Human rights awareness seminars	Number of seminars held	130	140	170	Toshiba Group in Japan	• Respect for Human Rights
	Total number of participants (cumulative)	12,000	18,000	32,000		
Procurement component ratio by business segment	Energy and infrastructure	47	51	51	Toshiba Group	• Promotion of Sustainable Procurement
	Electric devices	35	27	28		
	Others	18	22	21		
Procurement component ratio by region	Japan	70	70	74	Toshiba Group	• Promotion of Sustainable Procurement
	Asia (Including China and India)	29	29	24		
	Europe / Others	1	1	2		
Number of new suppliers		Approx. 3,000	Approx. 2,000	Approx. 2,700	Toshiba Group	• Promotion of Sustainable Procurement
Number of companies participated in briefings for suppliers (cumulative)		9,095	4,395	2,556	Toshiba Group	• Promotion of Sustainable Procurement

Number of suppliers covered by surveys (CSR Surveys) (cumulative)		10,869	5,135	4,897	Toshiba Group	• Promotion of Sustainable Procurement
Number of suppliers covered by on-site audit (cumulative)		647	403	293	Toshiba Group	• Promotion of Sustainable Procurement
Number of suppliers subject to guidance & support and suspension of transactions (cumulative)	Guidance and Support	570	323	281	Toshiba Group	• Promotion of Sustainable Procurement
	Suspension of transactions	2	4	0		
Percentage of new suppliers consenting to Toshiba Group Procurement Policy (%)		91.4	100	100	Toshiba Group	• Promotion of Sustainable Procurement
Environmental management assessment of suppliers (%)	Rank S	-	5	-	Toshiba Group	• Promotion of Sustainable Procurement
	Rank A	-	24	-		
	Rank B (requires guidance)	-	70	-		
	Below Rank B (requires guidance)	-	1	-		
Number of suppliers where we conducted our Sustainable Procurement Survey[*5] (cumulative)		10,885	12,622	13,014	Toshiba Group	• Promotion of Sustainable Procurement
Participation rate of Group procurement employees in sustainable procurement training (%)		33	41	100	Toshiba Group (excluding Toshiba Tec Corporation)	• Promotion of Sustainable Procurement
Number of reports by “Clean Partner Line” that is supplier whistleblower system		2	2	3	Toshiba Group	• Promotion of Sustainable Procurement
Number of companies conducted a conflict minerals survey (cumulative)	Tin, Tantalum, Tungsten, Gold (3TG)	770	930	717	Toshiba Group	• Promotion of Sustainable Procurement
	Cobalt	250	240	295		
Ratio of R&D expenses to sales (%)		4.6	4.7	4.9	Toshiba Group	• Strengthen R&D to stimulate innovation

Breakdown of R&D expenses	R&D expenses (billion yen)	151.9	156.4	-	Toshiba Group	• Strengthen R&D to stimulate innovation
	Breakdown by solutions(%)					
	Energy System Solutions	8	8	10		
	Infrastructure System Solutions	14	14	11		
	Building Solutions	14	14	6		
	Retail & Printing Solution	14	14	19		
	Electronic Devices & Storage Solutions	27	27	35		
	Digital Solutions	4	4	5		
	Others	18	18	16		
Patent portfolio by country (%)	Japan	47	47	47	Toshiba Group	• Intellectual Property Initiatives
	USA	26	26	24		
	China	10	10	12		
	Others	17	17	17		
Patent portfolio by business (%)	Energy System Solutions	14	15	11	Toshiba Group	• Intellectual Property Initiatives
	Infrastructure System Solutions	16	15	12		
	Building Solutions	10	10	8		
	Retail & Printing Solution	18	18	22		
	Electronic Devices & Storage Solutions	18	19	18		
	Digital Solutions	4	4	2		
	Battery Business	4	4	1.5		
	Laboratory	15	14	25		
	Others	1	1	0.5		
Status of QMS certified (From the left: As of October 2021, as of October 2022, as of October 2023)	Targeted sites	97	88	97	Toshiba Group	• Quality Control for Safety and Reliability
	Certified sites	88	83	92		
	Percentage of certificate	91	94	95		
Number of participants in quality training programs (cumulative)		891	1,103	1,051	Toshiba Group in Japan and China	• Quality Control for Safety and Reliability
Number of incident reports under Consumer Product Safety Act		7	6	2	Toshiba Group in Japan	• Product Safety and Product Security

Number of participants in education and training on customer satisfaction		78,718	74,330	72,280	Toshiba Group in Japan	• Improvement of Customer Satisfaction
Social contribution activities: total expenditure and its constituent parts	Total expenditure (billion yen)	1.24	1.49	1.36	Toshiba Group	• Social Contribution Activities
	Breakdown by contents (%)					
	Science and Technology Education (%)	67	62.3	69.3		
	Promotion of Sports and Culture (%)	16	8.9	6.0		
	Social Welfare (%)	1	0.5	2.0		
	International Exchanges and Friendships (%)	4	9.5	5.9		
	Nature Conservation (%	1	2.7	3.7		
	Support for Disaster Recovery (%)	1	0.4	1.5		
	Healthcare (%)	1	0.2	0.3		
	Other (%)	9	15.6	11.3		
Number of social contribution programs (annually)		751	968	972	Toshiba Group	• Social Contribution Activities
Number of employees participated in Toshiba Group Volunteer Days		Approx. 43,200	Approx. 70,000	Approx. 69,000	Toshiba Group	• Social Contribution Activities

*1 Consolidated companies in Japan that outsource work related to employees posted overseas to outsourcing companies

*2 From FY2023, only new applicants using childcare and family care leave are counted (excludes those who continue to use leave from the previous year).

*3 From the second half of FY2023, to increase the frequency of meetings, the Conference has been held at weekly executive meetings in which the President and CEO and other executive officers share information, exchange ideas, and make decisions for the entire company, to facilitate timely discussions.

*4 Uses the average point scores from responses to two engagement-related questions (three in FY2021) in the employee engagement survey

*5 Sustainable Procurement Survey: a survey to evaluate suppliers' CSR initiatives. Conducted 100% at key suppliers

Governance

Items	FY2021 Achievements		FY2022 Achievements	FY2023 Achievements	Scope	Posted pages
Number of directors		12	11	10	Toshiba	• Directors and Executives
Number of outside directors		10	10	9	Toshiba	• Directors and Executives
Number of female directors		1	1	1	Toshiba	• Directors and Executives • Promotion of DEIB (Diversity, Equity, Inclusion, Belonging)
Percentage of outside directors on Toshiba's Nomination Committee, Audit Committee, and Compensation Committee		100	100	100	Toshiba	–
Number of attendees in the ordinary general meeting of shareholders		183	198	346	Toshiba	–
Number of meetings of the Board of Directors		20	20	16 (Number of sessions until December 2023)	Toshiba	–
Participation in education for "Standards of Conduct for Toshiba Group" (%)	Japan	99.4	99.6	99.4	Toshiba Group in Japan	• Risk Management and Compliance
	Overseas	98.3	95.9	100	Toshiba Group overseas	
Number of reports received by whistleblower system	Toshiba Hotline	148	133	137	Toshiba Group in Japan	• Risk Management and Compliance • Fair Evaluation and Talent Development • Respect for Human Rights
	Audit Committee Hotline	34	32	25		
Status of breaches to laws related to anticorruption	Exposure through price cartel	0	0	0	Toshiba Group	• Risk Management and Compliance
	Exposure through bribery	0	0	0		
Political contributions (yen)		0	0	0	Toshiba	• Risk Management and Compliance
Number of incidents of important information leakage		2	0	0	Toshiba Group	• Strengthen Cyber Resilience
Number of violations of product safety regulations		0	0	1	Toshiba Group	• Risk Management and Compliance

Number of violations of regulations relating to information and labeling for products and services		0	0	0	Toshiba Group	• Risk Management and Compliance
Number of violations of the Act Against Unjustifiable Premiums and Misleading Representations		0	0	0	Toshiba Group in Japan	• Risk Management and Compliance
Status of senior management compliance seminar	Number of training sessions held	1	2	1	Senior management in Toshiba Group in Japan	• Risk Management and Compliance
	Number of participants (cumulative)	230	460	220		
Number of participants in accounting compliance training		Approx. 87,000	Approx. 102,000	Approx. 105,000	Toshiba Group	• Risk Management and Compliance
Number of participants in the e-learning program on the Subcontract Act		71,947	70,593	56,584	Toshiba Group in Japan	• Risk Management and Compliance
Number of participants in the learning program on the Electrical Appliance and Material Safety Law		77,125	75,246	73,528	Toshiba Group in Japan	• Product Safety and Product Security
Status of workplace meetings to improve internal controls and corporate culture (* Status of CSR workplace meetings in FY2021)	Number of meetings held	1*	1	0	Toshiba Group in Japan	• Risk Management and Compliance • Stakeholders
	Number of participants	Approx. 97,000	74,884	0		
Self-assessment of cyber security management maturity *1		3.2	3.4	3.58	Key Group companies, Toshiba Elevator and Building Systems Corporation, Toshiba Lighting & Technology Corporation, Toshiba Plant Systems & Services Corporation, Toshiba Development & Engineering Corporation	• Strengthen Cyber Resilience

*1 Self-assessment of cyber security management maturity: This refers to the self-assessment aimed at visualizing the current maturity level of cyber security management to enable each company to understand the gap between targets and reality. There are five evaluation levels, with maturity levels evaluated by categories such as governance, risk management, incident response, educational program.

Evaluation by External Parties

Listed mainly on evaluation and awards received in FY 2023.

General | Environment Related | Design Related | Product and Technology Related | Employee Related

Awarding entity / Name of the award	Evaluation	Recipient
General		
2024 ecovadis Silver medal > EcoVadis	Corporate sustainability initiatives evaluated from the four aspects of Environment, Labor and Human Rights, Sustainable Material Procurement, and Ethics	Toshiba Group

Awarding entity / Name of the award	Evaluation	Recipient
Environment Related		
CDP 2023 Climate Change A− Water Security A−	Initiatives for climate change and water security	Toshiba Group
CDP 2023 Supplier Engagement Rating Supplier Engagement Leader（highest rating）	Initiatives for engaging with suppliers on climate change	

Nikkei Inc. Decarbonization Management Ranking, GX 500 (FY 2023) Overall 10th Place	Initiatives for GX (Green Transformation)	Toshiba Group
Certified as an “other effective area-based conservation measure (OECM)” site and acknowledged as Nationally Certified Sustainably Managed Natural Site by the Ministry of the Environment	Contribution of the activities at Odagahama Beach (Imabari City, Ehime Prefecture) to 30by30	Toshiba Lighting & Technology Corporation (Imabari Complex)
Ishikawa Eco-Design Award 2023 Publicity Award, Education and Social Activities category	Environmental visiting classes for elementary school students on the theme of semiconductors	Kaga Toshiba Electronics Corporation
JECA FAIR2023 Encouragement Award at the Product Contest	Multi-Power Conditioner, Toshiba V2X System	Toshiba Infrastructure Systems & Solutions Corporation
Grand Prize at the Kawasaki Carbon Neutral Brand Awards (formerly, the City of Kawasaki’s Low CO_2 Kawasaki Brand)	72kV Gas Insulated Switchgear (GIS) AEROXIA™	Toshiba Energy Systems & Solutions Corporation
Kawasaki Carbon Neutral Brand (formerly, the City of Kawasaki’s Low CO_2 Kawasaki Brand)	Multi-Parameter Phased Array Weather Radar (TW4682)	Toshiba Infrastructure Systems & Solutions Corporation
Kawasaki Carbon Neutral Brand (formerly, the City of Kawasaki's Low CO_2 Kawasaki Brand)	Warehouse Execution System (WES)	Toshiba Infrastructure Systems & Solutions Corporation

The 24th Logistics Environment Awards Sustainable Activity Award	Industrial magnetron DFL approach to sustainable packaging	SBS Toshiba Logistics Corporation Toshiba Hokuto Electronics Corporation
The 24th Logistics Environment Awards Special Award	Use of cushioning material made from 100% recycled material for lithium-ion batteries, and efforts to maximize storage efficiency	SBS Toshiba Logistics Corporation Toshiba Corporation

Awarding entity / Name of the award	Evaluation	Recipient
Design Related		
Japan Institute of Design Promotion GOOD DESIGN AWARD 2023 GOOD DESIGN AWARD 2023 GOOD FOCUS NEW BUSINESS DESIGN GOOD DESIGN AWARD 2023 BEST 100	(Good Focus Award [New Business Design] / Good Design Best 100) • Taiwan Railways Administration, MOTC Electric locomotive E500	Toshiba Infrastructure Systems & Solutions Corporation,Toshiba Corporation,Taiwan Railways Administration, MOTC (TRA)
iF International Forum Design iF GOLD AWARD 2024 iF DESIGN AWARD 2024	• Millimeter Wave Imaging Radar Module for Security	Toshiba Corporation
	• Inverter air conditioner DAISEIKAI 10	Carrier Japan Corporation, Toshiba Corporation
International Association for Universal Design IAUD International Design Award 2023 Gold Award in the Healthcare and Welfare Design Category	• ALWAYS® V Care Needs Assessment Support System	Toshiba Digital Solutions Corporation, Toshiba Corporation

Awarding entity / Name of the award	Evaluation	Recipient
Product and Technology Related		
The Promotion Foundation for Electrical Science and Engineering The 71st (2023) Electrical Science and Engineering Promotion Awards	(Electrical Science and Engineering Promotion Award) Automatic calibration method for X-ray imaging devices of a rotating gantry heavy particle therapy system	Toshiba Energy Systems & Solutions Corporation
The Promotion Foundation for Electrical Science and Engineering 71th Electrical Science and Engineering Promotion Awards	(Electrical Science and Engineering Promotion Award) Development and practical application of Japan's first environmentally conscious GIS for electricity using natural gas	Toshiba Energy Systems & Solutions Corporation
The Ceramic Society of Japan The 78th (FY2023) Ceramic Society of Japan Awards	(CerSJ Awards for advancements in industrial ceramic technology) Development of high input/output density and high energy density lithium-ion secondary batteries	Toshiba Corporation
The Japan Electrical Manufacturers' Association 72th JEMA TECHNICAL AWARD	(Excellence Award) Development of a pressure-resistant, insulated, automated test system that reduces manual transport and hazardous testing	Toshiba Corporation, Toshiba Infrastructure Systems & Solutions Corporation

Clarivate Top 100 Global Innovators 2024	Selected as Clarivate Top 100 Global Innovators 2023 (Clarivate Plc) Selected for the 13th consecutive year since 2012	Toshiba Corporation

Awarding entity / Name of the award	Evaluation	Recipient
Employee Related		
Nippon Kenko Kaigi The Certified Health and Productivity Management Organization Recognition Program (2024)	Organizations engaging in strategic Health and Productivity Management program efforts for maintain their employees' health from a management perspective	Toshiba Corporation, Toshiba Energy Systems & Solutions Corporation, Toshiba Infrastructure Systems & Solutions Corporation, Toshiba Electronic Devices & Storage Corporation, Toshiba Digital Solutions Corporation
		Toshiba Tec Corporation
		Toshiba Lighting & Technology Corporation "White 500"
		Toshiba Industrial Products Systems Corporation "White 500"
		Toshiba IT & Control Systems Corporation
		Toshiba Plant Systems & Services Corporation
		Nishishiba Electric Co.,LTD Toshiba Device Corporation
		Toshiba Communications Infrastructure Systems Corporation
Nippon Kenko Kaigi Organizations to engage in the Health-conscious Management Declaration (2024)		Toshiba Precision Corporation "Bright 500"
		Toshiba Hokuto Electronics Corporation
		Toshiba Insurance Service Corporation
		Toshiba Society-Managed Health Insurance

Ministry of Labour Good Labour Practices (GLP) (Thailand)	Evaluate the compliance with 11 international principles * of labor law and health and safety law. *No child labor, No human trafficking, etc.	Toshiba Hokuto Electronic Devices (Thailand) Co., Ltd, Toshiba Lighting Components (Thailand) Ltd
Ministry of Labour Labour Relation & Labour Welfare Award (Thailand)	Evaluate criteria from government related to Human Resources Management, Labor Relation and Welfare Improvement	Toshiba Semiconductor (Thailand) Co., Ltd
General Incorporated Association Work with Pride PRIDE Index 2024 Gold	Evaluation of Corporate Initiatives Related to Sexual Minorities (LGBT+)	Toshiba Corporation Toshiba Energy Systems & Solutions Corporation Toshiba Infrastructure Systems & Solutions Corporation Toshiba Electronic Devices & Storage Corporation Toshiba Digital Solutions Corporation Toshiba Lighting & Technology Corporation Toshiba Power Systems Radiation Techno-Service Co., Ltd. Toshiba Inspection Solutions Co., Ltd. Kaga Toshiba Electronics Corporation
PRIDE Index 2024 Silver		Toshiba Elevator and Building Systems Corporation
Certified Nonprofit Organization Living in Peace Cultural Diversity Index 2024 Gold Good Practice	An index that evaluates the efforts of organizations to create a workplace environment where all people can play an active role, regardless of language or cultural background	Toshiba Corporation
Diversity Leaders 2024	Named one of the 850 best employers in the Financial Times' assessment of diversity promotion initiatives	Toshiba Electronics Europe GmbH

Family-friendly Company Award (South Korea)	A system that certifies companies that have exemplary family-friendly policies, such as those that support childbirth and child-caring and those that offer flexible work schedules	Toshiba Electronics Korea Corporation
Ministry of Health, Labour and Welfare Eruboshi Certification Grade 3 (Japan)	Accreditation of companies meeting legal requirements and engaging in initiatives related to the empowerment of female employees	Toshiba Digital Solutions Corporation
Eruboshi Certification Grade 2 (Japan)	Accreditation of companies meeting legal requirements and engaging in initiatives related to the empowerment of female employees	Toshiba Infrastructure Systems & Solutions Corporation
Platinum Kurumin Certification	Based on the Act on Advancement of Measures to Support Raising Next-Generation Children, companies that have achieved the goals set out in their General Entrepreneur Action Plan and meet certain criteria are certified as “Companies Supporting Parenting” if they have made significant progress in implementing and using systems to support work-life balance and are making high-level efforts.	Toshiba Digital Solutions Corporation

Toshiba Group Policy

- The Essence of Toshiba
- Standards of Conduct for Toshiba Group
- Our philosophy and strategy
- Toshiba Group Sustainability Policy
- Toshiba Group's Basic Policy for the Environment
- Toshiba Group Human Rights Policy (PDF) (347KB)
- Modern Slavery and Human Trafficking Statement
- Toshiba Group Policy on Diversity, Equity, Inclusion and Belonging (PDF) (147KB)
- Toshiba Group Procurement Policy
- Toshiba Group Green Procurement Guidelines
- Toshiba Group Responsible Minerals Sourcing Policy
- The Toshiba Group OHS Management Policy
- The Toshiba Group Occupational Health and Safety Management Declaration
- Toshiba Group Privacy Statement
- Privacy Policy
- Toshiba AI Governance Statement

Comparisons with Various Guidelines

This is a comparison table with various guidelines.

GRI Content Index

Comparison with the UN Global Compact

Comparison with ISO 26000

GRI Content Index

Toshiba Sustainability Website refers to “The GRI (Global Reporting Initiative) Standards 2021”. For the connection with these standards, please see the table below.

- GRI2: General Disclosures 2021
- GRI3: Material Topics 2021
- Economic
- Environmental
- Social

GRI2: General Disclosures 2021

■S: Sustainability Website ■O: Other Website

No.	Disclosures	References
1. The organization and its reporting practices		
2-1	Organizational details	■O: Basic Corporate Data
2-2	Entities included in the organization's sustainability reporting	-
2-3	Reporting period, frequency and contact point	■S: Sustainability Reporting Policy ■S: Questionnaire for Toshiba Group Sustainability Website ■S: Inquiries about Sustainability and Environmental Activities
2-4	Restatements of information	No major changes
2-5	External assurance	■S: Environmental Data (Third-party Verification) A third party has verified GHG emissions due to business activities and from the use of products sold.
2. Activities and workers		
2-6	Activities, value chain and other business relationships	■O: Corporate Information Business ■S: Promote Sustainable Procurement ■S: Stakeholders
2-7	Employees	■S: ESG Data Collection ■S: Promotion of DEIB (Diversity, Equity, Inclusion, Belonging)
2-8	Workers who are not employees	■S: ESG Data Collection
3. Governance		
2-9	Governance structure and composition	■S: Sustainability Management ■S: Environmental Management Structure
2-10	Nomination and selection of the highest governance body	-
2-11	Chair of the highest governance body	■O: Corporate Information Directors, Auditors, Officers
2-12	Role of the highest governance body in overseeing the management of impacts	■S: Sustainability Management ■S: Material Issues and KPIs ■S: Environmental Management Structure

2-13	Delegation of responsibility for managing impacts	■S: Sustainability Management ■S: Environmental Management Structure
2-14	Role of the highest governance body in sustainability reporting	■S: Sustainability Management ■S: Environmental Management Structure
2-15	Conflicts of interest	-
2-16	Communication of critical concerns	■S: Risk Management and Compliance
2-17	Collective knowledge of the highest governance body	■S: Sustainability Management ■S: Environmental Management Structure
2-18	Evaluation of the performance of the highest governance body	-
2-19	Remuneration policies	-
2-20	Process to determine remuneration	-
2-21	Annual total compensation ratio	-
4. Strategy, policies and practices		
2-22	Statement on sustainable development strategy	■O: CEO Message ■S: Message from the Executive in charge of Sustainability ■S: Message from the Executive in Charge of Environment
2-23	Policy commitments	■S: Respect for Human Rights ■S: Toshiba Group Human Rights Policy (PDF) (347KB) ■S: Policy and Vision ■S: The Seventh Environmental Action Plan (2021-2023) ■S: The Eighth Environmental Action Plan (2024-2026) ■S: Promote Sustainable Procurement ■O: Procurement Policy
2-24	Embedding policy commitments	■S: Respect for Human Rights ■S: Toshiba Group Human Rights Policy (PDF) (347KB) ■S: Sustainability Management ■S: Policy and Vision ■S: The Seventh Environmental Action Plan (2021-2023) ■S: The Eighth Environmental Action Plan (2024-2026) ■S: Environmental Management Structure ■S: Promote Sustainable Procurement ■O: Procurement Policy
2-25	Processes to remediate negative impacts	■S: Risk Management and Compliance ■S: Strengthen Cyber Resilience (Information Security Management) ■S: Material Issues and KPIs
2-26	Mechanisms for seeking advice and raising concerns	■S: Risk Management and Compliance
2-27	Compliance with laws and regulations	■S: ESG Data Collection (Social)
2-28	Membership associations	■S: Participation in External Sustainability Initiatives Organizations ■S: Promote Sustainable Procurement (Cooperation with Industry Organizations)
5. Stakeholder engagement		
2-29	Approach to stakeholder engagement	■S: Stakeholders ■S: Respect for Human Rights ■S: Promote Sustainable Procurement
2-30	Collective bargaining agreements	■S: ESG Data Collection (Social)

GRI3:Material Topics 2021

■S: Sustainability Website ■O: Other Website

No.	Disclosures	References
3-1	Process to determine material topics	■S: Sustainability Management ■S: Material Issues and KPIs
3-2	List of material topics	■S: Material Issues and KPIs ■S: The Seventh Environmental Action Plan (2021-2023) ■S: The Eighth Environmental Action Plan (2024-2026)
3-3	Management of material topics	■S: Material Issues and KPIs ■S: The Seventh Environmental Action Plan (2021-2023) ■S: The Eighth Environmental Action Plan (2024-2026)

Economic

■S: Sustainability Website ■IR: IR Website ■O: Other Website

No.	Disclosures	References
GRI201:Economic Performance 2016		
3-3	Management of material topics	-
201-1	Direct economic value generated and distributed	■IR: Integrated Report ■S: Social Contribution Activities
201-2	Financial implications and other risks and opportunities due to climate change	■IR: Integrated Report ■S: Towards the Realization of a Decarbonized Society (Information Disclosure Based on the TCFD Recommendations)
201-3	Defined benefit plan obligations and other retirement plans	■IR: Integrated Report
201-4	Financial assistance received from government	-
GRI202: Market Presence 2016		
3-3	Management of material topics	-
202-1	Ratios of standard entry level wage by gender compared to local minimum wage	-
202-2	Proportion of senior management hired from the local community	-
GRI 203:Indirect Economic Impacts 2016		
3-3	Management of material topics	-
203-1	Infrastructure investments and services supported	■O: Business Domains
203-2	Significant indirect economic impacts	-
GRI204:Procurement Practices 2016		
3-3	Management of material topics	■S: Material Issues and KPIs ■S: Promote Sustainable Procurement ■S: Risk Management and Compliance (Fair Trading)
204-1	Proportion of spending on local suppliers	-

GRI205:Anti-corruption 2016		
3-3	Management of material topics	■S: Risk Management and Compliance (Compliance with the Antimonopoly Act and Anti-corruption)
205-1	Operations assessed for risks related to corruption	-
205-2	Communication and training about anti-corruption policies and procedures	■S: Risk Management and Compliance (Compliance with the Antimonopoly Act and Anti-corruption)
205-3	Confirmed incidents of corruption and actions taken	-
GRI206:Anti-competitive Behavior 2016		
3-3	Management of material topics	■S: Risk Management and Compliance (Compliance with the Antimonopoly Act and Anti-corruption)
206-1	Legal actions for anti-competitive behavior, anti-trust, and monopoly practices	■S: Risk Management and Compliance (Compliance with the Antimonopoly Act and Anti-corruption)
GRI207:Tax 2019		
3-3	Management of material topics	■S: Risk Management and Compliance (Tax Affairs)
207-1	Approach to tax	■S: Risk Management and Compliance (Tax Affairs)
207-2	Tax governance, control, and risk management	■S: Risk Management and Compliance (Tax Affairs)
207-3	Stakeholder engagement and management of concerns related to tax	-
207-4	Country-by-country reporting	-

Environmental

■S: Sustainability Website ■P: Procurement Website

No.	Disclosures	References
GRI301: Materials 2016		
3-3	Management of material topics	■S: Policy and Vision ■S: The Seventh Environmental Action Plan (2021-2023) ■S: The Eighth Environmental Action Plan (2024-2026) ■S: Towards the Realization of a Resource Circulating Society
301-1	Materials used by weight or volume	■S: Environmental Data ■S: Response to the Circular Economy in Products and Services
301-2	Recycled input materials used	■S: Environmental Data ■S: Towards the Realization of a Resource Circulating Society ■S: Response to the Circular Economy in Products and Services
301-3	Reclaimed products and their packaging materials	■S: Towards the Realization of a Resource Circulating Society
GRI 302: Energy 2016		
3-3	Management of material topics	■S: Policy and Vision ■S: The Seventh Environmental Action Plan (2021-2023) ■S: The Eighth Environmental Action Plan (2024-2026) ■S: Towards the Realization of a Decarbonized Society (Information Disclosure Based on the TCFD Recommendations)
302-1	Energy consumption within the organization	■S: Environmental Data ■S: Response to Climate Change at Our Sites

302-2	Energy consumption outside of the organization	■S: Environmental Data
302-3	Energy intensity	■S: The Seventh Environmental Action Plan (2021-2023)
302-4	Reduction of energy consumption	■S: Response to Climate Change at Our Sites
302-5	Reductions in energy requirements of products and services	■S: Response to Climate Change in Products and Services
GRI 303: Water and Effluents 2018		
3-3	Management of material topics	■S: Policy and Vision ■S: The Seventh Environmental Action Plan (2021-2023) ■S: The Eighth Environmental Action Plan (2024-2026) ■S: Towards the Realization of a Society in Harmony with Nature ■S: Response to Water Risk
303-1	Interactions with water as a shared resource	■S: Response to Water Risk
303-2	Management of water discharge-related impacts	■S: Environmental Data
303-3	Water withdrawal	■S: Environmental Data ■S: Response to Water Risk
303-4	Water discharge	■S: Environmental Data ■S: Response to Water Risk
303-5	Water consumption	■S: Environmental Data ■S: Response to Water Risk
GRI 304: Biodiversity 2016		
3-3	Management of material topics	■S: Policy and Vision ■S: The Seventh Environmental Action Plan (2021-2023) ■S: The Eighth Environmental Action Plan (2024-2026) ■S: Towards the Realization of a Society in Harmony with Nature
304-1	Operational sites owned, leased, managed in, or adjacent to, protected areas and areas of high biodiversity value outside protected areas	■S: Towards the Realization of a Society in Harmony with Nature ■S: Conservation of Biodiversity
304-2	Significant impacts of activities, products and services on biodiversity	■S: Towards the Realization of a Society in Harmony with Nature
304-3	Habitats protected or restored	■S: Conservation of Biodiversity
304-4	IUCN Red List species and national conservation list species with habitats in areas affected by operations	■S: Conservation of Biodiversity
GRI 305: Emissions 2016		
3-3	Management of material topics	■S: Policy and Vision ■S: The Seventh Environmental Action Plan (2021-2023) ■S: The Eighth Environmental Action Plan (2024-2026) ■S: Towards the Realization of a Decarbonized Society (Information Disclosure Based on the TCFD Recommendations)
305-1	Direct (Scope 1) GHG emissions	■S: Towards the Realization of a Decarbonized Society (Information Disclosure Based on the TCFD Recommendations) ■S: Response to Climate Change at Our Sites ■S: Environmental Data
305-2	Energy indirect (Scope 2) GHG emissions	■S: Towards the Realization of a Decarbonized Society (Information Disclosure Based on the TCFD Recommendations) ■S: Response to Climate Change at Our Sites ■S: Environmental Data

305-3	Other indirect (Scope 3) GHG emissions	■S: Towards the Realization of a Decarbonized Society (Information Disclosure Based on the TCFD Recommendations) ■S: Environmental Data
305-4	GHG emissions intensity	■S: The Seventh Environmental Action Plan（2021-2023） ■S: Towards the Realization of a Decarbonized Society (Information Disclosure Based on the TCFD Recommendations)
305-5	Reduction of GHG emissions	■S: Towards the Realization of a Decarbonized Society (Information Disclosure Based on the TCFD Recommendations) ■S: Response to Climate Change at Our Sites ■S: Environmental Data
305-6	Emissions of ozone-depleting substances (ODS)	■S: Ensuring of Environmental Risk Compliance
305-7	Nitrogen oxides (NOx), sulfur oxides (SOx), and other significant air emissions	■S: Environmental Data ■S: Proper Management of Chemical Substances at Our Sites
GRI 306: Waste 2020		
3-3	Management of material topics	■S: Policy and Vision ■S: The Seventh Environmental Action Plan (2021-2023) ■S: The Eighth Environmental Action Plan (2024-2026) ■S: Towards the Realization of a Resource Circulating Society
306-1	Waste generation and significant waste-related impacts	■S: Response to the Circular Economy at Our Sites
306-2	Management of significant waste-related impacts	■S: Response to the Circular Economy at Our Sites
306-3	Waste generated	■S: Response to the Circular Economy at Our Sites
306-4	Waste diverted from disposal	■S: Response to the Circular Economy at Our Sites
306-5	Waste directed to disposal	■S: Response to the Circular Economy at Our Sites
GRI 307: Environmental Compliance 2016		
3-3	Management of material topics	■S: Policy and Vision ■S: The Seventh Environmental Action Plan (2021-2023) ■S: The Eighth Environmental Action Plan (2024-2026) ■S: Ensuring of Environmental Risk Compliance
307-1	Non-compliance with environmental laws and regulations	■S: Ensuring of Environmental Risk Compliance
GRI 308: Supplier Environmental Assessment 2016		
3-3	Management of material topics	■S: Promote Sustainable Procurement ■P: Toshiba Group Green Procurement Guidelines
308-1	New suppliers that were screened using environmental criteria	■S: Promote Sustainable Procurement
308-2	Negative environmental impacts in the supply chain and actions taken	■S: Promote Sustainable Procurement

Social

■S: Sustainability Website ■P: Procurement Website ■IR: IR Website

No.	Disclosures	References
GRI 401: Employment 2016		
3-3	Management of material topics	■S: Material Issues and KPIs ■S: Respect for Human Rights ■S: Employment and Labor Relations ■S: Promotion of DEIB (Diversity, Equity, Inclusion, Belonging) ■S: Fair Evaluation and Talent Development
401-1	New employee hires and employee turnover	■S: ESG Data Collection (Social)
401-2	Benefits provided to full-time employees that are not provided to temporary or part-time employees	■S: Promotion of DEIB (Diversity, Equity, Inclusion, Belonging)
401-3	Parental leave	■S: Promotion of DEIB (Diversity, Equity, Inclusion, Belonging)
GRI 402: Labor / Management Relations 2016		
3-3	Management of material topics	■S: Material Issues and KPIs ■S: Employment and Labor Relations
402-1	Minimum notice periods regarding operational changes	■S: Employment and Labor Relations
GRI 403: Occupational Health and Safety 2018		
3-3	Management of material topics	■S: Material Issues and KPIs ■S: Ensure employee health and safety
403-1	Occupational health and safety management system	■S: Ensure employee health and safety
403-2	Hazard identification, risk assessment, and incident investigation	■S: Ensure employee health and safety
403-3	Occupational health services	■S: Ensure employee health and safety
403-4	Worker participation, consultation, and communication on occupational health and safety	■S: Ensure employee health and safety
403-5	Worker training on occupational health and safety	■S: Ensure employee health and safety
403-6	Promotion of worker health	■S: Ensure employee health and safety
403-7	Prevention and mitigation of occupational health and safety impacts directly linked by business relationships	■S: Ensure employee health and safety
403-8	Workers covered by an occupational health and safety management system	■S: Ensure employee health and safety ■S: ESG Data Collection (Social)
403-9	Work-related injuries	■S: Ensure employee health and safety
403-10	Work-related ill health	Reports the percentage of work-related ill health. ■S: Ensure employee health and safety
GRI 404: Training and Education 2016		
3-3	Management of material topics	■S: Material Issues and KPIs ■S: Fair Evaluation and Talent Development
404-1	Average hours of training per year per employee	■S: Fair Evaluation and Talent Development
404-2	Programs for upgrading employee skills and transition assistance programs	■S: Fair Evaluation and Talent Development ■S: Promotion of DEIB (Diversity, Equity, Inclusion, Belonging)

404-3	Percentage of employees receiving regular performance and career development reviews	■S: Fair Evaluation and Talent Development
GRI 405: Diversity and Equal Opportunity 2016		
3-3	Management of material topics	■S: Material Issues and KPIs ■S: Promotion of DEIB (Diversity, Equity, Inclusion, Belonging) ■S: Respect for Human Rights
405-1	Diversity of governance bodies and employees	■IR: Integrated Report ■S: Promotion of DEIB (Diversity, Equity, Inclusion, Belonging)
405-2	Ratio of basic salary and remuneration of women to men	Discloses Toshiba's average annual salary by gender. ■S: ESG Data Collection (Social)
GRI 406: Non-discrimination 2016		
3-3	Management of material topics	■S: Material Issues and KPIs ■S: Respect for Human Rights
406-1	Incidents of discrimination and corrective actions taken	■S: Respect for Human Rights
GRI 407: Freedom of Association and Collective Bargaining 2016		
3-3	Management of material topics	■S: Material Issues and KPIs ■S: Employment and Labor Relations
407-1	Operations and suppliers in which the right to freedom of association and collective bargaining may be at risk	■S: Promote Sustainable Procurement
GRI 408: Child Labor 2016		
3-3	Management of material topics	■S: Material Issues and KPIs ■S: Respect for Human Rights ■S: Promote Sustainable Procurement
408-1	Operations and suppliers at significant risk for incidents of child labor	■S: Promote Sustainable Procurement
GRI 409: Forced or Compulsory Labor 2016		
3-3	Management of material topics	■S: Material Issues and KPIs ■S: Respect for Human Rights ■S: Promote Sustainable Procurement
409-1	Operations and suppliers at significant risk for incidents of forced or compulsory labor	■S: Promote Sustainable Procurement
GRI 410: Security Practices 2016		
3-3	Management of material topics	■S: Material Issues and KPIs ■S: Respect for Human Rights ■S: Promote Sustainable Procurement
410-1	Security personnel trained in human rights policies or procedures	-
GRI 411: Rights of Indigenous Peoples 2016		
3-3	Management of material topics	■S: Material Issues and KPIs ■S: Respect for Human Rights ■S: Promote Sustainable Procurement
411-1	Incidents of violations involving rights of indigenous peoples	-

GRI 412: Human Rights Assessment 2016		
3-3	Management of material topics	■S: Material Issues and KPIs ■S: Respect for Human Rights ■S: Promote Sustainable Procurement
412-1	Operations that have been subject to human rights reviews or impact assessments	■S: Respect for Human Rights
412-2	Employee training on human rights policies or procedures	■S: Respect for Human Rights ■S: Risk Management and Compliance
412-3	Significant investment agreements and contracts that include human rights clauses or that underwent human rights screening	-
GRI 413: Local Communities 2016		
3-3	Management of material topics	-
413-1	Operations with local community engagement, impact assessments, and development programs	-
413-2	Operations with significant actual and potential negative impacts on local communities	■S: Ensuring of Environmental Risk Compliance ■S: Response to Water Risk
GRI 414: Supplier Social Assessment 2016		
3-3	Management of material topics	■S: Material Issues and KPIs ■S: Promote Sustainable Procurement ■P: Toshiba Group Green Procurement Guidelines ■S: Risk Management and Compliance
414-1	New suppliers that were screened using social criteria	-
414-2	Negative social impacts in the supply chain and actions taken	■S: Promote Sustainable Procurement
GRI 415: Public Policy 2016		
3-3	Management of material topics	-
415-1	Political contributions	■S: Risk Management and Compliance (Compliance with the Antimonopoly Act and Anti-corruption)
GRI 416: Customer Health and Safety 2016		
3-3	Management of material topics	■S: Product Safety and Product Security
416-1	Assessment of the health and safety impacts of product and service categories	Data for this item has not been aggregated. For information on this initiative, please refer to "Quality Control for Safety and Reliability." ■S: Quality Control for Safety and Reliability
416-2	Incidents of non-compliance concerning the health and safety impacts of products and services	■S: Product Safety and Product Security ■S: Risk Management and Compliance
GRI 417: Marketing and Labeling 2016		
3-3	Management of material topics	-
417-1	Requirements for product and service information and labeling	-
417-2	Incidents of non-compliance concerning product and service information and labeling	■S: Product Safety and Product Security ■S: Risk Management and Compliance (Product Safety Information and Advertising)
417-3	Incidents of non-compliance concerning marketing communications	■S: Risk Management and Compliance (Product Safety Information and Advertising)

GRI 418: Customer Privacy 2016		
3-3	Management of material topics	■S: Material Issues and KPIs ■S: Strengthen Cyber Resilience (Information Security Management) ■S: Improvement of Customer Satisfaction (Policy on Customer Information Protection)
418-1	Substantiated complaints concerning breaches of customer privacy and losses of customer data	■S: Strengthen Cyber Resilience (Information Security Management)
GRI 419: Socioeconomic Compliance		
3-3	Management of material topics	-
419-1	Non-compliance with laws and regulations in the social and economic area	-

Comparison with the UN Global Compact

As a signatory to the UN Global Compact, Toshiba submits Communication on Progress (COP) reports regarding the implementation progress of the ten principles of the Global Compact. The Global Compact sets forth universal principles on human rights, labor, the environment and anti-corruption advocated by the United Nations.

> Participation in CSR-related organizations

- Human Rights
- Labor
- Environment
- Anti-corruption

Human Rights

Global Compact Ten Principles		References
Principle 1	Businesses should support and respect the protection of internationally proclaimed human rights.	> Respect for Human Rights > Promotion of DEIB (Diversity, Equity, Inclusion, Belonging) > Ensure Employee Health and Safety > Risk Management and Compliance > Promotion of Sustainable Procurement > Quality Control for Safety and Reliability > Product Safety and Product Security > Stakeholders (NPOs/NGOs)
Principle 2	Make sure that they are not complicit in human rights abuses.	> Respect for Human Rights > Risk Management and Compliance (Compliance Training) > Promotion of DEIB (Diversity, Equity, Inclusion, Belonging) > Promotion of Sustainable Procurement

Labor

Global Compact Ten Principles		References
Principle 3	Businesses should uphold the freedom of association and the effective recognition of the right to collective bargaining.	> Employment and Labor Relations > Risk Management and Compliance (Compliance Training) > Promotion of Sustainable Procurement
Principle 4	The elimination of all forms of forced and compulsory labor	> Respect for Human Rights > Risk Management and Compliance (Compliance Training) > Promotion of Sustainable Procurement

Principle 5	The effective abolition of child labor	> Respect for Human Rights > Risk Management and Compliance (Compliance Training) > Promotion of Sustainable Procurement
Principle 6	The elimination of discrimination in respect of employment and occupation	> Promotion of DEIB (Diversity, Equity, Inclusion, Belonging) > Risk Management and Compliance (Compliance Training) > Promotion of Sustainable Procurement

Environment

Global Compact Ten Principles		References
Principle 7	Businesses should support a precautionary approach to environmental challenges.	> Stakeholders (Governments and Public bodies) > Stakeholders (Global Environment) > Environment
Principle 8	Undertake initiatives to promote greater environmental responsibility	> Product Safety and Product Security > Stakeholders (Governments and Public bodies) > Stakeholders (Global Environment) > Participation in External Sustainability Initiatives Organizations > Environment
Principle 9	Encourage the development and diffusion of environmentally friendly technologies	> Stakeholders (Governments and Public bodies) > Stakeholders (Global Environment) > Environment

Anti-corruption

Global Compact Ten Principles		References
Principle 10	Businesses should work against corruption in all its forms, including extortion and bribery.	> Risk Management and Compliance (Compliance with the Antimonopoly Act and Anti-corruption) > Stakeholders (Governments and Public bodies)

Comparison with ISO 26000

Toshiba strive to evaluate our sustainability initiatives according to the core subjects as well as to expand our sustainability initiatives and sustainability reporting.

- Organizational governance
- Fair operating practices
- Human rights
- Consumer issues
- Labor practices
- Community involvement and development
- The environment

Organizational governance

Core Subjects	Issues	References
6.2 Organizational governance		> Sustainability Management > Stakeholders

Human rights

Core Subjects	Issues	References
6.3 Human rights		
6.3.3	Due diligence	> Respect for Human Rights
6.3.4	Human rights risk situations	> Respect for Human Rights
6.3.5	Avoidance of complicity	> Respect for Human Rights
6.3.6	Resolving grievances	> Respect for Human Rights
6.3.7	Discrimination and vulnerable groups	> Respect for Human Rights > Promotion of DEIB (Diversity, Equity, Inclusion, Belonging)
6.3.8	Civil and political rights	> Respect for Human Rights
6.3.9	Economic, social and cultural rights	> Respect for Human Rights
6.3.10	Fundamental principles and rights at work	> Respect for Human Rights > Employment and Labor Relations > Promotion of Sustainable Procurement

Labor practices

Core Subjects	Issues	References
6.4 Labor practices		
6.4.3	Employment and employment relationships	> Employment and Labor Relations > Fair Evaluation and Talent Development > Promotion of DEIB (Diversity, Equity, Inclusion, Belonging)
6.4.4	Conditions of work and social protection	> Promotion of DEIB (Diversity, Equity, Inclusion, Belonging) > Work-Style Reform and Work-Life Balance > Ensure Employee Health and Safety
6.4.5	Social dialogue	> Employment and Labor Relations > Fair Evaluation and Talent Development
6.4.6	Health and safety at work	> Ensure Employee Health and Safety
6.4.7	Human development and training in the workplace	> Fair Evaluation and Talent Development

The environment

Core Subjects	Issues	References
6.5 The environment		
6.5.3	Prevention of pollution	> Response to Climate Change at Our Sites > Response to the Circular Economy at Our Sites > Response to Water Risk > Proper Management of Chemical Substances at Our Sites > Proper Management of Chemical Substances in Products and Service s > Ensuring of Environmental Risk Compliance
6.5.4	Sustainable resource use	> Environmental Data > Towards the Realization of a Resource Circulating Society > Response to the Circular Economy at Our Sites > Response to the Circular Economy in Products and Services > Response to Water Risk
6.5.5	Climate change mitigation and adaptation	> Towards the Realization of a Decarbonized Society (Information Disclo sure Based on the TCFD Recommendations) > Response to Climate Change at Our Sites > Response to Climate Change in Products and Services

6.5.6	Protection of the environment, biodiversity and restoration of natural habitats	> Towards the Realization of a Society in Harmony with Nature > Conservation of Biodiversity > Response to Water Risk

Fair operating practices

Core Subjects	Issues	References
6.6 Fair operating practices		
6.6.3	Anti-corruption	> Risk Management and Compliance (Compliance with the Antimonopoly Act and Anti-corruption)
6.6.4	Responsible political involvement	> Risk Management and Compliance (Compliance with the Antimonopoly Act and Anti-corruption) > Stakeholders (Governments and Public Bodies)
6.6.5	Fair competition	> Risk Management and Compliance (Compliance with the Antimonopoly Act and Anti-corruption)
6.6.6	Promoting social responsibility in the value chain	> Promotion of Sustainable Procurement > Risk Management and Compliance (Export Control)
6.6.7	Respect for property rights	> Risk Management and Compliance > Intellectual Property Initiatives

Consumer issues

Core Subjects	Issues	References
6.7 Consumer issues		
6.7.3	Fair marketing, factual and unbiased information and fair contractual practices	> Product Safety and Product Security
6.7.4	Protecting consumers' health and safety	> Quality Control for Safety and Reliability > Product Safety and Product Security
6.7.5	Sustainable consumption	> Quality Control for Safety and Reliability > Promotion of Sustainable Procurement > Environmental Considerations in Product Development > Response to Climate Change in Products and Services
6.7.6	Consumer service, support, and complaint and dispute resolution	> Improvement of Customer Satisfaction

6.7.7	Consumer data protection and privacy	> Strengthen Cyber Resilience (Information Security Management) > Improvement of Customer Satisfaction(Policy on Customer Information Protection)
6.7.8	Access to essential services	> Improvement of Customer Satisfaction
6.7.9	Education and awareness	> Quality Control for Safety and Reliability(Disclosure of Information on Quality) > Product Safety and Product Security

Community involvement and development

Core Subjects	Issues	References
6.8 Community involvement and development		
6.8.3	Community involvement	> Social Contribution Activities > Stakeholders
6.8.4	Education and culture	> Social Contribution Activities
6.8.5	Employment creation and skills development	> Social Contribution Activities > Coexistence with Society (Contribution to Local Communities through Job Creation, Procurement and Tax Payment)
6.8.6	Technology development and access	> Strengthen R&D to Stimulate Innovation
6.8.7	Wealth and income creation	> Coexistence with Society (Contribution to Local Communities through Job Creation, Procurement and Tax Payment)
6.8.8	Health	> Social Contribution Activities (Contribution to Local Communities)
6.8.9	Social investment	> Stakeholders (Governments and Public Bodies) > Stakeholders (NPOs/NGOs)

History of Sustainability Activities

FY2024	• Commenced the Eighth Environmental Action Plan. • Transferred the operations of the Sustainability Management Division to the Strategic Planning Division
FY2023	• Obtained approval for our net-zero targets from the Science Based Targets (SBT) initiative. • Participated in the GX League of the Ministry of Economy, Trade and Industry.
FY2022	• Formulated Toshiba AI Governance Statement
FY2021	• Sustainability Management Division and transferred operations of Sustainability Management Office to the division. • Reviewed sustainability management structure. • Established Sustainability Policy. • Identified new material issues. • Commenced the Seventh Environmental Action Plan. • Partially revised the Environmental Future Vision 2050 • Fully revised Toshiba Group Green Procurement Guidelines • Developed KPIs based on new material issues • Formulated Toshiba Group Human Rights Policy
FY2020	• Renamed CSR Management Office to Sustainability Management Office. • Revised Toshiba Group Conflict Mineral Policy to Toshiba Group Responsible Minerals Sourcing Policy. • Issued a statement based on the Australian Modern Slavery Act. • Formulated Toshiba Group's Environmental Future Vision 2050. • Integrated CSR Report and Environmental Report, and published Sustainability Report. • Obtained approval of the Science Based Targets (SBT) initiative.
FY2019	• Announced endorsement of the recommendations of the Task Force on Climate-related Financial Disclosures (TCFD).
FY2018	• Formulated the Essence of Toshiba. • Established SDGs managers in key Group companies and strengthened SDG-related initiatives.
FY2017	• Formulated the Sixth Environmental Action Plan.
FY2016	• Incurred losses in the nuclear business; implemented various initiatives to identify the cause of the issue and to develop remedial measures. • Issued a statement based on the UK Modern Slavery Act 2015.
FY2015	• Started investigation into the cause of accounting issue, and addressing various measures for recurrence prevention. • Held seminars to explain Global Compact and RBA Code of Conduct for both suppliers and people from Toshiba Group companies.

FY2014	• Revised Standards of Conduct for Toshiba Group and added Respect for Human Rights as Article 1. • Revised Toshiba Group Procurement Policy and requested some 10,000 suppliers (cumulative numbers) to abide by this revised content. • Commenced Toshiba Group Simultaneous Social Contribution Activities.
FY2013	• Organized Business & Human Rights Workshop for human resource managers from 9 Asian countries. • Newly established Social Contributions by Business category to Social Contribution Award. • Introduced T-Compass, a new concept of environmental management
FY2012	• Conducted surveys to some 10,000 suppliers regarding their approaches to issues related to conflict minerals and CSR promotion. • Formulated the Fifth Environmental Action Plan.
FY2011	• Established Toshiba Group Conflict Mineral Policy. • Revised Toshiba Group Procurement Policy and requested that suppliers continue to promote CSR in the supply chain. • Became a member of the Responsible Business Alliance (RBA).
FY2010	• Strengthened CSR management based on the principles of ISO 26000. • Introduced a system for visualizing working hours. • Expanded UD advisor system to include non-Japanese employees. • Established the global brand eco style.
FY2009	• Formulated Toshiba Group Biodiversity Guidelines. • Established Sign Language Club. • Enforced the requirement to leave the office at the regular time for at least two days during the Family Week in Japan.
FY2008	• Collaborated with NPOs to promote experiential science education (Supporting the activities of experiential science education research organizations). • Conducted the 1st Toshiba Cup Contest among students specializing in science and math education at teacher-training universities in China to present their creative teaching plans. • Implemented on-site CSR audit (related to human rights, occupational health and safety, the environment) of suppliers in Thailand. • Published Environmental Report. • Made an announcement to allow the peak out of Toshiba Group's greenhouse gas emissions in 2012 and thereafter reduce the absolute emissions.
FY2007	• Formulated Toshiba Group Environmental Vision 2050. • Structures and systems for Quality Control at Toshiba Group is reinforced. • Fulfilled Statutory Ratio of Employment of People with Disabilities in all the subject Group Companies in Japan.
FY2006	• Established Toshiba Group CSR Month. • Established the Clean Partner Line, a whistleblower system for suppliers and other business partners. • Launched Toshiba Group 1.5 Million Tree-planting Project. • Strengthened the New EASTER comprehensive audit system.

FY2005	• Established Toshiba With Co., Ltd., a special subsidiary for employment of people with disabilities. • Held Toshiba Group CSR Conference. • Newly established Toshiba “ASHITA” Award. • Participated in the Eco-Products International Fair.
FY2004	• Published CSR Report. • Established an organization dedicated to promotion of equal opportunity. • Established Toshiba Group Procurement Policy based on CSR. • Announced Toshiba Group Environmental Vision 2010. • Formulated the Fourth Voluntary Environmental Plan.
FY2003	• Adopted a company with committees system. • Established CSR Division. • Introduced Factor T, an eco-efficiency indicator. • Joined UN Global Compact. • Joined Business for Social Responsibility (BSR), an international CSR association based in the U.S.
FY2002	• Introduced internal free agent system. • Achieved zero emissions of waste.
FY2001	• Integrated Toshiba Standards of Business Conduct and Toshiba International Standards of Conduct.
FY2000	• Established corporate risk management system. • Introduced environmental accounting. • Introduced green procurement.
FY1999	• Introduced in-house company system. • Established Environmentally Conscious Products (ECPs) Standards. • Issued Green Procurement Guidelines. • Established Toshiba Customer Information Center.
FY1998	• Introduced corporate officer system. • Published Environmental Report.
FY1995	• Obtained ISO 14001 certification.
FY1993	• Formulated the First Voluntary Environmental Plan.
FY1992	• Started ExploraVision Award in the U.S. • Introduced family-care leave, child-care leave and short-time working hours systems.
FY1991	• Held the First Corporate Environmental Protection Council. • Established Toshiba Thai Foundation.

FY1990	• Started the First Toshiba Group Environmental Exhibition. • Established Basic Commitment of the Toshiba Group and the slogan. • Established Toshiba Standards of Business Conduct and Toshiba International Standards of Conduct. • Established Toshiba America Foundation.
FY1989	• Established Basic Policy for Environmental Protection. • Introduced environmental auditing. • Established Toshiba International Foundation.
FY1988	• Established Environmental Protection Center.
FY1975	• Introduced Toshiba Group Health and Safety Convention.
FY1973	• Established Toshiba Management Philosophy.
FY1971	• Established Consumers Department.

Sustainability Reporting Policy

In the Sustainability website, we report truthfully the issues that are material for both our stakeholders as well as Toshiba Group. The content of the report obtains approval from the Non-financial Information Disclosure Committee chaired by the President and CEO and made up of executives and managers of sustainability related divisions.
The sustainability-related information has been disclosed only on our Sustainability website since fiscal 2022.

Organizations Covered in This Report

In principle, this report covers Toshiba Group (Toshiba Corporation and its consolidated subsidiaries in Japan and overseas), and information outside this scope is reported based on the definitions below.

- “Toshiba” in this report refers to Toshiba Corporation.
- “Corporate” refers to Executive Officer and Chairman, Executive Officer and President, executive officers in charge of the corporate staff divisions, and executive officers responsible for respective businesses, who have been delegated authority by the Board of Directors to make decisions.
- “Corporate staff division” refers to the division that assists with corporate affairs and provides shared services.
- “Toshiba Group in Japan” refers to Toshiba Corporation and its consolidated subsidiaries in Japan.
- “Toshiba Group overseas” refers to consolidated subsidiaries overseas.
- “Key Group companies” refer to Toshiba Energy Systems & Solutions Corporation, Toshiba Infrastructure Systems & Solutions Corporation, Toshiba Electronic Devices & Storage Corporation, Toshiba Digital Solutions Corporation, and Toshiba Tec Corporation.

Reporting Period

This report focuses on the results of activities from April 1, 2023 to March 31, 2024 (FY2023). It also includes some activities continuing from the past as well as more recent ones.

Information update date

Current issue: October 2024
Information deemed necessary for immediate disclosure will be updated on a case-by-case basis.

Reference Guidelines

- Global Reporting Initiative (GRI) Sustainability Reporting Standard

  > GRI Content Index

- United Nations Global Compact [Communication on Progress (COP) Advanced level]

  > Comparison with the UN Global Compact

- Environmental Reporting Guidelines 2018, Ministry of the Environment of Japan
- Environmental Accounting Guidelines 2005, Ministry of the Environment of Japan
- ISO 26000

  > Comparison with ISO 26000

- Task Force on Climate-related Financial Disclosures (TCFD)
- SASB (Sustainability Accounting Standards Board) Guidelines

Please see below for back numbers of past Sustainability Reports (PDF).

> Sustainability Report Archives

Committed to People, Committed to the Future.

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